

**GEORGE MASON UNIVERSITY
BOARD OF VISITORS MEETING
Thursday, December 1, 2022**

**Hazel Conference Room
Merten Hall 1201**

AGENDA

7:30 a.m. – 8:00 a.m.	<i>Continental Breakfast</i>
8:00 a.m. – 8:20 a.m.	Executive Committee Meeting
8:35 a.m. – 9:25 a.m.	Finance and Land Use Committee Meeting
9:40 a.m. – 10:30 a.m.	Development Committee Meeting
10:45 a.m. – 11:35 a.m.	Research Committee Meeting
11:50 a.m. – 12:40 p.m.	Audit, Risk, and Compliance Committee Meeting
12:40 p.m. – 1:10 p.m.	<i>Lunch Break</i>
1:10 p.m. – 2:00 p.m.	Academic Programs, Diversity and University Community Committee

BOARD OF VISITORS MEETING AGENDA

2:15 p.m.	I. Call to Order
2:15 p.m. – 2:20 p.m.	II. Approval of the Minutes A. Full Board Meeting on September 29, 2022 (ACTION ITEM)
2:20 p.m. – 2:30 p.m.	III. Rector’s Report A. SCHEV Orientation Attendance (ACTION ITEM)
2:30 p.m. – 2:50 p.m.	IV. President’s Report A. Strategic Plan (ACTION ITEM)
	V. Committee Reports
2:50 p.m. – 2:55 p.m.	A. Finance and Land Use Committee 1. Capital Matters a. Activities Building (ACTION ITEM) b. Johnson Center HVAC Replacement Project (ACTION ITEM) c. Aquatic Fitness Center Capital Renewal (ACTION ITEM)
2:55 p.m. – 3:00 p.m.	B. Development Committee
3:00 p.m. – 3:05 p.m.	C. Research Committee
3:05 p.m. – 3:10 p.m.	D. Audit, Risk, and Compliance Committee
3:10 p.m. – 3:15 p.m.	E. Academic Programs, Diversity and University Community Committee

1. Program Actions
 - a. Closed Degree Program
 - i. Health and Medical Policy, MS (**ACTION ITEM**)
2. Faculty Actions
 - a. Elections of New Tenured Faculty (**ACTION ITEM**)
 - b. Conferral of Emeritus/Emerita Status (**ACTION ITEM**)

3:15 p.m. – 4:30 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. Consultation with Legal Counsel pertaining to actual or probable litigation (Code of VA: §2.2-3711.A.7)
D. Consultation with Legal Counsel regarding specific legal matters requiring the provision of legal advice (Code of VA: §2.2-3711.A.8)

4:30 p.m. – 4:50 p.m. VII. Public Comments

4:50 p.m. VIII. Adjournment

The December 1, 2022 full board and committee meetings of the Board of Visitors will be in-person. Members of the public are welcome to observe in-person or may view the meeting live at the following link: <https://bov.gmu.edu/live/>. Overflow gallery seating in Merten 1204.

Twenty minutes will be allotted for oral public comments following closed session. Both written and oral comments will be entered into the public record. To register to provide oral public comment in-person, or to submit a written public comment, please complete the form at the following link: https://forms.office.com/Pages/ResponsePage.aspx?id=VXKFnlffR0ygwAVGRgOAY_9iYcMl8i9KmzMvg6YwcN1UMjJZWU1JOVNQVE1ZSldZRUs1RUw2WjRCMC4u

Please be aware that the full board agenda timing is for planning purposes only, the formal meeting could conclude prior to the time noted so participants should plan accordingly. A time limit of two minutes for each oral comment registrant has been established at the discretion of the Rector. Speakers are also encouraged to submit their comments in writing at the time of registration, in the event time constraints do not allow all registrants the opportunity to speak. Registration for oral comments will be accepted until 9:30 a.m. on November 28, 2022, and written comments will be accepted until the full board meeting adjourns on December 1, 2022.

GEORGE MASON UNIVERSITY
BOARD OF VISITORS
Executive Committee Meeting
Thursday, December 1, 2022
Merten Hall, Hazel Conference Room (1201)

AGENDA

- I. Call to Order**
- II. Approval of Minutes**
 - A. Executive Committee Meeting Minutes for September 29, 2022
(ACTION ITEM)**
- III. Rector's Comments**
- IV. President's Comments**
- V. 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. Consultation with Legal Counsel pertaining to actual or probable litigation (Code of VA: §2.2-3711.A.7)**
 - D. Consultation with Legal Counsel regarding specific legal matters requiring the provision of legal advice (Code of VA: §2.2-3711.A.8)**
- VI. Adjournment**

**GEORGE MASON UNIVERSITY
BOARD OF VISITORS**

**Finance and Land Use Committee Meeting
December 1, 2022**

AGENDA

- I.** Call to Order
- II.** Approval of Minutes for September 29, 2022 (**ACTION**)
- III.** Financial Matters
 - A. Financial Planning Update
 - B. FY 2022 Unaudited Financial Statements
 - C. FY 2023 Q1 Financial Report & Forecast
 - D. FY 2024 Budget Planning Assumptions
- IV.** Operational Matters
 - A. Succession Planning Update
 - B. Retirement Plan Investment Policy Update
- V.** Capital Matters
 - A. Capital Program Update
 - B. Energy Efficiency and Carbon Reduction Strategy
 - C. Office of the University Building Official Update
 - D. Activities Building (**ACTION**)
 - E. Johnson Center HVAC Replacement Project (**ACTION**)
 - F. Aquatic and Fitness Center Capital Renewal (**ACTION**)
- VI.** Adjournment

APPENDIX I – Capital Projects Review (Stoplight)

APPENDIX II – Supplemental Financial Information

**GEORGE MASON UNIVERSITY
FINANCE & LAND USE COMMITTEE
BOARD OF VISITORS**

**MINUTES
September 29, 2022
9:36 a.m. – 10:33 a.m.**

PRESENT: Committee Chair Iturregui, Vice Chair Moss; Rector Blackman, Vice Rector Bhuller; Visitors Peterson, Brown, Hazel, Chimaladinne, Burke and Meese; President Washington; Interim Senior Vice President Dickenson; Faculty Chair Broeckelman-Post; Staff Chair Rogers, Faculty Representatives Venigalla and Daniels; Secretary pro tem Kalek

ABSENT: Visitor Witeck.

I. Call to Order

Committee Chair Iturregui convened the meeting at 9:36 a.m.

II. Approval of Minutes (ACTION)

Committee Chair Iturregui called for any corrections to the minutes for the May 5, 2022, meeting of the Finance and Land Use Committee that were provided to with the materials. Hearing none, the **MINUTES STOOD APPROVED AS WRITTEN.**

III. Financial Matters

Committee Chair Iturregui turned the meeting over to Deb Dickenson, Interim Senior Vice President for Administration and Finance.

A. Financial Overview

Ms. Dickenson, provided the Board with a financial overview update. One of the largest challenges for Mason's funding is that Tuition is our main revenue source, with the rest provided by the Commonwealth. The funding disparity is an ongoing discussion with the Commonwealth, Board, faculty, staff, and students. We are already one of the lowest cost providers of academic excellence for our Doctoral peers. This impacts our ability to provide faculty and staff market compensation at the level we need. We also have operational escalations. An example for Mason, specific to the Northern Virginia area, is that our janitorial services have increased over \$5.5 million, in addition to other contractual services increasing, and we don't have funding for that. Northern Virginia is the most expensive in the area and fifth highest in the nation which exacerbates this inflation. Mason has received additional funds from the State, but while we did receive \$26 million in base appropriations and affordable access funding in FY22, almost half is for the institutional match on the 5% salary increase. All institutions had a salary increase and received funding, so that is not an additional set of funding for Mason. We did receive additional funding for strategic initiatives and research, but we are still the lowest.

Ms. Dickenson presented the 10-year history comparison for Mason and other Commonwealth doctoral institutions in terms of state support per Virginia student. While rides have been made, but other institutions are receiving this. Any financial aid we receive is a flow-through for Mason

that goes directly to our students, it is not additional aid to cover our funding disparity. In the absence of additional State funding, as we make commitments on market compensation and as we incur our contractual costs, Mason would actually need to raise tuition increase by 11.6% to cover our actual costs. The budget is calculated based on an inflation rate of 3% and Mason is incurring closer to 9%.

Ms. Dickenson continued her discussion about the labor participation market, where Mason is not alone in having labor shortages, which are more pronounced in the D.C. area. A lot of people are not returning to work, and that creates an additional challenge, specifically for Mason. We have a lot of competition in the area from universities and corporations because we have not been able to offer market compensation. A specific example that is that we recently lost two advisors to other universities, including one from the Commonwealth, who left for positions with more than \$30,000 and \$35,000 each in increased compensation.

Mason has a very high level of operational efficiency. As of June, we had 498 vacancies which impacts the strain on our already constrained resources. It impacts services and our ability to do our job well and creates recruitment challenges. We are planning to start making an investment in market compensation, based on a faculty survey completed in January, and also a staff estimate which will be followed by a staff compensation survey. We are making investments because we have to retain our resources. Based on what we are hearing from the Commonwealth in our discussions, that they are going to work with and collaborate with us to address that funding disparity. Mason has made adjustments in compensation two times over the last few years with one more planned, due to the impact of the funding disparity. Ms. Dickenson provided an example that her senior accountants made \$40,000 when she started at Mason, whereas they had made \$95,000 at her prior university.

Not raising tuition impacts accessibility and affordability and creates a compounding effect each year we don't do it. The most significant impact impeding our ability to help our students at a sufficient level. In the absence of sufficient reserves, we would have a \$2 million reduction in financial aid, a loss of State support, and reduced services in support of our students.

In response to the Visitors' request for additional student input, Rose Pascarell, Vice President for the University Life, and Ms. Dickenson met with the Student Senate to solicit their feedback. What resonated with them is that Mason is being treated differently than most institutions. The students that Mason represent are lower income who often stay in the area and support the Commonwealth job market.

Sophia Nguyen, Undergraduate Student Representative, discussed the tuition survey that has been conducted for which a total of 1,161 student responses were garnered. It was clear that once students read the explanation for the 3% tuition increase, they were immediately discontent with the proposal. 7% of students said they support the 3% increase, while 93% did not. 50% said a 3% tuition increase would impact their ability to graduate as planned, while 18% said no and 32% were unsure.

Ms. Nguyen shared a conversation that she had with a group of students who said they didn't understand why their tuition kept increasing when it is already extremely expensive to be an in-state, and twice as much so as an out-of-state student. Ms. Nguyen continued that students understand the needs of our university and the funding disparities we face. But speaking on behalf of the student, it should not come from the students, if the expenses are furthering hardships that must be endured to secure their spots here at Mason. It should be coming from Richmond.

Chair Iturregui reaffirmed that the Board is cognizant of the tuition impacts and noted their appreciation for the survey. He highlighted that Mason is similar to, if not better than, most of our peers nationwide in terms of the out-of-state versus in-state dynamic. The impacts of not raising tuition that were presented are real and the Board is trying to avoid them and find a compromise. The Board of Visitors has a fiduciary responsibility first and foremost to the students, then GMU, within some guardrails imposed by the Commonwealth.

Ms. Dickenson continued her discussion by highlighting how Mason is supporting the Governor's agenda on higher education. Dean Guerra-Lopez from the College of Education and Human Development is working with Provost Ginsberg on lab schools and Mason is focused on maintaining affordability and improving efficiency to do more for our students and staff. We have been engaged with many agencies of the Commonwealth and are partnering on operational efficiencies with Secretary Cummings, Secretary Guidera, their teams, the deputy secretaries and many other agencies. They have been highly responsive in working with Mason and we have spent a great deal of time with them over the last few months making our case for increased support.

Mason is one of two Tier III schools that did not receive cash management. Mason has a large balance with the State that is managed inefficiently, which is a significant loss of potential gains. Ms. Dickenson estimated that it cost Mason \$25 to \$45 million in potential income per year, which would have gone a long way to our \$58 million funding gap. Secretary Cummings has committed that they will be working on additional investments to move the Commonwealth out of some of the very low risk investments. Mason's Treasurer will be partnering with the State Treasurer to improve this arrangement. We have auxiliary balances, but for Mason, we had a journey to improve our financial health. Ten years ago, Mason committed to increasing our reserves to moving us toward financial autonomy. Mason performs well on the debt rating card but has \$500 million in auxiliary balance, against much of which we have commitments. We don't have sufficient funding within our operational budget to address deferred and emergency maintenance, which is another reason we maintain reserves. We have strong ratings but when you factor in overall total cash on investments, we are below the cost of the medium that is required to maintain our Tier III authority. We really only have flexibility for investment of \$50 to \$75 million which we are working on over the next two years.

B. FY 2023 Amended Budget (ACTION)

Sharon Heinle, Interim Vice President for Finance provided an overview of the preliminary FY22 yearend close, which is a cash basis presentation of our revenues and expenses for FY22 compared to FY21. Mason is still in the process of preparing our accrual basis financial statements and

expect to present the accrual basis results at a future meeting; the accrual basis is audited. Last year we received those results of the audit in February because we were on an accelerated cycle due to the reaccreditation process that Mason was undergoing. We don't anticipate being able to present the results of the audit and the financial statement until the May Board.

In FY22 revenues increased by \$108 million over the prior year. Mason did not have a tuition increase for FY22 so net tuition and fees has held relatively flat. There has been a large increase of \$66 million in State appropriations. Half of this increase is due to the increased appropriation supporting salary increases, normal operating expenses, as well as a one-time addition of \$9 million of affordable access funding that has since been rolled into our base. The other half is a timing difference related to how the State treats unspent appropriations and reverts them into the state treasury at the end of the year. In FY21, we actually underspent our E&G budget on a cash basis by \$18 million. The State took that \$18 million back into the State Treasury. They reappropriated it to us in FY22 and of that \$18 million, we spent \$15 million. In FY22 we spent all of our FY22 appropriations plus \$15 million that was carried over from the prior year.

Additional appropriations support a variety of operating activities, most notably salary increases, strategic initiatives, cost escalations and the University branding element. There has been a dramatic increase in the auxiliary enterprise revenues, as Mason's auxiliary operations really returned closer to pre-pandemic levels in FY22. In FY21 the number is really depressed from our traditional level of revenues for things like housing, dining, parking, facilities on campus. An offsetting factor of this is the capital grants, which decreased in FY22 than in FY21. That varies in relation to the amount of capital outlay expenditures the university incurs you will recall that in FY21, we were completing the Horizon Hall and utility plant projects. There was less capital activity in FY22 than in FY21. Comparing the preliminary close to our third quarter forecast, which was presented to the board of visitors in May, there are very minimal. This is a significant improvement in our forecasting process. Most of the differences that are noted were either due to some timing issues for the cash flows or a couple of uncertainties that were baked into the forecast because we were uncertain particularly in the grants and contracts area of what would materialize as cash revenues by the end of the year.

Rene Stewart O'Neal, Associate Vice President for Strategic Planning & Budgeting, presented the amended FY23 operating budget, which represents a \$38 million decrease in overall net revenues and expenses from the budget approved in May 2022, shifting from \$1.436 billion to \$1.4 billion with Capital budget adjustments being the main driver of the reduction. The amended operating budget reflects the 3% tuition increase for all students that was approved by the Board in May with no change. The revenue adjustments include a \$35 million reduction in anticipated capital grants revenues from the State, and other entities, due to timing delays of reimbursements from several major capital projects, such as the Fuse at Mason Square, Life Science and Engineering Building, telecom phase two, and the central plant expansion. There are other revenue decreases of about \$7 million, reflecting a \$3 million adjustment to the cash reversion and a \$4 million recharacterization of indirect revenues to expenses. These revenue decreases were offset by a \$4 million increase in institutional aid that is reflected in net tuition and fees. The expense adjustments include a \$45 million reduction in our capital outlay expenses consistent with the capital grant revenue

decreases, a \$4 million reduction in contractual services expenses, due to the accounting recategorization and a \$12 million increase in auxiliary enterprise infrastructure fund due to the net impact of the revenue and expense adjustments. Our amended budget reaffirms our commitment to invest in faculty and staff through competitive compensation, to invest in student success through increased financial aid and expanded student support services and our commitment to leverage our constrained resources through conservative allocations for core budget needs and through reallocation and redeployment for efficiencies.

C. State Six-Year Operating Plan (Action)

Ms. O'Neal provided information about Mason's six-year operating plan. In FY23 we provide an update to the FY22 biennium six-year plan that was submitted to the State in July. Mason has nine strategies that allow it to invest in our academic and research mission. The FY23 update submitted in August incorporates the State's general fund appropriation to Mason over the biennium of \$16 million in FY23 and \$39 million in FY24. What is different about the update this year is that we have identified core operating budget shortfalls that have never been totally addressed due to our funding disparity. We are now asking the State for significant additional investment in FY24 to achieve Mason's goals, as well as the Governor's higher education agenda.

The long-term impact of the state's underinvestment in Mason is a \$58 million core budget shortfall in FY22. In FY24, therefore, we are asking for an additional \$47 million on top of the \$39 million that the state has already allocated, to mitigate the gap in order to fund the faculty and staff compensation, our critical staff hires, operating cost escalations and our infrastructure needs. Mason has demonstrated that we are excellent financial stewards and that we are very efficient. In fact, our efficiency is now costing us, since our operations are now so lean that they are becoming unsustainable without further capital investment. The final, Board approved FY23 plan update is due back to SCHEV on October 11.

IV. Operational Matters

A. Joint Legislative Audit and Review Commission Span of Control (Action)

Lester Arnold, Vice President for Human Resources and Payroll, provided the annual update on Mason's span of control. In 2018 Mason developed University Policy 2233, which outlined a minimum of two direct reports for each supervisor and identified Mason's goal of a median span of control of four direct reports by 2024. Mason's workforce currently includes 11,500 employees. Nonstudent employees amount to about 7,200 and student employees are around 4,300. JLARC study are looking at admin professional faculty and classified, which makes up about 25% of our population. When you add the additional 75%, on average, there are about 5.5 employees reporting to each one of our supervisors, which still puts Mason around a median of three, as it relates to our target of 4:1 ratio. Mason's Classification and Compensation organization does annual analysis and continues working towards our goal.

V. Capital Matters

A. Land Use Certification (Action)

Virginia code requires each state agency and institution to update their land-use plan on an annual basis, and to submit that plan to the Department of General services. The code also requires that the Board of Visitors certifies that plan. Frank Strike, Vice President Facilities, presented the major changes that occurred since the last update, which are the inclusion of our Smithsonian campus on the Commonwealth tracking plan, an easement on our Fairfax campus with Washington Gas, and easements we had with the Arlington County in conjunction with the Fuse building.

The Board engaged in a discussion of the FY23 tuition increase, considering language developed by Tuition Subcommittee that proposed Mason issue tuition credits to in-state undergraduate students in an amount equal to the 3% increase the Board had approved for FY23. Ms. Dickenson explained that the proposed budget has been amended to reflect the credit which would include an offset to to part of our reserve funding from was previously presented for a \$6 million impact.

Visitor Peterson asked how would that be returned to the students. Ms Heinle explained that since the fall semester which has already been billed, Mason will issue credits to student accounts in mid-November. The spring registration opens in November, so fall credits could apply to spring charges, with the exception of either students not returning for the spring or students who are Title IV recipients, in which case Mason would issue refunds beginning in November and no later than the end of January. The credit for the spring semester would show up on the student accounts as the same time as spring charges.

Visitor Brown asked about the effect of this one-year freeze in the continuation of the current rate for the entire school year. President Washington explained that it is a one-year freeze on the tuition, which is what the majority of the institutions in the state have done. Chair Iturregui added the other institutions do not have the funding disparity that we have and that this is a \$43 million compounded impact to the budget.

Visitor Hazel concluded by highlighting the Tuition Subcommittee's success in engaging the Commonwealth. Over the last couple of months the committee members have had several meetings with State officials at the highest levels about not just tuition, but our other financial challenges as, to tell the story of Mason's funding disparity.

Committee Chair Reagan **MOVED** that the Board of Visitors approve the following Four action items as detailed in the Board Book: 1) FY 2023 Amended Budget, 2) State Six-Year Operating Plan, 3) Joint Legislative Audit and Review Commission Span of Control, 4) Land Use Certification.

It was **SECONDED** by Rector Blackman. **MOTION CARRIED UNANIMOUSLY.**

Visitor Brown asked for an update on Mason's Climate Action Plan, related to the on-campus student climate rally. President Washington explained that the plan was still in draft form with more work to be done, but that the Committee would receive an update at the appropriate time, hopefully by the end of 2022.

Ms. Dickenson noted the Committee's prior action had omitted the Span of Control item from its prior action.

Visitor Hazel **MOVED** that the Board of Visitors approve the JLARC Span of Control as detailed in the Board Book.

It was **SECONDED** by Visitor Moss. **MOTION CARRIED UNANIMOUSLY.**

VI. Adjournment

There being no further business, Committee Chair Reagan declared the meeting adjourned at 10:33 a.m.

Prepared by:

A handwritten signature in black ink that reads "Farah Kalek". The signature is written in a cursive style with a horizontal line underlining the name.

Farah Kalek
Senior Treasury Analyst
Office of the Senior Vice President.

ITEM NUMBER V.D.:

ACTIVITIES BUILDING (ACTION)

PURPOSE OF ITEM:

This is a request for a major modification to increase the project budget for the Activities Building.

APPROPRIATE COMMITTEE:

FINANCE AND LAND USE

BRIEF NARRATIVE:

Mason requests approval of a major modification to the Activities Building, which was approved by the BOV in May 2019. The proposed project increases the prior approved budget from \$3.75M to \$11M NGF funding and the building size from 15K GSF to 25K GSF.

The Student Experience Redesign (SER) Project was initiated in 2016 to identify operational, student, and academic functions to co-locate to gain efficiency and effectiveness in support of Mason's strategic priorities. One component of this initiative addressed the physical infrastructure in which students engage. Several capital projects were envisioned as part of Master Planning to address this initiative including the EagleBank Arena Addition and the Recreation Center Addition connecting to SUB 1. In response to capital project funding deferrals and other competing needs for limited capital project funding, Mason anticipates that two building additions envisioned as part of the Master Plan and 6-Year Capital Plan will be further deferred, and requests approval of the larger Activities Building project to provide additional temporary space until these permanent structures receive funding.

The Green Machine's award-winning marching band presently has no dedicated space on campus to support their growing program which currently includes 9 ensembles with over 250 credit-based students while facing scheduling conflict with athletics and student center uses. The wellness and recreation units of University Life also face scheduling challenges and space needs for the growing population of the Fairfax campus to meet the health and wellness initiatives pioneered by the university. As a temporary solution, The Activities Building would be a 15-

year life span structure which could be extended to 20 years with diligent maintenance.

The proposed high-bay, single story, approximately 25K gross square feet (GSF) building would be located adjacent to the West PE Module. Site selection for this temporary building is based on Master Planning studies and adjacencies to future permanent structures. It's visibility to travelers on Ox Road provides a branding opportunity for the University. There are also advantages in potential relocation and re-use of the building, if necessary, as well as re-sale value once it is no longer needed.

Programmable space for this building will include the following elements with potential uses:

- (2) 7,980 SF Multipurpose Rooms
 - Recreational or competition space
 - Marching band rehearsal
 - Miscellaneous event space (career fairs)
- Approx. 5,300 SF Shared/Teaching Space
 - Student Hangout Area
 - Multipurpose Rooms (yoga, meditation, club use)
 - Individual Practice Rooms
 - Hoteling Offices
- Approx. 1,000 SF Assigned Space
 - Unit Offices
 - Unit Storage

The Rough Order of Magnitude (ROM) total project budget estimate is \$11M. Design-Build procurement was selected to provide cost certainty and encourage creative solutions including pre-engineered, pre-fabricated and modular construction. The anticipated timeline for completion is FY 2025.

STAFF RECOMMENDATION:

Board approval of the proposed major modification to the Activities Building project budget.

ITEM NUMBER V.E.:

Johnson Center HVAC Replacement Project

PURPOSE OF ITEM:

This is a request for a major modification to a current Capital Project to increase the project budget for the Johnson Center HVAC Replacement Project.

APPROPRIATE COMMITTEE:

FINANCE AND LAND USE COMMITTEE

BRIEF NARRATIVE:

The Johnson Center is a multi-story building that includes food courts, office spaces, a cinema, and library, centered around a main atrium and is central to student activity. Air handling units original to the building (1993) are at the end of their useful life and require replacement. The existing atrium smoke control system does not meet current code and is at the end of its' useful life as well. This upgrade includes replacement of four (4) existing central station air handling units and associated smoke control systems, primarily located in the building's rooftop penthouse. The project will be completed in six (6) phases to accommodate continuous occupancy throughout construction and is currently in construction phase.

The project budget based on preliminary documents is \$5,343,837 which includes \$4,350,000 for construction. That budget, developed three years ago, could not foresee COVID impacts on material supply and equipment shortages currently being experienced in the construction industry. Additionally, the Division of Engineering and Buildings (DEB) required design changes at the end of Working Drawings to existing fire rated shaft walls and fire alarm control panels. As a result, project costs are projected to increase.

The current estimate based on working drawing documents provided by the design consultant includes the entire scope of work and anticipated COVID impacts. Estimated total project cost is \$6,520,000 including construction cost of \$5,656,687.

STAFF RECOMMENDATION:

Board approval to modify the Johnson Center Air Handling Unit Upgrades project budget in the University's Capital Plan.

ITEM NUMBER V.F.:

Aquatic and Fitness Center Capital Renewal

PURPOSE OF ITEM:

This is a request for a major modification to a current Capital Project to increase the project budget for the Aquatic and Fitness Center Capital Renewal.

APPROPRIATE COMMITTEE:

FINANCE AND LAND USE COMMITTEE

BRIEF NARRATIVE:

Mason is currently in the schematic design phase for the capital renewal of the Aquatic & Fitness Center. Much of the building and its systems are original to the building which was opened in 1997, are at the end of their useful life, and are in poor condition. Significant maintenance has been deferred because it requires the closure of the pool and the loss of revenue. Scope of systems and items to be replaced include: the roof; skylights; building end wall and window system; HVAC units; fire alarm; elevator; pool tile; pool bulkheads; lighting; and isolated interior and exterior painting.

The current approved budget for the project is \$10,000,000 which includes \$7,561,912 for construction. The construction estimate after schematic design is \$14,447,769, which would bring the total project budget to \$16,634,206. The original budget, developed pre-pandemic, could not foresee COVID impacts on material supply and equipment shortages that the construction industry is currently experiencing as well as high economic inflation. As a result, project costs are projected to increase.

STAFF RECOMMENDATION:

Board approval to modify the Aquatic and Fitness Center project budget in the University's Capital Plan.

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 September 2022 report include:

- Horizon Hall - Construct/Renovate Robinson Hall, New Academic and Research Facility and Harris Theater – The warranty period is coming to a close as we work to finish several punch list and other project completion items including a new canopy which is being designed over the west entrance to shield sidewalk from drip off solar shades above the entry as well as installation of several art pieces in the atrium space and finally signs for the MIX and building branding elements. This work is permitted separately but funded through project remaining funds. Construction punch list is 99.75% complete with exception of some storm water work and planting replacements. Full project closeout is targeted for late 2022/early 2023.
- Improve Utility Distribution Infrastructure Fairfax - Currently this project is in a closeout phase with some minor punch list items remaining to be completed. Final items on the plaza include adjustments to the smart light poles that have some issues around the connectivity and security cameras. A few storm drain issues have been added to the punch list which are currently in completion phase. The lighting work along Aquia Creek Lane is underway and will be completed as soon as fixtures are on site and ready for install. It is anticipated this work will be complete late Fall 2022 or early Spring 2023.
- PPEA Discovery Hall Ph. II & Fit-out/Clean Room – The Certificate of Occupancy for the Fit-out project was received May 2018. Construction on the Clean Room is substantially complete and approved for occupancy in September 2021. An installation plan for the initial clean room tools and associated utility modifications is being reviewed with the new clean room manager to confirm final tool list and implementation approach.
- Fuse at Mason Square (IDIA HQ) – The full building permit is currently in final stage of review by DEB. Construction on the box culvert relocation and support of excavation started in January of 2022 and is in process of obtaining substantial completion. Construction started on the substructure, namely caisson installation in mid July 2022, existing piles were discovered in the first few weeks of caisson installation which has delayed the activities related to caisson install by approximately 59 calendar days as of end of October. We are currently in process of reviewing time impact analysis that identifies options to recover the 59-day delay which can be opted at later date. We are also in process of reviewing proposed costs to mitigate differing site conditions and recovery options as provided by the development team. The schedule to finish the core and shell of the building is June of 2024 (unimpacted) with substantial completion of the Mason fit out space

following in December 2024 (unimpacted). Mason will then install furniture fixtures and equipment in the Spring of 2025 with full occupancy planned for summer of 2025.

- Telecom Infrastructure Phase 1 – This was bid in three packages. Package 1, for work inside buildings and Package 3 for the new West Campus Core Switch Building have been awarded. The bid for Package 2 for outside plant (new IT ductbanks) came in substantially over budget (more than 5x the budget). Post bid negotiations are ongoing to bring the project within budget; however, a substantial portion of the scope of Package 2 will need to be eliminated to do so.
- Life Sciences Engineering Building (Bull Run Hall IIIB) – In February 2021, Mason received notice of approval from the Commonwealth to add \$30M for an additional floor to the three-story building design, and make programmatic changes that better align the new building with the current campus master plan vision for the SciTech Campus. Final Permit Drawings for the Early Release Package to allow the project to get started were approved and submitted on May 16, 2022. An early release GMP contract was issued to Skanska on May 24, 2022. Our Land Disturbance permit was delayed by an inability to secure an agreement from DEQ to reuse an existing water treatment pond. After a redesign of the project storm water management infrastructure, DEQ issued a Land Disturbance permit on August 19, 2022. Skanska broke ground on site on August 31, 2022. Full Building working drawings with DEB Modifications are being submitted next week. We have a negotiated GMP Contract and are able to get started with the building to try and meet a new scheduled completion (December 2024) Back fill work has been put on hold for now to help meet escalation costs. While we were able to move some finds and some soft costs around to be able to sign the contract, we are ultimately about 4 million dollars short of the funding need to complete the project. We have started an appeal process with DPB to try and access additional funding. We will update on this process as it unfolds. Current total funding is \$102,453,000.
- Johnson Center HVAC Repairs – Design is complete and permit drawings have been submitted to DEB. The Pre-bid meeting was held on November 8th. The coordination with building controls contractor (Siemens) and commissioning agency (Facility Dynamics) are still ongoing. The construction bids currently due December 9th with a current track to award by December 20th, 2022. A request for the total project funding to increase from \$5,343,837 to \$6,520,000 has been submitted to the Board of Visitors for approval. The Air Handler Units currently have a 52-week lead-time.
- Central Heating and Cooling Plant Capacity Expansion – CR-2 total project cost dated March 30, 2022 was granted by DEB May 12, 2022 totaling \$8,197,000.00. Preliminary Design A/E comment responses were submitted to DEB on September 12, 2022. Working Drawing deliverables were received on November 7th, 2022 and are currently under review. The project is currently tracking for a spring 2023 construction start. The equipment lead-time is currently 52 weeks.
- Telecom Infrastructure Phase 2 – A/E team has been selected; however, their fee is over budget. We are working to bring their design fee to within budget.
- Telecom Infrastructure Phase 3 – The RFP for A/E services for Phase 3 to be advertised before

the end of the year.

- Aquatic & Fitness Center Capital Renewal – The cost estimate at schematic design was more than double our construction budget (mainly due to inflation/equipment & material cost escalation). Recreation is seeking approval for a loan with Central Budget to be able to increase the construction budget to allow the full project to continue. Preliminary Drawings are scheduled to be submitted on 12/9/22. Because of very long lead times on many of elements of the project, the work will be scheduled for both the summer of 2023 and 2024.
- Academic VIII – Project approved for planning only and contingent upon Mason providing seed funding. Project awaiting internal authorization and Master Plan completion to proceed.
- Virtual Online Campus – Project approved for planning only and contingent upon Mason providing seed funding. Project will be coordinated with Master Planning efforts.
- Point of View Cottages – Commonwealth has approved \$4M of funding for this project to match a target of \$4M of fundraising. Project awaiting internal authorization and Master Plan completion to proceed.
- Construct Student Housing Fairfax PPEA – Commonwealth has approved project for PPEA solicitation. Project awaiting internal authorization and Master Plan completion to proceed.
- Construct Fairfax Mixed Use Development PPEA – Commonwealth has approved project for PPEA solicitation. Project awaiting internal authorization and Master Plan completion to proceed.
- Construct Basketball Training, Wrestling, and Athlete Academic Support (RAC Addition) – Commonwealth has approved project for \$15.5M of fundraising. Project awaiting internal authorization and Master Plan completion to proceed.
- Renovations Concert Hall – Higher Education Capital Outlay (HECO) authority approved to proceed on a \$25M renovation to the Concert Hall on the Fairfax Campus. The funding is based upon donations. Project is awaiting funding to proceed.
- Business School Building – HECO authority approved to proceed on a \$165M and 200K GSF building for the School of Business on the Fairfax Campus. The funding is based upon donations. Project is awaiting funding and Master Plan completion to proceed.
- Activities Building – HECO authority approved to proceed on a \$3.75M and 15K GSF building for activities on the Fairfax Campus. Project is awaiting funding and Master Plan completion to proceed.

STAFF RECOMMENDATION:

For Board Information Only

Facilities Projects Listing

Project #	Project Name	Scope(sf) New	Scope(sf) Reno	Total Budget	Budget Status	Schedule	Scope	Construction Start Date	Occupancy Date	Construction % Complete
Construction										
1	18207-000 Horizon Hall - Core Campus (Renovate Robinson Hall and Harris Theater)	217,726	23,161	\$ 119,931,000	●	●	●	7/1/2018	12/31/2021	99.0%
2	18208-000 Improve Utility Distribution Infrastructure Fairfax - Core Campus*	0	0	\$ 51,539,000	●	●	●	8/1/2018	12/31/2021	98.0%
3	17848-000 PPEA Discovery Hall Ph II & Fitout/Clean Room	0	18,000	\$ 6,935,680	●	●	●	6/17/2019	5/7/2021	99.0%
4	18482-000 Institute for Digital InnovAtion (IDIA HQ)	461066	0	\$ 257,300,000	●	●	●	1/3/2022	7/1/2025	17.0%
5	18000-000 Life Sciences & Engineering Building - Bull Run Add*	133300	5000	\$ 102,453,000	●	●	●	8/31/2022	1/13/2025	1.0%
6	18339-000 Telecom Infrastructure Phase 1*	576	0	\$ 10,525,000	●	●	●	9/1/2022	9/1/2023	1.0%
Design										
7	A8247-027 Johnson Center HVAC Repairs	0	348,447	\$ 5,343,837	●	●	●	1/15/2023	2/15/2025	N/A
8	18509-000 Central Heating & Cooling Plant Boiler & Chiller Addition*	0	0	\$ 8,197,000	●	●	●	4/15/2023	12/15/2025	N/A
9	18529-000 Aquatic & Fitness Center Capital Renewal	0	90,736	\$ 10,000,000	●	●	●	3/1/2023	9/1/2024	N/A
10	18487-000 Telecom Infrastructure Phase 2	0	0	\$ 23,250,000	●	●	●	3/1/2023	9/1/2023	N/A
Design Procurement										
11	18593-000 Telecom Infrastructure Phase 3	0	0	\$ 24,000,000	●	●	●	TBD	TBD	N/A
Pending Master Plan Alignment										
12	18498-000 Academic VIII*	200,000	0	\$ 185,675,000				TBD	TBD	N/A
13	18471-000 Virtual Online Campus*	0	45,000	\$ 11,000,000				TBD	TBD	N/A
14	18497-000 SCAR Point of View Cottages	TBD	0	\$ 8,000,000				TBD	TBD	N/A
15	17955-000 Construct Student Housing Fairfax PPEA	TBD	0	TBD				TBD	TBD	N/A
16	18117-000 Construct Fairfax Mixed Use Development PPEA	TBD	0	TBD				TBD	TBD	N/A
17	18253-000 Construct Basketball Training, Wrestling, and Athlete Academic Support (RAC Addition)	TBD	TBD	\$ 15,500,000				TBD	TBD	N/A
18	TBD Renovations Concert Hall	0	120,750	\$ 25,000,000				TBD	TBD	N/A
19	TBD Business School Building	200,000	0	\$ 165,000,000				TBD	TBD	N/A
20	TBD Activities Building	15,000	0	\$ 3,750,000				TBD	TBD	N/A
Grand Total This Report		1,227,668	651,094	1,033,399,517						

Data as of November 2022

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

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

BOARD OF VISITORS

Finance & Land Use Committee



Office of the Senior Vice President | December 1, 2022

Agenda

Financial Matters

- A. Financial Planning Update
- B. FY 2022 Unaudited Financial Statements
- C. FY 2023 Q1 Financial Report & Forecast
- D. FY 2024 Budget Planning Assumptions

Operational Matters

- A. Succession Planning Update
- B. Retirement Plan Investment Policy Update

Capital Matters

- A. Capital Program Update
- B. Energy Efficiency and Carbon Reduction Strategy
- C. Office of the University Building Official Update
- D. Activities Building (ACTION)
- E. Johnson Center HVAC Replacement Project (ACTION)
- F. Aquatic & Fitness Center Capital Renewal (ACTION)

Appendix I – Capital Projects Review (Stoplight)

Appendix II – Supplemental Financial Information



Financial Planning Overview

Financial Matters

Commonwealth Engagement

Commonwealth Requests

Continued requests for information, analysis and updates

Ongoing

Mason Campus Visit

Secretary of Education
Secretary of Finance
Deputy Secretary of Education
Senior Budget & Policy Analyst, DPB

October 7

Governor's Budget

Release of the Governor's FY 2024 budget

December 15

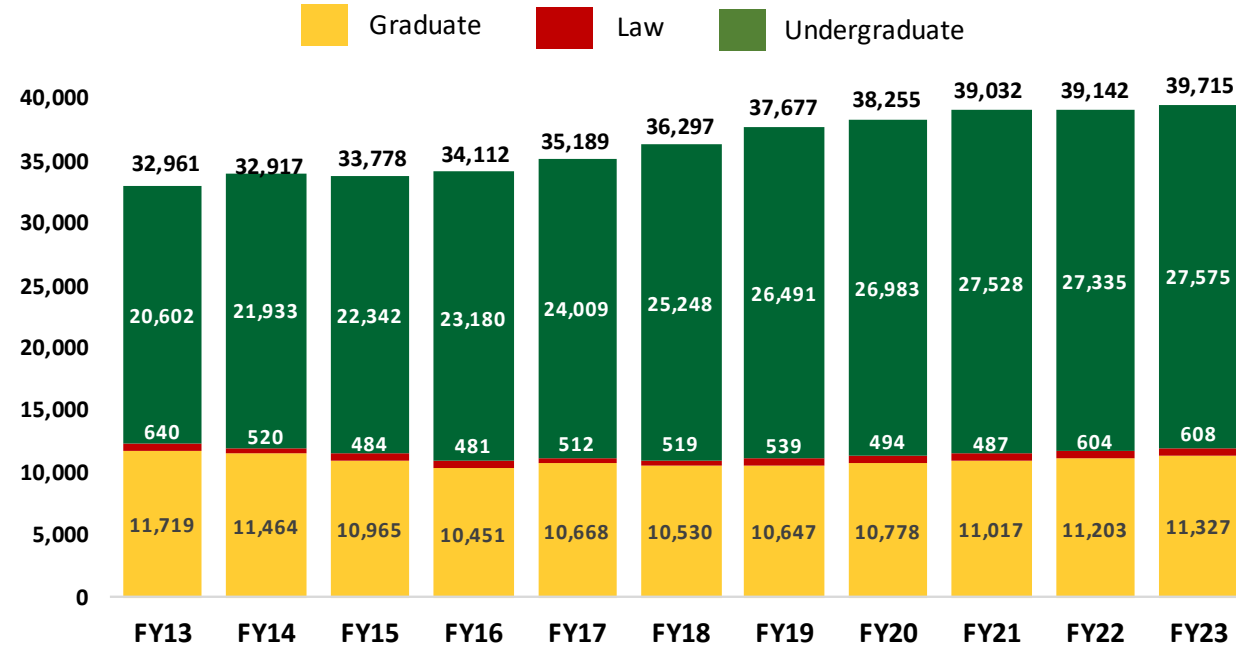


Enrollment Growth

Mason's enrollment growth has been **driven by demand**

- Access & opportunity for **economic mobility**
- Northern Virginia **population growth**
- Economic demand for **workforce-ready graduates**

STUDENT HEADCOUNT



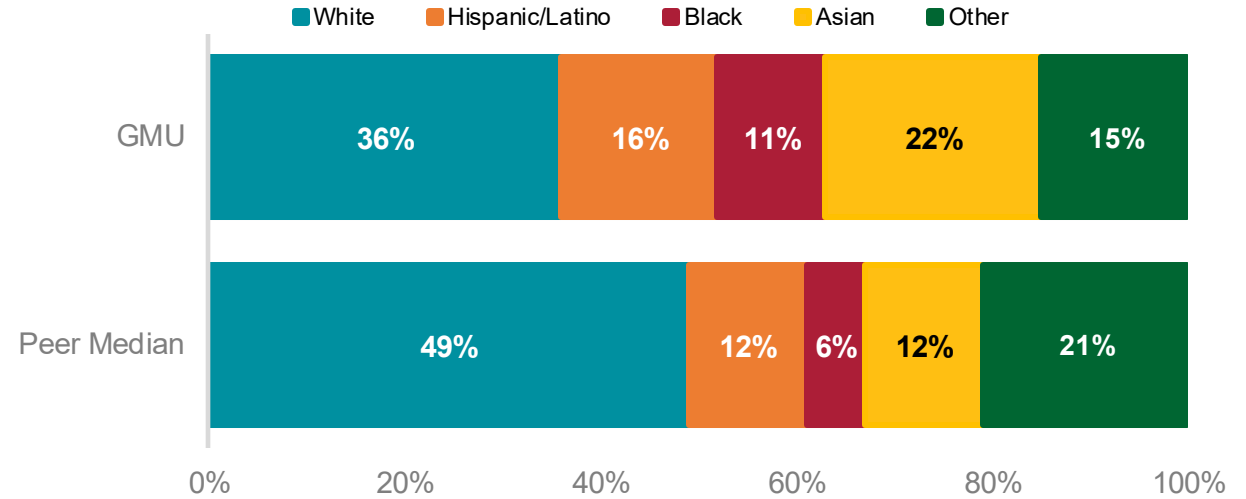
Access & Opportunity

Mason provides access and opportunity to a **more diverse** student body of **more Virginia residents**

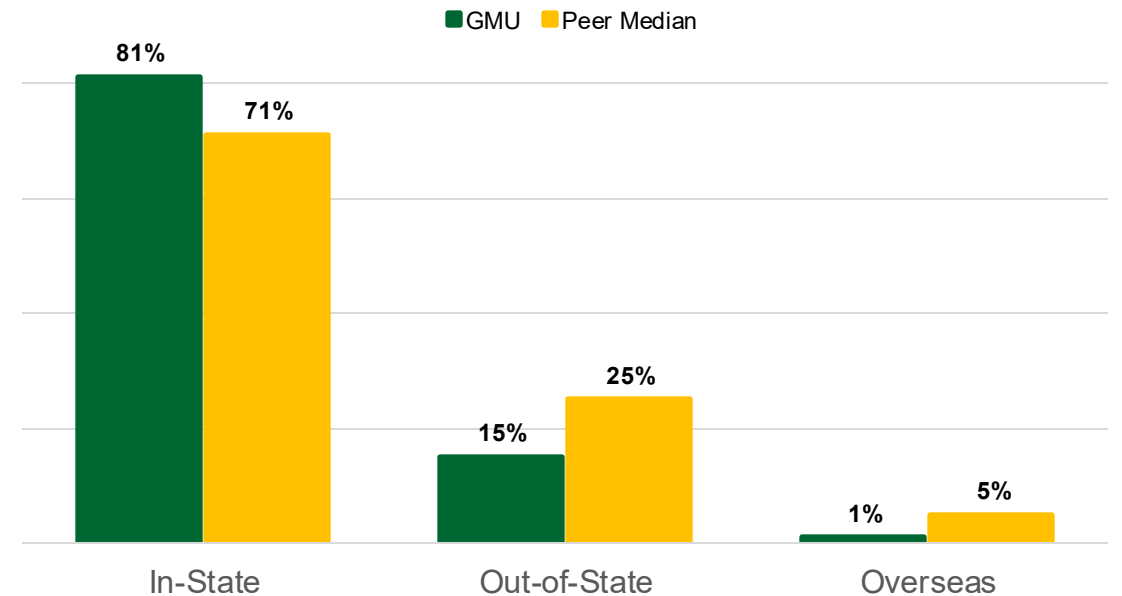
81% of Mason undergraduate students are **Virginia residents**

Two-thirds of Mason graduates stay in Virginia

Undergraduate Student Demographics



Undergraduate Student Residency

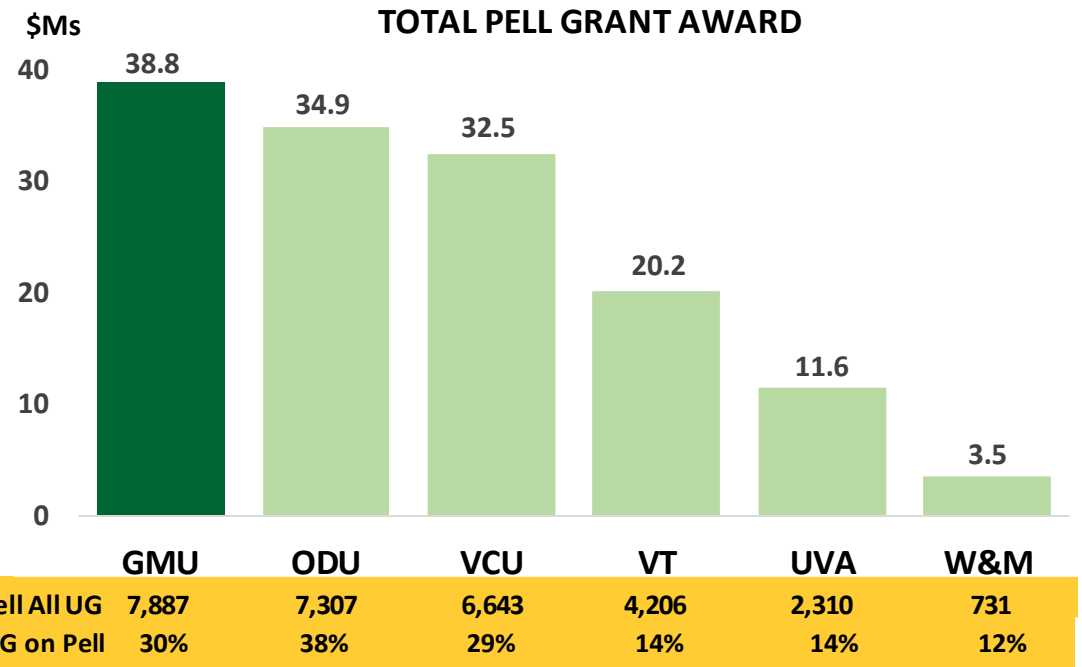


Access for Virginians

Mason has **highest total Pell Grant award** to all undergraduates among Virginia R1 institutions

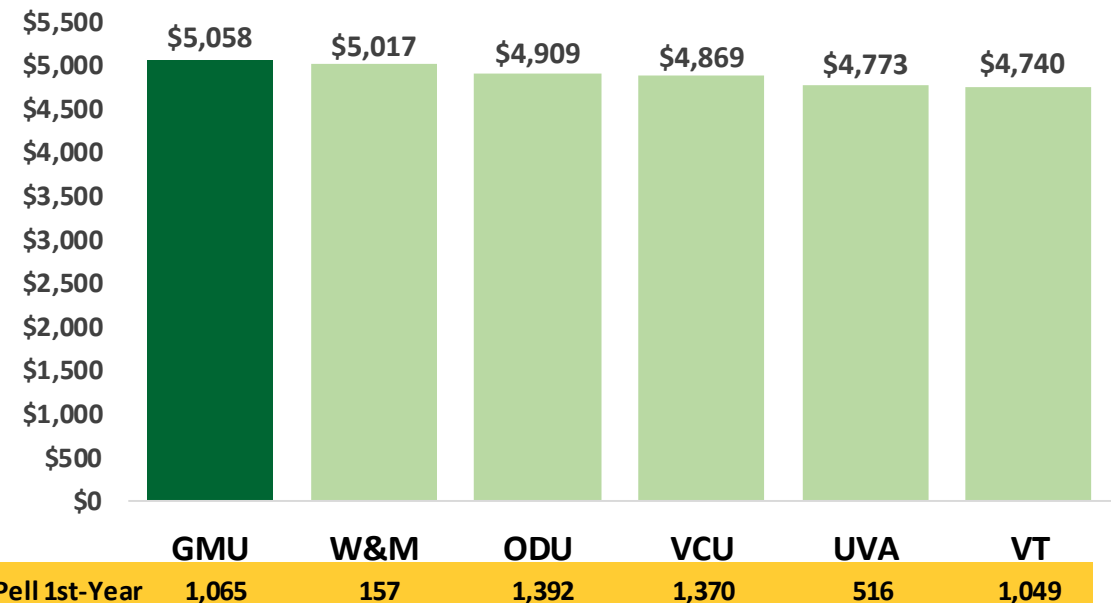
Mason also has the **highest average award to first-year students** among Virginia R1 institutions

TOTAL PELL GRANT AWARD



	GMU	ODU	VCU	VT	UVA	W&M
Pell All UG	7,887	7,307	6,643	4,206	2,310	731
% of UG on Pell	30%	38%	29%	14%	14%	12%

AVERAGE AWARD TO FIRST-YEAR STUDENTS



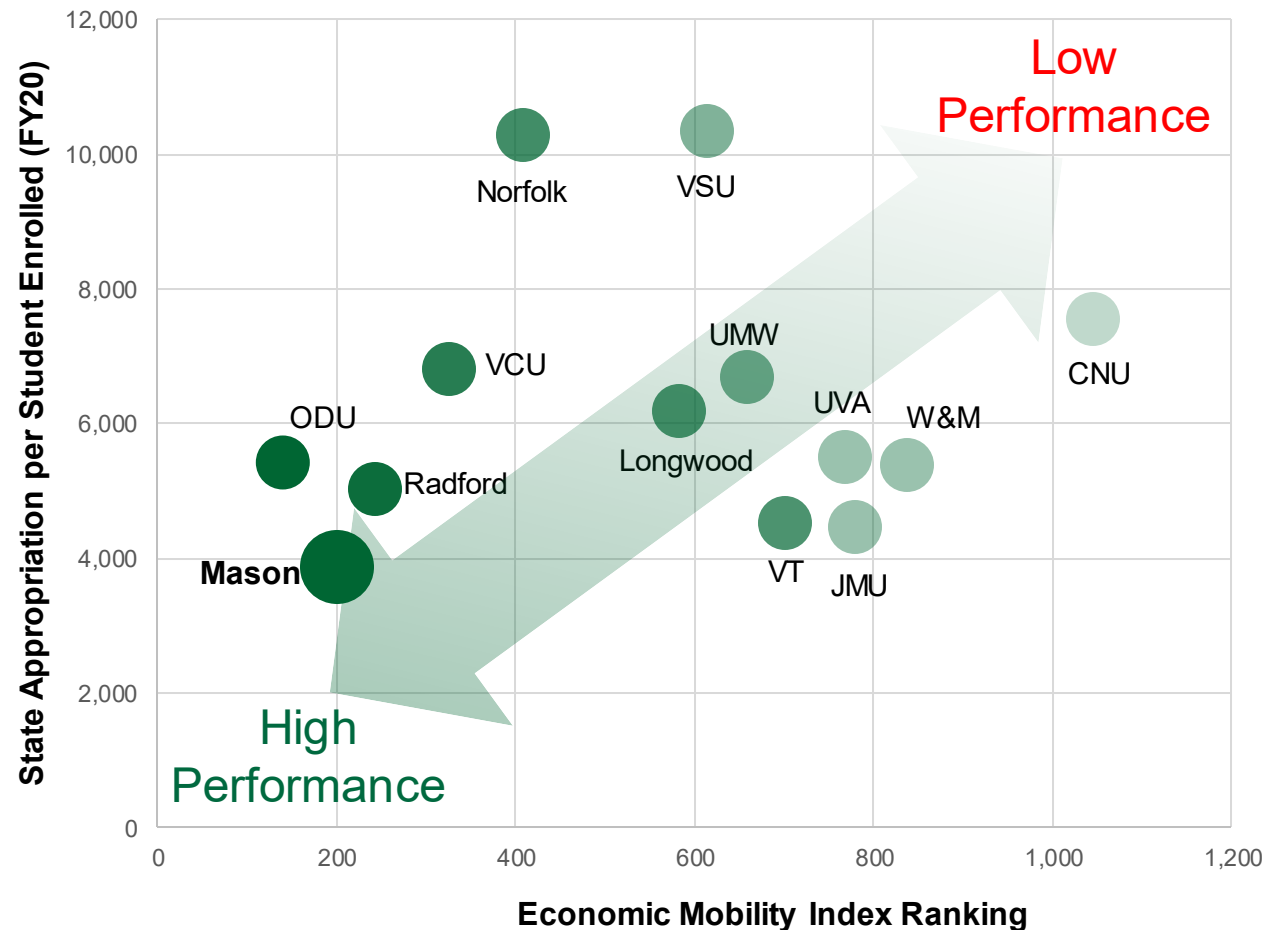
	GMU	W&M	ODU	VCU	UVA	VT
Pell 1st-Year	1,065	157	1,392	1,370	516	1,049

Economic Mobility Performance & Funding

Mason has the **second highest economic mobility** among all Virginia institutions (without comparison to funding).

Mason has the **best performance** when comparing **economic mobility and funding per student** among all Virginia institutions

Economic mobility is based on the volume of Pell students and the success at graduating those students



Source: Fair Funding and the Future of Higher Education in Virginia, Partners for College Affordability and Education Reform Now, September 8, 2022.

Richmond Times-Dispatch

Financial aid for needy college students hasn't caught up with rising cost of tuition
Eric Kolenich | Nov 7, 2022

George Mason University, Virginia Commonwealth University and Old Dominion University also have the **majority of the state's high**-need students...The gap between what a university gets and what it needs is greatest at Mason.

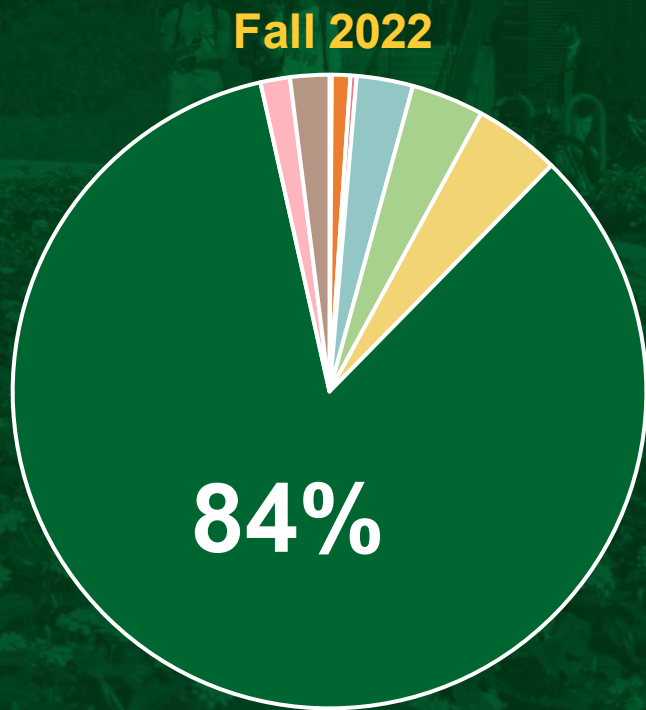
The Virginian-Pilot

Opinion: Virginia deserves more from its public universities
By Stacie Gordon and James Murphy | Oct 15, 2022

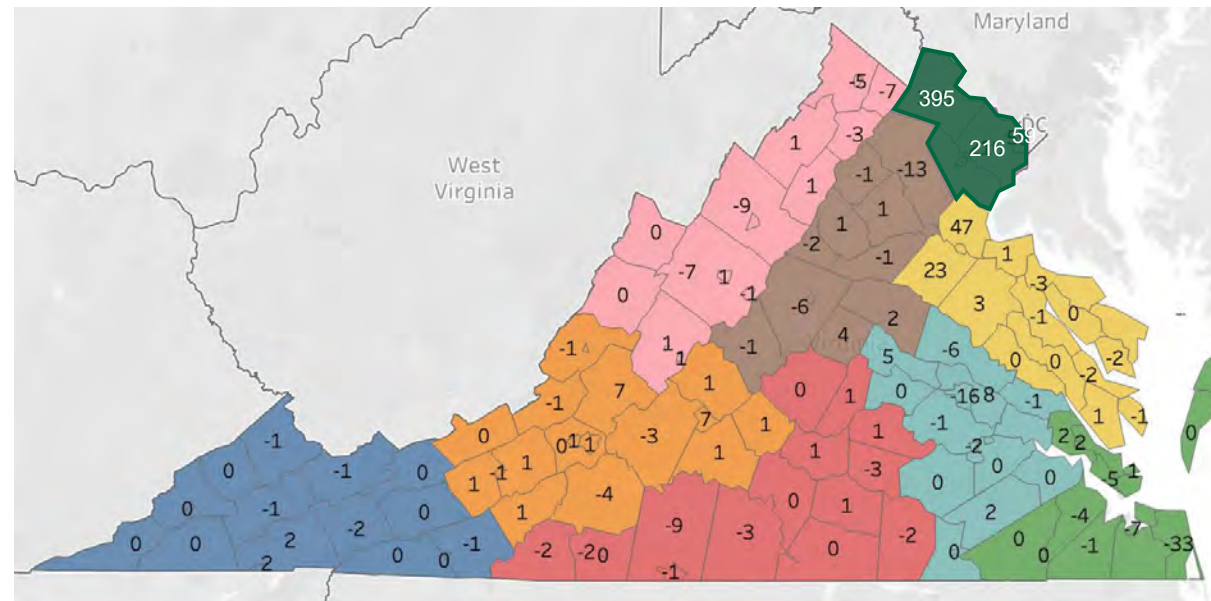
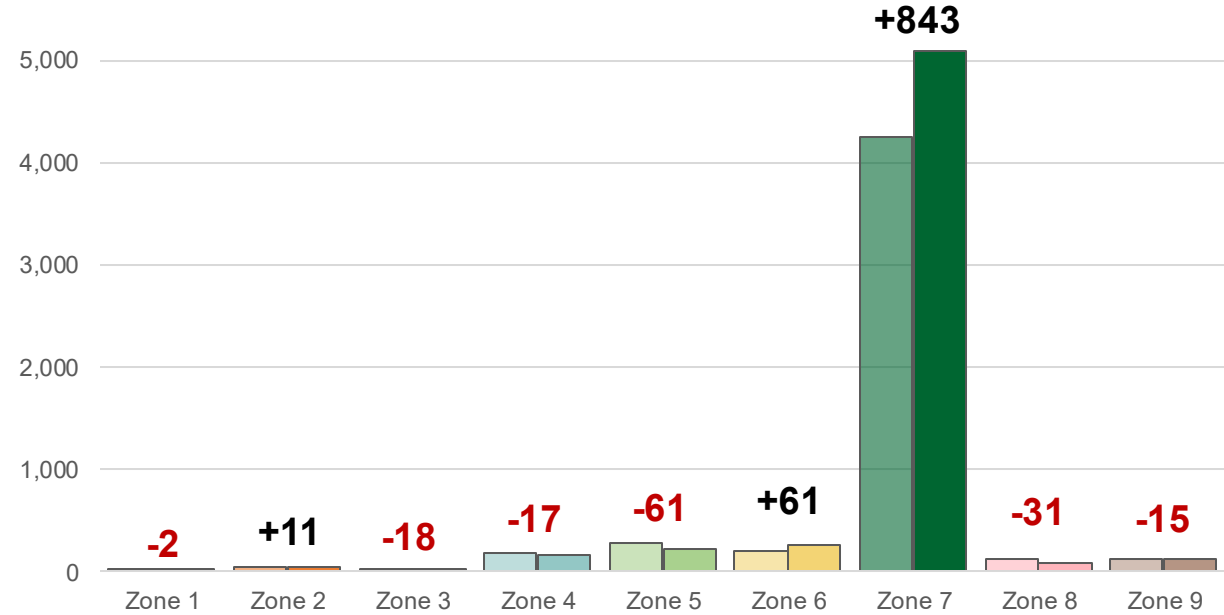
...Virginia's financial support for its universities inconsistently matches their commitment to providing access to low- and middle-income students. U.Va., W&M and CNU receive more state funding per student than GMU does... This is no way to fund higher education. Taxpayers deserve to see a return on their investment in higher education that benefits the whole state, not just its wealthiest students.

NoVA Growth Drives Mason Growth

84% of Mason's new Fall 2022 in-state enrollment came from Northern Virginia



New Mason Enrollment By Region
Fall 2016 to Fall 2022

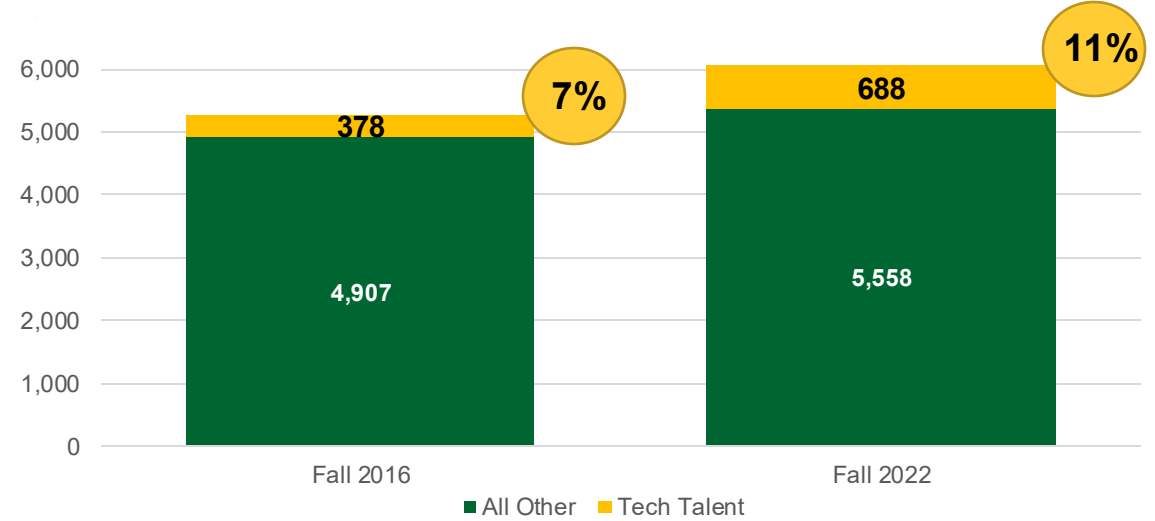


Mason Is Meeting Market Demand

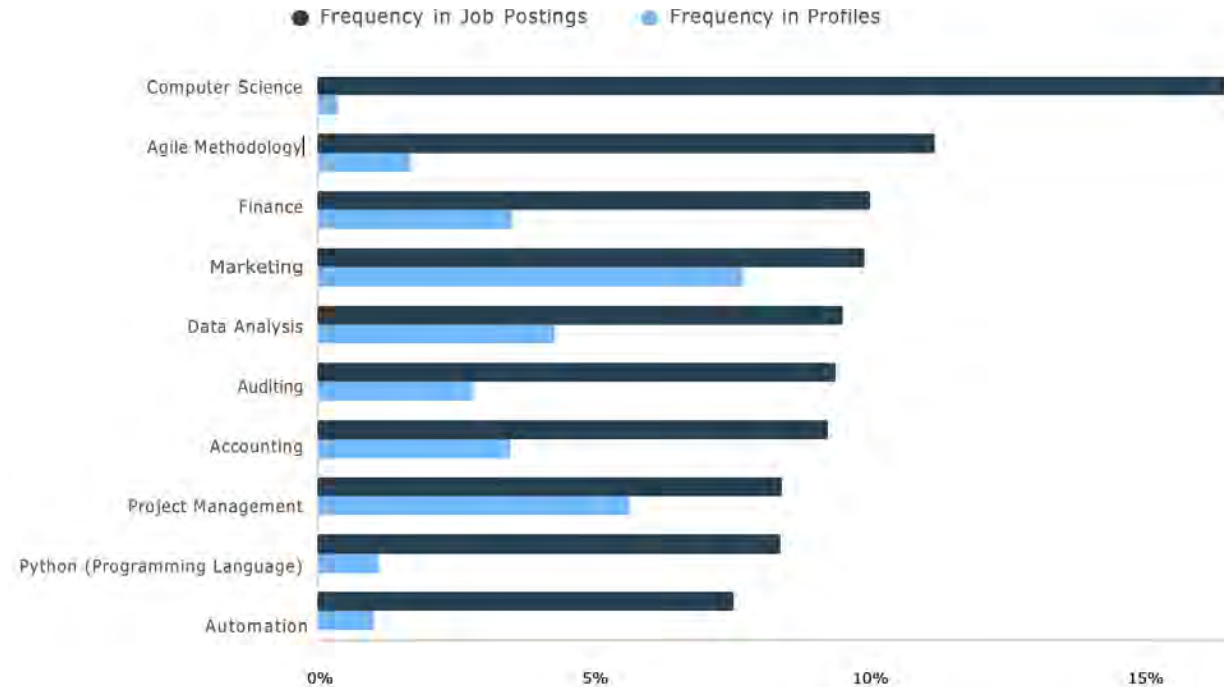
Tech Talent is Mason's **largest area of growth**

These are the **most in-demand** graduates in the **Commonwealth economy**

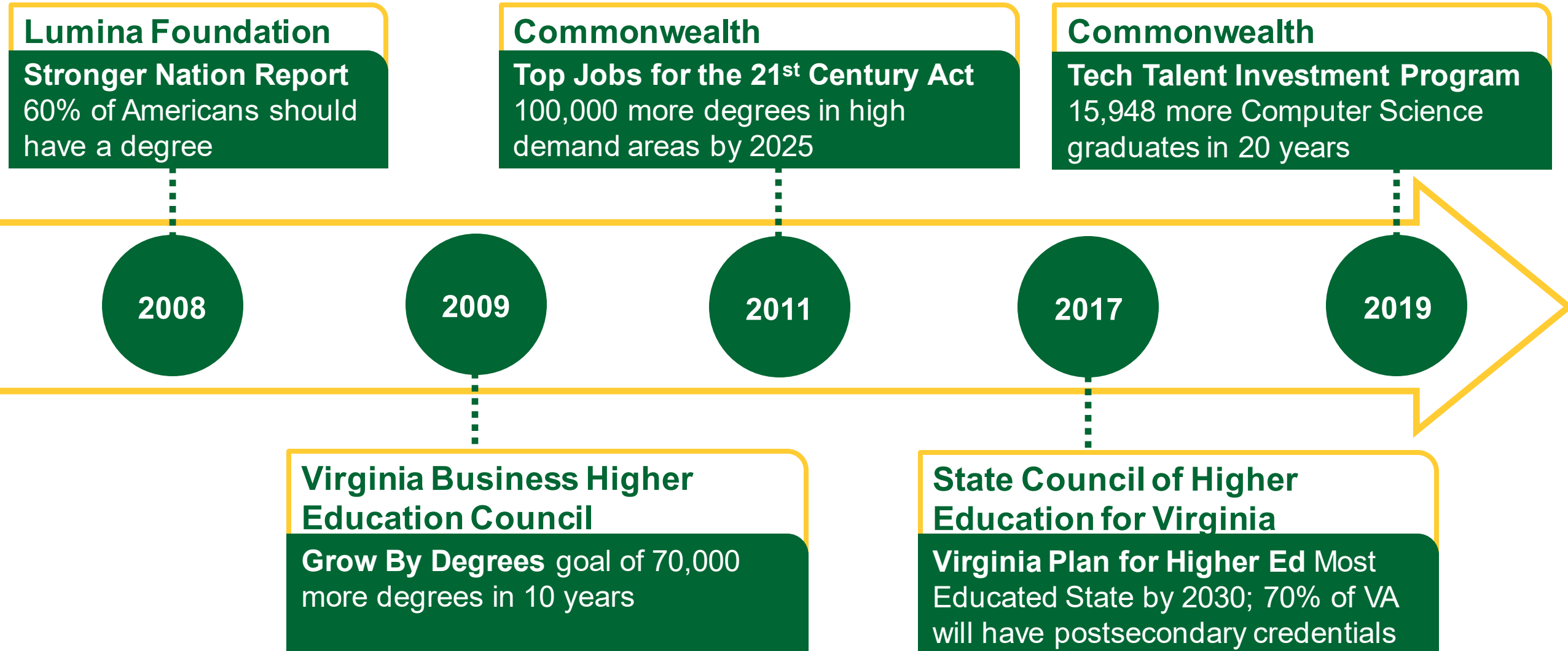
New Mason Tech Talent Enrollment Fall 2016 to Fall 2022



Top Specialized Skills



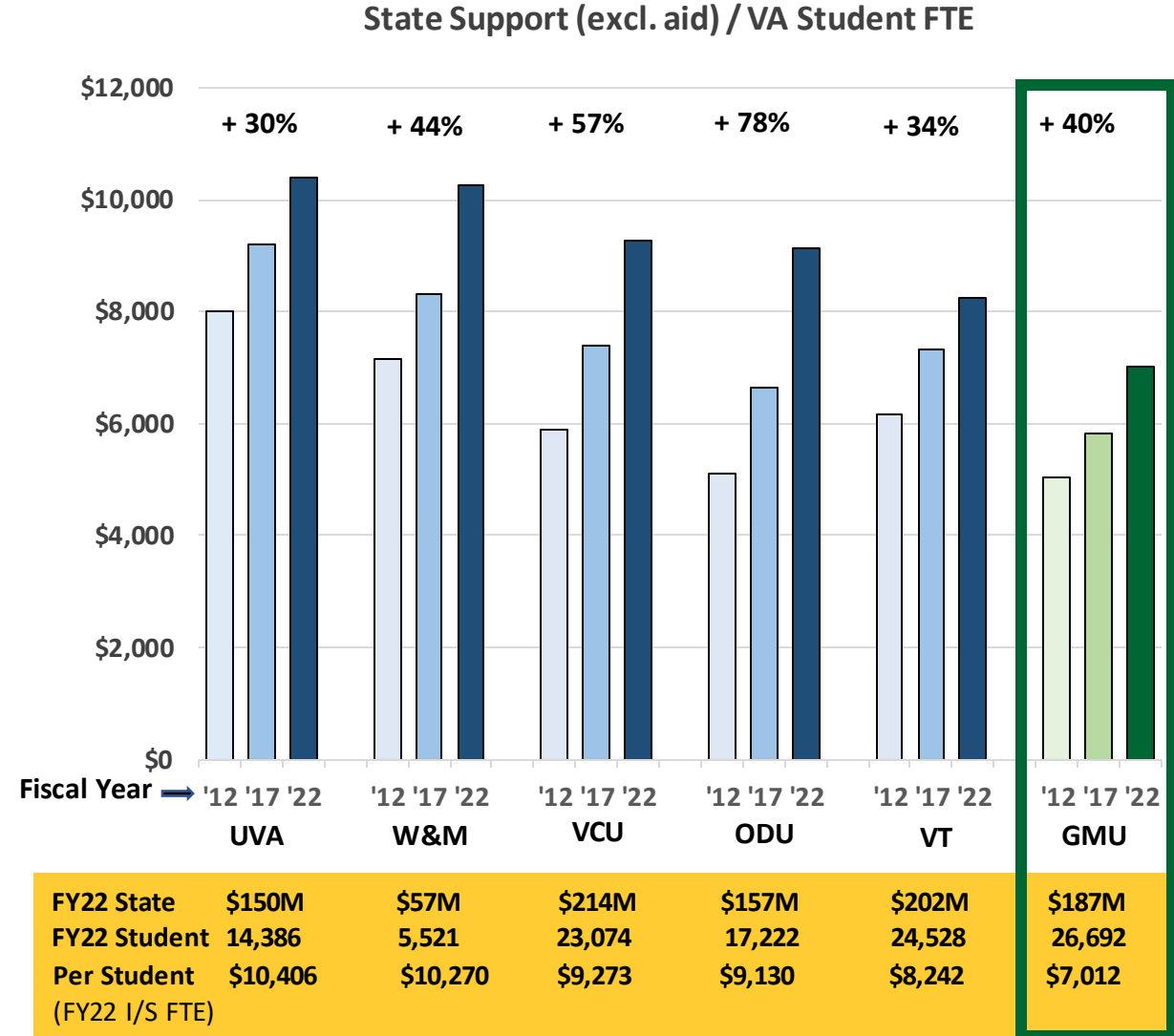
Enrollment Growth Demand



State Support

While State support has increased over past decade, it has been at a **lower rate** than most of our **peers**

Mason's funding has fallen **further behind** our peers



Mason has grown to **meet increased demand**
in Northern Virginia

Mason is providing **unique access &
opportunity to Virginians**

Mason graduates **fuel the Commonwealth
economy**

Mason's growth **requires commensurate
State support**



FY 2022 Unaudited Financial Statements

Financial Matters

FY2022 Unaudited Financial Statements

❖ Provided to Auditor of Public Accounts and posted online

<https://fiscal.gmu.edu/generalaccounting/review-financial-statements/>

❖ APA audit entrance meeting conducted today

❖ Audited statements expected May 2023

\$112.4M Net Position Increase

REVENUES \$1,186.8 MILLION

- Student Tuition & Fees, net
- Grants & Contracts
- Auxiliary Enterprises and Other
- State appropriations
- Capital appropriations and Gifts
- Other Nonoperating Revenue



EXPENSES \$1,074.4 MILLION

- Instruction
- Auxiliary Enterprises Program
- Research
- Academic Support
- Depreciation & Amortization
- Institutional Support
- Operation & Maintenance of Plant
- Student Services
- Student Aid
- Public Service
- Interest Expense
- Other Nonoperating Expense



George Mason University

FY 2021 and FY 2022 Revenues & Expenses - Accrual Basis

(\$ in millions)

	FY 2021 <u>Audited</u>	FY 2022 <u>Unaudited</u>	% Inc/(Decr)
<u>Operating Revenues</u>			
Student Tuition & Fees, net	\$ 406.1	\$ 396.6	(2.3%)
Grants & Contracts	176.7	180.7	2.2%
Auxiliary Enterprises and Other	155.7	186.0	19.5%
Total Operating Revenues	\$ 738.5	\$ 763.3	3.4%
<u>Nonoperating Revenues</u>			
State appropriations	\$ 200.4	\$ 256.6	28.1%
Capital appropriations and Gifts	88.6	45.1	(49.1%)
Other Nonoperating Revenue	113.5	121.8	7.3%
Total Revenues	\$ 1,141.0	\$ 1,186.8	4.0%
<u>Operating Expenses</u>			
Education and General	\$ 816.1	\$ 872.8	7.0%
Auxiliary Enterprises	93.1	101.4	8.9%
Depreciation	65.7	74.7	13.7%
Total Operating Expenses	\$ 974.9	\$ 1,048.9	7.6%
<u>Nonoperating Expenses</u>			
Interest Expense	\$ 15.0	\$ 20.2	34.8%
Other Nonoperating Expenses	3.8	5.3	38.7%
Total Expenses	\$ 993.7	\$ 1,074.4	8.1%
Increase in Net Position	\$ 147.3	\$ 112.4	(23.7%)

Source: Audited 2021 and unaudited 2022 Financial Statements

Key takeaways:

- ❖ **Consistent with cash basis** results presented in September
 - ❖ Net **cash increase** of \$87M
- ❖ Revenues increased 4%
 - ❖ **Flat tuition** and fees
 - ❖ Appropriations include use of \$15M reversion from FY21
- ❖ Expenses increased 8.1%
 - ❖ **Student aid** up \$22M
 - ❖ **Compensation** up \$42M
- ❖ **Accounts Receivable write-offs:**
 - ❖ FY22 w/o: \$3.8M/0.64% of FY21 billings
 - ❖ As of 6/30/22, 97.2% collection of FY22 billings



FY 2023 Q1 Financial Report & Forecast

Financial Matters

FY 2023 Q1 Financial Report & Forecast

<i>Cash basis (\$Ms)</i>	FY22 Budget	FY22 Actual	FY23 Budget (Amended)	FY23 1Q Forecast	1Q vs Budget
Revenues					
Net Tuition and Fees	458	466	486	486	0
State Appropriations	234	251	266	266	0
Grants & Contracts	236	247	245	245	0
Auxiliary Enterprises	236	233	245	245	0
Other Operating Revenue	15	13	16	16	0
Non-Operating Revenue:					
Relief Funding	72	40	46	46	0
Capital Grants	50	32	89	64	(25)
Total Revenues	1,300	1,283	1,393	1,368	(25)
Expenses					
Salaries and Wages	540	526	565	571	(5)
Fringe Benefits	152	149	158	160	(2)
Contractual Services	206	191	194	194	0
Travel and Training	8	13	21	21	0
Supplies	24	26	26	26	0
Equipment	20	26	31	31	0
Capital Outlay	100	46	130	101	29
Debt Service	14	14	25	25	0
Scholarships & Fellowships	168	168	157	157	0
Occupancy	46	46	48	48	0
AE-Infrastructure Funding	21	78	38	35	3
Total Expenses	1,300	1,283	1,393	1,368	25

Investing Reserve Funds

Mason is investing reserves to expedite critical student, employee, and infrastructure initiatives

Accelerating Key Initiatives

Market Compensation

Phase One compensation investments are critical to address retention and economic pressures

Technology Infrastructure

Infrastructure investments to support students, research and employees while ensuring Mason is future compatible

Classroom Renovations

Strategic investments in existing resources to maximize value and prolong the useful life of our assets



FY 2024 Budget Planning Assumptions

Financial Matters

FY24 Budget Planning Assumptions: The Path Forward

Mason is a resource constrained university with bold ambitions, so we need to optimize and allocate resources in a different way.

We must share resources and responsibility, while working together collaboratively to position Mason to achieve its strategic goals.

FY24 Budget Planning Assumptions: The Path Forward

- **Anticipated resource constraints:**
 - Slower enrollment growth
 - Pressure to keep tuition low
 - High inflation impacting operating costs.
- **Position Mason for potential:**
 - Enrollment shortfalls
 - Economic downturns
 - Reductions in State support
- **Establish funding mechanisms for:**
 - Innovation
 - Strategic priorities
 - Investment in infrastructure & service delivery

Strategic Investment & Deployment of Resources

- **Establish permanent University Strategic Investment Fund**
 - Academic and non-academic units will reallocate 2% of annual base to Investment Fund for next three years
 - Fund will be redistributed annually for unit-level initiative proposals that align with Mason's strategic priorities
 - FY24 operating requests will be considered on an exception only basis from Investment Fund
 - Partially-funded base requests and one-time funded FY23 requests will be walked into FY24 base

Compensation Gap Mitigation

- **Phase 1/Initial Faculty & Staff market adjustments in January**
 - Address significant, long-standing compensation challenges
 - Driven by historic funding disparities, exacerbated by high regional costs and ongoing inflation
 - Market gap mitigation will require multiyear investment
- **State support has been requested for funding disparity, but it is critical that we take action now**
 - FY23 funding will come from one-time central budget allocations and reserves
 - If State support is not received for FY24, some units will use vacancy savings to mitigate market compensation gaps



Succession Planning Update

Operational Matters

Overview

Mason must plan for continuous changes in our workforce by:

- **Tracking specific workforce metrics, including Retention/ Turnover Rates & Retirement Eligibility**
- **Identifying essential employees & having succession strategy**

Update on risk factors, workforce metrics, and next steps to mitigate identified risks and develop robust succession plans

Mason is required to provide succession plan annually to DHRM & Board of Visitors

Risk Factors

Retirement

- Aging workforce is retiring and leaving gaps in institutional knowledge that next generation must be prepared to fill

Competition

- Location presents unique challenges in attracting and retaining talent
- Post-pandemic hiring trends and the tight labor market requires a shift in job requirements, incentives, and career progression

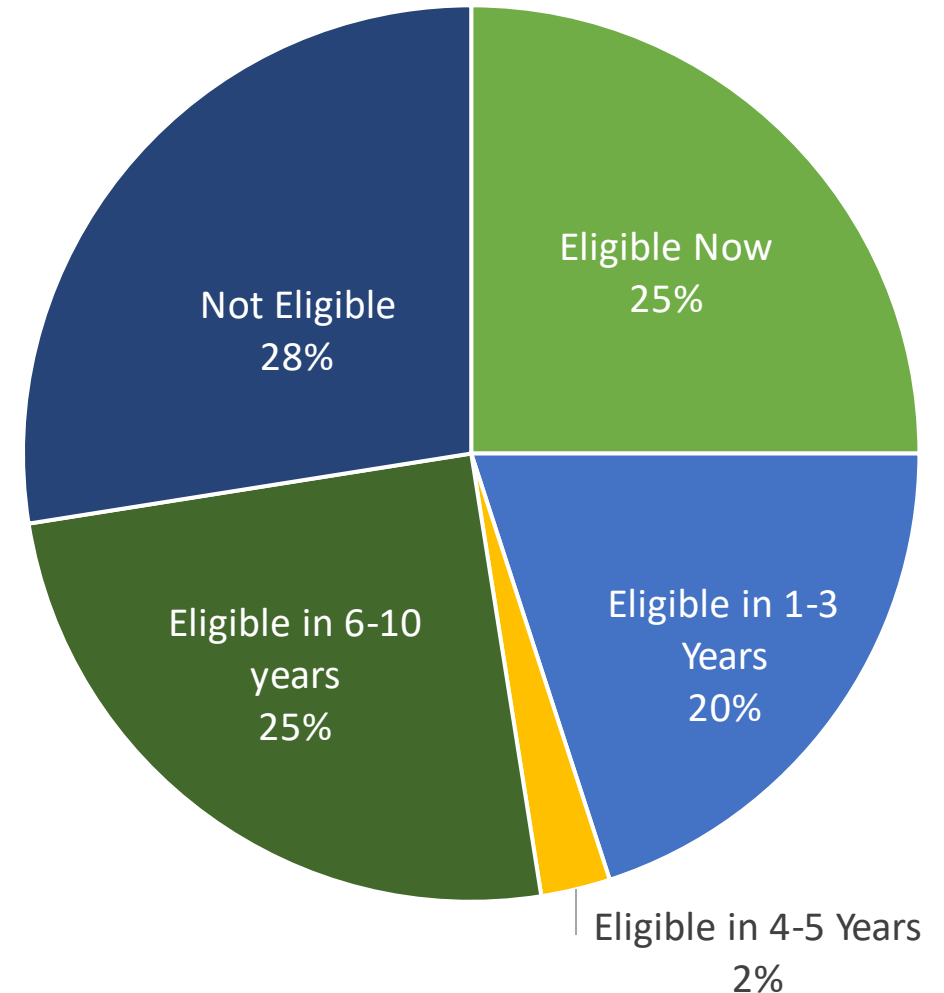
Succession Planning Update

Mason's 40 "essential employees" include vice presidents, deans, and other senior leadership positions:

- 28% are not eligible for retirement
- 22% could retire within the next 5 years
- 25% currently eligible to retire

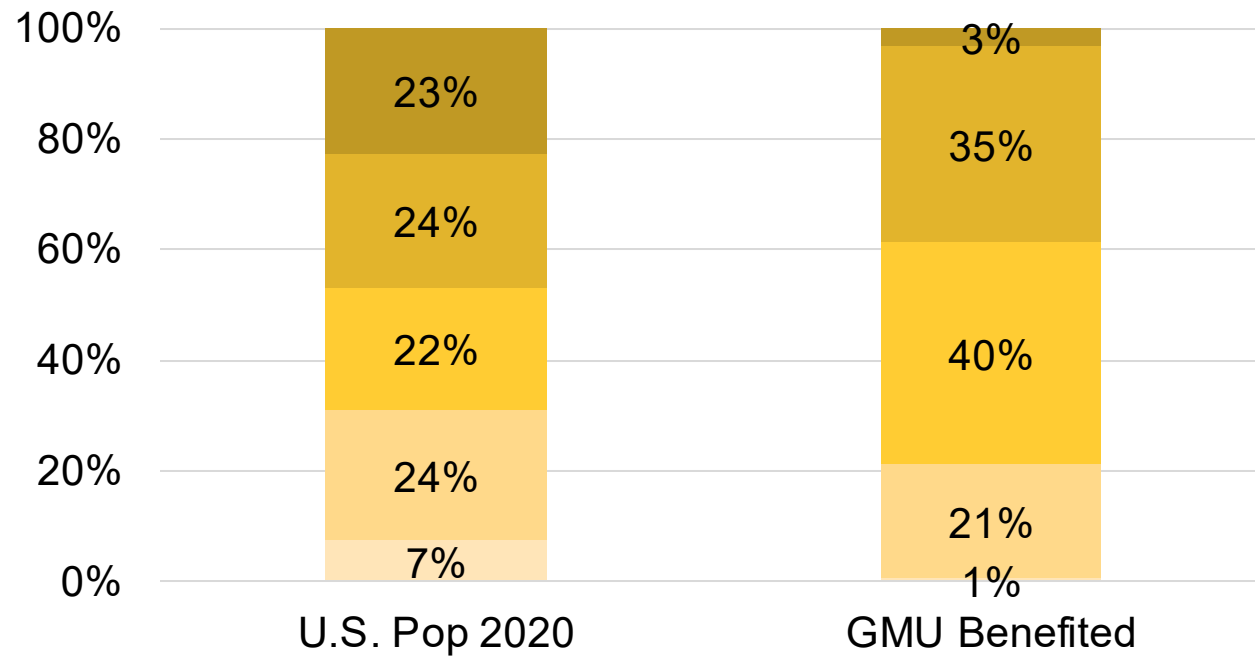
17% of all GMU benefited employees are either eligible now or within 5 years

Essential Employees (n=40)



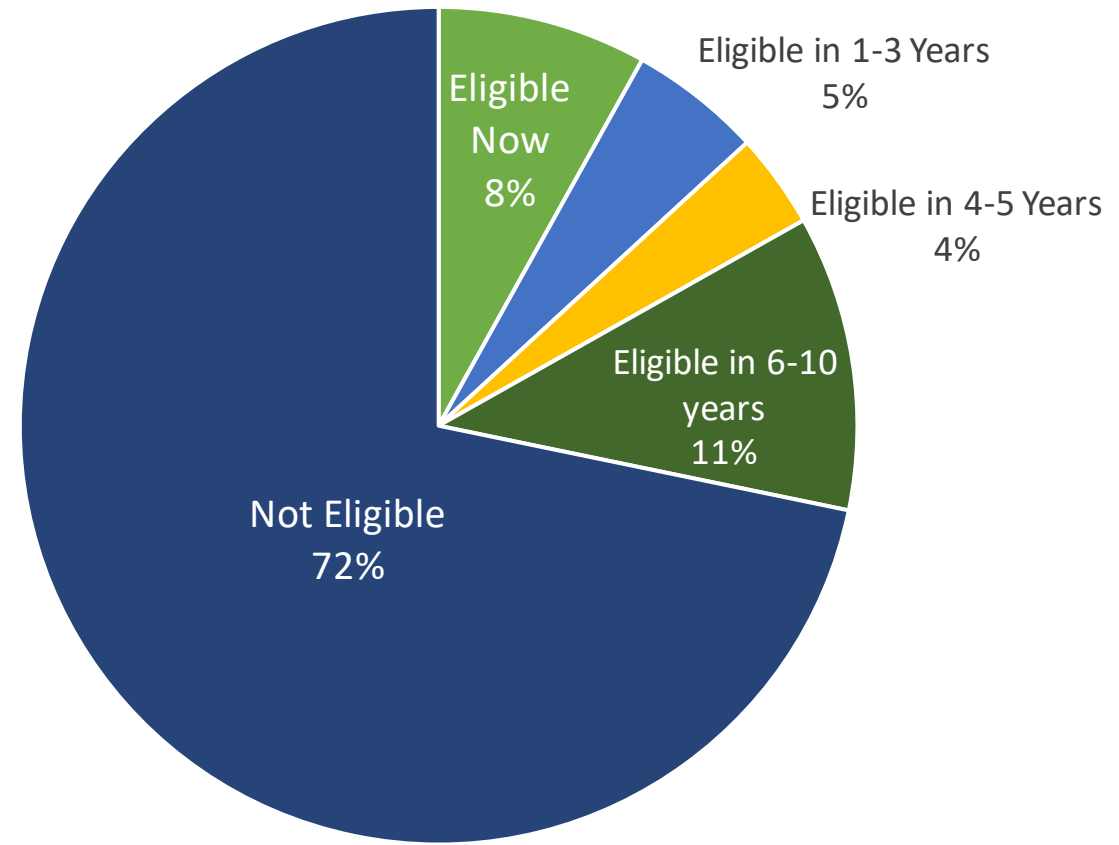
Key Observations

National vs Mason Generational Makeup of Workforce



- Silent Generation (1928-45)
- Baby Boomers (1946-64)
- Generation X (1965-80)
- Millennial (1981-96)
- Generation Z (1997-12)

All Mason Benefited Employees (n=4,727)



Next Steps

Design and implement a Succession Planning module

Develop 3-5 year plan, defining metrics, assisting unit leadership, aligning growth

Anticipate and plan for staffing changes and talent gaps
Assess the risk and impact of loss of each employee



Retirement Plan Investment Policy Update

Operational Matters

Investment Overview

Total Assets: \$1.12 B	
TIAA Optional Retirement Plan (ORP)	\$419 M
TIAA Cash Match	\$16.9M
TIAA 403(b)	\$355.7M
Fidelity Optional Retirement Plan (ORP)	\$168M
Fidelity Cash Match	\$9.9M
Fidelity 403(b)	\$150M

Hardship/Loan Information	
Active Loans	163
Hardships	92
Active Loan Balance	\$1.5M
Active Hardship Balance	\$669k

Data pulled as of 11/04/2022 for Fidelity and 11/07/2022 for TIAA, subject to change thereafter

Investment Policy Committee (IPC)

Key accomplishments during past year:

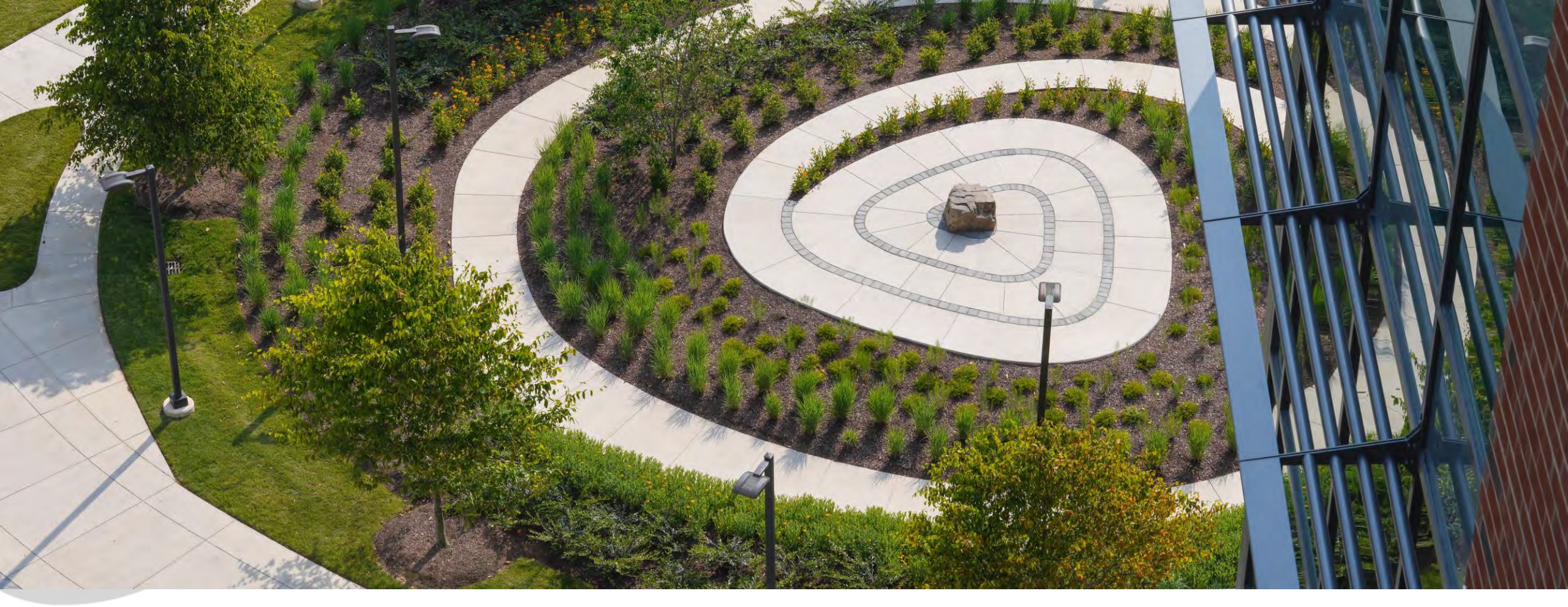
- Investment Policy Statement revisions and approval
- Brought the 403(b) plan under the purview of the Committee
- Fee re-negotiations with TIAA and Fidelity
- Committee Charter revised
- Payout of small balances for terminated participants (<\$5,000)

Next Steps

**Migration to a
more
transparent fee
structure**

**Fund menu
redesign and
simplify
investment
allocation
process**

**Returning
excess revenue
credits to plan
participants**



Capital Program Update

Capital Matters

Leveraging Existing Resources & Strategic Investments



Renovating existing assets to extend useful life and enhance functionality

Investing strategically in new projects to support future growth

Deferred Maintenance Plan Development

- Foundational component of Condition Based Maintenance Management (CBMM)
- Provides a means to objectively compare facility condition among a grouping of buildings
- Allows senior management to understand building renewal funding needs
- Only internal FCAP in the state
- Average, a 40% savings cost per sq. ft. compared to industry norms



Inventory

Establish real property, installed equipment and components of a facility.



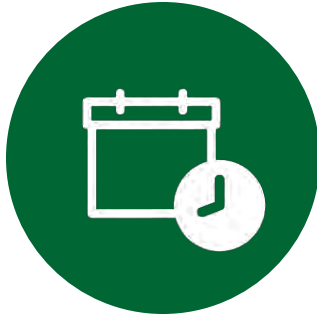
Assessment

Structured, consistent, continual process based on written protocols.



Analysis

Established standards and thresholds inform repair or replace actions.



Planning

Group and prioritize requirements into "Recommended Major Maintenance" Plan

Mason FCIs

GOOD
0% - 5% FCI

FAIR
5% - 10% FCI

POOR
10% - 30% FCI

CRITICAL
> 30% FCI

Facility Condition Index (FCI) - August 2022 Update

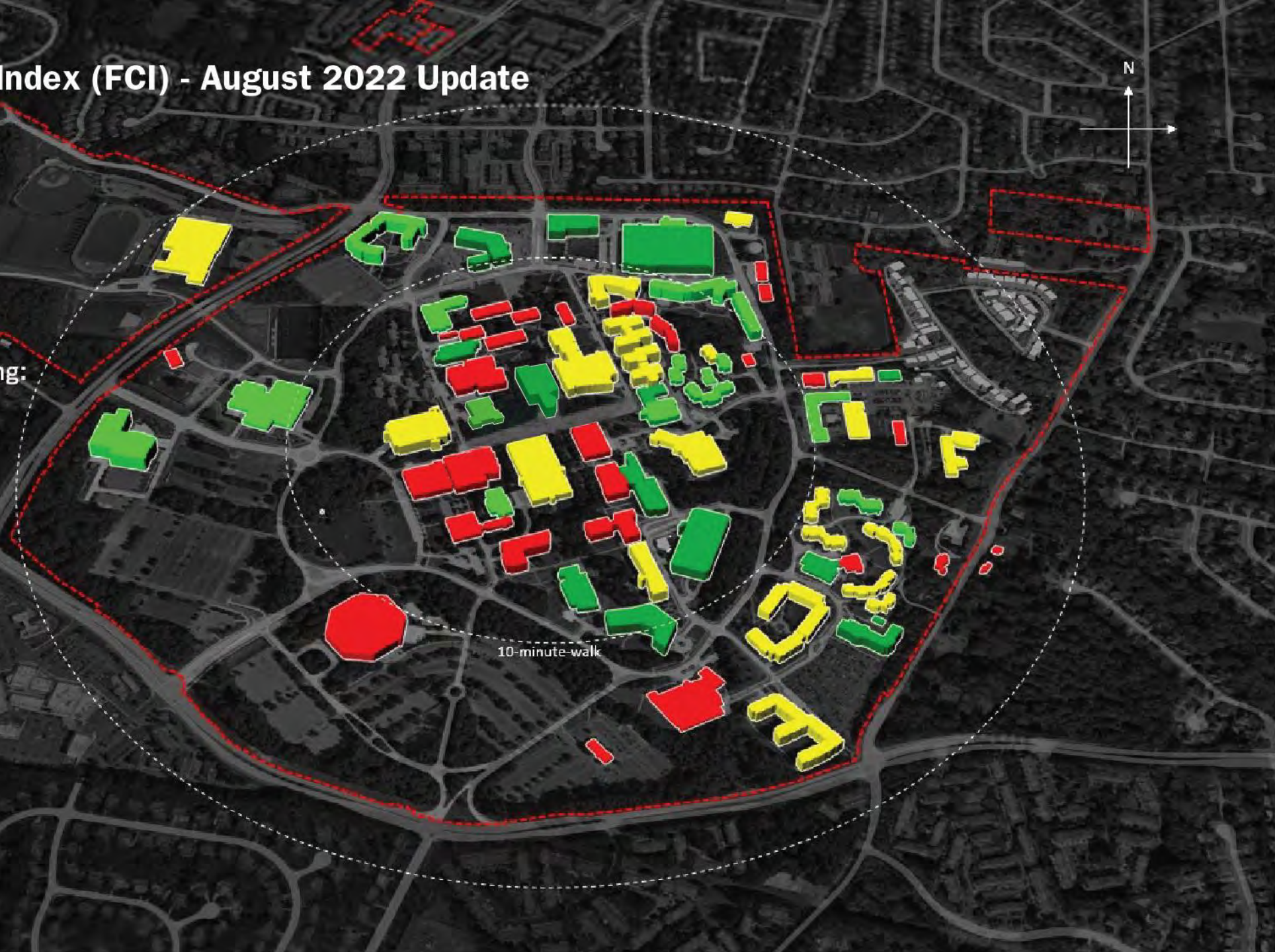
- Good (0-5%)
- Fair (5%-10%)
- Poor (10%-30%)
- Critical (>30%)

Fairfax E&G:

22.57%

Fairfax housing and dining:

12.58%



5-Year Deferred Maintenance Outlook

Academic

20%

Total Average FCI

✂️ 175 Identified Critical Projects

\$64M Funding Needed

\$28M Current Allocation

\$36M Requested
over the next 3 biennium

Auxiliary

18%

Total Average FCI

✂️ 225 Identified Critical Projects

\$80M Funding Needed

\$49M Current Allocation

\$31M Budget Gap
over the next 3 biennium

Deferred Maintenance and Projects

Leveraging Resources



Highlighted In-Progress Projects

	\$
Access Controls and Entry Doors	1.8M
Colgan Hall Roof System Replacement	1.4M
Katherine G. Johnson Hall Roof System Replacement	1.4M
Field House Sanitary Sewer	1.0M
Suicide Mitigation	1.0M
RAC Insulation	500K
Retro-commissioning	500K
Stormwater Management	500K
Fenwick Partial Roof Replacement	360K
Engineering Building Back-up Generator	300K
RAC Energy Improvements	300K
Research Hall Window Ledges	300K

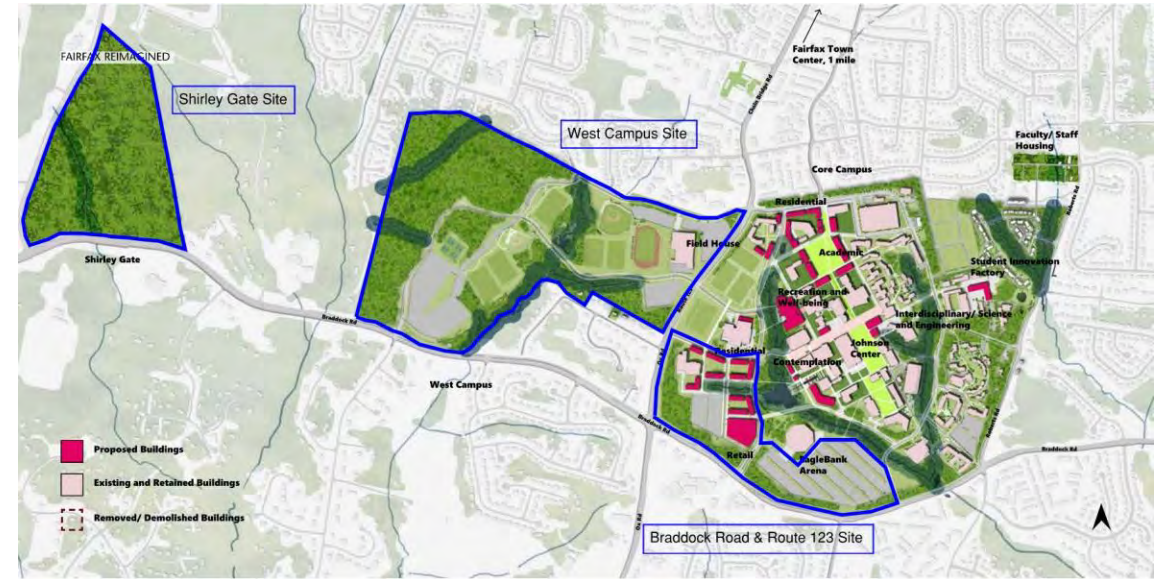
Mixed-Use Market Feasibility RFP

Increase vibrancy of campus experience

Create a destination that connects the University with community and private sector

Almost 300 acres across West Campus, Braddock & Route 123 and Shirley Gate

Possibilities include: housing, experiential learning, retail, hotel, office or entertainment space



Scope

- Existing Condition Assessment
- Market Analysis, best Practices & Mixed- Use Trends
- Decision Making Framework & Implementation Strategy

Budget

- \$260,000

Schedule

Five(5) months: November 2022 - April 2023

Status

- Brailsford & Dunlavey planning kick-off in December

FUSE @ Mason Square Financing

- **Approved Amount:** Not to exceed \$68M
- **Executed Amount:** \$68M

- **Approved Term:** Not to exceed 20 years
- **Executed Term:** 15 years (4yr draw period)

- **Approved Max Rate:** Fixed rate not to exceed 5% and variable rate not to exceed 10%
- **Executed Rate:**
 - Low fixed rate of 3.66%
 - Rate resets at year 10 @ 5yr UST + 81 basis points



New relationship with a local bank

Potential for new business with a bank that has a vested interest in the community

Taxable General Obligation of the University

Flexibility on use of proceeds

No Facility or Undrawn Fee

Significant savings to the University over the life of the line of credit

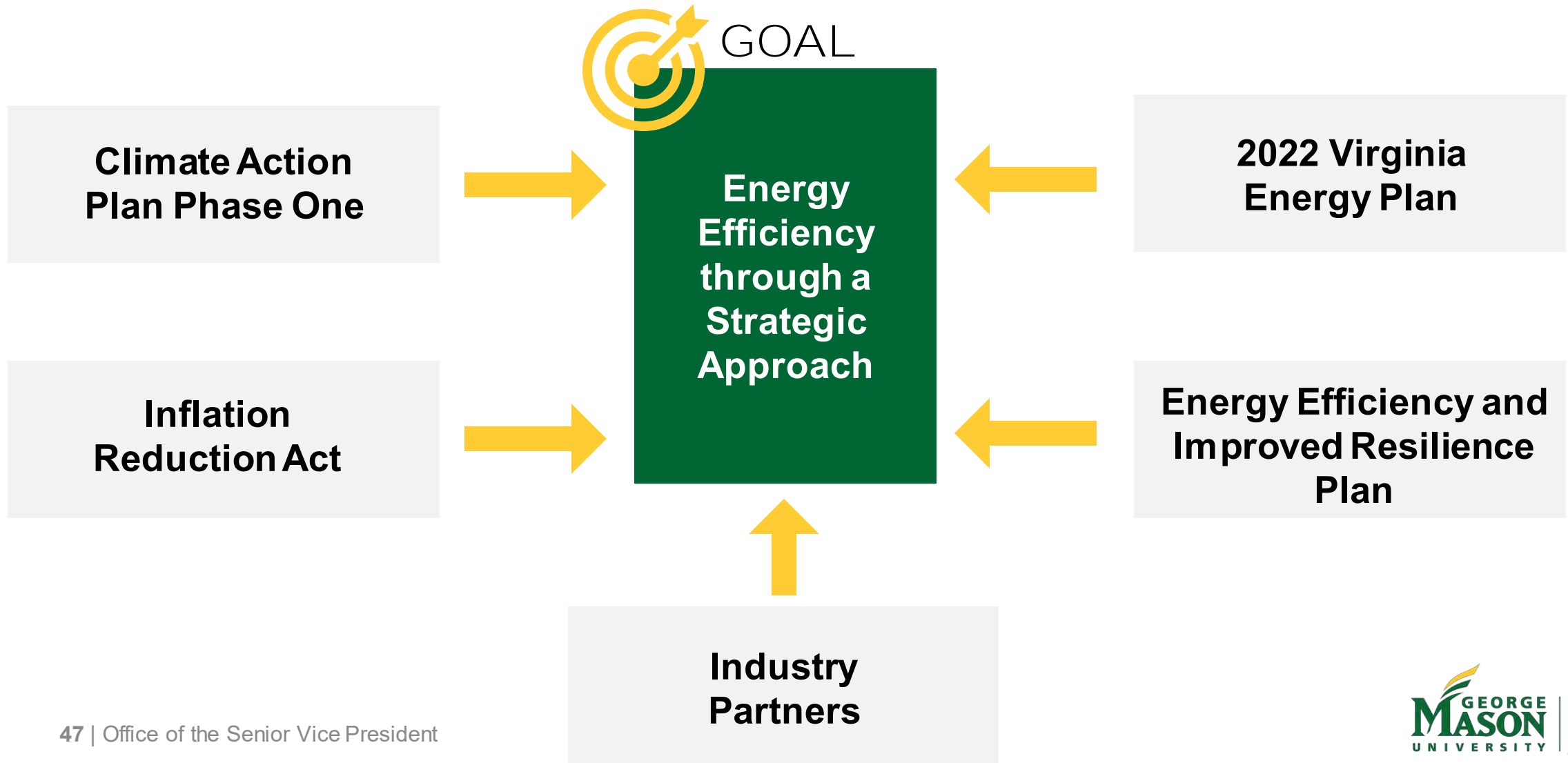


Energy Efficiency & Carbon Reduction Plan

Capital Matters


Energy Efficiency and Carbon Reduction Plan

Background



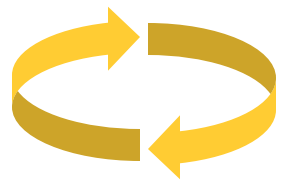
Energy Efficiency and Carbon Reduction Plan

Energy Efficiency through a Strategic Approach



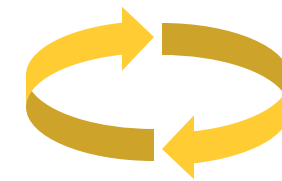
GOAL

Energy Efficiency through a Strategic Approach



CRITERIA

- Flexibility**
Technology and Operations
- Reliability**
Continuity of Operation
- Affordability**
Return on Investment
- Practicality**
Meet Mason Requirements



PATHWAYS

- On-Campus Solutions**
Behind the Meter Reduction
- Sustainable Innovation**
Products, Services, and Processes
- Culture Change**
Mason Community Engagement
- Partnerships**
Leverage Outside Resources

Energy Efficiency and Carbon Reduction Plan

Pathways: On-Campus Solutions



PATHWAYS

On-Campus Solutions

Behind the Meter Reduction

Sustainable Innovation

Products, Services, and Processes

Culture Change

Mason Community Engagement

Partnerships

Leverage Outside Resources



NOW

- Established Carbon Footprint and Energy Use Baseline (Scope 1&2)
- Continue LED Lighting Replacement
- Building and Plant Efficiency Projects
- Equipment Optimization
- Installing EV Charging Stations on SciTech
- Potential Solar Energy (Fuse Building/Sci-Tech Campus)



FUTURE

- Establish Carbon Footprint for Scope 3
- Develop Multi-Year Strategy for:
 - Energy Savings in Buildings and CHCP
 - Renewable Energy Generation
 - Additional EV Charging Stations

Energy Efficiency and Carbon Reduction Plan

Pathways: Sustainable Innovation



PATHWAYS

On-Campus Solutions

Behind the Meter Reduction

Sustainable Innovation

Products, Services, and Processes

Culture Change

Mason Community Engagement

Partnerships

Leverage Outside Resources



NOW

- Fuel Efficient Vehicle Upgrades
- High Efficiency Chiller / Boiler Replacements when required
- Continued Reduction in Energy Use Intensity (EUI) for New Construction



FUTURE

- New Buildings will be Net-Zero Ready
- Transition from Gas to Electric Fleet
- Transition to Green Purchasing

Energy Efficiency and Carbon Reduction Plan

Pathways: Culture Change



PATHWAYS

On-Campus Solutions

Behind the Meter Reduction

Sustainable Innovation

Products, Services, and Processes

Culture Change

Mason Community Engagement

Partnerships

Leverage Outside Resources



NOW

- “Lights Out, Power Down” Initiative (22% reduction in 2022)
- Zero-Waste Initiatives
- Green Game
- Patriot Green Fund
- Water Refill Stations
- Alternative Transportation
 - Bike and Ride Share Programs
 - Electric Bus Evaluation



FUTURE

- Green Office Initiative
- Green Residence Initiative
- Green Laboratories Initiative

Energy Efficiency and Carbon Reduction Plan

Pathways: Partnerships



PATHWAYS

On-Campus Solutions

Behind the Meter Reduction

Sustainable Innovation

Products, Services, and Processes

Culture Change

Mason Community Engagement

Partnerships

Leverage Outside Resources



NOW

- Working with Vendors on Funding Opportunities with the Inflation Reduction Act (IRA)



FUTURE

- Evaluate Vendor Transition to Electric Bus Fleet
- Energy Savings Performance Contracts (ESPC)
- Revolving Fund
- Power Purchase Agreements



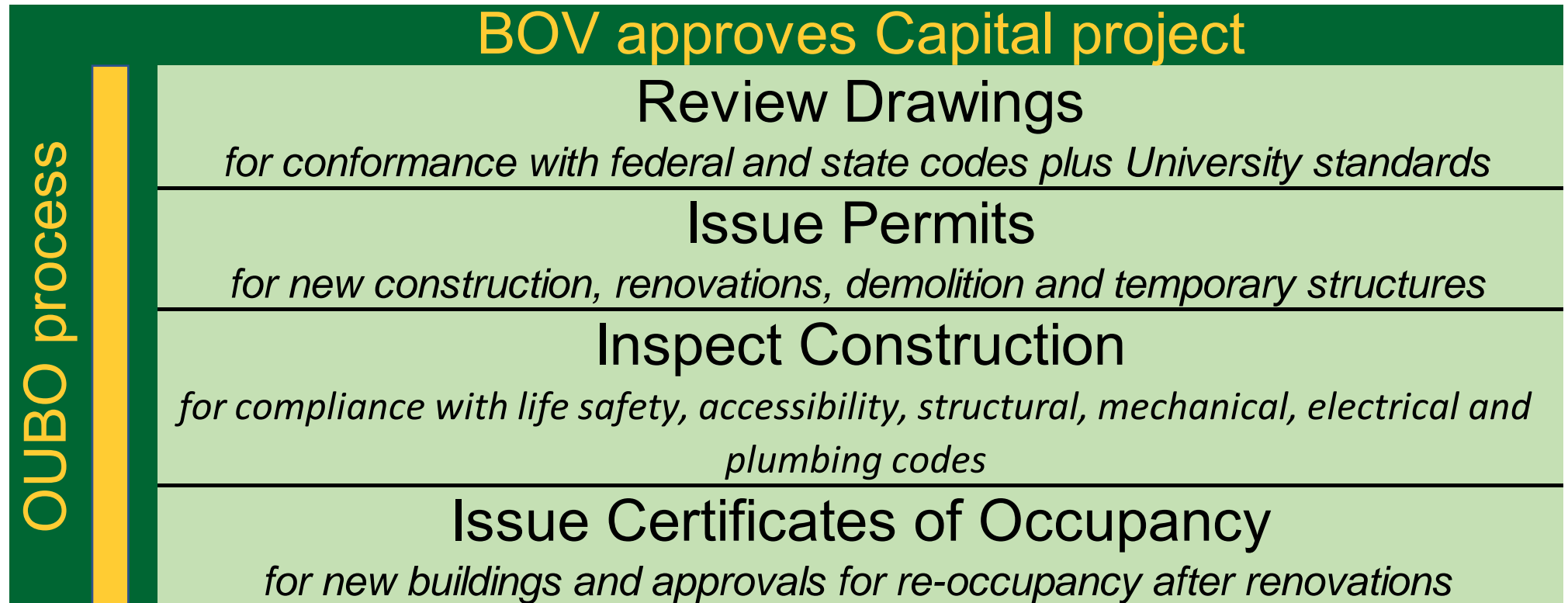
Office of the University Building Official Update

Capital Matters

What is the OUBO?

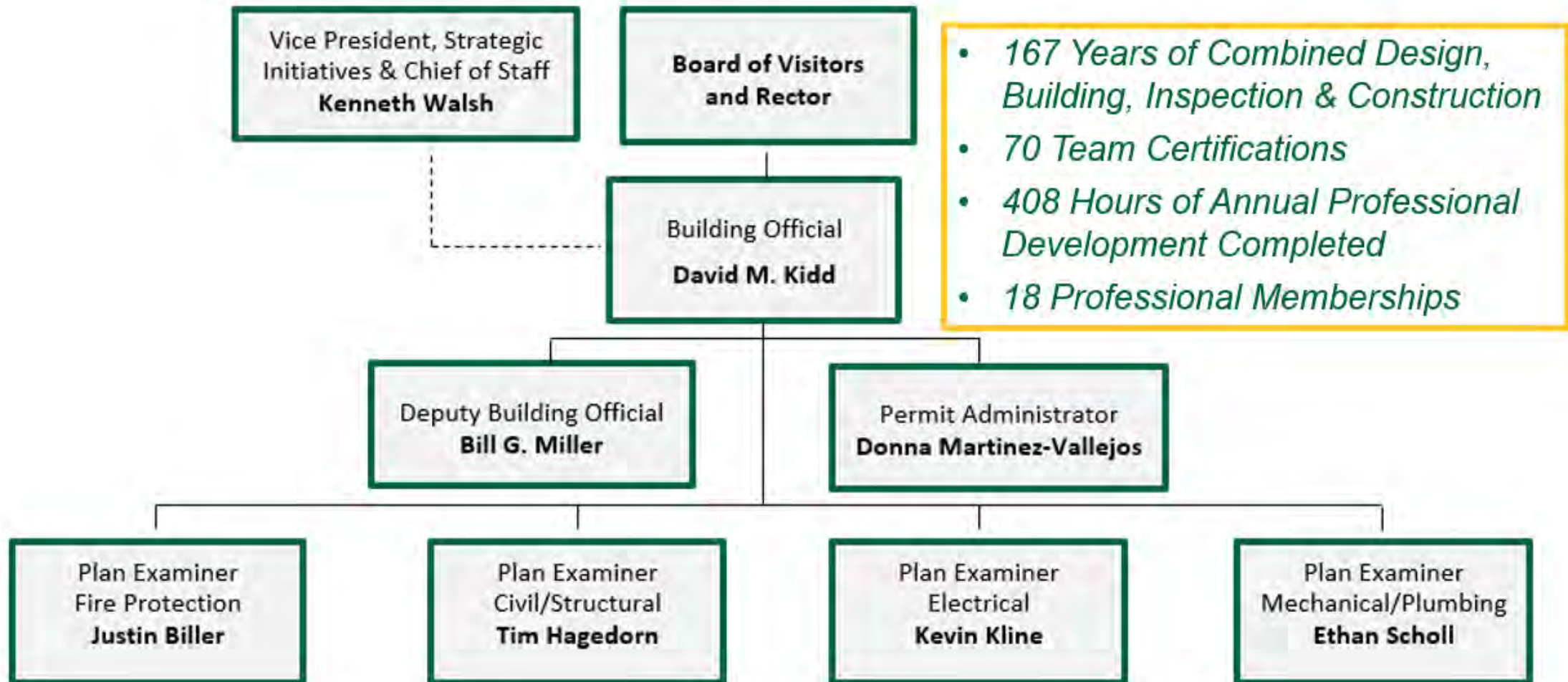
The OUBO was established after obtaining tier III status under the 2006 Higher Education Restructuring Act. It is charged with administering the Virginia Uniform Statewide Building Code (USBC) for all construction on all Mason owned facilities across the Commonwealth, including campuses in Manassas, Fairfax and the greater Washington, D.C. metro areas.

Core duties include:



Who is on the team?

We have a highly qualified team that values lifelong learning and strives not only to stay current on building codes and USBC compliance, but also to better serve the University as experts in building code and code training.



OUBO Value to Mason

- As Licensed professionals we hold the highest standard of integrity
- Having technical expertise and deep knowledge of Mason facilities means we can identify problems and provide fast quality solutions
- Customer-focused services are provided through collaboration and clear communication
- On campus provides responsiveness to meet project deadlines and avoid costly delays.
- Alignment with University mission to ensure safe, inclusive, uniform, and sustainable buildings

OUBO Efficiencies

Plan Reviews

OUBO Avg Review
Step Age

6.70 (days)

Permit Application

OUBO Avg Application
Step Age

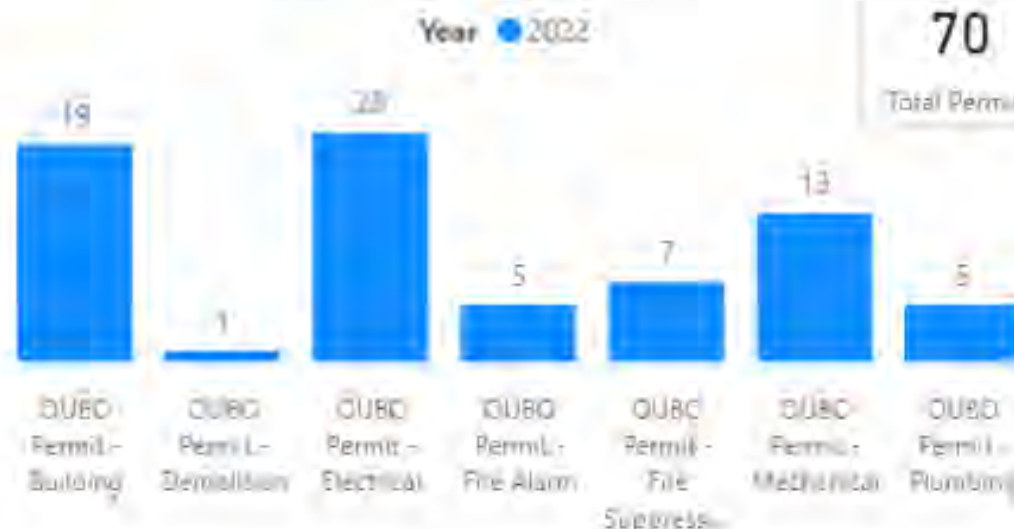
1.2 (days)

Inspections

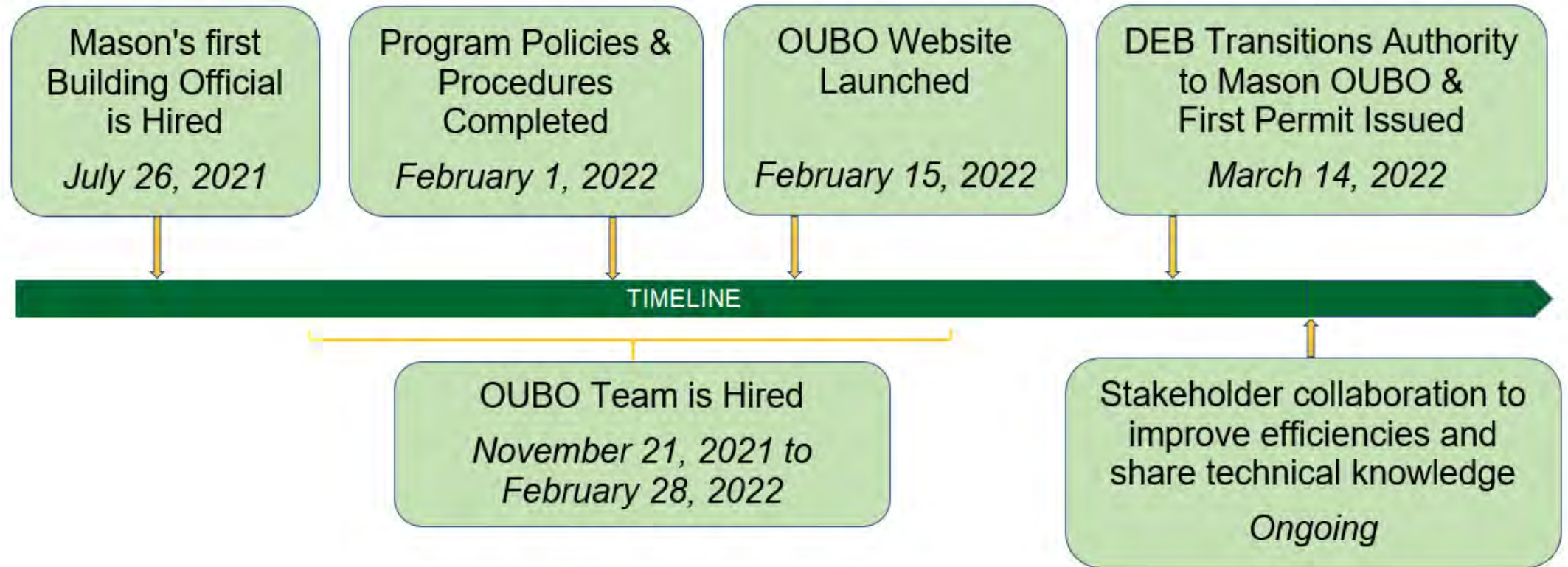
OUBO Avg Inspection
Step Age

2.02 (days)

of Permits by Year



The Year in Review



Looking Forward

Mission

The Office of the University Building Official strives for excellence through solution based professional services advancing the quality, value, accessibility, health, and safety of our University community.

Vision

To be a creative partner collaboratively seeking the best solutions for the University.

Goals

- Provide accurate, responsive and effective services to all stakeholders
- Collaborate with state and local officials (SFMO, DHCD, DEB, VT and UVA)
- Educate and train our customers and colleagues while seeking feedback for improvement.
- Collect critical construction information for University Building Code Analysis Database
- Finalize evaluation and updates to the HECO manual and Design standards.
- OUBO staff pursue ICC certification as Master Code Professional



Activities Building Capital Matters

Activities Building Request for Major Modification

25K GSF temporary structure to address immediate needs of stakeholders with 15-year life span

(Prior approval for 15K GSF)

\$11 million Budget

(Prior approval for \$3.75 million NGF)

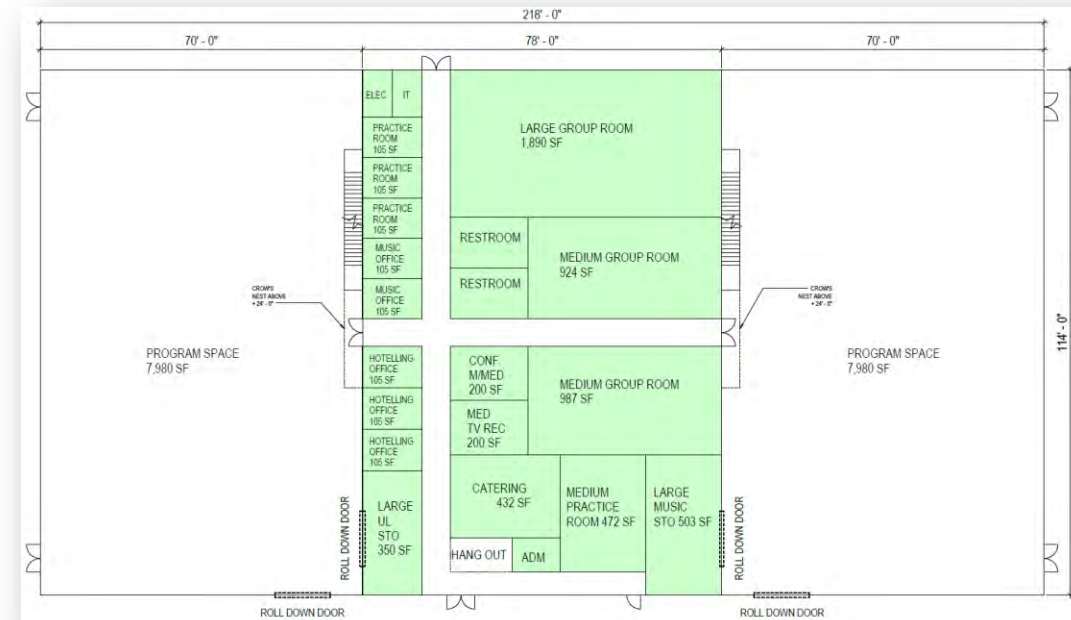
Completion anticipated in **FY25**

Limited Planning Study complete

Design-Build by General Contractor



Site and Program



Activities Building Images

Community Music, Recreation and Well-Being Center will provide multi-purpose, programmable flex spaces for various University Life programs

Office and hoteling space for faculty and staff

Possibilities include: **career fair event, marching band practice, drop-in play for recreation, unit storage**



Outreach Center: Greenville, SC



Basketball Courts: Blacksburg, VA

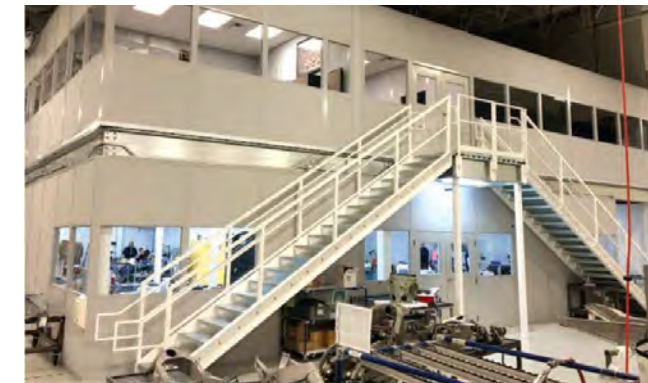
Football Arena:
Harrisonburg, VA



Church: Turlock, CA



Modular Interior



Staff Recommendation to Board

The Finance & Land Use Committee recommends approval by the Board of Visitors modify the Activity Building project budget in the University's Capital Plan.



Request for Major Modification

Johnson Center HVAC Replacement Project

Aquatic & Fitness Center Capital Renewal

Request for Major Modification



Johnson Center HVAC Replacement Project

Current approved budget:

\$5.34M

New Total Project:

\$6.52M

- Project put on hold during pandemic
- Increased scope and escalating cost



Fairfax Aquatic & Fitness Center Capital Project

Current approved budget:

\$10M

New Total Project:

\$16.5M

- \$3M increased scope in schematic drawing
- \$3.5M material inflation and supply chain challenges

Staff Recommendation to Board



Johnson Center HVAC Replacement Project

The Finance & Land Use Committee recommends approval by the Board of Visitors to modify the Johnson Center Air Handling Unit Upgrades project budget in the University's Capital Plan.



Aquatic & Fitness Center Capital Project

The Finance & Land Use Committee recommends approval by the Board of Visitors to modify the Aquatic and Fitness Center Renovation project budget in the University's Capital Plan.

Board Action Items

Motion: I move to approve the following items, en bloc, as they are outlined in the meeting materials:

- Activities Building
- Johnson Center HVAC Replacement Project
- Aquatic & Fitness Center Capital Renewal



Appendix I

Capital Projects Stoplight Chart

Project #	Project Name	Scope(sf) New	Scope(sf) Reno	Total Budget	Budget Status	Schedule	Scope	Construction Start Date	Occupancy Date	Construction % Complete
Construction										
1	18207-000 Horizon Hall - Core Campus (Renovate Robinson Hall and Harris Theater)	217,726	23,161	\$ 119,931,000	●	●	●	7/1/18	12/31/21	99.0%
2	18208-000 Improve Utility Distribution Infrastructure Fairfax - Core Campus*	0	0	\$ 51,539,000	●	●	●	8/1/18	12/31/21	98.0%
3	17848-000 PPEA Discovery Hall Ph II & Fitout/Clean Room	0	18,000	\$ 6,935,680	●	●	●	6/17/19	5/7/21	99.0%
4	18482-000 Institute for Digital InnovAtion (IDIA HQ)	461066	0	\$ 257,300,000	●	●	●	1/3/22	7/1/25	17.0%
5	18000-000 Life Sciences & Engineering Building - Bull Run Add*	133300	5000	\$ 102,453,000	●	●	●	8/31/22	1/13/25	1.0%
6	18339-000 Telecom Infrastructure Phase 1*	576	0	\$ 10,525,000	●	●	●	9/1/22	9/1/23	1.0%
Design										
7	A8247-027 Johnson Center HVAC Repairs	0	348,447	\$ 5,343,837	●	●	●	1/15/23	2/15/25	N/A
8	18509-000 Central Heating & Cooling Plant Boiler & Chiller Addition*	0	0	\$ 8,197,000	●	●	●	4/15/23	12/15/25	N/A
9	18529-000 Aquatic & Fitness Center Capital Renewal	0	90,736	\$ 10,000,000	●	●	●	3/1/23	9/1/24	N/A
10	18487-000 Telecom Infrastructure Phase 2	0	0	\$ 23,250,000	●	●	●	3/1/23	9/1/23	N/A
Design Procurement										
11	18593-000 Telecom Infrastructure Phase 3	0	0	\$ 24,000,000	●	●	●	TBD	TBD	N/A
Pending Master Plan Alignment										
12	18498-000 Academic VIII*	200,000	0	\$ 185,675,000				TBD	TBD	N/A
13	18471-000 Virtual Online Campus*	0	45,000	\$ 11,000,000				TBD	TBD	N/A
14	18497-000 SCAR Point of View Cottages	TBD	0	\$ 8,000,000				TBD	TBD	N/A
15	17955-000 Construct Student Housing Fairfax PPEA	TBD	0	TBD				TBD	TBD	N/A
16	18117-000 Construct Fairfax Mixed Use Development PPEA	TBD	0	TBD				TBD	TBD	N/A
17	18253-000 Construct Basketball Training, Wrestling, and Athlete Academic Support (RAC Addition)	TBD	TBD	\$ 15,500,000				TBD	TBD	N/A
18	TBD Renovations Concert Hall	0	120,750	\$ 25,000,000				TBD	TBD	N/A
19	TBD Business School Building	200,000	0	\$ 165,000,000				TBD	TBD	N/A
20	TBD Activities Building	15,000	0	\$ 3,750,000				TBD	TBD	N/A
Grand Total This Report		1,227,668	651,094	1,033,399,517						

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

Data as of November 2022

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



Appendix II

Supporting The Governor's Agenda For Higher Education

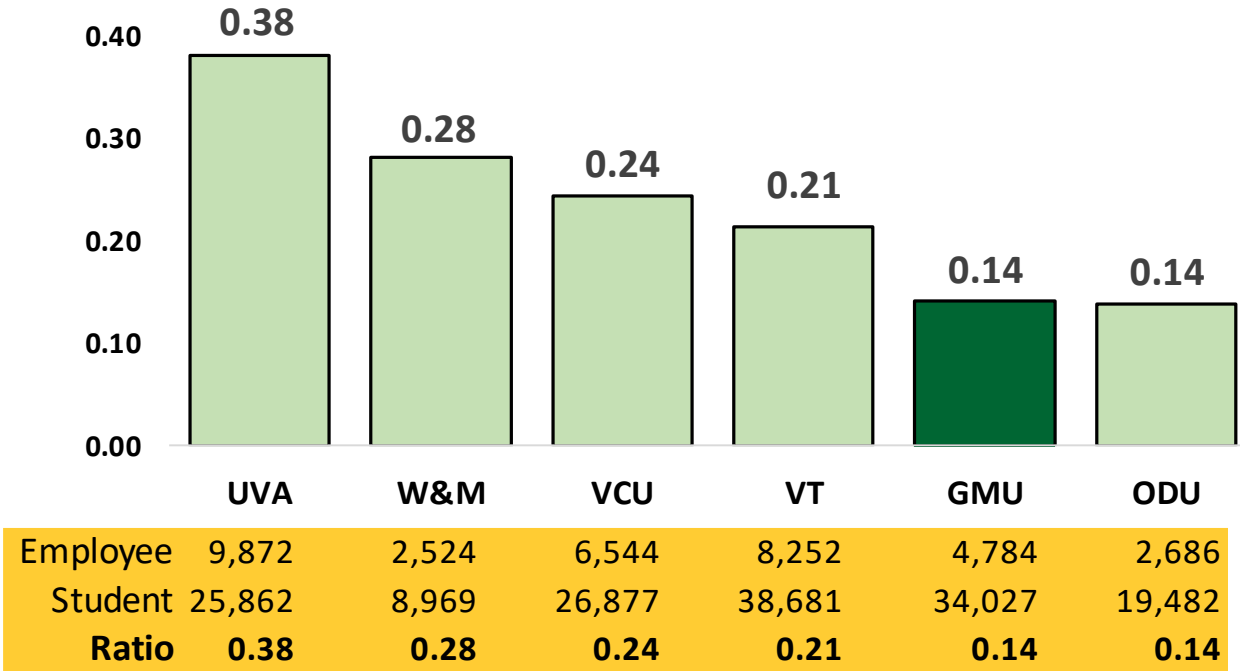
- Promote a Vibrant Campus Life
- Maintain Affordability and Reduce the Cost of Higher Education
- Prepare Students For the Increasing Demands of the Knowledge Economy
- Build the College and Career Ready Pipeline in Partnership With K-12 School Divisions and Other Key Stakeholders Through Lab or Innovation Schools

Operational Efficiency

Mason has significantly **fewer employees per student** than nearly all of its Virginia doctoral peers (by FTE)

Mason continues to improve and invest in **operational infrastructure and technology efficiencies**

Total Employee FTE / Total Student FTE



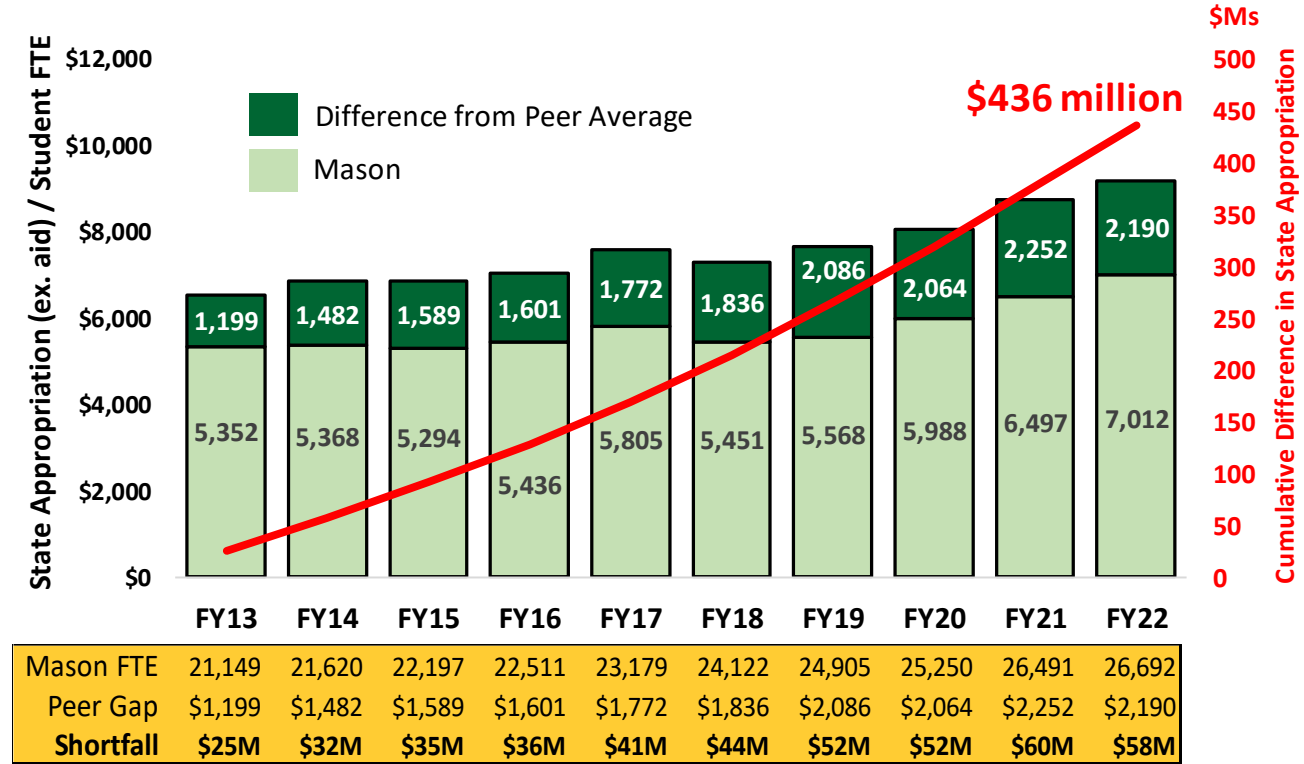
Mason Metric at Full Employment

FY22 Employee FTE	4,529
Vacant Positions With Active Recruitment	498
Critical Hires Beyond Existing Vacancies	89
Full Employment FTE	5,116
Student FTE	34,027
Revised Ratio	0.15

Funding Disparity

Mason would have received an additional **\$436 million** had we received the **average state appropriation** per in-state student (excluding aid)

\$58 million funding shortfall in FY22



**George Mason University
Board of Visitors**

**Development Committee Meeting
December 1, 2022
Merten Hall, Room 1201, Hazel Room**

F I N A L M E E T I N G A G E N D A

- I. Call to Order**
- II. Approval of Development Committee Meeting Minutes from September 29, 2022
(ACTION ITEM)**
- III. New Business**
 - A. GMUF Chair Update – Michael E. Stievater
 - B. University Advancement and Alumni Relations Update – Trishana Bowden
 - C. Center for Health Workforce at Mason – Dr. Caroline Sutter
- IV. Old Business**
- V. Adjournment**

**George Mason University
Board of Visitors**

**Development Committee Meeting
September 29, 2022
11:00 am – 11:50 am
Merten Hall, Room 1201, Hazel Room**

MEETING NOTES / MINUTES DRAFT

Attendees: Chair Anjan Chimaladinne, Vice Chair Simmi Bhuller, Visitor Jon Peterson, Visitor Paul Reagan, Visitor Dolly Oberoi, Visitor Mehmood Kazmi

Absent: None

Guests: Associate Vice President Jenn Robinson, Faculty Senate Chair Melissa Broeckelman-Post, Staff Senate Chair Erin Iacangelo Rogers, Faculty Representative Lisa Gring-Pemble, Student Representative Steven Zhou, Anne Gentry (Legal Counsel), Taylor Howell, secretary pro tem, and guest speakers Michael E. Stievater, Chair of the George Mason University Foundation; Dr. Tyler Cowen, General Director/Professor of Economics, Center for Study of Public Choice

I. Call to Order

The meeting was called to order by Chair Anjan Chimaladinne at 11:00 a.m.

II. Approval of Development Committee Meeting Minutes from May 5, 2022 (ACTION ITEM)

Chair Chimaladinne confirmed the committee meeting had reached a quorum. The Chair called for any changes or edits to the meeting minutes from May 5, 2022. There were none. There being none, the minutes from May 5, 2022, were **APPROVED AS WRITTEN.**

Chair Chimaladinne called for new business. There were three topics of new business to discuss.

Chair Chimaladinne introduced the Visitors to Mr. Michael E. Stievater, the newly appointed Chair of the George Mason University Foundation (Foundation), who delivered an update regarding recent Foundation and Board of Trustees activities during the past two months.

III. New Business

A. GMUF Chair Update – Michael E. Stievater (welcome/introduction)

Chairman Stievater stated that this was his seventh year as a trustee and his first as chair. Prior to that, he was Chair of the Finance Committee and Treasurer to the Board of Trustees.

Board of Trustees

- New Trustees - The Foundation welcomed five new trustees and a new Dean Representative to the board this year.

- New Committee – In addition to the new trustees, the Foundation’s newly formed Advancement and University Priorities Committee met for the inaugural meeting last week to review a draft charter and discuss the responsibilities of the committee for the first year. This committee was formed to promote the best interests of the Foundation and to provide leadership in identifying connections, cultivating networks, and making introductions for University and Foundation leaders to the civic and business community. Recruitment is underway for a new position, the Director of Volunteer Engagement and Philanthropy, to complement and assist with the committee’s efforts.

Fall Board Cycle

We are currently in the midst of our fall board cycle:

- The Investment Committee reviewed the fiscal year 2022 investment results. The Foundation’s endowment portfolio was challenged by the market environment during the fiscal year, sustaining a loss of 19%. The endowment at year-end totaled \$157.6 million. The foundation’s outsourced chief investment officer, CornerStone Partners, detailed their outlook for the next few years. They remain committed to aligning the target asset allocations to ensure the best possible outcome for the endowment, which is an investment in Mason’s future. Despite the market challenges, the endowment paid out \$4.5 million in support for university students, faculty, and programs.

- The Nominating and Governance Committee discussed the upcoming nominations process and timeline, as well as one additional Trustee nomination for the current year. The committee continues to focus on the need to increase diversity, skillsets, and alumni members, as well as broaden representation across Mason’s colleges and schools.

- The Finance and Real Estate Committee reviewed the fiscal 2022 year-end budget results and the reserve balances framework. Foundation operations reflect a positive cash flow for the fiscal year. The Committee reviewed all real estate projects and current related activity.

•The Audit Committee will meet in mid-October to review the fiscal year 2022 Audited Financial Statements with Cherry Bekaert. As of June 30, 2022, the Foundation has approximately \$467 million in total assets, \$160 million in total liabilities, and net assets of \$307 million. Academic institutional support expended for Mason programs and activities exceeded \$77 million for the fiscal year.

Chair Stievater welcomed any questions from the Visitors. Chair Chimaladinne asked the Visitors if there were any questions for the Foundation.

Visitor, and former Rector, Jimmy Hazel advised Chairman Stievater that he found great value in coming to talk to the Board of Visitors. It kept them informed as well as keeping the Chair informed. Visitor Hazel stated that in regard to real estate, the Foundation owns the 80-plus acres that the President's Mathy House sits on. He had always thought it would be a good idea to subdivide it and create a few salable lots while protecting the President.

Chair Chimaladinne asked the Visitors if there were any additional comments or questions. There were none. Chair Stievater thanked Chair Chimaladinne for his time before the Board of Visitors.

Chair Chimaladinne introduced Ms. Jenn Robinson, Associate Vice President of Alumni Relations, to the office of University Advancement and Alumni Relations. On behalf of Vice President Trishana Bowden, who could not be present at the meeting, Ms. Robinson provided an update on the recent activities of the Office of University Advancement and Alumni Relations and shared several highlights of recent events.

B. University Advancement and Alumni Relations Update – Jenn Robinson

Chairman Chimaladinne invited Ms. Robinson to deliver the report from her seat on the board.

We are pleased to announce Ms. Beth Cantrell is the new Chief Financial Officer and Vice President of the George Mason University Foundation. For the last 11 years, Beth has become the financial expert for the Foundation. Beth managed nine accounting professionals in her reporting line fulfilling various roles and cash revenue accounting, investment accounting, real estate accounting, and accounts that supervise between 75 to 100 million per year of expenditures that are processed through accounts payable and more than 100 million of incoming contributions and cash receipts while supervising the accounting for more than 300 million of investment assets with more than 40 different investment managers.

Next, we would like to introduce Ms. Aquanetta Betts, our new director of Planned Giving. Ms. Betts holds the Chartered Advisor and Philanthropy

designation from the American College of Financial Services and the Accredited Estate Planner designation from the National Association of estate planners and councils. In 2021, she earned the certified fundraising executive certification and earned her Juris Doctorate from Nova Southeastern University's Shepard Broad College of Law, and her Bachelor of Arts and English from Florida International University.

As of September 10, 2022, the Office of Advancement and Alumni Relations welcomed Ms. Robin Parker as the Assistant Vice President of Communications. Robin is no stranger to many of you here as she has worked in various roles at Mason since 2009. She served as the university's liaison to the State Council of Higher Education for Virginia, and the director of strategic engagement and communications in the office of academic innovation and new ventures. Most recently she has served as Assistant Vice President of Communications in Mason's Office of University Branding. Robin's incredible expertise and deep institutional knowledge will be invaluable in her role of leading the communications effort for Mason's first-ever billion-dollar campaign. Robin is an Advancement senior staff member and serves on the Strategic Communications Council. A primary focus of hers will be coordinating and creating impactful campaign communications. As you know, it will take each of us fully engaged in the campaign to achieve the opportunity we have before us. Please join me in welcoming Robin into her new role and making sure she has the full support and resources of all of us here today, as we embark on this campaign together.

Preparations with Marts and Lundy, as well as the Compass Group, continue as we near the public launch of George Mason University's historic comprehensive campaign.

On August 30, 2022, we held a retreat with the Deans, Vice Presidents, Advancement Senior Leadership, and Directors of Development to discuss philanthropic plans for the new academic year.

We closed out FY22 at \$118.2M, one of the top three years for fundraising attainment. As of 8/31/2022, we received \$10.8M.

Ms. Robinson briefly reviewed the 2023 success so far and shared news of some of the most impressive gifts to date. She also gave a short brief of the campaign opening gala plans. The College of Visual and Performing Arts has brought in approximately \$11.8 million from named gifts and pledges in support of their "Reimagination" initiative, to renovate the Center of the Arts.

The Hylton Performing Arts Center received two fantastic contributions already in FY 2023. Amazon Web Services has committed \$50,000 for the Center's Gala Arts Alive, and educational programming. And, Compton and Duling have signed a \$75,000, 3-year agreement to become the Gala's presenting sponsor. We have received another generous gift from Susan Aitel, \$45,000 for the Grace Aitel

Awards Endowment to support strings majors in the Dewberry Family School of Music

Last but not least, University Life's Early Identification Program has received two significant contributions. \$25,000 from Wells Fargo to pilot a financial well-being peer mentor program for K-12 students in the Program, and \$150,000 from Dominion Energy over the next three years to support the retention, timely degree completion, and career readiness of 30 Latinx students who have completed the EIP program and matriculate to at Mason.

This academic year, Advancement and Alumni Relations, in collaboration with Career Services, Government and Community Relations, and our colleges and schools are relaunching our Mason@ events with top employers of Mason Alumni. We have some impressive businesses that are at the top of the list as contenders for Mason@ events this year, including Northrop Grumman, CACI, and Micron. We hope to be sharing more information and success stories shortly, so stay tuned.

Last week, the Office of Alumni Relations connected with more than 400 students at our welcome back student block party. We also launched our new student alumni group PALS, which stands for Patriot alumni liaisons. And the goal of this group is to provide leadership development and mentoring opportunities for our students who are our future alumni, and to also provide them with education on the importance of philanthropy, both as students and once they leave Mason. We want to help build and foster a lifetime of engagement with Mason because once a patriot, always a patriot.

We are also working on our technology this year. The strategic advancement systems team continues to build out the Patriot Force CRM you've heard us talk about. We're adding applications to streamline our student call center and provide real-time constituent wealth screening, in addition to reviewing options for mobile giving, and the ability to support spontaneous giving opportunities, such as at events and gatherings. All of this new tech support and capacity will be instrumental to our team as we launch the campaign.

There's so much going on at Mason this year with so much more to come. And just like all those thousands of students we welcome to campus this year, we are also eager to impact the future as we enter this historic campaign for Mason. We have an enormous task ahead of us, but we are also excited about the great things we will achieve together. Let me close with some of the same inspiration shared with our new students during convocation.

Ms. Robinson asked to close with some of the same inspiration shared with the students at the convocation from Provost Mark Ginsberg: "Do you know what time it is? It's Mason's Time. It's also another time. It's your time. It's your time

to explore. It's your time to meet new friends. It's your time to learn new things. And it's your time to push yourself to new heights.”

Ms. Robinson thanked the Visitors and shared it is undoubtedly Mason's time, and we look forward to going to new heights with the Visitors this year and during this campaign.

Chair Chimaladinne asked the Visitors if they had any questions.

Visitor Juan Carlos Iturregui asked Ms. Robinson. “What are you getting in terms of feedback for those that need to be in our universe?” Ms. Robinson replied that she thought there is an air of enthusiasm about and it will really help impact the mission of Mason, and to help us come together as a community of alumni friends, and donors, to really support and get behind this campaign.

Chairman Chimaladinne asked if there were any additional questions from the Visitors. There being none, Chair Chimaladinne thanked Ms. Robinson for her presentation to the committee.

Chair Chimaladinne introduced Dr. Tyler Cowen, General Director and Professor of Economics at the Center for Study of Public Choice at the Mercatus Center. Chair Chimaladinne invited him to deliver his presentation on Fast Grants and their impact during the COVID -19 pandemic.

C. Fast Grants and impact during the COVID-19 Pandemic– Tyler Cowen

From the podium, Dr. Cowen thanked the Visitors for the opportunity to present. Dr. Cowen advised that when he was introduced, we left off one his titles. Of all his credentials, the most important one is that of a George Mason University undergraduate in the Class of 1983.

Dr. Cowen shared the good news of three recent unsolicited seven-figure donations, from people simply contacting us him “out of the blue”, two of whom we had never heard. Last Saturday, he had lunch with another high-net-worth individual who indicated he would be making a major gift. Dr. Cowen wasn't certain, but we possibly may have a fourth major gift! That's a great position to be in when autonomously, major gifts are coming in. Dr. Cowen asked to share his narrative of how the programs came about.

Dr. Cowen directs the Mercatus Center and within the Center, he personally directs two individual programs, they're interrelated. One is called Emergent Ventures. The other is called Fast Grants. They do basically the same thing. But Fast Grants is specifically for COVID issues. Emergent Ventures is for everything else. Emergent Ventures is less than four years old. It occurred to Dr. Cowen, and some other people, that the world of philanthropy had become more bureaucratic.

If we could offer to a new class of donors, a model for giving away money that was more like venture capital, and less bureaucratized. Dr. Cowen knows personally a large number of high-net wealth individuals. They are frustrated by their own foundations, and how much bureaucracy they have to go through for foundations that they created, and at least ostensibly control.

The idea behind Emergent Ventures was a minimum of bureaucracy. Look at the application form online, just “Google” Emergent Ventures, and you will see it is a one-page application form, and grant decisions are rendered almost immediately, not multiple layers of committees and consensus, but a willingness to take chances on a large number of individuals.

Over the last few years at Emergent Ventures, we've raised about \$26 million. It has resulted in us giving away over 260 grants. There are now subversions. We do not go out and look for a charity that's been great for 20 years and is doing amazing work. Those are highly valuable institutions. But it's not what we do. We're like a venture capital model, but for philanthropy, the money is just given away. Obviously, we're not going to take equity. People doing new things, starting new businesses, new nonprofits, and just starting careers.

By far, India has been the source of the greatest number of excellent applications. This past August we had a meeting up in India with 70 grant winners. Among them were also two applicants from Pakistan and three from Africa. They were amazing talents, and a lot of them are teenagers doing startups, and they're just phenomenal in their level of drive, focus, and ambition. Dr. Cowen shared the story of one young man who started a non-profit with the goal of turning it into business mobile medical units that travel through rural Uganda distributing, both giving and selling, needed medical supplies to the people. Uganda is a tough environment, and we have made him two grants; the business is now a successful venture.

Dr. Cowen recounted the various branches of Emergent Ventures in India, Africa, and the African Diaspora, even a NASA program. Last week we just initiated Emergent Ventures Ukraine, with the aim to support and replenish talent in Ukraine. Dr. Cowen is very “bullish” about these programs moving forward. He shared with the Visitors two examples of early grants they made. Tymofiy Mylovanov, an economist working in Ohio, was doing typical research publishing in Econometric. He told Dr. Cowen he would love to write about the Ukrainian economy and Ukrainians for Ukraine. This was before the current war. But his university would not support him in this project. Emergent Ventures funded Tymofiy. He completed his project in Ukraine. Then he became Ukraine's Minister of Economic Development and Trade, in the Zelensky cabinet; he is still there playing a highly significant role. Currently, he is the President of the Kyiv School of Economics.

Dr. Cowen provided another typical example of a successful Emergent Ventures grant. Ms. Clementine Jacobs, who worked in the tech sector, had a very high-paying job, and wanted to start a nonprofit, but didn't want to just take a year off and be paid nothing. We basically fronted her a significant fraction of a year's salary. She started a nonprofit called Recidivism, which gathers data on individuals in prison, determining who could be released early without damaging the community at large. When COVID came along and there was an imperative to release a lot of older prisoners, numerous states consulted with her nonprofit, and she had the data immediately available to tell them who could be released. That's tens of thousands of people who have managed to be released, potentially avoiding them becoming very sick with COVID or dying. It was a grant that has gone exceedingly well.

Dr. Cowen switched topics to Fast Grants, the COVID arm of the research program. When the pandemic started, around March 2020, Dr. Cowen was chatting with Patrick Collison, the co-founder, and CEO of Stripe, a company that lets businesses and individuals accept payments over the internet. They discussed how they were talking to different people and scientists, and a lot of them wanted to do work on COVID, but they would apply to the National Institutes of Health for grants and it would take them five to nine months to get a decision.

They surveyed a number of private foundations; some were doing great work. A lot were slow and business as usual. This seemed crazy to us, so we created a model for a super-fast support response for COVID research. We set this whole thing up in two weeks. Dr. Cowen advised that he was very fortunate to have worked with Patrick Collision, the man is a true force of nature. With Fast Grants, the aim was to get money out to COVID researchers, not in five to nine months, but in two weeks, at the most. With a lot of the early requests, they actually got everything completed in two days. Even though we had to stop promising approval in two days, and returned to two weeks, we think that is still a pretty good turnaround.

Dr. Cowen remarked how it amazed him that so many people at top research universities, even Yale, could not get grants from their institutions and came to Mason instead. Dr. Cowen shared how Mason was a part of the research that developed the COVID spit test, we were one of the first institutions to fund research on the Pan Coronavirus, and the possibility of a vaccine that could give you protection from all future strains, not just the current one.

On the development side, Fast Grants has raised about \$50 million, most of that in the span of just a few months. It was not even a development effort, we just had checks coming in, and Elon Musk mailed us a million dollars. We still don't know how to thank him properly.

Dr. Cowen recounted some of the new supporters of Fast Grants, such as Reed Hoffman, a significant figure behind Pay Pal and LinkedIn. There is the Chan-

Zuckerberg Initiative. Schmidt Futures of Eric Schmidt of Google. The Arnold Foundation, Paul Graham, a British venture capitalist, was critical in the history of the Y-Combinator. Also, Jacqueline Scott, who is part of the Amazon fortune, was our single largest supporter at \$5 million. The Collison brothers, Patrick with his brother John, fellow co-founder of Stripe, made seven-figure donations to Mason Fast Grants, and we had to get this money out to researchers. We set up a team of 20 referees, prominent individuals, and typically well-known professors/professionals in the area. We have special software written to process the inflow of grant requests, which was really quite a bit to handle.

The team of referees performed truly heroic work. The support went out and funding came in. And, you know, obviously, one issue is we all needed to do things to fight back against COVID. But I think there are a number of broader lessons behind Fast Grants and Emergent Ventures. One is simply that philanthropy often can be done better. It can be done faster; it can be done less bureaucratically. So, depending on what phase of the operations you look at, Emergent Ventures' Fast Grants, typically run at 2% of overhead. So here I greatly thank the people I work with at Mercatus for doing amazing work, the notion that we could deal with that amount of money, so someone gives us \$1.98 of that dollar goes out to grant recipients. Dr. Cowen advised that has been very hard for them to pull off. But I think it's been a critical part of our pitch. If you give us money, you know almost all of it will go out to the places you want it to go. But it does require a pretty extreme level of efficiency and keeping on top of things. Over the last few years, Dr. Cowen has found himself doing the tasks you might think he might not be supposed. But in fact, he needs to do them to keep everything on track and keep the overhead low. Dr. Cowen stated that he thought another lesson to take away is just the power of new ideas in philanthropy and otherwise.

So, the money they raised, that is Fast Grants Emergent Ventures put together, is over \$75 million. But if you asked us again getting back to the overhead point, what was their expenditure on development staff? It's a little hard to split that out. But it's well under a million dollars. Dr. Cowen believes it is under half a million dollars. Mostly it's been zero. So, it's been the power of the idea. The power of George Mason University's reputation. Dr. Cowen also wanted to cite a critical factor that all along doing this, he had absolute support from Mason's top administration, the Dean from his chair. So, he was able to go out there and credibly make promises to donors. This is how we're going to do things and we were able to do it. So, he thinks of those of you hear who contributed to that. Elon Musk's mailing in a million dollars didn't cost us anything. We had to open the envelope, that was the staff cost. Dr. Cowen doesn't think all money can be raised this way; not even most money can be raised this way. But he thinks a lot more money can be raised this way. And it's about the power of ideas, which is what our university is about.

Dr. Cowen wished to close with an anecdote. He shared how two weeks earlier he had dinner with a tech entrepreneur in San Francisco. I didn't know him, he just e-mailed Dr. Cowen and asked him out to dinner. While at dinner he revealed to Dr. Cowen he was a Mason undergraduate. He spoke about his good experiences while here at the university. After graduation, he moved on to Silicon Valley. He said out there it is unbelievable how much they talk about Mason. Dr. Cowen pointed out the donors he mentioned earlier; Hoffman, Zuckerberg, Schmidt, Musk, and Graham, it's that ecosystem we want to be in. Dr. Cowen was very heartened by dinner with this individual, his start-up was still very new. Dr. Cowen didn't think he was making much money yet. But he said, "When I succeed on a larger scale, I would love to give something back to the school." And you know, we'll see how that goes. But Dr. Cowen thought it was wonderful. Yet again it is a case of someone volunteering to give something back.

The lesson in all of this is to be "out there". Have good ideas and innovate. Appreciate George Mason! He would be just as grateful for the support of one person, as he would from the school itself. Dr. Cowen get-ups in the morning and ask himself, "What can I improve? What can I build? How can we all make Mason and the world a better, more creative, more diverse environment?" Dr. Cowen thanked the committee for allowing him to present and indicated the presentation was finished.

Chairman Chimaladinne asked the Visitors for any questions for Dr. Cowen. Visitor Juan Carlos Iturregui requested Dr. Cowen to "Describe what exactly you mean by new ventures and give concrete examples of a couple of them." Dr. Cowen stated that the nonprofit that he mentioned that Emergent Ventures supported climbing team member Jack Kirby. She came to Dr. Cowen and said she wanted to start a new nonprofit, but I need some bridge money. So that's a new venture. We do not go out and look for a charity that's been great for 20 years and is doing amazing work. Those are highly valuable institutions. But it's not what we do. We're like a venture capital model. But for philanthropy, the money is just given away. Obviously, we're not taking equity.

So, people doing new things, starting new businesses, new nonprofits, and just starting careers. You know, abroad, India has been by far the source of the greatest number of excellent applications. And we just had a meet-up in India in August. I went there to Rajasthan and we had about 70 winners from India, two were from Pakistan, and three were from Africa. It was a gathering of amazing talents, and a lot of them are teenagers doing startups, and they're just phenomenal in their level of drive, focus, and ambition.

We had an individual there from Uganda. He wanted to start first a nonprofit, but with the goal of turning it into a business mobile medical unit that would go through rural Uganda near Kampala and at first, give and then sell people medical supplies they needed. But Uganda is a tough environment and he was looking for sources of money. He came to us, we had some discussions with him, and we

have made him two grants. We are doing new ventures in this tremendous number of all ventures right but it's not the charter of Emergent Ventures, to be doing older ventures.

Chairman Chimaladinne asked the Visitors for any further questions for Dr. Cowen; there were none.

There being none, Chairman Chimaladinne thanked Dr. Cowen for his presentation to the committee and dismissed him.

IV. Old Business

Chairman Chimaladinne asked the Visitors if there was any Old Business to discuss. There being none, Chairman Chimaladinne asked to move the meeting to adjournment.

V. Adjournment

Chairman Chimaladinne adjourned the meeting at 11:33 AM.



vahlthwf@gmu.edu

Our Mission:

The Mason Center for Health Workforce The Mason Center for Health Workforce (“Center”) supports the Commonwealth of Virginia in developing and maintaining a sufficiently large and highly trained healthcare workforce in both institutional and community settings. The Center serves as the “backbone organization” for a collective impact approach to health sciences workforce in the Commonwealth. As a catalyst and facilitator of community action, the Center collaborates with health professional and educational organizations, policy makers, community planners, and other regional stakeholders to understand issues related to the supply, demand, distribution, and use of health workers in Virginia.



- Using Workforce Data and Advanced Analytics to create long-term growth strategies
- Providing a platform for continuous engagement for sharing professional knowledge, resources and enriched learning content.
- Connecting Virginia Health workforce to training, continuing education, and certifications for career advancement.
- Providing consultation to local, regional, and state policy makers on health workforce issues.
- Engaging in education-related knowledge translation activities with the potential to improve patient care and clinical outcomes

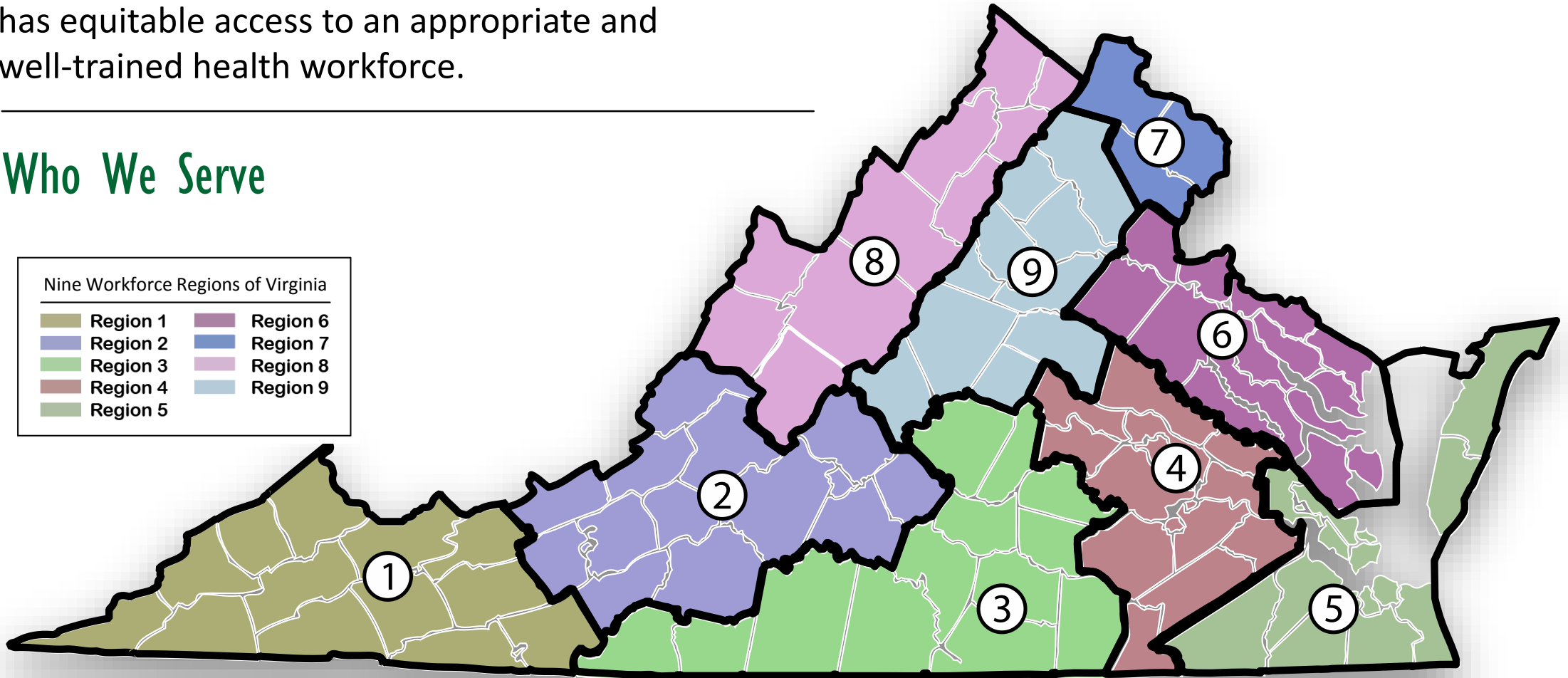
Our Vision:

Each person, community and region in Virginia has equitable access to an appropriate and well-trained health workforce.

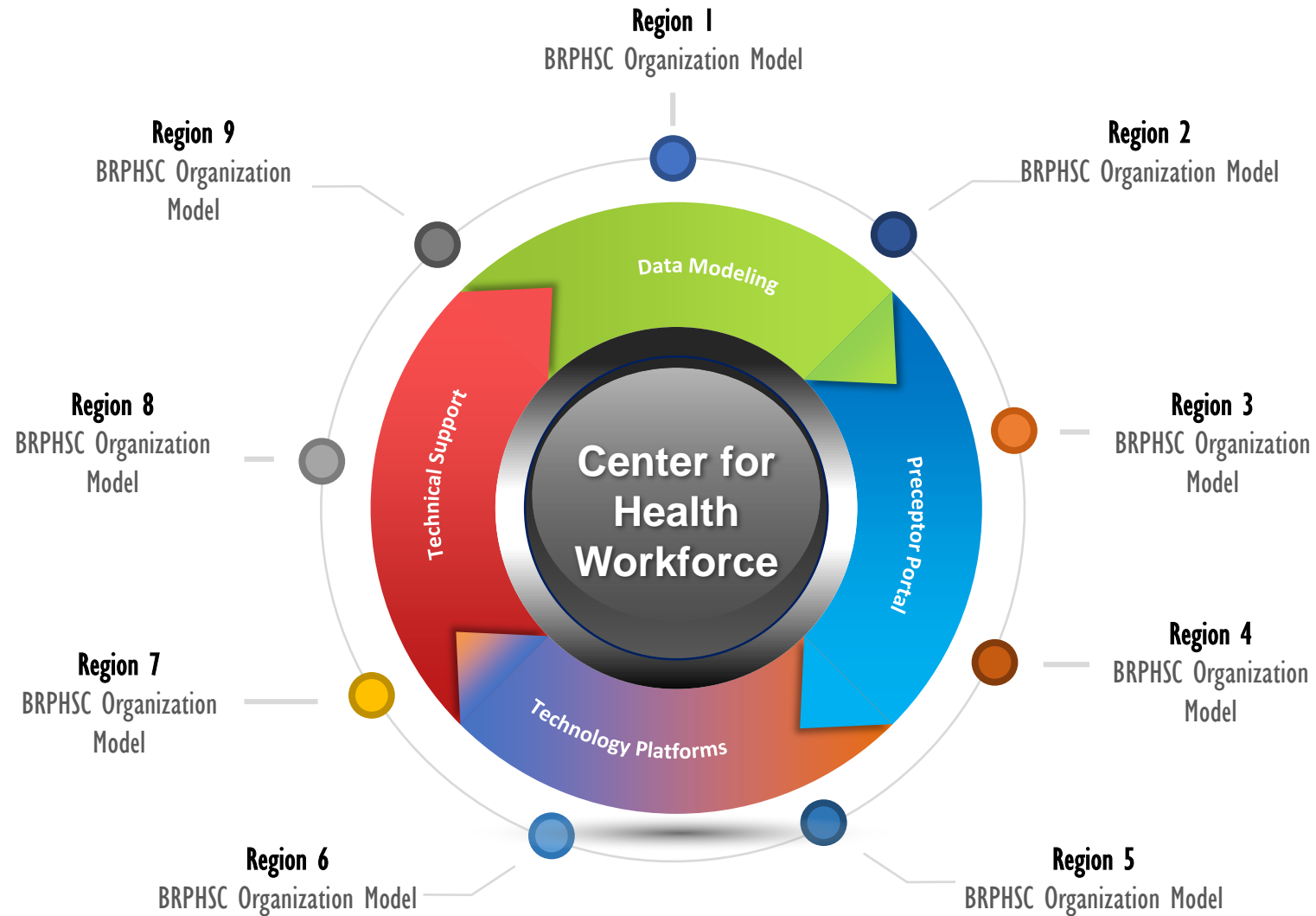
Who We Serve

Nine Workforce Regions of Virginia

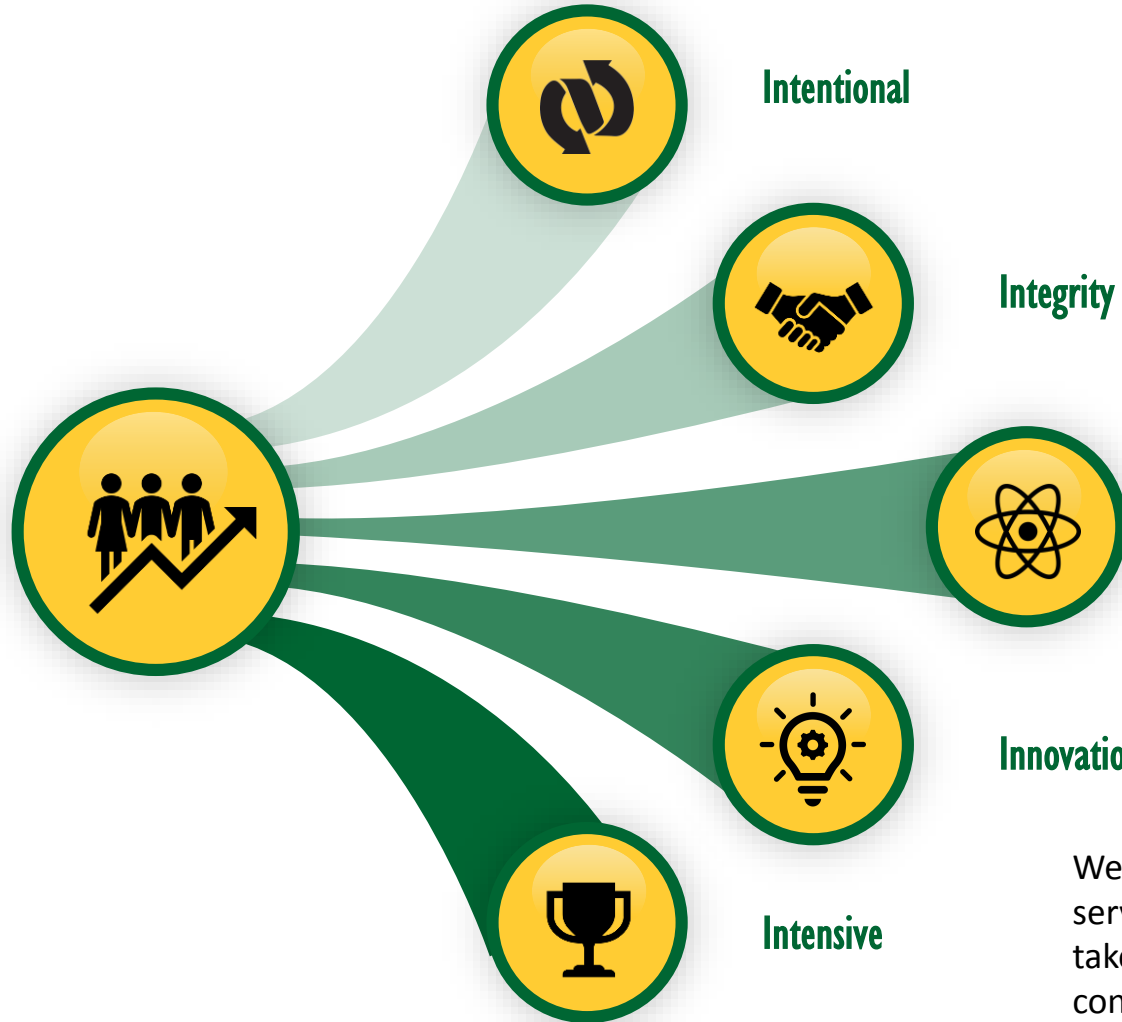
Region 1	Region 6
Region 2	Region 7
Region 3	Region 8
Region 4	Region 9
Region 5	



Virginia Health Workforce Collective Impact Model



Our “I” Values:



We strive to be the number one source of truth and voice for healthcare workforce data and best practices. As solutions-oriented problem solvers, we are strategic with our research and analysis and development of healthcare policy, legislation and regulation.

We recognize that individual, community, and organizational relationships built on trust and mutual respect are essential to our impact. We are honest, ethical, and transparent in all our interactions.

We recognize that our community and our work is stronger when the voices of all are heard, considered, and incorporated into our decisions and actions.

To be a nationally recognized Center, we must be on the cutting edge researching best practices, modeling trends and in constant contact with the experts.

We are committed to providing high-quality programming, services, and experiences for all that engage with the Center. We take stakeholder feedback very seriously and have a built-in continuous improvement model to always better our supports and services.

Goals & Objectives:



Goal 1

Expand the Health Workforce To Meet Evolving Community Needs

Goal 2

Improve the Distribution of the Health Workforce to Reduce Shortages

Goal 3

Enhance Health Care Quality through Professional Development, Collaboration, and Evidence-Informed Practice

Goal 4

Develop and Apply Data and Evidence To Strengthen the Health Workforce

Policy & Workforce Advocacy

The Center for Health Workforce Development works to shape and advance policies that positively affect patients, healthcare workers and families. A coordinated and collaborative effort amplifies communication and leads to stronger state-wide advocacy.

Specific services:

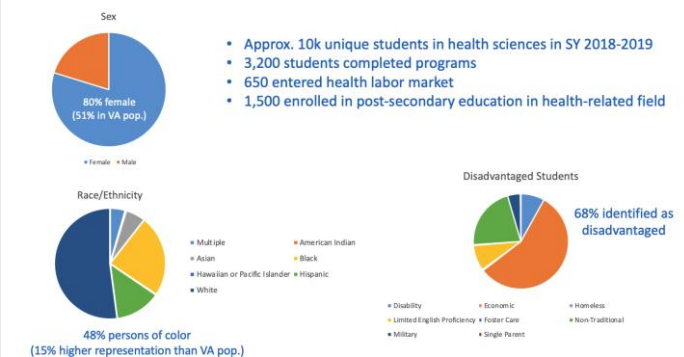
- Research, Analysis and development of healthcare policy, legislation, and regulation.
- Guides in planning and adjusting business strategies to operationalize the transforming healthcare landscape.
- Assists in development and cultivating relationships with public & private organizations, non-profits and elected officials.
- Consultative services and technical assistance to identify issues, remove barriers, resolve problems, streamline services and increase engagement.



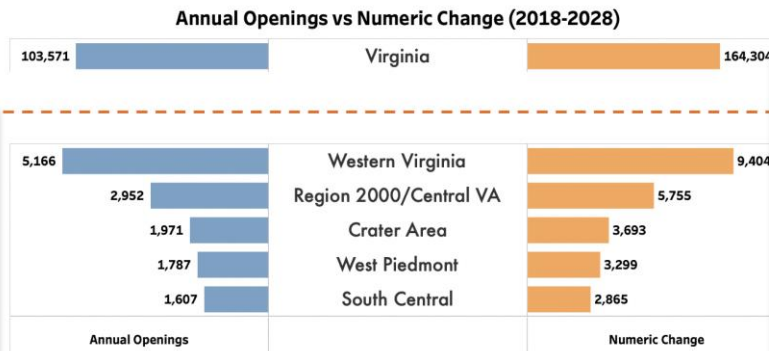
- COMMONWEALTH & REGIONAL HEALTH WORKFORCE ANALYSIS
- SUPPORTING STRATEGIC PLANNING & DEVELOPMENT FOR STATEWIDE REACH

Identify best practices in for workforce analysis

VIRGINIA CTE PROGRAMS: CHARACTERISTICS OF HEALTH SCIENCE STUDENTS



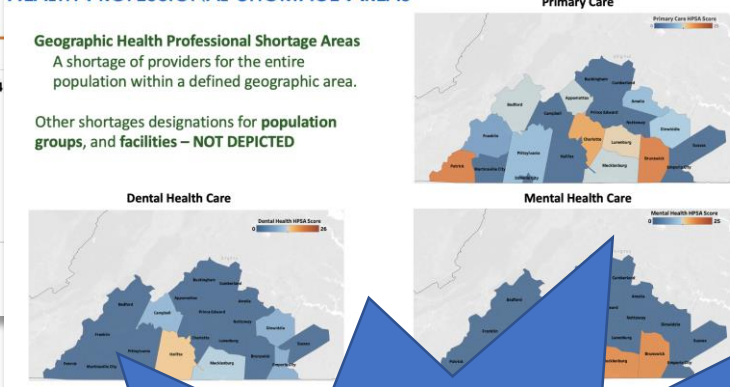
WORKFORCE PROJECTIONS FOR HEALTH SCIENCE OCCUPATIONS



Identify limitations of available data

HEALTH PROFESSIONAL SHORTAGE AREAS

Geographic Health Professional Shortage Areas
 A shortage of providers for the entire population within a defined geographic area.
 Other shortages designations for **population groups**, and **facilities** – NOT DEPICTED



Identify and collect data for understanding health workforce demand

NATIONAL HEALTH WORKFORCE OUTLOOK

- Nationally, employment in health occupations continues to grow much faster than average for all occupations, 15% compared to 6%
- Projected growth attributed to aging population & increased demand for health services (e.g., greater insurance coverage, multiple chronic conditions)
- Eight of top 20 fastest growing occupations in health

Occupation	National	Virginia
Nurse Practitioner	52%	30.7%
Occupational Therapy Assistants	35%	33.55%
Home Health & Personal Care Aides	34%	36.87%
Physical Therapy Assistants	33%	27.7%
Medical & Health Services Managers	32%	18.29%
Physician Assistants	31%	33.62%
Speech/Language Pathologists	25%	26.10%
Substance Abuse, Behavioral Disorder, and Mental Health Counselors	25%	12.18%

Analyze data, interpret results, report findings, provide recommendations

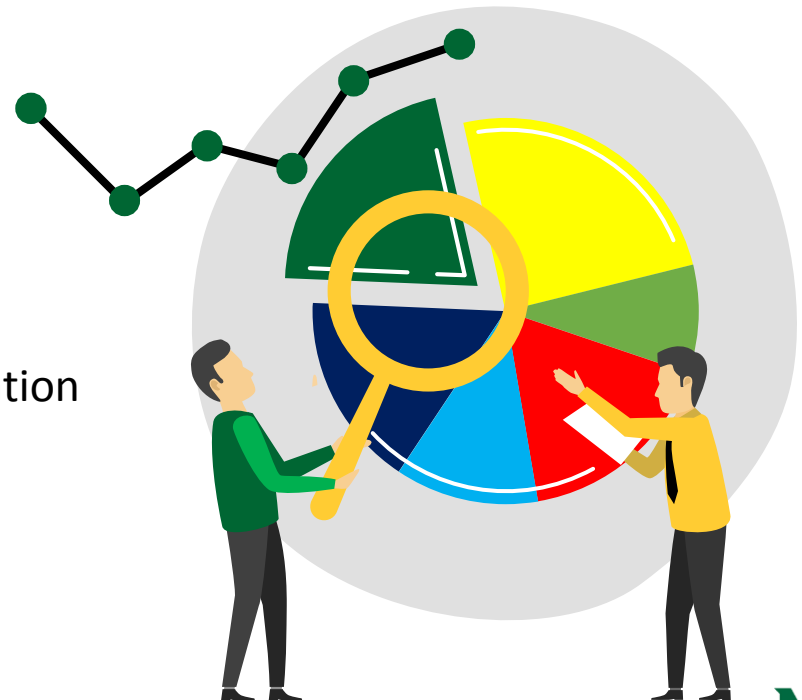
Policy and Program Evaluation:

The Center for Health Workforce Developments' evaluation services concentrate on producing systematic quantitative and qualitative data which enables a better understanding of program dynamics, identifying focus areas for program improvement, and predicting program outcomes.

Our evaluation team is ready to help your organization design and implement a program evaluation plan that will work for you.

Specific services:

- Creating a comprehensive evaluation from design to implementation, analysis, and reporting.
- Defining measurable objectives, indicators and evaluation design.
- Designing evaluation and data collection tools and observation protocols
- Developing logic models and theories of change, to link program strategies and outcomes.





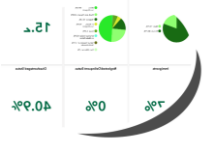
Virginia Health Workforce Analysis Dashboard

Comprehensive Data on Virginia's Health Workforce & Workforce Needs

<https://vahlthwf.gmu.edu/dashboard/>

The Mason Center for Health Workforce provides data and information relevant to health workforce planning and analysis. It will include measures to assess: the health needs of state and regional populations, employer demand/needs for health, behavioral health, and social services workers to support those needs; and the education and training pipeline producing new entrants for health, behavioral health, and social services occupations

Health Workforce Demand



<https://vahlthwf.gmu.edu/demand/>

Health Workforce Supply



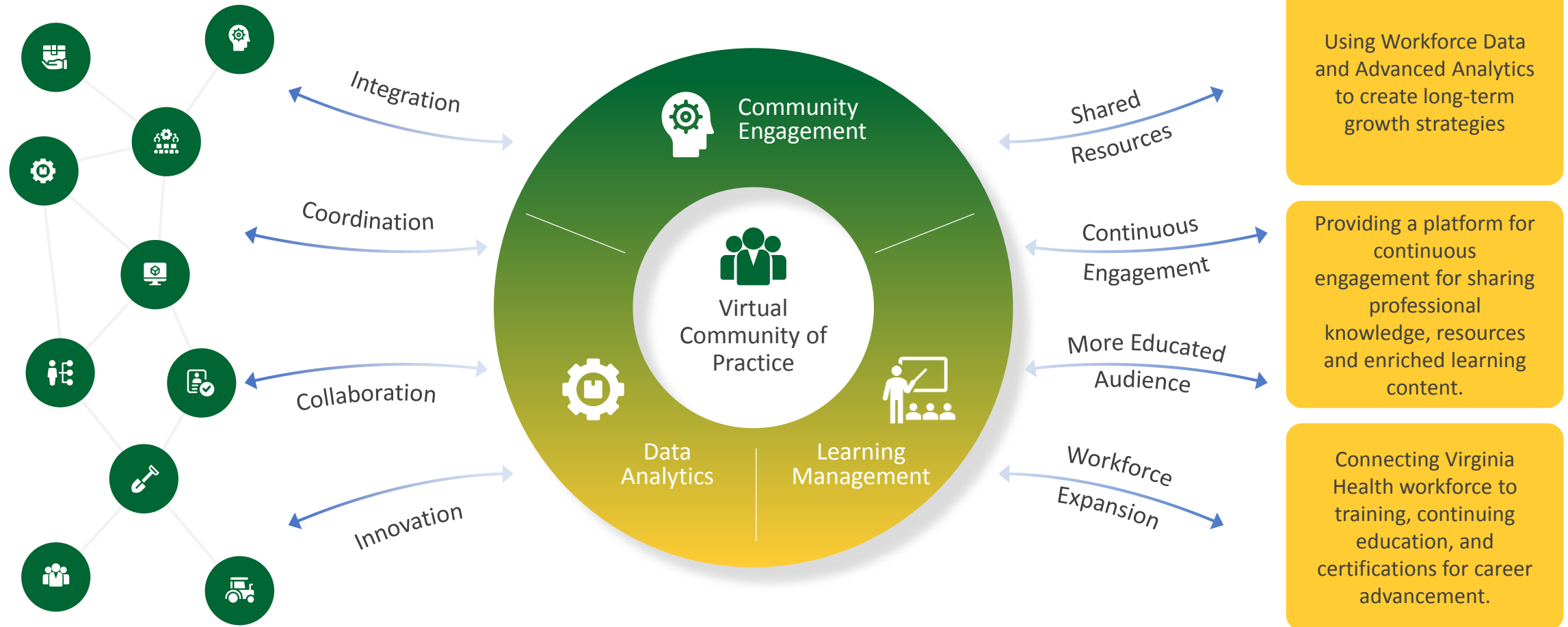
<https://vahlthwf.gmu.edu/workforce-supply/>

Population Health & Economic Conditions



<https://vahlthwf.gmu.edu/pophealth/>

Integration That Leads To Innovation



Integrating IT platforms to provide a cohesive environment that drives positive health workforce development outcomes.

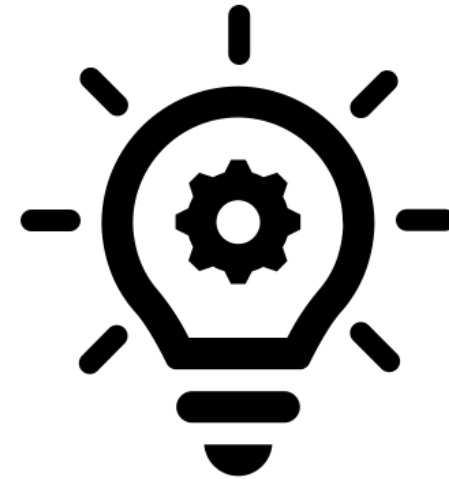
Training & Education

We provide opportunities to engage the community to develop their own health workforce pipeline through regional coalitions, with the intent to support a “grow your own” healthcare model.

- Supporting early exposure to health careers and STEM activities
- Recruiting middle and high school age students through engaging health career exposure including: school/community programs, workshops, internships, work-based learning, summer programs, and more!
- Helping college students obtain shadowing and experiential opportunities that will support their health career goals.
- Provide professional development to current health professions through workshops, conferences, and online curriculum to meet training gaps.
- Provide Technical Assistance and Capacity Building to Regional Workforce Coalitions and communities organizations who are looking to improve the health care workforce in their area.
- Establish Virtual Communities of Practice to support population specific collaboration, coordination, and training needs custom to each community.



Questions



**GEORGE MASON UNIVERSITY
BOARD OF VISITORS**

**Research Committee Meeting
December 1, 2022
Merten 1201**

AGENDA

- I. Call to Order

- II. Approval of Minutes (**ACTION ITEM**)
 - A. Meeting minutes for September 29, 2022

- III. Office of Research, Innovation, and Economic Impact Welcome (A. Marshall)

- IV. John Mitchell, Jr. Program for History, Justice and Race Presentation (C. Chavis, A. McDole)

- V. Adjournment

**GEORGE MASON UNIVERSITY
BOARD OF VISITORS
Research Committee Meeting**

**MINUTES
September 29, 2022
Merten 1201**

Present: Visitors: Nancy Prowitt (Chairwoman), Lindsey Burke, Anjan Chimaladinne, Bob Witeck, and Andre Marshall, Vice President for Research, Innovation, and Economic Impact. Staff Senate Representative: Erin Iacangelo Rogers; Faculty Senate Representative: Melissa Broeckelman-Post; Student Representatives: Sophia Nguyen, Faculty Representatives: Bijan Jabbari, Alison Landsberg

Absent: Visitor: Wendy Marquez, Bob Pence. Student Representative: Ayondela McDole

Also Present: President Gregory Washington; Rector Horace Blackman , Visitors: Jimmy Hazel, Juan Carlos Iturregui, Mike Meese, Carolyn Moss.

I. Meeting was called to order by Chairwoman Nancy Prowitt at 12:05

II. Approval of Minutes (ACTION ITEM)

Approval of the September 29, 2022, meeting minutes was unanimously approved with no changes or discussion.

III. New Business

a. Vice President's Update

Dr. Andre Marshall – Vice President for Research, Innovation & Economic Impact

Dr. Andre Marshall provided an overview of AY21-22 research accomplishments along with some recent research wins. He highlighted important upcoming conferences hosted by Mason including the Anti-Racism and Inclusive Excellence Conference: Vision and Action for a New Era held on Mason Square on October 24th and the Accelerate Investor Event also held on Mason Square from 11/02 – 11/03.

b. Institute for Digital Innovation (IDIA) Overview Presentation

Dr. Amarda Shehu – Associate Vice President of Research for IDIA

Dr. Amarda Shehu was introduced as the Associate Vice President of Research for IDIA providing leadership of the Institute along with the IDIA Executive Director, Dr. Kammy Sanghera. Dr. Shehu provided an overview of the Institute for Digital Innovation which included its contemporary relevance; its mission of instigating, catalyzing, and incubating convergent research; and highlighting current programs and activities aligned with functional framework for Mason's institutes. Dr. Shehu highlighted the important

role that IDIA programming will play in activating FUSE in research, educational, entrepreneurship, workforce, and pipeline activities.

IV. Adjournment

Chairwoman Prowitt asked if there was any additional business to be discussed. With no further comments or items of discussion and having reached the end of the agenda, the meeting was adjourned by Chairwoman Prowitt at 12:38.

Respectfully submitted,

Corinne Hurst
Research Committee Secretary Pro Tem

Board of Visitors: Research Committee

December 1, 2022

Agenda:

- I. Call to Order
- II. Approval of Minutes (Action Item)
- III. Office of Research, Innovation, and Economic Impact Update
- IV. John Mitchell, Jr. Program for History, Justice and Race
- V. Adjournment

Approval of Minutes

(Action Item)

September 29, 2022

Office of Research, Innovation, and Economic Impact Update

Dr. Andre Marshall

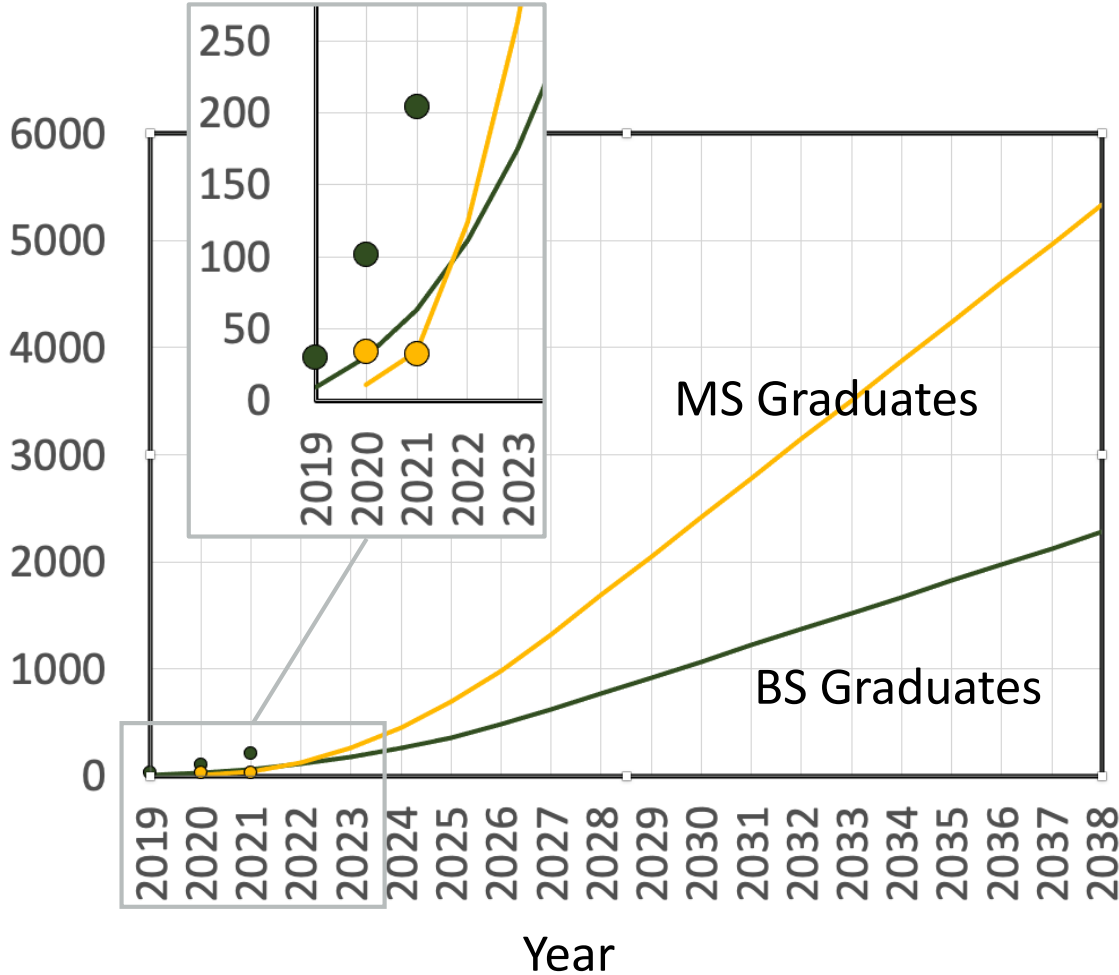
Vice President of Research, Innovation and Economic Impact

Research | Mason Square



Tech Talent Investment Program (TTIP)

Cumulative Graduates Over Baseline



307 Baseline BS Graduates (2018)
 111 Baseline MS Graduates (2018)





John Mitchell, Jr., Program for History, Justice, and Race

Reclaiming Silenced Histories

Charles L. Chavis, Jr, Founder and Director, JMJP
Ayondela McDole, Mitchell Program Doctoral Fellow

Respectfully Submitted
George Mason University
Board of Vistors





Background



The John Mitchell, Jr., Program for History, Justice, and Race at George Mason University was founded in 2019 to use the tools of history to facilitate collaboration between local, state, and national entities to forge paths toward racial healing.





Our Impact

Since 2019 the Mitchell Program has secured over \$235,000 in external funding providing more than 40 students with “high impact” opportunities



including but not limited to:

- Internships
- Service Learning, Community Based Learning Opportunities
- Undergraduate Research
- Learning Communities
- Diversity and Global Learning

Through the Mitchell Program, GMU is contributing to regional and state economies through our ancillary spending by students and staff.

John Mitchell, Jr., Program for History, Justice, and Race

Respectfully Submitted
to George Mason University
Board of Visitors

My Experience

Ayondela McDole, Mitchell Program Doctoral Fellow















47 ABC

4 hours ago · 🌐



Faculty and students from George Mason University in Fairfax, VA are in Salisbury this week with the goal of discovering the rich history that lies right here on the shore. Tune in tonight at 10 and 11 for more from [Javari Burnett - 47ABC](#). [#BecauseLocalMatters](#)



**GEORGE MASON UNIVERSITY
BOARD OF VISITORS**

**Audit, Risk, and Compliance Committee Meeting
December 1, 2022**

AGENDA

- I. Call to Order**
- II. Approval of Audit, Risk, and Compliance Committee Minutes**
 - A. Approval of Committee Minutes for September 29, 2022 Meeting (**ACTION**)
- III. New Business**
 - A. Auditor of Public Accounts Discussion
 - B. Information Technology Update
- IV. Reports**
 - A. Report of Approved Waivers of Contractual Conflicts of Interest
 - B. Office of University Audit Summary Report
 - C. Office of Institutional Compliance Summary Report
- V. Adjournment**

**GEORGE MASON UNIVERSITY
AUDIT, RISK, AND COMPLIANCE COMMITTEE
OF THE BOARD OF VISITORS**

**September 29, 2022
MINUTES**

PRESENT: Chair Kazmi; Vice Chair Oberoi; Visitors Bhuller, Brown, and Meese.

ALSO PRESENT: Rector Blackman; Visitors Burke, Chimaladinne, Hazel, Iturregui, Moss, and Witeck; President Washington; Vice President and Chief Brand Officer Allvin; Vice President for Human Resources and Payroll Arnold; Vice President and Chief Information Officer Borek; Faculty Senate Chair Broeckelman-Post; Vice President for Enrollment Management Burge; Dean of Admissions Byrd; Interim Senior Vice President Dickenson; Faculty Liaison Douthett; Associate University Counsel Drummey; Provost and Executive Vice President Ginsberg; Interim Vice President for Finance Heinle; Undergraduate Student Representative McDole; Graduate Student Representative Nguyen; Staff Senate Chair Rogers; Assistant Vice President and Deputy Chief Information Officer Spann; Vice President for Strategic Initiatives and Chief of Staff Walsh; Chief Audit, Risk, and Compliance Officer Dittmeier; and Associate Vice President for Institutional Compliance Lacovara; and Associate University Auditor Watkins.

I. Chair Kazmi called the meeting to order at 1:20 p.m.

II. Approval of Minutes

Chair Kazmi called for any corrections to the minutes of the May 5, 2022 Audit, Risk, and Compliance Committee meeting. Hearing none, the **MINUTES STOOD APPROVED AS WRITTEN.**

III New Business

A. Enrollment Update

Mr. Burge and Dr. Byrd briefed the Committee on enrollment trends, the anticipated ‘enrollment cliff’, and Mason’s strategies for the coming years.

Mr. Burge described the ‘enrollment cliff’ as the impending decline of high school graduates that are expected to pressure future levels of enrollment nationwide. He noted that not all institutions were expected to be impacted equally. Because enrollment is critical to mission success and financial wellbeing, Mason has implemented multiple intervention strategies beginning as

AUDIT, RISK, AND COMPLIANCE COMMITTEE

September 29, 2022

Page 2

early as 2017. Dr. Byrd summarized trends in the composition of Mason's enrollment over the last several years in terms of level, college, Pell-status, race/ethnicity, domicile, and other characteristics. He discussed trends in first time freshmen applications, transfer applications, and respective enrollment yields. Mr. Burge discussed projected demographic trends for the nation, the markets Mason recruits, and Northern Virginia, noting that while the population of high school graduates nationally, and in the Mid-Atlantic and New England, are projected to decline seven per cent or more, the projection for Northern Virginia – Mason's largest market – is expected to remain substantially flat. This may result in greater competition for prospects in Mason's local market. He discussed strategies Mason has employed or is in process of employing to expand out-of-state enrollment, improve persistence, streamline pathways with community colleges – most notably with Northern Virginia Community College through the ADVANCE program and the initiation of Mason Academies – and efforts to recruit-back drop-out students.

In its discussion, the Committee noted the importance of relationships with community colleges, such as the ADVANCE program and the Mason Academies, as well as the potential benefits to continue expansion of recruiting potential non-traditional students, such as those who no longer participate in the labor force, and international students.

B. Review of Audit, Risk, and Compliance Committee Charter

The Committee reviewed the Audit, Risk, and Compliance Committee Charter and noted that the charter is aligned with the university's by-laws.

C. Approval of Office of Audit, Risk, and Compliance Charter

The Committee reviewed the Office of Audit, Risk, and Compliance Committee Charter. Mr. Dittmeier confirmed the organizational independence of Mason's internal audit function. After discussion, the Committee concurred with Mr. Dittmeier's organizational independence confirmation. Visitor Bhuller **MOVED** and Visitor Meese **SECONDED** that the Office of Audit, Risk, and Compliance Charter be approved.

Visitor Brown noted the level of current audit staff vacancies and inquired about the sufficiency of resources to accomplish charter responsibilities. The Committee discussed with Mr. Dittmeier and President Washington previous conversations regarding the ongoing challenges recruiting for audit talent and the use of co-sourced audit professionals to accomplish audit responsibilities, and encouraged continued efforts to fill the vacancies.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE.

AUDIT, RISK, AND COMPLIANCE COMMITTEE

September 29, 2022

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IV. Reports

Ms. Watkins stated that a Senior IT Auditor had joined the team in May 2022 and that recruiting efforts were ongoing while co-sourced audit professionals continued to be utilized to complete audit work. An audit memo was issued since the prior meeting and audit activities remain substantially on track with the previously reported status.

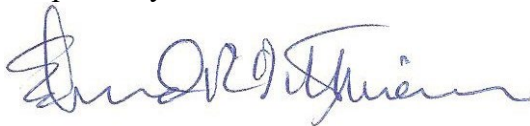
Ms. Watkins then reviewed the audit planning materials, noting the audit function's view that uncertainties related to responding to pandemic-related risks have diminished, but merit ongoing vigilance. Additional areas of audit focus are processes related to enrollment, the growing research enterprise, information technology and protection, as well as financial and operational processes.

The Committee noted the meeting materials included the Office of Institutional Compliance Summary Report and the Information Technology Risk and Control Infrastructure Program Summary Report.

V. Adjournment

Chair Kazmi adjourned the meeting at 2:11 p.m.

Respectfully submitted,



Edward R. Dittmeier
Secretary pro tem

ITEM NUMBER: III.A.

Auditor of Public Accounts Discussion

PURPOSE OF ITEM:

Brief the Audit, Risk, and Compliance Committee regarding the upcoming financial statement audit for the year ended June 30, 2022.

NARRATIVE:

The Commonwealth's Auditor of Public Accounts is responsible for auditing the accounts of every state department, officer, board, commission, institution, or other agency handling any state funds. Among other things, the Auditor of Public Accounts determines that state agencies are providing and reporting appropriate information on financial and performance measures.

David Rasnic is representing the Auditor of Public Accounts.

ACTION:

Receive briefing and discuss.

George Mason University Audit Engagement Audit, Risk, and Compliance Committee



David Rasnic, CPA, CISA – Project Manager

Overview

- APA Overview
- Engagement Overview
- Terms of Engagement

APA Overview

- External auditor for Executive & Judicial Branches of the Commonwealth of Virginia
- Report to General Assembly via Joint Legislative Audit & Review Commission
- Approximately 125 auditors and staff



Staci Henshaw, CPA, CGMA
Auditor of Public Accounts

Engagement Overview

- Audit Team: David Rasnic - Project Manager
Sarah Lambert – In-Charge
- Audit Period: July 1, 2021 – June 30, 2022
- Audit Timing: January 2023 – April 2023
- Objectives: University-specific
Statewide Single Audit

Engagement Overview

- Reports: Financial Statement Opinion
 Internal Control Report
 Statewide Single Audit (ESF)
- Relationship between APA, Internal Audit and foundation auditors
- Discussion of Risk
 - Significant Risk

Terms of Engagement

- Auditor's Responsibilities
- Management's Responsibilities
- Audit, Risk, and Compliance Committee
- Other elements of the audit process

ITEM NUMBER: III.B.

Information Technology Update

PURPOSE OF ITEM:

Brief the Audit, Risk, and Compliance Committee on the status of the university's information technology and associated processes for managing such technology.

NARRATIVE:

Kevin Borek, Vice President and Chief Information Officer, will brief the Committee.

Among other things, Mr. Borek will provide an overview of information technology at Mason. This overview will include a discussion of the current state of information technology at Mason and the status of key programs of focus in making progress towards the desired future state.

ACTION:

Receive briefing and discuss.

Information Technology Update

December 1, 2022



Information Technology
Services

Agenda

- Mason Information Technology Overview
- Technology Trends/Mason IT Service Goals
- IT Governance Program
- Programs of Focus
- Risks to Success
- Questions and Answers

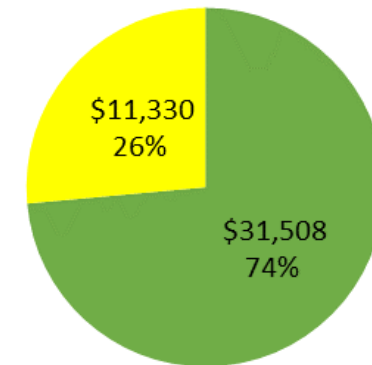
Information Technology at George Mason University

- **As other Higher Eds, Mason operates in a distributed IT environment with shared governance, but generally more centralized than peers**
 - ❑ Most administrative IT services are centralized (ERP/CRM/HR/PR/LMS/Student)
 - ❑ Schools and some units have IT departments, but not all
 - ❑ University Research is conducted within Schools, sometimes with shared IT functions (compute, administration)
 - ❑ Demarcations in governance, roles/responsibility not always clearly defined, but better than most due to higher centralization
 - ❑ Better positioned to take advantage of new technology trends

Information Technology Services

- ITS Accounts for roughly 70% of all Mason IT spend and delivers services across multiple domains
- ITS employs 262 FTE and 88 student wage
- ITS Units:
 - Enterprise Applications
 - Enterprise Infrastructure Services
 - Enterprise Service Delivery
 - GMU - TV
 - Learning Support Services
 - Information Technology Security Office

ITS FY 2022 Budget



■ Staff Compensation ■ Expenses

Current Paradigms/Challenges

■ The Mason IT environment is becoming increasingly complex:

- ❑ Challenges maintaining pace with change in internal volume, statutory obligations, diversity of work, staffing requirements and needed skillsets
- ❑ Post-pandemic demand for services
- ❑ Our Higher Education technology suppliers are consolidating and focusing on smaller schools
- ❑ Huge potential value in SaaS for Mason. In the long-term, need to focus on administrative IT migration to large public cloud hosted services from locally hosted solutions
- ❑ Large, complex R1's like Mason do not easily adapt to these environmental changes

Mason IT Current State/Desired Future N-State

Current:

- Complex, hybrid mix of mostly internally managed services (datacenter, networking, database, applications) with many manual intersections and "digital paper"
- Distributed, sometimes undocumented data models
- Compliment of small to intermediate sized higher-ed SaaS services
- Complex networking/security/integration models
- Internally managed end-points
- IT Governance often via negotiation vs. standards

Mason IT Current State/Desired Future N-State

Future:

- More outsource to large SaaS application service providers
- Centrally managed, conforming data models
- Simplified/standardized networking/security/integration models
- Comprehensive identity management/access control solutions
- Adoption of Web Services for access provision and multi-format portals
- BYOD, lightly managed end-points
- Governance and stakeholder conformance driven by 3rd party design and policy
 - **Mason has embarked on a strategic planning exercise and is developing service/technology roadmaps to reflect this vision**

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THE SIGNIFICANCE AND COMPONENTS OF IT GOVERNANCE AT MASON

IT Governance = Policy, Standards, Process, Instruction

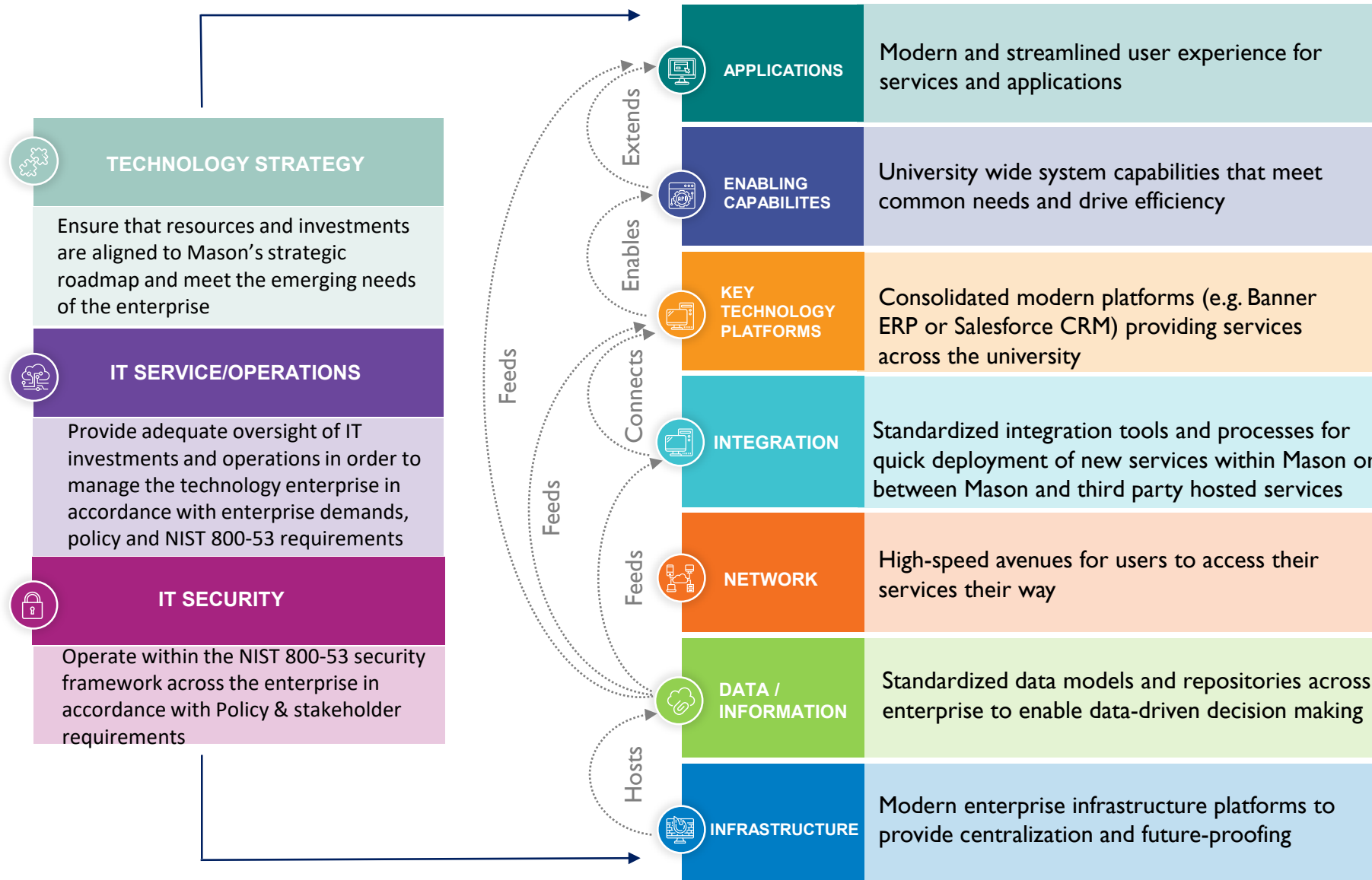
- In Policy, Mason has adopted NIST SP 800-53 Moderate/Tailored as a cybersecurity control framework and NIST SP 800-171 for data protection/privacy.
 - Over 300 Controls “Tailored” to Higher Education Environment
 - Controls are applied to identified High/Medium/Low Risk Services
 - NIST SP 800-171 is required by Federal partners (CUI) and forms a foundation for administrative and research data protection
 - These policy/standards underpin our internal Quality Management System for Central ITS and our distributed partners

In Practice

■ **Our effort to conform to current NIST policies improves current service outcomes, while preparing Mason for a desired "n-state" service delivery vision:**

- Clear definitions of the "Service Enterprises"
- Clear policies and standards governing institutional business processes
- Explicit roles/responsibilities of stakeholders/partners
- Documented critical processes/procedures
- Data model standardization
- Auditable/Traceable/Reportable transactions

A Whole Enterprise Approach To IT Governance (ITS and Distributed Partners) inclusive of Security



Examples of “governed” activities:

- Technology induction and retirement
- 3rd Party Technology Management
- Endpoint/Asset management
- Architecture/Standards
 - Data models
 - Integration models
 - Access Control/Provisioning
- Change management & control
- Project/Portfolio management
- Identity Management
- Security Management

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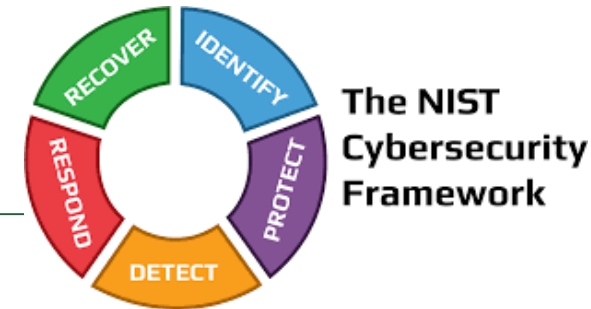
PROGRAMS OF FOCUS

Elevating relationship with Internal Audit to IT/Business Risk Management

■ Audit Workplans Aligned with Management Goals and Workplans:

- ❑ Audit actively engaged as partner: IT strategy, governance, goals, business objectives, project deliverables, prioritization
- ❑ Emphasis on proactive management and risk mitigation in rapidly changing business and technology environment
- ❑ Structural vs. symptomatic assessments (i.e. the Identity Management Program vs. multiple audits of different aspects of Banner role security)

NIST Security Controls Framework



FY2022 Activities/Accomplishments

- ❑ Completed review of NIST 800-53 r5 control framework
- ❑ NIST 800-53 moderate impact standard, tailored to university environment
- ❑ Partner with Internal audit on
 - ❑ Agreement on appropriate tailoring of controls
 - ❑ Audit to program & project activity aligning with 800-53 control implementation

FY2023 Planned QMS Initiatives

- ❑ Data Governance, Endpoint Management, Identity Management programs
- ❑ Mature processes and procedures where gaps are present. Another QMS activity
- ❑ Socialize new standard and develop hosting framework for standard, processes and procedures

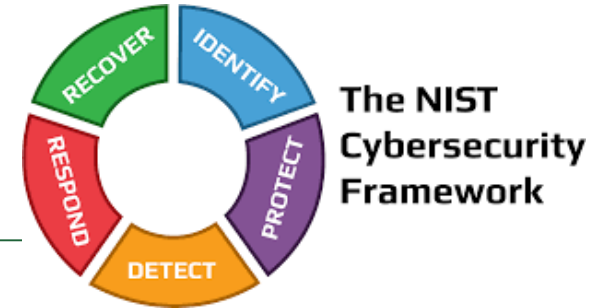
Risks

- Immature process and procedure development
- Immature Governance framework

Benefits

- Compliance to Federal, Commonwealth and industry standards.
- Auditability and Risk Mitigation
- Uniformity improves efficiency

IT Security Awareness Training Program



FY2022 Activities/Accomplishments

- Complete Revision of Program to include
 - Role based training for Technical roles and Privileged data handlers
 - Differentiate population into required and recommended for training based upon risk and access privilege

FY2023 Planned QMS Initiatives

- Identity Management program
- Implement Quality Management System for maturing processes and procedure development

Risks

- Lack of Identity management
- Inefficiencies caused by lack of centrally managed uniform training program

Benefits

- Auditability
- Compliance to Federal, Commonwealth, and industry standards
- Significant Risk Mitigation
- Uniformity improves efficiency

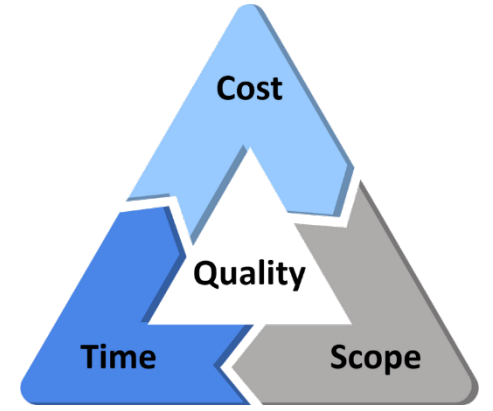
Portfolio and Project Management

FY2022 Activities/Accomplishments

- Established/Staffed University IT Project Management Office
- Agreed Upon Standards/Processes for Project Management
- Public Dashboard Reporting on IT Projects
- Revised induction process with business case review via Ways and Means committee and IT Investment Review Board

FY2023 Planned Initiatives

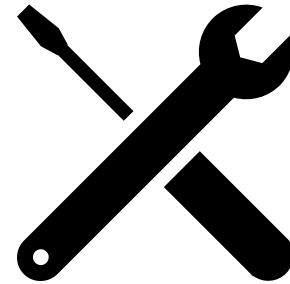
- Further refinement of technology intake model
- IT Investment Review Board to Prioritize IT Requests
- Continued maturation of Business Case and Cost Estimation



Benefits

- Improved Project Velocity
- Better outcomes and realized ROI
- Alignment with strategy/goals/architecture
- Efficient Resource Utilization

Configuration and Change Management



FY2022 Activities/Accomplishments

- ITS has completed development of GRC workflows in GRC tool
 - Implemented Third Party Risk Management Program
 - Systems Risk Assessment and Remediation Program

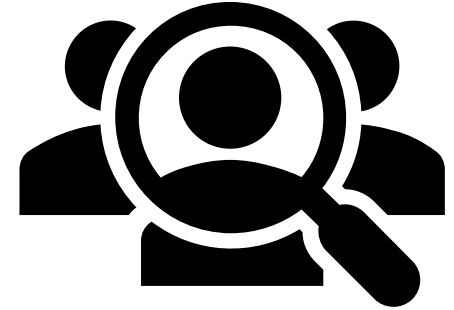
FY2023 Planned Initiatives

- Establish University Change Control Board to review changes in process or systems that impact the student, employee or other university lifecycles.
- Review ITS change management procedures for compliance with NIST 800-53

Benefits

- Reduction in unplanned outages
- Improved communication

Identity and Access Management



FY2022 Activities/Accomplishments

- ❑ ITS has completed a review of its IAM practices and tools
 - ❑ A roadmap to modernize IAM tools is in development
- ❑ Working with Human Resources to normalize position descriptions

FY2023 Planned Initiatives

- ❑ Gathering requirements to identify a modern Identity and Access Management Solution

Benefits

- Automated provisioning and deprovisioning
- Role based provisioning
- Privileged Access Management

Risk Assessment and Remediation Program



FY2022 Activities/Accomplishments

- Completed GRC Risk Assessment framework
 - Inventory of enterprise systems.
 - Implement Assessment and Authorization package on production GRC system.
 - Automate assessments resulting in a System Security Plan and a Plan of Action & Milestones for deficiencies

FY2023 Planned QMS Initiatives

- Develop schedule and assess systems classified as high impact
- Improve Inventory program.

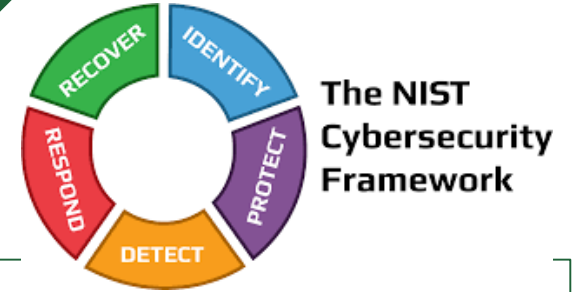
Risks

- Immature inventory program
- Immature Governance framework

Benefits

- Compliance to Federal, Commonwealth and industry standards
- Auditability and Risk Mitigation
- Uniformity improves efficiency

Third Party Risk Management Program



FY2022 Activities/Accomplishments

- Completed GRC Third Party Risk Mgmt (TPRM) framework
 - Build out of assessment criteria and automation of process
 - Implemented TPRM package on production GRC system
 - Measurement and Reporting for Third party and Mason Complementary controls

FY2023 Planned QMS Initiatives

- Develop schedule and assess systems classified as high impact
- Improve Inventory program to include medium risk third parties.

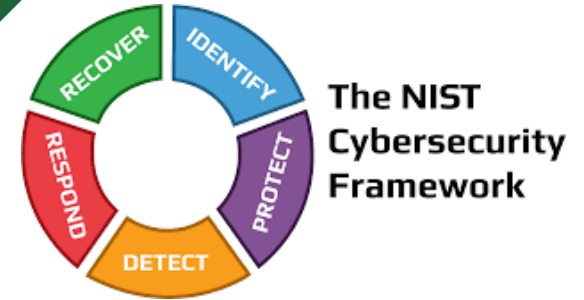
Risks

- Immature inventory program
- Immature Governance framework

Benefits

- Compliance to Federal, Commonwealth and industry standards
- Auditability and Risk Mitigation
- Uniformity improves efficiency

Current Cyber Threats



■ Social Engineering- Email Phish

- Financial fraud and/or compromised account risk
- May escalate into Ransomware or advanced persistent threat attacks

■ Ransomware

- Attacks resulting in data encryption for ransom and data theft

■ Critical Zero-Day Vulnerabilities

- Typically result in significant enterprise vulnerability remediation effort
- Significant Risk of compromise for failure to remediate

■ Non-compliance

- Loss of authorization to conduct controlled research
- Fines and sanctions – Inability to retain insurance
- Negative impact on credit rating – potential loss of governance autonomy

Risks to our Continued Success

- Sustained Leadership Support
- Losing Focus on Longer-Term Goals
- University Appetite for Change
- Availability of Investment
- Required Skills and Experience
- Viability of Higher Education Vendor Base
- Culture

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QUESTIONS



Office of Institutional Compliance
4400 University Drive, MS 1A2, Fairfax, Virginia 22030

MEMORANDUM

TO: George Mason University Board of Visitors

FROM: George Mason University Office of Institutional Compliance
Elizabeth Woodley, University Ethics Officer and Outside Interests Manager

SUBJECT: Approved Contractual Conflict of Interest Waivers

DATE: November 15, 2022

Pursuant to the Board of Visitors Resolution of August 1, 2014, the following is a report of existing Contractual Conflict of Interest Waivers at George Mason University as of 10/31/2022:

- I. Waivers granted by the University Ethics Officer and Outside Interests Manager pursuant to Virginia Code § 2.2-3106.C.2, stating that the dual employment of immediate family members is in the best interest of the University. These waivers are evaluated by the Ethics Officer and Outside Interests Manager in consultation with supervisors and Human Resources:
1. Jessica (Jessi) Adams, Assistant Director, Knowledge Management, Fiscal Services; and Robert (Wayne) Adams, Director Academic Admin, CHHS Dean's Office Admin, CHHS
 2. Afra S Ahmad, Term Assistant Professor, CHSS; and Ghufran Ahmad, Director, Business Finance Center, Mason Enterprise Regional Offices
 3. Pouyan Ahmadi, Assistant Professor, CEC Information Tech Program, CEC; and Azadeh Eskandari, Adjunct Faculty, School of Business
 4. Eric G. Anderson, Associate Professor of English, CHSS; and E. Shelley Reid, Director for Teaching Excellence, Stearns Center
 5. Ann Ardis, Dean, CHSS ; and Phillip Mink, Term Assistant Professor, Director of Pre-Law Advising/Instructor, Business, Schar School
 6. Deliah Arrington, PSC Site Coordinator, SciTech Campus Executive Office; and Amy Fowler, Assistant Professor, Environmental Science & Policy Instruction, COS
 7. Giorgio Ascoli, Professor, Bioengineering, CEC; and Rebecca Goldin, Professor, Mathematical Sciences, COS
 8. Benjamin Ashworth, Sculpture Supervisor, School of Art & Design, CVPA; and Jennifer Ashworth, GMU Worker, Fairfax Galleries, CVPA

9. Eric Auld, Instructor, English Instruction, CHSS; and Anastasia (Stasia) Kemp, Administrative Assistant, CEC Undergrad Student Services, CEC
10. Ivan Avramovic, Assistant Professor, Computer Science, CEC; and Sanja Avramovic, Assistant Professor, Health Administration and Policy, CHHS
11. Pamela Baker, Director, Special Education and disAbility Research/Associate Professor, CEHD; and Robert Baker, Professor, CEHD
12. Sophia Balakian, Assistant Professor, School of Integrative Studies, CHSS; and Michael Don, Assistant Professor, English Instruction, CHSS
13. Foteini Baldimtsi, Assistant Professor, Computer Science, CEC; and Socrates Dimitriadis, Term Assistant Professor, Computer Science, CEC
14. Kenneth Ball, Dean, College of Engineering and Computing; and Sandra Ball, GMU Worker, Student Health Services
15. Laura Balmaceda, Research Assistant Professor, COS; and Fernando Mut, Research Assistant Professor, Bioengineering, CEC
16. Stephanie Barnett, Trainer and Instructor II, Human Resources; and Thomas (Ryan) Barnett, Associate Dir Military Services, Office of Military Services
17. Stephanie Benassi, Assistant Professor, School of Art & Design, CVPA; and Jeffrey M. Kenney, Gallery Assistant, Arlington Galleries, CVPA
18. Soelem Aafnan Bhuiyan, Graduate Research Assistant, CEIE, CEC; and Ishrat Jahan Dollan, Graduate Research Assistant, CEIE, CEC
19. Lee Black, Assistant Professor, Health Administration & Policy, CHHS; and Heather Vough, Associate Professor, Management Instruction, School of Business
20. RaShall Brackney, Distinguished Visiting Professor of Practice, Criminology, Law & Society, CHSS; and Stefan Wheelock, Associate Professor, English Instruction, CHSS
21. Kurt Brandhorst, Assistant Professor, Philosophy, CHSS; and Rachel Jones, Associate Professor, Philosophy, CHSS
22. Joan Bristol, Associate Professor, History and Art History, CHSS; and Randolph Scully, Associate Professor, History/M.A. History Program Director, History and Art History, CHSS
23. Amanda Bryan, Assistant Professor, English Instruction, CHSS; and Timothee W Bryan, Assistant Professor, Mathematics Instruction, COS
24. Zofia Burr, Dean, Honors College; and Alok Yadav, Associate Professor of English, CHSS
25. Chris Burrell, Production Manager, Hylton Performing Arts Center, CVPA; and Diane Burrell, Operations Manager, Hylton Performing Arts Center, CVPA
26. Xiaomei Cai, Associate Professor, Department of Communication, CHSS; and Xiaoquan Zhao, Professor, Department of Communication, CHSS
27. Amanda Caswell, Professor, School of Kinesiology, CEHD; and Shane Caswell, Professor, School of Kinesiology, CEHD
28. Tracy L Cator-Lee, Assessment and Data Coordinator, Office of Accreditation and External Reporting, CEHD; and Alexander Lee, Front Desk, Freedom Center Member Services
29. Ebrima N Ceesay, Term Associate Professor, CEC Information Tech Program; and Yolanda (Elizabeth) Delgado Garcia, Strat Modeling Data Analyst, CEC Dean's Office Admin

30. Ylenia Chiari, Assistant Professor, Biology, COS; and Scott Ryan Glaberman, Assistant Professor, Environmental Science and Policy, COS
31. Elena Chiru, Associate Director, Career Services; and John McShea, IT Project Manager, Project Management Office, ITS
32. Myunghwa Cho, Adjunct Faculty, CHHS; and Byunghwan (Ben) Son, Associate Professor, Global Affairs Program, CHSS
33. John Cicchetti, Associate Director, Support and Community Outreach, University Life; and Kaitlin Cicchetti, Director of Advancement, University Life
34. Sara Clifton, Interim Project Imp Specialist, Student Success Coaching, University Life; and Samantha Greenberg, Associate Director NSP, University Life
35. Caroline Cox, Technical Director, Arts Support Umbrella, CVPA; and Sean Cox, Assistant Director of Event Services, Student Centers
36. Andrew Crerar, GMU Worker, Biology Department, COS; and Lorelei Crerar, Associate Professor, Biology Department, COS
37. Arie Croitoru, Professor, Computational and Data Sciences, COS; and Natalie Lapidot Croitoru, Finance and HR Analyst, Environmental Science & Policy Department, COS
38. Mary Curby, GMU Worker, Center for Psychological Services, Psychology, CHSS; and Timothy Curby, Professor, Psychology, CHSS
39. Aurali Dade, Associate VP of Research Innovation and Operations, Deputy CRO; and Damon Dade, Adjunct Faculty, School of Business
40. Christopher D'Amboise, Heritage Professor in Dance, School of Dance, CVPA; and Kelly D'Amboise, Adjunct Faculty, Dance Instruction, CVPA
41. Rick Davis, Dean, CVPA; and Julie Thompson, Executive Director, Center for the Arts
42. Rachel M Debuque, Associate Professor, School of Art & Design, CVPA; and James Justin Plakas, Assistant Professor, Film & Video Studies, CVPA
43. Mark DelVecchio, Research Associate, C41 Grants and Contracts, CEC; and Mollie DelVecchio, Registered Nurse, Student Health Center, University Life
44. Desiree Desierto, Assistant Professor, Economics, CHSS; and Mark Koyama, Associate Professor, Economics, CHSS
45. Nikki Dinh, Senior Database Analyst, Database/Middleware/ERP Support, ITS; and Robert Peraino, Advisory Systems Engineer, Enterprise Infrastructure Service, ITS
46. Carlotta Domeniconi, Associate Professor, Computer Science, CEC; and Sean Luke, Professor, Computer Science, CEC
47. Kevin Dunayer, Associate Professor, School of Theater, CVPA; and Laurel Dunayer, Costume Shop Supervisor, CFA
48. Elisabeth Epstein, Assistant Professor, Biology, COS; and Neil Epstein, Associate Professor, Mathematical Sciences, COS
49. Rebecca J. Ericson, Term Assistant Professor, Physics and Astronomy, COS; and Robin Ericson, Adjunct Professor, COS and Carter School
50. Cory Faber, Student Wage Employee, FFX Desk Support, ITS; and Elizabeth (Lee) Faber, IT Logistics Space Management Coordinator, ITS Operational Support; and Robert (Rob) B Faber, Fiscal Services Program Director, Fiscal Services
51. Anthony B Falsetti, Adjunct Professor, Forensics, COS; and Catyana Falsetti, Graduate Teaching Assistant, School of Integrative Studies, CSS

52. Henry Feil, GMU Worker, KIHd Grants & Contracts, CEHD; and Henry M. Feil, Grounds Supervisor, Zone 6 Maintenance, Facilities Ops
53. Anne Firth, Academic Scheduling Manager, Office of the Registrar; and Taryn Firth, GMU Worker, Office of the Registrar
54. Joyce Bland-French, Director, Office of Risk Management; and Roderick French, Adjunct Professor, School of Business
55. Boris Gafurov, Assistant Professor, Special Ed & disAbility Research, CEHD; and Anya Evmenova, Professor, Special Ed & disAbility Research, CEHD
56. Lei Gao, Associate Professor, Finance Instruction, School of Business; and Lily Wang, Professor, Statistics, CEC
57. Daniel Garrison, Assistant Professor, IST Department, CEC; and Victoria Garrison, Physician & Assistant Professor, Student Health Center
58. Colby Grant, Associate Dir of Operations, SciTech Campus Executive Office; and Megan Grant, HR Administrative Specialist, CIDR Administration, COS
59. Matthew Green, Assistant Director, Undergrad Student Svc, Schar School of Policy and Government; and Alice Magelssen-Green, Associate Director Watershed Lit, English Instruction, CHSS
60. Jesse Guessford, Director Curriculum Initiatives, Office of the Provost; and Jill Nelson, Associate Professor, Electrical and Computer Engineering, CEC
61. John Hanks, Advisory Network Engineer, Enterprise Infrastructure Ops, ITS; and Tammy Hanks, Admin and Office Spec 3, Facilities Management Admin
62. Nabihah Hasan, Senior IT Sec Ops Engineer, ITS Security; and Ubaidul Khan, Computer Systems Engineer, Cloud Compute & Storage Operations, ITS
63. Donald (Paul) Haspel, Assistant Professor of English, CHSS; and Linda H. Mason, Professor and Director Helen A. Kellar Inst for Human disAbilities, CEHD
64. Greta Ann Herin, Associate Professor, Interdisciplinary Program in NeuroScience, COS; and Diek Wheeler, Research Associate Professor, Bioengineering Department, CEC
65. Douglas Irvin-Erickson, Assistant Professor, Carter School Primary; and Yasemin Irvin-Erickson, Assistant Professor, Criminology, Law & Society Department, CHSS
66. Farhana Islam, Academic Unit Admin Specialist/Admin Assistant, Sociology Instruction, CHSS; and Khondkar Islam, Professor, Information Sciences and Technology, CEC
67. Kristen V Jennette, Vmware Engineer; Cloud, Compute & Storage Operations, ITS; and Shawn Jennette, Computer Systems Engineer; Cloud Compute & Storage Engineering, ITS
68. Weiwen Jiang, Assistant Professor, Electrical and Computer Engineering Department, CEC; and Lei Yang, Assistant Professor, Information Sciences and Technology Department, CEC
69. Cathy Jones, Exec Dir Finance and Operation, Schar School; and Jim Jones, Dir DHS and CINA
70. Laurie A Juliana, Faculty RPT Ops Mgr, CEHD; and Hugh McIntosh, Adjunct Faculty, CEHD
71. Cing-Dao (Steve) Kan, Professor/Director, Center for Collision Safety and Analysis, COS; and Chi Yang, Professor, Department of Physics and Astronomy, COS

72. Pilgyu Kang, Assistant Professor, Mechanical Engineering, CEC; and Mirae Kim, Associate Professor, Schar School
73. Erdogan Kaya, Assistant Professor, Elem Lit and Sec Ed, CEHD; and Eter Mjavanadze, Graduate Research Assistant, CEHD
74. John Keady, Adjunct Faculty, Physics & Astronomy Instruction; and Kathleen (Kelly) Keady, Assist Dir Transfer Admissions, Admissions Operations
75. Sarah G Keith, Professor, English Instruction, CHSS; and Juana Medina Rosas, Assistant Professor, School of Art & Design, CVPA
76. Cornelius (Connor) Kelleher, Student Wage Employee, Law Development and Alum Relations; and Nicole Kelleher, Development Operations Mgr, Law Development and Alum Relations
77. Setarra Kennedy, Assistant Director, Arts Management, CVPA; and Charles Nicholson, Social Media Director, Communications and Marketing
78. David Kepplinger, Assistant Professor, Statistics, CEC; and Alexandra Patzak, Assistant Professor, Educational Psychology, CEHD
79. Maryam (Mary) Kheirollah, Personnel Operations Assistant, Office of the Provost; and Amir Tofighi, Sr Systems Analyst Development Lead, Enterprise App Support & Develop, ITS
80. Karen King, Assistant Professor, Business Foundations, School of Business; and Michael (Mike) Allen King, Assistant Professor, ISOM, School of Business
81. Brenda Kling, Admin Associate, Marketing Instruction, School of Business; and Jeffrey L Kling, Assist Dir CaLT Class Support, Classroom Technologies, ITS
82. Christopher Koper, Associate Professor, Criminology, Law and Society, CHSS; and Cynthia Lum, Professor and Director of the Center for Evidence-Based Crime Policy, Criminology, Law and Society, CHSS
83. Evgenios Kornaropoulos, Assistant Professor, Computer Science Department, CEC; and Mary Righi, Clinical Operations Coordinator, School of Nursing
84. Davis Kuykendall, Assistant Professor, Philosophy, CHSS; and Lauren Kuykendall, Associate Professor, Psychology, CHSS
85. Alison Landsberg, Professor, History and Art History/Cultural Studies, CHSS; and Matthew Karush, Professor and Department Chair, History and Art History, CHSS
86. Clare Laskofski, Executive Director of Accounting Operations and Student Accounts, Fiscal Services; and Mike Laskofski, Associate Vice President of Research Operations, Office of Sponsored Programs
87. Kurt Lazaroff, Director of Academic Services/ Term Assistant Professor, Bachelor of Individualized Study, CHSS; and Sandra Tarbox, Director of Student Financial Aid
88. Yi-Ching Lee, Assistant Professor, Department of Psychology, CHSS; and Benoit Van Aken, Associate Professor, Department of Chemistry and Biochemistry, COS
89. Stephanie Lessard-Pilon, Associate Professor, Smithsonian-Mason School of Conservation; and James (Jim) McNeil, Associate Professor, Smithsonian-Mason School of Conservation
90. Fei Li, Associate Professor, Computer Science, CEC; and Qi Wei, Associate Professor, Bioengineering, CEC
91. Huwymn Liu, Assistant Professor, Sociology Instruction, CHSS; and Matthew E West, Assistant Professor, Global Affairs Program, CHSS

92. Mingrui Liu, Assistant Professor, Computer Science, CEC; and Jingya Yan, Instructor, Mathematical Sciences Department, COS
93. April Zoraida Lopez, Admin Assistant to Director, Special Ed & disAbility Research, CEHD; and Eduardo Lopez Atencio, Assistant Professor, Comp & Data Sciences, COS
94. Anton Lukyanenko, Assistant Professor, Mathematical Sciences, COS; and Cynthia Lukyanenko, Assistant Professor, English Instruction, CHSS
95. Terrence Lyons, Professor, Carter School; and Agnieszka Paczynska, Associate Professor, Carter School
96. Casey Smith Machuga, Assistant Director Student Success Tech, Contemporary Student Services, University Life; and Zachary R Machuga, Research Comp Spec AFSO, Research & Innovation Initiatives, Research
97. Tamara Maddox, Term Associate Professor, Computer Science, CEC; and John Otten, Instructor, Computer Science, CEC
98. Gordon Maginness, HVAC Tech I, Zone 3 Maintenance, Facilities; and Karen Maginness, Lead Housekeeper, Zone 3 Maintenance, Facilities
99. Gerard Maguire, Director of Finance and HR, Law School; and Namrata Maguire, GMU Worker, VA State SBDC
100. Michael Malouf, Associate Professor, English, CHSS; and Kristina Olson, Associate Professor of Italian, Modern and Classical Languages, CHSS
101. Brian Mark, Professor, Electrical and Computer Engineering, CEC; and Karen Sauer, Professor, Physics and Astronomy, COS
102. Wassim Masri, Professor, Computer Science, CEC; and Rima Nakkash, Associate Professor, Global & Community Health, CHHS
103. Robert Matz, Dean, Mason Korea; and Teresa Michals, Associate Professor, English, CHSS
104. Joshua Maze, Grants and Programs Coordinator, English Instruction, CHSS; and Kimberly Maze, Reporting and Systems Admin, Sponsored Programs Admin
105. Daniel Meehan, Adjunct Faculty, CEHD; and Kelly Reid Meehan, Associate Director Communications and Marketing Program Development, Student Centers Admin
106. Katelyn Mehlenbeck, Summer Immersion Program (Health Equity Scholars) Position, CHHS; and Robyn Mehlenbeck, Director, George Mason Center for Psychological Services & Clinical Professor, CHSS
107. Jerry Mize, Term Instructor, Psychology, CHSS; and Matthew John Smith, Director of Accreditation, Office of the Provost
108. Emily Moran, Assistant Professor, Communication Instruction, CHSS; and Kevin Moran, Assistant Professor, Computer Science, CEC
109. Janette Muir, Vice Provost Academic Affairs; and Star Muir, Associate Professor, Communication Department, CHSS
110. Kelly Nam, Assistant Professor, School of Music, CVPA; and Sang Nam, Associate Professor, Computer Game Design, CVPA
111. Vivek Narayanan, Assistant Professor, English Instruction, CHSS; and Rashmi Sadana, Associate Professor, Sociology Instruction, CHSS
112. Subodh Nayar, GMU Worker, SBDC; and Tracy Nayar, Assist Dir VA SBDC Operations, SBDC

113. Donielle Nolan, Sustainability Program Manager, University Sustainability; and Matthew Nolan, Assistant Professor of Game Sound, CVPA
114. Olivia O'Neill, Associate Professor, Management, School of Business; and Tiago Requeijo, Assistant Professor, Finance, School of Business
115. Audra Parker, Professor, Division of Elem, Lit, & Sec Ed, CEHD; and Kristien Zenkov, Professor, Division of Elem, Lit, & Sec Ed, CEHD
116. Cindy Parker, Associate Professor, Management Instruction, School of Business; and Jack Parker, Student Wage, Admissions Operations
117. Allison Ward Parsons, Associate Professor, Elem, Lit, & Sec Ed, School of Education, CEHD; and Seth Parsons, Professor, Elem, Lit, & Sec Ed, School of Education, CEHD
118. Thomas Perdiou, Associate Director, Office of Student Financial Aid; and Laurie Schintler, Associate Professor, Schar School of Policy and Government
119. Erion Plaku, Associate Professor, Computer Science, CEC; and Amarda Shehu, Professor, IDIA Operations, CEC
120. Alison Price, Senior Associate Dean, Antonin Scalia Law School; and Timothy Price, Adjunct Faculty, Antonin Scalia Law School
121. Amanda Pseftis, Systems Administrator, RPRC; and Angelis Pseftis, Senior Research Engineer, RPRC
122. Niloofar Ramezani, Term Assistant Professor, Statistics, CEC; and Martin Slawski, Assistant Professor, Statistics, CEC
123. Ken Randall, Dean, Antonin Scalia Law School; and Susan Randall, Event Planner, Arlington Operations
124. David K Rehr, Research Professor, Public Policy and Public Admin, School of Business; and Emily Rehr, Student Wage Employee, Orientation, University Life
125. Claudia Rich, Administrative Assistant, Environmental Science and Policy, COS; and Colleen Rich, Editorial Dir, Marketing
126. Ellen Rodgers, Associate Dean, Student and Academic Affairs, CEHD; and R.V. Pierre Rodgers, Associate Professor GSE, CEHD
127. James Russell, Director of Purchasing, Purchasing Office; and Rhett Russell, Application Analyst, Finance Administrative Systems Team
128. Amanda Sanchez, Assistant Professor, Psychology, CHSS; and Michael Ward, Assistant Director, Student Success Coaching, University Life
129. Evelyn Sander, Professor, Mathematical Sciences, COS; and Thomas Wanner, Professor, Mathematical Sciences, COS
130. Amber Saxton, Sustainability Program Manager, Campus Efficiency, University Sustainability; and Regis Saxton, Research Administration Manager, Office of Sponsored Programs
131. Laura Scott, Professor, English Department, CHSS; and Dean F. Taciuch, Professor, English Department, CHSS
132. John Sherman, Manager Sci Tech Library, Learning Research and Engagement; and Sarah Tomsyck, Events & Communications Coordinator, ADVANCE
133. Daniel (Dann) Sklarew, Professor, Environmental Science and Policy, COS; and Jennifer Sklarew, Assistant Professor, Environmental Science and Policy, COS
134. Allegra Solitario, Administrative Assistant (Student Wage), SBDC; and Tom Solitario, Senior Business Counselor, SBDC

135. Kelly Hayward Stone, Facilities Billing Coordinator, Facilities; and Rebecca Hayward Stone, Project Coordinator, Learning Space Design, ITS
136. Heather Streckfus-Green, Assistant Professor, School of Art & Design, CVPA; and Peter Streckfus-Green, Associate Professor, English, CHSS
137. Alex Tabarrok, Professor, Economics/General Director, Center for Study of Public Choice, CHSS; and Monique van Hoek, Professor, School of Systems Biology, COS
138. Petrus J. van Oevelen, Professor of Practice, IND/COLA, COS; and Fernande P Vervoort, Research Manager, IND/COLA, COS
139. Ken Walsh, Chief of Staff, Vice President of Strategic Initiatives; and Tobi Walsh, Assistant Vice President, Capital Strategy and Planning, Office of the Senior Vice President
140. Fei Wang, Assistant Professor, Chemistry and Biochemistry, COS; and Peiyu Yang, Assistant Professor, Modern and Classical Languages, CHSS
141. Julie Zobel, Associate Vice President, Safety, Emergency, and Risk Management; and Andrew (Drew) Zobel, Athletic Events Staff, Event Management, Athletics

II. Waivers approved by the President of George Mason University and the Vice President for Research, Innovation, and Economic Impact pursuant to Virginia Code § 2.2-3106.C., which permits waiver of a conflict of interest in a contract for research and development or commercialization of intellectual property. These waivers are reviewed and recommended for approval by the Conflict of Interest Committee:

1. Suman Alishetty; AexeRNA Therapeutics, LLC; waiver period: 9/8/2021–8/30/2023
2. Giorgio Ascoli; University of Michigan; waiver period: 1/19/2021–11/01/2022*
3. Giorgio Ascoli; University of Washington; waiver period: 4/9/2021–5/31/2023
4. Michael Bunting; University of Maryland; waiver period: 4/19/2022—3/31/2023
5. Manuel Carrasco; AexeRNA Therapeutics, LLC; waiver period: 9/8/2021–8/30/2023
6. Lawrence Cheskin; Johns Hopkins University; waiver period: 10/7/2021–9/30/2023
7. Boris Gafurov; ATWare Solutions; waiver period: 9/8/2021–7/30/2023
8. Rebecca Goldin; University of Michigan; waiver period: 1/28/2021–11/1/2022*
9. Rebecca Goldin; University of Washington; waiver period: 1/28/2021–11/1/2022*
10. Annie Green; George Washington University; 1/6/2022–1/31/2023
11. Kenneth Griffin; National Health Promotion Associates (NHPA); waiver period: 4/30/2020–7/1/2023
12. William Hahn; Georgetown University; waiver period: 10/14/2022–8/31/2023
13. Caroline Hoemann; AexeRNA Therapeutics, LLC; waiver period: 9/8/2021–8/30/2023
14. Saleet Jafri; Pathodynamics, LLC and contractor Dr. Syeda Sumaira Andrabi; waiver period: 9/8/2021–7/30/2023
15. James Jones; American Council on Education (ACE); waiver period: 2/19/2019–2/19/2024
16. Catherine Creighton Martin; Marymount University; waiver period: 9/8/2021–7/30/2023
17. Mikell Paige; AexeRNA Therapeutics, LLC; waiver period: 9/8/2021–8/30/2023
18. Emanuel Petricoin; Ceres Nanosciences, Inc.; waiver period: 7/30/2021–6/1/2023

19. Krishnan Raghavan; Technology Advancement Group, Inc. (TAG); waiver period: 9/12/2022–5/31/2023
20. Jayshree Sarma; Leidos Holdings, Inc.; waiver period: 1/19/2021–12/31/23
21. Sita Slavov; International Monetary Fund (IMF); waiver period: 2/21/2019–2/21/2024
22. Sita Slavov; National Bureau of Economic Research (NBER); waiver period: 3/18/2019–3/18/2024
23. Lee Andrew Solomon; Ambrosia Biotechnology; waiver period: 4/19/2022–1/31/2023
24. Kun Sun; Virginia Tech; waiver period: 6/29/2022–5/31/2023
25. Ozlem Uzuner; Harvard Medical School, waiver period: 9/12/2022–7/31/2023
26. Ali Weinstein; Inova Health System; waiver period: 10/29/2020–11/1/2023

III. Waivers approved by the President of George Mason University and the Senior Vice President for Administration and Finance pursuant to Virginia Code § 2.2-3110, which permits waiver of a conflict of interest in a contract that is not for research and development or commercialization of intellectual property. These waivers are reviewed and recommended for approval by the Conflict of Interest Committee:

1. Susan Allen; Apple, Inc.; waiver period: 6/3/2021–5/30/2023
2. Frank Beasley; Beasley Training Systems; waiver period: 9/27/2021–6/30/2023
3. Brian Benison; Ernst & Young; waiver period: 8/20/2021–7/30/2023
4. Vanessa Blair-Lewis; Remedy Consulting, LLC; waiver period: 6/13/2022–4/30/2023
5. Shawn Camp; Shawn Camp Baseball Academy, LLC; waiver period: 9/27/2022–08/31/2023
6. Stephen Curtis; A Plus Sports, Burke Racquet & Swim Club; waiver period: 3/16/2022–3/1/2023
7. Brian Davern, SP Plus Corporation; waiver period: 3/16/2022–3/31/2023
8. Charles Davidson; Forgotten Song, Inc.; waiver period: 12/13/2021–11/30/2022
9. James Davis; A Plus Sports, Burke Racquet & Swim Club; waiver period: 5/11/2022–4/30/2023
10. Nancy Dunham; University of Pennsylvania The Wharton School; waiver period: 10/11/2021–09/30/2023
11. Kim English; KECA, LLC; waiver period: 5/11/2022–4/30/2023
12. Jennifer Everett; HUSEL, Inc.; waiver period: 3/16/2022–1/31/2023
13. Mimi Glass; Mariposa Dance, LLC; waiver period: 3/16/2022–1/31/2023
14. Adrienne Jones; Amazon Web Services; waiver period: 12/13/2021–1/31/2023
15. Matthew Karush; University of Oxford, Oxford University Press; waiver period: 1/6/2022–10/31/2022*
16. Catrina King; Caerus; waiver period: 5/11/2022–3/31/2023
17. Melanie Knapp; BloombergLaw; waiver period: 12/13/2021–12/1/2023
18. Lauren Long; Wells Fargo Bank; waiver period: 8/20/2021–06/30/2023
19. Nicholas Mata; Gold Star Volleyball, LLC; waiver period: 6/13/2022–5/31/2023
20. Kevin McCabe; Mercatus Center Inc.; waiver period: 11/1/2021–09/30/2023
21. Kara Mupo; Surge Elite Lacrosse Academy; waiver period: 8/20/2021–05/31/2023

22. Aarthi Narayanan; American Type Culture Collection (ATCC); waiver period: 8/20/2021–06/30/2023
23. Jeffrey Pollard; Private Clinical Practice; waiver period: 1/22/2021–01/31/2023
24. Manya Puppione; Puppione Soccer, Inc.; waiver period: 2/9/2022–1/31/2023
25. Catherine Rodman; Concord Associates LLC dba Community Building Institute (CBI); waiver period: 8/19/2022–8/12/2023
26. Justin Ross-Walker; Justin Walker Softball Camp; waiver period: 8/20/2021–05/31/2023
27. Lisa Sechrest-Ehrhardt; Sechrest Diversity; waiver period: 10/21/2021–09/30/2023
28. Robert Simon; Propensity, LLC; waiver period: 3/16/2022–1/31/2023
29. Catherine Winkert; Monumental Sports & Entertainment; waiver period: 1/25/2019–1/25/2024
30. Yuntao Wu; Virongy Biosciences, Inc.; waiver period: 8/19/2022–07/30/23

* Waiver renewals have been approved by the Conflict of Interest Committee and are pending signature.

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

Whereas: The State and Local Government Conflict of Interest Act prohibits certain conduct related to contracts, and

Whereas: The General Assembly has recognized the benefits provided to the citizens of Virginia by the scholarly and research activities of the Commonwealth's institutions of higher education, and

Whereas: To facilitate scholarship and research the General Assembly has created generous exceptions to otherwise prohibited conduct specifically for institutions of higher education, and

Whereas: It is the desire of the Board of Visitors to delegate the responsibility for approving waivers to the President in accord with his general authority to manage the affairs of the University, therefore

BE IT RESOLVED:

That the President or his designee is hereby authorized to approve waivers of conflicts of interest arising from contracts pursuant to §2.2-3106 and §2.2-3110.A.5.of the Code of Virginia, in the manner as set forth in the statutes, and,

BE IT FURTHER RESOLVED

That the President or his designee shall report to the Audit Committee of the Board annually, on or before December 1, all contract waivers approved.

Adopted: August 1, 2014



Rector
Board of Visitors
George Mason University

August 1, 2014
Date



Office of University Audit

**Report to the Audit, Risk, and Compliance Committee
of the Board of Visitors**

December 1, 2022

EXECUTIVE SUMMARY

- Audit Staffing:
 - We continue to utilize a hybrid organizational model to provide assurance services for Mason. The model is designed to blend three to six full time professional staff that manage relationships with the governing board committee, executives and functional managers; conduct audit risk assessments; select audit engagements; determine engagement scope objectives and oversee work completion; and report audit results, with co-sourced professionals from national and local accounting firms that bring specialized expertise to execute specific audit engagements under the Associate University Auditor's direction and supervision. As of November 15, 2022, the full-time staff consists of four professionals; a fifth professional has accepted an offer to join the team in December. Seeking the right balance of audit professionals who are Mason employees and those who are co-sourced professionals is being managed continuously by University Audit leadership.

- No audit reports were issued since the last meeting.
 - Two audit memos summarized results of self-assessments of information security controls in the College of Education and Human Development and the College of Public Health; and an additional audit memo provided feedback on university-wide information security control baselines being developed as part of ITS' Risk and Control Infrastructure Program.

- Remediation of 14 audit issues is in progress as of November 15, 2022.

- Audit Plan status:
 - Planned audit work remains consistent with the 3+6 Audit Plan reviewed at the prior meeting. However, the timing of planned audit work continues to be reevaluated in consideration of staffing levels and use of co-sourced audit resources.

- Status of fraud, waste, and abuse investigations:
 - There are no investigations in progress.

- External quality assessment:
 - University Audit is required to complete an external quality assessment of conformance to professional standards every five years; the last assessment was completed in 2017. The Commonwealth's Office of the State Inspector General has been engaged to supervise a peer review team of qualified and independent assessors to complete the independent external validation of our self-assessment. We expect the assessment to be completed in December and will communicate the results when they are received.

TABLE OF CONTENTS

Topic

- 1 SUMMARY OF AUDIT REPORTS
 - No audit reports were issued since the last meeting.
- 2 SUMMARY STATUS OF AUDIT ISSUES
- 3 STATUS OF AUDIT PLAN
- 4 STATUS OF INVESTIGATIONS
- 5 STAFFING
- 6 APPENDIX:
 - Audit Issue Details

SUMMARY OF AUDIT REPORTS

- No audit reports were issued since the last meeting.
- Audit Memos:
 - IT Risk Self-Assessment Results: College of Education and Human Development.
 - IT Risk Self-Assessment Results: College of Public Health.
 - Feedback on Proposed University-wide Information Security Control Baseline.

SUMMARY OF AUDIT MEMOS:

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

IT Risk Self-Assessment Results: College of Education and Human Development.

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

IT Risk Self-Assessment Results: College of Public Health.

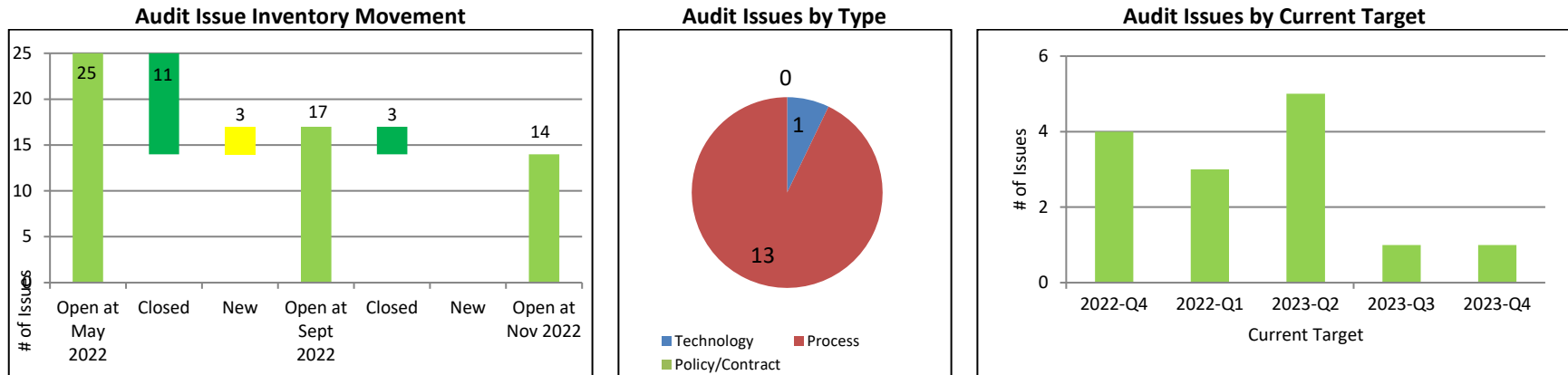
- Confidential – Restricted Data: Critical Infrastructure Vulnerability Assessment Information (Code of VA: 2.2-3705.2.4).

Feedback on Proposed University-wide Information Security Control Baseline.

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

SUMMARY STATUS OF AUDIT ISSUES AS OF NOVEMBER 15, 2022






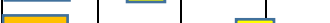







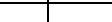














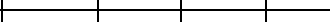

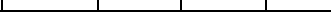

There were 14 open audit issues as of November 15, 2022. Target dates for several issues were extended.



Audit Report	Report Date	Open at May 2022	New	Closed	Open at Sept 2022	New	Closed	Open at Nov 2022
Academic Integrity	8/29/22	-	3	1	2	-	0	2
Student Financial Aid	11/10/21	7	-	5	2	-	0	2
Office of Admissions	11/4/21	4	-	1	3	-	3	0
Clearing Accounts	9/3/21	1	-	1	0	-	0	0
Bank Accounts	6/17/21	0	-	-	0	-	-	0
Gift Acceptance Policy Implementation	6/22/20	2	-	2	0	-	0	0
Drug and Alcohol Abuse Prevention Program	12/16/19	2	-	-	2	-	-	2
Employee Disclosures and Evaluation of Personal Interests	12/13/19	4	-	-	4	-	-	4
Faculty Study Leave Programs	4/18/19	3	-	-	3	-	-	3
Office of the University Registrar	3/7/18	1	-	-	1	-	-	1
Administrative Management of Sponsored Programs	10/11/17	1	-	1	0	-	0	0
		25	3	11	17	0	3	14

STATUS OF AUDIT PLAN AS OF NOVEMBER 15, 2022

The 3+6 Audit Plan as of November 15, 2022 (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					
Information Security Program	<ul style="list-style-type: none"> Monitor projects to further strengthen security of Mason's entire technology environment; validate controlled unclassified information security controls in various environments. 	  			
Information Technology Process Instructure Projects	<ul style="list-style-type: none"> Monitor implementation of information technology process infrastructure projects. 	  			
Research Computing Security	<ul style="list-style-type: none"> Monitor cybersecurity assessments of research computing environments and preparations to implement NSPM-33 expectations. 	 			
Research Data Management	<ul style="list-style-type: none"> Assess processes for managing research data in conformance with award requirements. 			 	
Research Administration Enhancements	<ul style="list-style-type: none"> Assess administrative management of sponsored program awards, including financial, contractual, and regulatory risk management, and evaluate redesigned processes incorporating automation. 			 	
IT Vendor Management	<ul style="list-style-type: none"> Assess management actions to strengthen controls. 				
Construction Payments and Change Orders	<ul style="list-style-type: none"> Monitor planned SciTech campus construction project. 		 		
Additional Areas					
University Registrar	<ul style="list-style-type: none"> Assess processes implementing academic policy, including processing completeness and accuracy. 	 			
Non-Employee Identities	<ul style="list-style-type: none"> Assess processes for approving, supervising, controlling, and overseeing non-employees who have an identity relationship ("G number") with Mason. 		 		
Background Investigations	<ul style="list-style-type: none"> Assess the effectiveness of the university's background check process. 				
Student Financial Accounts	<ul style="list-style-type: none"> Assess business and compliance processes relevant to student billing activities. 		 		
Tuition Credit Validation	<ul style="list-style-type: none"> Validate whether tuition credits and the resulting financial aid changes were processed accurately. 				
Issue Validation Procedures	<ul style="list-style-type: none"> Validate management has remediated audit issues in a comprehensive and sustainable manner. 	  			
Hotline Investigations Referred by OSIG	<ul style="list-style-type: none"> Investigate allegations of fraud, waste, or abuse received from the Commonwealth's Office of the State Inspector General. 	  			

STATUS OF INVESTIGATIONS AS OF NOVEMBER 15, 2022

There are no investigations in progress.

Nature of Allegation	Type	Status	Remarks
None.			

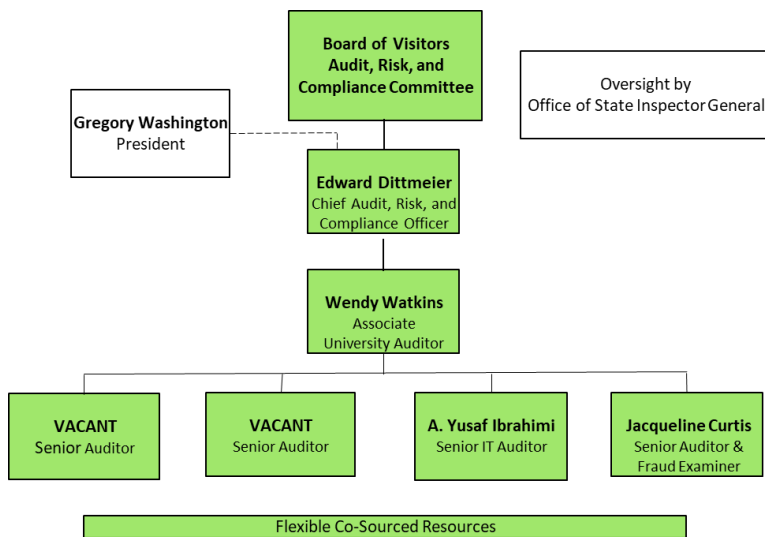
Summary of Types:

- **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

edUniversity Audit utilizes a hybrid organizational model to provide assurance services for Mason. The model is designed to blend full time professional staff with co-sourced professionals from national and local accounting firms that bring specialized expertise to execute specific audit engagements under the Associate University Auditor’s direction and supervision. As of November 15, 2022, the full-time staff consists of four professionals; a fifth professional has accepted an offer to join the team in December.

Staffing



Core Audit Team	Plan	Actual	
		a/o July 2022	Avg to Nov 2022
Audit Leadership	2.0	2.0	2.0
Auditors by Expertise:			
Operational Audit	2.0	0.5	0.5
IT Audit	1.0	1.0	1.0
Fraud Audit	0.5	0.5	0.5
Total Audit Professional Employees	5.5	4.0	4.0
Co-sourced FTE* Supported by Permanent Budget	0.8		0.4
Total Audit Professionals Supported by Permanent Budget	6.3	4.0	4.4

Note: * = Co-sourced FTE are estimated based on actual hours provided by co-sourced resources and a 1,500 hour/FTE rate.

APPENDIX: AUDIT ISSUE DETAILS AS OF NOVEMBER 15, 2022

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
1	<p>Report Name: Academic Integrity</p> <p>Report Date: 8/29/22</p> <p>Management: Rose Pascarell, Vice President, University Life</p>	<p>Enhance Academic Integrity Processes to Ensure Timely Case Resolution and Adjudication: Process enhancements in the following areas will likely improve timeliness of case resolution, minimizing the potential impact to student success and retention:</p> <ul style="list-style-type: none"> • Case Processing and Adjudication - develop scheduled times for hearings and increasing the number of hearings during peak times (generally after midterm or final examinations); establish and communicate timelines to faculty when suspected violations should be reported; and identify sanctions that should be exempt from additional review by the Committee. • Honor Committee Processes - Pre-schedule committees to adjudicate cases on a designated period or time (e.g., one semester); verify continued eligibility of student Committee members; predetermine whether Committee members (for cases requiring subject matter expertise such as computer programming/coding) have the proper knowledge to understand the full context and facts of the case; and maintain training records for both active and inactive Honor Committee members. 	<p>The Office of Academic Integrity (OAI) has taken a number of steps to ensure timely case resolution and adjudication, including:</p> <ul style="list-style-type: none"> • Validating Honor Committee member eligibility and reviewing training materials annually. <p>In addition, the OAI plans to implement the following process enhancements:</p> <ul style="list-style-type: none"> • Investigate the possibility of stipends to student committee members to increase participation; clearly communicate reporting expectations to students and faculty; and revise the sanction review process to allow for request of educational sanction modifications instead of grade-related sanction modification. • Update and maintain Honor Committee behavioral agreements. 	12/15/22	12/15/22
2	<p>Report Name: Student Financial Aid</p> <p>Report Date: 11/10/21</p> <p>Management: David Burge, Vice President for Enrollment Management, Office of the Provost</p>	<p>Evaluate Staffing Needs and Opportunities to Increase Efficiencies in Award Processing and Monitoring: The Office of Student Financial Aid (OSFA) and Enrollment Management Leadership should determine the critical financial aid activities that could benefit from additional staff. Additionally, evaluate opportunities to automate manual processes to provide current staff the capacity to take on other critical tasks.</p>	<p>The Office has automated several processes over the years, however, there will always be a need for human effort to review and perform oversight. The Office has made progress with implementing TD Client which will automate the movement of files to and from the Department of Education, and Campus Logic Student Forms to help automate and streamline the verification process. Full implementation is expected by 12/30/22. As of August 2021, senior level administration has agreed to add four new positions to the financial aid office. Two positions have been filled and two remaining positions are under recruitment.</p>	6/30/22	12/31/22

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
			We are hoping to secure these positions by 12/30/22.		
3	<p>Report Name: Drug and Alcohol Abuse Prevention Program</p> <p>Report Date: 12/16/19</p> <p>Management: Rose Pascarell, Vice President, University Life</p>	<p>Evaluate Mandatory Awareness Training and Parental Notifications: Consider policy revisions regarding mandatory awareness training and parental notifications related to alcohol violations and illegal drug use by underage students (under twenty-one).</p>	<p>University Life will require all incoming students each semester to take an online alcohol and other drug prevention training via Alcohol.edu before they can register for orientation/classes. Due to a technical glitch by the application vendor, the launch of the training has been delayed until January 2023.</p> <p>Additionally, a proposal surrounding parental notification for students found responsible for violations is being reworked for review and approval by the Office of Student Conduct and the VP of University Life. This also requires an edit to the Code of Student Conduct. Implementation is anticipated by December 31, 2022.</p>	6/30/20	1/31/23
4	<p>Report Name: Drug and Alcohol Abuse Prevention Program</p> <p>Report Date: 12/16/19</p> <p>Management: Rose Pascarell, Vice President, University Life</p>	<p>Review Approach to Informing Employees and Students Regarding Alcohol and Other Drug Programs: Distribute the annual notification directly to employees and students via email. Directly emailing the notification ensures that each employee and student receives the notification in writing.</p>	<p>University Life is reviewing all options for informing students of DFSCA requirements which has been included as action items of the Alcohol and Other Drug Working Group. University Life will draft an updated student disclosure communication for use going forward.</p> <p>Human Resources (HR) is also determining the best option for employee disclosure communications regarding the university's Alcohol and Other Drug Programs.</p>	3/31/20	3/31/23
5	<p>Report Name: Faculty Study Leave Programs</p> <p>Report Date: 4/18/19</p> <p>Management: Renate Guilford, Associate Provost, Academic Administration, Office of the Provost</p>	<p>Re-evaluate the Roles and Responsibilities of the Provost's Office and the Academic Units in the Leave Process: The Provost's Office should work with the academic units to re-evaluate the efficiency and effectiveness of the current process, including the related roles and responsibilities. Management should consider distributing more fully the administrative and transaction processing responsibilities to the Academic Units, Human Resources, and Fiscal Services; while reserving oversight responsibilities, including procedures to</p>	<p>The Provost's Office, with support of the Vice President of Research, will evaluate the funding model for study leaves in conjunction with the budget model for Indirects and determine if central support of awards is appropriate going forward. The Associate Provost for Academic Administration, Vice President of Research and a Budget Office representative will discuss proposed options with the Academic Unit representatives.</p>	3/31/20	3/31/23

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
		implement Faculty Handbook requirements and monitoring academic unit adherence to such procedures, with the Provost's Office. As part of this re-evaluation, the Provost's Office should determine the best use of the centrally allocated study leave budgets, including potentially a permanent allocation to the academic units or another purpose considered more impactful to Mason's mission.			
6	<p>Report Name: Faculty Study Leave Programs</p> <p>Report Date: 4/18/19</p> <p>Management: Renate Guilford, Associate Provost, Academic Administration, Office of the Provost</p>	<p>Utilize the Banner System and Banner Workflows to Improve Process Efficiencies:</p> <p>The faculty study leave process is highly manual in nature which may create inefficient use of time, increase the chances of errors, and provide less certainty that transactions have been processed timely. This process could be strengthened through automation and use of Banner workflows.</p>	The Provost's Office will work with Human Resources and Information Technology Services to develop a workflow process to enter and track both types of faculty study leaves and explore the potential to integrate with Banner to ease manual entry. The system will produce a report Fiscal Services can generate for their annual fringe calculation to ensure they are pulling in all types of study leaves the University is awarding. The Provost's Office will produce an annual communication to the academic units about time and importance of ensuring study leaves are properly recorded in Banner.	7/15/20	3/31/23
7	<p>Report Name: Faculty Study Leave Programs</p> <p>Report Date: 4/18/19</p> <p>Management: Renate Guilford, Associate Provost, Academic Administration, Office of the Provost</p>	<p>Enhance Faculty Study Leave Processes and Procedures:</p> <p>Procedures for tenured and tenure-track faculty study leave processes should be enhanced to clearly define the roles and responsibilities of the Provost's Office as well as expectations and interactions with the various functions (academic units, Vice President of Research, Human Resources, and Fiscal Services) involved with the administration of the faculty study leave process.</p>	The Provost's Office will have each academic unit document their internal selection process for tenured faculty study leave ensuring it meets Faculty Handbook requirements. The Associate Provost for Academic Administration will work with the Budget Office, Fiscal Services, Human Resources, and the Academic Unit representatives to prepare and document faculty study leave processes.	7/15/20	3/31/23
8	<p>Report Name: Employee Disclosures and Evaluation of Personal Interests</p> <p>Report Date: 12/13/19</p> <p>Management: Vincent Lacovara, Associate</p>	<p>Clarify Scenarios and Expectations for Conflict of Interests (COI) and Commitment (COC) Disclosure Reporting not Required by Federal or Commonwealth Regulations:</p> <p>Management (i.e., deans, center directors, and administrative unit leaders) should clarify disclosure expectations for common scenarios that may create potential COI or COC outside of those specifically required by federal or commonwealth regulations and</p>	Institutional Compliance will work with stakeholders to update University Policy 4001, Conflict of Interests, so as to incorporate acceptable policy language addressing these concerns. Policy development is dependent on implementation of the COI module of the newly acquired research administration technology suite and modifications to the Faculty Handbook.	11/30/20	5/31/23

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
	Vice President for Institutional Compliance	should require formal, documented disclosure of all outside employment and consulting arrangements by employees. Management should supplement policy and procedural requirements with a formal COI/COC training or communication program.	Institutional Compliance will update ethics training to reflect policy changes and will work with Communications and Marketing to communicate them to employees.		
9	<p>Report Name: Employee Disclosures and Evaluation of Personal Interests</p> <p>Report Date: 12/13/19</p> <p>Management: Vincent Lacovara, Associate Vice President for Institutional Compliance</p>	<p>Evaluate Governance and Reporting Design Improvements for COI and COC: Management (i.e., deans, center directors, and administrative unit leaders) should utilize a single system to obtain and disseminate for review and approval, all employee financial interests and outside commitments. We believe management, not employees, should determine whether a financial interest or outside commitment relates to an individual's institutional responsibilities, and if so, whether it presents a conflict. The single system solution should be robust enough to function as a system of record with capabilities to document management review and determinations for disclosures and allow supporting documentation (e.g., waivers and management plans) to be associated with employee records; data security and privacy concerns should be evaluated with any system solution.</p>	<p>Institutional Compliance has evaluated potential strategies, including system solutions that will allow management a clear picture of each employee's financial interests and outside commitments. The university is implementing a research compliance software system. The target implementation of the COI module is projected for March 2023.</p> <p>Review and monitoring processes will be established in line with overall disclosure processes.</p>	11/30/20	5/31/23
10	<p>Report Name: Employee Disclosures and Evaluation of Personal Interests</p> <p>Report Date: 12/13/19</p> <p>Management: Vincent Lacovara, Associate Vice President for Institutional Compliance</p>	<p>Implement a Monitoring Program for Employee Disclosures: Monitoring and oversight programs provide assurance that policy expectations are being met and procedures are functioning as intended. Once policy, governance, and reporting adjustments have been considered and implemented, management should develop monitoring programs to evaluate the completeness and accuracy of employee submissions. Where possible, separately (e.g., employee evaluation data or VA Statements of Economic Interests) and/or publicly available (e.g., IRS data) documents should be compared to self-reported employee disclosures to further support the completeness and accuracy of data provided.</p>	Institutional Compliance, with assistance from individual units, will continue to monitor employee disclosure completion (i.e., that they are submitted) and review the substance of submissions when circumstances warrant. Once policy and other changes have been implemented, a more robust monitoring program to evaluate the completeness and accuracy of employee submissions, including both reviews of internal and publicly available information, will be developed and implemented.	11/30/21	5/31/23
11	<p>Report Name: Employee Disclosures and Evaluation of Personal Interests</p>	<p>Evaluate Requiring New Hires to Disclose Interests and Commitments as Part of the Onboarding Process:</p>	Institutional Compliance will consult with Human Resources (HR) and evaluate requiring disclosure and training for new hires as part of the university's onboarding process. Disclosure is	11/30/21	5/31/23

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
	<p>Report Date: 12/13/19</p> <p>Management: Vincent Lacovara, Associate Vice President for Institutional Compliance</p>	<p>Management (i.e., deans, center directors, and administrative unit leaders) should evaluate requiring new hires to disclose financial interests and outside commitments as a part of the onboarding process. Management should consider providing training to new hires on the subject during the onboarding process.</p>	<p>dependent on implementation of the COI module of the research administration technology suite being deployed in phases; the COI module is scheduled for implementation by summer 2023.</p>		
12	<p>Report Name: Office of the University Registrar (OUR)</p> <p>Report Date: 3/7/18</p> <p>Management: Janette Muir, Associate Provost, Academic Initiatives and Services, Office of the Provost</p>	<p>Evaluate and Implement Process and Oversight Efficiency and Effectiveness Enhancements: Registration transactions that require OUR action (e.g., enrollment adjustments, selective withdrawals, and program and domicile changes) are manual in nature with no secondary review prior to entry in Banner. OUR processes several thousand manual transactions each semester which require faculty and staff approval prior to processing. These transactions included, but were not limited to: course enrollment adjustments; selective withdrawals; domicile appeal changes; and numerous program changes. The established Banner workflow does not provide for a secondary review to ensure data accuracy and appropriate approval. Furthermore, the ability for post-entry quality assurance is limited since underlying Banner data is often limited.</p>	<p>Development of Ellucian Workflow to automate registration forms has been slower than expected. The office will continue working with ITS to develop these forms in Ellucian Workflow. We expect to automate 10 – 12 forms for the high-volume processes by May 2023.</p>	8/31/18	5/31/23
13	<p>Report Name: Academic Integrity</p> <p>Report Date: 8/29/22</p> <p>Management: Rose Pascarell, Vice President, University Life</p>	<p>Ensure Consistency in University Academic Integrity Guidance and Recommended Sanctions: The Vice President, University Life (including the OAI) and the Vice Provost, Academic Affairs should convene a working group comprised of key leaders, faculty, students, and administration to evaluate the potential value of consistency across the colleges and schools surrounding the university's academic integrity program guidance and recommended sanctions.</p>	<p>The Vice President, University Life and the Vice Provost, Academic Affairs will assemble a working group of key stakeholders to develop a holistic approach to academic integrity university-wide with specific attention on gaining consensus on the inclusion and enforcement of an academic integrity statement in all course syllabi; adopting a university-wide sanctioning matrix; and defining and communicating faculty and student roles and responsibilities, among other things.</p> <p>The Office of Academic Integrity (OAI) will support the implementation of the working group recommendations and implement enhancements to ensure consistency in student and faculty guidance.</p>	8/15/23	8/15/23

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
14	<p>Report Name: Student Financial Aid</p> <p>Report Date: 11/10/21</p> <p>Management: David Burge, Vice President for Enrollment Management, Office of the Provost</p>	<p>Document All Financial Aid Policies, Processes and Procedures:</p> <p>The OSFA should document all key processes and procedures. The documents should define the roles and responsibilities of each employee and detail the procedures and processes performed. The OSFA should prioritize creating the following policies and procedures:</p> <ul style="list-style-type: none"> •Return to Title IV calculations •Applicant information verification •Exception reporting <p>The documents should be reviewed periodically to keep the documentation current</p>	<p>OSFA has made updates to the Policy and Procedures Manual, but a failed search for a Business Analyst has delayed completion of this effort. A new search will be initiated in Fall 2022 and expect to complete the work of documenting all processes and procedures by the end of 2023.</p>	6/30/22	12/31/23



Office of Institutional Compliance

**Report to the Audit, Risk, and Compliance Committee
of the Board of Visitors**

December 1, 2022

EXECUTIVE SUMMARY

- Compliance assessment activity:
 - The inventory of laws and regulations applicable to Mason was compiled.
 - Inventoried and tracking 424 laws and regulations.
 - Risk ownership has been identified for 379 laws and regulations (89%) and confirmed for 369 laws and regulations (87%).
 - Guided, granular regulatory risk assessments for priority risk areas continue:
 - Laboratory Safety – in progress
 - Privacy (generally) – planning
 - Guided, programmatic self-assessments of distributed compliance programs continue:
 - Export Control program – in progress.
 - Conflict of Interest program – pending report.
 - Registrar – in progress.
 - Student Health Services Privacy program – in progress.
 - MAP Clinics Privacy Program – planning.
 - Targeted assessments for HIPAA and the Research Enterprise are in progress.
- Status of external reviews:
 - One new external review was announced since the prior meeting and is in progress; two reviews in progress as of the last report remain in progress.
- Status of reported compliance matters:
 - Ten compliance matters were reported since the prior meeting, six of which were referred to other units for investigation. Review of the remaining four matters is in progress by Institutional Compliance. None of the matters appear significant to Mason.
 - Coordination of investigations and investigative protocols continues to occur with units such as Research Integrity and Assurance; Diversity, Equity, and Inclusion; and Human Resources. The potential for additional reporting capabilities is being evaluated.
- Program build-out and planning continues:
 - Assessments of priority risk areas and implementation of improvements continues.
 - Conflict of interest and commitment disclosure and management policy and process improvements continue.
 - Other key program policies (e.g., Reporting Misconduct and Non-Retaliation) are in development.
 - Reporting capabilities have been inventoried and are in the process of being communicated to campus; additional, anonymous reporting capabilities have been identified and are being evaluated.

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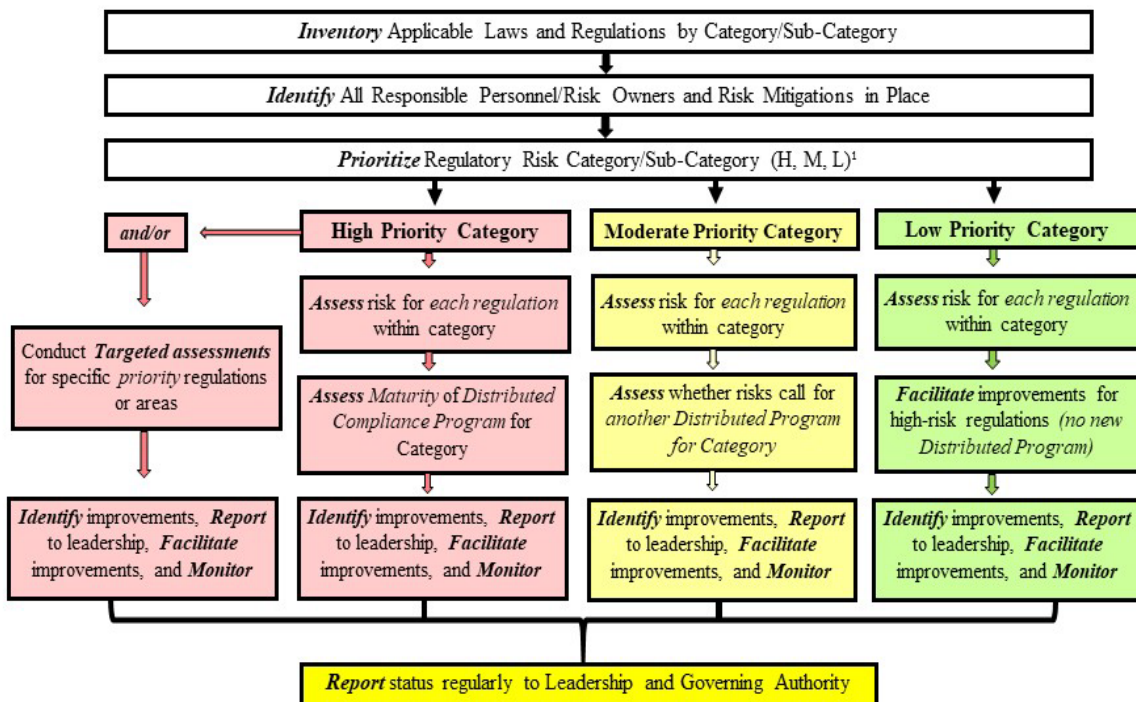
- 1 SUMMARY OF COMPLIANCE ASSESSMENT ACTIVITY
- 2 SUMMARY STATUS OF EXTERNAL REVIEWS
- 3 SUMMARY STATUS OF REPORTED COMPLIANCE MATTERS
- 4 INSTITUTIONAL COMPLIANCE PROGRAM PLANNING
- 5 INSTITUTIONAL COMPLIANCE STAFFING

SUMMARY OF COMPLIANCE ASSESSMENT ACTIVITY

The Audit, Risk, and Compliance Committee of the Board has a Charter responsibility to oversee the effectiveness of institutional compliance processes for monitoring compliance with laws and regulations, including policies and processes related to ethics and conflicts of interest. Institutional Compliance supports the Committee’s accomplishment of this responsibility through planning, facilitating, and overseeing regular university-wide assessments of compliance risks; ensuring management ownership for monitoring and managing compliance risks; evaluating the effectiveness of risk-owner programs to monitor and manage compliance risks; and ensuring communication to leadership and the Committee.

Institutional Compliance has implemented processes to inventory the regulatory requirements applicable to Mason; identify management ownership for monitoring and managing compliance risks; prioritize areas for compliance assessment; and evaluate specific regulations and the level of development of distributed, risk-owner programs. These processes continue to evolve to be better tailored to Mason’s obligations, activities, and environment, and are depicted in the chart below:

Compliance Assessment Framework and Overview



¹ Factors considered in prioritizing regulatory risk categories include the potential for adverse regulatory action or critical interest by legislative or investigative entities which could result in governmental penalties, disruption or suspension of operations, programs, accreditation, or licensure, loss or reduction of funding, or sustained adverse public attention.

The assessment of the level of regulatory risk in a given category indicates the expected robustness of the associated mitigation activities, including the formality and maturity of the related distributed risk-area compliance program.

Status of Assessment Activity:

Institutional Compliance has been conducting assessment activities using the approach described above; these are summarized below:

(Legend: DONE=completed; IP=in progress; NS=not started.)

Summary of Assessment Activity	As of 9/13/22	As of 11/15/22
Inventory of Applicable Laws and Regulations	DONE	DONE
Inventory of Accountable Personnel and Risk Mitigations	IP	IP
Preliminary Inventory of Distributed Compliance Programs at Mason	IP	IP
Prioritization of Risk Areas Facing Large, Public Research Universities	DONE	DONE
Preliminary Maturity Self-Assessment for Institutional Compliance Program Planning	DONE	DONE
Preliminary Conflict of Interest and Commitment Program Maturity Self-Assessment	DONE	DONE
Research-Export Control Program Maturity Guided Self-Assessment	IP	IP
Diversity, Equity, and Inclusion – Equal Opportunity and Title IX Program Maturity Guided Self-Assessment	DONE	DONE
Human Resources – Equal Opportunity and Non-Discrimination Program Maturity Guided Self-Assessment	IP	N/A ¹
Student Health Services Privacy Program Maturity Guided Self-Assessment	IP	IP

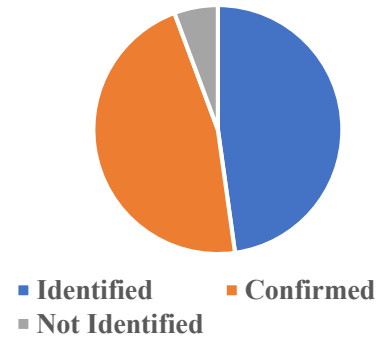
¹ This assessment was discontinued, as the assessment work and action items for this area already were captured in the DEI Regulatory Risk Assessment and Maturity Assessment, and in the HR Regulatory Risk Assessment. No further assessment therefore is needed to begin improvement activities, which are in progress.

Inventory of Laws and Regulations and Accountable Personnel

As of November 15, 2022, an inventory of 424 laws and regulations applicable to Mason has been compiled, and was reviewed with the Office of University Counsel for completeness and applicability.

Concurrently, personnel likely to be responsible for managing and monitoring compliance with these laws and regulations (“risk-owners”), as well as risk mitigation activities in place, are being identified. Risk ownership has been identified for a total of 379 (89%) laws and regulations, and has been confirmed for a total of 369 (87%). Risk ownership confirmations are summarized below:

Regulatory Risk Ownership



	Regulatory Category	Number of Regulatory Requirements	Number of Requirements for which Ownership Confirmed
1	Compliance and Ethics Program	2	2
2	Copyright and Intellectual Property	9	–
3	Employment	91	90
4	Environmental Health and Safety and Occupational Health & Safety	52	50
5	Facilities, Construction, and Renovation	4	1
6	Finance and Tax	41	40
7	Information Management and Security, and Privacy	48	41
10	Procurement and Contracting	21	20
11	Research	62	61
12	Students and Academic Policy	91	64
13	Miscellaneous	3	–
	Totals	424	369

Identification and confirmation of ownership for the remaining laws and regulations, and the identification of risk mitigations in place, continues. We continue to work with management and the Office of University Counsel in that regard, and we will provide updates in future meetings.

Prioritization of Regulatory Risks Facing Large, Public Research Universities and Compliance Assessment Planning

Institutional Compliance, in coordination with University Counsel, University Audit, and Enterprise Risk Management, revised the prioritization of regulatory risks facing large, public research universities that are similar to Mason. The prioritization revision was completed using the inventory of 424 laws and regulations by category and subcategory. The prioritization does not represent an assessment of specific risks or risk levels at Mason; it is solely intended to provide a basis for identifying and prioritizing future Mason-specific compliance assessment activities. The revised prioritization, summarized below, is being reviewed with senior leaders and their input is being used to prioritize further assessment work.

Prioritization of Regulatory Risks Facing Large, Public Research Universities, and Compliance Assessment Planning

November 15, 2022

EMPLOYEES	Industry Risk	Mason Timing	Status
EO/Non-Discrimination	High	Nearer Term	DONE 9/23/22
Hiring/Administration	Low	Longer Term	DONE 9/23/22
Benefits	Low	Longer Term	DONE 9/23/22
Reporting/Notices/Disclosures	Low	Longer Term	DONE 9/23/22

BUSINESS PRACTICES	Industry Risk	Mason Timing	Status
Anti-Corruption	High	Mid Term	
Procurement: Equal Opportunity	Moderate	Mid Term	
Procurement: Ethics/Integrity	Moderate	Mid Term	
Compliance and Ethics Program	Moderate	Mid Term	DONE 10/26/22
Financial Accounting/Management	Moderate	Mid Term	
Procurement: Contracting	Low	Longer Term	
Facilities/Construction/Renovations	Low	Longer Term	
Procurement: Purchasing	Low	Longer Term	
Reporting/Notices/Disclosures	Low	Longer Term	
Tax	Low	Longer Term	

RESEARCH	Industry Risk	Mason Timing	Status
Award Management/Costing	High	Longer Term	
Human Subjects	High	Nearer Term	
Animal Welfare	High	Nearer Term	
Export Control	High	Nearer Term	In Progress
Biosafety Facilities/Lab Safety	High	Nearer Term	In Progress
Ethics/Integrity	High	Nearer Term	In Progress
FAR/DFARS	High	Nearer Term	
Reporting/Notices/Disclosures	Low	Longer Term	

INFORMATION & PRIVACY	Industry Risk	Mason Timing	Status
Information Security/Privacy ¹	High	Mid Term	In Progress
Reporting/Notices/Disclosures	Moderate	Mid Term	
Information Management Practices	Moderate	Mid Term	
Copyright/Patent/ Trademark	Low	Longer Term	
Electronic Communication Privacy	Low	Longer Term	Planning
Telecomm	Low	Longer Term	

STUDENTS	Industry Risk	Mason Timing	Status
EO/Non-Discrimination	High	Nearer Term	DONE 8/10/22
Health & Safety	High	Nearer Term	
Visiting Students/Scholars	Moderate	Mid Term	
Education Policy	Low	Longer Term	
Grants, Aid, & HEA	Low	Longer Term	
Reporting/Notices/Disclosures	Low	Longer Term	
Veterans/Service-members	Low	Longer Term	

HEALTH & SAFETY	Industry Risk	Mason Timing	Status
Hazards/Hazardous Substances	High	Mid Term	
Occupational Health/Safety	High	Mid Term	
Emergency Planning	Low	Longer Term	
Pollution Control/Sustainability	Low	Longer Term	

MISC.	Industry Risk	Mason Timing	Status
	Low	Longer Term	

¹ Current focus: HIPAA and Research Health Information (RHI) privacy.

Regulatory Risk Assessments

Using the prioritization of risk areas above, Institutional Compliance plans and guides granular risk assessments of each law and regulation in a given category and subcategory. Assessments are designed to identify and prioritize potential enhancements to specific risk mitigation activities, and to identify the need for further assessments at the programmatic level. Since the last report to the Committee, we supported management in guiding granular regulatory risk assessments of each law and regulation within categories and subcategories as follows:

Regulatory Risk Assessment Area	Status
1. Equal opportunity and non-discrimination (Office of Human Resources)	DONE (Note 1)
2. Benefits (Office of Human Resources)	DONE (Note 1)
3. Hiring and administration (Office of Human Resources)	DONE (Note 1)
4. Reporting, notices, and disclosures (Office of Human Resources)	DONE (Note 1)
5. Office of the Registrar	DONE (Note 1)

Note 1: Improvement actions are in progress.

Planning for further assessments of the areas of privacy, information security, and related regulations is under way.

Program Maturity Assessments at Mason

Program-level, guided maturity self-assessments are facilitated by Institutional Compliance for areas with a large number of high-risk regulations as identified during granular regulatory risk assessments. The maturity self-assessments are grounded in the seven elements of effective compliance programs described in the *U.S. Federal Sentencing Guidelines for Organizations*. These elements include:

1. Standards, procedures, and controls;
2. Organizational leadership, oversight, accountability, and culture;
3. Training and communication;
4. Monitoring, auditing, risk assessment, and program evaluation;
5. Performance incentives and disciplinary measures;
6. Anonymous reporting mechanisms and appropriate remedial measures; and
7. Reasonable efforts to exclude bad actors.

A preliminary institutional compliance maturity self-assessment was conducted for planning purposes. Since the last report to the Committee, guided, program maturity self-assessments are being conducted as set forth below:

Maturity Assessment Area	Status
1. Conflict of interest management	Pending report; improvement action items in progress
2. Office of the Registrar	IP
3. Student Health Services Privacy Program	IP
4. MAP Clinics Privacy Program	Planning

We review program maturity assessments with the Office of University Counsel and will report assessment results to senior leaders when completed.

SUMMARY STATUS OF EXTERNAL REVIEWS

The Committee has a Charter responsibility to “review and discuss with management the results of significant reviews by regulatory agencies or other external entities, or summaries thereof, and management’s responses.” University policy requires that all notices of any external review be reported to the Institutional Compliance Leader for tracking, reporting, and follow-up.

One new external review was announced since the prior meeting and is in progress, and two reviews in progress as of the last report remain in progress. The table below shows the status of the external reviews as of November 15, 2022, which are summarized in the Appendix:

External Review Status	#
Completed	0
In Progress	3
Announced, not started	0
	3

SUMMARY STATUS OF REPORTED COMPLIANCE MATTERS

Institutional Compliance conducts, oversees, coordinates, and monitors investigations of allegations of non-compliance or ethical misconduct, and has developed a process for tracking the disposition of reported compliance matters.

Institutional Compliance received reports of 10 allegations of non-compliance or ethical misconduct since the last report. None of these matters are considered significant to Mason.

The table below shows the status of matters reported to Institutional Compliance, and whether referred to other units for handling or handled directly by Institutional Compliance. We will be developing processes for monitoring the disposition of significant matters handled by other units.

Status	4/11/22 to 9/13/22	9/13/22 to 11/15/22	Total
Matters Reported to Institutional Compliance in Period	12	10	22
Matters Referred to Other Units for Handling in Period	10	6	16
Matters Reported in Period Investigated by Institutional Compliance or University Audit	2	4	6
In Progress of Investigation	-	4	4
Closed - Non-Compliance Not Substantiated	2	-	2
Closed where Non-Compliance Substantiated	-	-	-
Closed where Non-Compliance was Significant	-	-	-

The table below lists the number of reported matters by topic area.

Topic Area	#
Academic	2
Discrimination or Harassment	13
Employment – Employee Relations	2
Ethics – Code of Ethics/Conduct	1
Ethics – Retaliation	2
Not Following Policy or Process	1
Other – Unspecified	1

Total 22

INSTITUTIONAL COMPLIANCE PROGRAM PLANNING

Institutional Compliance assists the Committee with fulfilling its oversight responsibilities through delivering a tailored, risk-based institutional compliance and ethics program for Mason, in consideration of standards set forth in the *U.S. Federal Sentencing Guidelines for Organizations*, relevant DOJ guidance for effective programs, and industry practices. The chart below summarizes key FY23 activities planned to improve the program further.

Program Activity	Status 11/15/22
<ul style="list-style-type: none"> • <u>Organizational Culture and Leadership.</u> <ul style="list-style-type: none"> • Establish more regular and independent lines of communication with senior leaders and vice presidents utilizing the communication strategy to be developed (below). • Build consensus for a strategy that responds to 2022 survey data related to ethical culture. 	<p>IP</p> <p>IP</p>
<ul style="list-style-type: none"> • <u>Standards and Policies.</u> <ul style="list-style-type: none"> • Evaluate need for an Institutional Compliance Policy. • Benchmark privacy policies at large, public, R1 universities; work with stakeholders to evaluate need for policy enhancements. • Coordinate with HR to develop a stand-alone Reporting Misconduct and Non-Retaliation Policy. 	<p>IP</p> <p>IP</p> <p>IP</p>
<ul style="list-style-type: none"> • <u>Training and Communication.</u> <ul style="list-style-type: none"> • Launch OARC web site to facilitate compliance-related communications and community reporting of concerns. • Co-develop with University Branding a compliance communications strategy and calendar plan; begin implementation. • Work with HR to assess and enhance compliance-related training, including more Mason-specific conflict of interest content; continue content development. • Identify 4 key groups or councils for outreach (e.g., Faculty Senate, etc.) and provide presentations socializing the role of Institutional Compliance. • Develop and build consensus for a strategy that enhances the communications and training elements of distributed compliance programs. 	<p>DONE</p> <p>IP</p> <p>NS</p> <p>IP</p> <p>NS</p>

<ul style="list-style-type: none"> • <u>Monitoring, Assessment, and Evaluation.</u> <ul style="list-style-type: none"> • Complete 4 more regulatory risk assessments and 5 more program maturity assessments for prioritized risk areas. • Complete the Research Enterprise and HIPAA/RHI targeted risk assessments. • Coordinate the strengthening of Mason’s conflict of interest-related program: <ul style="list-style-type: none"> • Benchmark Institutional Conflict of Interest policies for peer institutions. • Revise Conflict of Interest Policy and support new Conflict of Commitment Policy • Implement improved training/communication plan and resources. • Coordinate and oversee efforts to improve and streamline processes and leverage automation. 	<p>IP</p> <p>IP</p> <p>DONE</p> <p>IP</p> <p>IP</p> <p>IP</p> <p>IP</p>
<ul style="list-style-type: none"> • <u>Whistleblower Capabilities, Investigation, and Remediation.</u> <ul style="list-style-type: none"> • Add existing, university reporting mechanisms to OARC website and communicate to campus community. • Build business case and consensus for an outsourced, anonymous reporting mechanism for misconduct, and consolidation (as a shared service) for existing processes for reporting misconduct. 	<p>IP</p> <p>IP</p>
<ul style="list-style-type: none"> • <u>Incentives, Consistent Discipline, and Strengthening Compliance and Risk Infrastructure.</u> <ul style="list-style-type: none"> • Continue to assist formalizing “do-not-rehire” policy and capability. • Benchmark compliance networks, councils, or roundtable constructs to coordinate distributed compliance efforts, and implement. 	<p>IP</p> <p>IP</p>

INSTITUTIONAL COMPLIANCE STAFFING

There have been no changes to Institutional Compliance staffing since the last Committee report. Staff members are listed below: Note, however, that Elizabeth Woodley recently obtained the *Certified Compliance and Ethics Professional*[®] credential.

Vin Lacovara, J.D.

Certified Compliance and Ethics Professional[®]

Associate Vice President, Institutional Compliance & Ethics
Office of Audit, Risk, and Compliance

Elizabeth Woodley, J.D.

Certified Compliance and Ethics Professional[®]

University Ethics Officer and Outside Interests Manager
George Mason University
Office of Audit, Risk, and Compliance

APPENDIX: SCHEDULE OF EXTERNAL REVIEWS

External Reviews are the procedures employed by a regulatory or other authorized external entity to examine, evaluate, or inspect Mason. Such reviews may be referred to by a variety of terms, including regulatory audit, examination, compliance review, risk review, desk review, financial statement audit, assessment, accreditation review for the University or for a specific unit, inspection, investigation, and others.

Per the policy implemented in July 2021, notice of External Reviews are required to be reported to the Institutional Compliance Leader for tracking, reporting, and follow-up. The Schedule below lists the external reviews that were announced or in progress since the last report.

Reviewing Entity	As of 9/13/22	As of 11/15/22	Remarks
United Nations Development Program (UNDP)	Not Announced	In Progress	UNDP audit of final reports following completion of work on award, and to issue the audit opinion.
Commonwealth of Virginia Office of the State Inspector General (OSIG)	In Progress	In Progress	Performance audit of processes and procedures related to the Clery Act for calendar years 2017-2019. Fieldwork, previously suspended by OSIG due to other work priorities, was resumed July 2022.
Internal Revenue Service (IRS)	In Progress	In Progress	Baker Tilly engaged to provide expertise and support. Audit expected to take up to one year to complete.

GEORGE MASON UNIVERSITY

BOARD OF VISITORS

Academic Programs, Diversity, and University Community Committee Meeting

Thursday, December 1, 2022

AGENDA

I. Call to Order

II. Approval of Academic Programs, Diversity and University Community Committee Minutes from September 29, 2022 (Action Item)

III. New Business

A. Provost's Update (M. Ginsberg)

B. Student Engagement (J. Blank-Godlove, L. Long)

C. College Spotlight: College of Science (F. Miralles-Wilhelm)

D. Program Actions (**Action Item**)

1. Closed Degree Programs

a. Health and Medical Policy, MS

E. Faculty Actions (**Action Items**)

1. Elections of New Tenured Faculty

2. Conferral of Emeritus/Emerita Status

F. Announcements

1. Appointment of Faculty

2. Appointment of Administrative and Professional Faculty

3. Renewals and Reappointments

4. Separations

5. Other Announcements

6. BOV Summary Sheet

IV. Adjournment

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

MINUTES

Thursday, September 29, 2022

8:30-9:20am

COMMITTEE MEMBERS PRESENT: Chair: Carolyn Moss; Vice Chair: Simmi Bhuller; Visitors: Lindsey Burke, Mike Meese, Nancy Prowitt Bob Witeck; Faculty Senate Chair: Melissa Brockelman-Post; Staff Senate Chair: Erin Iacangelo Rogers; Staff Representatives: Provost Mark Ginsberg, Sharnnia Artis; Faculty Representative: Ali Weinstein; Student Representatives: Sophia Nguyen and Ayondela McDole.

ABSENT: Visitors: Anjan Chimaladinne, Juan Carlos Iturregui, Wendy Marquez; Staff Representatives: Rose Pascarell; Faculty Representative: Cesar Rebellion.

ALSO PRESENT: Rector Blackman, President Washington, Visitors: Reg Brown and Jimmy Hazel

I. The meeting was called to order by Chair Carolyn Moss at 8:30 AM.

II. Approval of Minutes (Action Item)

It was **MOVED** by Visitor Moss to approve the minutes from the May 5, 2022, APDUC Committee Meeting. Approval of the meeting minutes was unanimously approved with no changes or discussion.

III. New Business

A. Provost's Update

Mark R. Ginsberg – Provost and Executive Vice President

Provost Mark Ginsberg provided an update on the Fall 2022 semester, shared data on fall semester classes which included student enrollment and reviewed recent university rankings as well as the degrees awarded for the 2021 – 2022 academic year. He highlighted the Provost Office goals for the 2022 – 2023 academic year as well as the direction the office will take, including how it will accomplish challenges and constraints and how it will incorporate more cross collaboration.

B. Enrollment Update

Alan Byrd – Dean, Admissions

Alan Byrd, Dean of Admissions, provided an enrollment and registration summary and report, highlighting the fall enrollment growth, enrollment trends and the makeup of the incoming freshman demographics.

C. Meet Mason's Newest Deans

Ajay Vinzé – Dean, School of Business

Ingrid Guerra Lopez – Dean, College of Education and Human Development

Melissa Perry – Dean, College of Health and Human Services

Dean Ajay Vinzé from the School of Business; Dean Ingrid Guerra Lopez from the College of Education and Human Development; and Dean Melissa Perry from the College of Health and Human Development introduced themselves and shared their visions and goals for their individual colleges.

D. Program Actions

Chairperson Moss called for a **MOTION** to approve the actions; Visitor Bhuller **MOVED**; and Visitor Witeck **SECONDED** the following program actions:

1. New Degree Programs
 - a. School Psychology EdS
2. Closed Degree Programs
 - a. Biomedical Science MS
 - b. Executive Master's in Public Policy EMPP
 - c. Information Technology ENGINEER
 - d. New Professional Studies MA/MS
 - e. Telecommunications Policy MA
 - f. Urban Systems Engineering BS

The motion **PASSED**.

E. Faculty Actions

Chairperson Moss called for a **MOTION** to approve the actions; Visitor Bhueller **MOVED**; Visitor Burke **SECONDED** the following program actions:

1. Elections of New Tenured Faculty

The motion **PASSED**.

F. Faculty Announcements and Reports

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

IV. Adjournment

Chairperson Moss adjourned the meeting at 9:16 AM.

Respectfully submitted,

Sarah Parnell
Secretary Pro Tem

**Board of Visitors:
Academic Programs,
Diversity and University
Community Committee**



Thursday, December 1, 2022

Agenda

- I. Call to Order
- II. Approval of Minutes (Action Item)
- III. New Business
 - A. Provost's Update
 - B. Student Engagement
 - C. College Spotlight: College of Science
 - D. Program Actions (Action Item)
 - E. Faculty Actions (Action Item)
 - F. Announcements
- IV. Adjournment

II. Approval of Minutes

Approval of Minutes

(Action Item)

September 29, 2022

III. New Business

Provost's Update

Mark R. Ginsberg, Ph.D.

Provost, Executive Vice President & Professor



12

Curriculum
and Summer
Team Impact
Grants

1,548

Individual
advising
appointments

20

Bonner
Leaders
(CECIL
community
engagement
program)

1,010

Students
served by the
Office of
Academic
Advising

149

University
Studies
Courses
Taught

26,882

Undergraduate
students

727

First-years in
UNIV 100s

198

Federal Work
Study Research
Assistants

290

OSCAR-
supported
Undergraduate
Researchers

124

Applicants for
Undergraduate
Research
Scholars
Program

27

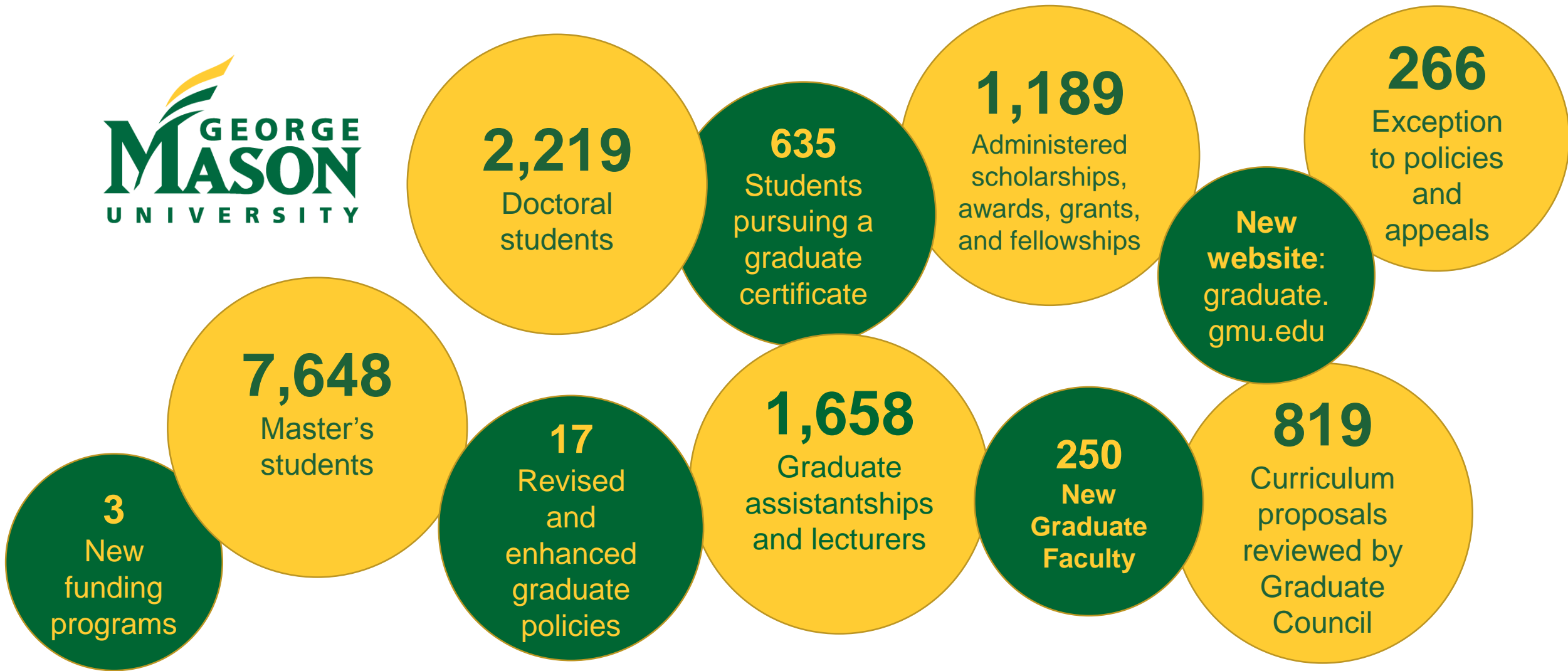
Courses
added to
the Mason
Core

828

Curriculum
proposals
reviewed by
Undergrad
Council

UNDERGRADUATE EDUCATION 2021-2022

By the numbers



GRADUATE EDUCATION 2021-2022

By the numbers

December Graduation



Commencement Ceremony

- 10:00 a.m. on Thursday, Dec. 15 in EagleBank Arena
- Formal faculty procession, music, keynote speaker, etc.
- Regalia required



FALL 2022

GRADUATES

97

Doctoral Students

1,238

Graduate Students

1,986

Undergraduate Students

Patriot Procession

- Dec. 13, 14 & 15 in EagleBank Arena (times vary)
- Names called
- Professional photographs
- Regalia optional

Spring Registrations by Modality*

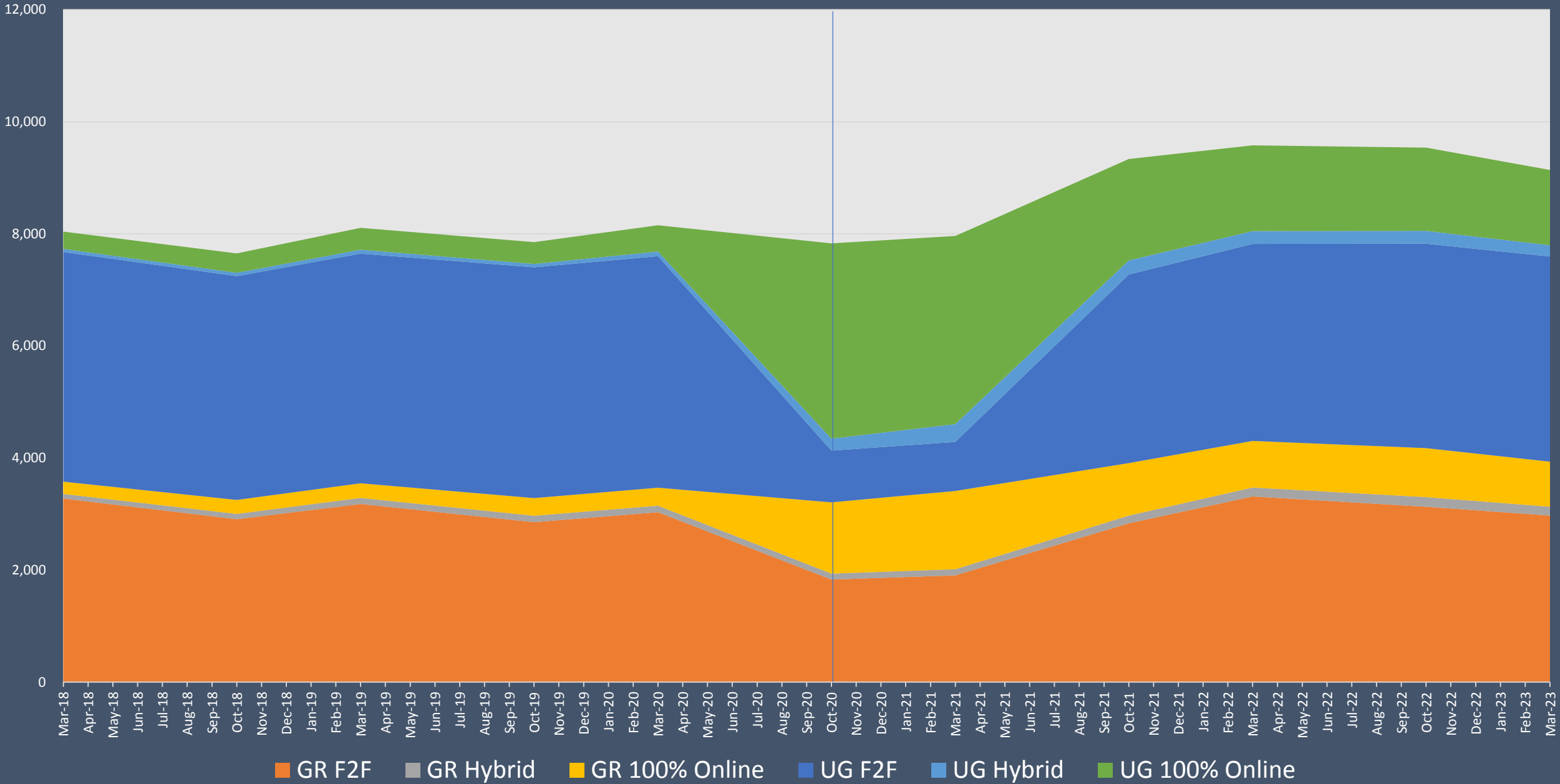
Undergraduate

TYPE	NUMBER OF COURSES	PERCENT
100% F2F	3,672	70%
Hybrid	205	4%
100% Online	1,351	26%
TOTAL	5,228	100%

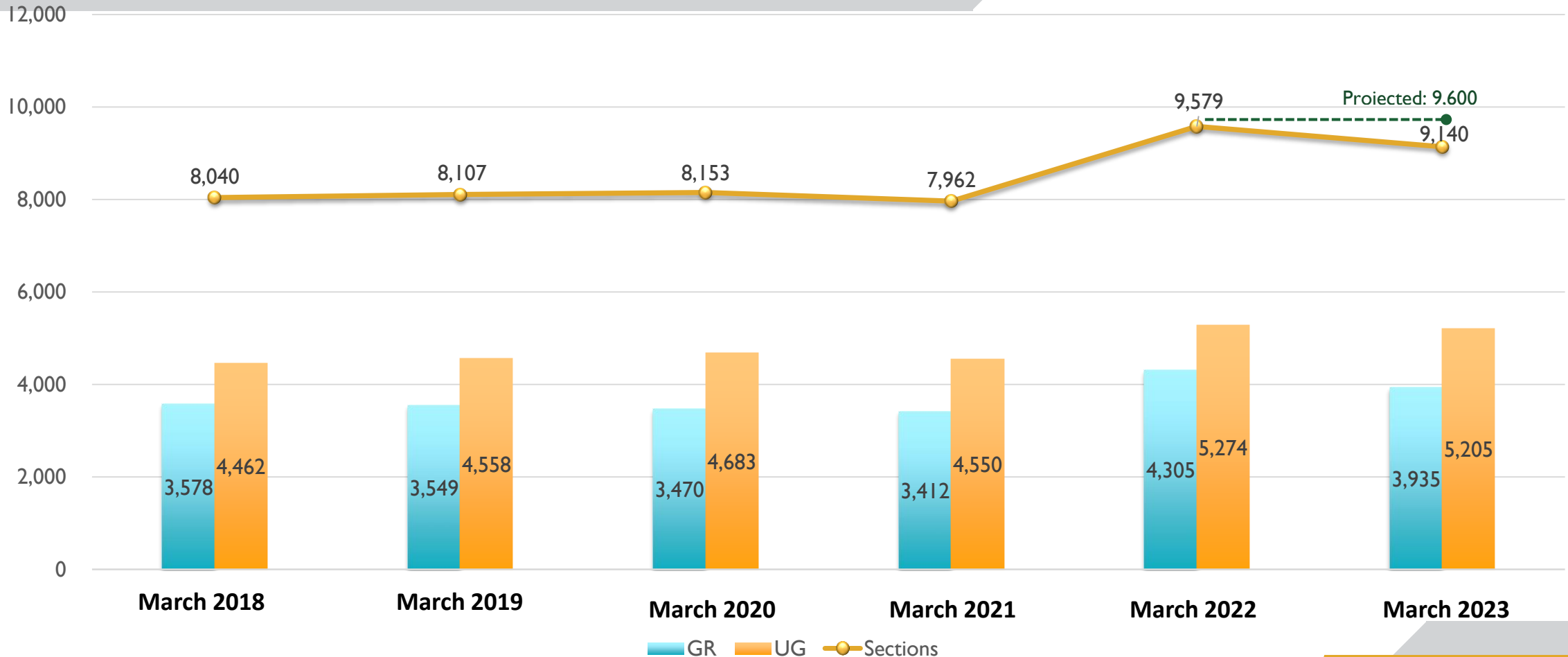
Graduate

TYPE	NUMBER OF COURSES	PERCENT
100% F2F	2,996	75%
Hybrid	163	4%
100% Online	820	21%
TOTAL	3,979	100%

Section Modalities



Historical Spring Sections by Level



Spring Semester Schedule

- Spring semester begins Monday, January 23
- Spring Break (March 13 – 17)
- Spring Commencement: Thursday, May 18

College of Public Health

- **SCHEV Approval:** October 24
- **Units include:** School of Nursing and Departments of Global and Community Health; Health Administration and Policy; Nutrition and Food Studies; and Social Work
- **Enrollment:** 1,900 undergraduate and 1,300 graduate students
- **Degrees and Certificates:** 6 undergraduate degrees, 8 master's degrees, and 5 doctoral degrees, and 6 certificate programs

Term Faculty Promotions

PROMOTIONS	NUMBER
Instructor to Senior Instructor	12
Assistant to Associate Professor	47
Associate to Full Professor	18

**Multi-Year
Contracts**

62

New Tenured Faculty



John Dillbary

Professor
Antonin Scalia Law
School



Gurdip Singh

Divisional Dean
School of Computing



Quiang Zeng

Associate Professor
College of Engineering
and Computing

Emeritus Faculty



**Kenneth
Button**
*Schar School
of Policy and
Government*



Molly Davis
*College of Public
Health*



Julie Kidd
*College of
Education and
Human
Development*



**Margaret
King-Sears**
*College of
Education and
Human
Development*



**Anastasia
Samaras**
*College of
Education and
Human
Development*



**Steven
Rose**
*College of
Public Health*



**Rainer
Sommer**
*Schar School of
Policy and
Government*

CEC Mason Square Expansion

PLANS

Spring 2023

- CEC plans to offer 21 sections with 700 seats in total
- Accommodate more faculty, graduate and undergraduate students actively engaged in computing/digital innovation research

Fall 2023

- CEC plans to offer 41 sections with 690 – 1,100 seats in total
- Non-CEC units plan to offer 22 sections with 425 seats

Spring/Fall 2024

- Dependent on success of Fall 2023

CEC Mason Square Expansion Goals



Fall 2023

250

Students

Fall 2024

500

Students

Fall 2025

750

Students

Celebrating Service at Mason

40 Forty-Year Service Recipients



James Levine
*Modern and
Classical Languages*



Young Ro
Religious Studies

45 Forty-Five-Year Service Recipients



**Abdulaziz
Sachedina**
Religious Studies



Glen Smith
School of Music

Other Employee Milestones of Service

Five Years: 231

Fifteen Years: 128

Twenty-Five Years: 42

Thirty-Five Years: 6

Ten Years: 150

Twenty Years: 70

Thirty Years: 20

Faculty Honors

A portrait of Edward Maibach, a middle-aged man with short, graying hair, wearing a blue blazer over a white collared shirt. He is looking directly at the camera with a neutral expression. The background is a soft-focus green, suggesting an outdoor setting with foliage.

Edward Maibach

National Academy of Medicine

Faculty Honors



Alan Abramson



Huwymin Lucia Liu



Jesse Kirkpatrick

**2022 Distinguished Achievement
and Leadership in Nonprofit and
Voluntary Action Award**
*Association for Research on Nonprofit
Organizations and Voluntary Action*

Fenwick Fellow
*Assistant Professor,
Sociology and
Anthropology*

Fenwick Fellow
*Assistant Director,
Institute for Philosophy
and Public Policy*

In Memoriam



Rebecca Hartley

Assistant Vice President, Research Integrity and Assurance
Volunteer Assistant Track & Field Coach

III. New Business

Student Engagement

Juliet Blank-Godlove

Dean of Students, University Life

Lauren Long

Executive Director, Student Involvement



Co-Curricular Engagement



“Benefits of co-curricular participation include self-efficacy, satisfaction, feelings of support and ...challenge, retention, academic achievement and intellectual engagement, enhanced understanding of others, deepened sense of spirituality, and practical skill acquisition such as interview skills and networking abilities”

https://www.researchgate.net/profile/AshleyStirling/publication/303697971_Creating_and_documenting_meaningful_co-curricular_experiences_in_higher_education/links/58c886adaca2723ab1752680/Creating-and-documenting-meaningful-co-curricular-experiences-in-higher-education.pdf

Executi



This Fall, Co-Curricular Engagement **Keeps on Growing**

Student Involvement

432 Registered Student Organizations.

RSO's put on **1076** events so far this Fall.

Mason Recreation

Over **106,000** student swipes into the Mason Recreational Facilities from August – October.

Graduate Student Life

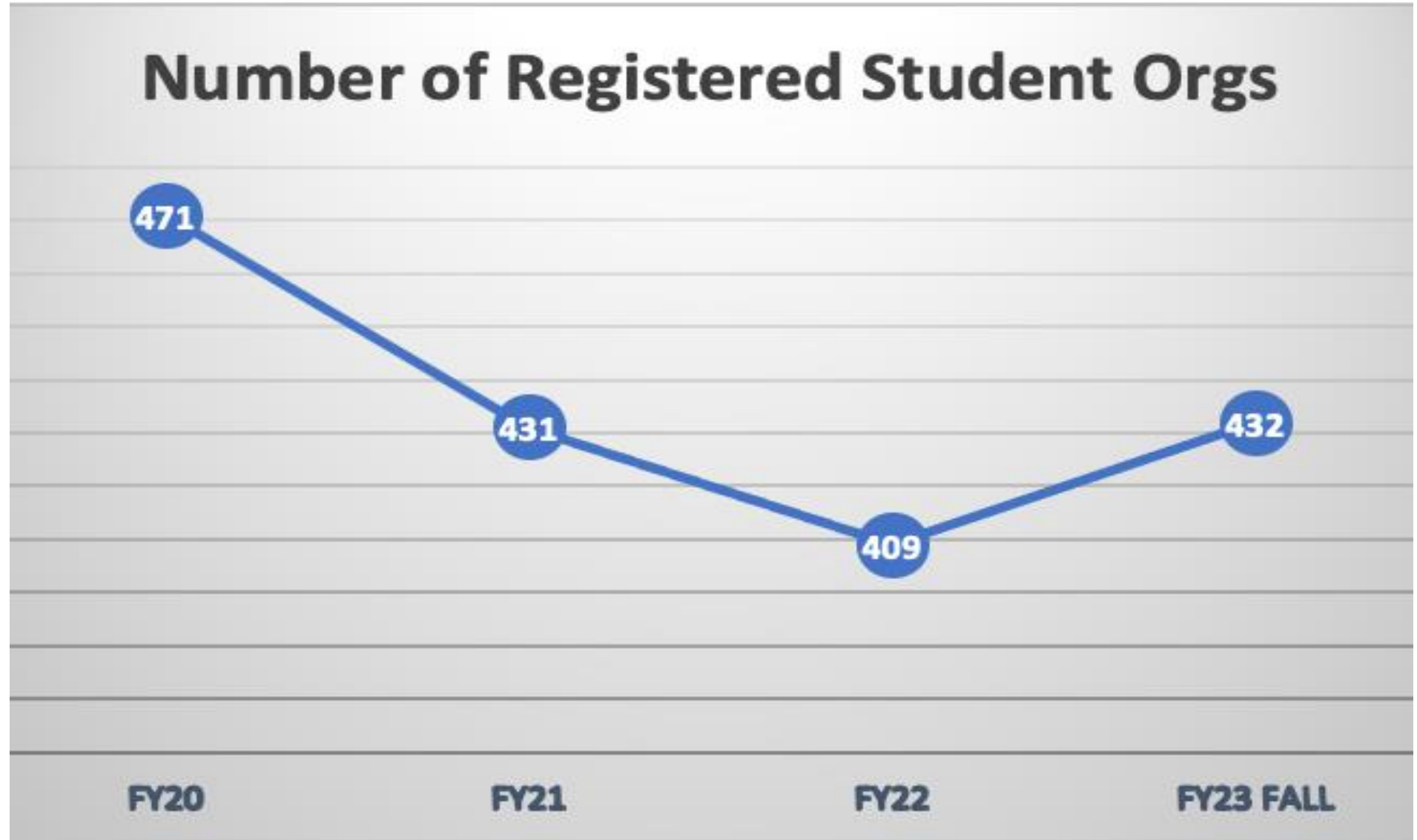
Gradstravaganza:
44% increase Educational Sessions;
81% increase at the Social & Networking Event.

Example Snapshot of Event Attendance

Quarter 1 Attendance at Student Involvement Events



Example Snapshot of Registered Student Organizations



Patriot Experience Highlights

4265

Students

included attending a social event or program as part of their **Well-Being Track**.

982

Students

attended a **LEAD** event as noted in their **Global Citizen Track**.

5271

Students

shared they joined a Registered Student Organization as part of their **Career Readiness Track**.

Examples of Graduate Student Involvement Growth

Membership in the Graduate And Professional Student Association rose by **87%** this past Spring, with representation from **30** academic programs.

On the Mason Square campus, participation by Graduate Students is increasing, with event attendance ranging from 100 at their Pizza and Perspectives event to over 250 for an event on the plaza.

Graduate students continue to be engaged in both large and small events since the return to campus both in-person and virtually. The primary focus is on programs that support career and professional development.

Co-curricular experiences and collaborations reflect the diversity of the student population

Center for Culture Equity and Empowerment saw an **increase** in Black/African heritage students engaging in **activism** and **volunteerism**

64% of attendees across all Student Involvement events come from historically underserved populations

50% of members in Fraternities and Sororities are from historically underserved populations

300 students participated in the Bienvenida Latina event to kick-off Hispanic Heritage Month

510 students participated in the International Buddy Program through OIPS. 256 of the students were international, and 254 were domestic students.

Mason Recreation partnered with the Office of Disability Services and the Sports, Recreation and Tourism Department to coordinate an Adaptive Sports Day showcasing 3 of their adaptive sports: Goalball, Seated Boccia Ball and Sitting Volleyball.



It's where students live ...

And how students make connections

23 Residential Learning Communities



6 special interest learning communities

15 academic learning communities across **12** colleges and schools

1 identity-based learning community

Creating Career Ready Students

685 students enrolled in **41** career courses for academic credit

Distributed **\$28,000** in scholarships for unpaid Internships

5495 Students participated in Career Fairs

994 students employed in on-campus jobs received feedback on their career readiness skills.

221 class/organization meeting presentations to over **5500** students on resume writing, internship search strategies, networking and interviewing.



If we build it they do come...

GMU ESPORTS

In just 2 years, the GMU Esports program has grown to 132 Competitive Players across 5 Games.

Internships with Sports Management Department

Rank as the top seed in all games within the Mid-Atlantic Esports Conference

Students gain skills in teamwork, communication collaboration, problem solving, working together to accomplish a goal – all top skills employers are seeking.





QUESTIONS?

4400 University Drive
Fairfax, Virginia 22030
Tel: (703) 993-1000





Mason



Understand. Innovate. Succeed.

Fernando R. Miralles-Wilhelm

Dean, College of Science

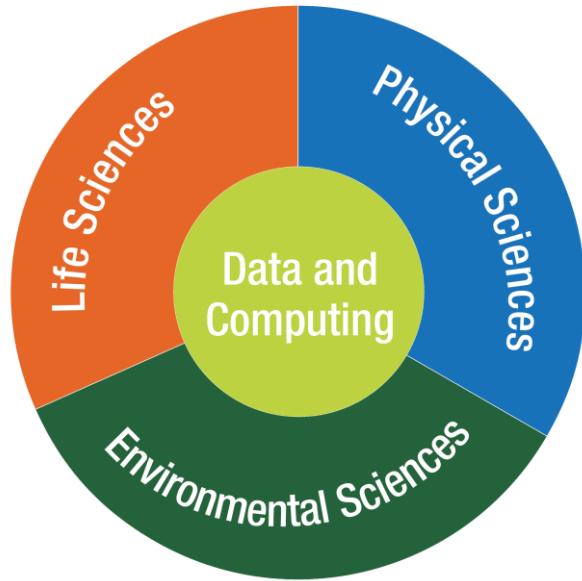
December 1, 2022



At Mason Science...



Serving Our Mason Science Students



Biology (BIOL)
Forensic Science (FRSC)
GeorgeSquared Advanced Biomedical Sciences (G2) Neuroscience (IPN)
School of Systems Biology (SSB)

Chemistry and Biochemistry (CHEM)
Physics and Astronomy (PHYS)

Atmospheric Oceanic and Earth Sciences (AOES)
Environmental Science and Policy (ESP)
Geography and Geoinformation Science (GGS)

Computational Data Science (CDS)
Mathematical Sciences (MATH)

Depth and breadth in 12 science programs

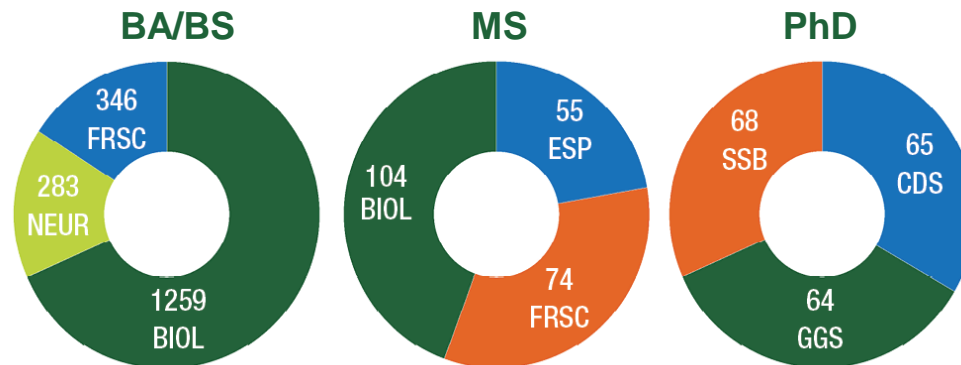
Undergraduate

- 19** Undergraduate Bachelor's
- 31** Undergraduate Minors
- 1** Undergraduate Certificates

Graduate

- 11** Accelerated Master's
- 14** Graduate Master's
- 11** Graduate Certificates
- 11** Graduate PhDs

Most popular programs in Fall 2021



#MasonScience Student Success

Follow @patriotSAMI
for more student stories



Jackie Luu (ESP) Talented conservationist and Smithsonian-Mason Scholar wins Goldwater



Sean Whitmer (Forensics) Faculty network brings opportunities to grow beyond expectations



Carissa Hunter (Chemistry) Chemistry trailblazer with three degrees



Nikki Solares (Bioinformatics/CDS minor) from pre-med to data science at the Allen Institute

Exciting Research

Trusted expertise to make discoveries of global impact.

Our research mission is to **produce science that enhances society**: By offering a quality education and creating clear career pathways for students, we aspire to enhance wellbeing and economic development in the region, the nation, and around the world.

R1 Top-tier
research
university

319 awards for **\$37** million

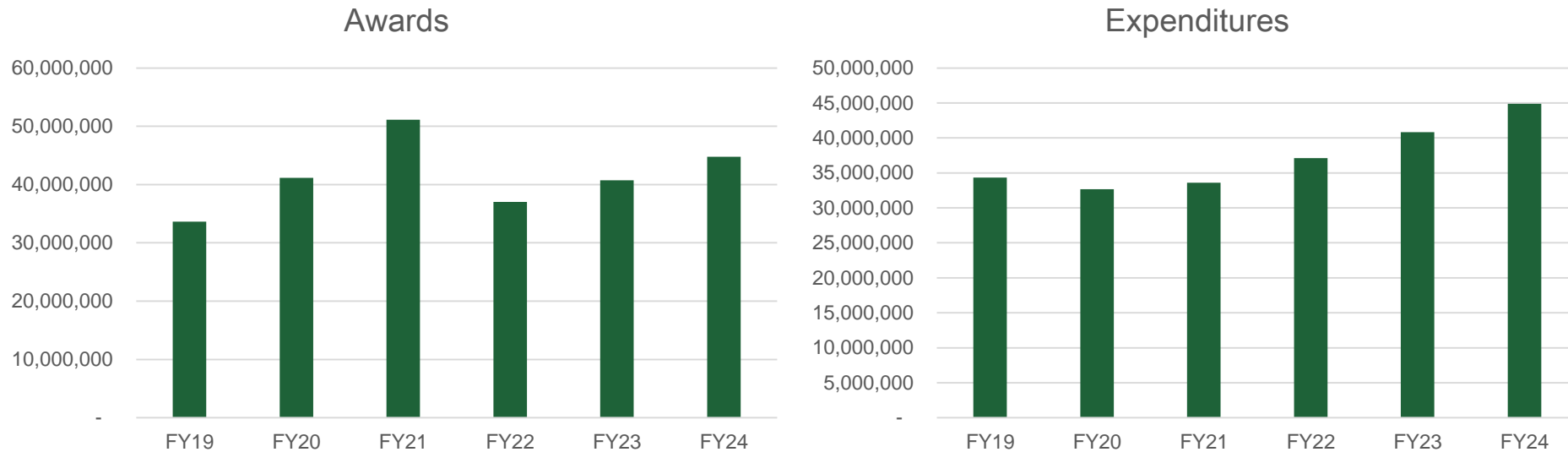
5 Multi-disciplinary
Institutes

15 Research
Centers

120 Research faculty, staff,
postdocs. Mentors are
plentiful

454 Research proposals submitted,
Mason's largest share

Research Figures



- ▲ University total research expenditures are \$214M (FY22) -> Mason Science is about 20 percent of total.
- ▲ Growth in expenditures projected based on existing awards.
- ▲ Research growth strategy: interdisciplinary collabs, industry, international, large research initiatives.

#MasonScience Student Success

Follow @patriotSAM1
for more student stories



Marissa Howard (SSB) Creativity
spurs research breakthroughs
and mentorship



Jasmine James (Biology)
Boston native builds
leadership, data analytics
and research skills, makes
the most of her Mason
opportunities



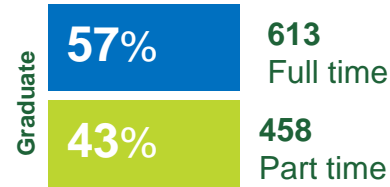
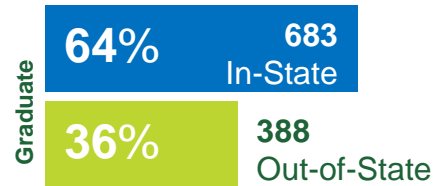
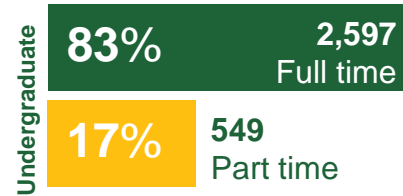
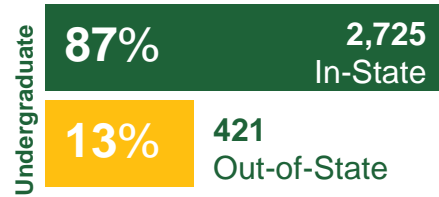
Michael Reefer
(Physics) Film major
turned astrophysicist
and NSF scholar



Gifty Mensah, (SSB)
Researcher seeks to
address HIV in Ghana

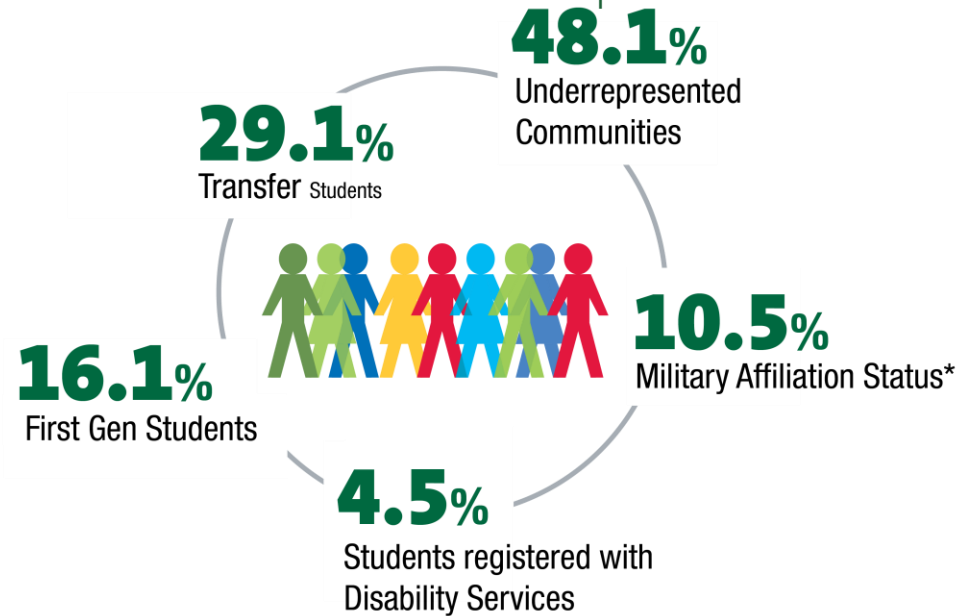
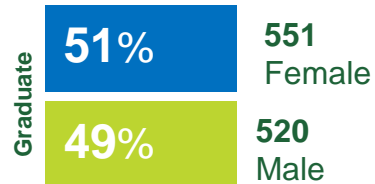
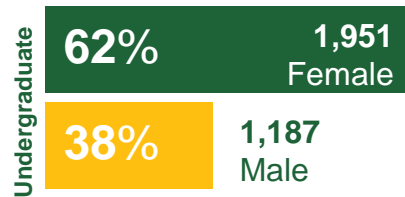
Access — Diverse and Inclusive (AJEDI)

More than 4,200 students and 500 faculty and staff



Our college contributes heavily to Mason's ranking as the #7 most diverse university in the U.S. (#1 in VA) according to U.S. News and World Report

Diverse Student Cohort

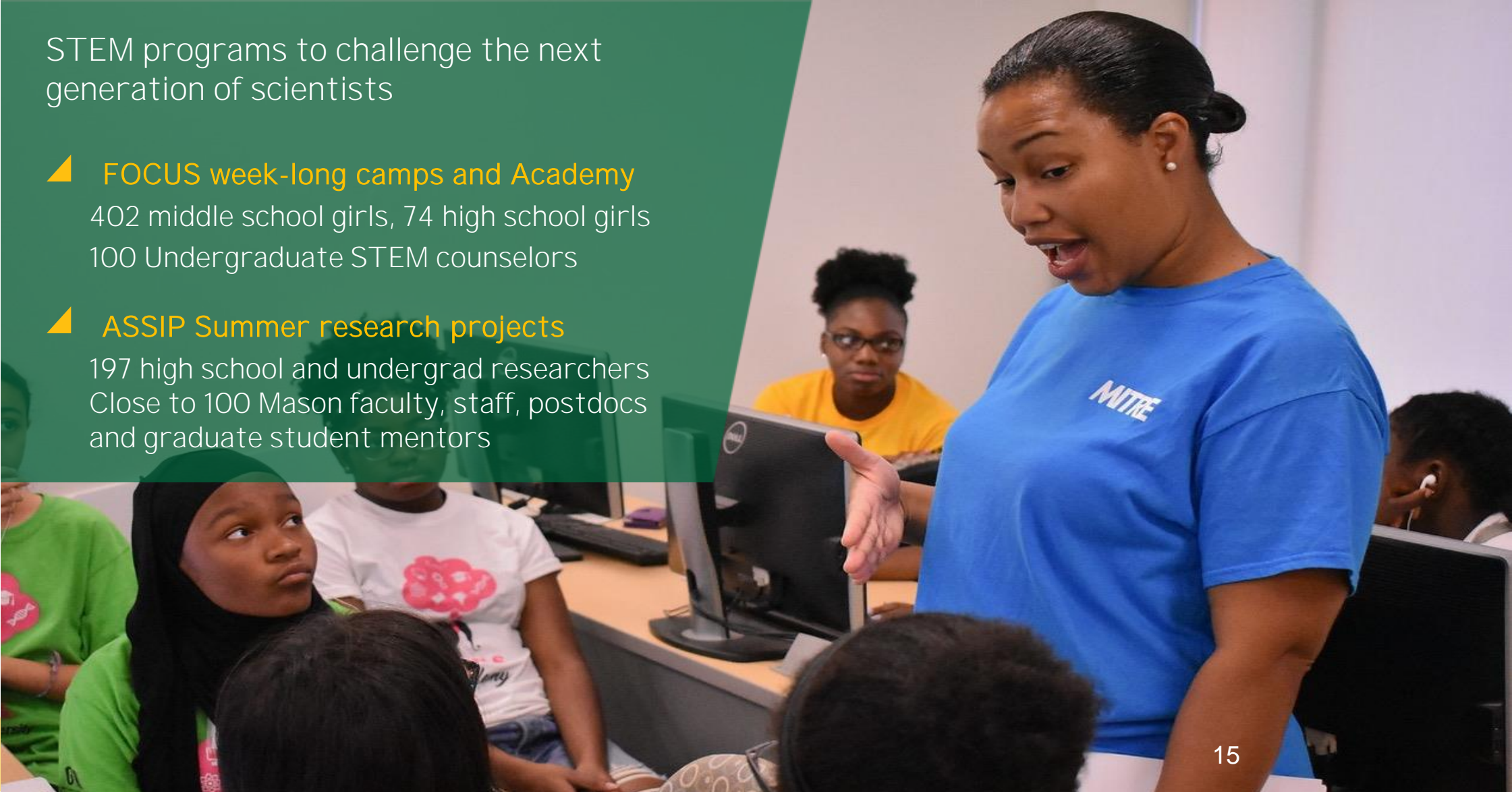


FY2021 Data - | *includes Military Affiliation statuses such as Active Duty, Veteran, and Military Family Dependents.

Transformative Programs

STEM programs to challenge the next generation of scientists

- ▲ **FOCUS week-long camps and Academy**
402 middle school girls, 74 high school girls
100 Undergraduate STEM counselors
- ▲ **ASSIP Summer research projects**
197 high school and undergrad researchers
Close to 100 Mason faculty, staff, postdocs
and graduate student mentors



STEM Accelerator



STEM student success and retention require innovative programming and support

- ▲ **Math Boot Camp**
Helps students place into a specific math course, perhaps higher than what they tested into during orientation
- ▲ **STEM Bridge Camp**
Offers the college lifestyle experience in a two-day intensive program: students review lab protocols, exam prep, receive advising and career support, and attend lectures with Mason faculty
- ▲ **Learning Assistant Programs**
Provides over 100 funded student peer mentors across numerous science disciplines to support approximately 25,000 student sessions per semester



College Goals ("Dean's List")

- ▲ **Build a college culture** of access, justice, equity, diversity, and inclusion (AJEDI) that permeates through our entire academic enterprise.
- ▲ **Improve the student experience** by embracing a culture of student success and wellbeing, developing a lasting connection and engagement with Mason.
- ▲ **Enhance faculty and staff development and advancement** through investments in compensation, processes, and tools.
- ▲ **Expand our research portfolio** through investments in human capital, infrastructure, and fostering collaborations and innovation.
- ▲ **Leverage our academic activities to foster partnerships and community engagement** towards sustainability, improved livelihoods, and societal gain.

Follow #MasonScience on social media



 [GeorgeMasonCOS](https://www.facebook.com/GeorgeMasonCOS)

 [@GMU_COS](https://twitter.com/GMU_COS)

 [Mason_science](https://www.instagram.com/Mason_science)

 [patriotsam1](https://www.instagram.com/patriotsam1)

 [Mason Science](https://www.youtube.com/MasonScience)

 [Mason Science](https://www.linkedin.com/MasonScience)

ACTION ITEM

Motion: I move to approve the following items, as they are outlined in the meeting materials

- **Closed Degree Program**
 - Health and Medical Policy, MS

ACTION ITEM

Motion: I move to approve the follow Faculty Actions, in block, as outlined in the meeting materials.

- Election of New Tenured Faculty
- Conferral of Emeritus/Emerita Status

III. New Business

Announcements

- Appointment of Faculty
- Appointment of Administrative and Professional Faculty
- Renewals and Reappointments
- Separations
- Other Announcements
- BOV Summary Sheet

IV. Adjournment

Adjournment

ITEM NUMBER:

Master of Science (MS) in Health and Medical Policy Degree Program Discontinuance

PURPOSE OF THE ITEM:

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

APPROPRIATE COMMITTEE:

Academic Programs, Diversity, and University Community Committee

BRIEF NARRATIVE:

The decision to discontinue the MS in Health and Medical Policy is the result of a steady decline in student enrollment and the duplicative nature of the degree program.

The health administration industry widely accepts the Master of Health Administration (MHA) in Health Systems Management as the standard degree credential for mid-career and executive positions in the field. This prompted the Department of Health Administration and Policy in the College of Health and Human Services to develop a Health Policy concentration under the existing MS in Health Systems Management degree program. Administration in the department determined that the curriculum in the MS in Health and Medical Policy is redundant and does not provide an advantage over the MHA to students in the workforce. In addition, the department offers a Masters of Public Health (MPH) in Health Policy which address the curriculum needs of students interested in pursuing careers focused on advancing public health policy.

Students currently enrolled in the MS in Health and Medical Policy will have the option to transition to the MPH Health Policy concentration, or to complete their current program of study. All coursework will continue to be offered to ensure degree completion for all students. Full-time faculty teaching in the program will not be affected because they teach and advise across programs. The Dean of the College of Health and Human Services supports the proposal to discontinue the MS in Health and Medical Policy.

REVENUE IMPLICATIONS:

The closure of the MS in Health and Medical Policy is expected to be budget neutral for the university.

STAFF RECOMMENDATION:

Staff recommend closure of this program.

ACTION ITEMS

Academic Programs, Diversity, and University Community Committee

December 1, 2022

ELECTIONS OF NEW TENURED FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Dillbary	John S.	8/25/2023

Title: Professor without Term

Rank: Professor without Term

Classification: Tenured (without term) - Instructional

Local Academic Unit: Antonin Scalia Law School

Singh	Gurdip	12/1/2022
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Title: Divisional Dean, School of Computing

Rank: Professor without Term

Classification: Tenured (without term) - Admin/Professional

Local Academic Unit: Computer Science (CEC)

Zeng	Qiang	12/1/2022
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Title: Associate Professor without Term

Rank: Associate Professor without Term

Classification: Tenured (without term) - Instructional

Local Academic Unit: Computer Science (CEC)



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 Interfolio as part of the Tenured upon Hire case at the Dean's recommendation step.

Faculty Member's Name and Title

Local Academic Unit

Verification of Hiring and Trainings:

- I verify that all hiring requirements, including reference checks, for the candidate has been completed and the candidate has been informed of all training that need to be completed within the first few weeks of the start of their appointment (including but not limited to DEI trainings: Title IX Overview and Sexual Harassment Prevention, Equal Opportunity: A Fair Shake and Ethics).

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.

A handwritten signature in blue ink, appearing to read "C. R. M.", is written over a horizontal line.

Dean

Date



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

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

This form must be submitted in Interfolio as part of the Tenured upon Hire case at the Dean's recommendation step.

Gurdip Singh, Full Professor

Faculty Member's Name and Title

College of Engineering and Computing

Local Academic Unit



Verification of Hiring and Trainings:

I verify that all hiring requirements, including reference checks, for the candidate has been completed and the candidate has been informed of all training that need to be completed within the first few weeks of the start of their appointment (including but not limited to DEI trainings: Title IX Overview and Sexual Harassment Prevention, Equal Opportunity: A Fair Shake and Ethics).

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

Dr. Gurdip Singh was hired as Professor and Divisional Dean of the School of Computing in the College of Computing and Engineering (CEC) following a national search lead by the search firm Russel Reynolds Associates. Dr. Singh received his Ph.D. in Computer Science from the State University of New York at Stony Brook in 1991. From 1991 to 2016, he was affiliated with the Computing and Information Sciences Department at Kansas State University, where he was granted tenure in 1997, promoted to the rank of Full Professor in 2002, and served as Department Head from 2009 to 2014, followed by a two-year IPA assignment as a Program Director at the National Science Foundation (NSF). He joined Syracuse University in 2016 as a tenured Full Professor and served as Associate Dean for Research and Graduate Programs at the College of Engineering and Computer Science from 2016 to 2020. Since March 2020 he has served as Director of the Computer and Network Systems Division at NSF initially on an IPA assignment from Syracuse University, and since joining Mason in August 2022, on assignment from Mason through January 2023. Dr. Singh's strong experience and impact in a variety of leadership positions in academia and within government will contribute greatly to the advancement and success of the School of Computing and the College of Engineering and Computing.

November 4, 2022

Dean

Date



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

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

This form must be submitted in Interfolio as part of the Tenured upon Hire case at the Dean's recommendation step.

Qiang Zeng, Associate Professor

Faculty Member's Name and Title

College of Engineering and Computing

Local Academic Unit



Verification of Hiring and Trainings:

I verify that all hiring requirements, including reference checks, for the candidate has been completed and the candidate has been informed of all training that need to be completed within the first few weeks of the start of their appointment (including but not limited to DEI trainings: Title IX Overview and Sexual Harassment Prevention, Equal Opportunity: A Fair Shake and Ethics).

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

Dr. Qiang Zeng was hired at the rank of Associate Professor in the Department of Computer Science (CS) following a competitive national search for faculty in the area of computer science. Dr. Qiang Zeng received his Ph.D. in Computer Science & Engineering from Penn State University in 2014. He served as an Assistant Professor of Computer and Information Sciences at Temple University from 2015 to 2018. From 2018 to 2022, he was an Assistant Professor in the Department of Computer Science and Engineering at the University of South Carolina, where he received approval for tenure and promotion to the rank of Associate Professor in June of 2022. Dr. Zeng's research focuses on Systems Security, with a focus on cyber-physical systems, internet of things (IoT), and mobile computing. He has numerous papers published in journals and prestigious conference proceedings. He has been successful in securing over \$3 million in external funding for his research, of which \$1.5 million are his share. He has graduated one PhD student and is currently advising five PhD students. Dr. Zeng's expertise in Cyber-physical systems, IoT and mobile computing will greatly strengthen our Computer Science Department and the Department's TTIP activities, and will contribute both to the College and to Mason.

Committee Ball

November 4, 2022

Dean

Date

ACTION ITEMS

Academic Programs, Diversity, and University Community Committee

December 1, 2022

CONFERRAL OF EMERITUS/EMERITA STATUS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Button	Kenneth J.	2/2/2023

Title: University Professor Emeritus of Policy and Government

Local Academic Unit: Schar School of Policy and Government

Davis	Molly F.	2/2/2023
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Title: Associate Professor Emerita

Local Academic Unit: Social Work (CPH)

Kidd	Julie K.	2/2/2023
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Title: Professor Emerita of Education

Local Academic Unit: College of Education and Human Development

King-Sears	Margaret E.	2/2/2023
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Title: Professor Emerita of Education

Local Academic Unit: College of Education and Human Development

Rose	Steven R.	2/2/2023
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Title: Professor Emeritus

Local Academic Unit: Social Work (CPH)

Samaras	Anastasia P.	2/2/2023
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Title: Professor Emerita of Education

Local Academic Unit: College of Education and Human Development

ACTION ITEMS

Academic Programs, Diversity, and University Community Committee

December 1, 2022

CONFERRAL OF EMERITUS/EMERITA STATUS

LAST NAME

FIRST NAME

EFFECTIVE DATE

Sommer

Rainer A.

2/2/2023

Title: Associate Professor Emeritus of Policy and Government

Local Academic Unit: Schar School of Policy and Government



To: Mark R. Ginbserg, PhD, Provost and Executive Vice President
Gregory Washington, President

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

Subject: Emeritus Designation for Professor Kenneth Button

Date: October 19, 2022

This memo nominates Dr. Kenneth Button as University Professor of Policy and Government Emeritus. Dr. Button joined the Mason family in 1996 as Director of the Center for Transportation Policy, Operations, and Logistics and was appointed University Professor in 1997. He has regularly taught the Schar School of Policy and Government's graduate level courses on regional policy analysis, transportation, and economics.

A world-renowned expert on transportation policy, Dr. Button has published some 80 books and more than 400 academic papers in the field of transport economics, transport planning, environmental analysis, and industrial organization. Some of his recent books include *Airline Deregulation: An International Perspective* (David Fulton Publishing), *Flying into the Future: Air Transport Policy in the European Union* (Edward Elgar Publishing), *Handbook of Transport Modelling* (Pergamon Press), and *Transport, the Environment and Sustainable Development* (E & FN Spon publishing).

Prior to joining Mason, Dr. Button was an advisor to the Secretary General of the Organization for Economic Cooperation and Development where he headed up the OECD work on International Aviation. He has previously held visiting academic posts at the University of British Columbia and the University of California at Berkeley. Prior to OECD, he completed consultancy work for the ICAO in Brazil as well as studies for the European Union, Transport Canada, the European Conference of Ministers of Transport, the UN-DDSMS, and the World Bank.

He has served as President of the Transportation Forum multiple times and was recipient of the Herbert O. Whitten Service Award in 2014. Dr. Button received his B.A. from the University of East Anglia, and his M.A. from the the University of Leeds, and a Ph.D. in Economics from Loughborough University.

It gives me great pleasure to nominate Dr. Kenneth Button for consideration as University Professor Emeritus of Policy and Government, effective February 2, 2023.

Approval Disapproval
Mark R. Ginbserg, PhD, Provost and Executive Vice President

Approval Disapproval
Gregory Washington, President

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



College of Public Health

Office of the Dean
4400 University Drive – MSN 2G7
Fairfax, Virginia 22030
Phone: 703-993-1918; Fax: 703-993-1943; Web: publichealth.gmu.edu

TO: Mark R. Ginsberg, Provost and Executive Vice President
Gregory N. Washington, President
FROM: Melissa J. Perry, ScD, MHS
Dean, College of Public Health
SUBJECT: Emerita Designation for Molly Davis
DATE: October 21, 2022

This memo confirms my support for Professor Molly Davis' candidacy for Faculty Emerita as nominated by the Department of Social Work. Professor Davis joined Mason in 1988 as a term instructional faculty member at the Associate Professor rank. Prior to coming to Mason, Dr. Davis was an Associate Professor from 1980-1986 at the University of West Florida's Department of Social Work. Dr. Davis has a BA in Psychology from Louisiana State University, an MSW from Tulane University and an Ed.D. from Florida State University.

Dr. Davis has been in academia for more than 40 years and is recognized for her outstanding dedication to George Mason University through her teaching, scholarship, and service. Professor Davis has been the BSW Director of Field Education since 1995 and the Associate Director of Field Education for the Department since 2011, working with both BSW and MSW students. Dr. Davis is well connected to the surrounding community and to social work practitioners and educators across the country which has provided her the resources and networks to strengthen the field practicum experience for hundreds of George Mason University's social work students.

During her tenure at Mason, Professor Davis has focused on teaching courses that are related to her strengths as a social worker including human behavior, child welfare, and community organization. As a term instructional faculty member, she has had more than 60 scholarly publications and presentations, has received grants and awards from organizations such as the Council on Social Work Education and the Governor's Office of Substance Abuse Prevention. Dr. Davis has provided service to many agencies and organizations serving as a board member, on task forces or as a project evaluator. She has recently served on the College's faculty council and has supported the work of many Social Work Department committees over the years.

In light of sustained commitment to the University and demonstrated academic excellence, I fully support a Faculty Emerita Appointment for Dr. Molly Davis.

[Signature]
Approval ___ Disapproval ___
Mark R. Ginsberg, Provost and Executive Vice President

[Signature]
Approval ___ Disapproval ___
Gregory N. Washington, President

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



Office of the Dean

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

To: Mark R. Ginsberg, PhD, Provost and Executive Vice President
Gregory Washington, PhD, President
From: Ingrid Guerra-López, PhD, Dean
College of Education and Human Development (CEHD)
Subject: Emerita Designation for Dr. Julie Kidd
Date: October 20, 2022

I am writing to enthusiastically request that Dr. Julie Kidd be awarded the title of Professor Emerita of Education, effective February 2, 2023. Dr. Kidd joined the CEHD faculty in 1999 and has established an illustrious career as a respected scholar, educator, leader, and mentor in literacy and early childhood education.

Her research spans both literacy and early childhood education and illustrates strong collaboration with colleagues and doctoral students across Mason and with peer institutions. The impact of her research is evidenced by her record of securing over \$8.5 million in grant-funded projects as PI/co-PI. During her time at Mason, she has published two books on early childhood literacy and teacher preparation, over 40 refereed publications, and 18 invited publications, and she has participated in over 150 presentations. As a faculty member, she has taught 22 different graduate courses across literacy and early childhood teaching and teacher education in multiple programs, impacting many preservice and in-service teachers. She has chaired 17 doctoral student committees and served as a doctoral committee member for another 13 students.

Dr. Kidd has been a dedicated citizen and leader of the college, serving in many leadership roles, including as Academic Program Coordinator and Division Director of Child, Family, and Community Engagement since 2014. She also served as Director of the School of Education during some of the most challenging times in recent history (2020–2022). In these roles, Dr. Kidd led the faculty in the development of an undergraduate BSEd pathway to early childhood degrees and licensure and collaborated with colleagues to articulate pathways from Northern Virginia Community College into Mason’s ECE program. Her expertise and leadership have also been recognized in the field, having held numerous leadership roles, including President of Literacy Educators and Researchers (ALER). In 2020, ALER recognized Dr. Kidd for her important contributions with its National Service Award. Throughout these roles, she has been a supportive leader and mentored many colleagues across the college and profession.

In summary, Dr. Kidd is a highly respected scholar, educator, leader, and mentor with a distinguished career recognized across local, state, and national contexts. She is highly deserving of the Professor Emerita status, and I am pleased to offer my strongest recommendation.

Approved [checked] Not Approved [] Mark R. Ginsberg, PhD, Provost and Executive Vice President
Approved [checked] Not Approved [] Gregory Washington, PhD, President

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



Office of the Dean

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

To: Mark R. Ginsberg, PhD, Provost and Executive Vice President
Gregory Washington, PhD, President
From: Ingrid Guerra-López, PhD, Dean
College of Education and Human Development (CEHD)
Subject: Emerita Designation for Dr. Margaret King-Sears
Date: October 20, 2022

I am writing to enthusiastically request that Dr. Margaret King-Sears be awarded the title of Professor Emerita of Education, effective February 2, 2023. Since joining the CEHD faculty in 2005, Dr. King-Sears has had an invaluable impact on her colleagues, the college, and the special education field.

The remarkable impact she has made on the field is widely recognized, as evidenced by being honored with the Floyd G. Hudson Service Award from the Council for Learning Disabilities. She has established an exemplary scholarly record, with more than 75 publications in some of the top-tier journals in special education, including one with an impact factor of 8.803. She has also delivered over 70 research presentations and has led seven funded projects as PI or co-PI, apart from directing one additional grant and serving on the advisory board for a major National Science Foundation grant.

Dr. King-Sears has served on 10 dissertation committees, directing seven of those, with one dissertation winning the Council for Learning Disabilities' Outstanding Dissertation Award in 2015. Her outstanding teaching has been consistently recognized, including through multiple Thank-a-Teacher program recognitions and multiple nominations for the George Mason University Teaching Excellence Award, which she won in 2022.

She has served in various notable editorial roles, including on the Board of Consulting Editors for Intervention in School and Clinic, as associate editor for Remedial and Special Education, and on the editorial review boards of Learning Disability Quarterly and Teacher Education and Special Education. She has also been a highly engaged citizen of the college, university, and regional community, most recently working on anti-racism and inclusive excellence initiatives for CEHD and Mason.

In summary, Dr. King-Sears has been a dedicated and highly recognized researcher, educator, and advocate for individuals with disabilities. She is clearly well-deserving of the Professor Emerita status, and I am pleased to offer my strong recommendation to award her this title.

Approved [checked] Not Approved [] Mark R. Ginsberg, PhD, Provost and Executive Vice President
Approved [checked] Not Approved [] Gregory Washington, PhD, President

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



College of Public Health

Office of the Dean
4400 University Drive – MSN 2G7
Fairfax, Virginia 22030
Phone: 703-993-1918; Fax: 703-993-1943; Web: publichealth.gmu.edu

TO: Mark R. Ginsberg, Provost and Executive Vice President
Gregory N. Washington, President
FROM: Melissa J. Perry, ScD, MHS
Dean, College of Public Health
SUBJECT: Emeritus Designation for Steven Rose
DATE: October 21, 2022

This memo confirms my support for **Professor Steven Rose’s** candidacy for Faculty Emeritus as nominated by the Department of Social Work. Professor Rose joined Mason in 2003 as a tenured faculty member at the Full Professor rank. Dr. Rose began his academic career at the University of Vermont in 1981, next as an Assistant Professor at the Hebrew University of Jerusalem, as a Visiting Associate Professor at Bar-Ilan University, and as an Associate and Full tenured Professor and the Betty J. Steward Endowed Professor at Louisiana State University. Dr. Rose has a BA in Psychology from Brooklyn College, an MSW from Washington University (St. Louis), and a Ph.D. in Social Welfare from the University of Wisconsin-Madison.

Dr. Rose has been in academia for more than 40 years and is recognized for his outstanding dedication to George Mason University through his teaching, scholarship, and service. He specializes in social services for children and adolescents and small group processes, interventions and outcomes. He has authored three textbooks and has more than 70 other publications mostly in his specialty areas. Professor Rose has received several grants and contracts over the years and has presented his scholarship at conferences held throughout the world. His editorial work as a reviewer, editorial board member, associate editor, and international co-editor with journals and books is remarkable.

During his tenure at Mason, Professor Rose has taught both undergraduate and graduate courses in social policy and social justice, social work practice, research and social policy for children and youth. He has served on several committees at the department level, the PT&R committee, the committee on reappointment of the Dean of CHHS, and on the University’s faculty senate (among others). Dr. Rose has received several awards and recognitions throughout his academic career.

In light of sustained commitment to the University and demonstrated academic excellence, I fully support a Faculty Emeritus Appointment for Dr. Steven Rose.

Approval Disapproval _____
Mark R. Ginsberg, Provost and Executive Vice President

Approval Disapproval _____
Gregory N. Washington, President

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



Office of the Dean

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

To: Mark R. Ginsberg, PhD, Provost and Executive Vice President
Gregory Washington, PhD, President
From: Ingrid Guerra-López, PhD, Dean
College of Education and Human Development (CEHD)
Subject: Emerita Designation for Dr. Anastasia Samaras
Date: October 20, 2022

I am writing to enthusiastically request that Dr. Anastasia Samaras be awarded the title of Professor Emerita of Education, effective February 2, 2023. Dr. Samaras joined the CEHD faculty in 2002 and has served with distinction throughout her career. Since joining George Mason, Dr. Samaras has made numerous important contributions through her research, teaching, mentorship, leadership, and service.

Dr. Samaras’s research is highly integrated and spans across three focal areas: self-study research for teachers and for faculty within and outside colleges of education, transdisciplinary learning communities for faculty professional development, and neo-Vygotskian-based pedagogy of teacher education. Her illustrious record includes over 20 external funded projects, over 100 peer-reviewed articles and scholarly works, and more than 175 presentations and keynote addresses around the world.

As an accomplished educator, she has taught or co-taught over 55 different graduate and undergraduate courses in a variety of formats (face-to-face/online, synchronous/asynchronous) and has served on more than 50 doctoral dissertation committees, including five as chair. She has also served in a variety of leadership roles, including as Division Director for Elementary, Literacy, and Secondary Education, Academic Program Coordinator for Secondary Education, and Coordinator for the Career Switchers Program, in addition to her numerous consequential service positions across CEHD, Mason, and the profession.

As a highly regarded scholar and educator that has garnered international recognition, and a valued member of Mason and CEHD, Dr. Samaras is well-deserving of being awarded Professor Emerita of Education.

Approved [checked] Not Approved [] Mark R. Ginsberg, PhD, Provost and Executive Vice President
Approved [checked] Not Approved [] Gregory Washington, PhD, President

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



To: Mark R. Ginbserg, PhD, Provost and Executive Vice President
Gregory Washington, President

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

Subject: Emeritus Designation for Associate Professor Rainer Sommer

Date: October 19, 2022

This memo nominates Dr. Rainer Sommer as Associate Professor of Policy and Government Emeritus. Dr. Sommer joined Mason as a research faculty member in 1993, and was appointed Associate Professor in 2000. He has regularly taught the Schar School of Policy and Government's graduate level courses on policy, telecommunication, and technology.

Since 1994, Dr. Sommer's research efforts have been concentrated in the field of integrated enterprise modeling to facilitate the development of Enterprise Resource Planning (ERP) system-based supply chain solutions. During that time, he has provided research and consulting services to a multitude of national/international public and private sector organizations on ERP business process and technical infrastructure implementation. He served as Director of the Enterprise Engineering and Policy Center from 2000 to 2008.

Dr. Sommer is the author of *Public Sector Pocketbook – Implementing ERP: Challenges and Perspectives on Managing Change*, and has frequently been published in the journals in his field, such as the *International Journal of Business and Management (IJBM)*, the *International Journal of Management and Enterprise Development (IJMED)*, and *Industrial Management and Data Systems (IMDS)*.

Dr. Sommer received grants in excess of \$5,000,000, winning funding from such firms as Sun Microsystems, SAP America Inc., Oracle, and others. He was a nominee for the Mason Career Connection Faculty award in 2014. Dr. Sommer received his B.I.S. from VA State University, before earning a M.S. in Information Systems Engineering and Ph.D. in Information Technology here at George Mason University. He also holds a PhD in Software Engineering from Columbia Pacific University.

It gives me great pleasure to nominate Dr. Rainer Sommer for consideration as Associate Professor Emeritus of Policy and Government, effective February 2, 2023.

Approval Disapproval _____

Mark R. Ginbserg, PhD, Provost and Executive Vice President

Approval Disapproval _____

Gregory Washington, President

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

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

December 1, 2022

APPOINTMENT OF FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
De Marco	James	8/25/2022	1 year

Title: Instructional Assistant Professor

Rank: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Nursing (CPH)

Mitro	Jessica P.	8/25/2022	1 year
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Title: Instructional Assistant Professor

Rank: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Global and Community Health (CPH)

Nam	Kelly Soonsook	8/25/2022	1 year
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Title: Assistant Professor

Rank: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Music (CVPA)

Reese	Diane M.	8/25/2022	1 year
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Title: Associate Professor of Education

Rank: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: College of Education and Human Development

Rudd	Andrew	8/25/2022	1 year
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Title: Instructional Assistant Professor and Faculty Mentor

Rank: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Communication (CHSS)

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

December 1, 2022

APPOINTMENT OF FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Vasquez La Roche	Luis	8/25/2022	3 years

Title: Assistant Professor

Rank: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Art (CVPA)

Young	Kevin C.	8/25/2022	1 year
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Title: Assistant Professor of Clinical Psychology

Rank: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Psychology (CHSS)

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

December 1, 2022

APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Aarohi	Noor	12/10/2022

Title: Director, IT Risk & Compliance

Classification: At will - Admin/Professional

Local Academic Unit: Information Technology Services

Anthony	Adam D.	11/10/2022
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Title: Director of Marketing and Communications for University Life

Classification: At will - Admin/Professional

Local Academic Unit: University Life

Betts	Aquanetta	9/12/2022
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Title: Director of Planned Giving

Classification: At will - Admin/Professional

Local Academic Unit: Advancement and Alumni Relations

Blackbourn	Anne	9/12/2022
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Title: Higher Ed Law Fellow

Classification: At will - Admin/Professional

Local Academic Unit: University Counsel

Brown	Erikca D.	9/19/2022
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Title: Inclusive Education Manager

Classification: At will - Admin/Professional

Local Academic Unit: Diversity, Equity, and Inclusion

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

December 1, 2022

APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Coats	Lisa S.	9/25/2022

Title: Senior Access Consultant

Classification: At will - Admin/Professional

Local Academic Unit: Disability Services (UL)

Comanescu	Gelu	10/10/2022
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Title: Licensing Associate

Classification: At will - Admin/Professional

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

da Silva Oliveira Neto	Dario	10/25/2022
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Title: Director of Latin America Competition Advocacy Program

Classification: At will - Admin/Professional

Local Academic Unit: Antonin Scalia Law School

Dickover	Noel T.	9/26/2022
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Title: Transformation Manager

Classification: At will - Admin/Professional

Local Academic Unit: Office of the Provost

Emptage	Aketa	9/8/2022
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Title: Equal Opportunity Associate Director and Chief Investigator

Classification: At will - Admin/Professional

Local Academic Unit: Diversity, Equity, and Inclusion

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

December 1, 2022

APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Frieden	Leslie	9/28/2022

Title: Associate Director, Research Development

Classification: At will - Admin/Professional

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

Gaspard	Jolie S.	9/25/2022
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Title: Transformation Manager

Classification: At will - Admin/Professional

Local Academic Unit: Office of the Provost

Gilbreath	Lindsay	8/10/2022
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Title: Assistant Director of Contracts

Classification: At will - Admin/Professional

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

Graham	Roger	9/26/2022
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Title: Transformation Manager

Classification: At will - Admin/Professional

Local Academic Unit: Office of the Provost

Hill	Edgar	9/10/2022
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Title: MEC Business Incubator Director

Classification: At will - Admin/Professional

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

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

December 1, 2022

APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Hunter	Byron	9/19/2022

Title: Managing Executive Director
Classification: At will - Admin/Professional
Local Academic Unit: College of Public Health

Iversen	Rachel	9/6/2022
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Title: Associate Director for Team Training and Leadership
Classification: At will - Admin/Professional
Local Academic Unit: Mason Recreation (UL)

Jacques	Caroline	9/12/2022
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Title: Assistant Director for Student Engagement for Racial Justice
Classification: At will - Admin/Professional
Local Academic Unit: University Life

Jewell	Kenia N.	9/10/2022
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Title: Associate Director of Student Conduct
Classification: At will - Admin/Professional
Local Academic Unit: Student Conduct (UL)

Lee	Jessie J.	10/10/2022
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Title: Assistant Director of Orientation
Classification: At will - Admin/Professional
Local Academic Unit: New Student and Family Programs (UL)

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APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Lemley	Charles C.	10/25/2022

Title: Director, Graduate Student Academic Affairs

Classification: At will - Admin/Professional

Local Academic Unit: Antonin Scalia Law School

Lewis	Sykeem	10/3/2022
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Title: Associate Director of Graduate Recruitment and Admissions

Classification: At will - Admin/Professional

Local Academic Unit: Schar School of Policy and Government

Lobaton	Ana	10/10/2022
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Title: Employer Engagement Consultant

Classification: At will - Admin/Professional

Local Academic Unit: University Career Services (UL)

Lowe	Stephanie	9/25/2022
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Title: Associate Director of Operations

Classification: At will - Admin/Professional

Local Academic Unit: Office of the Provost

Madden	Diane M.	10/17/2022
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Title: TTAC Literacy Coordinator

Classification: At will - Admin/Professional

Local Academic Unit: College of Education and Human Development

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APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Mangus	Valerie K.	9/12/2022

Title: Senior Contracts Administrator

Classification: At will - Admin/Professional

Local Academic Unit: Office of the Provost

McAuliffe	Terence R.	9/25/2022
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Title: Distinguished Visiting Professor of Practice

Classification: At will - Admin/Professional

Local Academic Unit: Schar School of Policy and Government

Monson	Jennifer A.	9/6/2022
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Title: Nurse Practitioner

Classification: At will - Admin/Professional

Local Academic Unit: Student Health Services (UL)

Moore	Philippa S.	8/25/2022
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Title: Assistant Dean of Development, ASLS

Classification: At will - Admin/Professional

Local Academic Unit: Antonin Scalia Law School

Sassano	Jennifer M.	9/21/2022
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Title: TTAC Literacy Coordinator

Classification: At will - Admin/Professional

Local Academic Unit: College of Education and Human Development

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APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Washington	Myisha	9/26/2022

Title: Director of Human Resources

Classification: At will - Admin/Professional

Local Academic Unit: College of Science

Woitek	Kirsten M.	9/25/2022
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Title: Director of Development, Individual Giving

Classification: At will - Admin/Professional

Local Academic Unit: College of Engineering and Computing (CEC)

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RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Bashatah	Ahmed A.	9/4/2022	1 year

Title: Research Associate (Instructor)
Rank: Research Associate (Instructor)
Classification: Term - Research
Local Academic Unit: Bioengineering (CEC)

Birsa	Laura M.	7/14/2022	< 1 year
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Title: Research Associate (Instructor)
Rank: Research Associate (Instructor)
Classification: Term - Research
Local Academic Unit: Environmental Science and Policy (COS)

Brown	Daniel L.	8/25/2022	1 year
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Title: Research Associate (Instructor)
Rank: Research Associate (Instructor)
Classification: Term - Research
Local Academic Unit: Collision Safety and Analysis (COS)

Brown	Stephen F.	8/25/2022	1 year
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Title: Instructional Assistant Professor
Rank: Instructional Assistant Professor
Classification: Term - Instructional
Local Academic Unit: Health Administration and Policy (CPH)

Chang	Kathleen	8/25/2022	1 year
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Title: Instructional Assistant Professor
Rank: Instructional Assistant Professor
Classification: Term - Instructional
Local Academic Unit: Nursing (CPH)

Note(s): Previous title: Term Clinical Instructor

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RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Elder	Robert J.	7/2/2022	1 year

Title: Research Professor

Rank: Research Professor

Classification: Term - Instructional

Local Academic Unit: Electrical and Computer Engineering (CEC)

Green	Zakevia D.	8/25/2022	1 year
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Title: MS Health Informatics On-Line Coordinator

Rank: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Health Administration and Policy (CPH)

Haas	Tanya	6/10/2022	1 year
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Title: Assistant Director of Nursing

Rank: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Nursing (CPH)

Huddleston	Kathi C.	9/1/2022	1 year
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Title: Research Associate Professor

Rank: Research Associate Professor

Classification: Term - Research

Local Academic Unit: Nursing (CPH)

Lahm	Sally	8/25/2022	< 1 year
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Title: Research Associate Professor

Rank: Research Associate Professor

Classification: Term - Instructional

Local Academic Unit: Global and Community Health (CPH)

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RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Landis	Andrea M.	8/25/2022	1 year

Title: Instructional Assistant Professor

Rank: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Nursing (CPH)

Liu	Zhong	6/10/2022	1 year
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Title: Research Professor

Rank: Research Associate Professor

Classification: Term - Instructional

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

Matsumoto	Shou	5/25/2022	1 year
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Title: Research Assistant Professor

Rank: Research Assistant Professor

Classification: Term - Instructional

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

Meier	Robert R.	4/10/2022	1 year
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Title: Research Professor

Rank: Research Professor

Classification: Term - Instructional

Local Academic Unit: Physics and Astronomy (COS)

Oluseyi	Hakeem	8/25/2022	1 year
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Title: Clarence J. Robinson Professor

Rank: Instructional Professor

Classification: Term - Instructional

Local Academic Unit: Office of the Provost

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RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Paez	Bonny B.	8/25/2022	1 year

Title: Senior Instructor

Rank: Senior Instructor

Classification: Term - Instructional

Local Academic Unit: INTO Mason (Provost)

Park	Chung-Kyu	9/25/2022	1 year
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Title: Research Assistant Professor

Rank: Research Assistant Professor

Classification: Term - Research

Local Academic Unit: Collision Safety and Analysis (COS)

Pasiah	Kenneth	8/25/2022	1 year
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Title: Instructional Assistant Professor

Rank: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Statistics (CEC)

Pentikainen	Antti Yrjaena	5/10/2022	1 year
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Title: Director, Mary Hoch Center for Reconciliation

Rank: Research Associate (Instructor)

Classification: Term - Research

Local Academic Unit: Jimmy and Rosalynn Carter School for Peace and Conflict Resolution

Rehr	David K.	8/25/2022	1 year
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Title: Research Professor of Public Policy

Rank: Research Professor

Classification: Term - Research

Local Academic Unit: Schar School of Policy and Government

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

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RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Reichert	Rudolf	9/15/2022	1 year

Title: Research Assistant Professor

Rank: Research Assistant Professor

Classification: Term - Research

Local Academic Unit: Collision Safety and Analysis (COS)

Ren	Ling	7/31/2022	1 year
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Title: Research Assistant Professor

Rank: Research Assistant Professor

Classification: Term - Research

Local Academic Unit: Environmental Science and Policy (COS)

Richardson	Mary C.	8/25/2022	1 year
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Title: Senior Instructor

Rank: Senior Instructor

Classification: Term - Instructional

Local Academic Unit: INTO Mason (Provost)

Rioux-Bailey	Carmen F.	8/25/2022	1 year
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Title: Instructor of Education

Rank: Instructor

Classification: Term - Instructional

Local Academic Unit: College of Education and Human Development

Roberts	Heather T.	5/25/2022	1 year
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Title: Research Associate (Instructor)

Rank: Research Associate (Instructor)

Classification: Term - Research

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

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RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Romaniuc	Raluca	8/25/2022	3 years

Title: Instructional Associate Professor

Rank: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: Modern and Classical Languages (CHSS)

Note(s): Previous Title: Instructional Assistant Professor

Ross	Shani E.	8/25/2022	3 years
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Title: Instructional Assistant Professor

Rank: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Bioengineering (CEC)

Rottenberg	Lori A.	8/25/2022	1 year
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Title: Senior Instructor

Rank: Senior Instructor

Classification: Term - Instructional

Local Academic Unit: INTO Mason (Provost)

Rudnicki	Mark S.	8/25/2022	5 years
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Title: Instructional Associate Professor

Rank: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: English (CHSS)

Scott	Laura E.	6/10/2022	5 years
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Title: Instructional Professor

Rank: Instructional Professor

Classification: Term - Instructional

Local Academic Unit: English (CHSS)

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RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Shark	Alan R.	8/25/2022	1 year

Title: Instructional Associate Professor

Rank: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: Schar School of Policy and Government

Sharma	Divyansh	8/25/2022	1 year
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Title: Instructor

Rank: Instructor

Classification: Term - Instructional

Local Academic Unit: Biomedical Sciences Program (COS)

Sheingold	Brenda	8/25/2022	1 year
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Title: Director for the Master of Healthcare Administration

Rank: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: Health Administration and Policy (CPH)

Shen	Suhung	6/10/2022	1 year
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Title: Research Professor

Rank: Research Professor

Classification: Term - Instructional

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

Shin	Chul Su	10/25/2022	1 year
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Title: Research Assistant Professor

Rank: Research Assistant Professor

Classification: Term - Research

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

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RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Smith	Michael P.	8/25/2022	1 year

Title: Senior Instructor

Rank: Senior Instructor

Classification: Term - Instructional

Local Academic Unit: INTO Mason (Provost)

Smith	Rodger E.	8/25/2022	3 years
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Title: Instructor

Rank: Instructor

Classification: Term - Instructional

Local Academic Unit: Communication (CHSS)

Soundararajan	Shvetha	8/25/2022	5 years
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Title: Instructional Associate Professor

Rank: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: Computer Science (CEC)

Note(s): Previous title: Instructional Assistant Professor

Stabile	Bonnie B.	8/25/2022	5 years
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Title: Instructional Associate Professor

Rank: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: Schar School of Policy and Government

Note(s): Additional Title: Associate Dean for Student and Academic Affairs

Stanley	Thomas T.	8/25/2022	5 years
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Title: Instructional Associate Professor

Rank: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: Art (CVPA)

Note(s): Previous title: Instructional Assistant Professor

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RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Starr	Donald H.	5/25/2022	1 year

Title: Instructional Associate Professor

Rank: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: Art (CVPA)

Stocker	Anton K.	6/10/2022	1 year
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Title: Research Assistant Professor

Rank: Research Assistant Professor

Classification: Term - Instructional

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

Stout	John E.	6/10/2022	1 year
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Title: Research Associate Professor

Rank: Research Associate Professor

Classification: Term - Research

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

Swenson	Erik T.	7/25/2022	< 1 year
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Title: Research Assistant Professor

Rank: Research Assistant Professor

Classification: Term - Research

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

Taciuch	Dean F.	8/25/2022	5 years
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Title: Instructional Professor

Rank: Instructional Professor

Classification: Term - Instructional

Local Academic Unit: English (CHSS)

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RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Tahan	Fedi	9/15/2022	1 year

Title: Research Assistant Professor

Rank: Research Assistant Professor

Classification: Term - Research

Local Academic Unit: Collision Safety and Analysis (COS)

Taylor	Eugene A.	8/25/2022	5 years
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Title: Instructional Associate Professor

Rank: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: English (CHSS)

Thurston	Mark	8/25/2022	5 years
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Title: Instructional Associate Professor

Rank: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: Integrative Studies (CHSS)

Velauthapillai	Balendran	6/10/2022	1 year
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Title: Research Associate (Instructor)

Rank: Research Associate (Instructor)

Classification: Term - Research

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

Wang	Yue	5/10/2022	1 year
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Title: Research Assistant Professor

Rank: Research Assistant Professor

Classification: Term - Research

Local Academic Unit: Electrical and Computer Engineering (CEC)

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RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Wang	Leyu	9/25/2022	1 year

Title: Research Assistant Professor

Rank: Research Assistant Professor

Classification: Term - Research

Local Academic Unit: Collision Safety and Analysis (COS)

Weinstein	Aimee L.	8/25/2022	1 year
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Title: Instructional Assistant Professor

Rank: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Honors College

West	Matthew E.	8/25/2022	3 years
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Title: Instructional Assistant Professor

Rank: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Global Affairs Program (CHSS)

Wheeler	Diek W.	4/25/2022	1 year
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Title: Research Associate Professor

Rank: Research Associate Professor

Classification: Term - Research

Local Academic Unit: Bioengineering (CEC)

Wilkins	Terry J.	5/25/2022	1.5 Years
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Title: Research Associate (Instructor)

Rank: Research Associate (Instructor)

Classification: Term - Research

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

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RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Yu	Bo	8/10/2022	1 year

Title: Research Assistant Professor

Rank: Research Assistant Professor

Classification: Term - Research

Local Academic Unit: Center for Excellence in Command, Control, Communications, Computing, Intelligence and Cyber (CEC)

Zach	Andrea K.	8/25/2022	3 years
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Title: Instructional Assistant Professor

Rank: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Modern and Classical Languages (CHSS)

Zane	Phillip C.	8/25/2022	1 year
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Title: Instructional Assistant Professor

Rank: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Health Administration and Policy (CPH)

Zhong	Yutao	8/25/2022	5 years
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Title: Instructional Associate Professor

Rank: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: Computer Science (CEC)

Zhou	Weidong	9/25/2022	1 year
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Title: Research Associate Professor

Rank: Research Associate Professor

Classification: Term - Research

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

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Academic Programs, Diversity, and University Community Committee

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SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Alamiri	Nour	Resignation	09/19/2022

Title: Health and Well-Being Coordinator
Classification: At will - Admin/Professional
Local Academic Unit: Student Health Services (UL)

Alexander	Quentin R.	Resignation	08/12/2022
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Title: Senior Director of Advising, Undergraduate Education
Classification: At will - Admin/Professional
Local Academic Unit: Office of the Provost

Austin	Deanna S.	Resignation	09/24/2022
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Title: CINA Workforce Development Lead
Classification: At will - Admin/Professional
Local Academic Unit: CINA Center for Excellence (Provost)

Ball	John L.	Resignation	08/31/2022
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Title: Deputy ADA Coordinator and Title IX Investigator
Classification: At will - Admin/Professional
Local Academic Unit: Diversity, Equity, and Inclusion

Beck Corbatto	Deborah	Retirement	07/24/2022
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Title: Deputy Athletic Director Internal Operations and Risk Management
Classification: At will - Admin/Professional
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>
Blue	Kimberly E.	Resignation	07/22/2022

Title: Graduate Career Manager
Classification: At will - Admin/Professional
Local Academic Unit: School of Business

Bradford	Libby G.	Contract expiration	12/13/2022
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Title: Coordinator of Outreach and Student Career Management
Classification: At will - Admin/Professional
Local Academic Unit: Computer Science (CEC)

Breno	Alex	Resignation	10/21/2022
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Title: Research Associate (Instructor)
Classification: Term - Research
Local Academic Unit: Schar School of Policy and Government

Brown	Milton L.	Resignation	08/17/2022
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Title: Professor of Advanced Studies in Drug Discovery
Classification: Term - Research
Local Academic Unit: College of Science

Brown	William T.	Retirement	07/24/2022
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Title: Head Coach, Baseball
Classification: At will - Admin/Professional
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>
Buckley	Cynthia Y.	Resignation	09/28/2022

Title: TTAC Outreach Specialist

Classification: At will - Admin/Professional

Local Academic Unit: College of Education and Human Development

Bungard	Randall J.	Contract expiration	12/27/2022
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Title: Associate Head Coach, Track and Field

Classification: At will - Admin/Professional

Local Academic Unit: Intercollegiate Athletics

Butler	Paige V.	Contract expiration	11/09/2022
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Title: Deputy Director

Classification: At will - Admin/Professional

Local Academic Unit: Antonin Scalia Law School

Button	Kenneth J.	Retirement	01/09/2023
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Title: University Professor

Classification: Tenured (without term) - Instructional

Local Academic Unit: Schar School of Policy and Government

Campbell	Lindsey L.	Resignation	07/05/2022
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Title: Associate Director of Development, Intercollegiate Athletics

Classification: At will - Admin/Professional

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>
Catona	Danielle	Resignation	05/24/2022

Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Global and Community Health (CPH)

Cheng	Yue	Resignation	05/24/2022
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Title: Assistant Professor

Classification: Tenure track - Instructional

Local Academic Unit: Computer Science (CEC)

Cohen	Lloyd R.	Deceased	09/29/2022
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Title: Professor without Term

Classification: Tenured (without term) - Instructional

Local Academic Unit: Antonin Scalia Law School

Cooper	Emily A.	Resignation	08/02/2022
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Title: Associate Director of Development

Classification: At will - Admin/Professional

Local Academic Unit: College of Public Health

Davis	Molly F.	Retirement	01/09/2023
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Title: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: Social Work (CPH)

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Deluna	Joseph Paul I.	Resignation	09/02/2022

Title: Assistant Director Orientation

Classification: At will - Admin/Professional

Local Academic Unit: Orientation and Family Programs and Services (UL)

DeMulder	Elizabeth K.	Retirement	01/24/2024
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Title: Professor without Term

Classification: Tenured (without term) - Instructional

Local Academic Unit: College of Education and Human Development

DeSilva	Aysha	Contract expiration	07/19/2022
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Title: Psychology Intern

Classification: At will - Admin/Professional

Local Academic Unit: Counseling and Psychological Services (UL)

Dieffenbach	Elizabeth W.	Resignation	06/24/2022
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Title: Human Subjects Program Manager

Classification: At will - Admin/Professional

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

Dobrydneva	Yuliya	Contract expiration	05/24/2022
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Title: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: Systems Biology (COS)

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SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Eaton	Rachel	Resignation	10/28/2022

Title: Director of Marketing

Classification: At will - Admin/Professional

Local Academic Unit: Intercollegiate Athletics

Edwards	Bradford W.	Resignation	10/12/2022
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Title: Assistant Vice President and Director of Intercollegiate Athletics

Classification: At will - Admin/Professional

Local Academic Unit: Intercollegiate Athletics

Esmaeili	Behzad	Resignation	05/24/2022
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Title: Assistant Professor

Classification: Tenure track - Instructional

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

Ferguson	Yoko	Resignation	08/09/2022
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Title: Metadata and Cataloging Librarian

Classification: At will - Admin/Professional

Local Academic Unit: University Libraries

Note(s): Ms. Ferguson has accepted a position with University of District of Columbia.

Fernandez	Lourdes	Resignation	05/24/2022
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: English (CHSS)

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SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Fontana	Judith L.	Retirement	07/24/2022

Title: Coordinator, VDOE TTAC

Classification: At will - Admin/Professional

Local Academic Unit: College of Education and Human Development

Fox	Rebecca K.	Retirement	05/24/2023
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Title: Professor without Term

Classification: Tenured (without term) - Instructional

Local Academic Unit: College of Education and Human Development

Gallo	Henry T.	Resignation	05/24/2022
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Title: Assistant Professor

Classification: Tenure track - Instructional

Local Academic Unit: Environmental Science and Policy (COS)

Note(s): Dr. Gallo has accepted a position with University of Maryland.

Ganguly	Mohit	Contract expiration	07/21/2022
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Title: Licensing Associate

Classification: At will - Admin/Professional

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

Garvey	Elisha S.	Resignation	06/21/2022
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Title: Senior Career Counselor and Director of Public Sector Programs

Classification: At will - Admin/Professional

Local Academic Unit: Antonin Scalia Law School

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SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Gkountouna	Olga	Resignation	05/24/2022

Title: Assistant Professor

Classification: Tenure track - Instructional

Local Academic Unit: Computational and Data Sciences (COS)

Gleason	Emily K.	Resignation	10/07/2022
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Title: Department Title IX Coordinator Investigator

Classification: At will - Admin/Professional

Local Academic Unit: Diversity, Equity, and Inclusion

Graham	Robert L.	Resignation	08/24/2022
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: INTO Mason (Provost)

Note(s): Dr. Graham has accepted a position with University of Maryland.

Hall	Mark	Resignation	07/01/2022
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Title: Associate Director Development

Classification: At will - Admin/Professional

Local Academic Unit: College of Education and Human Development

Hayden	Dorothy E.	Resignation	07/24/2022
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Title: Industry Advisor

Classification: At will - Admin/Professional

Local Academic Unit: University Career Services (UL)

Note(s): Ms. Hayden has accepted a position with Virginia Department of Health (VDH).

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SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Herth	Molli J.	Resignation	06/22/2022

Title: Program Manager for Faculty Affairs and Development

Classification: At will - Admin/Professional

Local Academic Unit: Office of the Provost

Hess	Richard M.	Resignation	07/01/2022
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Title: Director of Analytics, Assessment, and Accreditation

Classification: At will - Admin/Professional

Local Academic Unit: School of Business

Holloway	Chandra	Contract expiration	08/22/2022
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Title: Associate Registrar

Classification: At will - Admin/Professional

Local Academic Unit: Antonin Scalia Law School

Hutchison	Amy	Resignation	05/24/2022
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Title: Professor without Term

Classification: Tenured (without term) - Instructional

Local Academic Unit: College of Education and Human Development

Iwanski	Matthew	Resignation	06/09/2022
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Title: Assistant Athletic Director, Compliance

Classification: At will - Admin/Professional

Local Academic Unit: Intercollegiate Athletics

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Academic Programs, Diversity, and University Community Committee

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SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Kahn	Lisa C.	Retirement	06/24/2022

Title: Associate Dean for Research and Graduate Education

Classification: At will - Admin/Professional

Local Academic Unit: College of Visual and Performing Arts

Note(s): This record supersedes previous separation reported in the May 2022 Board Book.

Kavanaugh	Brett	Contract expiration	06/24/2022
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Title: Distinguished Visiting Professor

Classification: Term - Instructional

Local Academic Unit: Antonin Scalia Law School

Kennedy	Christopher J.	Resignation	05/24/2022
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Title: Associate Professor without Term

Classification: Tenured (without term) - Instructional

Local Academic Unit: Environmental Science and Policy (COS)

Kidd	Julie K.	Retirement	01/24/2023
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Title: Professor without Term

Classification: Tenured (without term) - Instructional

Local Academic Unit: College of Education and Human Development

King-Sears	Margaret E.	Retirement	01/09/2023
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Title: Professor without Term

Classification: Tenured (without term) - Instructional

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>
Leak	Carl E.	Resignation	09/16/2022

Title: Life Sciences Librarian

Classification: At will - Admin/Professional

Local Academic Unit: University Libraries

Note(s): Mr. Leak has accepted a position with Howard University.

Liagusha	Anton	Contract expiration	08/24/2022
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Title: Visiting Research Associate Professor

Classification: Term - Research

Local Academic Unit: Schar School of Policy and Government

Mackenzie	Tricia W.	Resignation	10/09/2022
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Title: Head, Metadata Services

Classification: At will - Admin/Professional

Local Academic Unit: University Libraries

Note(s): Ms. Mackenzie has accepted a position with Library of Congress .

Mahabir	Ron S.	Resignation	05/24/2022
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Computational and Data Sciences (COS)

Mathur	Divita	Resignation	07/06/2022
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Title: Research Assistant Professor

Classification: Term - Research

Local Academic Unit: College of Science

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SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Melville	Anne K.	Retirement	02/24/2023

Title: Education Librarian

Classification: At will - Admin/Professional

Local Academic Unit: University Libraries

Mengistu	Tessema M.	Resignation	05/24/2022
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Computer Science (CEC)

Metress	Molly	Resignation	06/24/2022
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Title: Assistant Director, Athletic Communications

Classification: At will - Admin/Professional

Local Academic Unit: Intercollegiate Athletics

Meyer	Mary C.	Contract expiration	05/24/2022
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Title: Visiting Professor

Classification: Term - Instructional

Local Academic Unit: Statistics (CEC)

Myers	Cynthia A.	Retirement	08/24/2022
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Title: Head of Collection Development and Technical Services

Classification: At will - Admin/Professional

Local Academic Unit: Antonin Scalia Law School

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SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Olesova	Larisa	Resignation	07/31/2022

Title: Senior Instructional Designer

Classification: At will - Admin/Professional

Local Academic Unit: Office of the Provost

Note(s): Dr. Olesova has accepted a position with University of Florida.

Pegion	Kathleen V.	Resignation	05/24/2022
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Title: Associate Professor without Term

Classification: Tenured (without term) - Instructional

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

Pokorski	Dale M.	Retirement	01/02/2023
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Title: Director of Information Technology and Security

Classification: At will - Admin/Professional

Local Academic Unit: College of Science

Punzalan	Gabriel R.	Resignation	08/26/2022
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Title: Academic Coordinator

Classification: At will - Admin/Professional

Local Academic Unit: Intercollegiate Athletics

Note(s): Mr. Punzalan has accepted a position with Fairleigh Dickinson University.

Rankin	Kathleen A.	Resignation	05/24/2022
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: School of Business

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SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Rath	Geoffrey	Resignation	06/30/2022

Title: Community Director

Classification: At will - Admin/Professional

Local Academic Unit: Housing and Residence Life (UL)

Note(s): Mr. Rath has accepted a position with Linfield University.

Rodriguez Ramirez	Fernanda	Resignation	08/19/2022
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Title: Assistant Athletic Director, Events and Game Operations

Classification: At will - Admin/Professional

Local Academic Unit: Intercollegiate Athletics

Rose	Steven R.	Retirement	01/09/2023
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Title: Professor without Term

Classification: Tenured (without term) - Instructional

Local Academic Unit: Social Work (CPH)

Samaras	Anastasia P.	Retirement	01/09/2023
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Title: Professor without Term

Classification: Tenured (without term) - Instructional

Local Academic Unit: College of Education and Human Development

Schreibstein	Melissa	Resignation	10/13/2022
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Title: Director of Well-Being Programs

Classification: At will - Admin/Professional

Local Academic Unit: Advancement of Well-Being (UL)

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SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Smith	Jeffrey T.	Contract expiration	04/26/2023

Title: Associated Director, Henry G Manne Programs

Classification: At will - Admin/Professional

Local Academic Unit: Antonin Scalia Law School

Sommer	Rainer A.	Retirement	01/09/2023
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Title: Associate Professor without Term

Classification: Tenured (without term) - Instructional

Local Academic Unit: Schar School of Policy and Government

Todd	Laura J.	Resignation	08/12/2022
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Title: Instructional Designer

Classification: At will - Admin/Professional

Local Academic Unit: Office of the Provost

Note(s): Ms. Todd has accepted a position with New York University.

Van Leunen	Mary (Susan)	Retirement	09/24/2022
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Title: Chief Financial Officer

Classification: At will - Admin/Professional

Local Academic Unit: Office of the Senior Vice President

Weiss	Oliver	Contract expiration	07/14/2022
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Title: Assistant Coach Men's Soccer

Classification: At will - Admin/Professional

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>
Willis	Dovan	Resignation	09/28/2022

Title: Community Director

Classification: At will - Admin/Professional

Local Academic Unit: Housing and Residence Life (UL)

Yamrus	Raymond	Resignation	09/14/2022
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Title: Head Athletic Trainer

Classification: At will - Admin/Professional

Local Academic Unit: Intercollegiate Athletics

Ybarra	Desiree	Resignation	06/24/2022
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Title: Assistant Softball Coach

Classification: At will - Admin/Professional

Local Academic Unit: Intercollegiate Athletics

Yousefi	Melanie	Resignation	06/30/2022
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Nursing (CPH)

Zuefle	Andreas	Resignation	05/24/2022
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Title: Assistant Professor

Classification: Tenure track - Instructional

Local Academic Unit: Geography and Geoinformation Science (COS)

Note(s): Dr. Zuefle has accepted a position with Emory University.

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
Aier	Jagadison K.	Title Change

Title: Kearney & Company Faculty Fellow

Local Academic Unit: School of Business

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

Baily	Supriya	Title Change
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Title: Director of Faculty Development

Local Academic Unit: College of Education and Human Development

Note(s): Retained Title-Professor without Term

Baker	Robert E.	Title Change
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Title: Director in the Division of Sport, Recreation and Tourism

Local Academic Unit: College of Education and Human Development

Note(s): Retained Title-Professor without Term

Bellos	Ioannis	Title Change
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Title: Director, Master of Business Administration

Local Academic Unit: School of Business

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

Brady	Christina	Title Change
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Title: Associate Director, Pathway Programs

Local Academic Unit: INTO Mason (Provost)

Note(s): Retained Title-Assistant Director Undergraduate Education and Global Partnerships

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
Bryan	Alecia K.	Title Change

Title: Director of Advancement Communications

Local Academic Unit: College of Humanities and Social Sciences

Note(s): Previous Title: Associate Director of Development

Buehl	Michelle M.	Title Change
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Title: Division Director of Educational Psychology and Research Methods

Local Academic Unit: College of Education and Human Development

Note(s): Retained Title-Professor without Term

Burtch	Nathan R.	Title Change
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Title: Associate Chair for GGS

Local Academic Unit: Geography and Geoinformation Science (COS)

Note(s): Retained Title-Assistant Professor

Campbell	Jeremy M.	Title Change
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Title: Associate Director for Strategic Engagement, Institute for a Sustainable Earth

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

Note(s): Previous Title: Assistant Director, Strategic Engagement

Chitnis	Parag	Title Change
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Title: Faculty Fellow for Graduate Education

Local Academic Unit: Bioengineering (CEC)

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

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LAST NAME

FIRST NAME

TYPE

Clayborne

Andre

Title Change

Title: Associate Chair of Research

Local Academic Unit: Chemistry and Biochemistry (COS)

Note(s): Retained Title-Research Assistant Professor

Conaway

Jenelle K.

Tenure Track Contract
Extension

Title: Assistant Professor

Local Academic Unit: School of Business

Cressman

John R.

Title Change

Title: Associate Chair for Physics & Astronomy

Local Academic Unit: Physics and Astronomy (COS)

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

Dabbagh

Nada

Title Change

Title: Director of the Division of Learning Technologies

Local Academic Unit: College of Education and Human Development

Note(s): Retained Title-Professor without Term

Dakake

Maria M.

Title Change

Title: Interim Director, AbuSulayman Center for Global Islamic Studies

Local Academic Unit: Religious Studies (CHSS)

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

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LAST NAME

FIRST NAME

TYPE

Das

Sidhartha R.

Title Change

Title: Assistant Area Chair, ISOM (OSCM)

Local Academic Unit: School of Business

Note(s): Retained Title-Professor without Term

Dawn

Karalee

Title Change

Title: Director, Arts Management Program

Local Academic Unit: Arts Management (CVPA)

Note(s): Previous Title:Co-Director, Arts Management Program

Deans

Penny C.

Title Change

Title: Program Director of Master of Technology Management

Local Academic Unit: School of Business

Note(s): Retained Title-Professor

DelSole

Timothy

Title Change

Title: Associate Chair of Research

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

Note(s): Retained Title-Professor without Term

Dumas

Theodore C.

Title Change

Title: Associate Director, Interdisciplinary Program in Neuroscience

Local Academic Unit: Neuroscience Program (COS)

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

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FIRST NAME

TYPE

Dunne

Kelly B.

Title Change

Title: Interim Director, Human Development and Family Science Program

Local Academic Unit: Integrative Studies (CHSS)

Note(s): Retained Title-Instructor

Garcia

Toni C.

Title Change

Title: Concentration Director, Business Analytics

Local Academic Unit: School of Business

Note(s): Retained Title-Instructor

Gring-Pemle

Lisa

Title Change

Title: Co-Executive Director, Business for a Better World Center

Local Academic Unit: School of Business

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

Guessford

Jesse

Title Change

Title: OVN Experiential Learning Institutional Liaison

Local Academic Unit: Office of the Provost

Note(s): Retained Title-Director Curriculum Initiatives

Haas

Tanya

Title Change

Title: Assistant Director of the School of Nursing and 4-Year BSN Program Director

Local Academic Unit: Nursing (CPH)

Note(s): Retained Title-Instructional Assistant Professor

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
Han	Bo	Tenure Track Contract Extension

Title: Associate Professor

Local Academic Unit: Computer Science (CEC)

Harris	Cameron J.	Title Change
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Title: Assistant Area Chair of Business Foundations

Local Academic Unit: School of Business

Note(s): Retained Title-Instructional Associate Professor

Henneman	Lucas	Tenure Track Contract Extension
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Title: Assistant Professor

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

Horstmeyer	Derek M.	Title Change
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Title: Director, Student Managed Investment Fund

Local Academic Unit: School of Business

Note(s): Retained Title-Instructional Professor

Horstmeyer	Derek M.	Title Change
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Title: Concentration Director, Financial Planning and Wealth Management

Local Academic Unit: School of Business

Note(s): Retained Title-Instructional Professor

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
Hsieh	Jim	Title Change

Title: Program Director, Master of Science in Finance (MSF)

Local Academic Unit: School of Business

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

Huffman	Sabrina A.	Title Change
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Title: Associate Dean for Admissions and Enrollment

Local Academic Unit: Antonin Scalia Law School

Note(s): Previous Title:Assistant Dean for Admissions and Enrollment Management

Joiner	Christopher	Title Change
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Title: Assistant Area Chair, Marketing

Local Academic Unit: School of Business

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

Jones	R. Christian	Title Change
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Title: Associate Chair for ESP

Local Academic Unit: Environmental Science and Policy (COS)

Note(s): Retained Title-Professor without Term

Jones	Kevin C.	Title Change
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Title: Program Director, Master of Science in Accounting (MSA)

Local Academic Unit: School of Business

Note(s): Retained Title-Instructor

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LAST NAME

FIRST NAME

TYPE

Kabbani

Nadine L.

Title Change

Title: Associate Director of Research, Neuroscience

Local Academic Unit: Neuroscience Program (COS)

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

Karmegam

Sabari Rajan

Tenure Track Contract
Extension

Title: Assistant Professor

Local Academic Unit: School of Business

Kelly

Anthony E.

Title Change

Title: Associate Dean for Research

Local Academic Unit: College of Education and Human Development

Note(s): Retained Title-Professor without Term

Kennedy

William G.

Title Change

Title: Associate Chair of Research

Local Academic Unit: Computational and Data Sciences (COS)

Note(s): Retained Title-Instructional Assistant Professor

Kepplinger

David

Tenure Track Contract
Extension

Title: Assistant Professor

Local Academic Unit: Statistics (CEC)

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LAST NAME

FIRST NAME

TYPE

Khankan

Sarah T.

Title Change

Title: Director of Testing Center

Local Academic Unit: Mathematical Science (COS)

Note(s): Retained Title-Instructional Assistant Professor

Kidd

Julie K.

Title Change

Title: Director of the Division of Child, Family, and Community Engagement

Local Academic Unit: College of Education and Human Development

Note(s): Retained Title-Professor without Term

Kim

Mirae

Title Change

Title: Director of the Master of Public Administration Program

Local Academic Unit: Schar School of Policy and Government

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

Klimoski

Richard J.

Title Change

Title: Associate Dean for Research

Local Academic Unit: School of Business

Note(s): Retained Title-Professor without Term

Landoll

Christine A.

Title Change

Title: Director, Business Engagement

Local Academic Unit: School of Business

Note(s): Retained Title-Instructor

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LAST NAME

FIRST NAME

TYPE

Lawrey

James

Title Change

Title: Associate Chair of Research

Local Academic Unit: Biology (COS)

Note(s): Retained Title-Professor without Term

Listokin Smith

Siona Robin

Title Change

Title: Co-Director, Schar School Inclusive Excellence Program

Local Academic Unit: Schar School of Policy and Government

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

Mainkar

Avinash V.

Title Change

Title: BUS 498 Coordinator

Local Academic Unit: School of Business

Note(s): Retained Title-Assistant Professor

Mason

Linda

Title Change

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

Local Academic Unit: College of Education and Human Development

Note(s): Retained Title-Professor of Education

Melchior

Shekila S.

Title Change

Title: Director, Office of Diversity and Inclusion

Local Academic Unit: College of Education and Human Development

Note(s): Retained Title-Assistant Professor

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FIRST NAME

TYPE

Miller

Toyah L.

Title Change

Title: Director, Research (CIE)

Local Academic Unit: School of Business

Note(s): Retained Title-Professor without Term

Morris

Silva P.

Title Change

Title: Assistant Dean of Graduate Student Services

Local Academic Unit: Schar School of Policy and Government

Note(s): Previous Title:Assistant Dean, Masters Student Services

Nykyforovych

Maria

Tenure Track Contract
Extension

Title: Assistant Professor

Local Academic Unit: School of Business

Ouellette

Nicole Jerome

Title Change

Title: Director of Alumni and Community Engagement

Local Academic Unit: College of Humanities and Social Sciences

Note(s): Previous Title:Associate Director of Leadership Annual Giving

Patzak

Alexandra M.

Tenure Track Contract
Extension

Title: Assistant Professor

Local Academic Unit: College of Education and Human Development

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FIRST NAME

TYPE

Peterson

Andrew H.

Title Change

Title: CHSS Liaison to NIH Bioethics Center

Local Academic Unit: Philosophy (CHSS)

Note(s): Retained Title-Assistant Professor

Plotnick

Jeremy E.

Title Change

Title: Director, Minor Programs

Local Academic Unit: School of Business

Note(s): Retained Title-Instructional Assistant Professor

Reid

E. Shelley

Title Change

Title: Director of Teaching Excellence

Local Academic Unit: Office of the Provost

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

Rockmann

Kevin

Title Change

Title: Program Director, PhD

Local Academic Unit: School of Business

Note(s): Retained Title-Professor without Term

Sauer

Timothy

Title Change

Title: Associate Chair of Research

Local Academic Unit: Mathematical Science (COS)

Note(s): Retained Title-Professor without Term

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TYPE

Shin

Joan K

Title Change

Title: Director of the Division of Advanced Professional Teacher Development and International Education

Local Academic Unit: College of Education and Human Development

Note(s): Retained Title-Professor without Term

Song

Jinyuan

Tenure Track Contract
Extension

Title: Assistant Professor

Local Academic Unit: School of Business

Stabile

Bonnie B.

Title Change

Title: Associate Dean for Student and Academic Affairs

Local Academic Unit: Schar School of Policy and Government

Note(s): Retained Title-Associate Professor

Stein

Gregory

Tenure Track Contract
Extension

Title: Assistant Professor

Local Academic Unit: Computer Science (CEC)

Thatchenkery

Tojo

Title Change

Title: Co-Director, Schar School Inclusive Excellence Program

Local Academic Unit: Schar School of Policy and Government

Note(s): Retained Title-Professor without Term

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FIRST NAME

TYPE

Tsirigotis

Eugenia P.

Title Change

Title: Area Program Coordinator, Accounting

Local Academic Unit: School of Business

Note(s): Retained Title-Instructor

Van Hoek

Monique

Title Change

Title: Interim Associate Director, SSB

Local Academic Unit: Systems Biology (COS)

Note(s): Retained Title-Professor without Term

Victor

Jennifer N.

Title Change

Title: Director of Democracy Lab Learning Community

Local Academic Unit: Schar School of Policy and Government

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

Weis

Eleanor

Title Change

Title: Senior Director of Development

Local Academic Unit: College of Humanities and Social Sciences

Note(s): Previous Title: Director of Development

Xue

Hong

Tenure Track Contract
Extension

Title: Associate Professor

Local Academic Unit: Health Administration and Policy (CPH)

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

December 1, 2022

OTHER ANNOUNCEMENTS

LAST NAME

FIRST NAME

TYPE

Yao

Shuochao

Tenure Track Contract
Extension

Title: Assistant Professor

Local Academic Unit: Computer Science (CEC)

Ye

Shun

Title Change

Title: Assistant Area Chair of Information Systems and Operations Management

Local Academic Unit: School of Business

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

Yuckenberg

Ashley K.

Title Change

Title: Writing Intensive Coordinator

Local Academic Unit: School of Business

Note(s): Retained Title-Instructional Assistant Professor

Faculty and Academic Standards Committee						
December 1, 2022						
SUMMARY OF FACULTY ACTIONS AND ANNOUNCEMENTS						
APPOINTMENT OF FACULTY						
	Term		Tenure Track			
	9-month	12-month	9-month	12-month	Research	Grant Funded
Instructor	0	0	0	0	0	0
Assistant Professor	4	1	1	0	0	0
Associate Professor	1	0	0	0	0	0
Professor	0	0	0	0	0	0
Administrative/Professional	0	32	0	0	0	3
Totals	5	33	1	0	0	3
RENEWALS/REAPPOINTMENTS						
	Term		Tenure Track			
	9-month	12-month	9-month	12-month		Total
Instructor	6	8	0	0		14
Assistant Professor	9	13	0	0		22
Associate Professor	8	9	0	0		17
Professor	3	4	0	0		7
Administrative/Professional	0	0	0	0		0
Totals	26	34	0	0		60
SEPARATIONS						
	Resignation	Retirement	Contract Expiration	Deceased		Total
	50	17	12	1		80
OTHER ANNOUNCEMENTS						
	Leave with pay and Partial pay	Leave w/o pay	Title Change	Conversion	Tenure Track Contract Extension	Total
	0	0	62	0	11	73

*Summary Excludes Postdoctoral Research Fellows and Research Staff

**BOARD OF VISITORS
GEORGE MASON UNIVERSITY**

**Meeting of
Thursday, September 29, 2022
Merten Hall, Hazel Conference Room (1201)**

MINUTES

PRESENT: Rector Horace Blackman, Vice Rector Simmi Bhuller, Secretary Jon Peterson, Visitors Reginald Brown, Lindsey Burke, Anjan Chimaladinne, James Hazel, Juan Carlos Iturregui, Mehmood Kazmi, Wendy Marquez, Michael Meese, Carolyn Moss, Dolly Oberoi, Nancy Prowitt, Robert Pence and Robert Witeck.

ABSENT: None.

ALSO, PRESENT: Melissa Broeckelman-Post, Faculty Representative; Erin Rogers, Staff Liaison; Sophia Nguyen, Undergraduate Student Representative, Ayondela McDole, Graduate Student Representative; Gregory Washington, President; Ken Walsh, Vice President for Strategic Initiatives and Chief of Staff; Mark Ginsberg, Provost and Executive Vice President; Deb Dickenson, Interim Senior Vice President for Administration and Finance; Anne Gentry, University Counsel; Matt Smith, Director of Accreditation and Sarah Hanbury, Secretary pro tem.

I. Call to Order

Rector Blackman called the meeting to order at 2:25 p.m.

II. Approval of Minutes

- A. Planning Conference Minutes for July 28, 2022 (**ACTION ITEM**).
- B. Annual Meeting Minutes for July 29, 2022 (**ACTION ITEM**).

Vice Rector Bhuller **MOVED** that the board approve the Planning Conference Minutes for July 28, 2022 and the Annual Meeting Minutes for June 29, 2022. Rector Blackman called for any corrections to the minutes provided in the board materials. Hearing none, the **MINUTES STOOD APPROVED AS WRITTEN**.

III. Rector's Report

- A. Electronic Participation Policy (**ACTION ITEM**) (**ATTACHMENT 1**)

Rector Blackman provided the following report:

- Reminded the board of upcoming events and deadlines:
 - SCHEV Boards of Visitors Orientation on October 18 and 19. He noted that attendance fulfills the requirements for new board members along with the continuing education obligation for board members with two or more years of service.
 - The Board of Visitors, Board of Trustees, and Alumni Association Recognition Reception on October 20.
- Recognized Visitor Reg Brown confirmed the nature of his service to the Board as required by the policies of his law firm, Kirkland & Ellis LLP (**ATTACHMENT 2**).
- The Rector concluded his report by addressing the updated Electronic Meeting Policy. He noted that there are three differences between the new policy and the previous version approved by the Board in 2018:
 - There are two additional reasons for individual remote participation:
 - Medical condition of a family member that requires the member to provide care which prevents in-person attendance.
 - Member's principal residence is more than 60 miles from the meeting location.
 - The addition of all-virtual public meetings.
 - In order to take advantage of the authority granted under Virginia Code § 2.2-3708.3 the Board has to have an Electronic Meeting Policy that addresses the aforementioned updates.

Vice Rector Bhuller **MOVED** to approve the policy governing participation in meetings by electronic means as it was provided in the meeting materials. The motion was **SECONDED** by Visitor Hazel. Rector Blackman opened the floor for discussion. There was none.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

IV. President's Report

A. FY 2023 Goals Metrics (ACTION ITEM)

Dr. Washington provided the following highlights:

- Summarized that the campus is fully open, students are back and Mason has returned to pre-pandemic activity.
- Mason's rankings are up significantly.
- The United States has lost more than one million college students since the pandemic. Even though there are less students going to college, Mason has increased enrollment and graduation rates are about the same across all ethnic groups during this time.
- Mason's top five majors are Information Technology (IT), Computer Science, Psychology, Criminology, Law and Society and Biological Sciences which is in alignment with the state's needs.
- Mason's research has increased.
- Mason's fundraising this past year was the third highest it has ever been.
- A peace agreement was brokered by Mason faculty in the Condo, which is still in progress.
- The following challenges continue for Mason:
 - The fiscal challenges for Mason, its students, faculty and staff.
 - The enrollment cliff is coming and has begun in different parts of the state.
 - Racial harmony.
 - Climate changes.

Dr. Washington concluded that Mason has managed these challenges better than most and will continue to do so.

Rector Blackman informed the Board that Dr. Washington's FY 2023 Goals Metrics will be discussed in closed session.

V. Strategic Plan Update

Dr. Ken Walsh, Vice President for Strategic Initiatives and Chief of Staff provided a Strategic Plan update:

- At the President's Planning Conference on July 28, 2022, he presented a status overview and the five priority areas of the strategic plan.
 1. Excellence in the student academic experience.
 2. Continue to grow the impact of research and community activities.
 3. Growing the use of partnerships to magnify Mason's impact.
 4. Continued work in expanding equity, diversity and inclusion efforts.
 5. Foundationally setting up faculty and staff for success.
- Since July's overview, a road mapping exercise has begun for each of the priority areas. The road map is intended to be a living document that will be reviewed on an annual basis.
- A series of initiatives has been identified along with the department that handles each initiative to determine a resource-loaded schedule that can be followed over the next five years.
- Key performance indicators (KPIs) are being developed to track overall progress through the use of a dashboard.
- The strategic plan and road map documents will be formally presented at the December 1 Board meeting. The strategic plan document will remain unchanged over a five-year period and the road map will be periodically updated.

Dr. Washington noted that one of the core components of the strategic plan is the Mason Virginia Promise. Within that is Mason's ADVANCE program which was highlighted on a PBS NewsHour video which was viewed by the Board: <https://www.pbs.org/newshour/show/universities-community-colleges-partner-to-help-transfer-students-earn-degrees>.

Before proceeding to the next agenda item, Rector Blackman recognized two student groups that were in attendance, Black Student Body of Mason and Thursdays for Tomorrow. Dr. Washington, Rector Blackman and Visitor Marquez committed to meeting with both student groups. The Black Student Body of Mason noted that they sent a letter to Dr. Washington. Visitor Brown suggested it would be nice for the Board to receive a copy of that letter (**ATTACHMENT 3**). Significant conversation ensued during this portion of the meeting. Please refer to the meeting's video recording for specifics: <https://vimeo.com/showcase/8557205/video/755629605>.

VI. SACSCOC BOV Self-Evaluation Survey

Rector Blackman informed the board that establishing a self-evaluation process is a requirement of the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) and that the bylaws charge the Executive Committee with establishing the self-evaluation process. The survey was approved by the Executive Committee during their morning session. Rector Blackman then recognized Dr. Matt Smith, Director of Accreditation at Mason to present the Board's self-evaluation tool. Dr. Smith reminded the board that the bylaws require a self-evaluation every two years to meet some of the requirements of SACSCOC, Mason's accreditation agency. Dr. Smith referenced a timeline slide that was modeled after 2020-2021. Dr. Smith noted the survey would be conducted in January via email and that the results would be discussed during the February 23, 2022 BOV meeting. Dr. Smith concluded by commending the board for adapting the same tool that was used previously; the data from this year could then be compared with the data collected two years ago. Visitor Hazel inquired if Mason was on track with its accreditation. Dr. Smith responded that there were no recommendations from SACSCOC after the April 2022 on-site visit, which is rare. The SACSCOC Board of Trustees meets the first weekend of December to vote on reaffirming Mason.

VII. Special Tuition Committee September 9, 2022 Report

Visitor Hazel delivered the Special Tuition Committee report for the September 9, 2022 meeting. Visitor Hazel expressed that establishing the Special Tuition Committee allowed time and opportunity to consider the Governor's request. Visitor Hazel appreciated the interest of the Board members who attended the meeting outside of the committee members. Visitor Hazel relayed that he and Deb Dickenson, Interim Senior Vice President for Administration and Finance had several meetings with members of the Governor's cabinet and added that Dr. Washington met with Governor Youngkin. He noted that these meetings fostered a relationship with Mason that did not exist previously and hopes to be of great benefit. Visitor Hazel noted that it started to become apparent that a tuition decision needed to be made quickly in order to benefit Mason students and staff. Visitor Hazel informed the Board that the Finance and Land Use Committee passed the FY 2023 Amended Budget that morning, which would issue credits to in-state undergraduate students in an amount equal to the three percent increase it had approved for this fiscal year. Visitor Hazel recommended, that if the Board passes the FY 2023 Amended Budget, that there will be no further meetings of the Special Tuition Committee, to include the one scheduled for this afternoon and to dismiss the Special Tuition Committee for having completed its work. Rector Blackman then thanked Visitor Hazel for advocating for Mason.

VIII. Committee Reports

A. Academic Programs, Diversity and University Community Committee

Visitor Moss briefed the board on the topics presented and discussed during the Academic Programs, Diversity and University Community Committee meeting, which included:

1. Provost Mark Ginsberg provided an update on the Fall 2022 semester, shared data on fall semester classes which included student enrollment, and reviewed recent university rankings as well as the degrees awarded for the 2021 – 2022 academic year. He highlighted the Provost Office goals for the 2022 – 2023 academic year, as well

as the direction the office will take, including how it will accomplish challenges and constraints and how it will incorporate more cross-collaboration.

2. Alan Byrd, Dean of Admissions, provided an enrollment and registration summary and report.
3. Dean Ajay Vinzé from the School of Business; Dean Ingrid Guerra Lopez from the College of Education and Human Development; and Dean Melissa Perry from the College of Health and Human Development introduced themselves as Mason's newest deans and shared their visions and goals for their individual colleges.

Visitor Moss **MOVED** to approve the following eight (8) action items en bloc, as they are outlined in the meeting materials:

1. Program Actions
 - a. New Degree Program
 - i. School Psychology EdS (**ACTION ITEM**)
 - b. Closed Degree Program
 - i. Biomedical Science MS (**ACTION ITEM**)
 - ii. Executive Master's in Public Policy EMPP (**ACTION ITEM**)
 - iii. Information Technology ENGINEER (**ACTION ITEM**)
 - iv. New Professional Studies MA/MS (**ACTION ITEM**)
 - v. Telecommunications Policy MA (**ACTION ITEM**)
 - vi. Urban Systems Engineering BS (**ACTION ITEM**)
2. Faculty Actions
 - a. Elections of New Tenured Faculty (**ACTION ITEM**)

The motion was **SECONDED** by Visitor Meese. Rector Blackman opened the floor for discussion; there was none. **MOTION CARRIED UNANIMOUSLY BY VOICE VOTE.**

B. Finance and Land Use Committee

Visitor Iturregui briefed the board on the topics presented and discussed during the Finance and Land Use Committee meeting, which included four (4) action items that require full Board approval:

1. The Committee voted that the board approve the amended FY 2023 budget.
 - In May 2022, the Board approved the FY 2023 operating budget range of up to \$1.43B. In June the Commonwealth finalized the FY 2023 State budget and, based on the State general fund appropriations, the \$1.43B FY 2023 operating budget the Board had approved in May was the approved budget.
 - The amended budget being considered today represents a decrease of \$37.7M from the May approved budget, from \$1.436B to \$1.399B. The primary driver of the reduction in revenues and expenses is Capital budget adjustments.
 - The Finance and Land Use Committee recommends amending the FY 2023 Mason budget by issuing credits to in-state undergraduate students in an amount equal to the 3 percent increase it had approved for this fiscal year in effect returning tuition to FY 2022 approved levels.
2. The Committee voted for the Board's approval of the Six-Year Operating Plan Update which is submitted to the State Council of Higher Education in Virginia. The plan outlines key academic program initiatives, financial projections, and institutional goals for consideration by the State as they develop amendments to the biennial budget. The original biennium plan for FY 2023 & FY 2024 was developed in July 2021 with only an update required this year.
3. The Committee voted for Board approval of the annual report on Span of Control. The Joint Legislative Audit and Review Commission recommended that the Board of Visitors at all Virginia Institutions receive annual reports on Span of Control statistics. This year's report shows Mason is continuing to work towards broader spans of control.

4. The Committee voted for board approval of the University's Land Use Certification. Virginia Code requires agencies to submit a Land Use Plan annually to the Department of General Services showing present and planned uses of each property owned. The significant changes since last year's report are:
 - The addition of the Smithsonian Campus as a tracked campus of the Commonwealth.
 - One easement on the Main Campus in Fairfax related to public roadways and the utilities within that area.
 - Two easements on the Mason Square Campus related to the FUSE development.

Visitor Iturregui **MOVED** to approve the following four (4) action items en bloc, as they were presented:

1. Financial Matters
 - a. FY 2023 Amended Budget (includes tuition credit) (**ACTION ITEM**)
 - b. State Six-Year Operating Plan Update (**ACTION ITEM**)
2. Operational Matters
 - a. Joint Legislative Audit and Review Commission Span of Control (**ACTION ITEM**)
3. Capital Matters
 - a. Land Use Certification (**ACTION ITEM**)

The motion was **SECONDED** by Visitor Brown. Rector Blackman opened the floor for discussion; there was none. **MOTION CARRIED UNANIMOUSLY BY VOICE VOTE.**

Rector Blackman relayed that with the passing for the FY 2023 Amended Budget which includes the tuition credit, the work of the Special Tuition Committee is now complete. Rector Blackman then thanked the committee members for their service and noted there will be no further meetings of this committee including the one scheduled and noticed for this afternoon.

3:40 p.m. – 3:45 p.m. C. Development Committee

Visitor Chimaladinne briefed the board on the topics presented and discussed during the Development Committee meeting, which included:

- Board of Trustees
 - The Board of Trustees welcomed five new members and formed the Advancement and University Priorities Committee. This committee was formed to promote the best interests of the foundation and to provide leadership in identifying connections, cultivating networks, and making introductions for university and foundation leaders to the civic and business community. Recruitment is underway for a new position, the Director of Volunteer Engagement and Philanthropy, to complement and assist with the committee's efforts.
- Fall Board Cycle
 - The Investment Committee reviewed the fiscal year 2022 investment results. At year-end, the foundation's endowment totaled \$157.6M. The foundation's endowment portfolio was challenged by the market environment during the fiscal year, sustaining a loss of 19%.
 - The Audit Committee will meet in October to review the FY 2022 audited financial statements. As of June 30, 2022, the foundation has approximately \$467M in total assets, \$160M in total liabilities, and net assets of \$307M.
- VP, Advancement and Alumni Relations
 - Closed out FY 2022 at \$118.2M, one of the top three years for fundraising attainment. As of August 31, 2022, \$10.8M has been received.
 - A retreat was held on August 30, 2022 with the Deans, Vice Presidents, Advancement Senior Leadership, and Directors of Development to discuss philanthropic plans for the new academic year.

- COVID-19 Fast Grants
 - The Mercatus Center has received three unsolicited seven-figure donations over the last two months.
 - Emergent Ventures have raised about \$26M and has given about 260 grants.

There were no action items from the committee to bring before the full board.

3:45 p.m. – 3:50 p.m. D. Research Committee

Visitor Prowitt briefed the board on the topics presented and discussed during the Development Committee meeting, which included:

- Dr. Andre Marshall provided an overview of AY 2021-2022 research accomplishments along with some recent research wins. He highlighted important upcoming conferences hosted by Mason including the Anti-Racism and Inclusive Excellence Conference: Vision and Action for a New Era to be held at Mason Square on October 24 and the Accelerate Investor Event also held at Mason Square November 2 and 3.
- Dr. Amarda Shehu was introduced as the Associate Vice President of Research for IDIA providing leadership of the Institute along with the IDIA Executive Director, Dr. Kammy Sanghera. Dr. Shehu provided an overview of the Institute for Digital InnovAtion which included its contemporary relevance; it's mission of instigating, catalyzing, and incubating convergent research; and highlighting current programs and activities aligned with functional framework for Mason's institutes. Dr. Shehu highlighted the important role that IDIA programming will play in activating FUSE in research, educational, entrepreneurship, workforce, and pipeline activities.

There were no action items from the committee to bring before the full board.

3:50 p.m. – 3:55 p.m. E. Audit, Risk, and Compliance Committee

Visitor Kazmi briefed the board on the topics presented and discussed during the Audit, Risk and Compliance Committee meeting, which included:

- Vice President David Burge and Dean of Admissions Alan Byrd briefed the Committee on enrollment trends, the anticipated "enrollment cliff", and Mason's strategies for the coming years.
- The committee approved the Office of Audit, Risk, and Compliance Charter. No changes were made to either charter since they were last approved in September 2021. The Committee charter continues to align with the Board's bylaws.
- The Committee reviewed the reports covering audit, audit planning, compliance, and management's program to strengthen the IT control infrastructure included in your materials.

There were no action items from the committee to bring before the full board.

IX. Closed Session

- A. Personnel Matter (Code of VA: §2.2-3711.A.1)
- B. Consultation with Legal Counsel pertaining to actual or probable litigation (Code of VA: §2.2-3711.A.7)
- C. Consultation with Legal Counsel regarding specific legal matters requiring the provision of legal advice (Code of VA: §2.2-3711.A.8)

Vice Rector Bhuller **MOVED** that the board go into Closed Session under the provisions of Section 2.2-3711.A.1, for the following Personnel Matters: to discuss the Mason Athletic Department and to discuss President Washington's evaluation metrics; Section 2.2-3711.A.7, for Consultation with legal counsel pertaining to actual or probable litigation including briefings on:

Amison v. GMU
Ganley and Surber v. GMU et al.
Gibson v. Commonwealth
Jeong v. GMU
Inko-Tariah v. GMU
Kashdan v. GMU
Kinuani v. GMU
Mahmud v GMU
Morrison v. GMU et al.
Rourke v. Rowan et al.

and Section 2.2-3711.A.8 for Consultation with Legal Counsel regarding specific legal matters requiring the provision of legal advice concerning the aforementioned items plus a student matter. The motion was **SECONDED** by Visitor Prowitt. **MOTION CARRIED.**

Following closed session, Vice Rector Bhuller **MOVED** that the board go back into public session and further moved that by roll call vote the board 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. Any member of the committee who believes that there was a departure from the requirements as stated, shall so state prior to taking the roll call, indicating the substance of the departure that, in his or her judgment, has taken place. **ALL PRESENT BOARD MEMBERS RESPONDED IN THE AFFIRMATIVE BY ROLL CALL.**

Rector Blackman noted that at the Annual Meeting the board approved Dr. Washington's 2022-2023 Presidential Goals with the caveat that he add metrics against his goals. These metrics were discussed in closed session. Rector Blackman **MOVED** to approve Dr. Washington's FY 2023 Goals Metrics (**ATTACHMENT 4**). The motion was **SECONDED** by Visitor Kazmi. **MOTION CARRIED UNANIMOUSLY BY VOICE VOTE.**

X. Adjournment

Rector Blackman concluded by noting he is working with Mason leadership on the topic of classified information access that was discussed during the Annual Meeting and hopes to provide an update at a future board meeting. Rector Blackman called for any further business to come before the board. Hearing none, he adjourned the meeting at 4:54 p.m.

Prepared by:

Sarah Hanbury
Secretary pro tem

Attachment 1: Electronic Participation Policy (2 pages)
Attachment 2: Letter from Visitor Reginald Brown to Rector (1 page)
Attachment 3: Black Student Body of Mason Letter to Dr. Washington (4 pages)
Attachment 4: Dr. Washington's FY 2023 Goals Metrics (1 page)

**THE RECTOR AND BOARD OF VISITORS
OF GEORGE MASON UNIVERSITY
POLICY GOVERNING PARTICIPATION IN MEETINGS BY ELECTRONIC MEANS**

It is the policy of the Board of Visitors of George Mason University (the "Board") that individual Board members may participate in meetings of the Board and its committees and subcommittees by electronic means as permitted by Virginia Code § 2.2-3708.3 and this Board policy.

This policy shall apply to the entire membership and without regard to the identity of the member requesting remote participation or the matters that will be considered or voted on at the meeting.

The Board shall indicate whether a meeting will be an in-person or all-virtual public meeting in the required meeting notice along with a statement notifying the public that the method by which the Board chooses to meet shall not be changed unless the Board provides a new meeting notice in accordance with the provisions of § 2.2-3707.

Individual Remote Participation

A member of the Board may attend a meeting by electronic means if such member is unable to attend a meeting of the Board in person due to (i) a temporary or permanent disability or other medical condition that prevents the member's physical attendance, (ii) a medical condition of the member's family requires the member to provide care that prevents the member's physical attendance, (iii) the member's principal residence is more than 60 miles from the meeting location identified in the required notice for such meeting, or (iv) a personal matter which the member identifies with specificity. The member must notify the Rector in advance of the meeting.

A member may not use remote participation due to personal matters more than two meetings per calendar year or 25 percent of the meetings held per calendar year rounded up to the next whole number, whichever is greater.

Individual participation from a remote location is subject to Board approval. The Board hereby delegates to the Rector the authority to approve or disapprove the participation of a Board member from a remote location. Such participation from a remote location may not violate this policy or the provisions of the Virginia Freedom of Information Act. If the Rector disapproves a member's remote participation because such participation would violate this policy, such disapproval shall be recorded in the minutes with specificity.

Whenever an individual member wishes to participate from a remote location, a quorum of the Board must be physically assembled at the primary or central meeting location, and there must be arrangements for the voice of the remote participant to be heard by all persons at the primary or central meeting location.

All-Virtual Meetings

"All-virtual public meeting" means a public meeting (i) using electronic communication means, (ii) during which all members of the Board who participate do so remotely rather than being

assembled in one physical location, and (iii) to which public access is provided through electronic communication means.

The Board may hold an all-virtual public meeting upon the decision of the Rector or a majority of the Board membership. Public access to an all-virtual public meeting shall be provided via electronic communication means that allow the public to hear all members of the Board participating in the all-virtual public meeting and, when audio-visual technology is available, to see the members of the Board as well;

A phone number or other live contact information shall be provided to alert the Board if the audio or video transmission of the meeting provided by the public body fails, the public body monitors such designated means of communication during the meeting, and the public body takes a recess until public access is restored if the transmission fails for the public;

A copy of the proposed agenda and all agenda packets and, unless exempt, all materials furnished to members for a meeting shall be made available to the public in electronic format at the same time that such materials are provided to members;

The public shall be afforded the opportunity to comment through electronic means, including by way of written comments, at those public meetings when public comment is customarily received.

No more than two members of the Board shall be together in any one remote location unless that remote location is open to the public to physically access it;

If a closed session is held during an all-virtual public meeting, transmission of the meeting to the public resumes before the Board votes to certify the closed meeting as required by subsection D of § 2.2-3712;

The Board may not convene an all-virtual public meeting (i) more than two times per calendar year or 25 percent of the meetings held per calendar year rounded up to the next whole number, whichever is greater, or (ii) consecutively with another all-virtual public meeting.

Minutes of all-virtual public meetings held by electronic communication means are taken as required by § 2.2-3707 and include the fact that the meeting was held by electronic communication means and the type of electronic communication means by which the meeting was held. If a member's participation from a remote location pursuant to this subsection is disapproved because such participation would violate the policy adopted pursuant to subsection D, such disapproval shall be recorded in the minutes with specificity.

This policy was adopted by recorded vote this 29th day of September, 2022.



Jon M. Peterson

Secretary

Board of Visitors

George Mason University

Reginald J. Brown
317 Mansion Drive
Alexandria, VA 22302

August 17, 2022

Rector Horace Blackman
George Mason University
4400 University Drive, MS 2A3
Fairfax, Virginia 22030
hblackma@gmu.edu

Dear Rector Blackman:

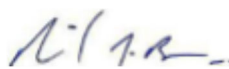
I look forward to the opportunity to serve with you as a member of the Board of Visitors of George Mason University. In accordance with our law firm's policies regarding service on boards of nonprofit organizations, I am sending this letter to confirm the nature of my service.

I am undertaking this service solely as an individual and not as a representative of my law firm, Kirkland & Ellis LLP ("Kirkland"). I will participate as a member of the Board of Visitors and not as an attorney for the Board of Visitors or for George Mason University. In the event that George Mason University has occasion to seek legal advice from me or from Kirkland, such representation would be the subject of a separate engagement letter setting forth the terms and conditions of Kirkland's legal representation.

I am undertaking this Board of Visitors service on the understanding that Kirkland is free to represent clients on matters that may be adverse to the interests of George Mason University and that George Mason University will not seek to disqualify Kirkland or any of its lawyers from any work on the basis of my Board of Visitors service. Of course, I will not personally participate in the representation of any client adverse to the interests of George Mason University so long as I serve as a member of the Board of Visitors. I will maintain the confidentiality of nonpublic information that I receive while serving on the Board of Visitors, and you agree that such information will not be imputed to Kirkland for any purpose.

If you have any questions about these understandings or if any is not acceptable to the Board of Visitors or to George Mason University, please notify me immediately. I very much look forward to serving on the Board of Visitors.

Sincerely,



Reginald J. Brown

September 27, 2022

President Gregory N. Washington, Ph.D
George Mason University
4400 University Drive
Fairfax, VA 22030
gwashin@gmu.edu president@gmu.edu

To President Gregory Washington:

We are the Black Student Body of George Mason University, comprising over 10% of students from all years, programs, creeds, identities, and backgrounds. We, the Black students at this University, come to you with burdened bodies, minds, and spirits. Recent campus events have targeted, belittled, and threatened the safety of Black students. We demand that swift and necessary action be taken to foster a truly safe and inclusive campus environment: not solely for Black students, but for the greater realm of the University. The Black Student Body has experienced a much different University than advertised by University entities. Since the inception of this University, we have made each President aware that Black students have consistently requested better, equitable treatment, and have repeatedly expressed that we do not feel protected or supported by senior administration.

George Mason claims to be one of the most diverse campuses in the Commonwealth; however, the Black Student Body feels that the University has failed to maintain its promises of diversity, equity, and inclusion to all of its students. As an institution that has committed itself to these values and wants to be a national exemplar, George Mason must face how it is failing students of color. Additionally, the University must fully and unequivocally support, protect, and uplift students of all identities: not solely in theory, but in practice. With this, the Black Student Body demands the following institutional changes from George Mason University:

Academic & Diversity Training Demands

1. Mandatory, comprehensive racial awareness and inclusion curriculum & training throughout all colleges and departments for all students, faculty, staff, and police (including cadets) by the Center for Culture, Equity, and Empowerment in collaboration with the Office of Diversity & Equity. The curriculum & training must be vetted, maintained, and overseen by a group of selected students, faculty, and staff of color, and should be led and organized by people of color who have significant experience in anti-oppression activism or scholarship, annually. This includes prioritizing the Inclusive Thriving Community Task Force:
 - a. Strategy 1.2.2: Develop basic, intermediate, and advanced diversity education programs that address learning outcomes at different levels of exposure to subject matter;

- b. Strategy 1.3.1: Increase University Life and faculty collaborations to diversify the curriculum as well as co-curricular learning experiences;
- c. Strategy 1.3.2: Establish and articulate an institutional-wide framework and strategy for diversity, equity, and inclusion.

Anecdotally, we are collectively aware that microaggressions occur in the classroom, therefore;

- a. In the aforementioned subsection, all facilitators must be compensated for conducting training, as diversity, equity, and inclusion educators and practitioners often are not paid at parity for their visible and invisible labor, thus leading to time and money constraints
 - b. In-person cultural humility training for all incoming freshmen and transfer students during orientation
2. Addition of cultural humility courses as a core requirement for all degrees, with existing classes able to fulfill this requirement. (e.g. AFAM 200, HIST 271, GOVT 414, ENGH 355, et cetera)
 - a. Racial competency must be built into degree requirement (i.e. capstone) courses
 3. Increased funding, resources, and personnel to the African and African American Studies (AAAS) program, for the purpose of increasing cultural awareness, visibility, and solidarity on campus

University Life / Co-Curricular Demands

1. Requirement of Student Government to maintain active, open, harmonious communications with organizations of color and their leaders, through both physical and virtual/electronic contact, where resolutions and policies affecting the Black Student Body will be made available to them and all other members of the University
2. Mandatory, informed consent prior to the publication of Black students on all Mason advertisements, brochures, flyers, and communications
3. Increased representation of students at Board of Visitors (BOV) meetings and any other key Presidential cabinet working groups that make decisions impacting the Student Body as a whole (e.g. a student from each racial community: Black, AAPI, SWANA, NIA, Latinx/Hispanic), not solely the Student Body President or Student Government affiliates
4. Consistent timely response, equal treatment for event-planning, and a commitment to ensuring fairness in financing events by the RSO Lead Team, the Student Involvement (SI), and the Student Funding Budget (SFB)
5. Reporting on the emotional, physical and psychological harms experienced by students from lack of action by George Mason University administrators (i.e. an open, accessible system or archive containing de-identified reported grievances)
6. Development of a plan outlining ways to increase and maintain graduation, retention, and certificate attainment rates of historically marginalized students (e.g. Black, Latinx, Asian, Indigenous, et cetera). Plan should be publicly accessible to the Mason community

7. All current and future strategic plans established by the University must be overseen by a diverse committee of students, including undergraduates (i.e. diversity in race, gender, orientation, citizenship status, academic year, academic major, et cetera)

Well-Being Demands

1. The creation of policy that requires direct support, advocacy, and action from Mason administration surrounding the mental and emotional health of Black students across all intersections, as this directly correlates to their physical well-being
2. The creation of a policy that protects faculty, staff, students, and athletes, giving them agency to voice solidarity with other students in their endeavors and frustration with administration, without repercussions

President Washington, as the first person in Mason's history to establish a task force on anti-racism, you understand well that this work is messy, but necessary. It is your own words that powerfully state how "... those of us of-age don't want to relinquish enough to the students, to our young people, to fulfill their destiny." You know that diversity, particularly from the student body, is the backbone of any dependable university, and that diversity on all fronts makes us strong as both a community and an academic institution. President Washington, we cannot have diversity without inclusivity. We cannot claim to be the most diverse campus in the Commonwealth without committing to making safe, inclusive, and equitable spaces for students of all backgrounds and identities, particularly for those who have been historically marginalized.

Our University has accepted the responsibility of serving others and helping its students succeed, regardless of any circumstance or tribulation fashioned against them. George Mason University has frequently expressed that one of its primary goals for students, among others, is preparing them for the future and shaping them to lead the charge for progress across our local, state, and global communities. In accepting this role as President of George Mason University, we believe that you, President Washington, have also accepted this mission of shaping young, prospective leaders to guide our world into a better tomorrow: that path begins here. We wish to hold you to this responsibility of serving others. We believe that our University can and will ensure a safe, welcoming, and inclusive learning environment for all students.

In the next week, we expect you to:

- Identify a date and time where you and your council (including but not limited to: Vice Presidents, Deans, and other senior administration) will be able to listen to Black students surrounding their pressing concerns and demands.
- Contact Black student leadership with the aforementioned time and date, via email at blacc.gmu@gmail.com
 - In this listening session, we will present you and your council with a timeline of events that have caused us to write this correspondence.

To echo the sentiment recently expressed by our fellow Black students at the University of Virginia: we want no task forces. No committees. No committees-of-committees. No round-table discussions to research the benefits and impacts of diversity, and no guest lectures to emphasize the necessity of equity and social justice. We, the Black student body of George Mason University, demand systemic, long-lasting change: a solid and equitable structure that will outlast us, our current classes, and generations of Black students to come. We demand structural change for Black students that can and will continue until the very end of this University's existence.

The safety of Black Mason students cannot wait, President Washington. **We need change, protection, and equity now. We demand action.**

Signed,

The Black Student Body of George Mason University

The Black Student Body of George Mason University, Past, Present, and Future

Dr. Washington's FY 2023 Goals Metrics

Approved at September 29, 2022 Board of Visitors Meeting

Deliver a distinctive and inclusive student experience that fosters lifelong engagement.

Re-calibrate academic unit reserve funds to 10% of anticipated expenditures.

Growth undergrad enrollment by 1.5%

Grow graduate and Law School enrollment by 1.5%

Grow Mason Enrollment Korea by 3%

Expand the impact of Mason's research, scholarship, and creative enterprise

Grow research expenditures by 5% (15% stretch goal) each year.

Accelerate economic and social impact.

Grow corporate support for engagement by 5% per year

Improve USNWR public rankings to 62 or better.

Maintain gifts and fundraising at \$100M

Invest in faculty and staff success

Implement 2.5% compensation increase relative to market assessment

Reduce the number of unfilled faculty and staff positions by at least 100

Update on subsequent communication re BLACC student requests and Climate Action student rally (submitted by Rose Pascarell, VPUL):

BLACC student requests

- September 21: Dr. Creston Lynch and staff engage in informal conversation (and have several subsequent informal conversations)
- September 27: Students send letter entailing “requests, demands and concerns” to President Washington, BOV;
- September 29, BOV meeting;
- October 5: First meeting with students and Dr. Washington, VP Pascarell, VP Artis, and Dr. Lynch;
- October 21: Second meeting with students and Dr. Washington, VP Pascarell, VP Artis, and Dr. Lynch;
- See document attached from VP Artis with BLACC student demands and information on the actions that Mason is taking to address those demands/requests. Additionally, the document includes the university official(s) who will be responsible for addressing the various requests.

Mason Students for Life

- October 13, 21, 24, 29: Outreach by VP Pascarell and Dr. Lynch, meeting dates and times offered, no response (this is connected to BLACC student requests);

Climate Action Group

- November 30 open session on Mason’s climate action commitment with Dr. Washington, VP for Strategic Initiatives and Chief of Staff Ken Walsh, and VP Pascarell;

Student Government Association

- VP Pascarell meets with SGA Student Body President, Vice President, and other representatives 2x a month; discuss various student, institutional issues, share information re above issues;

PSAG – President Washington Student Advisory Group

Meets 4x during academic year w VP Pascarell and student group: (September meeting discussion on Climate Action Plan)

Actions to Address the Black Student Body List of Demands

November 2022

On September 28, 2022, Dr. Gregory Washington, President of George Mason University (Mason) received Black Student Body List of Demands from the Black, African-Heritage, and Caribbean Coalition (BLACC). To learn more about the demands, President Washington and members from his leadership team participated in two listening sessions with student leaders from BLACC on October 5, 2022 and October 21, 2022. As a result of these sessions, this document was compiled to include the Black Student Body List of Demands and details on the progress and actions Mason is taking to address each demand and the university officials that are responsible for continuing to take action and address the demands.

Academic & Diversity Training Demands

- 1. Mandatory, comprehensive racial awareness and inclusion curriculum & training throughout all colleges and departments for all students, faculty, staff, and police (including cadets) by the Center for Culture, Equity, and Empowerment in collaboration with the Office of Diversity & Equity. The curriculum & training must be vetted, maintained, and overseen by a group of selected students, faculty, and staff of color, and should be led and organized by people of color who have significant experience in anti-oppression activism or scholarship, annually. This includes prioritizing the Inclusive Thriving Community Task Force.**

Over the past couple of years, Mason has been working to adequately train all faculty, staff and students with respect to Diversity, Equity and Inclusion (DEI). Mason has a long history of educating students, faculty, and staff about diversity, equity, and inclusion (DEI) training. Below are current policies and initiatives that directly address this demand:

- Training policy that requires all Mason employees, defined as *anyone who receives a paycheck from Mason*, to complete three (3) DEI trainings: *Title IX Overview and Sexual Harassment Prevention*, *Equal Opportunity: A Fair Shake* and *Ethics*. See Training Policy in Appendix A.
- Additional DEI training during faculty and staff orientation
- SafeZone training through University Life. SafeZone is an education and ally development program aimed at helping students, faculty and staff support LGBTQ+ Communities.
- Search Committee Training, which includes specific content on implicit biases, is required for all members of search committees.
- University Life units seek out professional development DEI opportunities that inform their individual functional areas.
- Academic diversity officers, in each college and school, are currently developing additional training protocols for individual colleges and schools.

For current and future DEI education and trainings created by the Office for Diversity, Equity, and Inclusion, students, faculty, and staff have the opportunity to review and provide input through the Training and Development Implementation Working Group and Student Voice Committee. Many of the individuals involved are students, faculty, and staff of color who have experience with DEI, anti-racism, and anti-oppression activism and scholarship. To further meet this demand, the Office for Diversity, Equity, and Inclusion will invite the Black, African-Heritage, and Caribbean Coalition (BLACC) to have a representative on the Student

Voice Committee. The university officials responsible for this demand are the Vice President for Diversity Equity and Inclusion and Faculty Senate Chair.

a. Strategy 1.2.2: Develop basic, intermediate, and advanced diversity education programs that address learning outcomes at different levels of exposure to subject matter;

Over the past two years, Mason has completed an inventory of DEI training and education offerings within the academic and administrative units. This inventory has allowed the University to identify offerings and uncover additional training needs, which will lead to enhanced education and training initiatives. In September 2022, The Office for Diversity, Equity, and Inclusion hired an inclusive education manager to coordinate, develop, and expand DEI education and training efforts at Mason. To meet this demand, the inclusive education manager has already started developing additional DEI professional development curriculum for faculty and staff. This professional development curriculum will be piloted in Spring 2023 with a goal of launching professional development curriculum in Fall 2023. For DEI training and education for students, the inclusive education manager will collaborate with the Center for Culture, Equity, and Empowerment (CCEE).

b. Strategy 1.3.1: Increase University Life and faculty collaborations to diversify the curriculum as well as co-curricular learning experiences;

University Life is committed to enhancing collaborations with faculty to diversify the curriculum and co-curriculum learning experience. In order to increase these collaborations funding for the appropriate faculty and staff must be secured and the faculty and staff must be hired. Below is the recent progress to meet this demand:

- University Life has hired three faculty fellows to provide assessment, programming, education, and support. These faculty fellows are part of three centers: 1) Truth, Racial Healing, and Transformation; 2) LGBTQ+; and 3) First-Gen+.
- The Stearns Center for Teaching and Learning has hired faculty with expertise in anti-racism and inclusive teaching.
- The Stearns Center has distributed over \$100,000 in grants to faculty to provide them with professional development and support to incorporate anti-racism and inclusive teaching in the curriculum.

The university officials responsible for this demand are the Vice President for University Life and Vice President for Diversity Equity and Inclusion.

c. Strategy 1.3.2: Establish and articulate an institutional-wide framework and strategy for diversity, equity, and inclusion.

In 2021, beginning with the One Virginia Plan, Mason has created and funded an institutional-wide framework and strategy for DEI to advance anti-racism and inclusive excellence at Mason. This framework and strategy meet this demand directly and was submitted to Governor Ralph Northam's administration in 2021. Much of the progress listed in this document is a direct result of that strategy. This framework is aligned with our strategic plan and includes five areas: access and success; campus climate; education and scholarship; community engagement; and infrastructure and accountability.

For this demand, details about the institutional-wide framework and strategy for diversity, equity, and inclusion will be made publicly available on the Office for Diversity, Equity, and Inclusion's website. The university official responsible for this demand is the President supported by the Vice President for Diversity Equity and Inclusion.

Anecdotally, we are collectively aware that microaggressions occur in the classroom, therefore;

- a. In the aforementioned subsection, all facilitators must be compensated for conducting training, as diversity, equity, and inclusion educators and practitioners often are not paid at parity for their visible and invisible labor, thus leading to time and money constraints**

Faculty job descriptions include teaching, research and service. Facilitators conducting training are typically compensated, are recognized for their service, or the responsibility is part of their position. There are cases however where the service exceeds what is commonly recognized as part of a faculty or staff members job. For this demand, the Office for Diversity, Equity, and Inclusion will do an assessment to determine if there are educators being uncompensated or not recognized for their contribution. The university official responsible for this demand is the Vice President for Diversity Equity and Inclusion.

- b. In-person cultural humility training for all incoming freshmen and transfer students during orientation**

Every incoming student at Convocation/Preamble is required to attend a DEI training. To further address this demand, University Life will review DEI training that takes place at orientation and determine how to best provide incoming freshmen and transfer students DEI training prior to starting at Mason. Curriculum is being updated and new content to address this demand could become part of it. The university official responsible for this demand is the Vice President for University Life.

- 2. Addition of cultural humility courses as a core requirement for all degrees, with existing classes able to fulfill this requirement. (e.g. AFAM 200, HIST 271, GOVT 414, ENGH 355, et cetera)**

- a. Racial competency must be built into degree requirement (i.e. capstone) courses**

Mason has addressed this demand by integrating DEI outcomes into Mason Core. On April 27, 2022, the Faculty Senate approved revisions to enhance Mason Core's general education program to better prepare students to be scholars and citizens who thrive in a diverse, global world. During the 2024-2025 academic year students will be required to take two Just Society flagged courses across the Exploration category. Just Societies integrates diversity, equity, and inclusion outcomes into the courses across the curriculum. The university officials responsible for this demand are Faculty Senate Chair and Provost.

3. **Increased funding, resources, and personnel to the African and African American Studies (AAAS) program, for the purpose of increasing cultural awareness, visibility, and solidarity on campus**

Academic majors emanate from the unit proposing the major and its ultimately demand and resources that determines the major. In order for a major to thrive and continue, there must be student demand for the major. AAAS is working towards creating a major, which could further increase cultural awareness and visibility at Mason. For this demand, the Office for Diversity, Equity, and Inclusion will meet with AAAS and Dean of the College of Humanities and Social to determine and address the funding, resource, and personnel needs. The university official responsible for this demand is the Dean of the College of Humanities and Social Sciences.

University Life / Co-Curricular Demands

1. **Requirement of Student Government to maintain active, open, harmonious communications with organizations of color and their leaders, through both physical and virtual/electronic contact, where resolutions and policies affecting the Black Student Body will be made available to them and all other members of the University**

Student government is an independent student organization with elected representatives. Any student can run for office. University Life's Office of Student Involvement is in process of reorganizing student government to be more representative. An update will be provided to BLACC by March 30, 2023. The university official responsible for this demand is the Vice President for University Life.

2. **Mandatory, informed consent prior to the publication of Black students on all Mason advertisements, brochures, flyers, and communications**

For this demand, Mason does obtain students' consent via signed release forms to use their images for paid advertising purposes. For images used in Mason advertisements, we only use images with signed releases on file, or stock photography. If we do not get their consent, we flag the images as ineligible for this use. When consent is received, we do not seek consent for each time we use the image in promotional materials. When subjects of released photos change their minds and revoke their consent, we honor their request.

Consent is not legally required for images used in informational and other editorial purposes (i.e. university news stories, our university magazine, our website, etc.), or for images taken of individuals who are in public spaces where a reasonable right to privacy does not exist (i.e. public restrooms, locker rooms, etc.). This is grounded in First Amendment protections of free expression, and affirmed in US Supreme Court case law. **However**, if a student approaches us to request that we refrain from using a legally-obtained image of her, him, or them in informational or other editorial contexts, we evaluate each request with the good-faith intent of honoring it whenever possible.

This is the administrative policy and practice of Mason. The university official ultimately responsible for this demand is the Vice President for University Branding. This office offers guidance, but does not exercise control, over the many units at Mason that produce their own materials.

3. Increased representation of students at Board of Visitors (BOV) meetings and any other key Presidential cabinet working groups that make decisions impacting the Student Body as a whole (e.g. a student from each racial community: Black, AAPI, SWANA, NIA, Latinx/Hispanic), not solely the Student Body President or Student Government affiliates

The university is not responsible for the selection of BOV members. Any student can attend BOV meetings and can submit or make public comments at appropriate times in meetings. The student body president and graduate association president sit on the Board as non-voting members. All administrators and faculty who sit on the board are non-voting members. These are board decisions.

During the October 21, 2022 meeting with President Washington, this item was amended. Instead of “increased representation of students”, this was amended to “increased representation of voices.” Towards that end, University Life has ensured that key African American student leaders have been added to the President’s student advisory committee. Any additional addressing of this item can be addressed in University Life/ Co-Curricular Demands #1 above since student government is being restructured.

4. Consistent timely response, equal treatment for event-planning, and a commitment to ensuring fairness in financing events by the RSO Lead Team, the Student Involvement (SI), and the Student Funding Budget (SFB)

The Office for Diversity, Equity, and Inclusion, Conduct Cluster, the Office of Student Involvement are working collaboratively to address this demand. An update will be provided to BLACC by March 30, 2023. The university official responsible for this demand is the Vice President for University Life.

5. Reporting on the emotional, physical and psychological harms experienced by students from lack of action by George Mason University administrators (i.e. an open, accessible system or archive containing de-identified reported grievances)

The Office for Diversity, Equity, and Inclusion is working with CCEE to assess Mason’s bias incident report tracking and response mechanisms and determine how to best report data to keep the Mason community informed on incidents. Additionally, the Office for Diversity, Equity, and Inclusion is exploring climate assessments. An update and a reporting plan will be provided to BLACC by March 30, 2023. The university officials responsible for this demand are the Vice President for University Life and Vice President for Diversity Equity and Inclusion.

6. Development of a plan outlining ways to increase and maintain graduation, retention, and certificate attainment rates of historically marginalized students (e.g. Black, Latinx, Asian, Indigenous, et cetera). Plan should be publicly accessible to the Mason community

Mason is one of the best institutions in the country when it comes to freshmen retention - 87.0% of students stay or a second year, compared 69% nationally, and 71% across Virginia. Over 72% of Mason undergraduates graduate within six years. There is parity across different groups, including historically marginalized groups as there is historically

no more than 5% difference between ethnic groups. For African American students Mason consistently averages more than 25% higher than national average and given our high acceptance rate, this is a significant achievement. All data on graduation and retention are publicly available on the Office for Institutional Effectiveness and Planning (OIEP) website. Work in this area is being done on the First-gen task force; Black Male Student Initiative, and Success Coaching. The university officials responsible for this demand are the Vice President for University Life and Vice President for Diversity Equity and Inclusion.

- 7. All current and future strategic plans established by the University must be overseen by a diverse committee of students, including undergraduates (i.e. diversity in race, gender, orientation, citizenship status, academic year, academic major, et cetera)**

Students are included in the planning process so they can provide input into the plan. A list of students who participate in the planning process will be provided to BLACC by March 1, 2023. The university official responsible for this demand is the Chief of Staff.

Well-Being Demands

- 1. The creation of policy that requires direct support, advocacy, and action from Mason administration surrounding the mental and emotional health of Black students across all intersections, as this directly correlates to their physical well-being.**

Over the past two years, University Life has hired two counselors in CAPS that specialize in culturally competent care thereby meeting the spirit of this demand. To focus on health equity, University Life has a health equity nurse practitioner, nurse and GA. This team have created an action plan to identifying ways to increase cultural competency amongst all healthcare providers. The university official responsible for this demand is the Vice President for University Life.

- 2. The creation of a policy that protects faculty, staff, students, and athletes, giving them agency to voice solidarity with other students in their endeavors and frustration with administration, without repercussions.**

We have a [free speech statement](#) that we adhere to at Mason. Student-athletes are allowed to stand in solidarity with their peers on or off Mason's campus. Athletics take every opportunity to educate them on social issues to ensure they have the knowledge and resources on campus. They have a regular Diversity and Inclusion meeting of the semester, and student-athletes are invited to participate. To address this demand, we will review the policy and make any updates to address this concern. An update will be provided to BLACC in March 1, 2023. The university official responsible for this demand is the President.

President's Report Prepared for the Dec. 1, 2022 Board of Visitors Meeting

Selected Highlights:

Student and Alumni Highlights:

- After a diagnosis of stage 4 endometriosis, Julia Mandeville, a doctoral student in public health, co-founded the organization Barbados Association of Endometriosis and PCOS to raise awareness, support, and research efforts for the condition.
- The Scalia Law School's Moot Court team – Roma Diseati, Tom Dossey, and Kevin Kehne – topped 35 other teams to win the Billings, Exum and Frye National Moot Court Competition at Elon Law School.
- College of Visual and Performing Arts senior Nadya Steare served a two-month residency at the Akureyri Art Museum in Iceland, where she worked full time on her first solo exhibition abroad.
- The basking shark is now a "protected wild animal" under new legislation in Ireland, thanks to an international collaboration among U.S., U.K., and Irish researchers, including alum Chelsea Gray, who is working on a PhD in environmental science and public policy.
- In research presented at the Midwest Political Science Association, senior public administration major Andrew Strasberg proposed new methods of analysis to explain ultra-ism and its associated violence that could be incorporated into a broader body of literature.
- Schar School alumna Jennifer Vasquez was named Vice President of Diversity, Equity and Inclusion for the NBA's Golden State Warriors.
- Schar School Master's in Public Administration student Kiera Hall is the founding executive director of Commonwealth Forward, a political action committee devoted to fighting "the corrosive effects of corporate influence on our domestic process" and supporting progressive campaigns throughout Virginia.
- Young adult fiction author Andrew Joseph White, who graduated with an MFA in creative writing from Mason in May, published his first book, *Hell Followed with Us*, an LGBTQ post-apocalyptic horror story and *New York Times* bestseller, in June.
- Molly Izer, a government and international politics major and Honors College student, presented at the 2022 American Political Science Association annual meeting her investigation of the informal dynamics that occur within the House of Representatives through congressional caucuses.

Faculty Highlights:

- Two College of Humanities and Social Sciences faculty members, Tiffany Thames Copeland and Debra Lattanzi Shutika, received 2022-23 Fulbright U.S. Scholar Program awards. Copeland, an adjunct with the African and African American Studies program, is spending the year in the Republic of Ghana, teaching communication classes and studying the impact of Ghana's "Year of Return, Ghana 2019" campaign. Shutika, an associate professor in the Department of English, is spending the year in County Mayo, Ireland, where she is teaching folklore, field documentation, digital storytelling, and sense of place at the Mayo and Galway campuses of Atlantic Technological University.
- Ed Maibach, University Professor in the Department of Communication and the director of Mason's Center for Climate Change Communication, was elected to the National Academy of Medicine.

- A team of Mason researchers, led by University Professor Faye Taxman, founding director of the Schar School's Center for Advancing Correctional Excellence (ACE!), and co-investigator Amy Murphy, senior research associate at ACE!, will co-lead engagement activities at a new center at Mason and Duke University, the HEAL Research Dissemination and Engagement Center. HEAL stands for Helping to End Addiction Long-term. This is part of a five-year NIH grant.
- A \$3.6 million project, a multi-university collaboration led by University Professor Faye Taxman that studied mental health and jail populations, won the Mission Award from the Society for Implementation Research Collaboration.
- Psychology professor Allison Jack received an Autism Center of Excellence Network award from NIH for her research efforts aimed at understanding why some autistic individuals receive very late diagnoses, or none at all.
- English professor Sylvia Schreiner, a language documentarian, through an NSF CAREER grant is on a mission to record and help maintain the Yupik language on St. Lawrence Island in the Bering Sea.
- Public policy professor David M. Hart led a groundbreaking study from the Schar School's Center for Energy Science Policy that shows how the U.S.'s production of polyvinyl chloride—PVC—may reduce greenhouse gas emissions using technologies that are nearing maturity now and add little cost to production.
- Schar School professor Alan Abramson received the 2022 Distinguished Achievement and Leadership in Nonprofit and Voluntary Action Award by ARNOVA, the national body representing university-based and other nonprofit researchers in the U.S.
- An NSF-funded study headed by veteran kidney researcher Naoru Koizumi, professor of public policy and associate dean of research and grants in the Schar School, and assisted by Hadi El-Amine, a professor in Mason's Systems Engineering and Operations Research Department, will explore the intricacies and prevalence of the trafficking of human kidneys by illicit networks around the world.
- Funded by the National Institute of Standards and Technology, cyber security engineering professor Vijay Shah is collaborating with colleagues at Virginia Tech and the Arlington, Virginia, County Fire Department on a 5G Indoor Positioning System that may someday be used by fire departments nationwide.
- The Health Resources and Service Administration (HRSA) has awarded nursing professor Rebecca Sutter a \$1.1 million grant to create a Learning Laboratory for Community Health that trains students to serve and improve health care for underserved communities.

Rankings/Accolades Highlights:

- Mason has five programs in the top 100 in the world in the latest Global Ranking of Academic Subjects, with the Antonin Scalia Law School leading the way at 28th worldwide, 17th in the United States, and 13th among U.S. public institutions. Other highlights from those rankings:
 - Atmospheric sciences (45th world, 24th in U.S., 16th among U.S. publics)
 - Economics (76-100 world, 38th in U.S., 17th among U.S. publics)
 - Public administration (76-100 world, 31st in U.S., 23rd among U.S. publics)
 - Education (76-100 world, 42nd in U.S., 30th among U.S. publics)
- In the Academic Ranking of World Universities, Mason placed in the 150-201 group worldwide (up from the 201-300 group last year), along with the University of Virginia, Virginia Tech, and Virginia Commonwealth. That position placed those institutions tied for 63rd nationally and tied for 33rd among U.S. public universities.

President's Report

As you may know, we are in the process of developing a strategic plan, the final draft of which is now complete. In accordance with the major priorities of this plan, all reporting will follow the strategic plan format. The outcomes will be outlined in the five general priorities of the strategic plan:

1. Deliver a distinctive and inclusive student experience that fosters lifelong engagement.

Cultivate a high-quality experience that embodies the Mason values and promotes student success, well-being, collaboration, and a lasting connection. (Undergraduate and Graduate Education)

2. Expand the impact of Mason's research, scholarship, and creative enterprise.

Bolster the infrastructure and systems that support research and collaboration. (Research)

3. Accelerate economic and social impact.

Strengthen partnerships, alumni relations, and community building and engagement informed by Mason's research, creative arts and pedagogical expertise. (Mason Enterprise, Advancement, Government Relations)

4. Exemplify a university culture of diversity, equity, and inclusion.

Live a culture of belonging and inclusion and address disparities that support the values of access, diversity, equity, and inclusion at Mason (Diversity, Equity and Inclusion).

5. Invest in faculty and staff success.

Ensure appropriate resources, processes, and technologies are in place that better support the faculty and staff experience (Faculty and Staff support, Fiscal Services)

1. Deliver a distinctive and inclusive student experience that fosters lifelong engagement.

- **Mason Online:** The Masters in Public Health has been scheduled to start production, with the goal to launch the first cohort in fall 2023.
- **ADVANCE:**
 - An article for the Journal of Applied Research in the Community College was just published providing a descriptive case study that speaks to ADVANCE's contributions to Mason students' development of transfer student capital.
 - The 2022 Academic Summit marked the first in-person summit since 2019, and over 100 faculty from both NOVA and Mason represented almost all ADVANCE academic pathways. Feedback was very positive, highlighting the important role the Summit plays in developing inter-institutional camaraderie among faculty.
 - ADVANCE representatives recently presented at the National Conference for Students in Transition and had three proposals accepted for the 2023 National Institute for the Study of Transfer Students conference in Portland, Oregon.

Enrollment:

	Headcount		Student FTE		Credit Hours	
	2021	2022	2021	2022	2021	2022
Total University Enrollment	39,142	39,607	29,769.5	30,380.1	428,966.5	437,354
VA	31,026	30,439	23,526.2	23,290	341,971	339,396
OOS	8,116	9,168	6,243.3	7,090.1	86,995.5	97,958
	Headcount		Student FTE		Credit Hours	
	2021	2022	2021	2022	2021	2022
Total Undergraduate Enrollment	27,395	27,572	23,274.5	23,592.4	349,117.5	353,886
VA	23,528	23,451	19,649.7	19,729.6	294,746	295,944
OOS	3,867	4,121	3,624.8	3,862.8	54,371.5	57,942
	Headcount		Student FTE		Credit Hours	
	2021	2022	2021	2022	2021	2022
Total Graduate	10,986	11,191	5,858.4	6,115.7	70,301	73,388
VA	7,211	6,676	3,640.6	3,318	43,687	39,816
OOS	3,775	4,515	2,217.8	2,797.7	26,614	33,572
	Headcount		Student FTE		Credit Hours	
	2021	2022	2021	2022	2021	2022
Law	761	844	636.5	672	9,548	10,080
VA	287	312	235.9	242.4	3,538	3,636
OOS	474	532	400.7	429.6	6,010	6,444

2. Expand the impact of Mason's research, scholarship, and creative enterprise

Research Services

- The Office of Research Services, in collaboration with Fiscal Services, ITS, the Provost Office and the academic units, continues to lead a transformation of research administration.
 - The Conflict of Commitment Committee has made significant progress in defining draft policies related to the disclosure of Outside Activities. As a first step, these draft policies will be socialized with senior leadership for review and inclusion in the Research Administration Management Portal (RAMP) that went live on July 11.
 - Draft recommendations have come out of the Strategic Planning for Research Computing project. Service line organizations including HPC, Cloud Computing, and Secure Computing have been recommended along with functional groups consisting of Systems, Application and Administrative Support, and Researcher Engagement. These recommendations resulted from peer benchmarking and contributions from over 11 focus groups.

Research Development Services

- An External Evaluation of Research Development Report has been completed to determine Mason's research development needs and how best to support them. Recommendations were made that leverage the university institutes for faculty engagement, while increasing research development staff to support new initiatives that may result from this engagement. At the same time, a decentralized approach was recommended to coordinate with unit-level development staff ensuring that the research development function is optimized throughout the university. Executing on these recommendations, an Associate Director for Research Development, Dr. Leslie Frieden, was recently hired.

Institutes

- Professor Edward Maibach, Distinguished University Professor in the Department of Communication in George Mason University's College of Humanities and Social Sciences (CHSS) and Director of Mason's Center for Climate Change Communication (4C), and Institute for a Sustainable Earth (ISE) faculty member, has been elected to the prestigious National Academy of Medicine (NAM). Considered one of the highest honors in the fields of health, medicine, and behavioral sciences, election to the National Academy of Medicine recognizes individuals who have demonstrated outstanding professional achievement and commitment to service.
- The Institute for Digital InnovAtion (IDIA) worked with the Criminal Investigations and Network Analysis (CINA) Center, the Terrorism, Transnational Crime and Corruption Center (TraCCC), led by Prof. Louise Shelley, and Amazon to present the 2022 Bring Down Counterfeiting Public Policy Hackathon held November 5 at the Homeland Security Investigations Innovation Lab in Arlington. The event challenged teams from U.S. and international academic institutions, companies, and other affiliations to develop innovative ideas to improve public-private collaborations against the industry-wide global challenge of counterfeiting.

- Professor Siddhartha Sikdar, Director of the Center for Adaptive Systems of Brain-Body Interactions (CASBBI), Professor of Bioengineering and Institute for Biohealth Innovations (IBI) faculty member, was recently awarded a new grant from the NIH HEAL Initiative to develop and test biomarkers for myofascial pain. Millions of Americans suffer from soft tissue pain whose cause is often not clearly identifiable using current diagnostic tests. The CASBBI project will investigate a combination of novel ultrasound and electrical methods to address this need for new biomarkers. This project is part of a new focus on biomarkers for myofascial pain as part of the NIH HEAL Initiative.

3. Accelerate economic and social impact.

- Launched initiative to evaluate West Campus development. Towards that end we have entered into a formal MoU to explore the development of a Joint Cricket Pitch/Baseball field to replace the our current Baseball field, thereby bringing the possibility of Major League Cricket to the region.
- Exploring other possible partnerships for West Campus development including the Washington Spirit (Practice Facility), the United States Tennis Association (Tennis and Pickelball) and the St. James (Tennis and Pickleball).

Mason Enterprise:

- Mason's Commonwealth Cyber Initiative Accelerator 2022 Cohort Teams pitched to investor, corporate, and entrepreneur judges on October 26 at the Fuse Pilot Space on Mason Square.
- Mason's Accelerate 2022 Investor Conference was held November 2-3, 2022 on Mason Square. The event was another huge success with more attendees and participating companies than last year. The event consisted of investor presentations from the region's top tech startups, investor panels, and compelling national level keynote speakers. The conference culminated with a Gala Event to honor the top companies and students (See statistics below):
 - 388 registered attendees
 - 54 investors attended from 10 states, 19 non-local
 - Twenty six cash and in-kind sponsors
 - 43 companies were invited to pitch. The 35 companies pitched came from 19 different cities.
 - 22 student teams who participated from 7 schools (American University, George Washington University, Georgetown University, James Madison University, George Mason University, University of Richmond, University of Virginia, Virginia Commonwealth University)

Development:

- In our February 2023 Board of Visitors meeting, we will seek approval from the board to name the Center for the Arts as the Barry Dewberry and Arlene Evans Center for the Arts in recognition of their \$10 million pledge.
- Through a transformational gift, the Center for Government Contracting in the School of Business will be known as the Greg and Camille Baroni Center for Government Contracting.
- \$20.6 million - revenue through 11/30/22
- The Office of Advancement and Alumni Relations is increasing staffing for the upcoming comprehensive campaign. Several new positions will be announced over the next five months. A few newly hired employees include:
 - Cindy Michelson, Senior Director of Development, Schar School

- Suzanne Terrillion, Director of Development, CHSS
- Pedro Rivera, Director of Development, University Priorities
- The Office of Annual Giving continues to put systems, processes, and programs in place to achieve the goal of a 10% undergraduate alumni participation rate by June 30, 2027.

State Government Relations Update:

- **Administration Campus Tour:** On October 7, the Youngkin Administration kicked off the first campus visit of a state-wide tour of public colleges and universities. Education Secretary Aimee Guidera; Finance Secretary Stephen Cummings; Education Deputy Secretary Sarah Spota; and staff from the Department of Planning and Budget (DPB) and the State Council for Higher Education of Virginia (SCHEV) visited Mason at both the SciTech and Fairfax campuses. The visit facilitated discussions on Mason's cutting-edge research, capital projects, and student mental health initiatives.
- **General Assembly Fall Retreats**
 - Bipartisan House and Senate Education Committee members participated in a two-day education summit in late October, hosted by the Hunt Institute, in southwest Virginia. The discussions centered around PreK-12 education policies, from incentivizing agency collaboration and teacher recruitment to the role of higher education as a partner in early learning and workforce development. Several members of the General Assembly, Youngkin Administration officials, and representatives from higher education and PreK-12 school leadership participated in the events.
 - On November 14 the Joint House Appropriations & House Finance Committee convened to receive financial updates from Secretary of Finance Stephen Cummings, committee staff updates on the 2023 revenue and budget outlook, capital outlay, debt, and impacts of inflation and supply chain issues throughout the Commonwealth.
 - In late November the Senate hosted a two-day retreat at Longwood University in preparation for the upcoming legislative session. Committee members were briefed on the 2023 Virginia economic outlook, revenues and budgets, demographic trends impacting higher education enrollment, workforce development, and future investments.
- **Legislative Meetings:** Mason conducted several legislative meetings this fall, focusing on budget priorities and areas for collaboration. Interim Vice President of Finance, Deb Dickenson, and I spent time in Richmond throughout October and November conducting key legislative meetings with 12 members of the General Assembly and continued ongoing engagement with the Youngkin administration in advance of the budget release and 2023 legislative session.
- **Six-Year Capital Outlay Plan Advisory Committee:** In October, the Department of Planning and Budget (DBP) hosted a meeting of the Six-year Capital Outlay Plan Advisory group, known as "Six Pack", bringing together Secretary of Finance Stephen Cummings; Director of DPB Michael Maul; Director of the State Council for Higher Education of Virginia (SCHEV) Peter Blake; Director of the Department of General Services Joe Damico; and lead legislative staff from the House Appropriations and Senate Finance committees. The Committee addressed Mason's Institute for Digital Innovation (IDIA) and the potential use of existing appropriated funding to address inflation related overages on the project. Mason staff was present for the meeting and able to speak to specifics around funding levels, project timelines, and expectations.
- **Mason's Potomac Science Center Hosts State Decision Makers:** In late September, Harris Schwab, the Special Assistant to Acting Secretary of Natural and Historic Resources Travis Voyles; Assistant Secretary Corey Scott; and VMRC Commissioner Jamie Green were joined by

Potomac Science Center leadership and State Government Relations staff to showcase innovative and cutting-edge research happening on campus. The agency contingent toured several labs, engaged in extensive dialogue with undergraduate and professional researchers, and was briefed on budget requests by Mason experts in an effort to develop and deepen relationships with key administration officials in advance of the budget release and legislative session.

- **Council of Presidents Meetings:** The Council of Presidents (COP) met in September at the University of Virginia and again in October in Richmond. The COP also hosted a virtual meeting on November 21. The COP is collaborating with the Youngkin Administration on promoting and protecting free speech and expression on campuses and continues to work toward those shared goals.
- **George Mason Scalia Law Graduate on State Supreme Court:** Dean of Mason's Antonin Scalia Law School, Ken Randall and I attended the investiture of Justice Wesley Russell, the first Mason alumnus to be appointed to the Virginia Supreme Court. The swearing-in ceremony took place on September 14 at the Supreme Court building in Richmond, and included remarks from Governor Youngkin. Attendees included bipartisan House and Senate leadership, staff from the office of the attorney general, and officials from across the Commonwealth.
- **Higher Education Funding Conference Draws Education Stakeholders:** Partners for College Affordability and Public Trust hosted a conference titled "Fair Funding and the Future of Higher Education in Virginia" in September, bringing together state legislative and agency representatives, representatives from Virginia and out-of-state institutions, and education/workforce associations to discuss policies and practices in higher education, and workforce stakeholder communities.
- **Looking Forward**
 - December 15: Governor Youngkin's Budget Release
 - December 15: Joint House and Senate Finance and Appropriations Committee Meetings
 - January 11, 2023: Regular Session of the General Assembly convenes
 - January 25: Mason Alumni and Legislative Reception
 - January 26: Mason Lobbies-Student Advocacy Day
 - February 27: General Professional Advisory Committee (GPAC)
 - February 27: Council of Presidents (COP)

Federal Government Relations Update:

- **Virginia Congressional Delegation:** All House incumbents of the Virginia Congressional delegation (neither Senator was up for reelection) were reelected with the exception of Democrat Rep. Elaine Luria of Virginia's Second District. She was defeated by Republican State Senator Jen Kiggans, who currently represents the 7th Senatorial District in the General Assembly. Representative-elect Kiggans is a Navy Veteran and a geriatric nurse practitioner. She served for ten years in the U.S. Navy, completing two deployments to the Persian Gulf as an H-46 and H-3 helicopter pilot. After the Navy she became a board-certified Adult-Geriatric Primary Care Nurse Practitioner. She is a graduate of Old Dominion University's Nursing School and Vanderbilt University's Nurse Practitioner program. Kiggans serves as a primary care provider for a small private practice in Virginia Beach and has worked in several long-term care and nursing facilities in Virginia Beach and Norfolk. She is a member of the American Association of Nurse Practitioners, Virginia Geriatrics Society, American Nurses Association.
- **President Washington Congratulates Virginia Election Winners:** President Washington sent congratulatory letters to the winners of Virginia's Congressional elections. The letters were tailored to explain how Mason impacts each district. The expectation is that Congress will relax

Covid restrictions and allow in-person office visits with minimal limitations. President Washington has carved out dates on his calendar in early Spring 2023 to visit the Members of the Virginia Congressional delegation. The letter to Representative Connolly expressed support for his bid to be the top Democrat on the Oversight and Government Reform Committee. Congressman Connolly now Chairs its Government Operations Subcommittee and has held three field hearings at Mason.

- **Mason's FY 2023 Earmark Process:** Four Mason earmark proposals, referred to as Community Projects, were included in the House-passed appropriations bills. Congressman Connolly sponsored two of them, including \$943,983 for a youth suicide prevention project, and \$1,000,000 for a cybersecurity and information technology executive education program. Congresswoman Wexton also sponsored two proposals, including \$820,000 for a tick-borne testing initiative, and \$1,037,519 for a substance abuse disorder program. In the Senate, Senators Kaine and Warner have supported \$1,950,000 for a tutors to teachers program. The appropriations bills containing these earmarks must be passed by Congress and signed into law for the funds to be directed to Mason. There is a priority in the Lame Duck session of Congress to pass an Omnibus Appropriations bill by Dec. 16.

4. Exemplify a university culture of diversity, equity, and inclusion.

- Launched Mason's first Anti-Racism and Inclusive Excellence (ARIE) Conference celebrated the impact of research and the shared goal of shaping a more equitable future. More than 400 people attended the conference on October 24 either on Mason Square or virtually. Dr. Sharnnia Artis, Vice President for Diversity, Equity, and Inclusion, led the Mason groups that planned the conference and served as emcee for the event.
- Launched Mason's second DEI Affinity Group Networking Reception. This networking reception was for the approximately 120 faculty and staff from the following affinity groups: AAPI—Asian, Asian American, Pacific Islander Faculty, BLIM—Black, Latinx, Indigenous, Multiracial Faculty, 1st GEN—First Generation Faculty, LGBTQ+ Faculty/Staff Alliance. The goal of this reception was to encourage collaboration and engagement of these groups across college and departmental lines.
- Held group meetings with the Black, African, and Caribbean Coalition (BLACC) in reference to their list of demands. We have put in place strategies to address all nine demands and delivered a formal response to the group on November 28, 2022.

5. Invest in faculty and staff success.

- Launched Mason's First Mason Virginia Promise (MVP) Employee Dependent Tuition Benefit. Under this program the dependents of qualifying employees will receive sufficient grants and scholarships ("gift aid") to cover the full cost of tuition and mandatory fees, which currently equals \$13,404 per year and \$6,702 per semester. Mason employees whose family income is \$60,000 or less, or whose dependents are eligible to receive a Pell Grant, are eligible to apply for this new employee benefit. This new program will begin for the spring 2023 academic semester.

President's Other External Activities & Speaking Engagements:

- Participated in the Virginia Council of Presidents meetings, as well as General Professional Advisory Committee SCHEV sessions.
- Engaged in professional development by participating in the New Director Program hosted by Spencer Stuart.
- At their invitation, attended Kaiser Permanente's Executive Leadership Council recognition gala, the celebration and culmination of the Council's pledge toward inclusive leadership, recognizing individuals and corporations who lead in support of Black Excellence and achievement in business.
- As a guest of Micron, attended the Community Foundation for Northern Virginia 2022 Raise the Region Gala, where Micron was honored with the Community Leadership Award.
- Attended a roundtable session, hosted by Jeff Selingo, with leaders from the higher education and technology communities on the topic of innovation in higher education.
- Served as a panelist for a Workforce Development Panel Discussion hosted by WTOP and sponsored by Amazon. Other panelists included Anne Kress (President, Northern Virginia Community College), Victor Hoskins (President and CEO, Fairfax County Economic Development Authority), Christian Dorsey (Vice-Chair, Arlington County Board), and Holly Sullivan (VP, Worldwide Economic Development, Amazon).
- Provided both opening remarks and served as a panelist at a session of the American Talent Initiative, titled "Connecting with Your President and Campus Team".
- Participated in the fall meeting of the Atlantic 10 President's Council.
- Provided keynote remarks for the Achievement Week program of the Psi Alpha Alpha chapter of the Omega Psi Phi fraternity.
- Provided an interview on the topic of preparing the next generation of talent for the workforce for the *Managing the Future of Work* podcast by the Harvard University Business School.

Select President's Internal/Campus-Related Activities & Speaking Engagements:

- With WGMU Studios, recorded episodes of the podcast *Access to Excellence*:
 - An episode where the topic of the midterm elections was discussed with Jennifer Victor, associate professor of political science in the Schar School of Policy and Government.
 - An episode during which the Anti-Racism and Inclusive Excellence Conference was discussed with Gail Christopher, executive director of the National Collaborative for Health Equity and a senior scholar in Mason's Center for the Advancement of Well-Being

- Recognized Mason's Employees of the Month for October and November, Jeanne Medford and Robin Frey, respectively.
- Discussed topics of importance to Mason's students with the President's Student Advisory Group.
- Provided remarks at the official launch of the newly renamed AbuSulayman Center for Global Islamic Studies.
- Hosted the Innovation Ecosystem Reception at the Mathy House, welcoming attendees from the President's Innovation Advisory Council, Mason Enterprise Advisory Board, and constituencies from the region's innovation sector.
- Engaged with students by leading sessions of the Fall cohort of the President's Leadership Seminar.
- Welcomed Virginia Secretary of Education Aimee Guidera and Virginia Secretary of Finance Steve Cummings for a tour of Mason's Fairfax campus, highlighting current Mason initiatives, academics, and research.
- Attended the annual Mason Madness exhibition presented by both Men's and Women's basketball.
- Provided congratulatory remarks at a reception honoring Mason's University Professors and Robinson Professors.
- Welcomed K-12 students from across the region at STEAM FEST, a special day-long event hosted by the Office of Diversity, Equity, and Inclusion, engaging students in STEAM-related learning activities.
- Celebrated the contributions of the Board of Visitors, Board of Trustees, and Alumni Association at the annual recognition reception at the Mathy House.
- Celebrated the accomplishments of distinguished Mason alumni at the annual Celebration of Distinction, hosted by the Mason Alumni Association.
- Provided remarks and served as a panelist at the Anti-Racism and Inclusive Excellence Conference held at Mason Square. The conference was accomplished through the joint efforts of the Office of Diversity, Equity, and Inclusion, and the Office of Research, Innovation, and Economic Impact.
- Served as a special guest speaker and shared insights in the Public Sector Leadership class taught by Professor Anne Holton.
- Provided university updates and addressed questions and topics of interest at an academic unit town hall session.
- At a dinner which brought together past presidents of Mason's Alumni Association, provided remarks updating attendees on the state of the university.
- Engaged with members of Mason's faculty on the topics of budget, dependent tuition, and compensation at a meeting of the Faculty Senate.
- Provided recorded remarks for the annual TraCCC-Amazon Hackathon, a competition where individuals with a variety of skillsets compete to find solutions to a defined problem set in a given time frame.
- Engaged with area business leaders on the topic of Mason's impact in the Commonwealth and opportunities to support the university's mission at the National Leadership Council, hosted by the Office of Advancement and Alumni Relations.
- In tandem with the Office of University Life, engaged in a supportive session with Iranian students amidst the ongoing tensions in Iran.
- Celebrated with Mason staff and faculty in honor and appreciation of their milestone years of service at the University Day festivities; Green Day honored employees with 5-15 years of service and Gold Day honored employees with 20+ years of service.

- Welcomed participants at the Fuller Institute & Center for Regional Analysis Economic Forum.
- Discussed topics of importance with students participating in the DC College Access Program during a dinner at the Mathy House.
- Cheered on the men's basketball team for their games at the Paradise Jam in St. Thomas, Virgin Islands.
- Gave remarks at an Affinity Group Reception hosted by the Office of Diversity, Equity, and Inclusion, welcoming Asian, Asian American, Black, Latinx, Indigenous, Multiracial, First Generation, and LGBTQ+ faculty members.

President's Mason-Relevant Board Service:

- Northern Virginia Technology Council
- Consortium of Universities of the Washington Metropolitan Area
- NOVA Chamber of Commerce
- Virginia Business Higher Education Council

President's External Board Service:

- Octane
- HBCU-UP Advisory Board
- S&P Global
- Internet2
- Ohio State University Institute for Materials Research External Advisory Board

Select Upcoming Events:

- Winter Commencement – December 15
- University closed for holiday break – December 19 – January 2 (reopens January 3)
- Next BOV Meeting – February 23, 2023

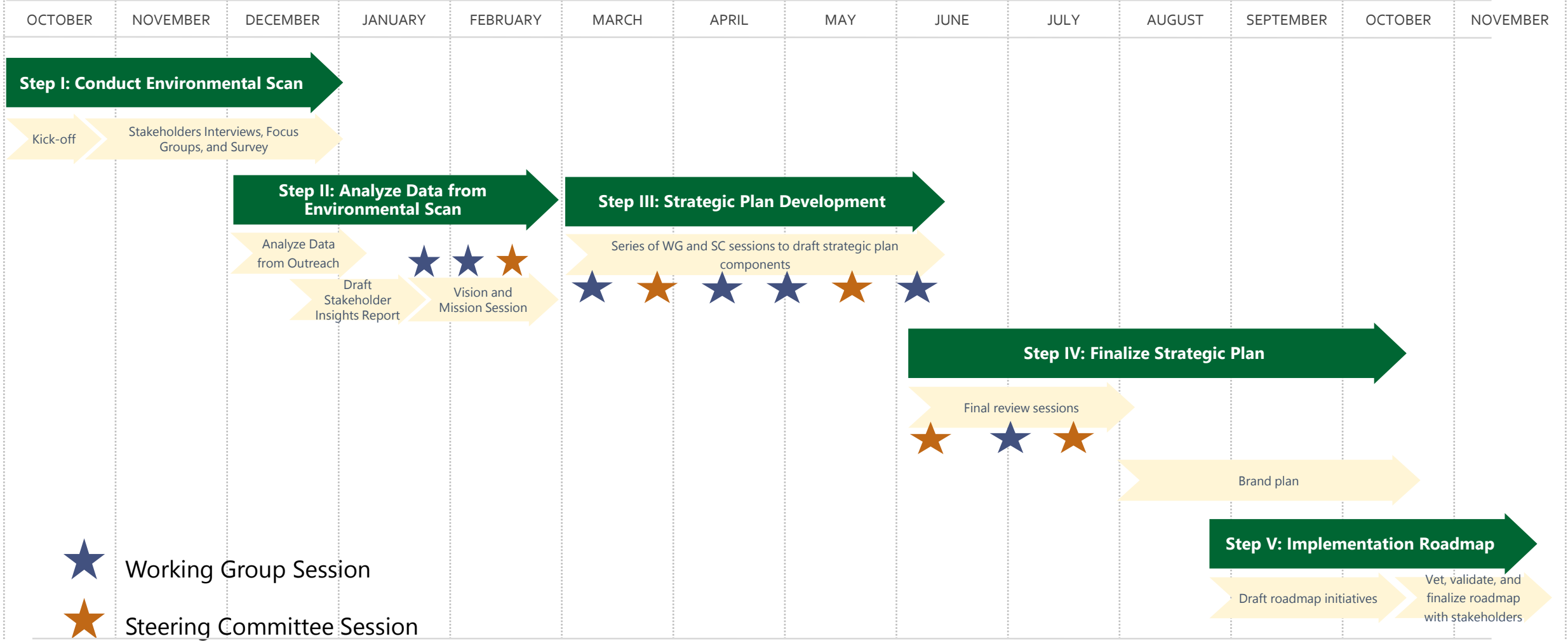
Strategic Plan



Strategic Planning Framework



Mason Strategic Planning Timeline



Our Strategic Priorities

Mason Student Experience

Deliver a distinctive and inclusive student experience that fosters lifelong engagement.

Cultivate a high-quality experience that embodies the Mason values and promotes student success, well-being, collaboration, and a lasting connection.

Research

Expand the impact of Mason's research, scholarship, and creative enterprises.

Bolster the infrastructure and systems to support research and collaboration.

Partnerships

Expand partnerships for economic and social impact.

Strengthen partnerships, alumni relations, and community building and engagement informed by Mason's research and pedagogical expertise.

DEI

Exemplify a university culture of diversity, equity, and inclusion.

Live a culture of belonging and inclusion and address disparities to support the values of access, diversity, equity, and inclusion at Mason.

Faculty and Staff

Invest in faculty and staff success.

Ensure appropriate resources, processes, and technologies are in place to better support the faculty and staff experience.

Mason's Four Campus SETTING



Strategic Priorities

Mason Student Experience

Deliver a distinctive and inclusive student experience that fosters lifelong engagement.

Cultivate a high-quality experience that embodies the Mason values and promotes student success, well-being, collaboration, and a lasting connection.

Key Strategies



Enhance the academic experience for all learners to thrive throughout their lives.



Improve the student engagement experience within the Mason community.



Build a dynamic alumni engagement strategy.



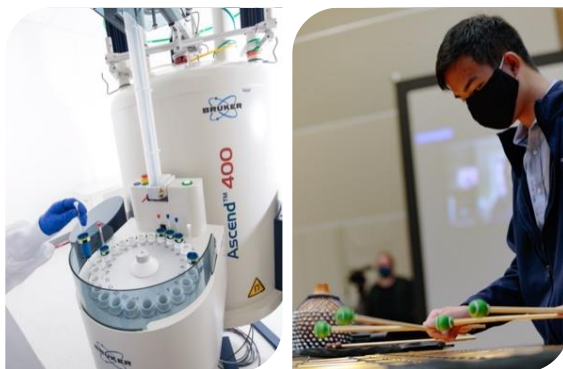
Modernize the student services experience.

Strategic Priorities

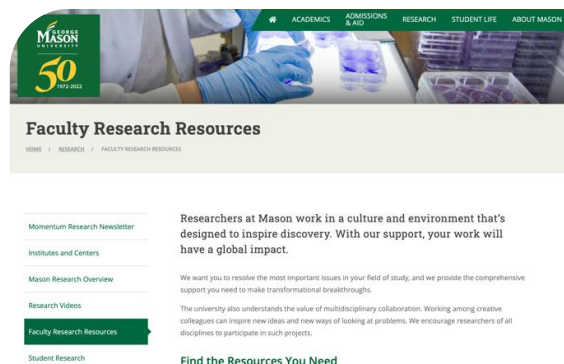
Research

Expand the impact of Mason's research, scholarship, and creative enterprise.
Bolster the infrastructure and systems to support research and collaboration.

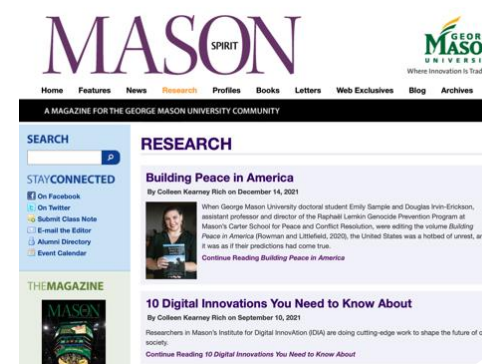
Key Strategies



Grow Mason's research and creative portfolios.



Provide the support structures needed to fuel growth.



Promote recognition of Mason's research, scholarship, and creative enterprises.

Strategic Priorities

Partnerships

Expand partnerships for economic and social impact.

Strengthen partnerships, alumni relations, and community building and engagement informed by Mason's research and pedagogical expertise.

Key Strategies



Expand national and global partnerships to broaden Mason's reach.



Expand community outreach activities and programs to drive impact and add value in the communities we serve.



Strengthen and build relationships with partners to support workforce demands and drive economic growth.

Strategic Priorities

DEI

Exemplify a university culture of diversity, equity, and inclusion.

Live a culture of belonging and inclusion and address disparities to support the values of access, diversity, equity, and inclusion at Mason.

Key Strategies



Achieve and sustain a diverse and inclusive population of students, faculty and staff.



Be a community resource that can share knowledge and insight on diversity, equity, and inclusivity issues.



Refine Mason's governance structure, policies, and accountability measures to ensure diverse, equitable, and inclusive practices.

Strategic Priorities

Faculty and Staff

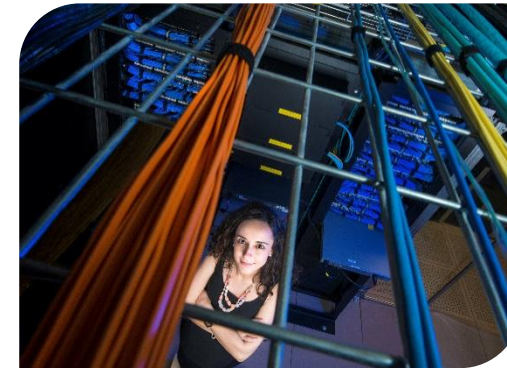
Invest in faculty and staff success.

Ensure appropriate resources, processes, and technologies are in place to better support the faculty and staff experience.

Key Strategies



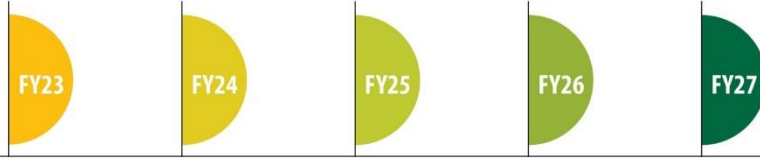
Be a work culture and workplace environment that attracts and retains top talent.



Enable faculty and staff success through effective modernization of Mason's technology, process, and sustainable infrastructures.

FROM STRATEGIC PLAN PRIORITIES TO OUTCOMES

Strategic Plan PRIORITIES



Strategic Plan OUTCOMES

Deliver a distinctive and inclusive student experience that fosters lifelong engagement.

MASON STUDENT EXPERIENCE INITIATIVE

- Improved overall health and well-being of students
- Improved lifelong Mason connection postgraduation
- Increased efficiency in student services infrastructure
- Improved degree completion and on-time graduation
- Improved recognition and ranking for Mason's academic programs

Expand the impact of Mason's research, scholarship, and creative enterprise.

RESEARCH INITIATIVE

- 50% growth in funding for research, scholarships, and creative activities
- Increased research productivity
- Expanded/improved support for interdisciplinary and translational research

Expand partnerships for economic and social impact.

PARTNERSHIPS INITIATIVE

- Diversify funding mechanisms/sources
- Enhanced regional and global partnerships
- Decision on the establishment of a medical school
- Increased collaboration of faculty, researchers, students, & community
- Addressed/met workforce demands with Mason graduates

Exemplify a university culture of diversity, equity, and inclusion.

DEI INITIATIVE

- Maintained affordability of, and accessibility to, a Mason education
- Faculty and staff demographics that mirror student demographics
- Increased support structures to retain students of diverse backgrounds
- Minority Serving Institution (MSI) designation
- Improved engagement among faculty, staff, and students in DEI initiatives
- Expanded funding for research, scholarship, and creative activity in DEI topics

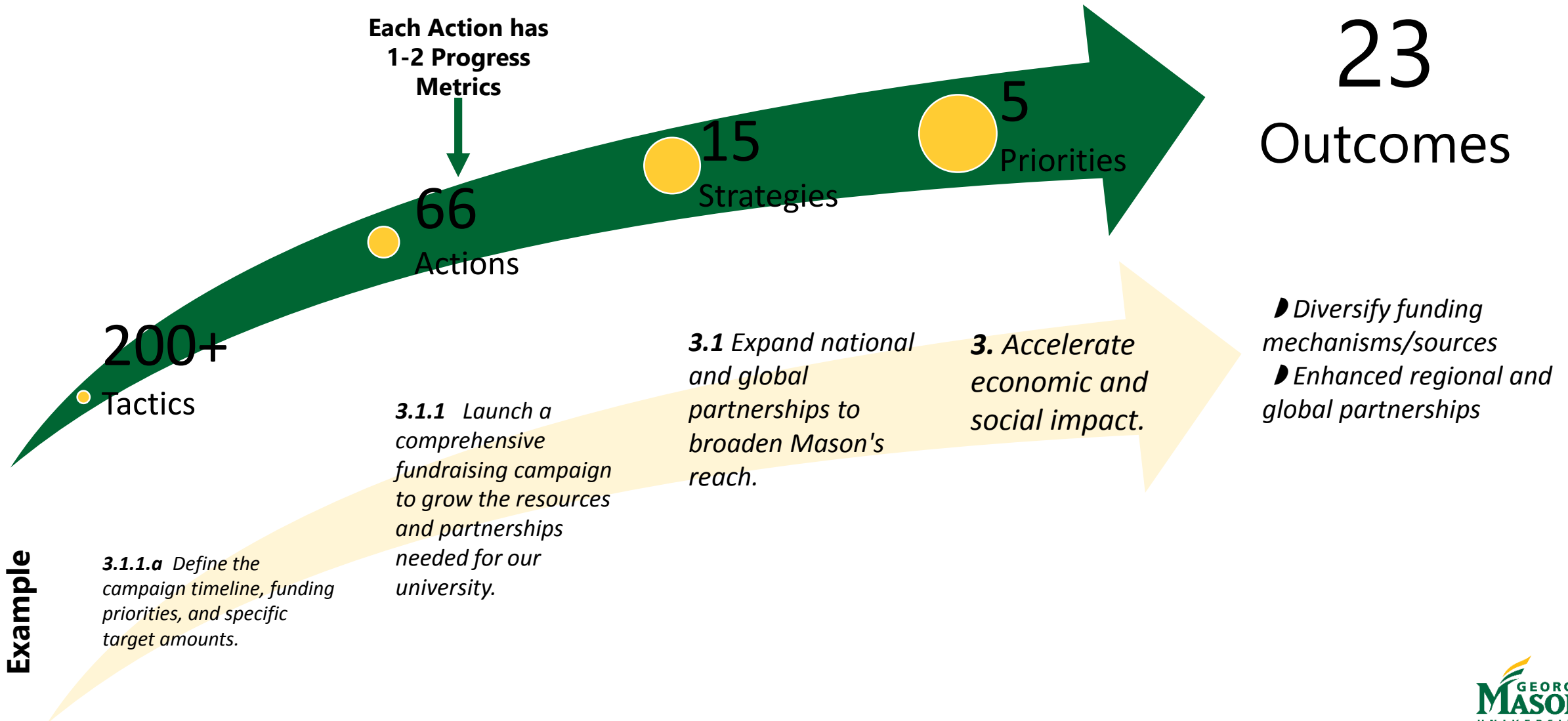
Invest in faculty and staff success.

FACULTY AND STAFF INITIATIVE

- Improved faculty and staff recruitment and retention rates
- Increased staff development and upskilling opportunities
- Equity in compensation, benefits, progression, and promotion
- Improved & streamlined effectiveness of administrative infrastructures



Achieving the Strategic Plan Outcomes – Example

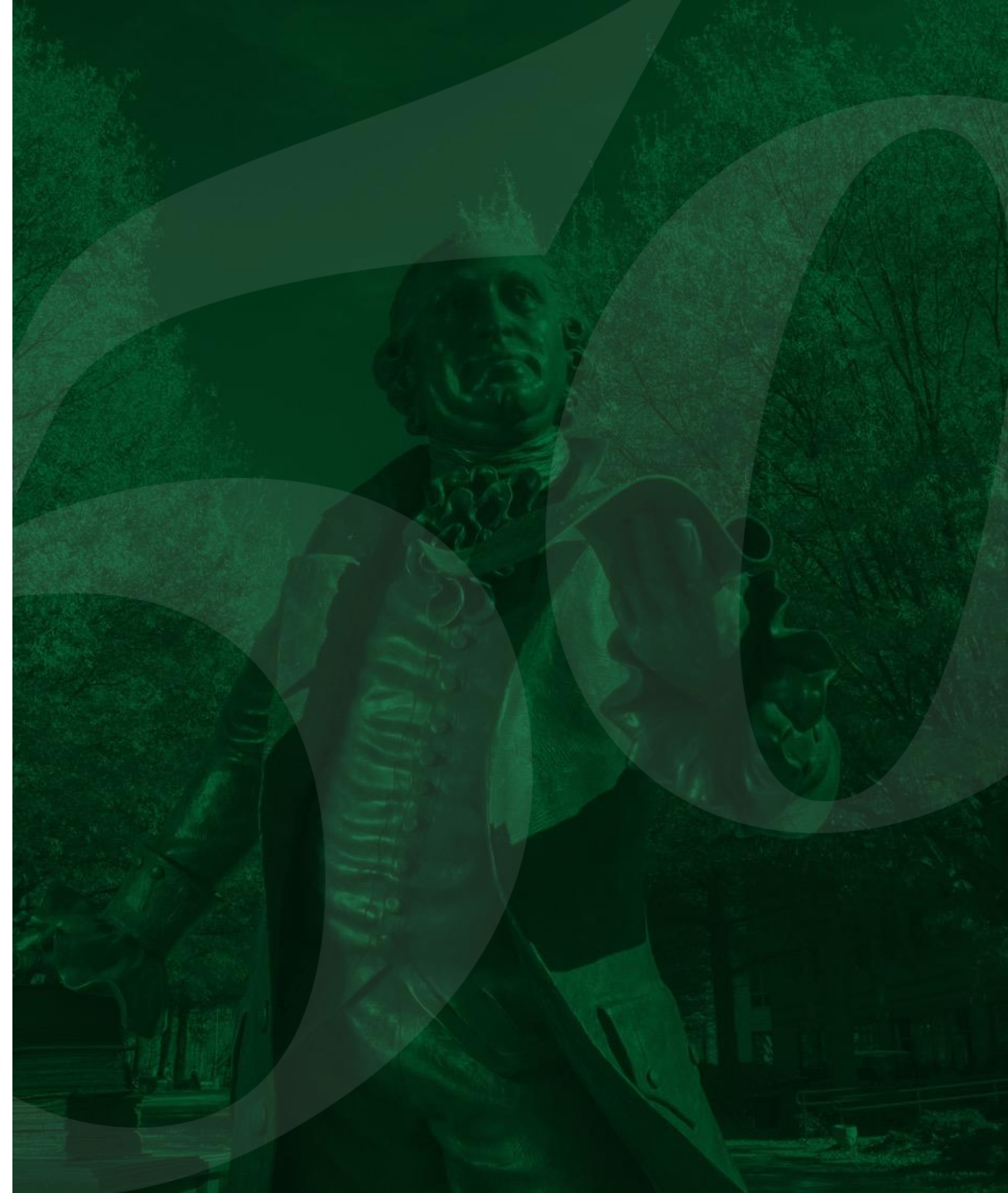




George Mason University

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Learn More at [GMU.EDU](https://www.gmu.edu)





20
22 STRATEGIC DIRECTION



MASON IS

ALL TOGETHER DIFFERENT

2022 STRATEGIC DIRECTION

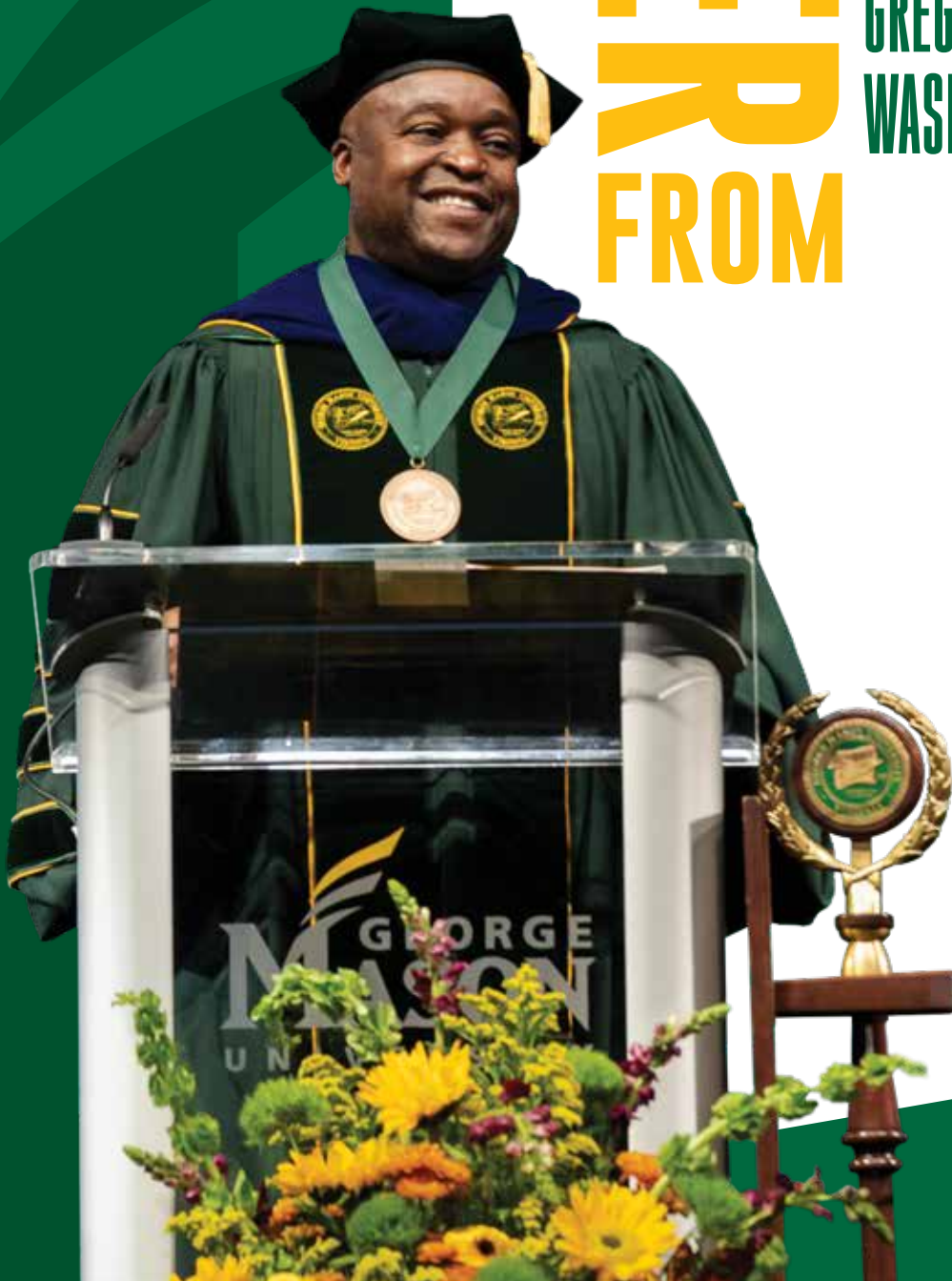
TOGETHER WE CAN DO IT

MASON IS

ALL TOGETHER



LETTER PRESIDENT GREGORY WASHINGTON FROM



Dear Fellow Patriots and Friends of Mason,

This year marked our 50th anniversary as George Mason University. In our first half century as a university, Mason has grown remarkably, into the largest, most diverse, and most innovative public research university in the Commonwealth of Virginia, ranked America's No. 1 young university. Yet, even as we celebrate all we and our predecessors have accomplished, we must turn our attention to the next half century and beyond, because a new and very different world is fast emerging, and the future of higher education belongs to those universities that can best adapt. Mason has the raw materials, community goodwill, and vision to become a university of choice in the world to come. What we need is a plan.

Those we educate today and tomorrow will face multiple existential threats that are unprecedented in the human experience. But they will also benefit from opportunities and human advances that will be without precedent, all while leading America's first-ever society without an ethnic majority. Indeed, the world we are entering will be fundamentally different than the one we are leaving. To adequately prepare future generations, society needs universities that are poised to be, as we say at Mason, *All Together Different*.

This plan is a blueprint to give Mason the capacity to be such a university. It contains the often underappreciated but vital steps necessary to meticulously create university infrastructure and human capacity to lead in the unfolding world. This plan will give Mason the operational capacity to fulfill its aspirations to:

- welcome 5,000 more students onto our campuses, and an additional 5,000 online;
- recruit hundreds of next-generation faculty and staff, as up to 40 percent of our personnel retire over the next decade;
- increase our national leadership in academic disciplines beyond current national rankings; and
- tackle the world's intertwined grand challenges so that we may leave a healthier planet and people, thriving economies, and more just societies to the generations to come.

Our ability to offer accessible and affordable education, with minimal achievement gaps, is a distinctive and defining characteristic of Mason. We prepare learners for the future through inclusive and high-quality education and by committing to a diverse, inclusive, and welcoming environment. Mason has the highest graduation and admissions rates among a diverse group of ethnicities and is the first to have accomplished this both regionally and nationally. We pride ourselves on meeting the challenges that others won't in a new model that emphasizes success and flexible planning, strategic partnerships, and an enhanced focus on mental health and well-being.

Our future depends on considering how all our Mason community stakeholders can make a lasting impact in shaping the future. This involves making a concerted effort in equipping our students, faculty, and staff to succeed, and collaborating with business, alumni, and community partners to not only build a lasting connection to Mason, but to also drive economic and social impact. Everyone and anyone should see themselves reflected in this plan.

Okay, fellow Patriots. Let's get to work.

Sincerely,

Gregory Washington, PhD
President, George Mason University

**The largest, most diverse, and most innovative
public research university in the Commonwealth of Virginia,
ranked America's No. 1 young university**

**R1
RESEARCH
INSTITUTION**

with one of the fastest
growing portfolios
in the nation



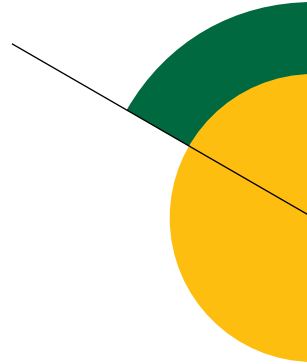
**1
of
8**

in the world for
forensic science
research facilities



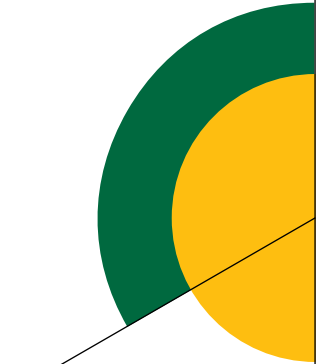
**1
in
3**

undergraduates is
a first-generation
student

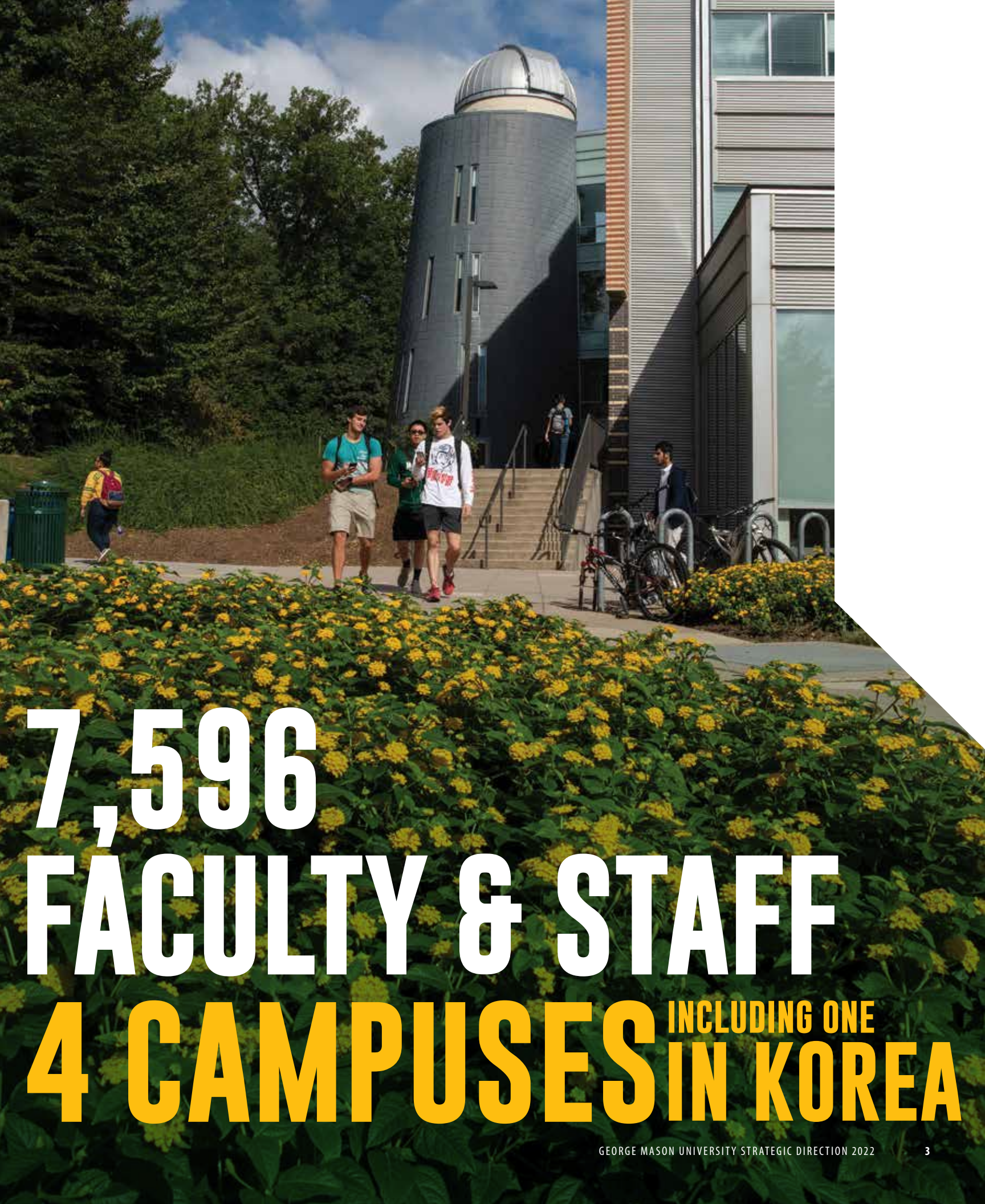


**2
out of
3**

alumni work and live
in the Washington, D.C.,
region



39,607 STUDENTS



7,596
FACULTY & STAFF
4 CAMPUSES INCLUDING ONE
SIN KOREA

THE FOUNDATION OF OUR PLAN: STAKEHOLDER FEEDBACK

Mason's strategic planning process commenced with the collection of feedback from our community constituents. The comprehensiveness of these outreach activities allowed us to gain a holistic understanding of perspectives in shaping the future of Mason. A total of 35 individuals were interviewed across schools and departments at Mason, as well as external affiliated community members. Additionally, 24 focus group sessions were conducted across various groups. The participants engaged included faculty, staff, students, alumni, donors, and industry leaders. In addition to these activities, we disseminated a survey to the broad Mason community and held two town hall sessions to share progress and solicit input across phases of the process. A complete list of interview participants and focus group/town hall sessions is included in Appendix A of this report. A survey was also distributed to the Mason community, yielding a total of more than 2,000 respondents.

Analysis of all collected stakeholder data uncovered many themes that informed the strategic direction and priorities for this plan.

IMPROVING THE MASON EXPERIENCE FOR FACULTY, STAFF, AND STUDENTS

Providing a premier student experience—improving student services and offering ever more transformational learning opportunities to better prepare students to meaningfully impact their communities postgraduation—was noted as a key focus area for Mason. Faculty and staff attraction, recruitment, and retention were identified as a leading priority,

with emphasis on mitigating compensation inequities and cultivating a culture that encourages and celebrates collaboration and innovation across schools, disciplines, and units.



GROWING MASON'S RESEARCH ENTERPRISE

As the largest public research university in Virginia, Mason is among an elite group of institutions known for performing at the Carnegie Research 1 status (R1, Doctoral Universities—Very High Research Activity). Mason achieved this status after it became a focus of the 2014 strategic plan, and the importance of maintaining it and expanding multi- and

transdisciplinary research efforts to effectively solve the challenges of the future and create lasting global impact was a recurring theme. As Mason grows its research enterprise, focus on support and investment in the infrastructure and partnerships to foster collaboration and innovation will be needed.

ADVANCING DIVERSE, EQUITABLE, AND INCLUSIVE PRACTICES

Mason is recognized as the most diverse and accessible public university in Virginia. The Anti-Racism and Inclusive Excellence (ARIE) Task Force has played an instrumental role in propelling Mason forward to strive for an inclusive and equitable campus environment. Continuing this work to advance diversity, equity, and inclusion (DEI) at Mason and its goal of becoming an exemplar for anti-racism and inclusive excellence is clearly important to the Mason community.



DEFINING AND PROMOTING MASON'S BRAND AND VALUE

Mason is building a national brand identity, one worthy of the university it has become and poised to grow with the university in the future. Mason began branding efforts as a run-up to its 50th anniversary as an independent university in 2022, to reenergize the university community, alumni, and supporters, and to reintroduce Mason to industry leaders and the broader audience in a new light. We are seeking to establish a unified

identity that leverages Mason's distinct characteristics, many of which are singular in the regional market, and to position the university as a national leader in qualities that matter now and into the future, namely our best-in-category diversity, across-the-board academic success, and top quality doctoral-level education.



BUILDING RELATIONSHIPS AND PARTNERSHIPS WITH THE COMMUNITY, INDUSTRY, AND THE FEDERAL GOVERNMENT

Mason's geographic location and strong relationship with local community colleges are key strengths and drivers for increased student enrollment. Surrounded by industry leaders in the nonprofit sector, commercial sector, government contracting, and the federal government, we are positioned to build and leverage relationships and partnerships with the community, industry, and government to transform the way students learn, support curriculum development and experiential learning, drive research and innovation efforts of our faculty, and facilitate expansion of our fundraising.



CREATING SUSTAINABLE PATHWAYS FOR GROWTH

As Mason embarks on this strategic journey, we will need to consider the level of resources required to support our future direction. Consideration for facilities, information technology, talent, and operational frameworks, as well as funding and support from donors, alumni, and the Commonwealth will need careful assessment and planning to attain our mission objectives and build a lasting foundation for continued success. While we are not resourced at even the median level of other Virginia public universities, we will not have the resources to do everything we want to do, so we must find ways to focus our efforts and our resources on the things we must do.

*call us different
because we are
we celebrate different*

WHO WE ARE

our

George Mason University is described as *All Together Different* because of our distinctive mix of world-class academics, student diversity, and youthful audacity. In just 50 years, Mason has become Virginia's largest, most diverse, and highest ranked institution for innovation by rejecting the traditional university model of exclusivity. The youngest-ever university to attain top-tier research university status, we welcome all students who are academically prepared for a rigorous academic experience. Mason is proud to maintain graduation rates that surpass the national norm, with nearly nine in 10 new alumni reporting career advancement within six months of graduating. Mason is proud to be *All Together Different*.



*different in where we come from
how we think
but the same
dreams for tomorrow
merging different points of view*

OUR CORE BELIEFS

Our core beliefs lie at the heart of our organization, and they are what we hold in common to drive our collective decisions as an institution. They inform our core values, shape our vision, and catalyze our mission.

- ▶ We believe in inclusivity over exclusivity.
- ▶ We believe in advancing our mission by being willing to take risks, not avoiding them.
- ▶ We believe our best work is only possible when we apply our diversity of origin, identity, circumstance, and thought.
- ▶ We believe talent is equally distributed among people, but opportunity is not. At Mason, education is opportunity's great equalizer.
- ▶ We believe we grow wiser and stronger from examining our full truths, no matter how complicated, messy, or discomfoting they might be.
- ▶ We believe we are strong enough to work, live, and study together, even when we disagree.
- ▶ We believe no problem is unsolvable.

OUR CORE VALUES

Our core values serve as our guiding principles and distinctive beliefs for Mason. The pressures we face today may be different from the past, but our core values remain the same and continue to guide our actions.

OUR STUDENTS COME FIRST

Our top priority is to provide students with a transformational learning experience that helps them grow as individuals, scholars, and professionals.

INNOVATION IS OUR TRADITION

We strive to find new and better ways to deliver on our mission while honoring time-tested academic values.

WE ARE CAREFUL STEWARDS

We manage the economic and natural resources entrusted to us responsibly and sustainably.



WE THRIVE TOGETHER

We nurture a positive and collaborative community that contributes to the well-being and success of every member.

DIVERSITY IS OUR STRENGTH

We include and embrace a multitude of people and ideas in everything we do and respect differences.

WE HONOR FREEDOM OF THOUGHT AND EXPRESSION

We protect the freedom of all members of our community to seek truth and express their views.

WE ACT WITH INTEGRITY

We hold ourselves to the highest ethical standards as educators, scholars, students, and professionals.



OUR VISION
YOUR WORLD,



TRANSFORMED

OUR VISION AND PURPOSE

As a public, comprehensive, research university established by the Commonwealth of Virginia, George Mason University aims to provide access to excellence. Our goal is to provide opportunities for those who seek a quality education in a manner that positions them for excellence in life. We strive to remain affordable and accessible to anyone who wants a quality education while leveraging our talents to solve the world's most pressing challenges.

Mason was recently recognized as the nation's number one university under 50 years old and one of the country's fastest growing public research universities. We have always prided ourselves on putting students first. Our diverse student body is what sets us apart and is reflective of the demographics that the world is likely to see in the coming future. Most of our students are from disenfranchised communities, three in 10 are first-generation, and thousands are past traditional college age. Our students have a vision for a better life for themselves, their families, and their communities. As we look toward the future, we want our learners

and community to see Mason as the place to achieve their version of success, whether through degree programs, certificates, or meaningful connections with faculty, staff, alumni, peers, and partners. Further, Mason's graduates can serve as an engine of economic activity for Northern Virginia and beyond, and at the same time provide a pathway to opportunity for all.

Mason is a university that can provide an elite experience for anyone who seeks it. While many universities achieve success by being selective, we succeed by being inclusive. We admit like an open university, graduate like an elite university, and research like a flagship university. The branding effort concluded that Mason is *All Together Different*. We believe this extends to how we think about who we are.

This journey begins with a vision and a purpose that align with Mason's identity.

OUR PURPOSE

TOGETHER, WE ENABLE YOUR FUTURE
SUCCESS THROUGH THE ADVANCEMENT
AND SHARING OF KNOWLEDGE

OUR STRATEGIC



PRIORITIES



The strategic priorities that follow provide direction to the planned achievements of the university during the upcoming years. These priorities arose from the feedback obtained in the stakeholder engagement process, informed by the university's activities and core values.

Deliver a distinctive and inclusive student experience that fosters lifelong engagement.

Cultivate a high-quality experience that embodies the Mason values and promotes student success, well-being, collaboration, and a lasting connection.

Expand the impact of Mason's research, scholarship, and creative enterprise.

Bolster the infrastructure and systems to support research, creativity, and collaboration

Expand partnerships for economic and social impact.

Strengthen partnerships, alumni relations, and community building and engagement informed by Mason's research and pedagogical expertise.

Exemplify a university culture of diversity, equity, and inclusion.

Live a culture of belonging and inclusion and address disparities to support the values of access, diversity, equity, and inclusion at Mason.

Invest in faculty and staff success.

Ensure appropriate resources, processes, and technologies are in place to better support the faculty and staff experience.

STUDENT EXPERIENCE





Deliver a distinctive and inclusive student experience that fosters lifelong engagement.

Cultivate a high-quality experience that embodies the Mason values and promotes student success, well-being, collaboration, and a lasting connection.

At Mason, our goal is to provide a well-rounded, transformational experience for all learners from the day they arrive until the day they graduate and beyond. At Mason, learners come in all forms, whether as a traditional or nontraditional student, alumni engaging in lifelong learning opportunities, staff broadening their knowledge and skillsets, or faculty expanding their expertise through pedagogy and research. The Mason student experience is one that allows learners to explore the unfamiliar, visit new worlds, and find their passion. Our student experience encompasses providing academic programs that are not just courses of study, but rather pathways to the accomplishments that learners strive to attain, the global problems they would like to solve, and the life they want to live. Students become accustomed to working and collaborating across cultures and diversity of origin, identity, circumstance, and thought. The goal of this priority is to ensure we provide the necessary support for our learners to thrive in and beyond the classroom and maintain a lifelong engagement and connection to the Mason community.

The outcomes we aim to achieve through this priority are:

- ▶ Improved overall health and well-being of students
- ▶ Improved lifelong Mason connection postgraduation
- ▶ Increased efficiency in student services infrastructure
- ▶ Improved degree completion and on-time graduation
- ▶ Improved recognition and ranking for Mason's academic programs



STRATEGY 1:

Enhance the academic experience for all learners to thrive throughout their lives.

Actions:

- 1.1 Expand opportunities for interdisciplinary learning that expose students to diverse ranges of perspectives and equip them with the ability to contribute to a free and just society.
- 1.2 Provide students with the skillsets and competencies needed to thrive by shaping curricula that is mindful of employer, industry, and global/national challenges.
- 1.3 Expand the portfolio of experiential learning opportunities, including internships, entrepreneurship, service learning, community engagement, study abroad, and research opportunities, for students to apply their skills and competencies in and beyond the classroom.
- 1.4 Integrate anti-racism principles and practices within the Mason learning experience.
- 1.5 Strategically leverage and invest resources to continue to build a portfolio of choice through online and hybrid programming.

STRATEGY 2:

Improve the student engagement experience within the Mason community.

Actions:

- 2.1 Fortify lasting connections for Mason learners through expanded opportunities for lifelong mentoring, networking, and high-quality relationships.
- 2.2 Leverage the Mason master plan to expand existing facilities and establish new facilities on all campuses to enhance the student experience.
- 2.3 Collaborate with student groups to foster participation and engagement in the Mason experience, both virtually and in person.
- 2.4 Redesign, modernize, and/or expand athletic and entertainment facilities to provide for an enhanced experience for our students.

“Mason is the most innovative institution in our state. In recent years, we have created more new academic programs than all the other Virginia institutions combined. And we have the discipline to close programs when it is necessary to move on.”

—President Gregory Washington



STRATEGY 3:

Build a dynamic alumni engagement strategy.

Actions:

- 3.1 Connect current and future alumni to share experiences, obtain career support, and maintain involvement in the Mason community.
- 3.2 Develop alumni programs that engage with and allow articulation between domain and general levels to enhance lifelong connections and build networks.

STRATEGY 4:

Modernize the student services experience.

Actions:

- 4.1 Invest in a one-stop-shop approach for students to manage all administrative tasks at the university.
- 4.2 Provide a holistic student support framework, inclusive of advising, coaching, and mentorship opportunities, that builds on strengths to create an enriched learning and sustained experience.
- 4.3 Strengthen learning, well-being, mental health, and accessibility services for learners.
- 4.4 Facilitate exchange of relevant data among student-serving units throughout the student life cycle to best support Mason learners.
- 4.5 Develop and implement strategies for direct entry to Mason with or without an application.

“ You’ll leave Mason with a degree, real-world experience, allies, and mentors. But know that graduation is not the end; it is only the beginning. As you think about the number of Mason alumni, I want you to think about the fact that you have reached where you are today with [help from] family and friends and professors and counselors and others. But now, you get this new family. You get this family that has walked in your steps. That means no matter where you go now, or what industry you join, there is probably an alum. It means no matter where you settle, there is a location with an alum nearby that you can count on. ”

— Sumeet Shrivastava, MBA '94, former president of Mason's Alumni Association (2020–22)



RESEARCH, SCHOLARSHIP, AND CREATIVE ACTIVITIES

Expand the impact of Mason's research, scholarship, and creative enterprise.

Bolster the infrastructure and systems to support research and collaboration.

Mason is the youngest research university to attain top-tier research status. Our position as an R1 institution that is both accessible and diverse is unique and provides key opportunities to generate new and progressive solutions to the world's most pressing challenges. We want to support the growth of our community members who engage in research, scholarship, and creative endeavors. This priority focuses on growing our enterprise, enhancing the support structures for faculty and students, and recognizing the achievements and impact to our communities.

The outcomes we aim to achieve through this priority are:

- ▶ A 50 percent growth in funding for research, scholarship, and creative activities
- ▶ Increased research productivity
- ▶ Expanded/improved support for interdisciplinary and translational research



STRATEGY 1:

Grow Mason's research and creative portfolios.

Actions:

- 1.1 Improve internal and external funding models and incentives to support and encourage research, scholarship, and creative activity.
- 1.2 Establish public and private research collaborations, in alignment with Mason's values, to address the grand challenges, create community and global impact, and increase funding.
- 1.3 Increase the number of tenured and tenure-track faculty to align desired capabilities with existing and future priorities for research, scholarship, and creative activities.
- 1.4 Increase the recruitment of and support for doctoral students and postdoctoral fellows across the university to increase research, scholarship, and creative productivity.
- 1.5 Establish a formal Graduate Division to support faculty research, scholarship, and creative activities.

STRATEGY 2:

Provide the support structures needed to fuel growth.

Actions:

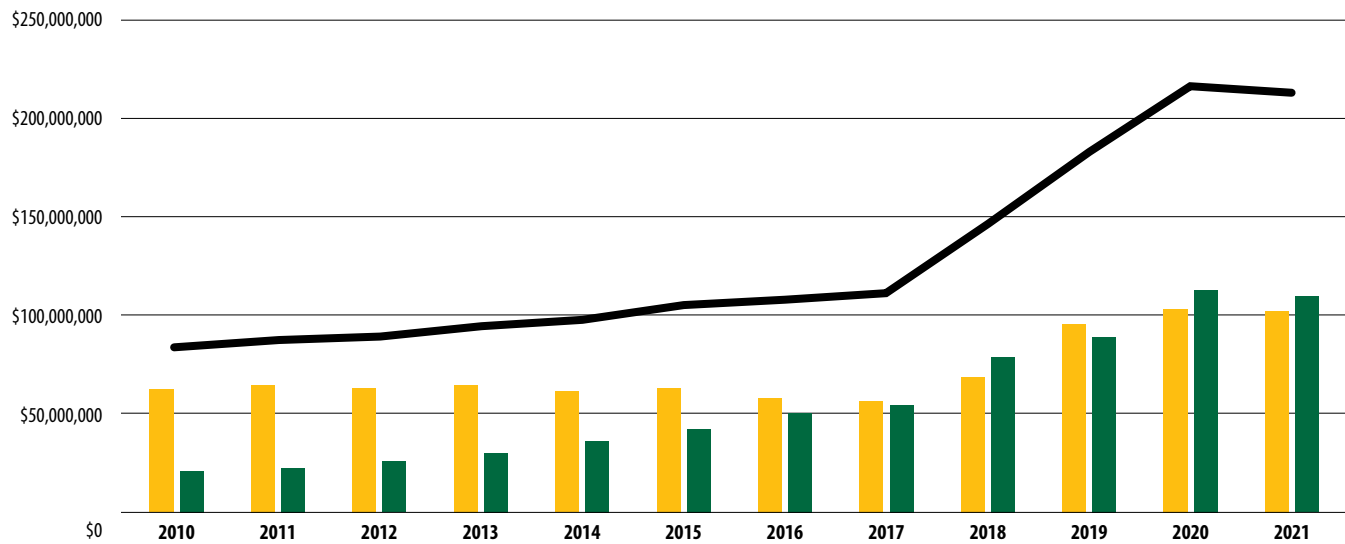
- 2.1 Assess and address existing policies, procedures, and technologies that support research administration, including those that would enable cross-college or multicollege collaboration.
- 2.2 Improve guidance and support for junior faculty, postdoctoral fellows, and students seeking grant opportunities.
- 2.3 Assess and realign course loads to enable faculty to grow research portfolios.
- 2.4 Leverage the George Mason University Master Plan to build and expand space for faculty to conduct research.
- 2.5 Explore establishing a unit in the Office of Research, Innovation, and Economic Impact that would specifically support research in the humanities, humanistic social sciences, and creative and artistic activities.

STRATEGY 3:

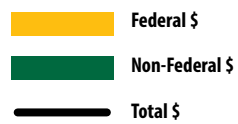
Promote recognition of Mason's research, scholarship, and creative enterprises.

Actions:

- 3.1 Disseminate, recognize, and publicize the value of the full range of Mason's research and creative output.
- 3.2 Create an infrastructure for nominating faculty, staff, and students for internal and external honorifics.
- 3.3 Develop, embrace, and institutionalize a way of talking about the intrinsic value of research, scholarship, and creative activities at Mason, especially as it relates to building reputation across the full range of disciplines at our university.
- 3.4 Strengthen capabilities and partnerships for effective translation and commercialization of research, scholarship, and creative activities, as appropriate.



Mason NSF HERD Performance (FY 2010–21)



The university has centered its transdisciplinary research around three institutes: the Institute for Biohealth Innovation, the Institute for a Sustainable Earth, and the Institute for Digital Innovation. These institutes support increased engagement with stakeholders in the local and international community to solve the community's, nation's, and planet's most pressing needs through partnerships and knowledge exchange. As Mason continues to grow its research portfolio, a greater emphasis will be placed on expanding opportunities for translating research out of the university to the marketplace.



PARTNERSHIPS FOR
ECONOMIC
AND SOCIAL IMPACT

Expand partnerships for economic and social impact.

Strengthen partnerships, alumni relations, and community building and engagement informed by Mason's research and pedagogical expertise.

Mason's location and proximity to the federal government provide ripe opportunities for the university to accelerate impact to the local community. Our three campuses in Virginia are surrounded by organizations that not only serve the federal government but are also many of the largest employers in the Commonwealth and surrounding region. As we consider a distinctive academic experience for our students, our research strengths and impact to our communities, and the more than 250,000 Mason alumni in the region, we focus this priority on forging and strengthening those relationships that bring value to our community and those we serve. Our goal is to engage with businesses and other industry partners to meet workforce demands and positively contribute to the economic and social viability of the Commonwealth, our region, and the world.

The outcomes we aim to achieve through this priority are:

- ▶ Diversified funding mechanisms/sources
- ▶ Enhanced regional and global partnerships
- ▶ Decision on the establishment of a medical school
- ▶ Increased collaboration of faculty, researchers, students, and the community
- ▶ Addressed/met workforce demands with Mason graduates



MASON'S

INTERNATIONAL/EMBASSIES

180+
EMBASSIES
AND MISSIONS

1,000
INTERNATIONAL
DEVELOPMENT ORGANIZATIONS


700+
STUDENTS
AT MASON KOREA



MASON KOREA

TECHNOLOGY AND DATA

NOVA
IS HOME OF THE
CLOUD 

70%
OF THE WORLD'S
INTERNET TRAFFIC 



SCITECH CAMPUS

LIFE SCIENCES AND HEALTH CARE



NOVA
BIOHUB



FOUR-CAMPUS SETTING

150K
EMPLOYED
IN THE
HEALTH CARE
SECTOR



DEFENSE/INTELLIGENCE


TOP 5
AEROSPACE
AND DEFENSE
CONTRACTORS

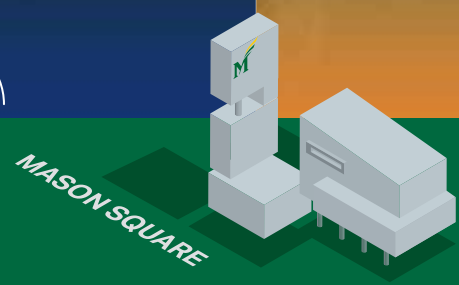
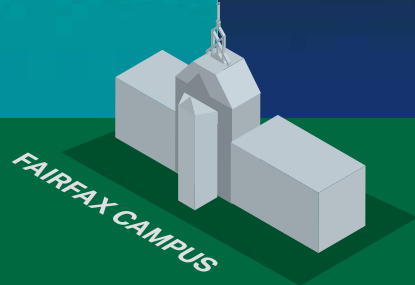

5% OF
FEDERAL CONTRACT
DOLLARS GO TO
FAIRFAX COUNTY



NONPROFIT AND GOVERNMENT


LARGEST CUSTOMER
IN THE **WORLD**

3RD 
LARGEST
CLUSTER OF
NONPROFITS



STRATEGY 1:

Expand national and global partnerships to broaden Mason's reach.

Actions:

- 1.1 Launch a comprehensive fundraising campaign to grow the resources and partnerships needed for our university.
- 1.2 Utilize our alumni network to build partnerships and amplify our impact in solving global challenges starting with inequality, sustainability, digital innovation, and biohealth.
- 1.3 Utilize Mason Korea as a hub to expand Mason's global presence.
- 1.4 Strengthen partnerships to make global engagement more accessible to all students.
- 1.5 Upgrade and expand health sciences partnerships, funding opportunities, and capabilities—to include the continued efforts toward establishing a medical school.
- 1.6 Consolidate and develop the appropriate infrastructure to expand and manage our growing global presence.

Our recent investments in Mason Square and the Science and Technology Campus drive us toward our goal of serving as the hub for economic growth and impact in this region. Expanding the footprint of the university and providing state-of-the-art labs and classrooms will bring together scholars, students, and industry to help drive the region's economic growth, serve the surrounding communities, and prepare graduates to fill emerging workforce needs. Mason will also be positioned to produce 25,000 additional graduates in computer science, computer engineering, and software engineering through the Commonwealth of Virginia's Tech Talent Investment Program (TTIP).



STRATEGY 2:

Expand community outreach activities and programs to drive impact and add value in the communities we serve.

Actions:


- 2.1 Enhance the vitality of our region and accelerate how we solve grand challenges through investments in our campus hubs that unite scholars, artists, students, researchers, policymakers, and business developers.
- 2.2 Inspire K-12 students to actively pursue higher education by intensifying already successful outreach efforts.
- 2.3 Enhance the public's perception of Mason's strengths in research and education through brand awareness campaigns.
- 2.4 Stimulate community engagement at Mason through the promotion of intellectual, cultural, and athletic programs.
- 2.5 Expand access to affordable education by fortifying existing, and creating new, partnerships with Virginia community colleges via the Mason Virginia Promise.

STRATEGY 3:

Strengthen and build relationships with partners to support workforce demands and drive economic growth.

Actions:

- 3.1 Engage and empower the alumni network to strengthen the talent pipeline between learners and employers.
- 3.2 Meet existing and future workforce demands and provide experiential, internship, and lifelong learning opportunities for Mason learners by establishing partnerships with federal, state, and local governments and businesses.
- 3.3 Provide entrepreneurial development opportunities to Mason learners by leveraging partnerships with Small Business Development Centers and the Mason Enterprise Center.
- 3.4 Through continued investment in Mason Enterprise, develop a robust innovation corridor through Mason's three U.S. campuses, incorporating industry, university, and incubator partners, and positioning Mason as the lead convener.



As the Commonwealth's population continues to grow, health care needs and challenges must remain a priority for the vitality of our community. It is time for Virginia to commit itself to establishing its next public medical school designed and optimized for the 21st century, that can be stood up relatively quickly and economically, with a focus on clinical training. This medical school would serve to ensure the best environment for students to study, work, and live; improve the region's economy; and solve the deficit of primary care doctors in Virginia. Mason will lead the efforts for establishing a medical school.



DIVERSITY, EQUITY, AND INCLUSION



Exemplify a university culture of diversity, equity, and inclusion.

Live a culture of belonging and inclusion and address disparities to support the values of access, diversity, equity, and inclusion at Mason.

Providing pathways to increase equity and inclusion across campuses is key to enhancing the Mason experience and reaffirms our commitment to further advance diversity, equity, and inclusion. Mason embraces the opportunity to expand our leadership as the most diverse public university in Virginia and become an exemplar for anti-racism and inclusive excellence at the state, regional, and national levels. We will continue diversifying our students, faculty, and staff, leveraging the work and initiatives underway through the Anti-Racism and Inclusive Excellence (ARIE) Initiative and the Mason Virginia Promise. These initiatives, along with a strong foundational governance structure, will help Mason educate and maintain an inclusive environment that affirms and respects diversity of origin, identity, circumstance, and thought across all facets of the university.

The outcomes we aim to achieve are:

- ▶ Maintained affordability of, and accessibility to, a Mason education
- ▶ Faculty and staff demographics that mirror student demographics
- ▶ Increased support structures to retain students of diverse backgrounds
- ▶ Minority Serving Institution (MSI) designation
- ▶ Improved engagement among faculty, staff, and students in DEI initiatives
- ▶ Expanded funding for research, scholarship, and creative activity in DEI topics

STRATEGY 1:

Achieve and sustain a diverse and inclusive population of students, faculty, and staff.

Actions:

- 1.1 Serve as a national exemplar through the advancement of ARIE initiatives.
- 1.2 Execute a comprehensive recruitment and retention plan that addresses inequities for faculty, staff, and students.
- 1.3 Improve access and affordability through expanded financial assistance and partnerships within the Mason Virginia Promise.
- 1.4 Provide opportunities and resources to foster equitable experiences among the communities most in need (e.g., marginalized, disabled, veterans, etc.).

STRATEGY 2:

Be a community resource that can share knowledge and insight on diversity, equity, and inclusivity issues.

Actions:

- 2.1 Expand programs and funding that support the advancement of research, scholarship, and creative activities in DEI and anti-racist topics.
- 2.2 Establish Mason as a state, regional, and national resource for the advancement of diversity, equity, inclusion, and anti-racism.
- 2.3 Incorporate Mason's commitment to furthering the DEI mission into our brand.

STRATEGY 3:

Refine Mason's governance structure, policies, and accountability measures to ensure diverse, equitable, and inclusive practices.

Actions:

- 3.1 Institute new, and refine existing, policies and procedures to be consistent with Mason's DEI mission, vision, and values.
- 3.2 Enhance and sustain the institutional infrastructure that effectively supports progress and accountability in achieving DEI goals.
- 3.3 Formalize the engagement of faculty, staff, and students into relevant governance structures.

George Mason University's Anti-Racism and Inclusive Excellence (ARIE) Initiative has a mission to develop and implement effective systems, practices, and traditions that eradicate racist practices and bigotry at the university. Our focus over the next few years is to implement the ARIE goals, which include enhanced DEI training and learning, community engagement, policies, curriculum and pedagogy, and research.



The Mason Virginia Promise (MVP) extends the success of the ADVANCE Partnership with Northern Virginia Community College to other community colleges in the Commonwealth. We admit 90 percent of the students who apply and are committed to ensuring a pathway toward a bachelor's degree or a business for every Virginian who wants it. Whether through one of our degree programs or Mason Enterprise's 27 Small Business Development Centers, we will provide an innovative higher education model, allowing for increased access and opportunity to attend school and serve as the beacon of hope for Virginians.

FACULTY_{AND} STAFF SUCCESS



Invest in faculty and staff success.

Ensure appropriate resources, processes, and technologies are in place to better support the faculty and staff experience.

As one of the largest employers among colleges and universities in the Washington, D.C., region, Mason strives to provide a positive and meaningful work experience for all employees. As we chart our path forward, it is imperative that our faculty and staff have the support and structures needed to continue to be successful educators, researchers, scholars, contributors, and administrators. This priority will focus on attracting and retaining a strong workforce and investing in infrastructure and resources to support Mason's faculty and staff.

The outcomes we aim to achieve are:

- ▶ Improved faculty and staff recruitment and retention rates
- ▶ Increased staff development and upskilling opportunities
- ▶ Equity in compensation, benefits, progression, and promotion
- ▶ Improved and streamlined effectiveness of administrative infrastructures



The university cultivates versatile, critical thinkers with a desire to learn and improve their communities. To do that, we are committed to faculty excellence, enabling instructors, researchers, and leaders to reach professional and organizational goals.

STRATEGY 1:

Be a work culture and workplace environment that attracts and retains top talent.

Actions:

- 1.1 Ensure total compensation and benefit packages are competitive and equitable for faculty and staff talents.
- 1.2 Leverage our size and scale to create flexibility with job classifications and benefit offerings.
- 1.3 Establish a framework of continuous recruiting, leveraging streamlined talent identification and recruiting progress supported by staff and technologies.
- 1.4 Expand the recognition of faculty and staff across all disciplines for their contributions to their fields and the community.
- 1.5 Enhance the performance management framework to expand career pathing, professional development, and succession planning for a more fulfilling work experience for faculty and staff.
- 1.6 Strengthen existing offices and programs to create awareness, communication, training, and other opportunities to consistently reinforce Mason's values-based culture.
- 1.7 Through partnerships or direct engagement, establish workforce and affordable housing for faculty and staff.



STRATEGY 2:

Enable faculty and staff success through effective modernization of Mason's technology, process, and sustainable infrastructure.

Actions:

- 2.1 Support Mason's strategic priorities and financial success by implementing a redesigned budget model.
- 2.2 Strategically invest in the improvement of Mason's administrative, academic, and research operations and supporting technologies.
- 2.3 Improve reliability, validity, and accessibility of Mason's data used for decision-making.
- 2.4 Leverage existing, and establish new, initiatives and funding to further Mason's sustainability and climate objectives.

Mason lags behind its peers in faculty and staff compensation. One of our goals is to continue efforts to address and mitigate inequities in compensation over the next two to three years. A critical success factor in these efforts will be to correct the Commonwealth funding disparity between Mason students and students at other Virginia universities.

FROM STRATEGIC PLAN PRIORITIES TO

The strategic priorities provide a broad picture of Mason's strategic direction, but in order to guide progress against that strategic direction over the next five years we will follow a robust roadmap that details how we will implement the strategic plan. This roadmap will serve as a living document, and also as a guide for dashboarding progress over the period. Supporting each of the five priorities as laid out in this plan, we will outline key initiatives and specific actions that Mason will execute over the course of the next few years. The roadmap outlines the tactical steps, responsible parties, timing, and key performance indicators to measure progress against the priorities, strategies, and actions noted in our strategic plan.

Guided by stakeholder feedback and in collaboration with University Business Consulting (UBC), Attain Partners facilitated working sessions to develop the initial roadmap. The purpose of these sessions was to align on relevant tactics necessary to implement each of these initiatives, and to resource load those tactics. Insight gathered from these feedback sessions support the iterative refinement that is needed to execute our roadmap. Essentially, this roadmap allows Mason to:

- ▶ Identify the planned tactics for the stated outcomes related to each strategic priority, strategies, and actions
- ▶ Incorporate an accountability framework that integrates SMART (Specific, Measurable, Attainable, Relevant, and Time-Bound) indicators of performance for the short- and longer-term
- ▶ Communicate operating priorities, roles, and responsibilities over time, with line of sight to management and leadership
- ▶ Engage the community to ensure continual feedback loops and adjustments

Because it will be a living document continuously updated over the life-cycle of the strategic plan, the detailed implementation roadmap will be presented separately.

Strategic Plan PRIORITIES

▶ Deliver a distinctive and inclusive student experience that fosters lifelong engagement.

▶ Expand the impact of Mason's research, scholarship, and creative enterprise.

▶ Expand partnerships for economic and social impact.

▶ Exemplify a university culture of diversity, equity, and inclusion.

▶ Invest in faculty and staff success.

OUTCOMES

FY23

FY24

FY25

FY26

FY27

Strategic Plan OUTCOMES

MASON STUDENT EXPERIENCE INITIATIVE

- Improved overall health and well-being of students
- Improved lifelong Mason connection postgraduation
- Increased efficiency in student services infrastructure
- Improved degree completion and on-time graduation
- Improved recognition and ranking for Mason's academic programs

RESEARCH INITIATIVE

- 50% growth in funding for research, scholarships, and creative activities
- Increased research productivity
- Expanded/improved support for interdisciplinary and translational research

PARTNERSHIPS INITIATIVE

- Diversify funding mechanisms/sources
- Enhanced regional and global partnerships
- Decision on the establishment of a medical school
- Increased collaboration of faculty, researchers, students, & community
- Addressed/met workforce demands with Mason graduates

DEI INITIATIVE

- Maintained affordability of, and accessibility to, a Mason education
- Faculty and staff demographics that mirror student demographics
- Increased support structures to retain students of diverse backgrounds
- Minority Serving Institution (MSI) designation
- Improved engagement among faculty, staff, and students in DEI initiatives
- Expanded funding for research, scholarship, and creative activity in DEI topics

FACULTY AND STAFF INITIATIVE

- Improved faculty and staff recruitment and retention rates
- Increased staff development and upskilling opportunities
- Equity in compensation, benefits, progression, and promotion
- Improved & streamlined effectiveness of administrative infrastructures

Appendices

WORKING GROUP MEMBERS

Ken Walsh

Chief of Staff and Vice President,
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Gesele Durham

Vice Provost, Institutional Effectiveness
and Planning

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Vice President for Government and
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Vice Provost for Academic
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Vice President for University Life

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Sumeet Shrivastava

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Student Body Vice President



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James Hazel

Rector, Board of Visitors

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Mason Innovation Advisory Council; President and CEO of the Fairfax County Economic Development Authority

FOCUS GROUPS AND TOWN HALL

Adjunct Faculty

Faculty Senate

President's Council/Executive Council

Alumni/Donors

Graduate and Professional Student Association (GAPSA)

Staff Senate

ARIE Task Force

GMU Foundation Board of Trustees

Student Body Officers

Assistant Professors

International Students

Student Experience Redesign Committee

Athletics

Mason Innovation Commission

Tenure (Associate/Professors) Faculty

Classified Staff and Administrative Faculty

Mason Korea

University Auxiliaries

College of Visual and Performing Arts

Mason Online

University Libraries

Dean's Council

Off Main Campus

University Life

Town hall sessions held November 30, 2021, and March 29, 2022

2022 STRATEGIC DIRECTION

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Office of Government and Community Relations
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**RESOLUTION OF THE BOARD OF VISITORS
GEORGE MASON UNIVERSITY**

WHEREAS the Board of Visitors held a Planning Conference on July 28, 2022, to discuss the strategic direction of the University; and

WHEREAS the University community has been engaged in discussions toward the development of a new strategic plan for the preceding year, with input from a wide range of internal and external stakeholders via interviews, focus groups, town hall meetings, and survey,

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF VISITORS OF GEORGE MASON UNIVERSITY that the university-wide Strategic Plan presented by the President of the University, which was crafted in collaboration with faculty, staff, students, alumni, and key internal and external stakeholders, and in alignment with existing policies and frameworks in the Commonwealth of Virginia, is adopted,

AND BE IT FURTHER RESOLVED, that the President is charged implementing the university-wide strategic plan, titled “2022 Strategic Direction,”

AND BE IT FURTHER RESOLVED, that the President is charged with producing regular updates to the Board of Visitors and the university community on progress against the 2022 Strategic Direction including both qualitative descriptions and quantitative performance metrics.

Adopted: December 1, 2022

Jon M. Peterson
Secretary of the Board of Visitors