

**GEORGE MASON UNIVERSITY  
BOARD OF VISITORS MEETING  
Thursday, May 4, 2023**

**Hazel Conference Room  
Merten Hall 1201**

**AGENDA**

<b>7:30 a.m. – 8:00 a.m.</b>	<b><i>Continental Breakfast</i></b>
<b>8:00 a.m. – 8:35 a.m.</b>	<b>Research Committee Meeting</b>
<b>8:50 a.m. – 9:35 a.m.</b>	<b>Audit, Risk, and Compliance Committee Meeting</b>
<b>9:50 a.m. – 10:55 a.m.</b>	<b>Academic Programs, Diversity and University Community Committee Meeting</b>
<b>11:10 a.m. – 12:00 p.m.</b>	<b>Finance and Land Use Committee Meeting</b>
<b>12:15 p.m. – 1:00 p.m.</b>	<b>Development Committee Meeting</b>
<b>1:00 p.m. – 1:45 p.m.</b>	<b><i>Lunch Break</i></b>

**BOARD OF VISITORS MEETING AGENDA**

<b>1:50 p.m.</b>	<b>I.</b>	<b>Call to Order</b>
<b>1:50 p.m. – 2:35 p.m.</b>	<b>II.</b>	<b>Recognitions</b> <ul style="list-style-type: none"><li><b>A.</b> Appreciation Plaque Presentation to Outgoing Student Representatives</li><li><b>B.</b> Recognition of Critical Language Scholarship Spark Award, Goldwater Scholar and Smithsonian Guggenheim Fellow</li><li><b>C.</b> Recognition of Early Identification (EIP) Graduating Students</li><li><b>D.</b> Jack Wood Awards Presentation</li></ul>
<b>2:35 p.m.</b>	<b>III.</b>	<b>Approval of the Minutes</b> <ul style="list-style-type: none"><li><b>A.</b> Full Board Meeting on February 23, 2023 (<b>ACTION ITEM</b>)</li><li><b>B.</b> Special Board Meeting on March 29, 2023 (<b>ACTION ITEM</b>)</li><li><b>C.</b> Full Board Meeting on April 4, 2023 (<b>ACTION ITEM</b>)</li><li><b>D.</b> Continuing Education Session on April 4, 2023 (<b>ACTION ITEM</b>)</li></ul>
<b>2:35 p.m. – 2:50 p.m.</b>	<b>IV.</b>	<b>Rector's Report</b>
<b>2:50 p.m. – 3:10 p.m.</b>	<b>V.</b>	<b>President's Report</b>
<b>3:10 p.m. – 3:30 p.m.</b>	<b>VI.</b>	<b>Public Comments</b>
	<b>VII.</b>	<b>Committee Reports</b>
<b>3:30 p.m. – 3:35 p.m.</b>	<b>A.</b>	<b>Research Committee</b>
<b>3:35 p.m. – 3:40 p.m.</b>	<b>B.</b>	<b>Audit, Risk, and Compliance Committee</b>
<b>3:40 p.m. – 3:45 p.m.</b>	<b>C.</b>	<b>Academic Programs, Diversity and University Community Committee</b> <ul style="list-style-type: none"><li><b>1.</b> New Business<ul style="list-style-type: none"><li><b>a.</b> Proposed Revisions to the Faculty Handbook (<b>ACTION ITEM</b>)</li><li><b>b.</b> Program Actions</li></ul></li></ul>

- i. Closed Degree Programs
  - 1. Information Security and Assurance MS (**ACTION ITEM**)
  - 2. Astronomy BA (**ACTION ITEM**)
- c. Faculty Actions
  - i. Promotion and/or Tenure (**ACTION ITEM**)
  - ii. Conferral of Emeritus/Emerita Status (**ACTION ITEM**)
  - iii. Elections of New Tenured Faculty (**ACTION ITEM**)
  - iv. Special Rank Change (**ACTION ITEM**)

**3:45 p.m. – 3:50 p.m.**

**D. Finance and Land Use Committee**

- 1. Financial Matters
  - a. FY 2024 University Operating Budget, Tuition and Fees (**ACTION ITEM**)
- 2. Capital Matters
  - a. Six-Year Capital Plan (**ACTION ITEM**)

**3:50 p.m. – 3:55 p.m.**

**E. Development Committee**

**3:55 p.m. – 4:30 p.m. VIII. Closed Session**

- A. Personnel Matter (Code of VA: §2.2-3711.A.1)
- B. Public Contract (Code of VA: §2.2-3711.A.29)
- C. Acquisition of Real Property (Code of VA: §2.2-3711.A.3)
- D. Consultation with Legal Counsel pertaining to actual or probable litigation (Code of VA: §2.2-3711.A.7)
- E. Consultation with Legal Counsel regarding specific legal matters requiring the provision of legal advice (Code of VA: §2.2-3711.A.8)

**4:30 p.m.**

**IX. Adjournment**

*The May 4, 2023 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*

*The Board will vote on undergraduate tuition and mandatory fees at this meeting (FY 2024 University Operating Budget). Twenty minutes will be allotted for oral public comments prior to the Committee Reports. 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/r/WDsd7LadX5>.*

*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 May 1, 2023, and written comments will be accepted until the full board meeting adjourns on May 4, 2023.*



**GEORGE MASON UNIVERSITY  
BOARD OF VISITORS**

**Research Committee Meeting  
May 4, 2023  
Merten 1201**

**AGENDA**

- I. Call to Order
- II. Approval of Minutes (**ACTION ITEM**)
  - A. Meeting minutes for February 23, 2023
- III. Office of Research, Innovation, and Economic Impact Update (A. Marshall)
- IV. Climate Change Communication Research at Mason (E. Maibach and E. Campbell)
- V. Adjournment

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

**MINUTES  
February 23, 2023  
Merten 1201**

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

**Absent:** Visitor: Wendy Marquez, Bob Witeck

**Also Present:** President Gregory Washington; Rector Horace Blackman , Visitors: Jimmy Hazel, Mike Meese, Carolyn Moss, Dolly Oberoi,

**I. Meeting was called to order by Chairwoman Nancy Prowitt at 9:40 a.m.**

**II. Approval of Minutes (ACTION ITEM)**

Approval of the December 1, 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**

Vice President for Research, Innovation, and Economic Impact, Andre Marshall, provided Mason's recently reported FY22 research expenditures of \$230M, a 7.5% increase over last year. He provided highlights for programs, partnerships, and initiatives across the university. These included Mason's leadership among Virginia universities by securing \$5.8M in congressionally directed and community projects; a \$10M award from the U.S. State Department; hosting an AI symposium at Mason w/ over 150 in attendees; and welcoming a new member of the Mason community, Prof. Missy Cummings, Founder and Director of the Mason Autonomy and Robotics Center (MARC) in the College of Engineering and Computing.

**b. Quantum Research at Mason**

**Professor Patrick Vora and Jaydeep Joshi, Mason Alumnus**

Professor Patrick Vora, Associate Professor in the College of Science and Director of the Quantum Science and Engineering Center (QSEC), and Dr. Jaydeep Joshi, Mason Alumnus and Quantum Physicist, described Mason's activities and opportunities in

Quantum. Professor Vora provided an overview of the Quantum Science and Engineering Center (QSEC) which promotes research and education in quantum computing, quantum materials, quantum sensing, and collaborative education programs with government and industry collaborators.

**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 10:16 a.m.

Respectfully submitted,

Corinne Hurst  
Research Committee Secretary Pro Tem

# Board of Visitors Research Committee

May 4, 2023



# Agenda

- I. Call to Order
- II. Approval of Minutes (Action Item)
- III. Office of Research, Innovation, and Economic Impact Update
- IV. Climate Change Communication Research at Mason
- V. Adjournment



# Approval of Minutes

(Action Item)

February 23, 2023



# Board of Visitors Research Committee

May 4, 2023





FY22 and FY23 Q3 Comparisons July 1 – March 31					
Year	Total Expenditures	Number of Proposals	Number of Awards	Value of Proposals	Value of Awards
FY22	\$139.5M	950	806	\$488.4M	\$147.9M
FY23	\$126.6M	972	755	\$536.6M	\$200M



## Gisele Stolz

Director of Entrepreneurship and Innovation Programs,  
Mason Enterprise Centers, and the MIX

### Commonwealth Cyber Initiative (CCI)

Ms. Stolz received the CCI Impact award, presented in Richmond, VA and the CCI Annual meeting, for her exceptional contributions in training and supporting Virginia Cybersecurity startups and nascent ventures.



## Programs

Prof. Remi Veneziano  
Prof. Parag Chitnis  
Dr. Shrishti Singh

### \$75K VIPC Grant for Biotech Commercialization

The novel imaging technology stemming from Dr. Singh's doctoral dissertation will allow cancer to be visualized in deep tissue and hopefully enable earlier diagnosis. The GMU team worked with the Life Science Business Mentors in the ICAP program over the last year to position their technology for successful commercialization, and they were also recently accepted into the National I-Corps program.

### Strategic Direction

*Deliver an Inclusive Student Experience*

*Expand Research Impact | Expand Partnerships for **Economic and Social Impact***

*Exemplify DEI Culture | Invest in Faculty and Staff Success*





## Mason Living Laboratory Program

ISE in partnership with Facilities, launched the Mason as a Living Lab Program. This new program encourages and supports faculty and students to engage with Mason's campuses – including the built infrastructure and socio-environmental systems – to pose questions, experiment, gather data, and pilot novel solutions to a range of sustainability challenges.



## Partnerships

## Musculoskeletal Injury Rehabilitation

Prof. Parag Chitnis is leading a team of Mason engineers and industry partner, Cephasonics Ultrasound, on a \$3M funded project to build a new technology for personalized musculoskeletal injury rehabilitation to support troop readiness. This project was funded by the Medical Technology Enterprise Consortium (MTEC), for which IBI is a member. Membership to this consortium creates access to unique funding opportunities by faculty across disciplines at Mason.

### *Strategic Direction*

*Deliver an Inclusive Student Experience*

*Expand Research Impact | **Expand Partnerships** for Economic and Social Impact*

*Exemplify DEI Culture | Invest in Faculty and Staff Success*





## BRL and NanoFab Labs

The Institute for Biohealth Innovation is currently acquiring and installing \$8.5M of new advanced research equipment in Mason's Regional Biocontainment Laboratory and Nanofabrication Lab. The new equipment was acquired with funding from awarded NIH NIAID and GO Virginia grants. The new equipment will expand the caliber of research that can be conducted by Mason faculty, staff, students and their partners



## Initiatives

### *Strategic Direction*

*Deliver an Inclusive Student Experience*

***Expand Research Impact*** | *Expand Partnerships for Economic and Social Impact*

*Exemplify DEI Culture | Invest in Faculty and Staff Success*



# Climate Change Communication Research at Mason



**Mason's Center for Climate Change Communication**  
develops and applies social science insights to help society  
informed decisions that will stabilize Earth's life-sustaining  
and prevent further harm.



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**CENTER *for* CLIMATE CHANGE  
COMMUNICATION**

# A 'Think and Do Tank'

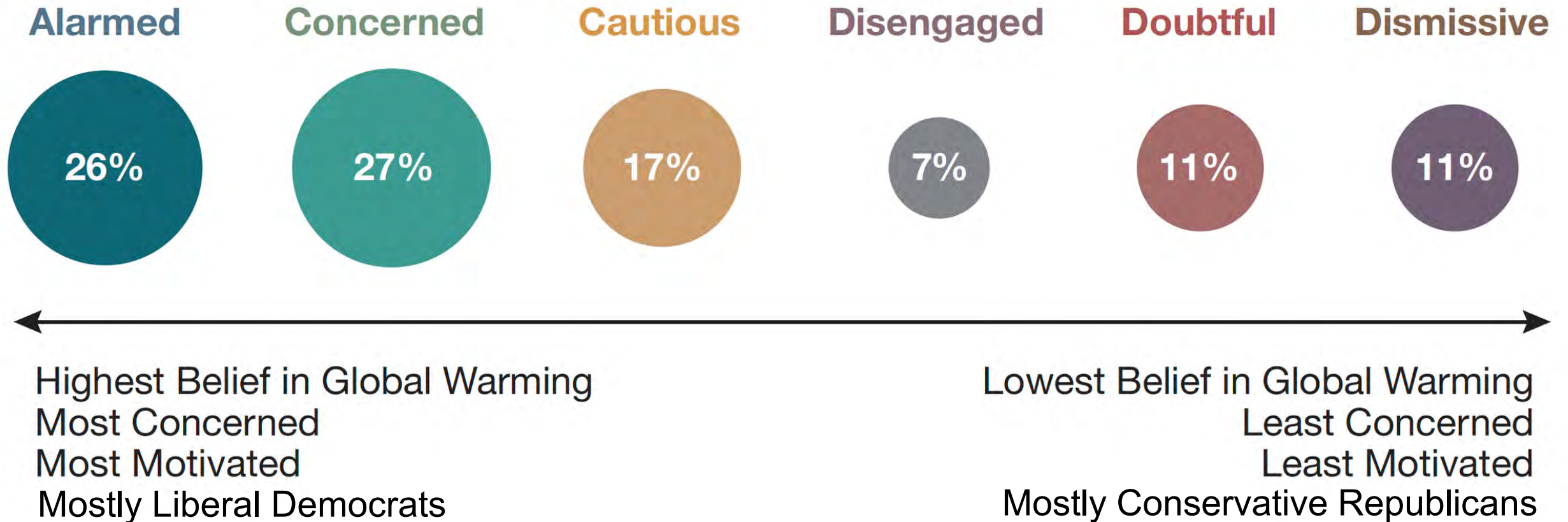


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CENTER *for* CLIMATE CHANGE  
COMMUNICATION

- We conduct *communication research in service of solutions*
- We leverage our research findings to identify new opportunities to enhance *public understanding* of climate change and to increase *public engagement* with climate solutions
- Our programs and engagement initiatives are designed to train, mobilize, and elevate some of America's *most trusted voices* in media, medicine, and politics.
- We are *training the next generation of leaders* in the science and practice of climate communication



# Global Warming's Six Americas



December 2022  
( $n = 1,085$ )

Evidence-based guidance for  
effective communication campaigns:

**Simple clear messages,  
repeated often,  
by a variety of trusted and caring voices.**





# Six key facts about global warming (in 12 words)

IT'S REAL	Global warming is happening.
IT'S US	Human activity is the main cause.
EXPERTS AGREE	More than 97% of the world's climate experts are convinced, based on the data, that human activity is warming the planet.
IT'S BAD	The impacts are serious, and they affect people, especially our children and grandchildren.
THERE'S HOPE	There are actions we can take that will make a big difference.
OTHERS CARE	<b>You're not alone.</b> Most people are worried about global warming, and they support climate action.



Weathercasters are trusted, local, non-political voices. We provide half of America's TV weathercasters with localized climate reporting graphics and materials.



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COMMUNICATION



# Climate Matters Network

2012 2013 2014 2015 2016 2017 2018 2019 2020 2021

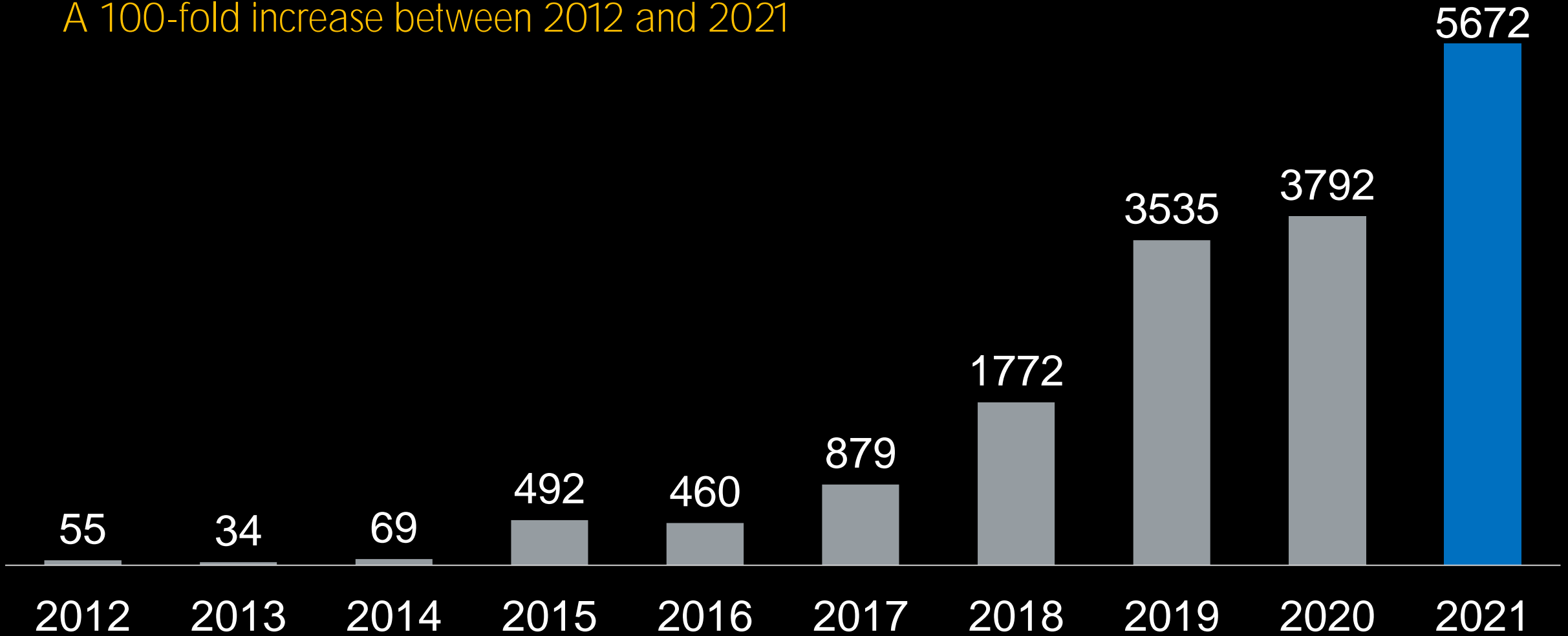


1,061 weathercasters +  
862 additional journalists  
in 94% of US media markets,  
Including 99 of top 100  
media markets.

50+ broadcast in Spanish.

# Yearly TV Hits

A 100-fold increase between 2012 and 2021





A man in a dark suit, white shirt, and yellow striped tie stands on the right side of the frame, gesturing with his right hand towards a group of people seated in a lecture hall. The audience, consisting of men and women of various ages, is seated at wooden desks in the background, looking towards the speaker. The room has wood-paneled walls.

republic**En**

Former Rep. Bob Inglis (R-S.C.) engages conservatives on climate through his republicEn project at Mason 4C.



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COMMUNICATION





“  
Some in the  
administration  
get really squeamish  
about anything that has  
the word “climate” in it.  
I’m not afraid  
to talk about that.

– Senator Lisa Murkowski (R-AK)



“

Perhaps the most  
important [lesson]  
is that preservation  
of our environment  
is not a partisan  
challenge;  
**it's common  
sense.**

– President Ronald Reagan



**Here is your country.**

Cherish these natural wonders,  
cherish the natural resources,  
cherish the history and romance  
as a sacred heritage,  
for your children  
and your children’s children.  
Do not let selfish men  
or greedy interests  
skin your country of its beauty,  
its riches or its romance.

–Theodore Roosevelt



“

I became conservative when I realized  
that we need to hold people  
**accountable...** Climate change is caused  
by decimation of our Earth from pollution.  
**It is real and cannot be denied.**

– AMY –  
Coal City, IL



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CENTER for CLIMATE CHANGE  
COMMUNICATION

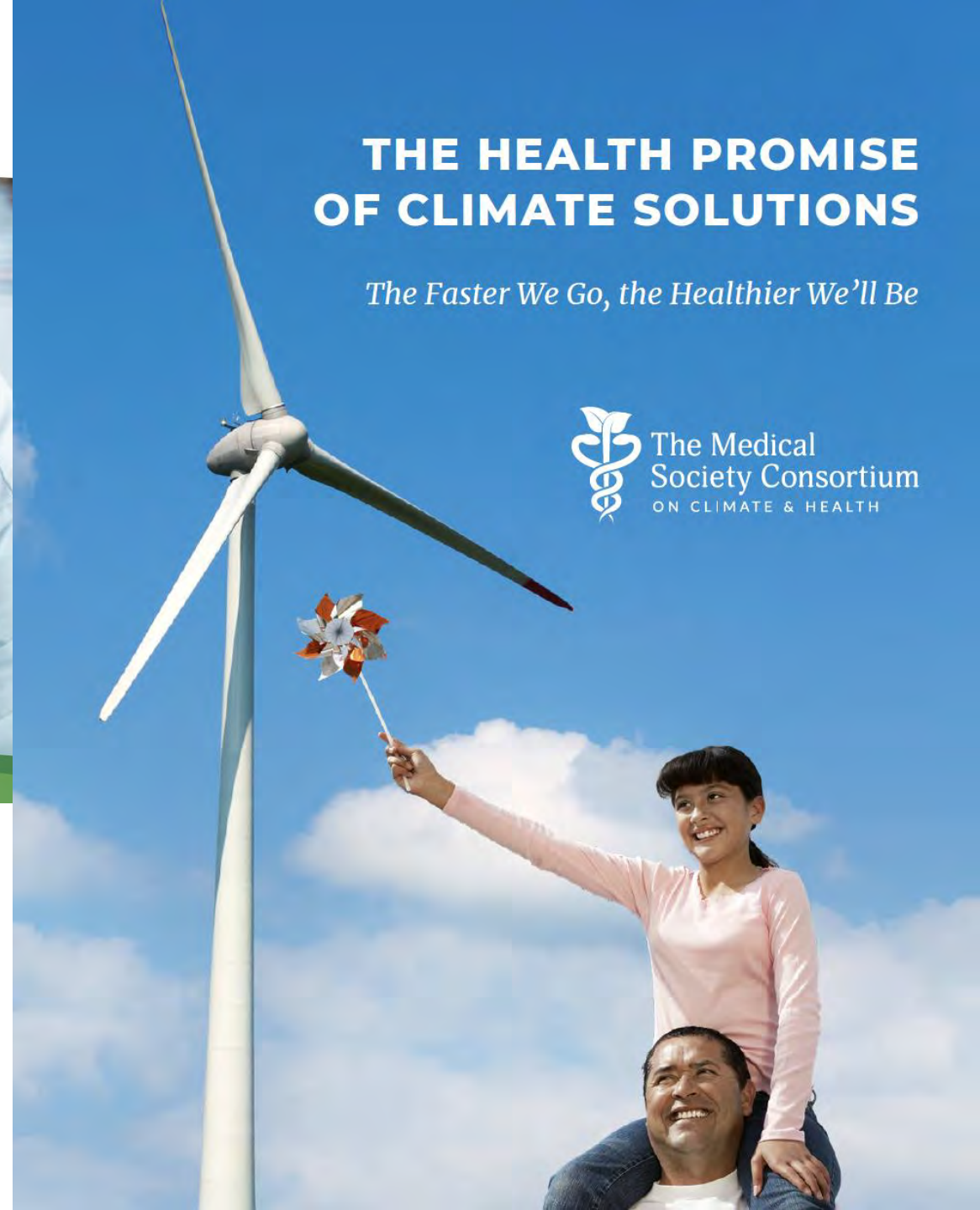




Climate change is the  
greatest *public health*  
*challenge* humanity faces

## THE HEALTH PROMISE OF CLIMATE SOLUTIONS

*The Faster We Go, the Healthier We'll Be*





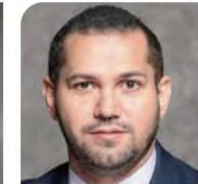
# Members & Affiliates



## Climate and Health Equity Fellowship Program



Yvonne Collins



Ricardo Correa



Jessica Edwards



Tracey Henry



Jessica Isom



Nicole Mahealani Lum



Torrence Barry Nicholson



Nneoma Nwachuku Ojiaku



Prgya Rai



Francis Samonte



Rene Settle-Robinson



Gerri Cannon Smith



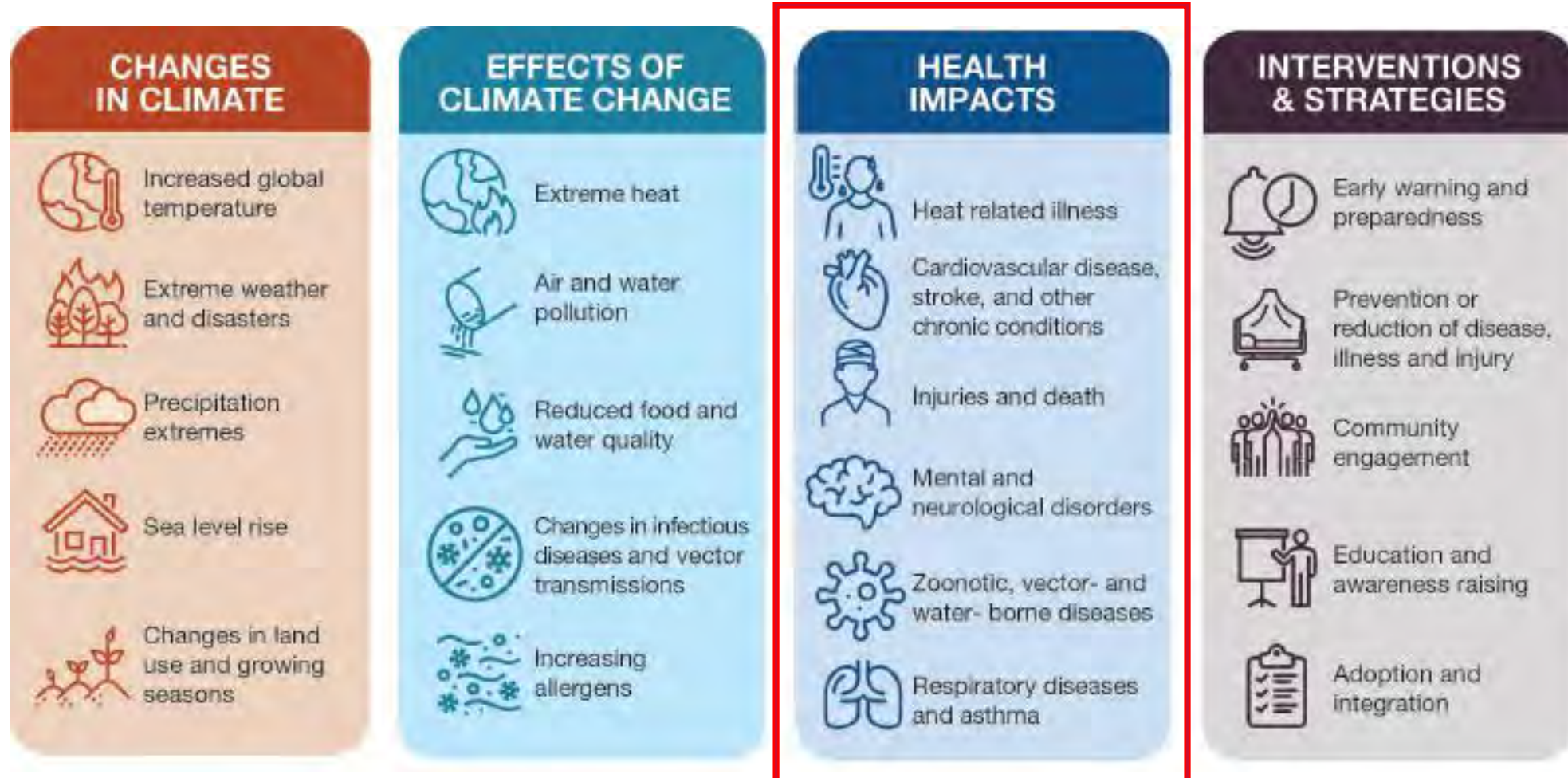
# Using social norms to engage health professionals in climate and health education

Eryn Campbell

PhD Student

Department of Communication and Mason 4C

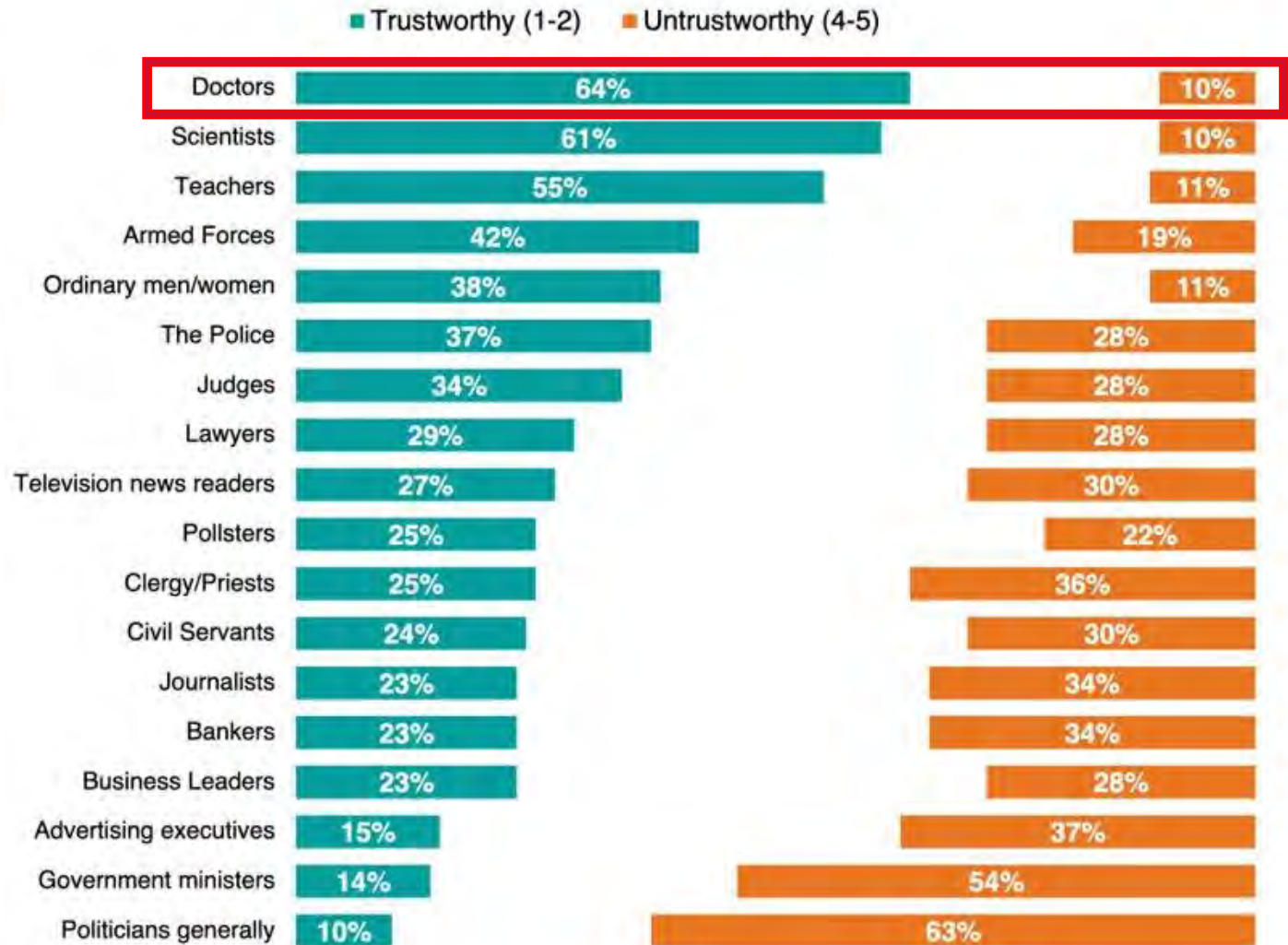
# Climate-Health Connection



# GLOBAL TRUSTWORTHINESS RANKING 2021

Please look at this list of different types of people. In general, do you think each is trustworthy or untrustworthy in your country?

Please use a scale of 1 to 5, where 1 is very trustworthy and 5 is very untrustworthy



*Ipsos Global Trustworthiness Index 2021 – 19,570 participants across 28 countries, interviewed online 23 April – 7 May 2021*

*Online samples in Brazil, Chile, mainland China, Colombia, India, Malaysia, Mexico, Peru, Romania, Russia, Saudi Arabia, South Africa, and Turkey tend to be more urban, educated, and/or affluent than the general population. This "Global Country Average" reflects the average result for all the countries where the survey was conducted. It has not been adjusted to the population size of each country or market and is not intended to suggest a total result.*



## Registered voters trust NASA, family & friends, and climate scientists most as sources of information about global warming

Rank by trust	All Registered Voters	Liberal Democrats	Moderate/Conservative Democrats	Liberal/Moderate Republicans	Conservative Republicans
1	NASA	Climate scientists	Climate scientists	NASA	Family & friends
2	Family & friends	Environmental organizations	EPA	Family & friends	Your primary care doctor
3	Climate scientists	EPA	Environmental organizations	Your primary care doctor	NASA
4	Your primary care doctor	NASA	NASA	Climate scientists	The Fox News Channel
5	EPA	Teachers	Television weather reporters	EPA	Leaders in your religious faith
6	Television weather reporters	President Biden	American Medical Association	Television weather reporters	Television weather reporters
7	Environmental organizations	National Public Radio (NPR)	President Biden	U.S. military leaders	Climate scientists
8	Teachers	Television weather reporters	Your primary care doctor	Teachers	U.S. military leaders
9	American Medical Association	Family & friends	National network news	American Medical Association	American Medical Association
10	Your local newspaper	National network news	National Public Radio (NPR)	Environmental organizations	Teachers
11	National Public Radio (NPR)	American Medical Association	Your local newspaper	Your local newspaper	Oil, gas, and coal companies
12	Local TV news	Your local newspaper	Family & friends	Local TV news	EPA
13	National network news	CNN	Local TV news	National Public Radio (NPR)	Your local newspaper
14	President Biden	Your primary care doctor	Teachers	National network news	Environmental organizations
15	U.S. military leaders	MSNBC	CNN	The Fox News Channel	Your Congressperson
16	CNN	Local TV news	MSNBC	Leaders in your religious faith	Local TV news
17	MSNBC	Your Congressperson	U.S. military leaders	Your Congressperson	National Public Radio (NPR)
18	Your Congressperson	U.S. military leaders	Your Congressperson	CNN	National network news
19	Leaders in your religious faith	Leaders in your religious faith	Leaders in your religious faith	MSNBC	CNN
20	The Fox News Channel	The Fox News Channel	Oil, gas, and coal companies	Oil, gas, and coal companies	MSNBC
21	Oil, gas, and coal companies	Oil, gas, and coal companies	The Fox News Channel	President Biden	President Biden

How much do you trust or distrust the following as a source of information about global warming?

April 2022



YALE PROGRAM ON  
Climate Change  
Communication



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CENTER for CLIMATE CHANGE  
COMMUNICATION

# Research Questions

**RQ1:** What can be done to engage health professionals in helping to educate the public and policymakers about the health risks of climate change?

**RQ2:** If health professionals do play a role in educating the public and policymakers about climate change, will it undermine public trust in them (because climate change is a politically contested issue)?

## To answer RQ1, I:

- Examined if communicating the growing social norm of HP's engagement encouraged others to act
- Conducted six different research studies:
  - 2 surveys of medical societies
  - 4 email experiments conducted with two climate and health organizations, one in the US and one worldwide

# RQ1 Findings

- Providing social normative information about the large number of HPs taking action may help encourage more health professionals to do the same
- HPs were more likely to take direct actions that educate the public and policymakers about climate and health than they were to encourage their peers to get involved



# To answer RQ2, I:

- Examined if HPs engaging in climate/health education and advocacy influences public trust in them
- Conducted a nationally representative survey of American adults that included an embedded message experiment



## RQ2 Findings

- Stories about a doctor educating members of her community about the health risks of fossil fuels increased public trust in HPs
- Stories that depicted the doctor educating members of her community or advocating for solutions were more effective than stories about the doctor engaging in non-violent civil disobedience to oppose an oil pipeline

# Takeaways

- Showing HPs others like them are engaging may help increase their own engagement
- HPs can engage with minimal public backlash
- Unique experience at Mason 4C
  - Contribute to both theory and practice

# Board of Visitors Research Committee

May 4, 2023



**GEORGE MASON UNIVERSITY  
BOARD OF VISITORS**

**Audit, Risk, and Compliance Committee Meeting  
May 4, 2023**

**AGENDA**

- I. Call to Order**
- II. Approval of Audit, Risk, and Compliance Committee Minutes**
  - A. Approval of Committee Minutes for February 23, 2023 Meeting (**ACTION**)
- III. Old Business**
  - A. Auditor of Public Accounts Examination Report
- IV. New Business**
  - A. Enterprise Risk Management Discussion
    - (i) Approval of Office of Audit and Compliance Charter (**ACTION**)
  - B. Research Compliance Update
- V. Reports**
  - A. Office of University Audit Summary Report
  - B. Office of Institutional Compliance Summary Report
  - C. Information Technology Risk and Control Infrastructure Program Update
- VI. Adjournment**



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

**February 23, 2023  
MINUTES**

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

**ALSO PRESENT:** Rector Blackman; Visitors Burke, Chimaladinne, Hazel, Moss, Pence, and Peterson; President Washington; Vice President and Chief Brand Officer Allvin; Faculty Senate Chair Broeckelman-Post; Executive Vice President of Finance and Administration Dickenson; Executive Director of Safety and Emergency Management Farris; Provost and Executive Vice President Ginsberg; Graduate Student Representative McDole; Undergraduate Student Representative Nguyen; Staff Senate Chair Rogers; Associate University Counsel Schlam; Interim Vice President and Chief Information Officer Spann; Director of Financial Reporting Sultana; Executive Vice President of Strategic Initiatives and Chief of Staff Walsh; Associate Vice President for Safety, Emergency Management, and Enterprise Risk Management Zobel; Chief Audit, Risk, and Compliance Officer Dittmeier; Associate Vice President for Institutional Compliance Lacovara; and Associate University Auditor Watkins.

**I.** Chair Kazmi called the meeting to order at 10:45 a.m.

**II. Approval of Minutes**

Chair Kazmi called for any corrections to the minutes of the December 1, 2022 Audit, Risk, and Compliance Committee meeting. Hearing none, the **MINUTES STOOD APPROVED AS WRITTEN.**

**III New Business**

**A. Auditor of Public Accounts Examination Discussion**

Ms. Sultana briefed the Committee on the status of the Auditor of Public Accounts' examinations.

- The annual audit of the university's financial statements for the year ended June 30, 2022 is underway. She stated that no potential findings have been communicated by the Auditors; the audit is expected to be completed by the Committee's meeting in May.
- Reports related to Mason's Intercollegiate Athletics Programs (NCAA) Agreed-Upon Procedures engagement and Mason's use of Education

Stabilization Funds were completed; there were no findings associated with either report.

## **B. Emergency Management Update**

Dr. Farris provided the Committee with an overview of Mason's policies, protocols, and activities to prepare for, respond to, and recover from potential emergency situations. Among other things, he described:

- The extensive training required of employees; communications channels, including flip books, guides, signage, and websites; and regular drills. The university's leadership team is engaged annually in a program of emergency exercises to strengthen awareness and improve protocols; and the Board approves Mason's Emergency Operations (Crisis Management) Plan at least every four years.
- The structure for responding to emergencies includes multiple notification methods including text and email alerts, social media, outdoor speakers and others; tactical incident response to direct impacts; resources available for emergency response, including warm and backup operations centers and deployable supplies stored in emergency response trailers; operational support to coordinate across the community; and longer-term strategy for prioritization of activities.
- Recovery plan updates using an enhanced tool; planning for stronger research enterprise resiliency; community assistance including mental and emotional health support in the aftermath of potential emergency situations as part of the resumption of operations.

During the update, the Committee discussed with Dr. Farris the ability and potential benefit of repurposing apps that had been established during the COVID pandemic to track the health status of the Mason community; the level of community participation in Mason Alert text messaging enrollments and actions that could potentially increase enrollment; the level of emergency preparedness and active threat training required of students, particularly international students; the automation of in-emergency planning and operational activities; the potential use of virtual digital twin models in emergency management and planning; and the integration of emergency management plans and activities with surrounding jurisdictions. The Committee also discussed with Dr. Farris the adequacy of resources and preparedness capabilities in relation to the perceived threat landscape.

## **IV. Reports**

Chair Kazmi noted that the summary reports from the Office of University Audit, University Audit's external assessment, Office of Institutional Compliance, and Information Technology Services had been received by the Committee. He noted that Mason's audit, risk, and compliance program continues to demonstrate work that reflects well on the university. He



## AUDIT, RISK, AND COMPLIANCE COMMITTEE

February 23, 2023

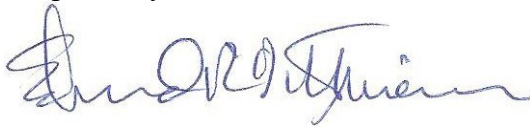
Page 3

commended the work, preparedness, and ongoing dedication to the university's emergency management and stated his belief that it was commensurate with Mason's location and size.

### V. Adjournment

Chair Kazmi adjourned the meeting at 11:25 a.m.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read "Edward R. Dittmeier", written in a cursive style.

Edward R. Dittmeier

Secretary pro tem

**ITEM NUMBER: III.**

Auditor of Public Accounts Examination Report

**PURPOSE OF ITEM:**

Brief the Audit, Risk, and Compliance Committee regarding the examination of Mason's financial statements 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.

David Rasnic is representing the Auditor of Public Accounts. He will report on the results of the Auditor of Public Accounts' examination.

**ACTION:**

Receive briefing and discuss.



# **George Mason University Audit Results**



**Presentation to the Board of Visitors  
George Mason University**

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May 4, 2023

## **Audit Opinions**

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- Planned unmodified opinion for business-type activities and aggregate discretely presented component units of George Mason University.
- Opinion references the work of other auditors for most University-associated organizations that meet the definition of a component unit.
- All audit adjustments made



## **Internal Control & Compliance**

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- Obtained a sufficient understanding of internal control to determine nature, timing, and extent of test work to perform.
- Issued a separate report on internal control and compliance.
  - No Material Weaknesses
  - No Significant Deficiencies

### Other Required Communications

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- No indications of fraudulent transactions or illegal acts.
- Concur with management's application of accounting principles.
- Reviewed the basis for accounting estimates, and any necessary adjustments, and determined estimates appear reasonable based on available information and consistent with prior periods.

## **Other Required Communications**

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- No material changes to accounting and reporting policies and standards during the year.
- No material alternative accounting treatments identified.
- No unusual transactions or significant accounting policies in controversial or emerging issues.



### Other Required Communications

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- No significant difficulties encountered.
- No disagreements with management regarding auditing, accounting, or disclosure matters.

### Statewide Single Audit

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- Our audit also included testing over the major federal program Education Stabilization Fund (ESF) for the Commonwealth's Single Audit.
- ESF – no findings

# Upcoming/Ongoing Audit Considerations

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- HEERF and federal funding audit requirements
- Research & Development In Cycle for FY23
- GASB 94 PPPs and APAs
  - Public Private or Public Public Partnerships
  - Availability Payment Arrangements
- GASB 96 SBITAs
  - Subscription Based Information Technology Agreements



<b>ITEM NUMBER: IV.A.</b>	Enterprise Risk Management Discussion and Approval of Office of Audit and Compliance Charter
<b>PURPOSE OF ITEM:</b>	This item reviews the structure for enterprise risk management at Mason and requests Committee approval of the Office of Audit and Compliance charter.
<b>NARRATIVE:</b>	<p>Deb Dickenson, Executive Vice President for Finance and Administration, will review with the Committee the resumption of Mason’s enterprise risk management function as an integral component of the Finance and Administration organization, reporting to the Executive Vice President.</p> <p>This structure, which was in place prior to the COVID pandemic, results in close alignment of the enterprise risk management function with senior leaders and organizations involved in enterprise-wide strategic and financial decision-analysis and decision-making.</p> <p>The structure also necessitates a revision to the Office of Audit, Risk, and Compliance Charter, which was originally approved in May 2020 to include enterprise risk management functions, but remained unimplemented during the pandemic.</p> <ul style="list-style-type: none"> <li>• The revision requires the Committee’s approval.</li> <li>• The charter continues to preserve University Audit’s independence and aligns with the Institute of Internal Auditors Standards for the Professional Practice of Internal Auditing and with the directives of the Office of the State Inspector General.</li> </ul>
<b>RECOMMENDATION:</b>	Approval of the Office of Audit and Compliance charter.

# ACTION ITEM

**Motion:** I move that the Office of  
Audit and Compliance Charter  
be approved.

**GEORGE MASON UNIVERSITY**

**OFFICE OF AUDIT AND COMPLIANCE CHARTER**

Adopted by the Audit, Risk, and Compliance Committee of the Board of Visitors

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Mehmood Kazmi, Chairman,  
Audit, Risk, and Compliance Committee

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Date

University Management is fully supportive of the Office of Audit and Compliance in the accomplishment of its mission to assist the Board of Visitors and the Board’s Audit, Risk, and Compliance Committee with fulfilling their oversight responsibilities through the provision of independent and objective risk-based assurance services; and planning and oversight of the university’s institutional compliance, ethics, and privacy programs. Through its administrative reporting relationship, the Office of Audit and Compliance will have the necessary independence, stature, and access to university personnel and resources to accomplish its responsibilities to the Audit, Risk, and Compliance Committee.

---

Gregory Washington, President

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Date





**Introduction:**

The Office of Audit and Compliance (OAC) provides risk-based assurance services through independent and objective internal audits; advisory activities; and planning and oversight of the university's institutional compliance, ethics, and privacy programs. It is designed to assist George Mason University's Board of Visitors and the Board's Audit, Risk, and Compliance Committee with fulfilling their oversight responsibilities.

**Mission:**

OAC's mission is to enhance and protect organizational value by providing risk-based assurance, advice, and insight as follows:

Audit:	Provides independent, objective, risk-based assurance and advisory services designed to add value and improve the university's operations. OAC utilizes a systematic, disciplined, and collaborative approach to evaluate and improve the effectiveness of university governance, risk management, control, and compliance processes.
Institutional Compliance:	Provide oversight of the university's institutional compliance program and the distributed processes that support compliance throughout the university by: <ul style="list-style-type: none"> <li>• Planning, facilitating, and overseeing regular university-wide assessments of compliance risks, and ensuring management ownership for monitoring and managing compliance risks.</li> <li>• Advising risk owners in their design and implementation of risk-based distributed compliance programs, and evaluating the effectiveness of such risk-owner programs to monitor and manage compliance risks in consideration of legal and regulatory effectiveness requirements.</li> <li>• Ensuring the effectiveness of the institutional compliance program as well as significant compliance risks or exposures and the steps management has taken to monitor and control such risks are communicated to the President and the Audit, Risk, and Compliance Committee.</li> </ul>
Ethics and Conflict of Interest Management:	Provide oversight of the university-wide processes that promote an ethical climate, including the university's code of ethics and policies for conflicts of interest and conflicts of commitment, and facilitating conflict evaluation and management processes.
Privacy:	Provide oversight of the university's collection, use, storage, sharing, transmission, deletion, and otherwise processing of personal data related to an identified or identifiable individual, and activities addressing related compliance obligations. <ul style="list-style-type: none"> <li>• Planning, facilitating, and overseeing regular university-wide assessments of privacy and related compliance risks, and ensuring management ownership for monitoring and managing such risks.</li> <li>• Advising risk owners in their identification and implementation of responses to monitor and manage such risks.</li> <li>• Ensuring significant privacy and related compliance risks or exposures and the steps management has taken to monitor and control such risks are communicated to the President and the Audit, Risk, and Compliance Committee.</li> </ul>

**Independence:**

To provide for the independence of the OAC, the Chief Audit and Compliance Officer reports functionally to the Audit, Risk, and Compliance Committee of the Board of Visitors and administratively to the President.

The Audit, Risk, and Compliance Committee (i) approves the OAC Charter, and the appointment, replacement, performance, and compensation of the Chief Audit and Compliance Officer, and (ii) reviews the Chief Audit and Compliance Officer's confirmation of the organizational independence of the internal audit function; the internal audit process for establishing risk-based audit plans; the internal audit financial and staffing budget; and reports of significant findings and recommendations; among other things.

University management is responsible for, among other things, (i) the preparation, presentation, and integrity of the University's financial statements; (ii) the maintenance and implementation of effective policies, procedures, and controls designed to ensure compliance with generally accepted accounting principles and applicable laws and regulations; and (iii) the identification, assessment, monitoring, and management of significant enterprise-level risks to the University. OAC supports management by providing oversight, facilitation, coordination, advice, assurance, and reporting for the President and the Audit and Compliance Committee. Accordingly, the OAC is prohibited from having management responsibility for any university operational areas and related management decisions. Administrative matters do not include, among other things, matters of audit risk assessments; audit selection and scheduling; audit scope, procedures, frequency, and timing; and audit reporting.

**Authority:**

The Chief Audit and Compliance Officer and OAC staff are authorized to:

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

The Chief Audit and Compliance Officer and OAC staff are not authorized to:

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

**Standards of Practice:**

The OAC conducts its internal audit work to conform to (i) the directives of the Commonwealth of Virginia's Office of the State Inspector General and (ii) the mandatory professional guidance of the Institute of Internal Auditors, including: the Definition of Internal Auditing; Code of Ethics; and the Core Principles and the International Standards for the Professional Practice of Internal Auditing. To assess such conformance, the Office of University Audit maintains a quality assurance and improvement program that includes (i) internal self-assessments and (ii) external assessments performed by independent third-party assessors. The quality assurance and improvement program covers all aspects of internal audit activities. Results of quality assurance and improvement program are communicated to management and the Audit, Risk, and Compliance Committee.

The OAC conducts work related to the university's institutional compliance program to achieve effective, risk-based implementation of legal and regulatory compliance program effectiveness requirements.

**Effective Date:**

This charter is effective May 4, 2023. The charter will be reviewed annually and revised when necessary.



## GEORGE MASON UNIVERSITY

### OFFICE OF AUDIT, ~~RISK~~, AND COMPLIANCE CHARTER

Adopted by the Audit, Risk, and Compliance Committee of the Board of Visitors

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Mehmood Kazmi, Chairman,  
Audit, Risk, and Compliance Committee

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Date

University Management is fully supportive of the Office of Audit, ~~Risk~~, and Compliance in the accomplishment of its mission to assist the Board of Visitors and the Board's Audit, Risk, and Compliance Committee with fulfilling their oversight responsibilities through the provision of independent and objective risk-based assurance services; and planning and oversight of the university's ~~enterprise risk management process and the~~ institutional compliance, ethics, and privacy programs. Through its administrative reporting relationship, the Office of Audit, ~~Risk~~, and Compliance will have the necessary independence, stature, and access to university personnel and resources to accomplish its responsibilities to the Audit, Risk, and Compliance Committee.

---

Gregory Washington, President

---

Date



## Introduction:

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## Mission:

OARC's mission is to enhance and protect organizational value by providing risk-based assurance, advice, and insight as follows:

Audit:	Provides independent, objective, risk-based assurance and advisory services designed to add value and improve the university's operations. OARC utilizes a systematic, disciplined, and collaborative approach to evaluate and improve the effectiveness of university governance, risk management, control, and compliance processes.
<del>Enterprise Risk Management:</del>	<del>Provide oversight of the university's enterprise risk management process by:</del> <ul style="list-style-type: none"> <li><del>Proposing, for the President's approval, the university's enterprise risk management process to identify enterprise-level risks to institutional viability and achievement of strategic objectives.</del></li> <li><del>Planning, facilitating, and overseeing the implementation of the approved enterprise risk management process, including facilitating risk assessments and advising risk owners in their identification and implementation of responses to monitor and manage such risks.</del></li> <li><del>Ensuring significant enterprise-level risks or exposures and the steps management has taken to monitor and control such risks are communicated to the President and the Audit, Risk, and Compliance Committee.</del></li> </ul>
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The Chief Audit, ~~Risk~~, and Compliance Officer and OARC staff are authorized to:

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- Have full and free access to the Audit, Risk, and Compliance Committee.
- Allocate resources, set frequencies, select subjects, determine scope of work, and apply the techniques required to accomplish audit, ~~enterprise risk management process~~, and institutional compliance program objectives.
- Obtain the assistance of university personnel as well as other specialized services from within or outside the university.

The Chief Audit, ~~Risk~~, and Compliance Officer and OARC staff are not authorized to:

- Perform any operational duties for the university.
- Initiate or approve accounting transactions external to the OARC.
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The OARC conducts work related to the university's institutional compliance program to achieve effective, risk-based implementation of legal and regulatory compliance program effectiveness requirements.



**Effective Date:**

This charter is effective May 4, 2023~~September 29, 2022~~. The charter will be reviewed annually and revised when necessary.

**ITEM NUMBER: IV.B.**

Research Compliance Update

**PURPOSE OF ITEM:**

Brief the Committee regarding the university's research compliance programs.

**NARRATIVE:**

An update regarding the university's research compliance programs will be provided by:

- Andre Marshall, Vice President for Research, Innovation, and Economic Impact.
- Michael Laskofski, Associate Vice President of Research Services.
- Christopher DiTeresi, Director of Research Integrity.
- Melissa Perez, Director of Export Compliance and Secure Research

**ACTION:**

Receive briefing and discuss.



# RESEARCH INTEGRITY AND ASSURANCE AT MASON

May 4, 2023

George Mason Board of Visitors Audit Committee



# AGENDA

**Mason's Research Portfolio**

**Research Administration Project**

**Research Administration Management Portal (RAMP)**

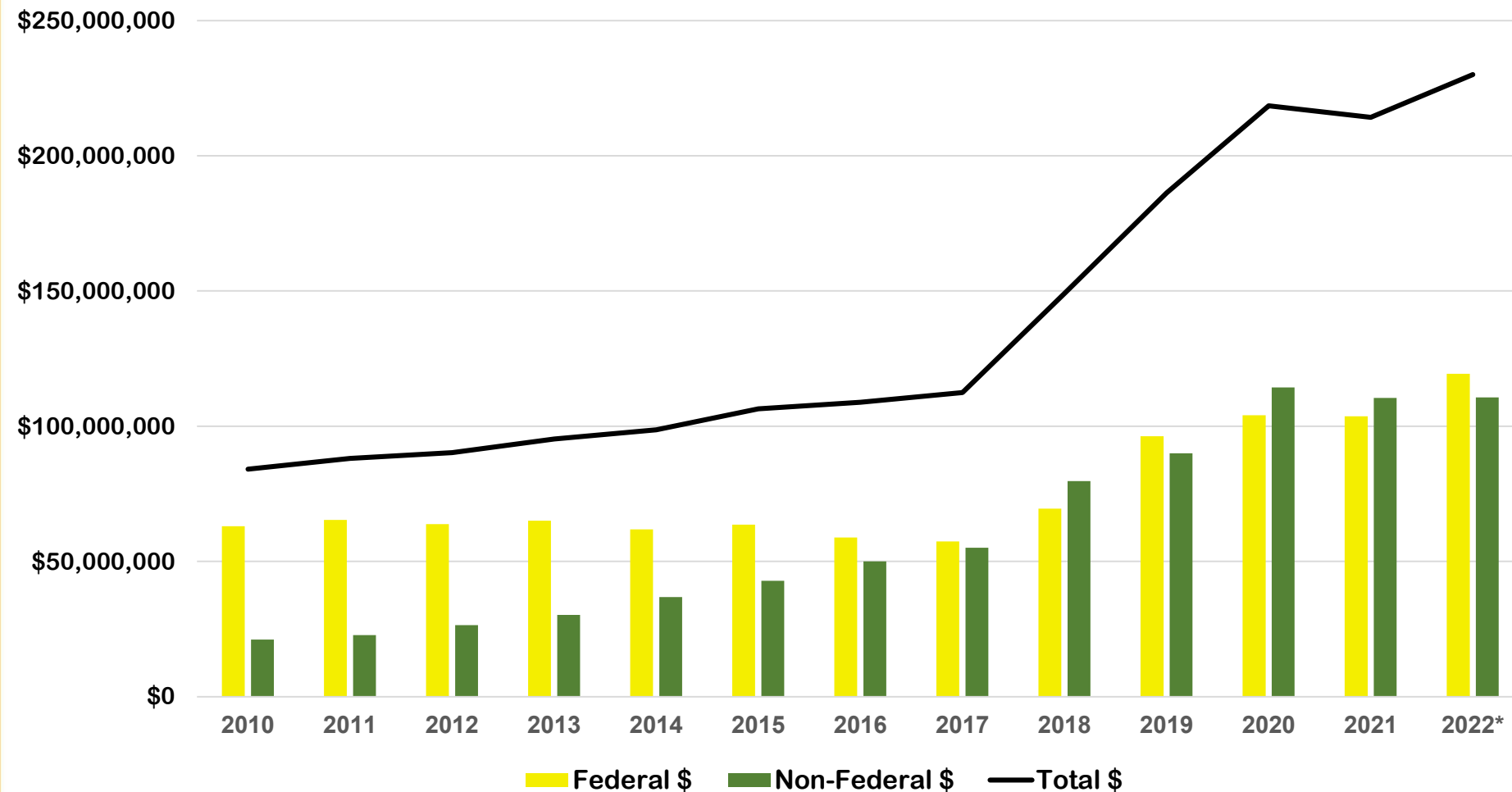
**Office of Research Integrity and Assurance**

**Assuring International Engagements in Mason Research**

**Ongoing Work**



# Mason's NSF HERD Expenditures FY10 – FY22



# Research Administration Project

- Nearly all R1 universities have capable research administrators supporting faculty locally, either in departments, schools, or centers
- Partnered with Finance and Human Resources to create job classes that will improve retention and quality of workforce and develop a more flexible and competitive recruiting strategy
- Clear roles and responsibilities and streamlined business process will improve overall efficiency and result in long-term cost savings
- Facilitate communications between faculty researchers and central offices responsible for compliance oversight
- Faculty spending more time on research resulting in increased research funding!

# Research Administration Management Portal (RAMP)

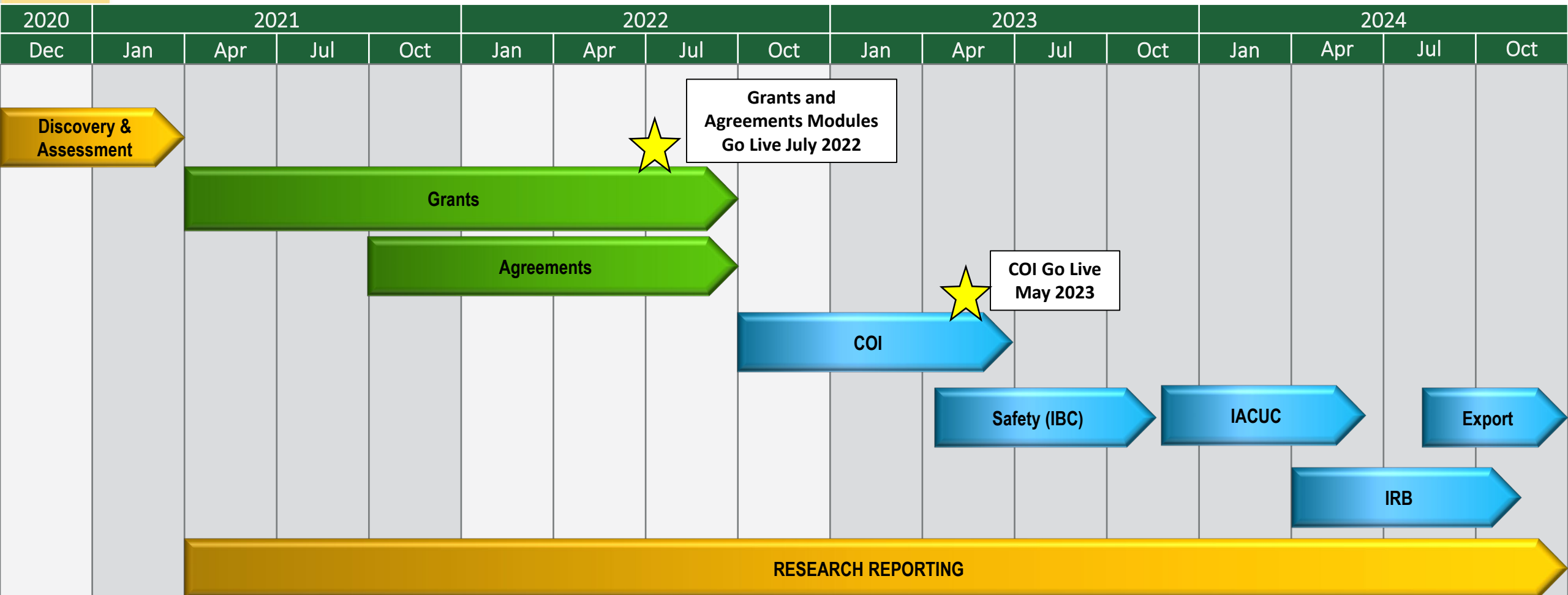
## Why RAMP

- Current systems were outdated, not integrated, at their capacity, and not sustainable
- RAMP (Huron Research Suite) is used by more top research universities than any other research administration technology and is implemented at more than 50% of R1s

## Benefits of RAMP

- Easier access and **better user experience for faculty**
  - Workflow transparency to track status of a record, who has it and next steps
  - Dynamic SmartForms only request required data
  - System validations reduces rework
- Integrated modules allows for **more efficient** and **automated processing**
- Improved data capture results in more **robust reporting** capabilities
- **Reduced risk** for the University

# RAMP Program Timeline





# Office of Research Integrity and Assurance

**Human Research  
Participants Program**  
Institutional Review  
Board (IRB)

**Conflicts Management**  
Conflicts of Interest &  
Commitment  
(COI & COC)

**Export Controls &  
Economic Sanctions**

**Research Integrity**  
Research Misconduct |  
Authorship

**Animal Care & Use**  
Institutional Animal Care  
and Use Committee  
(IACUC)

**Responsible Conduct  
of Research**  
RCR Education &  
Training

**Controlled Research**  
Classified |  
Controlled Unclassified

# Growth Directions & Compliance Needs (examples)

More Clinical  
Research

**Human Research  
Participants Program**  
Institutional Review  
Board (IRB)

**Conflicts Management**  
Conflicts of Interest &  
Commitment  
(COI & COC)

**Export Controls &  
Economic Sanctions**

More Secure and  
Applied Research

New Species

**Animal Care & Use**  
Institutional Animal Care  
and Use Committee  
(IACUC)

**Controlled Research**  
Classified |  
Controlled Unclassified

# Office of Research Integrity and Assurance

**Human Research  
Participants Program**  
Institutional Review  
Board (IRB)

**Conflicts Management**  
Conflicts of Interest &  
Commitment  
(COI & COC)

**Export Controls &  
Economic Sanctions**

**Research Integrity**  
Research Misconduct |  
Authorship

## International Engagements

**Animal Care & Use**  
Institutional Animal Care  
and Use Committee  
(IACUC)

**Responsible Conduct  
of Research**  
RCR Education &  
Training

**Controlled Research**  
Classified |  
Controlled  
Unclassified

# Changing Regulatory Environment

- U.S. regulatory agencies have increased their focus on universities
  - Reaction to intelligence reports citing academic solicitation
    - Foreign intelligence officers collect U.S. technology by using elicitation, posing as visiting students and scholars, proposing joint research, and recruiting for talent programs
- The result is a changing regulatory landscape
  - More reporting requirements
    - E.g., National Security Presidential Memorandum 33 (NSPM-33)
  - More attention to international activities such as collaboration
    - Is it beneficial, open, and transparent?
- Existing regulations are expanding and increasingly used as a foreign policy tool
  - Increased use of export controls and economic sanctions
    - Countries of concern such as China, Russia, Iran
  - Expanded use of U.S. Government restricted party lists, such as the Entity List
    - Institutions and universities on the Entity List are subject to greater restrictions
- The result is greater scrutiny of certain collaborations and increased risk
  - Potential impact on current sponsored work
  - Potential impact on future opportunities with certain sponsors
  - Inadvertent export violations



# What This Means for Mason

- Secure research at Mason is growing and will continue to grow
  - Greater compliance measures required
    - Controlled unclassified information, export controlled, classified
    - Emerging technology
- Mason is supporting faculty by raising awareness
  - Created international collaboration training
  - Complex area of the law that is not intuitive, especially U.S. sanctions
  - Based on foreign policy and subject to change (and varies from country to country)
  - Penalties levied against institutions and individuals
- ORIA wants to partner with faculty to assess the risks and benefits of international collaboration
  - Consider inviting these colleagues to a faculty meeting
  - Contact them directly at [export@gmu.edu](mailto:export@gmu.edu)

# Conflict of Commitment (COC) Disclosures

- The changing regulatory landscape also includes expanded COC disclosure requirements
  - New requirements (and others still pending) emphasize foreign affiliations, collaborations, and travel
  - Failure to disclose can have severe consequences for researchers and the university
  - Federal agencies are actively probing for evidence of undisclosed foreign activities
  - Is it beneficial, open and transparent? ~ was it disclosed?
- The COC Policy Initiative focused on developing the capacity to meet new disclosure standards as they emerge
  - Built upon investments in the RAMP system and Research Administration Project
  - Collaboratively developed the 4021 policy with delegates from all 10 colleges
  - Implemented the RAMP COI module in tandem with policy development
  - The policy and system establish a shared, central disclosure process
  - Collegiate procedures allow for local implementations of the policy that align with each unit's culture, and Chairs and Deans are responsible for COC review and approval

This initiative to produce a COC policy and process that fits Mason and the changing regulatory environment has also produced an All Together Different model of compliance in which ownership and responsibility are shared across a (centrally coordinated and supported) community of diverse collegiate cultures.

# Navigating the Changing Landscape

## Research security is still emerging as a compliance framework

- Unlike research integrity, its focus on preventing inappropriate foreign influence is at times in tension with core values of the scientific enterprise (openness, inclusivity) and academic culture
  - E.g., many universities use 'international engagements' or 'responsible international collaboration' as more inclusive than 'inappropriate foreign influence'
- Right now, well-marked imperatives are enshrouded in a fog of gradually coalescing new requirements, standards, and trainings

## ORIA's approach to Assuring International Engagements is to

- Continue to develop the capacity needed to sustain compliance as Mason grows and regs change
- Protect faculty, academic culture, and Mason values
- Attentively wait for the government to figure out its new standards and requirements

# Ongoing Work

- Continuously monitor and update regulatory/policy environment
- Embrace technology and automation
- Build awareness and provide rigorous RCR training to faculty, students, research administrators and senior leadership
- Planning for research compliance needs as research portfolio grows in size and complexity
- Support comprehensive strategy for institutional compliance





**Office of University Audit**

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

**May 4, 2023**

<b>EXECUTIVE SUMMARY</b>

- One audit report was issued since the last meeting.
  - The audit report concluded that the design and operating effectiveness of Mason's controls were not sufficient to ensure background investigations are successfully completed before individuals begin work.
  - Audit memos summarized results of self-assessments of information security controls in the School of Business; provided feedback on the ITS Portfolio and Project Management updates; and validation of tuition refund processing.
- Remediation of 14 audit issues is in progress as of April 20, 2023.
- 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 the use of co-sourced audit resources.
- Status of fraud, waste, and abuse investigations:
  - Two investigations were completed since the prior meeting; they were isolated in nature with negligible impact to the University.
  - There are three investigations in progress.
- Audit Staffing:
  - We continue to utilize our hybrid organizational model to provide assurance services for Mason. The model blends full time professional staff with co-sourced professionals from national and local accounting firms that bring specialized expertise to execute specific audit engagements.

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**Topic**

- 1 SUMMARY OF AUDIT REPORTS
- 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**

- Background Investigations.
- Audit Memos:
  - IT Risk Self-Assessment Results: School of Business.
  - Feedback on ITS Portfolio and Project Management Updates.
  - Validation of Tuition Refund Processing.





# INTERNAL AUDIT REPORT

Report Title:	Background Investigations	Report Date:	April 20, 2023
Responsible Manager:	Shernita Rochelle Parker Interim Vice President of Human Resources	Report Number:	FY23-20

## EXECUTIVE SUMMARY:

### Background:

University Policy (UP) #2221 (Background Investigations) requires that individuals cannot begin work until a background investigation has been successfully completed. The policy and supporting procedures apply to all new and rehired employees; to current employees who transfer or are promoted within the university; and to individuals that instruct or supervise minors who do not have a background investigation completed within the prior three years on file. The policy also requires employees to inform Human Resources (HR) within five days of any reportable convictions of a crime.<sup>1</sup>

Central HR has the overall responsibility for managing the background investigation process for Mason employees; however, the university's decentralized hiring processes provides challenges for process consistency and effectiveness.

Central HR is responsible for onboarding all benefitted employees (classified staff, administrative and professional faculty, instructional faculty); while hiring departments are responsible for onboarding affiliates and non-benefitted employees (adjunct faculty and wage employees). Four departments are authorized to hire employees without Central HR approval.<sup>2</sup>

Prospective employees receive conditional offer letters issued by Central HR or the hiring department which include, among other things, that employment is contingent on the successful completion of a background investigation. When the conditional offer of employment is accepted, the signed letter is provided to Central HR who is responsible for determining whether a background investigation is required and, if so, initiating the background investigation with TrueScreen, a third-party provider contracted to conduct background investigation services.

If a background investigation is required, the prospective employee is provided a background investigation application and is expected to complete the application within five days or risk having their start date delayed. The application documents the prospective employee's consent

<sup>1</sup> Reportable convictions include, but are not limited to, violations of criminal drug law, alcohol beverage control law, or law that governs driving while intoxicated. Additionally, employees authorized to drive a State Operated Vehicle for university business must report traffic related convictions to their supervisor and Risk Management.

<sup>2</sup> There are four departments at GMU that have the authority to hire employees without Central HR approval (GMU Police Department (PD), Child Development Center (CDC), Facilities Management, and Information Technology Services (ITS)).

and provides TrueScreen with the data it needs to conduct the background investigation. TrueScreen generally provides Mason with the results of background investigations within<sup>3</sup> 2-4 days.

Designated Central HR staff (Background Specialist) categorize TrueScreen reports received for prospective employees as those who have “passed” the background investigation, and those whose background investigation results require further assessment, known as “adjudication”.<sup>4</sup>

The Background Specialist is authorized to adjudicate certain background investigation results that are administrative in nature (e.g., verifying an individual’s social security number), while all results for individuals with prior convictions are expected to be reviewed by Employee Relations. After review of the results and meeting with the prospective employee, Employee Relations determines whether the individual can work at Mason. The hiring decision and rationale is documented by Employee Relations.

Due to specific hiring requirements, three areas perform their own background investigations separately from Central HR:

- Police and Public Safety Department (PD) manages all background investigations for its personnel through internal processes (including finger printing, polygraphs, and psychological evaluations).
- Child Development Center (CDC) requires background investigations by the Commonwealth’s Department of Social Services to comply with regulations. Central HR also conducts a TrueScreen background investigation for all CDC employees.
- School of Nursing utilizes Castle Branch (a third-party provider specializing in healthcare and nursing background investigations) to perform background investigations of nursing students and students in other College of Public Health (CPH) programs.

## **Audit Conclusion:**

In our view, the design adequacy and operating effectiveness of Mason’s controls are not sufficient to ensure background investigations are successfully completed before individuals begin work. To strengthen process consistency, effectiveness, and oversight, management should consider consolidating hiring and onboarding activities performed by the hiring departments into Central HR, and develop and implement effective monitoring processes to prevent prospective employees from beginning work prior to successfully completing a background investigation. Enhancing procedures and defining clear roles and responsibilities is needed to ensure compliance with policy and promote accountability. These improvements should allow management to effectively enforce and oversee the background investigation process.

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<sup>3</sup> TrueScreen offers the following types of background investigation packages for HR use: Basic (SanctionsBase+, County Criminal, National Criminal Database, National Sex Offender Database, Social Search), Basic + Credit History, Basic + Motor Vehicle Record (MVR), Internal Package (SanctionsBase+), Under 18 (SanctionsBase+, National Sex Offender Database), 10-Panel Drug Screen.

<sup>4</sup> GMU and TrueScreen define adjudication as anything that is identified during the background investigation will need to be reviewed further. This can include, but not limited to verifying a social security number, motor vehicle violations, or prior convictions.

## **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: School of Business.

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

### Feedback on ITS Portfolio and Project Management Updates.

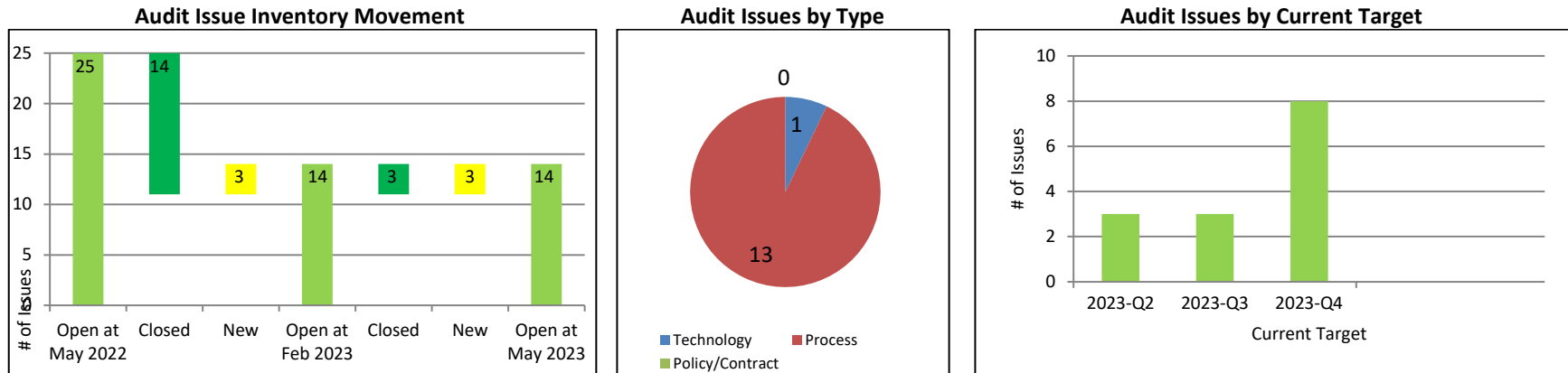
- As part of the multi-year program to strengthen the internal control infrastructure and improve the quality of technology service delivery for the University, ITS updated the project management framework and methodology artifacts in 2022. ITS has designed a strong portfolio and project management foundation with a solid framework, methodology, execution approach, and supporting processes; however, governance processes, including project prioritization and investments decision-making, need refinement and are in the infancy stages of implementation.

### Validation of Tuition Refund Processing.

- The objective of this review was to validate the accuracy, appropriateness, and completeness of the resulting tuition credits processed to student accounts as the result of the Board of Visitor's approved tuition credits to in-state undergraduate students equal to the three percent tuition increase the Board had previously approved for the FY23 academic year. Tuition credits and financial aid over budget/over need adjustments were processed properly and in a compliant manner to student accounts for Fall 2022 semester. Tuition credits for students who are not returning to the university in the Spring 2023 semester will be processed at the end of January 2023, and will be validated during the Student Accounts audit currently in progress.

## SUMMARY STATUS OF AUDIT ISSUES AS OF APRIL 20, 2023

There were 14 open audit issues as of April 20, 2023. Target dates for several issues were extended.





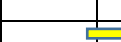

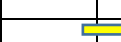



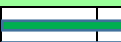















Audit Report	Report Date	Open at May 2022	New	Closed	Open at Feb 2023	New	Closed	Open at May 2023
Background Investigations	4/20/23	-	-	-	-	3	-	3
Office of University Registrar	12/20/22	-	-	-	2	-	1	1
Academic Integrity	8/29/22	-	3	1	1	-	-	1
Student Financial Aid	11/10/21	7	-	5	2	-	-	2
Office of Admissions	11/4/21	4	-	4	0	-	-	0
Clearing Accounts	9/3/21	1	-	1	0	-	-	0
Gift Acceptance Policy Implementation	6/22/20	2	-	2	0	-	-	0
Drug and Alcohol Abuse Prevention Program	12/16/19	2	-	-	1	-	1	0
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	0
Administrative Management of Sponsored Programs	10/11/17	1	-	1	0	-	-	0
		25	3	14	14	3	3	14



## STATUS OF AUDIT PLAN AS OF APRIL 20, 2023

The 3+6 Audit Plan as of April 20, 2023 (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	12 31	3 31	6 30	9 30
<b>Aligned with University-Level Risk Areas</b>					
Information Security Program	• Monitor projects to further strengthen security of Mason's entire technology environment; validate controlled unclassified information security controls in various environments.				
Information Technology Process Infrastructure Projects	• Monitor implementation of information technology process infrastructure projects.				
Research Computing Security	• Monitor cybersecurity assessments of research computing environments and preparations to implement NSPM-33 expectations.				
Research Data Management	• Assess processes for managing research data in conformance with award requirements.				
Research Administration	• Assess administrative management of sponsored program awards, including financial, contractual, and regulatory risk management, and evaluate redesigned processes incorporating automation.				
IT Vendor Management	• Assess management actions to strengthen controls.				
Construction Payments and Change Orders	• Monitor planned campus construction projects.				
<b>Additional Areas</b>					
Non-Employee Identities	• Assess processes for approving, supervising, controlling, and overseeing non-employees who have an identity relationship ("G number") with Mason.				
Background Investigations	• Assess the effectiveness of the university's background check process.				
Student Financial Accounts	• Assess business and compliance processes relevant to student billing activities.				
Tuition Credit Validation	• Validate whether tuition credits and the resulting financial aid changes were processed accurately.				
Issue Validation Procedures	• Validate management has remediated audit issues in a comprehensive and sustainable manner.				
Hotline Investigations Referred by OSIG	• Investigate allegations of fraud, waste, or abuse received from the Commonwealth's Office of the State Inspector General.				

## STATUS OF INVESTIGATIONS AS OF APRIL 20, 2023

Nature of Allegation	Type	Status	Remarks
Potential waste/misuse of State funds	Waste	Completed	
Potential Procurement Fraud/Waste	Fraud/Waste	Completed	
Potential noncompliance with hiring policies	Waste/Abuse	In Progress	
Potential conflict of interest	Abuse	In Progress	
Potential noncompliance with policy and improper use of position	Waste/Abuse	In Progress	

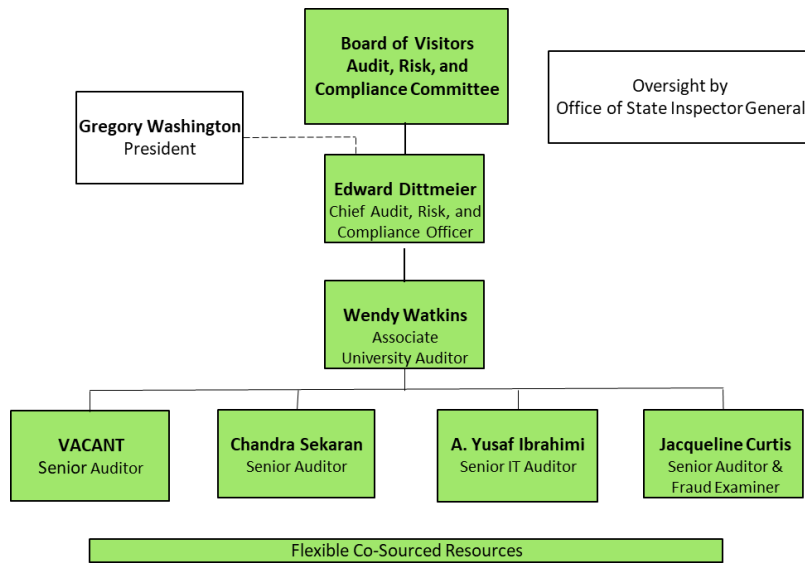
### **Summary of Types:**

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

## STAFFING

University 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 April 20, 2023, the full-time staff consists of five professionals.

### Staffing



		Actual	
	Plan	a/o July 2022	Avg to Apr 2023
Core Audit Team			
Audit Leadership	2.0	2.0	2.0
Auditors by Expertise:			
Operational Audit	2.0	0.5	1.0
IT Audit	1.0	1.0	1.0
Fraud Audit	0.5	0.5	0.5
Total Audit Professional Employees	5.5	4.0	4.5
Co-sourced FTE* Supported by Permanent Budget	0.8		0.7
Total Audit Professionals Supported by Permanent Budget	6.3	4.0	5.2

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 APRIL 20, 2023

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
1	<p><b>Report Name:</b> Employee Disclosures and Evaluation of Personal Interests</p> <p><b>Report Date:</b> 12/13/19</p> <p><b>Management:</b> Vincent Lacovara, Associate Vice President for Institutional Compliance</p>	<p><b>Evaluate Governance and Reporting Design Improvements for COI and COC:</b></p> <p>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>The university is implementing a COI module, as part of the research compliance software system, that will provide management a clearer picture of each employee's financial interests and outside commitments. Review and monitoring processes will be established in line with overall disclosure processes. The target implementation of the COI module is projected for May 2023.</p>	11/30/20	5/31/23
2	<p><b>Report Name:</b> Faculty Study Leave Programs</p> <p><b>Report Date:</b> 4/18/19</p> <p><b>Management:</b> Renate Guilford, Associate Provost, Academic Administration, Office of the Provost</p>	<p><b>Re-evaluate the Roles and Responsibilities of the Provost's Office and the Academic Units in the Leave Process:</b></p> <p>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 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.</p>	<p>The Provost's Office is working with Fiscal Services; Human Resources; and the Office of Budget and Planning to streamline the funding mechanisms for the program. The objective is to move the cost of the program from indirect funding to the fringe rate calculation and to automate manual collection and reporting.</p>	3/31/20	6/30/23

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
3	<b>Report Name:</b> Faculty Study Leave Programs  <b>Report Date:</b> 4/18/19  <b>Management:</b> Renate Guilford, Associate Provost, Academic Administration, Office of the Provost	<b>Enhance Faculty Study Leave Processes and Procedures:</b> 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.	Study Leave selection has been completely decentralized to the academic units who create the criteria and evaluation process that aligns with the Faculty Handbook (updated 2021 to streamline the study leave process and provide more inclusive program). The Provost's Office is continuing to work with the academic units to document their study leave processes.	7/15/20	6/30/23
4	<b>Report Name:</b> Academic Integrity  <b>Report Date:</b> 8/29/22  <b>Management:</b> Rose Pascarell, Vice President, University Life	<b>Ensure Consistency in University Academic Integrity Guidance and Recommended Sanctions:</b> 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.	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.  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.	8/15/23	8/15/23
5	<b>Report Name:</b> Background Investigations  <b>Report Date:</b> 4/19/23  <b>Management:</b> Shernita Rochelle Parker, Interim Vice President of Human Resources	<b>Improve Background Investigation Procedures.</b> Comprehensive procedures and defined roles and responsibilities will help ensure compliance with the university's background investigation processes and procedures.	Employee Relations will evaluate and enhance current procedures, and/or develop new procedures to ensure background investigation processes and procedures are comprehensive and roles and responsibilities are defined.	9/30/23	9/30/23
6	<b>Report Name:</b> Background Investigations	<b>Assess Background Investigation Service Provider Contracts.</b>	Employee Relations will engage the appropriate CPH management to understand their background investigation requirements and	9/30/23	9/30/23



#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
	<b>Report Date:</b> 4/19/23  <b>Management:</b> Shernita Rochelle Parker, Interim Vice President of Human Resources	Central HR should work with the CPH to determine whether its beneficial for the university to centralize all background investigations for employees and students through a single service provider.	determine if its practical to consolidate employee and student background investigation under one service provider.		
7	<b>Report Name:</b> Employee Disclosures and Evaluation of Personal Interests  <b>Report Date:</b> 12/13/19  <b>Management:</b> Vincent Lacovara, Associate Vice President for Institutional Compliance	<b>Clarify Scenarios and Expectations for Conflict of Interests (COI) and Commitment (COC) Disclosure Reporting not Required by Federal or Commonwealth Regulations:</b> 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 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 is working 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 - Expected completion May 2023.  Institutional Compliance will update ethics training to reflect policy changes and will work with Communications and Marketing to communicate them to employees – Expected completion December 2023.	11/30/20	12/15/23
8	<b>Report Name:</b> Employee Disclosures and Evaluation of Personal Interests  <b>Report Date:</b> 12/13/19  <b>Management:</b> Vincent Lacovara, Associate Vice President for Institutional Compliance	<b>Implement a Monitoring Program for Employee Disclosures:</b> 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.	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. Updated policy and other changes (necessitated by the new CIO module) will be implemented in May 2023 when annual disclosures for administrative and professional faculty, and classified staff will be implemented; and in Fall 2023 for instructional and research faculty. 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 in December 2023.	11/30/21	12/15/23

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
9	<b>Report Name:</b> Employee Disclosures and Evaluation of Personal Interests  <b>Report Date:</b> 12/13/19  <b>Management:</b> Vincent Lacovara, Associate Vice President for Institutional Compliance	<b>Evaluate Requiring New Hires to Disclose Interests and Commitments as Part of the Onboarding Process:</b> 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.	Institutional Compliance has worked with Human Resources (HR) to determine the disclosure and training requirements for new hires. Disclosures for administrative and professional faculty, and classified staff is scheduled for deployment in May 2023 (with the implementation of the COI module); and for instructional and research faculty in December 2023.	11/30/21	12/15/23
10	<b>Report Name:</b> Background Investigations  <b>Report Date:</b> 4/19/23  <b>Management:</b> Shernita Rochelle Parker, Interim Vice President of Human Resources	<b>Ensure All Employees Have Completed Required Background Investigations.</b> Central HR should ensure all current and prospective employees have completed background investigations prior to beginning work; establish communication mechanisms to inform hiring departments of the status of a prospective employee's background investigation; develop automated procedures for ensuring regular integration of Truescreen background investigation data into Banner; implement a continuous monitoring program; and create a central repository of all completed background investigations.	Central HR will identify and remediate current employees that have not completed a background check, and develop and implement processes and procedures that ensure prospective employees have completed background investigations prior to starting work, specifically: <ul style="list-style-type: none"> <li>• Evaluate consolidating all distributed hiring and onboarding activities under Central HR;</li> <li>• Engage HR Information Systems and ITS to automate procedures and integrate background investigation results where feasible;</li> <li>• Establish continuous monitoring practices as needed; and</li> <li>• Identify and implement a way to securely store confidential background investigation documents.</li> </ul>	12/15/23	12/15/23
11	<b>Report Name:</b> Faculty Study Leave Programs  <b>Report Date:</b> 4/18/19  <b>Management:</b> Renate Guilford, Associate Provost, Academic Administration, Office of the Provost	<b>Utilize the Banner System and Banner Workflows to Improve Process Efficiencies:</b> 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.	Development of Ellucian Workflow to enter and track faculty study leaves has been slower than expected. Study Leave notifications are currently processed through Dynamic Forms which has provided an automated way of notifying HR of the faculty's study leave status. The Provost's Office will continue working with ITS to explore the potential to integrate Ellucian Workflow to ease manual entry.	6/30/22	12/31/23

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
12	<p><b>Report Name:</b> Student Financial Aid</p> <p><b>Report Date:</b> 11/10/21</p> <p><b>Management:</b> David Burge, Vice President for Enrollment Management, Office of the Provost</p>	<p><b>Document All Financial Aid Policies, Processes and Procedures:</b></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"> <li>•Return to Title IV calculations</li> <li>•Applicant information verification</li> <li>•Exception reporting</li> </ul> <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 and expect to complete the work of documenting all processes and procedures by the end of 2023.</p>	6/30/22	12/31/23
13	<p><b>Report Name:</b> Student Financial Aid</p> <p><b>Report Date:</b> 11/10/21</p> <p><b>Management:</b> David Burge, Vice President for Enrollment Management, Office of the Provost</p>	<p><b>Evaluate Staffing Needs and Opportunities to Increase Efficiencies in Award Processing and Monitoring:</b></p> <p>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. We have staffed eight of the nine counselor positions and are actively seeking to hire one additional counselor.</p> <p>The Office has fully implemented Campus Logic Student Forms to help automate and streamline the verification process; and has also made progress with implementing TD Client which will automate the movement of files to and from the Department of Education. Full implementation is expected by 12/31/23.</p>	6/30/22	12/31/23
14	<p><b>Report Name:</b> Office of University Registrar</p> <p><b>Report Date:</b> 12/8/22</p> <p><b>Management:</b> Janette Muir, Vice President for Academic Affairs, Office of the Provost</p>	<p><b>Share Enhanced Data to Improve Course Scheduling and Registration:</b></p> <p>Coordinating with the academic departments to review and analyze course data, should enable academic departments to more strategically adjust course offerings and classrooms to meet student needs; reducing the number of manual overrides by faculty and risk of students being unable to take required courses if required course is at capacity. Additionally, the University's Academic Course Catalog is not consistently updated to remove inactive course offerings.</p>	<p>Requirements-based reporting is a critical university need that the OUR hopes to meet using data captured in the new degree audit system. The office is committed to partnering with the academic units in order to give them actionable information related to the schedule of classes offered.</p> <p>Mason faculty own the course curriculum. The OUR is responsible for the administration of the curriculum process and will continue to communicate each year with the Associate Provosts of Undergraduate and Graduate Education and the academic units regarding</p>	12/31/23	12/31/23

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
			courses that have not been offered in the previous five years; as well as newly approved courses not offered in the previous three years. The Associate Provosts will engage their respective Councils and the academic units to implement a process to inactivate courses that exceed the three-year and five-year criteria for newly approved and older courses respectively if adequate justification to keep the course in the catalog is not provided by the academic unit and/or faculty.		



## **Office of Institutional Compliance**

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

**May 4, 2023**



## EXECUTIVE SUMMARY

- Compliance assessment activity:
  - The inventory of laws and regulations applicable to Mason has been compiled.
    - Inventoried and tracking 425 laws and regulations.
    - Risk ownership has been identified for 392 laws and regulations (92%); ownership was confirmed for 370 laws and regulations (87%).
  - Guided, granular regulatory risk assessments for priority risk areas continue:
    - Laboratory Safety – completed.
    - Privacy (generally) – planning.
  - Guided, programmatic self-assessments of distributed compliance programs continue:
    - Title IX & Export Control – reported and improvement actions in progress
    - Export Control program – reported and improvement actions in progress.
    - Conflict of Interest program – pending report.
    - Registrar – pending report.
    - Student Health Services Privacy program – pending report.
    - MAP Clinics Privacy Program – in progress.
    - Laboratory Safety – planning.
  - Targeted assessments for HIPAA and aspects of the Research Enterprise are in progress.
- Status of external reviews:
  - No new external reviews were announced since the prior meeting. One review in progress as of the last report was finished, and one remains in progress.
- Status of reported compliance matters:
  - Six potential compliance matters were reported to OARC since the prior meeting, three of which were retained by OARC for investigation and three of which were referred to other units. Institutional Compliance reviewed and closed two matters, and two matters are in progress of review by OARC. 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; Human Resources; and Information Technology Services. 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, Conflict of Interest) are in development or under revision.
  - Reporting capabilities have been inventoried, published on the new [OARC website](#), and are in the process of being communicated to campus; additional, anonymous reporting capabilities have been identified and are being evaluated.

## **TABLE OF CONTENTS**

### **Topic**

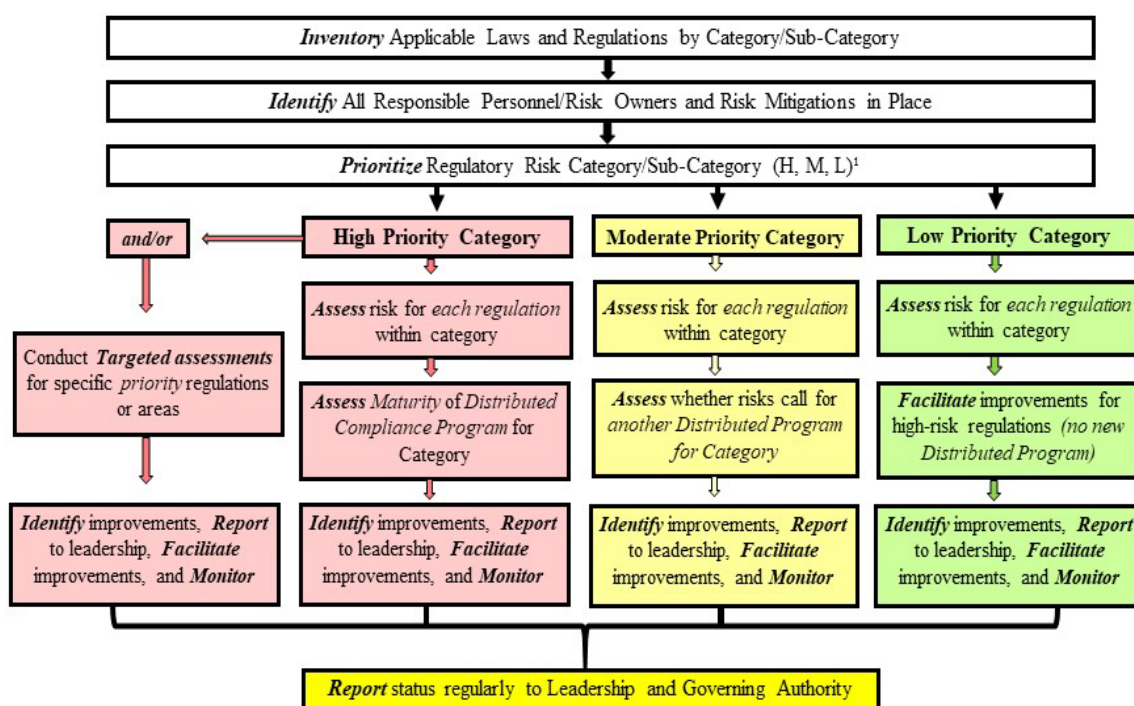
- 1 SUMMARY OF COMPLIANCE ASSESSMENT ACTIVITY
- 2 SUMMARY STATUS OF EXTERNAL REVIEWS
- 3 SUMMARY STATUS OF REPORTED COMPLIANCE MATTERS
- 4 INSTITUTIONAL COMPLIANCE PROGRAM PLANNING
- 5 INSTITUTIONAL COMPLIANCE STAFFING

## 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*



<sup>1</sup> 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.)

<b>Summary of Assessment Activity</b>	<b>As of 1/31/23</b>	<b>As of 4/18/23</b>
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	DONE	DONE
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	N/A <sup>1</sup>	N/A <sup>1</sup>
Student Health Services Privacy Program Maturity Guided Self-Assessment	IP	DONE
MAPS Clinic Privacy Program Maturity Assessment	NS	IP

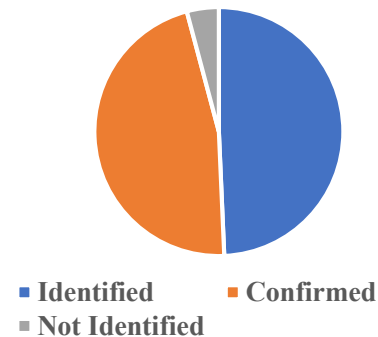
<sup>1</sup> This assessment was discontinued, as the assessment work and action items for this area already were captured in the DEI Regulatory Risk Assessment and Maturity Assessment, and in the HR Regulatory Risk Assessment. No further assessment therefore is needed to begin improvement activities,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

## Inventory of Laws and Regulations and Accountable Personnel

As of April 18, 2023, an inventory of 425 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 392 (92%) laws and regulations, and has been confirmed for a total of 370 (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	92	91
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 <sup>2</sup>
13	Miscellaneous	3	–
<b>Totals</b>		<b>425</b>	<b>370</b>

<sup>2</sup> Ownership has been identified for 70 (77%) of laws and regulations in this category, and is in the process of being confirmed.



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 425 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, was reviewed with senior leaders and their input used to prioritize further assessment work.

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

April 18, 2023

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/Renovation	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	DONE 12/1/22
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 <sup>1</sup>	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	

	Industry Risk	Mason Timing	Status
MISC.	Low	Longer Term	

<sup>1</sup> 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)
6. Laboratory Safety	DONE (Note 1)

Note 1: Improvement actions for individual, higher-risk regulations 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 in the table below. We review program maturity assessments with the Office of University Counsel, and will report assessment results to senior leaders when

completed. Improvement actions currently are in progress for the two assessments below, which were reported previously.

<b>Maturity Assessment Area</b>	<b>Status</b>
1. Title IX & EO (DEI)	Reported
2. Export control	Reported
3. Conflict of interest management	Pending report
4. Office of the Registrar	Pending report
5. Student Health Services Privacy Program	Pending report
6. MAP Clinics Privacy Program	In Progress

## 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.

No new external reviews were announced since the prior meeting. One review in progress as of the last report was finished, and one remains in progress. The table below shows the status of the external reviews as of April 18, 2023, which are summarized in the Appendix:

<b>External Review Status</b>	<b>#</b>
Completed	1
In Progress	1
Announced, not started	0
	2

## 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 six allegations of non-compliance or ethical misconduct since the last report, three of which were retained by OARC for investigation and three of which were referred to other units. Institutional Compliance reviewed and closed two matters, and two matters are in progress of review by OARC. None of the matters appear 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.

<b>Status</b>	<b>11/15/22 to 1/31/23</b>	<b>1/31/23 to 4/18/23</b>	<b>Total</b>
Matters Reported to Institutional Compliance in Period	5	6	11
Matters Referred to Other Units for Handling in Period	-	3	3
Matters Reported in Period Investigated by Institutional Compliance or University Audit	5	3	8
In Progress of Investigation	1	2	3
Closed - Non-Compliance Not Substantiated	4	1	5
Closed where Non-Compliance Substantiated	-	-	-
Closed where Non-Compliance was Significant	-	-	-

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

<b>Topic Area</b>	<b>#</b>
Academic – Misconduct	1
Academic – Other	1
Conflict of Interest	3
Discrimination/Harassment	2
Employee Relations	3
Employment – Other	1

Total            11



## 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.

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

Program Activity	Status 4/18/23
<ul style="list-style-type: none"> <li>• <u>Organizational Culture and Leadership.</u> <ul style="list-style-type: none"> <li>• Establish more regular and independent lines of communication with senior leaders and vice presidents utilizing the communication strategy to be developed (below).</li> <li>• Build consensus for a strategy that responds to 2022 survey data related to ethical culture.</li> </ul> </li> </ul>	<div>IP</div> <div>IP</div>
<ul style="list-style-type: none"> <li>• <u>Standards and Policies.</u> <ul style="list-style-type: none"> <li>• Evaluate need for an Institutional Compliance Policy.</li> <li>• Benchmark privacy policies at large, public, R1 universities; work with stakeholders to evaluate need for policy enhancements.</li> <li>• Coordinate with HR to develop a stand-alone Reporting Misconduct and Non-Retaliation Policy.</li> </ul> </li> </ul>	<div>IP</div> <div>IP</div> <div>IP</div>
<ul style="list-style-type: none"> <li>• <u>Training and Communication.</u> <ul style="list-style-type: none"> <li>• Launch OARC web site to facilitate compliance-related communications and community reporting of concerns.</li> <li>• Co-develop with University Branding a compliance communications strategy and calendar plan; begin implementation.</li> <li>• Work with HR to assess and enhance compliance-related training, including more Mason-specific conflict of interest content; continue content development.</li> <li>• Identify 4 key groups or councils for outreach (e.g., Faculty Senate, etc.) and provide presentations socializing the role of Institutional Compliance.</li> <li>• Develop and build consensus for a strategy that enhances the communications and training elements of distributed compliance programs.</li> </ul> </li> </ul>	<div>DONE</div> <div>IP</div> <div>IP</div> <div>IP</div> <div>NS</div>

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

## INSTITUTIONAL COMPLIANCE STAFFING

There have been no changes to Institutional Compliance staffing since the last Committee report. Staff members are listed below.

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 1/31/23	As of 4/18/23	Remarks
Auditor of Public Accounts (APA)	In Progress	In Progress	Financial statement audit for the year ended June 30, 2022. Includes procedures covering internal controls over financial reporting and support of single audit of education stabilization funding. Scheduled to be completed in May 2023.
Internal Revenue Service (IRS)	In Progress	Finished	Baker Tilly engaged to provide expertise and support. Audit completed, minor fringe benefit tax adjustments identified, and the findings agreed to by Mason.



## Information Technology Services

George Mason University  
Information Technology Risk and Control Infrastructure Program  
Update for the Board of Visitors  
Audit, Risk, and Compliance Committee

May 2023

Prepared by

Charlie Spann, Interim Vice President and Chief Information Officer

Noor Aarohi, Director, IT Risk and Compliance

Curtis McNay, Director, Information Technology Security



## Executive Summary

Since December 2021 and with the input of the Office of University Audit (OUA), Information Technology Services (ITS) has established a multi-year program to strengthen the risk and control infrastructure at Mason and improve the quality of technology service delivery for the university. This report is intended to update the Audit, Risk, and Compliance Committee on the status of these efforts as the planned improvement activities are undertaken and the progress therein.

This program is comprised of six areas of focus designed to tailor the NIST (National Institute of Standards and Technology) 800-53 moderate control framework to Mason's environment. This will strengthen policies, standards, processes, and procedures related to Mason's Quality Management Systems (QMS) and Information Management Security Programs (INFOSEC) with a goal to improve (Information Technology) IT service quality, reliability, and security. The overall program includes the following areas of focus:

- [Mason-Tailored NIST 800-53-Based Security Compliance Framework](#)
- [Portfolio and Project Management](#)
- [Information Security Program Management](#)
- [Risk Assessment and Remediation](#)
- [Change and Configuration Management](#)
- [Identity Management and Access Control](#)

Each area is comprised of many activities, which are tied to projects and assigned priority and ownership. This report outlines the status of projects and activities in each of the six program areas. Please note that these projects are only a subset of the technology investments that are currently being made at the university. All ITS managed and administered information technology projects (including those related to these focus areas) are available for review online at <https://its.gmu.edu/working-with-its/ppmo/projects-dashboard/>.

## Fiscal Year (FY) 2023 Q3 Accomplishments and Q4 Planned Activities

### Mason-Tailored NIST 800-53-Based Security Compliance Framework

Adoption of a NIST 800-53 controls set that has been scoped and tailored to the context of institutions of higher education and to help support the academic and research efforts while maintaining a strong information security posture. Supporting policy and standards underpin our internal Quality Management System for Central ITS and our distributed partners.

#### FY23 Q3 Accomplishments:

- The NIST 800-53 Revision 5 based control set has been finalized and communicated to Deb Dickenson and shared with the ITS Senior Leadership. This endorsement from leadership was the essential first step of the rollout of these baselines at Mason. As notified in the prior Feb 2023 Board of Visitors' update, Mason has adopted NIST SP 800-53 Moderate baseline scoped and tailored to Mason's environment and risk tolerance level as a cybersecurity control framework. Controls are applied based upon High/Medium/Low Risk classification and are included in the relevant baseline based on risk.
- For managing communications and content related to the Mason NIST 800-53 baselines, a SharePoint site was created and will be updated with relevant content to disseminate the requirements, communications, updates, and guidance to the Mason community.

#### FY23 Q4 Planned Activities:

- Begin developing ITS Risk and Compliance SharePoint webpage to continue to socialize the controls set and compliance strategies to the IT admins and distributed IT stakeholders.

### Portfolio and Project Management

Enhancements to the Portfolio and Project Management processes to align with investment lifecycle and towards better program/project artifact management.

#### FY23 Q3 Accomplishments:

- Launched a streamlined project intake model for Mason and the intake form is available on TeamDynamix (service management tool). This model and the associated workflows will ensure that project requests are evaluated for business case, cost estimates, resource capacity and demand, risk, as well as benefit and impact to the university, right from the initial request.
- Prioritization review of IT requests has been streamlined by establishing a gate review by the Interim CIO to ensure review and prioritization by a senior leader occurs until the domain portfolios are in place to do such reviews.
- Created an Enterprise Governance role and positioned a resource to this role reporting to Director, Portfolio and Project Management Office. The staff in this role will oversee the overall governance of the domain portfolios process and complement the business analyst role that focusses on the analysis of the incoming project requests.
- Review of existing project attributes of projects such as request type, service expected/provided by the Portfolio and Project Management Office (PPMO), and project size was completed.

### **FY23 Q4 Planned Activities:**

- Introduce and kick-off new domain portfolio structure based on client area domains. Each council will be accountable for project activation approval, prioritization, and progress monitoring.
- Update the PPMO dashboards to include the project attributes that were reviewed in FY23 Q3.
- As an extension of the project intake enhancements (listed as an accomplishment during the last quarter), start buildouts for:
  - TeamDynamix (TDX) functionality to implement project and resource modules.
  - Establishing linkage between TDX Project Intake and Project Process Methodology.

## **Information Security Program Management**

Program enhancements for maturing the information security program at Mason, including protecting the confidentiality, integrity, and availability of data and systems while balancing access and productivity for the Mason community.

### **FY23 Q3 2023 Accomplishments:**

- The 2023 IT Security Awareness training request planning started. A project-intake request was submitted to use the NetID password reset page to drive self-service/view-based enforcement of the mandatory training.
- After looking into options for additional ransomware protection for the university's Microsoft 365 environment, ITS purchased Rubrik Cloud hosted backup services for M365. Rubrik is the same backup vendor we use for enterprise/CUI backups but is hosted on-prem.

### **FY23 Q4 Planned Activities:**

- Begin project to use the NetID password reset page to drive self-service/view-based enforcement of the mandatory security awareness training.
- Establish schedule and training modules for the 2023 security awareness training cycle.
- Investigate options to transition the current Highly Sensitive Data (HSD) custodian training to an interactive media.
- Plan to implement Rubrik Cloud hosted backup services for M365.

## **Risk Assessment and Remediation**

Program enhancements to mature the risk assessment and remediation processes at Mason, including a Governance, Risk, and Compliance (GRC) program.

### **FY23 Q3 Accomplishments:**

- Due to prioritization for APA 2022 audit support and ongoing third party risk management audit by Office of University Audit, activities provided in the prior Board of Visitors update as planned for FY23 Q3 were deferred to Q4.
- Draft Templates for Issues and Exceptions were created, and in the subsequent months will be transitioned to Archer GRC.
- A pilot Risk Register template was created and socialized with the IT Senior Staff.

#### **FY23 Q4 Planned Activities:**

- Pilot the GRC implementation for the risk assessment methodology.
- Develop schedule and assess systems classified as high risk.
- Identify and onboard additional human resources for Governance, Risk, and Compliance activities.
- Begin to configure Issues Management module in Archer for managing issues, action plans, and exceptions.
- Start operationalization of the pilot Risk Register.

### **Change and Configuration Management**

Establish a Quality Management Program to improve the delivery of IT Services at Mason, with a first area of focus in asset management and change/configuration management across the service portfolio.

#### **FY23 Q3 Accomplishments:**

- Due to prioritization for APA 2022 audit support and ongoing third-party risk management audit by Office of University Audit, activities provided in the prior Board of Visitors report update under this section and as planned for FY23 Q3, were deferred to Q4. Change Management was one of the areas of focus for APA this year, so we are also awaiting the outcomes of the audit in April-May, to keep this program focus area efforts aligned to any recommendations that may emerge from the APA audit.

#### **FY23 Q4 Planned Activities:**

- Convene a group of stakeholders and propose establishing a 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 to align with the Mason scoped and tailored NIST 800-53 security baselines.
- Continue efforts towards transitioning the Request For Change (RFC) process to TeamDynamix in the latter half of 2023.

### **Identity Management and Access Control**

Continuously improve and mature the processes that support identity and access management (IAM) at Mason.

#### **FY23 Q3 Accomplishments:**

- ITS documented high-level requirements for the CDWG Statement of Work (SOW) that is planned to kick-off in Q4 towards identifying a modern Identity and Access Management Solution.
- ITS presented to Mason's University Information Network (UIN) to communicate and socialize the IAM solution effort.
- New IAM program manager (contractor) brought onboard to help steer and track program build activities.

**FY23 Q4 Planned Activities:**

- CDWG SOW engagement (ITS Project #799) starting in April 2023 to focus on technology architecture and roadmap. The outcome of the engagement is to deliver an advanced identity and authentication design roadmap and a services proposal for next steps towards implementation. During the engagement, CDWG will make recommendations on how to best utilize services and technologies to meet GMU's IAM objectives. In addition, CDWG will leverage the knowledge gained through previous deployments to advise GMU to avoid potential issues. The engagement is expected to be through the end of June 2023.

**Information Technology Strategic Plan**

ITS has completed the first iteration of service and technology roadmaps, which will provide a mechanism to communicate the strategy for technology implementation and IT service delivery over the next three to five years. With the change in ITS leadership, the plan to socialize these roadmaps with university leadership has been delayed to FY24 Q1-Q2. The interim VP/ CIO will socialize these roadmaps and solicit feedback for inclusion in a technology strategic plan in support of the university's strategic plan. As the demand for IT solutions evolves, the roadmaps will be adjusted to meet the strategic needs of the university.

All ITS managed/administered information technology projects (including those related to these focus areas) are available for review online at <https://its.gmu.edu/working-with-its/ppmo/projects-dashboard/>. Questions regarding projects in the portfolio can be addressed to Charlie Spann ([cspann2@gmu.edu](mailto:cspann2@gmu.edu)).



**GEORGE MASON UNIVERSITY**  
**BOARD OF VISITORS**  
**Academic Programs, Diversity, and University Community Committee Meeting**  
**Thursday, May 4, 2023**  
**AGENDA**

**I. Call to Order**

**II. Approval of Academic Programs, Diversity and University Community Committee Minutes from February 23, 2023 (Action Item)**

**III. New Business**

A. Provost's Report and Medical Education at Mason Update (M. Ginsberg, A. Andalibi)

B. Faculty Senate Update and Proposed Revisions to the Faculty Handbook (M. Broeckelman-Post) (**Action Item**)

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

1. Closed Degree Programs

a. Information Security and Assurance MS

b. Astronomy BA

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

1. Promotion and/or Tenure

2. Conferral of Emeritus/Emerita Status

3. Election of New Tenured Faculty

4. Special Rank Change

E. Announcements

1. Appointment of Faculty

2. Appointment of Administrative and Professional Faculty

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

4. Renewals and Reappointments

5. Separations

6. Other Announcements

7. Summary of Faculty Actions and Announcements

8. Annual Summary Sheet, July 2022 – May 2023

**IV. Adjournment**

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

**MINUTES**  
Thursday, February 23, 2023

**COMMITTEE MEMBERS PRESENT:** Chair: Carolyn Moss; Vice Chair Simmi Bhuller; Visitors: Lindsey Burke, Anjan Chimaladinne, 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; Rose Pascarell; Faculty Representatives: Ali Weinstein; Cesar Rebellion; Student Representatives: Sophia Nguyen and Ayondela McDole.

**ABSENT:** Visitors Juan Carlos Iturregui, Wendy Marquez

**ALSO PRESENT:** Rector Blackman, President Washington, Visitors: Reg Brown, Jimmy Hazel, Jon Peterson, Dolly Oberoni, and Bob Pence.

**I. The meeting was called to order by Chair Carolyn Moss at 11:40 a.m.**

**II. Approval of Minutes (Action Item)**

It was **MOVED** by Visitor Moss to approve the minutes from the December 1, 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 of the Spring Semester that also the work being engaged in by the Office of the Provost. He shared that Anne Osterman has been appointed the Interim Dean of University Libraries and University Librarian, SACSCOC's official reaffirmation of Mason's accreditation with no findings of noncompliance through 2032, and also highlighted Mason's current ranking in the U.S. News and World Report online rankings. He provided an overview of mental health services at Mason, and introduced Rachel Wernicke, the Chief Mental Health Officer. He reviewed the growth of study abroad numbers, highlighted a series of federal earmarks Mason has received and highlighted several faculty honors.

**B. Enrollment Update – Alan Byrd, Dean of Admissions**

Alan Byrd, Dean of Admissions, provided a spring enrollment and registration summary and report, highlighting that overall spring registrations is up compared with 2022.

**C. College Spotlight: College of Visual and Performing Arts**

***Rick Davis – Dean, College of Visual and Performing Arts***

Rick Davis, Dean of the College of Visual and Performing Arts, provided a look at the mission and role of the arts in the university, review of the college's programs, highlighted the many accomplishments of the college's faculty and also provided an overview of financial contributions and growth. He also

detailed the college's Artist-in-Residence Program and other opportunities for students to participate in CVPA's programs and associated activities.

**D. Program Actions**

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

1. New Degree Program
  - a. Mechanical Engineering PhD

The motion **PASSED**.

**E. Faculty Actions**

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

1. Elections of New Tenured Faculty
2. Conferral of Emeritus/Emerita Status

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 12:35 p.m.

Respectfully submitted,

Sarah Parnell  
Secretary Pro Tem

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



Thursday, May 4, 2023

# Agenda

- I. Call to Order
- II. Approval of Minutes (Action Item)
- III. New Business
  - A. Provost's Report and Medical Education at Mason Update
  - B. Faculty Senate Update and Proposed Revisions to the Faculty Handbook (Action Item)
  - C. Program Actions (Action Item)
  - D. Faculty Actions (Action Item)
  - E. Announcements
- IV. Adjournment

## II. Approval of Minutes

# Approval of Minutes

(Action Item)

February 23, 2023



## III. New Business

# Provost's Update

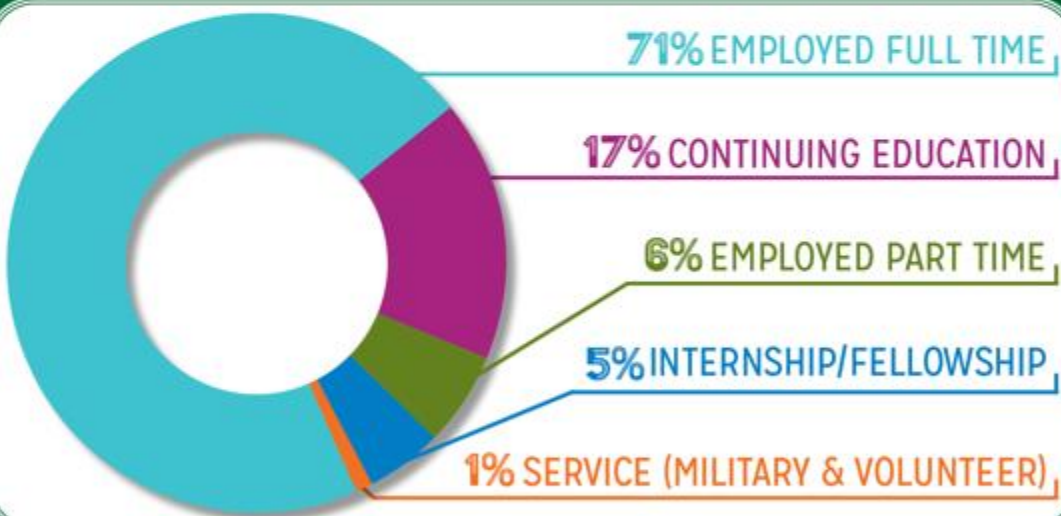
**Mark R. Ginsberg, Ph.D.**

*Provost, Executive Vice President & Professor*

# THE MASON IMPACT

**87%** POSITIVE CAREER OUTCOME

**89%** IN POSITIONS RELATED TO CAREER GOALS



## SUPPORTING A DIVERSE WORKFORCE MASON GRADS ARE\*

**46%** STUDENTS OF COLOR    **55%** FEMALE  
**18%** FIRST GEN STUDENTS    **9%** INTERNATIONAL

## FILLING CRITICAL ROLES ACROSS THE REGION

**86%** EMPLOYED IN VA/MD/DC  
**\$72,000** MEDIAN SALARY PLUS BONUS

## TOP EMPLOYERS



## TOP INDUSTRIES





# Summer and Fall Enrollment Trends





# Fall 2023 Schedule



***Summer Orientations***  
June 22 – August 14



***Freshman Move-In***  
August 16 – 17



***Convocation***  
August 18



***First Day of Class***  
August 21

# Graduate Rankings



## College of Public Health

- **Health Care Administration:** 32<sup>nd</sup> nationally, 17<sup>th</sup> among publics
- **Nursing Master's:** 38<sup>th</sup> nationally, 21<sup>st</sup> among publics
- **Nursing Doctor of Nursing Practice:** 39<sup>th</sup> nationally, 28<sup>th</sup> among publics

## Schar School of Policy and Government

- **Homeland Security:** 5<sup>th</sup> nationally, 5<sup>th</sup> among publics\*
- **Nonprofit Management:** 13<sup>th</sup> overall, 9<sup>th</sup> among publics\*
- **Public Finance:** 24<sup>th</sup> nationally, 18<sup>th</sup> among publics\*
- **Public Policy Analysis:** 34<sup>th</sup> nationally, 21<sup>st</sup> among publics
- **Public Affairs Program:** 39<sup>th</sup> nationally, 27<sup>th</sup> among publics

## School of Business

- **Part-time MBA:** 65<sup>th</sup> nationally, 40<sup>th</sup> among publics

## College of Engineering and Computing

- **Industrial Engineering:** 34<sup>th</sup> nationally, 25<sup>th</sup> among publics
- **Computer Science:** 65<sup>th</sup> nationally, 38<sup>th</sup> among publics
- **Computer Engineering:** 64<sup>th</sup> nationally, 38<sup>th</sup> among publics

## College of Education and Human Development

- **Special Ed:** 19<sup>th</sup> nationally, 17<sup>th</sup> among publics
- **Elementary Teacher Ed:** 20<sup>th</sup> nationally, 16<sup>th</sup> among publics

**\*Best in Virginia**

*U.S. News announced on April 19, 2023, that the medical and law school rankings will be released at a later date.*



# Student Award Winners



**Kristen Alleyne**

Center for Disease Control  
Undergraduate Public Health Scholar



**Morgan Swindall**

Fulbright U.S. Student Program



**Brenda Henriquez**

GEM Fellowship



**Lina Alkarmi**

Goldwater Scholarship



**Samuel Schmigdall**

National Science Foundation Graduate  
Research Fellowship Program



**Quan Crawford**

Pickering Fellowship



**Natasha Taliferro**

Rangel Fellowship



**Anne Dobberteen**

Smithsonian Institute  
Guggenheim Grant



# Teaching Excellence Awards

## FULL-TIME FACULTY

**Sanja Avramovic** (CPH)

**Carrie Bonilla** (CHSS)

**David Lattanzi** (CEC)

**Shanya Maskell** (CHSS)

**Alison Melley** (CHSS)

## ONLINE FACULTY

**Gregory Grimsby** (CVPA)

**April Mattix Foster** (CEHD)

**Aoi Yamanaka** (CHSS)

## ONLINE TEACHERS OF DISTINCTION

**John Cantiello** (CPH)

**Carlos Chism** (CHSS)

**Ariel M. Goldenthal** (CHSS)

**Cindy Parker** (SBUS)

**Catherine M. Wright** (CHSS)

## ADJUNCT FACULTY

**Larry Guerin** (CHSS & SBUS)

**Maoria Kirker** (CHSS/Libraries)

**Victor Provost** (CVPA)

## TEACHER OF DISTINCTION

**Joseph DiPietro** (CEHD)

## DAVID J. KING WINNER

**Peggy Brouse** (CEC)

## RECOGNITION OF SCHEV

**Alessandra Luchini** (COS)

## DISTINGUISHED LIBRARY FACULTY

**Kimberley Edwards**

(Head of Database Integrity and  
Analysis;

Interim Head of Metadata Services)

**Maoria Kirker**

(Lead of Teaching and Learning Team)

# Presidential Awards for Faculty Excellence

## TEACHING

**Anya Evmenova**

Division of Special Education  
and disAbility Research  
(CEHD)

**Gwendolyn Lewis**

Interdisciplinary Program in  
Neuroscience (COS)

**Courtney Adams**

**Wooten**  
English (CHSS)

## RESEARCH

**Giorgio Ascoli**

Bioengineering (CEC) and  
Neuroscience (COS)

**Justin Gest**

Policy and Government  
(Schar)

**Evan Marie Lowder**

Criminology, Law and  
Society (CHSS)

**Zhisheng Yan**

Information Sciences and  
Technology (CEC)

## DIVERSITY & INCLUSION

**Richard Craig**

Communication (CHSS)

**Johnathan Auerbach**

Statistics (CEC)

**Shvetha Soundararajan**

Computer Science (CEC)

## SOCIAL IMPACT

**Christian Jones**

Aquatic Ecology (COS)

**Christopher Koper**

Criminology, Law and Society  
(CHSS)

# Faculty and Staff Honors



**Louise Shelley**

**\$9.9M Grant to establish the  
Democracy and Anti-Corruption  
Defenders Fellowship**

*Schar School of Policy and Government*



**Rachel Yolo**

**Fulbright Specialist Program  
Award**

*Stearns Center for  
Teaching and Learning*



**Yevette Richards  
Jordan**

**National Endowment for the  
Humanities Grant**

*College of Humanities and Social Sciences*

# Faculty Honors



**Lincoln Mullen**

**National Endowment for the  
Humanities Grant**

*College of Humanities and  
Social Sciences*

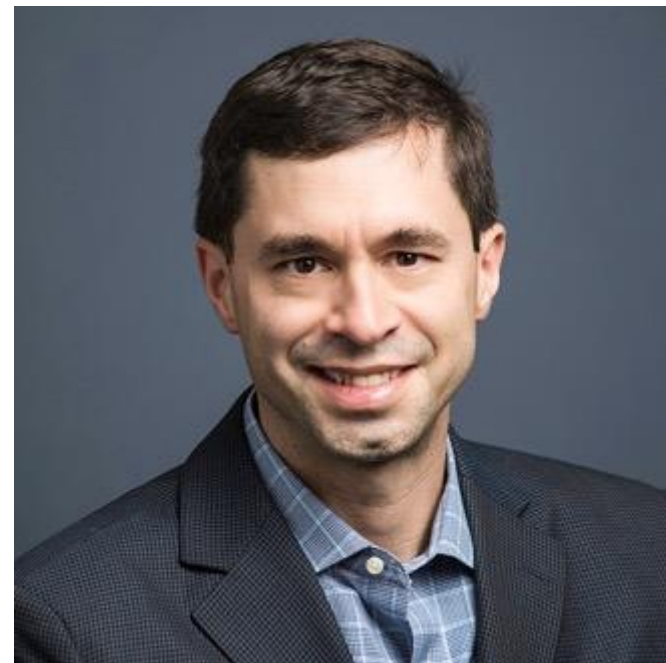


**Carolyn**

**Drews-Botsch**

**National Institutes of  
Health R21 Grant**

*College of Public Health*



**John Turner**

**National Endowment for the  
Humanities Grant**

*College of Humanities and  
Social Sciences*

# Term Faculty Renewal and Promotion Process



The diagram illustrates the process of term faculty renewal and promotion. It begins with a box stating that term faculty are typically hired on a one-year contract. A green arrow points to a second box, which states that after three consecutive one-year contracts and satisfactory performance, they may be awarded a three-year contract. A green arrow then points to a third box, which states that there are three ranks for term professors. To the right of this box, three separate boxes list the ranks: Assistant Professor OR Instructor, Associate Professor OR Senior Instructor, and Professor OR Master Instructor. Each rank box includes a green arrow pointing to it and a list of requirements for that rank.

**Term faculty are typically hired on a one-year contract**

**After three consecutive one-year contracts and satisfactory performance, they may be awarded a three-year contract**

**There are three ranks for term professors:**

## **Assistant Professor OR Instructor**

- Hired on qualifications and achievements.

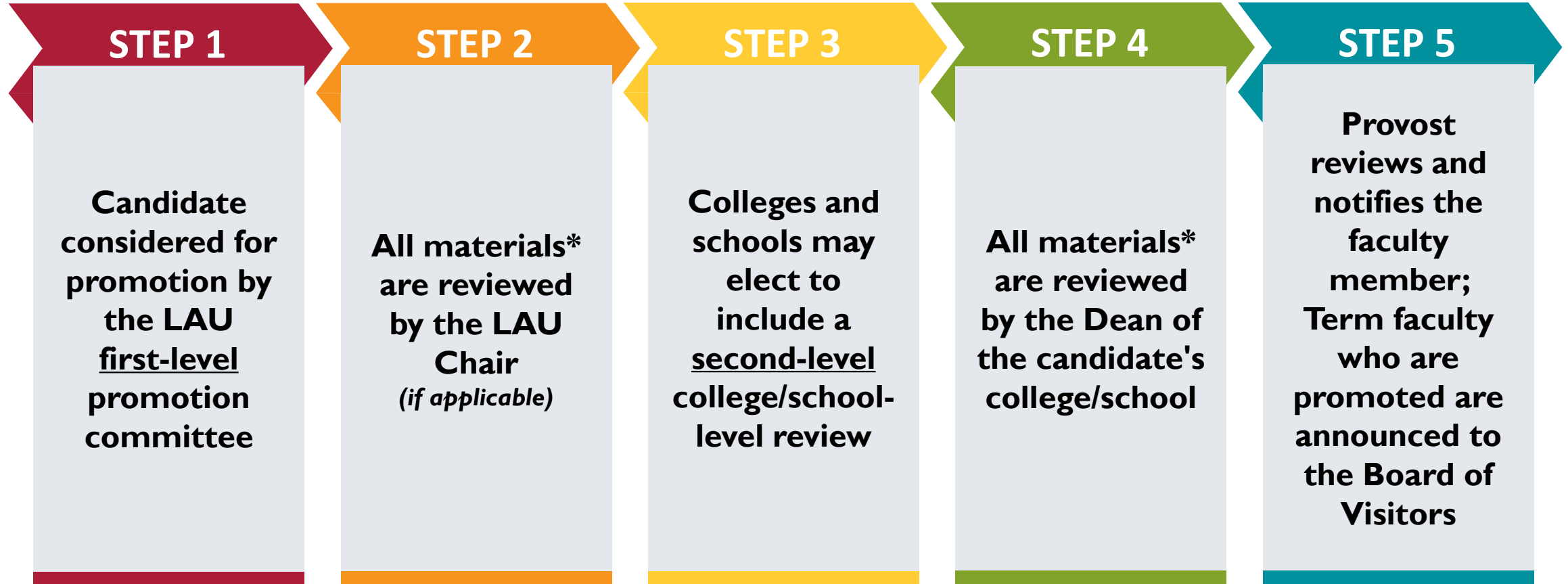
## **Associate Professor OR Senior Instructor**

- Must demonstrate high competence in their primary area and show evidence of service

## **Professor OR Master Instructor**

- Must demonstrate genuine excellence in their primary area and show evidence of continuing service

# Term Faculty Promotion



***\*Materials must include evidence of teaching effectiveness***



# Tenure Faculty Promotion Process

**Tenure faculty  
have an  
appointment  
without term  
at the  
university**

**There are  
three ranks  
for tenure-line  
professors:**

## **Assistant Professor (Pre-Tenure)**

- Hired on qualifications, achievements and potential for growth.

## **Associate Professor (Without Term)**

- Demonstrate genuine excellence in teaching OR in research/scholarship and evidence of university service.
- Provide evidence that their contributions have had significant impact beyond the boundaries of this University.

## **Full Professor (Without Term)**

- Demonstrate genuine excellence in teaching OR research/scholarship, and evidence of university service.
- Evidence of significant impact beyond the boundaries of the University must be much more substantial than in cases involving tenure or promotion to the rank of associate professor without term.
- Clear and convincing evidence of an established external reputation based on consequential achievements or professional activities.

# Required Tenure Faculty Portfolio Materials\*

**1**

**Statement about teaching/mentoring and research, including future plans.**

**2**

**Employment chronology, particularly at Mason.**

**3**

**Vita, to include clear evidence about research and scholarship.**

**4**

**Evidence for research and scholarly achievement, evidence of teaching effectiveness, and external letters of review.**

**5**

**External letters and other materials including evaluation of teaching.**

*\*May vary slightly based on appointment type*

# Tenure Faculty Process



*\* Material requirements included in Slide 19*

# Review, Promotion & Tenure Actions

## July 2022 – May 2023

P&T ACTIONS		NUMBER	PROMOTION TO		NUMBER
Promotion of Tenured Faculty		24	Professor		34
Tenure		5	Associate Professor		37
Promotion & Tenure		32			
NEW HIRES		NUMBER	RENEWALS and REAPPOINTMENTS		NUMBER
Instructor		14	Instructor		62
Assistant Professor		97	Assistant Professor		208
Associate Professor		17	Associate Professor		104
Professor		2	Professor		51

# University Professors



**Keith Clark**

**Professor English and African  
American Studies**  
*College of Humanities and  
Social Sciences*




**J.P. Singh**

**Professor of International  
Commerce and Policy**  
*Schar School of Policy and  
Government*



**Gregory Washington**

**University President**  
*College of Engineering and Computing*



PLANNING CONSIDERATIONS FOR A MASON

# School of Medicine

May 4, 2023





# Overview

1

## Background

Medical education nationally, in Virginia, and at Mason

2

## Mason Efforts and Assets

Exploration efforts to date and Mason's competitive advantage

3

## Partnership Models

Three models for forming a Mason School of Medicine

4

## Financial Assessment

Assumptions and expectations

5

## Next Steps

Key takeaways

# A National Problem

Demographic trends in the United States are creating more demand for healthcare and less ability to meet that demand.



Aging of the U.S. population to create increasing demand for care



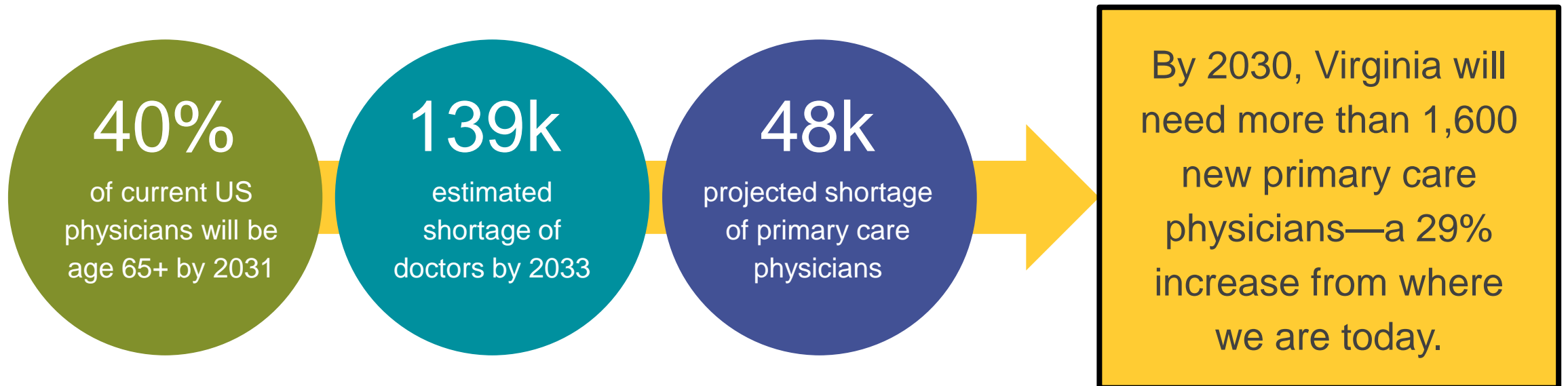
A large portion of the physician workforce is soon retiring, creating physician scarcity



The growing burden of chronic diseases such as diabetes and heart disease is further straining resources

# The Challenge in Virginia

The shortage of physicians in the United States is expected to become increasingly severe over the next decade.



# Medical Education in Virginia

Six medical schools currently serve the state

## Allopathic Medicine

	TUITION	LOCATION
Eastern VA Medical School (151)	\$34,442 (IS) \$57,510 (OS)	Norfolk
University of Virginia (159)	\$52,328 (IS) \$64,484 (OS)	Charlottesville
Virginia Commonwealth University (186)	\$33,752 (IS) \$56,578 (OS)	Richmond
Virginia Tech Carilion (49)	\$57,641 (IS and OS)	Roanoke

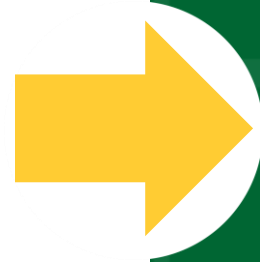
## Osteopathic Medicine

	TUITION	LOCATION
Edward Via College of Osteopathic Medicine, Virginia Campus (180)	\$49,800 (IS and OS)	Blacksburg (other sites in SC, AL, and LA)
Liberty University (160)	\$49,440 (IS and OS)	Lynchburg

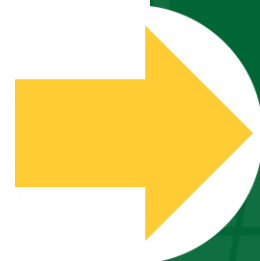


# Barriers to Entry

## Structural Challenges of Funding



The accrediting body for medical schools (LCME) requires that **tuition pay for no more than 50% of the cost of medical education.**



Traditionally, **medical schools have relied on additional sources of funds** such as research indirects, revenues from intellectual property, support from hospital systems, university support, government support, philanthropy, and continuing medical education courses.



A Mason School of Medicine would **rely on clinical partners and/or philanthropy** for much of the non-tuition revenue support or expense reduction.

# Mason's Exploration Efforts to Date

SPRING 2019

## Feasibility Study

Findings indicate demand for expanded medical education from a high-quality pool of medical school applicants and significant interest from potential clinical partners.

FALL 2019

## Medical Education Steering Committee

Tasked with identifying the unique value of a Mason School of Medicine, evaluating existing academic and infrastructure resources, and developing funding, revenue, and expense estimates.

SPRING 2020

## COVID; Exploration Paused

Steering committee's work paused due to the COVID-19 pandemic.



# Mason's Assets

- Interest in medical education at Mason and the NOVA region
- Need for physicians and healthcare personnel
- Faculty in fields pertinent to medical education
  - Sciences and Engineering
  - Behavioral and Social Sciences
  - Public Health
  - Business
- Medical School preparatory programs
  - “G-Squared”
  - Medical School of the Uniformed Services Collaboration
- Laboratory Facilities and BRL



Opportunities to grow

# Partnership Models

A photograph of three medical professionals, two men and one woman, sitting around a table in a meeting. The woman is wearing a white lab coat and a stethoscope. They are looking at documents on the table.

**Mason  
Medical School**

**1**

A photograph of two medical professionals, a man and a woman, sitting at a table. The man is wearing a white lab coat and a stethoscope. They are looking at documents on the table.

**Health System  
Partnership**

**2**

A photograph of a medical professional, a woman, sitting at a table. She is wearing a white lab coat and a stethoscope. She is looking at documents on the table.

**Existing Medical  
School Partnership**

**3**

## MODEL 1

# New Mason Medical School

## ADVANTAGES

- Mason driven – linked to Mason's mission, vision, and values
- Mason controls curriculum and academic program
- Research and research dollars credited to Mason; potential for research commercialization
- Regional economic impact

## DISADVANTAGES

- Most expensive model – tuition cannot exceed 50% of operating budget
- Need to identify (potentially multiple) clinical affiliates with GMU programs
- Must define roles and compensation for clinical faculty (education vs. clinical practice)
- Longer timeline for accreditation
- Need to receive state approval and programmatic accreditation (LCME)



# Model 1: Required Steps

1. State approval for a new medical school
2. Establish clinical affiliates and cost for clinical faculty
3. LCME accreditation process
  - **Applicant school (Year 0)** – \$25,000 fee + letter of intent for accreditation
  - **Candidate status (Year 1)** – Submit all required documents detailing plans for school. LCME reviews and agrees to award a site visit.
  - **Preliminary accreditation (Year 2)** – Site visit and document review approved by LCME... school can begin recruitment and admissions for students.
  - **Provisional accreditation (Year 4)** – Submit updated documents. Host site visit
  - **Full accreditation (Year 6)** – Upon graduation of charter class. Submit updated documents and data; host site visit.



## MODEL 2

# Health System Partnership

## ADVANTAGES

- Shared costs for start-up
- Established and confirmed primary clinical affiliate
- In-kind support from clinical partner for clinical faculty and training of students
- Research and research dollars credited to both clinical partner and Mason; potential for research commercialization
- Possibility of Campus-Based Teaching Hospital
- Access to clinical environment/data for research
- Pipeline for residents/physicians for health system
- Regional economic and healthcare impacts

## DISADVANTAGES

- Need to establish Mason programs if not currently in existence
- Clinical partner may have voice in curriculum and program design
- Need for state approval and accreditation timeline same as Model 1

Required steps same as Model



# Model 2: Examples

- University of South Carolina School of Medicine – Greenville/Greenville Health System (now Prisma Health)
- Virginia Tech/Carilion School of Medicine
- Cooper Medical School of Rowan University
- Donald and Barbara Zucker School of Medicine at Hofstra/Northwell
- Carle Illinois College of Medicine/Carle Health
- Geisinger Commonwealth School of Medicine
- Cleveland Clinic/Case Western Reserve School of Medicine
- Wake Forest/Atrium Health School of Medicine

## MODEL 3

# Existing Medical School Partnership

## ADVANTAGES

- Lower cost – shared resources
- Leverage existing reputation
- Established clinical affiliates (provided they can accept increased number of students)
- Faster accreditation
- Faculty collaboration/partnering with current (NIH) funded faculty – build research program faster

## DISADVANTAGES

- Mission, vision, values and program level objectives must be the same as existing school
- Less control of curriculum and program (NOTE: Mason can apply to be site for a parallel curriculum that differs from existing)
- Less control/input on strategic plan and vision
- Shared research revenues
- Potential need to identify additional clinical affiliates



# Model 3: Required Steps

1. State approval for a new medical school
2. Apply to institutional accreditor for substantial change
3. Submit application to LCME for regional/branch campus and parallel curriculum (if applicable)
  - New or expanded regional campus notification form
  - New parallel curriculum (track) notification form (if planning a different curriculum at Mason)
4. Timeline – 18-24 months

# Financial Analysis Assumptions

- 50 students per class
- Tuition = \$52,000 (IS) / \$62,000 (OS)
- Scholarship = 15%
- Minimal to moderate capital costs
- Faculty — 25 basic science and clinical faculty with or without startup packages
- Staff — Mix of all new staff and/or leveraging of existing staff
- Clinical partners for student clerkships
  - High end estimates: \$48k/student for clerkships and required acting internships (average \$6,000/student/rotation)
  - Low end estimates: \$32k/student for clerkships and required acting internships (av. \$4,000/student/rotation)



# Key Takeaways

## CLINICAL PARTNER CHALLENGE



Securing clinical partner support (clinical training sites, revenue, and/or expense reduction) has become more challenging since 2019/2020 due to financial and operational/staffing impacts of COVID on health systems.\*

## START-UP COSTS SIGNIFICANT



Start-up of a Mason School of Medicine is estimated to cost \$28M-\$41M over 3 years.

## OPERATING COSTS OVER \$30M



Annual operating costs at maturity are estimated to equal approximately \$32M-\$35M.

## FUNDING GAPS EXIST



After tuition, annual funding gap is estimated at approximately \$19M-\$22M; estimated 10-year funding gap is estimated to equal approximately \$163M-\$200M.

\*Identifying primary clinical partners is critical to both the financial and accreditation feasibility of a Mason School of Medicine..



# Summary of Major Challenges



State politics



Competing Virginia  
schools of medicine



Regional health  
systems



Identifying clinical  
partnerships



Graduate medical  
education slot creation



Funding (assume no  
state support)

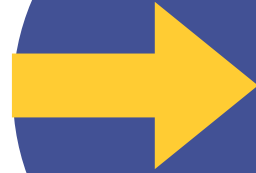


Liaison Committee on Medical  
Education (LCME)

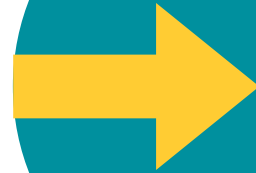


Medical education accreditation  
challenges

# Next Steps



Designation of dedicated professional staff to continue planning for medical education at Mason



Continued consideration of a model for a Mason Medical School, medical education at Mason, and associated fiscal implications

# Questions/ Comments



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





# Faculty Senate Update for the BOV

May 4, 2023

Melissa Broeckelman-Post  
Faculty Senate President



# Academic Policies

**Committee members:**  
Dominique Banville (chair)  
Kerri LaCharite  
Alexandra Masterson  
Zachary Schrag  
Cristiana Stan

- Modifications to AP.1.5: clarification to focus on undergraduate students only
- Academic calendar changes
  - Adjustment to formula for the first day of the semester
  - Correction to address Juneteenth holiday







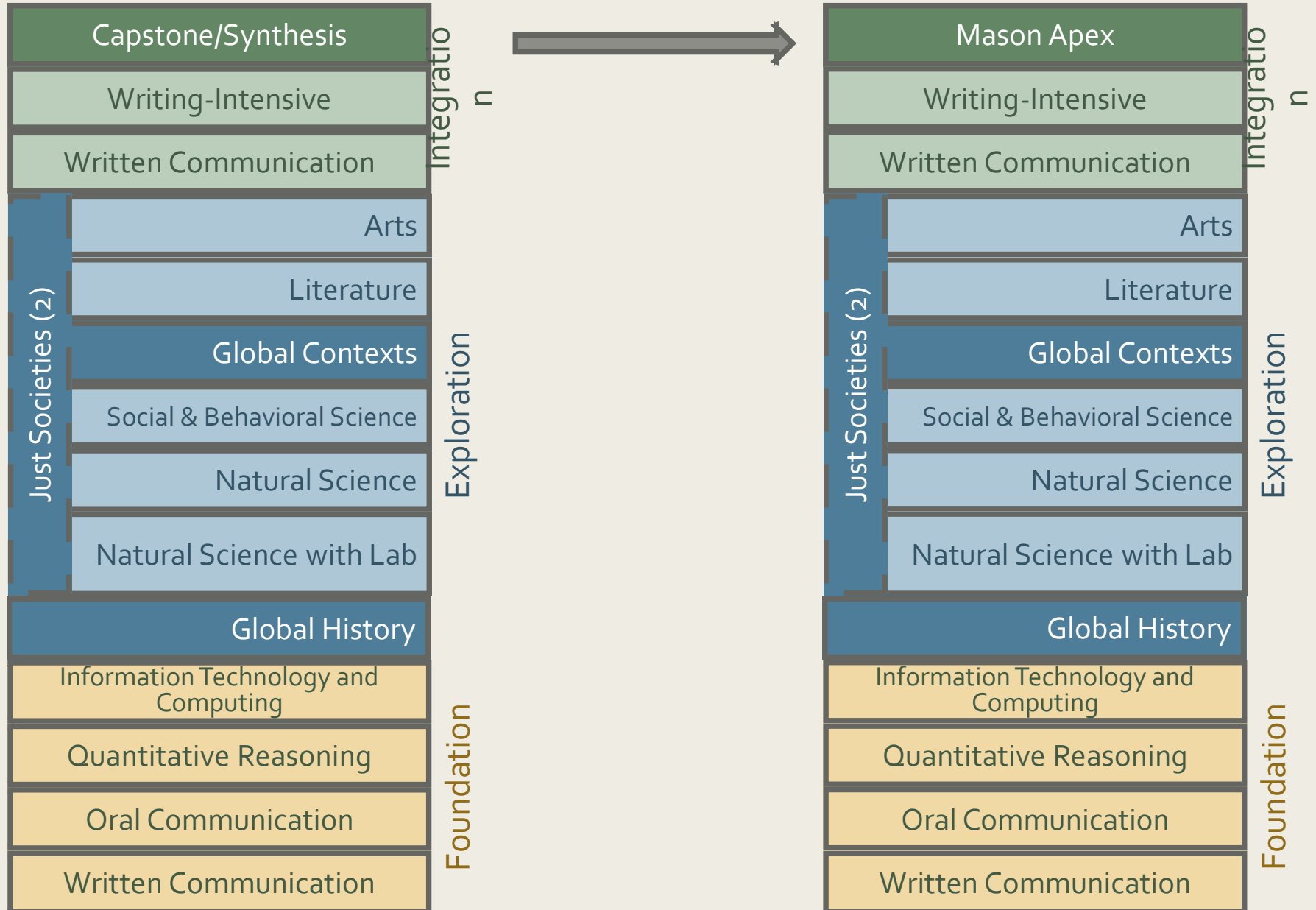
# Mason Core Update: Mason Apex

**Committee members:**

Bethany Usher (co-chair)  
Debra Stroiney (co-chair)  
Laura Poms (director)  
Abena Aidoo  
Lauren Cattaneo  
Jaime Clark  
Matt Cronin  
Jason Kinser  
Samaine Lockwood  
Anne Verhoeven  
Liz White  
Courtney Wooten  
Shun Ye  
Andrea Zach  
Gina Polychronopoulos  
Shelley Reid



# Capstone/Synthesis Revision



# Revision for Synthesis and Capstone Categories (effective AY 2024-2025)

Mason Apex courses or sequence of courses provide Mason students with a high-impact culminating experience, requiring students to utilize critical thinking skills and preparing them for life-long learning. Students are challenged to draw connections across their Mason undergraduate academic experience. Mason Apex courses provide students opportunities to apply and communicate their knowledge, and involve integrative, applied or experiential projects.

**Required:** Minimum of 3 credits at the 400-level. Students enroll after completing at least 85 credits. These courses maintain faculty/instructor/mentor-to-student ratio of no more than 1:35.

## **Student Learning Outcomes (both must be demonstrated)**

Upon completing a Mason Apex course, students will be able to:

- Integrate skills, abilities, theories, or methodologies gained across a Mason student's undergraduate education to explore complex issues in original ways.
- Communicate effectively the results of the student's work with awareness of audience, purpose, and context using an appropriate modality (for example: written, oral, visual, material, embodied, multimodal).

These courses are designed to be Mason-specific experiences and as such, courses transferred from other institutions do not meet this requirement.

# Effective Teaching Committee



**Committee members:**  
Tom Wood (chair)  
Lori Mandable  
Philip Mink  
Jeremy Plotnick  
ChangGyo Ryu  
Katherine Russell  
Kristien Zenkov

## Resolution:

Each Local Administrative Unit that conducts teaching evaluations will report their current teaching evaluation procedures to the Effective Teaching Committee (ETC) by December 15, 2023. The report will specifically consider local approaches used for the standard online Student Evaluation of Teaching (SET) and any additional teaching evaluation factors currently in use in the LAU.

(passed 4/26/2023)





# Faculty Matters

## Faculty Evaluation of Administrators shifted to Gallup



**Committee members:**  
Solon Simmons (co-chair)  
Mohan Venigalla (co-chair)  
Anna Pollack  
Benjamin Steger  
Lisa Lister



# Organization and Operations

**Committee members:**  
Lisa Billingham (co-chair)  
Charlotte Gill (co-chair)  
Doug Eyman  
Greg Robinson  
Catherine Sausville



## Bylaws revisions

- Updated voting procedures
- Added clarification to reflect existing practices and updated campus language
- Changed name of elected leader from “Chair” to “President”

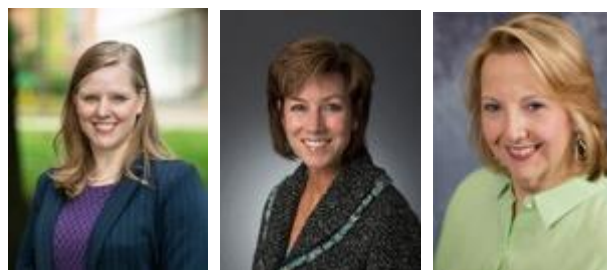
## New charges

- University Standing Committee on Reimagining Faculty Roles and Rewards

## Revised charges

- Mason Core Committee
- Writing Across the Curriculum Committee

## Senate allocation for 2023-24



# Task Force on Reimagining Faculty Roles and Rewards

- Melissa Broeckelman-Post, co-chair
- Kim Eby, co-chair
- Esperanza Roman Mendoza (CHSS)
- Courtney Adams Wooten (CHSS)
- Laura Poms (CHHS)
- Isaac Gang (CEC)
- Guadalupe Correa-Cabrera (Schar)
- Amitava Dutta (SBUS)
- Regina Biggs (CEHD)
- Mara Schoeny (Carter)
- Daniel Garrison (CEC)
- Lisa Billingham (CVPA)
- Ken Ball (CEC)
- Jaime Lester (CHSS)
- Rosemarie Higgins (CHHS)
- Geri Grant (COS)



# Task Force Work Summary

1

October '21  
Finalized and  
convened  
committee

2

November-  
December  
Researched and  
explored  
best/promising  
practices

3

January-  
February  
Identified potential  
models and  
developed three  
options for  
feedback

4

February  
Held community  
forum and  
conducted faculty  
feedback survey

5

March- April  
Analyzed  
data, presented to  
Faculty Senate

6

July '22-  
November '22  
Refined goals and  
drafted Task  
Force report



# Goals

- Goal 1:** Create transparent workload guidelines that are equitable and inclusive of all faculty appointment types.
- Goal 2:** Redesign RPT guidelines that represent more inclusive frameworks for all faculty work.
- Goal 3:** Develop a strategy for implementing continuous contracts for full-time instructional and clinical faculty.
- Goal 4:** Align annual review criteria with RPT criteria and account for proportionate teaching/mentoring; research/creative work; service; and leadership/administrative duties.
- Goal 5:** Create a robust culture of faculty cohesiveness through career development for all.



# Faculty Annual Evaluation Work Group



**Work Group Members:** Kim Eby, Vice Provost for Faculty Affairs and Development (Co-Chair); Lisa Billingham, Director of Choral Activities, CVPA (Co-Chair) and Faculty Senate; Guadalupe Correa-Cabrera, Professor, Schar School; Martin Ford, Senior Associate Dean, CEHD Administration; Geraldine Grant, Associate Professor and Chair, Department of Biology; Jaime Lester, Associate Dean of Faculty Affairs and Strategic Initiatives, CHSS; Elise Miller-Hooks, Professor and Bill & Eleanor Hazel Chair in Infrastructure Engineering, CEC; Rachelle Holmes Perkins, Associate Professor of Law, Scalia ; Melissa Perry, Dean, College of Public Health; Kevin Rockmann, Professor of Management and Program Director, SBUS; Solon Simmons, Associate Professor, Carter School

**Project Management Support:** Kaithlyn Kayer, Director, Project Management and Operations; Noel Dickover, Transformation Manager





# FAE Work Group

## Charge

- Review current Mason and national best practices for FAE guidelines
- Propose guidance for practices and policies that include summative evaluation and formative feedback
- Propose a process for disseminating annual review guidance
- Draft associated language changes for the *Faculty Handbook*

## Rationale

- Concerns surrounding varying practices within the Mason Local Academic Units (LAUs) for FAEs
- Desire for consistent, transparent, fair and equitable process across all LAUs
- Ability to confidently tie evaluations to merit salary increases



## Required Practices

Deemed necessary, as these best practices will aid those LAUs needing to strengthen their current processes.

## Recommended Practices

Suggest these practices be reviewed and strongly considered by Mason leadership and LAUs for broad implementation in order to enhance outcomes.

## Practices for Further Exploration

Encourage additional discussion and exploration as conversations about faculty annual evaluation continue.

# Faculty Handbook Revisions (action item)

**Committee members:**  
Solon Simmons (chair)  
Tim Gibson  
Virginia Blair



- 2.2.5: Replaces *University Professor* title with *Distinguished University Professor* title
- 2.6.1: Implements Faculty Annual Evaluation recommendations
- 2.7.1: Streamlines the term faculty reappointment process





Questions?



# ACTION ITEM

**Motion:** I move to approve the proposed changes to the Faculty Handbook as outlined in the Meeting Materials



# ACTION ITEM

**Motion:** I move to approve the following item,  
as outlined in the meeting materials

- ***Closed Programs***

- Information Security and Assurance MS
- Astronomy BA

# ACTION ITEM

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

- Promotion and/or Tenure
- Conferral of Emeritus/Emerita Status
- Election of New Tenured Faculty
- Special Rank Change

## III. New Business

# Announcements

- Appointment of Faculty
- Appointment of Administrative and Professional Faculty
- Appointment & Reappointment of Deans, Department Chairs and School Directors
- Renewals and Reappointments
- Separations
- Other Announcements

## IV. Adjournment

# Adjournment

# **Faculty Senate Materials for the Board of Visitors May 4, 2023**

## **Table of Contents**

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## **Modification for AP.1.5**

### **AP.1.5 Withdrawal**

#### **AP.1.5.1 Course Withdrawal for Undergraduates**

Degree-seeking and non-degree undergraduate students are eligible to withdraw from courses without the dean's approval and at the student's discretion during two withdrawal periods: unrestricted withdrawal during which students may withdraw from one or more courses (after the last day to drop a course until the end of the 5th week of the semester) and selective withdrawal during which students may withdraw from a maximum of three courses during their entire undergraduate career at Mason (from the 6th week to the end of the 9th week of the semester). For the purpose of selective withdrawal, the three courses may have any number of credits and lecture and laboratory sections in which a student is co-enrolled are not counted as separate courses. For courses that meet for fewer than 15 weeks, the drop and withdrawal periods will be set in proportion to the length of the course.

#### **AP.1.5.2 Course Withdrawal with Dean Approval for Undergraduates**

For undergraduate students, course withdrawal after the selective withdrawal period or after a student has used all three selective withdrawals requires approval by the student's academic dean. This approval is typically given for all courses at once and permitted only for nonacademic reasons that prevent course completion.

#### **AP.1.5.3 Semester Withdrawal with Dean Approval for Undergraduates**

Undergraduate students who want to withdraw from all courses for a semester after the end of the withdrawal period may do so only for nonacademic reasons with the approval of the academic dean. Undergraduates taking three or fewer classes may use the selective withdrawal for all courses for a semester without dean approval; see [AP 1.5.1 Course Withdrawal for Undergraduates](#). Undergraduate students who stop attending all classes without the dean's approval and without processing selective withdrawals, if eligible, will receive a grade of F in all courses.

#### **AP.1.5.4 Effects of Course or Semester Withdrawal for Undergraduates**

For Undergraduate students, all withdrawals result in a notation of W on the student's transcript for the withdrawn course(s). While a W does not affect the GPA, withdrawn courses are counted as "attempted credit hours,". Course withdrawals are not included in the course repeat count (see [AP.1.3.4 Repeating a Course](#)). Once processed, a withdrawal cannot be rescinded.

Course withdrawal will result in a recalculation of student time status based only on enrolled courses remaining after withdrawal. A reduction in time status could have a negative effect in such areas as Financial Aid, access to certain campus facilities, health insurance, Department of Veterans Affairs (VA) benefits, International students' status, on-campus housing, and/or financial responsibility for withdrawn courses paid by a third party.

## Modifications for AP.1.5

### AP.1.5 Withdrawal

#### AP.1.5.1 Course Withdrawal for Undergraduates

Degree-seeking and non-degree undergraduate students are eligible to withdraw from courses without the dean's approval and at the student's discretion during two withdrawal periods: unrestricted withdrawal during which students may withdraw from one or more courses (after the last day to drop a course until the end of the 5th week of the semester) and selective withdrawal during which students may withdraw from a maximum of three courses during their entire undergraduate career at Mason (from the 6th week to the end of the 9th week of the semester). For the purpose of selective withdrawal, the three courses may have any number of credits and lecture and laboratory sections in which a student is co-enrolled are not counted as separate courses. For courses that meet for fewer than 15 weeks, the drop and withdrawal periods will be set in proportion to the length of the course.

#### AP.1.5.2 Course Withdrawal with Dean Approval for Undergraduates

For undergraduate students, course withdrawal after the selective withdrawal period or after a student has used all three selective withdrawals requires approval by the student's academic dean. This approval is typically given for all courses at once and permitted only for nonacademic reasons that prevent course completion.

~~For graduate students, withdrawal after the last day to drop a course requires approval by the student's academic dean and is typically permitted only for nonacademic reasons that prevent course completion.~~

#### AP.1.5.3 Semester Withdrawal with Dean Approval for Undergraduates

Undergraduate students who want to withdraw from all courses for a semester after the end of the withdrawal period may do so only for nonacademic reasons with the approval of the academic dean. Undergraduates taking three or fewer classes may use the selective withdrawal for all courses for a semester without dean approval; see [AP 1.5.1 Course Withdrawal for Undergraduates](#). Undergraduate students who stop attending all classes without the dean's approval and without processing selective withdrawals, if eligible, will receive a grade of F in all courses.

#### AP.1.5.4 Effects of Course or Semester Withdrawal for Undergraduates

For Undergraduate students, all ~~All~~ withdrawals result in a notation of W on the student's transcript for the withdrawn course(s). While a W does not affect the GPA, withdrawn courses are counted as "attempted credit hours,". Course withdrawals are not included in the course repeat count (see [AP.1.3.4 Repeating a Course](#)). Once processed, a withdrawal cannot be rescinded.

Course withdrawal will result in a recalculation of student time status based only on enrolled courses remaining after withdrawal. A reduction in time status could have a negative effect in such areas as Financial Aid, access to certain campus facilities, health insurance, Department of Veterans Affairs (VA) benefits, International students' status, on-campus housing, and/or financial responsibility for withdrawn courses paid by a third party.

**Mason Core Committee Proposal to Consolidate Capstone and Synthesis Requirements**  
**Approved 3/29/2023**

**Current requirements (directly from 2022-2023 catalog):**

**Synthesis or Capstone Experience Requirement  
(minimum 3 credits)**

The purpose of the synthesis course is to provide students with the opportunity to synthesize the knowledge, skills and values gained from the Mason Core curriculum. Synthesis courses strive to expand students' ability to master new content, think critically, and develop life-long learning skills across the disciplines. While it is not feasible to design courses that cover "all" areas of general education, synthesis courses should function as a careful alignment of disciplinary goals with a range of Mason Core learning outcomes.

**Learning Outcomes for Synthesis:**

The Mason Core synthesis course must address outcomes 1 and 2, and at least one outcome under 3. Upon completing a synthesis course, students will be able to:

1. Communicate effectively in both oral and written forms, applying appropriate rhetorical standards (e.g., audience adaptation, language, argument, organization, evidence, etc.)
2. Using perspectives from two or more disciplines, connect issues in a given field to wider intellectual, community or societal concerns
3. Apply critical thinking skills to:
  - a. Evaluate the quality, credibility and limitations of an argument or a solution using appropriate evidence or resources, OR,
  - b. Judge the quality or value of an idea, work, or principle based on appropriate analytics and standards

**Required: One approved course.**

The purpose of the capstone course or sequence of courses is to provide a high impact, culminating element of an undergraduate education, helping students develop a more comprehensive and integrative understanding of their area of study and to utilize critical thinking skills. Capstone courses provide students opportunities to apply and demonstrate their knowledge and generally involve integrative /applied/ experiential projects. Student learning in a Capstone course is assessed using a set of identified learning outcomes, and for critical thinking, as defined by the American Association of Colleges & Universities.

**While each academic degree program defines its learning outcomes, a Capstone course or sequence should follow these guidelines:**

- Minimum of 3 credits
- Later in the curriculum, after a student has taken at least 85 credits, and at the 400 course level
- No more than 35 students in the course or equivalent instructional/ mentored support
- Emphasis on experiential/applied/integrative learning
- Allow students to apply critical thinking skills
- Learning outcomes defined by the degree program

**Required:** One approved upper-division course. Please speak with an advisor to determine the appropriate course to fulfill your major's requirement.

### **Proposed Revision: Mason Apex**

**Rationale:** The disparate categories of Capstone and Synthesis are quite confusing for faculty submitting courses and for students completing their degree requirements. The synthesis requirement has learning outcomes but no additional guidance for scaffolding a student's program of study while the capstone requirement has "rules" for courses, but no identified learning outcomes.

The revised category's requirements support both disciplinary (like Capstone) and interdisciplinary experiences (like Synthesis). Combining the two categories into an overarching category captures the intent of both Core categories, is much less confusing, is inclusive of all disciplines, and will consider a wider range of high impact experiences.

The category's name was suggested by Mason students, a number of whom participated in brainstorming sessions with Student Involvement staff and the Mason Core Director. The Mason Core Committee made the final decision.

**Summary:** Replace the separate categories of Capstone and Synthesis with a single inclusive category: Mason Apex.

**Implementation Timeline:**

Update effective for 2024-2025 catalog. Existing 400 level Capstone and Synthesis courses will transition to the new category. Existing 300-level courses will transition initially but will need to go through a renumbering process, if appropriate, that will be facilitated by the Mason Core Committee. Departments will not be required to create new courses or add a course to existing major requirements.

**Catalog Description**

Mason Apex courses or sequence of courses provide Mason students with a high-impact culminating experience, requiring students to utilize critical thinking skills and preparing them for life-long learning. Students are challenged to draw connections across their Mason undergraduate academic experience. Mason Apex courses provide students opportunities to apply and communicate their knowledge, and involve integrative, applied, or experiential projects.

**Required:** A minimum of 3 credits at the 400-level. Students enroll after completing at least 85 credits. These courses maintain faculty/instructor/mentor-to-student ratio of no more than 1:35.

**Learning Outcomes (both must be demonstrated)**

Upon completing a Mason Apex course, students will be able to:

1. Integrate skills, abilities, theories, or methodologies gained across a Mason student's undergraduate education to explore complex issues in original ways.
2. Communicate effectively the results of the student's work with awareness of audience, purpose, and context using an appropriate modality (for example: written, oral, visual, material, embodied, multimodal).



## Effective Teaching Review and Revision Resolution

In parallel with our rise as an R1 institution, Mason has made an important commitment to teaching as noted by the development of the Stearns Center for Teaching and Learning, increased support for faculty development and more equitable evaluation of teaching throughout the University. We strive to continually support faculty and students in our pursuit of teaching excellence. It is our goal to help create a campus culture that is aware of various ways of evaluating teaching and participates in that process.

To improve identification of effective teaching and equitably support faculty in their teaching roles, we conclude that it is the obligation of the institution to provide support to faculty for:

Required use of the online SET instrument:

- Student Evaluation of Teaching (SET) should be conducted within a structure of clear guidance for faculty and students to establish habits that improves response rates.

Voluntary use of additional evaluation tools including:

- various techniques for peer-evaluation
- instructor self-evaluation
- various ways to measure student learning outcomes

To this end, we propose the following resolution:

**Each Local Administrative Unit that conducts teaching evaluations will report their current teaching evaluation procedures to the Effective Teaching Committee (ETC) by December 15, 2023. The report will specifically consider local approaches used for the standard online Student Evaluation of Teaching (SET) and any additional teaching evaluation factors currently in use in the LAU.**

Examples may include use of peer review; instructor of record self-evaluation; and various ways of measuring student learning outcomes. This will vary between LAUs.

One component of each LAU report will specifically address administration of the SET to help identify approaches that may increase student participation. Current evaluation plans will be reviewed by the ETC and representatives of the provost's office from the Stearns Center and the Office of Instructional Effectiveness and Planning.

In support of the review process, a general rubric will be provided. Effective Teaching Committee members, the Stearns Center and OIEP will be available to provide support and consultation throughout the process.



## BYLAWS OF THE FACULTY SENATE (as revised – March 22, 2023)

### **ARTICLE I Membership**

#### Section 1.

The membership of the George Mason Faculty Senate shall be as prescribed by the Charter. Eligibility to vote on matters before the Faculty Senate shall be limited to duly elected faculty members of the Faculty Senate.

#### Section 2.

- a. The manner by which collegiate and independent academic units entitled to representation in the Faculty Senate elect their senators shall be determined by the faculty of those units.
- b. The presiding officer of each collegiate or independent academic unit shall certify to the Secretary of the Faculty Senate and the Chair of the Organization and Operations Committee the names of the Senators elected. Terms of Senators shall begin at the opening of the first Senate meeting of the academic year.
- c. Current records of the membership of the Senate shall be maintained by the Clerk for use by the President of the Senate and the Parliamentarian.

### **ARTICLE II Officers**

#### Section 1.

- a. The President of the Faculty Senate shall be elected from among the elected membership of the Senate at the final regularly scheduled meeting of the academic year. Nominations shall be made from the floor. Except when a motion to cast a unanimous ballot is passed, voting for the President shall be by secret ballot. In the event that no candidate for this office receives a majority of the votes cast, a run-off vote will be held between the two candidates who received the most votes.

- b. The term of the President of the Faculty Senate shall commence the day after Spring Commencement. In the event the Chair cannot serve for the remainder of their term, an election of a new Faculty Senate President will be held at the next regularly scheduled meeting, following the procedures in Article II Sec. 1a.
- c. The Senate shall elect from its own members a Secretary at the first regular meeting of the academic year. Nominations for this position shall be presented by the Nominations Committee; however, additional nominations may be made from the floor. Except when a motion to cast a unanimous ballot is passed, voting for this office shall be by secret ballot. In the event that no candidate for this office receives a majority of the votes cast, a run-off vote will be held between the two candidates who received the most votes.
- d. The President shall appoint a member of the Senate to serve when needed as President pro tempore and other members to be Parliamentarian and Sergeant(s)-at-Arms, to serve for terms of one year commencing with the first meeting of the academic year.
- e. Neither the Senate President nor Secretary of the Senate shall serve in the same office for more than three consecutive terms.

## Section 2.

- a. The President of the Senate shall be the presiding officer. The President pro tempore shall be the presiding officer in the absence of the President.
- b. The Secretary of the Senate shall maintain the records of the Senate and shall give appropriate notification to officers of the University, Committee Chairs, and other individuals concerning Senate actions.
- c. The Sergeant(s)-at-Arms shall supervise balloting and assist the President in expediting the meetings of the Senate.
- d. The Parliamentarian shall assist the President in the interpretation of the rules of order.

## **ARTICLE III Responsibilities of the Senate**

The responsibilities of the George Mason Faculty Senate shall be as prescribed by the Charter adopted by the General Faculty.

## **ARTICLE IV Meetings of the Senate**

### Section 1.

- a. Meetings of the Senate shall be conducted according to the current edition of “Robert's Rules of Order Newly Revised” except in instances when Robert’s Rules are in

contradiction with Senate Bylaws or Standing Rules. In this case, the Bylaws followed by the Standing Rules will take precedence.

- b. The quorum for Senate meetings shall consist of a majority of the elected membership.
- c. Members of the Faculty Senate may participate in Faculty Senate meetings electronically, provided the technology used allows all members to hear each other simultaneously. Members of Faculty Senate Standing Committees and University Standing Committees may likewise participate electronically in meetings of the committees. Each entity may develop its own rules for how members meeting electronically may seek recognition, vote, and exercise other rights.

## Section 2.

- a. Meetings shall be open to all members of the University community.
- b. For in-person meetings, all persons in attendance in a non-voting capacity shall be seated in a clearly delineated area so that they may not inadvertently influence a vote. For online meetings, the President and Sergeant(s)-at-Arms will determine the means of ensuring that only Senators participate in a vote.
- c. Any person recognized by the President may participate in the discussion of any item of business brought forth upon the floor, but only members of the Senate may make motions, second motions and vote.

## Section 3.

To the extent permitted by law, the Senate may go into closed session by majority vote of those present and eligible to vote. Only members of the Senate and guests invited by the presiding officer may be present during a closed session.

## Section 4.

- a. The President and the Secretary of the Senate shall jointly prepare the agenda for each meeting and distribute it seven days before the meeting to all members of the Senate. The agenda will also be made available to the general university community.
- b. Any member of the General Faculty may submit items of business for inclusion on the agenda. All items submitted which are consistent with the responsibilities of the Senate as defined in Article III are to be placed on the agenda. Members of the General Faculty who are not Senators may submit items for discussion only, but motions on those subjects may be made only by Senators.
- c. Explanatory or background information on all agenda items shall be prepared by the sponsor of the item and shall be attached to the agenda when appropriate.

## Section 5.

Meetings of the Senate shall be convened on at least four Wednesday afternoons during each semester of the academic year.

## Section 6.

- a. The President may call a special meeting of the Senate.
- b. In response to any petition signed by 20 percent of the elected members of the Senate, the President must call a special meeting to be convened within six instructional days.
- c. The written call to the special meeting shall include a statement of the purpose of the meeting and shall be distributed at least four instructional days before the meeting to all members of the Senate.
- d. Only business stipulated in the call to the special meeting may be transacted.

## Section 7.

- a. Voting shall commence upon a call by the presiding officer for the “ayes” and “nays” and will be public in nature (e.g., voice vote, show of hands, digital representation of “aye” and “nay”). Any Senator who believes the public vote is inconclusive may call for voting by a method that allows for precise counting of votes (e.g., an electronic vote).
- b. Any Senator may request that a secret ballot be taken for any vote. When such a ballot is requested, the Secretary of the Senate and/or the Sergeant(s)-at-Arms shall be responsible for preparing, distributing, and counting the ballots.
- c. Absentee and proxy ballots shall not be allowed during in-meeting voting.
- d. All motions to recommend alterations to existing University-wide graduation requirements shall be read and debated at two successive regular meetings of the Senate held in the same academic year. A meeting of the Senate called solely to complete the agenda of a previous meeting shall not count as a "successive" meeting within the meaning of this bylaw.

## Section 8.

Items of new business not appearing on the agenda may be introduced from the floor by any member of the Senate after consideration of all agenda items has been completed. The disposition of any item introduced without prior notice may be carried over to the next regular meeting of the Senate if ten percent of members support a motion to carry it over. A motion carried over under this provision shall appear on the agenda of the next regular meeting as an item of old business and shall be supported by background information as provided in Section 5 of this Article.



## Section 9.

- a. The Secretary of the Senate shall prepare the minutes of all meetings of the Senate. The minutes shall be made available to the general university community.
- b. A copy of the agenda and the minutes of every meeting shall be archived in the permanent University archives. These documents will also be made available to the general university community via the Faculty Senate website.

## **ARTICLE V Committees of The Senate**

### Section 1.

- a. "Standing Committees" shall be those permanent committees whose respective charges shall be established by the Senate and whose members, except for designated ex-officio members, are elected by the Senate.
- b. Election to standing committees shall be for two years unless otherwise specified in the committee charge.
- c. "Ad Hoc Committees" shall be those established by the Senate for consideration of special or time-limited issues. If no time limit is specified, the committee is deemed to serve until it issues a final report or until the Senate acts to dissolve it.
- d. Unless otherwise authorized by a majority vote of the Senate, standing or ad hoc committees shall issue formal reports only to the Senate.
- e. It shall be a duty of the Secretary of the Senate to prepare and maintain an accurate list of all committees of the Senate together with their charges and composition, which shall be open for inspection to all members of the University community. Annual reports will be filed with the Secretary of the Senate during the month prior to the end of the academic year. These will be made available to the general university community.

### Section 2.

- a. Nominations for elected Senate positions to all standing committees except to the Nominations Committee shall be prepared by the Nominations Committee. The Nominations Committee shall nominate one person for each available position. Nominations shall consider factors such as willingness to serve, previous senate and committee experience, the need to develop future senate leadership, and the specifications of the committee charge. The Nominations Committee shall circulate its nominations to the Senate in written form with the agenda for the first meeting of the academic year. Members of the Senate with the permission of prospective nominees may make further nominations from the floor at the meeting when the elections are held.

- b. Committee vacancies with unexpired terms shall be filled for the remainder of the term by special elections at the first scheduled meeting of the Senate after such vacancies occur. The Nominations Committee shall make one nomination for each available position except for vacancies in its own membership, but in all instances, nominations may be made from the floor.
- c. All elections shall be by a majority of those Senators present and voting. In the event that no candidate for an office or for the last positions on an elected committee receives a majority of the votes, a run-off vote will be held between the two candidates who receive the most votes.

### Section 3.

- a. Whenever the Senate shall determine by its vote that the creation of an ad hoc committee or of a new standing committee is a matter of urgent necessity, nominations shall be made from the floor following that determination. Election procedures shall be as in Section 2c of this Article.
- b. In the absence of an urgent necessity determined under Paragraph (a) of this section, the Nominations Committee shall prepare a slate for distribution with the agenda of the next Senate meeting. At that meeting nominations may be made from the floor and the election shall be held according to the procedures prescribed in Section 2c of this Article.

### Section 4.

Except as otherwise specifically provided, each Senate Committee shall elect its Chair according to the committee charge from among its own membership. Each committee shall have a majority of members present for a quorum. Each committee shall maintain written records of its activities. At the conclusion of each academic year these records shall become part of the permanent archives of the University and the Faculty Senate website as stipulated in Article IV, Section 9, paragraph b.

### Section 5.

The Senate may require, by majority vote, any Senate committee to provide a report at a specified later meeting on any matter referred by action of the Senate that falls within the charge of that committee. Upon receipt of such a report, the committee may be discharged of further responsibility for the matter by majority vote of the Senate.

## **ARTICLE VI Effective Date and Amendment**

### Section 1.

All motions to amend these bylaws shall be read and debated at two successive regular meetings of the George Mason Faculty Senate held in the same academic year. Following the second debate, a vote on the motion to amend shall be taken. A two thirds majority of the voting

members of the Senate present and voting shall be required for passage of such an amendment. A meeting of the Senate called solely to complete the agenda of a previous meeting shall not count as "successive" meeting within the meaning of this bylaw. Submission of changes to motions must be proposed no later than two meetings prior to the end of the semester.

## Section 2.

Amendments to these bylaws shall take effect on the date contained therein, if such a date is provided; otherwise, they shall take effect immediately upon their passage.

*Revised 10/6/10, Revised 2/7/18, Revised 12/8/22, Revised 3/22/23*

## Faculty Senate Allocation, 2023-24

School/College	2022 FTE Fulltime Faculty	2022 FTE Part Time Faculty	2022 FTE Total	Calculation of threshold size*	Adjusted FTE	% of total Adjusted FTE	x 49 Seats remaining	Calculated Allocation 2023-2024	Previous Allocation 2022-2023	Change
Antonin Scalia Law School	40.00	23.06	63.06		63.06	3.41%	1.67	2	2	0
College of Educ & Human Development	132.00	59.15	191.15		191.15	10.35%	5.07	5	5	0
College of Public Health	102.00	53.77	155.77		155.77	8.43%	4.13	4	4	0
College Humanities and Social Sciences	390.00	102.54	492.54		492.54	26.67%	13.07	13	13	0
College of Science	233.00	29.15	262.15		262.15	14.19%	6.95	7	7	0
College of Visual & Perf Arts	95.00	50.16	145.16		145.16	7.86%	3.85	4	4	0
Carter School	18.00	5.83	23.83					1	1	0
School of Business	118.00	26.84	144.84		144.84	7.84%	3.84	4	4	0
Schar School of Policy and Government	71.00	25.35	96.35		96.35	5.22%	2.56	3	2	1
College of Engineering & Computing	228.00	68.04	296.04		296.04	16.03%	7.85	8	8	0
College UN	24.00	0.33	24.33					1	1	0
			<b>1895.22</b>	<b>37.16</b>	<b>1847.06</b>		49.00	52	51	

### ***University Standing Committee on Faculty Roles and Rewards***

The University Standing Committee on Faculty Roles and Rewards is charged with ensuring that the processes and timelines proposed to achieve the five goals laid out in the Task Force on Reimagining Faculty Roles and Rewards final report of Fall 2022 are implemented. These goals include:

- *Creating transparent workload guidelines that are equitable and inclusive of all faculty appointment types.*
- *Redesigning RPT guidelines that represent more inclusive frameworks for all faculty work.*
- *Developing a strategy for implementing continuous contracts for full-time instructional and clinical faculty.*
- *Clarifying the relationship between the annual review criteria and the RPT criteria.*
- *Creating a robust culture of faculty cohesiveness through career development for all.*

The Committee shall report to the Faculty Senate on the progress toward these goals at least once each year and shall confer and collaborate with the appropriate committees and campus offices. The committee shall recognize tenure as a major safeguard of academic freedom, the quality of education offered, and the continuity and stability of the institution.

#### **Composition**

- Chair or designee of the Faculty Matters Committee (co-chair);
- Vice Provost for Faculty Affairs and Development (co-chair);
- Chair or designee of the Faculty Handbook Committee;
- Three tenure-line I/R faculty, elected by the Faculty Senate;
- Three term I/R faculty, elected by the Faculty Senate;
- One Associate Dean of Faculty Affairs (or similar role, appointed by Provost);
- One representative from Research Council (appointed by Provost); and
- Two Local Academic Head/Department Chairs (one elected by the Faculty Senate, one appointed by Provost)

The committee shall be co-chaired by the member from the Faculty Matters Committee and the Vice Provost for Faculty Affairs and Development.

\*The overall composition of the committee MUST include representation from *at least* 6 different schools and colleges.



**Mason Core Committee**  
**(charge revised 4/26/2023)**

**Charge**

The Committee will work in cooperation with the Associate Provost for Undergraduate Education on all matters concerning the Mason Core (formerly general education).

For all foundation, exploration, and integration Mason Core requirements, the Committee will approve courses to fulfill these requirements.

(The) Committee will develop procedures for assessing, reviewing, and recertifying courses that carry a Mason Core attribute. Utilizing Mason Core assessment data, the committee will review and revise, as necessary, the overall structure and outcomes of the Mason Core. The Committee will review and approve procedures used to substitute or waive Mason Core requirements. The Committee will confer with the Faculty Senate Committee on Academic Policies when changes to Mason Core requirements impact the entire university and/or would be a substantive change to the university catalog. The Committee will provide an annual report to the Faculty Senate. The report shall include a) The courses approved for inclusion in or removed from the Mason Core, and b) Changes in the criteria for the Mason Core. More frequent reports to the Faculty Senate might take place as adjustments to the Mason Core program may warrant.

**Composition:** The membership of the Committee comprises 14 voting members:

A Eight faculty elected by the Faculty Senate for staggered three-year terms ensuring that at least 6 academic units are represented, at least one should be a senator;

B. Four faculty appointed by the Provost;

C. The Associate Provost for Undergraduate Education;

D. One student elected by the Student Senate.

Ex-officio members are invited to provide input into the work of the committee and consist of the following:

A. The Mason Core Director

B. A representative from the Stearns Center

C. A representative from the Office of Institutional Effectiveness and Planning and

D. One representative from the Writing Across the Curriculum Committee

Meetings: Meetings will be held monthly during the academic year.

**Writing Across the Curriculum Committee**  
**(charge revised 4/26/2023)**

**Charge:** To advise and collaborate with administrative and academic units to support faculty who teach with writing across all academic disciplines. Specifically, the WAC Committee (WAC-C):

- A. Provides guidance related to writing courses and writing instruction for faculty, academic units, university leaders, other committees, and the full Senate;
- B. Works with the Mason Core Committee on the overall structure and outcomes of general education writing, including Writing-intensive courses;
- C. Collaborates with the Office of Institutional Effectiveness and Planning and other units on the assessment of writing and writing-enriched learning;
- D. Identifies the needs of Mason's student writers and faculty who teach with writing;
- E. Supports the intentional integration of writing and writing instruction into courses across the curriculum at Mason, including Writing-intensive courses;
- F. Acknowledges and celebrates the accomplishments of Mason faculty who teach with writing in order to recognize best practices specific to their discipline;
- G. Advocates for equitable practices and conditions that foster meaningful teaching and learning with writing across the curriculum.

**Composition:** One elected representative from each of the academic units offering undergraduate degrees, the Director of the WAC Program who is an ex-officio member with no vote or possibility to chair the Committee.

# Task Force on Reimagining Faculty Roles and Rewards

Report to the Faculty Senate  
George Mason University  
November 16, 2022



Melissa Broeckelman-Post, co-chair  
(CHSS, Chair, Faculty Senate)  
Kim Eby, co-chair (Office of the Provost)  
Amitava Dutta (SBUS)  
Courtney Adams Wooten (CHSS)  
Daniel Garrison (CEC)  
Esperanza Roman Mendoza (CHSS)  
Geri Grant (COS)  
Guadalupe Correa-Cabrera (Schar)  
Isaac Gang (CEC)  
Jaime Lester (CHSS)  
Ken Ball (CEC)  
Laura Poms (CHHS)  
Lisa Billingham (CVPA)  
Mara Schoeny (Carter)  
Regina Biggs (CEHD)  
Rosemarie Higgins (CHHS)

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## EXECUTIVE SUMMARY

The Task Force for Reimagining Faculty Roles and Rewards (Task Force) was proposed by the Faculty Senate Executive Committee (FSEC), in consultation with Mason's senior leadership, and approved by the Faculty Senate in August of 2021. The full charge for the Task Force can be found in [Appendix A](#). Over the past fifteen months, the Task Force has identified, discussed, and solicited feedback about various models for thinking about the faculty responsibilities, contributions, and workload distributions that are needed to support Mason's dual teaching and research missions. The Task Force believes that Mason has both the opportunity and the responsibility to ensure that all faculty members are recognized, valued, and rewarded for their contributions to our institutional success.

As a result of our collective work, The Task Force recommends that Mason pursue five goals:

- **Goal 1:** *Create transparent workload guidelines that are equitable and inclusive of all faculty appointment types.*
- **Goal 2:** *Redesign RPT guidelines that represent more inclusive frameworks for all faculty work.*
- **Goal 3:** *Develop a strategy for implementing continuous contracts for full-time instructional and clinical faculty.*
- **Goal 4:** *Align annual review criteria with RPT criteria and account for proportionate teaching/mentoring; research/creative work; service; and leadership/administrative duties.*
- **Goal 5:** *Create a robust culture of faculty cohesiveness through career development for all.*

Mason's success is dependent on a diverse set of contributions of our faculty community. Not only do members of our faculty community have different strengths, but faculty often make different kinds of contributions across their careers. The Task Force endorses policies and practices that recognize and promote the contributions of all faculty with the goal of fostering an institutional culture in which all faculty are valued members of our community, experience a sense of belonging and inclusion at Mason, and are supported in reaching their professional goals.

Our vision for Mason faculty, as a result of endorsing these goals, is that within five years:

- Mason faculty workloads will be evaluated through transparent workload guidelines that include recognition of DEI work, innovation and entrepreneurship, leadership/administrative roles, and other critical contributions that serve Mason.
- In addition to teaching/mentoring and research/scholarship/creative work, RPT guidelines will account for DEI work, community engagement, service and/or leadership in faculty governance, and administrative leadership as well as different defined pathways faculty can take to achieve promotion and tenure.
- Full-time instructional and clinical term faculty will be afforded continuous contracts<sup>1</sup> in line with a specific promotion tier.
- Faculty will be evaluated for promotion based on promotion expectations that are adjusted to align with their workload expectations (proportionate teaching/mentoring; research/creative work; service; and leadership/administrative duties) and annual review criteria.
- Faculty at different ranks and career stages will be provided with career development support through internal and external career development programs.

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<sup>1</sup> Continuous contracts may take the form of evergreen contracts, rolling contracts, election without term, etc.



In order to achieve this vision, we ask the Faculty Senate to pass the following motions:

- **Motion 1:** The Faculty Senate endorses the goals laid out in the final report from the Task Force on Reimagining Faculty Roles and Rewards.
- **Motion 2:** The Faculty Senate charges the Organization and Operations Committee with creating a charge to convert the current Task Force on Reimagining Faculty Roles and Rewards into a University Standing Committee and to bring that to the full Faculty Senate for a vote in Spring 2023.

## BACKGROUND AND CONTEXT

The Task Force on Reimagining Faculty Roles and Rewards emerged from three overlapping charges and initiatives. In Spring 2021, the Faculty Senate Executive Committee (FSEC) was given two charges by the Faculty Senate: (1) to begin enacting the work called for in the revised charge for the Faculty Success Initiative ([Appendix B](#)), and (2) to develop a proposal for a process by which teaching-focused faculty might be able to earn tenure (see meeting minutes in [Appendix C](#)). At the same time, the [Innovation Commission](#) report called for re-envisioning the criteria for promotion and tenure to be more inclusive of the ways that faculty contribute to the university's organizational goals, including supporting anti-racist and inclusive excellence goals, leadership contributions, valuing multiple types of contributions, and considering whether veteran term faculty might become eligible for "appointment without term."

As the FSEC began work on both charges and considered the work being done simultaneously in the Innovation Commission, the FSEC concluded that these are interrelated concerns that need to be addressed together, along with several additional challenges. As a university, Mason has grown rapidly and is proud to be both an R1 institution that produces world-changing research AND a university that provides an accessible, top-tier education for everyone who wants it. However, our promotion and tenure guidelines have not caught up with our growth and do not reflect the equal importance that should be placed on both teaching and research, they do not account for the heavy service and leadership loads that many are asked to take on in order to enable that work, nor do they account for new forms of scholarship or DEI work. Moreover, our promotion and tenure committees may benefit from guidance on how to evaluate new forms of scholarship and DEI contributions to remove implicitly biased barriers to success.

Faculty contribute to Mason's success in numerous ways-- transformational teaching and mentoring, impactful research and creative activities, community-engaged scholarship and practice, contributing to inclusive excellence, and doing the leadership/administrative and service work that enables our success in all these areas. But we recognize and reward some of those contributions more than others, and the work that is valued least in our rewards structure is distributed in predictable and often inequitable patterns. This joint task force between faculty and administration was created to develop a more inclusive faculty structure that is consistent with our core institutional characteristics expressed by the [Mason IDEA](#) and better recognizes and rewards the many ways that faculty contribute to the success of the university.

The FSEC met four times during the Summer of 2021 and spent a substantial part of that time brainstorming, imagining, drafting, and revising a charge. To be successful in these ambitious goals, it was clear that faculty and administrators would need to collaborate, and that ultimately, a joint task force between the Faculty Senate and the Office of the Provost was desirable. The draft charge was shared with Provost Ginsberg, President Washington, and Chief of Staff Ken Walsh and received positive responses. Next, a whiteboard session was held with the FSEC, chairs of faculty committees whose work

is intertwined with the task force, representatives from numerous colleges and schools, and representatives from the Office of the Provost to get feedback on the draft—and more than 20 people were part of that conversation. After that, a smaller team that included Lisa Billingham, Kim Eby, Shelley Reid, and Melissa Broeckelman-Post synthesized the feedback and worked on a revised draft that went back to FSEC for additional revision. The FSEC presented a motion to the Faculty Senate to approve the [charge and composition](#) to establish the Task Force on Reimagining Faculty Roles and Rewards<sup>2</sup> (Task Force) on August 25, 2021. The charge was approved, task force members were appointed and elected, and the committee began its work in October 2021.

## VALUES AND PRINCIPLES GUIDING OUR WORK

Mason takes pride in our dual mission of being an R1 institution that produces impactful research, scholarship, and creative work and that *also* provides an accessible, top-tier education for our students. As one of the top ten most diverse and [innovative institutions](#) in the country according to the 2022 US News and Report, and the most diverse in the Commonwealth of Virginia, a focus on student success – no matter one’s background – has been a core value. Our strong results in both arenas – a differentiator among institutions of our type – are due to having a strong complement of faculty who are focused on elevating our reputation and excellence accordingly.

Mason faculty are essential to our institutional success. We understand that instruction and mentoring are critical to student success and retention; research and scholarly work are critical to solving today’s grand challenges; community engagement and partnerships are central to our mission as a public institution; strengthening our focus on inclusive excellence will strengthen our enterprise, especially with respect to student and faculty success; our faculty members’ contributions as leaders has been essential to the rapid rise of Mason and our reputation for excellence; professional development is required to stay abreast of teaching and research/scholarship best practices and to support lifelong learning for our faculty community; and that service to Mason is at the heart of faculty governance and productive partnerships with senior leadership.

Given this, the Task Force believes that Mason has both the opportunity and the responsibility to ensure that all faculty members are recognized, valued, and rewarded for their varied contributions to our institutional success. Questions that we asked ourselves included:

- What types of faculty responsibilities and workload distributions are needed to support our dual teaching and research missions?
- How might we conceptualize options for faculty contributions and workload distributions that are more inclusive and that support *all* of Mason’s institutional goals?
- Are there ways to offer more flexibility to faculty who might seek it? Specifically, could faculty who are interested in making significant contributions – whether teaching-intensive, research-intensive, leadership-intensive, or a combination of these – work with their units to request workload adjustments that meet their goals and are valued as a legitimate career pathway?

In practice, Mason’s success is dependent on a diverse set of contributions from our faculty community. Not only do members of our faculty community have different strengths, but faculty often make different kinds of contributions across their careers. Thus, we endorse policies and practices that

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<sup>2</sup> Given the nature of the Task Force charge, goals and outcomes identified in this report apply to all full-time, tenure-line and instructional and clinical term faculty.

recognize and promote the contributions of all faculty with the goal of fostering an institutional culture in which faculty, regardless of appointment type or rank, are valued members of our community, experience a sense of belonging and inclusion in the Mason community, and are supported in reaching their professional goals.

## PROCESS

The Task Force spent the Fall 2021 semester identifying and discussing exemplars and promising practices for thinking about the faculty responsibilities and workload distributions that are needed to support the university's dual teaching and research missions. We looked at what might already be in place at Mason as well as other institutions. Specifically, we focused on examining how faculty contributions are accounted for in renewal, promotion, and tenure, and explored non-tenure-line faculty options for contract stability. We also asked how we might think about faculty choice in role flexibility; that is, to what degree can faculty work with their academic units to guide their workload distribution? To explore potential options for moving this work forward, in Spring 2022 we developed a brief presentation that explored three example options or models for faculty responsibilities and workload distributions that represented minimal, moderate, and extensive changes to our current practices. We held a community forum in February 2022 to gather input from the broader faculty community. The presentation ([Appendix D](#)) and recording were posted to the Faculty Senate website, along with a link to provide feedback to the Task Force. A total of 288 faculty shared feedback, including 90 single-spaced pages of comments.

This faculty feedback is summarized in [Appendix E](#), and helped us to understand where we might concentrate opportunities in this space, in addition to identifying the challenges associated with adopting various models. There was mixed feedback about each of the models that had been shared as examples of paths forward, and some of the big takeaways (as noted in our April 27 Faculty Senate presentation) include:

- Mason needs to address income disparities and disparities in the perceived valuing of the work of tenure line and term faculty;
- There is concern about making changes that may negatively impact our R1 status and thus some respondents suggested an incremental change approach in order to avoid unintended consequences;
- While respondents were mixed on tenure for teaching faculty, there is widespread support for implementing continuous contracts for non-tenure track faculty as a first step;
- There is support for the idea of greater flexibility and equity in faculty workloads;
- There is a need to more effectively align workload distribution, faculty annual reviews, and promotion and tenure criteria; and
- There is a need for broader, more inclusive RPT guidelines for scholarship and creative activity; guidelines for Genuine Excellence and High Competence in Teaching are needed at the LAU level.

From this, the committee concluded that none of these three models would be a final solution, but instead, that the feedback on these models would help us further refine our goals to develop a proposal that would account for those concerns.

Given this feedback, the Task Force was able to distill key priorities and concerns from our faculty community ([Appendix F](#)). In late Spring 2022, the Task Force asked the Faculty Senate to authorize the

continuation of our group in order to develop an implementation plan that would be presented to Faculty Senate in the fall semester. This motion was passed.

In Summer 2022, a small working group comprised of seven Task Force members convened for two half-day retreats to begin drafting an implementation plan. With the guidance and feedback of the full Task Force, which met six times this fall, we have created a set of goals and drafted timeline for achieving these goals (see [Appendix G](#)).

## GOALS AND RECOMMENDED STEPS FOR MOVING FORWARD

The goals and recommended next steps for moving forward are the result of extensive deliberation and discussion among the Task Force members. Importantly, they were shaped in critical ways by the campus feedback we received, formally and informally. Our key takeaways and vision moving forward were noted in our presentation to Faculty Senate in late April ([see Appendix F](#)), and we have kept these tenets in the forefront of our minds when creating our goals.

The Task Force recommends that Mason pursue five goals moving forward:

- **Goal 1:** *Create transparent workload guidelines that are equitable and inclusive of all faculty appointment types.*
- **Goal 2:** *Redesign RPT guidelines that represent more inclusive frameworks for all faculty work.*
- **Goal 3:** *Develop a strategy for implementing continuous contracts for full-time instructional and clinical faculty.*
- **Goal 4:** *Align annual review criteria with RPT criteria and account for proportionate teaching/mentoring; research/creative work; service; and leadership/administrative duties.*
- **Goal 5:** *Create a robust culture of faculty cohesiveness through career development for all.*

In [Appendix G](#), we have outlined a 5-year timeline for achieving these five goals, considering that there are many interdependencies between the goals that impact the sequencing of the work. For most of these goals, we follow the same process: (1) achieve clarity about existing practices in each unit, (2) revise/update policies and practices as needed based on recommended best practices, (3) implement and pilot changes, and (4) evaluate how the implementation works and assess what else needs to be updated.

The Task Force wants to explicitly acknowledge the implications for Mason faculty. Most of the policies and documents governing workload, annual evaluations, and promotion are refined and implemented at the Local Academic Unit (LAU) level, and firmly in the purview of faculty governance. Achieving these outcomes, while ultimately in the interests of faculty, will require faculty time, input, and expertise. Achieving these outcomes will also require attention to managing change processes at multiple levels – within LAUs, Schools/Colleges, and institutionally. And, achieving these outcomes will take time, which we have worked to account for in our timeline. This process must be faculty driven and faculty supported to be successful.

In practice, Mason's success is dependent on a diverse set of contributions of our faculty community. Not only do members of our faculty community have different strengths, but faculty often experience a desire to make different kinds of contributions across their careers. Thus, we endorse policies and practices that recognize and promote the contributions of all faculty with the goal of fostering an institutional culture in which faculty, regardless of appointment type or rank, are valued members of our

community, experience a sense of belonging and inclusion in the Mason community, and are supported in reaching their professional goals.

Our vision for Mason faculty, as a result of endorsing these goals, is that within five years:

- Mason faculty workloads will be evaluated through transparent workload guidelines that include recognition of DEI work, innovation and entrepreneurship, leadership/administrative roles, etc.
- In addition to teaching/mentoring and research/scholarship/creative work, RPT guidelines will account for DEI work, community engagement, service and/or leadership in faculty governance, and administrative leadership as well as different defined pathways faculty can take to achieve promotion and tenure.
- Full-time instructional and clinical term faculty will be afforded continuous contracts without term in line with a specific promotion tier.
- Faculty will be evaluated for promotion based on promotion expectations that are adjusted to align with their workload expectations (proportionate teaching/mentoring; research/creative work; service; and leadership/administrative duties) and annual review criteria based on those expectations.
- Faculty at different ranks and career stages will be provided with career development support, including support for early, mid-career, and mature faculty and LAU heads/chairs, through internal and external career development programs.

### **NEEDED FACULTY SENATE ACTIONS**

In order to move this work forward, we ask the Faculty Senate to pass the following motions:

Motion 1: The Faculty Senate endorses the goals laid out in the final report from the Task Force on Reimagining Faculty Roles and Rewards.

Motion 2: The Faculty Senate charges the Organization and Operations Committee with creating a charge to convert the current Task Force on Reimagining Faculty Roles and Rewards into a University Standing Committee and to bring that to the full Faculty Senate for a vote in Spring 2023.



## APPENDIX A: CHARGE FOR THE TASK FORCE ON REIMAGINING FACULTY ROLES AND REWARDS

As George Mason University approaches its 50<sup>th</sup> anniversary, Mason has grown into a university that produces BOTH world-changing research AND a top-tier, accessible, and transformational educational experience for students. To continue advancing both of these public missions and be more inclusive of the growing breadth in faculty activities, there is a need to align organizational goals, faculty contributions, and the faculty workload and rewards structure (including the processes of evaluation, contracting, and promotion).

The Faculty Senate of George Mason University charges the *Task Force on Reimagining Faculty Roles and Rewards* with undertaking the following:

1. Identify what faculty responsibilities and workload distributions are needed to support the university's dual teaching and research missions, inclusive of both tenure-line and term faculty. This process should include identifying different models and opportunities from other institutions as well as within Mason, and should consider the impact on institutional goals (e.g., instruction and mentoring; research, scholarship, and creative activities; community engagement; diversity, equity, and inclusion work; and leadership, service, and professional development).
2. Recommend next steps for what would be needed for Mason to implement a more inclusive, clearly defined organizational faculty roles and rewards model.
  - A. The Task Force shall describe the important elements of a more inclusive faculty roles and rewards structure and address the following questions:
    - i. What are the policies and procedures that would be needed to implement a more inclusive faculty roles and rewards structure?
    - ii. What opportunities and challenges are associated with adopting different models?
    - iii. Who are the relevant decision-making entities (e.g., Board of Visitors, Faculty Senate, University Standing Committees, Provost)?
  - B. The Task Force shall explore the conditions in which faculty might be able to request adjustments to their faculty contributions and workload, addressing the following questions:
    - i. How might faculty be able to move from term to tenure-line as well as research-intensive to teaching-intensive or service/leadership-intensive contributions or vice versa? Detail should be provided on how and by whom the application and the approval of such changes might be undertaken.
    - ii. How might term faculty be able to earn long-term contractual stability, such as 'teaching tenure' or evergreen contracts, in line with the "permanent or continuous tenure" called for in the AAUP 1940 Statement of Principles on Academic Freedom and Tenure?
    - iii. What policies and procedures would be needed to implement tenure/promotion pathways (inclusive of term faculty) for (a) teaching-intensive faculty, (b) research-intensive faculty, (c) leadership-intensive faculty, and (d) any other categories derived from the work of the Task Force?
  - C. The Task Force shall propose revisions to the rewards structure of Renewal, Promotion, and Tenure to incorporate this more inclusive vision.

3. Report to the Faculty Senate Executive Committee in late January 2022, with a subsequent presentation to the full Faculty Senate no later than March 2022.

**The Task Force shall be composed of the following\*:**

- Chair of the Faculty Senate (co-chair);
  - Melissa Broeckelman-Post (CHSS)
- Associate Provost of Faculty Affairs and Development (co-chair);
  - Kim Eby
- Four elected faculty, elected by the general faculty —two of which will be on tenure track contracts and two on term contracts;
  - Esperanza Roman Mendoza (CHSS)
  - Courtney Adams Wooten (CHSS)
  - Laura Poms (CHHS)
  - Sara Mathis (CHSS- Fall 2021), Isaac Gang (CEC, Spring 2022)
- Four appointed faculty, appointed by Faculty Senate Executive Committee — two of which will be on tenure track contracts and two on term contracts;
  - Guadalupe Correa-Cabrera (Schar)
  - Amitava Dutta (SBUS)
  - Regina Biggs (CEHD)
  - Mara Schoeny (Carter)
- Two Faculty Senators, elected by the Faculty Senate - one of whom would be on a tenure track contract and one on a term contract
  - Daniel Garrison (CEC)
  - Lisa Billingham (CVPA)
- One Dean (appointed by Provost);
  - Ken Ball (CEC)
- One Associate Dean of Faculty Affairs (or similar role, appointed by Provost);
  - Jaime Lester (CHSS)
- One representative from Research Council (appointed by Provost); and
  - Rosemarie Higgins (CHHS)
- One Local Academic Head/Department Chair (appointed by Faculty Senate Executive Committee)
  - Geri Grant (COS)

\*The overall composition of the committee MUST include representation from *at least* 8 different schools and colleges.

## APPENDIX B: FACULTY SUCCESS INITIATIVE – REVISED CHARGE

### Faculty Success Initiative- Revised Charge

Proposed by Shannon Davis

Brought to the Faculty Senate floor on April 28, 2021 under New Business

How can we prepare faculty to be successful in the post pandemic university? The initiative will build on existing data regarding support for and structural constraints to success (e.g., evidence from COACHE survey) as well as additional input from the Faculty Senate with the goal of shaping action plans. The initiative will determine the most pressing concerns from faculty and will create a mechanism by which the Senate holds the administration accountable to addressing its top concerns within a reasonable amount of time.

This initiative will be led by a three-member subcommittee from the Executive Committee (Shannon Davis, Solon Simmons, and Richard Craig) tasked with:

- Partnering with Office of Faculty Affairs and Development to review recent COACHE information and following up with faculty from across the university to triangulate their most pressing concerns (during Fall 2020);
- Partnering with Administration (Provost, President, Senior Vice President) to determine timeline and methods by which the administration will work to address the faculty concerns, including the accountability structure between the administration and the Senate (by April 2021);
- Creating a public-facing reporting/accountability structure for the Initiative.

#### Next Steps

- Develop dashboard metrics that are agreed upon by faculty and administration.
- Determine accountability processes
  - Public dashboard
  - Expectation of administration documenting change over time to General Faculty via Faculty Senate that includes an explanation of deviations (both in positive and negative directions)
    - University level and college/school level
    - Opportunity to increase President's accountability to BOV, Provost to President, deans to Provost, and chairs to deans

Chair Davis clarified that she expects the next Faculty Senate Chair would step into her role after May 14, 2021. The motion in support of the revised charge passed.

## **APPENDIX C: MOTION REQUESTING FACULTY MATTERS COMMITTEE TO PROPOSE TERM TO TENURE-LINE PATHWAY**

### **Motion Requesting Faculty Matters Committee to Propose Term to Tenure-line Pathway**

**Proposed by Tim Gibson**

**Brought to the Faculty Senate floor on April 21, 2021 under New Business**

Whereas research and teaching are co-equal dimensions of intellectual life at this University.

Whereas research enriches instruction, and Instruction enriches research.

Whereas the Faculty Handbook recognizes the central role of teaching by offering two pathways to tenure: genuine excellence in teaching and genuine excellence in research.

Whereas the principle of tenure is necessary for the protection of academic freedom and the equal participation of faculty in shared governance.

We call on the Faculty Matters committee to:

1. Develop and propose an accessible, fair, and transparent application process for faculty appointed to a specific term to change their limited-term contract positions to tenure-line positions by direct appointment.
2. Develop and propose a tenure-review process for genuine excellence in teaching that is suitable for term faculty whose intellectual identities are centered on instruction and mentoring students.
3. Present a proposal for changing the Faculty Handbook to accomplish the above by March 2022.

### **From the minutes of the Faculty Senate Meeting on April 21, 2021:**

The motion was seconded.

#### **Discussion:**

- Senator Solon Simmons conveyed that the Faculty Matters Committee had discussed the issue and was opposed to the motion. He clarified that while committee was supportive of the idea, it was opposed because of concerns regarding the process. He noted that there were numerous difficult questions that needed definition, examination and discussion.
- Spirited discussion followed with several senators seeking clarification and parallels with tenure appointments.
- Several senators took turns to express their reasoning in support of the motion.
- Several senators expressed their concerns about the specific motion: a) the process by which the motion was brought about, b) an oversimplification of the issues involved, and c) need for a much broader conversation and examination of the issues involved that cannot be undertaken by Faculty Matters Committee alone. Senators emphasized that this cannot be successfully addressed by Faculty Matters alone.
- A motion to amend the main motion was made: change the language to: "We call on the Faculty Matters committee to develop a process by which term faculty can be granted tenure."

The motion to amend the main motion was seconded.

#### **Discussion:**

- Senators discussed and debated the amendment.

- Senator moved to postpone further discussion on the motion and amendment until first meeting of Fall 2021 and to ask the Executive Committee to develop an alternate process over the Summer 2021.

Discussion:

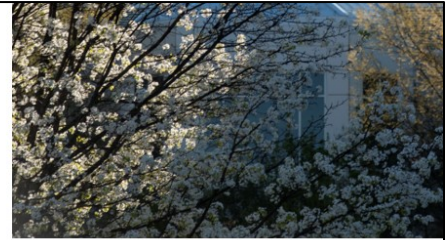
- Senators expressed support for the motion to postpone discussion on the main motion and amendment.
- Senator moved the question and was seconded.

Vote was called on ending the debate on the motion and its amendment, and to charge the Executive Committee to develop an alternate proposal over the Summer.

The motion passed ending debate. The motion to postpone discussion on the motion and its amendment passed.



## APPENDIX D: COMMUNITY FORUM ON FEBRUARY 18, 2022



### Task Force on Reimagining Faculty Roles and Rewards

Community Forum  
February 18, 2022

- Melissa Broeckelman-Post, co-chair
- Kim Eby, co-chair
- Esperanza Roman Mendoza (CHSS)
- Courtney Adams Wooten (CHSS)
- Laura Poms (CHHS)
- Isaac Gang (CEC)
- Guadalupe Correa-Cabrera (Schar)
- Amitava Dutta (SBUS)
- Regina Biggs (CEHD)
- Mara Schoeny (Carter)
- Daniel Garrison (CEC)
- Lisa Billingham (CVPA)
- Ken Ball (CEC)
- Jaime Lester (CHSS)
- Rosemarie Higgins (CHHS)
- Geri Grant (COS)

Analysis of needs, potential models, & best practices

Identify potential models

- Articulate opportunities for each
- Articulate challenges potential models for each

**What was  
our  
charge?**

Analysis of needs, potential models, & best practices

Identify potential models

- Articulate opportunities for each
- Articulate challenges potential models for each

Implementation planning

- Policies, procedures, and decision-making entities
- Processes for faculty role/workload/position changes and contractual stability
- RPT changes

**What was  
our  
charge?**



### Option 1

Minimal policy revisions, expand existing best practices.



### Option 2

Keep tenure & term distinction, increased flexibility within and between roles.



### Option 3

Eliminate distinction between tenure-line and term faculty.

## OPTIONS FOR CONSIDERATION

# Option 1

Modest policy revisions  
Expand existing best practices



## Existing Practices at Mason

1. CEHD: tenured teaching-intensive University Scholars
2. CEC: course releases for instructional term faculty engaged in research
3. Extended term contracts for up to five years
4. Faculty Handbook allows for hiring of term faculty into tenure-track positions through searches and, less frequently, direct hires




## Option 1

### Opportunities

- Efficiency
- Incremental changes in RPT
  - Teaching effectiveness
  - Scholarship that “counts”

### Challenges

- Uneven implementation
  - Inequitable workload
  - No term contracts >5 years
- 



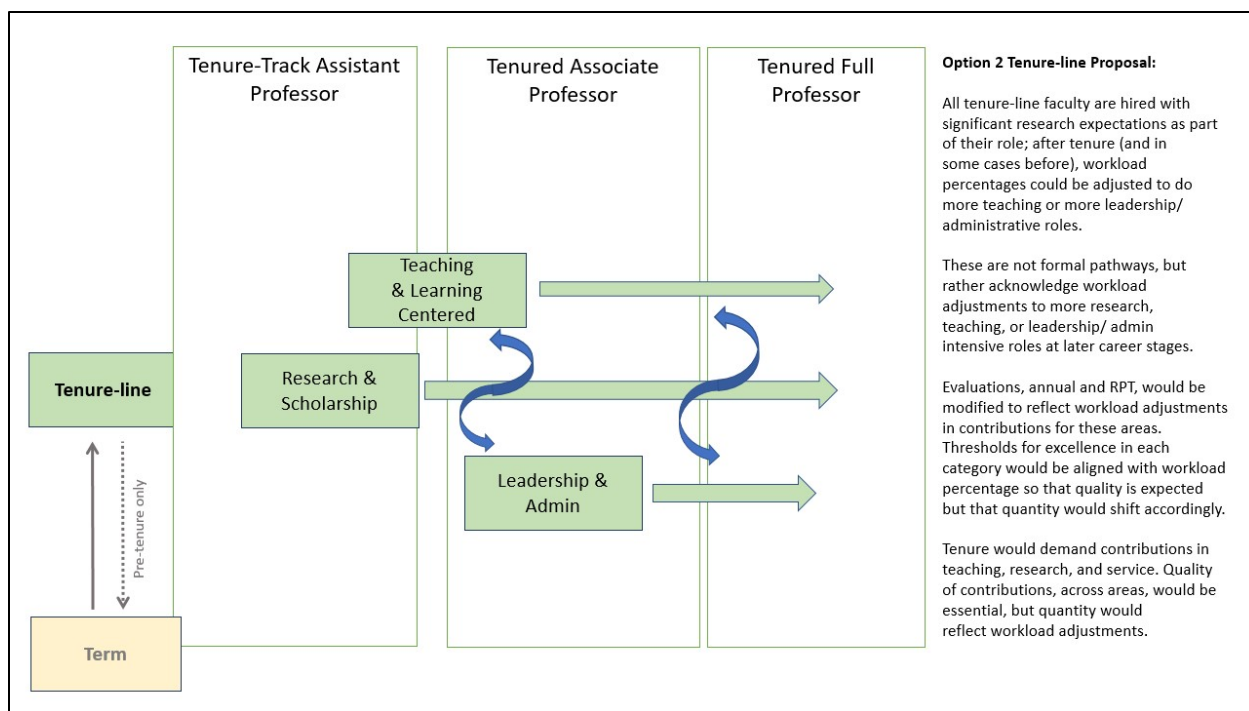
## Option 2

**Keep tenure & term distinction**

**Increase flexibility within and between roles**







## Example Tenure-Track & Tenured Workloads

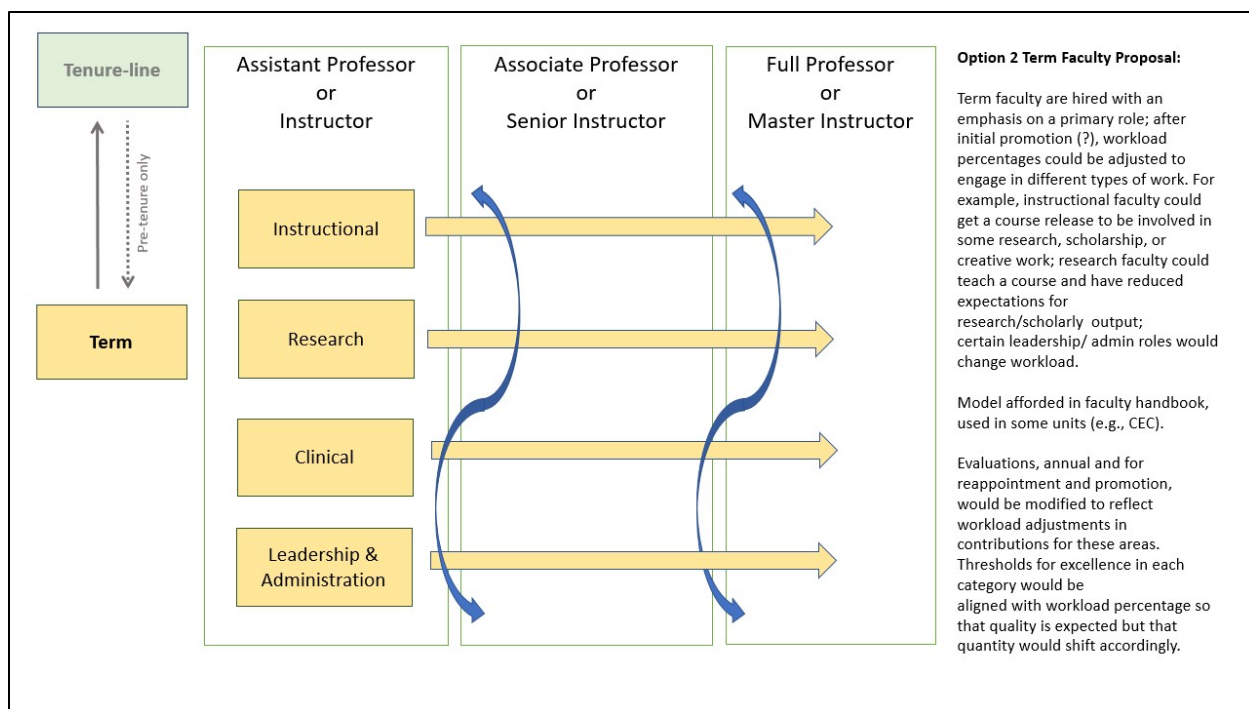
Research (40%)	Teaching (40%)	Service (20%)	Typical tenure-line faculty work
Research (20%)	Teaching (60%)	Service (20%)	Teaching & learning-centered
Research (60%)	Teaching (20%)	Service (20%)	High research & scholarship centered
Research (40%)	Teaching (20%)	Administration (20%)	Leadership & administrative role centered v.1 (e.g., department chair, grad director)
Research (10%)	Teaching (10%)	Administration (80%)	Leadership & administrative role centered v.2 (e.g., tenured A/P faculty)

**Evaluation:**  $TW*TX + RW*RX + SW*SX + AW*AX$  = total evaluation score

W=workload %, X = evaluation

Expect high quality in each area, quantity determined by proportion of workload





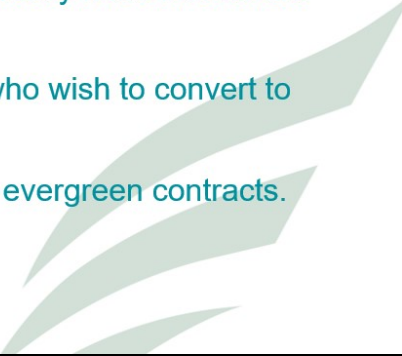
## Example Term Faculty Workloads

Teaching (80%)	Service (20%)	Typical instructional faculty load
Research (100%)		Typical research faculty load
Research (80%)	Teaching (10%) Service (10%)	Research faculty with some teaching
Teaching (70%)	Research (10%) Service (20%)	Instructional faculty with some workload adjustment for research & scholarship
Teaching (30%)	Administration (60%) Service (10%)	Leadership & administrative role centered (e.g., chair, academic advisor)

**Evaluation:**  $TW*TX + RW*RX + SW*SX + AW*AX =$  total evaluation score  
W=workload %, X = evaluation  
Expect high quality in each area, quantity determined by proportion of workload



## Additional issues to be addressed in implementation planning

1. Revise RPT guidelines to account for the many ways faculty contribute to the university.
  2. Develop a process for term faculty to be directly hired into tenure-track roles.
  3. Develop a process for tenure-line faculty who wish to convert to term roles.
  4. Develop a process for term faculty to earn evergreen contracts.
- 




## Option 2

### Opportunities

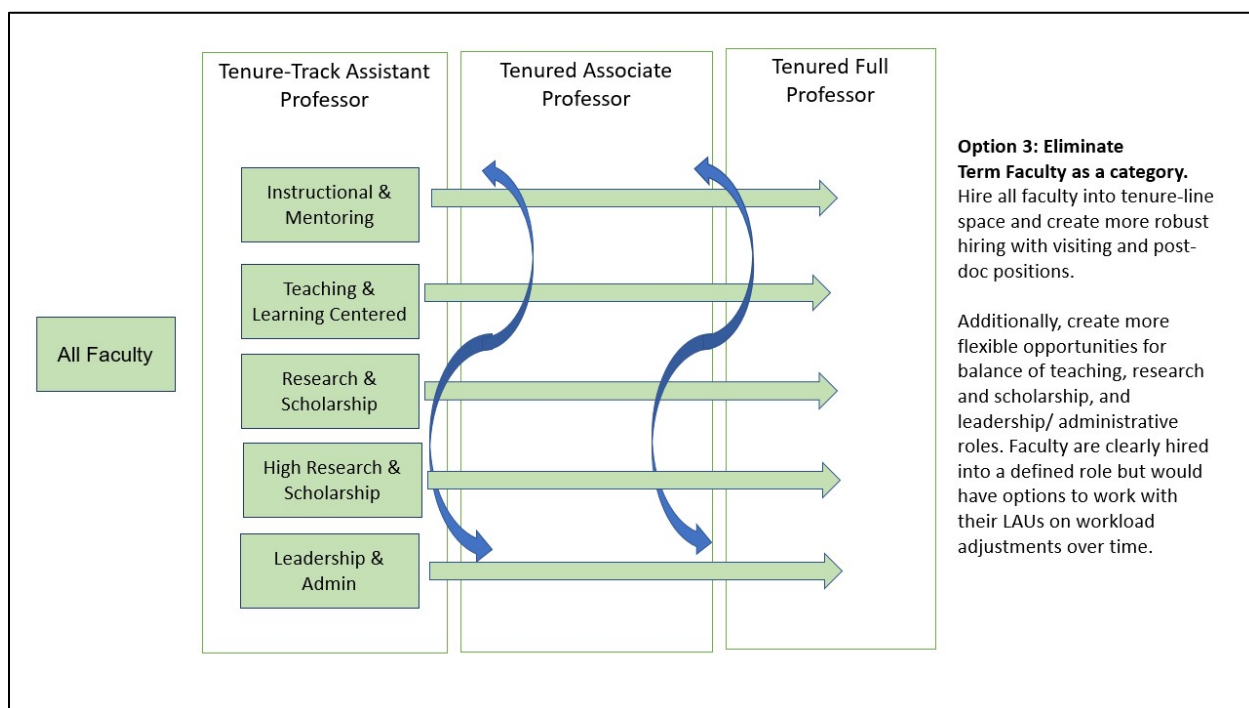
- Formalizes more flexible options
- RPT better aligned with faculty contributions
- Stability & flexibility

### Challenges

- Possible that two groups of faculty have identical workloads
  - Two-tier system
- 

# Option 3

Eliminate distinction between tenure-line and term faculty



## Example Faculty Workloads

Teaching (80%)			Service (20%)	Instructional and Mentoring	
Research (20%)	Teaching (60%)		Service (20%)	Teaching & Learning Centered	
Research (40%)		Teaching (40%)	Service (20%)	Research & Scholarship	
Research (60%)		Teaching (20%)	Service (20%)	High Research & Scholarship Centered	
Research (40%)		Teaching (20%)	Administration (20%)	Service (20%)	Leadership & administrative role centered v.1 (e.g., department chair, grad director)
Research (10%)	Teaching (10%)	Administration (80%)			Leadership & administrative role centered v.2 (e.g., A/P faculty)

**Evaluation:**  $TW*TX + RW*RX + SW*SX + AW*AX$  = total evaluation score

W=workload %, X = evaluation

Expect high quality in each area, quantity determined by proportion of workload

## Option 3

### Opportunities

- Eliminates two-tier system
- Re-invents faculty roles

### Challenges

- Faculty structure might not align with enrollment needs
- < institutional flexibility could lead to > reliance on adjunct faculty
- Could result in recreating the equivalent of term faculty lines



# Please share your feedback!

[https://gmuchss.az1.qualtrics.com/jfe/form/SV\\_5mu1h3XlerovfBY](https://gmuchss.az1.qualtrics.com/jfe/form/SV_5mu1h3XlerovfBY)

Survey will close on March 14.



## Next steps

1

Faculty feedback  
due March 14

2

Refine options &  
begin mapping  
implementation  
needs and next  
steps

3

Return to Senate in  
April with  
implementation plan



# Please share your feedback!

[https://gmuchss.az1.qualtrics.com/jfe/form/SV\\_5mu1h3XlerovfBY](https://gmuchss.az1.qualtrics.com/jfe/form/SV_5mu1h3XlerovfBY)

Survey will close on March 14.



## Presentation Script:

### 1. Introduction

A. **Context and Background (Slide 1):** Last fall, the Faculty Senate established the Task Force on Reimagining Faculty Roles and Rewards to explore ways that we could align our faculty workload and reward structure to reflect our dual goals of being an R1 university that produces **world-changing** research AND of providing an accessible transformational education for all of our students. This joint task force between faculty and administration was created to develop a more inclusive faculty structure that better recognizes and rewards the many ways that faculty contribute to the success of the university. You can see the names and colleges of those who were elected and appointed on the screen here. Consistent with Mason's values, we have been approaching our work with a spirit of innovation and a recognition that we are charting new pathways and leading the way for others.

B. **Charge (Slide 2):** Our charge was to analyze our institutional needs and to identify potential models and best practices that are in place at other institutions and at Mason. Next, we identified some of the opportunities and challenges associated with each model. This is where we are today; we are focusing on **WHAT** we want to make possible, not on the **HOW**. (Slide 3) Once we identify the model that best serves our community, *in response to faculty feedback from today's Community Forum*, the next stage will involve implementation planning. We will identify which policies and procedures need to change and who the decision-making entities are who can accomplish those tasks. We will also develop processes to ensure pathways for contractual stability for term faculty, address how to make desired changes to workload



that reflect evolving faculty roles, and revise RPT guidelines to accommodate those changes.

C. **Thesis:** Our goal today is to share our thinking so far and introduce some of the options that we have been considering.

D. **Preview (Slide 4):** Though we have looked at dozens of possible models, we're going to focus today on three that represent minimal, moderate, and extensive changes to our current structures.

## 2. **Presentation of options**

1. **Option 1 (slide 5):** The first option makes minimal changes to our current policy and expands on existing best practices. During our conversations, we found that there are dramatically different practices across our colleges and schools, and that there are already many best practices in place in some units that could be expanded in others. (SLIDE 6) For example, CEHD already has a process for allowing tenured faculty to transition to a more teaching intensive role as a University Scholar so that tenured faculty who are excellent teachers, who want to teach more, can do so. Another example is that the College of Engineering and Computing has a process for giving course releases to instructional term faculty who are engaged in research. We also have existing Faculty Handbook policies that provide for reappointment and promotion processes that lead to longer-term contracts and that allow units to hire term faculty into tenure-track roles through searches and direct appointments, although the latter is defined as rare. Option one would focus on expanding the use of existing best practices that are already in place in our colleges & schools and more fully utilizing the allowances in the Faculty Handbook.

A. **Opportunities (Slide 7):** The benefit of this approach is efficiency. We could start implementing some of these changes without policy change processes that are cumbersome and time-consuming. We could identify places where incremental policy change could lead to greater flexibility, such as expanding the ways that we evaluate teaching effectiveness and the types of scholarship that we count toward tenure.

B. **Challenges:** The challenge of this option is that it does not address issues that are urgently felt by some of our faculty. There could still be significantly different implementation of faculty roles and workload assignments across and within local academic units. Finally, it does not extend contractual stability beyond five years for term faculty.

2. **Option 2 (Slide 8):** The second option is a moderate proposal that keeps the distinction between tenure-line and term faculty and broadens flexibility within and between each of those categories. In this model, tenure-line faculty would be required to engage in teaching, scholarship, and service. Term faculty would have more flexibility.

(Slide 9) Most tenure-line faculty would begin with the same type of workload that we do now, with 40% research or creative activity, 40% teaching, and 20% service. At designated points, if there is a unit need, record of excellence, and a personal desire to do so, tenure-

line faculty could shift their workload to be more teaching intensive, more research-intensive, or to take on administrative roles. (Slide 10) Faculty would be expected to meet standards of high quality in all areas of their work, but the quantity of work expected for annual reviews and promotion would vary depending on the workload percentage. For example, if your unit now normally expects faculty to publish 2 articles a year and teach a 2-2 load, someone whose contract is 60% teaching might teach a 3-3 load and publish one article a year. Someone who is 60% research might teach a 1-1 load and publish at least 3 articles a year.

(Slide 11) Similarly, term faculty would be hired into a primary role based on their primary work, but units and individuals could adjust the percentages of their workload assignments based on unit need, record of excellence, and a personal desire to do so. (Slide 12) For example, instructional faculty who are engaged in research could get a course release, research faculty could get an adjustment to teach a course, or faculty might take on an administrative role.

These adjustments are already happening in some units for workload and annual review processes. (Slide 13) Option 1 would also formalize these practices in evaluation for renewal, promotion, and tenure. The other important features of this model are that we would create pathways for some term faculty to be converted to tenure-line faculty without a full national search. We would continue to allow untenured tenure-track faculty to convert to term lines if they wish and if they are meeting standards of excellence for the type of term position they are seeking. Finally, in addition to the current one, three, and five-year term contracts, we would develop an option for term faculty to earn evergreen contracts with the highest level of promotion.

A. **Opportunities (Slide 14):** This innovative approach is an opportunity that formalizes options for greater flexibility within and between faculty roles. It adjusts our promotion and tenure guidelines to reflect the many ways that faculty are contributing to the university. Finally, it provides stability and flexibility for faculty and academic units.

B. **Challenges:** One of the challenges of this approach is that we could end up with term and tenure-line faculty in the same units who have nearly identical workloads, but in a two-tier system. This raises the question—why not tenure all?

3. **Option 3 (Slide 15):** The final option is the most extensive change in that it eliminates any distinction between term and tenure line faculty. (Slide 16) In this model, we are all simply faculty, and there are opportunities to earn tenure based on true excellence in any combination of workload distribution, whether it is focused on teaching, research, clinical work, administrative work or a blend. (Slide 17) Like Option 2, this model would *expect high quality* work in and across all categories that are part of a faculty member's workload assignment. What is different is that adjustments would be made to the *quantity* of work expected, based on contracted workload assignments. This option would effectively allow for any mix of teaching, research, administration, and service depending on unit need and personal strengths.

A. **Opportunities (Slide 18):** The opportunity afforded by this option is that it eliminates what is perceived and experienced by many to be a two-tier faculty system. This model also demonstrates our commitment to innovation and would reinvent faculty roles at Mason.

B. **Challenges:** One of the biggest challenges of this option is that it commits the university to a faculty structure that might not match future enrollment patterns and institutional needs. Institutional flexibility is significantly reduced in this scenario. As a result, we could see an increased reliance on adjunct faculty, or the need to create additional faculty appointments that are more temporary in nature. This has been the case at another institution that has attempted this approach, and they ended up recreating their old system over time.

### 3. **Conclusion & Next Steps**

A. As we conclude, we want to briefly share our next steps. (Slide 19) The recording of today's presentation will be made available on the Faculty Senate website, as will a Qualtrics survey to solicit feedback from you and other members of our campus community. We urge you to complete the survey. Equally important, please help us by encouraging your colleagues and your academic leadership to review the presentation and share their thoughts with us. This is a critical juncture for our Task Force and we want to hear from as representative a group of colleagues as possible. The survey will be live through Friday, March 11.

B. (Slide 20) The survey feedback will inform our next steps. We expect to refine the options moving forward; specifically, we expect to establish clarity on the what. Our next steps will be to turn our attention to developing a plan for the how. We will identify implementation steps, with respect to what needs to happen and what groups and/or committees might best provide leadership and guidance, whether existing or yet to be formed. We will also prepare a proposed timeline for these next steps. We will brief the Faculty Senate later this semester to share progress and encourage you to stay informed through attending that Senate meeting. (Close slides)

C. Implementing these changes will not be a quick or easy process. However, with deliberate and intentional planning, collaboration across key stakeholders, and a sustained commitment to see it through, we can make significant, meaningful changes. Our goal is to build an equitable faculty structure that will last well into the future AND that will recognize and reward faculty for their excellent contributions – in research, scholarship and creative work, in teaching and mentoring, in clinical work, and in leadership. Ultimately, we aim to create a context for a faculty experience in which all members of our community feel valued and supported, and that that will help us recruit and retain the best faculty possible.

D. Thank you very much. We look forward to your questions and our conversation this morning.

## APPENDIX E: SUMMARY OF SURVEY RESULTS FOLLOWING COMMUNITY FORUM ON FEBRUARY 18, 2022

# Task Force on Reimagining Faculty Roles and Rewards

*Summary of Survey Results following Community Forum on February 18, 2022*



Melissa Broeckelman-Post & Kim Eby, co-chairs

Committee members: Esperanza Roman Mendoza (CHSS), Courtney Adams Wooten (CHSS), Laura Poms (CHHS), Isaac Gang (CEC), Guadalupe Correa-Cabrera (Schar), Amitava Dutta (SBUS), Regina Biggs (CEHD), Mara Schoeny (Carter), Daniel Garrison (CEC), Lisa Billingham (CVPA), Ken Ball (CEC), Jaime Lester (CHSS), Rosemarie Higgins (CHHS), and Geri Grant (COS)

## Overview

The Task Force on Reimagining Faculty Roles and Rewards (TFRFRR) held a Community Forum on February 18, 2022 to share three options for rethinking faculty structures and to get feedback from the broad Mason community, particularly faculty members and academic leaders at all levels of the institution. Feedback was collected through a Qualtrics survey that was made available online through March 14.

## Participants

A total of 288 participants completed the survey following the TFRFRR Community Forum, and demographic information was shared by only some participants. Of the participants who responded to the question about faculty role, 102 (39.2%) were term faculty, 27 (10.4%) were tenure-track faculty, 109 (41.9%) were tenured faculty, 17 (6.5%) were administrative/professional faculty, and 5 (1.9%) were part-time faculty. With respect to gender, 84 (33.1%) were male, 121 (47.6%) were female, 46 (18.1%) preferred not to disclose, and 3 (1.2%) selected other and shared another gender identity. Participants could select as many ethnicities as they wished; 24 (8.3%) selected Asian, 7 (2.4%) Black or African American, 6 (2.1%) Hispanic or Latinx, 6 (2.1%) Middle Eastern or North African, 1 (0.3%) Native Hawaiian or Pacific Islander, 158 (54.9%) White or Caucasian, and 9 (3.1%) other. Participation by college is shown in the table below.

Contextualizing the response rates by term faculty overall and tenure-line overall.

<b>Table 1</b>		
<b><i>Faculty Participation by College or School</i></b>		
	<b><i>N</i></b>	<b><i>Valid %</i></b>
Antonin Scalia Law School	8	3.1
College of Science	33	12.9
College of Visual and Performing Arts	13	5.1
Carter School for Peace and Conflict Resolution	2	.8
College of Education and Human Development	32	12.5
College of Engineering and Computing	20	7.8
College of Health and Human Services	16	6.3
College of Humanities and Social Sciences	94	36.7
Schar School of Policy and Government	1	.4
School of Business	29	11.3
None of the above/I am not affiliated with a specific college or school	8	3.1
Total	<b>256</b>	<b>100.0</b>



## Summary Results

<b>Table 2</b> <i>To what extent do you WANT to see the options implemented?</i>						
	<i>M (SD)</i>	Do not prefer	Prefer slightly	Prefer a moderate amount	Prefer a lot	Prefer a great deal
Option 1: Minimal policy revisions, expand existing best practices	2.54 (1.55)	37.0%	21.0%	14.5%	6.1%	21.4%
Option 2: Keep tenure & term distinction, increased flexibility within and between roles	2.98 (1.43)	22.8%	15.2%	22.4%	20.2%	19.4%
Option 3: Eliminate distinction between tenure-line and term faculty	2.79 (1.74)	42.4%	6.5%	10.7%	10.7%	29.8%

<b>Table 3</b> <i>To what extent do you WANT to see the options implemented? Split by faculty role</i>					
	Term faculty <i>N</i> = 100	Tenure-line faculty <i>N</i> = 26	Tenured faculty <i>N</i> = 108	A/P faculty <i>N</i> = 17	PT faculty <i>N</i> = 5
Option 1: Minimal policy revisions, expand existing best practices*	1.88 (1.09)	2.46 (1.53)	3.22 (1.64)	2.59 (1.62)	1.20 (0.45)
Option 2: Keep tenure & term distinction, increased flexibility within and between roles	3.12 (1.37)	3.12 (1.48)	2.81 (1.48)	3.47 (1.33)	2.20 (1.43)
Option 3: Eliminate distinction between tenure-line and term faculty*	4.07 (1.21)	2.12 (1.51)	1.67 (1.36)	3.06 (1.68)	3.80 (1.79)
Note: mean is shown first, with standard deviation following in parentheses *Significant differences between groups at $p < .001$					

Independent-samples t-tests were conducted to identify whether there were differences in preferences by gender. Male faculty ( $M = 2.78$ ) had significantly stronger support for Option 1 than female faculty ( $M = 2.18$ ), and female faculty ( $M = 3.18$ ) had significantly stronger support for Option 3 than male faculty ( $M = 2.63$ ), but there were not statistically significant differences between female ( $M = 3.18$ ) and male ( $M = 3.05$ ) faculty for Option 2.

We also ran an analysis to see if there were significant differences by school or college, but because of the low number of participants in some colleges, we will only share broad observations to minimize the risk of any one individual being identified as one of a very small number of participants from a particular college or school. The Carter School and Schar are excluded from this description because they had two or fewer participants. Generally speaking, faculty from ASLS and SBUS indicated the strongest support for Option 1, with college means of 3.0 or higher. Faculty from COS, CVPA, CEHD, CEC, SBUS, and those with no affiliation indicated the strongest support for Option 2 ( $M \geq 3.0$ ). Faculty from the CEHD, CEC, and CHSS had the strongest support for Option 3 ( $M \geq 3.0$ ). CHSS had means below 3.0 for all three options, and a follow-up Chi-Square analysis indicated that faculty in CHSS varied dramatically in their preferences with a strong distribution across all answers.

**Table 4**  
***To what extent do you think each of the options presented is DOABLE?***

	<i>M (SD)</i>	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
Option 1: Minimal policy revisions, expand existing best practices	4.34 (0.98)	3.4%	2.7%	8.0%	28.4%	57.5%
Option 2: Keep tenure & term distinction, increased flexibility within and between roles	3.64 (1.25)	9.3%	10.8%	13.5%	39.0%	27.4%
Option 3: Eliminate distinction between tenure-line and term faculty	2.48 (1.46)	35.6%	23.8%	11.9%	14.2%	14.6%

<b>Table 5</b> <b><i>To what extent do you think each of the options presented is DOABLE? Split by faculty role</i></b>					
	Term faculty N = 100	Tenure-line faculty N = 26	Tenured faculty N = 106	A/P faculty N = 16	Part-time faculty N = 5
Option 1: Minimal policy revisions, expand existing best practices	4.11 (1.12)	4.42 (0.95)	4.51 (0.84)	4.44 (0.96)	4.00 (1.00)
Option 2: Keep tenure & term distinction, increased flexibility within and between roles*	4.00 (1.04)	3.65 (1.20)	3.28 (1.35)	4.00 (1.21)	3.60 (0.89)
Option 3: Eliminate distinction between tenure-line and term faculty*	3.24 (1.40)	2.23 (1.21)	1.75 (1.19)	2.56 (1.21)	4.00 (1.41)
Note: mean is shown first, with standard deviation following in parentheses *Significant differences between groups at $p < .001$					

Just as with the question about preferences, we cannot share data divided by college because of the low number of participants associated with some colleges. However, just as can be seen in the tables above, college by college analyses generally indicated that Option 1 was perceived as the most doable and Option 3 as least doable.

## Option 1

### Benefits and Opportunities

- This option is more practical, making it easier and more efficient to implement these changes. These seem like worthwhile practices that are worth expanding. Offers solutions that are straightforward with minimal change to the status quo. (~60)
- Incremental changes are important because there are sure to be unanticipated consequences of any drastic changes. This option provides continuity, allows for continuous improvement, and is least disruptive. (~22)
- Top R1 universities that are boldly innovative and highly successful are not going in this direction. This option is a reasonable adaptation of traditional practices within an R1 setting that can be more standardized and address term faculty needs that are not currently widely applied across campus. (~22)
- Course releases for term faculty who are engaged in research/ encouraging opportunities for term faculty to engage in research. (~12)
- Using existing arrangements and practices gives colleges and Mason the flexibility that we need. (~10)
- This option opens a path for tenured associate to full based on genuine excellence in teaching or leadership. (~5)
- Not all term (teaching-focused) faculty want to engage in research; this option does not pressure instructional term faculty to engage in research. (~5)

### Dislikes and/or Challenges

- This option does not adequately address the need for long-term contracts and job security (e.g., contracts that are greater than 5 years or rolling/Evergreen) for term faculty. (~45)
- There are not many benefits to this option as it is basically the status quo and will not offend tenured faculty. Change is difficult and this option seems to be the easy way out. (~40)
- This does not bring more equity to the differences between term and tenure-line faculty and maintains two distinct classes of faculty. (~34)
- There is not much to like about this option. (~26)
- This is not a true “re-imagining.” If this was all that could happen, it would be only a minor success and disappointing. (~22)
- Does not get at the root problem of workloads and inequity. (~18)
- Our system is not perfect by any means but has worked well in many regards and has brought Mason to where it is today. Why try to fix something that is not broken? (~17)
- This option leaves us with uneven implementation and significant differences / opportunities across academic units. Thus, this option leaves the responsibility of pursuing changes to individual faculty and/or depends on LAU leadership to be fair and flexible. (~17)
- Lack of flexibility. (~8)
- Term to tenure-line pathway is effectively non-existent today and this does not change this reality. (~5)

## **Option 2**

### **Benefits and Opportunities**

- This option offers flexibility (and stability/differentiated paths for term and tenure)
- Creates an opportunity/flexibility for faculty to change roles
- Faculty like the idea/concept of evergreen/extended contracts
- “Best model” is simply stated (perhaps we find a better way to say it)
- Best option (simply stated)
- This offers an option for standardization across all units/schools/departments
- Better recognition of the various roles/duties/workloads of term faculty.
- The most practical potential for equalizing workloads over time

### **Dislikes and/or Challenges**

- Flexibility in this option could be challenging, problematic, and/or not necessary.
- This model is still two-tiered system; maintains a two-tiered system that unfairly divides up workloads.
- This plan would be difficult to implement. What do these percentages mean/how would we define them related to faculty load? If this isn’t clear, it will be difficult to make workloads equitable across units.
- RPT implications for tenure track and tenured professors—may negatively impact R1 status if research is not part of the ‘standard’ portfolio for tenure and promotion.
- Considerations for RPT going up for tenure with varied elements and training committees to understand the balance of such elements.

## **Option 3**

### **Benefits and Opportunities**

- Eliminates two-tiered faculty system (maybe) and allows for greater equity/equality/fairness
- Recognizes the importance of teaching and quality education, lets units focus more on academic outcomes
- More job security that can allow all faculty to thrive (especially compared to current term faculty who are on one-year contracts)
- Flexibility for faculty workloads provides a different level of individual and institutional flexibility
- Increases academic freedom
- Mechanisms and university resources would need to be provided to support the faculty in their decision to move, but some of this is already happening in some colleges.

### **Dislikes and/or Challenges**

- Potential to devalue or destroy tenure/ Trojan horse that will weaken tenure
- Will harm R1 status and damage the university’s reputation/undermines university’s research mission/devalues research/does not recognize how hard it is to build a research program
- Might not actually eliminate the two-tiered system if research continues to be valued more or if we consider adjuncts as the current third tier; hierarchies will inevitably be created, and this might exacerbate equity problems
- Could lead to a much higher reliance on adjunct faculty and fewer full-time faculty
- Many tenured faculty might leave Mason, and it will become harder to recruit faculty (especially top researchers)



- Could eliminate the opportunity for full-time employment for many of our current term faculty, especially those without terminal degrees
- Implementation will be difficult, especially in terms of evaluating all types of faculty work and the cost of the model

**What additional suggestions do you have? What did we miss?**

- Whatever the university decides to do, it must account for the fact that different academic units define differently the terms and conditions of term and tenure-line faculty. Let units opt into an approved menu of additional considerations that may be appropriate for their specific academic area. This will allow units to tailor the response to their actual problems. This should not be a one-size fits all solution.
- We should simply improve the conditions of term faculty and pay them more without negatively impacting our tenure-line faculty. Everyone should be paid appropriately, have fair workloads, and some job security, but that doesn't require moving everyone to a tenure-track system. Eliminating pay disparities and considering evergreen contracts for term faculty would do a lot.
- It seems that the notion of evergreen contracts for term faculty could reduce the potential issue of enrollment changes if term faculty were not required to seek them. In other words, it provides a vehicle to recognize teaching excellence and reward it just as excellence in scholarship is rewarded.
- Is there an in-between option that expands tenured positions including more "teaching tenure" tracks but without totally getting rid of term lines.
- We need to be nimble enough to meet the needs of the university in terms of teaching, research, and scholarship. However, we also need to be clear in expectations and roles so that individuals can make choices appropriate to their situation. Blurring the lines of roles and expectations (e.g., eliminating distinctions between tenure-line and term faculty) will result in confusion and, in the worst-case scenario, an "out" for individuals who might not meet expectations.
- Graduate student supervision is not properly addressed in the current three models. Another concern is that teaching quality is not currently captured by any system (e.g., teaching evaluations), so how will teaching-intensive staff be evaluated and potentially given tenure?
- Do not undermine tenure! This did not focus enough on the challenges, workload, and commitment required for tenured faculty.
- Where are adjunct faculty in this? We need to do more to consider them and think about what that role should be. (e.g., only teach on a course-by-course basis instead of doing curriculum development and essentially teaching as full-time faculty)
- Beware unintentional consequences and test each of these models against several possible scenarios.
- How does Mason Korea fit in to the equation if we delete term faculty?
- The institution should allow for more opportunity (time) for term faculty to prepare themselves to be better qualified for a tenure-track role.
- How do faculty joint appointments fit into all of this?
- Research should stay the priority of the institution.

## APPENDIX F: PRESENTATION TO THE FACULTY SENATE ON APRIL 27, 2022



### Task Force on Reimagining Faculty Roles and Rewards

Presentation to the Faculty Senate  
April 27, 2022

- Melissa Broeckelman-Post, co-chair
- Kim Eby, co-chair
- Esperanza Roman Mendoza (CHSS)
- Courtney Adams Wooten (CHSS)
- Laura Poms (CHHS)
- Isaac Gang (CEC)
- Guadalupe Correa-Cabrera (Schar)
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- Daniel Garrison (CEC)
- Lisa Billingham (CVPA)
- Ken Ball (CEC)
- Jaime Lester (CHSS)
- Rosemarie Higgins (CHHS)
- Geri Grant (COS)



### Analysis of needs, potential models, and best practices

- Policies, procedures, and processes related to faculty roles/workloads/positions and contractual stability
- RPT changes that address a broader range of faculty contributions

### Identify potential models

- Articulate opportunities for each
- Articulate challenges and potential models for each

**What was  
our  
charge?**

## Task Force Actions to Date



### Option 1

Minimal policy revisions, expand existing best practices.



### Option 2

Keep tenure & term distinction, increased flexibility within and between roles.



### Option 3

Eliminate distinction between tenure-line and term faculty.

## OPTIONS PROPOSED FOR FEEDBACK

## Key Takeaways

1. Incremental change is important for avoiding unintended consequences
2. Concern about protecting R1 status
3. Ready to implement evergreen (continuous) contracts for non-tenure-track faculty as a first step
4. Desire for more flexibility and equity in workload for faculty
5. Need for salary equity between tenure-line and non-tenure-line faculty
6. Flexibility and equity across the institution need to be balanced carefully
7. Need to align workload, annual reviews, and promotion guidelines
8. Need for broader, more inclusive RPT guidelines for scholarship and creative activity
9. Need clear guidelines for excellence in teaching at LAU level



## Vision Moving Forward

1. We are one Mason faculty
2. Equitable and flexible career paths for all faculty is a priority
3. Teaching/mentoring and research/scholarship/creative activity are central to our mission, and we must reward service and leadership central to shared governance
4. Accountability, transparency, sustainability, and inclusive excellence must guide our work
5. Nurturing faculty throughout their professional career by providing sustained mentorship, leadership development, and resources for career exploration





### Analysis of needs, potential models, and best practices



- Policies, procedures, and processes related to faculty roles/workloads/positions and contractual stability
- RPT changes that address a broader range of faculty contributions

### Identify potential models



- Articulate opportunities for each
- Articulate challenges and potential models for each

### Implementation planning

- Policies, procedures, and decision-making entities
- Processes for faculty role/workload/position changes and contractual stability
- RPT changes

## Next Steps

### Motion:

**Authorize the continuation of the TFRFRR in order to develop an implementation plan and to report back to the Faculty Senate in the fall semester.**







## APPENDIX G: GOALS AND PROPOSED TIMELINE

Year	<i>Goal 1: Create transparent workload guidelines that are equitable and inclusive of all faculty appointment types</i>	<i>Goal 2: Redesign RPT guidelines that represent more inclusive frameworks for all faculty work</i>	<i>Goal 3: Develop a strategy for implementing continuous contracts for full-time instructional and clinical faculty</i>	<i>Goal 4: Align annual review criteria with RPT criteria and account for proportionate teaching/mentoring; research/creative work; service; and administrative duties</i>	<i>Goal 5: Create a robust culture of faculty cohesiveness through career development for all</i>
AY 22-23	<b>Recommendations:</b> <ul style="list-style-type: none"> <li>• Collect existing LAU workload guidelines and identify exemplars vis-a-vis a set of questions</li> <li>• Socialize need to address / revise workload assignments and guidelines, particularly among LAU leadership</li> <li>• Identify and disseminate guidance for what should be examined within workload assignments and policies. Examples of areas that might need guidance: <ul style="list-style-type: none"> <li>○ Research and integrate how equity &amp; inclusion are reflected</li> <li>○ Research and consider how innovation and entrepreneurship are reflected</li> <li>○ Define service expectations, defined by faculty rank</li> <li>○ Account for leadership/ administrative roles as a part of workload expectations</li> <li>○ Define and differentiate leadership/ administrative-type duties from service</li> <li>○ Define and account for professional development</li> <li>○ Explore integration of flexible workloads</li> </ul> </li> <li>• Identify workload policy gaps or omissions</li> </ul>	<b>Recommendations:</b> <ul style="list-style-type: none"> <li>• All LAUs need to articulate and publish on a publicly available college or school website their current guidelines for both term and tenure-line faculty in each category <ul style="list-style-type: none"> <li>○ Promotion guidelines (processes and criteria) for instructional, clinical, and research term faculty should be clear</li> <li>○ Criteria for Genuine Excellence and High Competence in Teaching that aligns with Provost Office guidance should be clear</li> </ul> </li> </ul>	<b>Recommendations:</b> <ul style="list-style-type: none"> <li>• Draft and approve Faculty Handbook language for implementing continuous contracts for instructional and clinical term faculty at the highest rank</li> </ul>	<b>Recommendations:</b> <ul style="list-style-type: none"> <li>• Evaluate and draft updated language regarding annual review in the Faculty Handbook, including the purpose, baseline expectations for an annual review, and proactive uses of the annual review process</li> <li>• Institutional guidelines (Faculty Senate + Provost Office) and/or exemplars that are shared to university community as best practices <ul style="list-style-type: none"> <li>○ Annual reviews must include a metric for performance evaluations (whether quantitative or rubric-based)</li> <li>○ Suggest /require that annual reviews include qualitative, formative feedback</li> <li>○ Suggest that annual reviews include an agreed upon plan of work for the faculty</li> </ul> </li> </ul>	<b>Recommendations:</b> <ul style="list-style-type: none"> <li>• Assess current offerings, identify areas where growth is needed, and research programs and offerings at peer institutions (use COACHE data to inform efforts) <ul style="list-style-type: none"> <li>○ Early, mid-career, and mature faculty programming</li> <li>○ Financial resources for professional and leadership development</li> </ul> </li> <li>• Explore support and professional development for LAU heads/chairs</li> <li>• Design orientation program for incoming LAU heads/chairs</li> <li>• Encourage LAU's to actively put forth faculty eligible for promotion (when agreeable)</li> </ul>

AY 23-24	<b>Recommendations:</b> <ul style="list-style-type: none"> <li>• Update college, school, &amp; LAU workload guidelines to reflect best practices &amp; guidance</li> <li>• Research strategies for workload accounting strategies</li> </ul>	<b>Recommendations:</b> <ul style="list-style-type: none"> <li>• Institutional guidelines (Faculty Senate + Provost Office) and/or exemplars that are shared to university community as best practices <ul style="list-style-type: none"> <li>○ Include full scope of faculty contributions</li> <li>○ Provide / assess guidelines for the review process for Excellence and High Competence in Teaching (this may require work in 22-23?)</li> <li>○ Examine research frameworks that include DEI, SoTL, Community-engaged research, public scholarship, innovation &amp; entrepreneurship, and professional development</li> </ul> </li> <li>• Offer guidance regarding aligning workload with promotion guidelines</li> <li>• Assess whether our current RPT structure meets our institutional needs and make recommendations for any needed changes (e.g., do we need a university-level committee?)</li> </ul>	<b>Recommendations:</b> <ul style="list-style-type: none"> <li>• Implement continuous contracts for instructional and clinical term faculty at the highest rank</li> </ul>	<b>Recommendations:</b> <ul style="list-style-type: none"> <li>• All LAUs need to articulate and publish their current process and guidelines for annual review</li> <li>• Implement updated annual review timeline (calendar year instead of academic year to allow the work to be done while faculty are on contract and in time for any merit raises that might be approved)</li> </ul>	<b>Recommendations:</b> <ul style="list-style-type: none"> <li>• Articulate differentiated expectations for faculty at different ranks and career stages and accompanying supports and resources needed at those different career stages, along with responsibilities and pathways to consider at each stage</li> <li>• Design and begin implementing professional development program(s) for LAU heads/chairs</li> <li>• Design and begin implementing professional development program(s) across faculty ranks including mentoring</li> <li>• Develop programs for financial resources for external faculty career development programs (i.e., NCFDD, HERS Leadership Institute)</li> </ul>
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AY 24-25	<b>Recommendations:</b> <ul style="list-style-type: none"> <li>• Finish revising college/LAU workload guidelines</li> <li>• Publish / ensure access to workload guidelines for faculty</li> <li>• Develop plans / processes with elements from structured guidelines for workload dashboards</li> </ul>	<b>Recommendations:</b> <ul style="list-style-type: none"> <li>• All LAUS to update RPT guidelines to <ul style="list-style-type: none"> <li>○ Reflect the full scope of faculty contributions as articulated in updated annual review and workload guidelines (including DEI work, community engagement, service and/or leadership in faculty governance, and administrative leadership)</li> <li>○ Explore and implement pathways for promotion to full professor that are focused on teaching excellence and contributions via leadership/administrative roles</li> </ul> </li> <li>• Provide support to LAU heads/chairs</li> </ul>	<b>Recommendations:</b> <ul style="list-style-type: none"> <li>• Refine implementation</li> <li>• Publicize the changes at the implement stage to identify success with faculty retention related to the changes made in the Faculty Handbook (these changes are usually reviewed in a three-year cycle.)</li> </ul>	<b>Recommendations:</b> <ul style="list-style-type: none"> <li>• Update processes and guidelines to align annual reviews with RPT criteria and workload guidelines</li> <li>• Provide support to LAU heads/chairs and relevant committees on providing constructive and developmental feedback (and difficult)</li> </ul>	<b>Recommendations:</b> <ul style="list-style-type: none"> <li>• Assess and expand programming for LAU heads/chairs</li> <li>• Assess and expand professional development programs and investments for faculty across ranks</li> </ul>
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AY 25-26	<b>Recommendations:</b> <ul style="list-style-type: none"> <li>• Pilot workload dashboard</li> </ul>	<b>Recommendations:</b> <ul style="list-style-type: none"> <li>• Implement new RPT guidelines</li> </ul>	<b>Recommendations:</b> <ul style="list-style-type: none"> <li>• Assess practices for continuous contracts and make recommendations as needed</li> <li>• Implement continuous contracts for instructional and clinical term faculty (update Faculty Handbook)</li> <li>• Investigate options for tenure for instructional term faculty</li> </ul>	<b>Recommendations:</b> <ul style="list-style-type: none"> <li>• Implement new annual review process</li> </ul>	<b>Recommendations:</b> <ul style="list-style-type: none"> <li>• Implement professional development modifications based upon evaluation findings</li> </ul>
AY 26-27	<b>Recommendations:</b> <ul style="list-style-type: none"> <li>• Fully implement workload dashboards that share how workload assignments within LAUs are made</li> </ul>	<b>Recommendations:</b> <ul style="list-style-type: none"> <li>• Refine RPT processes to ensure they are meeting faculty, LAU, and institutional goals and needs</li> </ul>	<b>Recommendations:</b> <ul style="list-style-type: none"> <li>• Refine implementation</li> </ul>	<b>Recommendations:</b> <ul style="list-style-type: none"> <li>• Refine and review annual review processes to ensure they are meeting faculty, LAU, and institutional goals and needs</li> </ul>	
AY 27-28	<b>Recommendations:</b> <ul style="list-style-type: none"> <li>• Refine implementation and revisit workload guidelines and dashboards to ensure serving goals around workload flexibility for faculty and serving LAU needs</li> </ul>				

# **Faculty Annual Evaluation Work Group**

## **Final Report**



**December 15, 2022**



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## Faculty Annual Evaluation Work Group Members

### Work Group Members:

- Kim Eby, Vice Provost for Faculty Affairs and Development, Office of the Provost (Co-Chair)
- Lisa Billingham, Director of Choral Activities, CVPA (Co-Chair) and Faculty Senate
- Guadalupe Correa-Cabrera, Professor, Schar School
- Martin Ford, Senior Associate Dean, CEHD Administration
- Geraldine Grant, Associate Professor and Chair, Department of Biology
- Jaime Lester, Associate Dean of Faculty Affairs and Strategic Initiatives, CHSS
- Elise Miller-Hooks, Professor and Bill & Eleanor Hazel Chair in Infrastructure Engineering, CEC
- Rachelle Holmes Perkins, Associate Professor of Law, Scalia
- Melissa Perry, Dean, College of Public Health
- Kevin Rockmann, Professor of Management and Program Director, SBUS
- Solon Simmons, Associate Professor, Carter School

### Project Management Support:

- Kaithlyn Kayer, Director, Project Management and Operations
- Noel Dickover, Transformation Manager

### Ex-Officio and Executive Sponsors:

- Mark Ginsberg, Provost and Executive Vice President
- Melissa Broeckelman-Post, Professor and the Basic Course Director, CHSS and Chair of the Faculty Senate

## Introduction

The Faculty Annual Evaluation (FAE) Work Group was formally charged on October 7, 2022, to review both current Mason and national best practices for FAE guidelines and to propose guidance for practices and policies, an implementation process, and associated language changes for the *Faculty Handbook* ([Appendix 1: Work Group Charge](#)). This charge and need emerge from concerns surrounding varying practices within the Mason Local Academic Units (LAUs) for FAEs; a desire for consistent, transparent, fair and equitable process across all LAUs; and a return to a performance-based culture tying evaluations to merit salary increases. It is the aim of the Work Group to provide high-level guidance that creates greater consistency, transparency, and equity across Mason, while maintaining flexibility on the details and criteria at the local level.

The FAE Work Group engaged in the following activities to meet our charge:

- Examined current FAE practices and procedures in place at Mason.
- Gathered and reviewed examples of promising practices from peer institutions and conducted interviews with subject matter experts.
- Held meetings (10/7, 10/27, 11/3, 11/10, 11/17, 12/1, 12/8, 12/14) to review and discuss collected data and provide recommendations.

The intent of the FAE Work Group was to produce recommendations and guidance that, as LAUs evaluate their current practices, will result in positive improvements to Mason's FAE practices. The Work Group acknowledges the diversity of approaches across Mason, and that culture and context matter in tailoring an effective FAE process that meets the needs of a particular LAU. The Work Group strived to provide structure and guidance where it is needed, while continuing to allow flexibility for LAUs that have robust evaluation practices, ensuring greater consistency, transparency, equity, and accountability.

## Work Group Process

**Current State Analysis:** The Work Group solicited documentation from across Mason, setting a baseline goal of collecting at least one example from each college. The Work Group reviewed documentation provided by a total of four departments within the CHSS, one department within the COS, and one department within CEC, as well as college-level guidance from nine colleges. The Work Group created a document summarizing the unit's process, identifying specific approaches to transparency and formative evaluation practices, and highlighting key points of interest to our work ([Appendix 2: Example Summaries from George Mason](#)). During our sessions, Work Group members shared practices from their LAUs, highlighting successes, challenges, and changes adopted by their units.

Additionally, the Work Group reviewed the Faculty Handbook section 2.6.1 "Annual Review of Faculty." The Faculty Handbook states that "the bylaws or standing rules of each local academic unit (LAU) will include:

- The method by which faculty will be evaluated (e.g., by a faculty work group recommendation to the local unit administrator, or directly by the local unit administrator);
- The requirements for the evaluation materials submitted by faculty; and

- A statement of standards for overall “satisfactory” and “unsatisfactory” annual performance. Satisfactory performance means performance that meets the standards of the unit. Unsatisfactory performance means performance that fails to meet the standards of the unit.

The Faculty Handbook further states that the criteria used for the Faculty Annual Review are the same as the Criteria for Evaluation of Tenured, Tenure-Track, and Term Faculty (see Section 2.4).

The Work Group found considerable variability in LAU practices, ranging from undetermined (undocumented, inconsistent or unidentifiable) to extremely robust and transparent. Key takeaways include:

- Several LAUs use a quantitative approach to summative ratings, including detailed scales and criteria for rationale. Other LAUs use a qualitative process involving a summary of accomplishments.
- Many LAUs have adopted evaluation categories beyond the baseline “satisfactory” and “unsatisfactory” required by the Faculty Handbook.
- Several LAUs employ faculty self-assessments or reflections in their processes, although the criteria and guidance vary.
- Few LAUs address formative evaluation practices in their documentation.
- Stated dependence on student evaluations for teaching assessment varies across LAUs.

**Outside Examples:** Based on an examination of recent research articles on FAEs, several topics emerged (the importance of providing faculty feedback and recent findings about concerns with student evaluations are good examples of this). The Work Group searched for similar institutions that addressed those topics, giving preference to identifying practices at R1 research institutions. Additionally, the Work Group sought out expert advice from institutions in Virginia undergoing similar efforts. Work Group members engaged with peers, reviewed publicly available documentation, and held interviews with colleagues to compile sufficient data to evaluate and consider options for Mason to adopt. The mix of schools included explicit merit-based approaches for faculty evaluations, various options for providing scaffolded support for faculty and evaluators, and innovative formative feedback processes (most of which were disconnected with an annual merit review process). A total of seven institutions were considered, including:

- Cornell University
- James Madison University
- Loyola University of Chicago
- Texas A&M University
- University of Kentucky
- University of North Carolina
- Virginia Tech

The Work Group engaged in a similar review methodology, summarizing the institution's process, considering specific approaches to transparency and formative evaluation practices, and highlighting key points of interest for consideration. The Work Group also identified if the university employs a performance-based process, if available ([Appendix 3: Outside Example Summaries](#)). During our sessions,

Work Group members reviewed the summaries and compared external practices with Mason's current state.

**Analysis and Deliberation to Meet the Charge:** Through analysis of the practices identified at Mason and outside exemplars, a list of potential items for inclusion in the final report was developed for Work Group deliberation. Potential items for consideration were grouped into three categories:

- **Required Practices:** These practices were determined as necessary to be in place for meeting the Work Group charge. Furthermore, the Work Group decided that these items likely would aid those LAUs needing to strengthen their current processes.
- **Recommended Practices:** These practices should be strongly considered by Mason leadership and LAUs for broad implementation in order to enhance outcomes. In some cases, they likely would not be applicable for all Mason LAUs, but, depending on the context of the LAU, they should be reviewed when making changes or updates to existing FAE processes.
- **Practices for Further Exploration:** These practices may have potential applicability for Mason, but more exploration, discussion, and clarification are needed prior to being considered for implementation across Mason.

A consent-based voting process was used to gain agreement on item grouping. During the deliberations, the Work Group took potential implementation considerations into account, including the likelihood of widespread adoption for required practices. In some cases, items were moved to recommended practices or practices for further exploration in order to gain a group consent-based agreement.

### Required Practices

The Work Group determined that the required practices below would lead to improved outcomes to Mason's FAE process in a way that can be considered transparent, and merit based. The majority of these enable the summative evaluation process to be applied in a way that informs merit-based raises. Other requirements concern the formative feedback process or provide approaches to improve some aspects of the FAE process.

- All faculty must be evaluated annually. The details of this process are determined by the LAU, including the depth of the evaluation and criteria applied, but all faculty members shall receive an annual evaluation each year.

*Rationale:* Necessary for merit-based pay decisions, and a requirement for the FAE to be considered "performance-based."

- There should be no fewer than three categories of evaluation and the rating of "unsatisfactory" must be included. The LAU evaluation process must be able to recognize performance at all levels, as such evaluations will be tied to merit-based pay decisions.

*Rationale:* Necessary for merit-based pay decisions, and a requirement for the FAE to be considered "performance-based."

*Process Note:* We did not have 100% consent for this item as one work group member preferred to keep the current Faculty Handbook language.

- Each LAU must establish written procedures and criteria for the FAE decision making process that are developed with faculty input and approved by the LAU faculty.

*Rationale:* Addresses the concern for Mason to have a transparent, fair and equitable process, a requirement of the Work Group charge.

This aligns with the Faculty Handbook language in section 1.3.3, Colleges and Schools that states *“The faculties of colleges/schools, together with their Deans, determine the processes and procedures of governance they will employ, consistent with the provisions of the Faculty Handbook. All colleges/schools, and if so sub-divided, each of their academic subdivisions, must act in accordance with the best traditions of the academic profession and within the following guidelines, which prescribe that they...*

*c. adopt bylaws or standing rules that are published and made available to all members and that undergo periodic review and that include procedures and define eligibility for faculty participation in the activities specified in this Handbook;”*

- Faculty should be evaluated on the work they are asked to do. Specification of workload rubrics, percentages and/or assignments used for evaluation, which are aligned with college or school workload guidelines, should be included in written procedures.

*Rationale:* Addresses the concern for Mason to have a transparent, fair and equitable process, a requirement of the Work Group charge. Also aligns with the goals of the Task Force for Reimagining Faculty Roles and Rewards Report.

This aligns with the Faculty Handbook language in section 2.6.1, Annual Review of the Faculty that states, *“Faculty are evaluated on the quality of their performance over the entire scope of their contributions during the year and in the context of their goals, assignments, and other responsibilities. Performance expectations should recognize differences in faculty assignments within the same LAU.”*

- All FAEs must include a faculty self-assessment and a written response provided by the evaluator(s) as specified in the LAU bylaws and/or standing rules.

*Rationale:* Addresses the concern for Mason to have a transparent, fair and equitable process and reduces confusion around the FAE process.

This aligns with the Faculty Handbook language in section 2.6.1, Annual Review of the Faculty that states *“The results of and rationale for the evaluation must be given to the faculty member in writing, and the faculty member must be afforded the opportunity to discuss the results of the evaluation with the local unit administrator before it is sent to the Dean.”*

- Written LAU guidance must clarify what constitutes performance at various levels.

*Rationale:* Addresses the concern for Mason to have a transparent, fair and equitable process, a requirement of the Work Group charge.



- The Faculty Handbook should clarify the role and purpose of the FAE in the LAU Renewal, Promotion and Tenure (RPT) process, including an explicit disclaimer that a favorable rating on the FAE does not indicate success in the RPT process. See Work Group language for proposed additions to section 2.6.1 of the Faculty Handbook in Appendix 4.

*Rationale:* Addresses the concern for Mason to have a transparent, fair, and equitable process; also addresses identified communication gaps and misunderstandings about how the FAE relates to the RPT process.

- Each LAU should provide detailed guidance on the roles of the participants and evaluators with respect to the evaluation process and context.

*Rationale:* Addresses the concern for Mason to have a transparent, fair, and equitable process and reduces confusion around the FAE process.

- Administrative work and leadership roles must be accounted for in the annual evaluation.

*Rationale:* Faculty need to be evaluated on the job(s) they are tasked to perform. Administrative roles (e.g., Local Unit Administrator/ Department Head, Program Coordinator, Graduate Director, Associate Chair, etc.) can take significant time and should be evaluated along with research, teaching and service.

This aligns with the Faculty Handbook language in section 2.4.4, Administrative Responsibilities: *“Many faculty assume administrative responsibilities as part of their terms of employment. Evaluation of faculty performance of these responsibilities must be included in the annual review and any consideration of change of faculty status. The criteria for successful performance must be given to the faculty member in writing.”*

- Student evaluations of teaching should not be used as the sole basis for FAE; rather, student evaluations are part of a comprehensive set of evidence to determine teaching effectiveness.

*Rationale:* Research on bias in course evaluations shows challenges with the use of student evaluations above a satisfactory level. Fully online evaluations have especially low response rates that call into question the validity of the data.

This aligns with the Faculty Handbook section 2.4.1 Teaching, *“Effective teaching is demonstrated through a combination of course and curricular materials, learning outcomes, assignments, and assessments designed to promote student learning; through review of those materials, outcomes, assignments, and assessments by knowledgeable peers and colleagues; through student evaluations of their learning experiences; and through engaging in professional/teaching development activities.”*

## Recommended Practices

The recommended practices below should be strongly considered by Mason leadership and LAUs for broad implementation in order to enhance outcomes. In some cases, they likely would not be applicable for all Mason LAUs, but, depending on the context of the LAU, they should be reviewed when making changes or updates to existing FAE processes.

- The Office of the Provost, along with College/School and LAU leadership, should provide additional guidance for evaluators and mentors, including training opportunities and resources.

*Rationale:* Addresses the concern for transparency and reduces tension around the FAE process. It may also improve outcomes through support and training for faculty and evaluators.

- The Office of the Provost should provide examples to LAUs for developing their FAE processes.

*Rationale:* Allows for potential best practices to be highlighted and adopted, particularly by LAUs who need more concrete support, and may improve consistency in FAEs across Mason.

- LAUs should consider using the annual feedback process for career development and performance management.

*Rationale:* Addresses charge for inclusion of formative feedback that will support faculty in their professional development. This also potentially addresses the request for the formulation of an annual faculty plan of work, including goals and specific measurable objectives.

- LAUs should consider how they are providing mentoring and support for all faculty. Specialized mentoring and feedback processes for pre-tenure faculty, tenured associate professors on track to full professor, and instructional and clinical faculty on track for both levels of promotion are key areas. Mentoring support is recommended to be implemented broadly.

*Rationale:* Addresses a specific need at Mason, particularly for associate professors and instructional and clinical faculty. It could also address the charge for inclusion of formative feedback that will support all faculty in their professional development.

## Practices for Further Exploration

The practices below may have potential applicability for Mason, but more exploration, discussion, and clarification are needed prior to being considered for implementation across Mason.

- Inclusion of a peer review process in FAEs. The Work Group is aware that this is being applied in some of the larger LAUs, but there was some disagreement on whether it should be applied more broadly.

*Rationale:* Peer review better aligns with the RPT process and can be effectively implemented with appropriate training and support.

This aligns with the language in the Faculty Handbook in section 2.5.1 Teaching, “*Local academic units must regularly evaluate the teaching effectiveness of their faculty. In doing so, they are expected to incorporate data from both peers and students... Peer evaluation is expected to include, at a minimum, data on the development and implementation of new courses and programs, the appropriateness of course materials currently used, the level and quality of student advising, and learning outcomes. Additional forms of peer evaluation are expected. These may include, but are not limited*

*to, peer observation of classroom teaching, evaluations by mentors, assessments of teaching performance by colleagues, and teaching portfolios.”*

- Inclusion of departmental citizenship as a criteria or dimension of FAE. The Work Group debated whether this might be considered as part of the service category, or its own stand-alone area.

*Rationale:* Departmental citizenship as a dimension could provide a method for LAUs to reward faculty members who go above and beyond. Moreover, it may help LAUs in addressing behavior that does not comport with our values as a university and complies with the Virginia Department of Human Resource Management’s Policy 2.35 “Civility in the Workplace.”

- Inclusion of options for addressing pay equity, beyond the FAE process, in written LAU guidance. The Work Group disagreed on how best to implement this item and whether pay equity was within the charge, but all agreed that addressing this issue is important.

*Rationale:* Increases options for addressing pay equity within the School/College/LAU, in addition to rewarding high performers.

## Annual Plan of Work

The FAE Work Group acknowledges the charge’s call for “the formulation of an annual faculty plan of work, including goals and specific measurable objectives.” However, ongoing discussion within the Faculty Senate and responses to the Task Force on Reimagining Faculty Roles and Rewards report that was delivered during our period of activity suggests that this idea requires additional research and conversation beyond the scope and timeframe allocated for this Work Group.

## Schedule for Dissemination of Guidance

The schedule for dissemination of guidance should consider that the required and recommended practices in this report may require significant time to be fully implemented within some LAUs. The Work Group recommends the following:

- LAUs should review the required and recommended practices outlined in this report.
- LAUs should write a brief summary about how their practices will align with the required practices and include a plan to address any current gaps.
- LAUs should review recommended practices and adopt, if applicable.
- Local unit administrators should submit their summary to the Dean for review.
- Deans should review the summary(ies), assure that it/they comply with the required practices, and forward all materials to the Office of the Provost by the end of the spring 2023 semester.

In order to have better alignment between the FAE process and potential merit-based raises, the Work Group recommends that the FAE cycle be completed by the LAUs in the spring semester. Given that faculty and LAUs just completed a FAE cycle in fall 2002, the Work Group proposes that the next FAE cycle take place in the Spring of 2024, evaluating the period from the most recent FAE cycle through fall

of 2023. Moving forward, the FAE cycle would be based upon the contributions of the preceding calendar year to include summer, if applicable.

All LAUs are expected to review their applicable bylaws or standing rules on a regular basis to promote continuous improvement. LAUs are also expected to provide faculty with their bylaws or standing rules for faculty annual evaluation to ensure transparency. If the LAU does not have bylaws or standing rules, they should defer to their school/college bylaws or standing rules.

### Proposed Faculty Handbook Revisions

The Work Group's proposed Faculty Handbook changes ([Appendix 4: Proposed Faculty Handbook Revisions](#)) all concern section 2.6.1: Annual Review of Faculty. The changes that impact Faculty Handbook language include:

- Change in the timing of the FAE cycle to be completed in the spring semester.
- Inclusion of a required self-assessment for faculty as part of the FAE.
- Inclusion of no fewer than three categories of annual performance evaluation, keeping the rating of "unsatisfactory."
- An expansion to review all job components that are a part of a faculty member's assigned workload instead of just research and scholarly activities.
- New language explaining that FAE and RPT processes have distinct functions.

**Annual Evaluations and the RPT Process Have Distinct Functions:** Although the Renewal, Promotion and Tenure (RPT) and faculty annual evaluations focus on the same general criteria (teaching; research, scholarship, creative activity; and service), they have distinct functions. The primary function of the faculty annual evaluation process is to provide ongoing feedback to support continuous improvements in faculty performance as it relates to the University's mission. Faculty annual evaluations also inform merit-based raises.

The primary function of RPT evaluations is to assess whether a change in faculty status is appropriate. Such evaluations lead to a dichotomous judgment about whether a faculty member's employment contract should be extended in time for a specified term—or without term—and/or escalated to a higher academic rank.

Because faculty annual evaluations and RPT evaluations are distinct, it is important not to assume that faculty annual evaluation results will predict RPT outcomes at the level of an individual case.

## Appendix 1: Faculty Annual Evaluation Work Group Charge

### Faculty Annual Evaluation Work Group

#### Executive Sponsors:

Melissa Broeckelman-Post, Ph.D.  
Chair of the Faculty Senate

Mark R. Ginsberg, Ph.D.  
Provost and Executive Vice President

#### Charge:

The evaluation of faculty members at our university is an important annual process that assesses performance, and provides formative feedback and constructive recommendations for continuous performance improvement. These evaluations are also necessary for establishing a performance-based culture at Mason that will reward faculty for the work in which they engage and the achievements they attain.

In order to reach these objectives, it is critical that the evaluation of faculty be well conceived, contemporary, timely, transparent, and applied consistently and equitably across our university. Moreover, the annual faculty evaluation process should be aligned with each unit's workload and R, P & T guidelines.

The purpose of the Faculty Annual Evaluation Work Group is to inventory and review current annual faculty evaluation guidelines, policies, and practices at Mason; identify national best practices for annual faculty evaluations; and develop a proposed plan for implementing consistent, reliable, valid, and transparent annual faculty evaluation processes at our university.

Consequently, the Faculty Annual Evaluation Work Group is charged with the following:

1. Collect current annual faculty evaluation guidelines, policies, and practices from across the university and both catalog and summarize the range of existing approaches.
2. Identify best practices and exemplars for annual faculty evaluations.
3. Develop proposed guidance for faculty annual review policies and practices that include: (1) a summative evaluation that can be used in the process that informs performance-based faculty salary increases, (2) formative feedback that will support faculty in their professional development, and (3) the formulation of an annual faculty plan of work, including goals and specific measurable objectives.
4. Propose a process for disseminating the annual review guidance to all academic units, ensuring that all academic units develop annual review processes that align with both the updated guidance and future annual evaluation processes that are consistent with merit-based salary increase cycles.
5. Draft proposed *Faculty Handbook* language reflecting these proposed annual evaluation changes for the consideration of the Faculty Handbook Revisions Workgroup, the Faculty Senate, and university leadership.

It is anticipated that the work of the Faculty Annual Evaluation Work Group will take place during the fall 2022 semester with a report prepared for the Executive Sponsors by December 15, 2022.

## Appendix 2: Example Summaries from George Mason

GMU Exemplar Name	Summary of Approach	Transparency Approach	Key points of interest	Formative Evaluation?	Publish Date
Antonin Scalia Law School	Involves expectations for reaching satisfactory level in three areas. There is also a robust mentoring approach that supports new faculty.	No explicit evaluation criteria for how a decision made is provided.	The Law school is the only example at Mason that has provided details of a mentoring program. The Law school assigns a senior faculty member to new tenure track faculty to assist on a wide range of topics.	Yes, devoted to tenure track faculty.	no date provided.
Carter School	<p>The Carter School does not have an explicitly quantitative process, but provides clear guidance on the criteria applicable for "Satisfactory", "Advanced" and "exemplary". Numerous examples are provided in each category. A detailed self-evaluation is initiated. The Dean's review follows this up with a written response.</p> <p>Dean Özerdem provided the following for background: "It has recently been re-designed, and this is the first time we have used it in its current format this academic year, but so far, the feedback from our faculty is overall quite positive."</p>	There are no explicit statements indicating how the evaluation process happens after the faculty member has provided a detailed self-evaluation. But the criteria for each of the three categories are laid out in detail for Research and Scholarship, and Service.	<p>Significant portion of the evaluation deals with self-reflection in the three key areas. These questions exist in each area:</p> <ol style="list-style-type: none"> <li>1. Provide supporting details for evaluation of teaching (or research, or service)</li> <li>2. Where would you rate yourself on this criterion?</li> <li>3. Explain the basis for your self-evaluation</li> <li>4. Where would you aspire to be on this criterion next year?</li> <li>5. What can the school do to help you achieve that?</li> </ol>	Not present in documents provided.	2022
Civil, Environmental, and Infrastructure Engineering	This department applies a quantitative approach in requesting an "Annual Activity Report" with detailed sections for teaching, student supervision, research and scholarship, and services and awards. Faculty are also supposed to provide a personal reflection statement that covers major accomplishments and objectives for the following year.	No explicit evaluation criteria for how a decision is made is provided.	Like many departments, the faculty have the option of providing a COVID 19 impact statement.	Not present in documents provided.	2022



College of Education and Human Development	CEHD gives clear guidance on the criteria for achieving high competence and genuine excellence in the three key areas. A CV and narrative are required.	There is detailed guidance on criteria for achieving high competence and genuine excellence in research and scholarship. There is no explicit evaluation criteria how a decision is made.	CEHD has a straightforward process which gives faculty a clear understanding of how to achieve high competence and genuine excellence in terms of meeting the clear requirements described.	Not present in documents provided.	2022
College of Engineering and Computing	Quantitative approach with an option to provide details on the impact of COVID on performance.	Example of satisfactory and unsatisfactory performance levels are provided. Details on what is involved in evaluation are provided.	5 performance ratings are applied but are then translated into faculty handbook approved satisfactory/unsatisfactory ratings.	Not present in documents provided.	2022
College of Public Health	<p>Changed their faculty evaluation process for 2021. This included an extensive feedback from faculty over a proposed new process. Previously, their process was "unwieldy to use" but included goal setting, a long list of activities and a very short reflective statement. The updated approach removes the list of activities to leave a highlighted CV, clarifies the categories of goals and provides a template for a more comprehensive reflective statement.</p> <p>The list of activities used to be the centerpiece of the evaluation process, but now the self-assessment and reflective statement is considered the most useful source of data.</p>	This largely qualitative process has enough details and documentation on how the process will be carried out, with multiple avenues for feedback prior to submittal to be seen as closer to a transparent evaluation process than most qualitative approaches.	<p>Public Health provides flexibility in the materials used for self-assessment and the reflective statement. This is in the context of their yearly goals process. Specifically, guidance states, "Materials selected should depend heavily on the previous year's goals and proposed goals for the upcoming year while taking into consideration departmental, school/college, and university goals and needs."</p> <p>Public Health has 5 categories including "Teaching/Mentoring", "Research/Scholarship", "Service", "Leadership/Administrative", "Practice/Clinical".</p> <p>Public Health also requires "Goal Reflection", "Performance Goals" and "Professional Development Goals". This focus on yearly performance goals enables CHHS' process to be termed "Performance-based." This looks similar to many businesses outside of academia in its focus on a yearly process.</p>	There are a number of feedback processes built into the annual evaluation processes. The self-reflection on yearly goals and the goal writing for the following year set them up for enabling formative feedback sessions during the year, but these are not explicitly cited.	April, 2022

College of Science	The College of Science provides an annual evaluation process with high level overview of the process, the timing and the procedures to be followed, such as requiring that faculty "MUST be afforded the opportunity to complete a self-evaluation AND discuss the performance evaluation with their supervisor."	No explicit evaluation criteria for how a decision is made is provided.	The College of Science uses a self-evaluation form that provides tables for courses taught, student advising, research, service, and other contracts and obligations.,	Not present in documents provided.	2019
College of Visual and Performing Arts	CVPA provides a template for a "listing of creative and scholarly activities" template that is connected to their faculty performance plan. This is combined with a CV, with a write-up of their activities in anti-racism and inclusive excellence, international/Global activity, a self-assessment and professional development trainings.	Does not provide details on how the evaluation will be conducted, nor the rating categories available, but does reference the Faculty Performance Plan as the basis of their responses. This isn't included in the documentation provided.	Explicitly lists anti-racism and inclusive excellence activities as part of their evaluation process.	Not present in documents provided.	May, 2022
Criminology, Law and Society	From James Willis who submitted the exemplar: "We moved away from a summative score, preferring to take a more qualitative and fine-grained approach. The PRC report goes to the Chair. They change as they see fit and then send to the faculty member (the evaluation is ultimately from the Chair). There is then a 1-on-1 to discuss the evaluation, address concerns, before submitting to CHSS."	No explicit evaluation criteria for how a decision is made is provided. This links up to Dept Chair Willis' position that they have moved to a fine-grained, qualitative approach.	Student Evaluations (along with other things like peer evaluations) are included as core evidence of teaching performance.  Effort in terms of time is calculated as "very high", "high", "medium low", and "none/rare".	Not present in documents provided.	1-Jun-22
Department of Biology	Recently modified their approach from COS to better fit faculty needs. Provides faculty with separate worksheets for categories for publications, student supervision, service, and advising, along with a self-evaluation template and a "tell me more" for additional information to consider.	No explicit evaluation criteria for how a decision is made is provided.	Recently changed approach from using 3 worksheets in 2019 to capture "Self-Evaluation", "Publications" and "Student Supervision", to a 6-worksheet approach that also captures "Service", "Advising" and a "Tell Me More" category.	Not present in documents provided.	2021

Dept of Communications	The Dept of Communications takes a quantitative approach in listing out detailed requirements with examples for "Meets expectations," "Above expectations" and "Significantly above expectations". Two documents provided.	Detailed quantitative approach. Answers add up to different ratings categories.	<p>4 different areas are evaluated including the distinction between "Service" and "administrative service".</p> <p>There is an explicit non-research set of requirements for "Instructional Faculty".</p> <p>"Strong student evaluations" can be used as evidence of teaching capability.</p> <p>Tenured faculty reviewed every 3 years for to whether assess research productivity is appropriate to teaching load.</p>	Not present in documents provided.	Spring 22
Department of Physics and Astronomy	This department leverages and extends the College of Science self-evaluation form, along with a research metrics worksheet with different tabs for assistant, associate and full professors.	No explicit evaluation criteria for how a decision is made is provided.	The Department Chair applies the self-assessment form to create a written self-assessment narrative as the annual evaluation: "After the Faculty Self-Evaluation forms are collected, the Chair is responsible to write a Faculty Evaluation for each faculty based on their research, teaching, and services activities in the previous year. The traditional format for the PA Faculty Evaluation is in a narrative form with a summary evaluation ranking of Exceeds Expectations, Meets Expectations, Below Expectations, and Unsatisfactory Performance"	Not present in documents provided.	2022

Dept of Psychology	<p>Very detailed quantitative process called Behaviorally Anchored Rating Scales (BARS), which was originally developed by faculty back in the early 2000s. It was adjusted in 2007 and 2015. The Dept of Psychology is currently considering additional changes. From Chair Keith Renshaw, the potential changes center around:</p> <p>1. "The possibility of providing ranges of weights that faculty can assign to different areas, to allow them to focus more on certain domains (still within an acceptable range). For instance, rather than saying tenured Associate Professors are rated based on 35% teaching, 45% research, and 20% service, we might allow tenured Associate Professors to choose between 30% and 50% for teaching, 30% and 50% for research, and 15% to 25% for service. This is not a definite example or finalized – but an idea that has a lot of support so far within the department, so worth mentioning."</p> <p>2. We started toying with updating our criteria and getting more explicit (that's the final document). I'm not sure it's the right way to go – it might be getting TOO detailed and making things worse.</p>	Very explicit quantitative approach for transparency.	<p>This is a long-used process developed by Mason faculty over a decade ago which has been updated twice over time. The first update expanded the set of candidates for evaluation (initially it was targeted primarily for associate level professors).</p> <p>Part of the appearance of significant complexity is due to having different tables for each rank and teaching load. Each faculty member only has to look at their specific circumstance.</p> <p>Dept. Chair Renshaw is reviewing UMD's psychology approach for new ideas, in response to a concern BARS has become too detailed: <a href="https://psyc.umd.edu/sites/psyc.umd.edu/files/Policy_Documents/Merit_Review_Policy_UMD_Psychology_2022.pdf">https://psyc.umd.edu/sites/psyc.umd.edu/files/Policy_Documents/Merit_Review_Policy_UMD_Psychology_2022.pdf</a>.</p>	Not present in documents provided.	Aug-15
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Sociology and Anthropology (SOAN)	SOAN takes a quantitative approach in adding up scores in scholarship, teaching and service. From Dept Chair Daniel Temple: " Faculty scores in teaching, research, and service, are used to allocate a comprehensive yearly rating. The Chair is then responsible for evaluating the scores and ratings allocated to each faculty member and writing a report for each case which is submitted to CHSS. There is some flexibility built into the final scores as faculty are given the opportunity to report on important achievements that are part of ongoing research projects but may not be represented as a final product."	<p>Point totals with specific examples are provided for all 3 categories. The Chair has final responsibility for assignment of points for each category.</p> <p>Faculty members are provided the opportunity to question, discuss and appear their evaluations with the Faculty Matters Committee and Chair.</p>	<p>There are four categories used: "Exceptional merit", "High merit", "Satisfactory", and "Unsatisfactory".</p> <p>Student evaluations are explicitly used as the basis for evaluating teaching.</p> <p>SOAN is adamantly against annual performance plans. Their quantitative approach identifies the performance in the period.</p>	Not present in documents provided.	2021
School of Business	A very detailed annual evaluation process that applies the Sedona application, along with an Impact Statement that shows specific benefits to a specific population. Detailed descriptions of each area of their "Contribution model" are provided.	Weights and guidelines are provided for each area and each level of performance.	<p>The School of Business applies a "contributions" model with 5 broad categories:</p> <ol style="list-style-type: none"> <li>1. Knowledge Creation and Dissemination (Research)</li> <li>2. Student Development (Teaching)</li> <li>3. External Outreach and Engagement (Service)</li> <li>4. Institutional Engagement (Service)</li> <li>5. Professional Engagement (Service).</li> </ol>	Not present in documents provided.	2022
Schar School	Very short summary request that includes a categorization of activities and outputs, along with a CV and bio-sketch.	No explicit evaluation criteria for how a decision is made is provided.	Four ratings levels are used, with a phrase "as required by the Provost.": Superior/Exceeds expectations, Positive Contribution/Meets Standards, Room for Growth and Improvement, Unsatisfactory. Two of the four levels are below satisfactory.	Not present in documents provided.	2022

Appendix 3: Outside Example Summaries

Outside University	Summary of Approach	Transparency Approach	Key points of interest	Performance-based?	Formative Evaluation?	Publish Date
Cornell University	<p>Cornell has a "Mentoring, Performance and Evaluation" process that " is intended to provide guidance and support in regard to the context in which they work, peer and college expectations for reappointment, tenure, and promotion, and the ways in which they may have a successful and satisfying career in the department, the college and the university."</p> <p>Within 6 months of employment, a mentoring committee is organized for untenured faculty that can assist the faculty member in numerous ways, including preparing for promotion and tenure to grant writing guidance.</p>	This process only dealt with the mentoring and formative feedback process.	The yearly meeting of the mentoring committee provides input to the annual review process. "The unit chair/director meets annually with the untenured faculty member, after which they will write a formal evaluation letter of the professor's performance."	N/A	Yes	No date listed



James Madison University	<p>From John Burgess, Associate Vice Provost of Effectiveness and Evaluation - "JMU is working with the academic units to get their faculty evaluation and governance documents into alignment with the expectations presented in our Faculty Handbook. Part of this process is reevaluating the mechanisms we use for evaluation of teaching for faculty members. We're looking to move units to develop methods of evaluation that don't rely on student evaluations of teaching."</p> <p>This process was initiated by findings in a report from their task force on Racial Equity and Justice. The task force report highlighted JMU's need for more consistent practices that match the processes laid out in the Faculty Handbook. Roughly only 5% of their departments follow all the guidance laid out in the handbook. This prompted the concern of increased challenges both due to potential bias in a non-transparent process, and because faculty can successfully challenge a department not following established guidelines. The goal from John's perspective is that all academic units need to define their performance levels and how each level will be evaluated – what constitutes "excellent" over a "satisfactory" rating should be explicitly spelled out.</p>	<p>From the handbook, "'Each academic unit must establish written procedures and criteria for initial, annual, promotion and tenure evaluations."</p> <p>All academic units need to define their performance levels and how each level will be evaluated – what constitutes "excellent" over a "satisfactory" rating should be explicitly spelled out. This approach can be considered transparent assuming it is followed.</p>	<p>In reviewing all faculty evaluation, promotion and tenure documentation from across the university, John is creating a "best practices super exemplar" document made entirely from JMU content for guidance to JMU faculty. This has a number of potential benefits:</p> <p>---John is creating an exemplar of a fictional academic unit with actual credited content from JMU. This provides an exemplar from JMU that departments can copy, which hopefully leads to similar processes in academic units from the same school, for instance.</p> <p>---The JMU exemplar gives explicit recognition to those academic units that developed the best approaches for evaluation. This hope is that this super exemplar from JMU content will help in generating faculty buy-in for a process many currently view with suspicion. John says it sends the message that JMU is valuing its most important resource (faculty) by leveraging their existing work for guidance.</p>	<p>John's current approach involves evaluating how well the current processes meet the handbook requirements. Performance-based is not included.</p>	<p>This process does not currently focus on formative evaluation</p>	2022
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Loyola University	<p>Loyola University of Chicago is taking a more prescriptive approach at the University level on how LAUs evaluate the three key areas of research, teaching and service. They are looking in the percentages for the majority of the faculty, and require waivers to change the percentages. They are categorizing all faculty into three potential categories: Teaching Intensive, Research Active, or Research Intensive.</p> <p>A 5-point scale is instituted for each LAU as well, but the LAU is charged with developing guidelines regarding expectations for the 3 areas consistent with guidance from the University.</p>	The LAUs are responsible for taking the top-level guidance to develop guidelines for each of the 5 levels. "Each academic unit will develop and adopt metrics or guidelines to (1) clarify what constitutes satisfactory performance on each dimension; and (2) provide indicators of better-than-satisfactory and worse-than-satisfactory performance. These guidelines must be communicated to the provost."	<p>Three main areas causing confusion are workload percentages for the three areas, specific contributions and overarching narrative statements. They are providing additional guidance for the annual reviews for these three areas.</p> <p>- They have 3 categories of faculty - 1) Teaching Intensive, 2), Research Active (most Tenure line faculty), and Research Exceptional (Gets a course release for more research). This is set at the university level instead of the LAU. Course release and course buyouts (with research funds to hire assistance for the course) are the only ways to shift the percentages.</p>	<p>Yes</p> <p>"When a pool of funds is available for salary raises, deans consider the aggregate scores when determining how to allocate the raise pool, with higher raises typically being allocated to those with higher scores. When a pool of funds is not available for salary raises, the faculty member's score for the year will be averaged with the score for the next year in which a raise pool is available."</p>	This process does not currently focus on formative evaluation	2014, with updated guidance in the form of a webinar and ppt presentation from 2022.
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Texas A&M University	<p>"Texas A&amp;M rules mandate that all faculty, regardless of rank and title, be evaluated annually for their performance according to job descriptions with expectations that are set a priori. The rules specify that the annual evaluations must be provided in writing and that they encourage faculty and their department heads to discuss past achievements and shortcomings, as well as expectations for future performance. The purpose of the evaluation is multifaceted. Evaluations are the main source of information to determine merit-based salary raises."</p> <p>There is some mandatory guidance in creation of College faculty evaluation documents. There seems to be a detailed template that different schools follow in providing their faculty evaluation guidance. The College of Liberal Arts, the College of Geosciences and Department of Performance Studies go into similar details on what is required for each merit step, and provide detailed guidance on how the evaluation reports will be crafted. Both documents seem to have the same template numbering scheme for similar sections.</p>	<p>Texas A&amp;M takes a qualitative approach and has similar challenges to transparency that qualitative approaches encounter. Their use of a shared template with key areas such as "Indicators of Faculty Excellence and Effectiveness" provide shared processes for communicating expectations for top performance.</p> <p>While there is detailed guidance how to craft evaluation reports, there is less guidance on the context, setting or training on how to deal with tough concerns. It still involves subjective decisions, such as where the guidance for the Department of Performance studies states, "Salary recommendations shall be based on the three criteria of research or creative work, teaching and service. Other considerations may include salary inequity, compression, and inversion."</p>	<p>For the Dept of Performance Studies "The Department Head shall conduct annually a review of each faculty member's performance in the areas of teaching, research or creative work, and service."</p> <p>The Department of Performance Studies assess faculty annually for the purpose of determining eligibility for uses three separate reports in annual evaluations prepared by review subcommittees, one for each of the 3 main areas (Research or creative work, teaching and service). A Discussion and Recommendation Report is then drafted by the chair of the review subcommittee.</p>	<p>Yes</p> <p>"Evaluations are the main source of information to determine merit-based salary raises."</p>	<p>The annual review process's purpose is to provide evaluative feedback regarding the faculty members performance. Formative feedback is not discussed in the documents I've reviewed so far.</p>	2021
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University of Kentucky	<p>This seems to be a long-standing faculty review process. The guidance is at a high level and it is not very directive toward academic units. The Provost is assigned the role to develop the performance review procedures, the Deans are responsible for the exercise of the procedures, and the colleges are the "focus points to which review procedures are delegated."</p> <p>Specific guidance includes the following: "A written agreement is to be developed annually between the educational unit administrator and the faculty employee on the distribution of effort expected of the faculty employee in major activities during the succeeding year."</p> <p>The guidance does require that at least 3 evaluative groupings are to be used "whether letter, numerical or descriptive designations". There also needs to be an appeals process.</p>	There is little to no transparency guidance in Kentucky's approach.	<p>"...all full-time faculty employees across all title series shall undergo faculty performance evaluation, except tenured faculty and Senior Lecturers in those colleges that conduct biennial reviews of those faculty. "</p> <p>Faculty reviews include a "COVID Pandemic Impact Statement"</p> <p>Updated guidance in the form of a Memorandum but very old handbook language (2000).</p>	No	This process does not currently focus on formative evaluation	<p>Actual annual review policy is dated 2000 RPT Policy is from 2016 An updated Memorandum on faculty performance reviews is dated 2021</p>
University of North Carolina	UNC's Center for Faculty Excellence's Faculty Annual Reviews Guide is dedicated to assist faculty development throughout their career trajectory. It spends significant time describing the context from both the faculty member and the reviewer's perspective. It lays out the different roles in the process in three stages (preparation, meeting and follow-up). It prioritizes the faculty self-assessment as one of the most useful data points for evaluation.	The details of the process are laid out in significant detail. In this sense, there should be no surprises at the top level in terms of how faculty are evaluated. The specifics of the LAU approach may impact this.	<p>Development goals are listed for the Individual faculty, the department and the university.</p> <p>A top-level checklist is provided for Chairs for their annual preparation.</p> <p>Mason's College of Public Health has largely benchmarked this guide for their own revised guide to Faculty Annual Reviews.</p>	Merit pay is not discussed as a part of the faculty annual reviews.	UNC is explicitly tying feedback into the annual review process. Nearly 20% of the guide is spent providing guidance on feedback. While it does not link to a yearly performance-management feedback process, it does provide significant guidance on envisioning "Feedback as fuel, not friction". Guidance includes sections on giving constructive feedback in a non-judgmental way, handling difficult situations, the listening process and seeking other perspectives in seeking feedback.	No date, but includes recent resources and references.

Virginia Tech	<p>Virginia Tech uses a faculty activity report process to collect and manage information about faculty contributions including research and scholarship, creative works, teaching, extension, outreach, administrative and service activities. Each college or business unit is responsible for managing their own faculty performance management process. <a href="https://www.hr.vt.edu/performance-management/Evaluations.html">https://www.hr.vt.edu/performance-management/Evaluations.html</a></p> <p>Professor Madeline Schreiber from the Geology Department is working on a smaller project, focused on pre-tenure faculty review. Specifically, she is looking to identify best practices to share for feedback across campus. This includes a review of “things that currently seem to be working well.”</p> <p>VT is concerned with faculty consistency in conducting pre-tenure evaluations. Currently there is significant variability across campus. The context is also similar in that VT is very decentralized in their approach to operations.</p>	VT provides some guidance to the setting for the evaluation and provides tips for evaluators and faculty. It does not dictate that the LAUs detail specifically how they will conduct the evaluations.	<p>VT would like to have consistent language applied to written feedback. The rationale is it's easy to either sugar coat concerns for fear of leaving a negative impression, or the opposite, where the feedback is overly negative. This is especially problematic with “post-tenure reviews” which is often considered a negative event. Striking the right balance is extremely difficult, and likely could benefit from explicit guidance provided to faculty evaluators for more consistency and better outcomes.</p> <p>VT uses the following ratings in their performance management system: Model Performance, Strong Performance, Developing Performance, Unacceptable Performance.</p>	No	Feedback is an important part of Professor Schreiber’s work but is explicitly associated with the tenure decision pre-tenure, and with full professor status post tenure. The formative feedback is required on yearly basis in many departments, both for pre-tenure and within 3-5 years in a path toward promotion to full professorship. A perception on campus is many faculty after receiving tenure and often “wallow directionless” with no clear path to get full professor status.	2022
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## Appendix 4: Proposed Faculty Handbook Revisions

Current Faculty Handbook 2022	Proposed Revisions	Rationale
<b>2.6.1 Annual Review of Faculty</b> All faculty are evaluated annually in their local academic units (LAU). The evaluation is based upon the contributions of the preceding academic year and, where applicable, the following summer. Normally, evaluations are completed by the LAU during the Fall semester.	<b>2.6.1 Annual Review of Faculty</b> All faculty are evaluated annually in their local academic units (LAUs). The evaluation is based upon the contributions of the preceding <u>calendar year, to include summer if applicable, academic year and, where applicable, the following summer.</u> Normally, evaluations are completed by the LAU during the <u>Spring-Fall</u> semester.	<i>The charge of the Faculty Annual Evaluation (FAE) Work Group was, in part, to provide guidance that would facilitate better alignment between the annual review process and potential merit-based raises.</i>
<b>2.6.1 Annual Review of Faculty</b> The bylaws or standing rules of each local academic unit (LAU) will include: <ul style="list-style-type: none"> <li>The method by which faculty will be evaluated (e.g., by a faculty committee recommendation to the local unit administrator, or directly by the local unit administrator);</li> <li>The requirements for the evaluation materials submitted by faculty; and</li> <li>A statement of standards for overall “satisfactory” and “unsatisfactory” annual performance. Satisfactory performance means performance that meets the standards of the unit. Unsatisfactory performance means performance that fails to meet the standards of the unit.</li> </ul>	<b>2.6.1 Annual Review of Faculty</b> The bylaws or standing rules of each local academic unit (LAU) will include: <ul style="list-style-type: none"> <li>The <u>process and criteria method</u> by which faculty will be evaluated (e.g., by a faculty committee recommendation to the local unit administrator, or directly by the local unit administrator);</li> <li>The requirements for the evaluation materials submitted by faculty <u>to include a self-assessment</u>; and</li> <li>A statement of standards <u>or criteria that differentiates for at least three categories of annual performance developed in consultation with the LAU faculty. LAUs are expected to be able to distinguish annual performance that is “satisfactory” from annual performance that exceeds that standard. One of these levels must be “unsatisfactory.” overall “satisfactory” and “unsatisfactory” annual performance. Satisfactory performance means performance that meets the standards of the unit. Unsatisfactory performance means performance that fails to meet the standards as defined by of the unit.</u></li> </ul> <u>All LAUs are expected to review their applicable bylaws or standing rules on a regular basis to promote continuous improvement. LAUs are also expected to provide faculty with bylaws or standing rules for faculty annual evaluations to ensure transparency.</u>	<i>The FAE Work Group recommends that self-assessment be a mandatory component of materials submitted by faculty as part of their materials to be evaluated.</i>  <i>The FAE Work Group recommends that the LAU should be able to recognize performance at all levels.</i>



<p><b>2.6.1 Annual Review of Faculty</b></p> <p>The criteria for the annual faculty review are the same as those listed <a href="#">Section 2.4</a>. Faculty are evaluated on the quality of their performance over the entire scope of their contributions during the year and in the context of their goals, assignments, and other responsibilities. Performance expectations should recognize differences in faculty assignments within the same LAU. The local unit administrator has a specific responsibility to review annually the research and scholarly activities of tenure-track faculty and to discuss both the strengths and weaknesses with them on an individual basis. The local unit administrator also has the specific responsibility to advise term faculty individually regarding their progress toward achieving reappointment or promotion.</p>	<p><b>2.6.1 Annual Review of Faculty</b></p> <p>The criteria for the annual faculty review are the same as those listed <a href="#">Section 2.4</a>. Faculty are evaluated on the quality of their performance over the entire scope of their contributions during the year and in the context of their goals, <u>assigned workload, assignments,</u> and other responsibilities. Performance expectations should recognize differences in faculty assignments within the same LAU. The local unit administrator has a specific responsibility to <u>ensure the annual review of annually all job components that are part of a faculty member's assigned workload during the evaluation period are included. the research and scholarly activities of tenure-track faculty and to discuss both the strengths and weaknesses with them on an individual basis.</u> The local unit administrator also has the specific responsibility to advise <del>term</del> <u>all</u> faculty individually regarding their progress toward achieving reappointment, <u>renewal, tenure,</u> or promotion.</p>	<p><i>The FAE Work Group recommends that annual reviews evaluate the full complement of work that faculty actually perform as part of their job.</i></p>
<p>New language proposed to be added to the bottom of 2.6.1</p>	<p><b><u>Annual Evaluations and the RPT Process Have Distinct Functions.</u></b></p> <p><u>Although the Renewal, Promotion and Tenure (RPT) and faculty annual evaluations focus on the same general criteria (teaching; research, scholarship, creative activity; and service), they have distinct functions. The primary function of the faculty annual evaluation process is to provide ongoing feedback to support continuous improvements in faculty performance as it relates to the University's mission. Faculty annual evaluations also inform merit-based raises.</u></p> <p><u>The primary function of RPT evaluations is to assess whether a change in faculty status is appropriate. Such evaluations lead to a dichotomous judgment about whether a faculty member's employment contract should be extended in time for a specified term—or without term—and/or escalated to a higher academic rank.</u></p> <p><u>Because faculty annual evaluations and RPT evaluations are distinct, it is important not to assume that faculty annual evaluation results will predict RPT outcomes at the level of an individual case.</u></p>	<p><i>Annual review and RPT are different processes. There is no guarantee that a positive annual review leads to tenure. There appears to be significant confusion over this point. This language addresses this concern.</i></p>

## CHANGES TO THE FACULTY HANDBOOK 2022/2023

Approved by the Faculty Senate on April 26, 2023

Current Faculty Handbook 2022	Proposed Revisions
<p><b>2.2.5 University Professor</b></p> <p>From time to time the University will encounter opportunities to recognize current members of the faculty or appoint to its faculty women and men of great national or international reputation. The rank of University Professor is reserved for such eminent individuals. University Professors are appointed by the President and the Board of Visitors with the advice and consent of a standing committee appointed by the Provost.</p> <p>University Professor appointments are normally reserved for full professors. The criteria for such appointments include substantial research or scholarship or arts credentials, as appropriate to the discipline.</p>	<p><b>2.2.5 Distinguished University Professor</b></p> <p>From time to time the University will encounter opportunities to recognize current members of the faculty or appoint to its faculty <del>women and men</del> <u>people</u> of great national or international reputation. The rank of <b>Distinguished</b> University Professor is reserved for such eminent individuals. <b>Distinguished</b> University Professors are appointed by the President and the Board of Visitors with the advice and consent of a standing committee appointed by the Provost.</p> <p><b>Distinguished</b> University Professor appointments are normally reserved for full professors. The criteria for such appointments include substantial research or scholarship or arts credentials, as appropriate to the discipline.</p>

Current Faculty Handbook 2022	Proposed Revisions
<p><b>2.6.1 Annual Review of Faculty</b></p> <p>All faculty are evaluated annually in their local academic units (LAU). The evaluation is based upon the contributions of the preceding academic year and, where applicable, the following summer. Normally, evaluations are completed by the LAU during the Fall semester.</p>	<p><b>2.6.1 Annual Review of Faculty</b></p> <p>All faculty are evaluated annually in their local academic units (LAUs). The evaluation is based upon the contributions of the preceding <del>academic calendar</del> <u>year</u>, and where applicable, <del>the following summer</del> <u>to include summer, if applicable</u>. Normally, evaluations are <del>completed by the LAU during the Fall semester.</del> <u>Normally, evaluations are completed by the LAU during the Spring.</u></p>

### **2.6.1 Annual Review of Faculty**

The bylaws or standing rules of each local academic unit (LAU) will include:

- The method by which faculty will be evaluated (e.g., by a faculty committee recommendation to the local unit administrator, or directly by the local unit administrator);
- The requirements for the evaluation materials submitted by faculty; and
- A statement of standards for overall “satisfactory” and “unsatisfactory” annual performance. Satisfactory performance means performance that meets the standards of the unit. Unsatisfactory performance means performance that fails to meet the standards of the unit.

### **2.6.1 Annual Review of Faculty**

All LAUs are expected to review their applicable bylaws or standing rules on a regular basis. LAUs are also expected to communicate annually to the faculty in the LAU the bylaws or standing rules that pertain to faculty annual evaluations.

The bylaws or standing rules of each local academic unit (LAU) will include:

- The ~~method~~ **process, to include the timing,** by which faculty will be evaluated (e.g., by a faculty committee recommendation to the local unit administrator, or directly by the local unit administrator);
- **The criteria by which faculty will be evaluated;**
- The requirements for the evaluation materials submitted by faculty **to include a self-assessment;** and
- A statement of standards **or criteria that differentiates for at least three categories/levels of annual performance developed in consultation with the LAU faculty (e.g. “Exceeds Expectations,” “Satisfactory,” “Unsatisfactory”).** LAUs are expected to be able to distinguish annual performance that is “satisfactory” from annual performance that exceeds that standard. One of these levels must be reserved for “unsatisfactory” **performance.** ~~for overall “satisfactory” and “unsatisfactory” annual performance. Satisfactory performance means performance that meets the standards of the unit. Unsatisfactory performance means performance that fails to meet the basic standards as defined by of the unit. An unsatisfactory performance evaluation, triggers the requirement to establish a Performance~~

	<p>Development Plan by the LAU administrator and employee as described below. For tenured faculty members, a second unsatisfactory performance evaluation within four years triggers post-tenure review as described in Section 2.6.2.</p>
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<p><b>2.6.1 Annual Review of Faculty</b></p> <p>The criteria for the annual faculty review are the same as those listed <a href="#">Section 2.4</a>. Faculty are evaluated on the quality of their performance over the entire scope of their contributions during the year and in the context of their goals, assignments, and other responsibilities. Performance expectations should recognize differences in faculty assignments within the same LAU. The local unit administrator has a specific responsibility to review annually the research and scholarly activities of tenure-track faculty and to discuss both the strengths and weaknesses with them on an individual basis. The local unit administrator also has the specific responsibility to advise term faculty individually regarding their progress toward achieving reappointment or promotion.</p>	<p><b>2.6.1 Annual Review of Faculty</b></p> <p>The criteria for the annual faculty review are the same as those listed <a href="#">Section 2.4</a>. Faculty are evaluated on the quality of their performance over the entire scope of their contributions during the year and in the context of their goals, <b>assigned workload, assignments,</b> and other responsibilities. Performance expectations should recognize differences in faculty assignments within the same LAU. The local unit administrator has a specific responsibility to <b>ensure the annual review includes annually all job components that are part of a faculty member's assigned workload during the evaluation period . the</b> <del>research and scholarly activities of tenure-track faculty and to discuss both the strengths and weaknesses with them on an individual basis.</del> The local unit administrator also has the specific responsibility to advise <del>term</del> <b>faculty on any type of contract</b> individually regarding their progress toward achieving reappointment, <b>renewal, tenure,</b> or promotion.</p>
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<p><b>2.6.1 Annual Review of Faculty</b> New language proposed to be added to the bottom of 2.6.1</p>	<p><b>2.6.1 Annual Review of Faculty</b> <b>Annual Evaluations and the RPT Process Have Distinct Functions.</b> <del>Although</del> The Renewal, Promotion and Tenure (RPT) and faculty annual evaluations processes focus on the same general criteria (teaching; research, scholarship, creative activity; and service) and should, in general, be aligned; nevertheless, they have distinct functions.</p> <p>Because faculty annual evaluations and RPT evaluations are distinct, it is important not to assume that faculty annual evaluation results will predict RPT outcomes at the level of an individual case.</p>
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<p><b>2.6.1 Annual Review of Faculty</b></p> <p>The LAU administrator will meet within two weeks with any tenured or tenure-track faculty member who receives an overall unsatisfactory rating for the annual review. The purpose of the meeting is to establish a written Performance Development Plan (PDP) to restore the faculty member's overall performance to a satisfactory level according to the standards of the local academic unit.</p>	<p><b>2.6.1 Annual Review of Faculty</b></p> <p>The LAU administrator will meet within two weeks with any <del>tenured or tenure-track</del> faculty member who receives an overall unsatisfactory rating for the annual review. The purpose of the meeting is to establish a written Performance Development Plan (PDP) to restore the faculty member's overall performance to a satisfactory level according to the standards of the local academic unit.</p>
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2.6.1 Annual Review of Faculty	2.6.1 Annual Review of Faculty
<p>The PDP should be finalized within 30 days of the faculty member receiving an unsatisfactory evaluation and no later than the end of the Fall semester. One copy of the PDP will be retained by the faculty member; one copy will be placed in the faculty member's personnel file in the office of the LAU administrator; and one copy will be submitted to the Dean. The Provost will be notified by the Dean that the faculty member was given an unsatisfactory evaluation and that a PDP was developed. If the faculty member declines to participate in formulating a PDP, the LAU administrator will write one and give it to the faculty member and the Dean.</p> <p>If the faculty member has made inadequate progress on the PDP or has demonstrated additional unsatisfactory performance by the end of the summer following the unsatisfactory evaluation, this will be incorporated in the performance evaluation for the year. If progress has been achieved according to the provisions of the PDP, an unsatisfactory evaluation for the academic year cannot be given.</p>	<p>The PDP should be finalized within 30 days of the faculty member receiving an unsatisfactory evaluation and no later than the end of the <del>Spring-Fall</del> semester. One copy of the PDP will be retained by the faculty member; one copy will be placed in the faculty member's personnel file in the office of the LAU administrator; and one copy will be submitted to the Dean. The Provost will be notified by the Dean that the faculty member was given an unsatisfactory evaluation and that a PDP was developed. If the faculty member declines to participate in formulating a PDP, the LAU administrator will write one and give it to the faculty member and the Dean.</p> <p>If the faculty member has made inadequate progress on the PDP or has demonstrated additional unsatisfactory performance by the end of the <del>performance period</del> <del>summer</del> following the unsatisfactory evaluation, this will be incorporated in the performance evaluation for the year. If progress has been achieved according to the provisions of the PDP, an unsatisfactory evaluation for the academic year cannot be given.</p>

Current Faculty Handbook 2022	Proposed Revisions
<p><b>2.7.1 Procedures for Reappointment</b></p> <p>Term faculty on a single-year contract will be evaluated annually for reappointment by either the local unit administrator or a local academic unit faculty committee. Term faculty who are being considered for reappointment to a multi-year contract will be evaluated by a local academic unit faculty committee. Evaluation of a faculty member on a multi-year contract</p>	<p><b>2.7.1 Procedures for Reappointment</b></p> <p>Term faculty will be evaluated for reappointment <del>by either the local unit administrator or a local academic unit faculty committee. Term faculty who are being considered for reappointment to a multi-year contract will be evaluated by a local academic unit faculty committee. Evaluation of a faculty member on a multi-year contract occurs</del></p>

<p>occurs during the final year of the contract appointment. Both the method of evaluating faculty on single-year contracts, and the composition and procedures for the faculty evaluation committee, which must include term faculty, are to be specified in the LAU bylaws or standing rules.</p> <p>Term faculty on single-year appointments are evaluated according to the criteria in <a href="#">Section 2.4</a> and the procedures in <a href="#">Section 2.5</a>. Criteria for reappointment will focus on demonstrated performance in those areas designated in the initial and any subsequent contract letters. The local academic unit recommendation is sent to the Dean. Based on that recommendation and programmatic needs, the Dean will make the decision to reappoint, usually no later than 3 months prior to the last day of the initial contract, or usually no later than 5 months prior to the last day of the term of subsequent contracts.</p> <p>Term faculty who are on or being recommended for multi-year reappointments are evaluated according to the criteria in <a href="#">Section 2.4</a> and the procedures in <a href="#">Section 2.5</a>. Criteria for reappointment will focus on demonstrated performance in those areas designated in the initial and any subsequent contract letters. The local academic unit recommendation is sent to the Dean. Based on that recommendation and programmatic needs, the Dean will make recommendations to the Provost whether to reappoint and contract length. A request to change from a multi-year to a single year contract must include a written justification for the change and must be approved by the Provost.</p>	<p><del>during the final year of the contract appointment. Both the method of evaluating faculty on single-year contracts, and the composition and procedures for the faculty evaluation committee, which must include term faculty, are to be specified in the LAU following the procedures defined by the local academic unit bylaws or standing rules, which should be consistent with the procedures defined in the Faculty Handbook.</del></p> <p><del>Term faculty on single-year contracts will be evaluated annually and term faculty on multi-year contracts will be evaluated in the final year of their contract appointment.</del>—</p> <p>Term faculty on single-year appointments are evaluated according to the criteria in <a href="#">Section 2.4</a> and the procedures in <a href="#">Section 2.5</a>. Criteria for reappointment will focus on demonstrated performance in those areas designated in the initial and any subsequent contract letters. The local academic unit recommendation is sent to the Dean <del>(if applicable)</del>. Based on that recommendation and programmatic needs, the Dean will make the decision to reappoint, usually no later than 3 months prior to the last day of the initial contract, or usually no later than 5 months prior to the last day of the term of subsequent contracts.</p> <p>Term faculty who are on or being recommended for multi-year reappointments are evaluated according to the criteria in <a href="#">Section 2.4</a> and the procedures in <a href="#">Section 2.5</a>. Criteria for reappointment will focus on demonstrated performance in those areas designated in the initial and any subsequent contract letters. The local academic unit <del>administrator's</del> recommendation is sent to the Dean Based on that recommendation and programmatic needs, the Dean will make recommendations to the Provost whether to reappoint and contract length. <del>If the Dean's recommendation differs from that of the local academic unit administrator, then the Dean should submit a brief justification for a different decision. All multi-</del></p>
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	<p>year -reappointments and must be approved by the Provost.</p> <p>Any decision <del>request</del> to reappoint a term faculty member who was previously on a multi-year contract to a single-year contract must include a written justification for the change.</p>
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**ITEM NUMBER:**

Master of Science (MS) in Information Security and Assurance Degree Program Discontinuance

**PURPOSE OF THE ITEM:**

A proposal to discontinue the MS in Information Security and Assurance degree program has been prepared for submission to the State Council of Higher Education for Virginia (SCHEV). Prior to SCHEV submission, Board action is required.

**APPROPRIATE COMMITTEE:**

Academic Programs, Diversity, and University Community Committee

**BRIEF NARRATIVE:**

The College of Engineering and Computing is requesting permission to close the MS in Information Security and Assurance degree program and to officially cease admissions as of Spring 2024. The MS in Information Security and Assurance was initiated in 2003 as a spin-off from the MS in Information Systems degree program which is housed in the College of Engineering and Computing.

The decision to discontinue the degree program in MS in Information Security and Assurance is due to declining enrollment. Student enrollment has steadily decreased from 49 to 24 students in the past five academic years.

Students currently enrolled in the MS in Information Security and Assurance (ISA) will have the option to transition to (1) transition to the MS in Computer Science degree with a concentration in Cyber Security, where most of their ISA courses will count as part of the concentration; (2) transition to the MS in Software Engineering degree, where all of their ISA courses will count as electives; or (3) complete their current program of study in the MS in Information Security and Assurance. 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 Engineering and Computing supports the proposal to discontinue the MS in Information Security and Assurance.

**REVENUE IMPLICATIONS:**

The closure of the MS in Information Security and Assurance is expected to be budget neutral.

**STAFF RECOMMENDATION:**

Staff recommend closure of this program.

**ITEM NUMBER:**

BA Astronomy Degree Program Discontinuance

**PURPOSE OF THE ITEM:**

A proposal to discontinue the BA in Astronomy degree designation from the BA/BS in Astronomy degree program has been prepared for submission to the State Council of Higher Education for Virginia (SCHEV). Prior to SCHEV submission, Board action is required.

**APPROPRIATE COMMITTEE:**

Academic Programs, Diversity, and University Community Committee

**BRIEF NARRATIVE:**

The College of Science is requesting permission to close the BA in Astronomy and to cease admissions as of Fall 2023. The BA/BS in Astronomy was initiated in Fall 2002. The BA degree program was intended to prepare students for careers in industry, business, science education, and science writing in Astronomy. The program was intended to provide students with a wide exposure to the observations, theories, and ideas across astronomy, from planetary sciences through cosmology.

The BA in Astronomy ceased enrollment in Fall 2012. Closing the degree program officially is necessary to remove it from the SCHEV Degree Inventory and therefore accurately reflect George Mason University's undergraduate program offerings. The BS in Astronomy is being retained on the degree inventory.

**REVENUE IMPLICATIONS:**

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

**STAFF RECOMMENDATION:**

Staff recommend closure of this program.



## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 4, 2023

### **PROMOTION AND/OR TENURE**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>PROMOTION/TENURE</u>
<b>Adams</b>	<b>Leah M.</b>	8/25/2023	Y/ Y

**Title:** Associate Professor without Term

**Local Academic Unit:** Psychology (CHSS)

**Note(s):** Professor Adams is also affiliated with the Women and Gender Studies Program.

<b>Aneja</b>	<b>Anu</b>	8/25/2023	Y/ N
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**Title:** Professor without Term

**Local Academic Unit:** Women and Gender Studies (CHSS)

<b>Baker</b>	<b>Courtney K.</b>	8/25/2023	Y/ Y
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**Title:** Associate Professor without Term

**Local Academic Unit:** College of Education and Human Development

<b>Baldimtsi</b>	<b>Foteini</b>	8/25/2023	Y/ Y
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**Title:** Associate Professor without Term

**Local Academic Unit:** Computer Science (CEC)

<b>Bloom</b>	<b>Michael</b>	8/25/2023	Y/ N
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**Title:** Professor without Term

**Local Academic Unit:** Global and Community Health (CPH)

<b>Cecot</b>	<b>Caroline</b>	8/25/2023	Y/ Y
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**Title:** Associate Professor without Term

**Local Academic Unit:** Antonin Scalia Law School

## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 4, 2023

### **PROMOTION AND/OR TENURE**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>PROMOTION/TENURE</u>
<b>Chen</b>	<b>Xiang</b>	8/25/2023	Y/ Y

**Title:** Associate Professor without Term

**Local Academic Unit:** Electrical and Computer Engineering (CEC)

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<b>Clayborne</b>	<b>Andre</b>	8/25/2023	Y/ Y
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**Title:** Associate Professor without Term

**Local Academic Unit:** Chemistry and Biochemistry (COS)

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<b>Domeniconi</b>	<b>Carlotta</b>	8/25/2023	Y/ N
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**Title:** Professor without Term

**Local Academic Unit:** Computer Science (CEC)

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<b>Druehl</b>	<b>Cheryl T.</b>	8/25/2023	Y/ N
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**Title:** Professor without Term

**Local Academic Unit:** School of Business

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<b>El-Amine</b>	<b>Hadi</b>	8/25/2023	Y/ Y
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**Title:** Associate Professor without Term

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

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<b>El-Hibri</b>	<b>Hatim B.</b>	8/25/2023	Y/ Y
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**Title:** Associate Professor without Term

**Local Academic Unit:** English (CHSS)

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 4, 2023

### **PROMOTION AND/OR TENURE**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>PROMOTION/TENURE</u>
<b>Fowler</b>	<b>Amy</b>	8/25/2023	Y/ Y

**Title:** Associate Professor without Term

**Local Academic Unit:** Environmental Science and Policy (COS)

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<b>Gearhart</b>	<b>Heidi</b>	8/25/2023	Y/ Y
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**Title:** Associate Professor without Term

**Local Academic Unit:** History and Art History (CHSS)

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<b>Genaro Motti</b>	<b>Vivian G.</b>	8/25/2023	Y/ Y
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**Title:** Associate Professor without Term

**Local Academic Unit:** Information Sciences and Technology (CEC)

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<b>Gest</b>	<b>Justin D.</b>	8/25/2023	Y/ N
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**Title:** Professor without Term

**Local Academic Unit:** Schar School of Policy and Government

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<b>Ghimire</b>	<b>Nirmal J.</b>	8/25/2023	Y/ Y
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**Title:** Associate Professor without Term

**Local Academic Unit:** Physics and Astronomy (COS)

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<b>Grimsby</b>	<b>Gregory Walter</b>	8/25/2023	Y/ Y
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**Title:** Associate Professor without Term

**Local Academic Unit:** Computer Game Design (CVPA)

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 4, 2023

### **PROMOTION AND/OR TENURE**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>PROMOTION/TENURE</u>
<b>Han</b>	<b>Soo H.</b>	6/10/2023	N/ Y

**Title:** Associate Professor without Term

**Local Academic Unit:** Music (CVPA)

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<b>Hultin</b>	<b>Ivar Niklas</b>	8/25/2023	Y/ Y
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**Title:** Associate Professor without Term

**Local Academic Unit:** Global Affairs Program (CHSS)

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<b>Kardambikis</b>	<b>Christopher</b>	8/25/2023	Y/ Y
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**Title:** Associate Professor without Term

**Local Academic Unit:** Art (CVPA)

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<b>Klaus</b>	<b>Haagen</b>	8/25/2023	Y/ N
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**Title:** Professor without Term

**Local Academic Unit:** Sociology and Anthropology (CHSS)

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<b>Kornienko</b>	<b>Olga</b>	8/25/2023	Y/ Y
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**Title:** Associate Professor without Term

**Local Academic Unit:** Psychology (CHSS)

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<b>Krall</b>	<b>Jenna R.</b>	8/25/2023	Y/ Y
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**Title:** Associate Professor without Term

**Local Academic Unit:** Global and Community Health (CPH)

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 4, 2023

### **PROMOTION AND/OR TENURE**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>PROMOTION/TENURE</u>
<b>Lavengood</b>	<b>Megan</b>	8/25/2023	Y/ Y

**Title:** Associate Professor without Term

**Local Academic Unit:** Music (CVPA)

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<b>Lebovic</b>	<b>Sam</b>	8/25/2023	Y/ N
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**Title:** Professor without Term

**Local Academic Unit:** History and Art History (CHSS)

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<b>Li</b>	<b>Jiasun</b>	8/25/2023	Y/ Y
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**Title:** Associate Professor without Term

**Local Academic Unit:** School of Business

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<b>Luo</b>	<b>Chao</b>	8/25/2023	Y/ Y
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**Title:** Associate Professor without Term

**Local Academic Unit:** Chemistry and Biochemistry (COS)

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<b>Luo</b>	<b>Lannan</b>	8/25/2023	Y/ Y
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**Title:** Associate Professor without Term

**Local Academic Unit:** Computer Science (CEC)

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<b>Luther</b>	<b>David A.</b>	8/25/2023	Y/ Y
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**Title:** Associate Professor without Term

**Local Academic Unit:** Biology (COS)

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 4, 2023

### **PROMOTION AND/OR TENURE**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>PROMOTION/TENURE</u>
<b>Malouf</b>	<b>Michael</b>	8/25/2023	Y/ N

**Title:** Professor without Term

**Local Academic Unit:** English (CHSS)

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<b>Matto</b>	<b>Holly</b>	8/25/2023	Y/ N
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**Title:** Professor without Term

**Local Academic Unit:** Social Work (CPH)

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<b>McBride</b>	<b>Randolph</b>	8/25/2023	Y/ N
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**Title:** Professor without Term

**Local Academic Unit:** Atmospheric, Oceanic and Earth Sciences (COS)

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<b>McCue-Weil</b>	<b>Leigh</b>	8/25/2023	Y/ N
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**Title:** Professor without Term

**Local Academic Unit:** Mechanical Engineering (CEC)

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<b>Michals</b>	<b>Teresa</b>	8/25/2023	Y/ N
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**Title:** Professor without Term

**Local Academic Unit:** English (CHSS)

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<b>Mojgani</b>	<b>Sherrice</b>	8/25/2023	Y/ Y
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**Title:** Associate Professor without Term

**Local Academic Unit:** Theater (CVPA)

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 4, 2023

### **PROMOTION AND/OR TENURE**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>PROMOTION/TENURE</u>
<b>Mollerstrom</b>	<b>Johanna</b>	8/25/2023	Y/ N

**Title:** Professor without Term

**Local Academic Unit:** Economics (CHSS)

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<b>Monea</b>	<b>Alexander</b>	8/25/2023	Y/ Y
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**Title:** Associate Professor without Term

**Local Academic Unit:** English (CHSS)

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<b>Narayanan</b>	<b>Aarthi</b>	8/25/2023	Y/ N
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**Title:** Professor without Term

**Local Academic Unit:** Systems Biology (COS)

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<b>Paczynska</b>	<b>Agnieszka</b>	8/25/2023	Y/ N
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**Title:** Professor without Term

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

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<b>Paige</b>	<b>Mikell</b>	8/25/2023	Y/ N
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**Title:** Professor without Term

**Local Academic Unit:** Chemistry and Biochemistry (COS)

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<b>Powell</b>	<b>Marvin G.</b>	8/25/2023	Y/ Y
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**Title:** Associate Professor without Term

**Local Academic Unit:** College of Education and Human Development

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 4, 2023

### **PROMOTION AND/OR TENURE**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>PROMOTION/TENURE</u>
<b>Saguato</b>	<b>Paolo</b>	8/25/2023	Y/ Y

**Title:** Associate Professor without Term

**Local Academic Unit:** Antonin Scalia Law School

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<b>Samuelian</b>	<b>Kristin</b>	8/25/2023	Y/ N
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**Title:** Professor without Term

**Local Academic Unit:** English (CHSS)

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<b>Sherry</b>	<b>Lance C.</b>	8/25/2023	Y/ N
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**Title:** Professor without Term

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

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<b>Silver</b>	<b>Blake R.</b>	6/10/2023	Y/ Y
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**Title:** Associate Professor without Term

**Local Academic Unit:** Sociology and Anthropology (CHSS)

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<b>Slawski</b>	<b>Martin P.</b>	8/25/2023	Y/ Y
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**Title:** Associate Professor without Term

**Local Academic Unit:** Statistics (CEC)

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<b>Sokolov</b>	<b>Vadim</b>	8/25/2023	Y/ Y
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**Title:** Associate Professor without Term

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

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 4, 2023

### **PROMOTION AND/OR TENURE**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>PROMOTION/TENURE</u>
Steen	Sam L.	8/25/2023	Y/ N

**Title:** Professor without Term

**Local Academic Unit:** College of Education and Human Development

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Tanyu	Burak	8/25/2023	Y/ N
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**Title:** Professor without Term

**Local Academic Unit:** Civil, Environmental and Infrastructure Engineering (CEC)

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Tayac	Gabrielle	8/25/2023	N/ Y
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**Title:** Associate Professor without Term

**Local Academic Unit:** History and Art History (CHSS)

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Temple	Daniel H.	8/25/2023	Y/ N
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**Title:** Professor without Term

**Local Academic Unit:** Sociology and Anthropology (CHSS)

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Thompson	James C.	8/25/2023	Y/ N
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**Title:** Professor without Term

**Local Academic Unit:** Psychology (CHSS)

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Thrasher	Lisa	8/25/2023	Y/ Y
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**Title:** Associate Professor without Term

**Local Academic Unit:** Film & Video Studies (CVPA)

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 4, 2023

### **PROMOTION AND/OR TENURE**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>PROMOTION/TENURE</u>
<b>Tong</b>	<b>Daniel Q.</b>	8/25/2023	N/ Y

**Title:** Associate Professor without Term

**Local Academic Unit:** Atmospheric, Oceanic and Earth Sciences (COS)

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<b>Uzuner</b>	<b>Ozlem</b>	6/10/2023	Y/ N
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**Title:** Professor without Term

**Local Academic Unit:** Information Sciences and Technology (CEC)

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<b>Williams</b>	<b>Michelle</b>	8/25/2023	Y/ Y
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**Title:** Associate Professor without Term

**Local Academic Unit:** Global and Community Health (CPH)

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<b>Xue</b>	<b>Hong</b>	8/25/2023	N/ Y
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**Title:** Associate Professor without Term

**Local Academic Unit:** Health Administration and Policy (CPH)

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<b>Yan</b>	<b>Zhisheng</b>	8/25/2023	Y/ Y
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**Title:** Associate Professor without Term

**Local Academic Unit:** Information Sciences and Technology (CEC)

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<b>Yun</b>	<b>John</b>	8/25/2023	N/ Y
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**Title:** Associate Professor without Term

**Local Academic Unit:** Antonin Scalia Law School

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## **ANNOUNCEMENT**

**Academic Programs, Diversity, and University Community Committee**

May 4, 2023

### **PROMOTION AND/OR TENURE**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>PROMOTION/TENURE</u>
<b>Zeng</b>	<b>Kai</b>	8/25/2023	Y/ N

**Title:** Professor without Term

**Local Academic Unit:** Electrical and Computer Engineering (CEC)

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## ACTION ITEMS

### Academic Programs, Diversity, and University Community Committee

May 4, 2023

### CONFERRAL OF EMERITUS/EMERITA STATUS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
<b>Cobb</b>	<b>Sara</b>	6/2/2023

**Title:** Drucie French Cumbie Professor Emerita

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

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<b>Conant</b>	<b>James K.</b>	6/2/2023
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**Title:** Professor Emeritus of Policy and Government

**Local Academic Unit:** Schar School of Policy and Government

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<b>Douglas</b>	<b>Charlene Y.</b>	6/2/2023
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**Title:** Associate Professor Emerita

**Local Academic Unit:** Nursing (CPH)

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<b>Fox</b>	<b>Rebecca K.</b>	6/2/2023
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**Title:** Professor Emerita of Education

**Local Academic Unit:** College of Education and Human Development

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<b>Karametou</b>	<b>Maria</b>	5/4/2023
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**Title:** Associate Professor Emerita

**Local Academic Unit:** Art (CVPA)

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<b>Kelly</b>	<b>Nancy J.</b>	6/2/2023
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**Title:** Associate Professor Emerita

**Local Academic Unit:** Nursing (CPH)

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## **ACTION ITEMS**

### **Academic Programs, Diversity, and University Community Committee**

May 4, 2023

### **CONFERRAL OF EMERITUS/EMERITA STATUS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
<b>Malawer</b>	<b>Stuart S.</b>	<b>6/2/2023</b>

**Title:** Distinguished Service Professor Emeritus of Policy and Government

**Local Academic Unit:** Schar School of Policy and Government

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<b>Reeder</b>	<b>William F.</b>	<b>5/4/2023</b>
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**Title:** Professor Emeritus

**Local Academic Unit:** College of Visual and Performing Arts

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<b>Rhodes</b>	<b>Edward</b>	<b>6/2/2023</b>
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**Title:** Professor Emeritus of Policy and Government

**Local Academic Unit:** Schar School of Policy and Government

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<b>Rubenstein</b>	<b>Richard E.</b>	<b>6/2/2023</b>
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**Title:** University Professor Emeritus

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

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<b>Williams Van Rooij</b>	<b>Shahron</b>	<b>6/2/2023</b>
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**Title:** Associate Professor Emerita of Education

**Local Academic Unit:** College of Education and Human Development

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To: Mark R. Ginsberg, Ph.D., Provost and Executive Vice President  
Gregory Washington, President

From: Alpaslan Özerdem, Dean  
Carter School for Peace and Conflict Resolution

Subject: Emeritus/Emerita Designation for Sara Cobb

Date: March 23, 2023

On behalf of the faculty of the Carter School for Peace and Conflict Resolution, I am requesting that Sara Cobb be awarded the title of *Drucie French Cumbie Professor Emerita*, effective June 2, 2023, following her retirement effective June 1, 2023.

Sara Cobb is currently the Drucie French Cumbie Professor. She previously served as Director of the then Institute for Conflict Analysis and Resolution (2001-2008) and has served on the ICAR/S-CAR now Carter School faculty since 2001.

Professor Cobb is a prolific scholar who contributed to substantial growth at the Carter School. Dr. Cobb helped to create George Mason's first undergraduate program in Conflict Analysis and Resolution. She instituted administrative reforms that gave the School its first genuinely effective administrative staff, and she actively promoted trends that positioned the School as a "player" in the world of Washington, D.C., without sacrificing its political and intellectual independence.

Since coming to Mason, Dr. Cobb has published 2 books, numerous articles and has contributed to substantial sponsored program activity.

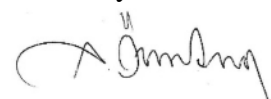
I support the Carter School's faculty recommendation to award Sara Cobb Emerita Status.

Approval ☒ Disapproval ☐ \_\_\_\_\_  
Mark R. Ginsberg, Ph.D., 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's recommendation.

Sincerely,



Alpaslan Özerdem  
Dean



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 James Conant

Date: March 22, 2023

This memo nominates Dr. James Conant as Professor of Policy and Government Emeritus. Dr. Conant has been a member of the faculty at Mason since 1996. At Mason's College of Humanities and Social Services, he served as Associate Dean for Finance, and with the Schar School he was Director of the Master's of Public Administration program. Before joining the faculty at Mason, he served on the faculties at Rutgers University, New York University, and the University of Oklahoma, and as a Visiting Professor at the LaFollette Institute of Public Affairs, University of Wisconsin-Madison. He has regularly taught undergraduate and graduate level courses for the Schar School of Policy and Government in ethics, budgeting, and public administration.

Dr. Conant has contributed original research to two national commissions on the public service (Volker Commission; Winter Commission), and he has served as a consultant to a variety of organizations in the public, nonprofit, and private sectors, including environmental protection, transportation, education, human services, and homeland security organizations.

His work has been published in *Public Administration Review*; *Public Budgeting and Finance*; *Municipal Finance Journal*; *Review of Public Personnel Administration*; *The International Journal of Public Administration*, *State and Local Government Review*; *Journal of Environmental Practice*, and other journals and edited books. He is coeditor of *Dollars and Sense: Policy Choices and the Wisconsin Budget* (1991), the author of *Wisconsin Politics and Government: America's Laboratory of Democracy* (2006), and the lead author of the *Life Cycles of the Council on Environmental Quality and the Environmental Protection Agency: 1970–2035* (2016).

Dr. Conant received his PhD in political science from the University of Wisconsin-Madison.

It gives me great pleasure to nominate Dr. James Conant for consideration as Professor Emeritus of Policy and Government, effective June 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: cph.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 Dr. Charlene Douglas

DATE: March 24, 2023


This memo confirms my support for **Professor Charlene Douglas'** candidacy for Faculty Emerita as nominated by the Director of the School of Nursing, Dr. Cheryl Oetjen. Professor Douglas joined Mason in 1992 as a Commonwealth Associate Professor and was tenured under Genuine Excellence in Teaching in 2002. Dr. Douglas began her academic career at the University of Maryland in 1982, as an instructor at the University of Maryland. Dr. Douglas received a BA in American Studies at Case Western Reserve University in 1975 and a BSN in 1978. She received an MPH at the Johns Hopkins School of Hygiene and Public Health in 1981 and a PhD in Public Health from Johns Hopkins in 1992.

Dr. Douglas has been dedicated to George Mason University and the School of Nursing for more than 30 years. She has been recognized for her outstanding dedication through her teaching, scholarship, and service. She specializes in health literacy, minority health and oncology. Professor Douglas has worked on several grants and contracts over the years including serving as a cultural competence consultant for Partners for Access to HealthCare (PATH) in 2011.

During her tenure at Mason, Professor Douglas received several awards and recognitions including the University Teaching Excellence Award, the College's Excellence in Teaching Award, and the Shirley Travis Habit of Excellence Award. Dr. Douglas has mentored undergraduate, graduate, and doctoral students and has served on many dissertation committees.

In light of sustained commitment to the University, the College, and the School of Nursing and demonstrated academic excellence, I fully support a Faculty Emerita appointment for Dr. Charlene Douglas.

☒ 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. Rebecca Fox

Date: March 20, 2023

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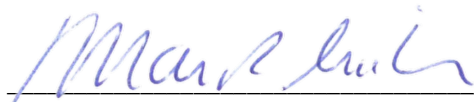
I am writing to request that Dr. Rebecca Fox be awarded the title of Professor Emerita of Education, effective June 2, 2023. Dr. Fox started at Mason in 2000 and has had a distinguished career as an educator, scholar, and leader in the fields of world/foreign language education, second language acquisition, and teacher education. She has been a collaborative leader within CEHD and Mason, contributing to innovative programming, excellent faculty and student scholarship, and international recognition. For instance, she collaborated with colleagues across multiple divisions and units to achieve full recognition from the International Baccalaureate Organization for two existing IB Educator Certificate programs: the IB Certificate in Teaching and Learning and the IB Certificate in Teaching and Learning Research.

Dr. Fox is also an accomplished scholar, having published one book, 16 book chapters, 25 peer-reviewed journals, and 25 other publications, which include research reports, conference proceedings, and other scholarly works. She has secured \$1.7 million in external grants and delivered over 230 presentations at international, national, and regional conferences. These academic accomplishments as well as her distinguished and long track record of service to the field have earned her recognition as a respected leader in the field.

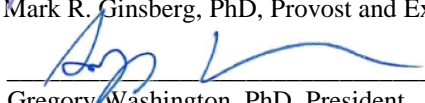
In addition to her scholarship and service, she has been an outstanding teacher and mentor. She has taught approximately one dozen master's and PhD courses across multiple programs at Mason, chaired 17 doctoral dissertation committees, and served on an additional 29 doctoral committees. Her continued commitment to the success of students is evidenced by her continuing to serve as chair of four more doctoral committees.

In summary, Dr. Fox is an accomplished scholar, educator, leader, and mentor with a distinguished career recognized in local, national, and international contexts. She is highly deserving of the Professor Emerita status, and I am pleased to offer my strongest recommendation.

Approved ☒ Not Approved ☐

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

Approved ☒ Not Approved ☐

  
Gregory Washington, PhD, President

This memo certifies that the criteria have been met by this Emerita 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 Visual and Performing Arts

Office of the Dean

4400 University Drive, MS 4C1, Fairfax, Virginia 22030

Phone: 703-993-8877 rdavi4@gmu.edu

To: Mark R. Ginsberg, Ph.D., Provost and Executive Vice President

Gregory Washington, President

From: Rick Davis, Dean, CVPA

Re: Emeritus Designation for Maria Karametou

Date: March 24, 2023

For over two decades Professor Maria Karametou has demonstrated her dedication to the School of Art and George Mason University while maintaining an internationally celebrated professional practice. She retired as Associate Professor of Art on June 1, 2022.

Over her tenure at Mason, Maria has taught the full range of undergraduate and graduate courses, mentored generations of drawing students and chaired multiple MFA thesis committees. As the School of Art has grown in size, diversity, and impact, Maria has been a leader in maintaining a spirit of innovation while respecting a deep commitment to foundational skills that empower all kinds of artistic practice. For example, Maria designed and delivered a new course, Non-Traditional Approaches to Drawing, which has been innovative in creating unique expressions of visual art for our students.

Maria's service has been exceptional, reflected in her committed participation on multiple committees for the School, College, and University, as well as an academic advisor with a sizeable population of students in her care for the School of Art. She has always been willing to go the extra mile to help meet the challenges of growth and evolving pedagogy and practice in the arts.

As an artist, Maria's work demonstrates a breathtaking range of materials and styles, from painting to textiles to 3D work, always expressing an idea or an image with a keen eye for design and visual impact. The world has taken note: Maria has been the recipient of many awards such as a Fulbright Senior Research Scholar Award from the Council for the International Exchange of Scholars, the First Prize in the Maryland Biennial, and most recently an Individual Artist Grant from the Maryland State Arts Council. Professionally, her work is in permanent collections worldwide and has exhibited in museums and galleries locally, nationally, and internationally.

Maria Karametou is the kind of artist-teacher-colleague that defines the excellence of CVPA and Mason. We respectfully request the conferral of Emerita status effective May 4, 2023.

☒ Approved ☐ Not Approved

Mark R. Ginsberg, Ph.D., Provost and Executive Vice President

☒ Approved ☐ Not Approved

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: [cph.gmu.edu](http://cph.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

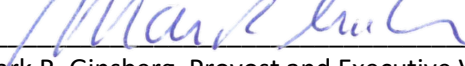
SUBJECT: Emeritus Designation for Dr. Nancy Kelly

DATE: March 24, 2023

This memo confirms my support for **Dr. Nancy Kelly's** candidacy for Faculty Emerita as nominated by the Director of the School of Nursing, Dr. Cheryl Oetjen. Dr. Nancy Kelly joined Mason in 2012 as an Assistant Professor and as the Clinical Excellence Coordinator in the School of Nursing working to support and build community among adjunct faculty and support for students needing academic support. In 2018 she became a Certified Nurse Educator and became the lead for the Nurse Educator program. In 2020, she took on the role of the RN-BSN/CEP program coordinator. Dr. Kelly began her academic career at Lord Fairfax Community College in 2002. She received a BS in Nursing from the University of Wisconsin-Milwaukee and her Master of Science degree in Community and Public Health Leadership from the University of Virginia. She earned her Doctor of Nursing Practice degree in 2011 from the University of Virginia.

Dr. Kelly has been dedicated to George Mason University and the School of Nursing for more than 10 years. She has worked on two grant funded projects mentoring students to deliver smoking cessation classes and health screenings to CSB clients and promoting public health nursing by developing learning modules for a public health preceptorship course for RN to BSN students. Dr. Kelly is currently chairing the Faculty Matters Committee in the School of Nursing and has chaired the School of Nursing's Student Matters Committee. She has also been a College representative to the University's Health & Fitness Expo Committee.

Dr. Kelly's commitment and excellence in teaching and service to the School of Nursing led to her promotion to Associate Professor in 2020. Considering her sustained commitment to the University, to the College, and to the School of Nursing, I fully support a Faculty Emerita appointment for Dr. Nancy Kelly.

☒ 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.



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 Distinguished Service Professor Stuart Malawer

Date: March 22, 2023

This memo nominates Dr. Stuart Malawer as Professor of Policy and Government Emeritus. Dr. Malawer is one of the longest serving faculty members at Mason, joining the School of Law as a founding member in 1977, and remaining there until he joined The International Institute in 1991. Dr. Malawer then became a founding member of the School of Public Policy in 1996 as a Distinguished Service Professor of Law & International Trade. He has regularly taught graduate level courses for the Schar School of Policy and Government in international law and global trade.

Dr. Malawer was a member of the Virginia governor's trade missions with Governors Warner and Kaine to China, India, and Japan. Malawer was awarded the Hardy Cross Dillard Award by the Virginia State Bar, served as chairman of its International Practice Section, and special editor of *Virginia Lawyer*. Malawer was a Virginia gubernatorial appointee the Board of Directors of the Virginia Economic Development Partnership, and to the Virginia International Trade Advisory Committee.

Malawer has published four books on global trade law, national security law, and the World Trade Organization Law and litigation, including *Global Trade and International Law*. Most recently, he published articles on the U.S.-China trade litigation and cybersecurity and on President Trump's trade policy and trade challenges for the new Biden administration.

Dr. Malawer was the principal investigator of a recently funded study by the Department of Defense on cybersecurity export markets. Dr. Malawer received a BA from the University of Buffalo, and his MA and PhD from the University of Pennsylvania.

It gives me great pleasure to nominate Dr. Stuart Malawer for consideration as Distinguished Service Professor Emeritus of Policy and Government, effective June 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 Visual and Performing Arts

Office of the Dean

4400 University Drive, MS 4C1, Fairfax, Virginia 22030

Phone: 703-993-8877 rdavi4@gmu.edu

To: Mark R. Ginsberg, Ph.D., Provost and Executive Vice President

Gregory Washington, President

From: Rick Davis, Dean, CVPA

Re: Emeritus Designation for William F. Reeder

Date: March 24, 2023

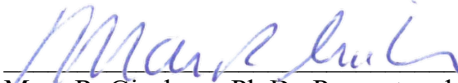
William F. (Bill) Reeder served as Founding Dean of CVPA from July 2001 through May 2015, and Heritage Professor of Arts Management from 2001 through his retirement on June 1, 2022. We respectfully request that he be named Dean and Professor Emeritus of the College of Visual and Performing Arts effective May 4, 2023.

Bill Reeder came to Mason as a respected arts leader, having held executive positions at Washington Performing Arts Society, the Levine School of Music, and the St. Louis Conservatory, among other important institutions, after a distinguished performing career as an operatic tenor in Europe. At Mason, Bill led the formative years of CVPA with a relentless spirit of innovation, fostering the creation of new degree programs in Arts Management, Computer Game Design, and Film and Video Studies, and two community-facing non-degree programs, the Mason Community Arts Academy and Mason Game and Technology Academy. He was instrumental in the planning, fundraising, and opening of the Hylton Performing Arts Center, and advocated for the designation of "Academic V" as the Art & Design Building, creating one of America's finest classroom/studio/gallery facilities for the visual arts.


As Dean, Bill was committed to the historic Mason mission that we now call Inclusive Excellence, embracing students from all backgrounds and points of entry into the visual and performing arts. He pursued an international agenda as well, with particular attention to developing professional relationships in, and recruiting students from, China. When he stepped down as Dean in 2015, Bill took up full-time duties as a faculty member in Arts Management. His experience with Chinese students stood him and us in good stead when we experienced a sudden surge in that population coincident with the beginning of INTO-Mason. Bill made sure that this cohort received appropriate attention, instruction, and opportunity to succeed, and they did. When Arts Management experienced a leadership crisis in 2019, Bill rose to the occasion and agreed to serve as Interim Director, stabilizing the program and finding time to continue innovating in curriculum and outreach to the professional world. He continued to lead effectively during the pandemic pivot, while finding time to identify and prepare a likely successor from within the faculty ranks.

Throughout, Bill has been a mentor to many and a strong advocate for the mission of the arts at Mason. He is a strong candidate for Emeritus status in both of his roles as Dean and Professor.

☒ Approved ☐ Not Approved

  
Mark R. Ginsberg, Ph.D., Provost and Executive Vice President

☒ Approved ☐ Not Approved

  
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.



To: Mark R. Ginzberg, 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 Edward Rhodes

Date: March 22, 2023

This memo nominates Dr. Edward Rhodes as Professor of Policy and Government Emeritus. Prior to coming to George Mason University, Dr. Rhodes held research or teaching appointments at Princeton, Harvard, Stanford, and Cornell Universities, and, as a Fulbright fellow, at the University of Latvia. Rhodes then served as founding director of the Rutgers Center for Global Security and Democracy and as Dean of the Social and Behavioral Sciences before joining George Mason's School of Public Policy as Dean in 2010. He has regularly taught graduate level courses for the Schar School of Policy and Government on subjects such as American foreign policy, national security policy, and US institutions and processes.

Dr. Rhodes's government activities have included service in the Strategy and Concepts branch of the Office of the Chief of Naval Operations, on the State Department's Advisory Committee on Historical Diplomatic Documentation, and on a number of State and Commerce Department promotion boards.

Rhodes has published multiple books including *Power and MADness: The Logic of Nuclear Coercion* and *The Politics of Strategic Adjustment: Ideas, Institutions, and Interests* with Columbia University Press, and has written textbooks on international relations, globalization, and global politics. He has served on the editorial boards of *Contemporary Security Policy*; *Security Studies*; and *International Studies Quarterly*.

Dr. Rhodes received his AB from Harvard University and his MPA and PhD degrees from the Woodrow Wilson School of Public and International Affairs at Princeton University.

It gives me great pleasure to nominate Dr. Edward Rhodes for consideration as Professor Emeritus of Policy and Government, effective June 2, 2023.

Approval ☒ Disapproval \_\_\_\_\_  
  
Mark R. Ginzberg, 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.

To: Mark R. Ginsberg, Ph.D., Provost and Executive Vice President  
Gregory Washington, President

From: Alpaslan Özerdem, Dean  
Carter School for Peace and Conflict Resolution

Subject: Emeritus/Emerita Designation for Richard Rubenstein

Date: March 23, 2023

On behalf of the faculty of the Carter School for Peace and Conflict Resolution, I am requesting that Richard Rubenstein be awarded the title of *University Professor Emeritus of Conflict Resolution and Public Affairs*, effective June 2, 2023, following his retirement effective June 1, 2023.

Richard Rubenstein is currently the University Professor of Conflict Resolution and Public Affairs. He previously served as Director of the then Institute for Conflict Analysis and Resolution and has served on the ICAR/S-CAR now Carter School faculty since 1987.

Professor Rubenstein is a prolific scholar who has had Fulbright Appointments at both the Universite de Provence and the University of Malta. He anchored Mason's dual degree collaboration with the University of Malta. Since coming to Mason he has authored 7 books, numerous articles and chapters along with being a substantial presence in the DC area as a public intellectual on numerous issues.

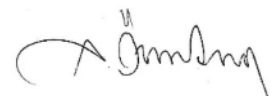
I support the Carter School's faculty recommendation to award Richard Rubenstein Emeritus Status.

Approval ☒ Disapproval ☐ \_\_\_\_\_  
Mark R. Ginsberg, Ph.D., 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's recommendation.

Sincerely,




Alpaslan Özerdem  
Dean



**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. Shahron Williams van Rooij

Date: March 20, 2023

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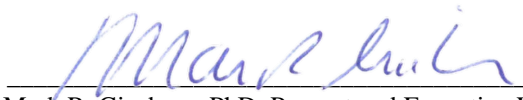
I am writing to request that Dr. Shahron Williams van Rooij be awarded the title of Associate Professor Emerita of Education, effective June 2, 2023. Dr. Williams van Rooij has been a respected colleague, teacher, and mentor during her 16 years of service at Mason. She championed the e-Learning movement since joining the Instructional Technology program and played a significant role in program redesign and development as it evolved into the Learning Design and Technology program. She has also played a pivotal role in transitioning the MEd program in Curriculum and Instruction with a concentration in Instructional Design and Technology to a Master's of Science in Learning Design and Technology, and a Wiley Online program.

Dr. Williams van Rooij has been a productive scholar with 25 peer-reviewed publications, two books, six book chapters, and numerous local, national, and international presentations. She has also been actively engaged in advising many students in the Learning Design and Technology program and the E-Learning Certificate, as well as chairing three doctoral dissertations.

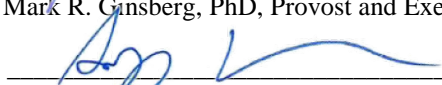
Dr. Williams van Rooij has made significant contributions to the field, serving in various prestigious roles in key professional associations, such as the Association for Educational Communications and Technology (AECT) and the American Educational Research Association. She has received notable recognition for her contributions, including AECT's Reviewer Excellence Award.

In summary, Dr. Williams van Rooij is an accomplished scholar, educator, and leader with an impressive career and many important contributions to the program, the college, Mason, and the field. She is highly deserving of Associate Professor Emerita status, and I am pleased to offer my enthusiastic recommendation.

Approved ☒ Not Approved ☐

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

Approved ☒ Not Approved ☐

  
Gregory Washington, PhD, President

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



## **ACTION ITEMS**

### **Academic Programs, Diversity, and University Community Committee**

May 4, 2023

### **ELECTIONS OF NEW TENURED FACULTY**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Arewa	Olufunmilayo	8/25/2023

**Title:** Professor of Law

**Rank:** Professor without Term

**Classification:** Tenured (without term) - Instructional

**Local Academic Unit:** Antonin Scalia Law School

**Note(s):** Additional Title: Director of Arts and Entrepreneurial Programming, Center for Intellectual Property x Innovation Policy (C-IP2)

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Marcus	Andrian	8/25/2023
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**Title:** Professor without Term

**Rank:** Professor without Term

**Classification:** Tenured (without term) - Instructional

**Local Academic Unit:** Computer Science (CEC)

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

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

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

, Professor of Law

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Faculty Member's Name and Title

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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 be 'C. R. Smith', 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.**

Andrian Marcus, Professor

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Faculty Member's Name and Title

Department of Computer Science

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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.**

Prof. Andrian Marcus is an internationally leading scholar in software engineering, and his recruitment endows the CS Department's software engineering group with a much-needed, research-active senior faculty member who can lead new strategic research programs and mentor the many junior faculty in the area. The software engineering group is the Department's most highly ranked among its many research groups, being ranked currently at #10 nationally in the widely followed csrankings.org. The Department recruited a significant number of new faculty in Spring 2022 across many research areas, and Prof. Marcus was the only candidate at the rank of full professor in any area to qualify for consideration.

Kenneth S. Ball

3/24/23

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Dean

Date

## **ANNOUNCEMENT**

**Academic Programs, Diversity, and University Community Committee**

May 4, 2023

### **SPECIAL RANK CHANGE**

<b><u>LAST NAME</u></b>	<b><u>FIRST NAME</u></b>	<b><u>EFFECTIVE DATE</u></b>
<b>Clark</b>	<b>Keith S.</b>	<b>5/4/2023</b>

**Title:** Distinguished University Professor

**Local Academic Unit:** English (CHSS)

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<b>Singh</b>	<b>Jatinder P.</b>	<b>5/4/2023</b>
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**Title:** Distinguished University Professor

**Local Academic Unit:** Schar School of Policy and Government

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<b>Washington</b>	<b>Gregory</b>	<b>5/4/2023</b>
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**Title:** Distinguished University Professor

**Local Academic Unit:** Office of the President

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

May 4, 2023

### APPOINTMENT OF FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Acuña</b>	<b>Samuel</b>	3/10/2023	1 year

**Title:** Research Assistant Professor

**Rank:** Research Assistant Professor

**Classification:** Term - Research

**Local Academic Unit:** Bioengineering (CEC)

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<b>Al-Deen</b>	<b>Aminah</b>	8/17/2022	> 2 years
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**Title:** Project Director for the Black American Muslim Internationalism Project

**Rank:** Research Associate Professor

**Classification:** Term - Research

**Local Academic Unit:** Global Islamic Studies Program (CHSS)

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<b>Alman</b>	<b>Elizabeth F.</b>	1/10/2023	1.5 years
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**Title:** Associate Professor

**Rank:** Instructional Associate Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Theater (CVPA)

**Note(s):** Additional Title: Area Head of Theater Studies

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<b>Christova</b>	<b>Rosalina S.</b>	8/25/2023	3 years
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**Title:** Assistant Professor of Aquatic Ecology

**Rank:** Assistant Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** Environmental Science and Policy (COS)

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<b>Cieslowski</b>	<b>Bethany</b>	1/10/2023	1.5 years
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**Title:** Instructional Associate Professor

**Rank:** Instructional Associate Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Nursing (CPH)

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 4, 2023

### **APPOINTMENT OF FACULTY**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Feldens Ferrari</b>	<b>Jair</b>	8/25/2023	3 years

**Title:** Associate Professor

**Rank:** Instructional Associate Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Cyber Security Engineering (CEC)

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<b>Jarvis</b>	<b>Anda</b>	3/16/2023	1 year
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**Title:** Clinical Research Associate

**Rank:** Professor of Practice

**Classification:** Term - Research

**Local Academic Unit:** Schar School of Policy and Government

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<b>Kowitlawakul</b>	<b>Yanika</b>	1/10/2023	1.5 years
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**Title:** Instructional Associate Professor

**Rank:** Instructional Associate Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Social Work (CPH)

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<b>Lee</b>	<b>Kyung Hyeon</b>	3/25/2023	1 year
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**Title:** Research Assistant Professor, Biochemistry

**Rank:** Research Assistant Professor

**Classification:** Term - Research

**Local Academic Unit:** Chemistry and Biochemistry (COS)

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<b>Lemonnier</b>	<b>David Philippe Nicolas</b>	1/25/2023	1 year
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**Title:** Research Assistant Professor

**Rank:** Research Assistant Professor

**Classification:** Term - Research

**Local Academic Unit:** Bioengineering (CEC)

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 4, 2023

### **APPOINTMENT OF FACULTY**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Maloney</b>	<b>Brenna</b>	1/10/2023	1.5 years

**Title:** Instructor of Journalism

**Rank:** Instructor

**Classification:** Term - Instructional

**Local Academic Unit:** Communication (CHSS)

**Note(s):** Additional Title: Journalism Coordinator

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<b>Moore</b>	<b>Ilona</b>	1/10/2023	1 year
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**Title:** Instructional Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Global Affairs Program (CHSS)

**Note(s):** Additional Title: Assistant Director of the Global Affairs Program

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<b>Shpak</b>	<b>Solomiya</b>	8/25/2023	2 years
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**Title:** Instructional Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Schar School of Policy and Government

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<b>Sinclair</b>	<b>Karen T.</b>	2/10/2023	> 1 year
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**Title:** Kinesiology Internship Coordinator

**Rank:** Instructor

**Classification:** Term - Instructional

**Local Academic Unit:** College of Education and Human Development

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<b>Stange</b>	<b>Melissa C.</b>	8/25/2023	3 years
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**Title:** Associate Professor

**Rank:** Instructional Associate Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Cyber Security Engineering (CEC)

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 4, 2023

### **APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
<b>Antwi</b>	<b>Simone</b>	<b>2/9/2023</b>

**Title:** Senior Consultant

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Office of the Senior Vice President

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<b>Arold</b>	<b>Heather A.</b>	<b>2/13/2023</b>
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**Title:** Research Development Associate for a Sustainable Earth

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Office of the Provost

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<b>Booth</b>	<b>Jeanne V.</b>	<b>2/10/2023</b>
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**Title:** Director of Field Education

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Social Work (CPH)

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<b>Bowes</b>	<b>Grace O.</b>	<b>12/9/2022</b>
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**Title:** Assistant Director, Events and Game Operations

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Intercollegiate Athletics

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<b>Braun</b>	<b>Ryan G.</b>	<b>5/25/2023</b>
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**Title:** Director of Undergraduate Academic Success

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Office of the Provost

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 4, 2023

### **APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
<b>Buchy</b>	<b>Jaclyn K.</b>	<b>3/10/2023</b>

**Title:** Senior Director, Specialized Master's Programs

**Classification:** At will - Admin/Professional

**Local Academic Unit:** School of Business

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<b>Bukulmeyer Ozerdem</b>	<b>Ayce</b>	<b>2/6/2023</b>
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**Title:** Well-Being Program Specialist

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Advancement of Well-Being (UL)

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<b>Chojna</b>	<b>Magdalena</b>	<b>1/23/2023</b>
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**Title:** Director of Finance and Human Resources

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Antonin Scalia Law School

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<b>Coughlan</b>	<b>Kelly</b>	<b>10/25/2022</b>
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**Title:** Senior Career Manager

**Classification:** At will - Admin/Professional

**Local Academic Unit:** School of Business

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<b>Curran</b>	<b>Carly K.</b>	<b>2/10/2023</b>
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**Title:** Research Administration Pre-Award Director

**Classification:** At will - Admin/Professional

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

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 4, 2023

### **APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
<b>Daly</b>	<b>Kimberley</b>	<b>3/10/2023</b>

**Title:** Project Manager

**Classification:** At will - Admin/Professional

**Local Academic Unit:** College of Education and Human Development

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<b>DeRosa</b>	<b>Patrick M.</b>	<b>6/25/2023</b>
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**Title:** Associate Director, Center for Economic Education

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Economics (CHSS)

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<b>Dromgold-Sermen</b>	<b>Michelle S.</b>	<b>2/6/2023</b>
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**Title:** Assistant Director of the Institute for Immigration Research

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Immigration Research (CHSS)

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<b>Durrant</b>	<b>Summer</b>	<b>3/25/2023</b>
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**Title:** E-Resources Librarian

**Classification:** At will - Admin/Professional

**Local Academic Unit:** University Libraries

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<b>Finley</b>	<b>Dara G.</b>	<b>11/1/2022</b>
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**Title:** Deputy Title IX Coordinator

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Diversity, Equity, and Inclusion

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 4, 2023

### **APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
<b>Frese</b>	<b>Kenneth R.</b>	<b>2/25/2023</b>

**Title:** Director of Clinical Operations

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Nursing (CPH)

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<b>Funkhouser</b>	<b>Stephanie M.</b>	<b>2/13/2023</b>
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**Title:** Health and Well-Being Coordinator

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Student Health Services (UL)

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<b>Garritty</b>	<b>Heather B.</b>	<b>12/1/2022</b>
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**Title:** Assistant Dean for Administration

**Classification:** At will - Admin/Professional

**Local Academic Unit:** University Libraries

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<b>Ghannouchi</b>	<b>Ousswa</b>	<b>5/25/2023</b>
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**Title:** Associate Director of International Admissions

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Office of the Provost

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<b>Gleason</b>	<b>James P.</b>	<b>2/6/2023</b>
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**Title:** Financial Aid Counselor

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Office of Student Financial Aid

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 4, 2023

### **APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
<b>Hairston</b>	<b>Cheryl D.</b>	10/23/2022

**Title:** Associate Head Athletic Trainer

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Intercollegiate Athletics

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<b>Hartman</b>	<b>Shirley</b>	1/24/2023
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**Title:** Senior Director of Development

**Classification:** At will - Admin/Professional

**Local Academic Unit:** College of Education and Human Development

---

<b>Healy</b>	<b>Megan K.</b>	9/10/2022
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**Title:** Special Advisor to the President

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Office of the President

---

<b>Hott</b>	<b>Sarah H.</b>	12/10/2022
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**Title:** Director of Operations

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Office of Continuing Professional Education

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<b>Jensen</b>	<b>John</b>	2/10/2023
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**Title:** Head of Technical Services and Collection Development, Law Library

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Antonin Scalia Law School

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 4, 2023

### **APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
<b>Johnson</b>	<b>Melissa L.</b>	<b>1/10/2023</b>

**Title:** Assistant Director for New Student Programs

**Classification:** At will - Admin/Professional

**Local Academic Unit:** New Student and Family Programs (UL)

---

<b>Johnson</b>	<b>Raphael</b>	<b>2/27/2023</b>
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**Title:** Assistant Director, M-VETS

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Antonin Scalia Law School

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<b>Jordan</b>	<b>Lorena</b>	<b>2/10/2023</b>
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**Title:** Policy and Government Librarian

**Classification:** At will - Admin/Professional

**Local Academic Unit:** University Libraries

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<b>Kaplan</b>	<b>Julie E.</b>	<b>3/6/2023</b>
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**Title:** Senior Director of Development, CPH

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Advancement and Alumni Relations

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<b>Koka</b>	<b>Nandini N.</b>	<b>4/17/2023</b>
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**Title:** Executive Director of Student Health Services

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Student Health Services (UL)

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 4, 2023

### **APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
<b>Le</b>	<b>Minh</b>	<b>2/9/2023</b>

**Title:** Senior Consultant

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Office of the Senior Vice President

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<b>Lee</b>	<b>Emma C.</b>	<b>12/9/2022</b>
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**Title:** Assistant Director, Events and Game Operations

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Intercollegiate Athletics

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<b>Lennox</b>	<b>April P.</b>	<b>3/6/2023</b>
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**Title:** Coordinator, VDOE TTAC at GMU - Literacy

**Classification:** At will - Admin/Professional

**Local Academic Unit:** College of Education and Human Development

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<b>Lyons</b>	<b>Holly</b>	<b>1/9/2023</b>
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**Title:** Community Director

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Housing and Residence Life (UL)

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<b>Main</b>	<b>John A.</b>	<b>12/5/2022</b>
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**Title:** Associate Vice President of Research for Defense and Security Initiatives

**Classification:** At will - Admin/Professional

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

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 4, 2023

### **APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
<b>Martello</b>	<b>Nicole S.</b>	<b>12/5/2022</b>

**Title:** Director of Accreditation, Assessment and Analytics

**Classification:** At will - Admin/Professional

**Local Academic Unit:** School of Business

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<b>McCormick</b>	<b>Raven-Brittney G.</b>	<b>8/25/2022</b>
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**Title:** Assistant Director of Career Services

**Classification:** At will - Admin/Professional

**Local Academic Unit:** College of Public Health

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<b>McFarlane</b>	<b>Hennrietta H.</b>	<b>11/7/2022</b>
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**Title:** Financial Aid Counselor

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Office of Student Financial Aid

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<b>McQuiston</b>	<b>Erica</b>	<b>2/25/2023</b>
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**Title:** Executive Director, Enterprise Resource Planning

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Information Technology Services

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<b>Meslener</b>	<b>Jennifer</b>	<b>2/10/2023</b>
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**Title:** Lead, Social Sciences Team and Mason Square Library

**Classification:** At will - Admin/Professional

**Local Academic Unit:** University Libraries

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 4, 2023

### **APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
<b>Michelson</b>	<b>Cindy M.</b>	11/14/2022

**Title:** Senior Director of Development

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Advancement and Alumni Relations

---

<b>Myers</b>	<b>Matthew</b>	9/25/2022
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**Title:** Associate Director, Employer and Alumni Engagement

**Classification:** At will - Admin/Professional

**Local Academic Unit:** University Career Services (UL)

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<b>Napiecek</b>	<b>Julianna W.</b>	1/10/2023
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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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<b>O'Brien</b>	<b>Kerry</b>	1/16/2023
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**Title:** Access Consultant

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Disability Services (UL)

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<b>Ogun</b>	<b>Mehmet N.</b>	12/10/2022
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**Title:** Associate Director of International Graduate Admissions

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Office of the Provost

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 4, 2023

### **APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
<b>Orlick</b>	<b>Daylen</b>	1/25/2023

**Title:** Associate Director of Family Programs

**Classification:** At will - Admin/Professional

**Local Academic Unit:** New Student and Family Programs (UL)

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<b>Owusu Sekyere</b>	<b>Fred</b>	2/13/2023
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**Title:** Assistant Coach Women's Soccer

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Intercollegiate Athletics

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<b>Perez</b>	<b>Melissa R.</b>	1/25/2023
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**Title:** Director, Export Compliance and Secure Research

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Office of the Provost

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<b>Peroni</b>	<b>Giovana</b>	1/19/2023
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**Title:** Director of Strategic Outreach

**Classification:** At will - Admin/Professional

**Local Academic Unit:** College of Education and Human Development

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<b>Pickard</b>	<b>Jackson K.</b>	1/9/2023
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**Title:** Community Director

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Housing and Residence Life (UL)

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 4, 2023

### **APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
<b>Poms</b>	<b>Laura W.</b>	<b>8/25/2022</b>

**Title:** Mason Core Director

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Office of the Provost

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<b>Ramirez</b>	<b>Melanie</b>	<b>12/25/2022</b>
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**Title:** Clinician, Diversity and Inclusion Focus

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Counseling and Psychological Services (UL)

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<b>Refaat</b>	<b>Yasmine T.</b>	<b>11/10/2022</b>
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**Title:** Program Manager of Outreach and Student Career Management-Break Through Tech

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Computer Science (CEC)

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<b>Rivera</b>	<b>Pedro J.</b>	<b>11/28/2022</b>
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**Title:** Director of Development, University Priorities

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Advancement and Alumni Relations

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<b>Robinson</b>	<b>Corey D.</b>	<b>2/6/2023</b>
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**Title:** Senior Director of Undergraduate Academic and Student Affairs

**Classification:** At will - Admin/Professional

**Local Academic Unit:** School of Business

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 4, 2023

### **APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
<b>Rose</b>	<b>Carrie J.</b>	12/12/2022

**Title:** Controller

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Advancement and Alumni Relations

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<b>Schmidt</b>	<b>Rebekah</b>	9/25/2022
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**Title:** Head Athletic Trainer

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Intercollegiate Athletics

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<b>Scibetti</b>	<b>Jessica L.</b>	12/10/2022
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**Title:** Associate Director, Constituent Engagement

**Classification:** At will - Admin/Professional

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

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<b>Sekaran</b>	<b>Chandra</b>	12/12/2022
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**Title:** Senior Auditor

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Office of University Audit

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<b>Stewart</b>	<b>Antonio</b>	3/13/2023
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**Title:** Assistant Director, Office of Academic Advising

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Office of the Provost

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 4, 2023

### **APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
<b>Stoddard</b>	<b>Morgan</b>	2/13/2023

**Title:** Associate Director, Law Library

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Antonin Scalia Law School

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<b>Terrillion</b>	<b>Suzanne K.</b>	11/25/2022
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**Title:** Director of Development

**Classification:** At will - Admin/Professional

**Local Academic Unit:** College of Humanities and Social Sciences

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<b>Webb</b>	<b>Megan</b>	1/25/2023
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**Title:** Production Manager

**Classification:** At will - Admin/Professional

**Local Academic Unit:** College of Visual and Performing Arts

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<b>White</b>	<b>Vanesa</b>	12/1/2022
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**Title:** DEI Lead Compliance Investigator

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Diversity, Equity, and Inclusion

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<b>Wilson</b>	<b>Nicholas</b>	4/3/2023
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**Title:** Assistant Director of Outdoor Adventures

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Mason Recreation (UL)

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## **ANNOUNCEMENT**

**Academic Programs, Diversity, and University Community Committee**

May 4, 2023

### **APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY**

**LAST NAME**

**FIRST NAME**

**EFFECTIVE DATE**

**Yi**

**Lorriz Anne A.**

**9/25/2022**

**Title:** Digital Transformation Specialist

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Office of the Registrar

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## **ANNOUNCEMENT**

**Academic Programs, Diversity, and University Community Committee**

May 4, 2023

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

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Matz</b>	<b>Robert</b>	6/25/2023	1 year

**Title:** Dean, George Mason University Korea

**Local Academic Unit:** Office of the Provost

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

May 4, 2023

### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Abdullah	Sharmin	8/25/2023	1 year

**Title:** Instructional Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Computational and Data Sciences (COS)

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Abratt	Russell	8/25/2023	1 year
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**Title:** Instructional Professor

**Rank:** Instructional Professor

**Classification:** Term - Instructional

**Local Academic Unit:** School of Business

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Ahmad	Afra S.	6/10/2023	3 years
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**Title:** Instructional Associate Professor

**Rank:** Instructional Associate Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Psychology (CHSS)

**Note(s):** Additional Title: Director of the MPS Program  
Previous title: Instructional Assistant Professor

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Aidoo Hewton	Abena A.	8/25/2023	1 year
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**Title:** Associate Professor of Tourism and Events Management

**Rank:** Instructional Associate Professor

**Classification:** Term - Instructional

**Local Academic Unit:** College of Education and Human Development

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Ainsworth	Melissa K.	8/25/2023	1 year
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**Title:** Assistant Professor of Education

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** College of Education and Human Development

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

May 4, 2023

### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Aistars	Sandra	8/25/2023	3 years

**Title:** Clinical Assistant Professor  
**Rank:** Clinical Assistant Professor  
**Classification:** Term - Instructional  
**Local Academic Unit:** Antonin Scalia Law School

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Amiri Darehbidi	Mehdi	8/25/2023	3 years
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**Title:** Assistant Professor  
**Rank:** Assistant Professor  
**Classification:** Tenure Track - Instructional  
**Local Academic Unit:** Mechanical Engineering (CEC)

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Anastasopoulos	Antonios	8/25/2023	3 years
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**Title:** Assistant Professor  
**Rank:** Assistant Professor  
**Classification:** Tenure Track - Instructional  
**Local Academic Unit:** Computer Science (CEC)

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Anderson	Taylor	8/25/2023	3 years
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**Title:** Assistant Professor  
**Rank:** Assistant Professor  
**Classification:** Tenure Track - Instructional  
**Local Academic Unit:** Geography and Geoinformation Science (COS)

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Atkinson	Robert P.	1/10/2023	1 year
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**Title:** Senior Research Associate  
**Rank:** Research Associate (Instructor)  
**Classification:** Term - Research  
**Local Academic Unit:** Communication (CHSS)

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

May 4, 2023

### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Attie	Raphael	1/9/2023	1 year

**Title:** Research Assistant Professor

**Rank:** Research Assistant Professor

**Classification:** Term - Research

**Local Academic Unit:** Physics and Astronomy (COS)

---

Auld	Eric K.	8/25/2023	1 year
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**Title:** Instructor

**Rank:** Instructor

**Classification:** Term - Instructional

**Local Academic Unit:** English (CHSS)

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Avila	Kimberly R.	8/25/2023	1 year
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**Title:** Assistant Professor of Education

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** College of Education and Human Development

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Avramovic	Sanja	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)

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Avramovic	Sanja	8/25/2023	3 years
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**Title:** Instructional Associate Professor

**Rank:** Instructional Associate Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Health Administration and Policy (CPH)

**Note(s):** Previous title: Instructional Assistant Professor

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 4, 2023

### **RENEWALS AND REAPPOINTMENTS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Bagheri</b>	<b>Zahra Shaghayegh</b>	8/25/2023	3 years

**Title:** Assistant Professor

**Rank:** Assistant Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** Mechanical Engineering (CEC)

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<b>Banerjee</b>	<b>Patrali</b>	8/25/2023	1 year
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**Title:** Instructional Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Chemistry and Biochemistry (COS)

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<b>Bauman</b>	<b>Lisa P.</b>	8/25/2023	5 years
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**Title:** Instructional Professor

**Rank:** Instructional Professor

**Classification:** Term - Instructional

**Local Academic Unit:** History and Art History (CHSS)

**Note(s):** Previous title: Instructional Associate Professor

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<b>Beadles</b>	<b>Nicole</b>	8/25/2023	3 years
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**Title:** Associate Professor of Psychology

**Rank:** Instructional Associate Professor

**Classification:** Term - Instructional

**Local Academic Unit:** College of Education and Human Development

**Note(s):** Previous Title: Assistant Professor

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<b>Berea</b>	<b>Anamaria</b>	1/10/2023	3 years
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**Title:** Associate Professor

**Rank:** Instructional Associate Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Computational and Data Sciences (COS)

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

May 4, 2023

### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Berg</b>	<b>Scott W.</b>	8/25/2023	5 years

**Title:** Instructional Professor

**Rank:** Instructional Professor

**Classification:** Term - Instructional

**Local Academic Unit:** English (CHSS)

**Note(s):** Previous title: Instructional Associate Professor

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<b>Betka</b>	<b>Paul</b>	8/25/2023	3 years
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**Title:** Assistant Professor

**Rank:** Assistant Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** Atmospheric, Oceanic and Earth Sciences (COS)

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<b>Biggs</b>	<b>Regina D.</b>	8/25/2023	1 year
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**Title:** Instructional Associate Professor

**Rank:** Instructional Associate Professor

**Classification:** Term - Instructional

**Local Academic Unit:** College of Education and Human Development

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<b>Broberg</b>	<b>Shelby</b>	8/25/2023	1 year
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**Title:** Instructor

**Rank:** Instructor

**Classification:** Term - Instructional

**Local Academic Unit:** Communication (CHSS)

**Note(s):** Additional Title: Communication Center Director

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<b>Brooks</b>	<b>Natalie</b>	6/25/2023	1 year
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**Title:** Instructional Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Nursing (CPH)

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

May 4, 2023

### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Brooks</b>	<b>Amanda</b>	8/25/2023	1 year

**Title:** Clinical Assistant Professor  
**Rank:** Clinical Assistant Professor  
**Classification:** Term - Instructional  
**Local Academic Unit:** Nursing (CPH)

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<b>Brown</b>	<b>Stephen F.</b>	8/25/2023	At will
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**Title:** Instructional Assistant Professor  
**Rank:** Instructional Assistant Professor  
**Classification:** Term - Instructional  
**Local Academic Unit:** Health Administration and Policy (CPH)

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<b>Bryan</b>	<b>Timothee W.</b>	8/25/2023	1 year
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**Title:** Instructional Assistant Professor  
**Rank:** Instructional Assistant Professor  
**Classification:** Term - Instructional  
**Local Academic Unit:** Mathematical Science (COS)

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<b>Bryan</b>	<b>Amanda L.</b>	8/25/2023	1 year
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**Title:** Instructional Assistant Professor  
**Rank:** Instructional Assistant Professor  
**Classification:** Term - Instructional  
**Local Academic Unit:** English (CHSS)

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<b>Bulancea</b>	<b>Gabriela</b>	8/25/2023	1 year
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**Title:** Instructional Associate Professor  
**Rank:** Instructional Associate Professor  
**Classification:** Term - Instructional  
**Local Academic Unit:** Mathematical Science (COS)

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 4, 2023

### **RENEWALS AND REAPPOINTMENTS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Callus</b>	<b>Jessica A.</b>	6/10/2023	1 year

**Title:** Instructional Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Chemistry and Biochemistry (COS)

---

<b>Campbell</b>	<b>Patrick C.</b>	6/10/2023	3 years
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**Title:** Research Associate Professor

**Rank:** Research Associate Professor

**Classification:** Term - Research

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

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<b>Carson</b>	<b>Scott</b>	8/25/2023	1 year
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**Title:** Instructional Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Mathematical Science (COS)

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<b>Chang</b>	<b>Kathleen</b>	8/25/2023	3 years
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**Title:** Instructional Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Nursing (CPH)

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<b>Chang</b>	<b>Shanti E.</b>	8/25/2023	1 year
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**Title:** Instructional Associate Professor

**Rank:** Instructional Associate Professor

**Classification:** Term - Instructional

**Local Academic Unit:** College of Public Health

**Note(s):** Previous title: Instructional Assistant Professor

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

May 4, 2023

### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Chen</b>	<b>Jianfei</b>	8/25/2023	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

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<b>Chin</b>	<b>Helen</b>	8/25/2023	3 years
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**Title:** Assistant Professor

**Rank:** Assistant Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** Global and Community Health (CPH)

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<b>Chowdhury</b>	<b>Ahsan</b>	8/25/2023	1 year
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**Title:** Instructional Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Mathematical Science (COS)

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<b>Chung</b>	<b>Yoo Sun</b>	8/25/2023	1 year
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**Title:** Instructional Associate Professor

**Rank:** Instructional Associate Professor

**Classification:** Term - Instructional

**Local Academic Unit:** College of Education and Human Development

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<b>Dailey</b>	<b>Stephanie</b>	8/25/2023	3 years
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**Title:** Assistant Professor

**Rank:** Assistant Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** College of Education and Human Development

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

May 4, 2023

### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
D'Arcy	Shaun	8/25/2023	3 years

**Title:** Assistant Professor

**Rank:** Assistant Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** Dance (CVPA)

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Davidson	Tracy K.	6/10/2023	3 years
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**Title:** Instructional Associate Professor

**Rank:** Instructional Associate Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Nursing (CPH)

**Note(s):** Previous title: Instructional Assistant Professor

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De Marco	James	8/25/2023	1 year
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**Title:** Instructional Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Nursing (CPH)

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Deitz	Robert L.	8/25/2023	5 years
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**Title:** Instructional Professor

**Rank:** Instructional Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Schar School of Policy and Government

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Desierto	Desiree A.	8/25/2023	1 year
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**Title:** Instructional Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Economics (CHSS)

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

May 4, 2023

### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>DiZinno</b>	<b>Joseph A.</b>	8/25/2023	3 years

**Title:** Instructional Associate Professor

**Rank:** Instructional Associate Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Forensic Science Program (COS)

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<b>Dobryднеva</b>	<b>Yuliya</b>	8/25/2023	1 year
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**Title:** Instructional Associate Professor

**Rank:** Instructional Associate Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Systems Biology (COS)

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<b>Doebel</b>	<b>Sabine</b>	8/25/2023	3 years
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**Title:** Assistant Professor

**Rank:** Assistant Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** Psychology (CHSS)

---

<b>Drissi Messouak</b>	<b>Boubker</b>	8/25/2023	1 year
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**Title:** Instructional Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** School of Business

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<b>DuBois</b>	<b>Megan L.</b>	8/25/2023	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)

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 4, 2023

### **RENEWALS AND REAPPOINTMENTS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Duke</b>	<b>Jodi M.</b>	8/25/2023	1 year

**Title:** Instructional Associate Professor

**Rank:** Instructional Associate Professor

**Classification:** Term - Instructional

**Local Academic Unit:** College of Education and Human Development

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<b>Dummett</b>	<b>Roxanne E.</b>	8/25/2023	1 year
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**Title:** Instructor of Education

**Rank:** Instructor

**Classification:** Term - Instructional

**Local Academic Unit:** College of Education and Human Development

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<b>Dungan</b>	<b>Caitlin E.</b>	8/25/2023	1 year
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**Title:** Instructor

**Rank:** Instructor

**Classification:** Term - Instructional

**Local Academic Unit:** English (CHSS)

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<b>Eddo</b>	<b>Oladipo O.</b>	8/25/2023	1 year
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**Title:** Instructional Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** College of Education and Human Development

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<b>Elashkar</b>	<b>Eman</b>	8/25/2023	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)

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 4, 2023

### **RENEWALS AND REAPPOINTMENTS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Enfield</b>	<b>Jacob W.</b>	8/25/2023	1 year

**Title:** Research Associate Professor

**Rank:** Research Associate Professor

**Classification:** Term - Research

**Local Academic Unit:** Computer Game Design (CVPA)

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<b>Epstein</b>	<b>Elisabeth A.</b>	8/25/2023	1 year
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**Title:** Instructional Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Biology (COS)

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<b>Escobar Mejia</b>	<b>Claudia L.</b>	9/25/2022	1 year
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**Title:** Distinguished Visiting Professor

**Rank:** Research Professor

**Classification:** Term - Research

**Local Academic Unit:** Schar School of Policy and Government

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<b>Fairchild</b>	<b>Samuel E.</b>	8/25/2023	1 year
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**Title:** Instructional Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Mathematical Science (COS)

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<b>Ferguson</b>	<b>Elizabeth D.</b>	8/25/2023	1 year
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**Title:** Instructional Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** English (CHSS)

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

May 4, 2023

### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Fondufe	Gwendolyn Y.	8/25/2023	1 year

**Title:** Instructional Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Biology (COS)

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Froelich	Brett	8/25/2023	3 years
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**Title:** Assistant Professor

**Rank:** Assistant Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** Biology (COS)

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Fuertes	Al B.	8/25/2023	5 years
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**Title:** Instructional Professor

**Rank:** Instructional Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Integrative Studies (CHSS)

**Note(s):** Previous title: Instructional Associate Professor

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Gantar	Suzanne M.	8/25/2023	1 year
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**Title:** Instructional Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Biology (COS)

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Garrison	Victoria A.	8/25/2023	3 years
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**Title:** Instructional Associate Professor and Physician

**Rank:** Instructional Associate Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Nursing (CPH)

**Note(s):** Previous title: Instructional Assistant Professor

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

May 4, 2023

### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Ginsburg</b>	<b>Douglas</b>	6/25/2023	5 years

**Title:** Professor of Law

**Rank:** Instructional Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Antonin Scalia Law School

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<b>Girgis</b>	<b>Michael A.</b>	2/21/2023	1 year
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**Title:** Research Assistant Professor

**Rank:** Research Assistant Professor

**Classification:** Term - Research

**Local Academic Unit:** Bioengineering (CEC)

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<b>Goetsch</b>	<b>Leslie</b>	6/10/2023	1 year
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**Title:** Instructional Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** English (CHSS)

**Note(s):** Additional Title: Director, Northern Virginia Writing Project

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<b>Goldenthal</b>	<b>Ariel M.</b>	8/25/2023	3 years
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**Title:** Instructional Associate Professor

**Rank:** Instructional Associate Professor

**Classification:** Term - Instructional

**Local Academic Unit:** English (CHSS)

**Note(s):** Previous title: Instructional Assistant Professor

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<b>Goldspiel</b>	<b>Jules M.</b>	8/25/2023	1 year
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**Title:** Instructional Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Atmospheric, Oceanic and Earth Sciences (COS)

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 4, 2023

### **RENEWALS AND REAPPOINTMENTS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Gorbutt</b>	<b>Brent</b>	8/25/2023	1 year

**Title:** Instructional Assistant Professor  
**Rank:** Instructional Assistant Professor  
**Classification:** Term - Instructional  
**Local Academic Unit:** Mathematical Science (COS)

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<b>Grady</b>	<b>Victoria M.</b>	8/25/2023	3 years
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**Title:** Instructional Associate Professor  
**Rank:** Instructional Associate Professor  
**Classification:** Term - Instructional  
**Local Academic Unit:** School of Business

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<b>Gregg</b>	<b>Christopher A.</b>	8/25/2023	5 years
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**Title:** Instructional Professor  
**Rank:** Instructional Professor  
**Classification:** Term - Instructional  
**Local Academic Unit:** History and Art History (CHSS)

**Note(s):** Previous title: Instructional Associate Professor

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<b>Grieco</b>	<b>Christina M.</b>	8/25/2023	1 year
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**Title:** Instructional Assistant Professor  
**Rank:** Instructional Assistant Professor  
**Classification:** Term - Instructional  
**Local Academic Unit:** English (CHSS)

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<b>Gudaitis</b>	<b>Teresa M.</b>	8/25/2023	1 year
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**Title:** Assistant Professor  
**Rank:** Instructional Assistant Professor  
**Classification:** Term - Instructional  
**Local Academic Unit:** Criminology, Law and Society (CHSS)

**Note(s):** Additional Title: Intelligence Analyst Director

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

May 4, 2023

### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Guerriero</b>	<b>Lauren E.</b>	8/25/2023	1 year

**Title:** Instructional Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Neuroscience Program (COS)

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<b>Ha Poirot</b>	<b>Janet M.</b>	6/10/2023	1 year
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**Title:** Instructional Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Integrative Studies (CHSS)

**Note(s):** Additional Title: Associate Director of Academic Services

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<b>Haas</b>	<b>Tanya</b>	6/10/2023	3 years
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**Title:** Instructional Associate Professor

**Rank:** Instructional Associate Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Nursing (CPH)

**Note(s):** Previous title: Instructional Assistant Professor

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<b>Hao</b>	<b>Xianjun</b>	2/10/2023	1 year
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**Title:** Research Professor

**Rank:** Research Professor

**Classification:** Term - Research

**Local Academic Unit:** Geography and Geoinformation Science (COS)

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<b>Haspel</b>	<b>Donald P.</b>	8/25/2023	3 years
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**Title:** Instructional Associate Professor

**Rank:** Instructional Associate Professor

**Classification:** Term - Instructional

**Local Academic Unit:** English (CHSS)

**Note(s):** Previous title: Instructional Assistant Professor

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 4, 2023

### **RENEWALS AND REAPPOINTMENTS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Hermoso</b>	<b>Vincent A.</b>	6/10/2023	1 year

**Title:** Instructional Assistant Professor

**Rank:** Instructional Associate Professor

**Classification:** Term - Instructional

**Local Academic Unit:** College of Science

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<b>Holincheck</b>	<b>Nancy M.</b>	8/25/2023	3 years
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**Title:** Assistant Professor

**Rank:** Assistant Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** College of Education and Human Development

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<b>Houston</b>	<b>David</b>	8/25/2023	3 years
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**Title:** Assistant Professor

**Rank:** Assistant Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** College of Education and Human Development

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<b>Hoy</b>	<b>Virginia A.</b>	8/25/2023	3 years
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**Title:** Senior Instructor

**Rank:** Senior Instructor

**Classification:** Term - Instructional

**Local Academic Unit:** English (CHSS)

**Note(s):** Previous title: Instructor

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<b>Hu</b>	<b>Bo</b>	8/25/2023	3 years
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**Title:** Assistant Professor

**Rank:** Assistant Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** School of Business

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 4, 2023

### **RENEWALS AND REAPPOINTMENTS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Huang</b>	<b>Chun-Lung</b>	8/25/2023	1 year

**Title:** Instructional Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** School of Business

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<b>Huneke</b>	<b>Samuel</b>	8/25/2023	3 years
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**Title:** Assistant Professor

**Rank:** Assistant Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** History and Art History (CHSS)

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<b>Inglis</b>	<b>Robert</b>	6/1/2022	1 year
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**Title:** Research Professor

**Rank:** Research Professor

**Classification:** Term - Research

**Local Academic Unit:** Communication (CHSS)

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<b>Ingram</b>	<b>Mark A.</b>	8/25/2023	1 year
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**Title:** Instructor

**Rank:** Instructor

**Classification:** Term - Instructional

**Local Academic Unit:** School of Business

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<b>Jerome</b>	<b>Marci B.</b>	8/24/2023	1 year
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**Title:** Instructional Associate Professor

**Rank:** Instructional Associate Professor

**Classification:** Term - Instructional

**Local Academic Unit:** College of Education and Human Development

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

May 4, 2023

### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Johnson	Brittany	8/25/2023	3 years

**Title:** Assistant Professor

**Rank:** Assistant Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** Computer Science (CEC)

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Jones	Tammie M.	8/25/2023	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)

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Jung	Young A.	8/25/2023	3 years
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**Title:** Assistant Professor

**Rank:** Assistant Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** Modern and Classical Languages (CHSS)

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Kassaye	Ermias	8/25/2023	1 year
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**Title:** Instructor

**Rank:** Instructor

**Classification:** Term - Instructional

**Local Academic Unit:** Mathematical Science (COS)

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Kennedy	William G.	8/25/2023	1 year
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**Title:** Instructional Associate Professor

**Rank:** Instructional Associate Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Computational and Data Sciences (COS)

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### **Academic Programs, Diversity, and University Community Committee**

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### **RENEWALS AND REAPPOINTMENTS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Killiany</b>	<b>Joseph W.</b>	8/25/2023	1 year

**Title:** Instructor

**Rank:** Instructor

**Classification:** Term - Instructional

**Local Academic Unit:** English (CHSS)

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<b>Kim</b>	<b>Young Hoon</b>	8/25/2023	3 years
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**Title:** Assistant Professor

**Rank:** Assistant Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** School of Business

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<b>Kimbrell</b>	<b>Sara C.</b>	12/10/2022	1 year
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**Title:** Senior Research Associate

**Rank:** Research Professor

**Classification:** Term - Research

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

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<b>Knight</b>	<b>Kelly L.</b>	6/10/2023	3 years
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**Title:** Instructional Associate Professor

**Rank:** Instructional Associate Professor

**Classification:** Term - Instructional

**Local Academic Unit:** College of Science

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<b>Koduah</b>	<b>Susan O.</b>	8/25/2023	1 year
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**Title:** Instructional Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Nursing (CPH)

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

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### **RENEWALS AND REAPPOINTMENTS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Kotcher</b>	<b>John</b>	6/10/2023	3 years

**Title:** Research Associate Professor

**Rank:** Research Associate Professor

**Classification:** Term - Research

**Local Academic Unit:** Communication (CHSS)

**Note(s):** Previous title: Research Assistant Professor

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<b>Koutney</b>	<b>Colin</b>	8/25/2023	3 years
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**Title:** Assistant Professor

**Rank:** Assistant Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** School of Business

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<b>La Croix</b>	<b>Leslie</b>	8/25/2023	3 years
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**Title:** Assistant Professor

**Rank:** Assistant Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** College of Education and Human Development

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<b>Landis</b>	<b>Andrea M.</b>	5/25/2023	3 years
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**Title:** Instructional Associate Professor

**Rank:** Instructional Associate Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Nursing (CPH)

**Note(s):** Previous title: Instructional Assistant Professor

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<b>Landoll</b>	<b>Christine A.</b>	6/10/2023	1 year
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**Title:** Instructor

**Rank:** Instructor

**Classification:** Term - Instructional

**Local Academic Unit:** School of Business

**Note(s):** Additional Title: Professor of Practice and Director of Business Engagement

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

May 4, 2023

### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Laporte	Todd M.	8/25/2023	5 years

**Title:** Associate Professor

**Rank:** Instructional Associate Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Schar School of Policy and Government

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Lawless	Teresa A.	6/10/2023	3 years
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**Title:** Research Associate Professor

**Rank:** Research Associate Professor

**Classification:** Term - Research

**Local Academic Unit:** Communication (CHSS)

**Note(s):** Previous title: Research Assistant Professor

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Lazaroff	Kurt C.	6/10/2023	< 1 year
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**Title:** Instructional Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Integrative Studies (CHSS)

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Lebowitz	Josiah T.	8/25/2023	3 years
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**Title:** Instructional Assistant Professor in Computer Game Design

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Computer Game Design (CVPA)

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Lee	Myeong	8/25/2023	3 years
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**Title:** Assistant Professor

**Rank:** Assistant Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** Information Sciences and Technology (CEC)

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

May 4, 2023

### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Lu	Yijia	8/25/2023	3 years

**Title:** Assistant Professor

**Rank:** Assistant Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** Antonin Scalia Law School

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Madison	Sorina O.	8/25/2023	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)

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Mandable	Lori A.	8/25/2023	1 year
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**Title:** Instructor

**Rank:** Instructor

**Classification:** Term - Instructional

**Local Academic Unit:** Geography and Geoinformation Science (COS)

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Margam	Ashok	8/25/2023	1 year
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**Title:** Instructional Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** School of Business

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Martin	Philip A.	8/25/2023	3 years
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**Title:** Assistant Professor

**Rank:** Assistant Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** Schar School of Policy and Government

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 4, 2023

### **RENEWALS AND REAPPOINTMENTS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Mascott</b>	<b>Jennifer</b>	6/10/2023	3 years

**Title:** Assistant Professor

**Rank:** Assistant Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** Antonin Scalia Law School

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<b>Maskell Yuhasz</b>	<b>Shayna L.</b>	8/25/2023	3 years
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**Title:** Instructional Associate Professor

**Rank:** Instructional Associate Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Integrative Studies (CHSS)

**Note(s):** Previous title: Instructional Assistant Professor

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<b>Matthews</b>	<b>Kevin S.</b>	8/25/2023	1 year
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**Title:** Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** School of Business

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<b>Mink</b>	<b>Phillip</b>	8/25/2023	3 years
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**Title:** Instructional Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Schar School of Policy and Government

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<b>Mitcham</b>	<b>Marybeth</b>	7/10/2023	1 year
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**Title:** Director, MPH On-line Program

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Global and Community Health (CPH)

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

May 4, 2023

### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Mitro</b>	<b>Jessica P.</b>	8/25/2023	1 year

**Title:** Instructional Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** College of Public Health

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<b>Mitsui</b>	<b>Ayaka</b>	8/25/2023	1 year
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**Title:** Instructor of Japanese

**Rank:** Instructor

**Classification:** Term - Instructional

**Local Academic Unit:** Modern and Classical Languages (CHSS)

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<b>Mize</b>	<b>Jerry L.</b>	8/25/2023	1 year
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**Title:** Instructor

**Rank:** Instructor

**Classification:** Term - Instructional

**Local Academic Unit:** Psychology (CHSS)

**Note(s):** Additional Title: Online Undergraduate Program Coordinator

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<b>Mohebbi</b>	<b>Shima</b>	8/25/2023	3 years
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**Title:** Assistant Professor

**Rank:** Assistant Professor

**Classification:** Tenure Track - Instructional

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

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<b>Moran</b>	<b>Kevin P.</b>	8/25/2023	3 years
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**Title:** Assistant Professor

**Rank:** Assistant Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** Computer Science (CEC)

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

May 4, 2023

### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Moteabbed	Shora E.	8/25/2023	1 year

**Title:** Instructional Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** School of Business

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Mut	Fernando	1/25/2023	1 year
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**Title:** Research Assistant Professor

**Rank:** Research Assistant Professor

**Classification:** Term - Research

**Local Academic Unit:** Bioengineering (CEC)

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Narayanan	Vivek	8/25/2023	3 years
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**Title:** Assistant Professor

**Rank:** Assistant Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** English (CHSS)

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Naumenko	Natalya	8/25/2023	3 years
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**Title:** Assistant Professor

**Rank:** Assistant Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** Economics (CHSS)

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Oakleaf	Kara M.	6/10/2023	1 year
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**Title:** Instructional Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** English (CHSS)

**Note(s):** Additional Title: Fall for the Book Director

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 4, 2023

### **RENEWALS AND REAPPOINTMENTS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>O'Brien</b>	<b>Kristen M.</b>	8/25/2023	3 years

**Title:** Associate Professor of Education

**Rank:** Instructional Associate Professor

**Classification:** Term - Instructional

**Local Academic Unit:** College of Education and Human Development

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<b>O'Connor</b>	<b>Parker S.</b>	8/25/2023	1 year
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**Title:** Instructional Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** English (CHSS)

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<b>Oetjen</b>	<b>Cheryl A.</b>	6/10/2023	5 years
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**Title:** Instructional Professor

**Rank:** Instructional Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Nursing (CPH)

**Note(s):** Previous title: Instructional Associate Professor

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<b>Palmer</b>	<b>Danielle R.</b>	8/25/2023	1 year
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**Title:** Assistant Professor of Education

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** College of Education and Human Development

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<b>Pamas</b>	<b>Roberto A.</b>	8/25/2023	5 years
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**Title:** Professor of Education

**Rank:** Instructional Professor

**Classification:** Term - Instructional

**Local Academic Unit:** College of Education and Human Development

**Note(s):** Previous Title : Associate Professor

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### Academic Programs, Diversity, and University Community Committee

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Park</b>	<b>Jung Yeon</b>	8/25/2023	3 years

**Title:** Assistant Professor

**Rank:** Assistant Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** College of Education and Human Development

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<b>Parks</b>	<b>James R.</b>	8/25/2023	1 year
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**Title:** Instructional Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Physics and Astronomy (COS)

**Note(s):** Additional Title: Deputy Director of the George Mason University Observatory

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<b>Patel</b>	<b>Shyam V.</b>	8/25/2023	1 year
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**Title:** Instructional Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** English (CHSS)

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<b>Paul</b>	<b>Elizabeth</b>	8/25/2023	1 year
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**Title:** Instructional Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** English (CHSS)

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<b>Photos</b>	<b>Lisa E.</b>	8/25/2023	5 years
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**Title:** Instructional Associate Professor

**Rank:** Instructional Associate Professor

**Classification:** Term - Instructional

**Local Academic Unit:** English (CHSS)

**Note(s):** Previous title: Instructional Assistant Professor

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Pilloff</b>	<b>Steven J.</b>	8/25/2023	1 year

**Title:** Instructional Associate Professor

**Rank:** Instructional Associate Professor

**Classification:** Term - Instructional

**Local Academic Unit:** School of Business

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<b>Poapst</b>	<b>Jacquelyn A.</b>	8/25/2023	1 year
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**Title:** Instructional Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Communication (CHSS)

**Note(s):** Additional Title: Director of Debate

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<b>Pudukotai Dinakarrao</b>	<b>Sai Manoj</b>	8/25/2023	3 years
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**Title:** Assistant Professor

**Rank:** Assistant Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** Electrical and Computer Engineering (CEC)

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<b>Ramos</b>	<b>Kathleen A.</b>	8/25/2023	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

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<b>Rao</b>	<b>Weijia</b>	8/25/2023	3 years
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**Title:** Assistant Professor

**Rank:** Assistant Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** Antonin Scalia Law School

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### Academic Programs, Diversity, and University Community Committee

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### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Ray	Sharon	8/25/2023	3 years

**Title:** Associate Professor of Education

**Rank:** Instructional Associate Professor

**Classification:** Term - Instructional

**Local Academic Unit:** College of Education and Human Development

**Note(s):** Previous title: Instructional Assistant Professor

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Reagle	Colin J.	8/25/2022	5 years
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**Title:** Associate Professor

**Rank:** Instructional Associate Professor

**Classification:** Term - Instructional

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

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Reese	Diane M.	8/25/2023	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

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Requeijo	Tiago C.	8/25/2023	1 year
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**Title:** Instructional Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** School of Business

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Rezazad	Hadi	8/25/2022	3 years
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**Title:** Instructional Associate Professor

**Rank:** Instructional Associate Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Information Sciences and Technology (CEC)

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### Academic Programs, Diversity, and University Community Committee

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### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Rickerby</b>	<b>Jennifer</b>	8/25/2023	1 year

**Title:** Instructional Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Nursing (CPH)

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<b>Rickless</b>	<b>Sarah E.</b>	8/25/2023	3 years
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**Title:** Senior Instructor

**Rank:** Senior Instructor

**Classification:** Term - Instructional

**Local Academic Unit:** English (CHSS)

**Note(s):** Previous title: Instructor

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<b>Rigdon</b>	<b>Suzanne V.</b>	6/10/2023	1 year
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**Title:** Instructional Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** English (CHSS)

**Note(s):** Additional Title: Fall for the Book Festival Manager

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<b>Roeting</b>	<b>William H.</b>	1/25/2023	3 years
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**Title:** Research Professor

**Rank:** Research Professor

**Classification:** Term - Research

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

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<b>Rudd</b>	<b>Andrew</b>	8/25/2023	1 year
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**Title:** Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Communication (CHSS)

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 4, 2023

### **RENEWALS AND REAPPOINTMENTS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Russo</b>	<b>Paul</b>	12/1/2022	1 year

**Title:** Research Assistant Professor

**Rank:** Research Assistant Professor

**Classification:** Term - Research

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

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<b>Schmeidler</b>	<b>Lance E.</b>	8/25/2023	3 years
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**Title:** Senior Instructor

**Rank:** Senior Instructor

**Classification:** Term - Instructional

**Local Academic Unit:** Communication (CHSS)

**Note(s):** Previous title: Instructor

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<b>Schnur</b>	<b>Joel M.</b>	1/10/2023	1 year
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**Title:** Research Professor

**Rank:** Research Professor

**Classification:** Term - Research

**Local Academic Unit:** College of Science

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<b>Shariati</b>	<b>Auzeen</b>	8/25/2023	1 year
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**Title:** Instructional Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

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

**Note(s):** Additional Title: Undergraduate Director

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<b>Sheingold</b>	<b>Brenda</b>	6/25/2023	1 year
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**Title:** Instructional Associate Professor

**Rank:** Instructional Associate Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Health Administration and Policy (CPH)

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

May 4, 2023

### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Shin</b>	<b>Chul Su</b>	6/10/2023	3 years

**Title:** Research Associate Professor

**Rank:** Research Associate Professor

**Classification:** Term - Research

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

**Note(s):** Previous title: Research Assistant Professor

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<b>Shiver</b>	<b>John</b>	8/25/2023	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)

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<b>Sklarew</b>	<b>Jennifer F.</b>	8/25/2023	1 year
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**Title:** Instructional Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Environmental Science and Policy (COS)

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<b>Sleeter</b>	<b>Nathan M.</b>	1/10/2023	1 year
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**Title:** Research Assistant Professor

**Rank:** Research Assistant Professor

**Classification:** Term - Research

**Local Academic Unit:** History and Art History (CHSS)

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<b>Smith</b>	<b>Cynthia</b>	8/25/2023	5 years
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**Title:** Instructional Professor

**Rank:** Instructional Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Environmental Science and Policy (COS)

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

May 4, 2023

### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Smith	Rodger E.	8/25/2023	3 years

**Title:** Senior Instructor

**Rank:** Senior Instructor

**Classification:** Term - Instructional

**Local Academic Unit:** Communication (CHSS)

**Note(s):** Previous title: Instructor

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Smith	Ricky	8/25/2023	3 years
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**Title:** Assistant Professor

**Rank:** Assistant Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** Sociology and Anthropology (CHSS)

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Smith-Gray	Sybil K.	8/25/2023	1 year
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**Title:** Instructional Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Psychology (CHSS)

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Snyder	R. William	8/25/2023	1 year
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**Title:** Assistant Professor

**Rank:** Assistant Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** School of Business

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Stone	Victoria J.	8/25/2023	3 years
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**Title:** Associated Professor of Education

**Rank:** Instructional Associate Professor

**Classification:** Term - Instructional

**Local Academic Unit:** College of Education and Human Development

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

May 4, 2023

### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Streckfus- Green</b>	<b>Heather</b>	8/25/2023	3 years

**Title:** Assistant Professor

**Rank:** Assistant Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** Art (CVPA)

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<b>Takieddine</b>	<b>Samer</b>	8/25/2023	1 year
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**Title:** Instructional Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** School of Business

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<b>Thomas</b>	<b>Marie M.</b>	8/25/2023	1 year
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**Title:** Associate Professor

**Rank:** Instructional Associate Professor

**Classification:** Term - Instructional

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

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<b>Thompson</b>	<b>Kenneth C.</b>	8/25/2023	1 year
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**Title:** Instructional Professor

**Rank:** Instructional Professor

**Classification:** Term - Instructional

**Local Academic Unit:** English (CHSS)

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<b>Tomasovic</b>	<b>Susan K.</b>	8/25/2023	1 year
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**Title:** Instructor

**Rank:** Instructor

**Classification:** Term - Instructional

**Local Academic Unit:** Communication (CHSS)

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

May 4, 2023

### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Tondi</b>	<b>Brenda A.</b>	8/25/2023	5 years

**Title:** Instructional Professor

**Rank:** Instructional Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Biology (COS)

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<b>Tullo</b>	<b>Lisa D.</b>	8/25/2023	1 year
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**Title:** Assistant Professor of Education

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** College of Education and Human Development

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<b>Udell</b>	<b>Gwen</b>	8/25/2023	1 year
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**Title:** Professor of Practice

**Rank:** Professor of Practice

**Classification:** Term - Instructional

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

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<b>Ugarte</b>	<b>Maura</b>	8/25/2023	3 years
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**Title:** Assistant Professor

**Rank:** Assistant Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** Film & Video Studies (CVPA)

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<b>Uriyo</b>	<b>Maria</b>	8/25/2023	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)

**Note(s):** Additional Title: MHA On-Line Coordinator

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

May 4, 2023

### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Valderrama</b>	<b>Diego</b>	8/25/2023	1 year

**Title:** Instructional Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Environmental Science and Policy (COS)

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<b>Van Sant</b>	<b>Claude</b>	8/25/2023	3 years
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**Title:** Assistant Professor

**Rank:** Assistant Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** Integrative Studies (CHSS)

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<b>Walter</b>	<b>Heather L.</b>	8/25/2023	1 year
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**Title:** Assistant Professor of Education

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** College of Education and Human Development

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<b>Ward</b>	<b>Sarah A.</b>	8/25/2023	1 year
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**Title:** Instructional Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Chemistry and Biochemistry (COS)

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<b>Wiggins</b>	<b>Brenda</b>	6/25/2023	1 year
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**Title:** Associate Professor of Parks, Recreation and Leisure

**Rank:** Instructional Associate Professor

**Classification:** Term - Instructional

**Local Academic Unit:** College of Education and Human Development

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

May 4, 2023

### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Wilhelm</b>	<b>Gregg</b>	6/10/2023	1 year

**Title:** Instructional Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** English (CHSS)

**Note(s):** Additional Title: Director of Creative Writing

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<b>Williams</b>	<b>Georgia A.</b>	8/25/2023	1 year
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**Title:** Instructor

**Rank:** Instructor

**Classification:** Term - Instructional

**Local Academic Unit:** Forensic Science Program (COS)

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<b>Wills</b>	<b>Theresa E.</b>	8/25/2023	3 years
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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

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<b>Wilson</b>	<b>Douglas</b>	8/25/2023	1 year
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**Title:** Assistant Professor of Education

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** College of Education and Human Development

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<b>Winter</b>	<b>Patrice M.</b>	8/25/2023	5 Years
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**Title:** Instructional Professor

**Rank:** Instructional Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Global and Community Health (CPH)

**Note(s):** Previous title: Instructional Associate Professor

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

May 4, 2023

### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Wittman</b>	<b>Sarah M.</b>	8/25/2023	3 years

**Title:** Assistant Professor

**Rank:** Assistant Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** School of Business

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<b>Wolfe</b>	<b>James W.</b>	8/25/2023	1 year
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**Title:** Instructional Associate Professor

**Rank:** Instructional Associate Professor

**Classification:** Term - Instructional

**Local Academic Unit:** School of Business

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<b>Wood</b>	<b>Jennifer L.</b>	8/25/2023	1 year
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**Title:** Term Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** English (CHSS)

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<b>Yao</b>	<b>Andy S.</b>	8/25/2023	1 year
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**Title:** Instructional Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** School of Business

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<b>Yuckenberg</b>	<b>Ashley K.</b>	8/25/2023	3 years
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**Title:** Instructional Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** School of Business

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

May 4, 2023

### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Yusko	Pamela J.	8/25/2023	1 year

**Title:** Instructor

**Rank:** Instructor

**Classification:** Term - Instructional

**Local Academic Unit:** Mathematical Science (COS)

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Zane	Phillip C.	8/25/2023	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)

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Zhang	Chen	1/25/2023	1 year
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**Title:** Research Assistant Professor

**Rank:** Research Assistant Professor

**Classification:** Term - Instructional

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

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Zhang	Fengxiu	8/25/2023	3 years
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**Title:** Assistant Professor

**Rank:** Assistant Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** Schar School of Policy and Government

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Zhang	Ketian V.	8/25/2023	3 years
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**Title:** Assistant Professor

**Rank:** Assistant Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** Schar School of Policy and Government

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## **ANNOUNCEMENT**

**Academic Programs, Diversity, and University Community Committee**

May 4, 2023

### **RENEWALS AND REAPPOINTMENTS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Zhang</b>	<b>Lijun</b>	8/25/2023	3 years

**Title:** Assistant Professor

**Rank:** Assistant Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** English (CHSS)

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

May 4, 2023

## SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
<b>Aldatmaz</b>	<b>Serdar</b>	Contract expiration	05/24/2023

**Title:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** School of Business

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<b>Aler</b>	<b>John</b>	Deceased	12/10/2022
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**Title:** Associate Professor without Term

**Classification:** Tenured (without term) - Instructional

**Local Academic Unit:** Music (CVPA)

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<b>Arnold</b>	<b>Lester</b>	Resignation	01/17/2023
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**Title:** VP for Human Resources/payroll and Faculty/Staff Life, Chief Human Resource Officer

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Human Resources and Payroll

**Note(s):** Mr. Arnold has accepted a position with RAND Corporation.

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<b>Bennett</b>	<b>James T.</b>	Retirement	05/24/2023
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**Title:** Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Economics (CHSS)

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<b>Berroa</b>	<b>Rei</b>	Retirement	05/24/2023
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**Title:** Professor without Term

**Classification:** Tenured (without term) - Instructional

**Local Academic Unit:** Modern and Classical Languages (CHSS)

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 4, 2023

## **SEPARATIONS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
<b>Borek</b>	<b>Kevin</b>	Resignation	08/14/2023

**Title:** Vice President and Chief Information Officer, IT Services

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Information Technology Services

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<b>Bramley</b>	<b>Mary F.</b>	Resignation	01/09/2023
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**Title:** Director of Donor Relations and Stewardship

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Advancement and Alumni Relations

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<b>Chojna</b>	<b>Magdalena</b>	Resignation	01/27/2023
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**Title:** Director of Finance and Human Resources

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Antonin Scalia Law School

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<b>Cobb</b>	<b>Karen A.</b>	Retirement	05/24/2023
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**Title:** Director, Student Research and Internships

**Classification:** At will - Admin/Professional

**Local Academic Unit:** College of Science

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<b>Collier</b>	<b>Daniel L.</b>	Resignation	04/28/2023
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**Title:** Director of Web Development & IT

**Classification:** At will - Admin/Professional

**Local Academic Unit:** College of Humanities and Social Sciences

**Note(s):** Mr. Collier has accepted a position with Department of Homeland Security, USCIS.

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 4, 2023

## **SEPARATIONS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
<b>Conant</b>	<b>James K.</b>	Retirement	05/24/2023

**Title:** Professor

**Classification:** Tenured (without term) - Instructional

**Local Academic Unit:** Schar School of Policy and Government

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<b>Coombes</b>	<b>Crystal C.</b>	Resignation	01/09/2023
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**Title:** ADA Coordinator

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Diversity, Equity, and Inclusion

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<b>Didier</b>	<b>Paul</b>	Resignation	07/25/2023
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**Title:** Director, Compliance and Technical Programs

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Environmental Health and Safety Office

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<b>Douglas</b>	<b>Charlene Y.</b>	Retirement	05/24/2023
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**Title:** BSN Special Programs Coordinator

**Classification:** Tenured (without term) - Instructional

**Local Academic Unit:** Nursing (CPH)

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<b>Ericson</b>	<b>Rebecca J.</b>	Retirement	05/24/2023
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**Title:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Physics and Astronomy (COS)

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## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

May 4, 2023

## SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
<b>Ford</b>	<b>Brandon</b>	Resignation	03/10/2023

**Title:** Community Director

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Housing and Residence Life (UL)

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<b>Froman</b>	<b>Wayne</b>	Deceased	03/06/2023
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**Title:** Associate Professor without Term

**Classification:** Tenured (without term) - Instructional

**Local Academic Unit:** Philosophy (CHSS)

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<b>Gardner</b>	<b>Maura J.</b>	Resignation	02/10/2023
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**Title:** Associate Director, Advancement operations

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Advancement and Alumni Relations

**Note(s):** Ms. Gardner has accepted a position with Virginia Tech.

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<b>Gewa</b>	<b>Constance</b>	Resignation	01/24/2023
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**Title:** Associate Professor without Term

**Classification:** Tenured (without term) - Instructional

**Local Academic Unit:** Nutrition and Food Studies (CPH)

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<b>Green</b>	<b>Arletrice</b>	Contract expiration	01/03/2023
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**Title:** Senior Space Manager

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Office of the Senior Vice President

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 4, 2023

## **SEPARATIONS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
<b>Hasan</b>	<b>Mohammad R.</b>	Contract expiration	05/24/2023

**Title:** Executive in Residence, Business for a Better World Center

**Classification:** At will - Admin/Professional

**Local Academic Unit:** School of Business

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<b>Hogan</b>	<b>Suzanne</b>	Contract expiration	02/23/2023
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**Title:** Screening Navigator

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Child Development Center

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<b>Holton-Thomas</b>	<b>Amber</b>	Resignation	06/23/2023
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**Title:** Director of Student Access and Equity

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Diversity, Inclusion and Multicultural Education (UL)

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<b>Ighofose</b>	<b>Samone</b>	Resignation	01/27/2023
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**Title:** Nurse Practitioner

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Student Health Services (UL)

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<b>Ikonomidou</b>	<b>Vasiliki</b>	Resignation	01/09/2023
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**Title:** Associate Professor without Term

**Classification:** Tenured (without term) - Instructional

**Local Academic Unit:** Electrical and Computer Engineering (CEC)

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 4, 2023

## **SEPARATIONS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
<b>Jones</b>	<b>Cathy</b>	Resignation	02/06/2023

**Title:** Executive Director of Finance and Operations

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Schar School of Policy and Government

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<b>Kissal</b>	<b>Carol D.</b>	Resignation	06/15/2022
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**Title:** Senior Advisor

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Office of the Senior Vice President

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<b>Largen</b>	<b>Kim D.</b>	Retirement	05/24/2023
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**Title:** Instructional Associate Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Environmental Science and Policy (COS)

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<b>Largent</b>	<b>Caitlyn</b>	Resignation	01/20/2023
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**Title:** Assistant Director for Sexual and Interpersonal Violence Prevention and Response

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Student Support and Advocacy Center (UL)

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<b>Lester</b>	<b>Jaime</b>	Resignation	03/10/2023
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**Title:** Associate Dean for Faculty Affairs and Strategic Initiatives

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Higher Education Program (CHSS)

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 4, 2023

## **SEPARATIONS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
<b>Levine</b>	<b>James S.</b>	Retirement	01/09/2023

**Title:** Associate Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Modern and Classical Languages (CHSS)

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<b>Lewis</b>	<b>Sykeem</b>	Resignation	02/21/2023
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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

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<b>Li</b>	<b>Jieping</b>	Resignation	01/27/2023
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**Title:** Manager, Budget IT Systems

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Office of Budgeting and Planning

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<b>Maguire</b>	<b>Gerard</b>	Resignation	12/16/2022
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**Title:** Director of Finance and Human Resources

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Antonin Scalia Law School

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<b>Mallory</b>	<b>Taylor</b>	Resignation	02/02/2023
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**Title:** Community Director

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Housing and Residence Life (UL)

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 4, 2023

## **SEPARATIONS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
<b>Mastracci</b>	<b>Anthony</b>	Resignation	03/09/2023

**Title:** Associate Budget Director

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Office of Budgeting and Planning

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<b>Matthews</b>	<b>Jessica R.</b>	Retirement	05/24/2023
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**Title:** Professor

**Classification:** Term - Instructional

**Local Academic Unit:** English (CHSS)

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<b>McCaughey</b>	<b>Patricia A.</b>	Retirement	07/24/2023
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**Title:** Research Assistant Professor

**Classification:** Term - Research

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

---

<b>Moore</b>	<b>Philippa S.</b>	Resignation	02/01/2023
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**Title:** Assistant Dean of Development, ASLS

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Antonin Scalia Law School

---

<b>Mut</b>	<b>Fernando</b>	Resignation	02/10/2023
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**Title:** Research Assistant Professor

**Classification:** Term - Research

**Local Academic Unit:** Bioengineering (CEC)

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 4, 2023

## **SEPARATIONS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
<b>O'Hara</b>	<b>Lisa C.</b>	Retirement	01/24/2023

**Title:** Academic Program Manager IEP

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Office of the Provost

---

<b>Oluseyi</b>	<b>Hakeem</b>	Contract expiration	05/24/2023
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**Title:** Clarence J. Robinson Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Office of the Provost

---

<b>Parrish</b>	<b>James T.</b>	Contract expiration	04/19/2023
----------------	-----------------	---------------------	------------

**Title:** Assistant Vice President of Corporate and Foundation Relations

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Advancement and Alumni Relations

---

<b>Pillari</b>	<b>Antonino</b>	Contract expiration	02/07/2023
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**Title:** Director of Special Projects

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Office of the Senior Vice President

---

<b>Priess</b>	<b>David</b>	Resignation	01/09/2023
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**Title:** Term Visiting Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Schar School of Policy and Government

---

## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 4, 2023

## **SEPARATIONS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
<b>Robinson</b>	<b>Larnce L.</b>	Resignation	05/24/2023

**Title:** Instructor

**Classification:** Term - Instructional

**Local Academic Unit:** Biomedical Sciences Program (COS)

---

<b>Sambriski</b>	<b>Ava</b>	Contract expiration	03/08/2023
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**Title:** Assistant Director of Women and Gender Studies Center,

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Women and Gender Studies Center (UL)

---

<b>Schriefer</b>	<b>Susan P.</b>	Resignation	03/14/2023
------------------	-----------------	-------------	------------

**Title:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Nursing (CPH)

---

<b>Shirley</b>	<b>Syrena</b>	Resignation	05/24/2023
----------------	---------------	-------------	------------

**Title:** Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** School of Business

---

<b>Slavin</b>	<b>Margaret</b>	Resignation	01/09/2023
---------------	-----------------	-------------	------------

**Title:** Associate Professor without Term

**Classification:** Tenured (without term) - Instructional

**Local Academic Unit:** Nutrition and Food Studies (CPH)

**Note(s):** Professor Slavin has accepted a position with University of Maryland.

---

## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 4, 2023

## **SEPARATIONS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
<b>Sledge</b>	<b>Rebecca S.</b>	Resignation	03/02/2023

**Title:** Director of Benefits

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Human Resources and Payroll

---

<b>Smith</b>	<b>Robin L.</b>	Resignation	09/11/2022
--------------	-----------------	-------------	------------

**Title:** Director of Human Resources and Strategic Operations for Intercollegiate Athletics

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Intercollegiate Athletics

**Note(s):** Ms. Smith has accepted a position with University of Virginia.

---

<b>Sparks</b>	<b>Garry</b>	Resignation	05/24/2023
---------------	--------------	-------------	------------

**Title:** Associate Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Religious Studies (CHSS)

**Note(s):** Mr. Sparks has accepted a position with Princeton University.

---

<b>Thayer</b>	<b>Rebecca</b>	Resignation	03/13/2023
---------------	----------------	-------------	------------

**Title:** Project Archivist

**Classification:** At will - Admin/Professional

**Local Academic Unit:** University Libraries

---

<b>Theethira Poonacha</b>	<b>Kavery Nivana</b>	Resignation	05/24/2023
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**Title:** Instructor

**Classification:** Term - Instructional

**Local Academic Unit:** Biomedical Sciences Program (COS)

---



## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 4, 2023

## **SEPARATIONS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
<b>Wang</b>	<b>Cong</b>	Resignation	01/09/2023

**Title:** Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Cyber Security Engineering (CEC)

---

<b>Williams</b>	<b>James L.</b>	Resignation	01/09/2023
-----------------	-----------------	-------------	------------

**Title:** Director for Online Virginia Network

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Office of the Provost

---

<b>Winant</b>	<b>Peter B.</b>	Retirement	05/24/2023
---------------	-----------------	------------	------------

**Title:** Associate Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Art (CVPA)

---

<b>Wintermeyer</b>	<b>Stephen</b>	Resignation	06/02/2023
--------------------	----------------	-------------	------------

**Title:** Associate Medical Director

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Student Health Services (UL)

---

<b>Wolf-Branigin</b>	<b>Michael E.</b>	Retirement	01/09/2024
----------------------	-------------------	------------	------------

**Title:** Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Social Work (CPH)

---

## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 4, 2023

## **SEPARATIONS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
<b>Wu</b>	<b>Stephen</b>	Resignation	03/17/2023

**Title:** Information Systems Security Manager

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Rapid Prototyping Research Center (CEC)

---

<b>Yang</b>	<b>Wei</b>	Resignation	01/09/2023
-------------	------------	-------------	------------

**Title:** Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** School of Business

---

<b>Zhang</b>	<b>Linghan</b>	Resignation	01/31/2023
--------------	----------------	-------------	------------

**Title:** Assistant Professor

**Classification:** Tenure track - Instructional

**Local Academic Unit:** Cyber Security Engineering (CEC)

---

## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

May 4, 2023

## OTHER ANNOUNCEMENTS

### LAST NAME

### FIRST NAME

### TYPE

**Allen**

**Susan H.**

Title Change

**Title:** Henry Hart Rice Chair of Conflict Analysis and Resolution

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

**Note(s):** Retained Title-Professor without Term

---

**Altug**

**Mehmet S.**

Title Change

**Title:** Academic Director, MS in Business Analytics

**Local Academic Unit:** School of Business

**Note(s):** Retained Title-Associate Professor

---

**Berkeley**

**Sheri L.**

Title Change

**Title:** Project Director, Doctoral Program Initiatives

**Local Academic Unit:** College of Education and Human Development

**Note(s):** Retained Title-Professor

---

**Bernstein**

**David E.**

Leave with Pay

**Title:** Professor without Term

**Local Academic Unit:** Antonin Scalia Law School

**Note(s):** Professor Bernstein has been awarded a Faculty Study Leave for Spring Semester 2024.

---

**Bilitza**

**Dieter**

Leave with Partial Pay

**Title:** Research Professor

**Local Academic Unit:** Physics and Astronomy (COS)

**Note(s):**

Professor Bilitza was on Educational Leave with partial pay from September 10, 2022 through November 25, 2022.

---

## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 4, 2023

## **OTHER ANNOUNCEMENTS**

**LAST NAME**

**FIRST NAME**

**TYPE**

**Butler**

**Henry N.**

Title Change

**Title:** Chairman of the Board and Executive Vice President, Law & Economics Center

**Local Academic Unit:** Antonin Scalia Law School

**Note(s):** Previous Title: Executive Director, Law and Economics Center  
Retained Title-Professor without Term

---

**Caswell**

**Amanda M.**

Title Change

**Title:** Head of School of Kinesiology

**Local Academic Unit:** College of Education and Human Development

**Note(s):** Retained Title-Professor

---

**Chitnis**

**Parag**

Title Change

**Title:** Associate Chair for Graduate Programs

**Local Academic Unit:** Bioengineering (CEC)

**Note(s):** Retained Title-Associate Professor

---

**Chitnis**

**Parag**

Title Change

**Title:** Director Biomedical Imaging Lab

**Local Academic Unit:** Bioengineering (CEC)

**Note(s):** Retained Title-Associate Professor

---

**Claeys**

**Eric R.**

Leave with Pay

**Title:** Professor without Term

**Local Academic Unit:** Antonin Scalia Law School

**Note(s):** Professor Claeys has been awarded a Faculty Study Leave for Spring Semester 2024.

---

## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 4, 2023

## **OTHER ANNOUNCEMENTS**

**LAST NAME**

**FIRST NAME**

**TYPE**

**Cronin**

**Matthew A.**

Leave with Pay

**Title:** Professor without Term

**Local Academic Unit:** School of Business

**Note(s):** Professor Cronin has been awarded a Faculty Study Leave for Fall Semester 2023.

---

**Davis**

**Matthew**

Leave without Pay

**Title:** Instructional Assistant Professor

**Local Academic Unit:** English (CHSS)

**Note(s):** Professor Davis is on Educational Leave without pay for Academic Year 2022-2023.

---

**Demirkan**

**Sebahattin**

Title Change

**Title:** Concentration Director, Financial Planning & Wealth Management

**Local Academic Unit:** School of Business

**Note(s):** Retained Title-Associate Professor

---

**Dodson**

**Allison N.**

Title Change

**Title:** Associate Director, Admissions Outreach and Partnerships

**Local Academic Unit:** Office of Admissions

**Note(s):** Previous Title: Associate Director, Washington Scholars Program

---

**Dolgas**

**Charles**

Title Change

**Title:** Director of Operations, Baroni Center for Government Contracting

**Local Academic Unit:** School of Business

**Note(s):** Previous Title: Associate Director Government Contracting

---

## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 4, 2023

## **OTHER ANNOUNCEMENTS**

### **LAST NAME**

### **FIRST NAME**

### **TYPE**

**Freer**

**Jeremy Michael**

Leave with Partial Pay

**Title:** Associate Director of Athletic Bands

**Local Academic Unit:** Music (CVPA)

**Note(s):**

Professor Freer is on Educational Leave with partial pay for August 1, 2022 through February 1, 2023.

---

**Garrison**

**Daniel J.**

Title Change

**Title:** Director of Cardinal Education (Formerly CGEP)

**Local Academic Unit:** Information Sciences and Technology (CEC)

**Note(s):** Retained Title-Assistant Professor

---

**Garrison**

**Daniel J.**

Title Change

**Title:** Associate Chair for Online Programs and Strategic Initiative

**Local Academic Unit:** Information Sciences and Technology (CEC)

**Note(s):** Retained Title-Assistant Professor

---

**Gettys**

**Jennifer E.**

Title Change

**Title:** Assistant Dean for Academic Affairs and Strategic Enrollment

**Local Academic Unit:** College of Science

**Note(s):** Previous Title: Director of COS Enrollment Curriculum Management

---

**Gillevet**

**Patrick M.**

Title Change

**Title:** Associate Dean for Research Operations

**Local Academic Unit:** College of Science

**Note(s):** Retained Title-Professor without Term

---

## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 4, 2023

## **OTHER ANNOUNCEMENTS**

**LAST NAME**

**FIRST NAME**

**TYPE**

**Glaberman**

**Scott**

Title Change

**Title:** Associate Chair of Research

**Local Academic Unit:** Environmental Science and Policy (COS)

**Note(s):** Retained Title-Assistant Professor

---

**Goodman**

**Rachael D.**

Leave with Pay

**Title:** Associate Professor without Term

**Local Academic Unit:** College of Education and Human Development

**Note(s):** Professor Goodman has been awarded a Faculty Study Leave for Spring Semester 2023.

---

**Gordon**

**Samuel D.**

Leave without Pay

**Title:** Assistant Professor

**Local Academic Unit:** Computer Science (CEC)

**Note(s):**

Professor Gordon is on Educational Leave without pay for Spring 2023 through Fall 2025.

---

**Grady**

**Victoria M.**

Title Change

**Title:** Program Director Of Master of Science in Management (MSM)

**Local Academic Unit:** School of Business

**Note(s):** Retained Title-Associate Professor

---

**Green**

**Emily H.**

Title Change

**Title:** Faculty Fellow

**Local Academic Unit:** Music (CVPA)

**Note(s):** Retained Title-Assistant Professor

---



## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 4, 2023

## **OTHER ANNOUNCEMENTS**

**LAST NAME**

**FIRST NAME**

**TYPE**

**Gregg**

**Christopher A.**

Leave with Pay

**Title:** Instructional Professor

**Local Academic Unit:** History and Art History (CHSS)

**Note(s):** Professor Gregg is on Educational Leave with pay for Academic Year 2022-2023.

---

**Grimm**

**Stephanie H.**

Title Change

**Title:** Graduate Assistants Coordinator, University Libraries

**Local Academic Unit:** University Libraries

**Note(s):** Retained Title-Art and Art History Librarian and Fenwick Gallery Manager

---

**Harris-Scott**

**Steven A.**

Title Change

**Title:** Academic Director, INTO Mason

**Local Academic Unit:** INTO Mason (Provost)

**Note(s):** Previous Title: Assistant Director, Graduate Education and Faculty Affairs

---

**Hashemi**

**Mahdi**

Title Change

**Title:** Assistant Chair for Undergraduate Studies

**Local Academic Unit:** Information Sciences and Technology (CEC)

**Note(s):** Retained Title-Assistant Professor

---

**Hunter**

**Brett D.**

Title Change

**Title:** Associate Chair for Education, Department of Statistics

**Local Academic Unit:** Statistics (CEC)

**Note(s):** Retained Title-Assistant Professor

---

## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 4, 2023

## **OTHER ANNOUNCEMENTS**

**LAST NAME**

**FIRST NAME**

**TYPE**

**Ipek**

**Yasemin**

Leave with Pay

**Title:** Assistant Professor

**Local Academic Unit:** Global Affairs Program (CHSS)

**Note(s):** Professor Ipek is on Educational Leave with pay for Spring 2023 and Fall 2023.

---

**Islam**

**Khondkar R.**

Title Change

**Title:** Associate Chair for Undergraduate Studies

**Local Academic Unit:** Information Sciences and Technology (CEC)

**Note(s):** Retained Title-Professor

---

**Jeffery**

**Roger C.**

Title Change

**Title:** Coordinator of Advocacy and Inclusion, SoD

**Local Academic Unit:** Dance (CVPA)

**Note(s):** Retained Title-Assistant Professor

---

**Johnson**

**Bret A.**

Title Change

**Title:** Academic Director, MS in Accounting

**Local Academic Unit:** School of Business

**Note(s):** Retained Title-Associate Professor

---

**Jones**

**Rochelle R.**

Title Change

**Title:** Associate Chair

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

**Note(s):** Retained Title-Associate Professor

---

## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 4, 2023

## **OTHER ANNOUNCEMENTS**

**LAST NAME**

**FIRST NAME**

**TYPE**

**Jones**

**Rachel Ellen**

Leave with Pay

**Title:** Associate Professor without Term

**Local Academic Unit:** Philosophy (CHSS)

**Note(s):** Professor Jones has been awarded a Faculty Study Leave for Spring Semester 2023.

---

**Josephson**

**Brett W.**

Title Change

**Title:** Associate Dean for Executive Development

**Local Academic Unit:** Office of the Provost

**Note(s):** Retained Title-Associate Professor without Term

---

**Kathir**

**Nathan**

Title Change

**Title:** Director Senior Projects, Department of Mechanical Engineering

**Local Academic Unit:** Mechanical Engineering (CEC)

**Note(s):** Retained Title-Associate Professor

---

**Kelemen**

**Candice B.**

Title Change

**Title:** Associate Director for LGBTQ Resources

**Local Academic Unit:** Lesbian, Gay, Bisexual, Transgender, Queer and Questioning Resources (UL)

**Note(s):** Previous Title: Assistant Director of LGBTQ

---

**Kennedy**

**William G.**

Title Change

**Title:** Associate Chair of Research, CDS

**Local Academic Unit:** Computational and Data Sciences (COS)

**Note(s):** Retained Title-Instructional Associate Professor

---

## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 4, 2023

### **OTHER ANNOUNCEMENTS**

**LAST NAME**

**FIRST NAME**

**TYPE**

**Khasawneh**

**Khaled**

Title Change

**Title:** Associate Director, C-TASC

**Local Academic Unit:** Electrical and Computer Engineering (CEC)

**Note(s):** Retained Title-Assistant Professor

---

**King**

**Daphne L.**

Title Change

**Title:** Assistant Professor, MSW Online Program Director

**Local Academic Unit:** Social Work (CPH)

**Note(s):** Previous Title:Assistant Professor/MSW Online Program Coordinator

---

**Koblentz**

**Gregory**

Title Change

**Title:** Director, Biodefense Program

**Local Academic Unit:** Schar School of Policy and Government

**Note(s):** Retained Title-Associate Professor

---

**Kochan**

**Donald J.**

Title Change

**Title:** Executive Director, Law & Economics Center

**Local Academic Unit:** Antonin Scalia Law School

**Note(s):** Retained Title-Professor

---

**Kontorovich**

**Eugene**

Title Change

**Title:** Director, Center for the Middle East and International Law

**Local Academic Unit:** Antonin Scalia Law School

**Note(s):** Retained Title-Professor of Law

---

## ANNOUNCEMENT

### Academic Programs, Diversity, and University Community Committee

May 4, 2023

### OTHER ANNOUNCEMENTS

LAST NAME

FIRST NAME

TYPE

**Kosecka**

**Jana**

Title Change

**Title:** Associate Chair for Research, Department of Computer Science

**Local Academic Unit:** Computer Science (CEC)

**Note(s):** Retained Title-Professor

---

**Kurtay**

**Pelin A.**

Title Change

**Title:** Associate Chair

**Local Academic Unit:** Electrical and Computer Engineering (CEC)

**Note(s):** Retained Title-Professor

---

**Laipson**

**Ellen B.**

Title Change

**Title:** Director, International Security Program

**Local Academic Unit:** Schar School of Policy and Government

**Note(s):** Retained Title-Professor

---

**Laskofski**

**Michael**

Title Change

**Title:** Associate Vice President of Research Services

**Local Academic Unit:** Research and Economic Development

**Note(s):** Previous Title: Associate VP Research Operations

---

**Lavengood**

**Megan**

Title Change

**Title:** Director of Music Theory

**Local Academic Unit:** Music (CVPA)

**Note(s):** Retained Title-Assistant Professor

---

## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 4, 2023

## **OTHER ANNOUNCEMENTS**

**LAST NAME**

**FIRST NAME**

**TYPE**

**Light**

**Andrew**

Leave without Pay

**Title:** University Professor

**Local Academic Unit:** Philosophy (CHSS)

**Note(s):**

Professor Light will be on Educational Leave without pay for Spring 2023 and Fall 2023.

---

**Lim**

**Haw Chuan**

Tenure Track Contract  
Extension

**Title:** Assistant Professor

**Local Academic Unit:** Biology (COS)

---

**Lukyanenko**

**Anton**

Tenure Track Contract  
Extension

**Title:** Assistant Professor

**Local Academic Unit:** Mathematical Science (COS)

---

**Maggioni**

**Viviana**

Title Change

**Title:** Associate Chair for Research, Sid and Reva Dewberry, Department of Civil, Environmental, and Infrastructure Engineering

**Local Academic Unit:** Civil, Environmental and Infrastructure Engineering (CEC)

**Note(s):** Retained Title-Associate Professor without Term

---

**Magro**

**Anne M.**

Leave with Partial Pay

**Title:** Associate Professor without Term

**Local Academic Unit:** School of Business

**Note(s):** Professor Magro is on Faculty Study Leave for the academic year 2022-2023.

---

## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 4, 2023

## **OTHER ANNOUNCEMENTS**

### **LAST NAME**

### **FIRST NAME**

### **TYPE**

**Mark**

**Brian L.**

Title Change

**Title:** Associate Director Wireless Cyber Center

**Local Academic Unit:** Electrical and Computer Engineering (CEC)

**Note(s):** Retained Title-Professor without Term

---

**Mayer**

**Jeremy D.**

Title Change

**Title:** Director, Political Science Doctoral Program

**Local Academic Unit:** Schar School of Policy and Government

**Note(s):** Retained Title-Associate Professor without Term

---

**McGlinchey**

**Eric M.**

Title Change

**Title:** Director, International Relations Policy Task Force

**Local Academic Unit:** Schar School of Policy and Government

**Note(s):** Retained Title-Associate Professor without Term

---

**Menon**

**Nirup M.**

Leave with Pay

**Title:** Professor without Term

**Local Academic Unit:** School of Business

**Note(s):** Professor Menon has been awarded a Faculty Study Leave for Fall Semester 2023.

---

**Mori**

**Kyoko**

Leave with Pay

**Title:** Professor without Term

**Local Academic Unit:** English (CHSS)

**Note(s):** Professor Mori has been awarded a Faculty Study Leave for Spring Semester 2023.

---

## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 4, 2023

## **OTHER ANNOUNCEMENTS**

**LAST NAME**

**FIRST NAME**

**TYPE**

**Mungan**

**Murat C.**

Title Change

**Title:** Director of Economic Education - GAI

**Local Academic Unit:** Antonin Scalia Law School

**Note(s):** Retained Title-Professor of Law

---

**Ngalabak**

**Helon H.**

Leave with Pay

**Title:** Professor without Term

**Local Academic Unit:** English (CHSS)

**Note(s):** Professor Ngalabak has been awarded a Faculty Study Leave for Spring Semester 2023.

---

**O'Connor**

**Sean M.**

Leave with Pay

**Title:** Director of the Center for the Protection of Intellectual Property

**Local Academic Unit:** Antonin Scalia Law School

**Note(s):** Professor O'Connor is on Educational Leave with pay for Academic Year 2022-2023.

---

**Offutt**

**Jeff**

Title Change

**Title:** Associate Chair for Graduate Programs, Department of Computer Science

**Local Academic Unit:** Computer Science (CEC)

**Note(s):** Retained Title-Professor without Term

---

**Osgood**

**Robert**

Title Change

**Title:** Director of the Computer Forensics Program

**Local Academic Unit:** Electrical and Computer Engineering (CEC)

**Note(s):** Retained Title-Associate Professor

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 4, 2023

## **OTHER ANNOUNCEMENTS**

**LAST NAME**

**FIRST NAME**

**TYPE**

**Park**

**Minkyung**

Leave with Pay

**Title:** Associate Professor without Term

**Local Academic Unit:** Office of Global Strategy

**Note(s):** Professor Park has been awarded a Faculty Study Leave for Spring Semester 2023.

---

**Parker**

**Audra K.**

Title Change

**Title:** Director of the School of Education

**Local Academic Unit:** College of Education and Human Development

**Note(s):** Retained Title-Professor without Term

---

**Perkins**

**Rachelle H.**

Title Change

**Title:** Academic Director for the Hampton/Scalia Pipeline Program

**Local Academic Unit:** Antonin Scalia Law School

**Note(s):** Retained Title-Associate Professor of Law

---

**Reagle**

**Colin J.**

Title Change

**Title:** Associate Chair, Department of Mechanical Engineering

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

**Note(s):** Retained Title-Associate Professor

---

**Reid**

**E. Shelley**

Title Change

**Title:** Executive Director of Engaged Teaching

**Local Academic Unit:** Office of the Provost

**Note(s):** Previous Title: Director of Teaching Excellence

---

## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 4, 2023

## **OTHER ANNOUNCEMENTS**

**LAST NAME**

**FIRST NAME**

**TYPE**

**Reinert**

**Kenneth A.**

Title Change

**Title:** Director, Global Commerce and Policy Program

**Local Academic Unit:** Schar School of Policy and Government

**Note(s):** Retained Title-Professor without Term

---

**Robinson**

**Gregory J.**

Title Change

**Title:** Director of Graduate Studies

**Local Academic Unit:** Music (CVPA)

**Note(s):** Retained Title-Associate Professor without Term

---

**Rosenfeld**

**Christine**

Title Change

**Title:** GLAP Program Coordinator

**Local Academic Unit:** Geography and Geoinformation Science (COS)

**Note(s):** Retained Title-Assistant Professor

---

**Ross**

**Shani E.**

Title Change

**Title:** Associate Chair for Undergraduate Programs

**Local Academic Unit:** Bioengineering (CEC)

**Note(s):** Retained Title-Assistant Professor

---

**Rytikova**

**Ioulia**

Title Change

**Title:** MS AIT Wiley Online Program Director

**Local Academic Unit:** Information Sciences and Technology (CEC)

**Note(s):** Retained Title-Professor

---

## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 4, 2023

## **OTHER ANNOUNCEMENTS**

**LAST NAME**

**FIRST NAME**

**TYPE**

**Rytikova**

**Ioulia**

Title Change

**Title:** Associate Chair for Graduate Studies

**Local Academic Unit:** Information Sciences and Technology (CEC)

**Note(s):** Retained Title-Professor

---

**Sherry**

**Lance C.**

Title Change

**Title:** Associate Chair for Research, SEOR

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

**Note(s):** Retained Title-Associate Professor without Term

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**Shields**

**Susan M.**

Title Change

**Title:** Recruiting Coordinator, School of Dance

**Local Academic Unit:** Dance (CVPA)

**Note(s):** Retained Title-Professor without Term

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**Sikdar**

**Siddhartha**

Title Change

**Title:** Director, CASBBI

**Local Academic Unit:** Bioengineering (CEC)

**Note(s):** Retained Title-Professor without Term

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**Snyder**

**Mark H.**

Title Change

**Title:** Associate Chair for Undergraduate Programs

**Local Academic Unit:** Computer Science (CEC)

**Note(s):** Retained Title-Associate Professor without Term

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 4, 2023

## **OTHER ANNOUNCEMENTS**

**LAST NAME**

**FIRST NAME**

**TYPE**

**Srikantia**

**Jessica**

Title Change

**Title:** Director of Assessment and Accreditation

**Local Academic Unit:** Schar School of Policy and Government

**Note(s):** Retained Title-Term Associate Professor

---

**Stufken**

**Johny**

Title Change

**Title:** Associate Chair for Research Statistics

**Local Academic Unit:** Statistics (CEC)

**Note(s):** Retained Title-Professor

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**Sun**

**Kun**

Title Change

**Title:** Associate Director for the Center for Secure Information Systems

**Local Academic Unit:** Information Sciences and Technology (CEC)

**Note(s):** Retained Title-Professor without Term

---

**Thatchenkery**

**Tojo**

Title Change

**Title:** Director, Organization Development and Knowledge Management Program

**Local Academic Unit:** Schar School of Policy and Government

**Note(s):** Retained Title-Professor without Term

---

**Vlastara**

**Niki Maria**

Title Change

**Title:** Associate Director, Retail Center

**Local Academic Unit:** School of Business

**Note(s):** Retained Title-Instructional Assistant Professor

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 4, 2023

## **OTHER ANNOUNCEMENTS**

**LAST NAME**

**FIRST NAME**

**TYPE**

**Vough**

**Heather C.**

Title Change

**Title:** Program Director, PhD

**Local Academic Unit:** School of Business

**Note(s):** Retained Title-Associate Professor

---

**Ware**

**DaFran M.**

Title Change

**Title:** Director of Undergraduate Academic Advising

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

**Note(s):** Previous Title:Coordinator, Undergrad Academic Advising

---

**Wheelock**

**Stefan M.**

Leave with Partial Pay

**Title:** Associate Professor without Term

**Local Academic Unit:** Office of the Provost

**Note(s):**

Professor Wheelock has been awarded a Faculty Study Leave for Spring Semester 2023 and Fall Semester 2023.

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**White**

**Elizabeth L.**

Title Change

**Title:** Associate Chair, Department of Computer Science

**Local Academic Unit:** Office of the Provost

**Note(s):** Retained Title-Associate Professor without Term

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**Wiley**

**Robert E.**

Title Change

**Title:** Faculty Services Librarian & Assistant Director of Communication

**Local Academic Unit:** Antonin Scalia Law School

**Note(s):** Previous Title:Faculty and Web Services Librarian

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## **ANNOUNCEMENT**

### **Academic Programs, Diversity, and University Community Committee**

May 4, 2023

## **OTHER ANNOUNCEMENTS**

**LAST NAME**

**FIRST NAME**

**TYPE**

**Winant**

**Peter B.**

Title Change

**Title:** Sculpture Faculty Coordinator

**Local Academic Unit:** Art (CVPA)

**Note(s):** Retained Title-Associate Professor without Term

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**Yi**

**Robert C.**

Title Change

**Title:** Interim Director of Drawing & Painting in the School of Art

**Local Academic Unit:** Art (CVPA)

**Note(s):** Retained Title-Assistant Professor

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**Zahedi**

**Ziniya**

Title Change

**Title:** Assistant Director, Institute for Digital Innovation

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

**Note(s):** Previous Title:Project Manager, Institute for Digital Innovation

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**Zenelis**

**John G.**

Title Change

**Title:** Special Advisor to the Provost

**Local Academic Unit:** University Libraries

**Note(s):** Previous Title:University Librarian and Dean of Libraries

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**Zeng**

**Kai**

Title Change

**Title:** Director, Wireless Cyber Center

**Local Academic Unit:** Electrical and Computer Engineering (CEC)

**Note(s):** Retained Title-Associate Professor without Term

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Faculty and Academic Standards Committee						
May 4, 2023						
SUMMARY OF FACULTY ACTIONS AND ANNOUNCEMENTS						
APPOINTMENT OF FACULTY						
	Term		Tenure Track			
	9-month	12-month	9-month	12-month	Research	Grant Funded
Instructor	1	2	0	0	0	0
Assistant Professor	1	4	1	0	3	2
Associate Professor	4	2	0	0	1	1
Professor	0	0	0	0	0	0
Administrative/Professional	0	66	0	0	0	5
<b>Totals</b>	6	74	1	0	4	8
RENEWALS/REAPPOINTMENTS						
	Term		Tenure Track			
	9-month	12-month	9-month	12-month		Total
Instructor	18	2	0	0		20
Assistant Professor	61	17	38	1		117
Associate Professor	29	16	0	0		45
Professor	9	10	0	0		19
Administrative/Professional	0	0	0	0		0
<b>Totals</b>	117	45	38	1		201
SEPARATIONS						
	Resignation	Retirement	Contract Expiration	Deceased		Total
	40	13	8	2		63
OTHER ANNOUNCEMENTS						
	Leave with pay and Partial pay	Leave w/o pay	Title Change	Conversion	Tenure Track Contract Extension	Total
	16	3	74	0	2	95

\*Summary Excludes Postdoctoral Research Fellows and Research Staff

Faculty and Academic Standards Committee						
May 4, 2023						
ANNUAL SUMMARY OF FACULTY ACTIONS AND ANNOUNCEMENTS						
JULY 2022 - MAY 2023						
<b>PROMOTION AND TENURE</b>						
Promotion Only	24			Promoted to Professor	24	
Tenure Only	5			Promoted to Associate Professor	37	
Promotion and Tenure	32					
<b>EMERITUS/EMERITA</b>				<b>ELECTIONS</b>		
Professor	21			Professor	15	
Associate Professor	7			Associate Professor	6	
Assistant Professor	0					
<b>Total</b>	28			<b>Total</b>	21	
<b>APPOINTMENT OF FACULTY</b>						
	<b>Term</b>		<b>Tenure Track</b>			
	<b>9-month</b>	<b>12-month</b>	<b>9-month</b>	<b>12-month</b>	<b>Research</b>	<b>Grant Funded</b>
Instructor	11	3	0	0	1	1
Assistant Professor	35	13	49	0	8	7
Associate Professor	10	3	4	0	2	1
Professor	1	0	0	0	0	0
Administrative/Professional	0	218	0	0	0	12
<b>Totals</b>	57	237	53	0	11	21
<b>RENEWALS/REAPPOINTMENTS</b>						
	<b>Term</b>		<b>Tenure Track</b>			
	<b>9-month</b>	<b>12-month</b>	<b>9-month</b>	<b>12-month</b>		<b>Total</b>
Instructor	40	22	0	0		62
Assistant Professor	108	61	38	1		208
Associate Professor	67	37	0	0		104
Professor	27	24	0	0		51
Administrative/Professional	0	15	0	0		15
<b>Totals</b>	242	159	38	1		440
<b>SEPARATIONS</b>						
	<b>Resignation</b>	<b>Retirement</b>	<b>Contract Expiration</b>	<b>Deceased</b>		<b>Total</b>
	152	52	29	5		238
<b>OTHER ANNOUNCEMENTS</b>						
	<b>Leave with pay and Partial pay</b>	<b>Leave w/o pay</b>	<b>Title Change</b>	<b>Conversion</b>	<b>Tenure Track Contract Extension</b>	<b>Total</b>
	46	4	237	1	32	320

\*Summary Excludes Postdoctoral Research Fellows and Research Staff



**GEORGE MASON UNIVERSITY  
BOARD OF VISITORS**

**Finance and Land Use Committee Meeting  
May 4, 2023**

**AGENDA**

- I.** Call to Order
- II.** Approval of Minutes for February 23, 2023 (**ACTION**)
- III.** Capital Matters
  - A. Six-Year Capital Plan (**ACTION**)
- IV.** Financial Matters
  - A. Financial Update
  - B. FY 2023 Q3 Financial Report & Forecast
  - C. FY 2024 University Operating Budget (**ACTION**)
- V.** Adjournment

APPENDIX I – Capital Projects Review (Stoplight)

APPENDIX II – Detailed Proposed FY 2024 Tuition, Fee, Room, and Board Rates

APPENDIX III – Supplemental Financial Information

**GEORGE MASON UNIVERSITY  
FINANCE & LAND USE COMMITTEE**

**BOARD OF VISITORS  
MINUTES**

**February 23, 2023**

**1:00pm– 1:50pm**

**Present:**

Committee Vice Chair Moss; Rector Blackman, Vice Rector Simmi Bhuller; Visitors Peterson, Meese, Burke, Pence, Oberoi, Witeck, Chimaladinne, Hazel, Brown. President Washington, Executive Vice President Dickenson, Vice President Strike; Student Representative McDole; Faculty Chair Broeckelman-Post; Faculty Representatives Daniels and Venigalla. Committee Administrator Kalek and Secretary pro tem Waters.

**Absent:**

Chair Iturregui, Visitors Prowitt, Marquez, and Kazmi. Student Representative Nguyen; Faculty Representative Rogers. In the absence of Chair Iturregui Vice Chair Moss acted as Committee Chair during this meeting.

**I. Call to Order:**

Committee Vice Chair Moss convened the meeting at 1:03pm

**II. Approval of Minutes (ACTION Item):**

Committee Vice Chair Moss called for any corrections to the minutes for the December 1, 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 Vice Chair Moss turned the floor over to Deb Dickenson, Executive Vice President for Finance and Administration.

**A. Financial Update**

Ms. Dickenson gave a financial update and highlighted Mason's longstanding funding disparity, coupled with rising vendor, labor and supply costs. Commonwealth engagement is active. Ms. Dickenson highlighted Mason's current legislative funding requests and provided an update on the annual Mason Lobbies event, in which she and student leaders engaged legislators in Richmond for the first time since COVID-19. Ms. Dickenson will continue to engage Commonwealth leaders as an advocate for GMU funding.

Ms. Dickenson turned the floor over to Gene Crouch, Assistant Vice President and Treasurer, for a university S&P rating update. Per Mr. Crouch the University received positive financial news that S&P Global Ratings has raised its long-term rating to AA- for George Mason University Foundation (GMUF) bonds with a stable outlook. The rating upgrade is for GMUF's 2017 (GMUF Prince William Life Sciences

Lab LLC) and 2020 (GMUF Prince William Housing LLC) taxable refunding revenue bonds. According to S&P, they "rate these bonds equivalent to the implied issuer credit rating of the university." AA is the second highest rating category for S&P, and the upgrade is based on the university's very strong enterprise profile, positive financial performance, and continued growth. Rector Blackman and Visitor Hazel both reiterated the importance of this recognition and continued positive financial management.

Frank Strike, Vice President of Facilities, provided a capital funding, which included a \$4.67M funding increase for the Life Science Engineering Building and an additional \$5.97M for the FUSE Building. Mr. Strike also reported that Mason Square now has new signage along Rt.66 in Virginia

## **B. FY 2024 Budget Update**

Rene Stewart O'Neal, Vice President, Strategic Planning and Budgeting, provided an update and recommendations regarding the FY 2024 Budget. Ms. O'Neal highlighted the Mason value of access and affordability which has kept tuition increases low or flat for years. The lack of tuition increases over the years has contributed, along with lower state support, to Mason's current budget situation. To continue to provide high quality education and support and address the funding disparity the following actions were introduced:

### **i. FY 2024 Tuition & Fees**

For FY24, the recommended tuition increase is a flat \$300 per student, regardless of level or domicile, with a 3% increase in the mandatory student fees. The tuition increases for in-state undergraduates would be eliminated if Mason's broader funding requests are approved by the Commonwealth. This recommended proposal will be discussed at the April 4, 2023 Public Comment Session before it is considered for Board approval at the May 4, 2023 meeting.

### **ii. FY 2024 Room & Board Rates**

Ms. O'Neal presented the recommended FY24 blended room & board rate increase which are 2.0% for housing and 4.5% for board, for a blended rate increase of 3.0%, or \$400.00 per student. Again, balancing the pressures of economic inflation and cost escalation with an institutional commitment to affordability. This recommended proposal will be discussed at the April 4, 2023 Public Comment Session before it is considered for Board approval at the May 4, 2023 meeting. Visitor Hazel confirmed that this is not an action item for the board at this session.

Ms. Dickenson provided a comparison of GMUs peer institutions room and board rates and highlighted the engagement process for student and Board engagement. Rector Blackman opened the floor to Student Representative Ayondela McDole, who shared comments from other students that room and board costs seem to be less of a concern than security for the dorms, food options being offered on campus and at catered events

and food insecurity. Visitor Peterson expressed interest in better understanding student preferences, while Vice Chair Moss wanted to ensure feedback was provided to Mason's caterers. Interim Vice President of Operations and Business Services, Patrick McCavitt and Vice President of University Life, Rose Pascarell, provided additional information about dining halls food options and provided an update on the status of the food pantry, which serves those with food security issues on-campus.

**IV. Adjournment:**

There being no further business, Committee Chair Moss declared the meeting adjourned at 1:49pm.

**Prepared by:**

*Rachelle Waters*

Rachelle Waters

Executive Coordinator & Office Manager

Finance and Land Use Committee Secretary pro tem

**ITEM NUMBER III. A:****SIX-YEAR CAPITAL PLAN (ACTION)****PURPOSE OF ITEM:**

This item provides information on the upcoming annual submission of the University's Six-Year Capital Plan for Board approval.

**APPROPRIATE COMMITTEE:**

FINANCE AND LAND USE

**BRIEF NARRATIVE:**

Presentation figures provide updates to projects presently in progress as well as planned projects seeking approval and/or funding. Project debt capacity for FY24 through FY28 includes a listing of existing debt, which is presently predominantly in support of Fuse at Mason Square. Approved projects in progress include actual and projected expenditures, along with the estimated completion dates for each active project. Projects seeking BOV approval include a request for authorization to expend \$249M in auxiliary reserves for real estate acquisition and other projects that are ineligible for Commonwealth funding. Projects planned for Commonwealth submission have been previously approved by the BOV and are presented as an advisory for Mason's proposed FY24 Commonwealth funding request. Approved projects not in progress include those projects presently pending funding or scope development to proceed. This list additionally includes three prior authorizations that will be reverted due to change in scope or project direction.

Mason annually submits a six-year capital plan to the Virginia Department of Planning and Budget (DPB). The deadline for submission typically occurs between July and September. Building projects and critical deferred maintenance requests submitted in 2021 and 2022 will be resubmitted for FY24 Capital Budget Requests (CBRs), and will remain on Mason's prospective project list pending confirmation of funding approval. Projects proposed for FY24 Commonwealth funding approval include the following:

- Student Innovation Factory Building
- Interdisciplinary Science & Engineering Building
- Business School Building
- Critical Deferred Maintenance

### **Student Innovation Factory Building**

This \$33M request includes a Student Innovation Factory Building that will be preceded by an Engineering and Science Sector Planning Study. The new construction capital project is the first building recommended as part of the Sector Study, and will be followed by or constructed concurrently with a new Interdisciplinary Science and Engineering academic building under a separate budget request. The new Student Innovation Factory Building will be the first of several phases identified in the implementation plan for the Sector study. The Student Innovation Factory Building will be an approximately 60K GSF industrial-style pre-engineered or equivalent building to house student project space as required by CEC and COS for capstone coursework and student competition project work (e.g. sustainability projects, concrete canoe, bridge, robotics, solar car, Baja car), and other large format student design and innovation projects. Building size determination was based on comparable projects at other Research 1 institutions. The Student Innovation Factory Building will be a single story, high-bay, flexible, open warehouse space, suitable for developing and testing of land-, air- and water-based student projects. The building program will include open shop/project space, with limited enclosed tool/project storage, as well as code-based building support spaces. Site selection for this building was driven by proximity to the campus central plant in support of student project work relating to sustainability and energy efficiency, and also to leverage resources and support available by the adjacent Facilities shops.

### **Interdisciplinary Science & Engineering Building 1**

This \$165M project is an approximately 150K GSF interdisciplinary science and engineering building on the Fairfax campus. This building would provide replacement space for the future demolition of David King and Planetary Science Halls, and be the second phase of development needed to address a critical specialized instructional laboratory deficiency identified as part of

Mason's recent 20-year Master Planning study. The building program includes predominantly specialized instructional wet and dry laboratory spaces, along with classrooms, collaboration and academic support spaces. The primary occupants of this new interdisciplinary building would be the College of Engineering and Computing, the College of Science, the College of Education & Human Development and the College of Visual and Performing Arts. The building would be 5-7 stories in height, and would respond to architectural elements of existing academic buildings within the campus core. It would frame a new central quad as a primary gathering space in the heart of the Fairfax campus, opposite the Johnson Student Center. Site selection allows for construction of the new building prior to demolition of 2 adjacent buildings (David King and Planetary Science Halls) with critical facility indices. Demolition of these 2 adjacent buildings is not included in the scope of this request, but would be phased in to reveal the new central quad. Circulation elements would be integrated with the new building program, based on concepts identified in Mason's 20-year Master Plan as part of the vision for the central quad.

### **Business School Building**

The School of Business (SBUS) boasts Mason's fourth largest enrollment and second largest projected growth of the ten academic units. SBUS additionally supports the second largest undergraduate online program, the largest unit represented in Mason Korea, INTO and Advance programs. However, SBUS notably lacks a dedicated building to support their operations, enrollment and growth, as other smaller units have. SBUS maintains a significant presence on Fairfax for undergraduate programs and Arlington's Mason Square for graduate programs. SBUS at Fairfax presently relies on 44K assignable square feet (ASF) in four shared buildings on-campus and 12K ASF in off-campus lease space, all of which have reached capacity.

The proposed new \$165M building will be approximately 200K gross square feet (GSF), centrally located to facilitate interdisciplinary collaboration between SBUS and other Mason Units, and a defining element of the northern quad envisioned in Mason's Master Plan. This new building would provide dedicated space to support

approximately 6,500 full-time equivalent (FTE) students including approximately 2,000 FTE business majors, approximately 2,000 non-business students and 4% annual planned growth.

The building program would include dedicated teaching, collaboration and student engagement space for SBUS, plus replacement space as a result of demolition of Lecture Hall to accommodate the new building site. Replacement space would include one approximately 3,000 ASF and two approximately 1,000 ASF university shared classrooms, along with support space for those classrooms. In 2018, SBUS developed an initial space program for the building, which includes the following elements:

- Teaching spaces
  - Technology-rich classrooms
  - Trading rooms
  - Lecture halls
- Student service spaces
  - Career services
  - Student success
  - Maker space
  - Student organizations
- Engagement spaces
  - Executive development suite
  - Incubator/start-up space
  - Behavioral research lab
  - Video studio

Building elements identified during the 2018 study will inform the conceptual planning study including a Detailed Project Program and cost estimates to support project implementation.

### **Critical Deferred Maintenance**

The University's buildings are nearing a 30-year average age and major building systems are reaching the end of their useful life. Mason Facilities has implemented a Facility Condition Assessment Program (FCAP) to physically inspect each campus building on a 3-year cycle. Based upon the FCAP's review and assuming annual maintenance reserve allocations from the Commonwealth remain consistent, over the next 5 years Mason will have a deficit in funding for critical deferred maintenance of E&G buildings of \$36 million. The University is requesting a



capital project to aggregate the critical deferred maintenance. Funding would be used for replacement and repair projects for all E&G buildings for the following building elements:

- Aging roofs, windows, exterior doors, and repairs to exterior wall systems
- Interior doors, flooring, and ceilings; repairs to existing fire walls; and refresh of interior painting.
- Main electrical equipment, fire alarm systems, fire pumps, and generators; and repairs to existing plumbing and fire suppression systems.
- Heating, cooling, and ventilation equipment, controls, and distribution systems at the end or beyond their useful life.
- Elevators and lifts at or beyond their useful life.
- Sidewalks and ADA repairs

The University will also take the opportunity to look for energy efficiency with the replacement of systems. These efficiencies will be assessed in the electrical equipment, HVAC equipment, and building envelope. Without the investment into these buildings, the buildings will continue to depreciate to the point where replacement will be necessary.

STAFF RECOMMENDATION:

Board approval of the proposed Six-Year Capital Plan.

**ITEM IV. C.:****FY 2024 UNIVERSITY OPERATING BUDGET (ACTION)****PURPOSE OF ITEM:**

The University's proposed budget reflects revenue and expense plans for the 2023-2024 academic year, including tuition, room and board rates, and fee rates.

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

Since the General Assembly has not yet finalized the FY2024 State budget, three budget scenarios for July 1, 2023 through June 30, 2024 (FY 2024) are being recommended. Each scenario incorporates different assumptions for State General Fund Appropriations, State authorized salary increase and variations on the \$300 tuition increase. The FY24 Operating budget will be balanced within a range of \$1.35-\$1.39B. It is anticipated that the FY24 State budget, once passed, will provide funding allocations to Mason to support one of these three scenarios, or to support a budget within this overall range. Once the General Assembly passes the FY24 State budget, an amended FY24 Operating Budget will be presented for approval.

These budget scenarios are presented as All Funds budgets, and include: Educational & General; Auxiliary Enterprises; Grants & Contracts; and Other Operating and Non-Operating Revenues. Please note that the Capital Budget is not included.

The operating budget scenarios represent increases ranging from \$55M-\$95M (4.2%-7.3%) over the FY23 budget, from \$1.295B (FY23) to \$1.35-\$1.39B (FY24). The projected FY24 operating budget shortfalls, ranging from \$11M-\$50M, will be mitigated with a unit-level base budget reduction plan, strategic reallocations and planned use of reserves to manage to a balanced budget.

The total price for an undergraduate student living on-campus (including tuition, fees, room, and board) is proposed at \$27,335 for in-state and \$51,499 for out-of-state undergraduates, an increase over the previous year of \$300 for all full-time students regardless of residency and level,

\$111 increase in the mandatory student fee for undergraduate and graduate students, and a \$400 increase in the average room and board costs for each.

**STAFF RECOMMENDATION:** Staff recommends Board of Visitors approval of the proposed 2023-2024 budget ranges, including tuition, room and board rates, and fee rates.

## Capital Projects Review

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

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

Changes/updates since the February 2023 report include:

- Horizon Hall - Construct/Renovate Robinson Hall, New Academic and Research Facility and Harris Theater – Removed in this session as the project is completed.
- Improve Utility Distribution Infrastructure Fairfax – Removed in this session as the project is completed.
- Fuse at Mason Square (IDIA HQ) – Underground work was completed with the last grade beams placed in late March 2023. Work on slab on grade and elevated parking deck is now in process. It is anticipated the slab on grade work will be complete in May. It is anticipated the concrete structure will top out in late Fall 2023. Currently the project is projected at 81 calendar days behind schedule. MIP is in the process of finalizing a recovery schedule with options to mitigate as much time as possible. The team has indicated they will not be able to cost effectively mitigate the full delay but it is likely possible to mitigate over 30 calendar days of that delay by completing most if not all of the placement of pre-cast during an overnight shift. The current 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). It is likely there will remain a delay to both Core and Shell and Fit Out. The goal is to finalize decision making on costs and actual delay time in the next one to two months. Mason will install furniture fixtures and equipment in the Spring of 2025 with full occupancy planned for summer of 2025.
- 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 master plan vision for the SciTech Campus. An early release Guaranteed Maximum Price (GMP) contract was issued to Skanska on May 24, 2022. Skanska broke ground on site on August 31, 2022. 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). Skanska is making good progress now and the Structure is will top out at the end of May. We were successful in making a case to DEB through the Pool Appeal process to obtain an additional 5% of funding (\$4,670,650). This has replenished our soft costs and eliminated the \$1M cash infusion we had proposed to infuse, but is still not enough for the backfill work. We have received final approval of the full building working drawings and are approved for the final permit. Current total funding is now \$107,123,650.


































- Telecom Infrastructure Phase 1 – Work on Packages 1 (work inside buildings) and Package 3 (new West Campus Core Switch Building) has started. The completion date for the new Package 3 building will be impacted by the long lead times for the generator and computer room air conditioning units (both around a 40 week lead time) and has been extended. The bid for Package 2 for outside plant (new IT ductbanks) came in substantially over budget and will be re-bid in May.
- Johnson Center HVAC Repairs – Construction contract was fully executed on March 15, 2023. Contractor site inspection and logistics review was conducted on March 23, 2023. Preconstruction meeting was held on April 06, 2023. Contractor is currently working on project schedule, submittals and site logistic plan.
- Central Heating and Cooling Plant Capacity Expansion – DEB Working Drawing review comments were received on February 22, 2023. Comments were addressed by AE and submitted back to DEB on March 03, 2023. On March 15, 2023 DEB returned additional structural drawing review comments that did not affect design. Structural comments were addressed by AE and submitted to DEB for review on April 07, 2023. When DEB review is complete, we will move the project into the bid phase. The project is currently tracking for a summer 2023 construction start. The equipment lead-time is currently 52 weeks.
- Aquatic & Fitness Center Capital Renewal – Working Drawing are under review by the permitting office. Project will be bid at the end of April. A portion of the work (tile repairs, painting, lighting, roofing, skylights) will be performed over the Summer of 2023 and longer lead time items (HVAC equipment, bulkhead replacement) will be installed over the Summer of 2024.
- Telecom Infrastructure Phase 2 – A/E team has been selected; however, based upon the bid results of Phase 1, we had to work to correctly scope the project. The scope is agreed upon and we will make the award to the A/E team in April, 2023.
- Telecom Infrastructure Phase 3 – Responses for to RFP for A/E services were received 4/13/23 and will be reviewed by the selection committee
- Activities Building – A detailed planning study was completed by Capital Strategies and Planning. As a result, the project was approved to proceed as an \$11M project. DEB granted permission to use Design-Build for the procurement of this building. Mason has solicited an RFQ for Design Build Services. We have received two responses to the RFQ: Davis Construction and Hoar Construction. We are in the process of evaluating the responses and will short list both GC's to move forward to the RFP stage.
- Construct Basketball Training, Wrestling, and Athlete Academic Support (RAC Addition) – Commonwealth has approved project for \$15.5M of fundraising. We believe that this project will have a budget of \$30M, with approximately \$25M of which will be allotted to this addition and \$5M for improvements at EagleBank that will follow after the basketball office space is vacated in Eagle Bank Arena. Work has begun by Capital Strategies and Planning on the detailed planning program. Mason would like to use Design-Build as the delivery method for this building, which will require permission from DEB.

- Real Estate Acquisitions – Discussed in closed session.
- Academic VIII – Project approved for planning only and contingent upon Mason providing seed funding. Project awaiting internal authorization to proceed.
- Virtual Online Campus – Project approved for planning only and contingent upon Mason providing seed funding. Project awaiting internal authorization to proceed. Planning to revert authority at end of fiscal year.
- Point of View Cottages – Commonwealth has approved \$4M of funding for this project to match a target of \$4M of fundraising. Project is awaiting funding and internal authorization to proceed.
- Construct Student Housing Fairfax PPEA – Commonwealth has approved project for PPEA solicitation. Project awaiting internal authorization to proceed. Planning to revert authority at end of fiscal year.
- Construct Fairfax Mixed Use Development PPEA – Commonwealth has approved project for PPEA solicitation. Project awaiting internal authorization to proceed. Planning to revert authority at end of fiscal year.
- 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 and internal authorization 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 internal authorization 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
<b>Construction</b>										
1 18482-000	FUSE (formerly IDIA HQ)	461,066	0	\$ 253,781,941				1/3/2022	7/1/2025	26.0%
2 18000-000	Life Sciences & Engineering Building - Bull Run Add*	133,300	0	\$ 107,123,650				8/31/2022	1/13/2025	9.5%
3 18339-000	Telecom Infrastructure Phase 1*	576	0	\$ 10,525,000				9/1/2022	3/31/2024	17.0%
4 A8247-027	Johnson Center HVAC Repairs	0	348,447	\$ 7,963,005				3/15/2023	5/15/2025	0.0%
<b>Design</b>										
5 18509-000	Central Heating & Cooling Plant Boiler & Chiller Addition*	0	0	\$ 8,197,000				7/15/2023	12/15/2025	N/A
6 18529-000	Aquatic & Fitness Center Capital Renewal	0	90,736	\$ 16,500,000				6/1/2023	9/1/2024	N/A
7 18487-000	Telecom Infrastructure Phase 2	0	0	\$ 23,250,000				4/1/2024	9/1/2025	N/A
<b>Design Procurement/ Pre-Planning</b>										
8 18593-000	Telecom Infrastructure Phase 3	0	0	\$ 24,000,000				TBD	TBD	N/A
9 221382	Activities Building	24,852	0	\$ 11,000,000				TBD	TBD	N/A
10 18253-000	Construct Basketball Training, Wrestling, and Athlete Academic Support (RAC Addition)	TBD	TBD	\$ 15,500,000				TBD	TBD	N/A
<b>Acquisition</b>										
11 221512	Real Estate Acquisitions	0	0	\$ 40,000,000				N/A	N/A	N/A
<b>Pending Authorization to Proceed</b>										
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 TBD	Renovations Concert Hall	0	120,750	\$ 25,000,000				TBD	TBD	N/A
18 TBD	Business School Building	200,000	0	\$ 165,000,000				TBD	TBD	N/A

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

Data as of April 2023





# BOARD OF VISITORS

## Finance & Land Use Committee

Office of the Executive Vice President | May 4, 2023



# Agenda

## Capital Matters

- A. Six-Year Capital Plan (**ACTION**)

## Financial Matters

- A. Financial Update
- B. FY 2023 Q3 Financial Report & Forecast
- C. FY 2024 University Operating Budget (**ACTION**)

Appendix I – Capital Projects Review (Stoplight)

Appendix II – Detailed Proposed FY 2024 Tuition, Fees, Room, and Board Rates

Appendix III – Supplemental Financial Information





# Six-Year Capital Plan

## Capital Matters

# Capital Investment Opportunity

- **Mason is well-positioned to take advantage of opportunities that invest in the university's future**
- **Mason established cash reserves to achieve Tier 3 authority**
  - **Balances earn minimal returns**
  - **Generally, reserves should not fund operating costs**
- **Deployment of cash reserves for capital assets maintains balance sheet strength**

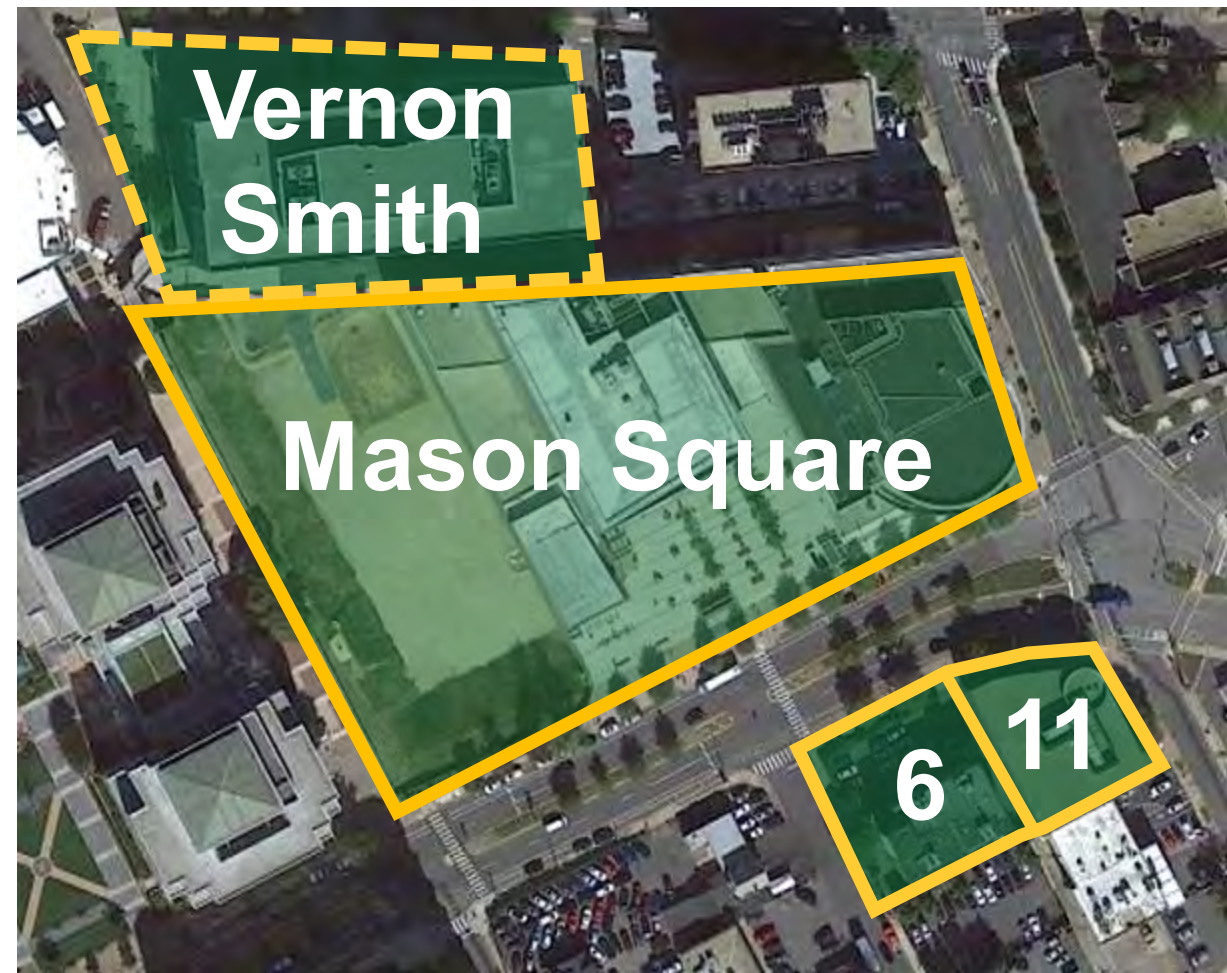


# Capital Investment

Mason is positioned to make strategic capital acquisitions

- **Lots 6 & 11** (3300 N Fairfax Dr.)
  - Closed: April 6, 2023
- **Vernon Smith Hall** (VSH)
  - Owner: GMU Foundation (GMUF)
- **Masonvale**
  - Owner: Mason Housing Inc (MHI)

These acquisitions secure future opportunity and assets



# Vernon Smith Hall

## Benefits:

- Asset strategically located
- 671 underground parking garage spaces
- Aligns parking under one vendor
- Skybridge connects directly to Fuse building
- Appraised value is \$107 million
- Potential \$30M in aggregate positive net cash flow FY24-26
- Capacity for Mason expansion

## Considerations:

- Potential lease-up risk after FY26





# Masonvale

## Benefits:

- MHI debt included on Mason debt
- Current capital structure negatively impacts required rental rates and ability to reinvest in assets
- \$3.45M NOI prior to debt service in FY23
- Control affordability for Masonvale residents
- Reinvest in deferred maintenance and improvements for the assets

## Considerations:

- Estimated cost of ~\$42M
- Currently nonrecourse debt of Mason

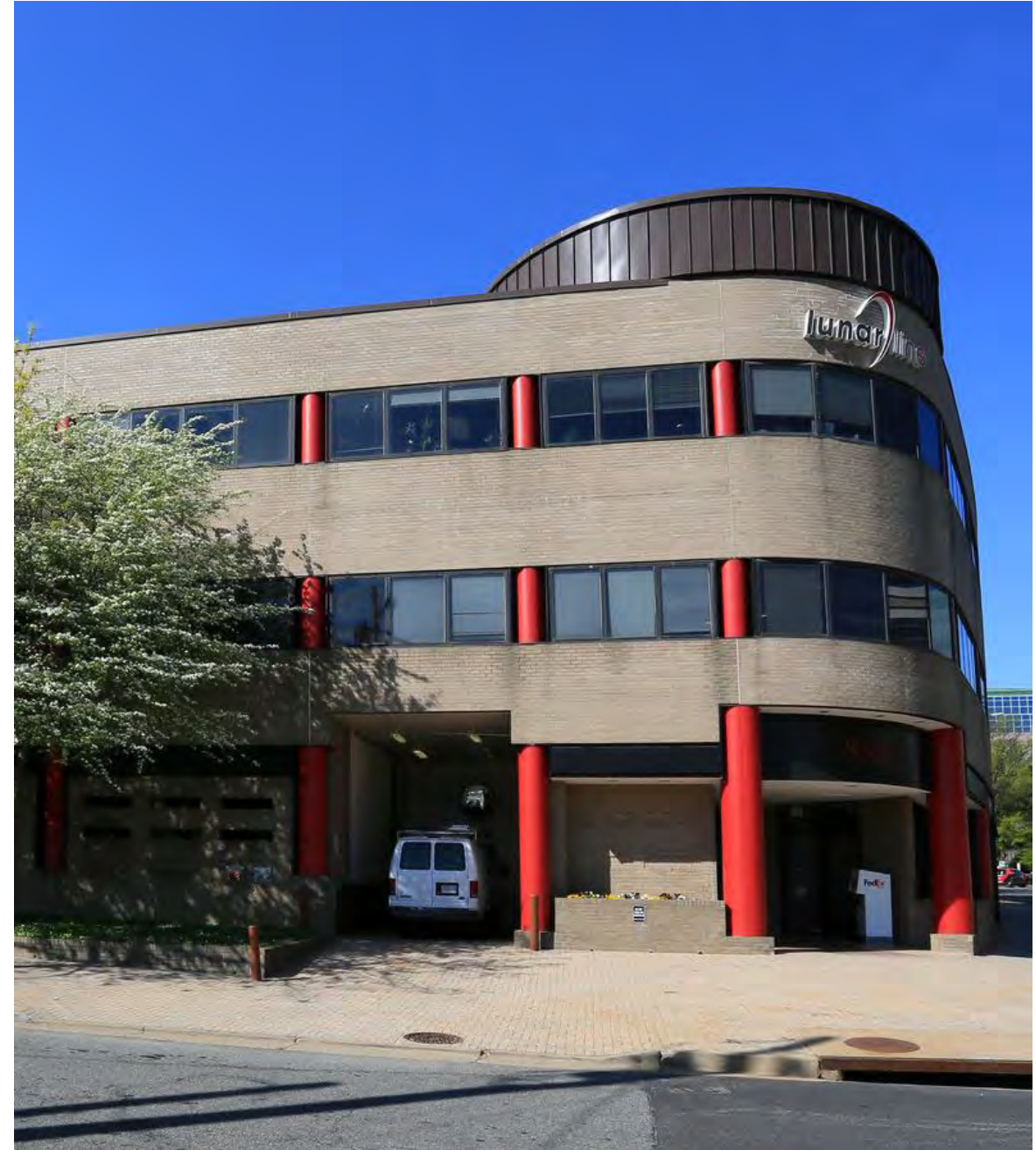


# Lots 6 & 11: 3300 North Fairfax Dr.

Closed on April 6, 2023

## Operational Plan:

- Maximize cashflow and manage lease expirations to align with long term plan
- Property will be managed by Lincoln Properties





# Projects Seeking BOV Approval

Seeking BOV  
Approval



	Previously Authorized (NGF)	Current Authorization Request (NGF)*	Total Authorization	Projected FY Start
Real Estate Acquisitions Phase 2 <sup>(1)</sup> <b>(Vernon Smith Hall)</b>	\$0	\$107.0	\$107.0	FY23
Real Estate Acquisitions Phase 3 <b>(Masonvale)</b>	\$0	\$45.0	\$45.0	FY23
Real Estate Acquisitions Phase 4 <b>(Strategic Acquisitions)</b>	\$0	\$50.0	\$50.0	FY24
Energy Efficiency Investments	\$0	\$7.5	\$7.5	FY24
Housing Renovations Phase 1	\$0	\$25.0	\$25.0	FY24
Recreation Athletic Complex (RAC) Addition / EagleBank Arena Renovation <sup>(2)</sup>	\$15.5	\$14.5	\$30.0	FY24
<b>Total</b>	<b>\$15.5</b>	<b>\$249.0<sup>(3)</sup></b>	<b>\$264.5</b>	

- (1) Real Estate Acquisitions Phase 1 was previously approved by the BOV with a \$40.0M NGF budget. Phase 2 acquisition cost is still being determined. Authorization is up to \$107M. Project may be pursued with Commonwealth Submission in FY23 or FY24.
- (2) Project was previously approved by the BOV in 2016 with a \$15.5M NGF budget. Approval would increase overall NGF budget to \$30.0M, pending funding availability.
- (3) Current requested authorization of \$249.0M will be funded with Auxiliary Reserves.

(millions)



# FY24 Planned Commonwealth Submission

	GF Authorization	NGF Authorization	Total Authorization
Student Innovation Factory Building	\$33.0	\$0	\$33.0
Interdisciplinary Sci. & Eng. Building - 1 (ISEB-1)	\$150.0	\$15.0	\$165.0
Business School Building <sup>(1)</sup>	\$82.5	\$82.5	\$165.0
Critical Deferred Maintenance	\$36.0	\$0	\$36.0
<b>Total</b>	<b>\$301.5</b>	<b>\$97.5</b>	<b>\$399.0</b>

*(1)Project was previously approved by BOV in May 2019 with \$165M NGF budget. Project will be submitted as part of the University's 2024 Commonwealth Capital Plan submission. If approved, funding will be split between NFG and GF.*

*(millions)*

# Approved Projects Not In Progress

BOV Approved Projects not in Progress	GF Authorization	NGF Authorization	Total Authorization	BOV Approval	Estimated Completion Date
Business School <sup>(1)</sup>	\$0	\$165.0	\$165.0	May-2019	TBD
Concert Hall Renovation	\$0	\$25.0	\$25.0	May-2018	TBD
<b>Total</b>	<b>\$0</b>	<b>\$190.0</b>	<b>\$190.0</b>		

*(1) Project was previously approved by BOV with \$165M NGF budget. Project will be submitted as part of the University's 2024 Commonwealth Capital Plan submission. If approved, funding will be split between NFG and GF.*

Commonwealth Approved Projects not in Progress	GF Authorization	NGF Authorization	Total Authorization	Future GF Authorization	BOV Approval	Commonwealth Approval
Point of View–Cottages	\$4.0	\$4.0	\$8.0	\$0	N/A	April-2020
Academic VIII <sup>(1)</sup>	\$0	\$7.5	\$7.5	\$192.5	May-2019	May-2020
Virtual Online Campus <sup>(1)(2)</sup>	\$0	\$0.5	\$0.5	\$10.5	May-2019	May-2020
Fairfax Student Housing PPEA <sup>(2)</sup>	\$0	\$0	\$0	TBD	< 2018	
Fairfax Mixed Use PPEA <sup>(2)</sup>	\$0	\$0	\$0	TBD	< 2018	
<b>Total</b>	<b>\$4.0</b>	<b>\$12.0</b>	<b>\$16.0</b>	<b>\$203.0</b>		

*(1) Only planning funds have been approved for these projects. Construction authorization will need to be requested as part of a future annual Commonwealth capital plan submission. Approval would move planning funds from NGF to GF.*

*(2) Planned to revert authorization to the state in FY2024*

*(millions)*

# Staff Recommendation to Board

The Finance & Land Use Committee recommends approval of the proposed Six-Year Capital Plan.





# Financial Update

## Financial Matters

# Operating Budget Challenges

- Commonwealth budget delayed
- In-state undergraduate tuition increase uncertainty
- Forecasting operating deficit
- Instituting conservative fiscal measures
  - Critical vacancy review
  - Reduced spending
- Reserves are not a sustainable option

# E&G Appropriations Summary

Appropriation Type	FY18	FY19	FY20	FY21	FY22	FY23
Base (SCHEV GF)	\$131,499,066	\$137,254,116	\$143,239,436	\$156,315,949	\$166,315,949	\$199,860,850
Central Appropriation*	5,448,612	920,622	5,091,965	(883,917)	11,518,150	13,435,640
Tuition Moderation	-	-	6,524,000	-	-	-
Enrollment Growth	-	-	-	10,000,000	2,000,000	-
Affordable Access	-	-	-	-	13,061,900	-
Tech Talent Investment Program	-	-	3,274,758	5,797,737	5,797,737	5,797,737
<b>Total E &amp; G Per State Schedule</b>	<b>\$ 136,947,678</b>	<b>\$ 138,174,738</b>	<b>\$ 158,130,159</b>	<b>\$ 171,229,769</b>	<b>\$ 198,693,736</b>	<b>\$ 219,094,227</b>
<b>Annual E&amp;G Increase</b>		<b>\$ 1,227,060</b>	<b>\$ 19,955,421</b>	<b>\$ 13,099,610</b>	<b>\$ 27,463,967</b>	<b>\$ 20,400,491</b>
* Salary Increases	-	Bonus only	3%	-	5%	5% + \$1K bonus





# **FY23 Q3 Financial Report & Forecast**

## **Financial Matters**

# FY23 Q3 Financial Report & Forecast: All Funds

## Revenue:

Trending \$9M higher than budget.

- Auxiliary Enterprises, State Appropriations and Other categories offset by Capital grants decrease.

## Expense:

Trending \$9M higher than budget.

- Compensation costs increased due to successful recruitment efforts for new faculty & staff hires along with market rate adjustments.
- Capital Expenditures, Equipment and Occupancy savings were used to offset the expense overages.

## E&G Shortfall:

- Planned investment of reserves in addition to spending increases

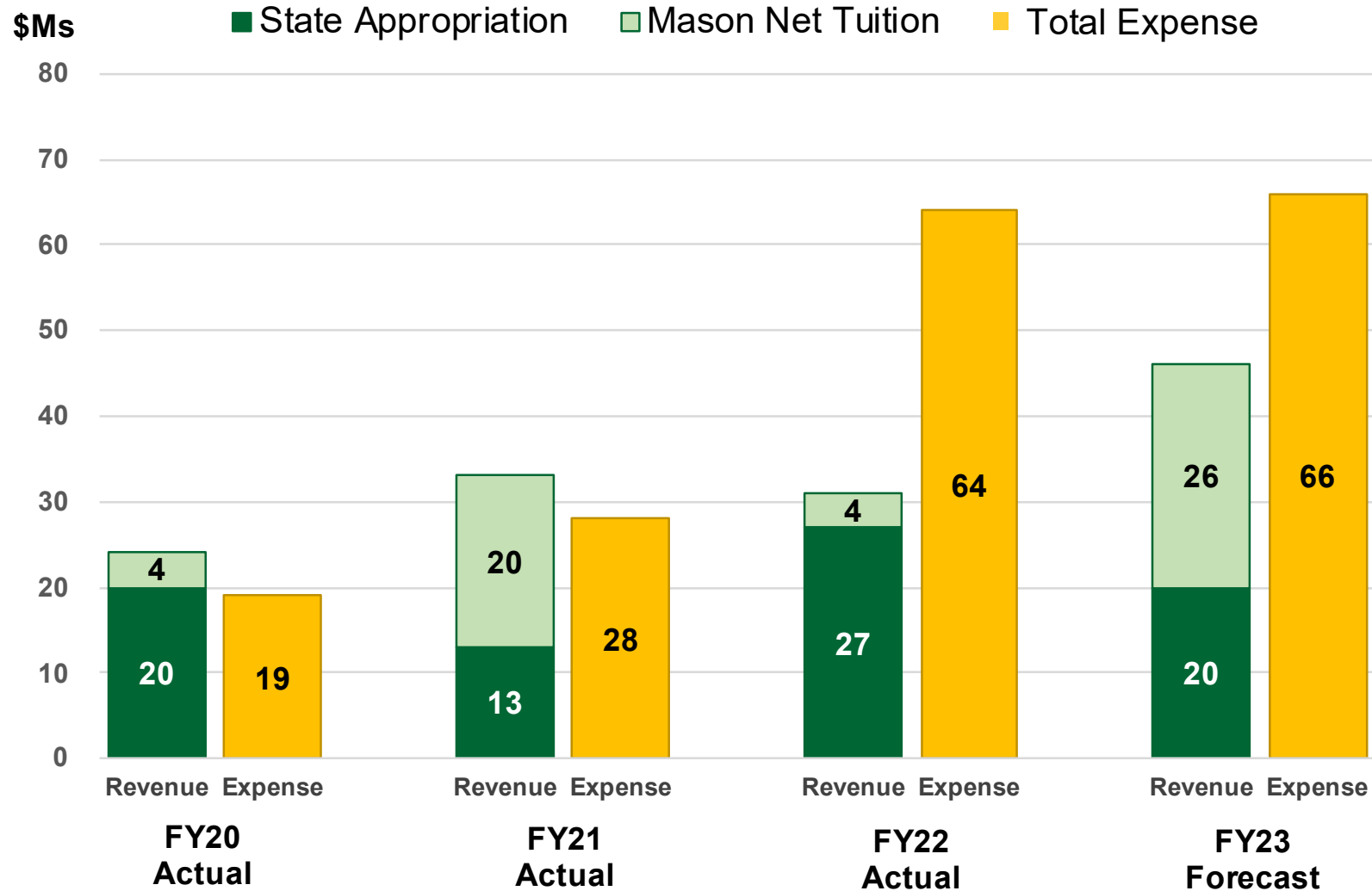
Cash basis (\$Ms)	FY22 Actual	FY23 Budget (Amended)	FY23 3Q Forecast			Variance 3Q to Budget
Revenues			Operating*	Capital	Total	
Net Tuition and Fees	466	486	489	0	489	3
State Appropriations	251	266	269	0	269	3
Grants & Contracts	247	245	240	9	249	4
Auxiliary Enterprises	233	245	250	0	250	5
Other Operating Revenue	13	16	21	0	21	5
<u>Non-Operating Revenue:</u>						
Relief Funding	40	46	46	0	46	0
Capital Grants	32	89	0	76	77	(12)
<b>Total Revenues</b>	<b>1,283</b>	<b>1,392</b>	<b>1,316</b>	<b>85</b>	<b>1,401</b>	<b>9</b>
Expenses						
Salaries and Wages	526	565	595	0	595	(30)
Fringe Benefits	149	158	168	0	168	(10)
Contractual Services	191	194	197	3	199	(5)
Travel and Training	13	21	20	0	20	1
Supplies	26	26	27	0	27	(1)
Equipment	26	31	20	2	22	9
Capital Expenditures	46	130	3	99	102	28
Debt Service	14	25	0	25	25	0
Scholarships & Fellowships	168	157	164	0	164	(7)
Occupancy	46	48	44	0	44	4
Transfers-Capital Projects/Debt	0	0	98	(98)	(0)	0
AE-Infrastructure Funding**	78	38	(21)	56	35	3
<b>Total Expenses</b>	<b>1,283</b>	<b>1,393</b>	<b>1,316</b>	<b>85</b>	<b>1,401</b>	<b>(9)</b>

\* Operating includes the following funds: Education & General (E&G), Auxiliary Enterprises, Sponsored Research, Indirects, Financial Aid, Other Restricted and Unrestricted.

\*\* AE-Infrastructure reflects reserve adjustments and strategic investment funds.



# Annual E&G Increase





# FY 2024 Operating Budget

## Financial Matters

# Tuition Recommendation

**Flat \$300 increase regardless of student level or residency**

Tuition	FY 2023	Increase	FY 2024
In-State, Undergraduate	\$9,795	\$300	\$10,095
Out-of-State, Undergraduate	\$33,959	\$300	\$34,259
In-State, Graduate	\$13,426	\$300	\$13,726
Out-of-State, Graduate	\$35,377	\$300	\$35,677
In-State, Law	\$23,836	\$300	\$24,136
Out-of-State, Law	\$39,684	\$300	\$39,984

- FY24 in-state undergraduate tuition increase will be eliminated pending state approval of Mason's broader funding requests
- BOV-approved FY24 tuition increases (I/S UG):  
CNU: 4.9%, JMU: 3%, ODU: 5%, RU: 3%, UVA: 3.7%, UVA (Wise): 3%, VT: 4.9%, W&M: 4.7%
- Detailed Proposed FY 2024 Tuition, Fees, Room, and Board Rates are included in Appendix II



# How Tuition Supports Students

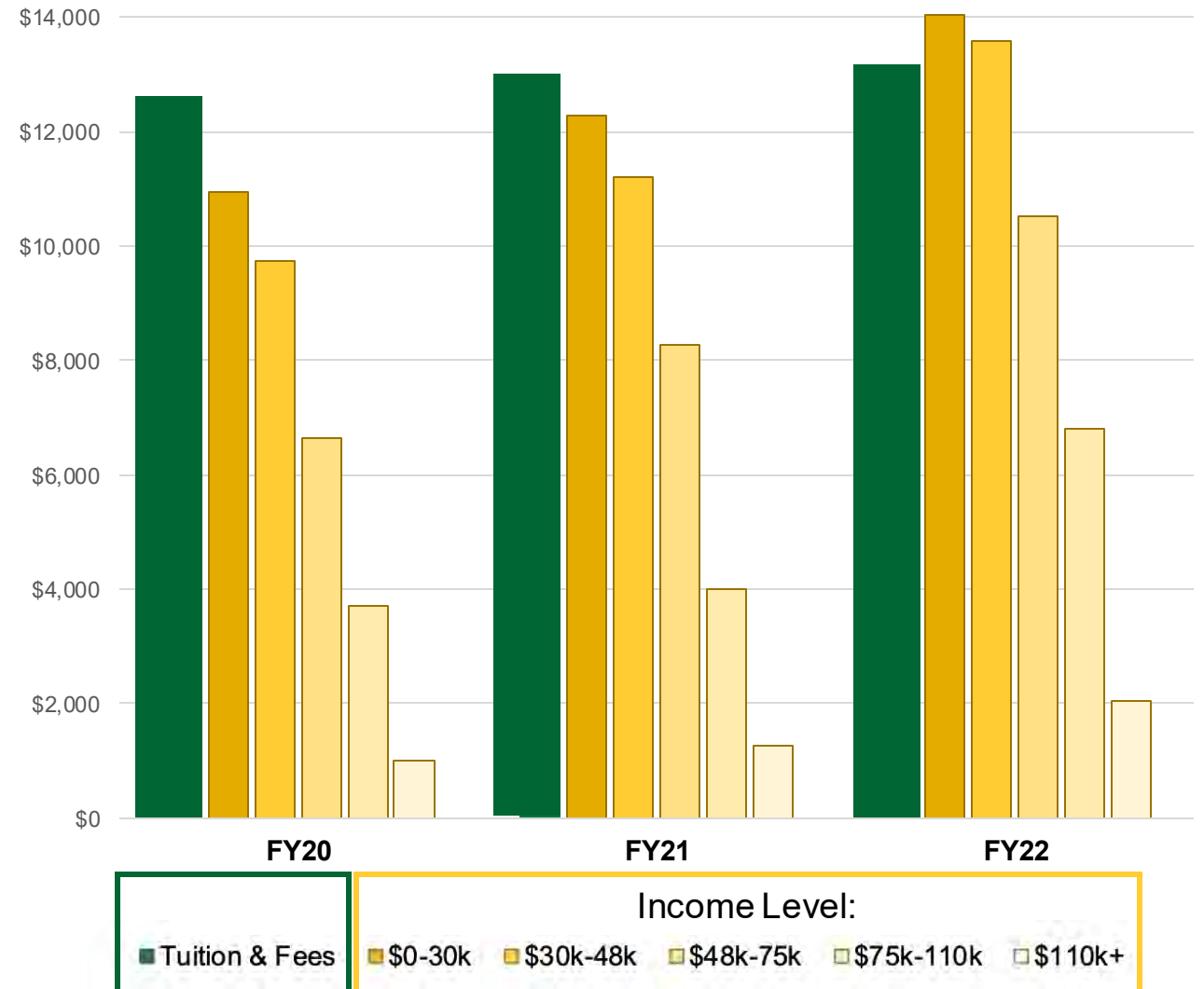
- **Student Services**
  - **Coaching & Advising Resources**
  - **Mental Health Services**
  - **Regional Campus Services Expansion**
- **Academic & Campus Life**
  - **Faculty/Student Class Ratio**
  - **Student Programming & Activities**
- **Enhanced Workforce Development**
  - **New Innovative Academic Programs**
  - **Career Service Support**
  - **Increased On-campus Employment**
  - **Pathway Partnership Programs**

# Financial Aid

- Financial aid offsets the impact of tuition increases for students who can least afford it
- 65% of students receive some form of financial aid

## Average Total Aid Received By Title IV Recipients By Income Level

Full-time, First-time In-state Undergraduates  
*Includes Federal, State, and Institutional Aid; excludes Loans*



# Fee Recommendation

## 3% Mandatory Student Fee increase continues to support:

- Student activities
- Student support services
- Student health services
- Emergency aid
- Recreational & athletics programs
- Student transportation
- Maintenance & operation of student facilities
- Auxiliary services (mail and card services)

Mandatory Student Fees	FY 2023	Increase	FY 2024
Full-Time, UG & Grad	\$3,609	\$111	\$3,720
Full-Time, Law	\$2,733	\$81	\$2,814

# FY24 Room & Board Recommendation

- 2.0% housing rate increase: \$160
- 4.5% board rate increase: \$240

**3.0% total room & board increase: \$400**



# Methodology

## Housing Rate Recommendations:

- Overarching mission to maintain an **affordable cost of living on-campus**
- Determine **upcoming financial needs** and an provide support for future operating **inflation**, salary increases, and capital renovation expenditures
- Determine room rates tiered to offerings, **affordability**, and **competitive pricing**

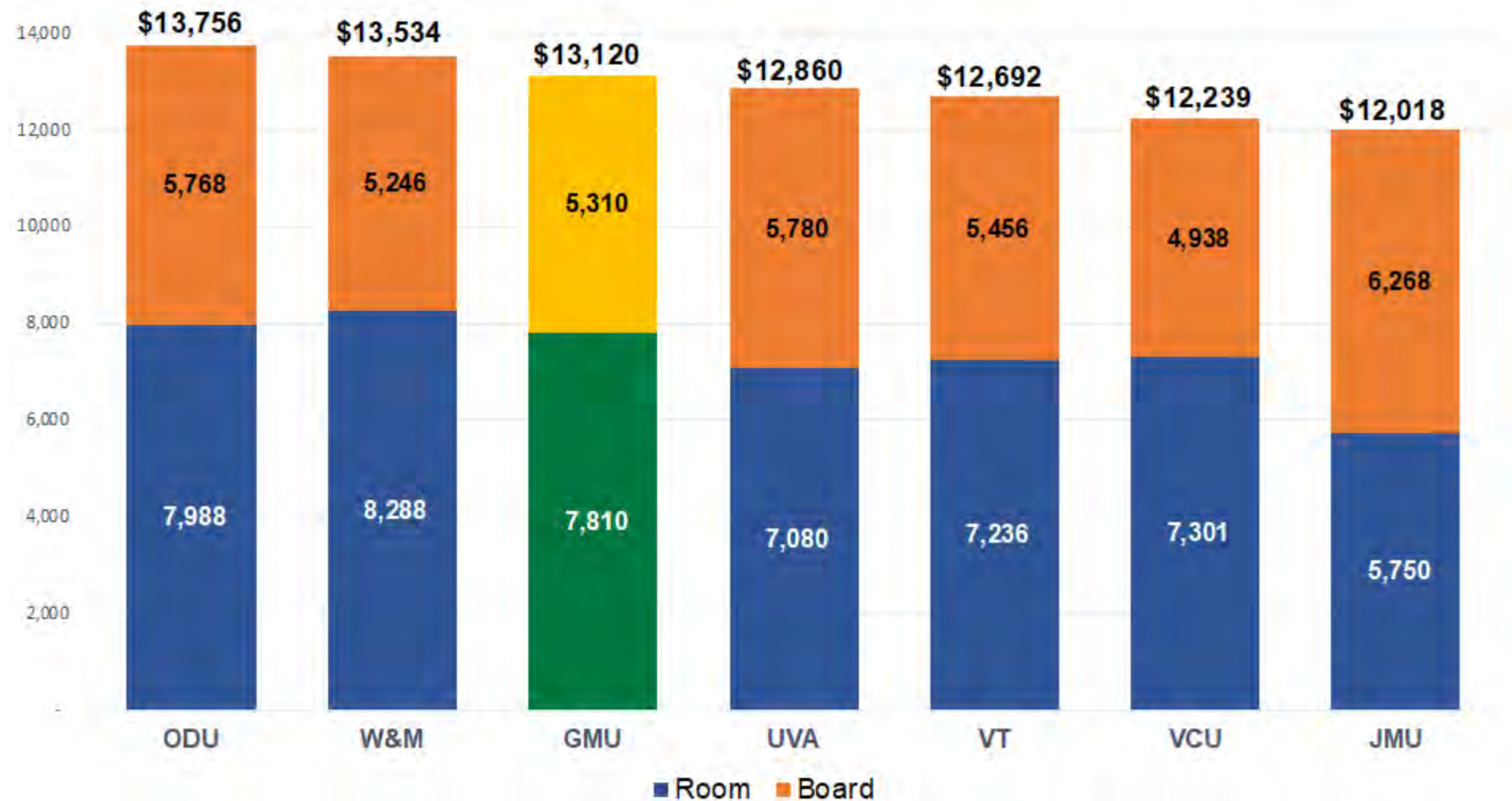
## Board Rate Recommendations:

- Board rate increase is driven by **Consumer Price Index**, based on Bureau of Labor Statistics Food-Away-From Home
- 4.5% meal plan increase is less than current CPI rate of approximately 8%
- Daily increase per student is \$1.06

Freshman Traditional Double & Board	FY23	FY24	\$ Change	% Change
Traditional Double Room Rate	\$7,810	\$7,970	\$160	2.0%
Independence Meal Plan Board Rate	\$5,310	\$5,550	\$240	4.5%
<b>Total Room &amp; Board</b>	<b>\$13,120</b>	<b>\$13,520</b>	<b>\$400</b>	<b>3.0%</b>



# Peer FY23 Room & Board Rates



Mason: \$13,120 (Freshmen Traditional Double & Independence Plan)

# Student & Board Engagement

- ✓ **Student Government Hosted Town Hall – March 21<sup>st</sup>**
- ✓ **Student Government Leadership Meetings**
- ✓ **Open Public Comment Portal**
- ✓ **April BOV Public Comment Session**
- ☐ **May BOV Meeting**

# FY24 Projected Baseline FTE Enrollment

## *1% increase*

Category	FY23 3Q	FY24 Plan	Var
Ugrad I/S	20,856	20,850	(6)
Ugrad O/S	4,310	4,487	177
<b>Ugrad Total</b>	<b>25,166</b>	<b>25,337</b>	<b>171</b>
Grad I/S	3,911	3,728	(183)
Grad O/S	2,421	2,721	300
<b>Grad Total</b>	<b>6,332</b>	<b>6,449</b>	<b>117</b>
Law I/S	296	300	4
Law O/S	563	594	31
<b>Grad Total</b>	<b>859</b>	<b>894</b>	<b>35</b>
<b>Total FTEs</b>	<b>32,357</b>	<b>32,681</b>	<b>324</b>

# FY24 Planning Assumptions

		FY23 <i>Amended Budget</i>	FY24 Scenario #1 (Baseline)	FY24 Scenario #2 (Worst)	FY24 Scenario # 3 (Best)
Revenue	Enrollment	1.5%	1.0%	0.5%	1.5%
	Tuition: UG	3.0%	\$300	\$0	\$300
	UG I/S Tuition	\$9,795	\$10,095	\$9,795	\$10,095
	UG O/S Tuition	\$33,959	\$34,259	\$34,259	\$34,259
	Grad & Law	3.0%	\$300	\$300	\$300
	Mandatory Student Fee	0.0%	3.0%	3.0%	3.0%
		\$3,609	\$3,717	\$3,717	\$3,717
	Room and Board	3.9%	3.0%	3.0%	3.0%
	Institutional Aid	1/3 of Tuition Growth + \$5.8M Tuition Credit	1/3 of Tuition Growth	1/3 of Tuition Growth	1/3 of Tuition Growth + \$6.3M Tuition Credit
	State Appr: General	5.3%	0.0%	0.0%	10%/\$20M
	Fin Aid	8.0%	66%/\$27.8M	66%/\$27.8M	100%/\$42.8M
Expense	Salary and Fringe	5% +\$1K bonus	5.0%	7.0%	7.0%
	Market Adjustments	\$5.5M	\$14.0M	\$14.0M	\$14.0M
	Direct Expenditures		4.0%	4.0%	4.0%
Margin	Balancing Mitigation Strategies- E&G Shortfall	(\$41M)	(\$41M)	(\$55M)	(\$31M)
	Balancing Mitigation Strategies- All Funds Operating Shortfall	\$0M	(\$32M)	(\$50M)	(\$11M)

# FY24 Proposed Budget Scenarios: Operating\*

				Scenario #1	Scenario #2	Scenario #3
Cash basis (\$Ms)	FY 2022 Actual	FY 2023 Budget (BOV)	FY 2023 3Q Forecast	FY 2024 Proposed (Baseline)	FY 2024 Proposed (Worst)	FY 2024 Proposed (Best)
<b>Revenues</b>						
Net Tuition and Fees	466	486	489	512	504	508
State Appropriations	251	266	269	310	316	351
Grants & Contracts	236	236	240	256	256	256
Auxiliary Enterprises	233	245	250	257	257	257
Other Operating Revenue	13	16	21	17	17	17
Non-Operating Revenue:						
Relief Funding	40	46	46	0	0	0
<b>Total Revenues</b>	<b>1,239</b>	<b>1,295</b>	<b>1,316</b>	<b>1,352</b>	<b>1,350</b>	<b>1,390</b>
<b>Expenses</b>						
Salaries and Wages	526	565	595	634	645	645
Fringe Benefits	149	158	168	186	189	189
Contractual Services	187	189	197	208	208	208
Travel	13	21	20	21	21	21
Supplies	26	26	27	28	28	28
Equipment	23	25	20	21	21	21
Capital Expenditures	0	2	3	3	3	3
Scholarships & Fellowships	168	157	164	182	182	182
Occupancy	46	48	44	45	45	45
Transfers-Capital Projects/Debt	24	48	98	58	58	58
AE Infrastructure**	78	56	0	0	0	0
<b>Total Expenses</b>	<b>1,240</b>	<b>1,295</b>	<b>1,336</b>	<b>1,384</b>	<b>1,400</b>	<b>1,400</b>
<b>Shortfall</b>	<b>(0)</b>	<b>0</b>	<b>(21)</b>	<b>(32)</b>	<b>(50)</b>	<b>(11)</b>
<b>Balancing Mitigation Strategies</b>	<b>0</b>	<b>(0)</b>	<b>21</b>	<b>32</b>	<b>50</b>	<b>11</b>
<b>Adjusted Shortfall</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Salaries & Wages

- Increases due to filling positions at market rate and filling previous vacancies
- Will create stress on future budgets

\* Operating includes the following funds: Education and General (E&G), Auxiliary Enterprises, Sponsored Research, Indirects, Financial Aid, Other Restricted and Unrestricted.

\*\* AE-Infrastructure reflects reserve adjustments, strategic investment funds and/or AE to E&G overhead transfer.

# FY24 Proposed Budget Scenarios: E&G

				Scenario #1	Scenario #2	Scenario #3
Cash basis (\$Ms)	FY 2022 Actual	FY 2023 Budget (BOV)	FY 2023 3Q Forecast	FY 2024 Proposed (Baseline)	FY 2024 Proposed (Worst)	FY 2024 Proposed (Best)
<b>Revenues</b>						
Gross Tuition	490	520	523	549	539	552
Aid	(27)	(34)	(34)	(37)	(35)	(43)
Net Tuition and Fees	463	486	489	512	504	508
State Appropriations	212	221	223	235	240	260
Auxiliary Enterprises	1	0	1	1	1	1
Other Operating Revenue	12	12	18	14	14	14
<u>Non-Operating Revenue:</u>						
Relief Funding	0	11	0	0	0	0
<b>Total Revenues</b>	<b>688</b>	<b>731</b>	<b>732</b>	<b>762</b>	<b>760</b>	<b>784</b>
<b>Expenses</b>						
Salaries and Wages	406	437	458	488	497	497
Fringe Benefits	120	132	139	145	147	147
Contractual Services	73	74	74	80	80	80
Travel	3	10	7	7	7	7
Supplies	18	19	17	17	17	17
Equipment	10	13	10	11	11	11
Capital Expenditures	2	1	1	1	1	1
Scholarships & Fellowships	37	38	44	45	45	45
Occupancy	21	23	24	24	24	24
Transfers-Capital Projects/Debt	2	1	17	3	3	3
AE Infrastructure*	(4)	(18)	(18)	(18)	(18)	(18)
<b>Total Expenses</b>	<b>687</b>	<b>731</b>	<b>773</b>	<b>803</b>	<b>815</b>	<b>815</b>
<b>E&amp;G Shortfall</b>	<b>0</b>	<b>0</b>	<b>(42)</b>	<b>(41)</b>	<b>(55)</b>	<b>(31)</b>
<b>Balancing Mitigation Strategies</b>	<b>(0)</b>	<b>0</b>	<b>42</b>	<b>41</b>	<b>55</b>	<b>31</b>
<b>Adjusted E&amp;G Shortfall</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Salaries & Wages

- Increases due to filling positions at market rate and filling previous vacancies
- Will create stress on future budgets

\* AE-Infrastructure reflects reserve adjustments, strategic investment funds and/or AE to E&G overhead transfer.

# Operating Shortfall Mitigation

- Pursuing additional revenue streams (\$10-12M)
- Critical vacancy review
- Targeted expense reductions by unit
- Focus on operating efficiencies and shared services
- Prioritize & delay projects

# FY24 Proposed Budget: Capital

Cash basis (\$Ms)	FY 2022 Actual	FY 2023 Budget (BOV)	FY 2023 3Q Forecast	FY 2024 Proposed
<b>Revenues</b>				
Grants & Contracts	12	9	9	0
<u>Non-Operating Revenue:</u>				
Capital Grants	32	89	77	168
<b>Total Revenues</b>	<b>44</b>	<b>98</b>	<b>86</b>	<b>168</b>
<b>Expenses</b>				
Contractual Services	4	5	2	0
Equipment	3	7	2	0
Capital Expenditures*	46	128	99	198
Debt Service	14	25	25	49
Indirect Cost	-	-	-	-
Scholarships & Fellowships	-	-	-	-
Occupancy	0	-	-	-
Transfers-Capital Projects/Debt	(24)	(48)	(98)	(58)
AE Infrastructure**	0	(18)	56	22
<b>Total Expenses</b>	<b>44</b>	<b>98</b>	<b>86</b>	<b>168</b>

\* Does not include Vernon Smith Hall and Masonvale transactions

\*\* AE-Infrastructure reflects reserve adjustments.



# Staff Recommendation to Board

The Finance & Land Use Committee recommends approval by the Board of Visitors of the FY 2024 Operating Budget within the ranges specified in Scenarios 1, 2 & 3, including the FY 2024 Tuition, Mandatory Student Fee, Room, and Board rates.

Once the General Assembly passes the FY 2024 State budget, we will present an Amended FY 2024 Operating Budget for approval.



# Board Action Items

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

- Six-Year Capital Plan
- FY 2024 Operating Budget within the ranges specified in Scenarios 1, 2 & 3, including the FY 2024 Tuition, Mandatory Student Fee, Room, and Board rates





# Appendix I

## Capital Projects Stoplight

# 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
		<b>Construction</b>									
1	18482-000	FUSE (formerly IDIA HQ)	461,066	0	\$ 253,781,941				1/3/22	7/1/25	26.0%
2	18000-000	Life Sciences & Engineering Building - Bull Run Add*	133,300	0	\$ 107,123,650				8/31/22	1/13/25	9.5%
3	18339-000	Telecom Infrastructure Phase 1*	576	0	\$ 10,525,000				9/1/22	3/31/24	17.0%
4	A8247-027	Johnson Center HVAC Repairs	0	348,447	\$ 7,963,005				3/15/23	5/15/25	0.0%
		<b>Design</b>									
5	18509-000	Central Heating & Cooling Plant Boiler & Chiller Addition*	0	0	\$ 8,197,000				7/15/23	12/15/25	N/A
6	18529-000	Aquatic & Fitness Center Capital Renewal	0	90,736	\$ 16,500,000				6/1/23	9/1/24	N/A
7	18487-000	Telecom Infrastructure Phase 2	0	0	\$ 23,250,000				4/1/24	9/1/25	N/A
		<b>Design Procurement/ Pre-Planning</b>									
8	18593-000	Telecom Infrastructure Phase 3	0	0	\$ 24,000,000				TBD	TBD	N/A
9	221382	Activities Building	24,852	0	\$ 11,000,000				TBD	TBD	N/A
10	18253-000	Construct Basketball Training, Wrestling, and Athlete Academic Support (RAC Addition)	TBD	TBD	\$ 15,500,000				TBD	TBD	N/A
		<b>Acquisition</b>									
11	221512	Real Estate Acquisitions	0	0	\$ 40,000,000				N/A	N/A	N/A
		<b>Pending Authorization to Proceed</b>									
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	TBD	Renovations Concert Hall	0	120,750	\$ 25,000,000				TBD	TBD	N/A
18	TBD	Business School Building	200,000	0	\$ 165,000,000				TBD	TBD	N/A

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

Data as of April 2023

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

## Detailed Proposed FY 2024 Tuition, Fees, Room & Board Rates





# **Proposed Detailed Tuition & Fees** **FY 2024 Operating Budget**

# FY24 Proposed Tuition & Fees: Annual Rates\*

	Tuition	MSF	Tuition and Fee
<b>Undergraduate</b>			
In State	\$10,095	\$3,720	\$13,815
Out of State	\$34,259	\$3,720	\$37,979
Mason Korea**	\$16,280	\$3,720	\$20,000
<b>Graduate</b>			
In State	\$13,726	\$3,720	\$17,446
Out of State	\$35,677	\$3,720	\$39,397
<b>Law</b>			
In State	\$24,136	\$2,814	\$26,950
Out of State	\$39,984	\$2,814	\$42,798

\* Tuition rate reflects a \$300 increase over FY23; MSF rate reflects 3% increase over FY23

\*\* Discounted tuition rate for Mason Korea students while at Fairfax Campus.



# FY24 Proposed Tuition & Fees: Hourly Rates\*

	Tuition	MSF	Tuition and Fee
<b>Undergraduate</b>			
In State	\$420.50	\$155.00	\$575.50
Out of State	\$1,427.50	\$155.00	\$1,582.50
Mason Korea**	\$678.00	\$155.00	\$833.00
<b>Graduate</b>			
In State	\$572.00	\$155.00	\$727.00
Out of State	\$1,486.50	\$155.00	\$1,641.50
<b>Law</b>			
In State	\$862.00	\$100.50	\$962.50
Out of State	\$1,428.00	\$100.50	\$1,528.50

\* Tuition rate reflects a \$300 increase over FY23; MSF rate reflects 3% increase over FY23

\*\* Discounted tuition rate for Mason Korea students while at Fairfax Campus.

# FY24 Proposed Premium Pricing

PROGRAM SPECIFIC PRICING FOR SELECT GRADUATE PROGRAMS PER CREDIT HOUR RATE ABOVE/(DISCOUNTED) REGULAR TUITION & FEE RATES			
	In-State	Out-of-State	Regional
<b>Antonin Scalia School of Law</b>			
All Professional programs	\$ 89.00	\$ 97.00	
Extending in-state tuition to public sector employees with part-time status*			\$ (565.35)
<b>Carter School for Peace and Conflict Resolution</b>			
Regional discount for D.C and Maryland residents*			\$ (274.00)
<b>College of Education and Human Development</b>			
All Graduate Programs*		\$ (714.55)	
Virginia educators discount	\$ (83.92)		
<b>College of Public Health</b>			
All Graduate Programs	\$ 56.75	\$ 56.75	
<b>College of Humanities and Social Sciences</b>			
Masters Criminal Justice	\$200.00	\$200.00	
<b>College of Science</b>			
Advanced Biomedical Sciences Certificate**	\$955.55	\$ 41.00	
Forensics Programs	\$100.00	\$100.00	
Geographic Information Sciences Certificate	\$200.00	\$200.00	
Geospatial Intelligence & Remote Sensing Certificates	\$200.00	\$200.00	
Nano Certificate	\$100.00	\$100.00	
Personalized Medicine Certificate	\$100.00	\$100.00	
Bioinformatics Certificates	\$100.00	\$100.00	
<b>Schar School of Policy and Government</b>			
All Graduate programs, except Political Science	\$200.00	\$100.00	
Regional discount for D.C and Maryland residents***			\$(814.55 - \$914.55)
<b>School of Business</b>			
Masters Finance	\$521.75	\$ 33.75	
MS Accounting and Related Certificates	\$321.25	\$ 58.25	
MBA Program and Related Certificates	\$357.00	\$349.00	
MS Business Analytics	\$357.00	\$349.01	
MS Management	\$318.25	\$ 55.25	
MS Real Estate Development	\$320.25	\$337.00	
MS Technology Management and Related Certificates	\$564.50		
Regional discount for D.C and Maryland residents***			\$ (153.90) - \$(906.55)
<b>College of Engineering and Computing</b>			
All Graduate Programs	\$120.00		

\* Discount of regular GR O/S tuition \*\*MOU with Georgetown University \*\*\* Discount of regular GR O/S tuition offered on various premium-priced programs

# FY24 Proposed Graduate Online Rates

PER CREDIT HOUR RATE (SAME FOR IN- AND OUT-OF-STATE)	
<b>Antonin Scalia School of Law</b>	
LL.M. in Global Antitrust Law & Economics (Wiley Partnership)	\$1,200.00
LL.M. in US Law (Wiley Partnership)	\$1,200.00
All other online programs	IS \$851.65 OS \$1,417.00
<b>Carter School for Peace and Conflict Resolution</b>	
All online programs	IS \$559.45 OS \$1,474.00
<b>College of Education and Human Development</b>	
Certificate in Applied Behavior Analysis (Wiley Partnership)	\$805.00
Certificate in Autism Spectrum Disorders (Wiley Partnership)	\$805.00
Certificate in Learning Technology - eLearning (Wiley Partnership)	\$805.00
M.Ed. in Curriculum & Instruction; concentration in Teaching English as a Second Language (Wiley Partnership)	\$805.00
Masters in Learning Design & Technology (Wiley Partnership)	\$805.00
Masters of Special Education w/ ABA or Autism Spectrum Certification (Wiley Partnership)	\$805.00
All other online programs	IS \$559.45 OS \$759.45
<b>College of Public Health</b>	
Masters Social Work (Wiley Partnership)	\$795.00
Master of Science in Nursing: Family Nurse Practitioner (FNP) (Wiley Partnership)	\$850.00
Masters of Science in Health Administration (MHA) (Wiley Partnership)	\$895.00
Masters of Science in Health Informatics (MSHI) (Wiley Partnership)	\$800.00
Masters of Public Health (Wiley Partnership)	\$725.00
All other online programs	IS \$ 616.20 OS \$1,530.75

PER CREDIT HOUR RATE (SAME FOR IN- AND OUT-OF-STATE)	
<b>College of Humanities and Social Sciences</b>	
Masters of Professional Studies in Applied Industrial and Organizational Psychology (Wiley Partnership)	\$815.00
Masters in Economics (Wiley Partnership)	\$1,065.00
All other online programs	IS \$559.45 OS \$1,474.00
<b>College of Visual and Performing Arts</b>	
Online Master of Music; Music Education Concentration	\$820.00
All other online programs	IS \$559.45 OS \$1,474.00
<b>School of Business</b>	
Certificate of Business Analytics (Wiley Partnership)	\$1,066.70
Masters of Business Administration (Wiley Partnership)	\$1,066.70
Online MS Accounting & Related Graduate Certificates	\$ 880.70
Online Technology Management Programs	\$1,123.95
All other online programs	IS \$559.45 OS \$1,474.00
<b>College of Engineering and Computing</b>	
Masters Computer Science (Wiley Partnership)	\$950.00
Masters of Science in Data Analytics (Wiley Partnership)	\$930.00
Certificate in Data Analytics (Wiley Partnership)	\$930.00
Masters of Applied Information Technology (Wiley Partnership)	\$950.00
All other online programs	IS \$679.45 OS \$1,474.00
<b>Schar School of Policy and Government</b>	
All online programs	IS \$759.45 OS \$1,574.00
<b>College of Science</b>	
Online Advanced Biomedical Certificates	\$1,530.00
Online Bioinformatics & Computational Science Graduate and Certificate Programs	IS \$659.45 OS \$1,574.00
Online Geospatial Graduate and Certificate Programs	IS \$759.45 OS \$1,674.00
All other online programs	IS \$559.45 OS \$1,474.00





# **Proposed Detailed Room & Board Rates** **FY 2024 Operating Budget**

# FY24 Proposed Housing Room Rates

- Proposing **2.0% increase** on room rates for FY24 over FY23.
- There are **over 6,000 beds** on the Fairfax campus.
- Beacon Hall** on the Science and Technology Campus has **146 graduate beds**.
- SMSC** has **60 rooms** in single or double configurations as needed.
- All freshmen are required to live on campus unless they meet established criteria and are granted an exemption.

ACADEMIC YEAR ROOM RATES (Fall and Spring Semesters)	FY23	FY24	\$ Change	% Change
<b>Traditional Halls (Freshmen, Meal Plan Required)</b>				
Singles	\$ 10,510	\$ 10,720	\$ 210	2.0%
<b>Double</b>	<b>\$ 7,810</b>	<b>\$ 7,970</b>	<b>\$ 160</b>	<b>2.0%</b>
Triple/Quad	\$ 6,790	\$ 6,930	\$ 140	2.1%
ODS Single		\$ 7,970		
<b>Suites (Freshmen and Upperclass, Meal Plan Required)</b>				
Single	\$ 11,290	\$ 11,520	\$ 230	2.0%
Double	\$ 8,600	\$ 8,770	\$ 170	2.0%
Triple	\$ 9,800	\$ 8,770	\$ (1,030)	-10.5%
Economy Doubles	\$ 7,100	\$ 7,240	\$ 140	2.0%
Economy Triples	\$ 7,100	\$ 7,240	\$ 140	2.0%
ODS Single		\$ 8,770	\$ 8,770	NA
<b>Apartments (Upperclass, Meal Plan Optional)</b>				
Single	\$ 13,440	\$ 13,710	\$ 270	2.0%
Double	\$ 10,750	\$ 10,970	\$ 220	2.0%
ODS Apartment Single		\$ 10,970	\$ 10,970	NA
Townhouse Single		\$ 12,500	\$ 12,500	NA
Townhouse Double	\$ 9,800	\$ 10,000	\$ 200	2.0%
<b>Angel Cabrera Global Center (Upperclass, Meal Plan Required)</b>				
Single		\$ 12,250	\$ 12,250	NA
Double	\$ 9,150	\$ 9,330	\$ 180	2.0%
Economy Triples	\$ 7,100	NA	NA	NA
<b>Beacon Hall - SciTech Grad Housing (11 Month Lease)</b>				
Studio	\$ 13,130	\$ 13,390	\$ 260	2.0%
One Bedroom	\$ 17,220	\$ 17,560	\$ 340	2.0%
Two Bedroom (Per Bed)	\$ 10,010	\$ 10,210	\$ 200	2.0%
<b>SMSC Housing (Front Royal)</b>				
Single	\$ 13,440	\$ 13,710	\$ 270	2.0%
Double	\$ 10,750	\$ 10,970	\$ 220	2.0%

# FY24 Housing Details

- Room rates for all bed types **increase 2.0%** for FY24.
- Estimated **occupancy for FY24 is 95%** based on **97% for the Fall semester and 93% for the Spring semester**.
- FY23 occupancy rates for the Fairfax campus were 95% in the Fall semester and 90% in the Spring semester. Additionally, the SciTech occupancy rates were 96% in the Fall semester and 88% in the Spring semester.
- **First-year freshmen undergraduates are required to live on campus**, but can request an exemption if they either live locally with parents/family, are veterans, are 20 years of age or more, are married, have dependent family, or for financial or health reasons.
- **Summer rates** are based on the number of days in the term derived from the academic year rates.
- The **SMSC rates** are set at the highest Fairfax campus rates approved by the BOV. There are **60 rooms** which may be occupied as either a single or double room as needed.
- A limited number of **graduate student beds** will be offered on the Fairfax Campus in the **Angel Cabrera Global Center and the Townhouses (located off Chain Bridge Road)**.
- **Beacon Hall** graduate housing on Science and Technology Campus has **146 revenue beds**, which are all 11-month leases, and four graduate RA beds.

# FY24 Proposed Board Meal Plans

Proposed **meal plan rates increase 4.5%** based on:

- Food Consumer Price Index
- No Override increase
- Minimum Points \$100

University policy requires all students living in on-campus housing without full kitchens in the room have a residential meal plan.

ACADEMIC YEAR BOARD RATES (Fall and Spring Semesters Combined)	FY23	FY24	\$ CHANGE	% CHANGE
<b>Independence Dining Plans (Includes Minimum \$100/Semester Bonus Points)</b>				
<b>Independence</b>	<b>\$ 5,310</b>	<b>\$ 5,550</b>	<b>\$ 240</b>	<b>4.5%</b>
Extended	\$ 5,400	\$ 5,810	\$ 410	7.6%
Ultimate	\$ 6,100	\$ 6,680	\$ 580	9.5%
<b>Liberty Meal Plans (Includes Bonus Points)</b>				
Liberty Weekly 9	\$ 5,310	\$ 5,550	\$ 240	4.5%
Liberty Weekly 14	\$ 5,310	\$ 5,550	\$ 240	4.5%
<b>Patriot Meal Plans (Includes Minimum \$100/Semester Bonus Points)</b>				
Patriot Meals 25	\$ 670	\$ 710	\$ 40	6.0%
Patriot Meals 55	\$ 1,130	\$ 1,190	\$ 60	5.3%
Patriot Meals 85	\$ 1,570	\$ 1,650	\$ 80	5.1%
<b>Freedom Dollars Cash Plans (No Bonus Points)</b>				
Freedom 350	\$ 700	\$ 700	\$ -	0.0%
Freedom 500	\$ 1,000	\$ 1,000	\$ -	0.0%
Freedom 750	\$ 1,500	\$ 1,500	\$ -	0.0%
Freedom 1,000	\$ 2,000	\$ 2,000	\$ -	0.0%
Freedom 1,500	\$ 3,000	\$ 3,000	\$ -	0.0%
Freedom 2,000	\$ 4,000	\$ 4,000	\$ -	0.0%
<b>Smithsonian Mason School of Conservation Plan (No Points)</b>				
SMSC	\$ 5,490	\$ 5,730	\$ 240	4.4%



# FY24 Board Meal Plan Details

- **Independence meal plans**, including \$100 in Bonus Points, **increase \$240 in FY24** based on 4.5% CPI. **Liberty plans rates** equal the Independence rate including the minimum Bonus Points. **Patriot plans** will increase to be in line with the costs of meals. **Freedom** retail plan rates are priced dollar-for-dollar.
- University policy requires **all students living in on-campus housing without full kitchens in the room have a residential meal plan.**
  - All freshmen, including those living in halls with kitchens, are required to have an Independence meal plan.
  - Sophomores residing in suites are required to have an Independence meal plan.
  - Juniors and seniors living in suites may purchase Independence or Liberty meal plans.
  - **Students living in those residence halls with full kitchens**, Liberty Square, Northern Neck, Potomac Heights, Rogers, and Townhouses, **are not required to purchase a meal plan** but may purchase any plan.
- **Exemptions** to the meal plan policy are considered only for **medical** considerations with proper medical documentation supporting the request, or for students engaged in a **university sponsored off-campus practicum or internship** three days a week. A student must apply through the Mason Card Office to the Exemption Committee to be considered exempt from this policy. University Life's **Disability Services office will review those who apply for an exemption/change** to their meal plan based on medical documentation.
- In FY24, students will choose from four levels of Bonus Points for Independence and Patriot plans. The required minimum of \$100 per semester is included in the academic year prices.

# FY24 Board Meal Plan Details (continued)

- The Independence plans provide students unlimited access to the dining halls, one of which is open 24 hours, so they may eat at their convenience, as often as they desire. Independence plans have four choices of Bonus Points (\$100, \$200, \$350, \$500) with a minimum of \$100 per semester required.
- Liberty plans are priced to equal the Independence plan including \$100 Bonus Points and have more flexibility. Liberty Weekly 9 will include nine weekly meals and Liberty Weekly 14 will include 14 weekly meals. The semester Bonus Points are \$1,340 for Liberty Weekly 9, and \$595 for Liberty Weekly 14. Students will have the option of purchasing additional Bonus Points in \$100 increments throughout the semester.
- The optional Patriot meal plans will have four choices of Bonus Points (\$100, \$200, \$350, \$500) with a minimum of \$100 per semester required.
- SMSC summer programs will have meal plans based on the pro-rata semester price per meal for the specific length of those summer programs.
- **Park+Dine** plans offered to off-campus students will include certain Freedom plans and reduced parking permit rates.
- Freedom 350 and Freedom 500 will be offered during summer sessions 2022.





# Appendix III

## Supplemental Financial Information

# Current Commonwealth Budgets

## House Recommendations

- Maintained financial aid recommendation from last session for FY24: \$27M for Mason
- Increased compensation from 5% to 7%. Mason share of increase not yet determined
- Provided \$75M (\$6M for Mason) to keep tuition at no more than 1%
- Increased Mason maintenance reserve by \$895k for FY24: \$6.2M

## Senate Recommendations

- \$1B more to appropriate than House due to Tax Cuts
  - \$15M for financial aid (on top of \$27M previously approved for FY24)
  - \$20M operating increase
  - \$8M for deferred maintenance
  - 2% increase in compensation (bringing total to 7% on July 1)

# Supporting The Governor's Agenda For Higher Education

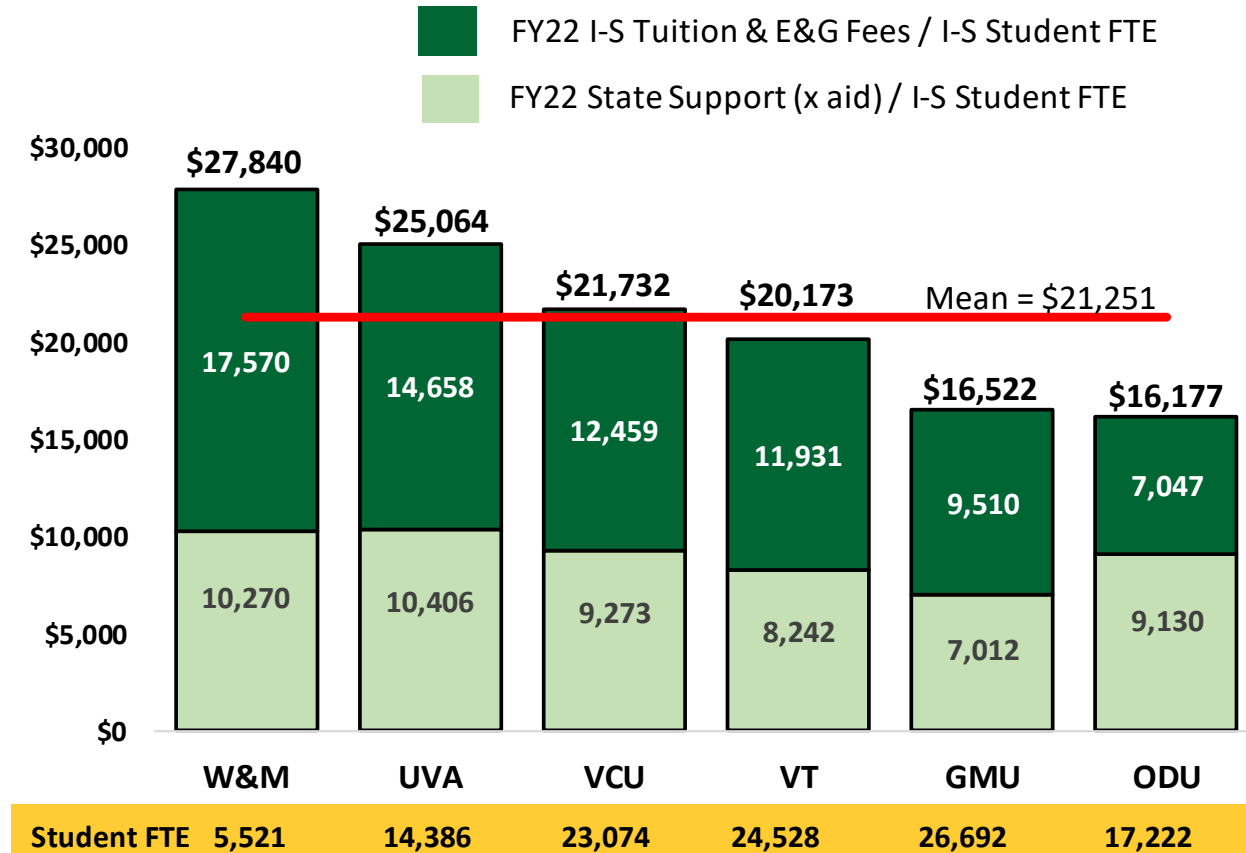
- Promote a Vibrant Campus Life
- Maintain Affordability and Reduce the Cost of Higher Education
- Prepare Students For the Increasing Demands of the Knowledge Economy
- Build the College and Career Ready Pipeline in Partnership With K-12 School Divisions and Other Key Stakeholders Through Lab or Innovation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



# Mason Keeps Tuition Low

When state and tuition funding are combined, Mason is nearly **\$5,000** per in-state student FTE **below** the mean of five doctoral peer institutions

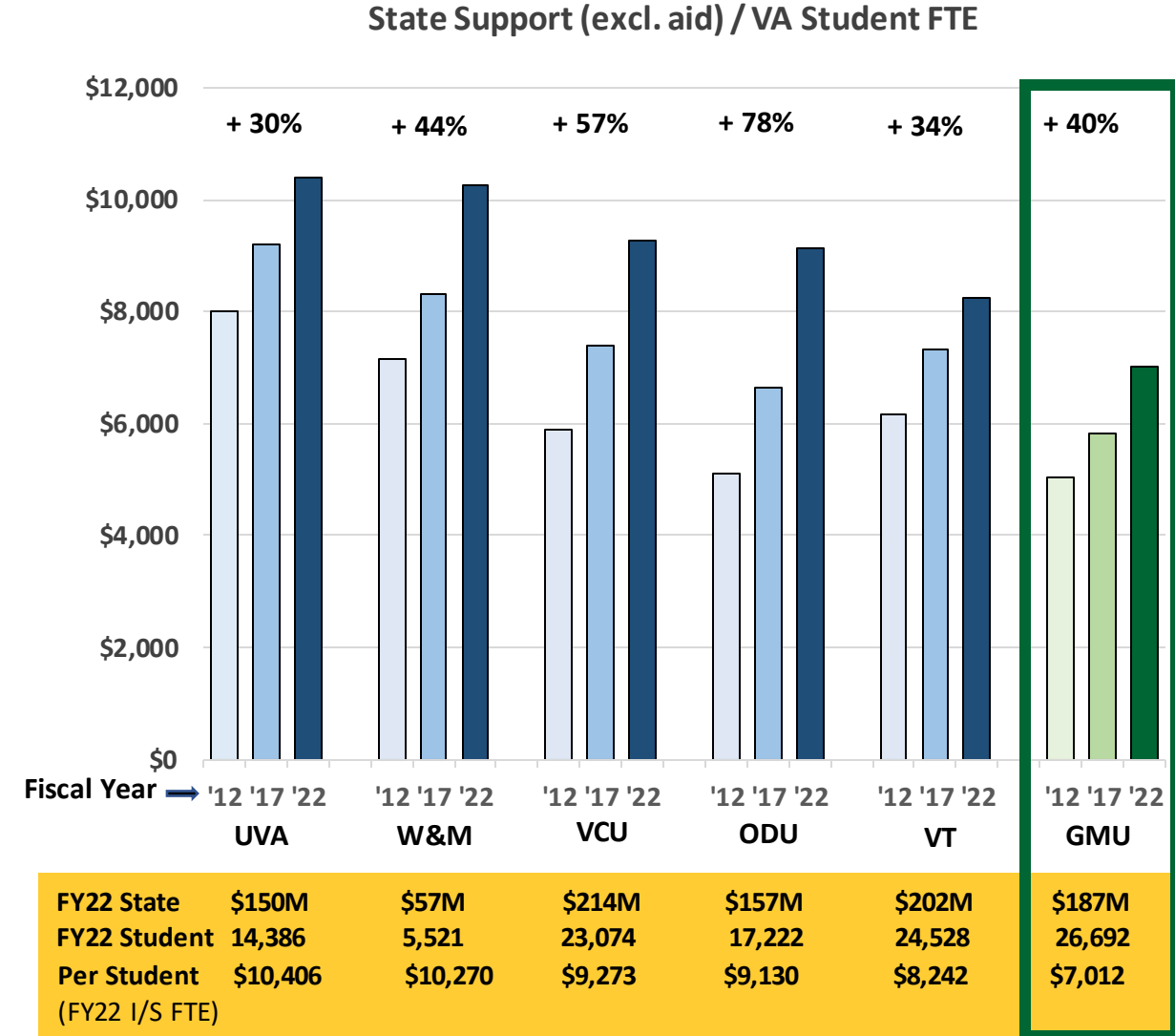
Mason would need an 11.6% tuition increase to meet current \$58 million gap



# Funding Disparity

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



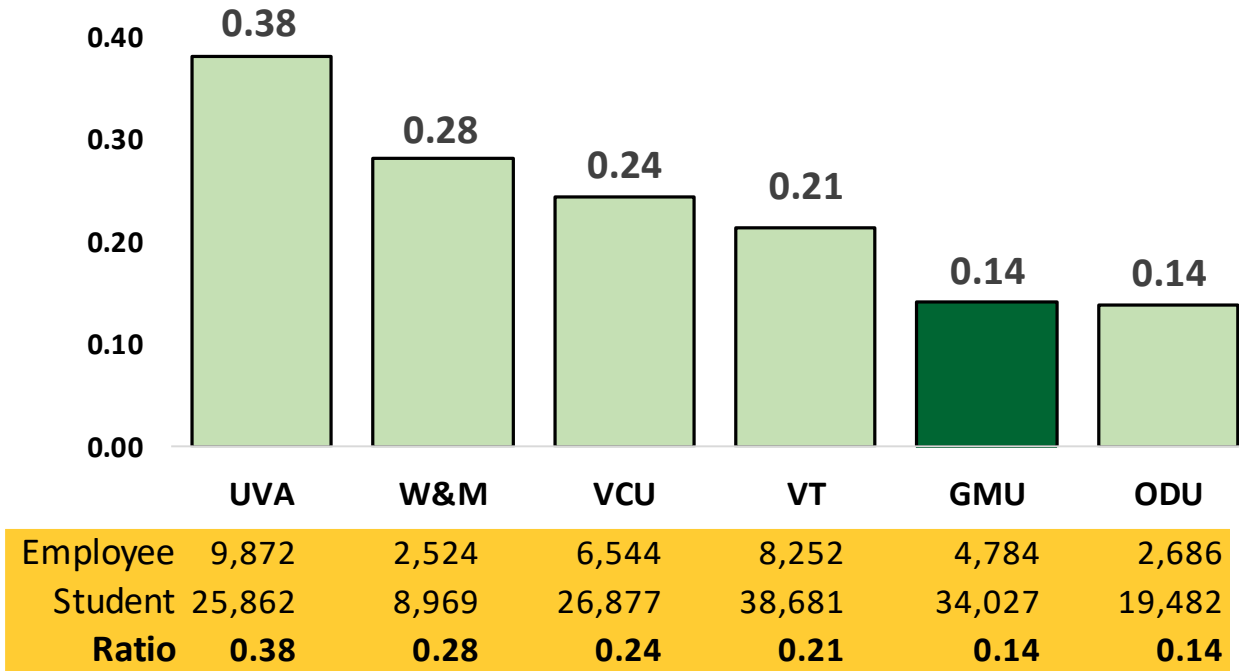


# Operational Efficiency

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**

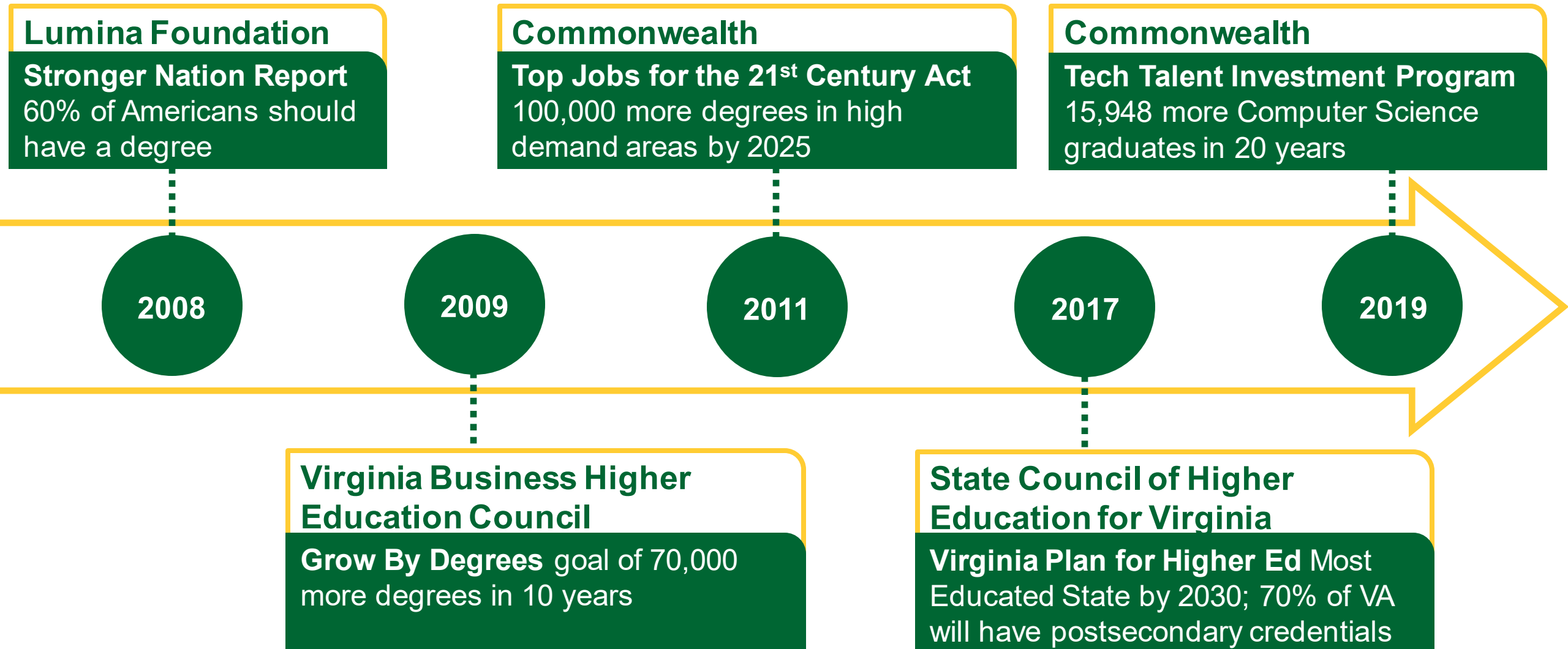
## Total Employee FTE / Total Student FTE



### *Mason Metric at Full Employment*

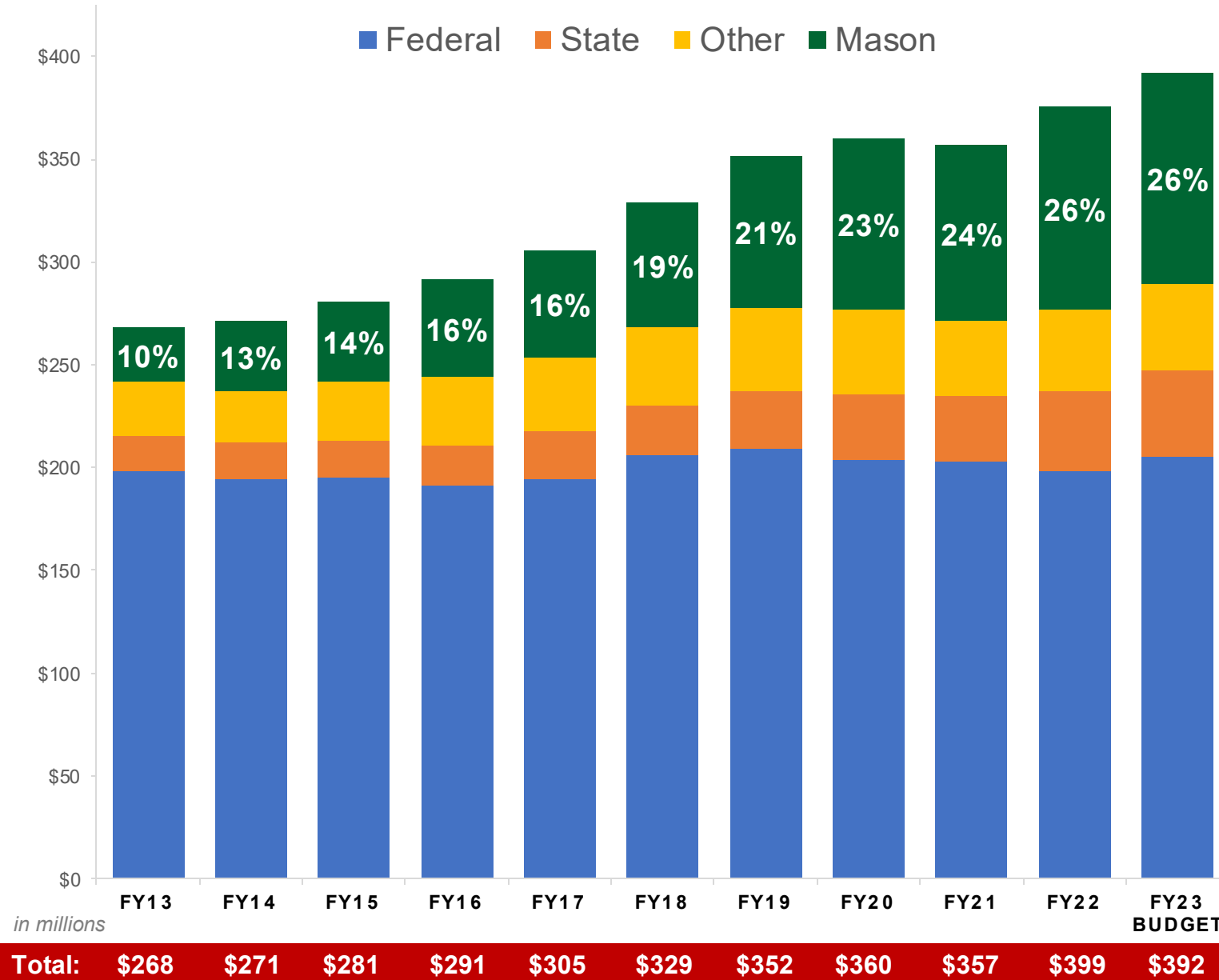
FY22 Employee FTE	4,529
Vacant Positions With Active Recruitment	498
Critical Hires Beyond Existing Vacancies	89
Full Employment FTE	5,116
Student FTE	34,027
<b>Revised Ratio</b>	<b>0.15</b>

# Enrollment Growth Demand



- Mason's portion of aid has continued to increase
- Mason aid has more than doubled as a percentage and almost quadrupled as a dollar amount
- State aid will increase by \$27M in FY24

## FINANCIAL AID BY FUNDING SOURCE



# Approved Projects In Progress

	GF Authorization	NGF Authorization	Total Authorization	BOV Notice to Proceed	Commonwealth Approval	Expenditures to Date as of June 2022	Projected FYE-23 Expenditures	Projected FYE-24 Expenditures	Remaining Authorization	Estimated Completion Date
Aquatic Center Capital Renewal	\$0	\$16.5	\$16.5	July-2020	April-2021	\$0.1	\$0.5	\$7.0	\$8.9	Sep-2024
Life Science Engineering Building	\$107.1	\$0	\$107.1	June -2011	May-2013	\$6.6	\$17.0	\$64.0	\$19.5	Jan-2025
Expand Central Plant Capacity	\$8.2	\$0	\$8.2	May-2019	May-2020	\$0.2	\$0	\$7.3	\$0.7	Dec-2025
Telecom Infrastructure, Ph 1	\$10.5	\$0	\$10.5	May-2018	May-2019	\$1.2	\$4.0	\$5.0	\$0.3	Sep-2023
Telecom Infrastructure, Ph 2	\$12.3	\$11.0	\$23.3	May-2019	May-2020	\$0	\$0	\$2.0	\$21.3	Sep-2025
Telecom Infrastructure, Ph 3	\$14.3	\$9.7	\$24.0	May-2021	June-2022	\$0	\$0	\$2.0	\$22.0	Sep-2026
Recreation Athletic Complex (RAC) Addition <sup>(1)</sup>	\$0	\$15.5	\$15.5	Feb-2016	May-2016	\$0	TBD	TBD	\$15.5	TBD
Johnson Center HVAC Repairs	\$0	\$8.0	\$8.0	April-2018	N/A	\$0.3	\$1.0	\$4.0	\$2.7	Feb-2025
Activities Building	\$0	\$11.0	\$11.0	May-2019	N/A	\$0	\$0	\$1.0	\$10.0	Oct-2025
Land Acquisition Ph 1	\$0	\$40.0	\$40.0	May-2022	N/A	\$0	\$16.7	\$23.3	\$0	TBD
Maintenance Reserve	\$5.9	\$0	\$5.9	N/A	N/A	Rolling	Rolling	Rolling	Rolling	Rolling
TTIP Bachelors Capital Invest. <sup>(2)</sup>	\$23.0	\$0	\$23.0	May-2019	May-2020	\$8.1	\$5.0	\$2.0	\$7.9	Sep-2027
FUSE (IDIA)	\$90.0	\$163.8 <sup>(3)</sup>	\$253.8	May-2019	May-2020	\$31.8	\$55.5	\$112.0	\$55.0	July-2025
Total (In Progress)	\$271.3	\$275.5	\$536.7			\$48.3	\$99.7	\$229.6	\$163.8	

(1) Former Name "Construct Basketball Training, Wrestling and Athlete Academic Support Center".

(2) Tech Talent Investment Program

(3) NGF include \$86M from Mason and \$78M of private equity.

(millions)

# Maximizing Reserve Investment Potential

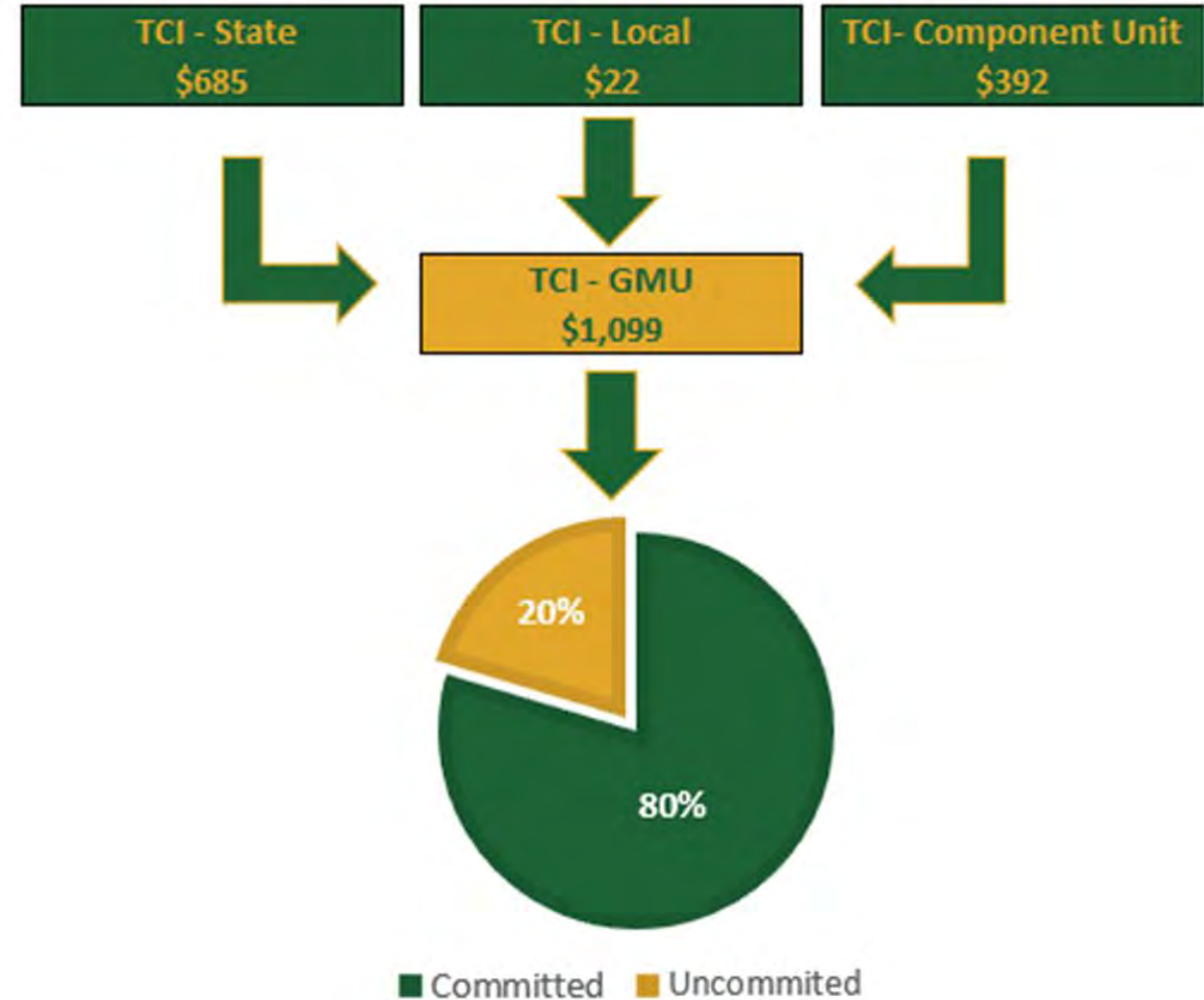
Component unit (GMUF & MHI) debt is considered Mason debt

\$84M reduction in debt on Mason consolidated financial statements

Balance commitments and resources in light of operating and debt capacity constraints

Primary planned use of available reserves: funding of capital projects planned/underway and critical deferred maintenance

## Total Cash & Investment (TCI) Map *Audited FY22 Year-End*



**George Mason University  
Board of Visitors**

**Development Committee Meeting  
May 4, 2023  
12:00 PM – 1:00 PM  
Merten Hall, Room #1201, Fairfax Campus**

**A G E N D A**

**I. Call to Order**

**II. Approval of Development Committee Meeting Minutes from February 23, 2023  
(ACTION ITEM)**

**III. New Business**

- A. GMUF Chair Update – Michael E. Stievater
- B. University Advancement and Alumni Relations Update – Trishana E. Bowden
- C. Comprehensive Campaign Updates - Penelepe C. Hunt, Marts & Lundy
- D. Committee Hosted Salon Events – Eileen Kennedy

**IV. Old Business**

**V. Adjournment**



**George Mason University  
Board of Visitors**

**Development Committee Meeting  
February 23, 2022  
8:35 a.m. – 9:25 a.m.  
Merten Hall, Room 1201, Hazel Room**

**MINUTES DRAFT – FOR COMMITTEE REVIEW – MAY 4, 2023**

**Attendees: (TBA)** Chair Anjan Chimaladinne, Vice Chair Simmi Bhuller, Visitor Bob Pence, Visitor Jon Peterson

**Absent:** Visitor Mehmood Kazmi, Visitor Dolly Oberoi

**Guests: (TBA)** Vice President Trishana Bowden; Faculty Senate Chair Melissa Broeckelman-Post; Staff Senate Chair Erin Iacangelo Rogers; Faculty Representative Lisa Gring-Pemble; Visitor James W. Hazel; Anne Gentry (Legal Counsel); Nicole Pozinsky, secretary pro tem; Faculty Representative Keith Renshaw; and guest speakers Vice Chair Sumeet Shrivastava of the George Mason University Foundation; Dean Ajay Vinzé, Dean of the School of Business; and Adam Bart, Associate Vice President of Development, Schools and Colleges

**I. Call to Order**

The meeting was called to order by Chair Anjan Chimaladinne at 8:35 a.m.

Chair Chimaladinne read a special announcement to the committee members. The Office of University Life was hosting a spring career fair on campus today. The fair is a wonderful opportunity to meet with alumni and students from both our local and international communities. Today's fair concentrates on our international business, government and non-profit industry sectors. The event will begin at noon in the Johnson Center.

Chair Chimaladinne advised that he had attended a University Life career fair last fall and greatly enjoyed it. He encouraged the Visitors to attend as well.

**II. Approval of Development Committee Meeting Minutes from December 1, 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 December 1, 2022. There were none. There being none, the minutes from December 1, 2022, were **APPROVED AS WRITTEN**.



Chair Chimaladinne introduced the committee to Mr. Sumeet Shrivastava, the vice chair of the George Mason University Foundation (Foundation). Vice Chair Shrivastava delivered an update regarding recent Foundation and Board of Trustees activities during the past two months.

### **III. New Business**

#### **A. George Mason University Foundation Chairman Update – Sumeet Shrivastava**

Vice Chair Shrivastava stated the following report to the Visitors present.

##### Board of Trustees

The spring board cycle will conclude with a full board meeting on March 2, 2023.

A number of the trustees recently had an opportunity to attend the National Leadership Forum in January at the Association of Governing Boards conference. It afforded the trustees a chance to connect with peers in the commonwealth, explore best practices in board governance, and participate in activities to continue to strengthen the Foundation's partnership with the University.

The newly formed Advancement and University Priorities Committee met twice and continue their conversations on how the board can best advocate for Mason for the upcoming campaign.

The Investment Committee received the annual report on the Student Managed Investment Fund. The fund returned a negative 18.18 percent for the calendar year, compared to their benchmark, the S&P 500, of a negative 18.10 percent.

The committee reviewed the mid-year investment portfolio results. CornerStone Partners provided an endowment portfolio and performance update. The endowment returned 3.0 percent through December 31, and is currently valued at approximately \$160 million.

The restricted portfolio returned -0.67 percent through December 31, compared to the benchmark of -0.26 percent, and provided a yield of 0.84 percent, which is consistent with budget expectations. The advisors continue to expand allocation ranges to decrease portfolio risk given the availability of higher risk-free yields.

The Audit Committee reviewed the Foundation's Fiscal Year (FY) 2022 tax filings: the IRS Form 990 and Form 990-T. These comprehensive informational and tax filings reflect well on the Foundation, its governance, and fiscal stewardship.

The committee also discussed the Foundation's continuing enterprise risk management process. The committee will review this in detail during the spring board cycle.

The Finance and Real Estate Committee reviewed the mid-year financial results compared to budget. Revenue and expenditures are in line with budget expectations. The Committee performed its annual review of the Foundation's long-term debt. In addition, the committee reviewed the Foundation's insurance coverage and received an update on the budget status of the database implementation.

Lastly, the Nominating and Governance Committee reviewed six nominations for new trustees. The committee advanced five candidates for approval by the Full Board, pending interviews and the candidates' acceptance of the nomination. We anticipate the pool will result in three to five engaged, excited and well qualified trustees. We continue to work towards our goals to increase diversity, skillsets, and alumni members, as well as broaden representation across Mason's colleges and schools.

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

Visitor Jimmy Hazel asked Vice Chair Shrivastava if the Trustees were having conversations to discuss their planned support of the campaign, Vice Chair Shrivastava confirmed they were, and recent workshops held by the new Advancement and University Priorities Committee, along with the guidance of the Office of Advancement, have been instrumental in helping the Trustees learn how to tell their Mason stories and advocate in the community. Visitor Hazel advised that these sorts of discussions significantly helped in launching the Faster, Farther campaign and in making it such a success.

Chair Chimaladinne asked if any of the Visitors had any other questions. There were none. Vice Chair Shrivastava thanked Chair Chimaladinne for his time before the Visitors. Visitor Hazel said that the conversation had been very helpful.

Chair Chimaladinne introduced Ms. Trishana Bowden, vice president of the Office of University Advancement and Alumni Relations. Ms. Bowden provided an update on the recent activities of the department and shared several highlights of recent events.

B. University Advancement and Alumni Relations Update – Trishana Bowden  
Ms. Bowden opened with a quote from, Abraham Lincoln:

“Things may come to those who wait, but only the things left by those who hustle.”

The Advancement Team at George Mason has a strong hustle game, and we have had a productive start to 2023. With Mason’s \$1 billion campaign launch just around the corner, we are not waiting for things to come our way but are instead seizing every opportunity.

Our alumni are fully engaged with Mason, which was on full display during our Homecoming from February 10 to February 18. The campus was energetic as alumni and friends participated in virtual and on-campus activities, including our annual Alumni Homecoming tent. The Graduates of the Last Decade (GOLD), hosted a happy hour at Bowlero in Tysons Corner, in addition to our affinity chapters hosting various happy hours on Friday night.

We are hosting a pre-game reception before the men’s basketball game against the University of Richmond on March 4, and we hope to see many of our Visitors there.

On January 25, we connected alumni with the government at the Mason Legislative Reception. The Alumni Association partnered with Mason’s Government and Community Relations team to host the gathering in-person for the first time since 2019. More than 75 legislators, alumni, alumni-legislators, and the Secretary of Education for the commonwealth joined us for a productive and successful event.

The Northrop Grumman Corporate Alumni Network kick-off event on February 2, included more than 117 Northrop Grumman Mason alumni who joined us for the launch. We are excited to grow this network and the opportunities it presents for our graduates and the university.

On March 1, we will host members of the information technology consulting company, CGI, at their own dedicated night at Mason, in collaboration with Rector Horace Blackman. We will host a pre-game reception for CGI Mason alumni and then head to the game to celebrate our Men’s Basketball seniors, and cheer our Patriots to victory over Fordham University.

We also hope our alumni will engage in a few other upcoming events that support our community.

First is Mason Vision Day on April 6. Mason Vision Day is an opportunity for the community to unite around one deserving initiative on campus. The Mason Vision Day Fund reflects what we value as a university, and this year, the Mason Vision Day Fund will address food insecurity. Many of you know, food security affects millions of people in the United States, including students on campuses across the country, we hope you will support our work for this important cause.

Second, the Hylton Center Gala will be held in late April and will honor steadfast Mason supporters, The Jacquemin Family Foundation and Carlos Castro, a Prince William County business community pioneer.

Funds from the Gala support the performances and programs of the Hylton Center, including the Veterans and the Arts Initiative. This year's exciting event features a live auction package with the Green Machine, including dinner with Doc Nix and court-side tickets. We encourage all Board Members not to miss out and consider supporting this year's event by purchasing a table or tickets, especially in honor of former Board of Visitors member John Jacquemin.

Lastly, we want to share with you some of the strategizing that is being done to make sure our upcoming \$1 billion campaign is a brilliant success.

In partnership with The Compass Group, idFive, and the Advancement Team, we've been conducting workshops on campaign readiness, presenting to volunteers, staff, and faculty leadership. This process activates them and prepares them for their role in the campaign. In addition, constituent data, including new wealth screening information, has been sent to our consultants Marts & Lundy to perform a campaign capacity analysis of the data to inform the identification of top university, college, and school prospects that will facilitate campaign planning and analysis.

Finally, the Advancement Research team is working diligently to identify and disperse alumni prospect leads across all areas of Advancement to facilitate increased alumni giving and engagement. The Next 500 Project highlights existing top prospects and new proactively identified prospects that require strategy formulation and timely outreach from our Advancement teams. The project's title stems from the idea that these names are among the next 500 top prospects beyond the first top 100 for the campaign. Our initial focus is on contacts for which recent outreach and engagement can be improved.

We are building a successful foundation to launch this campaign. Thank you to everyone in this room who has contributed to its strategy and development thus far.

Ms. Bowden asked the Visitors to save the evening of Thursday, April 20, on their calendars. It is the date of Mason's planned Campaign Leadership Launch event at the Ritz-Carlton. She closed with a thank you to all Visitors who have helped us.

Ms. Bowden asked everyone present to congratulate Mason's President Dr. Gregory Washington, who has recently won two awards, the Washington Business Journal's Diversity in Business award, and his election to the prestigious National Academy of Engineering.

Chair Chimaladinne asked the Visitors if they had any more questions for Ms. Bowden.

Vice Chair Simi Buller provided a compliment on a recent Advancement event she had attended. She encouraged other Visitors to attend as well.

Hearing that there were no more questions, Chair Chimaladinne thanked Ms. Bowden and invited Dean Ajay Vinzé, Dean of the School of Business, to speak regarding the school's recent fundraising initiatives.

### C. School of Business Initiatives – Dean Ajay Vinzé

Dean Ajay Vinzé introduced himself and spoke about his current role at Mason and his background. The Dean encouraged the Visitors to ask questions as he proceeded with his presentation. His presentation was intended to provide the Visitors with a highlight of how he was steering the School of Business in a particular direction. He and the school are paying very close attention to the path they are laying out. Important attributes will be engagement and interdisciplinary.

Dean Vinzé ran down a brief overview of School of Business facts and statistics. Most importantly 68 percent of the school's alumni are within a 50-mile radius of Mason. We can have great impact in our own backyard.

Dean Vinzé shared the sources of his personal inspiration, the book "The Fight for Fairfax", a stirring story of how local business and community leaders led the charge to establish George Mason as a four-year university, and bring much-needed higher education to the region. Additionally, Mason's Strategic Direction plan, "All Together Mason is Different" also motivates him. His personal tag line is, "Everything is Business", meaning everything ties or leads back to the business industry.

The Dean stressed that Mason needs to interact with all sectors of the business community to achieve success. We need to engage by listening and soliciting community input and advice. Dean Vinzé ran through a brief list of business exemplars Mason has been interacting with to date.

The School of Business surmises that change is imminent. Mason will address it through our innovation and technology. We want to become a nationally consequential university and a significant player in higher education everywhere. We want to be able to successfully manage societal expectations and institutional culture change in terms of how we view higher education. Globalization is key. We keep these factors in mind as we strategize.

Changing expectations and large demographic shifts are coming to education and business. Significant differences in generational core values and experiences are

becoming apparent. Young adults and teens today spend about 10,080 hours in the classroom setting, if they go to every class from the sixth to the twelfth grade. That is the same amount of time they spend online at games. So, the expectations of these students are fundamentally different in terms of what they're expecting of education and how they are expecting to be educated.

Big foundational technologies, such as the internet, social media, mobile cloud, etc., are changing the landscape. Coupled with new accelerators, they are creating tremendous growth. There are incredible new opportunities, but they are coupled with enormous challenges.

The School of Business is concentrating on positioning itself with a set of strategic priorities. We will focus on the student experience and career readiness. We will emphasize impactful research. Explore modular education, lifelong learning and global engagement. We will search to participate in innovative business collaborations and seek inclusive excellence within a cohesive culture. These are all "must do" priorities, all in a setting that is inclusive.

The dean briefly explained a "work cloud" slide panel demonstrating the topic of educational challenges for the School of Business. Dominate words included innovation, design, social media, interaction design, collaboration, art and technology.

Dean Vinzé shared his favorite quote by American commentator Thomas L. Friedman. "Competition that will force every professor (university) to improve their pedagogy or face the competition (for extinction)...When outstanding becomes so easily available, average is over."

The dean discussed the school's Four Rings of Innovation. He elaborated on each one in further detail.

- Technology Innovation
- Product and Service Innovation
- Process Innovation
- Business Model Innovation

In the not-so-distant future there will be greater student choice, customized to their lifestyle and learning style. There will be online fully-digitized curriculum available, one set of learning outcomes with multiple pedagogies. Dean Vinzé presented a slide with titles of a variety of new forms and methods of educational delivery highlighted.

Transformation will require Mason to do more for our students. Using the Process and Business Innovation Model, an important point comes to light. When viewed from the standpoint of business and consumer behavior, why would Mason students want to come here? Dean Vinzé and the School of Business hope to

launch this new business initiative educational plan in about a year.

Students are already starting to consume education in different ways from the past, paying for only what they want, getting business certificates. They can cross connect their education with other disciplines, like health, to have a custom education. We will have to adapt and learn how to deliver information and education in the ways the students want to consume it.

The dean formally asked the Visitors for their support, encouragement and resources to meet this challenge, by working hand-in-hand with Advancement to communicate our ideals. He advised the Visitors they were provided with take-away packets containing our outline of Business 101. The School of Business would love to have the Visitors as a partner in these plans, and desires their ideas and feedback as well.

Dean Vinzé closed with the school's new tag line, "We are 'Open for Business!'" Chair Chimaladinne asked the Visitors if they had any more questions for Dean Vinzé.

Visitor Jon Peterson asked, "Do you want students to personalize their own degrees? Can we approve them internally, or is that an issue for SCHEV?" The dean said they have talked with State Council of Higher Education for Virginia (SCHEV), the Virginia Commonwealth's coordinating body for higher education. If they need SCHEV approval it will take a year longer to implement the program. What we have done is adapted an existing approved program, that doesn't need their pre-approval. We can test our educational hypothesis and go back to SCHEV with the end results. The dean stated that he had just attended a School of Business conference for deans where half a dozen or more schools are doing the same thing. Mason is getting a lot of questions from other universities. Potentially our schools could cross pollinate.

Dean Vinzé concluded his presentation and thanked the committee. Chairman Chimaladinne asked the Visitors if they had any further questions for the dean. There were none.

Chairman Chimaladinne thanked Dean Vinzé for his presentation to the committee.

Chair Chimaladinne introduced Mr. Adam Bart, associate vice president of the Office of University Advancement, overseeing management of fundraising activities in the schools and colleges. Mr. Bart provided a report on the current activities of the \$1 billion fundraising campaign and plans for a leadership campaign launch event on April 20, 2023.

#### IV. University Advancement Campaign Update – Mr. Adam Bart



Mr. Adam Bart made a brief personal introduction. He recently came to Mason after a 30-year career in Los Angeles. He left California to be closer to family residing in the area. During his job search, he noticed that the D.C., Maryland, Virginia (DMV) area had numerous educational campaign launches in the works. He was particularly impressed by his visit to Mason and was drawn to Dr. Washington's podcast and vision for the university.

Mason needs resources to realize this vision. There will be three phases to the timeline of the coming campaign. Mr. Bart brought up a slide illustration panel that outlined the phases in greater detail and referred to it as he spoke. He stated Mason needs to think big, and we need to train our fundraisers to ask for big gifts. Our, new, more robust Customer Relationship Management (CRM) software will contribute greatly to our success and be an essential tool for this task. Advancement has tapped the deans for their big ideas which have come with a big price tag. We need to come up with realistic benchmarks to reach those goals, and look to our past for previous examples of success.

Mason is very heavily dependent on the Mercatus Center and the Antonin Scalia Law School for donations. We need a better-balanced portfolio. Mr. Bart discussed the formulas he used to determine the goal benchmarks, and discussed Advancement's benchmark strategy in greater depth.

Mr. Bart shared with the Visitors that they, along with key leadership stakeholders in the area, have been invited to Mason's campaign launch event on Thursday, April 20, at the Ritz-Carlton in Tysons Corner. We hope that all of Mason's Visitors will have an opportunity to attend. We will also hold launch events elsewhere in the DMV community, and across the country within our networks. We need to find the right alumni to attend these events, and we need the Visitors to assist by bringing the right people to the table.

Mr. Bart alluded to the final campaign stage, the capstone phase – this is the fun part, he advised, where we celebrate our campaign achievements and success with parties and festivities, and we share with you the feedback we have learned.

What we ask from the Visitors today is to be Mason story tellers, not fundraisers. Share with the community why you chose to get involved with Mason at this level. We would like you to introduce us to your strategic partners, and bring them to our events and encourage them to become ambassadors/fundraisers for Mason as well. To assist in this request, Mr. Bart brought the Visitors attention to a book that had been placed at each of their seats. Written by Eloise Brice, "I'll Do Anything, Just...Don't Make me Fund-Raise", it is a guide for reluctant fundraising volunteers. Advancement hopes that this book will be a useful aid and tool in crafting each Visitors' distinct Mason story.

Chairman Chimaladinne thanked Mr. Bart for his presentation. Chairman Chimaladinne asked the Visitors for any further questions for Mr. Bart. There were none.

## **V. Old Business**

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

**VI. Adjournment**

Chairman Chimaladinne adjourned the meeting at 9:22 AM.

DRAFT

# Campaign Planning Report for Board of Visitors

George Mason University

May 4, 2023

# Components in the Study Process



Internal Campaign  
Readiness Assessment



Trends Analysis and  
Capacity Analysis



Preliminary Case for  
Support



Campaign Planning Report  
and Comprehensive  
Campaign Plan

# Campaign Impact

Link to University aspirations and plans

GMU's image and profile

Big Ideas





# Prospect Pool

Ample capacity/Low engagement

Billion-dollar goals need nine-figure gifts

Timeline for engagement



# Staffing

Current staff performance

Performance planning and metrics

Alignment between colleges/units and  
central advancement







# Role of Senior Leadership

# President

# Provost

## Vice President for Advancement

# Rector and Board of Visitors

# Board of Trustees

# Campaign Cabinet

# Deans

# Executive Council

# Campaign Timeline

FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28
Planning and Preparation Phase							
Counting begins							
		Lead and Major Donor Phase					
						Capstone Phase	
		Comprehensive Campaign Communications					



# Board of Visitors: Development Committee

## Salon Events

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May 4, 2023

Ms. Eileen Kennedy

# Ingredients to a successful Salon

- Lean into local experts and talent
- Tap into your community to decide on a topic of discussion
- Curate a well-balanced, diverse guest list
- “If you feed them, they will come!”
- Rely on a few trusted guests
- Follow up, follow up, follow up





# Board of Trustees: Advancement & University Priorities Committee

The Purpose of this Committee is “to promote the best interests of the Foundation and shall provide leadership in identifying connections, cultivating networks, and making introductions for university and foundation leaders to the civic and business community.”

The Committee shall shepherd and strengthen the Board's engagement function and encourage a philanthropy culture among Trustees and the larger Mason and business community.



# Board of Trustees: Advancement & University Priorities Committee

- Delbert Parks, Chair
- Sumeet Shrivastava – MBA '94
- Julie Bowen
- Todd House – BA '90, MPA '03
- Sanam Boroumand
- Brian Drummond – JD '88
- AC Chakrabarti – BS '96
- Dr. Tamara Nall

# Salon Expectations

- Advancement and University Priorities Committee Members are asked to co-host a salon over the next two years.
- Choose a theme. The theme should align with their interests and ability to connect to their networks.
- Coordinate their effort with Mason's Advancement Team:
  - Planning
  - Set Up
  - Connecting to expertise for speakers
  - Materials for guests
  - Follow up!





# Student-Athlete Mental Health Initiative

Please join us for a  
**Student-Athlete Mental Health Initiative**  
Reception and Discussion

Monday, May 8<sup>th</sup> at 6 p.m.  
George Mason University  
Johnson Center-George's (third floor)



RSVP by May 5, 2023:  
Zavin R. Smith, [zsmith@gmu.edu](mailto:zsmith@gmu.edu), 703.993.9515  
[Alumni.gmu.edu/2023MentalHealthAthletics](https://Alumni.gmu.edu/2023MentalHealthAthletics)





# Thank you, and we are here to help!

Eileen Kennedy

Associate Vice President of Development, Central and Units  
Office of Advancement and Alumni Relations

Phone (703) 993-6779

Email: [ekenned9@gmu.edu](mailto:ekenned9@gmu.edu)

Nicole Davis

Director of Volunteer Engagement and  
Philanthropy

Office of Advancement and Alumni Relations

Phone: (703) 993-8756

Email: [ndavis41@gmu.edu](mailto:ndavis41@gmu.edu)



# Office of Fellowships Scholar Recognition

Spring 2023

Dr. Megan Bruening (she/her)

Director







# Office of Fellowships Mission

The Office of Fellowships advises currently enrolled Mason students and alumni as they apply to external, nationally competitive awards that support scholarship, research, and professional development.

The Office of Fellowships aims to raise the academic profile of Mason through these competitive awards with a strong focus on mentoring and cultivating academic excellence.

The Office is committed to inclusive excellence practices and specifically seeks to mentor underrepresented students.

# Goldwater Scholar: Lina Alkarmi

Lina is a junior Electrical Engineering student in the College of Engineering and Computing and is Mason's 12th Goldwater Scholar.

The Goldwater Scholarship is a nationally competitive award given to STEM undergraduates who have demonstrated potential to become leaders in their field of research.

Lina plans to earn her PhD, focusing on signal processing and communications, before becoming a professor.





# Critical Language Scholar: Nina Avedissian

Nina is a Master's student in the Curriculum and Instruction Program in the College of Education and Human Development. She is the recipient of the Arabic Critical Language Scholarship Spark Award.

The Critical Language Scholarship, sponsored by the Department of State, is a nationally competitive award supporting study of languages critical to American security and success.

Nina plans to use her Arabic skills to effectively reach the students she will teach as an ESOL instructor in Fairfax County Public Schools.





# Florence and Daniel Guggenheim Fellow: Anne Dobberteen

Anne Dobberteen is a PhD student in the Art History Program in the College of Humanities and Social Sciences. She is Mason's first recipient of the Florence and Daniel Guggenheim Fellowship.

The Florence and Daniel Guggenheim Fellowship is a nationally competitive award for pre- and post-doctoral research on the topics of American aviation and aerial history.

Anne is a public historian and museum professional. She will use this fellowship to study the 20th-century aerial culture of Washington D.C. as part of her doctoral dissertation.





Congratulations  
to our fellowship  
scholars!







Established in 1987, Early Identification Program (EIP) serves as the college preparatory program of George Mason University. With over 2,100 students who have graduated from the program, EIP provides access to educational resources for middle and high school students who will be the first in their families to attend a college or university. Currently, more than 750 middle and high school students are enrolled and actively pursuing higher education due to funding from corporate alliances, individual donors, and in partnership with seven local public school systems in Northern Virginia. They include Alexandria City, Arlington County, Falls Church City, Fairfax County, Manassas City, Manassas Park City and Prince William County; who collaborate to nominate, select, support, retain, and graduate students each year.

The criteria for nomination includes being the first in the family to graduate from a college or university and having the academic potential to enroll in a pre-college curriculum in high school. Additional considerations are also given to students who have a strong academic record but are facing special family circumstances, are eligible for free or reduced lunches, are from a single parent family, and have a limited or non-English speaking family.

After their nomination and selection in 7th grade, EIP participants begin a five-year program of college preparation. By providing year-round academic enrichment, personal and social development, civic engagement, and leadership training opportunities, EIP ensures that students are equipped with the knowledge, skills, and intellect to become lifelong learners, leaders, and responsible global citizens. One hundred percent (100%) of EIP's 2022 class graduated from high school, 97% of the students were accepted into college. Forty-six (46) of those students are currently enrolled at George Mason University, and 95% of students enrolled at Mason were awarded scholarships. There are currently 200+ EIP Alumni enrolled at Mason. EIP Mason students continue their post-secondary education to accomplish their goal of being the first in their family to obtain a college degree.

The Early Identification Program has received numerous awards and recognitions over the years, including the Arlington County Public Schools Volunteer & Partnership Program (2013), the Alexandria City Public Schools Partner in Education recognition (2010), and being present at the White House for the signing of the *High Hopes for College legislation* in 1998. In addition, George Mason University's Early Identification Program has been selected as the Virginia Career Preparedness Award recipient for the ACT College and Career Readiness Campaign for outstanding achievement in College and Career Readiness for 2016- 2017. The Early Identification Program was also featured on Spotlight for Education on ABC Channel 7 news.

BOARD OF VISITORS MEETING



Class of 2023

Mina Al Hashimi	BS Accounting	Hanan Isse	BS Information Systems and Operation Management
Nhuphuong Au	BFA Graphic Design	Tania Lopez	BA Integrative Studies
Arturo Barrera	BS Public Administration	Ali Nasir	BS Biology
Laura Barreto	BS Nursing	Faustina Nguyen	BS Nursing
Shimanta Barua	BS Civil Engineering	Noel Quezada	BS Criminology
Ankita Bhurtel	BA Public Relations	Bianca Otero	BS Conflict Analysis and Resolution, Minor in Spanish
Benjamin Castro-Felix	BA Civil Environmental and Infrastructure Engineering	Saiqa Qureshi	BA Government and International Politics
Keiry Chicas	BA Global Affairs Concentration in Latin America	Tania Romero Gonzalez	BS Biology
Gabiela De Leon	BSEd Early Childhood Education for Diverse Learners	Uriel Sejas	BS Applied Computer Science
Sally Deen	BFA Creative Writing	Stefany Villanueva	BS Accounting
Mrwa Elfaki	BA English	Genesis A. Villanueva	BA Social Work
Emily Escobar-Bonilla	BA Law and Society		



*The Jack Wood Award for Town-Gown Relations is a university and community-wide annual award program to recognize both Mason and community individuals and groups, as well as government, businesses, and not-for-profits who demonstrate leadership in fostering mutually beneficial relationships between the university and the community during the past year.*

*The award is named for John C. "Jack" Wood, Mayor of the Town of Fairfax from 1953-1964. Mayor Wood was the driving force for arranging a campus to be located on land adjacent to the town and deeding it to the Commonwealth of Virginia for the university, thus beginning a Town-Gown relationship.*

#### FACULTY/STAFF CATEGORY

Dr. Christy Esposito-Smythers, Professor, Psychology, leads the Center for Evidence-Based Behavioral Health at Mason. Under her leadership, Dr. Esposito-Smythers has brought faculty and graduate students together with community mental health agencies and clinicians to merge leading evidence-based treatments for behavioral health problems with the specific needs and circumstances of our region, and has developed training tailored for clinicians in the Northern Virginia region. As a result, over 1,000 clinicians are trained in evidence-based approaches. Moreover, the work has led to a three-year grant to add training in treatments for eating disorders and nearly \$1M in federal funding to help community agencies develop and implement "measurement-based care." This partnership is unique not only regionally but nationally, and it offers a model for bringing together academic institutions and community agencies to address community mental health.

#### COMMUNITY MEMBER CATEGORY

Jennifer Disano has served on Fall for the Book's Board of Directors for nearly 10 years and is its current board chair. Under her direction and through her advocacy, the festival has thrived as a major town-gown event. She has been instrumental in increasing Fall for the Book's support from the City of Fairfax, fostered collaborations across campus and community groups in Fairfax, overseen Fall for the Book's expansion in off-season programming done in partnership with the City of Fairfax, and is steering the board preparations for Fall for the Book's 25th anniversary festival in October 2023. Disano is also Chairman of the Board of Advisors of George Mason University Libraries. Her connections across the campus and the Fairfax community have strengthened ties between the two on a number of levels and her work continues to serve as an important point of connection between George Mason and Fairfax.

## BUSINESS/NONPROFIT CATEGORY

Northern Virginia Food Rescue, which was led by Interim Executive Director and Mason alumna, Erika Spalding, from July 2022 - January 2023, answered the call during the December SciTech Campus Advisory Board meeting when President Washington called on members of the board to support the Patriot Pantry, which was in dire need of food donations. Erika and the Northern Virginia Food Rescue immediately pledged and delivered 1000 pounds of food. They also made it possible for the Patriot Pantry to become affiliated with the Capital Area Food Bank network so that the pantry would never run out of food in the future. Since the Patriot Pantry provides food for needy Mason students, Erika and the Northern Virginia Food Rescue's actions have eliminated the recurring problem of food insecurity for many Mason students in the future.

*PARTNERSHIP CATEGORY (an initiative created between a Mason entity and an external organization(s) to benefit both entities)*

"Made in Arlington" Market Pop-Ups at Mason Square is a partnership between Arlington Economic Development (AED), long-time partners of Mason, and George Mason University Mason Square. The current expansion of Mason Square in Arlington brought with it an opportunity for AED to play an additional emerging role in higher education.

Beginning with discussions on activating Mason Square and bringing the community into the experience, AED's 'Made in Arlington' Initiative, led by Susan Soroko, was a catalyst to new interactions and vitality. Working closely with Mason's Toni Andrews, Melissa Thierry, Una Murphy, Amanda Harrison, Sara Hawes, and Sophie Gorshenin, this partnership group made a series of pop-up retail markets on campus a reality. Bringing artisans and makers to Mason Square signaled a relationship that goes beyond a market location - it is economic development at its best.

From a campus and student life perspective, 'Made in Arlington' is a natural complement to the goals and vision of Mason Square. Students enjoy interacting with the artisans as they learn about true entrepreneurial spirit while supporting small local businesses.

Since February 2022, Mason Square hosted five successful Market Pop-ups in partnership with 'Made in Arlington', bringing over 50 small business entrepreneurs to campus and engaging with over 2,000 students, faculty, staff, and Arlington community members.

*INNOVATION CATEGORY (a specialty award that acknowledges a short-term town-gown program that is created to meet a timely need)*

George Mason University's Safety, Emergency, & Enterprise Risk Management (SEERM) team and the Fairfax County Health Department (FCHD) have a longstanding collaborative relationship, born out of necessity and shared interest in the health and well-being of our shared communities. When the COVID-19 pandemic began, Mason's leadership tapped SEERM to serve as the lead unit in managing and operationalizing Mason's pandemic planning, response, and recovery. SEERM leadership quickly leveraged Mason's strong existing relationship with FCHD to enhance Mason's response to the pandemic by incorporating FCHD's public health expertise, situational awareness, and access to the vaccine. Conversely, Mason was able to augment FCHD vaccine efforts by

expanding access to the COVID vaccine through Mason's mass vaccination clinics, mobile clinics, and ultimately routine vaccine clinics that are still in operation today. Mason was also able to provide testing to our community which alleviated some of the burdens on the regional and county testing sites.

Once the vaccine became available to the community, SEERM leadership seized the opportunity to support regional public health efforts by providing university resources (including facilities, equipment, funding, volunteers, faculty, staff, and students) to support FCHD in vaccine distribution to the community.

This partnership ultimately led to FCHD entrusting Mason with enough vaccine supplies to operate the region's second-largest mass vaccination clinic capable of offering up to 3,000 vaccines per day for the regional community, as well as Mason students, faculty, and staff.

#### ELECTED OFFICIAL/GOVT. STAFF CATEGORY

David L. Meyer has demonstrated leadership in fostering mutually beneficial relationships between the University and surrounding communities, including residential, business, and government communities over the course of his three terms as mayor from 2017 – 2022, and five terms prior on Fairfax City Council from 2008-2017. Through his leadership on the Fairfax Campus and Community Advisory Board (FCCAB), where he served multiple times as Chair, he led a group of representatives from the City of Fairfax, Fairfax County, and the University to help identify and promote relationships and programs in support of joint initiatives; provide recommendations concerning university-community issues and relations; and address and resolve issues of community and university concern at the earliest possible time.

Mayor Meyer constantly looked for ways to engage Mason students and connect them to the City of Fairfax through a CUE bus promotions campaign with Student Government, Patriot in the City videos, welcoming video remarks to newly admitted students, and participating in Career Services opportunities as a discussion panelist for Government Industry Sector students. He has been a supportive, dedicated, and knowledgeable collaborator and partner in helping to make the region a great place to live, work, and do business.

*LEGACY AWARD (The Legacy Award recognizes leadership achievement in town-gown relations over a period of time longer than five years.)*

Delegate Kenneth R. "Ken" Plum, who in addition to being a member of the House of Delegates from 1982 to the present, was employed by Fairfax County Public Schools (FCPS) as Director of Adult and Community Education from 1966 - 1996. In his capacity with FCPS, Ken sought opportunities to partner with community organizations and institutions to expand services within the community.

In the late 1980s, Ken worked with members of the Fairfax County Council on Aging about the need to provide programs and services engaging retirees in the community through programming suited to their intellectual interests in a noncredit format.



In 1990, Ken and members of the aging community started discussing the need for lifelong learning. The result was a request to the University to accommodate such an effort. Ken provided technical assistance to a Board that was formed and helped set up its charter, goals, and objectives.

The resulting program became the Lifelong Learning Institute at Mason, later renamed the Osher Lifelong Learning Institute (OLLI Mason), in which Ken has taught many courses regarding the history and government of Virginia. OLLI Mason recently celebrated its 30-year anniversary, having brought thousands of senior citizens and retirees to the campus and engaging them with the University community in endless ways.

**BOARD OF VISITORS  
GEORGE MASON UNIVERSITY**

**Meeting of  
Thursday, February 23, 2023  
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, Mehmood Kazmi, Michael Meese, Carolyn Moss, Dolly Oberoi, Robert Pence, Nancy Prowitt and Robert Witeck.

**ABSENT:** Visitors Juan Carlos Iturregui and Wendy Marquez.

**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, Executive Vice President of Strategic Initiatives & Chief of Staff; Mark Ginsberg, Provost and Executive Vice President; Deb Dickenson, Executive Vice President for Finance and Administration; Anne Gentry, University Counsel and Sarah Hanbury, Secretary pro tem.

**I. Call to Order**

Rector Blackman called the meeting to order at 2:05 p.m.

Rector Blackman stated that the board is accepting public comment at this session and that registration for making oral comments was open until 9:30 a.m. on Monday, February 20 through the form on the Board of Visitors website. No registrations for oral comments were received. Written public comments that were received will be made a part of the public record of this meeting. In addition, written comments will be accepted through the same form until the full board meeting adjourns this afternoon.

**II. Approval of Minutes**

**A. Full Board Meeting on December 1, 2022 (ACTION ITEM)**

Visitor Witeck **MOVED** that the board approve the Full Board Meeting Minutes for December 1, 2022. The motion was **SECONDED** by Visitor Moss. Rector Blackman opened the floor for discussion. There was none. **MOTION CARRIED UNANIMOUSLY BY VOICE VOTE**

**III. Rector's Report**

**A. Self-Assessment Survey Results**

Rector Blackman highlighted the following survey information:

- Survey Overview:
  - As part of the requirements from The Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to develop a board self-evaluation process, the Executive Committee approved the continued use of a survey for the self-evaluation process during their September 29, 2022 meeting.
  - The survey was emailed to the entire Board on Tuesday, January 3, 2023 and the period of completion closed on Wednesday, January 18, 2023.
  - 12 of 16 members responded to the survey.
- Individual Board Member Roles:
  - All respondents agreed or strongly agreed with the following statements:
    - I have a clear sense of responsibility as a BOV member.
    - The orientation I received provided the right level of information.
    - I ensure appropriate time is spent preparing for each BOV meeting.

- I actively participate at BOV meetings.
  - I believe that the tools for accessing materials for meetings are user-friendly.
- Board of Visitor Meetings:
  - Most respondents agreed that BOV meetings were appropriately focused and provided the information needed for the board to make decisions.
  - A minority of respondents did not agree that adequate time is given to understanding the “downside” and impact of issues and decisions.
  - Half of the respondents did not agree that board meetings include adequate opportunities to visit the campus and to view ongoing projects. Action has begun regarding this, with the opportunity to attend today’s career fair. There is a commitment to provide more opportunities for board members to engage with on-campus activities.
- Board Standing Committees:
  - Most respondents agreed that standing committees were structured appropriately, contained valuable presentations, and provided ample opportunity for discussion.
  - Well-Functioning Areas:
    - Briefings are excellent and informative.
    - Highly competent leadership.
    - Information provided allows for committees to make the correct decisions.
  - Improvement Areas:
    - More unstructured time for discussion.
    - Adding a “good for the order” section for board members to raise issues not on the agenda.
    - Consistent Leadership in CFO role.
    - More discussion on long-term financial issues.
    - More focus on Cyber/IT threats.
- Strategic Issues:
  - Top three strategic issues warranting the attention of the BOV:
    - Financial Sustainability
    - Long-Range Planning
    - Ensuring success of Dr. Washington.
- Suggestions for Enhancement of BOV Meetings:
  - Additional time to discuss the biggest issues.
  - More opportunities to become better acquainted with each other.
  - Executive Committee meeting previews the topics for each meeting. Rector Blackman noted that this has already begun.
  - Mixed feedback on the length of meetings. Will work toward finding the optimal balance.
  - Online attendance and virtual committee meetings could boost effectiveness. Rector Blackman informed the board that virtual meetings are governed by state law. Will work within the current restraints to make meetings more effective for everyone.
- More information desired on the following topics:
  - How the university ensures student success.
  - The tenure review process and metrics associated with awarding tenure.
  - Research impact of faculty and graduate students.
  - Fluctuations to faculty and staff ratios over time.
  - Ongoing dialog with Commonwealth agencies and elected officials.
- Comments Summary:
  - BOV members report a good understanding of their role and responsibilities. Time will be spent on April 4, 2023 to refresh everyone’s understanding during the continuing education session.
  - BOV members overwhelmingly view the meetings as productive, efficient and informative.
  - Presentations given during committee meetings are viewed positively and found to be informative across all committees.

- Long-term planning and financial sustainability are the most significant upcoming issues for the Board's attention.

To conclude the survey results segment, Rector Blackman thanked the Board for their feedback and relayed that action would be taken to address some of the feedback. Rector Blackman then opened the floor for discussion. Visitors Hazel and Peterson respectively made comments about electronic participation and getting more acquainted with Board members. Rector Blackman responded that the Board's electronic participation policy would be reviewed at the next meeting and that there are social event offerings available that would allow BOV members to get better acquainted with each other outside of Board meetings.

Rector Blackman notified the board that an AGB representative is slated to provide an opportunity to meet SCHEV's continuing education requirement on April 4, 2023 after the Board Public Comment session.

#### **B. Board of Visitors Meeting Schedule for 2023-2024 (ACTION ITEM)**

Visitor Hazel **MOVED** that the board approve the Board of Visitors Meetings Schedule for 2023-2024 that was provided in the board meeting materials. The motion was **SECONDED** by Secretary Peterson.  
**MOTION CARRIED UNANIMOUSLY BY VOICE VOTE.**

#### **IV. President's Report**

Dr. Washington provided the following highlights:

- Bottom Line Up Front (BLUF)
  - The university is doing well and continues to drive enrollment in the area.
  - Mason continues to be one of the fastest-growing research institutions in the country.
  - Mason's partnerships are flourishing. Informed the BOV about partnerships with Northrop Grumman and CGI. A major partnership was just launched with Amazon. The Amazon partnership involves expanding Mason's efforts from an educational perspective in cloud computing, data center engineering and food insecurity. Will be utilizing some of Amazon's walk out technology, transfer pathways and transfer pipeline.
- 2022-2023 Presidential Metrics
  - The five (5) pillars relative to the strategic plan were presented, along with the metrics for each as they currently stand. The status for most of the metrics are complete. The final metrics will be presented at the Annual Planning Conference on July 27, 2023.
    - Deliver a distinctive and inclusive student experience that fosters lifelong engagement.
    - Expand the impact of Mason's research, scholarship, and creative enterprise.
    - Accelerate economic and social impact.
    - Invest in faculty and staff success.
    - Patriot Pantry. At the December 1, 2022 meeting Dr. Washington played the Patriot Pantry Challenge video to help restock the pantry with 5,000 pounds of non-perishable food and hygiene items by February 2023. Since the launch of the challenge more than 7,000 pounds have been donated.
- Five-Year Revenue History
  - Presented a graph that shows Mason's revenue history for the past five years. The graph is included in the meeting materials.
  - Both state and tuition support are needed for Mason to stay above inflation.
  - The state support that is received will directly affect how Mason handles tuition and fees moving forward. If the requested state funding support is received there will not be a tuition increase.
  - Requested that board members continue to advocate for state support for Mason.
- Strategic Plan Pillar – Invest in Faculty and Staff Success

- Earlier this winter, Mason spent \$14 million on compensation for high-performing faculty and staff to reflect the current marketplace. This money came directly from the university without additional state support.

## **V. Committee Reports**

**2:50 p.m. – 2:55 p.m.**

### **A. Development Committee**

Vice Rector Bhuller briefed the board on the topics presented and discussed during the Development Committee meeting, which included:

- Board of Trustees (BOT) – Sumeet Shrivastava, Foundation Vice Chair
  - The Foundation Board of Trustees is finishing its winter board cycle which will conclude on March 2, 2023 with their full board meeting.
  - A group of trustees attended the Foundation Leadership Forum last month hosted by the Association of Governing Boards. The connect with peers in the Commonwealth and explored best practices in board governance and activities to strengthen the Foundation’s partnership with Mason.
- Advancement and Alumni Relations – Ms. Trishana Bowden, Vice President, Advancement and Alumni Relations/President
  - Mason’s billion-dollar campaign launch is just around the corner and are trying to seize every opportunity.
  - Mason alums are engaged, which was on full display during Homecoming from February 10 to February 18, 2023.
  - Mason Vision Day is on April 6. Mason Vision Day is an opportunity for the community to unite around one deserving initiative on campus. The Mason Vision Day Fund reflects what the university values, and this year, food insecurity will be addressed.
- School of Business Initiatives – Dean Ajay Vinzé, School of Business
  - New expectations and changes are imminent in the business world due to challenges of multiple generations in the workforce at the same time.
- Advancement Campaign Update – Mr. Adam Bart, Associate Vice President of Development
  - An overview of the coming campaign was provided, proposed campaign benchmarks were discussed, and the three phases and timeline of the campaign were communicated.

There were no action items from the committee to bring before the full board.

**2:55 p.m. – 3:00 p.m.**

### **B. Research Committee**

Visitor Prowitt briefed the board on the topics presented and discussed during the Development Committee meeting, which included:

- Vice President for Research, Innovation, and Economic Impact, Andre Marshall, provided Mason’s recently reported FY22 research expenditures of \$230M, a 7.5% increase over last year. He provided highlights for programs, partnerships, and initiatives across the university. These included Mason’s leadership among Virginia universities by securing \$5.8M in congressionally directed and community projects; a \$10M award from the U.S. State Department; hosting an AI symposium at Mason with over 150 in attendees; and welcoming a new member of the Mason community, Professor Missy Cummings, Founder and Director of the Mason Autonomy and Robotics Center (MARC) in the College of Engineering and Computing.
- Patrick Vora, Associate Professor in the College of Science and Director of the Quantum Science and Engineering Center (QSEC), and Dr. Jaydeep Joshi, Mason Alumnus and Quantum Physicist, described Mason’s activities and opportunities in quantum. Professor Vora provided an overview of the Quantum Science and

Engineering Center (QSEC) which promotes research and education in quantum computing, quantum materials, quantum sensing, and collaborative education programs with government and industry collaborators.

There were no action items from the committee to bring before the full board.

**3:00 p.m. – 3:05 p.m.                      D.    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:

- Mason's Director of Financial Reporting, Nusrat Sultana, briefed the Committee on the status of the Auditor of Public Accounts' examinations.
  - The annual audit of the university's financial statements for the year ended June 30, 2022 is underway and, although it's still early in the audit, no potential findings have been identified. The audit is expected to be completed by the May meeting.
  - Work related to Mason's report to the NCAA regarding its intercollegiate athletics programs and Mason's use of Education Stabilization Funds was completed; there were no findings associated with either.
- Mason's Executive Director of Safety and Emergency Management, David Farris, provided the Committee with an overview of Mason's policies, protocols, and activities to prepare for, respond to, and recover from potential emergency situations.
  - Among other things, he described the extensive training required of employees, communications channels, guides and signage, and regular drills.
  - The structure for responding to emergencies includes multiple notification methods including email and text alerts, social media, outdoor speakers and others; tactical incident response to direct impacts; operational support to coordinate across the community; and longer-term strategy for prioritization of activities.
  - He also described plans for providing mental and emotional health support in the aftermath of potential emergency situations as part of the resumption of operations.
  - The emergency response program is admired around the state.
- The Committee reviewed the reports covering audit, compliance, and management's program to strengthen the IT control infrastructure included in the meeting materials.
  - Reviewed the report of the external quality assessment of the internal audit function performed by the Commonwealth's Office of the State Inspector General. The assessment concluded that the Office of University Audit generally conforms to the Institute of Internal Auditors Code of Ethics and Standards for the Professional Practice of Internal Auditing. A 'generally conforms' rating is the highest possible rating.

There were no action items from the committee to bring before the full board.

**3:05 p.m. – 3:10 p.m.                      D.    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:

- Provost Mark Ginsberg provided an update of the Spring Semester and shared the work being engaged in by the Office of the Provost. He shared that Anne Osterman has been appointed the Interim Dean of University Libraries and University Librarian, SACSCOC's official reaffirmation of Mason's accreditation with no findings of noncompliance through 2032, and also highlighted Mason's current ranking in the U.S. News and World Report online rankings. He provided an overview of mental health services at Mason, reviewed the growth of

study abroad numbers, and highlighted a series of federal earmarks Mason has received and highlighted several faculty honors.

- Alan Byrd, Dean of Admissions, provided a spring enrollment and registration summary and report, highlighting that overall spring registrations is up compared with 2022.
- Rick Davis, Dean of the College of Visual and Performing Arts, provided a look at the mission and role of the arts in the university, review of the college's programs, highlighted the many accomplishments of the college's faculty and also provided an overview of financial contributions and growth. He also detailed the college's Artist-in-Residence Program and other opportunities for students to participate in CVPA's programs and associated activities.

Visitor Moss **MOVED** to approved the following three actions items, en bloc, as provided in the meeting materials:

1. Program Actions
  - a. New Degree Program
    - i. Mechanical Engineering PhD (**ACTION ITEM**)
2. Faculty Actions
  - a. Conferral of Emeritus/Emerita Status (**ACTION ITEM**)
  - b. 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**

**3:10 p.m. – 3:15 p.m.                      E. Finance and Land Use Committee**

Visitor Moss briefed the board on the topics presented and discussed during the Finance and Land Use Committee meeting, which included:

- The committee was provided with a financial update and recommendations for Mason's FY24 tuition & fees and room & board rates. These recommendations are structured to find a balance between Mason's funding needs as a dynamic, growing institution with a longstanding funding disparity, and its commitment to access and affordability for students.
- For FY24, the recommended tuition increase is a flat \$300 per student, regardless of level or domicile, with a 3% increase in the mandatory student fees. The tuition increase for in-state undergraduates would be eliminated if Mason's broader funding requests are approved by the Commonwealth.
- The recommended FY24 blended room & board rate is a 3% increase, again balancing the pressures of economic inflation and cost escalation with an institutional commitment to affordability.
- These proposals will be discussed at the April 4, 2023 Public Comment Session before they are considered for Board approval at the May 4, 2023 meeting.

There were no action items from the committee to bring before the full board.

**VI. Closed Session**

- A. Public Contract (Code of VA: §2.2-3711.A.29)
- B. Acquisition of Real Property (Code of VA: §2.2-3711.A.3)
- C. Gifts, Bequests, and Fundraising Activities (Code of VA: §2.2-3711.A.9)
- D. Honorary Degrees and Special Awards (Code of VA: §2.2-3711.A.11)
- E. Consultation with Legal Counsel pertaining to actual or probable litigation (Code of VA: §2.2-3711.A.7)
- F. Consultation with Legal Counsel regarding specific legal matters requiring the provision of legal advice (Code of VA: §2.2-3711.A.8)



Vice Rector Bhuller **MOVED** that the board go into closed session under the provisions of Section 2.2-3711.A.29, to discuss a Public Contract related to the Arlington Initiative and a Public Contract related to Fairfax Housing; Section 2.2-3711.A.3, to discussion the Acquisition of Real Property related to the Arlington Initiative; Section 2.2-3711.A.9, for Honorary Degrees and Special Awards; under the provisions of Section 2.2-3711.A.7, for Consultation with legal counsel pertaining to actual or probable litigation including briefings on:

Agrawal v. GMU  
Amison v. GMU  
Auerswald v. GMU  
Ganley and Surber v. GMU et al.  
Jeong v. GMU  
Kashdan v. GMU  
Kinuani v. GMU  
Mahmud v GMU  
Morrison v. GMU et al.  
Rourke v. Rowan et al.  
Ukor v. GMU

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. The motion was **SECONDED** by Visitor Brown. **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 board 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.** Secretary Peterson responded in the affirmative for the closed session items he was in attendance for.

Rector Blackman stated that as a result of the closed session there are three (3) action items.

First, Rector Blackman **MOVED** that the board adopt the following resolution (**ATTACHMENT 1**):

*WHEREAS, Chapter 15, Title 23.1 of the Code of Virginia of 1950, as amended (the "Virginia Code"), establishes a public corporation under the name and style of The Rector and Visitors of George Mason University (the "University") which is governed by a Board of Visitors (the "Board") vested with the supervision, management and control of the University;*

*WHEREAS, by Article 4, Chapter 10, Title 23.1 of the Code of Virginia of 1950, the University entered into a management agreement with the Commonwealth of Virginia which was enacted as Chapters 76 and 77 of the Acts of Assembly of 2021 (Special Session I) which, classifies the University as a public institution of higher education and empowers the University with the authority to undertake and implement major capital projects, including the acquisition of any interest in land;*

*WHEREAS, on May 5, 2022, the Board approved the submission of the University's Six-Year Capital Plan which included real estate acquisitions ("Capital Plan") and*

*WHEREAS, the Board deems it desirable and in the best interests of the University to acquire that certain real property discussed in Closed Session on this date (the "Property").*

*NOW THEREFORE, BE IT RESOLVED:*

- 1. The University is authorized to acquire the Property with Non-General Funds at the agreed upon price and upon such other terms and conditions as the President or others authorized to act on his behalf may, in their discretion, deem advisable;*
- 2. The Board hereby authorizes, directs and empowers the President or the Executive Vice President for Finance and Administration to execute, for and on behalf of the University and in its name, any and all documents required in connection with the acquisition of the Property,*
- 3. Any actions by the aforementioned officers or those delegated to act on their behalf within the authority conferred hereby, taken prior to the date of this resolution, are hereby ratified, confirmed and approved as the acts and deeds of the University; and*
- 4. That this resolution is effective immediately.*

The motion was **SECONDED** by Visitor Kazmi. Rector Blackman opened the floor for discussion. There was none.  
**MOTION CARRIED UNANIMOUSLY BY VOICE VOTE**

Second, Rector Blackman **MOVED** that the board adopt the following resolution (**ATTACHMENT 2**):

*WHEREAS, Mr. Barry Dewberry, renowned businessman, and Ms. Arlene Evans, retired nurse, have been generous benefactors of George Mason University and its College of Visual and Performing Arts; and*

*WHEREAS, Mr. Dewberry and Ms. Evans have been active community members who have provided philanthropic support of the arts and horticulture in Northern Virginia; and*

*WHEREAS, Mr. Dewberry is the son of the late Sidney O. Dewberry, former George Mason University Rector, George Mason University Foundation chairman, trustee emeritus, philanthropist, and recipient of the Mason Medal, the university's highest honor, in 1997; and*

*WHEREAS, Mr. Dewberry and Ms. Evans have pledged a new \$10 million gift to the George Mason University Foundation to support the Center for the Arts renovation; and*

*WHEREAS, Mr. Dewberry and Ms. Evans have expressed their intention to continue to support George Mason University in the future; and*

*WHEREAS, Mr. Dewberry is known in the National Capital Region as CEO of Dewberry, an internationally renowned architecture, construction and engineering services firm; now*

*BE IT THEREFORE RESOLVED THAT the university's Center for the Arts be renamed the Barry Dewberry and Arlene Evans Center for the Arts (Dewberry Evans Center) upon completion of the renovation in recognition of their present and future support.*

*BE IT FURTHER RESOLVED THAT this resolution be entered into the minutes of the George Mason University Board of Visitors this day, February 23, 2023.*

The motion was **SECONDED** by Visitor Hazel. Rector Blackman opened the floor for discussion. There was none.  
**MOTION CARRIED UNANIMOUSLY BY VOICE VOTE**

Third, Rector Blackman **MOVED** that the board approve the awarding of the Mason Medal at a future date to the individual discussed in closed session for that purpose. The motion was **SECONDED** by Visitor Kazmi. **MOTION CARRIED UNANIMOUSLY BY VOICE VOTE**

**VII. Public Comments**

No registrations for oral or written public comments were received.

**VIII. Adjournment**

Rector Blackman called for any further business to come before the board. Hearing none, he adjourned the meeting at 3:50 p.m.

Prepared by:

Sarah Hanbury  
Secretary pro tem

Attachment 1: Land Acquisition Resolution

Attachment 2: Renaming Resolution – Center for the Arts to the Barry Dewberry and Arlene Evans Center for the Arts

**RESOLUTION OF THE BOARD OF VISITORS  
OF GEORGE MASON UNIVERSITY  
TO APPROVE LAND ACQUISITION**

WHEREAS, Chapter 15, Title 23.1 of the Code of Virginia of 1950, as amended (the "Virginia Code"), establishes a public corporation under the name and style of The Rector and Visitors of George Mason University (the "University") which is governed by a Board of Visitors (the "Board") vested with the supervision, management and control of the University;

WHEREAS, by Article 4, Chapter 10, Title 23.1 of the Code of Virginia of 1950, the University entered into a management agreement with the Commonwealth of Virginia which was enacted as Chapters 76 and 77 of the Acts of Assembly of 2021 (Special Session I) which, classifies the University as a public institution of higher education and empowers the University with the authority to undertake and implement major capital projects, including the acquisition of any interest in land;


WHEREAS, on May 5, 2022, the Board approved the submission of the University's Six-Year Capital Plan which included real estate acquisitions ("Capital Plan") and

WHEREAS, the Board deems it desirable and in the best interests of the University to acquire that certain real property discussed in Closed Session on this date (the "Property").

**NOW THEREFORE, BE IT RESOLVED:**

1. The University is authorized to acquire the Property with Non-General Funds at the agreed upon price and upon such other terms and conditions as the President or others authorized to act on his behalf may, in their discretion, deem advisable;
2. The Board hereby authorizes, directs and empowers the President or the Executive Vice President for Finance and Administration to execute, for and on behalf of the University and in its name, any and all documents required in connection with the acquisition of the Property,
3. Any actions by the aforementioned officers or those delegated to act on their behalf within the authority conferred hereby, taken prior to the date of this resolution, are hereby ratified, confirmed and approved as the acts and deeds of the University; and
4. That this resolution is effective immediately.

Adopted: February 23, 2023

  
\_\_\_\_\_  
Jon M. Peterson  
Secretary  
Board of Visitors of George Mason University

**WHEREAS**, Mr. Barry Dewberry, renowned businessman, and Ms. Arlene Evans, retired nurse, have been generous benefactors of George Mason University and its College of Visual and Performing Arts; and

**WHEREAS**, Mr. Dewberry and Ms. Evans have been active community members who have provided philanthropic support of the arts and horticulture in Northern Virginia; and

**WHEREAS**, Mr. Dewberry is the son of the late Sidney O. Dewberry, former George Mason University Rector, George Mason University Foundation chairman, trustee emeritus, philanthropist, and recipient of the Mason Medal, the university's highest honor, in 1997; and

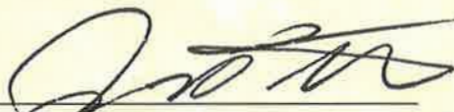
**WHEREAS**, Mr. Dewberry and Ms. Evans have pledged a new \$10 million gift to the George Mason University Foundation to support the Center for the Arts renovation; and

**WHEREAS**, Mr. Dewberry and Ms. Evans have expressed their intention to continue to support George Mason University in the future; and

**WHEREAS**, Mr. Dewberry is known in the National Capital Region as CEO of Dewberry, an internationally renowned architecture, construction and engineering services firm; now

**BE IT THEREFORE RESOLVED THAT** the university's Center for the Arts be renamed the Barry Dewberry and Arlene Evans Center for the Arts (Dewberry Evans Center) upon completion of the renovation in recognition of their present and future support.

**BE IT FURTHER RESOLVED THAT** this resolution be entered into the minutes of the George Mason University Board of Visitors this day, February 23, 2023.

  
\_\_\_\_\_  
Jon M. Peterson  
Secretary  
Board of Visitors  
George Mason University

**BOARD OF VISITORS  
GEORGE MASON UNIVERSITY**

**Special Meeting of  
March 29, 2023  
Merten Hall, Hazel Conference Room (1201)**

**MINUTES**

**PRESENT:** Rector Horace Blackman, Vice Rector Simmi Bhuller, Secretary Jon Peterson, Visitors Reginald Brown, Lindsey Burke, Mehmood Kazmi, Michael Meese, Carolyn Moss, Robert Pence and Nancy Prowitt.

**ABSENT:** Visitors Anjan Chimaladinne, James Hazel, Juan Carlos Iturregui, Wendy Marquez, Dolly Oberoi and Robert Witeck.

**ALSO, PRESENT:** Gregory Washington, President; Mark Ginsberg, Provost and Executive Vice President; Deb Dickenson, Executive Vice President for Finance and Administration, Trishana Bowden, Vice President for Advancement and Alumni Relations; Beth Cantrell, Chief Financial Officer for GMU Foundation, Inc.; Anne Gentry, University Counsel and Sarah Hanbury, Secretary pro tem.

**I. Call to Order**

Rector Blackman called the meeting to order at 9:05 a.m.

**II. Closed Session**

- A. Gifts, Bequests, and Fundraising Activities (Code of VA: §2.2-3711.A.9) (**ACTION ITEM**)
- B. Consultation with Legal Counsel regarding specific legal matters requiring the provision of legal advice (Code of VA: §2.2-3711.A.8)

Secretary Bhuller **MOVED** that the Board go into Closed Session under the provisions of Section 2.2-3711.A.9, to discuss a gift 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 item. The motion was **SECONDED** by Visitor Brown. **MOTION CARRIED UNANIMOUSLY BY VOICE VOTE.**

Following closed session, Secretary Bhuller **MOVED** that the Board go back into public session and further moved that by roll call vote the Board certify that only public business matters lawfully exempted from open meeting requirements and only such public business matters as were identified in the motion by which the closed meeting was convened were heard, discussed or considered in the meeting by the Board. Any member of the Board who believes that there was a departure from the requirements as stated above, shall so state prior to the vote, indicating the substance of the departure that, in his or her judgment, has taken place.

**ALL BOARD MEMBERS PRESENT RESPONDED IN THE AFFIRMATIVE BY ROLL CALL.**

Rector Blackman then **MOVED** that the Board adopt the following resolution (**ATTACHMENT 1**):

*WHEREAS, Mr. Donald G. Costello was a renowned businessman in Northern Virginia who supported the ideals of personal entrepreneurship and free market capitalism; and*

*WHEREAS, Mr. Costello died in July 2017 naming Mr. Joseph J. Contrucci, renowned businessman and friend of George Mason University and Mr. Costello's business partner, as his Executor and Trustee; and*

## Special Full Board Meeting

March 29, 2023

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*WHEREAS, pursuant to a gift agreement with the George Mason University Foundation, Inc. (the "Foundation"), Mr. Contrucci will initiate a proceeding in the Circuit Court of Prince William County, Virginia, to name the Foundation as the remainder beneficiary of the trusts in the place of the Donald G. Costello Foundation; and*

*WHEREAS, the proceeds received by the Foundation after the death of the current beneficiary will establish the Donald G. Costello Scholarship Endowment;*

*NOW, BE IT THEREFORE RESOLVED THAT George Mason University's School of Business be renamed the Donald G. Costello School of Business for recognition of Mr. Costello's legacy and generosity to supporting students attending the University's School of Business effective following and contingent upon the approval of the designation of the Foundation as the remainder beneficiary of the two trusts by the Circuit Court of Prince William County.*

*BE IT FURTHER RESOLVED THAT this resolution be entered into the minutes of the George Mason University Board of Visitors this day, March 29, 2023.*

The motion was **SECONDED** by Visitor Meese. Rector Blackman opened the floor for discussion. There was none. **MOTION CARRIED UNANIMOUSLY BY VOICE VOTE.**

Rector Blackman informed the Board that Visitor Hazel requested for Foster's Grille to cater their May 4, 2023 meeting as a special treat in light of this gift.

### **III. Adjournment**

Rector Blackman reminded the Board of their next meetings which are the Board Public Comment and Continuing Education Sessions on Tuesday, April 4, 2023 and the Full Board Meeting on Thursday, May 4, 2023. He then called for any additional business to come before the Board. Hearing none, he adjourned the meeting at 9:23 p.m.

Prepared by:

Sarah Hanbury  
Secretary pro tem

Attachment 1: Resolution – School of Business Renaming (1 page)



**WHEREAS**, Mr. Donald G. Costello was a renowned businessman in Northern Virginia who supported the ideals of personal entrepreneurship and free market capitalism; and

**WHEREAS**, Mr. Costello died in July 2017 naming Mr. Joseph J. Contrucci, renowned businessman and friend of George Mason University and Mr. Costello's business partner, as his Executor and Trustee; and

**WHEREAS**, pursuant to a gift agreement with the George Mason University Foundation, Inc. (the "Foundation"), Mr. Contrucci will initiate a proceeding in the Circuit Court of Prince William County, Virginia, to name the Foundation as the remainder beneficiary of the trusts in the place of the Donald G. Costello Foundation; and

**WHEREAS**, the proceeds received by the Foundation after the death of the current beneficiary will establish the Donald G. Costello Scholarship Endowment;

**NOW, BE IT THEREFORE RESOLVED THAT** George Mason University's School of Business be renamed the Donald G. Costello School of Business for recognition of Mr. Costello's legacy and generosity to supporting students attending the University's School of Business effective following and contingent upon the approval of the designation of the Foundation as the remainder beneficiary of the two trusts by the Circuit Court of Prince William County.

**BE IT FURTHER RESOLVED THAT** this resolution be entered into the minutes of the George Mason University Board of Visitors this day, March 29, 2023.

A handwritten signature in dark ink, appearing to read 'Jon M. Peterson', with a long horizontal flourish extending to the right.

Jon M. Peterson  
Secretary  
Board of Visitors  
George Mason University

**BOARD OF VISITORS  
GEORGE MASON UNIVERSITY**

**Meeting of  
Tuesday, April 4, 2023  
Merten Hall, Hazel Conference Room (1201)**

**MINUTES**

**PRESENT:** Rector Horace Blackman, Vice Rector Simmi Bhuller, Secretary Jon Peterson, Visitors Lindsey Burke, Anjan Chimaladinne, James Hazel, Mehmood Kazmi, Michael Meese, Carolyn Moss, Robert Pence, Nancy Prowitt and Robert Witeck.

**ABSENT:** Visitors Reginald Brown, Wendy Marquez and Dolly Oberoi.

**ALSO, PRESENT:** Melissa Broeckelman-Post, Faculty Representative; Sophia Nguyen, Undergraduate Student Representative; Ayondela McDole, Graduate Student Representative; Gregory Washington, President; Ken Walsh, Executive Vice President of Strategic Initiatives & Chief of Staff; Mark Ginsberg, Provost and Executive Vice President; Deb Dickenson, Executive Vice President for Finance and Administration; René Stewart O'Neal, Vice President for Strategic Budgeting & Planning; Paul Liberty, Vice President for Government and Community Relations; Anne Gentry, University Counsel and Sarah Hanbury, Secretary pro tem.

**I. Call to Order**

Rector Blackman called the meeting to order at 10:30 a.m.

**II. FY 2024 Financial Plan**

Deb Dickenson, Executive Vice President for Finance and Administration, presented on the FY 2024 financial plan. Ms. Dickenson highlighted the following items:

- FY 2024 Financial Plan, Proposed Tuition & Fees:
  - This is the proposed plan for consideration of approval at the Board meeting on May 4, 2023.
  - The plan is consistent to what was provided at the February 23, 2023 Board meeting and at the student tuition townhall on March 21, 2023.
- Mason's Strengths / Mason Is Rising:
  - Ranked first in Virginia for Innovation.
  - In the top 10 for undergraduate cybersecurity among public universities.
    - On January 9, 2023 Mason hosted a hands-on CyberSlam event for high school students which was led by Liza Wilson Durant, Associate Dean for Strategic Initiatives and Community Engagement. There was participation from 400 students from five counties and 22 high schools. This was a high-tech event with members from the Secret Service and Homeland security in attendance. The Cyber Slam demonstrates the impact that Mason has on the community. Due to the growth in this area, there is a new cybersecurity graduate degree and will be working on a PhD program.
  - Other highly ranked Mason programs include but are not limited to a Part-Time Law Degree, Homeland Security and International Policy.
  - Some of Mason's offerings are receiving world and global recognition such as the Scalia Law School, which is ranked 28<sup>th</sup> worldwide.
  - Mason is the largest public research university in the Commonwealth.
  - Mason drives economic growth in the Commonwealth. 86% of a recent Mason graduating class went into their field of choice and into a position related to their career. The median salary for this group was \$70K.
  - Mason is Meeting all of Governor Youngkin's and Secretary Guidera's goals for higher education with growth in degrees, enrollment and graduate success.

- Mason is Growing:
  - Mason grew during the pandemic.
  - Spring international enrollment is up 25%.
  - More than 16% of 2020 Virginia high school graduates applied to Mason.
- Financial Aid by Funding Source (See graph for specifics in the meeting materials.):
  - Considered when planning for each fiscal year.
  - State aid will increase by \$27M in FY24. Excited for this additional aid.
  - State aid is increasing.
  - Aid provided by Mason is increasing at a faster rate than state aid.
  - Mason's aid is funded through tuition increases. About one-third of the proposed tuition increase would go toward financial aid, to help with accessibility and affordability.
  - Mason's portion of financial aid has quadrupled since 2013. In 2013 Mason funded about \$26.2M in aid and in FY23 that amount was \$102M.
- Average Total Aid Received, By Title IV Receipts, By Income Level:
  - The amount of financial aid that Mason provides, exceeds the cost of tuition and fees. The additional aid can assist with food, books and housing.
  - Last year \$1M was added to Stay Mason Emergency Aid Fund. Continuing to infuse aid in this fund to help prevent financial challenges or crises for students which is currently around \$3M.
  - The fall 2022 tuition credit and Stay Mason Student Support Fund were funded through the University's reserves, which is not a sustainable model.
- Commonwealth Budget Update:
  - Legislative budget delayed which impacts the ability to plan effectively for the upcoming year.
  - Submitted a funding disparity request of \$18M from the state, which is pending.
  - Trying to increase salaries in order to keep critical faculty and staff which is funded in part by tuition increases. This past week a hiring delay was implemented to ensure that only critical vacancies are being filled to help manage Mason's bottom line.
  - If the funding requests are allocated, Mason would eliminate the FY24 in-state undergraduate tuition increase.
- Current Commonwealth Budget:
  - Current House Recommendations:
    - Maintained financial aid recommendation from last session for FY24: \$27M for Mason.
    - Increased compensation from 5% to 7%. Mason's share of the increase is not yet determined.
    - Provided \$75M (\$6M for Mason) to keep tuition moderation at no more than 1%.
    - The Governor issued the following tuition statement on March 15, 2023, "Given the ongoing and uncertain outcome of the budget discussion, you should not rely on increased general funds to mitigate tuition increases. Your commitment last year to maintaining flat tuition made a difference for families. I'd like to set an expectation that our institutions will do everything possible to reduce costs, maximize efficiencies and minimize tuition increases for in-state students."
    - Increased Mason maintenance reserve by \$895K for FY24 to \$6.2M.
  - Senate Recommendations:
    - \$1B more to appropriate than House due to tax cuts.
      - \$15M for financial aid (on top of \$27M previously approved for FY24)
      - \$20M operating increase.
      - \$8M for deferred maintenance.
      - 2% increase in compensation (bringing total to 7% on July 1)
  - Mason's Challenge:
    - Mason needs growth in state support, as costs are growing higher than CPI. There have been increases in contract service cost.
  - Funding Challenges:

- Mason funds the Virginia Military Survivors & Dependents Education Program, which is expected to be \$8M a year.
- Tuition Recommendation, presented by René Stewart O’Neal, Vice President for Strategic Budgeting & Planning:
  - Proposing a flat \$300 increase in tuition for all students regardless of student level or residency.
  - If Mason receives the funding request of \$18M from the Commonwealth the tuition increase will be eliminated for in-state undergraduate students.
  - The two major revenue sources for Mason are tuition and state support. If one decreases the other must increase to cover rising costs.
  - Mason has the fifth lowest tuition of the six R1 universities in Virginia.
  - Mason has had two limited tuition increases over the last four years.
  - FY24 Budget:
    - A 5% to 7% state-authorized compensation increase is anticipated for FY24.
    - A 4% to 13% escalation in operating costs in contracts and services. Janitorial services contract costs have almost doubled in two years.
    - Core investments to be made in academic research and student support services.
    - Mason is providing a high-quality education and student experience to more Virginia residents at a lower price point with fewer overall resources than R1 Virginia peers. Mason is a great value, but it is increasingly challenging to leverage its resources to support institutional priorities. A tuition increase is necessary to have the resources to cover Mason’s core mission.
- How Tuition Supports Students:
  - The tuition increase will be invested in academic and student success initiatives for improved retention and graduation rates:
    - Coaching and advising resources.
    - Mental health and well-being services.
    - New academic programs.
    - Expanding regional campus services.
    - Increased on-campus student employment.
    - Critical faculty and staff hires to support enrollment.
    - Optimize research impact.
    - Expand partnership programs to enhance workforce development.
- Fee Recommendation, presented by Ms. Dickenson.
  - Recommending a 3% mandatory student fee increase that will be focused on many areas, one of which is student transportation.
- Proposed FY2024 Tuition & Fees
  - Flat \$300 increase for all students.
  - 3% increase in mandatory student fees.
  - Tuition increase will be eliminated pending state approval of Mason’s broader funding requests.

Ms. Dickenson concluded her report and opened the floor for questions:

- Visitor Hazel inquired if the budget will be known at the May 4, 2023 Board of Visitors meeting. Paul Liberty, Vice President of Government and Community Relations, responded that the budget will not be known by May’s meeting.
- Visitor Hazel then inquired what individual board members can do on behalf of the university to support the state funding requests. Mr. Liberty stated that he is happy to share the names of the conferees in both the House and Senate for the purpose of contacting them to express interest in supporting Mason. Mr. Liberty advised discussing how to make Mason stronger moving forward and to not pick a House or Senate budget.
- Visitor Peterson inquired, other than janitorial, what other expenses significantly increased. Ms. Dickenson responded that all contract services increased such as dining, landscaping and repair services. The lowest

increase that has been seen for the next year is four percent for a small contract. For large contracts such as electricity and utilities are all increasing at a pace of six to 13 percent.

- Visitor Iturregui noted that in September Mason was facing a \$430M funding gap, \$60M deficit and a compensation gap of \$32M. Visitor Iturregui inquired if these figures remain the same or have they increased. Ms. Dickenson responded that all three areas will grow.

Rector Blackman thanked Ms. Dickenson and Ms. Stewart for their reports and relayed that there would be further discussion at May's meeting.

### **III. Public Comments**

There were four registrations for oral public comment (**ATTACHMENT 1**) and no registrations for written public comment. Rector Blackman allotted two minutes for oral public comments. Rector Blackman called Jaelin Mitchell to the podium to provide his comment. Mr. Mitchell began speaking about Mason's spring 2023 commencement speaker. Rector Blackman paused the comment to relay that the purpose of this public comment period is related to tuition and fees, that he will allow comments on graduation after the comments on tuition and fees. Two oral comments were provided from students on tuition and eight students provided oral comments regarding the commencement speaker. Please refer to the meeting's video recording for specifics: <https://vimeo.com/showcase/8557205/video/812805095>.

### **IV. Adjournment**

Rector Blackman called for any additional business to come before the board. Hearing none, he adjourned the meeting at 11:20 a.m.

Prepared by:

Sarah Hanbury  
Secretary pro tem

Attachment 1: Public Comment Registrations (1 page)

Board of Visitors Full Board Meeting

April 4, 2023

Public Comment Registrations

<p><b>1. Name:</b> Jaelin N. Mitchell (Oral Comment) <b>Mason Affiliation:</b> Student</p> <p>Phonetic Pronunciation: Jay-Lin Mitch-el</p> <p><b>Comment:</b> N/A (Oral comments only)</p>
<p><b>2. Name:</b> Marcara C. Wright (Oral Comment) <b>Mason Affiliation:</b> Student</p> <p><b>Comment:</b> Comments to support Jaelin Mitchell!</p>
<p><b>3. Name:</b> Pearl Renwick (Oral Comment) <b>Mason Affiliation:</b> Student</p> <p><b>Comment:</b> Supporting Jaelin Mitchell to speak to the Board of Visitors on behalf of the student body.</p>
<p><b>4. Name:</b> Dunni Oni (Oral Comment) <b>Mason Affiliation:</b> Student</p> <p><b>Comment:</b> Jaelin Mitchell to speak on behalf of the GMU Student Body</p>

**BOARD OF VISITORS  
GEORGE MASON UNIVERSITY**

**Continuing Education Session  
Tuesday, April 4, 2023  
Merten Hall, Hazel Conference Room (1201)**

**MINUTES**

**PRESENT:** Rector Horace Blackman, Secretary Jon Peterson, Visitors Lindsey Burke, Anjan Chimaladinne, Michael Meese, Dolly Oberoi and Robert Witeck.

**ABSENT:** Vice Rector Simmi Bhuller, Visitors Reginald Brown, James Hazel, Juan Carlos Iturregui, Mehmood Kazmi, Wendy Marquez, Carolyn Moss, Robert Pence and Nancy Prowitt.

**ALSO, PRESENT:** Melissa Broeckelman-Post, Faculty Representative; Erin Rogers, Staff Liaison; Ayondela McDole, Graduate Student Representative; Gregory Washington, President; Ken Walsh, Executive Vice President of Strategic Initiatives & Chief of Staff; and Sarah Hanbury, Secretary pro tem.

**I. Call to Order**

Rector Blackman called this session to order at 12:37 p.m. Rector Blackman noted that the purpose of this session is to provide an additional opportunity to meet the State Council of Higher Education for Virginia's (SCHEV) continuing education requirement under § 23.1-1304. He stated that this continuing education session has been designed specifically for Mason's Board with the assistance of the Association of Governing Boards (AGB), and in consultation with SCHEV.

Rector Blackman introduced AGB representative, Dr. Paul Friga, adding that he will present on two topics and after each discussion will follow. Rector Blackman noted that he looked forward to robust conversation on these topics.

**II. AGB Presentations and Discussion**

Dr. Friga began by thanking the Board for inviting him back this year. He then provided information about himself for those that didn't attend last year's session; he is currently a Clinical Associate Professor of Strategy at the University of North Carolina at Chapel Hill with 20 years of experience as a professor, researcher and consultant. He is writing a book on best strategies for higher education transformation and would like to feature Mason in a chapter, given the success Mason has had in this area. Dr. Friga recognized Rector Blackman for joining him as a special guest during a webinar he gave on March 28, 2023 for the AGB on Best Practices on Creating Strategic Board Retreats. The webinar had over 100 attendees from across the country. Dr. Friga stated that if anyone is interested in any of his articles, videos or presentations they are available on his website (<https://paulfriga.com/>).

**A. The Role of the Strategic Board in Creating Realistic Expectations**

- The Role of a Higher Education Board:
  - A good starting point would be to review AGB's guidance for effective boards.
  - Why are you here and what is your responsibility?
  - Noted that Mason has a great mission and president.
  - Support and periodically assess the performance of the chief executive and establish and review the executive's compensation.
  - Participate in the strategic plan process, approve the strategic plan and monitor its progress.
  - Ensure the institution's fiscal integrity, preserve and protect its assets for posterity, and engage directly in fundraising and philanthropy.
  - Ensuring the educational quality of the institution.
  - Academic freedom is becoming an increasingly important issue for boards.



- AGB released guidance to help governing boards be more effective:
  - Principles of Trusteeship:
    - Understand Governance:
      - Respect the difference between the board's role and the administration's role.
        - The board is fiscally responsible for the overall success of institution but is not an operating board. The board should not be involved in the execution of the strategic plan but should be involved in the creation of it and tracking the progress of it.
    - Think Strategically:
      - Focus on what matters most to the institution's long-term sustainability.
        - Discuss tough topics and offer advice that may lead to major initiatives and changes.
        - This is a long-term conversation of three plus years and not just next year's operating initiatives.
  - Understanding Governance:
    - Respect the difference between the board's role and the administration's role.
      - Fiduciary:
        - Honor the academic norm of shared governance, which includes the president, administration and faculty.
      - Team Member:
        - Be humble and respect your partners in governance and leadership.
      - Individual:
        - Provide advice and counsel but leave operational decisions to the administration.
  - Think Strategically:
    - Focus on what matters most to long-term sustainability:
      - Fiduciary:
        - Make decisions based on the strategy and vitality of the entire enterprise.
      - Team Member:
        - Help define what constitutes success for your institutions.
      - Individual:
        - Focus your personal and professional talents on significant strategic issues.
- Fiscal Forecasting:
  - Many institutions do not think in terms of multi-year fiscal forecasting. Mason does have multi-year fiscal forecasting.
  - The board should be looking out at least three years and have conversations about how will finances look in three years. These conversations should not just be the traditional balance budget at the high level but also think about the net operating margin and return on investment in specific areas.
- Clarify the Strategy and Differentiation for a Competitive Marketplace:
  - Such as the mission, vision, values and the top proposed priorities.
  - Have a short slogan that recalls where the university is, where the university is headed, what's important to the university and what are the big priorities for change.
  - The expectation of the board should be to understand the strategy as a starting point for having conversations.
- Translate Priorities into a Clear Implementation Plan:
  - The following framework was provided as an example: Under each priority there should be few objectives over the next three years and some key initiatives.

- Multi-Year Budgeting of Investments and Returns:
  - Multi-year budgeting of investments and returns are necessary for tracking strategic initiatives.
  - It's fair for the board to ask how much money is being placed in the priority areas and the expected revenues. This information should be simple and clear.
- Performance Dashboard:
  - A performance dashboard can help the board track the progress of a strategic plan.
  - It is within a board's scope to check the progress of the strategic plan. The minimum recommendation is checking the progress once a year or preferably twice a year or possibly quarterly.
- Scenario Planning:
  - COVID caused boards to be accustomed to scenario planning.
  - It is a reasonable expectation for the board to ask administration to be prepared should there be a shift in a usual process.
  - The level of state support could be an area of focus for Mason. Lobby and tell Mason's story about the per student support discrepancy.
- Discussing Key Strategy Initiative Ideas (Mega Checklist):
  - The board should be discussing key strategy initiative ideas with the cabinet.
  - Mason has a robust strategic plan.
  - The board does not create the strategic plan nor implement it but they can make suggestions and ask questions.
  - Items for consideration/examples of strategic initiatives for change.
    - Optimize Administrative Support:
      - Consolidate Purchasing
      - Outsourcing
      - Centralize/Shared Services
    - Increase Academic Program Returns:
      - Measuring ROI on academic programs
      - Increase Student Retention
    - Grow Resources:
      - Development Campaigns
      - Invest in Marketing and Advertising
      - Collaboration with Other Universities
- A look at Mason was provided. Significant conversation ensued on this topic.
  - Great Retention Rate
  - A fantastic story of growth
  - Reviewed data, highlighting the funding issues from the state
  - High-level look at financials
  - AGB Benchmarking – Inflation Adjusted Tuition
  - Administrative Cost per Student
  - Student Service Cost per Student
  - Admissions Metrics Comparison
  - Diversity Metrics Comparison
  - Graduation Rate Comparison

Dr. Friga concluded the presentation portion of his first segment and opened the floor for discussion and questions. Significant conversation ensued.

Rector Blackman called for a break and advised the continuing education session would reconvene at 2:05 p.m.

Rector Blackman reconvened the continuing education session at 2:10 p.m.

**B. Sharpening the Board's Strategic Focus: Top Five Issue for Board Leadership**

Dr. Friga began his second segment by highlighting the following items:

- Strategic Planning Framework Priorities for Higher Education:
  - Profitability (Long-Term Fiscal Responsibility):
    - Declining enrollments are on the horizon and is a top micro trend. There will be a 15% decline in college-going students over the next eight years (2025-2029). The decline impacts small to medium sized institutions the most.
  - Purpose (Mission, Values & Vision):
    - Changes in purpose for a higher education institution.
  - Products (Key Offerings for A Modern World):
    - What new products are being offered moving forward.
    - Will be a dramatically shifting landscape over the next decade. Such as, institutions are well beyond undergraduate degrees as the only offering.
  - Partnerships (With Companies, Government & Industry)
- Graduates & Enrollment:
  - Declining high school graduates and fighting for enrollments are big issues. There are fewer students available and fewer students opting out of higher education.
- Declining Enrollments Impact:
  - The impact of declining enrollments varies across the county.
  - Michigan saw the greatest decline in enrollments overall with at 16%.
- Graduation Rates:
  - One or two years of debt without a credential for a student is a terrible ROI.
  - Conversation took place on this topic.
- The public's trust in higher education has significantly eroded.
- While improving due to temporary government support, high education remains challenged.
  - S&P global ratings continue to be negative.
  - There are staffing issues.
- One-third of universities face an unsustainable financial future.
  - Significant conversation took place on this topic.
- Private and public institutions face financial deterioration at different rates.
  - Public universities are in worse shape due to decreasing state support.
  - Private institutions are faring better.
- In response to a survey:
  - The largest percentage of institutions felt they are in better financial shape now than in 2019, due to funding from the American Rescue Plan.
  - Conversely, the largest percentage of institutions felt they are in worse financial shape now than in 2019, due to reduced enrollment and the decline of tuition revenue.
    - Dr. Friga's opinion is that Mason's tuition is low and a great value.
    - Advised to over communicate Mason's discounted tuition rates.
- Seeing boards be more proactive with ad hoc committees that have more board discussions like this session.
- Mason is a modern, innovative university, that is about real-world impact.

Dr. Friga concluded the presentation portion of his second segment and opened the floor for discussion and questions. Significant conversation ensued.

**III. Adjournment**

**Continuing Education Session**  
**Tuesday, April 4, 2023**  
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Rector Blackman called for any additional business to come before the board. Hearing none, he adjourned the session at 3:30 p.m.

Prepared by:

Sarah Hanbury  
Secretary pro tem

**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 29<sup>th</sup> day of September, 2022.



Jon M. Peterson

Secretary

Board of Visitors

George Mason University