

**GEORGE MASON UNIVERSITY
BOARD OF VISITORS MEETING**

Thursday, May 5, 2022

**Hazel Conference Room
Merten Hall 1201**

AGENDA

- | | |
|--------------------------------|--------------------------------------------------------------------------------|
| 7:30 a.m. – 8:00 a.m. | <i>Continental Breakfast</i> |
| 8:00 a.m. – 8:45 a.m. | Audit, Risk, and Compliance Committee Meeting |
| 9:00 a.m. – 10:00 a.m. | Academic Programs, Diversity and University Community Committee Meeting |
| 10:15 a.m. – 11:05 a.m. | Finance and Land Use Committee Meeting |
| 11:20 a.m. – 12:10 p.m. | Development Committee Meeting |
| 12:10 p.m. – 12:55 p.m. | <i>Lunch Break</i> |
| 12:55 p.m. – 1:35 p.m. | Research Committee Meeting |

BOARD OF VISITORS MEETING AGENDA

- | | | |
|------------------------------|-------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1:50 p.m. | I. | Call to Order |
| 1:50 p.m. – 2:35 p.m. | II. | Recognitions <ul style="list-style-type: none">A. Appreciation Plaque Presentation to Outgoing Student RepresentativesB. Recognition of Beinecke, Goldwater and Fulbright ScholarsC. Recognition of Early Identification (EIP) Graduating StudentsD. Jack Wood Awards Presentation |
| 2:35 p.m. | III. | Approval of the Minutes <ul style="list-style-type: none">A. Full Board Meeting on February 24, 2022 (ACTION ITEM)B. Full Board Meeting on April 5, 2022 (ACTION ITEM)C. Continuing Education Session on April 5, 2022 (ACTION ITEM) |
| 2:35 p.m. – 2:55 p.m. | IV. | Rector's Report <ul style="list-style-type: none">A. Public Comment Update / Board of Visitors Student Representatives' CommentsB. Board of Visitors Meeting Schedule for 2022-2023 (ACTION ITEM) |
| 2:55 p.m. – 3:15 p.m. | V. | President's Report |
| | VI. | Committee Reports |
| 3:15 p.m. – 3:20 p.m. | A. | Audit, Risk, and Compliance Committee |
| 3:20 p.m. – 3:25 p.m. | B. | Academic Programs, Diversity and University Community Committee <ul style="list-style-type: none">1. New Business<ul style="list-style-type: none">a. Proposed Revisions to the Faculty Handbook (ACTION ITEM)b. Prospective College of Public Health Update and Report (ACTION ITEM)c. Program Actions<ul style="list-style-type: none">i. New Programs<ul style="list-style-type: none">1. PhD Geology/Earth Sciences (ACTION ITEM) |

- 2. PhD Social Work (**ACTION ITEM**)
- d. Faculty Actions
 - i. Promotion and/or Tenure (**ACTION ITEM**)
 - ii. Conferral of Emeritus/Emerita Status (**ACTION ITEM**)
 - iii. Special Rank Change (**ACTION ITEM**)

3:25 p.m. – 3:30 p.m.

C. Finance and Land Use Committee

- 1. Financial Matters
 - a. FY 2023 University Operating Budget, Tuition and Fees (**ACTION ITEM**)
 - b. Bridge Financing for Fuse at Mason Square (**ACTION ITEM**)
- 2. Capital Matters
 - a. Six-Year Capital Plan (**ACTION ITEM**)

3:30 p.m. – 3:35 p.m.

D. Development Committee

3:35 p.m. – 3:40 p.m.

E. Research Committee

3:40 p.m. – 4:40 p.m. VII.

Closed Session

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

4:40 p.m.

VIII. Adjournment

The May 5, 2022 full board and committee meetings of the Board of Visitors will be conducted 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/>.

The Board will vote on undergraduate tuition and mandatory fees at this meeting. The Rector requested at the Board of Visitors meeting and public comment session on April 5, 2022 that the written public comment form remain open until April 22, 2022. Written comments will be entered into the public record during the May 5 session. To register to provide written public comment, please complete the form at the following link:

https://forms.office.com/Pages/ResponsePage.aspx?id=VXKFnlffR0ygwAVGRgOAY_9iYcMI8i9KmzMvg6YwcNIUMjJOSVFMNIYxNzVLRjBLNIRZVFAXM044Ny4u

No oral public comment will be taken at this meeting.

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

May 5, 2022
AGENDA

- I. Call to Order**
- II. Approval of Audit, Risk, and Compliance Committee Minutes**
 - A. Approval of Committee Minutes for February 24, 2022 Meeting (**ACTION**)
- III. New Business**
 - A. Workforce Update
 - B. Compliance Update
- IV. Reports**
 - A. Office of University Audit Summary Report
 - B. Office of Institutional Compliance Summary Report
 - C. Information Technology Risk and Control Infrastructure Program Update
- V. Adjournment**

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

**February 24, 2022
MINUTES**

PRESENT: Chair Rice; Vice Chair Moreno; Visitors Blackman, Kazmi, and Oberoi

ALSO PRESENT: Rector Hazel; Visitors Bhuller, Peterson, and Prowitt; President Washington; Vice President and Chief Brand Officer Allvin; Vice President and Chief Information Officer Borek; Faculty Senate Chair Broeckelman-Post; Vice President for Finance Dickenson; Undergraduate Student Representation Kanos; Staff Senate Chair Rogers; Associate University Counsel Schlam; Vice President for Strategic Initiatives and Chief of Staff Walsh; Graduate Student Representative Zhou; Associate Vice President Zobel; Auditor of Public Accounts Representatives Lambert and Rasnic; Chief Audit, Risk, and Compliance Officer Dittmeier; and Associate Vice President for Institutional Compliance Lacovara.

I. Chair Rice called the meeting to order at 1:45 p.m.

II. Approval of Minutes

Chair Rice called for any corrections to the minutes of the December 2, 2021 Audit, Risk, and Compliance Committee meeting. Hearing none, the **MINUTES STOOD APPROVED AS WRITTEN.**

III. Old Business

A. Auditor of Public Accounts Examination Report

Mr. Rasnic discussed with the Committee the examination of the financial statements for the year ended June 30, 2021. He stated the Auditor of Public Accounts had issued an unmodified opinion on the financial statements. Mr. Rasnic stated that a separate Internal Controls and Compliance Report was also issued; the audit's procedures did not identify any material weaknesses in internal control over financial reporting, however, two significant deficiencies related to certain IT security awareness training and database security controls were discussed with the Committee.

Mr. Rasnic also discussed with the Committee the scope and conduct of the financial statement examination, including the auditor's concurrence with management's application of accounting principles; the basis and

AUDIT, RISK, AND COMPLIANCE COMMITTEE

February 24, 2022

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reasonableness of accounting estimates; the adequacy of disclosures made in Management's Discussion and Analysis; and the recording of all audit adjustments in the audited financial statements. He also stated that the audit's procedures found no indications of fraudulent transactions or illegal acts; and that there were no disagreements with management about auditing, accounting, or disclosure matters.

The procedures also included agreed-upon procedures to support Mason's evaluation that the Schedule of Revenues and Expenses for Intercollegiate Athletics Programs was in compliance with NCAA requirements and testing to support Single Audits of the Commonwealth's compliance with requirements applicable to federal programs related to Education Stabilization Funds and Student Financial Aid.

The Committee discussed with Mr. Rasnic management's planned remediation of the reported internal control findings.

IV. Reports

Mr. Dittmeier reported on the status of audit operations described in the Office of University Audit Summary Report. He updated the Committee on the status of University Audit's staffing: three of the five auditor positions have remained open since the prior meeting. University Audit has begun to use co-sourced resources more aggressively to accomplish audit work while continuing to work with Human Resources to develop additional sourcing strategies to attract qualified applicants, particularly for IT-related positions. The Committee discussed the university's analysis of workforce and hiring trends, and asked to hear more about any impact of these trends on critical university functions when the analysis is completed.

Mr. Lacovara reported on the status of institutional compliance activities described in the Office of Institutional Compliance Summary Report. He described the progress being made to build-out the program primarily related to facilitating self-assessments of certain compliance program areas as well as a summary of external reviews and reported compliance matters.

Mr. Borek provided an overview of the status of information technology risk and control infrastructure program activities described in the Summary Report. He described the framework for strengthening technology service delivery, priority areas of focus, and challenges associated with implementing improvements.

V. Adjournment


Chair Rice called for any additional business to come before the Committee. Hearing none, he declared the meeting adjourned at 2:09 p.m.

AUDIT, RISK, AND COMPLIANCE COMMITTEE

February 24, 2022

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Respectfully submitted,

A handwritten signature in blue ink, appearing to read "Edward R. Dittmeier". The signature is fluid and cursive, with the first name "Edward" being the most prominent part.

Edward R. Dittmeier

Secretary pro tem

ITEM NUMBER: III.A.

Workforce Update

PURPOSE OF ITEM:

Brief the Audit, Risk, and Compliance Committee regarding recent trends in workforce data.

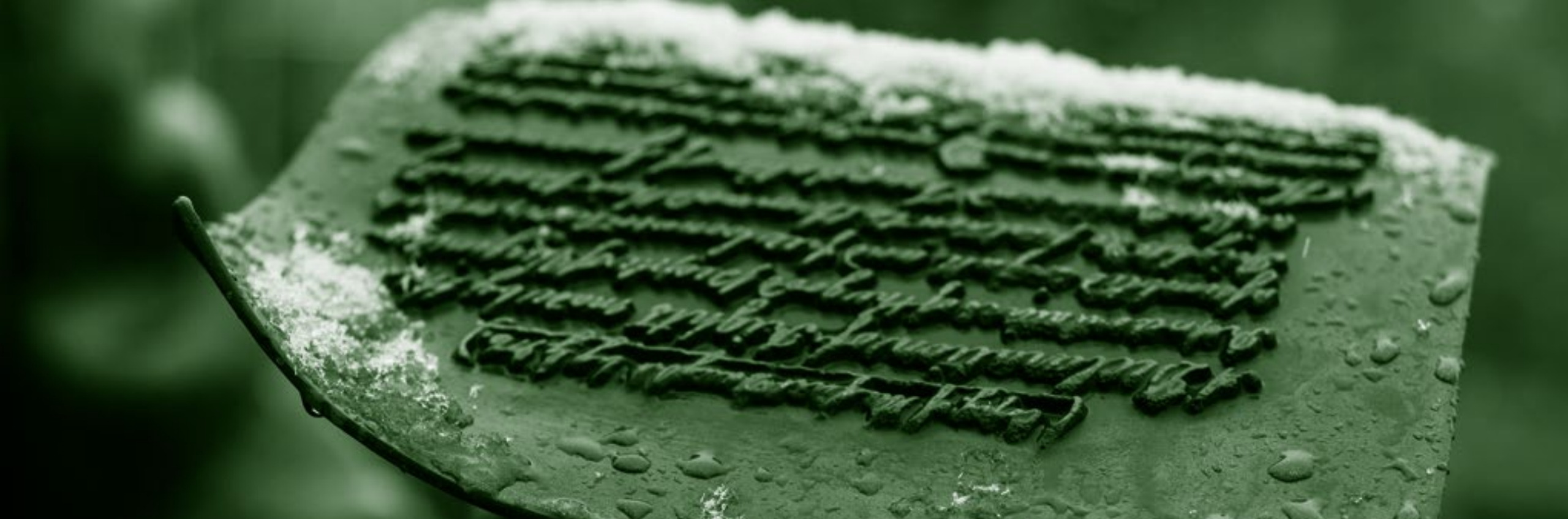
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NARRATIVE:

Lester Arnold, Vice President for Human Resources and Payroll, and Brian Walther, Associate Vice President for Enterprise Risk Management, will brief the Committee on recent trends in employee turnover, hiring, and vacancy data.

ACTION:

Receive briefing and discuss.



TRENDS IN HIRING

Presentation to Board of Visitors Audit, Risk, and Compliance Committee
May 5, 2022



AGENDA

- Trends in hiring
- Trends in open administrative positions
- Areas to monitor

OPEN POSITIONS AND APPLICATIONS DATA

FY 22 open positions are substantially higher than FY 19

Division/Department	FY22 Census	FY22 TD Open Positions	FY22 TD Open Position Rate	FY 19 Open Position Rate	Average applicants per posted job
Safety, Emergency, & Ent Risk Mgmt	47	12	25.5%	12.5%	16.0
School of Law	137	30	21.9%	10.5%	17.1
University Advancement	62	13	21.0%	13.6%	11.8
Operations and Business Services	132	23	17.4%	23.5%	22.2
University Life	351	58	16.5%	11.5%	25.3
Fiscal Services	79	12	15.2%	10.4%	11.2
HumanResource/Payroll/FacStaff Life	56	8	14.3%	12.2%	26.2
Academic Units (except Law)	2584	193	7.5%	6.4%	
All other units	1125	125	11.1%	7.8%	

ANALYSIS

- March 24 snapshot of all open positions in the University
- Excluded instructional and research faculty – open position data was generally consistent between FY22 and FY19
- Focused on administrative/professional faculty and classified positions, without temporary or wage positions
- Discussed with managers of divisions their sense of the impact on their ability to deliver services and meet requirements

THEMES

- Critical work is being completed
- All positions identified as “critical” in Continuity of Operations Plans are filled
- Strategies for dealing with open positions include:
 - Shifting work to current staff (in particular, senior staff), working overtime to complete critical functions
 - External contractors (sometimes expensive and require supervision)
 - Deferring “improvement work” (improving, automating processes, implementing new systems), which might impact capability to handle future growth or new initiatives
 - University Life, a large division, utilizing a team approach and cross-training to shift positions to critical work areas as current issues demand

THEMES

- Key positions being retained with retention bonuses; in certain cases, with salary increases
- Many units report emphasizing well-being options (remote work and flexible work) to entice prospective employees to choose Mason
- Certain skilled administrative positions are difficult to recruit, with several failed searches. Strategies managers report using include:
 - utilizing pooled searches for similar positions
 - streamlining the search process
 - increased position advertising in multiple publications (including advertising in diverse publications)
 - use of recruitment firms when necessary

AREAS TO MONITOR

Areas where management is monitoring. While current work demands are being met, future growth or new initiatives may be impacted.

- Advancement – Upcoming comprehensive campaign will require investment of staff
- Diversity, Equity, Inclusion – Long-term sustainability will be addressed by filling open positions currently supplemented by contractors
- Safety and Emergency Management – Current staff is stretched by COVID; necessary positions are in demand by many employers in the metro area
- Fiscal Services – Fiscal participates in key initiatives across the University, and in-demand positions are difficult to recruit
- Audit – Aggressive use of co-sourced staff provides some assurance; connection to university leadership is stretched

ITEM NUMBER: III.B.

Compliance Update

PURPOSE OF ITEM:

Brief the Audit, Risk, and Compliance Committee regarding the university's process for monitoring compliance with laws and regulations

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NARRATIVE:

Vin Lacovara, Associate Vice President for Institutional Compliance, will update the Committee on the overall status of the university's compliance program in relation to the generally accepted elements of effective compliance programs.

ACTION:

Receive briefing and discuss.



Office of Institutional Compliance

Compliance Program Update

Report to Audit, Risk, and Compliance Committee

May 5, 2022

What is Compliance?

An **Compliance and Ethics Program** is a comprehensive program that helps institutions and their employees:

- conduct operations and activities ethically;
- with the highest level of integrity, and
- in compliance with legal and regulatory requirements.

Mason Compliance Philosophy

Compliance needs to be everyone's responsibility

Proactive vs. Reactive approach

Challenges

- Diffuse and decentralized organizational structure
- Complex and ever-growing set of legal and regulatory compliance responsibilities
- Technology is generally inflexible and siloed; system-based monitoring of most areas is generally weak
- Resource stretched—both financially and in terms of human capital

Advantages

- Cooperative and innovative spirit exists institutionally
- Senior leadership and Board conceptually supports a strong compliance environment

Elements of an effective Institutional Compliance & Ethics Program

The *U.S. Federal Sentencing Guidelines* describe the elements of effective programs. Below are each element, Institutional Compliance's view of the current state at Mason, and planned next steps:

1. Standards, Procedures and Controls to prevent and detect unethical conduct

- | | |
|----------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> • Code of Ethics • Policy website | <ul style="list-style-type: none"> • Evaluate Code and other values statements; communicate as foundation of compliance • Identify key new policies and implement (e.g. Non-retaliation, Compliance) • Evaluate effectiveness of policy reviews |
|----------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

2. Organizational Leadership and Culture demonstrated by multiple levels of oversight by accountable and knowledgeable governing bodies and specific individuals to ensure standards, procedures, and controls implemented effectively

- | | |
|------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> • Senior leader and Board support for compliance and ethics in place | <ul style="list-style-type: none"> • Work with leadership to refine ethics/values “vocabulary” and communication plan • Implement more formal program status communication cadence for leadership |
|------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

3. Training and Communication that is practical, effective, and appropriate to individuals' roles/responsibilities

- | | |
|--------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> • Key training modules in place and required (Title IX, COI, discrimination, etc.) | <ul style="list-style-type: none"> • Track, monitor, and report training completion rates to leadership • Work with leadership to establish enforcement and address for non-completion • Revise ethics training to be specific to Mason environment vs generalized (e.g., COI/COC) |
|--------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

4. Monitoring, Auditing, Risk Assessment, and Program Evaluation through reasonable and effective steps that ensure standards, procedures, and controls are followed, unethical conduct detected, and overall program effective

- | | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> • Formal assessment framework in place • Initial assessments completed • External reviews being tracked | <ul style="list-style-type: none"> • Continue assessing existence and effectiveness of institutional program elements • Continue facilitation of regulatory risk and program maturity assessments based on risk; determine appropriate cadences • Continue monitoring external reviews. |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

Elements of an effective Institutional Ethics & Compliance Program

5. Performance Incentives and Disciplinary Measures enforce compliance and ethics standards; deter future misconduct

- **Policies have consequences for misconduct**

- Work with leadership to implement consistent consequences for misconduct
- Work with leadership to enhance key policies needing procedures addressing consequences for non-compliance
- Work with leadership and HR to implement ethical conduct incentive system for employees

6. Whistleblower Capabilities and Appropriate Remedial Measures that respond promptly to detected misconduct and implement preventive measures

- **Numerous area-specific reporting mechanisms**
- **Institutional Compliance utilizes formal investigative guidelines**

- Implement anonymous reporting mechanism in multiple languages; evaluate potential outsourced providers
- Regularly publicize and communicate mechanism to campus and on public website
- Assess unit investigative practices, based on risk, for promptness, thoroughness, consistency, objectivity, and documentation, and facilitate any needed improvements

7. Reasonable Efforts to Exclude Bad Actors from Managerial Ranks or Positions of Trust

- **Background checks required for all employees**

- Support leadership and HR in reinforcing specific ethical expectations in job postings and position descriptions
- Evaluate do-not-rehire processes, and revise as needed

Questions?



Office of University Audit

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

May 5, 2022

EXECUTIVE SUMMARY

- Audit staffing:
 - The previously reported open Assistant University IT Auditor, Assistant University Auditor, and Senior Auditor positions remain open after multiple failed searches. Since the last meeting, we engaged a recruiting firm to source viable applicants.
 - Co-sourced resources being utilized (approximately 0.7 FTE through April 21, 2022):
 - Information technology process infrastructure monitoring.
 - Academic Integrity (online learning).
 - Office of Registrar.
 - Life Sciences Building Expansion Pre-construction.
 - Research administration monitoring.
 - Additional projects planned for 2022.
 - No audit reports were issued since the last meeting.
 - One audit memo compared practices for oversight of the research proposal process for four Mason colleges and seven other R1 universities.
- Remediation of 25 audit issues is in progress as of April 21, 2022.
- Audit Plan status:
 - Planned audit work remains consistent with the 3+6 Audit Plan reviewed at the prior meeting. However, the timing of planned audit work continues to be reevaluated in consideration of staffing departures and onboarding 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.
 - One investigation is in progress.

TABLE OF CONTENTS

Topic

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

SUMMARY OF AUDIT REPORTS

- No audit reports were issued since the last meeting.
- Audit Memos:
 - Research Proposal Process – Benchmarking Assessment.

SUMMARY OF AUDIT MEMOS:

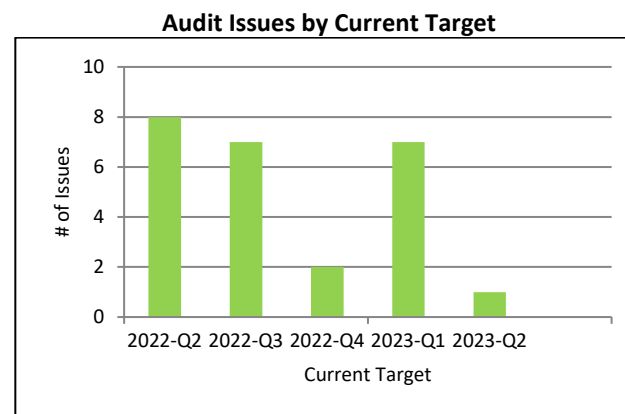
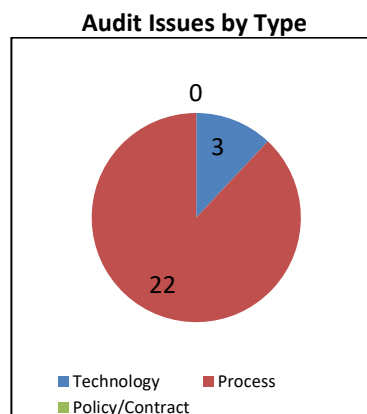
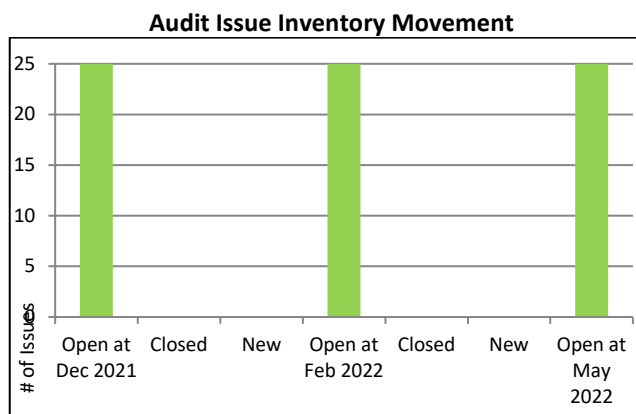
Audit Memos are communications which provide assurance related to a narrow, targeted topic or provide interim updates on longer-term assurance activities.

Research Proposal Process – Benchmarking Assessment.

- As part of our monitoring of management's projects to improve research administration processes, we compared research proposal processes for four colleges with processes at seven R1 institutions. The assessment focused on the following areas and recommended practices to consider in the implementation of the new research administration system and the restructuring of research administration roles and responsibilities.
 - commitment of effort and salary charging (e.g., timing)
 - current and pending support
 - financial impacts (e.g., cost share, facilities)
 - proposal quality

SUMMARY STATUS OF AUDIT ISSUES AS OF APRIL 21, 2022


















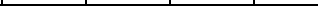



There were 25 open audit issues as of April 22, 2022. Target dates for several issues were extended.



Audit Report	Report Date	Open at Dec 2021	New	Closed	Open at Feb 2022	New	Closed	Open at May 2022
Student Financial Aid	11/10/21	7	-	-	7	-	-	7
Office of Admissions	11/4/21	4	-	-	4	-	-	4
Clearing Accounts	9/3/21	1	-	-	1	-	-	1
Bank Accounts	6/17/21	-	-	-	-	-	-	-
Gift Acceptance Policy Implementation	6/22/20	2	-	-	2	-	-	2
Drug and Alcohol Abuse Prevention Program	12/16/19	2	-	-	2	-	-	2
Employee Disclosures and Evaluation of Personal Interests	12/13/19	4	-	-	4	-	-	4
Faculty Study Leave Programs	4/18/19	3	-	-	3	-	-	3
Office of the University Registrar	3/7/18	1	-	-	1	-	-	1
Administrative Management of Sponsored Programs	10/11/17	1	-	-	1	-	-	1
		25	0	0	25	0	0	25

STATUS OF AUDIT PLAN AS OF APRIL 21, 2022

The 3+6 Audit Plan as of April 21, 2022 (bottom bars) is compared with the status as of the prior report to the Committee (top bars). (Note: The status of work is shown as follows: completed = orange bars, in progress = green bars, and planned = yellow bars)

Topic	Description	9 30	12 31	3 31	6 30
Aligned with University-Level Risk Areas					
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 Administration Enhancements	• Evaluate design of future state research administration process controls.				
Construction Payments and Change Orders	• Monitor and assess payments related to in-progress Core Campus and planned SciTech campus construction projects.				
Additional Areas					
Online Academic Integrity	• Assess processes for preventing and detecting online academic integrity issues.				
University Registrar	• Assess processes implementing academic policy, including processing completeness and accuracy.				
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 22, 2022

There are three investigations in progress.

Nature of Allegation	Type	Status	Remarks
Alleged personal use of state vehicle	Abuse	Complete	
Alleged personal use of state vehicle	Abuse	Complete	
Non-compliance with agency policy	Abuse	In Process	

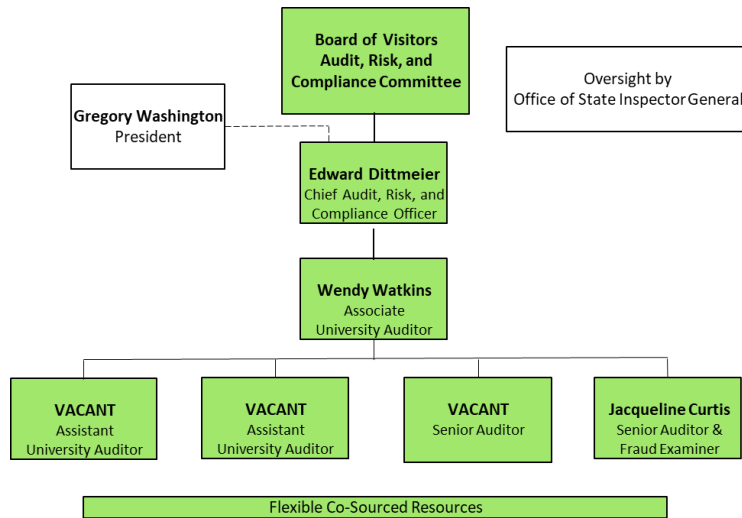
Summary of Types:

- 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

An Assistant University Auditor, Assistant University IT Auditor and Senior Auditor separated from Mason between April 2020 and October 2021. Multiple searches for all three positions have failed. Working with Human Resources and an external search firm to identify viable candidates for the Assistant University IT Auditor position. Co-sourced resources remain available and are being utilized to provide supplemental skilled expertise when needed.

Staffing



		Actual a/o July 2021	Avg to Apr 2022
Core Audit Team	Plan		
Audit Leadership	2	2	2.0
Auditors by Expertise:			
Operational Audit	1.5	1	0.3
IT Audit	1	1	0.3
Fraud Audit	1	1	1.0
Total Audit Professional Employees	5.5	5	3.6
Cosourced FTE* Supported by Permanent Budget	0.3		0.7
Total Audit Professionals Supported by Permanent Budget	5.8	5.0	4.3

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

APPENDIX: AUDIT ISSUE DETAILS AS OF APRIL 21, 2022

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
1	<p>Report Name: Gift Acceptance Policy Implementation</p> <p>Report Date: 6/22/20</p> <p>Management: Trishana Bowden, Vice President, Office of University Advancement and Alumni Relations</p>	<p>Ensure University Employees Provide Appropriate Oversight of Gift Processing University Policy (UP) 1123, Gift Acceptance Policy, omits opportunities for university oversight or, where university oversight expectations are identified, university employees are not currently executing these functions. These include:</p> <ul style="list-style-type: none"> •Policy does not identify a university officer or delegate(s) responsible for making the determination as to whether a gift meets criteria requiring Gift Acceptance Committee (GAC) approval. •Policy does not provide for post-fact reporting to the GAC of gifts that are accepted but do not meet the defined criteria for GAC approval. •Policy and practice do not require GAC meeting minutes, which are used as evidence of approval, to be formally approved at a subsequent GAC meeting. Expectations for preservation of meeting minutes are not documented. 	<p>The Office of Advancement and Alumni Relations will develop and implement Gift Escalation Procedures, which will outline the process for determining escalation to the Gift Acceptance Committee. Procedures will also identify university personnel, by position, and their responsibilities concerning the escalation process, and will define relevant escalation criteria terms such as new program, significant public attention, conflict of interest, and international entities not already known to the university.</p> <p>A quarterly, post-fact gift report was provided to the President and the Gift Acceptance Committee of the University reflecting all gifts of \$25,000 or more received.</p> <p>Beginning in August 2020, the Gift Acceptance Committee has reviewed and formally approved minutes from the previous meeting.</p> <p>In March 2021, a Gift Acceptance Policy Task Force was convened. The Task Force held multiple meetings and submitted proposed policy changes to the University President in May 2021. Proposed changes were shared with University Counsel in November. The proposed changes were shared with the Faculty Senate in February 2022. The Gift Acceptance Committee revisited the Faculty Senate discussion at the committee's March 2022 meeting. In early April, the proposed policy revisions were shared with the university's FOIA Officer/Policy Manager, who subsequently shared them with University Counsel for review. Related procedures will be implemented when appropriate reviews have been completed.</p>	12/30/20	6/30/22

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
2	<p>Report Name: Gift Acceptance Policy Implementation</p> <p>Report Date: 6/22/20</p> <p>Management: Trishana Bowden, Vice President, Office of University Advancement and Alumni Relations</p>	<p>Clarify Gift Acceptance Policy to Allow for Consistent Treatment and Transparency: University Policy (UP) 1123, Gift Acceptance Policy, describes the types of gifts which may only be accepted by Mason after approval by the University's Gift Acceptance Committee (GAC). Certain of these criteria are unclear or overly broad, and would benefit from greater definition.</p>	Proposed changes to the Gift Acceptance Policy have been reviewed by the President and the Faculty Senate, and are expected to be finalized by June 2022.	6/30/22	6/30/22
3	<p>Report Name: Student Financial Aid</p> <p>Report Date: 11/10/21</p> <p>Management: David Burge, Vice President for Enrollment Management, Office of the Provost</p>	<p>Evaluate Staffing Needs and Opportunities to Increase Efficiencies in Award Processing and Monitoring: The Office of Student Financial Aid (OSFA) and Enrollment Management Leadership should determine the critical financial aid activities that could benefit from additional staff. Additionally, evaluate opportunities to automate manual processes to provide current staff the capacity to take on other critical tasks.</p>	The Office has automated several processes over the years, however, there will always be a need for human effort to review and perform oversight. The Office is in process of implementing TD Client which will automate the movement of files to and from the Department of Education, and Campus Logic Student Forms to help automate and streamline the verification process. As of August 2021, senior level administration has agreed to add four new positions to the financial aid office. Two positions have been filled and two remaining positions are under recruitment.	6/30/22	6/30/22
4	<p>Report Name: Student Financial Aid</p> <p>Report Date: 11/10/21</p> <p>Management: David Burge, Vice President for Enrollment Management, Office of the Provost</p>	<p>Coordinate with Academic and Functional Areas to Confirm Eligibility of Awards: Functional areas who award scholarships should consistently provide award description and eligibility criteria to allow the OSFA to spot check the student's eligibility to receive the scholarship and address any questions. Further, the OSFA should conduct a cost-benefit analysis to determine the feasibility of consolidating award descriptions and eligibility information within a centralized system (e.g., Blackbaud).</p>	<p>The OSFA will take the following actions to confirm scholarships and award eligibility:</p> <ul style="list-style-type: none"> • Improve documentation of Foundation awards in Banner. • Coordinate with the Athletic Department when posting athletic awards. • Create a separate file to easily identify and store information related to Admission awards. • Work with appropriate staff for workflow awards to incorporate a statement that by submitting the award to the OSFA for processing, the department is certifying that the recipient meets all criteria for the awards. • Spot check selected awards each year to confirm eligibility. • Create a shared folder on MESA to store all awards (including descriptions and criteria). 	6/30/22	6/30/22

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5	<p>Report Name: Student Financial Aid</p> <p>Report Date: 11/10/21</p> <p>Management: David Burge, Vice President for Enrollment Management, Office of the Provost</p>	<p>Coordinate with Academic and Functional Areas to Reconcile Awards.</p> <p>The OSFA should provide departments with a confirmation listing of all award postings that originated from that department. The department should then be responsible for reconciling the confirmation listing with their original listing, and following up on any discrepancies. Management should consider leveraging a centralized system to facilitate this process.</p>	OSFA will develop a process to reconcile department awards and confirm with academic units and functional areas after posting the aid to student accounts. Current reports used for reconciliation will be reviewed for updates as needed and sent to units.	6/30/22	6/30/22
6	<p>Report Name: Student Financial Aid</p> <p>Report Date: 11/10/21</p> <p>Management: David Burge, Vice President for Enrollment Management, Office of the Provost</p>	<p>Document All Financial Aid Policies, Processes and Procedures:</p> <p>The OSFA should document all key processes and procedures. The documents should define the roles and responsibilities of each employee and detail the procedures and processes performed. The OSFA should prioritize creating the following policies and procedures:</p> <ul style="list-style-type: none"> •Return to Title IV calculations •Applicant information verification •Exception reporting <p>The documents should be reviewed periodically to keep the documentation current</p>	OSFA is updating the Policy and Procedures Manual to include: definition of roles and responsibilities and procedures and processes to be performed; the source of information, changes to data needed to perform the review, significant items to review, and critical exceptions to monitor. The Policy and Procedures Manual will be reviewed annually. One of four new staff to be hired this fiscal year will be a Business Analyst position whose responsibility will include documenting each role in the financial aid staff.	6/30/22	6/30/22
7	<p>Report Name: Student Financial Aid</p> <p>Report Date: 11/10/21</p> <p>Management: David Burge, Vice President for Enrollment Management, Office of the Provost</p>	<p>Identify Opportunities to Better Utilize Technology and Automate Processes:</p> <p>The OSFA should assess opportunities to modify SQL scripts to create reports that minimize manual manipulation in order to obtain the desired datasets needed for review. SQL scripts should be reviewed periodically (e.g., semi-annually or when regulations change) to ensure they are accurate, and that reporting remains automated. Individuals who regularly run reports should work with the Associate Director, IT and Scholarships, to identify the exact data needed in order to create the optimal data set to minimize manual manipulation. The OSFA should also create a schedule that outlines the frequency and timeline for running reports. Reports that are run on set frequencies should be automatically pushed to individuals based on the timeline, as opposed to having to run the reports manually.</p>	OSFA will work to identify the exact data needed to create the optimal data set that provides the reports needed to minimize manual manipulation. The OSFA has set up a series of bimonthly meetings for Fall 2021 to review complicated scripts for accuracy, ease of use and to determine the optimal schedule for running and reviewing the scripts.	6/30/22	6/30/22

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8	<p>Report Name: Student Financial Aid</p> <p>Report Date: 11/10/21</p> <p>Management: David Burge, Vice President for Enrollment Management, Office of the Provost</p>	<p>Identify Gramm-Leach-Bliley Act (GLBA) Process Owner within the OSFA:</p> <p>The OSFA should formally identify a member of their team to be responsible for GLBA compliance. The individual should have the appropriate skills, knowledge and expertise to identify the risks relevant to consumer nonpublic personal information (e.g., banking and financial data from students/parents/guardians applying for financial aid). The individual should also be able to coordinate with ITS for the implementation of the appropriate technical, administrative, and physical safeguards to address the identified risks. Further, this individual should provide training to the OSFA team so that all OSFA staff are aware of and can be held accountable for GLBA compliance.</p>	<p>The Director of Financial Aid has charged the OSFA Associate Director of IT and the Information Systems Coordinator as the individuals responsible for GLBA compliance. They will work with the Director of ITS Security to ensure compliance with GLBA requirements.</p>	6/30/22	6/30/22
9	<p>Report Name: Clearing Accounts</p> <p>Report Date: 9/3/21</p> <p>Management: Sharon Heinle, Associate Vice President and Controller, Fiscal Services</p>	<p>Establish Centralized Oversight, Guidance and Monitoring Over Clearing Accounts:</p> <p>The Controller's Office should assume oversight and develop guidance for clearing accounts to include roles and responsibilities, reconciliation frequency (which can vary depending on the account), and aging reports for clearing account items. The Controller's Office should also provide training and monitor compliance.</p> <p>As part of its Chart of Accounts (COA) Redesign project, the Controller's Office should inventory clearing accounts and evaluate them for continued use; identify departments responsible for account management and reconciliation; and consider standardizing the naming convention for better account identification.</p>	<p>The criteria for the establishment and use of clearing accounts will be reviewed as part of the COA Redesign project. To prepare for the conversion to the new COA in FY23 and provide improved oversight to clearing accounts in the interim, Financial Reporting will be taking the following actions to address the issues identified:</p> <ul style="list-style-type: none"> • Review the activity in the current population of clearing accounts to determine which can be closed due to inactivity, which can be eliminated with the implementation of the new COA, and which will continue in the new COA. For those that continue into the new COA, a standard naming convention or some other indicator will be considered to facilitate future monitoring. • Identify the most appropriate person/department to reconcile these accounts and provide any necessary training for the clearing accounts that do not have a responsible person/department assigned. • Establish written procedures on reconciling clearing accounts and make it available on the Fiscal Services website. The procedures will provide guidance for reconciling clearing 	7/1/22	7/1/22

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
			accounts and include roles, responsibilities and reconciliation frequency. • Monitor clearing accounts to ensure that the reconciliations are prepared, reviewed and any reconciling items clear		
10	Report Name: Office of Admissions Report Date: 11/4/21 Management: David Burge, Vice President for Enrollment Management, Office of the Provost	Evaluate the Undergraduate Transfer Admissions Review Process and Structure: Management should consider the efficacy of the following potential enhancements: •Assigning case load for each transfer application reader based on the applicant's prior institution rather than the applicant's last name. Such assignment might generate more familiarity with the programs of the prior institution (such as Northern Virginia Community College, other Virginia institutions, etc.) and provide for greater efficiency. Case volumes could be monitored and redistributed among application readers as needed. •Admitting applicants meeting certain criteria (e.g., certain GPA, credit load, etc.) without a holistic review. Technology, such as artificial intelligence routines, could be leveraged to speed decision-making and free reviewers for evaluating other applicants. •Cross-training other admissions team members to supplement the transfer application readers during peak times.	The Office of Admissions restructured its staff to better support transfer recruitment operations and application processing effective October 1, 2021. All of the staff in the Office of Transfer Services (OTS) and ADVANCE reports directly to the Chief Transfer Officer. The Office of Admissions is expanding the OTS by two positions to enhance outreach and engagement for prospective transfer students; this will also increase the number of admission staff trained to review and evaluate transfer applications. The Chief Transfer Officer (in conjunction with the Director of Undergraduate Admissions) is charged with implementing an effective recruitment strategy to generate transfer inquiries and applications as well as maximize enrollment yield. The transfer processing and credit evaluation teams will continue to report to the Director of Operations, who is charged with leading efforts to streamline the transfer application review process and to make the process more efficient with the implementation of the Application Review Tool (ART). Phase 1 of the ART is expected to be fully implemented in summer 2022. The enhancement of this process will also include identifying transfer populations that can be admitted automatically without a holistic review. Management is also exploring the implementation of caseload assignments for transfer application readers to increase efficiencies.	7/1/22	7/1/22
11	Report Name: Office of Admissions Report Date: 11/4/21	Evaluate and Leverage Salesforce Functionalities: The Office of Admissions should work with Integrated Enrollment Marketing (IEM) to understand data available for monitoring prospective student engagement	The Office of Admissions will work closer with Integrated Enrollment Management to make better use of data analytics and student engagement metrics to inform our recruitment	7/1/22	7/1/22

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	Management: David Burge, Vice President for Enrollment Management, Office of the Provost	(e.g., email open rate, event attendance), and determine if it would be advantageous to further design and target communications to specific groups of students. All individuals who communicate with applicants via email should be required to participate in Salesforce onboarding and training, to understand use and functionality of the system.	strategy and communication efforts. The Enrollment Management Salesforce Team will be engaged to route all general email accounts in Admissions through the Salesforce case management system to enhance tracking and data analytic capabilities. This will enable better monitoring and tracking of response times and diversify our communication flow for different student populations. These efforts will also include additional training to improve our understanding and usage of Salesforce. Salesforce training will be included on the professional development agenda for Summer 2022.		
12	Report Name: Administrative Management of Sponsored Programs Report Date: 10/11/17 Management: Andre Marshall, Vice President for Research, Innovation, and Economic Impact	Plan for Scalable Research Administration to Enable Future Growth in Research: In our view, Mason's current research administrative processes are not adequate nor scalable to support the nature and extent of research administrative and compliance obligations likely to result from substantial future growth in the volume and value of research awards. A 50% growth of the overall research portfolio, to ~\$150 million, might require an additional \$2.4 million of expenditures (determined on a straight-line basis) to support research administration and compliance activities. As management plans for such growth and sustaining its R1-Highest Research Activity classification, we believe there should be concurrent, comprehensive planning for the appropriate mix of people, process, and technology resources to effectively satisfy the current and future nature and extent of research administrative and compliance obligations while enabling faculty and researchers to remain focused on conducting research. In conducting such planning, management should consider multiple areas, including: <ul style="list-style-type: none"> • Alignment, including ensuring that academic unit plans for growing research (and providing appropriate administrative support) are fully aligned with Mason's strategic plans and goals. • Information technology, including systems, reporting 	There are three major initiatives underway to strengthen and scale the processes for research administration. Management has an effort underway to automate certain processing and control of research administration activities and to redesign related processes to ensure effectiveness and achieve efficiencies. This is likely to be a multi-year effort. A third-party technology suite has been acquired and a 3-month planning and assessment phase was completed in March 2021 with implementation of the first module – grants and agreements – beginning in July 2022. The entire project is expected to have an approximate 3-year duration through December 2023. Research and Fiscal Services are working together on an effort to compare post award management processes with identified best practices so as to develop recommendations for more consistent processes across all academic units, including defining clearer roles and responsibilities; more standardized, improved financial controls; and improved integration between research and finance. A consultant with	7/1/18	7/31/22

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
		<p>capabilities, and interface automation which impact work process effectiveness and efficiency.</p> <ul style="list-style-type: none"> Organizational structures, including the appropriate mix of academic unit and centralized employees, job roles, workloads, time dedicated to research administration activities, and reporting relationships for academic unit research administrators. Resourcing, including the appropriate level and mix of automation as well as academic unit and centralized employees. 	<p>expertise in this area has been engaged to support this effort through September 2021, at which time roles and responsibilities, process flows, and training materials are expected to be completed.</p> <p>In December 2020, a well-known consulting firm engaged by management completed their assessment of Mason's business model and investment plan for certain large complex applied research awards, including the business structures and capabilities to administer growth of such awards and the related programmatic, financial, intellectual property, legal, and reputational risks. Recommendations, and improvement planning, to support and grow the portfolio and enhance infrastructure are being reviewed by relevant management and are expected to be reviewed with senior leaders. Some actions have been taken and further implementation plans are expected to be developed.</p> <p>Because of the extended duration of these projects, University Audit set the current target date at July 2022 when the completion of a major milestone is expected.</p>		
13	<p>Report Name: Office of Admissions</p> <p>Report Date: 11/4/21</p> <p>Management: Laurence Bray, Associate Provost for Graduate Education, Office of the Provost</p>	<p>Consistently Implement Key Controls for all Graduate Admissions:</p> <p>Management should determine minimum control expectations to ensure graduate admission processes are designed to operate in accordance with University objectives and establish an oversight mechanism to ensure that each academic unit's graduate admissions policies and processes are designed and operated to meet these expectations.</p>	<p>The University President established a task force/working group to explore the possibility of having a more robust central presence and enhance support for graduate programs and students at Mason. Prior to this effort, the Associate Provost for Graduate Education and the Director of Admissions Operations reviewed and refined all graduate admission policies by aligning language with other university-wide policies and separating procedures from policies to add clarity and consistency. Guidance surrounding exceptions to the graduate admissions process is being formalized. A new waiver request system, which will allow the tracking of all exceptions to graduate admission</p>	12/31/21	9/30/22

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
			policies, is being piloted. In parallel, work continues on consistently having at least two reviewers per graduate application across all graduate programs. Regular training for application reviewers will be provided to enhance graduate admission programs by partnering with the appropriate program representatives. Additionally, general guidance for reviewing applications will be provided to academic units while encouraging documentation of unit-specific guidelines as needed, and requiring at least two individuals to review each application.		
14	<p>Report Name: Office of the University Registrar (OUR)</p> <p>Report Date: 3/7/18</p> <p>Management: Janette Muir, Associate Provost, Academic Initiatives and Services, Office of the Provost</p>	<p>Evaluate and Implement Process and Oversight Efficiency and Effectiveness Enhancements: Registration transactions that require OUR action (e.g., enrollment adjustments, selective withdrawals, and program and domicile changes) are manual in nature with no secondary review prior to entry in Banner. OUR processes several thousand manual transactions each semester which require faculty and staff approval prior to processing. These transactions included, but were not limited to: course enrollment adjustments; selective withdrawals; domicile appeal changes; and numerous program changes. The established Banner workflow does not provide for a secondary review to ensure data accuracy and appropriate approval. Furthermore, the ability for post-entry quality assurance is limited since underlying Banner data is often limited.</p>	Development of Ellucian Workflow to automate registration forms has moved extremely slow (e.g., one of approximately 75 forms has been automated in the last 18 months). The OUR is requesting approval to utilize Quali Build to automate the forms at a quicker pace. If no approval is received, the office will continue working with ITS to develop these forms in Ellucian Workflow.	8/31/18	9/30/22
15	<p>Report Name: Office of Admissions</p> <p>Report Date: 11/4/21</p> <p>Management: David Burge, Vice President for Enrollment Management, Office of the Provost</p>	<p>Require and Enforce Conflict of Interest Disclosure: The Office of Admissions should require all individuals involved in making admissions decisions to complete the conflict of interest disclosure annually, prior to the start of the admissions cycle.</p>	The Office of Undergraduate Admissions staff completes the conflict of interest disclosure annually as part of the summer training program. Graduate Admissions and Mason Korea are onboard to add the conflict of interest disclosure to their summer training in 2022. A working group has been formed to set up the disclosure process in Mason Leaps with an objective of having everyone in the colleges involved in the application review process complete training and sign the disclosure form.	1/15/22	9/30/22

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
16	Report Name: Drug and Alcohol Abuse Prevention Program Report Date: 12/16/19 Management: Rose Pascarell, Vice President, University Life	Evaluate Mandatory Awareness Training and Parental Notifications: Consider policy revisions regarding mandatory awareness training and parental notifications related to alcohol violations and illegal drug use by underage students (under twenty-one).	University Life, along with other university peer groups, is assessing the impact of implementing mandatory awareness training and parental notifications on students to determine if these changes should be made and how best to implement them. Recommendations requiring that all incoming students each semester to take an online alcohol and other drug training before they can register for orientation/classes. Planned implementation is expected to occur with the first summer orientation session (May 2022). A proposal surrounding parental notification for students found responsible for violations is being reworked for review and approval by the Office of Student Conduct and the VP of University Life. This also requires an edit to the Code of Student Conduct. Implementation is anticipated for the Fall 2022 semester.	6/30/20	12/31/22
17	Report Name: Drug and Alcohol Abuse Prevention Program Report Date: 12/16/19 Management: Rose Pascarell, Vice President, University Life	Review Approach to Informing Employees and Students Regarding Alcohol and Other Drug Programs: Distribute the annual notification directly to employees and students via email. Directly emailing the notification ensures that each employee and student receives the notification in writing.	University Life will review all options for informing students of DFSCA requirements which will be included as action items of the Alcohol and Other Drug Working Group. University Life will draft an updated student disclosure communication for use going forward. Given employee communications are the responsibility of Human Resources (HR), University Life will hold discussions with HR to determine if employee disclosure communications can be handled in the same manner. Any modified employee communications will require HR review, approval, and implementation.	3/31/20	12/31/22
18	Report Name: Faculty Study Leave Programs Report Date: 4/18/19 Management: Renate Guilford, Associate	Re-evaluate the Roles and Responsibilities of the Provost's Office and the Academic Units in the Leave Process: The Provost's Office should work with the academic units to re-evaluate the efficiency and effectiveness of the current process, including the related roles and responsibilities. Management should consider	The Provost's Office, with support of the Vice President of Research, will evaluate the funding model for study leaves in conjunction with the budget model for Indirects and determine if central support of awards is appropriate going forward. The Associate Provost for Academic Administration, Vice President of Research and a	3/31/20	3/31/23

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	Provost, Academic Administration, Office of the Provost	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.	Budget Office representative will discuss proposed options with the Academic Unit representatives. This effort has been incorporated into the chart of accounts initiative.		
19	Report Name: Faculty Study Leave Programs Report Date: 4/18/19 Management: Renate Guilford, Associate Provost, Academic Administration, Office of the Provost	Utilize the Banner System and Banner Workflows to Improve Process Efficiencies: 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.	The Provost's Office will work with Human Resources and Information Technology Services to develop a workflow process to enter and track both types of faculty study leaves and explore the potential to integrate with Banner to ease manual entry. The system will produce a report Fiscal Services can generate for their annual fringe calculation to ensure they are pulling in all types of study leaves the University is awarding. The Provost Office will produce an annual communication to the academic units about time and importance of ensuring study leaves are properly recorded in Banner. This effort has been incorporated into the chart of account initiative.	7/15/20	3/31/23
20	Report Name: Faculty Study Leave Programs Report Date: 4/18/19 Management: Renate Guilford, Associate Provost, Academic Administration, Office of the Provost	Enhance Faculty Study Leave Processes and Procedures: 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.	The Provost's Office will have each academic unit document their internal selection process for tenured faculty study leave ensuring it meets Faculty Handbook requirements. The Associate Provost for Academic Administration will work with the Budget Office, Fiscal Services, Human Resources, and the Academic Unit representatives to prepare and document faculty study leave processes. This effort has been incorporated into the chart of account initiative.	7/15/20	3/31/23
21	Report Name: Employee Disclosures	Clarify Scenarios and Expectations for Conflict of Interests (COI) and Commitment (COC) Disclosure	Institutional Compliance will work with stakeholders to update University Policy 4001, Conflict of Interests, so as to incorporate	11/30/20	3/31/23

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
	<p>and Evaluation of Personal Interests</p> <p>Report Date: 12/13/19</p> <p>Management: Vincent Lacovara, Associate Vice President for Institutional Compliance</p>	<p>Reporting not Required by Federal or Commonwealth Regulations:</p> <p>Management (i.e., deans, center directors, and administrative unit leaders) should clarify disclosure expectations for common scenarios that may create potential COI or COC outside of those specifically required by federal or commonwealth regulations and 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.</p>	<p>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.</p> <p>Institutional Compliance will update ethics training to reflect policy changes and will work with Communications and Marketing to communicate them to employees.</p>		
22	<p>Report Name: Employee Disclosures and Evaluation of Personal Interests</p> <p>Report Date: 12/13/19</p> <p>Management: Vincent Lacovara, Associate Vice President for Institutional Compliance</p>	<p>Evaluate Governance and Reporting Design Improvements for COI and COC:</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>Institutional Compliance has evaluated potential strategies, including system solutions that will allow management a clear picture of each employee's financial interests and outside commitments. Acquisition of a system solution is moving forward with full implementation projected in 2022.</p> <p>Review and monitoring processes will be established in line with overall disclosure processes.</p>	11/30/20	3/31/23
23	<p>Report Name: Employee Disclosures and Evaluation of Personal Interests</p> <p>Report Date: 12/13/19</p> <p>Management: Vincent Lacovara, Associate Vice President for Institutional Compliance</p>	<p>Implement a Monitoring Program for Employee Disclosures:</p> <p>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</p>	<p>Institutional Compliance, with assistance from individual units, will continue to monitor employee disclosure completion (i.e., that they are submitted) and review the substance of submissions when circumstances warrant. Once policy and other changes have been implemented, a more robust monitoring program to evaluate the completeness and accuracy of employee submissions, including both reviews of internal and publicly available information, will be developed and implemented.</p>	11/30/21	3/31/23

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		data) documents should be compared to self-reported employee disclosures to further support the completeness and accuracy of data provided.			
24	Report Name: Employee Disclosures and Evaluation of Personal Interests Report Date: 12/13/19 Management: Vincent Lacovara, Associate Vice President for Institutional Compliance	Evaluate Requiring New Hires to Disclose Interests and Commitments as Part of the Onboarding Process: 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 and Office of Research Integrity and Assurance (ORIA) will consult with Human Resources (HR) and evaluate requiring disclosure and training for new hires to the university as part of the onboarding process.	11/30/21	3/31/23
25	Report Name: Student Financial Aid Report Date: 11/10/21 Management: David Burge, Vice President for Enrollment Management, Office of the Provost	Expand Training and Communications to Increase the Awareness of and Use of Blackbaud: OSFA should provide training on Blackbaud to the academic units and enhance communications. All academic units should be encouraged to attend training, as the training is designed to promote consistent use of the Blackbaud application as a designated, secure location to maintain scholarship and award data. OSFA should make training materials (e.g., presentation, webinar recording) available to reference as needed.	The Financial Aid Director presented the need to start using Blackbaud to the Academic Enrollment Planning Team (AEPT) in mid-July 2021. The Financial Aid Director will continue to advocate for the use of this product, and to get support from the Provost's Office as the ultimate oversight over academic departments. Negotiations are underway with the Law School and Alumni Relations to bring them on board by the end of FY22. In cases where departmental scholarships are not suited for the Blackbaud application, departments must justify the reason for not using the application	6/30/23	6/30/23



Office of Institutional Compliance

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

May 5, 2022

EXECUTIVE SUMMARY

- Compliance assessment activity:
 - The inventory of laws and regulations applicable to Mason was completed.
 - Inventoried and tracking 419 laws and regulations, up from 418.
 - Risk-owners were identified for 374 laws and regulations, up from 367.
 - Risk ownership confirmed for 316 laws and regulations for a total of, up from 314.
 - Guided self-assessments of distributed, risk-specific compliance programs continue:
 - Conflict of Interest program – pending report.
 - Export Control program – pending report.
 - Equal Opportunity and Title IX program – pending report.
 - HR Equal Opportunity and Non-Discrimination program – planning.
 - Planning for further regulatory risk assessments and distributed program maturity assessments continues based on the preliminary assessment of regulatory risks facing large, public research universities as reported at the last meeting.
 - Targeted compliance assessments for HIPAA and for the Research Enterprise are in the planning stages.
- Status of external reviews:
 - Two external reviews were completed since the prior meeting; results did not appear significant to Mason. Two reviews remain in progress.
- Status of reported compliance matters:
 - One investigation of a reported compliance matter was completed since the prior meeting, and was not significant to Mason. Two investigations by Institutional Compliance are in progress, and do not appear to be significant to Mason.
- Program build-out and planning continues:
 - Conflict of interest management process and procedure enhancements are being developed. The conflict of interest policy is being revised for greater consistency with applicable regulations, and for clarity and ease of use. Training content is also being improved. Institutional Compliance is contributing working with the Conflict of Commitment Policy Committee.
 - Coordination of investigations and investigative protocols continues to occur with units such as the Office of Research Integrity and Assurance; Diversity, Equity, and Inclusion; and the Office of Human Resources. The potential for additional reporting capabilities being evaluated.

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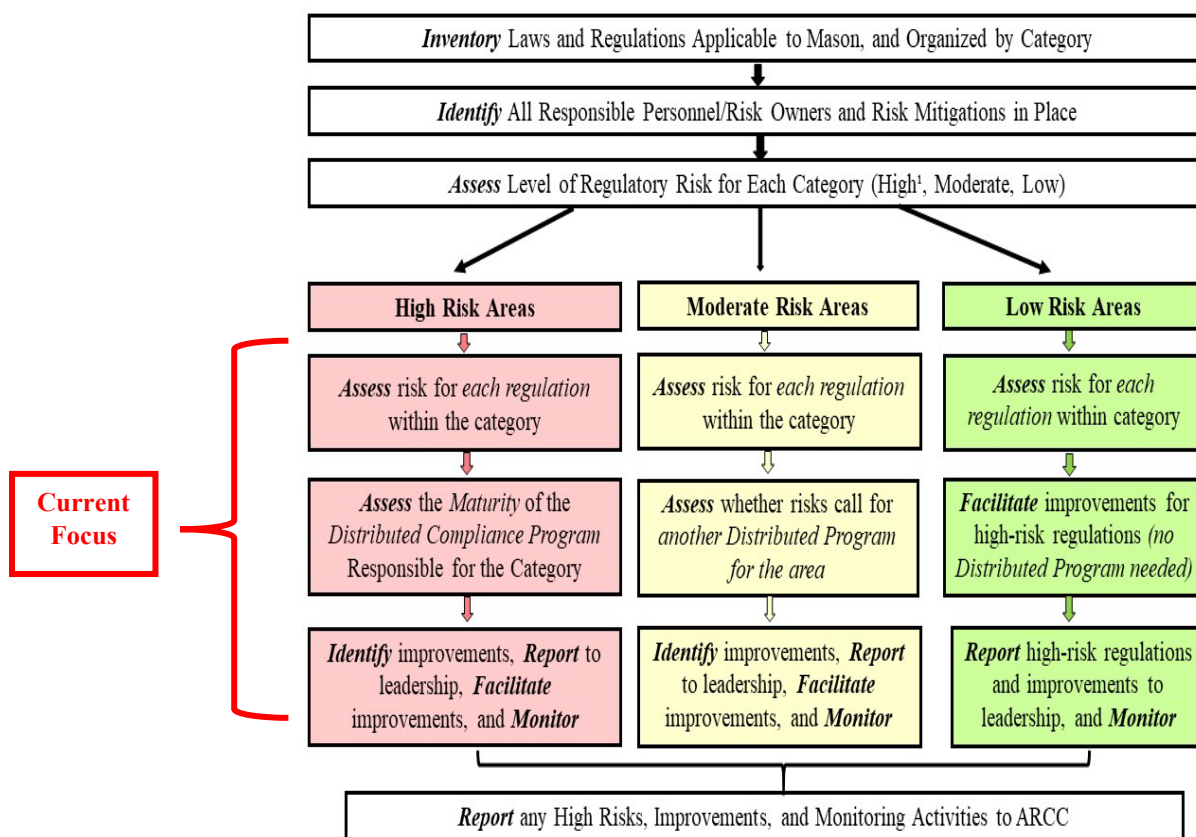
Topic

- 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 designed and piloted processes to inventory the regulatory requirements applicable to Mason; identified management ownership for monitoring and managing compliance risks; and evaluated distributed, risk-owner programs. These processes, which will evolve over time to be better tailored to Mason's obligations, activities, and environment, are depicted in the chart below:



¹ Factors considered in assessing the level of regulatory risk 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 indicates the expected robustness of the associated mitigation activities, including the formality and maturity of the related distributed risk-area compliance program.

Status of Assessment Activity:

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

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

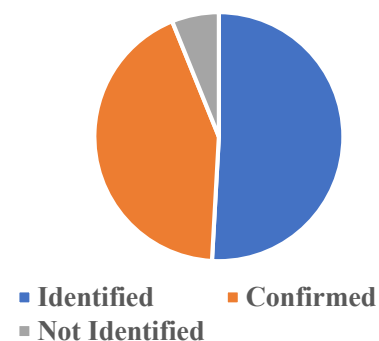
Summary of Assessment Activity	As of 2/8/22	As of 4/11/22
Inventory of Applicable Laws and Regulations	DONE	DONE
Inventory of Accountable Personnel and Risk Mitigations	IP	IP
Preliminary Inventory of Distributed Compliance Programs at Mason	IP	IP
Preliminary Assessment of Regulatory Risks Facing Large, Public Research Universities	DONE	DONE
Preliminary Assessment for Institutional Compliance 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	IP	IP
Human Resources – Equal Opportunity and Non-Discrimination Program Maturity Guided Self-Assessment	NS	NS

Inventory of Laws and Regulations and Accountable Personnel

As of April 11, 2022, an inventory of 419 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 an additional 7 of the 419 laws and regulations for a total of 374, up from 367. Risk ownership has been confirmed for an

Regulatory Risk Ownership



additional two laws and regulations for a total of 316, up from 314. Risk ownership confirmations are summarized below:

	Regulatory Category	Number of Regulatory Requirements	Number of Requirements for which Ownership Confirmed
1	Compliance and Ethics Program	2	2
2	Copyright and Intellectual Property	9	–
3	Employment	91	89
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	45	38
10	Procurement and Contracting	21	19
11	Research	61	61
12	Students and Academic Policy	91	16
13	Miscellaneous	2	–
Totals		419	316

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.

Preliminary Assessment of Regulatory Risks Facing Large, Public Research Universities

Institutional Compliance, in coordination with University Counsel, compiled a preliminary assessment of regulatory risks facing large, public research universities that are similar to Mason. The assessment was completed using the inventory of 419 laws and regulations by category and subcategory. It 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 assessment activities. The preliminary assessment, summarized below, was shared with senior leaders and their input is being used to prioritize further assessment work.

STUDENTS	Risk Ranking	# Regs
Equal Opportunity & Non-Discrimination	High	5
Health & Safety	High	13
Visiting Students & Scholars	Low-Mod	2
Education Policy	Low	15
Grants, Aid, & HEA	Low	31
Reporting, Notices, & Disclosures	Low	18
Veterans & Servicemembers	Low	6

¹ Includes human subjects/IRB, data subject privacy, authorship/IP, and animal welfare/IACUC.

Preliminary Program Maturity Assessments at Mason

Institutional Compliance plans and guides granular risk assessments of each law and regulation in each category and subcategory of the inventory of 419 laws, and then plans and guides self-assessments of the maturity of distributed compliance programs responsible for each category and subcategory. Assessments are designed to identify and prioritize potential risk mitigations and enhancements to programs. The maturity self-assessments are grounded in the 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.

Guided program maturity self-assessments were piloted for three areas: conflict of interest management, export control compliance, and equal opportunity and Title IX. A preliminary institutional compliance maturity self-assessment for planning purposes also was completed. We have shared the conflict of interest and export control assessments with the Office of University Counsel, and are finalizing the report for the equal opportunity and Title IX assessment. We will report all three assessments shortly to the senior leaders.

Guided regulatory risk assessments were conducted for the following areas administered by Human Resources:

1. Equal opportunity and non-discrimination
2. Benefits
3. Hiring and administration
4. Reporting, notices, and disclosures

A guided program maturity self-assessment will be scheduled for the equal opportunity area. Maturity assessments were not deemed necessary for the remaining HR areas given the overall risk in each area, though specific improvement actions with respect to specific regulations will be undertaken.

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.”

In July 2021, Mason established a new university policy requiring that all notices of any external review be reported to the Institutional Compliance Leader for tracking, reporting, and follow-up.

Two external reviews were completed since the last Committee meeting. No additional external reviews were reported to Institutional Compliance since the last Committee meeting. Two reviews in progress as of the last meeting remain in progress. The table below shows the status of the reviews reported at the last meeting, which are summarized in the Appendix:

External Review Status	#
Completed	2
In Progress	2
Announced, not started	0
	4

SUMMARY STATUS OF REPORTED COMPLIANCE MATTERS

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

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

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

Status	As of 2/8/22	As of 4/11/22	Total
Matters Reported to Institutional Compliance	14	10	24
Matters Referred to Other Units for Handling	11	9	20
Matters Handled by Institutional Compliance or University Audit	3	1	4
In Progress	1	1	2
Closed – Not Substantiated	1	1	2
Closed – Substantiated Non-Compliance	1	-	1
Significant Non-Compliance	-	-	-

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

Topic Area	#
Academic - Other	1
Conflict of Interest	3
Discrimination or Harassment	16
Employment – Other	1
Not Following Policy or Process	2
Retaliation	1

Total 24

INSTITUTIONAL COMPLIANCE PROGRAM PLANNING

The tables below describe the status of the actions planned or underway for building out Mason's Institutional Compliance Program.

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

AREA: Socialize Institutional Compliance Program.

Workstream	Planned Actions	As of 2/8/22	As of 4/11/22
Initiate relationships and collaboration opportunities.	• Initiate relationships with senior and other leaders.	IP	IP
	• Initiate relationships with distributed program leads.	IP	IP
	• Initiate relationships with specific risk owners.	IP	IP
	• Identify and plan for potential collaboration opportunities, including committees or networks.	IP	IP
	• Support senior leaders in developing more formalized processes for promoting ethics and integrity.	NS	NS

AREA: Review effectiveness of institutional compliance processes.

Workstream	Planned Actions	As of 2/8/22	As of 4/11/22
Inventory compliance areas, related laws and regulations, and ownership responsibilities.	• Update inventory of laws and regulations and seek input from Counsel.	DONE	DONE
	• Identify Distributed Compliance Programs, program leads, and specific risk owners.	IP	IP
	• Socialize and seek input from Distributed Compliance Programs and specific risk owners regarding inventory completeness and potential risk impacts.	IP	IP
	• Develop preliminary prioritization assessment based on current, perceived level of risk.	DONE	DONE
	• Socialize and seek input from senior leaders. Evaluate and incorporate.	IP	IP
	• Update existing, public-facing inventory of laws and regulations, and risk-owners.	IP	IP
Develop program maturity framework for identifying potential improvements.	• Develop framework for assessing maturity of Institutional Compliance Program and Distributed Compliance Programs based on U.S. Sentencing Guidelines elements and Department of Justice criteria for evaluating effectiveness of compliance programs.	DONE	DONE

	<ul style="list-style-type: none"> • Pilot framework with Ethics Officer, seek input, and evaluate and incorporate. • Pilot framework with Research Distributed Compliance Program, seek input, and evaluate and incorporate. • Facilitate program maturity self-assessments for Human Resources-Equal Opportunity, and Diversity, Equity, and Inclusion – Equal Opportunity and Title IX. • Identify and facilitate 3 additional program maturity self-assessments in coordination with University Counsel and senior leaders. 	<p>DONE</p> <p>IP</p> <p>IP</p> <p>NS</p>	<p>DONE</p> <p>DONE</p> <p>IP</p> <p>IP</p>
Strengthen conflict of interest-related programs.	<ul style="list-style-type: none"> • Evaluate current policy for clarity and completeness. Develop potential revisions as necessary. • Evaluate assessment and management process against comparable institutions and best practices. Develop potential revisions as necessary. • Benchmark Mason’s questionnaire against comparable institutions and best practices. Develop revisions as necessary. • Evaluate and benchmark conflict of commitment policies and questionnaires against comparable institutions and best practices, and implement policy provisions. • Identify potential methods for improved automation, central tracking and monitoring, and communication with managers. 	<p>DONE</p> <p>DONE</p> <p>DONE</p> <p>DONE</p> <p>NS</p>	<p>DONE</p> <p>DONE</p> <p>DONE</p> <p>DONE</p> <p>NS</p>
Evaluate key institutional policies.	<ul style="list-style-type: none"> • Analyze policies on University Policy website for existence and sufficiency of key compliance standards (e.g. codes of ethics and conduct, conflicts of interest, reporting fraud and other misconduct, non-retaliation, etc.) Identify potential improvements. Develop potential revisions as necessary. • Socialize and seek support for stand-alone Reporting Misconduct and Non-Retaliation Policy. • Benchmark Institutional Compliance Policies to communicate to campus community roles and expectations. • Review Code of Ethics and identify potential improvements; socialize and seek support for revisions if needed. • Support Policy Manager in implementing more formal process for regular review of university policies. 	<p>IP</p> <p>IP</p> <p>DONE</p> <p>IP</p> <p>NS</p>	<p>IP</p> <p>IP</p> <p>DONE</p> <p>IP</p> <p>NS</p>

Evaluate university-wide communication protocols and cadence.	<ul style="list-style-type: none"> • Develop an Institutional Compliance Program website that: identifies program role and framework; includes resources and information for the campus community (e.g. links to reporting mechanisms, policies, and training); links to distributed program information; and includes a university-wide compliance accountability matrix. 	DONE	DONE
	<ul style="list-style-type: none"> • Develop a brief compliance overview for use at orientation and onboarding sessions for staff, faculty, and third parties. 	IP	IP
	<ul style="list-style-type: none"> • Evaluate the processes for regular communication of new and revised policies, and for periodic reminders about compliance in areas with significant compliance risk (e.g. ethics and conflicts of interest, non-discrimination, reporting and non-retaliation, safety and security, Title IX, others). Coordinate communication improvements as necessary. 	IP	IP
	<ul style="list-style-type: none"> • Evaluate current methods for communicating existence of mechanisms for reporting compliance or ethical concerns (e.g. brochures, posters, flyers, other methods). Coordinate improvements as necessary. 	IP	IP
	<ul style="list-style-type: none"> • Identify mechanisms for measuring campus awareness of compliance risks and requirements, culture of ethics, and willingness to report suspected misconduct. Evaluate and revise communication plans and program materials as necessary. 	IP	IP
	<ul style="list-style-type: none"> • Implement regular communication cadence to the senior leadership and the Committee. 	NS	IP
	<ul style="list-style-type: none"> • Implement regular communication cadence to campus community about Compliance and Ethics Program 	NS	IP
	<ul style="list-style-type: none"> • Review existing ethics and conflict of interest training modules, and identify potential improvements and more Mason-specific content. 	DONE	DONE

AREA: Review status of actions to monitor and control significant compliance risks.

Workstream	Planned Actions	As of 2/8/22	As of 4/11/22
Develop process for tracking compliance matters.	<ul style="list-style-type: none"> • Establish framework for defining compliance risks that are “significant,” and evaluating such risks based on Mason’s specific operations and strategic goals. 	DONE	DONE
	<ul style="list-style-type: none"> • Seek input from senior and other leaders, and from program leads, regarding framework. Evaluate and revise. 	IP	IP

	<ul style="list-style-type: none"> • Establish a schedule for regular and coordinated assessment and reassessment of risks at the institutional and distributed program levels. • Evaluate and harmonize, as much as practical, assessment and review frameworks with University Audit and Enterprise Risk Management functions. • Evaluate processes for general, university-wide communication of compliance risks, mitigation resources, and sources for reporting and guidance. • Establish process for monitoring disposition of significant compliance matters handled by other units. • Evaluate the existence of, and potential need for, further automated compliance systems (e.g. training reminders; investigative workflow, tracking, and metrics; case management; monitoring for debarred/sanctioned individuals and export control restrictions; and others.) 	NS	NS
		IP	IP
		NS	IP
		NS	NS
		NS	NS
Establish communication protocols and cadence with senior leaders and Board.	<ul style="list-style-type: none"> • Develop a framework for regular communication and reporting to senior leaders and the Committee regarding institutional compliance risks, mitigation plans, and program status. • Plan support, collaboration, and reporting via executive-level network and/or communication. • Develop a process for escalation of significant compliance matters to the senior leaders and, as necessary, the Committee. 	DONE	DONE
		NS	NS
		IP	IP

AREA: Review results of external reviews.

Workstream	Planned Actions	As of 2/8/22	As of 4/11/22
Initiate tracking of reviews (audits, investigations, etc.) by regulatory agencies or other external entities with responsibility to supervise or oversee Mason.	<ul style="list-style-type: none"> • Define and describe external reviews subject to tracking. • Design a process for tracking reviews, including potential policy. • Socialize and seek input from individuals likely to interact with regulatory agencies or external entities, and evaluate and incorporate input. • Implement tracking process supported by policy. • Communicate to broader audience about policy requirements and tracking mechanism. 	DONE	DONE
		DONE	DONE
		DONE	DONE
		DONE	DONE
		NS	NS

AREA: Build Institutional Compliance organization.

Workstream	Planned Actions	As of 2/8/22	As of 4/11/22
Assimilate Institutional Compliance Leader and Ethics Officer.	<ul style="list-style-type: none">• Institutional Compliance Leader started February 1, 2021.• Ethics Officer transitioned effective March 10, 2021.• Ongoing orientation activities and relationship building.	DONE IP	DONE IP
Plan for FY23 budget.	<ul style="list-style-type: none">• Evaluate resource adequacy during build-out of program for FY23 budget submission process.	IP	IP
Develop internal processes and procedures.	<ul style="list-style-type: none">• Develop a process to prioritize areas within the Regulatory Risk Assessment process (e.g. employment, environmental financial, information security, occupational, research, others), and establish regular assessment schedule.• Develop a regular schedule for distributed program maturity assessments.• Develop process and protocol for conducting targeted compliance reviews for specific, high risk areas and coordinate process and framework with University Audit, Enterprise Risk, and Counsel.• Establish protocols and guidelines for promptly and consistently investigating reports of non-compliance and ethical misconduct, and for oversight of and support for investigations by distributed programs.• Establish tracking mechanism for reports of non-compliance or ethical misconduct, and for inquiries or requests for guidance.• Identify potential Institutional Compliance Program metrics to measure program effectiveness (e.g. reported compliance concerns, requests for guidance, policy usage, trends across distributed programs, required training completion, and others.)	IP IP IP DONE DONE IP	IP IP IP DONE DONE IP
Plan future workstreams.	To be determined.		

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.

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 2/8/22	As of 4/11/22	Remarks
Commonwealth of Virginia Office of the State Inspector General (OSIG)	In Progress	In Progress	Performance audit of processes and procedures related to the Clery Act for calendar years 2017-2019. OSIG suspended fieldwork on 2/1/22 due to other work priorities.
Auditor of Public Accounts (APA)	In Progress	Completed	Four components to the audit: 1. Examination of Mason's financial statements for year ended 6/30/21; 2. NCAA revenue and expense schedule procedures; 3. procedures for single audit of Education Stabilization Funding; and 4. procedures for single audit of Student Financial Aid Funding. All areas closed with no findings as reported to ARCC by APA at 2/24/22 meeting.
Internal Revenue Service (IRS)	Announced and in Progress	In Progress	Baker Tilly engaged to provide expertise and support. Audit expected to take up to one year to complete.
Defense Contract Audit Agency (DCAA)	Announced and in Progress	Completed	Annual Audit: FY23 fringe benefit rate. Audit completed with no findings. Report pending.



Information Technology Services

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

April 2022

Prepared by

Kevin Borek, Vice President and CIO

Curtis McNay, Director, Information Technology Security

Charlie Spann, Assistant Vice President and Deputy CIO

Executive Summary

Information Technology Services (ITS), with the input of the Office of University Audit (OUA), has established a program to strengthen the risk and control infrastructure at Mason and improve the quality of technology service delivery for the enterprise.

ITS has initiated projects within the six program areas introduced to the Audit, Risk, and Compliance Committee in February 2022. Progress in these areas is noted as follows.

Mason-Tailored NIST 800-53-Based Framework Compliance

ITS has started a review of the NIST 800-53 controls, in partnership with OUA. Each control is being reviewed at a high level to determine which controls will be included in the university's tailored environment and which won't apply. To date, six control families and 387 controls have been initially reviewed (approximately 30% of the total effort). Controls will apply progressively to systems based upon a classification of a high, medium, or low risk to confidentiality, integrity and/or availability. Systems classified as low risk will be separated logically from systems classified as medium or high to contain risk should these systems be compromised. Upon completion of this review, ITS will update university policy 1311 *Information Technology Security Program* and begin a comprehensive review of related standards and procedures. Given that some accepted controls have a dependency on infrastructure that doesn't exist today, ITS will also create a roadmap to indicate when and how these controls will be implemented.

Portfolio and Project Management

ITS has completed the updates to the project management framework artifacts, which are published on the Project and Portfolio Management Office (PPMO) website, <https://its.gmu.edu/working-with-its/ppmo/>. These artifacts are used by the PPMO project managers to plan and document projects.

The Investment Review Subcommittee (IRSC) of the Ways and Means Committee has been established and has completed its first review of business cases for technology investment. The committee has submitted recommendations to the Ways and Means committee. A description of the new governance process has been published at <https://its.gmu.edu/working-with-its/technology-investment-request-lifecycle/>. The IRSC will meet monthly to refine the process and is scheduled to review the next collection of business cases in September 2022.

Information Security Program Management

ITS was issued a written report from the Auditor of Public Accounts (APA) regarding the Information Security Awareness Training Program requiring the program to identify additional roles for training to address staff who access sensitive data and implement a stronger enforcement mechanism to ensure compliance with the training requirement. ITS created a dashboard with the training compliance data and was able to correlate non-compliance with staff in low-risk roles, based on their use of university systems. This information will be used to further refine the training program and a project plan has been developed to support this effort.

Risk Assessment and Remediation

ITS has engaged RSA Archer to configure the university's governance risk and compliance system to automate third party audit processes. These processes have been performed manually up to this point. The revised system will also provide tools for managing risk assessments that will result in the creation of System Security Plans and a Plan of Action and Milestones for remediating control gaps for university systems classified as high. This project has a planned completion date of May 31, 2022.

Change and Configuration Management

ITS has launched 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. Critical business processes associated with configuration and change management in core services will be assessed over the next 6 months, looking for areas of process standardization and improvement. ITS will implement an improved Asset and Change Management system to support the refined processes in parallel with this Quality Management Program.

ITS is also in the process of updating the configuration of the Banner database in response to a finding from the APA. This activity will be completed by the end of May 2022. Database Change Management and Control processes are also under review as a part of the Quality Management Program.

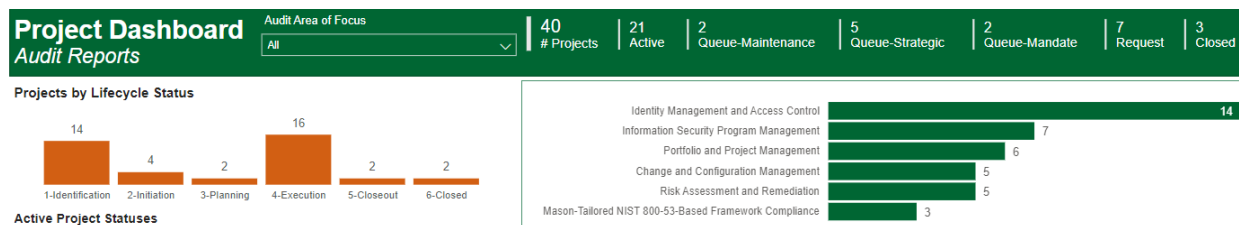
Identity Management and Access Control

ITS implemented a series of improvements to the Active Directory service, which is the primary repository for identities. These updates were the result of the Identity and Access Management assessment that was completed in January 2022.

ITS Implemented two factor authentication for Blackboard, the university's learning management system. Two factor authentication provides an extra layer of security to improve identity assurance and access to sensitive data, such as student grades. This change supported requirements for the Southern Association of Colleges and Schools Commission on Colleges Accreditation.

ITS has initiated a Job Data Collection/Analysis project with Human Resources, which is the first step in the process of establishing a Position Management system, ultimately supporting Identity Management and Access Control in automation.

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/>.



GEORGE MASON UNIVERSITY
BOARD OF VISITORS
Academic Programs, Diversity, and University Community Committee Meeting
Thursday, May 5, 2022
AGENDA

I. Call to Order

II. Approval of Academic Programs, Diversity and University Community Committee Minutes from February 25, 2022 (Action Item)

III. New Business

- A. Provost's Update (M. Ginsberg)
- B. Proposed Revisions to the Faculty Handbook (M. Broeckelman-Post) (**Action Item**)
- C. Prospective College of Public Health Update and Report (G. Buck-Louis) (**Action Item**)
- D. Program Actions (**Action Item**)
 - 1. New Programs
 - a. PhD Geology/Earth Sciences
 - b. PhD Social Work
- E. Faculty Actions (**Action Item**)
 - 1. Promotion and/or Tenure
 - 2. Conferral of Emeritus/Emerita Status
 - 3. Special Rank Change
- F. Announcements
 - 1. Appointment of Faculty
 - 2. Appointment of Administrative and Professional Faculty
 - 3. Renewals and Reappointments
 - 4. Separations
 - 5. Other Announcements
 - 6. Summary of Faculty Actions and Announcements
 - 7. Annual Summary Sheet, July 2021 – May 2022

IV. Adjournment

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

MINUTES

Thursday, February 24, 2022

11:05- 12:00PM

PRESENT: Chair: Simmi Bhuller Vice Chair: Carolyn Moss; Visitors:, Anjan Chimaladinne, Horace Blackman, Nancy Prowitt, Paul Reagan and Bob Witeck; Faculty Senate Chair: Melissa Brockelman-Post; Staff Senate Chair, Erin Iacangelo Rogers; Faculty Representatives: Christy Pichichero, Ali Weinstein; Staff Representatives: Provost Mark Ginsberg, Rose Pascarell; Student Representative: Natalia Kanos, Steven Zhou

ABSENT: Visitor: Juan Carlos Iturregui. Wendy Martinez; Staff Representative: Sharnnia Artis

I. The meeting was called to order by Chair Simmi Bhuller at 11:05AM.

II. Approval of Minutes (Action Item)

It was **MOVED** by Visitor Bhuller and **SECONDED** by Visitor Moss that the minutes from the December 2, 2021 meeting be approved. **MOTION CARRIED UNANIMOUSLY.**

III. New Business

A. Provost's Update

Mark R. Ginsberg – Provost and Executive Vice President

Provost Ginsberg provided an overview of many of the issues that the university continues to work on in an effort further to promote the learning and development of our students and support for Mason's faculty and staff. An overview of Spring semester enrollments as well as current COVID protocols also was provided. The Provost shared initial plans for the new Graduate Division which further will support graduate education and graduate students and progress of the Mason Virginia Promise. Winter graduation, recent online rankings for Mason by *U.S. News and World Report* and several faculty honors were also reviewed.

B. College Spotlight: College of Humanities and Social Sciences

Ann Ardis – Dean, College of Humanities and Social Sciences

Ann Ardis, Dean of College of Humanities and Social Sciences, and Melissa Broeckelman-Post, Associate Professor in the Department of Communication who also serves as the President of Mason's Faculty Senate, showcased the college's theme "expanding horizons and cross-campus collaborations" that is portrayed in a recently produced video about the College. They provided an overview of the academic programs and many of the consequential initiatives within the CHSS including the new Lab for Writing and Communication in the Johnson Center, a state-of-the-art facility where faculty and graduate students in the Departments of Communication and English provide tutoring and coaching support services in public speaking and writing to students across the University and conduct collaborative research on communications skills learning and teaching.

C. Program Actions

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

1. New Degree Program
 - a. PhD Mechatronics, Robotics, and Automation Engineering

D. Faculty Actions

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

1. Conferral of Emeritus/Emerita Status

E. Faculty Announcements

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

IV. Adjournment

Chairperson Bhuller adjourned the meeting at 11:54 AM.

Respectfully submitted,

Sarah Parnell
Secretary Pro Tem

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



Thursday, May 5, 2022

Agenda

- I. Call to Order
- II. Approval of Minutes (Action Item)
- III. New Business
 - A. Provost's Update
 - B. Proposed Revisions to the Faculty Handbook (Action Item)
 - C. Prospective College of Public Health Update and Report (Action Item)
 - D. Program Actions (Action Item)
 - E. Faculty Actions (Action Item)
 - F. Announcements
- IV. Adjournment

Approval of Minutes

Approval of Minutes (Action Item)

February 24, 2022

Updates & Information

Provost's Update

Mark R. Ginsberg, Ph.D.

Provost, Executive Vice President and Professor

Spring Recap



Spring 2022 Commencement

A large group of graduates in green and yellow regalia are shown in a crowd, smiling and celebrating. Some graduates are wearing black caps and gowns, while others are in green. The background is filled with more graduates and spectators.

10:00 a.m., Friday, May 20
EagleBank Arena

Summer Enrollment

	Summer 2019	Summer 2020	Summer 2021	Summer 2022
	As of 4/28/2019*	As of 4/28/2020*	As of 4/28/2021*	As of 4/28/2022*
UNIVERSITY TOTAL	70,323	80,098	78,849	76,030
VA	57,691	65,727	64,860	61,116
OOS	12,632	14,372	13,990	14,914
UG	51,978	59,871	57,028	53,647
VA	44,117	51,146	50,015	46,859
OOS	7,133	8,725	7,013	6,788
Grad	16,203	17,990	20,277	20,392
VA	12,114	13,027	13,808	13,131
OOS	4,089	4,963	6,469	7,261
Law	593	672	529	1,097
VA	248	296	146	291
OOS	345	376	383	806
Other	2,277	1,566	1,016	894
VA	1,212	1,258	891	835
OOS	1,065	308	125	59

Fall Planning

Undergraduate Courses: Modality

TYPE	NUMBER OF COURSES	PERCENT
F2F / Hybrid	3,954	74%
100% Online	1,409	26%
Total	5,363	100%

Graduate Courses: Modality

TYPE	NUMBER OF COURSES	PERCENT
F2F / Hybrid	2,745	80%
100% Online	674	20%
Total	3,419	100%

SACSCOC



Graduate Division Pillars

Graduate Recruitment Strategies

From marketing to admissions to enrollment

Branding Mason Graduate Education

Coordinating efforts & augmenting communication

Enabling greater yield

Graduate Academic Excellence

Enhancing academic graduate program review

Providing benchmarking data

Streamlining processes through enhanced graduate systems

Supporting all graduate program constituents

Graduate Student Success

Welcoming and onboarding

Accessing graduate student success data

Increasing awareness about graduate student opportunities

Developing tailored services and support

Graduate Partnerships & External Relations

Enabling inter- and trans-disciplinary activities

Coordinating funding strategies

Facilitating connections with external partners

Increasing relationships with graduate alumni



Graduate Rankings



Antonin Scalia Law School

- **Part-time Law:** 4th nationally, 1st among public institutions
- **Intellectual Property:** 19th nationally, 6th among public institutions (**Best in Virginia**)
- **Best Law School:** 30th nationally, 11th among public institutions

Schar School of Policy and Government

- **Homeland Security:** 7th nationally, 6th among public institutions (**Best in Virginia**)
- **Nonprofit Management:** 18th overall, 14th among public institutions (**Best in Virginia**)
- **Public Policy Analysis:** 24th nationally, 12th among public institutions (**Best in Virginia**)
- **Public Finance:** 26th nationally, 19th among public institutions (**Best in Virginia**)
- **Leadership:** 27th nationally, 19th among public institutions
- **Local Government Management:** 27th nationally, 24th among public institutions (**Best in Virginia**)

College of Education and Human Development

- **Special Ed:** 15th nationally, 14th among public institutions
- **Elementary Teacher Ed:** 20th nationally, 16th among public institutions

College of Health and Human Services

- **Nursing Master's:** 37th nationally, 23rd among public institutions
- **Best Healthcare Management Programs:** 33rd nationally, 18th among public institutions

College of Humanities and Social Sciences

- **Industrial-Organizational Psychology:** 5th nationally, 4th among public institutions

Faculty Honors



Supriya Baily

President
*Comparative and
International Education
Society*



**Bethany
Usher**

President
*Council on
Undergraduate Research*



**Duminda
Wijesekera**

First-Ever Winner
*Commonwealth Cyber
Initiative Impact Award*



Anne Magro

**2021 EY Ray M.
Sommerfeld
Outstanding Tax
Educator Award**
*American Accounting
Association*

In Memoriam

Dr. Michael Buschmann

Chair, Bioengineering Department



Student Award Winners

- **Jasmine Okidi:** Mason's first-ever Beinecke Scholar
- **Medhini Sosale:** Goldwater Scholar
- **Michael Anthony Reeve:** NSF's Graduate Research Fellowship Program
- **Jordan Alexandra Sims:** NSF's Graduate Research Fellowship Program
- **Mason's Forensics Team:** Second place in the nation at the American Forensics Association National Speech Tournament

New College Deans



**School of
Business**

Ajay Vinzé

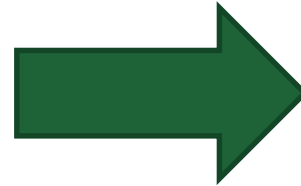


**College of
Education and
Human
Development**

**Ingrid
Guerra-López**

Promotion & Tenure

ACTION	NUMBER
Promotion	21
Tenure	1
Promotion AND Tenure	19



PROMOTION TO	NUMBER
Professor	21
Associate Professor	20

II Emerita & Emeritus Faculty

INDIVIDUAL	COLLEGE	TITLE
Zoltan Acs	SCHAR	University Professor Emeritus of Policy and Government
Andrew Guccione	CHHS	Professor Emeritus
James Kozlowski	CEHD	Associate Professor Emeritus of Parks, Recreation, and Leisure Studies
Kathryn B. Laskey	CEC	Professor Emerita of Systems Engineering and Operations Research
Andrew G. Loerch	CEC	Professor Emeritus of Systems Engineering and Operations Research
Daniel A. Menasce	CEC	University Professor Emeritus of Computer Science
Lisa Newmark	CHHS	Term Professor Emerita
Priscilla A. Regan	SCHAR	Professor Emeritus of Policy and Government
Sunny H. Rome	CHHS	Professor Emerita
Suzanne W. Slayden	COS	Associate Professor Emerita
Laura M. Walker	SCHAR	Associate Professor Emeritus of Policy and Government



Faculty Senate Updates

2021-2022

Melissa Broeckelman-Post
Faculty Senate Chair



Major Initiatives

1. Created the Task Force on Reimagining Faculty Roles and Rewards
2. Updated six academic policies
3. Approved new Course Evaluation Form
4. Approved the Fall 2022-Spring 2026 academic calendars
5. Considered a proposal for Mason Core Enhancements
6. Approved Faculty Handbook revisions



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)



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

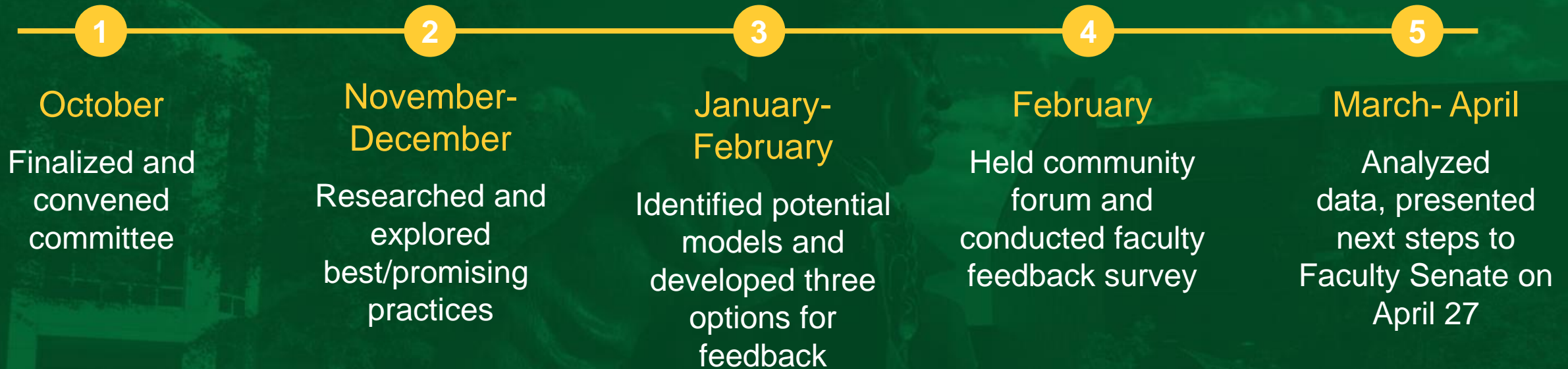
- Articulate opportunities for each
- Articulate challenges and potential models for each

Implementation planning

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

**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

Academic Policy Changes

1. Defined credit hours for online classes (AP.2.3)
2. Termination from the Concentration or Major (AP.5.2.4)
3. Dean's List (AP.5.5)
4. Incomplete Grade Policy (AP.3.3, AP.3.7, AP.6.6, AP.6.6.1)
5. Never Attended Grade Policy (AP.1.3.2, AP.3.3)
6. Academic Standing (AP.5.2)

Effective Teaching Committee

Tom Wood
Gabriele Belle
Gregory Grimsby

Patrick McKnight
Philip Mink
Katherine Russell
Kristien Zenkov



New Course Evaluation Form

Effective Spring 2022

- Student Participation
- Learning Outcomes
- Course Environment/Experiences
- Instructor Preparation and Course Organization
- Open-ended items
- Instructor-selected items

Fall 2022-Spring 2026 Academic Calendars



Mason Core Enhancements

Contributors

Abena Aidoo

Marie Alice Arnold

Joan Bristol

Melissa Broeckelman-Post

Tehama Lopez Bunyazi

Lauren Cattaneo

Michael Chang

Charles Chavis

Richard Craig

Matt Cronin

Anthony DeMaio

Matthew Desantis

Jesse Guessford

Zayd Hamid

Jane Hooper

Moses Hunsaker

Jason Kinser

Kelly Knight

Rachel Krantz

Aditya Johri

Steven Harris-Scott

Heather Madnick

Brian Platt

Tom Polk

Gina Polychronopoulos

Laura Poms

Shelley Reid

Cortney Hughes Rinker

Shauna Rigaud

Ioulia Rytikova

Krista Shires

Benjamin Steger

Debra Stroiney

Bethany Usher

Anne Verhoeven

Liz White

Courtney Adams Wooten

Shun Ye

Andrea Zach

Current		Enhanced	
Integration	Synthesis/Capstone	Synthesis/Capstone	Integration
	Writing-Intensive	Writing-Intensive	
	Written Communication	Written Communication	
Exploration	Arts	3 Arts	Exploration
	Literature	Literature	
	Western Civilization/World History	1 Global Contexts	
	Global Understanding	Social & Behavioral Science	
	Social & Behavioral Science	Natural Science	
	Natural Science	Natural Science with Lab	
	Natural Science with Lab	2 Global History	
Foundation	Information Technology and Computing	Information Technology and Computing	Foundation
	Quantitative Reasoning	Quantitative Reasoning	
	Oral Communication	Oral Communication	
	Written Communication	Written Communication	

- **Revision 1:** Global Contexts clarifies goals of Global requirement (2024-2025)
- **Revision 2:** Global History updated to reflect global and US experience (2023-2024)
- **Revision 3:** Students will be required to take two Just Society flagged courses across the Exploration category. Just Societies integrates diversity, equity, and inclusion outcomes into courses across the curriculum. (2024-2025)

Faculty Handbook Revisions

Requires BOV approval

1. Make all pronouns in Faculty Handbook gender-inclusive
2. Add a section about joint appointments
3. Add ranks for clinical term faculty
4. Add Research Staff designation and clarify that Research Staff are governed by the Research Staff Policy (not the Faculty Handbook)
5. Clarification on process for approving multi-year contracts
6. Other updates to language for clarification

Action Item

Motion: To approve the proposed changes to the Faculty Handbook as outlined in the meeting materials.

Finalizing Mason's College of Public Health College of Health and Human Services

Board of Visitors' Approval for a Formal Name Change

Germaine Buck Louis

Dean, College of Health and Human Services

May 5, 2022

Strategy Recap

Expediting the Timeline for a College of Public Health

Original Plan

Accredited College Public Health possible 5/24

- **August 2020.** Obtained SCHEV approval for two newly-developed public health PhD degree programs
- **January 2021.** Enrolled inaugural cohorts of students pursuing public health PhD degrees
- Awaiting graduates from two degree programs as required by accrediting body; earliest graduates May 2024

Revised Plan

Accredited College Public Health possible 9/22

- **February 15, 2022.** Submitted application to acquire CEPH accreditation for the PhD in Health Services Research
- **April 15, 2022.** Application approved, accreditation awarded
- **April 15, 2022.** Submitted Initial Application Submission (IAS) to become accredited College of Public Health (full accreditation in following years)



Remaining Milestones & Timeline for Becoming a College of Public Health

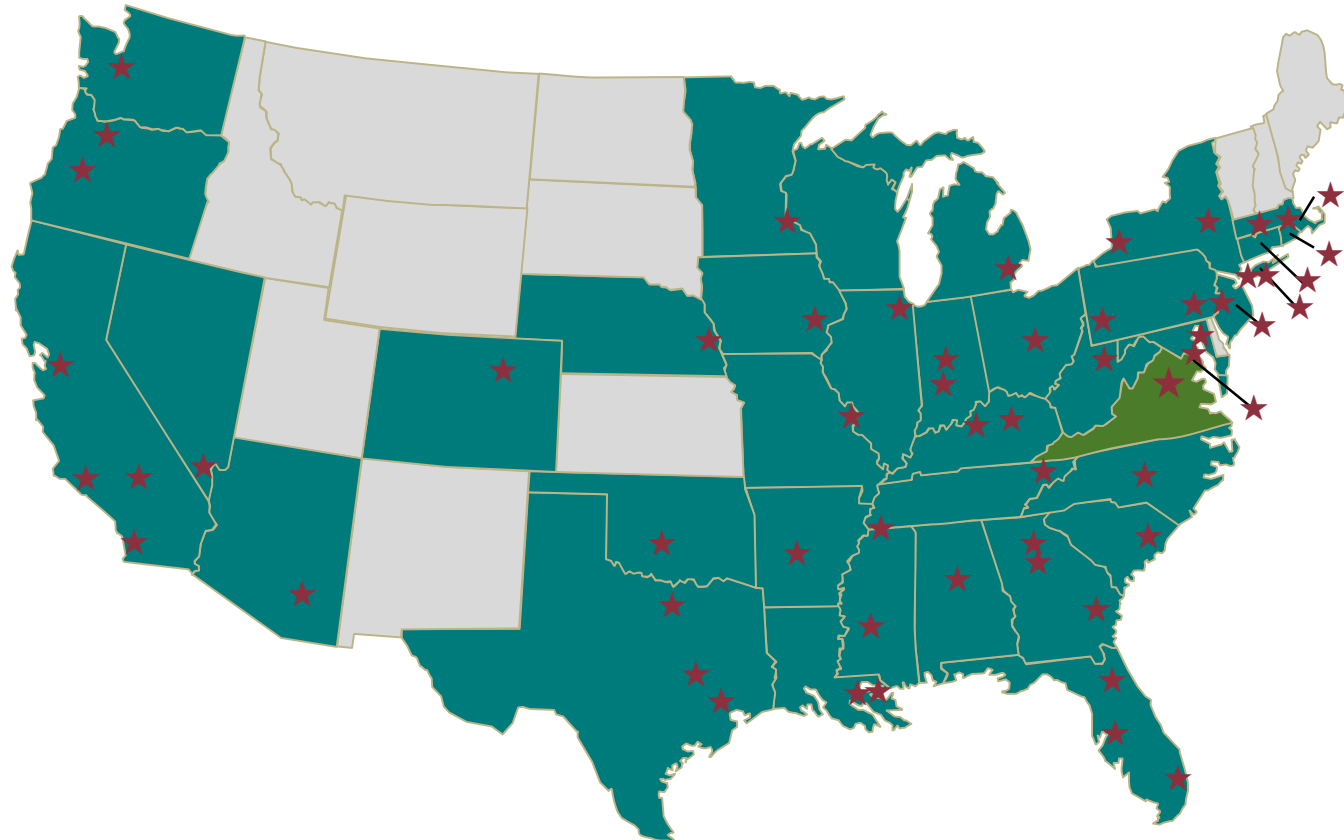
Milestone	Date	Status
Submit CEPH Initial Application Submission (IAS)	4-15-22	pending
BOV approves conditional name change	5-5-22	pending
CEPH Council approves IAS application	6-30-22	
Mason submits name change request to SCHEV	7-15-22	
SCHEV approves name change	8-31-22	
University announces College of Public Health	September 2022	

Requesting BOV Support for Conditional Name Change*

- **The ask:** BOV to ‘conditionally’ approve the College’s name change
 - From College of Health and Human Services to College of Public Health
 - Conditional upon receipt of two external approvals
 - Council on Education for Public Health’s (CEPH) approval of the IAS
 - SCHEV’s subsequent approval for a name change
- **Net outcome:** Established College of Public Health for 2022-23 academic year
 - Transparency – who we are and graduate
 - Recognition at national stage for academic public health & associated impact

National & Regional Impact

Accredited U.S. Schools & Colleges of Public Health



14 remaining states without schools/colleges of public health

Regional Schools & Colleges of Public Health



Mason completing regional public health

Why now?



It's Mason's Time

Action Item

Motion: To approve the change of the name of the College of Health and Human Services to the College of Public Health.

Program Actions

Motion: To approve the following proposed program actions as outlined in the meeting materials.

- **New Degree Programs**
 - PhD Geology/Earth Sciences
 - PhD Social Work

Faculty Actions

Motion: To approve, the proposed faculty actions as outlined in the meeting materials.

- Promotion and/or Tenure
- Conferral of Emeritus/Emerita Status
- Special Rank Change

Announcements

- Appointment of Faculty
- Appointment of Administrative and Professional Faculty
- Renewals and Reappointments
- Separations
- Other Announcements
- Summary of Faculty Actions and Announcements
- Annual Summary Sheet, July 2021 – May 2022

Adjournment

Adjournment

Faculty Senate Updates for the Board of Visitors

May 5, 2022

Task Force on Reimagining Faculty Roles and Rewards

AP.2.3 Credit Hours

AP.5.2.4 Termination from the Concentration or Major

AP.5.5 Dean's List

Revised Incomplete Grade Policy

Never Attended Grades

AP.5.2 Academic Standing

New Course Evaluation Form

Fall 2022-Spring 2016 Academic Calendars

Mason Core Enhancements

Faculty Handbook Revisions

Task Force on Reimagining Faculty Roles and Rewards

Committee Charge:

As George Mason University approaches its 50th 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).
1. 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?
 - i. What opportunities and challenges are associated with adopting different models?
 - i. Who are the relevant decision-making entities (e.g., Board of Visitors, Faculty Senate, University Standing Committees, Provost)?
 - A. 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.
 - i. 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?
 - i. 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?

A. The Task Force shall propose revisions to the rewards structure of Renewal, Promotion, and Tenure to incorporate this more inclusive vision.

1. 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)
 - Isaac Gang (CEC)
- 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.

AP.2.3 Credit Hours

Current, as approved by the Faculty Senate Feb. 20, 2020:

A credit hour is the unit by which coursework is measured. One unit of credit normally represents one hour in the classroom and a minimum of two hours of out-of-class work; or one hour of recitation; or not fewer than two hours of laboratory work, per week throughout a 15-week semester. In the academic context, an hour is defined as 50 minutes. Depending on the course-delivery format, a credit hour may be measured by demonstrations of competency, proficiency, or fulfillment of learning outcomes that are equivalent to traditionally delivered courses.

Proposed change (*changes, other than reorganization of current text, are shown in italics*).

A credit hour is the unit by which coursework is measured. In the academic context, an hour is defined as 50 minutes.

One unit of credit normally represents one hour in the physical classroom environment and a minimum of two hours of out-of-class work; or one hour of recitation; or not fewer than two hours of laboratory work, per week throughout a 15-week semester.

In the virtual environment, one unit of credit normally represents a minimum of two hours of out-of-class work and one hour of attendance or participation in:

- *a synchronous or asynchronous class, lecture, or recitation where there is opportunity for direct interaction between the instructor and students; or*
- *an asynchronous learning activity involving academic engagement in which the student interacts with technology that can monitor and document the amount of time that the student participates in the activity.*

Depending on the course-delivery format, a credit hour may be measured by demonstrations of competency, proficiency, or fulfillment of learning outcomes that are equivalent to traditionally delivered courses.

Background information:

Due to revisions in the Higher Ed act (34 CFR 600.2) that will be effective 7.1.21, the definition of “clock hour” has been changed to clarify expectations for distance education. Here is the new USDOE definition of “clock hour”:

Clock hour:

- (1) A period of time consisting of—
 - (i) A 50- to 60-minute class, lecture, or recitation in a 60-minute period;
 - (ii) A 50- to 60-minute faculty-supervised laboratory, shop training, or internship in a 60-minute period;
 - (iii) Sixty minutes of preparation in a correspondence course; or
 - (iv) In distance education, 50 to 60 minutes in a 60-minute period of attendance in—
 - (A) A synchronous or asynchronous class, lecture, or recitation where there is opportunity for direct interaction between the instructor and students; or
 - (B) An asynchronous learning activity involving academic engagement in which the student interacts with technology that can monitor and document the amount of time that the student participates in the activity.
- (2) A clock hour in a distance education program does not meet the requirements of this definition if it does not meet all accrediting agency and State requirements or if it exceeds an agency's or State's restrictions on the number of clock hours in a program that may be offered through distance education.

- (3) An institution must be capable of monitoring a student's attendance in 50 out of 60 minutes for each clock hour under this definition.

AP.5.2.4 Termination from the Concentration or Major

Approval of change to catalog policy

The current policy concerns only termination from the major. However, the local academic unit may choose to terminate a student from a concentration within the major and not from the entire major field.

Proposed changes to the policy are shown in strikeout (deleted) or underlined (insertion) font.

AP.5.2.4 Termination from the Concentration or Major

Undergraduate students in any retention category may be reviewed for possible termination by their dean according to the published policy approved by the major program. ~~Termination from a major—or from all majors in a college—~~Termination from a concentration, a major, or from all majors in a college may be imposed as a result of excessive repeating of required courses without achieving the minimum standard, and for other evidence of continued failure to make adequate progress toward completion of the concentration or major. Students must be ~~informed~~ notified a semester in advance of their possible termination and given a chance to meet the standard or to appeal according to published college/school procedures. Once a termination decision has been made, a letter of termination is sent to the student by the dean and notification of termination from the concentration or major is affixed to the student's academic record. Students who are terminated are no longer eligible to pursue that concentration or major, but may declare a different concentration or major within the university to complete their undergraduate degree.

Background

AP.4.2.1 Definitions of Degree Components

- **Degree program, major, or field:** A program of study that normally requires at least 30 credits of coursework in the specified field. The primary program name (degree and major or field) appears on the diploma for bachelor's and master's degrees. Only the degree name appears for doctoral degrees. An undergraduate who desires to graduate with a BA or BS degree in two or more subjects must meet departmental requirements for the major in each field. For each major, at least 18 credits used to fulfill its requirements must be applied only to that major, i.e., cannot be used to fulfill the requirements of a concentration, minor, undergraduate certificate, or another major.
- **Concentration:** A second-order component of a degree program. A concentration consists of at least 12 hours that are not applied to any other concentration. Undergraduate concentrations are approved by the Undergraduate Council at the undergraduate level or by the Graduate Council at the graduate level.

AP.5.5 Dean's List

The current language in the catalog concerning the requirements for students to qualify for the Dean's list appears below. For the last many years, university registrars have also denied placement on the Dean's list to students who earn an F in one of their classes but who still earn a semester GPA of 3.50 or higher. The recommendation from the AP Committee disallows all grades lower than C as an additional qualification for the Dean's list.

AP.5.5 Dean's List

Students in degree status who take at least 6 credits in a semester and earn a semester GPA of 3.50 or higher merit placement on the Dean's List. Courses subsequently repeated and excluded will not retroactively affect Dean's List status. This notation will be placed on the individual's permanent record.

The Committee moves approval of the inserted text shown in italics.

AP.5.5 Dean's List

The Dean's List recognizes undergraduates who achieve a high level of academic performance during a semester. Students in degree status who take at least 6 credits in a semester (excluding courses graded satisfactory/no credit) and earn a semester GPA of 3.50 or higher with no grade below C, merit placement on the Dean's List. Courses subsequently repeated and excluded will not retroactively affect Dean's List status. This notation will be placed on the individual's permanent record.

Revised Incomplete Grade Policy

Long-standing and current academic policy requires that an incomplete (IN or IX notation) on an undergraduate student's transcript be counted as an F (0.00 quality points) until a final grade is submitted. For graduate students, an academic warning is entered on the student's record.

This policy seems unreasonable: the incomplete grade is given only to students who are passing the course and by agreement between the student and instructor. There is a firm deadline by which the incomplete must be satisfied or the IN/IX automatically becomes an F. While the unsatisfactory grade is in effect, students may suffer a loss of good academic standing that affects their next semester's activities.

Also, the policy is inconsistent with other policies: In Progress (IP); Absent with Permission (AB); and Special Provision (SP) that resemble an incomplete except they have no effect on GPA/academic warning.

The Committee **moves** approval of the revised Incomplete policy. The suggested revisions to the catalog are shown with underline (insertions) and ~~striketrough~~ (deletions).

AP.3.3 Additional Grade Notations

Incomplete (IN)

This grade may be given to students who are passing a course but who may be unable to complete scheduled coursework for a cause beyond reasonable control. Unless the faculty member has specified an earlier deadline, the student must then complete all the requirements by the end of the ninth week of the next semester, not including summer term, and the instructor must turn in the final grade by the end of the 10th week. Faculty members who choose to require an earlier incomplete deadline will be required to file an *Incomplete Grade Contract* with the local academic unit's office, detailing the work that remains to be done, the general reason for the incomplete, and the student's grade at the point of receiving the incomplete. Additional time may be granted upon approval of an Incomplete Extension form. ~~Unless an explicit written extension is filed with the Office of the University Registrar by the faculty deadline, the grade of IN is changed by the University Registrar's office to an F. The maximum IN extension is to the end of the same semester in which it was originally due.~~ Students who have filed their intent to graduate have only six weeks from the date of degree conferral to resolve any incomplete grades and have the final grades recorded by the University Registrar's office.

~~While a grade of IN remains on the transcript, it is treated as an unsatisfactory grade in determining probation, suspension, termination, or dismissal. Removal of INs from the transcript may result in retroactive elimination of probation, suspension, termination, or dismissal.~~

IN has no effect on the GPA and remains on the record until the work is completed and a final grade is submitted by the instructor. If the work has not been completed and no final grade has been submitted by the established deadline, the grade of IN is changed by the University Registrar's office to an F.

Incomplete, extended (IX)

IX is given by the Office of the University Registrar after receiving an Incomplete Extension form signed by the instructor and the appropriate dean. The extension gives students additional time to complete work; the amount of time is specified by the instructor. The final grade must be submitted to the University Registrar's office before [the beginning of the](#) final exams [period](#) for the semester in which the IN grade was originally due. A grade of IX affects the academic record in the same way as does a grade of IN.

AP.3.7 GPA

...Current GPA and cumulative GPA do not apply to graduate students. A notation of academic warning is entered on the transcript of a graduate student who receives a grade of C₇ or a grade of F in a graduate course ~~or while a grade of IN or IX is in effect~~. A degree GPA is computed for graduate students based on graded courses completed at the university and applied toward the degree. For more information, see [AP.6 Graduate Policies](#).

AP.6.6 Graduate Academic Standing

AP.6.6.1 Academic Warning

A notation of academic warning is entered on the transcript of a graduate student who receives a grade of C or F in a graduate course ~~or while a grade of IN is in effect~~.

Never Attended Grades

Currently, instructors enter “NA” as the final grade for a student who has never attended the course. However, an F appears on the student’s transcript (the NA remains on the student’s internal record). As usual, the F grade carries 0.00 quality points towards the GPA.

However, the policy does not appear in the catalog, except possibly for this sentence:

AP.1.3.2 Changing Registration

“...Students are responsible, both financially and academically, for all courses in which they remain officially enrolled.”

The committee examined the transcripts of several students and discovered that in most of those cases, students had multiple F’s and W’s and generally low GPA’s. These were students in academic trouble.

The AP Committee recommends that the NA policy be changed. The grade notations A-F should be reserved for “earned” grades. A student who has never attended a course has not earned an F grade. For students who never attend one or more courses and are already in academic trouble, the current policy makes it almost impossible for them to recover good academic standing.

In addition to recommending approval of the policy change, below, the committee recommends that the university administration take steps to identify students who are not attending class early in the semester and drop their enrollment. This change may also help to identify students who are in academic trouble.

Motion: The Never Attended policy be changed and the text of the new policy be included in the University Catalog Section AP 3.3 Additional Grade Notations.

AP.3.3 Additional Grade Notations

Satisfactory/No Credit (S/NC)

Incomplete (IN)

Incomplete, extended (IX)

In Progress (IP)

Absent with permission (AB)

Special Provision (SP)

Never Attended (NA)

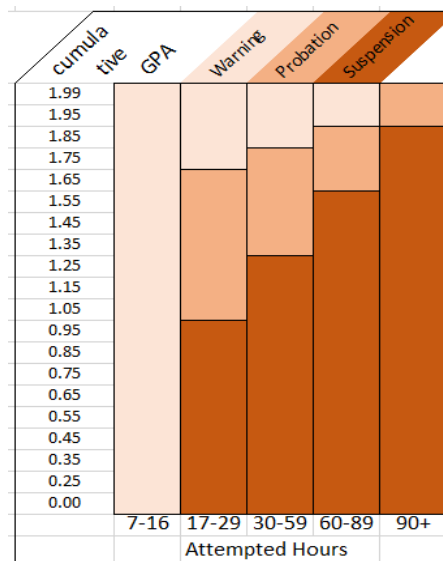
The grade of NA (Never Attended) is assigned to a student who is enrolled in a course but has never attended. Never Attended means that the instructor has no evidence that the student ever attended class and no work was ever submitted. The NA will appear on the transcript and count toward attempted hours. The NA has no effect on the GPA. There may be financial aid implications for non-attendance. Tuition is not refunded.

AP.5.2 Academic Standing

University Catalog: <https://catalog.gmu.edu/policies/academic/undergraduate-policies/#ap-5-2>

The Provost's Office and the Academic Policies Committee recommend changing the undergraduate Academic Standing policy. A student's academic standing (good, warning, probation, suspension, dismissal) currently depends on the number of attempted credit hours and cumulative GPA as shown in the two tables below. As a sliding scale, it does not convey definitive, timely information regarding the student's performance toward attaining the cumulative 2.00 GPA required for graduation.

Credit Level	Warning	Probation	Suspension
Attempted Credit Hours:	Cumulative GPA Range:	Cumulative GPA Range:	Cumulative GPA Range:
7-16	0.00-1.99	----	-----
17-29	1.75-1.99	1.00-1.74	0.00-0.99
30-59	1.85-1.99	1.25-1.84	0.00-1.24
60-89	1.95-1.99	1.55-1.94	0.00-1.54
90+	----	1.85-1.99	0.00-1.84



Under the proposed policy AP.5.2 described below, academic standing is based on both the cumulative GPA and the GPA at the end of an academic period. As such, students would move methodically through the academic standing categories, rather than jumping, for example, from warning to suspension, as they risk doing currently. Transfer students are especially at risk since they arrive at Mason with many attempted hours but no GPA.

Motion: That the Faculty Senate approve the Academic Standing policy shown in the table below.

[Note: Proposed, but not final, language for the accompanying catalog copy is also shown below.]

AP.5.2 Academic Standing

The following system of academic progress became effective in fall ~~2004~~ 2022 and applies to all undergraduate degree and nondegree students at Mason.

Academic ~~retention standing~~ is based ~~solely~~ on both the cumulative GPA and the GPA at the end of an academic period. ~~The cumulative GPA required for retention varies according to the credit level or attempted credit hours, which is a combination of all credits attempted at the university plus credits transferred from other institutions or obtained by testing.~~

AP.5.2.1 Academic Period

Academic period refers to fall semester, spring semester, or summer term. ~~For when determining the duration of academic warning, probation, and suspension, an academic period is defined as follows: Each academic period begins on the 15th day following the last scheduled day of final exams for the previous period. Each academic period ends on the 14th day after the last scheduled day of final exams. For example, assume that the last scheduled day of final exams for a semester is Monday, December 23. That period then ends on Monday, January 6. The next period begins on Tuesday, January 7.~~

AP.5.2.2 Good Academic Standing [Note: this text is moved to the table.]

Students are in good academic standing unless they are academically dismissed, suspended, or on probation. Students on academic warning are ~~still~~ considered to be in good academic standing.

AP.5.2.3 ~~2~~ Student Retention Academic Standing Categories

~~Students with at least 7 credits completed at Mason and a cumulative GPA of less than 2.00 fall into one of three categories: warning, probation, and suspension. All notations of academic standing are included in a student's permanent record. Students who plan to apply for financial aid should review the requirements for making Satisfactory Academic Progress (SAP), as found on the Financial Aid website, which differ from Academic Standing. The cumulative GPA range that defines each of the categories varies according to the credit level, as noted below:~~ [Note: a new table is substituted for the current table that is shown at the top left of the previous page.]

Good Academic Standing	Students are in good academic standing unless they are academically dismissed, suspended, or on probation. Students on academic warning are considered to be in good academic standing.	<i>Notes</i> <i>The subsection defining good academic standing is moved to the table.</i>
Warning	Students are on academic warning if any of the following conditions are met: <ul style="list-style-type: none">• The student receives a GPA below 2.00 for their first academic period of enrollment at Mason.• The student receives a GPA of 2.00 or above for their second academic period of enrollment at Mason and has a cumulative GPA below 2.00.• The student receives a GPA below 2.00 for the academic period and has a cumulative GPA of 2.00 or above.• The student receives a GPA below 2.00 for the academic period, has a cumulative GPA below 2.00, and has never received an academic warning.	<i>A student in the first period of attendance does not have a cumulative GPA. They may recover from a bad 1st period in the second period, but the cumulative GPA is not yet at 2.00. This avoids putting a student on probation for their third period.</i> <i>The cumulative GPA is in the satisfactory range, but the student is cautioned regarding future performance.</i> <i>Both the current and cumulative GPA are unsatisfactory, but this is the first</i>

	<p>Notice of academic warning does not appear on the student's transcript.</p>	<p><i>time the academic period GPA is below 2.00. This combination is likely to occur only in a student's early career.</i></p>
<p>Probation</p>	<p>Students are placed on academic probation if all of the following conditions are met:</p> <ul style="list-style-type: none"> • The student has received an academic warning in any previous semester. • The student receives a GPA below 2.00 for the academic period. • The student has a cumulative GPA below 2.00. <p>Students will continue on probation and avoid suspension if their current academic period GPA is 2.00 or above until their cumulative GPA reaches 2.00 or above.</p> <p>Students returning from suspension are placed on academic probation.</p> <p>See Section 5.2.4 for further details.</p>	<p><i>This avoids putting students on probation after an early, very unsatisfactory semester that causes the cumulative GPA to go below 2.00 (see 3rd bullet under Warning).</i></p> <p><i>After receiving one warning, the student again performs unsatisfactorily during the period and the cumulative GPA is unsatisfactory.</i></p> <p><i>Students are given time to bring up a low GPA and avoid suspension as long as they perform satisfactorily during the academic period.</i></p>
<p>First Suspension</p>	<p>Students are on academic first suspension if all of the following conditions are met:</p> <ul style="list-style-type: none"> • The student has not previously been on academic first suspension. • The student has been on academic probation in any previous academic period. • The student receives a GPA below 2.00 for the academic period. • The student has a cumulative GPA below 2.00. <p>See Section 5.2.5 for further details.</p>	<p><i>A student can be on 1st suspension only once.</i></p> <p><i>If ever on probation, the cumulative GPA was below 2.00.</i></p> <p><i>The student avoids suspension if the academic period GPA is 2.00 or higher (see info in row above). But if the academic period GPA is below 2.00, they go on suspension.</i></p>
<p>Second Suspension</p>	<p>Students are on academic second suspension if all of the following conditions are met:</p> <ul style="list-style-type: none"> • The student has not previously been on academic second suspension. 	<p><i>A student can be on 2nd suspension only once.</i></p>

	<ul style="list-style-type: none"> The student has returned from academic first suspension. The student receives a GPA below 2.00 for the academic period. The student has a cumulative GPA below 2.00. <p>See section 5.2.5 for further details.</p>	<p><i>Student returning from 1st suspension is on probation.</i></p> <p><i>The student again does not perform satisfactorily during the current academic period.</i></p>
Academic Dismissal	<p>Students are on academic dismissal if all of the following conditions have been met:</p> <ul style="list-style-type: none"> The student has returned from academic second suspension. The student receives a GPA below 2.00 for the academic period. The student has a cumulative GPA below 2.00. <p>See policy 5.2.6 for further details.</p>	<p><i>Student returning from 2nd suspension is on probation.</i></p>

~~Exception for Freshmen and Transfer Students~~

~~Freshmen and transfer students in their first semester of study at Mason will receive probation as the strongest academic sanction. GPA retention levels, as stated above, will apply in all subsequent semesters. Students in this category should be on notice that they must improve their academic record to avoid suspension in future semesters; in particular they should consult their advisors and consider repeating courses to achieve academic good standing.~~

~~AP.5.2.4.3 Termination from the Major~~

AP.5.2.4 Academic Probation **[Note: a new subsection is inserted explaining conditions of probation.]**

~~AP.5.2.5 Academic Suspension~~

~~AP.5.2.6 Academic Dismissal~~

~~AP.5.2.7 Academic Performance and Credit Limit~~

~~AP.5.2.8 Academic Standing and Student Activities~~

~~AP.5.2.9 Academic Clemency~~

[Note: There are no substantive changes to the subsections listed above.]

George Mason University Course Evaluation Form



Course Title (e.g., HIST 101 001) _____ Instructor's
Name _____

Student Information

- 1) What is your class level? ☐ Fresh. ☐ Soph. ☐ Junior ☐ Senior ☐ Mast. ☐ Doct. ☐ Other
- 2) For your plan of study, this course is: ☐ a required course ☐ elective course ☐ Mason Core/general education course ☐ Other
- 3) What is the class format/delivery? ☐ Face-to-face ☐ Hybrid ☐ Online
- 4) How many times were you absent from class sessions? ☐ 0-1 ☐ 2-3 ☐ 4-5 ☐ 6-7 ☐ 8 or more ☐ N/A
- 5) On average, how many hours per week outside of class did you spend preparing for this class? ☐ 1-3 ☐ 4-6 ☐ 7-9 ☐ 10 or more hours
- 6) What grade do you expect in this course? ☐ A ☐ B ☐ C ☐ D ☐ F ☐ Pass ☐ Fail ☐ Other

Please thoughtfully consider the following statements and indicate your level of agreement or disagreement.

Strongly Disagree Disagree Neither Agree nor Disagree Agree Strongly Agree N/A or Unknown

Student Participation

- 7) I completed all assigned tasks before each class. ① ② ③ ④ ⑤ ○
- 8) I consistently contributed to class activities/discussions. ① ② ③ ④ ⑤ ○

Learning Outcomes

- 9) I gained an understanding of the main concepts in this course. ① ② ③ ④ ⑤ ○
- 10) I learned through the variety of learning opportunities (e.g. assignments, projects, papers, discussions, group work, peer review, exams) provided. ① ② ③ ④ ⑤ ○
- 11) I found the instructor's feedback helpful for learning. ① ② ③ ④ ⑤ ○
- 12) I learned due to the instructor's teaching methods/style. ① ② ③ ④ ⑤ ○

Course Environment/Experiences

- 13) The instructor created an environment that facilitated my engagement with course content. ① ② ③ ④ ⑤ ○
- 14) The instructor encouraged expression of diverse perspectives. ① ② ③ ④ ⑤ ○
- 15) The instructor offered opportunities for students to provide feedback on the course. ① ② ③ ④ ⑤ ○
- 16) The instructor offered opportunities to meet outside of class time, such as virtual or in-person office hours. ① ② ③ ④ ⑤ ○
- 17) The instructor used technologies and/or resources/tools that increased my engagement with ① ② ③ ④ ⑤ ○

course content.

Instructor Preparation and Course Organization

18) The course organization supported my learning.	①	②	③	④	⑤	○
19) The instructor clearly communicated course requirements to students.	①	②	③	④	⑤	○
20) The instructor clearly presented the course content.	①	②	③	④	⑤	○

Please respond to the following questions

1) Were there any significant obstacles to learning that were **beyond the control of the instructor** (e.g., scheduling or technology problems, university closings, limitations caused by other students or by group dynamics)? If so, please explain.

2) What 2 – 3 aspects of this course were most valuable to your learning experience?

-
-
-

3) What 2 – 3 aspects of this course were least valuable to your learning experience?

-
-
-

4) What modifications do you suggest for the next time the course is taught?

Thank you for your feedback!

SAMPLE ITEMS FACULTY MAY CHOOSE TO ADD

Technology Use

1) Navigation throughout the online components of the course was appropriate for the complexity of the course. ① ② ③ ④ ⑤ ○

2) The course directed students to technology resources to help them succeed in an online learning environment. ① ② ③ ④ ⑤ ○

3) To what extent did the technology used in this course (e.g., Blackboard, synchronous learning, discussion board, Wikis) facilitate your learning?

Revised February 21, 2019

	FALL SEMESTER	Fall 2022	Fall 2023	Fall 2024	Fall 2025
15-Week Session	First Day of Classes	Mon, Aug 22	Mon, Aug 28	Mon, Aug 26	Mon, Aug 25
	Last Day to Add <i>(census)</i>	Mon, Aug 29	Tue, Sep 5	Tue, Sep 3	Tue, Sep 2
	Labor Day <i>(university closed)</i>	Mon, Sep 5	Mon, Sep 4	Mon, Sep 2	Mon, Sep 1
	Last Day to Drop <i>(100% Refund)</i>	Tue, Sep 6	Mon, Sep 11	Mon, Sep 9	Mon, Sep 8
	Last Day to Drop <i>(50% Refund)</i>	Tue, Sep 13	Tue, Sep 19	Tue, Sep 17	Tue, Sep 16
	Unrestricted Withdraw Period	Wed, Sep 14 - Tue, Sep 27	Wed, Sep 20 - Tue, Oct 3	Wed, Sep 18 - Tue, Oct 1	Wed, Sep 17 - Tue, Sep 30
	Mid-term Evaluation Period <i>(Full-semester 100-200 Level Classes)</i>	Mon, Sep 19 - Fri, Oct 14	Mon, Sep 25 - Fri, Oct 20	Mon, Sep 23 - Fri, Oct 18	Mon, Sep 22 - Fri, Oct 17
	Selective Withdrawal Period <i>(undergraduates only)</i>	Wed, Sep 28 - Mon, Oct 24	Wed, Oct 4 - Mon, Oct 30	Wed, Oct 2 - Mon, Oct 28	Wed, Oct 1 - Mon, Oct 27
	Fall Break <i>(classes do not meet)</i>	Mon, Oct 10	Mon, Oct 9	Mon, Oct 14	Mon, Oct 13
	Monday Classes/Labs Meet <i>(Tuesday classes do not meet this week)</i>	Tue, Oct 11	Tue, Oct 10	Tue, Oct 15	Tue, Oct 14
	Incomplete Grades - Work Due	Fri, Oct 21	Fri, Oct 27	Fri, Oct 25	Fri, Oct 24
	Incomplete Grades - Faculty Grade Submission	Fri, Oct 28	Fri, Nov 3	Fri, Nov 1	Fri, Oct 31
	Thanksgiving Recess	Wed, Nov 23 - Sun, Nov 27	Wed, Nov 22 - Sun, Nov 26	Wed, Nov 27 - Sun, Dec 1	Wed, Nov 26 - Sun, Nov 30
	Dissertation/Thesis Deadline	Fri, Dec 2	Fri, Dec 8	Fri, Dec 6	Fri, Dec 5
	Last Day of Class	Sat, Dec 3	Sat, Dec 9	Sat, Dec 7	Sat, Dec 6
	Reading Day(s)	Mon, Dec 5 - Tue, Dec 6	Mon, Dec 11 - Tue, Dec 12	Mon, Dec 9 - Tue, Dec 10	Mon, Dec 8 - Tue, Dec 9
	Examination Period	Wed, Dec 7 - Wed, Dec 14	Wed, Dec 13 - Wed, Dec 20	Wed, Dec 11 - Wed, Dec 18	Wed, Dec 10 - Wed, Dec 17
	University Commencement	Thu, Dec 15	Thu, Dec 21	Thu, Dec 19	Thu, Dec 18
	Degree Conferral	Sat, Dec 17	Sat, Dec 23	Sat, Dec 21	Sat, Dec 20
7.5 Week Session I	First Day of Classes	Mon, Aug 22	Mon, Aug 28	Mon, Aug 26	Mon, Aug 25
	Last Day to Add	Wed, Aug 24	Wed, Aug 30	Wed, Aug 28	Wed, Aug 27
	Last Day to Drop	Fri, Aug 26	Fri, Sep 1	Fri, Aug 30	Fri, Aug 29
	Labor Day <i>(no classes)</i>	Mon, Sep 5	Mon, Sep 4	Mon, Sep 2	Mon, Sep 1
	Unrestricted Withdraw Period	Sat, Aug 27 - Fri, Sep 9	Sat, Sep 2 - Fri, Sep 15	Sat, Aug 31 - Fri, Sep 13	Sat, Aug 30 - Fri, Sep 12
	Selective Withdrawal Period <i>(undergraduates only)</i>	Sat, Sep 10 - Fri, Sep 16	Sat, Sep 16 - Fri, Sep 22	Sat, Sep 14 - Fri, Sep 20	Sat, Sep 13 - Fri, Sep 19
	Last Day of Classes	Mon, Oct 10	Mon, Oct 16	Mon, Oct 14	Mon, Oct 13
	Examination Period	Tue, Oct 11 - Wed, Oct 12	Tue, Oct 17 - Wed, Oct 18	Tue, Oct 15 - Wed, Oct 16	Tue, Oct 14 - Wed, Oct 15
	University Commencement	Thu, Dec 15	Thu, Dec 21	Thu, Dec 19	Thu, Dec 18
	Degree Conferral	Sat, Dec 17	Sat, Dec 23	Sat, Dec 21	Sat, Dec 20

	FALL SEMESTER	Fall 2022	Fall 2023	Fall 2024	Fall 2025
7.5 Week Session II	First Day of Classes	Mon, Oct 17	Mon, Oct 23	Mon, Oct 21	Mon, Oct 20
	Last Day to Add	Wed, Oct 19	Wed, Oct 25	Wed, Oct 23	Wed, Oct 22
	Last Day to Drop	Fri, Oct 21	Fri, Oct 27	Fri, Oct 25	Fri, Oct 24
	Unrestricted Withdrawal Period	Sat, Oct 22 - Fri, Nov 4	Sat, Oct 28 - Fri, Nov 10	Sat, Oct 26 - Fri, Nov 8	Sat, Oct 25 - Fri, Nov 7
	Unrestricted Withdrawal Period	Fri, Nov 4	Fri, Nov 10	Fri, Nov 8	Fri, Nov 7
	Selective Withdrawal Period (<i>undergraduates only</i>)	Sat, Nov 5 - Fri, Nov 11	Sat, Nov 11 - Fri, Nov 17	Sat, Nov 9 - Fri, Nov 15	Sat, Nov 8 - Fri, Nov 14
	Thanksgiving Recess	Wed, Nov 23 - Sun, Nov 27	Wed, Nov 22 - Sun, Nov 26	Wed, Nov 27 - Sun, Dec 1	Wed, Nov 26 - Sun, Nov 30
	Last Day of Classes	Wed, Dec 7	Wed, Dec 13	Wed, Dec 11	Wed, Dec 10
	Examination Period	Thu, Dec 8 - Fri, Dec 9	Thu, Dec 14 - Fri, Dec 15	Thu, Dec 12 - Fri, Dec 13	Thu, Dec 11 - Fri, Dec 12
	University Commencement	Thu, Dec 15	Thu, Dec 21	Thu, Dec 19	Thu, Dec 18
	Degree Conferral	Sat, Dec 17	Sat, Dec 23	Sat, Dec 21	Sat, Dec 20
	SPRING SEMESTER	Spring 2023	Spring 2024	Spring 2025	Spring 2026
15 Week Session	First Day of Spring Classes	Mon, Jan 23	Mon, Jan 22	Tue, Jan 21	Tue, Jan 20
	Last Day to Add (<i>census</i>)	Mon, Jan 30	Mon, Jan 29	Tue, Jan 28	Tue, Jan 27
	Last Day to Drop (<i>100% Refund</i>)	Mon, Feb 6	Mon, Feb 5	Tue, Feb 4	Tue, Feb 3
	Last Day to Drop (<i>50% Refund</i>)	Mon, Feb 13	Mon, Feb 12	Tue, Feb 11	Tue, Feb 10
	Unrestricted Withdraw Period	Tue, Feb 14 - Mon, Feb 27	Tue, Feb 13 - Mon, Feb 26	Wed, Feb 12 - Tue, Feb 25	Wed, Feb 11 - Tue, Feb 24
	Mid-Term Evaluation Period (<i>Full-semester 100-200 Level Classes</i>)	Mon, Feb 20 - Fri, Mar 24	Mon, Feb 19 - Fri, Mar 22	Mon, Feb 17 - Fri, Mar 21	Mon, Feb 16 - Fri, Mar 20
	Selective Withdrawal Period (<i>undergraduates only</i>)	Tue, Feb 28 - Mon, Apr 3	Tue, Feb 27 - Mon, Apr 1	Wed, Feb 26 - Mon, Mar 31	Wed, Feb 25 - Mon, Mar 30
	Spring Recess (<i>no classes</i>)	Mon, Mar 13 - Sun, Mar 19	Mon, Mar 11 - Sun, Mar 17	Mon, Mar 10 - Sun, Mar 16	Mon, Mar 9 - Sun, Mar 15
	Incomplete Grades - Work Due	Fri, Mar 31	Fri, Mar 29	Fri, Mar 28	Fri, Mar 27
	Incomplete Grades - Faculty Grade Submission	Fri, Apr 7	Fri, Apr 5	Fri, Apr 4	Fri, Apr 3
	Dissertation/Thesis Deadline	Fri, May 5	Fri, May 3	Fri, May 2	Fri, May 1
	Last Day of Class	Sat, May 6	Sat, May 4	Mon, May 5	Mon, May 4
	Reading Day(s)	Mon, May 8 - Tue, May 9	Mon, May 6 - Tue, May 7	Tue, May 6 - Wed, May 7	Tue, May 5 - Wed, May 6
	Examination Period	Wed, May 10 - Wed, May 17	Wed, May 8 - Wed, May 15	Thu, May 8 - Thu, May 15	Thu, May 7 - Thu, May 14
	University Commencement	Thu, May 18	Thu, May 16	Fri, May 16	Fri, May 15
	Degree Conferral	Fri, May 19	Fri, May 17	Sat, May 17	Sat, May 16

	SPRING SEMESTER	Spring 2023	Spring 2024	Spring 2025	Spring 2026
7.5 Week Session I	First Day of Classes	Tue, Jan 17	Tue, Jan 16	Wed, Jan 15	Wed, Jan 14
	Last Day to Add	Thu, Jan 19	Thu, Jan 18	Fri, Jan 17	Fri, Jan 16
	Last Day to Drop	Mon, Jan 23	Mon, Jan 22	Tue, Jan 21	Tue, Jan 20
	Unrestricted Withdraw Period	Tue, Jan 24 - Sun, Feb 5	Tue, Jan 23 - Sun, Feb 4	Wed, Jan 22 - Mon, Feb 3	Wed, Jan 21 - Mon, Feb 2
	Selective Withdrawal Period (undergraduates only)	Mon, Feb 6 - Sun, Feb 12	Mon, Feb 5 - Sun, Feb 11	Tue, Feb 4 - Mon, Feb 10	Tue, Feb 3 - Mon, Feb 9
	Last Day of Classes	Tue, Mar 7	Tue, Mar 5	Wed, Mar 5	Wed, Mar 4
	Examination Period	Wed, Mar 8 - Thu, Mar 9	Wed, Mar 6 - Thu, Mar 7	Thu, Mar 6 - Fri, Mar 7	Thu, Mar 5 - Fri, Mar 6
	University Commencement	Thu, May 18	Thu, May 16	Fri, May 16	Fri, May 15
	Degree Conferral	Fri, May 19	Fri, May 17	Sat, May 17	Sat, May 16
7.5 Week Session II	Spring Recess (no classes)	Mon, Mar 13 - Sun, Mar 19	Mon, Mar 11 - Sun, Mar 17	Mon, Mar 10 - Sun, Mar 16	Mon, Mar 9 - Sun, Mar 15
	First Day of Classes	Mon, Mar 20	Mon, Mar 18	Mon, Mar 17	Mon, Mar 16
	Last Day to Add	Wed, Mar 22	Wed, Mar 20	Wed, Mar 19	Wed, Mar 18
	Last Day to Drop	Fri, Mar 24	Fri, Mar 22	Fri, Mar 21	Fri, Mar 20
	Unrestricted Withdraw Period	Sat, Mar 25 - Thu, Apr 6	Sat, Mar 23 - Thu, Apr 4	Sat, Mar 22 - Thu, Apr 3	Sat, Mar 21 - Thu, Apr 2
	Selective Withdrawal Period (undergraduates only)	Fri, Apr 7 - Thu, Apr 13	Fri, Apr 5 - Thu, Apr 11	Fri, Apr 4 - Thu, Apr 10	Fri, Apr 3 - Thu, Apr 9
	Last Day of Classes	Fri, May 5	Fri, May 3	Fri, May 2	Fri, May 1
	Examination Period	Mon, May 8 - Tue, May 9	Mon, May 6 - Tue, May 7	Mon, May 5 - Tue, May 6	Mon, May 4 - Tue, May 5
	University Commencement	Thu, May 18	Thu, May 16	Fri, May 16	Fri, May 15
	Degree Conferral	Fri, May 19	Fri, May 17	Sat, May 17	Sat, May 16
	SUMMER SESSIONS	Summer 2023	Summer 2024	Summer 2025	Summer 2026
12 Week Session	First Day of Summer Classes	Mon, May 22	Mon, May 20	Mon, May 19	Mon, May 18
	Memorial Day (university closed)	Mon, May 29	Mon, May 27	Mon, May 26	Mon, May 25
	Last Day to Add (census)	Tue, May 30	Tue, May 28	Tue, May 27	Tue, May 26
	Last Day to Drop (100% Refund)	Mon, Jun 5	Mon, Jun 3	Mon, Jun 2	Mon, Jun 1
	Last Day to Drop (50% Refund)	Mon, Jun 12	Mon, Jun 10	Mon, Jun 9	Mon, Jun 8
	Unrestricted Withdraw Period	Tue, Jun 13 - Mon, Jun 19	Tue, Jun 11 - Mon, Jun 17	Tue, Jun 10 - Mon, Jun 16	Tue, Jun 9 - Mon, Jun 15
	Selective Withdrawal Period (undergraduates only)	Tue, Jun 20 - Mon, Jul 10	Tue, Jun 18 - Mon, Jul 8	Tue, Jun 17 - Mon, Jul 7	Tue, Jun 16 - Mon, Jul 6
	Independence Day (University Closed)	Tue, Jul 4	Thu, Jul 4	Fri, Jul 4	Fri, Jul 3
	Dissertation/Thesis Deadline	Fri, Aug 4	Fri, Aug 2	Fri, Aug 1	Fri, Jul 31
	Last Day of Class	Wed, Aug 9	Wed, Aug 7	Wed, Aug 6	Wed, Aug 5
	Examination Period	Thu, Aug 10 - Sat, Aug 12	Thu, Aug 8 - Sat, Aug 10	Thu, Aug 7 - Sat, Aug 9	Thu, Aug 6 - Sat, Aug 8
	Degree Conferral	Sat, Aug 19	Sat, Aug 17	Sat, Aug 16	Sat, Aug 15

Session A: 5 Week	First Day of Classes	Mon, May 22	Mon, May 20	Mon, May 19	Mon, May 18
	Last Day to Add	Wed, May 24	Wed, May 22	Wed, May 21	Wed, May 20
	Memorial Day (<i>university closed</i>)	Mon, May 29	Mon, May 27	Mon, May 26	Mon, May 25
	Last Day to Drop	Tue, May 30	Tue, May 28	Tue, May 27	Tue, May 26
	Unrestricted Withdraw Period	Wed, May 31 - Tue, Jun 6	Wed, May 29 - Tue, Jun 4	Wed, May 28 - Mon, Jun 9	Wed, May 27 - Mon, Jun 8
	Selective Withdrawal Period (<i>undergraduates only</i>)	Wed, Jun 7 - Mon, Jun 12	Wed, Jun 5 - Mon, Jun 10	Tue, Jun 10 - Sun, Jun 15	Tue, Jun 9 - Sun, Jun 14
	Last Day of Classes	Wed, Jun 21	Wed, Jun 19	Wed, Jun 18	Wed, Jun 17
	Examination Period	Thu, Jun 22 - Sat, Jun 24	Thu, Jun 20 - Sat, Jun 22	Thu, Jun 19 - Sat, Jun 21	Thu, Jun 18 - Sat, Jun 20
	Dissertation/Thesis Deadline	Fri, Aug 4	Fri, Aug 2	Fri, Aug 1	Fri, Jul 31
	Degree Conferral	Sat, Aug 19	Sat, Aug 17	Sat, Aug 16	Sat, Aug 15
Session B: 8 Week	First Day of Classes	Tue, May 30	Tue, May 28	Tue, May 27	Tue, May 26
	Last Day to Add	Thu, Jun 1	Thu, May 30	Thu, May 29	Thu, May 28
	Last Day to Drop	Wed, Jun 14	Wed, Jun 12	Wed, Jun 11	Wed, Jun 10
	Unrestricted Withdraw Period	Thu, Jun 15 - Thu, Jun 22	Thu, Jun 13 - Thu, Jun 20	Thu, Jun 12 - Thu, Jun 19	Thu, Jun 11 - Thu, Jun 18
	Selective Withdrawal Period (<i>undergraduates only</i>)	Fri, Jun 23 - Tue, Jul 11	Fri, Jun 21 - Tue, Jul 9	Fri, Jun 20 - Tue, Jul 8	Fri, Jun 19 - Tue, Jul 7
	Last Day of Classes	Wed, Jul 26	Wed, Jul 24	Wed, Jul 23	Wed, Jul 22
	Examination Period	Thu, Jul 27 - Sat, Jul 29	Thu, Jul 25 - Sat, Jul 27	Thu, Jul 24 - Sat, Jul 26	Thu, Jul 23 - Sat, Jul 25
	Degree Conferral	Sat, Aug 19	Sat, Aug 17	Sat, Aug 16	Sat, Aug 15
Session C: 5 Week	First Day of Classes	Mon, Jun 26	Mon, Jun 24	Mon, Jun 23	Mon, Jun 22
	Last Day to Add	Wed, Jun 28	Wed, Jun 26	Wed, Jun 25	Wed, Jun 24
	Independence Day (<i>University Closed</i>)	Tue, Jul 4	Thu, Jul 4	Fri, Jul 4	Fri, Jul 3
	Last Day to Drop	Wed, Jul 5	Tue, Jul 2	Tue, Jul 1	Tue, Jun 30
	Unrestricted Withdraw Period	Thu, Jul 6 - Wed, Jul 12	Wed, Jul 3 - Tue, Jul 9	Wed, Jul 2 - Tue, Jul 8	Wed, Jul 1 - Tue, Jul 7
	Selective Withdrawal Period (<i>undergraduates only</i>)	Thu, Jul 13 - Wed, Jul 19	Wed, Jul 10 - Tue, Jul 16	Wed, Jul 9 - Tue, Jul 15	Wed, Jul 8 - Tue, Jul 14
	Last Day of Classes	Thu, Jul 27	Thu, Jul 25	Thu, Jul 24	Thu, Jul 23
	Examination Period	Fri, Jul 28 - Sat, Jul 29	Fri, Jul 26 - Sat, Jul 27	Fri, Jul 25 - Sat, Jul 26	Fri, Jul 24 - Sat, Jul 25
	Dissertation/Thesis Deadline	Fri, Aug 4	Fri, Aug 2	Fri, Aug 1	Fri, Jul 31
	Degree Conferral	Sat, Aug 19	Sat, Aug 17	Sat, Aug 16	Sat, Aug 15

	SUMMER SESSIONS	Summer 2023	Summer 2024	Summer 2025	Summer 2026
Session D: 10 Week	First Day of Classes	Mon, May 22	Mon, May 20	Mon, May 19	Mon, May 18
	Last Day to Add	Tue, May 30	Tue, May 28	Tue, May 27	Tue, May 26
	Memorial Day (<i>university closed</i>)	Mon, May 29	Mon, May 27	Mon, May 26	Mon, May 25
	Last Day to Drop	Tue, Jun 6	Tue, Jun 4	Tue, Jun 3	Tue, Jun 2
	Unrestricted Withdraw Period	Wed, Jun 7 - Tue, Jun 13	Wed, Jun 5 - Tue, Jun 11	Wed, Jun 4 - Tue, Jun 10	Wed, Jun 3 - Tue, Jun 9
	Selective Withdrawal Period (<i>undergraduates only</i>)	Wed, Jun 14 - Tue, Jun 27	Wed, Jun 12 - Tue, Jun 25	Wed, Jun 11 - Tue, Jun 24	Wed, Jun 10 - Tue, Jun 23
	Last Day of Classes	Wed, Jul 26	Wed, Jul 24	Wed, Jul 23	Wed, Jul 22
	Examination Period	Thu, Jul 27 - Sat, Jul 29	Thu, Jul 25 - Sat, Jul 27	Thu, Jul 24 - Sat, Jul 26	Thu, Jul 23 - Sat, Jul 25
	Dissertation/Thesis Deadline	Fri, Aug 4	Fri, Aug 2	Fri, Aug 1	Fri, Jul 31
	Degree Conferral	Sat, Aug 19	Sat, Aug 17	Sat, Aug 16	Sat, Aug 15
Session E: 7.5 Week	First Day of Classes	Mon, May 22	Mon, May 20	Mon, May 19	Mon, May 18
	Last Day to Add	Wed, May 24	Wed, May 22	Wed, May 21	Wed, May 20
	Last Day to Drop	Fri, May 26	Fri, May 24	Fri, May 23	Fri, May 22
	Unrestricted Withdraw Period	Sat, May 27 - Fri, Jun 9	Sat, May 25 - Fri, Jun 7	Sat, May 24 - Fri, Jun 6	Sat, May 23 - Fri, Jun 5
	Memorial Day (<i>university closed</i>)	Mon, May 29	Mon, May 27	Mon, May 26	Mon, May 25
	Selective Withdrawal Period (<i>undergraduates only</i>)	Sat, Jun 10 - Fri, Jun 16	Sat, Jun 8 - Fri, Jun 14	Sat, Jun 7 - Fri, Jun 13	Sat, Jun 6 - Fri, Jun 12
	Independence Day (<i>University Closed</i>)	Tue, Jul 4	Thu, Jul 4	Fri, Jul 4	Fri, Jul 3
	Last Day of Classes	Fri, Jul 14	Fri, Jul 12	Fri, Jul 11	Fri, Jul 10
	Examination Period	Mon, Jul 17 - Tue, Jul 18	Mon, Jul 15 - Tue, Jul 16	Mon, Jul 14 - Tue, Jul 15	Mon, Jul 13 - Tue, Jul 14
	Dissertation/Thesis Deadline	Fri, Aug 4	Fri, Aug 2	Fri, Aug 1	Fri, Jul 31
Session F: 5 Week (Online)	Degree Conferral	Sat, Aug 19	Sat, Aug 17	Sat, Aug 16	Sat, Aug 15
	First Day of Classes	Mon, Jul 17	Mon, Jul 15	Mon, Jul 14	Mon, Jul 13
	Last Day to Add	Wed, Jul 19	Wed, Jul 17	Wed, Jul 16	Wed, Jul 15
	Last Day to Drop	Mon, Jul 24	Mon, Jul 22	Mon, Jul 21	Mon, Jul 20
	Unrestricted Withdraw Period	Tue, Jul 25 - Mon, Jul 31	Tue, Jul 23 - Mon, Jul 29	Tue, Jul 22 - Mon, Jul 28	Tue, Jul 21 - Mon, Jul 27
	Selective Withdrawal Period (<i>undergraduates only</i>)	Tue, Aug 1 - Mon, Aug 7	Tue, Jul 30 - Mon, Aug 5	Tue, Jul 29 - Mon, Aug 4	Tue, Jul 28 - Mon, Aug 3
	Dissertation/Thesis Deadline	Fri, Aug 4	Fri, Aug 2	Fri, Aug 1	Fri, Jul 31
	Last Day of Classes	Fri, Aug 18	Fri, Aug 16	Fri, Aug 15	Fri, Aug 14
	Examination Period	Same as Last Day of Classes			
	Degree Conferral	Sat, Aug 19	Sat, Aug 17	Sat, Aug 16	Sat, Aug 15

Enhanced Mason Core, approved by the Faculty Senate on April 27, 2022

The Mason Core Committee, after several years of work and consultation with the Mason Community, has voted to phase in the following enhancements to the Mason Core over the next three years. The diagram below is meant to help you understand the more complicated set of edits to the current (2021-2022) Catalog text below.

	Catalog 2021-2022	Catalog 2022-2023	Catalog 2023-2024	Catalog 2024-2025
Integration	Synthesis/Capstone	Capstone/Synthesis*	Capstone/Synthesis*	Capstone/Synthesis*
	Writing-Intensive	Writing-Intensive	Writing-Intensive	Writing-Intensive
	Written Communication	Written Communication	Written Communication	Written Communication
Exploration	Arts	Arts	Arts	Arts
	Literature	Literature	Literature	Literature
	Global Understanding	Global Understanding	Global Understanding	Global Contexts
	Social & Behavioral Science	Social & Behavioral Science	Social & Behavioral Science	Social & Behavioral Science
	Natural Science	Natural Science	Natural Science	Natural Science
	Natural Science with Lab	Natural Science with Lab	Natural Science with Lab	Natural Science with Lab
	Western Civilization/World History	Western Civilization/World History	Global History	Global History
Foundation	Information Technology and Computing	Information Technology and Computing	Information Technology and Computing	Information Technology and Computing
	Quantitative Reasoning	Quantitative Reasoning	Quantitative Reasoning	Quantitative Reasoning
	Oral Communication	Oral Communication	Oral Communication	Oral Communication
	Written Communication	Written Communication	Written Communication	Written Communication

*Current Capstone and Synthesis Courses grandparented in until Assessment review in Fall 2025. All new courses proposed in Fall 2022 and later will be reviewed using updated criteria.

Revision 1: Update Global Understanding Requirement to be Global Contexts

Rationale: Recent assessment efforts in the Mason Core identified a key challenge of the current configuration of the Global Understanding category: it has a broad-ranging set of goals that can make it difficult for students in any given course to successfully meet all the outcomes. For instance, stratification occurred between courses that successfully addressed personal perspective-taking about being a global citizen and courses that successfully addressed disciplinary analysis of global structures and processes. Assessment committees thus recommended reexamining the GU category. The Mason Internationalization Collaborative also reviewed the learning outcomes and assessment data and recommended that the Mason Core more effectively include global perspectives into the general education curriculum. This update creates clearer outcomes, and creates connections with learning outcomes in Global History, Oral Communication, and other Mason Core categories as well as the Just Societies flags discussed later in this document.

Summary: The Global Understanding category will be replaced by a Global Contexts category. Workshops and support will be given to faculty to help update, re-design, or design courses to be offered in this category.

Implementation timeline: Update effective for the 2024-2025 catalog

~~Global Understanding (3 credits)~~

~~Learning Outcomes~~

~~The goal of the global understanding category is to help students see the world from multiple perspectives, reflect upon their positions in a global society, and be prepared for future engagement as global citizens. While it may include a historical perspective, global understanding courses focus primarily on a contemporary understanding of one's place in a global society.~~

~~Courses in this category must meet a minimum of three of the following learning outcomes:~~

- ~~1. Identify and articulate one's own values and how those values influence their interactions and relationships with others, both locally and globally.~~
- ~~2. Demonstrate understanding of how the patterns and processes of globalization make visible the interconnections and differences among and within contemporary global societies.~~
- ~~3. Demonstrate the development of intercultural competencies.~~
- ~~4. Explore individual and collective responsibilities within a global society through analytical, practical, or creative responses to problems or issues, using resources appropriate to the field.~~

~~**Note:** A student may also meet the Global Understanding requirement through a full-semester study abroad or 12-15 credit hour program; shorter term study abroad courses must include and meet the learning outcomes listed below and be evaluated prior to departure.~~

~~Required~~

~~One approved course.~~

Global Contexts (3 credits)

The goal of the Global Contexts (GC) core requirement is to enable students to explore global contexts through a disciplinary lens and to understand how global systems have created both interdependence and inequalities that engaged citizens must understand in order to work toward an equitable and sustainable future.

Note: Courses can take a depth approach (examination of one particular region or society) and/or a breadth approach (comparative examination of different regions or societies).

Learning Outcomes

Students will be able to:

- Identify and explain how patterns of global connections across nations and/or cultures have shaped societies to create interdependence and inequality.
- Use a disciplinary lens to demonstrate knowledge of how at least one nation and/or culture participates in or is affected by global contexts
- Apply an understanding of one's own positionality within a globally interdependent and unequal world to analyze solutions to global problems.

Required

One approved course.

[List generated by CourseLeaf of approved courses]

Revision 2: Introduce new Global History requirement in place of existing Western Civilization/World History requirement

Rationale: Currently most students take HIST 100 Western Civilization or HIST 125 World History to fulfill their general education requirement. The teaching and pedagogies of HIST 100 and 125 have become more aligned and should be merged into a single Global History requirement that will focus on global perspectives of the past.

Summary: Western Civilization/World History requirement will be replaced by a Global History requirement.

Implementation timeline: Update effective for the 2023-2024 catalog

~~Western Civilization/World History (3 credits)~~

~~Learning Outcomes~~

~~Courses must meet at least three of the five learning outcomes:~~

- ~~1. Demonstrate familiarity with the major chronology of Western civilization or world history.~~
- ~~2. Demonstrate the ability to narrate and explain long-term changes and continuities in Western civilization or world history.~~
- ~~3. Identify, evaluate, and appropriately cite online and print resources.~~
- ~~4. Develop multiple historical literacies by analyzing primary sources of various kinds (texts, images, music) and using these sources as evidence to support interpretation of historical events.~~
- ~~5. Communicate effectively—through speech, writing, and use of digital media—their understanding of patterns, process, and themes in the history of Western civilization or the world.~~

Global History (3 credits)

By focusing on historical experiences that reflect the diversity of Mason's student body, students will be able to see how their families and communities fit within, and contribute to, global history from the pre-modern period to our present day. The courses will offer a long-term historical perspective on structural issues challenging our world today, including demographic and environmental changes, national and global inequalities, and the underrepresentation of marginalized groups. Students will gain an understanding of how interconnections and interdependencies have been forged through the global movement of people, pathogens, goods, and ideas.

Learning Outcomes

Courses must meet all three outcomes.

- Identify major chronological developments in global history from the pre-modern period (before 1400 CE) to the present.
- Communicate a historical argument through writing, speech, and/or digital media using a variety of primary and secondary sources.
- Apply historical knowledge and historical thinking to contemporary global issues.

Required

One approved course.

[List generated by CourseLeaf of approved courses]

Revision 3: Add Just Societies flag and require that students take two Mason Core “Exploration” courses with the JS flag

Rationale: Beginning in 2016, student groups called for a course in diversity and social justice that would be required of all Mason undergraduates. Understanding that this request was consistent with university and college diversity goals, in August 2018, President Angel Cabrera, Provost David Wu, and Vice President Rose Pascarell charged an interdisciplinary collaborative of faculty and staff with proposing a university-wide inclusive well-being model, with a foundational diversity course at its center.

From 2018-2020, a multi-disciplinary working group with representatives from across the university developed a template for such a course and drafted an initial syllabus that would provide the foundation for graduates to contribute to a more just society. The pilot course was developed by Dr. Lauren Cattaneo and piloted in Fall 2019. She and others have continued to teach pilot sections of the course.

In Spring 2021, the Curriculum and Pedagogy Committee of President Gregory Washington’s Anti-Racism and Inclusive Excellence Task Force recommended that Mason implement a similar requirement in the Mason Core, honoring the requests of students and the commitment of faculty and administrators to advance the progress of the university toward goals of anti-racism and equity for all community members.

In Fall 2021, the Mason Core Committee charged a task force with creating frameworks for a new category and a new “flagged” requirement. After considering both proposals within the context of an enhanced Mason Core, and taking into consideration the input of over a thousand members of the Mason community, the Mason Core Committee decided to implement a requirement that students take at least two courses from existing Mason Core Exploration categories that have been designed to address DEI issues, as indicated by a Just Societies “flag.”

The Mason Core Committee supports this effort because this requirement will:

- meet the goals of having a student requirement to learn about diversity, equity, and inclusion;
- meaningfully integrate DEI topics across the curriculum rather than sequestering the topics into a single, stand-alone course;
- complement the Global Contexts and Global History outcomes;
- maintain the overall structure of the Mason Core; and
- engage many faculty in development around DEI pedagogy.

Summary: Students will be required to complete at least two courses with a Just Societies “flag” in combination with other courses in the Exploration area of the Mason Core. Workshops and support will be given to faculty to help update, re-design, or design courses to be offered in this category.

Implementation timeline: Update effective for the 2024-2025 catalog

Just Societies Requirement

The goal of Exploration courses with a Just Societies flag is to enable students to directly address questions about diverse perspectives and inequity as they engage with one another and to identify how they can participate in processes for making change.

Learning Outcomes

Courses must meet both of these outcomes, in addition to other required Mason Core course outcomes

- Define key terms related to justice, equity, diversity, and inclusion as related to this course's field/discipline and use them to engage meaningfully with peers about course issues.
- Articulate obstacles to justice and equity, and strategies for addressing them, in response to local, national, and/or global issues in the field/discipline.

Required

Two Exploration courses with a Just Societies flag.

[List generated by CourseLeaf of approved courses]

Faculty Handbook Revision 2022

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Changes since the March 23, 2002 Faculty Senate meeting.

1.3 Faculty Organization:

The order of two subsections is reversed.

Joint appointments occur in various combinations; at least one appointment must be in a local academic unit.

2.7.1 Procedures for Reappointment:

Now the President's designee may approve reappointment contracts of more than three years.

1.3 Faculty Organization

1.3.6 Local Academic Units (LAU) ~~and~~ Primary Affiliation, and Joint Appointments

[Note: this section is now subdivided to include joint appointments. Details regarding joint appointments will be posted to the Provost's website.]

The term "local academic unit" (LAU) refers to an academic department, an academic school without subdivision, or to a college/school without subdivision. In this *Handbook* the chief administrative officers of local academic units are generically called "local unit administrators" (LUA).

1.3.6.1 Primary Affiliation

~~Although a faculty member's tenure resides in the University as a whole (see Section 2.1.1), in~~ recognition of disciplinary qualifications and for purposes of governance, term, tenure-track, and tenured faculty are appointed directly and specifically to one or more local academic units. ~~Term faculty are also appointed directly and specifically to one or more local academic units.~~ The status established by such ~~an~~ appointments ~~to a local academic unit~~ is called "primary affiliation." Initial ~~P~~primary affiliation in one local academic unit does not preclude the possibility of future additional part-time or full-time assignments to other local academic units. An appointment to primary affiliation requires the concurrence of the faculty of the local academic unit to which the appointment is to be made and may not be transferred from one local academic unit to another except with the concurrence of the faculty of the unit to which a transfer is proposed.

[Note: Section 2.1.1 includes a paragraph of description on the locus of tenure.]

1.3.6.2 Local Academic Unit Governance

All full-time faculty possess governance responsibilities and voting rights in local academic units in which they hold primary affiliation and in the larger units of which their local academic units are a part. The local level of governance is the most important in the University for the faculty's direct exercise of professional and peer judgment. Faculties of local academic units actively participate in decision-making about academic matters, matters of faculty status, and organizational and institutional change. They have primary responsibility for such academic matters as unit reorganization, the design of programs, development and alteration of the curriculum, standards for admission to programs, and requirements in the major. They play a primary role in such matters of faculty status as the recruitment and initial appointment of new faculty; the reappointment/renewal, promotion, and tenure, of members; and in the selection of the local unit administrator.

1.3.6.3 Joint Appointments

Faculty members are said to hold a joint appointment if they hold both an appointment in a local academic unit and an appointment in one or more other local academic units, research units, or programs. A written Memorandum of Understanding between the units and the faculty member, and approved by the Dean(s), will contain all the conditions of the joint appointment of the faculty member in the units, including administrative oversight, workload expectations, processes for annual evaluation and changes in faculty status, and governance and grievance rights in the units.

[Note: A joint appointment may be various combinations of appointment types.]

2.1 Faculty Appointments

2.2.1 Tenured Appointment

2.1.2 Tenure-Track Appointment

2.1.3 Term Appointments

[Note: The changes below are intended to clarify existing language in the Faculty Handbook.]

Full-time faculty on fixed-term, non-tenure-track appointments are known as Term Faculty. Term faculty whose assignments focus primarily on teaching are appointed as instructional faculty. Term faculty whose assignments focus primarily on research are appointed as research faculty. Term faculty whose assignments focus primarily on clinical practice are appointed as clinical faculty. While term faculty may identify with a primary focus, their assignments may include a blend of teaching, research, service, clinical practice, administrative, ~~program development and~~ or leadership, or instructional responsibilities that go beyond the boundaries of their primary focus. The faculty member's specific responsibilities will be stipulated in the appointment contract or assignment letter.

Instructional term faculty with the terminal degree may hold one of the following ranks: Instructional Assistant Professor, Instructional Associate Professor, or Instructional Professor. Research ~~oriented~~ term faculty with the terminal degree may hold one of the following ranks: ~~Research Instructor,~~ Research Assistant Professor, Research Associate Professor, or Research Professor. Clinical ~~oriented~~ term faculty with the terminal degree may hold one of the following ranks: ~~Clinical Instructor,~~ Clinical Assistant Professor, Clinical Associate Professor, or Clinical Professor.

Instructional term faculty without the terminal degree may hold one of the following ranks: Instructor, Senior Instructor, Master Instructor; or Professor of Practice. Clinical term faculty without the terminal degree may hold the rank of Clinical Instructor, Clinical Senior Instructor, or Clinical Master Instructor. Research term faculty without the terminal degree are Research Staff (Section 2.1.6).

Term faculty on single-year appointments whose permanent employment is with another organization hold title with the prefix "Visiting."

Term faculty appointment contracts are issued for a single-year or for multiple years, up to a maximum of 5 years. For initial appointments, the maximum contract length for assistant professors is three years and for associate and full professors it is five years. If a multi-year appointment

is offered to a faculty member whose position relies entirely or partially on non-state appropriated funding, then a multi-year contract may be established subject to the continuing availability of funding throughout the contract period. Faculty on multi-year contracts normally hold a terminal degree, as defined by standards in the discipline. Exceptions to either contract length or terminal degree requirements must be approved by the Provost.

Contracts automatically expire at the end of the contract period, and although a faculty member may be reappointed ([Section 2.7.1](#)), there is no guarantee or right to reappointment from one contract to the next, whether single-year or multi-year. ~~Both the university and the faculty member retain the option to request a change from a multi-year contract to a single-year contract. This action must be approved by the respective Dean and the Provost.~~

[Note: The last sentence refers to reappointment procedures and it is now incorporated in Sec. 2.7. 1 Procedures for Reappointment.]

With the prior approval of the Provost, term faculty with the terminal degree may be considered for a tenure-track or tenured appointment as a result of a search ([Section 2.3.2.1](#)) or, rarely, by a direct appointment ([Section 2.3.2.2](#)). Service on a term appointment, whether or not externally-funded, may be applied to tenure consideration only if specified in the initial tenure-track letter of appointment.

Term faculty are eligible to be considered for promotion in rank, normally after five years of service.

2.1.6 Postdoctoral Research Fellows and Research Staff

Postdoctoral Research Fellows are employees governed by the Postdoctoral Research Fellows Policy. Postdoctoral Research Fellows are not covered by the provisions of the Faculty Handbook.

Research Staff are employees governed by the Research Staff Policy. Research Staff are not covered by the provisions of the Faculty Handbook.

2.2 Description of Faculty Ranks

2.2.1 Instructor and Professor of Practice

[Note: This section was re-written to differentiate more clearly Instructors and Professors of Practice. There is only one rank for Professors of Practice.]

Term faculty without the terminal degree in the field ~~are~~ may be appointed as Instructor ~~or Professor of Practice~~. An instructor holds the master's degree or equivalent academic and/or professional qualifications and gives promise for making contributions in the area of their

primary assignment focus. An instructor may be appointed or promoted in rank ([Section 2.1.3](#)) by meeting local academic unit criteria for the rank.

Term faculty, with or without a terminal degree, ~~Professors of Practice are faculty~~ who possess the expertise, achievements, and experience to provide professional instruction in a manner that brings relevance and distinction to the local academic unit and the University may be appointed as Professor of Practice.

2.7 Procedures for Reappointment, Renewal, Promotion, and Tenure

2.7.1 Procedures for Reappointment

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 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.

Instructors or ~~A~~assistant professors may receive a one, two or three-year reappointment. ~~Senior and master instructors, or Associate~~ senior and full professors may be reappointed to contracts of up to five years. After three single-year appointments, term faculty who meet satisfactory annual performance standards will normally be recommended for a multi-year appointment. Continuing to issue one-year contracts for a faculty member over many years is discouraged.

Term faculty on single-year appointments are evaluated according to the criteria in [Section 2.4](#) and the procedures in [Section 2.5](#). 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.

Term faculty who are on or being recommended for multi-year reappointments ~~s~~ are evaluated according to the criteria in [Section 2.4](#) and the procedures in [Section 2.5](#). 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 ~~a~~ 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.

[Note: The sense of this sentence earlier appeared in Sec. 2.1.3 Term Appointments and now includes the requirement for a written justification.]

Final determination on multi-year appointments for up to three (3) years are made by the Provost. Contract terms greater than three (3) years require the approval of the President or designee. ~~The Provost will make the final determination on multi-year appointments~~ Notification to term instructional faculty members will be sent, ~~and notify term instructional faculty members,~~ in writing, usually no later than 3 months prior to the last day of the term of their initial contracts, and usually no later than 5 months prior to the last day of the term of subsequent contracts. Notification to term research and term clinical faculty members will be sent, ~~The Provost will make the final determination and notify research and term clinical faculty members,~~ in writing, usually no later than 3 months prior to the last day of the term of their contracts. ~~The President will make the final decision for reappointment to a contract longer than 3 years.~~

[Note: The changes above clarify who approves multi-year contracts of different lengths.]

2.7.2 Procedures for Renewal

2.7.3 Promotion and Tenure

2.7.3.1 Procedures for Promotion of Term Faculty

A term faculty member may be considered for promotion, normally after five years of service in the current rank. Term faculty who meet the LAU criteria for promotion may be considered early; however, typical candidates for promotion have a minimum of three years teaching, research, or clinical work at George Mason University. Promotion may occur within the period of a multi-year contract. Upon promotion, a new contract ~~of up to five years~~ will be issued (Section 2.7.1).

[Note: Reappointment contracts in Section 2.7.1.] are referenced here.

...

Faculty Handbook Revisions Proposed shift to inclusive pronouns

Original text in ~~red strike through~~; replacement text in green underline.

Preface to the Handbook

...or who have filed a written request with the ~~his or her~~ Dean of the school or college to be evaluated.

1.2.5 Faculty Participation in the Selection of Certain Members of the Central Administration

... This process includes an opportunity for the General Faculty to meet with the President to discuss ~~his or her~~ the President's achievements...

2.2.8 Administrators Holding Faculty Rank

...Faculty who are not tenured have ~~If on a term appointment, the faculty member has~~ no automatic right to return to ~~his or her~~ their previous instructional, research, or clinical faculty position.

2.3.1.1 Favoritism in Personnel Decisions

... No faculty member or administrator who has reasonably questionable objectivity in the employment status of another employee may participate in the hiring, supervision, promotion, or evaluation of such employee. ~~Every~~ All employees of the university ~~has~~ have a continuing affirmative obligation to disclose to ~~his or her~~ their supervisor~~(s)~~ any relationship that may reasonably affect their objectivity in such matters.

...If ~~a~~ any faculty members or administrators might exercise or appear to exercise control over any personnel action associated with a person with whom ~~he or she has~~ they have a family or close personal relationship, ...

...Prior to consideration of a personnel action involving a family member or other relationship reasonably suggesting favoritism, the Provost or designee, ~~or his or her designee~~, will fully apprise the Board of Visitors of the relationship and the safeguards taken to ensure that the individual with a personal interest was not involved in the action.

2.3.2.1 Competitive Appointments

... The local unit administrator transmits the faculty recommendation, together with ~~her or his~~ their own, to the Dean or to the Provost, as applicable.

2.3.2.2 Non-competitive Appointments

... While ~~an~~ administrators ~~is~~ are normally appointed using a competitive process at the administrative level, this policy applies because ~~s/he is~~ they are not part of a competitive process at the LAU level.

2.6.2 Post Tenure Review Policies and Procedures

... ~~A~~ Committee members may not participate in the evaluation of a faculty member with whom ~~he or she has~~ they have, ...

2.7 Procedures for Reappointment, Renewal, Promotion and Tenure

...~~F~~ A faculty members may not participate in a review of a candidate with whom ~~he or she has~~ they have, ...

2.7.2 Procedures for Renewal

... ~~If a~~ Contracts for faculty members who chooses not to be evaluated, ~~his or her~~ their ~~contract~~ will end on the last day of the term specified in the ~~of her or his~~ current contract....

2.7.3.2 Procedures for Promotion and Tenure of Tenured/Tenure-track Faculty

A faculty member may not participate in a review of a candidate with whom ~~he or she has~~ they have, ...

...1a. Departmental review...(3) ~~his/her~~ the chair's own recommendation and justification, if the chair is tenured.

2.7.4 Tenure-Track Contract Extension

... substantially with a faculty member's ability to pursue ~~his or her~~ their professional responsibilities...

...The faculty member's request, in writing, to ~~his or her~~ the local academic unit head must...

... forwarded to the Dean, if applicable, who forwards ~~his or her~~ their a -recommendation to the Provost for final approval.

2.9.3 Termination of Appointment of Tenured, Tenure-Track, and Term Faculty Members for Cause

f. 1. The faculty member may choose ~~his or her~~ an academic and/or legal representatives to be present at the hearing...

k. ...then the President must state ~~his or her~~ the reasons for rejection in writing...

l. ...then the President must state ~~his or her~~ the reasons for rejection in writing...

n. ... Normally the faculty member will remain at ~~his or her~~ their usual duties until the final decision...

2.10.3 Faculty Work Assignments

...If the grievance is against the Dean, the university grievance committee is advisory to the Provost or designee ~~or his/her designee~~. In all cases, the Provost's decision is final....

2.10.9 Temporary or Short-Term Relief of Faculty from Duties and Responsibilities

Preserving the safety and well-being of students and faculty is a paramount concern. On occasion it might be determined that a faculty member is unable to carry out ~~his or her~~ their duties or responsibilities, including classroom instruction. If at any time a faculty member's performance of their ~~continued~~ responsibilities or duties, including classroom instruction, is judged by the Provost or a designated representative to constitute an immediate danger or serious threat of substantial damage to ~~the faculty member, his or her colleagues, university staff, or students~~ self or others, the faculty member will be immediately relieved of ~~his or her~~ their duties and responsibilities, including exclusion from the classroom, until such time as ~~he or she~~ they can safely re-assume them. Re-assumption may entail a reassignment of primary duties and responsibilities within the local academic unit or university.

"Temporary relief of duties" for documented medical reasons is described in more detail in Section 2.10.10 The Family and Medical Leave Act. "Permanent termination of appointment for cause" is described in Section 2.9.3 Termination of Appointment of Tenure, Tenure-Track, and Term Faculty Members for Cause. ~~Re-assumption of duties may entail a reassignment of primary duties and responsibilities within the local academic unit or university.~~

Unless waived by the faculty member, the grievance committee of the college/school will be convened within three days after any such relief of duties, responsibilities, or classroom exclusion. To safeguard against abuse of this emergency authority, this committee will conduct a brief but careful, confidential, and thorough examination of the particulars of the case and report within three days to the Provost or designated representative. Should the committee's findings not support the relief of duties, responsibilities or classroom exclusion, this committee will also report its findings to the chair of the Faculty Senate.

[Note: This section seems to randomly use the terms "responsibilities" and "duties". The language now includes consistent use of both terms. "Immediate harm to self or others" is the language that appears in Sec. 2.9.3, which references this Section 2.10.9.]

2.12.2 Policies on Appointment and Renewal

i.... An acting chair is considered as a possible candidate for a vacant position rather than as a candidate for renewal of ~~his/her~~their term....

2.12.3.1 Search Procedures

Search procedures are initiated after the incumbent chair has declined to seek reappointment, or after the Provost has notified the incumbent chair of the decision not to ~~that he/she/they will not be~~ reappointed, or when the position is vacant.

The Dean ~~reports~~ makes a ~~his/her~~ recommendations ~~and with an accompanying supporting arguments justification~~ in writing to the Provost and the departmental faculty, including in that ~~report~~ recommendation the full report of the committee.... If the committee and the departmental faculty are not in agreement or if the Dean does not endorse the ~~majority~~ recommendations of a majority of the committee and/or the department faculty, the Dean meets with the committee and/or the faculty to seek an identity of views before submitting the ~~report~~ recommendation to the Provost.

... The Provost ~~acts upon the recommendations received and~~ apprises the Dean, the search committee, and the faculty of ~~his/her~~the decision....

3.3 Summer Salary

~~Every~~All full-time faculty ~~member~~ who wishes to teach in the summer shall be afforded an opportunity to teach one 3-credit course (or equivalent) at 10% of their annual nine-month salary, assuming ~~he or she~~they are ~~is~~ qualified to teach the course and that the course meets minimal enrollment criteria and appropriate scheduling, curricular, and pedagogical needs.

3.6.1 Study Leave for Tenure-Track Faculty

... This leave is designed to assist ~~a~~ tenure-track faculty ~~member~~ in advancing ~~his or her~~their research, scholarly, or creative activities.

ITEM NUMBER:

College of Health and Human Services (CHHS) Organizational Name Change

PURPOSE OF ITEM:

The proposal for an organizational change to rename the College of Health and Human Services to the College of Public Health is in development 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 proposed name change clarifies that the College prepares graduates for a variety of careers in public health and across employment sectors, while delivering upon its mission to improve the public's health. George Mason University has been working to develop a college of public health for the past decade to bring comprehensive academic public health education to Virginia. The College is closer to that goal, having received the Council on Education for Public Health's (CEPH) accreditation for the newly developed doctoral degree programs in public health in 2020. Effective the 2023-24 academic year, all undergraduate and graduate students irrespective of degree program will be formally prepared in the 12 public health learning objectives as required by CEPH for college level accreditation. A public health framework has been integrated throughout all academic degree programs offered by the College, and a subsequent renaming will further clarify academic credentialing of graduates with stakeholders. The name change will also provide clarity for prospective students. CEPH approval is needed to use the "public health" name by any institution of higher education.

REVENUE IMPLICATIONS:

Expenses required to implement the proposed name change include approximately \$5,000 for internal signage and \$25,000 for initial marketing and branding. No new resources will be requested from the Commonwealth to initiate or sustain the organizational changes to rename the College of Health and Human Services to the College of Public Health. It is expected that accreditation and renaming will result in an increase in enrollments for public health degrees as well as other degrees offered by the College.

STAFF RECOMMENDATION:

Staff recommends Board approval.

RESOLUTION OF THE BOARD OF VISITORS OF GEORGE MASON UNIVERSITY REGARDING CHANGING
NAME OF COLLEGE OF HEALTH AND HUMAN SERVICES TO THE COLLEGE OF PUBLIC HEALTH

WHEREAS, in 2008 George Mason University identified public health as one of the “emerging spires of excellence” in the University’s strategic plan; and

WHEREAS, George Mason University interdisciplinary academic public health programs in the College of Health and Human Services have grown to include bachelor’s, master’s and doctoral degree programs accredited by Council on Education for Public Health; and

WHEREAS, these accredited academic public health degree programs and the other academic programming in health administration and policy, health informatics, nursing, nutrition, and social work in the College of Health and Human Services are equally committed to Mason’s mission of advancing public health through teaching, research, outreach, and clinical practice

BE IT THEREFORE RESOLVED THAT the George Mason University’s College of Health and Human Services be renamed the College of Public Health.

Adopted: May 5, 2022

Simmi Bhuller
Secretary
Board of Visitors
George Mason University

STATE COUNCIL OF HIGHER EDUCATION FOR VIRGINIA
Program Announcement Form

I. Basic Program Information

Institution (official name)	George Mason University
Degree Program Designation	Doctor of Philosophy (PhD)
Degree Program Name	Geology and Earth Sciences
CIP code	40.0601
Anticipated Initiation Date	Fall 2023
Governing Board Approval Date (actual or anticipated)	Anticipated May 5, 2022

II. Curriculum Requirements. Address the following using appropriate bolded category headings:

- Core Coursework and total credit hours (include course descriptor/designator, name, and credit hour value). Indicate new courses with an asterisk.
- Sub Areas (e.g., concentrations, emphasis area, tracks) and total credit hours. Include brief description of focus/purpose of sub area and required courses.
- Additional requirements (e.g., internship, practicum, research, electives, thesis, dissertation) and total credit hours
- Total credit hours for the curriculum/degree program.

Core Courses: 24 credits

Geology and Earth Science Foundational Courses: 12 credits

GEOL 503: Geochemistry (3 credits)*

GEOL 532 Paleoclimatology (3 credits)

GEOL 541: Great Events in Earth History (3 credits)

GEOL 601: The Lithosphere (3 credits)

Quantitative Techniques Courses: 6 credits

GEOL 525: Modeling Earth Signals and Systems (3 credits)

GEOL 540: Modern Methods of Geology (3 credits)

Geology and Earth Science Seminars: 6 credits

GEOL 536: Paleontology Seminar (2 credits), repeat up to 3 times

GEOL 792: Seminar in Earth Systems Science, Geology, Earth Science (1 credit), repeat up to 6 times

Restricted Electives: 12 credits

Students select at least twelve (12) credits from the following courses.

GEOL 500: Selected Topics in Modern Geology (1-3 credits)

GEOL 501: Selected Topics in Modern Geology (1-3 credits)

GEOL 504: Sedimentary Geology (4 credits)

GEOL 506: Soil Science (3 credits)

GEOL 510: Advanced Structural Geology (3 credits)

GEOL 512: Invertebrate Paleontology (4 credits)

GEOL 513: Hydrogeology (3 credits)

GEOL 521: Geology of Energy Resources (3 credits)
 GEOL 525: Modeling Earth Signals and Systems (3 credits)
 GEOL 534: Vertebrate Paleontology (4 credits)
 GEOL 535: Quantitative Stratigraphy (3 credits)
 GEOL 553: Field Mapping Techniques(3 credits)
 GEOL 563: Coastal Morphology/Processes (3 credits)
 GEOL 565: Paleooceanography(3 credits)
 GEOL 720: Bayesian Methods in Geology and Earth Sciences* (3 credits)
 GEOL 734: Paleobiology* (3 credits)
 GEOL 741: Isotopes in Geology* (3 credits)
 GEOL 751: Geoscience in Academia* (2 credits)
 GEOL 996: Doctoral Reading and Research, repeat up to 24 credits (1-6 credits)*

Electives: 12 credits

Students select 12 additional credits from the list of restricted electives or other relevant coursework. All elective coursework must be approved by the Graduate Coordinator.

Dissertation: 24 credits

GEOL 998: Doctoral Dissertation Proposal (3 credits), minimum 12 credits*
 GEOL 999: Doctoral Dissertation (1-12 credits), minimum 3 credits*

Total: 72 credit hours

III. Description of Educational Outcomes. Use bullets to list outcomes. (max. 250 words)

Students will be able to:

- Demonstrate a breadth of knowledge of geology and earth sciences across the subfields of geology and earth sciences, including their area(s) of specialization.
- Exhibit expertise in research methods, analytical techniques, and interpretation of findings applicable to a variety of geologic research questions.
- Conduct critical reviews of relevant scientific literature.
- Incorporate appropriate ethical standards in all research activities.
- Produce original, reproducible research that contributes to the knowledge base of geology and earth sciences.
- Communicate research results to both scientific peers and general audiences.
- Develop proposals for research funding.
- Implement a research program including a research laboratory.
- Design instructional strategies that facilitate student learning in higher education.

IV. Description of Workplace Competencies/Skills. Use bullets to list outcomes. (max. 250 words)

Graduates of the proposed program will be prepared to:

- Identify and solve geologic problems based on scientific principles using scientific tools to analyze and model observations.
- Communicate research and findings to peers as well as the general public via scientific publications and presentations, popular writings, audio and visual media.
- Procure resources and funding from governmental and nongovernmental sources to

support research and training activities.

- Conduct field work to collect both data and samples including physical specimens (fossils, rocks, minerals, soils etc.), mapping, and resource exploration.
- Supervise and conduct research projects, including building and directing a research laboratory which can support physical analyses, computer and statistical analyses, and *in silico* simulations of geologic processes.
- Plan, develop, and teach undergraduate and graduate geology courses.

V. Duplication. Provide information for each existing degree program at a Virginia public institution at the same degree level. Use SCHEV's degree/certificate inventory and institutions' websites.

Institution	Program degree designation, name, and CIP code	Degrees granted (most recent 5-yr average)
Virginia Polytechnic Institute and State University	PhD Geosciences, CIP code: 40.0601	8.6

VI. Labor Market Information. Fill in the tables below with relevant information from the Bureau of Labor Statistics (BLS) and Virginia Employment Commission (VEC). Insert correct years (20XX and 20YY) to reflect the most recent 10-year projections. Add rows as necessary.

Labor Market Information: Bureau of Labor Statistics, 2020-30 (10-Yr)

Occupation	Base Year Employment	Projected Employment	Total % Change and #'s	Typical Entry Level Education
Geoscientists	29,000	31,000	7%, 2,000	Bachelor's degree
Atmospheric, Earth, Marine, and Space Sciences Teachers, Postsecondary	13,600	14,500	6%, 900	Doctoral

Labor Market Information: Virginia Employment Commission, 2018-2028 (10-Yr)

Occupation Title	Base Year Employment	Projected Employment	Total % Change and #'s	Annual Change #	Education
Geoscientists, Except Hydrologists and Geographers	344	360	4.65%, 16	2	Bachelor's degree
Atmospheric, Earth, Marine, and Space Sciences Teachers, Postsecondary	487	505	3.69%, 18	2	Not applicable

VII. Projected Resource Needs

Cost and Funding Sources to Initiate and Operate the Program			
Informational Category		Program Initiation Year 2023 - 2024	Program Full Enrollment Year ¹ 2026 - 2027
1.	Projected Enrollment (Headcount)	8 (4 in state, 4 out of state)	13 (6 instate, 7 out of state)
2.	Projected Enrollment (FTE)	6	10
3.	Estimated Tuition and E&G Fees for Students in the Proposed Program ¹	\$12,479 in state \$28,463 out state	\$12,479 in state \$28,463 out state
4.	Projected Revenue from Tuition and E&G Fees Due to the Proposed Program	\$163,768	\$274,115
5.	Other Funding Sources Dedicated to the Proposed Program (e.g., grant, business entity, private sources)	See below	See below

George Mason University's College of Science will fund five (5) teaching assistantships for students in the proposed PhD degree program. Additional students will be funded by Geology faculty research grants.

VIII. Virginia Needs. Briefly indicate state needs for the degree program. (max. 250 words)

Currently, Virginia offers only one PhD degree program in Geology, Earth Sciences and Geoscience. Virginia will need additional doctoral-level geoscientists in the future to train other geoscientists, to lead at government agencies, and to staff museums and other informal educational positions. The proposed degree program is intended to respond to the growing demand for experts with knowledge in critical minerals exploration, ice sheet dynamics and sea level change, renewable energy resources and technologies, and the evolution of Earth surface systems on a warming planet. The proposed program addresses the need for trained professionals in the Earth sciences. The proposed program emphasizes a research-oriented, global systems approach to studying the Earth and its systems: the atmosphere, the hydrosphere, and the lithosphere, including their interrelationships with the biosphere. Emphasis is on the observation, measurement, and analysis of Earth's systems. The need for Earth scientists in Virginia is expected to increase due to needs for mineral resources (particularly for electronics), energy resources, and due to increased threats of coastal erosion and erosion due to changes in precipitation patterns due to climate change. George Mason University can help meet these needs with this proposed doctoral program.

¹ For the "Full Enrollment Year" use: for associate degrees, initiation year plus 1; for baccalaureate degrees, initiation plus 3; for masters degrees, initiation plus 2; for doctoral degrees, initiation plus 3.

ITEM NUMBER:

PhD in Geology and Earth Sciences Degree Proposal

PURPOSE OF ITEM:

The PhD in Geology and Earth Sciences Degree Proposal is in development for submission to the State Council of Higher Education for Virginia (SCHEV) for Fall 2023. Prior to SCHEV submission, Board action is required.

APPROPRIATE COMMITTEE:

Academic Programs, Diversity and University Community Committee

BRIEF NARRATIVE:

The purpose of the proposed PhD degree program in Geology and Earth Science is to provide students with advanced education and training in preparation for high-level career opportunities in geology and Earth science. The proposed program is intended to respond to the rapidly growing worldwide demand by government, industry, and academia for experts with knowledge in critical minerals exploration, ice sheet dynamics and sea level change, renewable energy resources and technologies, and the evolution of Earth surface systems on a warming planet. The program addresses the growing demand for trained professionals in the Earth sciences. The degree emphasizes a research-oriented, global systems approach to studying the Earth and its systems--the atmosphere, the hydrosphere, and the lithosphere--including their interrelationships and interactions with the biosphere. Emphasis is on the observation, measurement, and analysis of Earth's systems. Most student research projects and dissertations will relate to geologic topics, however studies of related topics in Earth science are welcome. Graduates will be qualified to pursue careers that require knowledge of the basics of Earth systems science and the requisite tools, specifically pertaining to the area of Earth science that they choose to investigate.

REVENUE IMPLICATIONS:

The program at launch will be revenue-neutral. Required core courses overlap with those offered for other graduate programs, and the program does not require new laboratory or other facilities. We expect the program to be revenue enhancing as it reaches maturity.

STAFF RECOMMENDATION:

Staff recommends Board approval.

ITEM NUMBER:

PhD in Social Work Degree Proposal

PURPOSE OF ITEM:

The PhD in Social Work Degree Proposal is in development for submission to the State Council of Higher Education for Virginia (SCHEV) for Fall 2024. Prior to SCHEV submission, Board action is required.

APPROPRIATE COMMITTEE:

Academic Programs, Diversity and University Community Committee

BRIEF NARRATIVE:

The Doctor of Philosophy (PhD) in Social Work prepares students to think critically as social work scientists, develop subject matter expertise and analytical skills to become successful independent researchers, and respond to the most pressing social issues challenges facing Virginia, the nation, and the world.

The degree program provides doctoral students with a substantive social work knowledge base accompanied by advanced training in research methods and data analytics. Students develop theoretical and applied skills to accelerate scientific and technological solutions to improve community health and well-being. The PhD curriculum offers students skills to conduct advanced research across multiple social-ecological systems that address the social and behavioral determinants associated with our collective health, well-being, and economic prosperity. Students receive individualized research and professional mentoring necessary to ensure their success as social work scholars. The program also requires completion of a teaching and pedagogy course which prepares them for careers in academia.

Graduates are prepared to work as researchers, policy scientists, clinical interventionists, organization administrators, and evaluation specialists in a variety of employment sectors including colleges and universities, local, state, and federal health and social service agencies, non-governmental organizations, health systems, and private-sector entities such as contract research organizations, consultant management firms, and industry-based associations.

REVENUE IMPLICATIONS:

The program at launch will be revenue-neutral. The program does not require new faculty, staff, laboratory or other facilities. It is anticipated that the program will be revenue enhancing as it reaches maturity.

STAFF RECOMMENDATION:

Staff recommends Board approval.

STATE COUNCIL OF HIGHER EDUCATION FOR VIRGINIA
Program Announcement Form

I. Basic Program Information

Institution (official name)	George Mason University
Degree Program Designation	Doctor of Philosophy (PhD)
Degree Program Name	Social Work
CIP code	44.0701
Anticipated Initiation Date	Fall 2024
Governing Board Approval Date (actual or anticipated)	Anticipated May 5, 2022

II. Curriculum Requirements. Address the following using appropriate bolded category headings:

- Core Coursework and total credit hours (include course descriptor/designator, name, and credit hour value). Indicate new courses with an asterisk.
- Sub Areas (e.g., concentrations, emphasis area, tracks) and total credit hours. Include brief description of focus/purpose of sub area and required courses.
- Additional requirements (e.g., internship, practicum, research, electives, thesis, dissertation) and total credit hours
- Total credit hours for the curriculum/degree program.

Core Courses: 12 credits

GCH 700: Social and Ecological Determinants of Health (3 credits)

SOCW 801: Epistemological Approaches in Social Work (3 credits)*

SOCW 802: Theory-Driven Conceptual Model-Building (3 credits)*

SOCW 810: Technology Innovations to Power Social Change (3 credits)*

Research Courses: 15 credits

GCH 804: Biostatistics for Public Health (3 credits)

GCH 851: Advanced Research Designs and Analysis for Social and Behavioral Health Sciences (3 credits)

SOCW 820: Multivariate Statistical Methods for Social Work Research (3 credits)*

SOCW 830: Social Work Applied Research Practicum I (3 credits)*

SOCW 831: Social Work Applied Research Practicum II (3 credits)*

Faculty Preparation: 0 credits

Students may opt to repeat the faculty preparation course for zero (0) credit hours at no tuition cost.

HHS 850: Teaching Practicum in Public Health (0 credits)

Focus Area: 9 credits

In consultation with a faculty advisor, students select at least 9 credits of courses in a specific method, theory, practice, or sub-field.

Dissertation Requirements: 12 credits

Students must complete a minimum of 3 credits of SOCW 998 and a minimum of 9 credits of SOCW 999.

SOCW 998: Doctoral Dissertation Proposal (1-3 credits)*

SOCW 999: Doctoral Dissertation (1-9 credits)*

Reduction of Credit: 30 credits

Students must enter the program with a Master of Social Work (MSW) degree or other closely related master's degree from an accredited institution, which allows for a reduction of up to 30 credits for previous coursework that closely corresponds with doctoral program requirements.

Students receiving a reduction of credit of less than 30 credits will complete the remaining credits through additional courses in their focus area chosen in consultation with a faculty advisor.

Total credit hours: 78 credit hours

III. Description of Educational Outcomes. Use bullets to list outcomes. (max. 250 words)

By completing the required coursework, social work PhD students will be able to:

- Defend the relevance of their research to social work as a profession.
- Analyze theories, policies, practices, and research in the field of social work.
- Apply knowledge in the field to appropriate social issues that advance social justice.
- Advance the science linking social work research, education, and practice.
- Apply the highest ethical principles of the discipline in the conduct of scientific inquiry, teaching, and practice.
- Demonstrate classroom management and teaching skills to become effective social work educators.

IV. Description of Workplace Competencies/Skills. Use bullets to list outcomes. (max. 250 words)

Graduates of the proposed PhD in Social Work will be able to:

- Advance evidence-based solutions to improve community health and well-being
- Conduct research studies with community partners
- Teach students to become social work practitioners and researchers
- Develop evidence-based programs and policies that will improve the health and well-being of children, youth, families and communities
- Test conceptual models that explain social problems
- Translate research findings to improve social work practice and policy
- Apply a variety of multidisciplinary technologies, digital innovations, and computing techniques to advance social work practice

V. Duplication. Provide information for each existing degree program at a Virginia public institution at the same degree level. Use SCHEV's degree/certificate inventory and institutions' websites.

Institution	Program degree designation, name, and CIP code	Degrees granted (most recent 5-yr average)
Norfolk State University	PhD, Social Work, 44.0701	2.75 (4-yr average)
Virginia Commonwealth University	PhD, Social Work, 44.0701	3.6

VI. Labor Market Information. Fill in the tables below with relevant information from the Bureau of Labor Statistics (BLS) and Virginia Employment Commission (VEC). Insert correct years (20XX and 20YY) to reflect the most recent 10-year projections. Add rows as necessary.

Labor Market Information: Bureau of Labor Statistics, 2020 -2030(10-Yr)

Occupation	Base Year Employment	Projected Employment	Total % Change and #s	Typical Entry Level Education
Social work teachers, postsecondary	16,600	18,100	9%, 1,500	PhD

Labor Market Information: Virginia Employment Commission, 2018 -2028 (10-Yr)

Occupation	Base Year Employment	Projected Employment	Total % Change and #s	Annual Change #	Education
Social Work Teachers, Postsecondary	305	326	6.88%, 21	2	Not applicable

VII. Projected Resource Needs

Cost and Funding Sources to Initiate and Operate the Program				
Informational Category		Program Initiation Year 2024- 2025	Program Full Enrollment Year ¹ 2027 - 2028	
1	Projected Enrollment (Headcount)	6	19	
2	Projected Enrollment (FTE)	4	13	
3	Estimated Tuition and E&G Fees	13,500	13,500	
4	Projected Revenue from Tuition and E&G Fees	81,000	256,500	
5	Other Funding Sources Dedicated to the Proposed Program (e.g., grant, business entity, private sources)			

¹ For the “Full Enrollment Year” use: for associate degrees, initiation year plus 1; for baccalaureate degrees, initiation plus 3; for masters degrees, initiation plus 2; for doctoral degrees, initiation plus 3.

VIII. Virginia Needs. Briefly indicate state needs for the degree program. (max. 250 words)

A recent workforce assessment, found a severe shortage of behavioral health (BH) professionals in Virginia. The report noted that “Virginia’s BH programs do not graduate enough BH professions to maintain even the current inadequate supply, let alone address the tremendous growth in demand” (Virginia Health Care Foundation, 2022, p.9). The report recommends recruitment, production, and retention of more BH professionals. PhD-trained social workers not only contribute to the BH workforce, but they also train new BH workforce professionals, conduct research, and develop, implement and evaluate evidence-based policies and programs to improve the public’s health. PhD-trained social workers are distinctively prepared to address the complex and growing needs of the BH workforce crisis in Virginia, which is exponentially increasing due to the pandemic. Depression, anxiety, and suicide rates were already increasing in the years before the pandemic, and have grown into a significant public health crisis, particularly for youth (MHA, 2021; Yard et al., 2021), military veterans (Hill et al., 2021), other vulnerable Virginians such individuals with substance use disorders. The alarm has caused the U.S. Surgeon General to issue an Advisory on Protecting Youth Mental Health (DHHS, 2021), and both the American Academy of Pediatrics and the American Academy of Child and Adolescent Psychiatry have declared a national mental health emergency. More PhD-trained social workers are needed nationally and in Virginia to train the next generation of highly-skilled social workers who can meet the demands of these growing social challenges.

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

May 5, 2022

PROMOTION AND/OR TENURE

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>PROMOTION/TENURE</u>
Allen	Susan	8/25/2022	Y/ N

Title: Professor without Term

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

Altug	Mehmet	8/25/2022	N/ Y
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Title: Associate Professor without Term

Local Academic Unit: School of Business

Auerswald	Philip	8/25/2022	Y/ N
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Title: Professor without Term

Local Academic Unit: Schar School of Policy and Government

Berry	Tyrus	8/25/2022	Y/ Y
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Title: Associate Professor without Term

Local Academic Unit: Mathematical Science (COS)

Broeckelman- Post	Melissa	8/25/2022	Y/ N
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Title: Professor without Term

Local Academic Unit: Communication (CHSS)

Call-Cummings	Meagan	8/25/2022	Y/ Y
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Title: Associate Professor without Term

Local Academic Unit: College of Education and Human Development

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

May 5, 2022

PROMOTION AND/OR TENURE

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>PROMOTION/TENURE</u>
Clark	Jamie	8/25/2022	Y/ Y

Title: Associate Professor without Term

Local Academic Unit: Sociology and Anthropology (CHSS)

Cooper	James C.	8/25/2022	Y/ N
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Title: Professor without Term

Local Academic Unit: Law and Economics Center (ASLS)

Correa-Cabrera	Guadalupe	8/25/2022	Y/ N
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Title: Professor without Term

Local Academic Unit: Schar School of Policy and Government

Curby	Timothy	8/25/2022	Y/ N
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Title: Professor without Term

Local Academic Unit: Psychology (CHSS)

Dodman	Stephanie	8/25/2022	Y/ Y
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Title: Associate Professor without Term

Local Academic Unit: College of Education and Human Development

Dong	Beidi	8/25/2022	Y/ Y
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Title: Associate Professor without Term

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

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

May 5, 2022

PROMOTION AND/OR TENURE

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>PROMOTION/TENURE</u>
Dorpenyo	Isidore K.	8/25/2022	Y/ Y

Title: Associate Professor without Term

Local Academic Unit: English (CHSS)

Greenwood	Brad	8/25/2022	Y/ N
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Title: Professor without Term

Local Academic Unit: School of Business

Hunzeker	Michael A.	8/25/2022	Y/ Y
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Title: Associate Professor without Term

Local Academic Unit: Schar School of Policy and Government

Ihara	Emily	6/10/2022	Y/ N
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Title: Professor without Term

Local Academic Unit: Social Work (CHHS)

Johnsen-Neshati	Kristin I.	6/10/2022	Y/ N
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Title: Professor without Term

Local Academic Unit: Theater (CVPA)

Johnson	Noel	8/25/2022	Y/ N
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Title: Professor without Term

Local Academic Unit: Economics (CHSS)

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

May 5, 2022

PROMOTION AND/OR TENURE

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>PROMOTION/TENURE</u>
Johnson	Bret A.	8/25/2022	Y/ Y

Title: Associate Professor without Term

Local Academic Unit: School of Business

Kim	Sojung	8/25/2022	Y/ Y
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Title: Associate Professor without Term

Local Academic Unit: Communication (CHSS)

Koper	Christopher	8/25/2022	Y/ N
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Title: Professor without Term

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

Lee	Yi-Ching	8/25/2022	Y/ Y
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Title: Associate Professor without Term

Local Academic Unit: Psychology (CHSS)

Martin	Scott	6/10/2022	Y/ N
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Title: Professor without Term

Local Academic Unit: Computer Game Design (CVPA)

Norris	Robert	8/25/2022	Y/ Y
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Title: Associate Professor without Term

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

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

May 5, 2022

PROMOTION AND/OR TENURE

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>PROMOTION/TENURE</u>
Nowzari	Cameron	8/25/2022	Y/ Y

Title: Associate Professor without Term

Local Academic Unit: Electrical and Computer Engineering (CEC)

Pathak	Parth	8/25/2022	Y/ Y
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Title: Associate Professor without Term

Local Academic Unit: Computer Science (CEC)

Pham	Anh	8/25/2022	Y/ Y
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Title: Associate Professor without Term

Local Academic Unit: Schar School of Policy and Government

Qiao	Wanli	8/25/2022	Y/ Y
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Title: Associate Professor without Term

Local Academic Unit: Information Sciences and Technology (CEC)

Rautenberg	Carlos	8/25/2022	Y/ Y
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Title: Associate Professor without Term

Local Academic Unit: Mathematical Science (COS)

Romano	Arthur	8/25/2022	Y/ Y
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Title: Associate Professor without Term

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

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

May 5, 2022

PROMOTION AND/OR TENURE

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>PROMOTION/TENURE</u>
Rudes	Danielle S.	8/25/2022	Y/ N

Title: Professor without Term

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

Scafide	Katherine	8/25/2022	Y/ Y
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Title: Associate Professor without Term

Local Academic Unit: Nursing (CHHS)

Schrum	Kelly R.	8/25/2022	Y/ N
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Title: Professor without Term

Local Academic Unit: Higher Education Program (CHSS)

Shin	Joan Kang	8/25/2022	Y/ N
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Title: Professor without Term

Local Academic Unit: College of Education and Human Development

Storr	Virgil H.	8/25/2022	Y/ N
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Title: Professor without Term

Local Academic Unit: Economics (CHSS)

Sun	Kun	8/25/2022	Y/ N
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Title: Professor without Term

Local Academic Unit: Information Sciences and Technology (CEC)

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

May 5, 2022

PROMOTION AND/OR TENURE

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>PROMOTION/TENURE</u>
Uhen	Mark	8/25/2022	Y/ N

Title: Professor without Term

Local Academic Unit: Atmospheric, Oceanic and Earth Sciences (COS)

von Fricken	Michael E.	8/25/2022	Y/ Y
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Title: Associate Professor without Term

Local Academic Unit: Global and Community Health (CHHS)

Wage	Katleen	8/25/2022	Y/ N
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Title: Professor without Term

Local Academic Unit: Electrical and Computer Engineering (CEC)

Weinstein	Ali	8/25/2022	Y/ N
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Title: Professor without Term

Local Academic Unit: Global and Community Health (CHHS)

Wojtusiak	Janusz	8/25/2022	Y/ N
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Title: Professor without Term

Local Academic Unit: Health Administration and Policy (CHHS)

ACTION ITEMS

Academic Programs, Diversity, and University Community Committee

May 5, 2022

CONFERRAL OF EMERITUS/EMERITA STATUS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Acs	Zoltan	6/2/2022

Title: University Professor Emeritus of Policy and Government

Local Academic Unit: Schar School of Policy and Government

Guccione	Andrew	6/2/2022
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Title: Professor Emeritus

Local Academic Unit: Rehabilitation Sciences (CHHS)

Kozlowski	James C.	6/2/2022
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Title: Associate Professor Emeritus of Parks, Recreation, and Leisure Studies

Local Academic Unit: College of Education and Human Development

Laskey	Kathryn B.	6/2/2022
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Title: Professor Emerita of Systems Engineering and Operations Research

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

Loerch	Andrew G.	6/2/2022
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Title: Professor Emeritus of Systems Engineering and Operations Research

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

Menasce	Daniel A.	6/2/2022
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Title: University Professor Emeritus of Computer Science

Local Academic Unit: Computer Science (CEC)

ACTION ITEMS

Academic Programs, Diversity, and University Community Committee

May 5, 2022

CONFERRAL OF EMERITUS/EMERITA STATUS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Newmark	Lisa	5/5/2022

Title: Term Professor Emerita

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

Regan	Priscilla A.	6/2/2022
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Title: Professor Emeritus of Policy and Government

Local Academic Unit: Schar School of Policy and Government

Rome	Sunny H.	6/2/2022
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Title: Professor Emerita

Local Academic Unit: Social Work (CHHS)

Slayden	Suzanne W.	6/2/2022
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Title: Associate Professor Emerita

Local Academic Unit: Chemistry and Biochemistry (COS)

Walker	Laura M.	6/2/2022
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Title: Associate Professor Emeritus of Policy and Government

Local Academic Unit: Schar School of Policy and Government



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

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

Subject: Emeritus Designation for Professor Zoltan Acs

Date: March 23, 2022

This memo nominates Dr. Zoltan Acs as Professor of Policy and Government Emeritus. Dr. Acs joined the Mason faculty in 2005 with the School of Public Policy as a full Professor. He was bestowed the title of University Professor later that same year, and has regularly taught the School's graduate level courses on economics and entrepreneurship. He is the founder and director of the Center for Entrepreneurship and Public Policy.

An internationally known scholar on economic development, Dr. Acs has been one of the most cited faculty in the School and university. He has been a leading advocate on the importance of entrepreneurship, and was the co-developer of the Global Entrepreneurship and Development Index (GEDI), a tracker of the global entrepreneurship ecosystem. He has published more than 200 articles and 35 books, including *Why Philanthropy Matters: How the Wealthy Give*, and *What it Means for our Economic Well-Being* (2013), a finalist for the Academy of Management George R. Baker Prize.

Acs has prepared special reports for the White House, congressional committees, congressional hearings and the public, and furnished economic advice and counsel for important governmental action decisions as they affect small business. He has provided many years guiding the development of policy and information on small business across numerous organizations.

He was a Wilford White Fellow Award winner in 2015 and is an Outside Member of the Hungarian Academy of Sciences. Acs received his B.A. from Cleveland State University, and his M.A. and Ph.D. in Economic Theory and Industrial Organization from The New School for Social Research.

It gives me great pleasure to nominate Dr. Zoltan Acs for consideration as University Professor Emeritus of Policy and Government, effective June 2, 2022.

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 Health and Human Services

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

TO: Mark R. Ginsberg, Provost and Executive Vice President
Gregory N. Washington, President

FROM: Germaine M. Louis *Germaine M. Louis*
Dean, College of Health and Human Services

SUBJECT: Emeritus Designation for Andrew A. Guccione, Ph.D.,

DATE: D.P.T. February 21, 2022

This memo affirms my support for **Professor Andrew Guccione's** candidacy for Faculty Emeritus as nominated by the Department of Rehabilitation Science. Professor Guccione joined Mason in 2011 as a tenured professor and founding chair of the Department of Rehabilitation Science. He was recruited from the Department of Veteran's Affairs where he served as the Deputy Director of the Health Services Research and Development that was preceded by academic appointments at Boston University from 1985-1997. During his tenure at Mason, Dr. Guccione led the development of two new degree programs – B.S. and Ph.D. - in rehabilitation science and the recruitment of faculty. Given the College's planned transition to public health, the Department and its two degree programs are being sunsetted necessitating a teach out plan for all registered students. Dr. Guccione has gone above and beyond to ensure (under)graduate students are on track to graduate and he has stepped up to teach courses needed for degree completion. He is the recipient of the College's Senior Faculty Master Teacher Award and has been recognized by the Mason Core Committee for his outstanding teaching as recognized by students. Dr. Guccione has a trajectory of scholarly published work focusing on Parkinson's Disease and interventions aimed at restoring function to promote quality of life for disabled populations. He is the recipient of the College's Research Mentor Award and a recognized scholar as evident by his selection for national expert panels and editorial boards.

In light of Professor Guccione's sustained commitment to the University and demonstrated academic excellence, I fully support a Faculty Emeritus appointment for him effective June 2, 2022.

☒ Approval ☐ Disapproval *Mark R. Ginsberg*
Mark R. Ginsberg, Provost and Executive Vice President

☒ Approval ☐ Disapproval *Gregory N. Washington*
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, President

From: Robert E. Baker, EdD, Interim Dean 
College of Education and Human Development (CEHD)

Subject: Emeritus Designation for Dr. James Kozlowski

Date: February 18, 2022

I write enthusiastically to request that Dr. James Kozlowski be awarded the title of Associate Professor Emeritus of Parks, Recreation, and Leisure Studies, effective June 2, 2022. Dr. Kozlowski is an associate professor in the School of Sport, Recreation, and Tourism Management (SRTM) in the College of Education and Human Development (CEHD). He joined the faculty of CEHD in 1983 and has been a full-time associate professor since 1999.

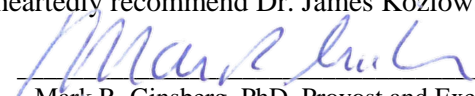
Dr. Kozlowski has been instrumental in the development and delivery of the undergraduate and graduate Recreation Management program and its predecessors. He has also elevated the national prominence and visibility of the SRTM and its Recreation Management program. Dr. Kozlowski combines his PhD and JD in significant ways to contribute locally and nationally to his field of study. For example, he is widely recognized for his National Recreation and Park Association (NRPA) monthly Law Review Column, via *Parks and Recreation Magazine*, that informs tens of thousands of industry professionals and academics.

Among his most significant honors is his selection as a Fellow in the Academy of Leisure Sciences “in recognition of contributions to the intellectual advancement of the field” in 2021. In addition to this highly regarded accolade, he has received the National Society for Park Resources (NSPR) Award for Excellence as well as the NRPA Distinguished Professional Award.

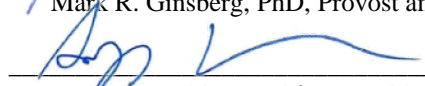
Dr. Kozlowski has served the profession as a consultant and legal counsel to the NRPA Division of Public Policy. He served four terms on the NSPR Board of Directors. For the university, he has served on the Advisory Board for Mason Recreation. Importantly, Dr. Kozlowski shares his expertise regularly and has benefitted an untold number of Mason students over many years. Dr. Kozlowski’s work is commonly appreciated and widely praised.

Dr. Kozlowski’s contributions in teaching, research, and service have been excellent. He has contributed substantially to the visibility and reputation of SRTM and Mason. Emeritus status would both acknowledge Dr. Kozlowski’s substantial reputation and contributions and sustain the value he adds to Mason’s stature in Recreation Management. I wholeheartedly recommend Dr. James Kozlowski for emeritus status.

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 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 Engineering and Computing

Office of the Dean
Nguyen Engineering Building, Suite 5100
4400 University Drive, MS 4A3, Fairfax, Virginia 22030
Email: ball@gmu.edu; Phone: 703-993-1500

To: Mark R. Ginsberg, Provost and Executive Vice President
Gregory N. Washington, President

From: Kenneth S. Ball, P.E., Dean 
College of Engineering and Computing

Subject: Emeritus Designation for Dr. Kathryn Blackmond Laskey

Date: 21 March 2022

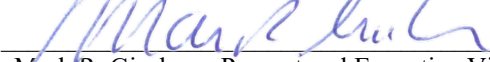
I am writing to request that Dr. Kathryn Blackmond Laskey be awarded the title **Professor Emerita of Systems Engineering and Operations Research, effective June 2, 2022**. Dr. Laskey received her PhD from Department of Statistics and School of Urban and Public Affairs at Carnegie Mellon University in 1985. She joined Mason in 1990 as an Associate Professor, was awarded tenure in 1994, and promoted to the rank of Professor in the Systems Engineering and Operations Research Department (SEOR) in 2012. She served as Associate Director of the Center of Excellence in Command, Control, Communications, Computing and Intelligence (C4I, now known as C4I and Cyber) between 2005 to 2020. She recently founded and directed the trans-disciplinary Center for Resilient and Sustainable Cities (C-RASC).

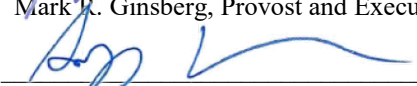
Dr. Laskey has been a prolific researcher. She has published 36 journal papers, 4 book chapters, and 125 conference papers, and is highly cited. She has served as a PI or co-PI on over \$20 million in research grants, including several multi-million grants from the Department of Defense. She has graduated 17 doctoral students, and is currently advising three others who will finish shortly. She has brought significant research leadership to the SEOR department.

Dr. Laskey is an outstanding and very versatile instructor. She has taught a wide variety of courses, including courses in management, statistics, systems engineering foundations, mathematical modeling, and capstone project courses at both the graduate and undergraduate levels, and has created two popular graduate courses. Several years ago she initiated a weekly seminar for doctoral students to brief their research and get constructive feedback, and she has served for many years as the faculty advisor for the Mason Student Chapter of the International Council on Systems Engineering (INCOSE).

Dr. Laskey has served on the editorial boards of several journals and co-edited numerous special issues. She has chaired or co-chaired several conferences, including the International Conference on Information Fusion, the International Conference on Semantic Technology for Intelligence, Defense and Security, and the Conference on Uncertainty in Artificial Intelligence.

In summary, Dr. Laskey has 32 years of exemplary service to Mason with significant contributions in teaching, service, and research. Her nomination has the full support of the SEOR Department and it's chair. In recognition of her many contributions I recommend that Dr. Kathryn Blackmond Laskey be granted the status of Professor Emerita of Systems Engineering and Operations Research.

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.



College of Engineering and Computing

Office of the Dean
Nguyen Engineering Building, Suite 5100
4400 University Drive, MS 4A3, Fairfax, Virginia 22030
Email: ball@gmu.edu; Phone: 703-993-1500

To: Mark R. Ginsberg, Provost and Executive Vice President
Gregory N. Washington, President

From: Kenneth S. Ball, P.E., Dean 
College of Engineering and Computing

Subject: Emeritus Designation for Dr. Andrew G. Loerch

Date: 21 March 2022

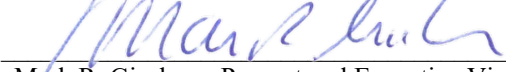
I am writing to request that Dr. Andrew G. Loerch be awarded the title **Professor Emeritus of Systems Engineering and Operations Research, effective June 2, 2022**. Dr. Loerch joined the Department of Systems Engineering and Operations Research (SEOR) in 2000 as a Term Associate Professor. He has served as the Associate Chair of the SEOR Department since 2004 and was promoted to the rank of Professor in 2017. Dr. Loerch received his PhD in Operations Research from Cornell University in 1990. Prior to joining Mason he served for 26 years in the United States Army, retiring at the rank of Colonel.

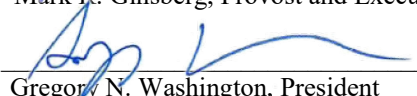
Dr. Loerch has made significant contributions to teaching. Upon joining Mason, he recognized the need for education in analysis supporting decision making at the highest levels of the military, and developed new courses in the area as well as a concentration and a certificate in Military Operations Research. This is the only such program within a civilian university, and has attracted many full- and part time military students, all mentored by Dr. Loerch. He also co-edited his own textbook *Methods for Conducting Military Operational Analysis* (2007), which has become the primary reference for defense analysis and is the top selling publication of the Military Operations Research Society (MORS).

Dr. Loerch served as the President of MORS from 2004-2005 and was elected a Fellow of the Society in 2008. In 2011, he received the prestigious Vance R. Wanner Memorial Award, granted "to a military operations research professional who is deemed to have played a major role in strengthening the profession." With Dr. Loerch's reputation, Mason is at the center of any discussion at the local level on education to meet the needs of military analysts. He also serves as the faculty adviser for the Mason chapter of the Armed Forces Communications and Electronics Association (AFCEA).

Dr. Loerch's accomplishments in research are also significant. He has served as PI or co-PI on four grants of over \$2.4M, and as faculty associate on two grants worth \$1.96M. He has written 12 journal papers and 9 conference papers, and has supervised 8 doctoral students.

In summary, Dr. Loerch has 22 years of exemplary service to Mason with significant contributions in teaching, service, and research. He was an exemplary Associate Chair of the SEOR Department, and his nomination has the full support of the Department and its Chair. In recognition of his many contributions I recommend that Dr. Andrew G. Loerch be granted the status of Professor Emeritus of Systems Engineering and Operations Research.

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.



College of Engineering and Computing

Office of the Dean
Nguyen Engineering Building, Suite 5100
4400 University Drive, MS 4A3, Fairfax, Virginia 22030
Email: ball@gmu.edu; Phone: 703-993-1500

To: Mark R. Ginsberg, Provost and Executive Vice President
Gregory N. Washington, President

From: Kenneth S. Ball, P.E., Dean 
College of Engineering and Computing

Subject: Emeritus Designation for Dr. Daniel Menascé

Date: 21 March 2022

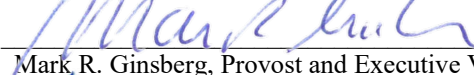
I am writing to request that Dr. Daniel Menascé be awarded the title **University Professor Emeritus of Computer Science effective June 2, 2022.**

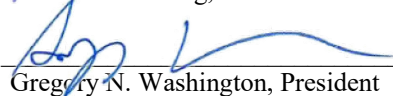
Dr. Menascé received his PhD in computer science from UCLA in 1978 and served for 13 years as a tenured Professor and Chair of the Computer Science Department at the Pontifical Catholic University of Rio de Janeiro. He joined Mason as a Visiting Professor in 1992, was awarded tenure as a Full Professor of Computer Science in 1993 and was named a University Professor of Computer Science in 2012. He served for seven years as Senior Associate Dean of the Volgenau School of Engineering (2005-2012).

Dr. Menascé's publication record includes five authored textbooks that are used worldwide, and over 280 peer-reviewed journal and conference proceeding papers. He has served as Principal or co-Principal Investigator for over 7.6 million dollars in research funding. He is a Fellow of the Institute for Electrical and Electronics Engineers (IEEE), and the Association of Computing and Machinery (ACM). He received the 2001 lifetime A.A. Michelson Award from the Computer Measurement Group.

Dr. Menascé has had a strong influence on computer science education at Mason. He developed and taught numerous courses and he led the development of the Executive MS in Management of Secure Information Systems program jointly with the School of Business. In 2017, Prof. Menascé received the prestigious statewide Outstanding Faculty Award from SCHEV for his accomplishments in research, teaching, knowledge integration, and public service. He received the 2021 David J. King Teaching Award from Mason for "significant, long-term contributions to the overall educational excellence of the university."

Dr. Menascé's nomination has the full support of the Department of Computer Science and its Chair. In recognition of the many contributions that Dr. Daniel Menascé has made to the College of Engineering and Computing, I recommend that he be granted the status of University Professor Emeritus of Computer Science.

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

Approval ☒ Disapproval ☐ 
Gregory N. Washington, President

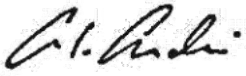
This memo certifies that the criteria have been met by this Emeritus candidate according to the Faculty Handbook requirements: full-time Associate or Full Professor with ten or more years of continuous academic service; nominated by the home unit with the Dean, Provost, and President's recommendations.



**College of Humanities and
Social Sciences**

4400 University Drive, MS 3A3, Fairfax, Virginia 22030
Phone: 703-993-8720

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

From: Ann Ardis, Dean 
College of Humanities and Social Sciences

Subject: Emerita Designation for Lisa Newmark

Date: February 22, 2022

On the recommendation of the Department of Criminology, Law and Society, I am pleased to recommend Lisa Newmark for appointment as Term Professor Emerita effective upon approval of the BOV.

Professor Newmark retired on January 9, 2022 after 14 years at GMU. She joined CLS as a term assistant professor in 2007 and held the role of Undergraduate Program Director from 2009-2021.

As Undergraduate Program Director, Professor Newmark has been instrumental to the department's growth and success. Under her leadership, the number of CLS undergraduate majors, the number of bachelor's degrees awarded, the number of courses taught, and undergraduate course enrollments, have all more than doubled.

Professor Newmark also played a central role in CLS program development. This included the creation of the B.A. degree, and the revisions to the requirements for the current B.S. degree (replacing the skills category with an internship or minor requirement). She also supported the implementation of the department's minor in Intelligence Studies, which is now one of the largest in CHSS.

Based on her distinguished service at GMU, the CLS faculty were unanimous and enthusiastic in their support of recommending Lisa Newmark for emerita status.

Approve ☒ Disapprove ☐  2/23/2022
Mark R. Ginsberg, Provost and
Executive Vice President Date

Approve ☒ Disapprove ☐  3/21/2022
Gregory Washington, President Date

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



To: Mark R. Ginsberg, 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 Priscilla Regan

Date: March 23, 2022

This memo nominates Dr. Priscilla Regan as Professor of Policy and Government Emeritus. Dr. Regan joined the Mason faculty in 1989 after serving as a Senior Analyst in the Congressional Office of Technology Assessment and an Assistant Professor of Politics and Government at the University of Puget Sound. She has regularly taught the School's courses on privacy and technology, ethics in public administration, and public policy and process.

During Dr. Regan's distinguished career at George Mason University, her dedication to service had her continuously taking on leadership roles. She served as Associate Chair for Undergraduate Studies from 2001-2005, as a Program Director for the Science and Society Program at NSF from 2005-2007, and as a Co-Director of the Graduate Political Science Program from 2007-2009. After this, she became a Chair for the Department of Public and International Affairs (2010-2014), transitioning into an Acting Senior Associate Dean at the School of Policy, Government, and International Affairs upon the PIA merger with the School of Public Policy.

Dr. Regan has published over eighty articles or book chapters, as well as *Legislating Privacy: Technology, Social Values, and Public Policy* (University of North Carolina Press, 1995) and two co-edited books. As a recognized researcher in this area, Dr. Regan has testified before Congress and participated in meetings held by the Department of Commerce, Federal Trade Commission, Social Security Administration, and Census Bureau. Regan received her B.A. from Mount Holyoke College, before earning an M.A. in Politics from New York University and an M.A. and Ph.D. in Government at Cornell University.

It gives me great pleasure to nominate Dr. Priscilla Regan for consideration as Professor Emeritus of Policy and Government, effective June 2, 2022.

Approval ☒ Disapproval ☐

Mark R. Ginsberg, 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 Health and Human Services

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

TO: Mark R. Ginsberg, Provost and Executive Vice President
Gregory N. Washington, President

FROM: Germaine M. Louis *Germaine M. Louis Harris*
Dean, College of Health and Human Services

SUBJECT: Emerita Designation for Sunny Harris Rome, J.D., M.S.W.

DATE: March 1, 2022

This memo affirms my support for **Professor Sunny Harris Rome's** candidacy for Faculty Emerita as nominated by the Department of Social Work and supported by the Chair. Professor Harris Rome joined Mason in 1993 as an assistant professor and advanced through the ranks being awarded tenure in 2003 and promoted to full professor in 2013. During her 30-year career, Professor Harris Rome held important leadership roles, including serving as the B.S.W. Program Director from 2000-2002, the inaugural M.S.W. Program Director from 2002-2007 and Departmental Chair from 2002-2008. She helped establish Mason's and the country's first dual M.S.W. and conflict analysis degree.

Professor Harris Rome's expertise is policy practice within social work education. She teaches related (under)graduate courses and offers students experiential learning initiatives aimed at delivering voting in communities. She is the author of two voting textbooks, including her 2022 book entitled - *Promote the Vote: Positioning Social Workers for Action* - that is the first such text for the discipline. Her seminal study - *Social Work and Civic Engagement: The Political Participation of Professional Social Workers* - remains the largest study to date of social workers on this topic.

Professor Harris Rome's excellent service to Mason is further reflected in her selection for awards, viz., 2011 Master Teacher, 2012 Outstanding Virginia Social Work Educator of the Year Award and 2019 University Teaching Excellence Award. In light of Professor Harris Rome's sustained service to the University, College, Department, and her profession as her curriculum vitae reflects, I fully support her Faculty Emerita appointment effective June 2, 2022.

☒ Approval ☐ Disapproval *Mark R. Ginsberg*
Mark R. Ginsberg, Provost and Executive Vice President

☒ Approval ☐ Disapproval *Gregory N. Washington*
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.



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

To: Mark R. Ginsberg, Ph.D., Provost and Executive Vice President
Gregory Washington, President
From: Fernando R. Miralles-Wilhelm, Dean, College of Science
Subject: Emerita Designation for Suzanne W. Slayden Ph.D.
Date: April 29, 2022

Dr. Slayden joined Mason in the Department of Chemistry and Biochemistry in 1996 and has contributed significantly to teaching, scholarship, and service. Dr. Slayden will retire in June 2022, after 46 years of service.

Dr. Slayden taught undergraduate Organic Chemistry lecture and laboratories and was heavily involved in the early efforts to integrate technology into the classroom. For several years in the mid-1990's, she was the course leader for PAGE 120 (Plan for Alternative General Education), "Computers in Contemporary Society" which later became the first Honors curriculum. During the period of 2000-2009, she developed and taught a course for chemistry majors, "Computer Techniques in Chemistry", which was the first IT course approved by the university for the then-new General Education curriculum. Dr. Slayden was active during this period giving presentations at American Chemical Society meetings on using computer molecular modeling in teaching organic chemistry. Dr. Slayden also developed a lab manual for the General Chemistry lab courses, which is now overseen by other faculty. The revamping of the organic chemistry lab manual project culminated in an OER grant that helped convert most of the student laboratory materials to open educational resources.

Dr. Slayden's research and scholarship interests have centered on the thermochemistry and energetics of organic compounds and has contributed to numerous articles and publications. Dr. Slayden actively served her department, college, and university, and served as Lab and GTA Coordinator for the organic chemistry laboratories. In addition to membership on multiple standing and ad hoc committees in the Department, she was elected for multiple years as Chair or Secretary of the College of Arts and Sciences, and then the College of Science. She has been a Faculty Senator since 2001 and was Chair of the Faculty Senate from 2006-2009. She was the first Chair invited to sit as an ex officio non-voting representative to the Board of Visitors and the first to ensure that all faculty considered for promotion and tenure go through a second-level college review. She has been Chair of the Faculty Senate Academic Policies Committee since 2014. As a member of the Faculty Senate Executive Committee since 2014, Dr. Slayden met regularly throughout the summer and academic year with the Provost and other members of the administration to discuss matters central to the General Faculty.

During the period of 2007 – 2009, Dr. Slayden was a member of the committee that updated the 1994 Faculty Handbook (2007-2009). Since 2011, she has Chaired the Faculty Handbook Revision Committee, which meets regularly with representatives from the Provost's office and Human Resources. Examples of the more important and extensive revisions were the establishment of the University Promotion and Tenure Appeal Committee (UPTRAC) and procedures; the improvement of the Post-Tenure Review procedure; and the comprehensive incorporation of term faculty in the Faculty Handbook.

I am pleased to support the nomination of Dr. Slayden for the rank of Associate Professor Emerita as recommended by the Department Chair, Dr. Gerald Weatherspoon. Given her significant contributions and reputation at Mason, it seems fitting that we confer this honor effective upon approval by the Board of Visitors.

Approved ☒ Disapproved ☐

Mark R. Ginsberg, Ph.D., Provost

4/29/2022

Date

Approved ☒ Disapproved ☐

Gregory Washington, President

4/29/2022

Date

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



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 Laura Walker

Date: March 23, 2022

This memo nominates Dr. Laura Walker as Associate Professor of Policy and Government Emeritus. Dr. Walker began at Mason as adjunct faculty in 1999, serving in that role until coming onboard as an Assistant Professor in 2006 at the Department of Public and International Affairs. She has regularly taught the courses on the law, from criminal law to tort law to constitutional law, as well as courses on law and public policy.

Dr. Walker was promoted to Associate Professor in 2015, and has been a leader on legal studies for the School since 2011. She has served as the Director of the Pre-Law Advising Program and the Minor in Legal Studies Program since that time. Dr. Walker is also the author of the textbook *Family Law and Public Policy*.

Dr. Walker is an alumnus of the School. She earned her PhD from Mason's School of Public Policy, with dual concentrations in Culture, Values & Social Policy and National Governance & Society in 2012. She has demonstrated her investment in the student body by serving as and the faculty advisor to Phi Alpha Delta, the pre-law student organization, since 2011.

It gives me great pleasure to nominate Dr. Laura Walker for consideration as Associate Professor Emeritus of Policy and Government, effective June 2, 2022.

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.

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

May 5, 2022

SPECIAL RANK CHANGE

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Redlich	Allison D.	5/5/2022

Title: University Professor

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

Wilson	David B.	5/5/2022
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Title: University Professor

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

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

May 5, 2022

APPOINTMENT OF FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Abdullah	Sharmin	1/25/2022	1 year

Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Computational and Data Sciences (COS)

Alishetty	Suman	2/10/2022	> 1 year
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Title: Research Assistant Professor

Classification: Term - Research

Local Academic Unit: Bioengineering (CEC)

Brackney	RaShall M.	1/10/2022	1.5 years
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Title: Distinguished Visiting Professor of Practice

Classification: Term - Instructional

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

Bray	Harrison	8/25/2022	3 years
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Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Mathematical Science (COS)

Brooks	Natalie	3/10/2022	> 1 year
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Nursing (CHHS)

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

May 5, 2022

APPOINTMENT OF FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Brunori	David	8/25/2022	1 year

Title: Visiting Professor of Public Policy

Classification: Term - Instructional

Local Academic Unit: Schar School of Policy and Government

Desierto	Desiree A.	8/25/2022	1 year
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Economics (CHSS)

Diddi	Pratiti	8/25/2022	3 years
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Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Communication (CHSS)

Eckenrode	Brian A.	1/10/2022	2.5 years
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Title: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: Forensic Science Program (COS)

Frisch	Alexandria	8/25/2022	3 years
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Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Religious Studies (CHSS)

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

May 5, 2022

APPOINTMENT OF FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Girgis	Michael A.	2/21/2022	1 year

Title: Research Assistant Professor

Classification: Term - Research

Local Academic Unit: Bioengineering (CEC)

Gonzalez Chavez	Humberto	1/10/2022	1 year
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Modern and Classical Languages (CHSS)

Koduah	Susan O.	1/10/2022	< 2 year
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Nursing (CHHS)

Petryk	Mariia	8/25/2022	3 years
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Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: School of Business

Rickerby	Jennifer	1/10/2022	1.5 years
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Nursing (CHHS)

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May 5, 2022

APPOINTMENT OF FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Schriefer	Susan P.	2/10/2022	< 2 year

Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Nursing (CHHS)

Note(s): Additional Title: Mason Wiley On-Line Family Nurse Practitioner Coordinator

Udell	Gwen	1/10/2022	1 year
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Title: Professor of Practice

Classification: Term - Instructional

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

Zhang	Chen	1/25/2022	1 year
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Title: Research Assistant Professor

Classification: Term - Research

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

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

May 5, 2022

APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Aaronson	Stephanie J.	1/31/2022

Title: Deputy VP, Communications and Mason Media

Classification: At will - Admin/Professional

Local Academic Unit: Communications and Marketing

Amis	Ebony J.	1/25/2022
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Title: SEVIS Coordinator

Classification: At will - Admin/Professional

Local Academic Unit: International Program and Services

Anderson	Andrew A.	1/10/2022
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Title: Staff Clinician

Classification: At will - Admin/Professional

Local Academic Unit: Counseling and Psychological Services (UL)

Ashworth	Delishia S.	3/14/2022
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Title: Assistant Director for Substance Use and Recovery

Classification: At will - Admin/Professional

Local Academic Unit: Student Support and Advocacy Center (UL)

Ayoubi	Shereen R.	8/1/2022
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Title: Staff Clinician

Classification: At will - Admin/Professional

Local Academic Unit: Counseling and Psychological Services (UL)

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

May 5, 2022

APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Bart	Adam A.	5/1/2022

Title: Associate Vice President of Development - Schools & Colleges

Classification: At will - Admin/Professional

Local Academic Unit: Advancement and Alumni Relations

Bergene	Karissa	4/1/2022
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Title: Assistant Director of Research Operations, C-RASC

Classification: At will - Admin/Professional

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

Bradni	Raymond	5/25/2022
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Title: Stepped Mental Health Care Director

Classification: At will - Admin/Professional

Local Academic Unit: Psychology (CHSS)

Chang	Aurora	7/1/2022
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Title: Director of Faculty Development and Career Advancement

Classification: At will - Admin/Professional

Local Academic Unit: Office of the Provost

Cooper	Jocelyn	1/3/2022
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Title: Staff Clinician

Classification: At will - Admin/Professional

Local Academic Unit: Counseling and Psychological Services (UL)

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

May 5, 2022

APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Curtis	Dianka M.	1/10/2022

Title: Director of Finance and Human Resources

Classification: At will - Admin/Professional

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

Danquah-Brobby	Paula	2/14/2022
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Title: Director of Diversity, Equity and Inclusion

Classification: At will - Admin/Professional

Local Academic Unit: College of Science

Dove	Frances A.	2/25/2022
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Title: Associate Director of Graduate Admissions

Classification: At will - Admin/Professional

Local Academic Unit: College of Health and Human Services

Duritz	Nicole S.	2/10/2022
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Title: Director of Outreach and Advocacy

Classification: At will - Admin/Professional

Local Academic Unit: Communication (CHSS)

Gaston	Whitney K.	3/10/2022
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Title: Associate Director, Student Success Coaching

Classification: At will - Admin/Professional

Local Academic Unit: Student Success Coaching (UL)

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

May 5, 2022

APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Hagedorn	James T.	1/3/2022

Title: Plan Review Engineer

Classification: At will - Admin/Professional

Local Academic Unit: Office of the Senior Vice President

Hammer	Michael E.	4/10/2022
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Title: Senior Research Associate

Classification: At will - Admin/Professional

Local Academic Unit: Institutional Effectiveness and Planning (Provost)

Haslbeck	Kara J.	1/10/2022
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Title: International Advisor

Classification: At will - Admin/Professional

Local Academic Unit: International Programs and Services (UL)

Hawkins	Jason H.	1/18/2022
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Title: Director, Supplier Diversity

Classification: At will - Admin/Professional

Local Academic Unit: Office of the Senior Vice President

Horner	Nicholas M.	1/25/2022
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Title: Program Manager

Classification: At will - Admin/Professional

Local Academic Unit: Theater (CVPA)

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

May 5, 2022

APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Jarrouj	Angelina	1/25/2022

Title: Associate Director, Corporation and Foundation Relations

Classification: At will - Admin/Professional

Local Academic Unit: Advancement and Alumni Relations

Johnson	Toshia	2/25/2022
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Title: Associate Director, Academic Integrity

Classification: At will - Admin/Professional

Local Academic Unit: Student Conduct (UL)

Kline	Kevin E.	1/3/2022
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Title: Plan Review Engineer

Classification: At will - Admin/Professional

Local Academic Unit: Facilities

Lee	Sang Jin	1/10/2022
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Title: International Advisor

Classification: At will - Admin/Professional

Local Academic Unit: International Programs and Services (UL)

Naanseh	Abdulrahman	1/25/2022
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Title: Visiting Administrative Faculty Fellow

Classification: At will - Admin/Professional

Local Academic Unit: Art (CVPA)

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

May 5, 2022

APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Norman	Sha T.	2/7/2022

Title: Director of Diversity, CVPA

Classification: At will - Admin/Professional

Local Academic Unit: College of Visual and Performing Arts

Odean	Jon-Michael	1/24/2022
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Title: Salesforce Communication Analyst

Classification: At will - Admin/Professional

Local Academic Unit: Office of the Provost

Perera	Anne Marie	8/1/2022
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Title: Staff Clinician

Classification: At will - Admin/Professional

Local Academic Unit: Counseling and Psychological Services (UL)

Perez	Maria L.	3/10/2022
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Title: Associate Director of Undergraduate Student Success

Classification: At will - Admin/Professional

Local Academic Unit: College of Health and Human Services

Pershad	Rashmi	3/30/2022
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Title: Associate Director, Pre-Award Research Administration

Classification: At will - Admin/Professional

Local Academic Unit: College of Humanities and Social Sciences

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Academic Programs, Diversity, and University Community Committee

May 5, 2022

APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Raskovich	Alexander	1/10/2022

Title: Director of Research, Global Antitrust Institute

Classification: At will - Admin/Professional

Local Academic Unit: Antonin Scalia Law School

Rigaud	Shauna	1/31/2022
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Title: Associate Director for Student Programs

Classification: At will - Admin/Professional

Local Academic Unit: Office of the Provost

Scholl	Ethan G.	2/28/2022
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Title: Plan Review Engineer

Classification: At will - Admin/Professional

Local Academic Unit: Facilities

Severo	Kelly M.	3/10/2022
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Title: Associate Director, Student Success Coaching

Classification: At will - Admin/Professional

Local Academic Unit: Student Success Coaching (UL)

Sommer	Philippe	2/14/2022
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Title: Life Science Business Mentor

Classification: At will - Admin/Professional

Local Academic Unit: Office of the Provost

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Academic Programs, Diversity, and University Community Committee

May 5, 2022

APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Tabb	Kevin M.	6/6/2022

Title: Staff Clinician

Classification: At will - Admin/Professional

Local Academic Unit: Counseling and Psychological Services (UL)

Thornton	Samantha	2/13/2022
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Title: Assistant Director of Residence life for Summer and Hospitality Operations

Classification: At will - Admin/Professional

Local Academic Unit: Housing and Residence Life (UL)

Washington	John L.	11/10/2021
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Title: Director of PhD Student Services

Classification: At will - Admin/Professional

Local Academic Unit: Schar School of Policy and Government

Williams	Christopher A.	2/25/2022
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Title: Mason LIFE Employment Adult Services Coordinator

Classification: At will - Admin/Professional

Local Academic Unit: College of Education and Human Development

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

May 5, 2022

RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Ainsworth	Melissa K.	8/25/2022	1 year

Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: College of Education and Human Development

Akerlof	Karen	8/25/2022	3 years
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Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Environmental Science and Policy (COS)

Alkassim	Samirah	8/25/2022	1 year
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Film & Video Studies (CVPA)

Andreani	Frank	8/25/2022	1 year
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Title: Instructor

Classification: Term - Instructional

Local Academic Unit: Mathematical Science (COS)

Attie	Raphael	1/9/2022	1 year
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Title: Research Assistant Professor

Classification: Term - Research

Local Academic Unit: Physics and Astronomy (COS)

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

May 5, 2022

RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Austin	Leila G.	8/25/2022	3 years

Title: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: School of Business

Note(s):

Avila	Kimberly R.	8/25/2022	1 year
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: College of Education and Human Development

Aylsworth	Julie H.	8/25/2022	1 year
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Title: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: College of Education and Human Development

Note(s): Previous title: Term Assistant Professor

Bagchi	Pramita	8/25/2022	3 years
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Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Statistics (CEC)

Baker	Courtney	8/25/2022	3 years
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Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: College of Education and Human Development

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>
Balazs	Emma	6/25/2022	1 year

Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Arts Management (CVPA)

Balmaceda	Laura A.	1/25/2022	1 year
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Title: Research Assistant Professor

Classification: Term - Research

Local Academic Unit: Physics and Astronomy (COS)

Banerjee	Patrali	8/25/2022	1 year
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Chemistry and Biochemistry (COS)

Batheja	Sapna	8/25/2022	3 years
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Nutrition and Food Studies (CHHS)

Beadles	Nicole	8/25/2022	1 year
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: College of Education and Human Development

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

May 5, 2022

RENEWALS AND REAPPOINTMENTS

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

Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Economics (CHSS)

Berea	Anamaria	8/25/2022	1 year
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Title: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: Computational and Data Sciences (COS)

Berk	Christopher D.	8/25/2022	3 years
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Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Schar School of Policy and Government

Bolling	William T.	1/10/2022	1 year
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Title: Visiting Professor

Classification: Term - Instructional

Local Academic Unit: Schar School of Policy and Government

Bryan	Timothee W.	8/25/2022	1 year
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Mathematical Science (COS)

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>
Carrier	Jason M.	8/25/2022	3 years

Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Art (CVPA)

Chavis	Charles	8/25/2022	3 years
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Title: Assistant Professor

Classification: Tenure Track - Instructional

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

Cheng	Constant	8/25/2022	3 years
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Title: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: School of Business

Chiari	Ylenia	8/25/2022	3 years
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Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Biology (COS)

Chowdhury	Ahsan	8/25/2022	1 year
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Mathematical Science (COS)

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>
Coleson	Michael D.	8/25/2022	1 year

Title: Instructor

Classification: Term - Instructional

Local Academic Unit: Mathematical Science (COS)

Note(s): Additional Title: INTO Mason Course Coordinator, Mathematics

Crossin	Karen L	8/25/2022	1 year
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Title: Instructor

Classification: Term - Instructional

Local Academic Unit: Mathematical Science (COS)

Davidson	Tracy K.	6/10/2022	3 years
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Nursing (CHHS)

De La Pena	Gary Lee A.	8/25/2022	1 year
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Mathematical Science (COS)

Deans	Penny C.	8/25/2022	5 Years
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Title: Instructional Professor

Classification: Term - Instructional

Local Academic Unit: School of Business

Note(s): Previous title: Term Associate Professor

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RENEWALS AND REAPPOINTMENTS

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

Title: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: School of Business

Deneva	Iulia S.	2/25/2022	1 year
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Title: Research Associate Professor

Classification: Term - Research

Local Academic Unit: Physics and Astronomy (COS)

Diouf	Fatou	8/25/2022	3 years
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: School of Business

Drake Patrick	Jennifer	8/25/2022	3 years
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Title: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: College of Education and Human Development

Note(s): Previous title: Term Assistant Professor

Drissi Messouak	Boubker	8/25/2022	1 year
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: School of Business

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RENEWALS AND REAPPOINTMENTS

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

Title: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: College of Education and Human Development

Dummett	Roxanne E.	8/25/2022	1 year
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Title: Instructor

Classification: Term - Instructional

Local Academic Unit: College of Education and Human Development

Eckley	Douglas A.	8/25/2022	1 year
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Mathematical Science (COS)

Eddo	Oladipo O.	8/25/2022	1 year
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: College of Education and Human Development

Eklou	Kossi P.	8/25/2022	3 years
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Nursing (CHHS)

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RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Epstein	Elisabeth A.	8/25/2022	1 year

Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Biology (COS)

Ericson	Rebecca J.	8/25/2022	1 year
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Physics and Astronomy (COS)

Escobar Mejia	Claudia L.	2/25/2022	< 1 year
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Title: Distinguished Visiting Professor

Classification: Term - Research

Local Academic Unit: Schar School of Policy and Government

Esherick	Craig R.	6/10/2022	5 years
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Title: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: College of Education and Human Development

Faughnan	Janet A.	8/25/2022	3 years
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Title: Instructor

Classification: Term - Instructional

Local Academic Unit: School of Business

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RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Ferguson	Daniel E.	8/25/2022	3 years

Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: College of Education and Human Development

Fisher-Maltese	Carley B.	8/25/2022	1 year
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: College of Education and Human Development

Fleming	Lila C.	8/25/2022	5 years
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Title: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: Global and Community Health (CHHS)

Note(s): Previous Title: Term Assistant Professor

Fondufe	Gwendolyn Y.	8/25/2022	1 year
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Biology (COS)

Foreman	Kenneth W.	8/25/2022	1 year
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Title: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: Chemistry and Biochemistry (COS)

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Freedman	Daniel B.	6/10/2022	3 years

Title: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: Social Work (CHHS)

Note(s): Additional Title: BSW Program Director

Gallo	Henry Travis	8/25/2022	3 years
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Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Environmental Science and Policy (COS)

Ganjalizadeh	Saïid	8/25/2022	1 year
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: School of Business

Garcia	Toni C.	8/25/2022	3 years
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Title: Instructor

Classification: Term - Instructional

Local Academic Unit: School of Business

Gardiner	Erin D.	8/25/2022	1 year
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Theater (CVPA)

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

Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Environmental Science and Policy (COS)

Goldspiel	Jules M.	8/25/2022	1 year
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Atmospheric, Oceanic and Earth Sciences (COS)

Gorbutt	Brent	8/25/2022	1 year
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Mathematical Science (COS)

Groth	Lois A.	8/25/2022	5 years
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Title: Instructional Professor

Classification: Term - Instructional

Local Academic Unit: College of Education and Human Development

Note(s): Previous title: Term Associate Professor

Guerriero	Lauren E.	8/25/2022	1 year
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Neuroscience Program (COS)

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Hao	Xianjun	2/10/2022	1 year

Title: Research Professor

Classification: Term - Research

Local Academic Unit: Geography and Geoinformation Science (COS)

Harris	Cameron J.	8/25/2022	5 years
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Title: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: School of Business

Note(s): Previous title: Term Assistant Professor

Hashemi	Mahdi	8/25/2022	3 years
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Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Information Sciences and Technology (CEC)

Hendricks	Gretchen T.	8/25/2022	1 year
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Title: Instructor

Classification: Term - Instructional

Local Academic Unit: School of Business

Hermoso	Vincent A.	6/25/2022	1 year
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: College of Science

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

Title: Associate Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Social Work (CHHS)

Holton	Anne B.	7/25/2021	1 year
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Title: Instructional Professor

Classification: Term - Instructional

Local Academic Unit: Schar School of Policy and Government

Note(s):

Additional title: Special Advisor to the President; Senior Fellow, EdPolicyForward The Center for Education Policy. This position is split the Schar School of Policy and Government and the College of Education and Human Development.

Huang	Chun-Lung	8/25/2022	1 year
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: School of Business

Hunt	Kathleen	8/25/2022	3 years
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Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Biology (COS)

Hunter	Seth B.	8/25/2022	3 years
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Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: College of Education and Human Development

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Hurley	Jessica	8/25/2022	3 years

Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: English (CHSS)

Ingram	Mark A.	8/25/2022	1 year
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Title: Instructor

Classification: Term - Instructional

Local Academic Unit: School of Business

Ipek	Yasemin	8/25/2022	3 years
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Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Global Affairs Program (CHSS)

Irvin-Erickson	Douglas S.	8/25/2022	3 years
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Title: Assistant Professor

Classification: Tenure Track - Instructional

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

Irvin-Erickson	Yasemin	8/25/2022	3 years
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Title: Assistant Professor

Classification: Tenure Track - Instructional

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

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

Title: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: College of Education and Human Development

Ji	Ran	8/25/2022	2 years
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Title: Assistant Professor

Classification: Tenure Track - Instructional

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

Ji	Wenying	8/25/2022	3 years
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Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Civil, Environmental and Infrastructure Engineering (CEC)

Jing	Hao	8/25/2022	3 years
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Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Chemistry and Biochemistry (COS)

Jones	Tina R.	8/25/2022	3 years
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Title: Instructor

Classification: Term - Instructional

Local Academic Unit: College of Education and Human Development

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Jones	Kevin C.	8/25/2022	1 year

Title: Instructor

Classification: Term - Instructional

Local Academic Unit: School of Business

Kavak	Hamdi	8/25/2022	3 years
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Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Computational and Data Sciences (COS)

Kennedy	William G.	8/25/2022	1 year
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Title: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: Computational and Data Sciences (COS)

Khankan	Sarah T.	8/25/2022	1 year
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Mathematical Science (COS)

Khasawneh	Khaled	8/25/2022	3 years
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Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Electrical and Computer Engineering (CEC)

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King	Daphne L.	6/10/2022	3 years

Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Social Work (CHHS)

Note(s): Additional Title: MSW On-Line Coordinator

Kirsch	Vicki	8/25/2022	5 years
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Title: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: Social Work (CHHS)

Ko	Eunae	8/25/2022	1 year
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Music (CVPA)

Kocur	John M.	8/25/2022	1 year
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Music (CVPA)

Lacayo	Candace P.	6/10/2022	3 years
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Title: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: College of Education and Human Development

Note(s): Previous title: Term Assistant Professor

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LaCharite	Kerri	8/25/2022	5 years

Title: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: Nutrition and Food Studies (CHHS)

Note(s): Previous title: Term Assistant Professor

Largen	Kim D.	8/25/2022	1 year
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Title: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: Environmental Science and Policy (COS)

Lebowitz	Josiah T.	8/25/2022	1 year
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Computer Game Design (CVPA)

Lee	Philseok	8/25/2022	3 years
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Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Psychology (CHSS)

Levy	Brian	8/25/2022	3 years
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Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Sociology and Anthropology (CHSS)

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Liu	Huwymn	8/25/2022	3 years

Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Sociology and Anthropology (CHSS)

Lowder	Evan	8/25/2022	3 years
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Title: Assistant Professor

Classification: Tenure Track - Instructional

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

Luo	Chao	8/25/2022	3 years
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Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Chemistry and Biochemistry (COS)

Luther	David A.	8/25/2022	3 years
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Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Biology (COS)

Mahabir	Ron S.	8/25/2022	1 year
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Computational and Data Sciences (COS)

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Margam	Ashok	8/25/2022	1 year

Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: School of Business

Marks	Ronald	1/10/2022	1 year
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Title: Visiting Professor

Classification: Term - Instructional

Local Academic Unit: Schar School of Policy and Government

Marshall	Sophia L.	8/25/2022	3 years
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Title: Instructor

Classification: Term - Instructional

Local Academic Unit: School of Business

Martin	Joel	8/25/2022	3 years
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Title: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: College of Education and Human Development

Mathur	Divita	4/15/2022	< 1 year
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Title: Research Assistant Professor

Classification: Term - Research

Local Academic Unit: College of Science

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Matthews	Kevin S.	8/25/2022	1 year

Title: Instructor

Classification: Term - Instructional

Local Academic Unit: School of Business

Mattix Foster	April A.	8/25/2022	3 years
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Title: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: College of Education and Human Development

May	John F.	1/10/2022	1 year
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Title: Instructional Professor

Classification: Term - Instructional

Local Academic Unit: Schar School of Policy and Government

McCarron	Graziella P.	8/25/2022	3 years
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Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Integrative Studies (CHSS)

McDermott	Michael W.	8/25/2022	3 years
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Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Art (CVPA)

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Melchior	Shekila S.	5/25/2022	1 year

Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: College of Education and Human Development

Morris	Christopher K.	8/25/2022	3 years
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Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Sociology and Anthropology (CHSS)

Mungai	Wambui	8/25/2022	3 years
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Title: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: School of Business

Note(s): Previous title: Term Assistant Professor

Mut	Fernando	1/25/2022	1 year
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Title: Research Assistant Professor

Classification: Term - Research

Local Academic Unit: Bioengineering (CEC)

Nelson	Thomas R.	8/25/2022	1 year
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Environmental Science and Policy (COS)

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Ngac	Brian K.	8/25/2022	3 years

Title: Instructor

Classification: Term - Instructional

Local Academic Unit: School of Business

Norden	Luanne R.	8/25/2022	3 years
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Title: Instructor

Classification: Term - Instructional

Local Academic Unit: College of Education and Human Development

Odstrcil	Dusan	1/10/2022	1 year
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Title: Research Professor

Classification: Term - Research

Local Academic Unit: Physics and Astronomy (COS)

Osterweil	Eric	8/25/2022	3 years
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Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Computer Science (CEC)

Pamas	Roberto A.	8/25/2022	3 years
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Title: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: College of Education and Human Development

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Parker	Cindy W.	8/25/2022	5 years

Title: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: School of Business

Parks	James R.	8/25/2022	1 year
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Title: 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

Perry	George E.	8/25/2022	3 years
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Title: Instructor

Classification: Term - Instructional

Local Academic Unit: School of Business

Peterson	Andrew	8/25/2022	3 years
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Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Philosophy (CHSS)

Pierobon	Mariaelena	8/25/2022	3 years
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Title: Associate Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Systems Biology (COS)

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Plotnick	Jeremy E.	8/25/2022	3 years

Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: School of Business

Poms	Laura W.	6/10/2022	5 years
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Title: Instructional Professor

Classification: Term - Instructional

Local Academic Unit: Global and Community Health (CHHS)

Note(s): Previous title: Term Associate Professor

Prawat	Theodore R.	8/25/2022	1 year
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Computer Game Design (CVPA)

Priess	David	1/10/2022	1 year
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Title: Visiting Professor

Classification: Term - Instructional

Local Academic Unit: Schar School of Policy and Government

Note(s): Additional Title: Senior Fellow, Michael V. Hayden Center for Intelligence, Policy, and International Security

Pyle	Murray James	8/25/2022	1 year
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: School of Business

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Rankin	Kathleen A.	8/25/2022	1 year

Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: School of Business

Ray	Sharon	8/25/2022	1 year
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: College of Education and Human Development

Requeijo	Tiago C.	8/25/2022	1 year
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: School of Business

Robinson	Larnce L.	8/25/2022	1 year
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Title: Instructor

Classification: Term - Instructional

Local Academic Unit: Biomedical Sciences Program (COS)

Robison	Charles E.	8/25/2022	3 years
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Title: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: College of Education and Human Development

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Rodan	Margaret F.	8/25/2022	5 years

Title: Instructional Professor

Classification: Term - Instructional

Local Academic Unit: Nursing (CHHS)

Note(s): Previous title: Term Associate Professor

Rosenbusch	Katherine H.	8/25/2022	5 years
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Title: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: School of Business

Note(s): Previous title: Term Assistant Professor

Rothman	Dale S.	8/25/2022	1 year
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Title: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: Computational and Data Sciences (COS)

Schulz	Jonathan	8/25/2022	3 years
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Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Economics (CHSS)

Singer	Harvey A.	8/25/2022	3 years
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Title: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: School of Business

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Sklarew	Jennifer F.	8/25/2022	1 year

Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Environmental Science and Policy (COS)

Solomon	Lee	8/25/2022	3 years
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Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Chemistry and Biochemistry (COS)

Stoehr	Ana M.	8/25/2022	2 Years
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Nursing (CHHS)

Stone	Victoria J.	8/25/2022	1 year
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: College of Education and Human Development

Strangio	Matthew	8/25/2022	1 year
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Computer Game Design (CVPA)

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Stubing	David	8/25/2022	1 year

Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: School of Business

Sutter	Rebecca E.	6/10/2022	5 years
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Title: Instructional Professor

Classification: Term - Instructional

Local Academic Unit: Nursing (CHHS)

Note(s): Additional Title: Director of MAP Clinics
Previous title: Term Associate Professor

Swenson	Erik T.	2/25/2022	<1 year
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Title: Research Assistant Professor

Classification: Term - Research

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

Takieddine	Samer	8/25/2022	1 year
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: School of Business

Taylor	Kevin K.	8/25/2022	3 years
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Title: Instructor

Classification: Term - Instructional

Local Academic Unit: College of Education and Human Development

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Theethira Poonacha	Kavery Nivana	8/25/2022	1 year

Title: Instructor

Classification: Term - Instructional

Local Academic Unit: Biomedical Sciences Program (COS)

Tondi	Brenda A.	8/25/2022	1 year
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Title: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: Biology (COS)

Trenary	Laurie L.	4/10/2022	1 year
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Title: Research Assistant Professor

Classification: Term - Research

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

Tsirigotis	Eugenia P.	8/25/2022	3 years
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Title: Instructor

Classification: Term - Instructional

Local Academic Unit: School of Business

Ullah	Aman	8/25/2022	3 years
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Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: Systems Biology (COS)

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Valderrama	Diego	8/25/2022	1 year

Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Environmental Science and Policy (COS)

Verhoeven	Anne B.	8/25/2022	1 year
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Title: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: Biology (COS)

Viano	Samantha L.	8/25/2022	3 years
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Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: College of Education and Human Development

Vlastara	Niki Maria	8/25/2022	1 year
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: School of Business

Waithaka	Eric N.	8/25/2022	2 years
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Social Work (CHHS)

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Ward	Sarah A.	8/25/2022	1 year

Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Chemistry and Biochemistry (COS)

Wiggins	Brenda	6/25/2022	1 year
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Title: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: College of Education and Human Development

Wilde	Judith	1/10/2022	1 year
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Title: Research Professor

Classification: Term - Research

Local Academic Unit: Schar School of Policy and Government

Williams	Georgia A.	8/25/2022	1 year
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Title: Instructor

Classification: Term - Instructional

Local Academic Unit: Forensic Science Program (COS)

Wills	Theresa E.	8/25/2022	1 year
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: College of Education and Human Development

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>
Wolfe	James W.	8/25/2022	1 year

Title: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: School of Business

Wooten	Courtney A.	8/25/2022	3 years
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Title: Assistant Professor

Classification: Tenure Track - Instructional

Local Academic Unit: English (CHSS)

Yao	Andy S.	8/25/2022	1 year
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: School of Business

Yusko	Pamela J.	8/25/2022	1 year
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Title: Instructor

Classification: Term - Instructional

Local Academic Unit: Mathematical Science (COS)

Zylstra	Alexandria C.	8/25/2022	3 years
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Title: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: School of Business

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

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SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Adelman	Leonard	Retirement	01/09/2022

Title: Professor without Term

Classification: Tenured (without term) - Instructional

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

Austin	Marc T.	Resignation	03/31/2022
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Title: Executive Director for Continuing Education and Workforce Development

Classification: At will - Admin/Professional

Local Academic Unit: Office of the Provost

Ayoubi	Shereen R.	Contract expiration	07/19/2022
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Title: Psychology Intern

Classification: At will - Admin/Professional

Local Academic Unit: Counseling and Psychological Services (UL)

Ayrea	William V.	Resignation	03/11/2022
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Title: Director, Annual Giving

Classification: At will - Admin/Professional

Local Academic Unit: Advancement and Alumni Relations

Azam Salahuddin	Syed	Resignation	02/25/2022
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Title: Director of Fiscal Services

Classification: At will - Admin/Professional

Local Academic Unit: Schar School of Policy and Government

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

May 5, 2022

SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Baez-Powell	Natalia	Resignation	02/04/2022

Title: Psychologist, Diversity and Inclusion Focus

Classification: At will - Admin/Professional

Local Academic Unit: Counseling and Psychological Services (UL)

Bailey	Charles L.	Retirement	01/24/2022
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Title: Professor without Term

Classification: Tenured (without term) - Instructional

Local Academic Unit: National Center for Biodefense and Infectious Diseases (COS)

Berry	Ivory M.	Resignation	03/24/2022
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Title: Assistant Dean Student Success

Classification: At will - Admin/Professional

Local Academic Unit: CEHD Other

Bristol	Cordelia J.	Resignation	02/11/2022
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Title: Housing and Residence Life Assessment Coordinator

Classification: At will - Admin/Professional

Local Academic Unit: University Life Assessment, Research, and Retention (UL)

Bruno	Irene E.	Retirement	01/09/2022
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Title: Instructional Professor

Classification: Term - Instructional

Local Academic Unit: Information Sciences and Technology (CEC)

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

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SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Bus Morgan	Ashley M.	Resignation	01/09/2022

Title: International Advisor

Classification: At will - Admin/Professional

Local Academic Unit: International Programs and Services (UL)

Note(s): This record supersedes previous separation reported in February 2022 Board Book.

Carbonneau	Suzanne	Retirement	01/09/2024
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Title: Professor without Term

Classification: Tenured (without term) - Instructional

Local Academic Unit: Art (CVPA)

Carney	Jennifer M.	Resignation	05/24/2022
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Title: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: College of Education and Human Development

Carter	Samara	Resignation	12/03/2021
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Title: University Records Officer

Classification: At will - Admin/Professional

Local Academic Unit: University Libraries

Chapman	Jeannette	Contract expiration	01/11/2022
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Title: Research Associate (Instructor)

Classification: Term - Research

Local Academic Unit: Schar School of Policy and Government

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

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SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Coniglio	Jamie W.	Retirement	12/24/2021

Title: Marketing and Public Programs Officer

Classification: At will - Admin/Professional

Local Academic Unit: University Libraries

Crawford	Paula	Retirement	01/09/2022
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Title: Associate Professor without Term

Classification: Tenured (without term) - Instructional

Local Academic Unit: Art (CVPA)

Daniels	Edmund	Retirement	01/15/2022
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Title: Special Assistant and Advisor

Classification: At will - Admin/Professional

Local Academic Unit: Facilities Administration

Darnell	Heather M.	Resignation	04/01/2022
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Title: Music, Film and Media Librarian

Classification: At will - Admin/Professional

Local Academic Unit: University Libraries

Davis	Linda	Retirement	01/09/2022
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Title: Instructional Professor

Classification: Term - Instructional

Local Academic Unit: Statistics (CEC)

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

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SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Decker	Warren D.	Retirement	05/24/2022

Title: Professor without Term

Classification: Tenured (without term) - Instructional

Local Academic Unit: Communication (CHSS)

Detlev	Angela	Retirement	01/24/2022
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Title: Assistant Provost of Institutional Effectiveness and Planning

Classification: At will - Admin/Professional

Local Academic Unit: Office of the Provost

Dracos	William M.	Resignation	04/08/2022
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Title: Associate Vice President, Business Services

Classification: At will - Admin/Professional

Local Academic Unit: Office of the Senior Vice President

Dubert	Emilie	Resignation	04/01/2022
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Title: Director of Off-Campus Student Services

Classification: At will - Admin/Professional

Local Academic Unit: University Life

Einhorn	Peggy	Resignation	04/24/2022
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Title: Instructor

Classification: Term - Instructional

Local Academic Unit: Biology (COS)

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

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SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Foster	John	Retirement	01/09/2022

Title: University Professor

Classification: Tenured (without term) - Instructional

Local Academic Unit: English (CHSS)

Gallay	David	Resignation	01/09/2022
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Title: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: School of Business

Geiger	Erin	Resignation	01/31/2022
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Title: Assistant Director

Classification: At will - Admin/Professional

Local Academic Unit: Child Development Center

Green	Maria	Resignation	03/11/2022
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Title: Director of Benefits

Classification: At will - Admin/Professional

Local Academic Unit: Human Resources and Payroll

Gremillion	Christopher	Resignation	02/28/2022
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Title: Community Director

Classification: At will - Admin/Professional

Local Academic Unit: Housing and Residence Life (UL)

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Academic Programs, Diversity, and University Community Committee

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SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Griffith	Megan	Resignation	02/09/2022

Title: Assistant Coach, Softball

Classification: At will - Admin/Professional

Local Academic Unit: Intercollegiate Athletics

Gryshchenko	Viktoriia	Resignation	01/25/2022
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Title: Student Exchange and Visitor Information System Coordinator

Classification: At will - Admin/Professional

Local Academic Unit: International Programs and Services (UL)

Guccione	Andrew	Retirement	05/24/2022
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Title: Professor without Term

Classification: Tenured (without term) - Instructional

Local Academic Unit: Rehabilitation Sciences (CHHS)

Gudaitis	Teresa	Resignation	02/22/2022
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Title: Instructional Assistant Professor

Classification: Term - Instructional

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

Hall	Erin E.	Resignation	03/01/2022
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Title: Assistant Director of JD & Online LLM Admissions

Classification: At will - Admin/Professional

Local Academic Unit: Antonin Scalia Law School

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Academic Programs, Diversity, and University Community Committee

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SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Harden	LaToya	Resignation	02/25/2022

Title: Industry Advisor

Classification: At will - Admin/Professional

Local Academic Unit: University Career Services (UL)

Hasan	Syed	Retirement	05/24/2022
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Title: Instructor

Classification: Term - Instructional

Local Academic Unit: School of Business

Higginbotham	Eddie	Resignation	04/04/2022
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Title: Associate Director, Orientation and New Student Programs

Classification: At will - Admin/Professional

Local Academic Unit: Orientation and Family Programs and Services (UL)

Hoffman	Kimberly	Retirement	04/24/2022
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Title: Lead, Sciences and Technology Team and Mercer Library

Classification: At will - Admin/Professional

Local Academic Unit: University Libraries

Janes	Devon	Resignation	03/04/2022
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Title: Assistant Director of Residential Academic Engagement

Classification: At will - Admin/Professional

Local Academic Unit: Housing and Residence Life (UL)

ANNOUNCEMENT

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SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Johnson	Katrina J.	Resignation	03/11/2022

Title: Instructional Designer

Classification: At will - Admin/Professional

Local Academic Unit: Learning Support Services

Jones	Mary	Resignation	02/24/2022
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Title: Assistant Director, LEC

Classification: At will - Admin/Professional

Local Academic Unit: Antonin Scalia Law School

Joyce	James D.	Retirement	01/09/2022
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Title: Associate Professor without Term

Classification: Tenured (without term) - Instructional

Local Academic Unit: Dance (CVPA)

Kahn	Lisa	Retirement	06/30/2022
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Title: Associate Dean for Research and Graduate Education

Classification: At will - Admin/Professional

Local Academic Unit: College of Visual and Performing Arts

Karametou	Maria	Retirement	05/24/2022
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Title: Associate Professor without Term

Classification: Tenured (without term) - Instructional

Local Academic Unit: Art (CVPA)

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Academic Programs, Diversity, and University Community Committee

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SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Keene	Deborah M.	Retirement	02/24/2022

Title: Associate Dean, Library and Technology

Classification: At will - Admin/Professional

Local Academic Unit: Antonin Scalia Law School

Kilkenny	John	Resignation	05/24/2022
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Title: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: Music (CVPA)

Klein	Edward A.	Retirement	05/24/2022
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Title: Associate Director

Classification: At will - Admin/Professional

Local Academic Unit: Student Conduct (UL)

Klein	Margaret L.	Retirement	05/24/2022
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Title: Technical Assistance Officer

Classification: At will - Admin/Professional

Local Academic Unit: College of Education and Human Development

Kopatich	Tyler	Resignation	04/01/2022
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Title: Director of Basketball Operations, Women's Basketball

Classification: At will - Admin/Professional

Local Academic Unit: Intercollegiate Athletics

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SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Kwon	Harim	Resignation	05/24/2022

Title: Assistant Professor

Classification: Tenure track - Instructional

Local Academic Unit: English (CHSS)

Laskey	Kathryn B.	Retirement	05/24/2022
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Title: Professor without Term

Classification: Tenured (without term) - Instructional

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

Lee	Adam	Resignation	01/20/2022
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Title: Assistant Director for JD Admissions

Classification: At will - Admin/Professional

Local Academic Unit: Antonin Scalia Law School

Lee	Andrew	Retirement	01/14/2022
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Title: Social Sciences Librarian

Classification: At will - Admin/Professional

Local Academic Unit: University Libraries

Lee-Merrow	Susan	Retirement	01/09/2022
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Title: Associate State Dir VA SBDC Netwrk

Classification: At will - Admin/Professional

Local Academic Unit: Mason Enterprise Center

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SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Lein	Matthew	Resignation	01/14/2022

Title: Director of Communications and Publications

Classification: At will - Admin/Professional

Local Academic Unit: Antonin Scalia Law School

Lenzy	Cherjanét	Contract expiration	01/09/2022
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Higher Education Program (CHSS)

Lichtenberg	Vera A.	Resignation	03/20/2022
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Title: Director of Mason Game Institute

Classification: At will - Admin/Professional

Local Academic Unit: Potomac Arts Academy

Loerch	Andrew G.	Retirement	05/24/2022
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Title: Instructional Professor

Classification: Term - Instructional

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

Mahmud	Faisal	Contract expiration	04/26/2022
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Title: Director, Digital Learning

Classification: At will - Admin/Professional

Local Academic Unit: Office of the Provost

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Academic Programs, Diversity, and University Community Committee

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SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Marble	Aldwyn	Resignation	04/01/2022

Title: Associate Director of Development and Alumni Relations

Classification: At will - Admin/Professional

Local Academic Unit: School of Business

Marx	Lawrence	Retirement	06/24/2022
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Title: Research Associate (Instructor)

Classification: Term - Research

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

Mathis	Sara M.	Resignation	01/31/2022
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: Communication (CHSS)

Mathison	Patricia	Resignation	04/15/2022
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Title: Director of Social Action and Integrative Learning

Classification: At will - Admin/Professional

Local Academic Unit: Integrative Studies (CHSS)

McCann	Wesley	Resignation	05/24/2022
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Title: Instructional Assistant Professor

Classification: Term - Instructional

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

Note(s): Dr. McCann has accepted a position with RTI.

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SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
McCord	Theodore B.	Retirement	01/09/2022

Title: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: History and Art History (CHSS)

Mehta	Hina	Resignation	01/14/2022
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Title: Director, Office of Technology Transfer

Classification: At will - Admin/Professional

Local Academic Unit: Administrative Offices Other

Menasce	Daniel A.	Retirement	05/24/2022
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Title: University Professor

Classification: Tenured (without term) - Instructional

Local Academic Unit: Computer Science (CEC)

Meyer	Carrie	Retirement	05/24/2022
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Title: Associate Professor without Term

Classification: Tenured (without term) - Instructional

Local Academic Unit: Economics (CHSS)

Miller	David J.	Resignation	01/20/2022
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: School of Business

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SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Muñiz	Alvaro	Resignation	02/18/2022

Title: Project Manager/Business Analyst

Classification: At will - Admin/Professional

Local Academic Unit: Office of the Provost

Note(s): Mr. Muñiz has accepted a position with the Association of Public and Land-grant Universities.

Namubiru	Esther R.	Contract expiration	05/24/2022
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Title: Instructor

Classification: Term - Instructional

Local Academic Unit: INTO Mason (Provost)

Nelson	Mary	Retirement	09/02/2022
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Title: Instructional Professor

Classification: Term - Instructional

Local Academic Unit: College of Science

Neves Cortes	Nelson	Resignation	01/09/2022
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Title: Professor without Term

Classification: Tenured (without term) - Instructional

Local Academic Unit: College of Education and Human Development

Orlando	Benjamin David	Resignation	05/24/2022
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Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: English (CHSS)

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SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Park	Lisa L.	Resignation	04/08/2022

Title: Executive Director, Student Health Services

Classification: At will - Admin/Professional

Local Academic Unit: Student Health Services (UL)

Pasnak	Robert	Retirement	05/24/2022
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Title: Instructional Professor

Classification: Term - Instructional

Local Academic Unit: Psychology (CHSS)

Perera	Anne Marie	Contract expiration	07/15/2022
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Title: Psychology Intern

Classification: At will - Admin/Professional

Local Academic Unit: Counseling and Psychological Services (UL)

Prette	John F.	Resignation	04/09/2022
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Title: Senior IT Portfolio and Project Manager

Classification: At will - Admin/Professional

Local Academic Unit: Information Technology Services

Puhl	Aysha	Resignation	03/04/2022
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Title: Associate Director of Residential Student Education and Engagement

Classification: At will - Admin/Professional

Local Academic Unit: Housing and Residence Life (UL)

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Academic Programs, Diversity, and University Community Committee

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SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Regan	Priscilla A.	Retirement	05/24/2022

Title: Professor without Term

Classification: Tenured (without term) - Instructional

Local Academic Unit: Schar School of Policy and Government

Rhodes	Edward	Retirement	05/24/2023
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Title: Professor without Term

Classification: Tenured (without term) - Instructional

Local Academic Unit: Schar School of Policy and Government

Rieve	Emily	Resignation	01/20/2022
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Title: Counselor

Classification: At will - Admin/Professional

Local Academic Unit: Counseling and Psychological Services (UL)

Riordan	Robert M.	Resignation	04/08/2022
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Title: Director of Advancement Communications

Classification: At will - Admin/Professional

Local Academic Unit: Advancement and Alumni Relations

Saleson	Mallory L.	Resignation	05/24/2022
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Title: Instructor

Classification: Term - Instructional

Local Academic Unit: Communication (CHSS)

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SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Sanchez	Deborah M.	Resignation	02/07/2022

Title: Instructional Assistant Professor

Classification: Term - Instructional

Local Academic Unit: INTO Mason (Provost)

Saxena	Ayush	Resignation	04/01/2022
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Title: Assistant Director of Funds Management

Classification: At will - Admin/Professional

Local Academic Unit: Office of Student Financial Aid

Scarano	Mark	Resignation	05/23/2022
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Title: Executive Director, Community Business Partnership

Classification: At will - Admin/Professional

Local Academic Unit: Office of the Provost

Schifferli	Mary	Retirement	03/24/2022
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Title: Director, Academic Administration

Classification: At will - Admin/Professional

Local Academic Unit: Antonin Scalia Law School

Shafaie	Atossa	Resignation	03/01/2022
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Title: Director of Communications and Marketing

Classification: At will - Admin/Professional

Local Academic Unit: University Life

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SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Slagle	Jamie T.	Contract expiration	01/24/2022

Title: COVID Nurse Practitioner

Classification: At will - Admin/Professional

Local Academic Unit: Student Health Services (UL)

Slayden	Suzanne W.	Retirement	05/24/2022
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Title: Associate Professor without Term

Classification: Tenured (without term) - Instructional

Local Academic Unit: Chemistry and Biochemistry (COS)

Soares Chafran	Liana	Contract expiration	01/01/2022
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Title: Assistant Professor

Classification: Tenure track - Instructional

Local Academic Unit: Chemistry and Biochemistry (COS)

Stockwell	Susan	Retirement	01/24/2022
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Title: Director Administrative Services

Classification: At will - Admin/Professional

Local Academic Unit: Information Technology Unit

Note(s): This record supersedes previous entry reported in the September 2021 Board Book.

Tate	Dana	Resignation	02/25/2022
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Title: Director of Compliance, Financial Aid

Classification: At will - Admin/Professional

Local Academic Unit: Intercollegiate Athletics

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SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Trent	Dietra Y.	Resignation	02/25/2022

Title: Special Advisor to the President

Classification: At will - Admin/Professional

Local Academic Unit: Office of the President

Vandever	Dirk	Resignation	11/08/2022
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Title: Assistant Coach, Women's Soccer

Classification: At will - Admin/Professional

Local Academic Unit: Intercollegiate Athletics

Vargas	Jhessyka	Resignation	01/22/2022
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Title: Assistant Director for College Readiness

Classification: At will - Admin/Professional

Local Academic Unit: Early Identification Program (UL)

Wagner	Richard	Retirement	05/24/2022
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Title: Professor without Term

Classification: Tenured (without term) - Instructional

Local Academic Unit: Economics (CHSS)

Walker	Laura M.	Retirement	05/24/2022
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Title: Instructional Associate Professor

Classification: Term - Instructional

Local Academic Unit: Schar School of Policy and Government

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SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Weinberger	Steven H.	Retirement	05/24/2022

Title: Associate Professor without Term

Classification: Tenured (without term) - Instructional

Local Academic Unit: English (CHSS)

Wilkin	John A.	Retirement	08/02/2022
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Title: Director, Finance and Administration and Chief Financial Officer

Classification: At will - Admin/Professional

Local Academic Unit: College of Visual and Performing Arts

Zupan	Katheryn D.	Retirement	01/07/2022
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Title: Admissions Online Programming and Operations Lead

Classification: At will - Admin/Professional

Local Academic Unit: Office of Admissions

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Academic Programs, Diversity, and University Community Committee

May 5, 2022

OTHER ANNOUNCEMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
Austin	Leila G.	Title Change
Title: B4BW Impact Fellow Co-Director Local Academic Unit: School of Business Note(s): Retained Title-Instructional Associate Professor		
Bell	Tina M.	Title Change
Title: Dean's Fellow, College of Science Local Academic Unit: Biology (COS) Note(s): Retained Title-Instructional Assistant Professor		
Buehl	Michelle M.	Title Change
Title: Director, Division of Educational Psychology and Research Methods Local Academic Unit: College of Education and Human Development Note(s): Retained Title-Professor without Term		
Bushong	Martha M.	Title Change
Title: Senior Director of Communications and Marketing Local Academic Unit: College of Engineering and Computing (CEC) Note(s): Previous Title: Director of Communications and External Relations		
Carmona Marrero	Jonathan	Title Change
Title: Assistant Director for International Engagement Local Academic Unit: International Programs and Services (UL) Note(s): Previous Title: Global Programs Coordinator		

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

May 5, 2022

OTHER ANNOUNCEMENTS

LAST NAME

FIRST NAME

TYPE

Cattaneo

Lauren B.

Leave with Pay

Title: Associate Professor without Term

Local Academic Unit: Psychology (CHSS)

Note(s): Professor Cattaneo has been awarded a Faculty Study Leave for Spring Semester 2022.

D'Amboise

Christopher R.

Title Change

Title: Director of the LIVE Center

Local Academic Unit: Dance (CVPA)

Note(s): Retained Title-Associate Professor without Term

Doetsch-Kidder

Sharon P.

Title Change

Title: Assistant Coordinator, Pathway Programs

Local Academic Unit: INTO Mason (Provost)

Note(s): Retained Title-Instructional Assistant Professor

Druehl

Cheryl T.

Title Change

Title: Interim Senior Associate Dean, Faculty

Local Academic Unit: School of Business

Note(s): Retained Title-Associate Professor without Term

Durham

Gesele

Title Change

Title: Vice Provost, Office of Institutional Effectiveness and Planning

Local Academic Unit: Institutional Effectiveness and Planning (Provost)

Note(s): Previous Title: Associate Provost, Office of Institutional Effectiveness and Planning

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

May 5, 2022

OTHER ANNOUNCEMENTS

LAST NAME

FIRST NAME

TYPE

Eby

Kimberly K.

Title Change

Title: Vice Provost of Faculty Affairs and Development

Local Academic Unit: Office of the Provost

Note(s): Previous Title: Associate Provost, Faculty Affairs and Development
Retained Title-Associate Professor without Term

El-Shazli

Heba F.

Title Change

Title: Director of Undergraduate Programs

Local Academic Unit: Schar School of Policy and Government

Note(s): Retained Title-Instructional Assistant Professor

Genaro Motti

Vivian G.

Tenure Track Contract
Extension

Title: Assistant Professor

Local Academic Unit: Information Sciences and Technology (CEC)

Guilford

Renate H.

Title Change

Title: Vice Provost for Academic Administration

Local Academic Unit: Office of the Provost

Note(s): Previous Title: Associate Provost, Academic Administration

Habib

Anna S.

Title Change

Title: WAC Fellow for Faculty Development

Local Academic Unit: Office of the Provost

Note(s): Retained Title-Instructional Associate Professor

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

May 5, 2022

OTHER ANNOUNCEMENTS

LAST NAME

FIRST NAME

TYPE

Habib

Anna S.

Title Change

Title: ENGH-INTO Mason Liaison

Local Academic Unit: INTO Mason (Provost)

Note(s): Retained Title-Instructional Associate Professor

Habib

Anna S.

Title Change

Title: English Department Course Coordinator, GMUK

Local Academic Unit: Office of the Provost

Note(s): Retained Title-Instructional Associate Professor

Hersch

Rebekah K.

Title Change

Title: Associate Vice President, Research and Innovation Initiatives

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

Note(s): Previous Title:Assistant Vice President Research Development

Kresh

Joshua A.

Title Change

Title: Director, CPIP

Local Academic Unit: Antonin Scalia Law School

Note(s): Previous Title:Deputy Director

Leslie

Timothy

Title Change

Title: Dean's Fellow, College of Science

Local Academic Unit: Geography and Geoinformation Science (COS)

Note(s): Retained Title-Associate Professor without Term

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

May 5, 2022

OTHER ANNOUNCEMENTS

LAST NAME

FIRST NAME

TYPE

Malone

Christine H.

Title Change

Title: Assistant Dean, Academic Administration & Student Records

Local Academic Unit: Antonin Scalia Law School

Note(s): Previous Title: Assistant Dean, Student Academic Affairs

Matthews

Ashley

Title Change

Title: Reference and Instructional Services Librarian

Local Academic Unit: Antonin Scalia Law School

Note(s): Previous Title: Reference Librarian

Moteabbed

Shora E.

Title Change

Title: B4BW Impact Fellow Co-Director

Local Academic Unit: School of Business

Note(s): Retained Title-Instructional Assistant Professor

Muir

Janette K.

Title Change

Title: Vice Provost for Academic Affairs

Local Academic Unit: Office of the Provost

Note(s): Previous Title: Associate Provost for Academic Initiatives and Services
Retained Title-Associate Professor without Term

Nguyen

Lisa Anh N.

Title Change

Title: Director, Data Analytics

Local Academic Unit: Institutional Effectiveness and Planning (Provost)

Note(s): Previous Title: Associate Director

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

May 5, 2022

OTHER ANNOUNCEMENTS

LAST NAME

FIRST NAME

TYPE

Nowaczyk

Sarah Fischer

Leave with Pay

Title: Associate Professor without Term

Local Academic Unit: Psychology (CHSS)

Note(s): Professor Nowaczyk has been awarded a Faculty Study Leave for Spring Semester 2022.

Oh

Kyeung Mi

Title Change

Title: Director of Doctoral Programs

Local Academic Unit: Nursing (CHHS)

Note(s): Retained Title-Associate Professor without Term

Pichichero

Christy

Leave with Pay

Title: Associate Professor without Term

Local Academic Unit: Modern and Classical Languages (CHSS)

Note(s): Professor Pichichero has been awarded a Faculty Study Leave for Spring Semester 2022.

Plavchan

Peter P.

Title Change

Title: Dean's Fellow, College of Science

Local Academic Unit: Physics and Astronomy (COS)

Note(s): Retained Title-Associate Professor without Term

Robinson

Emily A.

Title Change

Title: Interim Director of Development, Hylton Performing Arts Center

Local Academic Unit: College of Visual and Performing Arts

Note(s): Retained Title-Associate Director of Development

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

May 5, 2022

OTHER ANNOUNCEMENTS

LAST NAME

FIRST NAME

TYPE

Sawyer

Jennifer L.

Title Change

Title: Associate Director, Undergraduate Recruitment and Admissions

Local Academic Unit: College of Health and Human Services

Note(s): Previous Title: Undergraduate Recruiting and Admissions Coordinator

Scherrer

John E.

Title Change

Title: Head of Reference and Outreach Services Librarian

Local Academic Unit: Antonin Scalia Law School

Note(s): Previous Title: Reference and Outreach Services Librarian

Shirley

Syrena

Tenure Track Contract
Extension

Title: Assistant Professor

Local Academic Unit: School of Business

Smith

Paul H.

Leave with Pay

Title: Professor without Term

Local Academic Unit: College of Humanities and Social Sciences

Note(s): Professor Smith has been awarded a Faculty Study Leave for Spring Semester 2022.

Soleymani

Patrick

Title Change

Title: Interim Associate Dean, Undergraduate Programs

Local Academic Unit: School of Business

Note(s): Retained Title-Associate Dean, Undergraduate Programs

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

May 5, 2022

OTHER ANNOUNCEMENTS

LAST NAME

FIRST NAME

TYPE

Temple

Daniel H.

Leave with Pay

Title: Associate Professor without Term

Local Academic Unit: Sociology and Anthropology (CHSS)

Note(s): Professor Temple has been awarded a Faculty Study Leave for Spring Semester 2022.

Wan

Ming

Title Change

Title: Associate Dean, Schar School Program Faculties

Local Academic Unit: Schar School of Policy and Government

Note(s): Retained Title-Professor without Term

White

Adrienne D.

Title Change

Title: Director, Student Success Coaching

Local Academic Unit: University Life

Note(s): Previous Title: Director, Mason Care Network

Williams

Sara L.

Title Change

Title: Interim Director, Strategic Initiatives

Local Academic Unit: School of Business

Note(s): Retained Title-Initiatives Manager

Yang

Chaowei

Title Change

Title: Dean's Fellow, College of Science

Local Academic Unit: Geography and Geoinformation Science (COS)

Note(s): Retained Title-Professor without Term

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

May 5, 2022

OTHER ANNOUNCEMENTS

LAST NAME

FIRST NAME

TYPE

Yuckenberg

Ashley K.

Title Change

Title: Instructional Assistant Professor

Local Academic Unit: School of Business

Note(s): Previous Title:Term Instructor

Faculty and Academic Standards Committee						
May 5, 2022						
SUMMARY OF FACULTY ACTIONS AND ANNOUNCEMENTS						
APPOINTMENT OF FACULTY						
	Term		Tenure Track			
	9-month	12-month	9-month	12-month	Research	Grant Funded
Instructor	2	0	0	0	0	0
Assistant Professor	5	5	4	0	3	3
Associate Professor	1	0	0	0	0	0
Professor	1	0	0	0	0	0
Administrative/Professional	0	39	0	0	0	3
Totals	9	44	4	0	3	6
RENEWALS/REAPPOINTMENTS						
	Term		Tenure Track			
	9-month	12-month	9-month	12-month		Total
Instructor	21	0	0	0		21
Assistant Professor	50	11	38	0		99
Associate Professor	26	7	3	0		36
Professor	7	7	0	0		14
Administrative/Professional	0	0	0	0		0
Totals	104	25	41	0		170
SEPARATIONS						
	Resignation	Retirement	Contract Expiration	Deceased		Total
	55	40	8	0		103
OTHER ANNOUNCEMENTS						
	Leave with pay and Partial pay	Leave w/o pay	Title Change	Conversion	Tenure Track Contract Extension	Total
	5	0	34	0	2	41

*Summary Excludes Postdoctoral Research Fellows and Research Staff

Faculty and Academic Standards Committee						
May 5, 2022						
ANNUAL SUMMARY OF FACULTY ACTIONS AND ANNOUNCEMENTS						
JULY 2021 - MAY 2022						
PROMOTION AND TENURE						
Promotion Only	21			Promoted to Professor	21	
Tenure Only	1			Promoted to Associate Professor	20	
Promotion and Tenure	19					
EMERITUS/EMERITA				ELECTIONS		
Professor	14			Professor	8	
Associate Professor	4			Associate Professor	3	
Assistant Professor	0					
Total	18			Total	11	
APPOINTMENT OF FACULTY						
	Term		Tenure Track			
	9-month	12-month	9-month	12-month	Research	Grant Funded
Instructor	12	1	0	0	1	1
Assistant Professor	37	17	38	2	9	10
Associate Professor	8	2	1	1	2	1
Professor	7	3	0	0	3	2
Administrative/Professional	0	188	0	0	0	14
Totals	64	211	39	3	15	28
RENEWALS/REAPPOINTMENTS						
	Term		Tenure Track			
	9-month	12-month	9-month	12-month		Total
Instructor	44	17	0	0		61
Assistant Professor	101	55	38	0		194
Associate Professor	39	21	3	0		63
Professor	14	18	0	0		32
Administrative/Professional	0	21	0	0		21
Totals	198	132	41	0		371
SEPARATIONS						
	Resignation	Retirement	Contract Expiration	Deceased		Total
	179	88	32	1		300
OTHER ANNOUNCEMENTS						
	Leave with pay and Partial pay	Leave w/o pay	Title Change	Conversion	Tenure Track Contract Extension	Total
	46	0	258	4	28	336

*Summary Excludes Postdoctoral Research Fellows and Research Staff

**GEORGE MASON UNIVERSITY
BOARD OF VISITORS**

**Finance and Land Use Committee Meeting
May 5, 2022**

AGENDA

- I.** Call to Order
- II.** Approval of Minutes for April 5, 2022 (**ACTION**)
- III.** Financial Matters
 - A. FY 2022 Q3 Financial Report & Forecast
 - B. FY 2023 University Operating Budget (**ACTION**)
 - C. Bridge Financing for Fuse at Mason Square (**ACTION**)
- IV.** Capital Matters
 - A. Six-Year Capital Plan (**ACTION**)
- V.** Adjournment

APPENDIX Capital Projects Review (Stoplight)

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

**MINUTES
February 24, 2022
12:41 p.m. – 1:31 p.m.**

PRESENT: Committee Vice Chairman Reagan; Vice Rector Blackman; Visitors Moss, Rice and Peterson; President Washington; Senior Vice President Kissal; Faculty Chair Broeckelman-Post; Faculty Representatives Venigalla and Cuellar; Secretary pro tem Kalek

ABSENT: Rector Hazel, Committee Chair Roth, Visitor Iturregui

I. Call to Order

Committee Vice Chair Reagan convened the meeting at 12:41 p.m.

II. Approval of Minutes (ACTION)

Committee Vice Chair Reagan called for any corrections to the minutes for the December 2, 2021, 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 Reagan turned the meeting over to Carol Kissal, Senior Vice President for Administration and Finance, who provided an overview of the agenda.

A. FY 2022 Q2 Financial Report & Forecast

Rene Stewart O’Neal, Associate Vice President for Strategic Planning & Budgeting provided an update on the FY 22 Second Quarter forecast. The overall second quarter forecast is favorable to the first quarter by about \$28 million and to the budget by over \$69 million. The revenue forecast has improved from first-quarter by a net of \$1.4 million. There are two main revenue adjustments. The first is a \$3 million increase in other operating revenues due to higher trends in interest earnings and Mason INTO revenue improvements. The second is a \$2.5 million reduction in capital grant revenues. Due to more refined capital project schedules, we project slightly lower capital project reimbursements this year.

In terms of the expense forecasts, we are projecting a \$27 million favorability to the first quarter or \$58 million favorable to budget, for which there are three primary drivers. The first is \$19 million savings in capital expenses, to reflect \$7 million in savings from updated project schedules, a first quarter forecast correction, a \$4 million increased developer contribution, and a \$1.5 million reimbursement delay. The second major change in expenses is we are projecting \$6.3 million in savings in contractual services. Contractual services is one of our largest expenditure items, we use a conservative methodology to forecast this. Due to the variability of timing of when our contract hit, there can be significant swings between quarters. Anticipated February to June spending indicates there may be additional savings we can recognize in the third quarter.

Our largest driver of our expense savings is in compensation, for which our first quarter forecast was \$24.5 million below budget due to the uptick in job openings last year, coupled with an increase time-to-fill positions and a decrease in the number of applications. We are holding our second quarter compensation forecast unchanged given year to date actuals and trend analysis. Mason is continuing to experience a competitive hiring environment, and the financial impact is reflected across all divisions. We are committed to addressing our recruitment and retention challenges with several new strategies.

B. FY 2023 Budget Update

i. FY 2023 Tuition and Fees

Ms. O'Neal gave an update on Mason's FY23 tuition and fee planning, which reflect Mason's commitment to affordability and accessibility. Mason has the lowest general fund support for Virginia in-state students. While Mason has made some progress mitigating this funding disparity with an increase in state general fund investment in FY21 and FY22, there is still considerable work to be done.

Between FY15 and FY21, Mason's grant aid has increased almost twice as much as the increase in Commonwealth aid. Undergraduate financial aid is made up of state aid, institutional aid, and federal loans; that total amount has grown to \$265 million over the last five years. Mason awards some form of aid for 65% of our undergraduate student population, or almost 19,000 students, for an average grant of \$13,700 in FY21. The average cost of an in-state on-campus student is about \$30,500.

Mason's six-year plan assumed annual enrollment growth of 3%. This has been moderated to reflect recent trends such as a decline in in-state continuing student enrollment, which has been offset somewhat by first year enrollment increases. There is a continuing pattern of students enrolling for fewer undergraduate credit hours per semester. Mason is seeing the beginning phase of the demographic shift reflecting a decline in the number of high school graduates in Virginia. Mason's overall enrollment patterns continue to buck the national trends by staying flat when many public four-year institutions have experienced a 3% decline. An uptick is expected in in-state undergraduate enrollment based on the current applications and yield trends.

Ms. O'Neal stressed that by aligning our tuition and fee increases with an enhanced financial aid strategy, we are strengthening our commitment to moderating the impact of any tuition increase on our neediest students. Mason plans to reduce the reliance on loans by awarding gift aid equal to the increase in tuition costs. We will begin this initiative in FY23 with a small cohort of advanced and early identification students whose adjusted family gross annual incomes are less than \$60,000. Over time Mason will look to scale this program, depending on available funding.

Mason has two major revenue sources, tuition and state appropriations that are used to invest in the highest priorities. Tuition increases are never easy or popular decisions. We strive to balance the need for any tuition increases with increases in state support. We appreciate that the state is

partnering with us to increase its cost share as we work toward our strategic goals such as competitive compensation. However, Mason has other significant investment needs that state support will not cover. We plan to introduce a differential tuition proposal in FY24 and return to update the Board on our progress. We want to have more transparency about the total cost the student will pay to attend Mason and to streamline the number of program and course fees.

Mason's six-year plan assumes a 3% enrollment increase and models a 3% tuition increase, with no increase to the mandatory student fee. The only changes are the institutional aid increase and net faculty and staff growth. These are impacted by relative enrollment growth, as more students drive more institutional aid as well as additional staff. We are recommending no increase to the mandatory student fee in FY23 of \$3,609 per full-time student. We are also recommending more transparent categories that will rebalance allocations to student centered programs. Mason is able to not raise the fee due to savings from debt restructuring that will cover existing costs and invest in strategic initiatives that enhance the student experience.

ii. FY 2023 Room & Board Rates

William Dracos, Vice President, Operations & Business Services discussed the proposed housing and dining rates for the coming year. We are predicting a 3.7% increase blended rate for housing and dining for the fall. This is made up of a 2.5% increase for housing and 5.6% increase for dining. Housing uses other universities and local rates as benchmarks with a focus on affordability and student need.

There are three key elements that drive the dining increase. The first is a contractual obligation with Sodexo based on the consumer price index and Bureau of Labor Statistics for the southeastern region Food-Away-From-Home, that was 5.6% as of December 31, 2021. This is also the third year of a three-year contractual union wage increase, which is an additional \$10 per year. There is an inflationary-based increase in an Override fund that covers bad debt and small technology additions to the card office, which is \$20 annually. The overall increase for room and board is about \$1.25 daily or \$0.43 per meal.

Housing is making a number of enhancements for the coming year in response to student feedback and demand. Fairfax will house graduate communities, as well as housing for Mason Korea and INTO students. Housing has also converted triple rooms to doubles. In addition, Mason will enhance marketing of the benefits of living on campus, in response to a nearby development.

Dining also began growth and improvement efforts earlier this spring. On the Fairfax campus, Mason introduced a new student diner, the Spot, and will be bringing food trucks and revamping some of the Johnson Center businesses. For Arlington, Mason is reviewing the Au Bon Pain location and working with the developer to complement any businesses in the IDIA development. For the SciTech campus, we've improved food options and adjusted hours to ensure food options are available for evening classes.

Mr. Dracos provided a comparison of Room and Board rates with our peer institutions. Mason is about 106% of average compared to our peer Virginia institutions, but compared to regional universities in the D.C. area, we are about 85% of average. When you adjust for regional cost-of-living, Mason sits well below a comparably adjusted number for our peers.

iii. Workforce Update

Lester Arnold, Vice President for Human Resources and Payroll provided a workforce planning update. Mason is facing many of the same of recruitment and retention challenges that have been an issue for employers across the nation, fueled by the great resignation.

The rate in which people are applying for positions at Mason has declined, from 46 applicants per job posting to 22 applicants in FY22. This impacts time-to-fill and the quality of candidates, and which presents problems for Mason. Turnover at Mason is below many companies, however we are also experiencing higher turnover rate of 15.5% versus our 10% historical average.

To address these retention challenges, Mason just completed analysis of our faculty to assess our market competitiveness. We have begun implementing efforts to address those findings, and have included increased funding for compensation from the Commonwealth in our six-year plan. Mason's allocation includes a 5% annual increase for the next two years in the prior administration's budget. Mason will implement a similar analysis of A/P faculty and classified staff beginning this spring. To address recruitment, Mason is looking to improve the our hiring process. We are looking to update and automate our applicant tracking system, review and streamline our hiring policies and practices, and improve centralized administrative support for staffing challenges.

Visitors Moreno where Mason is experiencing the greatest challenges, which is with classified staff, and asked for a breakout by job type. Ms. Kissal explained how Mason's salary increase implementation compared to our peers in response to a question from Visitor Peterson. President Washington highlighted how Mason has increased flexibility with I/R and A/P faculty, while classified staff are tied more directly to the state. Mr. Arnold explained some further efforts Mason is taking, including a forthcoming employee survey, In response to Visitor Moss.

C. Revised Debt Policy (ACTION)

Ms. Kissal presented changes in Mason's debt policy that are associated with Tier 3 authority. Mason is seeking debt policy changes including a revised rating goal, the addition of a debt burden ration limit of 10%, and an update of policy language consistent with Mason's Tier 3 status. Ms. Kissal also gave an overview of Mason's debt, ratings impact of different debt capacity scenarios, and anticipated debt funding for upcoming capital projects. Ms. Kissal requested that the board approve revised debt policy.

D. Delegation of Reimbursement Declaration (ACTION)

Ms. Kissal explained that all institutions are required to put together reimbursement declarations if they spend cash on capital projects and intend to have it reimbursed with tax-exempt debt in the future. Mason does that now but the current responsibility is at the board level. Consistent with the Tier 3, we recommend delegating that responsibility to the Senior Vice President of Finance and Administration in order to expedite funding plans. Staff would subsequently notify the Board when reimbursement declarations for tax-exempt debt financings have been made.

IV. Capital Matters

A. Adoption of University Master Plan (ACTION)

Ms. Kissal, discussed Mason's University Master Plan that was recently completed after two years of work. The plan provides visions for all three of our campuses and makes sure that they are aligned with strategic initiatives and student growth, in order to provide a framework for decision making for our physical assets and capital investment. That Master Plan was based on survey results, townhalls and extensive stakeholder engagements.

Using five core principles to guide the process, we came up with a theme for each campus. For Fairfax, we developed three concepts: renewing and reimagining the academic core and student experience, while connecting the campus's ecological and transportation systems. The "necklace," which is already underway, will have art, learning, education, and walkways enhance and invigorate the campus. Fairfax has space in the core to put a number of new buildings, as well as remove some of the older buildings, all of which will be a longer term project. Mason is also exploring additional faculty housing to accommodate our growing student enrollment and the cost of living in Northern Virginia.

For the Arlington campus, we expanding the new building, as well as doing work on the plaza which is currently underutilized. Mason has engaged a consultant to activate the plaza to engage our students the community, as part of a longer term project to make the street scape more welcoming. We are working with the Arlington County and the community on all of these undertakings as we think about expanding our campus. On the SciTech campus, work on the Life Sciences and Engineering building is beginning, for which there will be a groundbreaking with the Town Center. Ultimately the vision is to bring the community into our campus and create community, connections and student opportunities, as we consider future developments like a possible medical school.

Committee Chair Reagan **MOVED** that the Board of Visitors approve the following Three action items as detailed in the Board Book: 1) Revised Debt Policy, 2) Delegation of Reimbursement Declarations, 3) Adoption of University Master Plan

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

V. Adjournment

There being no further business, Committee Chair Reagan declared the meeting adjourned at 1:31 p.m.

Prepared by:

A handwritten signature in black ink, appearing to read 'Farah Kalek'. The signature is written in a cursive style with a horizontal line crossing through the middle of the name.

Farah Kalek
Executive Assistant & Office Manager
Office of the Senior Vice President.

ITEM III.C.:**FY 2023 UNIVERSITY OPERATING BUDGET (ACTION)****PURPOSE OF ITEM:**

The University's proposed budget reflects revenue and expense plans for the 2022-2023 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 FY2023 State budget, two budget scenarios for July 1, 2022 through June 30, 2023 (FY 2023) are being recommended: Scenario #1 incorporates the House budget recommendations and Scenario #2 incorporates the Senate budget recommendations. The FY23 Revenue and Expense budget ranges from \$1.428B to \$1.430B, with the House budget scenario (Scenario #1) being \$2M higher than the Senate budget scenario (Scenario #2). It is anticipated that the FY23 State budget, once passed, will provide funding allocations to Mason to support one of these two scenarios. Once the General Assembly passes the FY23 State budget, an amended FY23 Operating Budget will be presented for approval, if necessary.

These budget scenarios are presented as All Funds budgets, and include all University funding sources: E & G; Auxiliary Enterprises; Grants & Contracts; Capital Grants; and Other Operating and Non-Operating Revenues.

The budget scenarios represent an All Funds expense increase ranging from \$146.7M-\$148.7M (11.4% - 11.6%) over the 3Q FY22 budget forecast, from \$1.281B (3Q forecast) to \$1.428B - \$1.430B in FY23. The primary driver of the expense increase in FY23 is in Capital Outlay, with a budgeted spending increase of \$132.2M for major capital projects such as the Fuse at Mason Square construction, the Katherine Johnson (Bull Run) Building Addition, and a planned real acquisition. There are modest increases in the E & G budget (5%); the AE budget (5.1%); and the Grants & Contracts budget (3.6%) over the 3Q FY22 forecast.

The total price for an undergraduate student living on-campus (including tuition, fees, room, and board) is

proposed at \$26,524 for in-state and \$50,688 for out-of-state, an increase over the previous year of \$285 for in-state tuition and \$989 for out-of-state tuition, \$0 increase in fees, and a \$490 increase in average room and board costs for each.

STAFF RECOMMENDATION: Staff recommends Board of Visitors approval of the proposed 2022-2023 budget ranges, including tuition, room and board rates, and fee rates.

ITEM NUMBER III.C.:	Bridge Financing for Fuse at Mason Square (ACTION)
PURPOSE OF ITEM:	Board of Visitors approval of delegated authority for Senior Vice President to approve, execute, deliver, and issue a bridge financing structure for Fuse at Mason Square
APPROPRIATE COMMITTEE:	FINANCE AND LAND USE
BRIEF NARRATIVE:	<p>The Fuse building at Mason Square will require bridge financing as the projected philanthropy is raised and received. The University will seek maximum flexibility within the constraints of an amount not to exceed \$68m and a term not to exceed 20 years.</p> <p>The University will solicit pricing on the following products:</p> <ol style="list-style-type: none"> 1) Line of Credit 2) Variable Rate Loan 3) Fixed Rate Loan
STAFF RECOMMENDATION:	The staff recommends BOV approval of the attached resolution for the delegation of authority related to the bridge financing for Fuse at Mason Square.

RESOLUTION OF THE BOARD OF VISITORS OF GEORGE MASON UNIVERSITY

Authorizing Financing for the Fuse Building at Mason Square

WHEREAS, the Board of Visitors (the "Board") intends to finance and refinance a portion of the costs of the Fuse Building at Mason Square, which is part of the Arlington campus of George Mason University (the "University"), including costs associated with capitalized interest, financing costs, and related working capital (the "Project"), subject to the limitations and parameters set forth herein; and

WHEREAS, the Board has been presented plans to finance up to \$68,000,000 of costs of the Project through a competitive process whereby the University will obtain a loan or loans (each a "Loan") from one or more financial institutions (each a "Lender"); and

WHEREAS, the Loans will be secured by the University's general revenue pledge and not be in any way a debt of the Commonwealth of Virginia (the "Commonwealth") and shall not create or constitute any indebtedness or obligation of the Commonwealth, either legal, moral, or otherwise; and

WHEREAS, the Loans will be evidenced and secured by one or more credit agreements or similar agreements that set forth the terms and conditions of the applicable Loan (each a "Credit Agreement") and a promissory note issued to or for the benefit of the applicable Lender (each a "Note")

NOW, THEREFORE BE IT RESOLVED BY THE BOARD OF VISITORS OF GEORGE MASON UNIVERSITY:

RESOLVED, that the Board hereby implements the plan of finance described in the recitals hereto by authorizing the incurrence, from time to time, of one or more Loans for the financing or refinancing of the Project, and providing for the terms thereof, by entering into one or more Credit Agreements and one or more Notes, which shall provide the final terms of the applicable Loan and such other matters as may be necessary or desirable; and

RESOLVED FURTHER, that the President of the University or the Senior Vice President for Administration and Finance of the University is authorized to determine and approve the Lenders to provide the Loans and the final terms and conditions of each Loan, including, without limitation, their original principal amounts and series, their maturity dates and amounts, redemption provisions, prices and interest rates, tax status of interest, and whether principal of the applicable Loan can be borrowed, repaid, and reborrowed on a revolving credit basis; provided that (i) the maximum aggregate original principal amount of all Loans to be incurred hereunder shall not exceed \$68,000,000; (ii) any Loan bearing interest at a fixed rate shall have an interest rate not in excess of 5%, (iii) any Loan bearing interest at a variable rate shall have an initial interest rate not in excess of 10%; and (iv) no Loan shall have a final maturity date that is more than 20 years after its issuance date; and

RESOLVED FURTHER, the President of the University or the Senior Vice President for Administration and Finance of the University is authorized to negotiate, execute and deliver the

documents related to the Loans, and the final approval of the terms and conditions of each Loan and the Lenders to provide the Loans shall be evidenced by the execution and delivery of the Credit Agreements; and

RESOLVED FURTHER, that all officers of the University are authorized and directed to take all such further actions, and to execute all such instruments, agreements, documents, and certificates as they shall deem necessary or desirable to carry out the terms of the plan of finance presented to this meeting; and

RESOLVED FURTHER that all acts of all officers of the University which are in conformity with the purposes and intent of this Resolution and in carrying out the plan of finance presented to this meeting are ratified, approved and affirmed; and

RESOLVED FURTHER that this Resolution shall take effect immediately upon its adoption.

Adopted: _____, 2022

Secretary
Board of Visitors
George Mason University

ITEM NUMBER IV.A.:**SIX-YEAR CAPITAL PLAN (ACTION)****PURPOSE OF ITEM:**

This item provides information on the upcoming annual submission of University's Six-Year Capital Plan for Board approval.

APPROPRIATE COMMITTEE:

FINANCE AND LAND USE

BRIEF NARRATIVE:

George 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. In September 2021, Mason presented the six-year capital plan developed in alignment with a 20-year Master Planning study. The Master Plan was completed in December 2021 and adopted by the Board in January 2022.

The six-year capital plan is presented in advance of Governor Youngkin's review and execution of the Commonwealth Budget. As a result, three projects submitted in September 2021 for DPB Capital Budget Requests (CBRs) will remain on Mason's prospective project list pending confirmation of funding approval. All three projects were included as line-item authorizations in former Governor Northam's proposed 2022 Executive Budget dated December 16, 2021. Pending budgetary outcome, the following FY22 project submissions will proceed into pre-planning if approved or be resubmitted to the Commonwealth for funding if not approved:

- Improve Telecom/Network Infrastructure Phase 3
- Student Innovation Factory Building
- Interdisciplinary Science & Engineering Building

Presentation figures include expenditures to date, and those anticipated for active projects and pro forma funding plans for prospective projects in Mason's Six-Year Capital Plan. Projects are highlighted to indicate FY22 CBR submissions pending approval and proposed FY23 CBRs.

FY23 submissions include the Business School building, an addition to EagleBank Arena and Aggregated Deferred Maintenance as described in the following sections. The scope of Phase 1 renovation to the existing EagleBank Arena is not eligible for Commonwealth funding and may be reduced pending budget modeling in support of campus debt in the coming months. Academic VIII and Point of View Cottages have received prior authorization for planning studies which are anticipated to commence in FY23. Projects proposed for FY23 funding approval include the following:

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 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.

EagleBank Arena Addition

George Mason University completed a planning study in January 2022 to evaluate the potential market demand, return-on investment (ROI), and alternatives addressing a variety of budget ranges for proposed renovations and additions to EagleBank Arena. EagleBank arena was constructed in 1985 and is the University's basketball arena and host to a variety of non-University events, such as concerts, family shows, expos and other events. The primary intent of the analysis was to evaluate potential opportunities for extending the useful life of EagleBank Arena to continue to serve the needs of the University and surrounding community. The Phase 1 market assessment analysis evaluated existing and potential future market demand for events and renovations at the Arena and what changes, if any, may be needed to maximize the facility's future operating potential. This phase additionally evaluated space needs based on Mason's Master Plan and stakeholder interviews. Phase 2 physical structure

planning included development of a series of addition and renovation options for the Arena based on the Phase 1 analyses, as well as physical constraints of the building itself. Planning options for the existing arena were presented with a phasing strategy that would support campus funding across a series of future capital projects that are not eligible for Commonwealth support. Planning options for an addition to the existing arena as proposed herein for a FY23 CBR submission would include space for both Education and General (E&G) and Auxiliary Enterprise (AE) use, and would therefore support a shared funding model with the Commonwealth.

The proposed addition to EagleBank Arena would connect to the existing facility at the north entrance. This approximately 135K GSF building addition would be comprised of 23% AE space in support of Mason's Men's and Women's Basketball teams and 77% E&G use in support of the College for Visual and Performing Arts, student design competitions, career fairs, University Life events and other academic activities as follows:

- AE space (23% of program)
 - Dedicated practice courts
 - Coaching staff suites
 - Team lockers
 - Lounge and video viewing rooms
 - Sports medicine, strength & conditioning
- E&G space (77% of program)
 - Faculty offices
 - Student learning and engagement spaces
 - Performance and rehearsal rooms
 - Broadcast/recording/editing rooms
 - 4,000 seat multipurpose venue

Building elements identified during the 2022 study will inform the conceptual planning study including a Detailed Project Program and cost estimates to support project implementation.

Aggregated 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.

Capital Projects Review

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

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

Changes/updates since the April 2021 report include:

- Horizon Hall - Construct/Renovate Robinson Hall, New Academic and Research Facility and Harris Theater - Phase 3, which includes demolition of Robinson B, site work and renovation of Harris Theater started on January 4, 2021. Occupancy permit for Harris Theater was approved on February 1, 2022. Final technology installation is scheduled for April, 29th, punch list and functional testing of the AV systems will be completed in May. Construction punch list is 98% complete. Full project closeout is targeted for June 1, 2022.
- Improve Utility Distribution Infrastructure Fairfax - Currently this project is in a closeout phase with some minor punch list items remaining to be completed. The restoration of the laydown area on Aquia Creek Lane is a bit delayed due to the weather conditions and is currently planned to complete this work during mid to late April. Replacement of an existing trench drain on Aquia Creek Lane is underway and will be completed the week after graduation. Final items on the plaza include traffic control signs and adjustments to the smart light poles that have some issues around the connectivity and security cameras this work is anticipated to be completed by June 1. A scope of work to provide new lighting on Aquia Creek Lane was also added to the project and this work will be completed by the end of spring semester.
- PPEA Discovery Hall Ph. II & Fit-out/Clean Room – The Certificate of Occupancy for the Fit-out project was received May 2018. Construction on the Clean Room is substantially complete and approved for occupancy in September 2021. Installation of initial clean room tools and the associated utility modifications planned to begin May 2022.
- Hylton Performing Arts Center HVAC Repairs – Removed in this session as the project is completed.
- Arlington Original Building Demolition and Culvert Relocation – Removed in this session as the project is completed.
- Fuse at Mason Square (IDIA HQ) – March 24, 2022, Mason’s BOV approved the comprehensive agreement for the development of Fuse at Mason Square. The comprehensive agreement was fully executed by all parties on April 12, 2022. The design team has submitted a structural permit package to DEB for final review and permitting. The design team is also in the final phases of completing the Working Drawing phase of the project. It is anticipated that, in addition to the

structural package, there will also be a permit for core and shell construction, Mason fit out spaces, and then finally the multiple tenant spaces. Construction on the box culvert relocation and support of excavation started in January of 2022 and is anticipated for completion in September 2022. It is anticipated that construction will start in the July timeline on the building sub and super structure concurrent with the completion of the culvert relocation. The schedule to finish the core and shell of the building is June of 2024 with substantial completion of the Mason fit out space following in December 2024. Mason will then install furniture fixtures and equipment in the Spring of 2025 with full occupancy planned for summer of 2025.































- Telecom Infrastructure Phase 1 – Working Drawing Submission #2 submitted to DEB on 4/7/22. Start of work is targeted for July 2022 with a substantial completion in May of 2023.
- Life Sciences Engineering Building (Bull Run Hall IIIB) – In February 2021, Mason received notice of approval from the Commonwealth to add \$30M for an additional floor to the three-story building design, and make programmatic changes that better align the new building with the current campus master plan vision for the SciTech Campus. Based on the notice, the building reprogramming, the revised schematic design, AARB approval and the revised preliminary design have been completed. The preliminary design was approved by DEB in December, 2021. The design team is currently working on the full working drawing package as well as early release packages to ensure that construction starts by the revised construction start date in May 2022. The new building substantial completion date remains August 2024, and the backfill substantial completion, December 2024. A New Preliminary Funding report has been issued and the new project budget has been increased to \$102,453,000.
- Johnson Center HVAC Repairs – Design is complete and permit drawings have been submitted to DEB. Funding constraints due to COVID postponed design completion and construction award. The bidding process will begin once the funding is in place.
- Central Heating and Cooling Plant Capacity Expansion – The Preliminary Design is complete. The Preliminary Design Package including the DEB cost review form (CR-2) and Value Engineering results were submitted to DEB for cost review. We are awaiting DEB response to establish construction budget and advance into Working Drawing phase. The cost review included a request to increase the target budget to a little over \$7M from the \$5M initial target. This was due to the detailed documentation of the approved scope and the inflation that the marketplace has been experiences since the beginning of the calendar year. We are working towards starting the bid phase in November 2022 to allow for a January 2023 construction start.
- Telecom Infrastructure Phase 2 – A/E team has been selected and contract award in process.
- Aquatic & Fitness Center Capital Renewal – The A/E contract has been awarded. Design team is working on schematics. Due to lengthy material fabrication time for some elements of the renovation, the project will be broken into phases with multiple pool shut downs over two summers for construction.
- Academic VIII – Project approved for planning only and contingent upon Mason providing seed funding. Project awaiting internal authorization and Master Plan completion to proceed.

- Virtual Online Campus – Project approved for planning only and contingent upon Mason providing seed funding. Project will be coordinated with Master Planning efforts.
- Point of View Cottages – Commonwealth has approved \$4M of funding for this project to match a target of \$4M of fundraising. Project awaiting internal authorization and Master Plan completion to proceed.
- Construct Student Housing Fairfax PPEA – Commonwealth has approved project for PPEA solicitation. Project awaiting internal authorization and Master Plan completion to proceed.
- Construct Fairfax Mixed Use Development PPEA – Commonwealth has approved project for PPEA solicitation. Project awaiting internal authorization and Master Plan completion to proceed.
- Construct Basketball Training, Wrestling, and Athlete Academic Support (RAC Addition) – Commonwealth has approved project for \$15.5M of fundraising. Project awaiting internal authorization and Master Plan completion to proceed.
- Renovations Concert Hall – Higher Education Capital Outlay (HECO) authority approved to proceed on a \$25M renovation to the Concert Hall on the Fairfax Campus. The funding is based upon donations. Project is awaiting funding to proceed.
- Business School Building – HECO authority approved to proceed on a \$165M and 200K GSF building for the School of Business on the Fairfax Campus. The funding is based upon donations. Project is awaiting funding and Master Plan completion to proceed.
- Activities Building – HECO authority approved to proceed on a \$3.75M and 15K GSF building for activities on the Fairfax Campus. Project is awaiting funding.

STAFF RECOMMENDATION:

For Board Information Only




Facilities Projects Listing

Project #	Project Name	Scope(s) New	Scope(s) Reno	Total Budget	Budget Status	Schedule	Scope	Construction Start Date	Occupancy Date	Construction % Complete
Construction										
1	18207-000 Horizon Hall - Core Campus (Renovate Robinson Hall and Harris Theater)	217,726	23,161	\$ 119,931,000				7/1/2018	12/31/2021	99.0%
2	18208-000 Improve Utility Distribution Infrastructure Fairfax - Core Campus*	0	0	\$ 51,539,000				8/1/2018	12/31/2021	98.0%
3	17848-000 PPEA Discovery Hall Ph II & Fitout/Clean Room	0	18,000	\$ 6,561,287				6/17/2019	5/7/2021	99.0%
4	18482-000 Institute for Digital InnovAtion (IDIA HQ)	461066	0	\$ 257,300,000				1/3/2022	12/16/2025	6.8%
Design										
5	18339-000 Telecom Infrastructure Phase 1*	576	0	\$ 10,525,000				7/1/2022	5/31/2023	N/A
6	18000-000 Life Sciences & Engineering Building - Bull Run Add*	133300	5000	\$ 102,453,000				5/16/2022	8/15/2024	N/A
7	A8247-027 Johnson Center HVAC Repairs	0	348,447	\$ 5,343,837				TBD	TBD	N/A
8	18509-000 Central Heating & Cooling Plant Boiler & Chiller Addition*	0	0	\$ 7,039,870				1/15/2023	1/10/2024	N/A
9	18529-000 Aquatic & Fitness Center Capital Renewal	0	90,736	\$ 10,000,000				3/1/2023	9/1/2024	N/A
Design Procurement										
10	18487-000 Telecom Infrastructure Phase 2	0	0	\$ 23,250,000				3/1/2023	9/1/2023	N/A
Pending Master Plan Alignment										
12	18498-000 Academic VIII*	200,000	0	\$ 185,675,000				TBD	TBD	N/A
13	18471-000 Virtual Online Campus*	0	45,000	\$ 11,000,000				TBD	TBD	N/A
14	18497-000 SCAR Point of View Cottages	TBD	0	\$ 8,000,000				TBD	TBD	N/A
15	17955-000 Construct Student Housing Fairfax PPEA	TBD	0	TBD				TBD	TBD	N/A
16	18117-000 Construct Fairfax Mixed Use Development PPEA	TBD	0	TBD				TBD	TBD	N/A
17	18253-000 Construct Basketball Training, Wrestling, and Athlete Academic Support (RAC Addition)	TBD	TBD	\$ 15,500,000				TBD	TBD	N/A
18	TBD Renovations Concert Hall	0	120,750	\$ 25,000,000				TBD	TBD	N/A
19	TBD Business School Building	200,000	0	\$ 165,000,000				TBD	TBD	N/A
20	TBD Activities Building	15,000	0	\$ 3,750,000				TBD	TBD	N/A
Grand Total This Report		1,227,668	651,094	1,007,867,994						

Data as of April 2022

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

Page 1 of 1

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



BOARD OF VISITORS

Finance & Land Use Committee

Office of the Senior Vice President | May 5, 2022

Agenda

Financial Matters

- A. FY 2022 Q3 Financial Report & Forecast
- B. FY 2023 University Operating Budget (ACTION)
- C. Bridge Financing for Fuse at Mason Square (ACTION)

Capital Matters

- A. Six-Year Capital Plan (ACTION)

Appendix – Capital Projects Review (Stoplight)



FY 2022 Q3 Financial Report & Forecast

Financial Matters

FY 2022 Q3 Financial Report & Forecast

<i>Cash basis, in 000's</i>	FY 2021 Actual		FY 2022 Budget		FY 2022 2Q Forecast		FY 2022 3Q Forecast		var to 2Q Forecast
Net Tuition and Fees	\$459,289		\$457,609		\$466,990		\$466,990		\$0
State Appropriations	185,059		234,068		234,068		238,108		4,040
Grants & Contracts	210,682		235,660		235,660		236,650		990
Auxiliary Enterprises	180,805		236,112		237,017		236,742		(275)
Other Operating Revenue	17,984		14,988		17,988		17,988		0
Non-Operating Revenue:									
Relief Funding	49,499		71,520		71,520		41,786		(29,735)
Capital Grants	71,895		50,000		47,500		43,040		(4,460)
Total Revenue	\$1,175,215		\$1,299,957		\$1,310,743		\$1,281,303		(\$29,440)
Salaries and Wages	\$477,833		\$540,419		\$521,486		\$522,375		(\$889)
Fringe Benefits	134,768		152,254		147,029		147,310		(281)
Contractual Services	147,307		206,325		196,000		193,343		2,657
Travel and Training	5,128		7,634		9,260		10,127		(866)
Supplies	23,158		24,000		21,098		25,556		(4,458)
Equipment	17,779		20,355		28,238		30,088		(1,850)
Capital Outlay	72,893		100,280		89,114		53,118		35,996
Debt Service	35,728		14,118		14,118		14,118		0
Scholarships & Fellowships	139,981		167,562		170,575		169,879		696
Occupancy	37,523		46,223		44,619		44,939		(320)
Other	179		0		0		0		0
Strategic Initiatives/Contingency	0		20,785		0		0		0
Total Expenses	\$1,092,276		\$1,299,957		\$1,241,538		\$1,210,853		\$30,686
Margin	\$82,939		\$0		\$69,204		\$70,450		\$1,246



FY 2023 Operating Budget

Financial Matters

FY2023 - FY2024 Commonwealth Budget*

	Governor's Budget	House Amendment	Senate Amendment
Financial Aid Increase for In-State Students	Total \$32.4M over biennium UG: \$4.15M (FY23); \$26.98M (FY24); Grad: \$0.523M (FY23); \$0.784M (FY24)	Total \$10.3M over biennium UG: \$3.6M (FY23); \$5.4M (FY24); Grad: \$0.523M (FY23); \$0.784M (FY24)	No change from Governor's budget
Faculty & Staff Compensation	5% annual salary increase (all State employees, including adjuncts)	4% annual salary increase plus 1% bonus (timing TBD)	5% annual salary increase plus \$1K bonus (effective 6/1/22)
Operating Fund Increase	\$9M from FY22 into base in FY23 Total \$17.7M over biennium NEW: \$8.853M (FY23); \$8.858M (FY24)	\$9M from FY22 into base in FY23 Total \$22.7M over biennium (assuming UG in-state 3% tuition cap) NEW-\$11.353- FY23/ \$11.358M-FY24	No change from Governor's budget
Capital Projects	Total \$14.25M GF/19.2M NGF (FY23 only) • Telecom Phase 3: \$14.25M GF/\$9.75M NGF Authorized Planning for: • Interdisciplinary Sci & Eng Bldg- \$7.4M NGF • Student Innovation Factory Bldg- \$2.04M NGF	No change from Governor's budget • Fuse Building- \$11.4M GF for incremental project costs due to refined scope	No change from Governor's budget
Maintenance Reserve	Total \$10.6M over biennium \$5.3M/year-(reduction from FY22 \$5.9M allocation)	Total \$13.68M over biennium \$6.84M/year-(+ \$900K increase from FY22 base)	No change from Governor's budget

**Pending finalization at State Special Budget Session*

FY 2023 Tuition & Fee Recommendations

3% Undergraduate & Graduate/Professional (Law) Tuition Increase Supports:

- Academic success initiatives to improve retention and graduation
- Improving competitive faculty and staff compensation
- Critical faculty and staff hires
- One third of increase funds enhanced aid for Mason's neediest students

No Mandatory Student Fee Increase (MSF)



Mason Priorities: What We Value



Student Success: Affordable Access and New Accessible Pathways

- Increase Financial Aid
- Enhance Student Services
- Grow enrollment and degree production
- Expand Student Access through ADVANCE and Online
- Strengthen inquiry-based, experiential learning

Faculty & Staff Inequities: Recruitment and Retention

- Increase faculty & staff compensation competitiveness
- Provide strategic retention resources
- Create efficient and streamlined hiring policies and practices

Innovation & Investment Strategies

- Increase faculty lines to meet enrollment needs & maximize research impact
- Optimize organizational design & decision processes to support academic excellence

Build Foundation for the Future

- Sustain R1 research through investment in faculty & research infrastructure
- Grow tech talent degree production (TTIP)
- Strengthen research impact and innovation

FY 2023 Tuition & Fee Recommendations

Tuition Rates	FY 2022	3% Increase	FY 2023
In-State, Undergraduate	\$9,510	\$285	\$9,795
Out-of-State, Undergraduate	\$32,970	\$989	\$33,959
In-State, Graduate	\$13,035	\$391	\$13,426
Out-of-State, Graduate	\$34,347	\$1,030	\$35,377
In-State, Law	\$23,142	\$694	\$23,836
Out-of-State, Law	\$38,528	\$1,156	\$39,684

Mandatory Student Fee Rates	FY 2022	\$ Increase	FY 2023
Full-Time Student	\$3,609	\$0	\$3,609
Full-Time Student, Law	\$2,733	\$0	\$2,733

FY 2023 Mandatory Student Fee Recommendation

Recommend NO increase to FY23 Mandatory Student Fee

- MSF is paid by all students to support & enrich student educational, institutional, and extracurricular experiences:
 - Student activities
 - Student support services
 - Student health services
 - Recreational & athletics programs
 - Student transportation
 - Maintenance & operation of student facilities
 - Auxiliary services
- MSF Subcommittee will establish more transparent & student-centric allocation categories that will standardize MSF to ensure equity
- FY23 savings from 9(d) debt restructuring will be used to:
 - Relieve burden on students by not increasing the MSF rate
 - Fund one-time strategic initiatives to enhance student life



FY23 Planning Assumptions

		Baseline	Scenario #1	Scenario #2
Revenue	Enrollment	0.0%	1.5%	1.5%
	Tuition: UG	0.0%	3.0%	3.0%
	UG I/S Tuition	\$9,510	\$9,795	\$9,795
	Grad & Law	\$441	3.0%	3.0%
	Mandatory Student Fee	3.0%	0.0%	0.0%
		\$3,609	\$3,609	\$3,609
	Room and Board	4.5%	3.9%	3.9%
	Other Auxiliary	2.5%	2.5%	2.5%
	Institutional Aid	10.0%	18.8%	18.8%
	State Appr: General	25.5%	8.6%	7.4%
	Fin Aid	23.0%	10.9%	12.3%
	Sponsored Research	10.0%	5.0%	5.0%
Expense	(1) Salary and Fringe	5.0%	4%+1% Bonus	5%+\$1K Bonus
	(2) Faculty and Staff Growth	35	10	10

(1) Pending Governor’s decision on 5% increase.
 (2) Net of attrition & retirements.

FY23 Projected Enrollments (FTE)

Category	FY22 3Q Forecast	FY23 Plan	Var
Ugrad I/S	20,677	20,856	179
Ugrad O/S	4,064	4,310	247
Ugrad Total	24,740	25,166	426
Grad I/S	4,027	3,911	(116)
Grad O/S	2,278	2,421	143
Grad Total	6,305	6,332	27
Law I/S	287	296	9
Law O/S	547	563	16
Grad Total	834	859	25
Total FTEs	31,879	32,357	478

FY23 Proposed Operating Budget - Scenarios #1 & #2

Cash basis, in 000's	FY 2020 Actual	FY 2021 Actual	FY 2022 Budget	FY 2022 3Q Forecast	FY 2023 Scenario #1 House	#1 var to 3Q Forecast	FY 2023 Scenario #2 Senate	#2 var to 3Q Forecast
Net Tuition and Fees	\$441,851	\$459,289	\$457,609	\$466,990	\$487,763	\$20,774	\$487,763	\$20,774
State Appropriations	190,136	185,059	234,068	238,108	259,342	21,234	257,369	19,261
Grants & Contracts	210,068	210,682	235,660	236,650	245,287	8,637	245,287	8,637
Auxiliary Enterprises	227,039	180,805	236,112	236,742	248,938	12,197	248,938	12,197
Other Operating Revenue	24,793	17,984	14,988	17,988	19,488	1,500	19,488	1,500
Non-Operating Revenue:								
Relief Funding	12,753	49,499	71,520	41,786	45,594	3,808	45,594	3,808
Capital Grants	45,764	71,895	50,000	43,040	123,627	80,587	123,627	80,587
Total Revenue	\$1,152,403	\$1,175,215	\$1,299,957	\$1,281,303	\$1,430,040	\$148,737	\$1,428,067	\$146,764
Salaries and Wages	\$462,058	\$477,833	\$540,419	\$522,375	\$560,556	(\$38,181)	\$560,560	(\$38,185)
Fringe Benefits	128,544	134,768	152,254	147,310	158,077	(10,767)	158,078	(10,768)
Contractual Services	171,348	147,307	206,325	193,343	198,091	(4,748)	198,091	(4,748)
Travel and Training	20,157	5,128	7,634	10,127	11,000	(873)	11,000	(873)
Supplies	21,105	23,158	24,000	25,556	25,854	(297)	25,854	(297)
Equipment	21,098	17,779	20,355	30,088	31,341	(1,253)	31,341	(1,253)
Capital Outlay	80,371	72,893	100,280	53,118	185,294	(132,176)	185,294	(132,176)
Debt Service	50,025	35,728	14,118	14,118	24,725	(10,607)	24,725	(10,607)
Scholarships & Fellowships	118,520	139,981	167,562	169,879	156,905	12,974	157,427	12,452
Occupancy	47,937	37,523	46,223	44,939	47,651	(2,711)	47,651	(2,711)
Other	60	179	0	0	0	0	0	0
* Budget Request Allocations (Units)	0	0	0	0	0	0	0	0
Contingency Funding	31,179	82,939	20,785	70,450	30,546	39,904	28,046	42,404
Total Expenses	\$1,152,403	\$1,175,215	\$1,299,957	\$1,281,303	\$1,430,040	(\$148,737)	\$1,428,067	(\$146,764)
Margin	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

*Scenarios #1 & #2 incorporate anticipated (E&G) budget request allocations of \$23.9M for #1 and \$21.4M for #2.
Both Scenarios #1 & #2 include an additional (AE) allocation of \$12.0M.



Proposed FY2023 Room & Board Rates

FY 2023 Operating Budget

Rate Setting Considerations

- ❖ **Affordability** – Create an affordable living and dining environment for on-campus students. Consideration is given to peer institution comparisons in the DC region and the Commonwealth of Virginia. Local housing options, prices and amenities are reviewed as are government cost-of-living adjustments.
- ❖ **Accessibility** – Provide on-campus living and dining for students who desire that option with priority given to freshmen, sophomore, and incoming transfer students. Freshmen are guaranteed housing and are required to live on campus, except for local students living with family or those who meet certain exemptions. Freshmen living on campus are required to have a meal plan.
- ❖ **Involvement** – Improve student retention and graduation through involvement in activities and support groups. Provide students with an array of opportunities to engage in co-curricular social and learning experiences. Offer Living Learning Communities housing for students with shared academic or career interests, or social identities. Involve student committees and staff in room and board pricing, and meal plan structure.
- ❖ **Sense of Community** – Create an environment where students feel part of the Mason community. Provide access to dining facilities 24 hours a day allowing students to gather with friends on their schedules. Offer students numerous ways to engage with the Mason community in and around the residential areas on a daily basis.
- ❖ **Well-Being** – Provide students healthy dining options through Independence meal plans, access to a Registered Dietician, and specialized food options for allergies, religious preferences, and dietary choices at multiple venues. Allow residential students easy access to wellness resources.
- ❖ **Financial Stewardship** – Generate sufficient revenue from user rates to provide quality student services, cover annual operating costs, and build reserves for facilities capital needs. Housing and Dining operations do not receive any state or university support other than rates charged to users.

Proposed FY2023 Room & Board Rates

\$190 Housing Increase & \$300 Board Increase

- Meal plan increased since February BOV meeting due to higher spring food inflation adding \$20/year to prices.
- Total Room & Board has increased to \$13,120 (\$490 YOY change) from of \$13,100 proposed at February BOV meeting

Freshmen Traditional Double & Board	FY22	FY23	\$ Change
Traditional Double Room Rate	\$ 7,620	\$ 7,810	\$ 190
Independence Meal Plan Board Rate	\$ 5,010	\$ 5,310	\$ 300
Total Room & Board	\$ 12,630	\$ 13,120	\$ 490

Room & Board Rate Methodology

Housing Methodology to Rate Changes:

- Benchmark Commonwealth and regional universities and local market rates.
- Adjust room rates when possible to meet student demand.
- Determine upcoming HRL financial needs, including additional \$11.4m debt service in FY23, and build reserves.
- Determine room rates: tiered to room offerings, affordable, and competitively priced.
- Overarching mission to maintain an affordable cost of living on-campus.

Board Methodology to Rate Changes:

Board rate increase is driven by three elements:

- CPI, based on BLS Food-Away-From Home, a contractual obligation.
- Contractual increase for third year of initial Union wage increases (\$10).
- Two additional days for Winter Break move-in (\$10).

Note: daily increase per student is \$1.13.



Proposed FY2023 Detailed Tuition & Fees

FY 2023 Operating Budget

FY 2023 Proposed Tuition & Fees: Annual Rates

	Tuition	MSF	Tuition and Fee
Undergraduate			
In State	\$9,795	\$3,609	\$13,404
Out of State	\$33,959	\$3,609	\$37,568
Graduate			
In State	\$13,426	\$3,609	\$17,035
Out of State	\$35,377	\$3,609	\$38,986
Law			
In State	\$23,836	\$2,733	\$26,569
Out of State	\$39,684	\$2,733	\$42,417

Tuition rate reflects a 3% increase on FY22 tuition; no change to MSF

FY 2023 Proposed Tuition & Fees: Hourly Rates

	Tuition	MSF	Tuition and Fee
Undergraduate			
In State	\$408.15	\$150.25	\$558.40
Out of State	\$1,415.00	\$150.25	\$1,565.25
Graduate			
In State	\$559.45	\$150.25	\$709.70
Out of State	\$1,474.00	\$150.25	\$1,624.25
Law			
In State	\$851.65	\$97.50	\$949.15
Out of State	\$1,417.00	\$97.50	\$1,514.50

Tuition rate reflects a 3% increase on FY22 tuition; no change to MSF

FY 2023 Proposed Premium Pricing

PREMIUM PRICING FOR SELECT GRADUATE PROGRAMS PER CREDIT HOUR RATE ABOVE/(DISCOUNTED) REGULAR TUITION & FEE RATES			
	In-state	Out-of-state	Regional
Antonin Scalia School of Law			
All Professional programs	\$ 89.00	\$ 97.00	
Extending in-state tuition to public sector employees with part-time status*			\$ (549.50)
Carter School for Peace and Conflict Resolution			
Regional discount for D.C and Maryland residents*			\$ (231.00)
College of Education & Human Development			
All Graduate Programs*		\$ (688.00)	
Virginia educators discount	\$ (81.45)		
College of Health & Human Services			
All Graduate Programs	\$ 56.75	\$ 56.75	
College of Humanities & Social Sciences			
Masters Criminal Justice	\$ 200.00	\$ 200.00	
College of Science			
Advanced Biomedical Sciences Certificate**	\$ 972.00	\$ 84.00	
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	
Schar School of Policy & Government			
All Graduate programs, except Political Science	\$ 200.00	\$ 100.00	
School of Business			
Masters Finance	\$ 521.75	\$ 33.75	
MSA Program and Related Certificates	\$ 321.25	\$ 58.25	
MBA Program, Business Analytics & Business Fundamentals Certificates	\$ 357.00	\$ 349.00	
MSM Program	\$ 318.25	\$ 55.25	
MSRED	\$ 320.25	\$ 337.00	
MSTM Program	\$ 564.50	\$ 14.00	
Regional discount for D.C and Maryland residents***			\$(127.35 - \$880.00)
College of Engineering & Computing			
All Graduate Programs	\$ 120.00	\$ -	

* Discount of regular GR OS tuition
** MOU with Georgetown University
*** Discount of regular GR OS tuition offered on various premium-priced programs

FY 2023 Proposed Online Rates

TUITION PRICING FOR GRADUATE PROGRAMS – ONLINE PER CREDIT HOUR RATE (SAME FOR IN- AND OUT-OF-STATE)	
Antonin Scalia School of Law	
LL.M. in Global Antitrust Law & Economics (Wiley Partnership)	\$ 1,000.00
LL.M. in US Law (Wiley Partnership)	\$ 1,000.00
Carter School for Peace and Conflict Resolution	
Masters of Science in Conflict Analysis and Resolution	IS \$507.25 OS \$750.00
College of Education & Human Development	
Certificate in Applied Behavior Analysis (Wiley Partnership)	\$ 805.00
Certificate in Autism Spectrum Disorders (Wiley Partnership)	\$ 805.00
Graduate 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
College of Health & Human Services	
Masters Social Work (Wiley Partnership)	\$ 795.00
Certificate in Health Informatics & Data Analytics (Wiley Partnership)	\$ 800.00
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 Science Public Health	IS \$547.75 OS \$693.25
All other online programs	IS \$1,487.75 OS \$56.75

TUITION PRICING FOR GRADUATE PROGRAMS – ONLINE PER CREDIT HOUR RATE (SAME FOR IN- AND OUT-OF-STATE)	
College of Humanities & Social Sciences	
Masters of Professional Studies in Applied Industrial and Organizational Psychology (Wiley Partnership)	\$ 815.00
Masters in Applied Economics (Wiley Partnership)	\$ 900.00
College of Visual and Performing Arts	
Online Master of Music; Music Education Concentration	\$ 820.00
School of Business	
Certificate of Business Analytics (Wiley Partnership)	\$ 1,050.25
Masters of Business Administration (Wiley Partnership)	\$ 1,050.25
Online MS Accounting & Related Graduate Certificates	\$ 864.25
Online MS Technology Management	IS \$564.50
College of Engineering & Computing	
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 \$663
School of Policy and Government	
All online programs	IS \$743 OS \$1,531
College of Science	
Bioinformatics & Computational Science Certificates	IS \$643 OS \$1,531
Geospatial Certificates	IS \$743 OS \$1,631
Advanced Biomedical Certificates	\$ 1,515.00

Staff Recommendation to Board

Recommend approval by the Board of Visitors of the FY 2023 Proposed Operating Budget within the ranges specified in Scenarios 1 & 2, FY 2023 Room and Board Rates, and Proposed FY 2023 Tuition and Fee Rates. Once the General Assembly passes the FY 2023 State budget, we will present an Amended FY 2023 Operating Budget for approval, if necessary.



FY 2023 Operating Budget Appendix

Detailed Room & Board Rates

FY2023 Highlights: Housing

- 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.
- The number of triples on the Fairfax campus is being reduced and will be used as doubles.
- The Global LLC will move to the Angel Cabrera Global Centers so that students will have greater options to interact with international students.
- Beacon Hall graduate housing on Science and Technology Campus has 146 revenue beds, which are all 11-month leases, and four graduate RA beds.

Housing Rates

- The room rate increase is \$190 for Traditional Double and approximately 2.5% across all bed types and campuses.
- There are **over 6,100 beds** on the Fairfax campus.
- **Beacon Hall** on the Science and Technology Campus has **150 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)	FY22	FY23	\$ Change
Traditional Halls (Freshmen, Meal Plan Required)			
Singles	\$ 10,250	\$ 10,510	\$ 260
Double	\$ 7,620	\$ 7,810	\$ 190
Triple/Quad	\$ 6,620	\$ 6,790	\$ 170
Suites (Freshmen and Upperclass, Meal Plan Required)			
Single	\$ 11,010	\$ 11,290	\$ 280
Double	\$ 8,390	\$ 8,600	\$ 210
Triple	\$ 9,560	\$ 9,800	\$ 240
Economy Doubles	\$ 6,930	\$ 7,100	\$ 170
Economy Triples	\$ 6,930	\$ 7,100	\$ 170
Apartments (Upperclass, Meal Plan Optional)			
Single	\$ 13,110	\$ 13,440	\$ 330
Double	\$ 10,490	\$ 10,750	\$ 260
Townhouse Double	\$ 9,560	\$ 9,800	\$ 240
Angel Cabrera Global Center (Upperclass, Meal Plan Required)			
Double	\$ 8,930	\$ 9,150	\$ 220
Economy Triples	\$ 6,930	\$ 7,100	\$ 170
Beacon Hall - SciTech Grad Housing (11 Month Lease)			
Studio	\$ 12,810	\$ 13,130	\$ 320
One Bedroom	\$ 16,800	\$ 17,220	\$ 420
Two Bedroom (Per Bed)	\$ 9,770	\$ 10,010	\$ 240
SMSC Housing (Front Royal)			
Single	\$ 13,110	\$ 13,440	\$ 330
Double	\$ 10,490	\$ 10,750	\$ 260

FY2023 Highlights: Dining

- The Independence plans provide students unlimited access during operating hours to the dining halls so they may eat at their convenience, as often as they desire. 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 \$1,285 for Liberty Weekly 9, and \$575 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.
- Off-campus students who purchase a bundled plan of Freedom Funds along with a parking pass will receive additional bonus Freedom Funds.
- Freedom 350 and Freedom 500 will be offered during summer sessions 2022.

Board Meal Plans

- **Independence meal plans**, including \$100 in Bonus Points, **increase \$300 in FY2023** based on 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 modified diet** considerations, 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 a medical modified diet.
- In FY2023, 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 following academic year prices.

Board Meal Plans

ACADEMIC YEAR BOARD RATES (Fall and Spring Semesters Combined)	FY22	FY23	\$ CHANGE
Independence Dining Plans (Includes Minimum \$100/Semester Bonus Points)			
Independence	\$ 5,010	\$ 5,310	\$ 300
Extended	\$ 5,110	\$ 5,400	\$ 290
Ultimate	\$ 5,770	\$ 6,100	\$ 330
Liberty Meal Plans (Includes Bonus Points)			
Liberty Weekly 9	\$ 5,010	\$ 5,310	\$ 300
Liberty Weekly 14	\$ 5,010	\$ 5,310	\$ 300
Patriot Meal Plans (Includes Minimum \$100/Semester Bonus Points)			
Patriot Meals 25	\$ 630	\$ 670	\$ 40
Patriot Meals 55	\$ 1,070	\$ 1,130	\$ 60
Patriot Meals 85	\$ 1,480	\$ 1,570	\$ 90
Freedom Dollars Cash Plans (No Bonus Points)			
Freedom 350	\$ 700	\$ 700	\$ -
Freedom 500	\$ 1,000	\$ 1,000	\$ -
Freedom 750	\$ 1,500	\$ 1,500	\$ -
Freedom 1,000	\$ 2,000	\$ 2,000	\$ -
Freedom 1,500	\$ 3,000	\$ 3,000	\$ -
Freedom 2,000	\$ 4,000	\$ 4,000	\$ -
Smithsonian Mason School of Conservation Plan (No Points)			
SMSC	\$ 5,180	\$ 5,490	\$ 310



Bridge Financing for Fuse at Mason Square

Financial Matters

Fuse Financial Terms: Budget

Project Cost	
Development (Mason)	155.3
Development (Commercial)	77.9
Total Development Budget	233.2
Demolition	4
Consulting	2.5
JLL Fee	1.6
Reserve	3.0
Furniture, Fixtures, Equipment	13
Total Project Cost:	257.3
Total Funding Available	245.9
<i>Shortfall due to escalation</i>	<i>-11.4</i>
Project Funding Plan	
State Appropriation - 2020/2022	84
Mason Philanthropy	84
Developer Equity/Debt	77.9
Total Funding Available:	245.9
<i>Amendment Request FY2023</i>	<i>11.4</i>
Total Funding Required	257.3

Program

Mason

Mason Space: 187,365 RSF
Parking: 32 Spaces

Commercial

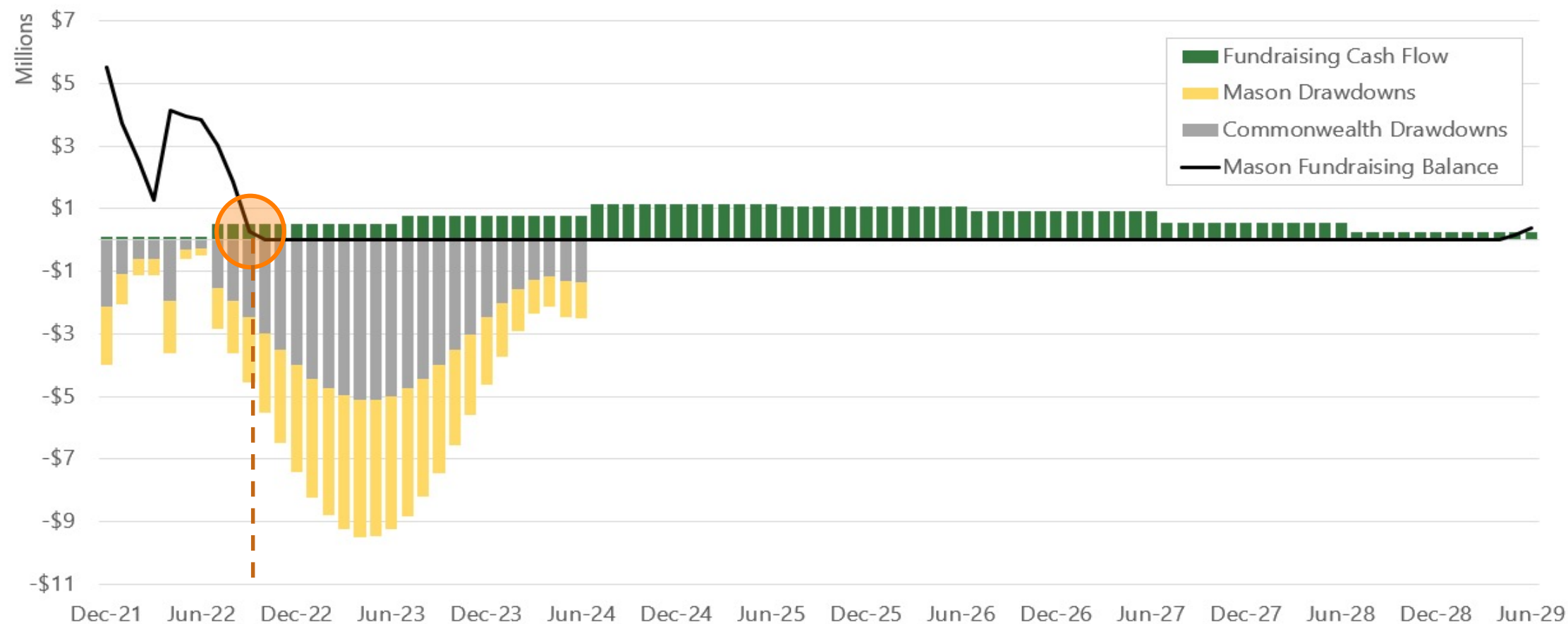
Lease Space: 115,600 RSF
Retail Space: 7,200 RSF
Parking: 184 Spaces

Total

Total Gross SF = 446,900 GSF
Total Rentable Space: 310,165 RSF
Parking: 216 Spaces

Fuse at Mason Square

Projected Mason / Commonwealth Cash Flow Forecast



 **Need for bridge financing summer of 2022**

Bridge Financing Agreement

Establish a bridge capital financing agreement for the Fuse building:

- RFP: Pricing on line of credit, variable & fixed rate loans
- Flexibility: Providers, duration, rate
- Structure: Taxable
- Term: Not to exceed 20 years
- Max Rate: Fixed rate not to exceed 5% and variable rate not to exceed 10%
- Amount: Not to exceed \$68m
- Authority: Delegate to Senior Vice President to execute, develop and issue an agreement



Proposed Financing Schedule

Task		Schedule
Meetings with prospective banks	<input checked="" type="checkbox"/>	March 21 st – April 18 th
Draft and finalize RFP	<input checked="" type="checkbox"/>	March 21 st – April 30 th
BOV approval of delegated authority	★	May 5 th
Publish RFP	<input type="checkbox"/>	May 6 th
Receive bank responses	<input type="checkbox"/>	Week of May 23 rd
Select bank	<input type="checkbox"/>	Week of June 6 th
Review and Negotiation	<input type="checkbox"/>	June 13 th –June 25 th
Execute and close transaction	<input type="checkbox"/>	1 st Quarter of FY 2023
Update BOV on selected structure	<input type="checkbox"/>	September 2022

March						
S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

April						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

May						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

June						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

Staff Recommendation to Board

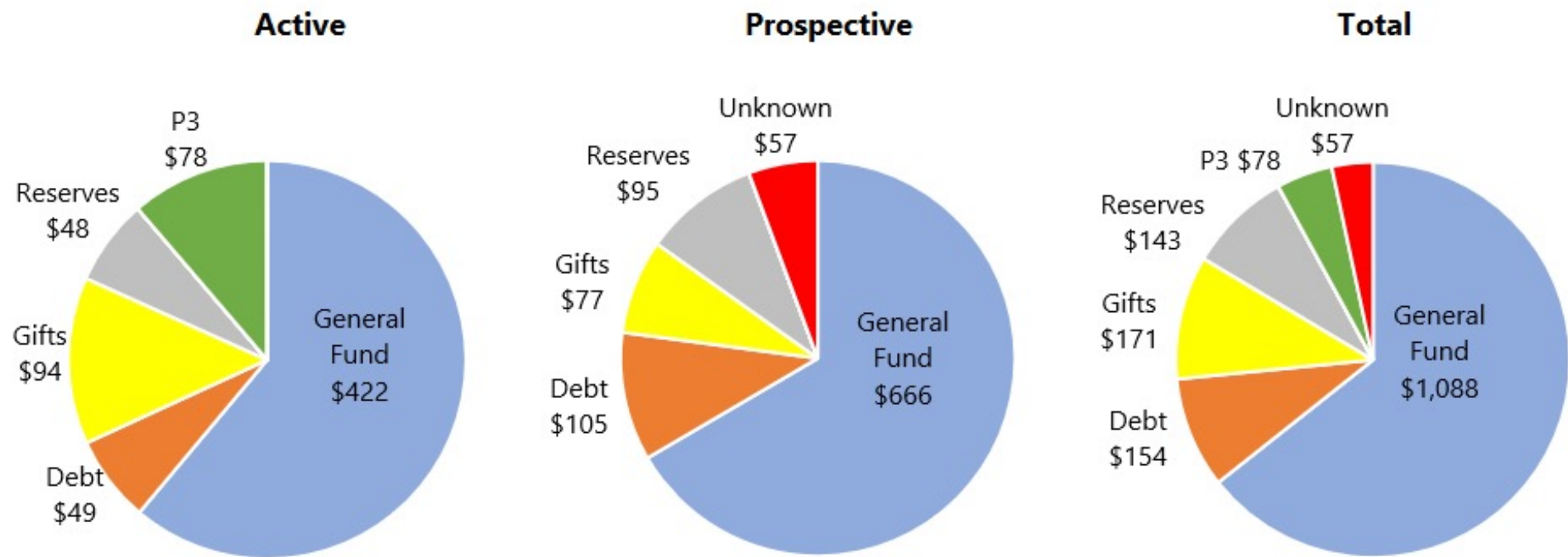
The Finance & Land Use Committee recommends delegation of authority by the Board of Visitors to the Senior Vice President to approve, execute, deliver and issue a bridge financing Agreement for Fuse at Mason Square.



Six-Year Capital Plan

Capital Matters

Capital Plan Summary (\$Ms)



	Expenditures			Funding Sources							
	Actual To-Date	Amount Remaining	Total Expected	General Fund	Debt	Gifts and Contracts	Central / School Reserves	Internal Lending / Bank	Public-Private Partner	Funding Not Yet Identified	Total Funding Plan
Total Active	165	525	690	422	49	94	48	0	78	0	690
Total Prospective			1,000	666	105	77	95	0	0	57	1,000
GRAND TOTAL			1,690	1,088	154	171	143	0	78	57	1,690

Active Projects (\$Ms)

	Budget			Funding Sources							Total Funding Plan
	Actual To-Date	Amount Remaining	Total Expected	General Fund	Debt	Gifts * and Contracts	Central / School Reserves	Internal Lending / Bank	Public- Private Partner	Funding Not Yet Identified	
ACTIVE											
Fuse at Mason Square	5	252	257	89	0	90	0	0	78	(0)	257
Utility Infrastructure (Core)	46	6	52	21	28	1	4	0	0	(0)	52
Horizon Hall / Harris Theater	107	13	120	117	0	0	3	0	0	(0)	120
Telecom Infrastructure Phase I	1	10	11	11	0	0	0	0	0	0	11
Telecom Infrastructure Phase II	0	23	23	12	11	0	0	0	0	0	23
Aquatic and Fitness Center	0	10	10	0	10	0	(0)	0	0	0	10
Central Heating and Cooling	0	5	5	5	0	0	0	0	0	0	5
Necklace Phase I	0	3	3	0	0	0	3	0	0	0	3
Johnson Center HVAC Repairs	0	5	5	0	0	0	5	0	0	0	5
Life Science Engineering	3	100	102	102	0	0	0	0	0	0	102
TTIP Bachelors Capital Invest.	2	21	23	23	0	0	0	0	0	0	23
Maintenance Reserve	0	41	41	41	0	0	0	0	0	0	41
Miscellaneous Renovations	0	37	37	0	0	3	34	0	0	0	37
Total Active	165	525	690	422	49	94	48	0	78	0	690

*Bridge financing may be use while gifts are collected.

Prospective Projects – Preliminary Funding (\$Ms)

	Budget			Funding Sources							Total Funding Plan
	Actual To-Date	Amount Remaining	Total Expected	General Fund	Debt	Gifts * and Contracts	Central / School Reserves	Internal Lending / Bank	Public- Private Partner	Funding Not Yet Identified	
PROSPECTIVE - PRELIMINARY FUNDING											
Improve Telecom/Network (Ph 3)			24	14	0	0	10	0	0	0	24
Student Innovation Factory Bldg.			30	30	0	0	0	0	0	0	30
Interdisciplinary Sci. & Eng. Bldg.			150	150	0	0	(0)	0	0	(0)	150
Business School			165	83	0	41	41	0	0	0	165
EagleBank Arena Addition			150	115	35	0	0	0	0	0	150
Aggregated Deferred Maintenance			36	36	0	0	0	0	0	0	36
EagleBank Arena Reno (Ph 1 - S)			30	0	30	0	0	0	0	0	30
Academic VIII			200	200	0	0	0	0	0	0	200
Point of View Cottages			8	4	0	4	0	0	0	0	8
Real Estate Acquisitions			40	0	0	0	40	0	0	0	40
Small Capital Improvement Prog.			4	0	0	0	4	0	0	0	4
Projects with Preliminary Funding			837	632	65	45	95	0	0	0	837

*Bridge financing may be use while gifts are collected.

Key:

FY22 Capital Budget Request
Proposed FY23 Capital Budget Request
Pending Synario Testing
Approved for Planning

Prospective Projects – Pro Forma (\$Ms)

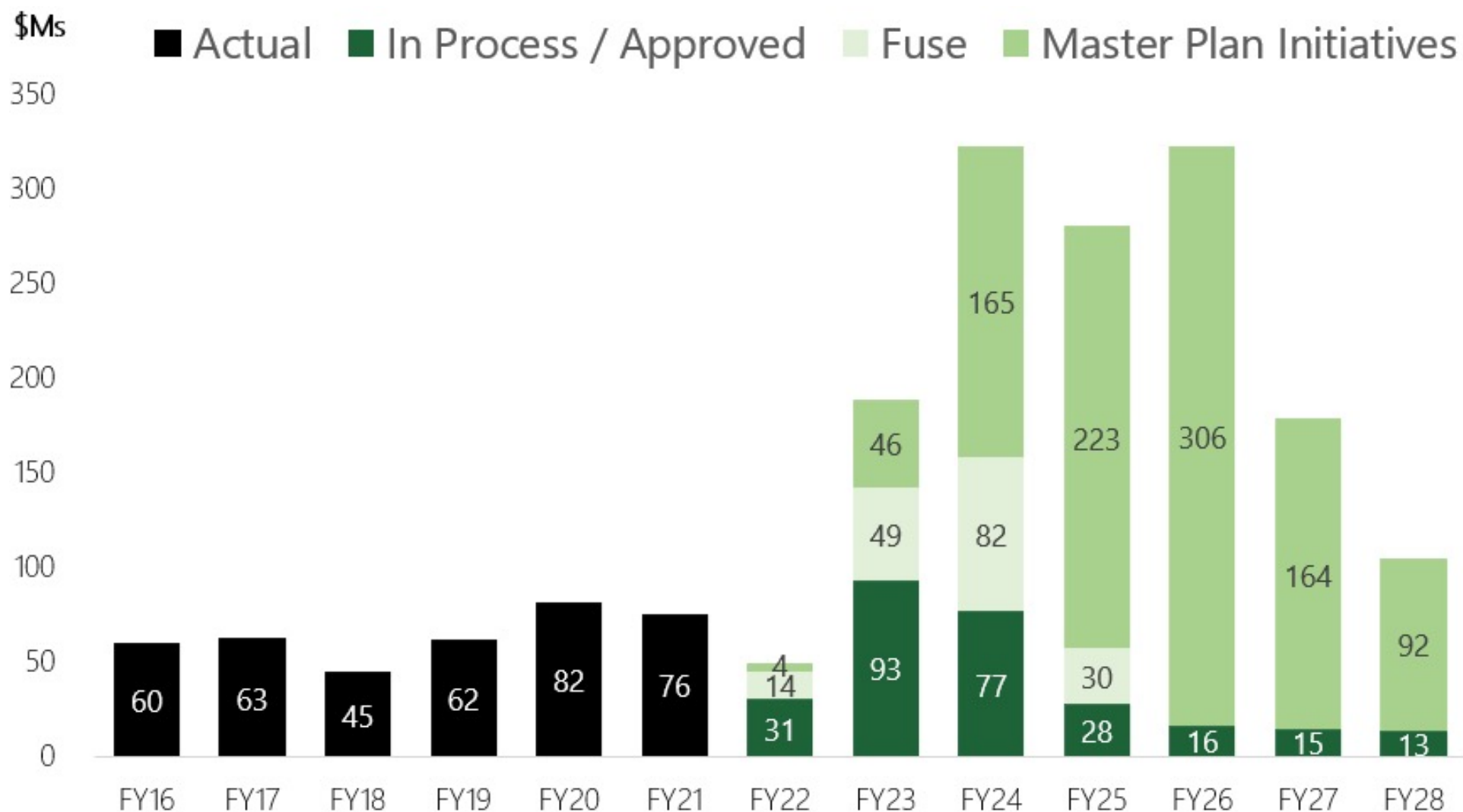
	Budget			Funding Sources							Total Funding Plan
	Actual	Amount	Total	General Fund	Debt	Gifts * and Contracts	Central / School Reserves	Internal Lending / Bank	Public- Private Partner	Funding Not Yet Identified	
	To-Date	Remaining	Expected								
PROSPECTIVE - FUNDING UNDETERMINED											
Concert Hall Renovation			25	0	0	25	0	0	0	0	25
Contemplative Center			7	0	0	7	0	0	0	0	7
Sustainability Initiatives			50	22	29	0	0	0	0	0	50
Multimodal Transportation (Ph 1)			30	13	12	0	0	0	0	5	30
Recreation & Well-Being (Ph 1)			26	0	0	0	0	0	0	26	26
Recreation & Well-Being (SUB-1)			26	0	0	0	0	0	0	26	26
Arlington Student Housing			0	0	0	0	0	0	0	0	0
Faculty / Staff Housing (Ph 1)			0	0	0	0	0	0	0	0	0
Field House + Track & Soccer Stadium			0	0	0	0	0	0	0	0	0
Lacrosse Stadium & Fields			0	0	0	0	0	0	0	0	0
W Campus Mixed-Use (Ph 1)			0	0	0	0	0	0	0	0	0
Baseball Stadium			0	0	0	0	0	0	0	0	0
Softball Stadium			0	0	0	0	0	0	0	0	0
Multipurpose Stadium & Fields			0	0	0	0	0	0	0	0	0
Tennis Complex			0	0	0	0	0	0	0	0	0
Faculty / Staff Housing (Ph 2)			0	0	0	0	0	0	0	0	0
W Campus Mixed-Use (Ph 2)			0	0	0	0	0	0	0	0	0
Hotel & Conference Center			0	0	0	0	0	0	0	0	0
W Campus Mixed-Use (Ph 3)			0	0	0	0	0	0	0	0	0
W Campus Mixed-Use (Ph 4)			0	0	0	0	0	0	0	0	0
Projects with Funding Undetermined			163	34	40	32	0	0	0	57	163
Total Prospective			1,000	666	105	77	95	0	0	57	1,000
GRAND TOTAL			1,690	1,088	154	171	143	0	78	57	1,690

*Bridge financing may be use while gifts are collected.

Capital Project Pro Forma Funding Source Summary (\$Ms)

	Prior Years	FY22	FY23	FY24	FY25	FY26	FY27	FY28	Total
GENERAL FUND (GF)	128	31	125	205	217	229	120	34	1,088
NON GENERAL FUND (NGF)									
Debt									
Prior Issue - Taxable	0	0	0	0	0	0	0	0	0
Prior Issue - Tax Exempt	28	0	0	0	0	0	0	0	28
Planned - Taxable	0	0	5	47	34	26	(19)	(17)	75
Planned - Tax Exempt	0	0	0	17	6	7	16	6	51
Planned - Tax Exempt (gift offset)	0	0	0	0	0	0	0	0	0
Total Debt	28	0	5	63	39	33	(3)	(11)	154
Gift									
Received	5	6	10	1	0	0	0	0	22
Pledged	0	0	0	2	0	0	0	0	2
Planned	0	1	7	14	15	35	54	21	146
Total Gifts	5	7	17	17	15	35	54	21	171
Sponsored Research Grant	0	0	0	0	0	0	0	0	0
University Reserves	4	11	35	32	(1)	23	3	3	111
School / Department Reserves	0	0	6	6	11	3	3	3	32
Internal Loan	0	0	0	0	0	0	0	0	0
Central Bank	0	0	0	0	0	0	0	0	0
Total Non General Fund	37	18	63	119	64	94	57	16	468
PUBLIC-PRIVATE PARTNERSHIP (P3)	0	9	27	30	11	0	0	0	78
FUNDING NOT IDENTIFIED	0	0	(0)	0	0	(0)	2	55	57
TOTAL FUNDING SOURCES	165	59	216	353	292	323	179	105	1,690

Capital Expenditure Plan



(1) Excludes portion that will be funded through partner contributions (Fuse \$77M, Initiatives \$100M).

Active Capital Projects

ACTIVE CAPITAL PROJECTS				Expenditure Plan (\$Ms)									Pro-Forma Funding Plan (\$Ms)						SLT	
Capital Project	Campus	Type	GSF	Prior	FY22	FY23	FY24	FY25	FY26	FY27	FY28	Total Cost	Philanthropy	General	P3 /		Debt		Agreement	
				Years									Commit	Project	Fund	Cash	Other	Commit		Project
Active Projects																				
Fuse at Mason Square	Arlington	New	505,520	5	24	76	112	41	--	--	--	257	21	69	89	(0)	78	--	--	35%
Utility Infrastructure (Core)	Fairfax	Reno	0	46	6	--	--	--	--	--	--	52	--	1	21	4	--	28	--	40%
Horizon Hall / Harris Theater	Fairfax	New	219,712	107	12	1	--	--	--	--	--	120	--	--	117	3	--	--	--	98%
Telecom Infrastructure Phase I	Fairfax	Reno	976	1	1	7	2	--	--	--	--	11	--	--	11	--	--	--	--	100%
Telecom Infrastructure Phase II	Various	Reno	0	--	0	8	15	--	--	--	--	23	--	--	12	--	--	--	11	53%
Aquatic and Fitness Center	Fairfax	Reno	0	--	0	0	9	0	--	--	--	10	--	--	--	0	--	--	10	0%
Central Heating and Cooling	Fairfax	New	0	--	0	3	2	--	--	--	--	5	--	--	5	--	--	--	--	100%
Necklace Phase I	Fairfax	New	0	0	1	2	--	--	--	--	--	3	--	--	--	3	--	--	--	0%
Johnson Center HVAC Repairs	Fairfax	Reno	0	0	0	4	0	1	--	--	--	5	--	--	--	5	--	--	--	0%
Life Science Engineering	Sci Tech	New	133,300	3	4	52	33	10	--	--	--	102	--	--	102	--	--	--	--	100%
TTIP Bachelors Capital Invest.	Various	Reno	0	2	7	5	2	3	3	1	--	23	--	--	23	--	--	--	--	100%
Maintenance Reserve	Various	Reno	0	--	--	7	7	7	7	7	7	41	--	--	41	--	--	--	--	100%
Miscellaneous Renovations	Various	Reno	0	--	--	4	7	7	7	7	7	37	--	3	--	34	--	--	--	0%
Total Active Projects				165	54	170	188	68	16	15	13	690	21	73	422	48	78	28	21	

Commonwealth Six-Year Plan Submission

CAPITAL NEEDS W/ PRELIMINARY FUNDING				Expenditure Plan (\$Ms)									Pro-Forma Funding Plan (\$Ms)						SLT	
				Prior									Total	Philanthropy		General	P3 /		Debt	
Capital Project	Campus	Type	GSF	Years	FY22	FY23	FY24	FY25	FY26	FY27	FY28	Cost	Commit	Project	Fund	Cash	Other	Commit	Project	(State)
E&G Projects																				
Improve Telecom/Network (Ph 3)	Fairfax	New	NA	--	--	10	14	0	--	--	--	24	--	--	14	10	--	--	--	59%
Student Innovation Factory Bldg.	Fairfax	New	60,000	--	0	5	22	3	--	--	--	30	--	--	30	0	--	--	--	100%
Interdisciplinary Sci. & Eng. Bldg.	Fairfax	New	150,000	--	0	7	30	59	46	7	--	150	--	--	150	(0)	--	--	--	100%
Business School	Fairfax	New	200,000	--	--	0	13	37	62	46	7	165	4	37	83	41	--	--	--	50%
EagleBank Arena Addition	Fairfax	New	135,000	--	--	1	15	47	74	14	0	150	--	--	115	0	--	--	35	77%
EagleBank Arena Reno (Ph 1 - S)	Fairfax	Reno	27,300	--	--	--	2	18	10	--	--	30	--	--	--	--	--	--	30	0%
Academic VIII	Sci Tech	New	200,000	--	--	1	26	41	72	52	8	200	--	--	200	0	--	--	--	100%
Point of View Cottages	Point of View	New	8,200	--	--	1	7	0	--	--	--	8	--	4	4	0	--	--	--	50%
Real Estate Acquisitions	Various	New	NA	--	--	20	20	--	--	--	--	40	--	--	--	40	--	--	--	0%
Small Capital Improvement Prog.	Various	Reno	NA	--	4	--	--	--	--	--	--	4	--	--	--	4	--	--	--	0%
Aggregated Deferred Maintenance	Fairfax	Reno	0	--	--	--	7	7	7	7	7	36	--	--	36	--	--	--	--	100%
Total E&G												837	4	41	632	95	0	0	65	
Total				0	4	46	155	212	272	126	22	837	4	41	632	95	0	0	65	

Key:

FY22 Capital Budget Request
Proposed FY23 Capital Budget Request
Pending Synario Testing
Approved for Planning

Pro Forma Capital Needs

CAPITAL NEEDS W/ FUNDING UNDETERMINED				Expenditure Plan (\$Ms)									Pro-Forma Funding Plan (\$Ms)							SLT
				Prior									Total	Philanthropy		General	P3 /		Debt	
Capital Project	Campus	Type	GSF	Years	FY22	FY23	FY24	FY25	FY26	FY27	FY28	Cost	Commit	Project	Fund	Cash	Other	Commit	Project	(State)
Auxiliary Projects																				
Concert Hall Renovation	Fairfax	Reno	NA	--	--	--	--	1	15	9	--	25	--	25	--	--	--	--	--	0%
Contemplative Center	Fairfax	New	10,000	--	--	--	--	0	7	0	--	7	--	7	--	0	--	--	--	0%
Sustainability Initiatives	Fairfax	New	NA	--	--	--	10	10	10	10	10	50	--	--	22	--	--	--	29	0%
Multimodal Transportation (Ph 1)	Fairfax	New	NA	--	--	--	--	--	3	18	10	30	--	--	13	5	--	--	12	0%
Recreation & Well-Being (Ph 1)	Fairfax	New	0	--	--	--	--	--	--	1	25	26	--	--	--	26	--	--	--	0%
Recreation & Well-Being (SUB-1)	Fairfax	Reno	0	--	--	--	--	--	--	1	25	26	--	--	--	26	--	--	--	0%
Total Auxiliary												163	0	32	34	57	0	0	40	
P3 Projects - Developer Financed																				
Arlington Student Housing	Fairfax	New	0	--	--	--	--	0	--	--	--	0	--	--	--	0	--	--	--	0%
Faculty / Staff Housing (Ph 1)	Fairfax	New	0	--	--	--	--	--	0	--	--	0	--	--	--	0	--	--	--	0%
Field House + Track & Soccer Stadium	Fairfax	New	370,000	--	--	0	--	--	--	--	--	0	--	--	--	0	--	--	--	0%
Lacrosse Stadium & Fields	Fairfax	New	240,000	--	--	0	--	--	--	--	--	0	--	--	--	0	--	--	--	0%
W Campus Mixed-Use (Ph 1)	Fairfax	New	162,500	--	--	0	--	--	--	--	--	0	--	--	--	0	--	--	--	0%
Baseball Stadium	Fairfax	New	170,000	--	--	--	0	--	--	--	--	0	--	--	--	0	--	--	--	0%
Softball Stadium	Fairfax	New	130,000	--	--	--	0	--	--	--	--	0	--	--	--	0	--	--	--	0%
Multipurpose Stadium & Fields	Fairfax	New	540,000	--	--	--	0	--	--	--	--	0	--	--	--	0	--	--	--	0%
Tennis Complex	Fairfax	New	90,000	--	--	--	--	0	--	--	--	0	--	--	--	0	--	--	--	0%
Faculty / Staff Housing (Ph 2)	Fairfax	New	250,000	--	--	--	--	0	--	--	--	0	--	--	--	0	--	--	--	0%
W Campus Mixed-Use (Ph 2)	Fairfax	New	162,500	--	--	--	--	0	--	--	--	0	--	--	--	0	--	--	--	0%
Hotel & Conference Center	Fairfax	New	100,000	--	--	--	--	0	--	--	--	0	--	--	--	0	--	--	--	0%
W Campus Mixed-Use (Ph 3)	Fairfax	New	162,500	--	--	--	--	0	--	--	--	0	--	--	--	0	--	--	--	0%
W Campus Mixed-Use (Ph 4)	Fairfax	New	162,500	--	--	--	--	0	--	--	--	0	--	--	--	0	--	--	--	0%
Total P3												0	0	0	0	0	0	0		
Total				0	0	0	10	12	34	38	69	163	0	32	34	57	0	0	40	

Staff Recommendation to Board

The Finance & Land Use Committee recommends approval by the Board of Visitors of the proposed Six-Year Capital Plan.

Action Items

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

- FY 2023 University Operating Budget, including Tuition and Fees
- Bridge Financing for Fuse at Mason Square Resolution
- Six-Year Capital Plan



Appendix

Capital Projects Stoplight Chart

	Project #	Project Name	Scope(sf) New	Scope(sf) Reno	Total Budget	Budget Status	Schedule	Scope	Construction Start Date	Occupancy Date	Construction % Complete
		Construction									
1	18207-000	Horizon Hall - Core Campus (Renovate Robinson Hall and Harris Theater)	217,726	23,161	\$ 119,931,000				7/1/18	12/31/21	99.0%
2	18208-000	Improve Utility Distribution Infrastructure Fairfax - Core Campus*	0	0	\$ 51,539,000				8/1/18	12/31/21	98.0%
3	17848-000	PPEA Discovery Hall Ph II & Fitout/Clean Room	0	18,000	\$ 6,561,287				6/17/19	5/7/21	99.0%
4	18482-000	Institute for Digital InnovAtion (IDIA HQ)	461066	0	\$ 257,300,000				1/3/22	12/16/25	6.8%
		Design									
5	18339-000	Telecom Infrastructure Phase 1*	576	0	\$ 10,525,000				7/1/22	5/31/23	N/A
6	18000-000	Life Sciences & Engineering Building - Bull Run Add*	133300	5000	\$ 102,453,000				5/16/22	8/15/24	N/A
7	A8247-027	Johnson Center HVAC Repairs	0	348,447	\$ 5,343,837				TBD	TBD	N/A
8	18509-000	Central Heating & Cooling Plant Boiler & Chiller Addition*	0	0	\$ 7,039,870				1/15/23	1/10/24	N/A
9	18529-000	Aquatic & Fitness Center Capital Renewal	0	90,736	\$ 10,000,000				3/1/23	9/1/24	N/A
		Design Procurement									
10	18487-000	Telecom Infrastructure Phase 2	0	0	\$ 23,250,000				3/1/23	9/1/23	N/A
		Pending Master Plan Alignment									
12	18498-000	Academic VIII*	200,000	0	\$ 185,675,000				TBD	TBD	N/A
13	18471-000	Virtual Online Campus*	0	45,000	\$ 11,000,000				TBD	TBD	N/A
14	18497-000	SCAR Point of View Cottages	TBD	0	\$ 8,000,000				TBD	TBD	N/A
15	17955-000	Construct Student Housing Fairfax PPEA	TBD	0	TBD				TBD	TBD	N/A
16	18117-000	Construct Fairfax Mixed Use Development PPEA	TBD	0	TBD				TBD	TBD	N/A
17	18253-000	Construct Basketball Training, Wrestling, and Athlete Academic Support (RAC Addition)	TBD	TBD	\$ 15,500,000				TBD	TBD	N/A
18	TBD	Renovations Concert Hall	0	120,750	\$ 25,000,000				TBD	TBD	N/A
19	TBD	Business School Building	200,000	0	\$ 165,000,000				TBD	TBD	N/A
20	TBD	Activities Building	15,000	0	\$ 3,750,000				TBD	TBD	N/A
		Grand Total This Report	1,227,668	651,094	1,007,867,994						

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

Data as of April 2022

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

**George Mason University
Board of Visitors**

**Development Committee Meeting
May 5, 2022
11:20 p.m. – 12:10 p.m.
Merten Hall, Room 1201, Hazel Room**

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

I. Call to Order

**II. Approval of Development Committee Meeting Minutes from February 24, 2022
(ACTION ITEM)**

III. New Business

- A. GMUF Chair Update – Terri Cofer Beirne (virtual presentation)
- B. University Advancement and Alumni Relations Update – Trishana Bowden
- C. Student Emergency Funds – Rose Pascarell

IV. Old Business

V. Adjournment

**George Mason University
Board of Visitors**

**Development Committee Meeting
February 24, 2022
Merten Hall
9:50 a.m. – 10:50 a.m.**

Meeting Notes - Minutes DRAFT

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

Absent: Visitor Dolly Oberoi

Guests: Vice-President Trishana Bowden, Faculty Senate Chair Melissa Broeckelman-Post, Staff Senate Chair Erin Iacangelo Rogers, Faculty Representative Lisa Gring-Pemble, Student Representative Steven Zhou, Anne Gentry (Legal Counsel), and guest speakers Terri Cofer Beirne, Chair of the George Mason University Foundation; Germaine Buck Louis, Dean, College of Health and Human Services; and Dr. P.J. Maddox, Chair and Professor, Office Health Administration and Policy, College of Health and Human Services

I. Call to Order

The meeting was called to order by Chair Anjan Chimaladinne at 9:50 a.m.
The Chair read out instructions and procedures for conducting the meeting.

**II. Approval of Development Committee Meeting Minutes from December 2, 2021
(ACTION ITEM)**

Chair Chimaladinne confirmed the committee meeting had reached quorum. The Chair called for any changes or edits to the meeting minutes from December 2, 2021. There were none. There being none, the minutes from December 2, 2021 were **APPROVED AS WRITTEN**.

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

Chair Chimaladinne introduced Terri Cofer Beirne, Chair of the George Mason University Foundation, who delivered an update regarding recent foundation and Board of Trustees activities over the past two months.

III. New Business

A. GMUF Chair Update – Terri Cofer Beirne

Chair Terri Cofer Beirne announced the Foundation Board of Trustees was finishing its winter board cycle, which will conclude on March 11 with the Full Board meeting.

A group of Trustees attended the Association of Governing Boards Foundation Leadership Forum last month. Chair Cofer Beirne participated on a panel concerning how a related foundation can become an essential partner to their university. Key to this is communication and trust among campus and foundation leadership. Vice President Trishana Bowden helped lead a panel on how to attract, develop and retain talent. Topics included communication, creating a nurturing environment, diversity, equity and inclusion, compensation, and team building.

The foundation is working a self-assessment, with help from a consultant, in preparation for the upcoming comprehensive campaign launch. We eagerly await the completion of the Board of Visitors' strategic plan because where the board goes, the foundation will follow in terms of committees.

The Investment Committee, recently received an annual report from the Student-Managed Investment Fund. It is great to see the students doing something practical and hands on with one of our investments. The fund returned 28.71 percent for the calendar year, just above the S&P 500 benchmark of 28.66 percent. The committee also reviewed the mid-year investment portfolio results. The endowment returned a 2 percent return through December 31 of last year. Cornerstone Partners led a discussion on public equity investment, so members could gain a thorough understanding of how that allocation fits into our portfolio. They will cover a special topic at each meeting. In May, the committee will talk about private investments, and in September they will talk about diversifying assets. The restricted portfolio returned -0.12 percent through December 31, compared to the benchmark of -0.2 percent, and provided a yield of 1.18 percent, which is consistent with budget expectations (\$1.3 million to date vs annual budget of \$2.0 million).

The Real Estate Committee met alongside the Finance Committee, to annually review the foundation's long-term debt report. All debt issuances were fully amortized with fixed interest rates and the debt covenant requirements were met, and all required financial disclosures to banks and public markets were made on time.

The Finance Committee reviewed the mid-year financial results compared to budget and revenue, and expenditures are in line. They also reviewed the foundation's insurance coverage and received an update on the budget status of

the CRM database implementation, which is a significant undertaking when preparing for the launch of a comprehensive campaign.

The Audit Committee reviewed our Fiscal Year 2021 tax filings, and the IRS Form 990 and Form 990-T. These comprehensive filings reflect well on the foundation's governance and fiscal stewardship. The committee also reviewed and updated risk management and the risk evaluation matrix. Every committee reviewed their identified risks and mitigation activities during the board cycle in order to identify gaps and emerging risks that need to be addressed. In addition to mitigation actions, the matrix, going forward, will also reflect contingency plans in place to address any issues.

Finally, our Nominating and Governance Committee reviewed eight nominations for new trustees, all were well qualified candidates. The committee advanced six candidates for approval by our full board at our March meeting, pending some interviews and their acceptance of the nomination. We anticipate the pool will result in 4 to 5 engaged and excited trustees. We continue to work towards our goals of increasing diversity, skill sets and alumni membership, as well as broadening our revenue representation across Mason's colleges and universities.

Chair Cofer Beirne welcomed any questions from the Visitors. Chair Chimaladinne asked the Visitors if there were any questions for the Foundation. There were none. Chair Cofer Beirne thanked Chair Chimaladinne for her time before the Board of Visitors.

Chair Chimaladinne introduced Trishana Bowden, Vice President of University Advancement and Alumni Relations. Ms. Bowden provided an update on the recent activities of the Office of University Advancement and Alumni Relations, and shared several highlights from the past two month's activities.

B. University Advancement and Alumni Relations Update – Vice President Trishana Bowden

Ms. Bowden stated that in University Advancement, the launch of a \$1 billion or more campaign is on the horizon. We are using every day to better prepare our community for the public face of the campaign. In December, we shared with the Visitors that we were in the final stages of our procurement process to identify a firm that will lead us through our comprehensive campaign. We are pleased to announce that we have finalized a contract with Marts & Lundy. Many of you, including our Board of Visitors, will remember Marts & Lundy as a familiar name. They were our partners in the *Faster Farther* Campaign, and helped us amply surpass the original campaign goal.

The firm has been tasked to assess our readiness for a campaign, help us increase critical resources and leverage the strengths of our institution, as well as our Advancement and Alumni Relations offices.

Both teams, Marts & Lundy and Advancement, have been hard at work collecting data, gathering information, and focusing on our campaign needs. In October Dr. Washington asked our Deans and Vice Presidents to prepare a campaign readiness form. The work they turned in was incredibly helpful to both him and to Advancement to get a sense of what our priorities would be for a comprehensive campaign. We could also identify themes and opportunities for collaboration. Marts & Lundy are very excited to have this information. It will help us get started even faster. Several Visitors will be asked to participate in assessment activities. Your insights and involvement will be invaluable as we plan for the campaign.

We are also delighted to share that we will continue to retain the services of the Compass Group. They presented to the Board of Visitors last year, making suggestions for our Arlington Campus campaign. They will continue to operate as strategic partners with our Deans and development officers to secure gifts and build our growing pipeline of donors. This is really critical because we learned several important data points from the last campaign and one of those was the need to grow, expand and increase the donors in our community. Mason alumni represented less than 30 percent of overall giving to the campaign, which raised more than \$690 million. We will focus much of our attention and engagement efforts on strengthening relationships with our community of more than 210,000 alumni and the growing corporate presence in Northern Virginia. The Compass team will continue their work to assist us.

We are again grateful to have the knowledge and the expertise of both of these firms as we embark on the university's largest fundraising campaign in its 50-year history. As with any campaign, volunteers will be a critical and key ingredient to our success. We cannot emphasize enough how important it will be to have 100 percent voluntary leadership giving from the Board of Visitors, the Board of Trustees and the Alumni Association Board. Full participation will speak volumes to others. This goal is easily achievable compared to the billion dollar plus amount that we will to raise. Please join in giving considerable effort on fundraising for Mason Square, the Arlington project, which remains a key priority.

A meeting of the President's Innovation Advisory Council was held a few weeks ago, the President gave the council an update on the continued growth of the campus. Discussions were led by Senior Vice President Carol Kissal and Vice President Paul Allvin around the upcoming groundbreaking and our branding campaigns. This impressive group of industry leaders are invaluable advisors to the President and the Advancement Office as we continue to expand our presence in Arlington, and our goal of raising \$125 million for the campus at Mason Square.

The first week of April will be especially festive, as a number of activities will take place to highlight Mason's 50th anniversary. The week will begin with the dedication of the Enslaved People of George Mason Memorial, an important occasion for our history. We will break ground on our new building in Arlington, and will also celebrate Mason Vision Day. We will also host our official Mason 50th Anniversary Commemorative Celebration. We hope all of you will mark your calendars and try to attend as many events as possible. It will be such a momentous week and we are looking forward to seeing you.

The Alumni Relations team recently did a great job hosting several exciting activities, including the 2022 Homecoming Celebration, a series of in-person and virtual events, men's and women's basketball games and a tailgate. We were fortunate to have great weather, so the turnout was incredible. We had record-breaking attendance. It was great to see so many of our students, not only on campus, but socializing. Our alumni were astonished to see so many students and engage in great conversations. While our basketball teams did not emerge victorious, Patriot Pride was abundant throughout all of the activities; and proves we are "Brave and Bold", no matter the circumstances. Speaking of Patriot Pride, the Office of Alumni Relations has partnered with Athletics to launch an "Alumni Fan Cam" at home basketball games. The game announcer recognizes alumni at the game and reminds them once a patriot, always a patriot. We look forward to seeing you at a future game and you never know when the Alumni Fan Cam will focus on you.

Finally, we would be remiss if we did not share the details of some incredible recent gifts we have received. Deltek Corporation made a \$1 million gift in support of the Deltek Scholars Program. This funding will be matched by TTIP. Also, a community member and local businessman left \$1 million to Mason in his will to support scholarships for our students. We were inspired and honored when we received word of this special gift. One of our trustees was key in making the gift happen. We are grateful for the donor's generosity and the trustee's partnership.

Dominion Energy made a gift of \$50,000 to Mason's Higher Education Institute, with Verizon committing an additional \$100,000. These are key corporate gifts. There was a special gift from Sam Machour, our Vice Chair of the Mason Korea Advisory Board, and Executive Vice President of Samsung Biologics, who made a first-time personal gift of \$30,000 to create a scholarship for students at Mason Korea. In closing, Ms. Bowden shared an email from Mr. Machour to Dean Matz. "Without education, I would not be where I am today. Education helped me dream and achieve, that helped me try then try harder, fail, stand up again. To learn and deliver. It helped me be a better person. Education is a two-way street. We are all both learners and teachers. I am happy today to contribute in a small way, to support George Mason University students to go a bit further in their education. If this contribution could help the students be a bit closer to their

dream job, or just help them grow as a person, this would make me so happy.” These are the messages that truly inspire the Advancement Office.

Ms. Bowden turned the floor over to Eileen Kennedy, Associate Vice President of Development, who oversees development officers in our central Advancement units. Ms. Kennedy shared plans for Mason Vision Day.

Mason will rally our community, and what better time to do it, then during Mason’s 50th Anniversary celebration week. Please mark your calendars for April 7, 2022, when our first Mason Vision Day takes place. Our tagline, “Believe, Care, Give”, will provide an opportunity for all of us to come together and identify and support a deserving selected initiative. The selection process involved community members submitting proposals for funding, which were accepted until November 30. A committee of alumni, faculty, staff, students and friends chose which proposals to forward to Mason university leadership for review. We received a total of 47 submissions, and university leadership made the final decision. Our first Mason Vision Day will raise funds for the Green Machine.

The event will demonstrate how we are all able to come together at the university and unite behind a common cause. The Green Machine needs adequate rehearsal space. Vision Day will see activities occurring on all of our campuses, plus alumni events throughout the country, from New York to California. The Mason Korea campus will also be involved. We encourage Visitors, if they are available, to join us on April 7, on the Fairfax campus for fundraising activities. We aspire to achieve something we can all be proud of, and will begin the Mason 50th Anniversary Celebrations with a drive to create a culture of philanthropy.

Ms. Kennedy thanked her support team in Annual Giving, and opened the floor to the Visitors for any questions. Vice Chair Simmi Bhuller stated that the board had been waiting for a fundraising initiative like this to get behind. Vice Chair Bhuller thanked Ms. Kennedy and the team for their tremendous efforts. She personally encouraged each member of the board to give, as they had in years past, and strive together to reach 100 percent board participation supporting the Mason Giving Day initiative.

Visitor Jon Peterson asked what other items the money would go towards. Ms. Kennedy said that ultimately it is an unrestricted fund for the Green Machine, with the number one priority being rehearsal space. Dr. Michael Nickens “Doc Nix”, director of the Green Machine Ensemble, added that some form of scholarship is hoped for, as it takes a lot to get the students of the Green Machine through the semester. Sometimes its funds making sure they are able to stay in school, housing, tuition and beyond. Every year there are instruments that break and need to be replaced, or new students added to the band that require instruments. We have needs that range from new shirts to a bus to get us to

performances. Dr. Nickens stated he would be happy to communicate individually with the Visitors and connect them to what need interests them most.

Chair Chimaladinne thanked Ms. Bowden and Ms. Kennedy for their reports. He also asked the Visitors to mark their calendars for April 7, to support the Mason Vision Day efforts. Chair Chimaladinne turned the floor over to Germaine Buck Louis, Dean of the College of Health and Human Services, to present the “Public Health at Mason” Initiative and how Visitors can get involved with the project.

C. “Public Health at Mason” Initiative Update – Dean Germaine Buck Louis

Dean Germaine Buck Louis stated she would speak on behalf of the efforts of Mason to become a College of Public Health. She advised that we are well positioned and on track to hopefully deliver public health in a very short period of time. In her presentation Dean Buck Louis walked the Visitors through the context of why public health is important, and how Mason can respond.

Public health is invisible when it is working well. That invisibility has made us vulnerable over time. When it is broken, we feel it. We have all been living recently with some sort of “brokenness” of public health. Our tag is to “Make Public Health Visible”, so we can recognize when it isn’t working, or when it is called to work even harder. Public Health essentially is all the things we do together to ensure an equitable society, where everyone can be healthy.

Dean Buck Louis stated that when recruited to Mason, she looked at the rankings for Virginia in terms of public health. Essentially, we ranked middle in the metrics gauging the populations of health. That signifies we have room for improvement, and we believe a lot of it will come through public health. In Virginia, if you want a comprehensive public health education, you have to leave the state, which means private school or out-of-state tuition. This is a correctable situation, to keep students in Virginia, and assist employers. While undergoing this process we have spoken with heads in all employment sectors in Virginia. It is tough to attract well trained public health individuals. Students tend to seek employment where they went to school. The return on investment for each and every public health initiative is huge.

Much of public health funding is restricted to accredited schools or colleges of public health. For those Visitors who are business minded, you know that health is an economic driver in society. In public health, our job is to make sure it is equitable. We do not have a comprehensive College of Public Health in Virginia. The Dean believes it affects our ranking in terms of our ability to compete for federal funding for public health research. Biomedical research is often closely tied as well. Despite our being more populated than Maryland, we are ranked much further below, in terms of funding. We are hoping we can change that with a College of Public Health.

Dean Buck Louis was shocked to find that Virginia is one of only 15 states in the nation without one, and we are the most populated of them. States surrounding us have Schools of Public Health, such as Maryland, Tennessee and Kentucky. We know that we lose a lot of students just to our contiguous states.

Mason is late coming to public health, but now is an incredible opportunity to address Public Health 3.0. Public Health began with concentrating just on infectious diseases, and with the development of Public Health 2.0, we became focused on chronic diseases as well. It was also a time when health departments, regulations and support for public health emerged. Unfortunately, the 2008 recession hit hard, in addition nine years of tremendous erosion of public support for public health put us back. What we have learned since then is it is not just the biomedical determinants of health and disease, but also, it's about the social, the upstream, systematic factors, and this presents us with a real opportunity. Under the previous model, we had looked at infectious diseases only, now we look at them in the context of health and all sorts of exposures.

The Dean pointed out that everyone in the room had already lived through two pandemics in their lifetime, COVID-19 and HIV, which people don't often think about. She presented three slides, which explained three different versions of public health and showed the societal impact out of Public Health. During Public Health 1.0., we came up with antibiotics, vaccines and treatments. In Public Health 2.0, we began to screen and manage chronic diseases. The question we ask is what's going to come out of Public Health 3.0? This suggests a national call. Here is our idea of how we can respond.

In March, we are convening our college, all the health directors across northern Virginia, and heads of foundations, along with our faculty and our advisory board. We will discuss how we are going to address the health department's priorities for transforming public health. We are truly excited to be hosting and leading this initiative. The question remains, where are we in becoming a College of Public Health?

With the current structure of our college, we need PhD degrees in public health to even begin the process of dreaming of a college of public health. We have built those degrees and rolled them out. They have been approved. We have the first cohorts of students enrolled. Because the accreditation for public health is tough, you can't be accredited until the program is reviewed further, the accrediting body wants to make sure an institution has resources to commit to full doctoral level training. We have been working hard, but we still have to wait for those students to graduate, which can possibly be another three years.

What we have done is leverage an existing doctoral program that has two concentrations from our Department of Health, Administration and Policy, and that has a PhD in health services research. It is highly quantitative, highly analytic, much like epidemiology and biostatistics. This is our plan. This is where

we are keeping our fingers crossed for the next few months. This is our illustration of all the big steps we must achieve in order to become a College of Public Health. With our college being named for the Peterson family, we are very appreciative to them.

Everything that needed to be done at Mason, our college built the degrees, we had to get all the sites cleared, the permits and meet all the regulatory issues, we accomplished. Next, we went through all the review processes at the State Council of Higher Education for Virginia (SCHEV). Finally, we are at the accrediting step, where we can begin to erect the structure and open the doors. The initial site work and permitting process was really challenging, but we got through it.

This is the current timeline for what we are attempting to do. We are leveraging the PhD in health services research degree to see if we can uphold our initial accreditation from the from the accrediting body, which requires the preparation and submission of that PhD program. With that we can be accredited in public health. The submission was due by March 1. With the help of many faculty and colleagues, the application was submitted last Friday. The next step is to submit the initial application to the accrediting body by April 1, and one by the end of June. In May we are going to be asking the Board of Visitors to conditionally approve a name change, assuming we get accreditation from CIF or Public Health. We want the naming decision when they go to the SCHEV to combat any approval delays. If all works out as we have planned, and we get the approvals, we could be an accredited College of Public Health in September 2022.

Each of these steps is conditional, one upon another, and one can take down the whole plan. But this will be exciting. Virginia does not have a place on the national stage for accredited schools or a College of Public Health. We have prepared a public health, philanthropy case study, all Visitors should have a package of information that was sent earlier. We now having notable metrics to help us look for partnerships, once we are an accredited College of Public Health. We encourage you to read about us in our annual report and to support all of our collective work. Dean Buck Louis asked the Visitors if they had any comments or questions. Chair Chimaladinne briefly asked a question about the SCHEV permitting process. The Dean said we are hoping the review officers will approve items on the local level without the need to go to the full council.

Dean Buck Louis was questioned by President Washington, who asked what other universities across the Commonwealth are looking into developing a College of Public Health. The Dean shared that Mason is the only institution in the entire Commonwealth that has accredited degrees, or degrees that are accredited at the baccalaureate, Masters and PhD level. This should really position us for success. She added that she knew Virginia Commonwealth University (VCU) had tried to move in the direction of a School of Public Health at one point, but decided that their most relevant public health facility was their School of Medicine.

An institution needs to be independent to be an accredited school or college of public health, meaning you cannot be beholden to a medical school, you need independence. The Dean has spoken with a lot of university vice presidents who are leading similar initiatives, and they said two things. They could not afford it with all the new faculty lines they would need to hire, and two deans of medical schools did not want the faculty right off, to form an independent School or College of Public Health because it would mean a loss in research funding for them. But now, the VCU community is working very hard to accredit some of its doctoral programs, to see if they can get critical mass to seek accreditation. We think there is easily enough room for multiple Schools of Public Health in Virginia. There is also a consortium with Eastern Virginia Medical School and Old Dominion University.

When you think about all those sites getting permit work done, it is still going to take some time, but we like it because of the differences in the populations those locations will serve. It would help to create a very strong public health presence in the Commonwealth. When you look at Maryland, it is not very big and it has two Schools of Public Health. There is definitely enough room. We think we have a real opportunity here, collectively in the local region with Maryland, George Washington, and Mason. The region would benefit from having strong collaboration and training opportunities. There is no need for it to be Mason alone. We envision public health in Virginia and hopefully it will be at multiple locations.

Chair Chimaladinne asked what this might do potentially, thinking broader. Do we, at one point want to explore looking at a medical school? What's the implication, what do we do, to have a School of Medicine? If we go down that road, some of the same resources would potentially be in play. Dean Buck Louis stated she was speaking early, but would be on record stating that some of the best win/win situations, resulting in the strongest medical schools and Schools or Colleges of Public Health, are where both exist side by side. The missions are a little bit different, clinical medicine is focused on individual patients, and public health is focused on populations. But, the individuals come from populations, and populations become eventual individuals for clinical care. It is the merger of the two which becomes a part of clinical guidance that physicians practice. We think it is a win. We believe the medical school faculty will be attracted by having strong public health researchers and vice versa. We don't believe it is an either-or situation.

Chair Chimaladinne asked for any additional questions. There were none. The Chairman called to the podium, Dr. P.J. Maddox, Chair and Professor, in the Office of Health Administration and Policy, in the College of Health and Human Services, to discuss research and partnership with the Office of University Advancement.

D. Faculty Partnership Spotlight – Dr. P.J. Maddox

Dr. Maddox stated that she was pleased to be asked to talk with the Visitors about the importance of development and the foundation for real operations of academic departments at Mason, and to provide an example from her own Department of Health Administration and Policy, in the College of Health and Human Services. Dr. Maddox shared that she was pleased, proud and humbled to share that she is the recipient of the 2021 Alumni Association Faculty of the Year Award. It is quite an honor for her academic career.

Dr. Maddox shared that she couldn't tell the group how important it has been for her department, the Department of Health Administration and Policy, to have strong partners in development and the foundation. They have helped us with our broad and vigorous academic mission. We are training the next generation of health informaticists and Health System Managers for the Commonwealth of Virginia, and indeed for the United States.

Research and academic mission will provide strong degrees for a workforce that is going to help us solve some of the most challenging problems of our time. Health Systems Management is a young program, we are pleased to share that our Masters in Health Administration (MHA) program is ranked 33 in the nation, and we are the youngest highest ranked MHA program in the country. We achieved national ranking in the fifth-year of our growth, making us the only new program that has ever been nationally ranked with anything earlier than a 10-year history.

Our faculty have been busy providing the basis for strong degrees, and indeed a basis for success for our students. As you all know, academic budgets are limited by restrictions on how funds must be used. Yet, there are many things we are challenged to do. Among those is to provide enrichment opportunities for our students, and to do things that increase their opportunity for success in the workplace. And of course, build a strong foundation and quality of life experience at a university. Our development team worked closely with us to identify a firm in Herndon, Virginia, that manages long term care, nursing home facilities and medical practices around the United States. They funded our department initially in the form of discretionary funds, which we used to benefit student enrollment, student experiences and direct career development. In particular, they provided an initial seed grant of \$20,000, which may not seem like much money to you, but with \$20,000, we were able to fund ongoing teams and intellectual competitions, to a national audience around solving problems.

In Health Systems nationwide, we have been participating in competitions for the last four years. The first year we went to the competition, we took our faculty sponsor and three students. Now we take a faculty sponsor, three students, and a new student in the program. It is a very interesting competition, these students get a case study, that will be ready this week. They will have two weeks to get together to affirm analysis; which is quite complex, and provide a solution set that

they will then present to a national body of Health System Managers, accreditors and academicians.

Since we have been participating, we are pleased to tell you that in addition to our competition, we have also fielded practicums and internships for undergraduate and graduate students, with the medical team. A number of our students have been employed, and more importantly, have been able to make inroads toward other gainful employment. It has been beneficial to them and to us. Most importantly, the seed grant opportunity for a national competition of intellectual scholars has been key in advancing our national reputation for our young program.

In the first year we went, we were in third-place in the competition. Ahead of us were Stanford and the University of Washington. In subsequent years, we have always placed in the finals, and our teams have won presentation and analytic development skill awards. We are proud to tell you that it is increasing our political currency, in a very tough environment for high visibility. We are proud to share that we have many patriots helping to change visibility within our own particular discipline. Dr. Maddox asked the Visitors if they had any questions. There were none.

There being no further new business, Chair Chimaladinne called to the Visitors for old business to discuss.

IV. Old Business

Chair Chimaladinne called for old business. No old business was discussed.

Visitor Jon Peterson advised that he agreed with Vice Chair Simmi Buhller's comments from earlier, regarding the Visitors getting involved in Mason Vision Day. To kick things off, Visitor Peterson made a \$25,000 commitment to the day. Chair Chimaladinne asked if there were any matches.

V. Adjournment

There being no further business, the meeting was adjourned by Chair Chimaladinne at 10:30 a.m.

Mason Student Emergency Assistance

Board of Visitors Meeting

Rose Pascarell

Vice President for University Life

May 5, 2022



“3 million students drop out for financial reasons every year due to a crisis of less than \$500”

-Edquity case study, 2020

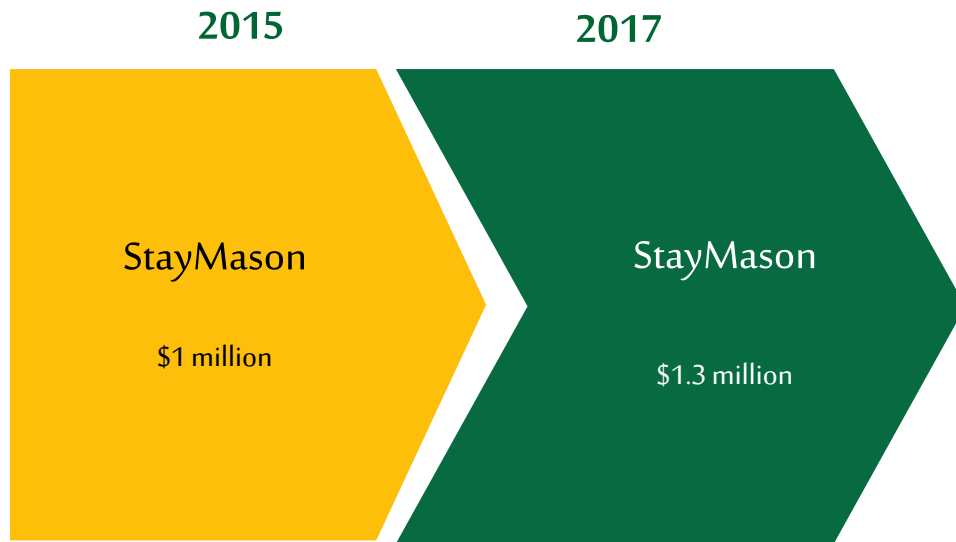
CASE STUDY: EDQUITY

Supporting
Students with
Innovative
Emergency Aid



StayMason

Date Established:



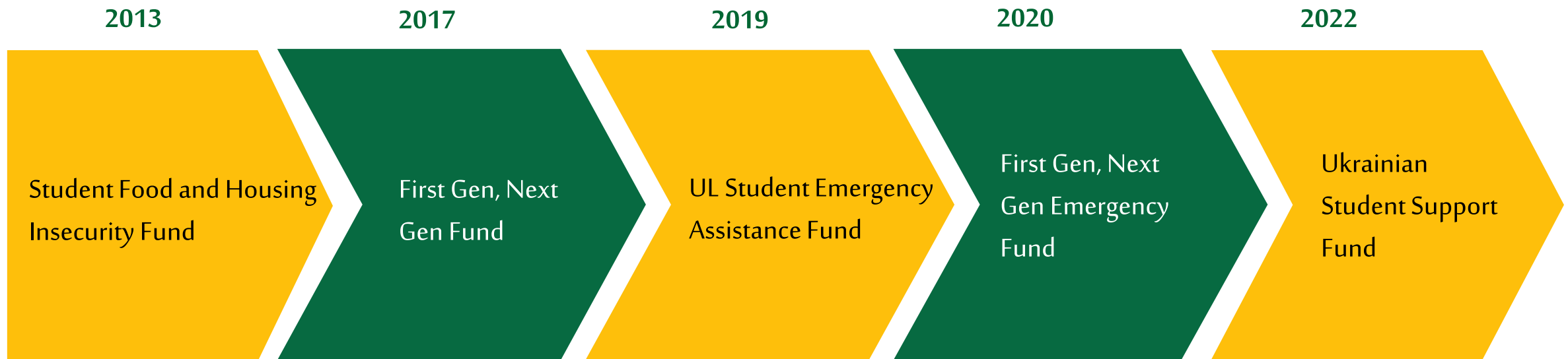
Financial State:

\$1.3 million institutional aid allotted annually



Emergency Funding

Date Established:



Financial State:

1.33 million donor dollars to date

Support Structure for Undocumented Students

Undocumented Student Support Services

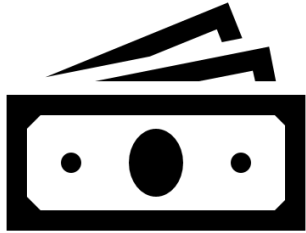
- First Gen+ Center
 - Undocu-ally Training for faculty, staff, and community
 - Undocumented Student Task Force
 - Individual student advocacy and support
- UnDocuMason student organization and advisory committee

Summary Data on level of undocumented student support:

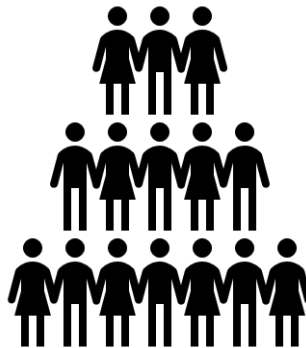
- Estimate 250-350 undocumented students at Mason
- Total Emergency Aid dollars distributed:
 - 2020 (\$170,000)
 - 2021 (\$137,000)



Student Support through the Pandemic



\$8,128,056* disbursed from March 2020 through April 2022



6,586 total awards to students

(*SEAF funds only. Does not include proactive funds allocated through Office of Student Financial Aid)

Ukraine Crisis: Mason Context

Financial need will likely intensify

Housing needs may expand



8 Ukrainian Students

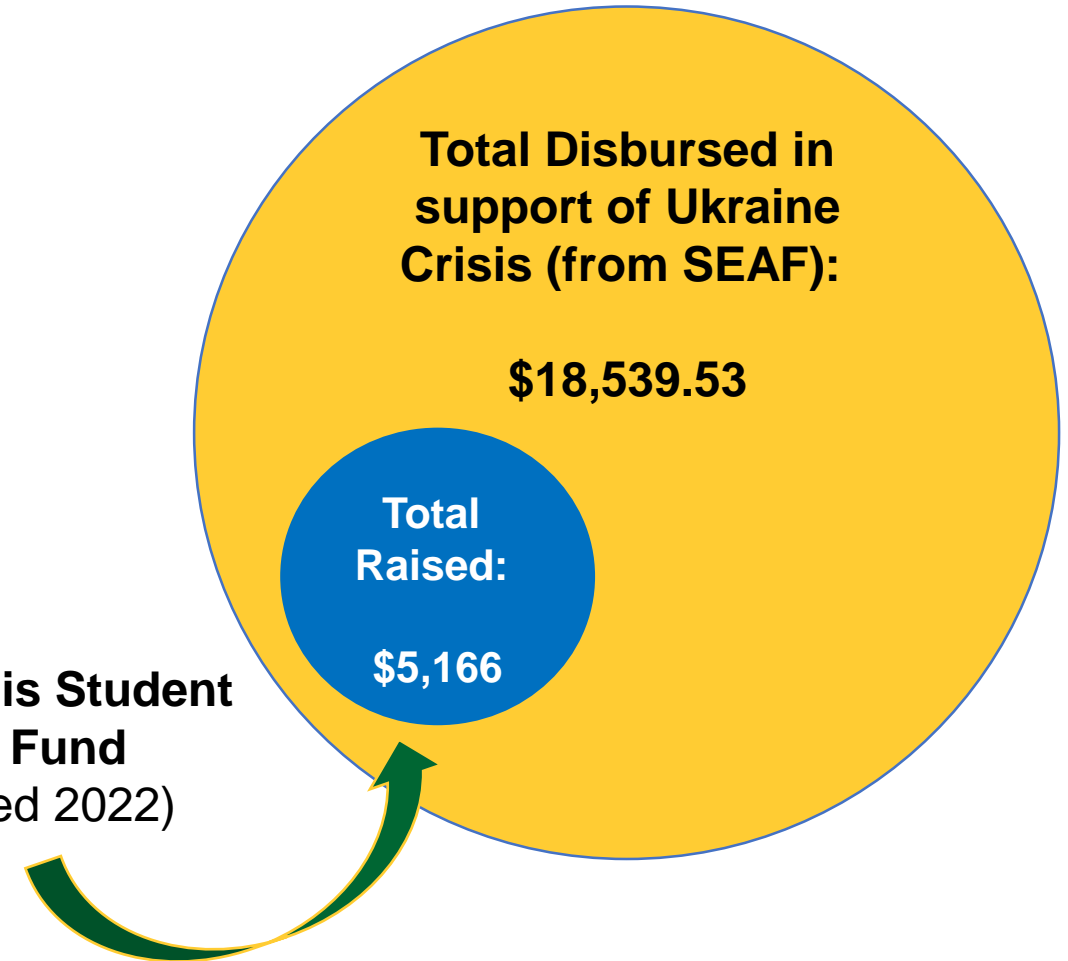


9 Russian Students



~5 incoming Ukrainian students for Fall 2022

**Ukraine Crisis Student
Support Fund**
(Established 2022)



Additional Student Support Services

Student Support and Advocacy Center

- Financial Well-Being
- Patriot Pantry
- Stay Mason

Counseling & Psychological Services (CAPS)

- Counseling and referral system

University Career Services

Office of International Programs and Services (OIPS)

- Work authorizations and visas

Events and Student-Led Panels:

"Ask Me Anything About Ukraine"

“

I'm a Ukrainian citizen and my parents and grandparents live in Ukraine. Due to the active bombings and military actions in Kharkiv where my family is located, nothing is working and people cannot return to their jobs; especially because there is nowhere to come back to. The entire city is in ruins. I feel like I've been violently robbed of my home and my future is undecided. I'm graduating in May 2022. I had everything planned - being back with my family, getting a job and a normal life. Now, I can't do anything and I feel that I'm alone, but can say that the Mason community has been incredibly supportive during my experience here and this emergency funding is my only hope to cover my expenses.

”

-Emergency Fund Recipient

**GEORGE MASON UNIVERSITY
BOARD OF VISITORS**

**Research Committee Meeting
May 5, 2022
Merten 1201**

AGENDA

- I. Call to Order
- II. Approval of Minutes (**ACTION ITEM**)
 - A. Meeting minutes for February 24, 2022
- III. Office of Research, Innovation, and Economic Impact Welcome, Dr. Andre Marshall
- IV. Institute for a Sustainable Earth (ISE) Presentation, Dr. Leah Nichols
- V. Adjournment

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

**MINUTES
Thursday, February 24, 2021
Merten 1201**

Present: Visitors: Nancy Prowitt (Chairwoman), Vice Rector Horace Blackman, and Edward Rice; Vice President for Research, Innovation, and Economic Impact: Andre Marshall; Faculty Representative: June Tangney

Absent: Visitors: Wendy Marquez, Anjan Chimaladinne, and Bob Witeck

Also Present: President Gregory Washington; Provost Mark Ginsberg

I. Meeting was called to order by Chairwoman Nancy Prowitt at 8:45 am.

II. Approval of Minutes (ACTION ITEM)

Approval of the December 2, 2021 meeting minutes was unanimously approved with no changes or discussion.

III. New Business

a. Vice President's Update

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

Dr. Andre Marshall provided an update from the Office of Research, Innovation, and Economic Impact, especially noting that our expenditures are up. Noted also was our primary federal funding agency, which is the DoD, with the other two largest ones being NIH and NSF.

b. Institute Evolution Presentation

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

Presentation by Dr. Marshall regarding Mason's institutes. This highlighted Mason's institutes as being one of our main drivers toward elevating, expanding, and elevating Mason's research impact. The institutes are being noted as novel, sector-based ecosystems that will play a large role in scaling our research and startups.

c. Institute for Biohealth Innovation (IBI) Overview Presentation

Dr. Amy Adams – Executive Director, Institute for Biohealth Innovation

Dr. Amy Adams provided an overview of the Institute for Biohealth Innovation (IBI) and its many accomplishments. Of note is that IBI consists of over 300 faculty across 34

disciplines and over 1,000 students. We have several state-of-the-art labs, and saw especially over the last two years a lot of critical research being performed in relation to Covid-19. With both many internal and external partners, IBI is making a positive impact at Mason and in the region.

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 9:29 am.

Respectfully submitted,

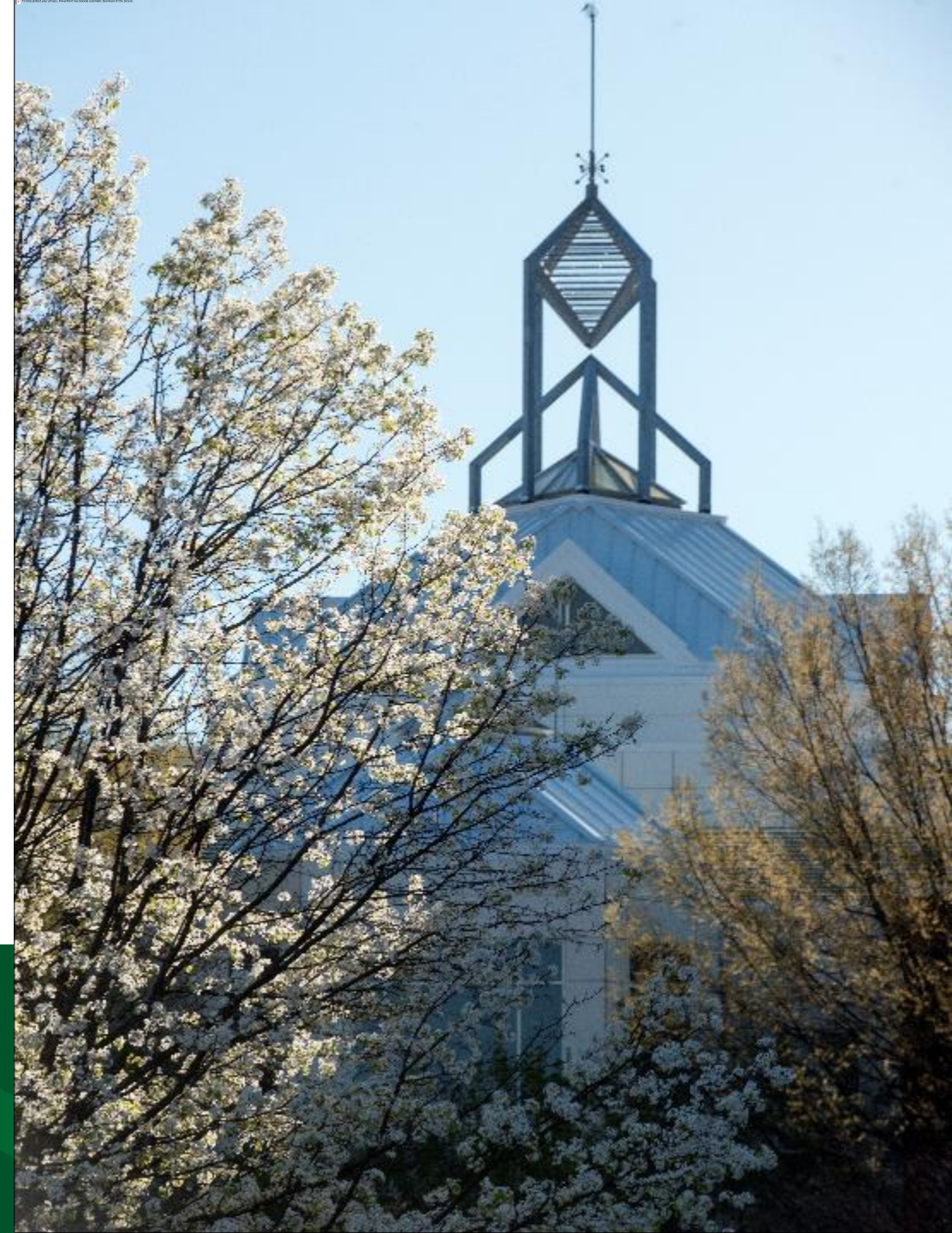
Natalie Davis
Research Committee Secretary Pro Tem



Institute for a Sustainable Earth

Leah Nichols, Executive Director

April 20, 2022



“

**If you are going to be
significant, you have to tackle
the significant problems.**

President Gregory Washington



The Washington Post

50 dead after attack on Ukraine train station

Ordinary civilians
write narrative of
war, write history
in real time

or Russian attack

The images seen by the
world after the attack on
the Ukraine train station
were a stark reminder of
the human cost of war.
The images showed a
train station in Kyiv
that had been hit by
Russian missiles. The
station was a major
transport hub for the
city, and the attack
killed at least 50 people.
The images also showed
the aftermath of the
attack, with bodies
lying on the ground and
smoke rising from the
burning wreckage.



ALLIES FROM NEW AND
DISSENTING ALLIANCES
Zelensky calls self not
a Russian war crime

He arrived in Kyiv on
Monday night, and the
city was in a state of
panic. The Russian
army was advancing
on the city, and the
Ukrainian government
was trying to evacuate
the population. The
attack on the train
station was a major
blow to the city, and
it showed the world
that the Russian army
was capable of
committing war crimes.



Los Angeles Times

Editorial: Colorado winter wildfire shatters the illusion of safety in Western suburbs



"All the News
That's Fit to Print"

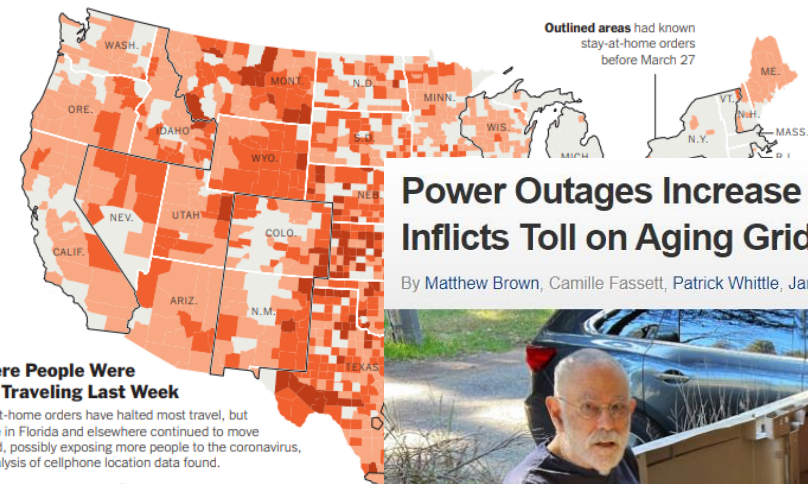
The New York Times

VOL. CLXIX ... No. 58,652

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NEW YORK, FRIDAY, APRIL 3, 2020

UNRIVALED JOB LOSSES ACCELERATE ACROSS



Outlined areas had known
stay-at-home orders
before March 27

An Additional 6.6 Million Apply
as Commerce Grinds to a N

By BEN CASSELMAN and PATRICIA C

A staggering 6.6 million people jobs or incom
applied for unemployment bene- quality for be

Power Outages Increase as Extreme Weather Inflicts Toll on Aging Grid, Vulnerable Citizens

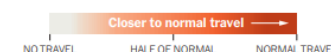
By Matthew Brown, Camille Fassett, Patrick Whittle, Janet McConnaughey and Jasen Lo | April 7, 2022



Where People Were Still Traveling Last Week

Stay-at-home orders have halted most travel, but people in Florida and elsewhere continued to move around, possibly exposing more people to the coronavirus, an analysis of cellphone location data found.

Article and more graphics, Page A13



Photography

The scene after a tornado outbreak struck the Southeast

By Washington Post Staff | Apr 6, 2022

'GEORGE FLOYD MATTERED'

PAGES 4-7

Jury needs less than a day to convict Chauvin on all counts in slay by cop that rocked nation

The Washington Post

50 dead after attack on Ukraine train station



All Together Different

Photography

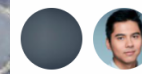
The scene after a tornado outbreak struck the Southeast

By Washington Post Staff | Apr 6, 2022

'FLOYD MATTERED'

Jury needs less than a day to convict Chauvin on all counts in slay by cop that rocked nation

At least 8 people were killed and more than 60 hurt in mass shootings across the US this weekend



By Emma Tucker and Dakin Andone, CNN
Updated 7:09 PM ET, Mon March 21, 2022

March 30, 2022
8:35 AM EDT
Last Updated 10 days ago

Africa

New front in Ethiopian war displaces thousands, hits hopes of peace talks

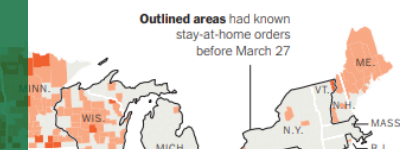
By Giulia Paravicini

the illusion of

New York Times

NEW YORK, FRIDAY, APRIL 3, 2020

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By BEN CASSELMAN and PATRICIA C
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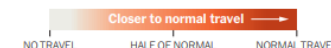
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Article and more graphics, Page A13

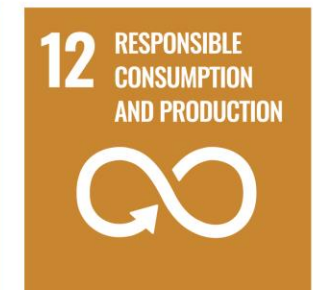
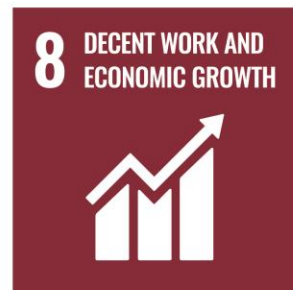


ISE Vision

Make Mason the place where people come to **put research, scholarship, and creative activity into action and co-create innovative solutions** to local, regional, and global sustainability and resilience challenges.



SUSTAINABLE DEVELOPMENT GOALS



ISE by the Numbers

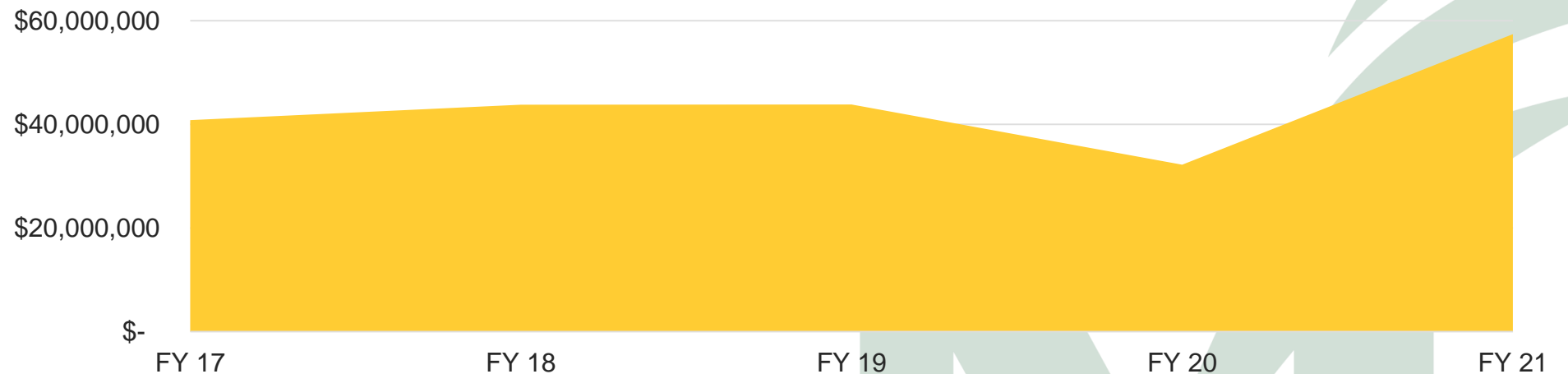
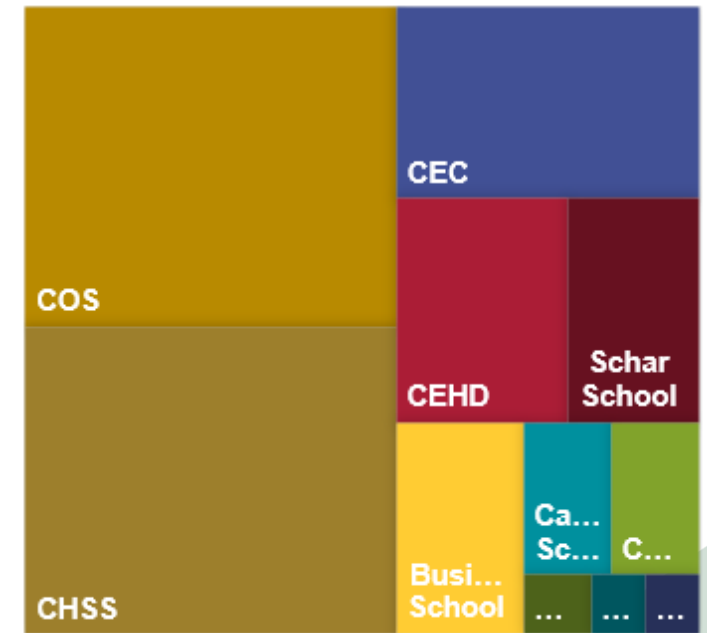
533 faculty affiliates

63 research centers

10 colleges and schools

\$57.4 million sustainability-focused expenditures in FY21

Affiliates by College



Mason team receives NSF grant to study Arctic industrialization effects

Oct 18, 2019

John Hollis



Photo: Capt. Pundt / Maine Maritime Academy



Rare peace accord signed in the Congo, thanks to Carter School's community-centered approach

December 14th, 2021 / By Mariam Aburdeineh

Photo: CARTER SCHOOL

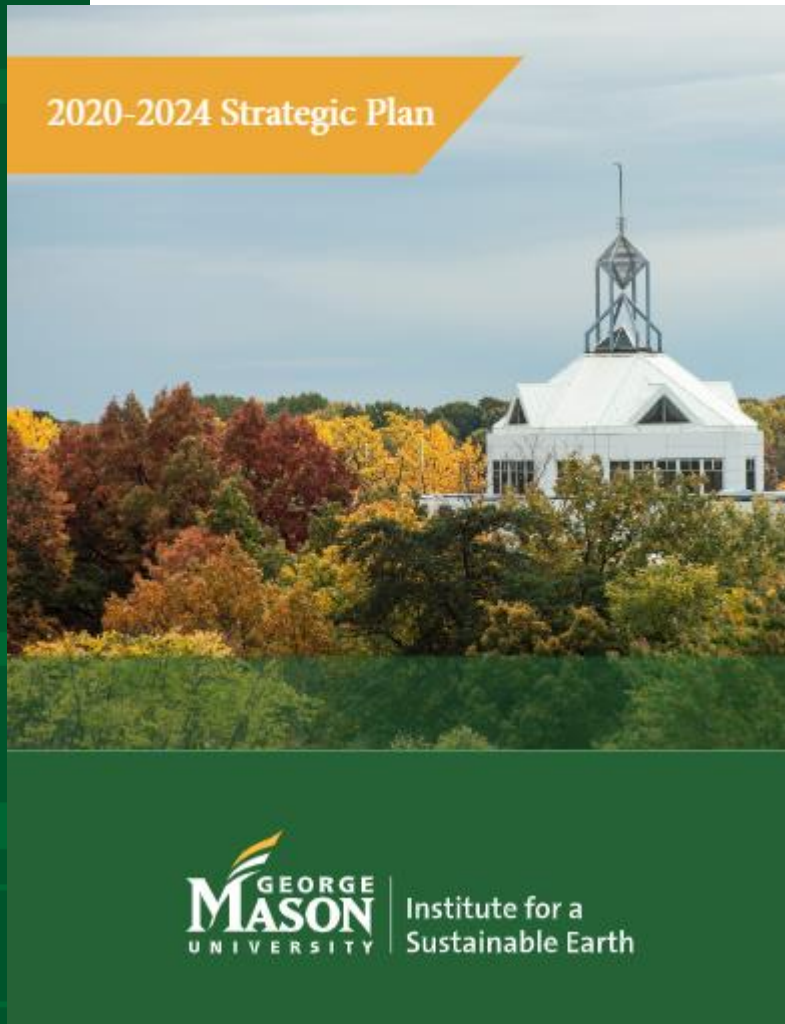


Mason's Virginia Climate Center will help local communities meet the challenges of climate change

March 30th, 2022 / By [John Hollis](#)

Photo: ALEXA WELCH EDLUND/TIMES-DISPATCH

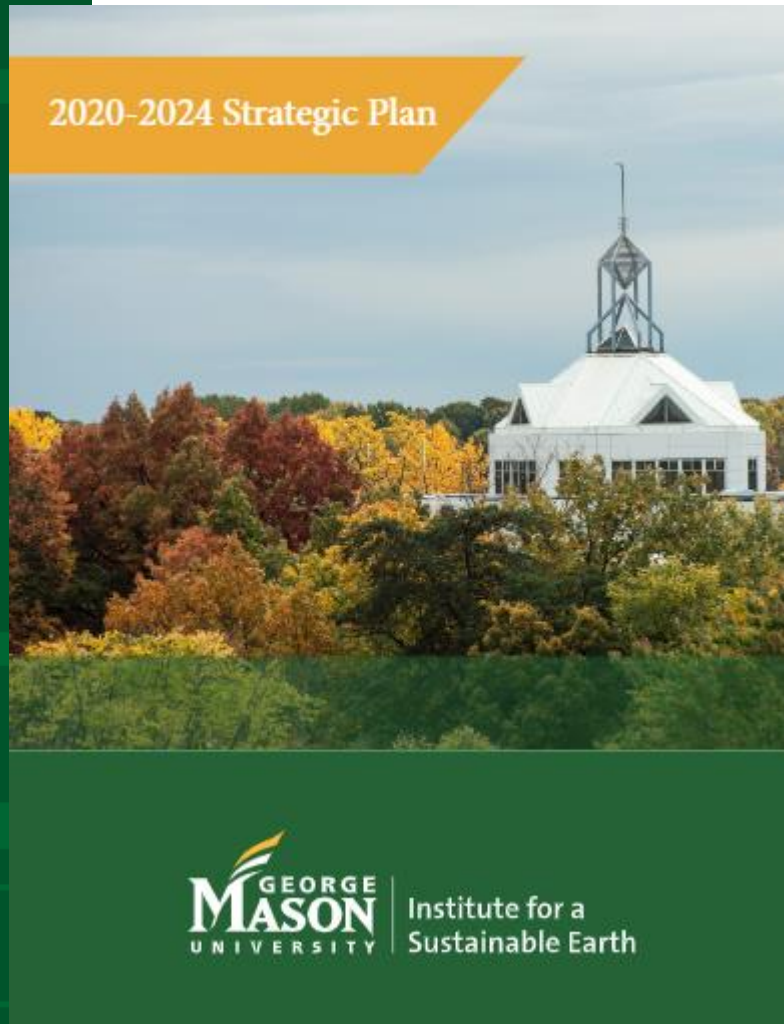
ISE Strategic Plan - Goals



1. Lead by example – locally, regionally, globally
2. Deeply engage faculty in collaborations – create communities & develop partnerships
3. Develop institute infrastructure
4. Catalyze curricular integration and student opportunities

<https://ise.gmu.edu/wp-content/uploads/2020/04/ISE-Strategic-Plan-Pages.pdf>

ISE Strategic Plan - Goals



1. Lead by example – locally, regionally, globally
2. Deeply engage faculty in collaborations – create communities & develop partnerships
3. Develop institute infrastructure
4. Catalyze curricular integration and student opportunities

**Elevate, Expand, and Extend
Research Impact**



U.S. Department of Transportation



BROOKINGS

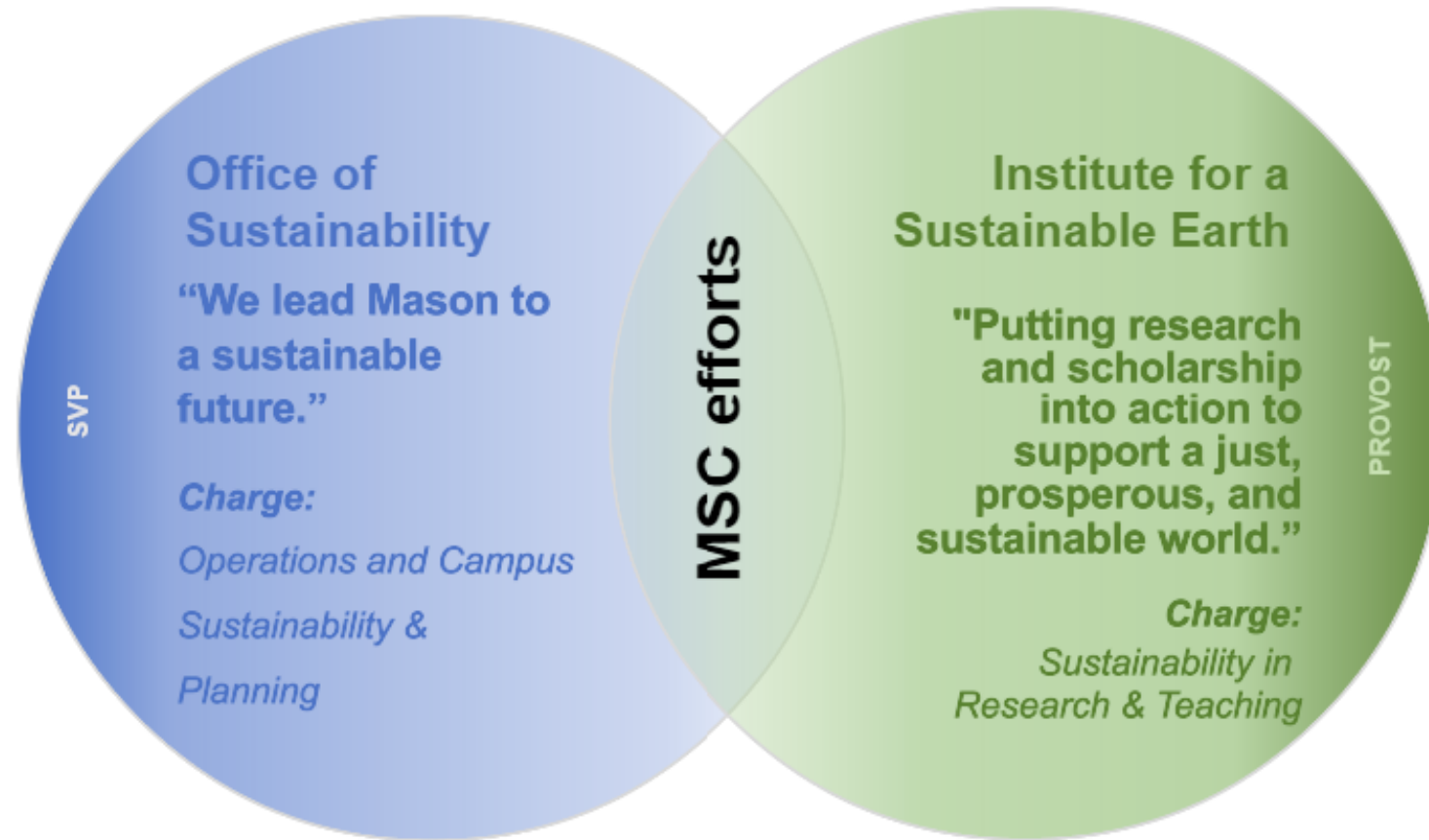


Mason Sustainability Council

"...an institution-wide initiative that will *integrate Mason's research and academic strengths in sustainability with campus operations* to mitigate Mason's impact on the global climate, enable our campuses to become living laboratories, and further establish Mason as an institutional leader in higher-education sustainability."

More info:

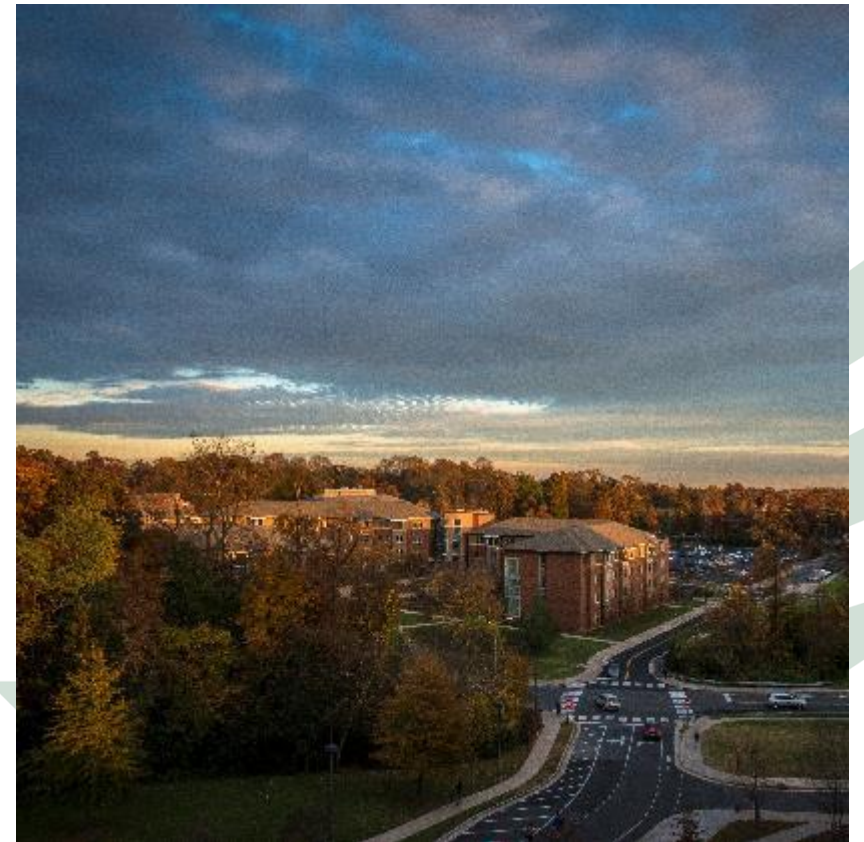
<https://sc.gmu.edu/>



Mason as a Living Lab

Utilizing the campus grounds and infrastructure for research

- Partnership between ISE and Facilities w/in MSC
- Establish a framework to streamline decision-making
- Facilitate communication with all stakeholders
- Create a data repository for research and decision-making
- Connect research to action



17 Rooms U at Mason

Pilot for Brookings Institution in collaboration with B4BW

17 dialogues – inclusive of faculty, staff, students, and partners

Identify near-term actions to make progress on the SDGs

Summit Oct 1, 2021

Seed funding and implementation



More info:

<https://ise.gmu.edu/17-rooms/>

Sustainability Summer Fellowships for Graduate Research Partnerships

In partnership with Office of Graduate Education

Wilson Center's Environmental Change and Security Program
Arvind Geetha Christo Sociology (CHSS)

Office of the Secretary at the U.S. Department of Transportation
Ashton Rohmer Conflict Analysis and Resolution (Carter School)

Faith Alliance for Climate Solutions
Stacy Lynn Yike Environmental Science and Policy (COS)

Virginia Clinicians for Climate Action
Sri Saahitya Uppalapati Communication (CHSS)

Future Earth's Global Food Program
Blake Vullo Sociology (CHSS)
Bradley Gay Earth Systems and Geoinformation Sciences (COS)

Sierra Club, Virginia Chapter
Shawn Smith Environmental Science and Policy (COS)

**Future Earth's Program on Systems of Sustainable Consumption
and Production**
Dhruv Deepak Sociology (CHSS)

Connect to find collaborators

Weekly newsletter 880 subscribers

Twitter 530 followers

Faculty directory 150 profiles

Research centers directory 63 centers

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@GeorgeMasonISE

Subscribe to our newsletter:

<https://ise.gmu.edu/contact-us/>

Add your profile to the ISE directory:

<https://ise.gmu.edu/add-profile/>



ISE Events & Opportunities

September 13, 2021

Announcements

ISE & City of Fairfax Hiring Two Undergrad Research Assistants

Faculty Directory

Select a College or School

Select a Research Theme

Search by Keyword

Search

☐ Search by Exact Keyword

Search by Last Name:

A B C D E F G H I J K L M N O P Q R S T U V W X Y Z View All



A. Alonso Aguirre, DVM, PhD
Professor and Department
Chair, Environmental Science
and Policy



Changwoo Ahn, PhD
Professor, Department of
Environmental Science and
Policy



JK Aier, PhD
Area Chair and Associate
Professor, Accounting



Karen Akerlof, PhD
Assistant Professor,
Department of Environmental
Science and Policy

ISE Team



Leah Nichols
Executive Director



Jeremy Campbell
Assistant Director
for Strategic
Engagement



Judit Ungvari
Research and
Innovation Officer

Joint position with:



Biruk Haregu
Graduate
Research
Assistant



Ji Eun Kim
Student
Communications
Assistant

Faculty Fellows



Cher Chen
School of
Integrative Studies
CHSS



Celso Ferreira
Civil,
Environmental,
and Infrastructure
Engineering
CEC



John Qu
Geography and
Geoinformation Sciences
COS

In Memoriam - Tom Lovejoy

Inaugural Scientific Director



You are cordially invited to a
symposium honoring

Thomas Lovejoy, PhD

Thursday, May 19th

9am – 5pm

Reception to Follow





GMU.EDU



George Mason University

4400 University Drive
Fairfax, Virginia 22030

Tel: (703)993-1000



2021-2022 Award Recipients

Office of Fellowships



What we do

Mission Statement

The Office of Fellowships aims to raise the academic profile of Mason and its students by encouraging talented undergraduate students to explore fellowship opportunities and resources available to advance their academic and professional goals. The Office is committed to inclusive excellence practices and specifically seeks to mentor underrepresented students. The Office provides a supportive and friendly environment for students with a strong focus on mentoring and cultivating academic excellence.

Since 2010, we have helped students secure more than \$2.1 million in external funding for research, education abroad, graduate school and public service.

Fulbright US Student Program

The nation's flagship cultural exchange program, celebrating over 75 years of cultural exchange. Funded by the US Department of State.

Applicants apply to teach English abroad as an ETA, conduct research towards their dissertation or thesis, or enroll in a Masters program.



Magaly Cabrera-Ortiz
English Teaching Assistant
Czech Republic

Goldwater Scholarship

The nation's highest honor for undergraduates who are aspiring to research careers in STEM fields. Funded by the US federal government.



Medhini Sosale

Genetics/Conservation

Biology

Climate Epigenetics

Beinecke Scholarship

Founded in 1975, the Beinecke Scholarship Program supports graduate education in the Arts, Humanities and Social Sciences.
Funded by The Sperry Fund.



Jasmine Okidi

Africana Studies

Race and Ethnicity, Gender,
and Environment in Uganda

**Congratulations to
all our applicants
and awardees!**





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 Fairfax County, Prince William County, Alexandria City, Arlington County, Falls Church City, Manassas City, and Manassas Park City; who collaborate to nominate, select, support, retain, and graduate students each year.

The criteria for nomination includes being the first in the family to graduate from a college or university and having the academic potential to enroll in a pre-college curriculum in high school. Additional considerations are also given to students who have a strong academic record but are facing special family circumstances, are eligible for free or reduced lunches, are from a single parent family, and have a limited or non-English speaking family.

After their nomination and selection in 7th grade, EIP participants begin a five-year program of college preparation. By providing year-round academic enrichment, personal and social development, civic engagement, and leadership training opportunities, EIP ensures that students are equipped with the knowledge, skills, and intellect to become lifelong learners, leaders, and responsible global citizens. One hundred percent (100%) of EIP's 2021 class graduated from high school, 97% of the students were accepted into college. Forty-four (44) of those students are currently enrolled at George Mason University, and 19 were awarded scholarships. There are currently 154 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.

This 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 bring 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.

BOARD OF VISITORS MEETING



Class of 2022

Meron Aboye MA Public Administration

Ashly Arenas BA Criminology, Law, and Society and Anthropology

Cindy Campos BS Health Administration and Policy

Katherine Chiari BA Psychology

Samantha Dawkins BA Environmental and Sustainability Studies

Gian Diaz BA Government and International Politics

Patricia Diaz-Perez BS Accounting

Juan Escalera BS Marketing and BA Economics

Jonathan Garcia-Ramos BS Civil and Infrastructure Engineering

Paola Gonzalez Cifuentes BA Psychology

Merci Gudiel Barrera BS Criminology, Law and Society

Brandon Juarez-Lopez MA Special Education

Umma Kulsum BS Information Technology

Kelly Lazarte Master's in Elementary Education

Wendy Marquez Rubio BA Global Affairs

Daria "Dasha" Maslyukova BA Environmental Sustainability Studies

Trevor McIntyre BS Information Systems and Operations Management

Fabian Montenegro-Andrade MS Biomedical Engineering

Tijani Musa Master's in Public Health

Ingrid Puna MEd School Counseling

Stephanie Rivero BS Criminology, Law and Society

Christina Servin BS Community Health

Katia Velasquez Soto BS Criminology, Law and Society

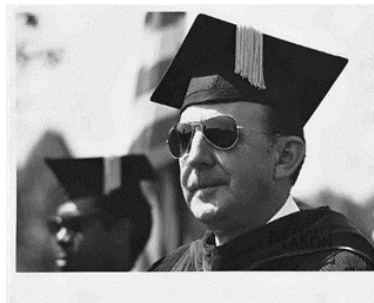


The Ninth Annual John C. “Jack” Wood Award for Town-Gown Relations

May 5, 2022

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.



The design of the award itself was chosen for very specific reasons. First it is a clear glass, representing the transparency between the university and the surrounding community. Inside are the four intertwining color strands representing the interconnectedness of the university and its communities – residential, business, and municipal.

Faculty/Staff Category:

Nominated in this category: Remi Veneziano, Lance Liotta, and Esperanza Román-Mendoza.

Our 2022 recipient is **Dr. Esperanza Román-Mendoza, Associate Chair for Spanish, Modern and Classical Languages**. Dr. Román-Mendoza has forged significant Latinx community-university relationships over the past twenty years, including with the Fairfax, D.C., and Arlington school systems' bilingual and heritage Spanish programs; with Latinx advocacy organizations including The Dream Project, Edu-Futuro, and LaCocinaVA; and through her leadership on the College of Humanities and Social Sciences (CHSS)-College of Health and Human Services (CHHS) Curriculum Impact Grant, partnering with Mason and Partner (MAP) Clinics in Prince William and Fairfax Counties, and the Department of Community and Health Services in Alexandria.

Her leadership on the Latinx Task Force in the Department of Modern and Classical Languages provides essential guidance on new Latinx outreach, advocacy, and assessment initiatives.

As the University moves forward with its larger goals of anti-racism and social justice education along the lines of an engaged campus—and expands our engaged commitments to our Latinx community in and outside the university—Dr. Román-Mendoza's work is a beacon and a model for synergizing university and community efforts. Congratulations to Dr. Román-Mendoza.

Business/Nonprofit Category:

Nominated in this category: Micron Technology, Inc.

The 2022 recipient is **Micron Technology, Inc.** Micron has been a partner and advocate for George Mason University in a variety of capacities. First, Zuzana Steen, Micron's Academic and Community Relations Director, currently serves as the Chair of the SciTech Advisory Board. Second, Micron works closely with the Volgenau School of Engineering to feed the pipeline of engineers needed at their international corporation. And third, Micron has been a sponsor of the SciTech Robotics Team for the past five years. Their contribution allows the team to purchase robot parts and helps pay for registration and travel to competitions. The team has been invited to the Worlds Competition every year that it's been held since the team's creation in 2016, and has brought back different awards from attending these competitions. This year the team was invited to participate at the 2022 VEX World Championship in Dallas, Texas that concludes today. If it were not for Micron, the robotics team would not be able to represent Mason at these international competitions.

Accepting the award on behalf of Micron Technology, Inc. is Zuzana Steen.

Partnership Initiative Category:

This award recognizes an initiative created between a Mason entity and an external organization, or organizations, which benefits all entities involved.

Nominated in the category: Patriot Perks, Encore Learning/Mason Arlington Campus, ACHIEVES Program, and the Mason and Partners (MAP) Clinic.

This year's recipient is **Patriot Perks**. George Mason University departments, comprised of Business Services, Athletics, Human Resources, Mason Card, Center for the Arts, Alumni Relations, and Office of University Branding worked in partnership with the Old Town Fairfax Business Association (OTFBA), the Central Fairfax Chamber of Commerce (CFCC), and the City of Fairfax Economic Development Office to create the Patriot Perks program.

The program connects City of Fairfax businesses with the Mason community by helping businesses reach thousands of potential customers; and by offering the Mason community, including students, alumni, faculty, staff, and retirees, valued discounts. Since its inception, more than 100 businesses have signed on to offer exclusive discounts.

In addition, the program has also helped local businesses understand how to offer MasonMoney. The entities have worked together to host Alumni events such as Basketball Watch parties in local restaurants; and Mason also invites Patriot Perks members to the Fairfax Campus to engage with the Mason community at annual events such as SpringFest and College Colors. Jennifer Rose, Executive Director of the Central Fairfax Chamber of Commerce and a former Mason adjunct professor in the School of Integrative Studies, coordinated a webinar for merchants to discuss the benefits of the Patriot Perks program. The program is managed and resourced through Mason's Operations and Business Services Office, with David Atkins, Executive Director of Business Partnerships and Licensing serving as the program's key administrator. The program is expected to expand discount offerings to 200 by the end of 2023. This program and its leadership are key components in helping to enhance the synergy and town-gown relations between the university and the community.

A representative from each partner organization is here to accept the award. From George Mason University, David Atkins; from the Central Fairfax Chamber of Commerce, Jennifer Rose; from Old Town Fairfax Business Association, Shannon Duffy and Josh Alexander; and from the City of Fairfax Economic Development Office, Danette Nguyen.

At this time, I would also like to invite representatives from all Mason departments associated with the Patriot Perks initiative, including Athletics, Human Resources, Center for the Arts, Mason Card, University Branding, and Alumni Relations, as well as any other representatives from the partnering organization, to join the primary representatives for a photo.

Specialty Award for Legacy:

The Legacy award recognizes leadership achievement in town-gown relations over a period of time longer than five years.

The recipient for this year's award is **John Tilghman "Til" Hazel Jr.** Til Hazel was a visionary real estate lawyer and developer who recognized the impact George Mason University could have as the anchor for the region. He cleared the way for the university's emergence by working with officials to secure 421 acres for the Fairfax Campus. He was also the driving force behind Mason acquiring a law school in the 1970s.

In service to the university almost since its inception in 1957, Til Hazel has been a chief philanthropist, patron, cheerleader, and champion of the university both locally and at the General Assembly in Richmond.

Til Hazel's most influential work on behalf of the university took place behind the scenes. He mobilized the Northern Virginia business community to support and work with the university, creating a symbiotic relationship between Mason and the region's business interests that exists to this day.

Til Hazel engaged in a years-long tussle in Richmond lobbying for the university to be permitted to create a law school and ultimately brokered a deal between the university and the financially strapped International School of Law in Arlington—with Til Hazel co-signing the \$3 million note that also netted real estate near the Metro in Arlington, laying the foundation in 1979 for what would become Mason's Arlington Campus.

In addition, in the mid-90s Til Hazel founded the Virginia Business Higher Education Council to bring together the state's business leaders and university presidents to oppose state budget cuts to higher education.

Til Hazel was truly a leader in town-gown relations. He died March 15 of this year at the age of 91. Accepting on behalf of Til Hazel is his son, Mason Rector and law school alum, Jimmy Hazel.

Congratulations to all nominees and award recipients!

**EXECUTIVE COMMITTEE OF THE BOARD OF VISITORS
GEORGE MASON UNIVERSITY**

**Special Meeting of
March 24, 2022
Merten Hall, Hazel Conference Room (1201)**

MINUTES

PRESENT: Rector James Hazel, Secretary Simmi Bhuller, Visitor Ignacia Moreno and Visitor Carolyn Moss.

ABSENT: Vice Rector Horace Blackman

ALSO, PRESENT: Gregory Washington, President; Ken Walsh, Vice President for Strategic Initiatives and Chief of Staff; Carol Kissal, Senior Vice President for Administration and Finance; Anne Gentry, Interim University Counsel; and Sarah Hanbury, Secretary pro tem.

I. Call to Order

Rector Hazel called the meeting to order at 1:01 p.m.

II. Closed Session

- A. Public Contract (Code of VA: §2.2-3711.A.29)
- 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 committee 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 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 Moss. **MOTION CARRIED UNANIMOUSLY BY VOICE VOTE.**

Following closed session, Secretary Bhuller **MOVED** that the Executive Committee 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 COMMITTEE MEMBERS PRESENT RESPONDED IN THE AFFIRMATIVE BY ROLL CALL.

Secretary Bhuller then **MOVED** that the committee adopt the following resolution:

WHEREAS, the Public-Private Education Facilities and Infrastructure Act ("PPEA"), Va. Code §56-575.1 et seq., permits the University, as a state agency, to enter into a comprehensive agreement ("Comprehensive Agreement") for the construction of a qualifying project, and requires the University to enter into a Comprehensive Agreement prior to developing or operating the qualifying project (Va. Code §56-575.9); and

WHEREAS, the proposed Institute for Digital Innovation Headquarters ("IDIA-HQ") project (the "Project") is a qualifying project under the PPEA; and

WHEREAS, in December, 2021 the University, with the approval of the Board, entered into an Interim Agreement for the Project; and

WHEREAS, the University desires to enter into a Comprehensive Agreement with Mason Innovation Partners, LLC for the Project; and

WHEREAS, pursuant to the Comprehensive Agreement, University wishes to enter into a ground lease and Mason space lease with Mason Innovation Partners, LLC in order to facilitate the Project;

NOW, THEREFORE BE IT RESOLVED:

- 1. The Board hereby authorizes the University to enter in a Comprehensive Agreement for the Project with Mason Innovation Partners, LLC, consistent with the terms presented to the Board, and specifically authorizes the President or the Senior Vice President for Administration and Finance to execute such Comprehensive Agreement;*
- 2. The Board hereby authorizes the University to enter into a ground lease and a Mason space lease with Mason Innovation Partners, LLC consistent with the terms presented to the Board, and specifically authorizes the President or the Senior Vice President for Administration and Finance to execute such leases;*
- 3. The Board hereby specifically authorizes the President or the Senior Vice President for Administration and Finance to execute any other documents, instruments or certificates as may be deemed necessary or desirable to further carry out the purposes and intent of this resolution; and*
- 4. That this resolution is effective immediately*

The motion was **SECONDED** by Visitor Moreno. **MOTION CARRIED UNANIMOUSLY BY VOICE VOTE (Attachment 1).**

III. Adjournment

Rector Hazel called for any additional business to come before the Executive Committee. Hearing none, he adjourned the meeting at 1:37 p.m.

Prepared by:

Sarah Hanbury
Secretary pro tem

Attachment 1: Resolution – Lease Agreement with Mason Innovation Partners

ITEM:**Approval of Arlington Campus, Institute for Digital InnovAtion Headquarters (“IDIA-HQ”) PPEA Comprehensive Agreement (ACTION)****PURPOSE OF ITEM:**

This item seeks approval by the Board of Visitors to enter into a Comprehensive Agreement for the IDIA-HQ PPEA project at the Arlington Campus.

BRIEF NARRATIVE:

The University is pursuing a PPEA project at the Arlington Campus to design, construct and operate facilities in support of university requirements. The IDIA-HQ is being designed and planned as an integrated research, laboratory, academic, and office building with amenities in support of the computing sciences, digital futures, and cybersecurity programs.

BOV policies call for Board approval at four milestone points for PPEA projects: project advertisement, partner selection, entering into an Interim Agreement, and entering into the Comprehensive Agreement.

At its February 2021 meeting, the BOV approved selection of Mason Innovation Partners (MIP) as the University’s partner for the IDIA-HQ project and authorized staff to conduct negotiations with MIP on terms and conditions, financing, leases, and other management agreements.

At its November 2021 meeting, the BOV approved entering into an Interim Agreement with MIP with terms presented to begin construction, complete design and authorized staff to continue negotiations with MIP on terms and conditions, financing, leases and other management agreements for the purpose of executing a Comprehensive Agreement.

The Comprehensive Agreement is summarized on the following pages.

STAFF RECOMMENDATION:

Authorize the University to enter into a Comprehensive Agreement with MIP for the IDIA-HQ PPEA project at the Arlington Campus consistent with the terms presented.

Executive Summary - Final
March 24, 2022

Project Overview:

- Overall Program: Nine (9) story building with 310,165 RSF, apportioned to Mason and MIP:
 - 187,365 RSF for Mason Academic/Research Space
 - 115,600 RSF of Commercial Spaces and office space on upper floors (to be owned and operated by MIP)
 - 7,200 RSF of ground floor retail (to be owned and operated by MIP)
 - 216 space underground parking garage
- Comprehensive Agreement Total Academic Budget: \$155.3M
- Comprehensive Agreement Schedule: Substantial Completion anticipated in Spring 2025
- Small, Women, and Minority-owned (SWAM) business participation goal is 25%; Notwithstanding the foregoing SWAM Goal, MIP shall use good faith efforts to achieve a goal of at least fifty percent (50%) of the total Project Budget allocated to SWAM Businesses

Mason Outreach:

- Mason and project team have met extensively with other key stakeholders:
 - Department of General Services (DGS) DEB and DRES.
 - Department of Planning & Budget (DPB).
 - Treasury Board Approval March 16, 2022.
- Mason has led community outreach activity:
 - Public hearing on project was held October 29, 2021.
 - Arlington County staff were included in discussions about the design, construction, and maintenance of the box culvert. Dialogue with county staff is ongoing.

Project Participants:

Development Team – Mason Innovation Partners (“MIP” / “Project Company”)

- Edgemoor Infrastructure and Real Estate, LLC (“Developer”)
- Harrison Street Real Estate Capital, LLC (“Major Equity Investor”)

The MIP team including architects, engineers, general contractor and other contractors and consultants, will be represented by:

1. Architect - EYP Architecture and Engineering, PC
2. General Contractor - Clark Construction Group, LLC
3. Civil Engineer - Dewberry Engineers, Inc.
4. IT and AV Consulting - S2N Technology Group, LLC
5. Interior Design – OTJ Architects, Inc.
6. Placemaking - Biederman Redevelopment Ventures Corp.
7. Environmental and Geo Tech – Schnabel Engineering DC, Inc.
8. Commissioning Agent – Sustainable Building Partners, LLC
9. Testing and Inspection – Hillis-Carnes Engineering Associates, Inc.
10. Commercial Leasing – Newmark Knight
11. Legal – Rogers Yogodzinski, LL

The scope of Work for the Comprehensive Agreement includes:

1. All work previously identified in the Interim Agreement.
2. Provide design services to complete working drawing design documents on all document packages required to fully occupy the base building core and shell and university space (including Mason reviews and comment reconciliations) in accordance with the General Conditions.
3. Coordinate with utility providers to install temporary and permanent utilities for the construction of the Project.
4. Coordinate bidding and contract early release and permit packages and solicit interested SWAM firms for project participation at all tiers of work in accordance with General Conditions.
5. Plan and develop marketing materials for marketing and leasing campaigns.
6. Oversee leasing activities, create space plans, and negotiate all agreements necessary to
7. advance the project.
8. Provide required completion guaranty, bonding, and insurance coverage.
9. Manage and utilize contingency in accordance with General Conditions as necessary to address unforeseen costs in pursuit of project completion.
10. Construction in accordance with the project Construction Plans.
11. Conduct soil, structural, engineering, environmental, and such other inspections, tests, studies, surveys, and evaluations of the Property as Developer deems to be required in connection with the development and construction of the Project (collectively, the “Feasibility Studies” or the “Testing and Inspections”).
12. Obtain LEED Platinum, Fitwell and ReLi designations at construction completion.
13. Operate and maintain facility in accordance with Operating Agreement, Operating Standards and Operating Performance Standards.
14. Establish Governance Committee in accordance with Operating Agreement.

Comprehensive Agreement Schedule Milestones:

- September 2021 – Division of Engineering & Buildings (DEB) Schematic Design Approval Full Building
- October 2021 - Art & Architectural Review Board (AARB) Preliminary Design Approval Full Building
- November 2021 – DEB and DEQ Approval of Culvert Document Package
- December 2021 – DEB Preliminary Design Approval Full Building
- January 2022 – Start of Interim Work
- April 2022 – Projected Execution of Comprehensive Agreement and Financial Close – Notice to Proceed on Full Building Construction Project
- April 2022 – DEB Approval of Structural (sub and superstructure) Working Drawings for Permit
- July 2022 – Projected Start of Below Grade Deep Foundations
- September 2022 – DEB Approval of Core and Shell and Mason Fit out Working Drawings for Permit
- September 2022 – Box Culvert in Service - Interim Construction Work finish
- July 2024 – Core and Shell Substantial Completion
- December 2024 – Mason Fit Out Substantial Completion
- February 2025 – Final Completion - Construction
- May 2025 – FFE and Move in Complete

The following table provides the Comprehensive Agreement Overall Development Budget:

	Mason	MIP	Total
Architecture and Engineering	\$ 10,379,001	\$ 3,918,129	\$ 14,297,130
Construction Costs	\$ 130,164,509	\$ 45,120,104	\$ 175,284,613
Project Administration and Overhead	\$ 8,242,376	\$ 3,732,624	\$ 11,975,000
Financing Costs	\$ -	\$ 5,364,482	\$ 5,364,482
Tenant Improvements and Leasing Commissions	\$ -	\$ 12,751,781	\$ 12,751,781
Marketing	\$ 256,479	\$ 332,736	\$ 589,215
Transactional, Insurance and Accounting	\$ 747,897	\$ 724,328	\$ 1,472,225
Taxes and Operating Expenses	\$ -	\$ 1,287,745	\$ 1,287,745
Developer Contingency	\$ 5,500,000	\$ 3,900,000	\$ 9,400,000
	\$ 155,290,262	\$ 77,131,929	\$ 232,422,191

To effectuate the PPEA, the University intends to simultaneously:

- Enter into a long-term (75-year) **Ground Lease** with Development Team for the vacant site located at 3401 N Fairfax Drive on the Arlington Campus
- Execute a **Comprehensive Agreement**, which governs the obligations of the Developer for the design and construction of the new mixed-use building and parking spaces (the "P3 Project" - see further described below) on the site.
- Enter into the 75-year **Mason Lease**, which details the financial and legal obligations of the University within its spaces in the P3 Project during the Ground Lease.
- Enter into an **Operating Agreement**, which details the obligations of both Parties for the long-term operations, repair, and maintenance of the P3 Project.
- Enter into a **Parking Agreement**, which details the obligations of both Parties for the long-term operations, repair, and maintenance of the Parking Component of the P3 Project

This term sheet provides key details about each of the aforementioned contractual agreements.

A. Mason Lease (ML)	
Mason Lease	The Mason Lease will govern the rights of access and use of the premises as developed by the Project Company.
University Leased Premises and Possession	Developer shall deliver possession of the University Leased Premises to the University on the Completion Date.
University Base Rent	The University will prepay the University Base Rent through periodic payments made under the Comprehensive Agreement during the development period.
Subordination	Any present or future Leasehold Mortgage granted by Developer to any Leasehold Mortgagee shall be subject and subordinate to the Mason Lease.
B. Comprehensive Agreement (CA)	

Project Development	Developer shall (i) pursue the Development Approvals; (ii) arrange for (a) design, development and construction of all components of the Project; and (b) the construction and permanent financing for the Commercial Space and the portion of the Parking Garage that does not include the University Parking Spaces; (iii) coordinate and oversee the development and construction of all components of the Project, including development of the University Space and University Parking Space which will be financed in accordance with the terms and conditions of this Comprehensive Agreement, and (iv) operate, maintain and manage all components of the Project, including leasing the Commercial Space, in accordance with the terms of the Operating Agreement.
Financing for the Development Costs	Developer, at its sole cost and expense (but as a Development Cost), shall arrange for and obtain financing for the Development Costs, less the University Development Costs.
University Obligations Related to Financing of Project	The University shall pay the University Development Costs, up to an amount not to exceed \$155,300,000 (the "University Funding Obligation") and payment of the University Development Costs to Developer shall be considered the prepayment of the University Base Rent (as such term is to be defined in the Mason Lease) for the University's use of the University Space and the University Parking Spaces pursuant to the Mason Lease. The University will utilize \$84,000,000 from the Commonwealth and \$71,300,000 from philanthropy and interim financing to fund its obligation.
Completion Guaranty	Developer shall cause the Construction Contractor to execute and deliver for the benefit of the University and Developer's Lender a completion guaranty for the delivery of the building.
Reciprocal License Agreement	<p>Temporary Construction Licenses:</p> <ul style="list-style-type: none"> • Fire Pump License – to construct piping to the fire pump located in Van Metre Hall • Van Metre Plaza – to construct plaza improvements • Mason Sidewalk – to construct infrastructure connections to new building. • Founders Way – to construct parking garage entrance, loading dock and SWM improvements • Van Metre Parking Garage – to construct communication connections between buildings and 2 openings for drive aisles. • Van Metre Hall – to construct corridor connections at levels 1 and 2 between buildings. • Crane Swing License <p>For Duration of Ground Lease Term, non-exclusive license:</p> <ul style="list-style-type: none"> • Loading Area and Loading Dock License • Vestibule and Canopy Encroachment • Fire Pump and piping route to Fire Pump room located in Van Metre Hall • Use of Van Metre Plaza and Mason Sidewalk Area

	<ul style="list-style-type: none"> • Founders Way – pedestrian and vehicular access, SWM piping connections • Van Metre Hall Parking Garage – pedestrian and vehicular access for shared drive lanes. • Party Wall – shared wall between Van Metre Hall and new building. <p>Parking Covenants and Licenses</p> <ul style="list-style-type: none"> • Parking Covenant – Mason's exclusive use of Mason parking spaces in new building. • University Parking Access License and University Bicycle Parking License – non-exclusive rights for vehicular and pedestrian access 24x365.
C. Operating Agreement (OA)	
Operating Agreement (OA)	The University and Project Company will enter into an Operating Agreement regarding maintenance and operations of the Project. The operating agreement will include Building Operating Standards that address service responsibilities in the complete building as well as Service Standards, KPI's and Reporting Standards.
Capital Replacement Reserves	The Capital Replacement Fund shall be funded by the Developer (using, in part, funds provided by the University) at a minimum rate of \$0.50 per rentable square foot of floor area in the Building per Project Fiscal Year (which shall increase by CPI).
Facilities Condition Index (FCI)	The Developer shall maintain and repair the Base Building and Common Area to maintain a Facility Condition Index ("FCI") value of not more than 0.10 through the twentieth (20 th) Project Fiscal Year, .15 through the thirtieth (30 th) and .25 thereafter. The FCI value shall not exceed 0.25 in any Project Fiscal Year.
University's Share of Operating Expenses	The University shall pay the University's pro rata share of the estimated Operating Expenses for each Project Fiscal Year to the Developer on a monthly basis.
D. Ground Lease	
Ground Lease Agreement	The Ground Lease will govern the rights and responsibilities of the Developer (the "Ground Lessee") and the University ("Ground Lessor") during the Ground Lease Term, including University Participation in Operating Cash Flows and Participation in Capital Events
Ground Lease Term	No more than 75 years from execution of Ground Lease
Participation in Operating Cash Flows	Lessor will receive 2.5% of the Operating Cash Flows after the Lessee achieves a nine percent (9%) cash-on-cash return
Leasehold Mortgages	Neither the University's fee interest in the land nor the University's interest in the Ground lease will be subordinated to any financing or other lien or encumbrance.
Lessor Not Liable for Lessee's Financing	Lessee shall be solely responsible for debt repayment relative to any borrowings by Lessee, and Lessor shall not be a participant or guarantor on any such borrowings.

Lessor's Option to Acquire Lessee's Estate	Lessor shall have the right, at its option, to purchase the Lessee's Estate.
Participation in Capital Events	Upon the occurrence of any Capital Event (which includes refinancings and arm's length transactions to qualified third-party entities), Lessee shall pay to Lessor an administrative fee, plus 0.75% percentage of the gross revenue less the payment of outstanding debt received by Lessee as a result of such Capital Event.
E. Parking Agreement	
Credentialed User Parking Revenue	All revenue from parking pass sales of University Parking Spaces shall be collected, held and remain full ownership of Mason.
Transient Parking Revenue	All parking revenue from transient parking users (including but not limited to parking garage users who pay for use on an hourly or daily basis) will be collected, held and remain full ownership of the parking garage entity or parking garage the user paid to utilize. All spaces, with the exception of University Parking Spaces and any spaces a Commercial Tenant has paid for the right to exclude and reserve, are considered transient at all times. The Transient Parking Revenues will be calculated as part of the overall Gross Revenues for the IDIA, which is used to calculate Mason's Participation in Operating Cash Flows.
Electric Charging Station Revenue	Revenue generated from the IDIA Parking Garage Electric Charging Stations shall be split evenly between MIP and Mason, on a 50% / 50% basis.

**RESOLUTION OF THE EXECUTIVE COMMITTEE OF
THE BOARD OF VISITORS OF
GEORGE MASON UNIVERSITY
TO APPROVE GROUND LEASE AND LEASE FOR
INSTITUTE FOR DIGITAL INNOVATION IN ARLINGTON**

WHEREAS, the Public-Private Education Facilities and Infrastructure Act (“PPEA”), Va. Code §56-575.1 *et seq.*, permits the University, as a state agency, to enter into a comprehensive agreement (“Comprehensive Agreement”) for the construction of a qualifying project, and requires the University to enter into a Comprehensive Agreement prior to developing or operating the qualifying project (Va. Code §56-575.9); and

WHEREAS, the proposed Institute for Digital Innovation Headquarters (“IDIA-HQ”) project (the “Project”) is a qualifying project under the PPEA; and

WHEREAS, in December, 2021 the University, with the approval of the Board, entered into an Interim Agreement for the Project; and

WHEREAS, the University desires to enter into a Comprehensive Agreement with Mason Innovation Partners, LLC for the Project; and

WHEREAS, pursuant to the Comprehensive Agreement, University wishes to enter into a ground lease and Mason space lease with Mason Innovation Partners, LLC in order to facilitate the Project;

NOW, THEREFORE BE IT RESOLVED:

1. The Board hereby authorizes the University to enter in a Comprehensive Agreement for the Project with Mason Innovation Partners, LLC, consistent with the terms presented to the Board, and specifically authorizes the President or the Senior Vice President for Administration and Finance to execute such Comprehensive Agreement;
2. The Board hereby authorizes the University to enter into a ground lease and a Mason space lease with Mason Innovation Partners, LLC consistent with the terms presented to the Board, and specifically authorizes the President or the Senior Vice President for Administration and Finance to execute such leases;
3. The Board hereby specifically authorizes the President or the Senior Vice President for Administration and Finance to execute any other documents, instruments or certificates as may be deemed necessary or desirable to further carry out the purposes and intent of this resolution; and
4. That this resolution is effective immediately.

Adopted: March 24, 2022



Secretary
Board of Visitors of George Mason University

**GEORGE MASON UNIVERSITY
BOARD OF VISITORS MEETING**

Thursday, May 5, 2022

**Hazel Conference Room
Merten Hall 1201**

AGENDA

7:30 a.m. – 8:00 a.m.	<i>Continental Breakfast</i>
8:00 a.m. – 8:45 a.m.	Audit, Risk, and Compliance Committee Meeting
9:00 a.m. – 10:00 a.m.	Academic Programs, Diversity and University Community Committee Meeting
10:15 a.m. – 11:05 a.m.	Finance and Land Use Committee Meeting
11:20 a.m. – 12:10 p.m.	Development Committee Meeting
12:10 p.m. – 12:55 p.m.	<i>Lunch Break</i>
12:55 p.m. – 1:35 p.m.	Research Committee Meeting

BOARD OF VISITORS MEETING AGENDA

1:50 p.m.	I.	Call to Order
1:50 p.m. – 2:35 p.m.	II.	Recognitions <ul style="list-style-type: none">A. Appreciation Plaque Presentation to Outgoing Student RepresentativesB. Appreciation Plaque Presentation to Outgoing Faculty Representative (TBD, 4/27)C. Recognition of Beinecke, Goldwater and Fulbright ScholarsD. Recognition of Early Identification (EIP) Graduating StudentsE. Jack Wood Awards Presentation
2:35 p.m.	III.	Approval of the Minutes <ul style="list-style-type: none">A. Full Board Meeting on February 24, 2022 (ACTION ITEM)B. Full Board Meeting on April 5, 2022 (ACTION ITEM)C. Continuing Education Session on April 5, 2022 (ACTION ITEM)
2:35 p.m. – 2:55 p.m.	IV.	Rector's Report <ul style="list-style-type: none">A. Public Comment Update / Board of Visitors Student Representatives' CommentsB. Board of Visitors Meeting Schedule for 2022-2023 (ACTION ITEM)
2:55 p.m. – 3:15 p.m.	V.	President's Report
	VI.	Committee Reports
3:15 p.m. – 3:20 p.m.	A.	Audit, Risk, and Compliance Committee
3:20 p.m. – 3:25 p.m.	B.	Academic Programs, Diversity and University Community Committee <ul style="list-style-type: none">1. New Business<ul style="list-style-type: none">a. Proposed Revisions to the Faculty Handbook (ACTION ITEM)b. Prospective College of Public Health Update and Report (ACTION ITEM)c. Program Actions<ul style="list-style-type: none">i. New Programs

1. PhD Geology/Earth Sciences (**ACTION ITEM**)
2. PhD Social Work (**ACTION ITEM**)
- d. Faculty Actions
 - i. Promotion and/or Tenure (**ACTION ITEM**)
 - ii. Conferral of Emeritus/Emerita Status (**ACTION ITEM**)
 - iii. Special Rank Change (**ACTION ITEM**)

3:25 p.m. – 3:30 p.m.

C. Finance and Land Use Committee

1. Financial Matters
 - a. FY 2023 University Operating Budget, Tuition and Fees (**ACTION ITEM**)
 - b. Bridge Financing for Fuse at Mason Square (**ACTION ITEM**)
2. Capital Matters
 - a. Six-Year Capital Plan (**ACTION ITEM**)

3:30 p.m. – 3:35 p.m.

D. Development Committee

3:35 p.m. – 3:40 p.m.

E. Research Committee

3:40 p.m. – 4:40 p.m. VII.

Closed Session

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

4:40 p.m.

VIII. Adjournment

The May 5, 2022 full board and committee meetings of the Board of Visitors will be conducted 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/>.

The Board will vote on undergraduate tuition and mandatory fees at this meeting. The Rector requested at the Board of Visitors meeting and public comment session on April 5, 2022 that the written public comment form remain open until April 22, 2022. Written comments will be entered into the public record during the May 5 session. To register to provide written public comment, please complete the form at the following link:

https://forms.office.com/Pages/ResponsePage.aspx?id=VXKFnlffR0ygwAVGRgOAY_9iYcMI8i9KmzMvg6YwcNIUMjJOSVFMNIYxNzVLRjBLNIRZVFAXM044Ny4u

No oral public comment will be taken at this meeting.

**BOARD OF VISITORS
GEORGE MASON UNIVERSITY**

**Meeting of
Tuesday, April 5, 2022
Merten Hall, Hazel Conference Room (1201)**

MINUTES

PRESENT: Rector James Hazel, Visitors Juan Carlos Iturregui, Wendy Marquez, Ignacia Moreno, Carolyn Moss, Dolly Oberoi, Paul Reagan, Edward Rice, and Robert Witeck.

ABSENT: Vice Rector Horace Blackman, Secretary Simmi Bhuller, Visitors Anjan Chimaladinne, Mehmood Kazmi, Jon Peterson, Nancy Prowitt and Denise Turner Roth.

ALSO, PRESENT: Erin Rogers, Staff Representative; Melissa A. Broeckelman-Post, Faculty Representative; Steven Zhou, Graduate Student Representative; Natalia Kanos, Undergraduate Student Representative; Gregory Washington, President; Ken Walsh, Vice President for Strategic Initiatives and Chief of Staff; Mark Ginsberg, Provost and Executive Vice President; Carol Kissal, Senior Vice President for Administration and Finance; Anne Gentry, Interim University Counsel and Sarah Hanbury, Secretary pro tem.

I. Call to Order

Rector Hazel called the meeting to order at 10:32 a.m. Rector Hazel provided the opportunity for the student representatives to the board, Natalia Kanos and Steven Zhou, to give comments after the FY2023 financial plan presentation or at the May 5, 2022 Board of Visitors meeting.

II. FY2023 Financial Plan

Carol Kissal, Senior Vice President for Administration and Finance, presented on the FY2023 financial plan. Ms. Kissal specifically noted that the recommended tuition and fees changes would be discussed in the presentation of the FY2023 budget. Ms. Kissal continued by highlighting the following items:

- FY2023-FY2024 Commonwealth Budget
 - An update was provided on where the Commonwealth stands on the status of their budget. Currently, the state budget is pending finalization. The state is convening a special session at the end of April to conclude the budget discussions. Mason's FY23 budget is delayed as the state budget is typically known by April.
 - Rector Hazel inquired of Paul Liberty, Vice President of Government and Community Relations, if he has any insight on the state budget. Mr. Liberty stated that the General Assembly met yesterday for the beginning of the special session and then recessed. The house and senate budget committees have not met in person since the general assembly in March. There is anticipation that they will begin work this week. He continued that it is important to note that Chair Barry Knight feels, despite what is in the media, the two committees are not that far apart on the numbers. Paul mentioned that the special session scheduled to reconvene at the end of April, deals with the normal vetoing of legislation; it is anticipated that the state budget will be brought back at that time.
- Fall Enrollment Update
 - There has been an enrollment growth of 1.5%
 - Students are enrolling in less credits per semester which is problematic and is the impact of the beginning phase of the demographic shift in the DMV region due to the decline of high school graduates.
 - Strong freshman admission for the fall semester.
 - Students are choosing institutions closer to home which Mason is benefitting from.
 - There has been a significant increase in Masters applications for the fall semester.

- Financial Aid Overview
 - Mason enhanced the financial aid strategy that deployed this year.
 - Mason is aligning its tuition and fees, and the increases of those, with an enhanced financial aid commitment. This will help moderate the impact of any tuition increase to the students who are most in need. The goal is to decrease the debt level of the neediest students.
 - Mason is committed to providing additional support to graduate students with more competitive graduate stipends and post-doctoral fellowships.
- Aid by Source
 - From 2017 through 2021, institutional aid has far outpaced state aid for undergraduate students.
- Doctoral Institutions Funding Disparities Remain
 - Mason's in-state tuition is the fifth lowest among the six doctoral institutions in Virginia.
 - Mason receives the lowest state general fund per in-state student per full-time equivalency (FTE). Significant progress has been made with receiving increased state funding, which Mason appreciates, but a funding gap remains between Mason and its peers.
- FY2023 Tuition & Fee Recommendations
 - A 3% undergraduate and graduate tuition increase is recommended.
 - Mason's two major funding sources are tuition and state funding. The state has authorized employee salary increases. Mason's cost share of this salary increase is about 50% and the only other driver to cover this cost is tuition.
 - There is not a mandatory student fee increase.
- FY2023 Tuition Rate Recommendation
 - One-third of the recommended tuition rate increase will be allocated to enhance financial aid for Mason's students who are most in need. This is about an increase of \$5 million to the existing institutional aid.
- FY2023 Tuition & Fee Recommendations
 - For in-state undergraduate students the 3% increase equates to \$285 a year.
- FY2023 Mandatory Student Fee Recommendation
 - Savings from debt restructuring covered the no fees increase.

Visitor Reagan inquired if the 3% tuition increase is consistent with what Mason's sister institutions are doing. Ms. Kissal responded that the University of Virginia's Board approved a 5% increase in December. She continued that some institutions are higher than Mason; some are at 5% and others are at 3%. Ms. Kissal stated that she is not aware of any institution that is currently lower than 3%.

Visitor Rice asked if Ms. Kissal has looked at ways to keep tuition increases down. Ms. Kissal stated that the difficulty is when there is a state salary increase of 5% and Mason has to cover half of it. The only other driver of revenue funds is tuition.

Visitor Oberoi inquired how inflation is being handled as the 3% tuition increase will not cover inflation. Ms. Kissal stated that Mason is obligated with the dining and housing contracts to increase them with inflation. Dr. Washington added that Mason employees will also experience a cut in pay because whichever salary increase the state approves, none of them are above 5%, which will not cover inflation that is closer to 7%. Dr. Washington continued that this is recognized as a challenge.

III. Public Comments

There were no registrations for oral or written public comment. Rector Hazel noted that this was an information-only session and no actions will be taken on the recommendations given today. He continued that actions would be taken at the May 5, 2022 meeting and that hopefully the state's budget will be known by then. Rector Hazel expressed that he wanted to keep the written comments open for two weeks longer and encouraged the student

representatives to speak with their fellow students about the proposed financial plan as he would like to receive their input.

Visitor Moreno inquired how long the proposed financial plan had been available to the public to determine if a two-week extension is sufficient. Sarah Hanbury, Secretary pro tem, noted that the FY2023 financial plan presentation was available on March 25, 2022 through the Board's website and that meeting notices were posted in the Johnson Center, the President's Office, The George, The Provost's Newsletter and Around Mason.

Visitor Iturregui stated that other public universities in Virginia are increasing their tuition by more than 5% and that Mason's proposed 3% tuition increase seems reasonable.

Steven Zhou, Graduate Student Representative, requested that the written registration form remain open until April 22, 2022 as the Graduate and Professional Student Assembly meets on April 21, 2022.

Natalia Kanos, Undergraduate Student Representative, also agreed that extending the deadline to receive written public comment would be beneficial for the students. Natalie continued that the financial plan presentation was extremely detailed and made sense, but suggested that options be found to help students alleviate the increased tuition cost; whether that be increasing the availability of financial plans for paying tuition or looking for more scholarship opportunities, as students bear the extra costs.

Rector Hazel noted there is a consensus from the Board to keep written comment open until April 22, 2022, but there is not an opportunity to conduct another oral public comment session.

IV. Adjournment

Rector Hazel called for any additional business to come before the board. Hearing none, he adjourned the meeting at 10:57 p.m.

Prepared by:

Sarah Hanbury
Secretary pro tem

**BOARD OF VISITORS
GEORGE MASON UNIVERSITY**

**Continuing Education Session
Tuesday, April 5, 2022
Merten Hall, Hazel Conference Room (1201)**

MINUTES

PRESENT: Rector James Hazel, Secretary Simmi Bhuller, Visitors Juan Carlos Iturregui, Mehmood Kazmi, Wendy Marquez, Ignacia Moreno, Carolyn Moss, Edward Rice, and Robert Witeck.

ABSENT: Vice Rector Horace Blackman, Visitors Anjan Chimaladinne, Dolly Oberoi, Jon Peterson, Nancy Prowitt, Paul Reagan, and Denise Turner Roth.

ALSO, PRESENT: Erin Rogers, Staff Representative; Melissa A. Broeckelman-Post, Faculty Representative; Steven Zhou, Graduate Student Representative; Natalia Kanos, Undergraduate Student Representative; Gregory Washington, President; Ken Walsh, Vice President for Strategic Initiatives and Chief of Staff and Sarah Hanbury, Secretary pro tem.

I. Call to Order

Rector Hazel called this session to order at 1:05 p.m. Rector Hazel 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 Hazel introduced AGB representative, Dr. Paul Friga, adding that he will present on two topics and after each discussion will follow. Rector Hazel noted that pre-read materials were provided to the Board in preparation for this session and that he looked forward to robust conversation on these topics.

II. AGB Presentation & Discussion

Dr. Friga began by providing information about himself; he was raised in Virginia and his father was a community college president in Virginia. Dr. Friga 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. Dr. Friga stated that if anyone is interested in more information about today's topics they are available on his website (<https://paulfriga.com/>).

- A. Best Practice for Effective Boards (More Effective Governance Structure and Process & Macro Trend in Higher Education)
 - Resolutions for Improving Governance
 - Dr. Friga noted that he would provide three ideas for improving governance and upon getting to the discussion portion of this topic, would like to receive the reactions to the ideas as well as brainstorm ideas for possible consideration of new practices but not make any commitments to these ideas.
 - Get More Strategic
 - More strategic and less operational. Strategic planning deals with prioritization of resources, shifting into new products for higher education such as less degrees and more certificates. Strategic planning is of higher impact than that of the traditional operational campaign.
 - Best Practices Checklist/Brainstorming
 - Boards

- Clarify the role related to strategy and accountability (oversight).
 - Invest more time in strategic discussions and less in operations.
 - Be thinking about the big picture for your institution and what is unique or special to Mason.
 - Have very succinct statements for strategy instead of a long paragraph.
 - To summarize, Dr. Friga gave advice to the Board on how to receive Dr. Washington's strategic plan once it is available.
 - Visitor Moreno inquired how much engagement is appropriate for the board regarding strategic planning. Dr. Friga suggested setting three priorities with their own set of objectives. The board then asks and monitors the progress of those priorities.
 - Campus
 - Clarify the role related to strategy and accountability (execution).
 - Articulate multiyear strategic vision, priorities and initiatives.
 - Dr. Friga also suggested doing multi-year financial planning, if not happening currently, not just monitoring finances annually.
- Examine Structures
 - A modern goal of board structures is to have more diversity; not just diversity in background and nationalities, but diversities of thought. Rector Hazel noted that Mason's Board has a faculty representative, staff liaison, undergraduate student representative and postgraduate student representative as non-voting members. Dr Friga appreciated this information as a nod to increasing diversity and perspectives.
 - How often has the committee structures been updated over the past decade or two.
 - Boards
 - Move to more ad-hoc committee structure. For example, Human Resources (HR) is a critical issue across higher education due to changes in the workforce and the availability of talent is going down. Competition for talent is great especially in places like information technology (IT) and student services. Develop strategies for HR in terms of faculty and staff.
 - Recruit more diverse profiles and talent; this approach provides greater perspectives.
 - Meet more often (virtually and in-person). Rector Hazel notified Dr. Friga that Mason's BOV has to meet in-person as the executive order that allowed virtual meetings expired and further explained the state rules that must be followed if more than two board members meet.
 - Campus
 - Take Inventory of names and position descriptions of administrative leaders.

- Benchmark against peers. To assist in making decisions about resource allocations. Such as, is Mason adequately invested in Career Services.
 - Modernize structure. Look outside of higher education for examples of how to modernize the campus structure.
- Improve Stakeholder Interactions
 - Boards
 - Include campus representative to board and committee meeting to improve transparency. Mason is already doing this by way of the faculty, staff, and student representatives.
 - Spend time on campus to understand the culture and perspectives outside of meetings.
 - Campus
 - Report out on objective performance metrics around priorities.
 - Involve campus leaders in long-term thinking session and seek creative hypotheses for changes. Strategic plans are typically every three years.

Dr. Friga wrapped up the first topic by discussion principles of trusteeship:

- Think Strategically
 - Ask insightful questions and listen with an open mind.
 - Focus on what matters most to the institution's long-term sustainability.
 - Learn about your institution's mission constituents, culture and context.
- Understand Governance
 - Embrace the full scope of your responsibilities as a board member.
 - Respect the difference between the board's role and the administration's role.
 - Be an ambassador for your institution and higher education.
- Lead by Example
 - Conduct yourself with integrity.
 - Think independently and act collectively.
 - Champions justice, equity and inclusion.

Dr. Friga opened the floor for questions on his first segment. Discussion ensued about Mason's budget process and the role of State Government in that process.

Visitor Moss inquired if Dr. Friga has done any best practices on how universities can align their strategic plans and strategic thinking, not only with the boards but also with the business community and the community at large. Dr. Friga stated that the more those groups can be involved in the strategic planning process the better. Use the groups as a resource for input on the draft strategic plan and then get them involved as a partner in an advisory group, for example. Rector Hazel noted that Dr. Washington created an advisory board from the local business community to help raise awareness of the Amazon deal with Mason's Arlington campus to help make that project successful and so far, it has been.

B. How Service of the Governing Board is Unique from Other Board Service

- One of the most significant macro trends for board discussion today.
 - The higher education market has experienced nine consecutive years of enrollment decline on a national basis; contracting from approximately 21 million to 18 million students. Traditional high school graduate numbers have been down over the past eight years and will continue to decrease the next nine years. To handle this, think about

- graduate growth and create a plan to increase new graduate programs and grow existing ones. Offer joint degrees with other institutions.
- Other good board topics for discussion
 - There is a movement toward lower tuition. Dr. Friga inquired what Mason's tuition rate was which Dr. Washington provided. Dr. Friga noted Mason's tuition cost is a good deal. Dr. Friga cited the Georgetown Study of Return on Investment (ROI) ranked Mason 1,415 out of 4,500 institutions across the country after 10 years. After 15 years, the aforementioned study ranked Mason 263 out of 4,500 institutions. Dr. Friga states that Mason is an incredible value with room to increase tuition.
 - Institutions need to have a differentiation and not all be the same.
 - Visitor Moreno noted that Mason is a research one institution which is one differentiation.
 - Rector Hazel noted that 50 years ago Mason had 4,000 students and now just short of 40,000 students. Dr. Friga stated that Mason's differentiator is that it's agile, connected to industry and growth oriented.
 - Think more about adult learning and advanced professional degrees. Do not solely focus on the 18-24-year old age group. Invest in executive education and not just for business but other programs as well, such as law.
 - Assist underserved students by increasing accessibility and increasing financial aid.
 - Virtual campus services are here to stay and those three areas are IT, student mental health and HR.
 - Another suggestion is to look for more international programs. Rector Hazel informed Dr. Friga of Mason's Korea campus.
 - Dr. Friga believes that faculty will become more like free agents and teach at multiple institutions.
 - Dr. Friga opened the floor for comment.
 - Rector Hazel commented about Mason's greatest opportunity in partnering with the Virginia Community College System which allows students across the state to obtain a two-year degree and then come to Mason to complete a four-year degree.
 - Dr. Washington inquired what three areas should an institution be most concerned with over the next three to five years; Dr. Friga responded with products, partnerships and profitability. In regard to products, offer new degree, new non-degree and new online programs and increase partnerships with your state legislature and other institutions. If profitability is an issue for Mason, pay attention to that.

III. Adjournment

Rector Hazel adjourned the session at 2:32 p.m.

Prepared by:

Sarah Hanbury
Secretary pro tem

Board of Visitors Full Board Meeting
May 5, 2022
Written Public Comment Registrations

<p><u>1. Name: Dione Ross Mason Affiliation: Parent</u></p> <p>Comment: Mason should not increase tuition. It has become a financial hardship for me and my spouse as working parents to send our child to Mason as we do not qualify for many grants and the scholarship. Our student receive from Mason was the least offered for a HS graduate with a 3.85 GPA and over 1200 on the SAT. In the financial state of the country, I don't believe now is time to increase tuition. Many other schools have worked to secure grants and funding from government, Alumni, and business leaders. In addition, Universities across the country have looked into cost saving measures and inefficiencies. I believe Mason to do the same before increasing tuition. As an increase in tuition impacts all students and their families.</p>
<p><u>2. Name: David Trebra Mason Affiliation: Parent of student</u></p> <p>Comment: Please consider the impact of our poor economy at this time. The University has government financial support over the last two years while many families received relatively minor relief. Tuition and food increases will only negatively impact the ability of parents to pay, which in turn affects your university. Take out the fluff, stick to the basics of education, let the social issues be the responsibility of the people, not the school. No tuition increases please.</p>
<p><u>3. Name: Concerned parent Mason Affiliation: Community Member</u></p> <p>Comment: GMU needs an overhaul in most areas. Here are just a few: food poisoning at the dining halls, a frustrating and poorly put together website, professors who don't post grades, first year student mentors who never reach out, and housing that doesn't communicate with students about major changes (ie being assigned a roommate when they had none before). And now they're increasing tuition??</p>
<p><u>4. Name: Elizabeth Lipari Mason Affiliation: Single Parent</u></p> <p>Comment: I strongly oppose the potential three percent tuition increase. As our country is still dealing with a pandemic, and costs for basically everything has increased, adding a potential tuition increase does not seem reasonable. If the tuition increase would be used for more academic advisors, then I would suggest a one time fee of one percent of current tuition. The lack of availability of the advisors has been unacceptable even though numerous emails are sent to students to connect with advisors only to have to wait and wait for an appointment. This is especially hard on freshman who need the most support and advice by advisors. If you deem an increase is absolutely critical, I suggest you decrease salaries of Executive Staff - President, etc., cut down on publicity costs for Virginia Square campus, and apply those savings to what you feel is necessary with the three percent increase. It is extremely difficult on myself as a single parent who student does not qualify for any FAFSA support.</p>
<p><u>5. Name: William Keen Mason Affiliation: Student</u></p> <p>Comment: I disagree with a raise in tuition. Student are already hurting as it is with all other expenses rising in cost. I don't know if I can afford college if the price is raised.</p>
<p><u>6. Name: M. Pham Mason Affiliation: Student</u></p> <p>Comment: Please show what our mandatory student fees go towards to. Housing and dining rates are skyrocketing, and it's frustrating to see that even though the quality is decreasing.</p>
<p><u>7. Name: Congminh Tran Mason Affiliation: Student</u></p> <p>Comment: I hope that for the sake of the countless students and families who have to put themselves through college, that undergraduate tuition and mandatory fees will not increase</p>

Board of Visitors Full Board Meeting
May 5, 2022
Written Public Comment Registrations

and will decrease, especially considering the proportion of first-gen students at GMU and financial effects of the pandemic. Thank you kindly Board of Visitors.
8. Name: Mahnoor Rahat Mason Affiliation: Student
Comment: The tuition at George Mason University is extremely expensive especially for out of state students who are paying double the price. The cost should be reduced not only for undergraduate students but for graduate students as well. Students want to focus on their education and the cost of tuition should not be an added stressor along with the many other responsibilities college students have in their daily life. Please consider reducing the cost of tuition so students do not have the financial burden of it and can concentrate on their studies with ease.
9. Name: McKenzie Pochiro Mason Affiliation: Student
Comment: We need an 18 credit limit because it's nearly impossible to graduate on time by taking less than 15 credits a semester. As an out of state student, I need to be able to graduate on time and not have to worry about paying thousands in fees every semester when my degree plan could easily fit in an 18 credit model.
10. Name: Amanda Webber Mason Affiliation: Student
Comment: I would like to see no increase for student tuition. Or if tuition must be increased then I'd like to see parking fees decreased.
11. Name: Michelle jackson Mason Affiliation:
Comment: Each student needs are different therefore the mandatory fees, should be disregarded
12. Name: Ashley Sinnott Mason Affiliation: Student
Comment: Please consider increasing the Disability Service budget as I and many other disabled students around campus are constantly struggling. Things that could be improved include but are not limited to elevators in all dorms, handicapped buttons placed at all closed doorways (Rappahannock Parking Deck Level 5), a fenced in area for students with service dogs, among other things. Include people with disabilities in finding and fixing inaccessibility on campus because there are more issues than abled-bodied individuals realize.
13. Name: Ashley Sinnott Mason Affiliation: Student
Comment: Stop requiring all freshmen on campus to get an independence meal plan that may not be used. As an individual with health issues, I am required to abide by a very specific diet that I knew on campus dining could not accommodate for. Yet I had to spend a minimum of \$2500 on a meal plan and an additional \$2000 of my own money on groceries that I can actual eat. According to an ODS staff member, a full meal plan exemption has been given once in the past eight years. Between the lack of exemptions given and the money spent on a meal plan that does not provide for me on top of my medical bills I am many other disabled students do not have money to spare on this mistreatment and neglect of our needs.
14. Name: Thomas Tucholka Mason Affiliation: Student
Comment: how about you guys actual inspect the dining halls and stop giving kids food poisoning. it's a lawsuit waiting to happen and it's vile, fix you're trash food service.
15. Name: Cin Hall Mason Affiliation: Student
Comment: By raising the price of tuition to add more student aid you will end up making more students who would need that finical aid. If you think this will help any of the student's it

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will end up just hurting more people. A vary large portion of students he will not be able to afford to attended her anymore. Everyone has the right to seek higher education and by raising the price of tuition you will be baring so many people from this right.
16. Name: Sage Pitts Mason Affiliation: Student
Comment: I personally believe tuition should be lowered instead of raised. I have already struggled to pay my tuition for my freshman year and I truly believe GMU is the school for me and would love to attend my whole undergraduate years, but can not do so if the tuition is raised. I come from a home where only my mother works since my father is disabled, his disability checks help pay a portion of my tuition and the rest has to go to the house. I do not want to bore you with a sob story but I have to stay at this school and raising tuitions again when it was already raised I believe two years ago is not helping me or others who do not come from a wealthy background. Especially with out of state tuition already being \$50k+ they have to struggle more than those who pay instate tuition.
17. Name: Maya Stephens Mason Affiliation: Student
Comment: You cannot raise the tuition, many of us current students cannot afford it and are already struggling to afford the tuition we have currently! Although, financial aid is important for incoming students, you guys NEED to think about the students you already have before you lose them.
18. Name: Nikhitha Telagamalla Mason Affiliation: Student
Comment: Hike in tuition fee for the graduate students is not encouraging for the students and a unhappy thing because we already pay extra fee along with the fee for the subject like mandatory student fee and course fee. Hike in 3% is a lot for the students and this will discourage students to continue their studies here in George Mason. International students calculate a lot and fix their finances back in their home country and hike in fees will disrupt their calculations and have to worry about the hike in fees. International students are already paying more fees when compared to in-state tuition fee and 3% increase is like discouraging international students to continue in Mason.
19. Name: Isaac Gibbons Mason Affiliation: Student
Comment: I would like to highlight that I am the GAPSA representative for Cybersecurity Engineering. I take personal accountability and responsibility to ensure I maintain relationships and receive feedback from my colleagues. This last semester was particularly disappointing for two primary reasons. The first reason was I am aware of about 25-30% of Masters students either were strongly considering or exited the Masters program with no intention to return. The primary reason was due to lack of quality curriculum that met or exceeded industry standards, which led the students to believe the tuition was too expensive for the quality of education. The next large issue was that Masters program was significantly diluted with too many undergraduates, which not only impacted student-to-teach ratio; however, also impacted the quality of education. Students expect in-depth and intimate exposure to advanced concepts with the ability to build relationships with their colleagues. Currently, the classrooms in the Masters programs are flooded with students looking for the "easiest path", to include integrity issues and a lack of challenging material through outright bullying of Professors. This is completely unacceptable by any standard, and I believe increasing the tuition without reflecting a quality experience will only drive quality students who embody academic excellence, integrity, and risk-taking. I believe in George Mason University and know we can develop a way forward.

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20. Name: Preeti Bhattacharya Mason Affiliation: Student
Comment: I'm an international student and before coming in the I-20 a certain amount was mentioned that will be needed for us to study in GMU so accordingly I have taken my loan amount now if you guys increase the amount how are we gonna manage that. I am not willing and not able to pay the extra amount you guys are planning to add on. And this is the case of every student I believe. It's a serious issue please take it in consideration.
21. Name: Nishitha Telegamala Mason Affiliation: Student
Comment: Hike in fee by 3% is not accepted by the international students. International students plan accordingly for their finances for pursuing Master's before landing here. This sudden hike in fees will cause trauma to almost everyone. They will not be able to afford this hike. This might lead to mental trauma and they will not be able to concentrate on their studies for which they have flew here crossing oceans. Please don't plan on doing this hike and disrupt the dreams of many international students. Mental trauma to the students is not good for the reputation of the University as well.

BOARD OF VISITORS

George Mason University

Pending Board Approval

Meeting Schedule for 2022-2023

Thursday, September 29, 2022	Full Board Meeting
Thursday, December 1, 2022	Full Board Meeting
Thursday, February 23, 2023	Full Board Meeting
Tuesday, April 4, 2023	Board Public Comment Session
Thursday, May 4, 2023	Full Board Meeting
Thursday, July 27, 2023	Annual Planning Conference
Friday, July 28, 2023	Annual Meeting

Special Full Board or Committee meetings to be scheduled if needed.

President's Report Prepared for the May 5, 2022 Board of Visitors Meeting

Selected Highlights

Student and Alumni Highlights:

- Bioengineering and Honors College student Medhini Sosale was awarded the Barry Goldwater Scholarship, one of the highest awards in the U.S. for undergraduate students interested in developing STEM research careers.
- Jasmine Okidi, a junior English major and Honors College student, was awarded the Beinecke Scholarship that supports exceptional students committed to research careers in the arts, humanities and social sciences. She is Mason's first Beinecke Scholar.
- Mason's Forensics Team finished second at the 43rd American Forensic Association National Speech Tournament at the University of Nebraska-Lincoln. Mason has been ranked in the top five nationally every year since 2007.
- Fifteen Mason students made presentations at the National Conference on Undergraduate Research, held virtually April 4-8.
- Men's basketball junior forward Josh Oduro became the first Patriot in program history to be named to the All-Atlantic 10 First Team. He also led the league in scoring.
- Indoor track team member Jaylen Simmons was named Atlantic 10 Most Outstanding Field Performer at the conference indoor championships, the fourth such honor of his career. He won A-10 titles in the shot-put title and weight throw.
- Mike Seium, who received a master's degree in sport and recreation studies in 2018, served as the chef de mission for Team Eritrea during the Beijing Winter Olympic Games, playing a key role in the best-ever Olympic Alpine finish by an African skier.
- Joseph Le, who received a bachelor of fine arts degree in graphic design in 2012, shot "previs," or previsualization, for two weeks with the team that developed on *Shang-Chi and the Legend of the Ten Rings*, the latest installment of the Marvel Cinematic Universe.

Faculty Highlights:

- The National Geographic Society awarded its most prestigious honor, the 2022 Hubbard Medal, to the late Thomas Lovejoy, in recognition of his extraordinary contributions to conservation biology.
- Zhisheng Yan, assistant professor in the Department of Information Sciences and Technology, was awarded an NSF CAREER Award and will use that support to develop a method of compressing and transmitting panoramic video footage in usable, sizeable units for data analysis in computing.
- Milton Brown, co-director of the Center for Drug Discovery for Rare Diseases and a professor of practice in the College of Science, heads a team that received a \$1.57 million grant from the Department of Army, U.S. Army Medical Research Acquisition Activity. The

study aims to define the structural features and binding characteristics of a tumor-suppressing protein to the estrogen receptor in breast cancer stem cells.

- Criminologists from Mason's Center for Evidence-Based Crime Policy, led by senior fellows Sue-Ming Yang and Yasemin Irvin-Erickson, have been awarded \$1.48 million to enhance research and practice in police encounters of individuals in mental health crises.
- A new web-based app developed by Schar School associate professor Robert McGrath visualizes near-real-time data collected from media sources on the ground in Ukraine, allowing users to filter an interactive map of rapidly developing events in specific neighborhoods throughout the country.
- J.P. Singh, a professor of international commerce and policy at the Schar School, heads a team that has been awarded a three-year, \$1.39 million Department of Defense Minerva Research Initiative grant to study the economic and cultural determinants for global artificial intelligence (AI) infrastructures—and describe their implications for national and international security.
- Bethany Usher, associate provost for undergraduate education, has been elected to serve as president of the Council on Undergraduate Research. Usher will become president-elect on July 1, 2022.
- A study led by Joel Martin, associate professor in the College of Education and Human Development and academic program coordinator for the School of Kinesiology, found that firefighters with poor sleep measures had worse cognitive performance and overall health and that chronic poor sleep would likely negatively affect physical performance on the job.
- A study co-authored by Seth B. Hunter, assistant professor of education leadership in the College of Education and Human Development, represents the first in-depth examination into whether recently implemented K-12 teacher evaluation programs improve teacher skills.
- Heather Vough, associate professor of management in the School of Business, recently published “Oops, I did it (again)! The emotional experience, personal responses and relational consequences of social gaffes in the workplace” in the *Journal of Organizational Behavior*, presenting frameworks for predicting the consequences of a gaffe.

Rankings/Accolades Highlights:

- Mason has eight graduate programs listed among the top 25 nationally in the latest U.S. News & World Report rankings, led by the part-time law program, which is No. 1 among public institutions, followed by industrial-organizational psychology at No. 5 nationally. Rounding out the list were Mason's intellectual property program, three programs at the Schar School, as well as special education and elementary teacher education at the College of Education and Human Development.
- Mason earned a silver-level designation from Exercise is Medicine-On Campus (EIM-OC) for its commitment to health and wellness, one of 156 universities and colleges around the world to be honored.

Reposition the campus

- **Mason Online:** The office is working on launching the Masters in Public Health for Spring 2023, and currently discussing Computational Data Sciences and Nutrition as next-up Wiley programs (no launch date yet – working on market analysis and pro forma; could launch in Fall '23, but likely not earlier).
- **ADVANCE:** Recruitment and enrollment continue to grow. Overall enrollment is anticipated to exceed 3,000 by the start of the fall semester. Graduation statistics: 295 ADVANCE students have applied for NOVA Spring 2022 graduation; we expect another 100+ will apply for NOVA Summer graduation. As a result of these graduations, Mason expects to be at approximately 1,000 total matriculants by fall 2022. ADVANCE continues to be a national model for transfer pathways. Staff from NOVA and Mason recently presented at the Council for the Study of Community Colleges (CSCC) annual conference and will present at the American Association of Community Colleges (AACC) annual conference this month.

Reinvent the campus

- The Office of Research Innovation and Economic Impact is again working with the Office of Federal Government Relations to submit Congressional Directed Spending requests to Mason congressional Senate and House representatives. For the FY22 requests, Congress approved six requests from Mason totaling over \$7M. For FY23, Mason faculty and administrators submitted over 30 applications for internal consideration. Mason is expecting to submit 15 applications to the offices of Senators Kaine and Warner, Congressmen Connolly and Beyer, and Congresswoman Wexton.
- With the Center for Government Contracting, the Institute for Digital Innovation co-hosted an event focused on Trusted Workforce 2.0. Attendees represented agencies such as the Office of the Director of National Intelligence (ODNI), Department of Homeland Security, Department of State, and industry partners – SAIC, ManTech, Deloitte, Booz Allen Hamilton, and IBM with a primary focus on exploring how the university can support agencies and students with personnel vetting.
- The groundbreaking ceremony on April 6 for Fuse at Mason Square in Arlington was a resounding success. Many from Mason's leadership, Board of Visitors, and local community partners were in attendance to support the future of Mason's Arlington campus.
- The pilot space in Arlington continues to activate Mason Square in preparation for the Fuse Building. MindShare began holding its monthly meetings in this space. Several partners and events have committed to the lobby pilot space (geared toward entrepreneurship) which will be completed by the end of April.
- The groundbreaking ceremony on April 22 for the Life Science and Engineering Building at the SciTech campus in Manassas was a resounding success. Many from Mason's leadership, Board of Visitors, and local community partners were in attendance to support the future of Mason's SciTech campus.

Enrollment:

Spring Census	Headcount			FTE			Credit Hours		
	2020	2021	2022	2020	2021	2022	2020	2021	2022
Total	37,073	37,535	37,390	28,313.00	28,295.00	28,173.70	408,600.50	407,449.50	405,611.50
VA	29,439	30,046	29,440	22,389.60	22,678.90	22,148.30	325,376.00	328,949.50	321,892.00
OOS	7,634	7,489	7,950	5,923.40	5,616.00	6,025.40	83,224.50	78,500.00	83,719.50

Spring Census	Headcount			FTE			Credit Hours		
	2020	2021	2022	2020	2021	2022	2020	2021	2022
Undergrad	26,191	26,063	25,951	22,480.70	22,160.60	21,888.60	337,210.00	332,409.50	328,329.50
VA	22,158	22,429	22,268	18,726.60	18,754.50	18,471.80	280,898.50	281,317.00	277,077.00
OOS	4,033	3,634	3,683	3,754.10	3,406.20	3,416.80	56,311.50	51,092.50	51,252.50

Spring Census	Headcount			FTE			Credit Hours		
	2020	2021	2022	2020	2021	2022	2020	2021	2022
Graduate	10,296	10,797	10,680	5,365.00	5,639.90	5,664.70	64,380.50	67,679.00	67,976
VA	7,051	7,383	6,886	3,489.50	3,744.90	3,444.20	41,873.50	44,938.50	41,330.00
OOS	3,245	3,414	3,794	1,875.60	1,895.00	2,220.50	22,507.00	22,740.50	26,646.00

Spring Census	Headcount			FTE			Credit Hours		
	2020	2021	2022	2020	2021	2022	2020	2021	2022
Law	586	601	759	467.3	475.9	620.4	7,010.00	7,139.00	9,306.00
VA	230	234	286	173.6	179.6	232.3	2,604.00	2,694.00	3,485
OOS	356	367	473	293.7	296.3	388.1	4,406.00	4,445.00	5,821.00

Development

- **Campaign Preparation:** Our Campaign Counsel, Marts and Lundy, is concluding the first phase of projects, including data collection and internal assessment interviews. The George Mason University Foundation is working towards building capacity in preparation for the upcoming campaign. We are investing resources in personnel, technology, and the Board of Trustees to ensure we are prepared to partner with University Advancement in its execution of a successful \$1 billion campaign.
- **Fundraising:** As of March 31, 2022, we have raised \$70.4M towards our \$75M goal, which is inclusive of \$7M towards our endowment goal of \$5M. Top two areas designated for the 70.4M:
 - 50.4M (71.64%) towards research
 - 9M (12.83%) for students

While the gifts are still being counted, we have raised over \$176,000 for Mason Vision Day, from 498 donors, to support the Green Machine.

- **Recent major engagement events (including Advancement Participation):**
 - Enslaved People of George Mason Memorial Dedication

- Groundbreaking for Fuse at Mason Square
- Groundbreaking for the Life Sciences and Engineering Building at SciTech
- Mason Vision Day
- 50th Anniversary Celebration
- We are excited to announce that Adam Bart started on May 1 as our Associate Vice President, Schools, and Colleges. This position will be an additional level of support to our deans and directors of development located in our schools and colleges.
- Regional and volunteer alumni websites are launching soon. These resources will allow for more engagement and connectivity for alumni.
- The President's Innovation Advisory Council (PIAC) Strategic Engagement Plan is in the final stages of review. We are establishing PIAC committees (executive, nominating, finance, and partnerships) to guide collective and individual PIAC engagement to advance Fuse at Mason Square and match the \$125M TTIP funding.
- After a nearly two-year-long implementation, Advancement's Salesforce CRM was scheduled to go live on April 21. More than 450,000 constituent records will be converted from the old database to the new CRM. Once it's fully built out, the new CRM will provide a 360-degree view of our constituents.

Mason Brand Initiatives

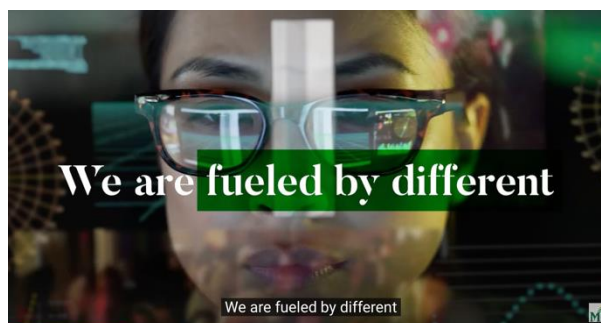
- **Mason at 50** – The university received regional attention for its 50th anniversary as an independent university, and national acclaim (CNN, USA Today, The Washington Post) for the dedication of its Enslaved People of George Mason Memorial, which was timed to kick off the week of anniversary-related events, on April 4. The week was marked by 11 special events, including groundbreaking of Fuse at Mason Square (formerly the Arlington Campus), and the main university celebration of 50 years at the Johnson Center on April 7.



Many events have followed including a triple groundbreaking ceremony for the Life Sciences and Engineering Building and surrounding Town Center at the Science and Technology Campus in Prince William County. Commemorations will continue throughout calendar year 2022.

50th anniversary-themed updates to Mason's brand advertising on our campuses, online, and throughout Northern Virginia, began appearing in late March.

- **All Together Different** – Mason's new brand narrative debuted after more than six months of research, study, and refinement. The story reveals a university



built on a foundation of diversity, inclusivity, grit, and audacity that make Mason different than other universities in ways that ideally suit it to meet the challenges of the world to come. The narrative, carried most prominently in the framework of President Gregory Washington's speech to the community at the April 7 celebration, and illustrated in a [brief video](https://youtu.be/24zkOmV5mp0) (https://youtu.be/24zkOmV5mp0), was met with broad acclaim by alumni, donors, university leaders, students, faculty and staff alike. A brand campaign, "All Together Different," is being prepared for rollout in Northern Virginia and online in time for the fall 2022 semester.

- **Mason en español** – Mason's first Spanish language community outreach campaign will be in the community by the end of May, with a combination of transit and digital ads, media relations, and direct community engagements. It will focus on Spanish-speaking parents of prospective students, inviting them to consider Mason for the qualities we already know draw the Latin American community to us: affordability, flexibility, safety, and community. Spanish-language communications capacities are being established or enhanced for Mason's switchboard and Admissions offices. We are working with ROIG Communications and Aqualine for the next phase of the campaign.
- **"Secret's Out" brand campaign** – The inaugural modern brand campaign for Mason was a quantitative and qualitative success, with performance metrics in digital spaces that consistently outpaced industry benchmarks for public engagement, and a level of enthusiasm among the Mason community that has created internal buzz among Mason stakeholders and external recognition that Mason is on the move. The campaign itself is pivoting to 50th anniversary messaging, with changes to be made to reflect the "All Together Different" positioning. Mason donors have also agreed to sponsor five shuttle vans to be wrapped with branded designs, and those buses will be rolled out over the course of summer 2022.
- **Key recruitment** – Stephanie Aaronson joined the Office of University Branding as its Deputy Vice President for Communications and Media, to lead the transformation of Mason's digital presence and the development of original Mason multimedia Mason content for GMU-TV and podcasting. She also oversees the Strategic Communications team. A Mason alumna, Stephanie came to George Mason after most of her career was spent in the public media environment, most recently as the Corporation for Public Broadcasting's Senior Vice President for Outreach.



Federal Government Relations Update

- **Andre Marshall Leads Mason's Earmark Process:** Dr. Andre Marshall, Vice President for Research, Innovation, and Economic Impact, is leading Mason's effort for submitting earmark proposals to Mason's Congressional delegation. Congress commenced the FY23

earmark process in April with the deadlines falling between the middle and the end of the month. The process is similar to last year. Dr. Marshall has circulated guidelines to the academic unit deans and has instituted a review procedure for advancing the best proposals. In FY22, Mason received five earmarks for a total of \$7.063 million.

- **Upcoming Congressional Meetings:** Over the course of the next several weeks, will have visits with Senator Mark Warner, Senator Tim Kaine, Congresswoman Abigail Spanberger, and Congresswoman Jennifer Wexton. The meeting with Senator Warner will be in his Washington Office and Congresswoman Wexton will be visiting the Fairfax Campus. These two meetings will have taken place by the time the Board meets.
- **Provost Ginsberg Submits Comments on the Department of Education's Negotiated Rulemaking:** The Department of Education conducted its negotiated rulemaking (NEGREG) earlier this year on institutional and programmatic eligibility for financial aid programs. ED released issue papers as a part of the NEGREG process detailing proposed regulatory changes under consideration. Provost Ginsberg submitted comments on ED's proposal regarding programs leading to licensure or certification. Dr. Ginsberg opposed ED's language because it would require institutions of higher education to guarantee that licensure-preparation programs meet the educational requirements of every state in which the programs are offered as a condition for receiving student aid. The Provost argued that the proposal "far exceeds the bounds of what institutions can reasonably accomplish with any degree of certainty" and would be cost-prohibitive and result in removal of program offerings from states because of the arduous process involved. Comments were also submitted objecting to ED's proposal on Gainful Employment (GE). Mason's comments centered on the complexity of the proposal. Implementing the GE requirements will add a substantial burden to the institution, including the Financial Aid Office, Admissions, Individual Departments, and Institutional Research Offices to handle all the required notifications and reporting. If proprietary institutions (for profits) constitute the bulk of the problems with GE certificates, then ED should separate out requirements for them.
- **Mason Submits Programmatic Appropriations Requests:** Mason's Office of Federal Government Relations submitted 16 programmatic appropriations requests to its Congressional delegation. These are requests for increases in programs that directly benefit Mason and other institutions. The programs of interest included defense communications systems, photonics, biomedical research, jet engine technology, innovation technologies, health systems, and others.
- **Congressional Outreach in Support of the Small Business Development Centers:** Mason has conducted virtual briefings with staff from all 13 Virginia Congressional offices in support of the Small Business Development Centers program. The SBDCs support business advising and training for small businesses and aspiring entrepreneurs. The program is part of the Small Business Administration and Mason has the grant to run the entire SBDC Virginia network. The \$140 million request is to support the national program, and of that total, Mason would receive approximately \$3.5 million.

- **Mason's Advocacy on Scientific Research:** Mason worked in concert with other Virginia research universities to push for full funding for research and development programs in key Federal agencies such as that National Institutes of Health, the National Science Foundation, the Department of Defense, and many others. Virtual meetings were held with staff in Virginia's 13 Congressional Offices.

State Legislative Activities Update:

- **General Assembly and Budget:** The General Assembly adjourned the 2022 Regular Session on March 12 without taking final action on the 2022-24 biennial budget and several bills that impact the budget. The Governor called the legislators back into Special Session on April 4 to complete budget work. In the meantime, March revenues continue to exceed projections. All indications are that the General Assembly will reach a compromise in late April or early May. Mason continues to persuade state decision-makers on several items, to include:
 - Financial aid
 - Compensation
 - Inflationary impacts on the cost of the Arlington Building
 - The funding gap between Mason and the other R1's in the state.

The General Assembly reassembled on April 27 for the annual Reconvened "Veto" Session. The legislature considered Gubernatorial amendments to more than 100 bills and more than 25 vetoes.

- **Legislative Meetings:** In the final days of the Regular Session of the General Assembly, outreach continued to key legislators appointed to the budget conference committee. Looking forward, plans are already in the works to travel across Virginia to meet with legislators in their home districts to begin the discussion about Mason's fiscal needs in 2023.
- **Council of Presidents:** The Council of Presidents met several times in March and April to continue to coordinate items of mutual interest. The Governor reached out to the Council of Presidents and requested a meeting on April 26 to discuss several matters of importance to the Administration.
- **Looking Forward:**
 - April 27: Reconvened "Veto" Session
 - Late April/Early May: Adoption of the 2022-24 biennial budget
 - September: District legislative visits
 - October: District legislative visits
 - November: Small group legislative dinners at the Mathy House
 - December: Public release of the Governor's 2023 budget
 - January 11, 2023: 2023 Regular Session of the General Assembly convenes
 - Over the next three quarters there will be Council of President meetings with the Governor (approximately one per quarter).

President's Other External Activities & Speaking Engagements:

- Participated in the Virginia Council of Presidents meetings, as well as General Professional Advisory Committee SCHEV sessions.
- Continued professional education during sessions of Leadership Greater Washington, as a member of the Class of 2022.
- Continued to meet as a member of the Northern Virginia Chamber of Commerce Executive Committee.
- Represented Mason at the annual conference of the American Council on Education (ACE) in San Diego, CA.
- Served as a panelist at the Venture Philanthropy Partners + Raise DC sponsored Black Excellence in Education event hosted by Howard University.
- Engaged in roundtable discussions with Arlington-area nonprofit and technology leaders to discuss housing and economic development opportunities and Mason's tech-based research, respectively.
- Provided introductory remarks for Governor Youngkin at a meeting of DMV Regional Congress.
- Attended the American Talent Initiative New Presidents' Meeting as well as the Presidential Summit, hosted by the Aspen Institute, in New York, NY, where leadership, equity, student success, and other topics were discussed. As a part of the Presidential Summit, served as a featured panelist on the topic of Equity and the Presidency in a Polarized Nation.
- Participated in a goal workshop with the McKinsey & Company *Taskforce on Higher Education and Opportunity*.
- On behalf of Mason, received a proclamation from the city of Manassas, congratulating the university on its fiftieth anniversary.
- Provided closing keynote remarks at the American Society for Engineering Education (ASEE) summit.
- Joined a session of the Fairfax Rotary, and discussed the current state of Mason, and the master plan as a guest speaker.
- At the inaugural Consortium Celebration, hosted by the Consortium of Universities of the Washington Metropolitan Area (CUWMA), presented a Heroes for Higher Education Award to Argelia Rodriguez, a longtime leader of the DC College Access program.

Select President's Internal/Campus-Related Activities & Speaking Engagements:

- With WGMU Studios, recorded episodes of the podcast *Access to Excellence*:
 - An episode where the topics of national security and intelligence were discussed with Larry Pfeiffer, Director of the Michael V. Hayden Center for Intelligence, Policy, and International Security.
 - An episode where the topic of science literacy was discussed with Jim Trefil, Robinson Professor of Physics.
- Recognized Mason's Employees of the Month for March, April, and May: Tina Jones, Amanda Corrigan, and Jill Parady, respectively.
- Provided welcome remarks to Mason's new University Ombudsperson, Kimberly Jackson Davidson, at a reception hosted by the Faculty Senate.

- Discussed topics of importance to Mason's students with the President's Student Advisory Group.
- With members of Mason's senior leadership, provided remarks of appreciation at a recognition ceremony for the immense efforts of Mason's COVID surveillance testing personnel.
- Made remarks at a farewell reception recognizing the career of Dr. Lisa Park, who served as the Executive Director of Student Health Services.
- Engaged with Ukrainian students at a reception hosted by University Life, which sought to offer students support in the wake of the Russian invasion of Ukraine.
- Attended a reception thanking Mason Athletics' most generous donors for their support.
- Supported the men's basketball team at the A10 tournament in Washington, DC.
- In collaboration with GMU-TV, filmed virtual welcome remarks for new student orientation.
- Provided remarks at the memorial tree planting ceremony in honor of Sang Ho Baek, a Mason student athlete who passed away last year.
- Participated in the groundbreaking ceremony of the George Mason Ice Hockey facility in Woodbridge as a part of the Mason Ice Hockey Community Benefit Game, benefitting for the Multiple Sclerosis Society
- Provided university updates and spoke on topics of relevance with Mason staff during visits with Mason's administrative units.
- Engaged in meaningful discussion on a wide array of important topics at a meeting of Mason's Parent & Family Council.
- Led a conversation on leadership development at a session of the Leadership Legacy Program.
- At the Enslaved Peoples of Mason Memorial, offered remarks about the history that led to the Memorial, and how it shapes the future.
- Gave remarks honoring the legacy of Roger Wilkins at the Wilkins Lecture and Dinner featuring New York Times columnist Jamelle Bouie.
- Ushered in the new era of Mason's Arlington presence at the groundbreaking ceremony of Fuse at Mason Square.
- Hosted student members of the Patriot Activities Council for a dinner at the Mathy House.
- Celebrated the accomplishments of Mason's talented faculty and staff at the 2022 Outstanding Achievement Awards.
- Marked Mason's fiftieth anniversary as an independent institution at a special event featuring special guests including author Russ Banham, former Mason president Anne Holton, Virginia Senator Jeremy McPike, and Delegate Charniele Herring.
- Provided remarks to prospective students and their families at the Spring Preview Open House, hosted by the Admissions Office.
- Met with representatives from SACSCOC during their multi-day on-campus visit to discuss Mason's reaccreditation process.
- Served as a guest speaker at a session of Mason's ENGR 499 special topics course, *A Seat at the Table*.
- Received a tour of the Mason Apiary, a part of Mason's Honey Bee Initiative.

- Provided university updates and discussed topics of relevance with faculty members at the General Faculty Meeting.
- At a ceremony on the SciTech Campus, celebrated the groundbreaking of three new fixtures on and around the campus: The Life Sciences and Engineering Building, Innovation Town Center, and University Village at Innovation. Special guests included Ann Wheeler, Chair of Prince William County's Board of Supervisors; Jeanine Lawson, Brentsville District Supervisor; Tom Tworney, Division President of Stanley Martin Homes; Tim Kissler, Principal, Castle Rock Partners; and Delegate Luke Torian.
- Provided remarks for the dedication ceremony of the Cumbie French Conference Room at Mason's Point of View facility in Lorton.
- Served as opening speaker at the WEB Dubois Conference on Mason's Fairfax campus.
- Congratulated Jasmine Okidi, a Mason junior majoring in English on being Mason's first recipient of the prestigious Beinecke Scholarship.
- Provided keynote remarks on the topic of social justice in higher education at the Center for Advancing Correctional Excellence Virtual Symposium, hosted by the Schar School.
- Gave remarks at the annual fundraising gala for the Hylton Performing Arts Center on the SciTech Campus.

President's External Board Service:

- Northern Virginia Technology Council
- Consortium of Universities of the Washington Metropolitan Area
- NOVA Chamber of Commerce
- Octane
- HBCU-UP Advisory Board
- S&P Global
- Internet2

Select Upcoming Events:

- Commencement – May 20
- Special Meeting for Budget Approval – June (date tbd)
- Annual Planning Conference – Thursday, July 28 (Horizon Hall)
- Annual Board Meeting – Friday, July 29 (Merten Hall)