

**GEORGE MASON UNIVERSITY  
BOARD OF VISITORS MEETING  
Thursday, September 28, 2023**

**Hazel Conference Room  
Merten Hall 1201**

**AGENDA**

7:30 a.m. – 8:00 a.m.	<i>Continental Breakfast</i>
8:00 a.m. – 8:15 a.m.	<b>Executive Committee Meeting</b>
8:30 a.m. – 9:25 p.m.	<b>Development Committee Meeting</b>
9:40 a.m. – 10:30 a.m.	<b>Audit, Risk, and Compliance Committee Meeting</b>
10:45 a.m. – 11:35 a.m.	<b>Academic Programs, Diversity and University Community Committee</b>
11:50 a.m. – 12:40 p.m.	<b>Finance and Land Use Committee Meeting</b>
12:40 p.m. – 1:25 p.m.	<i>Lunch Break</i>
1:25 p.m. – 2:05 p.m.	<b>Research Committee Meeting</b>

**BOARD OF VISITORS MEETING AGENDA**

2:20 p.m.	<b>I. Call to Order</b>
2:20 p.m.	<b>II. Recognition</b> A. Appreciation Plaque Presentation to Outgoing Staff Liaison
2:25 p.m. – 2:30 p.m.	<b>III. Approval of the Minutes</b> A. Planning Conference Minutes for July 27, 2023 ( <b>ACTION ITEM</b> ) B. Annual Meeting Minutes for July 28, 2023 ( <b>ACTION ITEM</b> )
2:30 p.m. – 2:40 p.m.	<b>IV. Rector’s Report</b>
2:40 p.m. – 3:00 p.m.	<b>V. President’s Report</b> A. FY 2024 Goals Discussion ( <b>ACTION ITEM</b> )
3:00 p.m. – 3:15 p.m.	<b>VI. Faculty Actions Process</b>
	<b>VII. Committee Reports</b>
3:15 p.m. – 3:20 p.m.	A. <b>Development Committee</b>
3:20 p.m. – 3:25 p.m.	B. <b>Audit, Risk, and Compliance Committee</b>
3:25 p.m. – 3:30 p.m.	C. <b>Academic Programs, Diversity and University Community Committee</b> 1. Resolution to Appoint Board of Trustee Member for the Online Virginia Network Authority ( <b>ACTION ITEM</b> ) 2. Faculty Actions a. Conferral of Emeritus/Emerita Status ( <b>ACTION ITEM</b> )

- 3:30 p.m. – 3:35 p.m.**                    **D. Finance and Land Use Committee**
1. Financial Matters
    - a. Amended FY 2024 Budget (**ACTION ITEM**)
  2. Operational Matters
    - a. Incentive Retirement Plan (**ACTION ITEM**)
  3. Capital Matters
    - a. Land Use Certification (**ACTION ITEM**)
- 3:35 p.m. – 3:40 p.m.**                    **E. Research Committee**
- 3:40 p.m. – 4:40 p.m.**    **VIII. 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.**                                **IX. Public Comments**
- 5:00 p.m.**                                **X. Adjournment**

*The September 28, 2023, Meeting of the Board of Visitors will be in-person. Members of the public are welcome to observe in person or may view the meeting live at the following link: <https://bov.gmu.edu/live/>. Overflow gallery seating in Merten 1204.*

*Twenty minutes will be allotted for oral public comments. Both written and oral comments will be entered into the public record. To register to provide oral public comment in person, or to submit a written public comment, please complete the form at the following link: <https://forms.office.com/r/XKQX8vB8ZP>.*

*Please be aware that the full board agenda timing is for planning purposes only, the formal meeting could conclude prior to the time noted so participants should plan accordingly. A time limit of two minutes for each oral comment registrant has been established at the discretion of the Rector. Speakers are also encouraged to submit their comments in writing at the time of registration, in the event time constraints do not allow all registrants the opportunity to speak. Registration for oral comments will be accepted until 9:30 a.m. on September 25, 2023, and written comments will be accepted until the full board meeting adjourns on September 28, 2023.*

**GEORGE MASON UNIVERSITY  
BOARD OF VISITORS**

**Executive Committee Meeting  
Thursday, September 28, 2023  
Merten Hall, Hazel Conference Room (1201)**

**AGENDA**

- I. Call to Order**
- II. Approval of Minutes**
  - A. Executive Committee Meeting Minutes for July 28, 2023 (ACTION ITEM)**
- III. Rector's Comments**
- IV. President's Comments**
- V. Closed Session**
  - A. Honorary Degrees and Special Awards (Code of VA: §2.2-3711.A.11)**
  - B. 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)**
- VI. Adjournment**

**EXECUTIVE COMMITTEE OF THE BOARD OF VISITORS  
GEORGE MASON UNIVERSITY**

**Meeting of  
Friday, July 28, 2023  
Merten Hall, Hazel Conference Room (1201)**

**MINUTES**

**PRESENT:** Rector Horace Blackman, Secretary Jon Peterson and Visitor Wendy Marquez.

**ABSENT:** None

**ALSO, PRESENT:** Visitors Armand Alacbay, Lindsey Burke, Mike Meese, Nancy Prowitt, Jeff Rosen and Cully Stimson; Melissa Broeckelman-Post, Faculty Representative; Will Gautney, Staff Liaison; Paul Wyche, Undergraduate Student Representative, Vika Velagapudi, Graduate Student Representative; Gregory Washington, President; Ken Walsh, Executive Vice President for Strategic Initiatives and Chief of Staff; Mark Ginsberg, Provost and Executive Vice President; Deb Dickenson, Executive Vice President for Administration and Finance; Anne Gentry, University Counsel; and Sarah Hanbury, Secretary pro tem.

**I. Call to Order**

Rector Blackman called the meeting to order at 8:31 a.m.

**II. Approval of Minutes**

A. Executive Committee Meeting Minutes for February 23, 2023 (**ACTION ITEM**)

Secretary Peterson **MOVED** that the committee approve the Executive Committee Meeting Minutes for February 23, 2023. The motion was **SECONDED** by Visitor Marquez. The **MINUTES STOOD APPROVED AS WRITTEN**.

**III. Rector's Comments**

Rector Blackman welcomed the new board representatives and had the new student representatives introduce themselves. Paul Wyche shared that he is the undergraduate student representative, is in his third year at Mason studying cybersecurity engineering and is happy to represent the undergraduate student perspective. Vikas Velagapudi relayed that he is the graduate student representative and is here to represent their voice.

Rector Blackman introduced Will Gautney the new staff liaison to the board. Will informed the committee that he is the new staff senate chair and expressed he is honored to serve.

Rector Blackman welcomed back Melissa Broeckelman-Post as the Faculty Senate Chair and faculty representative to the board. Melissa noted that this is her third year as the Faculty Senate Chair and she is happy to be working with the board.

Rector Blackman stated that the content of the Planning Conference on July 27, 2023, was exceptional. Rector Blackman provided a brief overview of the purpose of Executive Committee meetings and the committee's makeup to the newly appointed board members. Rector Blackman relayed that at the full board meeting later that morning there would be an election for Vice Rector, Secretary and two-at-large members and the 2023-2024 Board of Visitors committee assignments would be presented which concluded his comments.

## Executive Committee

Friday, July 28, 2023

Page 2

### IV. President's Comments

Dr. Washington welcomed all the new members and looks forward to working with all of them which concluded his report.

### V. Closed Session

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

Secretary Peterson **MOVED** that the committee go into Closed Session under the provisions of Section 2.2-3711.A.1, for a Personnel Matter, to discuss President Washington's evaluation; Section 2.2-3711.A.7, for Consultation with legal counsel pertaining to actual or probable litigation including briefings on:

Agrawal v. GMU  
Amison v. GMU et al  
Ganley and Surber v. GMU et al.  
Jeong v. GMU et al  
Kashdan v. GMU  
Kinuani v. GMU  
Morrison v. GMU et al.  
Ramirez v. George Mason University  
Rourke v. Rowan et al.  
Ukor v. GMU

and Section 2.2-3711.A.8 for Consultation with Legal Counsel regarding specific legal matters requiring the provision of legal advice concerning the aforementioned items and the Virginia Freedom of Information Act.

The motion was **SECONDED** by Visitor Marquez. **MOTION CARRIED UNANIMOUSLY.**

Following the closed session, Secretary Peterson **MOVED** that the Executive Committee go back into public session and further moved that by roll call vote the committee 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 committee. Any member of the committee 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 RESPONDED IN THE AFFIRMATIVE BY ROLL CALL.**

### VI. Adjournment

Rector Blackman adjourned the meeting at 8:52 a.m.

Prepared by:

Sarah Hanbury  
Secretary pro tem

**George Mason University  
Board of Visitors**

**Development Committee Meeting  
September 28, 2023  
Merten Hall, Room #1201, Fairfax Campus**

**A G E N D A**

**I. Call to Order**

**II. Approval of Development Committee Meeting Minutes from May 4, 2023 (ACTION ITEM)**

**III. New Business**

- A. GMUF Chair Update – Michael E. Stievater
- B. University Advancement and Alumni Relations Update – Trishana Bowden
- C. Overview of the George Mason University Foundation, Inc. – Beth Cantrell
- D. Campaign Priorities– Dean Ken Randall

**IV. Old Business**

**V. Adjournment**

**George Mason University  
Board of Visitors**

**Development Committee Meeting  
May 4, 2023  
12:15 p.m. – 1:05 p.m.  
Merten Hall, Room 1201, Hazel Room**

**MINUTES DRAFT – FOR COMMITTEE REVIEW – MAY 4, 2023**

**Attendees:** Chair Anjan Chimaladinne, Visitor Mehmood Kazmi, Visitor Dolly Oberoi, Visitor Bob Pence, Visitor Jon Peterson.

**Absent:** Vice Chair Simmi Bhuller (Came into the room at 12:55 pm so I don't think that counts right?)

**Guests:** Rector Horace Blackman, Visitor Lindsey Burke, Visitor James W. Hazel, Visitor Mike Meese, President Dr. Gregory Washington, Vice President Trishana Bowden; Faculty Senate Chair Melissa Broeckelman-Post; Staff Senate Chair Erin Iacangelo Rogers; Anne Gentry (Legal Counsel); faculty representative Lisa Gring-Pemble; faculty representative Keith Renshaw; Nicole Pozinsky, secretary pro tem; and guest speakers Chairman Michael E. Stievater of the George Mason University Foundation; Penelepe Hunt, Consultant, Marts & Lundy; Eileen Kennedy, Associate Vice President of Development, Units and Central; Sophia Nguyen, student representative; Ayondale McDole, student representative.

**I. Call to Order**

The meeting was called to order by Chair Anjan Chimaladinne at 12:16 p.m.

Chair Chimaladinne read a special announcement to the committee members. The EIP graduates awardees are coming to lunch as our honored guests.

**II. Approval of Development Committee Meeting Minutes from February 23, 2023 (ACTION ITEM)**

Chair Chimaladinne confirmed the committee meeting had reached a quorum. The chair called for any changes or edits to the meeting minutes from February 23, 2023. There were none. There being none, the minutes from February 23, 2023, were **APPROVED AS WRITTEN.**

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

### III. New Business

#### A. George Mason University Foundation Chairman Update – Michael E. Stievater

Chairman Stievater stated the following report to the Visitors present.

##### Board of Trustees

The spring board meeting cycle starts next week and will cover the following topics:

The Finance and Real Estate Committees will review and approve the FY 2024 budget.

The Investment Committee will review investment results for the endowment and the restricted portfolios, through the third quarter ended March 31, 2023.

Preliminary results for the endowment portfolio indicate a return of 9.2 percent, the endowment value exceeded \$170 million on March 31.

The Audit Committee will approve the proposed work plans and engagement of our audit and tax services providers for the fiscal year ending June 30, 2023.

The Nominating and Governance Committee advanced five candidates during the winter meeting cycle, and interviews with Ms. Trishana Bowden and myself are underway. We are hopeful to add the entire candidate pool to our board next year.

The Advancement and University Priorities Committee will meet to review trustee engagement plans and continue conversations centered on ways Trustees will support Mason in this campaign, Mason Now.

We are excited that Ms. Nicole Davis has joined Advancement as the director of volunteer engagement and philanthropy and that she will be leading this charge for our Board.

Our spring board meeting cycle will conclude on June 15.

Finally, I'd like to thank those Visitors who attended the Mason Now: Power the Possible Campaign Leadership Launch Event on April 20, it was a wonderful event and I'm very excited for the future Mason. Those of you who were there I'm sure felt the same energy and buzz in the room. One billion is a big challenge, but I believe we are all up to it!

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

Visitor Jimmy Hazel commented that he couldn't agree more about the launch event on April 20. The room was packed and the event was great. Chairman



Stievater paid his compliments to those involved with its production as well, kudos and congratulations to all.

Chair Chimaladinne asked if any of the Visitors had any other questions. There were none. Chairman Stievater thanked Chair Chimaladinne for his time before the Visitors.

Chair Chimaladinne introduced Ms. Trishana E. Bowden, president of the George Mason University Foundation and vice president of Advancement and Alumni Relations. Ms. Bowden provided an update on the recent activities of the department and shared several highlights of recent events.

B. University Advancement and Alumni Relations Update – Trishana Bowden

Ms. Bowden opened with a recap of the April 20 leadership launch event, a genuinely incredible evening. She thanked all of the Visitors who attended and for letting Mason showcase its programs and students; Mason is reaching for a truly audacious goal. Mason's past fifty years have poised us for what is possible in the next fifty. At the gala we announced the news of an enormously transformational gift, and shared the details of Contrucci family donation that will transform our current School of Business to the Donald G. Costello School of Business. Ms. Bowden thanked former rector, Visitor Jimmy Hazel for his long-time connection with the Contrucci family. He was a powerful advocate for Mason that opened doors for us and strengthened the relationship with the family. The Contruccis believe in Mason and appreciate our investment in hard-working entrepreneurs, many of them just like the late Mr. Donald Costello, who started out as one himself. In turn, it reinforces the community's belief in Mason.

We have three new recent opportunities for the EIP program. We have received \$200,000 from CACI to establish the scholar's cohort initiative funding for ten students who are attending Mason in specific majors. It generously includes scholarships, paid internships at CACI, and a dedicated CACI mentor, plus a Mason Success Coach. Included is access to career readiness stipends and peer mentoring opportunities.

The Hispanic Association of Colleges and Universities with Dominion Energy have also donated \$70,000 to support the Building Hispanic Talent pipeline initiative, allowing EIP to continue exposing Latinx youth to academic pathways that support careers in renewable energy.

The Morris and Gwendolyn Foundation has donated \$50,000 to focus on career readiness during EIP's Summer Academy, enabling all rising seniors to have a paid internship experience with a local corporation.

Mason has recently been approached by two Fortune 100 companies, Accenture and General Dynamics Information Technology, to expand their partnership. The

partnerships with the College of Engineering and Computing (CEC) highlight Mason's growing reputation as a top producer of tech talent. Multi-million-dollar proposals are being submitted and considered, reflecting the strong, mutually beneficial relationships being built with the region's top industry.

Thanks to a \$250,000 donation from Sentara Healthcare, we are pleased to announce the Sentara Scholars Scholarship Initiative at the College of Public Health. The initiative will provide scholarships for approximately 60 Virginia students interested in healthcare careers in the spring and fall of 2023.

Engagement is key and we are hard at work with Jenn Robinson and her Alumni Relations team. In early March, we collaborated with University Life at Mason Square, University Career Services, and Graduate Student Life to organize a Graduate and Professional Student Networking Reception. This engaging event brought together more than 75 students and 25 alumni for an in-person reception, providing students with valuable networking opportunities with Mason graduates, working in diverse industries. It was a fantastic opportunity for our alumni to support the growth of Mason students.

On April 13, the CEC hosted its annual event, Whiskey, Widgets & Wonks, in person for the first time since the pandemic. Over 100 alumni and friends of Mason gathered to witness interactive demonstrations from faculty and students within CEC and the Schar School of Policy and Government. The event featured exciting demonstrations from the Patriot Pilots showcasing their lighter-than-air robotic blimps to software-controlled race cars. Dean Ken Ball introduced Dr. Missy Cummings, Professor and Director of CEC's new Mason Autonomy and Robotics Center (MARC). The MARC lab and workspace are currently undergoing renovations in Horizon Hall, and an opening event for the center is planned for the early fall.

This year's Mason Vision Day really shined. Comparing last year's "day of" totals, Mason Vision Day 2022 raised \$176,000 from 498 donors for the Green Machine initiative. This year, Mason Vision Day focused on Food Insecurity Awareness and raised \$80,000 from 369 donors, including a generous gift of \$30,000 from the Capital Area Food Bank. Overall, Mason Vision Day 2023 raised a remarkable \$290,000 from 918 donors.

Advancement has been joined by four new staff members over the past two months. Julie Kaplan is our new senior director of development in the College of Public Health. Previously, she was the VP of Major Gifts at the Army Historical Foundation, where she supported a \$250 million campaign for the National Museum of the United States Army.

Daniel Freeman joins us as our new director of development for the College of Education and Human Development. Daniel comes from Drexel University,

where he served as director of development for the Lebow College of Business and the School of Education.

Nicole Davis has joined us as our new director of volunteer engagement and philanthropy, bringing a decade of experience in fundraising for mission-driven organizations like Greenpeace and Arts in the Armed Forces. Ms. Davis will spearhead our efforts to heighten engagement with our volunteer boards, such as the Board of Trustees and the Board of Visitors.

Lastly, we welcome Jacque Connors, an existing member of our staff, into the role of associate director of development for University Priorities. Jacque will focus on major gifts for impactful programs on the SciTech campus, including the Institute for BioHealth Innovation and Mason's Biomedical Research Laboratory.

We're excited to have these talented folks join our team, as their impressive experience will allow them to hit the ground running.

Finally, allow us to say again that we at Mason are truly grateful for your many generous gifts and your leadership role in the campaign. With you as our ambassadors, we will continue to make history together.

Visitor Hazel interjected that on the Visitors drive home, whether it be to Manassas or Warrenton, etc., he encouraged them to stop by Foster's Grille for a meal; it is one of the many small businesses built by the Contrucci's. Visitor Hazel asked Ms. Bowden the approximate amount Mason Advancement has already raised towards the new Mason Now campaign, before it officially launched last week. Ms. Bowden advised that around \$350 million has already been counted towards the campaign to date, and we expect that figure to raise even higher by the end of the fiscal year. Rector Horace Blackman thanked Ms. Bowden for her work with the Mason boards. He commented that it had been a long while since we have seen so many amazing large gifts come in so quickly, one after another. Visitor Hazel stated that the recent Contrucci gift of \$50 million that had come in from California was originated on the basis of a simple casual conversation. When the Contruccis called him about their nine-figure gift, he hadn't talked to them in about 15 years. Per Visitor Hazel, our local area businesses in the community are some of Mason's very biggest contributors.

Rector Blackman shared with the Visitors that he is due to have lunch with the Contruccis in July. He also stated he thought the gala was a remarkable event and showcased everything exciting that Mason is all about. He specifically thanked Ms. Jenn Robinson, associate vice president of Alumni Relations, for her management of the event. The feedback he and other Visitors have received has been amazing. He was at a dinner hosted by JP Morgan a week after the gala night, and it was the talk of the evening at the dinner. Ms. Bowden thanked Rector Blackman, and also thanked Ms. Jenn Robinson, Ms. Rachel Quinn, Ms. Sara Snyder, and their teams for their hard work and dedication.

Ms. Bowden briefly made an introduction to the Visitors of the next speaker, Ms. Penelepe Hunt, Senior Consultant and Managing Principal, at Marts & Lundy, our campaign counsel and consultancy firm. At the February 2023 Board of Visitors meeting, the Visitors indicated to Ms. Bowden they wanted more in-depth specifics regarding the campaign planning, and Ms. Hunt was present at today's meeting to explain the campaign preparations and answer their questions in greater detail.

C. Campaign Planning Report Update – Ms. Penelepe C. Hunt

Ms. Hunt briefly introduced herself and spoke about her current role as Mason's campaign counsel, and shared her professional background. She has been with Marts & Lundy since 2013, joining them after 28 years as an advancement professional in higher education and the arts. She also collaborated previously with Mason for several years, in 2013-2019, on its earlier and very successful "Faster, Farther" comprehensive fundraising campaign. Marts & Lundy started the "Mason Now" campaign groundwork with Ms. Bowden in 2022 with a campaign feasibility study, a traditional first step in any campaign. Ms. Hunt touched upon the components of its study process. It included an in-depth study of Mason internal campaign readiness; a review of current trends, and a capacity analysis using our captured donor data. Analyzing that data and Mason's constituency pool, they focused on modeling a potential campaign prospect pool and accompanying portfolios. The study also included preliminary draft cases for support, a full campaign planning report, and a comprehensive campaign plan.

Marts & Lundy worked with the Mason team on a strong preliminary case for support to create inspiring messages for the deans and development officers to work with and carry to the donors/community. They are currently in the final stages of refining the "Mason Now" campaign plan. Their prospect pool modeling work has extended out to the colleges, schools and units. Mason needs to determine more exactly its capacity and how adequately they are staffed. Marts & Lundy has provided advice to Mason's deans on how to get their units to their desired higher levels of productivity and capacity. We have stressed to Ms. Bowden that Mason's biggest challenges at present has been their staffing shortage issues.

Our campaign feasibility study and plans are all about the impact the \$1 billion campaign would potentially have. It is not an accounting game, but a true impact project study and report to determine what is important to Mason; to narrow down and focus on what to talk to your donors about, their passion and priorities. Most high-level donors have a philosophy to their philanthropy, their giving, and what moves them. As development officers, it is our job to find where that overlap between Mason's vision and direction, and the donor's existing vision lay.

Part of Marts & Lundy's mission is help Mason raise its image and profile in the community and beyond. We are "Powering the Possibilities" with Mason stories about students, programs, and Mason's people. This is a matter of visibility for what the identity of the university truly is, not just its fundraising raising priorities.. We want to help Mason make an impression across the board. We can share stories of its current areas of excellence, and where Mason is right now, at this very moment, on that journey to \$1 billion.

The best way to get to a \$1 billion goal is to get bigger donors; the bigger, the better. Donors truly want to see that they can solve a problem or create opportunities with their gifts. Mason needs big inspirational ideas to excite them. This is what will bring in and entice the "big gift" donors.

In regard to prospects, Mason has a lot of prospects with significant philanthropic capacity. The challenge is that many are engaged with Mason, but not in a way that would make their giving to Mason a priority to them. We need to focus on a timeline for prospect engagement, to fill a gift pipeline with opportunities, so we can end the "Mason Now" campaign at a higher level of average donor giving than when we started.

Ms. Hunt advised that Mason will get to its \$1 billion campaign goal faster with "big chunks, rather than little chunks." Engagement is important, but so is finding potential donors who can give those really large, exceptional gifts. Marts & Lundy's research studies have shown that no \$1 billion higher education campaign ever ended successfully with at least a minimum of one to two nine-figure gifts, and with many eight-figure gifts in addition. We will need to figure how to move donors at the speed we want them to move. It takes considerable time to build engagement and relationships at this level of giving. For gifts of \$1 million or more, it is approximately 12-18 months, and the donors tend to drive these moves. For even larger gifts, we must be strategic about the relationships in order to deepen them; to make the desire to give become an urgent donor's priority, not ours.

So how does Mason get there? Staffing – no \$1 billion campaign has ever achieved success where the advancement program was not already adequately staffed. A large, diversely-staffed, well-filled team is usually a feature of a campaign with a \$5-\$8 billion goal. Marts & Lundy has studied how Mason's current staff should be deployed. Mason needs to consider two types of staff members – gift officers and programs staff. Programs staff managers are from the areas of corporations and foundations, parent and family relations, donor relations, donor/volunteer/board engagement, etc. These positions are really important because they continue and support the long-term donor relationships. There is nothing more basic and important in philanthropy than getting an acknowledgement letter after a donor makes a gift. It dictates the future of that donor's relationship with the organization or institution is going to look like, and in what direction it will head.

Mason has too many of these important gap positions unfilled currently. Mason doesn't need to hire all of them at once, especially now that the university is under a state mandated hiring "chill" due to the state budget delay. Marts & Lundy is sensitive to this fact, and they are studying with Ms. Bowden how and when to best fill vacant positions. We haven't yet determined the plan for gift officers yet. If all of Mason's positions were filled, and the officers were performing well, Mason still couldn't close enough gifts to reach its \$1 billion goal in its desired time line. Leadership and support staff play an integral role. Marts & Lundy hopes to tell the units who their best prospects are, and whom from their staff should be deployed to nurture and grow these relationships.

The Visitors and staff at today's Board of Visitors Development Committee meeting are very important to the Mason Now campaign. The Visitors are the community ambassadors for Mason, and demonstrate their confidence in us to the DC-metropolitan region at large, and beyond. We ask the Visitors to let us tell their personal Mason advancement stories. We ask the Visitors what stretch they can make for Mason, and the current Mason Now campaign; and how will it affect their own philanthropic priorities.

Ms. Hunt quickly tied up her presentation and stated that detailed reference materials regarding the campaign plan and feasibility study were available and she would be happy to answer Visitor questions later after the committee meeting. Visitor Hazel asked Ms. Eileen Kennedy, associate vice president of the Office of University Advancement, overseeing management of fundraising activities in the units and central development, to come to the podium and join Ms. Hunt. Visitor Hazel explained that it was Ms. Kennedy who was the development officer that brought the Contrucci family (the source of Mason's largest school naming gift in Mason's history) to the negotiating table. Visitor Hazel and Ms. Bowden had not known that Ms. Kennedy had been working with the family behind the scenes for years, investing in and nurturing the university's relationship. When the Contruccis learned that Eileen was with Mason's advancement staff, they did not delay; it was the last element that closed the final gift decision for them in Mason's favor.

Ms. Hunt left the podium and Ms. Kennedy remained to begin her presentation. Ms. Kennedy addressed Mason Visitors, and other Mason board volunteers, regarding hosting "salon-style events" in their homes, or at their clubs, to introduce Mason Advancement staff and faculty to the Visitors' network of personal, business and political connections.

#### IV. Salon Events – Ms. Eileen Kennedy

Ms. Eileen Kennedy made a brief introduction of the subject to the Visitors and the purpose of these specialized events. They are a specific strategic activity spearheaded by the Board of Trustees' new Advancement and University Priorities Committee. The

purpose of the committee is “to promote the best interests of the Foundation and provide leadership in identifying connections, cultivating networks, and making introductions for the university and foundation leaders to the civic and business community.” The committee intends to shepherd and strengthen the Board's engagement function and encourage a philanthropy culture among Trustees and the larger Mason, and surrounding business community. This event model is also ideal for community interaction with Board of Visitors members and their own networks.

Ms. Kennedy presented a PowerPoint presentation and provided an overview of the subject, “What is the Salon Event?” and discussed the ingredients of a successful salon. Mason asks all committee volunteers to co-host a salon event with us sometime over the next two years. When planning a salon event, choose a theme. Think of your passions and interests, as well as those of the people you know and wish to invite. What topics or ideas will align with your group’s interests and connect your networks through discussion? The format will include approximately 20-30 attendees in your home, or possibly a space at your club. Large enough for a cross-section of individuals for good conversation, but not too large to be unwieldy in a group dialogue or discussion setting. The event turnout will be greatly increased if you serve food and drink at the occasion; i.e., feed them and they will come. The event will always include some element of topic discussion. Mason has found that in this post-pandemic era, people are very interested in returning to social gatherings.

Always include at your event certain trusted guests/friends: friends or colleagues you know will be expert at keeping the conversation going, preventing a lag, keeping it headed in the right direction. Provide for your guests topical, subject-matter “take-away” materials, such as brochures, flyers, and contact information for your featured Mason guest speakers, etc. The intent is not to ask for money or donations. Mason simply wants to “plant the seed” of interest and curiosity with influential individuals regarding Mason’s vision of a possible future.

The Mason advancement staff has already started work on these events with members of the Board of Trustees and their newly formed Advancement and University Priorities committee. They have been tasked with building and testing the salon event model.

Ms. Kennedy shared Mason’s expectations of the salon events and their outcomes. Volunteer efforts will be coordinated with Mason’s advancement team staff. Our staff can guide your planning and the event set-up every step of the way. We can connect you to expert speakers at Mason to address your guests and lead the group discussions. We can provide you with materials and collateral for your guests to take home, as well as handle the post-event follow up with the attendees.

As an example, Ms. Kennedy introduced the new Student-Athlete Mental Health Initiative and detailed plans for its first event, a reception and discussion, occurring on May 8, at 6 p.m., in George’s on the third floor of the Johnson Center on the Fairfax Campus. The initiative intends to raise \$5 million for student-athlete mental health efforts at Mason. This event will be a quasi-salon type gathering. Visitors are

encouraged to attend the reception/discussion to give them exposure to what a similar event could look like and plan for their own homes. Ms. Kennedy presented a specifically created Student-Athlete Mental Health Initiative video prepared for the salon events, in order to depict for the Visitors what they could feature at their own potential salons.

Ms. Kennedy wished to credit Visitor Dolly Oberoi and Rector Horace Blackman who have already hosted salon events of their own. She shared a saying from her colleague and fellow associate vice president, Adam Bart: "\$1 billion is reached with one team." Any assistance the Visitors may wish can be provided by the advancement team members Ms. Robin Parker and Ms. Jenn Robinson. Ms. Kennedy's presentation and video were met with applause from the Visitors and guests present in the room.

Chair Chimaladinne shared that he had not known about this initiative prior, but was making a specific effort today, meeting immediately after the committee with Ms. Kennedy to learn more. Chair Chimaladinne thanked Ms. Kennedy for her presentation. Chair Chimaladinne asked the Visitors for any further questions for Ms. Kennedy. There were none.

**V. Adjournment**

Chair Chimaladinne adjourned the meeting at 1:03 P.M.





GEORGE MASON UNIVERSITY  
FOUNDATION, INC.

# George Mason University Foundation, Inc.

## Overview

*September 28, 2023*

---

# University Foundations

College and university foundations are separate 501(c)3 charitable organizations that exist solely to support students, research, and learning at a college, university, university system, or college unit.

*Source: Council for Advancement and Support of Education*

# University Foundations

**PURPOSE** – exist to raise and/or manage private support for a single institution or system of institutions while honoring donor intent.

**PUBLIC** – are affiliated with public colleges and universities, including 4-year institutions and community colleges.

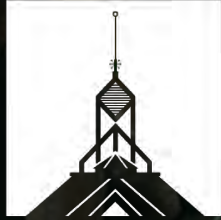
**GOVERNANCE** – college and university foundations are separate, legal entities with their own governing board.

*Source: Council for Advancement and Support of Education*

# Foundations in Virginia

- There are 15 public 4-year universities in Virginia; all have at least one supporting foundation (some have multiple)
- Foundations vary in size, endowments are typically the largest asset
- Foundation functions vary – not all are responsible for fundraising
- Most oversee the accounting and management of the restricted and endowment funds and gift administration, including disbursement of donor funds

# Mission and History



GEORGE MASON  
UNIVERSITY  
FOUNDATION, INC.

# Mission

The George Mason University Foundation was established in 1966 to receive, manage, invest, and administer private gifts for the benefit of the University, including endowment and real property.

# History

- **1966:** GMUF established; in the beginning, the Foundation primarily pursued and managed real estate opportunities for future University use
- **1971:** first endowed faculty chair established, LeRoy R. Eakin Chair of Business Administration
- **1972:** Mason gains independence from the University of Virginia; GMUF acquires the Fairfax High School building (used until 1983 as the University's North Campus)

# History

- **1978:** GMUF financed the acquisition of the International School of Law in Arlington (now the Antonin Scalia Law School)
- **1986 – 89:** additional real estate acquisitions (Commerce Buildings, University Park Office and Residential Townhomes)
- **1998:** endowment exceeds \$25M with 142 individual endowed accounts



# History

- **2004:** Potomac Heights dormitory opens
- **2005:** University's first comprehensive campaign raises \$142M
- **2006:** Vernon Smith Hall opens
- **2007:** endowment exceeds \$50M with 278 individual endowed accounts

# History

- **2011:** Merten Hall opens
- **2012:** Beacon Hall dormitory opens
- **2015:** Institution for Advanced Biomedical Research opens
- **2016:** endowment exceeds \$75M with 471 individual endowed accounts

# History

- **2018:** largest gift in University history received to endow the Allison and Dorothy Rouse Chairs at the Antonin Scalia Law School; Faster Farther Campaign concludes, raising more than \$690M
- **2023:** University launches \$1B campaign, Mason Now: Power the Possible; largest School naming gift received, establishing the Donald G. Costello School of Business; endowment exceeds \$179M with 649 individual endowed accounts

# Entity Overview

# GMUF Structure

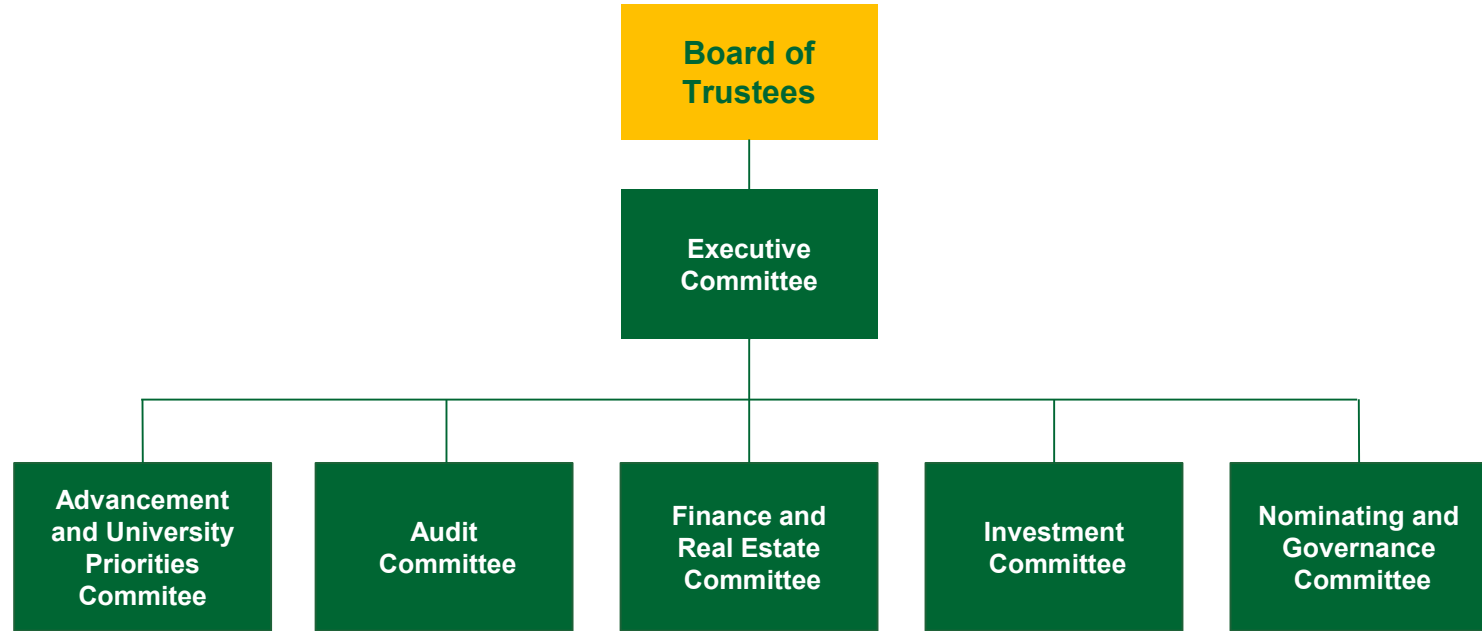
- 501(c)3 organization, separate and independent from George Mason University
- Classified as a public charity as defined by the Internal Revenue Code
- Governed by the Board of Trustees, separate from the University's Board of Visitors

# GMUF Functions

- GMUF functions as the fiduciary of donor funds – both restricted (spendable) and endowment (non-spendable, invested in perpetuity)
- Ensures that donor funds are managed and spent in accordance with donor intent
- Manages a real estate portfolio for primarily university-related activities
- Fundraising at Mason is a university activity; GMUF President serves in a dual-role also as Vice President of Advancement and Alumni Relations

# Board Structure and Committees

# George Mason University Foundation Board Structure (BOT)





# Executive Committee 2023-2024



*Top row (left to right):* Michael E. Stievater, Chair; Sumeet Shrivastava, Vice Chair; Nelson Garcia, Secretary; Nadeem Butler, Treasurer and Finance and Real Estate Co-Chair; Trishana E. Bowden, Foundation President; Gregory Washington, University President; Beth Cantrell, Foundation Vice President and Chief Financial Officer



*Bottom row (left to right):* Delbert Parks, Advancement and University Priorities Chair; Jenny E. Herrera, Audit Chair; Peggy Jones, Finance and Real Estate Co-Chair; Colin Hart, Investment Chair; Christina L. Williams, Nominating and Governance Chair; Tamara Nall, At-Large; Sanam Boroumand, Representative to the IDIA University Task Force

# Advancement and University Priorities Committee

## Responsibilities

- Work with institutional leadership to examine trustee networks and identify individuals and members of the greater community who are interested in further engagement
- Advocate for and promote the interests of the foundation and the university
- Influence and inspire others to engage with and provide support for Mason's students, faculty, and programs

# Audit Committee

## Responsibilities

- Identification and advancement of Foundation's audit and tax service providers for board approval
- Review of Foundation's audited financial statements
- Review of Foundation's IRS Form 990 and related filings
- Oversight of the Foundation's Enterprise Risk Management (ERM) project

# Finance and Real Estate Committee

## Responsibilities

- Review and approval of annual budget
- Cyclical review of financial results
- Oversight of long-term financial planning
- Preservation and safeguarding of Foundation assets, including reserves
- Advising the board regarding the acceptance, use, development, and sale of Foundation-held real estate

# Investment Committee

## Responsibilities

- Oversight of Foundation investment policy statements, including the endowment and restricted fund asset allocation
- Monitoring and evaluating the investment performance of the portfolios
- Hiring and evaluating investment advisors (outsourced chief investment officer model – currently CornerStone Partners for the endowment portfolio and SPG Fiduciary Partners of Raymond James for the restricted portfolio)

# Nominating and Governance Committee

## Responsibilities

- Recruiting trustees and developing a slate of officers
- Expanding board knowledge
- Managing succession planning
- Reviewing the Foundation's governance policies
- Leading the assessment of board performance

# Financial Highlights – June 30, 2023

# Assets – June 30, 2023

## Total Assets of \$513M, including:

- Investments: \$278M
  - Current-use (spendable): \$99M
  - Endowment: \$179M
- Real Estate: \$125M



# Current Use Donor Restricted Funds

- Spendable funds segregated by account based on donor restriction (projects)
- Provides immediate availability of funding for the university program or activity
- Approximately 1500 unique current use funds totaling \$99M at June 30, 2023

# Endowment Donor Restricted Funds

- Donated assets permanently invested to generate annual income
- Funds are invested in the endowment portfolio; each endowment receives a proportional share of the portfolio's return
- Endowments receive an annual payout, a distribution which increases funds available for spending; payouts increase annually based on the rate of inflation, at a minimum of 3% of the prior year market value
- 649 endowments totaling \$179M million at June 30, 2023

## Real Estate – June 30, 2023

- 3 student housing buildings
- 6 office/research buildings
- Mathy House and Lodge
- Land
- Total assessed value: \$280M

## Liabilities – June 30, 2023

### Total Liabilities of \$147M, including:

- Bonds and notes payable: \$119M
- Bonds and notes payable are associated with the Foundation's real estate assets
- All obligations are fixed rate, fully amortizing instruments
- Weighted average cost of capital: 3.82%

## Support and Revenue – June 30, 2023

### Total Revenue of \$144M, including:

- Contribution revenue: \$102M
- Investment income: \$23M
- Rent and interest on direct financing leases: \$16M

## Expenses – June 30, 2023

### Total Expenses of \$86M, including:

- Program Support for GMU: \$83M  
Includes Foundation-funded support of \$1.5M for University Administration
- Management and general: \$3M  
Includes Foundation-funded support of \$500K to support University Advancement

**Thank you!**



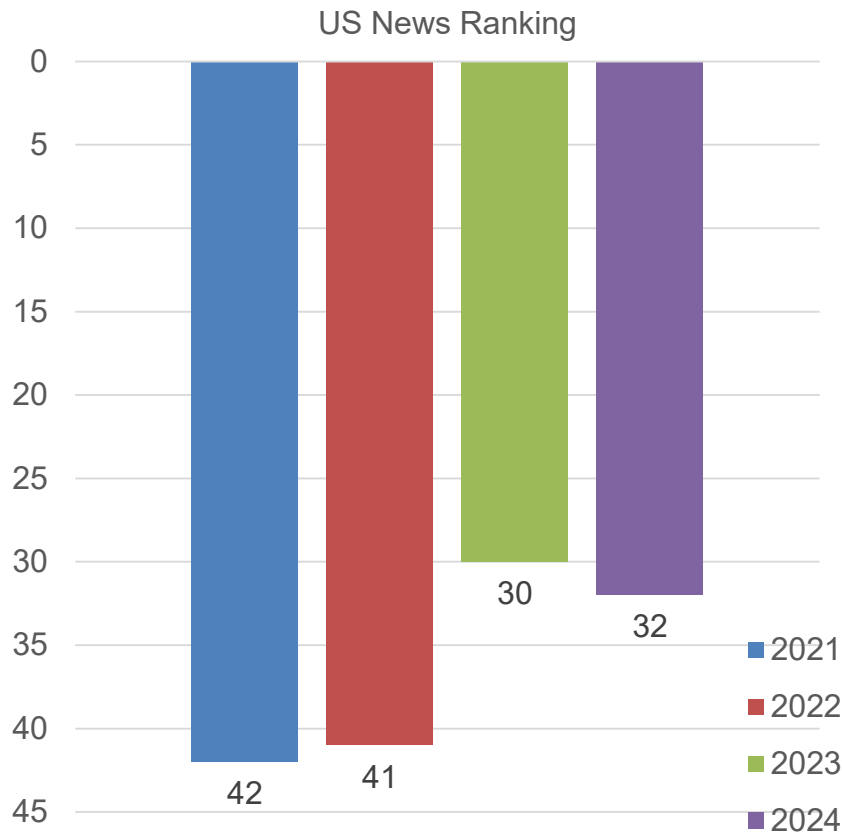
**PROGRESS ON LAW SCHOOL  
PRIORITIES  
CAMPAIGN SUPPORT FOR THE NEXT  
ERA**

Ken Randall, Dean  
September 28, 2023



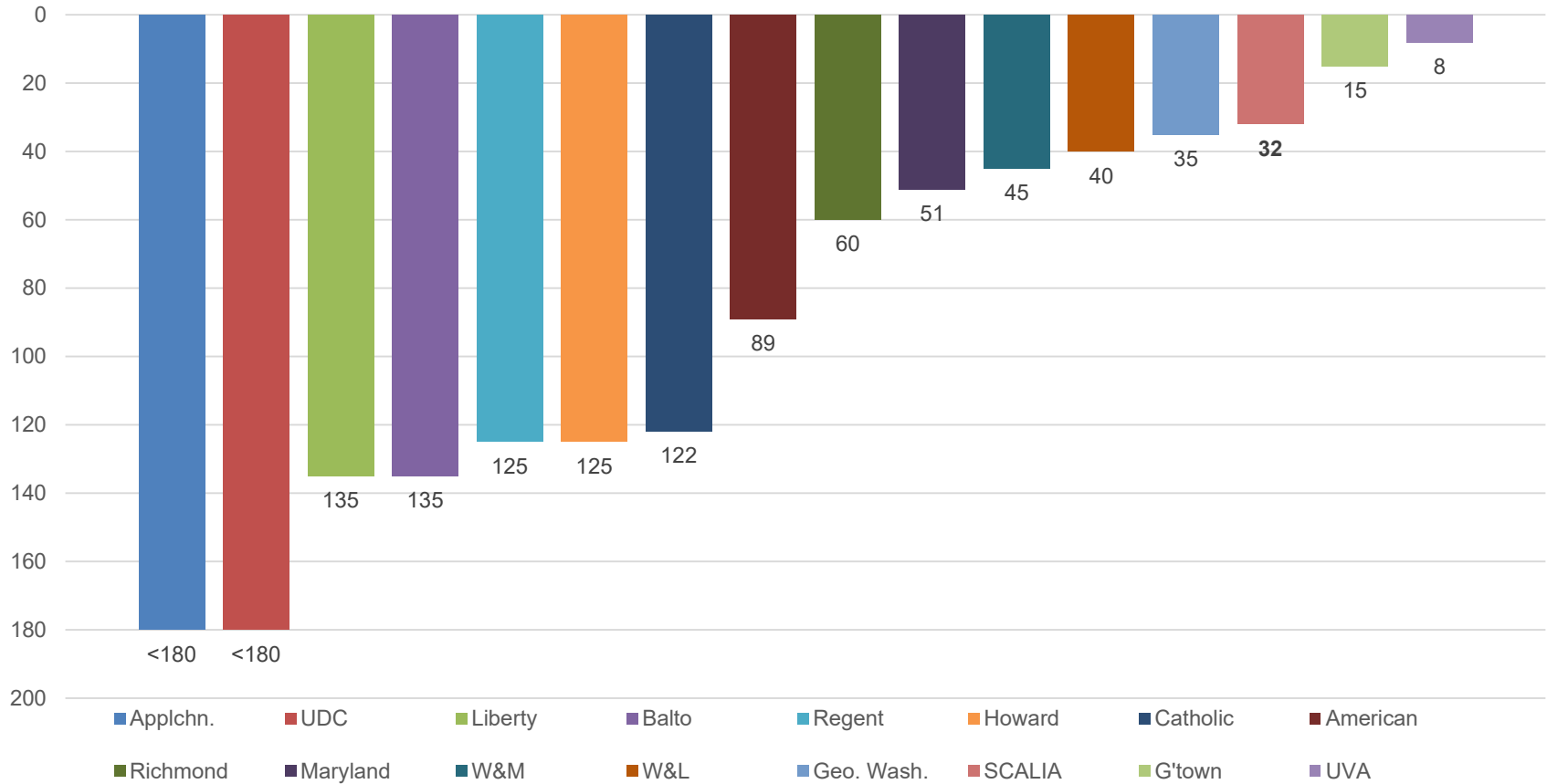
# I. PROGRESS ON LAW SCHOOL PRIORITIES

# CONTINUED RISE IN US NEWS RANKINGS



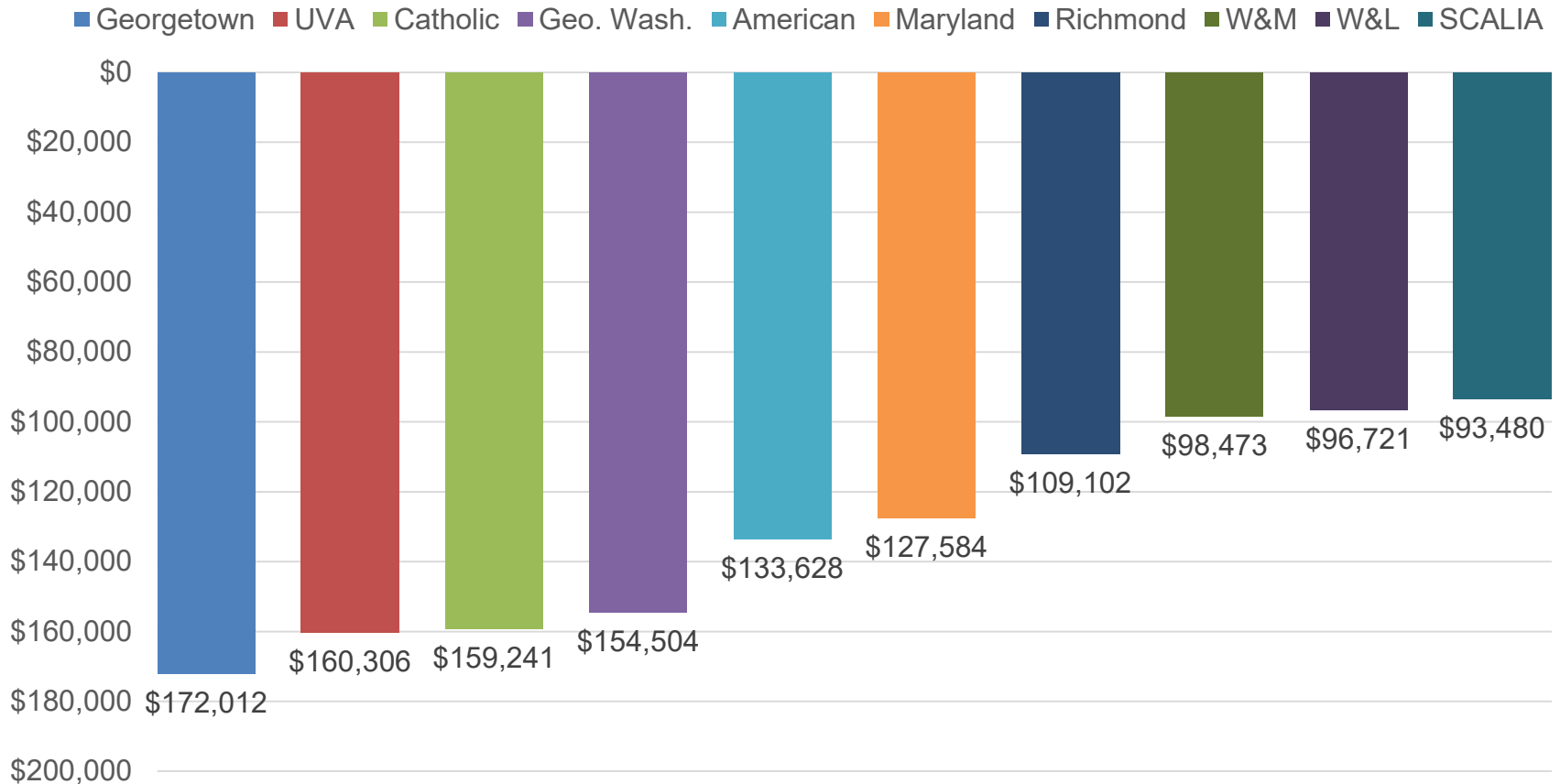
- #1 public part-time program
- #2 rank in DC-area schools
- #2 rank in VA schools
- #3 Class of '22 employment among all DC and VA schools
- #12 public law school
- 26.7% diversity in '23 entering class
- Incoming '23 median LSAT and GPA highest in school's history

# SCALIA LAW #3 AMONG ALL 16 DMV SCHOOLS



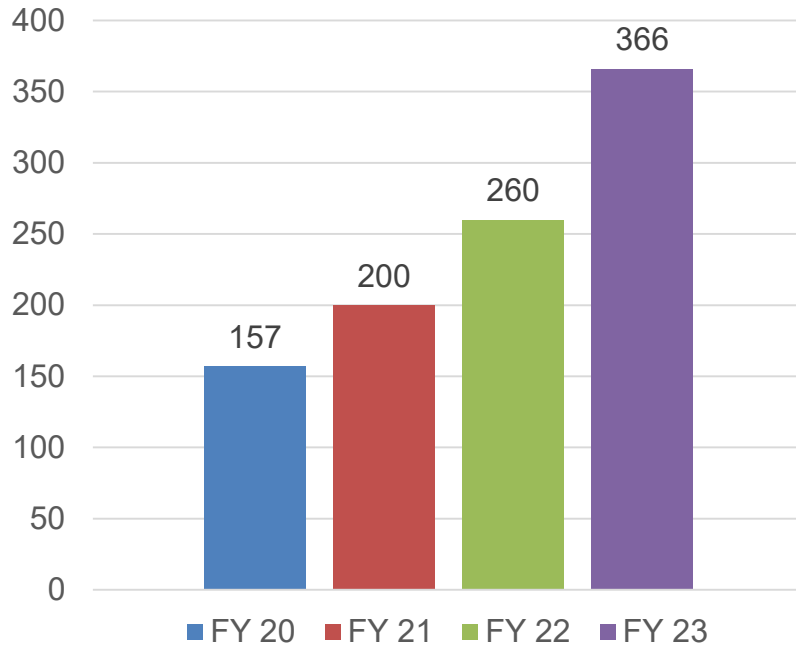
# LOWEST MEDIAN JD DEBT ON GRADUATION

## AMONG PEER REGION SCHOOLS

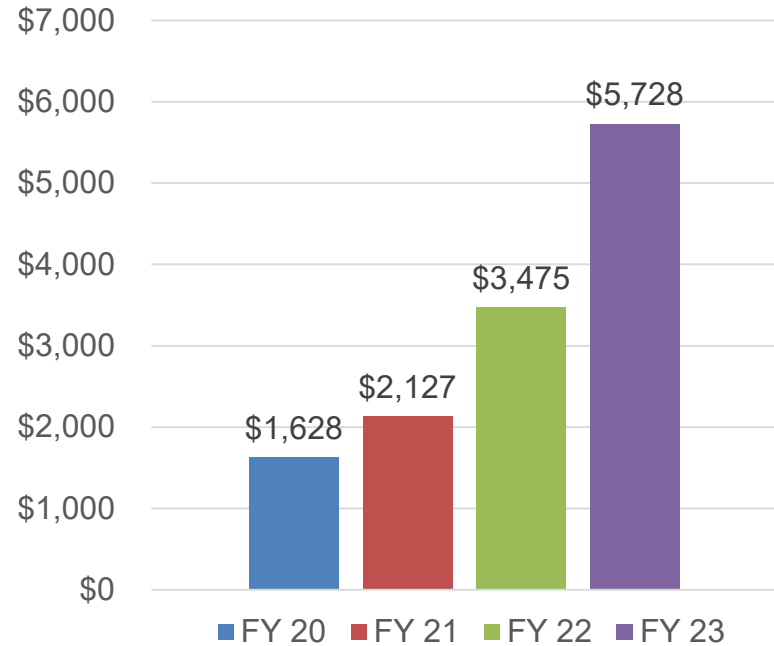


# NON-JD PROGRAM GROWTH: Enrollment up 133%; Revenue up 252%

Enrollment

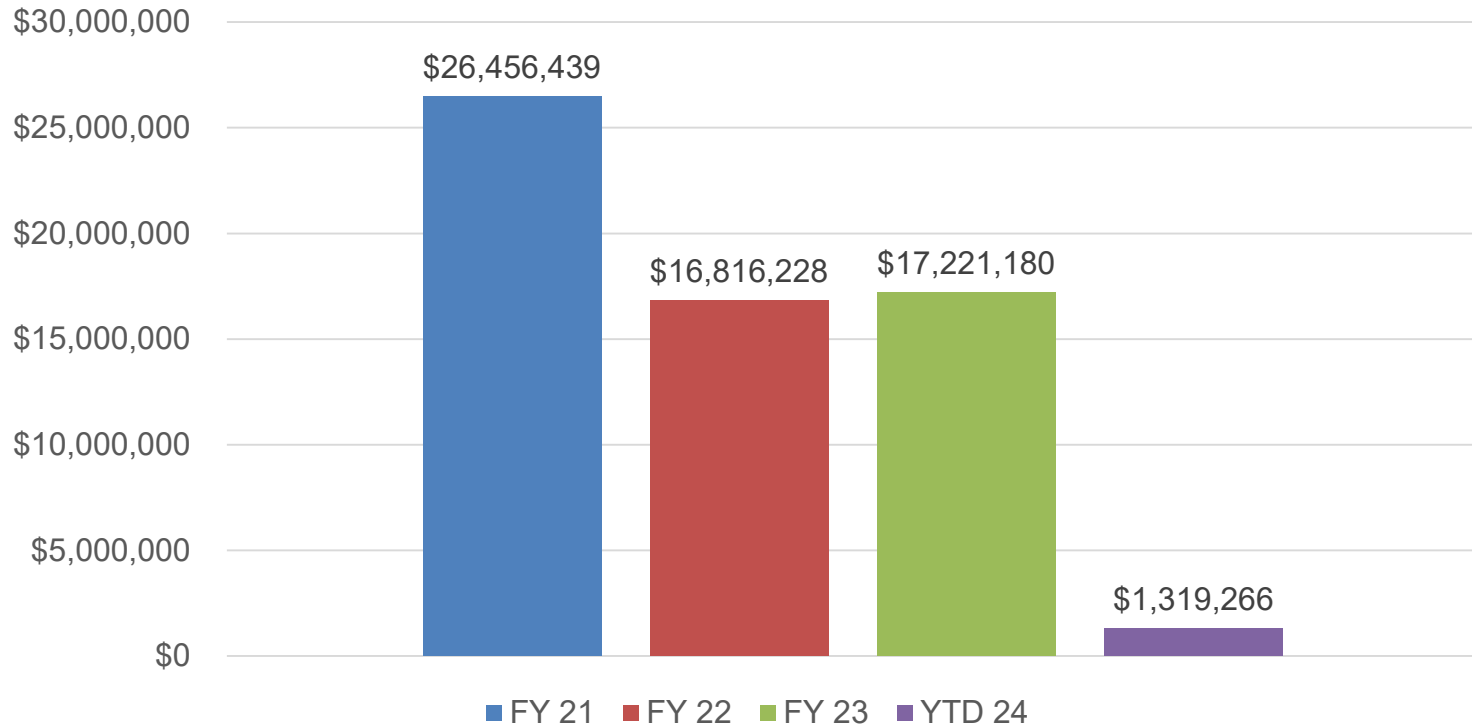


Revenue (\$000)



# DEVELOPED INCOME

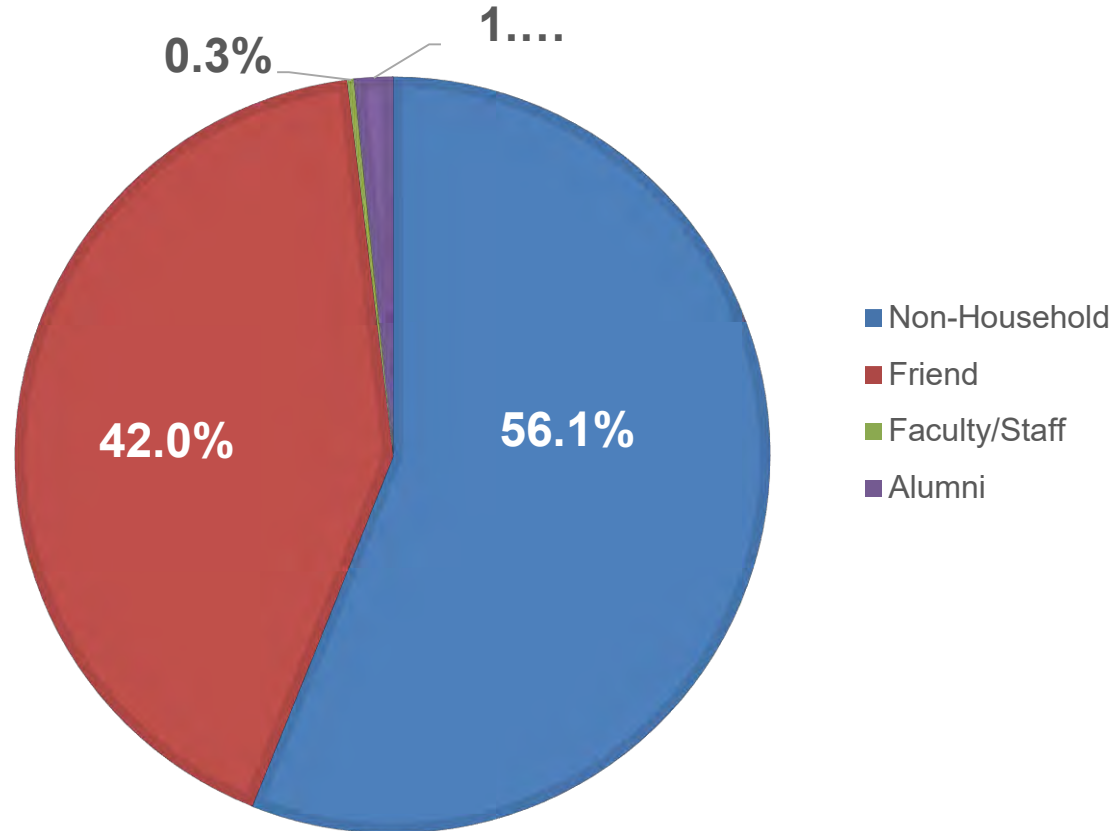
The Law School raises *more money* than any other school at GMU. . .



# DEVELOPED INCOME

... and almost all comes from *non-alumni sources*

% FY 2023 CONTRIBUTIONS BY SOURCE



# 2023-24 HIRES BRING DISTINCTION



**OLUFUNMILAYO  
AREWA**

Professor of Law

*Previously  
Shusterman  
Professor of  
Business and  
Transactional Law  
Temple University  
Beasley School of  
Law*

**J. SHAHAR  
DILLBARY**

Professor of Law  
and Associate  
Dean for Faculty  
Research

*Previously  
James M. Kidd, Sr.  
Professor of Law  
University of Alabama  
School of Law*

**THOMAS P.  
GALLANIS**

Allison and  
Dorothy Rouse  
Chair of Law

*Previously  
Allan D. Vestal  
Chair in Law  
The University of Iowa  
College of Law*

**ERIN MEYERS**

Assistant  
Professor of Law

*Previously  
Clerk, Hon. Marvin  
Quattlebaum, Jr.  
US Court of Appeals,  
4th Circuit  
Associate, Hogan  
Lovells*

**JOSHUA  
KLEINFELD**

Distinguished  
Visiting Professor  
of Law

*Visiting from  
Northwestern  
University Pritzker  
School of Law*



# II. CAMPAIGN SUPPORT FOR THE NEXT ERA

# CAMPAIGN PRIORITIES

Priority	Reason
Scholarships for JD students	<ul style="list-style-type: none"> <li>• Highly competitive, buyer's market</li> <li>• Tuition discounting prevalent</li> <li>• 96% of incoming students get scholarships</li> <li>• Scalia Law students in 19<sup>th</sup> lowest percentage of graduates with debt</li> </ul>
Funds for faculty hiring and retention	<ul style="list-style-type: none"> <li>• Salaries are below market</li> <li>• 4:1 Rouse Endowment match quadruples value of gifts &gt;\$1 million</li> </ul>
Funds for Hazel Hall renovation Washington, DC satellite campus	<ul style="list-style-type: none"> <li>• Classroom space inadequate for evening students</li> <li>• Technological capabilities have not kept pace</li> <li>• No significant updates since 1999 opening</li> <li>• DC presence essential for research centers, externships</li> </ul>

# QUESTIONS

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

**September 28, 2023  
AGENDA**

- I. Call to Order**
- II. Approval of Audit, Risk, and Compliance Committee Minutes**
  - A. Approval of Committee Minutes for May 4, 2023 Meeting (**ACTION**)
- III. New Business**
  - A. Facilities Condition Assessment Program Update
  - B. Review of Audit, Risk, and Compliance Committee Charter (**ACTION**)
  - C. Approval of Office of Audit and Compliance Charter (**ACTION**)
- IV. Reports**
  - A. Office of University Audit Summary Report
  - B. Review of Office of University Audit Planning
  - C. Office of Institutional Compliance Summary Report
  - D. Information Technology Risk and Control Infrastructure Program Update
- V. Adjournment**

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

**May 4, 2023  
MINUTES**

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

**ALSO PRESENT:** Rector Blackman; Visitors Burke, Hazel, and Peterson; President Washington; Vice President and Chief Diversity Officer Artis; Faculty Senate President Broeckelman-Post; Executive Vice President of Finance and Administration Dickenson; Director of Research Integrity DiTeresi; Provost and Executive Vice President Ginsberg; Vice President of Finance Heinle; Associate Vice President of Research Services Laskofski; Vice President for Research, Innovation, and Economic Development Marshall; Graduate Student Representative McDole; Undergraduate Student Representative Nguyen; Director of Export Compliance and Secure Research Perez; Staff Senate Chair Rogers; Associate University Counsel Schlam; Interim Vice President and Chief Information Officer Spann; Executive Vice President of Strategic Initiatives and Chief of Staff Walsh; Associate Vice President for Safety, Emergency Management, and Enterprise Risk Management Zobel; Auditor of Public Accounts Representatives Rasnic and Rhodes; Chief Audit, Risk, and Compliance Officer Dittmeier; Associate Vice President for Institutional Compliance Lacovara; and Associate University Auditor Watkins.

**I.** Chair Pro Tem Brown called the meeting to order at 8:51 a.m.

**II. Approval of Minutes**

Chair Pro Tem Brown called for any corrections to the minutes of the February 23, 2023 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 Auditor of Public Accounts' examination of the financial statements for the year ended June 30, 2022. He stated that the examination resulted in an unmodified opinion on the financial statements and a separate Internal Controls and Compliance Report which

## AUDIT, RISK, AND COMPLIANCE COMMITTEE

May 4, 2023

Page 2

reported no material weaknesses or significant deficiencies in internal control over financial reporting.

Mr. Rasnic 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 reasonableness of accounting estimates; and the adequacy of disclosures made in Management's Discussion and Analysis. 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 testing to support the Single Audit of the Commonwealth's compliance with requirements applicable to the federal program related to Education Stabilization Funds; no findings related to Mason's testing were identified.

### IV New Business

#### A. Enterprise Risk Management Discussion

Executive Vice President Dickenson reviewed with the Committee the resumption of the university's enterprise risk management program as an integral component of the Finance and Administration organization, utilizing the reporting structure which was in place prior to the COVID pandemic. She stated that this structure results in close alignment of the enterprise risk management function with senior leaders and organizations involved in enterprise-wide strategic and financial decision-analysis and decision-making.

The Committee discussed with Ms. Dickenson the structure in relation to universities similar to Mason; the commitment for sharing information with the Board and the audit function; and the understanding that potential enterprise risk matters related to finance and administration areas be reviewed with President Washington and the audit function as a backstop for the Committee.

After discussion, Visitor Meese **MOVED** and Vice Chair Oberoi **SECONDED** that the Office of Audit and Compliance Charter be approved.

**MOTION CARRIED UNANIMOUSLY BY VOICE VOTE.**

#### B. Research Compliance Update

The Committee received an overview of the status of research compliance at Mason from Dr. Marshall, Associate Vice President Laskofski, Director DiTeresi, and Director Perez.

## AUDIT, RISK, AND COMPLIANCE COMMITTEE

May 4, 2023

Page 3

Mr. Laskofski reviewed Mason's growth in research expenditures, rising to more than \$230 million reported in FY22. He described recent initiatives to ensure the research compliance and research administration infrastructure catches up to support this growth and projected future growth. Through these initiatives, job classes were established to improve workforce retention and quality; roles and responsibilities were clarified; training was strengthened; and processes were streamlined and made more consistent. Enhanced research administration technology was implemented to replace outdated, non-integrated, at-capacity systems, allowing for more efficient grant and agreement processing and improved reporting. Further technology improvements are being made to support compliance areas related to management of conflicts of interest, biosafety, human research participant protections, animal welfare, export compliance, and other areas.

Dr. DiTeresi reviewed the various programs comprising Mason's comprehensive approach to research integrity and assurance. He noted that as Mason's research portfolio grows in areas of secured and applied research, clinical research, and use of additional species, the demand for the related compliance activities in support of those research activities will also grow. Changes in federal regulations, such as those related to international engagements, increasingly impact multiple research compliance programs, adding to complexity.

Ms. Perez reviewed the increased focus of regulatory agencies on universities and scrutiny of certain collaborations. Mason's growth of activities involving secure research and restricted technology will lead to the need for greater compliance measures. Faculty are being supported with activities that raise awareness through increased international collaboration training,

Dr. DiTeresi reviewed Mason's conflict of commitment policy initiative, which resulted in a new university policy and leverages technology improvements to develop capacity to meet changing disclosure standards expected to emerge.

During the update, the Committee discussed with management administrative processes and systems supporting Mason Korea researchers; the voluntary nature of international collaboration training for faculty in relation to the perceived level of associated potential risks; and processes to vet faculty activities outside the university, including potential conflicts of commitment.

The Committee also discussed with management the level of research compliance program funding to support adequate oversight of the growth and complexity of Mason's research portfolio. Leadership of research compliance programs is being elevated to an Associate Vice President level. Dr. Washington noted the complicated nature of weighing the objectives and

## AUDIT, RISK, AND COMPLIANCE COMMITTEE

May 4, 2023

Page 4

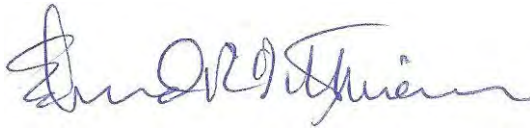
results of regulatory agency investigative activity during recent years with the related impacts on research program activities; he stated that management is focused on achieving the appropriate balance for activities at Mason. Dr. Marshall discussed mechanisms for potential funding for research compliance and the relation with the size of the research portfolio.

### V. Reports

It was noted that the summary reports from the Office of University Audit, Office of Institutional Compliance, and Information Technology Services had been received by the Committee.

### VI. Adjournment

Chair Pro Tem Brown adjourned the meeting at 9:38 a.m.

A handwritten signature in blue ink, appearing to read "Edward R. Dittmeier".

Edward R. Dittmeier  
Secretary pro tem





# BOARD OF VISITORS

## Audit, Risk, and Compliance Committee

Office of the Executive Vice President | September 28, 2023



# Facilities Condition Assessment Program

## Operations & Business Services

# Facilities Condition Assessment Program

## The Break Down

### What Does FCAP Do?



### The FCAP Cycle





# Program Process

## Inventory, Assessment, Analysis, and Planning

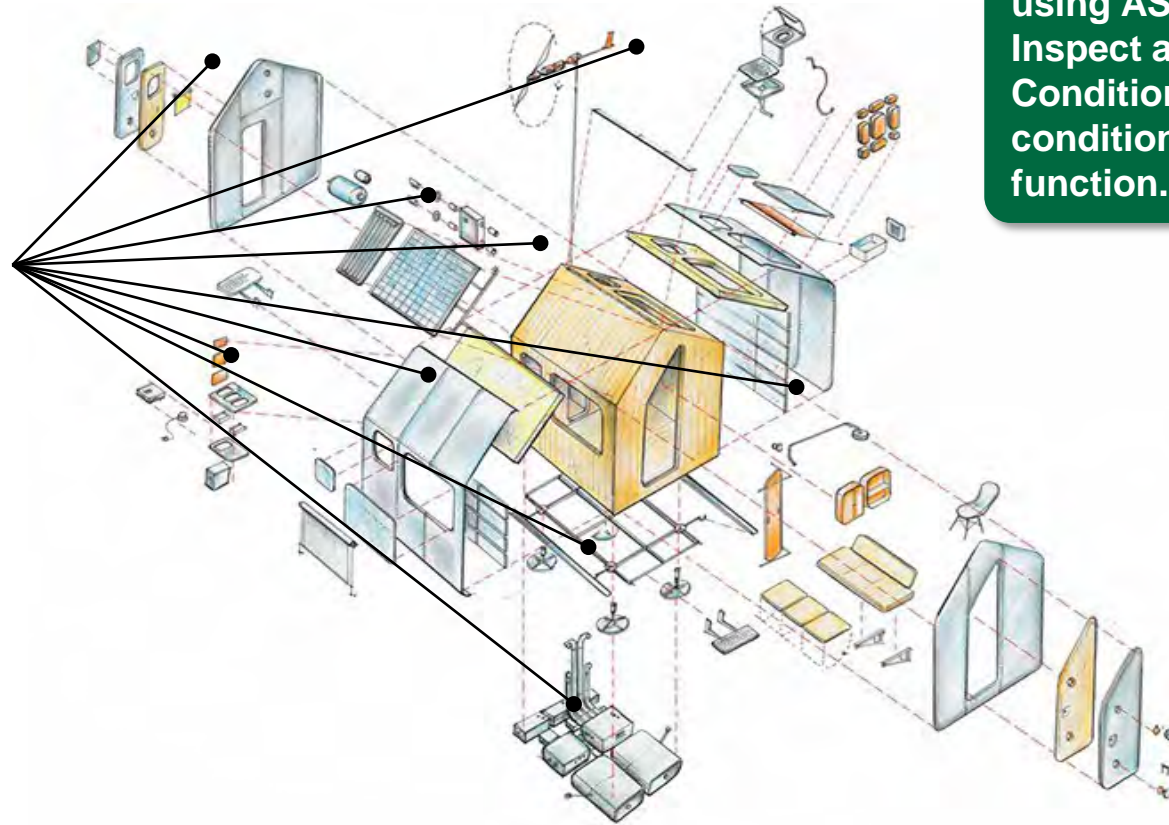


# Inventory

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

## Typical Facility Components:

- Exterior Closure
- Roofing
- Interior Construction
  - Framing, drywall, etc.
- Staircase
- Interior Finish
  - Paint, floors, etc
- Conveying
  - Elevators, escalators, lifts, ext.
- Plumbing
- HVAC
- Fire Protection
- Electrical
  - Lighting, electrical distribution systems



**Decompose Facility into components using ASTM UNIFORMAT. Inspect and assign component Condition Index. Manage component condition based on risk to facility function.**

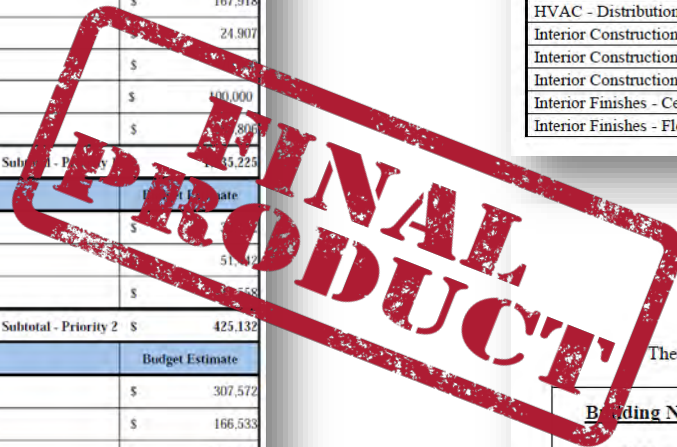


# Assessment

Structured, consistent, continual process based on written protocols.

Recommended Major Maintenance (RMM)				
Priority	Room/Area	Category	Need	Budget Estimate
1	Building	Conveying	Replace Elevator <i>(see note 1)</i>	\$ 283,594
1	Mechanical Room	HVAC	Replace Steam Generator (building humidification only) <i>(see note 1 &amp; 2)</i>	\$ 167,918
1	Mechanical Room	Emergency Power Systems	Install New Louvers for Generator	24,907
1	Mechanical Rooms	Electrical	Replace Motor Control Centers <i>(see note 1)</i>	\$
1	Mechanical Room	Fire Protection	Replace Fire Pump <i>(see note 1 &amp; 3)</i>	\$ 400,000
1	Building	Acid Waste Pipe	Replace Acid Waste Pipe	\$ 800
Subtotal - Priority 1				\$ 1,176,225
Priority	Room/Area	Category	Need	Budget Estimate
2	Building	Electrical	Replace All Exit and Egress Lighting	\$
2	Building	Plumbing	Replace Underground Propane Tank	\$ 51,472
2	Building	Exterior Windows	Replace Exterior Windows	\$ 425,132
Subtotal - Priority 2				\$ 425,132
Priority	Room/Area	Category	Need	Budget Estimate
3	Building	Exterior Doors	Replace Exterior Doors	\$ 307,572
3	Building	HVAC	Replace Old HVAC Controls & Instrumentation	\$ 166,533
3	Building	HVAC	Replace Old HVAC Distribution System	\$ 2,496,719
3	Building	Floor Finishes - Carpet	Replace All Carpet	\$ 94,643
3	Building	Interior Doors	Replace Interior Doors	\$ 225,157
Subtotal - Priority 3				\$ 3,290,624
<b>Total - All Needs</b>				<b>\$ 4,950,981</b>

**Note 1:** Item is on Maintenance Reserve multi-year project plan.  
**Note 2:** Budget Estimate = \$167,918. Need Engineering Study to Determine Scope of Need for Steam Generators.  
**Note 3:** Cost Includes Moving Fire Pump to Rated Enclosure.  
**Recommended Major Maintenance Priorities**  
**Priority 1:** Recommended for completion in Year 1 based on potential operational impact or lifecycle.  
**Priority 2:** Recommended for completion in Years 2-3 based on potential operational impact or lifecycle.  
**Priority 3:** Recommended for completion in Years 4-5 based on potential operational impact or lifecycle.



System	Condition Assessment
Basement Construction	Good
Conveying Systems > Elevator-Hydro (3 or less floors)	Decrepit
Electrical - Branch Wiring	Fair
Electrical - Lighting	Fair
Electrical - Other Electrical Services	Fair
Electrical - Service & Distribution	Fair
Exterior Enclosure - Exterior Doors	Poor
Exterior Enclosure - Exterior Walls (Framing)	Good
Exterior Enclosure - Exterior Windows	Poor
Fire Protection - Fire Alarm & Detection	Good
Fire Protection - Sprinklers & Standpipe	Fair
Fire Protection - Sprinklers & Standpipe > FIRE PUMP	Poor
Foundation	Good
HVAC - Controls & Instrumentation	Good
HVAC - Controls & Instrumentation	Poor
HVAC - Distribution System	Good
HVAC - Distribution System	Decrepit
Interior Construction - Interior Doors	Poor
Interior Construction - Partitions & Stairs	Good
Interior Construction - Specialties	Poor
Interior Finishes - Ceiling Finishes	Poor
Interior Finishes - Floor Finishes	Poor

IFMA categorizes the building condition in terms of FCI as follows:

Good	0% - 5% FCI
Fair	5% - 10% FCI
Poor	10% - 30% FCI
Critical	> 30% FCI

The facility assessment resulted in the following Facility Condition Index (FCI).

Building Name	Year Built	Full Renovation	Sq. Ft.
David King Hall	1982	N/A	85,823
Year	FCI	CRV	Backlog
2017	50.64%	\$ 21,938,007	\$ 11,108,398
2019	51.92%	\$ 22,623,569	\$ 11,745,235

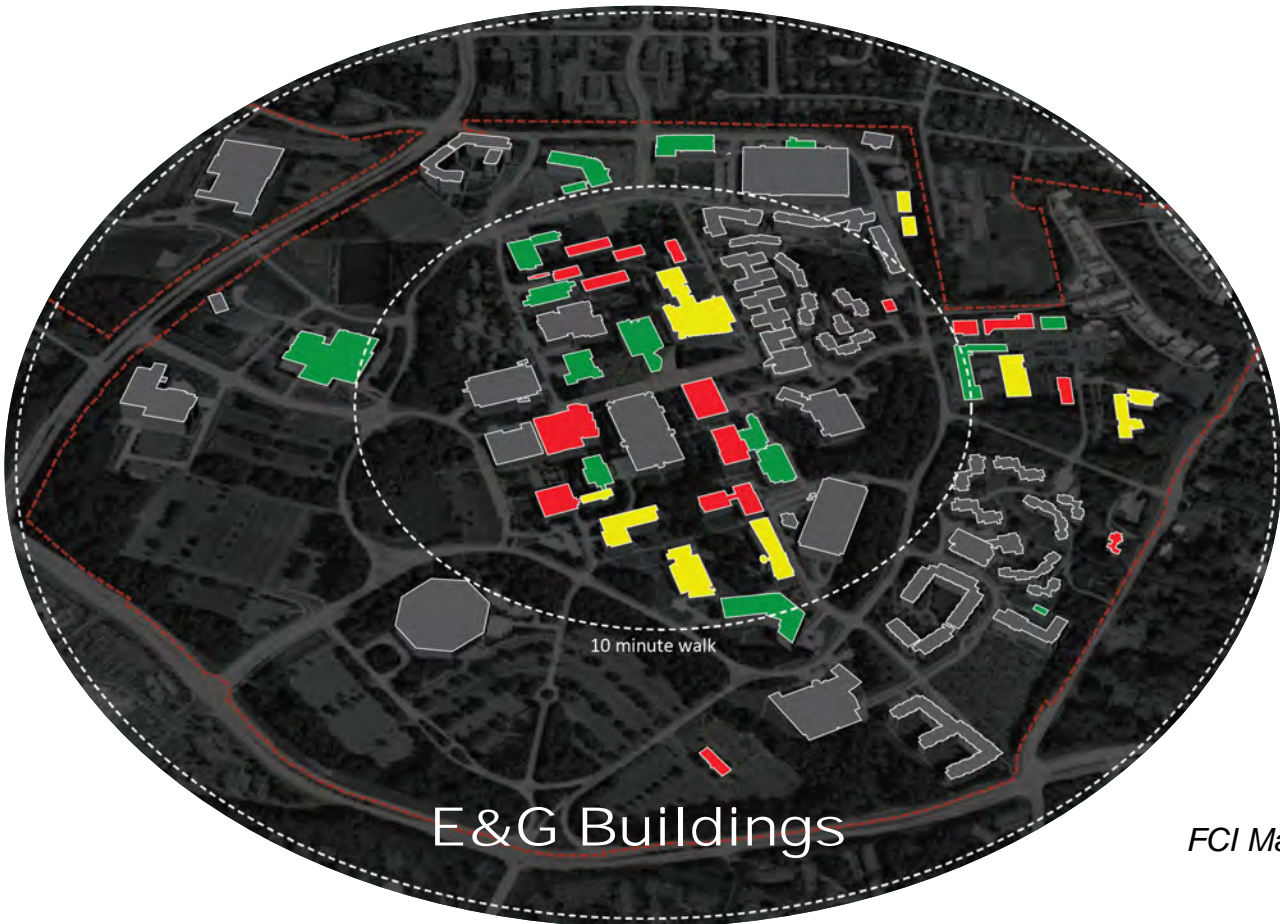
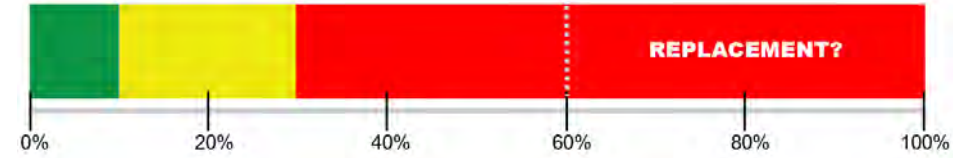
Table 3: CFD Generated Facility Condition Index

Based on Table 3: CFD Generated Facility Condition Index and the IFMA standard for FCI, Facilities Administration is considered to be in **Critical** Condition.



# Analysis

Established standards and thresholds inform repair or replace actions.



FCI Map Aug 2023





# Planning

Group and prioritize requirements into “Recommended Major Maintenance” Plan.

## Funding Vehicles



## Prioritization Criteria







# Execution

## Moving from Assessment to Action

64%

# Horizon Hall

BEFORE: Robinson A & B

## FCAP Identified Deficiencies

Window Replacement

VAV Replacement Building Wide

Perimeter Heating System Replacement

Built-up Roof Replacement

Exterior Brick Facade Point up

Main Switchgear and Electrical System Replacement

Fire Alarm System Replacement

Exhaust Fan Replacement

Laboratory Equipment/Fume Hood Replacement

Hydronic Piping and Pumps



0%

# Horizon Hall

AFTER – Open Sept 2021



70%

# Harris Theatre

BEFORE

## FCAP Identified Deficiencies

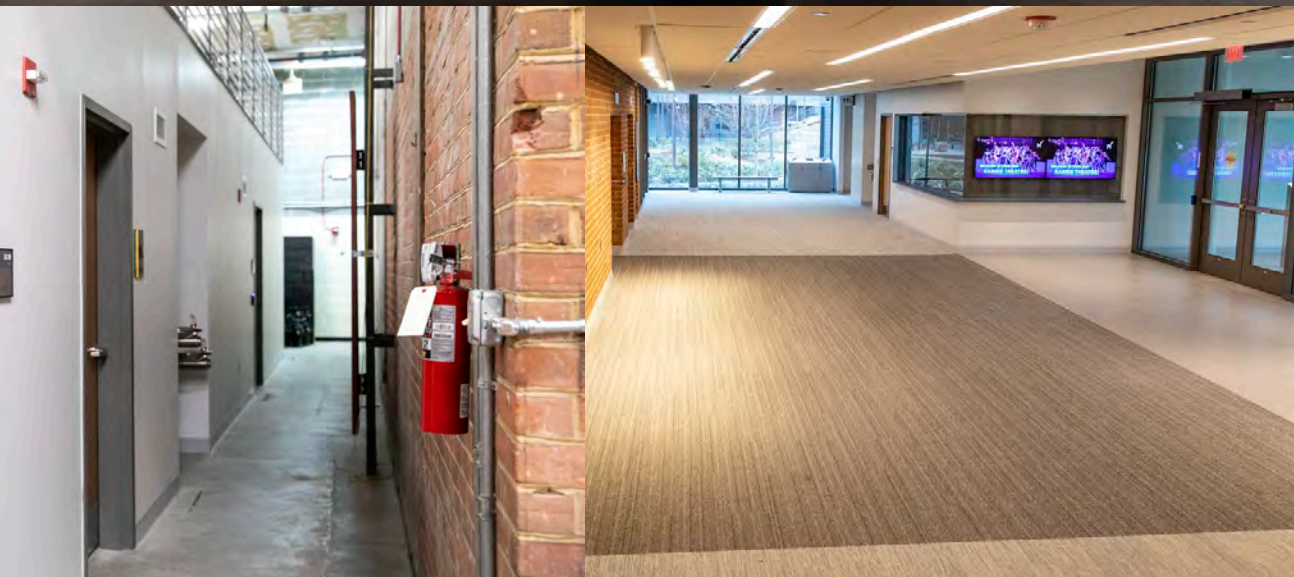
Replace Air Handling Units	<b>Complete</b>
Replace Return Air Fans	<b>Complete</b>
Replace roof	Partially Completed – low roof at entrance only. High roof and back of the house low roof not re-roofed.
Replace exterior storefront doors	<b>Complete</b>
Reseal exterior facade joints	In Progress
Replace fire alarm	<b>Complete</b>
Replace flooring	<b>Complete</b>

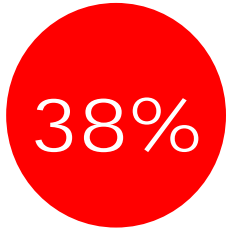


8%

# Harris Theatre

AFTER – Reopened Feb 2022



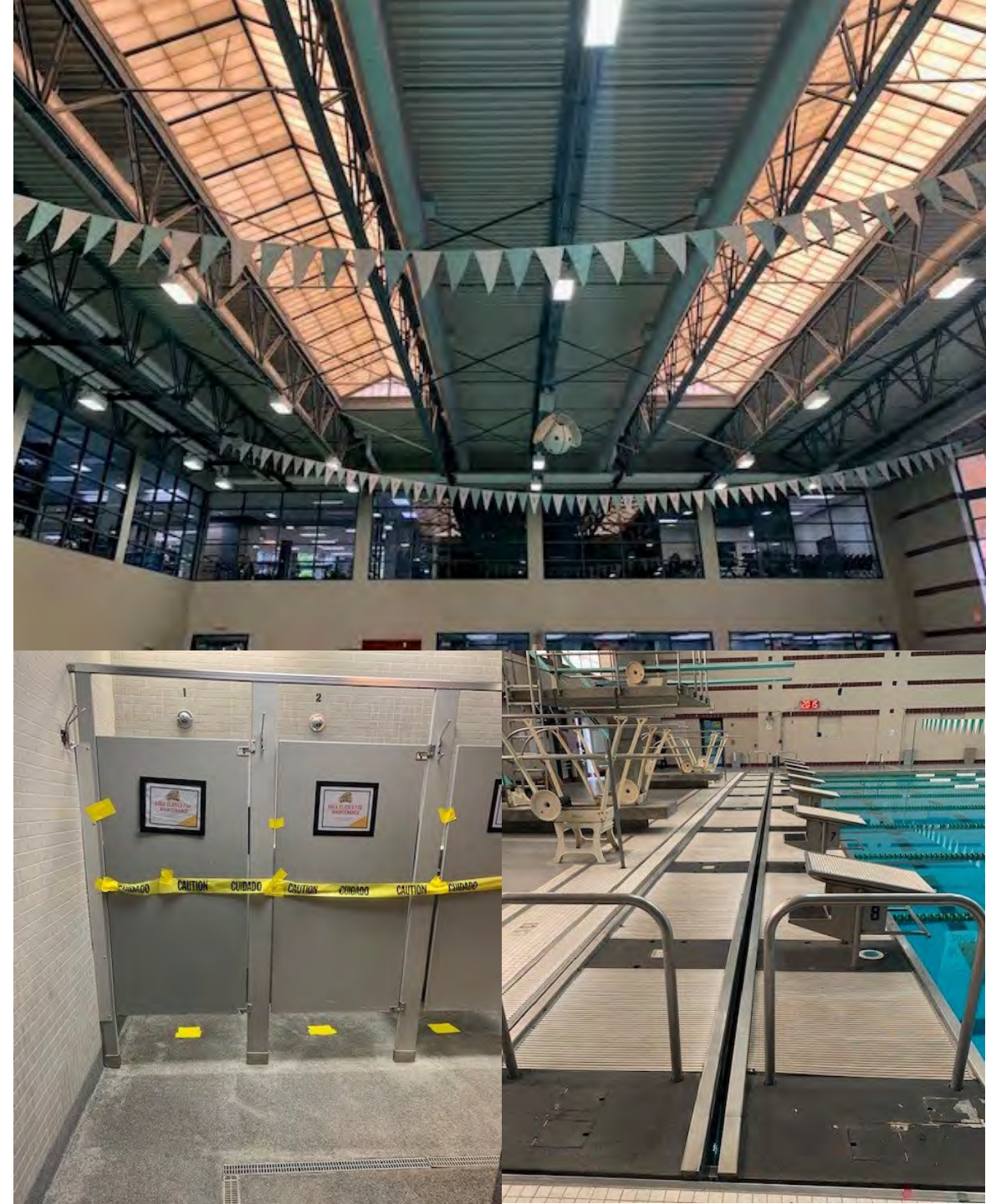


# Aquatic & Fitness Center

BEFORE

## FCAP Identified Deficiencies

Elevator, with Code and ADA Upgrades	Scheduled for Spring 2024
Fire Alarm	Scheduled for Winter 2023
LED Lighting	Scheduled for Spring 2024
Painting, Interior and Exterior	In Progress – completed by Spring 2024
Pool Bulkheads	Scheduled for Summer 2024
Pool HVAC and Energy Recovery Units	Scheduled for Summer 2024
Pool Tile Replacement	Scheduled for Summer 2024
Roof	Scheduled for Spring 2024
Skylight	In Progress – completed by Spring 2024
VAV Replacement, Building-Wide	Scheduled for Winter 2023



1%

# Aquatic & Fitness Center

Project is Underway





# Future Outlook

## What's Next



# University Asset Management

The Future of FCAP

## Creation of the University Asset Management team



Working with Mason partners on their 5-year plan



Extending the useful life of our assets



Pursuing replacement when necessary

## Continuous improvement of our program and process

**ITEM NUMBER: III.B.** Review of Audit, Risk, and Compliance Committee Charter

**PURPOSE OF ITEM:** This item facilitates the Committee's review of its charter.

**NARRATIVE:** The Audit, Risk, and Compliance Committee's charter was last approved in September 2021.

- The charter requires the Committee to review the charter annually and update as necessary.

Minor revisions are recommended to the Committee.

- These revisions reflect the Committee's May 2023 action to adjust the Office of Audit and Compliance's charter in recognition of the resumption of Mason's enterprise risk management program as an integral component of the Finance and Administration organization reporting to the Executive Vice President.

The charter continues to align with the university's bylaws which have not changed since the last approval in September 2021.

**RECOMMENDATION:** Approve Audit, Risk, and Compliance Committee Charter.

# Committee Action Item

Motion:

I move that the Audit, Risk, and Compliance Committee Charter be approved.

# **GEORGE MASON UNIVERSITY BOARD OF VISITORS AUDIT, RISK, and COMPLIANCE COMMITTEE CHARTER**

## **I. PURPOSE**

The purpose of the Audit, Risk, and Compliance Committee is to assist the Board of Visitors in fulfilling its oversight responsibilities for:

- the financial reporting process;
- the system of internal controls;
- internal and external auditing;
- institutional compliance processes that monitor compliance with laws and regulations; and
- enterprise risk management processes that assess significant risks to the University and the steps management has taken to monitor and control such risks.

The function of the Audit, Risk, and Compliance Committee is oversight. University management is responsible for (i) preparation, presentation, and integrity of the University's financial statements; (ii) maintenance and implementation of effective policies, procedures, and controls designed to assure compliance with generally accepted accounting principles and applicable laws and regulations; and (iii) identification, assessment, monitoring, and management of significant enterprise-level risks to the University.

## **II. COMPOSITION**

The Audit, Risk, and Compliance Committee will consist of three or more Visitors determined annually by the Board of Visitors. The Rector shall appoint the Chair and Vice Chair subject to confirmation by the Board of Visitors. Each committee member shall be independent as defined by the Board of Visitors. At least one member shall be financially literate as defined by the Board of Visitors.

## **III. MEETINGS**

The schedule of Committee meetings is determined annually by the Board of Visitors; additional meetings may occur as determined by the Committee Chair. The Committee Chair should meet with the Chief Audit, Risk, and Compliance Officer as necessary and at least prior to each Committee meeting. Committee actions will be reported to the Board of Visitors with such recommendations as the Committee may deem appropriate. The Committee may meet in closed session in accordance with state law.

## **IV. RESPONSIBILITIES**

In fulfilling its oversight responsibilities, the Audit, Risk, and Compliance Committee shall:

A. General

1. Adopt the Committee's Charter. The charter should be reviewed annually and updated as necessary.
2. Conduct or authorize its own investigations into issues related to its responsibilities and, as necessary, retain independent advisors to advise the Committee.
3. Approve the Office of Audit, ~~Risk~~, and Compliance Charter. The charter should be reviewed annually and updated as necessary.

B. Financial Reporting Oversight

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

C. Enterprise Risk Management and Internal Control Oversight

1. Review and discuss with management and the Chief Audit, ~~Risk~~, and Compliance Officer:
  - a. The effectiveness of the University's process for identifying and assessing significant enterprise-level risks or exposures and the steps management has taken to monitor and control such risks to the University.
  - b. The effectiveness of the University's internal controls, including the status and adequacy of information systems and security.

- c. The status and timing of management's actions to monitor and control significant enterprise-level risks and implement recommendations related to internal controls.
2. Review and discuss with management the results of significant reviews by regulatory agencies or other external entities, or summaries thereof, and management's responses.

D. Institutional Compliance Oversight

1. Review and discuss with management, the University Counsel, and the Chief Audit, ~~Risk~~, and Compliance Officer:
  - a. The effectiveness of the institutional compliance processes for monitoring compliance with laws and regulations, including policies and processes related to ethics and conflicts of interest.
  - b. The status and timing of management's actions to monitor and control significant compliance risks.
2. Review and consult, as necessary, with the University Counsel and others regarding any legal or regulatory matters significant to the University.

E. Internal Auditing Oversight

1. Assess the internal audit function's independence and reporting relationships.
2. Review and approve the process for establishing risk-based internal audit plans. Review and discuss with the Chief Audit, ~~Risk~~, and Compliance Officer the scope and plans for audits established under this process and factors, including the adequacy of financial and staffing resources, which may affect the effectiveness and timeliness of such audits.
3. Review significant reports to management prepared by the internal audit function, or summaries thereof, and management's responses.
4. Review and discuss with the Chief Audit, ~~Risk~~, and Compliance Officer any difficulties encountered, such as restrictions on the scope of the work or access to information.
5. Review and approve the appointment, replacement, performance, and compensation of the Chief Audit, ~~Risk~~, and Compliance Officer, who shall

report directly to the Committee for functional purposes, but may report to the University President for administrative purposes.

## **V. BYLAWS**

In the event of a conflict between this Audit, Risk, and Compliance Committee Charter and the Bylaws of the Board of Visitors, the Bylaws shall control.

Effective Date: September ~~30, 2021~~ 28, 2023

<b>ITEM NUMBER: III.C.</b>	Approval of Office of Audit and Compliance Charter
<b>PURPOSE OF ITEM:</b>	This item requests Committee approval of the Office of Audit and Compliance charter.
<b>NARRATIVE:</b>	<p>The Committee's Charter requires the Committee to review annually, and update as necessary, the charter for the university's Office of Audit and Compliance.</p> <ul style="list-style-type: none"> <li>• The charter was last approved in May 2023.</li> <li>• The charter continues to align with the Institute of Internal Auditors Standards for the Professional Practice of Internal Auditing and with the directives of the Office of the State Inspector General.</li> <li>• No changes are recommended to the Committee.</li> </ul> <p>The proposed charter has been reviewed with President Washington; he is fully supportive of the charter and is committed to providing the Office of Audit and Compliance with the necessary independence, stature, and access to university personnel and resources to accomplish its responsibilities to the Audit, Risk, and Compliance Committee.</p> <p><u>Organizational Independence Confirmation:</u> Annually, the Chief Audit and Compliance Officer must confirm the organizational independence of the internal audit function. It is.</p> <ul style="list-style-type: none"> <li>• Clear functional reporting to Audit, Risk, and Compliance Committee, with full and free access to the Committee.</li> <li>• Demonstrated oversight by Audit, Risk, and Compliance Committee.</li> <li>• Freedom from interference in determining internal audit risk assessments; audit selection and scheduling; audit scope, procedures, frequency, and timing; and audit reporting.</li> <li>• Unrestricted access to all functions, reports, property, and personnel.</li> <li>• Non-performance of management or operational responsibilities, including directing any non-Office of Audit and Compliance personnel.</li> </ul>
<b>RECOMMENDATION:</b>	Approval of the Office of Audit and Compliance charter.



# Committee Action Item

Motion:

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

**GEORGE MASON UNIVERSITY**  
**OFFICE OF AUDIT AND COMPLIANCE CHARTER**

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

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Dolly Oberoi, Chairman,  
Audit, Risk, and Compliance Committee

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Date

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



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Gregory Washington, President

9-12-23

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Date



**Introduction:**

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

**Mission:**

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

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

**Independence:**

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

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

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

### **Authority:**

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

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

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

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

### **Standards of Practice:**

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

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

### **Effective Date:**

This charter is effective September 28, 2023. The charter will be reviewed annually and revised when necessary.



**Office of University Audit**

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

**September 28, 2023**

## EXECUTIVE SUMMARY

- Audit Staffing:
  - The Senior Auditor hired in December 2022 resigned in June 2023 for personal reasons. We continue to search for viable applicants to fill the open position.
  - We continue to utilize a hybrid organizational model to provide assurance services for Mason. The model blends full time professional staff with co-sourced professionals from national and local accounting firms that bring specialized expertise to execute specific audit engagements. As of September 15, 2023, the full-time staff consists of four professionals. Seeking the right balance of audit professionals who are Mason employees and those who are co-sourced professionals is being managed continuously by University Audit leadership.
  - Co-sourced resources being utilized to complete the following audit engagements:
    - Information technology process infrastructure monitoring.
    - Student Financial Accounts.
    - Financial administration of sponsored research programs.
    - Intercollegiate Athletics: Compliance.
    - Additional projects are being planned for later in 2023 and in 2024.
- One audit report was issued since the last meeting.
  - The audit report concluded that the design and operating effectiveness of controls for managing services provided by Mason's IT third-party service providers requires improvement to ensure security risks and controls are fully assessed prior to procurement or deployment of software or information services.
- Remediation of 12 audit issues is in progress as of September 15, 2023.
- Audit Plan status:
  - Planned audit work remains consistent with the 3+6 Audit Plan reviewed at the prior meeting. However, the timing of planned audit work continues to be reevaluated in consideration of the use of co-sourced audit resources.
- Status of fraud, waste, and abuse investigations:
  - Four investigations were completed since the prior meeting; they were isolated in nature with negligible impact to the University.
  - There are no investigations in progress.

# TABLE OF CONTENTS

## Topic

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- 1 SUMMARY OF AUDIT REPORTS
- 2 SUMMARY STATUS OF AUDIT ISSUES
- 3 STATUS OF AUDIT PLAN
- 4 STATUS OF INVESTIGATIONS
- 5 STAFFING
- 6 APPENDIX:
  - Audit Issue Details



## **SUMMARY OF AUDIT REPORTS**

- IT Third Party Service Providers.



# INTERNAL AUDIT REPORT

<b>Report Title:</b>	IT Third-Party Service Providers	<b>Report Date:</b>	September 14, 2023
<b>Responsible Manager:</b>	Charles Spann Interim Vice President and Chief Information Officer	<b>Report Number:</b>	FY24-02

## EXECUTIVE SUMMARY:

### Background:

George Mason University utilizes third-party service provider-owned systems to provide features and capabilities that are otherwise not available at Mason and would take substantial effort and cost to build in-house. The university conducts due-diligence activities to gain assurance on the security compliance posture of third-party service providers. These activities consist of two components: the Architectural Standards Review Board (ASRB) for pre-procurement vetting and the IT Third Party Risk Management (TPRM) process for post-procurement monitoring.

The ASRB reviews third-party software and/or information services prior to deployment to ensure compliance with applicable policies, laws and regulations. The ASRB is comprised of representatives from Information Technology Services (ITS), functional areas (Procurement and Assistive Technology Initiative), and subject matter experts. Department representatives evaluate IT third-party service providers for their ability to meet the department’s software or systems needs prior to submitting a request to the ASRB for review. Once a service provider is selected, a request for new or modification of existing services is submitted for the ASRB review and approval. The ASRB reviews the software or information services for accessibility, security, integration and infrastructure compatibility with Mason’s systems.

When a request to purchase software or IT services is denied by the ASRB, other IT third-party service providers may be recommended. From August 10, 2019 to May 31, 2023, the ASRB has closed 612 of 652 requests submitted.

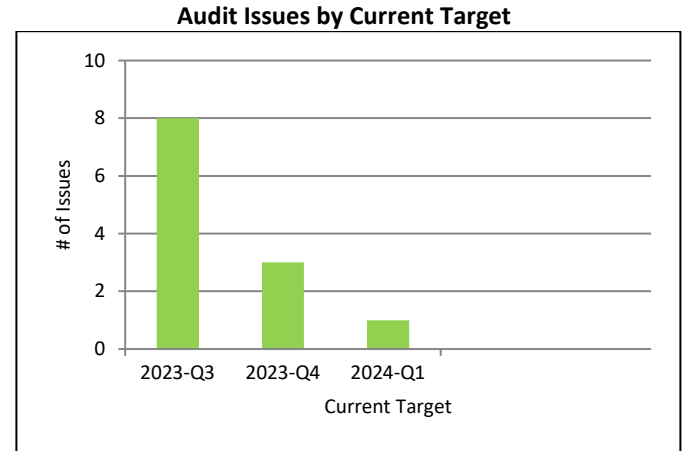
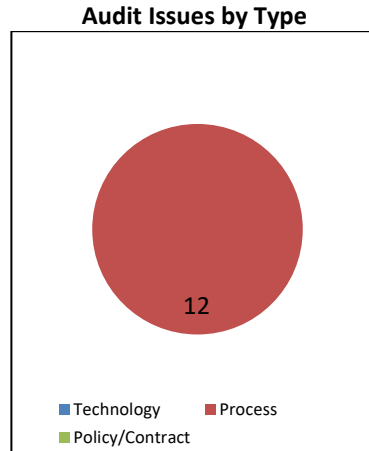
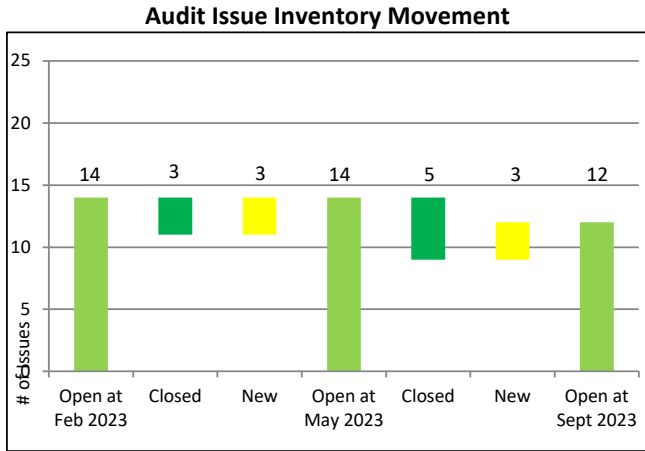
The second component of the IT third-party service provider process is the TPRM process. The IT Security Office (ITSO) and the IT Risk and Compliance Office work with contract administrators and other key personnel to obtain, review, and track findings from annual security assessment reports for high-risk IT third-party service providers that may involve or have the potential to involve the exchange of protected data. These review processes are documented within the TPRM process document. ITS conducts annual reviews for 37 IT third-party service providers: thirty-six are designated as high risk, and one is designated as medium risk.

**Audit Conclusion:**

IT third-party service provider review processes require improvement to ensure security risks and controls are fully assessed prior to procurement or deployment of software or information services. Annual security assessment reports for all high-risk IT third-party service providers and their subcontractors that have the potential to handle or exchange protected data or information should be obtained, and findings assessed for potential impact to the university and remediated accordingly. While controls surrounding purchases of software and information services that will use Mason data or integrate with Mason's administrative systems over \$5,000 are effective, purchases equal to or less than \$5,000 can occur by a purchase card, potentially bypassing established review and approval processes. Finally, procedural level documentation should be enhanced to ensure IT third-party risks to the university are minimized.

## SUMMARY STATUS OF AUDIT ISSUES AS OF SEPTEMBER 15, 2023


























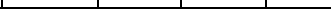

Five audit issues were closed since the last meeting. There were 12 open audit issues as of September 15, 2023. Target dates for several issues were extended.



Audit Report	Report Date	Open at Feb 2023	New	Closed	Open at May 2023	New	Closed	Open at Sept 2023
IT Third Party Service Providers	9/13/23	-	-	-	-	3	-	3
Background Investigations	4/20/23	-	3	-	3	-	1	2
Office of University Registrar	12/20/22	2	-	1	1	-	-	1
Academic Integrity	8/29/22	1	-	-	1	-	-	1
Student Financial Aid	11/10/21	2	-	-	2	-	-	2
Drug and Alcohol Abuse Prevention Program	12/16/19	1	-	1	0	-	-	0
Employee Disclosures and Evaluation of Personal Interests	12/13/19	4	-	-	4	-	1	3
Faculty Study Leave Programs	4/18/19	3	-	-	3	-	3	0
Office of the University Registrar	3/7/18	1	-	1	0	-	-	0
		14	3	3	14	3	5	12

## STATUS OF AUDIT PLAN AS OF SEPTEMBER 15, 2023

The 3+6 Audit Plan as of September 15, 2023 (bottom bars) is compared with the status as of the prior report to the Committee (top bars). (Note: The status of work is shown as follows: completed = orange bars, in progress = green bars, and planned = yellow bars)

Topic	Description	6/30	9/30	12/31	3/31
<b>Aligned with University-Level Risk Areas</b>					
IT Risk and Control Infrastructure Program	<ul style="list-style-type: none"> <li>Monitor ITS program workstreams to strengthen the risk and control infrastructure and improve technology service delivery.</li> </ul>	  			
Information Security Program	<ul style="list-style-type: none"> <li>Monitor projects to further strengthen security of Mason's entire technology environment.</li> </ul>	  			
Financial Administration of Sponsored Research Programs	<ul style="list-style-type: none"> <li>Assess administrative management of sponsored program awards, including financial risk management, and evaluate redesigned processes incorporating automation.</li> </ul>	 			
Research Computing Security	<ul style="list-style-type: none"> <li>Monitor cybersecurity assessments of research computing environments and preparations to implement NSPM-33 expectations.</li> </ul>				
IT Vendor Management	<ul style="list-style-type: none"> <li>Assess management actions to strengthen controls.</li> </ul>	 			
Construction Payments and Change Orders	<ul style="list-style-type: none"> <li>Monitor and assess payments related to planned campus construction projects.</li> </ul>				
<b>Additional Areas</b>					
Student Financial Accounts	<ul style="list-style-type: none"> <li>Assess business and compliance processes relevant to student billing activities.</li> </ul>	 			
Intercollegiate Athletics	<ul style="list-style-type: none"> <li>Assess processes for ensuring compliance with NCAA requirements related to recruitment, eligibility and financial aid.</li> </ul>				
Non-Employee Identities	<ul style="list-style-type: none"> <li>Assess processes for approving, supervising, controlling, and overseeing non-employees who have an identity relationship ("G number") with Mason.</li> </ul>	  			
Issue Validation Procedures	<ul style="list-style-type: none"> <li>Validate management has remediated audit issues in a comprehensive and sustainable manner.</li> </ul>	  			
Hotline Investigations Referred by OSIG	<ul style="list-style-type: none"> <li>Investigate allegations of fraud, waste, or abuse received from the Commonwealth's Office of the State Inspector General.</li> </ul>	  			

## STATUS OF INVESTIGATIONS AS OF SEPTEMBER 15, 2023

Nature of Allegation	Type	Status	Remarks
Potential improper use of state resources	Waste/Abuse	Completed	
Potential noncompliance with hiring policies	Waste/Abuse	Completed	
Potential conflict of interest	Abuse	Completed	
Potential noncompliance with policy and improper use of position	Waste/Abuse	Completed	

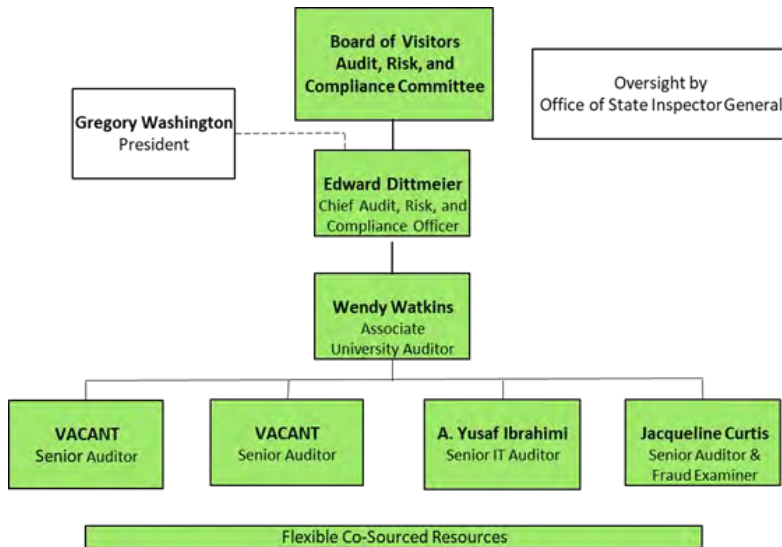
**Summary of Types:**

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

# STAFFING

University Audit utilizes a hybrid organizational model to provide assurance services for Mason. The model is designed to blend full time professional staff with co-sourced professionals from national and local accounting firms that bring specialized expertise to execute specific audit engagements under the Associate University Auditor’s direction and supervision. As of September 15, 2023, the full-time staff consists of five professionals.

## Staffing



	Plan	Actual	
		a/o July 2023	Avg to Sept 2023
<b>Core Audit Team</b>			
Audit Leadership	2.0	2.0	2.0
Auditors by Expertise:			
Operational Audit	2.5	0.5	0.5
IT Audit	1.0	1.0	1.0
Fraud Audit	0.5	0.5	0.5
<b>Total Audit Professional Employees</b>	<b>6.0</b>	<b>4.0</b>	<b>4.0</b>
Co-sourced FTE* Supported by Permanent Budget	0.7		0.3
<b>Total Audit Professionals Supported by Permanent Budget</b>	<b>6.7</b>	<b>4.0</b>	<b>4.3</b>

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

**APPENDIX: AUDIT ISSUE DETAILS AS OF SEPTEMBER 15, 2023**

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
1	<p><b>Report Name:</b> Background Investigations</p> <p><b>Report Date:</b> 4/19/23</p> <p><b>Management:</b> John Sanders, Interim Vice President of Human Resources</p>	<p><b>Improve Background Investigation Procedures:</b> Comprehensive procedures and defined roles and responsibilities will help ensure compliance with the university's background investigation processes and procedures.</p>	<p>University Policy 2221 (Background Investigations) and associated procedures and frequently asked questions have been analyzed and updated. Standard operating procedures for the Background Specialist's day-to-day job functions have been documented and will be utilized for cross training and/or new hire training. Pending review by University Counsel and Senior Leaders, this policy will be communicated campus-wide by November 30, 2023.</p>	9/30/23	11/30/23
2	<p><b>Report Name:</b> Background Investigations</p> <p><b>Report Date:</b> 4/19/23</p> <p><b>Management:</b> John Sanders, Interim Vice President of Human Resources</p>	<p><b>Ensure All Employees Have Completed Required Background Investigations:</b> Central HR should ensure all current and prospective employees have completed background investigations prior to beginning work; establish communication mechanisms to inform hiring departments of the status of a prospective employee's background investigation; develop automated procedures for ensuring regular integration of Truescreen background investigation data into Banner; implement a continuous monitoring program; and create a central repository of all completed background investigations.</p>	<p>All current employees hired on or after July 1, 2016 have a background investigation on file. Since Mason's policy prior to this date did not require all employees to have a background investigation, the Executive Vice President of Finance and Administration decided to focus efforts on ensuring background investigations are on file for all employees hired on or after the all-encompassing policy was implemented on July 1, 2016.</p> <p>IT enhancements now halt the employee onboarding process if there is no background investigation on file. Additional initiatives are underway to:</p> <ul style="list-style-type: none"> <li>• Develop a dashboard to assist the Background Specialist with monitoring background investigation data/status (estimated completion date - 10/13/23); and</li> <li>• Fully integrate Banner and Truescreen (background investigation vendor) to ensure near real time updates of background investigation status (estimated completion date - 2/28/24).</li> </ul> <p>Finally, processes and procedures are being finalized to ensure timely background</p>	9/30/23	11/30/23



#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
			investigations for adjunct faculty, as this population may or may not maintain consistent employment. Expected completion by November 30, 2023.		
3	<p><b>Report Name:</b> Employee Disclosures and Evaluation of Personal Interests</p> <p><b>Report Date:</b> 12/13/19</p> <p><b>Management:</b> Vincent Lacovara, Associate Vice President for Institutional Compliance</p>	<p><b>Clarify Scenarios and Expectations for Conflict of Interests (COI) and Commitment (COC) Disclosure Reporting not Required by Federal or Commonwealth Regulations:</b> Management (i.e., deans, center directors, and administrative unit leaders) should clarify disclosure expectations for common scenarios that may create potential COI or COC outside of those specifically required by federal or commonwealth regulations and should require formal, documented disclosure of all outside employment and consulting arrangements by employees. Management should supplement policy and procedural requirements with a formal COI/COC training or communication program.</p>	<p>Institutional Compliance is working with stakeholders to update University Policy 4001, Conflict of Interests, so as to incorporate acceptable policy language addressing these concerns. Policy development was dependent on the COI module of the newly acquired research administration technology suite which was completed in May 2023.</p> <p>Institutional Compliance will update ethics training to reflect policy changes and will work with Communications and Marketing to communicate them to employees – Expected completion December 2023.</p>	11/30/20	12/15/23
4	<p><b>Report Name:</b> Employee Disclosures and Evaluation of Personal Interests</p> <p><b>Report Date:</b> 12/13/19</p> <p><b>Management:</b> Vincent Lacovara, Associate Vice President for Institutional Compliance</p>	<p><b>Implement a Monitoring Program for Employee Disclosures:</b> Monitoring and oversight programs provide assurance that policy expectations are being met and procedures are functioning as intended. Once policy, governance, and reporting adjustments have been considered and implemented, management should develop monitoring programs to evaluate the completeness and accuracy of employee submissions. Where possible, separately (e.g., employee evaluation data or Virginia Statements of Economic Interests) and/or publicly available (e.g., IRS data) documents should be compared to self-reported employee disclosures to further support the completeness and accuracy of data provided.</p>	<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. An updated policy and other changes (necessitated by the new CIO module) was implemented in May 2023 for annual disclosures for administrative and professional faculty; an updated policy for annual disclosures for classified staff and instructional and research faculty will be implemented in Fall 2023. A more robust monitoring program to evaluate the completeness and accuracy of employee submissions, including both reviews of internal and publicly available information, will be developed and implemented in December 2023.</p>	11/30/21	12/15/23
5	<p><b>Report Name:</b> Employee Disclosures and Evaluation of Personal Interests</p>	<p><b>Evaluate Requiring New Hires to Disclose Interests and Commitments as Part of the Onboarding Process:</b> Management (i.e., deans, center directors, and administrative unit leaders) should evaluate requiring</p>	<p>Institutional Compliance has worked with Human Resources (HR) to determine the disclosure and training requirements for new hires. Disclosures for administrative and professional faculty, and classified staff was deployed in May 2023 (with</p>	11/30/21	12/15/23

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
	<p><b>Report Date:</b> 12/13/19</p> <p><b>Management:</b> Vincent Lacovara, Associate Vice President for Institutional Compliance</p>	<p>new hires to disclose financial interests and outside commitments as a part of the onboarding process. Management should consider providing training to new hires on the subject during the onboarding process.</p>	<p>the implementation of the COI module); and will be deployed for instructional and research faculty by December 2023.</p>		
6	<p><b>Report Name:</b> Student Financial Aid</p> <p><b>Report Date:</b> 11/10/21</p> <p><b>Management:</b> David Burge, Vice President for Enrollment Management, Office of the Provost</p>	<p><b>Document All Financial Aid Policies, Processes and Procedures:</b>  The Office of Student Financial Aid (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:  •Return to Title IV calculations  •Applicant information verification  •Exception reporting  The documents should be reviewed periodically to keep the documentation current</p>	<p>OSFA has made updates to the Policy and Procedures Manual, but a failed search for a Business Analyst has delayed completion of this effort. A new search was initiated and the work to complete documenting processes and procedures is expected by the end of 2023.</p>	6/30/22	12/31/23
7	<p><b>Report Name:</b> Student Financial Aid</p> <p><b>Report Date:</b> 11/10/21</p> <p><b>Management:</b> David Burge, Vice President for Enrollment Management, Office of the Provost</p>	<p><b>Evaluate Staffing Needs and Opportunities to Increase Efficiencies in Award Processing and Monitoring:</b>  The Office of Student Financial Aid (OSFA) and Enrollment Management Leadership should determine the critical financial aid activities that could benefit from additional staff. Additionally, evaluate opportunities to automate manual processes to provide current staff the capacity to take on other critical tasks.</p>	<p>The Office has automated several processes over the years, however, there will always be a need for human effort to review and perform oversight. We have staffed eight of the nine counselor positions and are actively seeking to hire one additional counselor.</p> <p>The Office has fully implemented Campus Logic Student Forms to help automate and streamline the verification process; and has also made progress with implementing TD Client which will automate the movement of files to and from the Department of Education. Full implementation is expected by 12/31/23.</p>	6/30/22	12/31/23
8	<p><b>Report Name:</b> Office of University Registrar (OUR)</p> <p><b>Report Date:</b> 12/8/22</p>	<p><b>Share Enhanced Data to Improve Course Scheduling and Registration:</b>  Coordinating with the academic departments to review and analyze course data, should enable academic departments to more strategically adjust course offerings and classrooms to meet student needs; reducing the number of manual overrides by faculty and risk of</p>	<p>Requirements-based reporting is a critical university need that the OUR hopes to meet using data captured in the new degree audit system. The office is committed to partnering with the academic units in order to give them actionable information related to the schedule of classes offered.</p>	12/31/23	12/31/23

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
	<b>Management:</b> Janette Muir, Vice President for Academic Affairs, Office of the Provost	students being unable to take required courses if required course is at capacity. Additionally, the University's Academic Course Catalog is not consistently updated to remove inactive course offerings.	Mason faculty own the course curriculum. The OUR is responsible for the administration of the curriculum process and will continue to communicate each year with the Associate Provosts of Undergraduate and Graduate Education and the academic units regarding courses that have not been offered in the previous five years; as well as newly approved courses not offered in the previous three years. The Associate Provosts will engage their respective Councils and the academic units to implement a process to inactivate courses that exceed the three-year and five-year criteria for newly approved and older courses respectively if adequate justification to keep the course in the catalog is not provided by the academic unit and/or faculty.		
9	<b>Report Name:</b> Academic Integrity  <b>Report Date:</b> 8/29/22  <b>Management:</b> Rose Pascarell, Vice President, University Life	<b>Ensure Consistency in University Academic Integrity Guidance and Recommended Sanctions:</b> The Vice President, University Life (including the Office of Academic Integrity) and the Vice Provost, Academic Affairs should convene a working group comprised of key leaders, faculty, students, and administration to evaluate the potential value of consistency across the colleges and schools surrounding the university's academic integrity program guidance and recommended sanctions.	The Vice Provost, Academic Affairs and the Vice President, University Life assembled a taskforce of key stakeholders which developed a holistic approach to academic integrity university-wide with specific recommendations to address the inclusion and enforcement of an academic integrity statement in all course syllabi; adopting a university-wide sanctioning matrix; and defining and communicating faculty and student roles and responsibilities, among other things. The feasibility of the taskforce recommendations will be assessed, and next steps and implementation plans will be developed.  The Office of Academic Integrity (OAI) will support the implementation of the working group recommendations and implement enhancements to ensure consistency in student and faculty guidance.	8/15/23	1/30/24
10	<b>Report Name:</b> Third-Party Service Providers	<b>Document Architecture Standards Review Board (ASRB) Requirements:</b>	The Director IT Risk and Compliance will document current process and procedures and establish a review frequency for these documents.	2/15//24	2/15/24

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
	<p><b>Report Date:</b> 9/14/23</p> <p><b>Management:</b> Charles Spann, Interim Vice President and Chief Information Officer</p>	The Director IT Risk and Compliance should document and review ASRB process procedures, including criteria for ASRB reviews by each functional group that makes up the ASRB.			
11	<p><b>Report Name:</b> Third-Party Service Providers</p> <p><b>Report Date:</b> 9/14/23</p> <p><b>Management:</b> Charles Spann, Interim Vice President and Chief Information Officer</p>	<p><b>Enforce Architecture Standards Review Board (ASRB) Requirements:</b></p> <p>While controls surrounding purchases of software and information services that will use Mason data or integrate with Mason’s administrative systems over \$5,000 are effective, purchases equal to or less than \$5,000 can occur by a purchase card, potentially bypassing established review and approval processes.</p>	The Director IT Risk and Compliance will work with the Purchasing Office and the ASRB to establish a means to monitor IT third-party service providers that meet the criteria for ASRB review within University Policy 1307, are reviewed and approved in accordance with ASRB requirements.	3/15//24	3/15/24
12	<p><b>Report Name:</b> Third-Party Service Providers</p> <p><b>Report Date:</b> 9/14/23</p> <p><b>Management:</b> Charles Spann, Interim Vice President and Chief Information Officer</p>	<p><b>Enhance IT Third-Party Service Provider Risk Review Process:</b></p> <p>Annual security assessment reports for all high-risk IT third-party service providers and their subcontractors that have the potential to handle or exchange protected data or information should be obtained, and findings assessed for potential impact to the university and remediated accordingly.</p>	Information Technology Services (ITS) will review and update the third-party risk management document to align to current procedures and recommendations to require reviews of IT third-party service providers that utilize Mason protected data. ITS will require future vendors that involve, or have the potential to involve, the exchange of protected data, to have annual security reports; continue to monitor the annual security assessment report status of current vendors; and work with our current contracting partners to ensure any weaknesses or vulnerabilities are communicated and pursued for appropriate risk treatment. ITS will also work with Procurement to implement a process for subcontractors for all high-risk service providers.	4/15/24	4/15/24

**ITEM NUMBER: IV.B.**

Review of Office of University Audit Planning

**PURPOSE OF ITEM:**

This item facilitates the Committee's review of the Office of University Audit's process for establishing risk-based audit plans. This process is consistent with the process used since 2016.

**NARRATIVE:**

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

- The 'top-down' approach seeks to identify macro-level areas of current and/or potentially emerging interest to stakeholders. Our current view of university-level risk areas includes:
  - Enrollment changes.
  - Research enterprise growth.
  - Financial stewardship and funding uncertainty.
  - Operating infrastructure robustness.
  - Campus safety, security, health, and well-being.
  - Information protection (cyber threats).
- The 'bottom-up' approach is used to develop a risk-based prioritization of audit coverage across the university through the evaluation of Audit Risk Factors applied to Auditable Units.
  - The potential impact and likelihood of risks related to the following areas were considered: strategic; financial and financial reporting; regulatory compliance; operations; and hazards.

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

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

Audit plans are reviewed with key members of university management. Their input and feedback is considered and incorporated, where appropriate.

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

**ACTION:**

Committee review.



Office of University Audit

Office of University Audit:  
Review of Audit Planning - Risk Assessment

**Report to Audit, Risk and Compliance Committee**  
**September 28, 2023**

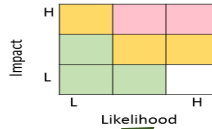
Audit priorities are determined in a dynamic, flexible, risk-based manner using a frequently refreshed audit risk assessment. Planning is governed by an Audit Policy originally endorsed by the Committee in 2016; essential elements are:

## Top-Down Analysis

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

## Bottom-Up Analysis

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



## Monitoring

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

## Key Stakeholder Input

- Executives
- University risk leaders
- Audit, Risk and Compliance Committee

## Proposed 3+6 Audit Plan

## Evaluate Resources

- Resource levels
- Skill needs

## Seek Review

- Chairman review
- Committee review

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

Consistent with our post-pandemic view most recently formed in June 2023, university-level risk areas include:

<p><b>ENROLLMENT CHANGES:</b> Student enrollment processes drive the quality and diversity of the university community while sourcing &gt; 50% of revenues through net tuition, fee, room, and board revenues. Success is dependent on achieving an appropriate student size, mix, diversity, and financial capability while managing to limit the impacts of potential (gradual or sharp) changes in enrollment due to competitiveness, relevance, demographics, economics, or other reasons.</p> <ul style="list-style-type: none"> <li>• Evaluate student enrollment management processes, including admissions.</li> <li>• Evaluate student financial aid processes.</li> <li>• Evaluate academic integrity processes.</li> <li>• Evaluate university registrar processes.</li> <li>• Monitor ADVANCE program with NOVA and other community colleges.</li> <li>• Monitor pricing/competition as other universities expand offerings in Northern Virginia.</li> </ul>	<p><b>RESEARCH ENTERPRISE GROWTH:</b> The university plans to continue growing research substantially to sustain a Carnegie Very High Research Activity (R1) classification. Growth in research faculty and scalable support, including infrastructure capabilities (people, facilities, funding, and processes), need to support planned growth.</p> <ul style="list-style-type: none"> <li>• <b>Assess research proposal development process.</b></li> <li>• Evaluate processes for managing research data.</li> <li>• Evaluate financial administration of sponsored programs, and redesigned processes and automation.</li> <li>• Monitor cyber security assessment of research computing environments.</li> <li>• Monitor project to strengthen applied research centers.</li> </ul>
<p><b>FINANCIAL STEWARDSHIP AND FUNDING UNCERTAINTY:</b> Legislative process delays, expiration of pandemic-era relief actions, and overall volatility in higher education are challenging the expendable resources available to Mason. Financial planning, analysis, reporting, and governance processes are being adjusted to better align limited resource allocation with achieving strategic goals and the university’s instructional and research missions while protecting the university’s creditworthiness and restoring reserves depleted during the pandemic.</p> <ul style="list-style-type: none"> <li>• Evaluate student billing processes.</li> <li>• Monitor actions to strengthen budgeting and forecasting capabilities.</li> <li>• Monitor processes for managing reserve levels.</li> <li>• Monitor compliance with Tech Talent Investment Program agreements.</li> </ul>	<p><b>OPERATING INFRASTRUCTURE ROBUSTNESS:</b> Mason’s workforce and important core processes, technology, and facilities are likely to require further strengthening and investment to appropriately support scalable growth and innovation while ensuring core processing is effective and efficient.</p> <ul style="list-style-type: none"> <li>• Evaluate student enrollment management, including admissions.</li> <li>• Evaluate student financial aid processes.</li> <li>• Evaluate university registrar processes.</li> <li>• Monitor actions to improve IT governance and process infrastructure projects.</li> <li>• Evaluate student billing processes.</li> <li>• Evaluate financial administration of sponsored programs, and redesigned processes and automation.</li> <li>• Continue to monitor implementation of IT governance and process infrastructure projects.</li> <li>• Audit Pre-Construction Processes – Life Sciences and Engineering building addition project.</li> <li>• Monitor selected construction projects.</li> </ul>
<p><b>CAMPUS SAFETY, SECURITY, HEALTH, AND WELL-BEING:</b> Providing a safe, secure, and healthy environment for students, employees, and other community members is essential to the accomplishment of the university’s instructional, research, and public service missions.</p> <ul style="list-style-type: none"> <li>• Monitor self-assessment of emergency management program.</li> <li>• Evaluate compliance with Commonwealth violence prevention requirements, including recent threat assessment legislation.</li> <li>• Monitor active threat-related training completion rates by students and employees.</li> <li>• Monitor status of mental health programs with selected comparable peers</li> </ul>	<p><b>INFORMATION PROTECTION (CYBER THREATS):</b> The university holds large volumes of protected (personally identifiable, classified, and controlled unclassified) information in a globally connected, decentralized technology environment.</p> <ul style="list-style-type: none"> <li>• Monitor actions to improve IT governance and process infrastructure projects.</li> <li>• Continue to monitor implementation of IT governance and process infrastructure projects.</li> <li>• Monitor IT vulnerability and patch management processes.</li> <li>• Monitor cyber security assessment of research computing environments.</li> </ul>



Risk assessment results highlight areas with potentially high impact.

RISK FACTOR	DESCRIPTION	DISTRIBUTION OF AUDITABLE UNITS																							
STRATEGIC	The risk of this auditable unit to GMU’s people, reputation, or financial position, and to the achievement of GMU’s Mission, Values, and Strategic Plan objectives arising from ineffective business strategies and tactics; adverse business decisions; insufficient resources, funding, or management focus; ineffective implementation of decisions; or lack of responsiveness to changes in business environment.	<table border="1"> <tr> <td rowspan="3">Impact</td> <td>H</td> <td>12</td> <td>7</td> <td>0</td> </tr> <tr> <td>M</td> <td>26</td> <td>18</td> <td>0</td> </tr> <tr> <td>L</td> <td>16</td> <td>1</td> <td>0</td> </tr> <tr> <td colspan="2"></td> <td>L</td> <td>M</td> <td>H</td> </tr> <tr> <td colspan="5">Likelihood</td> </tr> </table>	Impact	H	12	7	0	M	26	18	0	L	16	1	0			L	M	H	Likelihood				
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FINANCIAL and FINANCIAL REPORTING	The risk of this auditable unit to GMU’s people, reputation, or financial position arising from inadequate or ineffective management of financial-related processes and reporting or external events, including processes upstream from those normally associated with financial aspects of the university. Among other things, this includes risks associated with credit, investments, financings, currencies, financial models, markets, and related transaction processing, accounting, and reporting activities.	<table border="1"> <tr> <td rowspan="3">Impact</td> <td>H</td> <td>3</td> <td>3</td> <td>1</td> </tr> <tr> <td>M</td> <td>7</td> <td>11</td> <td>0</td> </tr> <tr> <td>L</td> <td>47</td> <td>8</td> <td>0</td> </tr> <tr> <td colspan="2"></td> <td>L</td> <td>M</td> <td>H</td> </tr> <tr> <td colspan="5">Likelihood</td> </tr> </table>	Impact	H	3	3	1	M	7	11	0	L	47	8	0			L	M	H	Likelihood				
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REGULATORY COMPLIANCE	The risk of this auditable unit to GMU’s people, reputation, or financial position arising from violations of, or non-compliance with, current and changing laws, regulations, supervisory guidance, or regulatory expectations.	<table border="1"> <tr> <td rowspan="3">Impact</td> <td>H</td> <td>8</td> <td>9</td> <td>0</td> </tr> <tr> <td>M</td> <td>7</td> <td>19</td> <td>0</td> </tr> <tr> <td>L</td> <td>36</td> <td>1</td> <td>0</td> </tr> <tr> <td colspan="2"></td> <td>L</td> <td>M</td> <td>H</td> </tr> <tr> <td colspan="5">Likelihood</td> </tr> </table>	Impact	H	8	9	0	M	7	19	0	L	36	1	0			L	M	H	Likelihood				
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OPERATIONS	The risk of this auditable unit to GMU’s people, reputation, or financial position arising from inadequate or failed internal processes, people, and systems or from external events. This includes the following types of risk: technology-related risk, which is the risk arising from the University’s overall use of technology (whether centralized or decentralized) and includes, among other things, its governance, processes, infrastructure, applications, security, and reliability; and legal risk, which is the risk arising from defective transactions, litigation or claims made, or the failure to protect university assets.	<table border="1"> <tr> <td rowspan="3">Impact</td> <td>H</td> <td>3</td> <td>6</td> <td>1</td> </tr> <tr> <td>M</td> <td>6</td> <td>40</td> <td>2</td> </tr> <tr> <td>L</td> <td>15</td> <td>6</td> <td>1</td> </tr> <tr> <td colspan="2"></td> <td>L</td> <td>M</td> <td>H</td> </tr> <tr> <td colspan="5">Likelihood</td> </tr> </table>	Impact	H	3	6	1	M	6	40	2	L	15	6	1			L	M	H	Likelihood				
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HAZARD	The risk of this auditable unit to GMU’s people, reputation, or financial position arising from inadequate or failed internal processes, people, and systems or from external events. This includes the following types of risk: (i) health, safety, and environmental risks, which is the risk arising from processes or events that potentially cause damage, harm, or adverse effects to someone (e.g., health) or something (e.g., property).	<table border="1"> <tr> <td rowspan="3">Impact</td> <td>H</td> <td>0</td> <td>1</td> <td>0</td> </tr> <tr> <td>M</td> <td>7</td> <td>10</td> <td>0</td> </tr> <tr> <td>L</td> <td>61</td> <td>1</td> <td>0</td> </tr> <tr> <td colspan="2"></td> <td>L</td> <td>M</td> <td>H</td> </tr> <tr> <td colspan="5">Likelihood</td> </tr> </table>	Impact	H	0	1	0	M	7	10	0	L	61	1	0			L	M	H	Likelihood				
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## The risk-assessed Audit Universe, sorted by Executive:

#	Executive	Group	Area	Str	Fin	Comp	Opns	Haz	Audit Work: FY 2019 (7/1/18) to Present
1	Provost	Antonin Scalia School of Law		Mod	Low	Mod	Mod	Low	
2	Provost	College of Education & Human Development (CEHD)		Mod	Low	Mod	Mod	Low	10/27/22 – IT Risk Self Assessment 4/8/22 – Research Proposal Process Review 10/1/20 - Confucius Institute Financial Review 02/12/19 – Validation of IT Security Self-Assessment CEHD Results 11/19/18 – CEHD Selected Processes
3	Provost	College of Public Health (formerly CHHS)		Mod	Low	Mod	Mod	Low	8/10/2022 - IT Risk Self Assessment
4	Provost	College of Humanities & Social Sciences (CHSS)		Mod	Low	Mod	Mod	Low	4/8/22 – Research Proposal Process Review
5	Provost	College of Science (CoS)		High	Low	High	Mod	High	4/8/22 – Research Proposal Process Review 2/27/20 – IT Security Self Assessment 12/16/19 – Validation of IT Security Self-Assessment Results; 10/30/18 – DHS CINA Cooperative Agreement; 5/17/18 - Data and IT Security Risk Self-Assessment – Academic Units
6	Provost	College of Visual & Performing Arts (CVPA)		Low	Low	Mod	Mod	Low	10/26/20 – CVPA Wage Employee Charges 6/17/20 - Assessment of Interest and Other Matters 11/25/19 - Computer Game Design Scholarship Program 8/7/19 – Validation of IT Security Self-Assessment Results
7	Provost	Honors College		Low	Low	Mod	Low	Low	
8	Provost	Schar School of Policy & Government		Mod	Low	Mod	Mod	Low	
9	Provost	Jimmy and Rosalynn Carter School of Peace and Conflict Resolution		Low	Low	Mod	Low	Low	
10	Provost	School of Business		Mod	Low	Mod	Mod	Low	2/27/23 - IT Risk Self-Assessment Results: School of Business
11	Provost	College of Engineering & Computing		High	Low	High	Mod	Low	4/8/22 – Research Proposal Process Review 2/11/19 – VSE Selected Processes 1/23/19 - Validation of IT Security Self-Assessment Results
12	Provost	Research & Innovation Initiatives	Research Development and Computing	Mod	Low	Mod	Mod	Low	9/6/22 - RPRC SSP and POA&M Assessment 8/29/22 - SRC CUI SSP and POA&M Assessment

## The risk-assessed Audit Universe, sorted by Executive:

#	Executive	Group	Area	Str	Fin	Comp	Opns	Haz	Audit Work: FY 2019 (7/1/18) to Present
13	Provost	Research & Innovation Initiatives	University Institutes and Centers	Mod	Low	Low	Low	Low	
14	Provost	Research & Innovation Initiatives	Smithsonian Mason School of Conservation	Low	Low	Low	Low	Low	
15	Provost	Research Services	Research Services - Integrity & Assurance	Mod	Low	High	Mod	Low	
16	Provost	Research Services	Research Services - Sponsored Programs Administration	Mod	High	Mod	High	Low	4/8/22 – Research Proposal Process Review 5/1/20 - Continuanace Audit of Federally Sponsored Fund Reconciliations 10/30/18 - DHS CINA Cooperative Agreement 7/12/18 - Federally Sponsored Reconciliations
17	Provost	Mason Enterprise		Mod	Low	Low	Low	Low	
18	Provost	University Libraries		Low	Low	Low	Low	Low	8/7/19 – Validation of IT Security Self-Assessment Results
19	Provost	Academic Administrations		Low	Low	Low	Low	Low	
20	Provost	Enrollment Management	Admissions and Enrollment Planning	High	Low	Mod	Mod	Low	11/4/21 - Office of Admissions
21	Provost	Enrollment Management	Student Financial Aid	Low	Mod	Mod	Mod	Low	11/10/21 - Student Financial Aid 1/25/21 - Use and Distribution of GEERF 12/18/20 - Use and Distribution of CARES Act Funding
22	Provost	Institutional Effectiveness and Planning		Mod	Low	Low	Mod	Low	
23	Provost	Academic Affairs	Registrar	Low	Low	High	Mod	Low	12/8/22 - Office of University Registrar Audit
24	Provost	Academic Affairs	Undergraduate Education	Low	Low	Low	Mod	Low	
25	Provost	Academic Affairs	Graduate Education	Low	Low	Low	Mod	Low	
26	Provost	Academic Affairs	Accreditation	Mod	Low	High	Mod	Low	
27	Provost	Academic Affairs	Global Education Office	Low	Low	Low	Low	Mod	
28	Provost	Academic Affairs	INTO Mason	Low	Low	Low	Low	Low	

## The risk-assessed Audit Universe, sorted by Executive:

#	Executive	Group	Area	Str	Fin	Comp	Opns	Haz	Audit Work: FY 2019 (7/1/18) to Present
29	Provost	Academic Affairs	Mason Continuing and Professional Education	Low	Low	Low	Low	Low	
30	Provost	Academic Affairs	ADVANCE and Other Community College Partnerships	Mod	Low	Low	Low	Low	
31	Provost	Academic Affairs	Provost Activities (incl Mercatus Center)	Mod	Low	Low	Mod	Low	4/18/19 – Faculty Study Leave Programs
32	Provost	Faculty Affairs		Low	Low	Low	Low	Low	8/26/2020 - Online Graduate Learning Arrangement Wiley
33	Provost	Mason Korea		Mod	Low	Low	Low	Low	
34	Provost	University Life	Access and Holistic Student Support Services	Low	Low	Mod	Mod	Mod	8/29/22 - Academic Integrity 12/18/20 - Use and Distribution of CARES Act Funding 12/16/19 - Drug and Alcohol Prevention Program
35	Provost	University Life - Student Engagement	Housing and Residential Life	Mod	Low	Low	Mod	Mod	
36	Provost	University Life - Student Engagement	Recreations	Low	Low	Low	Low	Low	
37	Provost	University Life - Student Engagement	Student Organizations	Low	Low	Low	Low	Mod	
38	Administration	Strategic Planning and Budget		High	Mod	Mod	Mod	Low	
39	Administration	Fiscal Services	Accounts Payable	Low	Mod	Mod	Mod	Low	3/9/23 - Student Accounts (Student Fiscal Services)
40	Administration	Fiscal Services	General Accounting (and Financial Reporting & ARMICS)	Low	High	Mod	Mod	Low	9/3/21 - Clearing Accounts 6/17/21 - Bank Accounts 4/15/21 - Foreign Gifts and Contracts 2/5/21 - Enhanced ARMICS IT Assurance Control Assessment
41	Administration	Fiscal Services	Treasury and Debt Management	Mod	Mod	Mod	Mod	Low	
42	Administration	Fiscal Services	Purchasing and Central Receiving	Low	Mod	Mod	Low	Low	
43	Administration	Fiscal Services	Student Fiscal Services	Low	Mod	Mod	Mod	Low	7/19/19 – Student Fiscal Services
44	Administration	Human Resources and Benefits	Human Resources	Mod	Low	Mod	Mod	Low	4/20/23 - Background Investigations 7/23/19 – Recruiting Processes

## The risk-assessed Audit Universe, sorted by Executive:

#	Executive	Group	Area	Str	Fin	Comp	Opns	Haz	Audit Work: FY 2019 (7/1/18) to Present
45	Administration	Fiscal Services	Payroll Processing	Mod	Mod	Mod	Mod	Low	4/23/20- Wage Employee Time Entry and Annual Leave Usage for Administrative Faculty
46	Administration	Information Technology Services	Enterprise Applications / Banner Support	Low	Mod	Low	High	Low	4/9/21 - IAM Identity Management 6/11/21 - IAM Access Management 10/5/20 - Security Over Highly Privileged Banner Account 7/22/19 - Assessment of Banner 9 Upgrade System testing
47	Administration	Information Technology Services	Enterprise Applications / Banner Development, Change Management, and Operations (SDLC)	Low	Low	Low	Mod	Low	
48	Administration	Information Technology Services	Enterprise Applications / Database, Middleware, and ERP Support	Low	Mod	Low	High	Low	
49	Administration	Information Technology Services	Cloud Computing and Storage	Low	Mod	Low	High	Low	5/10/23 - Feedback on ITS Security Awareness Training Updates 10/30/18 – Monitoring Server Configuration Benchmarks and Implementations
50	Administration	Information Technology Services	Enterprise Service Delivery / Technology Support Services	Low	Low	Low	Low	Low	
51	Administration	Information Technology Services	IT Security	Mod	Low	Mod	High	Low	1/18/23 - IT Risk Self-Assessment Results: Enterprise-wide Guidance 11/4/22 - Feedback on Proposed University-wide Information Security Control Baselines 8/26/22 - IT Risk and Control Infrastructure Program Monitoring 9/17/21 - Compare Mason's IT Security Program with NIST Controls Framework 9/15/21 - Remediation of 3rd Party Service Provider Oversight 3/25/20 - Validation of Management's Remediation of APA's Firewall security issues 12/16/19 – Enterprise CUI Environment Assessment of Certain Control Requirements & CUI Project Intake Process Design 12/18/18 – IT Vulnerability and Patch Management 7/30/18 – Draft IT Security Roadmap 7/10/18 – Proposed CUI Business Process Plans
52	Administration	Information Technology Services	Learning Support Services / Online Learning Resources	Mod	Low	Low	Mod	Low	
53	Administration	Information Technology Services	Network IT Infrastructure	Mod	Mod	Low	High	Low	

## The risk-assessed Audit Universe, sorted by Executive:

#	Executive	Group	Area	Str	Fin	Comp	Opns	Haz	Audit Work: FY 2019 (7/1/18) to Present
54	Administration	Information Technology Services	Physical IT Infrastructure (+ physical server management)	Low	High	Low	Mod	Low	
55	Administration	Information Technology Services	Enterprise Service Delivery / Business Continuity & Recovery	Mod	Low	Low	Mod	Low	1/3/23 - ITS Disaster Recovery Exercise - Banner
56	Administration	Information Technology Services	Strategic Business Operations / Process and Planning	Mod	Low	Low	High	Low	3/14/23 - Feedback on ITS Portfolio and Project Management Updates 9/17/20 - IT Portfolio Management
57	Administration	Capital Strategy and Planning		High	Low	Low	Low	Low	
58	Administration	Facilities	Planning, Design and Construction	High	High	High	Mod	Mod	11/15/22 - Life Sciences and Engineering BUIlding Pre-Construction GMP 2 Proposal 9/21/22 - GMU Design Manual: Suggested Areas to Clarify 5/8/20 - Construction Contract Payment Processing - Robinson Hall Replacement Project 7/2/19 - Construction Contract Payment Processing - Core Campus Project
59	Administration	Facilities	Facilities Management Maintenance & Utilities	Low	Low	Low	Mod	Low	
60	Campus Police	Campus Police	Campus Police	Low	Low	Low	Mod	Mod	9/19/19 - Separation of Purchasing and Inventory Responsibilities
61	Administration	Auxiliary Operations & Services	Parking, Shuttles, and Transportation	Low	Low	Low	Mod	Low	
62	Administration	Safety, Emergency, and Enterprise Risk Management	Enterprise Risk Management	High	Low	Low	Mod	Low	
63	Audit, Risk, and Compliance	Audit and Compliance	Institutional Compliance Program	Low	Low	Mod	Mod	Low	6/15/22 - Ethics Program Initial Assessment
64	Administration	Safety, Emergency, and Enterprise Risk Management	Safety and Emergency Services	Low	Low	Mod	Low	Mod	
65	Administration	Safety, Emergency, and Enterprise Risk Management	Public Health Management	Low	Low	Mod	Low	Mod	
66	Administration	Safety, Emergency, and Enterprise Risk Management	Risk Management (Insurance)	Low	Low	Low	Low	Low	
67	Administration	Auxiliary Operations & Services	Eagle Bank Arena	Low	Low	Low	Mod	Low	

## The risk-assessed Audit Universe, sorted by Executive:

#	Executive	Group	Area	Str	Fin	Comp	Opns	Haz	Audit Work: FY 2019 (7/1/18) to Present
68	Administration	Auxiliary Operations & Services	Food-Related Services; including related facilities and maintenance (& Independent Food)	Low	Low	Low	Mod	Mod	
69	Administration	Auxiliary Operations & Services	Mason Card	Low	Low	Low	Low	Low	
70	Administration	Auxiliary Operations & Services	Print and Mail Services	Low	Low	Low	Low	Low	
71	Administration	Auxiliary Operations & Services	Retail-Related Services (& Independent Retail)	Low	Low	Low	Mod	Low	
72	Administration	Real Estate	Real Estate Administration (Lease Properties)	Low	Mod	Low	Low	Low	
73	Athletics	Intercollegiate Athletics	External Affairs, Fund Raising and Funds Management	Low	Mod	Low	Mod	Low	2/10/20 - Intercollegiate Audit: reopening of audit issues 11/14/2018 - Intercollegiate Audit
74	Athletics	Intercollegiate Athletics	Student-Athlete Processes	Low	Mod	High	Mod	Mod	2/10/20 - Intercollegiate Audit: reopening of audit issues 11/14/2018 - Intercollegiate Audit
75	Comm & Market	Strategic Communications and Marketing		Mod	Low	Low	Mod	Low	4/24/23 - Noncompliance with Hiring Practices
76	Diversity	Diversity, Equity and Inclusion		Mod	Low	High	Mod	Low	12/14/20 - Handling Investigations of Allegations of Discrimination 6/11/20 - Possible conflict of personal interest and misuse of Mason resources for private business 12/13/19 - Employee Disclosures and evaluation of Personal Interest 11/19/19 - Possible misuse of 3D Printer
77	Development	University Advancement and Alumni Relations	University Advancement	Mod	Low	Low	Low	Low	6/22/20 - Gift Acceptance Policy Implementation
78	Govt & Comm Relations	Government and Community Relations		Mod	Low	Mod	Low	Low	
79	President	University Counsel	University Counsel	Low	Low	High	Mod	Low	
80	President	President's Office		Mod	Low	Low	Low	Low	1/21/20 - Noticing of December 2019 Presidential Search Committee Meeting



**Office of Institutional Compliance**

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

**September 28, 2023**



## EXECUTIVE SUMMARY

This report summarizes Institutional Compliance activities since the prior Committee meeting:

- Compliance assessment activity:
  - Inventory: 426 laws and regulations applicable to Mason tracked.
    - Risk ownership has been identified for 393 laws and regulations (92%); ownership was confirmed for 371 laws and regulations (87%).
  - Guided, granular regulatory risk assessments for priority risk areas continue:
    - In Progress: FAR/DFARS, institutional privacy.
  - Guided, program maturity self-assessments of distributed compliance programs continue:
    - In Progress: laboratory safety, Registrar (pending report), Student Health Services privacy (pending report), institutional privacy, MAPS Clinic privacy, records management.
  - External reviews: Two new external reviews were announced since the prior meeting. One review in progress as of the last report was completed.
- Status of reported compliance matters:
  - One potential compliance matter was reported to OAC since the prior meeting. Since the last report, Institutional Compliance has closed one matter and one matter remains under review. None of the matters appear significant to Mason.
  - Coordination of investigations and investigative protocols continues to occur with units such as Research Integrity and Assurance; Diversity, Equity, and Inclusion; Human Resources; and Information Technology Services. The potential for additional reporting capabilities is being evaluated.
- Additional institutional compliance activities:
  - Institutional Compliance supported substantial university-wide actions, particularly by the Office of Research Integrity and Assurance and the Office of Research Services, to strengthen conflict of interest and related disclosure and management processes. Among other actions, this included: RAMP module implementation, development of re-designed workflows, extensive communications and training, a revised conflict of interest policy, and Mason's first conflict of commitment policy.
  - The Office of the Provost's Policy Management Group assumed the existing university policy management responsibilities to coordinate the review, revision, and development of university policies. This structure should provide more comprehensive review of policies by a broader representation of academic and administrative units, including faculty and Institutional Compliance.
  - A new compliance website was implemented to convey the purpose of the Compliance and Ethics program, and the resources and processes available to employees, including various reporting channels. An Institutional Compliance communications calendar is being developed and will be reviewed with risk owners and University Branding prior to implementation.

# TABLE OF CONTENTS

## Topic

- 1 SUMMARY OF ASSESSMENT AND MONITORING ACTIVITY
  - Inventory of Laws and Regulations
  - Assessment Prioritization and Status
  - Summary Status of In-Progress Assessments
  - Summary Status of External Reviews
- 2 SUMMARY OF REPORTING MECHANISMS AND MATTERS
- 3 SUMMARY OF ADDITIONAL COMPLIANCE ACTIVITY
  - Policies and Standards
  - Training and Communications
  - Processes to Exclude Bad Actors from Positions of Trust
- 4 INSTITUTIONAL COMPLIANCE STAFFING
- 5 APPENDICES:
  - Compliance Program Standard
  - Mason's Guiding Approach to Building the Compliance and Ethics Program
  - Compliance Program Lifecycle
  - Compliance Assessment Framework
  - Schedule of Assessments Completed Since 2021

## COMPLIANCE ASSESSMENTS AND MONITORING

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 guided by the elements of effective compliance programs in the *US Federal Sentencing Guidelines for Organizations*; 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.

### **INVENTORY STATUS:**

As of September 12, 2023, an inventory of 426 laws and regulations applicable to Mason has been compiled, and was reviewed with the Office of University Counsel for completeness and applicability. 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 identified on an ongoing basis. Risk ownership has been identified for a total of 393 (92%) laws and regulations, and has been confirmed for a total of 371 (87%). Risk ownership confirmations are summarized below:

	<b>Regulatory Category</b>	<b>Number of Regulatory Requirements</b>	<b>Number of Requirements for which Ownership Confirmed</b>
1	Compliance and Ethics Program	2	2
2	Copyright and Intellectual Property	9	–
3	Employment	92	91
4	Environmental Health and Safety and Occupational Health & Safety	52	50
5	Facilities, Construction, and Renovation	4	1
6	Finance and Tax	41	40
7	Information Management and Security, and Privacy	48	41
10	Procurement and Contracting	21	20
11	Research	62	61
12	Students and Academic Policy	92	65 <sup>1</sup>
13	Miscellaneous	3	–
<b>Totals</b>		<b>426</b>	<b>371</b>

<sup>1</sup> Ownership has been identified for 70 (77%) of the laws and regulations in this category, and is in the process of being confirmed.

## ASSESSMENT PRIORITIZATION AND STATUS:

Institutional Compliance, in coordination with University Counsel, University Audit, and Enterprise Risk Management, periodically refreshes the prioritization of regulatory risks facing large, public research universities that are similar to Mason. The prioritization revision was completed using the inventory of laws and regulations by category and subcategory.

The prioritization does not represent an assessment of specific risks or risk levels at Mason; it is solely intended to provide a basis for identifying and prioritizing future Mason-specific compliance assessment and other compliance activities. The refreshed prioritization is reviewed with senior leaders periodically, and their input used to prioritize further assessment work.

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

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

RESEARCH	Industry Risk	Mason Timing	Status
Award Management/Costing	High	Longer Term	
Human Subjects	High	Nearer Term	
Animal Welfare	High	Nearer Term	
Export Control	High	Nearer Term	<b>DONE</b> 12/1/22
Biosafety Facilities/Lab Safety	High	Nearer Term	<b>In Progress</b>
Ethics/Integrity	High	Nearer Term	<b>In Progress</b>
FAR/DFARS	High	Nearer Term	<b>In Progress</b>
Reporting/Notices/Disclosures	Low	Longer Term	

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

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

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

MISC.	Industry Risk	Mason Timing	Status
	Low	Longer Term	

## **IN-PROGRESS ASSESSMENTS:**

Assessments of distributed, risk-specific programs are planned and facilitated based upon the prioritization of risk areas, as well as upon request by distributed program owners. The assessment of the level of regulatory risk in a given category indicates the expected robustness of the associated mitigation activities, including the formality and maturity of the related distributed risk-area compliance program. Assessment activities completed, in progress, and planned are summarized in the following chart:

<b>Summary of Assessment Activity</b>	<b>As of 4/18/23</b>	<b>As of 9/12/23</b>
---------------------------------------	--------------------------	--------------------------

<b><i>Regulatory Risk Assessments:</i></b>		
Office of the Registrar	IP	DONE
Institutional Privacy	NS	IP
Student Health and Safety	NS	Planning
Occupational Health and Safety	NS	Planning
Federal Contracting (FAR/DFARS)	NS	Planning

<b><i>Program Maturity Guided Self-Assessments:</i></b>		
Office of the Registrar	IP	Draft
Student Health Services Privacy	IP	Draft
MAPS Clinic Privacy	IP	IP
Records Management	NS	IP
Institutional Privacy Program	NS	IP
Student Health and Safety	NS	Planning
Occupational Health and Safety	NS	Planning
Federal Contracting (FAR/DFARS)	NS	Planning

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

## **EXTERNAL REVIEWS:**

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

One external review was closed since the last report, and did not have adverse findings with respect to Mason. Two new external reviews, announced since the last report, are in progress. Below is the status of the external reviews as of September 12, 2023:

<b>Reviewing Entity</b>	<b>As of 4/18/23</b>	<b>As of 9/12/23</b>	<b>Remarks</b>
Office of the State Inspector General (OSIG)	Not Announced	In Progress	Pre-audit questionnaire provided by OSIG, due 9/22/23.
Virginia Small Business Development Commission (SBDC)	Not Announced	In Progress	Virginia SBDC on-site financial examination FY 2023 of the SBDC's PY 2021 grant award.
Auditor of Public Accounts (APA)	In Progress	Finished	Financial statement audit for the year ended June 30, 2022. Includes procedures covering internal controls over financial reporting and support of single audit of education stabilization funding. Completed with no findings.

## REPORTING MECHANISMS AND MATTERS

Institutional Compliance conducts, oversees, coordinates, and/or monitors investigations of allegations of non-compliance or ethical misconduct. The office utilizes up-to-date, detailed guidelines for conducting compliance investigations, which are incorporated into the Institutional Compliance and Ethics Program operating manual. A process also was implemented for tracking the disposition of certain reported matters; additional processes are being developed to monitor the disposition of certain reported matters referred to other units.

To encourage reporting, a new landing website was created that links to reporting mechanisms for various constituencies and issue types across campus. Further communications plans are being developed, which may include additional, anonymous reporting channels.

Institutional Compliance received one new allegation of non-compliance or ethical misconduct since the last Committee report, which is under review by the appropriate units with oversight by Institutional Compliance. Since the last report, one matter was closed. None of the matters appear to have significant compliance implications for 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.

Status	1/31/23 to 4/18/23	4/18/23 to 9/12/23	Total
Matters Reported to Institutional Compliance in Period	6	1	7
Matters Referred to Other Units for Handling in Period	3	1	4
Matters Reported in Period Investigated by Institutional Compliance or University Audit	3	1	4
In Progress of Investigation	2	1	3
Closed - Non-Compliance Not Substantiated	1	-	-
Closed where Non-Compliance Substantiated	-	1	1
Closed where Non-Compliance was Significant	-	-	-

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

Topic Area	#
Academic	2
Conflict of Interest	1
Discrimination	2
Employee Relations	2
Total	7

## ADDITIONAL COMPLIANCE ACTIVITIES

### **Policies and Standards Activities**

The existing institutional policy function was merged with the Policy Management Group administered by the Office of the Provost so as to facilitate the review, revision, and development of institutional policies. The new structure provides broader policy review and representation from both academic and administrative units, including Institutional Compliance. Further policy program improvements are in the planning stage.

Since the last report, Institutional Compliance revised Policy 4001: Conflicts of Interest to be clearer and more user-friendly, and assisted the Office of Research Integrity and Assurance in the development of the new Policy 4021: Outside Professional Activities and Conflict of Commitment in response to new regulatory requirements. Institutional Compliance also supported Human Resources in drafting a new, stand-alone, institutional Non-Retaliation Policy so as to promote consistent policy language across multiple policies; the draft is being reviewed with leadership prior to approval and implementation.

Institutional Compliance continues to operate under its *Institutional Compliance and Ethics Program Manual*, which describes the charge for Institutional Compliance, and steps for conducting assessments, monitoring external reviews, and the regulatory landscape; investigative protocols; and other program operations. The Manual was revised in 2023 to include additional program activities. The Manual also serves as a continuity of operations manual in the event of compliance staff vacancies.

### **Training and Communication Activities**

Institutional Compliance supported the Office of Research Integrity and Assurance by developing common conflict of interest and commitment training scenarios, which are in the process of being included on the disclosure website. Additional Mason-specific conflict of interest and other ethics training content is being developed, as are brief compliance onboarding presentations for new employee and new faculty orientations. Additional, step-by-step guidance for employees required to complete the Commonwealth's Statement of Economic Interest (SOEI) disclosure also was developed and is distributed to all disclosers with the notice to complete their disclosure.

Institutional Compliance is supporting Human Resources with efforts to improve tracking and enforcement of all mandatory training required for all employees (including: ethics, information security, student privacy, equal opportunity and non-discrimination, Title IX, and others).

A new Office of Institutional Compliance website was implemented to provide employees with a strategic resource and guide for identifying and managing compliance risks and for acting ethically. The new website includes links to the Code of Ethics and Mason policies; conflict of interest and gift rules; and a landing page with links to existing reporting channels across the institution.



In addition to the regular reporting cadence for leadership and the Committee, a broader compliance communications calendar is being developed, setting forth key compliance deadlines and information about common compliance risks. Once implemented, the calendar and cadence will assist Mason in meeting compliance communication expectations, as well as socialize Institutional Compliance and Program resources with the campus community.

### **Activities Related to Efforts to Exclude Bad Actors from Positions of Trust**

Mason policy #2221 – Background Investigations requires all new employees must successfully complete a background investigation prior to starting work. This central requirement advances efforts to exclude potentially-bad actors. University Audit completed an audit of background investigation processes at Mason in early 2023, and processes are being strengthened by management.

Institutional Compliance is supporting Human Resources as they formalize and strengthen the existing, central process for reviewing prior employees' employment records for ethical misconduct prior to re-hire at Mason. Implementation of the revised Review-Before-Rehire Process is anticipated for Winter 2024.

## INSTITUTIONAL COMPLIANCE STAFFING

There have been no changes to Institutional Compliance staffing since the last Committee report. Below are professional biographies for the two team members.

### **Vin Lacovara, Associate Vice President for Institutional Compliance**

[vlacovar@gmu.edu](mailto:vlacovar@gmu.edu)

Vin Lacovara joined Mason to establish and lead the Institutional Compliance function in February 2021. His responsibilities are to implement and manage an effective, institution-wide compliance and ethics program for Mason; oversee and coordinate the efforts of numerous distributed, area-specific compliance programs across campus; and provide senior leadership and the Committee with information to fulfill their oversight of compliance processes.

Prior to joining Mason, Vin implemented and managed the compliance and ethics program for Catholic University for ten years. For seven years prior to joining Catholic, he worked alongside George Washington University's compliance officer in managing all aspects of its compliance and ethics program, and was in the private practice of law for seven years prior to becoming a compliance professional. Vin earned bachelor's degrees in English and political science from Duke University, and a law degree from Catholic University's Columbus School of Law. He is also a Certified Compliance and Ethics Professional<sup>®</sup>, and has presented at national industry conferences on the topics of compliance program implementation, compliance assessment frameworks, and compliance investigations.

### **Elizabeth Woodley, University Ethics Officer and Outside Interests Manager**

[ewoodley@gmu.edu](mailto:ewoodley@gmu.edu)

Elizabeth Woodley joined OAC in March 2021 to assist in establishing a more robust ethics program for Mason; oversee Mason's Conflict of Interest policies, disclosures, and waiver processes; investigate complaints related to ethical conduct; and develop and track ongoing communications, training, and education activities.

After serving as a Robert F. Kennedy Public Service Fellow with the University Counsel's Office, Elizabeth joined Mason's Compliance, Diversity, and Ethics office in 2013 as the University Policy Manager. She later added responsibilities as the FOIA Compliance Officer in 2014 and the Ethics Officer in 2016. Elizabeth earned a bachelor's degree in history and art history from the University of Virginia, and a law degree from the University of Virginia School of Law. She is also a Certified Compliance and Ethics Professional<sup>®</sup>.

## **APPENDIX**

This Appendix provides a contextual summary for Institutional Compliance's approach to building the compliance and ethics program at Mason, the Program lifecycle, the framework for conducting compliance assessments, and a schedule of compliance assessments completed since the Program's inception in 2021.

### **Topic**

- 1 Compliance Program Standard
- 2 Mason's Guiding Approach to Building the Compliance and Ethics Program
- 3 Compliance Program Lifecycle
- 4 Compliance Assessment Framework
- 5 Schedule of Completed Assessments

## Compliance and Ethics Program Standard

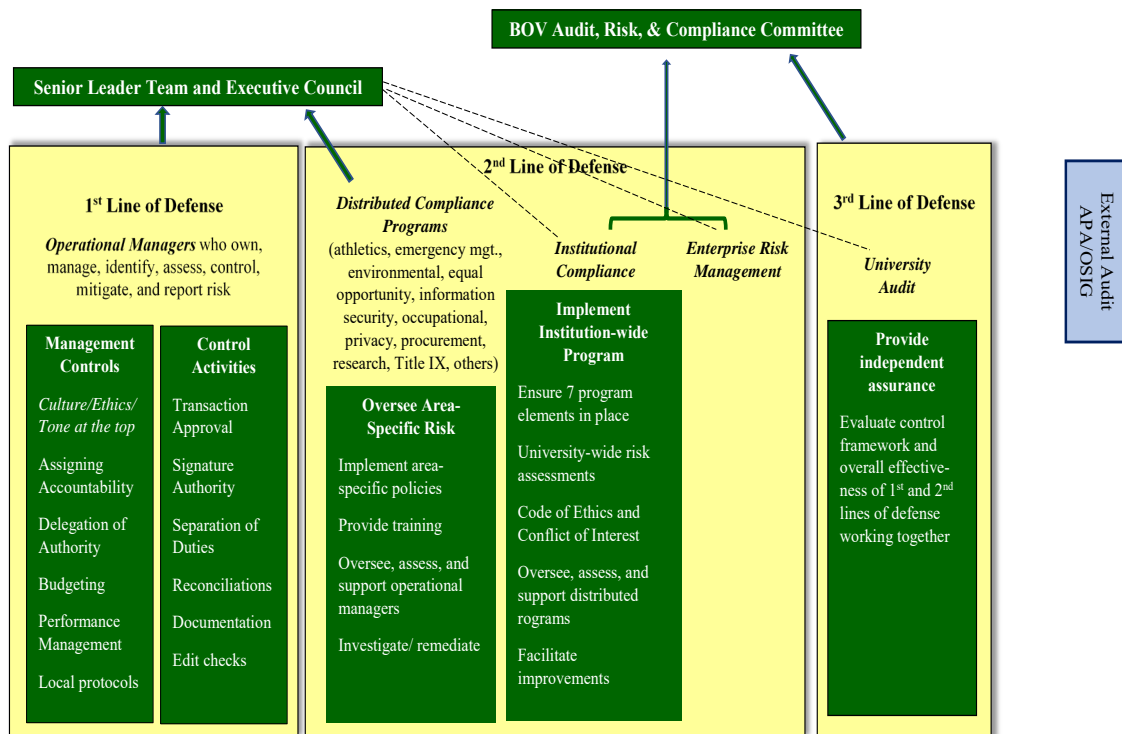
Mason uses the generally accepted standard for compliance and ethics programs as set forth in the *U.S. Federal Sentencing Guidelines for Organizations*. The *Guidelines* focus on promoting a culture of compliance and ethical conduct, and set forth the following seven elements for an effective program.

1. Organizational leadership and culture;
2. Assessment of program effectiveness;
3. Reporting capability, investigation, and remediation;
4. Policies and standards;
5. Training and communication;
6. Consistent discipline and incentives to act ethically; and
7. Reasonable efforts to exclude bad actors from positions of trust.

Supplementing the Guidelines standard is guidance issued by the Department of Justice (DOJ) in 2020 and 2023 regarding evaluating the effectiveness of an institutional compliance and ethics program. The DOJ guidance reinforces the expectations that such programs be tailored to specific institutional risks; regularly reassessed for design and operating effectiveness; and continuously improve over time.

## Mason’s Guiding Approach to Building the Compliance and Ethics Program

To implement a risk-based and tailored Program, Mason uses the “Three Lines of Defense” approach to compliance as depicted in the following chart:



In exercising its “Second Line of Defense” role, Institutional Compliance focuses on collaboration, and continues to build strong relationships with key control partners such as University Counsel, University Audit, and Enterprise Risk Management.

Institutional Compliance also continues to build effective collaborations with key risk owners in areas such as Human Resources; Diversity, Equity, and Inclusion; Faculty Senate; Office of the Ombudsman; Safety and Emergency Management; Mason Police; Information Technology Services; the Office of Sponsored Programs; the Office of Research Integrity and Assurance; the Office of the Controller; and others.

With the above standard and approach as context, the following graph describes the Program implementation lifecycle.



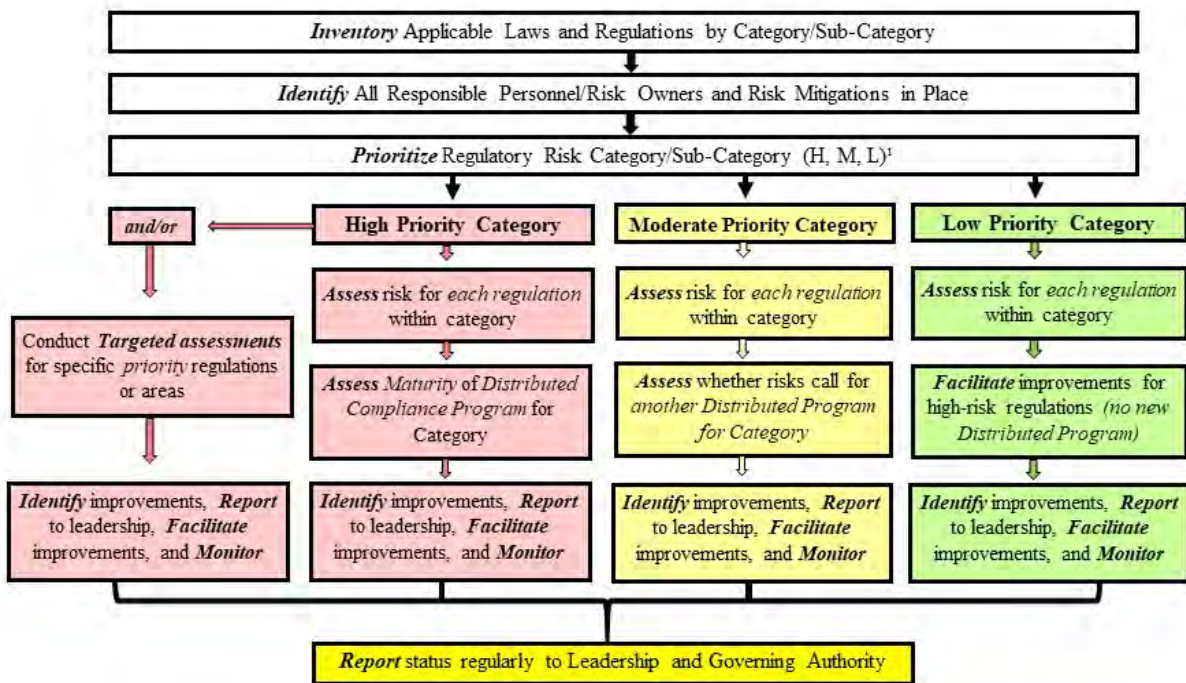
A key Program element involves assessment of compliance risks and of institutional culture. These, in turn, inform Program priorities. For this reason, since establishment of Institutional Compliance in 2021, significant focus has been placed on compliance assessments and on gauging culture.

Mason’s assessment work, as well as work to develop other Program structures and elements per the *Federal Sentencing Guidelines*, will continue to evolve to be better tailored to Mason’s obligations, activities, and environment.

**Compliance Assessment Framework and Overview**

Institutional Compliance has implemented processes to inventory regulatory requirements applicable to Mason; identify management ownership for monitoring and managing compliance risks; prioritize areas for further assessment; and evaluate both specific regulations as well as programmatic “maturity.” These processes are depicted in the chart below:

*Compliance Assessment Framework and Overview*



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

### **Schedule of Completed Compliance Assessments Since 2021:**

The following regulatory risk assessments and program maturity guided self-assessments have been completed since the establishment of Institutional Compliance in 2021:

<b>Summary of Assessment Activity</b>	<b>Date Completed</b>
<b><i>Regulatory Risk Assessments:</i></b>	
Equal Opportunity and Title IX (DEI)	12/8/2021
Equal Opportunity (HR)	3/30/2022
Human Resources Benefits	3/30/2022
Human Resources Hiring and Administration	3/30/2022
Office of the Registrar	10/12/2022
Research: Lab Safety	5/1/2023
<b><i>Program Maturity Guided Self-Assessments:</i></b>	
Equal Opportunity and Title IX (DEI)	8/12/2022
Research: Export Control	12/9/2022



# Information Technology Services

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

September 2023

Prepared by

Charlie Spann, Interim Vice President and Chief Information Officer

Noor Aarohi, Director - IT Risk and Compliance

Curtis McNay, Director - Information Technology Security



## Executive Summary

The following September 2023 update provides a consolidated report of activities and accomplishments from FY23 Q4 and Q1 of FY24. This is a summary of activities for maturing technical capabilities and controls with a focus on specific program areas. Since December 2021, with the input of the Office of University Audit (OUA), Information Technology Services (ITS) has established a multi-year program to strengthen the risk and control infrastructure at Mason and improve the quality of technology services it delivers. The purpose of this report is to update the Audit, Risk, and Compliance Committee on the status of these efforts as the planned improvement activities are undertaken and the progress therein.

The program is comprised of six areas of focus designed to guide the adoption and implementation of a set of controls derived from NIST 800-53 moderate baseline, scoped and tailored to the context of institutions of higher education as well as to help support the academic and research efforts while maintaining a strong information security posture. This will strengthen policies, standards, processes, and procedures related to Mason's Quality Management Systems (QMS) and Information Security Management programs with a goal to improve (Information Technology) IT service quality, reliability, and security. The overall program includes the following areas of focus:

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

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

## Fiscal Year (FY) 2023 Q4 & FY 2024 Q1 Accomplishments and FY 2024 Q2 Planned Activities

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

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

#### FY23 Q4 and FY24 Q1 Accomplishments:

- Project #853: The NIST 800-53 Revision 5 based control set was signed into effect by the Executive Vice President Deb Dickenson in April 2023. These baselines underpin the updates to the Information Technology Security Standard.
- Project #853: For managing communications and content related to the Mason NIST 800-53 baselines, a SharePoint site is operational at <https://gmuedu.sharepoint.com/sites/grc>.
- Project #853: The draft security standard has been published on the IT Risk and Compliance SharePoint for feedback and comments, starting with feedback from ITS personnel and then expanding to other departments and teams within Mason. The first of the socialization sessions were held on Aug 24, 2023 for all ITS personnel.
- In collaboration with OUA, ITS initiated and is conducting a control self-assessment for the Banner Core environment against the Mason tailored and scoped NIST 800-53 security high-risk baseline.
- Project #842: ITS has been working with Office of Safety, Emergency, & Enterprise Risk Management to transition the Disaster Recovery (DR) and Contingency of Operations (COOP) process documentation from Quali system into RSA Archer – the Governance, Risk, and Compliance (GRC) tool. RSA Archer is a robust and industry reputed platform that has been in use by ITS for a few years now. Consolidating the DR and COOP process into Archer contributes towards creating a holistic GRC view of the technology controls.

#### FY24 Q2 Planned Activities:

- Project #853: Continue developing ITS Risk and Compliance SharePoint webpage and socializing the controls set and compliance strategies to the IT admins and distributed IT stakeholders.
- Project #853: Conduct additional information sessions for IT personnel to review control requirements and solicit feedback.
- Conclude the control self-assessment for the Banner Core environment and review outcomes for follow-up actions, including updates to the Banner Core System Security Plan (SSP) and Plan of Action and Milestones (POA&M), as necessary.
- Project #842: Complete the transition of the DR and COOP plans into RSA Archer tool.

### Portfolio and Project Management

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

#### FY23 Q4 and FY24 Q1 Accomplishments:

The ITS Program and Project Management Office:

- Presented the Domain Council concept to Finance Administration and Academic Administration leadership and received approval to proceed with 'Finance and Administration' and 'Information Technology' Domain Council pilots.
- Kicked off Information Technology Domain Council, reviewed and approved Charter, confirmed criteria methodology, confirmed project scoring, and prioritized current projects.
- Refreshed Portfolio Dashboards to include Domain Council, Customer Portfolio, and renewed Project Type. Status Report page was redesigned to provide current information on all Active projects. Project Dashboard refresh frequency was increased from daily to every few hours.
- Implemented project intake enhancements including a new Technology Intake form and related processes and procedures, enhanced intake questionnaire and scoring sheet. Revised Intake flow and decision gates to align with Domain Council process.
- Initiated project #847: Team Dynamix Project Module to implement project and resource modules and to establish linkage between TDX Project Intake and Project Process Methodology. The project is targeted for a completion date in November 2023.

#### **FY24 Q2 Planned Activities:**

- Establish Financial Services Domain Council pilot. Each specific Domain Council is to be accountable for setting domain specific portfolio strategy and priorities, approving domain area projects into portfolio from Intake Requests, approving Project Criteria Prioritization Scoring and placement within portfolio, developing prioritized list of initiatives for the domain (aligned with business goals) for Senior Leadership approval and maintain on-going tracking, re-balance, and resolve funding issues at the domain level while also updating domain leadership on status.
- Operationalize Information Technology Domain Council.
- Engage with Academic Administration leadership to further Domain Council effort.
- Continue transforming Project Dashboard to support Domain Council operations and general project and portfolio reporting.
- Complete project #847: Team Dynamix Project Module. Further implement intake enhancements using Team Dynamix.

## **Information Security Program Management**

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

#### **FY23 Q4 and FY24 Q1 Accomplishments:**

- Initiated project #854: Enforcing mandatory trainings compliance through NetID password reset process. The project involves updating the password change process to require users complete their assigned mandatory security training prior to resetting their passwords. The new process aims at automating the training enforcement mechanism and providing training status view on the password reset page.
- 2023-24 IT Security Awareness training rolled out to all Mason employees active as of July 1, 2023. Additional technical topics were introduced for the IT role-based training including a module on GPT (Generative Pre-trained Transformer) large language model technologies.

- The Highly Sensitive Data training was updated to be interactive, delivered via a video and delivery was expanded to include Mason leadership.
- Rubrik backup services have been implemented for Microsoft 365 service. The backups provide better disaster recovery capabilities for the service.
- A review was conducted to evaluate existing Microsoft 365 controls with the intent to leverage additional features and configurations available on the platform over the next months.

#### **FY24 Q2 Planned Activities:**

- Project #854: Launch the IT Security Awareness training enforcement using the NetID password reset page pilot for ITS users. This would be dependent on the development work being completed under the project.
- Build Data Loss Prevention capabilities in support of control enhancements especially for the sensitive data storage and use on Mason systems.

## **Risk Assessment and Remediation**

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

#### **FY23 Q4 and FY24 Q1 Accomplishments:**

- A pilot ITS Risk Register forum put in place where risks are reported, discussed, prioritized, and decided on for appropriate risk treatment.
- Onboarded resources to support Governance, Risk, and Compliance (GRC) activities including implementation of the risk assessment module in the GRC system and to support the control implementation including but not limited to risk assessments, issues, action plans, and exceptions management. Templates created to be transitioned and operationalized within the GRC tool.
- Created FAR 52-204.21 compliance security plan template for the Hopper Cluster to position Mason to be able to support research grant requests that require compliance to the FAR 52-204.21 controls. These are fifteen (15) basic cybersecurity requirements that apply to any information system that is owned or operated by a contractor that processes, stores, or transmits Federal Contract Information (FCI) as is in the case of several sponsored projects/contracts.

#### **FY24 Q2 Planned Activities:**

- Configure and operationalize the risk assessment, issues, action plans, and exceptions management functionality in RSA Archer tool.
- Create a standard compliance pattern/template for using Mason managed user endpoints for the instances where research has been designated as fundamental research but requires FAR 52-204.21 compliance.

## **Change and Configuration Management**

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

### **FY23 Q4 and FY24 Q1 Accomplishments:**

- At the end of the APA 2022 audit, there were no findings cited in any areas that were reviewed under this audit, including Change Management. However, APA did provide potential areas that the auditors may look at in the next audit. The ITS team has been reviewing these areas and updating documentation towards maintaining audit readiness state.
- As part of the annual review process, the Change Management Procedure, Configuration Management and Change Management Process, and Change and Configuration Management Policy, are being reviewed for potential updates and alignment with the Mason scoped and tailored NIST 800-53 security baselines.
- Project #617: ITS has an operational pilot with one team in Team Dynamix (TDX) towards moving the Change Management platform from the current Change Management Database (CMDB) to TDX.
- Windows 10/11 baseline configurations reviewed and implemented for the new standard Windows images for rollout.
- The Banner Change Advisory Board (CAB) has been proposed to review changes in process or systems that impact the student, employee, or other university lifecycles.

### **FY24 Q2 Planned Activities:**

- Start training and socialization for the transition from CMDB to Team Dynamix Change Management system.
- Add at least one more ITS functional team to the Team Dynamix Change Management pilot.
- Socialize and continue towards implementing the Banner Change Advisory Board (CAB).
- Under a proposed project that is currently undergoing Domain Council approvals and prioritization, the Enterprise Resource Planning (ERP) team will be working to redesign the development operations (DevOps) ix ticket to track the request. This will help streamline and enhance the current ERP development operations to align more with industry best practices.

## **Identity Management and Access Control**

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

### **FY23 Q4 and FY24 Q1 Accomplishments:**

- Project #799: At the end of the CDW (consultant) assessment engagement, a comprehensive Identity and Access Management (IAM) program roadmap and recommendations with milestones, were received. This provides Mason a list of steps and timelines to establish the technical infrastructure and capability towards operationalizing an industry standard IAM program at the university. The assessment output provides the next phases of the effort and guidance on planning for user engagement, requirements validation, product selection & implementation partner selection (possible RFPs) as well as implementation roadmap development in the subsequent months.
- The Enterprise Application Support and Development and the Information Security teams worked to upgrade the Duo multi-factor authentication platform to the latest version and to also upgrade the password.gmu.edu site Java Software Development Kit (SDK) to be compatible with the Duo

platform. This offers additional capabilities for better integration with the application, and capability to send codes generated at the user device that can be used to authenticate. Prior to this upgrade, the platform allowed for only 'push' notifications/prompts for the user. The updated platform serves for better support by various browsers and enhanced user experience.

#### **FY24 Q2 Planned Activities:**

- Submit project intake request to request prioritization and approvals for the IAM program tasks. There is a major dependency on investments to support product selection, purchase and eventually implementation. Due to the current budgetary constraints, the team continues to work on tasks that can be supported as operational delivery rather than features and solution delivery.

#### **Information Technology Strategic Plan**

A new Senior Vice President (SVP) of Business Services and Operations, Jackie Ferree, joined Mason on July 24. The ITS service and technology roadmaps are being socialized with the SVP.

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

**GEORGE MASON UNIVERSITY**

**BOARD OF VISITORS**

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

**Thursday, September 28, 2023**

**AGENDA**

**I. Call to Order**

**II. Approval of Academic Programs, Diversity and University Community Committee Minutes from May 4, 2023 (Action Item)**

**III. New Business**

A. Provost's Update (M. Ginsberg)

B. Resolution to Appoint Board of Trustee Member for Online Virginia Network Authority  
**(Action Item)**

C. Admissions and Enrollment Update (A. Byrd, D. Burge)

D. Undergraduate Student Success at Mason (R. Braun, S. Lorentson)

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

1. Conferral of Emeritus/Emerita Status

F. Announcements

1. Appointment of Faculty

2. Appointment of Administrative and Professional Faculty

3. Appointments/Reappointments of Deans/Directors and Department  
Chairs/School Directors

4. Renewals and Reappointments

5. Separations

6. Other Announcements

7. BOV Summary Sheet

G. Reports

1. Degrees Awarded

2. Admissions & Student Profile

**IV. Adjournment**

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

**MINUTES**  
Thursday, May 4, 2023

**COMMITTEE MEMBERS PRESENT:** Chair: Carolyn Moss; Vice Chair Simmi Bhuller; Visitors: Lindsey Burke, Anjan Chimaladinne, Juan Carlos Iturregui, Mike Meese, Nancy Prowitt; Faculty Senate President: Melissa Brockelman-Post; Staff Senate Chair: Erin Iacangelo Rogers; Staff Representatives: Provost Mark Ginsberg, Sharnnia Artis; Rose Pascarell; Faculty Representatives: Ali Weinstein; Cesar Rebellion; Student Representatives: Sophia Nguyen and Ayondela McDole.

**ABSENT:** Visitors Wendy Marquez and Bob Witeck

**ALSO PRESENT:** President Washington, Visitors: Jimmy Hazel, Robert Pence, Jon Peterson and Dolly Oberoni.

**I. The meeting was called to order by Chair Carolyn Moss at 9:53 a.m.**

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

It was **MOVED** by Visitor Moss to approve the minutes from the February 23, 2023 APDUC Committee Meeting. Approval of the meeting minutes was unanimously approved with no changes or discussion.

**III. New Business**

**A. Provost's Update and Medical Education at Mason Update**

***Mark R. Ginsberg – Provost and Executive Vice President***

Provost Mark Ginsberg provided an overview of notable events that happened during Spring Semester as well as, Summer and Fall enrollment trends, and the Fall 2023 schedule. He shared details of the Class of 2022 Career Planning Survey, and highlighted Mason's current graduate rankings from *U.S. News and World Report*. He also shared multiple teaching awards and faculty honors. He concluded with a detailed overview of the Review, Promotion and Tenure process.

Provost Ginsberg next provided an overview of the university's efforts towards the formation of a Mason School of Medicine. He contextualized Mason's position within the larger landscape of medical education both nationally and within Virginia and elaborated on the three partnership models presently being considered by the university.

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

***Melissa Broeckelman-Post – Faculty Senate President***

Melissa Broeckelman-Post, Faculty Senate President, presented a report on the Faculty Senate which included: Updated academic policies; the Task Force on Reimagining faculty roles and rewards; the Faculty Annual Evaluation Work Group; and Mason Core Enhancements. She highlighted the proposed revisions to the Faculty Handbook, including:

- Replace *University Professor* title with *Distinguished University Professor* title



- Implement Faculty Annual Evaluation recommendations
- Streamline the term faculty reappointment process

Chairperson Moss called for a **MOTION** to approve the proposed changes to the Faculty handbook; Visitor Burke **MOVED**; and Visitor Prowitt **SECONDED**.  
The motion **PASSED**.

### **C. Program Actions**

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

1. Closed Degree Programs
  - a. Information Security and Assurance MS
  - b. Astronomy BA

The motion **PASSED**.

### **D. Faculty Actions**

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

1. Elections of New Tenured Faculty
2. Conferral of Emeritus/Emerita Status
3. Elections of New Tenured Faculty
4. Special Rank Change

The motion **PASSED**.

### **E. Faculty Announcements and Reports**

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

## **IV. Adjournment**

Chairperson Moss adjourned the meeting at 10:52 a.m.

Respectfully submitted,

Sarah Parnell  
Secretary Pro Tem



# Academic Programs, Diversity and University Community Committee

*Board of Visitors*

Thursday, September 28, 2023



# Agenda

- I. Call to Order
- II. Approval of Minutes (Action Item)
- III. New Business
  - A. Provost's Update
  - B. Resolution to Appoint Board of Trustee Member for Online Virginia Network Authority (Action Item)
  - C. Admissions and Enrollment Update
  - D. Undergraduate Student Success at Mason
  - E. Faculty Actions (Action Item)
  - F. Announcements
  - G. Reports
- VIII. Adjournment

# Approval of Minutes

## Approval of Minutes

(Action Item)

May 4, 2023



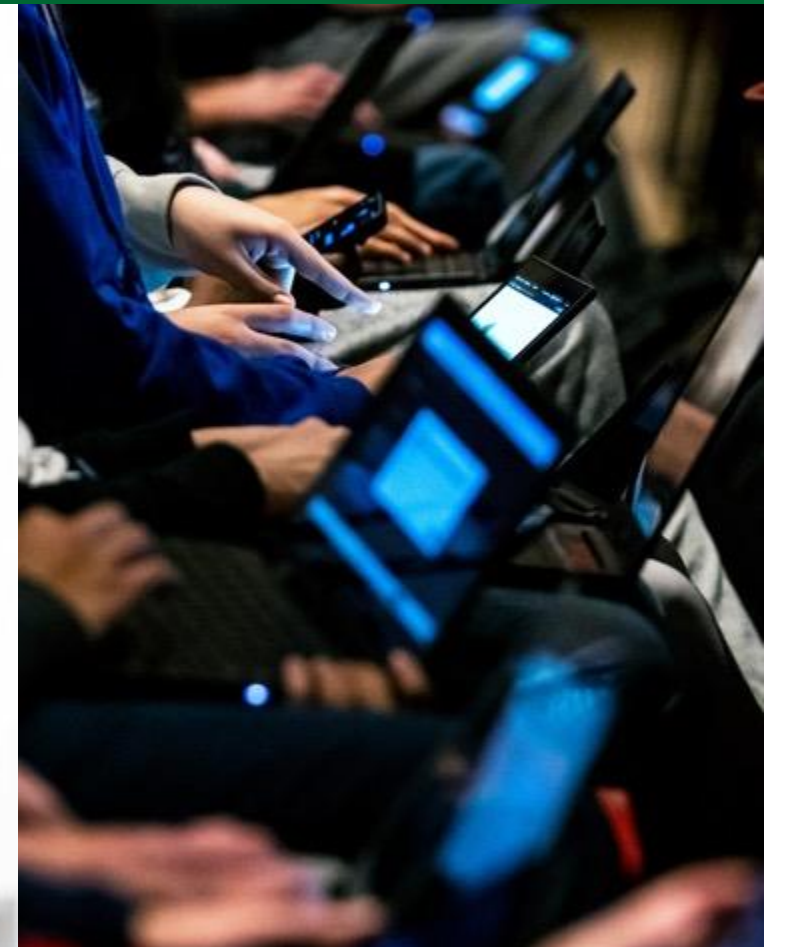
# Provost's Update

*Report and Retrospective*

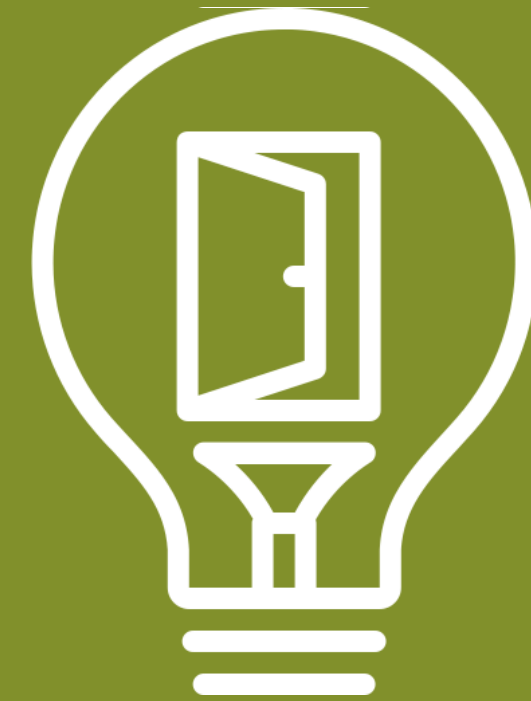
Mark R. Ginsberg, PhD  
Provost and Executive Vice President

# Office of the Provost Vision

The Office of the Provost champions an inclusive university community devoted to academic excellence, consequential research and scholarship, and innovative practices that inspire, engage, and transform lives.



Access to  
***EXCELLENCE***



Access to  
***OPPORTUNITY***

FALL 2023



Patriot  
Pitchles



40,000+

# New Student Move-In

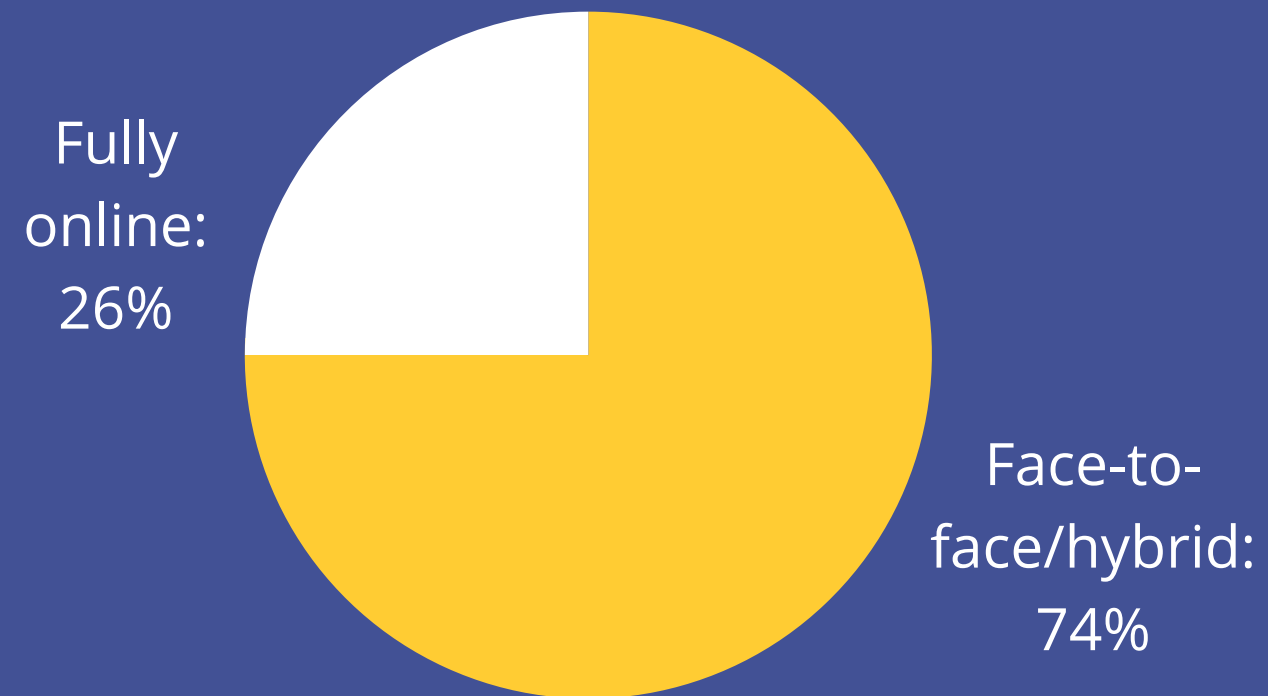


# NEW STUDENT CONVOCATION

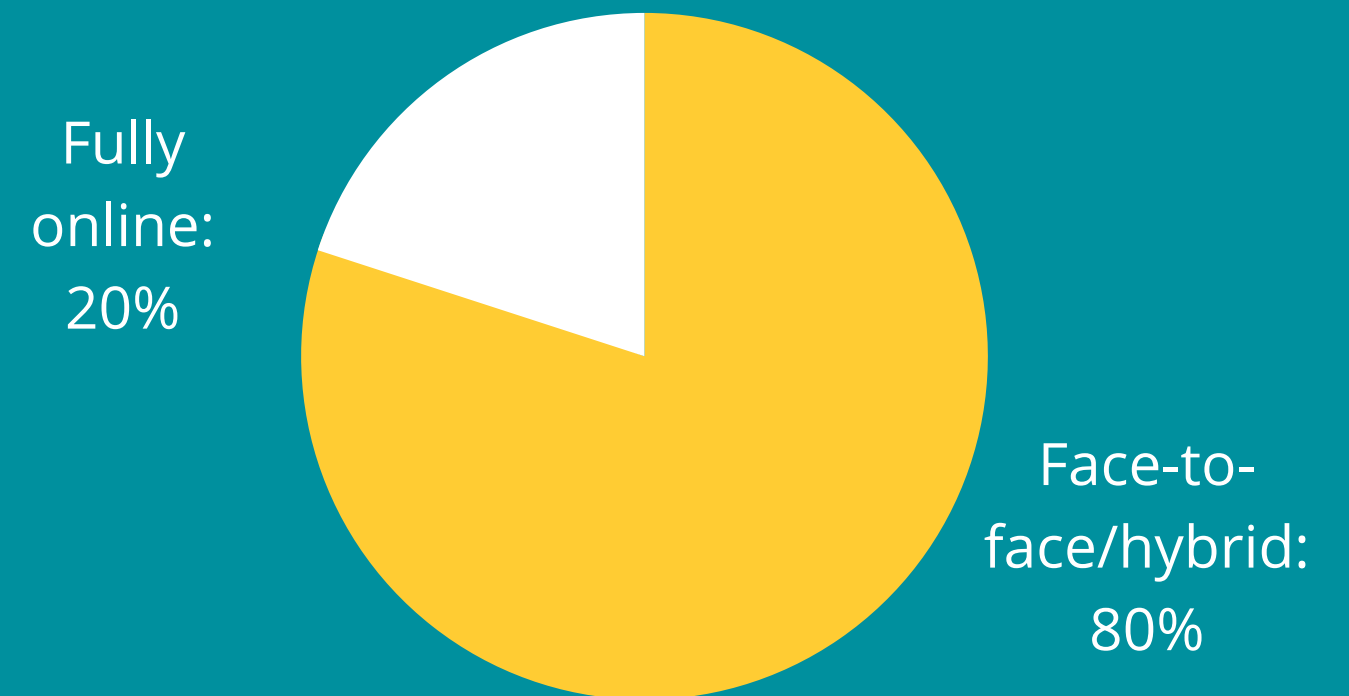


# MODALITY OF INSTRUCTION

In Fall 2023, there were a total of 9,427 sections.



**Undergraduate Sections: 5,266**



**Graduate Sections: 4,161**

# Mason's Rankings Rise

WSJ

BEST  
& WORLD REPORT  
U.S. News  
RANKINGS

The  
New York  
Times

# Faculty Honors

**Cynthia Lum**



**Distinguished Scholar Award**  
American Society of Criminology's  
Division of Policing

**Melissa Perry**



**Appointee**  
National Academies of Science,  
Engineering, and Medicine Board on  
Environmental Studies and Toxicology

# Tenure Faculty

## Promotion

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

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

### Assistant OR Associate Professor (Pre-Tenure)

Hired on qualifications, achievements and potential for growth

### Associate Professor (Without Term)

Demonstrate genuine excellence in teaching OR in research/scholarship and evidence of university service

Provide evidence that their contributions have had significant impact beyond the boundaries of this university

### Full Professor (Without Term)

Demonstrate genuine excellence in teaching OR research/scholarship, and evidence of university service

Evidence of significant impact beyond the boundaries of the university must be much more substantial than in cases involving tenure or promotion to the rank of associate professor without term

Clear and convincing evidence of an established external reputation based on consequential achievements or professional activities

# Promotion and Tenure Portfolio

## Required Materials

- 1** Statement about teaching/mentoring and research, including future plans
- 2** Employment chronology, particularly at Mason
- 3** Vita, to include clear evidence about research and scholarship
- 4** Evidence for research and scholarly achievement, as well as teaching effectiveness, and external letters of review
- 5** External letters—and other materials including evaluation of teaching—that speak to the impact of the candidate's research, scholarship, and/or creative work



# Promotion and Tenure

## Process

STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7
<p>Departmental review by the LAU first-level promotion and tenure committee</p>	<p>All materials* are reviewed by the LAU Chair of the candidate's college/school</p>	<p>Review conducted by second-tier college/school-level review committee</p>	<p>All materials* are reviewed by the Dean of the candidate's college/school</p>	<p>The complete dossier is reviewed by the Provost who recommends actions to the President</p>	<p>After review of dossier, the President makes a recommendation to BOV</p>	<p>The Board of Visitors confers promotion/tenure or promotion of tenured faculty to rank of Professor</p>

\*Required materials included on next slide

# Retrospective



TOWSON

UNIVERSITY

A bronze statue of a man in a long coat, seen from the back, holding a stack of books. The statue is set against a sunset sky with scattered clouds. In the background, there are trees and a building. A green banner with the word "Legacy" is overlaid on the right side of the image.

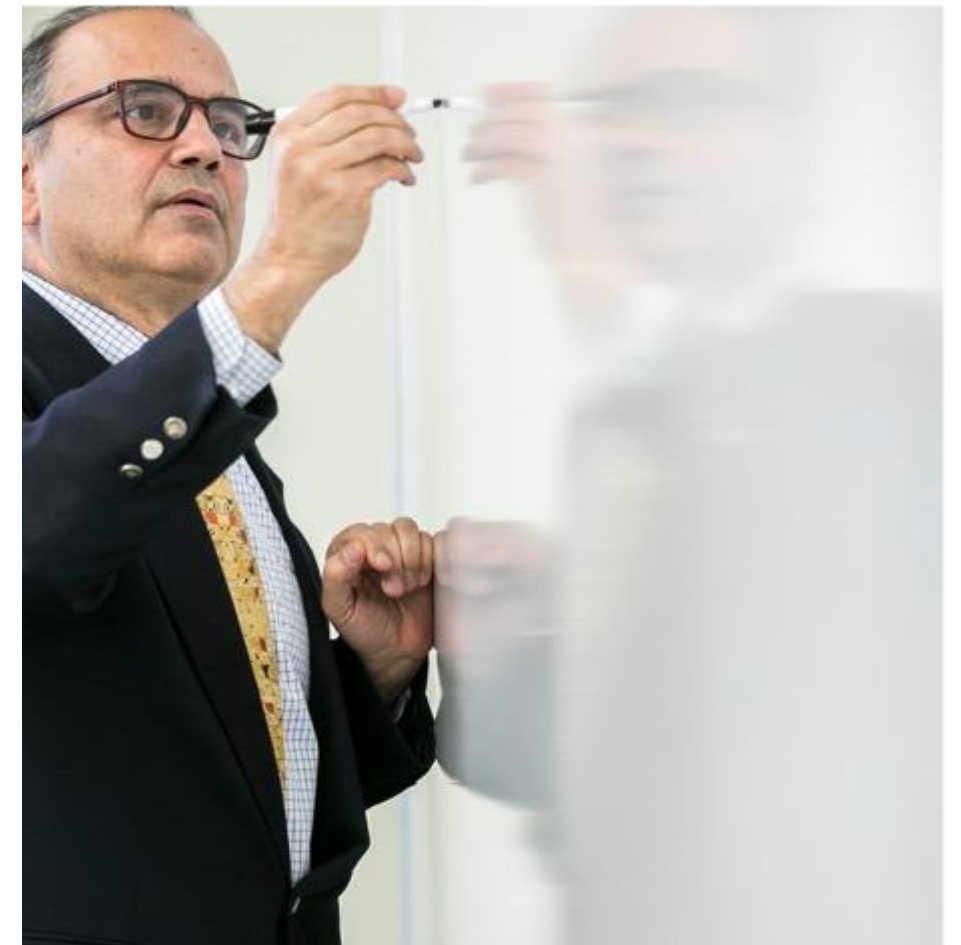
# Legacy



Learning.

Development.

Research.



# PEOPLE OF MASON



# C(ze) the Moment

Commitment

Caring

Collaboration

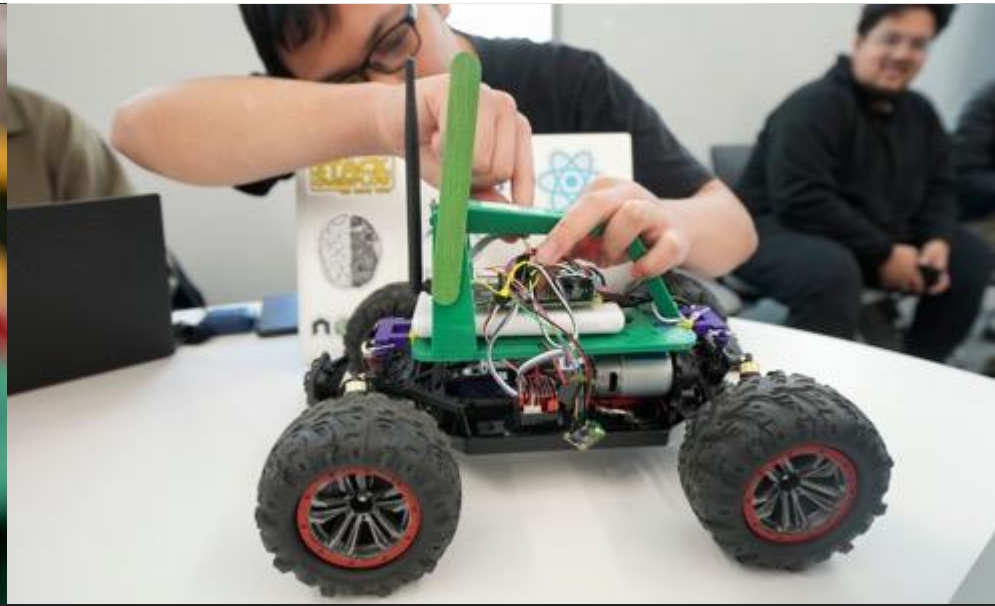
Community



# Pillars that Build and Sustain Excellence



PEOPLE



PROGRAMS



PLACES



POLICIES

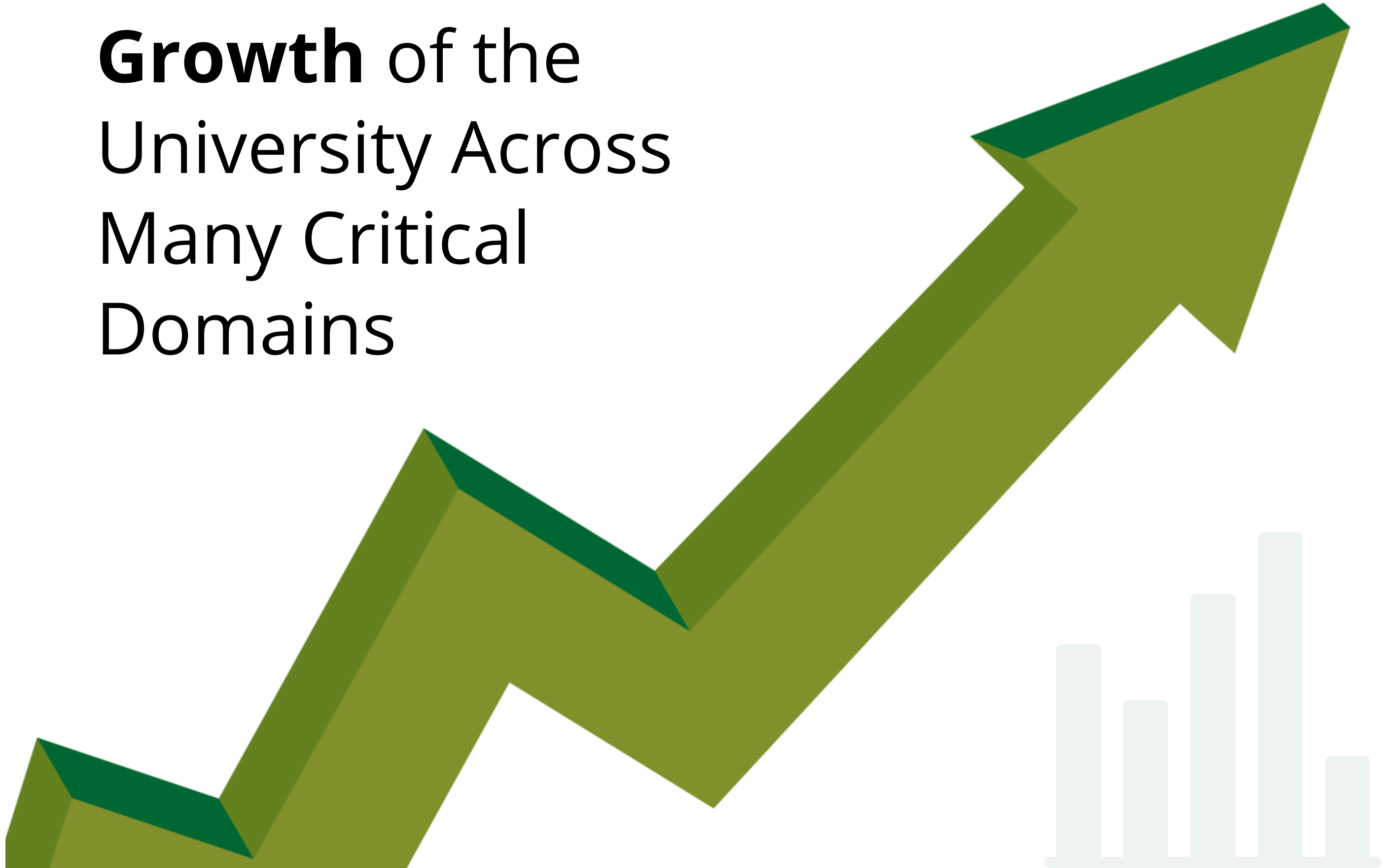


PRACTICES



PHILANTHROPY

# Growth of the University Across Many Critical Domains



# Students

- Student Experience Redesign
- Engagement with Student Government
- Enhanced Online Offerings
- Advising and Coaching
- Behavioral Health Programs
- Study Abroad and Global Programs
- Patriots Thriving Together
- University Life Initiatives
- Mason Core Revision



# Faculty and Staff



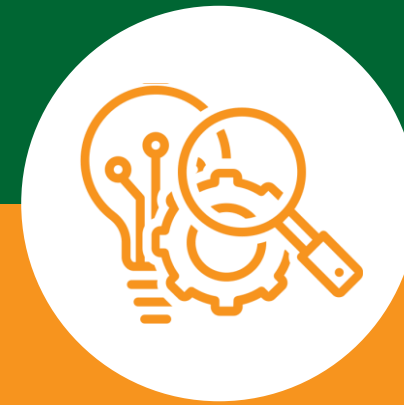
**Faculty  
recruitment  
and retention**



**Enhancement  
of annual  
Faculty review  
process**



**Engagement  
with Faculty  
and Staff  
Senates**



**Elevating  
research and  
scholarship**



**Provost's  
newsletter**

# Academic Leadership



**Ingrid Guerra-López**  
Dean  
College of Education and  
Human Development



**Melissa Perry**  
Dean  
College of Public Health



**Ajay Vinzé**  
Dean  
School of Business



**Gurdip Singh**  
Divisional Dean  
School of Computing



**Ariela Sofer**  
Divisional Dean  
Volgenau School of  
Engineering

# Programs and Initiatives

- ADVANCE Expansion
- Continuing and Professional Education
- Mason Vision Series
- Mason Korea Success
- Tech Talent Investment Program



# Organization



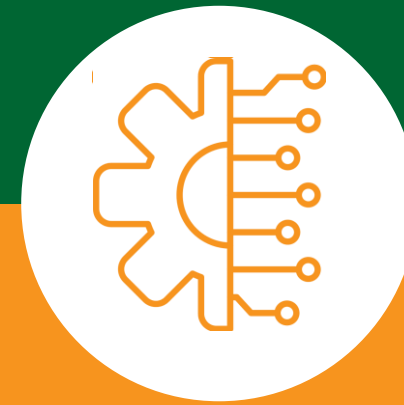
SACSCOC  
Accreditation



Reorganization  
of Provost's  
Office  
Structure



College of  
Public Health



College of  
Engineering  
and Computing  
with Two  
Schools



Graduate  
Division  
Launch

# COVID RESPONSE

Collaborative engagement between academic and administrative units to ensure campus safety and positive learning experience.







Classes successfully transitioned online in two weeks



State of the art COVID testing program launched



Thousands of doses of COVID vaccine administered



Leveraged technology to expand and enhance learning environments



Modified classrooms to ensure safe return to campus for student, faculty, and staff (reduction in seating capacity, mask requirement, increased ventilation, etc.)

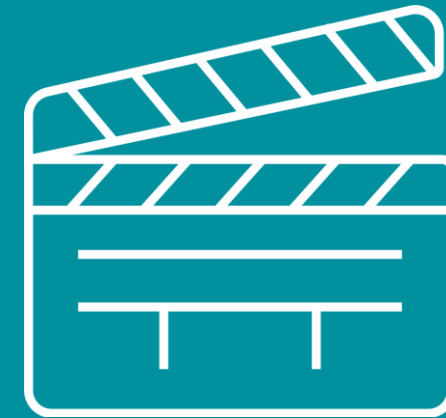
# Moving Forward



**Dream Big**



**Set Goals**



**Take Action**



# The »» Next Normal



# It's Mason's Time





# Resolution to Appoint Board of Trustee Member for Online Virginia Network Authority

# Action Item

Motion:

I move to approve the Resolution to appoint Mike Meese to as the Board of Trustees member for the Online Virginia Network Authority of George Mason University.

# Admissions and Enrollment Update

**David Burge**

Vice President for Enrollment Management

**Dr. Alan Byrd**

Dean of Admissions

# Enrollment Update: Summary

## Record Enrollment

**40,175 Headcount +1.7%**

*28,421 Undergraduate + 2.5%*

*10,947 Graduate -1.7%*

*807 Law -4.4%%*

**441,000 Credit Hours +2%**

## Record FR Admission

**VA applications: + 11%**

**VA enroll: + 9.5%**

**INT applications: + 37%**

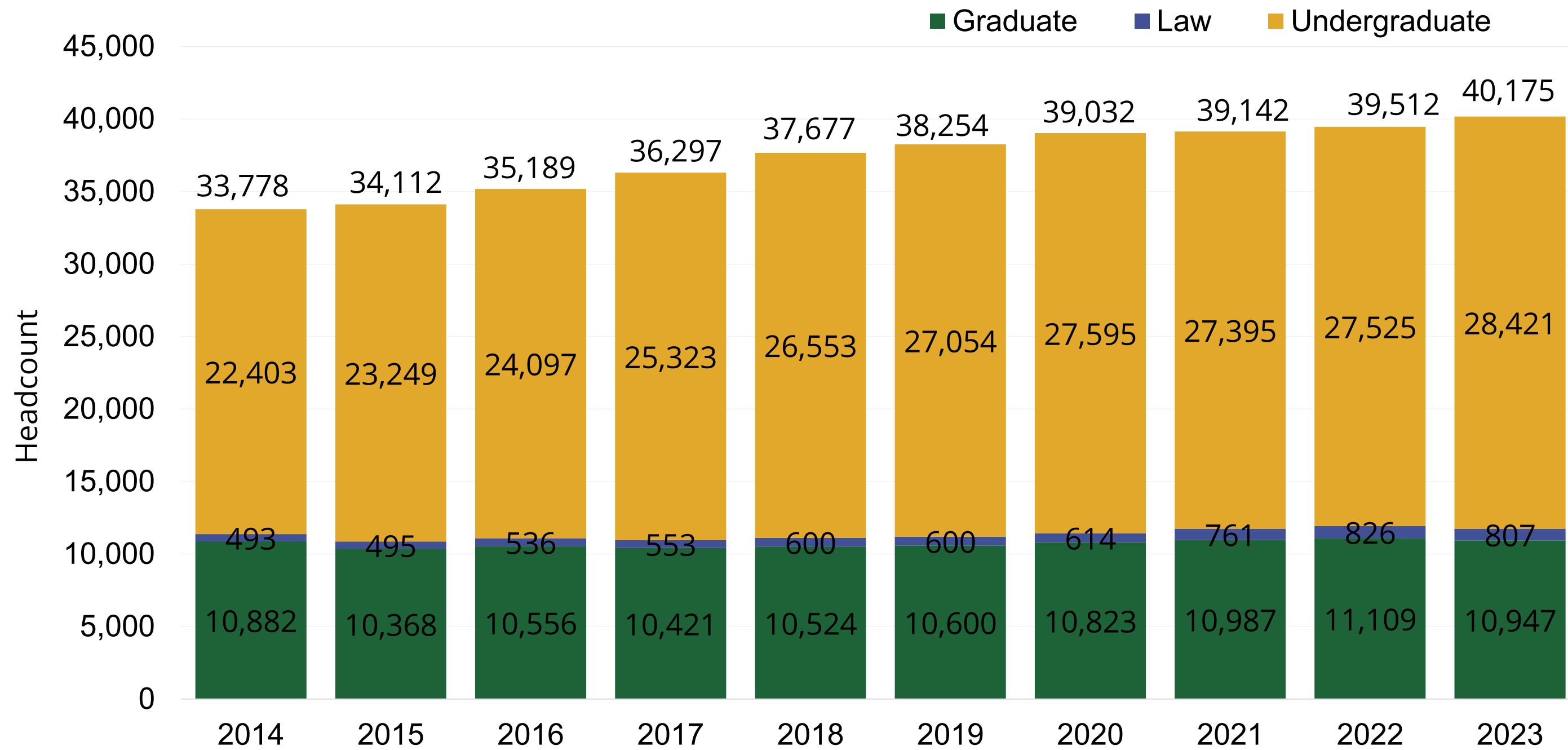
**INT enroll: + 32%**

## Enrollment Stress Relief

**NEW Transfers &  
NEW Virginia Masters  
Stabilize**

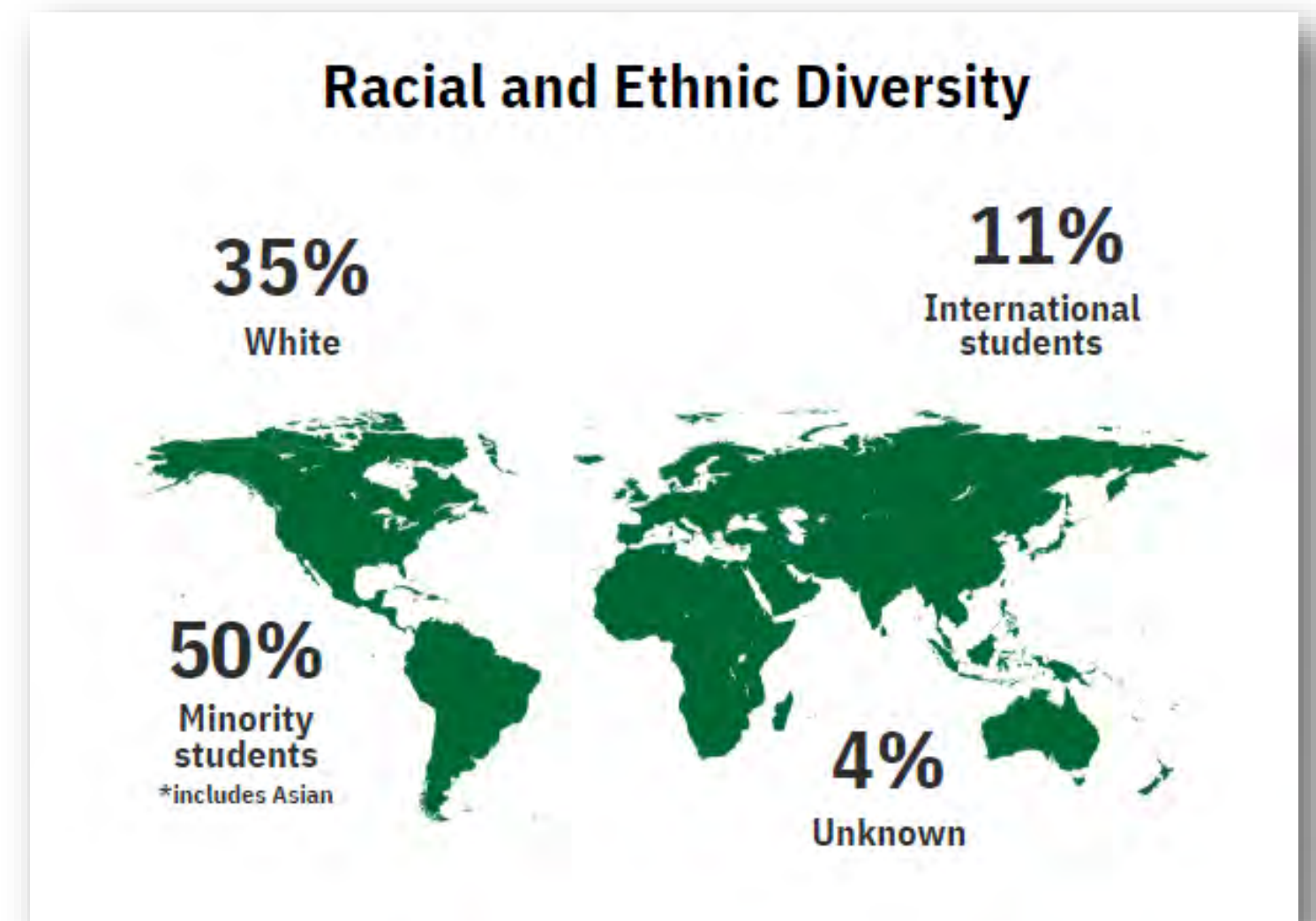


# Enrollment Update: Overall

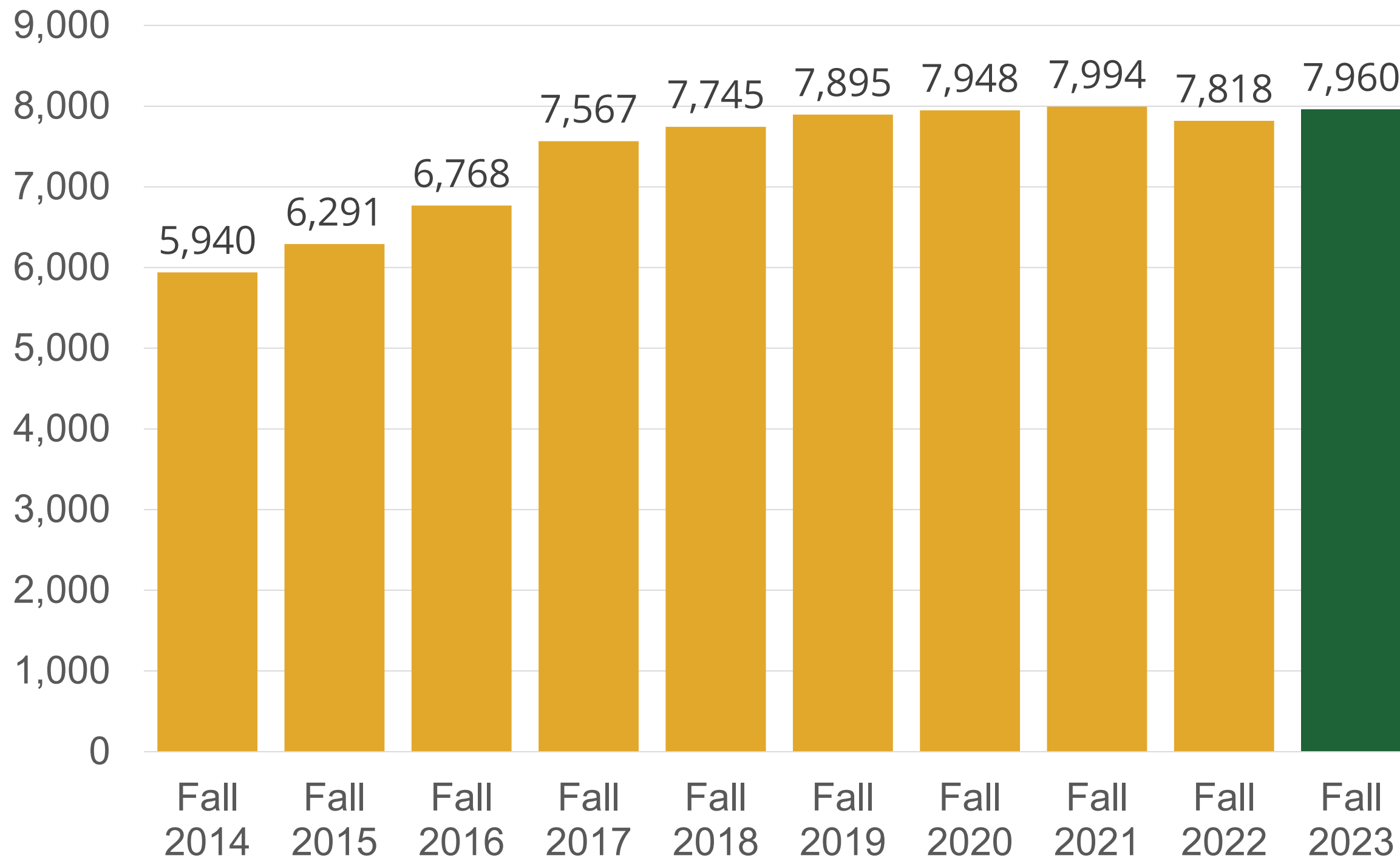


# Enrollment Update: Composition Race/ Ethnicity

	Number		Percentage	
	2022	2023	2022	2023
<b>Asian</b>	7,452	7,651	18.8%	19.0%
<b>Black</b>	4,425	4,444	11.1%	11.1%
<b>Hispanic</b>	5,578	5,784	14.0%	14.4%
<b>Native American</b>	49	69	0.1%	0.2%
<b>Pacific Islander</b>	41	30	0.1%	0.1%
<b>NRA</b>	4,484	4,983	11.3%	12.4%
<b>Multiple</b>	1,566	1,687	3.9%	4.2%
<b>Unknown</b>	1,599	1,550	4.0%	3.9%
<b>White</b>	14,510	13,977	36.5%	34.8%



# Enrollment Update: Composition Pell

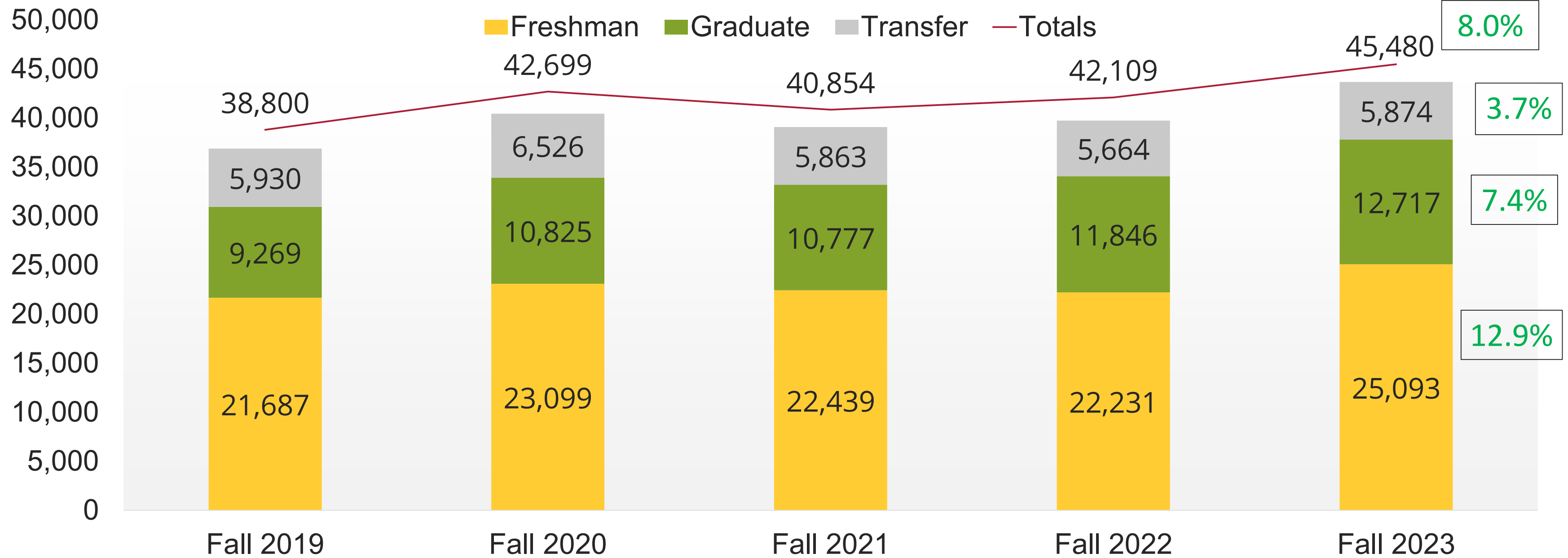


**Virginia  
FAFSA Filers  
Increased  
2.4%**

# Enrollment Update: Mason Colleges

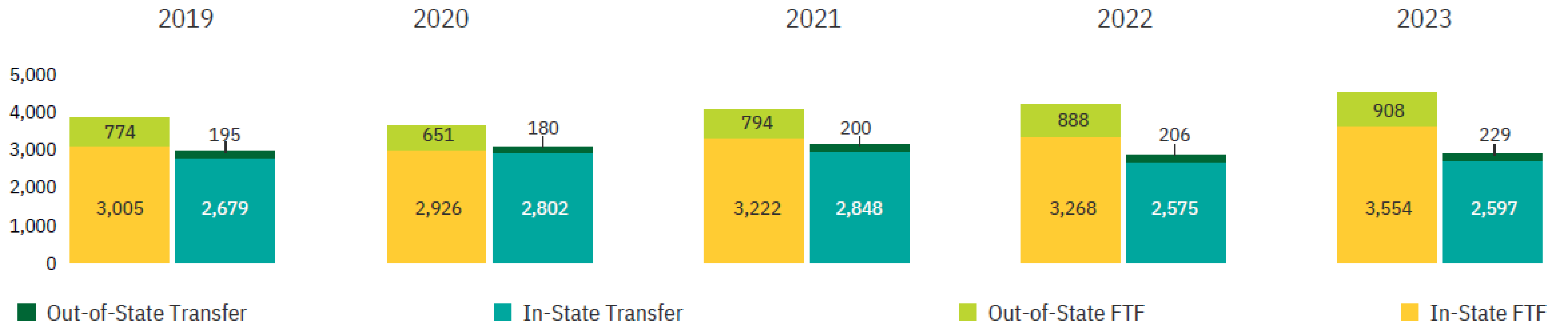
	2020	2021	2022	2023	One year Change
Antonin Scalia Law School	7,493	9,534	10,075	9,457	-6.1%
Carter Peace & Conflict Res	3,453	3,168	3,196	2,907	-9.0%
College of Public Health	27,799	26,953	27,656	26,964	-2.5%
College of Science	76,936	71,483	72,636	75,771	4.3%
College of Visual & Performing Arts	23,131	25,146	25,441	26,411	3.8%
Education and Human Development	28,845	27,291	26,524	26,166	-1.3%
Engineering and Computing	65,513	68,877	76,951	82,153	6.8%
Humanities and Social Sciences	117,481	116,366	115,237	114,736	-0.4%
Schar School of Public Policy	14,994	14,574	13,519	12,757	-5.6%
School of Business	51,874	50,181	49,947	51,549	3.2%
University (Provost)	7,680	8,528	8,732	9,051	3.7%

# Fall 2023 Application Composition

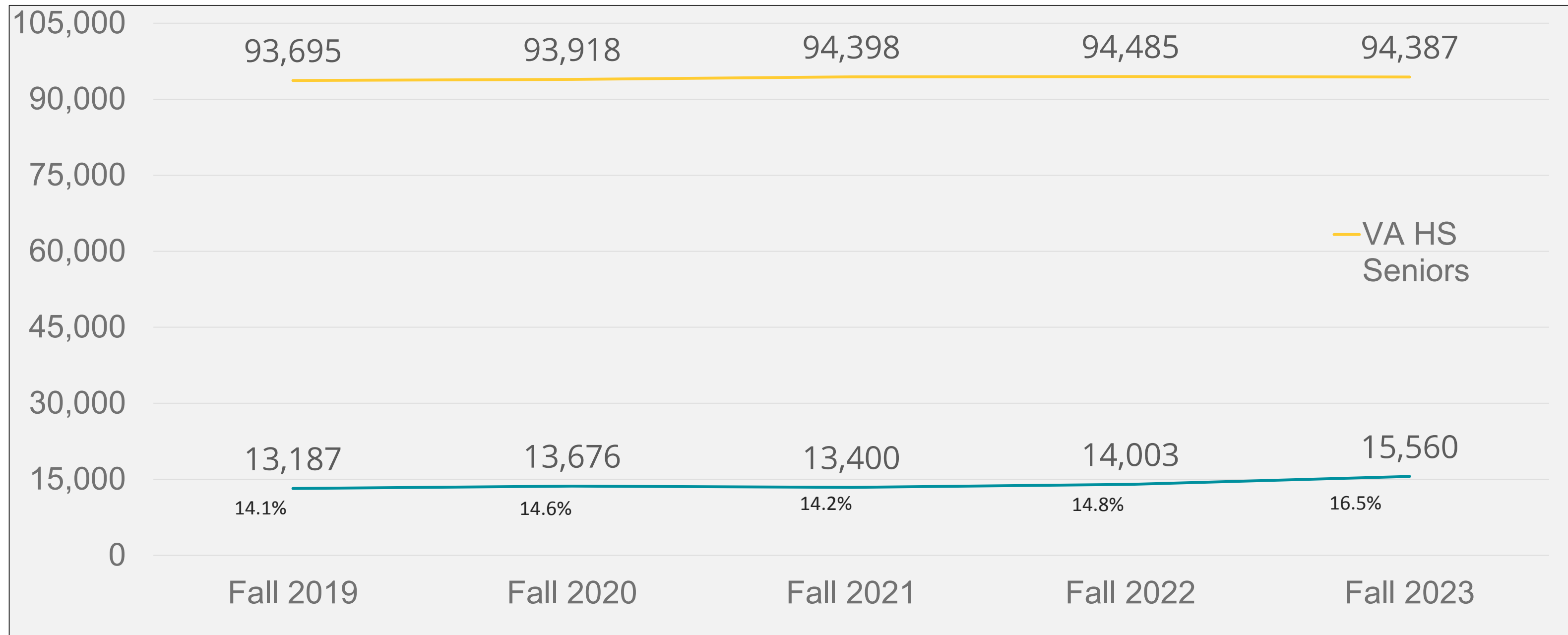


# Enrollment Update: New Students Undergraduates

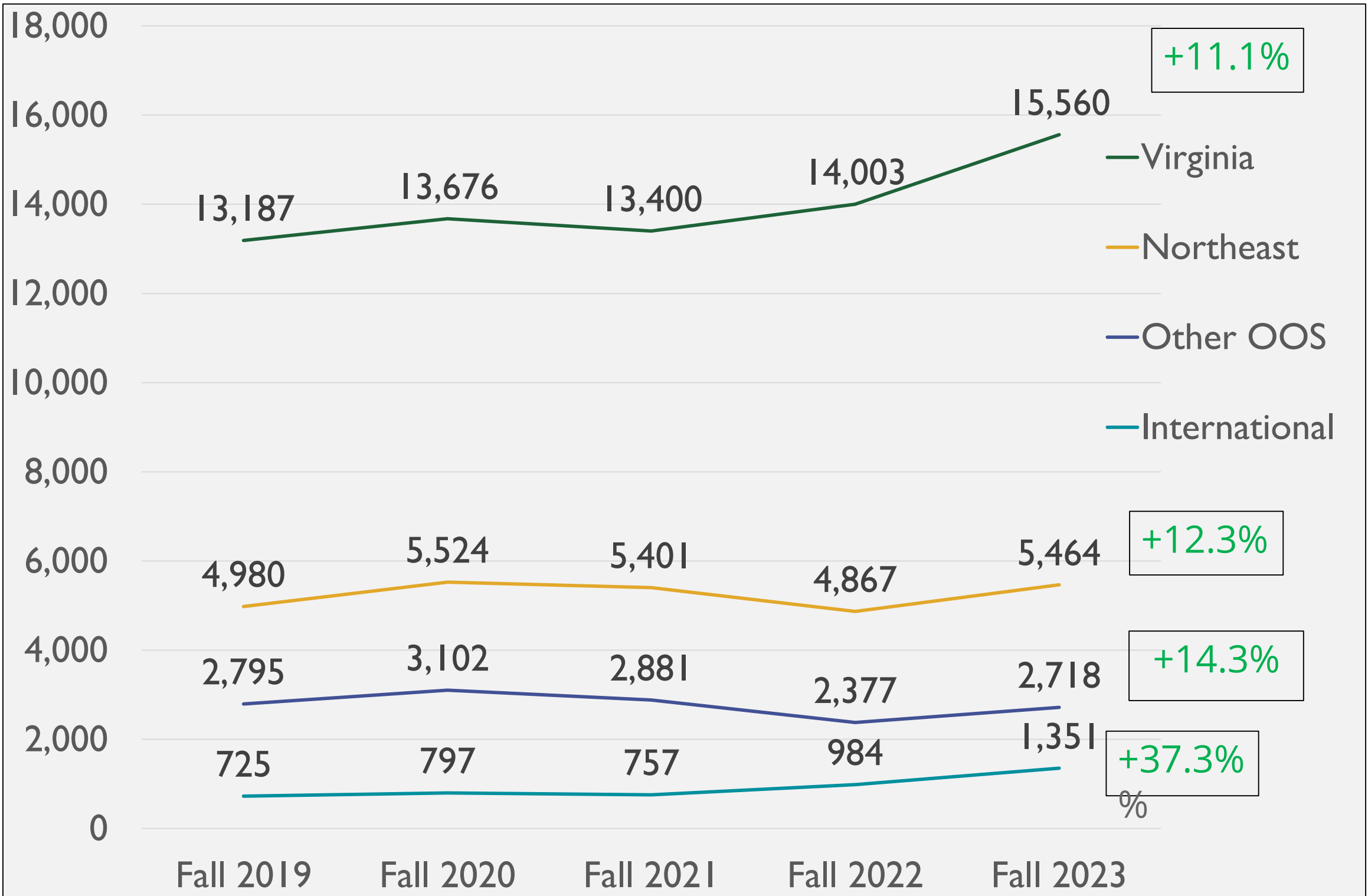
## New Undergraduate Student Enrollment by Residency



# Application Yield for Virginia High School Seniors



# Enrollment Update: Undergraduates Freshmen Application & Yield Trends

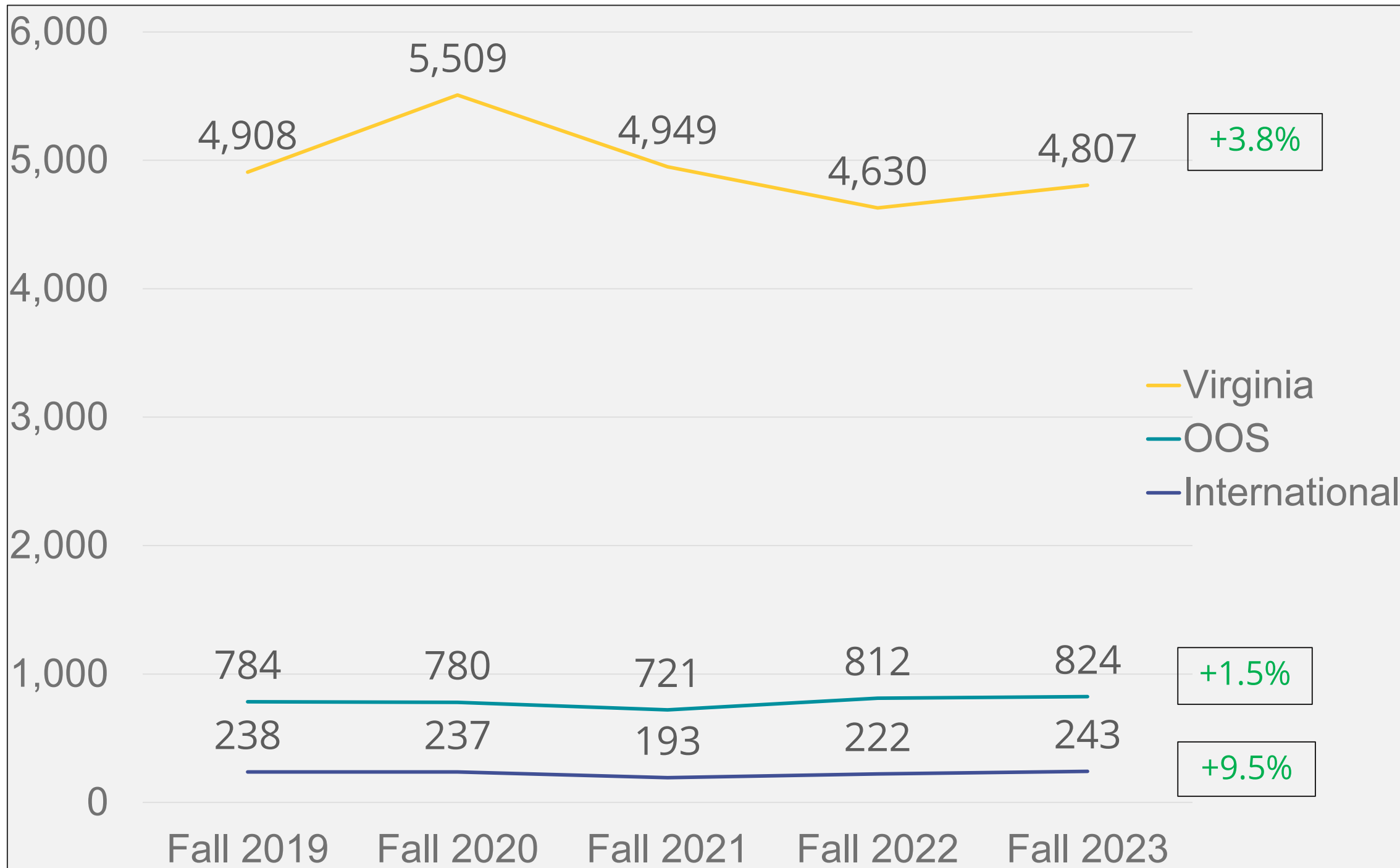


**Enrollment Yield by Region**

	Fall 2022	Fall 2023
Virginia	28.1%	27.8%
Out-of-State	13.5%	12.2%
International	16.8%	16.4%
Total Yield	23.1%	22.1%



# Enrollment Update: Undergraduate Transfer Application & Yield Trends

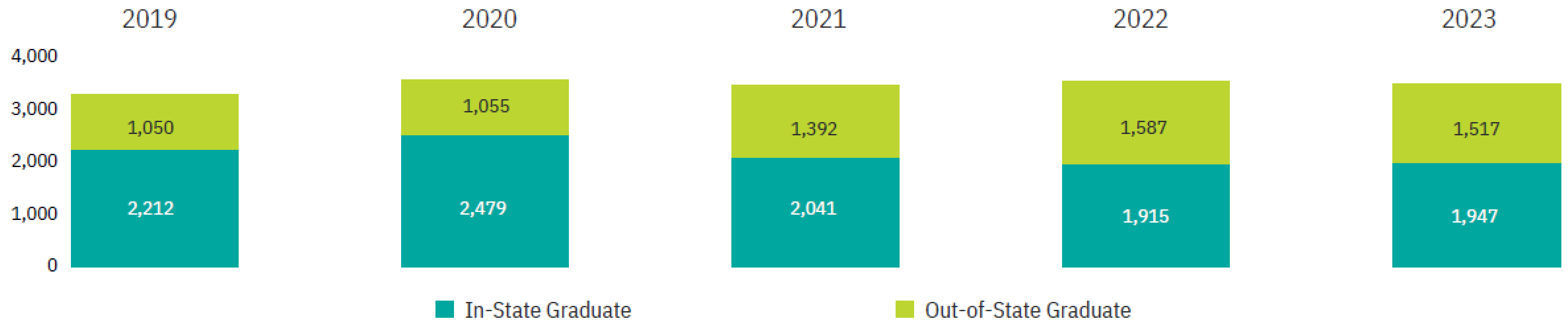


## Admit-to-Enroll Yield

	Fall 2022	Fall 2023
Virginia	72.9%	72.9%
Out-of-State	37.8%	38.8%
International	57.9%	69.0%
Total Yield	68.9%	68.8%

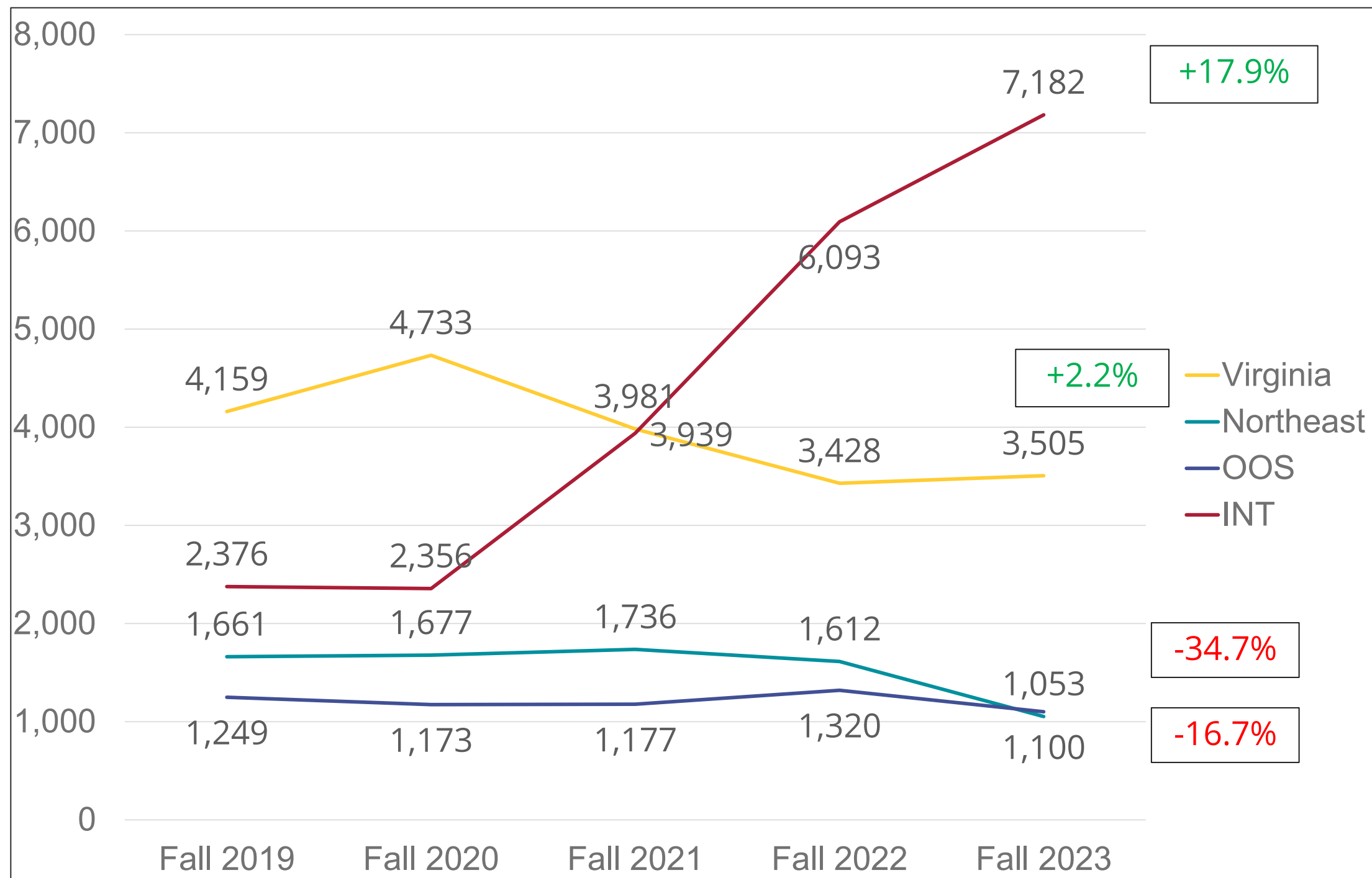
# Enrollment Update: New Students Graduate

## New Graduate Student Enrollment by Level and Residency



# Enrollment Update: New Students

## *Masters/PhD Enrollment Trends*



### Admit-to-Enroll Yield

	Fall 2022	Fall 2023
Virginia	61.7%	63.3%
Out-of-State	40.6%	40.0%
International	27.8%	24.4%
Total Yield	42.7%	40.4%

# Admissions: An Overview



## **Admissions Process At Mason**

# Undergraduate Student Success at Mason

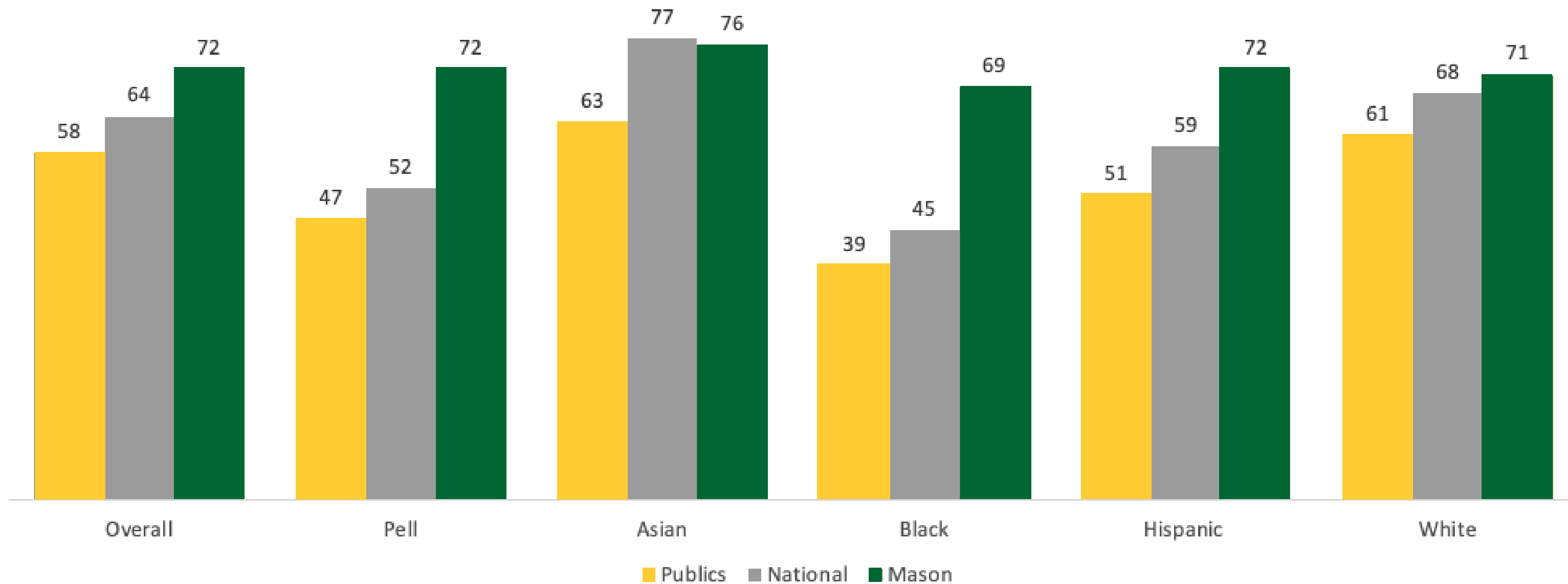
- Ryan Braun, Ph.D. Director of Undergraduate Academic Success
- Sally Lorentson, Ed.D. Assistant Vice President, University Life

George Mason University  
Board of Visitors APDUC Committee Meeting  
September 28, 2023



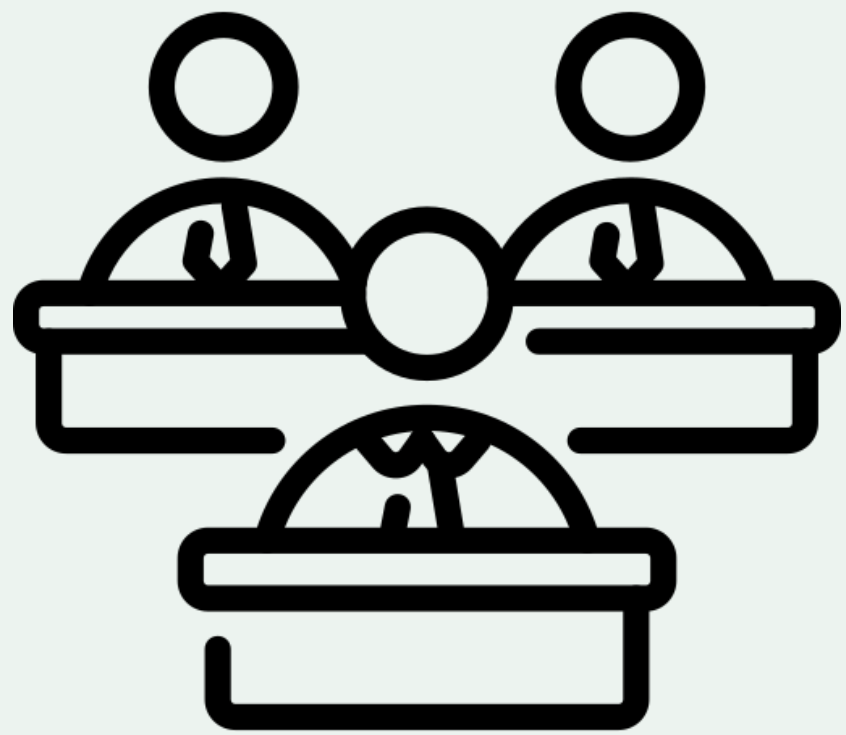
# Mason Students Succeed

## Six-year Graduation Rates



NCES 2014 Cohort

# Mason Network Drives Student Success



Coach



Career



Advisor



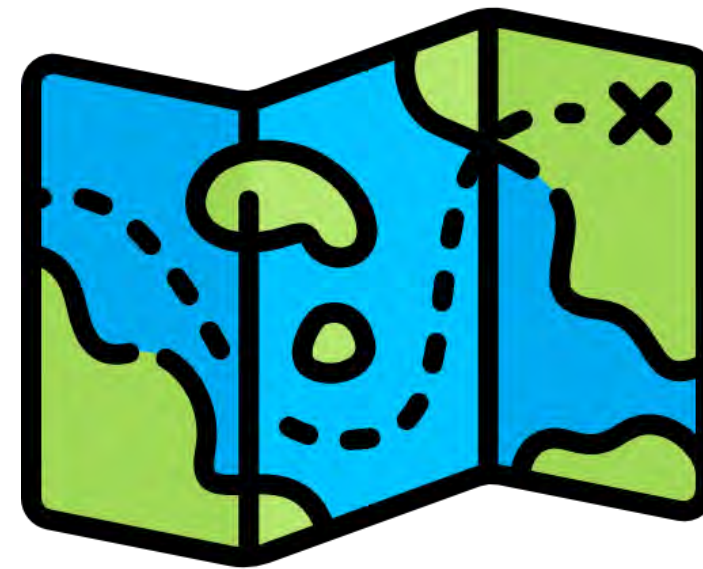
Faculty

- GEO
- Learning Support
- Experiential Learning
- UG Research
- Student Engagement
- Student Libraries
- Student Support Services
- MSSC

# Technology Connects the Network

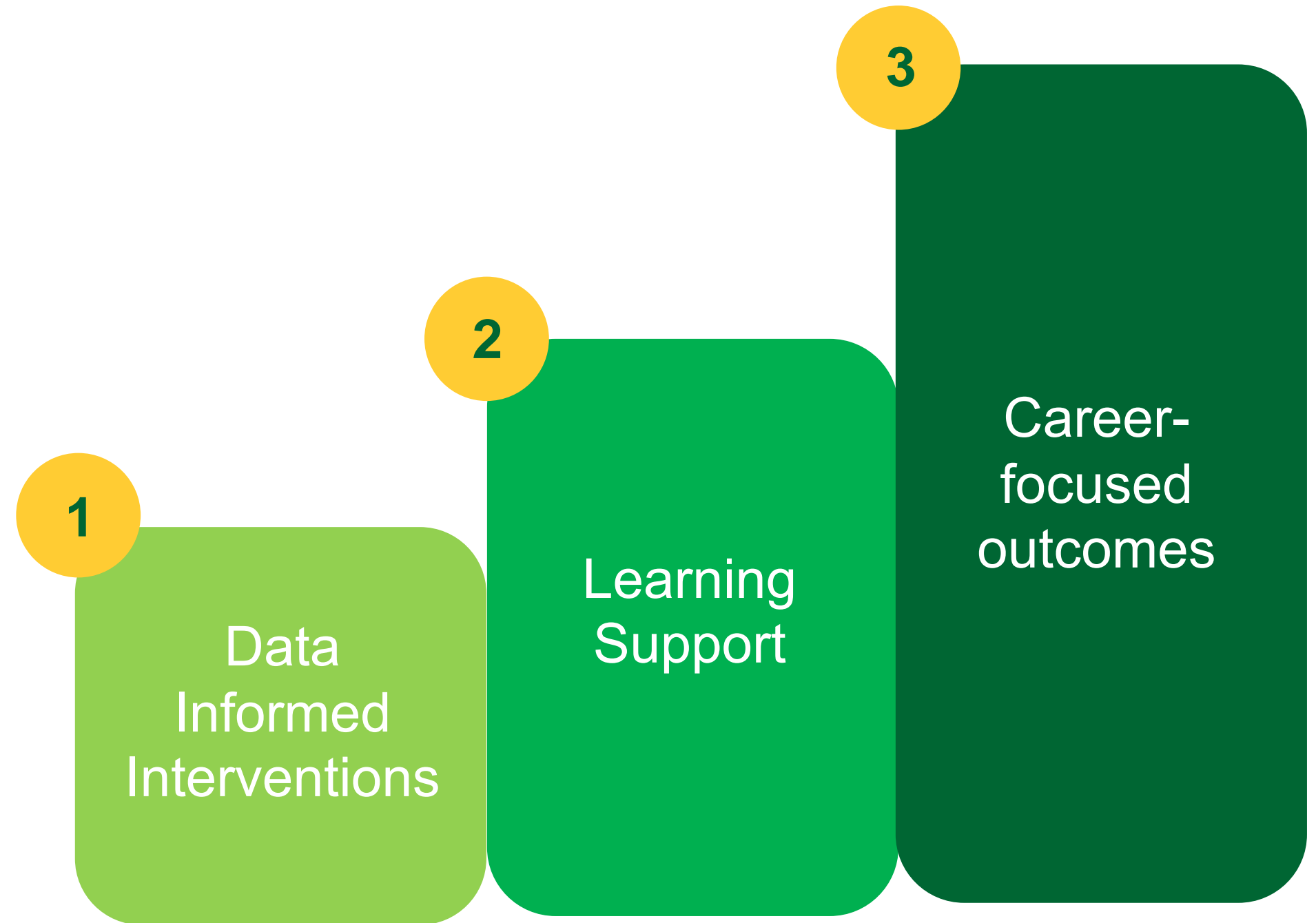
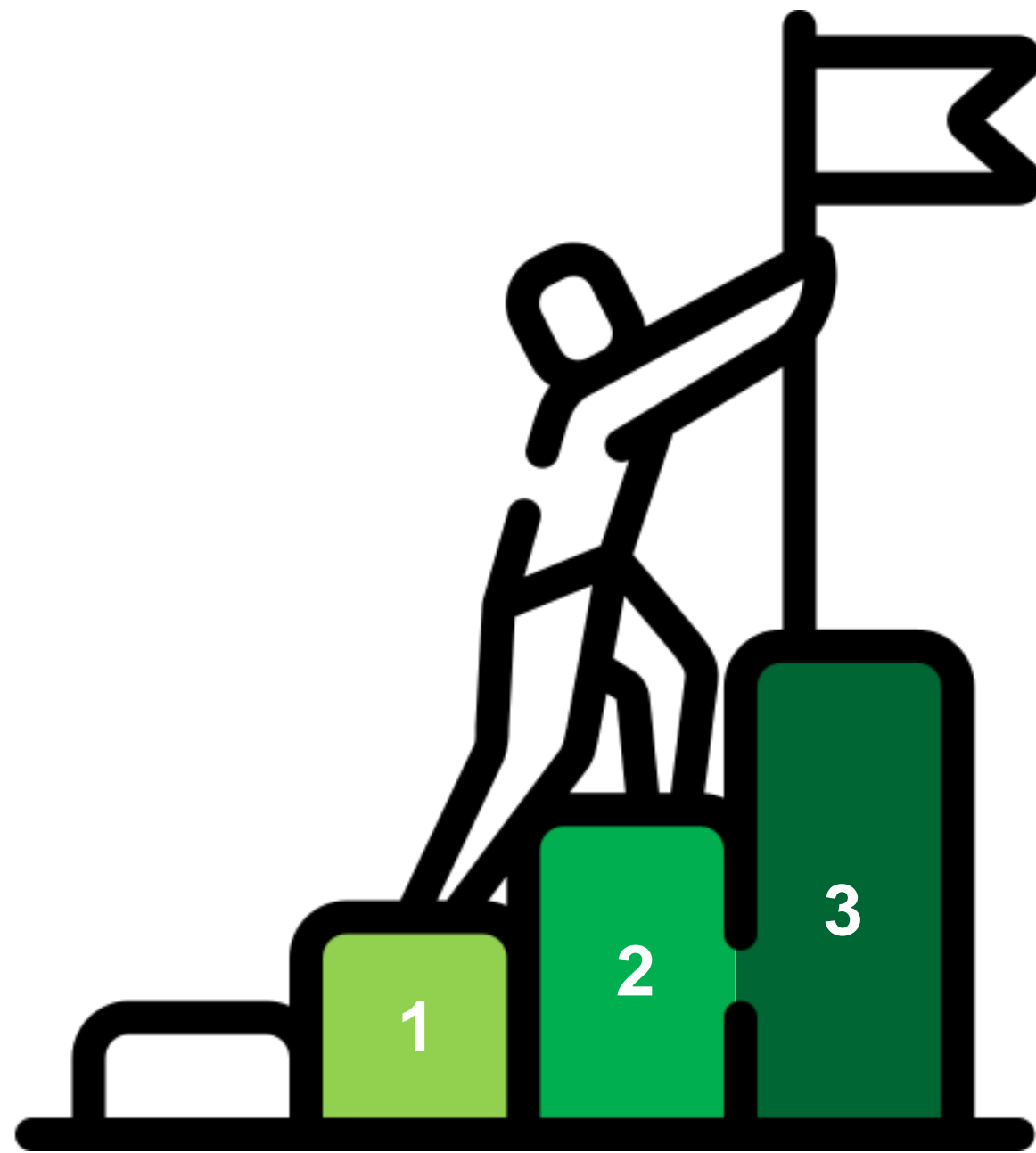
Investments in Technology to Optimize the Success Network

**Stellic**...





# Leveraging the Success Network Today...



# ...And Scaling Success for Mason's Future





**Thank You! Questions?**

# Action Item

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

- Conferral of Emeritus/Emerita Status

# Announcements

- Appointment of Faculty
- Appointment of Administrative and Professional Faculty
- Appointments/ Reappointments of Deans/Directors and Department Chairs/School Directors
- Renewals and Reappointments
- Separations
- Other Announcements
- BOV Summary Sheet

# Reports

- Admissions & Student Profile
- Degrees Awarded

# IV. Adjournment

[PROVOST.GMU.EDU](http://PROVOST.GMU.EDU)



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

**PURPOSE OF ITEM:** To appoint a non-legislative citizen member to the Online Virginia Network Authority Board of Trustees.

**APPROPRIATE COMMITTEE:** ACADEMIC PROGRAMS, DIVERSITY AND UNIVERSITY COMMUNITY COMMITTEE

**BRIEF NARRATIVE:** In 2017 the General Assembly, established the Online Virginia Network Authority (the Authority), Va. Code §23.1-3135 *et seq.* The Authority is established as a political subdivision of the Commonwealth for the purpose of providing a means for individuals to earn degrees and postsecondary education credentials by improving the quality of and expanding access to online degree and credential programs that are beneficial to citizens, public institutions of higher education and employers in the Commonwealth.

The Authority is governed by a Board of Trustees (The Board) that has a total membership of 15 members. One non-legislative citizen member is appointed by the Board of Visitors of George Mason University. Non-legislative citizen members are appointed for a term of four years. Visitor Hazel has served as George Mason University's appointed member and has decided not to be reappointed. Visitor Meese has agreed to serve as the new appointed member from George Mason University.

**STAFF RECOMMENDATION:** Staff recommends Board approval.



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

WHEREAS, pursuant to Code of Virginia §23.1-3136 the Board of Visitors must appoint a non-legislative citizen member to the Board of Trustees of the Online Virginia Network Authority, for a term of four (4) years;

NOW, THEREFORE BE IT RESOLVED:

The Board of Visitors hereby appoints Michael Meese to be a member of the Board of Trustees of the Online Virginia Network Authority, for a term of four (4) years.

Adopted: September 28, 2023

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Horace Blackman, Rector,  
Board of Visitors  
George Mason University

## ACTION ITEMS

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

September 28, 2023

### CONFERRAL OF EMERITUS/EMERITA STATUS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
<b>Decker</b>	<b>Warren D.</b>	9/28/2023

**Title:** Professor Emeritus of Communication

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

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<b>Ginsberg</b>	<b>Mark R.</b>	11/1/2023
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**Title:** Professor Emeritus of Education

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

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<b>Levine</b>	<b>James S.</b>	9/28/2023
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**Title:** Associate Professor Emeritus


**Local Academic Unit:** Modern and Classical Languages (CHSS)

---



**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: Emeritus Designation for Warren Decker

Date: August 9, 2023

On the recommendation of the Department of Communication, I am pleased to recommend Dr. Warren Decker for appointment as Professor Emeritus of Communication, effective upon approval of the BOV.

Dr. Decker joined GMU in 1976 as Assistant Professor of Speech after serving in faculty positions at Wichita State University, Pennsylvania State University and Temple University. He received his Ph.D. in Speech Communication from Temple University in 1977.

Dr. Decker was the university’s first tenure track debate coach and faculty member in argumentation. He directed the George Mason University nationally distinguished Debate Team, as well as its argumentation and policy curricula until his retirement in 2022. He holds the record for the most students coached in the history of U.S. collegiate debate. He is renowned not only for his successful record of top debate team rankings, but also for fostering the highest level of novice student debate involvement and achievement, as well as for consistently directing one of the most diverse debate squads in the nation. Dr. Decker has built a legacy in debate and argumentation at GMU.

For much of his career, Dr. Decker taught three classes each semester. He also mentored three to four graduate teaching assistants each year who served as assistant debate coaches. In addition to his strong teaching and coaching, he has a national reputation as an argumentation scholar. Dr. Decker helped to found the American Debate Association and served as its president for several years.

Based on his distinguished service at GMU, the Communication Department faculty were unanimous and enthusiastic in their support of recommending Warren Decker for emeritus status.

Approve  Disapprove   8/29/2023  
 Mark R. Ginsberg, Provost and Executive Vice President Date


Approve  Disapprove   8/29/2023  
 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.



**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: Gregory Washington, PhD, President  
From: Ingrid Guerra-López, PhD, Dean   
College of Education and Human Development (CEHD)  
Subject: Emeritus Designation for Dr. Mark R. Ginsberg  
Date: August 31, 2023

I am writing to request that Dr. Mark Ginsberg be awarded the title Professor Emeritus of Education, effective November 1, 2023.

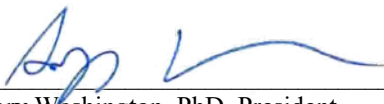
Dr. Ginsberg’s first appointment at Mason (in 2010) was as the Dean of the College of Education and Human Development. During his extraordinarily successful decade in that role, Dean Ginsberg elevated the academic strength and versatility of the College as well as its reputational status, both regionally and nationally. In April 2020, he became the university’s Interim Provost and Executive Vice President. His effectiveness in this role both as a Chief Academic Officer and as an administrative leader during the initial phases of the pandemic was so clear and vital to the university’s circumstances that he was appointed by President Washington just a few months later to serve as Provost and Executive Vice President of George Mason University.

As a senior faculty member, Dr. Ginsberg made substantial and consequential contributions in teaching, scholarship, and professional service as part of his expansive portfolio of accomplishments. He regularly taught highly enrolled classes in CEHD’s Counseling Program, where he routinely earned high marks from students while also offering independent study opportunities to students pursuing aligned interests. Dr. Ginsberg was also affiliated with the College’s Early Childhood Education Program (consistent with his prior employment as Executive Director of the National Association for the Education of Young Children) and with both the Education Policy academic program and *EdPolicyForward*, the Center for Education Policy at George Mason University. He also served in leadership roles on behalf of a wide range of education and human service organizations both nationally and internationally.

As Provost/Chief Academic Officer, Dr. Ginsberg helped advance Mason’s ambitious agenda on a wide variety of fronts, including student recruitment and access, support for term and tenure-line faculty, elevation of multidisciplinary initiatives, and relationships with key constituencies both inside and outside the university. Perhaps most notably, Dean/Provost Ginsberg actively promoted an academic culture with core values centered on collaboration and inclusive “co-creation,” trust and mutual respect, and community well-being.

Dr. Mark Ginsberg is an exemplary candidate for emeritus status at George Mason University.

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 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: Emeritus Designation for James Levine

Date: August 9, 2023

On the recommendation of the Department of Modern and Classical Languages, I am pleased to recommend Dr. James Levine for appointment as Associate Professor Emeritus, effective upon approval of the BOV.

Dr. Levine joined Mason in August 1981 as Assistant Professor of Russian. As a specialist in Russian and Slavic linguistics (Ph.D., University of Illinois at Urbana-Champaign, 1977), his primary teaching responsibilities were in the area of Russian language and linguistics. In his years at Mason, he taught 18 different courses in Russian grammar, conversation, and composition, on the elementary to advanced levels.

Dr. Levine’s research and publications focused on Russian linguistics, especially the grammatical categories of case, voice (passives and middles), verbal aspect, and reflexives. All of his articles, reviews, and literary translations appeared in refereed journals and collections. He authored, co-authored, co-edited, translated, or co-translated several books.

During his years at Mason, Dr. Levine has made significant service contributions to the Department of Modern and Classical Languages and to CHSS. He served as Director of Russian Studies, an interdisciplinary program within the College, for 33 years. Within MCL, he served as Coordinator of Russian and was a chair or member of nearly all department committees, including multiple times as chair of the department P&T committee. His service to his profession has been wide-ranging, to include serving as Humanist Administrator at the National Endowment for Humanities, where he worked in the Translations Program, Division of Research.

Based on his distinguished service at GMU, the faculty of the Modern and Classical Languages Department were unanimous and enthusiastic in their support of recommending James Levine for emeritus status.

Approve  Disapprove   8/29/2023  
 Mark R. Ginsberg, Provost and Executive Vice President Date

Approve  Disapprove   8/29/2023  
 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.

## ANNOUNCEMENT

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

September 28, 2023

### APPOINTMENT OF FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Alshayeb	Thamraa	8/25/2023	1 year

**Title:** Instructional Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

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

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Barnes	James S.	8/10/2023	1 year
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**Title:** Instructional Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Mathematical Science (COS)

**Note(s):** Additional Title: STEM Accelerator

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Barua	Anomadarshi	8/7/2023	3 years
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**Title:** Assistant Professor

**Rank:** Assistant Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** Cyber Security Engineering (CEC)

---

Bassett	Hideko H.	8/25/2023	1 year
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**Title:** Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Integrative Studies (CHSS)

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Belaia	Mariia	8/7/2023	1 year
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**Title:** Instructional Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Computational and Data Sciences (COS)

---

## ANNOUNCEMENT

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

September 28, 2023

#### APPOINTMENT OF FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Besmel</b>	<b>Parwez</b>	8/25/2023	1 year

**Title:** Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

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

---

<b>Brown</b>	<b>Bradley W.</b>	8/25/2023	1 year
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**Title:** Instructor of Education

**Rank:** Instructor

**Classification:** Term - Instructional

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

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<b>Bubbosh</b>	<b>Paul A.</b>	7/26/2023	1 year
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**Title:** Research Professor

**Rank:** Research Professor

**Classification:** Term - Research

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

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<b>Cabot</b>	<b>Jennifer</b>	8/25/2023	1 year
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**Title:** Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

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

---

<b>Cao</b>	<b>Yi</b>	8/25/2023	3 years
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**Title:** Assistant Professor

**Rank:** Assistant Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** School of Business

---

## ANNOUNCEMENT

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

September 28, 2023

#### APPOINTMENT OF FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Chee	Vanessa A.	8/7/2023	1 year

**Title:** Instructional Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

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

---

Chen	Limei	8/25/2023	3 years
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**Title:** Assistant Professor

**Rank:** Assistant Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** Social Work (CPH)

---

Choi	Sang D.	8/25/2023	1 year
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**Title:** Instructional Professor

**Rank:** Instructional Professor

**Classification:** Term - Instructional

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

---

Dade	Damon	8/25/2023	1 year
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**Title:** Instructional Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Computational and Data Sciences (COS)

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De Barros Barreto	Alexandre	8/25/2023	3 years
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**Title:** Associate Professor

**Rank:** Instructional Associate Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Cyber Security Engineering (CEC)

---



## ANNOUNCEMENT

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

September 28, 2023

#### APPOINTMENT OF FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Dilek</b>	<b>Ozlem</b>	8/25/2023	3 years

**Title:** Assistant Professor of Bioanalytical Chemistry

**Rank:** Assistant Professor

**Classification:** Tenure Track - Instructional

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

---

<b>Drake</b>	<b>Gail D.</b>	8/25/2023	3 years
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**Title:** Professor of Practice

**Rank:** Professor of Practice

**Classification:** Term - Instructional

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

---

<b>Du</b>	<b>Xiaojing</b>	1/10/2024	3.5 years
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**Title:** Assistant Professor Climate Dynamics

**Rank:** Assistant Professor

**Classification:** Tenure Track - Instructional

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

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<b>Farvid</b>	<b>Maryam Sadat</b>	8/25/2023	3 years
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**Title:** Associate Professor

**Rank:** Associate Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** Nutrition and Food Studies (CPH)

---

<b>Fratila</b>	<b>Iulia</b>	8/25/2023	1 year
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**Title:** Instructional Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

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

---

## ANNOUNCEMENT

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

September 28, 2023

### APPOINTMENT OF FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Frederick</b>	<b>Joanne J.</b>	8/25/2023	1 year

**Title:** Associate Professor of Education

**Rank:** Instructional Associate Professor

**Classification:** Term - Instructional

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

---

<b>Gallanis</b>	<b>Thomas P.</b>	5/25/2023	< 1 year
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**Title:** Research Professor

**Rank:** Research Professor

**Classification:** Term - Research

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

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<b>Gambhir</b>	<b>Sapna</b>	8/25/2023	3 years
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**Title:** Associate Professor

**Rank:** Instructional Associate Professor

**Classification:** Term - Instructional

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

---

<b>Garrity</b>	<b>Meghan</b>	8/25/2023	3 years
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**Title:** Assistant Professor

**Rank:** Assistant Professor

**Classification:** Tenure Track - Instructional

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

---

<b>Geiger</b>	<b>Erin K.</b>	8/25/2023	1 year
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**Title:** Assistant Professor of Education

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

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

---

## ANNOUNCEMENT

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

September 28, 2023

### APPOINTMENT OF FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Gonzalez Samudio</b>	<b>David Ignacio</b>	8/25/2023	3 years

**Title:** Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

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

---

<b>Goossen</b>	<b>Benjamin W.</b>	8/25/2023	3 years
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**Title:** Assistant Professor

**Rank:** Assistant Professor

**Classification:** Tenure Track - Instructional

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

---

<b>Grim</b>	<b>Jeffrey</b>	8/25/2023	3 years
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**Title:** Assistant Professor

**Rank:** Assistant Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** Higher Education Program (CHSS)

---

<b>Gunderson</b>	<b>Jaimie</b>	8/25/2023	3 years
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**Title:** Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Religious Studies (CHSS)

**Note(s):** Additional Title: Undergraduate Director

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<b>Hicks</b>	<b>Joel T.</b>	7/26/2023	1 year
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**Title:** Research Professor

**Rank:** Research Professor

**Classification:** Term - Research

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

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## ANNOUNCEMENT

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

September 28, 2023

### APPOINTMENT OF FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Igbax</b>	<b>Saanyol</b>	8/25/2023	3 years

**Title:** Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Mechanical Engineering (CEC)

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<b>Kabir</b>	<b>Kazi Lutful</b>	8/7/2023	3 years
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**Title:** Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

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

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<b>Kamranfar</b>	<b>Parastoo</b>	8/25/2023	3 years
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**Title:** Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

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

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<b>Kelley</b>	<b>Matthew C.</b>	8/25/2023	3 years
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**Title:** Assistant Professor

**Rank:** Assistant Professor

**Classification:** Tenure Track - Instructional

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

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<b>Kim</b>	<b>Eunice C.</b>	1/10/2023	1 year
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**Title:** Instructor of English (Composition) for George Mason University Korea

**Rank:** Instructor

**Classification:** Term - Instructional

**Local Academic Unit:** George Mason University Korea

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## ANNOUNCEMENT

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

September 28, 2023

#### APPOINTMENT OF FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Leech	Richard	8/25/2023	3 years

**Title:** Associate Professor

**Rank:** Associate Professor

**Classification:** Tenure Track - Instructional

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

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Luke	Rayanne A.	8/25/2023	3 years
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**Title:** Assistant Professor

**Rank:** Assistant Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** Mathematical Science (COS)

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Marcus	Andrian	7/25/2023	1 year
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**Title:** Research Professor

**Rank:** Research Professor

**Classification:** Term - Research

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

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Mattes	Joshua J.	8/25/2023	1 year
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**Title:** Instructional Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

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

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Meyers	Erin E.	8/25/2023	3 years
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**Title:** Assistant Professor

**Rank:** Assistant Professor

**Classification:** Tenure Track - Instructional

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

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## ANNOUNCEMENT

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

September 28, 2023

### APPOINTMENT OF FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Miner	Allison	8/25/2023	1 year

**Title:** Instructional Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Nutrition and Food Studies (CPH)

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Mitchell	Carol P.	8/25/2023	1 year
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**Title:** Term Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

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

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Morsy	Mohamed	8/25/2023	3 years
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**Title:** Associate Professor

**Rank:** Instructional Associate Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Cyber Security Engineering (CEC)

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Negulescu	Radu	8/25/2023	3 years
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**Title:** Associate Professor

**Rank:** Instructional Associate Professor

**Classification:** Term - Instructional

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

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Park	June W.	8/25/2023	1 year
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**Title:** Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** School of Business

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## ANNOUNCEMENT

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

September 28, 2023

#### APPOINTMENT OF FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Park	Hyun S.	8/25/2023	3 years

**Title:** Assistant Professor of Korean

**Rank:** Assistant Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** Modern and Classical Languages (CHSS)

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Prieto	Lucas	8/25/2023	3 years
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**Title:** Assistant Professor

**Rank:** Assistant Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** Social Work (CPH)

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Prosser	Simon	8/25/2023	1 year
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**Title:** Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

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

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Raines	Alexandra	8/25/2023	1 year
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**Title:** Assistant Professor of Education

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

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

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Reep	Michael S.	8/25/2023	3 years
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**Title:** Associate Professor

**Rank:** Instructional Associate Professor

**Classification:** Term - Instructional

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

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## ANNOUNCEMENT

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

September 28, 2023

#### APPOINTMENT OF FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Reinkemeyer</b>	<b>Andrea L.</b>	8/25/2023	3 years

**Title:** Director of Composition

**Rank:** Associate Professor

**Classification:** Tenure Track - Instructional

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

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<b>Remirez</b>	<b>Mariano Nicolas</b>	5/10/2023	1 year
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**Title:** Research Assistant Professor

**Rank:** Research Assistant Professor

**Classification:** Term - Research

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

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<b>Reynolds</b>	<b>Colleen E.</b>	8/25/2023	1 year
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**Title:** Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

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

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<b>Rimi</b>	<b>Najnin</b>	8/25/2023	1 year
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**Title:** Supplemental Faculty

**Rank:** Instructor

**Classification:** Term - Instructional

**Local Academic Unit:** Advanced Biomedical Sciences Program (COS)

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<b>Roberts</b>	<b>Heather T.</b>	8/25/2023	1 year
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**Title:** Senior Instructor

**Rank:** Senior Instructor

**Classification:** Term - Instructional

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

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## ANNOUNCEMENT

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

September 28, 2023

### APPOINTMENT OF FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Rodriguez Aquino</b>	<b>Jose Luis</b>	8/25/2023	3 years

**Title:** Assistant Professor

**Rank:** Assistant Professor

**Classification:** Tenure Track - Instructional

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

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<b>Roesler</b>	<b>Eileen</b>	8/25/2023	3 years
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**Title:** Assistant Professor of Psychology

**Rank:** Assistant Professor

**Classification:** Tenure Track - Instructional

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

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<b>Schmidt</b>	<b>Stephanie A.</b>	8/25/2023	1 year
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**Title:** Assistant Professor, Introductory Environmental Science Instructor and Laboratory Coordinator

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

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

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<b>Stice</b>	<b>Joseph H.</b>	8/25/2023	3 years
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**Title:** Assistant Professor

**Rank:** Assistant Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** School of Business

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<b>Vasquez La Roche</b>	<b>Luis</b>	8/25/2023	3 years
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**Title:** Assistant Professor

**Rank:** Assistant Professor

**Classification:** Tenure Track - Instructional

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

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## ANNOUNCEMENT

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

September 28, 2023

#### APPOINTMENT OF FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Vitale</b>	<b>Gabrielle</b>	8/25/2023	1 year

**Title:** Supplemental Faculty

**Rank:** Instructor

**Classification:** Term - Instructional

**Local Academic Unit:** Advanced Biomedical Sciences Program (COS)

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<b>Yim</b>	<b>An-Di</b>	8/7/2023	1 year
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**Title:** Instructional Associate Professor, Forensic Science

**Rank:** Instructional Associate Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Forensic Science Program (COS)

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<b>Zhang</b>	<b>Xijin</b>	8/25/2023	3 years
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**Title:** Assistant Professor

**Rank:** Assistant Professor

**Classification:** Tenure Track - Instructional

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

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<b>Zhou</b>	<b>Keren</b>	8/7/2023	3 years
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**Title:** Assistant Professor

**Rank:** Assistant Professor

**Classification:** Tenure Track - Instructional

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

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## ANNOUNCEMENT

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

September 28, 2023

#### **APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
<b>Alwani</b>	<b>Noor</b>	7/25/2023

**Title:** Psychology Intern

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Counseling and Psychological Services (UL)

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<b>Badilla-Melendez</b>	<b>Cindy</b>	6/1/2023
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**Title:** Music and Media Librarian

**Classification:** At will - Admin/Professional

**Local Academic Unit:** University Libraries

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<b>Benic</b>	<b>Matthew R.</b>	7/31/2023
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**Title:** Staff Clinician

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Counseling and Psychological Services (UL)

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<b>Bialkoski</b>	<b>Mark</b>	5/1/2023
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**Title:** Director Men's Basketball Operations

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Intercollegiate Athletics

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<b>Blackwell</b>	<b>Chrishon</b>	7/10/2023
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**Title:** Senior International Officer and Executive Director of Study Abroad

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Office of the Provost

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## ANNOUNCEMENT

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

September 28, 2023

#### **APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
<b>Bluestein</b>	<b>Thomas M.</b>	6/25/2023

**Title:** Assistant Vice President, Equity and Access Services

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Diversity, Equity, and Inclusion

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<b>Burkland</b>	<b>Marissa</b>	8/7/2023
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**Title:** Sciences and Data Librarian

**Classification:** At will - Admin/Professional

**Local Academic Unit:** University Libraries

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<b>Bushore</b>	<b>Joan</b>	5/25/2023
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**Title:** Associate Nursing Director

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Student Health Services (UL)

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<b>Butler</b>	<b>Lamar</b>	4/19/2023
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**Title:** Director of Player Development

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Intercollegiate Athletics

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<b>Conner</b>	<b>Jacqueline R.</b>	4/25/2023
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**Title:** Associate Director of Development, University priorities

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Advancement and Alumni Relations

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## ANNOUNCEMENT

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

September 28, 2023

#### **APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
<b>Crowe</b>	<b>Mary</b>	<b>7/5/2023</b>

**Title:** Director of the STEM Accelerator  
**Classification:** At will - Admin/Professional  
**Local Academic Unit:** College of Science

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<b>Curran</b>	<b>Stephen M.</b>	<b>4/17/2023</b>
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**Title:** Associate Head Coach, Men's Basketball  
**Classification:** At will - Admin/Professional  
**Local Academic Unit:** Intercollegiate Athletics

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<b>Davis</b>	<b>T G.</b>	<b>4/10/2023</b>
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**Title:** Associate Director for Truth, Racial Healing and Transformation (THRT)  
**Classification:** At will - Admin/Professional  
**Local Academic Unit:** Culture, Equity, and Empowerment (UL)

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<b>Davis</b>	<b>Nicole A.</b>	<b>4/1/2023</b>
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**Title:** Director of Volunteer Engagement and Philanthropy  
**Classification:** At will - Admin/Professional  
**Local Academic Unit:** Advancement and Alumni Relations

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<b>DiTeresi</b>	<b>Christopher A.</b>	<b>7/25/2023</b>
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**Title:** Associate Vice President, Research Integrity and Assurance  
**Classification:** At will - Admin/Professional  
**Local Academic Unit:** Office of Research, Innovation and Economic Impact

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## ANNOUNCEMENT

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

September 28, 2023

#### **APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
<b>Ekanem</b>	<b>Mfon</b>	4/10/2023

**Title:** Assistant Coach Men's Basketball

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Intercollegiate Athletics

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<b>Ferree</b>	<b>Jacquelyn C.</b>	7/30/2023
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**Title:** Senior Vice President, Operations and Business Services

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Office of the Senior Vice President

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<b>Frazier</b>	<b>Zakeyah</b>	5/30/2023
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**Title:** Career Advisor

**Classification:** At will - Admin/Professional

**Local Academic Unit:** University Career Services (UL)

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<b>Freeman</b>	<b>Daniel</b>	3/13/2023
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**Title:** Director of Development, CEHD

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Advancement and Alumni Relations

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<b>Giri Jana</b>	<b>Debasmita</b>	5/25/2023
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**Title:** Instructional Designer

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Office of the Provost

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## ANNOUNCEMENT

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

September 28, 2023

#### **APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
<b>Greene</b>	<b>Brian M.</b>	7/10/2023

**Title:** Assistant Director of Student Involvement for Fraternity and Sorority Life

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Student Involvement (UL)

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<b>Gunter</b>	<b>Melissa</b>	4/10/2023
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**Title:** TTAC Coordinator

**Classification:** At will - Admin/Professional

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

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<b>Hamilton</b>	<b>Dwayne D.</b>	6/8/2023
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**Title:** Assistant Director for Basic Needs Services

**Classification:** At will - Admin/Professional

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

---

<b>Hines</b>	<b>Mia</b>	6/26/2023
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**Title:** Associate Director Early Identification Program

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Early Identification Program (UL)

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<b>Hinnant</b>	<b>Louis T.</b>	4/10/2023
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**Title:** Assistant Coach, Men's Basketball

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Intercollegiate Athletics

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## ANNOUNCEMENT

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

September 28, 2023

#### **APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
<b>Hively</b>	<b>Jessica</b>	8/14/2023

**Title:** Psychiatric Provider

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Counseling and Psychological Services (UL)

---

<b>Hoffman</b>	<b>Cameron S.</b>	7/10/2023
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**Title:** Nurse Practitioner

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Student Health Services (UL)

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<b>Hogan</b>	<b>Christine</b>	6/4/2023
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**Title:** Senior Director, University Asset Management

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Facilities

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<b>Holcomb</b>	<b>Jonathan</b>	7/6/2023
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**Title:** Associate Director for New Student Programs

**Classification:** At will - Admin/Professional

**Local Academic Unit:** New Student and Family Programs (UL)

---

<b>Howe</b>	<b>Tonya</b>	5/15/2023
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**Title:** Instructional Designer and Technologist

**Classification:** At will - Admin/Professional

**Local Academic Unit:** School of Business

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## ANNOUNCEMENT

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

September 28, 2023

#### **APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
<b>Hutchens</b>	<b>Leslie</b>	8/1/2023

**Title:** Director of Parent and Family Philanthropy

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Advancement and Alumni Relations

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<b>Jennings</b>	<b>Deja</b>	4/10/2023
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**Title:** Director of Academic Assessment and Accreditation

**Classification:** At will - Admin/Professional

**Local Academic Unit:** College of Public Health

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<b>Khazal</b>	<b>Quynh-Nhu</b>	8/25/2023
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**Title:** Human Resources Officer

**Classification:** At will - Admin/Professional

**Local Academic Unit:** University Libraries

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<b>Kirschner</b>	<b>Jessica M.</b>	4/25/2023
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**Title:** Digital Publishing Coordinator

**Classification:** At will - Admin/Professional

**Local Academic Unit:** University Libraries

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<b>Klock-Taube</b>	<b>Teresa</b>	5/15/2023
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**Title:** Associate Vice President and Controller

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Fiscal Services (SVP)

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## ANNOUNCEMENT

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

September 28, 2023

#### **APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
<b>Ledesma</b>	<b>Danielle I.</b>	<b>7/25/2023</b>

**Title:** Psychology Intern

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Counseling and Psychological Services (UL)

---

<b>Lewis</b>	<b>Marvin A.</b>	<b>7/1/2023</b>
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**Title:** Assistant Vice President and Director of Intercollegiate Athletics

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Intercollegiate Athletics

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<b>Liu</b>	<b>Sarah A.</b>	<b>6/25/2023</b>
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**Title:** MPH Program Coordinator

**Classification:** At will - Admin/Professional

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

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<b>Longchamp</b>	<b>Bronwyn B.</b>	<b>4/17/2023</b>
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**Title:** Executive Director, Digital Content and Distribution

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Office of the Senior Vice President

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<b>Lowder</b>	<b>Christopher</b>	<b>7/25/2023</b>
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**Title:** Education Librarian

**Classification:** At will - Admin/Professional

**Local Academic Unit:** University Libraries

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## ANNOUNCEMENT

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

September 28, 2023

#### **APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
<b>Lutz</b>	<b>David S.</b>	<b>7/25/2023</b>

**Title:** Director, Technology Support and Quality Management (TS & QM)

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Information Technology Services

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<b>Lynch</b>	<b>Kevin C.</b>	<b>4/10/2023</b>
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**Title:** Director of Men's Basketball Operations

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Intercollegiate Athletics

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<b>Mandlekar</b>	<b>Sangeeta V.</b>	<b>6/10/2023</b>
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**Title:** Intellectual Property Manager

**Classification:** At will - Admin/Professional

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

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<b>Marsh</b>	<b>Keon M.</b>	<b>5/22/2023</b>
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**Title:** Strength and Conditioning, Men's Basketball

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Intercollegiate Athletics

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<b>McReynolds</b>	<b>Derrick M.</b>	<b>6/19/2023</b>
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**Title:** Director of Residence Life

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Housing and Residence Life (UL)

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## ANNOUNCEMENT

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

September 28, 2023

#### **APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
<b>Meares</b>	<b>Elizabeth W.</b>	<b>4/10/2023</b>

**Title:** Director, Career Services and Public Service Programs

**Classification:** At will - Admin/Professional

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

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<b>Meiman</b>	<b>Margaret</b>	<b>8/7/2023</b>
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**Title:** Associate University Librarian for Learning, Research, and Engagement

**Classification:** At will - Admin/Professional

**Local Academic Unit:** University Libraries

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<b>Memmen</b>	<b>Tara K.</b>	<b>5/10/2023</b>
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**Title:** Director of Finance and Human Resources

**Classification:** At will - Admin/Professional

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

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<b>Mitchell</b>	<b>Kaya T.</b>	<b>6/20/2023</b>
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**Title:** Community Director

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Housing and Residence Life (UL)

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<b>Moore</b>	<b>Melissa</b>	<b>7/25/2023</b>
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**Title:** Associate Director, Admissions Events and Programs

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Office of Admissions

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**ANNOUNCEMENT**

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

September 28, 2023

**APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
<b>Morgan Jones</b>	<b>Marquita R.</b>	6/12/2023

**Title:** Associate Director of Student Conduct  
**Classification:** At will - Admin/Professional  
**Local Academic Unit:** Student Conduct (UL)

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<b>O'Donnell</b>	<b>Dorothy</b>	7/5/2023
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**Title:** Chief Business Officer  
**Classification:** At will - Admin/Professional  
**Local Academic Unit:** College of Education and Human Development

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<b>Park</b>	<b>Chong Y.</b>	5/10/2023
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**Title:** Director of Finance  
**Classification:** At will - Admin/Professional  
**Local Academic Unit:** Schar School of Policy and Government

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<b>Pilley</b>	<b>Susan W.</b>	5/10/2023
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**Title:** Project Manager  
**Classification:** At will - Admin/Professional  
**Local Academic Unit:** University Life

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<b>Rahim</b>	<b>Khadijatu I.</b>	7/10/2023
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**Title:** Assistant Director of Community Standards  
**Classification:** At will - Admin/Professional  
**Local Academic Unit:** Student Conduct (UL)

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## ANNOUNCEMENT

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

September 28, 2023

#### **APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
<b>Refaat</b>	<b>Yasmine T.</b>	6/10/2023

**Title:** Associate Administrative Director

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Student Health Services (UL)

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<b>Renshaw</b>	<b>Keith D.</b>	8/10/2023
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**Title:** Associate Provost for Undergraduate Education

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Office of the Provost

**Note(s):** Retained Title: Professor without Term

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<b>Rogers</b>	<b>Joseph</b>	4/17/2023
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**Title:** CINA Education and Workforce Development Lead

**Classification:** At will - Admin/Professional

**Local Academic Unit:** CINA Center of Excellence

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<b>Salama</b>	<b>Mohammad R.</b>	7/25/2023
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**Title:** Associate Dean For Faculty Affairs

**Classification:** At will - Admin/Professional

**Local Academic Unit:** College of Humanities and Social Sciences

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<b>Sanders</b>	<b>John</b>	5/8/2023
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**Title:** Interim Vice President, Human Resources and CHRO

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Office of the Senior Vice President

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## ANNOUNCEMENT

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

September 28, 2023

#### **APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
<b>Sanders</b>	<b>Tatiyanna</b>	<b>7/24/2023</b>

**Title:** Academic Coordinator

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Intercollegiate Athletics

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<b>Self</b>	<b>Stephen M.</b>	<b>6/20/2023</b>
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**Title:** CINA Transition and Impact Manager

**Classification:** At will - Admin/Professional

**Local Academic Unit:** CINA Center of Excellence

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<b>Shipman</b>	<b>Alethia S.</b>	<b>7/10/2023</b>
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**Title:** Director, Student Financial Aid

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Office of Student Financial Aid

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<b>Sinclair-Robinson</b>	<b>Karlene</b>	<b>5/10/2023</b>
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**Title:** Director, Business Finance Center

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Office of the Provost

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<b>Skinn</b>	<b>Anthony O.</b>	<b>4/1/2023</b>
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**Title:** Head Coach Men's Basketball

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Intercollegiate Athletics

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**ANNOUNCEMENT**

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

September 28, 2023

**APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
<b>Smith Acierto</b>	<b>Nikki L.</b>	<b>3/10/2023</b>

**Title:** Senior Consultant

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Office of the Senior Vice President

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<b>Soor</b>	<b>Jayoti</b>	<b>7/25/2023</b>
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**Title:** Psychology Intern

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Counseling and Psychological Services (UL)

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<b>Strimel (Thompson)</b>	<b>Morgan M.</b>	<b>7/24/2023</b>
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**Title:** Analyst for Education and Strategic Initiatives

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Disability Services (UL)

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<b>Tariq</b>	<b>Juhi</b>	<b>6/12/2023</b>
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**Title:** Associate Director Export Compliance & Secure Research

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Office of the Provost

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<b>Tate</b>	<b>Sheldon</b>	<b>6/12/2023</b>
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**Title:** Executive Director of Mason Recreation

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Mason Recreation (UL)

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## ANNOUNCEMENT

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

September 28, 2023

#### **APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
<b>Thompson</b>	<b>Shaunda</b>	4/26/2023

**Title:** Career Advisor

**Classification:** At will - Admin/Professional

**Local Academic Unit:** University Career Services (UL)

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<b>Turner</b>	<b>Kaitlyn</b>	5/10/2023
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**Title:** Associate Director of Development

**Classification:** At will - Admin/Professional

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

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<b>Vaughan</b>	<b>Desaree</b>	7/19/2023
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**Title:** Community Director

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Housing and Residence Life (UL)

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<b>Weatherspoon</b>	<b>Gerald L.</b>	6/25/2023
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**Title:** Associate Dean for Undergraduate and Graduate Student Affairs

**Classification:** At will - Admin/Professional

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

**Note(s):** Additional Title: Associate Professor without Term

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<b>Witt</b>	<b>Karen</b>	7/10/2023
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**Title:** Director of Human Resources

**Classification:** At will - Admin/Professional

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

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## ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

September 28, 2023

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

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Burr</b>	<b>Zofia A.</b>	6/25/2023	5 years

**Title:** Dean

**Local Academic Unit:** Honors College

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<b>Clayborne</b>	<b>Andre Z.</b>	8/25/2023	1 year
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**Title:** Interim Department Chair

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

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<b>Costa</b>	<b>Paulo C.</b>	1/10/2023	1.5 years
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**Title:** Interim Department Chair

**Local Academic Unit:** Cyber Security Engineering (CEC)

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<b>Curby</b>	<b>Timothy W.</b>	8/25/2023	1 year
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**Title:** Interim Department Chair

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

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<b>Fowler</b>	<b>Amy</b>	8/25/2023	1 year
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**Title:** Interim Department Chair

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

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## **ANNOUNCEMENT**

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

September 28, 2023

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

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Grant</b>	<b>Geraldine</b>	8/25/2023	4 years

**Title:** Department Chair

**Local Academic Unit:** Biology (COS)

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<b>Kinser</b>	<b>Jason M.</b>	8/25/2023	4 years
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**Title:** Department Chair

**Local Academic Unit:** Computational and Data Sciences (COS)

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<b>Zhang</b>	<b>Karl</b>	8/25/2023	1 year
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**Title:** Interim Department Chair

**Local Academic Unit:** Modern and Classical Languages (CHSS)

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## ANNOUNCEMENT

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

September 28, 2023

### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Adamus (Caraballo)</b>	<b>Sharon A.</b>	8/25/2023	3 years

**Title:** Instructional Professor

**Rank:** Instructional Professor

**Classification:** Term - Instructional

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

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<b>Abdelfattah</b>	<b>Belal</b>	8/25/2023	3 years
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**Title:** Instructional Associate Professor

**Rank:** Instructional Associate Professor

**Classification:** Term - Instructional

**Local Academic Unit:** School of Business

**Note(s):** Previous title: Instructional Assistant Professor

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<b>Ahmed</b>	<b>Miriam</b>	8/25/2023	1 year
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**Title:** Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

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

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<b>Algenio</b>	<b>Emilie</b>	6/25/2023	4 years
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**Title:** Open Educational Resources and Scholarly Communications Lead

**Rank:** Librarian III

**Classification:** At will - Admin/Professional

**Local Academic Unit:** University Libraries

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<b>Alkassim</b>	<b>Samirah</b>	8/25/2023	1 year
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**Title:** Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Film & Video Studies (CVPA)

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## ANNOUNCEMENT

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

September 28, 2023

#### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Andreani</b>	<b>Frank</b>	8/25/2023	3 years

**Title:** Senior Instructor

**Rank:** Senior Instructor

**Classification:** Term - Instructional

**Local Academic Unit:** Mathematical Science (COS)

**Note(s):** Previous title: Instructor

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<b>Ashley</b>	<b>Jennifer</b>	8/25/2023	5 years
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**Title:** Associate Professor

**Rank:** Instructional Associate Professor

**Classification:** Term - Instructional

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

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<b>Aviles Lopez</b>	<b>Carlos Javier</b>	8/25/2023	1 year
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**Title:** Instructional Assistant Professor of Spanish

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Modern and Classical Languages (CHSS)

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<b>Balakerskaia</b>	<b>Anna</b>	8/25/2023	5 years
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**Title:** Professor

**Rank:** Instructional Professor

**Classification:** Term - Instructional

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

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<b>Belle</b>	<b>Gabriele</b>	8/25/2023	3 years
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**Title:** Instructional Associate Professor

**Rank:** Instructional Associate Professor

**Classification:** Term - Instructional

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

**Note(s):** Previous title: Instructional Assistant Professor

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## ANNOUNCEMENT

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

September 28, 2023

### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Benassi</b>	<b>Stephanie F.</b>	8/25/2023	1 year

**Title:** Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

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

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<b>Berlin</b>	<b>F B.</b>	8/25/2023	1 year
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**Title:** Instructor

**Rank:** Instructor

**Classification:** Term - Instructional

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

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<b>Birsa</b>	<b>Laura M.</b>	7/1/2023	1 year
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**Title:** Research Associate (Instructor)

**Rank:** Research Associate (Instructor)

**Classification:** Term - Research

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

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<b>Blackburn</b>	<b>Heidi M.</b>	6/25/2023	4 years
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**Title:** Computing Librarian

**Rank:** Librarian III

**Classification:** At will - Admin/Professional

**Local Academic Unit:** University Libraries

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<b>Blinstrub</b>	<b>Ashley E.</b>	6/25/2024	3 years
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**Title:** Student Success and Inclusion Librarian

**Rank:** Librarian II

**Classification:** At will - Admin/Professional

**Local Academic Unit:** University Libraries

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## ANNOUNCEMENT

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

September 28, 2023

### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Bopp</b>	<b>Melanie</b>	6/25/2024	3 years

**Title:** Head, Access Services

**Rank:** Librarian II

**Classification:** At will - Admin/Professional

**Local Academic Unit:** University Libraries

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<b>Boyd</b>	<b>Derek W.</b>	8/25/2023	2 years
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**Title:** Associate Professor

**Rank:** Instructional Associate Professor

**Classification:** Term - Instructional

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

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<b>Brackney</b>	<b>RaShall M.</b>	8/25/2023	1 year
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**Title:** Distinguished Professor of Practice

**Rank:** Professor of Practice

**Classification:** Term - Instructional

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

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<b>Brooks</b>	<b>Amanda</b>	6/10/2023	1 year
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**Title:** Instructional Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Nursing (CPH)

**Note(s):** This record supersedes pervious appointment reported in the May 2023 Board Book.

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<b>Brown</b>	<b>Jacquelyn D.</b>	6/25/2023	3 years
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**Title:** Senior Instructor

**Rank:** Senior Instructor

**Classification:** Term - Instructional

**Local Academic Unit:** School of Business

**Note(s):** Previous title: Instructor

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## ANNOUNCEMENT

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

September 28, 2023

### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Brown</b>	<b>Daniel L.</b>	8/25/2023	1 year

**Title:** Research Associate (Instructor)

**Rank:** Research Associate (Instructor)

**Classification:** Term - Research

**Local Academic Unit:** Collision Safety and Analysis (COS)

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<b>Brunori</b>	<b>David</b>	8/25/2023	1 year
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**Title:** Visiting Professor of Public Policy

**Rank:** Instructional Professor

**Classification:** Term - Instructional

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

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<b>Caballero-Gill</b>	<b>Rocio P.</b>	6/25/2023	1 year
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**Title:** Research Assistant Professor

**Rank:** Research Assistant Professor

**Classification:** Term - Research

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

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<b>Casserly</b>	<b>Charles J.</b>	8/25/2023	1 year
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**Title:** Executive in Residence/Instructor of Sport Management

**Rank:** Instructor

**Classification:** Term - Instructional

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

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<b>Cengiz</b>	<b>Mahmut</b>	8/10/2023	3 years
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**Title:** Research Associate Professor

**Rank:** Research Associate Professor

**Classification:** Term - Research

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

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## ANNOUNCEMENT

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

September 28, 2023

### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Chalip</b>	<b>Laurence H.</b>	8/25/2023	1 year

**Title:** Professor of Sports Management

**Rank:** Instructional Professor

**Classification:** Term - Instructional

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

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<b>Cheema</b>	<b>Jehanzeb R.</b>	8/25/2023	3 years
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**Title:** Instructional Associate Professor

**Rank:** Instructional Associate Professor

**Classification:** Term - Instructional

**Local Academic Unit:** School of Business

**Note(s):** Previous title: Instructional Assistant Professor

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<b>Chou</b>	<b>Joyce H.</b>	6/10/2023	1 year
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**Title:** Research Associate (Instructor)

**Rank:** Research Associate (Instructor)

**Classification:** Term - Research

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

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<b>Clark</b>	<b>Nicholas K.</b>	5/25/2023	1 year
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**Title:** Research Assistant Professor

**Rank:** Research Assistant Professor

**Classification:** Term - Research

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

**Note(s):** Previous title: Research Associate (Instructor)

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<b>Coleson</b>	<b>Michael D.</b>	8/25/2023	3 years
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**Title:** Senior Instructor

**Rank:** Senior Instructor

**Classification:** Term - Instructional

**Local Academic Unit:** Mathematical Science (COS)

**Note(s):** Previous title: Instructor

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## ANNOUNCEMENT

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

September 28, 2023

### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Crossin</b>	<b>Karen L</b>	8/25/2023	3 years

**Title:** Senior Instructor

**Rank:** Senior Instructor

**Classification:** Term - Instructional

**Local Academic Unit:** Mathematical Science (COS)

**Note(s):** Previous title: Instructor

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<b>Dassanyake</b>	<b>Isuru</b>	8/25/2023	1 year
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**Title:** Term Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Statistics (CEC)

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<b>Davis</b>	<b>Joshua C.</b>	6/10/2023	3 years
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**Title:** Instructional Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Smithsonian-Mason School of Conservation

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<b>Dawn</b>	<b>Karalee</b>	6/25/2023	3 years
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**Title:** Instructional Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Arts Management (CVPA)

**Note(s):** Additional Title: Director, Arts Management Program

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<b>De La Pena</b>	<b>Gary Lee A.</b>	8/25/2023	3 years
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**Title:** Instructional Associate Professor

**Rank:** Instructional Associate Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Mathematical Science (COS)

**Note(s):** Previous title: Instructional Assistant Professor

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## ANNOUNCEMENT

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

September 28, 2023

### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Debus-Sherill</b>	<b>Sara A.</b>	5/25/2022	1 year

**Title:** Research Associate (Instructor)

**Rank:** Research Associate (Instructor)

**Classification:** Term - Research

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

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<b>DeLuycker</b>	<b>Anneke</b>	6/10/2023	3 years
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**Title:** Instructional Associate Professor

**Rank:** Instructional Associate Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Smithsonian-Mason School of Conservation

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<b>Deneva</b>	<b>Iulia S.</b>	2/25/2023	1 year
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**Title:** Research Associate Professor

**Rank:** Research Associate Professor

**Classification:** Term - Research

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

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<b>Dobson</b>	<b>Catherine M.</b>	6/10/2023	5 years
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**Title:** Instructional Associate Professor

**Rank:** Instructional Associate Professor

**Classification:** Term - Instructional

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

**Note(s):** Additional Title: Internship Director

Previous title: Instructional Assistant Professor

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<b>Don</b>	<b>Michael</b>	8/25/2023	3 years
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**Title:** Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

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

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## ANNOUNCEMENT

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

September 28, 2023

#### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Eckley	Douglas A.	8/25/2023	3 years

**Title:** Instructional Associate Professor  
**Rank:** Instructional Associate Professor  
**Classification:** Term - Instructional  
**Local Academic Unit:** Mathematical Science (COS)

**Note(s):** Previous title: Instructional Assistant Professor

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Edwards	Kimberley	6/25/2024	4 years
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**Title:** Head, Database Integrity and Analysis  
**Rank:** Librarian III  
**Classification:** At will - Admin/Professional  
**Local Academic Unit:** University Libraries

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Elder	Robert J.	7/2/2023	1 year
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**Title:** Research Professor  
**Rank:** Research Professor  
**Classification:** Term - Research  
**Local Academic Unit:** Electrical and Computer Engineering (CEC)

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Elsisi	Sayed	8/25/2023	1 year
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**Title:** Term Assistant Professor of Arabic  
**Rank:** Instructional Assistant Professor  
**Classification:** Term - Instructional  
**Local Academic Unit:** Modern and Classical Languages (CHSS)

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Elzey	Christopher C.	8/25/2023	3 years
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**Title:** Associate Professor  
**Rank:** Instructional Associate Professor  
**Classification:** Term - Instructional  
**Local Academic Unit:** History and Art History (CHSS)

**Note(s):** Additional Title: Coordinator, Sport and American Culture Minor

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## ANNOUNCEMENT

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

September 28, 2023

### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Faughnan</b>	<b>Janet A.</b>	8/25/2023	3 years

**Title:** Senior Instructor  
**Rank:** Senior Instructor  
**Classification:** Term - Instructional  
**Local Academic Unit:** School of Business

**Note(s):** Previous title: Instructor

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<b>Fedri</b>	<b>Melanie</b>	8/25/2023	1 year
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**Title:** Instructional Assistant Professor  
**Rank:** Instructional Assistant Professor  
**Classification:** Term - Instructional  
**Local Academic Unit:** Honors College

**Note(s):** Additional Title: Experiential Learning Coordinator

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<b>Fehsenfeld</b>	<b>Jennifer S.</b>	6/25/2024	4 years
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**Title:** Lead, Arts and Humanities Team  
**Rank:** Librarian III  
**Classification:** At will - Admin/Professional  
**Local Academic Unit:** University Libraries

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<b>Fisher-Maltese</b>	<b>Carley B.</b>	8/25/2023	3 years
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**Title:** Associate Professor of Education  
**Rank:** Instructional Associate Professor  
**Classification:** Term - Instructional  
**Local Academic Unit:** College of Education and Human Development

**Note(s):** Previous title: Instructional Assistant Professor

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<b>Folan</b>	<b>Kerry</b>	8/25/2023	3 years
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**Title:** Instructional Associate Professor  
**Rank:** Instructional Associate Professor  
**Classification:** Term - Instructional  
**Local Academic Unit:** English (CHSS)

**Note(s):** Previous title: Instructional Assistant Professor

## ANNOUNCEMENT

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

September 28, 2023

### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Foltz</b>	<b>Karen</b>	8/25/2023	3 years

**Title:** Assistant Professor  
**Rank:** Instructional Assistant Professor  
**Classification:** Term - Instructional  
**Local Academic Unit:** English (CHSS)

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<b>Foreman</b>	<b>Kenneth W.</b>	8/25/2023	1 year
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**Title:** Instructional Associate Professor  
**Rank:** Instructional Associate Professor  
**Classification:** Term - Instructional  
**Local Academic Unit:** Chemistry and Biochemistry (COS)

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<b>Foxwell</b>	<b>Harry J.</b>	8/25/2023	5 years
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**Title:** Instructional Associate Professor  
**Rank:** Instructional Associate Professor  
**Classification:** Term - Instructional  
**Local Academic Unit:** Information Sciences and Technology (CEC)

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<b>Gafurov</b>	<b>Boris S.</b>	12/20/2023	1 year
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**Title:** Assistant Professor  
**Rank:** Research Assistant Professor  
**Classification:** Term - Research  
**Local Academic Unit:** College of Education and Human Development

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<b>Gang</b>	<b>Isaac K.</b>	8/25/2023	3 years
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**Title:** Term Associate Professor  
**Rank:** Instructional Associate Professor  
**Classification:** Term - Instructional  
**Local Academic Unit:** MS Data Analytics Engineering Program (CEC)

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## ANNOUNCEMENT

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

September 28, 2023

### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Garcia</b>	<b>Toni C.</b>	8/25/2023	3 years

**Title:** Senior Instructor  
**Rank:** Senior Instructor  
**Classification:** Term - Instructional  
**Local Academic Unit:** School of Business

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<b>Gardiner</b>	<b>Erin D.</b>	8/25/2023	1 year
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**Title:** Assistant Professor  
**Rank:** Instructional Assistant Professor  
**Classification:** Term - Instructional  
**Local Academic Unit:** Theater (CVPA)

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<b>Garrison</b>	<b>Daniel J.</b>	5/25/2023	3 years
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**Title:** Instructional Assistant Professor  
**Rank:** Instructional Assistant Professor  
**Classification:** Term - Instructional  
**Local Academic Unit:** Information Sciences and Technology (CEC)

**Note(s):**

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<b>Gebril</b>	<b>Mohamed</b>	8/25/2023	3 years
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**Title:** Instructional Associate Professor  
**Rank:** Instructional Associate Professor  
**Classification:** Term - Instructional  
**Local Academic Unit:** Cyber Security Engineering (CEC)

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<b>Gonzalez Chavez</b>	<b>Humberto</b>	8/25/2023	1 year
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**Title:** Term Assistant Professor of Italian  
**Rank:** Instructional Assistant Professor  
**Classification:** Term - Instructional  
**Local Academic Unit:** Modern and Classical Languages (CHSS)

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## ANNOUNCEMENT

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

September 28, 2023

### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Gordon</b>	<b>John</b>	8/25/2023	1 year

**Title:** Associate Professor

**Rank:** Instructional Associate Professor

**Classification:** Term - Instructional

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

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<b>Grimm</b>	<b>Stephanie H.</b>	6/25/2024	4 years
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**Title:** Art and Art History Librarian and Fenwick Gallery Manager

**Rank:** Librarian III

**Classification:** At will - Admin/Professional

**Local Academic Unit:** University Libraries

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<b>Handler</b>	<b>Robert A.</b>	8/25/2023	1 year
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**Title:** Professor

**Rank:** Instructional Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Mechanical Engineering (CEC)

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<b>Hashmi</b>	<b>Irina</b>	8/25/2023	3 years
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**Title:** Instructional Associate Professor

**Rank:** Instructional Associate Professor

**Classification:** Term - Instructional

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

**Note(s):** Previous title: Instructional Assistant Professor

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<b>Heffner</b>	<b>Richard L.</b>	8/25/2023	1 year
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**Title:** Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

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

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## ANNOUNCEMENT

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

September 28, 2023

#### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Hendricks</b>	<b>Gretchen T.</b>	8/25/2023	3 years

**Title:** Senior Instructor  
**Rank:** Senior Instructor  
**Classification:** Term - Instructional  
**Local Academic Unit:** School of Business

**Note(s):** Previous title: Instructor

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<b>Horak</b>	<b>Anne K.</b>	8/25/2023	1 year
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**Title:** Project Director  
**Rank:** Research Assistant Professor  
**Classification:** Term - Research  
**Local Academic Unit:** College of Education and Human Development

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<b>Hrolenok</b>	<b>Brian</b>	8/25/2023	3 years
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**Title:** Instructional Assistant Professor  
**Rank:** Instructional Assistant Professor  
**Classification:** Term - Instructional  
**Local Academic Unit:** Computer Science (CEC)

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<b>Jauchen</b>	<b>Joanna G.</b>	8/25/2023	3 years
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**Title:** Senior Instructor  
**Rank:** Senior Instructor  
**Classification:** Term - Instructional  
**Local Academic Unit:** Mathematical Science (COS)

**Note(s):** Previous title: Instructor

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<b>Jeffery</b>	<b>Roger C.</b>	8/25/2023	1 year
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**Title:** Instructional Assistant Professor  
**Rank:** Instructional Assistant Professor  
**Classification:** Term - Instructional  
**Local Academic Unit:** Dance (CVPA)

**Note(s):** Additional Title: Coordinator of Advocacy and Inclusion, School of Dance

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## ANNOUNCEMENT

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

September 28, 2023

### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Jorgenson</b>	<b>Linn</b>	8/25/2023	1 year

**Title:** Associate Professor of Education

**Rank:** Instructional Associate Professor

**Classification:** Term - Instructional

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

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<b>Kamberi</b>	<b>Shahnaz</b>	8/25/2023	5 years
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**Title:** Instructional Associate Professor

**Rank:** Instructional Associate Professor

**Classification:** Term - Instructional

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

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<b>Kanesaka</b>	<b>Kirk</b>	8/25/2023	1 year
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**Title:** Term Assistant Professor of Japanese

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Modern and Classical Languages (CHSS)

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<b>Kathir</b>	<b>Nathan</b>	8/25/2023	5 years
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**Title:** Instructional Professor

**Rank:** Instructional Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Mechanical Engineering (CEC)

**Note(s):** Previous title: Instructional Associate Professor

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<b>Kauzlarich</b>	<b>Richard</b>	8/25/2023	1 year
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**Title:** Distinguished Visiting Professor

**Rank:** Instructional Professor

**Classification:** Term - Instructional

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

**Note(s):** Additional Title: Co-Director of the Center for Energy Science and Policy

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## ANNOUNCEMENT

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

September 28, 2023

#### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Khankan</b>	<b>Sarah T.</b>	8/25/2023	3 years

**Title:** Instructional Associate Professor  
**Rank:** Instructional Associate Professor  
**Classification:** Term - Instructional  
**Local Academic Unit:** Mathematical Science (COS)

**Note(s):** Previous title: Instructional Assistant Professor

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<b>Kim</b>	<b>Younsung</b>	8/25/2023	5 years
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**Title:** Instructional Professor  
**Rank:** Instructional Professor  
**Classification:** Term - Instructional  
**Local Academic Unit:** Environmental Science and Policy (COS)

**Note(s):** Previous title: Instructional Associate Professor

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<b>Kim</b>	<b>Dae Y.</b>	8/25/2023	3 years
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**Title:** Instructor  
**Rank:** Instructor  
**Classification:** Term - Instructional  
**Local Academic Unit:** Modern and Classical Languages (CHSS)

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<b>Ko</b>	<b>Eunae</b>	8/25/2023	1 year
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**Title:** Instructional Assistant Professor  
**Rank:** Instructional Assistant Professor  
**Classification:** Term - Instructional  
**Local Academic Unit:** Music (CVPA)

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<b>Kocur</b>	<b>John M.</b>	8/25/2023	3 years
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**Title:** Instructional Assistant Professor  
**Rank:** Instructional Assistant Professor  
**Classification:** Term - Instructional  
**Local Academic Unit:** Music (CVPA)

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## ANNOUNCEMENT

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

September 28, 2023

### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Kolbe</b>	<b>Patrick V.</b>	6/10/2023	1 year

**Title:** Research Assistant Professor

**Rank:** Research Assistant Professor

**Classification:** Term - Research

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

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<b>Krell</b>	<b>Misty D.</b>	6/10/2023	3 years
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**Title:** Instructor

**Rank:** Instructor

**Classification:** Term - Instructional

**Local Academic Unit:** Integrative Studies (CHSS)

**Note(s):** Additional Title: Director of Academic Affairs

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<b>Krout</b>	<b>Linda M.</b>	8/25/2023	1 year
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**Title:** Instructor of Physical Education and Health

**Rank:** Instructor

**Classification:** Term - Instructional

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

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<b>Kwiatkowski</b>	<b>John M.</b>	6/10/2023	1 year
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**Title:** Research Professor

**Rank:** Research Professor

**Classification:** Term - Research

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

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<b>Lawrence</b>	<b>Susan S.</b>	6/10/2023	5 years
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**Title:** Instructional Professor

**Rank:** Instructional Professor

**Classification:** Term - Instructional

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

**Note(s):** Previous title: Instructional Associate Professor

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## ANNOUNCEMENT

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

September 28, 2023

### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Lemmons</b>	<b>David F.</b>	6/25/2024	3 years

**Title:** Instruction Coordinator  
**Rank:** Librarian II  
**Classification:** At will - Admin/Professional  
**Local Academic Unit:** University Libraries

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<b>Lessard-Pilon</b>	<b>Stephanie A.</b>	6/10/2023	3 years
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**Title:** Instructional Associate Professor  
**Rank:** Instructional Associate Professor  
**Classification:** Term - Instructional  
**Local Academic Unit:** Smithsonian-Mason School of Conservation

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<b>Lewis</b>	<b>Jocelyn A.</b>	6/10/2023	3 years
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**Title:** Head, Resource Acquisition  
**Rank:** Librarian II  
**Classification:** At will - Admin/Professional  
**Local Academic Unit:** University Libraries

**Note(s):** Previous Rank: Librarian I

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<b>Lewis</b>	<b>Rachel A.</b>	8/25/2023	5 years
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**Title:** Instructional Professor  
**Rank:** Instructional Professor  
**Classification:** Term - Instructional  
**Local Academic Unit:** Women and Gender Studies (CHSS)

**Note(s):** Previous title: Instructional Associate Professor

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<b>Lewis</b>	<b>Scott E.</b>	8/25/2023	3 years
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**Title:** Term Instructor  
**Rank:** Instructor  
**Classification:** Term - Instructional  
**Local Academic Unit:** Information Sciences and Technology (CEC)

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## ANNOUNCEMENT

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

September 28, 2023

### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Li	Xin	8/25/2023	3 years

**Title:** Instructional Associate Professor

**Rank:** Instructional Associate Professor

**Classification:** Term - Instructional

**Local Academic Unit:** School of Business

**Note(s):** Previous title: Instructional Assistant Professor

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Li	Sanmei	1/10/2023	1 year
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**Title:** Research Associate Professor

**Rank:** Research Associate Professor

**Classification:** Term - Research

**Local Academic Unit:** Geography and Geoinformation Science (COS)

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Liberatore	Stephanie L.	8/25/2023	5 years
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**Title:** Associate Professor

**Rank:** Instructional Associate Professor

**Classification:** Term - Instructional

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

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Liu	Qian	10/10/2023	1 year
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**Title:** Research Assistant Professor

**Rank:** Research Assistant Professor

**Classification:** Term - Research

**Local Academic Unit:** Geography and Geoinformation Science (COS)

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Lockhart	Christopher B.	5/10/2023	1 year
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**Title:** Research Assistant Professor

**Rank:** Research Assistant Professor

**Classification:** Term - Research

**Local Academic Unit:** Systems Biology (COS)

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## ANNOUNCEMENT

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

September 28, 2023

### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Luo</b>	<b>Songjun</b>	8/25/2023	3 years

**Title:** Term Associate Professor

**Rank:** Instructional Associate Professor

**Classification:** Term - Instructional

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

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<b>Mackey</b>	<b>Benjamin J.</b>	12/1/2022	2 years
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**Title:** Research Associate (Instructor)

**Rank:** Research Associate (Instructor)

**Classification:** Term - Research

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

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<b>Magee</b>	<b>Christopher D.</b>	6/10/2023	3 years
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**Title:** Social Sciences Librarian

**Rank:** Librarian II

**Classification:** At will - Admin/Professional

**Local Academic Unit:** University Libraries

**Note(s):** Previous Rank: Librarian I

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<b>Makhlouf</b>	<b>Nadeen</b>	8/25/2023	3 years
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**Title:** Term Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Honors College

**Note(s):** Additional Title: HNRS 110 Support

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<b>Malur</b>	<b>Michal J.</b>	6/25/2023	1 year
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**Title:** Research Associate (Instructor)

**Rank:** Research Associate (Instructor)

**Classification:** Term - Research

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

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## ANNOUNCEMENT

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

September 28, 2023

### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Marshall</b>	<b>Maureen E.</b>	8/25/2023	1 year

**Title:** Assistant Professor of Education

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

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

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<b>Matsumoto</b>	<b>Shou</b>	5/25/2023	1 year
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**Title:** Research Assistant Professor

**Rank:** Research Assistant Professor

**Classification:** Term - Research

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

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<b>Maulden</b>	<b>Patricia A.</b>	8/25/2023	5 years
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**Title:** Instructional Professor

**Rank:** Instructional Professor

**Classification:** Term - Instructional

**Local Academic Unit:** School for Conflict Analysis and Resolution

**Note(s):** Previous title: Instructional Associate Professor

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<b>McCabe</b>	<b>Andrew G.</b>	8/25/2023	1 year
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**Title:** Distinguished Visiting Professor

**Rank:** Research Professor

**Classification:** Term - Research

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

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<b>McCaughey</b>	<b>Patricia A.</b>	6/10/2023	1 year
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**Title:** Research Assistant Professor

**Rank:** Research Assistant Professor

**Classification:** Term - Research

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

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## ANNOUNCEMENT

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

September 28, 2023

### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
McLaughlin	John F.	8/25/2023	3 years

**Title:** Term Instructor

**Rank:** Instructor

**Classification:** Term - Instructional

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

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McNeil	James R.	6/10/2023	3 years
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**Title:** Instructional Associate Professor

**Rank:** Instructional Associate Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Smithsonian-Mason School of Conservation

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Mehta	Leeya	8/25/2023	1 year
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**Title:** Instructor

**Rank:** Instructor

**Classification:** Term - Instructional

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

**Note(s):** Additional Title: Cheuse Center Interim Director

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Meier	Robert R.	4/10/2023	1 year
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**Title:** Research Professor

**Rank:** Research Professor

**Classification:** Term - Research

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

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Melley	Alison H.	6/10/2023	3 years
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**Title:** Instructional Associate Professor

**Rank:** Instructional Associate Professor

**Classification:** Term - Instructional

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

**Note(s):** Previous title: Instructional Assistant Professor

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## ANNOUNCEMENT

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

September 28, 2023

#### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Messier</b>	<b>Jennifer A.</b>	8/25/2023	3 years

**Title:** Instructional Associate Professor

**Rank:** Instructional Associate Professor

**Classification:** Term - Instructional

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

**Note(s):** Previous title: Instructional Assistant Professor

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<b>Miller</b>	<b>David J.</b>	6/10/2023	3 years
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**Title:** Senior Instructor

**Rank:** Senior Instructor

**Classification:** Term - Instructional

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

**Note(s):** Previous title: Instructor

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<b>Mitchell</b>	<b>Mark A.</b>	5/1/2023	1 year
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**Title:** Research Associate Professor

**Rank:** Research Associate Professor

**Classification:** Term - Research

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

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<b>Mitchell</b>	<b>Jonathan</b>	6/10/2023	1 year
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**Title:** Research Associate (Instructor)

**Rank:** Research Associate (Instructor)

**Classification:** Term - Research

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

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<b>Murdoch</b>	<b>Erin Q.</b>	8/25/2023	3 years
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**Title:** Associate Professor

**Rank:** Instructional Associate Professor

**Classification:** Term - Instructional

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

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## ANNOUNCEMENT

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

September 28, 2023

### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Murphy</b>	<b>Amy</b>	12/10/2022	3 years

**Title:** Research Associate (Instructor)

**Rank:** Research Associate (Instructor)

**Classification:** Term - Research

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

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<b>Nam</b>	<b>Kelly S.</b>	8/25/2023	1 year
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**Title:** Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

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

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<b>Nelson</b>	<b>Thomas R.</b>	8/25/2023	3 years
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**Title:** Assistant Professor of Fisheries Ecology

**Rank:** Assistant Professor

**Classification:** Tenure Track - Instructional

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

**Note(s):** Conversion: Professor Nelson is converting from a Term to a Tenure Track position.

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<b>Nguyen</b>	<b>Quyen B.</b>	6/10/2023	1 year
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**Title:** Research Associate (Instructor)

**Rank:** Research Associate (Instructor)

**Classification:** Term - Research

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

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<b>Oberle</b>	<b>George D.</b>	6/10/2023	2 years
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**Title:** Instructional Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

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

**Note(s):** Additional Title: Director of the Center for Mason Legacies

Retained title: History Librarian This is a split assignment between College of Humanities and Social Sciences and University Libraries.

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## ANNOUNCEMENT

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

September 28, 2023

### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Odstrcil</b>	<b>Dusan</b>	1/10/2023	1 year

**Title:** Research Professor

**Rank:** Research Professor

**Classification:** Term - Research

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

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<b>Olmo</b>	<b>Valerie N.</b>	5/25/2023	3 years
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**Title:** Instructional Associate Professor

**Rank:** Instructional Associate Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Biology (COS)

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<b>Oluseyi</b>	<b>Hakeem M.</b>	8/25/2023	1 year
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**Title:** Research Professor

**Rank:** Research Professor

**Classification:** Term - Research

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

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<b>Otten</b>	<b>John E.</b>	8/25/2023	3 years
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**Title:** Senior Instructor

**Rank:** Senior Instructor

**Classification:** Term - Instructional

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

**Note(s):** Previous title: Instructor

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<b>Pasiah</b>	<b>Kenneth</b>	8/25/2023	1 year
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**Title:** Term Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Statistics (CEC)

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## ANNOUNCEMENT

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

September 28, 2023

### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Prawat</b>	<b>Theodore R.</b>	8/25/2023	1 year

**Title:** Assistant Professor of Computer Game Design

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

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

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<b>Ramezani</b>	<b>Niloofer</b>	8/25/2023	3 years
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**Title:** Instructional Associate Professor

**Rank:** Instructional Associate Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Statistics (CEC)

**Note(s):** Previous title: Instructional Assistant Professor

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<b>Ramsdell</b>	<b>Justin</b>	8/25/2023	1 year
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**Title:** Associate Professor

**Rank:** Instructional Associate Professor

**Classification:** Term - Instructional

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

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<b>Rehr</b>	<b>David K.</b>	8/25/2023	1 year
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**Title:** Research Professor of Public Policy

**Rank:** Research Professor

**Classification:** Term - Research

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

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

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<b>Reichelt</b>	<b>Megan</b>	6/10/2023	3 years
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**Title:** Theater and Dance Librarian

**Rank:** Librarian II

**Classification:** At will - Admin/Professional

**Local Academic Unit:** University Libraries

**Note(s):** Previous Rank: Librarian I

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## ANNOUNCEMENT

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

September 28, 2023

### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Reichert</b>	<b>Rudolf</b>	9/15/2023	1 year

**Title:** Research Assistant Professor

**Rank:** Research Assistant Professor

**Classification:** Term - Research

**Local Academic Unit:** Collision Safety and Analysis (COS)

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<b>Ren</b>	<b>Ling</b>	7/31/2023	< 1 year
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**Title:** Research Assistant Professor

**Rank:** Research Assistant Professor

**Classification:** Term - Research

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

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<b>Rendler</b>	<b>Elaine</b>	8/25/2023	1 year
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**Title:** Instructional Professor

**Rank:** Instructional Professor

**Classification:** Term - Instructional

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

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<b>Richter</b>	<b>Kelly K.</b>	8/25/2023	1 year
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**Title:** Term Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

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

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<b>Rioux-Bailey</b>	<b>Carmen F.</b>	8/25/2023	1 year
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**Title:** Instructor of Education

**Rank:** Instructor

**Classification:** Term - Instructional

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

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## ANNOUNCEMENT

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

September 28, 2023

### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Roberts</b>	<b>Heather T.</b>	5/25/2023	1 year

**Title:** Research Associate (Instructor)

**Rank:** Research Associate (Instructor)

**Classification:** Term - Research

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

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<b>Ross</b>	<b>Shani E.</b>	8/25/2023	5 years
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**Title:** Instructional Associate Professor

**Rank:** Instructional Associate Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Bioengineering (CEC)

**Note(s):** Previous title: Instructional Assistant Professor

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<b>Rothman</b>	<b>Dale S.</b>	1/10/2023	3 years
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**Title:** Associate Professor

**Rank:** Associate Professor

**Classification:** Tenure Track - Instructional

**Local Academic Unit:** Computational and Data Sciences (COS)

**Note(s):** Conversion: Professor Rothman is converting from a Term to Tenure-Track position

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<b>Sausville</b>	<b>Catherine A.</b>	8/25/2023	3 years
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**Title:** Senior Instructor

**Rank:** Senior Instructor

**Classification:** Term - Instructional

**Local Academic Unit:** Mathematical Science (COS)

**Note(s):** Previous title: Instructor

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<b>Schmidt</b>	<b>Bernard</b>	8/25/2023	3 years
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**Title:** Term Instructor

**Rank:** Instructor

**Classification:** Term - Instructional

**Local Academic Unit:** MS Data Analytics Engineering Program (CEC)

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## ANNOUNCEMENT

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

September 28, 2023

#### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Schoeny	Mara L.	6/10/2023	5 years

**Title:** Instructional Associate Professor

**Rank:** Instructional Associate Professor

**Classification:** Term - Instructional

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

**Note(s):** Additional Title: Director of the Undergraduate Program

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Schulze	Susan E.	8/25/2023	3 years
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**Title:** Associate Professor

**Rank:** Instructional Associate Professor

**Classification:** Term - Instructional

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

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Sharma	Divyansh	8/25/2023	1 year
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**Title:** Instructor

**Rank:** Instructor

**Classification:** Term - Instructional

**Local Academic Unit:** Biomedical Sciences Program (COS)

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Shuman	Gene R.	8/25/2023	3 years
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**Title:** Instructional Associate Professor

**Rank:** Instructional Associate Professor

**Classification:** Term - Instructional

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

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Simmons	Noele K.	8/25/2023	1 year
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**Title:** Senior Instructor

**Rank:** Senior Instructor

**Classification:** Term - Instructional

**Local Academic Unit:** INTO Mason (Provost)

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## ANNOUNCEMENT

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

September 28, 2023

### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Sleeter</b>	<b>Nathan M.</b>	4/10/2023	1 year

**Title:** Research Assistant Professor  
**Rank:** Research Assistant Professor  
**Classification:** Term - Research  
**Local Academic Unit:** History and Art History (CHSS)

**Note(s):** Additional Title: Director of Educational Projects

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<b>Snyder</b>	<b>Mark H.</b>	8/25/2023	5 years
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**Title:** Instructional Professor  
**Rank:** Instructional Professor  
**Classification:** Term - Instructional  
**Local Academic Unit:** Computer Science (CEC)

**Note(s):** Previous title: Instructional Associate Professor

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<b>Sontag</b>	<b>Jennifer B.</b>	8/25/2023	3 years
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**Title:** Associate Professor  
**Rank:** Instructional Associate Professor  
**Classification:** Term - Instructional  
**Local Academic Unit:** Psychology (CHSS)

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<b>Sorvillo</b>	<b>Sheri N.</b>	8/25/2023	1 year
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**Title:** Instructional Assistant Professor  
**Rank:** Instructional Assistant Professor  
**Classification:** Term - Instructional  
**Local Academic Unit:** English (CHSS)

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<b>Spradling</b>	<b>Sharon</b>	6/10/2023	1 year
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**Title:** Instructor  
**Rank:** Instructor  
**Classification:** Term - Instructional  
**Local Academic Unit:** Integrative Studies (CHSS)

**Note(s):** Additional Title: Academic Program Coordinator

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## ANNOUNCEMENT

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

September 28, 2023

### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Stagl	Kevin C.	6/10/2023	2 years

**Title:** Instructional Assistant Professor  
**Rank:** Instructional Assistant Professor  
**Classification:** Term - Instructional  
**Local Academic Unit:** Psychology (CHSS)

**Note(s):** Additional Title: Assistant Director of the MPS Program

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Stocker	Anton K.	6/10/2023	1 year
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**Title:** Research Assistant Professor  
**Rank:** Research Assistant Professor  
**Classification:** Term - Research  
**Local Academic Unit:** Earth Observing and Space Research (COS)

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Storelli	Elizangela J.	8/25/2023	3 years
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**Title:** Associate Professor  
**Rank:** Instructional Associate Professor  
**Classification:** Term - Instructional  
**Local Academic Unit:** Sociology and Anthropology (CHSS)

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Stout	John E.	6/10/2023	1 year
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**Title:** Research Associate Professor  
**Rank:** Research Associate Professor  
**Classification:** Term - Research  
**Local Academic Unit:** Earth Observing and Space Research (COS)

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Sultana	Sharmin	8/25/2023	3 years
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**Title:** Assistant Professor  
**Rank:** Instructional Assistant Professor  
**Classification:** Term - Instructional  
**Local Academic Unit:** Information Sciences and Technology (CEC)

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## ANNOUNCEMENT

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

September 28, 2023

### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Sun	Ziheng	6/10/2023	3 years

**Title:** Research Associate Professor

**Rank:** Research Associate Professor

**Classification:** Term - Research

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

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Tahan	Fedi	9/15/2023	1 year
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**Title:** Research Assistant Professor

**Rank:** Research Assistant Professor

**Classification:** Term - Research

**Local Academic Unit:** Collision Safety and Analysis (COS)

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Terrell	Anthony S.	8/25/2023	1 year
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**Title:** Assistant Professor of Education

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

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

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Tieszen	John	6/25/2023	2 years
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**Title:** Geospatial Resources Librarian

**Rank:** Librarian I

**Classification:** At will - Admin/Professional

**Local Academic Unit:** University Libraries

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Tucker	Megan H.	8/25/2023	3 years
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**Title:** Instructional Associate Professor

**Rank:** Instructional Associate Professor

**Classification:** Term - Instructional

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

**Note(s):** Previous title: Instructional Assistant Professor

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## ANNOUNCEMENT

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

September 28, 2023

### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Velauthapillai	Balendran	6/10/2023	1 year

**Title:** Research Associate (Instructor)

**Rank:** Research Associate (Instructor)

**Classification:** Term - Research

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

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Verhoeven	Anne B.	6/10/2023	5 years
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**Title:** Instructional Professor

**Rank:** Instructional Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Biology (COS)

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Vikis	Alexia D.	8/25/2023	1 year
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**Title:** Assistant Professor of Spanish

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Modern and Classical Languages (CHSS)

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Walsh	Joseph V.	8/25/2023	3 years
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**Title:** Associate Professor of Music and Theater

**Rank:** Instructional Associate Professor

**Classification:** Term - Instructional

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

**Note(s):** Previous title: Instructional Assistant Professor

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Wang	Yue	5/10/2023	< 1 year
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**Title:** Research Assistant Professor

**Rank:** Research Assistant Professor

**Classification:** Term - Research

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

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## ANNOUNCEMENT

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

September 28, 2023

### RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
Wei	Mingkui	8/25/2023	3 years

**Title:** Instructional Associate Professor  
**Rank:** Instructional Associate Professor  
**Classification:** Term - Instructional  
**Local Academic Unit:** Cyber Security Engineering (CEC)

**Note(s):** Previous title: Instructional Assistant Professor

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Weinstein	Aimee L.	8/25/2023	1 year
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**Title:** Instructional Associate Professor  
**Rank:** Instructional Associate Professor  
**Classification:** Term - Instructional  
**Local Academic Unit:** Honors College

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West	Caroline S.	8/25/2023	3 years
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**Title:** Instructional Assistant Professor  
**Rank:** Instructional Assistant Professor  
**Classification:** Term - Instructional  
**Local Academic Unit:** Honors College

**Note(s):** Additional Title: Honors College Curriculum Coordinator

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Wheeler	Diek W.	4/25/2023	1 year
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**Title:** Research Associate Professor  
**Rank:** Research Associate Professor  
**Classification:** Term - Research  
**Local Academic Unit:** Bioengineering (CEC)

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Wilkins	Terry J.	11/25/2022	> 1 year
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**Title:** Research Associate (Instructor)  
**Rank:** Research Associate (Instructor)  
**Classification:** Term - Research  
**Local Academic Unit:** Schar School of Policy and Government

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## **ANNOUNCEMENT**

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

September 28, 2023

### **RENEWALS AND REAPPOINTMENTS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Yang</b>	<b>Peiyu</b>	8/25/2023	1 year

**Title:** Assistant Professor of Arabic

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Modern and Classical Languages (CHSS)

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<b>Yu</b>	<b>Bo</b>	8/10/2023	1 year
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**Title:** Research Assistant Professor

**Rank:** Research Assistant Professor

**Classification:** Term - Research

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

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## ANNOUNCEMENT

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

September 28, 2023

## SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
<b>Bagchi</b>	<b>Pramita</b>	Resignation	05/24/2023

**Title:** Assistant Professor

**Classification:** Tenure track - Instructional

**Local Academic Unit:** Statistics (CEC)

**Note(s):** Ms. Bagchi has accepted a position with George Washington University.

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<b>Bear</b>	<b>Jacob E.</b>	Resignation	05/19/2023
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**Title:** Director of Creative Media, Men's Basketball

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Intercollegiate Athletics

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<b>Betka</b>	<b>Paul M.</b>	Resignation	05/24/2023
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**Title:** Assistant Professor

**Classification:** Tenure track - Instructional

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

**Note(s):** Dr. Betka has accepted a position with Western Washington University.

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<b>Blackwell</b>	<b>Kim L.</b>	Resignation	05/24/2023
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**Title:** Professor without Term

**Classification:** Tenured (without term) - Instructional

**Local Academic Unit:** Bioengineering (CEC)

**Note(s):** Dr. Blackwell has accepted a position with University of Iowa.

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<b>Boccumini</b>	<b>Tessa</b>	Resignation	08/04/2023
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**Title:** Athletic Trainer

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Intercollegiate Athletics

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## ANNOUNCEMENT

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

September 28, 2023

### SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Call-Cummings	Meagan	Resignation	05/24/2023

**Title:** Associate Professor without Term

**Classification:** Tenured (without term) - Instructional

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

**Note(s):** Dr. Call-Cummings has accepted a position with Johns Hopkins University .

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Camargo De Luca	Carolina	Resignation	04/25/2023
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**Title:** Major Gifts Officer

**Classification:** At will - Admin/Professional

**Local Academic Unit:** School of Business

**Note(s):** Ms. Camargo De Luca has accepted a position with American University.

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Carr	Alan G.	Resignation	01/09/2024
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**Title:** Instructional Assistant Professor

**Classification:** Term - Instructional

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

**Note(s):** Dr. Carr has accepted a position with Boston Conservatory of Berklee.

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Chang	Aurora	Resignation	07/03/2023
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**Title:** Director of Faculty Development and Career Advancement

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Office of the Provost

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Chen	Ya-Han	Resignation	07/17/2023
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**Title:** Senior Director of Finance

**Classification:** At will - Admin/Professional

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

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## ANNOUNCEMENT

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

September 28, 2023

## SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
<b>Cohen</b>	<b>Alisa J.</b>	Contract expiration	05/24/2023

**Title:** Instructional Assistant Professor

**Classification:** Term - Instructional

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

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<b>Colchao</b>	<b>James</b>	Contract expiration	05/24/2023
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**Title:** Instructor

**Classification:** Term - Instructional

**Local Academic Unit:** Computational and Data Sciences (COS)

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<b>Crawford</b>	<b>Mercadi</b>	Resignation	05/05/2023
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**Title:** Diversity Associate

**Classification:** At will - Admin/Professional

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

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<b>Crepelle</b>	<b>Adam</b>	Resignation	05/24/2023
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**Title:** Assistant Professor

**Classification:** Term - Instructional

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

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<b>Crerar</b>	<b>Lorelei D.</b>	Resignation	05/24/2023
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**Title:** Instructional Associate Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Biology (COS)

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## ANNOUNCEMENT

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

September 28, 2023

## SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
<b>Davis</b>	<b>Matthew</b>	Contract expiration	05/24/2023

**Title:** Instructional Assistant Professor  
**Classification:** Term - Instructional  
**Local Academic Unit:** English (CHSS)

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<b>de Janasz</b>	<b>Suzanne C.</b>	Contract expiration	05/24/2023
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**Title:** Instructional Professor  
**Classification:** Term - Instructional  
**Local Academic Unit:** Jimmy and Rosalynn Carter School for Peace and Conflict Resolution

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<b>DeSantis</b>	<b>Matthew</b>	Resignation	07/24/2023
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**Title:** Executive Director, Institutional Effectiveness  
**Classification:** At will - Admin/Professional  
**Local Academic Unit:** Office of the Provost

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<b>Diener</b>	<b>Courtney L.</b>	Resignation	04/24/2023
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**Title:** Associate Director  
**Classification:** At will - Admin/Professional  
**Local Academic Unit:** Student Support and Advocacy Center (UL)

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<b>Ehsan</b>	<b>Mohammad M.</b>	Contract expiration	06/24/2023
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**Title:** Research Assistant Professor  
**Classification:** Term - Research  
**Local Academic Unit:** Jimmy and Rosalynn Carter School for Peace and Conflict Resolution

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## ANNOUNCEMENT

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

September 28, 2023

## SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
<b>English</b>	<b>Kim D.</b>	Resignation	03/23/2023

**Title:** Head Coach, Men's Basketball  
**Classification:** At will - Admin/Professional  
**Local Academic Unit:** Intercollegiate Athletics

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<b>Felton</b>	<b>Dennis</b>	Resignation	04/02/2023
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**Title:** Associate Head Basketball Coach  
**Classification:** At will - Admin/Professional  
**Local Academic Unit:** Intercollegiate Athletics

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<b>Ford</b>	<b>Meggan C.</b>	Resignation	09/24/2023
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**Title:** Associate Dean, Undergraduate Programs  
**Classification:** At will - Admin/Professional  
**Local Academic Unit:** School of Business

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<b>Geary</b>	<b>Brittney</b>	Resignation	07/10/2023
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**Title:** Instructional Designer  
**Classification:** At will - Admin/Professional  
**Local Academic Unit:** Office of the Provost

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<b>Ghimire</b>	<b>Nirmal J.</b>	Resignation	05/24/2023
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**Title:** Assistant Professor  
**Classification:** Tenure track - Instructional  
**Local Academic Unit:** Physics and Astronomy (COS)

**Note(s):** Dr. Ghimire has accepted a position with University of North Dame.

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## ANNOUNCEMENT

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

September 28, 2023

### SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
<b>Gill</b>	<b>Emmett</b>	Resignation	06/24/2023

**Title:** Instructional Assistant Professor  
**Classification:** Term - Instructional  
**Local Academic Unit:** Social Work (CPH)

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<b>Grams</b>	<b>Tyler J.</b>	Resignation	04/07/2023
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**Title:** Director of Mens Basketball Operations  
**Classification:** At will - Admin/Professional  
**Local Academic Unit:** Intercollegiate Athletics

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<b>Green</b>	<b>Zakevia D.</b>	Contract expiration	08/24/2023
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**Title:** Instructional Assistant Professor  
**Classification:** Term - Instructional  
**Local Academic Unit:** Health Administration and Policy (CPH)

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<b>Grim</b>	<b>Cody E.</b>	Resignation	05/19/2023
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**Title:** Assistant Director of Residential Student Development Initiatives  
**Classification:** At will - Admin/Professional  
**Local Academic Unit:** Housing and Residence Life (UL)

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<b>Grimsley</b>	<b>Carolyn</b>	Resignation	05/31/2023
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**Title:** Associate Director, Real Estate Entrepreneurship  
**Classification:** At will - Admin/Professional  
**Local Academic Unit:** School of Business

**Note(s):** Ms. Grimsley has accepted a position with the University of Alicante in Spain.

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## ANNOUNCEMENT

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

September 28, 2023

## SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
<b>Hagedorn</b>	<b>James T.</b>	Contract expiration	10/24/2023

**Title:** Plan Reviewer Structural Engineer

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Office of the Senior Vice President

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<b>Hamayoun</b>	<b>Iqra</b>	Contract expiration	04/28/2023
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**Title:** Health Information Systems Support Coordinator

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Health Administration and Policy (CPH)

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<b>Handerahan</b>	<b>Robert J.</b>	Resignation	05/12/2023
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**Title:** Head Strength and Conditioning Coach

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Intercollegiate Athletics

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<b>Heng</b>	<b>Lyly</b>	Resignation	09/12/2023
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**Title:** Lead Teacher

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Human Resources and Payroll

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<b>Herboth</b>	<b>Benjamin</b>	Resignation	07/05/2023
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**Title:** Assistant Coach, Swim and Drive

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Intercollegiate Athletics

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## ANNOUNCEMENT

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

September 28, 2023

## SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
<b>Hillman</b>	<b>Justin W.</b>	Contract expiration	07/19/2023

**Title:** Psychology Intern

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Counseling and Psychological Services (UL)

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<b>Hilton</b>	<b>Elizabeth A.</b>	Resignation	02/27/2023
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**Title:** Assistant Coach Women's Rowing

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Intercollegiate Athletics

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<b>Hobson</b>	<b>Dan</b>	Retirement	06/24/2023
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**Title:** Asu Production Manager

**Classification:** At will - Admin/Professional

**Local Academic Unit:** College of Visual and Performing Arts

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<b>Holton-Thomas</b>	<b>Amber</b>	Resignation	08/24/2023
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**Title:** Director of Student Access and Equity

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Diversity, Inclusion and Multicultural Education (UL)

**Note(s):** This entry supersedes the prior record of separation in the May 2023 BOV.

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<b>Huang</b>	<b>Edward (Chien-Chung)</b>	Resignation	05/24/2023
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**Title:** Associate Professor without Term

**Classification:** Tenured (without term) - Instructional

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

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## ANNOUNCEMENT

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

September 28, 2023

## SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Huesgen (Dorfman)	Tory	Resignation	04/26/2023

**Title:** Counselor

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Counseling and Psychological Services (UL)

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Hunter	Byron	Resignation	04/09/2023
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**Title:** Managing Executive Director

**Classification:** At will - Admin/Professional

**Local Academic Unit:** College of Public Health

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Ibrahem	Mohamed I.	Resignation	05/24/2023
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**Title:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Cyber Security Engineering (CEC)

**Note(s):** Dr. Ibrahem has accepted a position with Augusta University.

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Jannery	Beth A.	Resignation	05/24/2023
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**Title:** Visiting Instructor

**Classification:** Term - Instructional

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

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Jardina	Ashley	Resignation	05/24/2023
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**Title:** Associate Professor without Term

**Classification:** Tenured (without term) - Instructional

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

**Note(s):** Ms. Jardina has accepted a position with University of Virginia.

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## ANNOUNCEMENT

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

September 28, 2023

### SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
<b>Jassem</b>	<b>Rawa M.</b>	Resignation	06/23/2023

**Title:** Director of Business Analytics  
**Classification:** At will - Admin/Professional  
**Local Academic Unit:** Office of the Provost

**Note(s):** Ms. Jassem has accepted a position with University of Pennsylvania.

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<b>Jones</b>	<b>Celestine E.</b>	Retirement	07/07/2023
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**Title:** Nurse Practitioner  
**Classification:** At will - Admin/Professional  
**Local Academic Unit:** Student Health Services (UL)

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<b>Jones</b>	<b>Tammie M.</b>	Resignation	05/24/2023
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**Title:** Instructional Assistant Professor  
**Classification:** Term - Instructional  
**Local Academic Unit:** Health Administration and Policy (CPH)

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<b>Jung</b>	<b>Eun Ju</b>	Contract expiration	05/24/2023
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**Title:** Assistant Professor  
**Classification:** Tenure track - Instructional  
**Local Academic Unit:** School of Business

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<b>Kanesaka</b>	<b>Kirk</b>	Resignation	05/24/2023
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**Title:** Term Assistant Professor of Japanese  
**Classification:** Term - Instructional  
**Local Academic Unit:** Modern and Classical Languages (CHSS)

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**Note(s):** Dr. Kanesaka has accepted a position with California State University, San Bernardino.

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## ANNOUNCEMENT

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

September 28, 2023

## SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
<b>Kanji</b>	<b>Omario S.</b>	Resignation	08/31/2023

**Title:** Director of International Programs, NSI  
**Classification:** At will - Admin/Professional  
**Local Academic Unit:** Antonin Scalia Law School

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<b>Keating</b>	<b>Benjamin</b>	Resignation	06/28/2023
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**Title:** Community Director  
**Classification:** At will - Admin/Professional  
**Local Academic Unit:** Housing and Residence Life (UL)

**Note(s):** Mr. Keating has accepted a position with Rutgers University- New Bru University.

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<b>Kehoe</b>	<b>Kathleen M.</b>	Retirement	06/24/2023
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**Title:** Director of Development  
**Classification:** At will - Admin/Professional  
**Local Academic Unit:** Office of Budgeting and Planning

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<b>Kennedy</b>	<b>Gregory P.</b>	Resignation	09/01/2023
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**Title:** Director of the Athletics Annual Fund  
**Classification:** At will - Admin/Professional  
**Local Academic Unit:** Intercollegiate Athletics

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<b>Kim</b>	<b>Hyo Jung</b>	Contract expiration	05/24/2023
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**Title:** Assistant Professor  
**Classification:** Term - Instructional  
**Local Academic Unit:** School of Business

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## ANNOUNCEMENT

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

September 28, 2023

### SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
<b>Kim</b>	<b>Eugene</b>	Resignation	05/24/2023

**Title:** Term Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Bioengineering (CEC)

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<b>Kitching</b>	<b>Karen A.</b>	Retirement	05/24/2023
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**Title:** Associate Professor

**Classification:** Tenured (without term) - Instructional

**Local Academic Unit:** School of Business

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<b>Kramer</b>	<b>Autumn M.</b>	Resignation	07/21/2023
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**Title:** Academic Coordinator

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Intercollegiate Athletics

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<b>Laroche Lee</b>	<b>JoAnn S.</b>	Resignation	05/24/2023
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**Title:** Associate Professor

**Classification:** Tenured (without term) - Instructional

**Local Academic Unit:** Social Work (CPH)

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<b>Lazaroff</b>	<b>Kurt C.</b>	Retirement	07/29/2023
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**Title:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Integrative Studies (CHSS)

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## ANNOUNCEMENT

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

September 28, 2023

## SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
<b>Lien</b>	<b>Jyh-Ming</b>	Resignation	05/24/2023

**Title:** Associate Professor

**Classification:** Tenured (without term) - Instructional

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

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<b>Lindley</b>	<b>Lisa L.</b>	Resignation	05/24/2023
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**Title:** Associate Professor

**Classification:** Term - Instructional

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

**Note(s):** Ms. Lindley has accepted a position with Lehigh University.

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<b>Linton</b>	<b>Harold</b>	Retirement	05/24/2023
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**Title:** Professor & Chair of AVT

**Classification:** Tenured (without term) - Instructional

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

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<b>Ljungquist</b>	<b>Bengt Roland</b>	Resignation	04/07/2023
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**Title:** Research Assistant Professor

**Classification:** Term - Research

**Local Academic Unit:** Bioengineering (CEC)

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<b>London</b>	<b>Hyla S.</b>	Resignation	07/21/2023
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**Title:** Director of Marketing and Communications

**Classification:** At will - Admin/Professional

**Local Academic Unit:** College of Visual and Performing Arts

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## ANNOUNCEMENT

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

September 28, 2023

## SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Lynch	Kevin	Resignation	04/24/2023

**Title:** Director of Mens Basketball Operations

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Intercollegiate Athletics

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Lyons	Holly	Resignation	08/02/2023
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**Title:** Community Director

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Housing and Residence Life (UL)

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Macchia	James M.	Contract expiration	07/19/2023
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**Title:** Psychology Intern

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Counseling and Psychological Services (UL)

**Note(s):** Mr. Macchia has accepted a position with Virginia Wesleyan University.

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Main	John A.	Resignation	07/09/2023
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**Title:** Associate Vice President of Research for Defense and Security Initiatives

**Classification:** At will - Admin/Professional

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

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Malawer	Stuart S.	Retirement	05/24/2023
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**Title:** Distinguished Service Professor

**Classification:** Term - Instructional

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

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## ANNOUNCEMENT

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

September 28, 2023

## SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
<b>Marcu</b>	<b>Dorin M.</b>	Contract expiration	05/05/2023

**Title:** Research Associate Professor

**Classification:** Term - Research

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

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<b>Marvel</b>	<b>John</b>	Resignation	05/24/2023
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**Title:** Associate Professor without Term

**Classification:** Tenured (without term) - Instructional

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

**Note(s):** Mr. Marvel has accepted a position with American University.

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<b>Maurizi</b>	<b>Noel S.</b>	Contract expiration	07/19/2023
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**Title:** Psychology Intern

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Counseling and Psychological Services (UL)

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<b>McCabe</b>	<b>Chandler</b>	Resignation	06/08/2023
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**Title:** Associate Head Coach/Recruiting Coordinator, Women's Basketball

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Intercollegiate Athletics

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<b>McFarlane</b>	<b>Hennrietta H.</b>	Resignation	08/04/2023
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**Title:** Financial Aid Counselor

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Office of Student Financial Aid

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## ANNOUNCEMENT

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

September 28, 2023

## SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
<b>McKnight</b>	<b>Jason</b>	Resignation	07/07/2023

**Title:** Associate Director for Graduate Academic Success

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Office of the Provost

**Note(s):** Mr. McKnight has accepted a position with Georgetown University.

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<b>Miller</b>	<b>William G.</b>	Retirement	10/01/2023
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**Title:** Assistant Director Code Compliance

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Office of the Senior Vice President

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<b>Moran</b>	<b>Kevin P.</b>	Resignation	05/24/2023
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**Title:** Assistant Professor

**Classification:** Tenure track - Instructional

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

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<b>Moran</b>	<b>Emily</b>	Resignation	05/24/2023
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**Title:** Assistant Professor

**Classification:** Tenure track - Instructional

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

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<b>Mungan</b>	<b>Murat C.</b>	Resignation	05/24/2023
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**Title:** Professor without Term

**Classification:** Tenured (without term) - Instructional

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

**Note(s):** Professor Mungan has accepted a position with with another University.

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## ANNOUNCEMENT

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

September 28, 2023

## SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Munoz	Lyndsey	Resignation	05/31/2023

**Title:** Assistant Coach, Lacrosse

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Intercollegiate Athletics

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<b>Norton</b>	<b>Joseph F.</b>	Resignation	07/27/2023
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**Title:** Assistant Coach, Men's Volleyball

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Intercollegiate Athletics

**Note(s):** Mr. Norton has accepted a position with Princeton University.

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<b>Offutt</b>	<b>Jeff</b>	Resignation	05/24/2023
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**Title:** Professor

**Classification:** Tenured (without term) - Instructional

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

**Note(s):** Mr. Offutt has accepted a position with University at Albany.

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<b>Parker</b>	<b>Shernita</b>	Resignation	05/21/2023
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**Title:** Interim Vice President of Human Resources

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Human Resources and Payroll

**Note(s):** Ms. Parker has accepted a position with University of Virginia.

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<b>Pentikainen</b>	<b>Antti Yrjaena</b>	Contract expiration	01/09/2023
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**Title:** Director, Mary Hoch Center for Reconciliation

**Classification:** Term - Research

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

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## ANNOUNCEMENT

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

September 28, 2023

## SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
<b>Perdiou</b>	<b>Thomas</b>	Retirement	08/24/2023

**Title:** Associate Director

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Office of the Provost

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<b>Perry</b>	<b>George E.</b>	Resignation	07/24/2023
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**Title:** Term Instructor

**Classification:** Term - Instructional

**Local Academic Unit:** School of Business

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<b>Pizzino</b>	<b>Christopher</b>	Contract expiration	05/24/2023
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**Title:** Visiting Associate Professor

**Classification:** Term - Instructional

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

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<b>Polayes</b>	<b>Deborah</b>	Retirement	05/24/2023
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**Title:** Term Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Biology (COS)

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<b>Poole</b>	<b>Ira</b>	Resignation	04/07/2023
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**Title:** Director of Scouting and Player Personnel

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Intercollegiate Athletics

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## ANNOUNCEMENT

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

September 28, 2023

## SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
<b>Ramezani</b>	<b>Niloofer</b>	Resignation	05/24/2023

**Title:** Instructional Associate Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Statistics (CEC)

**Note(s):** Professor Ramezani has accepted a position with Virginia Commonwealth University.

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<b>Reagle</b>	<b>Colin J.</b>	Resignation	05/24/2023
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**Title:** Associate Professor

**Classification:** Term - Instructional

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

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<b>Reksulak</b>	<b>Michael</b>	Resignation	06/02/2023
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**Title:** Acting Director of Graduate Masters Online Program

**Classification:** At will - Admin/Professional

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

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<b>Richardson</b>	<b>Andrew X.</b>	Resignation	05/24/2023
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**Title:** Associate Professor

**Classification:** Term - Instructional

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

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<b>Sekaran</b>	<b>Chandra</b>	Resignation	06/23/2023
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**Title:** Senior Auditor

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Office of University Audit

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## ANNOUNCEMENT

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

September 28, 2023

## SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Sen	Naresh	Resignation	06/02/2023

**Title:** Computational Research Specialist

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Office of Research Computing

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Simpkins	Duane V.	Resignation	04/06/2023
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**Title:** Associate Head Coach, Men's Basketball

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Intercollegiate Athletics

**Note(s):** Mr. Simpkins has accepted a position with American University.

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Sinclair	Scott	Resignation	01/17/2023
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**Title:** Assistant Coach, Women's Soccer

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Intercollegiate Athletics

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Smith	Glenn E.	Retirement	05/24/2023
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**Title:** Professor

**Classification:** Tenured (without term) - Instructional

**Local Academic Unit:** College of Visual and Performing Arts

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Srikantia	Jessica	Resignation	05/24/2023
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**Title:** Term Assistant Professor

**Classification:** Term - Instructional

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

**Note(s):** Ms. Srikantia has accepted a position with Georgetown University.

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## ANNOUNCEMENT

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

September 28, 2023

## SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
<b>Strange</b>	<b>Heather</b>	Resignation	5/16/2023

**Title:** Director, Fiscal Policy and Communication

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Fiscal Services (SVP)

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<b>Tarbox</b>	<b>Sandra</b>	Retirement	06/24/2023
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**Title:** Director of Student Financial Aid

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Office of Enrollment Management

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<b>Terrill</b>	<b>Ryan D.</b>	Contract expiration	09/24/2023
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**Title:** Assistant Coach Baseball

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Intercollegiate Athletics

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<b>Thacker</b>	<b>Rebecca</b>	Resignation	07/06/2023
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**Title:** Associate Director, LEC

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Law and Economics Center (ASLS)

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<b>Tomlinson</b>	<b>Nate</b>	Resignation	04/07/2023
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**Title:** Assistant Coach Men's Basketball

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Intercollegiate Athletics

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## ANNOUNCEMENT

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

September 28, 2023

## SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Travers	Dominique H.	Resignation	06/24/2023

**Title:** Assistant Coach, Softball

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Intercollegiate Athletics

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Urban	Carol Q.	Retirement	06/24/2023
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**Title:** Director of COVID Testing and Screening Operations

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Environmental Health and Safety Office

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Usher	Bethany	Resignation	06/09/2023
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**Title:** Associate Provost, Undergraduate Education

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Office of the Provost

**Note(s):** Ms. Usher has accepted a position with Radford University.

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Vieira Figueiro	Henrique	Resignation	04/24/2023
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**Title:** Postdoctoral Research Fellow

**Classification:** Term - Research

**Local Academic Unit:** Smithsonian-Mason School of Conservation

**Note(s):** Mr. Vieira Figueiro has accepted a position with Vale Technological Institute.

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Walther	Brian E.	Retirement	04/24/2023
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**Title:** Associate Vice President for Enterprise Risk Management

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Office of University Audit

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## **ANNOUNCEMENT**

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

September 28, 2023

## **SEPARATIONS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
<b>Ward</b>	<b>Perter F.</b>	Retirement	06/24/2023

**Title:** Head Coach, Swimming

**Classification:** At will - Admin/Professional

**Local Academic Unit:** Intercollegiate Athletics

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<b>Wright</b>	<b>Joshua D.</b>	Resignation	08/08/2023
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**Title:** Distinguished University Professor

**Classification:** Tenured (without term) - Instructional

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

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## ANNOUNCEMENT

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

September 28, 2023

## **OTHER ANNOUNCEMENTS**

LAST NAME

FIRST NAME

TYPE

**Adams**

**Amy J.**

Title Change

**Title:** BRL Transition Lead

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

**Note(s):** Retained Title-Executive Director, IBI

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**Ahn**

**Changwoo**

Leave with Pay

**Title:** Professor without Term

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

**Note(s):** Professor Ahn has been awarded a Faculty Study Leave for Spring Semester 2024.

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**Aier**

**Jagadison K.**

Title Change

**Title:** Senior Associate Dean, Academic Affairs and Global Engagement

**Local Academic Unit:** School of Business

**Note(s):** Retained Title-Associate Professor without Term

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**Aistars**

**Sandra**

Title Change

**Title:** Director, Arts & Entertainment Advocacy Clinic; Sr. Fellow for Copyright Research and Policy & S. Scholar, C-IP

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

**Note(s):** Retained Title-Clinical Assistant Professor

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**Albanese**

**Massimilano**

Title Change

**Title:** Associate Chair of Research, IST

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

**Note(s):** Retained Title-Associate Professor

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## ANNOUNCEMENT

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

September 28, 2023

### OTHER ANNOUNCEMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
<b>Albanese</b>	<b>Denise</b>	Leave with Pay

**Title:** Professor without Term

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

**Note(s):** Professor Albanese has been awarded a Faculty Study Leave for Fall Semester 2023.

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<b>Allen</b>	<b>Susan H.</b>	Title Change
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**Title:** Director of Graduate Programs

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

**Note(s):** Retained Title-Professor without Term

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<b>Ambegaonkar</b>	<b>Jatin</b>	Title Change
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**Title:** Associate Dean for Research

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

**Note(s):** Retained Title-Professor without Term

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<b>Anacker</b>	<b>Katrin B.</b>	Leave with Pay
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**Title:** Professor without Term

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

**Note(s):** Professor Anacker has been awarded a Faculty Study Leave for Fall Semester 2023.

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<b>Anacker</b>	<b>Katrin B.</b>	Title Change
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**Title:** Director of Assessment and Accreditation

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

**Note(s):** Retained Title-Associate Professor without Term

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## ANNOUNCEMENT

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

September 28, 2023

### OTHER ANNOUNCEMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
<b>Anderson</b>	<b>Crystal S</b>	Title Change
<b>Title:</b> Associate Director of Engaged Teaching <b>Local Academic Unit:</b> Office of the Provost		
<b>Note(s):</b> Previous Title:Assistant Director		
<b>Arnold</b>	<b>Marie A.</b>	Title Change
<b>Title:</b> Associate Director, Strategic Initiatives and Experiential Learning <b>Local Academic Unit:</b> Office of the Provost		
<b>Note(s):</b> Previous Title:Associate Director		
<b>Ashley</b>	<b>Jennifer</b>	Leave with Pay
<b>Title:</b> Associate Professor <b>Local Academic Unit:</b> Global Affairs Program (CHSS)		
<b>Note(s):</b> Professor Ashley has been awarded a Faculty Study Leave for Spring Semester 2024.		
<b>Atkins</b>	<b>Jennifer S.</b>	Title Change
<b>Title:</b> Assistant Dean for Legal Skills <b>Local Academic Unit:</b> Antonin Scalia Law School		
<b>Note(s):</b> Retained Title-Director, Second Year Legal Research, Writing, and Analysis		
<b>Auerbach</b>	<b>Jonathan L.</b>	Tenure Track Contract Extension
<b>Title:</b> Assistant Professor <b>Local Academic Unit:</b> Statistics (CEC)		

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## ANNOUNCEMENT

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

September 28, 2023

### OTHER ANNOUNCEMENTS

LAST NAME

FIRST NAME

TYPE

**Beasley**

**Jaelyn C.**

Title Change

**Title:** Director, Undergraduate Online Programs and Transfer Pathways

**Local Academic Unit:** School of Business

**Note(s):** Previous Title:Assistant director of Undergraduate Online Programs

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**Beatson**

**BaoTRAN N.**

Title Change

**Title:** Associate Director for International Students

**Local Academic Unit:** International Programs and Services (UL)

**Note(s):** Previous Title:Assistant Director OIPS

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**Bell**

**Tina M.**

Title Change

**Title:** Women in STEM Initiatives

**Local Academic Unit:** Biology (COS)

**Note(s):** Retained Title-Instructional Assistant Professor

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**Bernstein**

**David E.**

Title Change

**Title:** Executive Director, Liberty & Law Center

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

**Note(s):** Retained Title-Distinguished University Professor

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**Bevacqua**

**Melissa A.**

Title Change

**Title:** Director of Admissions, Transfer Recruitment

**Local Academic Unit:** Office of Admissions

**Note(s):** Previous Title:Director of Transfer Services

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## ANNOUNCEMENT

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

September 28, 2023

### OTHER ANNOUNCEMENTS

LAST NAME

FIRST NAME

TYPE

**Brady**

**Christina**

Title Change

**Title:** Associate Director, Pathway Programs

**Local Academic Unit:** INTO Mason (Provost)

**Note(s):** Retained Title-Assistant Director, Undergraduate Education and Global Partnerships

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**Bray**

**Laurence**

Title Change

**Title:** Senior Associate Provost of the Graduate Division

**Local Academic Unit:** Office of the Provost

**Note(s):** Previous Title:Associate Provost

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**Brodsky**

**Alexander**

Leave with Pay

**Title:** Professor without Term

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

**Note(s):** Professor Brodsky has been awarded a Faculty Study Leave for Fall Semester 2023.

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**Brown**

**Jacquelyn D.**

Title Change

**Title:** Area Chair, Business Foundations

**Local Academic Unit:** School of Business

**Note(s):** Retained Title-Senior Instructor

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**Buckley (Brett)**

**Crystal H.**

Title Change

**Title:** Director of Graduate Admissions

**Local Academic Unit:** Office of Admissions

**Note(s):** Previous Title:Senior Associate Director Graduate Admissions

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## ANNOUNCEMENT

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

September 28, 2023

### OTHER ANNOUNCEMENTS

LAST NAME

FIRST NAME

TYPE

**Butt**

**Ahsan I.**

Title Change

**Title:** Director of Undergraduate Programs

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

**Note(s):** Retained Title-Associate Professor without Term

---

**Cantiello**

**John T.**

Leave with Pay

**Title:** Instructional Associate Professor

**Local Academic Unit:** Health Administration and Policy (CPH)

**Note(s):** Professor Cantiello has been awarded a Faculty Study Leave for Fall Semester 2023.

---

**Chen**

**Long**

Title Change

**Title:** Area Chair, Accounting

**Local Academic Unit:** School of Business

**Note(s):** Retained Title-Associate Professor

---

**Chiru**

**Elena**

Title Change

**Title:** Director, Career Advising

**Local Academic Unit:** University Career Services (UL)

**Note(s):** Previous Title: Associate Director, Career Development and Industry Advising

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**Chism**

**Jennifer**

Title Change

**Title:** Assistant Dean of Operations

**Local Academic Unit:** Office of Admissions

**Note(s):** Previous Title: Director of Operations

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## **ANNOUNCEMENT**

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

September 28, 2023

### **OTHER ANNOUNCEMENTS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
<b>Chizhova</b>	<b>Irina V.</b>	Title Change

**Title:** Associate Director for International Employees and Exchange Visitors

**Local Academic Unit:** International Programs and Services (UL)

**Note(s):** Previous Title:Assistant Director IPS

---

<b>Cieslowski</b>	<b>Bethany</b>	Title Change
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**Title:** CPH Chief Innovation Officer for Immersive Technologies

**Local Academic Unit:** Nursing (CPH)

**Note(s):** Retained Title-Associate Professor

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<b>Claeys</b>	<b>Eric R.</b>	Title Change
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**Title:** Director of Scholarly Initiatives, C-IP2

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

**Note(s):** Retained Title-Professor of Law

---

<b>Clark</b>	<b>Nicholas K.</b>	Title Change
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**Title:** Research Assistant Professor

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

**Note(s):** Previous Title:Research Associate

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<b>Compton</b>	<b>Amanda</b>	Title Change
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**Title:** Faculty Director of Scalia- Hampton Pipeline Program

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

**Note(s):** Retained Title-Director Bar Support

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## ANNOUNCEMENT

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

September 28, 2023

### OTHER ANNOUNCEMENTS

LAST NAME

FIRST NAME

TYPE

**Cooper**

**James C.**

Title Change

**Title:** Director, Program on Economics & Privacy, LEC

**Local Academic Unit:** Law and Economics Center (ASLS)

**Note(s):** Retained Title-Professor

---

**Daigle**

**Delton T.**

Title Change

**Title:** Director of Online Learning

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

**Note(s):** Retained Title-Associate Professor

---

**Dakake**

**Maria M.**

Title Change

**Title:** Interim Director of the AbuSulayman Center for Global Islamic Studies Program

**Local Academic Unit:** Religious Studies (CHSS)

**Note(s):** Retained Title-Associate Professor

---

**De La Rosa**

**Jennifer D.**

Title Change

**Title:** Associate Director for Marketing and Communications

**Local Academic Unit:** Mason Recreation (UL)

**Note(s):** Previous Title:Assistant Director, Marketing

---

**DelSole**

**Timothy M.**

Title Change

**Title:** Associate Chair of Research, AOES

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

**Note(s):** Retained Title-Professor without Term

---

## ANNOUNCEMENT

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

September 28, 2023

### OTHER ANNOUNCEMENTS

LAST NAME

FIRST NAME

TYPE

**Denevi**

**Timothy**

Leave with Pay

**Title:** Associate Professor without Term

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

**Note(s):** Professor Denevi has been awarded a Faculty Study Leave for Spring Semester 2024.

---

**DiZinno**

**Joseph A.**

Title Change

**Title:** Associate Director of Research, Forensic Science Program

**Local Academic Unit:** Forensic Science Program (COS)

**Note(s):** Retained Title-Associate Professor

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**Dodge**

**Jason**

Title Change

**Title:** Executive Director for Community College Partnerships

**Local Academic Unit:** Office of the Provost

**Note(s):** Previous Title:Director ADVANCE

---

**Domeniconi**

**Carlotta**

Leave with Partial Pay

**Title:** Associate Professor without Term

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

**Note(s):**

Professor Domeniconi has been awarded a Faculty Study Leave for Academic Year 2023-2024.

---

**Druehl**

**Cheryl T.**

Title Change

**Title:** Senior Associate Dean, Faculty Affairs & Research

**Local Academic Unit:** School of Business

**Note(s):** Retained Title-Associate Professor without Term

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## ANNOUNCEMENT

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

September 28, 2023

### OTHER ANNOUNCEMENTS

LAST NAME

FIRST NAME

TYPE

**Dunne**

**Kelly B.**

Title Change

**Title:** Interim Director, Human Development and Family Science Program

**Local Academic Unit:** Integrative Studies (CHSS)

**Note(s):** Retained Title-Instructor

---

**Earle**

**John**

Leave with Pay

**Title:** Distinguished University Professor

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

**Note(s):** Professor Earle has been awarded a Faculty Study Leave for Fall Semester 2023.

---

**El-Shazli**

**Heba F.**

Leave with Partial Pay

**Title:** Instructional Associate Professor

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

**Note(s):**

Professor El-Shazli has been awarded a Faculty Study Leave for Academic Year 2023-2024.

---

**Elwood**

**Benjamin A.**

Title Change

**Title:** Assistant Director, English Language Programs

**Local Academic Unit:** INTO Mason (Provost)

**Note(s):** Retained Title-Program Manager Academic English

---

**Evans Cuellar**

**Alison**

Title Change

**Title:** Associate Dean of Research

**Local Academic Unit:** College of Public Health

**Note(s):** Retained Title-Professor without Term

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## ANNOUNCEMENT

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

September 28, 2023

### OTHER ANNOUNCEMENTS

LAST NAME

FIRST NAME

TYPE

**Gant**

**Amber M.**

Title Change

**Title:** Associate Director of ECSE TTAC

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

**Note(s):** Previous Title:ECSE TTAC Assistant Director

---

**Gatling**

**Benjamin C**

Title Change

**Title:** Director of the Master of Arts Interdisciplinary Studies Program (MAIS)

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

**Note(s):** Retained Title-Associate Professor without Term

---

**Gest**

**Justin D.**

Title Change

**Title:** Director of the Master of Public Policy Program

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

**Note(s):** Retained Title-Professor without term

---

**Gilbert**

**Andrew**

Leave with Pay

**Title:** Associate Professor without Term

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

**Note(s):** Professor Gilbert has been awarded a Faculty Study Leave for Fall Semester 2023.

---

**Greenberg**

**Nathaniel**

Leave with Pay

**Title:** Associate Professor without Term

**Local Academic Unit:** Modern and Classical Languages (CHSS)

**Note(s):** Professor Greenberg has been awarded a Faculty Study Leave for Spring Semester 2024.

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## ANNOUNCEMENT

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

September 28, 2023

### OTHER ANNOUNCEMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
<b>Habib</b>	<b>Anna S.</b>	Leave with Pay

**Title:** Professor without Term

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

**Note(s):** Professor Habib has been awarded a Faculty Study Leave for Fall Semester 2023.

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<b>Haddad</b>	<b>Bassam S.</b>	Title Change
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**Title:** Director, Political Science Doctoral Program

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

**Note(s):** Retained Title-Associate Professor

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<b>Hao</b>	<b>Xianjun</b>	Title Change
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**Title:** Associate Director of the Environmental Science and Technology Center (ESTC)

**Local Academic Unit:** Geography and Geoinformation Science (COS)

**Note(s):** Retained Title-Research Professor

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<b>Henry</b>	<b>Sonya S.</b>	Title Change
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**Title:** Interim Director of Well-Being Programs

**Local Academic Unit:** Advancement of Well-Being (UL)

**Note(s):** Previous Title: Associate Director of Well-Being Programs

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<b>Hoefler</b>	<b>Anthony D.</b>	Title Change
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**Title:** Associate Dean for Student Engagement, Admissions and Administration

**Local Academic Unit:** Honors College

**Note(s):** Previous Title: Assistant Dean and Director of the University Scholars Program

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## **ANNOUNCEMENT**

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

September 28, 2023

### **OTHER ANNOUNCEMENTS**

**LAST NAME**

**FIRST NAME**

**TYPE**

**Hoppner**

**Jessica**

Title Change

**Title:** Area Chair, Marketing

**Local Academic Unit:** School of Business

**Note(s):** Retained Title-Associate Professor

---

**Horner**

**Nicholas M.**

Title Change

**Title:** Assistant Director, School of Theater

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

**Note(s):** Previous Title:Program Manager

---

**Houser**

**Paul R.**

Title Change

**Title:** Executive Director, C-RASC

**Local Academic Unit:** Geography and Geoinformation Science (COS)

**Note(s):** Retained Title-Professor without Term

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**Howick**

**Rebecca C.**

Title Change

**Title:** Director of Operations and Engagement, CIE

**Local Academic Unit:** School of Business

**Note(s):** Previous Title:Director of Operations CIE

---

**Hull**

**David I.**

Title Change

**Title:** Assistant Dean, Academic Administration

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

**Note(s):** Previous Title:Director of Academic Administration

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## ANNOUNCEMENT

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

September 28, 2023

### OTHER ANNOUNCEMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
<b>Irvin-Erickson</b>	<b>Douglas S.</b>	Title Change
<b>Title:</b> Scheidt Fellow Directorship <b>Local Academic Unit:</b> Jimmy and Rosalynn Carter School for Peace and Conflict Resolution		
<b>Note(s):</b> Retained Title-Assistant Professor		
<b>James</b>	<b>Tania</b>	Leave with Pay
<b>Title:</b> Associate Professor without Term <b>Local Academic Unit:</b> English (CHSS)		
<b>Note(s):</b> Professor James has been awarded a Faculty Study Leave for Fall Semester 2023.		
<b>Johnsen-Neshati</b>	<b>Kristin I.</b>	Title Change
<b>Title:</b> Associate Dean, Faculty Affair and International Programs <b>Local Academic Unit:</b> Theater (CVPA)		
<b>Note(s):</b> Retained Title-Professor without Term		
<b>Johnson-Matthews</b>	<b>Brittany I.</b>	Tenure Track Contract Extension
<b>Title:</b> Assistant Professor <b>Local Academic Unit:</b> Computer Science (CEC)		
<b>Josephson</b>	<b>Brett W.</b>	Title Change
<b>Title:</b> Associate Dean for Executive Development <b>Local Academic Unit:</b> Office of the Provost		
<b>Note(s):</b> Retained Title-Associate Professor without Term		

## ANNOUNCEMENT

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

September 28, 2023

### OTHER ANNOUNCEMENTS

LAST NAME

FIRST NAME

TYPE

**Josephson**

**Brett W.**

Title Change

**Title:** Associate Provost for Learning Initiatives and Continuing and Professional Education

**Local Academic Unit:** Office of the Provost

**Note(s):** Retained Title-Associate Professor without Term

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**Kabbani**

**Nadine I.**

Title Change

**Title:** Associate Director of Research, Neuroscience

**Local Academic Unit:** Neuroscience Program (COS)

**Note(s):** Retained Title-Associate Professor without Term

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**Kang**

**Pilgyu**

Tenure Track Contract  
Extension

**Title:** Assistant Professor

**Local Academic Unit:** Mechanical Engineering (CEC)

**Khankan**

**Sarah T.**

Title Change

**Title:** Director of Testing Center

**Local Academic Unit:** Mathematical Science (COS)

**Note(s):** Retained Title-Associate Professor

---

**Kim**

**Mirae**

Title Change

**Title:** Director of the Master of Public Administration Program

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

**Note(s):** Retained Title-Associate Professor without Term

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## ANNOUNCEMENT

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

September 28, 2023

### OTHER ANNOUNCEMENTS

LAST NAME

FIRST NAME

TYPE

**Kim**

**Dae Y.**

Leave with Pay

**Title:** Associate Professor without Term

**Local Academic Unit:** Sociology and Anthropology (CHSS)

**Note(s):**

Professor Kim has been awarded a Faculty Study Leave for Academic Year 2023-2024.

---

**Kim**

**Yena**

Title Change

**Title:** Director, Academic Achievement Innovative Learning

**Local Academic Unit:** School of Business

**Note(s):** Previous Title: Assistant Director, Student Success and Academic Advising

---

**Kirsch**

**Vicki**

Title Change

**Title:** Clinical Associate Professor

**Local Academic Unit:** Social Work (CPH)

**Note(s):** Previous Title: Instructional Associate Professor

---

**Klimoski**

**Richard J.**

Title Change

**Title:** Associate Dean for Research

**Local Academic Unit:** School of Business

**Note(s):** Retained Title-Professor of Management

---

**Koblentz**

**Gregory**

Title Change

**Title:** Director, Biodefense Program

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

**Note(s):** Retained Title-Associate Professor

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## ANNOUNCEMENT

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

September 28, 2023

### OTHER ANNOUNCEMENTS

LAST NAME

FIRST NAME

TYPE

**Kontorovich**

**Eugene**

Title Change

**Title:** Executive Director, Center for the Middle East and International Law (CMEIL)

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

**Note(s):** Retained Title-Professor of Law

---

**Laipson**

**Ellen B.**

Title Change

**Title:** Director, International Security Program

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

**Note(s):** Retained Title-Term Professor

---

**Lancaster**

**Roger N.**

Title Change

**Title:** Interim Director of the Cultural Studies Program

**Local Academic Unit:** Cultural Studies Program (CHSS)

**Note(s):** Retained Title-Professor without term

---

**Landoll**

**Christine A.**

Title Change

**Title:** Director, Business Engagement

**Local Academic Unit:** School of Business

**Note(s):** Retained Title-Instructor

---

**Leslie**

**Timothy**

Leave with Pay

**Title:** Associate Professor without Term

**Local Academic Unit:** Geography and Geoinformation Science (COS)

**Note(s):** Professor Leslie has been awarded a Faculty Study Leave for Spring Semester 2024.

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## **ANNOUNCEMENT**

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

September 28, 2023

### **OTHER ANNOUNCEMENTS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
<b>Liberatore</b>	<b>Stephanie L.</b>	Leave with Pay

**Title:** Associate Professor

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

**Note(s):** Professor Liberatore has been awarded a Faculty Study Leave for Fall Semester 2023.

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<b>Lopez-Santana</b>	<b>Mariely</b>	Title Change
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**Title:** Director, Pillars of Research learning community

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

**Note(s):** Retained Title-Associate Professor without Term

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<b>Luke</b>	<b>Sean O.</b>	Leave with Partial Pay
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**Title:** Professor

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

**Note(s):** Professor Luke has been awarded a Faculty Study Leave for Fall Semester 2023.  
Faculty Member selected to take study leave during both the Fall 2023(50%) & Spring 2024 (50%)

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<b>Lukyanenko</b>	<b>Cynthia A.</b>	Tenure Track Contract Extension
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**Title:** Assistant Professor

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

**Note(s):** Received the fully executed memo of 1st extension(Parental leave) on April 13, 2023.

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<b>Luo</b>	<b>Chao</b>	Title Change
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**Title:** Associate Chair of Research, Department of Chemistry and Biochemistry (Fairfax Campus)

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

**Note(s):** Retained Title-Associate Professor without Term

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## ANNOUNCEMENT

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

September 28, 2023

### OTHER ANNOUNCEMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
<b>Mainkar</b>	<b>Avinash V.</b>	Title Change
<b>Title:</b> BUS 498 Case Competition Coordinator <b>Local Academic Unit:</b> School of Business		
<b>Note(s):</b> Retained Title-Assistant Professor		
<b>Malone</b>	<b>Christine H.</b>	Title Change
<b>Title:</b> Assistant Dean and Associate Registrar <b>Local Academic Unit:</b> Antonin Scalia Law School		
<b>Note(s):</b> Previous Title:Assistant Dean, Student Academic Administration		
<b>Markx</b>	<b>Francien</b>	Leave with Partial Pay
<b>Title:</b> Associate Professor without Term <b>Local Academic Unit:</b> Modern and Classical Languages (CHSS)		
<b>Note(s):</b> Professor Markx has been awarded a Faculty Study Leave for Academic Year 2023-2024.		
<b>May</b>	<b>Jonathan A.</b>	Title Change
<b>Title:</b> Assistant Director for Global Gateway and International Branch Campuses <b>Local Academic Unit:</b> Global Education Office		
<b>Note(s):</b> Previous Title:Freshman Programs Manager		
<b>Mayer</b>	<b>Jeremy D.</b>	Leave with Pay
<b>Title:</b> Associate Professor without Term <b>Local Academic Unit:</b> Schar School of Policy and Government		
<b>Note(s):</b> Professor Mayer has been awarded a Faculty Study Leave for Fall Semester 2023.		



## ANNOUNCEMENT

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

September 28, 2023

### OTHER ANNOUNCEMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
<b>McDowell</b>	<b>Jacqueline</b>	Leave with Pay

**Title:** Associate Professor without Term

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

**Note(s):** Professor McDowell has been awarded a Faculty Study Leave for Fall Semester 2023.

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<b>McGlinchey</b>	<b>Eric M.</b>	Title Change
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**Title:** Director, International Relations Policy Task Force

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

**Note(s):** Retained Title-Associate Professor

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<b>McGlinchey</b>	<b>Eric M.</b>	Title Change
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**Title:** Director, International Relations Policy Task Force

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

**Note(s):** Retained Title-Associate Professor without Term

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<b>McGrath</b>	<b>Robert J</b>	Leave with Pay
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**Title:** Associate Professor without Term

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

**Note(s):** Professor McGrath has been awarded a Faculty Study Leave for Fall Semester 2023.

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<b>McWilliams</b>	<b>Stephen</b>	Title Change
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**Title:** Assistant Vice President of Academic Finance and Planning

**Local Academic Unit:** Office of the Provost

**Note(s):** Previous Title:Executive Director Finance Planning

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## ANNOUNCEMENT

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

September 28, 2023

### OTHER ANNOUNCEMENTS

LAST NAME

FIRST NAME

TYPE

**Mehta**

**Kumar**

Leave with Pay

**Title:** Associate Professor without Term

**Local Academic Unit:** School of Business

**Note(s):** Professor Mehta has been awarded a Faculty Study Leave for Fall Semester 2023.

---

**Money**

**Francis P.**

Title Change

**Title:** Director of Admissions, Freshman Recruitment

**Local Academic Unit:** Office of Admissions

**Note(s):** Previous Title:Senior Associate Director of Undergraduate Admissions

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**Moran**

**Jeffrey L.**

Tenure Track Contract  
Extension

**Title:** Assistant Professor

**Local Academic Unit:** Mechanical Engineering (CEC)

---

**Mullen**

**Lincoln A.**

Title Change

**Title:** Executive Director of the Roy Rosenzweig Center for History and New Media

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

**Note(s):** Retained Title-Associate Professor

---

**Nelson**

**Roberta**

Title Change

**Title:** Senior Associate Director Credit Articulation

**Local Academic Unit:** Office of Admissions

**Note(s):** Previous Title:Associate Director of Admissions, Credit Articulation

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## ANNOUNCEMENT

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

September 28, 2023

### OTHER ANNOUNCEMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
Nicotera	Anne M.	Leave with Pay

**Title:** Professor without Term

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

**Note(s):**

Professor Nicotera has been awarded a Faculty Study Leave for Academic Year 2023-2024.

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Nields	Annamaria	Title Change
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**Title:** Associate Dean, Student Affairs & Academic Support

**Local Academic Unit:** School of Law

**Note(s):** Previous Title: Associate Dean for Administration and Student Affairs

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Nowzari	Cameron	Leave with Pay
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**Title:** Associate Professor

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

**Note(s):** Professor Nowzari has been awarded a Faculty Study Leave for Fall Semester 2023.

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Nykyforovych	Maria	Tenure Track Contract Extension
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**Title:** Assistant Professor

**Local Academic Unit:** School of Business

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Oh	Kyeung M.	Title Change
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**Title:** PhD Program Director

**Local Academic Unit:** Nursing (CPH)

**Note(s):** Retained Title-Associate Professor without Term

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## ANNOUNCEMENT

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

September 28, 2023

### OTHER ANNOUNCEMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
<b>Okechukwu</b>	<b>Amaka</b>	Tenure Track Contract Extension

**Title:** Assistant Professor

**Local Academic Unit:** Sociology and Anthropology (CHSS)

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<b>Patwardhan</b>	<b>Smriti K.</b>	Title Change
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**Title:** Associate Director Undergraduate Studies and Advising

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

**Note(s):** Previous Title: Academic Advisor and Coordinator

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<b>Perkins</b>	<b>Rachelle H.</b>	Title Change
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**Title:** Associate Dean for Academic Affairs & Programming

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

**Note(s):** Retained Title-Associate Professor

---

<b>Perkins</b>	<b>Rachelle H.</b>	Title Change
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**Title:** Academic Director for the Hampton/Scalia Pipeline Program

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

**Note(s):** Retained Title-Associate Professor

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<b>Peters-Burton</b>	<b>Erin E.</b>	Title Change
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**Title:** Donna R & David E Sterling Endowed Professor in Science Education

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

**Note(s):** Retained Title-Professor without Term

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## ANNOUNCEMENT

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

September 28, 2023

### OTHER ANNOUNCEMENTS

LAST NAME

FIRST NAME

TYPE

**Reinert**

**Kenneth A.**

Title Change

**Title:** Director, Global Commerce and Policy Program

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

**Note(s):** Retained Title-Professor without Term

---

**Ro**

**Young-Chan**

Leave with Partial Pay

**Title:** Professor without Term

**Local Academic Unit:** Religious Studies (CHSS)

**Note(s):** Professor Ro has been awarded a Faculty Study Leave for Academic Year 2023-2024.

---

**Robinson**

**Emily A.**

Title Change

**Title:** Associate Director of Advancement Communications

**Local Academic Unit:** College of Visual and Performing Arts

**Note(s):** Previous Title:Associate Director Development

---

**Salerno**

**Jennifer L.**

Tenure Track Contract  
Extension

**Title:** Assistant Professor

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

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**Sanyal**

**Pallab**

Title Change

**Title:** Area Chair, Information Systems and Operations Management

**Local Academic Unit:** School of Business

**Note(s):** Retained Title-Professor without Term

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## **ANNOUNCEMENT**

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

September 28, 2023

### **OTHER ANNOUNCEMENTS**

LAST NAME

FIRST NAME

TYPE

**Sauer**

**Timothy D.**

Title Change

**Title:** Associate Chair of Research, Mathematical Sciences

**Local Academic Unit:** Mathematical Science (COS)

**Note(s):** Retained Title-Professor without Term

---

**Scarlata**

**Jessica**

Leave with Pay

**Title:** Associate Professor without Term

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

**Note(s):** Professor Scarlata has been awarded a Faculty Study Leave for Spring Semester 2024.

---

**Scott**

**Laura E.**

Leave with Pay

**Title:** Professor without Term

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

**Note(s):** Professor Scott has been awarded a Faculty Study Leave for Spring Semester 2024.

---

**Shelley**

**Louise**

Leave with Partial Pay

**Title:** Distinguished University Professor

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

**Note(s):**

Professor Shelley has been awarded Faculty Study Leave for Academic Year 2023-2024.

---

**Silver**

**Blake R.**

Title Change

**Title:** Director of Data Analytics and Assessment

**Local Academic Unit:** Sociology and Anthropology (CHSS)

**Note(s):** Retained Title-Associate Professor without Term

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## ANNOUNCEMENT

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

September 28, 2023

### OTHER ANNOUNCEMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
<b>Simon</b>	<b>Robert P.</b>	Leave with Partial Pay

**Title:** Professor without Term

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

**Note(s):**

Professor Simon has been awarded a Faculty Study Leave for Academic Year 2023-2024.

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<b>Smith</b>	<b>Cynthia</b>	Title Change
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**Title:** Director of PEREC K-12 Education & Outreach

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

**Note(s):** Retained Title-Instructional Professor

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<b>Smith (Listokin)</b>	<b>Robin (Siona)</b>	Title Change
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**Title:** Co-Director, Schar School Inclusive Excellence Program

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

**Note(s):** Retained Title-Associate Professor without term

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<b>Snyder Furr</b>	<b>Rita A.</b>	Title Change
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**Title:** Associate Director, Community College Partnerships

**Local Academic Unit:** Office of the Provost

**Note(s):** Previous Title:Assistant Director, ADVANCE Operations

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<b>Soleymani</b>	<b>Patrick P.</b>	Title Change
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**Title:** Associate Dean, Outreach & Strategic Engagement

**Local Academic Unit:** School of Business

**Note(s):** Previous Title:Associate Dean Undergrad Programs

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## ANNOUNCEMENT

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

September 28, 2023

### OTHER ANNOUNCEMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
<b>Soundararajan</b>	<b>Shvetha</b>	Leave with Pay

**Title:** Instructional Associate Professor

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

**Note(s):** Professor Soundararajan has been awarded a Faculty Study Leave for Fall Semester 2023.

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<b>Stone</b>	<b>Kiel A.</b>	Title Change
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**Title:** Associate Director of Programs, Center for Retail Transformation

**Local Academic Unit:** School of Business

**Note(s):** Previous Title: Associate Director Business for a Better World Center

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<b>Sun</b>	<b>Kun</b>	Leave with Partial Pay
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**Title:** Professor without Term

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

**Note(s):** Professor Sun has been awarded a Faculty Study Leave for Academic Year 2023-2024.

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<b>Tong</b>	<b>Daniel Q.</b>	Title Change
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**Title:** Associate Director, CSISS

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

**Note(s):** Retained Title-Associate Professor

---

<b>Troxler</b>	<b>Darren A.</b>	Title Change
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**Title:** Executive Director, External Transfer Articulation

**Local Academic Unit:** Office of Admissions

**Note(s):** Previous Title: Associate Dean Administrative Strategic Initiatives

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## ANNOUNCEMENT

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

September 28, 2023

#### OTHER ANNOUNCEMENTS

LAST NAME

FIRST NAME

TYPE

**Turchi**

**Kenneth L.**

Title Change

**Title:** Associate Dean for External Affairs

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

**Note(s):** Previous Title: Assistant Dean for Strategic Communications and Marketing

---

**Uhrig**

**Krista**

Title Change

**Title:** Director of International Enrollment Partnerships

**Local Academic Unit:** Office of the Provost

**Note(s):** Previous Title: Program Operations Manager

---

**Van Hoek**

**Monique**

Title Change

**Title:** Associate Director of Research, SSB

**Local Academic Unit:** Systems Biology (COS)

**Note(s):** Retained Title-Professor without Term

---

**Van Orden**

**Christopher**

Title Change

**Title:** Assistant Director, International Business Development; and Craft Beverage Assistance Manager

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

**Note(s):** Previous Title: Manager International Trade Craft Beverage Assistance

---

**Vaswani**

**Vijay P.**

Title Change

**Title:** Director, Mason SBDC Regional Partnerships

**Local Academic Unit:** Office of the Provost

**Note(s):** Previous Title: Director, Small Business Development Center

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## ANNOUNCEMENT

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

September 28, 2023

### OTHER ANNOUNCEMENTS

LAST NAME

FIRST NAME

TYPE

**Victor**

**Jennifer N.**

Title Change

**Title:** Director of Democracy Lab Learning Community

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

**Note(s):** Retained Title-Associate Professor without Term

---

**Vora**

**Patrick**

Title Change

**Title:** Director of the Quantum Science and Engineering Center(QSEC)

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

**Note(s):** Retained Title-Associate Professor without Term

---

**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

---

**Wilcox**

**Christi**

Title Change

**Title:** Director, DOIL Programs (Graduate & Faculty)

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

**Note(s):** Previous Title:Diversity Associate

---

**Winstead**

**Leigh M.**

Title Change

**Title:** Deputy Director, M-VETS

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

**Note(s):** Previous Title:Assistant Director

---

## ANNOUNCEMENT

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

September 28, 2023

### OTHER ANNOUNCEMENTS

LAST NAME

FIRST NAME

TYPE

**Woodruff**

**Susan B.**

Title Change

**Title:** Director of Accreditation and State Authorization

**Local Academic Unit:** Office of the Provost

**Note(s):** Previous Title: Director Academic Program Development/SCHEV Liaison

---

**Woolsey**

**John M.**

Title Change

**Title:** Assistant Dean for Faculty and Curriculum

**Local Academic Unit:** Honors College

**Note(s):** Previous Title: Director of Faculty and Curriculum Development

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**Yang**

**Chi**

Leave with Pay

**Title:** Full Professor

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

**Note(s):** Professor Yang has been awarded a Faculty Study Leave for Spring Semester 2024.

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**Yang**

**Lei**

Tenure Track Contract  
Extension

**Title:** Assistant Professor

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

---

**Yang**

**Jingyuan**

Tenure Track Contract  
Extension

**Title:** Assistant Professor

**Local Academic Unit:** School of Business

---

## ANNOUNCEMENT

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

September 28, 2023

### OTHER ANNOUNCEMENTS

LAST NAME

FIRST NAME

TYPE

**Yun**

**John M.**

Title Change

**Title:** Interim Executive Director, Global Antitrust Institute

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

**Note(s):** Retained Title-Associate Professor

---

**Zhang**

**Jie**

Title Change

**Title:** Associate Chair of Research, Department of Physics and Astronomy

**Local Academic Unit:** Physics, Astronomy and Computational Science

**Note(s):** Retained Title-Professor without Term

---

**Zhao**

**Erhai**

Leave with Pay

**Title:** Professor

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

**Note(s):** Professor Zhao has been awarded a Faculty Study Leave for Fall Semester 2023.

---

**Zywicki**

**Todd J.**

Leave with Pay

**Title:** GMU Foundation Professor of Law

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

**Note(s):** Professor Zywicki will be on Leave with Pay for the Fall Semester 2023 to serve as a Visiting Scholar at the University of Colorado Boulder.

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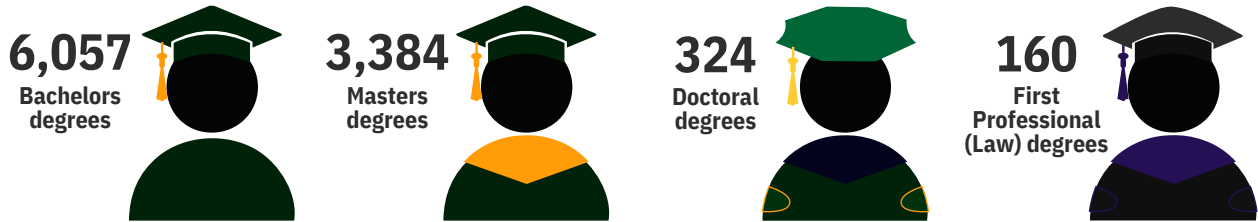
Faculty and Academic Standards Committee						
September 28, 2023						
SUMMARY OF FACULTY ACTIONS AND ANNOUNCEMENTS						
APPOINTMENT OF FACULTY						
	Term		Tenure Track		Research	Grant Funded
	9-month	12-month	9-month	12-month		
Instructor	6	0	0	0	0	0
Assistant Professor	22	2	19	0	1	1
Associate Professor	7	0	2	1	0	0
Professor	1	4	0	0	4	0
Administrative/Professional	0	75	0	0	0	2
<b>Totals</b>	36	81	21	1	5	3
RENEWALS/REAPPOINTMENTS						
	Term		Tenure Track		Total	
	9-month	12-month	9-month	12-month		
Instructor	19	18	0	0	37	
Assistant Professor	24	27	1	0	52	
Associate Professor	34	15	1	0	50	
Professor	14	7	0	0	21	
Administrative/Professional	0	12	0	0	12	
<b>Totals</b>	91	79	2	0	172	
SEPARATIONS						
	Resignation	Retirement	Contract Expiration	Deceased	Total	
	80	15	17	0	112	
OTHER ANNOUNCEMENTS						
	Leave with pay and Partial pay	Leave w/o pay	Title Change	Conversion	Tenure Track Contract Extension	Total
	35	0	109	0	10	154

\*Summary Excludes Postdoctoral Research Fellows and Research Staff

# 2022-2023 DEGREE AWARDS

George Mason University continues to be a leader in producing qualified graduates at both the undergraduate and graduate levels. The university conferred a total of 9,925 degrees during the 2022-23 academic year, a slight increase of 437 awards (4%) compared to last year. Of the degrees conferred, 33% were in Science, Technology, Engineering, and Math (STEM) fields, with another 9% in health professions. George Mason continues to serve the needs of the Commonwealth, as 75% of the degrees were conferred to Virginia residents.

## Degree Awards



## TOP DEGREE AREAS

George Mason continues to serve the Commonwealth by preparing graduates in areas of critical need. Mason also awarded an **increased number of degrees in the STEM (3,255) and Health Science (872) fields**, credentials the Governor hopes to increase as state institutions award more degrees. Teacher preparation programs are among the most productive master's degree programs at Mason, with 664 M.Ed. degrees awarded in FY23.

### The top five undergraduate degree areas were



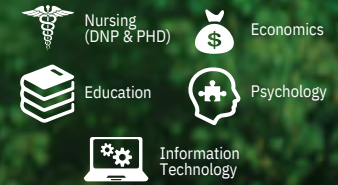
These programs accounted for 35% of bachelor's degrees.

### The top five masters degree areas were



These programs accounted for 34% of the master's degrees awarded.

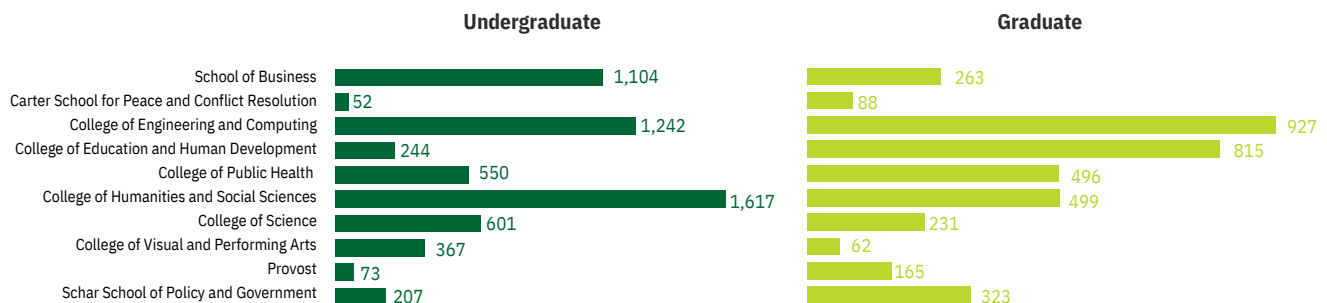
### The doctoral programs with the most graduates were



These programs accounted for 43% of the doctoral degrees awarded.

## Awards by Academic Unit

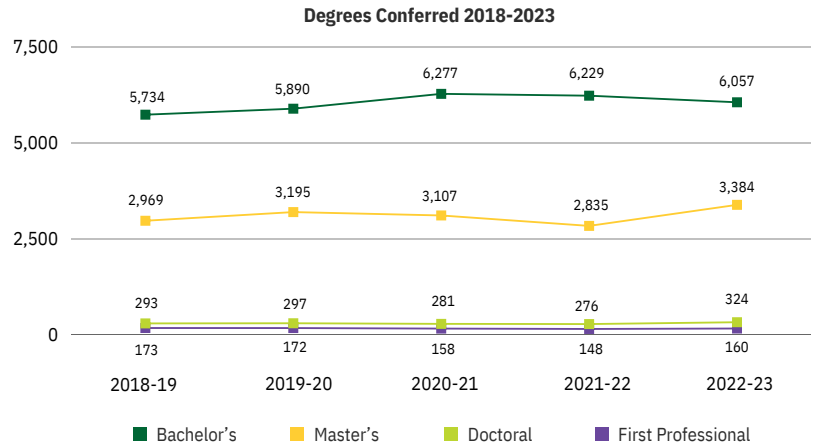
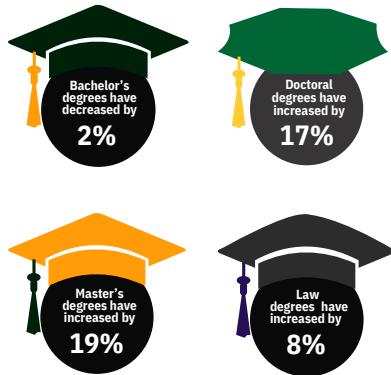
The College of Humanities and Social Sciences (CHSS) awarded 1,617 bachelor's degrees, accounting for 27% of all undergraduate awards in 2022-23. At the graduate level, the College of Engineering and Computing (CEC) awarded the most degrees (927; 24%).



# 2022-2023 DEGREE AWARDS (CONTINUED)

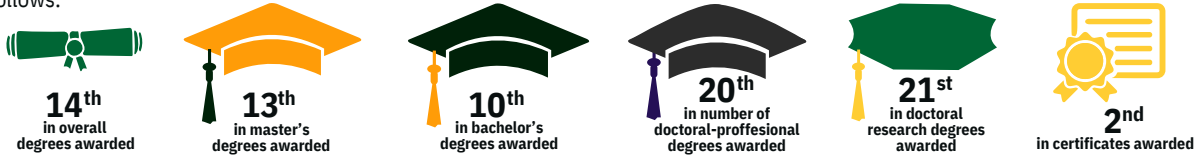
## Trends in Degree Awards

The total number of degree awards increased over the last year. The number of Bachelor's degrees decreased by 2%, Master's degrees increased by 19.4%, and the number of Doctorates increased by 17%. The number of Law degrees increased by 8%. Over the last five years, Mason has increased its degree production by 8%. Master's, Doctoral, and Law degrees have increased while Bachelor's degrees have decreased during this time period.



## Peer Institution Comparison

Compared to its 25 SCHEV peer institutions in 2020-21, the most recent year for which data are available, Mason ranked as follows:



## Certificate Awards

In addition to the 9,925 degrees conferred during the 2022-23 academic year, Mason awarded



## Degree Programs

Mason strives to continually develop new programs in areas that are cutting edge and serve the region, the Commonwealth, and global needs. In 2022-23, Mason added

### Three new Certificates

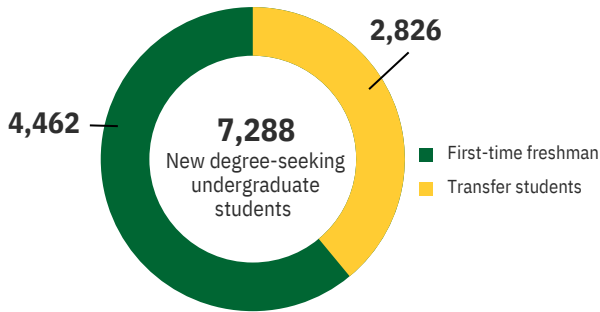


These new programs and the graduates they produce will serve the needs of Virginia and the broader global community.

# FALL 2023 ENROLLMENT UPDATE

## UNDERGRADUATE ADMISSIONS

### New Degree-Seeking Undergraduate Students



### Prospective freshmen and transfers applying for undergraduate admissions this fall submitted:

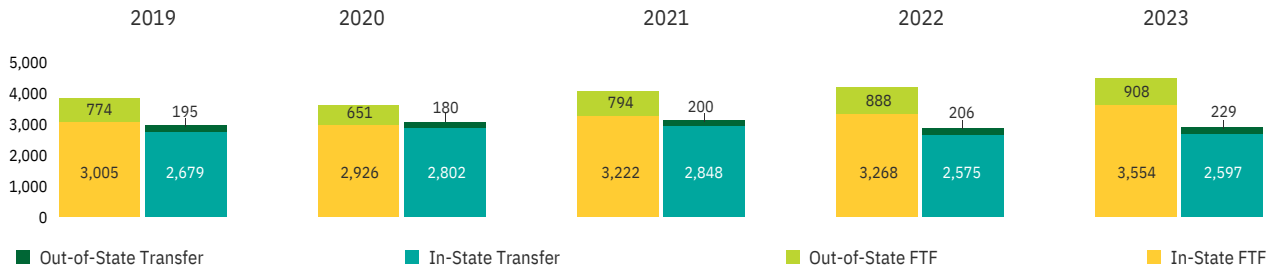


**27,216**  
completed applications



**24,184**  
accepted

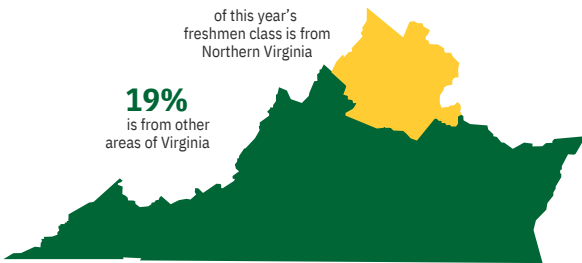
### New Undergraduate Student Enrollment by Residency



### First-time Freshmen

**61%**  
of this year's freshmen class is from Northern Virginia

**19%**  
is from other areas of Virginia

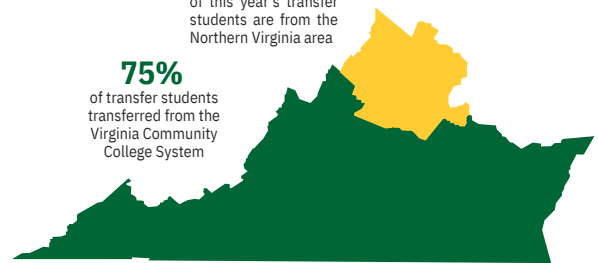


The freshman class includes students from **45** states as well as the District of Columbia, Guam, Puerto Rico, and **46** foreign countries.

### Transfer Students

**78%**  
of this year's transfer students are from the Northern Virginia area

**75%**  
of transfer students transferred from the Virginia Community College System



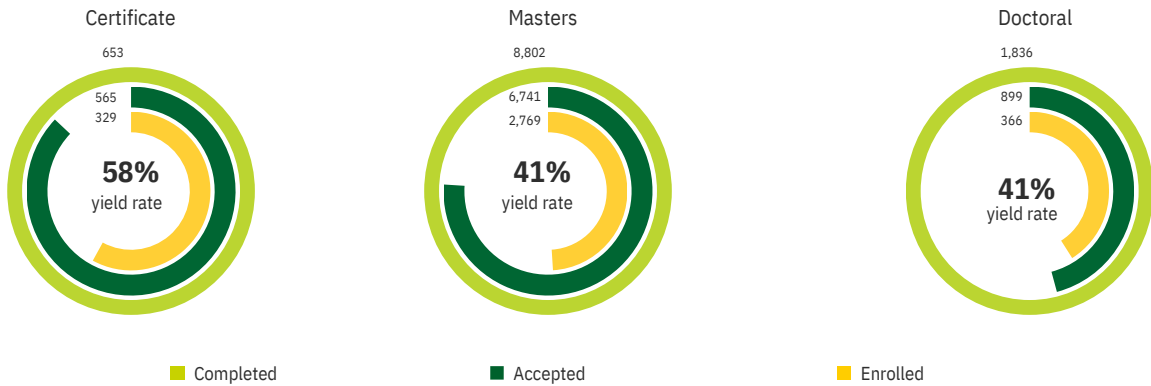
Northern Virginia Community College was the transfer institution for **90%** of VCCS transfers.



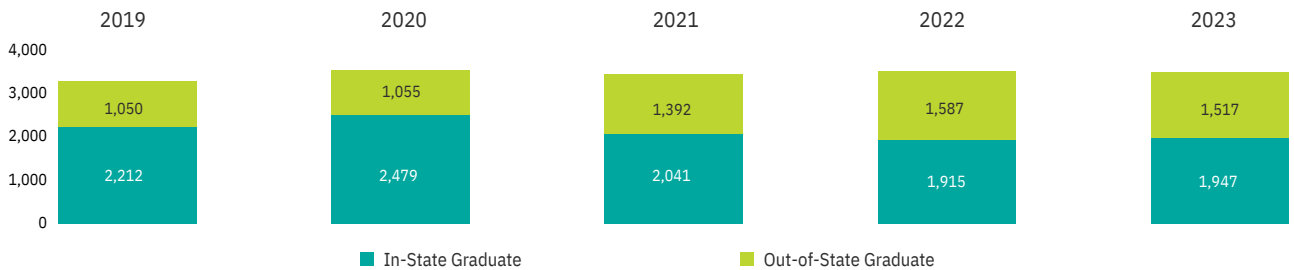
# GRADUATE ADMISSIONS

In Fall 2023, Mason received 11,291 graduate applications and 8,205 were accepted. The graduate acceptance rate was 73% and the yield rate was 42%.

## Fall 2023 Graduate Applications



## New Graduate Student Enrollment by Level and Residency



## ANTONIN SCALIA LAW SCHOOL ADMISSIONS



2020  
completed  
applications



824  
accepted



216  
enrolled

New enrollment has increased over the past five years from:

192  
in Fall 2019



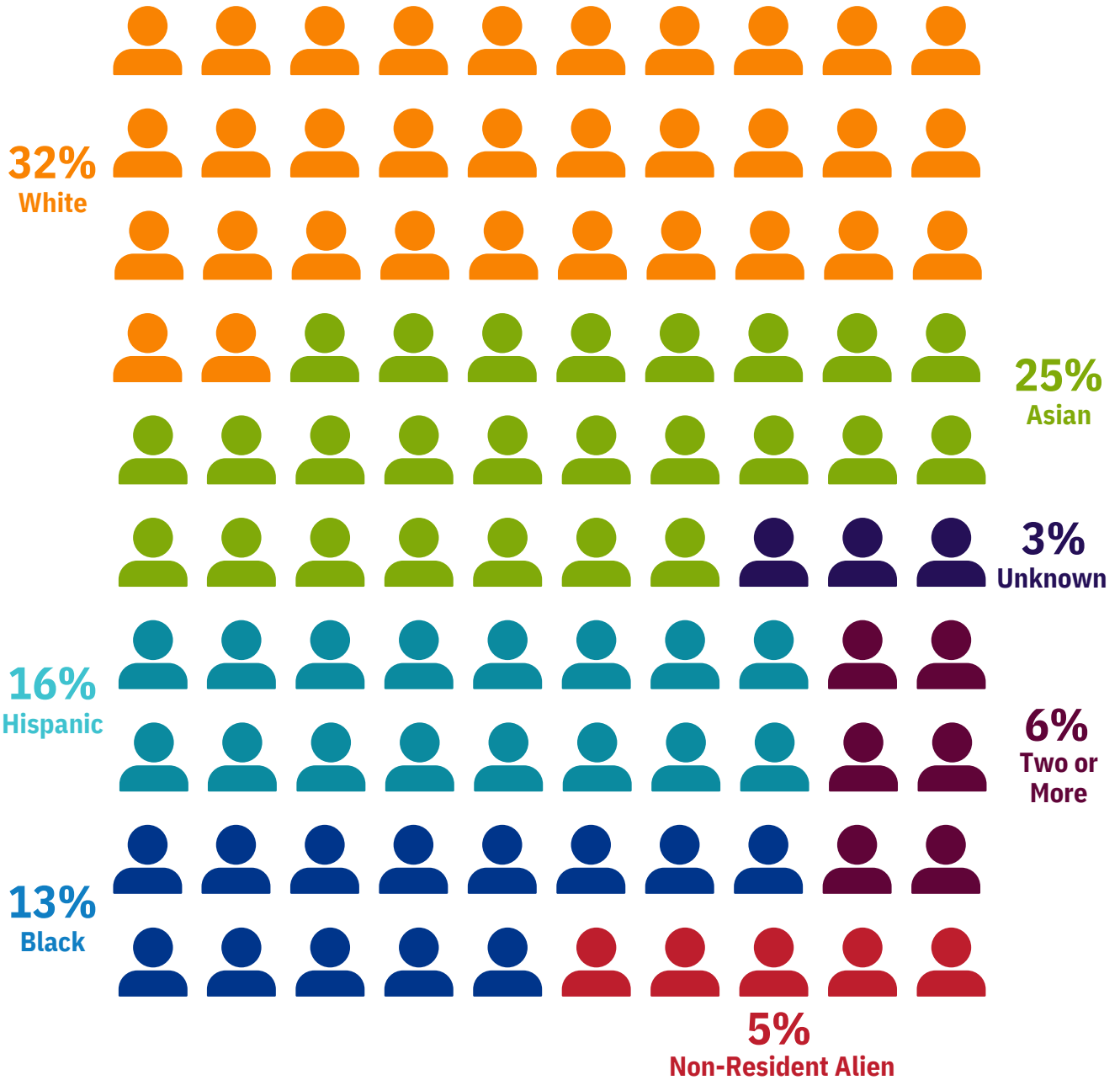
216  
in Fall 2023

The degree breakdown of new law students includes JD, LL.M., and J.M.

# STUDENT DIVERSITY

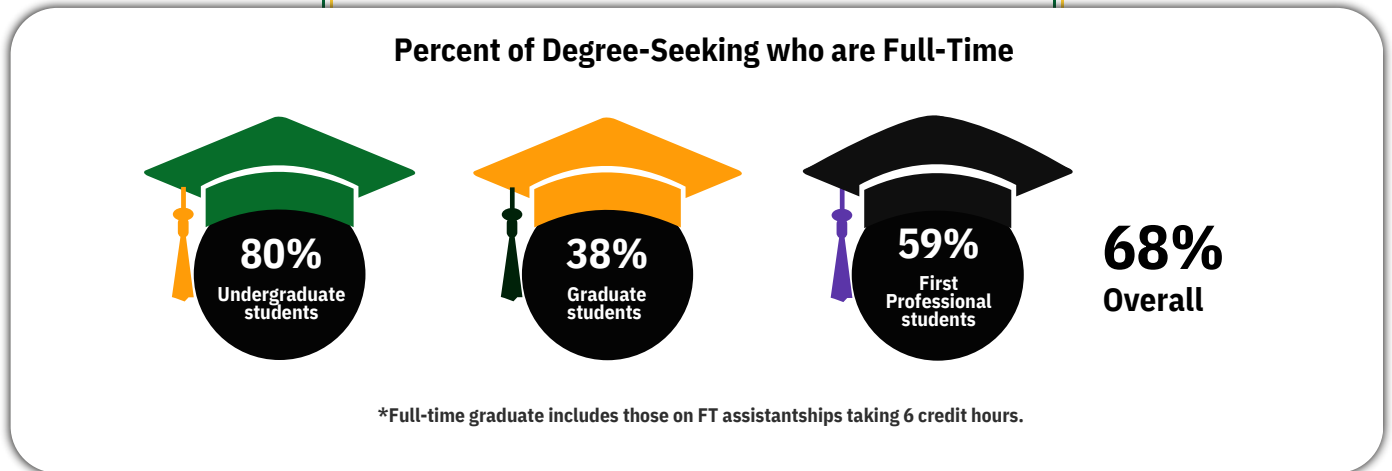
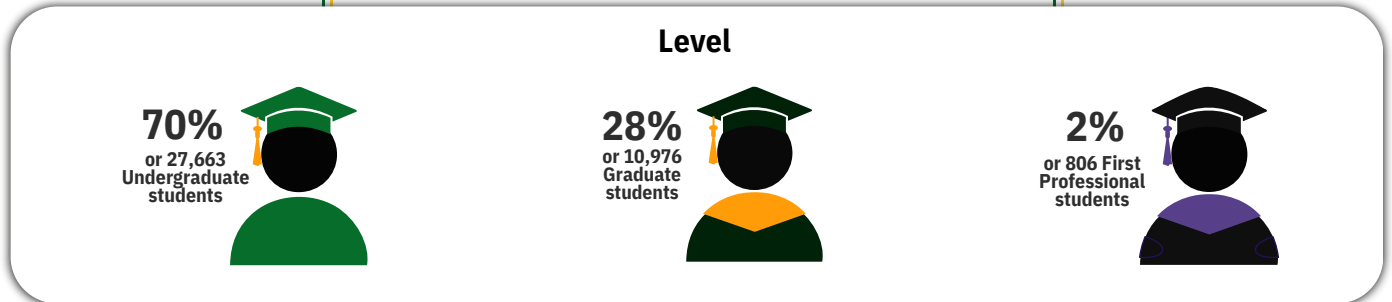
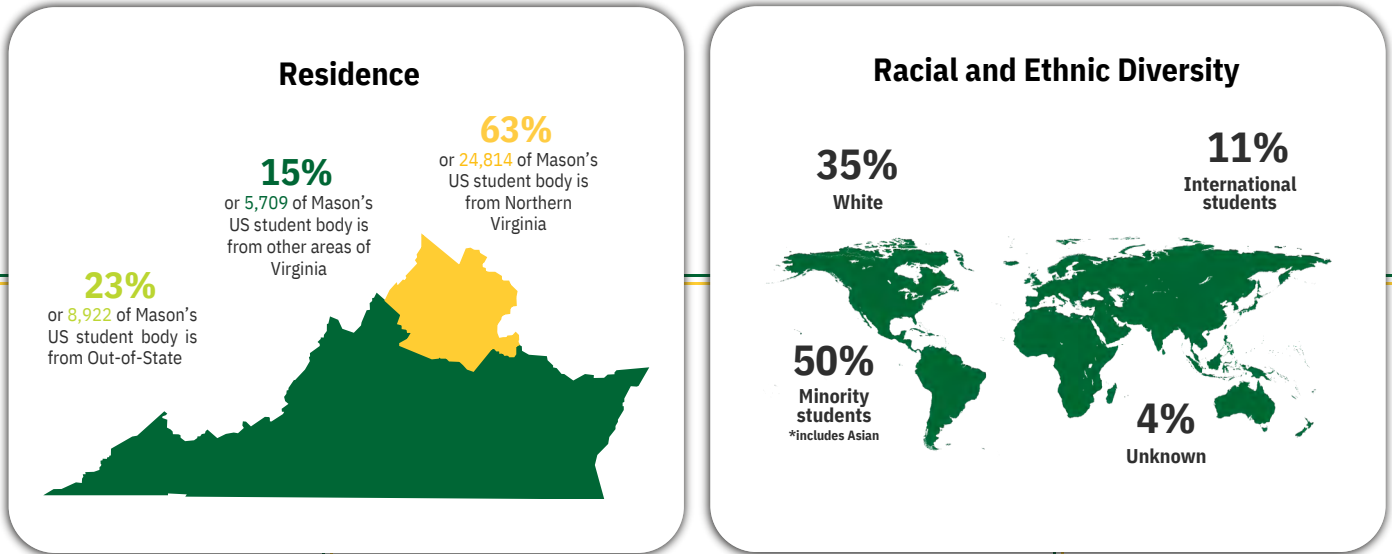
Diversity is a hallmark of Mason. Twenty percent of our entering class identify themselves as first generation students.

### Student Diversity: Fall 2023 Freshmen Class



# PRELIMINARY FALL 2023 MASON STUDENT PROFILE

The profile of Mason’s US student body continues to reflect Mason’s service to the Northern Virginia region and to the Commonwealth as a whole. US enrollment as of the beginning of term census was **39,445 with a full-time equivalent (FTE) of 30,371**. Contract enrollment will continue to increase slightly until the middle of term census enrollment that is captured in mid-October.



**GEORGE MASON UNIVERSITY  
BOARD OF VISITORS**

**Finance and Land Use Committee Meeting  
September 28, 2023**

**AGENDA**

- I.** Call to Order
- II.** Approval of Minutes for May 4, 2023 (**ACTION**)
- III.** Financial Matters
  - A. Preliminary FY 2023 Year-End Close
  - B. Amended FY 2024 Budget (**ACTION**)
  - C. State Six-Year Operating Plan Update
- IV.** Operational Matters
  - A. Joint Legislative Audit and Review Commission Span of Control
  - B. Incentive Retirement Plan (**ACTION**)
- V.** Capital Matters
  - A. Land Use Certification (**ACTION**)
- VI.** Adjournment

APPENDIX I – Capital Projects Review (Stoplight)

APPENDIX II – Supplemental Financial Information

**GEORGE MASON UNIVERSITY  
BOARD OF VISITORS**

**Finance and Land Use Committee Meeting**

**May 4, 2023**

**Meeting Minutes**

**Present:**

Chair Iturregui, Committee Vice Chair Moss, Rector Blackman, Vice Rector Bhuller. Visitors Peterson, Meese, Burke, Pence, Witeck, Chimaladinne, and Hazel. President Washington, Executive Vice President Dickenson, Vice President Strike; Student Representative Ayondela; Faculty Chair Broeckelman-Post, Faculty Representatives Daniels and Rogers. Student Representative Nguyen. Secretary pro tem Waters.

**Absent:**

Visitors Prowitt, Marquez, Kazmi, Brown, Oberoi, and Faculty Representative Venigalla.

**I. Call to Order**

Committee Chair Juan Carlos Iturregui convened the meeting at 11:10am.

**II. Approval of Minutes for February 23, 2023 (ACTION)**

Chair Iturregui called for any corrections to the minutes for the February 23, 2023, meeting of the Finance and Land Use Committee that were provided to with the materials. Hearing none, the **MINUTES STOOD APPROVED AS WRITTEN**.

Chair Iturregui turned the meeting over to Deb Dickenson, Executive Vice President of Finance & Administration.

**III. Capital Matters**

**A. Six-Year Capital Plan (ACTION)**

Ms. Dickenson provided highlights and takeaways regarding the upcoming budget year, emphasizing that Mason's costs are exceeding existing revenue sources, and we are looking at new ways to generate additional revenue, while making the most efficient use of existing resources. Auxiliary reserves are intended for capital investment and are not used for operating expenses. Ms. Dickenson highlighted the limited returns on our State holdings, which at times have exceeded \$900 million; Mason only earns income on 7-8% of those holdings, upon which we only earn approximately 2%. While peer institutions that manage their own cash have generated significant returns, Mason is one of two Tier 3 schools that does not currently have cash management authority.

Ms. Dickenson highlighted proposed capital acquisitions from which additional annual revenue could be gained: Arlington Lots 6 and 11 (\$300,000), Vernon Smith Hall (\$10 million) and Masonvale (\$3.45 million), noting that Masonvale needs to be closed this year to realize this revenue. Ms. Dickenson summarized aging assets and housing renovations that will be addressed next year, with funding coming from FY24 reserves.

Ms. Dickenson recommended approval of the proposed Six-Year Capital Plan. Chair Iturregui noted that potential gains not realized over the past two to three years were potentially \$75 million in lost income and that peer universities have done much better because they were able to manage their own reserves.

#### **IV. Financial Matters**

##### **A. Financial Update**

Ms. Dickenson provided an update on the current operating budget. Ms. Dickenson stressed that potential efficiencies, budget reductions and other savings opportunities are being explored, but that an \$18 million funding disparity request is being submitted to the State. Ms. Dickenson reiterated that costs are exceeding our revenue and introduced Sharon Heinle, Vice President of Finance.

##### **B. FY 2023 Q3 Financial Report & Forecast**

Ms. Heinle shared the FY23 forecast results, based on actual results through the first three quarters of the fiscal year, which show a \$21 million projected shortfall for all operating funds. The year-end projection is \$35 million net addition to reserves, which could be impacted depending on the timing of the previously discussed capital investments. Ms. Heinle explained that the \$21 million net shortfall is inclusive of a projected \$42 million dollar shortfall in the Education and General Fund group. While the cost of delivering education has continued to rise, there have not been commensurate increases in annual state appropriations.

Rector Blackman, President Washington, and Ms. Heinle discussed growth of expenses relative to revenue growth and the significance of compensation in driving that increase. Ms. Heinle also highlighted the debt service impact, providing a summary of the Commonwealth program that allowed principal payments to be deferred for two years. Rene Stewart O'Neal, Vice President of Strategic Budgeting & Planning, also noted that there were no salary increases in 2021.

Chair Iturregui that approximately 1,500 net students were added in 2023. Ms. Heinle noted that Mason also added new faculty and staff, pointing out that serving a larger population of students does not necessarily correspond to revenue growth.

##### **C. FY 2024 University Operating Budget (ACTION)**

Ms. Dickenson provided an overview of the proposed increases for FY 2024 which includes a flat \$300 increase in tuition, a 3% increase in mandatory student fees, and an increase of 3% in blended room and board rates. Ms. O'Neal noted that should Mason receive our \$18 million funding disparity request from the Commonwealth, we would eliminate the tuition increase for in-state undergraduates.

Ms. O'Neal provided an overview of the current budget projection and presented three potential budget scenarios – a baseline, a worst case and a best case. All three scenarios project an all-funds shortfall ranging from \$11 million (best case) to \$50 million (worst case), which will be mitigated with a unit-level base budget reduction plan, strategic

reallocations and planned use of reserves to manage to a balanced budget. The targeted budget reduction is 5-10%. The floor was opened for questions.

Visitor Hazel noted that a state budget will not likely be provided until June 2023.

Chair Iturregui noted current inflation rates are much higher than the proposed tuition increases highlighted the annualized \$2.5 billion economic impact Mason has in the Commonwealth, on the State's \$220 million investment in the university. Chair Iturregui called for continued outreach to Richmond.

Sophia Nguyen, Student Representative asked if the prior year's increased funding for Stay Mason will continue and how much of it was spent. Ms. Dickinson confirmed that funding will continue at or above last year's level and David Burge, Vice President for Enrollment Management, noted that all money set aside for student use is used throughout the year. Chair Iturregui commented that the \$300 activity fee does not keep up with inflation.

President Washington noted that given the size of the budget, \$1.4 billion, a 5% increase is significant, and the cost to run the institution is much higher than the support received from the Commonwealth.

Ms. O'Neal also presented an overview of the FY24 Capital Budget, which has a \$168 million budget in FY24, and recommended approval of the FY 2024 Operating Budget scenarios, including the rate increases. Once the State budget is passed, it should provide funding to support a budget within the overall \$1.35B-\$1.39B range. An Amended FY24 Operating Budget will be presented for approval, if necessary.

Visitor Hazel **MOVED** that the Board of Visitors approve the two action items, as outlined in the meeting materials:

- 1) Six-Year Capital Plan
- 2) FY 2024 Operating Budget, within the ranges specified in Scenarios 1, 2 & 3, including the FY2024 Tuition, Mandatory Student Fee, Room, and Board rates.

Chair Iturregui confirmed that the motion covers the Six-Year Capital Plan and the FY24 Operating Budget.

Visitor Moss **SECONDED. MOTION CARRIED UNANIMOUSLY BY VOICE VOTE.**

## V. Adjournment

There being no further business, Chair Iturregui adjourned the meeting at 12:03pm.

Prepared by secretary pro tem, Rachelle Waters

*Rachelle Waters*

**ITEM III.B.:**

**AMENDMENT TO FY 2024 UNIVERSITY BUDGET  
(ACTION)**

**PURPOSE OF ITEM:**

To amend the FY24 University Budget approved by the Board of Visitors on May 4, 2023 with the proposed changes detailed below to the All Funds Operating Budget, the E & G Operating Budget and the Capital Budget.

**APPROPRIATE COMMITTEE:** Finance and Land Use Committee

**BRIEF NARRATIVE:**

Since the General Assembly had not yet finalized the FY2024 State budget as of May 4, three operating budget scenarios for July 1, 2023 through June 30, 2024 (FY 2024) were presented to the Board of Visitors: Baseline, Best Case, and Worst Case, with FY24 All Funds revenues ranging from \$1.35B to \$1.39B and FY24 All Funds expenses ranging from \$1.384B to \$1.4B. The May approved Capital Budget projected a planned drawdown of fund balances for capital projects of \$22M. All budget scenarios included three schedules: (1) All Funds Operating Budget; (2) E & G Operating Budget and (3) Capital Budget.

All three operating budget scenarios projected budget shortfalls ranging from (\$11M) ( Best Case) to (\$50M) (Worst Case). The most feasible scenario was the FY24 Baseline budget, which we have been operating under since the beginning of the new fiscal year on July 1, 2023.

Proposed Operating Budget Changes

The finalization of the FY24 State budget on September 13, 2023 granted additional State General Fund allocations to Mason for affordable access and operations; State financial assistance; and an increase in the FY24 State salary cost-share associated with the additional 2% salary increase effective December 10, 2023. In addition, Mason's Fall 2023 enrollment growth is projected at above budgeted targets, we project improvements in projected interest income, and the acquisition of Masonvale and Vernon Smith Hall will have a net positive financial impact on operating revenues.

The net result of these proposed operating budget changes is an improvement to our All Funds Operating Baseline budget shortfall of (\$32M) by \$23M to (\$9M) and an



improvement to our projected E &G Operating Baseline Budget shortfall of (\$41.4M) by \$6.3M to (\$35.1M). The FY24 amended budget will not result in a deficit, as the amended budget shortfalls will be mitigated with cost containment, operating efficiencies, and other strategies.

Proposed Capital Budget Changes

The May Approved FY24 Capital budget had a planned drawdown of fund balances by \$22M.

The final FY24 State budget allocated an additional \$1.2M in capital appropriations to Mason for Maintenance Reserves (added to both revenues and expenses), and we are planning to close on the \$107M acquisition of Vernon Smith Hall from the GMU Foundation in November.

Therefore, we are adjusting the planned drawdown of fund balances by \$129M.

**STAFF RECOMMENDATION:** We recommend the Board of Visitors amend the FY24 Approved University Budget with the proposed changes identified in the narrative above.

ITEM NUMBER IV.B.:	Faculty Incentive Retirement Plan (Action)
PURPOSE OF ITEM:	To implement the Incentive Retirement Plan (IRP) developed to incentivize eligible tenured faculty with an early retirement plan in compliance with the Code of Virginia § 23.1-1302 and provide potential long-term budget relief for colleges and schools.
APPROPRIATE COMMITTEE:	FINANCE AND LAND USE
BRIEF NARRATIVE:	Mason proposes approval of the Faculty Incentive Retirement Plan (IRP) offered to tenured faculty enrolled in the Optional Retirement Plan (ORP) or the Virginia Retirement System (VRS) defined benefit plan. Eligible participants (tenured instructional or research faculty, Age 60+ with at least ten years of continuous full-time benefited service with the University as of the day before the applicable Retirement Date) may self-nominate. Nominations require the approval of the Dean, as well as the Provost. In addition to approval of the Board of Visitors, the Commonwealth (under § 23.1-1302), requires the additional approvals of the Attorney General and Governor, and the plan will not take effect or be offered until those approvals are received.
STAFF RECOMMENDATION:	Staff recommends Board approval of the incentive retirement plan

RESOLUTION OF  
THE BOARD OF VISITORS OF  
GEORGE MASON UNIVERSITY  
TO APPROVE A FACULTY INCENTIVE RETIREMENT PLAN

WHEREAS, Code of Virginia §23.1-1302 permits the Board of Visitors of George Mason University (the "Board") to establish a compensation plan designed to provide incentives for voluntary early retirement of teaching and research staff employed in non-classified, faculty positions; and

WHEREAS, the proposed Faculty Incentive Retirement Plan ("IRP") meets the requirements of Code of Virginia §23.1-1302; and

WHEREAS, Code of Virginia §23.1-1302 provides that any such voluntary early retirement compensation plan must be approved by the Governor, and reviewed for legal sufficiency by the Office of the Attorney General; and

WHEREAS, the 2023 Appropriation Act, §4-6.01, paragraph m.1, provides that the total cost in any fiscal year for a voluntary early retirement incentive plan shall be set forth by the governing body in the compensation plan, for approval by the Governor and review for legal sufficiency by the Office of the Attorney General;

NOW, THEREFORE BE IT RESOLVED:

1. Subject to and following the approval of the Governor, and review for legal sufficiency by the Office of the Attorney General, the Board hereby authorizes the University to establish a Faculty Incentive Retirement Plan (IRP), consistent with the terms presented to the Board, and specifically authorizes the President or the Provost to execute IRP agreements with tenured faculty; and
2. The Board hereby approves the total cost for such IRP as provided in the terms of such plan presented to the Board; and
3. This resolution shall take effect immediately upon its approval by the Board.

Adopted: September 28, 2023

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Secretary  
Board of Visitors  
George Mason University

**ITEM NUMBER V.A.:**

**LAND USE CERTIFICATION (ACTION)**

**PURPOSE OF ITEM:**

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

**APPROPRIATE COMMITTEE:**

**FINANCE AND LAND USE**

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

In order to comply, the Department of General Services (DGS) requested institutions and agencies update the DGS database provided on the attached spreadsheet. The attached spreadsheet provides the land use information requested by DGS. Note this report does not include land owned by the George Mason University Foundation which may in the future be transferred to the university.

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

The significant changes since last year's report are the acquisition of additional property across Fairfax Drive on the Mason Square Campus and the additional of the Masonvale improvements as Commonwealth assets

**STAFF RECOMMENDATION:**

Approve submission of the attached spreadsheet to DGS.

Name	Land Address	Acreage	Land Acquired	Land Disposed	Agency Surplus Designation	Existing Buildings	Building Demolished	Structure Planned	Structure Added	Structure Sold	Building Fully Occupied	Building Occupied By Other Agency	Identify Buildings	Comments	Easements
GMU MAIN CAMPUS FAIRFAX COUNTY	4400 UNIVERSITY DR FAIRFAX, VA 22030	562.11	NO	NO	IN USE	103	NO	YES	YES	NO	YES	YES		MASONVALE IS NOW ADDED AS A COMMONWEALTH ASSET.	0
GMU METRO CAMPUS LAW SCHOOL ARLINGTON COUNTY	3351 N FAIRFAX DR ARLINGTON, VA 22201	5.85	YES	NO	IN USE	4	NO	YES	YES	NO	NO	YES	THE NEWLY ACQUIRED 933 N. KENMORE ST. IS NOT OCCUPIED AS IT IS PLANNED FOR DEMOLITION.	FUSE (FORMERLY IDIA) CONSTRUCTION IS ONGOING.	0
GMU WOODLAND ACRES PROPERTY FAIRFAX COUNTY	BRADDOCK AND SHIRLEY GATE RDS FAIRFAX, VA 22030	87.03	NO	NO	FUTURE USE	0	NO	NO	NO	NO	NA	NA	THERE ARE NO BUILDINGS ON THE SITE.		0
GMU TALLWOOD FAIRFAX CITY	4210 ROBERTS RD FAIRFAX, VA 22030	7.06	NO	NO	IN USE	4	NO	NO	NO	NO	YES	NO			0
GMU PRINCE WILLIAM CAMPUS PRINCE WILLIAM COUNTY	10900 UNIVERSITY BLVD MANASSAS, VA 20110	136.29	NO	NO	IN USE	12	NO	YES	NO	NO	YES	YES		THE LIFE SCIENCE ENGINEERING BUILDING HAS NOW STARTED CONSTRUCTION	0
GMU POINT OF VIEW SITE FAIRFAX COUNTY	7301 OLD SPRING DR LORTON, VA 22079	44.59	NO	NO	IN USE	5	NO	YES	NO	NO	YES	NO		THERE IS AUTHORIZATION TO BUILD COTTAGES ON THE SITE; HOWEVER THE DESIGN FOR THE BUILDINGS HAS YET TO COMMENCE.	0
GMU POTOMAC SCIENCE CENTER PRINCE WILLIAM COUNTY	650 MASON FERRY AVE. WOODBRIDGE, VA 22191	2.22	NO	NO	IN USE	2	NO	NO	NO	NO	YES	NO			0
GMU SMITHSONIAN SCHOOL OF CONSERVATION FRONT ROYAL WARREN COUNTY	1500 REMOUNT RD FRONT ROYAL, VA 22630	0.95	NO	NO	IN USE	2	NO	NO	NO	NO	YES	NO		MASON IS THE LESSOR ON A GROUND LEASE NOT LESSEE .	0

## 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

Changes/updates since the April 2023 report include:

- Fuse at Mason Square (IDIA HQ) – Work on the elevated concrete slabs is progressing with topping out of concrete structural frame due to be complete in November 2023. Work on building skin has also started in August with precast panel installation and glass curtain wall which started this week. It is anticipated that the building skin will be complete in early Spring 2024. In July Mason approved a change order which added 45 calendar days to substantial completion of the Mason fitout which is now due to be complete in late January of 2025. The extended schedule to finish the core and shell of the building is now August 15th of 2024. The schedule extension was approved as a result of existing underground conditions that delayed work anticipated in the original construction schedule. Mason will install furniture fixtures and equipment in the Spring of 2025 with full occupancy planned for summer of 2025. Work will be starting in November on the renovation of Mason Square Plaza. It is anticipated these improvements will be complete in Spring of 2024 in time for Spring Programming to start up in March of 2024.
- Life Sciences Engineering Building (Bull Run Hall IIIB) – In February 2021, Mason received notice of approval from the Commonwealth to add \$30M for an additional floor to the three-story building design, and make programmatic changes that better align the new building with the master plan vision for the SciTech Campus. We have received final approval of the full building working drawings and are approved for the final permit. An early release Guaranteed Maximum Price (GMP) contract was issued to Skanska on May 24, 2022. Skanska broke ground on site on August 31, 2022. We have a negotiated GMP Contract and are able to get started with the building to try and meet a new scheduled completion (December 2024). Skanska is making good progress now and the Structure topped out at the end of May. The Building is well under way and we are looking to have the building water tight by mid-November.
- Telecom Infrastructure Phase 1 – Work on Packages 1 (work inside buildings) and Package 3 (new West Campus Core Switch Building) is in progress and approximately 85% complete. The completion date for the new Package 3 building will be completed by January. Package 2 for outside plant (new IT ductbanks) is currently out to bid with bids due November 29, 2023.
- Johnson Center HVAC Repairs – Construction contract was fully executed on March 15, 2023. Contractor completed work at the high ceiling areas at the atriums this past summer. The new air handling units and exhaust fans are currently anticipated to be shipped in March of 2024. The installation of the units will be phased to allow operations in the building to continue. Project is anticipated to be completed May of 2025.

- Central Heating and Cooling Plant Capacity Expansion – Working drawings have been approved by DEB. Project will go out to bid by the end of September. The project is equipment intensive with the equipment lead-time anticipated to be around 52 weeks. Anticipated project completion is December 2025.
- Aquatic & Fitness Center Capital Renewal – Construction contract was fully executed on June 27, 2023. Contractor has completed painting of the competition pool walls and repairs to the sanitary sewer piping in the men’s and women’s locker rooms. A platform has been constructed under the roof deck of the competition pool to allow work to the structure while the pool beneath is in operation. Skylight, roofing, VAV, and fire alarm replacement work will proceed during the winter and spring months. Tile repairs, new competition pool lighting, bulkhead replacements, and rooftop HVAC equipment replacement are scheduled for Summer of 2024 during the closure of the pool.
- Telecom Infrastructure Phase 2 – A/E contract was fully executed on July 21, 2023. Schematic design is anticipated to be received on January 17, 2024.
- Telecom Infrastructure Phase 3 – A/E team has been selected and negotiations are taking place on scope and fee.
- Activities Building – A detailed planning study was completed by Capital Strategies and Planning. As a result, the project was approved to proceed as an \$11M project. DEB granted permission to use Design-Build for the procurement of this building. Mason has solicited an RFQ and subsequent RFP for Design Build Services. We have received two responses to the RFQ: Davis Construction and Hoar Construction. Both contractors were shortlisted and after review of the RFP response, Hoar Construction was selected. Mason is currently in the process on executing the design build contract. Construction is anticipated to start in February and the project is anticipated to be completed by December of 2024
- Construct Basketball Training, Wrestling, and Athlete Academic Support (RAC Addition) – Commonwealth has approved project for \$15.5M of fundraising. We believe that this project will have a budget of \$30M. Capital Strategies and Planning is working on the detailed planning program for the addition. Mason would like to use Design-Build as the delivery method for this building, which will require permission from DEB.
- Real Estate Acquisitions Phase 1 (Arlington) – Mason has purchased lot 6 and 11 and is working towards the purchase of lot 8.
- Real Estate Acquisitions Phase 2 (Vernon Smith Hall) – The Commonwealth has approved the purchase of Vernon Smith Hall. Mason is working towards an end of October closing date.
- Academic VIII – Project approved for planning only and contingent upon Mason providing seed funding. Project awaiting internal authorization to proceed.
- Virtual Online Campus – The authority was reverted at end of fiscal year 23.

- Point of View Cottages – Commonwealth has approved \$4M of funding for this project to match a target of \$4M of fundraising. Project is awaiting funding and internal authorization to proceed.
- Construct Student Housing Fairfax PPEA – The authority was reverted at end of fiscal year 23.
- Construct Fairfax Mixed Use Development PPEA – The authority was reverted at end of fiscal year 23.
- Renovations Concert Hall – Higher Education Capital Outlay (HECO) authority approved to proceed on a \$25M renovation to the Concert Hall on the Fairfax Campus. The funding is based upon donations. Project is awaiting funding and internal authorization to proceed.
- Business School Building – HECO authority approved to proceed on a \$165M and 200K GSF building for the School of Business on the Fairfax Campus. The funding is based upon donations. Project is awaiting funding and internal authorization to proceed.

**STAFF RECOMMENDATION:**

For Board Information Only



### Facilities Projects Listing

Project #	Project Name	Scope(sf) New	Scope(sf) Reno	Total Budget	Budget Status	Schedule	Scope	Construction Start Date	Occupancy Date	Construction % Complete
<b>Construction</b>										
1	18482-000 FUSE (formerly IDIA HQ)	461,066	0	\$ 253,781,941	<span style="color: green;">●</span>	<span style="color: green;">●</span>	<span style="color: green;">●</span>	1/3/2022	7/1/2025	43.0%
2	18000-000 Life Sciences & Engineering Building - Bull Run Add*	133,300	0	\$ 107,123,650	<span style="color: green;">●</span>	<span style="color: yellow;">●</span>	<span style="color: green;">●</span>	8/31/2022	1/13/2025	25.0%
3	18339-000 Telecom Infrastructure Phase 1*	576	0	\$ 10,525,000	<span style="color: red;">●</span>	<span style="color: red;">●</span>	<span style="color: green;">●</span>	9/1/2022	12/3/2025	39.0%
4	A8247-027 Johnson Center HVAC Repairs	0	348,447	\$ 7,963,005	<span style="color: green;">●</span>	<span style="color: green;">●</span>	<span style="color: green;">●</span>	3/15/2023	5/15/2025	7.0%
6	18529-000 Aquatic & Fitness Center Capital Renewal	0	90,736	\$ 16,500,000	<span style="color: red;">●</span>	<span style="color: red;">●</span>	<span style="color: green;">●</span>	6/1/2023	9/1/2024	10.0%
<b>Design</b>										
5	18509-000 Central Heating & Cooling Plant Boiler & Chiller Addition*	0	0	\$ 8,197,000	<span style="color: green;">●</span>	<span style="color: green;">●</span>	<span style="color: green;">●</span>	11/1/2023	12/15/2025	N/A
7	18487-000 Telecom Infrastructure Phase 2	0	0	\$ 23,250,000	<span style="color: green;">●</span>	<span style="color: green;">●</span>	<span style="color: green;">●</span>	6/1/2025	4/16/2026	N/A
8	18593-000 Telecom Infrastructure Phase 3	0	0	\$ 24,000,000	<span style="color: green;">●</span>	<span style="color: green;">●</span>	<span style="color: green;">●</span>	TBD	TBD	N/A
9	221382 Activities Building	24,852	0	\$ 11,000,000	<span style="color: green;">●</span>	<span style="color: green;">●</span>	<span style="color: green;">●</span>	2/6/2024	12/11/2024	N/A
<b>Design Procurement/ Pre-Planning</b>										
10	18253-000 Construct Basketball Training, Wrestling, and Athlete Academic Support (RAC Addition)	TBD	TBD	\$ 15,500,000	<span style="color: green;">●</span>	<span style="color: green;">●</span>	<span style="color: green;">●</span>	TBD	TBD	N/A
<b>Acquisition</b>										
11	221512 Real Estate Acquisitions Phase 1 (Arlington)	0	0	\$ 40,000,000	<span style="color: green;">●</span>	<span style="color: green;">●</span>	<span style="color: green;">●</span>	N/A	N/A	N/A
12	231646 Real Estate Acquisitions Phase 2 (Vernon Smith Hall)	0	0	\$ 107,000,000	<span style="color: green;">●</span>	<span style="color: green;">●</span>	<span style="color: green;">●</span>	N/A	N/A	N/A
<b>Pending Authorization to Proceed</b>										
13	18498-000 Academic VIII*	200,000	0	\$ 185,675,000				TBD	TBD	N/A
14	18497-000 SCAR Point of View Cottages	TBD	0	\$ 8,000,000				TBD	TBD	N/A
15	TBD Renovations Concert Hall	0	120,750	\$ 25,000,000				TBD	TBD	N/A
16	TBD Business School Building	200,000	0	\$ 165,000,000				TBD	TBD	N/A

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

Data as of September 2023



# BOARD OF VISITORS

## Finance & Land Use Committee



Office of the Executive Vice President | September 28, 2023

# Agenda

## Financial Matters

- A. Preliminary FY 2023 Year-End Close
- B. Amended FY 2024 Budget (ACTION)
- C. State Six-Year Operating Plan Update

## Operational Matters

- A. Incentive Retirement Plan (ACTION)
- B. Joint Legislative Audit and Review Commission Span of Control

## Capital Matters

- A. Land Use Certification (ACTION)

Appendix I – Capital Projects Review (Stoplight)

Appendix II – Supplemental Financial Information



# Preliminary FY 2023 Close Financial Matters

# Preliminary FY 2023 Close

Cash basis, (\$Ms)	FY22 Actual	FY23 Budget (Amended)	FY23 3Q Forecast	FY23 Actual			Variance Actual to 3Q
				Operating*	Capital	Total	
<b>Revenues</b>							
Net Tuition and Fees	466	486	489	496	0	496	7
State Appropriations	251	266	269	267	0	267	(2)
Grants & Contracts	247	245	249	244	0	244	(5)
Auxiliary Enterprises	233	245	250	249	0	249	(1)
Other Operating Revenue	13	16	21	29	0	29	8
<u>Non-Operating Revenue:</u>							
Relief Funding	40	46	46	50	0	50	4
Capital Grants	32	89	77	0	82	82	5
<b>Total Revenues</b>	<b>1,283</b>	<b>1,393</b>	<b>1,401</b>	<b>1,335</b>	<b>82</b>	<b>1,417</b>	<b>16</b>
<b>Expenses</b>							
Salaries and Wages	526	565	595	595	0	595	0
Fringe Benefits	149	158	168	163	0	163	5
Contractual Services	191	194	199	210	3	213	(14)
Travel and Training	13	21	20	20	0	20	(0)
Supplies	26	26	27	27	0	27	0
Equipment	26	31	22	22	1	23	(1)
Capital Expenditures	46	130	102	4	130	134	(32)
Debt Service	14	25	25	0	25	25	(0)
Scholarships & Fellowships	168	157	164	164	0	164	(0)
Occupancy	46	48	44	41	0	41	3
Transfers-Capital Project Funding	0	0	(0)	135	(135)	0	(0)
AE-Infrastructure Funding**	78	38	35	(45)	57	12	23
<b>Total Expenses</b>	<b>1,283</b>	<b>1,393</b>	<b>1,401</b>	<b>1,335</b>	<b>82</b>	<b>1,417</b>	<b>(16)</b>

\* Operating includes the following funds: Education & General (E&G), Auxiliary Enterprises, Sponsored Research, Indirects, Financial Aid, Other Restricted and Unrestricted.

\*\* AE Infrastructure reflects reserve adjustments and strategic investment funds. FY22 Operating Results favorably impacted by COVID Relief Funding, deferral of debt principal payments, and reduced expenditures during pandemic.



# Amended FY2024 Budget

## Financial Matters

# FY24 Proposed All Funds Operating\* Changes

<i>Cash basis, (\$Ms)</i>		<b>FY24 Proposed Amended Budget</b>
<b>FY24 Approved Budget Shortfall</b>		<b>(31.6)</b>
<b>Revenue Adjustments</b>		<b>38.2</b>
Net Tuition and Fees	Primarily increase in O/S students	1.8
State Appropriations	Affordable Access	8.0
	<u>Financial Aid</u>	
	• Additional Financial Aid	12.7
	• Financial Aid Restatement**	(7.2)
	<u>Compensation</u>	
	• Additional 2% salary cost share (estimated)	3.2
	• Additional Nursing Faculty compensation	0.6
	Total	17.3
Auxiliary Enterprises	Primarily Masonvale and Vernon Smith Hall	8.6
Other Operating Revenue	Higher AE Interest Revenue	10.5
<b>Expense Adjustments</b>		<b>15.2</b>
Salaries and Wages	2% increase (6 Months) and Nursing Faculty	6.1
Fringe Benefits	2% increase (6 Months) and Nursing Faculty	1.9
Scholarships & Fellowships	<u>Financial Aid</u>	
	• Additional Financial Aid	12.7
	• Financial Aid Restatement**	(7.2)
	Total	5.5
AE Infrastructure/Other	Masonvale and Vernon Smith AE expenses	1.7
<b>FY24 Proposed Budget Shortfall</b>		<b>(8.6)</b>

- Affordable Access totaling \$8M will be used to offset compensation & operation shortfalls
- \$18M FY24 State Request for more equitable funding was only partially granted

\* Operating includes the following funds: Education and General (E&G), Auxiliary Enterprises, Sponsored Research, Indirects, Financial Aid. Other Restricted & Other Unrestricted  
 \*\*Correction of budget overstatement and removal of enrollment growth

# FY24 Proposed E&G Operating Changes

<i>Cash basis, (\$Ms)</i>		<b>FY24 Proposed Amended Budget</b>
<b>FY24 Approved Budget Shortfall</b>		<b>(41.4)</b>
<b>Revenue Adjustments</b>		<b>13.5</b>
Net Tuition and Fees	Primarily increase in Out of State students	1.8
State Appropriations	Affordable Access	8.0
	<u>Compensation</u>	
	• Additional 2% salary cost share (estimated)	3.2
	• Additional Nursing Faculty compensation	0.6
	Total	11.7
<b>Expense Adjustments</b>		<b>7.2</b>
Salaries and Wages	2% increase (6 Months) and Nursing Faculty	5.5
Fringe Benefits	2% increase (6 Months) and Nursing Faculty	1.7
<b>FY24 Proposed Budget Shortfall</b>		<b>(35.1)</b>

- E&G is where Mason is most reliant on equitable State appropriations
- Affordable Access totaling \$8M will be used to offset compensation & operation shortfalls
- \$18M FY24 State Request for more equitable funding was only partially granted



# FY24 Proposed Capital Changes

<i>Cash basis, (\$Ms)</i>		<b>FY24 Proposed Amended Budget</b>
<b>FY24 Approved Budget - Drawdown of Fund Balance for Capital</b>		<b>(22.0)</b>
<b>Revenue Adjustments</b>		<b>1.2</b>
Capital Grants	Additional Maintenance Reserve	1.2
<b>Expense Adjustments</b>		<b>108.2</b>
Capital Expense	Vernon Smith Hall Acquisition	107.0
	Additional Maintenance Reserve	1.2
	Total	108.2
<b>FY24 Proposed Budget - Drawdown of Fund Balance for Capital</b>		<b>(129.0)</b>

# FY24 Proposed All Funds Operating\* Budget

Cash basis, in \$M's	FY 2023 Actual	FY 2024 Approved (Baseline)	FY 2024 Proposed Changes	FY 2024 Proposed (Amended)
<b>Revenues</b>				
Net Tuition and Fees	496	512	1.8	514
State Appropriations	267	310	17.3	327
Grants & Contracts	244	256	-	256
Auxiliary Enterprises	249	257	8.6	266
Other Operating Revenue	29	17	10.5	27
<u>Non-Operating Revenue:</u>				
Relief Funding	50	-	-	-
<b>Total Revenues</b>	<b>1,335</b>	<b>1,352</b>	<b>38.2</b>	<b>1,391</b>
<b>Expenses</b>				
Salaries and Wages	595	634	6.1	640
Fringe Benefits	163	186	1.9	187
Contractual Services	210	208	-	208
Travel	20	21	-	21
Supplies	27	28	-	28
Equipment	22	21	-	21
Capital Expenditures	4	3	-	3
Scholarships & Fellowships	164	182	5.5	187
Occupancy	41	45	-	45
Transfers-Capital Projects/Debt	135	58	-	58
AE Infrastructure**	-	-	1.7	1.7
<b>Total Expenses</b>	<b>1,381</b>	<b>1,384</b>	<b>15.2</b>	<b>1,399</b>
<b>Shortfall</b>	<b>(46)</b>	<b>(32)</b>	<b>23</b>	<b>(9)</b>
<b>Balancing Mitigation Strategies</b>	<b>46</b>	<b>32</b>	<b>(23)</b>	<b>9</b>
<b>Adjusted Shortfall</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Board Approval Required

- Proposed changes for FY24 Amended Budget

\* Operating includes the following funds: Education and General (E&G), Auxiliary Enterprises, Sponsored Research, Indirects, Financial Aid. Other Restricted & Other Unrestricted  
 \*\*AE Infrastructure reflects reserve adjustments, strategic investment funds and/or AE to E&G overhead transfer

# FY24 Proposed E&G Operating Budget

Cash basis, in \$M's	FY 2023 Actual	FY 2024 Approved (Baseline)	FY 2024 Proposed Changes	FY 2024 Proposed (Amended)
<b>Revenues</b>				
Net Tuition and Fees	494	512	1.8	514
State Appropriations	220	235	11.7	246
Auxiliary Enterprises	1	1	-	1
Other Operating Revenue	19	14	-	14
<u>Non-Operating Revenue:</u>				
Relief Funding	-	-	-	-
Capital Grants	-	-	-	-
<b>Total Revenues</b>	<b>734</b>	<b>762</b>	<b>13.5</b>	<b>775</b>
<b>Expenses</b>				
Salaries and Wages	457	488	5.5	494
Fringe Benefits	140	145	1.7	146
Contractual Services	80	80	-	80
Travel	6	7	-	7
Supplies	18	17	-	17
Equipment	11	11	-	11
Capital Expenditures	2	1	-	1
Scholarships & Fellowships	46	45	-	45
Occupancy	22	24	-	24
Transfers-Capital Project Funding	31	3	-	3
AE Infrastructure*	(18)	(18)	-	(18)
<b>Total Expenses</b>	<b>796</b>	<b>803</b>	<b>7.2</b>	<b>810</b>
<b>E&amp;G Shortfall</b>	<b>(62)</b>	<b>(41)</b>	<b>6.3</b>	<b>(35)</b>
<b>Balancing Mitigation Strategies</b>	<b>62</b>	<b>41</b>	<b>(6.3)</b>	<b>35</b>
<b>Adjusted E&amp;G Shortfall</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Board Approval Required

- Proposed changes for FY24 Amended Budget

\* AE Infrastructure reflects reserve adjustments, strategic investment funds and/or AE to E&G overhead transfer

# FY24 Proposed Capital Budget

Cash basis, in \$M's	FY 2023 Actual	FY 2024 Approved	FY 2024 Proposed Changes	FY 2024 Proposed (Amended)
<b>Revenues</b>				
Capital Grants	82	168	1	169
<b>Total Revenues</b>	<b>82</b>	<b>168</b>	<b>1</b>	<b>169</b>
<b>Expenses</b>				
Contractual Services	3	3	-	3
Equipment	1	2	-	2
Capital Expenditures	130	194	108	302
Debt Service	25	49	-	49
Transfers-Capital Project Funding	(135)	(58)	-	(58)
<b>Total Expenses</b>	<b>25</b>	<b>190</b>	<b>108</b>	<b>298</b>
<b>Capital (Shortfall)/Surplus</b>	<b>57</b>	<b>(22)</b>	<b>(107)</b>	<b>(129)</b>
<b>Drawdown/Increase of Fund Balances</b>	<b>(57)</b>	<b>22</b>	<b>107</b>	<b>129</b>
<b>Adjusted Margin</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Board Approval Required

- Proposed changes for FY24 Amended Budget

# Operating Challenges & Difficult Decisions

- **Mitigating operating shortfall**
  - **Slowed hiring & spending**
  - **Budget reductions**
  - **Reserves are not a sustainable option**
- **Exploring long term solutions and must make difficult decisions**
  - **Policy Changes**
  - **Retirement incentives**
  - **Reorganizations**
  - **Resetting service models**
  - **Technology support**

# FY24 Shortfall Mitigation

Current estimates as of 9/15/23

<b>State Support</b>		
Incremental State Operating Support - Affordable Access	E&G	\$8.0M
Incremental Appropriation - State Share of 2% increase + Nursing Faculty	E&G	\$3.7M
Offset by: Increased Expenses - 2% increase + Nursing Faculty	E&G	(\$7.2M)
<b>Cost Containment*</b>		
Permanent Elimination of Vacant positions (identified as of 9/2023)	E&G	\$7.1M
Estimated other expense savings (salary savings from paused hiring, operating expense reductions)	E&G	\$5 - \$7M
<b>Revenue Enhancement Initiatives</b>		
Incremental Net Tuition and Fee Revenue - enrollment increase	E&G	\$1.8M
Vernon Smith Hall lease elimination (partial year)	E&G	\$2.8M
<b>Total Estimated Mitigation - E&amp;G</b>		<b>\$21.2M - \$23.2M</b>
<b>Revenue Enhancement Initiatives</b>		
Incremental estimated Interest Income	AE	\$10.5M
Masonvale net income	AE	\$3.2M
Vernon Smith Hall net income (partial year)	AE	\$3.4M
<b>Total Estimated Mitigation - AE</b>		<b>\$17.1M</b>
<b>Total Estimated Mitigation - All Funds</b>		<b>\$38.3M - \$40.3M</b>

\* Internally targeted budget reduction for FY24 of ~\$20.7M (50% of E&G budgeted deficit).

# Staff Recommendation to the Board

The Finance and Land Use Committee recommends approval by the Board of Visitors of the Amended FY2024 Operating and Capital Budgets.



# Six-Year Operating Plan

## Financial Matters



# “What Support Can Op Six Provide?”

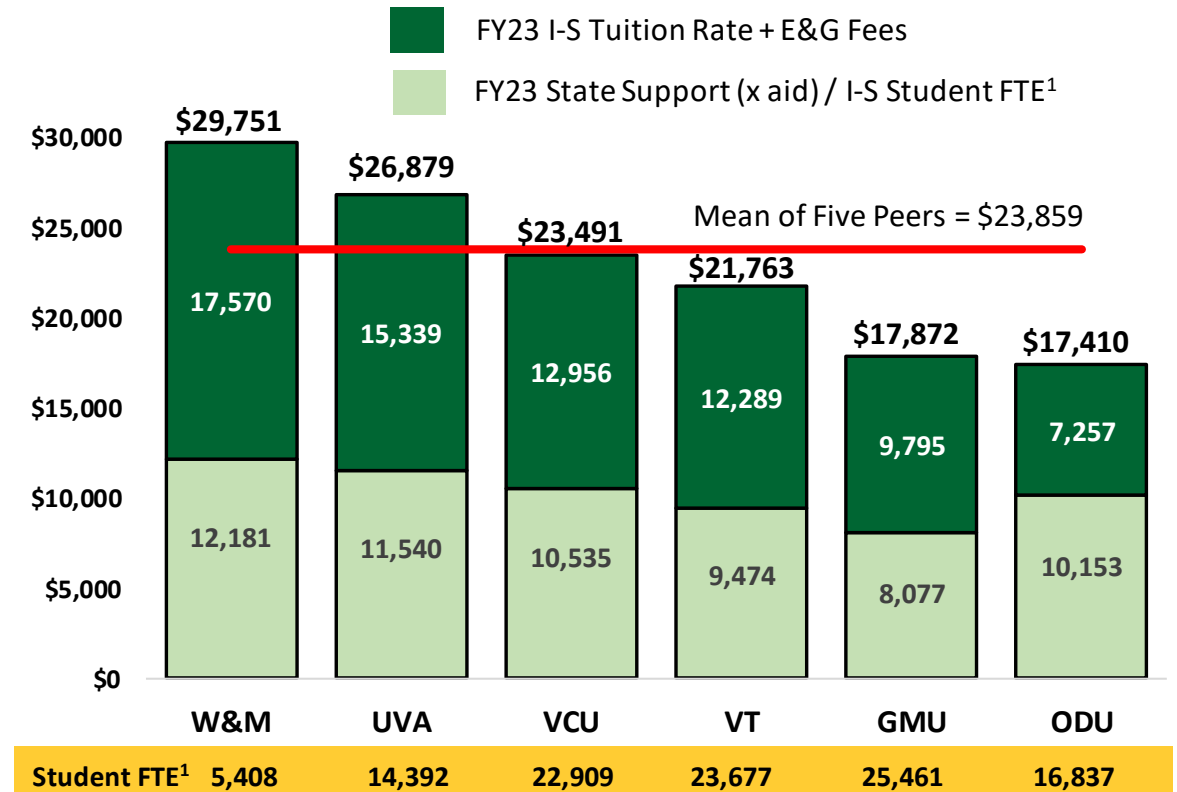
- **Support equitable funding – realignment of appropriations**  
Acknowledging the value Mason provides the Commonwealth, we seek funding commensurate with our value and aligned with funding provided other institutions
- **Support revenue diversification & partnership opportunities**  
Allow Mason to manage own cash  
Support future partnerships to move Mason forward
- **Policy Changes & Unfunded Mandates**  
Cover full cost of compensation increase for state employees  
Virginia Military Survivors & Dependent Education Program  
DHRM policy flexibility
  - Retirement incentive
  - Reorganizations
  - Performance Management Exception for Classified Staff

# General Fund Request

Priority Ranking	Strategies (Match Academic-Financial Worksheet Short Title)	Biennium 2024-2026 (7/1/24-6/30/26)			
		2024-2025		2025-2026	
		Total Amount	GF Support	Total Amount	GF Support
<b>1</b>	<b>Deliver a distinctive &amp; inclusive student experience that fosters lifelong engagement</b>				
	1a) Financial Aid	\$18,267,204	\$8,000,000	\$18,909,435	\$8,000,000
	1b) Expand Access	\$2,365,000	\$1,182,500	\$2,365,000	\$1,182,500
	1c) Student Success Initiatives	\$20,000,000	\$13,000,000	\$16,800,000	\$13,400,000
	1d) Unfunded Mandate-Virginia Military Survivors & Dependent Education Program	\$13,013,000	\$13,013,000	\$16,916,900	\$16,916,900
<b>4</b>	<b>Expand the impact of Mason's research, scholarship, &amp; creative enterprise</b>				
	4a) Support/ Infrastructure	\$9,850,000	\$9,850,000	\$3,850,000	\$3,850,000
	4b) Scholarship	\$2,750,000	\$2,750,000	\$2,750,000	\$2,750,000
<b>3</b>	<b>Expand partnerships for economic &amp; social impact.</b>	\$5,400,000	\$5,400,000	\$5,400,000	\$5,400,000
<b>2</b>	<b>Invest in faculty and staff success</b>				
	2a) Equitable Compensation	\$6,115,894	\$6,115,894	\$6,273,585	\$6,273,585
	2b) Efficient systems, infrastructure, reduce manual processes	\$5,500,000	\$5,500,000	\$3,700,000	\$3,700,000
	2c) HEETF-Increased institutional support	\$5,000,000	\$5,000,000	\$8,000,000	\$8,000,000
	<b>Total General Fund Request</b>	<b>\$88,261,098</b>	<b>\$69,811,394</b>	<b>\$84,964,920</b>	<b>\$69,472,985</b>

# Mason Keeps Tuition Low

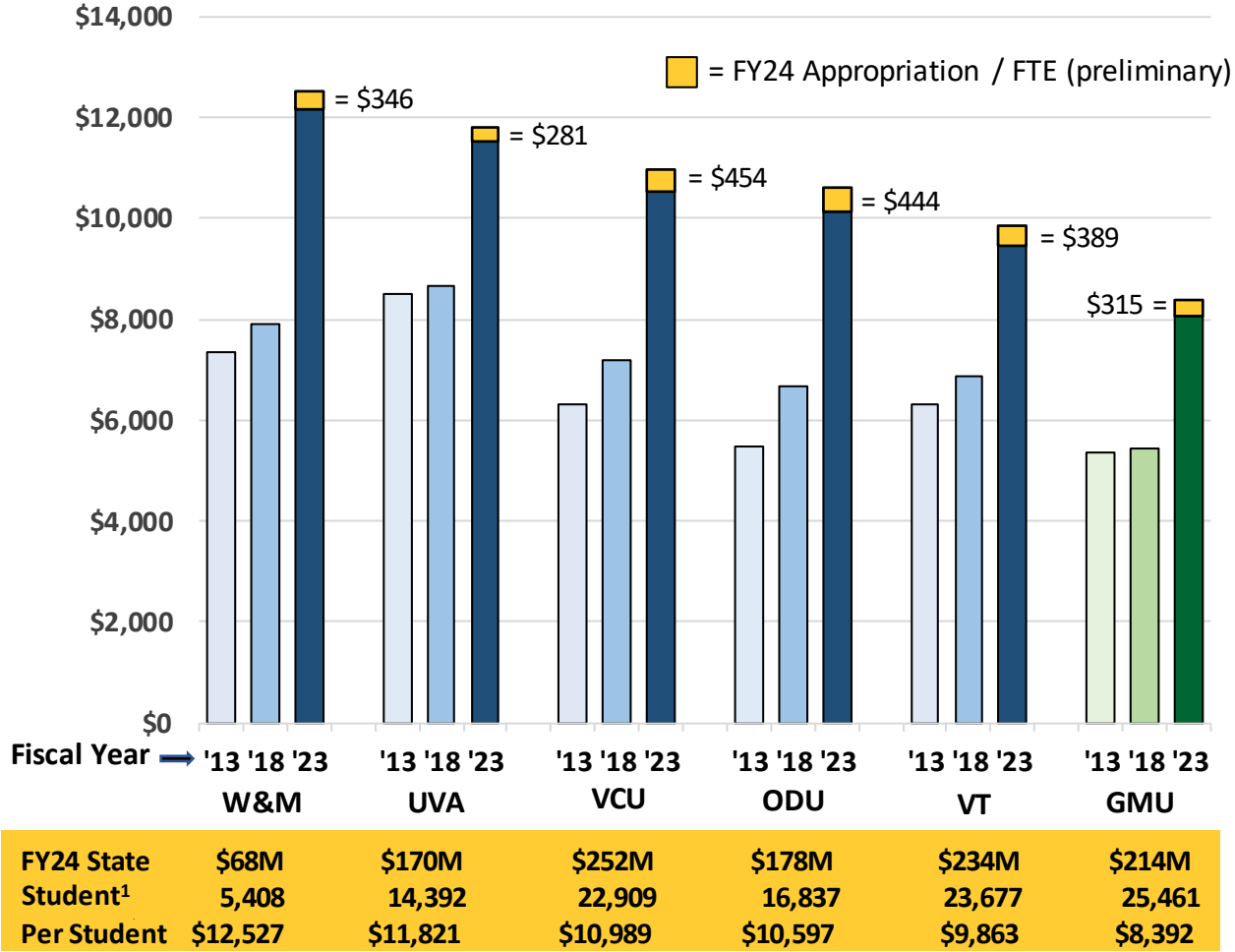
When state and tuition funding are combined, Mason is nearly **\$6,000** per in-state student FTE below the mean of five doctoral peer institutions, despite operating in the **most expensive region** in the Commonwealth



(1) I-S Student FTE is based on FY22 enrollment. The update for FY23 will be available in the Fall.

# State Appropriations per In-State Student (FTE) E&G General Fund (excluding aid)

State Support (excl. aid) / VA Student FTE <sup>(1)</sup>



**Slower appropriations growth has put Mason further behind over last decade**

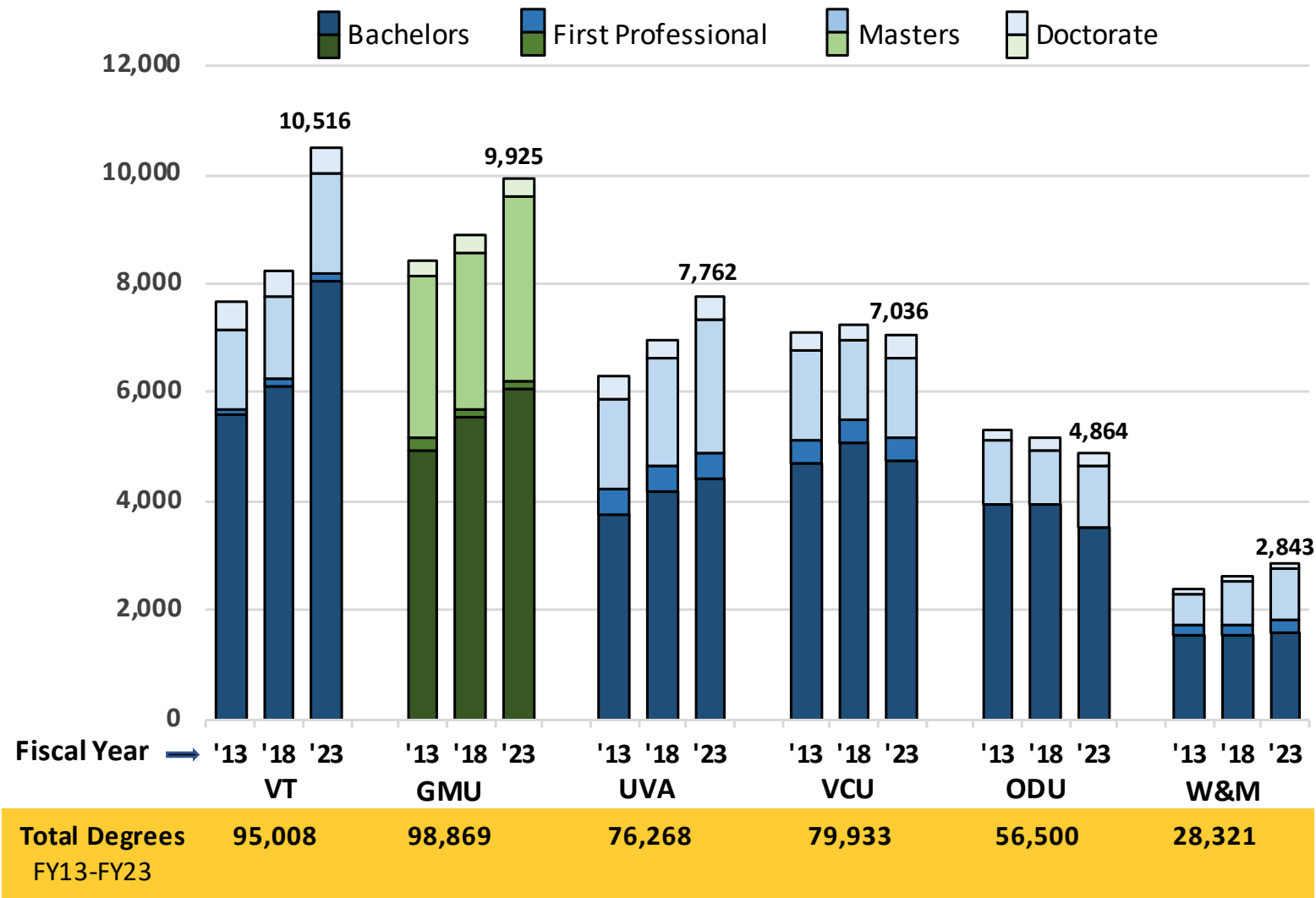
**Mason per student vs peer median:**

- FY13: \$958 below
- FY23: \$2,458 below
- FY24: \$2,597 below

**If Mason received funding equitable to our nearest peer, it would offset our operating shortfall by \$37M**

1 - FY24 Appropriation is preliminary. FY24 Student FTE is based on FY22 (Fall 2021) enrollment and will be updated in late September 2023.

# Degrees Granted



**Despite the funding disparity, Mason conferred the second highest number of degrees among peers in FY23 and most total degrees FY13-FY23**

**More of Mason's graduates stay in Virginia than peers' average:**

- **In-state: 73% vs 64%**
- **Out-of-state: 29% vs 19%**

**Imagine what Mason could achieve with funding equity**

Source: SCHEV

*Includes in-state and out-of-state; all degrees except Associates  
Mason's peers are Virginia R1 doctoral institutions*

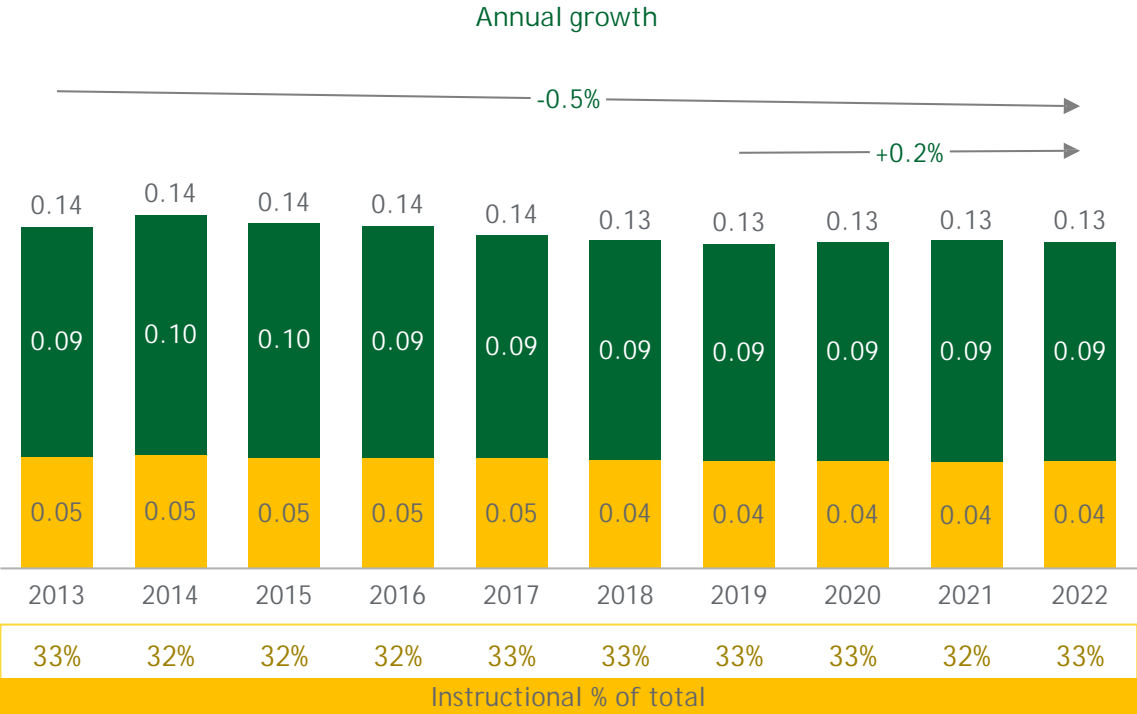
# Personnel: Numbers & Costs

Chart (C): How has personnel increased on a per-student basis?

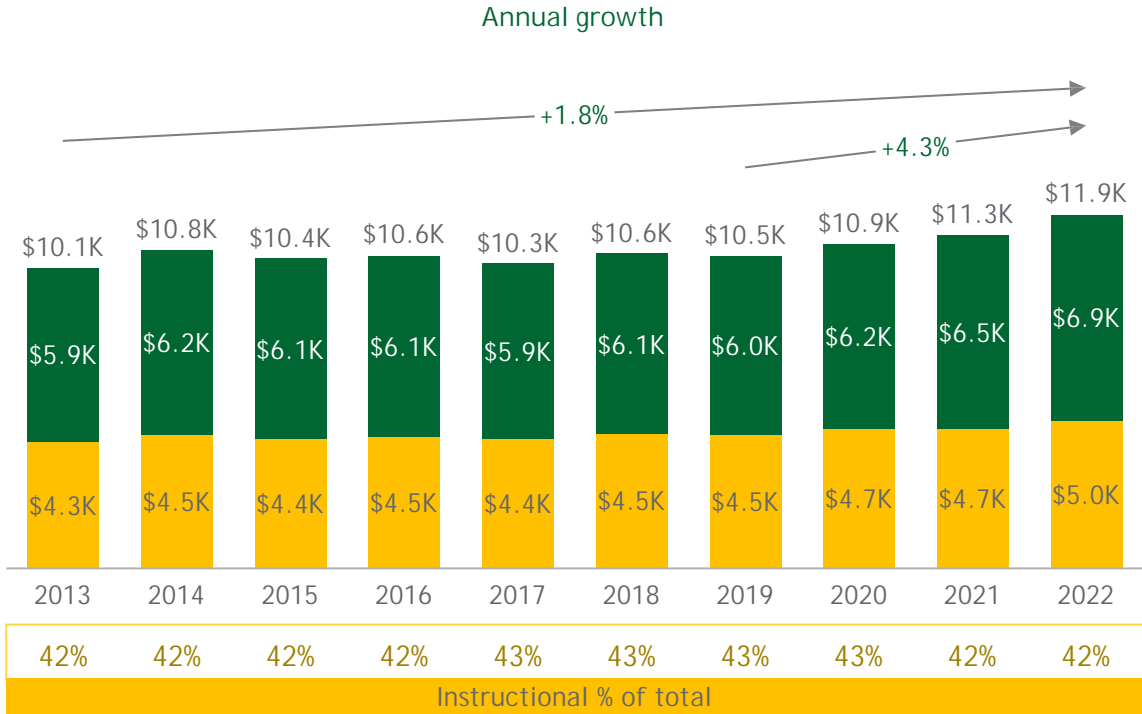
Breakdown of personnel by # and \$ on a per-student basis [2013-2022]

	Annual	Total
Inflation (HEPI) <sup>1</sup>	2.8%	28%
Inflation (CPI) <sup>1</sup>	2.6%	26%

## By # of employees per student FTE



## By salary outlay \$\$ per student FTE



■ Non-instructional ■ Instructional

1. Determined as growth in HEPI/CPI over period  
 Note: full-time personnel only; includes personnel from all sources of funding; William & Mary includes VIMS and VT/VSU include extension campuses  
 Source: IPEDS

# FY24 Commonwealth Capital Submission

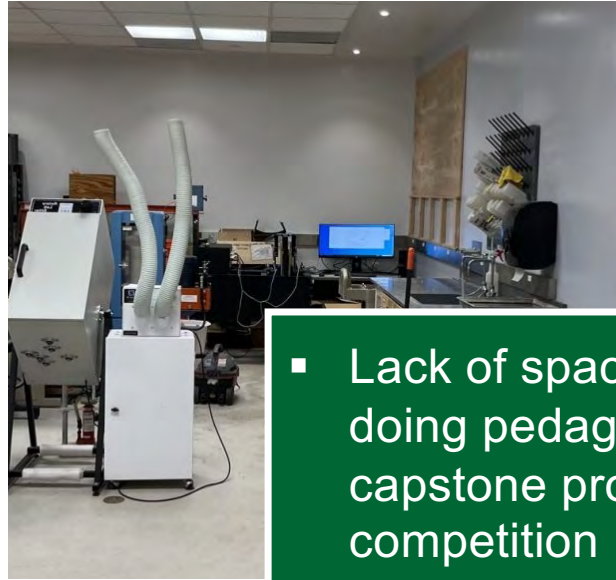
(millions)

	GF Authorization	NGF Authorization	Total Authorization
Life Sciences and Engineering Building - Equipment	\$9.0 <sup>(2)</sup>	\$0	\$9.0
Real Estate Acquisitions Phase 2 <i>(Vernon Smith Hall)</i>	\$0	\$107.0	\$107.0
Student Innovation Factory Building	\$37.0	\$0	\$37.0
Interdisciplinary Sci. & Eng. Building - 1 (ISEB-1)	\$165.0	\$0	\$165.0
Business School Building <sup>(1)</sup>	\$82.5	\$82.5	\$165.0
Critical Deferred Maintenance	\$36.0	\$0	\$36.0
<b>Total</b>	<b>\$329.5</b>	<b>\$189.5</b>	<b>\$519.0</b>

*(1) Project was previously approved by BOV in May 2019 with \$165M NGF budget. Project was submitted as part of the University's 2024 Commonwealth Capital Plan submission. If approved, funding will be split between NGF and GF.*

*(2) Funding is already part of existing pool.*

# Student Innovation Factory Building



- Lack of space for learn-by-doing pedagogies to support capstone projects & design competition
- Students currently use off-campus lease space, repurposed computer lab, Facilities complex, & common spaces.



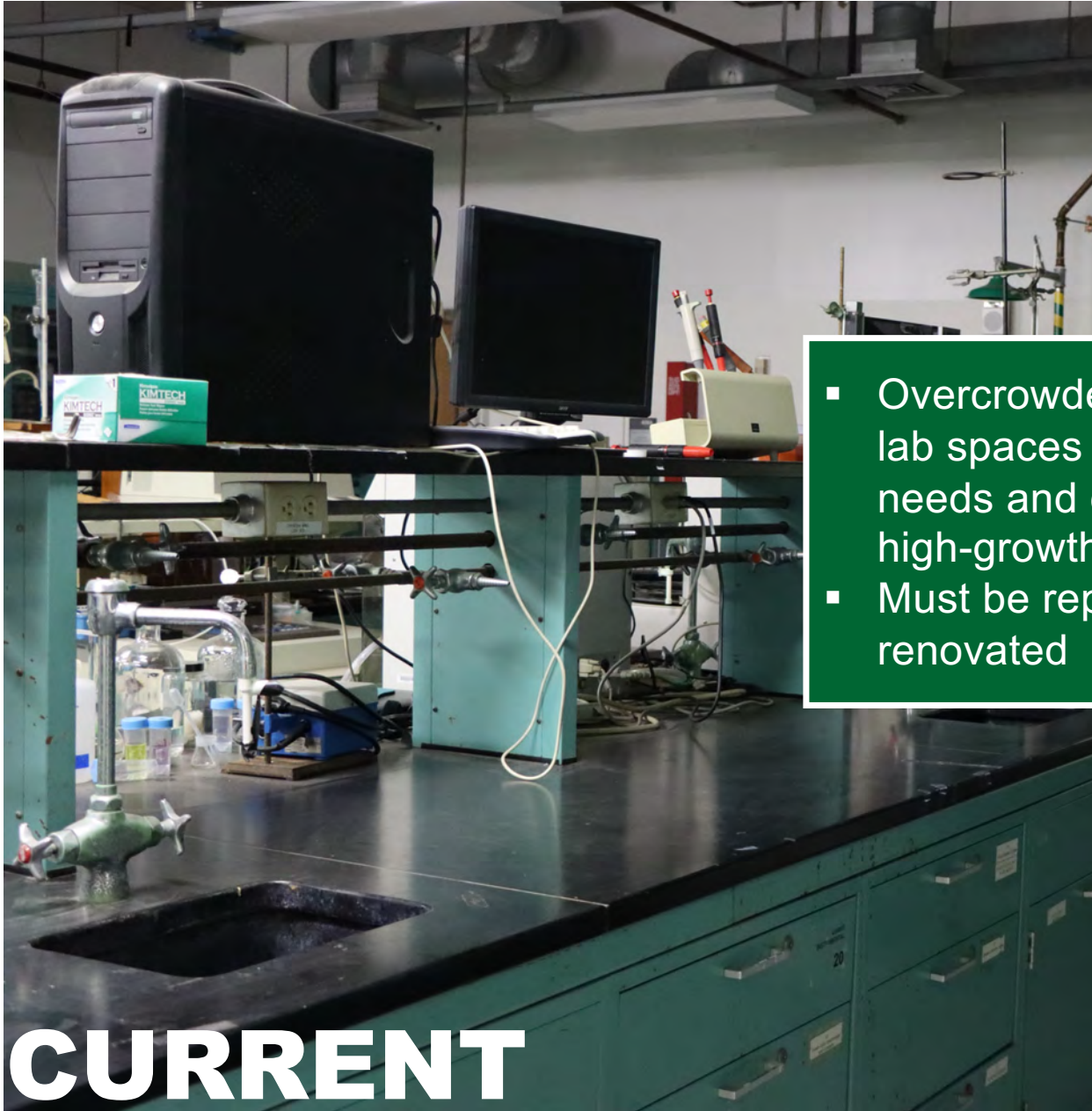
**CURRENT**



**FUTURE**



# Interdisciplinary Science & Engineering Building



**CURRENT**

- Overcrowded, antiquated lab spaces barely meet the needs and demands of high-growth R1 programs
- Must be replaced or renovated

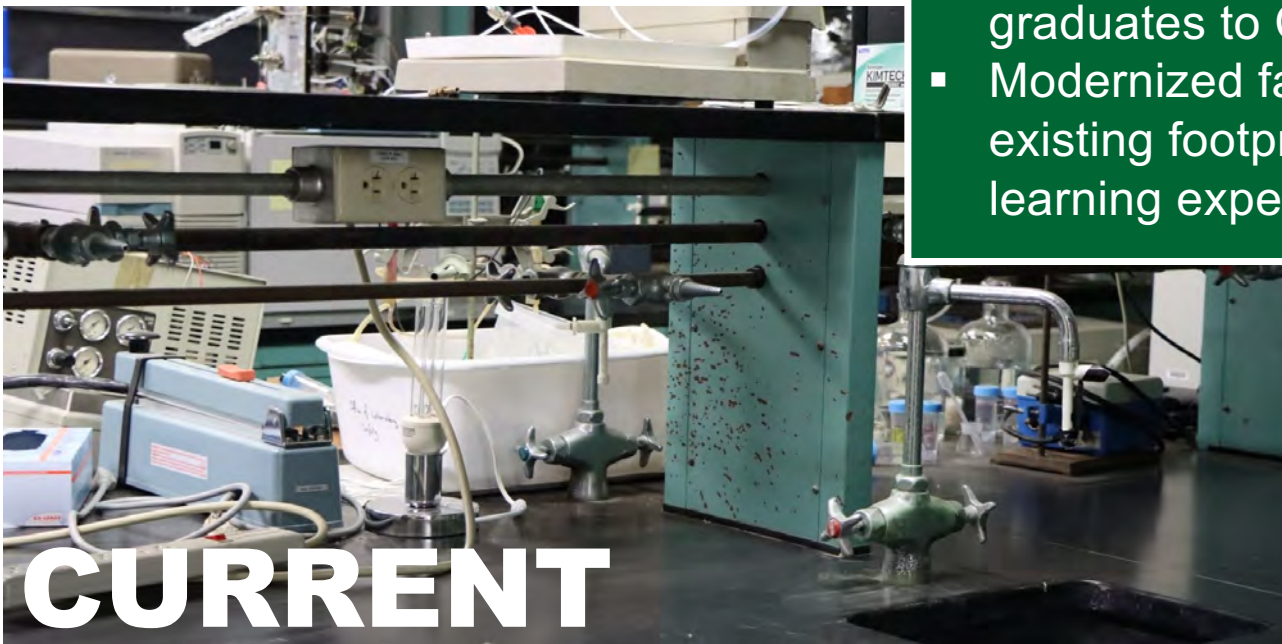


**FUTURE**

# Modern Facilities for High-Demand Programs



- Support Mason's high-demand science & engineering programs
- Provide access to excellence for Virginians & workforce ready graduates to Commonwealth
- Modernized facilities within existing footprint for cohesive learning experience



**CURRENT**

**FUTURE**



# Incentive Retirement Plan Operational Matters

# What Are We Trying to Do?

Requesting BOV approval to establish a new Incentive Retirement Plan (IRP) for tenured faculty.

Recommend enhanced Spring 2024 IRP to encourage adoption, which requires Governor's approval to exceed 1% General Fund\* (GF) threshold.

Further recommend establishing a standing policy to offer future incentives within normal 1% GF\* threshold.

# Why Implement an Incentive Retirement Plan (IRP)?

- **Help alleviate the financial strain for faculty members who may wish to retire**
- **Provide flexibility to meet changing enrollment and academic program needs**
- **Facilitate the hiring of new faculty members and succession planning**
- **Provide opportunity for budget savings requested by faculty and Deans**

# New Proposal Compared to Prior Incentives

- Mason’s previous retirement incentives have had low adoption rates
- The proposed plan offers a higher financial incentive
- Expanded GF threshold funding will accommodate a higher adoption rate for the increased anticipated participation in the FY24-FY25 IRP
- Standing policy will enable expediency for future plan implementation

	Prior Incentive Plan	Proposed Plan
Financial Incentive	2% of base salary x years of service (YOS), capped at \$100k	150% of base salary for 20+ YOS 125% of base salary for all others
Medical Benefit	\$490/month up to age 65	\$505/month up to age 65
Payment Schedule	24 months	Up to 60 months*
Availability	Limited offer in FY21 - 23	June 2024 through June 2025 with Standing Policy for future process expediency
Adoption	Only 13 Faculty Members across all 3 years	Anticipated higher rate based on discussions and modeling

\* Depending on IRS limits

# Proposed IRP Eligibility, Criteria, and Approval

## Eligibility and Approval Criteria

- Tenured Faculty – Currently 172 eligible (as of 10/1/23)
- Age 60 with at least 10 years of service at Mason\*
- Seniority within School or College

## Required Approvals

Must be approved by  
both Dean and  
Provost

*\*Eligibility for the IRP does not equate to eligibility for full VRS retirement benefits.  
Individuals should consult with a Mason Benefits Administrator for individual guidance.*

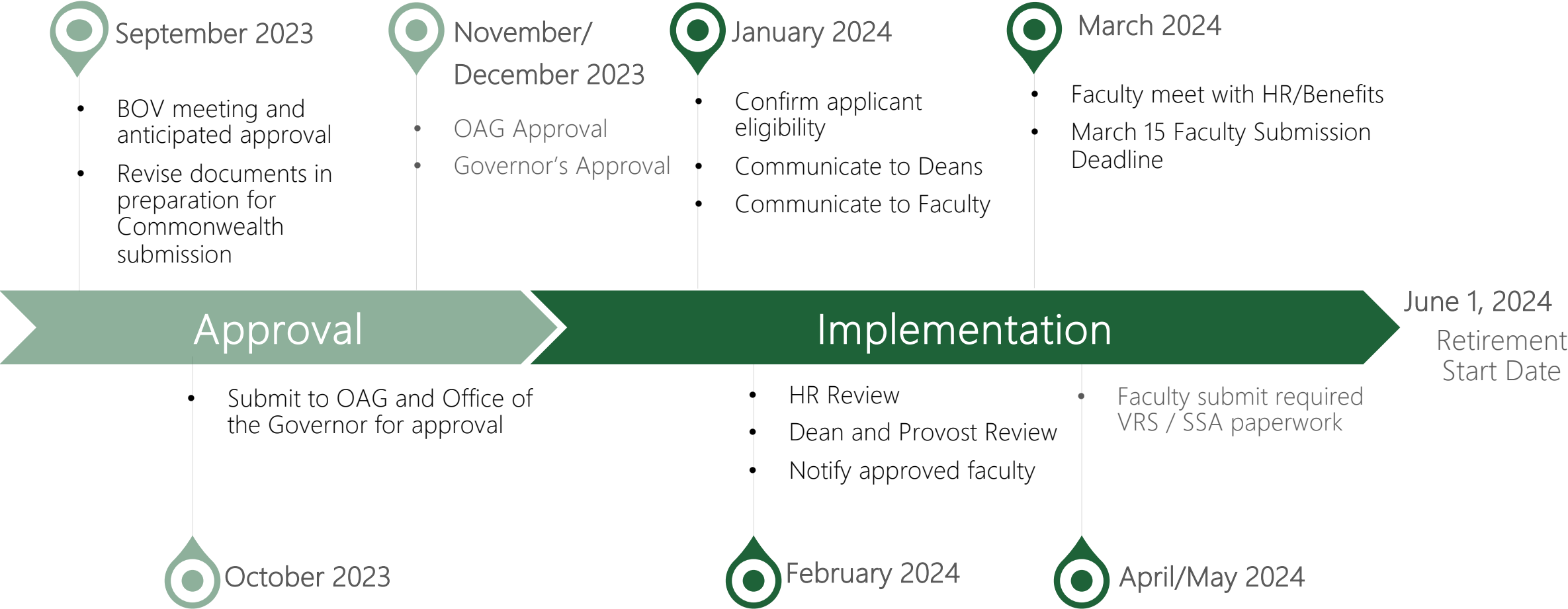
# Improved Plan for Increased Impact

- Encourage plan adoption through enhanced financial incentives to benefit employees and Mason
- Mason’s 1% GF\* allowance will likely not accommodate anticipated demand
- Requesting an exception up to 7% of GF\* for the FY24-FY25 IRP
- Other Commonwealth schools have received exception approvals

General Fund Threshold %	1%	3%	5%	7%
General Fund Cap – FY23	\$1.24M	\$3.74M	\$6.24M	\$8.74M
Total Eligible Tenured Faculty	172	172	172	172
Anticipated Faculty Participants	~9	~30	~49	~69



# Proposed Timeline for IRP Approval/Implementation



# Staff Recommendation to Board

The Finance & Land Use Committee recommends approval by the Board of Visitors to establish a new Incentive Retirement Plan as detailed in the Board Book.



# JLARC Span of Control

## Operational Matters

# Span Of Control

- Annual reporting\* to Board of Visitors and Joint Legislative Audit and Review Commission (JLARC)
  - Includes Benefitted employees; does not include Non-Benefitted employees
  - Policy 2233 established in 2018; based on 2014 JLARC report recommendations
- Supervisor Targets & Requirements
  - Target: Average of 4 (or more) direct reports
  - Requirement: At least 2 direct reports
  - Exceptions:
    - Statutory Requirements
    - Safety of Employees or Students
    - Working supervisor with only 1 employee\*\*
    - Business necessity authorized by Dean or VP

*\*Reporting usually occurs in spring; utilizing March 2023 numbers for consistency*

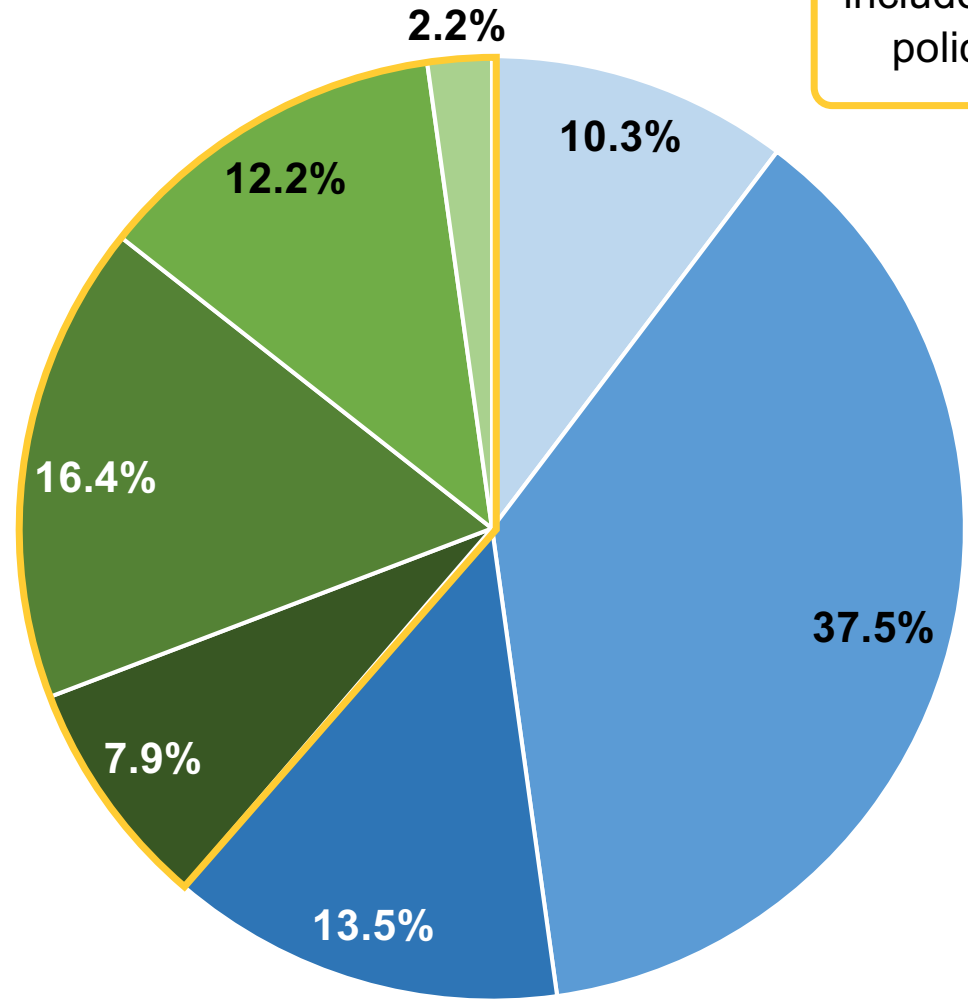
*\*\*Supervisory positions are mandated when specific technical knowledge is required to effectively manage employees, when safety requires more direct management of employees, and if a supervisory position is required to comply with state or federal law.*

# Mason's Workforce

Employees included in policy

<b><u>Benefited:</u></b>	<b><u>4,782</u></b>	<b><u>38.7%</u></b>
Admin Prof Faculty	973	7.9%
Classified	2,027	16.4%
Instructional Faculty	1,510	12.2%
Research Faculty	272	2.2%

<b><u>Non-Benefited:</u></b>	<b><u>7,580</u></b>	<b><u>61.3%</u></b>
Adjunct	1,275	10.3%
Student	4,631	37.5%
Wage	1,674	13.5%
<b><u>Grand Total</u></b>	<b><u>12,362</u></b>	<b><u>100%</u></b>

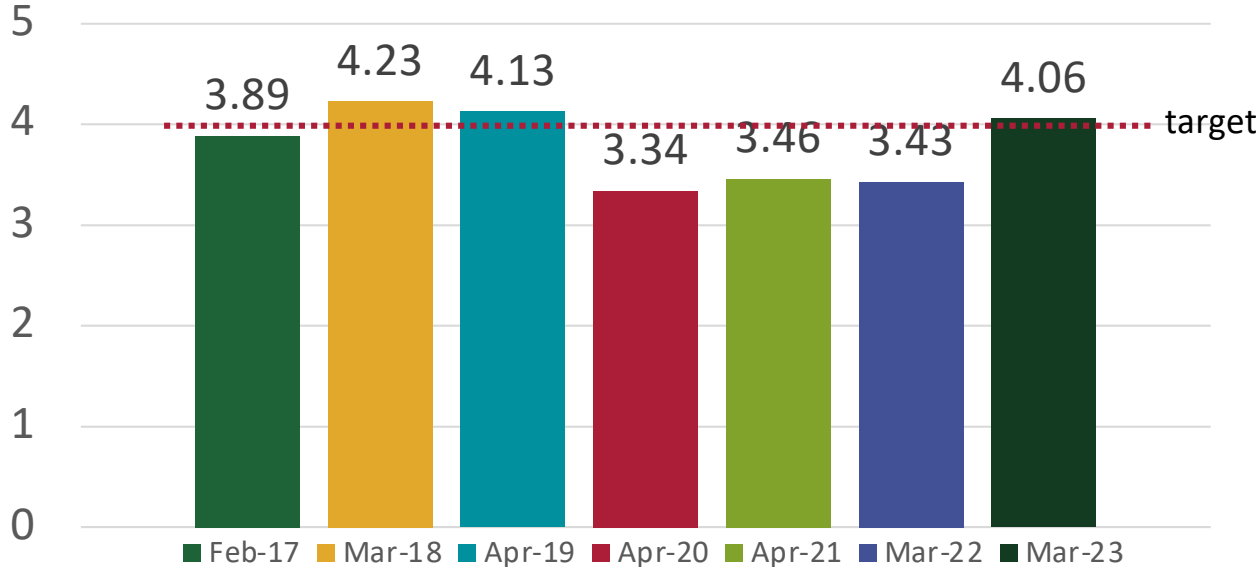


- Adjunct
- Student
- Wage
- Admin Prof Faculty
- Classified
- Instructional Faculty
- Research Faculty

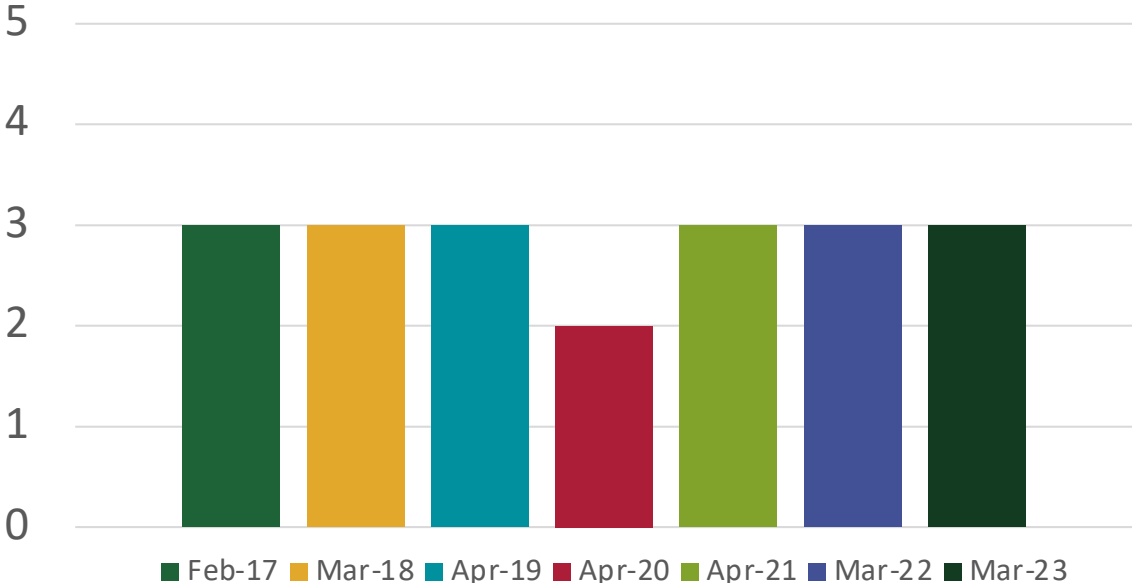
*Benefited employees are included as direct reports; only A/P Faculty and Classified employees are considered supervisors in Span of Control reporting  
Data pulled as of March 2023*

# Span of Control for Benefited Employee

Average Span of Control  
FY17 – FY23



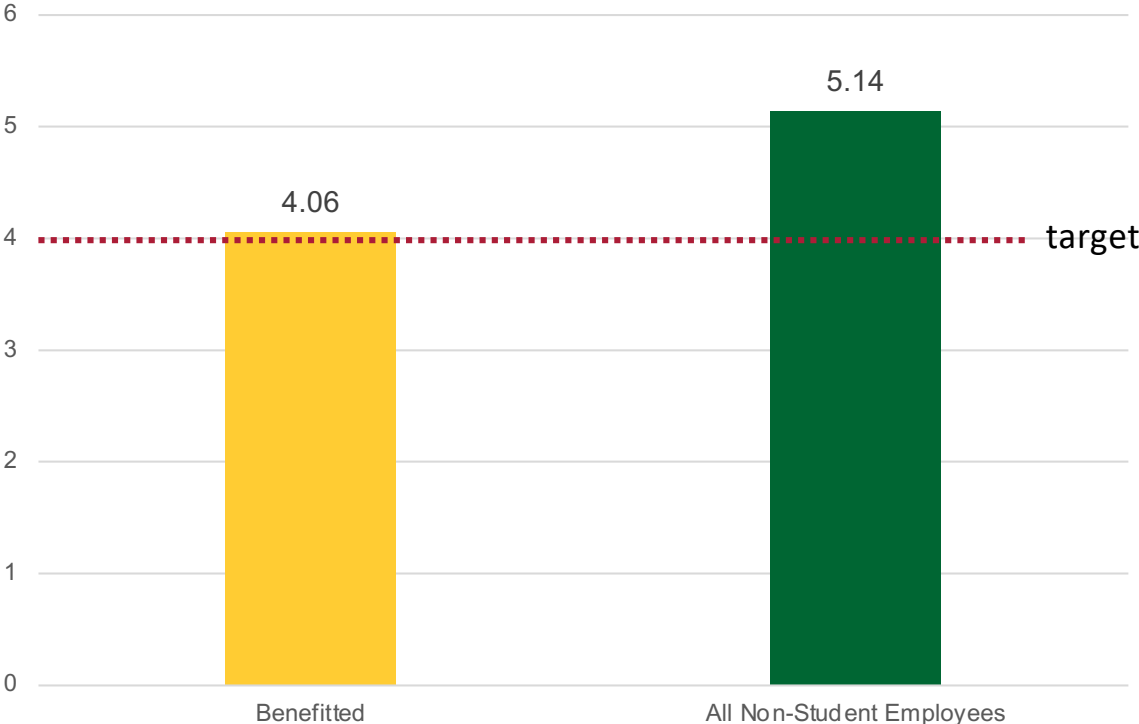
Median Span of Control  
FY17 – FY23



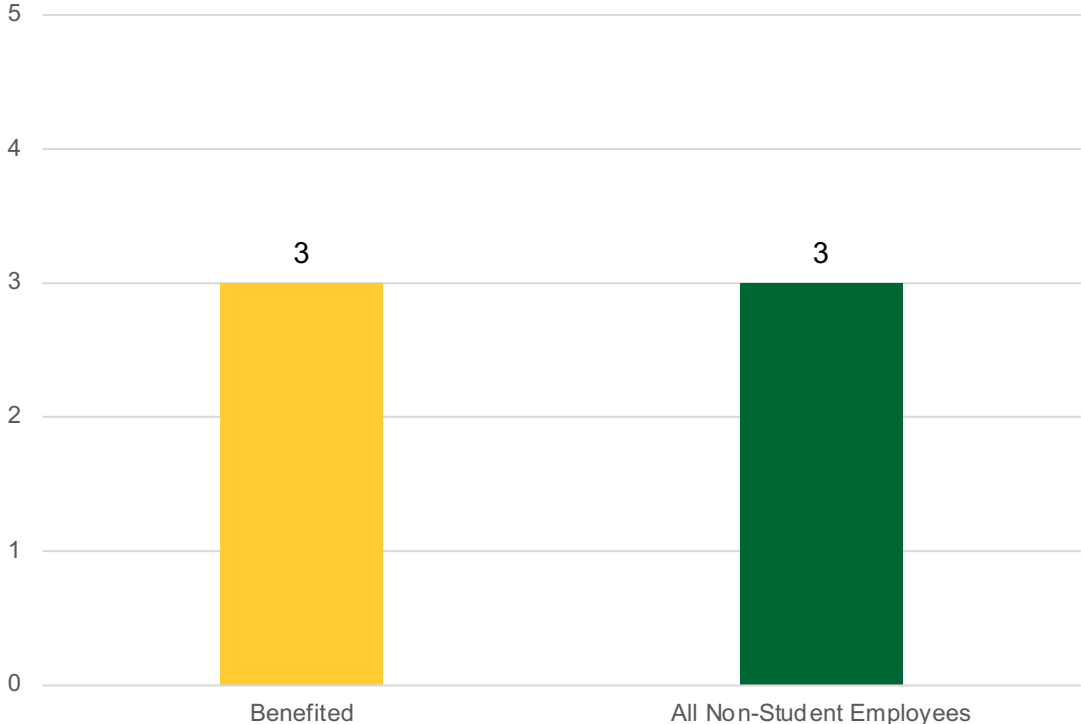
Data pulled as of March 2023

# Span of Control for All Non-Student Employees

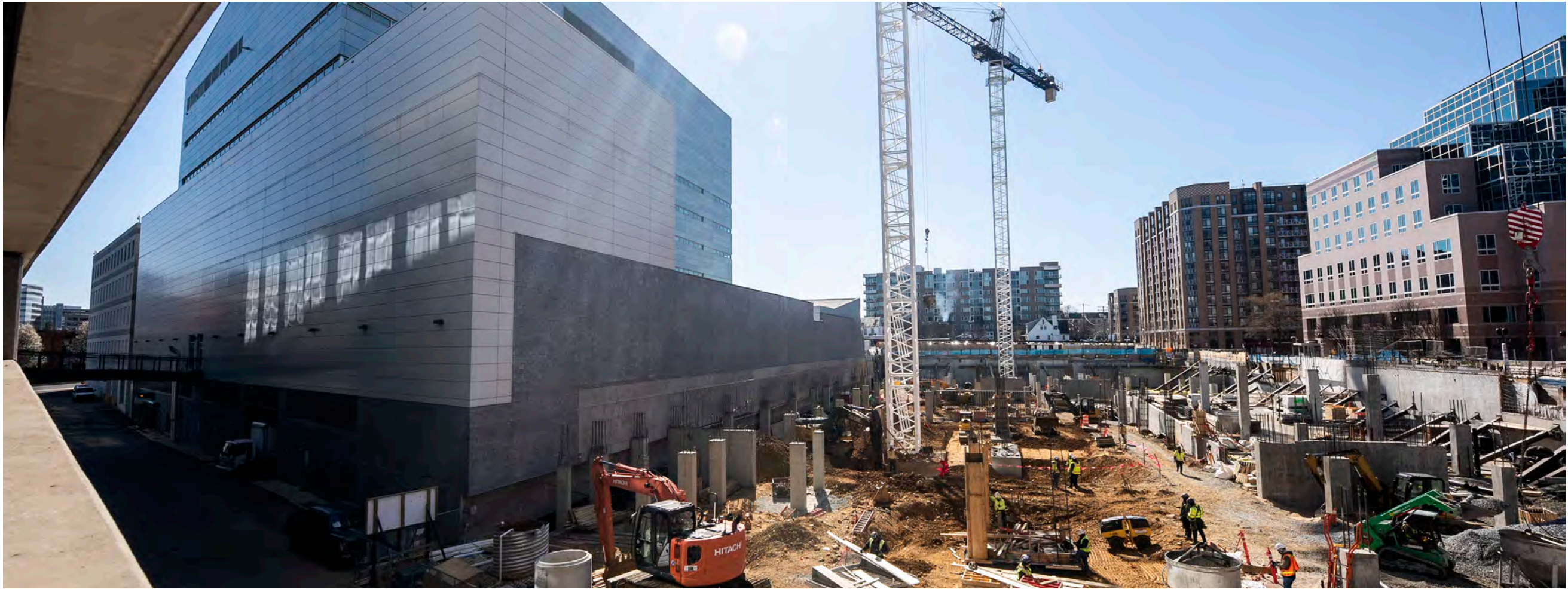
Average Span of Control:  
Benefited vs. All Non-Student Employees



Median Span of Control:  
Benefited vs. All Non-Student Employees



Data pulled as of March 2023  
Wage includes all individual wage employees, not FTE



# Land Use Certification

## Capital Matters



# FY 2023 Land Use Certification

**Virginia Code §2.2-1153 requires agencies and institutions to submit a Land Use Plan annually for all Commonwealth/University-owned land:**

- Principal information desired by Department of General Services is identifying what land the Commonwealth may be able to surplus.
- The significant changes since last year's report are:
  - Acquisition of additional property across Fairfax Drive on the Mason Square Campus
  - Addition of the Masonvale improvements as a Commonwealth asset

# Staff Recommendation to Board

The Finance & Land Use Committee recommends approval by the Board of Visitors of the University's Land Use Certification Spreadsheet included in the Board Book.

# Board Action Items

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

- Amended FY2024 Budget
- Incentive Retirement Plan
- Land Use Certification



# Appendix I

## Capital Projects Stoplight

# Capital Projects Stoplight Chart

	Project #	Project Name	Scope(sf) New	Scope(sf) Reno	Total Budget	Budget Status	Schedule	Scope	Construction Start Date	Occupancy Date	Construction % Complete
<b>Construction</b>											
1	18482-000	FUSE (formerly IDIA HQ)	461,066	0	\$ 253,781,941				1/3/22	7/1/25	43.0%
2	18000-000	Life Sciences & Engineering Building - Bull Run Add*	133,300	0	\$ 107,123,650				8/31/22	1/13/25	25.0%
3	18339-000	Telecom Infrastructure Phase 1*	576	0	\$ 10,525,000				9/1/22	12/3/25	39.0%
4	A8247-027	Johnson Center HVAC Repairs	0	348,447	\$ 7,963,005				3/15/23	5/15/25	7.0%
6	18529-000	Aquatic & Fitness Center Capital Renewal	0	90,736	\$ 16,500,000				6/1/23	9/1/24	10.0%
<b>Design</b>											
5	18509-000	Central Heating & Cooling Plant Boiler & Chiller Addition*	0	0	\$ 8,197,000				11/1/23	12/15/25	N/A
7	18487-000	Telecom Infrastructure Phase 2	0	0	\$ 23,250,000				6/1/25	4/16/26	N/A
8	18593-000	Telecom Infrastructure Phase 3	0	0	\$ 24,000,000				TBD	TBD	N/A
9	221382	Activities Building	24,852	0	\$ 11,000,000				2/6/24	12/11/24	N/A
<b>Design Procurement/ Pre-Planning</b>											
10	18253-000	Construct Basketball Training, Wrestling, and Athlete Academic Support (RAC Addition)	TBD	TBD	\$ 15,500,000				TBD	TBD	N/A
<b>Acquisition</b>											
11	221512	Real Estate Acquisitions Phase 1 (Arlington)	0	0	\$ 40,000,000				N/A	N/A	N/A
12	231646	Real Estate Acquisitions Phase 2 (Vernon Smith Hall)	0	0	\$ 107,000,000				N/A	N/A	N/A
<b>Pending Authorization to Proceed</b>											
13	18498-000	Academic VIII*	200,000	0	\$ 185,675,000				TBD	TBD	N/A
14	18497-000	SCAR Point of View Cottages	TBD	0	\$ 8,000,000				TBD	TBD	N/A
15	TBD	Renovations Concert Hall	0	120,750	\$ 25,000,000				TBD	TBD	N/A
16	TBD	Business School Building	200,000	0	\$ 165,000,000				TBD	TBD	N/A

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

Data as of September 2023

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



# Appendix II

## Supplemental Financial Information

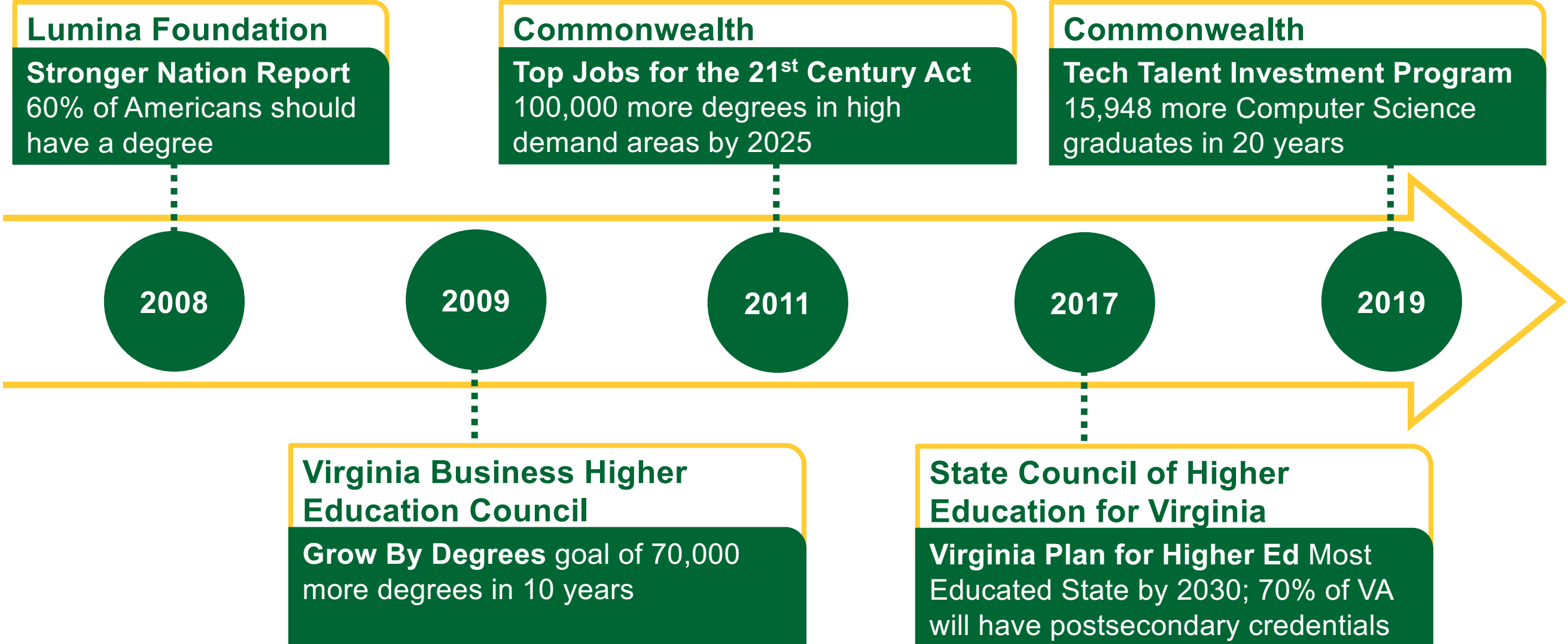
**2024 General Assembly Budget Session-Proposed Conference Budget\***  
**Recommendations-Pending Governor's Approval**

	<b>FY24 Baseline Budget Scenario -May BOV</b>	<b>9/6/23 Conference Budget</b>
<b>Compensation</b>	5% salary increase (State employees excl/wage) Wage employees (100% Mason funded)	5% salary increase (State employees excl/wage) 2% salary increase (State employees excl/wage) effective- 12/10/23 Wage employees (100% Mason funded) \$560K -Full-time and Part-time Nursing Faculty
<b>Affordable Access/GF Operating Support</b>	\$0 -GF increase over FY23 5% State Salary Cost-Share- \$14.5M	\$8M - Additional GF operating support (Affordable Access) \$3.2M -2% State Salary Cost-Share (6 months)
<b>Financial Aid</b> Undergraduate I/S	<b>FY24-\$27.8M**</b> \$ 4.2M-FY23 \$22.8M- FY24	<b>FY24- \$40.5M**</b> \$ 4.2M-FY23 \$35.5M- FY24
Graduate I/S	\$0.52M-FY23 \$0.26M-FY24	\$0.52M-FY23 \$0.26M-FY24
<b>Capital</b> Maintenance Reserves	\$5.3M- FY24 (reduction from FY23 \$5.9M allocation)	\$1.2M (FY24- \$6.5M)

\* Validating all State appropriations with DPB once finalized.

\*\* FY 23- FY24 Cumulative Allocation

# Enrollment Growth Demand



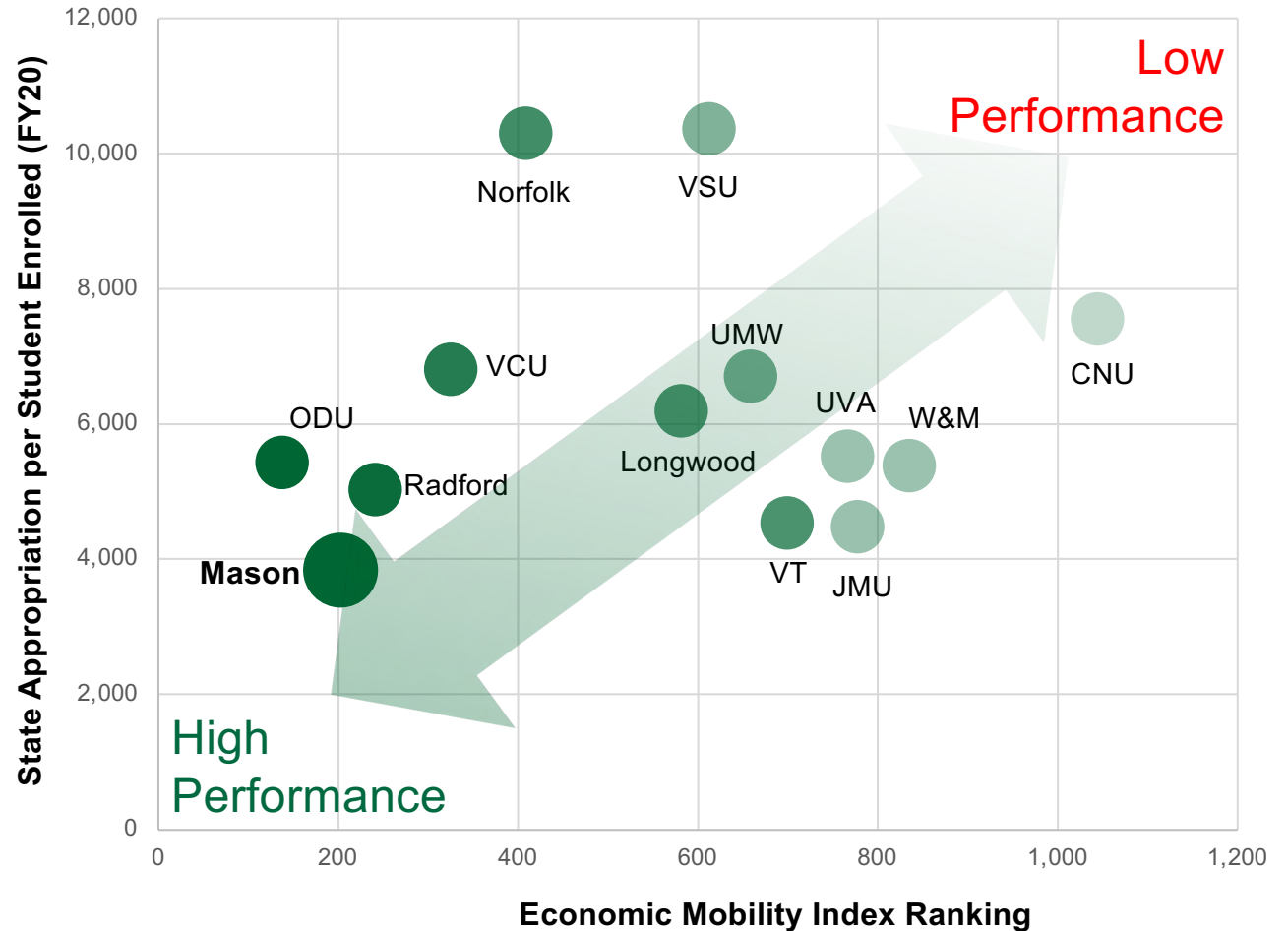


# Delivering Economic Mobility

Mason provides the second highest economic mobility among all Virginia institutions

However, Mason has the best performance when comparing economic mobility and funding per student

Mason is the **best ROI** for the Commonwealth



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

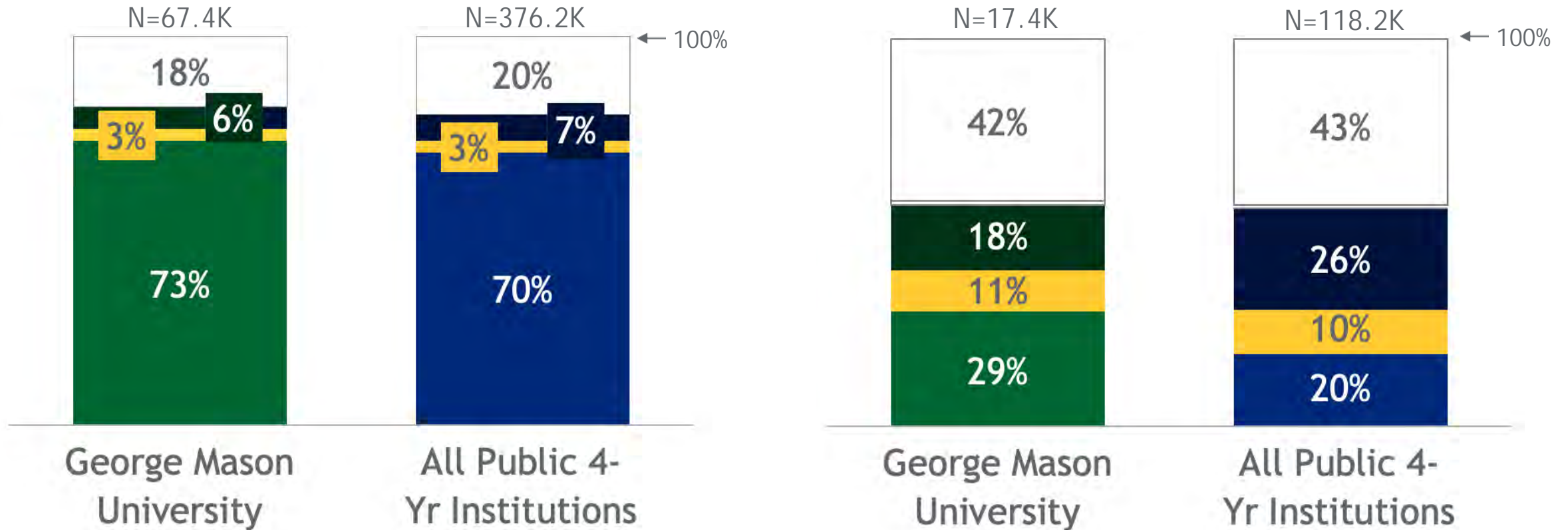
*Source: Fair Funding and the Future of Higher Education in Virginia, Partners for College Affordability and Education Reform Now, September 8, 2022.*

# Mason Graduates Stay In Virginia

(%) Location in 2018 (1-10 yrs post-grad)

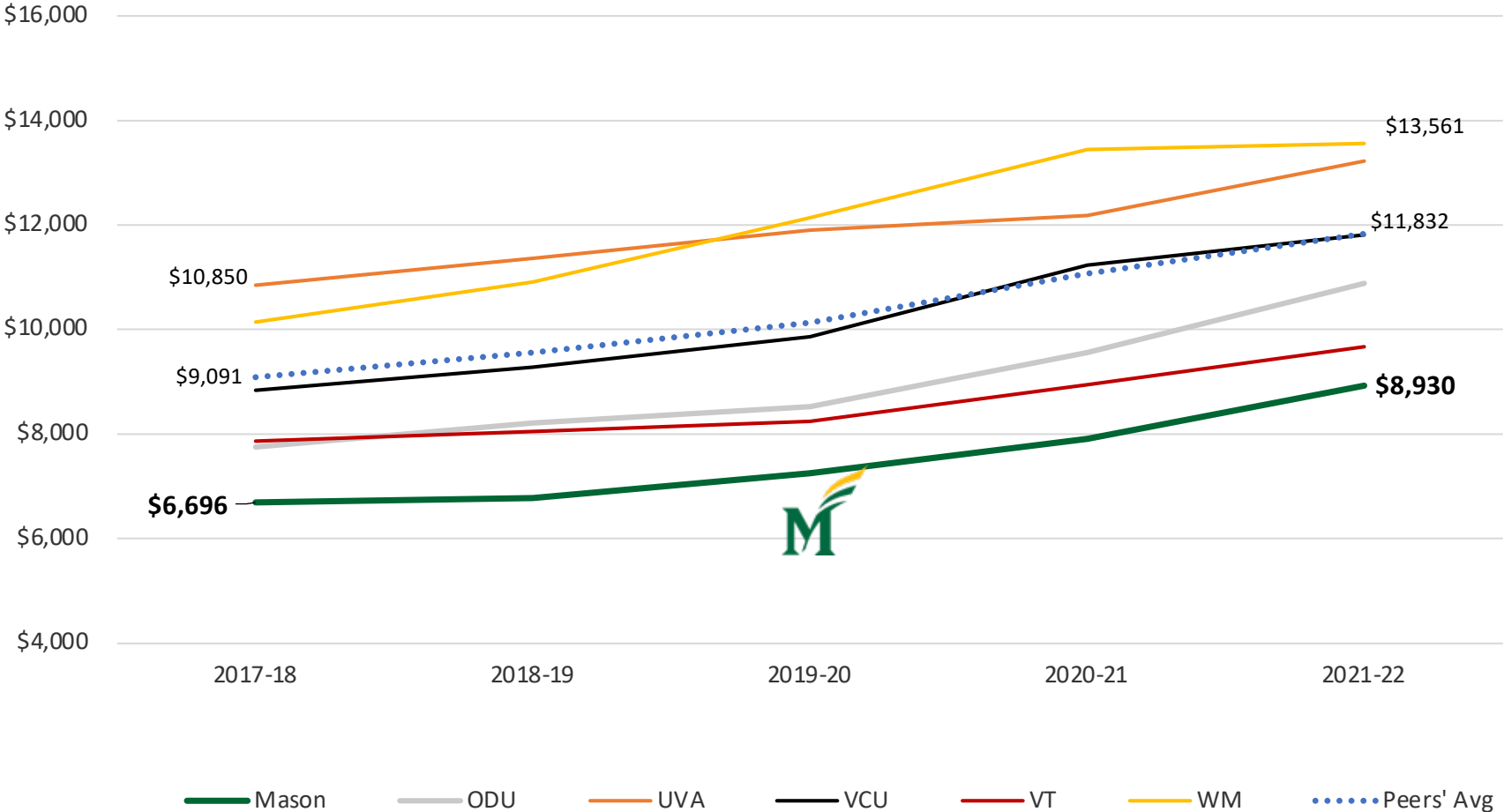
In-State Graduates (all levels)

Out-of-State Graduates (all levels)



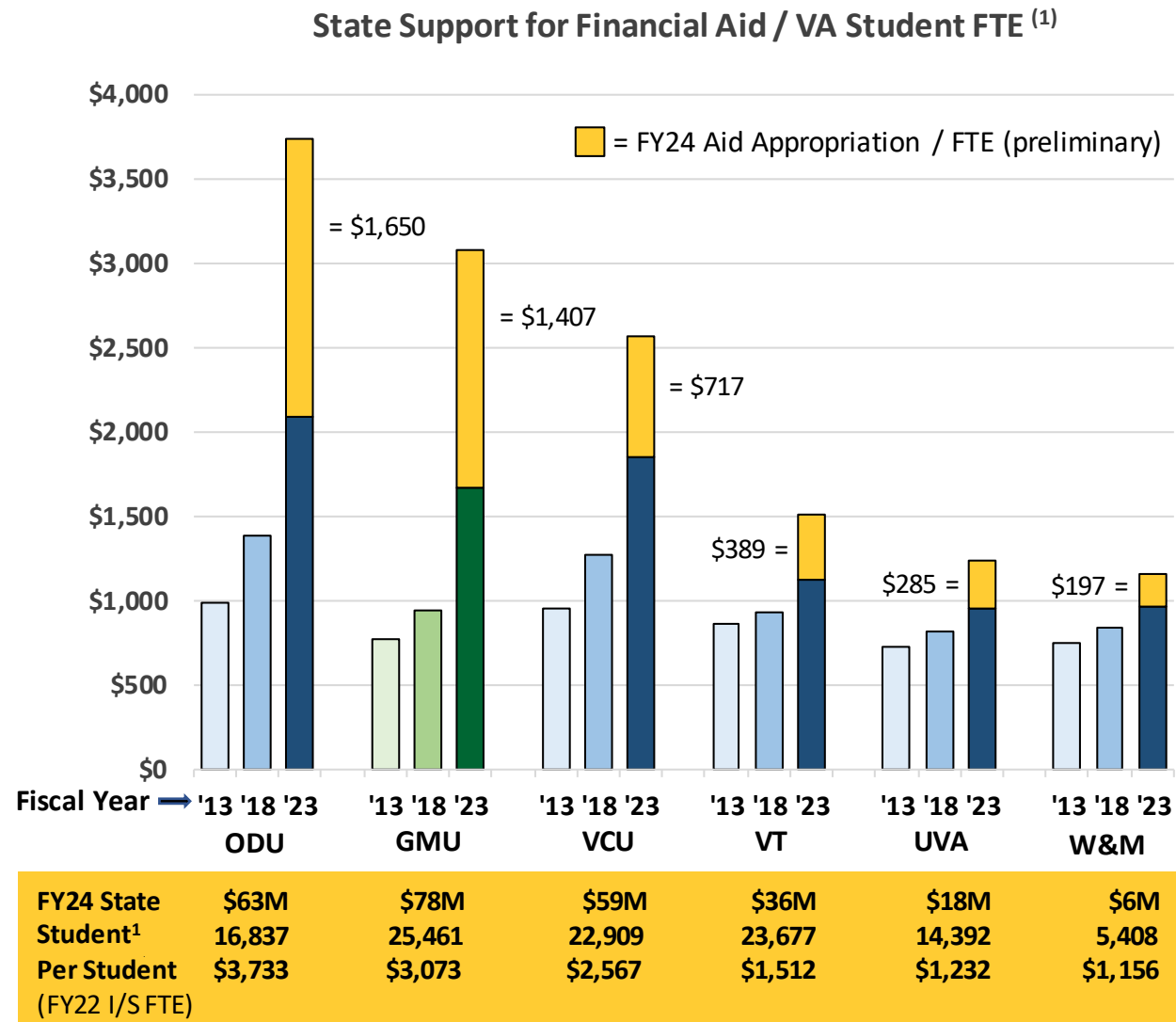
Unknown
  Rest of US
  Border States<sup>1</sup>
 In Virginia

# State Appropriations per In-State Undergrad (FTE) E&G General Fund (including aid)



**Mason per student has fallen further below peers**

# State Financial Aid Appropriation per In-State Student (FTE)



**State support per student for Mason financial aid has nearly tripled in the last five years**

**Mason per student financial aid vs peer median:**

- **FY13: \$87 below**
- **FY23: \$543 above**
- **FY24: \$1,561 above**

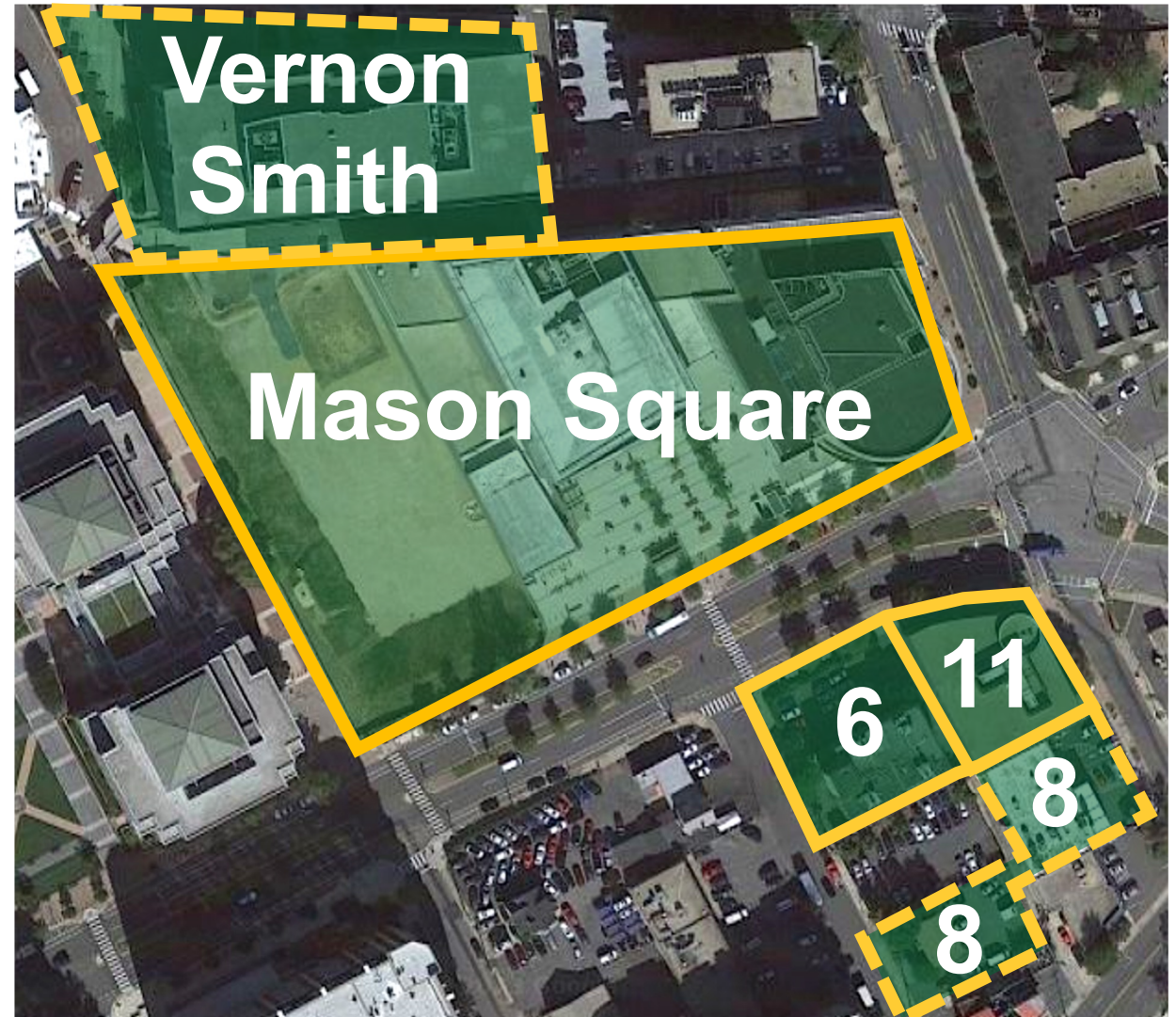
**Financial Aid appropriation passes directly through to students**

1 - FY24 Appropriation is preliminary. FY24 Student FTE is based on FY22 (Fall 2021) enrollment and will be updated in late September 2023.

# Capital Investment

Commonwealth partnership has enabled acquisition opportunities:

- ✓ **Masonvale**
  - *Closed: June 15, 2023*
  - Generates \$3.5M annually
- ✓ **Lots 6 & 11**
  - *Closed: April 6, 2023*
  - Potential development opportunity
- **Lot 8**
  - Closing in Fall 2023
  - Potential development opportunity
- **Vernon Smith Hall (VSH)**
  - Potential closing in Fall 2023
  - DPB has approved transaction
  - Will generate annual cashflow
  - Owner: GMU Foundation (GMUF)



**GEORGE MASON UNIVERSITY  
BOARD OF VISITORS**

**Research Committee Meeting  
September 28, 2023  
Merten 1201**

**AGENDA**

- I. Call to Order
- II. Approval of Minutes (**ACTION ITEM**)
  - A. Meeting Minutes for February 23, 2023
  - B. Meeting Minutes for May 4, 2023
- III. Office of Research, Innovation, and Economic Impact Update (A. Marshall)
- IV. Wearable Ultrasound Systems for Assessment of Musculoskeletal Injury and Recovery (P. Chitnis and E. King)
- V. Adjournment

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

**MINUTES  
February 23, 2023  
Merten 1201**

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

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

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

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

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

Approval of the December 1, 2022 meeting minutes was unanimously approved with no changes or discussion.

**III. New Business**

a. **Vice President's Update**

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

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

b. **Quantum Research at Mason**

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

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

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

**IV. Adjournment**

Chairwoman Prowitt asked if there was any additional business to be discussed. With no further comments or items of discussion and having reached the end of the agenda, the meeting was adjourned by Chairwoman Prowitt at 10:16 a.m.

Respectfully submitted,

Corinne Hurst  
Research Committee Secretary Pro Tem



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

**MINUTES  
May 4, 2023  
Merten 1201**

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

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

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

- I. Meeting was called to order by Chairwoman Nancy Prowitt at 8:03 a.m.**
- II. Approval of Minutes (ACTION ITEM)**  
Approval of the February 23, 2023 meeting minutes was tabled until the September meeting due to a lack of a quorum.
- III. New Business**
  - a. Vice President's Update**  
**Dr. Andre Marshall – Vice President for Research, Innovation & Economic Impact**  
  
Vice President for Research, Innovation, and Economic Impact, Andre Marshall, reported the economic impact of Mason Enterprise was \$3.36 Billion, achieved through 40,000 hours of 1:1 counseling to 10,000 small businesses, 1,600 training programs for 30,000 attendees, and 550+ companies incubated. 61% of businesses served were woman-owned, 46% were minority-owned, and 15% were veteran-owned. He provided highlights for programs, partnerships, and initiatives across the university. These included IDIA's Public-Private-Partnership (P3) Faculty Fellows Program, the launch of Mason's Living Laboratory program on the Fairfax Campus, and the outfitting of Mason's GoVA funded nanofabrication facility on the Prince William Campus with \$8.5M of equipment.
  - b. Climate Change Communication Research at Mason**  
**Professor Edward Maibach, Ms. Eryn Campbell, Mason Doctoral Student**

Prof. Edward Maibach, a distinguished Mason Professor in the College of Humanities and Social Science and Director of Mason's Center for Climate Change Communication (Mason 4C), and PhD student Eryn Campbell, provided an overview of Mason 4C research and public communication programming—including Ms. Campbell's successfully defended dissertation research. A "think and do tank," Mason 4C faculty, students, and professional staff conduct communication research in service of climate change solutions and leverage research insights into effective public communication initiatives.

**IV. Adjournment**

Chairwoman Prowitt asked if there was any additional business to be discussed. With no further comments or items of discussion and having reached the end of the agenda, the meeting was adjourned by Chairwoman Prowitt at 10:16 a.m.

Respectfully submitted,

Corinne Hurst  
Research Committee Secretary Pro Tem

# Board of Visitors Research Committee

September 28, 2023



# Agenda

- I. Call to Order
- II. Approval of Minutes (Action Item)
- III. Office of Research, Innovation, and Economic Impact Update
- IV. Mason Research: Wearable Ultrasound Systems for Assessment of Musculoskeletal Injury and Recovery (P. Chitnis and E. King)
- V. Adjournment

# Approval of Minutes

(Action Item)

February 23, 2023

May 4, 2023

# Research Dashboard

Andre Marshall, Vice President for Research, Innovation, and Economic Impact

BOV Research Committee

September 28, 2023

# Research Funding

	FY22	FY23	Difference
<b>Award \$</b>	\$171M	\$264.8M	<b>54.9%</b>
<b>Expenditure \$</b>	\$178M	\$185.7M	4.3%
<b>F&amp;A \$</b>	\$23.8M	\$28.6M	20.1%

	FY22 – August	FY23 – August	Difference
<b>Award \$</b>	\$41.9M	\$36.0M	-14.1%
<b>Expenditure \$</b>	\$33.2M	\$44.4M	<b>33.6%</b>
<b>F&amp;A \$</b>	\$5.4M	\$7.9M	<b>47.8%</b>

# Research Narrative

**Mason is a maturing top-tier research university that broadly values access and delivers on impact.**

**Mason's research enterprise drives discovery and the creation of new knowledge to meet the toughest current and future challenges and creates opportunities yet to be imagined.**



# Framing Mason's Research Enterprise

## Research Core Activities

- Scholarship
- Partnerships
- Translation

## Research Support

- Infrastructure
- Services
- Culture

# Framing Mason's Research Enterprise

## Research Core Activities

- Scholarship
- Partnerships
- Translation



## Research Support

- Infrastructure
- Services
- Culture

**900+**

T/TT Faculty

**282**

PhDs

Scholarship

**100+**

Industry  
Partners

**230+**

University  
Partners

Partnerships

**44**

Inventions  
Disclosed

PhD  
Placements

Engagement  
Impact

Translation

**200K+**

Sq. Ft. Res. Space

**375**

HPC Servers

**Differentiating  
Facilities**

Infrastructure

**1315**

Proposals

**Industry  
Leading  
Tools**

Services

**Research  
Dashboard  
KPIs + Access**

**Sentiment:  
Grad Div  
Faculty Affairs**

Culture

**Thank You!**  
**Questions?**

**Mason Research:** **Wearable Ultrasound Systems for Assessment of Musculoskeletal Injury and Recovery**

**Speakers:** **Parag Chitnis, PhD**  
**Erica King**



# **Wearable Ultrasound Systems for Assessment of Musculoskeletal Injury and Recovery**

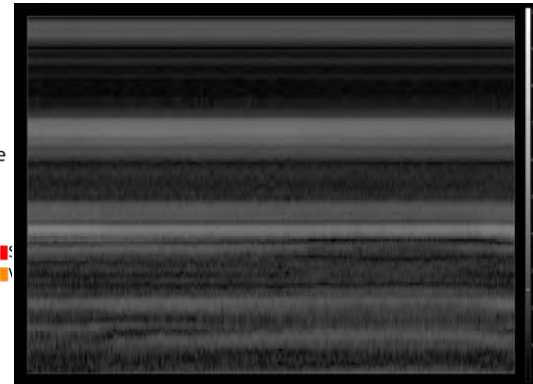
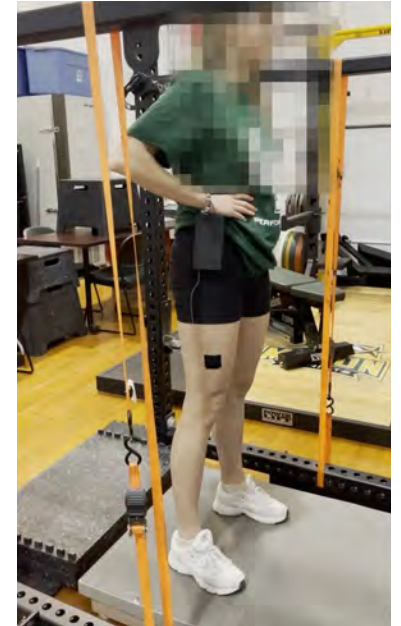
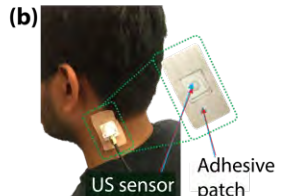
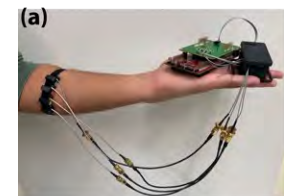
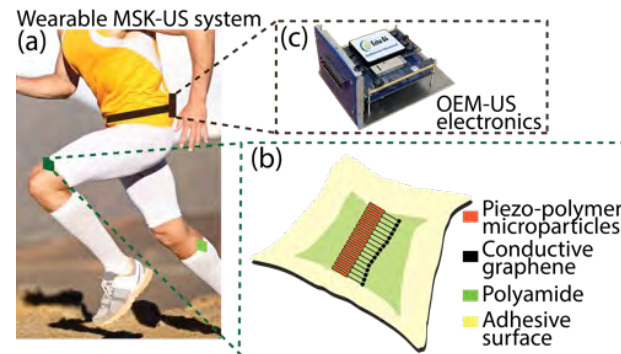
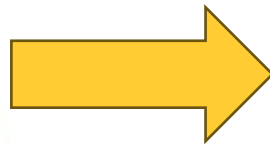
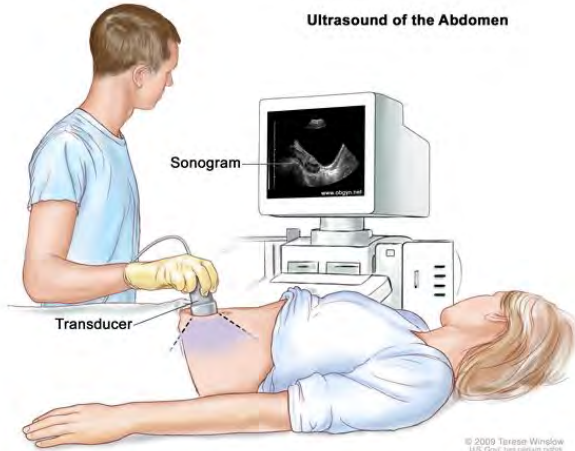
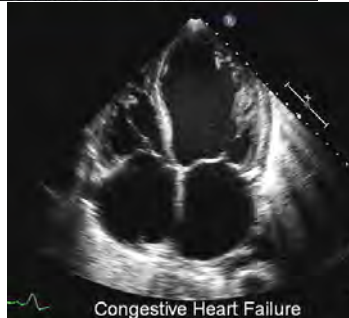
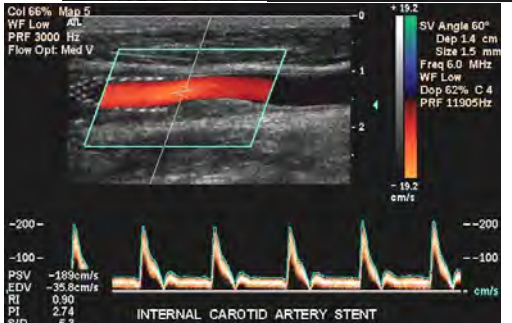
**Parag V. Chitnis, Ph.D**

Associate Professor and Interim Chair, Department of Bioengineering  
Founding Member, Center for Adaptive Systems of Brain-Body Interactions



# Wearable Ultrasound Systems: A Paradigm Change

*Assessment of musculoskeletal tissues during physical activity and exercise*





# Impact of Musculoskeletal Injuries (MSKIs) on Different Populations

## Athletics

**Statistics:** 75% of athletes will experience an MSKI over a four-year collegiate career  
*Approx. Cost:* Playing time-lost, potential increase in games lost



## Military

**Statistics:** 70% of all injuries reported at basic training  
*Approx. Cost:* \$3.7 billion annually, decrease in military readiness



## General Population

**Statistics:** ~1 million people yearly  
*Approx. Cost:* ~14 days on medical leave, \$45-\$54 billion loss wages worldwide



# Training and Recovery Augmented with Ultrasound Myography and Assessment (TRAUMA)

*Transdisciplinary Research and Academic-Industry Partnership*

## Funding:

*MTEC-MPAI*  
\$3,144,963

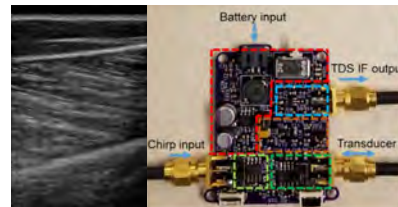
*MOMRP RESTORE*  
\$499,977

## Patents:

US10935645B2  
US20210321975A1  
US9430883B2

## Biomedical Imaging and Devices

Parag Chitnis, *CEC*  
Siddhartha Sikdar, *CEC*



## Biomechanics

Tiphanie Raffegeau, *CEHD*



## Sports Medicine and Exercise Physiology

Margaret Jones, *CEHD*



## Military Physiotherapy

Col (Ret.) Ted Croy, *Army*

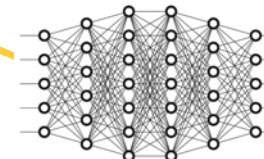
## Material Science

Pilgyu Kang, *CEC*  
Amay Bandodkar, *NCSU*



## Machine Learning

Qi Wei, *CEC*



## Industry Partners:

*Cephasonics*  
Ultrasound OEM

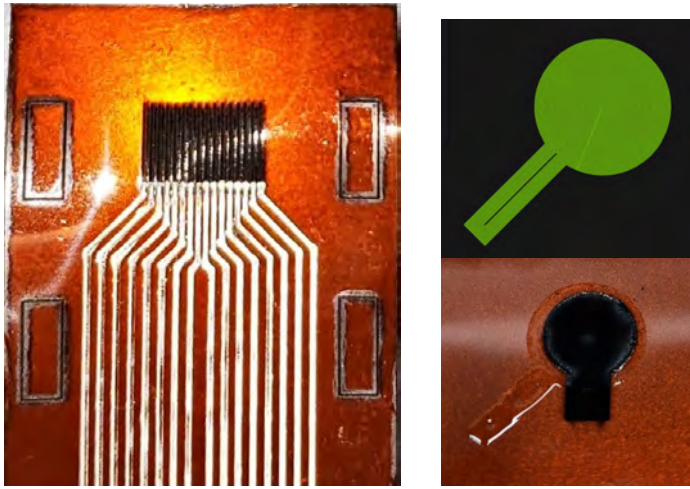
*Infinite Biomedical Technologies*  
Wearable Devices

*DELVE*  
Prototype advancement

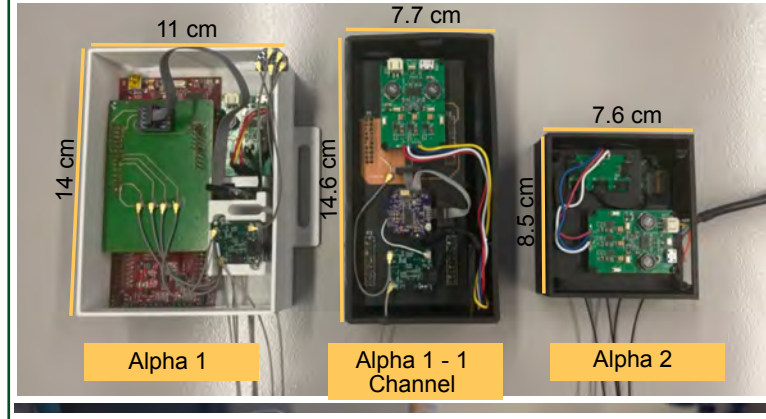
**TRAUMA**

# Simultaneous Musculoskeletal Assessment with Real Time Ultrasound (SMART-US)

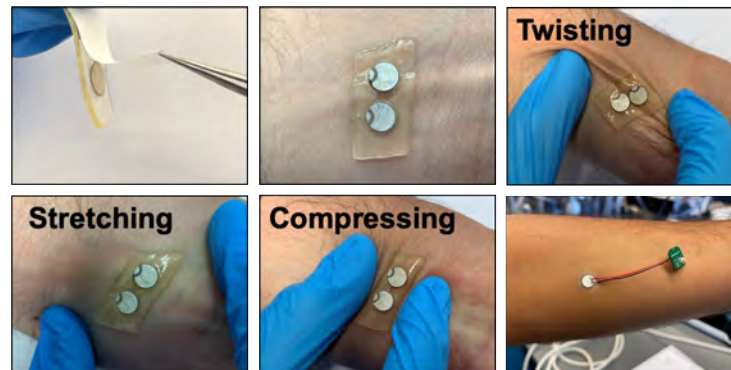
Direct-write graphene & printed piezopolymers for transducer fabrication



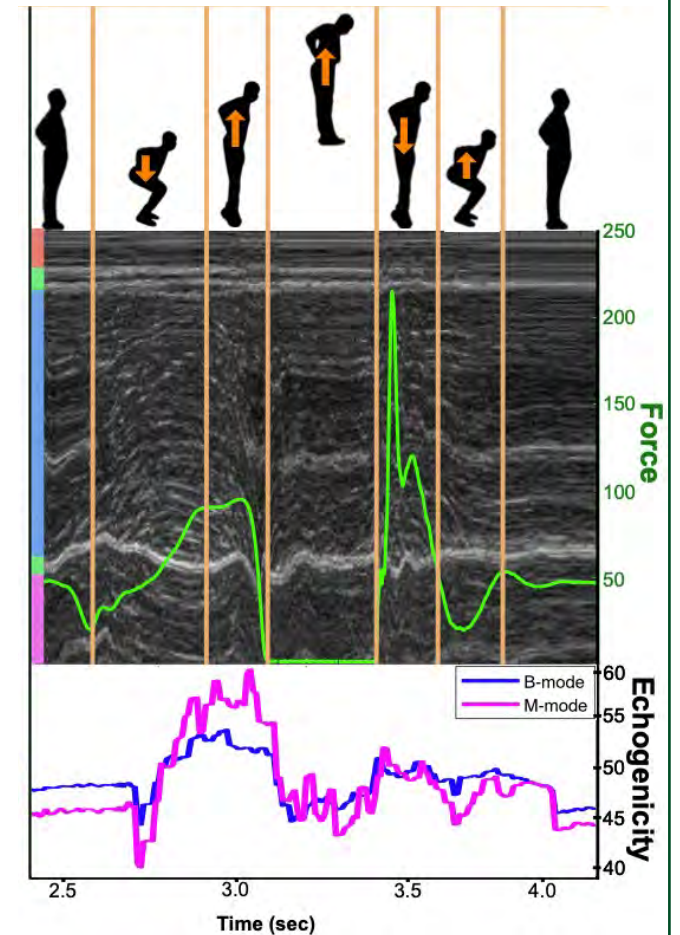
4-channel M-mode electronics



Adhesive hydrogel films for acoustic coupling



Ultrasound-based functional measures



# Summary

- SMART-US is wearable technology that can enable real-time assessment of musculoskeletal (MSK) tissues
- Wearable ultrasound technologies can be used during exercise and rehabilitation
- Ultrasound-based biofeedback can help personalize therapy and rehabilitation to improve treatment outcomes

# Thank you for your attention

## Team members and trainees:

Siddhartha Sikdar

Pilgyu Kang

Qi Wei

Margaret Jones

Ted Croy

Amay Bandodkar

Tiphanie Raffegeau

*Erica King*

Ahmed Bashatah

Alex Baker

Shirin Movaghgharnezhad

Antarjot Kaur

Brian Guthrie

Tina Hajialiyan



Center for Adaptive Systems  
of Brain-Body Interactions

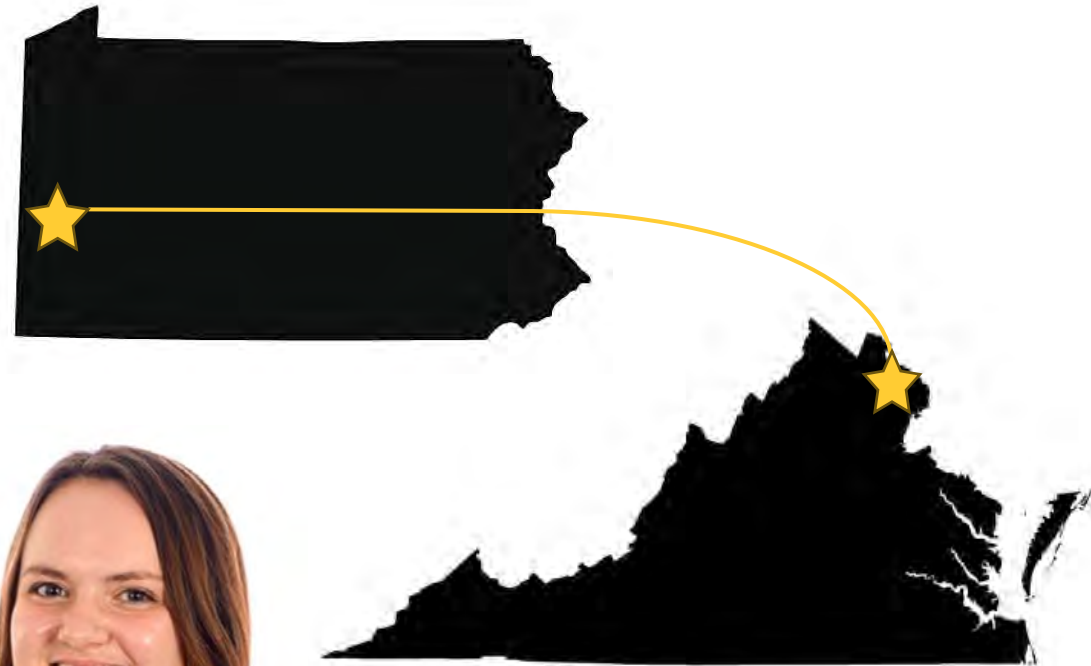
# Journey to Mason

## Undergraduate Education

- B.S. Bioengineering – Honors College
- George Mason University Women's Swim and Dive Class of 2021

## Why *Stay* at George Mason for my PhD?

- Tier 1 Research University
- Department Faculty
- Lab Culture
- Interdisciplinary Research Opportunities



# National Science Foundation Research Traineeship (NRT)



**Define a problem from multiple perspectives** based on disciplinary knowledge, lived experiences, and community knowledge



**Utilize design thinking principles** to break down open-ended problems



**Develop creative solutions** by adapting and applying theories and methodologies from different disciplines



**Communicate effectively** with stakeholders and broad audiences



**Work productively on diverse multidisciplinary teams**



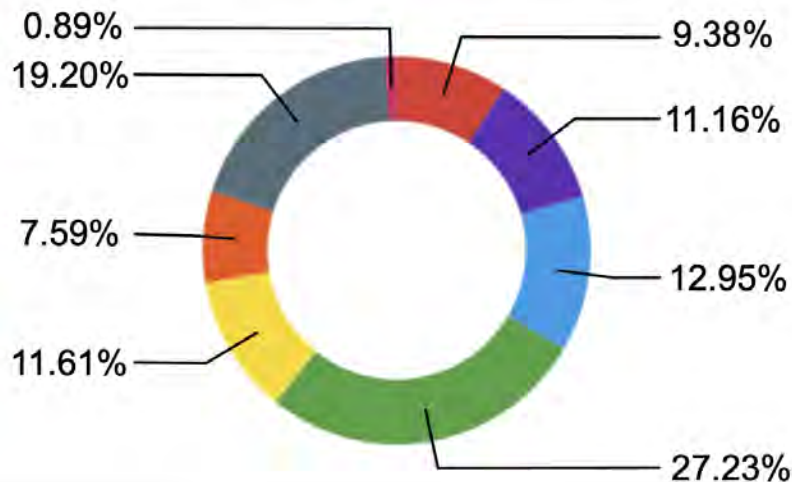
Center for Adaptive Systems  
of Brain-Body Interactions

# National Science Foundation Research Traineeship (NRT) Technologies Assisting Communities (TAC)

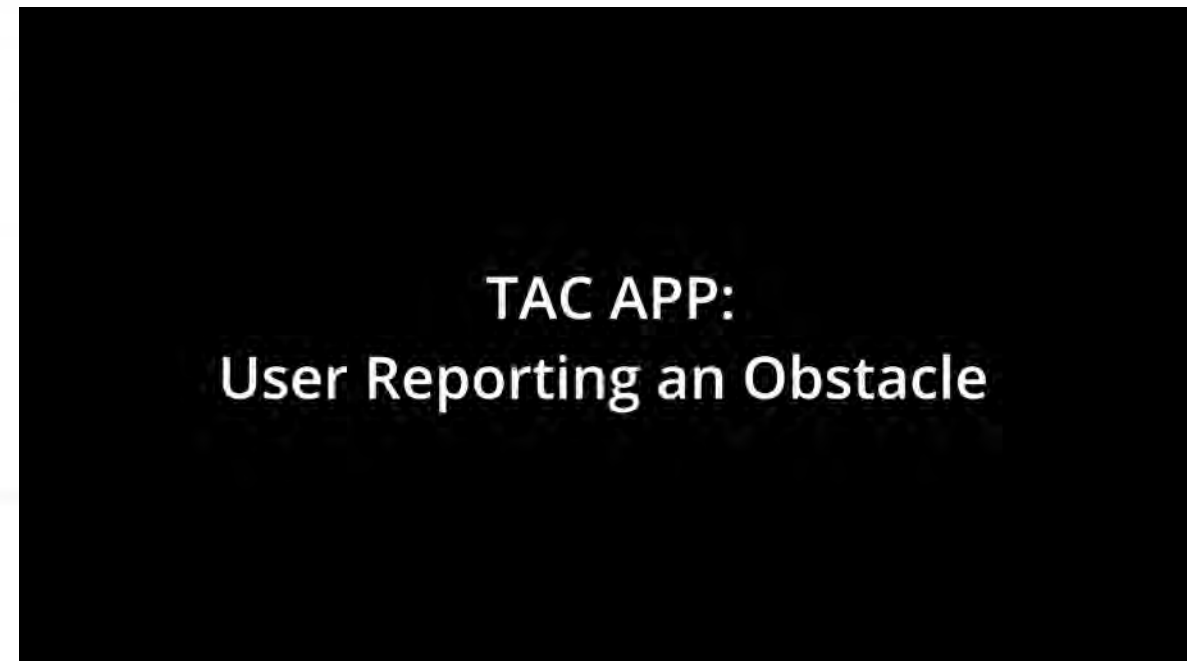
We took a poll of the Mason Community...

Has any of the following impeded travel/navigation around GMU-Fairfax Campus...

- Broken Elevators
- Broken Automatic Doors
- Broken Sidewalks
- Construction
- Scoters
- Bikes
- Robots
- Other



*Improving Accessibility on Campus for Community Members with Mobility Impairments and bringing awareness*



Afsana Hossain Rima  
Electrical & Computer Engineering



Redd Woldeselassie  
Health Services Research



Lydia Melles  
Psychology



Ebtesam Al Haque  
Computer Science



Center for Adaptive Systems  
of Brain-Body Interactions



# Interdisciplinary Research at Mason

## Department of Bioengineering



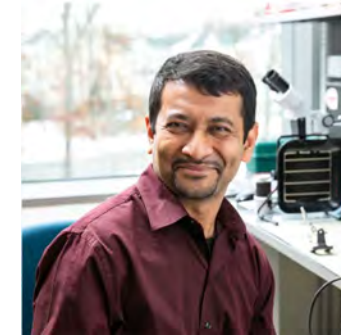
Department of  
Bioengineering



Student Chapter  
GEORGE MASON UNIVERSITY



Parag Chitnis, PhD  
*Ultrasound  
Instrumentation*



Siddhartha Sikdar,  
PhD  
*Musculoskeletal  
Ultrasound*



Qi Wei, PhD  
*Machine Learning*

## School of Sports and Recreation Studies



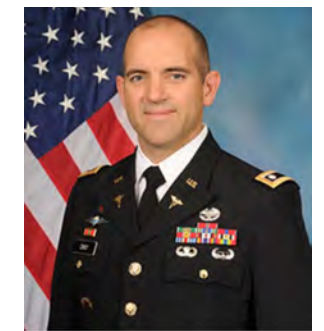
Margaret Jones, PhD  
*Exercise Physiology*

## School of Kinesiology



Tiphanie Raffegeau,  
PhD  
*Biomechanics*

## Liberty University School of Health Sciences



Col (Ret.) Ted Croy, DPT  
*Physiotherapy*

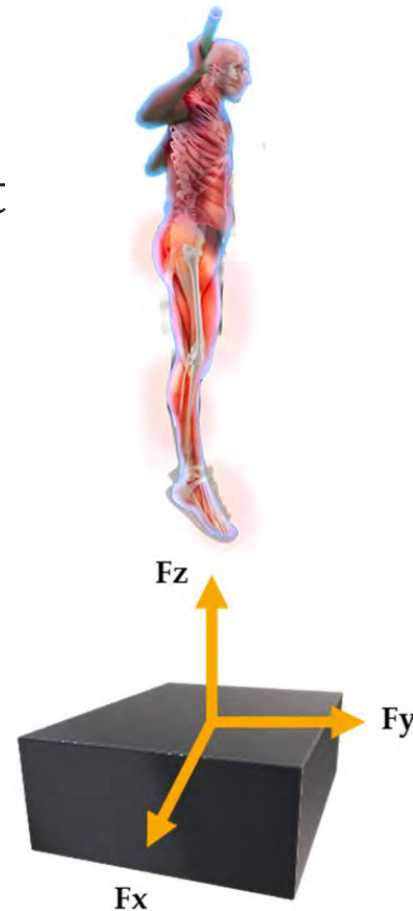


# **Simultaneous Musculoskeletal Assessment with Real Time Ultrasound (SMART-US) for Clinical Applications**



# Monitoring Musculoskeletal Injuries

- **Musculoskeletal injuries (MSKIs)** affect *1.7 billion* people worldwide
- Direct measures of muscle function are not readily available
- Current approaches are limited to:
  - Clinical visits
  - Laboratory visits with complex equipment
    - Motion Capture
    - Force Plates



# Clinical Limitations of Diagnostic Ultrasound

"Be able to peel back the skin and look at the muscle."

"Patient focused rehabilitation"

"Imaging can provide biofeedback for patients and obtain quantifiable information of rehabilitation exercises."

"Adoptable with correct guidance and knowledge products for best applications."

"Current muscle testing practices are okay at best and adequate with a combination of clinical and functional measures."

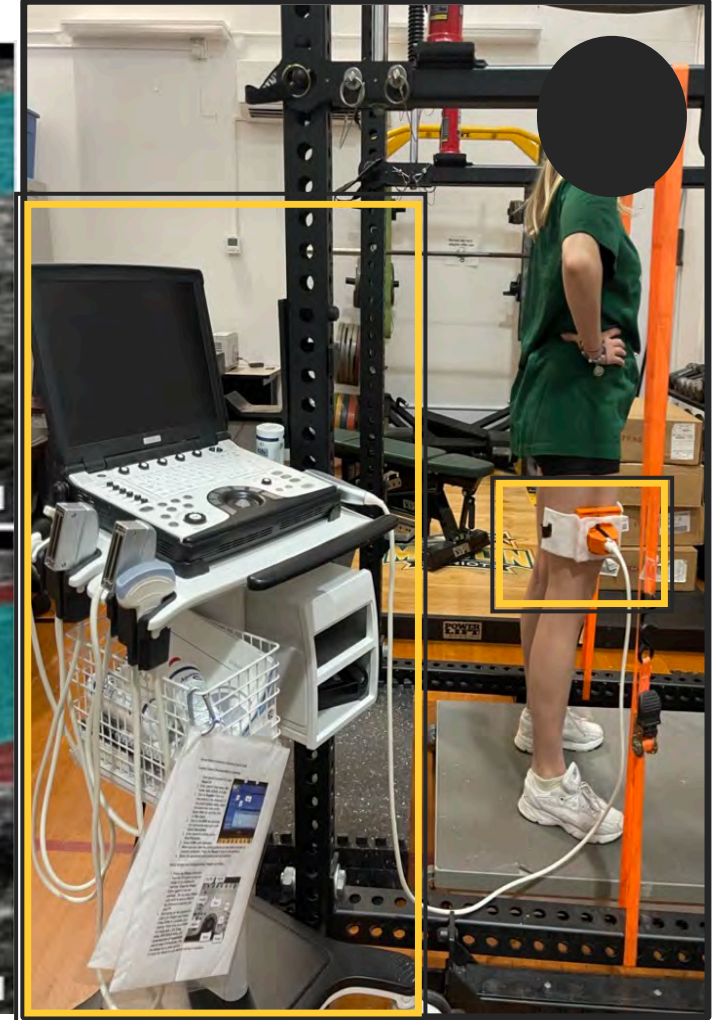
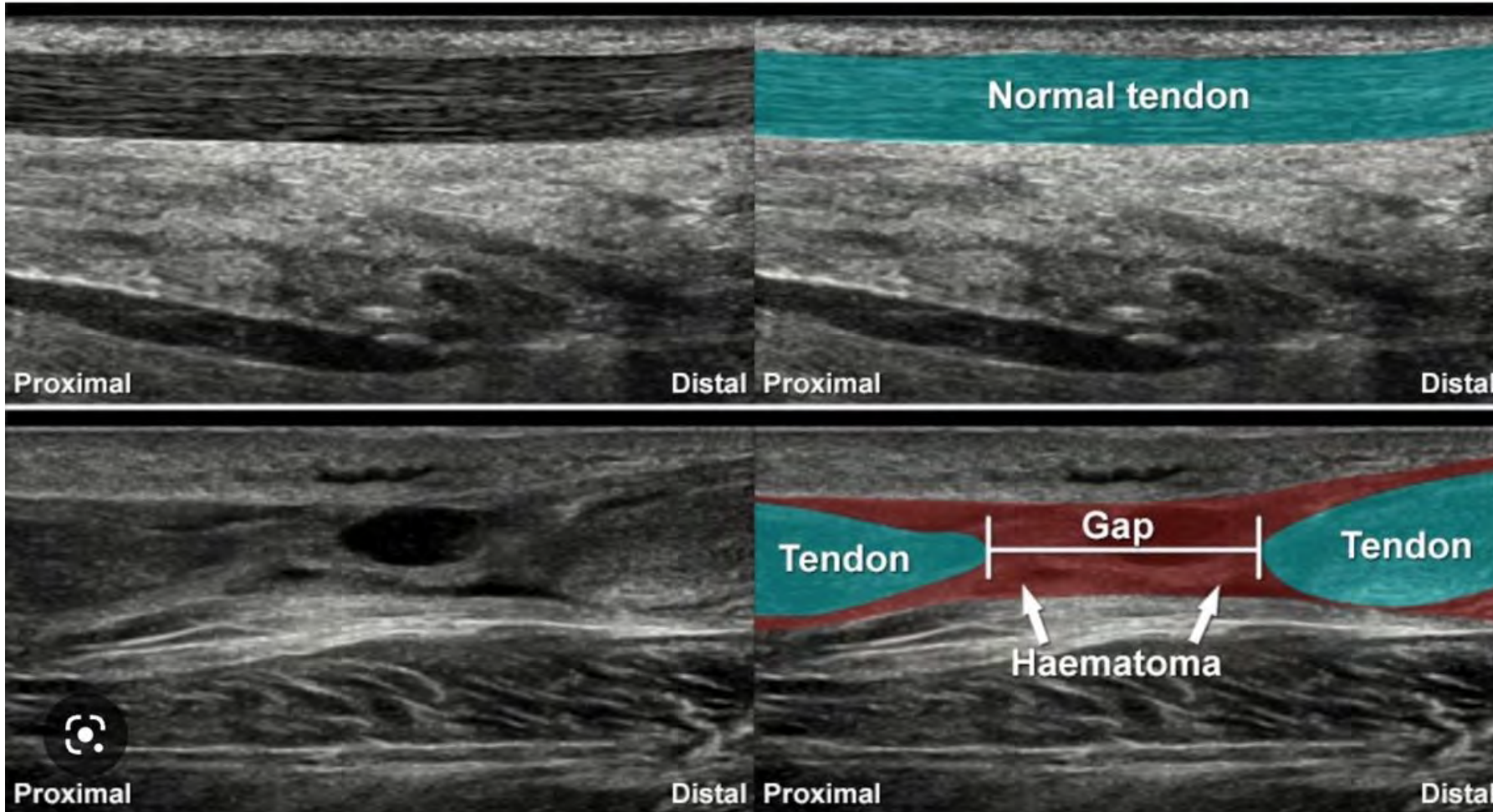
"Small, low cost, easy to use, easy to understand, provide meaningful results, and be used for long term monitoring."

Current ultrasound challenges:

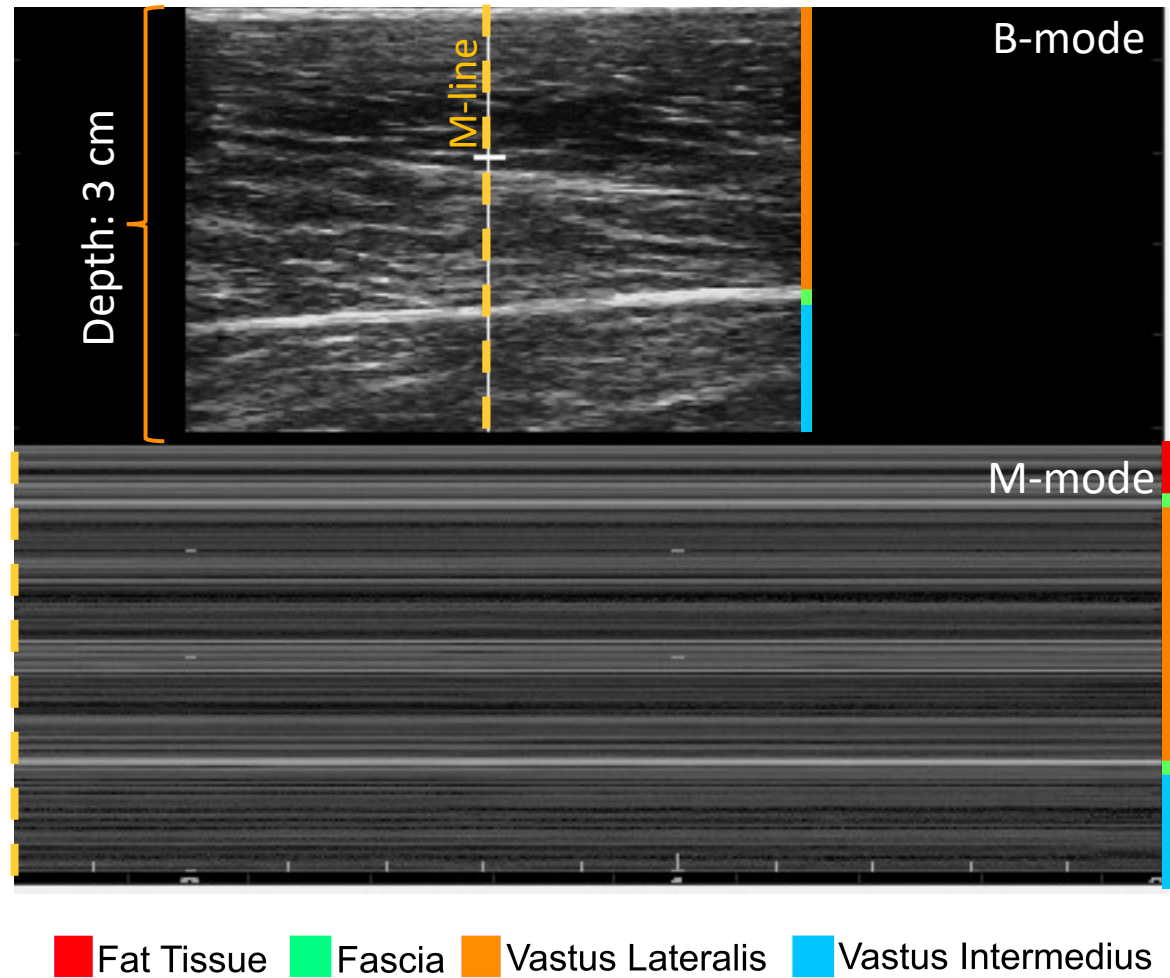
1. Knowledge/expertise
2. Cost
3. Availability of devices
4. Clinical culture.

Diffusion of Innovation	Technical/Theoretical Themes	Questions	Summary
Observability	Common Injuries	What are the most common lower extremity musculoskeletal injury (LEMSKI) you encounter?	Knee, Foot/Ankle, Hip Bone stress injuries, soft tissues, tendinopathies, sprains, and strains Athlete/Military: Bone stress, traumatic injuries Gen Pop: Tendinopathies, Overuse
		What types of tools do you use in your current clinical practice to evaluate muscle performance and recovery after LEMSIs?	Clinical Measures: Palpations, visual optimizations, performance tests, manual muscle testing Lab Measures: HUMAC Norm, Biodex, sEMG, Dynamometer, Force Plates Functional/Performance Measures: Single Leg Squat, Jumping, Running, Walking, Sport/Job Specific Tests
Complexity	Current Practices	What are your beliefs regarding the adequacy of these tools regarding the muscle performance information you seek?	In isolation manual muscle testing is at best okay, and muscle testing is adequate with a combination of other clinical or functional measures. Different ways to approach diagnosis of injury status, rehabilitation progress, and prognosis.
		What would be your ideal tool to measure muscle performance?	"Being able to peel back the skin and look at the muscle."
		What features would you deem essential? What features/elements would make this easy to use?	Low Cost, Rapid Time, Small Size, Ease of use, Durability, Easy to understand interface (for the patient and the provider), meaning full results and that can provide quantitative numbers, be able to see a timeline of recovery, limb symmetry (side to side comparison), HIPPA compliance and connectivity, documentation (Like Biodex summary report) Reliability, Validity
Triability	Workflow	How do you choose which activities you do to prioritize certain muscle performance?	Patient focused rehabilitation
		What does the workflow look like?	Could be protocol based (surgical outcomes, SMART goals), SINS (severity, irritability, nature, stage) Too much movement -> pain increase, swelling increase, cannot do more activities
		How do you implement	Special test/special need case, cases that fail to improve, more diagnostic information is required
Relative Advantage	Reaction to/Potential of Wearable US	What do you see as potential for wearable imaging MSK-US in evaluating the progression of rehabilitation of musculoskeletal tissues?	Biofeedback for patients during exercises, being able to have a set standard for quantification of rehab exercises.
		What would be the pros and cons?	Pros: Informing current practices Cons: (back to the design specifications: high time, high cost, complex to use, <b>confusing output</b> )
Comparability	Barrier to US	Are there any challenges US implementation?	Knowledge and expertise, training, cost, availability, <b>clinical culture</b>
		If you don't use US in your practice, what do you see as the barriers preventing you from doing so?	Interprofessional barrier, licensing barriers, professional responsibilities, competing priorities
	Openness to Innovation	How often does your practice adopt/embrace new technologies/techniques/protocols?	Getting the chain of command on board, it's all about the pitch and the sale of the device (needing the foundational nuggets of information that we can point to when there are questions, <b>validation</b> ).
		Could you see the wearable US fitting in with current clinical routines and practices?	Can fit in but would need guidance and knowledge products of best clinical applications and <b>indications/contraindications</b> .
		Who (role) might have a more difficult time using the device?	Early Adopters: Putting this into the hands of students (in a research type clinic) and new clinicians
		What concerns do you see using this tool?	Safety, <b>information yield</b> ("is the juice worth the squeeze")

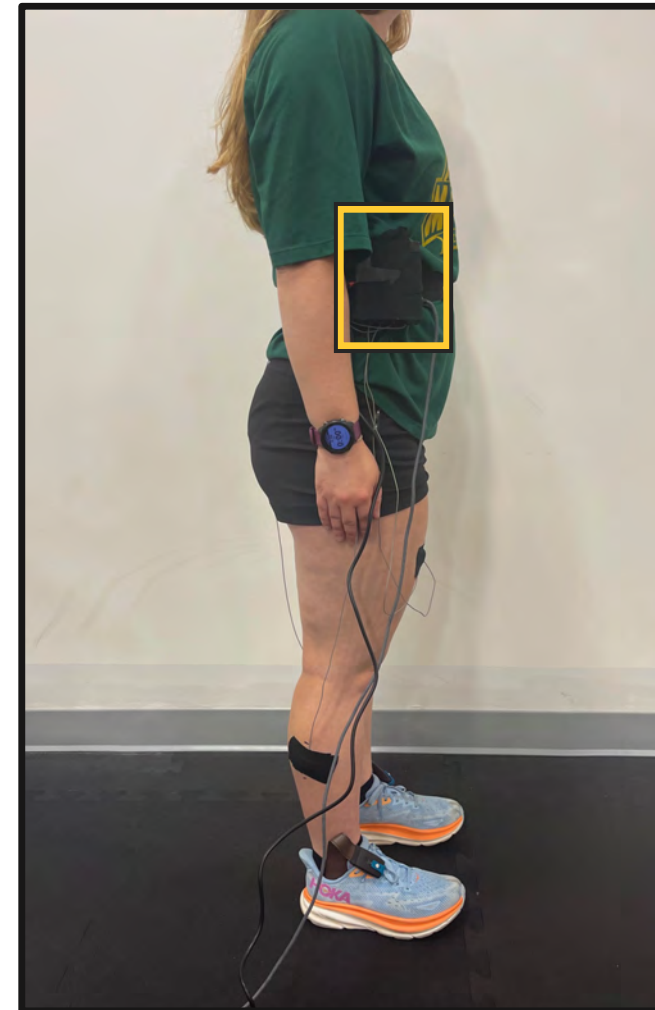
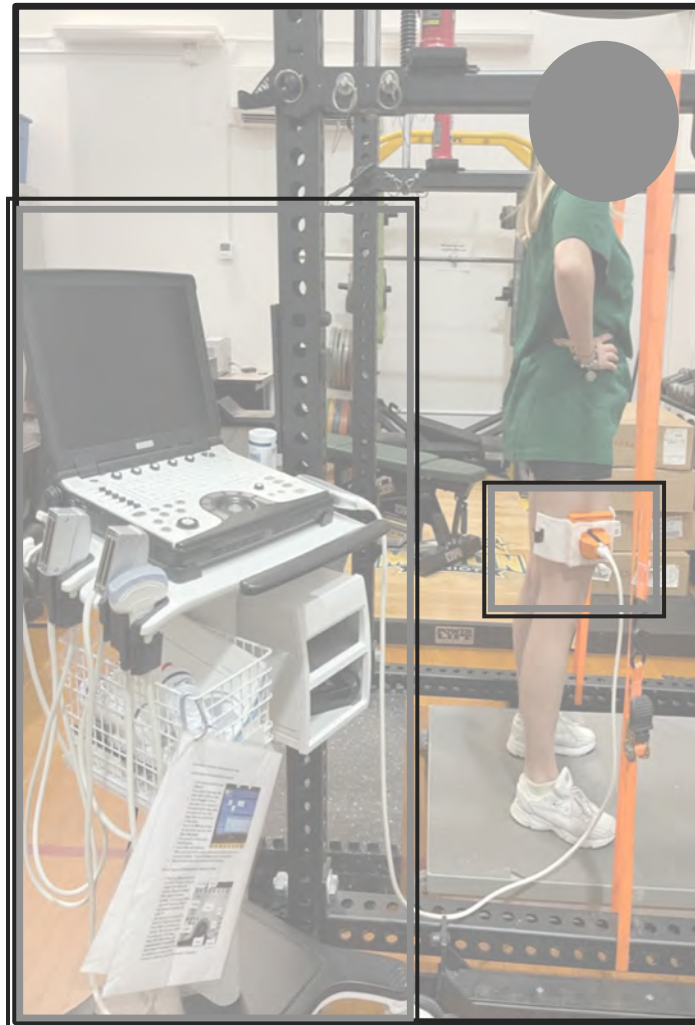
# Musculoskeletal Ultrasound (MSK-US) for Clinical Diagnosis



# Ultrasound can Image Muscle Function During Activity



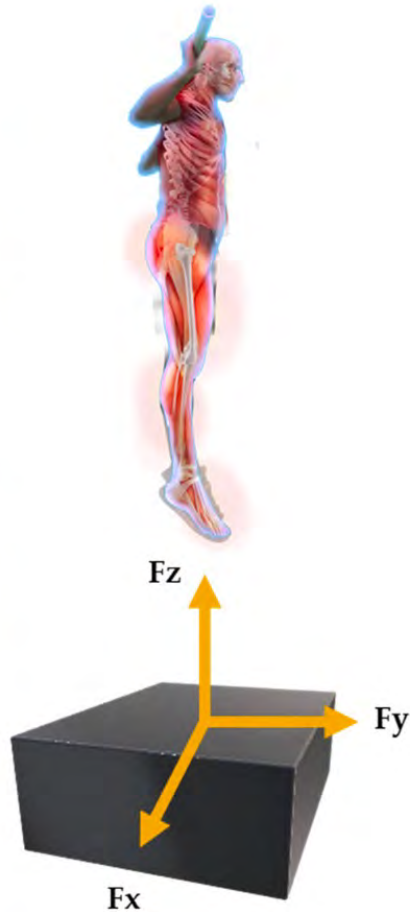
# Simultaneous Musculoskeletal Assessment with Real Time Ultrasound (SMART-US) Device



# Dynamic Imaging and Kinetic Validation Studies

## Comparing SMART-US to known kinetic assessments

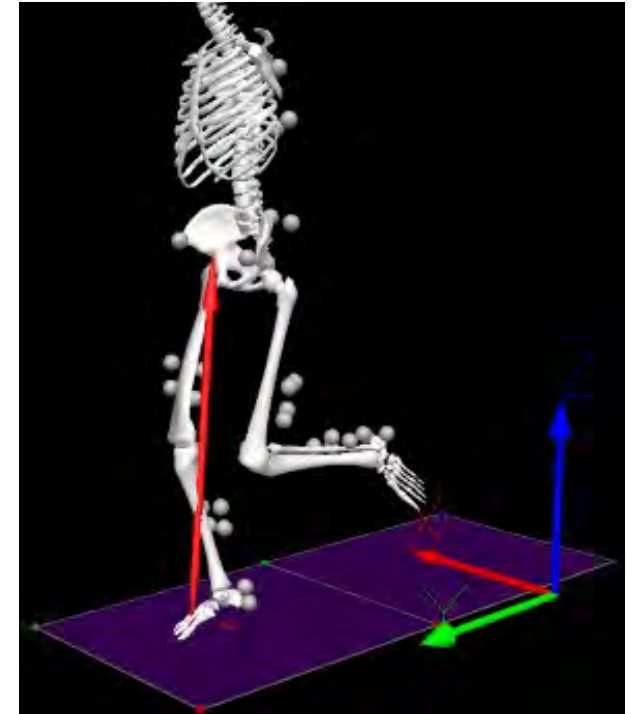
### Ground Reaction Forces



### Electromyography (EMG)



### Motion Capture and Modeling

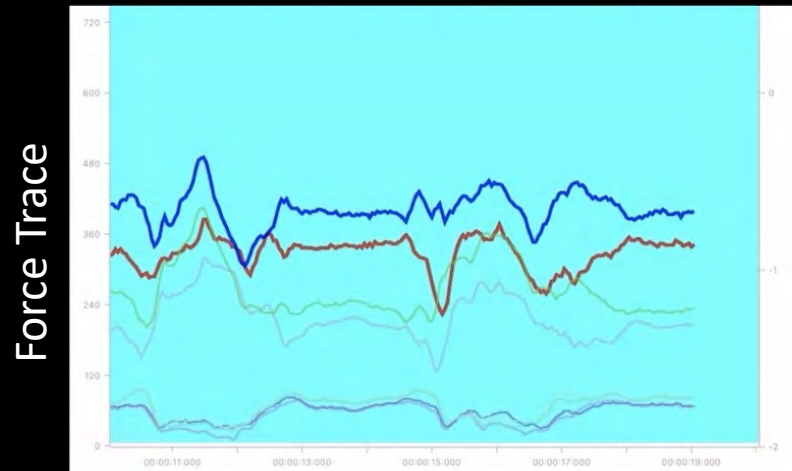
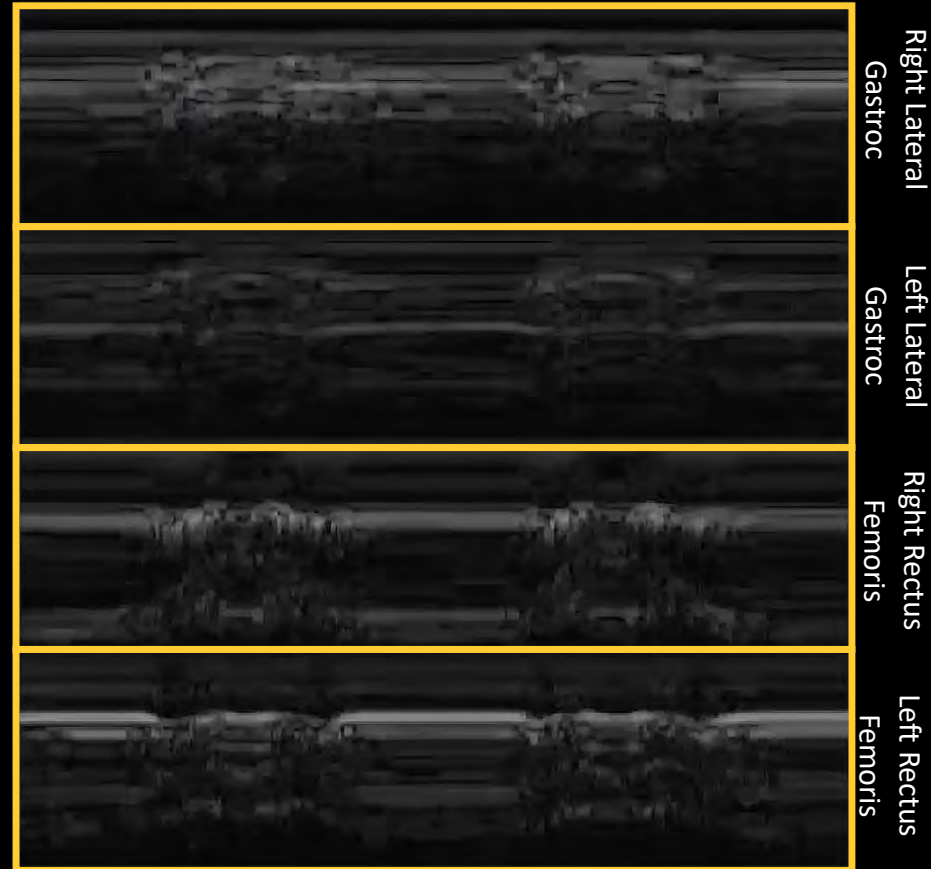




# Dynamic Imaging and Kinetic Validation Studies: *Squats*



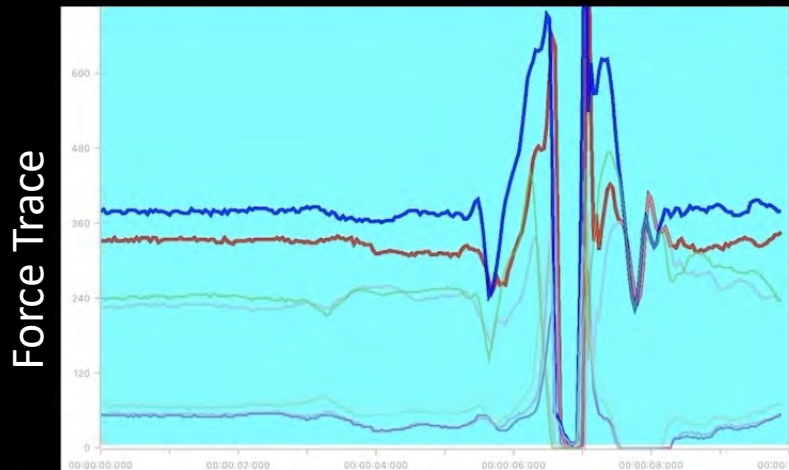
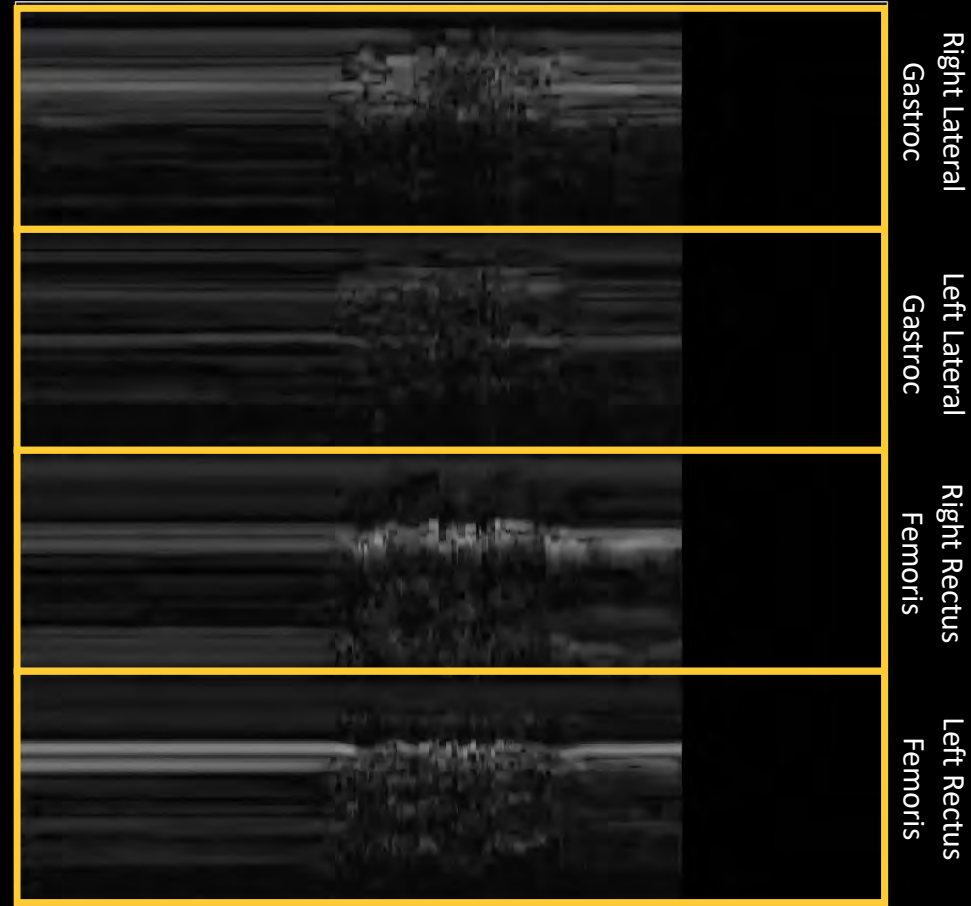
Multi-Channel SMART-US Real Time Biofeedback



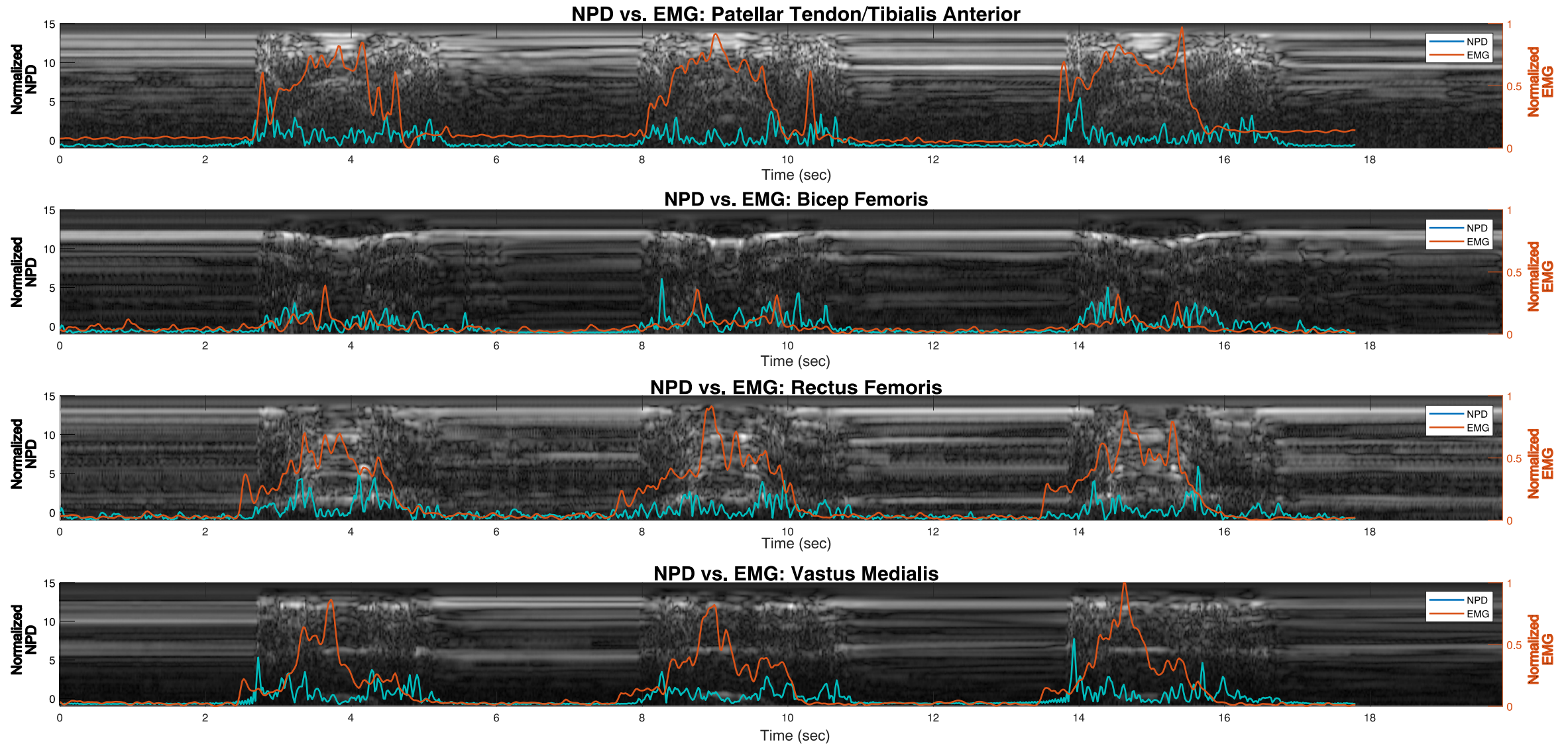
# Dynamic Imaging and Kinetic Validation Studies: *Jumping*



Multi-Channel SMART-US Real Time Biofeedback

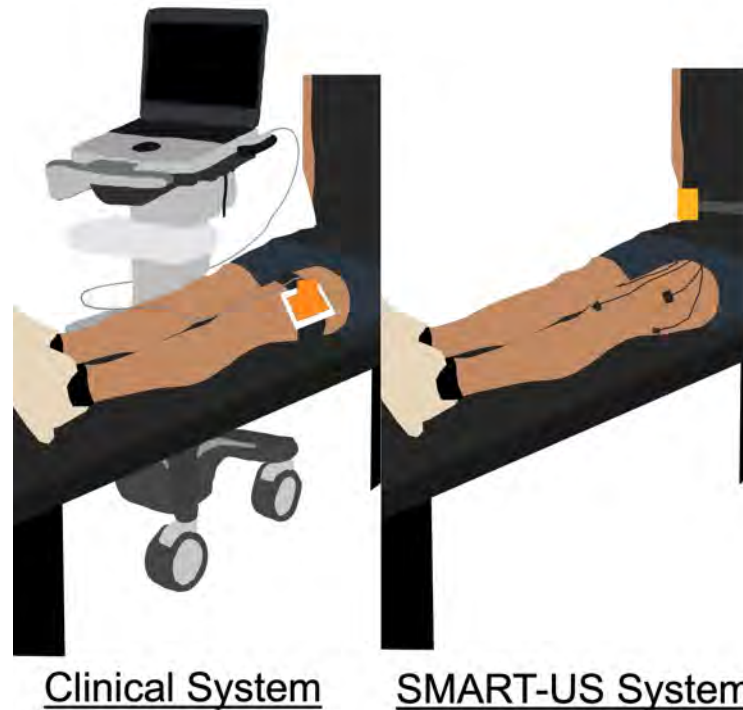
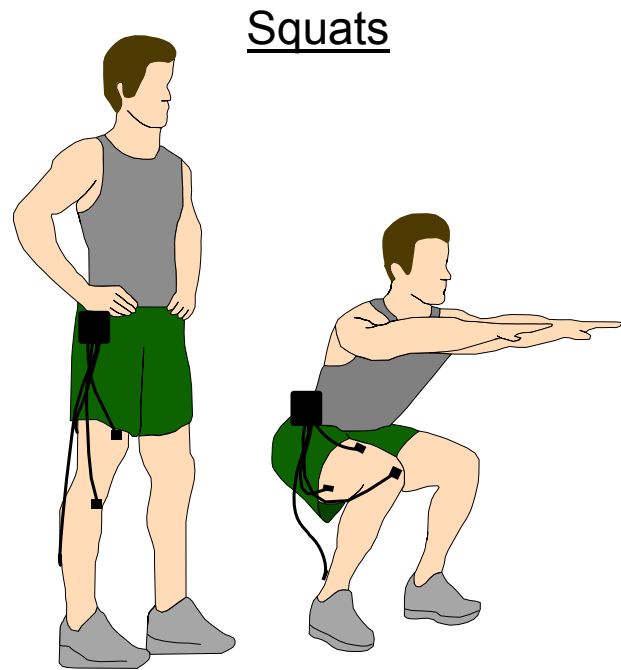


# Biofeedback Comparisons



# Summary and Future Implications

- SMART-US is a wearable technology that can dynamically assess muscle tissues during rehabilitation paradigms
- Real-time biofeedback can help personalize therapy and rehabilitation to improve outcomes after MSKIs

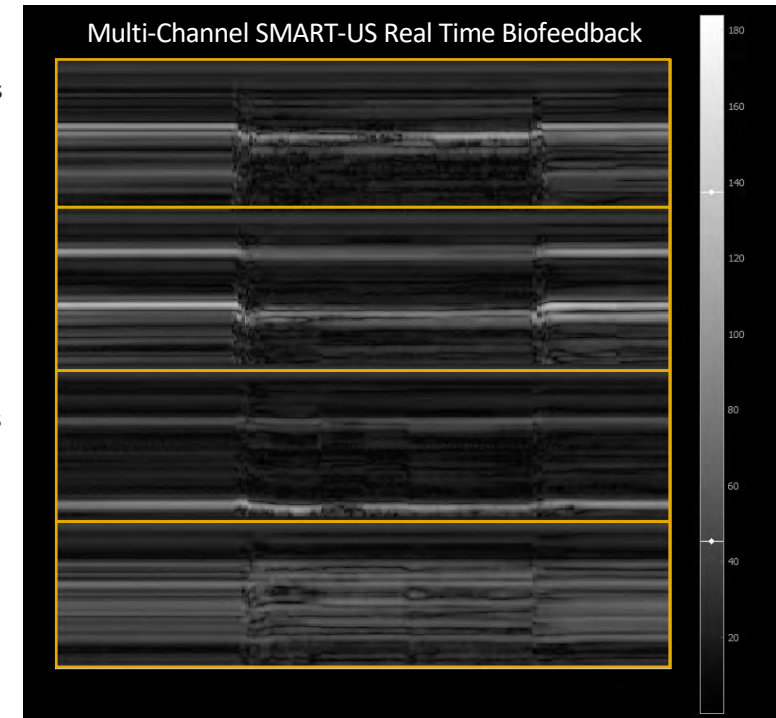


**Channel 1:** Vastus Medialis

**Channel 2:** Rectus Femoris

**Channel 3:** Vastus Lateralis

**Channel 4:** Bicep Femoris



# Presentations and Publications

## Presentations

- **Erica L. King**, Ahmed Bashatah, Brian M. Guthrie, Margaret T. Jones, Qi Wei, Siddhartha Sikdar, Parag V. Chitnis. “A Wearable Device for Simultaneous Muscle Assessment with Real Time Ultrasound (SMART-US) During Dynamic Activity.” International Ultrasonics Symposium. Montreal, QC. September 2023. [Podium Presentation]
- **Erica L. King**, Ahmed Bashatah, Brian M. Guthrie, Margaret T. Jones, Qi Wei, Siddhartha Sikdar, Parag V. Chitnis. “Novel Low-Powered Wearable Ultrasound Sensors for Assessing Musculoskeletal Function during Dynamic Activity in Real-World Scenarios.” Military Health System Research Symposium. Kissimmee, FL. August 2023. [Podium Presentation]
- **Erica L. King**, Ahmed Bashatah, Brian M. Guthrie, Margaret T. Jones, Qi Wei, Siddhartha Sikdar, Parag V. Chitnis. “Comparative Analysis of Novel Wearable Ultrasound Sensors and Kinetic Assessments to Monitor Muscle Function.” American Society of Biomechanics. Knoxville, TN. August 2023. [Poster]
- **Erica L. King**, Ahmed Bashatah, Brian M. Guthrie, Margaret T. Jones, Qi Wei, Siddhartha Sikdar, Parag V. Chitnis. “Ultrasound Imaging of Muscle Function During Dynamic Physical Activity.” Ultrasonic Imaging and Tissue Characterization Symposium. Arlington, VA. June 2023. [Podium Presentation]
- **Erica L. King**, Ahmed Bashatah, Brian M. Guthrie, Margaret T. Jones, Qi Wei, Siddhartha Sikdar, Parag V. Chitnis. “Comparative Analysis of Novel Wearable Ultrasound Sensors and Kinetic Assessments to Monitor Muscle Function.” American Society of Biomechanics East Regional Conference. Reading, PA. April 2023. [Podium Presentation - **2nd Place Graduate Student Presentation Award** ]
- **Erica L. King**, Brian Guthrie, Ahmed Bashatah, Margaret T. Jones, Antarjot Kaur, Siddhartha Sikdar, Parag Chitnis. “Towards Ultrasound Assessment of Dynamic Muscle Activity Using Wearable Sensors.” Military Health System Research Symposium. Kissimmee, FL. September 2022. [Poster Presentation].
- **Erica L. King**, Susannah M. Engdahl, Samuel A. Acuña, Ahmed Bashatah, Siddhartha Sikdar. “Continuous Testing of Sonomyography as a Control Paradigm for Upper Limb Prostheses”. North American Congress on Biomechanics. Ottawa, ON. August 2022. [Thematic Poster Presentation].

## Publications:

- Brian M. Guthrie, **Erica L. King**, Shriniwas Patwardhan, Qi Wei, Siddhartha Sikdar, Parag V. Chitnis, Margaret T. Jones, “*Relationships between surrogate measures of mechanical and psychophysiological load, patellar tendon adaptations, and neuromuscular performance in NCAA division I men’s volleyball athletes*”. Frontiers in Sports and Active Living, vol 5, 2023 [Online].
- Susannah M. Engdahl, Samuel A. Acuña, **Erica L. King**, Ahmed Bashatah, Siddhartha Sikdar. “*First Demonstration of Functional Task Performance Using a Sonomyographic Prosthesis: A Case Study*,” Frontiers in Bioengineering and Biotechnology, vol. 10, 2022. [Online].

## Principal Investigators

Dr. Parag Chitnis

Dr. Siddhartha Sikdar

## Team Members

Ahmed Bashatah

Dr. Shriniwas Patwardhan

Brian Guthrie

Tina Hajialiyan

## Collaborators

Col (Ret.). Ted Croy

Dr. Margaret Jones (GMU Sports Performance Lab)

Dr. Qi Wei (GMU Department of Bioengineering)

Dr. Tiphanie Raffegeau (SMART Lab)

## Funding Sources

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# Thank you!



Center for Adaptive Systems  
of Brain-Body Interactions

**BOARD OF VISITORS  
GEORGE MASON UNIVERSITY**

**Planning Conference Meeting  
July 27, 2023  
MINUTES**

**PRESENT:** Rector Horace Blackman and Secretary Jon Peterson; Visitors Armand Alacbay, Lindsey Burke, Deecy Gray, Jimmy Hazel, Mike Meese, Dolly Oberoi, Bob Pence, Nancy Prowitt, Jeff Rosen and Cully Stimson.

**ABSENT:** Visitors Reg Brown, Anjan Chimaladinne, Wendy Marquez and Bob Witeck.

**ALSO, PRESENT:** Will Gautney, Staff Representative; Melissa A. Broeckelman-Post, Faculty Representative; Paul Wyche, Student Representative; Vikas Velagapudi, Student Representative; Gregory Washington, President; Ken Walsh, Executive Vice President for Strategic Initiatives and Chief of Staff; Mark Ginsberg, Provost and Executive Vice President; Deb Dickenson, Executive Vice President for Finance and Administration; Trishana Bowden, Vice President for Advancement and Alumni Relations/GMUF President; Christine Landoll, President of Alumni Association; Robert Matz, Campus Dean, Mason Korea; Anne Gentry, University Counsel; Board of Visitors Committee Faculty Representatives, Members of the Executive Committee of the Board of Trustees, Members of the President's Council, Members of the Alumni Board Presidents and Sarah Hanbury, Secretary pro tem.

**I. Call to Order**

Rector Blackman called the planning session to order at 8:19 a.m. and introduced Dr. Washington for opening remarks.

**II. Welcome Remarks, Agenda Overview & Related Topics**

Dr. Washington provided remarks with the following highlights:

- He welcomed the new additions to the president's council and leadership team.
- Challenges for Higher Education:
  - Mental health crisis
  - Economic challenges (recession, inflation, etc.)
- The Effects of Unaddressed Challenges:
  - Over the last ten years (2010 to 2020), there has been an increase in high school graduation rates and a decrease in college enrollment rates. Over the last ten years, higher education has lost four million students and since the pandemic, one million students.
- Most of the County is Already Experiencing the Enrollment Cliff:
  - Only nine states in 2022 saw an increase in their college enrollments: Indiana, Colorado, New Hampshire, Utah, the District of Columbia, Montana, South Carolina, West Virginia, and Arizona.
  - All other states saw a decrease in college enrollment.
- Consumer Price Index Progression as of March 2023:
  - There have been dramatic increases in cost.
- Expenses continue to grow and now exceed revenues, on average.
- Disruption via Artificial Intelligence (AI):
  - Last year about 65% of students used ChatGPT in the classroom for assignments.
  - ChatGPT started the trend and now new AI programs are being created at a fast rate.
- High school graduates in Northern Virginia will increase to above 40K students and will remain so through 2030.

- Mason's primary source of graduates is primarily from Northern Virginia:
  - 70% of Mason's students are from Northern Virginia.
  - Other institutions are now marketing in Northern Virginia.
- About 70% of voters continue to agree that college is still a good value despite the increasing cost and difficulty finding jobs:
  - In your opinion, is having a college education still a good value even though some college graduates have trouble finding work in their chosen fields of study these days?
    - 74% of those surveyed said yes.
  - In your opinion, is having a college education still a good value even though it has become more expensive?
    - 68% of those surveyed said yes.
- Increasing enrollment does not mean decreasing quality:
  - Greater than 70% of students entering Mason have a 3.5 GPA or above.
- Across the Board Performance:
  - Enrollment: Graduated and enrolled the largest and most diverse classes ever.
    - High admission and graduation rate.
  - Opportunity: 24% of students are first-generation and 29% are eligible for Pell Grants.
  - Regional Impact: 77% of 2022 grads are employed in the Washington, D.C., metro area.
    - Mason Enterprise had an impact of 40K hours of 1:1 counseling to 10,000 small businesses.
- 2022-23 Presidential Metrics
  - There is still some work to be done in the U.S. news report rankings.
- Our Plan for Success:
  - Engage the Unengaged:
    - Mason Virginia Promise:
      - Has expanded by four community colleges and the goal is to have 20 colleges.
    - Spanish Language Engagement:
      - Only institution engaging those of Spanish language.
    - Direct Entry:
      - Developing the first direct entry program in Virginia. Launching a pilot this year with multiple school districts where high school students receive a conditional acceptance letter so they don't have to apply to attend Mason.
  - Manage Cost Uncertainty:
    - \$41 million E&G budget deficit is a manageable issue; Deb Dickenson, Executive Vice President for Finance and Administration, will speak later this afternoon on this topic. The deficit is primarily due to having to hire more people than expected this year and raising salaries for faculty and staff to a more competitive level.
  - Partner or Perish:
    - Touched on the Comprehensive Campaign which Trishana Bowden, Vice President, Advancement and Alumni Relations/President, GMUF will present later in the morning.
    - Looking to expand the Fairfax West Campus.



- Still looking to expand medical education; are in active conversations with INOVA, Adventist and VHC.
- The Bottom Line:
  - Universities are experiencing unprecedented challenges (enrollment, perception and funding).
    - “Roughly one in four of the richest students [top 1% household income] attend an elite college. In contrast, less than one-half of 1 percent of children from the bottom fifth of American families attend an elite college.” - Emmanuel Saez
    - “American higher education has become a powerful means for perpetuating class divisions across generations.” - Richard Reeves
  - There is a need for academic institutions to be more inclusive. This is what Mason is doing and why Mason is All Together Different.

### **III. Introductions – New Board of Visitors (BOV) Members**

Rector Blackman introduced Armand Alacbay (JD '04), Deecy Gray, Jeff Rosen and Cully Stimson (JD '92) as the newest members of the BOV.

### **IV. Framing of the Day**

Provost Ginsberg provided brief remarks and framed the day:

- Mason was established in 1957 and has evolved from 17 students to the largest public research university in Virginia.
- Freedom and learning are the two most important words for Mason as outlined on the University's seal.
- The Mason mission: George Mason University is an innovative and inclusive academic community committed to creating a more just, free, and prosperous world.
- Our Values:
  - All of Mason's values are important.
  - We act with integrity.
  - We thrive together.
- Mason provides access to excellence and opportunity.
  - Mason is an engine for innovation, workforce development and the economic development of this region and the state.
- Please keep in mind...success is never final.
- Every challenge is an opportunity.
- Make sure we have the right sails raised to propel Mason forward on the correct course.
- The following topics will be discussed today:
  - Small Group Breakout Sessions:
    - Freedom of Speech
      - Is an important issue.
    - Student Success and Behavior Health:
      - The provost of a university is generally considered the Chief Academic Officer but he sees his role as the Chief Success Officer.
      - Continue to invest in the wellness of Mason's students.
    - The Mason Brand:

- Reenergizing Mason’s brand.
  - Research:
    - Second largest portfolio in the country.
  - Full Group Sessions:
    - Philanthropy:
      - \$1 Billion Campaign
    - Finances:
      - Need the resources to achieve the successes we seek.
    - University of the Future:
      - The key topic—what is the future of higher education and what will the future bring to higher education?
- Seeking today to create the next normal. Today is about dreaming big, setting goals and taking action. It’s Mason’s Time.

#### V. Breakout Sessions

Provost Ginsberg provided instruction for the breakout sessions. Each station will run for 18 minutes and will move on a rotating basis. The station list follows:

- Station #1: Freedom of Speech – Facilitated by Paul Liberty and Rose Pascarell
- Station #2: Student Success & Mental Health – Facilitated by David Burge and Rachel Wernicke
- Station #3: Branding – Facilitated by Paul Allvin
- Station #4: Research – Facilitated by Andre Marshall

#### VI. Our Foundation and Our Future: Philanthropy’s Impact on George Mason University

Trishana Bowden, Vice President for Advancement and Alumni Relations/GMUF President presented the following philanthropy information.

- Philanthropy’s Impact on George Mason University
  - Provided the evolution of Mason and noted the following founders: Til Hazel, Milton Peterson, Dwight Schar, Ed Meese and George Johnson. They understood the importance of education, employment, healthcare and the arts for the residents in this area. Thankful for their dedication of establishing.
- When Mason was founded in June of 1957 the Fairfax Campus had four buildings. Those original buildings are still being used today.
  - The Fairfax Board of Supervisors provided \$25K to fund a two-year branch college of the University of Virginia. University College opened in 1958. At that same time the then Mayor Jack Wood purchased and donated 150 acres which is now the Fairfax Campus and was renamed George Mason University.
  - In 1966 those same leaders helped to establish Mason’s Foundation knowing that there was a need for a separate nonprofit with a focus on receiving, managing, investing and administering private gifts made in support of Mason.
- First Campaign, 1996-2005: The Campaign for George Mason University:
  - Chaired by Sidney O. Dewberry who made the first seven-figure gift.
  - Goal: \$110,000,000
  - Raised: \$139,614,629
  - Philanthropic Impact:
    - Volgenau School of Engineering
    - Mason Neck Retreat and Conference Center

- Dewberry Chair in Civil, Environmental, and Infrastructure Engineering
  - Center for History and New Media Endowment
  - Helen A. Keller Center for Human disAbilities
- Second Campaign, 2008-2018: Faster Farther
  - Chaired by Jimmy Hazel, JD '84
  - Goal: \$500,000,000
  - Raised: \$690,000,000
  - Philanthropic Impact:
    - Rise to R1 Research Status
    - Schar School of Policy and Government
    - Antonin S. Scalia Law School
    - Peterson Family Health Sciences Hall
    - 300 new scholarships for students
- Raised more than \$820 million between the two campaigns.
- Kelly Rollison, Vice President of The Compass Group presented on the following:
  - How Campaigns Drive a Culture of Philanthropy:
    - Campaigns continue to be the best approach to obtain funds.
    - Campaigns allow endowment growth.
  - Endowment Opportunities During a Campaign
    - Requires intentional strategies for the why and the impact.
    - George Mason University
      - Total Enrollment for Fall 2022 was 39,607.
      - Endowment FY22 market value of \$158 million.
  - If you are strategic, your campaign goals will be met.
  - Ensure that interactions with donors are intentional and meaningful.
  - Invite everyone to celebrate meeting the goal.
  - Have to invest in the philanthropy infrastructure.
- Trishana Bowden, Vice President for Advancement and Alumni Relations/GMUF President presented the following information:
  - Third Campaign, FY2021-FY2028: Mason Now: Power the Possible:
    - Raise \$1 billion by 2028.
    - Top Campaign Priorities:
      - Student Success
      - Research
      - Innovation
      - Community
      - Sustainable Future
    - Benchmark chart was displayed outlining how much certain Mason groups need to raise. Please refer to the meeting materials for the chart.
    - Campaign Progress
      - FY21 = \$101,367,061 raised
      - FY22 = \$118,191,195 raised
      - FY23 = \$139,301,348 raised
      - Highlighted some early donations:
        - \$50 million committed by the Costello Family to rename the School of Business.
        - \$10 million gift from Barry Dewberry and Arlene Evans to support the Center for the Arts renovation.

- Gift to name the Baroni Center for Government Contracting within the School of Business.
- Gift from Reva and Sid Dewberry for the School of Music.
- The Mercatus Center received a donation as a result of the Fast Grants Program.
- Campaign Phases
  - FY21-23, Preparation and Planning Phase
  - FY23-26, Lead and Major Donor Phase
  - FY27-28, Capstone Phase
  - The leadership campaign launched on April 20, 2023.
  - The faculty and staff campaign launch event is September 28, 2023.
- The Mason Now: Power the Possible campaign video was played: <https://youtu.be/tMGkPY497MU>.
- Your Role in Power the Possible:
  - Your advocacy and philanthropic support are needed.
- Powering the Possible: We Need Your Help:
  - Make Mason a top philanthropy priority and support this campaign as a philanthropic leader.
  - Provide introductions and information on prospects for 7, 8, and 9-figure transformational gifts.
  - Host/Co-host small intimate gatherings to bring together the prospective leaders of this campaign.
  - Don't forget about Mason! Connect your story to Mason's story and share it with everyone you speak with.
  - The Board of Visitors and the Board of Trustees working together has a huge impact.
  - There are many naming opportunities.
- To date Mason has received \$358 million toward the \$1 billion goal.
- Campaign updates will be given at the BOV Development Committee meeting on September 28, 2023.

## VII. Lunch Recess

Rector Blackman called for lunch recess at 12:03 p.m. and advised the planning session would reconvene at 1:15 p.m.

Rector Blackman reconvened the planning session at 1:17 p.m.

## VIII. Modernizing Mason: Building Financial Sustainability & Effectiveness

Deb Dickenson, Executive Vice President for Finance and Administration, presented Growth & Efficiency: Building Financial Suitability & Effectiveness:

- Mason is a Success Story:
  - Mason continues to deliver access to excellence for more students with fewer resources than its peers.
- Better results with fewer resources.
- Mason provides the second-highest economic mobility among all Virginia institutions.
- Supports all Virginia learners: transfers, undergraduate students over 25 years old and part-time undergraduates through a variety of programs and pathways.

- Maintaining Affordability:
  - When state and tuition funding are combined, Mason is nearly \$6,000 per in-state student FTE below the mean of five doctoral peer institutions.
- Operational Efficiency:
  - Mason has significantly fewer employees per student than nearly all Virginia doctoral peers.
  - Mason's current operations have grown lean. Coupled with rising costs of service delivery, this is not sustainable.
- René Stewart O'Neal, Vice President for Strategic Budgeting & Planning presented the following information:
  - Approved FY24 Operation Budget:
    - \$300 flat dollar tuition increase for every student.
    - The State's budget remains pending.
    - Baseline projects \$41 million E&G shortfall, with total operating at \$32 million shortfall.
    - Mason has the largest student body in Virginia.
    - Years of underfunding have caught up with us.
  - FY24 Proposed Operating Budget Scenarios:
    - Working on budget reduction strategies.
    - Experiencing operating cost escalations.
    - Pressures to limit tuition.
  - Operating Challenges & Difficult Decisions
    - Mitigating operating shortfall.
- Sharon Heinle, Vice President for Finance presented the following information:
  - Pathways to Sustainability:
    - Exploring new revenue streams.
  - Efficiency Initiatives:
    - Improving efficiency and effectiveness of operational infrastructure to enhance service delivery
    - Alignment of people and technology through modernization.
  - Process improvement is a continuous process.
  - Research Administration:
    - Integrated web-based system to support research through streamlined workflows, enhanced reporting, and improved compliance.
  - The Foundation for Progress: Chart of Accounts Redesign:
    - The number of accounts has been reduced.
    - The next step is to improve the performance, accuracy and efficiency of Mason's administrative infrastructure through:
      - Additional Banner Functionality
      - Future Budget Model
      - Process Automation
  - Financial Automation:
    - A Leveraging Automation video was played.
- Paul Wyche, Student Body President and BOV Undergraduate Student Representative presented the following item:
  - Working this year to ensure that the voices of the students are heard and respected.
  - Why aren't Mason students treated equitably?
    - Mason is accessible and affordable.

- Has the second lost in-state undergraduate tuition rate in the state.
- Mason students get less state support.
  - Least amount of support per student in the state and as such he feels less valued.
- NoVA Costs More
  - High cost of living.
- State Appropriations per In-State Undergrad (FTE): E&G General Fund (excluding aid)
  - Mason has received more financial aid from the state but is still not equitable.
- Just imagine how much more Mason would do with equitable funding.

Deb Dickenson, Executive Vice President for Finance and Administration, concluded the segment by noting Mason needs more gifts and endowments. Right now, Mason is all together financially different and should not be.

#### **IX. Keynote: Innovation in Higher Education During Uncertain Times**

Dr. Washington introduced Dr. Andrew Flagel, President & CEO of the Consortium of Universities of the Washington Metropolitan Area (CUWMA) who was the Dean of Enrollment at Mason for over a decade. During his time at Mason, Dr. Flagel created groundbreaking new programs for military veterans, international students, and transfer students. Dr. Flagel also founded and lead the Washington Youth Summit and he spearheaded the pathways partnership with Northern Virginia Community College and Fairfax County Schools. Dr. Flagel has been a great friend to Mason and Dr. Washington welcomed him home even if it's for a short time.

Dr. Flagel provided the following information:

- Focused on three topics: enrollment, public perception of higher education and the entwining of increasing costs with dwindling resources.
  1. Enrollment:
    - It's a buyers' market due to the enrollment cliff.
    - Birth rates eighteen years ago started a steep decline and are continuing to decline to this day.
    - The prediction is that in 2025 there will be a decrease in enrollment due to the decreased birth rates.
    - From 2025 through 2037 there will be 10% fewer high school students in the country. Which equates to hundreds of thousands fewer high school students.
    - The student population is also becoming more diverse.
    - Other regions are taking aggressive actions such as increasing state aid to retain their in-state students.
    - Mason is in one of the densest regions for colleges and universities.
    - Almost every other week another university opens a storefront in the area. Their purpose isn't to bring in students but to take them away.
    - The competition in this region is intensifying.
    - Workforce partnerships is an opportunity that Mason has.
    - Believes that higher education needs to think creatively about new markets.

- The largest population growth is within the 50-plus age group. They represent less than 1% of enrollment in higher education. Some universities have retirement communities for this student demographic
  - Another underserved population within most metropolitan areas are students with some credits and no degree which represents thousands of people within the community. There are partnership programs to reconnect these students to generate new opportunities.
  - Potential for corporate partnerships with respect to upskilling their employees.
2. Public Perception of Higher Education:
- Local versus national public perception differs a little. As in, typically residents like their local institution but not others.
  - The general perception problem is the belief that degrees are not needed in the workforce.
  - Discussed the perceived value challenges.
    - The perception that college costs too much. There is a debt and cost crisis.
      - The net cost has stayed flat or declined. Generally, not increasing the income per student overall.
      - The debt crisis is a completion crisis. If students were completing their degrees and moving into jobs the debt crisis would be solved. The income difference between having a high school diploma, associate's degree, or bachelor's degree varies greatly. A higher education degree is worth the most in this region.
      - Completing a degree is how to obtain the maximum value for the time.
    - The paper barrier perception:
      - Having a credential as an obligation to have a job is preventing people from going into jobs.
      - Having apprenticeship programs out of high school will solve the problem. The issue is that if those jobs go away after five years or so that demographic doesn't have skills for other positions. Need to create a workforce that is scalable and adaptable which is what higher education does well.
      - The perception that higher education isn't preparing people for the workforce is a disconnect of information.
3. Increasing Costs with Decreasing Resources:
- Believes this is the hardest metropolitan area to fundraise in. There are major corporations in the area, but they support the federal government and not the local community.
  - Fundraising is about listening and building trust and connections within the community.
  - Suggested that board members help establish Mason connections by bringing them to basketball games or an art show, a university-related

activity, etc. The board member doesn't have to ask for the money, they just make the connections.

- Board members should figure out where their expertise can best be used to help.

Dr. Flagel concluded his segment by noting that Research One universities are complex systems and they cannot be successful without supportive dynamic boards. It is not possible nor is it necessary for board members to know all the complexities of the university. Support and collaboration are the important elements of what is needed from board members.

#### **X. Reflections & Closing Comments**

Dr. Washington closed the meeting by thanking everyone for their engagement and participation.

#### **XI. Adjournment**

Rector Blackman made a final plea for the remaining \$642 million to reach the Mason Now Campaign goal. He adjourned the session at 3:32 p.m.

Prepared by:

Sarah Hanbury  
Secretary pro tem



**BOARD OF VISITORS  
GEORGE MASON UNIVERSITY**

**Meeting of  
Friday, July 28, 2023  
Merten Hall, Hazel Conference Room (1201)**

**MINUTES**

**PRESENT:** Rector Horace Blackman, Vice Rector Jon Peterson, Secretary Mike Meese, Visitors Armand Alacbay, Lindsey Burke, Anjan Chimaladinne, Deecy Gray, Jimmy Hazel, Wendy Marquez, Mike Meese, Bob Pence, Nancy Prowitt, Jeff Rosen and Cully Stimson.

**ABSENT:** Visitors Reg Brown and Bob Witeck.

**ALSO, PRESENT:** Melissa Broeckelman-Post, Faculty Representative; Will Gautney, Staff Liaison; Paul Wyche, Undergraduate Student Representative, Vika Velagapudi, Graduate Student Representative; Gregory Washington, President; Ken Walsh, Executive Vice President for Strategic Initiatives and Chief of Staff; Mark Ginsberg, Provost and Executive Vice President; Deb Dickenson, Executive Vice President for Administration and Finance; Anne Gentry, University Counsel; and Sarah Hanbury, Secretary pro tem.

**I. Call to Order**

Rector Blackman called the meeting to order at 9:00 a.m.

Rector Blackman stated that the board is accepting public comment at this session and that registration for making oral comments was open until 9:30 a.m. on Monday, July 24 through the form on the Board of Visitors website. No registrations for oral comments were received. Written public comments that were received will be made a part of the public record of this meeting. In addition, written comments will be accepted through the same form until the full board meeting adjourns this afternoon.

Rector Blackman welcomed Armand Alacbay, Deecy Gray, Jeff Rosen and Cully Stimson as the board's newest members. Rector Blackman shared that Visitors Alacbay and Stimson are Mason Law School alumni, and this is Visitor Gray's second time serving on the board.

Rector Blackman additionally welcomed Paul Wyche, Vikas Velagapudi the new student representatives and Will Gautney the new staff liaison.

Rector Blackman welcomed back Melissa Broeckelman-Post as the Faculty Senate Chair and a faculty representative for her third consecutive year.

**II. Approval of Minutes**

- A. Full Board Meeting Minutes for May 4, 2023 (ACTION ITEM)**

Rector Blackman **MOVED** that the board approve the Full Board Meeting Minutes for May 4, 2023. The motion was **SECONDED** by Visitor Hazel. The **MINUTES STOOD APPROVED AS WRITTEN**.

**III. Election of Officers and Committee Appointments (ATTACHMENT 1)**

- A. Election of Vice Rector (ACTION ITEM)**  
**B. Election of Secretary (ACTION ITEM)**  
**C. Election of Members-at-Large to the Executive Committee (2) (ACTION ITEM)**

Rector Blackman recognized Visitor Prowitt. Visitor Prowitt **MOVED** to elect Jon Peterson, Vice Rector; Mike Meese, Secretary and nominated Reg Brown and Wendy Marquez as the two at-large members of the Executive

Committee. The motion was **SECONDED** by Visitor Stimson. Rector Blackman opened the floor for discussion. There was none. **MOTION CARRIED UNANIMOUSLY BY VOICE VOTE.**

- E. Appointment of Board Liaisons
- F. Committee Appointments
- G. Committee Chair and Vice Chair Appointments (**ACTION ITEM**)

Rector Blackman proceeded to announce the following appointments:

- Legislative Liaisons – Jimmy Hazel and Bob Witeck
- Faculty Liaison – Bob Witeck
- ARIE Task Force Liaison – Nancy Prowitt
- Law School Liaison – Reg Brown
- Athletic Liaisons – Nancy Prowitt and Horace Blackman

Rector Blackman then proposed the following appointments for chairs and vice chairs of the standing committees (**ATTACHMENT 1**):

- Academic Programs, Diversity, and University Community Committee
  - Chair – Lindsey Burke
  - Vice Chair – Nancy Prowitt
- Audit, Risk, and Compliance Committee
  - Chair – Dolly Oberoi
  - Vice Chair – Mike Meese
- Development Committee
  - Chair – Anjan Chimaladinne
  - Vice Chair – Jon Peterson
- Finance and Land Use Committee
  - Chair – Bob Pence
  - Vice Chair – Bob Witeck
- Research Committee
  - Chair – Nancy Prowitt
  - Vice Chair – Wendy Marquez

Rector Blackman inquired if there were any questions about the proposed committee appointments that were displayed. There were none.

Visitor Hazel **MOVED** to nominate and appoint the committee members and confirm the slate of committee members and chairs. The motion was **SECONDED** by Secretary Meese. **MOTION CARRIED UNANIMOUSLY BY VOICE VOTE.**

Visitor Hazel informed the board about the Online Virginia Network which is a committee created by the General Assembly. Visitor Hazel relayed that in the statute that was passed to create this committee, Old Dominion University and George Mason University were written in as participants and he has served as Mason's representative for the last six years. Due to Visitor Hazel's term expiring on June 30, 2023. Visitor Hazel stated he is happy to discuss the Online Virginia Network with any board member that is interested. Visitor Hazed added that this committee gives Mason the opportunity to participate in statewide, online education issues. Rector Blackman responded that this topic will be added as discussed at the next board meeting on September 28, 2023.

#### **IV. Rector's Report**

Rector Blackman reported the following items:

- Reminder that the next Board meeting is Thursday, September 28, 2023, which will include committee meetings.
- The Board of Visitors, Board of Trustees, and Alumni Association Recognition Reception at the Mathy House will be Wednesday, October 18 at 6:30 p.m. The event will recognize Simmi Bhuller, Juan Carlos Iturregui, Mehmood Kazmi and Carolyn Moss for their service to the board. The commitment and service of those involved with the Board of Trustees and Alumni Association will also be acknowledged. An electronic invitation will be provided in the coming weeks.

This concluded the Rector's Report.

#### **V. Annual President's Report**

##### **A. Presentation of FY 2024 Goals – Dr. Washington (ACTION ITEM)**

Dr. Washington highlighted the following accomplishments for the 2022-2023 academic year in his annual report:

- The FY2024 Goals are based on the five priorities within the strategic plan:
  1. Deliver a distinctive and inclusive student experience that fosters lifelong engagement.
  2. Expand the impact of Mason's research, scholarship, and creative enterprise.
  3. Expand partnerships for economic and social impact.
  4. Exemplify a university culture of diversity, equity, and inclusion.
  5. Invest in faculty and staff success.
- This year's plan centers around three main categories:
  1. Manage cost and uncertainty:
    - Currently the number one unknown is the budget.
    - If a budget is not received, Mason will use the second-year biennial budget that was already approved.
    - Growth and efficiency.
  2. Student Engagement:
    - Through engaging the unengaged and the Mason Virginia Promise.
  3. Partnership:
    - Launching of the \$1 billion campaign.
    - Goal to receive \$100 million in donations every year for five years, which doesn't include the \$348 million that has already been received, to meet the billion-dollar benchmark.
- Medical Education:
  - In active discussions with healthcare providers in the region.
  - The challenge of a medical school is the cost and Mason is in a cost-restrained environment. Partners would have to cover most of the cost.
- Continuing to invest in faculty and staff.

This concluded the Annual President's Report.

#### **VI. Board Orientation**

##### **A. Legal Overview**

###### **1. FOIA and COIA for BOV Members**

Anne Gentry, University Legal Counsel provided the following legal overview:

- She referenced the COIA Quick Guide that was included in the meeting materials:
  - The guide provides highlights about prohibited conduct for transactions and contracts in which a board member has a personal interest. A personal interest is if you, your spouse, or your dependent's salary or compensation is over \$5K a year or business equity exceeds 3%.
  - Provides a list of general prohibitions.
  - Board members are required to file a Statement of Economic Interest annually.
  - Board members are requested to take an orientation course on COIA within two months of appointment and biannually thereafter.
  - Informal opinions can be obtained from COIA. University Legal Council cannot provide specific advice on COIA because it is personal to you and if they are aware of a conflict, they have a duty to report it to the Attorney General.
- She referenced the memo from the Office of the Attorney General: What Every Board Member Absolutely Has to Know about FOIA, which was included in the meeting materials. There are new sections this year regarding electronic meetings.
  - The board passed a policy last September to take advantage of the new electronic meeting provisions. The memo provides the basic information on if you need to participate electronically and how to do that. If the board decides to have an all-virtual meeting, the rector can call that twice a year; the sessions cannot be consecutive.
- Anne reported that most of her remarks are in the form of legal advice and will be reserved for closed session to include a discussion on FOIA.

#### **B. Code of Ethics – Annual Review and Certification**

Ken Walsh, Vice President for Strategic Initiatives and Chief of Staff provided the following code of ethics overview:

- This is an annual review and certification of the BOV Code of Ethics.
- The conflict of interest state statute applies to board members and their immediate family members.
- If a board member has or believes there is a conflict of interest, the state statute requires that they recuse themselves from the discussion on the conflict of interest matter.

#### **C. Student Referrals/Admissions**

Rector Blackman requested that the board refer to the memo from Dr. Washington in the meeting materials which addresses requests for admission assistance.

### **VII. New Business**

#### **A. Renaming the Donald G. Costello School of Business to the Donald G. Costello College of Business (ACTION ITEM) (ATTACHMENT 2)**

Patrick Soleymani, Associate Dean for the School of Business presented the following renaming information:

- Thanked the board for approving the George Mason University's School of Business be renamed the Donald G. Costello School of Business on March 29, 2023, which included a monetary gift. This gift will be used entirely for scholarships.
- Discussed school versus college and its alignment:
  - Among other things, the gift will allow the evaluation of the size and impact of the school across Mason and the Commonwealth.
  - The School of Business is the third-largest academic unit across the university.
  - There are academic units that are smaller than the business school by both enrollment and faculty size that are colleges.
  - Maintain University alignment with peer institutions in Virginia.

- 58% college of business.
- Noted that Virginia Tech and JMU have business colleges. One is a little bit smaller than Mason and the other is a little bit bigger which flips back and forth annually as to who is the first or second largest business school in the Commonwealth.
- Concluded that the data supports the request to be able to move forward with the State Council of Higher Education for Virginia (SCHEV) to become the Donald G. Costello College of Business.

Visitor Hazel informed the board that Mr. Costello lived in Prince William County and when he passed his estate was organized into a trust to help young entrepreneurs from the county get an education. Mr. Joseph Contrucci called Visitor Hazel to help facilitate receiving the largest gift Mason has received. Visitor Hazel connected Mr. Contrucci and Trishana Bowden to discuss the gift. They met at Foster's Grille as Mr. Costello and Mr. Contrucci own it.

Rector Blackman inquired when Foster's Grille is catering a BOV lunch. Sarah Hanbury, Secretary pro tem relayed that she and Visitor Hazel discussed having the Foster's Grille provide lunch at the first full board meeting of the 2023-2024 BOV meeting schedule.

Visitor Burke asked to be reminded of the parameters surrounding the scholarships. Mr. Soleymani responded that the aim is for undergraduate and graduate students with a particular focus on entrepreneurship and innovation. Mr. Costello was an entrepreneur and he and his business partner Mr. Contrucci believe that these scholarships will ensure that Mason stays competitive and help change the entire county. Potentially \$2 million per year can be awarded in scholarships.

Visitor Stimson inquired if the gift was contingent upon naming it after Costello. Rector Blackman responded that it was not.

Visitor Hazel **MOVED** to approve renaming the Donald G. Costello School of Business to the Donald G. Costello College of Business. The motion was **SECONDED** by Visitor Burke. **MOTION CARRIED UNANIMOUSLY BY VOICE VOTE.**

#### **B. Academic Programs, Diversity, and University Community**

Mark Ginsberg, Provost and Executive Vice President presented the following information:

- Four proposals for tenured faculty members.
- These faculty members were hired in the last cycle but their tenure packages were not complete when the board met on May 4, 2023.
- The candidates are reviewed by two committees from their host colleges and departments.
- All the individuals have been clearly vetted and their portfolios were carefully reviewed by Provost Ginsberg and President Washington.
- It takes three or four months to review a candidate.
- The materials about each candidate are included within the board packet that were available in advance of the board meeting.
- Significant discussion ensued, please refer to the video for specifics: <https://vimeo.com/showcase/8557205/video/823882198>. At the conclusion, Provost Ginsberg agreed to review the tenure process at the next meeting.

##### 1. Faculty Actions

##### a. Election of New Tenured Faculty (**ACTION ITEM**)

Visitor Prowitt **MOVED** to approve the Election of New Tenured Faculty. The motion was **SECONDED** by Visitor Hazel. **MOTION CARRIED BY MAJORITY VOTE.** Visitor Rosen Abstained.

**C. Classified Information Access (ACTION ITEM) (ATTACHMENT 3)**

Melissa Perez, Director, Export Compliance and Secure Research presented the classified information access item:

- This is an annual resolution in accordance with the requirements of the National Industrial Security Program Operating Manual (NISPOM).
- Mason holds a facilities security clearance. This allows the university to perform work on classified contracts and to initiate security clearances for individuals who support those contracts and has a need to know the classified information related to those programs such as engineering specs and designs they received from Mason's U.S. government sponsors.
- Other individuals at a cleared facility are required to be cleared, even though they do not directly support substantive work on classified contracts because they are considered to be key management personnel or KMPs under security regulations. For example, Ms. Perez as the facility security officer is considered a KMP, as is Dr. Washington who is Mason's senior management official.
- An executive body such as the Board of Visitors (BOV) is also considered to be a KMP. Security regulations state to maintain the facilities clearance, an executive body such as the BOV must either be granted personnel security clearances or they must be excluded from this requirement.
- The U.S. government agency responsible for making this decision is the Defense Counterintelligence Security Agency (DCSA). DCSA has informed Mason that unless BOV members require access to classified information to perform their role on the board, then they are excluded from the requirement to hold a clearance. DCSC has related that cleared facilities like Mason should limit the number of administrative clearances it has and KMP clearances would fall within in that category. DCSC's decision to exclude Mason's BOV members appears to be consistent with how they treat other universities.
- Pursuant to NISPOM, this resolution excludes the BOV from the requirement to obtain and maintain security clearances.

Following Mr. Perez's presentation, Visitor Rosen inquired if the BOV had one proxy for classified information access. Rector Blackman responded that he is the proxy.

Visitor Stimson inquired about the director and officers' liability insurance coverage. Please refer to the meetings video recording for specifics: <https://vimeo.com/showcase/8557205/video/823882198>.

Secretary Meese **MOVED** to approve the classified information access resolution. The motion was **SECONDED** by Visitor Burke. **MOTION CARRIED**

**D. Documents and Records Request Policy (ACTION ITEM) (ATTACHMENT 4)**

Rector Blackman noted the documents and records request policy can be found in the board materials and is approved each year. Required Blackman called for any discussion. There were none.

Secretary Meese **MOVED** to approve the Documents and Records Request Policy. The motion was **SECONDED** by Visitor Hazel. Rector Blackman opened the floor for further discussion; There was none.  
**MOTION CARRIED**

**E. Finance and Land Use**

**1. Financial Matters**

**a. Deficit Authorization Annual Notice**

Rector Blackman noted that the annual acknowledgment and notification of Mason's deficit authorization requirements under the Commonwealth Appropriations Act can be found in the board materials.

Visitor Pence relayed that in paragraph 4.b of the annual notice that anyone who votes on a matter that's prohibited personally becomes liable. Visitor Pence stated that the notice is worth reading, especially the unauthorized deficit section.

Deb Dickenson, Executive Vice President for Administration and Finance answered deficit authorization question please refer to the meeting's video recording for specifics: <https://vimeo.com/showcase/8557205/video/823882198>.

#### **VIII. Closed Session**

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

Vice Rector Peterson **MOVED** that the board go into Closed Session under the provisions of Section 2.2-3711.A.1, for a Personnel Matter, to discuss President Washington's evaluation; Section 2.2-3711.A.7, for Consultation with legal counsel pertaining to actual or probable litigation including briefings on:

Agrawal v. GMU  
Amison v. GMU et al  
Ganley and Surber v. GMU et al.  
Jeong v. GMU et al  
Kashdan v. GMU  
Kinuani v. GMU  
Morrison v. GMU et al.  
Ramirez v. George Mason University  
Rourke v. Rowan et al.  
Ukor v. GMU

and Section 2.2-3711.A.8 for Consultation with Legal Counsel regarding specific legal matters requiring the provision of legal advice concerning the aforementioned items and the Virginia Freedom of Information Act. The motion was **SECONDED** by Visitor Hazel. **MOTION CARRIED.**

Following closed session, Vice Rector Peterson **MOVED** that the board go back into public session and further moved that by roll call vote the board affirm that only public business matters lawfully exempted from the open meeting requirements under the Freedom of Information Act were heard, discussed or considered in the closed meeting, and that only such business matters that were identified in the motion to go into a closed meeting were heard, discussed or considered in the closed meeting. Any member of the committee who believes that there was a departure from the requirements as stated, shall so state prior to taking the roll call, indicating the substance of the departure that, in his or her judgment, has taken place. **ALL PRESENT BOARD MEMBERS RESPONDED IN THE AFFIRMATIVE BY ROLL CALL.**

Visitor Pence **MOVED** to approve the following items en bloc with the caveat that during the September 28, 2023, full board meeting there will be further conversation regarding Dr. Washington's goals:

- The 2023-2024 Presidential Goals (**ATTACHMENT 5**)
- The written performance bonus for President Washington (**ATTACHMENT 6**)
- The written resolution of the Board of Visitors of George Mason University authorizing an increase in base salary for President Washington. (**ATTACHMENT 7**)

The motion was **SECONDED** by Visitor Stimson. **MOTION CARRIED UNANIMOUSLY BY VOICE VOTE**

**IX. Public Comments**

No registrations for oral or written public comments were received.

**X. Adjournment**

Rector Blackman reminded the board to provide their signed code of ethics form and closed session packets to the Secretary pro tem. Rector Blackman called for any additional business to come before the board. Hearing none, he adjourned the meeting at 11:09 a.m.

Prepared by:

Sarah Hanbury  
Secretary pro tem

- Attachment 1: Board of Visitors Committee Roster (1 page)
- Attachment 2: Resolution: Renaming the Donald G. Costello School of Business (1 page)
- Attachment 3: Resolution: Classified Information Access (1 page)
- Attachment 4: Document and Records Request Policy (1 page)
- Attachment 5: 2023-2024 Presidential Goals (7 pages)
- Attachment 6: Resolution: Performance Bonus for President Washington (1 page)
- Attachment 7: Resolution: Increase in Base Salary for President Washington (1 page)



**BOARD OF VISITORS**  
**2023 - 2024 Committee Appointments**

*Members-At-Large, Committee Chairs and Vice Chairs Approved on July 28, 2023*

<b><u>EXECUTIVE COMMITTEE</u></b>	<b><u>DEVELOPMENT</u></b>
Horace Blackman, Rector	Anjan Chimaladinne, Chair
Jon Peterson, Vice Rector	Jon Peterson, Vice Chair
Mike Meese, Secretary	Deecy Gray
Reg Brown, Member-At-Large	Dolly Oberoi
Wendy Marquez, Member-At-Large	Bob Pence
	Cully Stimson
<b><u>ACADEMIC PROGRAMS, DIVERSITY &amp; UNIVERSITY COMMUNITY</u></b>	<b><u>FINANCE AND LAND USE (Term Year)</u></b>
Lindsey Burke, Chair	Bob Pence, Chair (1/2)
Nancy Prowitt, Vice Chair	Bob Witeck, Vice Chair (2/2)
Anjan Chimaladinne	Reg Brown, (2/2)
Jimmy Hazel	Deecy Gray (1/2)
Wendy Marquez	Jimmy Hazel, (2/2)
Mike Meese	Jon Peterson, (1/2)
Jeff Rosen	Jeff Rosen (1/2)
Bob Witeck	
<b><u>AUDIT, RISK, &amp; COMPLIANCE</u></b>	<b><u>RESEARCH</u></b>
Dolly Oberoi, Chair	Nancy Prowitt, Chair
Mike Meese, Vice Chair	Wendy Marquez, Vice Chair
Armand Alacbay	Armand Alacbay
Reg Brown	Lindsey Burke
Cully Stimson	Anjan Chimaladinne
	Bob Witeck

**WHEREAS**, Mr. Donald G. Costello was a renowned businessman in Northern Virginia who supported the ideals of personal entrepreneurship and free market capitalism died in July 2017 naming Mr. Joseph J. Contrucci, renowned businessman and friend of George Mason University and Mr. Costello's business partner, as his Executor and Trustee; and

**WHEREAS**, pursuant to a gift agreement with the George Mason University Foundation, Inc. (the "Foundation"), Mr. Contrucci initiated a proceeding in the Circuit Court of Prince William County, Virginia and naming the Foundation as the remainder beneficiary of the trusts in the place of the Donald G. Costello Foundation; and

**WHEREAS**, the George Mason University Board of Visitors approved renaming George Mason University's School of Business the Donald G. Costello School of Business for recognition of Mr. Costello's legacy and generosity to supporting students attending the University's School of Business effective following and contingent upon the approval of the designation of the Foundation as the remainder beneficiary of the two trusts by the Circuit Court of Prince William County; and

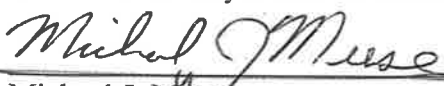
**WHEREAS**, on April 13, 2023, the Circuit Court of Prince William County, Virginia, entered an order naming the Foundation as the remainder beneficiary of the two trusts; and

**WHEREAS**, the proceeds received by the Foundation after the death of the current beneficiary will establish the Donald G. Costello Scholarship Endowment for students at the School of Business of George Mason University;

**WHEREAS**, George Mason University has ten academic units, with six being colleges and four being schools. The School of Business is the third largest academic unit in terms of student enrollment at George Mason University. Including the term "college" in the name would accurately align the School of Business with the larger academic units at the university.

**THEREFORE, BE IT RESOLVED THAT** George Mason University's School of Business be renamed the Donald G. Costello College of Business.

**BE IT FURTHER RESOLVED THAT** this resolution be entered into the minutes of the George Mason University Board of Visitors this day, July 28, 2023.



Michael J. Meese  
Secretary

Board of Visitors  
George Mason University

**Resolution to Exclude the George Mason University Board of Visitors from Clearance Requirements**

**WHEREAS**, current Department of Defense Regulations contain a provision making it mandatory that the Senior Management Official and Facility Security Officer meet the requirements for eligibility for access to classified information established for a contractor facility clearance; and

**WHEREAS**, said Department of Defense Regulations permit the exclusion from the requirements for access to classified information of certain members of the Board of Directors and other officers, provided that this action is recorded in the corporate minutes.

**NOW THEREFORE BE IT DECLARED** that the Senior Management Official and Facility Security Officer at the present time do possess the required eligibility for access to classified information; and

**BE IT RESOLVED** that in the future, when any individual enters upon any duties as Senior Management Official or Facility Security Officer, such individual shall, if they do not already possess such, immediately make application for the required eligibility for access to classified information; and

**BE IT RESOLVED AND DIRECTED** that the following members of the Board of Directors and other officers shall not require, shall not have, and can be effectively and formally excluded from access to all CLASSIFIED information disclosed to the University and shall not affect adversely University policies or practices in the performance of classified contracts for the Department of Defense or the Government contracting activities (User Agencies) of the National Industrial Security Program.

**Board Officers:**

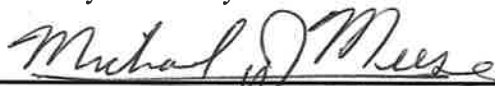
Horace L. Blackman - Rector  
Michael J. Meese - Secretary

Jon M. Peterson - Vice Rector

**Board Members:**

Armand Alacbay	Reginald Brown	Lindsey Burke	Anjan Chimaladinne
Dorothy Gray	James W. Hazel	Wendy Marquez	Dolly Oberoi
Robert Pence	Nancy G. Prowitt	Jeffrey Rosen	Charles Stimson
Robert Witeck			

IN WITNESS WHEREOF I have hereunto set my hand and affixed the seal of George Mason University, this day of 28 July 2023



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Michael J. Meese - Secretary

**GEORGE MASON UNIVERSITY**

**BOARD OF VISITORS**

**DOCUMENT AND RECORDS REQUEST POLICY**

In order to facilitate the orderly transaction of business, and to make the most efficient use of administrative staff, it is the policy of this Board that all requests by individual members for University documents and records, subject to review by Counsel for disclosability, shall be directed to the Secretary of the Board of Visitors or to the Secretary pro tem in the absence of the Secretary of the Board of Visitors.

This policy shall remain in effect for one year.

Adopted by the Board of Visitors on July 28, 2023.

A handwritten signature in cursive script that reads "Michael J. Meese". The signature is written in black ink and is positioned above a horizontal line.

Michael J. Meese  
Secretary  
Board of Visitors

## AY 2023-2024 Goals George Mason University

*Note: These goals were approved at the Annual Board Meeting on July 28, 2023 with the caveat that the 2023-24 Goals will be reviewed again at the September 28, 2023 full board meeting.*

As you know, we completed the strategic plan this year. In accordance with the major priorities of this plan, we established the goals for this academic year. The overall goals listed throughout this document are components of the five general priorities of the strategic plan. It begins with a table highlighting our accomplishments relative to the metrics that we defined in last year's Goals

### Key Performance Metrics 2023- 2024

Priority	Metric	Status	Performance
<b>Deliver a distinctive and inclusive student experience that fosters lifelong engagement.</b>	<i>Manage cost growth by executing on core components of the Critical Vacancy Plan</i>		
	<i>Grow undergrad enrollment by 1.5%</i>		
	<i>Grow graduate and Law School enrollment by 1.5%</i>		
	<i>Grow Mason Korea Enrollment by 1.5%</i>		
<b>Expand the impact of Mason's research, scholarship, and creative enterprise.</b>	<i>Grow research awards and/or expenditures by 5% (15% stretch goal) each year</i>		
<b>Expand partnerships for economic and social impact.</b>	<i>Grow corporate support by 5% each year</i>		
	<i>Maintain or Improve Rankings</i>		
	<i>Maintain gifts and fundraising at \$100M</i>		
<b>Exemplify a university culture of diversity, equity, and inclusion</b>	<i>Completion of Recommendations outlined the ARIE Initiative</i>		
	<i>Maintain designation as a Minority-Serving Institution</i>		
<b>Invest in faculty and staff success.</b>	<i>Implement FY24 Mason's portion of the State Government Compensation increase</i>		

- 1. Deliver a distinctive and inclusive student experience that fosters lifelong engagement.**  
Cultivate a high-quality experience that embodies the Mason values and promotes student success, well-being, collaboration, and a lasting connection.
- 2. Expand the impact of Mason’s research, scholarship, and creative enterprise.**  
Bolster the infrastructure and systems that support research and collaboration.
- 3. Expand Partnerships for Economic and Social Impact.**  
Strengthen partnerships, alumni relations, and community building and engagement informed by Mason’s research, creative arts and pedagogical expertise.
- 4. Exemplify a university culture of diversity, equity, and inclusion.**  
Live a culture of belonging and inclusion and address disparities that support the values of access, diversity, equity, and inclusion at Mason.
- 5. Invest in faculty and staff success.**  
Ensure appropriate resources, processes, and technologies are in place that better support the faculty and staff experience.

**1. Deliver a distinctive and inclusive student experience that fosters lifelong engagement.**

As it relates to the student experience, Mason effectively has managed the three initial crises emanating from the pandemic. These include the health crisis caused by a lingering pandemic, a racial inequity crisis exacerbated by the death of George Floyd and a fiscal crisis. Two new crises have emerged over the last year, these are a mental health crisis and challenges related to inflation to include increased labor cost and retention of key faculty and staff.

The following goals are necessary towards achieving that outcome

- a. Develop and successfully implement a fiscal management plan that supports the campus through the 2023-2024 academic year. This must include the development of structural mechanisms (i.e., innovative financial distribution and expenditure strategies, maintenance and expansion of state support, and fundraising) to avoid significant budget disruptions and/or the implementation of significant reductions that are not debilitating to the university (*Provost, EVP/COO, VP Government and Community Relations, VP Advancement and Alumni Relations*)
  - a. Continued implementation and development of a plan to gain additional federal and state resources through earmarks, funded partnerships and proposals (*VP Government and Community Relations*).
  - b. Develop comprehensive plans to invest in consequential projects of high impact in a constrained environment. (*Provost, EVP/COO, Chief of Staff*)
    - i. Reduce our Educational and General (E&G) deficit by at least \$10M by implementing the budget reduction exercise established this year

- ii. For institutional priorities and innovative projects, identify potential reallocation of budget funds or new revenue sources to provide for strategic/innovative projects.
- b. Create infrastructure improvements that allow institutional efficiency and effectiveness (*EVP/COO, Provost, Vice Provost, VP Enrollment Management*):
  - a. Implement updated 6-year plan in accordance with the needs of the campus and the directions of the Commonwealth administration's revised 6-year planning model.
  - b. Outline and implement multi-year service roadmap of efficiency initiatives building on the redesigned Chart of Accounts and Banner functionality capabilities
  - c. Upgrade and establish interim university budget model to bridge the institution to a new and improved university budget model in FY25
  - d. Prioritize delivery of automation and efficiency initiatives that enable achievement of enrollment management goals
  - e. Establish task force to present exemplars for shared services pilot for academic unit in the areas of Research Administration, Data Analytics, Marketing & Communication and Information Technology.
  - f. Pilot shared HR services at Mason Square between Carter School, SCHAR School and Antonin Scalia Law School.
  - g. Onboard Senior Vice President for Operations and Business Services to strengthen infrastructure, foster efficiencies and support regional campus operations growth.
  - h. Successfully hire a permanent Vice President of Human Resources to partner with the President, EVP and other university leaders in managing the HR enterprise of the institution.
- c. Review and implement high-priority elements of an updated strategic plan for the support of graduate education through the newly established Graduate Division in the Office of the Provost. (*Provost/VP Research, Innovation and Economic Impact*)
- d. Develop an implementation plan for professional education programs that will support workforce needs in the region and Commonwealth (*Provost, Pres. Spec Advisor (PSA)*).
- e. Establish a plan for upgrading and improving the athletic and entertainment experience for students and student athletes (*Athletic Director*).
- f. Develop and/or revise at least two online graduate/professional education programs (*Provost*).
- g. Continued enhancement of student success initiatives (*VP University Life/Provost/VP Research, Innovation, and Economic Impact*).
  - a. Partner with the state government along with non-profit and other organizations to grow the scope and capacity of behavioral health and associated human services in support of Mason's students
  - b. Categorize and expand experiential learning opportunities, inclusive of internships, co-op experiences, entrepreneurship, service learning, community

engagement, study abroad, and research apprenticeship opportunities for students that apply their knowledge, skills and competencies in and beyond the classroom.

- h. Continued implementation of the Strategic Plan to include the evolution of the living document plan. (*Chief of Staff/VP Branding*)
- i. Continue to review and invest in energy efficiency and sustainability initiatives, building upon the results of phase one of the campus Climate Action Plan (*EVP/COO*).

## **2. Expand the impact of Mason's research, scholarship, and creative enterprise**

Last year we continued to expand our research enterprise which was exemplified through the growth of research expenditures over the last two years. Our efforts this year will center on the expansion and development of research infrastructure support (*VP Research, Innovation and Economic Impact*).

- a. Continue the restructure of the Office of Research Innovation and Economic Impact to include implementation of shared services.
- b. Develop and implement a plan to restructure support for research faculty. This includes plans to:
  - a. foster scholarly research,
  - b. enhance research collaboration,
  - c. manage faculty research space, and
  - d. increase licensing and technology transfer.
- c. Demonstrate leveraged investments in initiatives like seed grant programs and investment in the Institutes to grow research awards and expenditures.
- d. Establish three new public/private research partnerships with the public or private sectors
- e. Establish two new research partnerships with peer and aspirant Universities.

## **3. Expand partnerships for economic and social impact.**

Mason's location and proximity to the federal government provides ripe opportunities for the University to accelerate impact to the local community. Our three campuses in Virginia are surrounded by organizations that not only serve the federal government but are also many of the largest employers in the Commonwealth and surrounding region. Our goal is to continue to leverage this advantage in the upcoming year.

- a. Build upon a successful campaign launch to grow the resources and partnerships needed for our university (*VP Advancement and Alumni Relations, President*).
  - a. *Maintain gifts at \$100M.*
  - b. *Establish a Campaign Committee focused on key families who will lead the campaign.*



- c. *Develop a plan to expand Advancement and Alumni Relations to meet long term objectives of the campaign.*
    - d. *Develop a funding plan to structure our Advancement and Alumni Relations Enterprise to achieve consistent success in the current campaign*
  - b. Grow the *Mason Virginia Promise* (a pathway towards an advanced degree or your own business for every Virginian who wants it) via adding two additional community college partners (*Provost, EVP/COO, VP Research, Innovation and Economic Impact, PSA*).
    - a. Expansion of the availability of financial aid to provide more students with 100% of total financial need
  - c. Execute on the plan for Mason Korea to become a hub to expand Mason’s global presence in Asia and beyond (*Provost, EVP/COO*).
  - d. Establish a Public, Private Partnership Conference focused on focused on impactful, strategic partnerships that meet shared goals of innovation, talent and positive societal outcomes. (*PSA*)
  - e. Continue to upgrade and expand health sciences partnerships, funding opportunities, and capabilities (*Provost, VP Research, Innovation and Economic Impact, PSA*).
  - f. Complete the final proposal to the Board of Visitors (BoV) leading to a formal vote on establishing a comprehensive Health Sciences strategy that includes medical education (*Provost, President*)
  - g. Launch online bachelor’s programs that support degree completion for working adults (*Provost, PSA*)
  - h. Maintain and leverage Mason Enterprise to create a top-ranked entrepreneurial culture at Mason that catalyzes, supports, and scales small tech businesses throughout the state. (*VP Research, Innovation and Economic Impact*)
  - i. Execute plan for the monetization of key Mason assets (Shirley Gate property, West Campus, SciTech Campus, Parking, Power Generation, etc.). The use of these funds will be to drive and support the academic mission of the university (*President/Chief of Staff/EVP/COO*).
  - j. Develop opportunities for the Authority to realize monetization of key Mason assets (such as Shirley Gate property, SciTech Campus, Parking, Power Generation, etc.
  - k. Launch an initiative to increase University rankings leading to the classification of Mason as a top 100 University (*President/Chief of Staff*).
    - a. Produce updated plan with metrics outlining performance to date.
  - l. Continue the institutional brand renewal effort that coincided with the 50th anniversary (*VP University Branding*).
    - a. Develop a plan to streamline Mason’s brand infrastructure (communications, marketing, digital strategy, events, trademarks/licensing) to maximize enterprise efficiency and impact. (Efficiency = productivity for cost; impact = growth of brand.)
  - m. Continue to position Mason as one of the best positioned universities nationally to establish and grow public/private partnerships (*VP Research/AVP Innovation and Economic Impact*).

- a. Continue to meet enrollment and graduation targets established for the Commonwealth's Tech Talent Investment Program (TTIP) (*Provost/ VP Research, Innovation and Economic Impact*).
- b. Expand Innovation Ecosystem for campus and local entrepreneurs with GMU as a hub and convener. Continue construction of FUSE at Mason Square in Arlington and expand governance committees to support the identification of tenant partners in the building and bringing FUSE online (*Chief of Staff/VP Research, Innovation and Economic Impact, EVP/COO*).
- c. Establish public private partnerships with at least 3 area corporations and expand our corporate based coalition to support our Arlington Innovation Campus (*President, Chief of Staff, PSA*).
- d. Acquisition of Vernon Smith Hall to expand the footprint of the Arlington Mason Square Campus and secure critical infrastructure for campus operation and growth in auxiliary revenues (parking/leasing). *EVP/COO*

**4. Exemplify a university culture of diversity, equity, and inclusion.**

Mason embraces the opportunity to expand our leadership as the most diverse public university in Virginia and become an exemplar for inclusive excellence at the state, regional, and national levels. Towards that end, the following goals are identified:

- a. Continued implementation of the recommendations from the university's Anti-Racism and Inclusive Excellence Initiative (*CDO, All Units*).
- b. Execute the evaluation of inclusive excellence plans and develop a plan to reward those units who are successfully implementing their plans and support those who are having difficulties. (*CDO, Provost, EVP/COO*)
- c. Continued execution on a comprehensive recruitment and retention plan that addresses inequities for faculty, staff, and students. (*CDO, Provost, EVP/COO*)
- d. Improve access and affordability through expanded financial assistance and partnerships within the Mason Virginia Promise (*CDO, Provost, EVP/COO*)
- e. Expand Mason's commitment to furthering the DEI mission into our brand (*VP University Branding*)

**5. Invest in faculty and staff success.**

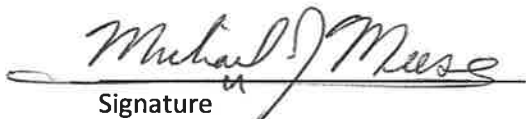
The Pandemic not only created unprecedented stressors for our campus, it also created unprecedented opportunities. We will be afforded a unique opportunity to reexamine who we are, what we stand for, and what kind of institution we will be in the future. The possibilities for reimagining and recreating ourselves are significant. GMU is an institution known for its drive, innovation and creativity. My goal is to focus this innovation towards reexamination and reinvention. Towards that end, the following goals are identified (*Provost, EVP/COO*):

- a. Expand formal faculty and staff support and retention programs aimed at improving the environment and working conditions for faculty and staff. These include formal honorifics and awards programs (*Provost*).
- b. Complete updated climate assessment for faculty and staff (*Provost, EVP/COO*).
- c. Develop targeting reorganization and retirement incentives and manage critical vacancy hiring initiative focused on reducing Educational and General (E&G) spending.
- d. Continue market assessments of faculty and staff salaries relative to compression, inversion, equity, and cost of living.
- e. Complete a review of key faculty and staff benefits, including the possible formulation of a “university employee” position category and possible funding for a tuition remission benefit for dependents (*Provost*).

**Performance Bonus – President Gregory Washington**

In accordance with Section D.2 of President Washington's Employment Agreement and following evaluation of President Washington's performance for the previous academic year, the Board of Visitors is authorizing the maximum performance bonus of \$125,000 after meeting and/or exceeding his performance expectations as measured per his Employment Agreement as outlined in Section E.

Approved by the Board of Visitors on July 28, 2023.

A handwritten signature in cursive script, reading "Michael J. Meese", written over a horizontal line.

Signature

Michael J. Meese

Secretary of the Board of Visitors

RESOLUTION OF THE BOARD OF VISITORS OF GEORGE MASON UNIVERSITY  
AUTHORIZING INCREASE IN BASE SALARY FOR PRESIDENT WASHINGTON

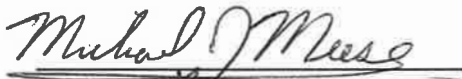
WHEREAS, President Dr. Gregory Washington entered into an employment agreement with George Mason University ("University") first dated March 3, 2020, as amended ("Employment Agreement"), and has served as University president since July 1, 2020; and

WHEREAS, in accordance with Section D.1. of the Employment Agreement, any increase in Base Salary requires approval by the Board of Visitors;

NOW, THEREFORE, BE IT RESOLVED:

Effective June 10, 2023, the Board of Visitors approves an increase of 2.5% to President Washington's annualized Base Salary, to \$753,375, to be paid from state funds and Other Funds as specified in Section D.1 of the Employment Agreement.

Approved by the Board of Visitors on July 28, 2023.

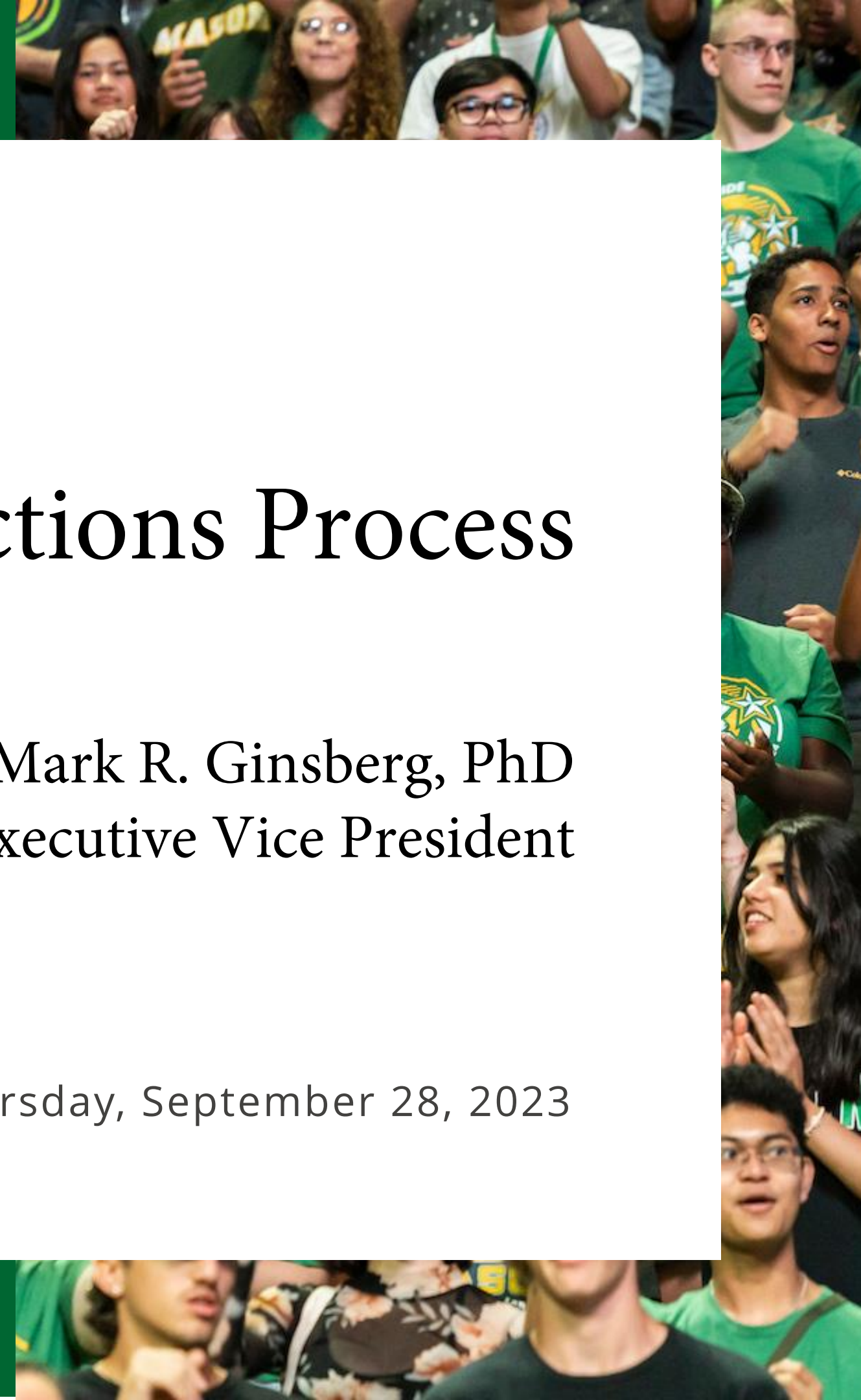
  
Signature  
Michael J. Meese  
Secretary of the Board of Visitors



# Faculty Actions Process

Mark R. Ginsberg, PhD  
Provost and Executive Vice President

Thursday, September 28, 2023



# Tenure Faculty

## Promotion

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

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

### Assistant OR Associate Professor (Pre-Tenure)

Hired on qualifications, achievements and potential for growth

### Associate Professor (Without Term)

Demonstrate genuine excellence in teaching OR in research/scholarship and evidence of university service

Provide evidence that their contributions have had significant impact beyond the boundaries of this university

### Full Professor (Without Term)

Demonstrate genuine excellence in teaching OR research/scholarship, and evidence of university service

Evidence of significant impact beyond the boundaries of the university must be much more substantial than in cases involving tenure or promotion to the rank of associate professor without term

Clear and convincing evidence of an established external reputation based on consequential achievements or professional activities

# Promotion and Tenure Portfolio

## Required Materials

- 1** Statement about teaching/mentoring and research, including future plans
- 2** Employment chronology, particularly at Mason
- 3** Vita, to include clear evidence about research and scholarship
- 4** Evidence for research and scholarly achievement, as well as teaching effectiveness, and external letters of review
- 5** External letters—and other materials including evaluation of teaching—that speak to the impact of the candidate's research, scholarship, and/or creative work



# Promotion and Tenure

## Process

STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7
<p>Departmental review by the LAU first-level promotion and tenure committee</p>	<p>All materials* are reviewed by the LAU Chair of the candidate's college/school</p>	<p>Review conducted by second-tier college/school-level review committee</p>	<p>All materials* are reviewed by the Dean of the candidate's college/school</p>	<p>The complete dossier is reviewed by the Provost who recommends actions to the President</p>	<p>After review of dossier, the President makes a recommendation to BOV</p>	<p>The Board of Visitors confers promotion/tenure or promotion of tenured faculty to rank of Professor</p>

\*Required materials included on next slide