

Full Board Meeting - December 13, 2017 - Updated 12-12-17

George Mason University Board of Visitors

I. Agenda for Full Board Meeting - December 13, 2017

A. Full Board Agenda - 12.13.2017.pdf

7:30 - 8:00
a.m./Merten
1205

II. Continental Breakfast

8:00 - 8:25
a.m./Merten
1201

III. Executive Committee

A. Executive Committee Agenda - 12.13.2017.pdf

8:30 - 9:25
a.m./Merten
1203

IV. Audit Committee

A. audit committee - december 13, 2017 updt 12-12-17.pdf

9:30 - 10:30
a.m./Merten
1201

V. Finance and Land Use Committee

A. finance and land use committee - december 13, 2017 updt 12-12-17.pdf

10:35 - 11:25
a.m./Merten
1203

VI. Development Committee

A. development committee - december 13, 2017.pdf

10:35 - 11:25
a.m./Merten
1204

VII. Research Committee

A. research committee – december 13, 2017 12-12-17.pdf

11:30 a.m. -
12:30
p.m./Merten
1201

VIII. Academic Programs, Diversity and University Community Committee

A. academic programs, diversity and university community committee – december 13, 2017.pdf

12:30 - 1:15
p.m./Merten
1202

IX. Lunch

1:20
p.m./Merten
1201

X. I. Full Board Meeting - Call to Order

1:20 p.m.

XI. II. Approval of Minutes

A. A. Executive Committee Minutes for October 12, 2017

B. B. Full Board Meeting Minutes for October 12, 2017

1:20 - 1:25 p.m.

XII. III. Rector's Report

1:25 - 2:10 p.m.

XIII. IV. President's Report

XIV. V. Committee Reports

2:10 - 2:20 p.m.

A. A. Audit Committee

Chairman
Petersen

2:20 - 2:30 p.m.

B. B. Finance and Land Use Committee

Chairman

1. 1. GMUF Potomac Heights Capital Lease (ACTION ITEM)
2. 2. Enhanced Capital Authority Revised Proposed Capital Construction Selection Process (ACTION ITEM)

2:30 - 2:40 p.m.

C. C. Development Committee

Vice Chairman
Zuccari

2:40 - 2:50 p.m.

D. D. Research Committee

Chairman
Ahmed

2:50 - 3:00 p.m.

E. E. Academic Programs, Diversity and University Community Committee

Vice Chairman
Witeck

1. 1. Program Actions (ACTION ITEMS)
 - a. a. Close: BS, Athletic Training
 - b. b. Open: Master of Professional Studies in Applied Organizational/Industrial Psychology
2. 2. Faculty Actions (ACTION ITEMS)
 - a. a. Promotion and/or Tenure
 - b. b. Conferral of Emeritus/Emerita Status

3:00 - 4:00 p.m.

XV. VI. Closed Session

- A. A. Student Matter (Code of VA: 2.2-3711.A.2)
- B. B. Protection of Privacy in Personal Matters (Code of VA: 2.2-3711.A.4)
- C. C. Public Contract (Code of VA: 2.2-3711.A.29)
- D. D. Gifts, Bequests, and Fundraising Activities (Code of VA: 2.2-3711.A.9)
- E. E. Consultation with Legal Counsel pertaining to actual or probable litigation (Code of VA: 2.2-3711.A.7)
- F. F. Consultation with Legal Counsel regarding specific legal matters requiring the provision of legal advice (Code of VA: 2.2-3711.A.8)
- G. G. Personnel Matter (Code of VA: 2.2-3711.A.1)

4:00 p.m.

XVI. VII. Adjournment

**GEORGE MASON UNIVERSITY
BOARD OF VISITORS**

**BOARD OF VISITORS MEETING
December 13, 2017
Merten Hall, Fairfax Campus**

AGENDA

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

BOARD OF VISITORS MEETING AGENDA

Merten Hall, Room 1201

1:20 p.m.	I. Call to Order
1:20 p.m.	II. Approval of the Minutes (ACTION ITEMS) A. Executive Committee Minutes for October 12, 2017 B. Full Board Meeting Minutes for October 12, 2017
1:20 p.m. – 1:25 p.m.	III. Rector's Report
1:25 p.m. – 2:10 p.m.	IV. President's Report

- A. Strategic Plan Update - Frank Neville
- V. Committee Reports**
- 2:10 p.m. – 2:20 p.m. A. **Audit Committee**
 - 2:20 p.m. – 2:30 p.m. B. **Finance and Land Use Committee**
 - 1. GMUF Potomac Heights Capital Lease (ACTION ITEM)
 - 2. Enhanced Capital Authority Revised Proposed Capital Construction Selection Process (ACTION ITEM)
 - 2:30 p.m. – 2:40 p.m. C. **Development Committee**
 - 2:40 p.m. – 2:50 p.m. D. **Research Committee**
 - 2:50 p.m. – 3:00 p.m. E. **Academic Programs, Diversity and University Community Committee**
 - 1. Program Actions
 - a. Close: BS, Athletic Training
 - b. Open: Master of Professional Studies in Applied Organizational/Industrial Psychology
 - 2. Faculty Actions
 - a. Promotion and/or Tenure
 - b. Conferral of Emeritus/Emerita Status
- 3:00 p.m. – 4:00 p.m. **VI. Closed Session**
- A. Student Matter (Code of VA: §2.2-3711.A.2)
 - B. Protection of Privacy in Personal Matters (Code of VA: §2.2-3711.A.4)
 - C. Public Contract (Code of VA: §2.2-3711.A.29)
 - D. Gifts, Bequests, and Fundraising Activities (Code of VA: §2.2-3711.A.9)
 - E. Consultation with Legal Counsel pertaining to actual or probable litigation (Code of VA: §2.2-3711.A.7)
 - F. Consultation with Legal Counsel regarding specific legal matters requiring the provision of legal advice (Code of VA: §2.2-3711.A.8)
 - G. Personnel Matter (Code of VA: §2.2-3711.A.1)
- 4:00 p.m. **VII. Adjournment**

No public comment will be taken at this meeting.

**GEORGE MASON UNIVERSITY
BOARD OF VISITORS**

**Meeting of the
Executive Committee
December 13, 2017
8:00 – 8:25 a.m.**

**Merten Hall, Fairfax Campus
Room 1201**

AGENDA

- I. Call to Order**
- II. President's Comments**
- III. Closed Session**
 - A.** Student Matter (Code of VA: §2.2-3711.A.2)
 - B.** Protection of Privacy in Personal Matters (Code of VA: §2.2-3711.A.4)
 - C.** Public Contract (Code of VA: §2.2-3711.A.29)
 - D.** Gifts, Bequests, and Fundraising Activities (Code of VA: §2.2-3711.A.9)
 - E.** Consultation with Legal Counsel pertaining to actual or probable litigation (Code of VA: §2.2-3711.A.7)
 - F.** Consultation with Legal Counsel regarding specific legal matters requiring the provision of legal advice (Code of VA: §2.2-3711.A.8)
 - G.** Personnel Matter (Code of VA: §2.2-3711.A.1)
- IV. Adjournment**

No public comment will be taken at this meeting.

**GEORGE MASON UNIVERSITY
BOARD OF VISITORS**

**Audit Committee
December 13, 2017
Merten Hall, Fairfax Campus**

A G E N D A

- I. Call to Order**
- II. Approval of Audit Committee Minutes**
 - A. Approval of Committee Minutes for October 12, 2017 Meeting (**ACTION**)
- III. New Business**
 - A. Auditor of Public Accounts Discussion
 - B. Strategic Initiatives Update
- IV. Reports**
 - A. Report of Approved Waivers of Contractual Conflicts of Interest
 - B. Office of University Audit Summary Report
- V. Adjournment**

**AUDIT COMMITTEE
OF THE BOARD OF VISITORS**

**October 12, 2017
Merten Hall**

MINUTES

PRESENT: Vice Chair Blackman; Visitors Hazel and Peterson.

Rector Davis; Provost and Executive Vice President Wu; Senior Vice President Davis; Vice President of Research Crawford; Associate Vice President Dade; Associate Vice President and Controller Kemp; Vice President and Chief Information Officer Smith; University Counsel Walther; Chief Ethics Officer Woodley; University Auditor Dittmeier; and Associate University Auditor Watkins.

ABSENT: Chairman Petersen; Visitor Purvis.

I. In Chairman Petersen’s absence, Vice Chair Blackman called the meeting to order at 8:42 a.m.

II. Closed Session

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

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE.

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

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

III. Approval of Minutes

Vice Chair Blackman called for a motion to approve the minutes of the May 11, 2017 Audit Committee meeting. The motion was **MOVED** by Visitor Hazel and **SECONDED** by Visitor Peterson.

AUDIT COMMITTEE

October 12, 2017

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MOTION CARRIED UNANIMOUSLY BY VOICE VOTE.

IV. New Business

A. Approval of Audit Committee Charter

The Committee discussed proposed revisions to the Audit Committee Charter, including revisions which (i) align the charter with the Board's October 2016 bylaws related to the composition of the Committee and (ii) reflect the renaming of the internal audit function as the "Office of University Audit". The Committee noted that University Counsel had confirmed the proposed revisions are aligned with the University's by-laws. Rector Davis **MOVED** and Visitor Hazel **SECONDED** that the Audit Committee Charter be approved.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE.

B. Approval of Office of University Audit Charter

Mr. Dittmeier reviewed with the Committee the Office of University Audit Charter. He also confirmed the organizational independence of the Office of University Audit. After discussion, the Committee concurred with Mr. Dittmeier's organizational independence confirmation. Visitor Hazel **MOVED** and Rector Davis **SECONDED** that the Office of University Audit Charter be approved.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE.

V. Reports

A. Office of University Audit Summary Report

Mr. Dittmeier reviewed with the Committee the Office of University Audit Summary Report. He described the three audit reports issued since the last meeting. Management continues to make progress to remediate 12 outstanding audit issues. He reviewed the status of in-progress and planned audit and investigative projects.

Mr. Dittmeier also introduced Ms. Watkins as the new Associate University Auditor; she has over 17 years of private sector internal audit leadership experience and holds professional certifications as a Certified Internal Auditor and Certified Fraud Examiner.

B. Review of Office of University Audit Planning

Mr. Dittmeier reviewed with the Committee University Audit's process for determining audit priorities in a flexible, risk-based manner using a frequently refreshed audit risk assessment. The Committee concurred with this approach for establishing risk-based audit plans.

C. External Quality Assessment Results

AUDIT COMMITTEE

October 12, 2017

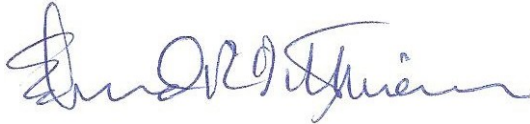
Page 3

Mr. Dittmeier reviewed with the Committee the results of the external quality assessment of Mason's internal audit activity, the Office of University Audit, completed by the Commonwealth's Office of the State Inspector General. The assessment concluded that the Office of University Audit generally conforms to the Institute of Internal Auditors Code of Ethics and the International Standards for the Professional Practice of Internal Auditing. A 'generally conforms' rating is the highest possible rating and reflects that the Office of University Audit has a charter, policies, and processes that are judged to be in accordance with the Code of Ethics and the Standards. The assessment reported four observations: three are completed and the fourth requires an evaluation of Mason's ethics-related programs and activities which the Office of University Audit will address in concert with, and subsequent to, activities in support of the President's 2017-18 goal related to Mason's ethics program. The Committee commended the Office of University Audit for the results.

VI. Adjournment

Vice Chair Blackman declared the meeting adjourned at 9:19 a.m.

Respectfully submitted,



Edward R. Dittmeier
Secretary pro tem

ITEM NUMBER: III.A.

Auditor of Public Accounts Discussion

PURPOSE OF ITEM:

Brief the Audit Committee regarding the upcoming financial statement audit for the year ended June 30, 2017.

NARRATIVE:

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

Representing the Auditor of Public Accounts are:

- Zach Borgerding - Project Manager
- David Rasnic - Auditor In-Charge

ACTION:

Receive briefing and discuss.

ITEM NUMBER: III.B.

Strategic Initiatives Update

PURPOSE OF ITEM:

Brief the Audit Committee regarding the university's strategic initiatives and new ventures.

NARRATIVE:

Michelle Marks, Vice President for Academic Innovation and New Ventures, will review with the Committee certain strategic initiatives the university is undertaking to further strengthen its competitiveness and enhance student accessibility and affordability. Among other things, she will the current status of the initiatives, likely challenges, and management's approach to addressing the challenges.

ACTION:

Receive briefing and discuss.



Academic Innovation and New Ventures

*— We build partnerships that expand
access and create extraordinary value for
our students and our community —*

**Audit Committee
December 13, 2017**



Academic Innovation and New Ventures



Pursue
transformative
partnerships for
ACCESS



Create new
REVENUE streams



Launch innovative
programs to fill
WORKFORCE
NEEDS



Position Mason as
a university for
the **FUTURE**

New Ventures

*Focusing on **solutions** to challenges
facing public higher education today*

Higher Education Trends:

- Changing demographics
- Increasing costs
- Shifts in public funding
- Pressure to develop more productive & efficient delivery models

New Ventures' **Solutions**:

- Create alternative pathways for students to access higher education
- Expand access & increase degree attainment for an increasingly diverse student body
- Develop new models for program delivery
- Create new partnerships to leverage resources & capabilities

Stakeholder's Success

Students:

- ↑ Access
- ↑ Attainment
- ↑ Flexibility
- ↑ Jobs
- ↓ Costs

Families:

- ↓ Barriers
- ↓ Costs
- ↑ Attainment
- ↑ Affordability

Virginia:

- ↑ Businesses
- ↑ Completers
- ↑ Partnerships
- ↑ Innovation
- ↑ Labor force

Mason:

- ↑ Enrollment
- ↑ Student Success
- ↑ Relevance
- ↑ Brand

NEW VENTURES TEAM

Michelle Marks, Vice President

Initiative Strategy & Management

Marc Austin, Executive Director
Eboni Cotton, Project Manager
Farhan Fahim, Project Manager

Campus & Community Engagement

Robin Parker, Director
Angelina Jarrouj, Grant Writer
Teresa Finn, Exec. Assistant

Academic & Financial Planning

Stephen McWilliams, Bus. Dev. Manager

Information Technology and Systems

To be hired

Closely Liaising with Other Units

Academic Units

ITS

Budget & Finance

Enrollment Management

University Life

Wiley – Overview of Mason’s Partnership for Online Graduate Programs

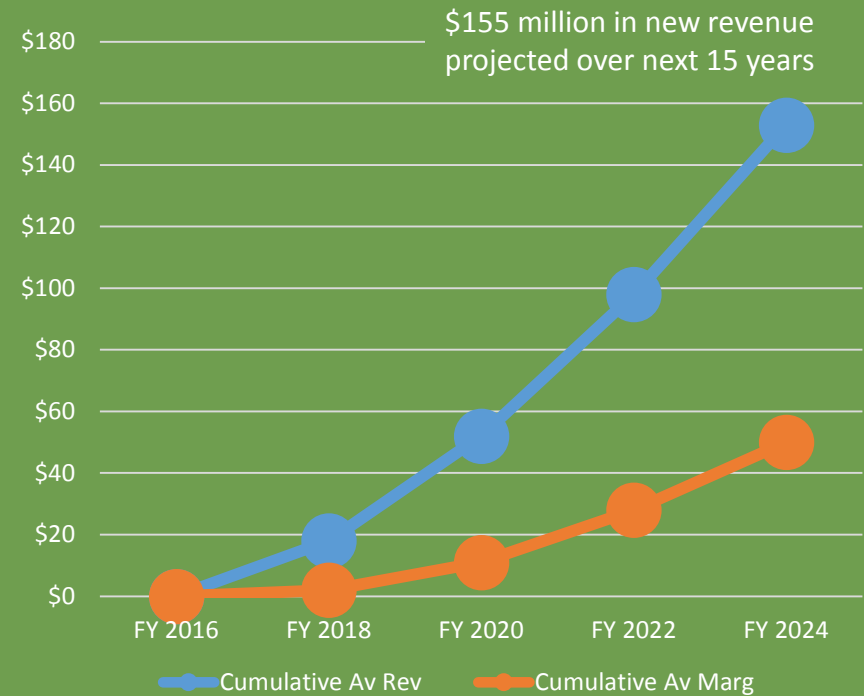
Purpose

Launch 15 high-demand online programs at scale within 3 years, creating a capability to support high-quality, large-scale distance education programs at Mason



What Success Looks Like

Revenue/Margin Projections (\$M)



Wiley Partnership – Status Update

Milestones

- ✓ In Market with 3 Masters and 2 Certificates; First Classes January 2018;
- ✓ Launching 4th Masters, Fall 2018, and 1 Certificate (Health Informatics), Spring 2019
- ✓ Launching Operations Committee (November) to review Quarterly Performance

Success Measures (Y1)

- Enrollments (@300 by end of 2018)
- Broad Geographic Distribution of Prospect Inquiries
- On-Time Completion of New Courses

Program Launch Timeline (Projected)



Prospects: Social Work, Public Health, Computer Science, Cyber, Curriculum Development, Educational Leadership, Learning Analytics

Wiley – Items to Manage

Potential Near-Term Issues or Risks	Mitigation Step
○ Faculty Adoption	✓ Formalized, faculty engagement process
○ Wiley Data Access	✓ Legal Agreement (nearing completion)
○ Preventing Inadvertent Calendar Crossing	✓ New Registrar Controls
○ Ineffective Online <i>Orientation</i>	✓ Cross-University Orientation Working Group
○ Ensuring Course Quality	✓ Introducing Blackboard Quality Rubric
○ Managing Revenue Reporting	✓ Budget Office Student Accounts Report
○ Scalability of Growth	✓ Cost Tracking Working Group (Finance and Provost)

ADVANCE – Overview of NOVA-Mason Partnership

Purpose

Establishing guided curricular pathways for NOVA students to a faster, more affordable, advisor-supported 4-year Mason Degree.

ADVANCE

A NOVA | MASON PARTNERSHIP

What Success Looks Like

- ✓ Identify 20 formal curricular pathways
- ✓ On average, students will save 25% on the cost of a 4-year degree
- ✓ 250+ ADVANCE Students in Y1

ADVANCE – Status Update

Milestones

- ✓ 20 Curricular Pathways Identified
- ✓ 15 Student Service Areas (e.g., Access to Student Health Insurance, Mason ID for Events, Navigator Concierge-Level Support)
- ✓ Launching Operations Committee (November) to review Quarterly Performance

Success Measures (ADVANCE 1.0)

- 250+ Initial Enrollments at NOVA by AY2018
- Defined Value Proposition in Market
- Significant Inquiries from NOVA Target Population (those with 0-30 credits) – *target TBD*
- Deployment of Innovative Methods to Achieve Service Scale and Financial Support

Curricular Pathways

ADVANCE Engineering

- Bioengineering
- Civil and Infrastructure Engineering
- Computer Engineering
- Cyber Security Engineering
- Electrical Engineering
- Mechanical Engineering
- Systems Engineering

ADVANCE HEALTH

- Nursing (available online)
- PreMed pathway to Biology/Chemistry

ADVANCE BUSINESS

- Management (available online)
- Accounting

Other programs:

- Psychology (available online)
- Sport Management (available online)
- Legal Studies
- Hospitality and Tourism
- Teacher Education
- Communication

Adult Learning Programs/Concentrations

- BAS – Cybersecurity (available online)
- BAS – Health, Wellness and Social Services
- BAS – Human Development and Family Science
- BAS – Technology and Innovation (available online)

ADVANCE – Items to Manage

Potential Issues or Risks

○ Financial Impact of ADVANCE Enrollments



○ Lack of Data & Technology Integration between GMU (Banner) and NOVA (PeopleSoft)



○ Maintain Alignment Between NOVA / Mason Staff



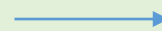
○ Seed Funding



○ Scalability of Growth



○ Marketing Missteps



Mitigation Step

✓ Hired Kennedy & Co. to Model Enrollment & Financial Scenarios

✓ Data Work-arounds until ADVANCE 2.0 (2018-19)

✓ Monthly Program Governance Reviews

✓ University, Commonwealth and Grant Funding

✓ ADVANCE “Enabled” Project to Identify Outsourcing Partners

✓ Hiring Marketing and Training Expertise

OVN – Overview of Online Virginia Network

Purpose

Help adult learners in Virginia with some college credits, but no undergraduate degree... ***finish what they started.***



What Success Looks Like

- ✓ Build a network across Virginia universities to support adult degree completion
- ✓ Reduce the over 1M Adult non-completers across Virginia
- ✓ Create accessible and efficient pathways to a bachelor's degree
- ✓ Provide more cost effective programs than traditional degree offerings

OVN – Status Update

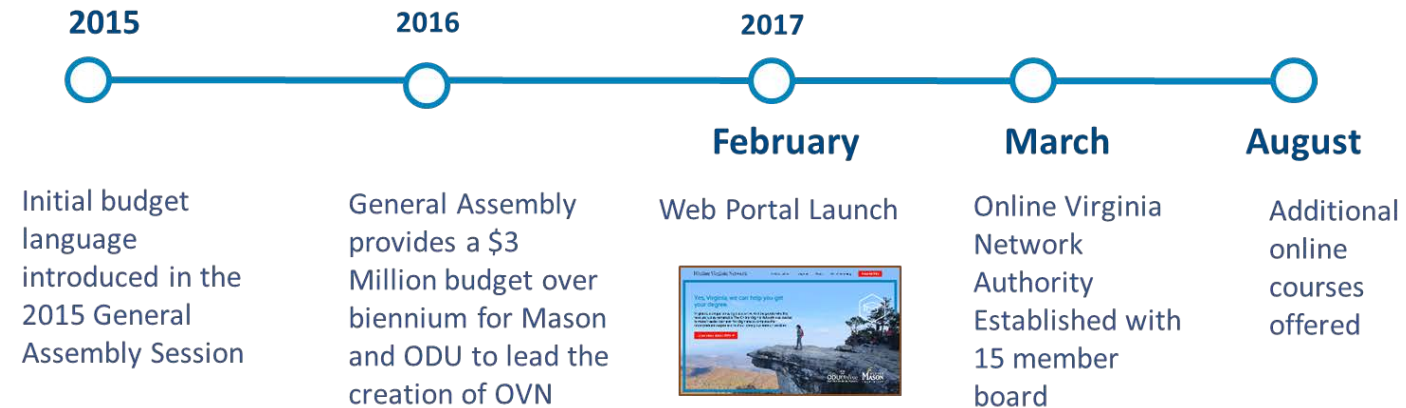
Milestones

- ✓ General Assembly Provides \$3m budget over biennium for OVN
- ✓ Launch of Web-Portal
- ✓ Online Course Search
- ✓ Enrollments at @76% of goal

Success Measures (Y1)

- Enrollments (225 Total, 50 from Mason)
- Inquiry Volume
- Growth of OVN Member Universities
- Five new (Mason) online programs annually

OVN Timeline Since 2015



OVN – Items to Manage

Potential Issues or Risks

- Expanding the OVN Membership
- High Visibility and Limited Funding
- Limited Mason Online Program Offerings
- Coordination with ODU Staff



Mitigation Step

- ✓ Designing an MOU and Partnership Framework
- ✓ Present Growth Scenarios for Additional Board Funding
- ✓ Develop 5 New Online Programs/Year via OVN Budget
- ✓ Bi-weekly Telepresence Project Meetings Managed by Mason New Ventures Staff

New Ventures' Communication Strategy

Promoting Transparency, Accountability and Accessibility

Transparent

- ✓ Launching New Ventures website in Jan. 2018
- ✓ Inviting participation from university stakeholders
- ✓ Social media presence highlighting office activities
- ✓ Seeking information from key constituencies

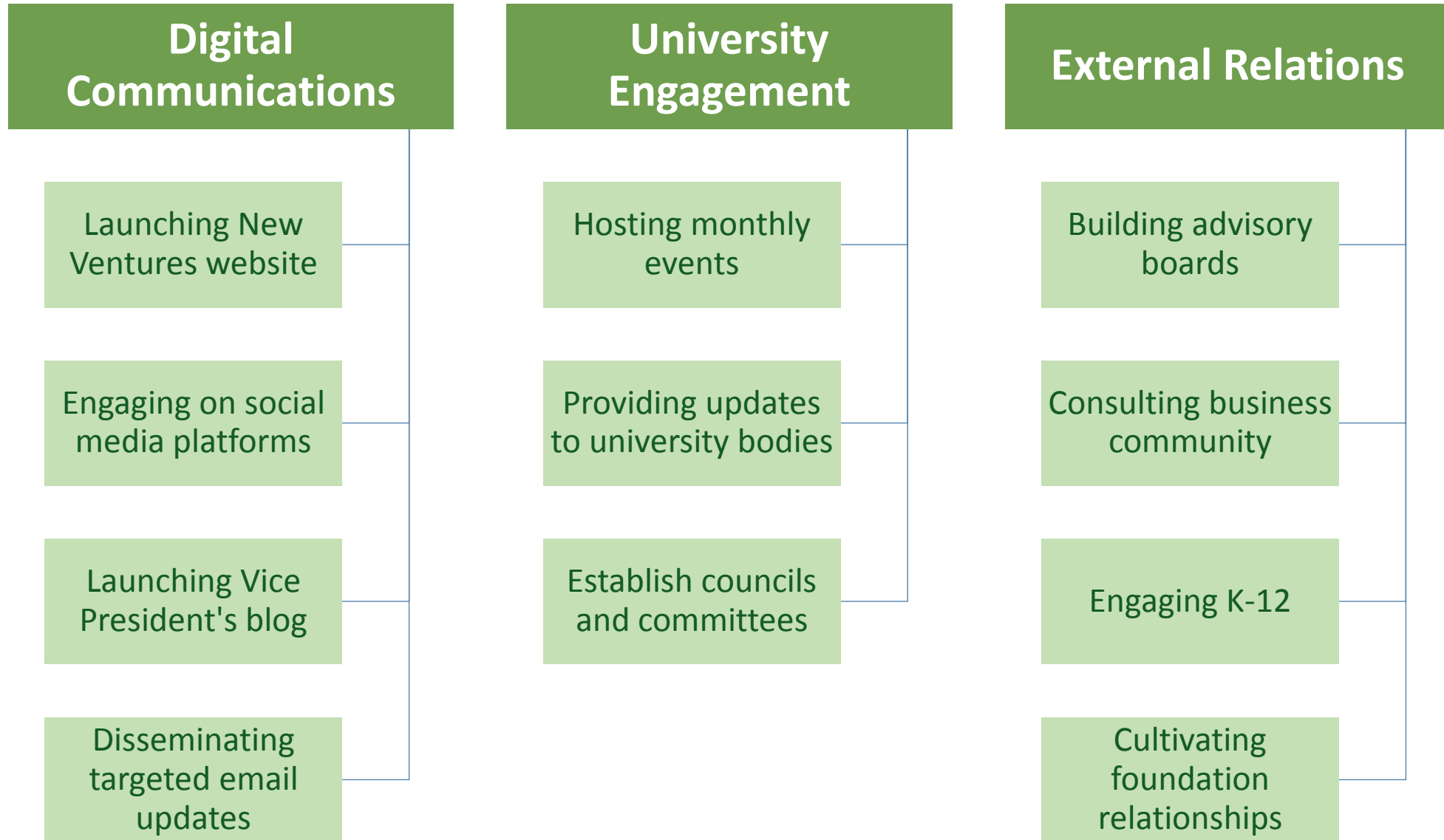
Accountable

- ✓ Creating Advisory Board/Councils for New Ventures and each project
- ✓ Featuring online content that presents initiative progress
- ✓ Utilizing analytics to assess audience engagement and interests

Accessible

- ✓ Establish advisory boards and committees to obtain on-going counsel
- ✓ Provide status updates to standing university bodies
- ✓ Imbed feedback channels into all electronic communications

New Ventures' Communication Strategy



MEMORANDUM

TO: George Mason University Board of Visitors

THRU: Ángel Cabrera, President, George Mason University

FROM: George Mason University Office of the President
Elizabeth Woodley, University Ethics Officer and Policy Manager

RE: Contractual Conflict of Interest Waivers

Pursuant to the Board of Visitors Resolution of August 1, 2014, the following is a report of existing Contractual Conflict of Interest Waivers at George Mason University between 12/1/2016 and 12/1/2017:

I. Waivers granted by the University Ethics Officer and Policy Manager pursuant to Virginia Code § 2.2-3106.C.2, stating that the dual employment of immediate family members is in the best interest of the University:

- A. Peggy Agouris and Dr. Anthony Stefanidis
- B. Paul Ammann and Rebecca Hartley
- C. Henry N. Butler and Paige V. Butler
- D. Aurali Dade and Damon Dade
- E. Jeffrey A. Davis and Jennifer Wagner Davis
- F. Rick Davis and Julie Thompson
- G. April De La Rosa and Carlos De La Rosa
- H. Nicholas Hofmann and Katara Wright
- I. Houman Homayoun and Setareh Rafatirad
- J. Cing-Dao (Steve) Kan and Chi Yang
- K. Setarra Kennedy and Charles Nicholson
- L. Clare Laskofski and Mike Laskofski
- M. Vera Lichtenberg and Scott M. Martin
- N. Kirsten J. McLagan and Frank Neville

II. Waivers approved by the President of George Mason University and the Vice President for Research pursuant to Virginia Code § 2.2-3106:

- A. Alec D. Barker, Group W Inc— Approval period: 11/30/2015--11/30/2017
- B. Ali A. Weinstein, Inova Health System— Approval period: 12/14/2015--11/30/2017; Inova Health System— Approval period: 10/26/17 – 11/30/2020
- C. Liping Di, General Science and Technology Solutions, Inc. (GSTS)— Approval period: 5/1/2016--4/30/2019; GSTS— Approval period: 5/1/2016 – 4/30/2019
- D. Emanuel F. Petricoin, Perthera Inc.— Approval period: 8/1/2016--9/1/2017;

- Perthera Inc.— Approval period: 9/1/2017--9/1/2018
- E. Xinyuan Wang, CyberRock, Inc.— Approval period: 9/1/2016--3/1/2017
- F. Patrick Gillevet – BioSpherex, LLC— Approval period: 6/17/2013 – 6/17/2018
- G. Kenneth Hintz – FirstGuard Technologies (FGT)— Approval period:
11/25/2014 – 11/25-2019
- H. Patrick McKnight, Ph.D. – Pearson, Inc.— Approval period: 8/22/2013 –
8/22/2018
- I. Dr. Chaowei (Phil) Yang – Spatiotemporal Information Systems, LLC (STIS)—
Approval period: 11/13/17 – 11/13/18

Pursuant to the Board of Visitors Resolution of February 4, 2015, the following is a report of information regarding Dr. Elizabeth F. “Beth” Cabrera during the fiscal year beginning July 1, 2016:

I. Total payment to Dr. Beth Cabrera by the University: \$72,000.00

II. All graduate, professional and continuing education courses of instruction for which Dr. Beth Cabrera was compensated and the amount of compensation for each course of instruction:

TSA Course (Spring 2016)	\$7,500
BDO (Summer/Fall 2016)	\$60,000
Business School class (Fall 2016)	\$500
TSA Course (Spring 2017)	\$4,000

Details are available at the Board’s request.



Office of University Audit

Report to the Audit Committee of the Board of Visitors

December 13, 2017

EXECUTIVE SUMMARY

- Two audit reports were issued since the last meeting.
 - Administrative Management of Sponsored Programs.
 - Spending of Funding Budgeted for Institutional Reserves and Strategic Initiatives.
 - Additional memos addressed third party processing of certain registration transactions and sponsored fund reconciliations testing results.
- Remediation of 15 audit issues is in progress as of November 15, 2017:
 - Eight issues have current target remediation dates through June 2018.
- Audit Plan status:
 - Substantially on track with 3+6 Audit Plan approved at the prior meeting.
- Status of fraud, waste, and abuse investigations:
 - Three completed since the prior meeting; there are six investigations in progress.
 - The completed investigations were isolated in nature.
- Audit staffing:
 - The audit team remains stable with no changes since the prior Committee meeting. Co-sourced resources remain available to provide supplemental skilled expertise when needed.

TABLE OF CONTENTS

Topic

- 1 SUMMARY OF AUDIT REPORTS
 - Administrative Management of Sponsored Programs.
 - Spending of Funding Budgeted for Institutional Reserves and Strategic Initiatives.
- 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

- Administrative Management of Sponsored Programs.
- Spending of Funding Budgeted for Institutional Reserves and Strategic Initiatives.
- Audit Memos:
 - Use of Wiley edu Employees to Process Certain Registration Transactions.
 - Continuous Audit of Sponsored Fund Reconciliations.



INTERNAL AUDIT REPORT

Report Title:	Administrative Management of Sponsored Programs	Report Date:	October 11, 2017
Responsible Manager:	Dr. Deborah Crawford Vice President of Research, Office of the Provost		

EXECUTIVE SUMMARY:

Background:

George Mason University was designated a “Doctoral University - Highest Research Activity (R1)” in the February 2016 Carnegie Classification of Institutions of Higher Education. As of April 2017, \$48 million in labor costs and \$20 million in direct expenditures had been spent on 571 active federal awards in FY17. Management’s goals call for increasing the value of awards by 10% in FY18, and substantially further in the intermediate term.

Sponsored program administrative activities are generally governed by federal regulations contained in the Office of Management and Budget’s Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance), which describe government requirements for receiving and using federal awards, and individual sponsor award requirements. At Mason, there are several University Policies that address research administrative activities and implement Uniform Guidance in areas such as program administration, cost transfers, subrecipient monitoring, payroll certifications, and responsibilities of Principal Investigators, among others.

Various sponsored program support functions are designed to enable research faculty and staff to optimize their time conducting research and executing sponsor projects while limiting their time satisfying project administrative and compliance obligations. Effective administration allocates certain administrative tasks throughout the award cycle to specialists who can successfully navigate the various challenges with sponsored award administration and compliance. Mason has evolved its research administration organizational structure and technology infrastructure over the past several years based on its analysis of the optimal, affordable support structure and feedback obtained through several reviews (summarized in the following table).

Year / Engagement	Performed By	Summary Results
November 2007 Assessment of the Office of Sponsored Programs	Huron Consulting Group	<ul style="list-style-type: none"> • Modify the Office of Sponsored Programs organizational structure to separate pre – and post – award groups. • Improve the consistency of “local” staffing and consider adopting a “multi-unit support services” model.
February 2013 Reconciliations Audit	Internal Audit	<ul style="list-style-type: none"> • Improve documentation and standardize internal practices.
July 2014 Peer Review	National Council of Research Administrators	<ul style="list-style-type: none"> • Identified areas for operational improvements including focused training; increasing post-award support at the department, college and center

		level; and investing in unit grants management personnel.
July 2015 Labor Effort Reporting under the Federal Demonstration Partnership's Pilot Payroll Certification Program	National Science Foundation Office of the Inspector General	<ul style="list-style-type: none"> • Bimonthly reconciliations were not being completed timely or accurately.
March 2016 Reconciliation Policy Audit	Internal Audit	<ul style="list-style-type: none"> • Clarify reconciliation policy language • Evaluate process and staffing inconsistencies.
December 2016 Message to Deans and Directors	Office of Sponsored Programs	<ul style="list-style-type: none"> • Research administration staffing level assessment concluded that 52% of individuals tasked with research administration duties spend less than 50% of their time on research administration.

Successful completion of research administrative and compliance activities is the responsibility of the Principal Investigator designated by the academic unit for each sponsored project. Generally, Principal Investigators are supported in completing these activities by research administrative staff within their academic units and by the centralized Office of Sponsored Programs (OSP) who are collectively supported by IT systems and reporting capabilities including, sponsored research administrative systems (e.g., the Post Award Tracking System), enterprise-wide systems (e.g., Banner, MicroStrategy), and interfaces established between the systems. The level of support provided by research administrative staff within the academic units varies based on the resourcing decisions made by each academic unit's Dean in relation to the size and complexity of the academic unit's research portfolio. Management reports there are approximately 100 academic unit employees performing research administration activities; since most of these employees perform research administrative activities on a part-time basis, management estimates these activities amount to approximately 49 FTE (and we estimate the associated annual labor cost amounts to \$4.8 million (\$3.3 million salary plus 44.9% fringe rate). 33 employees in the OSP (with annual estimated labor cost at \$3.5 million (\$2.4 million salary plus 44.9% fringe rate) provide the academic units with specialized, centralized support and expertise, including assistance with proposal budget development and submission; negotiation and execution of all sponsored research contracts; resolution of cost sharing, contractual, and budget related inquiries; coordination of account changes and communication with sponsors; closeout of projects; and advice and education related to changes in federal and state requirements.

Dr. Deborah Crawford, Vice President of Research, leads the Office of Research and has overall responsibility for coordinating and overseeing the university's research enterprise, including the Office of Sponsored Programs, which is led by Michael Laskofski, Associate Vice President of Research Operations. Research administrative staff within the academic units report to Principal Investigators, academic departments, or others, and ultimately to the academic unit Deans.

Audit Conclusion:

Mason's infrastructure for meeting sponsored program administrative and compliance requirements has evolved over the past several years to better enable research faculty and staff to optimize their time conducting research through a mix of repeatable and sustainable academic unit and centralized administrative processes and supporting expertise. Academic

unit administrative staff are further supported with training, including a recently implemented certification program, which is designed to upgrade administrative knowledge, expertise, and capability proximate to the research faculty and staff.

Mason's policies appropriately address Uniform Guidance administrative and compliance requirements and controls around key process areas are effective for the volume and complexity of the university's current research portfolio. Our transaction testing related to pre-award spending, payroll certification, summer salary, cost transfers, subrecipient risks and monitoring, and administrative charges did not identify instances of noncompliance with Mason policy or Uniform Guidance requirements.

However, in our view, we believe Mason's current research administrative processes and resourcing will struggle to support the nature and extent of research administrative and compliance obligations likely to result from substantial future growth in the volume and value of research awards. As management plans for such growth and sustaining Mason's R1-Highest Research Activity classification, we believe there should be concurrent, comprehensive planning for the appropriate mix of people, process, and technology resources to effectively satisfy the current and future nature and extent of research administrative and compliance obligations while enabling faculty and researchers to remain focused on conducting research.



INTERNAL AUDIT REPORT

Report Title:	Spending of Funding Budgeted for Institutional Reserves and Strategic Initiatives	Report Date:	November 27, 2017
Responsible Manager:	Jennifer Wagner Davis Senior Vice President for Administration and Finance		

EXECUTIVE SUMMARY:

Background:

George Mason University allocates operating budget resources to support strategic plan initiatives and unforeseen institutional needs. Within the university’s \$1.0 billion FY18 operating budget, \$1.5 million was allocated for strategic plan initiatives and \$4.0 million was allocated for institutional reserves. The strategic plan initiatives budget allocation was designated for initiatives that may include, but not be limited to, support for the student redesign initiative, investment in research, strategic venture and the Campus for the Future (West Campus). The allocation for institutional reserves has not been allocated for specific needs, but is available for unplanned contingency requirements.

The Office of Budget & Planning provides overall oversight of Mason’s financial resources, and tracks the allocation and use of budget resources for strategic plan initiatives and institutional reserves. Through September 30, 2017, \$130,400 of the FY18 strategic plan initiative budget and \$6,000 of FY18 institutional reserves have been distributed for use.

The Office of University Audit is regularly evaluating Mason’s use of budget resources designated for strategic plan initiatives and institutional reserves for proper authorization, use for intended purposes, proper recording, and documentary support; this is our first assessment covering FY18 activity through September 30, 2017.

Audit Conclusion:

Mason’s distribution of FY18 resources budgeted for strategic plan initiatives and institutional reserves through September 30, 2017 have been properly authorized, recorded, and supported with adequate documentation. In future assessments, we plan to evaluate the actual spending of these distributed budgeted resources to ensure their use for the intended purposes.

SUMMARY OF AUDIT MEMOS:

Audit Memos are communications which provide assurance related to a narrow, targeted topic (e.g., the first bullet below) or provide interim updates on longer-term assurance activities (e.g., the second bullet below).

Use of Wiley edu Employees to Process Certain Registration Transactions dated October 16, 2017.

- Highlighted areas management should consider when designing processes for vendors to complete certain registration transactions, including access security; data integrity; employee qualifications; process supervision and monitoring; and vendor supervision and monitoring.
- In light of management's recognition that Mason's existing technology environment presents certain risks to the accomplishment of strategic objectives and to robustly controlling transaction processing, recommended management develop and review with executive management a comprehensive plan, with timelines and resource needs, to improve the capability of the existing technology environment to respond flexibly to changes in business models, products and services, processes, and operations while robustly addressing the risks presented.

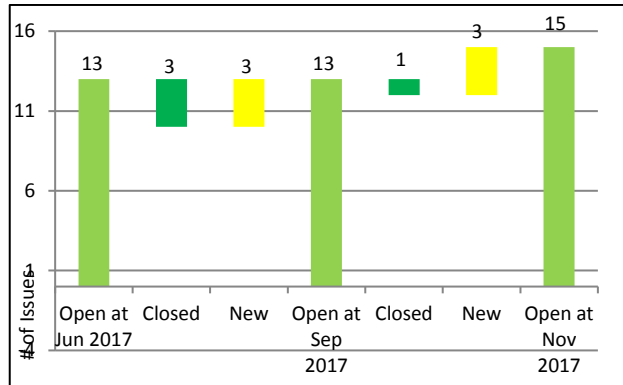
Continuous Audit of Sponsored Fund Reconciliations dated November 20, 2017.

- Summary results of continuous audit testing of reconciliation preparation, timeliness, approval, and documentary support. 15 reconciliations tested.
- Testing determined nearly full compliance with University Policy; the limited number of exceptions were minor and isolated in nature.

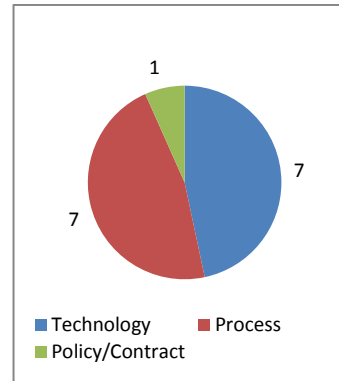
SUMMARY STATUS OF AUDIT ISSUES AS OF NOVEMBER 15, 2017

There were 15 open audit issues as of November 15, 2017. Remediation of one audit issue was completed by management since September 2017.

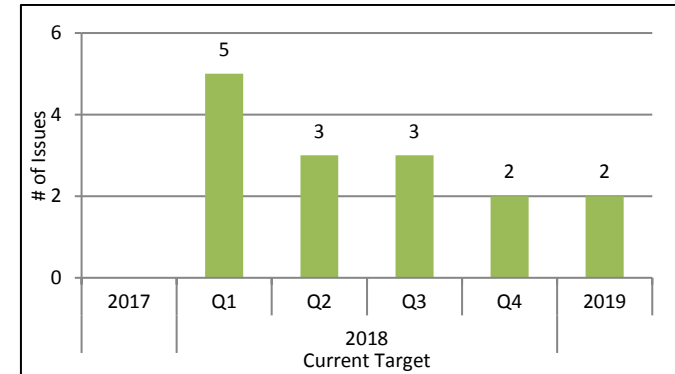
Audit Issue Inventory Movement



Audit Issues by Type












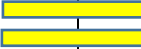











Audit Issues by Current Target



Audit Report	Report Date	Open at Jun 2017	New	Closed	Open at Sep 2017	New	Closed	Open at Nov 2017
Use of Wiley edu Employees to Process Certain Registration Transactions	10/16/17	-	-	-	-	1	-	1
Administrative Management of Sponsored Programs	10/11/17	-	-	-	-	2	(1)	1
IT Governance and Project Prioritization	8/7/17	-	3	-	3	-	-	3
College of Health and Human Services	5/11/17	4	-	(1)	3	-	-	3
Student-Athlete Treatment and Rehabilitation Services Billing Process	4/10/17	1	-	(1)	0	-	-	-
Internal Control Certification and Supporting ARMICS-Related Activities	3/17/17	1	-	(1)	0	-	-	-
Facilities Management - General Services	9/15/16	1	-	-	1	-	-	1
Federally Sponsored Program Reconciliations	5/24/16	1	-	-	1	-	-	1
Decentralized IT Management and Security: Office of the Provost	10/23/15	2	-	-	2	-	-	2
Information Security Management: Boundary Protection	9/9/13	1	-	-	1	-	-	1
Enterprise Project Management Framework and System	3/28/13	1	-	-	1	-	-	1
Decentralized Servers: College of Science	8/18/11	1	-	-	1	-	-	1
		13	3	(3)	13	3	(1)	15

STATUS OF AUDIT PLAN AS OF NOVEMBER 15, 2017

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

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

STATUS OF INVESTIGATIONS AS OF NOVEMBER 15, 2017

Three investigations were completed since the prior Committee meeting; they were isolated in nature with negligible impact to the University.

Nature of Allegation	Type	Status	Remarks
Hiring process	Abuse	Completed	
Procurement issues	Abuse	Completed	
Nepotism issues	Abuse	Completed	
Potential fraudulent travel and other reimbursements	Fraud	In Progress	
Excessive co-instruction spending	Waste	In Progress	
Potential research conflict of interest	Abuse	In Progress	
Outside faculty employment	Abuse	In Progress	
Alleged fraudulent work effort on sponsored research program	Fraud	In Progress	
Leave abuse	Abuse	In Progress	

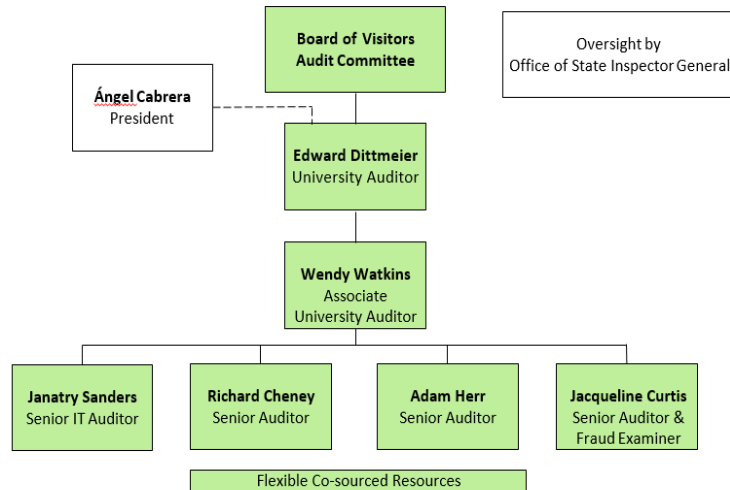
Summary of Types:

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

STAFFING

Audit staffing remains stable with no changes since the prior Committee meeting. Co-sourced resources remain available to provide supplemental skilled expertise when needed.

Organization



Staffing

Core Audit Team	Plan	Actual	
		a/o July 2017	a/o Nov 2017
Audit Leadership	2	1	1.5
Auditors by Expertise:			
Operational Audit	2	2	2
IT Audit	1	1	1
Fraud Audit	1	1	1
Total Audit Professional Employees	6	5	5.5
Cosourced FTE* Supported by Permanent Budget	0.8		0.1
Total Audit Professionals Supported by Permanent Budget	6.8	5.0	5.6
Cosourced FTE* Supported by FY17 Temporary Budget	1.6		
Audit Professionals Supported by FY17 Budget	8.4	5.0	5.6

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

APPENDIX: AUDIT ISSUE DETAILS AS OF NOVEMBER 15, 2017

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
1	<p>Report Name: Information Security Management: Boundary Protection</p> <p>Report Date: 9/09/13</p> <p>Management: Marilyn Smith Vice President/Chief Information Officer, Information Technology Services</p>	<p>Review of Firewall Configurations: Firewall configurations are currently not being reviewed and re-authorized on a cyclic basis. Without a formal process to periodically review and re-authorize firewall configurations, the university cannot ensure that rule bases are adequate and/or still required.</p>	<p>In 2015, the IT Security Office and Network Engineering and Technology (NET) determined it was appropriate to build a new security zone architecture and firewall framework for servers. The new architecture is expected to (i) reduce the number of rules specific to servers as well as the total number of rules, (ii) create a more stable and supportable firewall rule set, (iii) provide for rule set documentation and maintenance, and (iv) provide for assessment of firewall rule adequacy and lifecycle management.</p> <p>NET completed associating IT assets with firewall rule sets and security zones in January 2017 and has been working with owners of the IT assets, within and outside of ITS, to transfer ownership of the security requirements and, where necessary, adjust the firewall rule sets. The initial pilot with ESM Systems Engineering is underway.</p>	1/31/14	1/31/18
2	<p>Report Name: Facilities Management – General Services</p> <p>Report Date: 9/15/16</p> <p>Management: Frank Strike, Interim Vice President, Facilities</p>	<p>Strengthen Fuel Card Program Controls: At management’s request, we evaluated controls related to the university’s fuel card usage program. The design of the program is susceptible to abuse and, as such, requires effective monitoring procedures to be in place. Management began implementing new, enhanced procedures to administer and manage the program in July 2016. Management also needs to ensure that:</p> <ul style="list-style-type: none"> • Controls that align with DGS Office of Fleet Management Services guidance are implemented for administering and monitoring fuel purchase activity for all units using university vehicles, including spot checks. • Validation of purchases with receipts is obtained from all units prior to authorization of invoice payment. 	<p>Facilities Management implemented new procedures in July 2016 where supervisors of some of the Facilities units are required to certify the fuel purchases for their specific units by validating each fuel purchase transaction on the Mansfield report to a fuel purchase receipt on file. Reports are also run selectively to perform follow-up on exception transactions.</p> <p>In 2017, Facilities Management initiated the use of a new vendor’s system to support fuel card purchases and reconciliations designed to enhance controls through improved transparency of reporting to end-users and their supervisors. The new system did not</p>	1/15/17	1/31/18

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
		<ul style="list-style-type: none"> • Complete usage information, including odometer readings, is recorded on fuel logs to assist in monitoring the appropriateness of fuel charges. • Standard policy and procedures are developed and provided to all Facilities units and other university departments that use fuel cards. 	<p>meet expectations and management reverted back to the previous system as of November 2017. Management oversight is being developed and will be deployed by January 2018.</p>		
3	<p>Report Name: College of Health and Human Services</p> <p>Report Date: 5/11/17</p> <p>Management: Germaine Buck Louis, Dean, College of Health and Human Services</p>	<p>Strengthen CHHS Information Technology Controls: CHHS operates a distributed IT environment (i.e., where development, administration, and maintenance are the responsibility of the College, rather than the university's Information Technology Services (ITS) organization), with some servers co-located in the ITS-managed data center and other servers located in a closet in a CHHS building on the Fairfax campus. The servers located in the data center process research data which includes, among other things, health-related data of individuals. The servers located in the CHHS building closet are used to maintain a non-Mason email service and a website. Regardless of their location, CHHS personnel manage the servers, their related security posture, and their environment.</p> <p>Our review of CHHS's management of their distributed IT environment identified the following areas:</p> <ul style="list-style-type: none"> • Sendmail, an open-source, web-based email service housed on servers located in the CHHS building closet is used to send and receive email internal and external to the university. • CHHS management has in place informal, ad-hoc processes related to several aspects of an effective IT environment which would benefit from more formalization, including the development and implementation of policies and procedures. These areas include: transaction logging and monitoring; business continuity and disaster recovery planning; change management; incident management; information security planning; patch and vulnerability management; and retention of system data and hardware. • The servers located in the CHHS building closet and used to maintain email services and a website are 	<p>Management has implemented CHHS policies and procedures that adhere to the university's requirements, including training and monitoring. Confirmation of user understanding and adherence to these policies/procedures will be required before users receive access to the environment. Policies and procedures to address any future handling of data subject to HIPAA requirements have been implemented.</p> <p>Management has arranged for ITS IT Security Office to regularly perform vulnerability scans on the Sendmail server. Some improvements have been made to the CHHS server room physical security and environmental controls; further improvements will be made when the server is relocated to the new Academic VII building.</p>	7/1/17	1/31/18

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
		<p>housed in a location without appropriate environmental controls.</p> <ul style="list-style-type: none"> Management believes its use of non-personally identifiable health information as research data does not impose obligations under Health Insurance Portability and Accountability Act (HIPAA) privacy rules. We believe a formal assessment with appropriate documentation should be completed. 			
4	<p>Report Name: College of Science: Decentralized Servers</p> <p>Report Date: 8/18/11</p> <p>Management: Peggy Agouris, Dean, College of Science</p>	<p>IT System Hardening: College of Science does not require system administrators to harden systems according to accepted standards such as the National Institute of Standards and Technology. The College should establish and enforce policy to require system administrators to configure systems, based on risk, to appropriate security baselines.</p>	<p>A configuration assessment was implemented to address hardening of new systems. The IT Security Office (ITSO) has determined that no College of Science (COS) servers contain University Protected Data as defined by ITSO's Modulo GRC tool. The COS IT Director is working with ITSO to document a "Server Hardening Policy" and use vulnerability scan results to assess COS servers for compliance with the new hardening policy.</p>	12/31/13	2/28/18
5	<p>Report Name: Office of the Provost: Decentralized IT Management and Security</p> <p>Report Date: 10/23/15</p> <p>Management: Thomas Shifflett, Director, Information Technology Services Enterprise Applications</p>	<p>Develop and Document Continuity of Operations Plan (COOP) and Disaster Recovery (DR) Plan: Because the Provost IT Team's environment is hosted on ITS VMWare equipment, they are afforded access to backups prepared by ITS' Server Support Group which image and store VMWare contents on separate media. However, the Provost IT Team has not yet completed a fully operational plan and procedures for accessing the backups and restoring service. Additionally, COOP/DR requirements have not been formalized and restorations have not been tested with the combined cooperation among their office, ITS, and the Provost IT users.</p>	<p>Provost IT assets and operations were merged with ITS in July 2016. As part of this transition, the Provost IT servers and applications were migrated into the ITS operating environment. Since the migration was completed, the applications and data are being integrated into ITS backup and recovery facilities and plans.</p>	7/31/16	3/31/18
6	<p>Report Name: Office of the Provost: Decentralized IT Management and Security</p> <p>Report Date: 10/23/15</p>	<p>Design and Document Development Methodologies and Procedures: The Provost IT Team has only recently begun to develop a framework of activities, documentation, and project management for system or software acquisition or development on behalf of Provost area units requesting their services. Project development life cycle or project management techniques have been executed <i>ad hoc</i></p>	<p>The Provost IT Team's original intent was to leverage Information Technology Services' design documentation and methodology. The Provost IT assets and operations were merged with ITS in July 2016. As part of this transition, management is finalizing documentation and implementation steps for using the agile methodology and, for the</p>	4/30/16	4/30/18

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
	<p>Management: Thomas Shifflett, Director, Information Technology Services Enterprise Applications</p>	<p>using informally communicated expectations of standards. While there are numerous development methodologies and none are one size fits all, good development and project management standards is the strongest control to help avoid primary causes of project failures.</p>	<p>Banner 8 team, the waterfall methodology. Due to competing resource demands, this has slipped further from December 2017 to April 2018.</p>		
7	<p>Report Name: College of Health and Human Services</p> <p>Report Date: 5/11/17</p> <p>Management: Germaine Buck Louis, Dean, College of Health and Human Services</p>	<p>Implement Oversight and Monitoring of Strategic Objectives and Goals: While the College of Health and Human Services has defined its mission statement, vision, and strategic plan, as well as supporting goals and initiatives, the College does not perform periodic assessments to evaluate risks posed to these management priorities to ensure they are understood and sufficiently mitigated. Also, while individual departments have strategic plans, College management lacks a formal oversight process for these lower level strategic plans.</p>	<p>Each July, the CHHS Dean and Administrative Council will review 15 metrics supplied by the Office of Institutional Research and Assessment to assess progress on the several goals established by the college strategic plan. This review was documented as a CHHS Policy in February 2017.</p> <p>Each CHHS academic unit will develop or update its own strategic plan and develop a set of metrics by which to evaluate progress toward achieving their goals; a written summary of that assessment will be required for the unit's annual report to the Dean each April.</p> <p>The first review of metrics is expected in May 2018.</p>	5/1/18	5/1/18
8	<p>Report Name: College of Health and Human Services</p> <p>Report Date: 5/11/17</p> <p>Management: Germaine Buck Louis, Dean, College of Health and Human Services</p>	<p>Ensure Research Center Charters Remain Current: Research centers are intended to advance the university's missions related to research and public service. The Provost charters centers for a specific period of time and may renew a center's charter subject to a favorable review of the center's performance and accomplishments. Charters for two of the three centers associated with CHHS are expired: Center for Discovery Science and Health Informatics (expired November 2013) and Center for Health Policy Research and Ethics (expired April 2015).</p> <p>The Provost's Office of Research is re-evaluating and re-defining its framework for overseeing institutes and centers, including continuation of centers. This new framework is expected to result in the designation of a</p>	<p>The Office of Research is developing a new framework based on input from Research Council members, deans, and other university leadership; development is underway and the framework is expected to be implemented by December 2017.</p> <p>Based on the new framework, CHHS will comprehensively review each center and determine if they should continue or cease operations; these decisions are expected within six months of the framework being implemented.</p>	6/30/18	6/30/18

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
		<p>small number of university-level research centers having larger volume or complexity that will be chartered and overseen by the Office of Research, including performance monitoring; other research centers not meeting the Office of Research university-level requirements are expected to be overseen by the college-level administrators where the center is housed.</p>			
9	<p>Report Name: Federally Sponsored Program Reconciliations</p> <p>Report Date: 5/24/16</p> <p>Management: Lisa Kemp, Associate Vice President and Controller, Fiscal Services</p>	<p>Evaluate Process and Staffing Inconsistencies Related to Sponsored Fund Reconciliations: Principal Investigators (PIs) are required to certify that sponsored program fund expenditures are made for the intended purpose of the grant in accordance with sponsor requirements and university policies and procedures. PIs are also required to ensure that fund reconciliations are completed at least every two months and are supported by appropriate documentation. Generally, Colleges apply various staffing models to allocate varying levels and methods of administrative resources in support of PIs' accomplishment of these responsibilities. We observed that reconcilers possess varying levels of job responsibilities, workloads, backgrounds, skills, experience, and training. Reconcilers based in Colleges report, ultimately, to Deans and Directors. No reconciler has a reporting relationship to Fiscal Services or the Office of Sponsored Programs, although monthly reconciliation training activities and on-demand technical support are provided. We also observed inconsistencies in reconciliation timeliness and quality; these results are consistent with our 2013 internal audit and external reviews in 2014 and 2015. In addition, all fund reconciliation activities for 130 of 179 (73%) Volgenau School of Engineering grants, valued at \$32 million, are performed by 59 PIs (faculty members).</p> <p>Management should evaluate the design and operating effectiveness of the university's structure and processes to ensure fund reconciliations are completed timely, supported with appropriate documentation, and that reconciling items (including transactions which have not yet been recorded) are promptly researched and</p>	<p>University policy requires Deans to oversee processes for reconciliation of funds and organizations, including sponsored funds.</p> <p>In the fall 2016, the Office of Sponsored Programs (OSP) led an effort to assess research administration resources. The effort identified 113 individuals (~50 FTE) outside of OSP supporting faculty in some aspect of research administration, including reconciliations. The assessment observed that research administration staffing levels were inconsistent across academic units; many research administrators spent a small percentage of their time on research administration duties; salaries are low with approximately 75% making less than \$55,000 annually; job descriptions were often outdated and did not include responsibilities such as reconciliations; and turnover has increased. These observations were reviewed with the Deans, who then agreed to review job descriptions and employee work profiles for individuals identified as supporting faculty with research administration, and ensuring these individuals receive training and support to ensure their success. To provide further support, OSP and a cross-campus advisory committee implemented a 12-session research administration certificate training program; 39 participants completed the program in spring 2017 and additional administrators are participating in fall 2017.</p>	1/15/17	7/1/18

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
		<p>resolved. In making this evaluation, management should consider, among other things, organization and accountability structures; staffing models and resources; job roles, responsibilities, and workloads; skills, experience, and training; monitoring and reporting university-wide reconciliation quality and exposure related to reconciling items; and the potential for automation improvements. The appropriateness of performance of fund reconciliations by PIs should also be evaluated.</p>	<p>At this time, management believes the existing accountability structure, where reconciliation processes are decentralized and Deans are responsible for ensuring sponsored funds within their units are reconciled and exposures are surfaced, is generally appropriate for identifying and resolving any substantial financial risk to the university. Management continues to consider additional, potential actions to further strengthen financial oversight and monitoring while balancing resourcing with other priority needs. In June 2017, the Office of University Audit initiated a program of regular auditing procedures to provide further assurance regarding sponsored fund reconciliations; summaries of the results of these procedures will be provided quarterly, beginning in November 2017. This issue will be consolidated with the “Plan for Scalable Research Administration to Enable Future Growth in Research” issue in future updates.</p>		
10	<p>Report Name: Administrative Management of Sponsored Programs</p> <p>Report Date: 10/11/17</p> <p>Management: Deborah Crawford, Vice President of Research, Office of the Provost</p>	<p>Plan for Scalable Research Administration to Enable Future Growth in Research</p> <p>In our view, Mason’s current research administrative processes are not adequate nor scalable to support the nature and extent of research administrative and compliance obligations likely to result from substantial future growth in the volume and value of research awards. A 50% growth of the overall research portfolio, to ~\$150 million, might require an additional \$2.4 million of expenditures (determined on a straight-line basis) to support research administration and compliance activities. As management plans for such growth and sustaining its R1-Highest Research Activity classification, we believe there should be concurrent, comprehensive planning for the appropriate mix of people, process, and technology resources to effectively satisfy the current and future nature and extent of</p>	<p>Management will develop a comprehensive, scalable plan for research administration to accrue efficiencies offered by contemporary enterprise systems that support research, to adequately support the in situ administrative needs of Mason researchers, and to provide research administrative support best delivered centrally. This plan will be developed in concert with the update of Mason’s Strategic Plan and by a working group of stakeholders that includes representatives from Mason’s Information Technology Services (ITS), Office of Sponsored Programs (OSP), Research Development, Integrity, and Assurance (RDIA), the Research Council, and the OSP Advisory Group.</p>	7/1/18	7/1/18

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
		<p>research administrative and compliance obligations while enabling faculty and researchers to remain focused on conducting research. In conducting such planning, management should consider multiple areas, including:</p> <ul style="list-style-type: none"> • Alignment, including ensuring that academic unit plans for growing research (and providing appropriate administrative support) are fully aligned with Mason's strategic plans and goals. • Information technology, including systems, reporting capabilities, and interface automation which impact work process effectiveness and efficiency. • Organizational structures, including the appropriate mix of academic unit and centralized employees, job roles, workloads, time dedicated to research administration activities, and reporting relationships for academic unit research administrators. • Resourcing, including the appropriate level and mix of automation as well as academic unit and centralized employees. 			
11	<p>Report Name: Use of Wiley edu LLP Employees to Process Certain Registration Transactions</p> <p>Report Date: 10/6/17</p> <p>Management: Jennifer Wagner Davis, Senior Vice President for Administration and Finance</p>	<p>Develop Comprehensive Plan to Strengthen Technology Environment: Management recognizes that Mason's existing technology environment presents certain risks to the accomplishment of strategic objectives and to robustly controlling transaction processing.</p> <p>Management should develop and review with executive management a comprehensive plan, with timelines and resource needs, to improve the capability of the existing technology environment to respond flexibly to changes in business models, products and services, processes, and operations while robustly addressing the risks presented.</p>	Management is developing a comprehensive technology plan in conjunction with the university's re-fresh of its 10 Year Strategic Plan.	7/15/18	7/15/18
12	<p>Report Name: Enterprise Project Management Framework and System</p> <p>Report Date: 3/28/13</p>	<p>Metrics Based Project Management: A cost estimation and tracking mechanism is not in place to determine and track time and costs to complete IT projects. Such a mechanism can support improved comparative analysis, decision making about future projects, and project monitoring and control.</p>	Information Technology Services management continues to re-assess the appropriate process for making decisions regarding sizing and undertaking IT projects, including the appropriate level of consideration for time and cost, and tracking and reporting actual performance. ITS	9/30/13	12/15/18

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
	Management: Charles Spann, Executive Director, Information Technology Services		management has piloted a process to identify a high level estimate of project costs. The pilot is being evaluated and next steps, including potentially an expansion to additional projects, will be determined.		
13	Report Name: IT Governance and Project Prioritization Report Date: 8/7/17 Management: Marilyn Smith, Vice President/Chief Information Officer, Information Technology Services	Update IT Project Management Policies and Procedures: Mason's university policies address the procurement, development, implementation, and management of IT projects. These policies need to be reviewed for potential revision as none of the three policies has been reviewed since 2014. Such a review should consider: <ul style="list-style-type: none"> • Distinguishing IT projects requiring technical solutions from projects that do not. • Identifying the SDLC methodologies to be used when developing technical solutions. • Aligning with the most current (2015) ISO 9000 Quality Management Principles standard rather than the 2000 version referenced in policy. • Developing approaches to manage and deliver projects relating to instructional programs, and research projects and initiatives. 	The Director-ITS Process and Planning has been affixed the responsibility for ensuring that all IT-related policies are reviewed annually, and updated as necessary. Non-substantive revisions have been made and more substantial changes are planned to be processed through the university's standard policy update process during 2018.	12/31/18	12/31/18
14	Report Name: IT Governance and Project Prioritization Report Date: 8/7/17 Management: Marilyn Smith, Vice President/Chief Information Officer, Information Technology Services	Improve Governance of University IT Projects: The university has several processes for evaluating and prioritizing IT projects for development. <ul style="list-style-type: none"> • Prioritization of Strategic and Capital projects that support strategic objectives, improve service capabilities, enhance customer satisfaction, or support new building construction or renovations should consider the capacity of development resources to support the timing and scheduling of the work effort in addition to the already-considered project impact and effort levels. • Prioritization of Maintenance and Mandate projects which are required by federal, state, or local governments, or university management, or are needed to continue daily operations should be formally documented. Portfolio Owners prioritize these projects within their respective portfolios and do not always document their prioritization decisions. 	As part of ITS continuing to enhance, and strengthen compliance with, the Project Management Framework and the IT governance process, standard methods for ITS to track project resource usage will be implemented; this is expected to be completed by December 2018. Formal procedures to document Maintenance and Mandate prioritization efforts are underway and expected to be implemented by December 31, 2017. While IT Governance processes have been developed with an initial focus on projects that directly involve ITS, the processes can be broadly applied to other administrative and academic groups while also acknowledging	6/30/19	6/30/19

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
		<ul style="list-style-type: none"> Management should evaluate the process for prioritizing IT projects that do not impact or involve ITS (i.e., Distributed IT projects); these are prioritized by individual departments. <p>These gaps may result in a scarcity of resources that do not fully consider personnel and scheduling requirements, or the alignment of project resources with university strategic goals. Decentralized IT project spending and activities may not be approved, governed, and appropriately implemented by university management.</p>	that project control needs may vary depending on category and scale, and educating the university community will all be critical factors in the success of this effort; this effort is expected to be completed by June 2019.		
15	<p>Report Name: IT Governance and Project Prioritization</p> <p>Report Date: 8/7/17</p> <p>Management: Marilyn Smith, Vice President/Chief Information Officer, Information Technology Services</p>	<p>Complete Streamline of IT Project Management Framework:</p> <p>The ITS Portfolio and Project Management Office (PPMO) is updating its methodology (last updated in May 2010) for managing IT projects to streamline project management and system development activities. Although not yet documented, the updated methodology is practiced when PPMO staff act as, or provide guidance to, functional project managers. Many aspects of well-recognized strong methodologies are included in the updated methodology; however, there remain further opportunities to strengthen controls to reduce areas of inconsistency in how projects are planned, managed, and executed which may result in scope creep, planning enhancement, and insufficient support from the project sponsor or manager, among other things.</p> <p>Also, distributed IT projects are not subject to PPMO oversight which may result in projects being developed that do not adhere to the university's IT project management methodology.</p>	The PPMO began a project to formalize the re-refresh of the project management framework in September 2017. Updated templates and procedures, and revised approval processes for each phase gates will be phased-in through Q1 2018. The new framework is targeted for implementation within ITS by June 2018, and communicated and extended to the broader Mason community over the next year.	6/30/19	6/30/19

**GEORGE MASON UNIVERSITY
BOARD OF VISITORS**

**Finance and Land Use Committee Meeting
December 13, 2017**

AGENDA

- I.** Call to Order
- II.** Approval of Minutes for October 12, 2017 (**ACTION**)
- III.** Financial Overview
- IV.** New Business
 - A. GMUF Potomac Heights Capital Lease (**ACTION**)
 - B. Enhanced Capital Authority Revised Proposed Capital Construction Selection Process (**ACTION**)
- V.** Operational Issues
 - A. Investment Policy Committee Update
 - B. Accounts Receivable Write-Off
 - C. Controlled Unclassified Information
- VI.** Capital Matters
 - A. Potomac Science Center
 - B. West Campus Planning
- VII.** Police and Public Safety Update
- VIII.** Adjournment

APPENDIX A Capital Projects Review (Stoplight)
APPENDIX B Unaudited FY 2017 Financial Statements

GEORGE MASON UNIVERSITY
FINANCE & LAND USE COMMITTEE
BOARD OF VISITORS

MINUTES

October 12, 2017

9:20 – 10:20 a.m.

Merten Hall, Room 1201, Fairfax Campus

PRESENT: Finance and Land Use Committee Chairman Peterson; Visitors Blackman, Hazel, Alcalde; Senior Vice President Davis; Interim Vice President of Facilities Strike; Student Representatives Kanos, Quillen; Secretary *pro tem* Wilson.

I. Call to Order

Vice Chairman Peterson convened the meeting at 9:23 a.m.

II. Approval of Minutes

Chairman Peterson announced a quorum, then requested a **MOTION** to approve the minutes of the May 11, 2017 Finance and Land Use Committee as presented. It was so **MOVED** by Visitor Hazel. **MOTION CARRIED UNANIMOUSLY.**

III. New Business

A. Financial and Operational Overview

Chairman Peterson introduced Senior Vice President Davis to provide updates on Mason's financial framework and current initiatives. This fall, Mason enrolled over 36,000 students – up 3.5% over last year. In 2017 the Mason budget incentive model was implemented and early returns are showing positive results with growth in fund balances. Colleges are now able to manage both revenue and expenses and create reserves. Two key components that we continue to work on are the multidisciplinary and indirect models, which will align financial models and incentives. These models will be showcased at the Spring BOV.

Elements that drive our FY 2019 tuition pricing strategy are assessing the impacts of the model, formulating concurrent strategies for returning students, reviewing and rationalizing student fee structures, and reviewing the billing system. Enrollment in some of our sister institutions is declining or flat, putting more pressure on an increasingly competitive landscape. The university-wide committees are working closely with students as we formulate draft proposals. We will update the committee at the December meeting.

Monthly projections show that both FY 2018 Tuition & Fees and expenses are on target.

B. State Six-Year Operational Plan

The Commonwealth requires a BOV-approved comprehensive six-year operational plan submitted annually. Mason's priorities must align with the state's priorities. This year we are requesting additional financial aid for both undergraduate and graduate students, merit-based compensation for faculty and staff, equitable resources for past enrollment growth, and funding for additional multidisciplinary institutes to support our R1 status and promote innovation and job creation.

Chairman Peterson requested a **MOTION** to recommend the Board of Visitors approve the University's 2017 Six-Year Operational Plan. It was so **MOVED** by Visitor Hazel. **MOTION CARRIED UNANIMOUSLY.**

IV. Capital Matters

A. Land Use Certification (ACTION)

The Commonwealth requires an annual Land Use Certification, which identifies all physical assets and our intention of keeping or disposing them. This year we added the Potomac Science Center and an easement in Fairfax.

Chairman Peterson requested a **MOTION** to recommend the Board of Visitors approve the Land Use Certification. It was so **MOVED** by Rector Davis. **MOTION CARRIED UNANIMOUSLY.**

B. Robinson Hall Overview and Schematic Design Approval (ACTION)

Interim Vice President Strike briefed the committee on the schematic design for the Robinson Hall project. The new Robinson building will be 218,000 square feet, which includes 20,000 square feet of renovation for Harris Theater. The design will be complete by the end of summer 2018, and demolition of Robinson Hall will begin in the fall of 2019. Robinson Hall should be complete in the summer of 2021, and Harris Theater renovation should be complete in the spring of 2022. The completion of Peterson Hall in the fall, and the addition of additional classrooms in the Mason Global Center will allow classrooms and major departments transition locations until Robinson is complete.

Chairman Peterson requested a **MOTION** to recommend the Board of Visitors approve the schematic design for Robinson. It was so **MOVED** by Rector Davis. **MOTION CARRIED UNANIMOUSLY.**

C. Other Capital Budget Issues

a. IABR Third Floor Fit-Out/Clean Room (ACTION)

During the period of the design of the Life Science Lab Building Third Floor Fit-Out, the need for a clean room was identified, but the cost was significantly greater than the funds available for the original approved design. The additional construction costs have been defined and we are requesting supplemental funds of \$2.4 million to complete the clean room design and construction. The build-out is within space already within the scope of work

and the clean room function is critical to support the research that will be performed.

Chairman Peterson requested a **MOTION** to recommend the Board of Visitors approve the IABR Third Floor Fit-Out project modification. It was so **MOVED** by Rector Davis. **MOTION CARRIED UNANIMOUSLY.**

b. Bull Run Hall IIIB (ACTION)

The Bull Run Hall IIIB project was previously submitted and approved in the 2012-14 Biennium for funding from the Commonwealth, but was never executed. The original project proposed a 100,000 GSF addition that included academic, instructional, and library space and 25,000 ASF of potential backfill space. Mason's academic priorities have changed, and new and growing programs in science and engineering require specialized instructional and instructional support space. The proposed revised project will create over 80,000 GSF of specialized instructional labs, and more than 10,000 GSF of classrooms. The remaining space consists of support space and work space to support multidisciplinary education focused on science and technology. The total project budget has increased from \$43 million to \$67 million.

Chairman Peterson requested a **MOTION** to recommend the Board of Visitors approve the capital budget submission for the Bull Run Hall IIIB project modification. It was so **MOVED** by Rector Davis. **MOTION CARRIED UNANIMOUSLY.**

c. Utilities Infrastructure (ACTION)

During the schematic design phase of the utilities infrastructure project, it was discovered that additional work related to the replacement of existing piping will be required. The new scope will include approximately 16,255 linear feet of chilled water piping as well as 500 linear feet of temporary chilled water piping, 100 linear feet of new tunnel and 200 linear feet of new HTHW piping, and improvements to the roadways, sidewalks and softscapes in the North Plaza. The Schematic Cost Review Report issued by BCOM identified the fund split for the project as 63% agency funds and 37% Chapter 759/769 Pool Funds. The actual split should be 55% agency funds and 45% Chapter 759/769 Pool Funds.

Chairman Peterson requested a **MOTION** to recommend the Board of Visitors approve the additional scope of work and the adjustment to the fund split on the Utilities Infrastructure project. It was so **MOVED** by Rector Davis. **MOTION CARRIED UNANIMOUSLY.**

D. 9d Debt Resolution – Utility Infrastructure Project #247-18208 (ACTION)

At the May 2017 Board of Visitors meeting, the Board approved revenue bonds as a source of funds to support the design, construction, and related expenses for the


utility distribution infrastructure project. We are requesting the Board approve the debt issuance of \$3.5M as the first installment for the design phase of the project.

Chairman Peterson requested a **MOTION** to recommend the Board of Visitors approve the financing resolution as included in the Board Book. It was so **MOVED** by Visitor Hazel. **MOTION CARRIED UNANIMOUSLY.**

V. Adjournment

There being no further business, Chairman Peterson declared the meeting adjourned.

Meeting adjourned at 10:17 a.m.



Jennifer Wilson
Secretary *pro tem*

ITEM NUMBER III.:

FINANCIAL OVERVIEW

PURPOSE OF ITEM:

To brief the Board of Visitors on updates as we look forward with a discussion on the FY 2019 budget development, strategies and initiatives. In addition, to discuss the annual review of the University's financial metrics.

APPROPRIATE COMMITTEE: FINANCE AND LAND USE

BRIEF NARRATIVE:

The Senior Vice President for Administration and Finance will start the conversation regarding upcoming financial matters that will come before the Board of Visitors for consideration and deliberation in the December 2017 – May 2018 timeframe. The matters include, but are not limited to, the Commonwealth budget, tuition policy and other operational matters.

STAFF RECOMMENDATION: For Board information only.

ITEM NUMBER IV.A.:

**GEORGE MASON UNIVERSITY
FOUNDATION (“GMUF”) POTOMAC
HEIGHTS CAPITAL LEASE (ACTION)**

PURPOSE OF ITEM:

GMUF is completing a tax-exempt refinancing of their 2013 Fairfax County Economic Development Authority Student Housing Refunding Tax-exempt Revenue Bonds (GMUF Potomac Heights Project). GMUF and GMU will be entering into an a capital lease and amended and restated Ground Lease due to the refinancing of the bonds on Potomac Heights, a student housing building on Fairfax campus.

APPROPRIATE COMMITTEE: FINANCE AND LAND USE

BRIEF NARRATIVE:

The Commonwealth of Virginia requires a Resolution be passed by the participating institution’s governing body and approval by the Treasury Board prior to the University entering into a capital lease. This capital lease will be executed in conjunction with GMUF’s refinancing. GMUF’s new financing will have a fixed interest rate for 10 years and close prior to May 31, 2018 (when the 2013 bonds mature).

This required resolution will allow the University to enter into a capital lease with GMUF Potomac Heights LLC and authorize the President and/or Senior Vice President for Administration and Finance to approve, execute, and deliver all related documents necessary for the University to enter into a capital lease with GMUF for this bond refinancing.

STAFF RECOMMENDATION: Staff recommends BOV approval of this resolution.

**RESOLUTION OF THE
BOARD OF VISITORS OF
GEORGE MASON UNIVERSITY
TO APPROVE CAPITAL LEASE AND AMENDMENT OF GROUND LEASE FOR
THE POTOMAC HEIGHTS PROJECT**

WHEREAS, on or about September 23, 2003, the University entered into a ground lease (“Ground Lease”) with the George Mason University Foundation, Inc. to facilitate the construction of the housing project known as Potomac Heights (“Potomac Heights Project”)

WHEREAS, the Foundation is now the sole member of GMUF Potomac Heights, LLC (“LLC”) and will be assigning the Ground Lease to the LLC;

WHEREAS, the Foundation has determine to refinance its debt incurred in connection with the Potomac Heights Project (the “Refinancing”);

WHEREAS, in order to facilitate the Refinancing and to ensure the University becomes the owner of the improvements that were part of the Potomac Heights Project, the University wishes to enter into a Capital Lease and a restated and amended Ground Lease;

NOW, THEREFORE, BE IT RESOLVED:

1. The Board hereby authorizes the University to enter into a Capital Lease with GMUF Potomac Heights, LLC consistent with the terms presented to the Board;
2. The Board hereby further authorizes the University to enter an amended and restated Ground Lease with GMUF Potomac Heights, LLC consistent with the terms presented to the Board;
3. The President and the Senior Vice President for Administration and Finance, either of whom may act, are hereby authorized and directed to execute and deliver the Capital Lease, the amended and restated Ground Lease and all related certificates and instruments and to take all such further action as may be considered necessary or desirable in connection with the Refinancing.
4. The resolution shall take effect immediately.

Adopted: December 13, 2017

Shawn N. Purvis
Secretary
Board of Visitors

ITEM NUMBER: IV.B.:

**ENHANCED CAPITAL AUTHORITY REVISED
PROPOSED CAPITAL CONSTRUCTION CONTRACT
SELECTION PROCESS (ACTION)**

PURPOSE OF ITEM:

This item requests Board approval of delegation of certain capital project authority from the Commonwealth of Virginia to the University.

APPROPRIATE COMMITTEE:

FINANCE AND LAND USE

BRIEF NARRATIVE:

Chapters 699/704, 2017 Acts of Assembly, moved construction management at risk and design build procurement law from the Virginia Public Procurement Act to its own section of the Code of Virginia §2.2-43.1 (§2.2-4378 – 4383).

The language provided in Chapter 836 Item §4-4.01, outlined the procedure for the use of the construction management at risk and design build procurement.

These types of procurement are frequently utilized by the University and our delegated authority provides the University with authority to select our contract type selection (Invitation for bids, Construction Manager at Risk, Design-Build, etc.) locally.

At the December 2016 BOV meeting, staff presented a previous version of the procurement approval process and a plan to implement the delegation of certain capital authority. Both were adopted.

One element of revised procedure for construction management at risk and design build procurement is the requirement for the Board of Visitors to specifically approve the University's process for choosing the construction contract to be used for each capital project. The attachment outlines this revised proposed contract selection process.

STAFF RECOMMENDATION:

Staff recommends Board approval on the attached procurement selection procedures.

Construction Procurement Approval Process for Capital Project Delivery

Date: December 2017

Version: 1.1

Purpose:

Pursuant to Subchapter 3 of the Restructuring Act and in accordance with Chapter 836 Item §4-4.01, the following process outlines the steps George Mason University staff takes in selecting appropriate procurement types for capital projects.

Responsible Staff:

Assistant Vice President, Planning and Design – the Facilities Division responsible for the development and management of the university’s Capital Plan and its Capital Outlay Projects. Recommends, with consultation with the Director of Construction, procurement delivery method for each capital project.

Director of Facility Contracts & Capital Finance – administers the capital outlay procurement process, reviews delivery method options, and manages contract development, approval, execution and document retention.

Vice President, Facilities – approves project delivery methods and recommends contracts for execution.

Procedure:

The university shall have and exercise all authority relating to the procurement of goods, services, insurance, and construction. Procurement procedures for professional and construction services are identified in documentation adopted by George Mason University as approved by the Board of Visitors.

The construction delivery method for a capital outlay project shall be approved in writing by the George Mason University Vice President, Facilities.

For all capital projects, a written recommendation for the project delivery method will be provided to the Vice President, Facilities from the Assistant Vice President, Planning and Design through the Director of Facility Contracts & Capital Finance. Consistent with Commonwealth of Virginia law, firm, fixed-price sealed bidding is the preferred construction contract type. If competitive sealed bidding is not selected, the written recommendation will justify why sealed bidding is not practicable and/or is not fiscally advantageous to the university. Submission of the justification will be made to DGS for review and recommendation of the construction procurement method if competitive sealed bidding is not selected once approved by the Vice President, Facilities. DGS will make a recommendation based upon the information provided. The DGS recommendation must be kept with the project file and the agency must report to DGS the procurement method actually utilized. Project cost and timeline are critical components to be considered when recommending the appropriate construction delivery method for each project. Other components to be considered include:

- Technical complexity and building use
- Required experience with specialty systems or equipment
- Schedule, schedule challenges, and critical completion dates
- Coordination of phased or fast track construction
- Potential for early packages to expedite overall project completion
- Early procurement of long lead time materials or equipment
- Continuity of university operations and utility systems
- Minimizing disruption to academic and research programs
- Campus security and limited access to restricted areas
- Cost, cost control, and cost efficiencies
- Prequalification for specialty systems, materials or equipment expertise
- Design phase constructability analysis for cost savings and quality control
- Continuous value engineering to achieve budget
- Project staffing requirements
- Risk reduction
- Overall benefits to the university

General Guidelines

The following general guidelines shall apply in the selection of construction procurement methods other than formal bidding:

- Use of construction management or design-build is typically limited to projects with a construction value of \$10,000,000 or more. The Vice President, Facilities may grant waivers to this threshold on a case by case basis after assessing the critical components listed above.
- A construction management contract will be initiated no later than the completion of the project schematic design phase unless prohibited by authorization of funding restrictions.
- The Request for Qualifications for a design-build or construction management procurement will include language to substantiate the selection of the construction delivery method.
- The Request for Qualifications will include criteria for contractor selection.
- The Request for Qualifications evaluation process will result in a short list of two to five offerors to receive the Request for Proposals.
- The Request for Qualifications will be posted for no less than 30 days on eVA, the Commonwealth statewide electronic procurement system. It will include a justification to support why sealed bidding is not practicable and/or fiscally advantageous. The approved procurement method will be identified in the eVA posting as the “category” for the solicitation.

Reporting

The university will report on selected project delivery methods annually or as required by law or upon request by the Department of General Services.

Approval and Revisions:

ITEM NUMBER V.A.:

**INVESTMENT POLICY COMMITTEE
UPDATE**

PURPOSE OF ITEM:

The Investment Policy Statement for the University's Optional Retirement and Cash Match Plans requires that the Investment Policy Committee (IPC) report annually to the BOV the additions, deletions or changes in investment options made available to faculty and staff under the Plans.

APPROPRIATE COMMITTEE:

FINANCE AND LAND USE

BRIEF NARRATIVE:

The University provides certain investment options under the Plans. The IPC, with the assistance of an investment consultant, periodically reviews the performance of the funds in the plans to ensure they continue to meet Investment Policy Statement Guidelines. No funds were closed due to performance and/or qualitative issues this past year.

Over the last year, the IPC, along with the University's investment consultant:

- Reviewed and updated our Investment Policy Statement, which was approved by the Board at the May meeting.
- CAPTRUST conducted a training on Fiduciary Responsibility for all IPC members.
- Fidelity reduced expenses on several funds this past year including the Fidelity Freedom Funds (Target date funds).
- Lowered fees on Fidelity.
- Reviewed the cyber security policies from both Fidelity and TIAA.

STAFF RECOMMENDATION:

For Board information only.

ITEM NUMBER V.C.:

ACCOUNTS RECEIVABLE WRITE-OFF

PURPOSE OF ITEM:

To inform the Board of the need to institutionally eliminate certain accounts receivable from the financial statements, which currently are identified as assets. These receivables have gone through the required collection process but remain uncollected. In accordance with state guidelines and Generally Accepted Accounting Principles (GAAP), these “bad debts” are written off as assets on the financial statements. This is done for accounting purposes only.

APPROPRIATE COMMITTEE:

FINANCE AND LAND USE

BRIEF NARRATIVE:

The write-off is .26% or \$1.38M.
(approximately three tenths of one percent of FY17 billings)

The University has been successful in the recovery of many of these debts after they were written off. The following analysis highlights the fact that the University has recovered about 39.5% of these debts after write-off.

STAFF RECOMMENDATION:

For Board information only.

STUDENT BALANCES WRITE-OFF

Since 1981 and through FY17, the University has written off delinquent accounts totaling \$14,577,164. Recoveries of \$5,751,622 (39.46% cumulative collection rate as compared to FY16 of 38.51%), reduce the uncollected prior years' balance to \$8,825,542.

WRITE-OFFS AND RECOVERIES

Date	Amount
Write-off FY17	\$1,375,609
Prior Years	\$13,201,554
Cumulative Write-offs	\$14,577,164
Cumulative Recoveries	(5,751,622)
Current Write-off Balance (per AR aging 6/30/17)	\$8,825,542

Our policy is to write-off an account after the balance has been delinquent for at least 12 months. Therefore, the write-offs for FY17 are for the revenue recognized for the Summer 2015, Fall 2015, and Spring 2016 terms. The dollar amount is reduced from our receivables on the balance sheet, but collection activity continues on accounts until paid.

Net student account billings for FY17 were \$523,102,452; and the write-off of \$1,375,609 is approximately three tenths of one percent of billings, at .26%, or an effective collection rate of 99.74%. Recoveries of \$667,491 were recognized in FY17, or approximately 49% of current period write-offs, as compared to current period write-offs for FY16 of 39%.

Write-Off will:

- Remove the amounts as assets on our financial statements
- Remove the amounts from the calculation of past due accounts receivable

Write-Off will not:

- Remove the financial hold from the accounts
- Remove the accounts from the Tax Set-Off Program
- Impact our efforts to collect the accounts

RECOVERY PROCEDURES – DELINQUENT BALANCES

1. Financial hold placed on account:
 - Prevents future registration
 - Prevents delivery of transcript
2. Collection letters mailed by Student Accounts.
3. Final collection letter mailed containing name and address of external collection agency.
4. Account forwarded to collection agency or Attorney General’s Office and reported to Credit Bureau.
5. Account entered into State Tax Set-Off file.

TOTAL TO BE WRITTEN OFF

	Count	Total
Account balance of \$3000 or greater	162	\$1,102,500
Account balance of \$1000 less than \$3000	126	\$235,755
Account balance of \$100 less than \$1000	80	\$36,573
Account balance less than \$100	59	\$781
Total	426	\$1,375,609

DOMICILE ANALYSIS – ACCOUNTS

	In State	Out of State	Total
FY 2017 Population	314	112	426
Amount	\$831,044	\$544,565	\$1,375,609
Percent	60%	40%	

ITEM NUMBER V.C.:

**CONTROLLED UNCLASSIFIED
INFORMATION**

PURPOSE OF ITEM:

To brief the Board of Visitors on the status of Mason's compliance on regulatory requirements regarding Controlled Unclassified Information.

APPROPRIATE COMMITTEE:

FINANCE AND LAND USE

BRIEF NARRATIVE:

Mason's Information Technology Services (ITS) has engaged an outside contractor (SLAIT Consulting) to perform an assessment and remediation plan to achieve Defense Federal Acquisition Regulation (DFARS) compliance by 31 December 2017 for the Department of Defense. The compliance is needed by Mason researchers who work with Controlled Unclassified Information (CUI). The project is sponsored by Deb Crawford, Vice President for Research and Marilyn T. Smith, CIO.

STAFF RECOMMENDATION:

For Board information only.

ITEM NUMBER VI.A.:

POTOMAC SCIENCE CENTER

PURPOSE OF ITEM:

To update the Board of Visitors on the newly completed Potomac Science Center.

APPROPRIATE COMMITTEE:

FINANCE AND LAND USE

BRIEF NARRATIVE:

Construction was completed at the Potomac Science Center on September 15, 2017 when BCOM granted a Temporary Certificate of Occupancy. The facility consists of a four story, 50,838 GSF research/classroom building and a three story, 68,822 GSF parking deck.

The Potomac Environmental Research and Education Center component: PEREC is a full-scaled ecological field station with faculty research labs, teaching labs, lecture spaces and office & support space to house eight (8) full-time Mason professors, their graduate students and research staff. PEREC focuses on tidal freshwater ecosystems with an interdisciplinary faculty including current members of Environmental Science Policy (ESP) as well as several other College of Science (COS) departments. Classes centering on aquatic ecology will be taught on site and the facility can support field trips by classes centered at other Mason campuses.

STAFF RECOMMENDATION:

For Board information only.

ITEM NUMBER VI.B.:

WEST CAMPUS PLANNING

PURPOSE OF ITEM:

To update the Board on West Campus Master Plan.

APPROPRIATE COMMITTEE:

FINANCE AND LAND USE

BRIEF NARRATIVE:

In May of 2017, a Charrette was held at George Mason University. This three-day planning retreat brought together our various constituents including; faculty, staff, Fairfax County and Fairfax City residents political representatives and planners. The workshop was facilitated by Perkins Eastman and focused on the Fairfax West Campus and Southwest Sector with specific attention on academic and innovation priorities, transportation, facility needs, design, partnership models, funding, economic development, athletics, recreation and housing.

The University has begun preliminary work related to capacity analysis and phase 1 environmental testing related to the development of the West Campus. There are two potential student housing developments that are being discussed: one development in Fairfax City and one development managed through the Fairfax County Housing and Development Authority. These projects may help resolve our short-term housing requirements. Both potential developments are privately funded and external to Mason. These developments, capacity analysis and testing items have the potential to impact development of the West Campus Master Plan. The completion of the West Campus Master Plan is a goal for FY 2017 and our intent is to update the board on these topics and our timeline for achieving that goal.

STAFF RECOMMENDATION:

For Board information only.

ITEM NUMBER VII.:

POLICE AND PUBLIC SAFETY UPDATE

PURPOSE OF THE ITEM:

To highlight the challenges, achievements and goals of the George Mason University Police and Public Safety Department.

APPROPRIATE COMMITTEE:

FINANCE AND LAND USE

BRIEF NARRATIVE:

The George Mason University Police and Public Safety Department continues to enhance its cooperative initiatives with other University departments in order to increase our professional capabilities and to help us improve our effectiveness and transparency within the campus community.

STAFF RECOMMENDATION:

For Board information only.

APPENDIX A: CAPITAL PROJECTS REVIEW

This section provides the regular report on the status of capital construction projects on all three university campuses. The project “stoplight” chart provides a summary review. For purposes of black and white printing, all stoplights are “Green” unless otherwise noted. Scoring definitions:

- “Red”: Likely to exceed approved budget, schedule, or scope
- “Yellow”: At risk to exceed approved budget, schedule, or scope, but can still recover
- “Green”: Within approved budget, schedule, or scope
- “White”: on-hold

Changes/updates since the September 2017 report include:

- Potomac Science Center – This project has now been removed as the project is substantially complete.
- Health Sciences – Academic VII – Construction is nearing completion for an early January 2018 move. This was extended from early December in the last update. We are currently in the punchlist phase of the project.
- Johnson Center Dining Phase II – This project has now been removed as the project is substantially complete.
- PPEA Discovery Hall Ph. II & Fitout – Patner Construction was awarded the contract and construction is in progress. Coordination with existing researchers has been very successful and the contractor has been sensitive to the requirements of working in an area adjacent to occupied spaces. Owner supplied laboratory equipment will not be delivered as quickly as originally anticipated which impacts the schedule. Project completion is estimated for April 2018.
- Hazel Hall Library Renovation – The construction has progressed well and the users are occupying the renovated space. The final items will be completed by the middle of December.
- Hylton Performing Arts Center Addition – A preliminary Guaranteed Maximum Price (GMP) was received from the Contractor, Whiting Turner and was substantially over budget. Subsequent attempts to reach a mutually agreeable price were unsuccessful and our contract with Whiting Turner has been concluded. The second ranked CM firm, Davis Construction was approached and they are currently working on a GMP for the project. We expect their number, prior to leaving for the Winter break. The Bureau of Capital Outlay Management (BCOM) approved our revised mechanical approach, utilizing existing systems in the building. This approach is more efficient and should result in savings for the project.
- Renovate Robinson Hall and Harris Theater – The schedule was updated based upon the current projections.

Facilities Projects Listing

Project #	Project Name	Scope(sf) New	Scope(sf) Reno	Total Budget	Budget Status	Schedule	Scope	Construction Start date	Occupancy date	Construction % Complete
Construction										
2	17999-000 Health Sciences - Academic VII	164,880		\$ 71,198,234	Ⓡ	Ⓢ	Ⓢ	6/2/2015	1/8/2018	92%
4	17848-000 PPEA Discovery Hall Ph II & Fitout	18,000		\$ 3,800,000	Ⓢ	Ⓡ	Ⓢ	9/11/2017	4/15/2018	32%
5	18252-000 Hazel Hall Library Renovation - 1st and 2nd Floors		21,000	\$ 3,000,000	Ⓢ	Ⓢ	Ⓢ	6/5/2017	12/15/2017	95%
9	Into Phase II		16,830	\$ 4,297,140	Ⓢ	Ⓢ	Ⓢ	12/15/2016	2/1/2018	20%
10	Bull Run Labs (Mech and BioChem)		7,204	\$ 3,000,000	Ⓢ	Ⓢ	Ⓢ	3/15/2017	7/1/2018	48%
11	Eagle Bank Arena Upgrades		82,000	\$ 4,263,014	Ⓢ	Ⓢ	Ⓢ	12/1/2016	9/3/2018	15%
Design										
6	18011-000 Hylton Center Addition*	17,082	360	\$ 9,043,000	Ⓢ	Ⓡ	Ⓢ	3/1/2018	4/1/2019	N/A
7	18208-000 Improve Utility Distribution Infrastructure Fairfax*			\$ 48,806,000	Ⓢ	Ⓢ	Ⓢ	8/1/2018	3/1/2022	N/A
8	18207-000 Renovate Robinson Hall and Harris Theater (Phased)*	217,726	23,161	\$ 113,040,000	Ⓢ	Ⓢ	Ⓢ	7/1/2018	3/22/2022	N/A
Planning										
12	18000-000 Life Sciences - Bull Run Add DPB*	100,000	23,000	\$ 43,664,886	○	○	○	TBD	TBD	N/A
13	18339-000 Telecom Infrastructure*			\$ 10,053,000	○	○	○	TBD	TBD	N/A
Grand Total This Report		517,688	173,555	314,165,274						

Data as of December 2017

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

Page 1 of 1

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

APPENDIX B: UNAUDITED FY 2017 FINANCIAL STATEMENTS

To provide the Board information regarding the University's annual financial statements.

The University's unaudited financial statements have been submitted to the Commonwealth's Department of Accounts and are posted at:

<https://fiscal.gmu.edu/wp-content/uploads/2017/10/247-GMU-FY17-Financial-Statements-Unaudited.pdf>

The audit is typically conducted during January through March each year.



Board of Visitors
Finance and Land Use Committee
December 13, 2017

George Mason University
Office of the Senior Vice President

Agenda

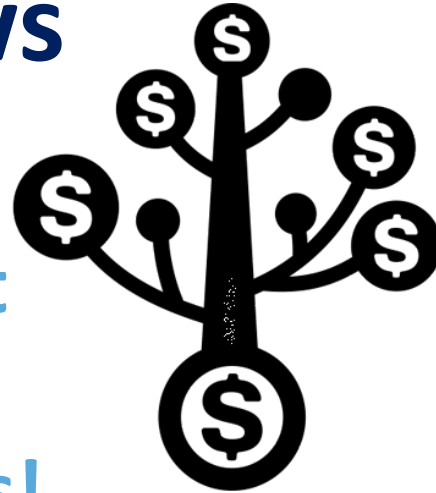
- I. Call to Order
- II. Approval of Minutes
- III. Financial Overview
- IV. New Business
 - A. GMUF Potomac Heights Capital Lease
 - B. Enhanced Capital Authority Revised Capital Construction Process
- V. Operational Issues
 - A. Investment Policy Committee Update
 - B. Accounts Receivable Write-Off
 - C. Controlled Unclassified Information
- VI. Capital Matters
 - A. Potomac Science Center
 - B. West Campus Planning
- VII. Police and Public Safety Update
- VIII. Adjournment

5

“AMAZING FACTS ABOUT MASON”

NO disparity
in graduation
rates!

U.S. News
Top 20
2018 Most
Efficient
Universities!



Enrolled ~50%
of VA student
growth in last
decade

Grad rate
better than

70%



FINANCIAL OVERVIEW



Recent Financial Accomplishments



A1 Moody's Rating
A S&P Rating
Improved or
Stabilized all financial
metrics
Potomac Heights
Refinancing
Reutilized Capital
Assets
Approved for
Increased Financial
Authority



Deauthorized \$230M
in debt
Launched Mason
Incentive Model
Opened Fenwick
Library, Potomac
Science Center, and
West Campus Drive
Funded Robinson Hall
Replacement and
Utility Infrastructure



Mason Incentive Model



Launched Mason Incentive Model to run in parallel with Incremental Budget



Implemented Incentive Base Budget Model

Positive Results in Unit Growth and Fund Balances



Multidisciplinary and Indirect Models – Committee Work

Continue meeting with Deans and Assistant Deans

Comprehensive Communication Plan

Tuition & Billing Strategy Update

Major Components:

- Formulate model and assess impacts
- Concurrent tuition strategy for all other returning students
- Review and rationalize fee structures
- Review billing system and consider upgrades

September, 2017	October	November	December
Establish internal working group, initiate search for consultant	Set-up working committee and hire consultant	Begin drafting tuition strategy model	Publish first-draft of tuition strategy model
January through February, 2018		March	May
Finalize tuition policy model, draft communications campaign		Communicate strategy publicly, review for BOV	Prepare for BOV approval at May 3 meeting

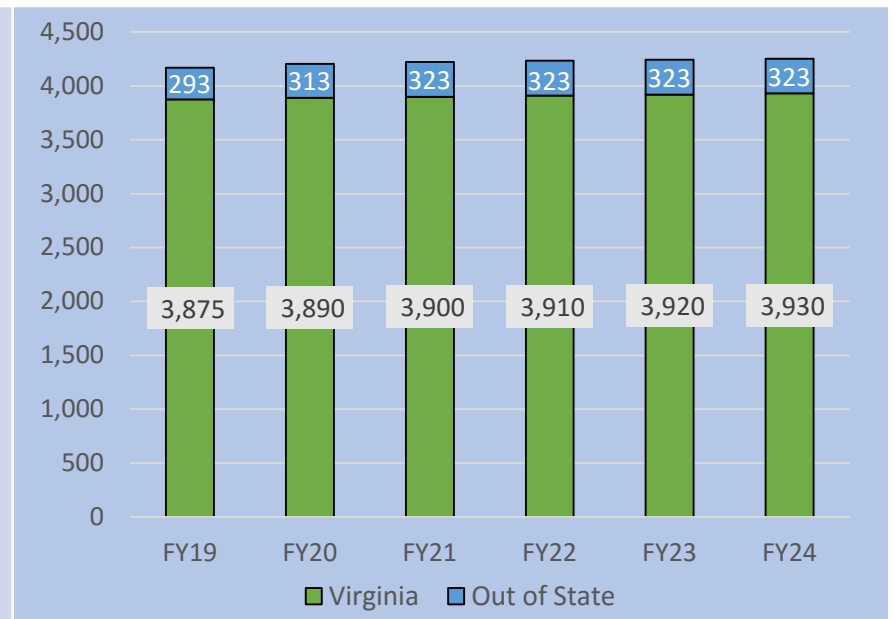
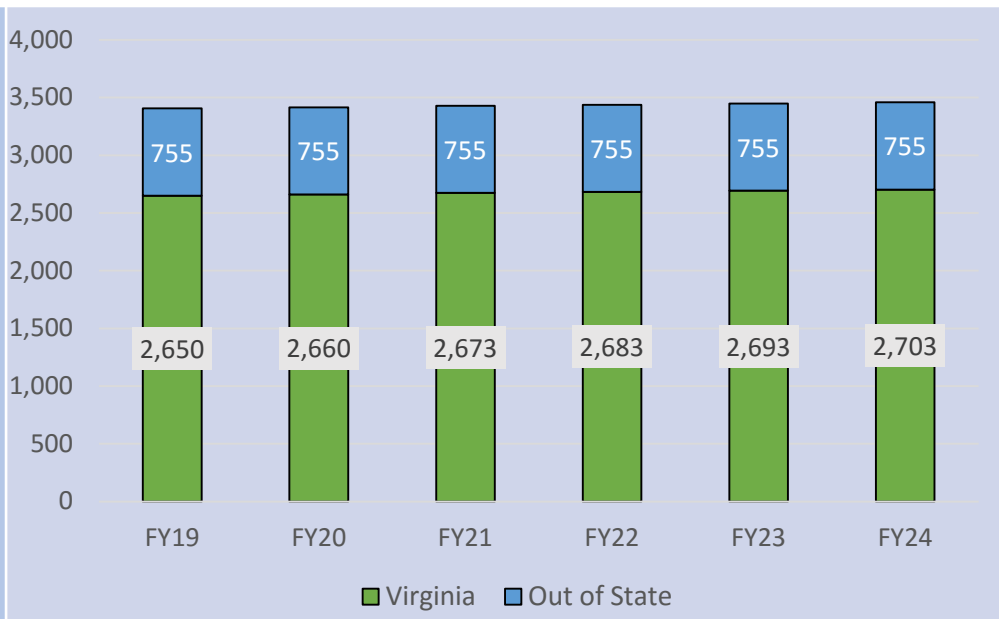
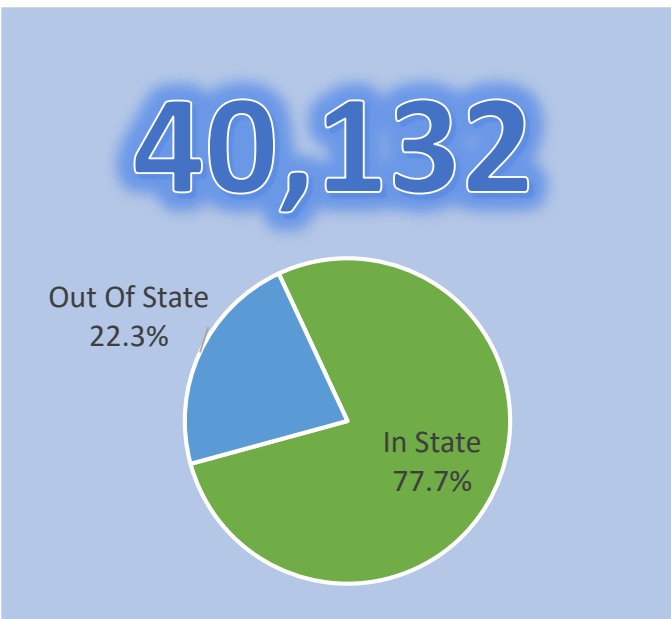


2014-2024 STRATEGIC PLAN

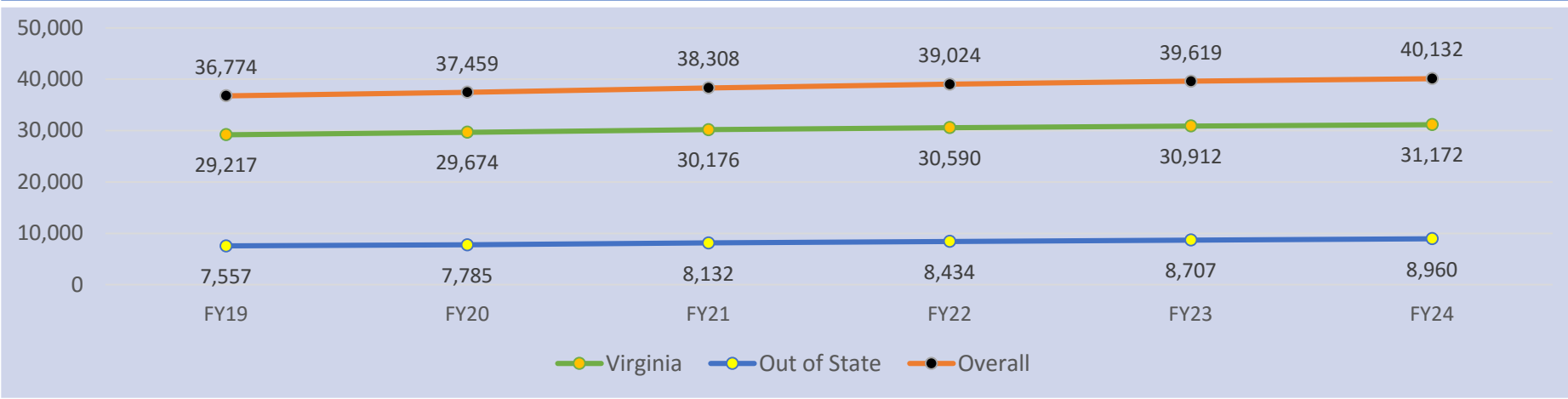


Scenario A	Description	FR/TR OOS	FR/TR VA
Base	The "Keep Doing the Same Thing" Projection	↔ Flat	↔ Flat

FY 2024 Overall Enrollment	New Freshmen Enrollment	New Transfer Enrollment
----------------------------	-------------------------	-------------------------

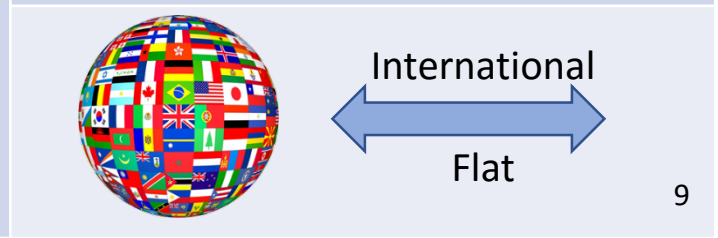


Overall Enrollment Timeline



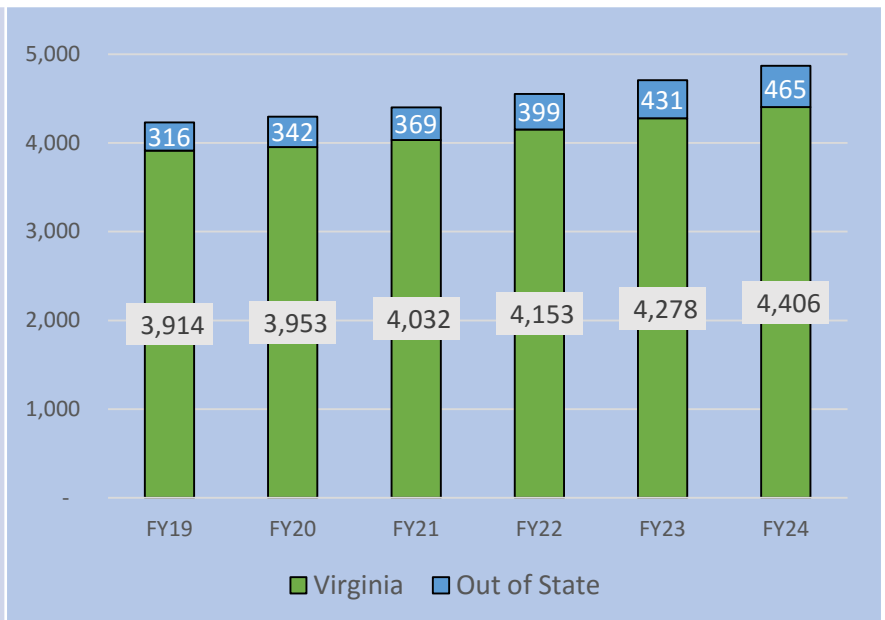
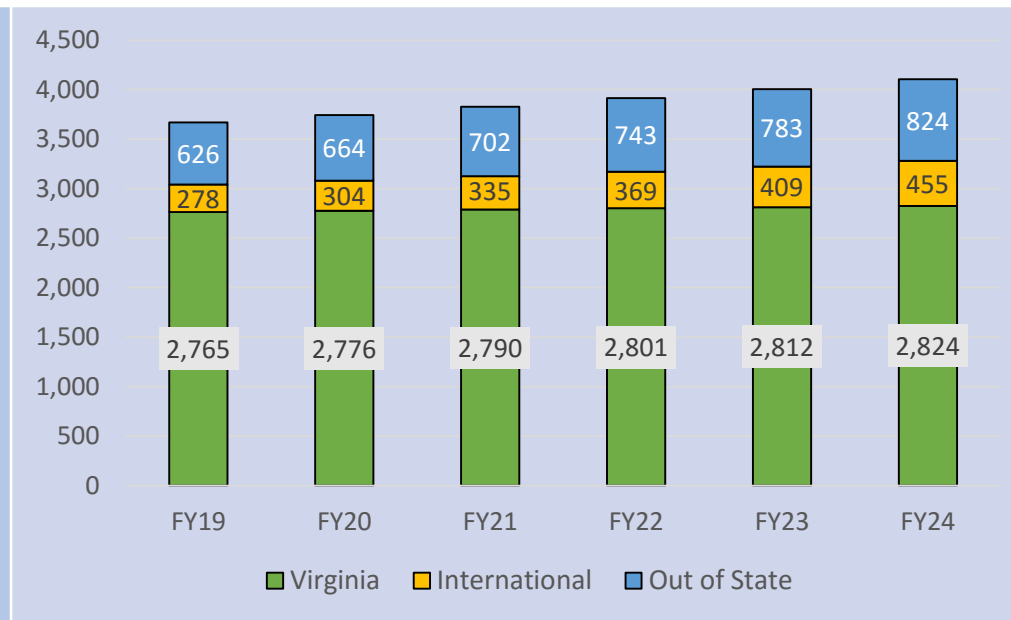
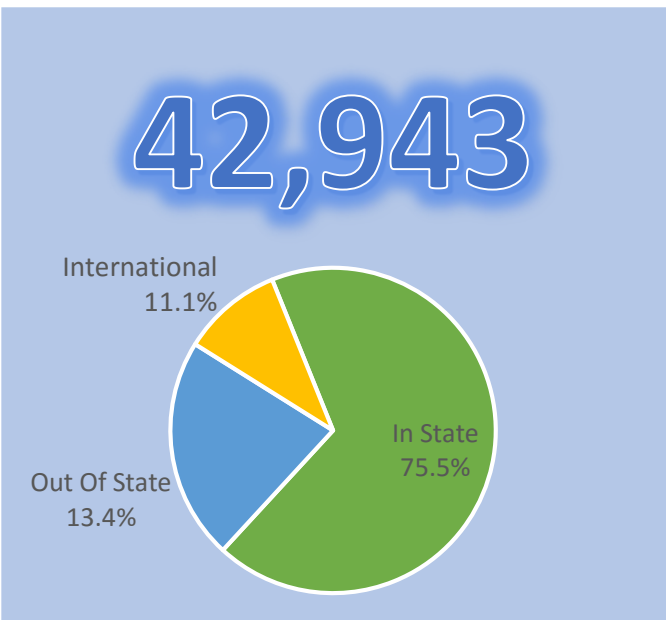
Key Assumptions

- No transfer growth.
- No or limited increase in non-resident freshmen or transfer.

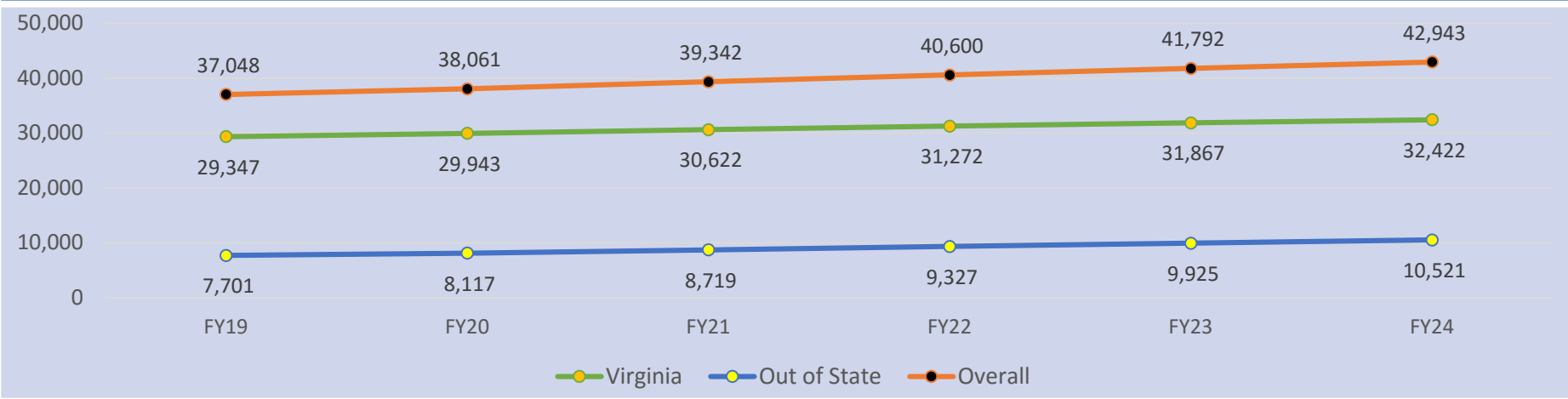


Scenario B	Description	FR/TR OOS	FR/TR VA
Grow Both (moderate)	Increase VA and Out of State Enrollment	↑ 8% each year	↑ 1 -3% each year

FY 2024 Overall Enrollment	New Freshmen Enrollment	New Transfer Enrollment
----------------------------	-------------------------	-------------------------



Overall Enrollment Timeline



Key Assumptions

- ADVANCE gains.
- Growth in residents consistent with recent past.

↑ New International
10% Undergrad
5% Grad
Each Year

Revenue and Resource Implications

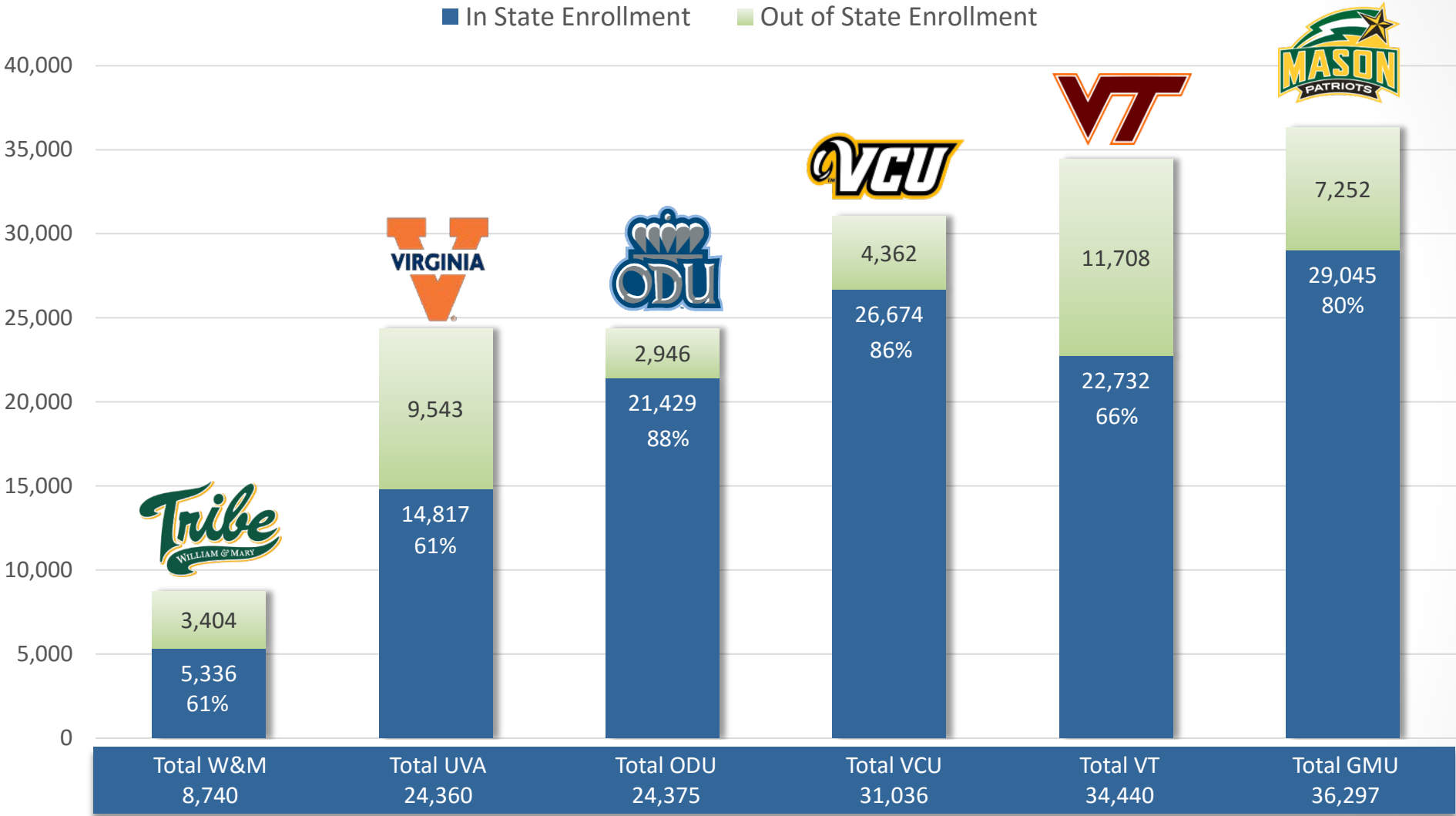
Students,
Faculty & Staff

Classrooms,
Labs, &
Offices

Residence
Halls, Dining,
& Recreation

Convening
Space/Parking

2017 Fall Headcount Enrollment - Domicile



Source: SCHEV Research Reports E03: Enrollment Fall Headcount

FY 2024 – Strategic Plan, Enrollment and Vision for the Future

- 100,000 Graduates by 2024
7,000 New Students
5,300 on Ground
- Maintain R1 Status
- Maximize Use of Existing Assets
Peterson Hall – 2018
Robinson Hall – 2022
- Additional Gross Revenue
Moderate Tuition Increase

FY 2018
Base Year



FY 2024 – What will it take to get there?

Faculty & Staff



Projected 6 Year Growth

Faculty +75 Tenure Track/Term annually → 450

All Other Staff +75 annually → 450

Facilities



How do we manage growth?

- Shared Offices
- Off-Campus Leasing
- Space Utilization Study
- Class Scheduling (F/S/S)
- Private Sector Housing
- Dining Hall Expansion

Student Services



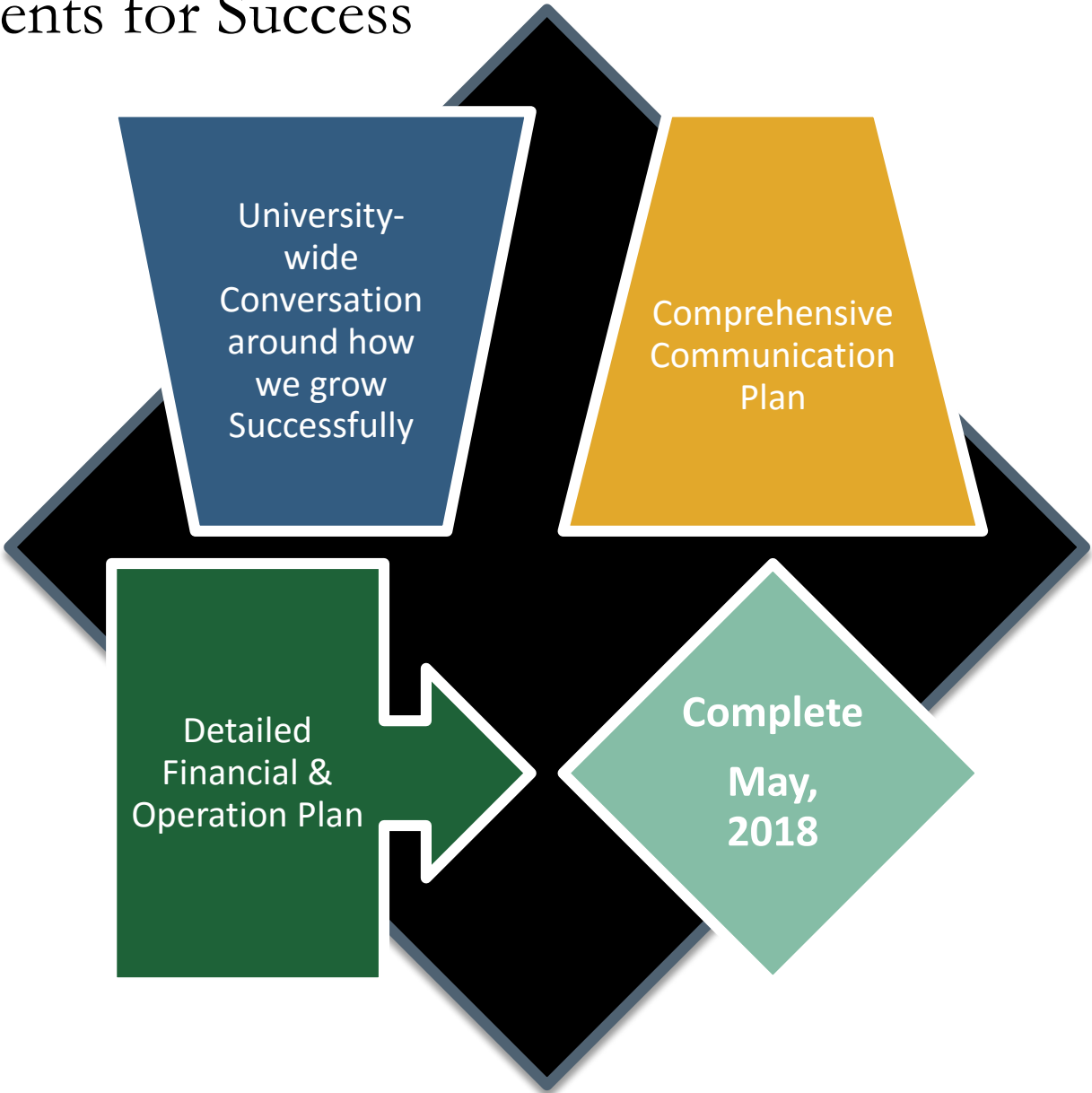
Auxiliary: Student Centers, Student Life, Recreation

Transportation & Parking

Information Technology: WiFi, contract per student escalation, \$60M infrastructure

Renovation of existing facilities?

Key Components for Success



New Business



GMUF Potomac Heights LLC Capital Lease



A new capital Lease for Potomac Heights, a student housing building on GMU's Fairfax Campus



10 year term



Annual Capital Lease payments (approx.) \$2.5m



GMUF will transfer the building to GMU at the end of the term

Board Resolution

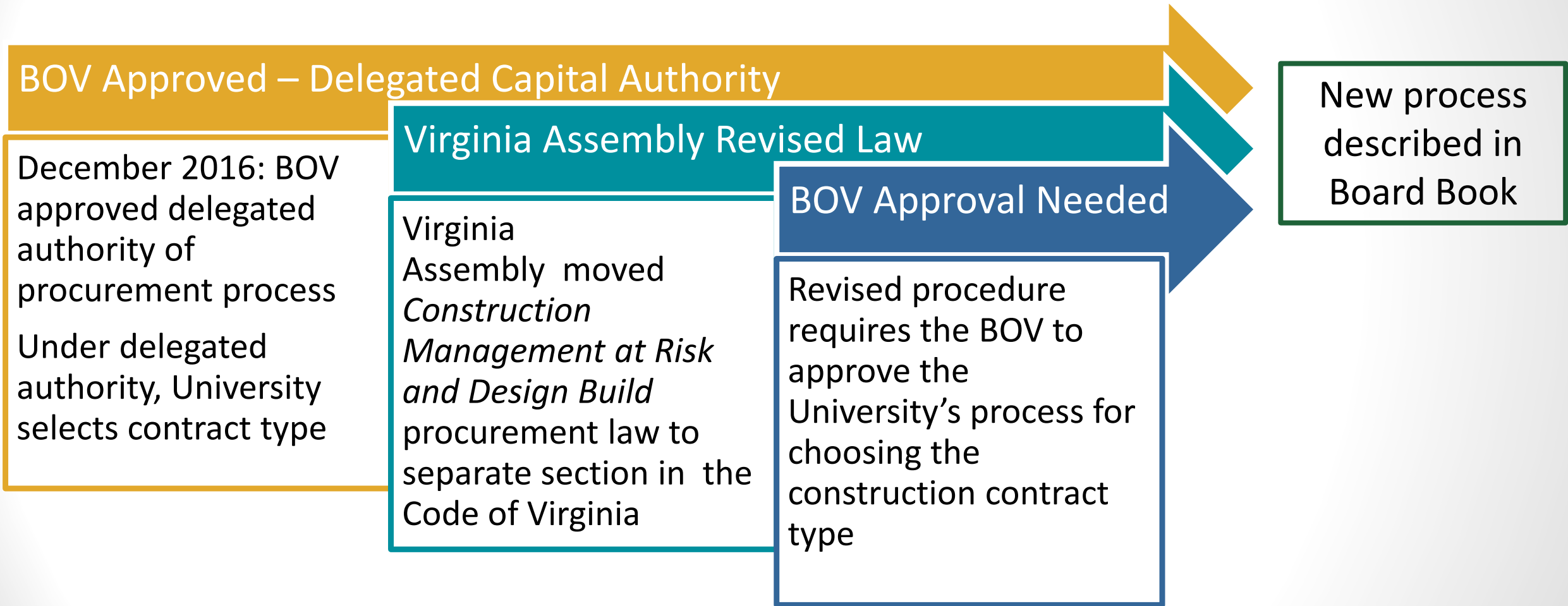
The Finance & Land Use Committee recommends approval by the Board of Visitors of the capital lease resolution found in the Board Book:

The University hereby is authorized to enter into a capital lease and an amended and restated ground lease with George Mason University Foundation Potomac Heights LLC in conjunction with the Foundation’s refinancing of their 2013 Fairfax County Economic Development Authority Student Housing Refunding Tax-exempt Revenue Bonds (GMUF Potomac Heights Project).

MOTION: _____

SECOND: _____

Revised Capital Construction Contract Selection Process



Board Recommendation

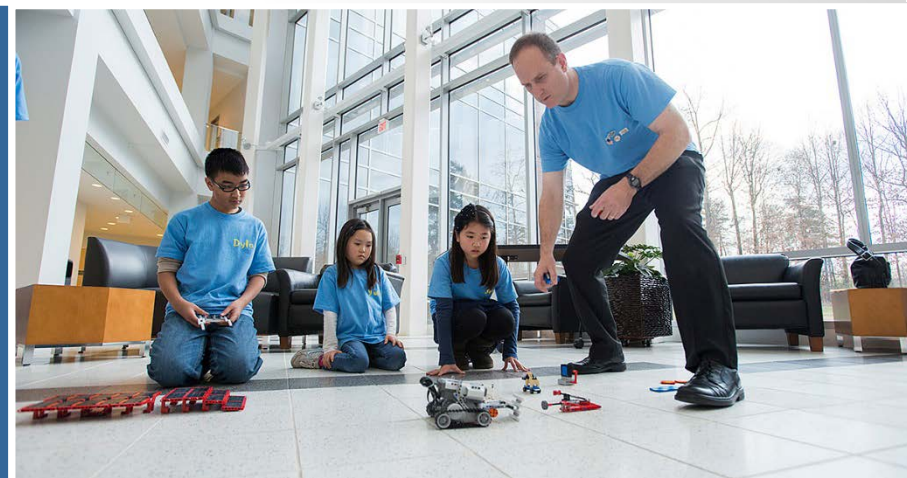
The Finance & Land Use Committee recommends approval by the Board of Visitors of the new capital authority selection process found in the Board Book:

MOTION: _____

SECOND: _____



OPERATIONAL ISSUES



Annual Investment Policy Update

Total Assets Under Management: ~\$470M
University-wide Investment Committee
Advisor: CAPTRUST Financial Partners

No funds closed due to performance

BOV approved revised Investment Policy Statement

Lowered fees on Fidelity

Reviewed cybersecurity policies with Fidelity & TIAA

Participated in CAPTRUST Fiduciary Responsibility training

Accounts Receivable
Write-off

Annual Report to BOV

FY 2017 Increased Collection Rate to 99.74%
FY 2016 wrote off 0.30% of student account billings
FY 2017 wrote off 0.26% of student account billings
Cumulative Recovery Rate since 1981 is 39%

Controlled Unclassified
Information

Update to BOV

Department of Defense issued new compliance
guidelines (DFARS)
Engaged SLAIT Consulting for Assessment &
Remediation Plan
Required for Mason Researchers working with CUI

Capital
Matters

Potomac Science Center
West Campus Planning

North Elevation



POTOMAC SCIENCE CENTER

Building:

Four stories

50,838 GSF

2.22 Acres

- Classrooms/Teaching Labs
- Research Wet labs
- Faculty/Staff Offices
- Computer Labs
- Exhibition Gallery
- Support spaces

Fairfax West Campus – in conceptualization

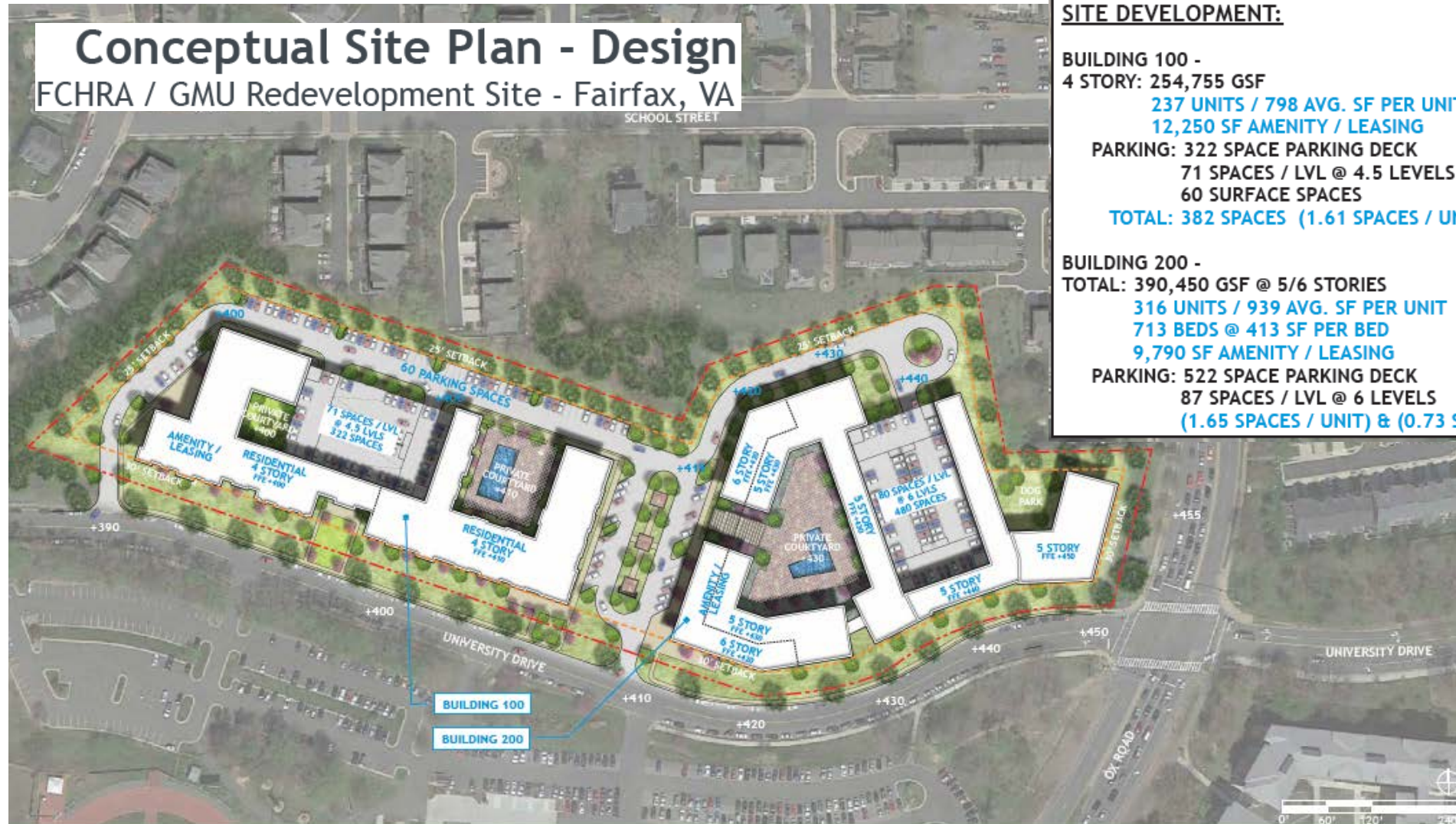


One University



Conceptual Site Plan - Design

FCHRA / GMU Redevelopment Site - Fairfax, VA



SITE DEVELOPMENT:

BUILDING 100 -
4 STORY: 254,755 GSF
237 UNITS / 798 AVG. SF PER UNIT
12,250 SF AMENITY / LEASING
PARKING: 322 SPACE PARKING DECK
71 SPACES / LVL @ 4.5 LEVELS
60 SURFACE SPACES
TOTAL: 382 SPACES (1.61 SPACES / UNIT)

BUILDING 200 -
TOTAL: 390,450 GSF @ 5/6 STORIES
316 UNITS / 939 AVG. SF PER UNIT
713 BEDS @ 413 SF PER BED
9,790 SF AMENITY / LEASING
PARKING: 522 SPACE PARKING DECK
87 SPACES / LVL @ 6 LEVELS
(1.65 SPACES / UNIT) & (0.73 SPACES / BED)

One University Conceptual

Conceptual Site Plan I - Model View I

FCHRA / GMU Redevelopment Site - Fairfax, VA



Conceptual Site Plan I - Google Earth Overlay I

FCHRA / GMU Redevelopment Site - Fairfax, VA



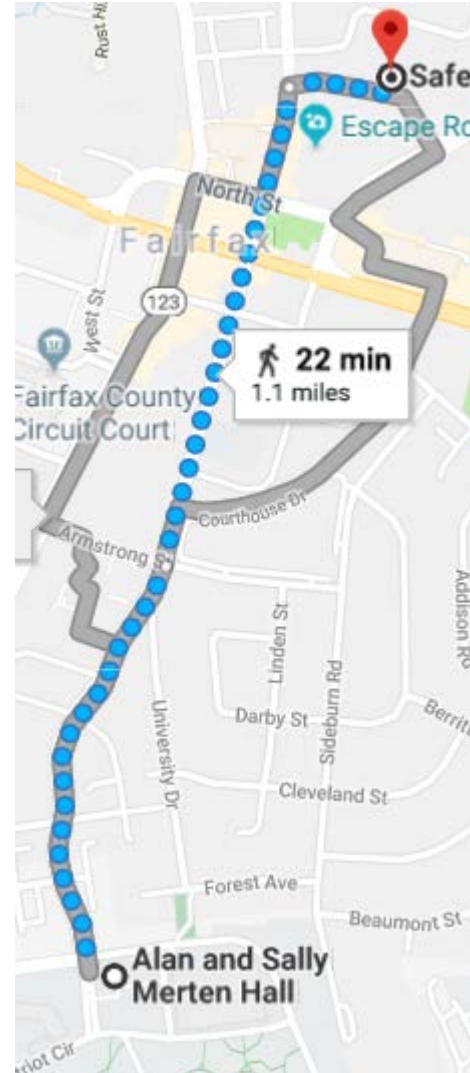
Timeline

- County RFP due – January 16, 2018
- Due Diligence – currently conducting capacity work and will continue if selected
- Entitlements- 12-24 months
- Construction Q1 2019 for 18 months
- Opening Summer 2020

Capstone



10366 Democracy Lane



Overview

- 760 beds in 240 Units
- Mix of 1, 2 and 4 bedroom units
- 730 structured parking spaces
- 10,000 SF clubhouse
- Shuttle service

Timeline

- Due Diligence – through Sept 2018
- Land Closing – May 2019
- Construction 2019-2021
- Opening July 2021

West Campus planning

Vision:

George Mason University recognizes the potential for new University development on its Fairfax West Campus. Desire is to develop an Innovation District that will offer opportunities for public-private development, research collaboration, innovative funding streams, attractive public open space, and University amenities.

Recommendations &

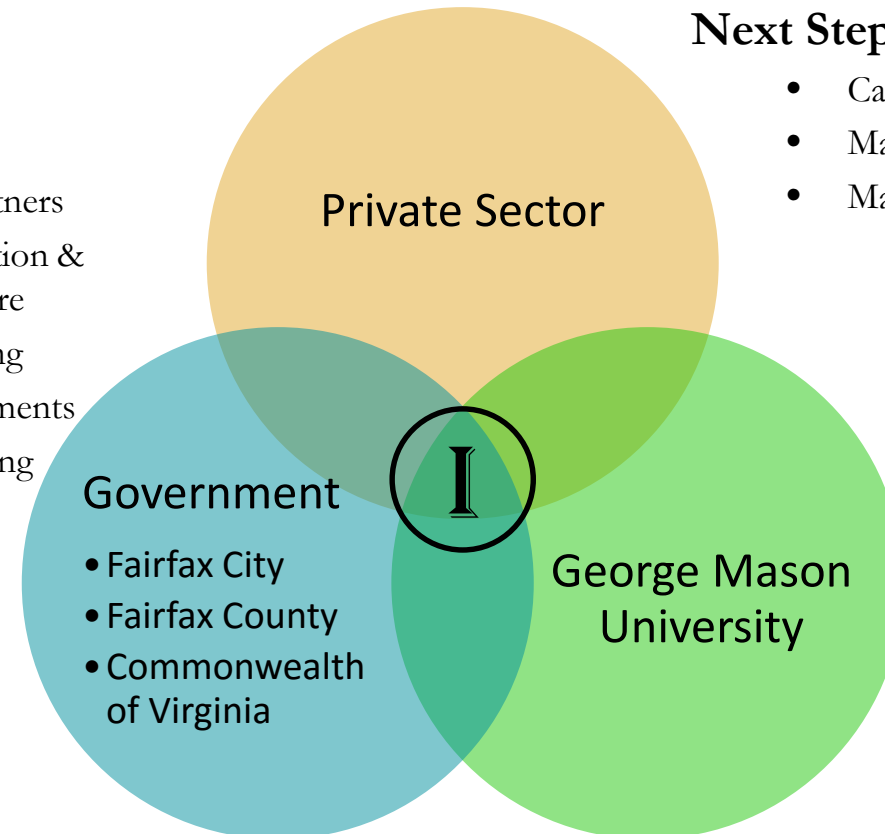
Timeline:

A 20-50 year vision


- Identify possible partners
- Develop Administration & Management Structure
- Campus Programming
- Budgeting & Entitlements
- Infrastructure Planning

Next Steps:

- Capacity Study
- Market Analysis / Proforma
- Master Planning Study



Next Board of Visitors Meetings



THURSDAY March 1, 2018	THURSDAY May 3, 2018
Room & Board Rates Commonwealth Budget Update Human Resources & Payroll Annual Report FY 2019 Financial Overview	Operating Budget, Tuition & Fees Six Year Capital Plan Span of Control Audited Financial Statements FY 2018 & FY 2019 Financial Overview

Department of Police & Public Safety Update

Carl Rowan, Jr.
Chief of Police



Technology Updates

Officers on every shift now carry Narcan to rescue drug overdose victims

Officer-worn body cameras in pipe-line for early 2018

Significant potential improvements to 911 communications center capabilities being studied for 2018

New and Improved Partnerships

Re-established partnership with Student Support and Advocacy Center (SSAC) for joint-responses to campus sexual assaults

Mason criminal investigators will shadow Fairfax County Police Homicide Squad during the summer months to enhance investigative skills and crime scene experience.

Entered into agreement with Fairfax City to share a state of the art firing range with Fairfax City Police and Falls Church City Police (construction to be completed in late 2018)

Improved partnership with the GMU IT team for better practices, synergies, and overall technology effectiveness

Recognition

Captain Emily Ross recently completed highly regarded 22 week police command leadership program presented by Northwestern University. Graduated with 4.0 GPA

Sgt. Keith Jochem, our in-house Narcan training expert, continues to train officers on the dangers of handling opioid drugs and proper use of Narcan as a life-saving tool for overdose victims.

MPO Corey Rourke graduated from Patrol Dog School; and MPO Stephanie Bietsch and Officer John O'Hare were chosen as our next Patrol and Bomb Dog handlers for training in early 2018.



Whatever you are, be a good one.

I am a slow walker, but I never walk back.

Be sure you put your feet in the right place, then stand firm.

We can succeed only by concert. It is not, 'Can any of us imagine better,' but, 'Can we all do better?'

~Abraham Lincoln~

Development Committee - December 13, 2017

George Mason University Board of Visitors

I. Development Committee Meeting Agenda - December 13, 2017

- A. BOV Development Committee Agenda 12-13-17.docx

II. Call to Order

III. Approval of Minutes

- A. Board of Visitors Development Committee Minutes - DRAFT - October 12, 2017

IV. New Business

- A. A. GMUF Chair Report - Jay O'Brien
- B. B. Fundraising Priorities - College of Health and Human Services - Dean Germaine Louis
- C. C. Fundraising Priorities - School of Business - Dean Maury Peiperl
- D. D. Alumni Association Golden Anniversary Update - Chris Clark-Talley
- E. E. Campaign And Advancement Report - Janet Bingham

V. Old Business

VI. Adjournment

**George Mason University
Board of Visitors**

**Development Committee Meeting
December 13, 2017
10:35 a.m. – 11:25 a.m.
Merten Hall, Room 1203, Fairfax Campus**

A G E N D A

I. Call to Order

**II. Approval of Development Committee Meeting Minutes from October 12, 2017
(ACTION ITEM)**

III. New Business

- A. GMUF Chair Report – Jay O’Brien
- B. Fundraising Priorities – College of Health and Human Services – Dean Germaine Louis
- C. Fundraising Priorities – School of Business – Dean Maury Peiperl
- D. Alumni Association Golden Anniversary Update – Chris Clark-Talley
- E. Campaign and Advancement Report – Janet Bingham

IV. Old Business

V. Adjournment

**George Mason University
Board of Visitors**

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

Meeting Minutes

Attendees: Chair Jimmy Hazel, Visitor Lisa Zuccari

Absent: Visitor Tracy Schar, Visitor Wendy Marquez

Additional Attendees: Rector Tom Davis, President Angel Cabrera, Vice President Janet Bingham, Faculty Senate Representative Keith Renshaw, Faculty Representative Alan Abramson, Faculty Representative June Tangney Student Representative David Kanos, Student Representative Andre Quillen, GMUF Board of Trustees Chair Jay O'Brien

I. Call to Order

The meeting was called to order by Chair Jimmy Hazel at 10:25 a.m.

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

Chairman Hazel called for a motion to approve the meeting minutes from May 11, 2017. A **MOTION** was made, **SECONDED**, and the **MOTION CARRIED UNANIMOUSLY BY VOICE VOTE**.

III. New Business

A. GMUF Chair Report – Jay O'Brien

Jay O'Brien, Chairman of the George Mason University Foundation Board of Trustees, delivered an update regarding activities of the Board of Trustees. Worthy to note.

- With our new investments advisors we continue to strengthen and sustain your healthy growth.
- Our new spending methodology is fully implemented.
- We continue to attract high quality trustees with a focus on diversity.

- We are increasing our efforts to create and maintain reserves for the Foundation.
- The Foundation contributed \$65.9 million to Mason over the last fiscal year, an increase over the previous year of \$55.2 million.

B. Campus Naming Opportunities – Kathleen Diemer

Ms. Kathleen Diemer, Executive Director of Donor Relations and Communications in the Office of Advancement and Alumni Relations, gave a report on current campus naming opportunities and reviewed a list of available named gifts.

C. Planned Giving – Susan Van Leunen

Ms. Susan Van Leunen, Chief Financial Officer for the George Mason University Foundation, gave an update on various planned giving vehicles.

D. Campaign and Advancement Report – Janet Bingham

- Dr. Janet Bingham provided an update on University Advancement and Alumni Relations activities. The current campaign total to date is \$529.4 million. We are just short of \$53 million.
- Dr. Bingham introduced Ms. Mercedes Price, the new Director of Corporation and Foundation giving.

IV. Old Business

There was no old business.

V. Closed Session

A. Gifts, Bequests, and Fundraising Activities (Code of VA: § 2.2-3711.A.9)

There was no closed session.

VI. Adjournment

The meeting was adjourned 11:20 a.m.

Respectfully submitted,

Naomi Arlund
Secretary, pro tem

Research Committee – December 13, 2017

George Mason University Board of Visitors Research Committee

I. Call to Order

- A. BOV Research Committee Agenda 12-13-17 updt 12-12-17.docx

II. Approval of Minutes

- A. BOV Research Committee Minutes 10.12.17 FINAL.docx
- B. 10.12.17 Research goals BOV Crawford.pdf
- C. 10.12.17 CINA BOV Stefanidis.pdf

III. New Business

- A. Presentation of SCHEV-commissioned report, Research-Asset Assessment Study for Commonwealth of Virginia none Deb Crawford
- B. Mason's efforts to translate research outcomes into products and services that generate economic growth Ali Andalibi

IV. Closed Session

- A. Fundraising activities, grants, and contracts (Code of VA: §2.2-3711.A.9)

V. Adjournment

**GEORGE MASON UNIVERSITY
BOARD OF VISITORS**

**Research Committee Meeting
December 13, 2017
Merten Hall, Fairfax Campus**

A G E N D A (revised 12/12/2017)

- I. Call to Order**
- II. Introductions**
- III. Approval of Research Committee Minutes for Oct. 12, 2017 (ACTION ITEM)**
- IV. New Business**
 - A. Deb Crawford to present the SCHEV-commissioned report, Research-Asset Assessment Study for Commonwealth of Virginia.
 - B. Ali Andalibi, research dean for the College of Science, will discuss Mason's efforts to translate research outcomes into products and services that generate economic growth through programs such as the National Science Foundation's I-Corps award, Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR).
- V. Closed Session**
 - A. Fundraising activities, grants, and contracts (Code of VA: §2.2-3711.A.9)
- VI. Adjournment**

**George Mason University
Board of Visitors
Research Committee
Minutes
October 12, 2017**

Present: Chair Mahfuz Ahmed, Vice Chair Horace Blackman; Provost David Wu, Vice President for Research Deborah Crawford; Visitors Anjan Chimaladinne, Claire Dwoskin, Nancy Prowitt; Faculty Senate Chair Keith Renshaw; Faculty Representatives Christy Esposito-Smythers, Bijan Jabbari

Absent: Visitors Shawn Purvis, Bob Witeck; Student Representatives David Kanos, Andrew Quillen

Guests: Anthony Stefanidis

- I. Meeting called to order at 10:25 a.m. by Chair Ahmed
- II. Approval of Research Committee minutes for May 11, 2017.
- III. Deborah Crawford, Vice President for Research discussed Mason Research: Strategic Goals, Alignment, and Priorities. See attachment.

In her presentation, Crawford noted that:

- Alignment of Mason's research, education and translational innovation/service programs is essential to the institution's success as an R1 university. For example, growing student interests in pre-health/pre-med majors and related graduate programs aligns well with Mason's growing research strengths and opportunities in the bio-health area, and with the region's bio-health economic development initiative on the Gallows Rd innovation campus of the Inova Center for Personalized Health (ICPH).
- The recruitment and retention of research-active tenure-track and tenured faculty is essential to Mason's success as an R1 institution as it is these faculty who power the institution's research enterprise by submitting winning proposals that fund the generation of quality research outcomes and innovations that make their way into new products and services that drive growth in the innovation economy. These faculty also share state-of-the-art knowledge in their fields with subsequent generations of Mason graduates.
- To maintain R1 status, these tenure track and tenured faculty must successfully compete for increased federal, industry and non-profit funding. Increases in funding will support an increase in the number of graduate students in PhD programs, the number of postdoctoral trainees and research faculty members working in Mason's research projects, and will enhance scholarly productivity measured in books, publications and citations. Improvements in these metrics will help ensure Mason keeps its R1 status.
- Strategic partnerships among the Commonwealth's universities will also help Mason grow. Together, Virginia universities and partners create a critical mass of innovation capabilities that drive growth in the Commonwealth's innovation economy. For example, the formation of the Global Genomics & Bioinformatics Research Institute (GGBRI) – a Commonwealth initiative in which Mason is a founding partner - has the opportunity to build a critical mass of R&D activity

focused on generating personalized health innovations. GGBRI, which is funded by the Commonwealth as an economic development initiative, will place world-class researchers from Mason, University of Virginia, Virginia Tech, Virginia Commonwealth University and other Commonwealth institutions in a state-of-the-art R&D facility on the ICPH campus, where they will be co-located with bio-life sciences companies and physician scientists.

- Mason's academic leadership team, including the deans, has identified 3 strategic research initiatives for the 2017-2024 period -
 1. **Health and Wellbeing** – Mason plans to increase sponsored R&D activities from ~\$20 million (in 2016) to ~\$70 million (in 2024);
 2. **Resilience**, which includes climate dynamics, and human/built/eco systems – Mason plans to increase sponsored R&D activities from ~\$50 million research grants (in 2016) to ~ \$70 million (in 2024).
 3. **Cyber and Analytics** – Mason plans to increase sponsored R&D activities from ~\$20 million (in 2016) to ~\$50 million (in 2024).

Mason's goal is to continue to fuel Northern Virginia's Knowledge and -Technology-Intensive (KTI) economy, contributing to the region's leadership in bio-pharma-health and Internet of Things (IoT) economies.

IV. Tony Stefanidis, a CoS faculty member and the new director of the DHS Center of Excellence, outlined plans for this Criminal Investigations and Network Analysis Center (CINA). See attachment.

The 10-year, nearly \$40 million center brings together leading experts and researchers to conduct multidisciplinary research and education to help identify, disrupt, and thwart transnational criminal networks.

Transnational criminal organizations account for 5 percent of the global economy and devastate communities and the environment. These international gangs and organized syndicates use networks to engage in human trafficking, money laundering, environmental crimes, among other illicit activity.

Along with developing tools to help homeland security professionals achieve their mission, Mason and partners will be developing new academic offerings to train experts already in the field to use these new tools, and to train future generations of homeland security professionals.

In addition, the new center represents many future opportunities for Mason and is a prime example of a successful multidisciplinary partnership. Mason is the lead institution for the center. Other academic partners include researchers from top universities, including the University of Notre Dame, Virginia Tech, Rensselaer Polytechnic Institute, Carnegie Mellon University, Michigan State University, Purdue University, Rutgers University, and the University of Arizona.

V. Adjourned at 11:25 a.m.

GEORGE MASON UNIVERSITY



1 of 115 in U.S.

1 of 4 in VA

Deborah Crawford, Ph.D.
Board of Visitors Research Committee
October 2017

OUTLINE

- What it means to be a Research 1 (R1) university
- Region's competitive advantage and our role in it
- Our priorities, plans and accomplishments
- Vision for the future

OUTLINE

- What it means to be a Research 1 (R1) university
- Region's competitive advantage and our role in it
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R1 UNIVERSITY GOALS

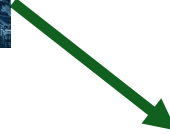
Knowledge creation via
RESEARCH & SCHOLARSHIP



COMPREHENSIVE LABS & FACILITIES
(incl. cyber)



FACULTY



Knowledge impact via
INNOVATION & SERVICE

Knowledge sharing
via **EDUCATION**

CARNEGIE R1 UNIVERSITY PERFORMANCE METRICS

RESEARCH & SCHOLARSHIP



- Sponsored research \$'s, esp. federal
- # Tenure-track faculty
- # Postdocs & research faculty
- Faculty awards
- Quality & quantity of scholarly publications (books, journals, etc.)
- # PhD graduates

INNOVATION
& SERVICE

EDUCATION

R1 PUBLIC UNIVERSITY MISSION

.....the power of partnership.....

*It is essential that we as a nation reaffirm, revitalize, and strengthen substantially the unique **PARTNERSHIP** that has long existed among the nation's research universities, the federal government, the states, and philanthropy by enhancing their roles and linkages and also providing incentives for stronger **PARTNERSHIP** with business and industry. In doing so, we will encourage the **IDEAS and INNOVATIONS** that will lead to **more high-end jobs, increasing middle-class incomes, and the security, health, and prosperity we expect.***

NRC Report, Research Universities and the Future of America, 2012

R1 UNIVERSITY PRINCIPLES

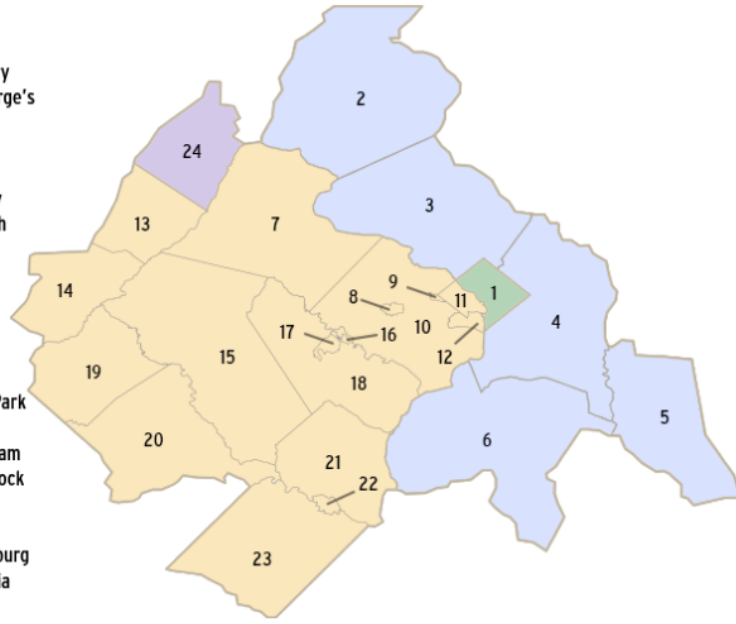
- Research agenda is shaped by national and regional priorities and needs
- Research and innovation outcomes contribute to economic and cultural prosperity – local to global
- Economic opportunities drive student enrollment choices and evolution of education programs
- Alignment among research, education and innovation programs drive faculty recruitment plans, guide development of master plans and facilities, and promote and sustain strategic partnerships

OUTLINE

- What it means to be a Research 1 (R1) university
- Region's competitive advantage and our role in it
- Our priorities, plans and accomplishments
- Vision for the future

LOCATION.. LOCATION.. LOCATION

1. D.C.
2. Frederick
3. Montgomery
4. Prince George's
5. Calvert
6. Charles
7. Loudoun
8. Fairfax City
9. Falls Church
10. Fairfax
11. Arlington
12. Alexandria
13. Clarke
14. Warren
15. Fauquier
16. Manassas Park
17. Manassas
18. Prince William
19. Rappahannock
20. Culpeper
21. Stafford
22. Fredericksburg
23. Spotsylvania
24. Jefferson



Washington Metropolitan Region

GRP: 5th of all metros (\$491 billion)

Professional & Business Service Jobs: 4th of 15 largest empl. metros

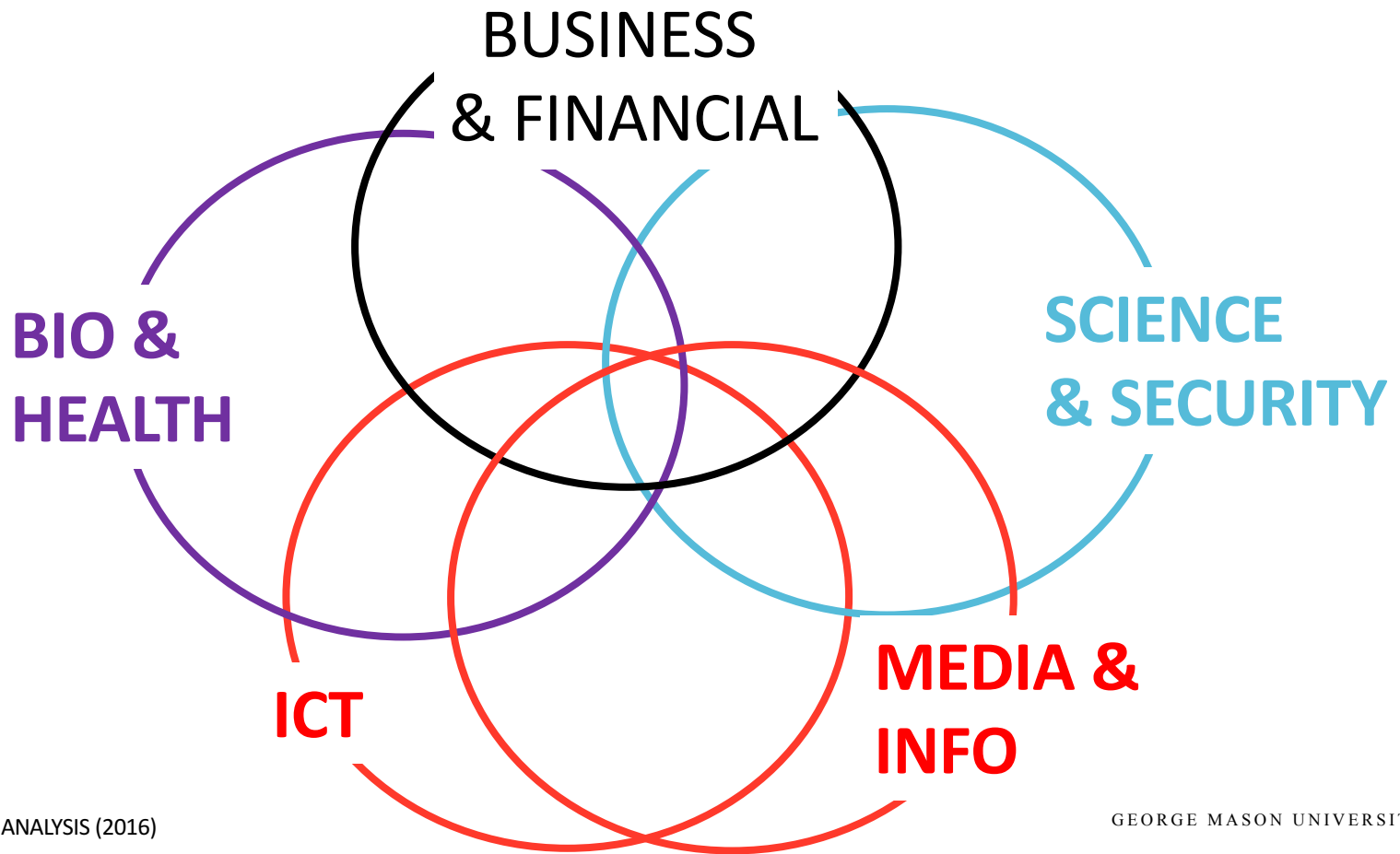
Median Household Income: 1st of 15 largest empl. metros (\$93,294)

Educational Attainment: 1st of 14 largest empl. metros; 49% (BS), 24% prof degree

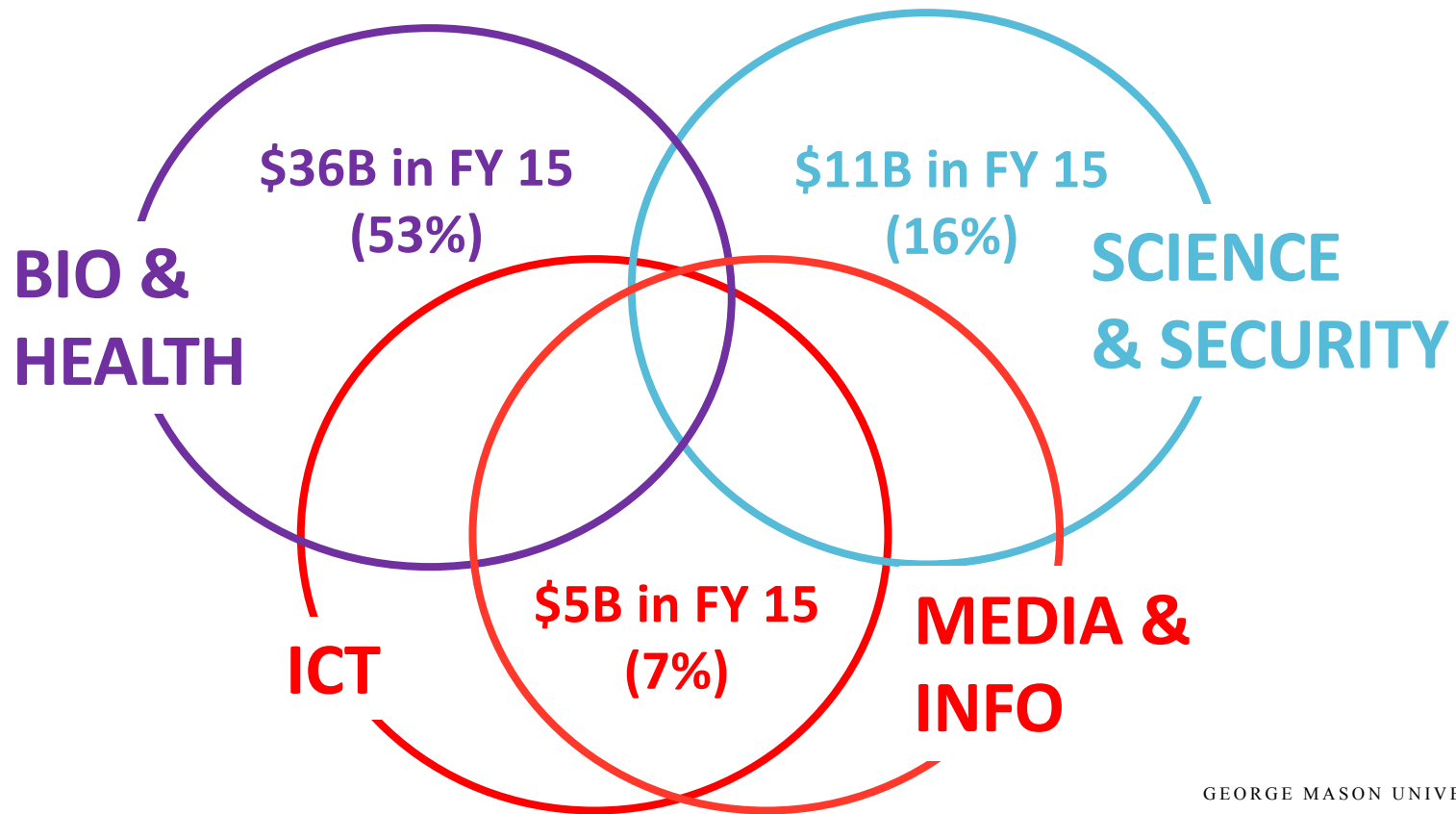
Federal Procurement: \$70.5B (2015)

Utility Patents: 12th of 15 largest metros

NATIONAL CAPITAL REGION'S KTI CLUSTERS



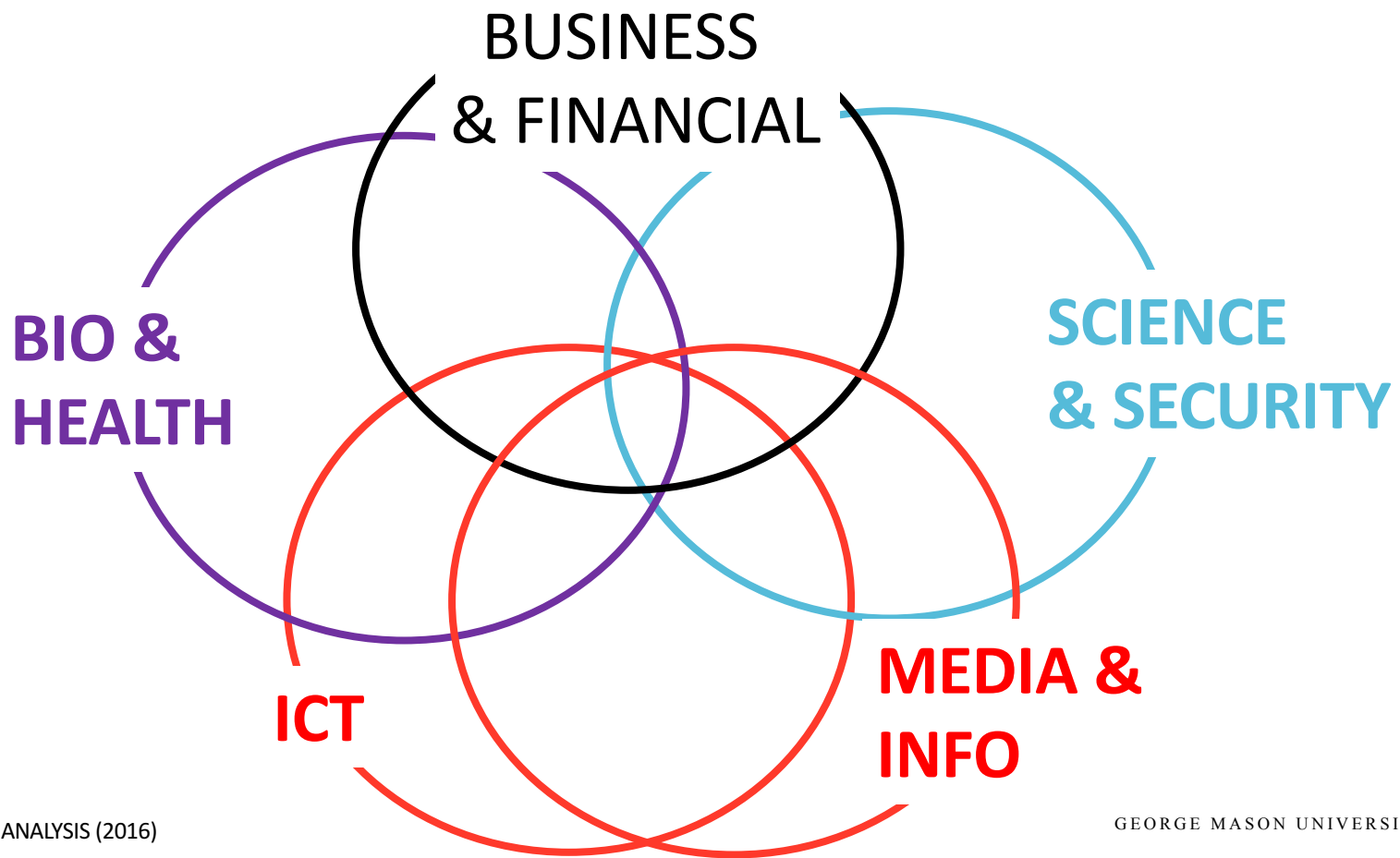
NATIONAL ACADEMIC R&D EXPENDITURES (FY15)



OUTLINE

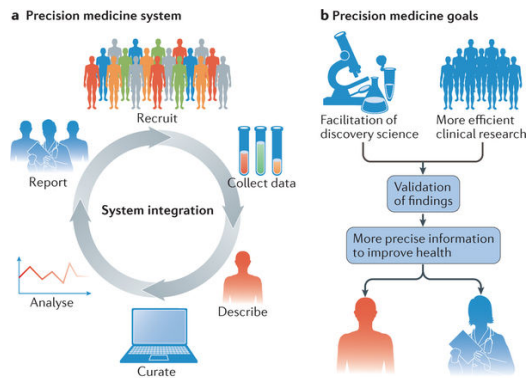
- What it means to be a Research 1 (R1) university
- Region's competitive advantage and our role in it
- Our priorities, plans and accomplishments
- Vision for the future

NATIONAL CAPITAL REGION'S KTI CLUSTERS

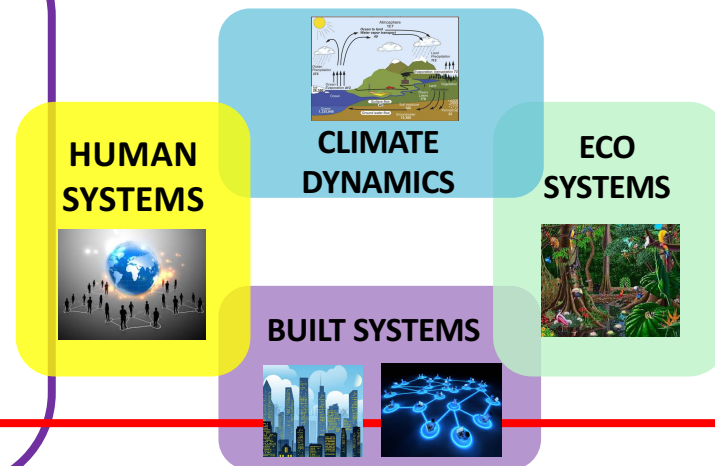


MASON'S RESEARCH-EDUCATION-INNOVATION PRIORITIES

HEALTH & WELLBEING

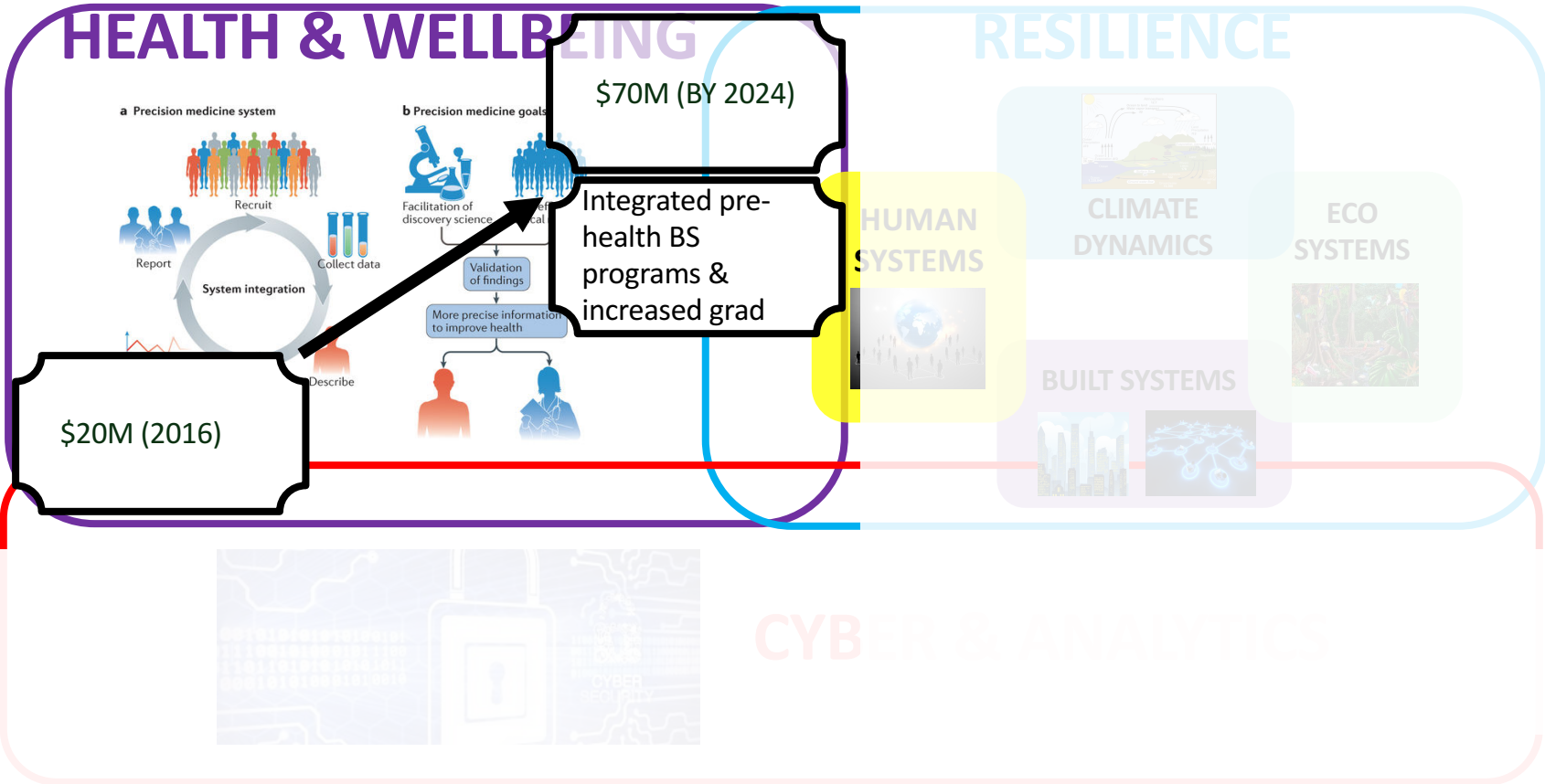


RESILIENCE



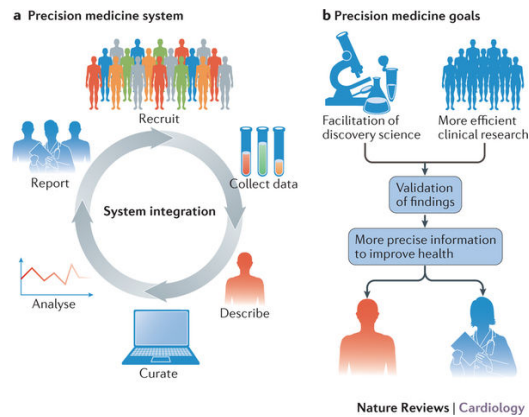
CYBER & ANALYTICS

RESEARCH-EDUCATION-INNOVATION PRIORITIES



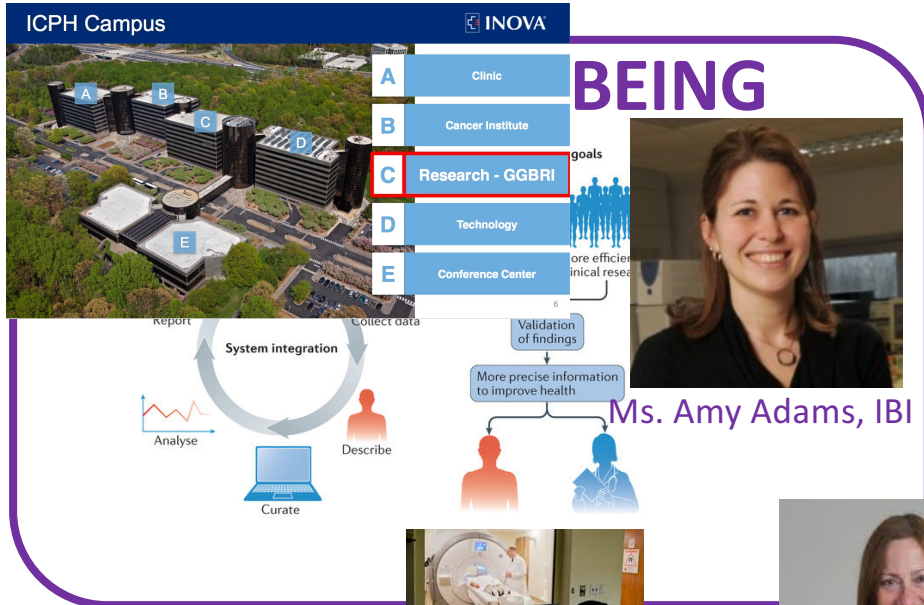
HEALTH & WELLBEING – SCOPE

HEALTH & WELLBEING



Exploring the biological, psychological, and sociological dimensions of human health and wellbeing to advance the human condition

HEALTH & WELLBEING – FY 2017 PROGRESS



Dr. Michael Buschmann
CIT Eminent Researcher
Bioengineering Chair

Dr. Carolina Salvador-Morales



Dr. Wilsaan Joiner



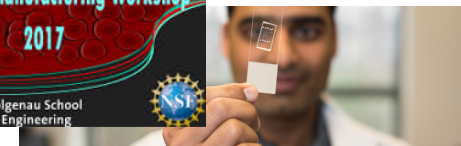
Dr. Sikdar & Thompson



Peterson Health Science Hall



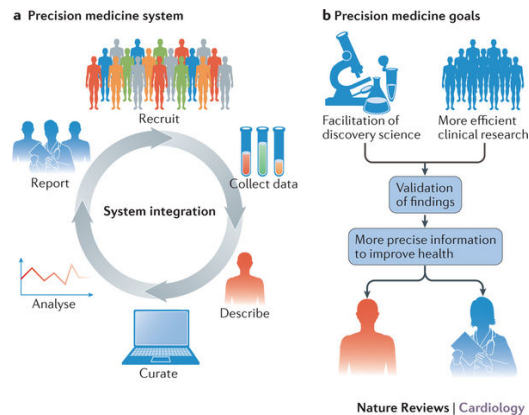
Dr. Germaine Buck Louis
Dean, CHHS



Dr. Nitin Agrawal

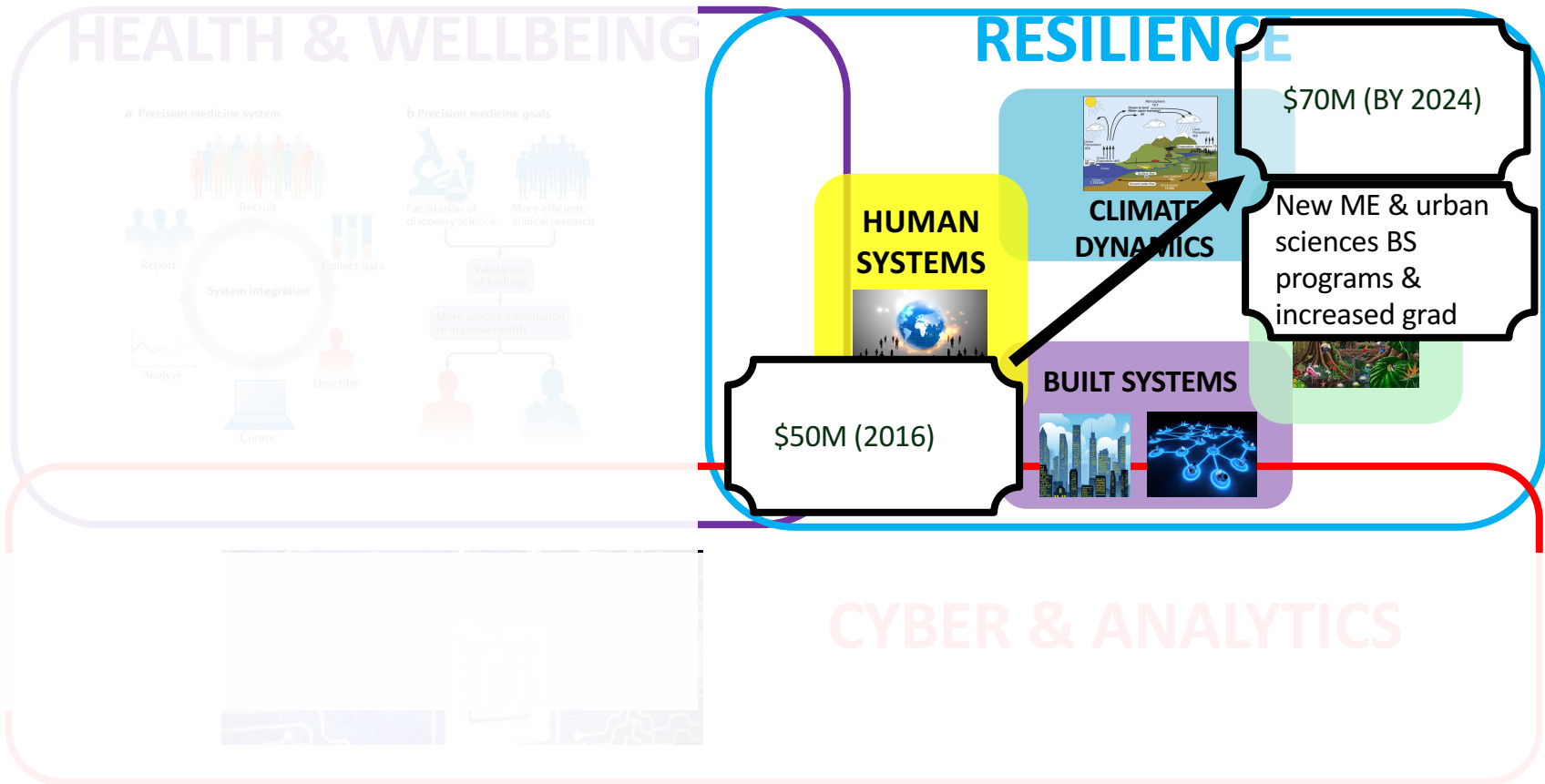
HEALTH & WELLBEING – FUTURE PLANS

HEALTH & WELLBEING



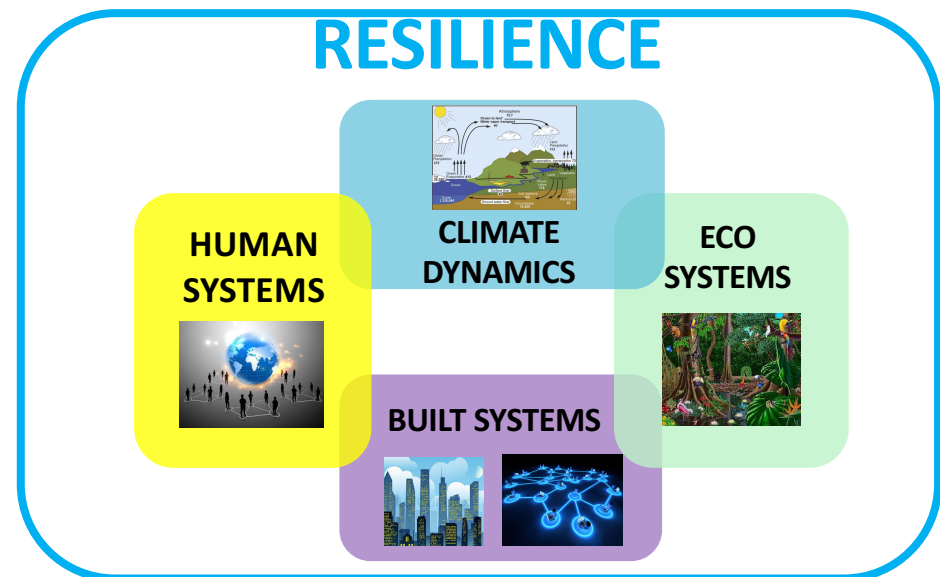
- NoVA recognized as global innovation leader in personalized health and wellness
- Recruit (and retain) research-active faculty
- Align and grow biomedical education programs (undergrad and grad) on SciTech campus
- Create promising start-ups for PWC and ICPH incubators

RESEARCH-EDUCATION-INNOVATION PRIORITIES



RESILIENCE – SCOPE

Advancing resilience in
human, engineered
and eco systems -
thriving together
under change



RESILIENCE – FY 2017 PROGRESS



Dr. Caroline Cecot

Pizza & Perspectives

The Meaning of Brexit and a Trump Presidency

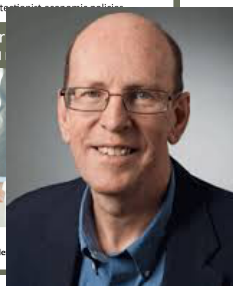
Join us for a panel discussion on the implications of protectionist economic policies.

Monday, February 13, 2017
Founders Hall

Panel members:

- Dr. Desmond Dinan**
Professor of Public Policy
School of Policy and Government
George Mason University
- Timothy J. Feighery, Esq.**
Partner at Aronoff LLP
Adjunct Faculty, Scalia Law School
George Mason University
- Kenneth Propp**
Director of Policy
ISL: The Software Alliance

FREE Pizza and Soda • Mason students only



Dr. Desmond Dinan



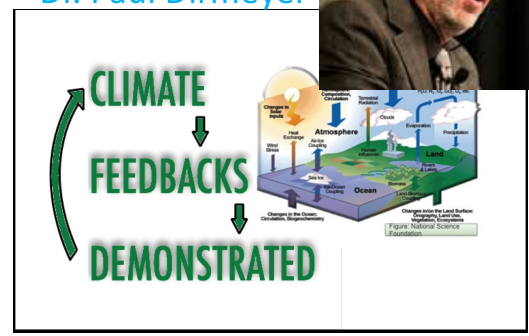
Dr. Andrew Light

Volume 17 Number 4 2017

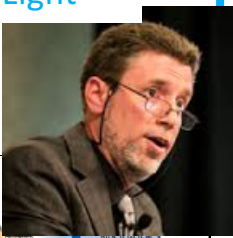
ENVIRONMENTAL COMMUNICATION

JOURNAL OF THE INTERNATIONAL ENVIRONMENTAL COMMUNICATION ASSOCIATION

Dr. Ed Maibach



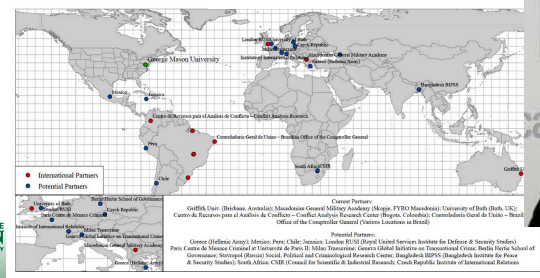
Dr. Paul Dirmeyer



RESILIENCE

The CRANE Network: Spanning the Globe

Dr. Tony Stefanidis



Dr. Elise Miller-Hooks

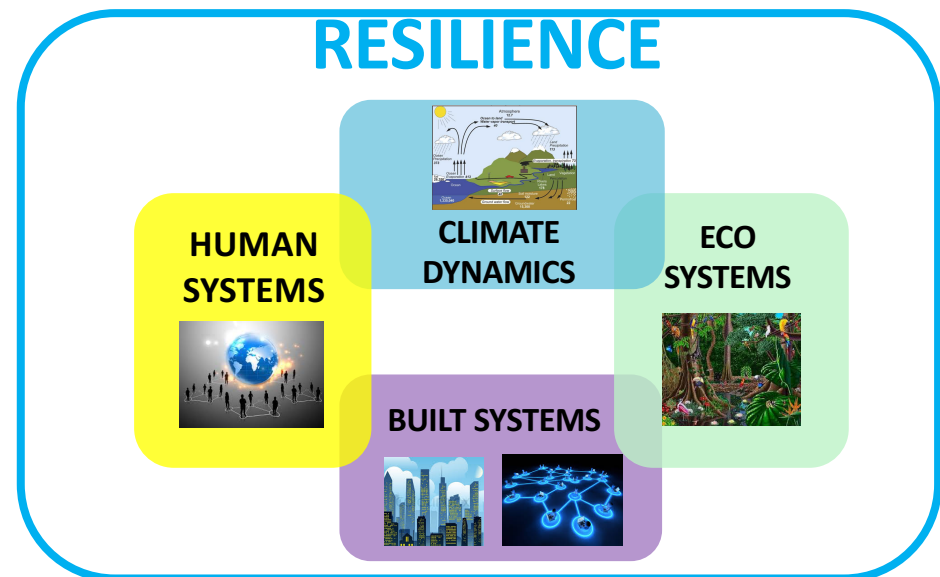


GEORGE MASON UNIVERSITY

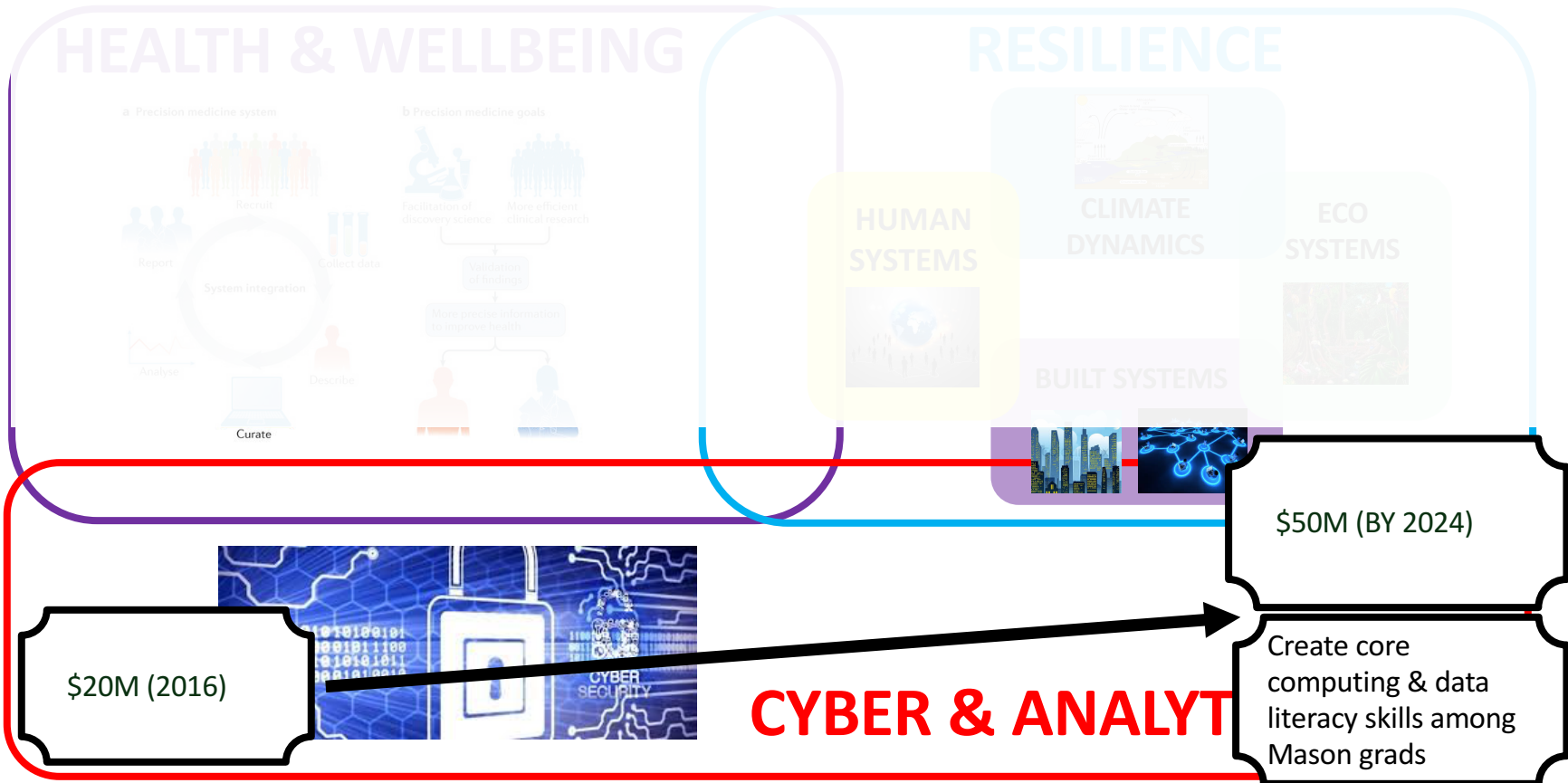
Dr. Sean Luke

RESILIENCE – FUTURE PLANS

- Stand up/build DHS CoE
- Actuate Potomac Science Center
- Grow # mechanical engineering graduates
- Deepen and broaden partnership with Smithsonian
- Develop strong Mason-industry partnerships



RESEARCH-EDUCATION-INNOVATION PRIORITIES



CYBER & ANALYTICS – SCOPE

Developing new theory, technologies, methods, techniques and approaches in computing and information science and engineering and applying them in unique and impactful ways

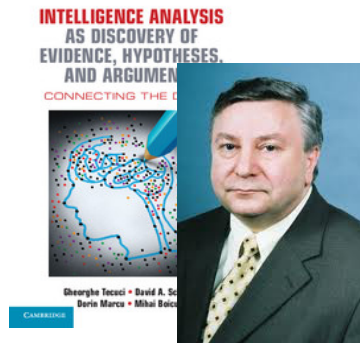


CYBER & ANALYTICS

CYBER & ANALYTICS – FY 2017 PROGRESS



Dr. Kara Frankenfeld



Dr. Gheorghe Tecuci



Dr. Maria Emelianenko



Virginia Serious Games Institute



Dr. Foteini Baldimtsi



Dr. William Roeting



CYBER & ANALYTICS

CYBER & ANALYTICS – FUTURE PLANS

- Establish university-industry coalition around ICT supported by Northern Virginia Technology Council
- Recruit research-active mid-career faculty
- Build support for UARC or similar entity
- Increase number of start-ups and SBIR/STTR engagements
- Support multidisciplinary senior design projects



CYBER & ANALYTICS

PRESENTATION OUTLINE

- What it means to be a Research 1 (R1) university
- Region's competitive advantage and our role in it
- Our priorities, plans and accomplishments
- **Vision for the future**

A 2030 VISION



- **MASON CENTRAL TO NORTHERN VIRGINIA'S KTI ECONOMY**
- **REGION IS GLOBAL LEADER IN HEALTH AND IOT SECTORS**
- **1 of TOP 50 R1 INSTITUTIONS NATIONALLY**
- **COMMONWEALTH'S STEM-H CAMPUS IS MASON SCITECH**





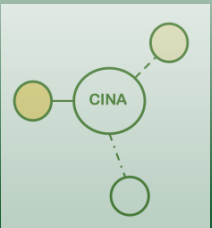
CINA: A DHS Center of Excellence

CINA

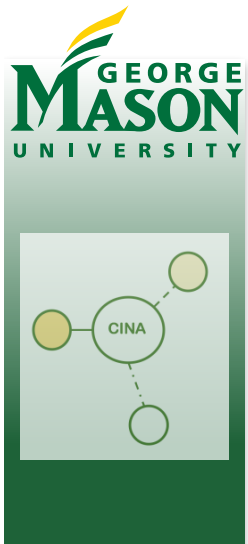


Outline of this presentation

- Center Mission
- The CINA Network
- Agenda and Operations

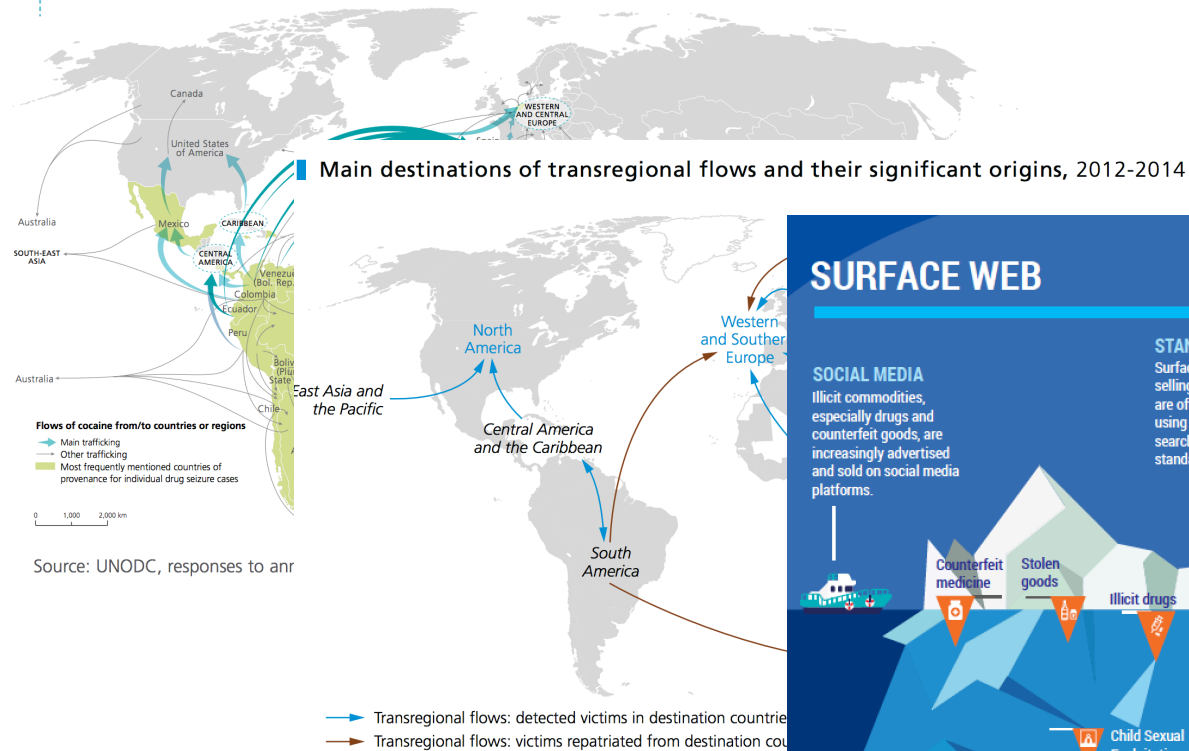


1. The Mission

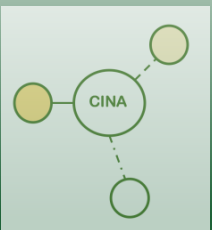
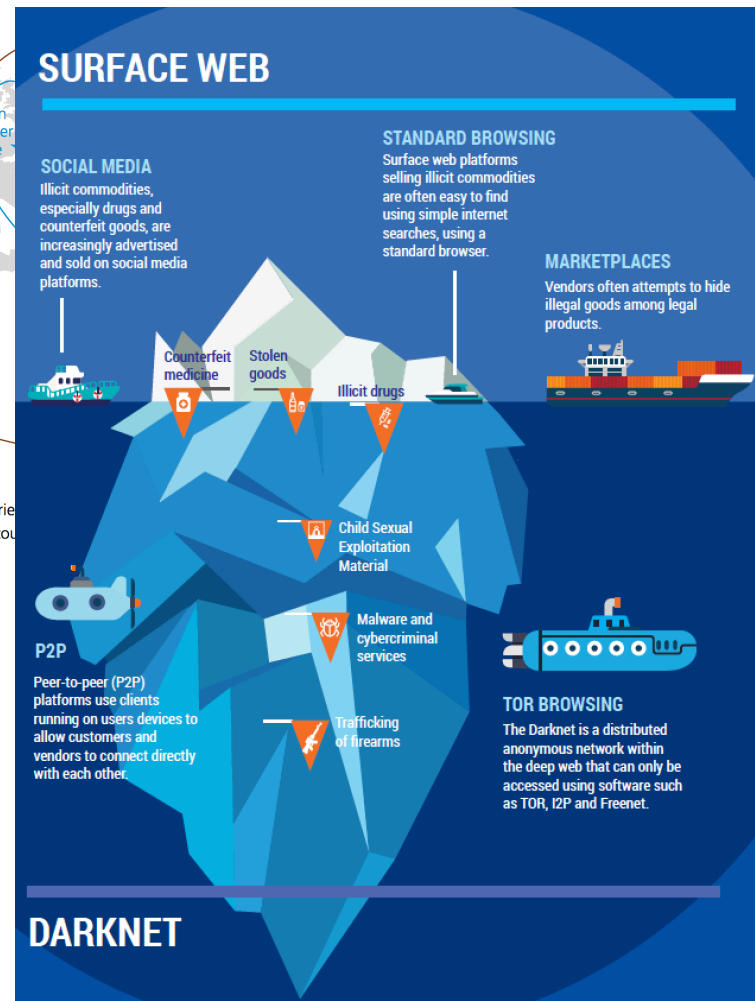


The Complex Nature of Transnational Crime

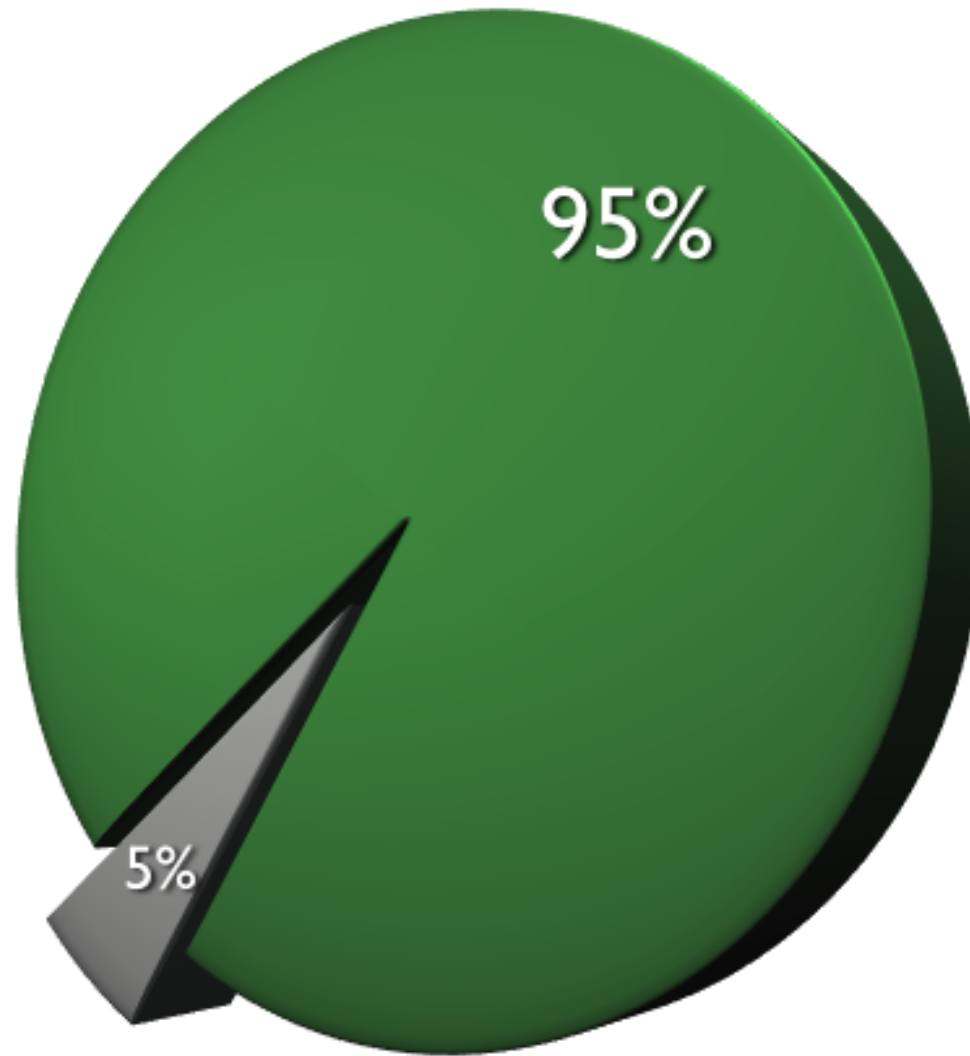
Main trafficking flows of cocaine



Source: UNODC.



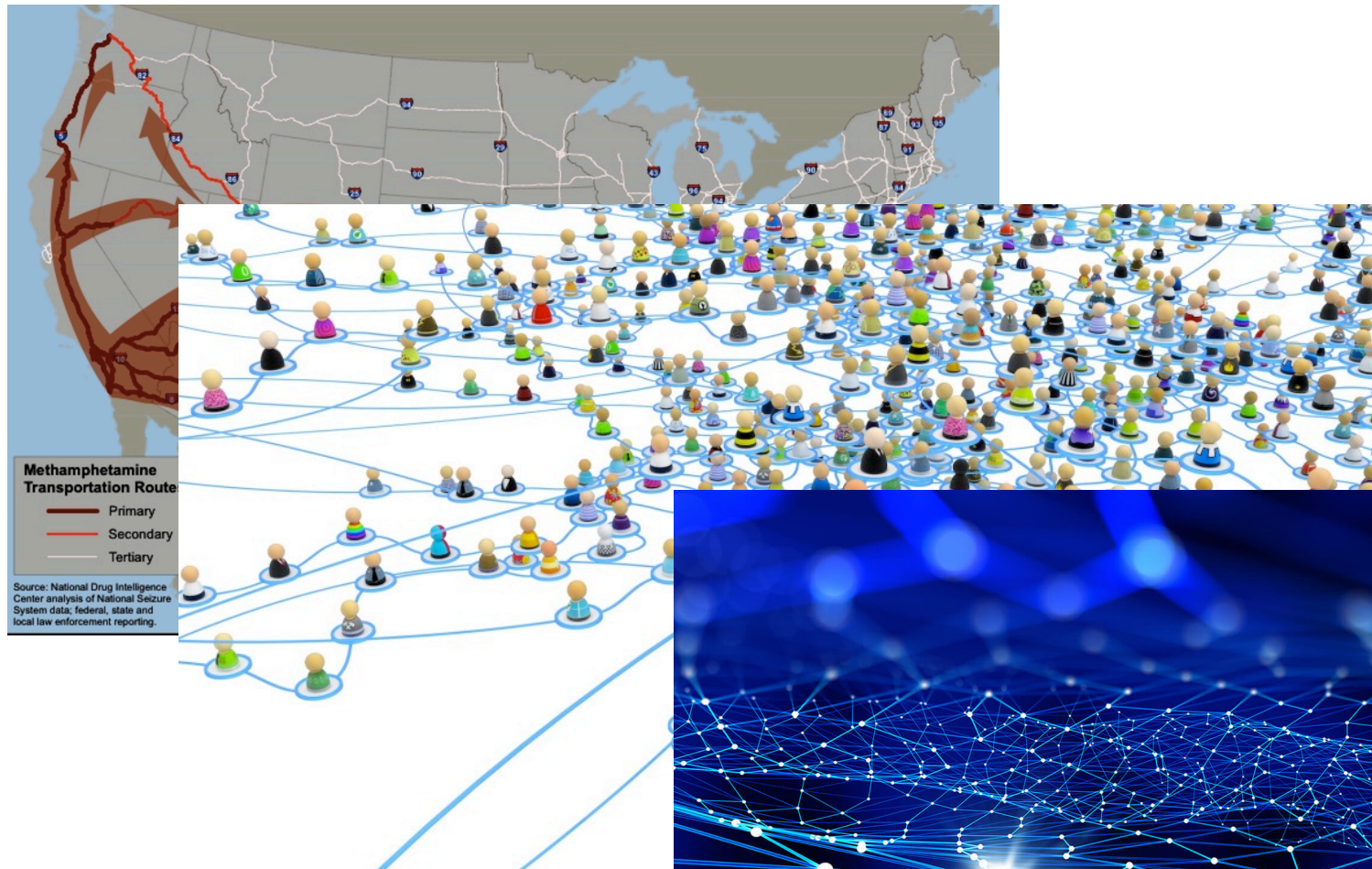
Transnational Crime is Big Business



Impact Beyond Numbers: Cost to Society

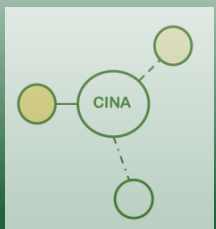


A Spatial-Social-Cyber Nexus

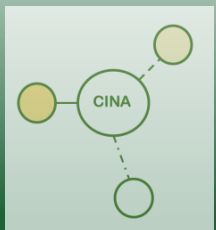


CINA Center Mission

To serve as an academic hub for **thought leadership** and for the **emergence of novel solutions** to support the Homeland Security Enterprise to effectively predict, detect, identify, monitor, track, disrupt, thwart, and ultimately dismantle Transnational Criminal Organizations (TCOs) and other illicit actors.

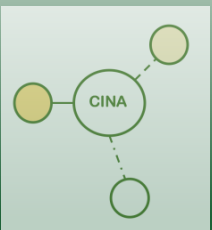


2. The CINA Network

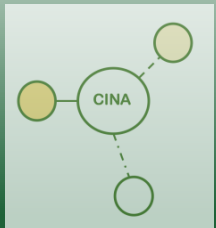
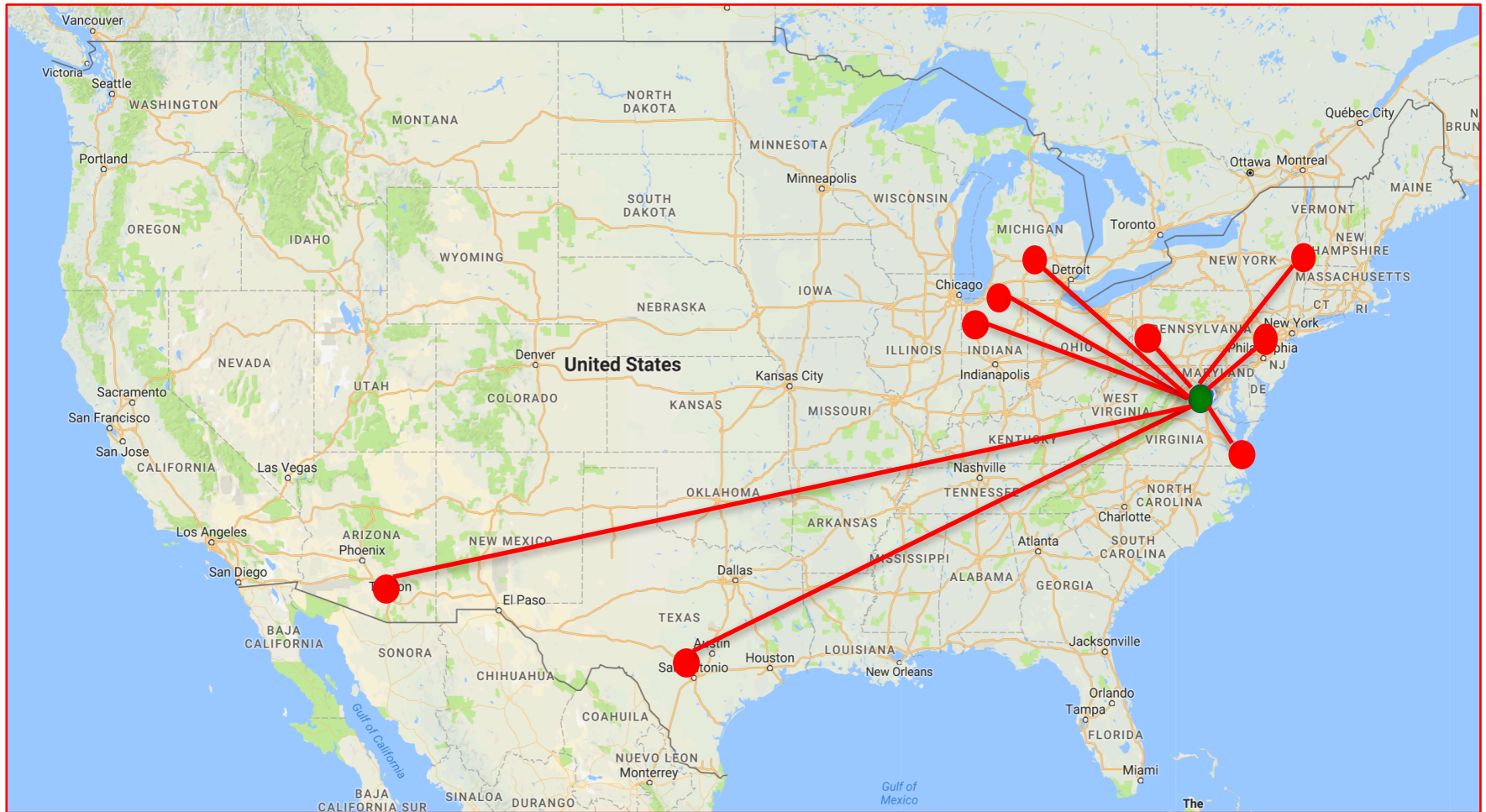


A Multidisciplinary Mason Team

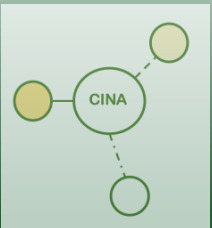
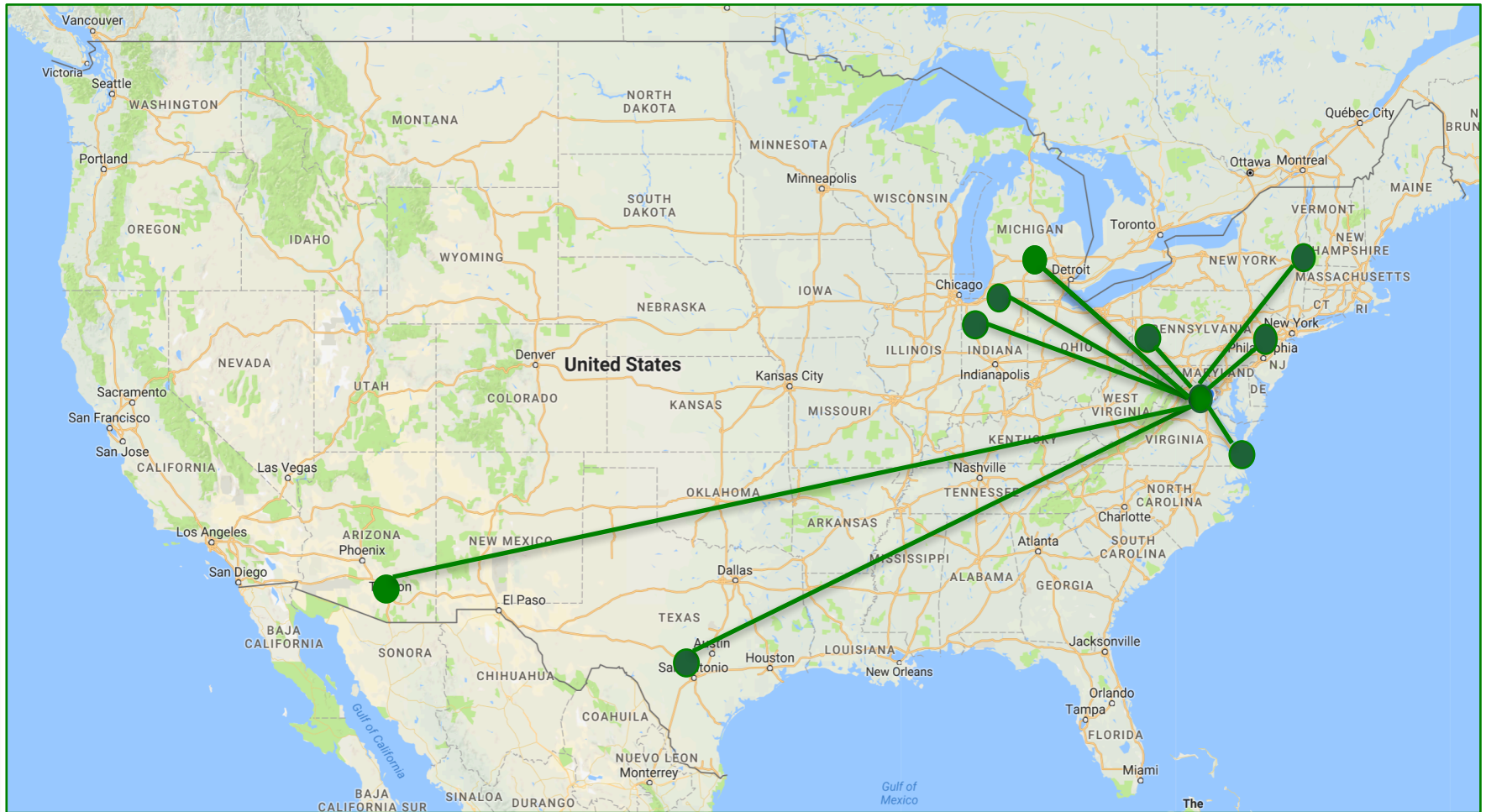
- College of Humanities and Social Sciences
- College of Science
- Schar School of Policy
- School of Business
- School of Conflict Analysis and Resolution
- Volgenau School of Engineering



The CINA Network



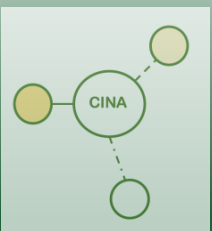
The CINA Network



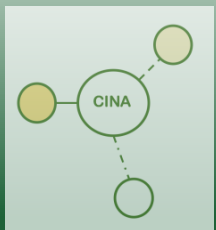
Node in a Network of COEs

COE	DHS Component											
	CBP	DNDO	FEMA	I&A	ICE	NPPD	OHA	PLCY	TSA	USCG	USCIS	USSS
CAOE	●		●	●			●	●	●	●	●	
CREATE*	●	●	●	●	●	●	●	●	●	●	●	
CVADA*	●	●	●		●		●		●	●	●	●
START	●	●		●				●	●		●	●
ADAC	●		●							●		
ALERT						●			●	●		●
BTI	●			●	●		●	●		●	●	
CINA	●			●	●			●	●	●		
CIRI			●			●		●		●		
CRC			●			●		●		●		
FPDI*	●					●	●	●				
MSC	●		●							●		
ZADD*	●					●	●	●				

Cross-cutting COEs



3. CINA Agenda and Operations



A Research Agenda

Theme 1: Criminal Network Analysis

- Characteristics of criminal networks
- Interdependencies and linkages
- Influences and other impacts
- Illicit supply and value chains

Theme 2: Dynamic Patterns of Criminal Activity

- Crime trend analysis
- Crime mapping

Theme 3: Forensics

- Traditional
- Digital

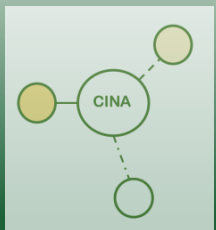
Theme 4: Criminal Investigative Processes

- Managing data across platforms
- Measures of effectiveness

Theme 5: Future of Law Enforcement Investigations

An Educational Agenda

- New program offerings
- Student scholarships
- Minority recruitment and MSI involvement



DHSCOE Program Accomplishments

\$131
Million from
Customers

Supplemental COE funding
2007-2016

38
Patents

Awarded since 2011

More than
100
Tools

Targeted COE-developed tools,
technologies and knowledge
products in use across the HSE

40
Software
Products

Developed and launched/
released by COEs since 2016

2,110
DHS
requests

For assistance or advice
since 2005

24,308
Requests

For assistance or advice from
Federal, State, Local
Government since 2005

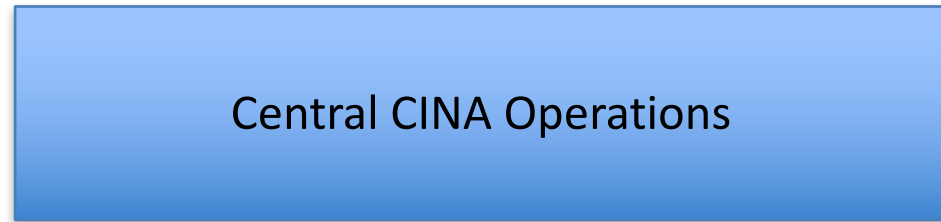
76
Testimonies

Provided to Congress
since 2007

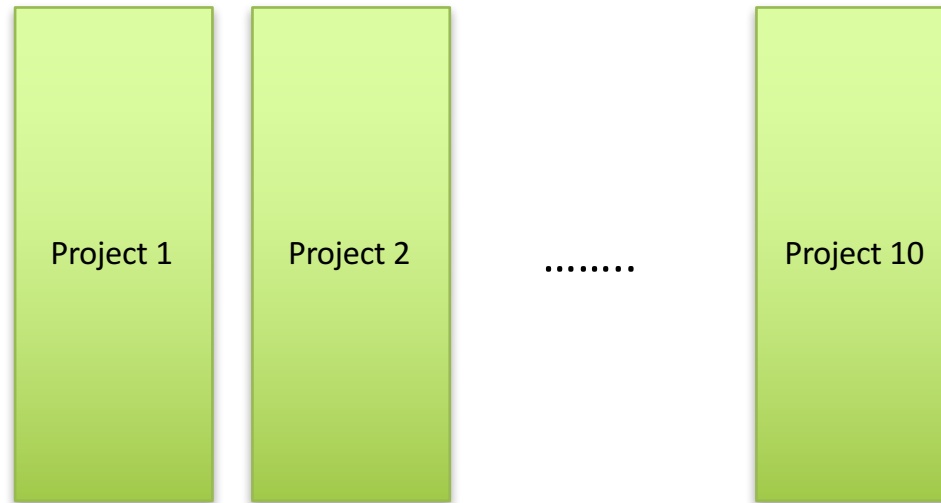
6,033
Articles

Peer-reviewed and published
since 2007

Operations



\$1.5M/year



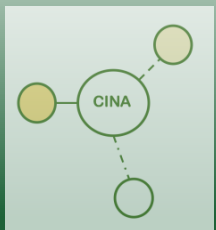
\$2.5M/year



\$??M/year

Challenges and opportunities

- Solidifying our position as a Research I University
- Forcing us to operate as a Research I University





Thank you!

astefani@gmu.edu

Academic Programs, Diversity and University Community Committee – December 13, 2017

George Mason University Board of Visitors

I. Call to Order

- A. 2017-DEC APDUC Agenda (3).docx

II. Approval of Minutes from October 12, 2017

Action Item

III. New Business

A. Provost's Update

D. Wu

B. Diversity and Inclusion Hiring Update

J. Williams

C. Student Support and Mental Health

R. Pascarell

D. Strategic Enrollment

D. Burge

E. Mason Korea Update

D. Burge

F. Program Actions

Action Item

1. Close: BS, Athletic Training

- a. BOV Close BS Athletic Training.docx

2. Open: Master of Professional Studies in Applied Organizational/Industrial Psychology

- a. BOV Open MPS Applied I-O Psych.docx
- b. MPS Applied IO Psych for BOV 112817.docx

G. Faculty Actions

Action Item

1. Promotion and/or Tenure

- a. Promotion and-or Tenure.pdf

2. Conferral of Emeritus/Emerita Status

- a. Conferral of Emeritus-Emerita Status.pdf

H. Faculty Announcements

1. Appointment of Faculty

- a. Appointment of Faculty.pdf

2. Appointment of Administrative and Professional Faculty

- a. Appointment of Administrative and Professional Faculty.pdf

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

- a. Appointment - Reappointment of Deans, Department Chairs, and

School Directors.pdf

4. Renewals and Reappointments

a. Renewals and Reappointments.pdf

5. Separations

a. Separations.pdf

6. Other Announcements

a. Other Announcements.pdf

7. Summary of Faculty Actions and Announcements

a. Summary of Faculty Actions and Announcements.pdf

IV. Annual Report

A. Program Productivity Review

C. Rector

1. 2017 BOV Program Productivity Report .docx

V. Adjournment

GEORGE MASON UNIVERSITY
BOARD OF VISITORS
Academic Programs, Diversity, and University Community Committee Meeting
Wednesday, December 13, 2017
A G E N D A

- I. Call to Order**
- II. Approval of Academic Programs, Diversity and University Community Committee Minutes from October 12, 2017 (Action Item)**
- III. New Business**
 - A. Provost's Update (D. Wu)
 - B. Diversity and Inclusion Hiring Update (J. Williams)
 - C. Student Support and Mental Health (R. Pascarell)
 - D. Strategic Enrollment (D. Burge)
 - E. Mason Korea Update (D. Burge)
 - F. Program Actions (Action Item)
 - 1. Close: BS, Athletic Training
 - 2. Open: Master of Professional Studies in Applied Organizational/Industrial Psychology
 - G. Faculty Actions (Action Item)
 - 1. Promotion and/or Tenure
 - 2. Conferral of Emeritus/Emerita Status
 - H. Faculty Announcements
 - 1. Appointment of Faculty
 - 2. Appointment of Administrative and Professional Faculty
 - 3. Appointment/Reappointment of Deans, Department Chairs and School Directors
 - 4. Renewals and Reappointments
 - 5. Separations
 - 6. Other Announcements
 - 7. Summary of Faculty Actions and Announcements
- IV. Annual Report**
 - A. Program Productivity Review (C. Rector)
- V. Adjournment**

ITEM NUMBER:

Bachelor of Science (BS), Athletic Training

PURPOSE OF THE ITEM:

A proposal to close the BS in Athletic Training has been prepared for submission to the State Council of Higher Education for Virginia (SCHEV). Prior to SCHEV submission, Board action is required.

APPROPRIATE COMMITTEE:

Academic Programs, Diversity, and University Community Committee

BRIEF NARRATIVE:

The School of Recreation, Health and Tourism in the College of Education and Human Development is requesting permission to close the BS in Athletic Training, to cease recruiting with the Fall 2017 cohort, and to cease admissions entirely as of Fall 2018.

Standards are shifting to require the master's degree for professional certification in athletic training. The Athletic Training Strategic Alliance—composed of the National Athletic Trainers' Association (NATA), the athletic training Board of Certification (BOC), the Commission on Accreditation of Athletic Training Education (CAATE), and the NATA Research and Education Foundation (REF)—was formed to consider and determine the educational preparation required to best prepare athletic trainers for professional practice. In May 2015, the NATA Board of Directors and the Commissioners of CAATE agreed to establish the professional degree in athletic training at the master's level.

CAATE-accredited baccalaureate programs may not admit students as of Fall 2022. At that time, the bachelor's degree will no longer be acknowledged by the Athletic Training Strategic Alliance as the degree path to develop athletic training professionals.

The Board approved a new MS in Athletic Training in September 2015, which was initiated in Fall 2016.

REVENUE IMPLICATIONS:

The closure will likely be budget-neutral. Most undergraduate students already admitted to the university will likely select other majors. Overall, the shift to professional certification at the master's level may produce a positive revenue effect inasmuch as there are fewer master's programs than bachelor's programs in Virginia, and the master's program may attract new students to the university.

ITEM NUMBER:

Master of Professional Studies (MPS), Applied Industrial/Organizational Psychology

PURPOSE OF THE ITEM:

A proposal to establish a new Master of Professional Studies (MPS) in Applied Industrial/Organizational Psychology has been prepared for submission to the State Council of Higher Education for Virginia (SCHEV). Prior to SCHEV submission, Board action is required.

APPROPRIATE COMMITTEE:

Academic Programs, Diversity, and University Community Committee

BRIEF NARRATIVE:

The Department of Psychology in the College of Humanities and Social Sciences requests permission to establish a new online professional degree.

Changes in employment patterns and ways of working have significantly altered the business landscape in recent years. First, the demise of the model of lifelong employment at a single organization means that both industry and government require the ability to effectively recruit, train, and retain workers. That change also has required human resources activities to become both larger and more complex than they were twenty years ago. Second, explosions of new technologies have changed business processes and workflows are constantly changing, creating opportunities for both broader and deeper applications of industrial/organizational psychological insights.

The proposed degree program will prepare graduates to apply the insights and methods of evidence-based psychological research and interventions to solve problems and improve functioning in a variety of human resources-related contexts in industry and government. Graduates could expect to find employment as training and development managers, management analysts, and industrial/organizational psychologists, among others. Graduates will have a well-rounded understanding of industrial/organizational psychological research and interventions that could apply to any human resources or related activities in any industry.

REVENUE IMPLICATIONS:

The program will be revenue neutral at launch. In addition to existing faculty from the Department of Psychology, the program will require the hiring of a new term faculty member, who will also serve as director of the program. The program will not require new facilities or specialized equipment. We forecast the program will become revenue positive in Academic Year Two when enrollment is expected to reach a total of 84 students (34 FTE).

STAFF RECOMMENDATION:

Staff recommends approval of the proposed program.

**STATE COUNCIL OF HIGHER EDUCATION FOR VIRGINIA
PROGRAM PROPOSAL COVER SHEET**

<p>1. Institution George Mason University</p>	<p>2. Academic Program (Check one): New program proposal <u> X </u> Spin-off proposal <u> </u> Certificate document <u> </u></p>
<p>3. Name/title of proposed program Applied Industrial/Organizational Psychology</p>	<p>4. CIP code 42.2813</p>
<p>5. Degree/certificate designation Master of Professional Studies (MPS)</p>	<p>6. Term and year of initiation Fall 2018</p>
<p>7a. For a proposed spin-off, title and degree designation of existing degree program</p> <p>7b. CIP code (existing program)</p>	
<p>8. Term and year of first graduates Spring 2020</p>	<p>9. Date approved by Board of Visitors</p>
<p>10. For community colleges: date approved by local board date approved by State Board for Community Colleges</p>	
<p>11. If collaborative or joint program, identify collaborating institution(s) and attach letter(s) of intent/support from corresponding chief academic officers(s)</p>	
<p>12. Location of program within institution (complete for every level, as appropriate and specify the unit from the choices). Departments(s) or division of <u> Department of Psychology </u> School(s) or college(s) of <u> College of Humanities and Social Sciences </u> Campus(es) or off-campus site(s) <u> Fairfax Campus </u> Mode(s) of delivery: face-to-face _____ distance (51% or more web-based) <u> X </u> hybrid (both face-to-face and distance) _____</p>	
<p>13. Name, title, telephone number, and e-mail address of person(s) other than the institution's chief academic officer who may be contacted by or may be expected to contact Council staff regarding this program proposal. Dr. Claudia Rector, Assistant Provost, 703-993-8679, crector@gmu.edu Dr. Keith Renshaw, Chair, 703-993-5128, krenshaw@gmu.edu</p>	

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Description of the Proposed Program

Program Background

George Mason University requests approval to initiate a Master of Professional Studies (MPS) in Applied Industrial/Organizational Psychology. The proposed program will be administered by the Department of Psychology in the College of Humanities and Social Sciences and is to be implemented in Fall, 2018.

The purpose of the degree program is to prepare graduates to apply the insights and methods of evidence-based psychological research and interventions to solve problems and improve functioning in a variety of human resources-related contexts in industry and government. Graduates could expect to find employment as training and development managers, management analysts, and industrial/organizational psychologists, among others. Graduates will have a well-rounded understanding of industrial/organizational psychological research and interventions that could apply to any human resources or related activities in any industry.

The program is needed because changes in the business landscape have changed the way that every organization works, whether the organization is for-profit or non-profit. First, the demise of the model of lifelong employment at a single organization means that both industry and government require the ability to effectively recruit, train, and retain workers. That change also has required human resources activities to become both larger and more complex than they were twenty years ago. Second, explosions of new technologies have changed business processes and workflows are constantly changing, creating opportunities for both broader and deeper applications of industrial/organizational psychological insights.

The proposed Master of Professional Studies in Applied Industrial/Organizational Psychology would be the first degree program in applied industrial/organizational psychology in the Commonwealth of Virginia, and its graduates will help to meet the Commonwealth's need for expertise in human capital management. The Master of Professional Studies (MPS) degree designation (rather than a traditional academic—e.g., research-focused—MA or MS) signals the purpose of the degree program to prepare practitioners, rather than scholars.

It may be helpful to understand several key terms used in this program proposal and their historical significance, beginning with the term *Industrial/Organizational Psychology*. *Industrial* psychology was developed in the early 20th century, and focuses generally on matching individual knowledge, skills and abilities to job requirements, e.g., primary topics would include job analysis, selection, training, and performance appraisal. *Organizational* psychology, which emerged in the 1930s, refers to matching individual needs and motives to the norms, climate and structure of the organization, e.g., primary topics include motivation, leadership, org. climate, and team dynamics. These distinctions are far less significant than they once were, but the academic discipline has not yet settled on new nomenclature and thus the old terms persist.

One other set of terms are also important, and it is important to understand that these terms are a bit in flux as the industry changes. *Human capital management* (also known as talent

management), refers to the entire umbrella of practices around managing the value of an organization's people, and how to position them to provide the greatest value to the organization, hence human *capital* management. Variations of these terms are also seen, reflecting the degree to which this business need is currently expanding.

Mission

The mission of George Mason University is “A public, comprehensive research university established by the Commonwealth of Virginia in the National Capital region, we are an innovative and inclusive academic community committed to creating a more just, free, and prosperous world.”¹

The proposed degree aligns with the mission of the university as a “public, *comprehensive* research university” by expanding the range of areas in which knowledge is disseminated for immediate, practical application. The proposed degree is *innovative* by preparing graduates to apply scientific research in industrial/organizational psychology to help organizations transform their management of human capital. By so doing, the proposed degree supports creating a more *prosperous* world. Overall, the proposed degree serves to support the translation of knowledge into practical application.

Online Delivery (if applicable)

The proposed program will be offered entirely online (asynchronously) using the university's Blackboard online course platform.

For faculty, resources include, but are not limited to, technology training and extensive instructional design support through an external collaboration with a corporate partner. Technical support is available 24 hours per day, every day of the year through this collaboration. Faculty also have access to pedagogical and other teaching support services through the Stearns Center for Teaching and Learning.

Admission Criteria

As described in the *University Catalog*, for full consideration for graduate admission, application requirements for admission to the university include:

- Completed online application for graduate study
- Nonrefundable application fee
- One unofficial transcript from all institutions previously attended.

In addition, students who have not earned a degree in the U.S. must submit:

¹ George Mason University, “Mission Statement,” *2014-2024 Strategic Plan*, 4. Retrieved from http://strategicplan.gmu.edu/wp-content/uploads/2013/07/GMU_Strategic_Plan_Web.pdf

- Official English translations of all diplomas, certificates, and transcripts that are not already in English. Also, documents from foreign institutions must meet the university's guidelines for international transcript submission.
- Proof of English proficiency: either TOEFL, IELTS academic exam, or Pearson Test of English meeting the minimum requirements:
 - TOEFL: 88 points total and a minimum of 20 points in each section (IBT) or 570 (PBT)
 - IELTS: 6.5 total band score
 - Pearson: 59 overall score

Admissions standards for the university include:

- An earned baccalaureate degree from a regionally accredited institution of higher education, or international equivalent, verified from official transcripts.
- A minimum 3.00 GPA on a 4.00 scale in baccalaureate study.

The Department of Psychology will require the following:

- Complete graduate application to include application fee and goal statement (up to 1,000 words) that addresses the reasons for applying to enter the proposed MPS in Applied Industrial/Organizational Psychology.
- Graduate Record Examination scores
- Three letters of recommendation from academic and professional references.
- Current résumé.

Transfer credit will not be accepted into the proposed program. University policy allows colleges and departments to determine whether transfer credit will be accepted on a program-by-program basis.

Target Population

The proposed program will target current HR professionals who seek advancement through the acquisition of specialized expertise that is valuable to their organization.

Curriculum

The proposed Master of Professional Studies (MPS) in Applied Industrial/Organizational Psychology requires 30 graduate credits, and does not offer a thesis or capstone experience. The program will prepare graduates to understand the methods and applications of psychological research in order to support organizations in making the most effective use of their human capital.

The proposed program has a multi-part common core of 24 credits. The first component, Fundamentals of I/O Psychology, requires nine credits devoted to an introduction to the core functions of applied industrial/organizational psychology, including dedicated study of a core function of human resources practice, selection of personnel. The second component, Principles of Research and Data Analysis in Psychology, requires nine credits devoted to understanding the

research methods and applications of I/O psychology, which will allow graduates to understand and interpret psychological research to ensure that new findings can be applied effectively to practice.

The third component, the six-credit practicum, ensures that students obtain hands-on experience in applying psychological insights to actual workplace challenges to improve organizational management of human capital. These practicum courses are not a capstone experience or thesis alternative; they simply represent an experiential learning opportunity intended to reinforce students' learning through their didactic courses by practicing applying the knowledge gained.

Finally, students have the ability to further specialize in areas of particular interest through the selection of two restricted elective courses, for a total of six credits in restricted electives.

All coursework is technically new and denoted with an asterisk. However, it should be understood that the overall content is derived from coursework in the university's existing *research*-focused MA in Psychology, and revised to fit the emphasis on application that will be the central characteristic of the proposed MPS in Applied Industrial/Organizational Psychology.

Core Courses (24 credits)

Fundamentals of Industrial/Organizational Psychology - 9 credits

Survey of Industrial Psychology* (3)

Survey of Organizational Psychology* (3)

Personnel Selection* (3)

Principles of Research and Data Analysis in Psychology - 9 credits

Psychological Research Methods* (3)

Applied Data Analytics I* (3)

Applied Data Analytics II* (3)

Application of Evidence-Based Principles in Psychology - 6 credits

Practicum* (3) (to be taken twice)

Restricted Electives - 6 credits chosen from the following:

Applied Leadership and Teamwork* (3)

Motivation and Well Being* (3)

Organizational Change and Development* (3)

Performance Management* (3)

Benefits and Compensation* (3)

Training* (3)

Total: 30 credits

* *Note: Courses have not been numbered yet, but will be in the final submission to SCHEV.*

Student Retention and Continuation Plan

This section is currently under development in consultation with the Office of Institutional Research and Effectiveness.

Time to Degree

The program will be offered on a part-time basis only, as befits the targeted student population of working professionals. Students will be able to complete the program in 21 months.

Faculty

The Department of Psychology houses 48 full-time faculty (with 38 either tenured or tenure-track) and 19 part-time faculty.

The Department of Psychology strives to develop and apply scientific psychology in ways that enhance human potential through *research-based practice* and *practice-informed research*. The importance and quality of the faculty's work has been recognized by government agencies, industries and foundations that have provided more than \$24.5 million in support for research. Among current and emeritus faculty, there are eight presidents of Divisions of the American Psychological Association, and a president of the Human Factors & Ergonomics Society. It is a highly productive research unit—one of the most productive in the College of Humanities and Social Sciences—with research expenditures in FY 2017 of \$2,628,523.

Faculty specializing in industrial/organizational psychology are equally distinguished within this sub-discipline of psychology, and have obtained grants upward of \$4 million in the last five years. Multiple faculty from the unit serve on the editorial board of the *Journal of Applied Psychology*, one of the American Psychological Association's journals and one of the most prestigious in the subdiscipline of industrial/organizational psychology. Faculty also are editors, associate editors or on the editorial boards of *Leadership Quarterly*, *Military Psychology*, *Journal of Business and Psychology*, *Journal of Organizational Behavior*, *Journal of Managerial Psychology*, and *Management and Organization Review*. Faculty are represented as fellows of the European Academy of Occupational Health Psychology, the American Psychological Association (APA), the Society for Industrial and Organizational Psychology (SIOP) and the Association for Psychological Science (APS).

The Industrial/Organizational Psychology area is currently conducting two searches for tenure-track faculty to replace two faculty who left the university, one at a junior level and one at a senior level. It is anticipated that these new hires will begin in the 2018-19 academic year, bringing the total number of full-time, tenure-track faculty to its usual size of seven.

All faculty teaching graduate courses in the Department of Psychology hold a doctorate. Faculty from other units will not be required to teach in the proposed program.

Program Administration

The proposed MPS in Applied Industrial/Organizational Psychology will have a new term faculty program director, who will also teach required courses in the program. The faculty director will be responsible for coordinating the curriculum (in consultation with the rest of the industrial/organizational psychology faculty), ensuring that courses are scheduled and staffed, coordinating the advising of students, coordinating the review of applications, monitoring student progress and overseeing assessment. The director will be required to hold a PhD in psychology and hold significant expertise in industrial/organizational psychology. A search for the director will begin immediately upon SCHEV approval of the proposed program.

Faculty in the industrial/organizational psychology area are collectively responsible for the content of the curriculum—e.g., in making ongoing updates to the curriculum to keep pace with changes in the scientific literature and industry—but the faculty program director will be responsible for ensuring that such discussions take place and are informed by science and practice. Faculty are also collectively responsible for supervising the development of assessment plans and activities.

Several existing staff members will have their duties partly reallocated to support the proposed program. An existing graduate program coordinator will devote 25% of his time to supporting the faculty program director in his or her responsibilities. Two existing budget and grants administrators in the department will each devote 10% of their time to managing the financial aspects of the program. An existing office manager will devote 10% of her time to administrative and support work for the program. Staff levels of effort will remain constant.

Student Assessment

Every student who completes an MPS degree in Applied Industrial/Organizational Psychology will be able to apply the insights and methods of evidence-based psychological research to solve problems and improve functioning in a variety of professional contexts in industry and government. Graduates will have a well-rounded understanding of industrial/organizational psychological research and interventions that could apply to human resources or related activities in any industry.

Assessments of students' growth and performance will occur through several means that will be tailored to each course and its requirements. These means include: (1) examinations; (2) essays on case studies and other readings provided to the students; (3) application term papers, in which students are required to apply interventions that are part of a particular course's curriculum; (4) presentations of work products; and (5) homework exercises and assignments. The two required Practicum courses will also represent the most integrated and comprehensive opportunities for assessing the combined skills and knowledge offered by this MPS program. Therefore, grades, presentations, reports, and projects from these two courses will provide especially important assessment metrics of the program's effectiveness.

The MPS program in Applied Industrial/Organizational Psychology has four central areas of focus: (1) Core Knowledge of Research and Data Analytic Methods; (2) Core Knowledge of

Concepts and Evidence-Based Practices; (3) Application of Evidence-Based Practices; and (4) Client Communication Skills.

Learning Outcomes

In relation to each of these four key areas, students will be able to:

1. Core Knowledge of Research and Data Analytic Methods;

- Identify, design, and apply the appropriate research methods for the conduct of needs analyses, program evaluation, and validation studies.
- Identify, design, and apply appropriate data analytic procedures for data organization and interpretation
- Identify and critically evaluate the latest evidence on workforce interventions and applications

2. Core Knowledge of Concepts and Evidence-Based Practices

- Explain the scientific principles and concepts that serve as the foundation of evidence-based practices in Industrial/Organizational Psychology
- Identify appropriate contexts, opportunities, and problems for the application of evidence-based practices.

3. Application of Evidence-Based Practices

- Demonstrate the appropriate application of evidence-based practices to personnel selection, training, and performance management
- Apply and critically evaluate strategies, including cost-benefit and utility analyses, for evaluating application effectiveness.

4. Client Communication Skills

- Demonstrate skill in preparing reports for clients or employers that summarize findings
- Demonstrate skill in preparing and delivering presentations that communicate findings and outcomes of workforce applications and interventions

Student Assessment across the Curriculum

The assessment of the learning outcomes for the MPS program in Applied Industrial/Organizational Psychology will begin after students in the first cohort in the program have completed their first practicum. The program requires two practica, each in different contexts and requiring different applications. The papers from these practica will provide the material for student and program evaluation. This evaluation will be conducted by I/O faculty and subject matter experts from external companies.

Learning Outcome Area I: Core Knowledge of Research and Data Analytic Methods

Practicum experiences are expected to include needs assessment data collection and analysis, application of an appropriate I/O practice, and the collection of data to evaluate the application. Students will be required to prepare a report summarizing their project. A sample of 10 reports

will be selected at random and rated by program faculty and external subject matter experts. The raters will use a scale with the following anchors: exceptional, good, acceptable, and unacceptable. Each anchor will come with a short description with examples that define that anchor.

The rating panel will rate the papers on the students' demonstrated skill in identifying, designing, and applying appropriate strategies for data collection, analysis, and interpretation. They will also evaluate how well the analytical strategies used in the paper reflect the most current best practices.

The target expectation is that all the rated papers will achieve a rating of at or above good.

Learning Outcome Area 2: Core Knowledge of Concepts and Evidence-Based Practices

The papers for the two practica completed by students will include sections that require them to establish the conceptual foundation and justification for the proposed workforce interventions. A sample of 10 papers will be selected at random and rated by program faculty and external subject matter experts. The raters will use a scale with the following anchors: exceptional, good, acceptable, and unacceptable. Each anchor will come with a short description with examples that define that anchor.

The rating panel will rate the papers on the students' demonstrated skill in (a) explaining the scientific principles behind their selected interventions, and (b) justifying the appropriateness of an intervention for the workforce issues being addressed in the practicum.

The target expectation is that all the rated papers will achieve a rating of at or above good.

Learning Outcome Area 3. Application of Evidence-Based Practices

The first two learning outcomes referred to selection and use of research and data analytic methods, and the establishment of a conceptual foundation for applications. This learning outcome, on the other hand, refers to the overall effectiveness of applications in employee selection, training, and performance management. After the students' completion of two practica that would be expected to include at least two of these topics, a sample of 10 papers will be selected at random from each one. These papers will include sections in which students describe how they applied selected interventions, what issues they encountered, how they resolved these issues, and their assessment of how beneficial the interventions was to the company. These papers will be rated by program faculty and external subject matter experts. The raters will use a scale with the following anchors: exceptional, good, acceptable, and unacceptable. Each anchor will come with a short description with examples that define that anchor.

The rating panel will rate the papers on the students' demonstrated skill in (a) applying the selected intervention (b) describing the utility of the intervention.

The target expectation is that all the rated papers will achieve a rating of at or above good.

Learning Outcome Area 4: Client Communication Skills

Each practicum requires students to complete a report for their clients that summarizes findings and recommendations. Also, as part of the practicum, students will be required to present their project findings and recommendations to a faculty member who will be acting in the role of client managers (managers from the project site may also be used in this role). These presentations will be videotaped.

A sample of 10 papers and 10 presentations will be selected at random and rated by program faculty and external subject matter experts. The raters will use a scale with the following anchors: exceptional, good, acceptable, and unacceptable. Each anchor will come with a short description with examples that define that anchor.

The rating panel will rate the papers on the students' demonstrated communication skill in (a) preparing the client report (b) summarizing the report findings in an oral presentation.

The target expectation is that all the rated papers will achieve a rating of at or above good.

Masters of Professional Studies in Applied Industrial/Organizational Psychology

Curriculum Map

Program-Level Student Learning Outcomes Upon graduation, students will be able to:	Program Courses												
	Survey of Industrial Psychology	Survey of organizational Psychology	Psychological Research Methods	Applied Data Analytics I	Applied Data Analytics II	Personnel Selection	Applied Leadership and team work	Motivation and well being	Organizational change and development	Performance Management	Benefits and compensation	Training	Practicum
1. Identify, design, and apply the appropriate research methods for the conduct of needs analyses, program evaluation, and validation studies.			I			E/R						E/R	R/A
2. Identify, design, and apply appropriate data analytic procedures for data organization and interpretation				I	E	R						R	R/A
3. Identify and critically evaluate the latest evidence on workforce interventions and applications	I	I				E	E	E	E	E	E	E	R/A
4. Explain the scientific principles and concepts that serve as the foundation of evidence-based practices in Industrial/Organizational Psychology	I	I				E	E	E	E	E	E	E	R/A
5. Identify appropriate contexts, opportunities, and problems for the application of evidence-based practices.	I	I				E	E	E	E	E	E	E	R/A

Program-Level Student Learning Outcomes Upon graduation, students will be able to:	Program Courses												
	Survey of Industrial Psychology	Survey of organizational Psychology	Psychological Research Methods	Applied Data Analytics I	Applied Data Analytics II	Personnel Selection	Applied Leadership and team work	Motivation and well being	Organizational change and development	Performance Management	Benefits and compensation	Training	Practicum
6. Demonstrate the appropriate application of evidence-based practices to personnel selection, training, and performance management	I					E				E		E	R/A
7. Apply and critically evaluate strategies, including cost-benefit and utility analyses for evaluating application effectiveness	I	I	I	I	E	E			E	E		E	R/A
8. Demonstrate skill in preparing reports for clients or employers that summarize findings						I			E			E	E/A
9. Demonstrate skill in preparing and delivering presentations that communicate findings and outcomes of workforce applications and interventions						I			E			E	R/A
Key I = concept related to learning outcome introduced E = concept related to learning outcome emphasized R = concept related to learning outcome reinforced A = concept related to learning outcome assessed													

Employment Skills/Workplace Competencies

Graduates of the proposed program will be prepared to:

- Advise executive leaders regarding company policies, HR programs (salary and benefits, for example) and implementation of policies
- Lead, plan and execute organizational development initiatives
- Lead research and analysis efforts to identify job requirements and organization needs
- Coordinate with subject matter experts in the development of tests and assessments that measure job-relevant knowledge, skills, competencies and personal attributes
- Conducts training and facilitation in partnership with subject-matter experts
- Design and develop learning procedures and programs
- Develop strategy and metrics to evaluate the impact of assessment initiatives at multiple levels (e.g., reaction, learning, application, organizational impact)
- Lead medium and large-scale change initiatives that support projects driving process, people, and/or technology transformation

Program Assessment

The Department of Psychology will assess and evaluate the proposed program after the initial year. Each year, the Department of Psychology will undertake three activities to assess the program: 1) conduct a curriculum review; 2) conduct an annual survey to assess students' progress and satisfaction with the program; and 3) review faculty evaluations. These activities will constitute the initial assessment of the program.

As students move through the program, the assessment will expand. George Mason University conducts several standard surveys that will be incorporated as they become available, including 1) Graduating Student Survey completed at the time of application to graduation, 2) Career Census Survey administered jointly with George Mason's Career Center at time of graduation and one year after graduation, and 3) an Alumni Survey conducted at the time of Academic Program Review.

Annually, the Department of Psychology will also conduct an informal survey of a small random sample of employers of MPS graduates to gauge how satisfied these employers are with the skills and knowledge of graduates from the MPS program. The informal survey will also be used to identify those areas of the MPS program which are particularly strong, those areas which could use improvement, and any employer requirements that are not being met. Faculty will use this employer feedback to reassess the MPS program.

In the fifth year of operation (i.e., 2022), the Board of Visitors will conduct a program review and consider the program's success to date.

As part of a university-wide assessment practice, the Department of Psychology will also conduct a comprehensive review of the program's mission, goals, learning outcomes, and student successes on a seven-year cycle. The Department of Psychology, with help from the Office of

Institutional Research and Effectiveness, will use institutional data, student and alumni surveys, and learning outcomes to produce a series of deliverables: 1) a self-assessment report and academic plan written by program faculty; 2) a report by a review team external to the program; 3) and documented changes made to enhance the program.

Benchmarks of Success

The following benchmarks will be applied on an annual basis and help determine the success of the proposed MPS program.

- 85% of all program graduates will report being satisfied or highly satisfied with the academic program at graduation.
- 75% of already employed graduates seeking career advancement will obtain a more advanced position within one year of graduation
- 90% of full-time students will complete the program in 2 years or less.
- 85% of employers surveyed will report being satisfied or highly satisfied with the knowledge of program graduates.

If these benchmarks are not met, the Department of Psychology will determine which benchmarks were unsuccessful and why. For example, if students are not satisfied with the program, faculty will review areas such as course content and advising to determine areas that need adjustment.

Expansion of Existing Programs

The proposed MPS in Applied Industrial/Organizational Psychology is an expansion of George Mason University's existing Master of Arts in Psychology degree program concentration in Industrial/Organizational Psychology.

Relationship to Existing George Mason University Degree Programs

The existing MA in Psychology's concentration in Organizational and Industrial Psychology focuses training students in the *generation* of new research. This focus is different from what is needed to train future professionals in the *consumption and application* of research-based information. The proposed program meets the needs more fully for those professionals who want to obtain deeper training in the application of evidence-based practices in various settings.

The second way in which the current MA program is not suited for the needs of the students that will be drawn to the proposed program is its delivery format. The research-focused MA requires face-to-face coursework and mentorship in the generation of research and functionally requires students to be full-time in most situations. Many of the intended applicants to a program in applied I/O psychology will be working professionals looking to advance in their careers with more flexible, immediately applicable training. Thus, they are unlikely to be able to utilize a standard, residency-based, full-time program.

The current MA program's concentration in Industrial/Organizational Psychology will remain intact, continuing to serve research-oriented students. The proposed program will meet the demonstrated student demand for Industrial/Organizational Psychology and will also meet workforce needs for professionals with expertise in the appropriate application of this knowledge.

Both the existing MA in Psychology and the proposed MPS in Applied Industrial/Organizational Psychology would be housed in the Department of Psychology in the College of Humanities and Social Sciences.

Compromising Existing Degree Programs

No degree programs will be compromised or close as a result of the initiation and operation of the proposed degree program.

Collaboration or Standalone

This is a standalone program. No other organization was involved in its development, and no other organization will collaborate in its operation.

Justification for the Proposed Program

Response to Current Needs (Specific Demand)

Psychology Today's career resources blog defines industrial-organizational psychology as “the psychology of where people work,” meaning that individuals working in such an area possess research knowledge that could be applied in “companies, all levels of government, labor unions, large non-profit organizations, or hospitals.”² The authors further note that I/O professionals might work within an organization's in-house Human Resources (HR) department, or in consulting. Specific kinds of contributions may include the following:

I/O Psychology helps companies and organizations go beyond financial issues to consider the people who are in the workplace (i.e., manage the workforce). This starts with the hiring of employees and then continues with how these employees interact. Specific job domains include selection and placement (e.g., optimizing placement of personnel, diversity), training and development (e.g., implementing technical training, sexual harassment training), organizational development (e.g., facilitating organizational change), performance measurement (e.g., evaluating organizational effectiveness), and quality or [sic] work (e.g., identifying factors associated with job satisfaction, work-life balance, reducing absenteeism). Given

² Jonathan Golding and Anne Lippert, “Careers in Industrial/Organizational Psychology,” *Psychology Today* blog, February 2, 2016, <https://www.psychologytoday.com/blog/careers-in-psych/201602/careers-in-industrialorganizational-psychology> [Accessed October 8, 2017]

all of the ways I/O Psychologists can help a company or organization, it should be clear why these psychologists are in such demand.³

Graduates of the proposed program will be prepared to address any of these areas, given the foundation in general industrial/organizational psychology, the strong core in research and data analytics, and the ability to specialize in particular areas such as organizational change or benefits and compensation. As noted in the Background, all of these areas are specific applications under the general umbrella of human capital management (HCM). This proposal will focus on two very broad types of categories in HCM: (1) effective management of knowledge resources and development (including learning and development, the development of leadership, and maintaining an appropriate balance between external/contingent and internal workforces, especially around specialized expertise) and (2) people analytics.

Fundamental Changes in the Role of HR

The entire model of HR is changing and expanding, and its importance to the success of organizations has never been greater. A major 2015 study by Deloitte sums up the general context:

HR is at a crossroads. Once designed primarily as a compliance function, today's HR organization must be agile, business integrated, data-driven, and deeply skilled in attracting, retaining, and developing talent.

These business imperatives demand not only a new organizational model for HR itself, but also a massive reskilling of HR professionals around the world. They also create an unprecedented opportunity for HR to play a preeminent role at the highest levels of business strategy.⁴

For the Commonwealth of Virginia, implicit within such a statement is the need for the Commonwealth to equip its current HR professionals with an *expanded* skill set, one that will set the traditional knowledge base for HR professionals in a larger intellectual context that is explicitly data-driven, and approaches the issue of talent in a more strategic way than in previous years. President and CEO of the Society for Human Resources President Henry Jackson states categorically that "Over the years, I have observed the HR profession evolve into the most critical function driving business strategy. However, HR is still a relatively young profession; we have room to grow and have more impact on business."⁵

Steve Kozlowski, former President of the Society for Industrial-Organizational Psychology, notes that "The two biggest challenges are, first, educating managers about the science behind effective HR practices and, second, doing a better job of translating research findings into clear

³ Golding and Lippert, "Careers in Industrial/Organizational Psychology."

⁴ Art Mazor et al., "Reinventing HR: An Extreme Makeover," *Global Human Capital Trends 2015: Leading in the New World of Work*, (Deloitte University Press, 2015)
<https://www2.deloitte.com/content/dam/Deloitte/au/Documents/human-capital/deloitte-au-hc-global-human-capital-trends-2015-301115.pdf>, p. 61.

⁵ Richard Vosburgh et al, "What Can HR Associations Do to Advance the Profession?" *People and Strategy* 38 (Fall 2015): 26.

application recommendations.”⁶ Dr. Kozlowski’s remark speaks specifically to the need for an *applied* industrial/organizational psychology degree to support this kind of major transition in business and industry’s thinking about human resources-related activities—which may not remain limited by the boundaries of the HR department. Because every graduate of the proposed program will receive a solid grounding in *both* the principles of psychological research methods and the application of those methods, they will be appropriately positioned to both explain the science and develop appropriate applications of the research.

Industry Needs for Effective Human Capital Management

Patrick Wright, T.C. Vandiver Bicentennial Chair in Business, University of South Carolina observes that “Since the ‘war for talent’ began, it has become increasingly clear that our firms compete based on their human capital, and that presents a huge opportunity for HR to step up and meet those needs.”⁷ Similarly, the 2015 Deloitte study identifies ten trends in “human capital” management that reflect the new way of thinking about HR as a strategic component of business strategy. While the proposed degree will support industry in addressing all of those trends, discussion in this proposal will focus on two major themes: effective investment in people, and people analytics.

Understanding Effective Management of Knowledge Resources: Learning and Development, Leadership, and the Expertise of Internal/External Workforces

The Deloitte study noted that “Eighty-six percent of all surveyed HR and business leaders cite leadership as one of their most important challenges,” attributing this to the provision of leadership training only to C-level executives and a perception that leadership training is a luxury-type investment rather than a necessity.⁸ In addition, Millennials also promise to affect the need for leadership training inasmuch as their expectations for their professional lives are markedly different from previous generations, and survey respondents reported a very low level of preparedness for meeting these changes.

Likewise, the Deloitte study reports “85 percent of survey participants rating learning as a ‘very important’ or ‘important’ problem,” but also reports a disturbing drop in capability, with “the gap between importance and readiness was more than three times worse in 2015 than in 2014.”⁹ For purposes of this discussion, “learning and development” encompasses not only the training of personnel in necessary skills, but also understanding where companies need to develop talent in-house versus out-sourcing, and managing the cultural elements needed to keep employees engaged and productive. The overlap of these discrete elements has its own challenges, inasmuch as this means that solutions to the challenges may be distributed across organizations and not located solely in HR departments. The study summarizes, “In an era of heightened corporate transparency, greater workforce mobility and severe skills shortages, culture,

⁶ Vosburgh et al, “What Can HR Associations Do to Advance the Profession?” 28.

⁷ *Ibid.*

⁸ Adam Canwell et al., “Leadership: Why a Perennial Issue?” *Global Human Capital Trends 2015: Leading in the New World of Work*, (Deloitte University Press, 2015), 17.

⁹ Jonathan Eighteen et al., “Learning and Development: Into the Spotlight,” *Global Human Capital Trends 2015: Leading in the New World of Work*, (Deloitte University Press, 2015), 25.

engagement and retention have emerged as top issues for business leaders. These issues are not simply an HR problem.”¹⁰ The Deloitte study also observes multiple times that work life has changed: people are continuously tethered to their jobs by email, but also work on teams that bring new people together quickly. And, because workers now often have a more pronounced sense of personal purpose in work, they may place a higher premium on enjoyment and be more willing to leave a company if their personal goals are not fulfilled.¹¹ Moreover, the emergence of the contract workforce also affects how an organization may seek to make sure its knowledge needs are met. The Deloitte study contends that “More than one-third (34 percent) of all workers in the United States are contract workers” with respondents predicting their “need for contingent workers will keep growing over the next three to five years.”¹² The study continues, “The on-demand workforce offers companies the ability to tap into extensive networks of innovators, technical experts, and seasoned professionals. To engage and retain them, companies should think broadly about how their HR programs, strategies, and analytics tools could be applied not only to full-time employees, but also to contingent and part-time workers.” In sum, ensuring that workers are hired in strategically appropriate ways to fulfill the organization’s knowledge needs, and ensuring that an organization develops a culture that respects worker’s needs and desires, have become strategic business imperatives.

The conclusions of the Deloitte study about the importance of talent management are supported by other research. A 2017 *MIT Sloan Management Review* article observed multiple approaches to talent that “Some companies expressed great interest in tapping into fluid talent markets made up of skilled contractors and consultants. Companies pursuing this approach seek to develop a more flexible staffing model that uses a digital platform for accessing freelance talent.”¹³ Later, the authors observed, “In contrast, other companies are focused on how to develop and manage existing employees for the long term. Many of these companies invest heavily in new approaches to onboarding and continuous training and development.”¹⁴ The authors recommend blending elements of both, relying on both internal and external talent, something which would implicitly require creating an organizational culture and environment that is engaging to employees and that values diverse contributions.

Graduates of the proposed program will be well-positioned to respond to these organizational needs. They will understand both the organizational components (as defined in the Curriculum section) and the industrial components, and will understand how to apply knowledge about institutional culture, for example. Through specialized courses in the restricted electives, they will be able to further specialize in key areas such as organizational change and development or applied leadership and teamwork.

Industry Needs for People Analytics

¹⁰ David Brown et al., “Culture and Engagement: The Naked Organization,” *Global Human Capital Trends 2015: Leading in the New World of Work*, (Deloitte University Press, 2015), 35.

¹¹ *Ibid.*, 37.

¹² David Brown et al., “Workforce on Demand: Are You Ready?” *Global Human Capital Trends 2015: Leading in the New World of Work*, (Deloitte University Press, 2015), 37.

¹³ Gerald C. Kane et al, “Winning the Digital War for Talent,” *MIT Sloan Management Review*, (Winter 2017), 17.

¹⁴ *Ibid.*, 18.

The Deloitte study reports that “Three in four surveyed companies (75 percent) believe that using people analytics is ‘important,’ but just 8 percent believe that their organization is ‘strong’ in this area.”¹⁵ People analytics, the use of statistical analysis of data to understand previously unexamined elements of the workforce, has the potential to provide useful insights—if the organization knows how to conduct these analyses. However, Deloitte notes, “more than 80 percent of HR professionals score *themselves* low in their ability to analyze.”¹⁶ [Emphasis added.] While vendors may attempt to fill this void with packaged predictive analytics tools, without developing people analytics expertise in house, organizations would then remain limited to these tools, without flexibility to adapt them to specific needs. Organizations can apply analytics to human capital management in several areas: understanding and predicting retention, boosting employee engagement, expanding sources of talent and improving quality of hires, and profiling high performers.¹⁷ The Deloitte study describes the following as the “bottom line”:

Data and analytics are key to solving many of the problems we identify in this report: engagement, leadership, learning, and recruitment. Companies that excel in talent and HR analytics can be positioned to out-compete and outperform their peers in the coming years. Without early, substantial investments, however, it is difficult to get traction. Companies should therefore make a serious commitment to this discipline, search for robust solutions from their core system vendors, and hire people into HR who have an interest and background in analytics and statistics.¹⁸

Graduates of the proposed program, however, would be more than able to analyze data, having been trained in both the statistical methods and their applications. They are, in fact, the ideal population of employees to do so, as observed by Alexis Fink of Microsoft, who notes, “Industrial/Organizational (I/O) Psychology has a long history of driving organizational success through effective use of analytics. Recently, organizations have been stretching the bounds of traditional HR and traditional I/O psychology and expanding their analytics in new and intriguing ways.”¹⁹

Overall, graduates of the proposed program will be prepared to help organizations transform their approaches to human capital management through their ability to understand ongoing research in I/O psychology and its implications for industry. The emphasis on understanding the principles behind the research (i.e., the research methods course) and the applications will give graduates the required expertise to support their organizations. As Pat Wright of the University of South Carolina concludes:

I’ve met too many HR professionals that want the universal checklist to follow rather than to take ideas, apply them to their unique situation, critically evaluate if

¹⁵ Carl Bennett and Laurence Collins, “HR and People Analytics: Stuck in Neutral,” *Global Human Capital Trends 2015: Leading in the New World of Work*, (Deloitte University Press, 2015), p. 71. Note that in the Endnotes on p. 76 it is explained that “people analytics” is the more common term for this function in HR.

¹⁶ *Ibid.*, 71.

¹⁷ *Ibid.*, 73.

¹⁸ *Ibid.*, 75.

¹⁹ Alexis A. Fink, “New Trends in Human Capital Research and Analytics,” *People & Strategy*, vol. 33 (2) (2010), 15

the ideas apply, and if so how. Students entering the profession need an appreciation for the ambiguity organizations face and to enjoy the requisite struggle entailed in dealing with it. Finally, we want to encourage them to be leaders who, after thinking critically, can develop innovative solutions, implement them, and be accountable for their results. We want them to think, talk, and act like business people who have special expertise in a firm's human capital, not HR people who happen to work for a business.²⁰

Employment Demand

Evidence of employment demand comes from three sources: 1) a shortage of workers with the necessary expertise in industrial/organizational psychology, as demonstrated by letters from potential employers; 2) an analysis of federal and Commonwealth employment projections; and 3) a sample of advertisements for jobs requiring the kind of expertise provided by the proposed program.

Graduates of the proposed program will be prepared to work in human resources offices or any other organizational unit devoted to managing human capital, in any area of industry or government. Graduates will be able to find employment in at least four separate Bureau of Labor Statistics *Occupational Outlook Handbook* categories of employment (Industrial/Organizational Psychologist, Training and Development Manager, Human Resources Manager, or Management Analyst). Typical job titles, as evidenced by employment ads, include Analyst, Consultant, Director, or Psychologist.

Industrial-Organizational Psychologists

The Bureau of Labor Statistics projects a 6% job growth (“about as fast as the average for all occupations”) for Industrial/Organizational Psychologists between 2016-2026.²¹ The BLS continues, “Organizations will continue to use industrial–organizational psychologists to help select and retain employees, increase organizational productivity and efficiency, and improve office morale.” The BLS asserts that “Industrial–organizational psychologists typically need a master’s degree, usually including courses in industrial–organizational psychology, statistics, and research design.”²²

According to the Virginia Employment Commission (VEC), employment growth from 2014-2024 is projected at 36.43%, with an annual projected growth of 3.16%.²³

Training and Development Managers

²⁰ Vosburgh et al, “What Can HR Associations Do to Advance the Profession?” 30.

²¹ Bureau of Labor Statistics, U.S. Department of Labor, *Occupational Outlook Handbook, 2016-17 Edition*, Psychologists, <https://www.bls.gov/ooh/life-physical-and-social-science/psychologists.htm#tab-6>

²² Bureau of Labor Statistics, U.S. Department of Labor, *Occupational Outlook Handbook, 2016-17 Edition*, How to Become a Psychologist, <https://www.bls.gov/ooh/life-physical-and-social-science/psychologists.htm#tab-4>

²³ Virginia Employment Commission, Industry and Occupational Projections, <https://data.virginialmi.com/vosnet/analyzer/results.aspx?session=occproj>

However, the BLS projects 10% (faster than average) growth for Training and Development Managers.²⁴ The BLS describes education requirements for Training and Development Managers as follows:

Training and development managers need a bachelor's degree for many positions, and some jobs require a master's degree. Although training and development managers come from a variety of educational backgrounds, it is most common for these workers to have bachelor's degree in human resources, business administration, education, or a related field.

Some employers prefer or require training and development managers to have a master's degree, usually with a concentration in training and development, human resources management, organizational development, or business administration.²⁵

The BLS also notes that related work experience is needed for such employment; such experience is why the Department of Psychology has designed the degree program for currently working professionals rather than recent college graduates.

According to the Virginia Employment Commission (VEC), employment growth for Training and Development Managers from 2014-2024 is projected at 11.84%, with an annual projected growth of 1.13%.²⁶

Management Analysts

Similarly, the BLS projects a 12% (faster than average) growth for Management Analysts.²⁷ The BLS notes that "Few colleges and universities offer formal programs in management consulting. However, many fields of study provide a suitable education because of the range of areas that management analysts address. Common fields of study include business, management, economics, accounting, finance, marketing, psychology, and computer and information science."²⁸ While the BLS notes that the bachelor's degree is the "typical entry-level requirement" for management analysts, the breadth in the common fields of study prove that "typical" is far from a singular set of requirements and that there is some variability in expectations.

According to the Virginia Employment Commission (VEC), employment growth for Management Analysts from 2014-2024 is projected at 15.72%, with an annual projected growth

²⁴ Bureau of Labor Statistics, U.S. Department of Labor, *Occupational Outlook Handbook, 2016-17 Edition*, Training and Development Managers, <https://www.bls.gov/ooh/management/training-and-development-managers.htm>

²⁵ Bureau of Labor Statistics, U.S. Department of Labor, *Occupational Outlook Handbook, 2016-17 Edition*, How to Become a Training and Development Manager, <https://www.bls.gov/ooh/management/training-and-development-managers.htm#tab-4>

²⁶ Virginia Employment Commission, Industry and Occupational Projections, <https://data.virginialmi.com/vosnet/analyzer/results.aspx?session=occproj>

²⁷ Bureau of Labor Statistics, U.S. Department of Labor, *Occupational Outlook Handbook, 2016-17 Edition*, Management Analyst, <https://www.bls.gov/ooh/business-and-financial/management-analysts.htm#tab-1>

²⁸ Bureau of Labor Statistics, U.S. Department of Labor, *Occupational Outlook Handbook, 2016-17 Edition*, Management Analyst, <https://www.bls.gov/ooh/business-and-financial/management-analysts.htm#tab-4>

of 1.47%.²⁹

Human Resources Manager

The BLS projects a 9% (as fast as average) growth for Human Resources Managers.³⁰ Again, the BLS continues on to note variation in the expectations for hiring, noting that “Candidates need a combination of education and several years of related work experience to become a human resources manager. Although a bachelor’s degree is sufficient for most positions, some jobs require a master’s degree. Candidates should have strong interpersonal skills.”

According to the Virginia Employment Commission (VEC), employment growth for Human Resources Managers from 2014-2024 is projected at 11.94%, with an annual projected growth of 1.13%.³¹

Student Demand

This section is currently under development with the Office of Accreditation and Program Integrity.

Student demand for the current MA program is strong, with an average of approximately 140 applications per year for 10-12 slots. A survey is being conducted to provide empirical evidence of student demand for the proposed program.

**STATE COUNCIL OF HIGHER EDUCATION FOR VIRGINIA
SUMMARY OF PROJECTED ENROLLMENTS IN PROPOSED PROGRAM**

Projected enrollment:

Year 1		Year 2		Year 3		Year 4 Target Year (2-year institutions)			Year 5 Target Year (4-year institutions)		
2018 - 2019		2019 - 2020		2020 - 2021		2021 - 2022			2022 - 2023		
HDCT	FTES	HDCT	FTES	HDCT	FTES	HDCT	FTES	GRAD	HDCT	FTES	GRAD
<u>45</u>	<u>18</u>	<u>84</u>	<u>34</u>	<u>116</u>	<u>46</u>	<u>141</u>	<u>56</u>	<u> </u>	<u>161</u>	<u>64</u>	<u>52</u>

²⁹ Virginia Employment Commission, Industry and Occupational Projections, <https://data.virginialmi.com/vosnet/analyzer/results.aspx?session=occproj>

³⁰ Bureau of Labor Statistics, U.S. Department of Labor, *Occupational Outlook Handbook, 2016-17 Edition*, Human Resources Manager, <https://www.bls.gov/ooh/management/human-resources-managers.htm#tab-1>

³¹ Virginia Employment Commission, Industry and Occupational Projections, <https://data.virginialmi.com/vosnet/analyzer/results.aspx?session=occproj>

Assumptions:

Retention percentage: 80%

Percentage of full-time students: 0% Percentage of part-time students 100%

Part-time students credit hours per semester: 6

Part-time students graduate in 2 years (summer required)

Duplication

The proposed Master of Professional Studies in Applied Industrial/Organizational Psychology will be the first program explicitly focused on applied industrial/organizational psychology in Virginia.

The College of William and Mary, James Madison University, Old Dominion University, Radford University, the University of Virginia, Virginia Commonwealth University, and Virginia Tech all offer general master's-level psychology degrees under CIP 42.0101.

Old Dominion University

Old Dominion University offers a 12-credit concentration in Industrial/Organizational Psychology.

Similarities between the program cores include nine credits of required coursework in research methods and analytics.

The concentration requires two of the following courses: psychometric theory, organizational psychology, and personnel psychology, plus two more from a list of eight restricted electives. Depending on the courses selected, there could be between one and four additional courses that are similar.

Projected Resource Needs for the Proposed Program

Resource Needs

George Mason University and the Department of Psychology have the resources needed to initiate and operate the proposed degree program. The following categories detail the resources required to launch and sustain the proposed program from its initiation in the Fall 2018 semester through the target year 2022-23. Assessments of need for full-time faculty, part-time faculty, and adjunct faculty are based on the following ratio of student enrollment to faculty effort: 10 FTE of enrollment requires one FTE faculty for instruction. The proposed program will therefore require a total of 1.8 FTE to launch increasing to 6.4 FTE by the target year of 2022-23.

All faculty teaching in the proposed program will be drawn from the Department of Psychology.

Full-time Faculty – The dean of the College of Humanities and Social Sciences has committed resources to hire one new faculty member at launch. This individual will devote 50% or more of his/her teaching load to the program and serve as program director, and will be hired as a Term faculty member with a salary of approximately \$90,000 and benefits of approximately \$27,621. Full-time faculty will increase to 2.0 FTE by the target year of 2022-23.

Part-time Faculty – It is anticipated seven existing faculty positions will teach in the proposed program. The program will require .8 FTE to launch, rising to 3.00 in in the target year of 2022-23.

Adjunct Faculty – Five adjunct faculty will assist in teaching courses. It is not anticipated that adjunct faculty will be needed in the initial year, but the proposed program will require 1.5 FTE of adjunct effort by the target year of 2022-23. Adjuncts will be paid at \$1200/credit hour and will not receive benefits.

Graduate Assistants – No graduate assistants will be required to launch or sustain the proposed program.

Classified Positions – The proposed program will require .55 FTE of classified support through a reallocation of the time of existing employees, including a graduate coordinator (25%), two budget coordinators (10% each) and an office manager (10%), and this level of effort will remain constant over time. The salary costs for classified staff are \$16,500, with benefits of \$6,948.

Targeted Financial Aid – No targeted financial aid is required or designated to initiate and sustain the proposed program.

Equipment (including computers) – In the initial year, a computer (\$1,800) will be purchased for the new hire. No other resources will be required to sustain the proposed program.

Library – New master's programs are routinely allocated \$3,000 for library materials by the University Libraries. The library has an adequate collection to support the proposed degree program. Resources include journals and other publications on applied industrial/organizational psychology. Online access to journals is available through subscription databases and the Virtual Library of Virginia (VIVA).

Telecommunications – New resources will be needed to provide telecommunications support for the new faculty member, who will be provided with a telephone system. The Department of Psychology will allocate \$300 to establish telephone service for the new hire.

Space – Space for the new hire will be accommodated through the reallocation of existing space allocated to the Department of Psychology. No additional space will be required to launch or sustain the proposed program.

Other Resources (specify) – No other resources will be required to launch or sustain the proposed program.

Resources Needs: Part A – D

Part A: Answer the following questions about general budget information.

- Has or will the institution submit an addendum budget request to cover one-time costs? Yes _____ No X
- Has or will the institution submit an addendum budget request to cover operating costs? Yes _____ No X
- Will there be any operating budget requests for this program that would exceed normal operating budget guidelines (for example, unusual faculty mix, faculty salaries, or resources)? Yes _____ No X
- Will each type of space for the proposed program be within projected guidelines? Yes X No _____
- Will a capital outlay request in support of this program be forthcoming? Yes _____ No X

Part B: Fill in the number of FTE positions needed for the program

	Program Initiation Year 2018 – 2019		Target Enrollment Year 2022 – 2023	
	On-going and reallocated	Added (New)	Added (New)***	Total FTE positions
Full-time FTE*	0.00	1.00	1.00	2.00
Part-time FTE **	0.80	0.00	2.20	3.00
Adjunct faculty	0.00	0.00	1.50	1.50
Graduate assistants (HDCT)	0.00	0.00	0.00	0.00
Classified positions	0.55	0.00	0.00	0.55
TOTAL	1.35	1.00	4.70	7.05

* Faculty dedicated to the program. **Faculty effort can be in the department or split with another unit.

*** Added **after** initiation year and up through target enrollment year.

Part C: Estimated resources to initiate and operate the program

	Program Initiation Year 2018 – 2019		Expected by target enrollment 2022 – 2023	
Full-time faculty	0.00	1.00	1.00	2.00
salaries	\$0	\$90,000	\$90,000	\$180,000
fringe benefits	\$0	\$27,621	\$27,621	\$55,242
Part-time faculty (faculty FTE split with other units)	0.80	0.00	2.20	3.00
salaries	\$72,000	\$0	\$198,000	\$270,000
fringe benefits	\$22,097	\$0	\$60,766	\$82,863
Adjunct faculty	0.00	0.00	1.50	1.50
salaries	\$0	\$0	\$43,200	\$43,200
fringe benefits	\$0	\$0	\$3,305	\$3,305
Graduate assistants	0.00	0.00	0.00	0.00
salaries	\$0	\$0	\$0	\$0
fringe benefits	\$0	\$0	\$0	\$0
Classified Positions	0.55	0.00	0.00	0.55
salaries	\$16,500	\$0	\$0	\$16,500
fringe benefits	\$6,948	\$0	\$0	\$6,948

Total personnel cost				
salaries	\$88,500	\$90,000	\$331,200	\$509,700
fringe benefits	\$29,045	\$27,621	\$91,692	\$148,358
Total personnel cost	\$117,545	\$117,621	\$422,892	\$658,058
Equipment	\$1,800	\$0	\$0	\$1,800
Library	\$3,000	\$0	\$0	\$3,000
Telecommunication costs	\$300	\$0	\$0	\$300
Other costs	\$0	\$0	\$0	\$0
TOTAL	\$122,645	\$117,621	\$422,892	\$663,158

Part D: Certification Statement(s)

The institution will require additional state funding to initiate and sustain this program.

Yes _____
 Signature of Chief Academic Officer
 No _____
 Signature of Chief Academic Officer

If “no,” please complete items 1, 2, and 3 below.

1. Estimated \$\$ and funding source to initiate and operate the program.

Funding Source	Program initiation year 2018-2019	Target enrollment year 2022-2023
Reallocation within the department <i>(Note below the impact this will have within the department.)</i>	\$119,645	\$542,537
Reallocation within the school or college <i>(Note below the impact this will have within the school or college.)</i>	\$117,621	\$117,621
Reallocation within the institution <i>(Note below the impact this will have within the institution.)</i>	\$3,000	\$3,000
Other funding sources <i>(Specify and note if these are currently available or anticipated.)</i>	\$0	\$0

2. Statement of Impact/Other Funding Sources. A separate detailed explanation of funding is required for each source used and a statement of impact on existing resources.

Reallocation within the department

The majority of the costs for instructional faculty (excluding the new hire), classified support, and the new equipment and telecommunications support will be accommodated through a combination of reallocation of internal resources and the revenues from increased enrollments.

Reallocation within the school or college

The dean of the College of Humanities and Social Sciences has committed resources for one new term faculty member, which will be accommodated through the reallocation of college resources.

Reallocation within the institution

The University Libraries’ routine support for new master’s programs can be accommodated through an internal reallocation of resources.

Other funding sources

No other funding is required to support the proposed MPS in Applied Industrial/Organizational Psychology. George Mason University will not request additional resources from the Commonwealth to launch or maintain the proposed program.

3. Secondary Certification.

If resources are reallocated from another unit to support this proposal, the institution will **not** subsequently request additional state funding to restore those resources for their original purpose.

_____ Agree _____
Signature of Chief Academic Officer

_____ Disagree _____
Signature of Chief Academic Officer

Appendices

Appendix A –Sample Plan of Study

The proposed MPS in Industrial/Organizational Psychology will be offered on a part-time basis only, reflecting the targeted audience of working professionals.

Students will complete the proposed program on a part-time basis over a period of 21 months. They take one course per session (with two sessions per semester), plus two courses in the summer term.

Year	Fall Semester	Spring Semester	Summer Term
First Year			
<i>Session A</i>	Applied Data Analytics I	Applied Data Analytics II	Selection
<i>Session B</i>	Survey of Industrial Psychology	Survey of Organizational Psychology	Practicum
Second Year			
<i>Session A</i>	Psychological Research Methods	Elective	
<i>Session B</i>	Elective	Practicum	

Credit Hours – First Year – Fall Term	6
Credit Hours – First Year – Spring Term	6
Credit Hours – First Year – Summer Term	6
Credit Hours – Second Year – Fall Term	6
Credit Hours – Second Year – Spring Term	6
TOTAL CREDIT HOURS	30

Appendix B – Course Descriptions

New courses are denoted with an asterisk.

Description of Required Common Core Courses

Survey of Industrial Psychology (3 credits)*

Covers contemporary issues in industrial psychology, with a focus on understanding and applying evidence-based best practices in job analysis, selection, and performance evaluation. Includes an emphasis on legal issues in staffing decisions and the role industrial psychologists play in managing those issues.

Survey of Organizational Psychology (3 credits)*

Covers traditional and contemporary issues in organizational psychology such as work motivation, work attitudes, stress, fairness, and leadership. Emphasis is on understanding and applying evidence-based theories for improving the effectiveness of individuals, teams, and organizations.

Personnel Selection (3 credits)*

Study of administration, scoring, and interpretation of standard tests used by industry for selection and assessment of personnel. The focus is on understanding and applying evidence-based best practices.

Psychological Research Methods (3 credits)*

Covers basic principles of research methods for applied psychology contexts. The focus on this course is on learning how to interpret and design research studies and survey measures. Topics include basic concepts important to survey design and research methods, and overview of types of research design, and basic issues related to communication of research to lay audiences.

Applied Data Analytics I (3 credits)*

Introduces fundamental statistical concepts for applied psychological research. Concepts include descriptive statistics, inferential statistics and hypothesis testing, Analysis of Variance, and Linear Regression. The course presents these topics from an applied perspective and also covers data visualization and presentation of results to clients.

Applied Data Analytics II (3 credits)*

Covers advanced statistical concepts and approaches for applied psychological research, such as multivariate techniques, longitudinal analyses, and other more complex approaches. A key emphasis will be on using these techniques to assess applied issues, such as return on investment of interventions and utility analyses.

Practicum (3 credits)*

Provides supervised experience of applying foundational techniques in applied professional settings. Under the supervision of the instructor, students design and execute a project that capitalizes on the knowledge learned in their core coursework. May be repeated within the degree for a maximum of 6 credits.

Description of Restricted Elective Courses

Applied Leadership and Teamwork (3 credits)*

Covers major theories of leadership and teamwork in organizations. Includes a focus on strategies for leadership assessment, selection, and development, and also examines strategies for staffing and building high performance teams.

Motivation and Well Being (3 credits)*

Covers major theories of work motivation and well-being, with an emphasis on understanding valid tools for measuring motivation and well-being and evidence-based approaches for enhancing motivation and well-being in organizational contexts.

Organizational Change and Development (3 credits)*

Covers principles and strategies for facilitating effective organizational change and growth. Topics include principles of organizational growth, organizational diagnosis, the design of effective organizational interventions, leading and managing organizational change, and strategies for evaluating and calibrating organizational change.

Performance Management (3 credits)*

Focuses on developing competencies in designing, implementing, and evaluating systems that measure and evaluate employees' individual performance within the organizational context, as well as the performance of organizational units. Includes developing skills and knowledge to develop tools for providing feedback at the individual and the group/organizational level. Emphasis will be on evidence-based management practices and the dynamic nature of workplaces.

Benefits and Compensation (3 credits)*

Provides an understanding of a variety of approaches for rewards, recognition, and compensation systems. Covers the underlying theoretical frameworks for the design and implementation of such systems on attraction, retention, motivation, and performance of employees, as well as the existing empirical evidence to support these propositions.

Training (3 credits)*

Covers principles and strategies of effective training. Topics include assessment of training needs, development of effective instructional designs, strategies for facilitating training transfer, and techniques of program evaluation.

Appendix C – “Abbreviated CV’s” for Faculty

All faculty are housed in the Department of Psychology.

Seth Kaplan, PhD in Psychology, 2006, Tulane University, Associate Professor. Specialization Areas: Employee well-being; Emotions at work; Job attitudes; personality; Individual and team performance in crises and extreme environments; flexible work arrangements; telework; metaperceptions; measurement and statistical issues

Lauren Kuykendall, PhD in Psychology, 2015, Purdue University, Assistant Professor. Specialization Areas: Worker well-being; worker health; work-life issues; leisure; emotions; positive worker characteristics; work stress and stress management; gender and well-being.

Lois Tetrick, PhD in Psychology, 1981, George Tech University, University Professor. Specialization Areas: Occupational health psychology including stress, work-family, and safety; the employee-organization relationship including psychological contracts, social exchange theory, and the norm of reciprocity; organizational climate and culture; innovation and creativity; positive aging and retirement transitions; cross-cultural aspects of industrial organizational psychology.

Reeshad Dalal, PhD in Psychology, 2003, University of Illinois at Urbana-Champaign, Associate Professor. Specialization Areas: Job performance, judgment and decision-making, work situations, personality, job attitudes and job-related mood/emotions, and psychological approaches to the study of cyber security.

Stephen Zaccaro, PhD in Psychology, 1981, University of Connecticut, Professor. Specialization Areas: multiteam systems, cyber security incident response teams, team performance, team mental models, leader-team interfaces, leadership training and development, leader adaptability, and executive coaching.

ACTION ITEM

Academic Programs, Diversity and University Community Committee

December 13, 2017

PROMOTION AND/OR TENURE

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>PROMOTION/ TENURE</u>
Min	Hua	12/13/2017	Y/Y
<u>LOCAL ACADEMIC UNIT:</u>	Health Administration and Policy (CHHS)		
<u>NEW TITLE:</u>	Associate Professor without Term		
<u>PREVIOUS TITLE:</u>	Assistant Professor		

ACTION ITEM

**Academic Programs, Diversity and University Community Committee
December 13, 2017**

CONFERRAL OF EMERITUS/EMERITA STATUS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Boehm-Davis	Deborah	12/13/2017
<u>TITLE:</u>	University Professor Emerita	
<u>LOCAL ACADEMIC UNIT:</u>	College of Humanities and Social Sciences	
<hr/>		
Cook	Gerald	12/13/2017
<u>TITLE:</u>	Professor Emeritus of Electrical and Computer Engineering	
<u>LOCAL ACADEMIC UNIT:</u>	Electrical and Computer Engineering (VSE)	
<hr/>		
Miller	John	12/13/2017
<u>TITLE:</u>	Associate Professor Emeritus of Statistics	
<u>LOCAL ACADEMIC UNIT:</u>	Statistics (VSE)	
<hr/>		
Sturtevant	Elizabeth G.	2/2/2018
<u>TITLE:</u>	Professor Emerita of Education	
<u>LOCAL ACADEMIC UNIT:</u>	College of Education and Human Development	
<hr/>		



College of Humanities and Social Sciences
 4400 University Drive, MS 3A3, Fairfax, Virginia 22030
 Phone: 703-993-8720 Fax: 703-993-8714

To: S. David Wu, Provost and Executive Vice President
 Ángel Cabrera, President

From: Robert Matz, Interim Dean *RHM*
 College of Humanities and Social Sciences

Subject: Emerita Designation for Deborah Boehm-Davis

Date: October 25, 2017

On the recommendation of the Department of Psychology, I am pleased to recommend Dr. Deborah Boehm-Davis for appointment as University Professor Emerita, effective upon approval of the BOV.

Dr. Boehm-Davis received her Ph.D. in cognitive psychology in 1980 from the University of California at Berkeley. She began teaching at George Mason University in 1984 and has also held a number of administrative positions, including Department Chair, Assistant Dean, Assistant Provost, Associate Provost, Vice Provost, and Dean. She is retiring in October 2017 as a University Professor.

Dr. Boehm-Davis' research focuses generally on how various tools and interfaces impact human performance. With four books, over 100 publications, and over \$15M in funding, she has been enormously productive as a researcher. Moreover, she has served as President of the Human Factors and Ergonomic Society and Division 21 of the American Psychological Association, further reflecting her prominence in her field.

Dr. Boehm-Davis also taught numerous basic and advanced courses at both the undergraduate and graduate level at Mason. She graduated more than 20 doctoral students and has continued to teach classes and mentor doctoral students since she moved into the position of Dean, attesting to her commitment to teaching.

Dr. Boehm-Davis has achieved success in every domain in her long tenure at Mason, and her record is the exemplar of an incredibly distinguished career worthy of emerita status. The Psychology Department faculty were unanimous and enthusiastic in their support of a motion recommending her for emeritus status.

Approve Disapprove *[Signature]* 10/31/17
 S. David Wu, Provost and Executive Vice President Date

Approve Disapprove *[Signature]* 11.6.17
 Ángel Cabrera, President Date


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



Volgenau School of Engineering

Office of the Dean
Nguyen Engineering Building, Suite 5100
4400 University Drive, MS 4A3, Fairfax, Virginia 22030
Phone: 703-993-1500; Fax: 703-993-1734

To: S. David Wu, Provost and Executive Vice President
Ángel Cabrera, President

From: Kenneth S. Ball, P.E. 
Volgenau School of Engineering

Subject: Emeritus/Emerita Designation for Dr. Gerald Cook

Date: 20 September 2017


Dr. Gerald Cook, a recently retired Professor of Electrical and Computer Engineering and past department chair, has made substantial contributions to excellence in teaching, research, and service over a 32-year career at Mason. His past recognitions include being named a Life Fellow of the Institute of Electrical and Electronics Engineers and receiving their Centennial Medal. The Electrical and Computer Engineering Department has voted nearly unanimously to confer emeritus status on Dr. Cook. The Chair of the Department has written a strong endorsement of this action; see his attached letter.

I concur with the recommendations of the department and chair, and I am pleased to send this memo to you with my own endorsement. I believe that conferring the designation of Emeritus Professor of Electrical and Computer Engineering for Dr. Cook is appropriate and well deserved.

Approval Disapproval


S. David Wu, Provost and Executive Vice President

Approval Disapproval


Ángel Cabrera, President


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



Volgenau School of Engineering

Office of the Dean
Nguyen Engineering Building, Suite 5100
4400 University Drive, MS 4A3, Fairfax, Virginia 22030
Phone: 703-993-1500; Fax: 703-993-1734

To: S. David Wu, Provost and Executive Vice President
Ángel Cabrera, President

From: Kenneth S. Ball, P.E. 
Volgenau School of Engineering

Subject: Emeritus/Emerita Designation for Dr. John Miller

Date: 14 September 2017

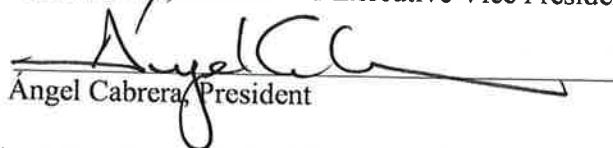
Dr. John Miller, a recently retired Associate Professor of Statistics, has made substantial contributions to excellence in teaching over a 35-year career at Mason. His past recognitions include winning the Volgenau School of Engineering's Outstanding Teaching Award. The Department of Statistics has voted 14-1 to confer emeritus status on Dr. Miller. The Chair of the Department has written a strong endorsement of this action; see his attached letter.

I concur with the recommendations of the department and chair, and I am pleased to send this memo to you with my own endorsement. While standards may have evolved over the years regarding what constitutes outstanding merit among tenured faculty, John Miller's contributions were appropriate for the times and I believe that conferring the designation of Emeritus Associate Professor of Statistics for Dr. Miller is appropriate and well deserved.

Approval Disapproval


S. David Wu, Provost and Executive Vice President

Approval Disapproval


Ángel Cabrera, President

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



Office of the Dean

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

To: S. David Wu, Provost and Executive Vice President
Ángel Cabrera, President

From: Mark R. Ginsberg, Dean
College of Education and Human Development

Subject: Emerita Designation for Elizabeth G. Sturtevant

Date: October 19, 2017

REQUESTED TITLE: Professor Emerita of Education
EFFECTIVE DATE: February 2, 2018


Professor Elizabeth Sturtevant has been a valued and effective academic leader for the College of Education and Human Development and George Mason University for virtually her entire faculty career. Shortly after her initial appointment in 1994, Dr. Sturtevant became the academic coordinator for what was then known as the Middle Education program. Over the next 20 years she also had appointments as the academic coordinator of the Secondary Education program and the nationally recognized Literacy program. Subsequently, she was selected to serve as the inaugural director of the Division of Elementary, Literacy, and Secondary Education.

Dr. Sturtevant also served with distinction as the Director of the Virginia Department of Education-funded Center for Teaching Excellence, which provided advanced professional development opportunities for many of the Commonwealth's finest PK-12 teachers. Consistent with this honor, Dr. Sturtevant accumulated an impressive record of research and scholarship during her 23-year career at Mason, culminating in her recognition as the recipient of the Laureate Award from the Association of Literacy Educators and Researchers. She also helped shape research and scholarship in her field as editor (and co-editor) of the *Journal of Literacy Research*, one of the top publication venues in this research domain.

In addition to her research and leadership accomplishments, Dr. Sturtevant has been an exemplary teacher and mentor for hundreds of aspiring professionals preparing for careers in instructional, research, and leadership roles in education. In addition to the dozens of graduate courses she taught across several of the college's core academic programs, she chaired 18 dissertation committees and served as a contributing committee member on many others. She has also been an effective mentor of junior faculty at Mason. In short, she has had a meaningful impact—and often a transformational impact—on the lives of countless students and colleagues who have had the opportunity and privilege to learn from her and study with her at George Mason University.

Dr. Sturtevant is a highly respected scholar and academic leader. Her contributions to the field, to the College of Education and Human Development, and to the broader university mission during a period of rapid growth in size and stature are clearly worthy of an appointment to the honored status of Professor Emerita.

Approval Disapproval 
S. David Wu, Provost and Executive Vice President

Approval Disapproval  11.6.17
Ángel Cabrera, President

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

ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

December 13, 2017

APPOINTMENT OF FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>TERM</u>
Davis	Justin	10/10/2017	Y
TITLE:	Research Assistant Professor		
DEPARTMENT:	Center for Applied Proteomics and Molecular Medicine (COS)		
APPOINTMENT LENGTH:	1 year		

Kim	Dae	11/10/2017	Y
TITLE:	Term Instructor		
DEPARTMENT:	Modern and Classical Languages (CHSS)		
APPOINTMENT LENGTH:	< 1 year		
Additional title: Director of Language Labs and Technologies			

Koob	JoAnn	11/1/2017	Y
TITLE:	Term Assistant Professor		
DEPARTMENT:	Antonin Scalia Law School		
APPOINTMENT LENGTH:	< 3 years		

Kwon	Ryun Young	10/4/2017	Y
TITLE:	Research Assistant Professor		
DEPARTMENT:	Physics and Astronomy (COS)		
APPOINTMENT LENGTH:	1 year		
Correction from October 2017 BOV book.			

ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

December 13, 2017

APPOINTMENT OF FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>TERM</u>
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Malik	Aqdas	10/31/2016	Y
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TITLE: Postdoctoral Research Fellow

DEPARTMENT: Information Sciences and Technology (VSE)

APPOINTMENT LENGTH: 1 year

Due to administrative error, omitted from prior BOV book.

Moran	Jeffrey	1/10/2018	N
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TITLE: Assistant Professor

DEPARTMENT: Mechanical Engineering (VSE)

APPOINTMENT LENGTH: 3 years

Seubert	Angela	9/25/2017	Y
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TITLE: Research Associate (Instructor)

DEPARTMENT: Criminology, Law & Society (CHSS)

APPOINTMENT LENGTH: 1 year

Shuman	Gene	8/25/2017	Y
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TITLE: Term Assistant Professor

DEPARTMENT: Information Sciences and Technology (VSE)

APPOINTMENT LENGTH: 3 years

ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

December 13, 2017

APPOINTMENT OF FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>TERM</u>
Wang	Wenjing	12/4/2017	Y
TITLE:	Postdoctoral Research Fellow		
DEPARTMENT:	Sociology and Anthropology (CHSS)		
APPOINTMENT LENGTH:	1 year		

Williams	Stephen	9/25/2017	Y
TITLE:	Postdoctoral Research Fellow		
DEPARTMENT:	Physics and Astronomy (COS)		
APPOINTMENT LENGTH:	1 year		

Yun	John	10/10/2017	Y
TITLE:	Research Assistant Professor		
DEPARTMENT:	Antonin Scalia Law School		
APPOINTMENT LENGTH:	<1 year		

Additional Title: Director of Economic Education, Global Antitrust Institute

ANNOUNCEMENT

Academic Programs, Diversity & University Community Committee

December 13, 2017

APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Beasley	Franklin	9/18/2017
TITLE:	Head Coach, Wrestling	
LOCAL ACADEMIC UNIT:	Intercollegiate Athletics	

Durant	Liza	8/25/2017
TITLE:	Associate Dean, Strategic Initiatives and Community Engagement	
LOCAL ACADEMIC UNIT:	Volgenau School of Engineering	

Erin	McSherry	11/10/2017
TITLE:	Director of Advising and Retention	
LOCAL ACADEMIC UNIT:	Undergraduate Academic Affairs (CHSS)	

Fahim	Md Farhan	1/15/2018
TITLE:	Project Manager	
LOCAL ACADEMIC UNIT:	Academic Innovations and New Ventures (Provost)	

Fraser	Erica	10/31/2017
TITLE:	Resident Director	
LOCAL ACADEMIC UNIT:	Housing & Residence Life (UL)	

ANNOUNCEMENT

Academic Programs, Diversity & University Community Committee

December 13, 2017

APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Richards	Seth	10/27/2017
TITLE:	Resident Director	
LOCAL ACADEMIC UNIT:	Housing & Residence Life (UL)	
<hr/>		
Riordan	Rob	9/25/2017
TITLE:	Director of Advancement Communications	
LOCAL ACADEMIC UNIT:	Advancement & Alumni Relations	
<hr/>		
Scherrer	John	11/10/2017
TITLE:	Reference and Outreach Services Librarian	
LOCAL ACADEMIC UNIT:	Antonin Scalia Law School	
<hr/>		
Spradling	Sharon	10/10/2017
TITLE:	Academic Program Advisor	
LOCAL ACADEMIC UNIT:	Smithsonian-Mason School of Conservation (Provost)/Intergrative Studies (CHSS)	
<hr/>		
Stolz	Gisele	9/10/2017
TITLE:	Business Incubator Director	
LOCAL ACADEMIC UNIT:	Mason Enterprise Center (Provost)	
<hr/>		

ANNOUNCEMENT

Academic Programs, Diversity & University Community Committee

December 13, 2017

APPOINTMENT OF ADMINISTRATIVE AND PROFESSIONAL FACULTY

LAST NAME

FIRST NAME

EFFECTIVE DATE

Suarez

Victoria

10/23/2017

TITLE:

Assistant Director, Employer Development

LOCAL ACADEMIC UNIT:

University Career Services (UL)

ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

December 13, 2017

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

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Matz	Robert	10/25/2017
<u>LOCAL ACADEMIC UNIT:</u>	College of Humanities and Social Sciences	
<u>APPOINTMENT LENGTH:</u>	1.5 years	

Dr. Matz has been appointed as interim dean.

ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

December 13, 2017

RENEWALS AND REAPPOINTMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>TERM</u>
Andrea	Kevin M.	9/6/2017	Y
<u>TITLE:</u>	Research Associate (Instructor)		

LOCAL ACADEMIC UNIT: Computer Science (VSE)

APPOINTMENT LENGTH: 1 year

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

LOCAL ACADEMIC UNIT: English (CHSS)

APPOINTMENT LENGTH: 1 year

Additional Title: Director of the Northern Virginia Writing Project (NVWP)

Bilitza	Dieter	11/10/2017	Y
<u>TITLE:</u>	Research Professor		

LOCAL ACADEMIC UNIT: Physics and Astronomy (COS)

APPOINTMENT LENGTH: 1 year

Birerdinc	Aybike	10/10/2017	Y
<u>TITLE:</u>	Research Assistant Professor		

LOCAL ACADEMIC UNIT: Systems Biology (COS)

APPOINTMENT LENGTH: 1 year

ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

December 13, 2017

SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
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Adele	Camus	Retirement	1/3/2018
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<u>TITLE:</u>	Term Instructor		
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<u>LOCAL ACADEMIC UNIT:</u>	INTO Mason		
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Boehm-Davis	Deborah	Retirement	11/1/2017
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<u>TITLE:</u>	Dean		
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<u>LOCAL ACADEMIC UNIT:</u>	College of Humanities and Social Sciences		
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Brown	Carl Wayne III	Resignation	10/13/2017
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<u>TITLE:</u>	Postdoctoral Research Fellow		
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<u>LOCAL ACADEMIC UNIT:</u>	College of Science		
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De La Fuente	Cynthia	Resignation	9/8/2017
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<u>TITLE:</u>	Research Assistant Professor		
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<u>LOCAL ACADEMIC UNIT:</u>	National Center for Biodefense and Infectious Diseases (COS)		
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Gero	John	Contract Expiration	9/24/2016
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<u>TITLE:</u>	Research Professor		
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<u>LOCAL ACADEMIC UNIT:</u>	Krasnow Institute for Advanced Study		
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ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

December 13, 2017

SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Gifford	Daniel W.	Resignation	1/9/2018
<u>TITLE:</u>	Term Assistant Professor		

LOCAL ACADEMIC UNIT: INTO Mason

Hatcher	Barbara	Retirement	5/24/2018
<u>TITLE:</u>	Term Associate Professor		

LOCAL ACADEMIC UNIT: Nursing (CHHS)

Kelly	Madeline M.	Resignation	10/25/2017
<u>TITLE:</u>	Head, Collection Development Librarian		

LOCAL ACADEMIC UNIT: University Libraries

Ms. Kelly has accepted a position at Western Washington University as a Director of Collections.

Lamprianidis	Georgios	Resignation	10/24/2017
<u>TITLE:</u>	Research Associate (Instructor)		

LOCAL ACADEMIC UNIT: Geography and Geoinformation Science (COS)

Martinez	Andrea	Resignation	10/19/2017
<u>TITLE:</u>	Assistant Director of Student Involvement for Registered Student Organizations and Student Govt		

LOCAL ACADEMIC UNIT: Student Involvement (UL)

ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

December 13, 2017

SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Maximova	Tatiana	Contract Expiration	8/24/2017
<u>TITLE:</u>	Postdoctoral Research Fellow		

LOCAL ACADEMIC UNIT: Computer Science (VSE)

Oberlies	Mary	Resignation	11/27/2017
<u>TITLE:</u>	Conflict and Peace Studies Librarian/Librarian II		

LOCAL ACADEMIC UNIT: University Libraries

Ms. Oberlies has accepted position at the University of Oregon.

Salerno	Jennifer L.	Contract Expiration	5/24/2017
<u>TITLE:</u>	Term Assistant Professor		

LOCAL ACADEMIC UNIT: Environmental Science and Policy (COS)

Seo	Eunhee	Resignation	8/9/2017
<u>TITLE:</u>	Term Assistant Professor		

LOCAL ACADEMIC UNIT: INTO Mason

Sopko	Kim	Resignation	10/20/2017
<u>TITLE:</u>	TTAC Specialist in Early Childhood Special Education		

LOCAL ACADEMIC UNIT: College of Education and Human Development

Professor Sopko has accepted a position as Associate Director of a National Technical Assistance Center.

ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

December 13, 2017

SEPARATIONS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
Troutman	Mark	Resignation	8/4/2017
<u>TITLE:</u>	Director		
<u>LOCAL ACADEMIC UNIT:</u>	Infrastructure Protection and Homeland Security (VSE)		
<hr/>			
Vaxenburg	Roman	Contract Expiration	12/31/2017
<u>TITLE:</u>	Postdoctoral Research Fellow		
<u>LOCAL ACADEMIC UNIT:</u>	Computational & Data Sciences (COS)		

ANNOUNCEMENT

Academic Programs, Diversity and University Community Committee

December 13, 2017

OTHER ANNOUNCEMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
Aldatmaz	Serdar	Tenure Clock Extension
<u>TITLE:</u>	Assistant Professor	
<u>LOCAL ACADEMIC UNIT:</u>	School of Business	
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Anderson	Mike	Tenure Clock Extension
<u>TITLE:</u>	Assistant Professor	
<u>LOCAL ACADEMIC UNIT:</u>	School of Business	
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Bellos	Ioannis	Tenure Clock Extension
<u>TITLE:</u>	Assistant Professor	
<u>LOCAL ACADEMIC UNIT:</u>	School of Business	
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Bernstein	David	Title Change
<u>TITLE:</u>	Director, Center for Liberty & Law	
<u>LOCAL ACADEMIC UNIT:</u>	Antonin Scalia Law School	
Retained Title: University Professor		
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Bray	Laurence	Title Change
<u>TITLE:</u>	OSCAR Faculty Fellow	
<u>LOCAL ACADEMIC UNIT:</u>	Undergraduate Education (Provost)	
Retained Title: Term Assistant Professor		
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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
Button	Kenneth	Leave with Pay

TITLE: University Professor

LOCAL ACADEMIC UNIT: Schar School of Policy and Government

Professor Button has been awarded a Faculty Study Leave for spring semester 2018.

Conko	Gregory	Title Change
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TITLE: Interim Executive Director, Law and Economics Center

LOCAL ACADEMIC UNIT: Antonin Scalia Law School

Previous Title: Deputy Director

Dakake	Maria	Leave with Pay
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TITLE: Associate Professor without Term

LOCAL ACADEMIC UNIT: Religious Studies (CHSS)

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

Davis	Shannon	Title Change
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TITLE: Interim Associate Dean, Curriculum and Technology

LOCAL ACADEMIC UNIT: Sociology and Anthropology (CHSS)

Retained Title: Associate Professor without Term

DeCaroli	Robert	Leave with Pay
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TITLE: Professor without Term

LOCAL ACADEMIC UNIT: History and Art History (CHSS)

Professor DeCaroli has been awarded a Faculty Study Leave for spring semester 2018.

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
Dinan	Desmond	Leave with Pay

TITLE: Professor without Term

LOCAL ACADEMIC UNIT: Schar School of Policy and Government

Professor Dinan has been awarded a Faculty Study Leave for spring semester 2018.

Dudley	Robert L.	Title Change
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TITLE: Associate Dean, Public Policy and Public Administration

LOCAL ACADEMIC UNIT: Schar School of Policy and Government

Retained Title: Professor without Term

Fonash	Peter M.	Title Change
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TITLE: Co-Academic Director, Management of Secure Information Systems Program

LOCAL ACADEMIC UNIT: Cyber Security Engineering Program (VSE)

Retained Title: Term Professor. Co-Academic Director position is in collaboration with the School of Business

Galvin	Michael	Title Change
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TITLE: Operations Manager

LOCAL ACADEMIC UNIT: University Life

Previous Title: Director, University Life Loudon and Electronic Services

Horak	Anne Karen	Conversion
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TITLE: Project Director

LOCAL ACADEMIC UNIT: College of Education and Human Development

Professor Habib was converted to 12-month research faculty position.

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
Johnson	Noel	Leave with Pay

TITLE: Associate Professor without Term

LOCAL ACADEMIC UNIT: Economics (CHSS)

Professor Johnson has been awarded a Faculty Study Leave for spring semester 2018.

Joshi	Maheshkumar	Title Change
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TITLE: Director of Research and Practice

LOCAL ACADEMIC UNIT: Center for Innovation and Entrepreneurship (SBUS)

Retained Title: Associate Professor without Term

Jung	Eun Ju	Tenure Clock Extension
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TITLE: Assistant Professor

LOCAL ACADEMIC UNIT: School of Business

Kelly	T. Mills	Leave with Pay
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TITLE: Professor without Term

LOCAL ACADEMIC UNIT: History and Art History (CHSS)

Professor Kelly has been awarded a Faculty Study Leave for spring semester 2018.

Kierner	Cynthia	Leave with Pay
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TITLE: Professor without Term

LOCAL ACADEMIC UNIT: History and Art History (CHSS)

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

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OTHER ANNOUNCEMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
Mandaville	Peter	Title Change
<u>TITLE:</u>	Professor without Term	
<u>LOCAL ACADEMIC UNIT:</u>	Schar School of Policy and Government	
Title change to correct previous entry in March 2017 BOV.		
Mann	Wendy	Title Change
<u>TITLE:</u>	Director, Digital Scholarship Center	
<u>LOCAL ACADEMIC UNIT:</u>	University Libraries	
Previous Title: Head, Data Services Group		
Mattix Foster	April	Tenure Clock Extension
<u>TITLE:</u>	Assistant Professor	
<u>LOCAL ACADEMIC UNIT:</u>	Colleg of Education and Human Development	
Mayer	Jeremy	Leave with Pay
<u>TITLE:</u>	Associate Professor without Term	
<u>LOCAL ACADEMIC UNIT:</u>	Schar School of Policy and Government	
Professor Mayer has been awarded a Faculty Study Leave for fall semester 2017.		
McGlinchey	Eric	Leave with Pay
<u>TITLE:</u>	Associate Professor without Term	
<u>LOCAL ACADEMIC UNIT:</u>	Schar School of Policy and Government	
Professor McGlinchey has been awarded a Faculty Study Leave for fall semester 2017.		

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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
Nagro	Sarah	Tenure Clock Extension
<u>TITLE:</u>	Assistant Professor	
<u>LOCAL ACADEMIC UNIT:</u>	College of Education and Human Development	
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Nix	Shannon	Title Change
<u>TITLE:</u>	Director	
<u>LOCAL ACADEMIC UNIT:</u>	Institutional Assesment (Provost)	
Previous Title: Associate Director		
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Nye	John	Leave with Pay
<u>TITLE:</u>	Professor without Term	
<u>LOCAL ACADEMIC UNIT:</u>	Economics (CHSS)	
Professor Nye has been awarded a Faculty Study Leave for spring semester 2018.		
Owen	Julie	Title Change
<u>TITLE:</u>	Senior Scholar, Community Engagement	
<u>LOCAL ACADEMIC UNIT:</u>	Undergraduate Education (Provost)	
Retained Title: Associate Professor without Term		
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Poms	Laura	Title Change
<u>TITLE:</u>	OSCAR Faculty Fellow	
<u>LOCAL ACADEMIC UNIT:</u>	Undergraduate Education (Provost)	
Retained Title: Term Assistant Professor		
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<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
Regan	Priscilla	Leave with Pay

TITLE: Professor without Term

LOCAL ACADEMIC UNIT: Schar School of Policy and Government

Professor Regan has been awarded a Faculty Study Leave for spring semester 2018.

Rhodes	Edward	Leave with Pay
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TITLE: Professor without Term

LOCAL ACADEMIC UNIT: Schar School of Policy and Government

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

Shedd	Juliette	Title Change
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TITLE: Associate Dean

LOCAL ACADEMIC UNIT: School for Conflict Analysis and Resolution

Previous Title: Associate Dean for Administration

Sklarew	Daniel	Title Change
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TITLE: Coordinator, Sustainability Initiatives

LOCAL ACADEMIC UNIT: Undergraduate Education (Provost)

Retained Title: Term Associate Professor

Sockett	Hugh T.	Leave with Pay
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TITLE: Professor without Term

LOCAL ACADEMIC UNIT: Schar School of Policy and Government

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

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OTHER ANNOUNCEMENTS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
Warren	John	Title Change
<u>TITLE:</u>	Director, Mason Publishing Group	
<u>LOCAL ACADEMIC UNIT:</u>	University Libraries	
Previous Title: Head, Mason Publishing Group		
Westberg	Rosemarie C.	Conversion
<u>TITLE:</u>	Nursing Skills and Technologies Coordinator	
<u>LOCAL ACADEMIC UNIT:</u>	Nursing (CHHS)	
Professor Westberg was converted from a 12-month clinical to a 12-month administrative/professional faculty.		
Winkler	Laura G.	Title Change
<u>TITLE:</u>	Manager, Graduate Internship Program/Senior Career Counselor	
<u>LOCAL ACADEMIC UNIT:</u>	University Career Services (UL)	
Previous Title: Career Counselor		
Zhao	Xiaoquan	Leave with Pay
<u>TITLE:</u>	Associate Professor without Term	
<u>LOCAL ACADEMIC UNIT:</u>	Communication (CHSS)	
Professor Zhao has been awarded a Faculty Study Leave for spring semester 2018.		

Faculty and Academic Standards Committee

December 13, 2017

SUMMARY OF FACULTY ACTIONS AND ANNOUNCEMENTS

APPOINTMENT OF FACULTY

	Term		Tenure Track		Research	Visiting	Grant Funded
	9-month	12-month	9-month	12-month			
Instructor	0	2	0	0	1	0	0
Assistant Professor	1	7	1	0	6	0	5
Associate Professor	0	0	0	0	0	0	0
Professor	0	0	0	0	0	0	0
Administrative/Professional	0	21	0	0	0	0	0
Totals	1	30	1	0	7	0	5

RENEWALS/REAPPOINTMENTS

	Term		Tenure Track		Administrative/Professional		Total
	9-month	12-month	9-month	12-month	9-month	12-month	
Instructor	5	7	0	0	0	0	12
Assistant Professor	3	12		0	0	0	15
Associate Professor	4	1	0	0	0	0	5
Professor	0	2	0	0	0	0	2
Administrative/Professional	0	0	0	0	0	2	2
Totals	12	22	0	0	0	2	36

SEPARATIONS

	Resignation	Retirement	Contract Expiration	Deceased	Total
	10	3	4	0	

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	Leave with pay	Leave w/o pay	Title Change	Conversion	Tenure Clock Extension	Total
	18	0	20	4	7	49

ACADEMIC PROGRAM FIFTH-YEAR REVIEW

Enrollment/Degree Production Data for M.Eng. in Geotechnical, Construction, and Structural Engineering							
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Actual Enrollment (Fall)		16	23	18	14	5	6
Actual FTE (Annual)	1.9	9.9	10.3	8.8	6.3	3.2	
Projected Enrollments	10	23	38	57	67	-	-
Projected FTE	5	16	26	38	45	-	-
Actual Degrees Conferred		2	8	10	6	3	
Projected Degrees Conferred					13	-	-

Data Source for Actual: Office of Institutional Research and Effectiveness; Projected: SCHEV Program Proposals

Program Status: Closing

The MEng in Geotechnical, Construction, and Structural Engineering was developed to respond to the area’s significant demand for a master’s program to prepare the practitioner for advancement in the profession. Practitioner’s programs, by definition, focus on application and coursework rather than research. Three topic areas (construction, structures and geotechnical engineering) met particular interest in the region and the program launched with moderate strength.

However, the discipline overall has slowly been trending toward more flexible MS degree programs with multiple options: research and a thesis; a comparable project, or coursework only. Since the inception of this program, the Volgenau School of Engineering has largely done away with theses in master’s programs altogether because capstone project alternatives have become both more common and more desirable to employers and students. Similarly, faculty have determined that GRE scores (once required for the MS program, but not for the MEng) are not effective predictors of academic performance in this program, and have since eliminated this requirement as well.

These actions make it more attractive for current practitioners to enroll in the MS program. Historically, the MS has been the more prestigious of the two degree types, although the distinction is less pronounced now than it once was. Accordingly, enrollments have shifted to the MS program, which offers concentrations in all of the areas offered in the MEng and which has seen a significant increase in enrollment since 2015. As a result, enrollments have dropped off in the MEng. The degree has served its purpose, and the faculty have recommended closure.

Commented [CR1]: Predicted, but contingent upon faculty vote November 20

Enrollment/Degree Production Data for MS in Health Informatics						
	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Actual Enrollment (Fall)	34	54	63	67	62	57
Actual FTE (Annual)	20.9	35.7	37.6	42.3	37.8	3.2
Projected Enrollments	25	40	38	49	41	-
Projected FTE	14	23	21	27	23	-
Actual Degrees Conferred	3	18	23	22	34	
Projected Degrees Conferred				20	-	-

Data Source for Actual: Office of Institutional Research and Effectiveness; Projected: SCHEV Program Proposals

Program Status: Strong

The MS in Health Informatics has significantly exceeded projections for steady-state enrollment and degree production since its inception. Faculty are currently exploring options to take the program online, increase accessibility, and enhance revenues through economies of scale.