

**GEORGE MASON UNIVERSITY  
BOARD OF VISITORS MEETING  
Thursday, February 27, 2025**

**Hazel Conference Room  
Merten Hall 1201**

**AGENDA**  
*updated 2/24/2025*

<b>8:00 a.m. – 8:30 a.m.</b>	<b><i>Continental Breakfast</i></b>
<b>8:30 a.m. – 8:45 a.m.</b>	<b>Executive Committee Meeting</b>
<b>9:00 a.m. – 9:30 a.m.</b>	<b>Audit, Risk, and Compliance Committee Meeting</b>
<b>9:45 a.m. – 10:15 a.m.</b>	<b>Research Committee Meeting</b>
<b>10:30 a.m. – 11:25 a.m.</b>	<b>Development Committee Meeting</b>
<b>11:25 a.m. – 12:30 p.m.</b>	<b>Lunch</b>

**BOARD OF VISITORS MEETING AGENDA**

<b>12:30 p.m.</b>	<b>I.</b>	<b>Call to Order</b>
<b>12:30 p.m. – 12:30 p.m.</b>	<b>II.</b>	<b>Approval of the Minutes</b> <b>A.</b> Board of Visitors Meeting Minutes for December 5, 2024 ( <b>ACTION ITEM</b> )
<b>12:30 p.m. – 1:10 p.m.</b>	<b>III.</b>	<b>Rector's Report</b> <b>A.</b> View from the Bridge <b>B.</b> Board of Visitors Meeting Schedules 1. Schedule for 2025-2026 2. Schedule for 2026-2027 <b>C.</b> Board Self-Evaluation (Gesele Durham & Susan Woodruff)
<b>1:10 p.m. – 1:45 p.m.</b>	<b>IV.</b>	<b>President's Report</b>
<b>1:45 p.m. – 2:00 p.m.</b>	<b>V.</b>	<b>AI Update</b> (Amarda Shehu)
	<b>VI.</b>	<b>Committee Reports</b>
<b>2:00 p.m. – 2:05 p.m.</b>	<b>A.</b>	<b>Audit, Risk, and Compliance Committee</b>
<b>2:05 p.m. – 2:10 p.m.</b>	<b>B.</b>	<b>Research Committee</b>
<b>2:10 p.m. – 2:15 p.m.</b>	<b>C.</b>	<b>Development Committee</b>
<b>2:15 p.m. – 3:00 p.m.</b>	<b>D.</b>	<b>Academic Programs, Diversity and University Community Committee</b> 1. Program Actions a. Degree Program Closure i. MS Marketing ( <b>ACTION ITEM</b> ) 2. Faculty Actions a. Conferral of Emeritus/Emerita Status ( <b>ACTION ITEM</b> )

- b. Elections of New Tenured Faculty (**ACTION ITEM**)
- 3. Antisemitism Resolution (**ACTION ITEM**)

3:00 p.m. – 3:30 p.m.

**E. Finance and Land Use Committee**

- 1. Financial Matters

- a. FY 2026 Room & Board Rates (**ACTION ITEM**)

3:30 p.m. – 4:00 p.m.

**VII.**

**Closed Session**

- A.** Gifts, Bequests, and Fundraising Activities (Code of VA: §2.2-3711.A.9)
- B.** Consultation with Legal Counsel pertaining to actual or probable litigation (Code of VA: §2.2-3711.A.7)
- C.** Consultation with Legal Counsel regarding specific legal matters requiring the provision of legal advice (Code of VA: §2.2-3711.A.8)
- D.** Personnel Matter (Code of VA: §2.2-3711.A.1)

4:00 p.m.

**VIII. Adjournment**

*The February 27, 2025 Meeting of the Board of Visitors will be in-person. Members of the public are welcome to observe in person or may view the meeting live at the following link: <https://bov.gmu.edu/live/>. Overflow gallery seating is located in Merten 1204. Please be aware that the full board agenda timing is for planning purposes only. The formal meeting could conclude before or after the time noted so participants should plan accordingly. Those attending any Board of Visitors sessions are asked to adhere to the meeting rules, accessible at the following webpage: <https://bov.gmu.edu/board-of-visitors-resources/>*

*Written comments will be accepted until the full board meeting adjourns on February 27, 2025. To submit a written public comment, please complete the form at the following link:*

*<https://forms.office.com/r/fD28yUHeui>. Written comments will be entered into the public record of this meeting.*

***No oral public comment will be taken at this meeting.***



**GEORGE MASON UNIVERSITY**  
**BOARD OF VISITORS**  
**Executive Committee Meeting**  
**Thursday, February 27, 2025**  
**Merten Hall, Hazel Conference Room (1201)**

**AGENDA**  
*updated 2/24/2025*

- I. Call to Order**
- II. Approval of Minutes**
  - A. Executive Committee Meeting Minutes for December 5, 2024 (ACTION ITEM)**
- III. Rector's Comments**
- IV. President's Comments**
- V. Board Self-Evaluation (Gesele Durham and Susan Woodruff)**
- VI. Closed Session**
  - A. Gifts, Bequests, and Fundraising Activities (Code of VA: §2.2-3711.A.9)**
  - B. Consultation with Legal Counsel pertaining to actual or probable litigation (Code of VA: §2.2-3711.A.7)**
  - C. Consultation with Legal Counsel regarding specific legal matters requiring the provision of legal advice (Code of VA: §2.2-3711.A.8)**
  - D. Personnel Matter (Code of VA: §2.2-3711.A.1)**
- VII. Adjournment**

*The February 27, 2025 Meeting of the Board of Visitors Executive Committee will be in-person. Members of the public are welcome to observe in person or may view the meeting live at the following link: <https://bov.gmu.edu/live/>. Overflow gallery seating is located in Merten 1204. Please be aware that the agenda timing is for planning purposes only. The meeting could conclude before or after the time noted so participants should plan accordingly. Those attending any Board of Visitors sessions are asked to adhere to the meeting rules, accessible at the following webpage: <https://bov.gmu.edu/board-of-visitors-resources/>*

*Written comments will be accepted until the full board meeting adjourns on February 27, 2025. To submit a written public comment, please complete the form at the following link: <https://forms.office.com/r/fD28yUHeui>. Written comments will be entered into the public record of this meeting.*

***No oral public comment will be taken at this meeting.***

***DRAFT***  
**BOARD OF VISITORS**  
**GEORGE MASON UNIVERSITY**

**Executive Committee Meeting**  
**Thursday, December 5, 2024**  
**Beacon Hall 1017**  
**Science & Technology Campus**

**MINUTES**

**PRESENT:** Rector Cully Stimson, Vice Rector Michael Meese, Secretary Armand Alacbay, and Visitor Bob Pence.

**ABSENT:** Visitor Farnaz Thompson.

**ALSO, PRESENT:** Gregory Washington, President; Anne Gentry, University Counsel; and Scott Nichols, Interim Secretary pro tem.

**I. Call to Order**

Rector Stimson called the meeting to order at 9:00 a.m.

**II. Approval of Minutes**

**A. Executive Committee Meeting Minutes for September 26, 2024 (ACTION ITEM)**

Rector Stimson called for any corrections to the Executive Committee Meeting Minutes for September 26, 2024, that were provided for review in the board meeting materials. Hearing no corrections, the meeting minutes stood **APPROVED AS WRITTEN**.

**III. Rector's Comments**

Rector Stimson thanked everyone for attending and noted he would reserve his comments for the full board meeting.

**IV. President's Comments**

Rector Stimson recognized President Washington to offer comments. President Washington indicated he would also reserve his comments for the full board meeting.

**V. Closed Session**

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

Vice Rector Meese **MOVED** that the committee go into Closed Session under the provisions of Section 2.2-3711.A.3, for discussion on the potential acquisition of certain real property to further the University's mission at the Sci-Tech campus; Section 2.2-3711.A.7 for Consultation with legal counsel pertaining to actual or probable litigation including briefings on:

Akerman v. GMU  
Cerankosky et al. v. Washington, et al.  
Jeong v. GMU  
Morrison v. GMU et al.

Wright v. GMU et al.  
Zahabi v. GMU et al.

Section 2.2-3711.A.1 for a Personnel Matter, to discuss the performance of specific university personnel; and Section 2.2-3711.A.8 for Consultation with Legal Counsel regarding specific legal matters requiring the provision of legal advice concerning the aforementioned items and pending investigations. The motion was **SECONDED** by Secretary Alacbay. **MOTION CARRIED BY VOICE VOTE.**

Following closed session, Vice Rector Meese **MOVED** that the committee go back into public session and further moved that by roll call vote the committee affirm that only public business matters lawfully exempted from the open meeting requirements under the Freedom of Information Act were heard, discussed or considered in the closed meeting, and that only such business matters that were identified in the motion to go into a closed meeting were heard, discussed or considered in the closed meeting. Any member of the committee who believes that there was a departure from the requirements as stated, shall so state prior to taking the roll call, indicating the substance of the departure that, in his or her judgment, has taken place. **ALL PRESENT COMMITTEE MEMBERS RESPONDED IN THE AFFIRMATIVE BY ROLL CALL VOTE.**

Absent: Visitor Thompson

## **VI. Adjournment**

Rector Stimson called for any additional business to come before the Executive Committee. Hearing none, he adjourned the meeting.

Prepared by:  
Scott Nichols  
Interim Secretary pro tem

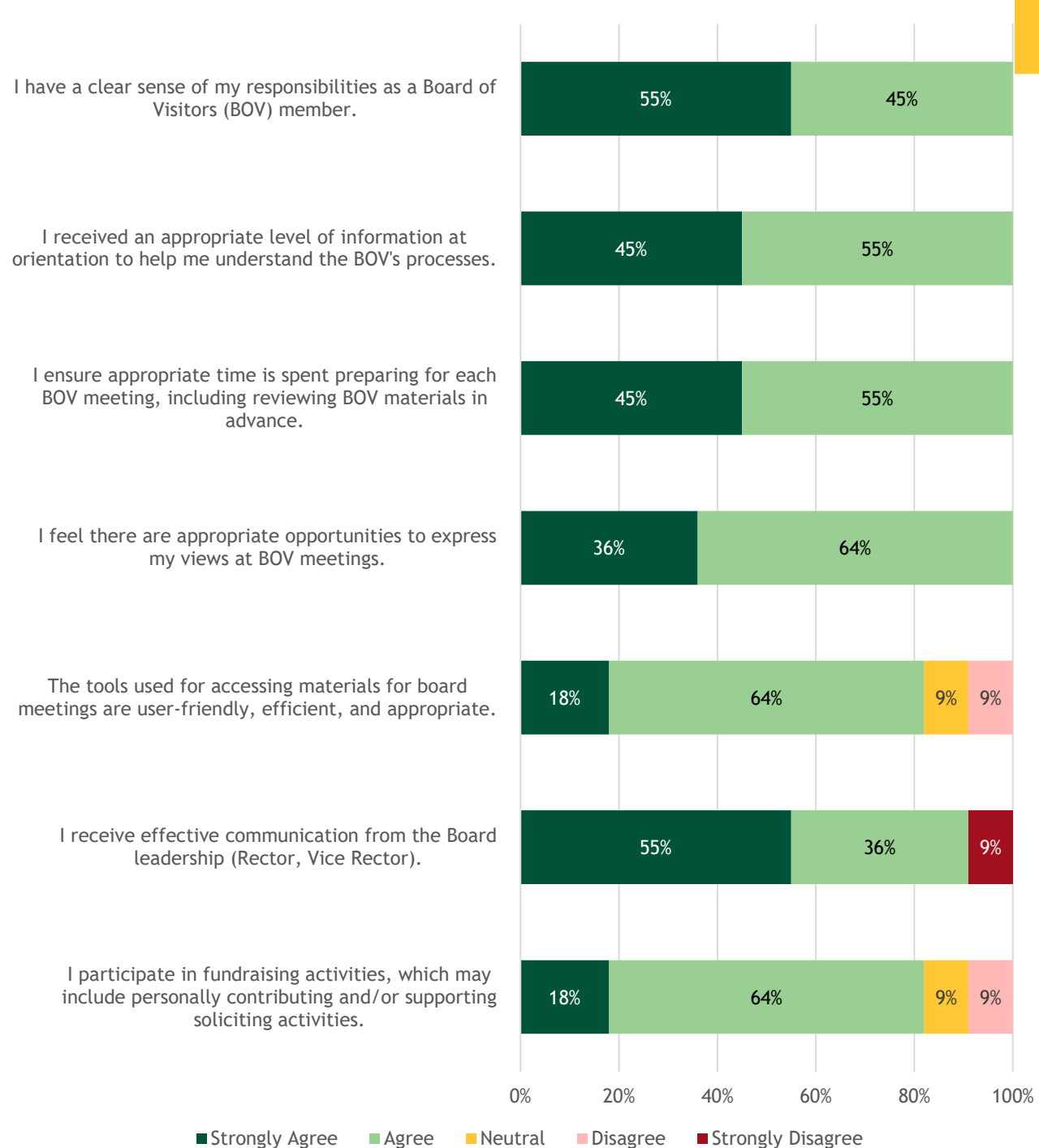
# **BOV Self-Evaluation Survey: Results**

February 2025

Office of Institutional Effectiveness and Planning

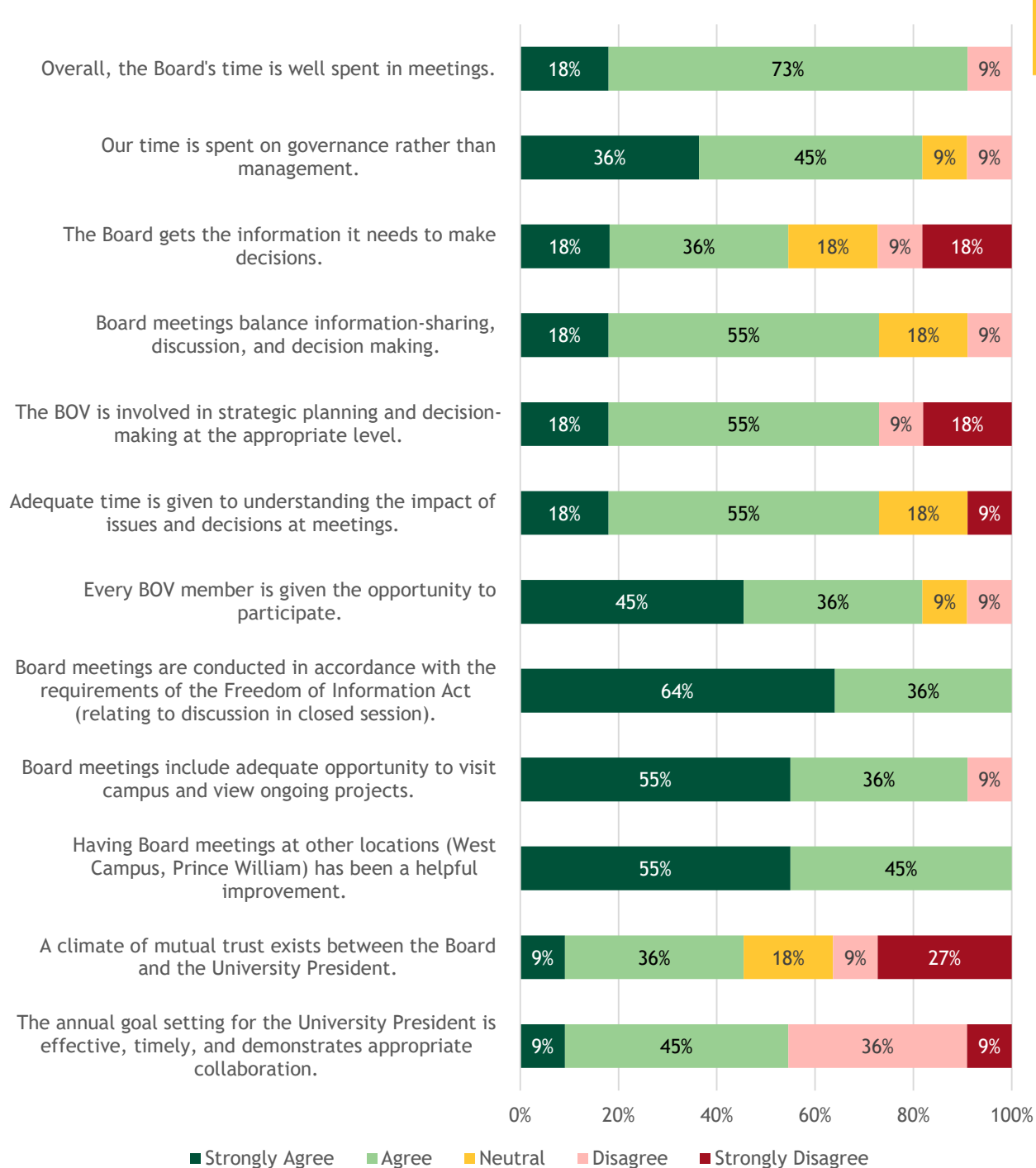
# BOV Self Evaluation Survey

- Who: All members of the BOV
- What: The survey gathers feedback from BOVs in the areas of
  - Individual Board Member Role: e.g. I have a clear sense of my responsibilities as a BOV member.
  - BOV Meeting Structure and Effectiveness: e.g. In general, the Boards time is well spent in meetings.
  - Board Standing Committee Structure and Effectiveness: e.g. The current committee structure is appropriate.
  - Strategic Issues Warranting BOVs' Attention: e.g. What are the top 2-3 strategic issues that warrant BOV attention for the next 12 months?
  - Other Open-ended Feedback: e.g. How might the effectiveness of the Board be enhanced?
- When: Survey open Jan 6-20, 2025
- Where: Via email with link to Qualtrics Survey (Multiple reminders)
- Why:
  - Compliance with Standard 4.2.g within the Principles of Accreditation set forth by SACSCOC, the institution's regional accreditor. "The board... defines its responsibilities and regularly evaluates its effectiveness."
  - Per Article VI.3 of the [bylaws](#), the Board shall conduct a self-evaluation of its responsibilities and expectations at least once every two years, using a process determined by the Executive Committee and approved by the Rector.
- *Response Rate: 11/16 = 69%*



## Individual Board Member Roles

- Most respondents reported positive experiences/perceptions on the items measuring Individual Board Member Roles.
- However, some concerns were raised regarding the large volume of materials on Board Effect, with a request to prioritize content for easier navigation.



# BOV Meeting Structure & Effectiveness

- Most respondents reported positive experiences/perceptions on the items measuring Board of Visitors meetings.
- However, less than half of respondents strongly agreed or agreed that there was a climate of mutual trust between the Board and the President (45%). Additionally, only about half (54%) believed the annual goal setting was effective, timely, and demonstrated appropriate collaboration.



## Board Standing Committee Meetings

- Most respondents reported positive experiences on the items measuring Board Standing Committee meeting structure and effectiveness.



# Academic Programs, Diversity, & University Community Committee (APDUC)

## Strengths

- An exceptional Chair with deep expertise in education policy and a fair, open-minded approach.
- Strong participation and engagement from committee members.
- Good communication and collaboration before meetings.
- Thorough discussions on university governance issues.

## Areas for Improvement

- Need for better prioritization of key discussion topics instead of receiving large amounts of information (e.g., 200+ pages of documents).

# Finance and Land Use Committee

## Strengths

- Focused efforts on understanding budget details across colleges and administration.
- Dedicated and engaged committee members.
- Improved clarity in relevant milestones in fiscal calendar.

## Areas for Improvement

- Concerns about the administration's responsiveness and financial support for the Scalia Law School.
- Need for clearer reporting on budget, in particular on savings.
- Delivery of timely and manageable budget information to improve the review process.
- Requests for better context and prioritization of capital projects within a master capital plan.

# Audit, Risk, and Compliance Committee

## Strengths

- Effective leadership from the Chair in surfacing key issues and maintaining governance.
- Strong communication and coordination with Ed.
- Use of heatmaps to strategically assess priorities.

## Areas for Improvement

- None

# Research Committee

## Strengths

- Collaboration between the Chair and the VP for research to oversee research activities.
- Valuable briefings from research professors.

## Areas for Improvement

- Presentations at full BOV meetings should be more strategic and concise, with deep dives reserved for committee meetings.
- Need for greater knowledge in high-impact research and federal grant funding for university research.

# Development Committee

## Strengths

- Strong leadership from the Chair, who has deep ties to GMU and encourages participation.

## Areas for Improvement

- Concerns about the effectiveness of the head of development at GMU.
- Need for stronger leadership in fundraising, including a greater commitment from President Washington.

# Strategic Issues for Board's Attention



Financial sustainability (n=7)



Long-range planning (n=4)



New academic offerings (n=3)



Ensuring the success of the President (n=3)



*Other noted issues:* athletics, business efficiency, faculty productivity, student affairs, campus safety/emergency preparedness, strategic planning for West campus, admission policy, and George Mason's mission, values, and strategic plan.

# *How might the effectiveness of the Board be enhanced?*



A more open and transparent President



Maintain separate committee meetings (virtual or in-person) to allow for deeper discussions.



Streamline formal voting with a consent agenda.



Assert all legal prerogatives granted by Virginia law.



Develop a unified long-term vision for GMU's future.



Continue campus visits and increase collaboration on goal setting for the President.

## ***What issues or areas of discussion should be eliminated?***



Ongoing debates about funding for Scalia Law School.



DEI-related programs, faculty, and support.



Reduce Research Committee briefings to twice per year.



## *What issues or areas of discussion should be added?*



Strategic planning for West Campus, including enrollment size, housing, facilities, and community engagement.



Admission policies and fundraising strategies.



Leveraging GMU's advantages compared to other regional institutions.



Long-term university vision (20-30 years) and demographic challenges.

## *On what issues do you require more information?*



Detailed breakdown of DEI staffing, costs, and curriculum integration.



Fiscal impact of tenure appointments and athletic coaching contracts.



Trends in program enrollment and yield rate changes.

## *Is there anything we can do as a Board to make our work more effective?*



Increase social interactions and informal gatherings among Board members.



Expand standalone committee meetings, especially for FLUC and APDUC.



Encourage board members to raise issues before meetings to allow staff to prepare.

# Questions?

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

**February 27, 2025**  
**AGENDA**

- I. Call to Order**
- II. Approval of Audit, Risk, and Compliance Committee Minutes**
  - A. Approval of Committee Minutes for November 19, 2024 Meeting (**ACTION**)
- III. Old Business**
  - A. Auditor of Public Accounts Examination Update
- IV. New Business**
  - B. Competition Risk Update
- V. Reports**
  - A. Office of University Audit Summary Report
  - B. Enterprise Risk Management Program Summary Report
  - C. Office of Institutional Compliance Summary Report
  - D. Information Technology Risk and Control Infrastructure Program Update
- VI. Adjournment**

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

**November 19, 2024  
MINUTES**

**PRESENT:** Chair Oberoi, Vice Chair Alacbay, Visitors Brown, Marcus, and Meese.

**ABSENT:** Visitor Blackman.

**ALSO PRESENT:** Rector Stimson; President Washington; Director of IT Risk and Compliance Aorhi; Provost and Executive Vice President Antony; Undergraduate Student Representative Cuesta; Executive Vice President of Finance and Administration Dickenson; Faculty Liaison Douthett; Vice President of Finance Heinle; Graduate Student Representative Hoffman; University Counsel Gentry; Vice President and Chief Information Officer Madison; Director of IT Security McNay; Associate University Counsel Schlam; Faculty Senate President Simmons; Staff Senate Chair Sims; Assistant Vice President and Deputy Chief Information Officer Spann; Director of Financial Reporting Sultana; Executive Vice President for Strategic Initiatives and Chief of Staff Walsh; University Ethics Officer Woodley; Interim Senior Vice President and Chief Risk Officer Zobel; Auditor of Public Accounts Representative Borgerding; Chief Audit and Compliance Officer Dittmeier; Deputy University Auditor Butler; and Associate Vice President for Institutional Compliance Lacovara.

**I.** Chair Oberoi called the meeting to order at 8:16 a.m.

**II. Approval of Minutes**

Chair Oberoi called for any corrections to the minutes of the September 26, 2024 Audit, Risk, and Compliance Committee meeting. Hearing none, the **MINUTES STOOD APPROVED AS WRITTEN.**

**III New Business**

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

Mr. Borgerding from the Auditor of Public Accounts provided an overview of their planned audit of the financial statements for the year-ended June 30, 2024. The audit is designed to provide an opinion that the university's financial statements are fairly presented in all material respects. The Auditor also plans to issue a separate Internal Controls and Compliance Report covering internal controls over financial reporting and to perform procedures to support the Single Audit of the Commonwealth's compliance with requirements applicable to federal student financial

assistance programs. An agreed-upon procedures engagement of Intercollegiate Athletics' Statement of Revenues and Expenses required under NCAA Bylaws is being performed by Forvis Mazars; the Auditor of Public Accounts will review this report prior to issuance. Mr. Borgerding confirmed that results would be reported at the Committee's May 2024 meeting.

The Committee discussed with Mr. Borgerding his previous experiences auditing George Mason's financial statements; requested a briefing on the results of the Single Audit and the agreed-upon procedures engagement at its February meeting; and invited Mr. Borgerding to communicate directly with the Chair or any Committee member regarding any difficulties or disputes encountered during the audit.

## **B. Information Technology Update**

Vice President and Chief Information Officer Madison provided an overview of information technology at George Mason. Like most universities, George Mason operates in a distributed IT environment with shared governance, although demarcations in governance are not always clearly defined. Most administrative processing is centralized.

Dr. Madison reviewed with the Committee the university's cybersecurity strategy designed to protect the integrity, confidentiality, and availability of university data while fostering a secure environment for learning, research, and innovation. The strategy consists of pillars related to data protection and privacy; security awareness and training; cutting edge cybersecurity research; technology and infrastructure; and collaboration and partnership. The Committee discussed with Dr. Madison cybersecurity maturity model certification requirements for certain research awards, accessibility compliance requirements, the nature of the university's penetration testing exercises, and considerations particular to Mason Korea activities.

Assistant Vice President and Deputy Chief Information Officer Spann reviewed the status of the university's multi-year efforts to holistically strengthen important IT governance and IT service delivery processes across the enterprise. Key processes include the information security compliance program, including the adoption of a security baseline control framework based on NIST 800-53 standards and the completion of a controls self-assessment of the Banner core environment; portfolio and project management, including the implementation of certain Domain Councils to prioritize and align technology investment; configuration and change management; identity management and access control; and the risk assessment and remediation program, including improved risk assessment processes and high performance computing security plan templates; among others. These efforts are expected to continue for multiple years.

## AUDIT, RISK, AND COMPLIANCE COMMITTEE

November 19, 2024

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During the update, the Committee discussed with Mr. Spann and Mr. McNay the Chief Information Security Officer's reporting relationships and the ability to balance and surface potential risk, funding, or resourcing concerns.

Chair Oberoi **MOVED** that the Audit, Risk, and Compliance Committee go into Closed Session under the provisions of Section 2-2-3711.A.19 of the Code of Virginia to discuss the security of university information technology systems. The motion was **SECONDED** by Visitor Brown.

### **MOTION CARRIED UNANIMOUSLY BY ROLL CALL VOTE.**

Following closed session, Chair Oberoi **MOVED** that the Audit, Risk, and Compliance Committee go back into Public Session and further moved that by roll call vote we affirm that only public business matters lawfully exempted from the open meeting requirements under the Freedom of Information Act were heard, discussed or considered in the Closed Meeting, and that only such business matters that were identified in the motion to go into a Closed Meeting were heard, discussed, or considered in the Closed Meeting. Any member of the Committee who believes that there was a departure from the requirements as stated above, shall so state prior to taking the roll call, indicating the substance of the departure that, in their judgment, has taken place. The motion was **SECONDED** by Visitor Marcus.

### **MOTION CARRIED UNANIMOUSLY BY ROLL CALL VOTE.**

#### **C. Review of Audit, Risk, and Compliance Committee Charter**

The Committee completed its annual review of the Audit, Risk, and Compliance Committee Charter and noted that the charter is aligned with the university's by-laws and no updates are necessary. The Committee discussed the Charter's stated composition requirements, including that one member be financially literate as determined by the Board of Visitors, and suggested that future Boards consider additional areas of expertise, such as technology, that should be represented in the composition of future Audit, Risk, and Compliance Committees.

#### **D. Approval of Office of Audit and Compliance Charter**

The Committee reviewed the Office of Audit and Compliance Committee Charter, and noted minor changes are recommended to conform to changes in the Institute of Internal Auditors' Global Internal Audit Standards. Visitor Brown **MOVED** and Visitor Meese **SECONDED** that the Office of Audit and Compliance Charter be approved. Mr. Dittmeier confirmed the organizational independence of Mason's internal audit function. After discussion, the Committee concurred with Mr. Dittmeier's organizational independence confirmation.



**MOTION CARRIED UNANIMOUSLY BY ROLL CALL VOTE.**

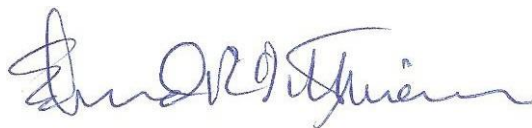
**IV. Reports**

Chair Oberoi asked for the highlights of the reports received by the Committee to be discussed:

- Report of Approved Waivers of Contractual Conflict of Interests for the year ending November 1, 2023.  
The report shows (i) waivers related to dual employment of immediate family members and (ii) waivers related to employees with a personal interest in a contract whether for research and development, commercialization of intellectual property, or for another purpose.
- Information Security Program Status Update required to comply with the Gramm-Leach-Bliley Act Safeguards Rule.
- Office of University Audit Summary Report.  
Deputy University Auditor Butler described his background and activities since joining George Mason in September 2024. He reported that four memos related to completed investigations and certain IT-related audit work had been issued since the prior Committee meeting, and that multiple projects remain in progress.
- Review of Office of University Audit Planning.  
Mr. Butler described University Audit's risk assessment and audit planning process, which is based on top-down and bottom-up assessments of risk supplemented with continuous monitoring of the external and internal environment. University-level risk areas are generally consistent with prior periods and map well to management's enterprise risk areas.
- Enterprise Risk Management Program Summary Report.  
Dr. Zobel reported that action plan owners continue to make progress towards the mitigation strategies. The three top risks remain funding resources, competition, and cybersecurity.
- Office of Institutional Compliance Summary Report.
- Information Technology Risk and Control Infrastructure Program Update.

**VI. Adjournment**

Chair Oberoi adjourned the meeting at 9:30 a.m.



Edward R. Dittmeier  
Secretary pro tem

**ITEM NUMBER: III.A.**

Auditor of Public Accounts Examination Update

**PURPOSE OF ITEM:**

Brief the Audit, Risk, and Compliance Committee regarding the status of the Auditor of Public Accounts' examination of Mason's financial statements for the year ended June 30, 2024.

**NARRATIVE:**

Nusrat Sultana, Director of Financial Reporting, will brief the Committee on the current status of the Auditor of Public Accounts' examination of Mason's financial statements for the year ended June 30, 2024 as well as the results of the Auditor of Public Accounts' additional reviews at George Mason.

**ACTION:**

Receive briefing and discuss.



**ITEM NUMBER: IV.A.**

Competition Risk Update

**PURPOSE OF ITEM:**

Brief the Audit, Risk, and Compliance Committee regarding the enterprise risk related to competition, and management's strategies and actions related to monitoring and managing competition-related risks.

**NARRATIVE:**

James Antony, Provost and Executive Vice President, will provide the update.

**ACTION:**

Receive briefing and discuss.



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

**February 27, 2025**

## EXECUTIVE SUMMARY

- Audit Staffing:
  - We continue to utilize our hybrid organizational model to provide assurance services for George Mason. The model blends full time professional staff with co-sourced professionals from national and local accounting firms that bring specialized expertise to execute specific audit engagements. As of February 1, 2025, the full-time staff consists of four professionals. Seeking the right balance of audit professionals who are George Mason employees and those who are co-sourced professionals is being managed continuously by University Audit leadership.
  - Co-sourced resources are being utilized to complete the following audit engagements:
    - Information technology process infrastructure monitoring
    - Housing and Residence Life
    - Investment Management and Cash Forecasting
    - Foreign Travel
- Two audit reports and seven audit memos were issued since the last meeting including:
  - Accounts Payable and Procurement (Report)
  - IT Configuration/Change Management (Report)
  - ITS Portfolio and Project Management Methodology Updates (Memo)
  - Banner Core Memos (5) in the areas of Vulnerability Scanning, Wireless & Mobile Devices, Awareness & Training, Audit Logging Configuration, and User Authentication.
  - Consulting Contract Invoice Review Procedures (Memo)
- Remediation of ten audit issues is in progress as of February 1, 2025.
- Audit Plan status:
  - Planned audit work remains consistent with the 3+6 Audit Plan reviewed at the prior meeting. However, the timing of planned audit work continues to be reevaluated in consideration of the use of co-sourced audit resources.
- Status of fraud, waste, and abuse investigations:
  - Three investigations were completed since the prior meeting.
  - There are no investigations in progress at the moment.

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### Topic

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- 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

- Audit Reports:
  - Accounts Payable and Procurement
  - ITS Change and Configuration Management (Infrastructure)
- Audit Memos:
  - Banner Core Control Effectiveness Tests: Vulnerability Scanning
  - Banner Core Control Effectiveness Tests: Wireless and Mobile Devices
  - Banner Core Control Effectiveness Tests: Awareness and Training
  - Banner Core Control Effectiveness Tests: Audit Logging Configuration
  - Banner Core Control Effectiveness Tests: User Authentication
  - ITS Portfolio and Project Management Methodology Updates
  - Consulting Contract Invoice Review Procedures

<b>Report Title:</b>	Accounts Payable and Procurement Department	<b>Report Date:</b>	December 11, 2024
<b>Responsible Manager:</b>	Clifford Shore Chief Procurement Officer		

## EXECUTIVE SUMMARY:

### Background:

George Mason Fiscal Services oversees the Accounts Payable department, Purchasing Card (P-Card) Program, and Procurement department. The Accounts Payable department is responsible for processing vendor payments for all purchases of goods and services at the University. The Accounts Payable department also processes payments to students, employees, and non-employees for transactions, such as refunds, reimbursements, scholarships, and travel expenses. The George Mason Procurement department oversees the procurement of goods and services by collaborating with units and communicating with vendors to validate Commonwealth of Virginia and George Mason policies are followed. The P-Card program offers George Mason employees the ability to streamline procedures for procuring and paying for small-dollar goods and services.

The review focused on George Mason's Accounts Payable, P-Card, and Sole Source Procurement transactional activity between July 1, 2023, and March 31, 2024. During this period, there were:

- Accounts Payable transactions processed totaling \$420,022,719.
- P-Card transactions processed totaling \$16,086,212.
- Sole Source Procurement transactions processed totaling \$16,594,901.

### Audit Conclusion:

Overall, the policies and procedures maintained by the Accounts Payable and Procurement departments are developed and executed to maintain control over the accounts payable, purchasing and procurement, and P-Card processes.

In our assessment of the George Mason policies; analysis of accounts payable, P-Card, and procurement transaction data; and evaluation of certain specific transactions, we found no instances of non-compliance with applicable policies and procedures. Accounts Payable and Procurement management have several initiatives underway to improve operational efficiency while preserving controls. As such, we encourage those activities to continue.

## **SUMMARY OF AUDIT MEMOS:**

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

### ITS Configuration and Change Management

- Confidential – Restricted Data: excluded from disclosure under the Virginia Freedom of Information Act (Code of Virginia: 2.2-3705.2.2 and 2.2-3705.2.14b) due to descriptions of security mechanisms and vulnerability assessment information.

### Banner Core Control Effectiveness Tests: Vulnerability Scanning

- Confidential – Restricted Data: excluded from disclosure under the Virginia Freedom of Information Act (Code of Virginia: 2.2-3705.2.2 and 2.2-3705.2.14b) due to descriptions of security mechanisms and vulnerability assessment information.

### Banner Core Control Effectiveness Tests: Wireless and Mobile Devices

- Confidential – Restricted Data: excluded from disclosure under the Virginia Freedom of Information Act (Code of Virginia: 2.2-3705.2.2 and 2.2-3705.2.14b) due to descriptions of security mechanisms and vulnerability assessment information.

### Banner Core Control Effectiveness Tests: Awareness and Training

- Confidential – Restricted Data: excluded from disclosure under the Virginia Freedom of Information Act (Code of Virginia: 2.2-3705.2.2 and 2.2-3705.2.14b) due to descriptions of security mechanisms and vulnerability assessment information.

### Banner Core Control Effectiveness Tests: Audit Logging Configuration

- Confidential – Restricted Data: excluded from disclosure under the Virginia Freedom of Information Act (Code of Virginia: 2.2-3705.2.2 and 2.2-3705.2.14b) due to descriptions of security mechanisms and vulnerability assessment information.

### Banner Core Control Effectiveness Tests: User Authentication

- Confidential – Restricted Data: excluded from disclosure under the Virginia Freedom of Information Act (Code of Virginia: 2.2-3705.2.2 and 2.2-3705.2.14b) due to descriptions of security mechanisms and vulnerability assessment information.

### Consulting Contract Invoice Review Procedures

- We recommended the College of Engineering and Computing Business Office should update its policies and procedures to validate the hours charged and services provided through documentation and document their validation of the hours charged and services provided.

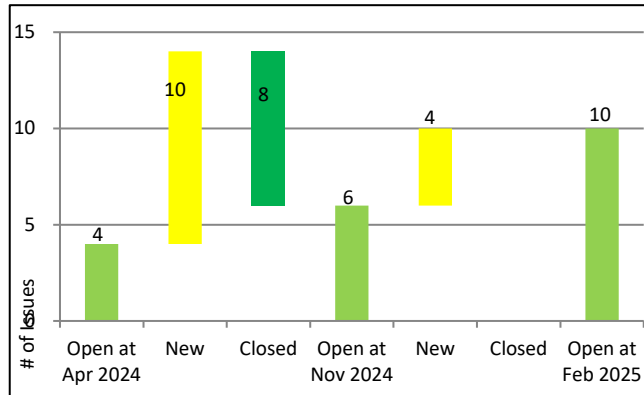
### ITS Portfolio and Project Management Methodology (PPMO) Updates

- We recommended that (1) ITS should define the IT Project Management Framework criteria for projects requiring PPMO involvement and adherence to the Framework; (2) PPMO review the project management procedures followed at the distributed units to determine if the procedures meet the standardized requirements set forth by the IT project management methodology; and (3) develop formal documented procedures for project managers to maintain appropriate documentation.

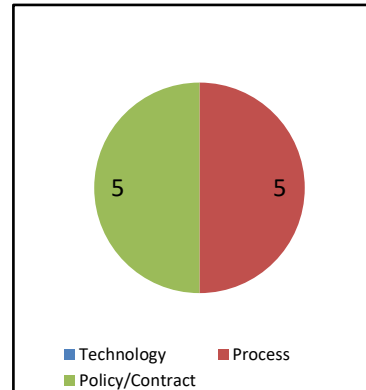
## SUMMARY STATUS OF AUDIT ISSUES AS OF FEBRUARY 1, 2025

No audit issues were closed since the last meeting. There were ten open audit issues as of February 1, 2025.

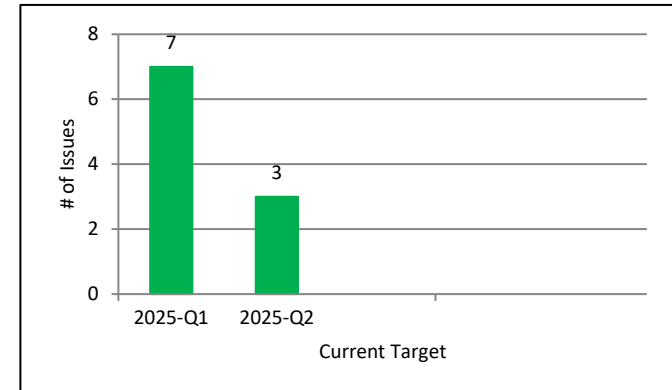
**Audit Issue Inventory Movement**



**Audit Issues by Type**



**Audit Issues by Current Target**



Audit Report	Report Date	Open at Apr 2024	New	Closed	Open at Nov 2024	New	Closed	Open at Feb 2025
Accounts Payable and Procurement	12/11/24	0	-	-	0	-	-	0
ITS Portfolio and Project Management Methodology Updates	12/10/24	0	-	-	0	3	-	3
Consulting Contract Invoice Review Procedures	11/20/24	0	-	-	0	1	-	1
Biomedical Research Laboratory Employee Timekeeping Practices	11/1/24	0	6	(5)	1	-	-	1
Student Bar Association Governance and Oversight	10/8/24	0	4	-	4	-	-	4
IT Third Party Service Providers	9/13/23	1	-	(1)	0	-	-	0
Background Investigations	4/20/23	2	-	(1)	1	-	-	1
Academic Integrity	8/29/22	1	-	(1)	0	-	-	0
		4	10	(8)	6	4	0	10

## STATUS OF AUDIT PLAN AS OF FEBRUARY 1, 2025

The 3+6 Audit Plan as of February 1, 2025 (bottom bars) is compared with the status as of the prior report to the Committee (top bars). (Note: The status of work is shown as follows: completed = orange bars, in progress = green bars, and planned = yellow bars)

Topic	Description	9/30	12/31	3/31	6/30
<b>Aligned with University-Level Risk Areas</b>					
IT Risk and Control Infrastructure Program	• Monitor ITS program workstreams to strengthen the risk and control infrastructure and improve technology service delivery.				
Information Security Program	• Monitor projects to further strengthen security of George Mason's entire technology environment.				
Research Security	• Monitor cybersecurity assessments of research computing environments, including NSPM-33 expectations.				
Housing and Residence Life	• Assess business and compliance processes relevant to student housing and residence life.				
Business Continuity Planning	• Assess business continuity and continuity of operations planning.				
Compliance with TTIP MOUs	• Assess progress in achieving obligations under Tech Talent Investment Program memoranda of understanding and related reporting.				
Construction Payments and Change Orders	• Monitor and assess payments related to planned campus construction projects.				
Investment Management and Cash Forecasting	• Assess investment management policies, execution, and governance; and cash forecasting practices.				
<b>Additional Areas</b>					
Accounts Payable Processing	• Assess processes for ensuring authorized, accurate, and timely payment transactions.				
Issue Validation Procedures	• Validate management has remediated audit issues in a comprehensive and sustainable manner.				
Hotline Investigations Referred by OSIG	• Investigate allegations of fraud, waste, or abuse received from the Commonwealth's Office of the State Inspector General.				

## STATUS OF INVESTIGATIONS AS OF FEBRUARY 1, 2025

Nature of Allegation	Type	Status	Remarks
Potential noncompliance with development policies	Abuse	Completed	<i>Management is reviewing, clarifying, and establishing appropriate protocols and communications to strengthen oversight in various areas.</i>
Potential time abuse and conflict of interest	Abuse	Completed	<i>Management is reinforcing certain general orders and university policies.</i>
Potential non-compliance with conflict of interest policy	Abuse	Completed	

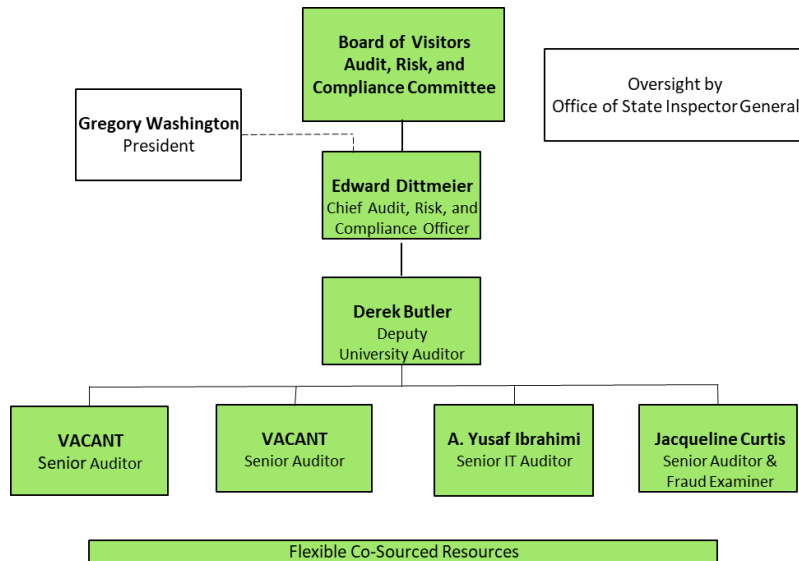
### **Summary of Types:**

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

## STAFFING

University Audit utilizes a hybrid organizational model to provide assurance services for George Mason. The model is designed to blend full time professional staff with co-sourced professionals from national and local accounting firms that bring specialized expertise to execute specific audit engagements under the Deputy University Auditor's direction and supervision. As of February 1, 2025, the full-time staff consists of four professionals.

### Staffing



	Plan	Actual		
		a/o Feb 2025	Avg to Feb 2025	Frct
Core Audit Team				
Audit Leadership	2.0	2.0	2.0	2.0
Auditors by Expertise:				
Operational Audit	1.5	0.5	0.5	0.5
IT Audit	1.0	1.0	1.0	1.0
Fraud Audit	0.5	0.5	0.5	0.5
Total Audit Professional Employees	5.0	4.0	4.0	4.0
Co-sourced FTE* Supported by Permanent Budget	1.7		0.8	2.9
Total Audit Professionals Supported by Permanent Budget	6.7	4.0	4.8	6.9

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

## APPENDIX: AUDIT ISSUE DETAILS AS OF FEBRUARY 1, 2025

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
1	<p><b>Report Name:</b> Background Investigations</p> <p><b>Report Date:</b> 4/19/23</p> <p><b>Management:</b> Michelle Lim, Interim Vice President and Chief Human Resources Officer</p>	<p><b>Ensure All Employees Have Completed Required Background Investigations:</b> Central HR should ensure all current and prospective employees have completed background investigations prior to beginning work; establish communication mechanisms to inform hiring departments of the status of a prospective employee's background investigation; develop automated procedures for ensuring regular integration of Truescreen background investigation data into Banner; implement a continuous monitoring program; and create a central repository of all completed background investigations.</p>	<p>All current employees hired on or after July 1, 2016 have a background investigation on file. Since George Mason's policy prior to this date did not require all employees to have a background investigation, the Executive Vice President of Finance and Administration decided to focus efforts on ensuring background investigations are on file for all employees hired on or after July 1, 2016.</p> <p>IT enhancements now halt the employee onboarding process if there is no background investigation on file. A dashboard now assists the Background Specialist with monitoring background investigations status/data. Banner and the background investigation vendor have been fully integrated to ensure near real time updates of background investigation status.</p> <p>The establishment of processes and procedures to ensure timely background investigations for adjunct faculty, a population which may not maintain consistent employment, has been delayed due to departures of senior human resources leaders.</p>	9/30/23	3/31/25
2	<p><b>Report Name:</b> Student Bar Association-Governance and Oversight</p> <p><b>Report Date:</b> 10/8/24</p> <p><b>Management:</b> Rose Pascarell, Vice President, University Life</p>	<p><b>Student Organization Independence from the University:</b> The SBA and related LSSOs are not registered student organizations and are not subject to the policies or procedures of the Student Involvement Office. It is not clear whether any of these student organizations are 'independent' given the requirements to adhere to university policies and procedures, and dependency on funds from university sources. Given that student organizations are considered by the University to be independent, Leadership in the Law School believe they do not have the authority to control how university</p>	<p>The Vice President, University Life will work with University Counsel and university management (including representation from the Law School) to clarify whether student organizations are independent from the university and document the authority provided to management. The Vice President, University Life will also convene the appropriate parties and stakeholders to assess the current governance, oversight, policies, and procedures used across student organizations, including the SBA and LSSOs.</p>	12/31/24	3/31/25



#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
		funds were being used by the SBA and the related LSSOs.			
3	<b>Report Name:</b> Student Bar Association-Governance and Oversight  <b>Report Date:</b> 10/8/24  <b>Management:</b> Rose Pascarell, Vice President, University Life	<b>Governance and Oversight for Student Organizations:</b> A review of the SBA and LSSO expenditures between January 1, 2023 and April 18, 2024 noted items that are not typically approved expenditures by the SFB for RSOs or by the university. These items include: events that are not free, open and accessible to all students (formals/banquets closed or designed specifically for the group, i.e., Barrister's Ball), bartending services at on-campus events; and branded/non-branded apparel (\$4,005 for embroidered sweat shirts). On the other hand, the SBA does not reimburse for student organization travel to and from the airport or train station to minimize expenses; whereas the RSOs are permitted to request reimbursement for these items, and are reimbursable per the university's travel policy.	The Vice President, University Life will work with University Counsel and university management (including representation from the Law School) to clarify whether student organizations are independent from the university and document the authority provided to management. The Vice President, University Life will also convene the appropriate parties and stakeholders to assess the current governance, oversight, policies, and procedures used across student organizations, including the SBA and LSSOs.	12/31/24	3/31/25
4	<b>Report Name:</b> Student Bar Association-Governance and Oversight  <b>Report Date:</b> 10/8/24  <b>Management:</b> Rose Pascarell, Vice President, University Life	<b>Self-Generated Revenues:</b> Per UP 6000, self-generated revenue is money raised by an organization through various activities, such as the collection of dues from its members, charging admission to its events, fundraising, advertising, submission fees, and sales. These funds are kept in an off-campus bank account and managed by the student organizations (SBA, LSSOs and RSOs). Since these funds are not held in a university account, the university has no visibility into the account activity or say into how the funds are spent.  The SBA charges admission to certain university funded events (Barrister's Ball, Casino Night). These funds have been used to cover the cost of alcohol which cannot be paid for using funds from university sources. Funds from the university account are used to cover the cost of the venue, food and entertainment.	The Vice President, University Life will work with University Counsel and university management (including representation from the Law School) to clarify whether student organizations are independent from the university and document the authority provided to management. The Vice President, University Life will also convene the appropriate parties and stakeholders to assess the current governance, oversight, policies, and procedures used across student organizations, including the SBA and LSSOs.	12/31/24	3/31/25

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
5	<b>Report Name:</b> Student Bar Association-Governance and Oversight  <b>Report Date:</b> 10/8/24  <b>Management:</b> Rose Pascarell, Vice President, University Life	<b>Alcohol at University Funded Events:</b> Alcohol is provided and consumed at various SBA events funded by university sources. These events can occur on the Arlington campus (Casino Night) or off campus (Barrister's Ball). While admission fees (self-generated revenue) and Foundation monies cover the cost of the alcohol for such events, funds from the university are used to pay the cost of the venue, food and entertainment	Enhanced requirements will be established that ensure consistent execution of university policies across student organizations, with specific attention on guidelines that govern the use of alcohol at student events funded by the university whether held on or off university properties.	12/31/24	3/31/25
6	<b>Report Name:</b> Biomedical Research Laboratory (BRL) Employee Timekeeping Practices  Report Date: 11/1/24  <b>Management:</b> Sonya Howell, Director Payroll, Fiscal Services	Payroll should issue additional guidance or resources to educate impacted employees and supervisors on eligibility criteria for earning compensatory time, procedures for recording such time, and procedures for recording compensatory time taken (similar to previous timesheet guidelines which were published on University Policy #2205).	Payroll will coordinate with Fiscal Learning & Engagement to publish additional timesheet resources to the Fiscal Services website to assist impacted employees and supervisors with recording and approving compensatory time earned and taken. In addition, Payroll will partner with Human Resources (who administers leave) to include a notice in the HR Liaisons Newsletter at least annually outlining eligibility criteria for earning compensatory time and a link to procedures for recording such time earned and taken.	12/31/24	3/31/25
7	<b>Report Name:</b> Consulting Contract Invoice Review Procedures  Report Date: 11/20/24  <b>Management:</b> Kim Goodwin-Slater, Chief Business Officer, College of Engineering and Computing	The CEC Business Office should update its policies and procedures to require that those responsible for managing service provider contracts (e.g., the Dean of the College of Engineering and Computing): 1) validate the hours charged and services provided through documentation; and 2) document their validation of the hours charged and services provided.	CEC will request that the consultant include documentation of when the hours have been provided and a general categorization of those hours (attend meeting, prepare document, etc.) when submitting invoices for payment.  CEC will obtain written approval from the individual overseeing the consultant's services for each invoice prior to providing approval to Accounts Payable to pay the invoice	3/31/25	3/31/25

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
8	<b>Report Name:</b> ITS Portfolio and Project Management Methodology Updates  Report Date: 12/10/24  <b>Management:</b> Derek Kan, Director, Enterprise Strategic Governance, ITS	ITS should define the criteria for projects to be classified as PPMO Driven, Involved, or Aware, as this is not currently documented within the IT Project Management Framework. Criteria that ITS should consider when classifying projects as PPMO Driven, Involved, or Aware may include project criticality, complexity, and/or risk and impact on the University.	The Director for Enterprise Strategic Governance will: <ul style="list-style-type: none"> <li>Define criteria to evaluate projects and determine the level of project management documentation required.</li> <li>Update Project Management Framework v5 to include criteria to classify PPMO Driven, Involved, or Aware project.</li> </ul>	6/30/25	6/30/25
9	<b>Report Name:</b> ITS Portfolio and Project Management Methodology Updates  Report Date: 12/10/24  <b>Management:</b> Derek Kan, Director, Enterprise Strategic Governance, ITS	PPMO should review the project management procedures followed at the distributed units to determine if the procedures meet the requirements set forth by the IT project management methodology, or otherwise enforce these requirements to be incorporated into existing procedures.	The Director for Enterprise Strategic Governance will: <ul style="list-style-type: none"> <li>Define mechanism in the project lifecycle process to document project change.</li> <li>For changes that require approval, leverage Domain Council process to track approval throughout the project lifecycle.</li> <li>ITS will continue to emphasize the importance of following project management procedures to the distributed units, including best practices for change management and documentation approval. Improved communication with the distributed units is the first step in the process, with additional actions likely to follow once University-wide communication is established.</li> </ul>	6/30/25	6/30/25
10	<b>Report Name:</b> ITS Portfolio and Project Management Methodology Updates  Report Date: 12/10/24  <b>Management:</b> Derek Kan, Director, Enterprise Strategic Governance, ITS	As previously noted in the OUA Memo: Feedback on ITS Portfolio and Project Management Updates issued on March 14, 2023, management should continue as planned to develop formal, documented procedures for project managers to maintain the information in TDX and supporting sites (e.g., Lifecycle Documents). The procedures should include the specific timeline requirements for updating the dashboard, uploading documentation to the Project Inventory/Lifecycle Documents sites, providing updated information about project status nomenclature, and keeping the dashboard information up to date. Further, policies and procedures	Management will update University Policy 1310 to address the recommendations.	6/30/25	6/30/25

#	Audit Report	Audit Issue	Status of Management Action	Original Target	Current Target
		should be updated to reflect any organizational changes (e.g., the addition of Domain Council approval, removing the requirement for VP of Operations approval from University Policy 1310 as they are no longer involved in the process) and the definition for what constitutes a project to be classified as PPMO Driven, Involved, or Aware.			

# Enterprise Risk Management Update

## Audit, Risk, and Compliance Committee of the Board of Visitors

### February 27, 2025

The following information is an update to the reports provided to the Board in FY24 and December 2024. It is important to note that enterprise risk management is a continuous improvement process and therefore the assessment provided herein may continue to change as the risk landscape and conditions change both internally and externally. At this time, the highest priority risks are Funding Resources, Competition, and Cybersecurity. A summary of the mitigation actions for these three highest priority risks is shown in Figure 2.

The environment is continually scanned for internal and external factors that impact enterprise risks, to ensure risk response efforts are focused in the most critical areas. The trend assessment for each of the 10 enterprise risks is shown in Table 1.

This quarter, the university is experiencing a perceived increase in risk within various areas due to the heightened uncertainty stemming from the new federal administration's numerous executive orders. These changes could impact the university's operations and execution of our strategic plan. The Chief Risk Officer will continue to work with the university's senior leadership to closely monitor these developments and adapt our risk management strategies accordingly.

Since the last report provided to the Board, Executive Risk Owners and Action Plan Risk Owners have continued to implement the action plans aligned with the mitigation strategies for all 10 enterprise risks. These strategies will continue to be refined and implemented as appropriate until the risks are reduced to an acceptable level.

**Figure 1. FY24/25 Enterprise Risk Heat Map**

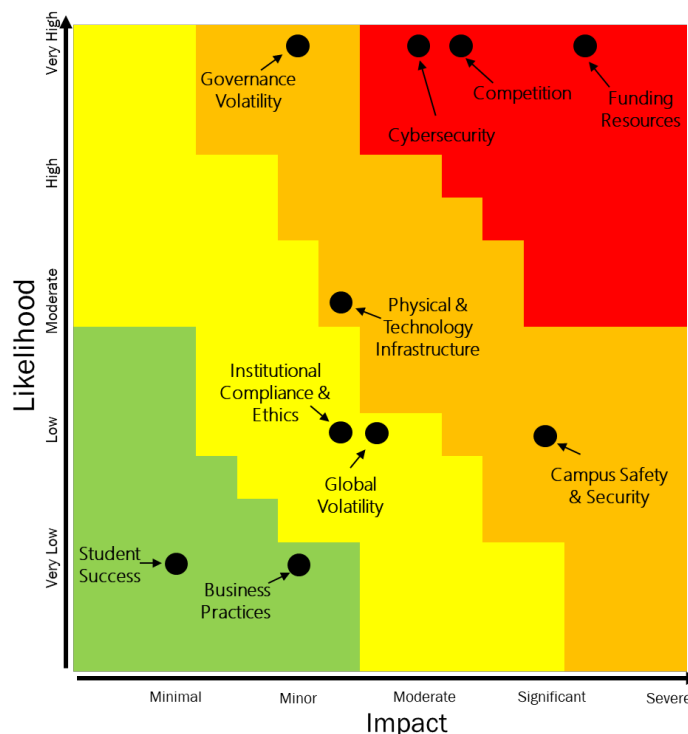





Table 1. FY24/25 Ranked Enterprise Risks

Risk Name	Priority/ Rank	Risk Level	Risk Trend*
Funding Resources	1	■	Increasing
Competition	2	■	Increasing
Cybersecurity	3	■	Increasing
Governance Volatility	4	■	Increasing
Campus Safety & Security	5	■	Neutral
Physical & Technology Infrastructure	6	■	Neutral
Global Volatility	7	■	Neutral
Institutional Compliance & Ethics	8	■	Increasing
Business Practices	9	■	Increasing
Student Success	10	■	Increasing

\*Compared to December 2024 BOV Report

Figure 2. Highest Priority Enterprise Risks

Funding Resources	Competition	Cybersecurity
 <p><b>Risk Drivers</b></p> <ul style="list-style-type: none"> <li>• Funding (State and Federal support) and financial aid</li> <li>• Economic environment</li> <li>• Reduced revenue/enrollments</li> <li>• Tuition funding directives and unfunded mandates from state</li> <li>• Historic underinvestment in systems and infrastructure</li> <li>• Workforce shortages/Skill gaps in critical areas</li> </ul> <p><b>Mitigation Actions</b></p> <ul style="list-style-type: none"> <li>• Advocate for Commonwealth funding</li> <li>• Manage tuition, room and board rates</li> <li>• Meet enrollment targets in the SCHEV Six-Year plan</li> <li>• Execute unit budget reductions &amp; cost containment</li> <li>• Continue revenue diversification</li> <li>• Align service models and organization</li> <li>• Continue to enhance operational efficiency and effectiveness</li> <li>• Propose and implement retirement incentives</li> <li>• Manage enrollment revenue through deliberate student aid practices</li> <li>• Catalyze early-stage and large-scale research activity</li> <li>• Leverage congressionally directed funding</li> <li>• Scale Research, Innovation, and Entrepreneurship infrastructure through external support</li> <li>• Launch and execute billion-dollar comprehensive campaign</li> </ul>	 <p><b>Risk Drivers</b></p> <ul style="list-style-type: none"> <li>• Increased competition for student enrollment from a growing number of institutions</li> <li>• Stagnant/declining number of high school graduates from key markets</li> <li>• Changing value proposition associated with higher education</li> <li>• Student/faculty/staff recruitment, retention, engagement and inclusivity</li> <li>• Faculty/staff total compensation</li> </ul> <p><b>Mitigation Actions</b></p> <ul style="list-style-type: none"> <li>• Enhance student/faculty/staff recruitment technology and process</li> <li>• Upgrade performance management system</li> <li>• Continually assess market compensation</li> <li>• Expand employee engagement</li> <li>• Expand professional development offerings</li> <li>• Provide recruitment central support</li> <li>• Provide research support and training</li> <li>• Provide graduate and postdoctoral fellow student support</li> <li>• Increase competitiveness through marketing strategies</li> <li>• Improve access and affordability through expanded financial assistance and partnerships</li> </ul>	 <p><b>Risk Drivers</b></p> <ul style="list-style-type: none"> <li>• Network, Application, Information, and Operational Security</li> <li>• Disaster recovery and business continuity</li> <li>• Increased sophistication in threat actor activity; (i.e., ransomware attacks)</li> <li>• Third party applications</li> <li>• End-user behavior</li> </ul> <p><b>Mitigation Actions</b></p> <ul style="list-style-type: none"> <li>• Apply IT Security Standard</li> <li>• Establish identity and access management program</li> <li>• Exercise change and configuration management</li> <li>• Enhance IT Security end-user education frequency and modality</li> <li>• Improve disaster recovery infrastructure leveraging cloud services</li> <li>• Enhance risk assessment and remediation program</li> <li>• Launch MIDAS (Mason Insights – Data to Analytics Solutions) project</li> <li>• Enhance data loss prevention capabilities in Microsoft365 service</li> <li>• Implement Cloud Access Security Broker</li> <li>• Assess research cybersecurity</li> </ul>

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

**February 27, 2025**



## EXECUTIVE SUMMARY

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

- Compliance assessment activity:
  - Inventory: 465 laws and regulations applicable to George Mason tracked, up from 458.
    - Risk ownership has been identified and confirmed for 457 laws and regulations, up from 444 (98%). The inventory was reviewed with University Counsel in early 2025.
  - Guided, granular regulatory risk assessments for priority risk areas continue:
    - In Progress: Award management and costing, Disability Support Services, FAR/DFARS.
  - Guided, program maturity self-assessments of distributed compliance programs continue:
    - Completed: Athletics Sports Medicine Privacy Program Maturity; Institutional Privacy.
    - In Progress: Award Management and Costing, Conflict of Interest, Disability Support Services, FAR/DFARS.
  - External reviews: One new external review was announced since the last meeting and was completed. One additional matter that was in progress as of the last meeting has been completed, and two reviews remain in progress.
- Status of reported compliance matters:
  - Three potential compliance matters were reported to Institutional Compliance since the prior meeting. One was investigated by Institutional Compliance and was closed. One additional matter in process of investigation by Institutional Compliance was closed since the last meeting. Of the two matters reported since the last meeting that were referred to other units for investigation, one is being monitored by Institutional Compliance until conclusion, and thus is considered to be in progress. None of the matters appear significant to George Mason.
  - Coordination of investigations and investigative protocols continues to occur with units such as Research Integrity and Assurance; Sponsored Programs; Risk, Safety, and Resilience; Diversity, Equity, and Inclusion; Human Resources; Information Technology Services; and the Office of the Registrar.
- Additional institutional compliance activities:
  - Institutional Compliance continues to work with the Enterprise Risk Management Program and other groups to facilitate action plans to address the Institutional Compliance and Ethics enterprise risk and to strengthen George Mason's culture of integrity, ethics, and compliance; the action plans will be reviewed with senior leaders in March 2025.
  - Institutional Compliance continues to support substantial university-wide efforts to strengthen conflict of interest and related disclosure and management processes. Ongoing work includes: improving workflows, participating in the new review committee for organizational conflict of interests, ongoing development of an

organizational conflict of interest policy and process, and additional outreach, communications, and training.

- Institutional Compliance benchmarked peer institutions' anonymous reporting capabilities, has begun socializing such a capability for George Mason, and is nearing the Request for Proposal stage.

## TABLE OF CONTENTS

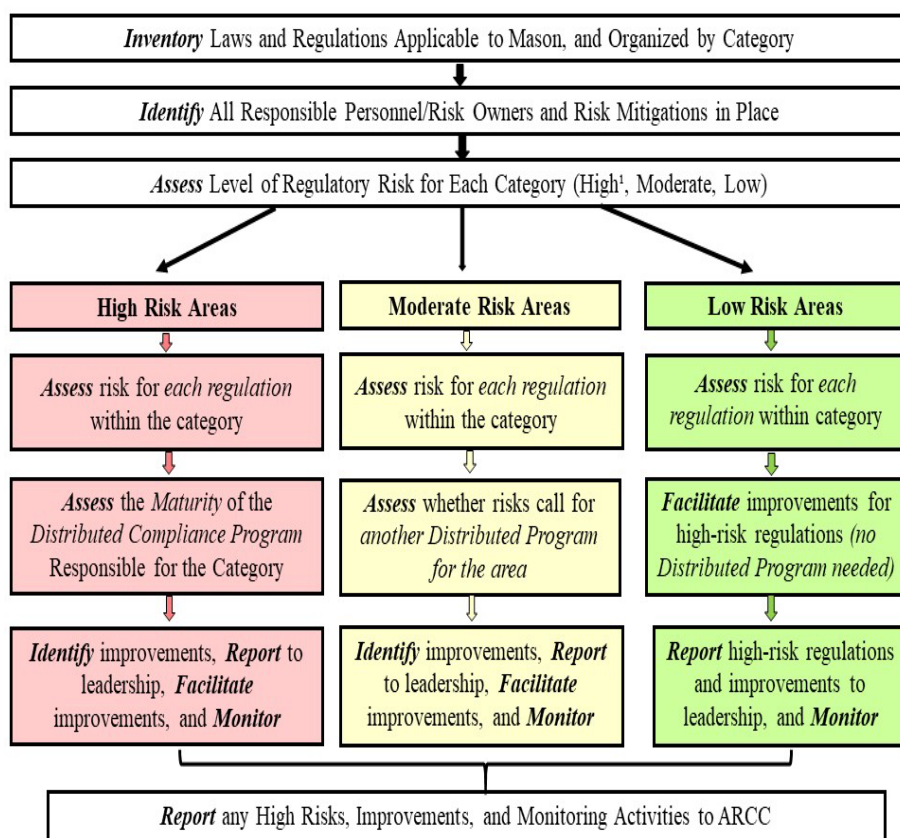
### Topic

- 1 SUMMARY OF ASSESSMENT AND MONITORING ACTIVITY
  - Approach
  - Inventory of Laws and Regulations and Accountable Personnel
  - Assessment Prioritization and Status
  - Summary Status of In-Progress Assessments
  - Summary Status of External Reviews
- 2 SUMMARY OF REPORTING MECHANISMS AND MATTERS
- 3 SUMMARY OF ADDITIONAL COMPLIANCE ACTIVITIES
  - Institutional Compliance Enterprise Risk Mitigation Strategy
  - Training and Communication Activities
- 4 INSTITUTIONAL COMPLIANCE STAFFING
- 5 APPENDIX:
  - Athletics Sports Medicine Privacy Program Maturity Report
  - Schedule of Assessments Completed Since 2021

## SUMMARY OF ASSESSMENT AND MONITORING ACTIVITY

### APPROACH:

The Audit, Risk, and Compliance Committee of the Board has a Charter responsibility to oversee the effectiveness of institutional compliance processes for monitoring compliance with laws and regulations, including policies and processes related to ethics and conflicts of interest. Institutional Compliance supports the Committee's accomplishment of this responsibility through planning, facilitating, and overseeing regular university-wide assessments of compliance risks guided by the elements of effective compliance programs in the *US Federal Sentencing Guidelines for Organizations* and the related *Evaluation of Corporate Compliance Programs* issued by the Department of Justice; ensuring management ownership for monitoring and managing compliance risks; evaluating the effectiveness of risk-owner programs to monitor and manage compliance risks; and ensuring communication to leadership and the Committee. The assessment and monitoring approach are depicted in the chart below.



Factors considered in assessing the level of regulatory risk include the potential for adverse regulatory action or critical interest by legislative or investigative entities which could result in governmental penalties, disruption or suspension of operations, programs, accreditation, or licensure, loss or reduction of funding, or sustained adverse public attention. The assessment of the level of regulatory risk indicates the expected robustness of the associated mitigation activities, including the formality and maturity of the related distributed risk-area compliance program.

## **INVENTORY OF LAWS AND REGULATIONS AND ACCOUNTABLE PERSONNEL:**

As of February 11, 2025, an inventory of 465 laws and regulations applicable to George Mason has been compiled. The inventory continues to be updated as laws change or are adopted. The inventory is reviewed periodically with University Counsel, most recently in early February 2025. Risk owners have been identified and confirmed for 457 (99%) of the 465 laws and regulations. Ownership and identification work is ongoing. The table below summarizes the inventory of laws and regulations by category together with those laws and regulations where ownership has been confirmed and accepted.

<b>Regulatory Category</b>		<b>Number of Laws and Regulations Tracked</b>			<b>Number of Laws and Regulations for which Ownership Confirmed</b>		
		<b>11/1/24</b>	<b>2/11/25</b>	<b>Change</b>	<b>11/1/24</b>	<b>2/11/25</b>	<b>Change</b>
1	Compliance and Ethics Program	4	4	-	4	4	-
2	Copyright and Intellectual Property	9	9	-	9	9	-
3	Employment	94	95	+1	93	94	+1
4	Environmental Health and Safety and Occupational Health & Safety	53	53	-	53	53	-
5	Facilities, Construction, and Renovation	4	4	-	4	4	-
6	Finance and Tax	45	45	-	45	45	-
7	Information Management and Security, and Privacy	50	52	+2	43	51	+9
8	Procurement and Contracting	21	21	-	20	20	-
9	Research	71	74	+3	71	74	+3
10	Students and Academic Policy	104	105	+1	102	103	+1
11	Miscellaneous	3	3	-	-	-	-
<b>Totals</b>		<b>458</b>	<b>465</b>	<b>+6</b>	<b>444</b>	<b>457</b>	<b>+13</b>

## **ASSESSMENT PRIORITIZATION AND STATUS:**

Institutional Compliance, in coordination with University Counsel, compiled a preliminary assessment of regulatory risks facing large, public research universities that are similar to George Mason. The assessment was completed using the inventory of laws and regulations by category and subcategory discussed above. It does not represent an assessment of specific risks or risk levels at George Mason; it is solely intended to provide a basis for identifying and prioritizing future George Mason-specific assessment activities. The preliminary assessment, summarized below, was shared with senior leaders and their input was used to prioritize further assessment work.

In coordination with Counsel, the Enterprise Risk Management Program, and leadership, the prioritization will be reviewed and modified as necessary in Spring 2025 to confirm assessment priorities and to plan for compliance assessments over the next three fiscal years.

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

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

RESEARCH	Industry Risk	Mason Timing	Status
Award Management/Costing	High	Longer Term	In Progress
Human Subjects	High	Nearer Term	
Animal Welfare	High	Nearer Term	
Export Control	High	Nearer Term	DONE 12/1/22
Biosafety Facilities/Lab Safety	High	Nearer Term	DONE 1/29/24
Ethics/Integrity	High	Nearer Term	In Progress
FAR/DFARS	High	Nearer Term	In Progress
Reporting/Notices/Disclosures	Low	Longer Term	

INFORMATION & PRIVACY	Industry Risk	Mason Timing	Status
Information Security/Privacy	High	Mid Term	DONE 3/5/24
Reporting/Notices/Disclosures	Moderate	Mid Term	
Information Management Practices	Moderate	Mid Term	DONE 3/5/24
Copyright/Patent/Trademark	Low	Longer Term	
Electronic Communication Privacy	Low	Longer Term	DONE 3/5/24
Telecomm	Low	Longer Term	

STUDENTS	Industry Risk	Mason Timing	Status
EO/Non-Discrimination	High	Nearer Term	DONE 8/10/22
Health & Safety	High	Nearer Term	DONE 7/8/24
Visiting Students/Scholars	Moderate	Mid Term	
Education Policy	Low	Longer Term	
Grants, Aid, & HEA	Low	Longer Term	
Reporting/Notices/Disclosures	Low	Longer Term	
Veterans/Service-members	Low	Longer Term	

HEALTH & SAFETY	Industry Risk	Mason Timing	Status
Hazards/Hazardous Substances	High	Mid Term	DONE 7/8/24
Occupational Health/Safety	High	Mid Term	DONE 7/8/24
Emergency Planning	Low	Longer Term	DONE 7/8/24
Pollution Control/Sustainability	Low	Longer Term	

MISCELLANEOUS	Industry Risk	Mason Timing	Status
Miscellaneous	Low	Longer Term	

## IN-PROGRESS ASSESSMENTS:

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

Summary of Assessment Activity	As of 11/1/24	As of 2/11/25
--------------------------------	---------------	---------------

<b><i>Regulatory Risk Assessments:</i></b>		
Federal Contracting (FAR/DFARS)	IP	IP
Institutional Privacy	IP	IP
Disability Support Services	NS	IP

<b><i>Program Maturity Guided Self-Assessments:</i></b>		
Athletics - Privacy	Draft	DONE
Research – Award Management and Costing	Draft	Draft
Research – Ethics, Conflict of Interest and Commitment, Foreign Influence, Organizational Conflict of Interest	IP	IP
Federal Contracting (FAR/DFARS)	IP	IP
Disability Support Services	NS	IP

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

## **SUMMARY STATUS OF EXTERNAL REVIEWS:**

The Committee has a Charter responsibility to “review and discuss with management the results of significant reviews by regulatory agencies or other external entities, or summaries thereof, and management’s responses.” University policy requires that all notices of any external review be reported to the Institutional Compliance Leader for tracking, reporting, and follow-up. Since the last meeting, one new external review was announced and was completed; one additional review was completed since the last meeting and two reviews remain in progress. The table below summarizes external review activity since the prior meeting.

<b>Reviewing Entity</b>	<b>As of 11/1/24</b>	<b>As of 2/11/25</b>	<b>Remarks</b>
Forvis Mazar on behalf of the Auditor of Public Accounts (APA)	Announced	Completed	Agreed-Upon Procedures Review on Intercollegiate Athletics’ Statement of Revenues and Expenses Required by NCAA Bylaws. No reportable matters identified.
Virginia Joint Legislative Audit & Review Commission (JLARC)	In Progress	Completed	Statutory review of George Mason’s tier 3 management authority; reported to Commission in November 2024. Concluded George Mason is in compliance with its management agreement.
Auditor of Public Accounts (APA)	In Progress	In Progress	Statewide Financial Aid Audit, including evaluation of GLBA compliance. Completion expected in February 2025.
Auditor of Public Accounts (APA)	Not Announced	In Progress	Annual audit of financial statements for year-ended June 30, 2024. Completion expected May 2025.

## SUMMARY OF REPORTING MECHANISMS AND MATTERS

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

To encourage reporting, a landing website is maintained by Institutional Compliance that links to reporting mechanisms for various constituencies and issue types across campus. To further encourage reporting, and to reduce risk and to meet accepted standards for effective compliance and ethics programs, Institutional Compliance benchmarked anonymous reporting capabilities at numerous peer institutions, has begun the process of socializing the addition of such a mechanism for George Mason, and is nearing the Request for Proposals stage.

Institutional Compliance received three new allegations of non-compliance or ethical misconduct since the last Committee report, two of which were referred to other units. Institutional Compliance is monitoring one of the matters referred to other units, and thus is considered to be in progress. Two matters under investigation by Institutional Compliance and/or University Audit as of the last report were closed. None of the matters reported appear significant to George Mason. The table below shows the status of matters reported to Institutional Compliance, and whether referred to other units for handling or handled directly by Institutional Compliance and/or University Audit.

Status	9/13/24 to 11/1/24	11/1/24 to 2/11/25	Total
Matters Reported to Institutional Compliance in Period	1	3	4
Matters Referred to Other Units for Handling in Period	1	2	3
Matters Reported in Period Investigated by Institutional Compliance or University Audit	-	1	1
In Progress of Investigation	1	1	2
Closed - Non-Compliance Not Substantiated	2	1	3
Closed where Non-Compliance Substantiated	-	-	-
Closed where Non-Compliance was Significant	-	-	-

The table below lists the reported matters since the last meeting by topic area.

Topic Area	#
Discrimination or Harassment	1
Student Matters	2
Total	3



## SUMMARY OF ADDITIONAL COMPLIANCE ACTIVITIES

### **INSTITUTIONAL COMPLIANCE ENTERPRISE RISK MITIGATION STRATEGY:**

Institutional Compliance continues to work with Risk, Safety, and Resilience and other groups to facilitate action plans to address the Institutional Compliance and Ethics enterprise risk and to strengthen George Mason's culture of integrity, ethics, and compliance. The action plans provide a roadmap for further build-out of George Mason's institutional compliance and ethics program; they will be reviewed with senior leaders in March 2025. The table below summarizes each area of focus and the status of each. Institutional Compliance will provide updates regarding each focus area, and will update the Committee when the strategy has been finalized.

1. Design and implement processes to increase compliance with mandated trainings	IP
2. Review Core Values and Code of Ethics; update if needed	IP
3. Build consensus for and implement a university-wide process for surfacing concerns about integrity, ethics, and compliance matters anonymously	IP
4. Improve the institutional policy development, review, and communication process	IP
5. Develop and implement compliance escalation matrix for policy violations	IP

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

### **TRAINING AND COMMUNICATION ACTIVITIES:**

The following activities advance the preliminary institutional compliance and ethics risk management action plans described above.

- Additional George Mason-specific compliance awareness training content has been developed and is undergoing stakeholder review. The training is anticipated to also be used for new employee and new faculty orientations. Implementation is anticipated for 2025.
- Conflict of Interest/Conflict of Commitment guides, training, and other resources were added and improved and made available to users through the RAMP platform on George Mason's COI website. Institutional Compliance is evaluating whether and where additional conflict of interest training might be needed.
- In order to improve tracking and enforcement of all training required for all employees (e.g., ethics, information security, FERPA, Title IX, others), Institutional Compliance worked with Human Resources to obtain access to training completion data, and has developed preliminary metrics for providing training data to leadership. A process for sending automated reminders for all training modules is anticipated to be implemented in 2025.
- The draft compliance communications calendar, setting forth key compliance deadlines and information about common compliance risks, continues to be refined and expanded. Once implemented, the calendar will assist George Mason in meeting compliance communication expectations, as well as socialize Institutional Compliance resources with the campus community.

## INSTITUTIONAL COMPLIANCE STAFFING

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

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

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

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

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

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

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

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

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

## **APPENDIX**

- Reports
  - Athletics Sports Medicine Privacy Program Maturity Report
- Schedule of Assessments Completed Since 2021



Office of Institutional Compliance

## ASSESSMENT REPORT

Report Title:

Athletics Sports Medicine Privacy  
Program Maturity Self-Assessment

Report  
Date:

October 3, 2024

Responsible  
Manager:

Rebekah Schmidt  
Head Athletic Trainer

### EXECUTIVE SUMMARY:

#### Background

Distributed Compliance Programs should evaluate regularly whether their design is tailored to Mason's operations and level of risk, and whether they are working effectively in practice. In July 2024, the Office of Institutional Compliance facilitated a self-assessment of the maturity of George Mason's Athletics Sports Medicine Privacy Program. The self-assessment evaluated the design adequacy and operating effectiveness of each of the elements necessary for an effective program.

The Health Insurance Portability and Accountability Act (HIPAA), the Health Information Technology for Economic and Clinical Health (HITECH) Act, and the Virginia Health Records Act, impose privacy and security requirements on institutions that collect, use, store, and/or share Protected Health Information<sup>1</sup>. Such requirements include privacy notices to consumers and a right to access their records, data encryption, a formal security plan with administrative, physical, and technical safeguards, and breach notification protocols. These requirements can overlap with certain Family Educational Rights and Privacy Act (FERPA) privacy provisions. Fines and penalties for non-compliance with HIPAA and HITECH can reach \$4 million per year, and the Acts provide for private rights of action for individuals.

Athletics Sports Medicine's mission is to provide the student-athletes of George Mason with the highest quality of healthcare available. The Program achieves this by staying up to date with leading knowledge standards of medical care, and providing comprehensive and appropriate care to meet student-athletes' needs. The Program serves four primary areas: Injury and wellness prevention and protection; clinical evaluation and diagnosis; immediate and emergency care; and treatment and rehabilitation. The Program is led by the Head Athletic Trainer who reports to the Athletic Director, and is composed of 10 staff members at 1 campus locations.

#### Conclusion

The overall self-assessment concluded that the Athletics Sports Medicine Privacy Program is **well defined** and **trending toward mature**, and working well in practice. The Program has a designated leader with a clearly documented role and authority, a designated Privacy Officer who has experience and skill with respect to HIPAA, as well as skilled and trained athletic trainers. The Program leader reports to the Deputy Athletic Trainer, who receives regular updates regarding the Program, though reporting to the Athletic Director is more sporadic. The Program has detailed and current policies and procedures, required and current training, and a culture of risk-based assessment and continuous

improvement. The Program collaborates effectively with Student Health Services (SHS), which evaluates the Athletic Sports Medicine Program's effectiveness, and upon which the Athletics Program was modeled. The Program also collaborates effectively with the Counseling and Psychological Services and with Disability Services.

### **Assessment**

Athletics Sports Medicine has a designated Program leader (the Head Athletic Trainer) and a dedicated Privacy Officer. Both are appropriately skilled and credentialed, experienced with HIPAA, and have a clearly documented roles and authority as set forth in their position descriptions. The Program leader reports to the Deputy Athletic Director, who is knowledgeable about and supportive of the Program, and who receives regular updates regarding Program operations. Reporting to the Athletic Director is more sporadic. To improve Program maturity, an annual update to the Athletic Director regarding Program status, obstacles, trends, and needs should be considered.

Required background investigations for staff are administered centrally by Human Resources. In addition, all athletic trainers have to be licensed to be an athletic trainer by the Commonwealth of Virginia, which communicates authorization to practice to the Program. Licenses to practice are renewed every two years, at which time credentials are re-checked by the Commonwealth and re-communicated to the Program.

George Mason maintains an institutional HIPAA compliance policy that clearly defines regulatory requirements and is current. HIPAA data also is defined as Protected-Highly Sensitive in George Mason's institutional Data Stewardship Policy. The Program maintains a detailed *Department of Athletics Sports Medicine Policy and Procedure Manual* which addresses HIPAA requirements, as well as required security via use of the Athletic Training Systems (ATS) secure database. The Manual also addresses requirements and restrictions regarding records destruction, permitted disclosures, required consent, accounting for disclosures, physical access, and visitor access. A Notice of Privacy Rights is posted in the Athletics Training area, is distributed annually to each student athlete, and is incorporated in the *Policy and Procedure Manual* as well as in the *Student Manual*, which also discusses HIPAA. These are Program strengths. References to HIPAA in each manual are clear, though set forth in different parts of each respective manual. To improve Program maturity further, consider cross-referencing or merging the HIPAA provisions within each manual. The Privacy Officer has authority to enforce consequences for non-compliance with Program policies, though such authority is not currently documented. To improve program maturity, consider documenting and communicating the Privacy officer's authority.

Required, institutional training regarding HIPAA and Information Security are required for Program staff. Athletic trainers also must have studied HIPAA at the post-secondary level as a condition of employment. Additional, Program-specific training modules are required for Trainers, and are clear, concise, and updated annually to address trends. Completion is tracked through the MedBridge software system and an annual training reminder is sent to all staff. All trainers are required to complete all training as a condition of employment. These are all Program strengths. There have been no instances of training non-compliance to date. However, to improve Program maturity further, consider adding to the annual training reminder that all training is required for trainers to practice, and documenting the Privacy Officer's authority with respect to training.

The Program tracks applicable HIPAA regulatory requirements, and any changes thereto, and incorporates any changes into applicable manuals, procedures, and training modules. The Program also assesses trends or issues on an ongoing basis and implements changes and improvements in real time. As noted, SHS periodically also evaluates Program effectiveness, and annual performance reviews address HIPAA compliance specifically. These are Program strengths. To improve Program maturity further, consider documenting more formally the review process with SHS, and consider also utilizing Institutional Compliance as an additional assessment resource. Such a documented review also can be utilized to develop an annual report to the Athletic Director as discussed above.

Program staff are skilled at reviewing instances of potential HIPAA non-compliance, though formal review protocols are not currently documented. While consequences for non-compliance with Program standards are applied, when necessary, such consequences are not consistently documented. To improve Program maturity further, consider working with Institutional Compliance to provide training on core investigative protocols for prompt, thorough, consistent, and documented reviews of concerns raised.

## SCHEDULE OF COMPLETED COMPLIANCE ASSESSMENTS SINCE 2021

This Appendix provides a schedule of regulatory risk assessments and program maturity guided self-assessments completed since the Program's inception in 2021.

Summary of Assessment Activity	Date Completed
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<b><i>Regulatory Risk Assessments:</i></b>	
Equal Opportunity and Title IX (DEI)	12/8/2021
Equal Opportunity (HR)	3/30/2022
Human Resources Benefits	3/30/2022
Human Resources Hiring and Administration	3/30/2022
Office of the Registrar	10/12/2022
Laboratory Safety	5/1/2023
Human Resources – Reporting, Notices, and disclosures	6/26/2023
Health, Safety, and Emergency Planning and Response	2/27/2024
Institutional Privacy	3/5/2024
Research Award Management and Costing	3/14/2024

<b><i>Program Maturity Guided Self-Assessments:</i></b>	
Equal Opportunity and Title IX (DEI)	8/12/2022
Research: Export Control	12/9/2022
Office of the Registrar	10/10/2023
Student Health Services Privacy	12/7/2023
Laboratory Safety	1/29/2024
Health, Safety, and Emergency Planning and Response	7/8/2024
Mason and Partners Clinics and Population Health Center Privacy	8/26/2024
Counseling and Psychological Services Privacy Program	10/1/2024
Center for Community Mental Health Privacy Program	10/1/2024
Records Management Program	10/3/2024
Athletics Sports Medicine Privacy Program	12/3/2024

Institutional Compliance has implemented a process for tracking completion of action items from regulatory risk and maturity assessments and expects to begin summary reporting for the next Committee meeting.



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

February 2025

Prepared by

Dr. Charmaine Madison, Vice President and Chief  
Information Officer

Charlie Spann, Assistant Vice President, Enterprise Service  
Delivery and Deputy CIO

Noor Aarohi, Director - IT Risk and Compliance



## Executive Summary

This update provides a report of activities and accomplishments for November through January in Fiscal Year (FY) 2025. This is a summary of activities for maturing technical capabilities and controls with a focus on specific program areas.

Since December 2021, with the input of the Office of University Audit (OUA), Information Technology Services (ITS) has established a multi-year program to strengthen the risk and control infrastructure at George Mason University and improve the quality of technology services it delivers. The purpose of this report is to update the Audit, Risk, and Compliance Committee on the status of these efforts.

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

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

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

This report is pertinent to activities that occurred from November 1, 2024 (partial FY25 Q2) through January 31, 2025 (partial FY25 Q3).

## FY25 Q2 (Nov-Dec '24) & Q3 (Jan '25) Accomplishments, and FY25 Q3 (Feb-Mar '25) Planned Activities

### George Mason Scoped and Tailored NIST 800-53-Based Security Compliance Framework

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

#### FY25 November-January Accomplishments:

- Due to prioritization for audit remediation activities for Management Point (MP01) finding issued by the Commonwealth of Virginia's [Auditor of Public Accounts](#) (APA), previously planned activities for Nov-Dec were deferred and carried forward into FY25 Q3-Q4.
- GLBA compliance activities:
  - The IT Security Standard was updated to incorporate feedback received from various subject matter experts since its original publication in March 2024. Additionally, [controls related to Gramm–Leach–Bliley Act \(GLBA\) compliance](#) have been explicitly tagged within this Standard.
  - [University Policy 1311 \(Information Technology Security Program\)](#) was updated to incorporate GLBA requirements.
  - Remediation activities associated with the annual GLBA assessment were kicked-off.
- APA conducted a review of the GLBA related IT policies. George Mason passed this review and there were no findings.
- In continuing efforts to socialize the NIST 800-53 controls, the IT Risk and Compliance team presented at the [System Administrator Leadership Team \(SALT\)](#) meeting on updates to the IT Security Standard, shared information on systems and their categorization, and associated issues management in Archer Integrated Risk Management (IRM) platform.

#### FY25 Q3 (Feb-Mar '25) Planned Activities:

- Initiate creating security baselines based on the Center for Internet Security's (CIS) or equivalent benchmarks for at least one additional technology (i.e., a server or network component). This is one of the findings from the Office of State Inspector General assessments from 2024, and the target remediation due date is Sep 2025.

### Portfolio and Project Management

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

#### FY25 November-January Accomplishments:

- The Office of University Audit (OUA) tested control effectiveness related to Portfolio and Project Management methodology updates. The work concluded improvements were made; recommendations included improving project documentation and defining criteria to classify projects in a manner which determines the level of Portfolio and Project Management Office (PPMO) involvement and if applying the full methodology is warranted for the scale and scope of the initiative.

- The Enterprise Domain Council was operationalized with an inaugural meeting in November and second meeting in January.
- The Provost Administration Domain Council was operationalized with an inaugural meeting in December and second meeting in January.
- Initial work to establish the support structure for the Executive Administration Committee is being reviewed.
- TeamDynamix (the enterprise IT service management tool) automation configuration and testing efforts are underway to support the Domain Council 1 (DC1) and DC2 of the domain council process for intake and review of technology project requests.

#### **FY25 Q3 (Feb-Mar'25) Planned Activities:**

- Work towards the launch of Schools & Colleges Domain Council (SCDC).
- Align processes of Facilities, Space, and IT project requests to support Executive Administration Committee (EAC).
- Roll out TeamDynamix automation to support DC1 and DC2 of the Domain Council process to streamline intake and review of technology project requests.

### **Information Security Program Management**

Program enhancements for maturing the information security program at the university, including protecting the data and systems while balancing access and productivity for the George Mason community. The information security program is reinforced by the [cybersecurity strategy](#) that not only protects the integrity, confidentiality, and availability of our data but also fosters a secure environment for learning, research, and innovation.

#### **FY25 November-January Accomplishments:**

- Project #861: Microsoft 365 (M365) Security, Optimization, Assessment, and Remediation (SOAR) – The team continued to work through the planned tasks list to bolster the control enhancements in M365 environment, completing twenty-one (21) remediation tasks out of forty-six (46), with nine (9) items currently in progress.
- To help George Mason align with industry best practice in this area, augment existing continuous monitoring as well as risk reduction efforts, and meet specific regulatory requirements, penetration tests were conducted on specific systems. Remediation treatment activities for the findings are being pursued.

#### **FY25 Q3 (Feb-Mar '25) Planned Activities:**

- The university is currently actively recruiting for the Chief Information Security Officer (CISO) position, and the director and supervisor level positions that turned vacant due to retirement and attrition, will be posted this spring.
- Project #861: Microsoft 365 (M365) Security, Optimization, Assessment, and Remediation (SOAR) – The project team plans to work through the nine (9) remediation tasks in progress.

## Risk Assessment and Remediation

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

### FY25 November-January Accomplishments:

- APA MP01 Remediation activities:
  - A new risk assessment procedure that factors in risk dimensions such as impact-based initial categorization, threats and vulnerabilities, and status of controls implementation, has been published and operationalized.
  - Risk assessments conducted for all systems that were cited in the MP01. As a result of these assessments, specific systems have been designated as ‘Sensitive IT Systems.’ As defined within the IT Security Standard, a ‘Sensitive IT System’ is a “High” category system (as per [FIPS-199](#) criteria) that stores Protected data (as defined in the [Data Stewardship Policy](#)) and is an “Essential Component” of one or more Critical Functions. A Critical Function at George Mason is an operation or task that; (i) supports one or more of the mission essential functions (Public Safety, Education, or Research) or is required for compliance and (ii) without the operation or task continuing within 30 days there would be a cascading effect or detrimental harm to the institution.
  - System Security Plans created for the Sensitive IT Systems. As of writing this report, three (3) of these have been fully signed off, and remaining are undergoing final reviews before signoffs. As part of the MP01 remediation requirements, the Recovery Time Objectives (RTO) and Recovery Point Objectives (RPO) have been documented for the systems that were cited in the finding.
- The Office of University Audit tested operating effectiveness for six (6) groupings of controls that the 2024 Banner Core Self-Assessment had asserted, was implemented. The groupings included controls related to: physical access, vulnerability scanning, wireless and mobile devices, awareness and training, audit logging configuration, and user authentication. Management is working to address the observations identified in this work. University audit testing for a further four (4) groupings of controls is underway.
- Issues Management workflow operationalized in Archer. This will help the system and control owners to be able to view and manage all findings associated with their system and control areas, and to initiate and track risk treatment activities in one place. The mechanism will also help risk-based decisioning and prioritization of remediation activities.

### FY25 Q3 (Feb-Mar’25) Planned Activities:

- Finalize the remaining system security plans associated with the MP01, to submit before the March 31, 2025 due-date within the Corrective Action Plan (CAP).
- Continue preparations to migrate the Archer IRM tool to Archer’s cloud-hosted option, which offers high resilience, robust system development lifecycle and feature options.
- Provide ongoing support for the APA FY24 audit.

## Change and Configuration Management

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

### **FY25 November-January Accomplishments:**

- Project #617: All ITS assets have been moved into TeamDynamix. The project team is also preparing to do a broader assessment of the overall assets across the university to determine the best way to have those tracked in TeamDynamix. This review is targeted to be done by June 2025.
- Project #864: DevOps practice implementation and technology acquisition & operationalization - The project proposal going through a scope re-assessment.

### **FY25 Q3 (Feb-Mar '25) Planned Activities:**

- A university audit of change management and configuration management processes and controls is underway and expected to be completed by February 2025.
- Continue the effort to improve search options within the new TeamDynamix Service Catalog for better user experience and functionality, a decision has been made to move all knowledge articles into TeamDynamix to utilize exclusively its search functionality. Project planning to perform the migration is targeted to be completed by the end of March 2025.

## Identity Management and Access Control

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

### **FY25 November-January Accomplishments:**

- Project #867: Selection and implementation of an Identity Governance and Administration (IGA) tool – An assessment has been commissioned to establish recommended reference architecture and solution/tool, and to create a roadmap. Estimated time of completion is May 2025.
- Project #866: Establish an IAM program as recommended by the Identity Access Management current state review and maturity consulting engagements. The proposed scope for this project is inclusive of staffing for support personnel, engaging functional partners, and establishing governance. This project is currently on hold pending completion of assessment under Project #867.

The purpose of both these projects is to establish and mature IAM capability at George Mason.

### **FY25 Q3 (Feb-Mar '25) Planned Activities:**

- Initiate the IAM assessment with anticipated completion date of May 2025 – covers the program maturity and associated technical roadmap.

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

**GEORGE MASON UNIVERSITY**  
**BOARD OF VISITORS**  
**Research Committee Meeting**  
**February 27, 2025**  
**AGENDA**

- I. Call to Order
- II. Approval of December 5, 2024, Minutes (**Action Item**)
- III. Office of Research, Innovation, and Economic Impact Update (A. Marshall)
- IV. Adjournment

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

**MINUTES  
December 5, 2024**

**Present:** Visitors: Nancy Prowitt, Chair; Horace Blackman, Vice Chair, Lindsey Burke, Student Representatives; Maria Cuesta, Jacqueline Sims. Faculty Staff Representative; Melissa Broeckelman-Post.

**Absent:** Visitors: Reg Brown, Dolly Oberoi, Nina Rees, Jeff Rosen, Marc Short, Farnaz Thompson. Faculty Representatives: Tara Chaplin, Igor Mazin.

**Also Present:** President Gregory Washington; Rector Cully Stimson, Visitors Almand Alacbay, Ken Marcus, Michael Meese, Bob Pence, Jon Peterson.

**The meeting was called to order by Chair Nancy Prowitt at 9:44 a.m.**

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

It was **MOVED** by Visitor Prowitt to approve the minutes from the September 26, 2024 Research Committee Meeting. Approval of the September 26 meeting minutes was approved.

**II. New Business**

**a. Office of Research, Innovation, and Economic Impact Update**

***Dr. Andre Marshall – Vice President for Research, Innovation & Economic Impact*** reported the following highlights:

- Major faculty research gains, details about a new partnership with Naval Sea Systems Command
- Data from the recent, and very successful, *Accelerate Investor Conference*
- Overview of the infrastructure available on the Science and Technology campus and gave an update of the Research Administration Management Portal implementation and the services it provides

**b. Infectious Disease Research: A Look Inside Mason's Regional Biocontainment Laboratory**

***Professor Aarthi Narayanan, College of Science***

- Professor Aarthi Narayanan outlined her efforts on addressing critical knowledge gaps around how viral infections impact human and animal health, and on delivering robust platform technologies that can enable rapid response to current and future challenges.

**c. Science that Solves Crimes: A Look Inside Mason's Forensic Science and Training Laboratory**

***Mary Ellen O'Toole, Director, Forensic Science Program***

- Professor Mary Ellen O'Toole, Forensic Science Program Director described the training and research occurring at Mason's Forensic Science and Training Laboratory which is designed to study human decomposition and identify human remains.

**III. Adjournment**

Chair Prowitt asked if there was any additional business to be discussed. With no further comments or items of discussion, the meeting was adjourned at 10:30 a.m.

Respectfully submitted,

Pam Shepherd  
Research Committee Secretary Pro Tem





# Research Committee

## Board of Visitors



February 27, 2025

# Agenda

- I. Call to Order
- II. Approval of December 5, 2024, Minutes (**Action Item**)
- III. Office of Research, Innovation, and Economic Impact Update (A. Marshall)
- IV. Adjournment

# Action Item

## Approval of Minutes

December 5, 2024

# Vice President's Report

Andre W. Marshall, PhD

*Vice President for Research, Innovation, and  
Economic Impact*

# Research Funding

Last Year	FY23	FY24	Difference
Award	\$255M	\$208M	-18.6%
Expenditure	\$173M	\$207M	19.2%
F&A	\$28.6M	\$34.3M	20.1%

This Year To Date	FY24 – Jan	FY25 – Jan	Difference
Award	\$134.7M	\$128.1M	-4.9%
Expenditure	\$122.4M	\$133.4M	8.9%
F&A	\$19.9M	\$22.3M	11.9%

# R1 Status: Renewed

R1 institutions lead innovative research that categorizes the university as having “very high research activity.”



## LEADERSHIP STATUS

Less than 4% of universities in the U.S. hold the R1 designation

## RESEARCH FUNDING

Significant funding from government and private sources allows for large-scale research projects

## IMPACT ON STUDENTS

A more immersive learning environment lets them actively participate in research projects

## FACULTY BENEFITS

Environment highly conducive to impactful academic research and scholarship

# Research Activities



Scholarship



Partnership



Translation

# Scholarship: *Research Highlights*



**Daniel Tong**  
**Irene Feng**

*College of Science*

\$735,869 from NOAA  
for air quality, atmospheric  
composition and modeling

**Cynthia Lum**  
**Christopher Koper**

*College of Humanities & Social Sciences*

\$839,520 from Arnold Ventures  
to support “Improving Clearance Rates  
and Victim Satisfaction for High-Volume  
Crimes through Follow-Ups”

**Farrokh Alemi**  
**Kevin Lybarger**

*College of Public Health &  
College of Engineering and Computing*

\$1,049,998 from PCORI  
to develop AI system that optimizes  
antidepressant selection for  
patients with depression



# Partnership: *SERC*, *AIRC*



ACQUISITION INNOVATION  
RESEARCH CENTER

## Benefits

- Conduct research in many disciplines to rapidly address DoD challenges
- Streamlines contracting process with U.S. government
- Showcases George Mason's research abilities to support the national interest

## Funding

Total available to all  
SERC/AIRC member  
universities:  
\$500 million over 5 years

# Research Support



Infrastructure



Services

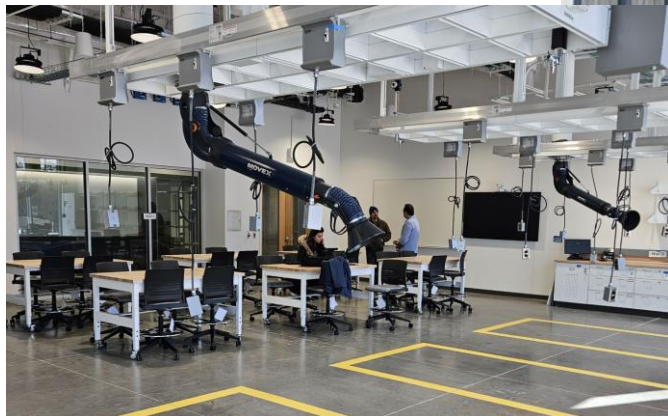


Culture



# Infrastructure: *Life Sciences Building*

- 132K sq feet / 4 stories
- Highly-specialized instructional labs, classrooms, and workspaces
- Spaces for multidisciplinary curriculum focused on science, technology, engineering, and health sciences
- Home to programs from CEHD, CEC, and COS



# Executive Order Responses

**Monitor Executive Orders**

**Evaluate potential financial  
impact of Executive Orders**

**Support PIs**

**Communicate in Timely Manner**

**Log/track all ended  
and paused projects**

**Develop scalable process to  
provide cost-shared financial support**

**Adjust cash management  
strategy downloads**

**Coordinate w/ VA schools, research  
associations, and IHE's across US**

**Thank You**

**George Mason University  
Board of Visitors**

**Development Committee Meeting  
February 27, 2025  
Merten Hall Hazel Conference Room 1201**

**A G E N D A**

**I. Call to Order**

**II. Approval of Development Committee Meeting Minutes from December 5, 2024 (ACTION ITEM)**

**III. New Business**

- A. GMUF Chair Update – Sumeet Shrivastava
- B. Introduction of Guest Speaker - Trishana E. Bowden
- C. Athletics Update – Marvin Lewis, Assistant Vice President and Director of Intercollegiate Athletics

**IV. Old Business**

**V. Adjournment**

**George Mason University Board of Visitors  
Development Committee Meeting  
December 5, 2024  
10:35 a.m. –11:00 a.m.  
Science and Technology Campus, Beacon Hall, Room 1017**

**MINUTES DRAFT – FOR COMMITTEE REVIEW**

**Attendees:** Chairman Jon Peterson, Visitor Reginald “Reg” Brown, Visitor Robert “Bob” Pence, Visitor Dolly Oberoi (virtual participation)

**Absent:** Vice Chair Anjan Chimaladinne

**Guests:** Rector Charles “Cully” Stimson, Vice Rector Michael J. Meese; Secretary Armand Alacbay; Visitor Horace Blackman; Visitor Lindsey M. Burke; Visitor Kenneth L. Marcus; Visitor Nancy Gibson Prowitt; Anne Gentry, Legal Counsel; President Gregory Washington; Vice President Trishana E. Bowden; Melissa Broeckelman-Post, faculty senate pro-tem; Bijan Jabbari, faculty representative; Jacquelyn Sims, staff liaison; Maria A. Romero Cuesta, student representative; Nicole Pozinsky, secretary pro-tem; and guest speakers Sumeet Shrivastava and Dean Rick Davis.

**I. Call to Order**

Chairman Jon Peterson called the meeting to order at 10:35 a.m.

Chairman Peterson reviewed the meeting procedures for FOIA requirements and then proceeded with the order of business. He noted that the committee was behind schedule and that they would move quickly to catch up.

**IV. Approval of Development Committee Meeting Minutes from September 26, 2024 (ACTION ITEM)**

Chairman Peterson confirmed the committee meeting had reached a quorum. He called for any changes or edits to the September 26, 2024, meeting minutes. There being no corrections, the minutes were **APPROVED AS WRITTEN**.

Peterson called to the podium Sumeet Shrivastava, the Chair of the George Mason University Foundation (Foundation), who delivered an update regarding recent Foundation and Board of Trustees activities.



## **IIV. New Business**

### **A. GMUF Chair Update – Sumeet Shrivastava**

#### **Board Operations**

The foundation's fall board cycle concluded on October 25, 2024.

The Advancement and University Priorities Committee highlighted Trustee engagement efforts, including hosting roundtables and gatherings in winter and spring 2025 to support the campaign. Trustees are actively leveraging their networks to help us surpass our Advancement goals.

The Audit Committee presented the fiscal year 2024 Audited Financial Statements, which were approved by the Board. The Foundation was issued a clean opinion with no findings.

The Finance and Real Estate Committee reviewed the fiscal 2024 year-end budget results and reserve balances.

The Investment Committee reported on returns for fiscal year 2024. At June 30, the endowment returned a positive 15.45% for the fiscal year and the market value was \$222 million. This committee met again in early November to review results through the quarter ended September 30, 2024. Shrivastava was happy to report that the endowment returned a positive 6.6% for the quarter and the market value was \$237 million.

The Nominating and Governance Committee reviewed the upcoming nominations process and timeline.

#### **Trustee Engagement**

Shrivastava shared that last spring, George Mason University established the Susanna Ezeanii and Mayfred Jolinda Nall Health Informatics Scholarship Endowment, thanks to Trustee Dr. Tamara Nall and her husband, Mr. Clement Ezeanii. This created a \$10,000 annual scholarship in honor of their mothers to support students pursuing a Masters in Science in Health Informatics, enabling these students to wholeheartedly dedicate themselves to their studies, overcome financial barriers to graduation, and enhance their research and career readiness.

Nall and Ezeanii, were recently invited by the George Mason College of Public Health (CPH) to tour the institution's state-of-the-art facilities and engage with students, faculty, and leadership. This visit marked an exciting opportunity for the couple to connect with the next generation of public health professionals and further their shared commitment to healthcare innovation.



Their visit, hosted by Dean Melissa Perry, included a comprehensive tour of the Nutrition Kitchen, a hands-on experience in the Immersive Technologies and Simulation Lab, and time in the Population Health Center, providing them with firsthand insight into the university's cutting-edge research and public health education.

The visit also allowed the couple to meet Fahim Durani, the first recipient of their Scholarship Endowment. Nall and Ezeanii engaged in a meaningful conversation with George Mason students, sharing their experiences and insights on healthcare leadership, innovation, and philanthropy. This discussion was followed by a roundtable with Dean Perry, and college leadership to discuss future initiatives for the College of Public Health, emphasizing their commitment to supporting the next generation of public health leaders.

Their partnership with George Mason reflects their shared vision of fostering education, innovation, and healthcare equity. Trustee Nall is now initiating conversations to inspire others to establish endowments, scholarships, and awards. She is personally reaching out to individuals with similar stories to share in our vision and support our mission.

Chairman Peterson thanked Shrivastava and opened the floor for questions. There were no questions, Peterson raised some housekeeping matters before moving forward. He reminded those present that per FOIA requirements discussion is limited to members of the board. Additionally, he noted that Visitor Oberoi's requested participation electronically due to personal matters. Chair Peterson moved that the committee approve her electronic participation. The motion was passed.

Chairman Peterson called on Trishana E. Bowden, vice president of the Office of University Advancement and Alumni Relations. Bowden provided an update.

#### B. University Advancement and Alumni Relations – Vice President Trishana E. Bowden

Vice President Bowden began by thanking Rector Stimson and Chairman Peterson in the combined effort of 100% board giving. She expressed gratitude to the board members for their personal support and highlighted a new endowment established by Visitor Blackman and his wife. She emphasized the importance of the board's leadership and support in the Mason Now campaign efforts. She reminded the committee that an official report had been submitted for review in advance of the meeting to ensure that the remainder of the time could be focused on The College of Visual and Performing Arts.

Bowden introduced Rick Davis, Dean of the College of Visual and Performing Arts and Executive Director of the Hylton Performing Arts Center.

#### C. The College of Visual and Performing Arts Advancement Initiatives – Dean Rick Davis

Dean Davis narrated the following series of PowerPoint slides (11 Slides)

1. College of Visual and Performing Arts (CVPA) – TITLE SLIDE
2. CVPA- Campaign Goal
3. Center for the Arts- reimagination initiative (update)
4. CFA 21-year usage trend
5. Visual- CFA Reimagined
6. Renderings- Potential Arts District
7. Scholarships - \$5.3M raised to date
8. Hylton Performing Arts Center Endowment
9. Other CVPA Priorities
10. Save the Date- Mason Arts Emerging (2/5/25)
11. Thank You – FINAL SLIDE

Davis began his presentation with a reflection on the core value of the arts in the world, with a “four-word elevator speech”: the arts create community. He noted that the arts bring together people who are strangers in contemplation of a collective experience, seeing stories of other lives, other places, other times.

He then set out CVPA’s campaign goal of \$60 million, noting that CVPA is a “small but mighty college.” He described substantial progress of 56 percent already made toward the goal.

Davis described the reimagination of the Center for the Arts (CFA) as the centerpiece of the campaign goal, at \$25 million. He related that since the center opened in 1990, it has seen more than 6.5 million people walk through its doors and has transformed the life of the campus and the surrounding region.

Davis saluted some of the long-standing supporters of the arts at George Mason, including the Peterson Family Foundation, which has recently committed \$6 million for the center’s reimagination to name the Peterson Family Lobby and Peterson Auditorium. He also mentioned Barry Dewberry and Arlene Evans, who are substantially giving to the campaign, and Davis noted that he and his wife, Sheila Thompson, are naming the loading dock, since they have spent a great deal of time there over the course of their careers at George Mason.

Davis walked the committee members through a graph depicting the 21-year CFA usage trend, which showed the percentage of the center used by internal users (CVPA programs, theater music and dance, university functions like orientations, ceremonies, and receptions) and how that usage has grown significantly. In contrast, he noted that the line depicting the external use trends downward, indicating that the CFA has become more and more an academic asset for the university.

He presented an architect’s rendering of an image of a reimagined CFA designed to serve as a first-class university asset for the next 30 to 40 years. It includes center aisles that are not a current feature of the Concert Hall, and a balcony that is better sized for acoustics and stage visibility from all balcony seats. Davis said that University Professor Patricia Miller, who directs the Vocal Studies Program, does not

allow her students to perform in the Concert Hall, considering it too big, too dry, and without the acoustics that support young voices.

Davis also noted that the plan envisions aesthetic considerations that will bring it into line with the concert facilities on competing campuses. He shared a rendering of a potential Arts District, incorporating classrooms, the Performing Arts Building, the Design Building, and the Harris Theatre, with the CFA residing in the center. He described the creation of a sculpture garden that will draw attention to and complement the performance venues.

He then addressed student scholarships and remarked specifically on the generosity of the Dewberry family and the Peterson family.

Davis discussed the 2010 opening of the Hylton Performing Arts Center on George Mason's Science and Technology Campus, and the university's commitment to fulfilling its original endowment plan of \$15 million because of the lasting business model that the endowment offers. He mentioned the center's Veterans in the Arts and Education Initiatives, which have impacted several thousand people, and said that the best way to guarantee their philanthropic support is through a thriving endowment. He noted that the endowment is just under \$10 million now.

Davis described other CVPA priorities, including space needs for the thriving film program and the computer game design program, both launched in 2008. Their success has garnered attention for George Mason's arts programs and Davis hopes to enlist philanthropic and public support for a building to house them. Davis also wants to support an endowed chair to bolster faculty research.

Finally, Davis welcomed the attendees to the February 5 Mason Arts Emerging event to launch the Give Voice campaign. He invited questions.

Visitor Peterson made a comment that the community is built around the pillars of education, health care, and the performing arts. He emphasized the importance of the arts program and thanked Davis for his work.

Visitor Brown asked if there is a document showing the campaigns that are underway, to gain a sense of an overall strategy. He spoke favorably of naming rights in the arts initiatives and considered how athletics might benefit from a similar strategy.

Trishana Bowden offered that the university's Mason Now case statement highlights all aspects of the campaign: arts, athletics, schools, colleges, and units, and affirmed that they are all part of Mason Now. She offered to share the case statement, along with supplemental pieces, with the Board.

Visitor Brown indicated that he would appreciate the case statement's inclusion in the presentation, and Bowden stated that she was working to have copies of the case statement delivered.

President Washington noted that at George Mason, the arts and athletics are in different leagues, and that if athletics were at the same level as the arts at the university, “we would have multiple regional, national championships in many areas.” He praised the reputation of the arts at George Mason and the quality of the students and graduates.

Visitor Peterson commented that the biggest impact comes from the endowment of scholarships, to attract the best students. These started 10 to 15 years ago had have made a great difference in the quality of students who study at and represent George Mason. Dean Davis agreed that they are impactful for recruitment and retention.

#### **IIIV. Old Business**

Chairman Peterson called for any topics of “Old Business” to be discussed. There were none.

#### **IVV. Adjournment**

There being no further business to discuss, Chairman Peterson adjourned the meeting at 11:00 a.m.

**George Mason University Board of Visitors  
Development Committee Report**  
**February 27, 2025**

The Office of Advancement and Alumni Relations presents the following report on the activities and engagements conducted in furtherance of the university's mission to support its students, programs, and community in the months following the December 5, 2024, meeting of the George Mason University Board of Visitors.

George Mason University's historic fundraising campaign, *Mason Now: Power the Possible*, is making steady progress towards its \$1 billion goal, nearing the halfway point of \$500M. As of February 17, the campaign's progress stood at \$497M.

Funds raised in the course of the campaign are already having a distinct impact for George Mason's students, research, and programs. \$10M has been dedicated to the Center for Government Contracting at the Donald G. Costello College of Business. \$39.2M in gifts have supported the Antonin Scalia Law School's Law and Economics Center. \$17.5M has been marked for renovation of the Center for the Arts on George Mason's Fairfax Campus, a building that serves not only the university community but the region. \$10M has been marked for the Center of Peace Tech and Entrepreneurship at the Carter School for Peace and Conflict Resolution.

These and many other gifts have fueled initiatives, supported research, and moved George Mason programs forward, all with our underlying objectives to address the most pressing issues of our time, meet societal challenges with innovation drawn from the strength of our interdisciplinary approach, serve the communities we call home, and prepare our students for leadership in our region, nationally, and around the world.

**Notable Gifts and Partnerships**

George Mason's colleges, schools, and units have received several generous gifts and grants in recent months:

The Antonin Scalia Law School received \$746,000 in major gifts, including \$250,000 from the Lynde and Harry Bradley Foundation for the C. Boyden Gray Center, \$170,000 from State Farm Insurance for the Law and Economics Center, \$220,000 from Professor John F. and Loris B. Witherspoon), and \$100,000 from the Pharmaceutical Research and Manufacturers of America.

Scalia Law also reports that the Dean's Excellence Fund and General Scholarship Fund saw a 17 percent increase in giving for calendar year 2024 over 2023.

The College of Public Health reports several significant recent gifts:

- Elma Levy, BSN '91, and Dov Levy made a generous \$100,000 commitment to the college's Dean's Fund. Elma currently serves as the chair of the CPH Dean's Advisory Board, and she made this gift in recognition of her leadership role.
- Christy Zaloumis Cooney, BS '80, and Brian D. Cooney, JD '79, documented a bequest to establish a \$250,000 endowment in the School of Nursing to provide support for undergraduate in-state nursing students.
- Peter Fakoury committed \$100,000 for an endowed nursing scholarship intended to honor the memory of his parents through a lasting gift. His mother was a 30-year career nurse who had worked for the Inova Health System and who had always remarked favorably on about George Mason's nursing program and the College of Public Health.
- Sentara Healthcare committed \$100,000 to renew its Sentara Scholars program, which provides scholarships for nursing students. According to the agreement with Sentara, a portion of the funding may be used to boost the College of Public Health's Student Emergency Fund.

The College of Science reported gifts totaling more than \$200,000 to honor the memory of faculty member Don Kelso, who passed away in August 2024, and to support research on functional and structural comparisons of extracellular vesicles and bioactive manufactured nanoparticles.

The Office of University Life, in furtherance of George Mason's strategic priority to deliver accessible and affordable education within a distinctive student experience, received gifts and pledges totaling \$116,000, which will provide student scholarships and direct support, as well as expand an adaptive sport program through Mason Recreation.

In 2024, the Schar School received nearly \$808,000 in gifts from one donor to support a wide range of strategic initiatives. From other donors, the school received a \$100,000 gift to endow a new scholarship for students in financial duress, a \$75,000 contribution to create an endowment for the Hayden Center for Intelligence, Policy and International Security, and more than \$100,000 to support graduate students seeking unpaid internships at federal agencies.

The University Priorities/Corporations and Foundations team has secured--or has supported our academic units in securing--\$465,000 in funding to support a diverse range of university initiatives, including mental health and wellness programs for veterans, the Forensic Science Research and Training Laboratory (Body Farm) on George Mason's SciTech Campus, the Career Readiness Program, ADVANCE, and scholarships for the College of Public Health.

George Mason received several significant planned gifts this year, where individuals include the university in their long-term financial or estate plans. The university's Legacy Society recognizes these individuals through events and outreach that illustrate how they are integral to the history and legacy of the institution. Notable recent planned gifts received include:

- In December 2024, Liem Ha, brother of George Mason alumnus Tam Ha, BS '06, established a \$100,000 charitable remainder annuity trust. At the termination of the trust, funds are designated to the College of Engineering and Computing.
- Kevin Colgate, BS '75, and Carol Colgate established a \$100,000 charitable remainder unitrust. At the trust's termination, funds are designated to Intercollegiate Athletics and to the Costello School of Business.

### **Partnerships with Region's Leadership**

George Mason University actively engages with the Washington, D.C., Virginia, and Maryland region, fostering partnerships with local, national, and international entities to advance the interest of its students. Some specific examples of these partnerships, listed below, illustrate the broad reach of the university's connections.

The Carter School for Peace and Conflict Resolution was selected to chair the United Nations Sustainable Development Goal 16 Hub, focused on the U.N.'s sustainable development goal of promoting peace, justice, and strong institutions. The appointment letter indicated that George Mason "was selected based on pioneering research and programs focused on promoting peace and conflict resolution," as well as the university's educational policies. The Carter School will hold the position for three years.

The Early Identification Program hosted the official kick-off of the Jones STEM Scholars cohort in partnership with the MITRE Corporation. The Joneses' gift to EIP accelerates George Mason's efforts to close the achievement gap for first-generation college students in STEM. The Stanley and Rosemary Jones STEM Scholars initiative supports a cohort of 10 EIP graduates attending George Mason as STEM majors. With professional mentoring, career programming, and internship opportunities—including placements at MITRE, Stanley Jones's former employer—the program is designed to strengthen retention and career readiness for these students.

The Schar School continued its partnership with the *Washington Post*, conducting seven *Washington Post*-Schar School polls in 2024, which garnered regular front-page coverage in the *Washington Post* and repeated mentions in leading news outlets during the 2024 election cycle. In addition, the Schar School's specialty Master's in Public Policy cohort, which includes a partnership with the United States Marine Corps Congressional Fellows Program, celebrated its seventh successful year, with plans to expand. Overall, 28 percent of Schar School graduate students are affiliated with the U.S. military.

Intercollegiate Athletics is creating across-court connections, hosting its first-ever Investor's Dinner in Durham, North Carolina, in connection with a men's basketball game against Duke University. With a carefully selected guest list of major gift donors and influencers, the event was designed to create an exemplary donor engagement opportunity that focused on basketball greatness and how sport success moves the needle for the university.

The Athletics Department has also worked to integrate the George Mason University identity across all of its team programs, announcing two new partnerships with sports team apparel companies Game One and Adidas. The all-sport deal will help reduce costs across George Mason's athletics programs, enhance branding consistency, and create new revenue opportunities for the university.

In two of its individual programs, the Athletics Department notes important milestones tied to community partners:

- The men's golf team officially has a course to call home through a new partnership with Fairfax County and the Fairfax County Park Authority's Laurel Hills Golf Club.
- George Mason women's basketball set the single game attendance record on January 2 against Saint Joseph's University: 3,354 fans attended the game as part of a special new partnership with the Fairfax County Department of Neighborhood and Community Services.

The Antonin Scalia Law School reports that the Virginia Court of Appeals held oral arguments at Scalia Law in November. Students observed multiple cases over the span of two days and enjoyed a special student-only lunchtime question-and-answer session with the judges and clerks. Judges Beales, Callins, and Athey answered questions and provided advice for almost an hour.

The College of Science's Mason Space Day 2024 was a half-day event that drew in over 1,500 community members, alumni, students, faculty, and staff, and included over 100 student volunteers. Speakers included President Gregory Washington; Oleg Goushcha, aerospace research engineer at the NASA Langley Research Center; NASA astronaut Kjell N. Lingren; and Associate Professor Peter Plavchan, Landolt Mission Principal Investigator.

On February 5, Mason Arts—which encompasses the academic programs in the College of Visual and Performing Arts, four community arts programs, and the university's performing arts centers—hosted *Mason Arts Elevated*. The event introduced Give Voice, the initiative to reimagine the Center for the Arts on the Fairfax Campus and elevate all of Mason Arts's programs. Guests enjoyed a reception and presentation by Dean Rick Davis on the university's arts impact on the university and regional community and the future of Mason Arts.

### **Supporting the Advancement Function at George Mason**

George Mason University's Office of Advancement and Alumni Relations remains committed to collaborating with our colleagues throughout the university's schools and units to support their fundraising success.



The Advancement Communications team has continued to work on unit-specific statements of support for the Mason Now campaign, highlighting the students, research, and initiatives that are distinctive to each unit. The team has enhanced its work in developing new modes of sharing the impact of the campaign, including through video, social media, and visual content to support events and fundraising initiatives across the university.

Last fall, the Office of Advancement and Alumni Relations launched an innovative two-part workshop series to develop transformational funding initiatives at George Mason. The pilot program, designed for the College of Education and Human Development (CEHD), brought together key stakeholders, professional facilitators, and creative strategists to craft compelling, donor-centric opportunities.

Led by Advancement Communications, with facilitation from the Compass Group and five consultants, the workshops provided a platform for Dean Ingrid Guerra-Lopez and her leadership team to articulate their bold vision: addressing Virginia's teacher shortage while establishing George Mason as a leader in educational transformation. As the initiative moves into its project development phase, CEHD is focusing on case development, prospect identification, and strategic messaging for major donor engagement. The model has generated interest from other deans interested in exploring similar workshops for developing their own transformational funding initiatives.

### **Engaging with Mason's Alumni Network**

George Mason's alumni network is nearly 245,000 strong, and the Office of Advancement and Alumni Relations continues to engage these members of Mason Nation through events, programming, and recognition.

On January 30, close to 200 alumni, legislators, and friends joined the Office of Alumni Relations and university leadership at the Library of Virginia in Richmond for the annual Mason Alumni Legislative Reception. Lawmakers had the chance to hear from President Gregory Washington about the impact that George Mason alumni make on the Commonwealth and why an investment in George Mason is an investment in Virginia. We were honored to hear personally from Virginia's Lieutenant Governor Winsome Earle-Sears.

In conjunction with Student Involvement and Athletics, the Office of Alumni Relations hosted Homecoming 2025 in early February. The office engaged more than 600 alumni throughout the course of the week through multiple activities and events, both in person and virtual.

The university's colleges, schools, and units, too, have worked to engage specific groups of alumni:

- Scalia Law School is intensifying and renewing its outreach to major donors and lapsed donors. In addition to its traditional alumni events— the Judicial and Legislative

Reception and the Capitol Hill Reception — more than 600 contacts have been made this fiscal year.

- Intercollegiate Athletics celebrated two programs of distinction over their 50th anniversaries: women's volleyball and men's volleyball. Each celebration honored alumni and former coaches, and the Athletics Department dedicated storytelling efforts and encouraged sport-specific giving initiatives that continue programmatic growth.

The University Priorities/CFR team has also been working with units to increase alumni engagement:

- Hosting high-profile alumni events to foster personal and professional support for the Innovation District and the SciTech Campus.
- Partnering with the College of Engineering to offer a preview of Fuse for School of Computing alumni.
- Coordinating with industry partners to host an Industry Night at EagleBank Arena, designed to engage alumni employed at these companies and their leadership.

The Office of Alumni Relations (OAR) has continued the Mason Nation Tour, engaging alumni, friends, donors, and prospective and admitted students and parents in Charlotte and Durham, North Carolina; Miami, Tampa, and Orlando, Florida; and Atlanta, Georgia. In addition, regional networks have hosted activities in New York City; Suffolk, Virginia; Charlotte, North Carolina; and Myrtle Beach, South Carolina.

The OAR continued to engage with GOLDs (Graduates of the Last Decade) through their popular #adulthood series which featured a First Time Homebuyer's Seminar. In collaboration with University Career Services, OAR hosted an alumni panel on mentorship during January's National Mentoring Month, and partnered with Intercollegiate Athletics for a Young Alumni Night at a men's basketball game.

### **Upcoming events**

On Saturday, April 26, the Hylton Performing Arts Center will host its 15<sup>th</sup> Anniversary Gala honoring Marion Wall and Dominion Energy. Fundraising proceeds for the night of the gala will directly benefit the Veterans and the Arts Initiative. Learn more at [HyltonCenter.org/galas](https://HyltonCenter.org/galas).

On Thursday, May 29, George Mason University invites its community to the official opening of the Fuse building at Mason Square in Arlington. This hub of research, entrepreneurship, learning, and innovation will welcome its first students in fall 2025, and has been steadily engaging tenants to populate its 345,000+ square footage of smart, sustainable, customizable space. The Fuse opening event will celebrate the university's commitment to the growth of local enterprise and community, as well as its support of the Commonwealth's status as a driver for business and education.

The Office of Advancement thanks the Board of Visitors for your continued leadership and service to George Mason University. We especially thank the Visitors who have made a gift to George Mason and for your attendance and support of university events and activities. We appreciate this opportunity to update the Board on our stewardship of the university's endowment and fundraising function, and we welcome your partnership in the continued growth of the institution.

**George Mason University Alumni Association (GMUAA)**  
**President's Report to the Board of Visitors**  
*(November – January)*

The George Mason University Alumni Association (GMUAA) continues to advance its mission by fostering alumni engagement, strengthening connections with students, encouraging volunteerism, and exploring opportunities for collaboration and support. Over the past three months, GMUAA has worked closely with university leadership, the Board of Visitors (BOV), the Board of Trustees (BOT), and the George Mason University Foundation to ensure alumni remain actively involved in the university's success.

### **Alumni Engagement**

- **Expanding Alumni Participation:** GMUAA President welcomed over **5,000 new graduates** to the alumni family at **Winter Commencement**, with a message encouraging them to stay connected with GMUAA and that the alumni family is available to provide assistance throughout their personal and professional journeys.
- **Building Community Through Events:** Increased alumni engagement at events, fostering lifelong connections.
- **Strengthening Ties Through Athletics:** Alumni involvement in **Mason Basketball Watch Parties** and the **Basketball Toy Drive** helped unite alumni and support community causes.
- **Targeted Outreach and Communication:** Implemented specific messaging efforts, including a **Happy New Year** message to ALL alumni and a **dedicated message to veteran alumni**, reinforcing engagement and increasing participation in alumni networks.

### **Student Engagement**

- **Supporting Student Career Growth:** Partnered with the **Military and Veterans Family Initiative (MVFI)** to host the **"From Service to Success"** panel, providing student and alumni veterans with tools, support and mentoring to help **Leverage Military Experience for Career Advancement**. A GMUAA Director At Large, Lisa Rosser was a panelist.
- **Expanding Leadership Development Opportunities:** Met with student veterans to discuss pathways for leadership within the **Veterans Alumni Chapter**, strengthening connections between current students and alumni.
- **Student Government Collaboration:** Met with SG leadership to further discuss collaboration opportunities and briefed the broader SG Executive team to provide a GMUAA update and partnership pathways.
- **Registered Student Organization (RSO) Outreach:** Provide a monthly message to the RSOs via the Student Involvement office with the goal of strengthening the relationship with our future alums.

## Volunteerism

- **Enhancing Alumni Service Initiatives:**
  - Supported the **Mason Chooses Kindness (MCK) Day of Service** event sponsored by the **Costello College of Business**, which benefited the **Patriot Pantry** supporting student well-being. It also reinforced the commitment to partner with academic units and alumni across the George Mason enterprise.
  - Co-Chaired the Costello College of Business Prominent Patriot Selection Committee.
- **Strengthening Alumni Chapter Leadership:** Worked with the **CVPA Alumni Chapter** and other groups to identify and mentor emerging alumni leaders, ensuring sustainable engagement. Met with the **EIP Chapter President** to discuss opportunities to mature the Chapter.

## Philanthropy

- GMUAA remains committed to fostering a culture of giving among alumni through contributions of time, expertise, and financial support.
- **Time:** Alumni continue to volunteer in meaningful ways, from mentoring students and serving on panels to participating in events. GMUAA has volunteered over 500 hours since July, which exceeds, by over 100 hours, the total from the previous year.
- **Talent:** Alumni have shared their expertise through speaking engagements, networking opportunities, and leadership roles in alumni chapters, including the **"From Service to Success" panel**, which connected student veterans with alumni professionals in their fields.
- **Treasure:** GMUAA supported university-wide giving initiatives which encouraged alumni to contribute to Mason's philanthropic priorities. The GMUAA President Scott Hine and his family were featured in a **Celebrating the Legacy of Giving** [video](#) for the **Winter Celebration of Giving** event which helped raise awareness of the impact of alumni giving on student scholarships and programs.

## Looking Ahead

We are very excited to announce that Homecoming 2025 at George Mason University will take place from Friday, January 31 to Saturday, February 8, 2025! Student Involvement, the Patriot Activities Council, Mason Athletics, Alumni Relations, and other Mason departments, clubs and organizations will rally around our Men's and Women's basketball teams for Homecoming festivities throughout the week.

GMUAA President Scott Hine is featured in a Welcome to Homecoming 2025 [video](#).

GMUAA remains committed to strengthening its partnerships, increasing alumni engagement, and enhancing student-alumni connections. Through ongoing collaboration with university leadership and external stakeholders, the association will continue to elevate its impact and foster a strong, engaged George Mason alumni community.

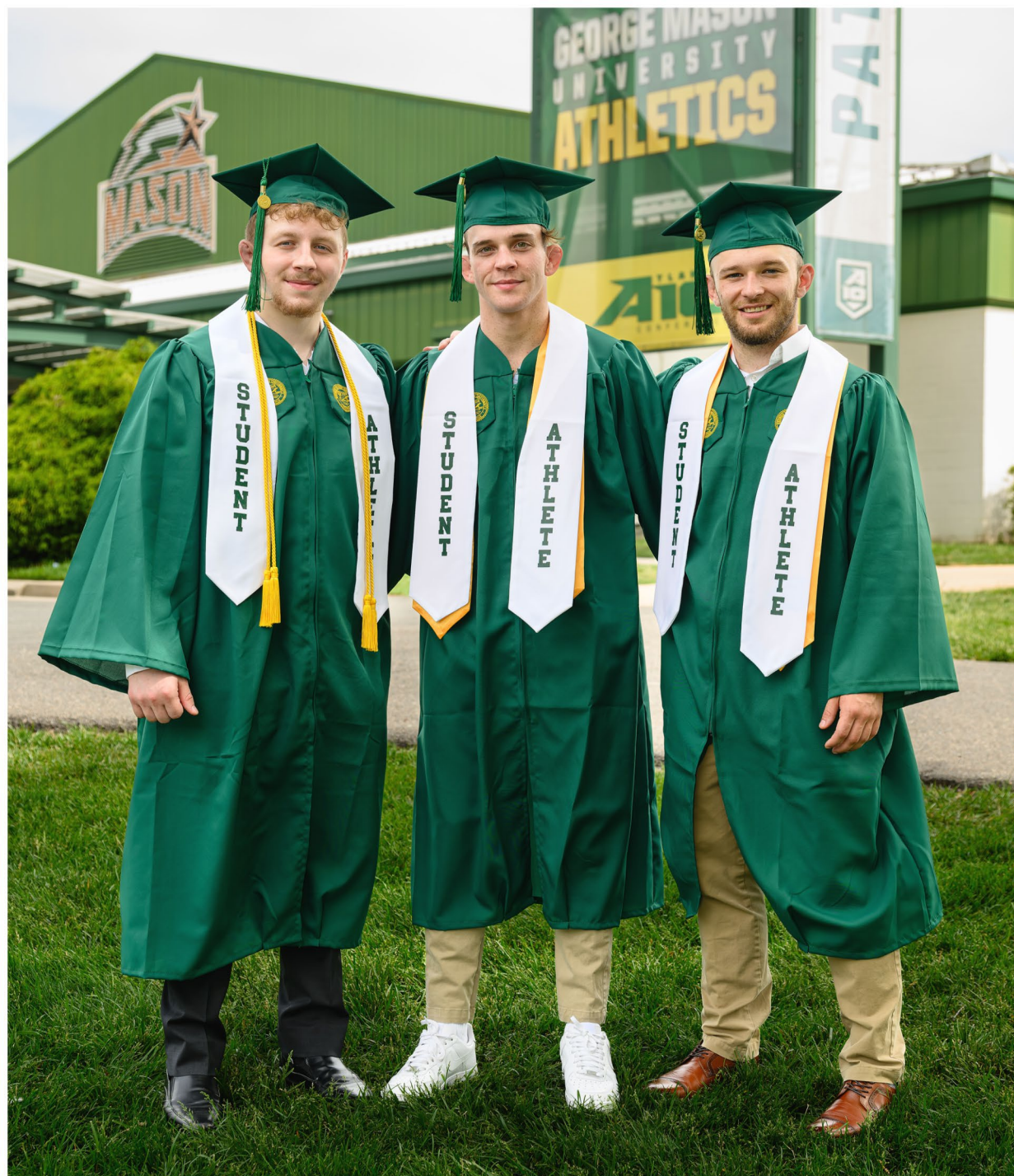


# Intercollegiate Athletics Update

Board of Visitors - Development Committee



Thursday, February 27, 2025



# Agenda

- Student-Athlete “Spotlight”
- Athletics Strategic Plan
- Athletics Case for Support
- Questions





# Student-Athlete “Spotlight”

Our “Why”





## Student-Athlete Spotlight: Darius Maddox

Sport: Men's Basketball

Position: Guard

Class: Senior

Major: INTS, Social Justice and Human Rights Concentration

Hometown: Bowie, MD

*"It's hard to find more of a family-oriented organization. I feel like at Mason, that's exactly what it is. The students, the young kids, the University as a whole, and the people that have been fans for years are behind a program that values the players and staff as well as winning."*

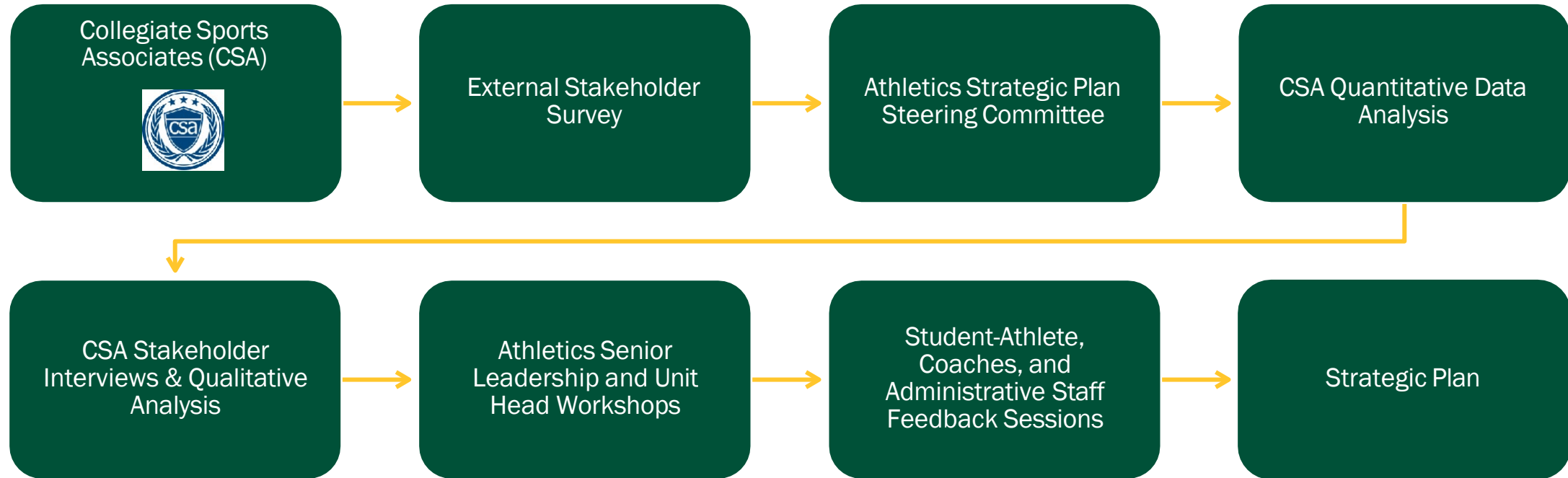


# Athletics Strategic Plan

Playbook for Greatness

## Athletics Strategic Plan:

# The Process and Framework



Kaitlyn Bestick, WLAX Student-Athlete • Will Carson, MSOC Student-Athlete • Keith Morrisroe, Athletics Administration • Jennifer Medd, Athletics Administration • Nena Rogers, Athletics Leadership • Katie Pate, Athletics Leadership • Jenny Everett, Athletics Leadership • Megan Bachmann, WVB – Head Coach • Frank Beasley, WR – Head Coach • Lewis Forrest, University Life • Alan Byrd, Enrollment Management • Paul Kyle, Patriot Club Advisory Board • Chris Durlak, Patriot Club Advisory Board • Scott Hine, GMU Alumni Association • Whitney Owen, Business Consulting (Advisor)





Athletics Strategic Plan:

# Mission Statement

**Inspire and transform  
lives through the power  
of sports.**





Athletics Strategic Plan:

# Purpose Statement

**Unite communities by  
developing champions.**





## TEAMWORK

Committing to a shared vision while fostering collaboration, communication, and mutual understanding



## INCLUSIVITY

Celebrating our diversity and valuing each individual's contribution



## ACCOUNTABILITY

Owning responsibility and holding ourselves to the highest standards of integrity, character, and performance



## AMBITION

Striving for excellence in all we do with enthusiasm, authenticity, grit, and determination



## INNOVATION

Promoting a growth mindset to creatively solve our greatest challenges

### Athletics Strategic Plan:

# Core Values



*2024 A10 Men's Soccer Regular Season Champions*

# Priorities, Goals, and Objectives

## 1. Student-Athlete Experience

To prepare student-athletes to thrive collegiately and beyond.

Create a flexible, customizable academic support system that adapts to the unique needs of each student-athlete.

Prioritize mental health, well-being, and the personal growth of every individual through tailored support and wellness initiatives

Offer diverse experiences and holistic programs focused on career readiness, life skills, civic engagement, and leadership

## 2. Competition

Consistently position programs for competitive success and transformational experiences.

Basketball programs consistently contending for A10 regular-season titles and NCAA Tournament berths

Design, develop, and manage cutting-edge training and competition facilities

Establish a comprehensive performance ecosystem to optimize athlete development

Align competitive goals with strategic resource investments to deliver impactful experiences across all programs

## 3. Resources

Develop, manage, and optimize resources to elevate the student-athlete experience.

Develop a sustainable, university-backed long-term financial model

Strengthen support and advocacy from university and community partners

Drive capital growth through strategic annual giving and major gift programs

Expand operating revenue by leveraging both new and existing funding streams

Optimize expenditures while investing in cutting-edge technology, systems, and industry best practices

## 4. Storytelling & Engagement

Celebrate the George Mason story to galvanize the campus and local community

Foster a unified campus community and elevate university pride

Create lasting connections and unforgettable experiences, strengthening lifelong bonds

Develop, refine communication channels to share our story, engage diverse audiences, and amplify our message

Leverage partnerships to elevate the athletics brand and enhance visibility and community engagement

## 5. Championship Culture

Foster environment that champions uniqueness and leverages areas of distinction.

Strengthen initiatives to cultivate a more inclusive and welcoming environment for all.

Optimize partnerships to create distinctive engagement opportunities and broaden our impact across the community

Invest in strategic initiatives and programs aimed at recruiting and retaining top talent to ensure sustained excellence

# Athletics Strategic Plan: Video





# Athletics Case for Support

Mason Now: Power the Possible

# Mason Athletics Now: Power the Possible



## Basketball Greatness

- Recruit and retain top-tier talent
- Performance fuel and development
- Basketball and Academic Performance Center

*Philanthropic Goal = \$22.5M*



## Patriot Pathways Program

- Financial education
- Career readiness
- Leadership development
- Civic engagement

*Philanthropic Goal = \$3M*



## Sports Performance Ecosystem

- Mental health and wellbeing
- Student-athlete nutrition and fueling

*Philanthropic Goal = \$8M*



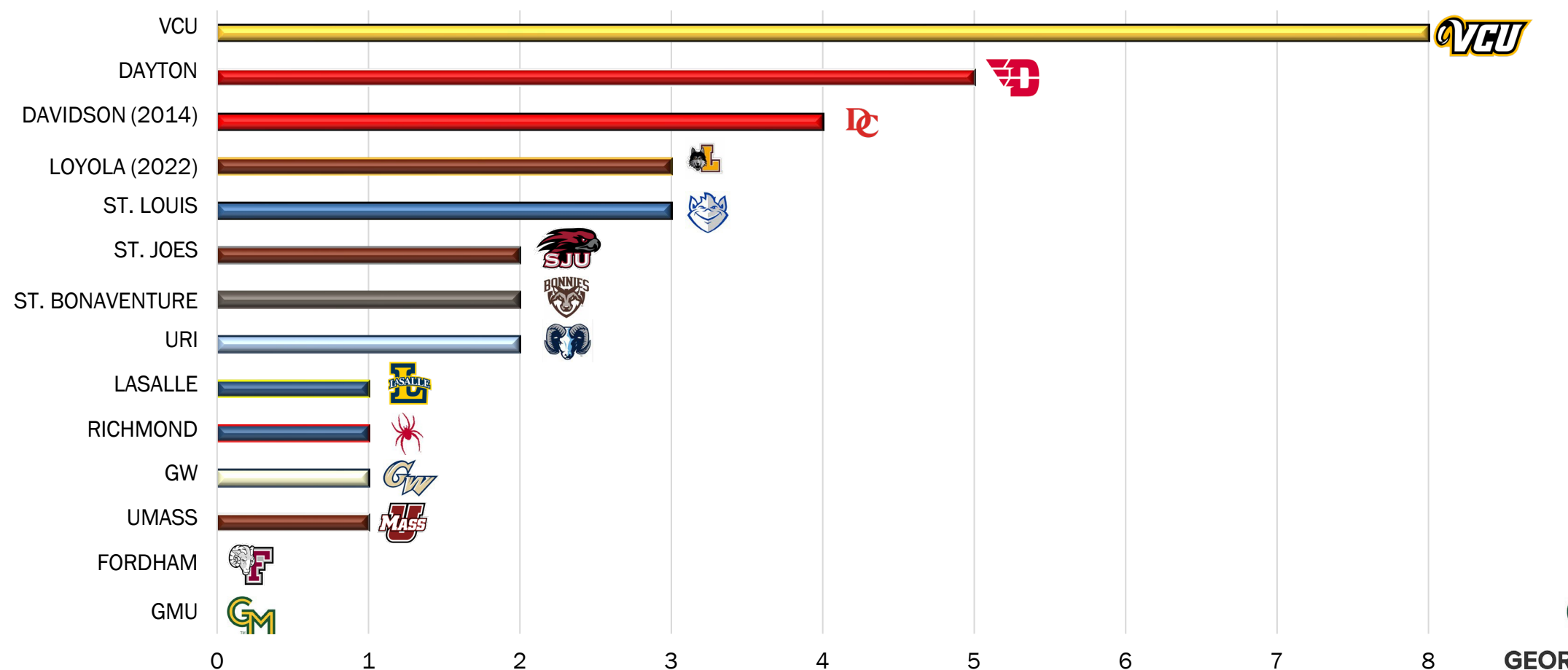
## AD Opportunity Fund

- Leverage campus and regional expertise
- Piloting new technology and software
- Invest in high impact special projects

*Philanthropic Goal = \$1.5M*

# Competitive Comparison - Conference

NCAA TOURNAMENT APPEARANCES  
(since 2013)



POWER Basketball Greatness:

# Talent Recruitment and Development

## Attract, Recruit, Retain Talent

Attract, recruit, and retain top-tier talent, including exceptional athletes, coaches, and direct support staff.

## Fuel and Develop Athletes

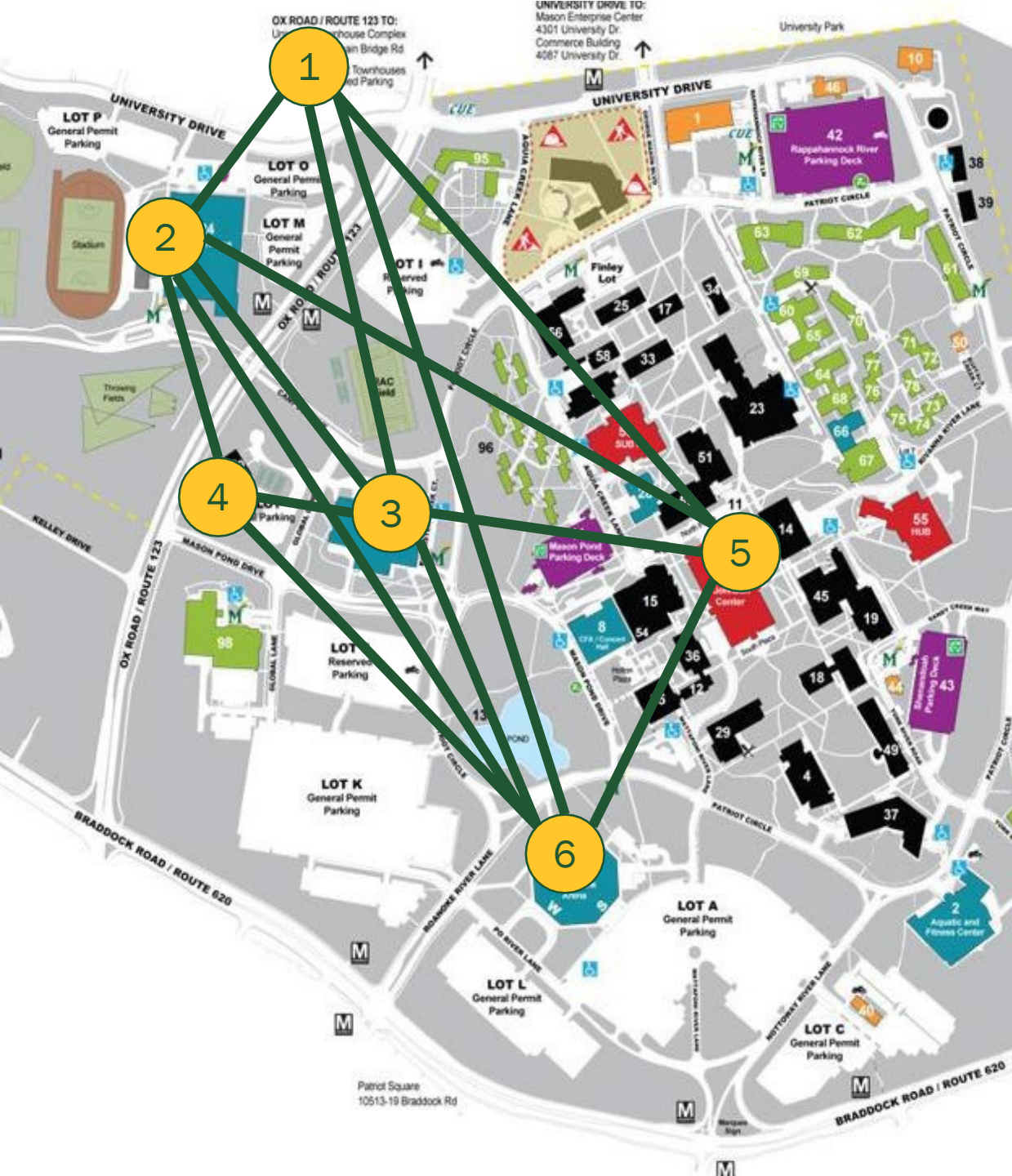
Provide direct, championship-level support model for men's and women's basketball designed to empower athletes and elevate performance.

*"The Mason community is remarkable! It's the relationships and the pride in representing something bigger that makes being part of the men's basketball program so special. We are all in this together, working towards greatness!"*

- Tony Skinn, Head Men's Basketball Coach







## POWER Basketball Greatness: **Build and Modernize**

### Basketball Student-Athlete Daily Travel Experience

1. Off-Campus Housing
2. Athletic Field House
3. Basketball Practice Facility
4. Academic Resource Center
5. Central Campus – Classrooms and Dining
6. Eagle Bank Arena (EBA)

Average Mileage = 4+ miles

Walk Time = >75 minutes



POWER Basketball Greatness:

# Build and Modernize

## Basketball and Academic Performance Center

- ✓ Square Footage ~ 30,000 sq. feet
- ✓ Total Cost ~ \$30 million
- ✓ Basketball Operations: practice courts, weight room, training room, locker rooms, fueling station, wellness rooms, coaches offices, etc.
- ✓ Academic Performance Center: tutoring rooms, study labs, low sensory room, classroom, academic services staff offices, etc.







Academic Excellence



Life Skills



Leadership Development



Wellbeing & Belonging



Career Readiness



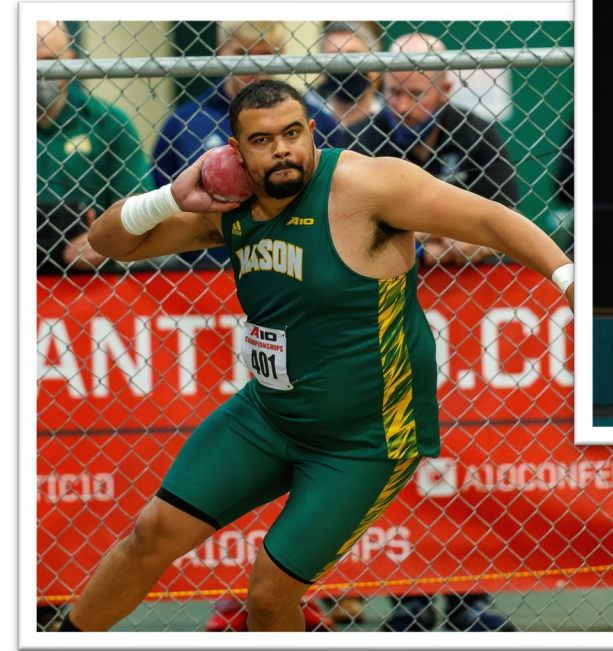
Civic Engagement

*"We're looking to grow our organization with high level participants in life. The student-athletes of George Mason have those skills."*

*- Matt Vahue – CEO, Financial Growth Partners, Major Gift Donor*

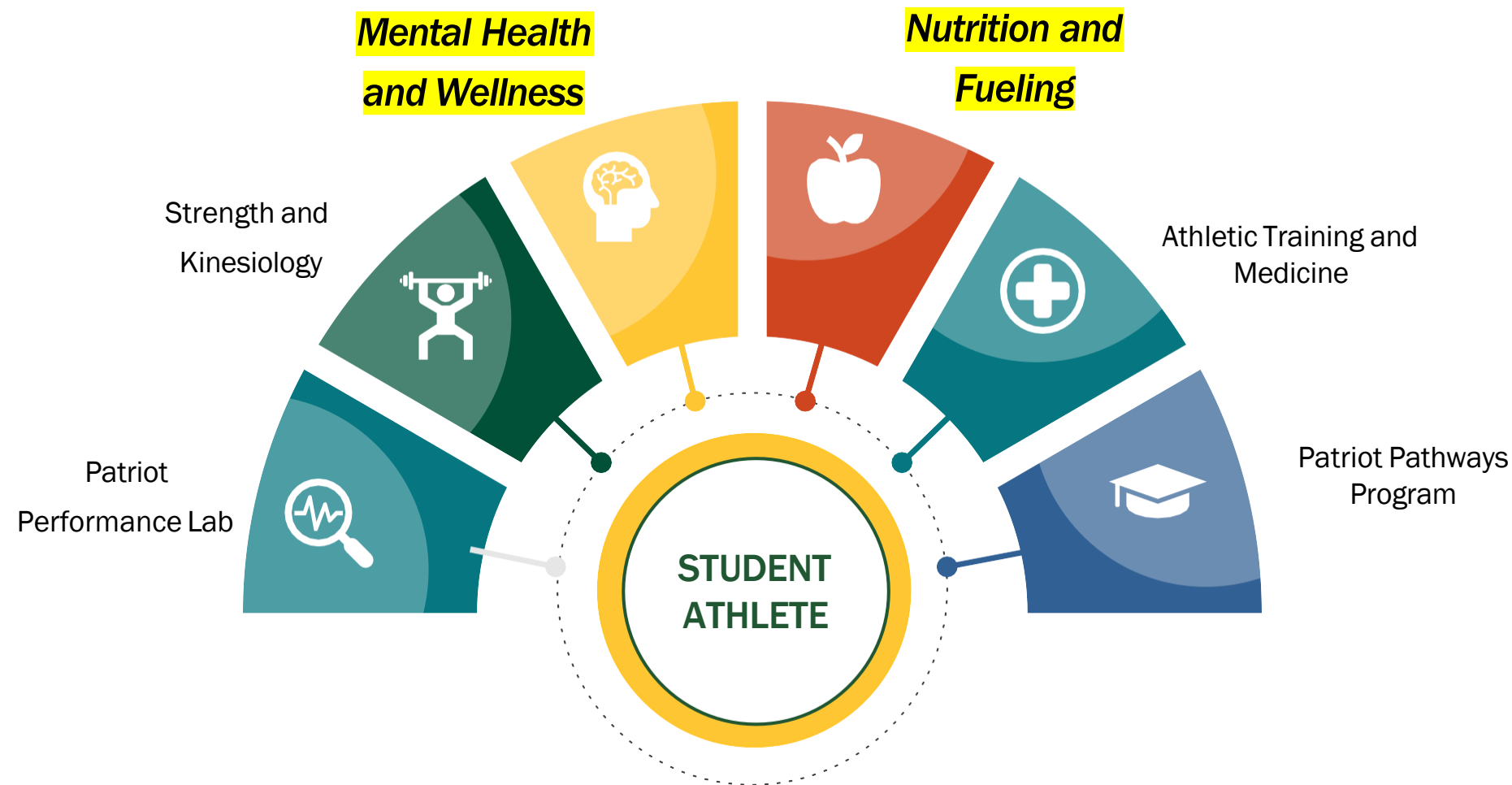
POWER Patriot Pathways:

# From Champion to Career



POWER Sports Performance Ecosystem:

# Mental Health, Wellbeing, and Nutrition



*Expanding mental health and nutrition support are consistently the #1 and #2 most requested resources by our student-athletes in annual reviews and surveys.*



## POWER New Opportunities:

# Athletics Director Opportunity Fund

### CHALLENGES

- X Talent recruitment and retention (NIL/Portal)
- X Coach and staff retention
- X Lack of infrastructure and systems
- X Competitive conference, regional, and national athletics landscape

### OPPORTUNITIES

- ✓ Strengthen NIL program support and infrastructure
- ✓ Employee recruitment and retention initiatives
- ✓ Leverage campus, regional expertise and partnerships
- ✓ Piloting cutting-edge or high impact technology and new software

“In 10 years, I see us as the innovator, developing new ways of doing things, making tough decisions, being out in front – doing things first, with others following us. Athletics leading the charge.”

*Chris Durlak – GMU Foundation  
BOT, PCAB, PNC*



## POWER a New Mason Athletics: Join Our Journey

Athletics Case for Support Fundraising Initiatives	5-Year Goal
Basketball Greatness	\$22,500,000
Patriot Pathways: Champion to Career	\$3,000,000
Sports Performance Ecosystem	\$8,000,000
Athletics Director Opportunity Fund	\$1,500,000
<b>TOTAL</b>	<b>\$35,000,000</b>



POWER a New Mason Athletics:

# Vision for the Future

- POWER transformational experiences for student-athletes
- POWER a championship culture elevates our programs and university profile
- POWER community by uniting students, fans, and supporters within Mason Nation



# How Can You Help Us...Power the Possible?



1/22 - Men's Basketball CXO panel hosted at the Tower Club

Questions?

***DRAFT***  
**BOARD OF VISITORS**  
**GEORGE MASON UNIVERSITY**

**Full Board Meeting**  
**Thursday, December 5, 2024**  
**Beacon Hall 1017**  
**Science & Technology Campus**

**MINUTES**

**PRESENT:** Rector Cully Stimson, Vice Rector Mike Meese, Secretary Armand Alacbay, Visitors Horace Blackman, Lindsey Burke, Ken Marcus, Dolly Oberoi (virtual), Bob Pence, Jon Peterson, Nancy Prowitt, Nina Rees, Jeff Rosen, and Marc Short.

**ABSENT:** Visitors Reginald Brown, Anjan Chimaladinne, and Farnaz Thompson.

**ALSO, PRESENT:** Melissa Broeckelman-Post, Faculty Senate President pro tempore; Maria Cuesta, Undergraduate Student Representative; Carolyn Faith Hoffman, Graduate Student Representative; Jacquelyn Sims, Staff Liaison; Gregory Washington, President; Ken Walsh, Vice President for Strategic Initiatives and Chief of Staff; Whitney Owen, Executive Director, University Business Consulting; Jim Antony, Provost and Executive Vice President; Deb Dickenson, Executive Vice President for Administration and Finance; Anne Gentry, University Counsel; David Burge, Vice President for Enrollment Management; and Scott Nichols, Interim Secretary pro tem.

**I. Call to Order**

Rector Stimson called the meeting to order at 1:50 p.m.

Rector Stimson informed the Board that Visitor Oberoi requested to participate remotely due to a personal matter, more specifically for work travel in Orlando, Florida.

Citing the board's Electronic Meeting Participation policy, Rector Stimson **MOVED** to approve Visitor Oberoi's electronic participation in the meeting. The motion was **SECONDED** by Visitor Prowitt. The **MOTION CARRIED BY VOICE VOTE.**

Rector Stimson further noted that Melissa Broeckelman-Post was joining the meeting in her role as President pro tem of the Faculty Senate while Solon Simmons was out of the country. He then recognized Visitor Blackman to provide a comment. Visitor Blackman informed the board that Blue Star Families had recognized Vice Rector Meese with the Collaborative Leadership Award for 2024 for his work with veterans, caregivers, and military families.

**II. Approval of Minutes**

**A. Full Board Meeting Minutes for September 26, 2024 (ACTION ITEM)**

Rector Stimson called for any corrections to the Full Board Meeting Minutes for September 26, 2024, that were provided for review in the board meeting materials. Hearing no corrections, the meeting minutes stood **APPROVED AS WRITTEN.**

**III. Rector's Report**

**A. View from the Bridge**

Rector Stimson noted several items:

- Thanked President Washington, Sharon Cullen, Scott Nichols, Tim Caldecott, Susan Kehoe, and the GMU-TV team for making the arrangements to hold the meeting at the Science and Technology Campus.

- He had completed his first round of meetings with Mason's deans, which included meetings with Cody Edwards, Ajay Vinzé, Zofia Burr, Anne Osterman, and Alpaslan Özerdem.
- He participated in the annual National Leadership Council retreat hosted by the GMU Foundation Board of Trustees in Middleburg, VA. The retreat included donors, board members, and university leaders, and those attending received a tour of the Body Farm on the Science and Technology Campus. He noted the tour as being one of the reasons for asking Mary O'Toole to present on the subject at the Research Committee meeting.
- He met with the Mason Staff Senate and engaged in a question-and-answer session.
- Along with Vice Rector Meese, he attended the Veterans Day Luncheon hosted by Mason's ROTC and Office of Military Services, where he provided remarks honoring veterans in the Mason community.
- In addition to other members of Mason's board and board members from all other Virginia universities, he participated in the annual BOV orientation hosted by the State Council of Higher Education for Virginia (SCHEV) in Norfolk.
- At the September BOV meeting, he had tasked the APDUC Committee with exploring the topic and seeking feedback from the Mason community on whether Mason's board should adopt the Kalven Committee principles on institutional neutrality. The Provost and APDUC Chair Burke met with stakeholders and provided updates on that process at their November 19 committee meeting.
- President Washington and Provost Antony would provide an update on the Critical Vacancy Review (CVR) process with the board. He noted that several deans had strongly expressed concerns and challenges with the CVR process. He looked forward to hearing how the president and provost were addressing and incorporating those concerns and modifying the CVR process.
- He expressed his appreciation to Dean Rick Davis for the tour of the Hylton Performing Arts Center that the board received during their lunch break.
- Next academic year, the board will hold a meeting at the Fuse building on the Arlington campus.
- In February, he plans to visit the Mason Korea campus and attend their convocation.
- He noted several reminders for the board members and encouraged attendance where appropriate:
  - December 8 Winter Celebration of Giving.
  - December 13 President's Holiday Reception.
  - December 19 Winter Commencement.
  - January 2025 file annual mandatory financial disclosure through the Virginia Ethics Council.
  - January 2025 completion of the BOV Self Evaluation Survey.

## B. Revising and Repealing University Regulations

Rector Stimson recognized Elizabeth Woodley to present on the proposed changes and repeal of certain university regulations. Ms. Woodley explained that the Governor's Executive Order #19 directs agencies to review regulations with the goal of reducing Virginia's regulatory requirements by at least 25%. She further explained that by Mason revising its space use regulation, it would allow for the repeal of three other redundant regulations, which would reduce Mason's regulations by 50% from the original six. She offered to answer any questions; there were none.

Rector Stimson **MOVED** to approve resolution titled "Revising and Repealing University Regulations" as it was provided in the meeting materials. The motion was **SECONDED** by Vice Rector Meese. Rector Stimson called for any discussion; there was none. The **MOTION CARRIED UNANIMOUSLY BY ROLL CALL VOTE**.

## V. Strategic Plan Update

Due to brief technical difficulties, President Washington adjusted the order of presentations and recognized Whitney Owen, Executive Director of University Business Consulting, to provide the Strategic Plan update in Ken Walsh's stead, prior to commencing the President's Report. Ms. Owen noted the following highlights:

- Reviewed the original process and timeline for developing the Strategic Plan along with its roadmap and overall structure for achieving outcomes.

- Reviewed the five priorities of the plan (Mason Student Experience; Research; Partnerships; Diversity, Equity, and Inclusion; and Faculty and Staff) and their associated strategies. She pointed to 45 individuals across 30 units that are designated as “Action Leads” to direct implementation.
- Briefly spoke to the practices of tracking progress by maintaining communication with units with monthly emails, semesterly meetings, and regular website updates, also allowing for units to submit proposed changes.
- Noted that 80% of actions are categorized as “In Progress”, 6% are “Complete”, and approximately 1/3 of actions are “Somewhat Delayed”. Pointed to the use of a KPI (key performance indicator) dashboard which shows the status of key KPIs. The dashboard can be found on the Strategic Direction webpage.

Visitor Short asked how progress was measured on DEI. Ms. Owen responded that progress is self-reported by units in the form of successes, challenges, and progress to completing the outcomes they are assigned. President Washington added that there are written goals for each priority that can be measured. Visitor Rosen pointed to the strategy under DEI “refine Mason’s governance structure, policies, and accountability measures to ensure diverse, equitable, and inclusive practices”. He asked what tactics and KPIs would be associated with that strategy. Ms. Owen responded that she did not have that information readily available but could check the roadmap and get back to him.

#### **IV. President’s Report**

Rector Stimson recognized President Washington for his report. President Washington noted the following:

- Recognized Visitor Blackman for receiving the Washington Executive Pinnacle Award for “Public Company DoD Executive of the Year”.
- Provided an update on the completion status of his 2024-2025 Presidential Performance Metrics and highlighted the positive progress in key rankings and financial indicators between FY20 and FY24.
- Noted the establishment of Mason’s Chief AI Officer and the AI initiatives that are planned at both the undergraduate and graduate levels.
- Spoke to the ongoing plans to develop Fairfax West Campus, highlighting the critical need for additional student housing, the plan for engaging the community on the topic, and for increased safety at the intersection of Ox Road and Campus Drive, to potentially include a pedestrian bridge over Ox Road.
- Provided an update on the progress of modifications to Mason’s DEI programs and Presidential Goals as a result of previous conversations and directives from the board.
- Noted Mason’s corporate partnerships, highlighting key corporations with whom Mason engages, the efforts of the President’s Innovation Advisory Council (PIAC), and the different methods in which Mason engages with companies.
- Highlighted his extensive engagement with members of the state and local government and economic development leaders in furtherance of Mason’s priorities.
- Provided a brief explanation of the Critical Vacancy Review process, noting that its intent was to decrease the \$64 million budget deficit discovered following the pandemic by slowing the rate of staff growth/hiring. He compared Mason’s budget deficit response to that of other institutions and highlighted that the CVR process has allowed Mason to avoid staff and faculty layoffs, unlike some other institutions. He noted that Mason has so far reduced the deficit by \$50 million, and that Mason would be moving to a new hiring review process beginning the next academic year. He emphasized that to be prudent stewards, there would always be a form of vacancy review at Mason.
- He then opened the floor for questions and discussion:
  - Visitor Blackman pointed to the 17% decrease in Law School enrollment, questioning how that loss of revenue impacted the deficit. President Washington responded that the Law School had increased enrollments for the coming year, and that it should reverse course. Visitor Blackman also expressed concern over “burning out” the Law School, and that perhaps it should be grown. President Washington pointed to the university’s \$20 million investment in the Law School, which should bring it into alignment with other academic units, further noting he is not concerned with its fiscal state. While there is an E&G deficit, the university has an overall surplus when



considering all funding sources. Rector Stimson added that typically law schools at public universities receive support from the main campus and noted the high standard of admission for Mason's law school.

- Carolyn Faith Hoffman asked whether the graduate enrollment declines were primarily masters or doctoral students. President Washington replied that it was primarily master's students. She then expressed concern about graduate stipend amounts and their ability to both attract graduate students and support them in a high cost of living area. President Washington responded that while Mason's stipends were often competitive, it is counteracted by the high cost of living, which is driven primarily by the cost of housing. He noted this as a large reason for consideration of development of additional student housing on Fairfax West Campus. Ms. Hoffman expressed graduate students' desire for dedicated graduate housing on the Fairfax campus, to which President Washington pointed to the proposed development of West Campus as well as ongoing public-private partnerships for additional housing on the Science & Technology Campus.
- Secretary Alabay noted the state policy that aims to fund faculty salaries at the 60<sup>th</sup> percentile of the comparable national peer group, observing that Mason was at 30%. He asked what was being done to close that gap. President Washington pointed to Mason's recent progress on faculty salaries and reiterated that Mason was attempting to catch up with years of neglect, and that recent increases in state funding have gone largely into faculty and staff salaries.

## VI. Committee Reports

To accommodate board members' schedules, Rector Stimson adjusted the order of committee reports, asking Visitor Burke to present the APDUC committee report first.

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

- i. Program Actions
  - 1. New Degree Programs
    - a. MEd in Elementary Education (**ACTION ITEM**)
    - b. MEd in Secondary Education (**ACTION ITEM**)
- ii. Faculty Actions
  - 1. Conferral of Emeritus/Emerita Status (**ACTION ITEM**)
- iii. The Use of Standardized Tests in Undergraduate Admissions (David Burge)
- iv. Adoption of Kalven Committee Principles on Institutional Neutrality (**ACTION ITEM**)

Visitor Burke reported on the activities of the November 19 APDUC Committee meeting, providing a summary of the presentations given by Provost Antony. Visitor Burke then **MOVED** that the board approve the following action items, en bloc, as they are provided in the meeting materials:

- New Degree Program: MEd in Elementary Education
- New Degree Program: Med in Secondary Education
- Conferral of Emeritus/Emerita Status

The motion was **SECONDED** by Visitor Pence. **MOTION CARRIED UNANIMOUSLY BY ROLL CALL VOTE.**

Yes: 14

Absent: Visitors Chimaladinne and Thompson

Visitor Burke recognized Provost Antony to summarize the process and feedback received on the topic of the Kalven Committee Report on Institutional Neutrality. Provost Antony explained that feedback had been gathered from four groups: students, Faculty Senate leaders, deans, and administrative leaders, who were all provided documents in advance, which included the original Kalven Committee report and Mason's "When the University Speaks" document (**Attachment 2**). He then outlined the pros and cons expressed by those that participated in those sessions:

- Pros:
  - Viewpoint diversity; faculty and students feeling free to speak without fear of contradicting official university positions.
  - Consistency of university communications and messaging; focusing on only most essential items to communicate.
  - Academic freedom: institutional neutrality could bolster academic neutrality.
- Cons:
  - Questions of timing and why anything further is needed when academic freedom and viewpoint diversity are already strong at Mason.
  - Uncertainty about who decides what topics are controversial or political in nature.
  - Neutrality should not mean complete silence on some issues.
  - Uncertainty about to whom a policy of neutrality would apply.
  - Uncertainty about the scope of neutrality and whether it applies to teaching, research, student activities, or investments.
  - The Kalven Report was written for a different time in our nation's history. It may not capture the unique needs of Mason.
  - Concerns about the limits of the president's ability to speak out on issues.

Provost Antony continued that if the board were to vote to adopt a stance of institutional neutrality, the feedback received offered the following suggestions:

- Provide clear definitions of institutional neutrality and to whom it applies.
- Reify and build upon Mason's existing approach. Many believed that Mason's "When the University Speaks" framework (instruct, explain, console, and deescalate) already achieves neutrality without an expectation of complete silence.

Visitor Burke thanked Provost Antony for his work on the matter. Rector Stimson voiced his approval of the process utilized. He then opened the floor for comment from the board.

- Secretary Alacbay affirmed his support for the concept of institutional neutrality, pointing to numerous other institutions that had adopted similar policies, while acknowledging that the critiques offered were fair. He expressed that individuals do not like being spoken for by an institution, especially in a diverse setting. He concluded that he saw the Kalven Committee report as a natural extension of the University of Chicago Principles on Free Expression, which Mason adopted in 2018.
- Melissa Broeckelman-Post expressed that Mason has already been exhibiting institutional restraint, and that the Kalven Report would add ambiguity. She asked what problem was trying to be solved and inquired if there are examples of where the current process has been insufficient. Rector Stimson shared he was seeking feedback on whom the policy should apply to.
- Vice Rector Meese expressed support for the "When the University Speaks" document, but noted that it is only a staff-produced document and would not carry the weight of an official university policy. He noted that adopting the Kalven principles could be as they are articulated in the Mason document.
- Visitor Peterson asked what the consequences would be if deviating from an adopted policy. Rector Stimson responded that there is no legal remedy, as it is meant to be a statement of principles, and that institutional neutrality does not necessarily mean institutional silence. Rector Stimson continued by reading a portion of the Faculty Handbook and remarking that principles of institutional neutrality are already in practice, with which the Kalven principles would be consistent. He concluded by noting that these principles are not meant to require institutional silence, but to allow universities to be the sponsors and supporters of free expression by the students and faculty.
- Maria Cuesta shared that students were not comfortable with adopting the Kalven Committee principles. She cited a lack of concrete plan or definitions, and that Mason was different from institutions when the document was published. Secretary Alacbay responded that the Kalven document is meant to be a statement of principles, and that operationalizing is meant to be left to the university and its other documents ("When the University Speaks"), and that the board would be formally adopting what the university has already been doing in practice.

- President Washington expressed that when other universities adopt these principles, they cease speaking due to uncertainty about when leadership should speak. He also expressed his support for utilizing the “When the University Speaks” document as the guiding principles.
- Visitor Prowitt asked Vice Rector Meese if the “When the University Speaks” document could be adopted alongside the Kalven principles and serve as the operational guidance. Vice Rector Meese shared his experience at West Point to emphasize that students and faculty would be able to speak and operate without fear of contradiction from the institution because the institution would not be taking a stance on the issue.
- Visitor Rosen expressed that the Kalven principles clearly do not influence research or investments, and that the scope of the principles would not apply to students or faculty but would apply to a small set of people that could be seen as speaking for the university. He reiterated that the principles are intended to facilitate free expression by faculty and students, not to be superseded by the institution.
- Ms. Hoffman expressed disappointment that the graduate student general assembly did not have the opportunity to discuss the matter before a vote was taken and that a wider audience of students should have been educated and solicited on the matter.
- Ms. Cuesta expressed that students and faculty see the president as a leader in what students should discuss, that global issues are Mason issues, and that what constitutes a political issue should be further discussed.

Visitor Prowitt then **MOVED** that official statements on behalf of the University may only be made by the Rector or the President and shall follow the principles of institutional neutrality as outlined in the University of Chicago's 1967 Kalven Committee: *Report on the University's Role in Political and Social Action* ("Kalven Report"), and use the George Mason *When the University Speaks* document as the operational guidance for upholding these principles.

Visitor Blackman offered the **amendment** that the words “(or their designees)” be added to the motion so that the full motion would read:

I **MOVE** that official statements on behalf of the University may only be made by the Rector or the President (or their designees) and shall follow the principles of institutional neutrality as outlined in the University of Chicago's 1967 Kalven Committee: *Report on the University's Role in Political and Social Action* ("Kalven Report"), and use the George Mason *When the University Speaks* document as the operational guidance for upholding these principles.

Rector Stimson called for any objections to the proposed amendment; there were none.

The motion was **SECONDED** by Visitor Burke. The **MOTION CARRIED UNANIMOUSLY, AS AMENDED, BY ROLL CALL VOTE.**

Yes: 12

Absent: Visitors Chimaladinne, Thompson, Brown, and Oberoi

With the departure of APDUC Chair Burke, Visitor Prowitt stepped in to recognize David Burge to present on the topic of standardized testing in undergraduate admissions. Mr. Burge presented on the topic, noting the following highlights:

- Mason has been considered an SAT-optional university since 2007 and has a 90% admission rate for incoming freshman. In that time, Mason has increased its market share of applicants, which is tied to the SAT-optional approach. Quality of applicants has also improved, but not because of this practice.
- Fewer students in Virginia are taking the SAT, and other institutions in Virginia are test optional. GPA scores generally coincide with SAT scores, showing that GPA is a predictor of success at Mason.

Visitor Prowitt then recognized Provost Antony to provide an update on events in Korea. Provost Antony advised that following the Korean president's declaration of martial law, the general assembly quickly repealed it, and the president then rescinded the declaration. He noted that Mason Korea students, faculty, and staff are all safe and are maintaining normal operations. As of now, there is nothing concerning to report.

#### **A. Research Committee**

Visitor Prowitt reported on the Research Committee meeting, providing a summary of the presentations received by Andre Marshall (Vice President for Research, Innovation, and Economic Impact), Aarthi Narayanan (Professor of Biology), and Mary O'Toole (Forensic Science Program Director).

#### **B. Development Committee**

Visitor Peterson reported on the Development Committee meeting, providing a summary of the presentations received by Sumeet Shrivastava (Chair, GMUF Board of Trustees), Trishana Bowden (Vice President, Advancement & Alumni Relations), and Rick Davis (Dean, College of Visual & Performing Arts).

#### **C. Finance & Land Use Committee**

Visitor Pence provided a summary of the Finance & Land Use Committee meeting. He then **MOVED** that the board approve Schematic Design for the Basketball and Academic Performance Center as it was provided in the meeting materials. The motion was **SECONDED** by Vice Rector Meese. **THE MOTION PASSED UNANIMOUSLY BY ROLL CALL VOTE.**

Yes: 11

Absent: Visitors Brown, Burke, Chimaladinne, Oberoi, and Thompson

#### **D. Audit, Risk and Compliance Committee**

Secretary Alabay reported on the November 19 Audit, Risk and Compliance Committee meeting, providing a summary of the presentations received by the Auditor of Public Accounts, Charmaine Madison (Vice President and CIO), review of the committee charter, and review of contractual conflicts of interest.

### **XI. Closed Session**

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

Vice Rector Meese **MOVED** that the board go into Closed Session under the provisions of Section 2.2-3711.A.3, for discussion on the potential acquisition of certain real property to further the University's mission at the Sci-Tech campus; Section 2.2-3711.A.7 for Consultation with legal counsel pertaining to actual or probable litigation including briefings on:

Akerman v. GMU  
Cerankosky et al. v. Washington, et al.  
Jeong v. GMU  
Morrison v. GMU et al.  
Wright v. GMU et al.  
Zahabi v. GMU et al.

Section 2.2-3711.A.1 for a Personnel Matter, to discuss the performance of specific university personnel; Section 2.2-3711.A.19 for a briefing and discussion to protect public safety regarding campus events; and Section 2.2-3711.A.8 for Consultation with Legal Counsel regarding specific legal matters requiring the provision of legal advice concerning the aforementioned items and pending investigations. The motion was **SECONDED** by Secretary Alabay. **MOTION CARRIED BY VOICE VOTE.**

Following closed session, Vice Rector Meese **MOVED** that the board go back into public session and further moved that by roll call vote the board affirm that only public business matters lawfully exempted from the open meeting requirements under the Freedom of Information Act were heard, discussed or considered in the closed meeting, and that only such business matters that were identified in the motion to go into a closed meeting were heard, discussed or considered in the closed meeting. Any member of the board who believes that there was a departure from the requirements as stated, shall so state prior to taking the roll call, indicating the substance of the departure that, in his or her judgment, has taken place. **ALL PRESENT BOARD MEMBERS RESPONDED IN THE AFFIRMATIVE BY ROLL CALL VOTE.**

Absent: Visitors Brown, Burke, Chimaladinne, Oberoi, Pence, Rees, and Thompson.

#### **E. Adjournment**

Rector Stimson called for any additional business to come before the board. Hearing none, he adjourned the meeting at 5:35 p.m.

Prepared by:  
Scott Nichols  
Interim Secretary pro tem

#### Attachments:

1. Written Public Comments for November 19 and December 5 Meetings
2. "When the University Speaks" Document

**Board of Visitors  
Public Comments  
November 19 & December 5 Meetings**

**Name:** Rodrigo Supo

**Mason Affiliation:** Student

**Written Comment:** As a student, I believe that the creation of the Office of Audit and Compliance is a great idea, as it will be acting as a 'proof-reader' for Mason's financial documents by making sure GMU complies with the norm and passes state audits. I also agree with it not having the power to make decisions in order to keep the decision making process as they are, and it being a support entity.

**Name:** Jack Goldstone

**Mason Affiliation:** Faculty

**Written Comment:** I hope the BOV will follow regular procedures to ensure full debate and transparency on agenda items.

**Name:** Heather Toronjo

**Mason Affiliation:** Faculty

**Written Comment:** This is a topic that should be discussed in depth which is why there are rules against adding things to an agenda last minute. As noted by Jamie Kalven in 2018, "The University has used the Kalven Report as a kind of shield and hasn't really engaged as much as it might in these things. To invoke it as this absolute principle is not, I think, what they had in mind. It's important that these be real conversations, and that the University not just reflexively hold up the Kalven Report as the Holy Grail."

The Kalven report does not promote absolute neutrality. It recognizes two exceptions. "From time to time instances will arise in which the society, or segments of it, threaten the very mission of the university and its values of free inquiry. In such a crisis, it becomes the obligation of the university as an institution to oppose such measures and actively to defend its interests and its values." "There is another context in which questions as to the appropriate role of the university may possibly arise, situations involving university ownership of property, its receipt of funds, its awarding of honors, its membership in other organizations. Here, of necessity, the university, however it acts, must act as an institution in its corporate capacity. In the exceptional instance, these corporate activities of the university may appear so incompatible with paramount social values as to require careful assessment of the consequences."

There is an alternative to this which is "institutional restraint" These ideas should be discussed.

**Name:** Todd M. La Porte

**Mason Affiliation:** Faculty

**Written Comment:** Board of Visitors

George Mason University

4400 University Drive

Fairfax, VA 22030

Dear Members of the Board of Visitors,

I am writing to express my concerns regarding the proposed adoption of the Kalven Report by direct action of the Board of Visitors without adequate public notice or adherence to established procedures.

While I do not oppose the principles outlined in the Kalven Report, I believe the manner in which this policy is being advanced raises serious procedural and ethical concerns that must be addressed to preserve the integrity and shared governance of George Mason University.

The Board's bylaws, as well as Virginia state law, require that public notice of new agenda items be provided at least three days prior to their consideration. This fundamental transparency ensures accountability and allows for meaningful public participation.

**Board of Visitors  
Public Comments  
November 19 & December 5 Meetings**

By bypassing this requirement, the Board risks undermining trust in its governance and alienating the very community it seeks to serve. Transparency is not merely a legal obligation but a cornerstone of institutional legitimacy, particularly in matters as significant as adopting a policy on "institutional neutrality."

Additionally, George Mason University's policy UP 1101 establishes a clear and deliberate process for the adoption of new policies. This process emphasizes the importance of consultation with key stakeholders, including faculty, staff, and students. Circumventing this established process in favor of unilateral action by the Board is not only procedurally improper but also a direct affront to the collaborative spirit that underpins our university's governance structure.

The Kalven Report itself underscores the importance of institutional neutrality in fostering an environment where diverse viewpoints can flourish. However, imposing this principle on the faculty without meaningful debate or their participation directly contradicts the spirit of neutrality.

Neutrality does not mean imposing decisions from above; rather, it requires creating a space for dialogue and consensus-building. To disregard the faculty's role in this process is to undermine the very principles of shared governance and intellectual freedom that the Kalven Report seeks to uphold.

I urge the Board to take immediate steps to rectify this situation by adhering to its own bylaws and ensuring full compliance with state law regarding public notice. Furthermore, I call on the Board to follow the established process outlined in UP 1101 for adopting new policies. This includes consulting with faculty and other stakeholders to ensure that any policy on institutional neutrality is implemented in a manner consistent with our university's values and governance framework.

By committing to transparency, collaboration, and adherence to established procedures, the Board can strengthen its relationship with the university community and uphold the principles of fairness and shared governance. Anything less risks undermining the trust and integrity that are essential to George Mason University's mission.

Thank you for your attention to this matter. I trust that the Board will take these concerns seriously and act in the best interests of the university and its community.

Sincerely,

Todd M. La Porte

Associate Professor

Schar School of Government and Policy

**Name:** John Earle

**Mason Affiliation:** Faculty

**Written Comment:** I urge the the BOV to abide by their own bylaws (and state law) requiring at least three days of public notice when posting new agenda items. The BOV should follow the established process in UP 1101 for adopting new policies.

**Name:** Griffin Crouch

**Mason Affiliation:** Student

**Written Comment:** I'm concerned about some aspects of the discussions about institutional neutrality and the adoption of the Kalven Principle to the agenda. Outreach to the Mason community has not been comprehensive, provided full context of the proposals, or reached a majority of students, and I'm worried that adopting something that students feel will make them feel less supported by the University administration will harm the campus climate and lead to more student disengagement. In the short term, this could cause more friction, transfers of engaged students out, and lower ROIs for all of Mason's programs if students are less engaged. In the long run, this mean less alumni engagement with the University and less donations - both of which will harm our ability to succeed.

**Board of Visitors  
Public Comments  
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**Name:** Declan Rees

**Mason Affiliation:** Student

**Written Comment:** The SJP at GMU has been issued a suspension and all activity for the group has been told to halt. Furthermore, two of our officers had their house raided by the FBI and no less than 20 police officers resulting in them being given no tress pass orders as well as their personal devices being confiscated. This escalation is all been pushed under the pretense of a case of graffiti and vandalism. This extreme action by Mason and Fairfax police, involved with the FBI, has made the right that students have to free speech and right to organize under pressure. People all around the campus are in complete disgust over this and demand the reinstatement of the SJP and for the two students to be allowed back to finish their education and for proper due process to deal with their student conduct violations. Where do you stand on this? It is clear that Mason can not be a grounds for safe and free expression when actions like this from administration go unquestioned by the community at large.

**Name:** Ilia Sheikholeslami

**Mason Affiliation:** Student

**Written Comment:** The board's pursuits to essentially stifle the opinion of President Washington is an inherently political and ideology driven decision - despite how much the board wishes to frame it otherwise. The assertion that an institution should not be able to speak out and adopt a position on issues may sound good on paper, but what happens if the ideals of the institution are threatened? This hyper conservative board has sought to undercut and defund George Mason's DEI programs - despite overwhelming outcry and objection from both the student body and faculty - and this move just seems a way to make President Washington complicit in the board's efforts. You cannot legitimately state that this board is not pursuing institutional neutrality for non-political reasons - it is inherently political, no matter how you frame it! The worst part is that the board has failed to engage with the student body effectively in pursuing this policy. The only student group that was consulted was the President's Student Advisory Group - a body that is not representative of the entire student population. There are countless students and student groups alike that dislike this policy, and countless more that aren't even aware this policy exists! This decision is not being made in the interests of the student body or this institution. It is being made to favor conservative interests groups so as to impose their will upon our leadership. What's to stop them from going beyond university leadership? George Mason is simply a testing ground for these groups to play around with after all.

**Name:** Kaiya Williams

**Mason Affiliation:** Student

**Written Comment:** I am against the adoption of this plan as it will be a disruption of the leadership's will to express his or her concerns.

**Name:** Ellie Fox

**Mason Affiliation:** Student

**Written Comment:** The push for Institutional Neutrality is being pushed by those in power who hate higher education. The university has a real potential to be a social good and change society. Yet, it has been molded by politicians and corporations into a machine that funnels people into an economy that turns them into machines. Institutional Neutrality was first established at the University of Chicago when students were protesting the Vietnam War, and has returned as students protest the genocide being perpetuated in Gaza. It is meant to defang our universities and make them uncontroversial to state and corporate interests. In reality, with our connections to the Military Industrial Complex, to union-busting corporations and the prison system, making the university "neutral" is futile. Is it not a contradiction that our university is banning our only



**Board of Visitors  
Public Comments  
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Palestinian student organization without due process and, at the same time, proposing Institutional Neutrality as a tool to foster academic freedom? The truth is that George Mason University needs to foster critical conversations in order to begin the process of correcting its wrongdoings. Forbidding such communications is not only a slap in the face to students who care about the world around them, but to higher education as a respectable institution.

**Name:** Colin McAulay

**Mason Affiliation:** Student

**Written Comment:** I am Colin McAulay, the Student Body Vice-President. With the adoption of the Kalven principle and institutional neutrality today, I want it to be noted that this board has moved against the student body and has adopted an idea that the student body does not support. No discussion that I have been a part of with students has ended in a conclusion that Mason needs institutional neutrality. The board's discussion today shows that visitors have varying views about what the principles would mean and there is no clear path forward to administer institutional neutrality. I am disappointed with the board's willingness to flesh out the idea and lack of care when it comes to handling a policy that has caused students fear and anxiety. I hope that the board handles the adoption of this policy with care and produces a clear set of principles following the passing of the motion.



## When the university speaks

When should George Mason University deploy its institutional voice, particularly via its president? Outside of pedestrian administrative announcements, there are times when university leaders may be called upon, or feel the need, to speak out on issues impacting the university. At all times, it strives to maintain strict impartiality.

### When to consider a presidential message

Consideration begins with demand signals either from members of the community, or when events or dialogue on campus call for a message of clarification or de-escalation. When a leader – administrative, faculty, staff, or student – alerts the Office of the President, consideration begins, which starts with engaging the Office of University Branding, but usually widens to include representatives from other, relevant offices.

### Four reasons to speak

Throughout the administration of President Gregory Washington, leadership has spoken out when events have arisen that impact the university community enough to merit a presidential voice to:

- Instruct – At times, the university community must act in unison to respond to events in a particular way, such as the many COVID messages that President Washington issued to guide the campus through an uncertain and often frightening unknown. The voice of a leader was instructive in holding the shaken community together. [Here is an example from August 10, 2020.](#)
- Explain – Sense-making from the top leader can help to maintain productivity and a sense of normalcy in times of duress. When the US Supreme Court decision ending Affirmative Action in college admissions was issued, it was important to correct an inaccurate narrative spreading on campus, that the decision would deeply impact George Mason diversity. The inaccurate narrative could have deeply discouraged student applications. This [June 29, 2023 message](#) explained how the landmark decision would (and would not) impact the university.
- Console – The community can come together around events that are devastating, and a message from leadership may be very helpful to move the community along with offers of solace and help for those in crisis. This [January 30, 2023 message](#) acknowledged a string of violent episodes around the nation that were taking a collective toll on the well-being of campus community members, particularly students.
- De-escalate – Volatile social conditions elsewhere may give way to volatile campus conditions that threaten campus safety and the ability to deliver on our mission without disruption. Heading off unrest and even violence was the goal of [this May 1, 2024 message](#) about campus safety measures used, as well as rules of engagement that must be observed, in light of the Israel-Hamas fighting.

In fact, most presidential messages address more than one of these conditions, but any one of them may be present to consider issuing such a message. Vetting of message drafts to determine if and what to issue occurs in collaboration with the Office of University Branding, the Office of the President, and whatever additional offices are relevant to the subject matter being addressed.

**BOARD OF VISITORS**  
**George Mason University**

***DRAFT – For review February 27, 2025 and approval on May 1, 2025***

**Meeting Schedule for 2025-2026**

<b>Wednesday, September 10, 2025</b>	<b>Committee Meetings</b>
<b>Thursday, September 25, 2025</b>	<b>Full Board Meeting</b>
<b>Thursday, November 20, 2025</b>	<b>Committee Meetings</b>
<b>Thursday, December 4, 2025</b>	<b>Full Board Meeting</b>
<b>Thursday, February 12, 2026</b>	<b>Committee Meetings</b>
<b>Thursday, February 26, 2026</b>	<b>Full Board Meeting</b>
<b>Tuesday, March 31, 2026</b>	<b>Public Comment Session &amp; Continuing Education Session</b>
<b>Wednesday, April 15, 2026</b>	<b>Committee Meetings</b>
<b>Thursday, April 30, 2026</b>	<b>Full Board Meeting</b>
<b>Thursday, July 30, 2026</b>	<b>Annual Planning Conference</b>
<b>Friday, July 31, 2026</b>	<b>Annual Meeting</b>

**Meeting Schedule for 2026-2027**

<b>Wednesday, September 16, 2026</b>	<b>Committee Meetings</b>
<b>Thursday, October 1, 2026</b>	<b>Full Board Meeting</b>
<b>Thursday, November 19, 2026</b>	<b>Committee Meetings</b>
<b>Thursday, December 3, 2026</b>	<b>Full Board Meeting</b>
<b>Wednesday, February 10, 2027</b>	<b>Committee Meetings</b>
<b>Thursday, February 25, 2027</b>	<b>Full Board Meeting</b>
<b>Tuesday, April 1, 2027</b>	<b>Public Comment Session &amp; Continuing Education Session</b>
<b>Wednesday, April 21, 2027</b>	<b>Committee Meetings</b>
<b>Thursday, May 6, 2027</b>	<b>Full Board Meeting</b>
<b>Thursday, July 29, 2027</b>	<b>Annual Planning Conference</b>
<b>Friday, July 30, 2027</b>	<b>Annual Meeting</b>

***Special Full Board or Committee meetings are to be scheduled if needed.***

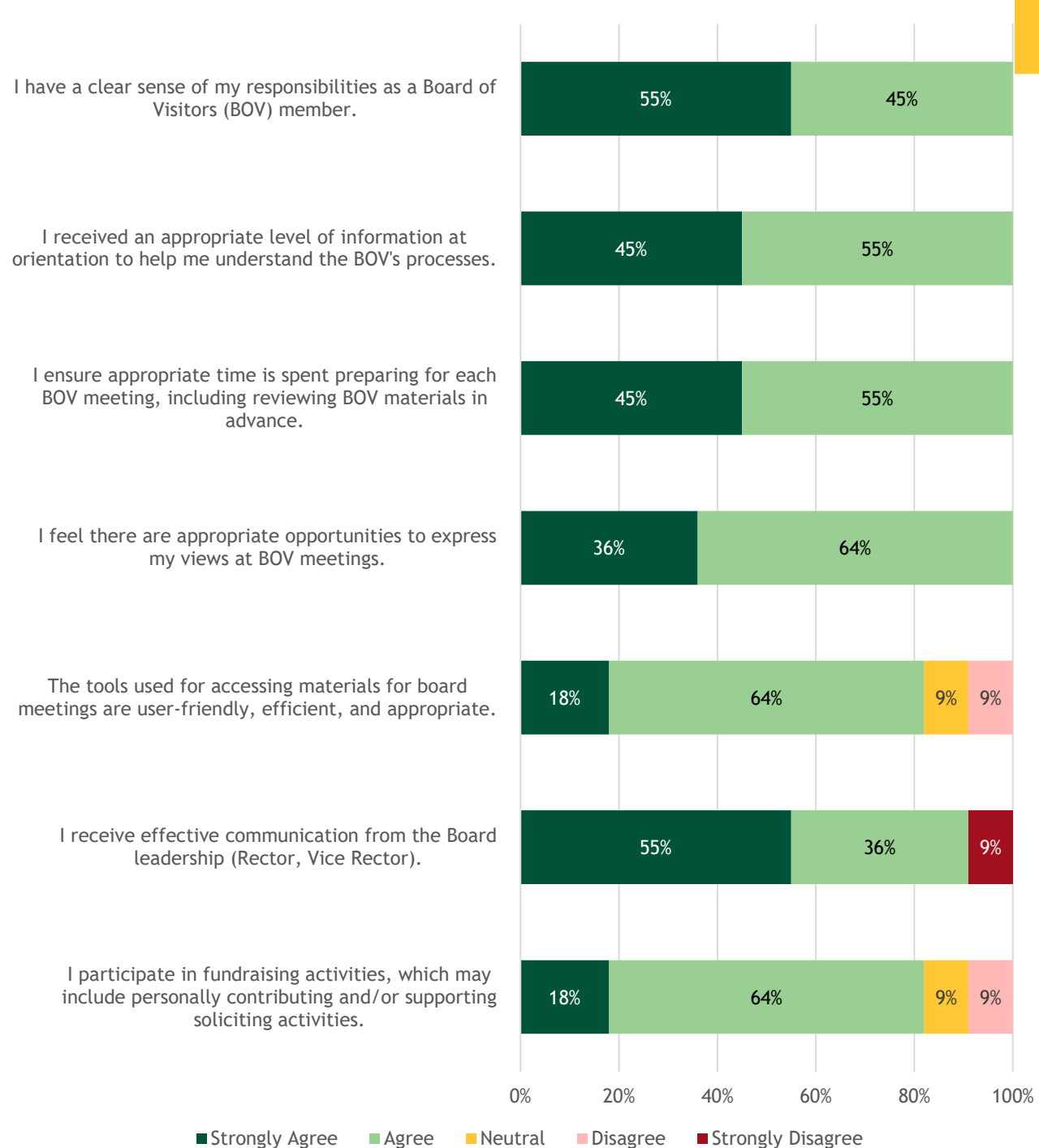
# BOV Self-Evaluation Survey: Results

February 2025

Office of Institutional Effectiveness and Planning

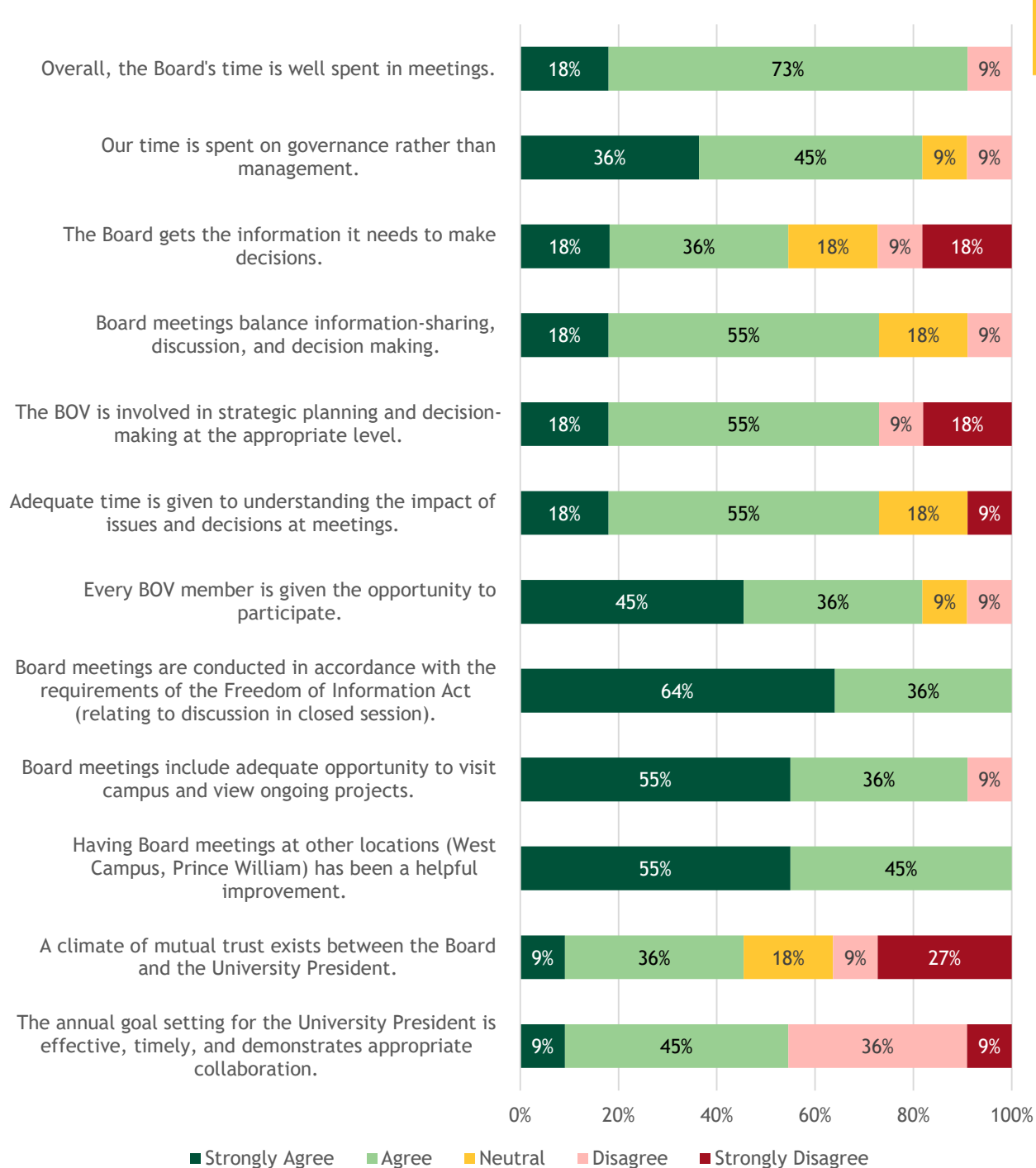
# BOV Self Evaluation Survey

- Who: All members of the BOV
- What: The survey gathers feedback from BOVs in the areas of
  - Individual Board Member Role: e.g. I have a clear sense of my responsibilities as a BOV member.
  - BOV Meeting Structure and Effectiveness: e.g. In general, the Boards time is well spent in meetings.
  - Board Standing Committee Structure and Effectiveness: e.g. The current committee structure is appropriate.
  - Strategic Issues Warranting BOVs' Attention: e.g. What are the top 2-3 strategic issues that warrant BOV attention for the next 12 months?
  - Other Open-ended Feedback: e.g. How might the effectiveness of the Board be enhanced?
- When: Survey open Jan 6-20, 2025
- Where: Via email with link to Qualtrics Survey (Multiple reminders)
- Why:
  - Compliance with Standard 4.2.g within the Principles of Accreditation set forth by SACSCOC, the institution's regional accreditor. "The board... defines its responsibilities and regularly evaluates its effectiveness."
  - Per Article VI.3 of the [bylaws](#), the Board shall conduct a self-evaluation of its responsibilities and expectations at least once every two years, using a process determined by the Executive Committee and approved by the Rector.
- *Response Rate: 11/16 = 69%*



## Individual Board Member Roles

- Most respondents reported positive experiences/perceptions on the items measuring Individual Board Member Roles.
- However, some concerns were raised regarding the large volume of materials on Board Effect, with a request to prioritize content for easier navigation.



# BOV Meeting Structure & Effectiveness

- Most respondents reported positive experiences/perceptions on the items measuring Board of Visitors meetings.
- However, less than half of respondents strongly agreed or agreed that there was a climate of mutual trust between the Board and the President (45%). Additionally, only about half (54%) believed the annual goal setting was effective, timely, and demonstrated appropriate collaboration.



## Board Standing Committee Meetings

- Most respondents reported positive experiences on the items measuring Board Standing Committee meeting structure and effectiveness.



# Academic Programs, Diversity, & University Community Committee (APDUC)

## Strengths

- An exceptional Chair with deep expertise in education policy and a fair, open-minded approach.
- Strong participation and engagement from committee members.
- Good communication and collaboration before meetings.
- Thorough discussions on university governance issues.

## Areas for Improvement

- Need for better prioritization of key discussion topics instead of receiving large amounts of information (e.g., 200+ pages of documents).

# Finance and Land Use Committee

## Strengths

- Focused efforts on understanding budget details across colleges and administration.
- Dedicated and engaged committee members.
- Improved clarity in relevant milestones in fiscal calendar.

## Areas for Improvement

- Concerns about the administration's responsiveness and financial support for the Scalia Law School.
- Need for clearer reporting on budget, in particular on savings.
- Delivery of timely and manageable budget information to improve the review process.
- Requests for better context and prioritization of capital projects within a master capital plan.

# Audit, Risk, and Compliance Committee

## Strengths

- Effective leadership from the Chair in surfacing key issues and maintaining governance.
- Strong communication and coordination with Ed.
- Use of heatmaps to strategically assess priorities.

## Areas for Improvement

- None

# Research Committee

## Strengths

- Collaboration between the Chair and the VP for research to oversee research activities.
- Valuable briefings from research professors.

## Areas for Improvement

- Presentations at full BOV meetings should be more strategic and concise, with deep dives reserved for committee meetings.
- Need for greater knowledge in high-impact research and federal grant funding for university research.

# Development Committee

## Strengths

- Strong leadership from the Chair, who has deep ties to GMU and encourages participation.

## Areas for Improvement

- Concerns about the effectiveness of the head of development at GMU.
- Need for stronger leadership in fundraising, including a greater commitment from President Washington.

# Strategic Issues for Board's Attention



Financial sustainability (n=7)



Long-range planning (n=4)



New academic offerings (n=3)



Ensuring the success of the President (n=3)



*Other noted issues:* athletics, business efficiency, faculty productivity, student affairs, campus safety/emergency preparedness, strategic planning for West campus, admission policy, and George Mason's mission, values, and strategic plan.

# *How might the effectiveness of the Board be enhanced?*



A more open and transparent President



Maintain separate committee meetings (virtual or in-person) to allow for deeper discussions.



Streamline formal voting with a consent agenda.



Assert all legal prerogatives granted by Virginia law.



Develop a unified long-term vision for GMU's future.



Continue campus visits and increase collaboration on goal setting for the President.

## ***What issues or areas of discussion should be eliminated?***



Ongoing debates about funding for Scalia Law School.



DEI-related programs, faculty, and support.



Reduce Research Committee briefings to twice per year.



## *What issues or areas of discussion should be added?*



Strategic planning for West Campus, including enrollment size, housing, facilities, and community engagement.



Admission policies and fundraising strategies.



Leveraging GMU's advantages compared to other regional institutions.



Long-term university vision (20-30 years) and demographic challenges.

## *On what issues do you require more information?*



Detailed breakdown of DEI staffing, costs, and curriculum integration.



Fiscal impact of tenure appointments and athletic coaching contracts.



Trends in program enrollment and yield rate changes.

## *Is there anything we can do as a Board to make our work more effective?*



Increase social interactions and informal gatherings among Board members.



Expand standalone committee meetings, especially for FLUC and APDUC.



Encourage board members to raise issues before meetings to allow staff to prepare.

# Questions?

**President's Report**  
**Prepared for the February 27, 2025**  
**Board of Visitors Meeting**

**Introduction**

This document begins with my performance goals update followed by any materials required for the current report. This is followed by some selected student, alumni, and faculty highlights, and accolades and rankings highlights. In accordance with the five major priorities of the strategic plan, this document then outlines our collective progress in each of the five areas of our strategic plan listed below.

**1. Deliver a distinctive and inclusive student experience that fosters lifelong engagement.**

Cultivate a high-quality experience that embodies George Mason values and promotes student success, well-being, collaboration, and a lasting connection.

**2. Expand the impact of Mason's research, scholarship, and creative enterprise.**

Bolster the infrastructure and systems that support research and collaboration.

**3. Expand partnerships for economic and social impact.**

Strengthen partnerships, alumni relations, and community building and engagement informed by George Mason's research, creative arts and pedagogical expertise.

**4. Exemplify a university culture of diversity, equity, and inclusion.**

Live a culture of belonging and inclusion and address disparities to support the values of access, diversity, equity, and inclusion at George Mason.

**5. Invest in faculty and staff success.**

Ensure appropriate resources, processes, and technologies are in place that better support the faculty and staff experience.

The document then concludes with presidential activities and speaking engagements.

**Presidents Performance Metrics**

The Presidential Performance Metrics are highlighted in table 1. Progress in each category is highlighted by the status bar. The length of the bar represents how close we are to achieving the goal. If the color is green, we are on track to meet or exceed that goal. If the color is yellow, we are trending about 25-30% behind our goal. If the color is red, it's unlikely that we will reach that goal.

We are on track to meeting or exceeding most of the goals listed. While still below our goal, graduate enrollments have shown significant improvement overall going from -3.6% percent overall (F23 to F24) to -1.1 percent currently (S24 to S25). Law School enrollments have also improved going from -17% (F23 to F24) to -15% currently. Given

the international climate for graduate students, our expectation will be enrollment declines for the next few years. We will incorporate that assessment into our upcoming projections.















Priority	Weight	Metric	Status	Performance
<b>Deliver a distinctive and inclusive student experience that fosters lifelong engagement</b>	25%	Manage cost growth by executing on core components of the Critical Vacancy Plan		Projecting balanced budget on E&G, surplus on All Funds
		Grow undergraduate enrollment by 1.5%		S25 is +4.3% over S24
		Maintain graduate and law school enrollment at current numbers		Grad S25 is -1.1% under S24 Law S25 is -15.5% under S24
		Grow Mason Korea enrollment by 1.5%		MK S25 is +2.4% over S24
<b>Expand the impact of George Mason's research, scholarship, and creative enterprise</b>	20%	Grow research awards and/or expenditures by 5% (15% stretch goal) each year		FY25 Expenditures YoY up 8.9% FY25 Awards YoY down -4.9%
<b>Expand partnerships for economic and social impact</b>	20%	Grow corporate support by 5% each year, measured in corporate contributions		\$7.1M compared to 6.3M at this point in FY24 (13% increase)
		Maintain or improve rankings and work with each dean or unit head to develop a comprehensive plan for rankings improvement for BOV consideration and possible approval		Improved YoY rankings in 12 of 13 U.S. News Top Online Programs
		Increase gifts and fundraising to \$110M and increase to \$140M by FY28		As of Feb. 7: \$40.3M (37% of goal) 61% of FY25 complete
<b>Exemplify a university culture of diversity, equity, and inclusion</b>	10%	Restructure initiatives per direction of BOV and review of DEI programs		Reviewed/restructured in line with VA DOI plan, climate survey in March, starting Dialogue Across Differences
		Maintain designation as a Minority Serving Institution		In progress – waiting for renewal application to open. No date announced.
<b>Invest in faculty and staff success</b>	15%	Develop a plan to address outcomes of the Gallup surveys		Met with 30+ campus unit leaders
		Establish or expand two new programs where faculty and staff are recognized		New appreciation workshop/survey and enhanced recognition offerings
<b>Demonstrate excellence in timely communication and engagement with George Mason University stakeholders</b>	10%	Board of Visitors to conduct evaluation at end of AY 2024-25		Implemented an improved comms plan that includes BoV members in all comms
		Proactively engage with stakeholders, including community members		Engagement plan underway; held 1 town hall

Table 1. Presidential Performance Metrics

Maintaining our status as a Minority Serving Institution is in limbo in that we don't know how the new administration will treat the designation or even if they will maintain it. Fundraising is still lagging as we are now well beyond half the academic year and we are only 37% toward achieving our goal. The silver lining here is that most of the larger gifts tend to close in the final third of the academic year and we are close to closing a couple of large gifts.

### Student and Alumni Highlights:

- Biodefense PhD program students Janet Marroquin and Katie Dammer were chosen for the Emerging Leaders in Biosecurity fellowship, offered by the Center for Health Security at the Johns Hopkins Bloomberg School of Public Health.
- Government and international politics major Ayse Selma Bahceci presented her poster, "Changing Weapon Types in Terrorist Organizations: Which Groups Have

Used Drones?,” at the American Society of Criminology’s 79th annual meeting in November, joining more than 4,000 attendees from more than 40 countries.

- Systems engineering student Darius Jack, who earned his commercial pilot’s license at 20, recently completed the Virginia Aviation Ambassador Program, traveling to all of Virginia’s 65 public use airports.
- During the fall semester, students of art history professor Robert DeCaroli worked directly with objects in the holdings of the Smithsonian Institution’s National Museum of Asian Art as part of the Curating an Exhibit course, applying their classroom curriculum to a real-world museum environment.
- Four students in the College of Visual and Performing Arts have original animations displayed on screens in six Metro stations as part of the Washington Metropolitan Area Transit Authority’s (WMATA) Art in Transit Program. The CVPA students are computer game design major Valeria Hunt and art and visual technology majors Taka Hunter, Joseph Cameron Rhodes Murdock, and Jennifer Perez.
- João Felipe Sousa Pereira, a second-year physics PhD student, is using machine learning techniques to uncover the precise triggers of solar flares, research that could one day help safeguard astronauts and technology in space and prevent widespread blackouts on Earth.
- Fairfax County high school math teacher Emily Burrell, MEd ‘02, was recognized by then-President Joe Biden as a recipient of the Presidential Award for Excellence in Mathematics and Science Teaching. Burrell teaches at South Lakes High in Reston.
- Callie Brownson, BS Sport Management ‘15, was named USA Football’s senior director of high performance and national team operations, a position that entails assisting with selecting and leading the U.S. men’s and women’s national teams that represent North America internationally, including in the 2028 Olympics debut of flag football. Brownson formerly was an assistant with the NFL’s Cleveland Browns and also the first female chief of staff in NFL history.

#### **Faculty Highlights:**

- With data from 136 cameras and 81 acoustic devices installed across 50 sites in the Amazon rainforest, biology professor David Luther and his team are using AI to identify the animals observed through the devices to assess species responses to forest structure variations and recovery from forest fragmentation.
- Then-President Biden in November announced his intent to nominate Adam J. White to the Board of Directors for the Corporation for Public Broadcasting. White is

the executive director of the C. Boyden Gray Center for the Study of the Administrative State at George Mason's Antonin Scalia Law School.

- Biology professor Andrea Weeks played a key role in identifying an ancient seedling linked to the biblical myrrh. The seed, a yellow and fragrant resin from the Commiphora tree, was discovered in the Judean desert and revived by a team of researchers.
- Computer science professor Parth Pathak received \$660,000 in funding from the Army Research Office for his research on sensor devices. Pathak and his PhD students are working on testbed-to-prototype development and solution evaluation to ensure the sensors have 20/20 vision.
- Computer science professor Evgenios Kornaropoulos, who focuses on computer security and applied cryptography, received a National Science Foundation (NSF) CAREER award for his work on privacy and data security.
- Global and community professor Dongqing Wang has published landmark analysis on the impacts of prenatal vitamins on mothers and newborns by identifying prenatal supplements that reduce health risks to small and vulnerable babies.
- Research by Costello College of Business professor Brad Greenwood shows that when local newspapers cease publication and create news deserts, political corruption often increases.
- Computational sciences professor Anamaria Berea led an interdisciplinary team that designed a part of the LifeShip payload—an archive to preserve Earth's cultural and scientific heritage. It will be placed on the moon through Firefly Aerospace's Blue Ghost Lander.
- Education professor Erdogan Kaya and colleagues from three other universities have been awarded a \$1 million grant from the NSF to introduce elementary school students to the foundational concepts of artificial intelligence and machine learning using educational robotics.
- Research by biology professor Haw Chuan Lim addresses the issue of wild and captive populations of endangered species being at high risk for loss of genetic diversity because of their rarity. His proposal to develop a novel genomic tool was funded by 4-VA@Mason and will combine the experience and knowledge of field experts.
- In collaboration with the Department of Homeland Security's Criminal Investigations and Network Analysis (CINA) Center for Excellence, computer science professor Carlotta Domeniconi and co-PIs Guadalupe Correa-Cabrera of the Schar School and Sean Luke (computer science) are developing advanced machine



learning techniques to analyze publicly available data and uncover the intricate workings of human smuggling networks between Mexico and the United States.

### Rankings/Accolades Highlights:

In January, U.S. News & World Report released its 2025 Best Online Programs rankings, highlighting the university's exceptional offerings across several disciplines, especially for veterans. George Mason climbed the rankings in nearly every category and was tops in the state in four.

Online master's programs	Among publics	Nationally
Business (non-MBA)	39 <span>+5</span>	56 <span>+6</span>
Business (MBA)	41 <span>+13</span>	55 <span>+19</span>
MBA for Veterans	30 <span>+11</span>	34 (best in VA) <span>+16</span>
Education	37 <span>+3</span>	38 <span>+7</span>
Education (Special Ed)	6 <span>+2</span>	5 <span>+3</span> , tied with Florida State; best in VA)
Education for Veterans	16	16 (best in Virginia, Maryland and Washington D.C.)
Engineering	38 <span>+13</span>	45 <span>+22</span>
Industrial Engineering	7 (debut)	10 (best in VA) (debut)
Engineering for Veterans	24 (debut)	29 (debut)
Information Technology	27 <span>+8</span>	50 <span>+11</span>
Information Technology for Veterans	13 (debut)	21 (debut)

Online master's programs	Among publics	Nationally
Nursing	34	41 (+8)
Nursing for Veterans	9 (best in Virginia, Maryland and Washington, D.C.) (+2)	14 (best in VA) (+4)

**Deliver a distinctive and inclusive student experience that fosters lifelong engagement.**

**NOVA ADVANCE:**

- Currently, 6,075 students are enrolled in the ADVANCE program.
- ADVANCE enrolled 719 Northern Virginia Community College students for the Spring 2025 semester.
- The most popular fields among ADVANCE students include business, hospitality, information technology, computer science, social sciences, government, and history.
- ADVANCE welcomed 317 transfer students to George Mason for the Spring 2025 semester.
- As of Summer 2024, 605 students have successfully graduated from both NOVA and George Mason through the ADVANCE program.

**ADVANCE Extended Partnerships:**

- As of Spring 2025, 97 students are enrolled in ADVANCE extended partnerships, including 32 students added this semester.
- The most popular fields among ADVANCE extended partnership students are psychology, business, and cyber security.
- Nearly 58% of ADVANCE Mason Virginia Promise students are currently enrolled at Germanna Community College.
- Two students have already successfully transferred from their respective community colleges to George Mason, with plans to welcome 12+ more in Fall 2025.

**Continuing and Professional Education:**

- CPE saw a year-over-year increase of more than 30% in its open enrollment programs from CY23 to CY24.

- CPE has supported the College of Engineering and Computing and the Mason Autonomy and Robotics Center (MARC) in the establishment of a significant partnership with Thapar University in India to provide a responsible AI executive education program.
- CPE has started the buildout of an online/hybrid executive certificate in cyber security and AI that will leverage faculty from across the university. The program will focus on issues relevant to the region including critical infrastructure and national security and defense.

	Headcount			FTE			Credit Hours		
	2023	2024	2025	2023	2024	2025	2023	2024	2025
Total	38,079	38,598	39,509	28,865.9	29,571.2	30,358.0	414,820	425,601	437,824
VA	29,109	29,385	30,673	22,040.0	22,613.3	23,646.1	321,016	329,811	344,484
OOS	8,970	9,213	8,836	6,825.9	6,957.9	6,712.0	93,804	95,790	93,340
	Headcount			FTE			Credit Hours		
	2023	2024	2025	2023	2024	2025	2023	2024	2025
Undergraduate	26,259	26,941	28,093	22,137.4	22,974.8	23,996.5	332,061	344,622	359,948
VA	22,452	22,969	23,927	18,608.4	19,264.1	20,065.9	279,126	288,961	300,989
OOS	3,807	3,972	4,166	3,529.0	3,710.7	3,930.6	52,935	55,661	58,959
	Headcount			FTE			Credit Hours		
	2023	2024	2025	2023	2024	2025	2023	2024	2025
Graduate	10,965	10,871	10,752	6,056.2	5,988.7	5,848.8	72,674	71,865	70,185
VA	6,347	6,125	6,513	3,194.9	3,129.4	3,402.3	38,339	37,553	40,827
OOS	4,618	4,746	4,239	2,861.3	2,859.3	2,446.5	34,335	34,312	29,358
	Headcount			FTE			Credit Hours		
	2023	2024	2025	2023	2024	2025	2023	2024	2025
Law	855	786	664	672.3	607.6	512.7	10,085	9,114	7,691
VA	310	291	233	236.7	219.8	177.9	3,551	3,297	2,668
OOS	545	495	431	435.6	387.8	334.9	6,534	5,817	5,023

## **Expand the impact of Mason's research, scholarship, and creative enterprise.**

### **Research Expenditures**

FY25 TO DATE (FY25: 15 payrolls through January FY25 vs. 14 payrolls through January FY24)

FY25 Sponsored Awards through January down -4.9% YoY from 138.1M to \$134.7M

FY25 Sponsored Expenditures through January up 8.9% YoY from \$122.4M to \$133.4M

FY25 IDC (F&A) Recovery through January up 11.9% YoY from \$19.9M to \$22.3M

### **Colleges, Schools, and Respective Centers**

#### **Antonin Scalia Law School**

The Global Wealth Management Project received a grant from the American College of Trust and Estate Counsel Foundation to host a Trust and Succession Law Workshop on Nov. 1–2, 2024. The workshop convened trusts and estates professors from across the country to the law school to discuss their academic research in progress. It was organized by Thomas P. Gallanis, an Allison and Dorothy Rouse Chair in Law and executive director, Global Wealth Management Project.

Under the leadership of J. Shahar Dillbary, professor of law and associate dean for research and faculty development, the law school has joined the Private Law Consortium (PLC). PLC is a consortium of select leading universities interested in the promotion of research in private law. As part of this enterprise, the PLC conducts an annual international meeting of private-law scholars. This year's conference will take place on June 12-13 at the Erasmus School of Law, Rotterdam. Scalia Law will send two scholars. The special theme is "AI + Digitalization," and the general theme is "Private Law."

Joshua Kleinfeld, an Allison and Dorothy Rouse Chair in Law and faculty director, the C. Boyden Gray Center for the Study of the Administrative State, was named deputy general counsel to the United States Department of Education. Kleinfeld writes and teaches about constitutional law, criminal law, and statutory interpretation, focusing in all fields on whether democratic ideals are realized in governmental practice.

For the fifth year, in June 2025, Dean Ken Randall is organizing a New Law School Dean's Academy, which he will moderate with the Yeshiva University Cardozo Law School dean. Randall's own focus is fiscal, fundraising, and managing a team. The program attracts approximately 200 participants and is held virtually. Dean Randall also has been appointed by the Association of American Law Schools to the 2026 planning group for the Dean's Forum program in New Orleans.

Virginia Governor Glenn Youngkin has appointed Professor Thomas P. Gallanis to a four-year term on the Uniform Law Commission.

Professor Ross Davies has been named editor and chair of the board of editors of the *Journal of Supreme Court History*, published by the Supreme Court Historical Society.

Professor Paolo Saguato has been re-confirmed as a member of the Commodity Futures Trading Commission Market Risk Advisory Committee Central Counterparty Risk and Governance Subcommittee and as a senior expert member of the European Securities and Markets Authority Central Counterparties Policy Committee Consultative Working Group.

Professor Rachelle Perkins presented her paper, “Legal Education in the Era of Artificial Intelligence,” and was a panelist at a discussion of “Professional Responsibility in an Age of Technological Change,” both at the Association of American Law Schools’ annual meeting in San Francisco in January.

Eugene Kontorovich, professor of law and executive director, Center for the Middle East and International Law, testified before the U.S. Senate Committee on Commerce, Science, and Transportation on Jan. 28, 2025, at a hearing titled “Fees and Foreign Influence: Examining the Panama Canal and Its Impact on U.S. Trade and National Security.”

As the headline event of its 50th anniversary, the Law and Economics Center presented the Manne Madness Tournament, a competitive program that identified and rewarded outstanding lecturers in the field of law and economics. The tournament honors the LEC’s founder, Henry G. Manne, who later served as the law school’s dean

### **College of Education and Human Development**

Margaret Weiss received a \$2,125,000 grant from the Virginia Department of Education (VDOE) to continue the work of the George Mason University Training and Technical Assistance Center (TTAC) School Age program, and Christan Coogle received a \$538,674 grant from the VDOE to support the TTAC Early Childhood program for another two years. George Mason TTAC assists schools in improving outcomes for students with disabilities and the VDOE in its work toward the goals of the Individuals with Disabilities Education Act (IDEA).

Marci Kinas-Jerome recently received a \$715,722 grant from the VDOE to continue the Accessible Instructional Materials (AIM-VA) program that provides materials to eligible

Virginia K-12 students who have an Individualized Education Program (IEP). Jerome also received another \$584,285 grant from the VDOE to continue the work of the VA Consortium for Teacher Preparation in Special Education Adapted Curriculum that supports students with severe disabilities and autism.

Erik Hines, counseling professor, is ranked as one of the top 200 education scholars in the 2025 Rick Hess Straight Up (RHSU) Edu-Scholar Public Influence Rankings.

Leslie La Croix, assistant professor in the Early Childhood Education Program, received the Association of Literacy Educators and Researchers ALER Laureate Award.

Courtney Baker, associate professor of Mathematics Education Leadership, received the 2025 Early Career Award from the Association of Mathematics Teacher Educators.

Christan Coogle, associate professor of special education, has been selected as a co-editor for the *Young Exceptional Children* journal.

Abena Aidoo-Hewton, associate professor of tourism and events management, was appointed to the Fairfax County Park Authority Board.

Risto Marttinen, associate professor of health and physical education, was appointed to the editorial board for the journal *Research Quarterly in Exercise and Sport* (RQES).

Carley Fisher-Maltese, associate professor of early childhood education, was elected to serve on the Board of Directors and chair of the Stem Advisory Council (STEM-AC) Children's Science Center (aka Northern Virginia Science Center).

Erin Peters-Burton, professor of secondary education, was elected as an at-large board member for the Association of Science Teacher Educators (ASTE) in charge of the Equity Committee.

Anya Evmenova, professor of special education, was selected as an English Language Specialist for a project in Peru funded by the U. S. Department of State.

Margaret Weiss, associate professor of Special Education, was appointed to the Division Relations Committee of Council for Exceptional Children to represent large divisions.

Jacqueline McDowell, associate professor in kinesiology and assistant dean for faculty success, was appointed by the president of the American Kinesiology Association to chair the membership committee.

### **College of Engineering and Computing**

Gregory Joseph Stein, Xuan Wang, Daigo Shishika, and Xuesu Xiao received funding from the Army Research Lab for Tactical Behavior, Coordination, and Obfuscation under Extreme Uncertainty Army Research Laboratory. Anticipated funding: \$1,670,000.

Ali Khalid Raz and Cing-Dao Kan received funding from the National Center for Manufacturing Sciences for Digital Enterprise Technology for Maintenance and Sustainment Improvements. Anticipated funding: \$1,640,000.

Antonis Anastasopoulos received funding from the NSF for Collaborative Research: CIRC: New: Facilitating Language Technologies for Crisis Preparedness and Response. Anticipated funding: \$1,383,654.

Kun Sun, Paulo Costa, Jianli Pan, Peggy Brouse, and Tanvir Arafin received funding from the NSF for CyberCorps Scholarship for Service: EAGLE: Empowering American Government Leadership in Cybersecurity through Education. Anticipated funding: \$1,299,455.

Farrokh Alemi and Kevin Lybarger have secured a \$1,049,998 award from the Patient-Centered Outcomes Research Institute (PCORI) to develop an AI system aimed at optimizing antidepressant selection for patients with depression.

Lap Fai Yu received funding from the NSF for EAGER: TaskDCL: Adapting Mixed Reality Training Programs to Real-World Scenes to Enhance Human-AI Teaming in Emergency Responses. Anticipated funding: \$299,861.

Caroline Dieckmann Hoemann received funding from the Virginia Innovation Partnership Corporation for advanced vascular disease. Anticipated funding: \$100,000.

Lannan Luo and Qiang Zeng received funding from the Virginia Innovation Partnership Authority for Meta-Architecture Binary Code Analysis: Multi-ISA Deep Learning Analysis Leveraging Single-ISA Data. Anticipated funding: \$100,000.

Carlotta Domeniconi received funding from the U.S. Department of Homeland Security for Using Deep Learning to Extract and Analyze Dynamic Knowledge Graphs of Criminal Networks from Publicly Available Text. Anticipated funding: \$280,114.

Michael Atef Yassa Girgis and Mikell Paige received funding from the NSF for Strengthening Transfer Pathways in the Laboratory Sciences through Undergraduate Research Experiences. Anticipated funding: \$181,229.

Paulo Cesar Costa received funding from Air Force Research Laboratory for HERA: Hypothesis Evaluation and Reasoning Assistant. Decision Support, Explainable AI, Hypothesis Management. Anticipated funding: \$58,000.

Xiaokuan Zhang received funding from the College of William and Mary for All in One: A Multitask LLM-Based Vulnerability Detector with Conversational Assistance. Anticipated funding: \$33,333.

Mohan M. Venigalla received funding from the Federal Highway Administration for the Dwight David Eisenhower Transportation Fellowship Program. Anticipated funding: \$5,000.

Evgenios Kornaropoulos received an NSF CAREER Award for Encrypted Systems with Fine-Grained Leakage. Also, the Institute of Electrical and Electronics Engineers (IEEE) elevated him to Senior member.

Assistant Professor Weiwen Jiang received an NSF CAREER Award for Efficient and Scalable Deployment Automation for Quantum-Centric Computing. He is also on a Department of Energy (DoE) team, as co-PI and George Mason's site PI, for a five-year, \$12 million quantum project funded by the DoE in 2024. George Mason's share is \$200,000. Jiang received the ACM Sigda Meritorious Service Award in 2024.

Associate Professor Pei Dong became General Conference Chair of the 19th International Conference on Energy Sustainability (ASME-ES), earned the ASME Rising Star Award and was appointed advisory board member for Materials Today Communications (Elsevier).

Professor James Baldo, director of the data analytics engineering program, earned several awards including the Department of Homeland Security Achievement Recognition for CISA Multi-Cloud System – MAPLE, DHS Fellows Program Lead on AI Adversarial Framework Study, and Chief Data Officer Magazine – Outstanding Academic Leaders in Data List 2024.

ThanhVu Nguyen won second place for his software tool NeuralSAT in the VNN-COMP competition held at the annual Computer Aided Verification (CAV) conference.



Nguyen also received a 10-year Test-of-Time Award from IEEE Transactions on Software Engineering for a paper on program repair.

### **Center for Cybersecurity Analytics and Automation**

The Cyber Service Academy, previously known as the Cyber Scholarship Program, is accepting student applications. Dedicated to recruiting and retaining the nation's top cyber talent to meet the Department of Defense's cyber requirements, this program aims to secure our nation against the threats to information systems and networks by enhancing cyber education programs and expanding the cyber talent pipeline through scholarships and capacity-building initiatives.

### **Center of Excellence in Command, Control, Communications, Computing, Cyber, and Intelligence**

Representatives from the Center of Excellence in Command, Control, Communications, Computing, Cyber and Intelligence (C5I Center), the Center for Resilient and Sustainable Communities, and industry partners attended the International Association of Emergency Managers Annual Conference in Colorado Springs in November 2024. George Mason's exhibit included "Enhancing Emergency Communications Resiliency and Effectiveness Through Artificial Intelligence" and the growing importance of Electromagnetic Pulse.

### **College of Humanities and Social Sciences**

Cynthia Lum and Christopher Koper received \$839,520 from Arnold Ventures in support of their project "Improving Clearance Rates and Victim Satisfaction for High-Volume Crimes through Follow-Ups: An RCT." The study builds on existing research and tests whether an intervention designed to increase the investigative effort on high-volume crimes that regularly impact communities (e.g., robbery, burglary, auto theft, theft from auto) can improve the resolution of cases and, at the same time, improve victims' views of the police.

David Weisburd received \$45,657 from the William T. Grant Foundation for the study "Safer Stronger Together Initiative: An evaluation of the impact of a place-based social intervention on youth and their families." Weisburd will evaluate baseline behaviors and attitudes of clients to increase understanding of the recently launched Safer Stronger Together (SST) Initiative, a program that seeks to reduce racial and economic inequalities among young people and their families. The SST Initiative is a collaboration among three Maryland agencies: The Department of Juvenile Services, the Department of Public Safety and Correctional Services, and the Department of Human Services.

Evan Lowder received \$110,000 from the Indiana Office of Court Services for the “Justice Reinvestment Advisory Council Racial Equity Project.” Lowder’s work is an ongoing study in coordination with the Justice Reinvestment Advisory Council’s Racial Equity Work Group. Her research aims to understand criminal-legal decision points that may contribute to racially disparate outcomes and to further data collection efforts at the state and local level that can facilitate improved tracking of decisions and outcomes in the criminal-legal system.

Xiaoquan Zhao received \$78,530 from the U.S. Food and Drug Administration in support of an Interagency Personnel Agreement to serve as a consultant with the Center for Tobacco Products Office of Health Communication and Education.

Erin Eife received \$16,200 from the Miriam Hospital on a sub-award from the National Institutes of Health for the project “Surveillance as a Social Determinant of Health: Understanding the Impact of Pending Charges on Health Outcomes.” Under the advisement of Evan Lowder, associate professor in the Department of Criminology, Law, and Society, and Lauren Brinkley-Rubinstein, associate professor at Duke University, Eife aims to produce knowledge about the relationship among pending charges, one’s likelihood to feel anxious, and one’s likelihood to use illicit substances.

Cher Weixia Chen, associate professor in the School of Integrative Studies, received the Human Rights in Higher Education Award from the University and College Consortium for Human Rights Education. The award, which recognizes outstanding contributions to human rights education, holds special significance to Chen because it was inspired by a nomination from a former Master of Arts in Interdisciplinary Studies student.

Jin R. Lee, assistant professor in the Department of Criminology, Law and Society, was awarded the 2024 New Scholar Award by the Academy of Criminal Justice Sciences. This prestigious award recognizes a scholar who has made outstanding scholarly contributions to the field of criminology or criminal justice in the first six years since receiving their doctorate.

Fanni Farago, sociology PhD candidate, received the University Libraries 2024 Graduate Research Fellowship for the project “In Flux: How Career Services Professionals Adapt to Changes in U.S. Higher Education and Serve Immigrant-Origin Students.” The study, which documents the challenges and opportunities career services professionals face in scaling and improving the impact of their work at public institutions, will raise awareness of the complex nature of career services work and

inform institutional decision-making around career services resources and accessibility for immigrant-origin students.

Daniela Oramas Mora, assistant professor in the Department of Criminology, Law and Society, received the 2024 Academy of Criminal Justice Sciences Michael C. Braswell/Routledge Outstanding Dissertation Award. This honor recognizes an outstanding criminal justice-related dissertation based on the relevance of the research, quality of the theoretical framework, rigor of the research methods, and quality of writing.

Graziella Pagliarulo McCarron, associate professor of leadership studies in the School of Integrative Studies, received the 2025 Faculty Council Excellence in Teaching Award from the NASPA Faculty Council & Faculty Assembly. (NASPA historically stands for National Association of Student Personnel Administrators but the organization is now known as NASPA, Student Affairs Administrators in Higher Education.)

Edward Maibach, Kimberly Williams, and Lisa Patel with the Center for Climate Change Communication received \$400,000 from the Robert Wood Johnson Foundation for the project “Advancing Solutions in America’s Gulf States.” The researchers aim to advance climate change and health equity solutions in the Gulf Coast of the United States by collaborating with environmental justice groups, community organizations, and health professionals. The project will benefit communities disproportionately impacted by climate change and fossil fuel industries.

James Witte and Marissa Kiss with the Institute for Immigration Research received \$237,030 from AmeriCorps for the third-year continuation of their project “Immigrants, Athletes, and Civic Engagement,” which explores if online or in-person engagement and contact with immigrant athletes fosters more positive attitudes toward immigrants off the playing field.

### **College of Public Health**

PJ Maddox and Caroline (Carrie) Sutter received a several million-dollar Claude Moore Foundation grant to support Claude Moore Scholars early career pipeline development work and the Center for Health Workforce Development. They also received a congressional earmark of just under \$1 million to support regional public/private partnership efforts to address health workforce shortages.

CPH was accredited by the Society for Simulation in Healthcare (SSH) and is the only college of public health to be accredited by the organization. The college joins an elite cadre of only 250 organizations worldwide with this recognition. SSH accreditation

validates the standard of excellence of the college's Lab for Immersive Technologies and Simulation program and is a trusted mark of quality in the simulation field. The college's lab is an 8,000-square-foot interprofessional research and instructional center that offers cutting-edge virtual reality and augmented reality technologies, as well as state-of-the-art simulation equipment and instructional facilities.

**Terri Rebmann**, PhD, RN, was named the inaugural Division Dean of the School of Nursing. Rebmann is currently at Saint Louis University, where she serves as director of the Institute for Biosecurity and is an adjunct professor of epidemiology and biostatistics. Rebmann joins CPH in March 2025.

The Master of Health Administration program received an innovation education award from its accrediting body, the Commission on Accreditation of Healthcare Management Education (CAHME).

### **College of Science**

Daniel Tong, associate professor of atmospheric oceanic and earth science and student researcher Irene Feng, in conjunction with the Center for Spatial Information Science and Systems, had research entitled "Economic costs of wind erosion in the United States" published last month in *Nature Sustainability*. Tong recently received \$735,869 from the National Oceanic and Atmospheric Administration for air quality, atmospheric composition and modeling.

David Luther, biology professor, was part of a team that published "Climate change aggravates bird mortality in pristine tropical forests."

Emanuel Petricoin of the Center for Applied Proteomics and Molecular Medicine (CAPMM) received \$37,895 from Inova Healthcare for MAPK activation, RPPA analysis, sigmoid adenocarcinoma tumors.

Anamaria Berea, associate professor of computational and data sciences, led the global ASPIRE ONE Lunar Record interdisciplinary team that designed a cultural archive to establish a new theoretical framework for planetary-scale archival communication. As part of the Ghost Riders in the Sky Lunar mission, the archive launched January 15 from the Kennedy Space Center in Florida, as part of the Firefly missions within the NASA CLPS initiative in the Artemis program. Her name and affiliation with George Mason University is noted and will remain on the moon once the payload is delivered in March.

Cristiana Stan, professor and associate chair, Atmospheric Oceanic and Earth Sciences Department, has been elected vice chair of the World Meteorological Organization (WMO) World Climate Research Programme.

Kelly Knight, professor of forensic science, is one of five recipients of the 2025 Dominion Energy Strong Men and Women in Virginia History award. Sponsored by Dominion Energy and the Library of Virginia, this statewide award honors Black American leaders in Virginia and gives recipients \$5,000 to donate to a non-profit of their choice. Knight selected George Mason's FOCUS (Females of Color and those Underrepresented in STEM) program that supports young girls interested in STEM fields. Under Knight's leadership, the FOCUS program celebrated its 10<sup>th</sup> anniversary since launching the camp for middle school girls. It has since expanded to include programming for high school students and STEM teachers.

Harbir Antil, professor of mathematical sciences and director of Center for Mathematics and Artificial Intelligence, is collaborating with the Air Force Office of Scientific Research to create two new labs, a Digital Twins Lab and Neuromorphic Computing Lab. In mid-December, Antil presented and led a panel discussion on Capitol Hill focusing on digital twins, AI, and healthcare. The audience of 100+ included CTOs from the Obama, Biden, and Trump administrations, elected officials and congressional staffers, healthcare companies, and high-profile doctors. Antil recently received \$1.4 million as lead PI from the Office of Naval Research for PDEs, electromagnetic optimization.

### **College of Visual and Performing Arts**

Alum and adjunct faculty member Ahmad Maaty in the School of Theater won the "Best Choreography of a Play Or Musical (Professional)" award in the 2024 Broadway World Awards for "American Psycho" with the Monumental Theatre Company.

Faculty member and forensic artist Joe Mullins and his art and visual technology forensic figure sculpture students worked with Loudoun County detectives on one of their oldest cold cases to create a lifelike, three-dimensional clay reconstruction of a woman known only as "Jane Doe," whose remains were discovered on May 28, 1973.

Chawky Frenn, associate professor in the School of Art, recently returned from India after a semester as a Fulbright Scholar. A highlight of his time there was a solo exhibition at Banaras Hindu University, Varanasi.

Edward Gero, professor in the School of Theater, is currently starring in a contemporary play with a Shakespearean theme, "Kunene and the King," by John Kani, at the Shakespeare Theatre in DC.

Wanda Raimundi-Ortiz, professor in the School of Art, has a solo exhibition at the University of North Carolina-Chapel Hill.

### **Costello College of Business**

Management professor Mandy O'Neill co-authored an article in *Harvard Business Review*, "When Expressing Gratitude to Employees, Timing Matters," in November that explains how managers can use expressions of gratitude to create a culture where employees feel seen and supported.

Information Systems and Operations Management (ISOM) professor Maria Petryk is using her analytical work in data science to help bring decentralized medicine, delivered via telehealth, to crisis-affected Ukraine through her work with nonprofit TeleHelp Ukraine (THU). Her work gave rise to a recent case study she published in the NIH National Library of Medicine's *Journal of Global Health*, documenting the impact of THU's work and arguing the model could be adapted for use in other humanitarian contexts.

Costello co-sponsored Sym-Emerge 2025, a research conference hosted at Symbiosis Institute for Business Management at Symbiosis University in Pune, India in January. Lei Gao (finance) and JK Aier (accounting) each held workshops on research methods and publishing. Cheryl Druehl (ISOM) was a keynote speaker on the "Future of Innovation Contests." Dean Ajay Vinzé was an honored guest, along with Indian Parliament members and university officials. Vinzé signed an MOU on behalf of George Mason and gave a keynote speech on "Expectations of Higher Education Innovations Fueled by Data, Analytics, and AI."

The Center for Innovation and Entrepreneurship launched the second cohort of the Shrivastava Family Refugee and Immigrant Success through Entrepreneurship Program on Feb. 1. The Shrivastava Family RISE Program is an inclusive business incubator that provides participants with the tools, mentorship, and support they need to build sustainable businesses.

The Greg and Camille Baroni Center for Government Contracting hosted a webinar discussion on Feb. 5 to explore areas where the Department of Government Efficiency could have an impact on the government contracting community. The webinar featured a panel discussion with industry experts.

### **Jimmy and Rosalynn Carter School for Peace and Conflict Resolution**

The Carter School was named United Nations' Academic Impact Sustainable Development Goal Hub Chair for SDG16: Peace, Justice, and Strong Institutions.

Dean Alpaslan Özerdem and associate professor Jeff Helsing received funding from the U.S. Embassy in Seoul for their Trilateral Youth Leadership Program to use emerging technologies to cultivate a new generation of leaders equipped to navigate and address the complex challenges facing the Indo-Pacific region.

Antti Pentikäinen was awarded the 2025 Finnish Peace Prize by the Finnish Christian Peace Movement (SKR).

Karina Korostelina's latest book, "Memory Sites and Conflict Dynamics," was published by Routledge.

### **Mason Korea**

Soyoung Kwon, associate dean of external affairs and professor of global affairs, was awarded a \$3,000 grant from the Korea Economic Institute in Washington, D.C., to support her research article, "Critical & Emerging Technology Cooperation in the U.S.-Korea Alliance," published in Korea Policy.

A team of four Mason Korea conflict analysis and resolution students, led by Roland B. Wilson, won sixth place at the 23rd annual Intercollegiate Negotiation Competition (INC) held at Sophia University in Tokyo. The team competed against seasoned law students from 64 teams representing 31 universities worldwide.

Carey McCormack, assistant professor of arts and sciences, published a book, "*Claiming Indigenous Plant Knowledge: From Botanical Exchanges to Resource Extraction in the Indian Ocean World*" with Lexington Press.

Mason Korea launched the Korea Serious Game Institute (KSGI), an extension of George Mason's Virginia Serious Game Institute, to advance Korea's gaming industry through serious games, with an event hosting distinguished guests from academia and the gaming industry.

Mason Korea's Center for Security Policy Studies Korea (CSPS Korea) hosted a distinguished lecture by Korean Minister of Unification Dr. Yung Ho Kim, followed by a discussion with Rev. Hyeon Soo Lim, a Canadian citizen who endured nearly three

years of detention in North Korea. The event was led by former CSPS-Korea Director, associate dean Soyoung Kwon.

### **Libraries**

Stephanie Grimm, art and art history librarian and Fenwick gallery manager, made regular visits with students from Robert DeCaroli's "Curating an Exhibit" seminar to the Smithsonian's National Museum of Asian Art to study Indian miniature paintings from the 16th-19th centuries with Debra Diamond, curator for South and Southeast Asian Art. The students conducted original research and curated an exhibition in Fenwick Gallery, "Loving Krishna: Four Centuries of Indian Painting," which opened at the end of the fall semester.

Jack Tieszen, geospatial resources librarian, and Sarah Bryer, systems technician, presented the work of the George Mason Libraries AI Task Force at the EDUCAUSE Leadership Series on AI Policies and Ethics.

In addition to the internship MOU established with Old Dominion University's graduate library and information studies program last fall, the Libraries have established an internship MOU with the University of Maryland's library and information science program.

### **Office of Research, Innovation, and Economic Impact (ORIEI) Contributions**

The following section highlights activities and initiatives specific to ORIEI, including expenditures, research institutes, and key programs.

While faculty research accomplishments are integrated throughout the report by college, ORIEI's efforts extend beyond individual academic units – encompassing interdisciplinary research initiatives, external partnerships, and broader economic impact strategies.

By outlining these initiatives separately, we hope that ORIEI's cross-cutting contributions—many of which span multiple colleges and external stakeholders—are clearly represented.

### **Institute for Biohealth Innovation**

A planning study to establish an Innovation District anchored by George Mason's SciTech Campus was completed in December 2024. The study was funded by a GO Virginia grant and matching funds from Prince William County, City of Manassas, local industry, and George Mason University. The Innovation District will work to strengthen industry-academic partnerships, offer workforce training programs that are



responsive to industry needs, accelerate emerging technology start-ups, support businesses at all stages of growth, attract young professionals with dynamic spaces and opportunities, and ultimately build community by fostering connection, outreach, and inclusion.

The Institute for Biohealth Innovation hosted Nano Boot Camp in January 2025, a one-week job camp supported by the GO Virginia-funded Nano-IMAGINE program. The boot camp gave participants the tools to pivot their careers toward nanotechnology. The session welcomed a diverse group of participants, of whom 30% were military veterans, and centered on practical, hands-on nanofabrication training in George Mason's class 1000 clean room, while helping attendees connect with potential employers. For many, it marked a chance to build new skills and an opportunity to take their professional lives in an entirely new direction.

### **Institute for a Sustainable Earth**

The Institute for a Sustainable Earth, in collaboration with the Virginia Climate Center, issued a solicitation for new Seed Translational Research Projects (STRP) for support under their NSF Accelerating Research Translation (ART) cooperative agreement. The STRP program, one of the ART project's core programs, is designed to support faculty seeking to scale up the impact of their research through community-engaged, experiential curriculum. Faculty participants in the STRP program will receive funding, training, and mentorship to explore and hone their value proposition, explore and define a client base, develop or modify a course that will support students in producing deliverables for specific community-based clients, and identify key partners. Applications were due on Jan. 31, and are currently under review.

### **Tech Talent Investment Program**

A comprehensive revision process will begin in the spring with a dedicated workgroup and representation from Op Six and TTIP institutions. Vice President Andre Marshall volunteered to serve on the workgroup responsible for revisions.

### **Mason Enterprise**

The Department of Defense requested that the APEX Accelerator, operated under Mason Enterprise, expand its service territory to now encompass two-thirds of Virginia. APEX assists small businesses with acquiring government contracts. Last year that amounted to more than \$3 billion to Virginia companies.

Arlington County requested the Women's Business Center, operated under Mason Enterprise, expand its capacity to assist with establishing daycare centers, doubling the support to WBC.

## **Defense and Security**

Harbir Antil, professor of mathematical sciences and director of Center for Mathematics and Artificial Intelligence, is collaborating with the Air Force Office of Scientific Research to create two new labs, a Digital Twins Lab and Neuromorphic Computing Lab. In mid-December, Antil also presented and led a panel discussion on Capitol Hill focusing on digital twins, AI, and healthcare. The audience of 100+ included CTOs from Obama, Biden, and Trump administrations, elected officials and congressional staffers, healthcare companies, and high-profile doctors. Antil recently received \$1.4 million as lead PI from the Office of Naval Research for PDEs, electromagnetic optimization.

## **Expand partnerships for economic and social impact.**

George Mason University's historic fundraising campaign, *Mason Now: Power the Possible*, is making steady progress towards its \$1 billion goal. As of Feb. 2, the campaign's progress stood at \$497 million.

Funds raised in the course of the campaign are already having a distinct impact for George Mason's students, research, and programs:

- \$10 million has been dedicated to the Center for Government Contracting at the Donald G. Costello College of Business.
- \$39.2 million in gifts have supported the Antonin Scalia Law School's Law and Economics Center.
- \$17.5 million has been marked for renovation of the Center for the Arts on the Fairfax Campus, a building that serves the university community and the region.
- \$10 million has been marked for the Center of Peace Tech and Entrepreneurship at the Carter School for Peace and Conflict Resolution.

George Mason's colleges, schools, and units have received several generous gifts and grants in recent months, including:

- The Antonin Scalia Law School received \$746,000 in major gifts, including \$250,000 from the Lynde and Harry Bradley Foundation for the C. Boyden Gray Center, \$170,000 from State Farm Insurance for the Law and Economics Center, \$220,000 from Professor John F. and Loris B. Witherspoon (which includes \$20,000 for the Center for Intellectual Property x Innovation Policy) and \$100,000 from the Pharmaceutical Research and Manufacturers of America for the Center for Intellectual Property x Innovation Policy.

- The College of Public Health reports \$550,000 in recent major gifts, supporting both the Dean's Fund and scholarships for nursing students.
- George Mason's University Priorities/Corporations and Foundations team helped to secure \$465,000 in funding to support a diverse range of university initiatives, including mental health and wellness programs for veterans, the Forensic Science Research and Training Laboratory (body farm) on the SciTech Campus, the Clearance Readiness Program, ADVANCE, and scholarships for the College of Public Health.

The Carter School for Peace and Conflict Resolution was selected as the Academic Impact Sustainable Development Goal Hub Chair for United Nations Sustainable Development Goal 16: promoting peace, justice, and strong institutions. The appointment letter indicated that George Mason "was selected based on pioneering research and programs focused on promoting peace and conflict resolution," as well as the university's educational policies. The Carter School will hold the position for three years.

The Early Identification Program hosted the official kickoff of the Jones STEM Scholars cohort in partnership with the MITRE Corporation. The Joneses' gift to EIP accelerates George Mason's efforts to close the achievement gap for first-generation college students in STEM. The Stanley and Rosemary Jones STEM Scholars initiative supports a cohort of 10 EIP graduates attending George Mason as STEM majors. With professional mentoring, career programming, and internship opportunities – including placements at MITRE, Stanley Jones's former employer – the program is designed to strengthen retention and career readiness for these students.

The Schar School continued its partnership with the Washington Post, conducting seven Washington Post-Schar School polls in 2024, which garnered regular front-page coverage in the Washington Post and repeated mentions in leading news outlets during the 2024 election cycle. In addition, the Schar School's specialty master's in public policy cohort, which includes a partnership with the United States Marine Corps Congressional Fellows Program, celebrated its seventh successful year, with plans to expand. Overall, 28% of Schar School graduate students are affiliated with the U.S. military.

The Athletics Department has also worked to integrate the George Mason University identity across all of its team programs, announcing two new partnerships with sports team apparel companies Game One and Adidas. The all-sport deal will help reduce

costs across George Mason's athletics programs, enhance branding consistency, and create new revenue opportunities for the university.

In two of its individual programs, the Athletics Department notes important milestones tied to community partners:

- The men's golf team officially has a course to call home through a new partnership with Fairfax County and the Fairfax County Park Authority's Laurel Hills Golf Club.
- George Mason women's basketball set the single game attendance record on Jan. 2 against Saint Joseph's University: 3,354 fans attended the game as part of a special new partnership with the Fairfax County Department of Neighborhood and Community Services.

On Feb. 5, Mason Arts – which encompasses the academic programs in the College of Visual and Performing Arts, four community arts programs, and the university's performing arts centers – hosted Mason Arts Elevated. The event introduced *Give Voice*, the initiative to reimagine the Center for the Arts on the Fairfax Campus and elevate all of Mason's arts programs.

In conjunction with Student Involvement and Athletics, the Office of Alumni Relations hosted Homecoming 2025 in early February. The office engaged more than 600 alumni throughout the course of the week through multiple activities and events, both in person and virtual.

The Office of Alumni Relations Mason Nation Tour engaged with alumni, friends, donors, and prospective and admitted students and parents in Charlotte and Durham, North Carolina; Miami, Tampa, and Orlando, Florida; and Atlanta, Georgia. In addition, regional networks have hosted activities in New York City; Suffolk, Virginia; Charlotte, North Carolina; and Myrtle Beach, South Carolina.

On Saturday, April 26, the Hylton Performing Arts Center will host its 15th Anniversary Gala honoring Marion Wall and Dominion Energy. Fundraising proceeds for the night of the gala will directly benefit the Veterans and the Arts Initiative. Learn more at [HyltonCenter.org/galas](https://HyltonCenter.org/galas).

On Thursday, May 29, George Mason University invites its community to the official opening of the Fuse building at Mason Square in Arlington. This hub of research, entrepreneurship, learning, and innovation will welcome its first students in Fall 2025, and has been steadily engaging tenants to populate its 345,000+ square footage of smart, sustainable, customizable space. The Fuse opening event will celebrate the university's

commitment to the growth of local enterprise and community, as well as its support of the Commonwealth's status as a driver for business and education.

**Exemplify a university culture of diversity, equity, and inclusion.**

Responded to specific request from the State Council of Higher Education for Virginia (SCHEV) to collect accurate and consistent data on expenditures and activities related to diversity, equity, and inclusion efforts at George Mason University that can be compared to other state institutions.

**Invest in faculty and staff success.**

**Hiring:**

Return of the New Employee Welcome Center and working with Parking Services to provide all new employees with virtual parking passes

A total of 315 approved critical jobs were posted, of which 152 were filled between 07/10/24 and 01/10/24, a 48.25% fill rate. The average time to fill during these six months was 63.16 days.

**Performance Management/Employee Engagement:**

Recognition and Reward enhancements include increasing the value of student wage gift cards, expanding the recognition leave program, and creating new categories to celebrate faculty and staff achievements through our Outstanding Achievement Awards.

An academic unit created custom evaluation entries focused on measuring participation in professional development.

New Cornerstone/LEAPS features are being utilized for increased programming and operational efficiencies and program compliance.

Gallup work includes 30+ unit consultations and 25+ trainings, and the work continues.

**Professional Development:**

Partnering with Institutional Compliance on a project to increase completion of mandated training and create efficiency in the design and delivery of enterprise-wide training

Increasing the number and scope of professional and organizational development offerings to meet increased demand for services

Hiring an instructional designer to strategically deploy more just-in-time micro-learning opportunities for faculty and staff (estimated onboarding March 2025).

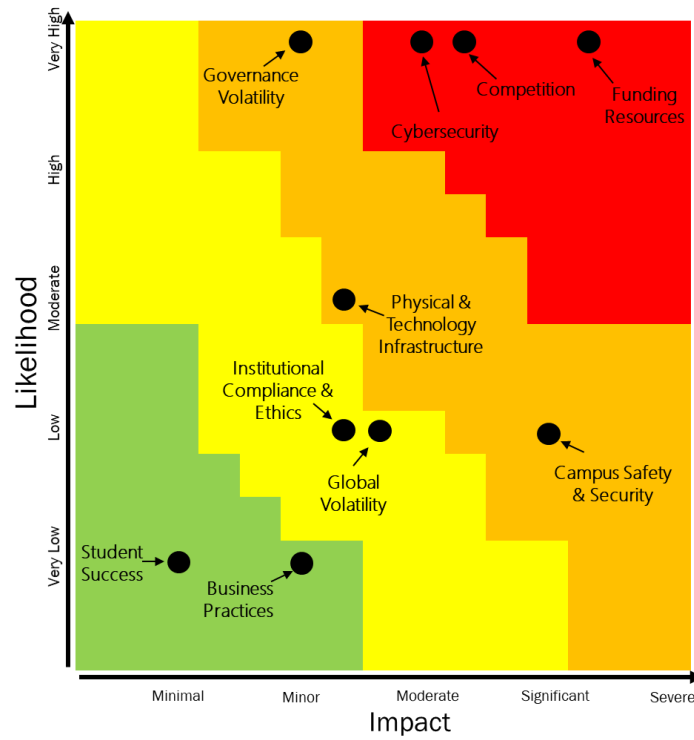
**Enterprise Risk Management Update:**

The following information is an update to the reports provided to the Board in FY24 and December 2024. It is important to note that enterprise risk management is a continuous improvement process and therefore the assessment provided herein may continue to change as the risk landscape and conditions change both internally and externally. At this time, the highest priority risks are funding resources, competition, and cybersecurity.

This quarter, the university is experiencing a perceived increase in risk within various areas due to the heightened uncertainty stemming from the new federal administration's numerous executive orders. These changes could impact the university's operations and execution of our strategic plan. The Chief Risk Officer will continue to work with the university's senior leadership to closely monitor these developments and adapt our risk management strategies accordingly.

Since the last report provided to the Board, Executive Risk Owners (ERO) and Action Plan Risk Owners (APRO) have continued to implement the action plans aligned with the mitigation strategies for all 10 enterprise risks. These strategies will continue to be refined and implemented as appropriate until the risks are reduced to an acceptable level.

**Figure 1. FY24/25 Enterprise Risk Heat Map**



**Table 1. FY24/25 Ranked Enterprise Risks**

Risk Name	Priority/ Rank	Risk Level	Risk Trend*
Funding Resources	1	■	Increasing
Competition	2	■	Increasing
Cybersecurity	3	■	Increasing
Governance Volatility	4	■	Increasing
Campus Safety & Security	5	■	Neutral
Physical & Technology Infrastructure	6	■	Neutral
Global Volatility	7	■	Neutral
Institutional Compliance & Ethics	8	■	Increasing
Business Practices	9	■	Increasing
Student Success	10	■	Increasing

*\*Compared to December 2024 BOV Report*

## **Federal Government Relations Update**

**Congressman Vindman Tours the Potomac Science Center:** On Jan. 28, Congressman Eugene Vindman (VA-7) toured the Potomac Science Center. The Woodbridge facility is located in the Congressman's district. Vindman visited several laboratories and spoke with lab directors and undergraduate and graduate students. The laboratories included the Dynamics and Hydrodynamics of Manned and Unmanned Vessels Lab, Coastal Systems and Resilience Lab, Restoring the Potomac River and its Watershed Lab, Fisheries Ecology, Aquatic Resource Management Lab, Non-indigenous Species in Chesapeake Bay Lab, PFAS and other Micropollutants Lab, Harmful Algal Blooms in the Shenandoah River Lab, and the Molecular Microbial Biology of Coral Reefs & Estuaries Lab. Congressman Vindman was elected in November, succeeding Abigail Spanberger.

**Congressman Subramanyam Visits the George Mason Science & Technology Campus:** Congressman Suhas Subramanyam (VA-10) came to the George Mason University Science and Technology Campus on Jan. 31. The congressman, who was elected to his first term in November, succeeding Jennifer Wexton, toured the Biomedical Research Laboratory and saw demonstrations on the research and development of novel diagnostics, therapeutics, and vaccines against viral and bacterial infectious agents including bird flu. He was told that the facility – one of only 12 in the country - houses multiple species and has a variety of established animal models. Congressman Subramanyam also toured laboratories in the Institute for Advanced Biomedical Research, where he saw demonstrations on several major areas of health research including Lyme disease, brain and behavior, cancer, injury and performance, environmental, family health, and metabolic and cardiovascular health. The tour was timely in that Congressman Subramanyam sits on the House Science Committee, which is undertaking a series of hearings related to U.S. leadership in science and technology. His staff had follow-up discussion with George Mason presenters in preparation for the hearings. The SciTech Campus is in his district.

## **Senate HELP Staff, Kaine Staff Visit George Mason's Biomedical Research**

**Laboratory:** Staff from the Senate Health, Education, Labor and Pensions Committee (HELP), and staff from Senator Tim Kaine's office toured the Biomedical Research Laboratory on Feb. 21. While the focus was on H5N1 (bird flu), the visit afforded the BRL team an opportunity to show the full suite of capabilities of the facility. The importance of federal appropriations to operations, research, faculty, and workforce training of the BRL was explained. Accomplishments and the importance of the BRL and the other Level-3 labs in preventing/mitigating future pandemics were highlighted.



The BRL team also explained why it is important for the Pandemic and All-Hazards Preparedness Act to include the role of the BRLs.

**President Trump's Executive Orders:** George Mason has been closely following the Executive Orders (EOs) issued by President Trump since taking office. While most of the EOs have no impact on the university, several directly affect important programs at George Mason. New funding protocols at federal agencies that administer research programs have been of significant concern but remain tied up in the courts. George Mason did an initial calculation of the impacts of which grants would be affected.

**National Institutes of Health Cap on Indirect Cost Rate:** George Mason calculated the costs of a 15% cap on the indirect cost rate for NIH grant awards, which would result in millions of dollars of losses, harming the ability of the university to conduct health research. The data was communicated to George Mason's congressional delegation in coordination with other Virginia research universities.

**Small Business Development Centers Hill Meetings:** The team from the Small Business Development Centers visited with staff in the individual offices of the Virginia congressional delegation. The team explained the impact of the centers in each congressional district and statewide. The SBDC also administers the APEX program, authorized by the National Defense Authorization Act to help small businesses compete for defense contracts. The value of APEX was also explained.

**Visit the Hill in April:** Scheduled to visit the members of the Virginia congressional delegation April 2 and 3. Will seek support for George Mason's priorities in research and education.

### **State Government Relations Update**

**2025 General Assembly Crossover Update:** The 2025 General Assembly session began on Jan. 8 and was expected to conclude on Feb. 22, marking the end of a short session leading up to the kickoff of a statewide election year in Virginia. This year, the governor, lieutenant governor, attorney general, and all 100 members of the House of Delegates are on the ballot.

These factors raised the stakes in this highly publicized and at times polarized legislative session. Given the logistical challenges that resulted in a delay the first week of an already short session, both chambers have reviewed a high volume of bills at a rapid pace. The General Assembly has considered over 2,200 bills, over 100 with potential impacts to the university. The State Government Relations team continues to

engage with legislation, ensuring that experts on campus are able to provide feedback to bill patrons throughout the process.

The legislative “crossover” date, Feb. 4, marked the halfway point of the legislative session. Any bill not considered prior to this date did not advance. Moving forward, the House and Senate will now consider bills that passed the other house, advancing toward the expected adjournment on Feb. 22. Bills still under consideration include proposals to increase transparency of university Board of Visitors meetings, selection of university representatives to governing boards, a review of athletics revenue and subsidy requirements, campus safety, FOIA and hunger-free campus programs.

**State Budget Update:** During last year’s legislative session, the General Assembly approved and Gov. Youngkin signed into law a two-year budget for state agencies and institutions of higher education. The 2025 General Assembly session is currently considering adjustments to reflect updated revenue estimates and changes in spending priorities. As of Feb. 13, the budget information below is the most up-do-date information available for review.

**Governor’s Proposal:** Gov. Glenn Youngkin introduced his budget proposal on Dec. 18, which provided George Mason an increase to one-time critical maintenance projects funding of \$8M, amending the previous budget’s allocation of \$8M, bringing the total to \$16M. George Mason did not receive additional funding increases for operations, capital outlay or financial aid. Notably, the governor did propose increases in funding from the previous budget for the Virginia Military Survivors and Dependents Education Program (VMSDEP), which would have provided a significant one-time increase to each institution based on number of enrolled students using the VMSDEP waiver. The governor proposed mandating flat tuition for all institutions for FY26 and a cap of 2.5% for future years.

On Feb. 2, the House Appropriations Committee and the Senate Finance & Appropriations Committee each highlighted their amendments to the governor’s budget proposals and passed them in their respective committees. To date, there are a few notable differences that are relevant to George Mason specifically and to institutions of higher education more generally.

**House Amendments:** The House of Delegates amendments to the budget would provide over \$12M in new, recurring, base funding to maintain affordability, support operations, support Small Business Development Centers (SBDC), and expand tick-borne disease research/testing. Additionally, the House budget would provide \$12.25M

in funds to assist with planning for the Interdisciplinary Sciences and Engineering Building, allowing the university to request the full building amount in the next biennium.

The House Budget would also provide \$140M in VMSDEP waiver funding to institutions of higher education (IHEs), 1% bonuses to state employees, and permit George Mason to host the State Climatologist Office, as well as remove the FY26 tuition freeze and subsequent 2.5% cap.

**Senate Amendments:** The State Senate's amendments to the budget would provide George Mason with \$4.6M in new, recurring, operations funding, \$1.9M in financial aid, and \$25M in one-time maintenance reserve funds, increasing the governor's proposal of \$16M by \$9M. Additionally, it would provide \$160M in VMSDEP waiver funding to IHEs, 1.5% bonuses to state employees, as well as remove the FY26 tuition freeze and subsequent 2.5% cap. If the provisions in either of these budgets hold, it will mark one of the most significant second-year budget increases in recent George Mason history.

The legislature will begin the process of negotiating the differences between the General Assembly's budget amendments and the governor's proposed budget. It is important to note that the budget passed in the 2024 special session approved funding through FY26, and that any budget signed into law in 2025 would simply adjust the existing budget. If no budget bill is signed into law this year, then last year's budget will continue as planned. Because of this, there is no requirement that the legislature and the administration agree to an amended budget in the coming months. Moreover, in odd-numbered years, an eye toward November elections can make finding consensus between the two parties a challenge. However, our Richmond team will continue advocating for these critical priorities throughout the budget process.

**George Mason Alumni and Legislative Reception:** The Office of Government and Community Relations partnered with the Office of Alumni Relations to host a reception bringing together Richmond area alumni, university leadership, and members of the General Assembly. The event welcomed elected officials, alumni, and other George Mason supporters at the Library of Virginia.

We were particularly honored to have Lt. Gov. Winsome Earle-Sears provide opening remarks for the event. George Mason Alumni Association Executive Director Jenn Robinson and Director of Intercollegiate Athletics Marvin Lewis also gave remarks focused on the progress and success of George Mason as it pertains to their respective

fields, including the top A10 ranking of men's basketball and our athletes' academic successes off the field.

**Briefed Northern Virginia Delegation Caucus:** On Jan. 13, briefed the Northern Virginia Legislative Delegation in the General Assembly Building. Provided an overview of George Mason's proposed budget amendments under consideration in the House and Senate, including a request for \$18M in new operating support, \$32M in one-time funding support for critical maintenance projects across all campuses, appropriation of \$12.25M to begin planning for the Interdisciplinary Science and Engineering Building (ISEB) on the Fairfax Campus, \$1.4M for the George Mason-operated SBDCs, an increase of \$450K above current funding levels for the tick-borne illness testing research and the authorization for George Mason to host the state's climate office. Additionally, provided an update on campus happenings, enrollment numbers, graduation rates, and national rankings.

**General Professional Advisory Committee (GPAC) and Council of Presidents:** On Jan. 27, the State Council of Higher Education for Virginia (SCHEV) hosted presidents from public colleges and universities across Virginia to provide updates on the Council's 2025 legislative priorities, statewide strategic planning, updates to the 2025 six-year planning process and a briefing on civic education. Immediately following the meeting, the Council of Presidents (COP) convened for the first meeting of 2025. The presidents received an update from university legislative liaisons on the General Assembly session and budget projections, state regulatory requirements, internship data and an update on the Growth4VA campaign.

### **Previous Events**

- February 10 – 12: President Washington Legislative Meetings in Richmond
- February 12: Mason Lobby Day
- February 17: General Professional Advisory Committee (GPAC), Council of Presidents (COP), and President Washington legislative meetings in Richmond
- February 22: General Assembly Adjourns Sine Die

### **Looking Forward**

- March 24: Last day for governor's action on legislation
- April 2: Reconvened session/veto session

### **President's Other External Activities & Speaking Engagements:**

- Participated in sessions of the Atlantic 10 Presidents Council.

- Served as a panelist on the topic of “Leadership and Governance in Challenging Times” at the Deloitte Forum on the New Era of Higher Education in Dallas-Fort Worth, Texas.
- As part of a delegation with the Northern Virginia Technology Council, attended CES Conference in Las Vegas, Nevada to engage with leaders in the technology industry.
- Along with Paula Sorrell, provided welcoming remarks at a session of the Accelerate Breakfast Series, a subseries of the Accelerate Investor Conference featuring start-up tech company pitch events.
- Served as a panelist for the 2025 Higher Education Climate Leadership Summit in Washington, D.C.
- Provided remarks and engaged in a Q&A session during a presentation titled “What Deans Need to Know About the Changing Landscape of College Athletics” at the American Society for Engineering Education Public Policy Colloquium.
- Was featured during S&P Global’s people resource group, BOLD (Black Organization for Leadership & Development), which hosted a fireside chat in February in celebration of Black History Month.

#### **Select President’s Internal/Campus-Related Activities & Speaking Engagements:**

- With WGMU Studios, recorded episodes of the podcast Access to Excellence:
  - An episode with Associate Vice President of Research and Chief AI Officer Amarda Shehu, focusing on George Mason’s work in the field of AI.
  - An episode with Professor of English and African and African American Studies Keith Clark, where the works of James Baldwin and the topics of race, gender, and sexuality were discussed.
  - An episode featuring Professor Marc Gopin, the James H. Laue Professor of World Religions, Diplomacy and Conflict Resolution and the director of the Center for World Religions, Diplomacy and Conflict Resolution at George Mason’s Jimmy and Rosalynn Carter School for Peace and Conflict Resolution, discussing topics from his book, “Compassionate Reasoning.”
- Recognized George Mason’s Employees of the Month for December, January, and February: Hillary Hamm, Maria Wilkins, and Kenny Darby, respectively.
- Along with Congressman Don Beyer, local government leadership, and business leaders, provided remarks at the Fuse at Mason Square commercial launch event, where the opening of commercial leasing and community spaces in Fuse was celebrated.
- Celebrated the impact of George Mason’s donors at the 2024 Winter Celebration of Giving reception hosted by the Office of Advancement and Alumni Relations.
- Hosted the final session of the 2024 cohort of the President’s Leadership Seminar.

- Celebrated the holiday season with Mason employees at the annual holiday celebrations on the Fairfax and SciTech campuses.
- Hosted area business leaders, government officials, and members of the greater George Mason community at a winter reception at the Mathy House.
- Accompanied the men's basketball team to their game at Duke University and engaged in advancement sessions related to George Mason's intercollegiate athletics initiatives.
- Celebrated the graduation of more than 5,200 George Mason students at the Winter Commencement ceremony, where George Schindler, CGI board member and former CEO, served as speaker.
- Welcomed leadership from CGI to tour the Fairfax Campus and join the Winter Commencement festivities.
- Celebrated George Mason donors at the Mason Arts Elevated event, where the CVPA/Center for the Arts Give Voice campaign was announced.
- Hosted George Mason students for a dinner at the Mathy House to discuss topics of importance.
- Attended the Black History Month Kickoff Reception hosted by the African and African American Studies Department.
- Celebrated homecoming with alumni and members of the George Mason community at a pre-game celebration before watching the men's basketball team triumph over Rhode Island.
- Engaged with George Mason students on topics of importance during a session of the President's Student Advisory Group.
- Participated in a student town hall with Vice President Rose Pascarell.
- At the Honors College Celebration of Excellence, provided closing remarks at the open house event designed for students admitted to the Honors College.
- Provided remarks on the impact of faculty and staff giving at the Faculty Staff Donor Appreciation Reception.
- Engaged with George Mason faculty on relevant topics at a general faculty meeting.

**President's George Mason-Relevant Board Service:**

- Northern Virginia Technology Council
- Consortium of Universities of the Washington Metropolitan Area
- NOVA Chamber of Commerce
- Virginia Business Higher Education Council (VBHEC)
- VA250 African American Advisory Council
- Internet2 (Internet 2 is a not-for-profit business that supports the research network for all R1 Institutions and other select universities, including George Mason)

University. Eduroam, which supplies George Mason's network, is a product of this not-for-profit company).

**President's External Board Service:**

- S&P Global
- WGL

**Select Upcoming Events:**

BOV Full Board Meeting with corresponding Public Comment and Continuing Education Sessions: **Tuesday, April 1**

BOV Full Board Meeting: **Thursday, May 1**

Commencement: **Thursday, May 15**



# Our AI Vision: *AI<sup>2</sup>-Nexus*

Establish George Mason  
University as a nexus for  
AI Innovation

*Amarda Shehu, PhD  
Vice President and Chief AI Officer  
February 27, 2025*



# “The American workforce will rely on AI much more in the future.”

## The Future of Work



“One of the biggest questions of recent months is whether generative AI might wipe out jobs. Our research does not lead us to that conclusion. Technological advances often cause disruption, but historically, they eventually fuel economic and employment growth. The biggest impact for knowledge workers that we can state with certainty is that generative AI is likely to significantly change their mix of work activities.”

## The Future of Higher-Ed

“I don’t know how higher ed could not embrace AI literacy as a learning outcome,” C. Edward Watson, vice president for digital innovation at the American Association of Colleges and Universities. **“We can’t not lean in to provide students with the skills that we know they’re now expected to have when they graduate.”**

### How is Higher Ed Approaching AI?

Around 100 universities have launched credentials in AI. Conferrals of AI-related undergraduate and master’s have increased about 120% since 2011.



Higher Ed Dive,  
2024

The AI Taskforce, launched in Fall 2024, consists of over seventy members, bridges **academic and non-academic units**, and brings together **faculty, students, and staff** to guide the future of the university in all aspects of our AI Strategy.

Much of what is presented today is a product of their hard work.

# Guiding Principles on the Use of AI at George Mason University

Guidelines for  
Faculty & Instructors

Guidelines for  
Students

Guidelines for  
Researchers

Guidelines for Staff  
& Business  
Operations

# Guiding Principles for AI Use

**Human Oversight**

**Transparency**

**Critical Thinking**

**Data Privacy**

**Compliance and Data Security**

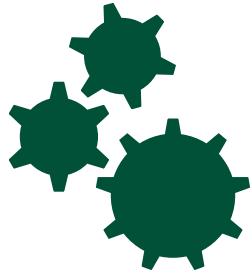
**Accuracy**

**Accessibility**

# AI Uses that Violate George Mason Policies

- 
- **Data Privacy and Confidentiality Violations**
  - **Malicious Content**
  - **Security Violations**
  - **Discrimination**
  - **Intellectual Property Infringement**
  - **Deception and Misinformation**
  - **Academic Integrity Violations**
  - **Harassment and Abuse**
  - **Unauthorized Surveillance**
  - **Unethical Research Practices**

# Interleaved AI Initiatives



## **Integrate AI**

Transform  
Education,  
Research, and  
Operations



## **Inspire with AI**

Advance Higher  
Education



## **Innovate AI**

Lead in Responsible  
AI and AI-enabled  
Innovation



## **Impact with AI**

Drive Societal  
Change

# Integrate AI

## Transform Education, Research, and Operations

Integrate AI across every facet of the university to:

- Empower our students, faculty, and staff
- Support student success
- Unlock innovation
- Reimage operational excellence
- Transform community engagement and partnerships
- Accelerate societal impact

## Mason-Microsoft-Cloudforce Partnership

Cloudforce integrates AI at George Mason through the **nebulaONE** academic platform enabling **faculty, students, and staff** to:

- Choose Models
- Build AI Agents
- Safely and Securely

# Impact across the University

**Analyze data efficiently** and make predictions from unstructured data across the university

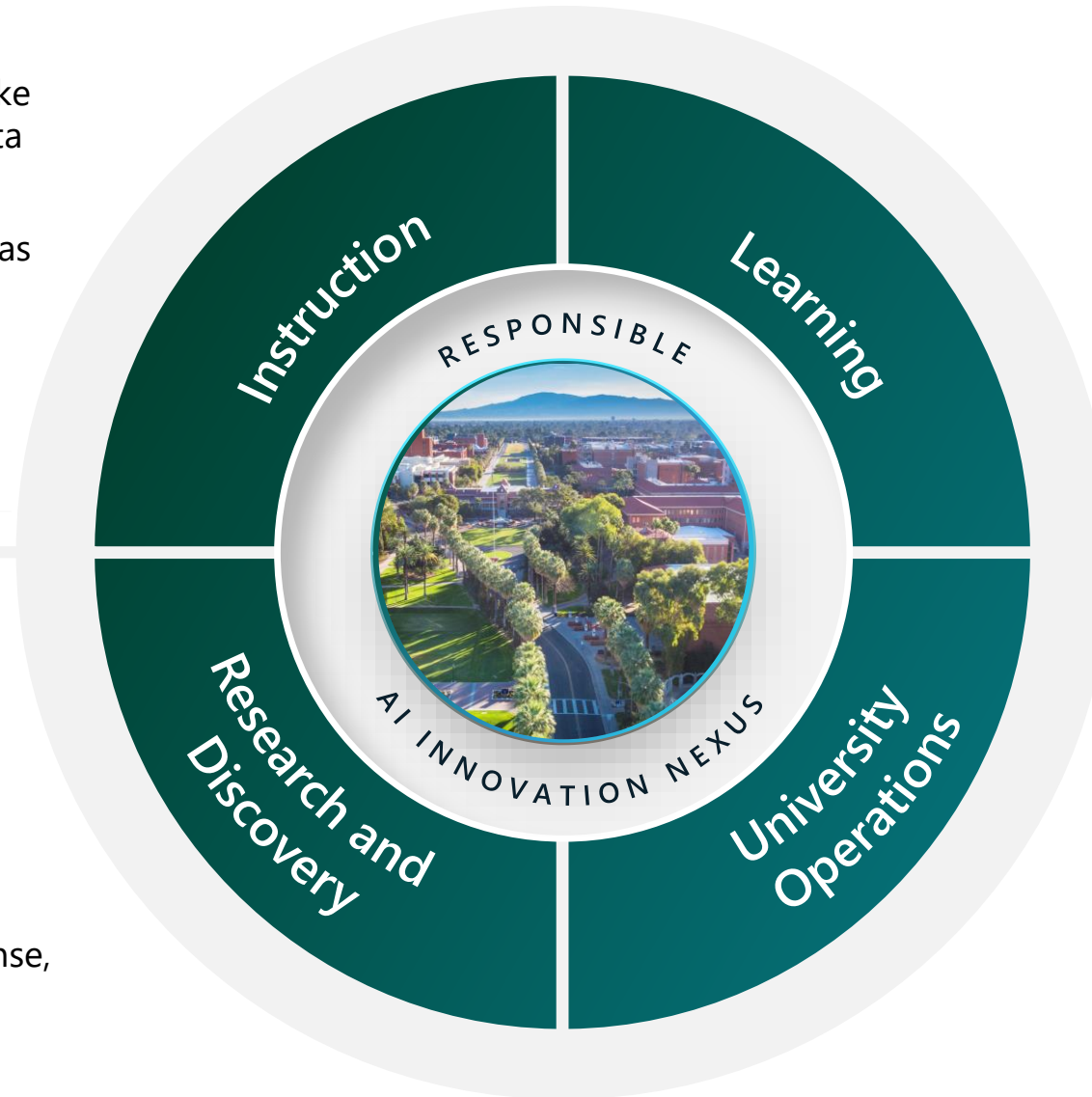
**Automate repetitive tasks** such as managing IT helpdesk tickets, course scheduling, and more

**Unlock productivity** and save staff time spent writing, searching, editing, and analyzing

**Spark innovation** with Azure OpenAI services across campus

**Protect your data** with the most comprehensive compliance and security controls in the industry

**Defend at machine speed** with quality detection, speed of response, and a strong security posture



**Personalize learning** with tailored content and targeted coaching

**Engage learners** with interactive experiences and real-time feedback

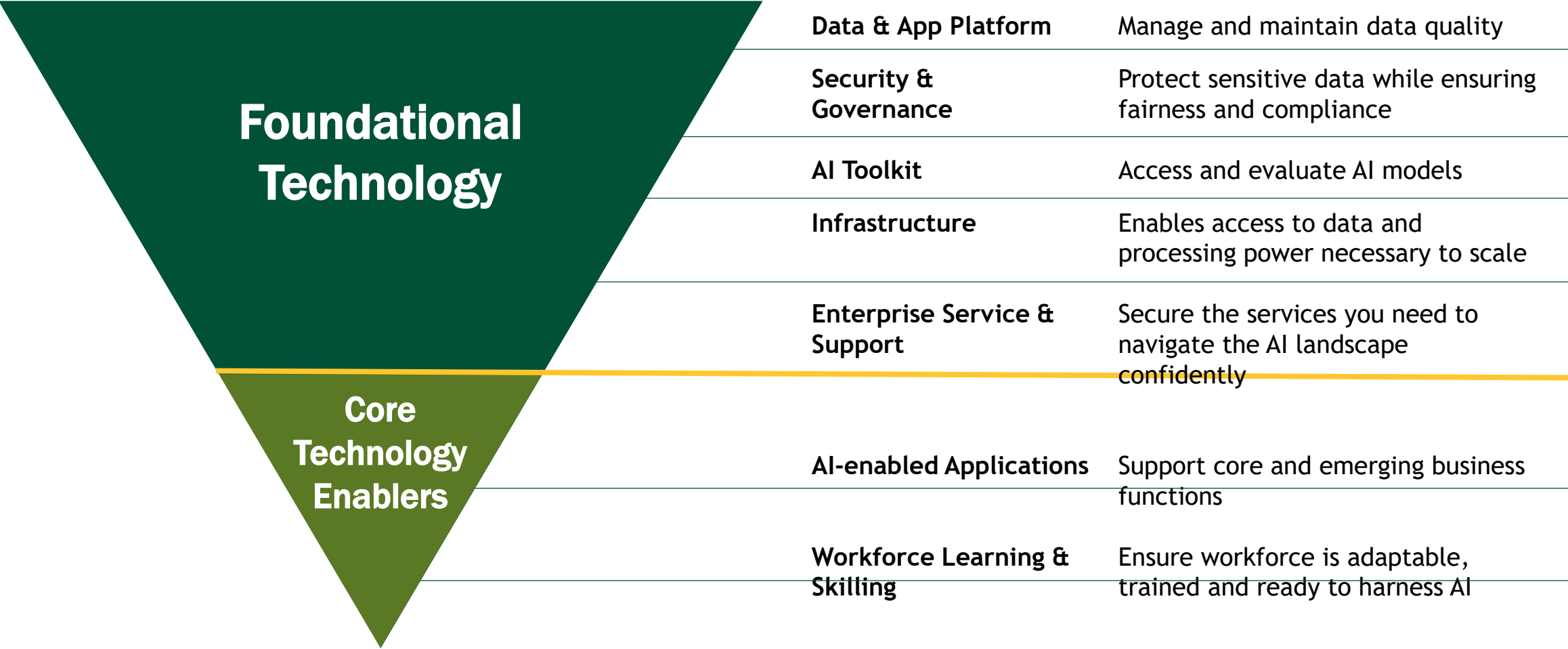
**Enhance support services** with recommended resources and personalized information

**Build AI literacy** among staff, educators, and students

**Equip students** with the skills they'll need to thrive in the future of work

**Develop innovative curriculum** that meets the demands of industry

# AI Innovation Ecosystem





# Inspire with AI

## Advance Higher Education

Harness the power of AI to:

- Innovate learning and instruction
- Unlock opportunities for interdisciplinary collaboration
- Equip students with AI skills
- Prepare students to meaningfully contribute, thrive, and lead in an AI-driven society and economy



AI Literacy



AI Across the Curriculum



AI-powered Curricula

# Core Competencies in AI for Career Readiness

## AI Literacy Essentials

Students • Staff • Faculty • Co-Curricular • MasonLEAPS

In Partnership with Microsoft

## AI For All

PHIL 241 Foundations and Ethics of AI (3 credits)  
Ethics and AI Undergraduate Minor launched in  
2024

UNIV182 AI4All: Understanding and Building Artificial  
Intelligence  
Instructor: Amarda Shehu (Fall 2025, 3 credits)

Understand AI • Use and Apply AI • Analyze and Evaluate AI • Build AI

## AI Across the Curriculum

Curricula Within and Across Schools and Colleges

Scaffolded Learning Outcomes • AI Mason Core • Courses • Minors • Certificates • Majors

• Undergraduate • Graduate • Continuing Professional Education

# AI Literacy

## Unique Mason Student Experience

- *Building on rich infrastructure*
- *Tightly integrating research and education*
- *Advancing both core and interdisciplinary programs*

### Active Courses:

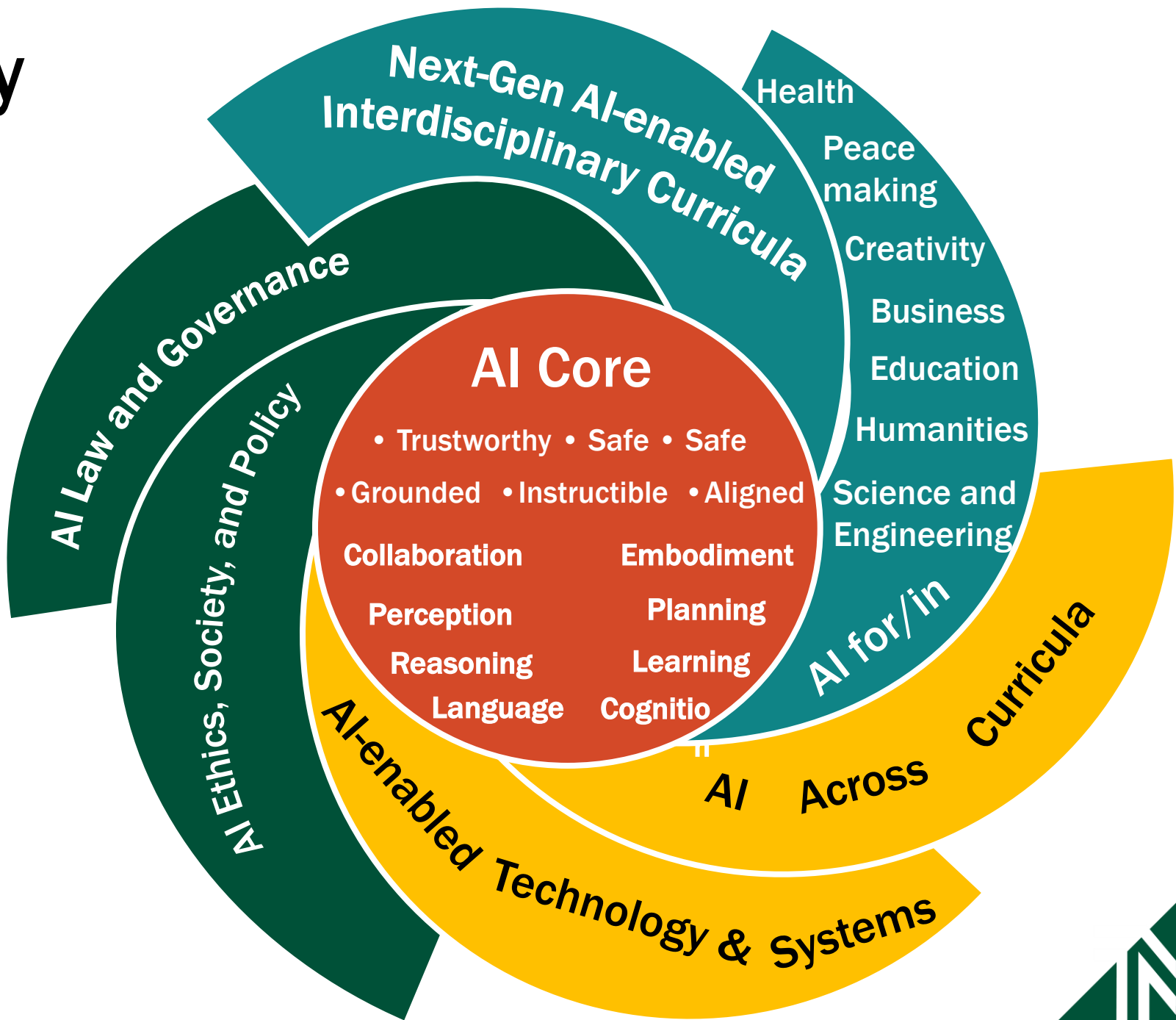
- **100+ courses** across Colleges and Schools

### Selected Active Programs

- **CHSS & CEC:** Ethics & AI Minor
- **CEC:** Responsible AI Certificate
- **CHSS:** AI + Humanities and Social Science Concentration
- **Scalia:** AI & Emerging Tech Certificate
- **Schar & CEC:** Technology Policy Concentration

### Broader Initiatives:

- **Library:** Monthly Seminars, Workshops, Community of Practice
- **Continuing/Professional Education**
- **Stearns Center for Teaching and Learning**



# Innovate [in/with] AI

## Lead in Responsible and Ethical AI Innovation

Lead in the development of AI technologies that are ethically sound, transparent, and equitable to:

- Advance AI-enabled scientific research across the disciplines
- Address pressing societal challenges
- Commit to responsible innovation
- Ensure AI systems are designed with fairness, accountability, and human-centric values



AI Innovation Ecosystem



High-impact AI-enabled

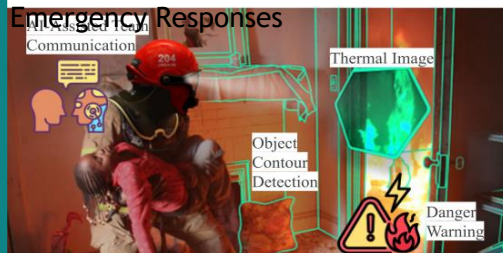


Virtuous Cycle

# • High-Impact • AI-Enabled • Virtuous Cycle

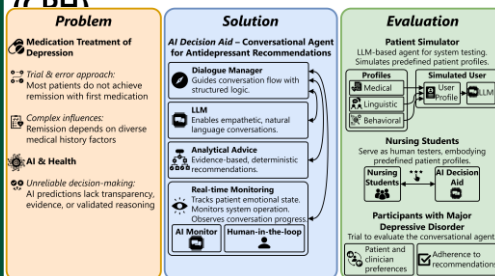


Adapting Mixed Reality Training Programs to Real-World Scenes to enhance Human-AI Teaming in Emergency Responses



**Craig Yu (CEC) & Joel Martin (CEHD)**  
National Science Foundation (Mind, Machine and Motor Nexus Program)

Improving outcomes for patients with depression  
**Farrokh Alemi (CPH), Kevin Lybarger (CEC), Janusz Wojtusiak (CPH)**



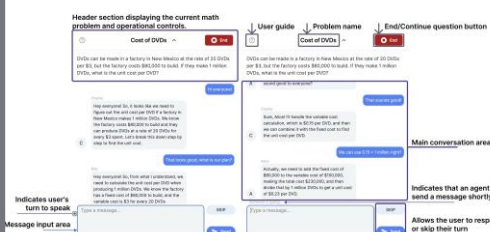
*“The AI system will engage patients in natural-language conversations to collect information about their medical history.”*

Patient-Centered Outcomes Research Institute (PCORI) Award

Fostering Mathematical Modeling Competencies through Collaborative Learning in a Large Language Model Simulated Virtual Classroom



**Ziyu Yao (CEC) & Jennifer Su (CEHD)**

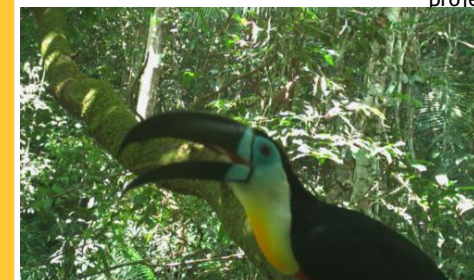


National Science Foundation (Division Of Research On Learning)

Species richness resilience to habitat fragmentation and restoration in tropical



Tens of thousands of animal images have been collected for the project.



Trained AI models to automatically detect and classify species, species calls, and (bird) songs.

**David Luther (COS) 4-VA**



# Scale → Discovery

DEPARTMENT OF COMMERCE  
BUREAU OF THE CENSUS  
WASHINGTON

302

NOV 10 1926

0-5

UNITED STATES CENSUS OF RELIGIOUS BODIES  
SCHEDULE: 1926

FILL OUT A SEPARATE SCHEDULE FOR EACH CHURCH. SEE INSTRUCTIONS ON THE BACK OF THIS SHEET

a. Denomination Advent Christian

b. Division (Association, Conference, Diocese, Presbytery, Synod, etc.) Advent Christian Conference of Eastern N.C.

c. Local name of church Barbours Chapel

d. City, town, village, or township, etc. Four Oaks e. County Johnston f. State N.C.

MEMBERSHIP		CHURCH SCHOOLS	
Report number of members according to definition of member in your church		Report here only schools conducted by this church	
Number of members, by sex:		Sunday schools:	
1. Male	118	16. Number of officers and teachers	8
2. Female	211	17. Number of scholars	132
3. Total number of members	329	18. Number of officers and teachers	
Number of members under and over 13 years old:		19. Number of scholars	
4. Under 13 years of age	5	Week-day religious schools:	
5. 13 years old and over	324	20. Number of officers and teachers	
6. Total number of members	329	21. Number of scholars	
NOTE.—The total given under Question 6 should be the same as the total of males and females given under Question 3.		Parochial schools:	
		22. Number of administrative officers	
		23. Number of teachers	

→  Claude

automated AI transcription of data

↓

```
{  
  "1": { "name": "Male", "value": 118 },  
  "2": { "name": "Female", "value": 211 },  
  "3": { "name": "Total number of members", "value": 329 },  
  "4": { "name": "Under 13 years of age", "value": 5 },  
  "5": { "name": "13 years old and over", "value": 324 },  
  "6": { "name": "Total number of members", "value": 329 }  
}
```

232K forms from the 1926 Census of Religious Bodies:  
one for each religious congregation in the country

*Most comprehensive dataset possible for American religious history*



Lincoln A. Mullen, Executive Director  
Roy Rosenzweig Center for History and New Media



NATIONAL ENDOWMENT FOR THE  
**HUMANITIES**

rrchnm.org  
religiosecolologies.org

g

# Impact with AI

## Drive Societal Change

Establish the university as a catalyst for responsible AI innovation and transformative societal change by:

- Forging strategic partnerships
- Championing ethical and inclusive AI practices
- Empowering communities
- Tackling the world's most urgent challenges with purpose and vision



**Community Engagement**



**Partnerships**

# Trusted Partner for Industry and Government

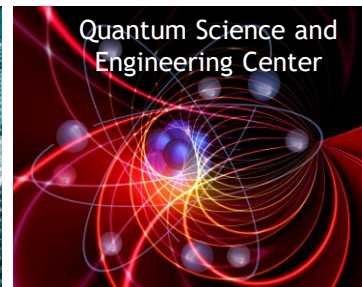


The **AI-in-Government Council** is a partnership between academia, public sector tech providers, and government and a trusted resource for deep AI tech insights, advancing AI approaches, governance frameworks, innovative technologies, and robust guardrails to guide the development and deployment of responsible AI in local, state, and federal government.

## Welcome to the Center for AI and SME Excellence (CASE)

A \$1 M grant project sponsored by Senator Mark Warner and Tim Kaine and directed through the U.S. Small Business Administration, is focused on bolstering the economic competitiveness of small and medium businesses in Virginia.

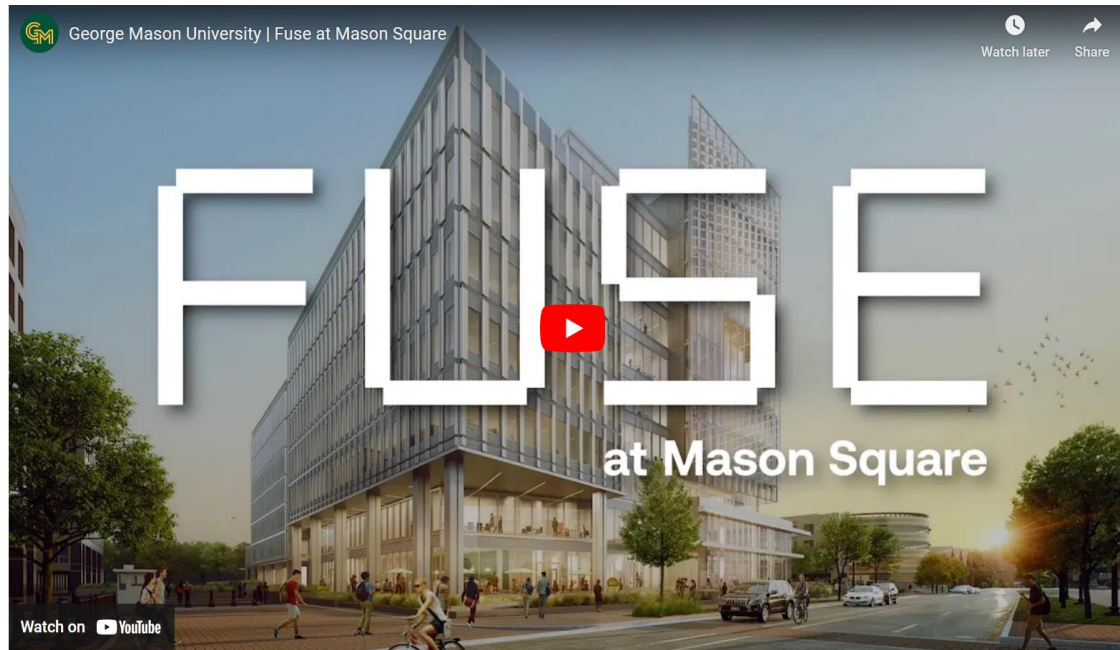
“I am proud to have helped secure funding for the **Center for AI Innovation for Economic Competitiveness** at George Mason,” said **Senator Warner** in a statement. “This investment will help position Virginia as a leader in AI development by creating programs to help small businesses and communities thrive in the digital market, marking a huge win for Virginians across the commonwealth.”





# Community Engagement and Leadership

Community Engagement by Design  
through Deep Public-Private Partnerships



*FUSE is a hub of high AI research activity in  
robotics, data visualization, AR/VR, health,  
...*



*Leading AI in Education for the  
Commonwealth: K-12 → CC →  
IHEs*



# Our AI Mission: George Mason as *AI<sup>2</sup>-Nexus*

## QUESTIONS?

**GEORGE MASON UNIVERSITY**

**BOARD OF VISITORS**

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

Thursday, February 13, 2025

10:00am – 12:00pm

Merten Hall, Hazel Conference Room (1201)

**AGENDA**

- I. Call to Order**
- II. Approval of Academic Programs, Diversity and University Community Committee Minutes from November 19, 2024 (Action Item)**
- III. New Business**
  - A. Provost's Report (J. Antony)
  - B. Program Actions (**Action Item**)
    - 1. Degree Program Closure
      - a. MS Marketing
  - C. Faculty Actions (**Action Items**)
    - 1. Conferral of Emeritus/Emerita Status
    - 2. Elections of New Tenured Faculty
  - D. Discussion: A Report of the University of Chicago Committee on the Criteria of Academic Appointment- *to reflect on what, if anything, can be gleaned from the Shils Report*
  - E. Antisemitism Resolution (J. Rosen) (**Action Item**)
  - F. 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 Sheet- February 2025
  - G. Reports

1. Fall 2024 Undergraduate Retention and Graduation
2. Fall 2024 Faculty Diversity and Retention

#### **IV. Adjournment**

*The February 13, 2025 Meeting of the Board of Visitors Academic Programs, Diversity and University Community Committee will be in-person. Members of the public are welcome to observe in person or may view the meeting live at the following link: <https://bov.gmu.edu/live/>. Those attending any Board of Visitors sessions are asked to adhere to the meeting rules, accessible at the following webpage: <https://bov.gmu.edu/board-of-visitors-resources/>*

*Written comments will be accepted until the full board meeting adjourns on February 27, 2025. To submit a written public comment, please complete the form at the following link: <https://forms.office.com/r/fD28yUHeui>. Written comments will be entered into the public record of this meeting.*

***No oral public comment will be taken at this meeting.***



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

**MINUTES**

Tuesday, November 19, 2024

**COMMITTEE MEMBERS PRESENT:** Chair: Lindsey Burke; Vice Chair: Nancy Prowitt; Visitors: Ken Marcus, Mike Meese, Nina Rees, Jeff Rosen, Marc Short; Staff Representatives: Provost Jim Antony, Sharnnia Artis, Rose Pascarell; Faculty Senate President: Solon Simmons; Staff Senate Chair: Jacquelyn Sims; Faculty Representatives: Cameron Harris, Melissa Broeckelman-Post; Student Representatives: Maria Cuesta, Carolyn Faith Hoffman

**ALSO PRESENT:** Rector Stimson, President Washington

**I. The meeting was called to order by Chairperson Lindsey Burke at 10:01 a.m.**

Chairperson Burke informed the Committee that Visitor Rosen requested to participate remotely. Citing the board's Electronic Meeting Participation Policy, Chairperson Burke **MOVED** to approve Visitor Rosen's electronic participation in the meeting. The motion was **SECONDED** by Visitor Marcus. The **MOTION CARRIED**.

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

Chairperson Burke called for any corrections to the minutes from the September 17, 2024 APDUC Committee Meeting. Hearing no corrections, the meeting minutes stood **APPROVED** as written.

**III. New Business**

**A. Provost's Update**

***James Antony – Provost and Executive Vice President***

Provost Antony provided an overview of the enrollment numbers for Fall 2024, as well as the modality of those sections, both for undergraduate and graduate students. He highlighted the upcoming Winter Graduation on December 19, when approximately 3,300 students will receive their degree, and provided an update on the search for the dean of the College of Science. That search is currently in the recruitment phase, with interviews anticipated in the spring. He noted the work that is being led by Amarda Shehu, chief AI officer, including the formation of an AI Visioning Task Force that will be performing a comprehensive landscape analysis to help to foster a collaborative approach to AI. Provost Antony noted that he has completed his visit with each of the Colleges and Schools and that these meetings with faculty and staff have helped to shape several key focus areas:

- Communication: Fostering transparency and collaboration
- Research: Strengthening infrastructure
- The Budget Model Redesign: Creating transparent allocation strategies for the budget model through working groups focused on indirect recovery costs and the cost of space

He also provided the framework by which he is approving faculty and staff hires through the critical vacancy review process. He concluded his report with highlights of accomplishments by some of our students, faculty, and staff members.

## **B. The Use of Standardized Tests in Undergraduate Education**

### ***David Burge – Vice President for Enrollment Management***

David Burge, vice president for enrollment management, discussed the impact of George Mason's test-optional admissions policy for new freshmen. Since the policy's adoption in 2007, high school graduate application submissions have increased each year, the high school GPA median has increased, and retention has consistently been better than it was before making the change. There has been an almost 19% decline in the number of Virginia high school graduates who take the exam since 2019 and fourteen other institutions in Virginia are test-optional as well, with most indicating that this will be an ongoing policy. For most freshmen applying to Mason, students are required to submit an official high school transcript, while standardized test scores, essays, and letters of recommendation are optional. There are some exceptions, including the Honors College and the College of Engineering and Computing, which have additional requirements.

## **C. Institutional Neutrality Discussion Updates**

At the September 26, 2024 Full Board meeting, the topic of the Kalven Report and Institutional Neutrality was delegated to the Academic Programs, Diversity & University Community (APDUC) Committee to gather perspectives from the campus community. Chairperson Burke and Provost Antony are leading discussions with key groups, including deans, Faculty Senate Executive Committee, Executive Council (senior administrators), and student leaders. The ongoing discussions are focused on three main questions: Should George Mason adopt a stance of institutional neutrality? What are the potential benefits and challenges of this approach? Could there be a unique "Mason Way" that addresses the issue? Discussions with stakeholder groups are still ongoing.

## **D. Program Actions and Faculty Actions**

Provost Antony provided an overview of both the Program Actions and Faculty Actions.

Chairperson Burke called for a **MOTION** to approve the Program Actions and Faculty Actions en bloc; Visitor Marcus **MOVED**; Visitor Meese **SECONDED** the following program actions:

1. New Degree Programs
  - a. MED in Elementary Education
  - b. MED in Secondary Education
2. Conferral of Emeritus/Emerita Status

**MOTION CARRIED BY VOICE VOTE.**

Yes – 7

## **E. Announcements**

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

## **IV. Adjournment**

The meeting was adjourned at 11:20 a.m.

Respectfully submitted,

Sarah Parnell  
Secretary Pro Tem



# Academic Programs, Diversity, and University Community Committee

Board of Visitors



*Office of the Provost  
February 13, 2025*



# Agenda

- I. Call to Order
- II. Approval of Minutes (**Action Item**)
- III. New Business
  - A. Provost's Report
  - B. Program Actions (**Action Item**)
  - C. Faculty Actions (**Action Item**)
  - D. Discussion: A Report of the University of Chicago Committee on the Criteria of Academic Appointment
    - *To reflect on what, if anything, can be gleaned from the Shils Report*
  - E. Anti-Semitism Resolution (**Action Item**)
  - F. Announcements
  - G. Reports
- IV. Adjournment

# Action Item

## Approval of Minutes

November 19, 2024

# Provost's Report

James Antony, PhD

*Provost and Executive Vice President*



# Spring Academic Calendar



## Spring Semester

Tuesday, January 21 –  
Monday, May 5



## Spring Recess

Monday, March 10 –  
Sunday, March 16



## Spring Commencement

Thursday, May 15

# Enrollment Overview

Spring 2025\*

**39,509**  
Students



\*As of 02/03/25

Undergraduate Enrollment: **28,093**

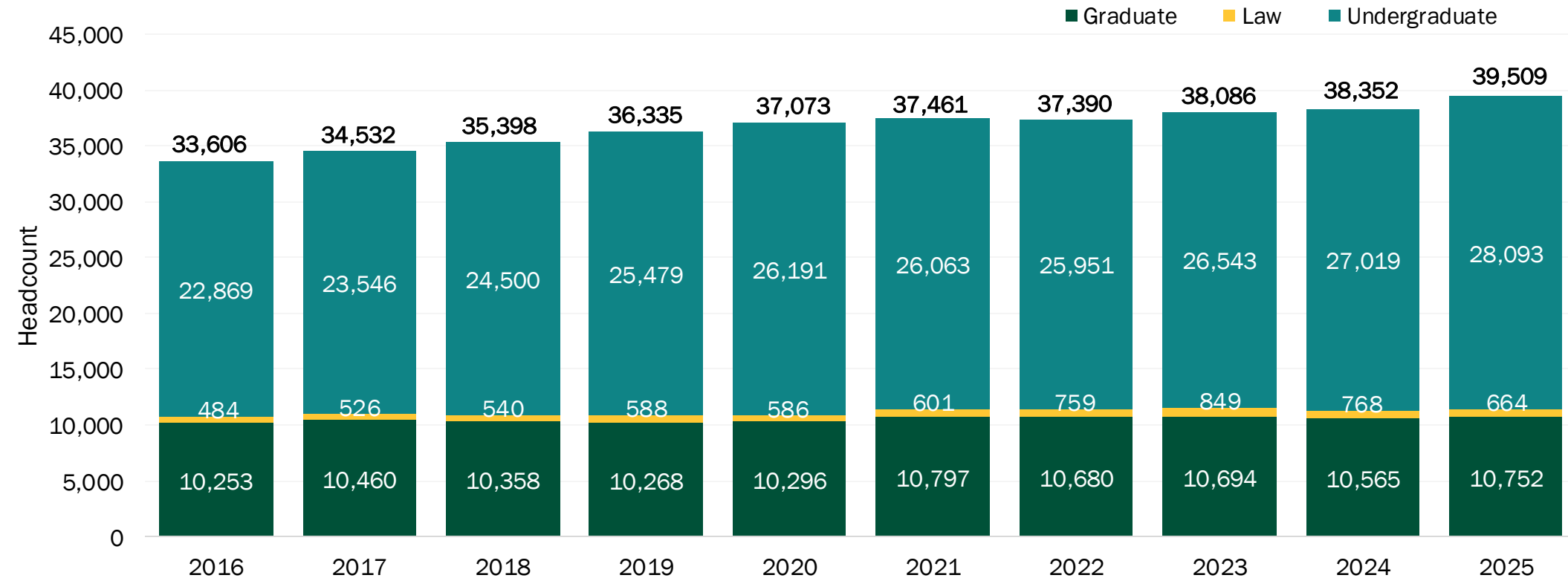
Graduate Enrollment: **10,752**

Law Enrollment: **664**

## New Student Numbers:

- 103 New Freshmen
- 1693 New Transfer
- 1133 New Masters
- 83 New Doctorates
- 122 New Graduate Certificates

# Overall Spring Enrollment\*



\*As of 02/03/25

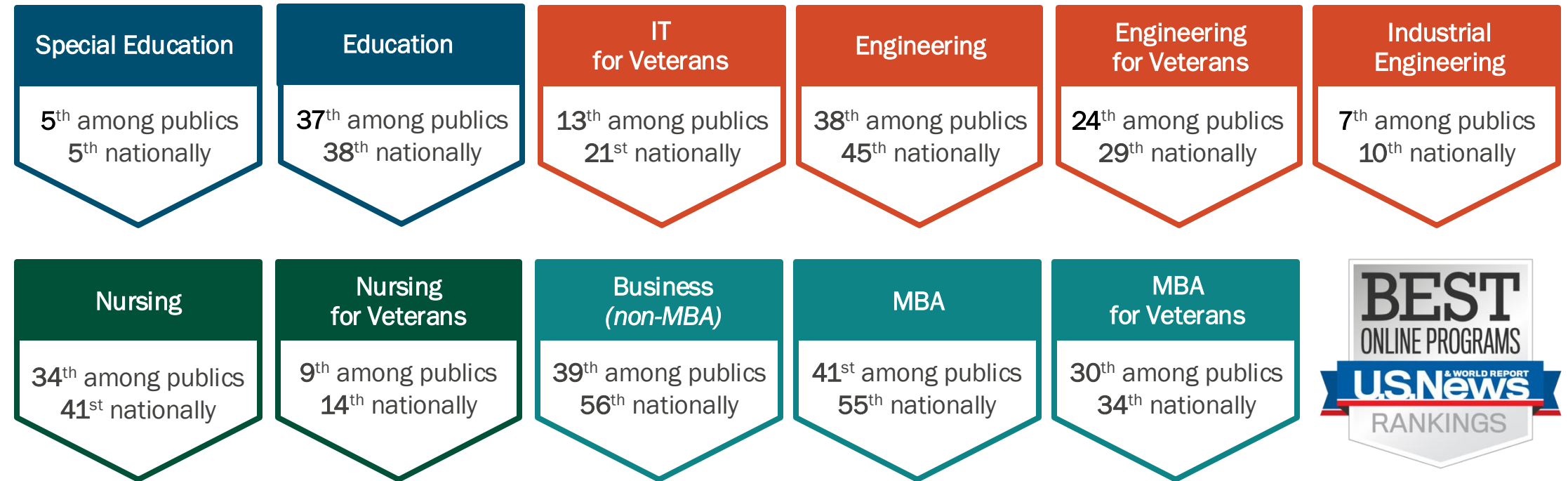
# Life Sciences and Engineering Building Open on SciTech Campus



The new facility, opened Jan. 21, 2025, provides state-of-the-art labs and classrooms to support hands-on instruction in STEM and health sciences, expanding research and teaching capacity.

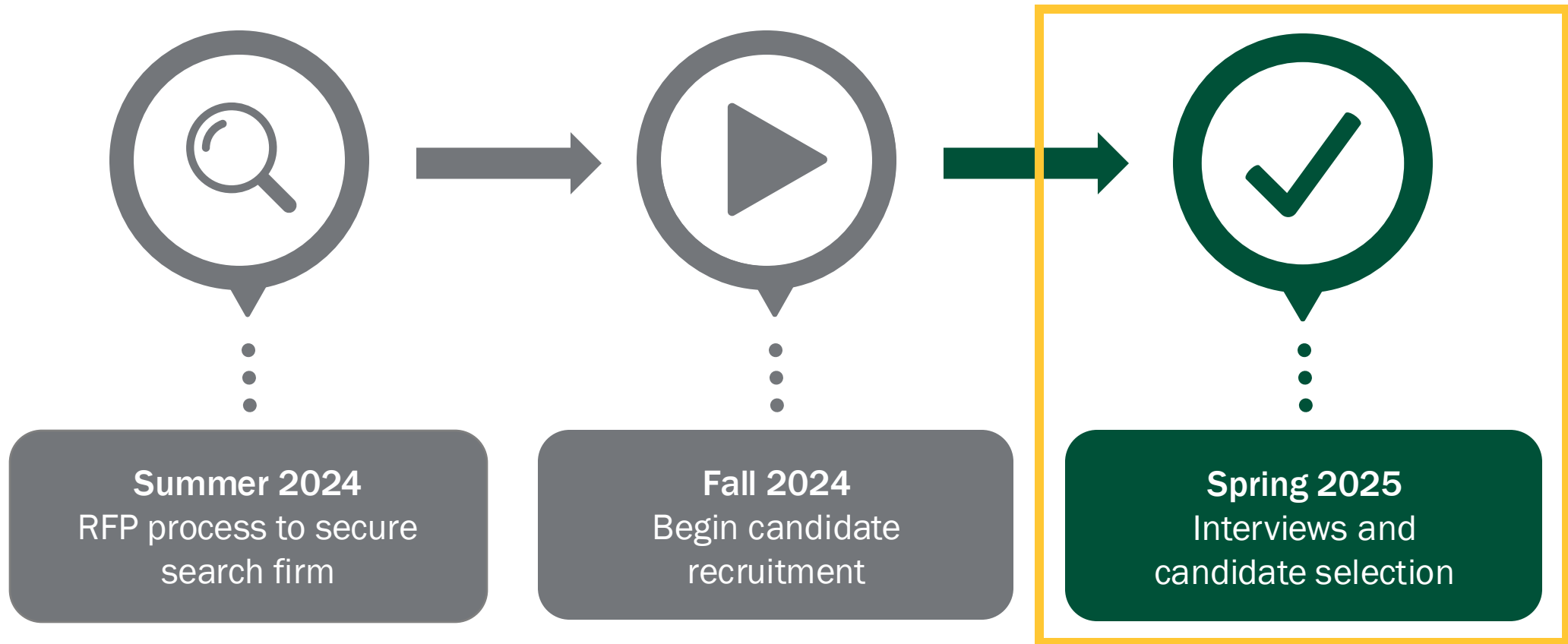
# University Rankings

U.S. News & World Report rankings of online master's degree programs show George Mason excelling in education, nursing, business, engineering, and programs for veterans.





# COS Dean Search Update



# Provost's Initiatives

*Ongoing and Upcoming*

## FALL 2024

- Budget Model Redesign
- Cost of Space Workgroup
- Indirect Cost (IDC) Workgroup

## SPRING 2025

- The Future of Graduate Education and Post Doctoral Affairs
- Research Kitchen Cabinet

# Student Highlights



**Yevin Nikhel Goonatilake**

Youngest graduate in George Mason history with a 4.0 grade point average



**Calvin Evans**

First place winner of the 2024 Three Minute Thesis (3MT®) competition



**Jeanie Schreiber**

Received the Commonwealth of Virginia Engineering and Science (COVES) Policy Fellowship for summer 2025



**Asha Rudrabhatla**

# Faculty Highlights

## Joshua Kleinfeld

*Antonin Scalia  
Law School*

Named deputy general  
counsel to the United  
States Department of  
Education



## Evgenios Kornaropoulos

*College of Engineering  
and Computing*

*Received a National  
Science Foundation  
(NSF) CAREER  
Award*



## Jin Lee

*College of Humanities and  
Social Sciences*

*Won the Academy of  
Criminal Justice  
Sciences 2024 New  
Scholar Award*



## Terri Rebmann

*College of  
Public Health*

*Named the first  
Divisional Dean for  
George Mason's  
School of Nursing*



# Staff Highlights: Employee of the Month

December



**Hillary Hamm**

Fiscal and HR Technician

*Department of Computational  
and Data Sciences*

January



**Maria Wilkins**

Health Professions Advising Coordinator

*Office of Undergraduate  
Education*

February



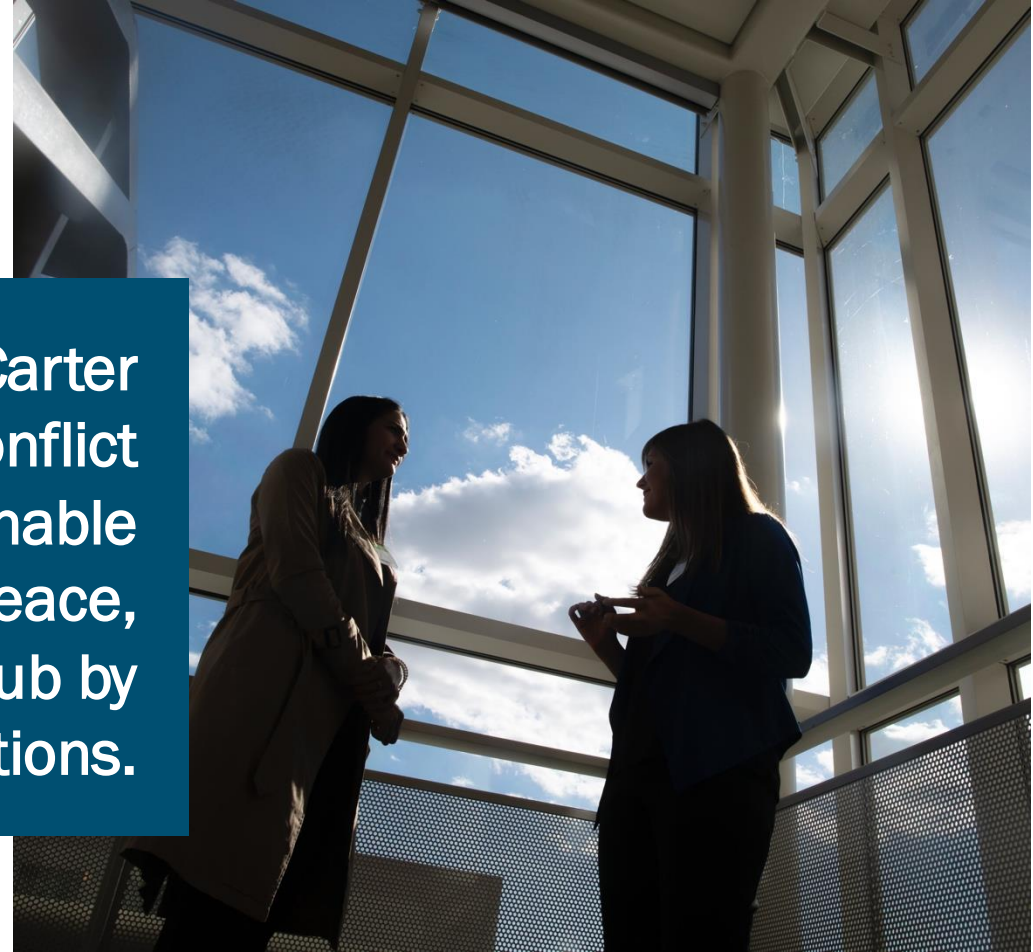
**Kenneth Darby**

Senior Events Manager

*Mason Square*

# Carter School

The Jimmy and Rosalynn Carter School for Peace and Conflict Resolution was named Sustainable Development Goal (SDG) 16: Peace, Justice and Strong Institutions Hub by the United Nations.



<https://carterschool.gmu.edu/news/2025-01/carter-school-named-united-nations-academic-impact-sustainable-development-goal-hub>

# Executive Orders

## *Updates and Impacts*

**Our Goals:** To clearly communicate what we know, where uncertainty exists, and that we will update people as clarity emerges

**Calm, focused, and transparent**





# Executive Orders

## *Updates and Impacts*



**Students**



**Faculty and  
Staff**



**Research  
Enterprise**



# ACTION ITEMS

## Program Actions

### Degree Program Closure

**MS Marketing**



## Faculty Actions

### Conferral of Emeritus/Emerita Status

**Edward  
Douthett**



Costello College  
of Business

*22 years of service*

**Edward  
Maibach**



College of Humanities  
and Social Sciences

*17 years of service*

**Eric  
Pankey**



College of Humanities  
and Social Sciences

*28 years of service*

**Jeremy  
Rabkin**



Antonin Scalia  
Law School

*17 years of service*

**Abdulaziz  
Sachedina**



College of Humanities  
and Social Sciences

*11 years of service*

## Faculty Actions

### Elections of New Tenured Faculty



**Pouya Rezai**

Associate Professor  
without Term

*Department of Mechanical  
Engineering within the College of  
Engineering and Computing*



**Panagiota Kitsantas**

Professor without Term

*Department of Health Policy  
and Administration within the  
College of Public Health*

# Action Items

## MOTION

To approve the following actions, en bloc, as they are outlined in the meeting materials:

- Degree Program Closure: MS Marketing
- Conferral of Emeritus/Emerita Status
- Elections of New Tenured Faculty

# Discussion: A Report of the University of Chicago Committee on the Criteria of Academic Appointment

*To reflect on what, if anything, can be  
gleaned from the Shils Report*



# Anti-Semitism Resolution

Jeffrey A. Rosen



**Action Item**

**RESOLUTION**



# Announcements

- Appointment of Faculty
- Appointment of Administrative and Professional Faculty
- Appointment and Reappointment of Deans, Department Chairs, and School Directors
- Renewals and Reappointments
- Separations
- Other Announcements
- Summary Sheet, February 2025

# Reports

- Fall 2024 Undergraduate Retention and Graduation
- Fall 2024 Faculty Diversity and Retention



# Adjournment

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



**ITEM NUMBER:**

Master of Science (MS) in Marketing Degree Program Discontinuance

**PURPOSE OF THE ITEM:**

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

**APPROPRIATE COMMITTEE:**

Academic Programs, Diversity, and University Community Committee

**BRIEF NARRATIVE:**

The Donald G. Costello College of Business is requesting permission to close the MS in Marketing degree program and to officially cease admissions immediately. The MS in Marketing was approved by SCHEV for initiation in 2023.

The decision to discontinue the degree program in MS in Marketing is the result of a number of factors.

1. The College transitioned to a new Dean who was hired from outside of George Mason University in July 2022. During this transition, the decision was made to halt launching new major initiatives until the new Dean could become more familiar with the current programs and to establish his vision for the future.
2. In the summer of 2023, the university announced a significant financial shortfall which impacted the Costello College of Business budget. Given the cost of developing new online courses to deliver this program, it was decided that there were insufficient funds to launch a high-quality program at that time.
3. The new Dean's focus on modular education and limiting the number of degree programs was also a contributing factor. His vision led to the revision of the MS in Management program and allowed specific graduate certificates to be taken as part of the broad MS in Management degree. The Dean determined that this was a more economical and marketable alternative to the proliferation of another degree program where demand was unclear.

There are no students enrolled in the MS in Marketing degree program. No students have "stopped out" of the MS in Marketing. No teach out plan is necessary. No faculty positions will be eliminated as a result of the discontinued degree program. The Dean of the Donald G. Costello College of Business supports the proposal to discontinue the MS in Marketing.

**REVENUE IMPLICATIONS:**

The closure of the MS in Marketing is expected to be budget neutral.

**STAFF RECOMMENDATION:**

Staff recommend closure of this program.

## **ACTION ITEMS**

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

February 27, 2025

### **CONFERRAL OF EMERITUS/EMERITA STATUS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
<b>Douthett</b>	<b>Edward B.</b>	6/2/2025

**Title:** Associate Professor Emeritus of Accounting

**Local Academic Unit:** Costello College of Business

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<b>Maibach</b>	<b>Edward W.</b>	6/2/2025
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**Title:** Distinguished University Professor Emeritus

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

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<b>Pankey</b>	<b>Eric M.</b>	2/27/2025
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**Title:** Heritage Chair and Professor Emeritus of English

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

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<b>Rabkin</b>	<b>Jeremy A.</b>	2/27/2025
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**Title:** Professor Emeritus

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


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<b>Sachedina</b>	<b>Abdulaziz A.</b>	2/27/2025
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**Title:** Professor Emeritus of Religious Studies

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

To: James Antony, PhD, Provost and Executive Vice President  
Gregory Washington, PhD, President

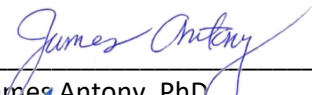
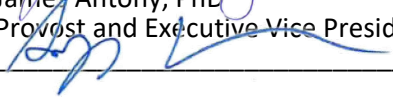
From: Ajay Vinzé, Dean 

Subject: Emeritus Designation for Edward B. Douthett, Associate Professor

Date: December 11, 2024


Dr. Ed Douthett joined George Mason University in 2002. He holds the Northern Chapter Virginia Society of CPAs Professor of Public Accounting. Dr. Douthett's over 30 research studies focus on accounting audit markets, both domestically and internationally, and he has also published research on government accounting and venture capital. Dr. Douthett has taught across programs at the Costello College of Business, led the Accounting Honors Program for undergraduates, and led graduate global residency courses. Dr. Douthett served on the Board of Visitors Audit, Risk, and Compliance and the Conflict of Interest committees, and as the Board of Visitors Faculty Committee Liaison. He has been active in outreach efforts with the accounting profession and business community, including as a president of the Northern Chapter Virginia Society CPAs in 2015-2016. He led Accounting as the Area Chair and served on or chaired the College's major committees including Promotion and Tenure, Faculty Development and Evaluation, Graduate Policy, and Strategic Planning and Accreditation Maintenance. He was also led the accreditation report creation for AACSB in 2015. He has contributed to George Mason and Costello as a scholar, a teacher, a good colleague, and a critical member in faculty governance roles.

Accordingly, I concur with the Accounting Area, the Promotion and Tenure committee, and Costello Faculty and enthusiastically recommend that Edward B. Douthett be elected to the honorary rank of Associate Professor Emeritus of Accounting effective June 2, 2025.

<input checked="" type="checkbox"/> Approved	<input type="checkbox"/> Not Approved	 James Antony, PhD Provost and Executive Vice President
<input checked="" type="checkbox"/> Approved	<input type="checkbox"/> Not Approved	 Gregory Washington, PhD President

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

To: James Antony, Ph.D., Provost and Executive Vice President  
Gregory Washington, President

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

Subject: Emeritus Designation for Edward Maibach

Date: December 17, 2024

On the recommendation of the Department of Communication, I am pleased to recommend Dr. Edward Maibach for appointment as Distinguished University Professor Emeritus, effective June 2, 2025.

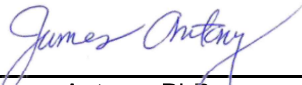
Edward Maibach is a public health professional and a communication scientist and has long been known as a world-leading expert in communication strategies to address public health challenges. Dr. Maibach joined Mason in 2007 at the rank of Full Professor to establish Mason's Center for Climate Change Communication (Mason 4C). Mason 4C is widely recognized as one of the world's two premier climate change communication centers, the other being the Yale Program on Climate Change Communication – a sister center to Mason 4C.

Since arriving at Mason to create Mason 4C, Ed's primary research focus has been illuminating public engagement in climate change and strategies for enhancing it. His research has been cited in peer-reviewed research more than 37,000 times. His h-index is more than 100, placing him among the 5,000 most-cited academics in the world today. He has received invitations and has spoken at numerous prestigious meetings and institutions around the world to a diverse set of globally influential audiences.


Dr. Maibach has provided significant service to the University and department during his time at Mason, and has made himself available as a mentor to colleagues, particularly early-career scholars and graduate students. The supportive and collegial community that he has fostered at 4C is among his most valuable accomplishments.

On June 1, 2025, Dr. Maibach will retire from Mason after an exemplary academic career as a Distinguished University Professor of Communication. An emeritus appointment will allow him to continue his valuable research and programmatic involvement in Mason 4C. The University has benefited tremendously from his public scholarship, service, teaching and outreach, and stands to continue benefiting from his research.

Approval ☒ Disapproval ☐

  
James Antony, PhD  
Provost and Executive Vice President


Approval ☒ Disapproval ☐

  
Gregory Washington, PhD  
President

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



To: James Antony, Ph.D., Provost and Executive Vice President  
Gregory Washington, President

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

Subject: Emeritus Designation for Eric Pankey

Date: December 17, 2024


On the recommendation of the Department of English, I am pleased to recommend Eric Pankey for appointment as Heritage Chair and Professor Emeritus of English, effective upon approval of the BOV.

Professor Pankey earned his MFA at the University of Iowa and taught in the MFA Program at Washington University before joining the Creative Writing Program at George Mason University in 1996. In 2006, he was named Heritage Chair in Writing, a position he held alongside his appointment as Professor of English until his retirement in 2024. During Professor Pankey's twenty-seven years of artful teaching in this program, he has published fourteen of his seventeen books of poems, plus a book of essays, itself a book of poems. He has another book coming out later this year. His most recent, *The History of the Siege*, was released by Codhill Press in spring 2024. Among his many awards for his visionary work, too long to list here, he is the recipient of a Guggenheim Fellowship, two NEAs, and an Ingram Merrill Fellowship.


Creative writing students, both graduate and undergraduate, have filled Professor Pankey's courses since he first arrived at Mason, learning to think of themselves as artists as they explored the craft of poetry. Eric Pankey is celebrated for his courses on the prose poem, the Modernist poets, and especially the Modernist long poem. As Heritage Chair in Writing, not only did he teach a community workshop for local alums, but he diverted his own stipend in order to establish the Heritage Poetry Fellowship, which, for seventeen years, allowed a third-year student to work on a thesis without having to teach. Poets from across the country accepted a spot at GMU's MFA Program in large part due to the work of Eric Pankey. As a loyal colleague and dedicated worker, he has helped to strengthen both the MFA Program and the Department of English.

Based on his distinguished service at GMU, the English Department chair and faculty were unanimous and enthusiastic in their support of recommending Eric Pankey for emeritus status.

Approval ☒ Disapproval ☐

  
James Antony, PhD  
Provost and Executive Vice President

Approval ☒ Disapproval ☐

  
Gregory Washington, PhD  
President

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





OFFICE OF THE DEAN  
Hazel Hall  
3301 Fairfax Drive, MS 1G3  
Arlington, Virginia 22201  
703-993-8000

## MEMORANDUM

To: James Antony, Ph.D., Provost and Executive Vice President, George Mason University  
Gregory Washington, Ph.D., President, George Mason University  
From: Ken Randall, Allison and Dorothy Rouse Dean, Antonin Scalia Law School *KR*  
Date: December 19, 2024  
Subject: Emeritus Designation for Professor Jeremy Rabkin


I am writing to recommend Professor Jeremy Rabkin for Emeritus status. On December 18, 2024, the Scalia Law School's RPT Committee recommended Emeritus status for Professor Rabkin, followed by a unanimous vote of the faculty eligible to vote on the motion.

Jeremy easily meets the standards announced in the University Faculty Handbook (2.2.7) as he was in full-time academic service at the Antonin Scalia Law School for 17 years and has demonstrated outstanding dedication to the University as a well-received teacher and a productive scholar, as a frequent and effective leader on every one of the most significant faculty committees, as the Law School faculty representative to the University Senate for two years, as a model scholarly colleague to his peers here at the law school, and as a frequent and willing mentor to students, especially those most in need of his guidance as an expert in international law.


After completing his PhD in government at Harvard University, and serving as a professor of government at Cornell University from 1980 to 2007, Professor Rabkin arrived at Antonin Scalia Law School with a strong reputation as one of the premiere scholars in international law. During his time here at the Law School he published a co-authored book with eminent scholar John Yoo on the application of existing international law of war to new cybersecurity questions. He also regularly published articles in law reviews and political science journals, along with book chapters in edited scholarly volumes, and several editorials featured in the *Wall Street Journal*.

In addition to his providing the international law and military law expertise required of any Washington DC-area law faculty, for students who wish to practice in these areas, Professor Rabkin was willing to teach three different important and large-subscription courses, often two per year. He also served outside the University, as a presidential appointee to an international commission and as a member of several legal societies devoted to constitutional rights.

☒ Approved ☐ Not Approved


  
James Antony, PhD  
Provost and Executive Vice President

☒ Approved ☐ Not Approved

  
Gregory Washington, PhD  
President

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

To: James Antony, Ph.D., Provost and Executive Vice President  
Gregory Washington, President

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

Subject: Emeritus Designation for Abdulaziz Sachedina

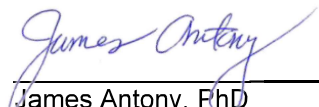
Date: December 19, 2024

On the recommendation of the Department of Religious Studies, I am pleased to recommend Dr. Abdulaziz Sachedina for appointment as Professor Emeritus of Religious Studies, effective upon approval of the BOV.


Dr. Sachedina has served higher education in Virginia for nearly five decades, including the last eleven at George Mason University. He is an eminent scholar of Islam who has written widely about the relationship between the tradition and democracy, human rights, and ethics. His scholarship at George Mason University culminated with the 2022 publication of *Islamic Ethics: Fundamental Aspects of Human Conduct*. Dr. Sachedina's eminence in the field and frequent international speaking invitations raised the profile of George Mason University and its Department of Religious Studies.

Dr. Sachedina provided several critical forms of institutional leadership. He served as chair of the Department of Religious Studies between 2017-2021, during which time the department began a significant revival of its Judaic Studies program. Dr. Sachedina held a seat on the steering committee of the Ali Vural Ak Center for Global Islamic Studies. His support contributed to our success in obtaining the significant gift that led to the renamed AbuSulayman Center for Global Islamic Studies. Dr. Sachedina also facilitated the receipt of a gift that supports undergraduate scholarship within the field of Islamic Studies. We anticipate continued partnership with Dr. Sachedina as we develop connections between the University and the local community in areas of mutual interest.

Approval ☒ Disapproval ☐

  
James Antony, PhD  
Provost and Executive Vice President

Approval ☒ Disapproval ☐

  
Gregory Washington, PhD  
President

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

**ACTION ITEMS**

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

February 27, 2025

**ELECTIONS OF NEW TENURED FACULTY**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
<b>Kitsantas</b>	<b>Panagiota</b>	4/1/2025
<b>Title:</b> Professor		
<b>Rank:</b> Professor without Term		
<b>Classification:</b> Tenured (without term) - Instructional		
<b>Local Academic Unit:</b> Health Administration and Policy (CPH)		
<hr/>		
<b>Rezai</b>	<b>Pouya</b>	8/25/2025
<b>Title:</b> Associate Professor		
<b>Rank:</b> Associate Professor without Term		
<b>Classification:</b> Tenured (without term) - Instructional		
<b>Local Academic Unit:</b> Mechanical Engineering (CEC)		
<hr/>		



OFFICE OF THE PROVOST  
ALAN AND SALLY MERTEN HALL  
4400 University Drive, MSN 3A2, Fairfax, Virginia 22030  
Phone: 703-993-8770; Website: provost.gmu.edu

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

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

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Faculty Member's Name and Title

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Local Academic Unit



**Verification of Hiring and Trainings:**

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

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

Dr. Kitsantas is an exceptional candidate whose extensive achievements in teaching, research, and service underscore her profound impact and strong commitment to academia and public health.

By granting her tenure, George Mason University will welcome back a distinguished scholar and educator whose contributions will undoubtedly enhance the institution's reputation and impact.

*Melissa J. Perry*

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Dean

Date

Panagiota Kitsantas, PhD is a candidate for Tenure upon Hire to Professor without Term in the Department of Health Policy and Administration within the College of Public Health (CPH). Professor Kitsantas received her PhD in 2003 and MS in 2000 in Statistics from Florida State University. Her PhD concentrated on Biostatistics and Epidemiology. She also earned a MS in Health Sciences from James Madison and a BA in Biology from the Queens College of the City University of New York.

Currently, Professor Kitsantas holds an academic appointment as a Tenured Professor and Department Chair of Population Health and Social Medicine at the Charles E Schmidt College of Medicine. She holds Directorships of Health Community Engagement and of FAU Health Education Partnerships. Prior to her current appointment she had an extensive career at George Mason University. Her tenure began as a Tenure Track Assistant Professor in 2006 and was promoted to Associate Professor without Term in 2010, then promoted to Full Professor without Term in 2016. Professor Kitsantas also held the Program Director position for the PhD Program in Health Services Research from 2018 through 2023. Prior to George Mason University She held a Tenure Track Assistant Professor appointment and a consultant position at East Carolina University.

Professor Kitsantas' tenure dossier demonstrates that she has established an exceptionally strong record of research, teaching, and service. Her case is strongly supported by all of the CPH review committees, Chair and the Dean of the College. She will be a valued member of our university community and, in my view, deserves to be welcomed back as Professor without Term.

Consistent with the unanimous recommendation of the CPH review committees, the Chair, and the Dean of the College, I recommend that Professor Kitsantas be granted appointment to the rank of Professor without Term in the Department of Health Policy and Administration within the College of Public Health, effective April 1, 2025.



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

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

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

Pouya Rezai, Associate Professor

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Faculty Member's Name and Title

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Mechanical Engineering, Volgenau School of Engineering, College of Engineering and Computing  
Local Academic Unit



### **Verification of Hiring and Trainings:**

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

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

*Pouya Rezai is Chair of the Mechanical Engineering Department at York University in Canada, where he played a key role in establishing and expanding the department. His extensive experience in developing and launching academic programs is complemented by a student-centered approach and strong ties to industry collaborators. His research is in multi-phase fluid mechanics at nano-to-micro scale, applied microfluidics, and point-of-need detection of biomarkers and contaminants. He has a robust research background with a proven track record of securing external funding and conducting impactful projects. Furthermore, he is a well-established scholar with significant experience mentoring students, including numerous graduate students and post-docs, showing a deep commitment to academic excellence. His presentation at Mason was well received as he demonstrated strong expertise in research, teaching, and service, evident in detailed future plans and making immediately apparent collaboration opportunities with faculty in multiple departments, not solely Mechanical Engineering. Pouya Rezai was hired following a competitive search that drew 187 applicants.*

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Dean

01/10/25

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Date

Pouya Rezai, PhD is a candidate for Tenure upon Hire to Associate Professor without Term in the Department of Mechanical Engineering within the College of Engineering and Computing (CEC). Professor Rezai received his PhD in Mechanical Engineering in 2012 from McMaster University. He also received his MS in Electrical Engineering from the Chalmers University of Technology (2008) and a BS in Mechanical Engineering from Isfahan University of Technology (2004).

Currently, Professor Rezai holds an academic appointment as a Tenured Professor and Department Chair in the Department of Mechanical Engineering at the Lassonde School of Engineering in York University. He was also the Founding Graduate Program Director and is affiliated as an Associate Member of Graduate Program in Biology. Prior to his Tenured position, he also held the NSERC Visiting Postdoctoral Fellow in Government Labs with the Public Health Agency of Canada as well as Teaching and Research Assistantships at Mc Master University and Chalmers University of Technology. Professor Rezai also had industry work experience as a MEMS R&D Consultant with Sindre AB, Project Engineer with Smoltek AB, and Mechanical Engineer and Project Manager with West Automotive Jib and Fixture Company.

Professor Rezai's tenure dossier demonstrates that he has established an exceptionally strong record of research, teaching, and service. His case is strongly supported by all of the CEC review committees, the Chair, and the Dean of the College. He will be a valued member of our university community and, in my view, is deserving of appointment to the rank of Associate Professor without Term.

Consistent with the unanimous recommendation of the CEC review committees, the Chair, and the Dean of the College, I recommend that Professor Rezai be granted appointment to the rank of Associate Professor without Term in the Department of Mechanical Engineering within the College of Engineering and Computing, effective August 25, 2025.

A Report of the University of Chicago Committee on the Criteria of Academic Appointment  
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from *The University of Chicago Record*, Vol. IV, No. 6 (December, 1970), and Vol. VI,  
No. 1 (January 31, 1972).

Second Impression 1973

## The Committee

The Committee on the Criteria of Academic Appointment was appointed by President Levi  
on July 15, 1970. The members of the Committee are:

S. Chandrasekhar, the Morton D. Hull Distinguished Service Professor of Astronomy and  
Physics.

Dr. Roderick Childers, Associate Professor of Medicine.

John Hope Franklin, the John Matthews Manly Distinguished Service Professor of  
History.

Arthur Friedman, Distinguished Service Professor of English.

Jacob W. Getzels, the R. Wendell Harrison Distinguished Service Professor of Education  
and Psychology.

Harry G. Johnson, Professor of Economics.

Saunders Mac Lane, the Max Mason Distinguished Service Professor of Mathematics.

Edward Rosenheim, Professor of English, *Secretary*.

Edward Shils, Distinguished Service Professor of Sociology and in the Committee on  
Social Thought, *Chairman*.

John Simpson, the Edward L. Ryerson Distinguished Service Professor of Physics.

Lorna P. Straus, Assistant Professor of Anatomy and Biology.

H. G. Williams-Ashman, Professor of Biochemistry and in the Ben May Laboratory for  
Cancer Research.

Fourteen meetings were held in 1970—July 15, 24, and 28; August 4; October 6,  
13, 20, and 27; November 3, 10, 17, and 24; and December 1 and 8.

The Committee was asked to reconvene on December 2, 1971 to elaborate its  
views on political criteria; a report of that meeting appears as section V of this report.



# I. Introduction

The existence of The University of Chicago is justified if it achieves and maintains superior quality in its performance of the three major functions of universities in the modern world.<sup>1</sup> These functions are: (1) the discovery of important new knowledge; (2) the communication of that knowledge to students and the cultivation in them of the understanding and skills which enable them to engage in the further pursuit of knowledge; and (3) the training of students for entry into professions which require for their practice a systematic body of specialized knowledge.

In intellectual matters, at least, the whole amounts to more than the sum of the parts in isolation. A university faculty is not merely an assemblage of individual scientists and scholars; it must possess a corporate life and an atmosphere created by the research, teaching, and conversation of individual scientists and scholars which stimulates and sustains the work of colleagues and students at the highest possible level. Research, teaching, and training are the work of individuals. These individuals depend for their effectiveness, at least in part, on the University's provision of material and administrative services which enable their work to go on; they depend also on the maintenance in the University of an atmosphere of stimulation, tolerance, and critical openness to new ideas. The function of appointive bodies is to bring to the academic staff of the University individuals who will perform at the highest level the functions of research, teaching, and training and the maintenance of the intellectual community of the University. A university which does not perform at this level will lose its standing in the world and therewith its power to attract outstanding faculty members and outstanding students. Its failure to attract them will in turn reduce the quality of its performance. Every appointment of a mediocre candidate makes it more difficult to bring outstanding students to the university. This is why scrupulous insistence on the most demanding criteria in the act of appointment is so decisive for the University.

The conception of the proper tasks of the University determines the criteria which should govern the appointment, retention, and promotion of members of the academic staff. The criteria which are to be applied in the case of appointments to The University of Chicago should, therefore, be criteria which give preference above all to actual and prospective scholarly and scientific accomplishment of the highest order, actual and prospective teaching accomplishment of the highest order, and actual and prospective

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<sup>1</sup>In view of the invidious implications of the use of the masculine pronoun in all cases, it should be clearly understood from the beginning that where that pronoun is used, the reader of this report should understand it to refer to both sexes. Henry James once said, "When I say 'Oxford,' I mean 'Oxford and Cambridge.'" We are, *mutatis mutandis*, in the same position.

When the term *department* alone is used, it should be understood to refer to department, committee, institute, and school.

When *appointment* alone is used, it should be understood, unless it is otherwise clear from the context, that this means appointment, promotion, retention, or extension.

When we speak of "senior members" of the University faculty, we mean those on permanent appointment; when we speak of "junior members," we mean those not on permanent appointment.

The University of Chicago is generally referred to in the text as "the University."

contribution to the intellectual quality of the University through critical stimulation of others within the University to produce work of the highest quality.

The University of Chicago should not aim to be a pantheon of dead or dying gods. Appointments to the University should not be made solely on the basis of past achievements but only to the degree that past achievements promise future achievement.

The tradition of The University of Chicago has defined it, primarily but not exclusively, as a research university of the highest international standing. The University of Chicago is, by its tradition, an institution where research is done by academic staff and where students are trained to do research, by induction into the state of mind and disposition to do research on important subjects and with original results. Undergraduate teaching at The University of Chicago has been and must be conducted in a way which arouses in students their capacity for discrimination and disciplined curiosity so that upon reaching the latter years of their training they will have the skills, knowledge, discrimination, and motivation to make original discoveries or will begin to be ready for the effective performance of roles in society where these qualities will bear fruit.

In the performance of its functions in research and in professional training, it becomes necessary to appoint supporting staff who are indispensable to the performance of these functions but who are not qualified for appointment to the University faculty. This raises serious problems for the University in its effort to keep to its major tasks at the level its traditions and aspirations demand.

## II. Procedural Matters

### A. CRITERIA

Any appointive body must have a standard by which it assesses the merits of the alternative candidates before it. Academic appointive bodies in general, and at The University of Chicago in particular, must have clearly perceived standards which they seek to apply to particular cases. They must seek to choose candidates who can conform most closely with these standards in their most exigent application. The standards to be applied by any appointive body should be those which assess the quality of performance in (1) research; (2) teaching and training, including the supervision of graduate students; (3) contribution to intellectual community; and (4) services.<sup>2</sup> Distinguished performance in any one of these categories does not automatically entail distinguished performance in the others. For this reason, weighting of the various criteria cannot be avoided by appointive bodies. The Committee thinks that the criterion of distinction in research should be given the greatest weight.

### B. THE APPLICATION OF CRITERIA

All academic appointments to University faculties must be treated with great seriousness.<sup>3</sup> They should, wherever it is at all possible, be made on the basis of careful study by members of the appointive body of the publications and other written work of the candidate, and of written assessments, where desirable, by outside referees or consultants

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<sup>2</sup>The criteria for academic appointments sometimes are distorted or degraded by pressures from the faculty or administration as a result of the need for special talent to carry out supporting services of the University or to fulfill a commitment made by the University to perform certain services.

<sup>3</sup>According to Statutes 13 (a) and (b) of the *Statutes* of The University of Chicago (pp. 41-43), the following categories do not possess membership in the University faculty: (1) Research Associates and (2) Field Work Personnel:

13. (a) *The Members of the University Faculties* are classified as follows: Professor, Associate Professor, Assistant Professor, and Instructor. Every person holding one of these titles shall be a member of the Faculty with status as defined in this Statute. . . .

(b) *Other academic personnel.* Membership in the University Faculties is restricted to persons holding appointment as prescribed in the preceding section of this Statute. Others, regardless of courtesy rank or stated rank equivalence, shall not be members of the University Faculty to which they are attached. They include the following:

(1) *Research Associates and Associates.* Research Associates are classified as follows: Research Associate (Professor), Research Associate (Associate Professor), Research Associate (Assistant Professor), Research Associate (Instructor), and Research Associate. The normal period of appointment of Research Associates shall be one year, and reappointments may be made without limitation as to number of reappointments in any rank. Connection with the University ceases at the end of appointment unless reappointment is provided.

Associates of Departments and Schools may be appointed to designate courtesy relationships. At the end of the term of appointment the connection with the University ceases unless reappointment is provided.

(2) *Field Work Personnel.* In the School of Social Service Administration and in the Department of Psychiatry appointments may be made to the following additional positions: Field Work Professor, Field Work Associate Professor, Field Work Assistant Professor, and Field Work Instructor. Appointments may be made for periods of one to three years, and reappointments may be made without limitation as to number of reappointments at any rank. Connection with the University ceases at the end of appointment unless replacement is provided.

which assess originality, rigor, and fundamental significance of the work and which estimate the likelihood that the candidate is or will become a leading figure in his field. They also should be made on the most careful consideration of his teaching ability, which includes the ability to contribute effectively to the research of graduate students. Appointive bodies should take into account the observations and written opinions of those who have observed or experienced the candidate's teaching or who have observed its results in the accomplishments of his students. They should be made on the basis of the best available information about the candidate's contribution to the intellectual activity of the university where he has worked previously in addition to his publications and his success with his students in their doctoral and subsequent research, as attested by their dissertations and publications.

All appointments, whether they are first appointments to instructorships or assistant professorships, or reappointments to assistant professorships, or promotions to permanent tenure at the level of associate professorship, or promotions from the rank of associate professor to that of professor, or appointments from outside the University to associate professorship, or extension beyond the age of normal retirement, must be conducted with the same thorough deliberation, the same careful study of relevant documentation and other evidence, and the same process of consultation. No decisions to appoint, retain, or promote between any grades should under any circumstances be regarded as "automatic."

Junior appointments of candidates who have just finished graduate work to instructorships or assistant professorships do, however, have a character of their own. The candidate's written work is likely to be scanty and may not even be available. There may be little or no evidence of his teaching, and it may be difficult to disentangle his originality from that of his professors. In such cases, all available evidence must be examined just as in other cases, but there cannot be the same certitude of judgment. For this reason, appointive bodies must always be quite explicit in stating that such an initial appointment is for a limited term.

There must be no consideration of sex, ethnic or national characteristics, or political or religious beliefs or affiliations in any decision regarding appointment, promotion, or reappointment at any level of the academic staff.

Particular care must be taken to keep "inbreeding" at a minimum. "Inbreeding" at the level of appointment to the rank of instructor and assistant professor is a temptation because the internal candidate is already known to the appointive body. The arguments against "inbreeding" are: (1) the dangers of relaxation of standards; (2) the dangers of narrowing and stereotyping the intellectual focus of the department in question; and (3) the dangers of appointing candidates who are excessively dependent intellectually on their former teachers' ideas and even presence. These are arguments to be taken seriously by appointive bodies. Nonetheless, the barrier against "inbreeding" should not be insuperable. Whenever an "inbred" candidate is considered, great pains must be taken to identify and examine with the utmost care the credentials of external candidates of high quality so that internal candidates can be properly compared with external candidates. Special emphasis should be given to external assessments in decisions which entail "inbreeding." Where, after severe scrutiny, the internal candidate is very clearly superior in his estimated potentiality as an original scientist or scholar to any of the external candidates, and if he is not only superior to his immediate competitors but is deemed likely to become an

outstanding figure in his subject, the objections to “inbreeding” should be overcome in that instance.

Decisions regarding retention or promotion must deliberately eschew considerations of convenience, friendship, or congeniality. No decision to retain or promote should permit the entry of considerations of the avoidance of hardship which might confront the candidate if a favorable decision is not made. Similarly, favorable decisions to retain or promote should not be rendered on the grounds that evidence is not sufficient for a negative or positive estimate of future accomplishment. The insufficiency of such evidence is in such cases indicative of the candidate’s insufficient productivity.

No appointments should ever be made in which the chief or major argument is that “outside” funds would accompany the appointment sufficient to relieve the regular budget of the cost of the appointment. Similarly, no appointment should ever be made on the initiative of a person or body from outside the University who offers to defray all expenses, salary, etc. on condition of a particular person’s appointment.

Care must be taken to avoid undue regard for the rights of seniority in promotion. Consideration should be given only to quality of performance, and age should be disregarded. Thus the fact that an older member of a department or one with a longer period of service remains an associate professor should not be permitted to inhibit the promotion of a younger person to full professorship; similarly, in promotions of assistant professors the age of the candidate in relation to the age of his colleagues at the same rank should not be considered in any decision.

Great caution must be exercised by appointive committees themselves to prevent their being “stampeded” by the prestige or influence of contemporaneity. There has for some years been an increasing tendency for universities to concern themselves in their teaching and research with contemporary events — especially in the social sciences and humanities — and it is perfectly understandable that this should occur. With this focus of attention, however, there has also been a corresponding tendency to regard participants in the contemporary events as qualified to become academic staff members on the ground that their presence in the university will bring to the university the immediate experience of those events. Appointive bodies must remember that universities are, insofar as their major intellectual functions are concerned, places for scientific and scholarly analysis and training in such analysis, not theatres for the acquisition of vicarious experiences. Proposals to appointive bodies urging them to consider present or recent public notables for academic appointments must be responded to by strict adherence to the criteria of academic appointment. Where rare exceptions to this rule are permissible, such appointments must not be classified as appointments to the faculty.

These observations should not be interpreted to mean that a candidate who hitherto has not been wholly or at all in the academic profession should be automatically excluded from consideration. It means only that appointive bodies must be certain to apply the same high standards of distinction of scholarly and scientific performance to these candidates as they would to any others.

## C. MODE OF ARRIVING AT DECISIONS

At present there is a wide variation among the various schools and departments of the University in the composition of their appointive bodies and in the sequence of stages of the appointive process. There is no need for uniformity, other than that recommendations for appointment (retention, promotion, extension) should originate within departments and schools, pass to the dean of the division or school, and thence to the Provost and President for approval or rejection or reference back for further consideration.

The Committee recommends that departments, schools, and committees in the University make arrangements whereby all faculty members, irrespective of rank within the department,<sup>4</sup> possess a voice in the appointment of new members. When it is a matter involving reappointment or promotion of existing faculty members, e.g., the reappointment or promotion of assistant professors, it is reasonable for those at the same level or below not to have a voice in the decision. The same documentation on prospective appointments which is available to senior members and external assessors should normally be available to junior members of the academic staff.

The Committee recommends that the various departments and schools of the University should establish rules which they regard as appropriate in inviting and considering the assessments of candidates for appointment made in a consultative capacity by students. The Committee is of the view that advisory student assessment of candidates for appointment should be taken seriously, particularly with regard to teaching performance and graduate supervision. The *Statutes* of the University and the obligations of the departments and schools in the performance of the three main functions of universities preclude the membership of students with voting powers on appointive bodies.

External assessors should be selected very meticulously. They should not be chosen perfunctorily or in anticipation of an assessment favoring a particular candidate. The Committee does not recommend that external assessors be invited to become formal members of appointive bodies or that they be invited to be present at interviews of candidates. It does recommend that the external assessors be provided with full documentation such as bibliographies, offprints, etc., just as provision should be made for all members of appointive bodies. At the same time, it points out that external assessors are sometimes more indulgent in their view of candidates for appointments at other universities than they are at their own. One procedure which might be followed is to request the external assessor to indicate whether he would support the appointment of the candidate at his own university to the same rank for which he is being considered at The University of Chicago. Supplementary oral consultation with assessors by telephone would be useful.

The Committee suggests that some designated members of appointive bodies, whenever an appointment is to be recommended, present their assessments of competing candidates in independently written statements as well as orally. These written assessments, together with the vote taken in the appointive body, should be sent to the dean of the division together with the recommendation.

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<sup>4</sup>Not necessarily including those persons on expressly terminal appointments.

Appointive committees should not consider only one candidate at any one time for a given appointment. It should be a firm rule, followed as frequently as possible when there is an appointment to be made, that several alternative candidates be considered. Although difficulties might be encountered because not all the candidates considered might be willing to accept appointment, this practice would lend rigor to appointive procedures. This same procedure should always be followed when an assistant professor is being considered for reappointment for a second term or for promotion to an associate professorship. At this point, he should be considered as if it were a new appointment. It should be made clear that no appointments carry with them the assurance of reappointment or promotion.

The decision to appoint an assistant professor for a second term (of two or three years) should be made only if there is reasonable confidence that at the end of that period he is likely to be qualified for promotion to the rank of associate professorship. In considering internal candidates for retention or promotion (or extension), members of appointive bodies must be willing to recognize that their earlier assessments might have been wrong. The effectiveness of the University in the performance of its intellectual functions would be diminished by the repetition of earlier erroneous assessments.

#### D. SPECIAL SITUATIONS

The foregoing remarks accept the principle that the power of formal recommendation of appointment rests with the faculty members of departments and committees and schools. This is the general practice, established by tradition and convention, and it should be adhered to. There are, however, occasionally special situations where deviation from this practice is necessary.

Where the quality of work of a department, school, or committee has declined over the years, special weight should be given to the views of external assessors regarding any candidate whose appointment has been internal proposed. Where a field, subject or department is expiring because first-class intellects are not available to constitute its staff, the discontinuation or suspension of the department should be considered.

One way to deal with the situation of a deteriorated department or, what is quite a different situation, of a department which has too few professors to make the necessary judgment about optimal lines of development, is for the dean of the division to appoint an ad hoc committee of distinguished persons from other universities and from adjacent departments in The University of Chicago to canvass the field and make recommendations for appointments and promotions. Another way is for the president or provost to appoint a new chairman with powers greater than those ordinarily enjoyed by chairmen.

#### E. TERMS OF APPOINTMENT

Initial appointments to the rank of instructor or assistant professor should be treated variously. In some cases the evidence at hand may be strong enough to indicate that the candidate may well be a strong prospect for permanent tenure. In this case an initial appointment as assistant professor for a term of four years is advantageous. (This is

within the present provision of the University *Statutes*.<sup>5)</sup> This would have the advantage that the next decision would be taken after a period of three years rather than the present period of two years for a three-year term of appointment. The latter term is often too short for the accumulation of sufficient evidence on the intellectual promise of the candidate.

In other cases, an initial appointment is based largely on recommendations of the candidates from outside graduate schools so that an initial appointment for two or three years, given the possibility of reappointment, may be most appropriate. In some departments it should be possible as a matter of general practice to offer junior appointments with the explicit understanding that the appointment is strictly a terminal appointment and that most or all of those so appointed will leave the University at the end of that term. Such arrangements have certain advantages in promoting a flow of young talent, in taking care of certain teaching and service obligations, in training young postdoctoral students here, and in assisting the flow of scholarly information. Moreover, the University remains free to appoint the very best of such persons in more permanent ways.

In many ways, the promotion to rank of associate professor and to permanent tenure is the one requiring greatest care and consideration.

Promotion to the rank of professorship from associate professorship should not be automatic either on the basis of seniority or after the lapse of a specified period of time. Promotion to professorship within the University should be made on the basis of the same procedures as appointments to full professorship from outside the University.

The Committee believes that on approaching the age of 65, members of the academic staff might be considered for reappointment for a three-year period. Each case should be considered by essentially the same procedures and with the same intensive and rigorous scrutiny as appointments at earlier ages and at lower ranks. The main criteria in the assessment of the faculty member in question should be teaching, research, and contribution to the intellectual accomplishment of his colleagues. Once a faculty member has reached the age of 68, he may be considered for subsequent reappointments of one year. Each such appointment should be considered in the light of the same criteria which are applied to earlier appointments. If the age of retirement should ever be raised to 68, post-retirement appointments should be made for one year at a time. Each reappointment should be subjected to the same criteria and procedures as other appointments.

In this connection, it is sometimes important to take into account the effect of retirement upon the general strength of the department. If, for example, several retirements are scheduled to take place concurrently and prospects for adequate replacement are not favorable, the department involved might be threatened by serious depletion of its staff

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<sup>5</sup>*Statutes*—13 (a) (2), p. 41:

(2) *Assistant Professors*: The appointment of an assistant professor normally shall be for a term of either three or four years of full time service in one or more Faculties of the Departments, College, and Schools, provided that no person shall be appointed to serve in this rank for (a) a total of more than seven years, nor (b) a total of more than six years if he previously had an appointment for full time service in the rank of instructor for as long as four years. . . .



within a single year. In such cases, it may be desirable to “stagger” the retirement of senior faculty members by appropriate extension of their appointment.

In view of the fact that academic members of the University sometimes make arrangements several years before the age of normal retirement to resign in order to go to another university where the age of retirement is later, it might be desirable for the University that such decisions regarding extension may be made as many as two years prior to the age of normal retirement. (The arrangement for the supervision of dissertations also counsels a decision prior to the last year of normal tenure.)

The Committee discussed the possibility of an age of “early retirement” with modified pension provisions. It also discussed instances in which, for various reasons, a faculty member’s association with the University should be terminated before the statutory age of retirement. The Committee noted precedents for such a procedure in other universities and recommends that where a faculty member on permanent tenure shows no promise of continuing usefulness to the University, the termination of his appointment be given serious consideration. Such “early retirement” may be made possible through either modified pension provisions or the “commutation” of full-term appointment by a lump-sum payment of anticipated future salary.

The Committee recommends that there should be a category of strictly temporary appointment for which there is not only the usual terminal contract of appointment but explicit statement to the appointee that the appointment will not extend past a particular date. These short-term appointments should be used only on special occasions, such as emergencies where there is no regular member of the academic staff available to teach a particular subject which must be taught. If a person is on an emergency short-term appointment and is considered for regular appointment at the end of the period of his emergency appointment, his candidacy should be treated like any outside candidacy. (These observations do not apply to the short-term appointments of visiting professors and lecturers. To these appointments the same criteria apply as to normal appointments.)

## F. CONDITIONS OF APPOINTMENT

All academic appointments, when confirmed by the provost, president, and Board of Trustees, should be notified by letter to the appointee, stipulating that his acceptance of the appointment places him under obligation to “conduct and supervise research, teach, and contribute to the intellectual life of the University.”

## G. UNIFORMITY OF APPLICATION OF CRITERIA

A question has repeatedly been raised concerning the differing standards which seem to be applied to faculty members whose primary duties are in the College and those whose primary duties are in the divisions. Those in the latter category are judged primarily by their research accomplishments. The application of these same criteria for promotion and permanent tenure to those who are burdened with teaching does not seem to be fair. The existence of dual standards cannot be avoided as long as these two categories exist. The only way to abolish the dual standard is to abolish one of the categories by abolishing the differences in the kinds of tasks performed by members of the faculty.

The three criteria for appointment to The University of Chicago—distinction in research, distinction in teaching, distinction in intellectual contribution to the University as an intellectual community—should be applied in all situations in which appointments must be made. In general, as has already been stated, the criterion of distinction in research should be weighted most heavily. The University of Chicago faces a peculiar dilemma, however. It arises from the fact that at least since the 1930s, and more acutely over the past quarter of a century, there have been integrated into the structure of the University, two not wholly harmonious modes of weighting the criteria of research and teaching. Appointees to the University faculty posts in divisional departments, schools, and committees have been selected primarily according to the criterion of distinction in research; the other criterion was applied but given secondary significance. Appointees to the College have in certain fields been selected primarily according to the criterion of prospective teaching performance and promoted in accordance with evidence of distinction in teaching. The research criterion has not been disregarded, but it has not been given primacy or even equal weight.

These divergent weightings of the criteria have resulted in a degree of stratification in the University which is injurious, and various efforts have been made to overcome this stratification by various departments. Some of these efforts have apparently been successful; in others they have introduced an unassimilated mass of persons who do not share the intellectual aims of their colleagues and who believe they have no future in the University. In still others, stratification has been contained with good grace on both sides, but even in such fortunate outcomes, the fact remains the same: the criteria have been applied with different weightings and they have, therefore, constituted two different sets of criteria.

The Committee believes that normally appointment should involve both teaching and research and that candidates should be judged on both qualities. Appointive bodies should discourage appointments for research alone or for teaching alone. In particular, College appointments should not carry teaching loads so heavy as to preclude productive research activity.

## H. JOINT APPOINTMENTS

It is one of the merits of The University of Chicago that it has often led in the development of new subjects through the freedom of its members to conduct interdisciplinary research and teaching. "Joint appointments" have been one of the devices

by which this kind of work has been fostered, and the Committee views such arrangements with favor. These joint appointments have, however, sometimes led to grave difficulties for both the individual holding the appointment and for the University. Primarily because of administrative problems and faculty politics, there have been cases where persons have held appointments with full privileges in one department but were denied the privileges associated with the appointment in another department. Joint appointments should enjoy the full privileges of the respective organizations, according to the level of appointment. Appointments initiated by institutes, interdisciplinary committees, etc. should be made as joint appointments with one of the teaching departments, and no members of the faculty should be able to find shelter from teaching by virtue of institute or committee appointments alone.

Joint appointments often present difficulties for junior members at the time of their reappointment or promotion. They find themselves in “double jeopardy.” Each department applies the criteria for advancement in its own way, and each exacts its own full set of demands independently of the other. Hence it is important to protect the joint appointee by not demanding twice the commitment of service on committees, examinations, etc. expected of normal appointments in a single department.

The Committee wishes to emphasize that when such appointments are made, each department participating should treat the appointment, whether it is from within or outside the University, with the same stringency as it would treat an appointment entirely within its own jurisdiction. The Committee is especially concerned that the fact that a department’s share of a joint appointee’s services in research and teaching is not paid for from its own budget should not cause the appointive process to be treated perfunctorily. Agreements to share in a joint appointment of a candidate wholly paid for from another unit’s budget should not encourage its treatment as a matter of “courtesy.” Research associates are not members of the University faculty entitled to the prerogatives of faculty members, except where as holders of joint appointments, they enjoy the title of “research associate (with rank of . . .)” in one of the departments.<sup>6</sup> Research associateships do, however, fall into the category of academic appointments. For this reason, the Committee believes that their appointments should be reviewed periodically by the appointive bodies of departments, to ensure that the criterion of distinction in research is strictly adhered to. This would also render less likely the possibility that a research associate will become so “embedded” in the department that he is retained until the age of retirement or until he is recommended for faculty appointment.

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<sup>6</sup>The University *Statutes* [13 (b) (1), p. 43] state: The normal period of appointment of research associates shall be one year, and reappointments may be made without limitation as to number of reappointments in any rank.

### III. Criteria

#### A. RESEARCH

The criteria of appointment are implicit in the definition of the aims of The University of Chicago. The traditions of The University of Chicago in which these aims are contained place it under the obligation to be in the first rank of the universities of the world in all those subjects and fields in which it is active. This means that appointive bodies must seek to recruit to its staff and to retain on its staff persons whose accomplishments and potentialities are adjudged to be of the very highest order in research and in teaching and in the creation of an intellectual environment in which research of the highest order is done and in which students of distinguished intellectual potentiality are formed and guided.

The Committee regards distinction in research accomplishment and promise as the *sine qua non* of academic appointment. Even where a candidate offers promise of being a classroom teacher of outstanding merit, evidence should be sought as to the promise of distinction in his research capacity. Even if his research production is small in amount, no compromise should be made regarding the quality of the research done.

The appointment of academic staff members must, therefore, place in the forefront the criteria which will populate the University with persons capable of research at the most advanced level and of the highest quality.

It is imperative that in every case the appointive body ask itself whether the candidate proposed, if young, is likely in a decade to be among the most distinguished scientists or scholars of his generation; if middle-aged whether he is already in that position and whether the work which he is likely to do in the remainder of his career will be of at least the same quality.

In the recruitment of new staff members, emphasis should be placed upon the recruitment of younger persons who have not yet reached the height of their potentialities

Young staff members should be encouraged to do research in spite of the importance and pressure of their teaching. At the same time, appointive bodies must be on the alert against the dangers of appointing young persons in a way which forces them into research projects in which they have no genuine interest.

To offset the handicaps which might arise from concentration on undergraduate teaching, University departments should make a more determined effort to rotate their undergraduate teaching responsibilities so that junior members of the faculty can be provided with more time for research, especially when it is requested.

When older, very distinguished persons outside the University are considered for appointment, the major emphasis should be on their prospective intellectual influence in the University through teaching and informal contact with colleagues and students, as well as on the likelihood of a continued high quality of their own research. These same observations apply in general to candidacy of any person well past his middle age.

While stressing the preponderant importance of the appointment of young persons, the Committee recognizes that exceptions must sometimes be allowed. Thus, sometimes if there has been a disproportionate number of retirements or resignations by eminent senior members of a department, candidates at the same level of seniority and eminence might be sought by the appointive body. The need to maintain the prestige of the department and to render it attractive to outstanding younger persons would justify making this exception to the recommended emphasis on the appointment of younger persons.

It is obvious that sheer quantity of scholarly or scientific production, if of indifferent quality, must never be permitted to be counted in favor of any appointment. In assessing the research accomplishments of a particular candidate, adequate regard should be given to the extent to which his original intellectual or research accomplishments are contained in the work of research students and junior colleagues. Nonetheless, it is the quality of the actual publications, or the likelihood of such, which must be given the primary weight in assessment of research accomplishment and potentiality.

Appointive committees, in seeking out candidates and in making their decisions, should bear in mind the prospective development of the subjects on which the candidates have been working. They must seek to appoint a sufficient number of members of the department whose interests and skills are complementary to each other's, so that students will obtain a well-rounded training in their respective fields and so that there will be sufficient mutual stimulation within the department. At the same time, the appointive committees must be alert to the dangers of narrowing the range of intellectual interests represented in their respective departments.

Appointive committees in considering candidates should reflect not only on the candidate's capacity for development to eminence in his subject but the prospective vitality and continued significance of the candidate's main interest. It is important that departments should not become graveyards for subjects which have lost their importance. Thus, appointive committees in seeking out and considering candidates should, while regarding present or prospective distinction as indispensable, attend to the needs of the department in the various subfields within the discipline or subject and the capacity of those subfields for further scientific or scholarly development. Just as research projects should not be undertaken simply because money is available for them in substantial amounts, so there should be no academic appointments simply to staff a particular project.

## B. TEACHING

Teaching at various levels and in various forms is one of the central functions of the University. No person, however famous, should be appointed to the University faculty with the understanding that he will do no teaching of any sort. Considerations regarding appointment should include the requirement that a candidate be willing to teach regularly and the expectation that he will teach effectively. Appointive bodies must bear in mind that teaching takes numerous forms. It occurs in lecture rooms, in small discussion groups, in research seminars, at the bedside in medical school, in laboratories, in reading courses, in the supervision of dissertations, and in the guidance of research assistants, postdoctoral

students, and residents in hospitals. It should be borne in mind by appointive bodies seeking to assess the teaching accomplishments of candidates that no one is likely to be equally competent or outstanding in all the different forms of teaching.

The Committee regards the success of the student in learning his subject and in going on with it to an accomplishment of intellectual significance as the best test of effective teaching. Assessment of performance in teaching should not be unduly influenced by reports, accidentally or systematically obtained, about the popularity of a candidate with students or his “being an exciting teacher.” Other evidence of teaching effectiveness such as arousing students’ interest in a problem, stimulating them to work independently, clarifying certain problems in the student’s mind, etc., must be sought by appointive bodies. The assessment of teaching should include accomplishments in curriculum planning, the design of particular courses, and other teaching activities which go beyond the direct face-to-face teaching of students. The teaching of introductory courses should count to a candidate’s credit no less than the teaching of advanced courses. (The responsibility of teaching an elementary course should be recognized by reduced teaching schedules as compensation.)

There should be no appointment in which the appointed person is expected to spend most of his time on classroom teaching.

## C. CONTRIBUTION TO THE INTELLECTUAL COMMUNITY

The University is not just an aggregate of individuals performing research or a collection of teachers instructing students at various levels and in various fields. It is an institution which provides the services, auxiliary services, and facilities for research and teaching. The University must be administered and it must have financial resources to enable its academic staff to perform the functions for which they have been appointed.

In addition to being an institution with an administration and financial resources which provide the framework and facilities for research and teaching by academic staff members and students, it is also an intellectual community and a constellation of overlapping intellectual subcommunities built around, but not bounded by, committees and schools. It is an intellectual community in which interaction is about intellectual matters. The contribution which a member of the academic staff makes to the work of his colleagues and students by his own work, by his conversation in informal situations and by his criticizing and reading of their manuscripts, by his discussion of their research and of problems in their own and related fields is of great importance in creating and maintaining the intellectual quality of the University. He also contributes through his role in devising and revising courses of study (curricula) and other activities which go beyond his own teaching.

To what extent should these contributions be considered by appointive bodies?

First, regarding administration, members of the academic staff are not appointed to fill administrative roles. The fact that a candidate for appointment has been an excellent dean or is a good “committee man” or willingly serves on departmental committees or has been or might be an excellent department chairman adds to the merit of a member of the

academic staff. But it is a “gift of grace” and it is not pertinent to discussions about appointments, which must concentrate on intellectual performance, actual and prospective.

Although in principle younger members of the academic staff should be enabled to serve on committees and perform departmental duties other than their teaching and research, the decision regarding their reappointment or promotion should not be affected by their having or not having done so. The performance of some of these departmental chores often being at the expense of research, an appointments policy which accords importance to accomplishments of this sort might be injurious to the young staff member’s development as a scholar or scientist.

Universities require financial resources to support research, teaching, and administration of the university. Nonetheless, the capacity or incapacity of a candidate to attract financial resources or to “bring them with him” should not be a criterion for appointment. The acquisition of financial resources should be a task of the administration and a derivative function of the distinguished scientific or scholarly accomplishments and capacities of the members of the University faculty. If this rule is not observed, the University will be in danger of becoming an aggregate of affluent mediocrities.

The intellectual contribution of the academic staff member to his colleagues and students is a different matter. It is partly a function of his research and teaching accomplishments, but it also goes far beyond them. If a candidate is known to greatly stimulate his colleagues and students by his conversation and his criticism of their work, so that their individual performances are thereby improved, this should weigh in the consideration of a candidate for appointment.

Influence on the intellectual life of the University as an institution can be negative as well as positive. A member of the academic staff might be an impediment to the University’s performance of its intellectual functions, quite apart from his own performance as a research worker and teacher.

It should go without saying, therefore, that all appointees to the academic staff of the University should possess the requisite “academic citizenship.” By this the Committee means that appointive bodies are entitled to expect that persons whom they appoint to the academic staff will contribute what they can to the intellectual life of the University through their research, teaching, and intellectual intercourse in the University, and that they will abstain from deliberate disruption of the regular operations of the University.

The University must operate as an institution in order for its individual members to pursue their research and teaching. Deliberate obstruction of the work of the University through participation in disruptive activities cannot claim the protection of academic freedom, which is the freedom of the individual to investigate, publish, and teach in accordance with his intellectual convictions. Indeed, the only connection between disruptive actions within the University and academic freedom is that the disruptive actions interfere with the very action which academic freedom is intended to protect. Appointive committees, concerned with the maintenance or improvement of the intellectual quality of research and teaching in the University, must expect that those whom they appoint will enjoy the protection of academic freedom and that they will also be the guardians of that freedom. It is pertinent at this point to affirm what was said above about the irrelevance of political or religious beliefs and affiliations to decisions regarding appointment.

## D. SERVICES

### 1. University Services

*a) Services integral to research and training outside medicine.* There are various kinds of services performed by members of the University. The first of these is the service which is indispensable for the performance of the central functions of the University in research and training. For example, faculty members in the physical sciences often require the collaboration of engineers for the conduct of their research. Such persons are normally highly qualified and could hold senior posts in engineering faculties or in industry. Their contribution is integral to research and although not members of the faculty they must therefore be accorded emoluments and privileges comparable to members of the University faculty of similar accomplishments and professional standing. Similarly, the training of social workers requires that supervisors be provided for their training in field work. Those performing these services are not defined by the University *Statutes* as members of the University faculty.<sup>7</sup>

*b) Health care and the medical school.* University service functions in the medical realm are those which do not *ipso facto* serve the primary functions of the University, viz., research and teaching. They include the provision of health care by the medical school to both the community at large and the student body. The staff who deliver these services are University faculty members in clinical departments, other academic personnel,<sup>8</sup> and perhaps additional persons not specified in the *Statutes*.

It must be emphasized that though delivery of health care may be solely a service function (as in student and employee health clinics), more frequently it is an integral part of the University as an academic institution. It is such when it involves the teaching and training of medical students, interns, residents, and fellows. Of fundamental importance is the fact that teaching and care at the bedside on the one hand and medical research on the other are mutually interdependent and continuous activities, both of which provide intellectual tasks of the highest order. The commitments of members of the University faculty in the clinical departments (unlike those of members of the faculty in the basic medical and biological sciences) are therefore threefold. The training of outstanding physicians requires that faculty members deliver the best of medical care in addition to their research and teaching activities. For many reasons, it is practically impossible to ensure that every appointment in clinical departments reflects a similarly balanced excellence in all three areas. Thus, appointments to various academic faculty ranks in the clinical disciplines usually embrace a wide range of personnel, ranging from research workers of acknowledged excellence whose contributions to patient care may be outstanding, good, or slight; physicians whose respective contributions are equally meritorious but not of the very first rank; and clinicians whose dedication to research is modest. Some clinical departments also appoint a relatively small number of distinguished investigators who may or may not have a medical degree and who do not participate at all in clinical care.

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<sup>7</sup>See *Statutes* of the University, 13 (b) (2), p. 43, quoted in footnote 3 of this report.

<sup>8</sup>*Ibid.*, 13 (b) (1), pp. 42—43, quoted in footnote 3 of this report.



The Committee believes that a great university medical school rapidly loses its eminence if it ceases to have a considerable number of outstanding investigators on the faculty of its clinical departments. Nevertheless, a medical school which cannot provide excellent care to the patients in its wards and clinics will produce only poor physicians and will fail to attract students, interns, and residents of high intellectual potentiality.

Physicians engaged in purely clinical work, who make no serious contributions to research or teaching, should under no circumstances be given any form of faculty rank or have any formal voice in recommendations for academic appointments. Many such clinicians who are not members of the University faculty are at present given the title of “research associate.”<sup>9</sup> This term may be a misnomer inasmuch as these persons are not engaged in research and the title is also used as an additional designation for bona fide faculty members who hold joint appointments in two or more departments. The title of “clinical associate” might better describe persons involved in purely clinical service functions.

In situations where the financial competitiveness of private (or nonacademic) medicine has helped to deplete the academic pool of a clinical department, its resuscitation should depend more on attractive competitive stipends than on lowering the standards for academic appointments.

(c) *Concluding observations on University services.* The likelihood of appointments for purely “service” purposes is increased whenever the University undertakes, for whatever reason, the extension of services not related to its research and teaching functions. Such enterprises by definition require expertise and performance of a different kind from those expected of regular faculty members, and appointments to meet such needs should never be appointments to the faculty (as defined by the University *Statutes*). Decisions to extend medical and other services which do not involve either teaching or research or both should be made in the awareness that whatever persons are appointed will not be granted the status of members of the University faculty.

## 2. External Services<sup>10</sup>

a) *Public services.* There is a second type of service in which members of the academic staff become involved. This is public service, i.e., service for the federal, state, and municipal governments and for civic and voluntary associations. To what extent should appointive bodies consider accomplishments in such services as qualifications for appointment? The Committee is of the view that such services should not be considered as qualifications for academic appointment unless the service has a significant intellectual or research component. Thus, membership in a governmental body which does not perform research or make decisions regarding the promotion of research should not be regarded as a qualification for appointment. Membership in an advisory body which organizes, supports, and oversees research should be regarded as a positive qualification. Proximity

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<sup>9</sup>*Ibid.*

<sup>10</sup>The *Statutes* of the University (Statute 16, p. 61) state that:

A member of the Faculty during the quarters of his residence may not engage in consultation, teaching at other universities, regular compensated lecturing, compensated editorial activities, or other substantial outside employment, unless such activity is consistent with his obligations to the University, is not inimical to the fullest development of his scholarly activities, and meets with the approval of his Chairman and Dean.

to the design and execution of the research program and its quality must be taken into account.

Incumbency in elective or political office, whether it be the presidency of the United States or the prime ministry of a country, should not be regarded as a qualification for appointment to the academic staff of the University.

Participation in the “delivery” of services for the non-University community should be considered in decisions regarding academic appointment only when there is an increment to knowledge or a valuable function in instruction or training arising from the “delivery.” Certain of these “deliveries” are undertaken as part of the “public relations” of the University or because government or civic bodies have not taken the initiative or responsibility which are properly theirs.

Nothing in the foregoing paragraphs should be interpreted as a judgment on the merit of the various public services or the appropriateness of their performance by members of the academic staff in their capacity as citizens. On the contrary, such services are often very important for society—local, national, and international. They must not, however, be counted as qualifications for academic appointment.

*b) Academic services.* Among the service activities sometimes performed by members of the academic staff are those performed on behalf of learned and scientific societies which the Committee designates as “academic services.” A threefold distinction can be made between (1) honorific services, e.g., presidency of a learned or scientific society; (2) intellectual services, such as editorship of a learned or scientific journal; and (3) administrative services, e.g., secretaryship of a learned or scientific society.

The first is a distinction conferred on persons who by their research have made and are making valuable contributions to their subjects. In most instances, such honorific offices represent a confirmation of the major criteria of academic appointment, namely distinction in research, and they may therefore be taken into positive account by appointive bodies.

The second, the editorship of a learned or scientific journal, is a contribution to the intellectual community in a particular discipline beyond the confines of the University. It is a contribution to the maintenance of standards of excellence in the discipline. It too should be taken into positive account by appointive bodies. Membership on advisory panels, e.g., National Institutes of Health (NIH) “study sections,” is an intellectual service; it is similar to editorship of a learned or scientific journal and is a contribution to the national and international learned and scientific communities. It should, accordingly, be taken into positive account by appointive bodies.

The third academic service, the secretaryship or a similar administrative function on behalf of a learned or scientific society, on the other hand, is a time-consuming activity which does not entail contributions to teaching or research; this type of service should not be taken into positive account by appointive bodies.

*c) Private services.* Consultative services for private industry are admissible as considerations in academic appointments only if they entail an enhancement of the

scientific accomplishments of the person involved. This is the aspect which should concern appointive bodies.

## IV. Conclusion

The positive task of appointive bodies, i.e., the appointment of persons of the highest abilities, has been the main focus of attention in this report. There are, however, also negative tasks; these are the refusal to make appointments. These negative tasks fall under three headings. The first is relatively simple; it is to refuse to make appointments when there are no available candidates of sufficiently high quality. The only excuse for appointing a candidate of acknowledgedly undistinguished qualifications is that certain necessary teaching must be done if students are to be prepared for their degrees. This necessity can be met by the expedient, referred to in the body of the report, of explicitly temporary appointments for particular teaching tasks. The irregular situation should be under constant review so that it can be restored to a regular condition through appointments of the proper quality.

Where there is no particular teaching task of great urgency, in situations where there are no candidates of sufficiently high quality, actual or prospective, no appointments should be made. It is better for the University to allow a field to lie fallow than to allow it to be poorly cultivated. Appointments should not be made just because there is a list of candidates and funds to pay their salaries.

Appointive bodies have a second negative function, and this is to exercise a stern scrutiny over expansion. This responsibility, of course, they cannot exercise alone; they depend heavily here on the support and cooperation of the dean of the relevant division, the provost, and the president of the University.

Great care must be exercised in expanding the staff in established fields or in reaching into new fields of academic work. One of the great advantages of The University of Chicago in the present situation of universities in the world is that it is relatively small. There are many things which universities do, some of which are useful and admirable, but which need not be done by The University of Chicago. There is a great temptation, both when financial support is plentiful and when it is scarce, to take on new members, new fields of study and research, and new service functions because financial support is available. Some of these might be properly done by The University of Chicago where the University has a tradition which would enable them to be very well done or where there are clear and important intellectual and institutional benefits to be obtained from doing them. But to allow expansion and new appointments simply because financial resources are available to support them would be an error which would be wasteful of resources and damaging to the University.

The judicious performance of this negative task must not, however, be permitted to prevent the taking up of important new fields of study and research about which there are genuine and well-based intellectual convictions in the University and outstanding intellectual capacities to do them outstandingly well. Even where a field is intellectually important, the University, and this also means appointive bodies, should not venture into them simply because other outstanding universities are working in them. The expansion into the important new field should be undertaken only if appointments at a high level of quality can be made to provide the necessary staff.

There is a third negative function, already referred to in the body of this report. This is the problem of dealing with fields in decline because the subject has become exhausted within the country or in the world at large or because not enough young persons of sufficient potentiality for distinguished accomplishment wish to enter them.

The last three tasks are negative only in the sense that they involve the refusal to make appointments when the quality of the candidates is not sufficiently high. In fact, however, these negative functions, if properly performed, are as positive in their outcome as the more obviously positive tasks. It is indeed only if equal attention is paid to both—i.e., to the need for adamant refusal to be tempted into making appointments just because appointments can be made, as well as to the firm insistence on appointing candidates of actually or potentially great merit—that The University of Chicago will be what it ought to be. Only by an undeviating adherence to the criteria set forth in this report can The University of Chicago maintain and enhance its reputation among the universities of the world as a university of the first rank in certain fields, regain that position in others in which it has declined, and open up important new fields which no other universities have yet entered.

## V. A Later Elaboration on Political Criteria

*On 2 December 1971, the Committee on the Criteria of Academic Appointment was asked by President Levi to reconvene so that it could elaborate its views on political criteria in decisions regarding academic appointment, reappointment, and promotion.*

In the *Report of the Committee on the Criteria of Academic Appointment* we said: “There must be no consideration of sex, ethnic or national characteristics, or political or religious beliefs or affiliations in any decision regarding appointment, promotion or reappointment at any level of the academic staff” (see above, “The Application of Criteria,” pp. 6-7). Further on in the Report, in connection with “academic citizenship,” we affirmed the earlier statement about “the irrelevance of political or religious beliefs and affiliations to decisions regarding appointments” (see above, “Contribution to the Intellectual Community,” pp. 25-26).

We now wish to elaborate the foregoing statements as follows:

In discussions and decisions regarding appointments, promotions, and reappointments, appointive bodies should concentrate their consideration of any candidate on his qualifications as a research worker, teacher, and member of the academic community. The candidate’s past or current conduct should be considered only insofar as it conveys information relative to the assessment of his excellence as an investigator, the quality of the publications which he lays before the academic community, the fruitfulness of his teaching and the steadfastness of his adherence to the highest standards of intellectual performance, professional probity, and the humanity and mutual tolerance which must prevail among scholars.

There are, accordingly, certain matters which when they do not unambiguously and demonstrably bear on the application of the foregoing criteria, must be studiously avoided in discussions about academic appointment. These matters include a candidate’s past and current associations and the objectives of his past or current employer, the sources of the funds which support his research and the uses to which third parties might or have actually put its results independently of his desires. It behooves all members of The University of Chicago to do all they can to ensure that the standards set forth above are strictly observed in discussions and decisions regarding academic appointments.

RESOLUTION OF THE BOAD OF VISITORS  
GEORGE MASON UNIVERSITY

WHEREAS, George Mason University is committed to providing equal opportunity and an educational and work environment free from any discrimination on the basis of race, color, religion, ethnic or national origin (including shared ancestry and/or ethnic characteristics), sex, disability, military status (including veteran status), sexual orientation, gender identity, gender expression, age, marital status, pregnancy status, genetic information, or any other characteristic protected by law;

WHEREAS, the University is and must remain committed to adhering to State and federal law, including, but not limited to, Title VI of the Civil Rights Act of 1964, and Chapter 471 of the 2023 Virginia Acts of Assembly, and will adhere to U.S. Presidential Executive Orders 13899 and 14188;

WHEREAS, the University is also committed to protecting the First Amendment rights of students and employees and can and will address any antisemitic harassment and discrimination without infringing on First Amendment rights;

WHEREAS, the University revised University Policy Number 1201 (“Non-Discrimination Policy”) on August 27, 2024, to include reference to the International Holocaust Remembrance Alliance (IHRA) Working Definition of antisemitism and contemporary examples of anti-Semitism consistent with the United States Constitution and the Constitution of Virginia; and

WHEREAS, University Policy Number 1201 now calls for the DEI office to utilize the International Holocaust Remembrance Alliance (IHRA) Working Definition of antisemitism and contemporary examples of antisemitism to the extent that they might be useful as evidence of discriminatory intent, without diminishing or infringing any right protected under the Constitution and laws of the United States and the Commonwealth of Virginia;

NOW, THEREFORE BE IT RESOLVED AS FOLLOWS:

RESOLVED, this board directs that the University publish a factsheet on IHRA, including the definition and contemporary examples. The fact sheet will include a list of examples of conduct that, provided that the required elements under the policy are met, may constitute prohibited discriminatory treatment or discriminatory harassment in violation of Policy Number 1201. The factsheet should be housed under the Office of Diversity, Equity, and Inclusion’s Non-Discrimination “Policies and Procedures” subpage;

RESOLVED, this board directs that the University clarify and specify that both Jewish and Israeli identity are protected under University Policy Number 1201;

RESOLVED, this board directs that the factsheet shall include the following statement: “In some cases, Zionism or Zionist has been used as a proxy for Jewish or Israeli. If used as a proxy for Jewish or Israeli, discrimination or harassment (including any of the examples listed on this

factsheet of discriminatory treatment or discriminatory harassment) that targets Zionism or Zionist would also violate University Policy 1201.”

RESOLVED, this board directs that a copy of the factsheet on IHRA, including the definition and contemporary examples, be distributed before the conclusion of the Spring Semester to all students, faculty, and staff of this University;

RESOLVED, this board directs that the University further distribute this factsheet on IHRA to all students, staff, and faculty during training and educational sessions related to discrimination in 2025 and thereafter;

RESOLVED, this board directs the University to ensure all newly admitted students receive a copy of Mason’s Non-Discrimination Policies, including guidance on IHRA and information on how to file a report with the University;

RESOLVED, this board directs that the University take appropriate measures to ensure that applicants for admission from outside the United States are provided with University Policy 1201 during the application process;

RESOLVED, this board directs the University to ensure all Mason employees (defined as anyone who receives a paycheck from Mason) receive guidance on IHRA during mandatory in-person or online Equal Opportunity trainings through the Office of Diversity, Equity, and Inclusion (or any successor office);

RESOLVED, this board directs the University to update the Equal Employment Opportunity and Affirmative Action Statement to reference the IHRA definition;

RESOLVED, this board directs the University to update the Office of Diversity, Equity and Inclusion Equal Opportunity Report Form to list Presidential Executive Orders 13899 and 14188 and Chapter 471 of the 2023 Virginia Acts of Assembly under “Related Laws and Policies;”

RESOLVED, this board directs the University and all components thereof to use the IHRA definition as a tool and guide for training, education, recognizing, and combating antisemitic hate crimes or discrimination and for tracking and reporting antisemitic incidents in the Commonwealth. without diminishing or infringing any right protected under the Constitution and laws of the United States and the Commonwealth of Virginia;

RESOLVED, this board directs the University to update the Office of Diversity, Equity and Inclusion Equal Opportunity Report Form to included “shared ancestry or ethnic characteristics” under “Basis of Complaint and/or Alleged Discrimination, and to list “Actual or Perceived Ethnicity/Ancestry” as an option under “Type of Discrimination;”

RESOLVED, this board directs the University to update the Office of Diversity, Equity and Inclusion Bias Incident Report Form to list “shared ancestry or ethnic characteristics” under



“Reporting a Bias Incident,” and to list “Actual or Perceived Ethnicity/Ancestry” as an option under “Nature of the alleged bias: Check all that apply;”

RESOLVED, this board directs the University, including all of its administrative departments, offices, schools, and academic units, to refrain from sponsoring or endorsing any organization, event, or other activity whose position or posture is antisemitic under the IHRA definition. This directive applies solely to institutional or governmental endorsement or sponsorship by the University and its administrative units and shall not (1) restrict the individual speech or academic freedom of faculty members, students, or independent student and faculty organizations (2) prevent the University from recognizing, providing resources to, or allowing access to facilities for any organization, event, or individual based on any viewpoint, position, or posture expressed or taken by the organization, event, or individual;

RESOLVED, this board declares that this University condemns antisemitism in *all* of its forms and manifestations, and will have no tolerance for antisemitic harassment, discrimination, or violence on its campus. Antisemitic conduct violating federal or state law, or University policy, shall result in appropriate consequences following established disciplinary processes, including where appropriate, suspensions or expulsions of students, and suspensions or terminations of faculty or administrators. The President of the University shall provide this board with a report of such violations and consequences at the end of each semester, and as otherwise requested by the board; AND

RESOLVED, nothing in this resolution shall be interpreted to infringe on any right protected by the United States or Virginia Constitutions, including, but not limited to, the First Amendment of United States Constitution or Article I, Section 12 of the Virginia Constitution.

Adopted: \_\_\_\_\_

\_\_\_\_\_  
Armand Alacbay  
Secretary  
Board of Visitors  
George Mason University



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EVENTS

NEWS



# JOINT JCRC STATEMENT WITH MASON HILLEL ON RECENT EVENTS INVOLVING GEORGE MASON UNIVERSITY

## JCRC STATEMENT

January 10, 2025



*The following is a statement from Vicki Fishman, director of Virginia government and community relations for the JCRC of Greater Washington, and Rabbi Daniel Novick, executive director of Mason Hillel regarding recent events involving George Mason University:*

"Recent antisemitic threats uncovered by security personnel at George Mason University illustrate how difficult and scary life still is for many Jewish students at colleges and universities across the country. Fortunately, the steps taken by GMU administrators following these developments exemplify strong leadership and demonstrate much-needed commitment to and compassion for Jewish members of their community.

In recent weeks, three GMU students were connected to potential violence against Jews, including one who was arrested by the FBI for plotting a terrorist

attack against an Israeli consulate. It is because of the vigilance of campus leadership that these threats were initially discovered. We appreciate GMU President Gregory Washington and Vice President of University Life Rose Pascarell in particular for meeting with us, hearing our concerns, and deploying the full weight of the university's security and disciplinary measures to prevent these students from perpetrating harm on campus.

We are further pleased with their clear recognition that fighting antisemitism also requires proactive approaches. To that end, we commend GMU for applying for and being accepted into the 6th cohort of the Campus Climate Initiative (CCI) run by Hillel International in collaboration with higher education administrators and campus-based Hillel professionals. More than 500 administrators from 75 colleges and universities have participated in CCI's signature Campus Cohort Program to help assess the climate for Jewish students and develop a campus-specific action plan to enhance Jewish students' sense of belonging. We look forward to GMU being the next beneficiary of this critically important and effective program.

All students — regardless of their faith or religious identity — deserve to be safe and secure on campus and the ability to openly express their beliefs and values without fear of violence. We are confident that the actions taken by GMU leadership will help ensure such an environment for Jewish students and the entire campus community."

**From:** Daniel Novick <rabbidaniel@masonhillel.org>

**Date:** Sunday, April 28, 2024 at 5:27 PM

**To:** Gregory Washington <gwashin@gmu.edu>

**Cc:** Rose B Pascarell <rpascare@gmu.edu>

**Subject:** My Gratitude and Commitment to Continued Partnership

Dear President Washington,

As we approach the end of the academic year, I want to follow up in writing with some additional thoughts to add to the words I shared at our Spring Soiree event a few weeks ago.

As you know, the horrendous Hamas terrorist attack on innocent Israelis on October 7 and the resulting Israel-Hamas War have impacted all of us. Our campus has seen a rise in anti-Israel and anti-Semitic rhetoric and activity. From the beginning, your administration has been committed to being in communication with me and the Jewish community and to learn alongside us as we navigate these difficult times on campus and in our world. I am grateful for the amount of time you have spent being in conversation with us and for addressing our concerns and needs. Specifically, I am grateful for:

- Your participation in a meeting with Jewish students, faculty, and staff in the weeks following October 7 to hear about how they have been impacted by the attack, the War, and the protests on campus.
- You hosting a group of Jewish students for dinner at your house for a more in-depth conversation.
- Vice President Pascarell's many phone calls as we keep each other informed of the changing dynamics on campus and needs expressed by students.
- Your commitment to ensuring the physical safety of our Jewish students by offering free Mason PD services for any of our Jewish community's gatherings as requested.
- Your public comments calling out hate speech and saying it is not welcomed on our campus.
- Your commitment to talking about history and facts of the conflict and differentiating for the entire student body critique of Israel's government versus calling for Israel's destruction. We need more opportunities to publicly discuss this.

Certainly, even with your robust commitment to the Jewish community and denouncement of antisemitism and antisemitic rhetoric, there is still quite a lot of it on our campus. Between the recent resolution supporting BDS passed by the GMU Student Government and student groups still using antisemitic slogans like "Long Live the Intifada" and "From the River to the Sea Palestine will be Free," our Jewish students and community still have concerns about what anti-Israel students and faculty are saying and the public platforms they are using to express these sentiments. I am grateful that you are committed to working with us to advocate for clearer guidance from the Attorney General's office as to how to legally respond and manage such antisemitic actions and statements.

I feel so grateful to be a Hillel director at a University that not only answers my phone calls and emails but that further engages in productive and meaningful conversations about the many complexities and nuances of this moment and supports Jewish students and faculty members wholeheartedly. There is, of course, more work to be done together to educate our community

and you have gratitude, my trust, my commitment to work with you as a continued partner in such endeavors. Thanks for all you do for the Jewish community at GMU.

Rabbi Daniel Novick  
Executive Director, Mason Hillel

**Rabbi Daniel Novick** (he/him/his)  
**Executive Director**



[Support the Work of Mason Hillel](#)  
[www.masonhillel.org](http://www.masonhillel.org)  
Find us on [Instagram](#) & [Facebook](#)

**ANNOUNCEMENT**

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

February 27, 2025

**APPOINTMENT OF FACULTY**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Arora</b>	<b>Samita B.</b>	1/10/2025	1.5 years

**Title:** Assistant Professor of Education  
**Rank:** Instructional Assistant Professor  
**Classification:** Term - Instructional  
**Local Academic Unit:** College of Education and Human Development

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<b>Barrera</b>	<b>Michael D.</b>	1/10/2025	2 years
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**Title:** Research Assistant Professor  
**Rank:** Research Assistant Professor  
**Classification:** Term - Research  
**Local Academic Unit:** Biohealth Innovation (Provost)

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<b>Conway</b>	<b>Emily E.</b>	1/10/2025	1 year
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**Title:** Assistant Professor, Environmental Science, Conservation and Ecology  
**Rank:** Instructional Assistant Professor  
**Classification:** Term - Instructional  
**Local Academic Unit:** Environmental Science and Policy (COS)

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<b>Davis</b>	<b>Brian D.</b>	1/10/2025	1.5 years
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**Title:** Assistant Professor of Sculpture  
**Rank:** Instructional Assistant Professor  
**Classification:** Term - Instructional  
**Local Academic Unit:** Art (CVPA)

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<b>de Jonge</b>	<b>Elisabeth H.</b>	8/25/2025	3 years
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**Title:** Professor  
**Rank:** Professor  
**Classification:** Tenure Track - Instructional  
**Local Academic Unit:** Nutrition and Food Studies (CPH)

## **ANNOUNCEMENT**

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

February 27, 2025

### **APPOINTMENT OF FACULTY**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Geschke</b>	<b>Renee</b>	1/10/2025	1.5 years

**Title:** Instructional Associate Professor

**Rank:** Instructional Associate Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Health Administration and Policy (CPH)

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<b>Lu</b>	<b>Zhicong</b>	1/10/2025	3 years
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**Title:** Assistant Professor

**Rank:** Assistant Professor

**Classification:** Tenure Track - Instructional

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

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<b>Luther</b>	<b>Robert</b>	6/10/2025	3 years
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**Title:** Associate Professor of Law

**Rank:** Instructional Associate Professor

**Classification:** Term - Instructional

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

**Note(s):** Additional Title: Director, Judicial Education Programs Law & Economics

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<b>Merriman</b>	<b>Elizabeth C.</b>	1/10/2025	1.5 years
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**Title:** Instructional Assistant Professor

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

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

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<b>von Bergen</b>	<b>John</b>	1/10/2025	1.5 years
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**Title:** Assistant Professor of Sculpture

**Rank:** Instructional Assistant Professor

**Classification:** Term - Instructional

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

**ANNOUNCEMENT**

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

February 27, 2025

**APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
<b>Ahlersmeyer</b>	<b>Jordan B.</b>	<b>2/3/2025</b>

**Title:** Coordinator of Community Standards  
**Classification:** At will - Admin/Professional  
**Local Academic Unit:** Student Conduct (UL)

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<b>Aleman-Diaz</b>	<b>Aixa</b>	<b>12/16/2024</b>
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**Title:** Assistant Director, Learning Services  
**Classification:** At will - Admin/Professional  
**Local Academic Unit:** Learning Services (UL)

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<b>Alvarez Carrasco</b>	<b>Alvaro</b>	<b>1/8/2025</b>
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**Title:** Assistant Director of Fitness  
**Classification:** At will - Admin/Professional  
**Local Academic Unit:** Mason Recreation (UL)

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<b>Basinger</b>	<b>Adam B.</b>	<b>12/2/2024</b>
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**Title:** Director of Auxiliary Services  
**Classification:** At will - Admin/Professional  
**Local Academic Unit:** Auxiliary Services and Operations (SVP)

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<b>Berger</b>	<b>Shelby</b>	<b>12/2/2024</b>
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**Title:** Staff Clinician  
**Classification:** At will - Admin/Professional  
**Local Academic Unit:** Counseling and Psychological Services (UL)



## **ANNOUNCEMENT**

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

February 27, 2025

### **APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY**

<b><u>LAST NAME</u></b>	<b><u>FIRST NAME</u></b>	<b><u>EFFECTIVE DATE</u></b>
<b>Bolhofer</b>	<b>Lena Y.</b>	<b>11/25/2024</b>

**Title:** Employer Engagement Consultant

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

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

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<b>Buchy</b>	<b>Jaclyn K.</b>	<b>2/10/2025</b>
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**Title:** Director of Partnerships and Engagement

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

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

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<b>Delcid-Martinez</b>	<b>Natalie</b>	<b>12/2/2024</b>
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**Title:** Staff Clinician

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

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

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<b>DeShane</b>	<b>Vanessa</b>	<b>1/10/2025</b>
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**Title:** Director of Specialized Master's Program

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

**Local Academic Unit:** Costello College of Business

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<b>Eberhart</b>	<b>Linnea M.</b>	<b>1/6/2025</b>
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**Title:** Research Services Librarian

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

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

## **ANNOUNCEMENT**

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

February 27, 2025

### **APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
<b>Gleason</b>	<b>James P.</b>	11/25/2024

**Title:** Financial Aid Counselor

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

**Local Academic Unit:** Student Financial Aid (Provost)

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<b>Hanna</b>	<b>Jessica L.</b>	11/10/2024
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**Title:** Director of Research Administration, College of Science

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

**Local Academic Unit:** College of Science

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<b>Hashim</b>	<b>Merriom L.</b>	1/13/2025
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**Title:** Associate Nursing Director

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

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

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<b>Kinnard</b>	<b>Kasey D.</b>	2/25/2025
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**Title:** CINA Education and Workforce Development Lead

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

**Local Academic Unit:** CINA

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<b>Kinney</b>	<b>Kaitlyn L.</b>	11/25/2024
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**Title:** Head, Access Services

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

**Local Academic Unit:** University Libraries

## **ANNOUNCEMENT**

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

February 27, 2025

### **APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
<b>Kostenko</b>	<b>Kyle J.</b>	<b>2/3/2025</b>

**Title:** Associate Director of Development, Business

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

**Local Academic Unit:** Costello College of Business

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<b>McManus</b>	<b>Helen</b>	<b>1/25/2025</b>
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**Title:** Associate Director of VIVA

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

**Local Academic Unit:** University Libraries

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<b>O'Brien</b>	<b>Melanie</b>	<b>11/10/2024</b>
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**Title:** Director of Communications

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

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

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<b>Penick</b>	<b>Ann</b>	<b>12/2/2024</b>
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**Title:** Staff Clinician

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

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

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<b>Smith</b>	<b>Abigail</b>	<b>12/9/2024</b>
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**Title:** Instructional Designer

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

**Local Academic Unit:** Digital Learning (Provost)

## **ANNOUNCEMENT**

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

February 27, 2025

### **APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
<b>Stark</b>	<b>Judith A.</b>	1/13/2025

**Title:** Head of Technical Services and Collection Development

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

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

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<b>Stephens</b>	<b>Daniel</b>	12/4/2024
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**Title:** Vice President of Finance

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

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

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<b>Thomas</b>	<b>Nathaniel</b>	12/15/2024
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**Title:** Director, Program Management

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

**Local Academic Unit:** Facilities (SVP)

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<b>Thompson Johnson</b>	<b>Johnna</b>	12/10/2024
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**Title:** Associate Director of Constituent Engagement

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

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

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<b>VanValkenburg</b>	<b>Franklin</b>	11/18/2024
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**Title:** Associate Director of Constituent Engagement

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

**Local Academic Unit:** College of Science

**ANNOUNCEMENT**

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

February 27, 2025

**APPOINTMENT OF ADMINSTRATIVE AND PROFESSIONAL FACULTY**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
<b>Voina</b>	<b>Iulia</b>	11/11/2024
<b>Title:</b> Research Associate <b>Classification:</b> At will - Admin/Professional <b>Local Academic Unit:</b> Institutional Effectiveness and Planning (Provost)		
<b>Williams</b>	<b>Debra F.</b>	9/25/2024
<b>Title:</b> Director, Budget & Finance <b>Classification:</b> At will - Admin/Professional <b>Local Academic Unit:</b> Auxiliary Services and Operations (SVP)		

**ANNOUNCEMENT**

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

February 27, 2025

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

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Costa</b>	<b>Paulo C.</b>	8/25/2024	4 years

**Title:** Department Chair  
**Local Academic Unit:** Cyber Security Engineering (CEC)

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<b>Emelianenko</b>	<b>Maria</b>	8/25/2025	4 years
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**Title:** Department Chair  
**Local Academic Unit:** Mathematical Science (COS)

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<b>Jafri</b>	<b>Mohsin S.</b>	1/10/2025	4 years
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**Title:** Director  
**Local Academic Unit:** Neuroscience Program (COS)

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<b>Jones</b>	<b>Rachel E.</b>	1/10/2025	< 1 year
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**Title:** Interim Chair  
**Local Academic Unit:** Philosophy (CHSS)

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<b>Uzuner</b>	<b>Ozlem</b>	8/25/2024	4 years
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**Title:** Department Chair  
**Local Academic Unit:** Information Sciences and Technology (CEC)

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**ANNOUNCEMENT**

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

February 27, 2025

**RENEWALS AND REAPPOINTMENTS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Acosta</b>	<b>Rene Paul M.</b>	10/10/2024	1 year

**Title:** Research Assistant Professor, Miocene Climate Modelling  
**Rank:** Research Assistant Professor  
**Classification:** Term - Research  
**Local Academic Unit:** Atmospheric, Oceanic and Earth Sciences (COS)

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<b>Al-Deen</b>	<b>Aminah</b>	1/1/2025	< 1 year
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**Title:** Project Director for the Black American Muslim Internationalism Project  
**Rank:** Research Associate Professor  
**Classification:** Term - Research  
**Local Academic Unit:** Global Islamic Studies Program (CHSS)

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<b>Balmaceda</b>	<b>Laura A.</b>	1/25/2025	1 year
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**Title:** Research Assistant Professor  
**Rank:** Research Assistant Professor  
**Classification:** Term - Research  
**Local Academic Unit:** Physics and Astronomy (COS)

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<b>Bashatah</b>	<b>Ahmed A.</b>	9/4/2024	1 year
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**Title:** Research Associate (Instructor)  
**Rank:** Research Associate (Instructor)  
**Classification:** Term - Research  
**Local Academic Unit:** Bioengineering (CEC)

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<b>Bassett</b>	<b>Hideko H.</b>	8/25/2025	1 year
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**Title:** Assistant Professor  
**Rank:** Instructional Assistant Professor  
**Classification:** Term - Instructional  
**Local Academic Unit:** Integrative Studies (CHSS)

**ANNOUNCEMENT**

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

February 27, 2025

**RENEWALS AND REAPPOINTMENTS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Beigh</b>	<b>Kathleen P.</b>	6/10/2025	1 year
<b>Title:</b> Assistant Professor <b>Rank:</b> Instructional Assistant Professor <b>Classification:</b> Term - Instructional <b>Local Academic Unit:</b> Nursing (CPH)			
<b>Bell</b>	<b>Glynita</b>	8/25/2025	1 year
<b>Title:</b> Instructional Assistant Professor <b>Rank:</b> Instructional Assistant Professor <b>Classification:</b> Term - Instructional <b>Local Academic Unit:</b> Social Work (CPH)			
<b>Daigle</b>	<b>Delton T.</b>	8/25/2025	5 years
<b>Title:</b> Instructional Associate Professor <b>Rank:</b> Instructional Associate Professor <b>Classification:</b> Term - Instructional <b>Local Academic Unit:</b> Schar School of Policy and Government			
<b>Dolci</b>	<b>Stefano</b>	11/10/2024	1 year
<b>Title:</b> Research Assistant Professor <b>Rank:</b> Research Assistant Professor <b>Classification:</b> Term - Research <b>Local Academic Unit:</b> Collision Safety and Analysis (COS)			
<b>Hao</b>	<b>Xianjun</b>	2/10/2025	1 year
<b>Title:</b> Research Professor <b>Rank:</b> Research Professor <b>Classification:</b> Term - Research <b>Local Academic Unit:</b> Geography and Geoinformation Science (COS)			



**ANNOUNCEMENT**

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

February 27, 2025

**RENEWALS AND REAPPOINTMENTS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Huddleston</b>	<b>Kathi C.</b>	9/1/2024	<1 year
<b>Title:</b> Research Associate Professor <b>Rank:</b> Research Associate Professor <b>Classification:</b> Term - Research <b>Local Academic Unit:</b> Nursing (CPH)			
<b>Liu</b>	<b>Zhong</b>	6/10/2024	1 year
<b>Title:</b> Research Professor <b>Rank:</b> Research Professor <b>Classification:</b> Term - Research <b>Local Academic Unit:</b> Center for Spatial Information Science and Systems (COS)			
<b>Ngac</b>	<b>Brian K.</b>	8/25/2025	< 1 year
<b>Title:</b> Instructional Assistant Professor <b>Rank:</b> Instructional Assistant Professor <b>Classification:</b> Term - Instructional <b>Local Academic Unit:</b> Costello College of Business			
<b>Plotnick</b>	<b>Jeremy E.</b>	8/25/2025	1 year
<b>Title:</b> Instructional Assistant Professor <b>Rank:</b> Instructional Assistant Professor <b>Classification:</b> Term - Instructional <b>Local Academic Unit:</b> Costello College of Business			
<b>Russo</b>	<b>Paul</b>	12/1/2024	1 year
<b>Title:</b> Research Assistant Professor <b>Rank:</b> Research Assistant Professor <b>Classification:</b> Term - Instructional <b>Local Academic Unit:</b> Center for Applied Proteomics and Molecular Medicine (COS)			

**ANNOUNCEMENT**

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

February 27, 2025

**RENEWALS AND REAPPOINTMENTS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>	<u>APPT LENGTH</u>
<b>Shen</b>	<b>Suhung</b>	6/10/2024	1 year

**Title:** Research Professor  
**Rank:** Research Professor  
**Classification:** Term - Research  
**Local Academic Unit:** Center for Spatial Information Science and Systems (COS)

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<b>Swenson</b>	<b>Erik T.</b>	1/25/2025	1 year
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**Title:** Research Assistant Professor  
**Rank:** Research Assistant Professor  
**Classification:** Term - Research  
**Local Academic Unit:** Center for Ocean-Land-Atmosphere Studies (COS)

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<b>Waters</b>	<b>Keith</b>	1/10/2025	< 1 year
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**Title:** Assistant Director of the Stephen S. Fuller Institute  
**Rank:** Research Assistant Professor  
**Classification:** Term - Research  
**Local Academic Unit:** Schar School of Policy and Government

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<b>Yan</b>	<b>Jingya</b>	1/10/2025	> 1 year
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**Title:** Instructor  
**Rank:** Instructor  
**Classification:** Term - Instructional  
**Local Academic Unit:** Mathematical Science (COS)

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## **ANNOUNCEMENT**

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

February 27, 2025

## **SEPARATIONS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
<b>Aistars</b>	<b>Sandra</b>	Resignation	01/31/2025

**Title:** Clinical Assistant Professor

**Classification:** Term - Instructional

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

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<b>Alkassim</b>	<b>Samirah</b>	Contract expiration	05/24/2025
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**Title:** Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Film & Video Studies (CVPA)

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<b>Birerdinc</b>	<b>Aybike</b>	Contract expiration	01/09/2025
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**Title:** Research Assistant Professor

**Classification:** Term - Research

**Local Academic Unit:** Systems Biology (COS)

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<b>Brown</b>	<b>Karen Y.</b>	Resignation	02/07/2025
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**Title:** Area Health Education Center Program Director

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

**Local Academic Unit:** Nursing (CPH)

**Note(s):** Ms. Brown has accepted a position with the Southwest Virginia Higher Education Center.

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<b>Bunting</b>	<b>Michael F.</b>	Resignation	01/06/2025
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**Title:** Director of Research Development for National Security

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

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

**Note(s):** Mr. Bunting has accepted a position with the University of Colorado Boulder.

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## **ANNOUNCEMENT**

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

February 27, 2025

## **SEPARATIONS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
<b>Chizhova</b>	<b>Irina V.</b>	Resignation	01/03/2025

**Title:** Associate Director for International Employees and Exchange Visitors

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

**Local Academic Unit:** University Life

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<b>Coats</b>	<b>Lisa S.</b>	Resignation	12/06/2024
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**Title:** Senior Access Consultant

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

**Local Academic Unit:** Disability Services (UL)

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<b>Compton</b>	<b>Amanda</b>	Resignation	12/31/2024
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**Title:** Director Bar Support

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

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

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<b>Cooper</b>	<b>Jocelyn</b>	Resignation	11/06/2024
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**Title:** Staff Clinician

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

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

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<b>da Silva Oliveira Neto</b>	<b>Dario</b>	Contract expiration	12/09/2024
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**Title:** Director of Latin America Competition Advocacy Program

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

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

## **ANNOUNCEMENT**

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

February 27, 2025

## **SEPARATIONS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
<b>Das</b>	<b>Sanmay</b>	Resignation	01/09/2025

**Title:** Professor without Term

**Classification:** Tenured (without term) - Instructional

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

**Note(s):** Professor Das has accepted a position with Virginia Tech.

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<b>Davis</b>	<b>Khaseem F.</b>	Resignation	01/20/2025
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**Title:** Director EIP

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

**Local Academic Unit:** University Life

**Note(s):** Dr. Davis has accepted a position with Georgetown University.

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<b>Davis</b>	<b>Tanya</b>	Resignation	01/17/2025
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**Title:** Access Consultant

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

**Local Academic Unit:** Disability Services (UL)

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<b>Dodge</b>	<b>Jason</b>	Resignation	01/10/2025
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**Title:** Executive Director for Community College Partnerships

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

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

**Note(s):** Mr. Dodge has accepted a position with the University of Southern California .

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<b>Donora (Gorshenin)</b>	<b>Sophie</b>	Resignation	11/15/2024
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**Title:** Assistant Director for Regional Campuses

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

**Local Academic Unit:** University Life

**Note(s):** Ms. Donora (Gorshenin) has accepted a position with Lynn University.

## **ANNOUNCEMENT**

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

February 27, 2025

## **SEPARATIONS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
<b>Douthett</b>	<b>Edward B.</b>	Retirement	05/24/2025

**Title:** Associate Professor

**Classification:** Tenured (without term) - Instructional

**Local Academic Unit:** Costello College of Business

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<b>Ehsan</b>	<b>Mohammad M.</b>	Contract expiration	05/24/2024
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**Title:** Instructional Assistant Professor

**Classification:** Term - Instructional

**Local Academic Unit:** Honors College

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<b>Gay</b>	<b>Christopher</b>	Resignation	01/17/2025
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**Title:** Director, Enterprise Data Integration Services and Reporting

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

**Local Academic Unit:** Information Technology Services

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<b>Goforth</b>	<b>Megan N.</b>	Resignation	10/28/2024
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**Title:** Education Specialist

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

**Local Academic Unit:** Intercollegiate Athletics

**Note(s):** Ms. Goforth has accepted a position with Duke University.

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<b>Grotophorst</b>	<b>Clyde W.</b>	Retirement	01/24/2025
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**Title:** Associate University Librarian, Digital System and Strategies

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

**Local Academic Unit:** University Libraries

## **ANNOUNCEMENT**

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

February 27, 2025

## **SEPARATIONS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
<b>Harris</b>	<b>Susan</b>	Resignation	01/08/2025

**Title:** FOIA Officer/Policy Manager

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

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

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<b>Heinle</b>	<b>Sharon L.</b>	Retirement	01/09/2025
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**Title:** Associate Vice President and Controller

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

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

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<b>Holmes</b>	<b>Kimberly M.</b>	Resignation	12/27/2024
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**Title:** Associate Dean of Student Affairs

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

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

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<b>Johnson</b>	<b>Raphael</b>	Contract expiration	12/24/2024
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**Title:** Assistant Director, M-VETS

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

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

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<b>Jones</b>	<b>Ryan M.</b>	Contract expiration	06/19/2025
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**Title:** Director Facilities Services

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

**Local Academic Unit:** Intercollegiate Athletics

## **ANNOUNCEMENT**

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

February 27, 2025

## **SEPARATIONS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
<b>Kaplan</b>	<b>Lauren M.</b>	Contract expiration	11/07/2024

**Title:** Assistant Director of Student Involvement

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

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

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<b>Kelly</b>	<b>Theodore M.</b>	Retirement	01/09/2025
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**Title:** Associate Professor without Term

**Classification:** Tenured (without term) - Instructional

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

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<b>Khutor</b>	<b>Tetiana</b>	Contract expiration	11/24/2024
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**Title:** Visiting Professor of Practice

**Classification:** Term - Research

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

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<b>Lehnertz</b>	<b>Christina M.</b>	Retirement	02/24/2025
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**Title:** Executive Director for International Programs and Services

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

**Local Academic Unit:** International Programs and Services (UL)

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<b>Li</b>	<b>Sanmei</b>	Resignation	10/27/2024
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**Title:** Research Associate Professor

**Classification:** Term - Research

**Local Academic Unit:** Geography and Geoinformation Science (COS)



## **ANNOUNCEMENT**

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

February 27, 2025

## **SEPARATIONS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
<b>Maibach</b>	<b>Edward W.</b>	Retirement	05/24/2025

**Title:** Distinguished University Professor

**Classification:** Tenured (without term) - Instructional

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

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<b>Mallala</b>	<b>Sindhu Bhargavi Rao</b>	Resignation	01/30/2025
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**Title:** Simulation Center Coordinator

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

**Local Academic Unit:** Nursing (CPH)

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<b>Mason</b>	<b>Linda H.</b>	Retirement	01/09/2025
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**Title:** Professor of Education

**Classification:** Tenured (without term) - Instructional

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

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<b>McLeod</b>	<b>Walter L.</b>	Resignation	11/14/2024
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**Title:** Professor of Practice

**Classification:** Term - Research

**Local Academic Unit:** College of Science

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<b>McNay</b>	<b>Curtis L.</b>	Retirement	01/24/2025
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**Title:** Director, Information Technology Security

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

**Local Academic Unit:** Information Technology Services

## **ANNOUNCEMENT**

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

February 27, 2025

## **SEPARATIONS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
<b>Michelson</b>	<b>Cindy M.</b>	Retirement	11/06/2024

**Title:** Senior Director of Development

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

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

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<b>Mills</b>	<b>Irena J.</b>	Resignation	02/11/2025
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**Title:** Associate Director of Budget

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

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

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<b>Nord</b>	<b>Julia A.</b>	Retirement	07/24/2025
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**Title:** Instructional Professor

**Classification:** Term - Instructional

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

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<b>Pyster</b>	<b>Arthur B.</b>	Retirement	01/24/2025
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**Title:** Professor

**Classification:** Term - Instructional

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

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<b>Raskovich</b>	<b>Alexander</b>	Contract expiration	12/09/2024
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**Title:** Director of Research, Global Antitrust Institute

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

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

**ANNOUNCEMENT**

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

February 27, 2025

**SEPARATIONS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>	<u>EFFECTIVE DATE</u>
<b>Rose</b>	<b>Joyce A.</b>	Retirement	01/24/2025

**Title:** Operations and Special Projects Manager  
**Classification:** At will - Admin/Professional  
**Local Academic Unit:** College of Engineering and Computing (CEC)

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<b>Talbert</b>	<b>Clare M.</b>	Retirement	01/24/2025
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**Title:** Associate Director, Technology, VDOE TTAC at GMU  
**Classification:** At will - Admin/Professional  
**Local Academic Unit:** College of Education and Human Development

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<b>Thompson</b>	<b>Shaunda</b>	Resignation	01/15/2025
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**Title:** Career Advisor  
**Classification:** At will - Admin/Professional  
**Local Academic Unit:** University Career Services (UL)

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## **ANNOUNCEMENT**

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

February 27, 2025

## **OTHER ANNOUNCEMENTS**

**LAST NAME**

**FIRST NAME**

**TYPE**

**Akhtari**

**Humaira**

Title Change

**Title:** KEEN Faculty Learning Community

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

**Note(s):** Retained Title-Instructor

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**Alcala**

**Rita A.**

Title Change

**Title:** Interim Executive Director

**Local Academic Unit:** Community College Partnerships (Provost)

**Note(s):** Retained Title-Associate Director, Community College Partnerships

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**Bellflower**

**Shannon**

Title Change

**Title:** Assistant Director, Clinical Services

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

**Note(s):** Previous Title:Counselor

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**Blinstrub**

**Ashley E.**

Title Change

**Title:** Accessibility Lead and Student Success Librarian

**Local Academic Unit:** University Libraries

**Note(s):** Previous Title:Student Success Inclusion Librarian

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**Bluestein**

**Thomas M.**

Title Change

**Title:** Associate VP Equity and Access Services

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

**Note(s):** Previous Title:Assistant Vice President, Equity and Access Services

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**ANNOUNCEMENT**

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

February 27, 2025

**OTHER ANNOUNCEMENTS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
<b>Bonfiglio</b>	<b>Kristina</b>	Title Change
<b>Title:</b> Senior Director of Enrollment and Marketing <b>Local Academic Unit:</b> Schar School of Policy and Government  <b>Note(s):</b> Previous Title:Director of Graduate Recruitment and Admissions		
<b>Buehl</b>	<b>Michelle M.</b>	Leave with Pay
<b>Title:</b> Professor <b>Local Academic Unit:</b> College of Education and Human Development  <b>Note(s):</b> Professor Buehl has been awarded a Faculty Study Leave for Spring Semester 2025.		
<b>Chitnis</b>	<b>Parag</b>	Title Change
<b>Title:</b> Co-Director, CASBBI <b>Local Academic Unit:</b> Bioengineering (CEC)  <b>Note(s):</b> Retained Title-Associate Professor without Term		
<b>Chorvat</b>	<b>Terrence R.</b>	Title Change
<b>Title:</b> Associate Dean for Academic Affairs & Programming <b>Local Academic Unit:</b> Antonin Scalia Law School  <b>Note(s):</b> Retained Title-Professor of Law		
<b>Evans Cuellar</b>	<b>Alison</b>	Title Change
<b>Title:</b> Associate Dean of Research <b>Local Academic Unit:</b> College of Public Health  <b>Note(s):</b> Retained Title-Professor without Term		

## **ANNOUNCEMENT**

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

February 27, 2025

### **OTHER ANNOUNCEMENTS**

**LAST NAME**

**FIRST NAME**

**TYPE**

**Evmenova**

**Anna S.**

Title Change

**Title:** Endowed Director of the Helen A. Kellar Institute for Human disAbilities

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

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

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**Gillette**

**Brian K.**

Title Change

**Title:** Interim Associate Dean, Student Affairs

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

**Note(s):** Retained Title-Director of Student Success

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**Green**

**Beverly C.**

Title Change

**Title:** School Director: School of Sport, Recreation, and Tourism and School of Kinesiology

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

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

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**Guo**

**Liying**

Title Change

**Title:** Associate Director, CSISS

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

**Note(s):** Retained Title-Research Professor

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**Hart**

**Einav**

Tenure Track Contract  
Extension

**Title:** Assistant Professor

**Local Academic Unit:** Costello College of Business

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## **ANNOUNCEMENT**

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

February 27, 2025

### **OTHER ANNOUNCEMENTS**

**LAST NAME**

**FIRST NAME**

**TYPE**

**Highsmith**

**Shanelle D.**

Title Change

**Title:** CASBBI Community Outreach Liason

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

**Note(s):** Retained Title-Program Manager for Outreach and Partnerships

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**Hull**

**David I.**

Title Change

**Title:** Associate Dean, Academic Administration

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

**Note(s):** Previous Title:Assistant Dean, Academic Administration

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**Janis**

**Mimsi**

Title Change

**Title:** Area Head, Theater Education

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

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

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**Johri**

**Aditya**

Title Change

**Title:** Dr. Lawrence Cranberg Endowed Research Fellow

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

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

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**Kim**

**Younsung**

Title Change

**Title:** Associate Chair, ESP

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

**Note(s):** Retained Title-Instructional Professor

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**ANNOUNCEMENT**

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

February 27, 2025

**OTHER ANNOUNCEMENTS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
<b>Kirsch</b>	<b>Rachel</b>	Tenure Track Contract Extension
<b>Title:</b> Assistant Professor <b>Local Academic Unit:</b> Mathematical Science (COS)		
<b>Knight</b>	<b>Kelly L.</b>	Title Change
<b>Title:</b> Stearns Center / STEM Faculty Fellow <b>Local Academic Unit:</b> Stearns Center for Teaching and Learning (Provost)		
<b>Note(s):</b> Retained Title-Instructional Professor		
<b>Luther</b>	<b>David A.</b>	Title Change
<b>Title:</b> Faculty Fellow for Faculty and Academic Affairs, COS <b>Local Academic Unit:</b> Biology (COS)		
<b>Note(s):</b> Retained Title-Associate Professor without Term		
<b>Marshall</b>	<b>Sophia L.</b>	Title Change
<b>Title:</b> Assistant Area Chair of Business Foundations <b>Local Academic Unit:</b> Costello College of Business		
<b>Note(s):</b> Retained Title-Assistant Professor		
<b>Miller</b>	<b>Laura L.</b>	Title Change
<b>Title:</b> Instructional Assistant Professor <b>Local Academic Unit:</b> INTO Mason		
<b>Note(s):</b> Previous Title:Senior Instructor		



## **ANNOUNCEMENT**

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

February 27, 2025

### **OTHER ANNOUNCEMENTS**

**LAST NAME**

**FIRST NAME**

**TYPE**

**Miller**

**Elise D.**

Title Change

**Title:** Bill and Eleanor Hazel Endowed Chair for Civil Infrastructure Engineering

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

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

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**Narayanan**

**Aarthi**

Title Change

**Title:** Faculty Fellow for Faculty and Academic Affairs, COS

**Local Academic Unit:** Systems Biology (COS)

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

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**Oh**

**Kyeung M.**

Title Change

**Title:** PhD Program Director

**Local Academic Unit:** Nursing (CPH)

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

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**Park**

**Chong Y.**

Title Change

**Title:** Interim Associate Dean for Research and Grants

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

**Note(s):** Retained Title-Director of Finance

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**Rottenberg**

**Lori A.**

Title Change

**Title:** Instructional Assistant Professor

**Local Academic Unit:** INTO Mason

**Note(s):** Previous Title:Senior Instructor

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**ANNOUNCEMENT**

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

February 27, 2025

**OTHER ANNOUNCEMENTS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>TYPE</u>
<b>Starr</b>	<b>Donald H.</b>	Title Change
<b>Title:</b> Director of Graphic Design		
<b>Local Academic Unit:</b> Art (CVPA)		
<b>Note(s):</b> Retained Title-Instructional Professor		

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Faculty and Academic Standards Committee						
February 27, 2025						
SUMMARY OF FACULTY ACTIONS AND ANNOUNCEMENTS						
APPOINTMENT OF FACULTY						
	Term		Tenure Track			
	9-month	12-month	9-month	12-month	Research	Grant Funded
Instructor	0	0	0	0	0	0
Senior Instructor	0	0	0	0	0	0
Master Instructor	0	0	0	0	0	0
Professor of Practice	0	0	0	0	0	0
Assistant Professor	5	1	1	0	1	1
Associate Professor	1	1	0	0	0	0
Professor	0	0	1	0	0	0
Administrative/Professional	0	27	0	0	0	1
<b>Totals</b>	6	29	2	0	1	2
RENEWALS/REAPPOINTMENTS						
	Term		Tenure Track			
	9-month	12-month	9-month	12-month		Total
Instructor	1	1	0	0		2
Senior Instructor	0	0	0	0		0
Master Instructor	0	0	0	0		0
Professor of Practice	0	0	0	0		0
Assistant Professor	4	7	0	0		11
Associate Professor	1	2	0	0		3
Professor	0	3	0	0		3
Administrative/Professional	0	0	0	0		0
<b>Totals</b>	6	13	0	0		19
SEPARATIONS						
	Resignation	Retirement	Contract Expiration	Deceased		Total
	21	13	9	0		43
OTHER ANNOUNCEMENTS						
	Leave with pay and Partial pay	Leave w/o pay	Title Change	Conversion	Tenure Track Contract Extension	Total
	1	0	28	0	2	31

\*Summary Excludes Postdoctoral Research Fellows and Research Staff

# FALL 2024 UNDERGRADUATE STUDENT RETENTION

Standardized retention and graduation measures, defined by the Department of Education, focus on entering first-time, full-time, (FTFT) degree-seeking freshmen. In Fall 2024, 96% of George Mason's freshmen cohort met this definition.

- First-Year Retention: Percentage of FTFT students enrolled in Fall 2023 who return Fall 2024.
- Four-Year Graduation: Percentage of FTFT students enrolled in Fall 2020 who graduate by Fall 2024.
- Six-Year Graduation: Percentage of FTFT students enrolled in Fall 2018 who graduate by Fall 2024.

Table 1	1-Year Retention		4-Year Graduation Rate	6-Year Graduation Rate
Cohort	Fall 2023		Fall 2020	Fall 2018
National (All)*	73.0%		48.5%	64.1%
National (Public)*	74.0%		45.7%	63.2%
George Mason Overall	85.9%		43.1%	67.8%
By Residency	In-State	87.1%	43.0%	69.8%
	Out-of-State	81.3%	43.9%	60.5%
By Gender	Female	86.8%	51.1%	71.9%
	Male	85.1%	35.1%	63.8%
By Race/Ethnicity	Asian	90.0%	47.9%	74.9%
	White	85.8%	44.2%	68.5%
	Hispanic	83.7%	40.6%	63.2%
	Other**	84.3%	43.5%	69.8%
	Two or more (multi-ethnic)	84.5%	37.7%	66.0%
	Black	82.6%	36.5%	58.4%

\*National Source: U.S. Department of Education, National Center for Education Statistics, Integrated Postsecondary Education Data System (IPEDS), Fall Enrollment and Graduation Rates components.

\*\*Other includes Native Hawaiian or Other Pacific Islander, American Indian or Alaska Native, Non-Resident Alien, and Race/Ethnicity Unknown

Breakdowns by demographics reveal opportunities for focused interventions. For example, the range in one-year retention rate is 82.6% for Black/African-American students and 90.0% for Asian-American students. Similar to retention, graduation rates vary by demographic characteristics. George Mason's four-year graduation rate decreased over a 10-year period by 7.3%, while the six-year graduation rate remained level over the last 10 years.

## Six-Year Graduation Rates by Student Financial Need



\*Other includes all aid excluding Pell, Subsidized loans, and PLUS loans  
Percentages are reflective of the Fall 2018 cohort

# FALL 2024 UNDERGRADUATE STUDENT GRADUATION



Six-year graduation  
rate for first-  
generation students  
**59.4%**

compared  
to



Students who  
were not first-  
generation  
**69.9%**

Percentages reflect six-year graduation rates for the Fall 2018 cohort

## Regional Comparisons

George Mason serves a diverse student population whose outcomes are in line with other Virginia doctoral institutions.

Compared to our peers\*, George Mason serves a greater proportion of first-time, full-time freshmen identified as a racial/ethnic underrepresented minority (Black/African American, American Indian/Alaska Native, Hispanic, Native Hawaiian/Pacific Islander, and Two or More)

**35%**  
George Mason



2023 Cohort

**30%**  
VA Doc Inst

George Mason also has a higher percentage of undergraduate students who receive Pell

**32%**  
George Mason



Fall 2023

**25%**  
VA Doc Inst

For the 2024 cohort, George Mason's SAT scores for the 25th percentile and 75th percentile were in line with peers.

**1170 and 1350**



The comparable average scores for its peers were:

**1190 and 1360**

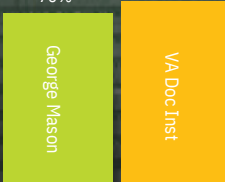
Full-time Freshmen Retention and Six-Year Graduation Rates Comparison

One-Year Retention Rate  
87% 87%



2022 Cohort

Six-Year Graduation Rate  
70% 75%



2017 Cohort  
Source: SCHEV

\*Peer institutions include: James Madison University, Old Dominion University, Radford University, University of Virginia, Virginia Commonwealth University, Virginia Polytechnic Institute and State University, and William & Mary University

## Transfer Students

The success of transfer students is critical to George Mason. We highlight Mason ADVANCE because these students are a significant part of our transfer cohort.

1-year retention of non-ADVANCE transfer students

**83.7%**  
<30 credits

**86.8%**  
30-44 credits

**85.1%**  
>45 credits

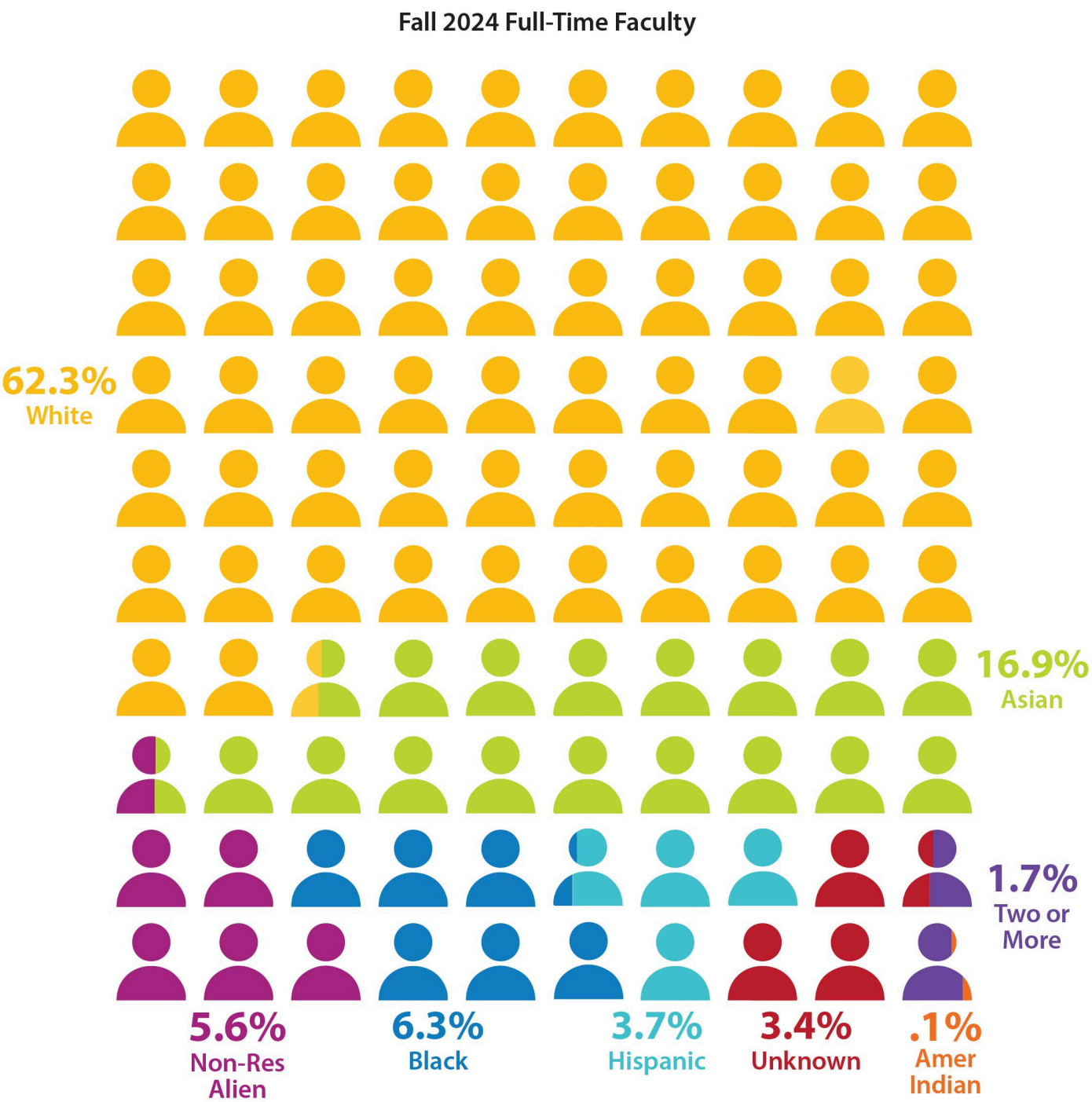
1-year retention of ADVANCE students

**92.5%**  
All hours

Percentages reflect students from the Fall 2023 cohort returning in Fall 2024

# FALL 2024 FACULTY DIVERSITY

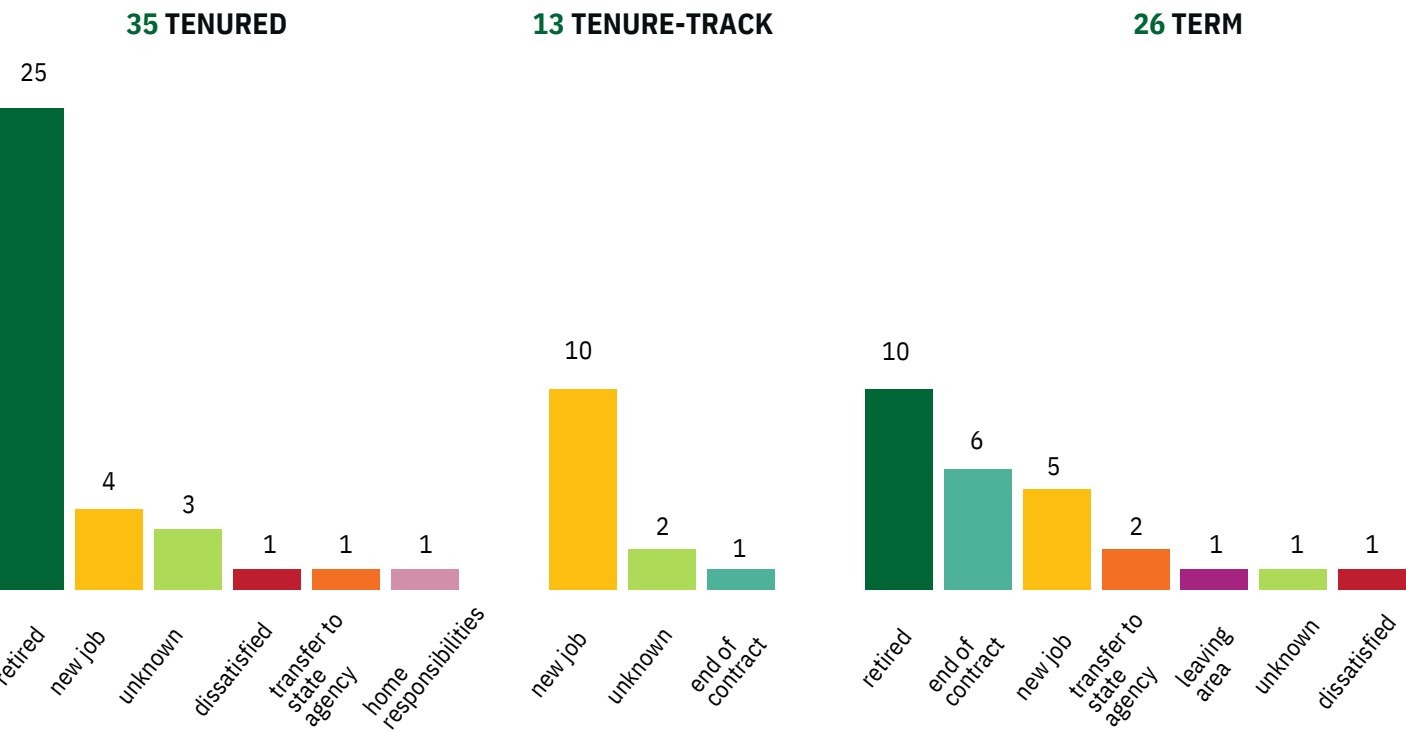
In Fall 2024, 34.3% of Mason’s full-time faculty were a member of a racial/ethnic minority group or a non-resident alien (compared to 33.3% in Fall 2023). This compares to 62.7% of students who identified as a racial/ethnic minority or non-resident alien. One of the outcomes Mason seeks to achieve in our Strategic Directions is faculty and staff demographics that mirror student demographics.



# FALL 2024 FACULTY RETENTION

Faculty retention from Fall 2023 to Fall 2024 was **95%**, which was comparable to previous years (**96%** for 2020-2021, **94%** for 2021-2022, and **94%** for 2022-2023)

Reason for Faculty Departure Fall 2023 to Fall 2024:



## FALL 2024 CONTINUING AND NEW FACULTY

In the Fall 2024 semester, Mason employed **1,447** full-time instructional faculty members: **1,386 (96%)** continuing faculty members and 61 **(4%)** new faculty members. Below is the faculty distribution across tenure status:

### Continuing Faculty

- 890 tenure-line faculty
- 496 term faculty

### New Faculty

- 24 tenure-line faculty
- 37 term faculty

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

WHEREAS, George Mason University is committed to providing equal opportunity and an educational and work environment free from any discrimination on the basis of race, color, religion, ethnic or national origin (including shared ancestry and/or ethnic characteristics), sex, disability, military status (including veteran status), sexual orientation, gender identity, gender expression, age, marital status, pregnancy status, genetic information, or any other characteristic protected by law;

WHEREAS, the university is and must remain committed to adhering to State and federal law, including, but not limited to, Title VI of the Civil Rights Act of 1964 and Chapter 471 of the 2023 Virginia Acts of Assembly, and will adhere to U.S. Presidential Executive Orders 13899 and 14188;

WHEREAS, the university is also committed to protecting the First Amendment rights of students, employees, and visitors, and will address any Prohibited Discrimination (defined in University Policy 1201), including Prohibited Discrimination on the basis of actual or perceived shared ancestry or ethnic characteristics and National Origin without diminishing or infringing any right protected under the U.S. Constitution, including the First Amendment, laws of the United States, and laws of the Commonwealth of Virginia;

WHEREAS, the university revised University Policy Number 1201 (“Non-Discrimination Policy”) on August 27, 2024, to include reference to the International Holocaust Remembrance Alliance (IHRA) Working Definition of antisemitism and contemporary examples of antisemitism consistent with the United States Constitution and the Constitution of Virginia;

WHEREAS, University Policy Number 1201 requires the Office for Diversity, Equity, and Inclusion (ODEI)<sup>1</sup> to utilize the International Holocaust Remembrance Alliance (IHRA) Working Definition of antisemitism<sup>2</sup> and contemporary examples of antisemitism to the extent that they might be useful as evidence of discriminatory intent;

WHEREAS, the university uses the IHRA definition as a tool and guide for training, education, recognizing, and combating antisemitic hate crimes or discrimination and for tracking and reporting antisemitic incidents in the Commonwealth;

WHEREAS this board recognizes that the ODEI considers usages of terms that could be used as a proxy for a protected characteristic(s) in considering discriminatory intent. This includes usage of terms such as “Zionism” or “Zionist” as a proxy for shared Jewish ancestry or Israeli National Origin. If these terms are used as a proxy for “Jewish,” “Israeli,” or the similar, analysis of

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<sup>1</sup> If ODEI’s name changes at any time, the successor office shall automatically comply with the contents of this Resolution without amendment by this Board of Visitors.

<sup>2</sup> ODEI shall use the IHRA Definition adopted May 26, 2016, unless relevant federal or state law mandates an update.



This version supersedes the draft presented at the February 13 APDUC Committee meeting.

discriminatory intent is used in the same manner that is stated within University Policy 1201, consistent with the IHRA definition and contemporary examples.

WHEREAS, the university has clarified and specified that both Jewish (shared ancestry) and Israeli identity (National Origin) are Protected Characteristics under University Policy Number 1201;

WHEREAS, the university updated the Equal Employment Opportunity and Affirmative Action Statement to reference the IHRA definition;

WHEREAS, the university updated the ODEI “Equal Opportunity Report Form” to list Presidential Executive Orders 13899 and 14188, and Chapter 471 of the 2023 Virginia Acts of Assembly under “Related Laws and Policies;”

WHEREAS, the university updated the ODEI “Equal Opportunity Report Form” and the ODEI and University Life “Bias Incident Report Form” to included “shared ancestry or ethnic characteristics” and “Actual or Perceived Ethnicity/Ancestry;”

WHEREAS, this board and the university are committed to the principles of academic freedom and the expression of individual viewpoints, while ensuring that individuals and groups are not harassed, intimidated, discriminated against, or threatened, in violation of State and federal law;

WHEREAS, the purpose of this Resolution is to ensure that measures being taken by this Board and the university are consistent with applicable State and federal law while also ensuring that the university is addressing a marked increase in antisemitism across the United States and the world;

WHEREAS, the University has already taken steps that, according to the Jewish Community Relations Council of Greater Washington and Mason Hillel, “exemplify strong leadership and demonstrate much-needed commitment and compassion for Jewish members of their community”; and the University endeavors to continue that example;

WHEREAS, George Mason is participating in the sixth cohort of Hillel International’s Campus Climate Initiative in an effort to assess the climate for Jewish students and develop a campus-specific action plan to enhance Jewish students’ sense of belonging; AND

WHEREAS, George Mason is in its second year as a member of the Academic Engagement Network whose goal is to envision a world where American higher education welcomes, respects, and supports the expression of Jewish identity and robust discourse about Israel.

NOW, THEREFORE BE IT RESOLVED AS FOLLOWS:

1. RESOLVED, this board directs that the university publish a factsheet on Shared Jewish Ancestry/Israeli National Origin discrimination, including the IHRA definition and contemporary examples. The method of promulgation will be consistent with the universities’ other non-discrimination policies and that method will be reported to the Board.

This version supersedes the draft presented at the February 13 APDUC Committee meeting.

2. RESOLVED, this board directs the university to ensure all Mason employees (defined as anyone who receives a paycheck from Mason) receive guidance on IHRA during required in-person or online Equal Opportunity trainings through the ODEI; and that applicants for admission to the university be provided with access to University Policy 1201 during the application process; AND
3. RESOLVED, this board directs that the University, and each of its colleges, schools, departments, and official academic units refrain from officially sponsoring or formally endorsing in advance any event, activity, or outside organization whose planned or announced position is antisemitic. This directive applies solely to institutional endorsement or sponsorship in advance by the University and its academic units, and shall *not* (a) restrict the individual speech or academic freedom of faculty members, students, or student or faculty organizations on campus, (b) prevent students or faculty from gaining access to university facilities for events, activities, or organizations because of the constitutionally protected viewpoint or position taken by such individuals or student or faculty organizations; nor (c) impact the University's decision to recognize a student organization because of the constitutionally protected viewpoint or position taken by such organization. Nothing anywhere in this resolution shall be interpreted to infringe on rights protected by the United States or Virginia Constitutions, including but not limited to the First Amendment of the United States Constitution or Article I, Section 12 of the Virginia Constitution; AND
4. RESOLVED, this board declares that the University seeks to prevent unlawful antisemitic discrimination or violence in *any of its forms and manifestations*, and will have no tolerance for Prohibited Discrimination on the basis of actual or perceived Jewish shared ancestry or Israeli National Origin. Prohibited Discrimination that violates university policy shall result in meaningful consequences following established disciplinary processes for students, faculty or staff. The President of the university shall provide this board with a report of all findings of violations of Policy 1201 at the end of each academic year, and as otherwise requested by the board.

Adopted: \_\_\_\_\_

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Armand Alacbay  
Secretary  
Board of Visitors  
George Mason University

**GEORGE MASON UNIVERSITY  
BOARD OF VISITORS**

**Finance and Land Use Committee Meeting  
February 13, 2025. 12:30 – 2:00pm  
Merten Hall, Hazel Conference Room (1201)**

**AGENDA**

- I.** Call to Order
- II.** Approval of Minutes for December 5, 2024 (**ACTION**)
- III.** Financial Matters
  - A. FY 2025 Q2 Financial Report
  - B. FY 2026 Budget Planning
  - C. FY 2026 Room and Board Rates (**ACTION**)
- IV.** Adjournment

APPENDIX I – Capital Projects Review (Stoplight)

*The February 13, 2025 Meeting of the Board of Visitors Finance and Land Use Committee will be in-person. Members of the public are welcome to observe in person or may view the meeting live at the following link: <https://bov.gmu.edu/live/>. Those attending any Board of Visitors sessions are asked to adhere to the meeting rules, accessible at the following webpage: <https://bov.gmu.edu/board-of-visitors-resources/>*

*Written comments will be accepted until the full board meeting adjourns on February 27, 2025. To submit a written public comment, please complete the form at the following link: <https://forms.office.com/r/fD28yUHui>. Written comments will be entered into the public record of this meeting.*

***No oral public comment will be taken at this meeting.***

**GEORGE MASON UNIVERSITY**  
**BOARD OF VISITORS**  
**Finance and Land Use Committee Meeting**  
**December 5, 2024**  
**Meeting Minutes**

**COMMITTEE MEMBERS PRESENT:** Chair Pence; Vice Chair Rosen; Visitors: Alacbay, Rees, Peterson, Short; Executive Vice President Dickenson; Faculty Representatives: Shutika, Venigalla

**ABSENT:** Visitor Thompson

**ALSO PRESENT:** President Washington; Visitors: Meese, Burke, Prowitt, Brown, Marcus; Faculty Representative Brockelman-Post; Staff Representative Sims; Student Representatives: Cuesta, Hoffman

**I. Call to Order**

Chair Pence called the meeting to order at 11:04 a.m. Per the Board's policy for electronic participation in meetings, Chair Pence **MOVED** the committee approve Vice Chair Rosen's electronic participation in the meeting. Motion was **SECONDED**. The **MOTION WAS CARRIED UNANIMOUSLY**

**II. Approval of Minutes for September 17, 2024 (ACTION ITEM)**

Chair Pence called for any corrections to the minutes for the Finance and Land Use Committee Meeting for September 17, 2024, while noting a correction to the Development Committee's September meeting minutes. Hearing no corrections for the Finance and Land Use Committee, the **MINUTES STOOD APPROVED AS WRITTEN**.

**III. Financial Matters**

Chair Pence turned the meeting over to Deb Dickenson, Executive Vice President for Finance and Administration, who started by introducing the incoming Vice President for Finance, Dan Stephens.

Ms. Dickenson noted a number of recent reports and studies from a number of Commonwealth entities that illustrate George Mason's strong performance, while showing our continued funding inequity by a variety of measures, including lowest appropriations per student, low equipment trust funding, lowest per student endowment, low maintenance reserve funding, and low tuition revenue. Despite operating with a leaner workforce than most of its peers George Mason produced the most graduates over the last decade and welcomed the largest student body in Commonwealth history this fall. Ms. Dickenson handed off to the outgoing Vice President for Finance, Sharon Heinle, thanking her for her exemplary service.

To begin the FY 2026 budget process, Ms. Heinle presented four scenarios of preliminary planning assumptions focused on key drivers for the education and general operating budget that include:

- Multiple increased and flat tuition and enrollment rate scenarios, which reflect a negative incremental impact ranging from \$11M-\$22M, as all scenarios reflect expenses increases outpacing revenue.
- A 3% compensation increase, half of which will be covered by the Commonwealth.
- Virginia Military Survivors & Dependents Education Program participation will be held constant at 30% in all four scenarios.
- Use of the requested \$18M from the Commonwealth to offset the projected shortfall. This funding had been requested to address market compensation issues, consistent with the State Council of Higher Education of Virginia's recommendation.
- If tuition and enrollment are held flat, it may be necessary to fill the resultant gap through workforce reductions. Given George Mason's already-lean operations, this could potentially impact the student support services and further depress enrollment.

The committee will continue to receive updates on the FY 2026 budget development process with multiple opportunities for feedback and engagement from the Board, students, and employees.

Ms. Dickenson recommended approval of the Basketball and Academic Performance Center, which is an approved project in the Capital Plan. Chair Pence noted the importance of this facility, and the need for continued development of athletic facilities in order to thrive in a shifting athletic landscape and a competitive resource environment.

Chair Pence **MOVED** the Committee to approve the Schematic Design for the Basketball & Academic Performance Center. Visitor Alacbay **SECONDED** the Motion. The **MOTION WAS CARRIED UNANIMOUSLY BY ROLL CALL VOTE.**

#### IV. **ADJOURNMENT**

There being no further business, Chair Pence adjourned the meeting at 11:30 am.

**ITEM NUMBER III.C.:                      FY26 ROOM AND BOARD RATES (ACTION)**

**PURPOSE OF ITEM:**                      To approve academic year 2025-2026 (FY26) room and board rates.

**APPROPRIATE COMMITTEE:** FINANCE AND LAND USE

**BRIEF NARRATIVE:**                      Approval of rates for FY26 is requested in order to provide current and prospective students, as well as their families, the information they need to make informed decisions about their financial plans for the coming academic year.

The proposed room and board increase for FY26 is 1.5% for housing and 4.0% for dining meal plans.

George Mason strives to balance the continued pressures of inflation and the high living costs of the Northern Virginia region with the need to provide affordable food and housing to our students.

For a freshman, the proposed total room and board rate of \$14,440 is a \$350, or 2.5%, academic year increase over FY25 in a traditional double room with the Independence meal plan. Freshmen choosing to live in a suite double will have a slightly higher cost than those living in traditional rooms.

Rates vary by specific plan and room; please refer to Detailed Rates provided in the presentation materials.

Freshman Traditional Double & Board	FY25	FY26	\$ Change	% Change
Traditional Double Room Rate	\$8,270	\$8,390	\$120	1.5%
Independence Meal Plan Board Rate	\$5,820	\$6,050	\$230	4.0%
Total Room & Board	\$14,090	\$14,440	\$350	2.5%

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

## 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

Scoring is reset at the time of preliminary design completion and construction contract execution.

Changes/updates since the December 2024 report include:

- Fuse at Mason Square (IDIA HQ) – Design is completed and the construction is nearing completion on site. Core and shell achieved substantial completion on November 8, 2024. Core and Shell spaces include lobby, property management suite, building core spaces such as restrooms, electrical, telecom rooms and egress stairs, etc. The Mason Fit Out Spaces which includes about 2/3’s of the full building fit out, is also complete as of early February with mainly punch list items to finalize. Phase 1 of the AV and Furniture installation phases is complete with mainly punch list work left to complete. Phase 1 includes spaces on floors 1-7 that are in core and shell areas of the building such as a few conference rooms, pod cast studio, unenclosed collaboration spaces, pantries. Phase 2 of the AV and Furniture installation will be complete by May 1 of 2025. Mason will install fixtures and equipment including signs, door hardware and access control, appliances and other items in the Spring of 2025 with full occupancy planned for summer of 2025.
- Life Sciences Engineering Building (Bull Run Hall IIIB) – Design is completed and the construction is complete except for punch list items including the completion of HVAC Commissioning. The construction period was 24 months and the project was completed on schedule. We received the temporary occupancy permit for the building on Friday January 10th, 2025. Classes and Laboratory instruction started in the building on January 21st. As such, the schedule was turned back to green. There are a few more labs and fabrication spaces that will move in later in the year after completing research and projects in their existing spaces. Training on the building systems is ongoing. We are working to negotiate change orders and given the uncertainty of how these will end the budget status was changed to yellow.
- Telecom Infrastructure Phase 1 – Design is completed and the construction continues on site. Work on Packages 1 (work inside buildings) and Package 3 (new West Campus Core Switch Building) is substantially complete. Package 2 for outside plant (new IT duct banks) is under construction and anticipated to be substantially complete February 2025 (behind schedule due to weather impact).
- Johnson Center HVAC Repairs – Installation for AHU #1 is complete, and the unit is being Commissioned for use. AHU #1 was installed in January and is being readied for Commissioning as well. Assembly of AHU #3 is underway, and the unit will be completely installed in February.

Demolition of AHU #3 will begin in late February, and the unit will be completely installed by mid-March. Project is on track to be completed May of 2025.

- Expand Central Plant Capacity – Design is completed and construction has started. The new cooling tower has been set and assembled. Two of the three pumps associated with the chilled water expansion are set and being piped. Awaiting other long lead-time equipment for chiller and high temperature water generator (boiler) which has been ordered. Anticipated project completion is January 2026.
- Aquatic & Fitness Center Capital Renewal – All construction work for the project is complete, and the Competition Pool is back in use. Punch list corrections are in-progress and final change order work is underway (replacement of underwater pool lights). Graphics & stenciling work will be completed by mid-February, and the final roof inspections are pending favorable weather conditions. Project Closeout is underway.
- Telecom Infrastructure Phase 2 – Design is underway. The Preliminary design has been reviewed by OUBO and Land Development; the architectural/engineering firm is addressing review comments for the next design submission. The estimate was completed in October 2024 and confirms our construction budget.
- Telecom Infrastructure Phase 3 – The scope for this phase has been finalized in concert with ITS. The design contract has been executed and the schematic design is scheduled to be submitted in August of 2025 (due to scope refinement).
- Student Activities & Engagement Building (Activities Building) – A Design/Build contract was awarded to Hoar Construction. Design is complete and construction is underway. The center tilt wall construction is complete and the fabric sections are 90% complete. Interior electrical, mechanical, plumbing, and framing are underway in all three areas of the building. The project is on target for substantial completion in spring 2025.
- Basketball and Academic Performance Center (RAC Addition) – The architectural/engineering firm, Perkins & Will (P&W), has submitted the Schematic Design phase for reviewed by OUBO and approved to proceed with Preliminary Design. Project design is continuing. Whiting-Turner has been fully onboarded as the Construction Manager (CM) at Risk, ensuring a collaborative approach to both design and estimating. Estimating efforts remain ongoing to validate and confirm our construction budget, align with project goals and financial expectations. Initial estimates exceeded the construction budget and the design team is working to document pathways to bring the project back within budget. As such, the budget is note as yellow
- Tech Talent Bachelors Capital – This is the capital funding identified in the MOU with the Commonwealth to support Bachelor's degrees in the tech talent pipeline. More specifically, it is a series of projects: Advanced Computational Research (data center upgrades to support high performance computing), a data visualization/ VR Lab creation, classroom refresh, and the pilot space in Vernon Smith Hall. The Advanced Computational Research has been completed and additional capacity was included in the Data Center with liquid cooling. The data visualization/ VR Lab was completed in Research Hall. The classroom refresh is ongoing and anticipated to be



completed over 6 years. This upcoming summer will be the 5<sup>th</sup> summer of the 6 total. Finally, the renovation to create the pilot space on the 1<sup>st</sup> floor of Vernon Smith Hall as well as the conversion of the Bank Space was completed.

- Interdisciplinary Science and Engineering Building – Project was approved for pre-planning in the Commonwealth’s FY25-FY26 biennium budget. Mason has selected a consultant to lead the pre-planning phase and has started the pre-planning effort. Mason is currently targeting a March completion of the pre-planning effort.
- Address Priority Facility Improvements - Project was approved in the Commonwealth’s FY25-FY26 biennium budget for \$8M to go towards Mason’s critical deferred maintenance deficit. Mason has identified five projects for the use of these funds: Hazel Hall Chiller Replacement, Colgan Hall Chiller Replacement, Discovery Hall Roof Replacement, Enterprise Hall Elevator Replacement, and the Performing Art Building Bridge Replacement. Mason has received the appropriation and is still in the process of procuring the design of each project.
- EagleBank Arena Air Handler Unit Replacements – Project was approved in the May BOV meeting. Mason has received proposals in response to the RFP for solicitation of the designer of record and interviews of the short-listed firms were held at the end of January. A selection was made and we are working towards the design contract.
- Real Estate Acquisitions Phase 1 (Arlington) – Mason has purchased lot 6 and 11 and the purchase of lot 8 was completed in December 2023. This project will remain open as there is additional authority included to allow for more purchases in the future should the opportunities arise.
- Real Estate Acquisitions Phase 4 (Strategic Acquisitions) – HECO authority approved to proceed with up to \$50M strategic acquisitions. The specific acquisitions are undefined at this point and could be located adjacent any of the Mason Campuses.
- Academic VIII – Project approved for planning only and contingent upon Mason providing seed funding. Project awaiting internal authorization to proceed.
- Point of View Cottages – Commonwealth has approved \$4M of funding for this project to match a target of \$4M of fundraising. Project is awaiting funding and internal authorization to proceed.
- Renovations Concert Hall – HECO authority approved to proceed on a \$25M renovation to the Concert Hall on the Fairfax Campus. The funding is based upon donations. Project is awaiting funding and internal authorization to proceed.
- Costello College of Business Building – HECO authority approved to proceed on a \$165M and 200K GSF building for the School of Business on the Fairfax Campus. The funding is based upon donations. Project is awaiting funding and internal authorization to proceed.
- Energy Efficiency Investments – HECO authority approved to proceed on a \$7.5M umbrella project to allow for energy efficiency upgrades to proceed. The specific investments are undefined but could consist of equipment replacement, solar panel installation, or geothermal infrastructure.

Project is awaiting funding and internal authorization to proceed.

- Housing Renovations Phase 1 – HECO authority approved to proceed on a \$25M renovation to housing. Project is awaiting funding and internal authorization to proceed.

**STAFF RECOMMENDATION:**

For Board Information Only

## FY25 CAPITAL PROJECT STOPLIGHT CHART

	Total Project Authorization (A)	Expenditures				Project Available Balance (=A-B-C)	Budget Status	Schedule Status	Scope Status	Construction % Complete	Occupancy/ Completion Date
		As of FY24 (B)	Fiscal Year 2025								
			Budget	YTD	Full-year Forecast (C)						
Planning Phase											
Interdisciplinary Sci. & Engr. Building	0.5	0.0	0.5	0.0	0.5	0.0				0.0%	TBD
Address Priority Facility Improvements	8.0	0.0	1.7	0.0	1.7	6.3				0.0%	TBD
EagleBank Arena AHU Replacements	11.7	0.0	0.5	0.0	0.2	11.5				0.0%	TBD
Design Phase											
Basketball and Academic Performance Center	30.0	0.3	1.8	0.5	1.8	27.9	<div></div>	<div></div>	<div></div>	0.0%	12/2/2026
Telecom Infrastructure, Ph 2	23.3	0.5	2.7	0.6	2.7	20.1	<div></div>	<div></div>	<div></div>	0.0%	4/16/2026
Telecom Infrastructure, Ph 3	24.0	0.0	1.6	0.0	0.7	23.3	<div></div>	<div></div>	<div></div>	0.0%	TBD
Construction Phase											
Student Activities & Engagement Building	11.0	1.7	9.3	3.7	9.3	0.0	<div></div>	<div></div>	<div></div>	74.2%	5/4/2025
Aquatic & Fitness Center Capital Renewal	13.5	8.1	5.4	3.3	5.4	0.0	<div></div>	<div></div>	<div></div>	99.0%	9/1/2024
Life Science Engineering Building	107.0	70.3	34.3	22.9	34.3	2.4	<div></div>	<div></div>	<div></div>	94.7%	1/10/2025
Expand Central Plant Capacity	8.2	1.2	6.0	2.0	6.0	1.0	<div></div>	<div></div>	<div></div>	40.0%	1/26/2026
Telecom Infrastructure, Ph 1	10.5	5.2	4.2	2.3	4.2	1.1	<div></div>	<div></div>	<div></div>	90.8%	2/17/2025
Johnson Center HVAC Repairs	8.0	2.7	4.5	3.2	4.5	0.8	<div></div>	<div></div>	<div></div>	84.8%	5/15/2025
FUSE at Mason Square	253.8	173.3	69.2	33.5	56.5	24.0	<div></div>	<div></div>	<div></div>	99.0%	7/1/2025
Tech Talent Bachelors Capital	23.0	16.3	1.7	1.4	1.7	5.0	<div></div>	<div></div>	<div></div>	N/A	N/A
Close-Out											
Real Estate Acquisitions Phase 1 (Arlington)	40.0	24.1	0.0	0.0	0.0	15.9	<div></div>	<div></div>	<div></div>	100.0%	Complete
Umbrella (On-going)											
Maintenance Reserve	3.4	N/A	3.4	0.9	3.4	N/A				N/A	N/A
Annual Capital	6.7	N/A	6.7	11.9	15.0	N/A				N/A	N/A
Authorized (Pending Funding)											
Academic VIII	200.0	0.0	0.0	0.0	0.0	200.0				0.0%	TBD
Point of View Cottages	8.0	0.0	0.0	0.0	0.0	8.0				0.0%	TBD
Renovations Concert Hall	25.0	0.0	0.0	0.0	0.0	25.0				0.0%	TBD
Costello College of Business Building	165.0	0.0	0.0	0.0	0.0	165.0				0.0%	TBD
Energy Efficiency Investments	7.5	0.0	0.0	0.0	0.0	7.5				0.0%	TBD
Housing Renovations Phase 1	25.0	0.0	0.0	0.0	0.0	25.0				0.0%	TBD
Real Estate Acquisitions Phase 4 (TBD)	50.0	0.0	0.0	0.0	0.0	50.0				0.0%	TBD
Total	1,063.0	303.6	153.4	86.1	147.8 <sup>(1)</sup>	619.9					

(millions)

(1) This amount (excluding P3) is prediction of the audited statement of cash flows "purchases of capital assets."





# BOARD OF VISITORS

## Finance & Land Use Committee

Office of the EVP for Finance & Administration | February 13, 2025



# Agenda

## Financial Matters

- A. FY 2025 Q2 Financial Report
- B. FY 2026 Budget Planning
- C. FY 2026 Room and Board Rates (ACTION)

## Supplemental Materials

Detailed Room & Board Rates



# FY 2025 Q2 Financial Report

## Financial Matters



# FY 2025 Q2 Budget & Actuals

## Operating

As of Q2 FY25, the Operating budget is in good standing.

**Revenues:**

- Approximately 57% of the revenue budget has been achieved. Revenues trending ahead of prior YTD actuals by 10%.
- The primary drivers are State Appropriations, Grants & Contracts, and Auxiliary Enterprises.

**Expenses:**

- Approximately 52% of the expense budget has been utilized. Expenses are trending ahead of prior YTD actuals by 7%.
- The primary drivers are contractual services due to increased grants and contracts. The budget continues to reflect budget reduction mitigation strategies.

**Note:** The FY 2025 YTD Actual (Dec) Surplus is not reflective of projected year-end results. This amount will continuously change as additional expenses are incurred and aligned with revenues received.

				Prior & Current YTD Actuals				FY 2025 YTD Actual as % of Recalibrated Budget**
Cash basis, in \$M's	FY 2024 Actual	5/2/2024 Approved Budget	Recalibrated FY 2025 Budget*	FY 2024 YTD Actual (Dec)	FY 2025 YTD Actual (Dec)	\$ Variance (YTD Actuals)	% Variance (YTD Actuals)	
<b>Revenues</b>								
Net Tuition and Fees	518	531	531	270	278	8		
State Appropriations	328	359	359	192	226	34		
Grants & Contracts	294	286	286	151	168	17		
Auxiliary Enterprises	288	290	290	143	154	11		
Other Operating Revenue	38	39	39	20	28	8		
<b>Total Revenues</b>	<b>1,466</b>	<b>1,505</b>	<b>1,505</b>	<b>776</b>	<b>854</b>	<b>78</b>	<b>10%</b>	<b>57%</b>
<b>Expenses</b>								
Compensation	819	868	865	419	438	19		
Contractual Services	235	242	242	112	136	24		
Direct Expenses/Other	380	387	381	189	196	7		
<b>Total Expenses</b>	<b>1,433</b>	<b>1,497</b>	<b>1,488</b>	<b>720</b>	<b>770</b>	<b>50</b>	<b>7%</b>	<b>52%</b>
<b>(Shortfall)/Surplus</b>	<b>33</b>	<b>8</b>	<b>17</b>	<b>56</b>	<b>84</b>	<b>28</b>		
<b>Strategic Use of Reserves</b>	-	3	-	-	-	-		
<b>Balancing Mitigation Strategies</b>	(33)	-	-	-	-	-		
<b>Adjusted (Shortfall)/Surplus</b>	-	-	-	-	-	-		

\* Budget adjustments incorporating higher than anticipated vacancies along with ongoing refinements in operating costs, as reflected in Direct Expenses/Other.

\*\* Straight-line benchmark as of Q2 (Dec): Revenue achieved ~50% and Expenses utilized ~50%. This methodology does not incorporate specific trends or seasonality.

# FY 2025 Q2 Budget & Actuals

## E&G Operating

As of Q2 FY25, the E&G Operating budget is in good standing.

**Revenues:**

- Approximately 52% of the revenue budget has been achieved. Revenues are trending ahead of prior YTD actuals by 9%.
- The primary drivers are State Appropriations with a slight increase in Net Tuition and Fees.

**Expenses:**

- Approximately 49% of the expense budget has been utilized. Expenses are trending ahead of prior YTD actuals by 2%.
- Although contractual services are reflecting a significant increase to prior YTD, other direct expense savings served as an offset.

**Note:** The FY 2025 YTD Actual (Dec) Surplus is not reflective of projected year-end results. This amount will continuously change as additional expenses are incurred and aligned with revenues received.

Cash basis, in \$M's	FY 2024 Actual	5/2/2024 Approved Budget	Recalibrated FY 2025 Budget*	Prior & Current YTD Actuals				FY 2025 YTD Actual as % of Recalibrated Budget**
				FY 2024 YTD Actual (Dec)	FY 2025 YTD Actual (Dec)	\$ Variance (YTD Actuals)	% Variance (YTD Actuals)	
<b>Revenues</b>								
Net Tuition and Fees	515	529	529	269	277	7		
State Appropriations	245	274	274	110	139	29		
Auxiliary Enterprises	1	-	-	-	-	-		
Other Operating Revenue	16	20	20	15	16	1		
<b>Total Revenues</b>	<b>777</b>	<b>823</b>	<b>823</b>	<b>394</b>	<b>432</b>	<b>37</b>	<b>9%</b>	<b>52%</b>
<b>Expenses</b>								
Compensation	626	662	659	318	326	8		
Contractual Services	83	84	84	35	43	8		
Direct Expenses/Other	81	86	80	47	38	(9)		
<b>Total Expenses</b>	<b>790</b>	<b>832</b>	<b>823</b>	<b>400</b>	<b>407</b>	<b>7</b>	<b>2%</b>	<b>49%</b>
<b>E&amp;G (Shortfall)/Surplus</b>	<b>(13)</b>	<b>(9)</b>	<b>-</b>	<b>(6)</b>	<b>25</b>	<b>30</b>		
<b>Strategic Use of Reserves</b>		<b>3</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		
<b>Balancing Mitigation Strategies</b>	<b>13</b>	<b>6</b>	<b>-</b>	<b>6</b>	<b>-</b>	<b>-</b>		
<b>Adjusted E&amp;G (Shortfall)/Surplus</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		

\* Budget adjustments incorporating higher than anticipated vacancies along with ongoing refinements in operating costs, as reflected in Direct Expenses/Other.

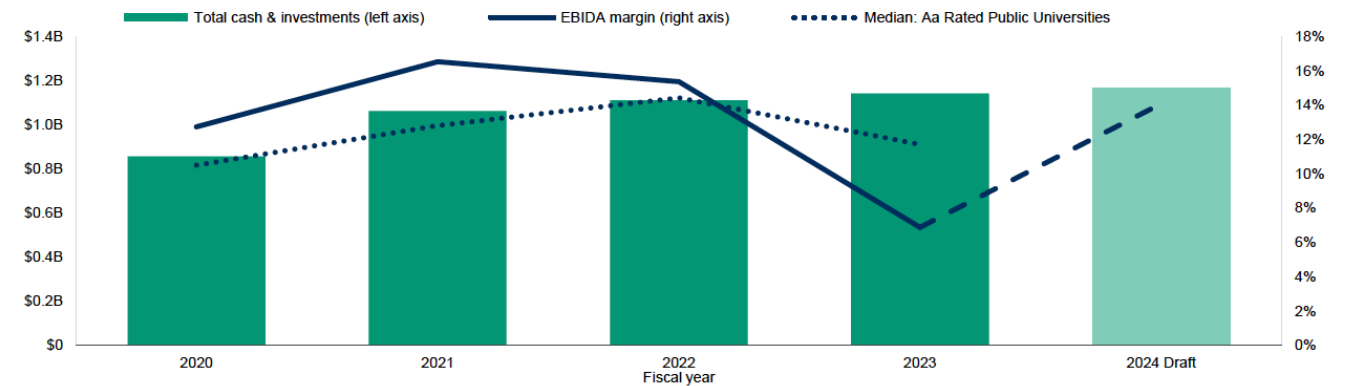
\*\* Straight-line benchmark as of Q2 (Dec): Revenue achieved ~50% and Expenses utilized ~50%. This methodology does not incorporate specific trends or seasonality.



# Moody's Ratings Affirmation

- On January 13, 2025, Moody's affirmed George Mason's Aa3 issuer rating and GMUF's A1 lease revenue bonds rating with a stable outlook.
- Issuer rating reflects strong strategic position and market strength with continued wealth and liquidity growth.
- GMUF taxable refunding revenue bond ratings for 2020's GMUF Prince William Housing LLC) & 2017's GMUF Prince William Life Sciences Lab LLC.
- Acknowledgement of George Mason's strong overall financial health, driven largely by enrollment growth and strategic financial planning.

Growth of total cash and investments provides a solid cushion for operations



Source: Moody's Ratings

## Credit strengths

- » Very good strategic position bolstered by program diversity and capital investments
- » Continued growth of wealth evidenced by nearly \$1.2 billion total cash and investments
- » Strong operating and capital support from the Commonwealth of Virginia





# FY 2026 Budget Update

## Financial Matters



# Commonwealth Budget Update

- Governor and Legislature proposed budgets issued
- George Mason's Proposed Budget Amendments:
  - Operations Funding: \$18M, ongoing
  - Maintenance Reserve Funding: \$32M, one time
  - Planning for ISEB: \$12.25M, one time
  - Small Business Development Centers: \$1.4M, ongoing
  - Tick Borne Illness Research: \$450K, ongoing
  - A.I. Institute: Partnership with UVA and VT
  - State Climate Office: Authorization to host

# FY 2026 and FY 2027 Budget Planning Scenarios

## E&G Operating

### Summary:

- FY26 and FY27 budget scenarios reflect the importance of the \$18M additional state funding request.
- The FY26 and FY27 planning assumptions highlight the primary drivers of our tuition use.
- For FY26, Scenario #1, which is aligned with our approved Six-Year Plan, creates a net source for infrastructure investment, while Scenarios #2 and #3 continue our funding gap.
- The FY27 budget scenarios reflect an incremental impact gap that ranges from \$6M - \$22M. For most scenarios, this is driven by the potential removal of \$6M in VSMDEP funding.

### Highlights:

- Direct expenditure escalations are being managed to mitigate the E&G impact.
- Continued pursuit of operating efficiencies and other resources address expenses as needed.
- Contract escalations are included for inflationary increases in Facilities, Information Technology, and other operating costs.

Planning Assumptions	Scenario 1		Scenario 2		Scenario 3	
	FY 2026	FY 2027	FY 2026	FY 2027	FY 2026	FY 2027
Enrollment - Volume	1.5%	1.5%	1.5%	1.5%	1.5%	0.0%
Tuition Rate	2.5%	2.5%	0.0%	2.5%	0.0%	0.0%
VMSDEP Participation Growth	30%	30%	30%	30%	30%	30%
State Appropriations (salary cost-share)	\$10M	\$10M	\$10M	\$10M	\$10M	\$10M
State Appropriations (VMSDEP)	\$6M	(\$6M)	\$6M	(\$6M)	\$6M	(\$6M)
3% Salary Increases	\$20M	\$21M	\$20M	\$21M	\$20M	\$21M

Budget Planning Scenarios	Scenario 1		Scenario 2		Scenario 3	
	FY 2026 (2.5% Tuition Rate Increase)	FY 2027 (2.5% Tuition Rate Increase)	FY 2026 (0% Tuition Rate Increase)	FY 2027 (2.5% Tuition Rate Increase)	FY 2026 (0% Tuition Rate Increase)	FY 2027 (0% Tuition Rate Increase)
<b>Cash basis, in \$M's</b>						
<b>Sources</b>						
Tuition Revenue (volume/tuition rate incrs)	16	22	7	22	7	-
Foregone revenue: VMSDEP Incremental Tuition Exemptions	(4)	(4)	(4)	(4)	(4)	(4)
Financial Aid (1/3 of tuition rate incr)	(5)	(6)	-	(6)	-	-
State Appropriation (salary cost-share)	10	10	10	10	10	10
State Appropriation (VMSDEP)	6	(6)	6	(6)	6	(6)
Other Operating Revenue	1	1	1	1	1	1
<b>Total Sources</b>	<b>24</b>	<b>17</b>	<b>20</b>	<b>17</b>	<b>20</b>	<b>1</b>
<b>Uses</b>						
Compensation (Primarily 3% increase)	22	22	22	22	22	22
Contractual Services	1	1	1	1	1	1
<b>Total Uses</b>	<b>23</b>	<b>23</b>	<b>23</b>	<b>23</b>	<b>23</b>	<b>23</b>
<b>Incremental Impact</b>	<b>1</b>	<b>(6)</b>	<b>(3)</b>	<b>(6)</b>	<b>(3)</b>	<b>(22)</b>
<b>Additional State Funding Request</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>18</b>
<b>Funding Available to Address Market Compensation</b>	<b>19</b>	<b>12</b>	<b>15</b>	<b>12</b>	<b>15</b>	<b>(4)</b>

# Student & Board Engagement

- ☒ **December BOV Meeting:** Draft Tuition & Fee Scenarios
- ☐ **February BOV Meeting:** Revised Tuition & Fee Scenarios
- ☐ **Student Government Hosted Town Hall**
- ☐ **Student Government Leadership Meetings**
- ☐ **Open Public Comment Portal**
- ☐ **April BOV Public Comment Session**
- ☐ **May BOV Meeting:** Proposed FY2026 Budget





# FY2026 Room & Board Rates

## Financial Matters



# FY26 Room & Board Recommendations

- 1.5% housing rate\* increase: \$120
- 4% board rate\* increase: \$230

2.5% total increase  
room & board: \$350



\*Specific rates vary, please see detailed rate table.

# Methodology

## Housing Rate Recommendations:

- Overarching mission to maintain an affordable cost of living on-campus
- Provide support for future operating inflation, salary increases, and capital renovation expenditures
- Determine room rates tiered to offerings, affordability, and competitive pricing

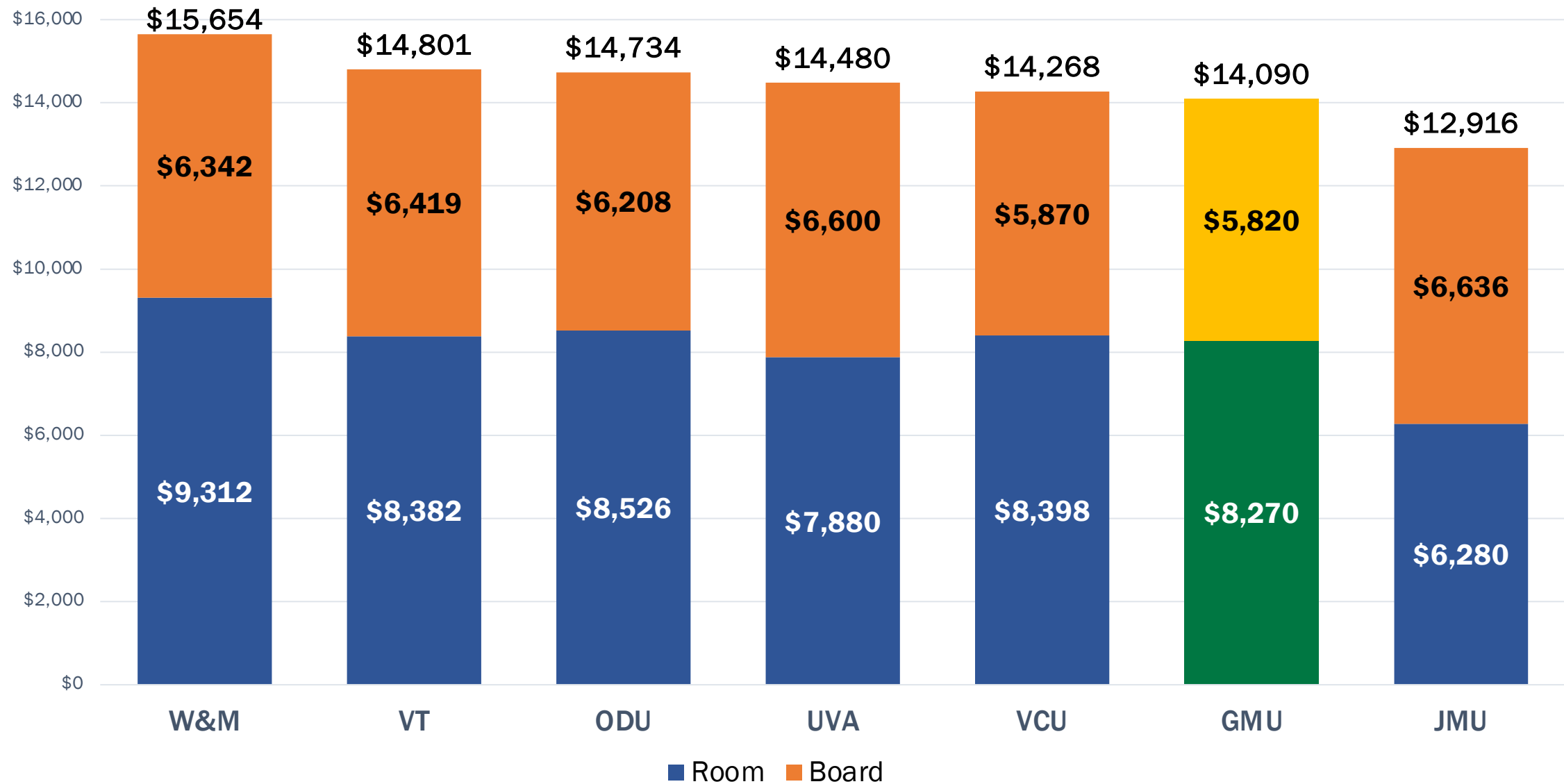
## Board Rate Recommendations:

- Increase driven by Consumer Price Index (CPI), based on the Bureau of Labor Statistics' Mid Atlantic "Food-Away-From-Home"
- Primary vendor contract follows 12-month CPI average
- Recommended 4% is less than 4.2% average CPI
- Daily per student increase is \$1.02

Freshman Traditional Double & Board	FY25	FY26	\$ Change	% Change
Traditional Double Room Rate	\$8,270	\$8,390	\$120	1.5%
Independence Meal Plan Board Rate	\$5,820	\$6,050	\$230	4.0%
<b>Total Room &amp; Board</b>	<b>\$14,090</b>	<b>\$14,440</b>	<b>\$350</b>	<b>2.5%</b>



# Peer FY25 Room & Board Rates



# Why Approve Room & Board Rates in February?

Approving room and board rates in February allows students and families to make informed choices about their financial plans and meet key deadlines:

- FY26 housing applications opened in December with students needing to choose their rooms in February.
- FY26 freshmen financial aid packages are sent in early February before May 1<sup>st</sup> national freshman acceptance deadline.
- Room and board rates determine the cost of basic living needs like housing and food for students on campus.

**Students and families benefit from having confirmed rates rather than estimates during this process**

# Committee Vote:

**Motion: To approve the FY 2026 Room and Board Rates, as they are outlined in the meeting materials.**





# Supplemental Materials

## Detailed Room & Board Rates



# FY26 Proposed Housing Room Rates

- Proposing a **1.5% average increase** on all Fairfax room rates for FY26 over FY25.
- There are **over 6,000 beds** on the Fairfax campus.
- Beacon Hall** on the Science and Technology Campus has **145 graduate beds**.
- All freshmen are required to live on campus unless they meet established criteria and are granted an exemption.

ACADEMIC YEAR ROOM RATES (Fall + Spring Semesters) *	FY25	FY26	\$ Change	% Change
<b>Traditional Halls (Freshmen; Meal Plan Required)</b>				
Single	\$ 11,020	\$ 11,190	\$ 170	1.54%
<b>Double</b>	<b>\$ 8,270</b>	<b>\$ 8,390</b>	<b>\$ 120</b>	<b>1.45%</b>
Triple	\$ 7,230	\$ 7,340	\$ 110	1.52%
ODS Single	\$ 8,270	\$ 8,390	\$ 120	1.45%
<b>Suites (Freshmen &amp; Upper Class; Meal Plan Required)</b>				
Single	\$ 11,820	\$ 12,000	\$ 180	1.52%
Double	\$ 9,070	\$ 9,210	\$ 140	1.54%
Triple	\$ 9,070	\$ 9,210	\$ 140	1.54%
Economy Double/Triple	\$ 7,540	\$ 7,650	\$ 110	1.46%
ODS Single	\$ 9,070	\$ 9,210	\$ 140	1.54%
<b>Apartments (Upper Class; Meal Plan Optional)</b>				
Single **	\$ 14,010	\$ 14,220	\$ 210	1.50%
Double **	\$ 11,270	\$ 11,440	\$ 170	1.51%
ODS Apartment Single	\$ 11,270	\$ 11,440	\$ 170	1.51%
Townhouse Single	\$ 12,800	\$ 12,990	\$ 190	1.48%
Townhouse Double	\$ 10,300	\$ 10,450	\$ 150	1.46%
<b>Angel Cabrera Global Center (Upper Class; Meal Plan Required)</b>				
Single	\$ 12,550	\$ 12,740	\$ 190	1.51%
Double	\$ 9,630	\$ 9,770	\$ 140	1.45%
Expanded Triple	\$ 7,540	\$ 7,650	\$ 110	1.46%
<b>Average of Fairfax Beds</b>				<b>1.50%</b>
<b>Beacon Hall - SciTech Graduate Housing ***</b>				
Studio	\$ 11,800	\$ 12,350	\$ 550	4.66%
One Bedroom	\$ 15,480	\$ 16,210	\$ 730	4.72%
Two Bedroom (per person)	\$ 9,100	\$ 9,530	\$ 430	4.73%
<b>Average of Beacon Hall Beds</b>				<b>4.70%</b>

\* Rates do not include the \$150 HRL Application Fee

\*\* Smithsonian Mason School of Conservation (Front Royal) has same rates as Apartments: Single \$14,220, Double \$11,440

\*\*\* Beacon Hall rates include fall early arrival and winter break

# FY26 Housing Details

- FY26 Room rates for bed types on Fairfax and SMSC campuses increased 1.5% on average. Beacon Hall rates increased 4.7% on average as part of a 5-year rebalancing plan to be closer to PWC market rates.
- **First-year freshmen undergraduates are required to live on campus** but can request an exemption if they either live locally with parents/family, are veterans, are 20 years of age or more, are married, have dependent family, or for financial or health reasons.
- **Summer rates** are offered on all three campuses and are based on the number of days in the term derived from the academic year rates.
- The **SMSC rates** are set at the highest Fairfax campus rates approved by the BOV. For FY26, there will be 107 revenue beds available, which may be configured as either a single or double room as needed.
- A limited number of **graduate student beds** are offered on the Fairfax Campus in the **Angel Cabrera Global Center and the Townhouses (located off Chain Bridge Road)**.
- **Beacon Hall** graduate housing on Science and Technology Campus has **145 revenue beds** and four graduate RA beds. For FY26, leases at Beacon Hall will run 9.5 months, and run from August 1 thru mid-May, including early arrival and fall winter break in their rate.

# FY26 Proposed Board Meal Plans

## Proposed meal plan rates increase 4.0%:

- Based on food Consumer Price Index, which is less than the 4.2%, 12-month CPI average
- Daily increase per student is \$1.02

University policy requires all students living in on-campus housing without full kitchens in the room have a residential meal plan.

ACADEMIC YEAR BOARD RATES (Fall and Spring Semesters Combined)	FY25	FY26	\$ CHANGE	% CHANGE
<b>Independence Dining Plans (Includes Minimum \$100/Semester Dining Dollars)</b>				
Independence	\$ 5,820	\$ 6,050	\$ 230	4.0%
Extended	\$ 6,090	\$ 6,330	\$ 240	3.9%
Ultimate	\$ 7,000	\$ 7,280	\$ 280	4.0%
<b>Liberty Meal Plans (Includes Dining Dollars)</b>				
Liberty Weekly 9	\$ 5,820	\$ 6,050	\$ 230	4.0%
Liberty Weekly 14	\$ 5,820	\$ 6,050	\$ 230	4.0%
<b>Patriot Meal Plans (Includes Minimum \$100/Semester Dining Dollars)</b>				
Patriot Meals 25	\$ 770	\$ 790	\$ 20	2.6%
Patriot Meals 55	\$ 1,270	\$ 1,310	\$ 40	3.1%
Patriot Meals 85	\$ 1,760	\$ 1,820	\$ 60	3.4%
<b>Dining Dollars Declining Balance Plans</b>				
Dining Dollars 350	\$ 700	\$ 700	\$ -	0.0%
Dining Dollars 500	\$ 1,000	\$ 1,000	\$ -	0.0%
Dinning Dollars 750	\$ 1,500	\$ 1,500	\$ -	0.0%
Dining Dollars 1000	\$ 2,000	\$ 2,000	\$ -	0.0%
Dining Dollars 1500	\$ 3,000	\$ 3,000	\$ -	0.0%
Dining Dollars 2000	\$ 4,000	\$ 4,000	\$ -	0.0%
<b>Smithsonian Mason School of Conservation Plan (No Dining Dollars)</b>				
SMSC	\$ 5,980	\$ 6,230	\$ 250	4.2%

# FY26 Board Meal Plan Details

- **Independence meal plans**, including \$100 in Dining Dollars, increase 4.0% in FY26 based on current CPI trends.
- **Liberty plans** rates equal the Independence rate including the minimum Dining Dollars.
- **Patriot plans** will increase to be in line with the costs of number of semester meals.
- **Dining Dollars Declining Balance** retail plan rates are priced dollar-for-dollar.
- University policy requires **all students living in on-campus housing without full kitchens in the room to have a residential meal plan.**
  - All **first-year students**, including those living in halls with kitchens, are required to have an Independence meal plan.
  - **Sophomores** residing in traditional rooms or suites are required to have an Independence meal plan.
  - **Juniors and seniors** living in traditional rooms or suites may purchase Independence or Liberty meal plans.
  - **Students living in those residence halls with full kitchens**, Liberty Square, Northern Neck, Potomac Heights, Rogers, and Townhouses, **are not required** to purchase a meal plan but may purchase any plan.
- **Exemptions** to the meal plan policy are considered only for **medical considerations** with proper medical documentation supporting the request, or for students engaged in a **university sponsored off-campus practicum or internship at a minimum three days a week.** A student must apply through the Mason Card Office to the Exemption Committee to be considered exempt from a meal plan. University Life's **Disability Services office will review those who apply for an exemption/change** to their meal plan based on medical documentation.



# FY26 Board Meal Plan Details (continued)

- The **Independence** plans provide students **unlimited access during operating hours** to all-you-care-to-eat dining halls to eat at their convenience, as often as they desire. Independence plans will have four choices of Dining Dollars (\$100, \$200, \$350, \$500) with a minimum of \$100 per semester required.
- **Liberty** plans are **priced to equal the Independence plan** including \$100 in Dining Dollars but have more flexibility. Liberty Weekly 9 will include nine weekly meals and Liberty Weekly 14 will include 14 weekly meals. The semester Dining Dollars are increasing \$45 to \$1,385 for Liberty Weekly 9, and \$15 to \$610 for Liberty Weekly 14.
- The optional **Patriot** meal plans will have four choices of Dining Dollars (\$100, \$200, \$350, \$500) with a minimum of \$100 per semester required.
- Students with **Independence, Liberty, Patriot or Dining Dollar** plans have the option of purchasing **additional Dining Dollars** in increments of \$100, \$200, \$350, \$500 throughout the semester.
- **Dining Dollars 350 and Dining Dollars 500** will be offered during the **2025 summer sessions**.
- Prior to FY'25, Dining Dollars Declining Balance plans were called Freedom plans. Dining Dollars associated with Independence, Liberty and Patriot meal plans were called Bonus Funds.



**GEORGE MASON UNIVERSITY  
BOARD OF VISITORS**

**December 5, 2024 BOV Meeting and November 19, 2024 Committee Meetings**  
**Executive Summary**

**Development Committee (December 5)**

Highlights:

George Mason University Foundation Chair – Sumeet Shrivastava: Chair Shrivastava presented an update on Foundation board activity and support efforts of the Foundation trustees. The Foundation's fall board cycle concluded in October, and these highlights were shared:

- The Foundation's endowment returned a positive 15.45% for fiscal year 2024, and the market value at June 30 was \$222 million. Returns through September 30 were 6.6%, and the market value was \$237 million.
- The Foundation's audited financial statements were approved and reflected a clean opinion with no findings.

Ms. Trishana Bowden, Vice President of Advancement and Alumni Relations and President of the George Mason University Foundation: Ms. Bowden expressed her sincere gratitude toward the board and highlighted the Rector's request of 100% Board of Visitors giving to George Mason University.

**Dean Rick Davis: College of Visual and Performing Arts Advancement Initiatives**

- Dean Davis outlined the College of Visual and Performing Arts (CVPA) campaign goal of \$60 million. To date, the fundraising efforts are at 56% of that goal. The centerpiece of their overall goal is \$25 million for the re-imagining of the Center of the Arts, stating "The arts create community."
- Dean Davis presented on the use of the Center for the Arts being more internally focused mentioning that it is a university academic asset. He also pointed out that all of our competitors have constructed new performing arts centers in the past 10 to 15 years, leaving George Mason University significantly behind.
- The arts district concept is a vision that places the Center for the Arts at the center of a comprehensive approach to the visual and performing arts. This vision is possible through the donations of many notable families within George Mason University.
- Dean Davis also mentioned saving February 5, 2025. Join the College of Visual and Performing Arts Dean Rick Davis for a special presentation setting the stage for the Give Voice campaign, the initiative to reimagine the Center for the Arts and elevate all of Mason Arts.

Chairman Peterson added the following: The pillars of our community are built upon education, health care, and the performing arts. So many times, the performing arts or any arts get left out of it. We thought it would be appropriate today to let this board know how important the arts program is to this committee.

The endowment of scholarships, which began 10 to 15 years ago, has significantly improved the quality of participants and representatives at George Mason University.

Motions for Board: None

**Academic Programs, Diversity and University Community Committee (November 19)**

Highlights:

Provost Antony provided an overview of the enrollment numbers for Fall 2024, as well as the modality of those sections, both for undergraduate and graduate students. He highlighted the upcoming Winter Graduation on December 19 and provided an update on the search for the dean of the College of Science. He noted the work that is being led by Amarda Shehu, chief AI officer, including the formation of an AI Visioning Task Force that will be performing a comprehensive landscape analysis to help to foster a collaborative approach to AI. Provost

Antony noted have helped to shape several key focus areas including: Communication, Research and the Budget Model Redesign. He concluded his report with highlights of accomplishments by some of our students, faculty, and staff members.

David Burge, vice president for enrollment management, discussed the impact of George Mason's test-optional admissions policy for new freshmen. Since the policy's adoption in 2007, high school graduate application submissions have increased each year, the high school GPA median has increased, and retention has consistently been better than it was before making the change. There has been an almost 19% decline in the number of Virginia high school graduates who take the exam since 2019 and fourteen other institutions in Virginia are test-optional as well, with most indicating that this will be an ongoing policy. For most freshmen applying to Mason, students are required to submit an official high school transcript, while standardized test scores, essays, and letters of recommendation are optional. There are some exceptions, including the Honors College and the College of Engineering and Computing, which have additional requirements.

The committee approved the following ACTION ITEMS to be brought to the full board on December 5:

- New Degree Programs
  - MEd in Elementary Education
  - Med in Secondary Education
- Faculty Actions
  - Conferral of Emeritus/Emerita Status

### **Audit, Risk, and Compliance Committee (November 19)**

Highlights:

- Auditor of Public Accounts Discussion: The Committee was briefed on the Auditor of Public Accounts' initiation of their examination of Mason's financial statements for the year ended June 30, 2024. They expect to complete their audit by May 2025.
- Information Technology Update: The Committee received an overview of George Mason's information technology environment. The university continues to operate in a distributed environment, although most administrative processing is centralized. We discussed with management the university's cybersecurity strategy and the status of the multi-year efforts to holistically strengthen important IT governance and IT service delivery processes. While much work has been accomplished, more remains and is expected to continue for multiple years. The Committee also met in closed session to discuss the security of university information technology systems. We expect this to remain an area of interest for the Committee and to continue to receive further regular written updates from management at our future meetings
- The Committee completed the annual review of its Charter, noting it remains aligned with the university's bylaws and no updates were necessary. We discussed the Committee Charter's stated composition requirements, including that one member be financially literate as determined by the Board of Visitors, and suggested that future Boards consider additional areas of expertise, such as technology, that should be represented in the composition of future Audit, Risk, and Compliance Committees.
- The Committee approved the Office of Audit and Compliance charter. The Committee also received the Chief Audit and Compliance Officer's confirmation that the internal audit function is organizationally independent; the Committee concurred in this judgement.
- Reports: The Committee reviewed the reports covering approved waivers of contractual conflicts of interest, the status of the information security program related to compliance with the Gramm-Leach-Bliley Act Safeguards Rule, audit, audit planning, enterprise risk management, compliance, and management's program to strengthen the IT control infrastructure; all reports were included in the Committee's materials.

Follow-Up: None.

Motions for Board: None

### **Finance and Land Use Committee (December 5)**

Highlights:

- The Finance and Land Use Committee was updated on recent Commonwealth reports and studies that illustrate George Mason's strong performance, while showing continued funding inequity.
- The Committee was presented with four scenarios of preliminary planning assumptions for the Fiscal Year 2026 budget process focused on key drivers for the education and general operating budget.

Motions for Board:

- The Committee voted to approve the Schematic Design for the Basketball and Academic Performance Center as presented in the Board Materials.

### **Research Committee (December 5)**

Highlights:

Vice President for Research, Innovation, and Economic Impact Andre Marshall identified major faculty research gains, shared details about a new partnership with Naval Sea Systems Command, and provided data from the recent, and very successful, Accelerate Investor Conference. He also shared an overview of the infrastructure available on the Science and Technology campus and gave an update of the Research Administration Management Portal implementation and the services it provides.

Biology professor Aarthi Narayanan outlined her efforts on addressing critical knowledge gaps around how viral infections impact human and animal health, and on delivering robust platform technologies that can enable rapid response to current and future challenges. Following her remarks, Forensic Science Program director Mary Ellen O'Toole described the training and research occurring at Mason's Forensic Science Research and Training Laboratory which is designed to study human decomposition and identify human remains.

Motions for Board: None

### **Full Board (December 5)**

Highlights:

- Rector Stimson provided an update on his recent activities with the university community, including engagements with the university deans, National Leadership Council, Staff Senate, ROTC and the Office of Military Services, and the State Council of Higher Education for Virginia (SCHEV).
- President Washington provided a report on priority items at the University, including his performance metrics, potential future development of West Campus, the Critical Vacancy Review process, modifications to Mason's DEI programs, and Mason's corporate partnerships.
- The board received an update from Whitney Owen, Executive Director of University Business Consulting, on the progress of priorities within the University's Strategic Plan.
- Robust discussion was held on the topic of the University of Chicago's 1967 Kalven Committee: *Report on the University's Role in Political and Social Action* ("Kalven Report"), with the board adopting the Kalven Report principles as the University's guide to communications made on behalf of the University.

Action Items:

- Board Meeting Minutes for September 26, 2024
- "Revising and Repealing University Regulations" Resolution
- New Degree Program: MEd in Elementary Education (APDUC)

- New Degree Program: MED in Secondary Education (APDUC)
- Faculty Actions: Conferral of Emeritus/Emerita Status (APDUC)
- Adoption of Kalven Committee Principles on Institutional Neutrality
- Schematic Design for the Basketball and Academic Performance Center (Finance & Land Use)