

**BOARD OF VISITORS
GEORGE MASON UNIVERSITY**

**Annual Meeting
Friday, July 31, 2026
Merten Hall, Hazel Conference Room (1201), Fairfax Campus**

MINUTES

PRESENT: Rector Sumeet Shrivastava, Vice Rector Anne Altman, Secretary Paul Misener, Visitors Armand Alacbay, Bruce Caswell, Thomas Davis, James Dyke, Trevor Montano, James Moran, Delbert Parks, Jon Peterson, Shawn Purvis, Jeffrey Rosen, George Schindler, Sean Spence (virtual), and Jennifer Taylor.

ABSENT: none.

ALSO PRESENT: Rachel Spence, Staff Representative; Solon Simmons, Faculty Representative; Griffin Crouch, Undergraduate Student Representative; Gregory Washington, President; Rose Pascarell, Executive Vice President and Chief of Staff; Marion Underwood, Provost and Executive Vice President; David Drummey, Interim University Counsel; and Bridget Higgins, Secretary pro tem.

I. Call to Order

Vice Rector Shrivastava called the meeting to order at 9:01 a.m.

II. Electronic Meeting Policy

The Virginia Freedom of Information Act (§ 2.2-3708.3.D) requires that the Board adopt the policy annually to allow for and govern electronic meeting participation. **(ATTACHMENT 1)** Vice Rector Shrivastava **MOVED** to approve the Electronic Meeting Policy as provided in the meeting materials. The motion was **SECONDED** by Secretary Alacbay.

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

Yes: 16

Absent: none

Vice Rector Shrivastava informed the Board that Visitor Spence requested to participate remotely due to a personal matter, specifically for personal travel in Connecticut.

Citing the Board's Electronic Meeting Participation policy, Vice Rector Shrivastava **MOVED** to approve Visitor Spence's electronic participation in the meeting. The motion was **SECONDED** by Visitor Davis. The **MOTION CARRIED BY VOICE VOTE.**

III. Elections & Approval of Committee Appointments

- A. Election of Rector (ACTION ITEM)
- B. Election of Vice Rector (ACTION ITEM)
- C. Election of Secretary (ACTION ITEM)
- D. Election of Members-at-Large to the Executive Committee (ACTION ITEM)
- E. Committee Chair and Vice Chair Appointments (ACTION ITEM)
- F. Committee Member Appointments (ACTION ITEM)
- G. Appointment of Board Liaisons

Vice Rector Shrivastava referred to the Board of Visitors (BOV) Bylaws as he described the composition of the Executive Committee and acknowledged the work of Visitors Caswell and Misener to formulate the slate of officers for Board consideration.

Vice Rector Shrivastava then recognized Visitor Caswell to make a motion.

Visitor Caswell **MOVED** to elect Sumeet Shrivastava as Rector, Anne Altman as Vice Rector, and Paul Misener as Secretary and nominate Visitors Parks and Peterson as the two at-large members of the Executive Committee. The motion was **SECONDED** by Visitor Moran.

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

Yes: 15

Absent: 1 – Visitor Spence

Rector Shrivastava congratulated the new members of the Executive Committee and thanked Visitors Caswell and Misener for their work on formulating the slate of candidates. Rector Shrivastava then recognized Secretary Misener to make the next motion.

Secretary Misener **MOVED** that the Board approve the following action items, en bloc, as provided in the meeting materials:

- Committee Chair and Vice Chair Appointments
- Committee Appointments
- Appointment of Board Liaisons

The motion was **SECONDED** by Vice Rector Altman.

Rector Shrivastava directed the Board's attention to the committee appointments and Board liaisons listed in the meeting materials. As part of these appointments, the following individuals have been identified as chairs and vice-chairs of the standing committees (**ATTACHMENT 2**):

- Academic Affairs Committee
 - Chair: George Schindler
 - Vice Chair: Sean Spence
- Athletics Committee
 - Chair: Trevor Montano
 - Vice Chair: Jim Moran
- Audit, Risk, and Compliance Committee
 - Chair: Delbert Parks
 - Vice Chair: Sean Spence
- Development Committee
 - Chair: Jennifer Taylor
 - Vice Chair: Jim Dyke
- Finance and Land Use Committee
 - Chair: Jon Peterson
 - Vice Chair: Bruce Caswell
- Research Committee
 - Chair: Tom Davis
 - Vice Chair: Shawn Purvis

In addition, the following individuals were named as Board Liaisons:

- Athletic Liaisons: Trevor Montano & Jon Peterson
- Legislative Liaisons: Jim Moran & Jim Dyke
- Faculty Senate Liaison: George Schindler
- Law School Liaisons: Paul Misener & Jeff Rosen

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

Yes: 16

Absent: none

IV. Approval of the Minutes

Rector Shrivastava called for corrections to the Full Board Meeting Minutes for April 30, 2026 and the Special Full Board Meeting Minutes for June 4, 2026 provided for review in the meeting materials. Hearing no corrections, the meeting minutes stood **APPROVED AS WRITTEN.**

V. Rector's Report

A. 2026-2027 Board Assessment

Rector Shrivastava began his report by thanking the Board for their trust and shared his personal connection to George Mason University. He then thanked Dr. Washington for the planning conference and added that Mason is positioned to endure and be a nationwide leader in higher education.

Visitor Peterson commented on Rector Shrivastava's longstanding commitment to the university and expressed confidence in his leadership during these evolving times.

Rector Shrivastava continued by introducing Jim Dyke as the newest member of the BOV and welcomed Griffin Crouch as the new undergraduate student representative to the Board. Nilima Mow, President of the Graduate and Professional Student Association and graduate student representative; Solon Simmons, President of the Faculty Senate and faculty representative; and Rachel Spence, Chair of the Staff Senate and staff liaison to the Board were welcomed back to their positions. Additionally, Dr. Marion Underwood was welcomed as Mason's new Provost and Executive Vice President and appreciation extended to Ajay Vinzé for his dedicated service as Interim Provost.

Rector Shrivastava referenced the BOV Bylaws which require the Board to conduct a self-evaluation and recognized Gesele Durham, Vice Provost of Institutional Effectiveness and Planning who provided an overview of the process. Following the presentation, Rector Shrivastava appointed Visitors Misener and Peterson to coordinate with Dr. Durham on the evaluation survey tool.

Rector Shrivastava concluded by informing the Board of the upcoming full board and committee meetings and reminded members to complete their SCHEV Orientation training on October 28-29.

VI. Annual President's Report

Rector Shrivastava recognized President Washington who reported the following:

President Washington reflected on Rector Shrivastava's Mason experience as an example of how Mason does business.

President Washington began his report, stating the institutional performance indicators demonstrate organizational strength despite turmoil and challenges. He added that the university's enrollment growth, fiscal strength, rankings and reputation, and fundraising success should be celebrated.

President Washington highlighted six tactical priorities from his proposed 2026-2027 Presidential Goals:

1. Financial Sustainability and Capital:

- a. Pursue a 1% increase in undergraduate enrollment for FY27 while holding or reducing the cost of a degree.

- b. The university will initiate and execute the new strategic plan with a chief transformation officer to oversee the framework.
- 2. Academic Pathways and Student Success:
 - a. Use the Reimagining Education through the Doctorate (RED) task forces in every school and college to look at how academic programs operate and to explore the idea of a three year bachelor's degree, a 4.5- 5 year bachelor's to master's degree, and less than seven years from a bachelor's to doctorate degree.
 - b. Mason will also expand their Direct Admissions program to an additional forty high schools in the region.
- 3. Research, Innovation, and AI Readiness:
 - a. Mason will invest in phase two of the Grand Challenge Initiative and the open source quantum computer.
 - b. A university-wide entrepreneurship framework will be initiated that will teach students how to develop their own opportunity and success.
 - c. The Lab-to-Launch program at the SciTech and Arlington innovation districts will leverage the commercial potential of faculty and students to launch new businesses.
- 4. Campaign and Partnerships: Increase the fundraising goal by 10% to \$100M in FY27.
- 5. Access, Inclusion and Integrity: The Organizational Excellence and Institutional Integrity (OEII) Office will begin operations by March 31, 2027.
- 6. Our People and National Profile:
 - a. Give faculty and staff the tools to succeed with changes due to AI.
 - b. Enhance Mason's regional visibility through a renewed institutional marketing campaign.

President Washington concluded by requesting the Board to assist in championing George Mason in Richmond, cultivating donors, advancing capital decisions, making connections to industry and government, and helping with strategy and planning. Mason needs Board expertise to support the university's tradition of aggressive planning and execution.

Discussion ensued.

Visitor Caswell asked President Washington about factors that led to the shortfall in corporate partnerships. President Washington responded that some deals did not materialize but the FY27 goal exceeds FY26 goals.

Visitor Caswell asked if 30% AI upscaling of faculty and staff was ambitious enough. President Washington responded that 30% is a general number, the university will not push everyone to adopt the technology but want to provide the best student experience. Solon Simmons added that the faculty have concerns with ethics and security specific to AI and encouraged dialogue with this important governance issue. Griffin Crouch informed the Board that many students have concerns about AI and suggested that the Board utilize students as a resource. President Washington responded that university leadership will develop a working document of comprehensive AI policies for students and faculty within the next six months and requested that this be a high-level priority for the Provost and the Academic Affairs Committee.

Visitor Davis asked about the university's inventory of patents and the strategy to monetize them. Andre Marshall, Vice President for Research, Innovation, and Economic Impact, responded there are 60 invention disclosures a year licensed through the George Mason Research Foundation. The Virginia Lab-to-Launch program will drive additional innovation output. Visitor Davis requested this be a topic at the next Research Committee meeting.

VII. Board Orientation

A. Code of Ethics – Annual Review and Certification

Rector Shrivastava thanked President Washington and recognized David Drummey, Interim University Counsel, to present the annual review and certification of the Code of Ethics.

David Drummey provided the following code of ethics overview:

- This is an annual review and certification of the BOV Code of Ethics.
- If a Board member has or believes there is a conflict of interest, members are to inform the rector as a first step. The university also has an ethics officer as a resource.

Visitor Rosen asked where to find the requirement for this annual approval. Mr. Drummey responded that the requirement is based in Virginia code. Visitor Peterson reinforced that this is taken seriously and that it is better to ask if a member is uncertain about their situation.

Rector Shrivastava thanked David Drummey and directed Board members to sign the Code of Ethics form.

B. Classified Information Access (ACTION ITEM)

Rector Shrivastava recognized Andre Marshall, Vice President for Research, Innovation, and Economic Impact, to present the Classified Information Access Item. **(ATTACHMENT 3)**

Andre Marshall provided the following classified information overview:

- Mason is a cleared facility, authorized by the Defense Counterintelligence and Security Agency (DCSA), to conduct classified contracts and to initiate security clearances for individuals who support those contracts.
- To maintain its facilities clearance, the university must comply with the National Industrial Security Program Operating Manual (NISPOM). Only a select few Key Management Personnel (KMP) are required to have security clearances. Board members are excluded from the requirement to hold a clearance, as is consistent with other cleared universities, but can provide oversight by reviewing contract documentation of classified work.
- The formal Exclusion Resolution is necessary to comply with NISPOM requirements. The Facility Security Officer submits the resolution to DCSA to maintain compliance with NISPOM.

Discussion ensued.

Vice Rector Altman asked if the university would benefit from members who have existing clearances. Dr. Marshall responded that if it becomes necessary, the university will leverage the clearances in coordination with DCSA. President Washington also asked if there is a process to have a member read into a program, should it be necessary. Dr. Marshall replied that his office has explored this idea and that the university would keep DCSA informed of any Board visibility needs for their classified programs. Rector Shrivastava added that several Board members have clearances.

Rector Shrivastava **MOVED** that the Board approve the Resolution to Exclude the George Mason University Board of Visitors from the Clearance Requirements as provided in the meeting materials. The motion was **SECONDED** by Visitor Davis.

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

Yes: 16

Absent: none

C. Student Referrals/Admissions

Rector Shrivastava requested that the Board note the memo from Dr. Washington in the meeting materials which addresses requests for admission assistance.

D. Document and Records Request Policy Review

Rector Shrivastava requested that the Board note the policy in the meeting materials which addresses requests for documents and records. The policy, which was adopted on February 22, 2024, outlines that whenever Board members have requests for information from the administration, they are to direct them to the Board Secretary. The goal is to facilitate the orderly transaction of business, promote transparency, and make the most efficient use of the administrative staff. This is especially important with federal investigation requests.

VIII. New Business

A. Academic Affairs

i. Faculty Actions

1. Election of New Tenured Faculty (ACTION ITEM)

Rector Shrivastava recognized Ajay Vinzé, former Interim Provost and Executive Vice President, to present the faculty actions. Dr. Vinzé presented two faculty for consideration: Provost Marion Underwood and Dean Daniel Kelly as elections of new tenured faculty.

Visitor Schindler **MOVED** that the Board approve the faculty actions as provided in the meeting materials. The motion was **SECONDED** by Visitor Alacbay.

Discussion ensued.

Visitor Moran raised concern with the significant decline in enrollment at the law school. President Washington responded that Dean Kelly has a comprehensive plan to restore the school to profitability. He added that Visitor Rosen was an active participant in the process on behalf of the Board. Visitor Davis advised that the Board decided a decade ago to not prioritize enrollment in order to maintain a certain level of student quality and national rankings. David Burge, Senior Vice President for Enrollment and Student Achievement, confirmed that law school enrollment was down in previous years as a result of sacrificing quality over quantity, but noted a 19% increase for the incoming class. Visitor Rosen informed the Board that the process used for hiring the dean of the law school was consistent with other Mason deans.

Visitor Moran restated his issue as not about the process but the ideological identity that undermines the school's ability to recruit the best students. Rector Shrivastava stated that Visitor Moran's concern is separate from the item before the Board. The way the law school integrates and engages with the university and community will be very different with a new leader. Visitor Davis added that Mason had more Supreme Court Law clerks than UVA last year. He recommended that Visitor Moran discuss his concerns with Dean Kelly, noting his issues can be appropriately addressed in the spring budget process. Visitor Rosen added that the law school is the highest rated program within the university.

Rector Shrivastava then amended the original motion and **MOVED** that the Board approve the faculty action for Marion Underwood as provided in the meeting materials. The motion was **SECONDED** by Visitor Davis.

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

Yes: 16

Absent: none

Visitor Schindler **MOVED** that the Board approve the faculty action for Daniel Kelly as provided in the meeting materials. The motion was **SECONDED** by Visitor Alacbay.

The MOTION CARRIED BY MAJORITY ROLL CALL VOTE.

Yes: 13

Abstain: 3 – Visitors Dyke, Moran, Taylor

Absent: none

During the vote, Visitor Dyke informed the Board that he had previously spoken at the law school's degree celebration when he was Virginia's Secretary of Education. He was unaware of the concerns raised at the meeting and will vote to abstain until he learns more.

B. Finance and Land Use

i. Financial Matters

1. Deficit Authorization Annual Notice

Rector Shrivastava informed the Board of the annual acknowledgement and notification of Mason's deficit authorization requirements under the Commonwealth Appropriations Act (§4-3.01). No action was required.

C. Athletics

i. Revisions to University Policy 5000 (previously University Policy 4030) (ACTION ITEM)

1. Name, Image & Likeness for Intercollegiate Athletics (Code of VA: §23.1-408.1)

Rector Shrivastava recognized Marvin Lewis, Director of Intercollegiate Athletics and Malcolm Grace, Deputy Athletic Director, Compliance and NCAA Governance to present the university policy update.

Mr. Lewis began by explaining to the Board that this update is required due to Virginia law and changes in NCAA conference regulations. These revisions were discussed in the Athletics Committee meeting on April 30 and were approved by the University Policy Management Group. Mr. Grace continued by explaining the updated policy maintains many of the previous NIL provisions, with updates focused on improved clarity, inclusion of elements from the strategic plan for the Athletics Department, and revisions consistent with conference, NCAA, and House settlement regulations.

Visitor Montano asked how the updated policy compares with Mason's competitors. Mr. Lewis replied that he is unaware of the specifics of commonwealth peers, but Mr. Grace's office worked with the Office of University Counsel to identify benchmarks. Mr. Grace added that Virginia law states that the university cannot restrict student athlete NIL rights with the exception of specific impermissible industries.

Visitor Moran asked if any student athletes at Mason are generating money from NIL and the sports that benefit. Mr. Lewis responded that the "NIL for All" initiative has identified opportunities beyond basketball, including lacrosse, soccer, and swimming. Visitor Moran then asked how relevant NIL is to Mason's athletic programs. Mr. Lewis replied that recruits want to know Mason's NIL policy. Northern Virginia's business community is beginning to embrace this opportunity to partner with student athletes.

Visitor Parks asked for the general amounts of revenue sharing deals, specifically with men's and women's basketball. Mr. Lewis responded that men's basketball deals are worth \$4-5 million and women's basketball is close to \$500,000. Other non-revenue generating sports deals are within \$100 - \$150,000. This is half of what many of Mason's A-10 peers have generated because their programs are more competitive.

Visitor Taylor inquired if the \$4 million from men's basketball was on an annual basis and how many players are receiving that revenue. Mr. Lewis responded that most of the team receives NIL funds on an annual basis.

Visitor Montano **MOVED** that the Board approve the revisions to University Policy 5000 as provided in the meeting materials. The motion was **SECONDED** by Visitor Moran.

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

Yes: 15

Absent: 1

IX. Closed Session

- A. Gifts, Bequests, and Fundraising Activities (Code of VA: §2.2-3711.A.9)
- B. Acquisition of Real Property (Code of VA: §2.2-3711.A.3)
- C. Consultation with Legal Counsel pertaining to actual or probable litigation (Code of VA: §2.2-3711.A.7)
- D. Consultation with Legal Counsel regarding the aforementioned items (Code of VA: §2.2-3711.A.8)
- E. Personnel Matter to discuss the performance goals of the President (Code of VA: §2.2-3711.A.1)

Vice Rector Altman **MOVED** that the Board go into Closed Session under the provisions of:

- Section 2.2-3711.A.9 for discussion on gifts, bequests, and fundraising activities to discuss a philanthropic naming opportunity,
- Section 2.2-3711.A.3 for discussion of the acquisition of Real Property;
- Section 2.2-3711.A.7 for Consultation with legal counsel pertaining to actual or probable litigation including briefings on:
 - Morrison v. GMU et al.
 - Ochar v. Employment Enterprises, Inc. & GMU, et al.
 - Akerman v. GMU
 - LaFoy v. GMU
 - Robinson v. GMU
 - von Bergen v. GMU
- Section 2.2-3711.A.8 for consultation with legal counsel regarding the aforementioned items, Freedom of Information Act, Conflict of Interest Act, Virginia Public Records Act and federal investigations.
- Section 2.2-3711.A.1 for a Personnel Matter to discuss the performance goals and contract of the President.

The motion was **SECONDED** by Visitor Purvis. **MOTION CARRIED BY VOICE VOTE.**

Following closed session, Vice Rector Altman **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.**

Yes: 15

Absent: 1

As a result of the closed session, Rector Shrivastava indicated there were six action items for the Board to consider.

At the March 31, 2026 meeting, the Board authorized Visitors Davis and Peterson to negotiate President Washington's contract. Since that time, the contract has been fully executed and is ready for ratification.

Rector Shrivastava then **MOVED** that the Board vote to ratify the fully executed Second Amendment to President Gregory Washington's Employment Agreement. The motion was **SECONDED** by Visitor Dyke. The **MOTION CARRIED UNANIMOUSLY BY ROLL CALL VOTE.**

Yes: 15
Absent: 1

Rector Shrivastava then **MOVED** to approve the following action items as included in the meeting materials:

1. 2026-2027 Presidential Goals; (**ATTACHMENT 4**)
2. Performance bonus for President Washington; (**ATTACHMENT 5**) and the
3. Resolution of the Board of Visitors of George Mason University authorizing base salary increases for President Washington. (**ATTACHMENT 6**)

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

Yes: 15
Absent: 1

Rector Shrivastava then **MOVED** to approve a waiver of the requirement for a second reading specific to the subsequent naming motion under its Policy for the Naming of Facilities and Schools of George Mason University. The motion was **SECONDED** by Vice Rector Altman. The **MOTION CARRIED UNANIMOUSLY BY ROLL CALL VOTE.**

Yes: 15
Absent: 1

Rector Shrivastava then **MOVED** that the Board adopt the resolution (**ATTACHMENT 7**) to name the University's School of Nursing within the College of Public Health to the Arlene Evans and Barry Dewberry School of Nursing in recognition of their extraordinary generosity and commitment to George Mason University and the future of nursing education. The motion was **SECONDED** by Visitor Dyke. The **MOTION CARRIED UNANIMOUSLY BY ROLL CALL VOTE.**

Yes: 15
Absent: 1

After thanking the Dewberry family for their generosity to the university, Rector Shrivastava asked if there was any additional business to come before the Board. Hearing none, the meeting was recessed at 12:32 p.m.

Bridget Higgins
Secretary pro tem

Attachment 1: Electronic Meeting Policy Update (6 pages)
Attachment 2: Board of Visitors Committee Roster (1 page)
Attachment 3: Resolution: Classified Information Access (1 page)
Attachment 4: 2026-2027 Presidential Goals (13 Pages)
Attachment 5: Performance Bonus for President Washington (1 page)
Attachment 6: Resolution Authorizing Base Salary Increases for President Washington (1 page)
Attachment 7: Resolution Naming of the Arlene Evans and Barry Dewberry School of Nursing (1 page)

Attachment 8: Public Comments (1 Page)

**THE RECTOR AND BOARD OF VISITORS
OF GEORGE MASON UNIVERSITY
POLICY GOVERNING ALL VIRTUAL BOARD MEETINGS AND
ELECTRONIC PARTICIPATION IN BOARD MEETINGS**

I. PURPOSE

The purpose of this policy is to establish a written policy, in accordance with §§ 2.2-3708.2 and 3708.3 of the Code of Virginia (Virginia Code) to allow for and govern participation of The Rector and Board of Visitors of George Mason University (Board) meetings by the means of electronic communication, including, all virtual meetings, and to specify the requirements for remote participation by members. This policy shall not prohibit or restrict any individual member who is participating in an all-virtual meeting or who is using remote participation from voting on matters before the Board or its committees.

II. AUTHORITY

The membership of the Board interprets this policy, and this policy applies to the full Board and its committees, subcommittees or other entity of the Board authorized to perform delegated function of the Board or to advise the Board. This policy must be applied strictly and uniformly, without exception, to the entire membership and without regard to the identity of the member requesting remote participation or the matters that will be considered or voted on at the meeting.

III. POLICY

A. Individual Member Electronic Participation

Pursuant to applicable law and guidance, the Board adopts the following practice and procedures for the participation of individual members of its body who cannot physically attend meetings for which public business will be conducted.

1. Prior to a scheduled meeting, a member must (1) notify the Chair or Board Secretary Pro-Tem that he or she is unable to attend the meeting due to

(a) a temporary or permanent disability or other medical condition that prevents physical attendance,

(b) a family member's medical condition that requires the member to provide care for such family member thereby presenting the member's physical attendance;

(c) being a caregiver as defined in § 2.2-3701 who must provide care for a person with a disability at the time the public meeting is being held thereby prevent the member's physical attendance.;

(d) the member's principal residence is more than 60 miles from the meeting location identified in the required notice for such a meeting; or

(e) a personal matter that prevents physical attendance.

i. in the case of a personal matter, the member must identify with specificity the nature of the personal matter.

ii. Participation by a member pursuant to a personal matter is limited each calendar year to two meetings or 25 percent of the meetings held per calendar year rounded up to the next whole number, whichever is greater.

2. A quorum of the Board members must be physically assembled at the primary or central meeting location for the Board to consider the participation of a remote member. For purposes of determining whether a quorum is physically assembled, a member who is a person with a disability as defined in § 51.5-40.1 or a caregiver for a person with a disability, and uses remote participation counts toward the quorum as if the member were physically present.

3. The Chair shall recommend approval or disapproval of the participation to the Board member. If the Board approves the participation by majority vote, it must record in its meeting minutes;

a. the fact of the remote participation;

b. the location of the remote participation (and the remote location need not be open to the public);

c. whether the remote participation is because of

(a) a temporary or permanent disability or other medical condition, or

(b) a personal matter; and

(c) in the case of a personal matter, the specific nature thereof.

4. This policy must be applied strictly and uniformly, without exception, to the entire membership and without regard to the identity of the member requesting remote participation or the matters that will be considered or voted on at the meeting.
5. The Board may deny participation for personal matters only if participation would violate this policy. If a member's participation is disapproved, the disapproval and the reason for the disapproval shall be recorded in the minutes with specificity.
6. The Board must plan for the voice of the remote participant to be heard by all persons at the primary or central meeting location.
7. Should the requirements of this policy not be met, the Board member will be allowed to listen into the proceedings through an electronic means, if available.
8. The Board will provide the public access to observe any meeting at which a member is permitted to participate by remote means. The Board will state in the notice for the meeting whether public comment will be taken at the meeting and will provide a means for submitting written comments.

In the event that multiple members opt to participate electronically impacting the ability to obtain a physical quorum, the Board members should consider compliance with the all virtual meeting requirements pursuant to the Board's policy as subscribed in Section III.B.

B. All Virtual Meetings

Pursuant to applicable law and guidance, the Board adopts the following practice and procedures for participation of members of its body when the intent is that all members participate electronically and for such time public business will be conducted.

1. Upon the decision by the Chair or Majority of the Board membership that a Board meeting will be held in an all-virtual format, the public body will issue a required meeting notice and include a statement notifying the public that the all-virtual meeting format will be used.
 - a. This notice should include a statement that should the meeting format change, that subsequent notice will be issued and in accordance with Virginia Code 2.2-3707.
2. The public body will provide for the general public to observe the all virtual meeting via electronic communications which allow the public to hear the Board members' deliberations, other than for any portion of the meeting that is closed pursuant to Virginia Code § 2.2-3711.

- a. If audio-visual technology is used, the electronic communication means should allow the public to also see the public body.
 - b. The Board will provide the public access to observe all-virtual meetings. The Board will state in the notice for the meeting whether public comment will be taken at the meeting or provide a means for submitting written comments.
3. A copy of the proposed agenda and all agenda packets and, unless exempt, all materials furnished to the members of the public body for a meeting shall be made available to the public in electronic format at the same time that the materials are provide to the members of the public body.
4. No more than two members of the public body can be together or present in any one of the remote locations used during the all-virtual meeting unless that remote location is open to the public and physically accessible to the public.
5. The Board is limited in convening meetings in the all-virtual format to two meetings or 50 percent of the meetings held each calendar year rounded up to the next whole number, whichever is greater.
6. The public body is prohibited from holding meetings in the all-virtual format consecutively with another all-virtual public meeting.
7. The public body will provide a phone number or other live contact information so the public can alert the public body of the audio or video transmission issues that interfere with their access, participation or viewing of the public bodies meeting.
 - a. The public body will monitor such designated means of communication during the meeting.
 - b. When audio-visual technology is available, a member of the Board shall, for purposes of a quorum, be considered absent from any portion of the meeting during which visual communication with the member is voluntarily disconnected or otherwise fails or during which audio communication involuntarily fails.
 - c. Should access fail, the public body shall take a recess until public access is restored (subject to reasonable time limitations).
8. In the event the public body convenes a closed session during the all-virtual public meeting, transmission of the meeting to the public must resume before the public body

votes to certify the closed meeting as required by subsection D of Virginia Code § [2.2-3712](#).

9. Minutes of all-virtual public meetings held by electronic communication means are taken as required by Virginia Code § [2.2-3707](#) and include the fact that the meeting was held by electronic communication means and the type of electronic communication means by which the meeting was held.

STATE OF EMERGENCY DECLARATIONS

This policy shall be effective during ordinary times during which the Governor has not declared an emergency pursuant to Virginia Code § 44-146.17 or where the locality in which the body is located has declared a local state of emergency pursuant to Virginia Code § 44-146.21.

When an emergency has been declared, other provisions of law or declarations of Governor or the locality may prevail. In such cases, the Board must affirm that (i) the catastrophic nature of the declared emergency makes it impracticable or unsafe to assemble a quorum in a single location and (ii) the purpose of the meeting is to provide for the continuity of operations of the public body or the discharge of its lawful purposes, duties, and responsibilities.

In such cases, a physical quorum is not required for the conduct of public business.

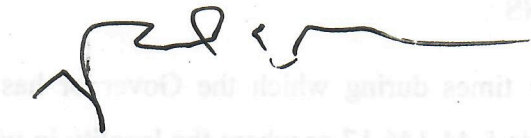
In cases of emergency, the Board will:

- A. Give public notice using the best available method given the nature of the emergency, which notice shall be given contemporaneously with the notice provided to members of the public body conducting the meeting;
- B. Make arrangements for public access to such meeting through electronic communication means, including videoconferencing if already used by the public body;
- C. Provide the public with the opportunity to comment at those meetings of the public body when public comment is customarily received; and
- D. Follow other mandates of this policy and law.

EDUCATION AND COMPLIANCE

Members of the Board shall be made aware of this and any other Board policies as part of the new Board member orientation process. This policy must be adopted at least once annually by the Board by recorded vote. The Rector shall be responsible for ensuring annual compliance with the provisions of this policy.

Adopted by the Board of Visitors on July 31, 2026.



Paul Misener
Secretary
Board of Visitors

Board of Visitors		
2026-2027 Committee Appointments		
<u>EXECUTIVE COMMITTEE</u> Sumeet Shrivastava, Rector Anne Altman, Vice Rector Paul Misener, Secretary Delbert Parks, Member-At-Large Jon Peterson, Member-At-Large	<u>ATHLETICS</u> Trevor Montano, Chair Jim Moran, Vice Chair Armand Alacbay Tom Davis Jon Peterson George Schindler Jennifer Taylor <i>Faculty Representatives:</i> Dominique Banville (2/2) Ali Weinstein (2/2) <i>Committee Senior Leader:</i> Marvin Lewis, AVP of Intercollegiate Athletics <i>Committee Coordinator:</i> Jay Highsmith, (703) 993-3256	<u>DEVELOPMENT</u> Jennifer Taylor, Chair Jim Dyke, Vice Chair Anne Altman Tom Davis Delbert Parks Jon Peterson <i>Faculty Representatives:</i> Shannon Davis (1/2) Niki Vlastara (2/2) <i>Committee Senior Leader:</i> Trishana Bowden, VP of Advancement <i>Committee Coordinator:</i> Nicole Pozinsky, (703) 993-8756
<u>BOARD LIAISONS</u> <i>Athletic Liaisons:</i> Trevor Montano & Jon Peterson <i>Legislative Liaisons:</i> Jim Dyke & Jim Moran <i>Faculty Senate Liaison:</i> George Schindler <i>Law School Liaison:</i> Paul Misener & Jeff Rosen	<u>AUDIT, RISK, & COMPLIANCE</u> Delbert Parks, Chair Sean Spence, Vice Chair Bruce Caswell Shawn Purvis George Schindler Jennifer Taylor <i>Faculty Liaison:</i> Mike Wetklow <i>Committee Senior Leader:</i> Derek Butler, Interim VP and Chief Audit & Compliance Officer, (571) 921-7137 <i>Committee Coordinator:</i> Jessica Holtzman, (703) 993-3123 <i>Additional Participants:</i> Vin Lacovara, Inst. Compliance Leader Aurali Dade, VP Enterprise Risk Mgmt. Dan Stephens, VP Finance & CFO	<u>FINANCE AND LAND USE</u> Jon Peterson, Chair (2/2) Bruce Caswell, Vice Chair (2/2) Armand Alacbay (2/2) Anne Altman (2/2) Trevor Montano (2/2) Shawn Purvis (1/2) Jeff Rosen (2/2) Sean Spence (1/2) <i>Faculty Representatives:</i> Maggie Daniels (2/2) Robert Osgood (1/2) <i>Committee Senior Leaders:</i> Dan Stephens, VP Finance & CFO Julie Zobel, SVP & COO <i>Committee Coordinator:</i> Jessica Holtzman, (703) 993-3123
<u>ACADEMIC AFFAIRS</u> George Schindler, Chair Sean Spence, Vice Chair Armand Alacbay Jim Dyke Paul Misener Jim Moran Jeff Rosen <i>Faculty Representatives:</i> Tim Gibson (2/2) Esther Park (1/2) <i>Committee Senior Leader:</i> Marion Underwood, Provost <i>Committee Coordinator:</i> Sarah Parnell, (703) 993-5399 <i>Additional Participant:</i> Pam Patterson, Interim VP of University Life		<u>RESEARCH</u> Tom Davis, Chair Shawn Purvis, Vice Chair Anne Altman Bruce Caswell Paul Misener Delbert Parks <i>Faculty Representatives:</i> Anna Pollack (2/2) Sarah Wittman (1/2) <i>Committee Senior Leader:</i> Andre Marshall, VP of Research <i>Committee Coordinator:</i> Yellia Seanor, (703) 993-6926

Participating in Full Board and Committee Meetings

Staff Senate Chair:

Rachel Spence

Faculty Senate President:

Solon Simmons

Student Representatives:

Griffin Crouch/ Nilima Mow

Approved July 31, 2026

Resolution to Exclude the George Mason University Board of Visitors from Clearance Requirements

WHEREAS, current Department of War Regulations contain a provision making it mandatory that the Senior Management Official, Facility Security Officer, and Insider Threat Program Senior Official meet the requirements for eligibility for access to classified information established for a contractor facility clearance; and

WHEREAS, said Department of War Regulations permit the exclusion from the requirements for access to classified information of certain members of the Board of Directors and other officers, provided that this action is recorded in the corporate minutes.

NOW THEREFORE BE IT DECLARED that the Senior Management Official, Facility Security Officer, and Insider Threat Program Senior Official at the present time do possess the required eligibility for access to classified information; and

BE IT RESOLVED that in the future, when any individual enters upon any duties as Senior Management Official, Facility Security Officer, or Insider Threat Program Senior Official, such individual shall, if they do not already possess such, immediately make application for the required eligibility for access to classified information; and

BE IT RESOLVED AND DIRECTED that the following members of the Board of Directors and other officers shall not require, shall not have, and can be effectively and formally excluded from access to all CLASSIFIED information disclosed to the University and shall not occupy a position that would enable them to adversely affect University policies or practices in the performance of classified contracts for the Department of War or the Government contracting activities (User Agencies) of the National Industrial Security Program.

Board Officers:

Sumeet Shrivastava, Rector
Paul Misener, Secretary

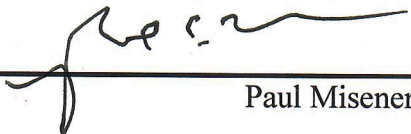
Anne Altman, Vice Rector

Board Members:

Armand Alacbay
Bruce Caswell
Thomas Davis
James Dyke
Trevor Montano
James Moran
Delbert Parks

Jon Peterson
Shawn Chambliss Purvis
Jeffrey Rosen
George Schindler
Sean Spence
Jennifer Taylor

IN WITNESS WHEREOF I have hereunto set my hand and affixed the seal of George Mason University, this day of 31 July, 2026.



Paul Misener, Secretary

GEORGE MASON PERFORMANCE GOALS FOR 2026-2027

PURPOSE

The overall goals listed throughout this document build upon the five priorities of the university's FY23-FY27 Strategic Plan, which have been adapted based on the current environment and challenges. Figure 1 below provides university-level key performance indicators (KPIs), against which we will track and report progress throughout the year.

Priority	Weight	Metric	Status	Performance	Score
Deliver a distinctive and inclusive student experience that fosters lifelong engagement.	25%	Manage cost by producing a balanced operating budget. Manage E&G deficit to less than \$10M (8 pts)			x/8
		Grow undergraduate enrollment by 1% (7 pts)			x/7
		Maintain graduate and law school enrollment to less than 6% reduction (5 pts)			x/5
		Establish RED Task Force or equivalent (5 pts)			x/5
Expand the impact of George Mason's research, scholarship, and creative enterprise	20%	Maintain research awards and expenditures reductions to a maximum of 20% (15 pts)			x/15
		Establish Lab to Launch research initiative (5 pts)			x/5
Expand partnerships for economic and social impact.	20%	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 (10 pts)			x/10
		Maintain gifts at \$100M and eclipse the \$750M in total Campaign gifts (10 pts)			x/10
Exemplify a university culture of access and inclusion.	10%	Establish the Office of Organizational Excellence and Institutional Integrity (5 pts)			x/5
		Maintain designation as an Eligible Institution for applicable grants and funding opportunities (5 pts)			x/5
Invest in faculty and staff success.	15%	Maintain faculty and staff growth at approximately the same level as enrollment growth (8 pts)			x/8
		Continue investment in PatriotAI and develop additional tools to increase efficiency in faculty and staff workloads (7 pts)			x/7
Demonstrate excellence in timely communication and engagement with Mason stakeholders.	10%	Board of Visitors to conduct evaluation at end of AY 2025-26 (5 pts)			x/5
		Proactively engage with stakeholders, including community members (5 pts)			x/5

Figure 1. Preliminary FY27 KPI chart.

STRATEGIC PRIORITIES AND GOALS

The following sections of this document outline goals specific to each of the 5 priorities of the FY23-FY27 Strategic Plan:

1. Deliver a distinctive and inclusive student experience that fosters lifelong engagement.
2. Expand the impact of Mason's research, scholarship, and creative enterprise.
3. Expand partnerships for economic and social impact.
4. Exemplify a university culture of access and inclusion.
5. Invest in faculty and staff success.

Each goal also identifies the responsible parties for goal execution throughout the year.

As we enter the final year of the FY23-FY27 Strategic Plan, we have added goals to priority areas as needed to address emerging challenges in our current environment. These include items such as:

- A challenging fiscal environment characterized by declining international and graduate enrollments, rising costs (e.g., utilities, fringe benefits), and reduced research awards and expenditures, leading to reductions in our indirect cost recovery rates.
- Technological shocks from greater cybersecurity risks and the impact of AI on students, faculty, and staff.
- Changing demographics, including the evolution of the “typical” college student, changes in enrollment and pipelines.
- Political shocks to the system, including changes to federal loan and visa programs, ongoing federal oversight of academia requiring attention and resources, and the changing overall value proposition of higher education.

The goals associated with these items will be colored (gold) so that one can see where these items will be addressed. The next rendition of the strategic plan will have an even greater focus.

1. DELIVER A DISTINCTIVE AND INCLUSIVE STUDENT EXPERIENCE THAT FOSTERS LIFELONG ENGAGEMENT

A. Implement Improved Fiscal Practices

1. Develop and execute an FY27 financial plan to address budget challenges, including negative enrollment patterns, restrictive federal grant funding, and IDC recovery rates. This must include the development of structural mechanisms (i.e., innovative financial distribution and expenditure strategies, maintenance and expansion of state support, and fundraising) to avoid significant budget disruptions and/or the implementation of significant reductions that are not debilitating to the university. *(President, Provost, Executive Vice President and Chief of Staff (EVP/CoS), Senior Vice President and Chief Operating Officer (SVP/COO), Chief Financial Officer (CFO), VP Advancement and Alumni Relations, SVP Enrollment Management, VP Govt and Community Relations)*
 - a. Continue work to implement a plan to level (remain flat or reduce by 5%) the undergraduate student Cost of Degree (CoD). This can include, but is not limited to, the following: Increased financial aid and scholarships, flat to small increases in tuition and fees, leveraged external partner support, paid internships and work-study, increased automation, and programs and initiatives that decrease time to degree. *(Provost, CFO, EVP/CoS, SVP Enrollment Management, VP University Life).*
 - b. Develop and finalize clear and transparent connections from tuition and fees to costs and support mechanisms that generate them.
2. Rollout Year #2 (of 3) of the new budget allocation model. The Budget Allocation Model is a clear and transparent framework that highlights how certain revenues are earned and how costs are expended. During the upcoming fiscal year, we will: *(Provost, CFO)*
 - a. Leverage Academic Planning goal setting and achievement as a mechanism for incentives in the budget model.
 - b. Implement stabilization plans for all academic units.
 - c. Re-establish Budget Model Executive Committee to provide leadership, recommendations, and communication of the model to the university community
 - d. Work with university leadership to implement recommendations of IDC, Cost of Space *(with SVP/COO)*, and Cross College Collaboration working groups.

3. Complete all feasibility analysis and establish a plan for replacing government support for certain student loan programs (Grad Plus, Parent Plus, etc.). This can be an internal bank or other mechanism. *(CFO)*
4. Develop and advance a government relations strategy supporting enhanced Tier 3 fiscal autonomy (i.e., cash management) by coordinating stakeholder outreach, legislative engagement, and policy analysis activities. *(VP Govt and Community Relations, CFO)*
5. Improve forecasting and reporting to the Board of Visitors (BOV) and SLT for financial operational results during the current fiscal year, as well as providing summary-level forecasts designed to predict final actual results for the current FY to foster informed decision-making and enhance financial management. This must include a revenue (or budget for cost centers) vs. expense framework for all units that translates directly into the forecast. *(CFO)*
6. Successfully prepare and submit six-year plan update (FY27 – FY32) as required by the VA Dept of Education while advancing and advocating for university priorities and funding. *(CFO, Provost, EVP/CoS, SVP/COO)*
7. Establish a unified and predictable planning and governance model for the Administration & Operations (A&O) division that aligns capital planning and operational decision-making. Specific actions include: *(SVP/COO)*
 - a. Document A&O capital project planning and decision-making process and calendar that is informed by the Commonwealth's and the BOV's approval processes and related timing by September 30, 2026.
 - b. Explore with SLT the expansion of this model beyond A&O to Executive Administration, the Provost's Office, and Finance.
8. Establish a structured approach to align resources to support both capturing and delivering on federal projects, ensuring large federal opportunities are adequately supported. *(Provost)*

B. Improve Capital Planning

1. Advance capital initiatives that support student engagement, enhance the student experience, support affordable housing for faculty and staff, and align with long-term financial and operational models. Specific actions include: *(SVP/COO)*
 - a. By October 30, 2026, award the construction contract for the Basketball and Academic Performance Center (BAPC) and meet the Substantial Completion milestone by January 30, 2028.
 - b. Complete the Baseball Stadium Schematic Design by December 31, 2026.
 - c. Secure the first major gift to support the new BAPC and/or Baseball Stadium. *(with VP Advancement, AVP and Director of Athletics, President)*
 - d. By May 1, 2027, advance institutional planning priorities by delivering an updated Six-Year Capital Plan that includes real estate, deferred maintenance, construction, and large renovation projects that address the needs of student housing, student centers/engagement, and student recreation and athletic facilities. This Plan will encompass development on the western portion of our Fairfax campus, as well as the SciTech and Mason Square campuses.
 - e. Implement the faculty/staff purchasing authority (8 additional townhomes, up to 20 apartment-style units) approved by BOV in FY26 and obtain at least 70% occupancy
2. Support the capital program by providing financing resources and analysis to support the strategic prioritization and execution of major capital projects and strategic acquisitions through the best funding vehicles (debt, reserves, cash) while managing the university's credit rating. *(CFO, Treasurer)*

- a. Increase the university's interim debt financing mechanisms for operational and capital projects. Specifically, complete contractual agreements to increase the existing Atlantic Union Bank Line of Credit by up to \$15M and secure a Line of Credit with Wells Fargo Bank up to \$75M.

C. Reimagine Educational Pathways from Undergraduate Through the Doctorate

1. All colleges and schools will establish unit-level Reimagining Education to the Doctorate (RED) Task Forces (or their equivalent) to explore and assess opportunities for innovative, integrated academic pathways from the bachelor's degree through advanced graduate study. Units are encouraged to consider expanding options such as three-year BS degrees, 5-year combined Bachelor-to-master's and 7-year Bachelor-to-doctorate programs, stackable credentials, and alternatives to standalone master's degrees. Task forces should also evaluate approaches to reduce time to degree completion, including expanded dual-enrollment opportunities, to enhance student success, access, and academic flexibility. *(Provost, President)*
 - a. Develop a support mechanism to assist academic units as they develop new programs and initiatives in this arena.
 - b. Establish a campuswide initiative to evaluate academic unit-level Reimagining Education to the Doctorate (RED) Task Forces within colleges and schools to evaluate and develop innovative, integrated academic pathways spanning undergraduate through advanced graduate study *(with CAIO)*.
 - c. Develop a campuswide plan for three-year degrees and for accelerated degree pathways: Bachelor-to-Doctorate (B2D) completed in no more than seven years and Bachelor-to-Master (B2M) completed in 4.5 to 5 years. Identify pilot disciplines, define shared-credit policies, and set admission checkpoints.
 - d. Evaluate and, if possible, advance three signature offerings: a Critical Thinking major, a university-wide Civics Initiative, and an AI Fluency Designation that can be added to any degree. In 2026–27, complete curriculum design and begin governance approvals, launching the AI Fluency Designation first *(with CAIO)*.
 - e. Establish a Campuswide Program Efficiency Review: This faculty-led endeavor combines a comprehensive academic portfolio review with curriculum simplification to strengthen academic quality, improve student success, align programs with workforce and research priorities, and ensure the effective use of institutional resources. Using transparent criteria, every academic program will be classified as one of the following: Grow, Maintain, Redesign, Consolidate, Sunset.
 - f. Develop and publish the Mason Model for Learning in the Age of AI, the framework defining the capabilities a degree must form in an AI-shaped world and launch a competitive seed-grant program funding faculty teams to rebuild existing degrees and design new AI-native programs against it *(with CAIO)*.

D. Increase Student Financial Support and Pathways

1. Secure and support state funding initiatives that help moderate institutional budget pressures and preserve affordability and student support services. *(VP Govt and Community Relations)*
2. **Expand Direct Admissions Commonwealth-wide, bringing on an additional 40 high schools.** *(SVP Enrollment Management)*
3. Leverage the new DC TAG scholarship amount to increase new student enrollment from DC by 15%. *(SVP Enrollment Management)*
4. Continue to expand gift aid options for undergraduate students, reducing the cost of attendance for those making less than \$100,000 annually and decreasing the average

amount of loans needed for students to pay for their direct costs. (*SVP Enrollment Management*)

5. Investigate and advance the establishment of a Dual Enrollment College with Northern Virginia Community College (NOVA). Expand the ADVANCE partnership with NOVA into a seamless “open-enrollment” high-school-to-Mason pipeline where qualified HS graduates are admitted to Mason but attend first two years at NOVA. In 2026–27, formalize pathway and compensation agreements in high-demand majors, guarantee credit applicability, and align advising so dual-enrolled students arrive on a clear path to a Mason degree (*SVP Enrollment Management*).
6. Investigate the establishment of a George Mason University Online High School, targeting talented international students for matriculation into GMU (*VP-PSA*)
7. Advance undergraduate affordability through targeted financial supports, employment opportunities, and financial well-being initiatives that reduce barriers to degree completion. (*VP University Life and VP Advancement*)
 - a. Increase centrally funded on-campus internships by 10%.
 - b. Raise 1 million in philanthropic support for scholarships or programs for students.

E. Improve Student Support and Services

1. Implementation and adoption of the Patriot Connect project (launch release 2) and establish the Patriot Connect Office to transition the initiative from a project to a sustained, institutionalized effort, ensuring ongoing coordination, impact, and support for student success. (*Provost, SVP Enrollment Management*)
2. Develop a Real-Time Predictive Student Success Model that tracks performance signals from the university’s data systems and learning management system in real time and triggers targeted interventions before students fall behind. In 2026–27, build the data pipeline and pilot the model in high-enrollment gateway courses, measuring gains in course completion. (*Provost, SVP Enrollment Management*)
3. Develop a Predictive Admission Model that identifies applicants likely to succeed at Mason based on the demonstrated outcomes of students from similar or identical backgrounds. In 2026–27, build and validate the model for accuracy and fairness, then integrate it into admission review to broaden access without sacrificing outcomes. (*Provost, SVP Enrollment Management*)
4. Develop support mechanisms to cross-connect the student academic experience with career readiness. Leverage career outcome data to enhance academic curricula and pathways, co-curricular activities, professional development programming, and ultimately student career preparation. (*Provost*)
5. Develop a plan for the establishment of a College of Lifelong Education that will encompass traditional Continuing Education with novel approaches for matriculation, lifelong persistence, and funding models (including subscription) (*Provost, SVP Enrollment Management, VP/PSA*).
6. Advance the creation of a centralized Learning Support Center to act as a hub of academic support for students. (*Provost, SVP Enrollment Management*)
7. Identify at least two new service areas for potential integration into the MSSC. (*SVP Enrollment Management*)
8. Develop a plan to improve student persistence, graduation, and career readiness by strengthening retention infrastructure, expanding internship opportunities, and embedding a career ecosystem throughout the student experience. (*Provost, VP University Life, SVP Enrollment Management*).

9. Continue to develop and implement a plan for professional education programs that will support workforce needs in the region and Commonwealth, supporting the efforts to make Virginia a great place to live and work. Connect these plans to the plan for the College of Lifelong Learning (*Provost, VP/PSA, SVP Enrollment Management*).
 10. Develop a plan, including specific majors and programs, leading to the launch of online certificate programs that support credentials for working adults. Connect these plans to the plan for the College of Lifelong Learning (*VP/PSA, Provost, SVP Enrollment Management*).
 11. Foster a culture of care and well-being by developing a comprehensive Mental Health and Well-Being plan with quarterly reports ensuring that we maintain and implement accessible, responsive, and comprehensive mental health and support services that enable students to thrive academically, personally, and professionally. (*VP University Life*)
 12. Corporate Partners Initiative. Establish partnerships in which degree programs are co-developed with industry — shaping curriculum, embedding real-world projects, and creating direct hiring pipelines. In 2026–27, recruit founding partners and launch the first co-developed program revisions (*VP/PSA, Provost*).
- F. Improve Student Programs and Infrastructure
1. Develop a comprehensive student housing and infrastructure strategy, informed by occupancy trends, student demand, and institutional priorities, to ensure sustainable, supportive residential communities. (*VP University Life with SVP/COO*)
 - a. Finish the work of a campus program activation task force (CPATF) to activate academic programs and identify the supporting operational infrastructure at the SciTech and Mason Square campuses by June 30, 2027. (*Provost, SVP Enrollment Management, SVP/COO*)
- G. Operationalize and Integrate AI
1. Establish a plan to pair every undergraduate with coordinated support from human and AI agents for on-demand, 24/7 academic guidance that can be coupled with a human coach for mentoring and judgment. In 2026–27, select the platform, define escalation protocols between AI and human support, and pilot the model with an incoming cohort. (*SVP/COO, VP/PSA, SVP Enrollment, CAIO, VP University Life, Chief Information Officer (CIO)*)
 2. Implement a coordinated approach to using AI tools (including Microsoft Copilot, Azure, and related platforms) to improve the university's delivery of instruction, reduce administrative work, and support better decision-making. Specific actions include: (*SVP/COO, CIO, VP University Life*)
 - b. Develop AI literacy module for all new student orientation, in partnership with University Life by June 30, 2026, for execution Fall 2026.
 - c. Launch Copilot Premium and Copilot Studio rollout with a coordinated communication and adoption plan by July 31, 2026.
 - d. Launch AI Ambassador program by September 30, 2026.
 - e. Develop one GMU-tailored AI literacy training for general workforce skills development, in partnership with HR, by March 31, 2027.
 3. Develop and launch an implementation and management plan for the Artificial Intelligence Initiative. The plan must include key milestones culminating in reaching yearly goals for the initiative (*SVP/COO, CIO*)
 - f. Launch agentic AI tools. Evaluate and expand the use of agentic AI to support our students, staff, and faculty

- g. Develop and implement an Artificial Intelligence Technology Roadmap supporting student and faculty learning and research initiatives. The AI Technology Roadmap will align with the George Mason AI Strategy. The plan must include key technology implementation milestones culminating in reaching yearly goals. (with VP/PSA)
- H. Improve Risk, Safety, and Compliance
 - 1. Strengthen the university's risk posture and operational preparedness by developing an enterprise risk response framework, enhancing readiness for critical incidents, and improving the clarity and effectiveness of policy and compliance frameworks. Specific actions include: *(SVP/COO)*
 - a. Develop framework and methodology for implementation of an Enterprise Risk Council by December 18, 2026.
 - b. Review and route at least 50% of the 92 outdated policies through the updated policy process by March 31, 2027. This effort includes supporting policy owners as needed and escalating cases of policy owner unresponsiveness.
 - c. Plan one emergency tabletop exercise for leadership that enhances university preparedness and operations for execution by the end of the fiscal year.
 - 2. Lead the university's financial compliance efforts, ensuring external and internal requirements are met. *(CFO)*
 - a. Continue to partner with GMU Internal Audit and the Commonwealth State Auditor (APA) with timely submission of desired audit-related document requests and a targeted final unqualified external audit opinion.
 - 3. Deliver a comprehensive risk-based internal audit program for George Mason by providing effective materials for four ARCC meetings, maintaining regular engagement and communication with senior leadership and governance groups to inform risk assessments, updating and presenting the annual audit risk assessment, completing 8–10 audit engagements with reported outcomes. *(University Auditor)*
 - 4. Ensure timely and effective resolution of all hotline cases and investigations by completing all OSIG-referred fraud, waste, and abuse cases within established timelines and conducting thorough investigations of matters referred by Employee Relations and other business units, with documented findings and outcomes. *(University Auditor)*
 - 5. Strengthen audit issue resolution by monitoring and reporting all open high- and medium-risk findings at each ARCC meeting, conducting monthly reviews with senior leaders to advance remediation, analyzing root causes to identify systemic issues, and providing quarterly updates on FOIA ITS issues to ensure transparency and accountability. *(University Auditor)*
- I. Intercollegiate Athletics
 - 1. Increase program revenues through at least 10% growth in both ticket sales and sponsorship revenue as well as achieving a \$4.5M total fundraising goal. Launch an EagleBank Arena Hospitality Program and a "Starting 5" corporate partnership program, securing 5 new partners by June 30, 2027. *(AVP/Director of Athletics)*
 - 2. Enhance student-athlete care by fully implementing the Inova health partnership by September 1, 2026, completing at least 75% of performance recommendations by April 30, 2027, and improving athlete satisfaction by 10% while reducing preventable injury downtime by 5% by May 31, 2027. *(AVP/Director of Athletics)*
 - 3. Grow athletics brand and engagement by March 31, 2027, by increasing attendance by 10%, digital engagement by 15%, and media coverage by 20%, supported by launching

the “NOVA’s Team” campaign by October 1, 2026, with consistent content and major media placements. *(AVP/Director of Athletics)*

4. Ensure readiness for new facilities by completing and gaining approval of comprehensive operational and financial plans by January 31, 2027, and establishing a sustainable long-term athletics financial framework—including governance, revenue streams, and a 5-year model—by March 31, 2027. *(AVP/Director of Athletics)*
5. Strengthen governance and alignment by onboarding advisory boards and committees by early 2026, updating bylaws and activating subcommittees by December 31, 2026, and achieving at least 80% participation with three documented university-aligned initiatives by March 31, 2027. *(AVP/Director of Athletics)*
6. Develop and implement a plan to restructure Athletics staff to achieve broad-based success across the department’s strategic pillars. *(with Chief Human Resource Officer (CHRO))*

2. EXPAND THE IMPACT OF MASON’S RESEARCH, SCHOLARSHIP, AND CREATIVE ENTERPRISE

- A. Expand Federal and State Research Funding
 1. Support the pursuit of increased federal and state research funding by advancing at least six earmark requests, agency partnerships, or grant-related initiatives that align with university Grand Challenge Initiative and research priorities. *(VP Research and VP Govt and Community Relations)*
 2. Develop a comprehensive plan to mitigate research losses due to reductions in federal research. The plan can include but is not limited to the following: a) Identification and support of expansion into areas of research being expanded by the government. b) The development of industry partnerships in areas of highest need. c) A plan to aggressively pursue government opportunities in frontier areas *(VPR, Provost)*.
- B. Expand TTIP-Eligible Academic Programs
 1. Collaborate with academic leadership and external stakeholders to identify and advance new TTIP-eligible majors or program expansions. *(VP Govt and Community Relations)*
- C. Implement GCI Phase 2 With Full Management Infrastructure
 1. Stand up ORIEI-managed Phase-2 of the Grand Challenge Initiative with oversight, development supports, dashboards, and quarterly stakeholder reviews. Publish the GCI Management Plan at Fall kickoff Event; launch dashboards; hold 4 stakeholder meetings (Kickoff + 3 quarterlies). *(VPR, Provost)*
 2. In addition to components in the GCI, establish a plan for a Quantum initiative with milestones and outcomes in alignment with making Mason a national leader in Quantum Science and Engineering. *(VPR, Provost)*
- D. Build a University-Wide Research Administration Community
 1. Launch regular convenings of research administration staff to build community and proactively identify and address any research administration service-delivery systemic issues and communications. Hold 6 bimonthly sessions; group reports out to research community twice a year on service-delivery progress issues. *(VPR)*
 2. Establish two new support initiatives aimed at supporting faculty in this uncertain research environment. *(VPR, Provost)*
 3. Establish a campuswide task force to develop a campuswide framework that organizes and provides every student, in any major, with the opportunity to learn how to start a

business or apply intrapreneurship principles to drive innovation inside an established organization. In 2026–27, design a university-wide entrepreneurship pathway — coursework, an entrepreneurship credential, and venture support through Mason Enterprise ecosystem — and pilot it with the first cohort. Graduates leave prepared to build companies or lead change from within. (*AVP Innovation and Economic Development (AVP IED), VPR, VP/PSA*).

4. Establish a Lab to Launch initiative for both Innovation Districts that expands and scales our current processes for moving faculty IP to companies and products. (*VPR, AVP IED, with VP/PSA*)

E. Advance Research Security & Safeguarding

1. Document or update 3 Standard Operating Procedures (SOPs) in the following areas (clearances, secure compute, large scale sponsored projects like MDA Shield) SOPs by Jan 2027; trainings by May 2027. (*VPR, Provost*)

F. Resolve Key Research Finance Challenges & Improve Decision Support

1. Complete BRL analysis; ORIEI personnel E&G/IDC/SP analysis by August 2026; solutions implemented by June 2027. Provide quarterly updates to leadership (SLT, Ways and Means) inclusive of analysis and solution tracking. (*VPR, Provost*)

Continuing Goals

1. Update and complete the restructure of the Office of Research Innovation and Economic Impact (ORIEI) in light of reductions in research expenditures and changes in federal support for research. (*VPR, Provost*)
2. Provided funds are available, implement and evaluate the institutional research funding model. (*VPR, Provost*)
3. Increase harmonization, marketing, and penetration of the Small Business Development Centers and Mason Enterprise Centers into university, local, statewide, and national entrepreneurship ecosystems. Continue implementation and development of a plan to gain additional federal and state resources through funded partnerships and proposals (*VPR, AVP IED, and VP Government and Community Relations*).
4. Establish two new public-private research partnerships with the public or private sectors. (*with VP/PSA*)
5. Apply for the newly designed Carnegie elective ranking in Sustainability, providing better access to research, training, and partnership opportunities. (*VPR*)

3. EXPAND PARTNERSHIPS FOR ECONOMIC AND SOCIAL IMPACT

A. Continue success towards the \$1B campaign

1. Build, lead, and operationalize a disciplined, transparent principal gift pipeline system to secure multi-million-dollar commitments between July 1, 2026, and June 30, 2027. Hire and deploy all discovery officers. Advance 3–5 explicit principal gift strategies targeting 8-figure commitments; enforce a 48-hour post-session action tracking protocol in PatriotForce; conduct 4 quarterly stalled-prospect reviews. (*VP Advancement*)
2. Achieve a fundraising goal of \$100M for FY27. (*VP Advancement*)

B. Improve Donor Relations & Campaign Engagement

1. Launch and execute a refreshed, multi-channel donor relations and stewardship framework to increase top-donor campaign engagement across the FY27 fiscal year. (*VP Advancement*)

2. Create personalized impact reports for 100% of active principal gift prospects; standardize and maintain a 100% timely acknowledgment protocol across all fundraising units. *(VP Advancement)*
- C. Maximize development output by executing a comprehensive chief fundraiser performance and accountability framework during the FY27 fiscal cycle. Deploy a structured performance framework featuring clear metrics, portfolio rebalancing, targeted coaching, and fundraiser-Dean partnerships. Complete 4 quarterly progress reviews per fundraiser; rebalance 100% of portfolios toward high-value prospects; track activity via shared pipeline dashboards. *(VP Advancement)*
- D. Stabilize advancement operations and data capabilities to seamlessly support major gift initiatives by Q2 of FY27. Onboard and orient all Associate Vice President (AVP) hires, enhance analytics capabilities, and streamline internal coordination between Advancement, GMUF, and academic units. Complete onboarding and role alignments for all AVPs; deploy updated data dashboards for portfolio insights and principal gift strategy. *(VP Advancement)*
- E. Implement coordinated community engagement strategies across the Fairfax, Arlington, and Prince William campuses by establishing quarterly engagement activities and strengthening relationships with regional stakeholders throughout FY2027. *(VP Govt and Community Relations)*
- F. Lead and coordinate external engagement efforts for Fairfax (West Campus), Mason Square, and SciTech campuses by developing, with BOV engagement, a campus-level plan for conducting meetings with state, local, and community stakeholders to support planning, approvals, and partnerships. *(VP Govt and Community Relations, President)*
- G. Elevate Mason's Reputation and Web Presence
 1. Elevate George Mason's national brand positioning by developing and implementing the "All Together Different 2.0" strategy to highlight its R1 status, "4-A education" value, innovative academic offerings, distinctive public-private partnerships, and strong student success outcomes, as measured by increased visibility, recognition, and engagement across key stakeholder audiences. *(VP & Chief Brand Officer)*
 2. Elevate George Mason's national brand positioning by leading George Mason's contribution to the organization of Carnegie Opportunity/R1 institutions as a community of practice and advocacy for future-facing university access and academic excellence, to include collaborating with other universities to co-lead at least one national convening in FY27, with a plan forward based on the will of the group. *(VP & Chief Brand Officer)*
 3. Advance George Mason's digital transformation by completing a comprehensive website ecosystem assessment with actionable recommendations for a FY28 overhaul, integrating AI capabilities across OUB through dedicated staffing and support, and delivering university-wide training (e.g., AI 2026) to expand adoption of AI tools that improve efficiency, user experience, and content strategy. *(VP & Chief Brand Officer, CIO)*
 4. Reposition GMU-TV as a news and entertainment media resource for Northern Virginia by developing a strategic roadmap to offer Northern Virginia news, sports, and cultural coverage to regional media outlets using a student-powered, faculty-mentored model that is well established at other universities, establishing it as a primary platform for multimedia content creation of Northern Virginia news, and producing at least one hour of primetime programming that showcases university, student, and community-focused content per quarter. *(VP & Chief Brand Officer)*
 5. Expand George Mason's trademark licensing program by establishing a cross-functional licensing roundtable, increasing external royalty revenue by 20% over FY26, launching a collegiate license plate promotion program, and developing a sustainable framework to

allocate royalties toward student scholarships that drive both revenue growth and brand advocacy. (VP & Chief Brand Officer)

Continuing Goals

1. Grow the Mason Virginia Promise (a pathway toward a four-year degree or your own business for every Virginian who wants it) by adding two additional community college partners. (Provost, CFO, VP/PSA)
2. Continue to meet enrollment and graduation targets established for the Commonwealth's Tech Talent Investment Program (TTIP). (Provost, VPR, SVP Enrollment Management)
3. Develop a globalization plan building on Mason Korea's success to become a hub to expand Mason's global presence in Asia, Africa, and the Middle East. (Provost, President, VP/PSA)
4. Establish public-private partnerships with at least three area corporations and expand our corporate-based coalition to support our Arlington Innovation Campus, ensuring that any partnerships mutually benefit George Mason. (President, Provost, VP Enrollment, VP/PSA)
5. Evaluate and, if necessary, finalize implementation plans for current lab schools. (VP/PSA, Provost)
6. Expand Mason Enterprise's partnerships through the Entrepreneur-in-Residence Program, the Investor-in-Residence Program, and the Innovation Commercialization Assistance Program (ICAP) to expand access to tools and funding that draw global innovative partners. (VPR, AVP IED)

4. EXEMPLIFY A UNIVERSITY CULTURE OF ACCESS AND INCLUSION

- A. Combine and incorporate the Office of Access, Compliance and Community into the Office of Organizational Excellence & Institutional Integrity (SVP-OEII)
- B. Strengthen institutional compliance by enhancing case management, policy alignment, and training effectiveness by March 31, 2027. Maintain institutional readiness for federal, state, and regulatory reviews, investigations, and reporting requirements. (SVP-OEII)
- C. Advance institutional readiness for ADA Title II compliance by establishing sustainable accessibility governance, improving digital accessibility, and expanding accessibility awareness and capacity across the university by March 31, 2027. Achieve an accessibility benchmark score of 90 or higher for 98% of university websites. (SVP-OEII)
- D. Strengthen Campus Climate and Well-Being
 1. In collaboration with University Life, advance campus climate, civil discourse, freedom of expression, and inclusive community initiatives, resulting in increased engagement and implementation of all priority campus climate actions by March 31, 2027. (SVP-OEII)
 2. Strengthen campus climate and community well-being by March 31, 2027, through civility, civil discourse, free expression, and inclusive community initiatives, resulting in a 10% increase in participation in related programs and the launch of at least three priority campus climate initiatives. (VP University Life, SVP-OEII)
 3. Implement Civility Action Plan using restorative justice and educational approaches to address student conflicts via the student conduct process by March 31, 2027. (VP University Life)
 4. Expand year-long programming focused on civil discourse, dialogue across differences, and freedom of expression by March 31, 2027, resulting in a 10% increase in participation in related programs and initiatives. (VP University Life, SVP-OEII)
 5. Implement campus climate survey outcomes and engagement strategies by March 31, 2027, including the launch of at least three priority initiatives and achieving a 10% increase in participation in programs and education initiatives that promote inclusive community practices. (VP University Life, SVP-OEII)

- E. Maintain and leverage Mason's Eligible Institution designation to expand institutional opportunities, strengthen cross-unit collaboration, and enhance external funding competitiveness by March 31, 2027. (SVP-OEII)
- F. Provide executive leadership to position the university for successful submission of the 2029 Carnegie Community Engagement Classification through strategic planning, data infrastructure, partnership development, and resource generation by March 31, 2027. (SVP-OEII, VP/PSA)

5. INVEST IN FACULTY AND STAFF SUCCESS

- A. Establish the Office of Organizational Excellence & Institutional Integrity (OEII). Led by a Senior Vice President, the office integrates people strategy, organizational excellence, institutional integrity, and organizational performance into a single executive portfolio. (President)
- B. Organize and implement a plan for the Office of Organizational Excellence & Institutional Integrity. Establish a campuswide task force to assist in implementing the President's vision for the position. Provide executive leadership that advances institutional priorities, strengthens cross-functional collaboration, and enhances organizational effectiveness in support of at least three institutional priorities related to access, compliance, community engagement, organizational effectiveness, or employee and student success by March 31, 2027 (SVP-OEII).
- C. Advance Phases 1–3 of the career architecture and compensation initiative by securing SLT endorsement of a total compensation philosophy (by Dec 1, 2026), developing a framework covering at least 25% of job families, and completing market benchmarking for at least 75% of prioritized positions to inform FY27–28 salary planning. Success will be measured by delivery of a compensation analysis including financial impact, and a documented inventory of gaps, equity concerns, and prioritized actions to improve competitiveness and alignment. (CHRO)
- D. Strengthen employee engagement and retention by enhancing the capabilities of Mason's existing Staff Recognition Platform, improving accessibility, utilization, and achieving a corresponding 10% increase in overall recognition program participation over current baseline by June 1, 2027. (CHRO)
- E. Enable data-driven, budget-aligned workforce decisions by developing an integrated Workforce Planning and Position Control model. Complete a current-state assessment by February 28, 2027, and deliver an executive-ready roadmap by May 31, 2027. (CHRO)
- F. Strengthen manager accountability for employee engagement by ensuring at least 50% of supervisors with reportable 2026 Gallup results complete documented action plans, with full guidance and access provided by July 31, 2026, and completion by December 18, 2026. (CHRO)
- G. Build institutional AI readiness by launching an enterprise workforce upskilling framework focused on AI fluency and core technical competencies. Launch at least two pilot programs by January 31, 2027, reaching 30% of faculty and staff by March 31, 2027. (CHRO, CIO, Provost)
- H. Strengthen HR's capacity to serve as a strategic partner to the university by launching a leadership development pilot for HR's frontline leadership. Complete program design, including supporting tools and guidance, by November 30, 2026, launch by March 31, 2027, and achieve at least 60% participation. (CHRO)
- I. Improve HR's responsiveness and strategic alignment with university divisions by launching Mason's first HR Business Partner model, embedding at least two business partners with defined service agreements by September 30, 2026. (CHRO)

- J. Modernize HR service delivery to improve responsiveness and data-driven decision-making across the university by expanding case management capabilities, deploying AI-enabled service tools, and delivering at least three People Intelligence dashboards by March 31, 2027. *(CHRO, CIO)*
- K. Implement a new hiring management process to replace the critical vacancy initiative, ensuring Educational and General (E&G) spending remains aligned with budget and university growth targets. *(President, Provost, CFO, COO, CHRO)*
- L. Begin drafting the next university strategic plan, incorporating pillars of the Mason 2036 vision and key FY27 goals approved by the BOV. *(President, VP/PSA)*

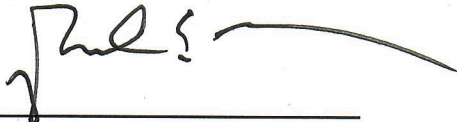
Continuing Goals

- 1. Implement and complete a search for a new Chief Financial Officer. *(President)*
- 2. Continue implementation of the Strategic Plan to include the evolution of the living document, seeking input and guidance from the BOV for substantive changes to the Strategic Plan. *(VP/PSA, EVP/CoS)*
- 3. Continue to enhance academic practices and decrease faculty and staff manual workload by digitizing processes and procedures. *(Provost)*

Performance Bonus – President Gregory Washington

In accordance with Section D.2 of President Washington's Employment Agreement and following evaluation of President Washington's performance for the previous academic year, the Board of Visitors is authorizing the maximum performance bonus of \$125,000.00 after meeting and/or exceeding his performance expectations as measured per his Employment Agreement as outlined in Section E.

Approved by the Board of Visitors on July 31, 2026.

A handwritten signature in black ink, appearing to read "Paul Misener", written over a horizontal line.

Paul Misener
Secretary of the Board of Visitors

**RESOLUTION OF THE BOARD OF VISITORS OF GEORGE MASON UNIVERSITY
AUTHORIZING INCREASE IN BASE SALARY FOR PRESIDENT WASHINGTON**

WHEREAS, President Dr. Gregory Washington entered into an employment agreement with George Mason University ("University") dated March 3, 2020, ("Employment Agreement"); a First Amendment dated June 10, 2022, a Second Amendment dated May 21, 2026, and has served as university president since July 1, 2020;

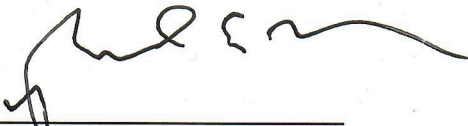
WHEREAS, in accordance with Section D.1. of the Employment Agreement, any increase in Base Salary requires approval by the Board of Visitors;

NOW, THEREFORE, BE IT RESOLVED:

Effective July 25, 2026, the Board of Visitors approves a 1.5% across-the-board Base Salary increase to President Washington's annualized Base Salary to \$883,050.00, to be paid from State and Other Funds as specified in Section D.1 of the Employment Agreement.

Effective July 25, 2026, the Board of Visitors approves an additional 2% performance-based merit increase to President Washington's annualized Base Salary for a total 3.5% Base Salary Increase to \$900,711.00, to be paid from State and Other Funds as specified in Section D.1 of the Employment Agreement.

Approved by the Board of Visitors on July 31, 2026.



Paul M. Sener
Secretary of the Board of Visitors

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

WHEREAS, Mr. Barry Dewberry and Ms. Arlene Evans are longstanding friends and generous benefactors of George Mason University whose philanthropy has supported the arts, horticulture, and education throughout Northern Virginia; and

WHEREAS, Mr. Dewberry is the son of the late Sidney O. Dewberry, former Rector of the George Mason University Board of Visitors, former chair of the George Mason University Foundation Board of Trustees, trustee emeritus, philanthropist, and recipient of the Mason Medal, the university's highest honor; and

WHEREAS, the Dewberry family has a longstanding legacy of support for George Mason University, including the College of Engineering and Computing, Honors College, University Life, and the Schar School of Policy and Government, and is recognized through the naming of the Reva and Sid Dewberry Family School of Music and Sid and Reva Dewberry Hall; and

WHEREAS, in 2022, Mr. Dewberry and Ms. Evans made a transformational \$10 million gift commitment in support of the renovation of the Center for the Arts, which was named in recognition of their generosity; and

WHEREAS, Ms. Evans is a retired operating room nurse whose distinguished career serving Northern Virginia inspired a deep commitment to strengthening nursing education and preparing future generations of nurses; and

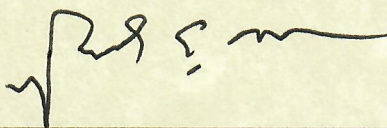
WHEREAS, Mr. Dewberry and Ms. Evans have made a new \$15 million gift commitment to the George Mason University Foundation in support of the School of Nursing within the College of Public Health; and

WHEREAS, their gift will provide lasting support for nursing leadership and faculty recruitment and retention, expand RN-to-BSN scholarships, and advance simulated learning initiatives; and

WHEREAS, this gift represents the largest philanthropic commitment in the history of the College of Public Health and the first naming gift for an academic unit within the college; now

BE IT THEREFORE RESOLVED THAT the School of Nursing within the College of Public Health be named the **Arlene Evans and Barry Dewberry School of Nursing** in recognition of their extraordinary generosity and commitment to George Mason University and the future of nursing education.

BE IT FURTHER RESOLVED THAT this resolution be entered into the minutes of the George Mason University Board of Visitors this day, July 31, 2026.



Paul Misener
Secretary, Board of Visitors
George Mason University

Public Comments

Received for the July 31, 2026 Annual Meeting of the Board of Visitors

As of 7/31/26 3:30 p.m.

None submitted