

**BOARD OF VISITORS
GEORGE MASON UNIVERSITY**

**Executive Committee Meeting
Wednesday, September 16, 2026
Merten Hall, Hazel Conference Room (1201), Fairfax Campus**

MINUTES

PRESENT: Rector Sumeet Shrivastava, Vice Rector Anne Altman, Secretary Paul Misener, Visitors Delbert Parks and Jon Peterson.

ABSENT: none.

ALSO, PRESENT: Visitor Sean Spence; Gregory Washington, President; Rachel Spence, Staff Liaison; Griffin Crouch, Undergraduate Student Representative; David Drummey, Interim University Counsel; and Bridget Higgins, Secretary pro tem.

I. Call to Order

Rector Shrivastava called the meeting to order at 1:00 p.m.

II. Rector's Comments

Rector Shrivastava explained the purpose of scheduling the Executive Committee prior to the full board. The approach was to allow additional time to prepare committees for the full board meeting along with providing Dr. Washington the opportunity to frame broader strategic initiatives for committees.

Approval of the minutes from the December 4, 2026 Executive Committee meeting was accomplished at the February 26, 2026, full board meeting.

III. President's Comments

Rector Shrivastava recognized Dr. Washington.

Dr. Washington began by framing what the Board can expect in the coming months. The four shocks described throughout the Planning Conference (Financial, Demographic, Technological, and Political) are accelerating and reinforcing one another. Five leadership priorities will support the transition period while the new strategic plan is under development:

1. Student success and academic pathways—offers flexible, faster, and lower-cost options while preserving rigor and an inclusive community.
2. Responsible AI integration—develop a governed capability for learning, advising, operations and research.
3. Research, innovation, and enterprise—expand into partnerships, job creation, commercialization, and reputation-building.
4. Resource attainment and fiscal sustainability—align enrollment, cost, philanthropy, state support, and capital capacity with strategic priorities.
5. People, culture, and execution capacity—equip faculty and staff with the tools and expectations to accomplish their responsibilities with speed and integrity.

Dr. Washington continued by identifying the strategic leads and members for each of his Bold Bets (AI Integration; Academic Model; Student Experience; Employer Relationships; Campus; Revenue Model; Faculty and Governance; and Research Ecosystem) who will report monthly on their progress to the president's Executive Committee.

Dr. Washington mentioned additional topics related to transition: an enterprise-wide budget management and forecasting system, General Assembly engagement, enrollment management, deeper Microsoft integration, leadership transition and development, and the Economic Development and Commercialization task force.

Discussion ensued:

Rector Shrivastava asked for a description of the university's three different budget models. Dr. Washington explained the university utilizes an academic unit model, which is in its second year of implementation; a revenue generating auxiliary enterprise model; and a non-academic unit model that is primarily funded through the Educational and General account. Synergies may be possible by managing them together.

Visitor Parks inquired of the faculty's opinion specific to adding stackable credentials to the university's offerings while maintaining the value of a four-year degree. Dr. Washington noted that Mason wants to support all student success. A four-year degree maximizes student potential but success could also be through certificates and training.

Visitor Peterson noted that Mason's ability to be nimble allows the university to change course and move forward as higher education continues to transform. Dr. Washington added that the university will need board support for areas of the organization that are less adaptable. Rector Shrivastava observed that this shift ultimately helps students like Griffin Crouch prepare for their next job.

IV. Closed Session

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

- 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;
- Section 2.2-3711.A.8 for consultation with legal counsel regarding the aforementioned items and federal investigations; and
- Section 2.2-3711.A.1 for Personnel Matters.

The motion was **SECONDED** by Secretary Misener. **MOTION CARRIED BY VOICE VOTE.**

Following closed session, Vice Rector Altman **MOVED** that the Executive 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 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 COMMITTEE MEMBERS RESPONDED IN THE AFFIRMATIVE BY ROLL CALL VOTE.**

Yes: 5

Absent: none

V. Recess

Rector Shrivastava called for any additional business to come before the Executive Committee. Hearing none, he recessed the meeting at 2:18 p.m.

Bridget Higgins
Secretary pro tem