BOARD OF VISITORS
GEORGE MASON UNIVERSITY

Meeting of
October 12, 2017
MINUTES

PRESENT: Rector Davis and Vice Rector Peterson; Visitors Ahmed, Alcalde, Blackman, Chimaladinne, Cumbie, Dwoskin, Hazel, Prowitt, and Zuccari; Faculty Representative Renshaw; Student Representatives Kanos and Quillen; President Cabrera; and Secretary pro tem Cagle.

ABSENT: Visitors Marquez, Petersen, Purvis, Schar and Witeck.

I. Rector Davis called the meeting to order at 1:32 p.m.

II. Approval of the Minutes
Rector Davis called for any corrections to the minutes of the Planning Conference Meeting of July 27, 2017 and the Annual Board Meeting of July 28, 2017. Hearing none, the minutes stood approved as written.

III. Rector’s Report
Rector Davis reported Dr. Cabrera’s goals for 2017-2018 were discussed at the Annual Meeting on July 28, 2017. He noted there were no changes to the goals that were presented, but the goals were not approved in the Open Session of the Board meeting. Rector Davis called for a motion to approve Dr. Cabrera’s goals for 2017-2018.

It was MOVED by Visitor Hazel and SECONDED by Visitor Blackman to approve President Cabrera’s goals for 2017-2018. Rector Davis opened the floor to discussion. There was none.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE
(Attachment 1 – President’s 2017-2018 Goals)

Rector Davis reported on the discussion in the Academic Programs, Diversity and University Community Committee concerning DACA and the number of those students attending Mason. He noted that the previous evening, Visitors Alcalde and Marquez co-hosted a fundraiser for DACA students and he encouraged the members to contribute to this cause. Rector Davis reported that the previous morning he took Don Graham to Capitol Hill to meet with the Chairman of the Judiciary Committee to discuss this matter. Rector Davis expressed his concern for the DACA students, stating they are valued members of the community and are in the middle of the politics of the issue. He stated that the Board’s concerns are with the students and making sure a satisfactory outcome is found. Rector Davis recognized Paula, a DACA student, and invited her to share her story with the Board. He thanked her for being a member of the Mason community and for taking the time to attend the Board meeting.
Paula thanked the Board for the opportunity to speak with them and shared her experience as a documented student at Mason. She provided the following information about herself: a junior, studying Global Affairs with a concentration in Global Inequalities and Responses, and minoring in French; the external President for Mason DREAMers; sister in Lambda Theta Alpha Latin Sorority; and a university employee in the office of Diversity, Inclusion and Multicultural Education. Paula noted that she could soon be an undocumented student at Mason and she shared her concerns about what will happen when her DACA expires in 10 months, whether or not she will be able to afford to continue with her education without access to scholarships, Federal financial aid, and in-state tuition. She noted that many other students in Virginia are facing the same uncertainties. Paula commented that Mason has been a leader in helping undocumented students pursue their dream of higher education by identifying financial resources and finding funding for DREAM scholarships. Her hope during this time is that Mason will continue to be a leader in advocating for documented and undocumented students, and continue to protect and find the resources that students need to achieve their dreams. The Board recognized Paula with applause.

Rector Davis recognized Visitor Alcalde for comments on the previous evenings’ fundraiser for DREAMers. Visitor Alcalde noted that it is important to understand what the DACA students are going through and the positive impact they have on society. She thanked the students who participated in the fundraiser and for the support of the Board members. Rector Davis reiterated that these students are the leaders of the future and are valued at Mason, emphasizing the Board will do everything it can to move the process forward. He thanked Paula for her time and asked her to let her fellow DACA students know the Board stands behind them.

Rector Davis announced that the Johnson Center North Plaza would be dedicated at 4:00 p.m. in honor and memory of Roger Wilkins. He encouraged the Board members to attend.

Rector Davis reminded the Board about the BOV Recognition Reception at the Mathy House on Thursday, November 2. He encouraged the Board members to attend and send their responses by October 20.

IV. President’s Report
President Cabrera thanked the Visitors who hosted and attended the DREAMers fundraiser dinner, with special thanks to Rector Davis for his assistance in navigating the legislative process toward a positive solution.
President Cabrera recognized and congratulated Rose Pascarell, Vice President of University Life, for being selected as Alumna of the Year by her first alma mater, a community college. The Board recognized Ms. Pascarell with applause.

President Cabrera introduced and welcomed Maury Peiperl, the new dean of the School of Business. The Board recognized Dean Peiperl with applause. President Cabrera also welcomed Germaine Buck Louis, the new dean of the College of Health and Human Services, who was not able to attend the meeting.

President Cabrera referred to two charts about student loan default rates. He explained the average default rate in the U.S. is approximately 11 ½ - 12% over a three year period. He noted that in order to have a very low default rate means that students were not overcharged, students are graduating on-time, and the graduates are getting jobs with reasonably high salaries that enable them to repay their student loans. President Cabrera explained this data is a great measure of value for the students. He noted that one the predictors of how high or low a default rate will be corresponds to the number of Pell Grant recipients at the school, explaining the high correlation between the students with high financial need and the default rate of the those students when they graduate. He highlighted the chart that illustrated the Pell Grant recipients and default rates in Virginia public schools, noting that Mason is an outlier by serving 27-28% of Pell Grant students and a default rate comparable to the universities serving a lower percentage of Pell Grant students.
(Attachment 2 – Virginia Student Loan Default Rates/Percent Pell Grant Recipients)

President Cabrera referred to a bar chart that compared default rates for 2010-2014 graduates in the categories of: national, public four-year, Virginia, Virginia public four-year, Virginia doctoral research, Carnegie highest research activity, and Mason. He explained the data, Mason’s comparison to national statistics, and the exceptional outcomes from Mason.
(Attachment 3 – Student Loan Default Rates for Graduates in 2010-2014)

President Cabrera referred to the Fall 2017 Incoming Student Profile handout, noting Mason has admitted 6,393 students, the largest and most diverse class ever admitted to Mason. He highlighted various statistics on the report including the data on diversity, noting 50% identify as a racial minority and 38% identify as first-generation college students.
(Attachment 4 – Fall 2017 Incoming Student Profile)

President Cabrera reported the University is dealing with a number of national policy issues that have an impact on Mason, including Title IX changes, DACA, and the travel ban. He noted Mason is an active participant in buffering the impact on the students as well as working to influence the outcomes in those
national policy areas. He reported that budget work is being done with the Governor and his administration to ensure Mason’s interests are given the best possible consideration, noting this will be followed by work in December with the General Assembly on Mason’s needs. President Cabrera noted the Governor has been supportive and has listened to Mason’s needs and concerns.

Regarding fundraising, President Cabrera reported that this is the last year of the campaign that will conclude in December 2018. He noted that the original goal was met, but a new, ambitious goal has been set and he thanked the Board members for their support in attaining this goal.

President Cabrera provided an update on the Access program between Northern Virginia Community College (NVCC) and Mason. He noted that earlier in the week there was a meeting of approximately 150 faculty members from NVCC and Mason working together to align the curriculum of the two schools to provide a smooth transition for the transfer students.

President Cabrera thanked the Board for their continued support and invited Frank Neville, Chief of Staff and Vice President of Communications and Marketing, to provide an update on the Strategic Plan. President Cabrera explained that the Strategic Plan is being reviewed and revised with the objective of having an updated version for the Board’s consideration at the December meeting.

Mr. Neville addressed the Board, outlining the process and timeline for the Strategic Plan update. He explained that at the Planning Conference in July there were four different group presentations regarding the status of the Strategic Plan goals and next steps. He noted that the four groups have been expanded to include Faculty Senate representatives, Staff Senate representatives, alumni representatives, and student representatives, and they have been working over the past several months to address the updates. Mr. Neville advised that in mid-November a draft of that Plan would be shared with the Mason community via town hall meetings and individually with the Board members for input and feedback. He noted the final draft document would be presented at the December 13 BOV meeting. He highlighted the goals and metrics handout and the updates that would be addressed.

(Attachment 5 – 2017 Strategic Plan Update Process and Timeline)
(Attachment 6 – Strategic Plan 2017 Update)

President Cabrera thanked Mr. Neville for his report and advised the Board that the President’s report would be included for the record in the meeting minutes.

(Attachment 7 - President’s Report)

Rector Davis recognized Visitor Hazel for comments. Visitor Hazel reported that he had participated in the Virginia Business Higher Education Council the
previous day in Richmond. He explained this was an annual meeting of the Council, attended by the Virginia candidates, representatives from the Virginia colleges and universities, deans and senior staff from Mason. Visitor Hazel commented that the President of Virginia Tech recognized and congratulated Mason on achieving R1 research status.

V. Committee Reports
A. Audit Committee
Rector Davis called on Vice Chairman Blackman to provide a report from the Audit Committee. Vice Chairman Blackman reported the committee met in Closed Session to discuss Critical Infrastructure Assessment information. He noted the committee approved two minor revisions to the Audit Committee Charter, as follows and noted in the Board materials:

- Adjust the Committee composition requirements to align with the Board’s Bylaws
- Reflect the renaming of the internal audit function as the ‘Office if University Audit’

Vice Chairman Blackman reported the committee approved the Office of University Audit Charter, noting it had the same mission, independence, responsibility, and authority requirements as the existing October 2016 charter, and that Dr. Cabrera remains fully supportive of University Audit and the charter, providing University Audit with the necessary independence, stature, access and resources to accomplish its responsibilities to the Audit Committee. Vice Chairman Blackman noted the committee received and concurred with the University Auditor’s annual confirmation of the organizational independence of the Office of University Audit. He reported the committee reviewed the report of the external quality assessment of the internal audit function performed by the Commonwealth’s Office of the State Inspector General, noting the assessment concluded that the Office of University Audit generally conforms to the Institute of Internal Auditors Code of Ethics and Standards for the Professional Practice of Internal Auditing. Vice Chairman Blackman explained that the ‘generally conforms’ rating is the highest possible rating. He reported the committee reviewed the audit status report and the internal audit planning materials included in the Board materials.

B. Finance and Land Use Committee
Rector Davis called on Chairman Jon Peterson to provide a report from the Finance and Land Use Committee. Chairman Peterson reported the committee reviewed the State Six-Year Operational Plan, capital projects, and new debt financing. Regarding the Six-Year Plan, he noted the committee reviewed the priorities, including increasing student aid resources to both
undergraduates and graduates, faculty and staff compensation, financial disparity, and additional funds to establish multidisciplinary institutes.

Rector Davis called for a motion to approve the Six-Year Operational Plan. It was MOVED by Visitor Cumbie and SECONDED by Visitor Hazel to approve the Six-Year Operational Plan as presented. Rector Davis opened the floor for discussion. There was none.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

Chairman Peterson reported the committee reviewed a number of capital projects and the annual approval of the plan and use of the properties owned by Mason. He highlighted the following: construction of Robinson Hall, a phased project over two years that will result in 30 new classrooms; the unbuilt-out space in the Life Sciences Building; the Bull Run Hall addition, a project that was approved in the 2012-2014 budget, but was not built at that time and the needs have since changed with a focus on research and engineering for that space; and the utilities infrastructure improvements. Chairman Peterson reported the committee approved the following Action Items for presentation to the full Board, as follows:

- Land Use Certification
- Schematic Design Approval – Robinson Hall
- IABRI Third Floor Fit-Out/Clean Room
- Bull Run Hall IIIB
- Utilities Infrastructure

Rector Davis called for a motion to approve the Action Items in block. It was MOVED by Visitor Hazel and SECONDED by Visitor Alcalde to approved the Action Items as presented. Rector Davis opened the floor for discussion. There was none.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

Chairman Peterson called on Ms. J.J. Davis, Senior Vice President of Administration and Finance, to share the videos of the Robinson Hall Renovation. Ms. Davis introduced Doug Lipscomb, Assistant Vice President of Campus Planning, to narrate the video. During the videos, Mr. Lipscomb described the internal and external design concepts of the new Robinson Hall and plaza. He explained the North Plaza would be extended from the George Mason statue to the Southside dining facility. Mr. Lipscomb responded to questions from the Board, noting the last pieces of the project would be completed in 2022, that includes some work on the Harris Theater building.
Chairman Peterson reported the committee reviewed and approved the Debt Resolution for the Utility Infrastructure Project for presentation to the Board. Rector Davis called for a motion to approve the Debt Resolution as presented. It was MOVED by Visitor Cumbie and SECONDED by Visitor Chimaladinne to approve the Debt Resolution for the Utility Infrastructure Project. Rector Davis opened the floor for discussion. There was none. MOTION CARRIED UNANIMOUSLY BY VOICE VOTE (Attachment 8 – Debt Resolution (9d) for the Utility Infrastructure Project)

C. Development Committee
Rector Davis called on Chairman Hazel to provide a report from the Development Committee. Chairman Hazel reported the committee received an update on the Foundation’s progress from Jay O’Brien, Chairman of the George Mason University Foundation Board, who reported the Foundation is good shape, there is a good return on investments this year, they continue to strengthen the spending and debt policies, and they have continued high-level trustee recruitment. Chairman Hazel reported the Loudoun real estate project is projected to be a late 2018 event. He noted the philanthropic contribution to the University is currently $66 million, 20% higher than last year and double what the Foundation’s contribution was 5 years ago. The Board responded with applause. Chairman Hazel noted the committee received a presentation on naming opportunities by Kathleen Diemer, Executive Director of Donor Relations and Advancement. Chairman Hazel referred to a booklet of naming opportunities at many dollar levels and noted it was an excellent source of giving opportunities. He noted the most recent $1 million contribution from Sid Dewberry to the College of Visual and Performing Arts for music scholarships and the naming of the Grand Tier of the Center for the Arts in honor of Dr. Linda Monson, Director of the School of Music. He explained that Dr. Monson taught Mr. Dewberry how to play the piano. Chairman Hazel reported the committee received a report on planned giving from Susan Van Leunen, Chief Financial Officer of the Foundation. He referred to a handout that outlined planned giving options, noting that planned giving will take a bigger role in future fundraising efforts. Chairman Hazel reported the committee received a Campaign update from Janet Bingham, Vice President of University Advancement and Alumni Relations, noting the current status of the Campaign is $530 million. (Attachment 9 – Planned Giving Opportunities)

D. Research Committee
Rector Davis called on Chairman Ahmed to provide a report from the Research Committee. Chairman Ahmed reported the committee received a presentation from Deb Crawford, Vice President for Research, who outlined the research strategic goals, alignment, priorities and what it means to be an
R1 university. He noted Dr. Crawford’s report included: Mason aligning its educational offerings to reflect national student interests and job opportunities; the need to increase the amount of Federal funding, tenure-track faculty, post-docs and research faculty; the need for strategic partnerships among the universities in the Commonwealth with a focus on emerging national research needs; the need for state incentives to bring biotech, pharmaceuticals and others to the Global Genomics and Bioinformatics Research Institute (GGBRI) which is part of the new Inova campus; the top growth opportunities for Mason in the fields of health and bio, science and security, and media and information; projected growth in Mason’s research grants in the areas of health and well-being, resilience, and cyber and analytics; goals to have Mason be central to Northern Virginia’s knowledge-technology-innovation economy, and to attain top 50 R1 ranking nationally.

Chairman Ahmed reported the committee received a presentation from Tony Stefanidis, Director of the new DHS Center of Excellence, who outlined the plans for the Criminal Investigations and Network Analysis Center (CINA) and explained the Center would bring together leading experts and researchers to conduct multidisciplinary research and education to help identify, disrupt, and thwart transnational criminal networks. Chairman Ahmed noted CINA was a great win for Mason and represents many future opportunities for Mason through collaboration in this venture with top universities like Notre Dame, Virginia Tech, Carnegie Mellon, and Michigan State.

E. Academic Programs, Diversity and University Community Committee
Rector Davis called on Chairman Alcalde to provide a report from the Academic Programs, Diversity and University Community Committee. Chairman Alcalde reported the committee received an overview from Provost Wu on priorities for the upcoming academic year, including differentiating and improving the student experience, making meaningful improvements in faculty and staff diversity and wellbeing, strengthening the research and innovation enterprise, and pursuing transformative partnerships for educational access. Chairman Alcalde noted Provost Wu welcomed two new deans, Maury Peiperl (School of Business) and Germaine Buck Louis (College of Health and Human Services), and reported the search for a new dean for the College of Humanities and Social Sciences is underway with the objective of having a new dean in place by Fall 2018.

Chairman Alcalde reported the committee received reports on the following topics:
- Differentiating and improving the student experience, presented by David Burge, Vice President of Enrollment Management, and Bethany Usher, Associate Provost of Undergraduate Education, who provided
information on the Mason Impact and Student Experience Redesign (SER) projects, both designed to support overall student success.

- Campus climate update, presented by Rose Pascarell, Vice President of University Life, and Julian Williams, Vice President of Compliance, Diversity and Ethics, who provided information concerning Mason’s DACA students and the support they are receiving, and Title IX changes, reiterating that while Mason is monitoring changes, Mason’s policies remain unchanged.

- Online and Access Pathways initiatives, presented by Michelle Marks, Vice President of Academic Innovation and New Initiatives, who provided updates on plans for Mason’s online programs and the establishment of a new partnership for online degree completion, the execution of the ADVANCE partnership with Northern Virginia Community College, and a campus internationalization plan.

Chairman Alcalde reported the committee reviewed the enrollment update and student profile report (Attachment 4), noting Mason welcomed its largest, strongest, most diverse class with the highest number of out-of-state freshman to date. She reported the University conferred 8,505 degrees during the 2016-2017 academic year, an increase of 2% compared to the previous academic year, noting that of those degrees conferred 26% were in the STEM fields and 8% in the health professions.

Chairman Alcalde reported the committee reviewed and approved the Faculty Action Items for presentation to the Board. It was MOVED by Chairman Alcalde and SECONDED by Visitor Cumbie to approve the Faculty Actions of one Emeritus Status and one Election of a New Hire as presented in the Board materials. Rector Davis opened the floor for discussion. There was none.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

VI. Closed Session

Rector Davis invited the Faculty Senate Chair and the Student Representatives to remain in the Closed Session for the discussion of Honorary Degrees and Special Awards.

It was MOVED by Vice Rector Peterson and SECONDED by Visitor Hazel that the Executive Committee go into a Closed Session under the provisions of Section 2.2-3711.A.11 to discuss Honorary Degrees and Special Awards, Section 2.2-3711.A.2 to discuss a Student Matter, Section 2.2-3711.A.4 for the Protection of Privacy in Personal Matter pertaining to a student, Section 2.2-3711.A.29 to discuss a Public Contract, Section 2.2-3711.A.9 to discuss Gifts, Bequests and Fundraising Activities, 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 specific legal
matters requiring the provision of legal advice, and Section 2.2-3711.A.1 to discuss a Personnel Matter.

**MOTION CARRIED UNANIMOUSLY BY VOICE VOTE**

It was MOVED by Vice Rector Peterson and SECONDED by Visitor Cumbie that the Board go back into public session and further moved that by ROLL CALL VOTE affirm that only public business matters lawfully exempted from the open meeting requirements under the Freedom of Information Act were heard, discussed or considered in the Closed 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.

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

As a result of the Closed Session, the following Action Item was brought to the Open Meeting:

Vice Rector Peterson MOVED that pending the acceptance of a speaker invitation by the candidate reviewed in Closed Session, the Board approve an Honorary Degree for that person to be awarded at a future Graduation or Commencement. The motion was SECONDED by Visitor Dwoskin. Rector Davis opened the floor for discussion. There was none.
**MOTION CARRIED UNANIMOUSLY BY VOICE VOTE**

**VII. Adjournment**

Rector Davis asked if there was any other business to come before the Board. Hearing none, he called for a motion to adjourn. It was MOVED by Visitor Cumbie and SECONDED by Visitor Chimaladinne to adjourn the meeting. Rector Davis opened the floor for discussion. There was none.
**MOTION CARRIED UNANIMOUSLY BY VOICE VOTE**

Rector Davis adjourned the meeting at 3:32 p.m.

Respectfully submitted,

Kathy Cagle
Secretary pro tem
Attachment 1: President’s 2017-2018 Goals (2 pages)
Attachment 2: Virginia Student Loan Default Rates/Percent Pell Grant Recipients (1 page)
Attachment 3: Student Loan Default Rates for Graduates in 2010-2014 (1 page)
Attachment 4: Fall 2017 Incoming Student Profile (1 page)
Attachment 5: 2017 Strategic Plan Update Process and Timeline (1 page)
Attachment 6: Strategic Plan 2017 Update (15 pages)
Attachment 7: President’s Report (7 pages)
Attachment 8: Debt Resolution (9d) for the Utility Infrastructure Project (3 pages)
Attachment 9: Planned Giving Opportunities (2 pages)
President's 2017-18 Goals
As Presented and Discussed July 28, 2017
Approved October 12, 2017

Priorities
1. Differentiate and improve student experience
2. Strengthen research and innovation enterprise
3. Make meaningful improvement in faculty and staff diversity and well-being
4. Build campus for the future
5. Pursue transformative partnerships for access
6. Strengthen financial position

Goals Detail

1. Differentiate and improve student experience
   a. Create Mason Impact curricular and co-curricular options in the areas of undergraduate research, entrepreneurship, global learning, and civic engagement
   b. Launch signature short and semester-long options in Korea or other strategic destinations, and increase study abroad participation by 15%
   c. Complete design of Constituent Relationship Management system to support Student Experience Redesign initiative
   d. Increase retention and completion rates: first year retention to 88% and six year graduation rate to 70% for first time freshmen; first year retention to 82% and four year graduation rate to 70% for transfer students

2. Strengthen research and innovation enterprise
   a. Increase sponsored research expenditures by 5%; number of proposals submitted; and value of awards by 10%
   b. Review university policies for allocating facilities and administrative costs recovered on sponsored projects, as well as the creation, allocation and use of research and instructional labs
   c. Establish university-wide entrepreneurship program, secure external support for at least 50% of expenditures, and double the number of faculty-student invention disclosures

3. Make meaningful improvements in faculty and staff diversity and well-being
   a. Increase the percentage of applicants from underrepresented groups at interview stage by 5% for A/P and I/R faculty and 3% for classified staff
   b. Show meaningful improvement in key faculty satisfaction and engagement metrics
   c. Deploy university-wide ethics program including new training and resources

4. Build campus for the future
   a. Complete masterplan for West Campus at Fairfax, and continue facility initiatives at SciTech and Arlington campuses, considering education, research and translational opportunities

5. Pursue transformative partnerships for access
   a. Bring at least 5 new online programs to market and establish new partnership for online degree completion
b. Execute ADVANCE partnership with NOVA including at least 5 new connected pathways
   c. Complete campus internationalization plan

6. Strengthen financial position
   a. Maintain or improve all metrics in the financial scorecard
   b. Meet enrollment targets, including 15% growth in international students and 10% in professional education
   c. Raise at least $60M in new gifts, including $5M for the endowment and 10% increase in alumni donors
   d. Refresh strategic plan including academic/research, financial, and capital resource projections
   e. Design a new tuition pricing structure and complementary billing system
GEORGE MASON UNIVERSITY
Fall 2017 Incoming Student Profile

NEW FALL ENROLLMENT:
6,393 Total Undergraduate
  • Freshmen: 3,497
  • Transfers: 2,896*

2,929 Total Graduate
  • Certificates: 278
  • Masters: 2,295
  • Doctoral: 356

DOMICILE:
Northern Virginia 65%
Other Virginia 16%
Out-of-State 19%
  — 43 U.S. states and the District of Columbia, Guam, Puerto Rico, US Virgin Islands
  — 29 foreign countries

DIVERSITY:
50% identified themselves as being a racial/ethnic minority (Black/African American, American Indian/Alaska Native, Asian, Hispanic, Native Hawaiian/Pacific Islander, and two or more).
38% percent of incoming freshmen are first-generation college students

FRESHMAN PROFILE:
1,197 Average SAT Score—up 40 points from the previous year
  — 75th percentile score: 1280
  — 25th percentile score: 1110

3.66 Average high school grade point average (GPA)

*75 percent of transfers came from Northern Virginia Community College.

SOURCES: ADMISSIONS, PROVOST’S OFFICE
<table>
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<tr>
<th>Process &amp; Timeline</th>
<th>July</th>
<th>August - September</th>
<th>October</th>
<th>November</th>
<th>December</th>
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<td><strong>2017 Strategic Plan Update</strong></td>
<td>Summer Planning Conference launched the update process</td>
<td>Four working groups of faculty, staff, students, and alumni were formed and tasked with producing updates for the 12 goals. Each of the four working groups met at least 3 times in person to review existing metrics and accomplishments for their assigned goals. A website was set up and will be used as a repository for feedback from the broader Mason community.</td>
<td>An umbrella coordinating committee was established to ensure consistency among the four working groups. The coordinating committee met to review an initial draft of the updated plan, and provided guidance on questions and concerns raised by the working groups’ discussions. Another round of working group meetings will be held to continue reviewing and making relevant updates to the document.</td>
<td>Final rounds of working group meetings will be held between Nov. 1 - 15. Financial plan will be developed to align with the final draft. Town Hall will be held on Nov. 16. Website will go live on Nov. 17 to allow community members to submit comments and feedback following the Town Hall meeting.</td>
<td>Coordinating committee will meet and start reviewing the proposed changes from the working groups. Updated plan will be presented to the BOY on Dec. 13 for review and approval.</td>
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STRATEGIC GOAL #1: INNOVATIVE LEARNING

Deliver a transformative signature Mason Learning Experience that is experiential, global and technology – rich.

BOV Approved Metrics:

**Metric:** Increase percentage of Mason graduates who solve complex challenges through research, experiential learning, or creative projects to 75% by 2024.

*Current Status: FY17 60% of undergraduate students engage in complex challenges through Research, Experiential Learning, or Creative Projects.*

**Metric:** Ensure all graduates engage in some form of digital learning via online or hybrid classes, remote learning, etc. as part of their degree program’s course of study (this would include degree credits earned at other institutions as long as those credits counted toward their Mason degree).

*Current Status: FY 2016 – 77% of undergraduate and 45% of graduate students engaged in some form of digital learning.*

**Metric:** At least 25% of Mason’s total classroom inventory will support interactive, multi-location, or hands-on learning.

*Current Status: FY 2016 – 6% of Mason’s total classroom inventory supports interactive, multi-location, or hands-on learning.*

Initiatives:

**Accomplishments to Date:**

- Currently, 60% of Mason graduates participate in solving complex challenges.
- Over the past 4 years, between 900 – 1000 students have studied abroad annually.
- Over 100 students across 3 classes participated in a virtual collaborative classroom cohort with global partner institutions.
- 6% of Mason’s classroom inventory supports this goal including the recently opened Fenwick Library.
- Over the past 3 years, an average of 72% of undergraduate students and 44% of graduate students engaged in digital learning by their graduation.

**In Process/Future Initiatives:**

- Design and implement Mason Impact.
- Design and implement comprehensive study abroad plan.
- Design and implement online learning plan.
- Position instructional building renovation and construction (e.g., Robinson and Peterson) towards attaining the 25% goal.
STRATEGIC GOAL #2: ACCESSIBLE PATHWAYS

Provide multiple pathways and delivery formats to serve the needs of different students.

BOV Approved Metrics:

Metric: Maintain equal graduation outcomes for students regardless of race and socioeconomic background.
Current Status: FY 2016 - graduation outcomes for Overall, Pell recipients, African American and Hispanic students were within 3% of each other ranging from 67-70%.

Metric: By 2024, 7,500 students will be enrolled from programs delivered mostly online.
Current Status: FY 2016 - 20 degrees awarded to students who graduated from programs delivered mostly online.

Metric: Double the number of enrolled international students. Target is 4,000.
Current Status: Fall 2016 - 3,414 enrolled international students.

Initiatives:

Accomplishments to Date:

- An MOU to launch Advance, a NOVA Mason partnership was signed in April 2017.
- The INTO Mason partnership was signed in December 2013 and implemented in August 2014. Total enrollment for Spring 2017 was 617 students.
- Mason currently has 3414 international students through a variety of recruitment channels.
- The Online Virginia Network is in the process of being developed and rolled out in partnership with ODU.
- Currently less than 500 students graduate from programs delivered mostly online.
- 140 EIP students enrolled at Mason during 2016-17.

In Process/Future Initiatives:

- Implement ADVANCE program
- Design and implement international student recruitment plan.
- Design and implement INTO growth plan
- Design and implement online learning plan (see Goal #1)
- Design and implement OVN growth plan
- Meet Mason Korea growth targets as stipulated in MK 5-year business plan.
- Implement EIP partnership with Frist Star Scholars, preparing foster youths for college.
STRATEGIC GOAL #3: RETURN ON INVESTMENT

Enable all graduates to pursue meaningful lives and successful careers.

BOV Approved Metrics:

Metric: In-state student tuition will remain at or below the average of Virginia’s doctoral universities.

Current Status: FY 2017 – Mason’s in-state tuition at $8,204 compared to the average of Virginia’s doctoral universities at $11,521.

Metric: Three-year student loan default rates of graduates will remain within the lowest quartile of national public four-year institutions and below the average of Virginia public four-year institutions.

Current Status: FY 2013 – Mason’s three year student loan default rate at 2.1% in comparison to default rates of 11.3% for national public four-year institutions and 4.8% for Virginia public four-year institutions.

Metric: At least 70% of alumni will agree with the statement “Mason helped me grow personally and professionally” (or similar), five years from graduation.

Current Status: FY 2016 – 71% of undergraduate alumni report they are prepared for current work and 82% are prepared for further study. 83% of graduate alumni report they are prepared for current work and 88% report they are prepared for further study.

Metric: At least 80% of graduates will have a positive career outcome within six months of graduation.

Current Status: TBD

Initiatives:

Accomplishments to Date:

- Mason’s in-state tuition rate has consistently remained below the average tuition of VA doctoral universities. As of FY17, our tuition was $8,204 vs. $11,521.
- Three-year student loan default rates have remained below the lowest quartile for national and VA public institution averages.
- On average over 70% of undergraduates and 80% graduates surveyed feel that Mason prepared them for current job and/or further studies after 5 years.
- As of 2016, 76% of graduates reported a positive career outcome within 6 months of graduation.

In Process/Future Initiatives:

- Design and implement new tuition framework
- Design and implement Career services initiative
- Increase student financial assistance
STRATEGIC GOAL #4: 100,000 CAREER-READY GRADUATES

*Produce the talent needed to drive economic growth in our region over the next decade.*

**BOV Approved Metrics:**

**Metric:** Produce 100,000 graduates by FY 2024.

*Current Status:* As of FY2016 – Mason has produced 16,725 graduates.

**Metric:** Increase six-year graduation rates from 67% (2014) to 78% (2024).

*Current Status:* As of FY 2017 – Graduation rate increased to 69.8%.

**Metric:** By 2024, increase the four-year graduation rates of community college transfer students from 66% to 75%.

*Current Status:* As of FY 2017 – Graduation rate increased to 72%.

**Initiatives:**

**Accomplishments to Date:**

- Slightly behind the cumulative target of 16,800 by 75 graduates in FY 2016.
- Six-year graduation rate has improved slightly by .5% to 69.8% in FY 2017.
- The four year graduation rates for community college transfer students improved by 1% to 72%.
- Developed and expanded early alert intervention program to flag at risk students.
- Early Identification Program recognized by ACT’s College and Career Readiness campaign as a Career Preparedness Exemplar.
- ADVANCE Initiative launched in FY17 is expected to further enhance 4-year graduation rates.

**In Process/Future Initiatives:**

- Implement outcomes from Student Experience Redesign initiative.
- Meet online enrollment targets
- Meet international student recruitment targets.
- Implement ADVANCE program and meet program enrollment targets.
- Continue to develop new programs which match local economic drivers and meet program needs for our workforce.
STRATEGIC GOAL #5: INNOVATION ENGINE

Contribute to the economic vitality of the region by driving innovation and creating learning partnerships with private and public organizations.

BOV Approved Metrics:

**Metric:** Annual executive and professional education revenues will increase to $50 million by FY 2024.

**Current Status:** FY 2016 – executive and professional education revenues yielded $7 million.

**Metric:** More than 100 new companies initiated by Mason faculty and students will be incubated, supported, or accelerated by 2024.

**Current Status:** TBD

Initiatives:

**Accomplishments to Date:**

- Mason now has 5 dedicated on-campus facilities that support and nurture student and faculty entrepreneurship across all academic units: the MIX@Innovation, the MIX@Fenwick, the Mason Enterprise Center (MEC), the Virginia Serious Game Institute (VSGI) and the Mason Innovation Lab.
- MIX@Fenwick was opened on the Fairfax campus in June 2017 as a large entrepreneurship center and collaboration space for the entire Mason community.
- Mason Summer Entrepreneurship Accelerator (MSEA), an 8-week intensive business launch program, had its first cohort of 7 student teams and 2 faculty teams during the summer of 2017.
- Mason’s Office of Technology Transfer has been reorganized better to support research faculty looking to commercialize their inventions.
- The Mason Enterprise Center advised 1,163 regional entrepreneurs between 2014 and 2017.
- The entrepreneurship minor was re-launched in 2015, and 105 students were enrolled in the program during FY2017.

**In Process/Future Initiatives:**

- Design and implement Entrepreneurship@Mason business plan
- Design and implement executive education 5-year plan
- Pursue and help formulate GO VIRGINIA and VRIF initiatives as these will help Mason deepen partnerships with corporations and other private sector research partners.
STRATEGIC GOAL #6: COMMUNITY BUILDER

Contribute to the cultural vitality of our community through regional partnerships and commitments to the arts, athletics, and community engagement.

BOV Approved Metrics:

**Metric:** Increase by 30% the number of community members engaged in Mason’s cultural, athletic, and lifelong learning activities.

**Current Status:** From FY 2015 – FY 2016, ticketed activities saw a decline across the board and unticketed activities saw an increase across the board.

**Metric:** Achieve 12,000 alumni donors participating in the annual fund.

**Current Status:** FY 2016 – Number of alumni donors participating in annual fund at 5,477.

**Metric:** Double the number of students and faculty engaged with the community.

**Current Status:** Community Engagement Council created and developing online software to collect information about community projects.

**Metric:** Achieve classification as a Carnegie Community Engaged Campus.

**Current Status:** Next opportunity for Mason to apply for Carnegie Community Engaged Campus is April 15, 2019.

Initiatives:

**Accomplishments to Date:**

- Mason applied in 2014 and was notified in Jan 2015 that we were not approved for Carnegie Community Engaged Campus classification. A task force was created to conduct an assessment of what it would take to be selected in the next round.
- A Community Engagement Council was set up and plans to launch an online portal that will serve as a repository for all community projects.
- Although ticketed activities saw a decline across the board, unticketed activities saw an increase across the board from FY 2015 – FY 2016.

**In Process/Future Initiatives:**

- Successfully reapply for the classification by April 15, 2019 for the 2020 application cycle.
- Launch and communicate the existence of an online portal to accurately track community engagement on campus.
- Faculty and student engagement initiative
- Design and implement civic engagement components of Mason Impact
- Arts initiative
- Athletics initiative
STRATEGIC GOAL #7: WELL-BEING

Become a model well-being university that allows all of its members to thrive.

BOV Approved Metrics:

**Metric:** At least 70% of faculty and staff will agree with the statement “Mason is a great place to work”.

**Current Status:** “Every Three Year Well-Being Survey” will be conducted FY 2017.

**Metric:** Wellbeing of students, faculty, and staff.

**Current Status:** Metric TBD based on assessment work under way.

**Metric:** By 2024, Faculty and staff compensation will be at or above the median of our peer group.

**Current Status:** Mason’s average salary for faculty and staff is under the median of peer group.

Initiatives:

**Accomplishments to Date:**

- Currently, Mason lags behind its peers as it relates to faculty and staff compensation and that gap has increased over the past few years.
- As of FY2014, only adjunct faculty exceeded the target of 70% agreement that Mason is a great place to work. Instructional and research faculty, administrative professional staff and classified staff all fell short ranging from 59.5% - 66.5% agreement with the statement.
- 72% of employees feel their direct supervisor cares about their well-being while only 40% feel that the institution as a whole cares.
- Human Resources and Payroll works with several university-wide committees (Quality of Work/Life, Family Matters, etc.) to support the strategic initiative of making Mason a model well-being university.
- The Center for the Advancement of Well-Being has been established and works with a 30-member committee comprised of faculty, students and staff.
- A well-being pathway was developed through the Mason core, which provides 21 credits of well-being related courses. Several minors have been established for students.
- The Gallup strength finder online assessment was made accessible and thus far, over 12,000 members of the Mason community have taken the assessment. A well-being conference open to both the campus and external community has also been held annually; Strengths Academy was developed and implemented to integrate a strengths-based culture at Mason.
- The Mason Resilience Project was created which provides nine evidence-based resilience self-guided modules for faculty, staff and students.
- Resilience Badging Challenge was created and implemented for students (digital).

**In Process/Future Initiatives:**

- Engage Richmond decision-makers to support additional compensation
- Design and implement non-monetary compensation and benefit plan
- Design and implement holistic campus well-being plan
- The Quality Work/Life survey is administered every 3 years and we hope to see improvement in April 2018.
STRATEGIC GOAL #8: DIVERSE ACADEMIC COMMUNITY

Create an inclusive and diverse academic community that reflects the diversity of the National Capital Region.

BOV Approved Metrics:

Metric: Increase the proportion of faculty, staff, administrators, and graduate students who come from historically underrepresented groups to better reflect the diversity of our undergraduate student body, of which 48.7% of student body are from historically underrepresented groups.

Current Status: 19.6% of faculty, 34.3% of staff, 21.6% of administrators, and 16.9% graduate students are from historically underrepresented groups.

Initiatives:

Accomplishments to Date:

- CDE in collaboration with HR have revamped and enhanced search committee education to support this goal. Currently, the proportion of faculty, staff, administrators and graduate students from historically underrepresented groups lags behind the diversity found within our student population.
- $1M investment has been made by the institution to bolster diversity and inclusion resources and provide training for those that require it.
- Mason has invested in an institutional membership with the National Center for Faculty Development and Diversity to provide training and mentoring to grad students, post docs and faculty.

In Process/Future Initiatives:

- In conjunction with academic leadership, create/support unit-level diversity and inclusion committees designed to examine unit-specific ways to better recruit/retain diverse faculty.
- CDE and HR will be implementing action plan designed to increase number of applicants of that make it to the interview stage by creating workshops on “conducting holistic application review.”
- Increase monitoring of applicant/interview pools for equity.
STRATEGIC GOAL #9: SUPPORT TEACHING AND SCHOLARSHIP EXCELLENCE

Provide an environment and resources to support and encourage academic innovation and excellence.

BOV Approved Metrics:

Metric: The number of faculty receiving national recognition for research excellence will double from ?? in 201X to ?? by 2024

Current Status: Pending purchase of national database subscription.

Metric: At least 70% of graduating students report satisfaction with teaching and mentoring.

Current Status: FY 2016 – over 90% of graduating students reported satisfaction with teaching. 84% of doctoral, 71% of Masters and 64% of Law graduating students reported satisfaction with mentoring.

Metric: Double the dollar amount committed to endowed professorships from $22 million (2014) to $44 million (2024).

Current Status: FY 2017 - $25.5 million committed to endowed professorships.

Metric: Graduate student compensation will be at or above the median of our peer group.

Current Status: Peer Median Group TBD.

Initiatives:

Accomplishments to Date:

- Four New Presidential Medal of Excellence Awards were established to reward faculty inaugural recipients were announced in May 2017.
- In FY 15 & 16, over 90% of graduating students reported satisfaction with teaching but that percentage drops when it relates to mentoring.
- An Adjunct Faculty Task Force was established in spring 2015 and is working on implementing their recommendations from a university-wide survey of adjunct faculty.
- A Term Faculty Task Force was established in spring 2017 and will be examining the challenges and opportunities experienced by term faculty at Mason.
- New online adjunct faculty one-stop-shop, the Adjunct Faculty Commons, launched in January 2017.
- The position of Associate Director of Research Development was created and filled in April 2017. In conjunction with the AVP for research, this role will be key in supporting Mason faculty as we enhance our research and scholarship programs and contributions.

In Process/Future Initiatives:

- Mason will create a “one-stop shop” for teaching and learning assistance. By the end of summer, the Center for Teaching and Faculty Excellence and the Office of Digital Learning will be co-located.
- Support faculty across all career stages and types of appointment
- Enhance consistency and transparency of renewal, tenure, and promotion processes
- Develop and implement plans for faculty recruiting and retention, particularly for faculty of color and underrepresented faculty
STRATEGIC GOAL #10: ELEVATE RESEARCH

Expand research and enhance standards of scholarship across disciplines.

BOV Approved Metrics:

**Metric:** Achieve and maintain level of research resources and doctorate production comparable to the group of universities classified as Carnegie "Very High Research".

**Current Status:** Mason received R1 classification in February 2016 and remains focused on increasing its contributions to research and scholarship through investments in tenure-track faculty, research facilities and instruments, and the increasing role of STEM in its research and scholarship programs

**Metric:** Increase research expenditures to $250 million by 2024.

**Current Status:** Mason’s research expenditures have remained relatively flat since 2014, at approximately $100M.

**Metric:** By 2024, increase the number of PhD graduates to 1,000 annually, and the number of students enrolled in PhD programs to 6,000.

**Current Status:** TBD

**Metric:** Increase the number of tenure-track and tenured faculty in STEM disciplines and triple the number of proposals submitted annually to external sponsors to xxx in 2024.

**Current Status:** Target TBD

**Metric:** By 2024, increase support for research provided by industry and foundations to $50M annually, leveraging at least five public-private partnerships for innovation created and supported by the University.

**Current Status:** In AY 2017, Mason received $xx M in industry and foundation support.

**Metric:** By 2024, Mason’s Science and Technology campus and Mason’s presence on the ICPH campus will support thriving research and development programs whose research revenues exceed $140M annually.

**Current Status:** TBD

Initiatives:

**Accomplishments to Date:**

- The institution achieved this classification ahead of schedule.
- Mason currently invests about $101M in research expenditures, which has remained relatively constant since 2014.
- As of FY 16 Mason graduates 283 PhDs and in FY 2017, 202 Post Docs & Research Faculty.
- Undergraduate Research: Students as Scholars In AY17, Mason faculty taught over 9,200 undergraduates in 89 Scholarly Inquiry, research-support, and Research and Scholarship Intensive (RS) courses (510 sections). A total of 1,126 students (up from 963 in AY16) received intensive faculty mentorship in Research and Scholarship Intensive (RS) courses, and the Undergraduate Research Scholars Program (URSP) to conduct original scholarly or creative projects that they shared in on-campus, regional, and national conferences, symposia, and performances. In AY15, Students as Scholars funded travel grants for over 165 students to present the results of their scholarly projects nationally and internationally, up from just over 100 in AY16. This year, 45 students presented the results of their research at the National Conference on Undergraduate Research at the University of Memphis. and many more were highlighted in Mason News and other media
articles. The 6th Annual Celebration of Student Scholarship was held in May, where over 200 students presented 150 independent research projects. A special highlight of this year was our URSP student Iris Stone winning the prestigious Goldwater Scholarship with two URSP projects: "Optoelectronic and Magnetotransport Properties of Perylene-TCNQ Charge Transfer Crystals" and "Temperature-dependent Optoelectronic Response of PTZ-TCNQ Charge Transfer Crystals with Five Distinct Stoichiometries".

- In April 2017, Mason established a Business Engagement Council to develop partnerships for innovation in key R&D sectors (e.g. ICT, biosciences/biotech, etc.)
- In December 2015, Mason entered into a strategic partnership with the Inova Health System, and in May 2017, Mason become a founding member of the 501c3 Global Genomics and Bioinformatics Research Institute whose membership (including Inova and UVA) will conduct the R&D programming on the ICPH campus, targeting R&D growth in strategic areas.
- VSE has implemented, as a pilot, a new policy to increase PhD student stipends, setting stipend levels.
- The Deans Council has implemented an initiative to target tenure-track faculty growth in strategic areas, supported in part by student enrollment goals at undergraduate and graduate levels.

In Process/Future Initiatives:

- Need to add initiative details on SciTech campus master planning and faculty recruitment plans.
- Develop a comprehensive research facilities and instruments plan that more effectively utilizes existing resources on Mason’s campuses, leverages resources at partner organizations, and permits the development of new resources in strategic areas.
STRATEGIC GOAL #11: RESEARCH OF CONSEQUENCE

Strategically focus on multidisciplinary domains of great societal and economic consequence where we can make a difference.

BOV Approved Metrics:

**Metric:** Increase annual citations and mentions in national and international media by 50% from ?? in 2014 to ?? in 2024.

*Current Status:* Pending purchase of national database subscription

**Metric:** By 2024, establish at least four multidisciplinary research Institutes that distinguish Mason’s research of consequence portfolio and help solidify Mason’s presence as an R1 institution for the long-term.

*Current Status:* Mason established the first such institute, the Institute for Biomedical Innovation (IBI) in 2015.

**Metric:** By 2019, establish process that supports the development and implementation of an Annual Multidisciplinary Faculty Recruitment Plan that include start-up package resources and identifies cluster hire strategies in support of the University’s research aspirations.

*Current Status:* In AY 2018, the Deans Council will begin discussions to support development of these recruitment plans and their supporting resources will be living documents.

**Metric:** By 2020, establish and implement a concerted development strategy to support the work of the multidisciplinary institutes.

*Current Status:* The VPR and the VP for Development have begun discussions to develop strategy.

**Metric:** By 2019, develop and implement “Faculty Profiles” capability to more effectively showcase/highlight/aggregate the contributions of Mason faculty to multidisciplinary research and innovation.

*Current Status:* Planning is underway to create this capability under the leadership of IRR

**Metric:** By 2024, develop and maintain funds for each of the Institutes to support/incentivize strategic hiring, common research cores, bridge funding in grant discontinuities, support grant development, etc.

*Current Status:* In AY 2017, a proposal to establish bridge fund was been made through the ERM process.

**Metric:** By 2024, 35% of Mason undergraduate students will have participated in a research experience, either at Mason or at a partner/sibling institution, up from xx% in AY 2014.

*Current Status:* In AY 2017, xx% of undergraduate students have participated in a research experience.

**Metric:** Increase the number of multidisciplinary proposals submitted from xxx in AY 2014 to yyy in 2024, and increase revenues generated by multidisciplinary projects supported from xxx in AY 2014 to yyy in AY 2024.

*Current Status:* TBD
Initiatives:

Accomplishments to Date:

- The George Mason Research Fund has been established.
- The OSCAR program has allowed many students at the undergraduate level to engage in research activities that address real world concerns. Since it began in 2012, OSCAR has supported 4,658 undergraduate students working with Mason’s faculty to engage in research and creative projects that address real world concerns.
- Mason implemented Multidisciplinary Research Initiatives in 2015, 2016 and 2017 in Health, Security and Modeling, Simulation & Analytics, respectively, creating new multidisciplinary faculty-student teams able to make research contributions in these important domains.

In Process/Future Initiatives:

- In AY 2017, planning began to identify and brand a second multidisciplinary institute that will focus on research and scholarship in resilience among social, engineered and natural systems. The institute will launch in AY 2018. Planning for a third institute will begin in AY 2018, focused on cyber and data analytics. The priorities and activities of these multidisciplinary institutes will be informed and supported by the public-private partnerships for innovation described in previous goals.
STRATEGIC GOAL #12: GLOBAL LEARNING PLATFORM

Create partnerships and other arrangements to support student and faculty mobility and collaboration.

BOV Approved Metrics:

Metric: Increase the number of domestic students who study or intern abroad from 1,000 in 2014 to 3,000 by 2024.

Current Status: As of FY 2015 - 1,057 students studied or interned abroad.

Metric: Increase total number of faculty engaged in international teaching or research projects.

Current Status: Tracking of faculty engagement pending purchase of national database subscription.

Initiatives:

Accomplishments to Date:

- Mason Korea was opened in 2014 and since then over 60 students and a dozen faculty from the FFX campus have had the opportunity to study and work in Korea at the campus.
- A global committee has been established to review existing levels of engagement as well as create and implement an action plan.
- Through the China 1-2-1 program, Mason has over 26 partner institutions in China and over 400 Chinese students have participated in the dual degree program.
- Mason Core has adopted a new policy that a semester-long study abroad experiences meets Global Understanding Core requirement. There are several co-curricular programs that help support a global mindset outside of the classroom.
- Many students and faculty have been recipients of prestigious fellowships such as Fulbright over the past few years.

In Process/Future Initiatives:

- Design and implement international student recruitment plan
- Design and implement global hub initiative
- Design and implement comprehensive study abroad plan.
- Establish a faculty initiative.
President’s Report
October 12, 2017

[Goals updates since the beginning of the fiscal year – July 1, 2017; activity updates since the May 11, 2017 BOV meeting.]

• Student Enrollment and Retention
  Fall enrollment continued to climb for the fifth consecutive year as we welcomed a strong freshman class, with 3,497 first-time freshmen and 2,896 transfer students. Fifty percent of the first-time freshmen self-identified as a racial or ethnic minority, and thirty-eight percent, as first-generation students. Students hailed from 43 states, as well as the District of Columbia, Guam, Puerto Rico, the U.S. Virgin Islands and 29 foreign countries. SAT scores and high school GPA increased slightly despite the growth in enrollment volume. Finally, new graduate student enrollments climbed slightly to 2,929.

• Transformative Partnerships
  We continue to pursue opportunities that will expand our access to new student populations and generate additional revenues for the university. We will update you on our progress in a separate briefing.

  Mason and NOVA faculty are building the first pathway programs under the new ADVANCE partnership. We expect to begin enrolling students early next year for fall 2018 admission.

  Our first online graduate programs (in education and health) with Wiley will begin in January, 2018 while the online MBA will begin in the fall. Additional programs are under development. The Online Virginia Network will also commence in spring 2018 with just under one dozen undergraduate offerings.

• Fundraising
  As of the end of September, we had raised $6.95.5M, which is slightly below last year’s pace.

  Endowment giving continues to increase, helped in part by the addition of a planned giving officer. As of the end of September, we had received just under $1M in gifts to the endowment. This represents a year-over-year increase of 29%.

  Alumni giving also continues to grow. As of the end of September, the total number of alumni donors was 1,487 compared with 890 at the same time last year.

• Research and Innovation
  Our research enterprise is starting to shift gears after several years of flat performance. Research expenditures through the end of August are up 2.1% over last year. Indirect costs recovered are up 5.44%, while new awards up 37%. The last metric bodes well for increased expenditures in the coming months.
We have received new major research grants, headlined by the summer announcement that Mason was selected by the Department of Homeland Security to lead their Center of Excellence on Criminal Investigations and Network Analysis. The 10-year multimillion dollar award is among the largest research awards the university has received, with $3.85 million committed for year-1 support. Winning this type of grant against some very stiff, established competition is a sign that Mason can be a major player on the national and international research scene.

- **Tuition and Fee Structure**
  The Budget and Finance team is working with an external consultant to develop a FY19 tuition and fee structure that balances the need to invest in core academic services with student access and retention objectives. Large disparities in the level of state support for Mason compared to that enjoyed by other Commonwealth universities combined with very low relative levels of tuition threaten our ability to properly serve our students and our community. With state budgets projected to remain problematic, Mason is at a critical juncture and must seek innovative ways of building the resources necessary to fill our public mission.

- **Internal Communication and Engagement**
  This fall I am personally visiting each of the academic units, where I meet with faculty and staff. I recently held an open forum with the Staff Senate and I gave a fall update at Faculty Senate, who I then hosted for a reception at the Mathy House. I also have regular contact with students in various forms, including the President's student advisory council.

- **Campus for the Future**
  In early fall the Potomac Science Center, a new state-of-the art research facility, opened on the banks of the Potomac River. The Peterson Family Health Sciences Building is nearing completion; classes will be held in the new building during the spring 2018 semester.

Next on the horizon is the planned replacement for Robinson Hall as well as major upgrades to the Fairfax campus utility infrastructure. Intensive planning work continues and we remain on track for a fall 2018 construction start.

In the meantime, we redesigned and submitted for approval plans for the Bull Run IIIB addition and the IABR 3rd Floor Fit-out at the Science and Technology Campus. These projects will give us much needed, cutting-edge lab space that is essential to accommodate our rapid growth in both research activity and student enrollment.

We also engaged internal working groups and external consultants to help complete a capacity, market, and financial feasibility analysis for future West Campus development.

- **Campus Climate**
  Over the past several months, volatility in the domestic political environment has impacted our campus community. Recent policy announcements on immigration and sexual assault
have had a particularly direct effect. We have increased our communications and have added resources for affected groups.

- **Media Coverage**
  Please check our weekly email update of major media hits. Mason faculty, students, staff, and alumni make news every day in major media throughout the region and around the country.

**Legislative Update – Federal:**

**Congressional Letter on DACA** – Shortly after President Trump announced plans to end the Deferred Action for Childhood Arrivals (DACA) program pending Congressional action, letters were sent to the entire Virginia Congressional delegation urging swift action by Congress to codify DACA and provide a long-term solution for DACA students. My letter outlined “…Mason is home to an estimated 326 DACA students. These students are part of the campus fabric and their backgrounds and perspectives contribute significantly to Mason’s diversity. They provide important intellectual capital to a region that is becoming more dependent on such talent. The prospect of removing DACA status in six months places these students’ educations, careers, and lives in a dire state of uncertainty. They are justifiably concerned about what may happen to them...” The letter concluded by urging Congress to work for legislation to allow the DACA program to continue uninterrupted.

**DACA Roundtable** – On August 30, participated in a roundtable discussion on the Deferred Action for Childhood Arrivals (DACA) program called by Virginia Senator Tim Kaine and hosted by the Northern Virginia Community College at the Alexandria campus. Roundtable participants included DACA recipients, advocates, private sector representatives, and NVCC guests. Senator Kaine wanted the public to learn of the contribution DACA students make to society and the roundtable was an important effort toward that end.

**Legislative Update – State:**

- Met with Governor McAuliffe, Secretary of Technology Karen Jackson and Secretary of Education Dietra Trent.
- Chaired meeting of the Council of Presidents.
- University Fiscal and Facilities leadership met with Tony Maggio (House Appropriations staff), April Kees (Senate Finance staff), Michael Maul and Anne Smith (Department of Planning and Budget staff) to discuss Bull Run II and Utility infrastructure projects.
- Joined Speaker Howell at the Judicial and Legislative reception at Scalia Law. Participated in the Jack Wood Awards ceremony with a presentation to Delegate Tag Greason, Mason MBA ’00.
- In conjunction with SCHEV and Council of Presidents meetings in Norfolk, made legislative outreach visits with several members in that region.
Attended a meeting coordinated by State Government Relations that included Governor McAuliffe and BOV members Peterson and Marquez.

Hosted several key Northern Virginia legislators for a dinner at the Mathy House to discuss budget strategy for the coming session in addition to face-to-face, in-district meetings with other area legislators on this topic.

External Activities & Speaking Engagements:

- Participated as a speaker for “Tysons Talks” hosted by Reed Smith addressing the role Mason has in the Northern Virginia economy and surrounding community.
- Attended an Economic Club of Washington Global Initiative Signature Event featuring His Excellency Juan Manuel Santos Calderón, President of the Republic of Colombia.
- Hosted a luncheon meeting in Richmond with education leaders to discuss a collaborative approach to obtaining Go Virginia grants.
- Attended an Economic Club of Washington Executive Conversation featuring José Andrés.
- Provided remarks for the Governor’s School at Innovation Park Senior Ceremony.
- Attended a Life with Cancer event hosted by Milt and Carolyn Peterson.
- Spoke at the annual retreat of the Aspen Leaders Forum on the topic of “The Globalization Debate: What Mindsets Do We Need Now?”
- Participated in several SCHEV BOV Orientation Planning Meetings.
- Attended a two-day National Science Foundation Education and Human Resources Advisory Board Meeting.
- Participated in various planning meetings with representatives of APLU and Peter McPherson.
- Provided remarks at the Global Entrepreneurship Conference focusing on the role and importance of globalization for George Mason University.
- Attended the Loudoun County Chamber of Commerce luncheon and introduced keynote speaker Senator Tim Kaine.
- Participated in a Carlos III Engineering Roundtable. The primary topic was “The Training of Engineers in the Fourth Industrial Revolution”, Madrid, Spain.
- Participated in several VBHEC Board calls.
- Participated in an all-presidents Growth4All briefing conference call, along with a videotaping session to encourage support for the higher education campaign video.
- Attended and spoke at the APLU CII Summer Meeting in Alberta, Canada. Participation included providing remarks on the current state of internationalization in higher education, the future outlook, and the role of APLU/CII.
- Participated in the Relax in Fairfax Event with Mayor Meyer, Supervisor Cook and Student Government President David Kanos.
- At the invitation of Shaza Andersen, CEO of Washington First Bank, attended the Washington Redskins Welcome Home Luncheon that featured Dale Earnhardt, Jr.
- Participated in a DACA Roundtable with Senator Kaine at the Alexandria Campus of Northern Virginia Community College.
- At the invitation of Senator Tim Kaine, attended the U.S. Spain Council in Williamsburg, Virginia.
• Participated in a leadership conversation with PNC Regional President for Greater Washington, Richard Bynum. The event was hosted by Leadership Greater Washington, the region’s largest, not-for-profit community leadership program.
• Served as keynote speaker at the Loudoun County Chamber of Commerce Leadership Series, focusing on current Mason initiatives and its impact to the economy and community.
• Along with members of the Mason Administration, BOV, BOT and Alumni attended the Higher Education Summit hosted by the Virginia Business Higher Education Council. Also participated on a panel moderated by President Tim Sands with Chancellor Donna Price Henry, Senator Ryan McDougle and John “Dubby” Wynne.
• Attended a dinner hosted by Wendy Marquez, Karen Alcalde, Don Graham and José Andrés in support of the dreamers initiative.
• Attended Virginia Council of Presidents meetings (including GPAC/SCHEV sessions). In August, began chairmanship of the group for one year.
• Participated in various development activities/cultivation dinners and visits with donors and business CEOs.

**Internal/Campus-Related Activities & Speaking Engagements:**

• Participated in the Institute for Immigration Research Event. The evening celebrated the contributions of immigrant artists as entrepreneurs.
• Participated in a Mason Matters event hosted by Board of Visitor member, Dave Petersen.
• Presided over the 50th Commencement Ceremony.
• Participated in the West Campus Charrette providing opening remarks, along with leading a discussion on vision and opportunities.
• Provided remarks at the annual EIP event, which recognizes new EIP students, their families and graduating high school seniors who are completing the program.
• Attended a reception to recognize the years of service and contributions of Marion Deshmukh by naming a room in the Johnson Center the Marion and Ashok Deshmukh Conference Room.
• Attended the 4VA Management Board Spring Meeting.
• Presided over a two-day Executive Council Retreat.
• Attended the visitation and funeral service for former Mason President George Johnson.
• Met with Anton Edmunds, Ambassador of Saint Lucia, to discuss Mason’s Nursing and Tourism programs. Board of Visitor member, Karen Alcalde, also attended the session.
• Attended Tyler Cowen’s Conversation with Senator Ben Sasse who spoke on a variety of topics.
• Hosted a luncheon with new BOV members.
• Completed a series of spring non-academic unit visits.
• Hosted the annual Planning Conference with the Board of Visitors, President’s Council, and members of the Board of Trustees.
• Participated in several A10 calls and meetings.
• Participated in a taping of the US-China-Global Education Television Series with Bertrand-Marc Allen, President of Boeing International.
• Along with other Mason senior administrators, attended a six-year planning meeting with members of the State Council of Higher Education.
- Participated in Freshmen Move-In and spoke at the New Student Convocation welcoming the largest-ever incoming class.
- Attended the Grand Opening of the Johnson Center Food Court which now touts dining options that include Steak 'n Shake, Chipotle and Blaze Pizza.
- Attended the first of two luncheons with the President’s Student Advisory Group. Topics of discussion included campus climate, DACA and university sexual assault procedural updates.
- Hosted the New Faculty Reception at the Mathy House.
- Attended the 5th Anniversary of the Hylton Performing Arts Copper Circle Dinner.
- Provided remarks at the Dedication of the Dr. Linda A. Monson Grand Tier, accomplished with the generosity of Sid and Reva Dewberry.
- Participated in the luncheon and program for the 20th Anniversary of the Science & Tech campus.
- Enjoyed the annual Arts by George! event showcasing the talent of our students and featuring Broadway performer Kelli O'Hara.
- Welcomed Hector Escamilla, President of TechMilenio, to Mason. He engaged faculty and staff in a wellbeing presentation and several small-group conversations.
- Joined members of the BOV and BOT in a walk-through of Peterson Hall. This was an opportunity to generate interest in and philanthropic support for the building. The tour highlighted specific areas to include the clinic, nursing simulation lab and the nutrition kitchen.
- Participated in the grand opening event of the MIX providing remarks and introducing Karen Jackson, Secretary of Technology.
- Welcomed Governor McAuliffe to the Arlington campus for the Asian American Pacific Islanders (AAPI) Summit, a full day of networking, information sharing and raising awareness of the impact the AAPI community as made in the Commonwealth.
- Attended and provided remarks at the INTO Partners Conference. The event brings together senior university administrators from the INTO program within the United States. Topic of discussion with Peter McPherson was “Influencing Public Policy through Collaboration with Higher Education Associations”.
- Attended the Relax in Fairfax event, an opportunity to welcome new students and bring them together with the broader Fairfax City community.
- Participated in ongoing 1:1 sessions with Board of Visitor members.
- Fall one-on-one meetings with the academic deans followed by unit town hall discussions.
- Participated in the Dedication of the Stearns Center for Teaching and Learning, which provided an opportunity to thank Peter for his service and extraordinary generosity to Mason.
- Hosted a social at the Mathy House for the full Faculty Senate.

**Outside Board Service:**

- Inovio (NASDAQ:INO) (telephonic/in-person meetings).
- Georgia Tech Advisory Board (no meetings this period).
- Bankinter Foundation of Innovation, Madrid, Spain (no meetings this period).
- Northern Virginia Technology Council.
- Consortium of Universities of the Washington Metropolitan Area.
- Tec de Monterrey, Mexico, Academic and Research Board (videoconference meeting).
- Institute of International Education/Council for International Exchange of Scholars Advisory Board (no meeting this period).
- Washington Airport Task Force.
- National Geographic (telephonic/in-person meetings).
- Richmond Federal Reserve Board (telephonic/in-person meetings).
- CIT (in-person meeting).

Select Upcoming Events:

- Dedication of North Plaza for Roger Wilkins – October 12
- Alumni Weekend / Mason Madness – October 13-15
- National Leadership Council – October 20-22
- SCHEV BOV Orientation – October 24-25
- BOV Recognition Event – November 2
- National Leadership Council – November 4-5
- Family Weekend – November 10-12
- Tribute to a Trailblazer: Honoring General Hazel Johnson-Brown – November 12
- Annual Mathy House Holiday Party – December 8
- President’s Circle Reception & Holiday Concert – December 10
- Next BOV Meeting – December 13
- Winter Graduation – December 21
RESOLUTION OF THE BOARD OF VISITORS OF
GEORGE MASON UNIVERSITY
VIRGINIA COLLEGE BUILDING AUTHORITY FINANCING AUTHORIZATION

WHEREAS, pursuant to and in furtherance of Chapter 3.2, Title 23.1 of the Code of Virginia of 1950, as amended (the “Act”), the Virginia College Building Authority (the “Authority”) developed a program (the “Program”) to purchase debt instruments issued by public institutions of higher education in the Commonwealth of Virginia (“Participating Institutions” and each a “Participating Institution”) to finance or refinance projects of capital improvement (“Capital Projects” and each a “Capital Project”) included in a bill passed by a majority of each house of the General Assembly of Virginia (the “General Assembly”);

WHEREAS, under the Program the Authority from time to time issues its Educational Facilities Revenue Bonds (Public Higher Education Financing Program) (“Pooled Bonds”) to finance the purchase or refunding of debt instruments issued by Participating Institutions to finance or refinance Capital Projects;

WHEREAS, if a Participating Institution desires to finance or refinance a Capital Project through the Program it must enter into a loan agreement with the Authority, under which: (i) the Participating Institution will issue its promissory note pursuant to Chapter 3, Title 23.1 of the Code of Virginia of 1950, as amended, to evidence a loan to it by the Authority; (ii) the Authority will agree to issue Pooled Bonds and use proceeds thereof to purchase the promissory note; (iii) the Participating Institution will agree to use proceeds of Pooled Bonds, loaned to it and received in exchange for its promissory note, to finance or refinance the Capital Project and to not take actions that may jeopardize any federal tax-exempt status of interest on Pooled Bonds allocable to financing or refinancing the Capital Project; and (iv) the Participating Institution will agree to make payments under the promissory note in sums sufficient to pay, together with certain administrative and arbitrage rebate payments, the principal of, premium, if any, and interest due on such Pooled Bonds;

WHEREAS, the Board of Visitors (the “Board”) of George Mason University (the “Institution”) from time to time desires to finance or refinance Capital Projects for the Institution as a Participating Institution under the Program, and now proposes that the Institution issue its promissory note or notes (collectively, the “Note”) to be sold to the Authority in accordance with a loan agreement or loan agreements between the Institution and the Authority (collectively, the “Loan Agreement”), under which proceeds of Pooled Bonds will be loaned to and received by the Institution in exchange for the Note, to finance or refinance costs of the following Capital Projects authorized for bond financing by the General Assembly: Utilities Distribution Infrastructure (Project Code 247-18208) (collectively, the “Project”); and

WHEREAS the Board desires to designate certain Institution officers (i) delegated the authority to approve the forms of and to execute and deliver the Loan Agreement, the Note and any amendments thereto, and any other documents necessary or desirable in connection with financing or refinancing costs of the Project through and participation in the Program; and (ii) responsible for monitoring post-issuance compliance with covenants of the Institution related to maintaining any federal tax-exempt status of interest on Pooled Bonds.
NOW, THEREFORE, BE IT RESOLVED BY THE BOARD:

Section 1. The Project is hereby designated to be undertaken and financed or refinanced by the Authority and, accordingly, the Senior Vice President for Administration and Finance (the “Authorized Officer”) is hereby delegated and invested with full power and authority to approve the forms of the Loan Agreement, the Note and any amendments thereto (in connection with any refunding of Pooled Bonds financing or refinancing the Project or otherwise), and any pledge to the payment of the Note and any amendment thereto of total gross university sponsored overhead, unrestricted endowment income, tuition and fees, indirect cost recoveries, auxiliary enterprise revenues, general and non-general fund appropriations and other revenues not required by law or previous binding contract to be devoted to some other purpose, restricted by a gift instrument for another purpose or excluded from such pledge as provided in the Loan Agreement, subject to the provisions of Section 3 hereof.

Section 2. Subject to the provisions of Section 3 hereof, the Authorized Officers are each hereby delegated and invested with full power and authority to execute, deliver and issue, on behalf of the Institution, (a) the Loan Agreement, the Note and any amendments thereto (in connection with any refunding of Pooled Bonds financing or refinancing the Project or otherwise), with approval of such documents in accordance with Section 1 hereof evidenced conclusively by the execution and delivery of the respective document, and (b) any other documents, instruments or certificates as may be deemed necessary or desirable to finance or refinance costs of the Project through and participate in the Program, and to further carry out the purposes and intent of this resolution. The Authorized Officers are authorized and directed to take such steps and deliver such certificates in connection with delivery of the Note, and any amendment thereto, as may be required under any existing obligations, including bond resolutions relating to any outstanding general revenue pledge bonds, and to notify Virginia Department of Treasury representatives serving as Authority staff at least 60 days in advance of a pledge of any amounts pledged to the payment of the Note in accordance with Section 1 hereof to, or as security for, the payment of any other Institution obligations issued or entered into after the date hereof for so long as the Note and any amendments thereto remain outstanding.

Section 3. The authorizations given above as to the approval, execution, delivery and issuance of the Loan Agreement, the Note and any amendments thereto (in connection with any refunding of Pooled Bonds financing or refinancing the Project or otherwise) are subject to the following parameters: (a) the principal amount to be paid under the Note allocable to any component of the Project, together with the principal amount of any other indebtedness with respect to such component, shall not be greater than the amount authorized for such component by the General Assembly plus amounts needed to fund issuance costs, original issue discount, other financing (including without limitation refunding) expenses and any other increase permitted by law; (b) the aggregate principal amount of the Note shall in no event exceed $3,500,000 as the same may be so increased; (c) the aggregate interest rate payable under the Note shall not exceed a “true” or “Canadian” interest cost more than 50 basis points higher than the interest rate for “AA” rated securities with comparable maturities, as reported by Thomson Municipal Market Data (MMD) or another comparable service or index, as of the date that the interest rates are determined, taking into account any original issue discount or premium; (d) the weighted average maturity of the principal payments due under the Note shall not exceed 20 years after the original issue date of the Note; (e) the last principal payment date under the Note shall not extend beyond the
reasonably expected weighted economic life of the Project; and (f) subject to the foregoing, the actual amount, interest rates, principal maturities, and date of the Note shall be approved by an Authorized Officer, as evidenced by the execution thereof.

Section 4. The Board acknowledges that if there is a failure to make, as and when due, any payment of the principal of, premium, if any, and interest on any promissory note issued by the Institution as a Participating Institution to the Authority under the Program, including without limitation the Note and any amendments thereto, the State Comptroller is authorized under the Program and Section 23.1-1211 of the Code of Virginia of 1950, as amended, to charge against appropriations available to the Institution all future payments of principal of, premium, if any, and interest on such promissory note when due and payable and to make such payments to the Authority or its designee, so as to ensure that no future default will occur on such promissory note.

Section 5. The Board agrees that if the Authority determines the Institution as a Participating Institution shall be subject to continuing disclosure obligations under Rule 15c2-12 of the federal Securities and Exchange Commission with respect to any Pooled Bonds, (a) an Authorized Officer shall, and is hereby authorized and directed to, enter into a continuing disclosure undertaking in form and substance reasonably satisfactory to the Authority, and (b) the Institution will comply with the provisions and disclosure obligations contained therein.

Section 6. The Board designates the Senior Vice President for Administration and Finance to be responsible for implementing procedures to monitor post-issuance compliance with covenants in any loan agreement between the Institution as a Participating Institution and the Authority, including the Loan Agreement and any amendments thereto, related to maintaining tax-exempt status for federal income tax purposes of interest on any Pooled Bonds, including without limitation monitoring the use of any portion of all Capital Projects for the Institution financed or refinanced with such Pooled Bonds and compliance with any applicable federal income tax remedial action requirements in connection with certain changes in such use. Such officer shall review such post-issuance compliance at least annually for so long as such Pooled Bonds remain outstanding.

Section 7. This resolution shall take effect immediately upon its adoption.

Adopted: October 12, 2017

Tom Davis
Rector
Board of Visitors
George Mason University
Planned Giving Opportunities

Legacy gifts at planned gifts represent substantial gifts for academic and research programs as well as scholarships to help attract and retain students. These gifts provide benefits to future generations of Mason students—and to you and your heirs.

There are many types of planned gifts, and each gift may be customized to suit a donor’s situation. Planned gifts may establish an endowment fund, include naming opportunities. A gift agreement serves as the written record of the donor’s intentions, providing the opportunity for the donor to direct planned future gift distributions to his or her area of interest.

Our Director of Gift Planning will gladly provide further information and can help a donor explore suitable planned giving opportunities. Donors should always consult their professional advisors when considering a planned gift.

BEQUEST

Donors can designate a bequest in their will to the George Mason University Foundation (GMUF). The donor may designate a specific dollar amount, specific property, or a percentage of the total estate.

CHARITABLE GIFT ANNUITY (CGA)

A donation establishes the CGA (minimum $25,000). A CGA is a contract between the donor and the foundation. The foundation pays the beneficiary a percentage of the value of the annuity assets for the life of the beneficiary. The distribution rates conform to the published rates of the American Council of Gift Annuities. The rate is established at the inception of the contract and varies depending on the donor’s age. The foundation can establish CGA contracts only with Virginia residents. The remainder interest conveys to GMUF to fulfill the stated donor intention.

CHARITABLE REMAINDER TRUSTS

Charitable Remainder Annuity Trust (minimum $100,000)
The trust is a legal entity which holds and invests the trust assets (funded by the donor). The trust pays an annual amount to the beneficiary for a stated term, for the life of the beneficiary or until the trust assets are exhausted. The remainder interest conveys to the foundation to fulfill the stated donor intention.

Charitable Remainder Unitrust (minimum $100,000)
The trust is a legal entity which holds and invests the trust assets (funded by the donor). The trust pays a percentage of the value of the assets annually to the beneficiary for a stated term, for the life of the beneficiary or until the trust assets are exhausted. The remainder interest conveys to the foundation to fulfill the stated donor intention.

Charitable Lead Trust (minimum $1,000,000)
The trust is a legal entity which holds and invests the trust assets (funded by the donor). A charitable lead trust provides income payments to the foundation for a fixed term, after which trust assets are paid to a non-charitable beneficiary. Charitable lead trusts are often used for generation-skipping estate planning purposes. GMUF will not serve as the trustee of a charitable lead trust.

REAL ESTATE

Outright Gift
If a property has been held for more than one year, the federal charitable income tax deduction is the full fair market value of the property. The donation will eliminate capital gains tax on the appreciation of the property.

Retained Life Estate
A retained life estate is a transaction that transfers ownership of a personal residence to a charity while retaining the right to occupy the home for the rest of your life. The donor continues to pay real estate taxes, maintenance costs, and insurance expenses for the property. The donor obtains an immediate federal charitable income tax for a portion of the home’s value. That amount varies depending on the donor’s age, the life estate term, and the value of the property.

Bargain Sale
A bargain sale is the sale of a property to a charity for less than the fair market value. The difference between the

over, please
actual value of the property and the sales price is considered a gift to the charity. For the gift portion of the transaction, the donor receives a federal charitable income tax deduction and eliminates capital gains tax on the appreciation of that portion of the property.

LIFE INSURANCE

Donors can designate GMUF as a beneficiary of their life insurance policy, either for a specific dollar amount, or for a percentage of the death benefit.

Or, donors can donate the policy outright to GMUF, which will redeem it for the cash value. Donors may agree to fund premium payments to keep the policy active. This option is in conjunction with designating GMUF as the beneficiary.

IRAS OR 401K/403B/TSP (THrift SAVINGS PLAN)

Donors can designate GMUF as a beneficiary of their retirement or savings plan, either for a specific dollar amount, or for a percentage of the distribution.

IRA Charitable Rollover: If the donor is at least 70½, he or she may direct the required minimum distribution, up to $100,000 per year, to GMUF without having to pay income taxes on the distribution. (The charitable rollover tax benefit does not apply to 401k, 403b, or TSP accounts).

To learn more, visit plannedgiving.fasterfarther.gmu.edu

Or contact:

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