

**EXECUTIVE COMMITTEE OF THE BOARD OF VISITORS  
GEORGE MASON UNIVERSITY**

**Meeting of  
Thursday, February 24, 2022  
Merten Hall, Hazel Conference Room (1201)**

**MINUTES**

**PRESENT:** Vice Rector Horace Blackman, Secretary Simmi Bhuller, Visitor Ignacia Moreno, and Visitor Carolyn Moss.

**ABSENT:** Rector James Hazel

**ALSO, PRESENT:** Visitor Edward Rice; Erin Rogers, Staff Representative; Melissa Broeckelman-Post, Faculty Representative; Steven Zhou, Graduate Student Representative; Natalia Kanos, Undergraduate Student Representative; Gregory Washington, President; Ken Walsh, Vice President for Strategic Initiatives and Chief of Staff; Mark Ginsberg, Provost and Executive Vice President; Carol Kissal, Senior Vice President for Administration and Finance; Anne Gentry, Interim University Counsel; and Sarah Hanbury, Secretary pro tem.

**I. Call to Order**

Vice Rector Blackman called the meeting to order at 8:00 a.m.

**II. Approval of Minutes (Action Items)**

A. Executive Committee Meeting Minutes for December 2, 2021

Vice Rector Blackman called for any corrections to the minutes for the Executive Committee meetings of December 2, 2022. Hearing none, the **MINUTES STOOD APPROVED AS WRITTEN**.

**III. Rector's Comments**

Vice Rector Blackman stated he was filling in for Rector Hazel who would be in attendance for the afternoon's full board session.

**IV. President's Comments**

Dr. Washington noted he would reserve his comments for the full board session which would include a detailed COVID report.

**V. Closed Session**

- A. Honorary Degrees and Special Awards (Code of VA: §2.2-3711.A.11)
- B. Public Contract (Code of VA: §2.2-3711.A.29)
- C. Consultation with Legal Counsel pertaining to actual or probable litigation (Code of VA: §2.2-3711.A.7)
- D. Consultation with Legal Counsel regarding specific legal matters requiring the provision of legal advice (Code of VA: §2.2-3711.A.8)

Secretary Bhuller **MOVED** that the Executive Committee go into closed session under the provisions of Section 2.2-3711.A.11, for Honorary Degrees and Special Awards; Section 2.2-3711.A.29, for a public contract relating to the Arlington initiative; Section 2.2-3711.A.7, for consultation with legal counsel pertaining to actual or probable litigation including briefings on:

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Kashdan v. GMU  
Agrawal v. GMU  
Ganley and Surber v. GMU et al.  
Morrison v. GMU  
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Morris v. GMU  
Inko-Tariah v. GMU  
Alemu v. GMU  
Kinuani v. GMU;

and Section 2.2-3711.A.8 for consultation with legal counsel regarding specific legal matters requiring the provision of legal advice concerning the aforementioned items. The motion was **SECONDED** by Visitor Moreno. **MOTION CARRIED UNANIMOUSLY BY VOICE VOTE.**

Following closed session, Secretary Bhuller **MOVED** that the Executive Committee go back into public session and further moved that by roll call vote the committee certify that only public business matters lawfully exempted from open meeting requirements and only such public business matters as were identified in the motion by which the closed meeting was convened were heard, discussed or considered in the meeting by the committee. Any member of the committee who believes that there was a departure from the requirements as stated above, shall so state prior to the roll call, indicating the substance of the departure that, in his or her judgment, has taken place.

**ALL COMMITTEE MEMBERS PRESENT RESPONDED IN THE AFFIRMATIVE BY ROLL CALL.**

**VI. Adjournment**

Vice Rector Blackman called for any additional business to come before the Executive Committee. Hearing none, he adjourned the meeting at 8:13 a.m.

Prepared by:

Sarah Hanbury  
Secretary pro tem

**BOARD OF VISITORS  
GEORGE MASON UNIVERSITY**

**Meeting of  
Thursday, February 24, 2022  
Merten Hall, Hazel Conference Room (1201)**

**MINUTES**

**PRESENT:** Rector James Hazel, Vice Rector Horace Blackman, Secretary Simmi Bhuller, Visitors Anjan Chimaladinne, Mehmood Kazmi, Wendy Marquez, Ignacia Moreno, Carolyn Moss, Dolly Oberoi, Jon Peterson, Nancy Prowitt, Paul Reagan, Edward Rice, and Robert Witeck.

**ABSENT:** Visitors Juan Carlos Iturregui and Denise Turner Roth

**ALSO, PRESENT:** Erin Rogers, Staff Representative; Melissa A. Broeckelman-Post, Faculty Representative; Steven Zhou, Graduate Student Representative; Natalia Kanos, Undergraduate Student Representative; Gregory Washington, President; Ken Walsh, Vice President for Strategic Initiatives and Chief of Staff; Mark Ginsberg, Provost and Executive Vice President; Carol Kissal, Senior Vice President for Administration and Finance; Anne Gentry, Interim University Counsel and Sarah Hanbury, Secretary pro tem.

**I. Call to Order**

Rector Hazel called the meeting to order at 2:25 p.m.

**II. Approval of the Minutes**

**A. Full Board Meeting on December 2, 2021 (ACTION ITEM)**

Rector Hazel called for any corrections to the minutes for the full board meeting on December 2, 2021 that were provided in the board meeting materials. Hearing no corrections, the **MINUTES STOOD APPROVED AS WRITTEN.**

**III. Rector's Report**

Rector Hazel notified the board of several upcoming events:

- Potential Special Executive Committee meeting on Thursday, March 24, 2022 to consider time-sensitive items in recess of the full board. Details will be forthcoming should this session be necessary.
- An AGB representative is slated to provide an opportunity to meet SCHEV's continuing education requirement on April 5, 2022, the same day as the Board Public Comment session. More details will be provided once they are finalized.
- Referenced a handout that listed the upcoming GMU 50<sup>th</sup> Anniversary Events and RSVP information. He also mentioned how special it was to participate in the Center Aisle Presentation with Dr. Washington and Terri Cofer Beirne, GMU Foundation Chair, where Mason was presented with a resolution of commendation for its 50<sup>th</sup> Anniversary.
- Provided a reminder to sign up for campus tours at Arlington and SciTech which remain available through April.

Rector Hazel then recognized Secretary Bhuller who notified the board that she accepted a new position as Chief Revenue Officer & Publisher at The Chronical of Higher Education on January 10, 2022. She noted that she does not have an editorial role. She requested and received a conflict-of-interest waiver from Dr. Washington, and under that waiver she will recuse herself from any contractual negotiations and editorial meetings between Mason and The Chronicle.

#### IV. President's Report

Dr. Washington provided a budget update and noted the accomplishments of 2020-2022:

- General Assembly is going on now. The Senate has maintained most of the Governor's introduced budget which is a positive for Mason. The House and Senate have two different plans on raises for faculty and staff.
- Maintaining Excellent Operations
  - Enrollment continues to increase.
  - Graduation rates have been maintained.
  - Ecstatic about the graduation rates being equal among ethnic groups.
- Mason's COVID-19 response/Safe Return to Campus, including:
  - Mason was able to maintain testing facilities because it developed its own testing protocols. This helped elevate some of the demand for COVID tests in the community outside of Mason.
  - Significant decrease in COVID cases currently compared to the spike during winter break. Mason COVID cases have been below 1% for the last few weeks.
  - Considering moving to making masks optional on March 4, 2022.
- Mason Virginia Promise
  - The Mason Virginia Promise continues to do well with its commitment to expand transfer pathways in partnership with community colleges around Virginia which includes the addition of Germanna Community College to that framework.
- Branding Campaign
  - Branding campaign expanding to include the 50<sup>th</sup> Anniversary.
  - Brand awareness has gone digital.
  - Plan to increase outreach to Spanish-speaking communities.
- Strategic Plan
  - The strategic plan development kicked off this year which is going extremely well. There are four phases in the development of the plan and Mason is currently in phase three.
  - A draft of the strategic plan will be provided before the next meeting.

Before commencing the committee reports, Rector Hazel recognized Mason Board of Trustees Member Pauline Thompson, who was in attendance. He proceeded to recognize Dr. Broeckelman-Post and Ms. Rogers to provide any comments on behalf of the Faculty and Staff Senates, respectively. Dr. Broeckelman-Post thanked Rector Hazel for attending and engaging in the previous Faculty Senate Meeting. Ms. Rogers thanked Rector Hazel for attending a Staff Senate Meeting and noted they looked forward to having him back. Lastly, he recognized Ms. Kanos and Mr. Zhou to provide any comments on behalf of the undergraduate students and graduate students, respectively. Ms. Kanos thanked the Rector, noted that homecoming was a fun weekend for the students and that the undergraduate students are looking forward to the 50<sup>th</sup> anniversary events.

#### V. Committee Reports

##### A. Finance and Land Use Committee

Visitor Reagan outlined the items discussed in the Finance and Land Use committee meeting which included an overview of the FY22 Q2 Financial Report & Forecast, an update on the FY23 Budget that included a look at FY23 Tuition & Fees, Room & Board Rates and an analysis of the Mason workforce. He noted three (3) action items to bring from the committee to the full board. He **MOVED** to approve the following items en bloc, as they are outlined in the meeting materials:

1. Revised Debt Policy (**ACTION ITEM**)
2. Delegation of Reimbursement Declarations (**ACTION ITEM**)
3. Adoption of University Master Plan (**ACTION ITEM**)

The motion was **SECONDED** by Secretary Bhuller. Rector Hazel opened the floor for discussion; there was none. **MOTION CARRIED UNANIMOUSLY BY VOICE VOTE.**

### **B. Research Committee**

Visitor Prowitt highlighted the topics discussed during the Research Committee meeting, which included presentations by Andre Marshall, Vice President for Research, Innovation, and Economic Impact. His presentations included a brief update and a presentation on Institute Evolution. The committee also received an overview presentation from Dr. Amy Adams on the Institute for Biohealth Innovations (IBI). There were no action items from the committee to bring before the full board.

### **C. Development Committee**

Visitor Chimaladinne briefed the board on items discussed during the Development Committee meeting, including:

- An update on George Mason University Foundation (GMUF) activities by Chairperson Terri Cofer Beirne.
- An update on activities by the Office of Advancement and Alumni Relations by Trishana Bowden, Vice President for Advancement and Alumni Relations at Mason, and President of GMUF.
- A presentation on Mason Vision Day by Eileen Kennedy, Associate Vice President of Development.
- A faculty spotlight presentation by Dr. P.J. Maddox, Chair/Professor, Health Administration and Policy, College of Health and Human Services.
- In recognition of Mason's Vision Day on April 7, Visitor Peterson pledged \$25,000 at the end of the Development Committee Meeting.

There were no action items from the committee to bring before the full board.

Rector Hazel asked Pauline Thompson if she had anything further to add on the behalf of the GMU Board of Trustees (BOT) or the GMUF. Ms. Thompson responded that they have their annual meeting next week, that all members are very active in keeping the BOT moving forward and she is fortunate to be a member.

### **D. Academic Programs, Diversity, and University Community Committee**

Secretary Bhuller noted items discussed in the Academic Programs, Diversity, and University Community Committee meeting, which included:

- Provost Mark Ginsberg discussed the theme of where the next era meets the next normal. He provided an overview of the issues the University continues to work on in an effort to promote learning and development of the students and support for Mason's faculty and staff.
- Provost Mark Ginsberg provided an overview of the spring 2022 enrollment as well as the current COVID protocols.
- Ann Ardis, Dean, College of Humanities and Social Science (CHSS) and Melissa Broeckelman-Post, Faculty Senate Chair, showcased the CHSS's theme of expanding horizons and cross campus collaborations that was portrayed in a video about the college.
- The new state of the art writing lab located in the Johnson Center was also highlighted.

Secretary Bhuller then **MOVED** that the board approve the following action items, en bloc, as they are provided in the meeting materials:

1. Program Action (**ACTION ITEM**)
  - a. New Program: PhD Mechatronics, Robotics, and Automation Engineering
2. Faculty Actions (**ACTION ITEM**)
  - a. Conferral of Emeritus/Emerita Status

The motion was **SECONDED** by Vice Rector Blackman. Rector Hazel opened the floor for discussion. Rector Hazel and Secretary Bhuller inquired about what mechatronics is. Dr. Washington informed them that it is the cross connection of mechanical engineering, electrical engineering and computer science.

**MOTION CARRIED UNANIMOUSLY BY VOICE VOTE**

### **E. Audit, Risk, & Compliance Committee**

Visitor Rice briefed the board on the topics presented and discussed during the Audit, Risk, and Compliance Committee meeting, which included:

- The report of the Auditor of Public Account's examination of Mason's financial statements for the year ended June 30, 2021. The Auditor issued an unmodified opinion.
- The Auditor issued a separate Internal Controls and Compliance Report covering internal controls over financial reporting. The Auditors did not identify any material weaknesses, two findings were reported related to information technology security.
- The Auditor also completed procedures which support Mason's evaluation that the Schedule of Revenues and Expenses for Intercollegiate Athletic Programs was in compliance with NCAA requirements. Additional procedures supported Single Audits of the Commonwealth's compliance with requirements applicable to federal programs related to Education Stabilization Funds and Student Financial Assistance Programs; one finding was reported related to Student Financial Assistance Programs which the university resolved earlier in fiscal year 2022.
- The Committee reviewed the status reports covering audit, compliance, and management's program to strengthen the IT control infrastructure.
- The audit team continues to be challenged with attracting qualified applicants to fill three (3) of the five (5) auditor positions. University Audit continues to co-source audit work while the Human Resources office develops strategies to attract qualified applicants.

There were no action items from the committee to bring before the full board.

### **VI. Closed Session**

- A.** Honorary Degrees and Special Awards (Code of VA: §2.2-3711.A.11)
- B.** Public Contract (Code of VA: §2.2-3711.A.29)
- C.** Consultation with Legal Counsel pertaining to actual or probable litigation (Code of VA: §2.2-3711.A.7)
- D.** Consultation with Legal Counsel regarding specific legal matters requiring the provision of legal advice (Code of VA: §2.2-3711.A.8)

Vice Rector Blackman **MOVED** that the board go into closed session under the provisions of Section 2.2-3711.A.11, for Honorary Degrees and Special Awards; Section 2.2-3711.A.29, for a public contract relating to the Arlington initiative; Section 2.2-3711.A.7, for consultation with legal counsel pertaining to actual or probable litigation including briefings on:

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and Section 2.2-3711.A.8 for consultation with legal counsel regarding specific legal matters requiring the provision of legal advice concerning the aforementioned items. The motion was **SECONDED** by Visitor Rice.  
**MOTION CARRIED UNANIMOUSLY BY VOICE VOTE**

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

Vice Rector Blackman **MOVED** that the board approve the awarding of Honorary degrees at a future date to the individuals discussed in closed session for that purpose. The motion was **SECONDED** by Secretary Bhuller.  
**MOTION CARRIED UNANIMOUSLY BY VOICE VOTE.**

## **VII. Adjournment**

Rector Hazel called for any additional business to come before the board. Hearing none, he adjourned the meeting at 3:47 p.m.

Prepared by:

Sarah Hanbury  
Secretary pro tem

Attachment 1: Resolution – University’s Debt Management Policy  
Attachment 2: Resolution – Delegation of Reimbursement Declarations

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

**WHEREAS**, pursuant to the University's Debt Management Policy, the George Mason University Board of Visitors performed its annual review.

**NOW, THEREFORE, BE IT RESOLVED** that the University hereby adopts the attached 2022 Debt Management Policy to supersede the 2018 Policy in its entirety, effective immediately.

Adopted: February 24, 2022

A handwritten signature in black ink, appearing to read "Simmi Bhuller", is written above a horizontal line.

Simmi Bhuller  
Secretary  
Board of Visitors  
George Mason University



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

**Delegating Responsibility for Making Reimbursement Declarations Related  
to Tax-Exempt Financing**

WHEREAS, as part of paying the costs of its capital projects, George Mason University (the "University") may elect to advance its own funds to pay all or a portion of the costs of a capital project that may eventually be financed with tax-exempt financing;

WHEREAS, Treasury Regulations Section 1.150-2 (the "Reimbursement Regulations") provides certain limits on the ability of an organization to reimburse itself for previously-incurred expenses from the proceeds of a tax-exempt financing;

WHEREAS, the Reimbursement Regulations provide generally that if an issuer or beneficiary of a tax-exempt financing wants to reimburse itself for expenses incurred before the closing of the financing, that issuer or beneficiary must make a declaration of official intent that it intends to use some or all of the proceeds of the tax-exempt financing to reimburse itself for the previously-incurred expenses that were paid with its own funds;

WHEREAS, the Reimbursement Regulations provide that any person properly designated may make declarations of official intent on behalf of an organization;

**NOW, THEREFORE BE IT RESOLVED BY THE BOARD OF VISITORS OF  
GEORGE MASON UNIVERSITY:**

RESOLVED, that the Board of Visitors hereby designates the Senior Vice President for Administration and Finance authorized to declare official intent on behalf of the University in accordance with the Reimbursement Regulations; and

RESOLVED FURTHER, that the Senior Vice President for Administration and Finance is hereby directed to inform the Board of Visitors of any such declaration of official intent at a subsequent meeting of the Board of Visitors; and

RESOLVED FURTHER, that this Resolution shall take effect immediately upon its adoption.

Adopted: February 24, 2022



Simmi Bhuller  
Secretary  
Board of Visitors  
George Mason University