

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

**Meeting of
Friday, July 29, 2022
Merten Hall, Hazel Conference Room (1201)**

MINUTES

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

ABSENT: None

ALSO, PRESENT: Visitors Brown, Burke and Meese; Melissa Broeckelman-Post, Faculty Representative; Sophia Nguyen, Undergraduate Student Representative, Ayondela McDole, Graduate Student Representative; Gregory Washington, President; Ken Walsh, Vice President for Strategic Initiatives and Chief of Staff; Mark Ginsberg, Provost and Executive Vice President; Deb Dickenson, 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 8:30 a.m.

II. Approval of Minutes

- A. Executive Committee Meeting Minutes for February 24, 2022 (**ACTION ITEM**)
- B. Executive Committee Meeting Minutes for March 24, 2022 (**ACTION ITEM**)

Vice Rector Blackman **MOVED** that the committee approve the Executive Committee Meeting Minutes for February 24, 2022 and March 24, 2022. The motion was **SECONDED** by Secretary Bhuller. Rector Hazel called for any corrections to the minutes. Seeing none, the **MINUTES STOOD APPROVED AS WRITTEN**.

III. Rectors Comments

Rector Hazel reserved his comments for the full board meeting following this session.

IV. President's Comments

Dr. Washington also reserved his comments for the full board meeting.

V. Closed Session

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

Vice Rector Blackman **MOVED** that the committee go into Closed Session under the provisions of Section 2.2-3711.A.1, for a Personnel Matter, to discuss President Washington's evaluation; Section 2.2-3711.A.7, for Consultation with legal counsel pertaining to actual or probable litigation including briefings on:

Agrawal v. GMU
Amison v. GMU
Ganley and Surber v. GMU et al.
Jeong v. GMU
Inko-Tariah v. GMU
Kashdan v. GMU
Kinuani v. GMU
Mahmud v GMU
Morris v. GMU
Morrison v. GMU
Morrison v. GMU et al.

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 Secretary Bhuller. Rector Hazel called for discussion. Hearing none, the **MOTION CARRIED UNANIMOUSLY.**

Following closed session, Vice Rector Blackman **MOVED** that the Executive Committee go back into public session and further moved that by roll call vote the Board 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 Board. Any member of the Board who believes that there was a departure from the requirements as stated above, shall so state prior to the vote, indicating the substance of the departure that, in his or her judgment, has taken place.

ALL COMMITTEE MEMBERS RESPONDED IN THE AFFIRMATIVE BY ROLL CALL.

VI. Adjournment

Rector Hazel adjourned the meeting at 8:37 a.m.

Prepared by:

Sarah Hanbury
Secretary pro tem

**BOARD OF VISITORS
GEORGE MASON UNIVERSITY**

**Meeting of
Friday, July 29, 2022
Merten Hall, Hazel Conference Room (1201)**

MINUTES

PRESENT: Rector James Hazel, Vice Rector Horace Blackman, Secretary Simmi Bhuller, Visitors Reginald Brown, Lindsey Burke, Juan Carlos Iturregui, Mehmood Kazmi, Michael Meese, Carolyn Moss and Nancy Prowitt.

ABSENT: Visitors Anjan Chimaladinne, Wendy Marquez, Dolly Oberoi, Robert Pence, Jon Peterson and Robert Witeck.

ALSO, PRESENT: Melissa Broeckelman-Post, Faculty Representative; Sophia Nguyen, Undergraduate Student Representative, Ayondela McDole, Graduate Student Representative; Gregory Washington, President; Ken Walsh, Vice President for Strategic Initiatives and Chief of Staff; Mark Ginsberg, Provost and Executive Vice President; Deb Dickenson, Senior Vice President for Administration and Finance; Anne Gentry, Interim University Counsel; Melissa Perez, Associate Director of Export Compliance and Secure Research; and Sarah Hanbury, Secretary pro tem.

I. Call to Order

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

Rector Hazel welcomed Reginald Brown, Lindsey Burke, Michael Meese and Robert Pence as the newest members of the board and offered those in attendance the opportunity to provide comments. Visitor Brown noted he is happy to be here and excited to rejoin the university community. Visitor Burke noted she is thrilled to be a board member as a doctoral alumna of Mason. Visitor Meese is delighted to be appointed and had two daughters graduate from Mason. Rector Hazel shared that he served on the board when Visitor Meese's father, Edwin Meese, served as rector. Rector Hazel shared that Visitor Pence is traveling and looked forward to welcoming him when he has the opportunity.

Rector Hazel introduced Sophia Nguyen and Ayondela McDole the new board student representatives. Sophia expressed that she is honored to be here and is a senior, majoring in government and international politics. Ayondela shared that she is a fifth-year doctoral candidate and that it is a privilege to be in the room.

Rector Hazel welcomed back Melissa Broeckelman-Post as the Faculty Senate Chair and faculty representative to the board along with Erin Rogers as the Staff Senate Chair and staff liaison to the board. Dr. Broeckelman-Post expressed that it was a pleasure working together and she looked forward to another productive year.

II. Approval of Minutes

- A. Full Board Meeting Minutes for May 5, 2022 (**ACTION ITEM**)
- B. Special Board Meeting Minutes for June 29, 2022 (**ACTION ITEM**)

Vice Rector Blackman **MOVED** that the board approve the Full Board Meeting Minutes for May 5, 2022 and the Special Board Meeting Minutes for June 29, 2022. The motion was **SECONDED** by Secretary Bhuller. Rector Hazel opened the floor for discussion. Hearing no discussion, the **MINUTES STOOD APPROVED AS WRITTEN**.

III. Approval of the Minutes

- A. Election of Rector (**ACTION ITEM**)
- B. Election of Vice Rector (**ACTION ITEM**)

C. Election of Secretary (ACTION ITEM)

Rector Hazel explained that every two years the Rector, Vice Rector and Secretary are elected by the Board at the annual meeting as per the bylaws. He then called on Visitor Moss for a motion. Visitor Moss **MOVED** to elect the following:

- Rector – Horace Blackman
- Vice Rector – Simmi Bhuller
- Secretary – Jon Peterson

The motion was **SECONDED** by Visitor Iturregui. Rector Hazel opened the floor for discussion or any other officer nominations; there was none. **MOTION CARRIED UNANIMOUSLY BY VOICE VOTE.**

Rector Blackman thanked Visitor Hazel, the board and Dr. Washington for being able to serve Mason in this capacity. Visitor Hazel noted that the Rector Blackman's wife was in attendance.

- D. Election of Members-at-Large to the Executive Committee (2) (ACTION ITEM)**
- E. Appointment of Board Liaisons**
- F. Committee Appointments**
- G. Committee Chair and Vice Chair Appointments (ACTION ITEM)**

Rector Blackman proceeded to announce the following appointments:

- Legislative Liaisons – Jimmy Hazel and Bob Witeck
- Faculty Liaison – Bob Witeck
- ARIE Task Force Liaison – Nancy Prowitt
- Law School Liaison – Reg Brown
- Athletic Liaisons – Nancy Prowitt and Horace Blackman

Rector Blackman proposed the following appointments for chairs and vice chairs of the standing committees (**ATTACHMENT 1**):

- Academic Programs, Diversity, and University Community Committee
 - Chair – Carolyn Moss
 - Vice Chair – Simmi Bhuller
- Audit, Risk, and Compliance Committee
 - Chair – Mehmood Kazmi
 - Vice Chair – Dolly Oberoi
- Development Committee
 - Chair – Anjan Chimaladinne
 - Vice Chair – Simmi Bhuller
- Finance and Land Use Committee
 - Chair – Juan Carlos Iturregui
 - Vice Chair – Carolyn Moss
- Research Committee
 - Chair – Nancy Prowitt
 - Vice Chair – Wendy Marquez

Vice Rector Bhuller **MOVED** to approve the proposed appointments. The motion was **SECONDED** by Visitor Hazel. Rector Blackman opened the floor for discussion. There was none.
MOTION CARRIED

Rector Blackman noted that the Executive Committee would be comprised of the Rector, Vice Rector and the Secretary and the following two At-Large Members of the Executive Committee:

- At-Large Member to the Executive Committee – Wendy Marquez
- At-Large Member to the Executive Committee – Carolyn Moss

Visitor Iturregui **MOVED** to approve the Executive Committee. The motion was **SECONDED** by Visitor Iturregui.

MOTION CARRIED

IV. Rector's Report

Rector Blackman reported the following items:

- He thanked Dr. Washington and Mason staff for the work that was done for the President's Planning Conference.
- He welcomed the new deans that Mason hired.
- He noted that one of the biggest challenges for Mason is fiscal and the need to find a solution to close the fiscal gap.

V. Annual President's Report

A. Presentation of FY 2023 Goals – Dr. Washington (ACTION ITEM)

Dr. Washington highlighted the following accomplishment for the 2021-2022 academic year in his annual report:

Despite the challenges of the pandemic, and a change in government leadership, Mason continues to achieve success:

- Continued effective management of the COVID pandemic. The number of Mason COVID cases increased this year, but the number was significantly lower than state peers.
- Student enrollment continued to grow even though it is slowing.
- Research continued to grow and the amount of faculty research proposals increased.
- Had a robust philanthropic year as \$118 million was raised, which is Mason's third highest fundraising year. This achievement is significant as Mason is not in a campaign year.
- Continued to increase inclusivity on campus. Made progress with the Anti-Racism and Inclusive Excellence (ARIE) initiative which culminated with the dedication of the Enslaved People of George Mason Memorial.
- Community partnership continued to expand and modernize facilities:
 - Have External Advisory Councils in most of Mason's Schools and Colleges.
 - Established the President's Innovation Advisory Council (PIAC), an industry-led group of 33 companies to help with Mason Square. There was a groundbreaking for Fuse at Mason Square which is a 350,000-square foot facility and is Mason's largest P3. It is one of the few P3s in Virginia and should be complete in a couple of years.
 - Teamed with private partners in Manassas to simultaneously launch the new Life Sciences and Engineering Building with the Manassas Town Center.

Dr. Washington highlighted the following challenges:

- Budgetary challenges in the region are significant. Mason has one of the lowest tuitions in the state and received one of the lowest per-student allocations yet has the highest cost of living of any Virginia four-year institution.
- Cultural changes continue to be a challenge as the institution moves from an entitlement-based culture to a performance-based culture.
- Salaries for Mason faculty and staff remain below peer institutions.

Dr. Washington concluded that all of his major goals were completed this year. This included the revamping and restructuring of core leadership.

Visitor Iturregui inquired what the specific actionable items are that Dr. Washington hopes to achieve with the President's Innovation Advisory Council (PIAC). Dr. Washington responded that he wants the projects in Arlington to not be Mason driven but community and industry driven. He hopes to take successful middle tier companies and position them for greater success through Mason Square.

Rector Blackman thanked Dr. Washington and noted that the board will discuss the FY2023 goals in closed session with a vote in open session.

Rector Blackman then recognized the creation of the Special Finance Committee in response to the Governor requesting a zero tuition increase. He noted that Visitor Hazel would be chairing the committee and the following Visitors as members: Brown, Prowitt and Kazmi. The committee will meet to discuss options regarding Mason's tuition increase and report back to the full board in the fall.

VI. Board Orientation

A. Legal Overview

1. FOIA and COIA for BOV Members

Anne Gentry, Interim University Legal Counsel provided the following legal overview:

- She referenced the memo from the Office of the Attorney General: What Every Board Member Absolutely has to Know about FOIA, which was included in the meeting materials.
- She reported that most of her remarks are in the form of legal advice and will be reserved for closed session to include a discussion on FOIA and COIA.

B. Code of Ethics – Annual Review and Certification

Ken Walsh, Vice President for Strategic Initiatives and Chief of Staff provided the following code of ethics overview:

- This is an annual review and certification of the BOV Code of Ethics.
- The conflict of interest state statute applies to board members and their immediate family members.
- If a board member has or believes there is a conflict of interest, the state statute requires that they recuse themselves from the discussion on the conflict of interest matter.

C. Student Referrals/Admissions

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

VII. New Business

A. Academic Programs, Diversity, and University Community

Mark Ginsberg, Provost and Executive Vice President presented following information:

- Seven individuals joining Mason at the rank of professor without term were presented to grant them tenure upon their arrival.
- Four individuals at the rank of associate professor without term were also presented to grant them tenure.

1. Faculty Actions

a. Election of New Tenured Faculty (ACTION ITEM)

Visitor Hazel **MOVED** to approve the Election of New Tenured Faculty. The motion was **SECONDED** by Vice Rector Bhuller. Rector Blackman opened the floor for further discussion; there was none.

MOTION CARRIED

Provost Ginsberg, continued to present that nine individuals that are being considered for Conferral of Emeritus/Emerita Status.

b. Conferral of Emeritus/Emerita Status (**ACTION ITEM**)

Vice Rector Bhuller **MOVED** to approve the Conferral of Emeritus/Emerita Status. The motion was **SECONDED** by Visitor Prowitt. Rector Blackman opened the floor for further discussion; There was none.

MOTION CARRIED

B. Classified Information Access (ACTION ITEM) (ATTACHMENT 2)

Melissa Perez, Associate Director, Export Compliance and Secure Research presented the classified information access item:

- This is an annual resolution.
- Mason holds a facilities security clearance. This allows the university to perform work on classified contracts and to initiate security clearances for individuals who support those contracts.
- To maintain the facilities clearance, an executive body such as the Board of Visitors (BOV) must either be granted personnel security clearances or they must be excluded from this requirement. This resolution excludes the BOV from the requirement to obtain and maintain security clearances and it excludes them from accessing any classified information received from the university.

Following Ms. Perez's presentation, significant conversation ensued. Please refer to the meetings video recording for specifics: <https://vimeo.com/showcase/8557205/video/735562626>.

Rector Blackman appointed Visitor Meese to engage as the Board's Classified Information Access Liaison and requested that he report to the BOV on a periodic basis.

Visitor Hazel **MOVED** to approve the classified information access resolution. The motion was **SECONDED** by Visitor Kazmi. Rector Blackman opened the floor to discussion.

MOTION CARRIED

C. Documents and Records Request Policy (ACTION ITEM) (ATTACHMENT 3)

Rector Blackman noted the documents and records request policy can be found in the board materials and is approved each year.

Vice Rector Bhuller **MOVED** to approve the Documents and Records Request Policy. The motion was **SECONDED** by Visitor Bhuller. Rector Blackman opened the floor for further discussion; There was none.

MOTION CARRIED

D. Finance and Land Use

1. Financial Matters

a. Deficit Authorization Annual Notice

Rector Blackman noted that the annual acknowledgement and notification of Mason's deficit authorization requirements under the Commonwealth Appropriations Act can be found in the board materials.

VIII. Closed Session

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

Vice Rector Buller **MOVED** that the board go into Closed Session under the provisions of Section 2.2-3711.A.1, for a Personnel Matter, to discuss President Washington's evaluation; Section 2.2-3711.A.7, for Consultation with legal counsel pertaining to actual or probable litigation including briefings on:

Agrawal v. GMU
Amison v. GMU
Ganley and Surber v. GMU et al.
Jeong v. GMU
Inko-Tariah v. GMU
Kashdan v. GMU
Kinuani v. GMU
Mahmud v. GMU
Morris v. GMU
Morrison v. GMU
Morrison v. GMU et al.

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 Hazel. **MOTION CARRIED.**

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

Visitor Hazel **MOVED** to approve the following items en bloc with the caveat that there be an agenda item at the September 29, 2022 full board meeting to outline a set of metrics against Dr. Washington's goals:

- The 2022-2023 Presidential Goals (**ATTACHMENT 4**)
- The written performance bonus for President Washington (**ATTACHMENT 5**)
- The written resolution of the Board of Visitors of George Mason University authorizing increase in base salary for President Washington. (**ATTACHMENT 6**)

The motion was **SECONDED** by Vice Rector Bhuller. **MOTION CARRIED UNANIMOUSLY BY VOICE VOTE**

IX. Adjournment

Rector Blackman called for any additional business to come before the board. Visitor Hazel commented that he is very proud of the board, has enjoyed being rector and is a board member for two more years. Rector

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Friday, July 29, 2022
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Blackman thanked Visitor Hazel for his service and his family's long-standing support of Mason. Rector Blackman called for any further business to come before the board. Hearing none, he adjourned the meeting at 10:52 a.m.

Prepared by:

Sarah Hanbury
Secretary pro tem

- Attachment 1: Board of Visitors Committee Roster (1 page)
- Attachment 2: Resolution: Classified Information Access (1 page)
- Attachment 3: Document and Records Request Policy (1 page)
- Attachment 4: 2022-2023 Presidential Goals (6 pages)
- Attachment 5: Resolution: Performance Bonus for President Washington (1 page)
- Attachment 6: Resolution: Increase in Base Salary for President Washington (1 page)

BOARD OF VISITORS
2022 - 2023 Committee Appointments

Members-At-Large, Committee Chairs and Vice Chairs Approved on July 29, 2022

<u>EXECUTIVE COMMITTEE</u>	<u>DEVELOPMENT</u>
Horace Blackman, Rector	Anjan Chimaladinne, Chair
Simmi Bhuller, Vice Rector	Simmi Bhuller, Vice Chair
Jon Peterson, Secretary	Mehmood Kazmi
Wendy Marquez, Member-At-Large	Dolly Oberoi
Carolyn Moss, Member-At-Large	Bob Pence
	Jon Peterson
<u>ACADEMIC PROGRAMS, DIVERSITY & UNIVERSITY COMMUNITY</u>	<u>FINANCE AND LAND USE (Term Year)</u>
Carolyn Moss, Chair	Juan Carlos Iturregui, Chair (1/2)
Simmi Bhuller, Vice Chair	Carolyn Moss, Vice Chair (1/2)
Lindsey Burke	Simmi Bhuller, (1/2)
Anjan Chimaladinne	Reg Brown, (1/2)
Juan Carlos Iturregui	Jimmy Hazel, (1/2)
Wendy Marquez	Jon Peterson, (2/2)
Mike Meese	Bob Witeck, (1/2)
Nancy Prowitt	
Bob Witeck	
<u>AUDIT, RISK, & COMPLIANCE</u>	<u>RESEARCH</u>
Mehmood Kazmi, Chair	Nancy Prowitt, Chair
Dolly Oberoi, Vice Chair	Wendy Marquez, Vice Chair
Simmi Bhuller	Lindsey Burke
Reg Brown	Anjan Chimaladinne
Mike Meese	Bob Pence
	Bob Witeck

As of July 29, 2022

RESOLUTION ON CLASSIFIED INFORMATION ACCESS

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

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

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

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

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

Board Officers:

Horace L. Blackman - Rector
Jon Peterson - Secretary

Simmi Bhuller - Vice Rector

Board Members:

Reginald Brown	Lindsey Burke	Anjan Chimaladinne
James W. Hazel	Juan Carlos Iturregui	Mehmood S. Kazmi
Wendy Marquez	Michael Meese	Carolyn J. Moss
Dolly Oberoi	Robert Pence	Nancy G. Prowitt
Robert Witeck		

IN WITNESS WHEREOF I have hereunto set my hand and affixed the seal of George Mason University, this day of 29 July 2022



Simmi Bhuller – Vice Rector

GEORGE MASON UNIVERSITY

BOARD OF VISITORS

DOCUMENT AND RECORDS REQUEST POLICY

In order to facilitate the orderly transaction of business, and to make the most efficient use of administrative staff, it is the policy of this Board that all requests by individual members for University documents and records, subject to review by Counsel for disclosability, shall be directed to the Secretary of the Board of Visitors or to the Secretary pro tem in the absence of the Secretary of the Board of Visitors.

This policy shall remain in effect for one year.

Adopted by the Board of Visitors on July 29, 2022.



Simmi Bhuller
Vice Rector
Board of Visitors

FY 2022-2023 Goals
George Mason University

Note: These goals were approved at the Annual Board Meeting on July 29, 2022 with the caveat to outline a set of metrics against the goals. The 2022-23 Goals will be reviewed again at the September 29, 2022 full board meeting with an action item to accompany/approve the added metrics.

As you may know, we are in the process of developing a strategic plan, the draft of which is now complete. In accordance with the major priorities of this plan, I will establish the updated goals for this academic year. The goals will be outlined in the five general priorities of the strategic plan:

- 1. Deliver a distinctive and inclusive student experience that fosters lifelong engagement.**
Cultivate a high-quality experience that embodies the Mason values and promotes student success, well-being, collaboration, and a lasting connection.
 - 2. Expand the impact of Mason's research, scholarship, and creative enterprise.**
Bolster the infrastructure and systems that support research and collaboration.
 - 3. Accelerate economic and social impact.**
Strengthen partnerships, alumni relations, and community building and engagement informed by Mason's research, creative arts and pedagogical expertise.
 - 4. Exemplify a university culture of diversity, equity, and inclusion.**
Live a culture of belonging and inclusion and address disparities that support the values of access, diversity, equity, and inclusion at Mason.
 - 5. Invest in faculty and staff success.**
Ensure appropriate resources, processes, and technologies are in place that better support the faculty and staff experience.
-
- 1. Deliver a distinctive and inclusive student experience that fosters lifelong engagement.**

As it relates to the student experience, Mason effectively has managed the three major crises emanating from the pandemic. These include the health crisis caused by a lingering pandemic, a racial inequity crisis exacerbated by the death of George Floyd and a fiscal crisis.

The following goals are necessary towards achieving that outcome

- a. Transition COVID management from pandemic emergency response to steady state operations such that the ongoing threat is continues to be mitigated while Mason maintains the ability to deliver quality instructions, research, and services. *(All units, Senior Vice President and Chief Operating Officer (SVP/COO))*

- a. Maintain COVID situational awareness and collaboration with local and regional public health partners and evolve our COVID management strategy as public health conditions warrant;
 - b. Ramp down COVID emergency operations while maintaining baseline level testing, vaccination, and screening services;
 - c. Increase employee health and well-being services identified as critical during our pandemic recovery (mental and behavioral health screening, wellness checks and programming, routine vaccinations, etc.)
- b. Develop and successfully implement a fiscal management plan that supports the campus through the 2022-2023 academic year. This must include the development of structural mechanisms (i.e., innovative financial distribution and expenditure strategies, maintenance and expansion of state support, and fundraising) to avoid significant budget disruptions and/or the implementation of significant reductions that are not debilitating to the university (*SVP/COO, VP Government and Community Relations, VP Advancement and Alumni Relations*)
- a. Develop and implement a plan to gain additional federal and state resources through earmarks, funded partnerships and proposals (*VP Government and Community Relations*).
 - b. Develop comprehensive plans to invest in projects in a constrained environment (*Provost, SVP/COO, Chief of Staff*)
 - i. Internal reallocation (2% administrative unit budget and academic unit appropriations budget reallocation each year for 3 years – units can request a return of funds that are in alignment with institutional priorities or for innovative projects)
 - ii. 25% of the average cost of *one Instructional and Research (I/R)* faculty member will be reverted centrally each year. These positions will be reallocated based on requests from Colleges and Schools and University Priorities
- c. Create infrastructure improvements that allow institutional efficiency and effectiveness (*SVP/COO*):
- a. Establish an updated 6-year plan in accordance with the needs of the campus and the directions of the new administration.
 - b. Develop multi-year service roadmap of efficiency initiatives building on the redesigned Chart of Accounts and execute year-one initiatives
 - c. Continue the development of and milestones for an improved university budget model
 - d. Prioritize delivery of automation and efficiency initiatives that enable achievement of enrollment management goals
 - e. Successfully hire a permanent Senior Vice President and Chief Operating Officer (*SVP/COO*) to partner with the President and other university leaders in managing the fiscal health of the institution.
- d. Seek and receive approval from SCHEV for the launch of Virginia's first School of Public Health (*Provost*)

- e. On-board the five new Deans who were hired over the last year and position them for success (*Provost*).
- f. Launch the Division of Graduate Education in the Office of the Provost aligned with the recommendations from the *Reimagine Graduate Education Task Force* (*Provost*).
- g. Continue development of a structure to support robust continuing and professional education programs that will support workforce needs in the region and Commonwealth (*Provost*).
- h. Develop and/or revise at least two online graduate/professional education programs (*Provost*).
- i. Establish student success initiatives (*VP University Life/Provost*)
 - a. Grow the scope and capacity of mental health and associated human services in support of Mason's students
 - b. Develop a process and policy to identify, categorize, evaluate and expand experiential learning opportunities, inclusive of internships, co-op experiences, entrepreneurship, service learning, community engagement, study abroad, and research apprenticeship opportunities for students that apply their knowledge, skills and competencies in and beyond the classroom.
 - c. Establish two new student engagement experiences within the Mason community
- j. Implement the Strategic plan to include the development of a finalized plan, a condensed version, and marketing materials. (*Chief of Staff/VP Branding*)
- k. Continue to review and invest in energy efficiency and sustainability initiatives, building upon the results of phase one of the campus Climate Action Plan (*SVP/COO*).

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

Last year we continued to expand our research enterprise which was exemplified through the growth of research expenditures over the last two years. Our efforts this year will center on the expansion and development of research infrastructure support (*VP Research, Innovation and Economic Impact*).

- a. Complete restructure of the Office of Research Innovation and Economic Impact including the universities major research institutes
- b. Develop and implement a plan to restructure support for research faculty. This includes plans to enhance research collaboration, a plan to manage faculty research space, and a plan to increase licensing and technology transfer.
- c. Successfully complete launch of seed grant programs to foster university research
- d. Establish three new public/private research partnerships with the public or private sectors
- e. Establish two new research partnerships with peer and aspirant Universities.

3. Accelerate economic and social impact.

Mason's location and proximity to the federal government provides ripe opportunities for the University to accelerate impact to the local community. Our three campuses in Virginia are surrounded by organizations that not only serve the federal government but are also many of the largest employers in the Commonwealth and surrounding region. Our goal is to continue to leverage this advantage in the upcoming year.

- a. Launch a comprehensive fundraising campaign to grow the resources and partnerships needed for our university (*VP Advancement and Alumni Relations*)
- b. Grow the *Mason Virginia Promise* (a pathway towards an advanced degree or your own business for every Virginian who wants it) via establishing a standard operating procedure for new partners and adding two additional community college partners (*Provost, SVP/COO, VP Research, Innovation and Economic Impact*).
 - a. Expansion of the availability of financial aid to provide more students with 100% of total financial need
- c. Develop a plan for Mason Korea to become a hub to expand Mason's global presence in Asia and beyond (*Provost, SVP/COO*).
- d. Upgrade and expand health sciences partnerships, funding opportunities, and capabilities (*Provost, SVP/COO, VP Research, Innovation and Economic Impact*).
- e. Complete a study outlining the steps, strategies and estimate of costs for a comprehensive Health Sciences strategy that includes the potential of establishing a medical school (*Provost, SVP/COO*)
- f. Inspire K-12 students actively to pursue higher education by planning for an expansion by 15% of the Early Identification program. Develop a plan for intensifying other successful K-12 outreach efforts (*VP University Life/SVP COO*).
- g. Form partnership to launch online bachelor's programs that support degree completion for working adults (*Provost, SVP/COO*)
- h. Develop and implement plans to leverage Mason Enterprise to create a top-ranked entrepreneurial culture at Mason that catalyzes, supports, and scales small tech businesses throughout the state. (*VP Research, Innovation and Economic Impact*)
- i. Examine public/private partnerships as a mechanism for the monetization of key Mason assets (Shirley Gate property, Mathy properties, SciTech Campus, Parking, Power Generation, etc.). The use of these funds will be to drive and support the academic mission of the university (*SVP/COO*).
- j. Launch an initiative to increase University rankings leading to the classification of Mason as a top 100 University (*President/Chief of Staff*).
 - a. Produce updated plan with metrics outlining performance to date.
- k. Continue the institutional brand renewal effort that coincided with the 50th anniversary (*VP University Branding*).
 - a. Develop a plan to streamline Mason's communication infrastructure to include web, print, mobile and stationary branding.
- l. Continue to position Mason as one of the best positioned universities nationally to establish and grow public/private partnerships (*VP Research/AVP Innovation and Economic Impact*).

- a. Meet enrollment and graduation targets established for the Commonwealth's Tech Talent Investment Program (TTIP) (*Provost*).
- b. Establish an Innovation Ecosystem for campus and local entrepreneurs with GMU as a hub and convener. Initiate construction of FUSE at Mason Square in Arlington (*SVP/COO*).
- c. Expand the Amazon partnership and establish a corporate based coalition to support our Arlington Innovation Campus (*VP Advancement and Alumni Relations*).

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

Mason embraces the opportunity to expand our leadership as the most diverse public university in Virginia and become an exemplar for anti-racism and inclusive excellence at the state, regional, and national levels. Towards that end, the following goals are identified:

- a. Continued implementation of the recommendations from the university's Anti-Racism and Inclusive Excellence Initiative (*CDO, All Units*).
- b. Establish a process to evaluate inclusive excellence plans and reward those units who are successfully implementing their plans. (*CDO, Provost, SVP/COO*)
- c. Execute a comprehensive recruitment and retention plan that addresses inequities for faculty, staff, and students. (*CDO, Provost, SVP/COO*)
- d. Improve access and affordability through expanded financial assistance and partnerships within the Mason Virginia Promise (*CDO, Provost, SVP/COO*)
- e. Incorporate Mason's commitment to furthering the DEI mission into our brand (*VP University Branding*)

5. Invest in faculty and staff success.

The Lingering Pandemic not only will create unprecedented stressors for our campus, it also will create unprecedented opportunities. We will be afforded a unique opportunity to reexamine who we are, what we stand for, and what kind of institution we will be in the future. The possibilities for reimagining and recreating ourselves are significant. GMU is an institution known for its drive, innovation and creativity. My goal is to focus this innovation towards reexamination and reinvention. Towards that end, the following goals are identified (*Provost, SVP/COO*):

- a. Launch formal faculty and staff support and retention programs aimed at improving the environment and working conditions for faculty and staff. These include formal honorifics and awards programs (*Provost*):
- b. Continue annual market assessments of faculty and staff salaries relative to compression, inversion, equity, and cost of living. Implement plan to give a supplemental salary increase for faculty and staff who are substantially below market.

- c. Continued on-boarding of the Ombudsman's Office to investigate conflicts and complaints and attempt to resolve them, usually through conflict management and mediation practices.
- d. Complete a review of key faculty and staff benefits, including possible funding for a tuition remission benefit for dependents.

Performance Bonus – President Gregory Washington

In accordance with Section D.2 of President Washington's Employment Agreement and following evaluation of President Washington's performance for the previous academic year, the Board of Visitors is authorizing the maximum performance bonus of \$125,000 after meeting and/or exceeding his performance expectations as measured per his Employment Agreement as outlined in Section E.

Approved by the Board of Visitors on July 29, 2022.

A handwritten signature in black ink, appearing to read 'Simmi Bhuller', written over a horizontal line.

Signature

Simmi Bhuller

Vice Rector of the Board of Visitors

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

WHEREAS, President Dr. Gregory Washington entered into an employment agreement with George Mason University ("University") first dated March 3, 2020, as amended ("Employment Agreement"), and has served as University president since July 1, 2020; and

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

NOW, THEREFORE, BE IT RESOLVED:

Effective July 10, 2022, the Board of Visitors approves an increase of five percent (5%) to President Washington's annualized Base Salary, to \$735,000, to be paid from state funds and Other Funds as specified in Section D.1 of the Employment Agreement.

Approved by the Board of Visitors on July 29, 2022.



Signature

Simmi Bhuller

Vice Rector of the Board of Visitors