

EXECUTIVE COMMITTEE OF THE BOARD OF VISITORS GEORGE MASON UNIVERSITY

**Meeting of
July 30, 2021
MINUTES**

PRESENT: Rector James Hazel, Vice Rector Horace Blackman, Secretary Simmi Bhuller, Visitor Ignacia Moreno and Visitor Denise Turner Roth.

ABSENT: None

ALSO, PRESENT: Visitor Edward Rice; Erin Iacangelo Rogers, Staff Representative; Melissa A. Broeckelman-Post, Faculty Representative; Steven Zhou, 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; Brian Walther, University Counsel; and Sarah Hanbury, Secretary pro tem.

I. Call to Order

Rector Hazel called the meeting to order at 8:32 a.m.

II. Approval of Minutes

A. Executive Committee Meeting Minutes for February 25, 2021 (**ACTION ITEM**)

Rector Hazel called for any corrections to the February 25, 2021 Executive Committee minutes. There were no edits. The minutes stood approved as written.

III. Rector's Comments

A. Executive Committee; Duties (Code of VA: §23.1-1306)

Rector Hazel began by noting Code of VA: §23.1-1306 which states the duties of the Executive Committee. Rector Hazel continued that the Executive Committee is already doing most of the items outlined in this code and proceeded to read them. Rector Hazel stated he would like to have a formal structure in place to ensure compliance with this code by forming a committee of two board members to work with Brian Walther, University Legal Counsel to review all the individual items outlined in the code section. Rector Hazel and Visitor Moreno volunteered to form this committee. Rector Hazel asked that they review the code and report their findings to the Executive Committee at a future date.

IV. President's Comments

President Washington began by stating this is his first in-person Executive Committee meeting and is ecstatic to be here. President Washington thanked the committee for supporting Mason this year, and that he is looking forward to a strong second year and will keep the remainder of his comments for the proceeding full board session.

V. Closed Session

Vice Rector Blackman **MOVED** that the Executive 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.29 to discuss a Public Contract relating to the Institute for Digital InnovAtion; Section 2.2-3711.A.7, for Consultation with legal counsel pertaining to actual or probable litigation including briefings on:

Kashdan v. GMU
Agrawal v. GMU
Platt v. GMU and Martin
Ganley and Surber v. GMU et al.
Morrison v. GMU
Morris v. GMU
Inko-Tariah v. GMU
Kinuani v. GMU
Alemu 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 Secretary Bhuller.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

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 called for any additional business to come before the Executive Committee. Hearing none, he adjourned the meeting at 8:51 a.m.

Prepared by:



Sarah Hanbury
Secretary pro tem

**BOARD OF VISITORS
GEORGE MASON UNIVERSITY**

**Meeting of
July 30, 2021
MINUTES**

PRESENT: Rector James Hazel, Vice Rector Horace Blackman, Secretary Simmi Bhuller, Visitors Anjan Chimaladinne, Juan Carlos Iturregui, Mehmood Kazmi, Ignacia Moreno, Carolyn Moss, Dolly Oberoi, Jon Peterson, Nancy Prowitt, Paul Reagan, Edward Rice, Denise Turner Roth, and Robert Witeck.

ABSENT: Visitor Wendy Marquez

ALSO, PRESENT: Erin Rogers, Staff Representative; Melissa A. Broeckelman-Post, Faculty Representative; Steven Zhou, 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; Lester Arnold, Vice President for Human Resources and Payroll; Brian Walther, University Counsel; Melissa Perez, Associate Director, Export Compliance & Secure Research; and Sarah Hanbury, Secretary pro tem.

I. Call to Order

Rector Hazel called the meeting to order at 9:02 p.m.

II. Approval of the Minutes

A. Electronic Full Board Meeting Minutes for May 6, 2021 (**ACTION ITEM**)

Rector Hazel called for any corrections to the electronic full board meeting minutes for May 6, 2021 that were provided in the board meeting materials. There were no edits. The minutes stood approved as written.

Rector Hazel welcomed Visitor Oberoi, the newest member of the board. Visitor Oberoi is active in the local technology community and has been involved with the Mason Board of Trustees. Visitor Oberoi thanked everyone for the warm welcome and stated the President's Planning Conference, the day prior, was very inspiring.

Rector Hazel congratulated Vice Rector Blackman, Visitor Chimaladinne and Visitor Prowitt for their reappointments to the Board.

Rector Hazel introduced Steven Zhou the graduate student representative to the Board. Steven expressed that he is honored to be here.

Rector Hazel shared that the new undergraduate student representative to the Board, Natalia Kanos was unable to attend this meeting and hopes she will be at the next.

Rector Hazel welcomed Melissa Brockelman-Post the new faculty representative to the board and Faculty Senate Chair. Dr. Brockelman-Post thanked the board for having her and is happy to be here.

Rector Hazel then welcomed Erin Iacangelo Rogers the new staff liaison to the board and the Staff Senate Chair. Ms. Rogers is also excited and honored to work with the board and be a voice for the Mason staff.

III. Election of Officers and Committee Appointments

Rector Hazel shared that there are some changes to the committee rosters this year. Rector Hazel stated that some members of the board had committee placement requests, which he tried to accommodate and that he also wanted to move members around a bit to give others the opportunity to chair or vice chair a committee.

A. Election of Members-at-Large to the Executive Committee (2) (**ACTION ITEM**)

Rector Hazel announced that the Rector, Vice Rector, and Secretary are elected to serve two-year terms, all of whom are in the second year of their term. The At-Large members to the Executive Committee are elected every year to serve one-year terms. Rector Hazel moved to approve the following at-large members to the Executive Committee:

- Ignacia Moreno
- Carolyn Moss.

The motion was **SECONDED** by Vice Rector Blackman. Rector Hazel opened the floor for further discussion. There was none.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

Rector Hazel congratulated the at-large members and stated he looks forward to working with them.

B. Appointment of Board Liaisons

C. Committee Appointments

D. Committee Chair and Vice Chair Appointments (**ACTION ITEM**)

Rector Hazel remarked that former rector, Tom Davis started the board liaison idea and he feels it has worked very well. Rector Hazel shared that he met with former Faculty Senate Chair, Shannon Davis and the current chair Melissa Brockelman-Post to discuss if having a faculty liaison was helpful. Dr. Brockelman-Post stated that it was incredibly helpful.

Rector Hazel proceeded to announce the following appointments:

- Faculty Liaison – Bob Witeck
- Legislative Liaisons – Paul Reagan and Jimmy Hazel
- Task Force on Anti-Racism and Inclusive Excellence Liaison – Nancy Prowitt
- Law School Liaison – Ignacia Moreno
- Athletic Liaisons – Horace Blackman and Denise Roth

Rector Hazel expressed that if there is an area of the university that would benefit from having a board liaison to please contact him.

Rector Hazel then directed the board to the committee appointments in their meeting materials and proposed the following appointments for chairs and vice chairs of the standing committees (**ATTACHMENT 1**):

- Academic Programs, Diversity, and University Community Committee
 - Chair - Simmi Bhuller

- Vice Chair - Carolyn Moss
- Audit, Risk, and Compliance Committee
 - Chair - Edward Rice
 - Vice Chair - Ignacia Moreno
- Development Committee
 - Chair - Anjan Chimaladinne
 - Vice Chair - Simmi Bhuller
- Finance and Land Use Committee
 - Chair - Denise Turner Roth
 - Vice Chair - Paul Reagan
- Research Committee
 - Chair - Nancy Prowitt
 - Vice Chair - Wendy Marquez

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

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

IV. Rector's Report

Rector Hazel reported the following items:

- This past year has been challenging. He is proud how Mason pulled together and found solutions to these challenges. He will be participating in a panel discussion hosted by the Association of Governing Boards (AGB) next week for their board and senior staff. The topic of his panel is, *How Did Your University Step Up to Meet the Challenge and What are the Changes as a Result of the Challenge*.
- As a goal for this year he would like to set up tours of the Mason campuses for the board members.
- He continues to have weekly conversations with Dr. Washington. Rector Hazel was able to see Dr. Washington engage for the first time with an external business group on what the plans are for Mason and applauded him on a job well done.

V. President's Report

A. Presentation of FY 2022 Goals – Dr. Washington (**ACTION ITEM**)

Dr. Washington highlighted the following from his report:

- Recap of the 2020-2021 academic year.
 - At the start of the academic year there were more questions than answers such as: Could Mason weather the pandemic and keep its students, faculty and staff safe; could students stay on track towards graduation, could Mason help keep students away from financial harm and could Mason be nimble and pivot from a traditional in-person classroom setting to a hybrid or online learning setting. The answer to all these questions turned out to be yes.
 - Mason ended the year with a minor surplus of funds compared to the deficit the university was forecasting at the start of the year.
 - More than 90,000 COVID-19 vaccines were distributed to the community thanks to Mason faculty and staff.
 - Mason provided COVID tests to communities outside of this university.

- The College of Visual and Performing Arts performed more than 295 different engagements with the community. Stating that the level of creativity of these events was amazing.
- Mason could not have accomplished what it did this past year without the support of the Board of Visitors, the senior leadership team, faculty and staff.
- Moving Forward
 - Mason will continue to work in safety and react to changes such as the Delta variant.
 - Mason will reopen which will include vaccines, reporting and testing.
 - Vaccines are mandatory for faculty, staff and students.
 - Will look at infrastructure and efficiency improvements that will help the campus operate more efficiently moving forward.
 - Will continue to implement the recommendations that emanated from the Task Force on Anti-Racism and Inclusive Excellence (ARIE) which is comprised of more than 130 faculty, students and staff. ARIE has made 62 individual recommendations. Their first 15 recommendations will be worked on this year.
 - There are some leadership transitions that will need to be managed. Such as the replacement of five or so deans this year.
 - Will continue to reinvent the campus which begins by launching a formal strategic plan. The plan includes the Innovation Mason Commission that determines what the campus should look like post pandemic.
 - The institution will go through a rebranding.
 - Currently, Mason is ranked at 143 in National Universities. An initiative is being launched to move Mason to top 100 status. Dr. Washington believes this can be accomplished in five years.
 - Establishing a climate and sustainability action plan. The action plan will concisely determine when Mason could approach a net zero status.
 - Implementing the Mason Virginia Promise which is a pathway to an advance degree or your own business for every Virginian that wants it.
 - Mason is up for accreditation this year.
- Questions from the BOV following the president's report ensued:
 - Rector Hazel inquired if there was a timeline for the Mason Virginia Promise (MVP). Dr. Washington stated MVP is a five-year program.
 - Visitor Moreno inquired if there is anything Dr. Washington needs from the board to accomplish his goals. Dr. Washington responded that the biggest need is advocacy. Mason is still significantly below its peers in per student state appropriations. This will need to be corrected as this resource is used to raise salaries for faculty and staff for the known issue of retention. This will also help with some of the financial need for students.
 - Visitor Oberoi reported that Virginia is receiving approximately four billion for the rescue plan and inquired if Mason will be a recipient of any of those funds. Dr. Washington responded, that in the Governor's announcement the day prior that \$121 million of the four billion will go toward higher education and primarily for financial aid. That amount will also go toward the Online Virginia Network that Mason is a part of. Mason will receive some support but would like to gain more.
 - Visitor Iturregui thanked Dr. Washington for his leadership and was happy to learn about the small business development centers throughout the state. He would like to expand beyond helping students to helping the community as well.

Dr. Washington stated he is happy to meet with Visitor Iturregui to discuss the small business development topic further.

- Visitor Prowitt stated that the board is a strong salesforce for Mason and suggested a two pager to help when lobbying for the university.
- Vice Rector Blackman stated that we have to do a better job of telling the Mason story. Dr. Washington replied that the rebranding effort will assist with this.
- Rector Hazel stated that it was difficult to engage with business leaders this past year due to the pandemic and they have been working hard this year to catch up on some of that. He further noted that Dr. Washington does a great job talking to those leaders when those meeting take place.

VI. Proposed Board Orientation

A. Legal Overview

1. FOIA and COIA for BOV Members
2. Code of Ethics – Annual Review and Certification

Brian Walther, University Legal Counsel provided the following legal overview:

- He reported that most of his remarks are in the form of legal advice and will be reserved for closed session to include a discussion on FOIA and COIA.
- He referred to the Code of Ethics that was approved by the board and is an annually signed document which outlines that board members will act in the best interest of the University and comply with FOIA and COIA.

B. Student Referrals/Admissions

VII. New Business

A. Academic Programs, Diversity and University Community

Mark Ginsberg, Provost and Executive Vice President highlighted the following faculty actions as a moment to celebrate and to also inform some of the achievements of the faculty:

- Emeritus/Emerita status is granted to faculty with more than 10 years of continuous service. Three members of the faculty are being proposed for emeritus status and are outlined in the board book.
- Under the faculty guidelines 10% of professors are eligible for appointment to become a University Professor. After an extensive review and vetting process, two members of the faculty are being proposed to receive the rank of University Professor which is the most distinguished rank of any of the faculty.
- Nine new members of the faculty are being proposed for tenure.

1. Faculty Actions

- a. Conferral of Emeritus/Emerita Status (**ACTION ITEM**)
- b. Elections of New Hires (**ACTION ITEM**)
- c. Special Rank Change (**ACTION ITEM**)

Visitor Witeck **MOVED** to approve the faculty **ACTION ITEMS** en bloc. The motion was **SECONDED** by Secretary Bhuller. Rector Hazel opened the floor for further discussion. There was none

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

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

Melissa Perez, Associate Director, Export Compliance and Secure Research presented this item.

- Mason holds a facilities security clearance. This allows the university to perform work on classified contracts and to initiate secretary clearances for individuals who support those contracts.
- To maintain this 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 maintained security clearances and it excludes them from accessing any classified information received from the university.

Vice Rector Blackman **MOVED** to approve the classified information access resolution. The motion was **SECONDED** by Visitor Moss. Rector Hazel opened the floor to discussion. The following discussion ensued:

- Visitor Moreno inquired, if there was a circumstance that required board review of classified information and what would be the process to get the appropriate clearance? Ms. Perez responded that to review classified information an appropriate clearance is required in addition to a need to know. If there was a situation where someone on the board needed to know and they did not already have a clearance then a clearance would need to be initiated.
- Visitor Iturregui inquired how other universities in the Commonwealth handle this situation at the board level and noted that best practices should be followed by the Mason board. Ms. Perez responded that in order to get the board clearances they would all have to go through the process which would require the following responsibilities: annual security briefing attendance, annual insider threat training and would have to notify Ms. Perez of any international travel. She further noted that once someone transitions off the board then the new appointment would have to go through the same process. Ms. Perez did not know how other universities handle this topic. She stated there are two options: either an executive body is cleared or they are excluded from that requirement.
- Ms. Perez noted that only so many administrative clearances could be housed under Mason's case code so if the entire board wanted to have clearances she would have to discuss this with the regulators to make sure they agree with that as well.
- Visitor Moreno expressed that she liked Rector Hazel's idea of adding this topic to a future meeting for discussion. She believes that there should be a process that does not place a burden on Mason staff nor the government so that the board is able to make informed decisions and not be caught waiting on a clearance should the need arise. Rector Hazel asked that Ken Wash, Vice President for Strategic Initiatives and Chief of Staff make a note to setup a briefing.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

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

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

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

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

D. Finance and Land Use

Carol Kissal, Senior Vice President for Administration and Finance highlighted the following areas:

- Tier 3
 - Provided an update on the Tier 3 authority from the Commonwealth which Mason received on July 1, 2021. Actions can now be taken to use this new autonomy one of which is establishing Mason's own building permit authority.
 - The first step in the building permit process is the hiring of the first building official for Mason. She introduced David Kidd who was hired to fill this role. She continued that this is a new role for Mason which reports directly to the board per Commonwealth code. Day-to-day management of this role will be under the purview of Frank Strike, Vice President of Facilities. Moving forward, building items will be brought through the Finance and Land Use Committee.
 - Visitor Peterson thought it would be good for the board to know exactly what Tier 3 status allows the university to do as opposed to before. Ms. Kissal reported that the building area is one of the biggest benefits as it will allow Mason to deliver a capital program faster, which saves money. This efficiency is made possible due to having an internal building inspector who is able to issue permitting for capital and noncapital items for Mason's three campuses. Previously this had to be submitted to the Commonwealth, which took a long time.
- Financial Matters
 - Presented the Deficit Authorization Annual Notice per requirements under the Commonwealth Appropriations Act. She explained that the George Mason University budget cannot engage in deficit spending in excess of appropriations or in excess of nongeneral fund revenues and that the full code is in the board book.
 - A correction to the approved FY 2022 University Operating Budget on May 6, 2021 was presented. Following the approval of the operating budget, technical errors were discovered which did not consider the in-state graduate tuition increase for two programs in the School of Business. These two programs in the School of Business are the only two Wiley Partnership rates that move with tuition increases/decreases. The tuition difference for these two programs is \$25.
- Operations Matters
 - Retirement Incentive Program updates were presented as the program that was implemented last year was not as successful as hoped. Lester Arnold, Vice President for Human Resources and Payroll, Human Resources provided some background and enhancements to this program.
 - This is a voluntary program for tenured faculty that participate in Mason retirement programs.

- Out of 157 eligible tenured faculty members, five of those applied for early retirement under the current plan.
- Conversations have been had with the Provost, some Deans, Faculty Senate and some faculty. There was some concern that the \$75K maximum was not high enough to gain interest from faculty members. In addition, the current plan is not as rich as a program offered in 2015.
- Current Program vs. Proposed Changes:

Feature	Current	Proposed
Retirement Dates	<ul style="list-style-type: none"> • June 1, 2021 • February 1, 2022 	<ul style="list-style-type: none"> • Add June 1, 2022 and February 1, 2023
Maximum Incentive	<ul style="list-style-type: none"> • 2% of base salary x years of service • Up to \$75,000 	<ul style="list-style-type: none"> • 2% of base salary x year of service • Up to \$100,000
Eligibility	<ul style="list-style-type: none"> • ORP participants • Age 65 with 10 or more years of full-time service at Mason or • Age 60-64 with age and service equal to at least 80 	<ul style="list-style-type: none"> • Add VRS Participants who meet current age and service requirements

- Next Steps:
 - Having a conversation and approval from the BOV.
 - Mason submits request to office of the Attorney General for review.
 - SCHEV staff reviews the request and documentation. Secretary of Education submits a Decision Brief recommending approval to Office of the Governor.
- Questions from the BOV following the proposed updates to the retirement plan:
 - Visitor Rice inquired how the five people who applied for early retirement under the current plan will be treated if their ceiling changes. Mr. Arnold stated that recalculations would be provided so they would be subject to additional funding.
 - Visitor Iturregui inquired how large the projected pool of potential candidates is. Mr. Arnold stated that it is 177.
 - Visitor Reagan inquired if the low rate of participation is due to the pandemic and when life returns to normal will more people choose to retire early. Mr. Arnold's initial thinking was that there would be more participation due to the pandemic.
 - Visitor Roth inquired if there is an open enrollment. Mr. Arnold responded that there is a 90-day lead time going into the retirement dates for calculations to be made,

planning around retired and working with the deans to ensure they have the appropriate staffing levels.

- Visitor Moss inquired how was it determined that an increase of \$25K would be the difference. Mr. Arnold stated that through listening to feedback from faculty members, having conversations with deans and because the 2015 plan offered just above \$75K.

1. Financial Matters

- a. FY Deficit Authorization Annual Notice
- b. FY 2022 University Operating Budget, Tuition and Fees – Tuition Rate Correction (**ACTION ITEM**)

2. Operations Matters

- a. Retirement Incentive Program (**ACTION ITEM**) (**ATTACHMENT 4**)

Visitor Roth **MOVED** to approve the proposed tuition rate correction. The motion was **SECONDED** by Visitor Iturregui.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

Visitor Roth **MOVED** to approve the proposed retirement incentive program update. The motion was **SECONDED** by Secretary Bhuller. Rector Hazel opened the floor for further discussion. There was none

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

VIII. Closed Session

Vice Rector Blackman **MOVED** that the full 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.29 to discuss a Public Contract relating to the Institute for Digital Innovation; Section 2.2-3711.A.7, for Consultation with legal counsel pertaining to actual or probable litigation including briefings on:

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Morrison v. GMU
Morris v. GMU
Inko-Tariah v. GMU
Kinuani v. GMU
Alemu 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 Secretary Bhuller.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

Following closed session, Vice Rector Blackman **MOVED** that the full board 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 PRESENT BOARD MEMBERS RESPONDED IN THE AFFIRMATIVE BY ROLL CALL.

Vice Rector Blackman **MOVED** that the full board approve the 2021-2022 Presidential Goals. The motion was **SECONDED** by Secretary Bhuller. Rector Hazel opened the floor for further discussion (**ATTACHMENT 5**). There was none.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

Vice Rector Blackman **MOVED** that the full board approve the written resolution of the Board of Visitors of George Mason University regarding a performance bonus for President Washington (**ATTACHMENT 6**). The motion was **SECONDED** by Visitor Moreno. Rector Hazel opened the floor for further discussion. There was none.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

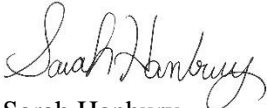
Vice Rector Blackman **MOVED** that the full board approve the written resolution of the Board of Visitors of George Mason University authorizing an increase in base salary for President Washington (**ATTACHMENT 7**). The motion was **SECONDED** by Visitor Moreno. Rector Hazel opened the floor for further discussion. There was none.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

IX. Adjournment

Rector Hazel called for any additional business to come before the board. Hearing none, he adjourned the meeting at 12:44 p.m.

Prepared by:



Sarah Hanbury
Secretary pro tem

- Attachment 1: Board of Visitors Committee Roster for 2021-2022 (1 page)
- Attachment 2: Resolution: Classified Information Access (1 page)
- Attachment 3: Document and Records Request Policy (1 page)
- Attachment 4: Resolution: Modification to the Faculty Incentive Retirement Plan (1 page)
- Attachment 5: Resolution: Performance Bonus for President Washington (1 page)
- Attachment 6: Resolution: Increase in Base Salary for President Washington (1 page)
- Attachment 7: 2021-2022 Presidential Goals (3 pages)

BOARD OF VISITORS
2021 - 2022 Committee Appointments

Members-At-Large, Committee Chairs and Vice Chairs Approved on July 30, 2021

<u>EXECUTIVE COMMITTEE</u>	<u>DEVELOPMENT</u>
James W. Hazel, Rector	Anjan Chimaladinne, Chair
Horace Blackman, Vice Rector	Simmi Bhuller, Vice Chair
Simmi Bhuller, Secretary	Mehmood Kazmi
Ignacia S. Moreno, Member-At-Large	Dolly Oberoi
Carolyn J. Moss, Member-At-Large	Jon Peterson
	Paul Reagan
<u>ACADEMIC PROGRAMS, DIVERSITY & UNIVERSITY COMMUNITY</u>	<u>FINANCE AND LAND USE (Term Year)</u>
Simmi Bhuller, Chair	Denise Turner Roth, Chair (2/2)
Carolyn Moss, Vice Chair	Paul Reagan, Vice Chair (2/2)
Horace Blackman	Horace Blackman (2/2)
Anjan Chimaladinne	Juan Carlos Iturregui (2/2)
Juan Carlos Iturregui	Carolyn Moss (2/2)
Wendy Marquez	Jon Peterson, (1/2)
Nancy Prowitt	Edward Rice (2/2)
Paul Reagan	
Bob Witeck	<u>RESEARCH</u>
<u>AUDIT, RISK, & COMPLIANCE</u>	Nancy Prowitt, Chair
Edward Rice, Chair	Wendy Marquez, Vice Chair
Ignacia Moreno, Vice Chair	Horace Blackman
Horace Blackman	Anjan Chimaladinne
Mehmood Kazmi	Edward Rice
Dolly Oberoi	Bob Witeck

As of July 30, 2021

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:

James W. Hazel - Rector
Simmi Bhuller - Secretary

Horace L. Blackman – Vice Rector

Board Members:

Anjan Chimaladinne
Wendy Marquez
Dolly Oberoi
Paul J. Reagan
Robert Witeck

Juan Carlos Iturregui
Ignacia S. Moreno
Jon Peterson
Edward H. Rice

Mehmood S. Kazmi
Carolyn J. Moss
Nancy G. Prowitt
Denise Turner Roth

IN WITNESS WHEREOF I have hereunto set my hand and affixed the seal of George Mason University, this day of 30 July 2021



Simmi Bhuller - Secretary

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 30, 2021.

A handwritten signature in cursive script, appearing to read "S. Bluhm", is written over a horizontal line.

Secretary
Board of Visitors

RESOLUTION OF
THE BOARD OF VISITORS OF
GEORGE MASON UNIVERSITY
TO APPROVE A MODIFICATION TO THE FACULTY
INCENTIVE RETIREMENT PLAN

WHEREAS, Code of Virginia § 23.1-1302 permits the Board of Visitors of George Mason University (the "Board") to establish a compensation plan designed to provide incentives for voluntary early retirement of teaching and research staff employed in non-classified, faculty positions; and

WHEREAS, the proposed modification to the Faculty Incentive Retirement Plan ("IRP") meets the requirements of Code of Virginia § 23.1-1302; and

WHEREAS, Code of Virginia § 23.1-1302 provides that any modifications to such voluntary early retirement compensation plan must be approved by the Governor, and reviewed for legal sufficiency by the Office of the Attorney General;

NOW, THEREFORE BE IT RESOLVED:

- I. Subject to and following the approval of the Governor, and review for legal sufficiency by the Office of the Attorney General, of the modified plan presented to the Board, the Board hereby authorizes the University to modify the Faculty Incentive Retirement Plan (IRP), consistent with the terms presented to the Board; the President or the Provost retain the authority to execute IRP agreements with tenured faculty as approved by the Board in 2020; and
2. The Board hereby approves the total cost for such IRP modifications as provided in the terms of such plan presented to the Board; and
3. This resolution shall take effect immediately upon its approval by the Board.

Adopted: July 30, 2021



Secretary
Board of Visitors
George Mason University

**RESOLUTION OF THE GEORGE MASON UNIVERISTY BOARD OF VISITORS
REGARDING PERFORMANCE BONUS FOR PRESIDENT WASHINGTON**

In accordance with Section D.2 of President Washington's Employment Agreement dated March 2, 2020, following evaluation of President Washington's performance for the previous academic year, the Board of Visitors hereby authorizes the maximum annual bonus. *authorized by his contract.*

Approved by the Board of Visitors on July 30, 2021.



Simmi Bhuller
Secretary of the Board of Visitors

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

WHEREAS, President Washington has served as University president since July 1, 2020; and

WHEREAS, the Board of Visitors has evaluated President Washington's performance for the previous 12 months, and is pleased with his accomplishments; and

WHEREAS, in accordance with Section D.1. of President Washington's Employment Agreement (the "Employment Agreement"), any increase in Base Salary requires approval by the Board of Visitors;

NOW, THEREFORE, BE IT RESOLVED:

Effective June 10, 2021, the Board of Visitors approves an increase of five percent (5%) to President Washington's annualized Base Salary, to \$682,500, to be paid from state funds and Other Funds as specified in Section D.1 of the Employment Agreement.

Adopted: July 30, 2021



Simmi Bhuller
Secretary of the Board of Visitors

FY 2021-2022 Goals
George Mason University

Overarching Goal: Reposition, Restore and Reinvent the Campus to continue its upward trajectory in the aftermath of the three major crises the campus has been facing while maintaining campus morale and cohesion.

Reposition the Campus

Mason has been effectively managing the three major crises of 2020 - 2021 which is a crisis caused by a lingering pandemic, A Racial Inequity Crisis, and a Fiscal Crisis. We ended the year with a successful management of the COVID-19 crisis, as a Tier 3 campus with a small budget surplus, and a set of 15 recommendations from our Anti-Racism and Inclusive Excellence Taskforce that will position Mason a national exemplar for Inclusive Excellence. Given our recent success the goal is now to continue to position the campus for post pandemic success.

The following goals are necessary towards achieving that outcome

- a. Continued development and successfully execution of a return to “new” normal COVID-19 Safe Return to Campus plan (*All Units*)
 - a. Successfully execute campus reopening to include vaccination, reporting and testing.
 - b. Implement strategies to keep the campus safe through the next academic year.
- b. Develop and successfully implement a fiscal management plan that supports the campus through the 2021-2022 academic year. This must include the development of structural mechanisms (innovative reduction strategies, maintenance and expansion of state support, and fundraising) to avoid significant budget reductions and/or the implementation of significant reductions that are not debilitating to the university (*SVP/COO, VP Government and Community Affairs/Advancement and Alumni Relations*)
 - a. Develop and implement a plan to gain additional federal state resources. These include earmarks, funded partnerships with federal and state entities and large funded proposals
 - b. Develop a plan to operationalize funds from Federal and State sources
- c. Create infrastructure improvements that allow institutional efficiency and effectiveness
- b. FY22 priorities include (*SVP/COO*):
 - a. Establish the PMO to implement transformational projects
 - b. Chart of accounts redesign
 - c. Budget model incentives and methodology
 - d. Complete final Master Plan Phase
- d. Implementation of the recommendations from the Anti-Racism and Inclusive Excellence Initiative (*CDO/All Units*).

Restore the Campus

Our campus continues the transition process as we will have to replace several Deans, recruit others, and make decisions on our Provost. Restoration involves placing new leadership in these roles (some via national search), redistributing tasks to other individuals on campus, or realigning or restructuring the role among other faculty and staff at Mason. Restoration also involves reestablishing fiscal and administrative supports and systems impacted during the last year. Towards that end, the following goals are necessary (*Provost*):

- a. Resolve Provost position. Current Provost was given a two-year appointment in 2020. A decision must be made to either conduct a search for a new Provost or to extend current Provost to full term (*President*).
- b. Complete national searches for several Deans as well as Divisional Deans for the Volgenau School of Engineering and School of Computing (*Provost*).
- c. Consider implementation of recommendations from the *Reimagine Graduate Education Task Force* (*Provost*).
- d. Continue development of robust continuing and professional education programs in support of workforce needs in the region and Commonwealth (*Provost*).
- e. Develop at least two online graduate/professional education programs (*Provost*).

Reinvent the Campus

The Lingering Pandemic will not only create unprecedented stressors for our campus, it also will create unprecedented opportunities as well. 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 here is to focus this innovation towards reexamination and reinvention. Towards that end the following goals are necessary:

- b. Launch formal Strategic Plan utilizing input from the Innovation-Mason Commission, the Anti-Racism and Inclusive Excellence Taskforce, and multiple campus stakeholders (Students, Faculty, Staff, Alumni, and External Partners). (*Pres./Chief of Staff/All Units*).
- c. Launch a comprehensive institutional brand renewal effort to coincide with the 50th anniversary of Mason's independent university status in April 2022 (*VP Communications*).
- d. Launch an initiative to increase University rankings leading to the classification of Mason as a top 100 University (*President/Chief of Staff*).
- e. Examine public/private partnerships as a mechanism for 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*).
- f. Establish programs and initiatives necessary to grow research expenditures by 15% and continue to expand research intensive graduate programs by 10% (*Provost/VP Research*).
- g. Establish campus Climate and Sustainability Action Plan (*SVP*).
- h. Establish Mason as one of the best positioned universities nationally to enable people to attain the American Dream (*President/Provost/Chief of Staff*).

- a. Establish and initiate the Mason Virginia Promise (a pathway towards an advanced degree or your own business for every Virginian who wants it).
 - i. Expansion of ADVANCE pathways and expansion of ADVANCE enrollment
- b. Increase campus outreach programs and initiatives by 25%
- c. Expand partnerships to support career-long education of working professionals and adult learners. This includes upskilling and reskilling programs.
- d. Form partnership to launch at least three online bachelor's programs to support degree completion for working adults
- i. Mason is one of the best positioned universities nationally to establish and grow public/private partnerships (*VP Research/AVP Innovation and Econ Development*).
 - 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 on the IDIA building 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*).
- j. Examine and, if necessary, expand our Advancement effort to grow giving (*VP University Advancement and Alumni Relations*).
- k. Continue efforts to create a School of Public Health, deployment of associated academic clinical services and consideration of health and medical (*Provost*)
- l. Successfully complete SACSCOC Accreditation review (*Provost*)
- m. Launch formal faculty and staff support and retention programs aimed at improving the environment and working conditions for faculty and staff. These include (*Provost*):
 - a. Market assessments of faculty and staff salaries relative to compression, inversion, equity, and cost of living.
 - b. Establish an Ombudsman's Office to investigate conflicts and complaints and attempt to resolve them, usually through mediation.
 - c. Complete review of key staff and faculty benefits to include a possible tuition remission benefit for dependents.