

**BOARD OF VISITORS  
GEORGE MASON UNIVERSITY**

**Meeting of  
February 27, 2020  
MINUTES**

**PRESENT:** Rector Davis, Vice Rector Hazel, and Secretary Blackman; Visitors Bhuller, Iturregui, Kazmi, Marquez, Moreno, Moss, Prowitt., Reagan, Rice, Roth, Witeck and Zuccari; Faculty Representative Davis; Student Representative Layton; Interim President Holton; and Secretary pro tem Barton.

**ABSENT:** Visitor Chimaladinne; Student Representative Gelbvaks.

**I. Call to Order**

Rector Davis called the meeting to order at 12:50 p.m.

**II. Approval of the Minutes (ACTION ITEMS)**

- A. Executive Committee Meeting Minutes for December 12, 2019
- B. Full Board Meeting Minutes for December 12, 2019

Rector Davis called for any corrections to the minutes of the Executive Committee and full Board meetings of December 12, 2019. Rector Davis opened the floor for discussion. There was none. The minutes stood approved as written.

**III. Rector's Report**

Rector Davis reminded members of the reception introducing Dr. Gregory Washington to the Mason community following the Board meeting at 4:00 p.m. in the Center for the Arts.

**A. Board of Visitor Public Comment Policy (ACTION ITEM)**

Rector Davis referred to the proposed Board policy on Public Comment specific to undergraduate tuition and mandatory fee increases. He noted that the University provided public comment prior to the passage of legislation and noted that in accordance with the Code of Virginia § 23.1-307 subsection D, the Board is required to provide students and the public (1) a projected range of any planned increase in undergraduate tuition and mandatory fees (2) an explanation of the need for the increase, and (3) notice of the date and location of any vote on any such increase at least 30 days in advance. Subsection E requires the Board to permit public comment on any such vote and establish a policy regarding public comment. Rector Davis further noted that establishing this policy required a full Board vote.

It was **MOVED** by Visitor Rice and **SECONDED** by Visitor Roth to approve the Board of Visitor Policy on Public Comment as presented in the Board materials.

**MOTION CARRIED UNANIMOUSLY BY VOICE VOTE**

(Attachment 1: Board of Visitor Policy on Public Comment)

Rector Davis called on President Holton, who was absent.

Rector Davis moved on to New Business.

**IV. New Business**

- A. Proposed BOV Bylaw Revisions – Carol Kissal and Brian Walther

Rector Davis asked for two volunteers from the Board to work with Senior Vice President Carol Kissal and University Counsel, Brian Walther on the proposed Board of Visitor Bylaw revisions. Rector Davis appointed Visitors Marquez and Witeck. Rector Davis asked Visitors Marquez and Witeck to work with Counsel to

provide draft language for consideration at the May 6 Board of Visitors meeting.

Rector David recognized Provost Wu to provide the Provost's report. Provost Wu was absent.

Rector Davis moved on to the Committee Reports.

**V. Committee Reports**

**A. Development Committee**

Rector Davis recognized Vice Rector Hazel to provide the Development Committee report.

Vice Rector Hazel noted that most of the committee time was spent reviewing the Faster, Farther Post-Campaign analysis report provided by Karen Greene from Marts & Lundy. He further noted that the committee discussed campaign successes and potential for improvement. Vice Rector Hazel noted that the Board members will all receive an electronic copy, and went on to share that while the campaign was successful, the University had also been lucky due to large gifts donated at the end of the campaign. He noted the gift for the Scalia School of Law, and further noted that the primary source for funding was from corporations, friends and corporate related foundations. He explained that though there were some alumni participation, the university had a long way to go in making philanthropy part of the university-alumni relationship following graduation. Vice Rector Hazel shared that the committee spent a good portion of the time in discussions on how to improve in planning the next campaign. He noted that during the discussion Ms. Greene mentioned a possible goal of \$1 billion dollars. He further noted that in order to reach such a goal, the foundation would need to engage all parts of the Mason community better and the Advancement office would need more resources. He shared that the University's Research 1 status was partially attributed to the campaign's success, however more strategic communication was needed in future to reach alumni.

Vice Rector Hazel recognized Vice President of Advancement and Alumni Relations Trishana Bowden to present two school naming resolutions:

Vice President Bowden presented the Reva and Sid Dewberry Family School of Music Resolution which will rename the George Mason University School of Music in recognition of the family's incredible generosity to the school.

It was **MOVED** by Vice Rector Hazel and **SECONDED** by Visitor Roth to approve the Reva and Sid Dewberry Family School of Music Resolution.

Rector Davis opened the floor for discussion and noted that the resolution was discussed at length during the Development Committee meeting. He further noted that the Board was previously notified of the generous gifts of the Dewberry family.

**MOTION CARRIED UNANIMOUSLY BY VOICE VOTE**

(Attachment 2: Reva and Sid Dewberry Family School of Music Resolution)

Vice President Bowden presented the resolution for the Jimmy and Roslyn Carter School for Peace and Conflict Resolution which will rename the George Mason University School of Conflict Analysis and Resolution. She noted that there were multiple philanthropic donors involved in this effort, and expected securing of future support for the school. She further noted that fundraising efforts had surpassed the half-way mark.

It was **MOVED** by Visitor Rice and **SECONDED** by Visitor Witeck to approve the Jimmy and Roslyn Carter School for Peace and Conflict Resolution.

Vice Rector Davis thanked Visitor Rice and former Visitor Stephen Cumbie for their involvement with the staff in bringing forward the resolution. He noted that the renaming is a fitting tribute to President Jimmy Carter who brought people together internationally during his presidency and post-presidency. Visitor Rice shared that the naming was circulated to all of the communities involved with the School and received their full support. Rector Davis recognized Vice Rector Hazel who shared that President Carter is not expected to attend the naming ceremony, however his daughter may attend, and they hope to have a video message from President Carter. Discussion ensued.

**MOTION CARRIED UNANIMOUSLY BY VOICE VOTE**

Vice Rector Hazel noted the conclusion of his report.

(Attachment 3: Jimmy and Roslyn Carter School for Peace and Conflict Resolution)

**VI. President's Report**

Rector Davis recognized President Holton to provide the President's Report.

Interim President Holton apologized for her tardiness, as she was on official business, and noted that she had been in a meeting with President-elect Gregory Washington. She spoke to the current state of transition at the University and referenced the President's Report provided by hard copy and also electronically to the Board. She thanked the Board for their appointment of President-elect Washington. Interim President Holton spoke to the departure of Provost Wu who was announced as the next President of Baruch College in New York City. She further noted that Provost Wu will remain through the spring to support the transition of the Interim Provost. She shared that she will name an Interim Provost after garnering input from around the campus and President-elect Washington. Interim President Holton spoke to the status of the current dean searches for the College of Science and the Scalia School of Law. She noted that search committees have produced impressive candidate lists, and further noted that both searches were nearly completed. Interim President Holton spoke to the departure of Vice President of Compliance, Diversity, and Ethics, Julian Williams, who was named the first Vice President of Diversity, Equity and Inclusion at the University of South Carolina in Charleston. She noted that University will soon begin the search process to fill that position.

Interim President Holton spoke to the Commonwealth's legislative budget and noted that there was much that effected universities. She noted one piece of legislation with regard to amending the Freedom of Information Act requirements which essentially adopts a statewide policy around donor anonymity and gift transparency, which models the policies in place at Mason. She thanked the Board and staff for their efforts, and further noted that George Mason University Foundation staff worked with Delegate Bulova on that legislation. Interim President Holton also noted that Mason students lobbied the state legislature to pass legislation to provide in-state tuition for undocumented students. She further noted that the legislation was moving forward and thanked the Mason students and faculty who testified and were actively engaged in providing opportunity for Virginia students.

Interim President Holton spoke to the Governor's budget which was favorable to Mason, it included all of the expected funds for the Tech Talent Initiative, which offered building and operational support, and financial aid. She noted a change to the financial aid formula that provides Mason and like schools that offer low tuition but have a higher population of students with financial aid needs, better access to resources. She noted that both initiatives were included in the Governor's budget and both of the house and senate budget proposals, and soon to be reconciled in a final budget. She further noted that the Governor's budget did not address compensation for faculty or staff and shared that both the house and senate were considering a compensation increase, but in different ways. Interim President Holton spoke to the house compensation increase and the proposal to freeze undergraduate tuition in exchange. She noted that the funding proposed for the University was inaccurate, and should it not change, and subsequently pass into law, her recommendation to the Board would be to politely

decline, and proceed with a tuition increase. She further noted that there is a possibility that the house budget will increase the support for the university to better bridging the gap. Interim President Holton noted that she believed the senate budget proposal would be a better option for the University, as it would provide more financial aid funds, and faculty raises.

Rector Davis noted that it was his understanding that the funds the University will receive due to the formula change would be reoccurring aid each year. Interim President Holton confirmed and noted that there was a \$40 million-dollar annual difference between the funds the University receives compared to other doctoral institutions in the state. She further noted that the Governor's budget closed the gap in the first year by \$10 million, and \$12 million in the second year, however the University would need to continue to advocate for continued state assistance. Interim President Holton noted that both the financial aid funds and additional state assistance would be a reoccurring commitment by the Commonwealth. Rector Davis noted that petitioning the state for additional University funds University has been an ongoing effort for years and thanked Interim President Holton for her successful efforts in advocating on behalf of Mason (*his comments were followed by applause*). She responded noting that it was a team effort.

Interim President Holton then noted that in the President's Report were a few upcoming optional events for the Board to join, including events on campus and the A-10 Conference tournament in Brooklyn, New York in mid-March.

**A. Core Campus Project Naming Resolution: Horizon Hall (first reading)**

Interim President Holton spoke to the Core Campus Project Naming Resolution. She noted that the new building will open in Spring 2021. She further noted that there was a lot of input garnered from across the campus, including the naming committee, the dean and faculty who will be housed in the new building. She explained that the name presented recognizes the value of the building, while also providing a future philanthropic naming opportunity. Interim President Holton presented the Core Campus Project Naming Resolution to name the building Horizon Hall, and asked for the Board's input on the naming prior to the vote on May 6, 2020.

The Rector opened the floor for discussion. There was none.

(Attachment 4: Draft - Core Campus Project Naming Resolution: Horizon Hall)

**VII. Provost's Report**

Rector Davis recognized Provost Wu to provide the Provost's report.

Provost Wu thanked Rector Davis and noted that this would be his last Board of Visitors meeting. He further noted the report would provide a summary of the current state of the University and also recognize provost team members who have made the University's success possible. Provost Wu spoke to the University's momentum and goal of providing access to excellence, which has driven efforts. Provost Wu thanked Vice President for Enrollment Management, David Burge and Associate Provost for Faculty Affairs and Development, Kimberly Eby and their teams. He noted that the University's enrollment has increased by 26% in the past five years and accounted for 64% of the entire growth in the state of Virginia. He further noted that this progress can be mainly attributed to 33 new academic programs opened on both undergraduate and graduate levels. Provost Wu spoke to the talented faculty and noted that University opens more new programs than all of the four-year institutions in Virginia combined. He further spoke to the University's access mission and thanked Vice President for University Life, Rose Pascarell, Vice President for Academic Innovation and New Ventures, Michelle Marks and Associate Provost for Undergraduate Education, Bethany Usher. Provost Wu noted that the University has become a majority minority institution, and shared that the University's minority populations has grown by about 32%. He shared that the University has sustained little to no disparity in terms of academic performance between student Pell Grant eligibility, transfer status, race and ethnicity. He further noted the University's global education efforts and shared that the study abroad program has doubled in participation, and international

enrollment has also doubled. Provost Wu thanked the international recruiting team, Executive Director of Global Education, Brian Gibson and Vice President Burge. He thanked Vice President for Research, Innovation and Economic Impact, Deborah Crawford and the deans for increasing sponsored research, scholarship and creative work. He noted that research at the University has increased by over 80% and further noted that over 700 faculty and thousands of students are participating in the University's multi-disciplinary institute in the areas of bio-health, sustainable Earth, and soon, digital innovation. Provost Wu reiterated that the University has become the youngest Research I institution recognized by Carnegie. He also noted that in terms of resources, the University was in a good financial position and thanked Interim President Holton and her advocacy with legislators. He further noted that the University's budget has grown by 40% to \$1.25 billion, and spoke to the creation of the incentive-based budget system. Provost Wu recognized the efforts of Associate Provost for Academic Administration, Renate Guilford and her work with the Senior Vice President's office namely Senior Vice President for Administration and Finance, Carol Kissal and her predecessor Jennifer (J.J) Wagner Davis. He spoke to the University's great momentum and he was satisfied to pass the baton to his successor, and President-Elect Washington.

Provost Wu spoke to ongoing University initiatives that were to move forward during the transition period. He noted the Tech Talent initiative and the vote of confidence from the Commonwealth in terms of financial support, as the University received one-third of the state's allocated resources for this project. Provost Wu shared that the University was on track with this initiative, and that the center of the project was the establishment of the School of Computing. He further shared that a working group was established with broad, campus-wide involvement. Provost Wu noted that currently the University has about 8,000 students involved in a computing related field, and the establishment of the School of Computing would increase student computing activity. He further noted the School of Computing would be housed within the College of Engineering which would also include the School of Engineering. Provost Wu spoke to a campus-wide engagement process, and Vice President Crawford would be hosting another townhall meeting with faculty. He noted that they expect to have the School of Computing and Institute for Digital Innovation (IDIA) established within the academic year. He spoke to scaling online education and referenced Vice President Marks' presentation during the Academic Programs, Diversity and University Community Committee (APDUC), and noted that there were currently 12 graduate programs offered online, with five new programs soon to be launched. He further noted the success of the graduate programs with Mason's partner Wiley Education Services. As a result of that success, Provost Wu spoke to the future scaling of undergraduate education, and noted that Vice President Marks' team has established six working groups exploring the various aspects of expansion. He noted that the University's online education initiative was on track and would be ready for President-Elect Washington to decide upon its future implementation. Provost Wu spoke to the medical education initiative and noted that Senior Advisor of Innovation and Community Engagement, William (Bill) Hazel has championed the medical education efforts. He further spoke to the conversations surrounding clinical partnerships, and that the University is currently on track as far as the medical education timeline. Provost Wu noted that the medical education initiative would be prepared for President-Elect Washington to decide upon.

Provost Wu expressed his gratitude to the Board and shared that the institution he will join, Baruch College, like Mason, is known nationally as an agent for social mobility and academic excellence. He noted that his experience at the University will serve him well in his new capacity as President of Baruch. He further thanked the Mason team for their support throughout his tenure (*his comments were followed by applause*).

Rector Davis recognized Provost Wu for his service to George Mason University with a Board of Visitors Commendation. Vice Rector Hazel presented the reading of the Commendation of Appreciation for S. Davis Wu, PhD in its entirety. Rector Davis shares a few comments (*his comments were followed by applause*).

## V. Continuation of Committee Reports

### B. Academic Programs, Diversity and University Community Committee

Rector Davis recognized Visitor Witeck to provide the Academic Programs, Diversity and University Community Committee (APDUC) report.

Visitor Witeck briefed the Board on the committee presentation from Vice President Marks regarding online education. He noted that the committee discussed faculty diversity and inclusion in relation to online education. He further noted the work of Associate Provost Eby and Director of Diversity, Inclusion, and Well-being of Faculty Affairs and Development, Milagros (Millie) Rivera in creating and implementing an action strategy regarding recruitment, hiring and retention program for faculty that will more accurately reflect the student-body demographic population.

It was **MOVED** by Visitor Witeck and **SECONDED** by Visitor Bhuller to approve all Action Items in block as presented in the Board materials, and he briefly noted them. Those Action Items were:

- a. New Program Approvals
  - a. MS, Finance
  - b. MS, Information Security Management
  - c. PSM, Forensic Science
  - d. MA, Peacebuilding
2. Faculty Actions
  - a. Conferral of Emeritus/Emerita Status
  - b. Elections of New Tenured Hires

Rector Davis opened the floor for discussion. There was none.  
**MOTION CARRIED UNANIMOUSLY BY VOICE VOTE**

Rector Davis thanked Visitor Witeck for his report.

### C. Audit Committee

Rector Davis recognized Visitor Rice to provide the Audit Committee report.

Visitor Rice reported that in continuation of the committee's ongoing discussions from the October and December 2019 meetings, management proposed the establishment of a new function to provide institutional compliance oversight and to integrate this new function with the Office of University Audit and the University's Enterprise Risk Management office. He noted discussions included Senior Vice President Kissal, who provided expected benefits of providing the committee and senior management more direct and comprehensive view of risk and compliance information. He also noted that Interim President Holton is fully supportive. Visitor Rice reported that the committee supported management's proposal, however asked Interim President Holton to solicit input from President-Elect Washington prior to the implementation of the recommended changes. He noted that as this organizational change moves forward the Audit Committee believed its responsibilities should be enhanced to include, more explicitly, oversight of institutional compliance processes and enterprise risk management processes. Visitor Rice reported that the committee directed the University Auditor to work with management and University Counsel to assess the Board's bylaws and the Audit Committee Charter, and to provide enhancement recommendations for consideration at the May meeting. He noted that should Board Bylaw revisions be appropriate, the committee expects to bring the changes before the full Board for action in May. He further noted that the committee reviewed the Audit status report materials included in the Board materials. Rector Davis thanked Visitor Rice for his report and opened the floor for discussion. There was none.

**D. Research Committee**

Rector Davis recognized Secretary Blackman to provide the Research Committee report.

Secretary Blackman reported that following a nationwide search, the Research committee has announced that Paula Sorrel will join Mason as the Associate Vice President for Innovation and Economic Impact in May. He noted that Paula will oversee the Mason Innovation Exchange, the Office of Tech Transfer, and the Mason Enterprise Center. He further noted that Paula will work closely with academic and research colleagues, as well as business and community partners to lead innovation programming and place-making initiatives on all three of the University's campuses. Secretary Blackman shared that Associate Vice President Mike Laskofski and team submitted the University's 2019 research results to the National Science Foundation's (NSF) Higher Education Research and Development (R&D) Survey. He noted that they reported \$186 million in R&D expenditures for Fiscal Year (FY) 2019, which was a 25% increase from \$149 million in FY 18. Secretary Blackman reminded the Board that the research goal for FY 2024 was \$225 million, however it is possible that the University will reach \$225 million in FY 2021. He noted that the committee was provided a presentation by Professor of Infrastructure Engineering Elise Miller-Hooks, regarding a multi-disciplinary effort studying the effects of arctic thawing, and options for new maritime routes in support of global trade.

Rector Davis thanked Secretary Blackman for his report, and opened the floor for discussion. There was none.

**E. Finance and Land Use Committee**

Rector Davis recognized Visitor Roth to provide the Finance and Land Use Committee report.

Visitor Roth reported that the committee was briefed on the FY 2020 Second Quarter Financial Report, and noted that the University was on target. She noted the committee also received a FY 2021 Budget Update. She also noted that there were currently legislative movements that the committee would be watching for. She shared that budget calendar highlights were included in the Board materials for upcoming student forums and conversations with the University community regarding tuition and mandatory fees, prior to the Board's vote in May. Visitor Roth reported that the committee also received an update on the Tier 3 process and Master Plan strategy, and noted more information will be forthcoming. She further noted that the Tier 3 process was moving forward as expected.

Visitor Roth reported five action items from the Finance committee which require full Board approval. Those Action Items were:

1. FY 2021 Room and Board Rates
2. Debt Policy Compliance
3. Approval of SciTech Fiber Easement
4. Amendments to the 6 Year Capital Plan
  - a. Addition of Eastern Shore Project to the 6 Year Capital Plan
  - b. Increase the Budget for the Johnson HVAC Project

Visitor Roth reported on the first action which was the proposed 2021 Room and Board Rates. She further noted that the proposal reflected a 2.2% increase for housing and 5% increase for dining meal plans. Visitor Roth shared that the overall proposed room and board rates will increase by 3.3% for incoming freshman. The second action item she reported was regarding the University's Debt Management Policy #2111. She noted that the policy was originally approved by the Board in February 2014, and revised by the Board on March 1, 2018. The third action Visitor Roth presented was the approval of the Amazon Web Services (AWS) easement on the Science and Technology Campus. She noted that AWS will compensate the Commonwealth the

appraised value cost of appraisal services. Visitor Roth reported on the fourth and fifth action items that the committee voted upon, which were two amendments to the Six Year Capital plan. She noted the first request was to initiate a new Capital Project to renovate group living areas in Eastern Shore Residence Hall into student and faculty housing. She further noted that this would be a more efficient use of existing space. The second requested she reported was the major modification to the current Capital Project to increase the project budget for the Johnson Center air handling unit upgrades, and noted that it was in serious need of addressing.

It was **MOVED** by Visitor Roth and **SECONDED** by Vice Rector Hazel to approve all of the Action Items in block as presented in the Board materials. Rector Davis opened the floor for discussion, and noted that the housing and meal increase rates were developed in consultation with students. There was no discussion.

**MOTION CARRIED UNANIMOUSLY BY VOICE VOTE**

Rector Davis thanked Visitor Roth for her report.

(Attachment 6: Debt Management Policy #2111 Compliance)

### **VIII. Closed Session**

It was **MOVED** by Vice Rector Hazel and **SECONDED** by Visitor Roth that the Board go into Closed Session pursuant to Virginia Code Section 2.2-3711. A.7 for consultation with Legal Counsel pertaining to actual or probable litigation relating to an update on pending litigation and other legal matters. Section 2.2-3711. A.9 to discuss gifts, bequest, fundraising activities and contracts for services or work to be performed by the University. Relating to gifts in support of the School for Conflict Analysis and Resolution and the School of Music. And a classified contract. And Section 2.2-3711. A.1 to discuss a personnel matter pertaining to a specific employee. And Section 2.2-3711. A.8 for consultation with Legal Counsel employed or retained by the University regarding specific legal matters requiring the provision of legal advice, concerning the aforementioned issues.

**MOTION CARRIED UNANIMOUSLY BY VOICE VOTE**

It was **MOVED** by Vice Rector Hazel and **SECONDED** by Secretary Blackman that the Board go back into public session and further moved that by **ROLL CALL VOTE** that:

1. Only public business matters lawfully exempted from open meeting requirements
2. 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.

Roll call was taken, all present members responded in the affirmative.

Rector Davis recognized Interim President Holton to provide an update on the University's plans to address the Coronavirus (COVID-19). Interim President Holton called upon Senior Vice President Kissal to introduce Assistant Vice President of Safety, Emergency, and Enterprise Risk Management, Julie Zobel to provide the report.

Assistant Vice President Zobel reported that the safety, emergency and risk management team has worked closely with the medical director in student health services to monitor the situation, and to fully understand the potential impact on the University community. She noted that the emergency operations groups have been engaged for about one month. She further noted that this group includes about 15 different University departments who can offer support in communicable disease situations, including student health, housing, human resources, facilities, risk management and safety, and the dean of students. She further noted that together, the group has discussed and updated the University's communicable disease plan to ensure it is

current, and relevant. Assistant Vice President Zobel reported that cleaning routines have been increased around the campuses, especially in high touch point areas, including housing and dining. She spoke to meeting with a group of local higher education emergency managers and medical directors to ensure coordinated efforts are aligned as much as possible. She noted that travel to China and South Korea has suspended pending risk assessment by the University Travel Advisory Committee. She further noted that the emergency management team was monitoring the situation in Italy, Japan, and other countries with spikes in reported cases. Assistant Vice President Zobel spoke to phone calls from faculty and students returning from some of the affected areas, they have asked for a process for reporting and for precautions to be taken. She noted that the emergency management team was working on a one-on-one basis with these individuals. She further noted that her team was working very closely with the leadership on the Mason Korea campus to develop a plan to support the University students in South Korea. Assistant Vice President Zobel spoke to future conference calls with the Mason Korea leadership to finalize plans and discuss a course of action.

Rector Davis opened the floor for discussion. Visitor Moreno inquired of the wellbeing of the students in Korea and if there were any reported incidents on the Mason Korea campus. Assistant Vice President Zobel noted that there is a full leadership team who are abreast of the wellbeing of the students on the Mason Korea campus and shared that there were currently 50 American students on study-abroad on the Korea campus. She reported that the ministry of education has asked to limit in-class instruction for the time being and noted that the University was awaiting an update from the Korean government.

Student Representative Layton thanked Assistant Vice President Zobel and the emergency management team for providing up-to-date information on the COVID-19 situation. He noted that he has two friends currently studying in Mason Korea.

Visitor Prowitt inquired of how students were to receive instruction, if not in-person, were they convening in their housing areas. Assistant Vice President Zobel confirmed that students were allowed to move freely throughout the campus, however the concern was the convening of large groups, who stay in close contact for a period of time. She noted that students were still going to the dining facilities and occupying common areas, however time together is being limited. She further noted that universities in Korea normally have large populations of students from China, though that is not the situation on the Mason Korea campus, the University is still abiding by the recommendations from the Korean government.

Visitor Moss inquired of the crisis communications plan and specific regarding protocol for unfortunate conditions. Assistant Vice President Zobel confirmed that the emergency management team works closely with the Office of Communications and Marketing regarding the dissemination of communication. Visitor Moss followed up with a question regarding Board communications, and how they are incorporated in the crisis communication plan. Interim Vice President of Communications and Marketing, Mike Sandler responded that the the communication to the Board is disseminated by the President's Office.

Visitor Rice commented regarding threshold numbers that would determine the closing of Mason's campuses. Assistant Vice President Zobel responded that the emergency team is working with public health to determine what the tipping point would be, however the University has not received specific guidance or numbers to date. She noted that it was her understanding that public health was treating every case as a unique circumstance. She further noted that public health is aware that Mason is a large campus, and the emergency management team has been in weekly communication with them. Visitor Rice inquired if there would be an exact number and guidelines provided, or if there would be an upcoming meeting to decide. Assistant Vice President Zobel responded that conversations have led her to believe that public health is currently developing a plan for specific numbers. Visitor Rice thanked her.

Visitor Iturregui commented and noted President Trump's conference which specifically mentioned universities. He inquired if there was a direct line of communication or if contact was accomplished through an agency. He further inquired of local coordination efforts in Northern Virginia, Fairfax County, Red Cross etc. Assistant Vice President Zobel responded that the University has a wide network, and are fortunate to have many agencies locally with expertise in crisis management, and that the University is well connected to

them. She noted that the coordination is implemented through the state's public health department.

Visitor Marquez inquired if communications to the Mason community has included preventative measures for proper hygiene. Assistant Vice President Zobel confirmed that the University has transmitted such communication, and noted that the emergency management team is aware that regular communication with the Mason community is important.

Interim President Holton followed up on the question of whether there were students affected on the Mason Korea campus, and asked for clarification. Assistant Vice President Zobel stated that currently there were no potential cases on the Mason Korea campus. Interim President Holton shared that the area where the campus is located is geographically removed from reported COVID-19 cases. She spoke to meeting with the director from the Mason Korea campus, who explained that the school calendar in Korea is different from the calendar on the other campuses. Interim President Holton noted that what she understood is the students in Korea were expected to begin class this week. She shared that the Mason Korea convocation was postponed as a precaution at the direction of the Korean government, and now the beginning of the new semester is expected to be delayed by two to three weeks; she noted there were plans for online alternatives. Interim President Holton commended Assistant Vice President Zobel and Interim Vice President Sandler and their teams for their coordinated efforts regarding communications. She referenced the previous communications sent regarding a Mason student who tested negative for the COVID-19. She explained the coordinated efforts of the University with the local health department, who communicated with the state public health department, who then communicated with the federal government. She noted that it was an effective and ongoing emergency communications network. Interim President Holton further noted that testing for the virus took longer than anticipated because of the backlog of tests, however the emergency management and communications teams ensured that the University community was regularly updated with available information, and provided preventative hygiene tips.

Visitor Prowitt inquired of hand sanitizer stations. Discussion ensued. Assistant Vice President Zobel responded that stations were already on campus and that the emergency team was doing an inventory of the stations, of their locations, and restocking.

Student Representative Layton noted that previous communications to the University community addressed issues of race and disparaging comments, and recommended addressing those concerns in future communications. Assistant Vice President Zobel agreed and confirmed its inclusion in a current draft. Student Representative Layton thanked her.

Visitor Moreno noted emergency preparedness plans and inquired if the University will be called upon to support local efforts, and further inquired of any communication regarding on-hand emergency supply requirements. Assistant Vice President Zobel responded that the University reiterates guidance from the Centers for Disease Control and Prevention (CDC). She spoke to communication from the CDC which provided goods and materials one should consider, including medications and the like. She noted that the University would consider including that information in future communication. Visitor Moreno thanked her.

Faculty Representative Davis commented, adding that in consideration of the student population at Mason, not all would be able to purchase CDC recommended items. She noted that the Mason pantry could be an option for donations of the suggested items for students in need. Assistant Vice President Zobel agreed, and noted that the emergency management team will work with Vice President of University Life, Rose Pascarell to implement Faculty Representative Davis' proposal. Rector Davis thanked Assistant Vice President Zobel for her time.

Rector Davis recognized Vice Rector Hazel for comments. Vice Rector Hazel shared that President-Elect Washington and his spouse had visited the local Mason campuses today. He noted that they visited the Mathy House, met with Interim President Holton and staff, and joined a press meeting. Vice Rector Hazel called upon Interim Vice President Sandler who noted the presence of the media outlets in attendance which included the Washington Post, the Associated Press, three local networks, other media, as well as a large contingent of students. Vice Rector Hazel noted that RSVP's for the afternoon event were well over 400.

Visitor Moss ask for clarification regarding the definition of “Mason community” used on the event invitation, and inquired of who that included. Vice Rector Hazel responded that he believed it meant the wider community, such as the Chamber of Commerce. Visitor Moss inquired of legislators. Interim President Holton responded that she believed legislators were invited, and called upon Interim Vice President Sandler who provided that the invitation was sent to all Mason faculty, staff, students and local legislators. Visitor Kazmi added that the chair of the Prince William County Board of Education received an invitation, and was very thankful to have been invited. Interim President Holton added that the invitation was not sent to the general public, however they would be welcomed. Discussion ensued regarding transportation to the event.

Visitor Iturregui commented that he appreciated receiving the College of Science annual report and printed University materials by mail. He thanked the staff for providing information on the programs and happenings at Mason.

**IX. Adjournment**

Rector Davis adjourned the meeting at 2:30 p.m.

Respectfully submitted,



Leslie Barton  
Secretary pro tem

- Attachment 1: Board of Visitor Policy on Public Comment (2 pages)
- Attachment 2: Reva and Sid Dewberry Family School of Music Resolution (1 page)
- Attachment 3: Jimmy and Roslyn Carter School for Peace and Conflict Resolution (1 page)
- Attachment 4: Draft - Core Campus Project Naming Resolution: Horizon Hall (2 pages)
- Attachment 5: Commendation of Appreciation for Provost S. David Wu (1page)
- Attachment 6: Debt Management Policy #2111 Compliance (2 page)

POLICY OF THE BOARD OF VISITORS OF GEORGE MASON UNIVERSITY FOR  
PUBLIC COMMENT ON UNDERGRADUATE TUITION AND MANDATORY FEE INCREASES

In accordance with § 23.1-307(D) of the Code of Virginia, at least 30 days prior to a vote to increase undergraduate tuition and mandatory fees the George Mason University Board of Visitors (the "Board") will provide students and the public: (1) a projected range of any planned increase in undergraduate tuition and mandatory fees, (2) an explanation of the need for the increase, and (3) notice of the date and location of any vote on any such increase. Additionally, in accordance with § 23.1-307(E), the Board will permit public comment on any proposed increase in undergraduate tuition and mandatory fees prior to any vote referenced in subsection D.

- A. Whenever increases in undergraduate tuition and mandatory fees are proposed, the Board will hold a public comment session. The public comment session will be held prior to the Board's regular meeting at which time the Board will consider the proposal. Public notice for this session will be given as required by law.
- B. The Rector, Vice Rector, or Secretary of the Board and at least two additional Board members must be present for the public comment session. All members of the Board are encouraged to attend.
- C. At the public comment session, prior to receiving public comment, the university administration will present to the Board the background and history of the University's tuition and fees and factors considered in proposing any increases.
- D. Each person who wishes to comment at the public comment session must register in advance, following the registration link published on the Board website; individuals must be registered no later than 48 hours in advance of the public comment session. Anyone may provide written comments to the Board through the registration web site, either in conjunction with or in lieu of speaking at the public comment session.
- E. The Board will set a time limit for all speakers. In order to maximize the number of speakers able to present their viewpoints within the allotted time, the Board may ask speakers with duplicative comments to shorten their presentation. Because time is limited, speakers are also encouraged to also submit their written comments at the time of registration. Special interest and/or groups of individuals are encouraged to select a spokesperson.
- F. All public comment made at the public comment session must be limited to the topic of undergraduate tuition and mandatory fee increases.
- G. Dedicated time slots will be reserved during the public comment session for the undergraduate student representative to the Board, should they wish to make comments.
- H. Depending on the volume of registrations, not all registrants may have the opportunity to speak. However, all written statements received through the website will be included in the public record of the public comment session and will be provided to the Board. Audio/video presentations are not permitted at the public comment session, but individuals may disseminate written materials to Board members during their speaking time.

- I. If time remains during the public comment session after the pre-registered speakers offer their comments, additional individuals who are present may be offered the opportunity to speak.
- J. The Board will not respond to oral or written comments.

In accordance with § 23.1-307(F) of the Code of Virginia, the Board of Visitors, through the Rector or his/her designee will provide the public with an explanation for any deviation from the projected range of the planned increase in undergraduate tuition and mandatory fees that it previously provided to the general public. Such explanation will be provided orally or in written form before the Board takes final action on any undergraduate tuition and mandatory fee increase. The Board's minutes will include the written comments and a transcript of the oral comments made at the public comment session.

Adopted: February 27, 2020



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Horace Blackman  
Secretary  
Board of Visitors of George Mason University

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

**WHEREAS**, the School of Music at George Mason University is a renowned school that attracts students from around the world, preparing them for artistic careers in music and to be leaders in music education; and

**WHEREAS**, the George Mason University Foundation recently received a pledge of \$1.8 million from businessman and philanthropist Sidney O. Dewberry to support the School of Music; and

**WHEREAS**, Mr. Dewberry and his wife, Reva Dewberry, have been generous and longtime supporters of the School of Music through their prior contributions of nearly \$1.4 million and the creation of the Linda Apple Monson Scholars Endowed Fund; and

**WHEREAS**, Mr. Dewberry played a leadership role in launching the Steinway Initiative which led to the School of Music achieving the status of an All-Steinway School; and

**WHEREAS**, Mr. Dewberry has served the university admirably in many volunteer roles, including as Rector of the Board of Visitors from 2004 to 2007, and as a member of the George Mason University Foundation Board of Trustees from 1990 through 1998, including service as Chair; and

**WHEREAS**, Mr. Dewberry received the George Mason Medal, the university's highest honor, in 1997, and chaired the university's first major fundraising campaign, which concluded in 2005; and

**WHEREAS**, Mr. Dewberry is a lifelong lover of music, who continues to take piano lessons today at the age of 92; and

**WHEREAS**, Mr. Dewberry is an outstanding ambassador for the university, seeking and gaining support from other community leaders to help build a world-class School of Music at Mason; and

**WHEREAS**, Mr. Dewberry is known across the National Capital Region for founding and leading Dewberry, a national planning, design, and construction engineering firm; and

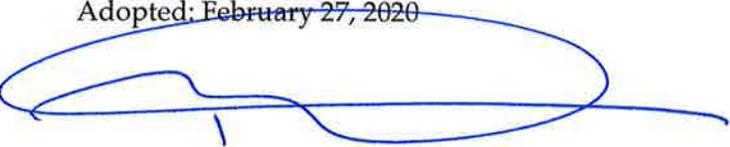
**WHEREAS**, Mr. Dewberry for decades has been a public-spirited community leader and generous supporter of the arts, education, and other causes throughout the region; and

**WHEREAS**, Mr. Dewberry is admired and beloved by the faculty, staff, and students of the School of Music, personifying the maxim that "it is more blessed to give than it is to receive";

**BE IT THEREFORE RESOLVED THAT** the George Mason University School of Music be renamed the Reva and Sid Dewberry Family School of Music.

**BE IT FURTHER RESOLVED THAT** this resolution be entered into the minutes of the George Mason University Board of Visitors this day, February 27, 2020.

Adopted: February 27, 2020




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Horace Blackman  
Secretary, Board of Visitors

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

**WHEREAS**, the George Mason University School for Conflict Analysis and Resolution, first established as a center at the university in 1981, is the oldest and largest such academic institution in the world, educating scholars and practitioners for nearly 40 years; and

**WHEREAS**, continuing to grow in size and influence, in 2004 the center became known as the Institute for Conflict Analysis and Resolution, becoming the School for Conflict Analysis and Resolution (S-CAR) in 2012; and

**WHEREAS**, in 2016 S-CAR opened Point of View, located on Mason Neck in Fairfax County, as an academic center and residential retreat where practitioners gather to work on dialogue and conflict resolution, known as “a civilian Camp David”; and

**WHEREAS**, in its history S-CAR has educated more than 2,000 undergraduate and graduate students, producing leaders devoted to the ideals of building peace and understanding in their communities and around the world; and

**WHEREAS**, the late Harold (Hal) Saunders, who served as an assistant secretary of state during the administration of President Jimmy Carter and was a primary architect of the 1978 Camp David peace accords, later taught and mentored students at S-CAR, and donated his personal papers to the George Mason University Libraries for research; and

**WHEREAS**, through the Camp David Accords, President Carter and his administration established the framework for a historic peace treaty concluded between Israel and Egypt in March 1979, a peace which continues today; and

**WHEREAS**, the Carter Center, founded in 1982 by President Carter and First Lady Rosalynn Carter, seeks to prevent and resolve conflicts, enhance freedom and democracy, and improve health; and

**WHEREAS**, President Carter is known throughout the world as a leader committed to the principles of human rights, peace, and justice; and

**WHEREAS**, the leadership of the School for Conflict Analysis and Resolution, public officials, and many of the school’s leading supporters have advocated that President Carter and his legacy of peace be honored by George Mason University for future generations to remember; and

**WHEREAS**, permission to honor them was requested from President Carter and Mrs. Carter, who approved the idea that the school bear the Carters’ name; and

**WHEREAS**, such renaming will inspire the school’s faculty, staff, students, and alumni to carry forward the critical work of conflict resolution and peacebuilding;

**BE IT THEREFORE RESOLVED THAT** the School for Conflict Analysis and Resolution be renamed the Jimmy and Rosalynn Carter School for Peace and Conflict Resolution.

**BE IT FURTHER RESOLVED THAT** this resolution be entered into the minutes of the George Mason University Board of Visitors this day, February 27, 2020.

Adopted: February 27, 2020

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Horace Blackman  
Secretary, Board of Visitors

<b>ITEM NUMBER IV.A:</b>	<b>Core Campus Project Naming Resolution: Horizon Hall</b>
<b>PURPOSE OF ITEM:</b>	To give the Core Campus Project a more permanent name for ordering of signage and for use in university materials.
<b>BRIEF NARRATIVE:</b>	The new academic building that will anchor the Fairfax Campus requires a distinctive name that is flexible enough to accommodate future naming opportunities. The building's name should convey exploration and learning, the indoor/outdoor nature of the space, and the scope of the university's mission to broaden perspectives. The University Naming Committee, with members from across the university, collected input from a variety of stakeholders, including the College of Humanities and Social Sciences and Mason Innovation Exchange, both of whom will be based in the new building.
<b>STAFF RECOMMENDATION:</b>	In compliance with the Board of Visitors naming policy, the Core Campus Project resolution is provided for the Board's first reading at the February 27, 2020 meeting, and vote of approval at the May 6, 2020 meeting.

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

**WHEREAS**, a state-of-the-art, 218,000-square-foot academic building under construction on the Fairfax Campus is scheduled to open in Spring 2021; and

**WHEREAS**, the new building, to date referred to as the “Core Campus Project,” requires a proper name for the ordering of signage and for use in various university materials; and

**WHEREAS**, the name must be distinctive but also crafted to accommodate future naming opportunities for a vibrant, globally connected hub for intellectual exploration and transformational learning; and

**WHEREAS**, the University Naming Committee, with representatives from the student body, faculty, Alumni Relations, Campus Planning, University Libraries and several other Mason offices and departments, gathered input from a broad range of additional stakeholders to generate a list of about 25 naming options; and

**WHEREAS**, those additional stakeholders included representatives from the College of Humanities and Social Sciences and the Mason Innovation Exchange, both of whom will be based in the new building; and

**WHEREAS**, the new building will define the center of academic life, aesthetically and practically, on the flagship campus of the largest and most diverse public research university in the Commonwealth of Virginia; and

**WHEREAS**, the name of the new building should reflect the scope of the university’s scholarship and research and the mission to broaden knowledge and perspectives; and

**WHEREAS**, the design of the new building blends earth and sky with large windows for natural light, complemented by abundant green space, an outdoor amphitheater and a larger and redesigned Wilkins Plaza; now

**BE IT THEREFORE RESOLVED** that the “Core Campus Project” be hereby officially designated as “Horizon Hall.”

**BE IT FURTHER RESOLVED** that this resolution be entered into the minutes of the George Mason University Board of Visitors this day, May 6, 2020

Adopted: May 6, 2020

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Horace L. Blackman  
Secretary, Board of Visitors

**Board of Visitors**  
**George Mason University**  
**Commendation of Appreciation for**  
**S. David Wu, Ph.D.**

**WHEREAS**, Provost and Executive Vice President S. David Wu has been a tireless and ambitious leader during his six years at Mason, creating, implementing and executing strategic initiatives at the largest and most diverse public research university in Virginia; and

**WHEREAS**, during Dr. Wu's tenure, Mason emerged as the youngest institution to receive a Tier 1 research designation from the Carnegie Classification of Institutions of Higher Education, and sponsored awards for research, scholarship and creative work at Mason increased by nearly 80%; and

**WHEREAS**, Dr. Wu facilitated the Science and Technology Campus branding and the establishment of the Potomac Environmental Research and Education Center, and launched the Institute for Biohealth Innovation and Institute for a Sustainable Earth; and

**WHEREAS**, during Dr. Wu's tenure, Mason was selected by the Department of Homeland Security to lead its Center of Excellence in Criminal Investigations and Network Analysis, one of Mason's largest research awards; and

**WHEREAS**, Dr. Wu worked with regional partners to attract Amazon to Northern Virginia and developed programs to meet the demands of the tech economy, including the Department of Cyber Security Engineering, the first program of its kind in the country, and the forthcoming Institute for Digital InnovAtion and School of Computing; and

**WHEREAS**, Dr. Wu fostered collaboration among units, including through a seed grant process that spurred high-impact multidisciplinary research and he brought together faculty and leading outside experts through his Annual Multidisciplinary Research Symposium; and

**WHEREAS**, Dr. Wu built and directed a talented academic leadership team and established the Mason Impact initiative to enrich student learning; and

**WHEREAS**, Dr. Wu led efforts to reach underserved populations, including adult learners, to provide more academic opportunities through online education and by establishing the ADVANCE partnership with Northern Virginia Community College, hailed as a national model transfer pathway; and

**WHEREAS**, under Dr. Wu, Mason launched an American Council on Education (ACE) Internationalization Laboratory to review and improve Mason's global programs and efforts and joined the American Talent Initiative, a national coalition of universities delivering high graduation rates and committed to expanding access; and

**WHEREAS**, under Dr. Wu, the university increased innovative, experiential, and global learning opportunities, through undergraduate research, study abroad, the INTO partnership, and the growth of Mason Korea; and

**WHEREAS**, under Dr. Wu, Mason launched two new Faculty Activity and Collaboration Tools to automate the process for renewal, promotion and tenure and to help Mason faculty members more seamlessly connect with their colleagues; and

**WHEREAS**, Dr. Wu implemented an incentive-based university budget system to stimulate academic innovation, giving academic units more autonomy over their resources; and

**WHEREAS**, Dr. Wu, through a collaborative effort with Faculty Senate and Advancement, led a major revision of Mason's Gift Acceptance Policy; and

**WHEREAS**, during Dr. Wu's tenure, Mason experienced the fastest enrollment growth in Virginia, increased student diversity and academic outcomes, and expanded its mission of offering access to excellence; and

**WHEREAS**, in the past two years, Mason jumped 90 places in the *Wall Street Journal/Times Higher Ed* ranking based on "educational impact and the lifetime benefit to students" and *U.S. News & World Report* ranked Mason 28<sup>th</sup> nationally for educational innovation; now

**NOW, THEREFORE** the Rector and Visitors of George Mason University unanimously congratulate and commend Provost and Executive Vice President S. David Wu for his service, vision, and contributions to George Mason University.

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Tom Davis, Rector  
George Mason University

<b>ITEM NUMBER III.E.:</b>	<b>DEBT POLICY – 2020 ANNUAL REVIEW (ACTION)</b>
<b>PURPOSE OF ITEM:</b>	Board of Visitors annual review of the University’s compliance with Debt Policy #2111, originally approved in February 2014 with revisions approved by the Board on March 1, 2018.
<b>APPROPRIATE COMMITTEE:</b>	FINANCE AND LAND USE
<b>BRIEF NARRATIVE:</b>	<p>The Debt Policy applies to all debt financing activities of the University. The use of debt is an important funding mechanism for the University’s capital plan. The Debt Policy links the use of debt to the University’s mission and strategic goals during this continued period of growth. The Policy incorporates a portfolio approach to managing the University’s debt level, debt composition and risk profile. The portfolio risk is viewed in the context of the University’s assets, liabilities and operations. One of SCHEV’s measures of institutional performance is the University’s compliance with a Board approved debt management policy.</p> <p>Debt Policy compliance highlights:</p> <ul style="list-style-type: none"> <li>✓ Maintain an “A” category rating by a nationally recognized rating agency</li> <li>✓ Review of Key Financial Indicators (debt capacity, debt affordability and overall financial strength).</li> <li>✓ The Board authorizes issuance of debt and adopts reimbursement resolutions when required.</li> <li>✓ The Board annually reviews the University’s compliance with the Policy.</li> </ul>
<b>STAFF RECOMMENDATION:</b>	The staff recommends BOV approval of the attached resolution stating the University is in compliance with its Debt Policy.

**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 is in compliance with its Debt Management Policy.

Adopted: February 27, 2020

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Horace Blackman  
Secretary  
Board of Visitors  
George Mason University