

# **BOARD OF VISITORS GEORGE MASON UNIVERSITY**

## **Meeting of December 3, 2020 MINUTES**

**MEETING NOTE:** Due to safety concerns associated with the COVID-19 pandemic, and in accordance with provisions in the 2020 Commonwealth Budget Bill General Provisions: § 4-0.01.g.1, the December 3, 2020 meeting of the Board of Visitors of George Mason University was held through electronic means. Board members and university leadership met via Zoom videoconference. The session was streamed live via webcast for public viewing at <https://gmutv.gmu.edu/live-broadcast/>. An online form was posted on the Board of Visitors webpage (<https://bov.gmu.edu/>) to accept written public comments and registrations for verbal public comments. Two written comments were received and are included as an attachment to the minutes. The full video recording of the meeting may be accessed at <https://vimeo.com/showcase/bovdec20>.

**PRESENT:** Rector James Hazel, Vice Rector Horace Blackman and Secretary Simmi Bhuller; Visitors Tom Davis, Mehmood Kazmi, Ignacia Moreno, Carolyn Moss, Jon Peterson, Nancy Prowitt, Paul Reagan, Edward Rice and Robert Witeck.

**ABSENT:** Visitors Anjan Chimaladinne, Juan Carlos Iturregui, Wendy Marquez and Denise Turner Roth.

**ALSO PRESENT:** Lauren Reuscher, Staff Liaison, Shannon Davis, Faculty Representative; Shelby Adams and Lilianna Deveneau, Student Representatives; Gregory Washington, President; Ken Walsh, Chief of Staff; Trishana Bowden, Vice President, Advancement and Alumni Relations; Aurali Dade, Interim Vice President of Research; Carol Kissal, Senior Vice President for Administration and Finance; Mark Ginsberg, Provost; Lester Arnold, Vice President for Human Resources and Payroll; Brian Walther, University Counsel; Anne Gentry, Associate University Counsel; Steve Goldin, Director of Strategic Real Estate Initiatives; Cathy Wolfe-Pinskey, Capital Program Director; Rose Pascarell, Vice President, University Life; Deborah Love, Senior Assistant Attorney General/Chef; Sarah Hanbury, Secretary pro tem.

### **I. Call to Order**

Rector Hazel called the meeting to order at 2:30 p.m.

### **II. Public Comment**

There were no registrations for oral public comments. Two written public comments were received. One of the comments was received prior to the start of the meeting and Rector Hazel provided a summary of this comment which dealt with disparities in salaries at Mason. Rector Hazel mentioned this is a subject that he and Dr. Washington have discussed. The second comment was received while the meeting was in progress. Both comments were directed and emailed to the full board (**ATTACHMENT 1**).

### **III. Approval of the Minutes (ACTION ITEMS)**

A. Full Board Meeting Minutes for October 1, 2020

#### IV. Rector's Report (ACTION ITEMS)

- A. Bylaw Revision – Board Staff Representative
- B. 2020-2021 Presidential Goals Approval

Rector Hazel recommended that the Full Board Meeting Minutes for October 1, 2020 and the 2020-2021 Presidential Goals be voted on en bloc. He explained that the proposal to add a non-voting staff representative to the board was presented to the Board during the October 1, 2020 meeting by the Staff Senate Chair, Lauren Reuscher. He added that the Executive Committee had unanimously voted to recommend adoption of the bylaw revision by the full board.

Vice Rector Blackman **MOVED** to approve the bylaw revision. The motion was **SECONDED** by Visitor Witeck. **MOTION CARRIED UNANIMOUSLY BY ROLL CALL VOTE. (ATTACHMENT 2)**

Yes – 11

Absent – 5 – Visitors Chimaladinne, Iturregui, Marquez, Moreno and Roth

Rector Hazel and Shannon Davis, the Faculty Representative congratulated Lauren Reuscher, the new Staff Liaison. Ms. Reuscher noted she was grateful for the opportunity to represent Mason staff to the University's Board of Visitors and is ready to get to work.

Rector Hazel moved forward with two procedural motions, to take a formal vote on the 2020-2021 Presidential Goals (**ATTACHMENT 3**) as required by SACSCOC and to approve the Full Board Meeting Minutes for October 1, 2020.

Vice Rector Blackman **MOVED** to approve the following action items en bloc, as they were provided in the meeting materials;

1. Full Board Meeting Minutes for October 1, 2020
2. 2020-2021 Presidential Goals Approval

The motion was **SECONDED** by Visitor Reagan. **MOTION CARRIED UNANIMOUSLY BY ROLL CALL VOTE.**

Yes – 11

Absent – 5 – Visitors Chimaladinne, Iturregui, Marquez, Moreno and Roth

Rector Hazel welcomed two new deans to Mason. Ken Randall, who is the Allison and Dorothy Rouse Dean of the Antonin Scalia Law School and Fernando Miralles-Wilhelm the Dean of the College of Science.

Rector Hazel reminded the board of the email that was sent to them on December 1, 2020 as a reminder they are required to file an annual financial disclosure through the Virginia Conflict of Interest and Ethics Advisory Council. He recapped that the annual

filing period to submit the financial disclosure through the portal is January 1 through February 1, 2021, covering the reporting cycle of January 1 through December 31, 2020. An email will be generated directly from the Commonwealth on or about January 1, 2021 advising that the online filing system is open. Rector Hazel advised that filings will not be accepted prior to January 1, 2021.

Rector Hazel then commented on the new requirement from SACS COC to develop a board self-evaluation process. The Executive Committee approved the use of a survey to establish the self-evaluation process during their meeting on October 1, 2020. Rector Hazel, Visitor Peterson and Visitor Moss thanked Dr. Matt Smith, Director of Accreditation at Mason for his outstanding work on the survey. Rector Hazel further advised that the board self-evaluation survey will be sent to the Board via email from Dr. Smith on Monday, January 4, 2021; the period for completion will close on Sunday, January 17, 2021 at 11:59 p.m. This email will contain an individual link for each visitor that permits the tracking of completed responses, maintains survey anonymity and allows for one survey submission by each board member. Due to the anonymous nature of the survey, general reminders will be sent frequently to the entire board during this time. Once the survey is closed, Mason's Office of Institutional Effectiveness and Planning (OIEP) will analyze the results and generate a final report. The survey results will be included in the February 2021 board book and will be discussed in open session during the full board meeting on Thursday, February 25, 2021. Rector Hazel ended by thanking Visitors Reagan and Ross for serving on this committee.

## **V. President's Report**

Dr. Washington welcomed Ken Randall, the Allison and Dorothy Rouse Dean of the Antonin Scalia Law School and Fernando Miralles-Wilhelm the Dean of the College of Science to Mason. He then noted the passing of Mason faculty member, Dr. Walter Williams, citing his accomplishments.

Dr. Washington began his report by noting that as of November 30, 2020, Mason had 218 COVID-19 cases since its reopening in August of this year. Out of the 218 cases there have been 46 cases in the residence halls, 37 faculty/staff cases and 13 contractor cases. Dr. Washington put into perspective how well Mason has done with managing COVID by noting another large institution in the state had 300 COVID cases in one weekend in their dorm.

Dr. Washington explained how Mason managed to keep the number of positive COVID-19 cases low, crediting the implementation of Mason's aggressive multi-level approach: testing, de-densifying campus, health check application, innovation of classrooms and instruction, building transformations, robotic food delivery and communication campaigns. Pre-arrival testing and surveillance testing was conducted during this time frame. The campus was de-densified by utilizing telework, on campus social distancing and reduced residential hall population from 6,200 to 3,000. The goal of the Mason Daily Health Check is to detect early signs of outbreaks to rapidly prevent transmission. Classrooms and instruction were on-campus, online and hybrid.

Classrooms were socially distanced, building HVAC systems were checked and hygiene stations were present campus-wide. The COVID communications campaign was provided through the web, campus signage, videos, email and social media.

Dr. Washington noted that due to the aforementioned approach Mason has avoided major virus outbreaks, enrollment declines and forced workforce reductions. He further stated that Mason has experienced a 2% increase in enrollment. In order to keep the trend of virus cases low, there will be another virtual graduation in December. Dr. Washington hopes this will be the last virtual graduation and stated it will be special nonetheless. Also, Mason will gradually reopen in the spring as conditions permit.

Dr. Washington went on to share that Mason has had successful fiscal management, successfully navigating a budget gap of about \$100 million. An increase of \$17 million was procured for the operating budget to catch Mason up with its peer institutions in Virginia. Funding of \$7.5 million was secured from the CARES Act to defray some of the pandemic expenses. Mason was able to secure this support by meeting with Virginia members in the House and Senate and highlighting Mason's story.

Dr. Washington highlighted Mason's new records. Mason had a record enrollment of 38,000 students. Virginia resident students stayed home instead of going out-of-state. There was an increase in graduate student enrollment and transfer students held steady. A new diversity record was reached as 58% of the fall 2020 freshmen class were students of color. Mason has received over \$200 million in research awards this year.

Dr. Washington spoke to the new quality rankings that make Mason a national leader among public university. Currently, Mason is the highest ranked university under 50 years old. Mason is the eighth most diverse institution in the country and the most diverse institution in Virginia. Mason is the 13<sup>th</sup> most innovative public institution in the country and the most innovative in Virginia. Dr. Washington noted that the performance of Mason's first-generation students tend to exceed the benchmarks of any institution in the state with higher earning performance.

Dr. Washington discussed the post-pandemic university structure and what Mason's focus will be moving forward. The goal is to prepare and position Mason students and graduates of 2020-2023 for career success in the post-pandemic economy. This is a challenge as many students will be graduating over the next three years and the unemployment rate is the highest since the Great Depression. Dr. Washington further noted that currently there are more than 100,000 unallocated jobs in northern Virginia, with more than 70,000 in Fairfax alone. Mason students need to be prepared and ready for those opportunities. A new innovative internship initiative will be launched with the help of a whole host of companies in the NVTC. The idea behind this program is to match Mason students to opportunities that companies allocate early in the process so that they can get the prerequisite experience necessary in order to be qualified for those jobs upon graduation. This process of getting companies to allocate internships, so that Mason students can move into them has already begun. Additionally, Dr. Washington

noted the launching of the entrepreneurship ecosystem. This ecosystem will provide a suite of services with no gaps in assistance. That entrepreneurship ecosystem will not only support Mason students, but will also support the broader community. It is going to include and incorporate the current SBDC, which basically supports the entire state.

Mason is going to back the state of Virginia by supporting the Virginia Plan. The Virginia Plan highlights that they want 57% education attainment by having a degree of some credential beyond graduating high school. If a student cannot get into Mason because their test scores or high school grade point average does not qualify them to do so, Mason will coordinate a pathway for them through the community college network. If you can get to a community college, you can get to Mason. There are three initiatives in place to support Virginia in the post-pandemic economy: President's Upskilling Initiative, Mason Talent Exchange and broadband for all. The Mason Talent exchange offers courses and certificates in key areas that will qualify individuals who are already in the workforce, who have been displaced. They are currently working on ways to lower the cost of entry for students into the upskilling initiative and the talent exchange. Dr. Washington provided an update on the Anti-Racism Taskforce. He noted that Mason has done extraordinarily well in a number of areas relative to race and ethnicity.

Dr. Washington noted that Mason is looking for students that have a depth of knowledge in a single area, but have sufficient breadth in a number of other areas that relate. Mason has committed to the state of Virginia that Mason is going to grow by another 9,000 students. Mason is also going to grow the faculty and hire faculty in areas of challenges. These areas of challenges relate to poverty and climate action.

Dr. Washington concluded by thanking the students, faculty and staff for their dedication and hard work is making the University great.

Rector Hazel thanked Dr. Washington and opened the floor for question. Visitor Peterson asked if any of Mason's COVID cases required hospitalization or if there were any fatalities. To Dr. Washington's knowledge there have not been.

Visitor Moreno thanked Dr. Washington for his leadership during this time of unprecedented crisis.

## **VI. Emergency Operations Plan Adoption (ACTION ITEM)**

Rector Hazel recognized Dr. Julie Zobel, the Assistant Vice President for Safety, Emergency, and Enterprise Risk Management to present the Emergency Operations Plan (**Attachment 4**). Dr. Zobel informed the Board that The Code of Virginia requires the emergency operations plan for the University be renewed every four years by the Board of Visitors. The plan outlines Mason's framework for emergency management, to include the emergency management organizational structure. The overarching plan identifies the supporting plans and documents that are drawn upon when needed. Changes in the current version of this plan include updating the Executive Council membership and changes in both emergency management executive committee and

emergency operations committee, which have been augmented in recent months to include pandemic related expertise within each representative unit. Dr. Zobel opened the floor for questions relative to the emergency plan. Hearing none the Rector reiterated that voting on this action item would occur en bloc once the committee reports have concluded to streamline and reduce the number of roll call votes.

Rector Hazel noticed that Mason's testing facility at the Ángel Cabrera Global Center was still in operation and inquired how long it will remain open. Dr. Zobel stated that faculty and staff are coming to campus and that there are residential students on campus. Due to this, testing will be maintained up to winter break and in a small, scaled-down version over winter break for residential students. In January there will be a new testing methodology, which will move the testing from the Ángel Cabrera Global Center to multiple sites on campus. There were no further questions. A 10-minute break was taken.

## **VII. Committee Reports**

### **A. Development Committee**

Visitor Peterson delivered the Development Committee report which did not have any action items. He began by stating how proud he is of where Mason is today and the accomplishments made by the faculty and staff due to their hard work.

Visitor Peterson reported that Katie Turcotte, the Deputy Vice President of Advancement and Alumni Relations, provided a report on the fundraising plan. As a part of that, Davide Cooper, a consultant from the Compass Group returned from the October 1, 2020 board meeting to finish a report on the fundraising engagement activities regarding the Arlington Innovation Initiative, the Carter School for Peace and Conflict Resolution and the School of Business.

Visitor Peterson noted that Trishana Bowden, Vice President of Advancement and Alumni Relations, provided an update. Visitor Marquez started a challenge to fundraise \$250,000 to support George Mason's Deferred Action for Childhood Arrivals (DACA) in honor of Former Interim President, Anne Holton. To date, 100% of Board Members have participated to bolster this emergency fund for undocumented students. As of Monday, November 30 \$267,000 has been raised for this cause and thus exceeding the goal.

At the end of November, 54% of Mason's fundraising goal was met at \$32 million. A big portion of that came from research and student support. Between 1970 and now, Mason has 210,000 alumni. There was a 50-year reunion and Visitor Peterson noted that a lot has been accomplished during this time.

Visitor Peterson noted that Jennifer Robinson was named the Associate Vice President for Alumni Relations in October.

Terry Beirne, GMUF Chair gave a report from the Foundation. Ms. Beirne highlighted that the audit committee came out clean, with an un-modified opinion on June 30. The results for the first quarter are on track within the budget expectations. Regarding the finance committee, the year-end results compared to the Foundation framework, there was income on the investments that were a little higher than expected. In that period, \$10.5 million from the sale in Loudoun County in support of the Tech Investment Program came in. On the investment committee, the endowment fund which is about \$160 million, there was about a 4.5% return on that for the first quarter of the fiscal year, which is a little below the benchmark of 4.7%. The investment committee is looking to outsource and hire someone for the outsource chief investment officer, to ensure that dollars are being invested in the best way possible. On the Nominating and Governance Committee there was recruitment of core members with the hope to get broader trustee representation from all colleges. On the real estate committee, they are about to settle on the second phase of the Loudoun Property. Longtime real estate stalwart, Gerald "Jerry" T. Halpin in his passing, donated land he had owned in Jackson Hole, Wyoming, that was sold for about \$2.5 million to establish an endowment for the Smithsonian Mason Conservation Center. There were no action items to come before the full board.

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

Secretary Bhuller stated that a comprehensive report was provided on the instructional and research programs that were successfully held during the fall semester. An overview of the University plans for the spring semester was also provided which includes a larger number of in-person and hybrid classes, as well as many classes to be provided in virtual format. As conditions continue to evolve, spring plans will be informed by guidance from medical and public professionals, as well as the Commonwealth. As conditions continue to evolve, spring plans will be informed by guidance from medical and public professionals, as well as the Commonwealth. Provost and Executive Vice President, Mark Ginsberg also updated the committee on recent honors received by members of the University's faculty. Following that, Rose Pascarell provided an update on University Life during the COVID pandemic. Joining her was the President of Student Affairs, Shirley Adams, who also commented on student life affairs. Zofia Burr, Dean of the Honors College provided a presentation that described the programs and activities of the Honors College, in collaboration with all colleges and schools. The Honors College seeks to leverage socioeconomic and cultural diversity to prepare the next generation to meet the challenges of the future. Among the practices that foster inclusive excellence in honors college are a curriculum design that exposes all students to high impact educational practices, beginning their very first year. Secretary Bhuller noted efforts to recruit and retain first-generation students. She further noted that there are action items to come before the Board. Rector Hazel stated that voting action items would occur in block once the committee reports are done.

1. Faculty Actions (**ACTION ITEMS**)

- a. Conferral of Emeritus/Emerita Status
- b. Elections of New Tenured Faculty

2. Program Actions (**ACTION ITEMS**)

- a. Program Name Change
  - i. MEd in Leadership and Human Development to MEd in Education Leadership (CEHD)

**C. Audit, Risk & Compliance Committee**

Visitor Rice delivered the Audit, Risk & Compliance Committee report. They meet with David Resnik and Jeff Finke who represented the Auditor of Public Accounts to discuss the initiation of the annual audit of the University's financial statements. Mr. Resnick and Mr. Fink expect to complete their work by April 2021 and report back to the committee then. In a closed session, an update on the status of the University's information security program was received and led by the Vice President and Chief Information Officer Kevin Borek. He presented an extensive discussion regarding how the University is planning to strengthen governance and information technology, including IT security across the distributed organization and several specific projects designed to advance IT security effectiveness. Finally, the committee reviewed the annual report of approved waivers of contractual conflicts of interest.

**D. Research Committee**

Vice Rector Blackman delivered the Research Committee report, which did not have any action items. Three presentations came before the committee:

1. Update on Growth in Annual Research Expenditures, Dr. Aurali Dade

An overview was given of the University's research activities. This is the key to Mason maintaining its online accreditation status. The big takeaway is that Mason is on track to increase its performance over last year, which was a significant increase over the previous year. A couple of key research areas to note were bio health and the Institute for sustainable earth.

2. Opportunities for Mason in Entrepreneurship and Economic Development Presentation, Paula Sorrell

There have been a number of strategic goals and accomplishments in areas of innovation and economic development looking at the Mason enterprise, which is a leader in innovation and economic development within the region. Mason is also and will continue to be one of the models for others across the nation in terms of building guiding principles around regional economic building activities and increasing the funding of these expenditures, driving invention disclosures and the like.

3. COVID-19 Research Presentation, Dr. Amira A. Roess



Dr. Roess gave an overview of her area of expertise in epidemiology, which is primarily diseases related to Severe Acute Respiratory Syndrome (SARS) and COVID related viruses. She provided an overview of her areas of research in her portfolio, the current funded studies, and the current research her colleagues are doing related to COVID-19.

#### **E. Finance and Land Use**

Visitor Reagan noted that the Finance and Land Use Committee was briefed on the fiscal year 2020 unaudited financial statements, the fiscal year 2021 first-quarter financial report and forecast, and the fiscal year 2022 planning assumptions. Visitor Reagan thanked Senior Vice President Carol Kissal and her team on their stewardship of the University. The committee was also updated on Mason's succession planning and retirement investment policy by Lester Arnold. The update provided key planning observations and changes in the retirement plans going forward. There are three action items for full board approval. The financing committee voted for the resolution authorizing the University to participate in the Virginia College Building Authority debt restructuring program (**ATTACHMENT 5**). By participating in the debt restructuring program, Mason could defer its principal payments of \$21 million in fiscal year 2022 and \$20 million in fiscal year 2023 to the end of each bond term. Two capital projects were discussed. The first was the infrastructure phase one capital project which is located on the Fairfax campus. The second capital project is a multi-phase and multi-year capital project, that will improve network information systems in 14 educational buildings. Finally, the committee voted for board approval to demolish the original Arlington building. A major modification to decrease the scope and project budget and authorized the project to proceed into demolition. Demolition completion date is scheduled for June 2021. Lastly, the committee went into closed session to discuss public contracts relating to the Institute for Digital InnovAtion (IDIA).

##### **1. Financial Matters (ACTION ITEM)**

- a. Approval of Debt Restructuring

##### **2. Capital Matters (ACTION ITEMS)**

- a. Approval of Schematic Design for Telecom Network Infrastructure Phase I
- b. Approval of Schematic Design and Major Scope Change for Arlington Demolition

Rector Hazel noted that all three finance committee action items would be included in the bloc motion. Rector Hazel opened the floor for questions. Visitor Peterson inquired of Ms. Kissal if there are going to be any security measures in place around the network building. Ms. Kissal stated that there will be a fiber network ring and there will definitely be some structure around it to secure it but that she did not have more specific information with her.

Vice Rector Blackman **MOVED** to approve the following seven (7) action items, en bloc, as they are provided in the meeting materials:

- Emergency Operations Plan
- Election of new tenured faculty (APDUC)
- Conferral of Emeritus/Emerita status (APDUC)
- Name change: “MEd in Leadership and Human Development” to “MEd in Education Leadership” (CEHD) (APDUC)
- Debt Restructuring (Finance & Land Use)
- Schematic Design for Telecom Network Infrastructure Phase I (Finance & Land Use)
- Schematic Design and Major Scope Change for Arlington Demolition (Finance & Land Use)

The motion was **SECONDED** by Visitor Rice. Rector Hazel opened the follow for discussion. There was none.

**MOTION CARRIED UNANIMOUSLY BY ROLL CALL VOTE.**

Yes – 12

Absent – 4 – Visitors Chimaladinne, Iturregui, Marquez, and Roth

#### **VIII. Closed Session**

Rector Hazel **MOVED** that the Executive Committee go into closed session under the provisions of Section 2.2-3711.A.29 to discuss a Public Contract relating to the Institute for Digital InnovAtion; Section 2.2-3711.A.1, for a Personnel Matter, to discuss reimbursement of the President’s moving expenses; Section 2.2-3711.A.7, for Consultation with legal counsel pertaining to actual or probable litigation including briefings on:

Kashdan v. GMU  
Radfar v. GMU  
Langert v. GMU  
Agrawal 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 and for discussion of the Kallaco contract. The motion was **SECONDED** by Visitor Witeck.

**MOTION CARRIED UNANIMOUSLY BY ROLL CALL VOTE.**

Yes – 12

Absent – 4 – Visitors Chimaladinne, Iturregui, Marquez, and Roth

Following closed session, Vice Rector Blackman **MOVED** that the Board go back into public session and further moved that by roll call vote the Board 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 roll call, indicating the substance of the departure that, in his or her judgment, has taken place.

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

Yes – 12

Absent – 4 – Visitors Chimaladinne, Iturregui, Marquez, and Roth

Vice Rector Blackman **MOVED** that the Board of Visitors provide an additional \$15,967.51 to President Gregory Washington for the costs and tax consequences of his moving expenses that were in excess of the amount authorized in his contract. The motion was **SECONDED** by Visitor Witeck.

**MOTION CARRIED UNANIMOUSLY BY ROLL CALL VOTE.**

Yes – 12

Absent – 4 – Visitors Chimaladinne, Iturregui, Marquez, and Roth

**Adjournment**

Rector Hazel reminded the Board they are required to file an annual financial disclosure through the Virginia Conflict of Interest and Ethics Advisory Council and to complete the Board Self-Evaluation Survey for SACS COC in January 2021. Rector Hazel called for any additional business to come before the Board. Hearing none, he adjourned the meeting at 4:22 p.m.

Prepared by:



Sarah Hanbury  
Secretary pro tem

Attachment 1: Public Comments (1 page)

Attachment 2: Resolution: Bylaw Revision: Appointment of Staff Liaison to the Board (1 page)

Attachment 3: 2020-2021 Presidential Goals (4 pages)

Attachment 4: Emergency Operations Plan (26 pages)

Attachment 5: Resolution: Debt Restructuring with the Virginia College Building Authority (1 page)

Board of Visitors Electronic Committee Meetings and Full Board Meeting  
December 3, 2020  
Public Comment Registrations

First Name	Last Name	Meeting	Mason Affiliation	Comment
Anonymous		Full Board Meeting	Faculty	I would like to see the University make progress on compensation. Salaries here are grossly under market, and disparities exist across race and gender. I know work has been done in this area but transparency on the process and updates on what actions have been taken would be appreciated.
Anonymous		Full Board Meeting	Faculty	I would like to applaud the board for giving staff voices a seat at the table.

**Resolution: Revisions to the Bylaws of the Board of Visitors of George Mason University  
Relating to Appointment of Staff Liaison to the Board**

WHEREAS, the Board of Visitors wishes to amend its Bylaws regarding the appointment of a staff liaison to the Board;

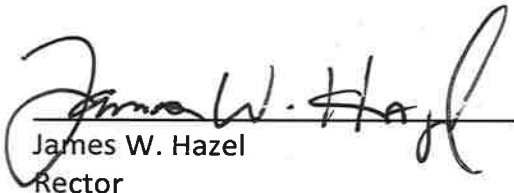
NOW, THEREFORE, be it resolved:

1. A new paragraph 6. is added to Board of Visitors Bylaws Article II, to read as follows:

“6. The Board appoints the standing Chair of the Mason Staff Senate to serve as a non-voting advisory staff liaison to the Board. The staff liaison may participate in all full meetings of the Board and committee meetings, and may attend closed sessions by invitation at the discretion of the Rector or the respective committee chair.”

2. This resolution shall take effect immediately.

Adopted: December 3, 2020

A handwritten signature in black ink, appearing to read "James W. Hazel", is written over a horizontal line.

James W. Hazel  
Rector

Board of Visitors  
George Mason University

# 2020-21 Presidential Goals

## Overarching Goal

Reposition, Restore and Reinvent the Campus to continue its upward trajectory in light of the three major crises the campus is facing while maintaining campus morale and cohesion.

### 1. Reposition the Campus

Mason is experiencing three major crises simultaneously: a lingering pandemic, racial inequity, and a fiscal crisis. While most universities across the country are dealing with these same three challenges, George Mason University has also lost six key leaders in mission-critical areas, who were vital to Mason's past successes. Our most pressing challenges are to stabilize and reposition the campus to manage its crises, even as we look to innovate for the future. The following goals are necessary toward achieving those outcomes:

#### GOAL 1A

Continued development and successful execution of the COVID-19 Safe Return to Campus plan.

*All Units*

#### GOAL 1B

Develop and successfully implement a fiscal management plan that supports the campus through this difficult period.

*Senior Vice President Admin and Finance • All Units*

#### GOAL 1C

Development and initial implementation of an Anti-Racism Initiative emanating from the President's Task Force on Anti-Racism and Inclusive Excellence.

*VP Compliance, Diversity, and Ethics*

## 2. Restore the Campus

Mason is not only dealing with the three crises it faces, but also a leadership challenge, following the departures of a number of our colleagues in leadership with important portfolios to manage significant portions of these crises. Restoration involves placing new leadership in these roles (some via national search), redistributing tasks to other individuals on campus, and realigning or restructuring the role among other faculty and staff at Mason. Toward that end, the following goals are necessary:

### **GOAL 2A**

Conduct search for Provost in 2 years. This means changing the current Interim Provost to Provost via a 2-year appointment.

*President*

### **GOAL 2D**

Restructure and redistribute the position and associated responsibilities of the Vice President for Academic Innovation and New Ventures.

*Provost*

### **GOAL 2G**

Launch at least two additional online graduate programs.

*Provost*

### **GOAL 2B**

Establish and complete a national search for the Vice President for Research, Innovation and Economic Development.

*Provost*

### **GOAL 2E**

Establish a faculty retention initiative aimed at retaining key faculty.

*Provost*

### **GOAL 2C**

Restructure the position of Vice President of Compliance, Diversity and Ethics, and then establish and complete a national search for a leader.

*Provost*

### **GOAL 2F**

Examine and decide on the possibility of forming a stand-alone Graduate School.

*Provost*

## 3. Reinvent the Campus

The lingering pandemic will not only create unprecedented stressors for our campus, but also unprecedented opportunities. We are 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. Mason is an institution known for its drive, innovation and creativity. My goal here is to focus this innovation toward reexamination and reinvention. Toward that end, the following goals are necessary:

### **GOAL 3A**

Establish an Innovation-Mason Commission of the campus' most forward-thinking faculty, staff and administrators. The goal of this committee will be to outline up to 10 paradigm shifts that will make our campus a recognized world leader. No item is off the table (curricula, delivery, structure).

*President/Chief of Staff •  
All Units*

### **GOAL 3D**

Establish programs and initiatives necessary to grow research expenditures by 15% and continue to expand research intensive graduate programs by 10%.

*Provost*

### **GOAL 3E**

Examine and, if necessary, expand our Advancement effort to grow giving.

*VP University Advancement &  
Alumni Relations*

### **GOAL 3B**

Examine public/private partnership mechanisms for monetization of key Mason assets (Shirley Gate property, Mathy House property, SciTech Campus, Parking, Power Generation, etc.). Realized funds will be used to drive and support the academic mission of the university.

*Senior Vice President Admin and  
Finance*

### **GOAL 3F**

Establish Mason's reputation as one of the best-positioned universities nationally to enable people to attain the American Dream.

- Maintain enrollment and continue expansion of ADVANCE pathways.
- Increase campus outreach programs and initiatives by 25%.
- Expand Wiley partnership to support career-long education of working professionals and adult learners.

*Provost*

### **GOAL 3C**

Complete the Master Plan effort and streamline space assignment and planning efforts to make most efficient use of existing and planned capital facilities.

*Senior Vice President Admin and  
Finance*



## 3. Reinvent the Campus

The lingering pandemic will not only create unprecedented stressors for our campus, but also unprecedented opportunities. We are 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. Mason is an institution known for its drive, innovation and creativity. My goal here is to focus this innovation toward reexamination and reinvention. Toward that end, the following goals are necessary:

### **GOAL 3G**

Position Mason as a national leader in establishing and growing public/private partnerships.

- Meet or exceed enrollment and graduation targets established for the Commonwealth's Tech Talent Investment Program.
- Establish an innovation ecosystem for campus and local entrepreneurs with Mason as a hub and convener.
- Form partnerships to launch at least three online bachelor's programs to support degree completion for working adults.
- Expand the Arlington Innovation Campus partnership and establish a corporate-based coalition to support our Arlington Innovation Campus.

*VP Research • VP Innovation & Economic Development*

### **GOAL 3H**

Establish a financial planning framework for the institution which aligns towards achieving GMU's strategic goals and objectives, aligns operating and capital investment in academic, research and philanthropy and allows the positioning of Mason to continue achieving its mission of access and excellence

*Senior Vice President Admin and Finance*

**ITEM NUMBER IV:**

Adoption of the Emergency Operations Plan

**PURPOSE OF ITEM:**

To formally adopt the university's Emergency Operations Plan (EOP) as required by the Code of Virginia. The EOP outlines the response framework and procedures that will be followed during an emergency or disaster to protect public health, safety, property; and assist institutional recovery.

**BRIEF NARRATIVE:**

The Code of Virginia requires that each public institution of higher education shall develop, adopt, and keep current a written crisis and emergency management plan; and every four years, each institution shall conduct a comprehensive review and revision of its crisis and emergency management plan to ensure the plan remains current; and the revised plan shall be adopted formally by the Board of Visitors or other governing body.

**STAFF RECOMMENDATION:**

Staff recommends Board approval.

**George Mason University**  
**Board of Visitors Emergency Operations Plan Statement of Adoption**

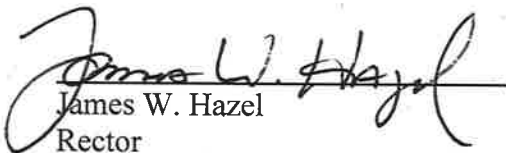
**WHEREAS**, the Board of Visitors of George Mason University is concerned with the health and well-being of its students, faculty and staff and desires that the best possible emergency service be available to them; and, the President is concerned with the health and well-being of its students, faculty and staff and desires that the best possible emergency service be available to them; and

**WHEREAS**, the §23-9.2:9 of the Code of Virginia requires that any public institution of higher education shall develop, adopt, and keep current a written crisis and emergency management plan; and every four years, each institution shall conduct a comprehensive review and revision of its crisis and emergency management plan to ensure the plan remains current, and the revised plan shall be adopted formally by the Board of Visitors or other governing body. Such review shall also be certified in writing to the Department of Emergency Management; and

**WHEREAS**, such a plan has been developed by George Mason University's Environmental Health and Safety Office in coordination with the Virginia Department of Emergency Management and regional emergency management agencies.

**NOW THEREFORE BE IT RESOLVED** that the Board of Visitors of George Mason University, on this 3rd day of December, 2020, does hereby officially adopt George Mason University's *Emergency Operations Plan*, to include plans and procedures for both natural and human caused disasters.

We, Mr. James Hazel and Mr. Horace Blackman, do hereby certify that the foregoing writing is a true, correct copy of a resolution unanimously adopted by the Board of Visitors of George Mason University at a meeting held on this 3rd day of December, 2020.

  
James W. Hazel  
Rector  
Board of Visitors  
George Mason University

12-3-2020  
Date



# **Emergency Operations Plan**

*Environmental Health & Safety Office*

October 2020

## Foreword

The Code of Virginia Chapter 23-9.2:9 requires all public institutions of higher education to develop, adopt, and maintain a written crisis and emergency management plan. George Mason University's *Emergency Operations Plan* (EOP) satisfies this requirement and outlines the response framework and procedures that will be followed during an emergency or disaster to protect public health, safety, property, the environment; and assist institutional recovery. The *President* and *Senior Vice President for Administration and Finance* must annually (i) review the institution's crisis and emergency management plan; (ii) certify in writing that the *President* and *Senior Vice President for Administration and Finance* have reviewed the plan; and (iii) make recommendations to the institution for appropriate changes to the plan.

This EOP is a collaborative effort between the Environmental Health & Safety Office (EHS) within Safety, Emergency, & Enterprise Risk Management (SEERM), Department of Police and Public Safety, and the various units identified in the Emergency Support Function (ESF) annexes. The EOP outlines the organization, procedures, and responsibilities for university personnel responding to all emergencies that occur on George Mason University property, leased spaces, or region that impact the operation of the university. This EOP supersedes any previous/existing versions of the EOP.

  
\_\_\_\_\_  
Gregory Washington  
President  
George Mason University

11/23/2020  
\_\_\_\_\_  
Date

  
\_\_\_\_\_  
Carol Kissal  
Senior Vice President for Administration and Finance  
George Mason University

11/20/2020  
\_\_\_\_\_  
Date

## Document History

Version	Date	Comments	Reviewed By
1	October, 2011	Initial <i>Emergency Operations Plan</i>	<i>Director of Emergency Management and Fire Safety</i>
2	May, 2012	4 Year Governing Body Adoption	Board of Visitors, George Mason University
3	March, 2013	Annual Review and Approval	<i>President, Senior Vice President, Chief of Staff, Assistant Vice President Environmental Health &amp; Safety, and Director of Emergency Management and Fire Safety</i>
4	February, 2014	Annual Review and Approval	<i>President, Senior Vice President, Chief of Staff, Assistant Vice President Environmental Health &amp; Safety, and Director of Emergency Management and Fire Safety</i>
5	May, 2015	Annual Review and Approval	<i>President, Senior Vice President, Assistant Vice President Safety, Emergency, and Enterprise Risk Management, and Director of Safety and Emergency Management</i>
6	May, 2016	Annual Review and Approval	<i>President, Senior Vice President, Assistant Vice President Safety, Emergency, and Enterprise Risk Management, Director of Safety and Emergency Management</i>
7	October, 2016	4 Year Governing Body Adoption	Board of Visitors, George Mason University
8	March, 2017	Annual Review and Approval	<i>President, Senior Vice President, Assistant Vice President for Safety, Emergency, and Enterprise Risk Management, Executive Director of Safety and Emergency Management</i>
9	February, 2018	Annual Review and Approval	<i>President, Senior Vice President, Assistant Vice President for Safety, Emergency, and Enterprise Risk Management, Executive Director of Safety and Emergency Management</i>
10	March, 2019	Annual Review and Approval	<i>President, Senior Vice President, Assistant Vice President for Safety, Emergency, and Enterprise Risk Management, and Executive Director of Safety and Emergency Management</i>

11	April, 2020	Annual Review and Approval	<i>President, Senior Vice President, Assistant Vice President for Safety, Emergency, and Enterprise Risk Management, and Executive Director of Safety and Emergency Management</i>
12	TBD, 2020	4 Year Governing Body Adoption	Board of Visitors, George Mason University

This *Emergency Operations Plan* is reviewed annually and amended as necessary and when:

- The Virginia Department of Emergency Management (VDEM) or the Federal Emergency Management Agency (FEMA) revises procedures related to emergency operations plans; or
- The plan is implemented or practiced, and deficiencies are identified; or
- Whenever significant changes to the university, staff, or procedures occur which impact the directives and procedures identified in this plan.

All revisions to this *Emergency Operations Plan* are shared with the various parties identified in this document as appropriate.

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## Acronyms

<b>EHS</b>	Environmental Health and Safety Office
<b>EMEC</b>	Emergency Management Executive Committee
<b>EOC</b>	Emergency Operations Center
<b>EOG</b>	Emergency Operations Group
<b>EOP</b>	Emergency Operations Plan
<b>ESF</b>	Emergency Support Functions
<b>ICS</b>	Incident Command System
<b>SEERM</b>	Safety, Emergency, & Enterprise Risk Management
<b>VDEM</b>	Virginia Department of Emergency Management

## **1.0 Purpose**

The purpose of this Emergency Operations Plan (EOP) is to provide direction and structure for the various units, individuals and functions that may be necessary to respond to emergencies that impact George Mason University. This EOP establishes the emergency structure necessary to direct and control operations during an emergency situation and assigns responsibilities and roles to specific university units and individuals. Efficient implementation of this EOP can provide clear direction, establish responsibilities, and define continuity of control for university officials and regional partners.

This EOP is supported by Emergency Support Functions (ESF) that outline function-specific roles, assets, and plans that are utilized individually or collectively, as necessary, to mitigate or respond to an emergency. ESF will be activated when necessary depending upon the nature of the emergency and resources required. EOP Annexes document procedures will be followed to coordinate response activities. This EOP is designed in accordance with the *National Response Framework* to ensure consistency and interoperability with regional and state emergency operations plans.

## **1.1 Scope**

This EOP applies to all George Mason University employees (to include contractors), students, volunteers, visitors, property, and activities. During emergencies that impact the surrounding community, the university will cooperate with all federal, state, and local officials/agencies and coordinate emergency response activities as necessary.

An emergency is defined as an event that disrupts the standard operations of the university or activities of employees, contractors, students, volunteers, and visitors. Emergencies vary in impact and nature and will be managed on a case by case basis or as deemed appropriate by the Executive Council, Emergency Operations Group (EOG), or Incident Commander.

## **1.2 Assumptions**

The following assumptions have been made for the purposes of creating this EOP:

- An adequate number of personnel identified within this EOP will be available and able to reach the incident scene, Emergency Operations Center (EOC), designated work location as appropriate to their function, or be available virtually collaborate with the EOG.
- All incidents will be managed by the university or will be jointly managed by the appropriate university official(s), local emergency response agencies, state agencies, and federal agencies.
- Federal, state, and local resources will be available upon request or within a reasonable time period.
- George Mason University and all external emergency response or state agencies responding to emergencies will utilize the Incident Command System (ICS) to manage the incident scene.

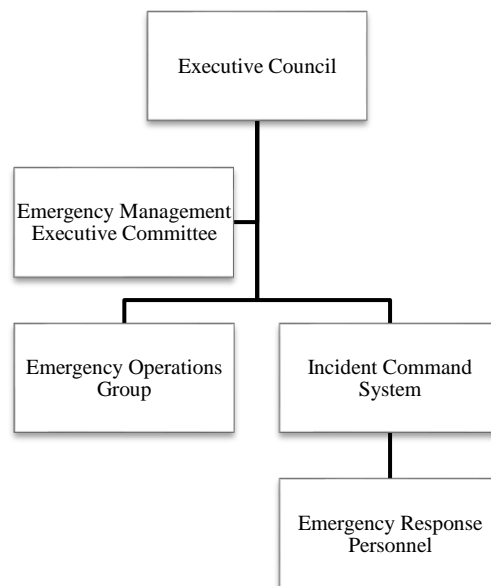
- University units will develop and maintain unit-specific emergency response plans and procedures as necessary or appropriate to support this EOP and associated ESF.
- University leaders and department heads (or their designees) will be available to review and approve response strategies, changes to university operations or operating schedule, and coordinate the dissemination of information critical to emergency response strategies.
- Cooperation between employees (to include contractors), students, volunteers, and visitors will occur.

In the event that these assumptions are not met, it is expected that alternate arrangements will be pursued to satisfy the objectives of this EOP.

## 2.0 Roles and Responsibilities

The units, committees, and individuals identified below are assigned specific roles and responsibilities to implement this EOP; respective roles and responsibilities for each are outlined below and are further defined in *ESF #5 Emergency Management*. George Mason University's emergency operations organizational structure is as follows.

**Figure 1. Emergency Operations Organization Structure**



**2.1**

### Executive Council

The *President* is responsible for appointing members to the Executive Council and providing guidance to the university in times of crisis. The Executive Council maintains situational awareness and participates in establishing recovery priorities when necessary. The Executive Council will convene at the request of the *President* or Executive Council Member to participate in or review recovery efforts, establish recovery policies, and provide guidance on current policies. The Executive Council is comprised of the following positions:

- *President*
- *Provost and Executive Vice President*
- *Senior Vice President for Administration and Finance*
- *Chief of Staff and Vice President for Strategic Initiatives*
- *Vice President for Academic Innovation and New Ventures*
- *Vice President for Compliance, Diversity, and Ethics*
- *Vice President for Enrollment Management*
- *Vice President for Finance*
- *Vice President for Government and Community Relations*
- *Vice President for Human Resources and Payroll*
- *Vice President for Research, Innovation, and Economic Impact*
- *Vice President for University Advancement and Alumni Relations, President of George Mason University Foundation*
- *Vice President for University Life*
- *Assistant Vice President/Director for Intercollegiate Athletics*
- *Associate Vice President for Strategic Planning and Budgeting*
- *Vice President for Strategic Communications and Marketing*
- *Dean Schar School of Policy and Government*
- *Dean Volgenau School of Engineering*
- *Director of Presidential Administration*

## **2.2 Emergency Management Executive Committee**

The Emergency Management Executive Committee (EMEC) is responsible for providing broad oversight of emergency planning. EMEC fosters a cohesive approach to the management and coordination of emergency planning efforts for all hazards that can be reasonably expected to impact university operations. EMEC provides support and guidance to the Executive Council at the request of the *President*. Senior administrators in the following positions at George Mason University are appointed by the *President* as ex officio members:

- *Vice President for University Life*
- *Vice President for Information Technology Services and Chief Information Officer*
- *Vice President for Human Resources and Payroll*
- *Associate Provost for Academic Administration*
- *Assistant Vice President for Safety, Emergency, and Enterprise Risk Management (Chair)*
- *Assistant Vice President for Police and Public Safety*
- *Assistant Chief of Police*
- *Executive Director of Safety and Emergency Management*
- *Director of Risk Management*
- *Director of Strategic Communications*
- *Assistant Director of Fire Safety and Emergency Management (non-voting)*
- *Executive Assistant SEERM (non-voting)*

Additional university administrators, faculty, or staff will participate as requested by the Chair to speak to specific subjects for which they have oversight or expertise. The *President* charges EMEC to:

- Prioritize the development of emergency plans and emergency preparedness activities.
- Establish emergency preparedness policies for the university.
- Review and provide guidance for university-wide emergency plans so that planning efforts throughout the university are consistent and designed in accordance with federal and state guidance.
- Engage the units under their supervision such that each participates in emergency management efforts commensurate with the hazards and responsibilities associated with their role at George Mason University.
- Appoint employees under their supervision to participate in emergency management efforts commensurate with the hazards associated with their role at George Mason University.
- Set policy and oversee the use of emergency messaging and notification tools.

### **2.3 Emergency Operations Group**

The EOG is comprised of representatives from key university units that have resources and/or knowledge that are necessary to help the university prepare for, mitigate against, respond to, and recover from an emergency. EOG units and EOG responsibilities are documented in the *George Mason University Emergency Operations Group Charter*. EOG units are:

- |  |  |
|--|--|
| • Business Services                      | • Intercollegiate Athletics                          |
| • Communications and Marketing           | • Office of the Provost and Executive Vice President |
| • Campus Recreation                      | • Office of Research                                 |
| • Department of Police and Public Safety | • Parking and Transportation                         |
| • Environmental Health and Safety        | • Regional Campuses                                  |
| • Facilities Administration              | • Risk Management                                    |
| • Fiscal Services                        | • Student Health Services                            |
| • Housing and Residence Life             | • University Events                                  |
| • Human Resources and Payroll            | • University Life                                    |
| • Information Technology Services        |  |

EOG units are provided opportunities to participate in the development and revision of existing emergency plans, coordinate university response activities, and serve on working groups for emergency planning and management. During an emergency, other university units are included in the EOG depending on the scope of the emergency. This structure ensures that units participate in the planning process and are familiar with emergency operation plans. Specific responsibilities of the EOG are:

- Participate in quarterly meetings and EOG exercises.
- Contribute unit specific policies and plans to university emergency response plans.
- Ensure that personnel are identified to staff the EOG in their absence.
- Ensure that equipment, resources, and plans are provided for or accessible from the EOC.

- Review and provide input on emergency response plans and policies that pertain to their unit's activities.
- Assist in efforts to prepare for, mitigate against, respond to, and recover from emergencies or major events.
- Facilitate or coordinate the development, implementation, and maintenance of ESF assigned to the unit.

## **2.4 Incident Commander**

The Incident Commander(s) is responsible for overall incident management at the scene of the incident. The Incident Commander will be the senior official (university or otherwise) with the knowledge, skills, and expertise necessary to effectively manage an incident. Incident Command and transfer of command will be conducted in accordance with ICS principals. Specific responsibilities are:

- Ensure clear authority and knowledge of agency policies.
- Ensure incident safety for emergency responders.
- Establish immediate priorities and incident objectives.
- Establish the ICS organizational structure.
- Ensure continuous monitoring of emergency operations.
- Approve and implement the Incident Action Plan.
- Coordinate the activities of the ICS Command and General Staff.
- Approve requests for additional resources or for the release of resources.
- Approve the use of participants, volunteers, and auxiliary personnel.
- Authorize the release of information related to the incident.
- Order demobilization of the incident when appropriate.
- Ensure communication with the Executive Council and the EOC are maintained.
- Maintain training necessary and relevant to the Incident Commander position.
- Activate the EOC when necessary and advise emergency response activities.
- Participate in ICS training as outlined in Section 6.0.

The roles, responsibilities, and functional duties of required ICS Command Staff are detailed in *ESF #5 – Emergency Management*. The Incident Commander, or their designee has authority to assign ICS roles, responsibilities, and functional duties on a discretionary basis, based on operational needs.

## **2.5 Environmental Health and Safety Office**

Institutional emergency preparedness and response is a function within the Environmental Health and Safety Office (EHS). The Emergency Management group within EHS has the following responsibilities:

- Serve as Incident Commander as dictated by the circumstances of the emergency situation and expertise.



- Immediately advise the *Senior Vice President for Administration and Finance* other members of the Executive Council as necessary when elements of this EOP or an ESF are implemented.
- Contact and coordinate with all units and individuals necessary to implement the EOP.
- Identify and provide designated employees and resources necessary to support EOP strategies.
- Edit, revise, and update this EOP and relevant ESF as necessary.
- Conduct table-top and functional exercises as needed or required by the VDEM.
- Participate in regional meetings regarding the design, modification, and activation of emergency response plans.
- Establish Memoranda of Understanding with local jurisdictions, agencies, and institutions as necessary to execute EOP operations.
- Confirm that actions required by EOP are carried out.
- The *Assistant Vice President for Safety, Emergency, and Enterprise Risk Management*, or appointed designee(s), will serve as liaison and advisor to the Executive Council and advise the Executive Council on emergency preparedness and response strategies.
- Manage the EOC, including staff that assumes the EOC Manager position.
- Provide all necessary equipment and supplies to operate the EOC.
- Review and obtain approval from the *President* and *Senior Vice President for Administration and Finance* for this EOP annually.
- Submit approved EOP to VDEM as required.
- Activate the EOC when necessary and advise emergency response activities.
- Participate in ICS training as outlined in Section 6.0.

## 2.6 Department of Police and Public Safety

Department of Police and Public Safety are accredited by the Commission on Accreditation for Law Enforcement Agencies. Department of Police and Public Safety are state certified police officers empowered to enforce all state and local laws on all George Mason University property and possess the authority to make arrests and carry firearms. Police officers are trained in emergency first aid, criminal law, criminal investigation, defensive tactics, crime prevention, use of firearms, sexual assault victim counseling, crisis intervention, crowd control, and enforcement of traffic regulations. Specific responsibilities of Department of Police and Public Safety are:

- Serve as the primary Incident Commander as dictated by the circumstances of the emergency situation and expertise.
- Respond to criminal incidents that occur on university and adjacent properties.
- Provide law enforcement and security to the university community.
- Maintain mutual aid agreements with federal, state, and local law enforcement agencies as appropriate.
- Participate in the collection and distribution of information related to an emergency to the appropriate university officials and administrators.
- The *Chief of Police & Assistant Vice President for Police and Public Safety*, or appointed designee(s), will serve as liaison and advisor to the Executive Council and EOC
- Coordinate emergency response activities with EHS, EOC, and the Executive Council as necessary.

- Activate the EOC when necessary and advise emergency response activities.
- Participate in ICS training as outlined in Section 6.0.

## **2.7 University Emergency Contact List**

The *University Emergency Contact List* is maintained by EHS and contains contact information for key university officials. The *University Emergency Contact List* provides approximately three emergency contacts for each key unit identified on the list. This list is maintained on a remote offsite secure website which is available to listed EOG members both on campus and off campus through the university's Blackboard Learning Management website ([www.mymason.gmu.edu](http://www.mymason.gmu.edu)). This list is used to notify, communicate with, or convene individuals during an emergency. Individuals identified on the *University Emergency Contact List* are expected to provide or disseminate information as necessary to their unit and assist emergency response personnel when appropriate.

## **2.8 Emergency Response Personnel**

All emergency response personnel are expected to observe ICS guidelines and organize their response efforts accordingly. Department of Police and Public Safety, EOC, or the Incident Commander will notify local emergency service agencies (i.e., law enforcement, fire and rescue, health department, Federal Bureau of Investigations, etc.) and request assistance during an emergency event if necessary. All university personnel expected to assume a role within the ICS structure are subject to the training requirements outlined in Section 6.0 and commensurate with the position that they assume.

## **2.9 Designated Employees**

University Policy 1137: Designated Employees and the Commonwealth of Virginia Department of Human Resource Management Policy 1.35 states that designated employees are employees who are required to work during an authorized closing because their positions have been designated by their agencies as essential to agency operations during emergencies. Designated employees are employees assigned to positions identified by their supervisor and/or department head as necessary to the maintenance of operations and services to the university. Designated employees may be required to work during inclement weather or emergency conditions in order to perform security functions, maintenance, support university operations, or provide other necessary services. All employees identified by position in the university or department/unit emergency plans (e.g., *Continuity of Operations Plan*, and department specific emergency plans) are considered designated employees.

## **3.0 Emergency Support Functions**

ESF's are function-specific plans that identify university units responsible for operations necessary to respond to or recover from an emergency. Each ESF is assigned a lead unit and supported by additional units as appropriate. A supporting unit(s) may not be appropriate in some cases due to the nature of the function. See *Table 1, ESF Coordinating Units* for a list of units assigned to each ESF.



**Table 1. ESF Coordinating Units**

	ESF 1 - Transportation	ESF 2 - Communications Infrastructure	ESF 3 - Public Works & Utilities	ESF 4 - Firefighting	ESF 5 - Emergency Management	ESF 6 - Mass Care, Housing, Human Serv.	ESF 7 - Resource Support	ESF 8 - Public Health & Medical Services	ESF 9 - Search & Rescue	ESF 10 - Hazardous Materials Response	ESF 11 - Research Animal Care	ESF 12 - Energy and Utilities	ESF 13 - Public Safety & Security	ESF 14 - Long-Term Reconstitution	ESF 15 - Community & Media Affairs	ESF 16 - Employee Support	ESF 17 - Donations & Volunteer Mgmt.
Business Services						S						See ESF #3 Public Works & Engineering					
Communications and Marketing															P		
Campus Recreation						S											
Department of Police and Public Safety	S	S		S	S				S	S			P		S		
Environmental Health & Safety		S		S	P		P			P	P		S	P	S		P
Facilities Management/Administration	S		P														
Fiscal Services*							S										
Human Resources and Payroll															S	P	
Information Technology Services		P															
Intercollegiate Athletics															S		
Housing and Residence Life						S											
Parking and Transportation	P																
Regional Campuses					S												
Research and Economic Development*											S						
Office of the Provost and Executive Vice President															S		
Student Health Services						S		P									
University Advancement & Alumni Affairs*																	S
University Events						S	S							S		S	
University Life						P									S		

**KEY:** P = Primary unit responsible for ESF S= Support unit to ESF

\* Unit is not represented in the EOG but will be called to assist upon activation of the ESF the unit supports

## 4.0 Concept of Operations

Due to the complex nature of emergencies, multiple responses may occur simultaneously, at different priority levels, however, the Incident Commander, Executive Council, and EOG will determine response priorities. The following procedures will be followed when this EOP is implemented. The primary purpose of actions taken before, during, and after an emergency, is to protect life, preserve safety, and mitigate damage to property. When this EOP is activated, *ESF #5 Emergency Management*, which outlines the process and responsibilities of the individuals, units, and committees identified in this EOP, will be activated simultaneously. Under most circumstances, the EOC will be activated whenever the EOP is activated to support the directives and strategies provided by EOG members or the Executive Council and to provide support to the Incident Commander.

### 4.1 Emergency Operation Plan Activation

In the event of an emergency, the *President*, his designee, a member of the Executive Council, Department of Police and Public Safety, the Incident Commander, or EHS may activate this EOP. Potential causes for activation include:

- A coordinated effort by multiple university units is necessary to prepare for, mitigate against, respond to, or recover from a potential or current emergency.
- An imminent hazard or threat that has or has the potential to impact George Mason University campuses, sites, centers, employees, contractors, students, volunteers, and visitors.
- A state of emergency is declared and one or more of George Mason University's campuses, sites, centers, or university activity are in the area impacted by the declaration.
- An incident occurs on any campus of George Mason University that requires coordination or support from local, state or federal agencies that exceeds routine ICS procedures.
- An imminent threat to public safety or health exists.
- One or more university ESF are activated by the EOG.
- An emergency or disaster affects surrounding jurisdictions, which may require the support of George Mason University response resources.
- The EOP structure is necessary to control a planned major event.

### 4.2 Notification/Activation Stage

Notification of an emergency will be made in accordance with *ESF #5 Emergency Management*, *ESF #15 Community and Media Affairs*, and *EOP Crisis Communications Plan Annex*. Upon awareness of an emergency that warrants the activation of this EOP, the following steps will be taken.

1. EHS or Department of Police and Public Safety notify the university community (ESF #15).
2. EHS or Department of Police and Public Safety notify the *Senior Vice President for Administration and Finance* and other members of the Executive Council as necessary.

3. EHS, Department of Police and Public Safety, or *Senior Vice President for Administration and Finance* convenes the Executive Council (ESF #5).
4. EHS, Department of Police and Public Safety, or Executive Council convenes the EOC and activates the EOC (ESF #5).
5. *EOC Manager* will activate additional ESF as necessary (ESF #5)

With the approval of the *President*, the *Chief of Staff* or designee, will notify the *Rector* of the Board of Visitors of the action being taken and a recommendation as to what statement or actions, if any, the *Rector* should or could make. The *Chief of Staff* or if so designated the *Senior Vice President for Administration and Finance* or *Provost and Executive Vice President*, is responsible for ensuring that the *Rector* and Visitors receive any public statement related to the crisis prior to or at the same time as its public release or announcement. Strategic Communications will coordinate the distribution of any public statement made by the *Rector* or any Visitors. In a crisis or emergency involving the *President*, and the *Chief of Staff*, or in their absence, the *Senior Vice President for Administration and Finance* or *Provost and Executive Vice President*, will be responsible for immediately advising the *Rector* and keeping the *Rector* and the Visitors informed throughout the duration of the crisis.

### **4.3 Mobilization Stage**

The mobilization stage is defined as the initial set of actions taken to bring the necessary individuals and resources to bear upon an emergency. During the initial phases of emergency response, the following will occur:

1. The Incident Commander will organize the individuals under their command in accordance with ICS guidance.
2. EHS will oversee the mobilization of EOG and activate the EOC if necessary and provide an initial briefing of the situation and guidance on activating additional ESF to the EOC.
3. The EOG Manager will notify additional university officials, using the *University Emergency Contact List*, and regulatory agencies as necessary.

### **4.4 Emergency Operations and Response Stage**

The emergency operations and response stage is the period during which response efforts are ongoing and actions are taken to eliminate, mitigate, or attempt to control the impact of an emergency. This stage may span from hours to days depending upon the severity of the emergency. The following events occur during the emergency operations and response stage:

- Incident Command will follow ICS protocols and develop Incident Action Plans for each operational period as necessary.
- The EOG will staff the EOC continuously or meet periodically to support on scene emergency response operations.
- The EOG will coordinate institutional response to all conditions, matters, and concerns outside of the immediate incident scene and coordinate support to the incident scene as necessary and/or at the request of the Incident Commander.

- Additional resources will be acquired and distributed by the EOG to the Incident Commander or university units impacted by the emergency as necessary to assist in mobilizing individuals in accordance with response procedures.
- The EOG will implement and coordinate additional documented or ad hoc plans and procedures as necessary.
- The EOG in coordination with the Incident Commander will provide routine updates to the Executive Council and university community as necessary.
- The Executive Council will meet as necessary to review response strategies and adjust university activities or the operating schedule as deemed appropriate.
- University Communications and Marketing will oversee the creation and distribution of emergency statements and communications in accordance with *ESF #15 Community and Media Affairs* and *Crisis Communications Annex*.
- Requests for assistance for state and local agencies will be made by the Incident Commander and/or EOG as necessary.
- Records of response actions are maintained throughout the response phase by Incident Command and the EOG.

#### **4.5 Recovery Stage**

The recovery stage is the period that follows shortly after the response stage is initiated and encompasses the actions taken to resume normal operations. During the recovery stage:

- The Incident Commander continues to support response and recovery operations in accordance with ICS guidance.
- The EOC remains operational and the EOG provides support to Incident Command, individuals, university units, or university community members that are impacted by the emergency.
- Activities necessary to support the health and safety of the university community are initiated and include, but are not limited to, community assistance centers (University Life and Human Resources and Payroll) and activation of the university's *Continuity of Operations Plan*.
- Modification of university activities and academic schedules are made as necessary and at the direction of the Executive Council.
- Public outreach efforts are made to inform the university community of response actions taken, of modifications made to university activities and schedules, and to solicit assistance from volunteer organizations if necessary.

#### **4.6 Demobilization Stage**

The demobilization stage is the period during which assets, individuals, and facilities return to normal operations. Once incident objectives are completed, the EOG assists the Incident Command in demobilizing resources. Executive Council and university units will be notified by the EOG of demobilization activities affecting their activities as necessary.

## 5.0 After Action

All situational reports, financial documents related to emergency response expenditures and after-action reports will be submitted to the *Executive Director of Safety and Emergency Management*. These reports and documents will be used to create after action reports, archived for federal and state public assistance reimbursement programs, and utilized to make emergency management program improvements. Modifications to university facilities, emergency response plans, procedures, policies, and activities will be made as necessary according to the recommendations of the EOG and Executive Council.

## 6.0 Incident Command System

During emergencies, George Mason University emergency response personnel and external emergency response agencies will utilize ICS to coordinate emergency response activities. The first university official trained in ICS to arrive on the scene of the incident assumes the role of Incident Commander until they are relieved by a more competent or senior ICS trained university or emergency response official. The Incident Commander may be a non-university public/federal official in which case the university will establish unified command or assume a role(s) within the ICS structure as directed by the Incident Commander(s). Table 2 outlines the individuals, units, and committees required to participate in ICS training in accordance with ICS guidelines.

**Table 2. ICS Training Requirements**

<b>Training</b>	<b>EHS</b>	<b>Department of Police and Public Safety</b>	<b>Incident Commander</b>	<b>EOG Manager</b>
ICS 100.HE	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>
ICS 200.b	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>
ICS 300			<b>x</b>	<b>x</b>
ICS 400			<b>x</b>	<b>x</b>
ICS 700.a	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>
ICS 800.b			<b>x</b>	<b>x</b>

## 7.0 Request for Assistance

The severity and scope of an emergency may require the university to seek federal, state, or local assistance. Memoranda of Understanding, mutual aid agreements, and requests for assistance are executed and maintained as necessary.

### 7.1 Local Assistance

Requests for local assistance will be issued by the Incident Commander or the EOC Manager. Requests for assistance will first be made to the adjacent city or county and then to the VDEM in accordance with VDEM guidance.



## 7.2 State Assistance

All requests for state assistance must first be made to the local jurisdiction during regional emergencies. Upon activation of state mandated plans (i.e., *State Managed Shelter Plan* and *Transfer Point Plans*) requests may be made directly to the State EOC, regional VDEM representative, or other established channel by the EOC Manager or Incident Commander.

The EOC Manager or Department of Police and Public Safety will notify the Department of Criminal Justice Services and the Virginia Criminal Injuries Compensation Fund to initiate the immediate deployment of assistance to victims of an emergency, if needed, in accordance with the Code of Virginia Chapter 23-9.2:9.

## 7.3 Federal Assistance

During state-wide or regional emergencies, the response capacity of university, local, and state agencies may be exceeded. In such cases, the *Governor of the Commonwealth of Virginia* may request Federal assistance. In extreme cases, the *President of the United States* may make an emergency declaration, marshaling federal resources to respond to an emergency.

## 8.0 University Community Preparedness and Planning

EHS provides information, guidance, and training to facilitate department and unit planning and preparation for emergencies. The following programs and information are made available to the university community to assist in responding to emergencies:

- Training on how to respond to foreseeable emergencies;
- Active Treat Awareness and Prevention video (on-line);
- Public safety mobile application (RAVE Guardian);
- Training in emergency response procedures for Housing and Residence Life personnel;
- Posted building evacuation maps with primary and secondary evacuation routes, fire extinguishers, pull stations, and designated assembly areas;
- Posted severe weather shelter area signage;
- Emergency preparedness and response information on university websites [www.ready.gmu.edu](http://www.ready.gmu.edu);
- Quick reference materials (e.g. Emergency Preparedness Guidebooks, emergency procedure posters) outlining emergency procedures for the most likely emergency scenarios;
- *Emergency Preparedness Guides*;
- Annual Statewide Tornado Drill and Earthquake Drill;
- Fire and emergency evacuation drills; and
- Departmental training and emergency response exercises upon request.

EHS conducts table-top and functional exercises with key university units, members of the Executive Council and members of the EOG. Routine meetings are also held with EMEC and the EOG to discuss and update current emergency management policies and procedures. Department

of Police and Public Safety conducts routine training to respond to emergencies and coordinate major events using ICS. The university conducts at least one functional exercise per year in accordance with the Code of Virginia § 23-9.2:9. (C).

## **8.1 Emergency Response Plans**

George Mason University maintains emergency response plans to respond to potential emergencies in accordance with state and federal regulations. Each plan addresses a specific hazard or threat and provides guidance on appropriate notification, mitigation, response, recovery, and reporting actions. Copies of each plan are maintained on the Emergency Management organization on Blackboard Learning Management System. Plans are referenced in the appropriate ESF as necessary and include, but are not limited to:

- *Biomedical Research Laboratory Incident Response Plan and Department of Transportation Hazardous Materials Security Plan*
- *Continuity of Operations Plan*
- *Communicable Disease Plan*
- *Community Assistance Plan*
- *Department of Police and Public Safety Standing Orders*
- *Emergency Operations Plan*
- Function or activity specific plans created by university units
- *George Mason University Korea Emergency Operations Plan*
- *Hazard Mitigation Plan*
- *Integrated Contingency Plans*
- *International Travel Emergency Operations Plan*
- *State Managed Shelter Plan*
- *Transfer Point Plans*
- *University Camps Emergency Operations Plans*

## **8.2 EOP Functional Annexes**

In accordance with suggestions from the Department of Education regarding high quality EOP for institutions of higher education, this EOP is supported by functional annexes that outline strategies for managing various situations that are associated with this EOP. Functional annexes to this EOP are:

- Building Closure Procedures Annex
- Campus Evacuation Annex
- Campus Shelter Annex
- Crisis Communications Annex
- Disruption to University Events Annex
- Financial Management Annex
- Functional Needs Annex
- Inclement Weather Emergency Closure Procedures Annex
- Political and No Notice Large Events Management Annex
- Recovery Annex

- Student and Employee Death Notification Procedures Annex

### 8.3 Unit and Department Plans

Each university unit or department is expected to maintain plans to respond to emergencies as they deem necessary or as directed by the Executive Council or state regulations.

### 9.0 Emergency Equipment and Supplies

Lists of emergency supplies are provided in university-wide emergency plans, documented in ESF, and required in unit-specific emergency plans and procedures. Refer to individual plans for inventory of emergency supplies.

### 10.0 Plan Development and Maintenance

This EOP is reviewed annually and amended as necessary in accordance with state regulations (Table 3) and when:

- VDEM or the Office of Commonwealth Preparedness revises procedures, standards, or content related to the EOP; or
- The university, its stakeholders, or external agencies identify areas for improvement; or
- The EOP is implemented or practiced and deficiencies are identified; or
- Significant changes to the university, staff, or institutional processes which impact the directives and procedures identified in this EOP.

All revisions to this EOP will be shared with the various parties identified in this document as appropriate. A formal review of this EOP and letter of acceptance must be provided by the Board of Visitors and submitted to the VDEM every four years.

**Table 3. Emergency Operations Plan Review and Submission Requirements**

Code	Review Frequency	Adopted/Accepted By:	Submit to:
Code of Virginia § 23-9.2:9. (A)	Initially	Board of Visitors or "Governing Body"	Virginia Department of Emergency Management
Code of Virginia § 23-9.2:9. (B)	Every Four Years	Board of Visitors or "Governing Body"	
Code of Virginia § 23-9.2:9. (C)	Annually	President and Senior Vice President for Administration and Finance	
Code of Virginia § 44-146.18 (B)(12)	Annually	Executive Director of Safety and Emergency Management	
DHS Preparedness Directorate Information Bulletin No. 197 11/23/05	As Necessary		

**RESOLUTION OF THE BOARD OF VISITORS OF  
GEORGE MASON UNIVERSITY AUTHORIZING THE RESTRUCTURING OF  
INDEBTEDNESS WITH THE VIRGINIA COLLEGE BUILDING AUTHORITY**

**WHEREAS**, GEORGE MASON UNIVERSITY, in furtherance of its educational purposes, has borrowed funds from the Virginia College Building Authority (the "Authority") through the Authority's Public Higher Education Financing Program,

**WHEREAS**, the Governor of the Commonwealth of Virginia (the "Commonwealth") has recognized that the COVID-19 pandemic has had, and continues to have, a tremendous adverse impact on higher education, including the fiscal health of the Commonwealth's colleges and universities, and in response to financial conditions created by the pandemic, the Governor has proposed a debt restructuring plan for debt-funded capital projects of higher educational institutions which will defer debt service payments on certain indebtedness obtained through or with the assistance of the Commonwealth, including debt obtained through the Authority (the "Debt Restructuring Program");

**WHEREAS**, the Board of Visitors (the "Board") of GEORGE MASON UNIVERSITY (the "Institution") desires to participate in the Debt Restructuring Program to restructure all or a portion of its indebtedness to the Authority (the "Authority Debt") and desires to delegate to certain officer of the Institution the authority (i) to select the Authority Debt to be restructured and to establish and agree to the terms of such restructuring, (ii) to approve the forms of, and execute and deliver, any and all, documents, instruments and agreements required by the Authority in connection therewith, including any modifications or amendments of loan or other documentation evidencing the Authority Debt (the "Restructuring Documents"), and (iii) to take any and all other action required to effect and implement such debt restructuring, including any post-issuance or post-closing monitoring or compliance requirements.

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD:**

**Section 1.** The Institution is authorized to participate in the Debt Restructuring Program and, accordingly, the Senior Vice President for Administration and Finance (the "Authorized Officer") is hereby delegated and invested with full power and authority, subject to the provisions of Section 2 hereof, (i) to select the Authority Debt to be restructured and to establish and agree to the terms of such restructuring, including extending the term of payment and the modification of other terms thereof, (ii) to pledge as required by the Authority the general revenues of the Institution as security to the extent not prohibited by law or otherwise restricted, (iii) to approve the forms of the Restructuring Documents required by the Authority and any subsequent amendments thereto, (iv) to execute and, deliver, on behalf of the Institution such Restructuring Documents, with approval of the terms thereof being evidenced conclusively by the execution and delivery thereof, and (v) to do and perform such other acts, and execute and deliver such other documents and agreements as may be necessary or appropriate to carry out the intent of this Resolution.

**Section 2.** In connection with the authorization herein provided the Authorized Officer may, in connection with any debt restructuring obligation, provide for (i) the funding of reserves if required, and (ii) the funding of issuance costs and other financing

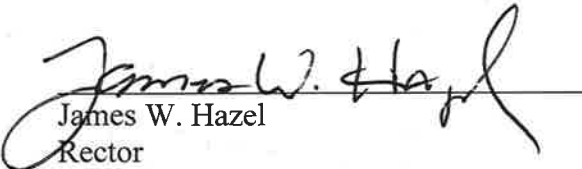
expenses related to such restructuring; provided (a) the principal amount of any such obligation shall not exceed the amount required to cover the principal of and interest on the indebtedness to be restructured plus amounts permitted by clauses (i) and (ii) above, (b) the interest rate on any such obligation shall be as determined by the Authority, and (c) the restructuring terms, including the rate of interest on any such obligation or method of determining such rate, shall be approved by the Treasury Board of the Commonwealth.

**Section 3.** If it is determined by the Authority in connection with any Authority Debt restructuring that the Institution is subject to continuing disclosure obligations under Rule 15c2-12 of the federal Securities and Exchange Commission an Authorized Officer is hereby authorized and directed to, enter into a continuing disclosure undertaking in form and substance reasonably satisfactory to the Authority, and the Institution will comply with the provisions and disclosure obligations contained therein.

**Section 4.** The Board designates the Senior Vice President for Administration and Finance to be responsible for implementing procedures to monitor post-issuance compliance with covenants in any Restructuring Document and any amendments thereto, if required in connection with federal tax law or federal securities law requirements.

**Section 5.** This resolution shall take effect immediately upon its adoption.

Adopted: Dec. 3, 2020

  
James W. Hazel  
Rector  
BOARD OF VISITORS OF  
GEORGE MASON UNIVERSITY

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

## **Meeting of December 3, 2020 MINUTES**

**MEETING NOTE:** Due to safety concerns associated with the COVID-19 pandemic, and in accordance with provisions in the 2020 Commonwealth Budget Bill General Provisions: § 4-0.01.g.1, the December 3, 2020 meeting of the Executive Committee of the Board of Visitors of George Mason University was held through electronic means. Committee members and university leadership met via Zoom videoconference. The session was streamed live via webcast for public viewing at <https://gmutv.gmu.edu/live-broadcast/>. An online form was posted on the Board of Visitors webpage (<https://bov.gmu.edu/>) to accept written public comments and registrations for oral public comments. No submissions were received through the form. The full video recording of the Executive Committee Meeting may be accessed at <https://vimeo.com/showcase/bovdec20>.

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

**ABSENT:** Visitor Denise Turner Roth

**ALSO, PRESENT:** Visitor Edward Rice, Shannon Davis, Faculty Representative; Gregory Washington, President; Ken Walsh, Chief of Staff; Mark Ginsberg, Provost and Executive Vice President; Carol Kissal, Senior Vice President for Administration and Finance; Brian Walther, University Counsel; Julie Zobel, Assistant Vice President, Safety, Emergency and Enterprise Risk Management and Sarah Hanbury, Secretary pro tem.

### **I. Call to Order**

Rector Hazel called the meeting to order at 7:46 a.m.

### **II. Public Comment**

There were no public comments submitted.

### **III. Approval of Minutes**

A. Executive Committee Meeting Minutes for October 1, 2020 (**ATTACHMENT 1**)

Rector Hazel called for any edits to the October 1, 2020 executive committee minutes. There was one update to note Visitor Edward Rice as an attendee.

Rector Hazel **MOVED** that the Executive Committee approve the updated minutes. The motion was **SECONDED** by Visitor Moreno. Rector Hazel opened the floor for discussion. There was none.

**MOTION CARRIED UNANIMOUSLY BY ROLL CALL VOTE.**

Yes – 3

Absent – 2 – Vice Rector Blackman, Visitor Roth

#### **IV. Rector's Comments**

##### **A. Bylaw Revision – Board Staff Representative (ATTACHMENT 2)**

Rector Hazel referenced an email sent to the Board at his request on December 2, 2020, giving the background on the idea of adding a staff senate liaison to the Board as a non-voting representative. Rector Hazel noted that only full support was given in all his conversations pertaining to the addition of a staff liaison which also included the backing of Dr. Washington. Secretary Bhuller **MOVED** that the Executive Committee recommend adoption of the bylaw revision by the full board. Rector Hazel opened the follow for discussion. There was none.

**MOTION CARRIED UNANIMOUSLY BY ROLL CALL VOTE.**

Yes – 4

Absent – 1 – Visitor Roth

#### **V. President's Comments**

President Washington noted that despite the challenges of the pandemic this semester, the University has fared extraordinarily well and that Mason is amongst the lowest in terms of the total number of cases for a large university in Virginia. He mentioned that Mason processes have remained intact with minimal job losses and furloughs due to COVID-19. Dr. Washington stated the University is moving into post-pandemic planning addressing the question of what was learned and what kind of institution Mason will be going forward. He indicated that the plan for the spring semester is more aggressive than the fall semester, but will remain relative to what happens in the overall community.

Dr. Washington noted that there is a new Dean of the Scalia Law School, Ken Randall, who started a few days ago.

Rector Hazel paid his respects to the passing of Mason faculty member, Dr. Walter Williams. He then noted that the entire men's basketball team had to be quarantined at the Ángel Cabrera Global Center as two student-athletes tested positive for COVID-19 after the Thanksgiving holiday.

#### **VI. Emergency Operations Plan Adoption**

Rector Hazel informed the committee that The Code of Virginia requires the emergency operations plan for the University be renewed every four years by the Board of Visitors. The Executive Committee was provided a summary of the Emergency Operations Plan in their meeting materials which outlined the changes to the previous plan along with information related to COVID-19 precautions (**ATTCHMENT 3**). He noted that Dr. Julie Zobel, the Assistant Vice President for Safety, Emergency, and Enterprise Risk Management, would provide a summary of the plan during the full board meeting.

Rector Hazel open the floor to any questions that Dr. Zobel could address that afternoon. There were no questions.

## **VII. Closed Session**

Rector Hazel **MOVED** that the Executive Committee go into closed session under the provisions of Section 2.2-3711.A.29 to discuss a Public Contract relating to the Institute for Digital InnovAtion; Section 2.2-3711.A.1, for a Personnel Matter, to discuss reimbursement of the President's moving expenses; Section 2.2-3711.A.7, for Consultation with legal counsel pertaining to actual or probable litigation including briefings on:

Kashdan v. GMU  
Radfar v. GMU  
Langert v. GMU  
Agrawal 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 and for discussion of the Kallaco contract. The motion was **SECONDED** by Vice Rector Blackman. Rector Hazel opened the floor to discussion. There was no discussion.

**MOTION CARRIED UNANIMOUSLY BY ROLL CALL VOTE.**

Yes – 4

Absent – 1 – Visitor Roth

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

Yes – 4

Absent – 1 – Visitor Roth

## **VIII. Adjournment**

Rector Hazel called for any additional business to come before the Executive Committee. Hearing none, he adjourned the meeting at 8:11 a.m.



Prepared by:

A handwritten signature in cursive script, appearing to read "Sarah Hanbury", enclosed within a thin rectangular border.

Sarah Hanbury  
Secretary pro tem

Attachment 1: Revised Executive Committee Meeting Minutes for October 1, 2020

Attachment 2: Bylaw Revision – Board Staff Representative

Attachment 3: Emergency Operations Plan Summary

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

## **Meeting of October 1, 2020 MINUTES**

**MEETING NOTE:** Due to safety concerns associated with the COVID-19 pandemic, and in accordance with provisions in the 2020 Commonwealth Budget Bill General Provisions: § 4-0.01.g.1, the October 1, 2020 meeting of the Executive Committee of the Board of Visitors of George Mason University was held through electronic means. Committee members and university leadership met via Zoom videoconference. The session was streamed live via webcast for public viewing at <https://gmutv.gmu.edu/live-broadcast/>. An online form was posted on the Board of Visitors webpage (<https://bov.gmu.edu/>) to accept written public comments and registrations for verbal public comments. No submissions were received through the form. The full video recording of the Executive Committee Meeting may be accessed at <https://vimeo.com/gmutv/bovecm>.

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

**ALSO, PRESENT:** Visitor Edward Rice, Shannon Davis, Faculty Representative; Lilianna Deveneau, Student Representative; Gregory Washington, President; Ken Walsh, Chief of Staff; Carol Kissal, Senior Vice President for Administration and Finance; Brian Walther, University Counsel; Matt Smith, Director of Accreditation, Sarah Hanbury, Secretary pro tem.

### **I. Call to Order**

Rector Hazel called the meeting to order at 7:48 a.m.

### **II. Public Comment**

There were no public comments submitted.

### **III. President's Comments**

President Washington noted that great things have happened on campus and he is looking forward to discussing them in his report during the full board meeting that afternoon.

### **IV. Board Self-Evaluation**

Dr. Matt Smith, Director of Accreditation at Mason provided an updated timeline that outlined where the board self-evaluation process began, the steps that have been completed and the steps moving forward (**ATTACHMENT 1**) as part of the new requirements from the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC). At the last meeting of the full board on July 31, 2020, Rector Hazel appointed Visitor Moss and Visitor Reagan to work with Dr. Smith to develop a proposal for a self-evaluation tool which they completed for this meeting in accordance with the provided timeline. Dr. Smith then presented a survey to propose for use as the Board's self-evaluation tool (**ATTACHMENT 2**). Vice Rector Blackman **MOVED**

that the Executive Committee approve the use of the George Mason University Board of Visitors self-evaluation survey. The motion was **SECONDED** by Secretary Bhuller. Rector Hazel opened the floor for discussion. There was none.

**MOTION CARRIED UNANIMOUSLY BY ROLL CALL VOTE.**

#### **V. Closed Session**

Vice Rector Blackman **MOVED** that the Executive Committee go into closed session under the provisions of Section 2.2-3711.A.29 to discuss a public contract relating to the Institute for Digital InnovAtion; Section 2.2-3711.A.3 to discuss acquisition or disposition of a real property in connection with the master plan; Section 2.2-3711.A.7, for consultation with legal counsel pertaining to actual or probable litigation including briefings on:

BH Fund, Inc. v. GMU and the GMU Foundation  
Kashdan v. GMU  
Radfar v. GMU  
Moore v. GMU  
Langert v. GMU et al.

and 2.2-3711.A.8 for consultation with legal counsel regarding specific legal matters requiring the provision of legal advice concerning the aforementioned items. The motion was **SECONDED** by Visitor Moreno. Rector Hazel opened the floor to discussion. Visitor Roth noted that she was going to recuse herself from the first item in closed session.

**MOTION CARRIED UNANIMOUSLY BY ROLL CALL 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 8:07 a.m.

Prepared by:

A handwritten signature in cursive script, reading "Sarah Hanbury", enclosed within a rectangular box.

Sarah Hanbury  
Secretary pro tem

Attachment 1: Board Self-Evaluation: Update and Timeline

Attachment 2: George Mason University Board of Visitors Self-Evaluation Survey

## BOARD SELF-EVALUATION: UPDATE AND TIMELINE

### ***May 2020 Meeting***

- Board Bylaws revised to include self-evaluation, helping to ensure compliance with new accreditation standard

### ***July 2020 Annual Meeting***

- Rector Hazel appoints two members of the Board to work with Matt Smith (Director of Accreditation) to develop a board self-evaluation tool proposal

### ***August 2020***

- Visitor Moss, Visitor Reagan, and Matt Smith develop a proposed self-evaluation survey

### ***October 2020 Meeting***

- Board to consider, revise as necessary, and adopt the evaluation tool.

### ***November 2020***

- Process for implementing the self-evaluation to be finalized
- Board input needed as to whether they would like assistance of Mason personnel in analyzing survey results

### ***December 2020 Meeting***

- Rector to advise the Board that the evaluation will be conducted in January 2021

### ***January 2021***

- Self-evaluation survey to be distributed to the full board; proposed window for completion is three weeks

### ***Late January/Early February 2021***

- Survey Data results to analyzed.

### ***February 2021 Meeting***

- Full board to discuss survey results in open session



# **George Mason University Board of Visitors Self-Evaluation Survey**

2020-2021

★ 1. Individual Board Member Role

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable or Do Not Have Experience
I have a clear sense of my responsibilities as a Board of Visitors (BOV) member	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The orientation I received provided the right level of information and helped me understand the BOV's processes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I ensure appropriate time is spent preparing for each BOV meeting, including reviewing BOV materials in advance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I actively participate at BOV meetings and feel there are appropriate opportunities to express my views	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe that the tools used for accessing materials for board meetings are user-friendly, efficient, and appropriate.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I participate in fundraising activities, including personally contributing and supporting soliciting activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Additional Comments

## \* 2. Board of Visitors Meetings

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable or Do Not Have Experience
In general, the Board's time is well spent in meetings.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our time is appropriately spent on governance and not management.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board gets the information it needs to make decisions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Board meetings have the appropriate balance of information-sharing, discussion, and decision making.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The BOV is appropriately involved in strategic planning and decision-making.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Adequate time is given to understanding the "downside" and impact of issues and decisions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable or Do Not Have Experience
Every BOV member is given the opportunity to participate, and their voice is heard.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Board meetings are appropriately conducted in accordance with the requirements of the Freedom of Information Act (relating to discussion in closed session).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Board meetings include adequate opportunity to visit the campus and to view ongoing projects.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A climate of mutual trust exists between the Board and the University President.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The annual goal setting for the University President is effective, timely, and demonstrates appropriate collaboration.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Additional Comments

### \* 3. Board Standing Committees

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable or Do Not Have Experience
The current committee structure of the Board is appropriate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The amount of time spent in Committee meetings is adequate to the issues considered	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Presentations by staff are appropriate, timely, and succinct	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Adequate time is given for discussion and Q&A	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<div></div>						

I serve on the following standing committees: (select all that apply)

- ☐ Academic Programs, Diversity & University Community Committee (APDUC)
- ☐ Finance and Land Use Committee
- ☐ Audit, Risk, and Compliance Committee
- ☐ Development Committee
- ☐ Research Committee

[For each committee selected, the following questions will appear:]

I believe the following aspects of this committee and its work function well:

I believe the following aspects of this committee and its work are in need of improvement.

\* 4. What do you believe are the top 2-3 strategic issues that warrant the Board of Visitors' attention over the next 12 months?

- ☐ New Academic Offerings
- ☐ Athletics
- ☐ Physical Plant Development (new buildings) Ensuring
- ☐ the Success of the New President Financial
- ☐ Sustainability
- ☐ Student Affairs
- ☐ Business Efficiency
- ☐ Faculty Productivity
- ☐ Long-Range Planning
- ☐ Campus Emergency Preparedness
- ☐ Anti-Racism, Diversity, and Inclusive Excellence

Other (please specify)

5. How might the effectiveness of the Board be enhanced?

6. What issues or areas of discussion should be eliminated?

7. What issues or areas of discussion should be added?

**8. On what issues or areas do you require more information?**

**9. Is there anything we can do as a Board to make our work more effective?**

**10. Any additional comments or suggestions?**

DRAFT

**Resolution: Revisions to the Bylaws of the Board of Visitors of George Mason University  
Relating to Appointment of Staff Liaison to the Board**

WHEREAS, the Board of Visitors wishes to amend its Bylaws regarding the appointment of a staff liaison to the Board;

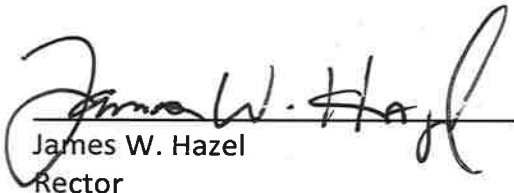
NOW, THEREFORE, be it resolved:

1. A new paragraph 6. is added to Board of Visitors Bylaws Article II, to read as follows:

“6. The Board appoints the standing Chair of the Mason Staff Senate to serve as a non-voting advisory staff liaison to the Board. The staff liaison may participate in all full meetings of the Board and committee meetings, and may attend closed sessions by invitation at the discretion of the Rector or the respective committee chair.”

2. This resolution shall take effect immediately.

Adopted: December 3, 2020

A handwritten signature in black ink, appearing to read "James W. Hazel", is written over a horizontal line.

James W. Hazel  
Rector

Board of Visitors  
George Mason University

# Emergency Operations Plan - Review & Adoption

- Adopted and approved by BOV
  - Required by Code of Virginia Chapter § 23-9.2:9
  - Last approved October 13, 2016

## Emergency Operations Plan Framework and Update

- Framework has been used for pandemic response
  - Inclusive of new roles and responsibilities
  - Point of contact in coordinating all response to potential emergencies
  - Documented procedures for event/function response
- Update to include new membership and expansion of groups
  - New executive council members
  - Emergency Management Executive Committee (augmented with pandemic-related expertise)
  - Emergency Operations Group (additional members/units added for depth per unit and units that have a role in pandemic-related work)