

# **BOARD OF VISITORS GEORGE MASON UNIVERSITY**

## **Meeting of February 25, 2021 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 February 25, 2021 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 oral public comments. No submissions were received through the form. The full video recording of the meeting may be accessed at <https://vimeo.com/showcase/bovfeb>.

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

**ABSENT:** Visitor Juan Carlos Iturregui

**ALSO PRESENT:** Lauren Reuscher, Staff Liaison; Shannon Davis, Faculty Representative; Shelby Adams and Lilianna Deveneau, Student Representatives; Gregory Washington, President; Ken Walsh, Vice President for Strategic Initiatives and Chief of Staff; Carol Kissal, Senior Vice President for Administration and Finance; Brian Walther, University Counsel; Matt Smith, Director of Accreditation; Janette Muir, Associate Provost, Academic Initiatives and Services; Sarah Hanbury, Secretary pro tem.

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

Rector Hazel called the meeting to order at 2:20 p.m.

### **II. Public Comment**

There were no public comments submitted.

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

A. Full Board Meeting Minutes for December 3, 2020

Rector Hazel noted the December 3, 2020 Executive Committee minutes were approved at their committee meeting that morning and called for any edits to the December 3, 2020 full board minutes. There were no edits.

Rector Hazel **MOVED** to approve the full board meeting minutes. The motion was **SECONDED** by Visitor Rice. Rector Hazel opened the floor for discussion. There was none.

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

Yes – 15

Absent – 1 – Visitor Iturregui

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

Rector Hazel congratulated Shannon Davis, Faculty Representative, on her appointment as Associate Dean for Faculty and Academic Affairs at George Mason University's Korea campus. Rector Hazel then noted that he had toured Horizon Hall and was impressed by the building and recommended that board members schedule a tour.

##### **A. Self-Assessment Survey Results**

Rector Hazel shared that in fall 2020, the Partners for College Affordability and Public Trust (Partners) conducted the College Governing Board Accountability Assessments which evaluated the governing boards of Virginia's public institutions of higher education. He noted that the project's objective was to provide insight into the policies and practices of these governing boards to assess the degree to which their members are transparent, accessible, and receptive to students and the public. He further noted that out of the 15 Virginia public colleges five (5) schools received an F, one (1) school received a B, which was the University of Virginia and Mason received a B+ which was the highest grade of all the colleges evaluated. Rector Hazel said he believes this grade accurately represents Mason and noted members of other boards contacted him to inquire how Mason received such a high score. Rector Hazel mentioned the non-profit outside assessment as it aligns with the results of the board's internal self-assessment.

Rector Hazel's noted that the self-assessment survey results were positive with some room for improvement. He continued that the board agreed or strongly agreed with the current operation of the Board of Visitors. He added that in addition to board meetings, the Visitors would appreciate more opportunities to visit campus to learn about different aspects of the University. Rector Hazel stated that the survey results document is satisfactory for accreditation purposes.

Rector Hazel called on Matt Smith, Director of Accreditation, to share his thoughts on the self-evaluation process and map where the board goes from here. Dr. Smith thanked the board for its commitment to this process and for continuous improvements which started with the bylaws revision last year. The expectation is that the survey will be a reoccurring task which will be reported to SACS as part of Mason's on-going self study. He thanked Mason's Office of Institutional Effectiveness and Planning (OIEP) for their assistance in analyzing the survey data and for creating a thorough summary report. Dr. Smith specifically thanked Zhicheng Zhang, Associate Director for OIEP as she was the primary individual responsible for analyzing the data.

Rector Hazel opened the floor for comments. Visitor Moss encouraged everyone to review the survey comments, stating that the comments are often more valuable than the overall numbers. Hearing no further comments, the Rector inquired if anyone wanted to make any edits to the report. There were none.

Visitor Moss **MOVED** that the self-assessment survey report be accepted as a part of the official minutes of the February 25, 2021 board meeting. The motion was **SECONDED** by Visitor Rice. **MOTION CARRIED UNANIMOUSLY BY ROLL CALL VOTE. (ATTACHMENT 1)**

Yes – 15

Absent – 1 – Visitor Iturregui

In concluding his report, Rector Hazel invited the board to two virtual events, the Master Plan Engagement Session on Tuesday, March 2, 2021 at 10:30 a.m. and the second ARIE Townhall on March 4 at 2:30 p.m. Rector Hazel then thanked Visitor Moreno for her work with the ARIE Task Force and announced that Visitor Prowitt would serve as a board liaison on this task force.

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

Dr. Washington began his report by noting that despite the one-year disruption of campus operations due to the pandemic things are going reasonably well for Mason. Dr. Washington reported that Mason has dealt with a pandemic, a fiscal crisis, and racial inequity crisis. He continued that the university has handled these crises well, but there is still work to be done in all three areas.

Dr. Washington presented slides which outlined the progress of his 15 presidential goals. He highlighted that his top three goals are the continued development and execution of the COVID-19 safe return to campus plan, the development and implementation of the fiscal management plan, and the launch of the President's ARIE Task Force. He continued that the first two goals are on target and the third goal is complete. He noted that two goals have a minor variance (restructure VP academic innovation and launch two additional online graduate programs) and that none of his goals have a major variance.

Dr. Washington expressed that Mason has a tremendous Provost in place and congratulated Mark Ginsberg, Provost and Executive Vice President, on a job well done. He shared that a finalist has been identified for the position of Vice President for Research, and that the search for a Vice President of Diversity and Equity position has begun with hopes of completing the search by the end of the current academic year.

Dr. Washington provided an update on COVID at Mason. He reported that there have been a total of 677 positive cases since bringing some students back to campus last August. He noted that compared to other Virginia institutions that Mason has a significantly lower rate of positive cases. He further noted that out of Mason's positive cases, 195 of them were from the residence halls, 116 were from faculty/staff and 46 were from contractors. Dr. Washington stated that COVID testing has increased by a factor of two and will be increased by a factor of five by the end of the spring semester. He further stated that the maximum quarantine/isolation capacity at the Ángel Cabrera Global Center was 19% in the fall and is currently at 34%.

Dr. Washington noted the following aggressive, multilayered approach has assisted in keeping Mason safe: the performing of pre-arrival testing and surveillance testing; de-densifying the campus by teleworking; on-campus social distancing; reduction of the residence hall population from 6,200 to 3,000; use of the Mason Daily Health Check application; the rapid innovation of classrooms and instruction to be on-campus, online and hybrid; buildings have been transformed with hygiene stations campus-wide and with upgraded HVAC systems. He further noted that the COVID communications campaign has been extensive, including mediums such as the web, campus signage, videos, email, and social media. He further noted that Mason has delivered more than 8,900 vaccines in the last three weeks, and that Mason is delivering about a third of all vaccine doses to Prince William County at no additional cost to the state, thanks to the tremendous volunteer effort on the part of students, faculty, and staff.

Dr. Washington highlighted the effort to compare Mason's performance against the other 131 R1 research institutions in the country:

- Mason produces more master's graduates and slightly fewer doctorate graduates.
- Mason has a higher student to faculty ratio, which needs improvement.
- Mason is among the best in female graduate enrollment.
- Minority graduate enrollment rates need improvement.
- Tenure track salaries are lower than other institutions.
- Retention and graduation rates are lower than other institutions.

Dr. Washington then noted the plans for Mason over the next 10 years, by growing student enrollments by about 10,000, growing the number of faculty by 400, growing the staff by 150, and adding at least four new buildings.

Dr. Washington presented some of the core themes based on the collected data. He noted there is going to be a focus on collaborative partnerships with a centerpiece called the New Virginia Promise. He explained that the New Virginia Promise provides a pathway towards an advanced degree or a pathway to owning a business for every Virginian who wants it. He continued that Mason's research will focus on global grand challenges and that Mason will have the most diverse and inclusive campus. Dr. Washington stated that if the ARIE Task Force is successful, it will improve Mason's impact-focused, experiential learning for undergraduate and graduate students. He stated that it is his hope this will make a global impact with high-tech companies and talent.

Dr. Washington reported that George Mason University manages all the small business community development centers for the state of Virginia. He explained that these centers help Virginians establish businesses. He noted that he will lead a team and visit each one of these centers over the next couple of years and they will visit each county to share the great opportunities that Mason can offer.

Dr. Washington shared that a process has begun to look for faculty housing opportunities on the west campus. He continued that if the faculty is going to grow by 400 a place to house them will be needed. He will provide more data later when it is available.

Dr. Washington reported that the upskilling initiative and Mason's talent exchange have started. Training through short courses and workforce certificates has begun. He further noted that companies are interviewing these students as they complete these programs.

Lastly, President Washington stated that Mason will undergo a major rebranding effort. President Washington opened the floor for feedback.

Secretary Bhuller inquired about Mason's graduation rates. She stated that there is room to grow regarding graduation rates and wanted to hear Dr. Washington's thoughts on how to increase graduations rates. Dr. Washington stated that following an in-depth discussion on this topic that the provost and vice president for student life will take ownership of this area.

Vice Rector Blackman commented that being an R1 institution is a great achievement and that holding onto it is tougher. He inquired of Dr. Washington of where the "big needle-moving gaps exist"? Dr. Washington replied that there are two gaps: the first is faculty compensation and the second is the graduation rate.

## **VI. Creation of Mason Korea Industry-Academic Cooperation Foundation**

Brian Walther, University Legal Counsel and Janette Muir, Associate Provost, Academic Initiatives and Services presented the topic of creating the Mason Korea Industry-Academic Cooperation Foundation. Dr. Muir advised that the Korean government is allowing foreign entities, including universities, to engage in workforce management. She continued that in order to do that a foundation is needed as a way to be competitive. Mr. Walther then provided further details on the need to create the Mason Korea Industry-Academic Cooperation Foundation (IACF) as it pertains to Korean law, qualifying for Korean research grants and offering executive education classes. He explained that an IACF is a separate entity with its own board, and operates independently of the University and Mason Korea, LLC, much like the GMU Foundation and while called a foundation, an IACF is simply a not-for-profit entity. He noted that this new not-for-profit entity will likely be a subsidiary of Mason Korea, LLC. He concluded that the creation of an IACF requires approval by the Board of Visitors (BOV), under Article VII of the BOV bylaws and will be presented for approval at the May 6, 2021 BOV meeting.

## **VII. Committee Reports**

### **A. Development Committee**

Visitor Peterson delivered the Development Committee report which did not have any action items. He noted that the highlights included a presentation by GMUF Chair, Terri Cofer Beirne, including an update on endowment earnings; funds for the tech investment program; and nominations committee activity. Visitor Peterson then noted

that the committee heard from Trishana Bowden, Vice President of Advancement and Alumni Relations and President of the George Mason University Foundation who provided an update on philanthropic activity and the creation of the president's advisory council, which will be chaired by Aneesh Chopra. Visitor Peterson reported that the committee heard a report from Jennifer Robinson, Associate Vice President for Alumni Relations on alumni engagement.

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

Visitor Witeck began his report by noting that Provost and Executive Vice President, Mark Ginsberg, gave an update on the spring semester, where he highlighted the ongoing and future campus activities and gave an overview of the fall semester planning. He shared the appointment of Shannon Davis as the Associate Dean of Mason Korea. Provost Ginsberg spotlighted several high-profile faculty honors and awards.

Visitor Witeck noted that Dietra Trent, the Interim Vice President, Compliance, Diversity and Ethics provided an overview of the Anti-Racism and Inclusive Excellence Task Force which included leading recommendations for the task force.

Visitor Witeck reported that Alpaslan Özerdem, Dean of the Jimmy and Rosalynn Carter School for Peace and Conflict Resolution gave an update on current activities at the school.

Visitor Witeck stated that proposed changes to the faculty handbook were outlined by the Faculty Senate Chair, Shannon Davis (**ATTACHMENT 2**).

1. Approval of Proposed Changes to Faculty Handbook
2. Elections of New Tenured Faculty

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

Visitor Rice delivered the Audit, Risk & Compliance Committee report and noted they met with Mason's Controller, Sharon Heinle, to discuss the status of the annual audit of the university's financial statements by the auditor of public accounts. He further noted that Kevin Borek, Mason's Chief Information Officer, briefed the committee on actions being taken to strengthen shared governance for management of technology projects. Visitor Rice concluded by sharing that the committee reviewed the audit status report and audit planning process included in the meeting materials.

**D. Research Committee**

Vice Rector Blackman delivered the Research Committee report, which did not have any action items. He briefed the board on three presentations that came before the committee:

1. Cybersecurity Manufacturing Institute (CyManII) Presentations, Dr. Art Pyster and Dr. Paolo C. G. Costa  
This presentation centered around the intersection of Cybersecurity and manufacturing.
2. Institute for Biohealth Innovation (IBI) Presentation, Dr. Amy Adams  
An overview was given of the work of this institute, including COVID research.
3. COVID-19 Research Presentation, Dr. Lance Liotta  
This presentation revolved around COVID management, testing, and predictive analytics.

#### E. Finance and Land Use

Visitor Roth noted that the Finance and Land Use Committee was briefed on the fiscal year 2021 Q2 finance report. She reported that Senior Vice President of Administration and Finance, Carol Kissal, provided updates on the fiscal year 2022 budget, tuition, fees, and board rates. Visitor Roth explained that tuition, fees and board rates will be discussed further in the May board meeting. She continued that the committee was updated on the status of the tier three application and Mason is on target to receive tier three authority effective July 1, 2021. Lastly, Visitor Roth noted the following **ACTION ITEMS** to be voted on:

1. Debt Policy Compliance (**ATTACHMENT 3**)
2. Approval of SciTech Sewer Easement
3. Approval of One University Dedication Plat

Rector Hazel opened the floor for questions and asked if Ms. Kissal spoke about any budget issues related to Mason's tier three status and the General Assembly. Ms. Kissal noted the legislature restored the \$10 million for fiscal year 2021 that they had reserved when COVID hit.

Vice Rector Blackman **MOVED** to approve the following five (5) **ACTION ITEMS** en bloc, as they are provided in the meeting materials:

- Approval of Proposed Changes to Faculty Handbook (APDUC)
- Election of New Tenured Faculty (APDUC)
- Debt Policy Compliance (Finance & Land Use Committee)
- Approval of SciTech Roadway and Sewer Easements (Finance & Land Use Committee)
- Approval of One University Dedication Plat (Finance & Land Use Committee)

The motion was **SECONDED** by Secretary Bhuller. Rector Hazel opened the floor for discussion. Shannon Davis, the Faculty Representative noted that Mason is a special place with faculty doing great work and commended the work of the board.

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

Yes – 15

Absent – 1 – Visitor Iturregui

**VIII. Closed Session**

Rector Hazel invited the student, faculty and staff representatives to join closed session for the first topic. Vice Rector Blackman **MOVED** that the Board go into closed session under the provisions of Section 2.2-3711.A.11 to discuss honorary degrees and special awards to discuss the potential awarding of honorary degrees and the Mason Medal, Section 2.2-3711.A.29 to discuss a public contract relating to the Institute for Digital InnovAtion; Section 2.2-3711.A.7, for consultation with legal counsel pertaining to actual or probable litigation including briefings on:

Kashdan v. GMU

Radfar v. GMU

Langert v. GMU

Agrawal v. GMU

Habtam Alemu v. GMU

Tran v. GMU

Nils Kinuani v. GMU

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

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

Yes – 14

Abstention – 1 – Visitor Roth, from the public contract discussion.

Absent – 1 – Visitor Iturregui

Following closed session, Secretary Bhuller **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 – 13

Absent – 3 – Vice Rector Blackman, Visitor Iturregui and Visitor Roth

Rector Hazel **MOVED** that the Board of Visitors approve the awarding of Honorary Degrees at a future date to the individuals discussed in closed session for that purpose.



He **FURTHER MOVED** that the Board of Visitors approves the University entering into negotiations for a comprehensive agreement for the Institute for Digital InnovAtion project with proposer, Mason Innovation Partners. The motion was **SECONDED** by Visitor Davis. Rector Hazel opened the floor for discussion. There was none.

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

Yes – 13

Absent – 3 – Vice Rector Blackman, Visitor Iturregui and Visitor Roth

### **Adjournment**

Rector Hazel thanked the board for a productive day and called for any additional business to come before the Board. Hearing none, he adjourned the meeting at 4:48 p.m.

Prepared by:



Sarah Hanbury  
Secretary pro tem

Attachment 1: 2021 Board of Visitors Self Evaluation Survey Report (9 pages)

Attachment 2: Faculty Handbook Changes (15 pages)

Attachment 3: Resolution: Debt Policy Management (2 pages)

## 2021 Board of Visitors Self-Evaluation Survey – Summary Results

The Board of Visitors Self-Evaluation Survey was administered to 16 Board members January 3 -17, 2021. Thirteen members responded to the survey, yielding a response rate of 81%. The following summarizes the survey results.

### Board Member Roles and Board Meetings

- All respondents reported positive experiences/perceptions on five of the six items measuring individual board member roles, especially in terms of understanding their responsibility as a board member (92% for Strongly Agreed). (Table 1)
- The major of the respondents strongly agreed that the Board's time is well spent in meetings, the members' voice is heard (both at 69%), the meetings were conducted in accordance with the Freedom of Information Act (95%), and there was a climate of mutual trust between the Board and the University President (85%). On the other hand, only 23% strongly agreed that Board meetings include opportunities to visit campus and review ongoing projects. (Table 2)

Table 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.	0%	0%	0%	8%	92%	0%
The orientation I received provided the right level of information and helped me understand the BOV's processes.	0%	0%	0%	38%	62%	0%
I ensure appropriate time is spent preparing for each BOV meeting, including reviewing BOV materials in advance.	0%	0%	0%	38%	62%	0%
I actively participate at BOV meetings and feel there are appropriate opportunities to express my views.	0%	0%	0%	23%	77%	0%
I believe that the tools used for accessing materials for board meetings are user-friendly, efficient, and appropriate.	0%	0%	8%	31%	62%	0%
I participate in fundraising activities, including personally contributing and supporting soliciting activities.	0%	0%	0%	38%	62%	0%
<i>Additional comments:</i> <ul style="list-style-type: none"> <li>• Happy with the composition with the board.</li> <li>• There are a couple of areas I need to work on, yes.</li> </ul>						

Table 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.	0%	0%	0%	31%	69%	0%
Our time is appropriately spent on governance and not management.	0%	0%	0%	46%	54%	0%
The Board gets the information it needs to make decisions.	0%	0%	0%	46%	54%	0%
Board meetings have the appropriate balance of information-sharing, discussion, and decision making.	0%	0%	8%	38%	54%	0%
The BOV is appropriately involved in strategic planning and decision-making.	0%	0%	8%	54%	38%	0%
Adequate time is given to understanding the "downside" and impact of issues and decisions.	0%	0%	15%	38%	46%	0%
Every BOV member is given the opportunity to participate, and their voice is heard.	0%	0%	0%	31%	69%	0%
Board meetings are appropriately conducted in accordance with the requirements of the Freedom of Information Act (relating to discussion in closed session).	0%	0%	0%	8%	92%	0%
Board meetings include adequate opportunity to visit the campus and to view ongoing projects.	0%	8%	46%	15%	23%	8%
A climate of mutual trust exists between the Board and the University President.	0%	0%	0%	15%	85%	0%
The annual goal setting for the University President is effective, timely, and demonstrates appropriate collaboration.	0%	0%	0%	31%	62%	8%
<p><i>Additional Comments:</i></p> <ul style="list-style-type: none"> <li>Too much of briefing-time is on management-oriented, not governance-oriented, data. Strategy seems to be largely decided by the Executive Committee and presented to the full Board just to approve. Alternatives are often decided-against before the full Board hears arguments.</li> </ul>						

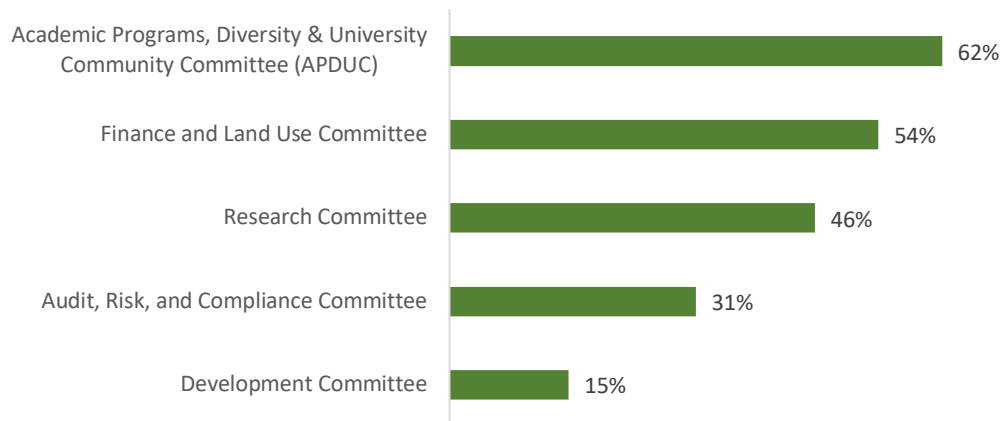
## Board Standing Committees

- 92% of the respondents were happy with the current committee structure of the Board.
- While the majority of the respondents also provided positive feedback on other measures related to Board standing committees, some were neutral about time allocation for issues considered and for discussion and Q&A (23% and 15%, respectively). (Table 3)

Table 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	0%	0%	0%	38%	54%	8%
The amount of time spent in Committee meetings is adequate to the issues considered	0%	0%	23%	38%	31%	8%
Presentations by staff are appropriate, timely, and succinct	0%	0%	8%	31%	54%	8%
Adequate time is given for discussion and Q&A	0%	0%	15%	31%	46%	8%

Figure 1. I serve on the following standing committees: (select all that apply)



### Comments About Academic Programs, Diversity & University Community Committee

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

- Program offerings Diversity training
- The committee works exceptional well and is focused on the right things.
- This committee, more than any others, engages directly with student life and our faculty and staff, and therefore has a comprehensive overview of GMU's internal stakeholders. It depends on close and trusting relationships with our Provost and our VP for Student Life, and in both instances, these have grown to be excellent bonds that provide true governance collaboration.
- Well run and focused on the three core pillars

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

- GMU, like almost every higher education institution at this time, is under significant stress tests given the Covid pandemic and the economic challenges it poses to us. It is simply harder to truly identify and assess all the stresses to our university that require acknowledgement and understanding. From a virtual "distance," this gives us somewhat lower degree of confidence we understand and are dealing with all of the stresses. This is a historic moment, so this situation will improve over time we trust.
- I believe there is a need for better communication and input from the board with respect to understanding the students who are at risk or struggling with academics. Many of these students are like to be DACA or minorities. This Committee should be given an opportunity to provide input. to
- None
- Quarterly written updates would be helpful
- We need to figure out a way to allow more time for the meeting of this committee. Because of the scope of this committee we sometimes fall short of time to have a complete discussion of all issues.

#### Comments About Finance and Land Use Committee

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

- Committee work exceptional well
- Excellent interaction with leadership.
- great data and management actions
- I think decisions are, overall, good ones and have the full consideration of the members.
- The level of detail the staff is able to provide regarding decisions and recommendations.
- Works well

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

- Also needs additional time to discuss all issues the committee is responsible for.
- I don't think the material presented to the committee allows for broad discussion of alternatives. Data presented supports a specific decision, and discussion leans largely toward developing support for that decision. This doesn't take full advantage of the skills and experience of the members of the FLUC.
- I would like to have more strategic discussions as a group. The meetings are mostly resort out by the staff but not working sessions that provide time for strategic discussions by the board.
- Only a suggestion, could University leadership better use Board Committee contacts to facilitate goals? e contcts
- Quarterly written updates would be helpful, along with sharing info re GMU-Foundation
- We could use a bit more focus on long-term planning.

#### Comments About Research Committee

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

- Briefings in committee meetings are excellent and broad-ranging. Decision-making seems to lean toward the administration and staff, with less action taken by the Committee.
- GMU is making historic leaps and bounds as a Research Tier One institution, and is leveraging all of its academic prowess to grow its research opportunities especially in advanced computing, cybersecurity and health care. The committee performs its oversight function reasonably well and is given the broad brush strokes and metrics that reflect our successes as well as our future challenges. We are very well informed.
- The committee has been well run and is extremely focused on the Research Enterprise.
- The time given to discussion of issues for the committee and level of discussion is sufficient.

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

- I cannot immediately think of any specific areas that demand improvement, though I have a strong personal interest in the expansion and sophistication of our Arlington GMU campus, and its dedication to innovation through the IDIA foundation.
- Try to tie the Committee members into more of the strategic and even short-term decisions, both to help their awareness of the research areas of the University and also to use their experience and expertise better.

#### Comments About Audit, Risk, and Compliance Committee

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

- All matters.
- The committee and its members are comfortable working and speaking with the University administration Audit Office and others, and there is good trust going both ways. I think the Office of University ARC is run effectively and efficiently.
- Works exceptionally well
- Yes, the time given this committee is sufficient.

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

- Nothing to report.
- Occasional longer meetings, or occasional additional meetings, would help in bonding the members as a coordinated group. I don't see this as a lack today, but I think it would help the Committee to do its best work if this was planned out and done.

#### Comments About Development Committee

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

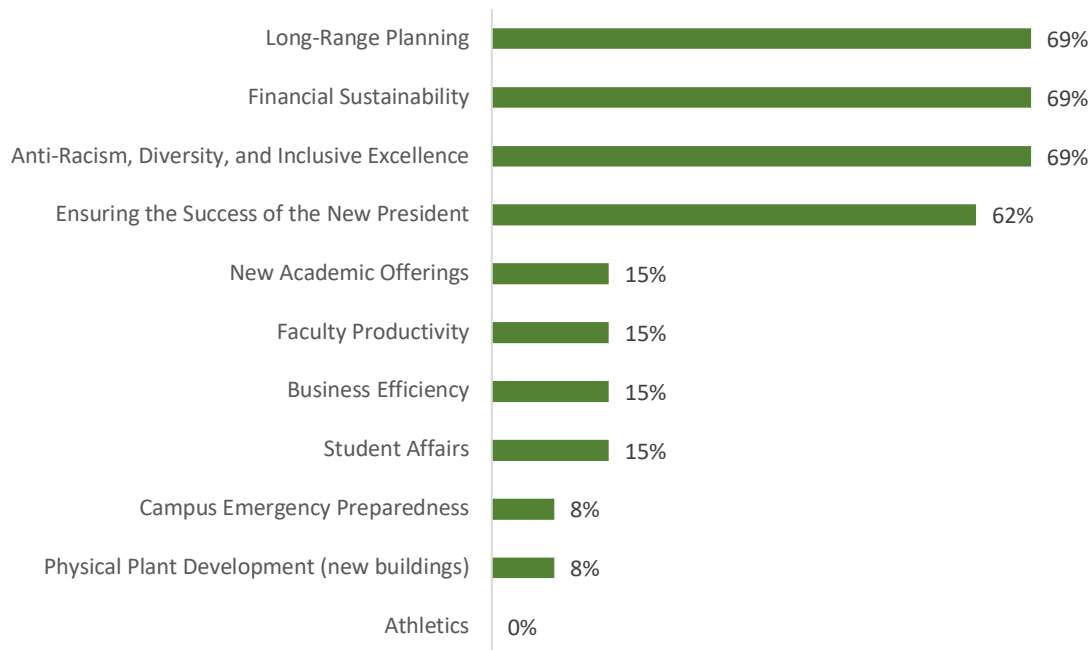
- Yes, the time and attention for this committee is sufficient.

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

- Understanding of what the staff's roles and responsibilities are on a day by day basis

## Strategic Issues Warranting BOVs' Attention

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



### Additional Comments Regarding Strategic Issues that Warrant the Board of Visitors' Attention

- Campus emergency preparedness; anti-racism, diversity, and inclusive excellence
- Full use of the board's contacts in developing outreach to the business community for soliciting financial support and academic interface.
- I feel we are making authentic headway growing our stature, respect and commitment from Virginia's elected leaders -- however, this is an area that requires consistent, personal and confident commitment and two-way communication.
- none
- Of the above list, especially these: success of the new president, business efficiency, and physical plant development.
- The School of Medicine and anchoring GMU as regional Thought-leader, top employer and talent producer, and regional powerhouse
- Willingness to discontinue certain academic degrees

### Open-Ended Questions and Responses

#### 1. How might the effectiveness of the Board be enhanced?

- Adding an additional strategic session in the year.
- Better engagement of Board members in areas of the University that do not get discussed at BOV meetings but are important parts of the university community such as performing arts, undergraduate research and athletics to name a few. Create opportunities for Board members to have a discussion with program leaders without an agenda or need to vote on a specific issue.
- I believe the board is quite effective.

- I can think of two tactical suggestions, especially once the pandemic relieves us of our forced, social isolation. First, I hope and imagine we can have greater, personal interaction among Board members - so that we really get to know one another, either in small group engagement or tackling specific, special assignments. During our historic Presidential leadership search, I felt there was a deeper bond forged among Board members which has proved invaluable. Second, I would like to consider hosting BOV meetings or other presentations on different parts of the GMU campus, so we familiarize ourselves a bit more with the Arlington, Prince William academic settings and at the School for Conflict Resolution's Point of View.
- Once Covid is behind us, more onsite interface with various projects and University schools. How can the board be used to better assist the President in achieving his goals/objectives?
- Once we no longer have to deal with pandemic isolation and electronic meetings, more meetings in person would help develop the Board in decision-making, being aware of University issues, physically being on campus more, and working as a team. I don't think the Board is being worked very hard right now.
- Rotate locations of Board Meetings. Monthly Summary from President & Rector. Board Retreat (48 hours)
- Share trends that are occurring inside the University, both academically and socially.
- The board works exceptionally well.
- The BOV is a tremendous asset. The Visitors are outstanding. The effectiveness of the Board could be enhanced through more engaged participation by Visitors who either do not attend meetings on a regular basis and/or who rarely share their views on key issues.

## 2. What issues or areas of discussion should be eliminated?

- All discussion is valuable. However, the meeting materials range in the hundreds of pages, which are often provided close in time to the BOV meeting. The materials could be sent to the BOV on a rolling basis and/or focused, so that the review of the materials is less burdensome. While the discussion in the committee meetings is extremely valuable, it is often not fully captured in the short summaries presented at the joint public sessions. I am a member of the Executive Committee and find those meetings to be especially focused and helpful.
- All the areas discussed are important.
- faculty productiveness is an area that could get off.
- I am not aware of any that are superfluous or redundant. Sheer masses of raw financial data don't really need to occupy Board meeting time (that could be handled in required reading or perhaps in separate meetings), but I think the rest of the content is well worth the time the Board spends on each committee area.
- None
- None at the present
- None come immediately to mind.
- The issues covered in the Board's current meeting structure are all important and appropriate for the Board's attention and action when necessary. But, not every issue needs the same time for consideration or discussion at every meeting.



### 3. What issues or areas of discussion should be added?

- A semi-recurring focus on long-term planning.
- Board governance itself should become part of the workload of Board members. This is already touched on in the annual planning session, but those meetings are so full of material and activity that they tend to overwhelm. Smaller meetings, of just the Board members, without a rigid agenda to fit into a specific time, would help to bring out new ideas and some creativity; right now the Board is mostly implementation-oriented.
- I think the current meetings are very thorough.
- I think we give little consideration or evaluation to GMU's Korean campus, but think that may be overdue - not as a one-off but instead by way of envisioning GMU's global reach and opportunities beyond Korea.
- Long-range planning of all three campuses
- More information on struggling students and student needs. More information on how the University is working with the business community to pursue mutual goals. More informal information driven meetings where board members can interact with various departments to increase knowledge of projects and challenges.
- None that I can think of at this time.
- Programs and academic offerings that should be revamped or eliminated Enhanced transit interconnectivity of main campus GMU's pro active role in DMV planning/advocacy
- The financial condition of the institution, it's accreditation, level of educational excellence and governance are the primary issues for the Board's involvement and are part of every Board meeting. I think we are meeting the requirements in our current Board structure.
- The University needs to develop a much stronger regional/state/national marketing platform.

### 4. On what issues or areas do you require more information?

- Can't think of any at this time.
- I believe that I am well informed on the issues we discuss at Board meetings, but there are many parts of the University that I have little to no knowledge of. How to best learn about these programs or departments is a challenge but one worth taking on.
- I think it may be very helpful to recap the status of GMU's donor agreements resolution - reviewing internally how our updated policies and practices are performing in order to avoid the perception of conflict that university donors may present with GMU's academic independence. While this resolution occurred on then President Cabrera's watch, it begs the question whether under President Washington's leadership we might anticipate any concerns or controversies that require oversight and attention.
- I'm pretty comfortable asking when specifics come up that I would like to hear more about. If having each member do this is a possible problem, we could set up some mechanism through the Board Secretary (as yet an unfilled position) to collect questions and requests and have them handled and the results sent back to the full Board or to the requesting member(s). But I don't personally feel a need to operate this way, as I note above.
- None at the moment.
- None that I can think of at this time.
- Strategic plans/vision post 2025 Plans for definitive resolution of funding gap / Richmond, GMU's place at bottom of \$\$ per/student.
- We should continue to explore what the president needs to be successful.
- What are the Universities weaknesses and limitations.

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

- Asking questions is always a good thing; the more we ask the more we learn. The Board is always more effective when it knows more about the University so we need to continue to ask questions. As I said earlier in the survey if we can create a way for Board members to have conversations with University leadership in an informal and informational manner we could be more effective.
- Continue to encourage more open dialogue in meetings.
- Has any thought be given to providing annual board of visitor goals? These would be goals that are specific to the BOV. How can the BOV better serve the President and university faculty as well as students?
- I am happy with the support I receive.
- I believe this is a personal initiative that each BOV member must make to invest time, attention and expertise to developing. Again, I think we work most effectively by knowing each other well and building bonds of trust and experience. I am truly grateful to know a number of my colleagues fairly well and to regard them very highly as leaders and friends.
- I would welcome the opportunity to have the GMU Deans present directly to the BOV on issues of significance to them.
- Including a representative from the staff — being done.
- Interactions and knowledge-sharing from Mason's OWN resident experts (e.g., R&D dynamics/shortcomings, regional economics, labor economics, legal novel issues, emerging threats/opportunities).
- Perhaps a semi annual retreat

6. Any additional comments or suggestions?

- Evaluation of GMU's potential for attracting more international students, along with exchange programs and collaborations (aside from Korea campus). A tracking special project of the American Recovery this decade 2021-2030 (Build Back Better, federal-state-local initiatives and programs and their impact, measured results and efficiencies)
- I cannot think of any.
- I did discuss the idea of bidding on Federal Government Projects, especially Cyber Programs, as we have the faculty expertise, infrastructure availability, and student assistance. In fact, these projects could provide real-time experience and financial assistance to students. I can take a lead on this.
- I love serving on the GMU BOV. The President and staff are tremendous, as are my fellow Visitors.
- I think the Board overall could be graded at about A-, possibly A. It could do better, but there's no failing that needs to be addressed to operate pretty well. I would like to see an A+ grade, with more interaction between committee members, the administration and staff, and with less "Well, our meeting is now over, see you all in three months." It's not easy to tune an organization to operate well outside of formal channels.
- no
- None
- None

### **Faculty Handbook Revisions Approved by Faculty Senate (February 3, 2021)**

The proposed revisions on the following pages are primarily to Chapter 1 of the Faculty Handbook. The main purpose of the revisions in Chapter 1 is to delete language for Academic Institutes, which no longer exist, and substitute language for academic schools, which are subdivisions of colleges. There are several such subdivisions at the University, but the Faculty Handbook has not been updated to include them. Also, there is new language that allows the faculty who are hired through Mason Korea LLC to be members of the General Faculty and so stand for election as well as to participate in elections by the General Faculty. Faculty who are not assigned to Colleges/Schools, but rather report to the Provost's office, are designated as an "independent academic unit", and are entitled to representation in the Faculty Senate by pending amendment to the Faculty Senate Charter.

Additionally, the revisions to the Preface are to bring up to date the Handbook revision procedure that has operated for many years. The change to the grievance policy includes reference to the new HR procedures for allegations of violation of workplace policy.

The document appears as tracked-changes to the Faculty Handbook. Deletions appear in strikethrough red font and additions appear in underlined green font.

## Proposed revisions to the Faculty Handbook

Feb. 3, 2021

### Preface to the Handbook

The *George Mason University Faculty Handbook* defines and describes the conditions of full-time instructional, research, and clinical faculty employment; the structures and processes through which the faculty participates in institutional decision-making and governance; and the academic policies of the University as established by its Board of Visitors. As an institution of higher education of the Commonwealth of Virginia, George Mason University is governed by the Code of Virginia. Nothing in this Handbook shall be interpreted as creating any right or benefit not duly authorized by law, or which is contrary to any law, policy, rule or regulation of the Commonwealth of Virginia.

The provisions of the *Faculty Handbook*, as amended from time to time, are incorporated by reference in all full-time instructional, research, and clinical faculty employment contracts. These provisions are binding on the University and on individual faculty members. The *Faculty Handbook* governs the employment relationship of individual faculty members, and sets forth the rights, privileges, and responsibilities of faculty members and of the University. Faculty and academic administrators are expected to read the *Faculty Handbook* and to be familiar with its contents.

Except as noted below, revisions to the *Handbook* may be proposed by any of the parties who have participated in its adoption: the Board of Visitors; the Faculty Senate, acting on behalf of the General Faculty; and the central administration.

Proposals to revise the Handbook ~~originating from the Faculty Senate or University administrators~~ will be considered by the Faculty Handbook Revision Committee (a University Standing Committee composed of three faculty members elected by the Faculty Senate) ~~a joint committee of the faculty and which meets jointly with representatives from Human Resources and Payroll and the Provost's office.~~ The proposed revisions that are approved by that body will be presented to the Faculty Senate for approval. ~~the central administration consisting of three faculty elected by the Faculty Senate, at least one of whom must be a Faculty Senator, and two administrators appointed by the Provost. The chair of the Faculty Senate appoints one of the elected faculty members as the committee chair. Arrangements must assure an expeditious meeting in cases of urgency. It is not necessary to convene a committee for the following cases:~~

~~Revisions proposed and approved by the Faculty Senate, and approved by the Provost;~~

~~Revisions proposed by the central administration, and submitted to and approved by the Faculty Senate.~~

**[Rationale: This proposed revision corresponds to the way revisions have been prepared and presented to the BOV for the last several years.]**

All revisions require the formal approval of the Board of Visitors. Each revision shall be incorporated, as of the effective date fixed by the Board, in all existing and future faculty employment contracts; however, no revision shall operate retroactively to change materially the substantive rights of any faculty member or the conditions of award of tenure for faculty members already granted tenure, or who have filed a written request with his or her Dean to be evaluated for the award of tenure. For example,

the conditions of employment governed by the Handbook may be changed prospectively and criteria for tenure may be changed for faculty who have not been awarded tenure, but may not be changed for faculty already tenured. Where no effective date is fixed for a revision, it shall become effective on July 1st following its approval by the BOV.

When a policy or procedure described in this Handbook is subject to alternative interpretations, then the Provost and the Faculty Senate Executive Committee will be the designated body to resolve the disagreement.

As of the date of the adoption of this edition of the Handbook, all prior policies with respect to matters covered therein are superseded. With the exception of the bylaws governing the University's Board of Visitors, the provisions of this Handbook supersede all inconsistent bylaws, policies and procedures in effect at the time of its adoption by the Board of Visitors (including, if applicable, custom and usage) of any officer, person, body, or unit of the University, including but not limited to the President or other officer of the University and any college, school, academic department, academic school, or other faculty organization.

**[Rationale: The small revisions above are consistent with other revisions that define and differentiate departments and schools as subdivisions of larger collegiate units in Chapter.]**

*[No further changes to this section.]*

## CHAPTER I. UNIVERSITY ORGANIZATION

### 1.1-1.2 No changes

### 1.3 Faculty Organization

The faculty conducts its work and participates in institutional governance at the University level, the college/school level, and the level of the local academic unit (defined in Section 1.3.6). The faculty is organized accordingly, to provide for the exercise of its responsibilities at all three levels, as described in Sections 1.3.1–~~through~~ 1.3.6 below. Faculty who are assigned to the Provost's office, and do not have a primary affiliation in a college/school (Section 1.3.6), participate in University level governance as members of the General Faculty (Section 1.3.1) and are considered to belong to an independent academic unit.

**[Rationale: There are many faculty, such as those who teach in INTO, who do not have primary affiliation with a college/school. In order to insure that they are recognized to the extent possible as being covered by the Faculty Handbook and deserve to be represented in various roles within the University, this language is added. The Charter of the Faculty Senate uses the term collegiate "Independent Unit" which may be represented by a Faculty Senator. Pending amendments to the Charter will include "independent academic unit" in addition to "collegiate unit" as having representation in the Faculty Senate.]**



In accordance with the best traditions of American universities, the faculty plays a primary role in two types of determinations: the University's academic offerings and faculty personnel actions. The faculty also plays a vital role in academic organization and institutional change.

### 1.3.1 The General Faculty

The General Faculty consists of all faculty who have full-time instructional, research, or clinical appointments at any George Mason University campus. The General Faculty participates in governance at the university level.

**[Rationale: This language now includes the faculty hired through Mason Korea LLC and who have their primary affiliation at that campus. By being members of the General Faculty, they are able to stand for election to committee membership and to vote as General Faculty in elections.]**

Meetings of the General Faculty are scheduled by the President of the University, who serves as presiding officer. If at least 10% of the voting membership petitions for a called meeting of the General Faculty, the President is obliged to schedule it within thirty days, or within ten days if the purpose of the call is to consider modification of the authority the General Faculty has granted the Faculty Senate; or reversal of specific decisions of the Senate; or amending the Senate charter. All members of the General Faculty have voting rights on matters that pertain to the General Faculty. All members of the University community may attend meetings of the General Faculty and participate in the debate of matters that come before it. The General Faculty may meet electronically, provided the technology used allows all members to hear each other simultaneously, seek recognition, vote, and exercise other rights.

Without relinquishing the generality of its powers, The General Faculty delegates by Charter to the Faculty Senate the responsibility for shared academic governance at the university level. Only those faculty who have instructional appointments – tenured, tenure-track, term, or adjunct – may be elected to the Faculty Senate.

**[The remainder of this document (except for the last page) are proposed revisions to make the Faculty Handbook language regarding collegiate units and their subdivisions correspond to actual practice.]**

### 1.3.3 Colleges and Schools

The colleges and schools of the University are communities of teaching, learning, research and scholarship, and service established by the faculty and administration and approved by the Board of Visitors. They house faculties and programs representing shared educational interests, ~~and may or may not be sub-divided into departments~~. Colleges and schools may also be subdivided into schools ~~academic departments~~. Colleges may be also subdivided into one or more academic schools.

**[Rationale: Schools that are subdivisions of colleges are properly named here as “academic schools” to differentiate them from schools that are the functional equivalent of a college.]**

As an organizational unit, the college/school meets four functional criteria: (i) it has a tenured and tenure-track faculty directly and specifically appointed to it or to its ~~departments~~ academic subdivisions by the Board of Visitors; (ii) its faculty establishes degree requirements; authorizes the conferral of degrees; proposes, reviews and approves courses and programs; actively participates in decisions

concerning the creation, reorganization and dissolution of units within the college/school; and plays a key role in faculty personnel actions such as appointments, promotion, and granting tenure; (iii) it has an instructional budget that includes FTE funds for the payment of its faculty's salaries as well as funds for goods and services in support of its academic programs and other activities; and (iv) its chief administrative officer is a Dean who reports directly to the Provost.

The faculties of colleges/schools, together with their Deans, determine the processes and procedures of governance they will employ, consistent with the provisions of the Faculty Handbook. All colleges/schools, and if so sub-divided, each of their ~~departments~~ academic subdivisions, must act in accordance with the best traditions of the academic profession and within the following guidelines, which prescribe that they

- a. operate in an open and democratic manner;
- b. define their own voting membership;
- c. adopt bylaws or standing rules that are published and made available to all members and that undergo periodic review and that include procedures and define eligibility for faculty participation in the activities specified in this Handbook;
- d. meet often enough to ensure good communication and the timely conduct of business;
- e. hold meetings that follow an agenda distributed in advance;
- f. record the proceedings of the meetings in minutes that are distributed to and approved by the faculty.

#### 1.3.4 Academic ~~Institutes~~ Schools

**[Note: Academic Institutes no longer exist. The new language is for academic schools that parallels that of academic departments in the following Section 1.3.5. Although academic schools have existed for a number of years, they have not been acknowledged in the Faculty Handbook.]**

Colleges may be subdivided administratively into one or more academic schools. Academic schools may be further subdivided into academic departments. The lowest unit subdivision within the college is the local academic unit (LAU). Schools that are not subdivided are administered by a director. Schools that are subdivided into departments are administered by a divisional dean.

Academic school faculties determine their own voting membership. Together with their administrators, they determine the processes and procedures of governance they will employ, but all schools must follow the guidelines applicable to colleges/schools set forth in Section 1.3.3.

~~An academic institute is an organizational unit of the University that fosters interdisciplinary activities that transcend the disciplines based in any single college/school. In addition to research and scholarship and service activities, institutes offer interdisciplinary academic programs that do not duplicate those of other academic units. Academic institutes are also analogous to schools or colleges in that they have a nucleus of full-time faculty appointed directly and specifically to primary affiliation in them.~~

~~In addition, academic institutes may have (i) faculty who are assigned to work in them (full- or part-time) but who are affiliated primarily with other local academic units; and (ii) part-time faculty whose work in the University is solely in the institute. Of sufficient size to ensure a sense of community and responsible faculty governance, the faculty of an institute establishes degree requirements; authorizes~~

~~the conferral of degrees; proposes, reviews, and approves courses and programs; and plays a primary role in faculty personnel actions.~~

~~Administratively, the director of an institute is regarded as the equivalent of a Dean, and is therefore expected to possess appropriate academic credentials or their equivalent. Institute directors report directly to the Provost.~~

~~An institute has an instructional budget that includes FTE funds for the payment of its faculty's salaries as well as funds for goods and services in support of its academic programs and other activities.~~

~~The faculties of academic institutes define their own voting membership. Together with their directors, they determine the processes and procedures of governance they will employ, but all institutes must follow the guidelines applicable to schools and colleges set forth in [Section 1.3.3](#).~~

~~For a description of non-academic "Research Institutes," see [Section 1.3.11](#).~~

### 1.3.5 Academic Departments

~~In ~~such~~ colleges/schools or academic schools as that may be subdivided administratively into academic departments, to reflect disciplinary differences and intellectual traditions, the academic department is the local unit of faculty organization. Each academic department is administered by a chair. Departments are established to carry out programs of instruction, research and scholarship, and public service in particular fields of knowledge. Accordingly, they are organized on the basis of disciplines or fields of study.~~

~~Departmental-~~ Academic department faculties determine their own voting membership. Together with their chairs, they determine the processes and procedures of governance they will employ, but all departments must follow the guidelines applicable to colleges/schools set forth in [Section 1.3.3](#).

### 1.3.6 Definition of Local Academic Units (LAU) and Primary Affiliation

The term "local academic unit" (LAU) refers to an academic department, an academic school without subdivision, or to a college/school without ~~departments~~ subdivision. In this *Handbook* the chief administrative officers of local academic units are generically called "local unit administrators-" (LUA).

Although a faculty member's tenure resides in the University as a whole (see [Section 2.1.1](#)), in recognition of disciplinary qualifications and for purposes of governance, tenure-track and tenured faculty are appointed directly and specifically to one or more local academic units. Term faculty are also appointed directly and specifically to one or more local academic units. The status established by such an appointment to a local academic unit is called "primary affiliation." Primary affiliation in one local academic unit does not preclude the possibility of additional part-time or full-time assignments to other local academic units. An appointment to primary affiliation requires the concurrence of the faculty of the local academic unit to which the appointment is to be made and may not be transferred from one local academic unit to another except with the concurrence of the faculty of the unit to which a transfer is proposed.

The local level of governance is the most important in the University for the faculty's direct exercise of professional and peer judgment. Faculties of local academic units actively participate in decision-



making about academic matters, matters of faculty status, and organizational and institutional change. They have primary responsibility for such academic matters as unit reorganization, the design of programs, development and alteration of the curriculum, standards for admission to programs, and requirements in the major. They play a primary role in such matters of faculty status as the recruitment and initial appointment of new faculty; the reappointment/renewal, promotion, and tenure, ~~and post-tenure review~~ of members; and in the ~~case of departments, the~~ selection of the ~~department chair~~ local unit administrator.

### **1.3.7 Colleges and Schools without ~~Departments-Subdivision~~**

Colleges and schools without ~~departments-subdivision~~ provide simultaneously for faculty governance at the collegiate level (as described in Section 1.3.3) and at the local level. In carrying out their function as local academic units, such colleges/schools will operate analogously to academic departments and academic schools (as described in Sections 1.3.4 and 1.3.5).

### **1.3.8 The Graduate Council**

The Graduate Council, established by the General Faculty, oversees the conduct of graduate education. It establishes the general norms within which local academic units offer graduate degree programs; reviews and acts upon new graduate degree proposals; authorizes the conferral of graduate degrees; participates in the periodic evaluation of graduate programs and the periodic review of academic policy and admissions policies and procedures; and performs other functions as requested by the office of the Provost.

The Graduate Council establishes the specific means of conducting its own business. Like ~~colleges/schools and departments~~ all local units, however, it must act within the guidelines set forth in Section 1.3.3.

### **1.3.9 Multidisciplinary or Interdisciplinary Programs**

Most academic programs are offered by local academic units and are therefore administered and governed by the faculties of such units.

Some multidisciplinary or interdisciplinary programs are offered by faculties drawn from more than a single local academic unit. These faculty members do not hold primary affiliation in those programs but rather, in one or more local academic units (see Section 1.3.6). For purposes of personnel decisions regarding appointment, promotion and tenure, these faculty members are evaluated primarily by their peers in the local units of which they are a part, but with the requirement that recommendations from the multidisciplinary or interdisciplinary program faculty with which they are associated will be given due consideration.

Academic programs which are not internal to a single local academic unit are administered by a program director. This director is regarded as the equivalent of a department chair/school director and is therefore expected to possess equivalent academic credentials. Such program directors normally report to a Dean. If the program transcends the boundaries of a single college/school, normally the program director reports to the Provost.

Program faculty define their own voting membership. Together with their directors, they determine the procedures of governance they will employ, but all program faculties must act within the guidelines set forth in Section 1.3.3.

### 1.3.10 Centers

A center is a unit of the University intended to advance the University's mission of research and/or public service. Normally housed within a ~~department or~~ college/school or one of its subdivisions, a center does not develop or administer academic degree programs, nor does it possess instructional faculty appointed to primary affiliation with it. Centers may require the presence of research, clinical, and/or professional faculty whose affiliation with the center is subject to the availability of research funds. Faculty appointed to a center under externally funded grants or contracts may not receive tenure-track or tenured appointments through the center. A center is chartered for a specific period of time by a Dean or the Provost on the recommendation of appropriate faculty ~~and Dean(s)~~. Renewal of a center's charter, when called for, is subject to favorable review of a center's performance and accomplishments. A center is administered by a director who serves at will and who is appointed by the local unit administrator of the unit within which the center is housed. Whenever possible, centers are expected to derive most of their operating budgets from a source or sources other than state appropriations.

## 2.11.2 Grievances

### 2.11.2.1 Policies Concerning Grievances

This section does not apply to the resolution of (1) research and scholarship misconduct allegations, which are governed by University Policy 4007 –Misconduct in Research and Scholarship; (2) allegations of discrimination, which are ~~investigated~~ governed by procedures published by the Office of Compliance, Diversity and Ethics; (3) allegations of violation of University or Commonwealth workplace policy, which are governed by the procedures published by Human Resources and Payroll; or ~~(34)~~ alleged violations of academic freedom related to reappointment, promotion or tenure, for which Section 2.8 applies.

**[Note: this revision is proposed to take into account the new procedures for Human Resources investigation into allegations of faculty violation of Commonwealth or University workplace policy.]**

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Proposals to revise the Handbook will be considered by the Faculty Handbook Revision Committee (a University Standing Committee composed of three faculty members elected by the Faculty Senate) which meets jointly with representatives from Human Resources and Payroll and the Provost's office. The proposed revisions that are approved by that body will be presented to the Faculty Senate for approval.

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## **CHAPTER I. UNIVERSITY ORGANIZATION**

### **1.1-1.2 No changes**

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Meetings of the General Faculty are scheduled by the President of the University, who serves as presiding officer. If at least 10% of the voting membership petitions for a called meeting of the General Faculty, the President is obliged to schedule it within thirty days, or within ten days if the purpose of the call is to consider modification of the authority the General Faculty has granted the Faculty Senate; or reversal of specific decisions of the Senate; or amending the Senate charter. All members of the General Faculty have voting rights on matters that pertain to the General Faculty. All members of the University community may attend meetings of the General Faculty and participate in the debate of matters that come before it. The General Faculty may meet electronically, provided the technology used allows all members to hear each other simultaneously, seek recognition, vote, and exercise other rights.

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The colleges and schools of the University are communities of teaching, learning, research and scholarship, and service established by the faculty and administration and approved by the Board of Visitors. They house faculties and programs representing shared educational interests. Colleges and schools may be subdivided into academic departments. Colleges may be also subdivided into one or more academic schools.

**[Rationale: Schools that are subdivisions of colleges are properly named here as “academic schools” to differentiate them from schools that are the functional equivalent of a college.]**



As an organizational unit, the college/school meets four functional criteria: (i) it has a tenured and tenure-track faculty directly and specifically appointed to it or to its academic subdivisions by the Board of Visitors; (ii) its faculty establishes degree requirements; authorizes the conferral of degrees; proposes, reviews and approves courses and programs; actively participates in decisions concerning the creation, reorganization and dissolution of units within the college/school; and plays a key role in faculty personnel actions such as appointments, promotion, and granting tenure; (iii) it has an instructional budget that includes FTE funds for the payment of its faculty's salaries as well as funds for goods and services in support of its academic programs and other activities; and (iv) its chief administrative officer is a Dean who reports directly to the Provost.

The faculties of colleges/schools, together with their Deans, determine the processes and procedures of governance they will employ, consistent with the provisions of the Faculty Handbook. All colleges/schools, and if so sub-divided, each of their academic subdivisions, must act in accordance with

the best traditions of the academic profession and within the following guidelines, which prescribe that they

- a. operate in an open and democratic manner;
- b. define their own voting membership;
- c. adopt bylaws or standing rules that are published and made available to all members and that undergo periodic review and that include procedures and define eligibility for faculty participation in the activities specified in this Handbook;
- d. meet often enough to ensure good communication and the timely conduct of business;
- e. hold meetings that follow an agenda distributed in advance;
- f. record the proceedings of the meetings in minutes that are distributed to and approved by the faculty.

#### **1.3.4 Academic Schools**

**[Note: Academic Institutes no longer exist. The new language is for academic schools that parallels that of academic departments in the following Section 1.3.5. Although academic schools have existed for a number of years, they have not been acknowledged in the Faculty Handbook.]**

Colleges may be subdivided administratively into one or more academic schools. Academic schools may be further subdivided into academic departments. The lowest unit subdivision within the college is the local academic unit (LAU). Schools that are not subdivided are administered by a director. Schools that are subdivided into departments are administered by a divisional dean.

Academic school faculties determine their own voting membership. Together with their administrators, they determine the processes and procedures of governance they will employ, but all schools must follow the guidelines applicable to colleges/schools set forth in [Section 1.3.3](#).

### **1.3.5 Academic Departments**

In colleges/schools or academic schools that are subdivided administratively into academic departments, the department is the local unit of faculty organization. Each academic department is administered by a chair.

Academic department faculties determine their own voting membership. Together with their chairs, they determine the processes and procedures of governance they will employ, but all departments must follow the guidelines applicable to colleges/schools set forth in [Section 1.3.3](#).

### **1.3.6 Definition of Local Academic Units (LAU) and Primary Affiliation**

The term "local academic unit" (LAU) refers to an academic department, an academic school without subdivision, or to a college/school without subdivision. In this *Handbook* the chief administrative officers of local academic units are generically called "local unit administrators" (LUA) .

Although a faculty member's tenure resides in the University as a whole (see [Section 2.1.1](#)), in recognition of disciplinary qualifications and for purposes of governance, tenure-track and tenured faculty are appointed directly and specifically to one or more local academic units. Term faculty are also appointed directly and specifically to one or more local academic units. The status established by such

an appointment to a local academic unit is called "primary affiliation." Primary affiliation in one local academic unit does not preclude the possibility of additional part-time or full-time assignments to other local academic units. An appointment to primary affiliation requires the concurrence of the faculty of the local academic unit to which the appointment is to be made and may not be transferred from one local academic unit to another except with the concurrence of the faculty of the unit to which a transfer is proposed.

The local level of governance is the most important in the University for the faculty's direct exercise of professional and peer judgment. Faculties of local academic units actively participate in decision-making about academic matters, matters of faculty status, and organizational and institutional change. They have primary responsibility for such academic matters as unit reorganization, the design of programs, development and alteration of the curriculum, standards for admission to programs, and requirements in the major. They play a primary role in such matters of faculty status as the recruitment and initial appointment of new faculty; the reappointment/renewal, promotion, and tenure, of members; and in the selection of the local unit administrator.

### **1.3.7 Colleges and Schools without Subdivision**

Colleges and schools without subdivision, provide simultaneously for faculty governance at the collegiate level (as described in [Section 1.3.3](#)) and at the local level. In carrying out their

function as local academic units, such colleges/schools will operate analogously to academic departments and academic schools (as described in [Sections 1.3.4](#) and [1.3.5](#)).

### **1.3.8 The Graduate Council**

The Graduate Council, established by the General Faculty, oversees the conduct of graduate education. It establishes the general norms within which local academic units offer graduate degree programs; reviews and acts upon new graduate degree proposals; authorizes the conferral of graduate degrees; participates in the periodic evaluation of graduate programs and the periodic review of academic policy and admissions policies and procedures; and performs other functions as requested by the office of the Provost.

The Graduate Council establishes the specific means of conducting its own business. Like all local units, however, it must act within the guidelines set forth in [Section 1.3.3](#).

### **1.3.9 Multidisciplinary or Interdisciplinary Programs**

Most academic programs are offered by local academic units and are therefore administered and governed by the faculties of such units.

Some multidisciplinary or interdisciplinary programs are offered by faculties drawn from more than a single local academic unit. These faculty members do not hold primary affiliation in those programs but rather, in one or more local academic units (see [Section 1.3.6](#)). For purposes of personnel decisions regarding appointment, promotion and tenure, these faculty members are evaluated primarily by their peers in the local units of which they are a part, but with the requirement that recommendations from the multidisciplinary or interdisciplinary program faculty with which they are associated will be given due consideration.

Academic programs which are not internal to a single local academic unit are administered by a program director. This director is regarded as the equivalent of a department chair/school director and is therefore expected to possess equivalent academic credentials. Such program directors normally report to a Dean. If the program transcends the boundaries of a single college/school, normally the program director reports to the Provost.

Program faculty define their own voting membership. Together with their directors, they determine the procedures of governance they will employ, but all program faculties must act within the guidelines set forth in [Section 1.3.3](#).

### **1.3.10 Centers**

A center is a unit of the University intended to advance the University's mission of research and/or public service. Normally housed within a college/school or one of its subdivisions, a center does not develop or administer academic degree programs, nor does it possess instructional faculty appointed to primary affiliation with it. Centers may require the presence of research, clinical, and/or professional faculty whose affiliation with the center is subject to the availability of research funds. Faculty appointed to a center under externally funded grants or contracts may not receive tenure-track or tenured appointments through the center. A center is



chartered for a specific period of time by a Dean or the Provost on the recommendation of appropriate faculty. Renewal of a center's charter, when called for, is subject to favorable review of a center's performance and accomplishments.

A center is administered by a director who serves at will and who is appointed by the local unit administrator of the unit within which the center is housed. Whenever possible, centers are expected to derive most of their operating budgets from a source or sources other than state appropriations.

## **2.11.2 Grievances**

### **2.11.2.1 Policies Concerning Grievances**

This section does not apply to the resolution of (1) research and scholarship misconduct allegations, which are governed by [University Policy 4007 –Misconduct in Research and Scholarship](#); (2) allegations of discrimination, which are governed by procedures published by the Office of Compliance, Diversity and Ethics; (3) allegations of violation of University or Commonwealth workplace policy, which are governed by the procedures published by Human Resources and Payroll; or (4) alleged violations of academic freedom related to reappointment, promotion or tenure, for which [Section 2.8](#) applies.

**[Note: this revision is proposed to take into account the new procedures for Human Resources investigation into allegations of faculty violation of Commonwealth or University workplace policy.]**

**ITEM NUMBER IV.C.:**

**DEBT POLICY – 2021 ANNUAL REVIEW  
(ACTION)**

**PURPOSE OF ITEM:**

Board of Visitors annual review of the University's compliance with Debt Policy #2111, originally approved in February 2014 with revisions approved by the Board on March 1, 2018.

**APPROPRIATE COMMITTEE:** FINANCE AND LAND USE

**BRIEF NARRATIVE:**

The Debt Policy applies to all debt financing activities of the University. The use of debt is an important funding mechanism for the University's capital plan. The Debt Policy links the use of debt to the University's mission and strategic goals during this continued period of growth. The Policy incorporates a portfolio approach to managing the University's debt level, debt composition and risk profile. The portfolio risk is viewed in the context of the University's assets, liabilities and operations. One of SCHEV's measures of institutional performance is the University's compliance with a Board approved debt management policy.

Debt Policy compliance highlights:

- ✓ Maintain an "A" category rating by a nationally recognized rating agency
- ✓ Review of Key Financial Indicators (debt capacity, debt affordability and overall financial strength).
- ✓ The Board authorizes issuance of debt and adopts reimbursement resolutions when required.
- ✓ The Board annually reviews the University's compliance with the Policy.

**STAFF RECOMMENDATION:**

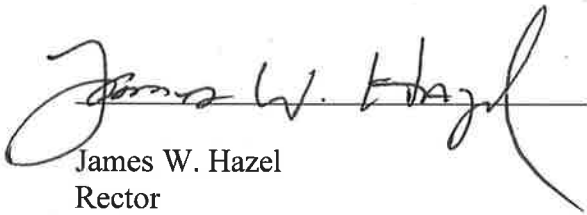
The staff recommends BOV approval of the attached resolution stating the University is in compliance with its Debt Policy.

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

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

**NOW, THEREFORE, BE IT RESOLVED** that the University is in compliance with its Debt Management Policy.

Adopted: February 25, 2021

A handwritten signature in black ink, reading "James W. Hazel", written over a horizontal line.

James W. Hazel  
Rector  
Board of Visitors  
George Mason University

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

## **Meeting of February 25, 2021 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 February 25, 2021 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/bovfeb>.

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

**ABSENT:** None

**ALSO, PRESENT:** Lauren Reuscher, Staff Representative; Shannon Davis, Faculty Representative; Lilianna Deveneau, Student Representative; Gregory Washington, President; Ken Walsh, Vice President for Strategic Initiatives and Chief of Staff; Mark Ginsberg, Provost and Executive Vice President; Carol Kissal, Senior Vice President for Administration and Finance; Brian Walther, University Counsel; Matt Smith, Director of Accreditation; Janette Muir, Associate Provost, Academic Initiatives and Services; and Sarah Hanbury, Secretary pro tem.

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

Rector Hazel called the meeting to order at 7:45 a.m.

### **II. Public Comment**

There were no public comments submitted.

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

A. Executive Committee Meeting Minutes for December 3, 2020 (**ATTACHMENT 1**)

Rector Hazel called for any edits to the December 3, 2020 executive committee minutes. There were no edits.

Rector Hazel **MOVED** that the Executive Committee approve the 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. Self-Assessment Survey Results**

Rector Hazel briefly discussed the self-assessment survey results noting he would go into greater detail about this topic during the afternoon full board meeting and comments from the Board would be taken at that time.

Rector Hazel's view of the survey results were positive but with some room for improvement. The Board agreed or strongly agreed with the current operation of the Board of Visitors. The Board would appreciate opportunities to visit campus to learn about different aspects of the University than just through board meetings. Overall, the Rector was pleased with the survey results and did not think any edits or corrections were needed.

Rector Hazel gave Dr. Smith the floor. Dr. Smith stated he would save his comments for the full board meeting but did want to thank the executive committee for its commitment to this process and ensuring Mason's compliance with the requirements from SACS COC.

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

President Washington noted that the University is still in a state of disruption but that Mason continues to manage the situation quite well. Dr. Washington continued that the level of success that Mason has had during this time is uplifting. He further noted that in many areas, Mason has continued to thrive, not just survive, which brings hope and optimism for Mason's future.

President Washington stated he would report to the full board how well Mason has managed the challenges related to COVID-19. President Washington said he will discuss some of the initiatives such as the Anti-Racism and Inclusion Excellence Task Force and the vision for Mason's future. He concluded that his report is not just good but great and that he is looking forward to great things to come from the campus.

#### **VI. Creation of Mason Korea Industry-Academic Cooperation Foundation**

Brian Walther, University Legal Counsel and Janette Muir, Associate Provost, Academic Initiatives and Services presented the purpose of creating the Mason Korea Industry-Academic Cooperation Foundation. Dr. Muir began this topic and noted that in order to offer executive education classes in Korea, and to qualify for certain Korean research grants, Korean law requires universities operating in Korea to form an Industry-Academic Cooperation Foundation (IACF). Mr. Walther continued that an IACF is a separate entity with its own board, and operates independently of the University and Mason Korea, LLC, much like the GMU Foundation. He further noted that, although called a foundation, an IACF is simply a not-for-profit entity. This new not-for-profit entity will likely be a subsidiary of Mason Korea, LLC. However, possible structures are still being analyzed. In order to comply with Korean law and to facilitate commercialization of intellectual

property in Korea, Korean law may also require creation of an industry-academia-research cooperation-based technology holding company. If required, this would be a subsidiary of the new IACF. The creation of an IACF requires approval by the Board of Visitors (BOV), under Article VII of the BOV bylaws. Mr. Walther concluded that the creation of the IACF will be presented for approval at the May 6, 2021 BOV meeting.

## **VII. Closed Session**

Secretary Bhuller **MOVED** that the Executive Committee go into closed session under the provisions of Section 2.2-3711.A.11 to discuss Honorary Degrees and Special Awards to discuss the potential awarding of honorary degrees and the Mason Medal; Section 2.2-3711.A.29 to discuss a Public Contract relating to the Institute for Digital InnovAtion; Section 2.2-3711.A.7, for Consultation with legal counsel pertaining to actual or probable litigation including briefings on:

Kashdan v. GMU  
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. 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 public contract item in closed session.

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

Yes – 3

Absent – 1 – Vice Rector Blackman

Abstention – 1 – Visitor Roth

Following closed session, Secretary Bhuller **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

Abstention – 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 8:12 a.m.

Prepared by:

A handwritten signature in cursive script, appearing to read "Sarah Hanbury".

Sarah Hanbury  
Secretary pro tem

Attachment 1: Executive Committee Meeting Minutes for December 3, 2020

Attachment 2: Self-Assessment Survey Results

# **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"/>
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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;

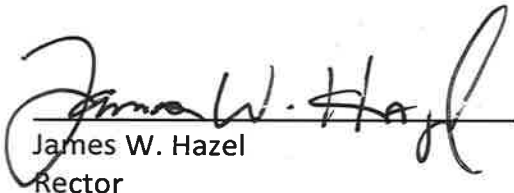
NOW, THEREFORE, be it resolved:

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)

## 2021 Board of Visitors Self-Evaluation Survey – Summary Results

The Board of Visitors Self-Evaluation Survey was administered to 16 Board members January 3 -17, 2021. Thirteen members responded to the survey, yielding a response rate of 81%. The following summarizes the survey results.

### Board Member Roles and Board Meetings

- All respondents reported positive experiences/perceptions on five of the six items measuring individual board member roles, especially in terms of understanding their responsibility as a board member (92% for Strongly Agreed). (Table 1)
- The major of the respondents strongly agreed that the Board's time is well spent in meetings, the members' voice is heard (both at 69%), the meetings were conducted in accordance with the Freedom of Information Act (95%), and there was a climate of mutual trust between the Board and the University President (85%). On the other hand, only 23% strongly agreed that Board meetings include opportunities to visit campus and review ongoing projects. (Table 2)

Table 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.	0%	0%	0%	8%	92%	0%
The orientation I received provided the right level of information and helped me understand the BOV's processes.	0%	0%	0%	38%	62%	0%
I ensure appropriate time is spent preparing for each BOV meeting, including reviewing BOV materials in advance.	0%	0%	0%	38%	62%	0%
I actively participate at BOV meetings and feel there are appropriate opportunities to express my views.	0%	0%	0%	23%	77%	0%
I believe that the tools used for accessing materials for board meetings are user-friendly, efficient, and appropriate.	0%	0%	8%	31%	62%	0%
I participate in fundraising activities, including personally contributing and supporting soliciting activities.	0%	0%	0%	38%	62%	0%
<i>Additional comments:</i> <ul style="list-style-type: none"> <li>• Happy with the composition with the board.</li> <li>• There are a couple of areas I need to work on, yes.</li> </ul>						

Table 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.	0%	0%	0%	31%	69%	0%
Our time is appropriately spent on governance and not management.	0%	0%	0%	46%	54%	0%
The Board gets the information it needs to make decisions.	0%	0%	0%	46%	54%	0%
Board meetings have the appropriate balance of information-sharing, discussion, and decision making.	0%	0%	8%	38%	54%	0%
The BOV is appropriately involved in strategic planning and decision-making.	0%	0%	8%	54%	38%	0%
Adequate time is given to understanding the "downside" and impact of issues and decisions.	0%	0%	15%	38%	46%	0%
Every BOV member is given the opportunity to participate, and their voice is heard.	0%	0%	0%	31%	69%	0%
Board meetings are appropriately conducted in accordance with the requirements of the Freedom of Information Act (relating to discussion in closed session).	0%	0%	0%	8%	92%	0%
Board meetings include adequate opportunity to visit the campus and to view ongoing projects.	0%	8%	46%	15%	23%	8%
A climate of mutual trust exists between the Board and the University President.	0%	0%	0%	15%	85%	0%
The annual goal setting for the University President is effective, timely, and demonstrates appropriate collaboration.	0%	0%	0%	31%	62%	8%
<i>Additional Comments:</i> <ul style="list-style-type: none"> <li>Too much of briefing-time is on management-oriented, not governance-oriented, data. Strategy seems to be largely decided by the Executive Committee and presented to the full Board just to approve. Alternatives are often decided-against before the full Board hears arguments.</li> </ul>						

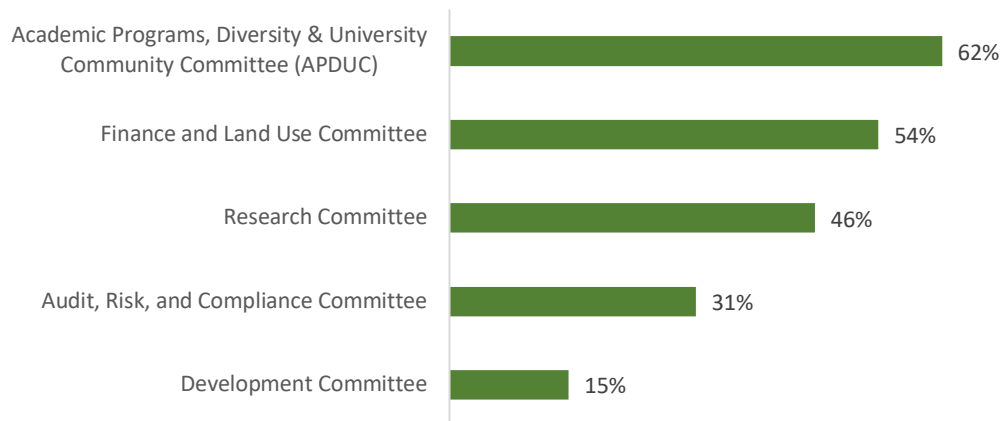
## Board Standing Committees

- 92% of the respondents were happy with the current committee structure of the Board.
- While the majority of the respondents also provided positive feedback on other measures related to Board standing committees, some were neutral about time allocation for issues considered and for discussion and Q&A (23% and 15%, respectively). (Table 3)

Table 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	0%	0%	0%	38%	54%	8%
The amount of time spent in Committee meetings is adequate to the issues considered	0%	0%	23%	38%	31%	8%
Presentations by staff are appropriate, timely, and succinct	0%	0%	8%	31%	54%	8%
Adequate time is given for discussion and Q&A	0%	0%	15%	31%	46%	8%

Figure 1. I serve on the following standing committees: (select all that apply)



### Comments About Academic Programs, Diversity & University Community Committee

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

- Program offerings Diversity training
- The committee works exceptional well and is focused on the right things.
- This committee, more than any others, engages directly with student life and our faculty and staff, and therefore has a comprehensive overview of GMU's internal stakeholders. It depends on close and trusting relationships with our Provost and our VP for Student Life, and in both instances, these have grown to be excellent bonds that provide true governance collaboration.
- Well run and focused on the three core pillars

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

- GMU, like almost every higher education institution at this time, is under significant stress tests given the Covid pandemic and the economic challenges it poses to us. It is simply harder to truly identify and assess all the stresses to our university that require acknowledgement and understanding. From a virtual "distance," this gives us somewhat lower degree of confidence we understand and are dealing with all of the stresses. This is a historic moment, so this situation will improve over time we trust.
- I believe there is a need for better communication and input from the board with respect to understanding the students who are at risk or struggling with academics. Many of these students are like to be DACA or minorities. This Committee should be given an opportunity to provide input. to
- None
- Quarterly written updates would be helpful
- We need to figure out a way to allow more time for the meeting of this committee. Because of the scope of this committee we sometimes fall short of time to have a complete discussion of all issues.

#### Comments About Finance and Land Use Committee

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

- Committee work exceptional well
- Excellent interaction with leadership.
- great data and management actions
- I think decisions are, overall, good ones and have the full consideration of the members.
- The level of detail the staff is able to provide regarding decisions and recommendations.
- Works well

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

- Also needs additional time to discuss all issues the committee is responsible for.
- I don't think the material presented to the committee allows for broad discussion of alternatives. Data presented supports a specific decision, and discussion leans largely toward developing support for that decision. This doesn't take full advantage of the skills and experience of the members of the FLUC.
- I would like to have more strategic discussions as a group. The meetings are mostly resort out by the staff but not working sessions that provide time for strategic discussions by the board.
- Only a suggestion, could University leadership better use Board Committee contacts to facilitate goals? e contcts
- Quarterly written updates would be helpful, along with sharing info re GMU-Foundation
- We could use a bit more focus on long-term planning.

#### Comments About Research Committee

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

- Briefings in committee meetings are excellent and broad-ranging. Decision-making seems to lean toward the administration and staff, with less action taken by the Committee.
- GMU is making historic leaps and bounds as a Research Tier One institution, and is leveraging all of its academic prowess to grow its research opportunities especially in advanced computing, cybersecurity and health care. The committee performs its oversight function reasonably well and is given the broad brush strokes and metrics that reflect our successes as well as our future challenges. We are very well informed.
- The committee has been well run and is extremely focused on the Research Enterprise.
- The time given to discussion of issues for the committee and level of discussion is sufficient.

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

- I cannot immediately think of any specific areas that demand improvement, though I have a strong personal interest in the expansion and sophistication of our Arlington GMU campus, and its dedication to innovation through the IDIA foundation.
- Try to tie the Committee members into more of the strategic and even short-term decisions, both to help their awareness of the research areas of the University and also to use their experience and expertise better.

#### Comments About Audit, Risk, and Compliance Committee

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

- All matters.
- The committee and its members are comfortable working and speaking with the University administration Audit Office and others, and there is good trust going both ways. I think the Office of University ARC is run effectively and efficiently.
- Works exceptionally well
- Yes, the time given this committee is sufficient.

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

- Nothing to report.
- Occasional longer meetings, or occasional additional meetings, would help in bonding the members as a coordinated group. I don't see this as a lack today, but I think it would help the Committee to do its best work if this was planned out and done.

#### Comments About Development Committee

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

- Yes, the time and attention for this committee is sufficient.

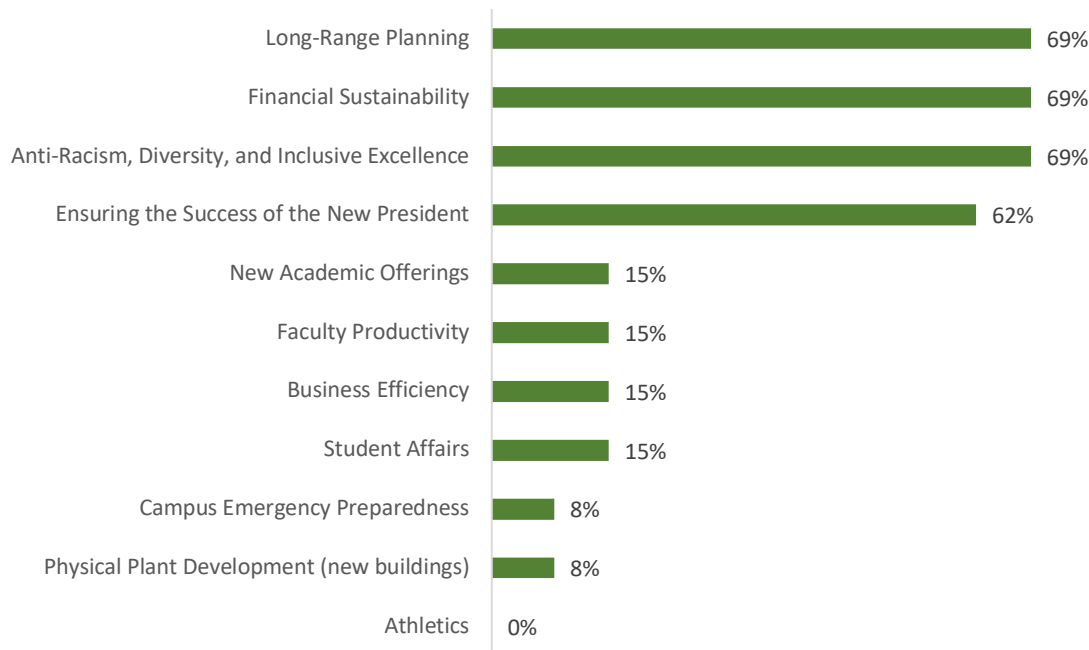
*I believe the following aspects of this committee and its work are in need of improvement:*

- Understanding of what the staff's roles and responsibilities are on a day by day basis



## Strategic Issues Warranting BOVs' Attention

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



### Additional Comments Regarding Strategic Issues that Warrant the Board of Visitors' Attention

- Campus emergency preparedness; anti-racism, diversity, and inclusive excellence
- Full use of the board's contacts in developing outreach to the business community for soliciting financial support and academic interface.
- I feel we are making authentic headway growing our stature, respect and commitment from Virginia's elected leaders -- however, this is an area that requires consistent, personal and confident commitment and two-way communication.
- none
- Of the above list, especially these: success of the new president, business efficiency, and physical plant development.
- The School of Medicine and anchoring GMU as regional Thought-leader, top employer and talent producer, and regional powerhouse
- Willingness to discontinue certain academic degrees

### Open-Ended Questions and Responses

#### 1. How might the effectiveness of the Board be enhanced?

- Adding an additional strategic session in the year.
- Better engagement of Board members in areas of the University that do not get discussed at BOV meetings but are important parts of the university community such as performing arts, undergraduate research and athletics to name a few. Create opportunities for Board members to have a discussion with program leaders without an agenda or need to vote on a specific issue.
- I believe the board is quite effective.

- I can think of two tactical suggestions, especially once the pandemic relieves us of our forced, social isolation. First, I hope and imagine we can have greater, personal interaction among Board members - so that we really get to know one another, either in small group engagement or tackling specific, special assignments. During our historic Presidential leadership search, I felt there was a deeper bond forged among Board members which has proved invaluable. Second, I would like to consider hosting BOV meetings or other presentations on different parts of the GMU campus, so we familiarize ourselves a bit more with the Arlington, Prince William academic settings and at the School for Conflict Resolution's Point of View.
- Once Covid is behind us, more onsite interface with various projects and University schools. How can the board be used to better assist the President in achieving his goals/objectives?
- Once we no longer have to deal with pandemic isolation and electronic meetings, more meetings in person would help develop the Board in decision-making, being aware of University issues, physically being on campus more, and working as a team. I don't think the Board is being worked very hard right now.
- Rotate locations of Board Meetings. Monthly Summary from President & Rector. Board Retreat (48 hours)
- Share trends that are occurring inside the University, both academically and socially.
- The board works exceptionally well.
- The BOV is a tremendous asset. The Visitors are outstanding. The effectiveness of the Board could be enhanced through more engaged participation by Visitors who either do not attend meetings on a regular basis and/or who rarely share their views on key issues.

## 2. What issues or areas of discussion should be eliminated?

- All discussion is valuable. However, the meeting materials range in the hundreds of pages, which are often provided close in time to the BOV meeting. The materials could be sent to the BOV on a rolling basis and/or focused, so that the review of the materials is less burdensome. While the discussion in the committee meetings is extremely valuable, it is often not fully captured in the short summaries presented at the joint public sessions. I am a member of the Executive Committee and find those meetings to be especially focused and helpful.
- All the areas discussed are important.
- faculty productiveness is an area that could get off.
- I am not aware of any that are superfluous or redundant. Sheer masses of raw financial data don't really need to occupy Board meeting time (that could be handled in required reading or perhaps in separate meetings), but I think the rest of the content is well worth the time the Board spends on each committee area.
- None
- None at the present
- None come immediately to mind.
- The issues covered in the Board's current meeting structure are all important and appropriate for the Board's attention and action when necessary. But, not every issue needs the same time for consideration or discussion at every meeting.

### 3. What issues or areas of discussion should be added?

- A semi-recurring focus on long-term planning.
- Board governance itself should become part of the workload of Board members. This is already touched on in the annual planning session, but those meetings are so full of material and activity that they tend to overwhelm. Smaller meetings, of just the Board members, without a rigid agenda to fit into a specific time, would help to bring out new ideas and some creativity; right now the Board is mostly implementation-oriented.
- I think the current meetings are very thorough.
- I think we give little consideration or evaluation to GMU's Korean campus, but think that may be overdue - not as a one-off but instead by way of envisioning GMU's global reach and opportunities beyond Korea.
- Long-range planning of all three campuses
- More information on struggling students and student needs. More information on how the University is working with the business community to pursue mutual goals. More informal information driven meetings where board members can interact with various departments to increase knowledge of projects and challenges.
- None that I can think of at this time.
- Programs and academic offerings that should be revamped or eliminated Enhanced transit interconnectivity of main campus GMU's pro active role in DMV planning/advocacy
- The financial condition of the institution, it's accreditation, level of educational excellence and governance are the primary issues for the Board's involvement and are part of every Board meeting. I think we are meeting the requirements in our current Board structure.
- The University needs to develop a much stronger regional/state/national marketing platform.

### 4. On what issues or areas do you require more information?

- Can't think of any at this time.
- I believe that I am well informed on the issues we discuss at Board meetings, but there are many parts of the University that I have little to no knowledge of. How to best learn about these programs or departments is a challenge but one worth taking on.
- I think it may be very helpful to recap the status of GMU's donor agreements resolution - reviewing internally how our updated policies and practices are performing in order to avoid the perception of conflict that university donors may present with GMU's academic independence. While this resolution occurred on then President Cabrera's watch, it begs the question whether under President Washington's leadership we might anticipate any concerns or controversies that require oversight and attention.
- I'm pretty comfortable asking when specifics come up that I would like to hear more about. If having each member do this is a possible problem, we could set up some mechanism through the Board Secretary (as yet an unfilled position) to collect questions and requests and have them handled and the results sent back to the full Board or to the requesting member(s). But I don't personally feel a need to operate this way, as I note above.
- None at the moment.
- None that I can think of at this time.
- Strategic plans/vision post 2025 Plans for definitive resolution of funding gap / Richmond, GMU's place at bottom of \$\$ per/student.
- We should continue to explore what the president needs to be successful.
- What are the Universities weaknesses and limitations.

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

- Asking questions is always a good thing; the more we ask the more we learn. The Board is always more effective when it knows more about the University so we need to continue to ask questions. As I said earlier in the survey if we can create a way for Board members to have conversations with University leadership in an informal and informational manner we could be more effective.
- Continue to encourage more open dialogue in meetings.
- Has any thought be given to providing annual board of visitor goals? These would be goals that are specific to the BOV. How can the BOV better serve the President and university faculty as well as students?
- I am happy with the support I receive.
- I believe this is a personal initiative that each BOV member must make to invest time, attention and expertise to developing. Again, I think we work most effectively by knowing each other well and building bonds of trust and experience. I am truly grateful to know a number of my colleagues fairly well and to regard them very highly as leaders and friends.
- I would welcome the opportunity to have the GMU Deans present directly to the BOV on issues of significance to them.
- Including a representative from the staff — being done.
- Interactions and knowledge-sharing from Mason's OWN resident experts (e.g., R&D dynamics/shortcomings, regional economics, labor economics, legal novel issues, emerging threats/opportunities).
- Perhaps a semi annual retreat

6. Any additional comments or suggestions?

- Evaluation of GMU's potential for attracting more international students, along with exchange programs and collaborations (aside from Korea campus). A tracking special project of the American Recovery this decade 2021-2030 (Build Back Better, federal-state-local initiatives and programs and their impact, measured results and efficiencies)
- I cannot think of any.
- I did discuss the idea of bidding on Federal Government Projects, especially Cyber Programs, as we have the faculty expertise, infrastructure availability, and student assistance. In fact, these projects could provide real-time experience and financial assistance to students. I can take a lead on this.
- I love serving on the GMU BOV. The President and staff are tremendous, as are my fellow Visitors.
- I think the Board overall could be graded at about A-, possibly A. It could do better, but there's no failing that needs to be addressed to operate pretty well. I would like to see an A+ grade, with more interaction between committee members, the administration and staff, and with less "Well, our meeting is now over, see you all in three months." It's not easy to tune an organization to operate well outside of formal channels.
- no
- None
- None