

**GEORGE MASON UNIVERSITY
BOARD OF VISITORS**

**Annual Meeting
July 27, 2018**

**Hazel Conference Room
Merten Hall 1201**

AGENDA

- | | | |
|--------------------------------|--------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 8:30 – 9:00 a.m. | | Continental Breakfast |
| 9:00 a.m. | I. | Call to Order |
| 9:00 a.m. – 9:05 a.m. | II. | Approval of Minutes (ACTION ITEMS)
A. Executive Committee Meeting Minutes for May 3, 2018
B. Meeting Minutes for May 3, 2018 |
| 9:05 a.m. – 9:20 a.m. | III. | Election of Officers and Committee Appointments (ACTION ITEMS)
A. Rector
B. Vice Rector
C. Secretary
D. Executive Committee Members-At-Large (2)
E. Athletic Liaisons (2)
F. Committee Appointments
G. Committee Chair and Vice Chair Appointments |
| 9:20 a.m. – 9:50 a.m. | IV. | Rector's Report
A. Board of Visitors Meeting Schedule for 2018-2019 (ACTION ITEM) |
| | V. | President's Report |
| | VI. | Closed Session
A. Personnel Matter (Code of VA: §2.2-3711.A.1) |
| 9:50 a.m. – 10:00 a.m. | VII. | Board Orientation
A. Legal Overview
1. Legal Authority of the Board
2. Student Referrals/Admissions
3. Code of Ethics – Annual Review and Certification
B. FOIA FAQs for BOV Members |
| 10:00 a.m. – 10:45 a.m. | VIII. | New Business
A. Academic Programs, Diversity, and University Community
1. APDUC Updates
2. Faculty Actions (ACTION ITEMS)
a. Conferral of Emeritus/Emerita Status
b. Elections of New Hires
B. Classified Information Access (ACTION ITEM)
C. Documents and Records Request Policy (ACTION ITEM)
D. Key Initiatives Update and FY 2019 Budget – State Impact
E. Six-Year Operating Plan Update |

- F. Deficit Authorization Annual Notice
- G. Online Graduate Program Tuition Proposal (**ACTION ITEM**)

10:45 a.m. – 12:00 p.m. IX.

Closed Session

- A. Consultation with Legal Counsel pertaining to actual or probable litigation (Code of VA: §2.2-3711.A.7)
- B. Consultation with Legal Counsel regarding specific legal matters requiring the provision of legal advice (Code of VA: §2.2-3711.A.8)
- C. Public Contract (Code of VA: §2.2-3711.A.29)
- D. Personnel Matter (Code of VA: §2.2-3711.A.1)
- E. Gifts, Bequests, and Fundraising Activities (Code of VA: §2.2-3711.A.9)
- F. Student Matter (Code of VA: §2.2-3711.A.2)

12:00 p.m.

X. Adjournment

12:00 p.m.

Lunch

No public comment will be taken at this meeting.

BOARD OF VISITORS GEORGE MASON UNIVERSITY

Meeting of the Executive Committee May 3, 2018 MINUTES

PRESENT: Rector Davis, Vice Rector Peterson and Secretary Purvis; Visitors Hazel and Petersen; President Cabrera; and Secretary pro tem Cagle.

ALSO ATTENDING: Visitors Blackman and Witeck; and Student Representatives Kanos and Quillen.

I. Rector Davis called the meeting to order at 8:05 a.m.

II. President's Comments

President Cabrera provided a preview of the full Board meeting noting there would be a decision on the proposed \$1.06 billion budget, including a decision on tuition. He noted these items would be presented in the Finance and Land Use Committee and encouraged all Visitors to attend that meeting. President Cabrera reported he would be sharing some very positive news about the University, but there would also be a discussion about the recent criticism regarding prior gifts accepted by the University.

Rector Davis reported he had met with the Faculty Senate prior to the recent release of the gift documents. He noted that, to his knowledge, none of the current Visitors were on the Board at the time the agreements occurred. Rector Davis shared his thoughts that the policy be put in writing moving forward, have a discussion about a review process and have an outside person steer the review process to provide credibility. He commented it was important to have this discussion in Open Session and noted the Faculty Senate Chair would be addressing the full Board with the concerns from the faculty.

III. Closed Session

Rector Davis recognized Vice Rector Peterson for a motion to go into Closed Session. It was **MOVED** by Vice Rector Peterson and **SECONDED** by Visitor Hazel that the Executive Committee go into a Closed Session under the provisions of Section 2.2-3711.A.2 to discuss a Student Matter, Section 2.2-3711.A.4 for the Protection of Privacy of a Personal Matter pertaining to a student, Section 2.2-3711.A.29 to discuss a Public Contract, Section 2.2-3711.A.9 to discuss Gifts, Bequests and Fundraising Activities, Section 2.2-3711.A.7 for consultation with Legal Counsel pertaining to actual or probable litigation, Section 2.2-3711.A.8 for consultation with Legal Counsel regarding specific legal matters requiring the provision of legal advice, and Section 2.2-3711.A.1 to discuss a Personnel Matter.

**Board of Visitors
Executive Committee
May 3, 2018
Page 2**

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

It was **MOVED** by Vice Rector Peterson and **SECONDED** by Visitor Hazel that the Executive Committee go back into public session and further moved that by ROLL CALL VOTE affirm that only public business matters lawfully exempted from the open meeting requirements under the Freedom of Information Act were heard, discussed or considered in the Closed Session, and that only such business matters that were identified in the motion to go into a Closed Session were heard, discussed or considered in the Closed Session.

Roll call was taken with all present members responding in the affirmative.

IV. Adjournment

With no other business matters to come before the Executive Committee, Rector Davis adjourned the meeting at 8:45 a.m.

Respectfully submitted,



Kathy Cagle
Secretary pro tem

BOARD OF VISITORS GEORGE MASON UNIVERSITY

**Meeting of
May 3, 2018
MINUTES**

PRESENT: Rector Davis and Vice Rector Peterson; Visitors Alcalde, Blackman, Chimaladinne, Cumbie, Dwoskin, Hazel, Marquez, Petersen, Prowitt, and Witeck; Faculty Representative Renshaw; Student Representatives Kanos and Quillen; President Cabrera; and Secretary pro tem Cagle.

ABSENT: Visitors Ahmed, Purvis, Schar, and Zuccari.

I. Rector Davis called the meeting to order at 1:09 p.m.

II. Recognitions

On behalf of the Board of Visitors, Rector Davis welcomed and recognized several groups of outstanding students and Jack Wood Award recipients.

A. Recognition of Goldwater Scholars

Rector Davis recognized and introduced the Goldwater scholar and three Goldwater Honorable Mentions, noting Mason has had three Goldwater Scholars in two years and this was the first year in Mason's history that all four nominees were recognized by the Goldwater Foundation. He explained this competitive scholarship is for sophomore and junior students who are STEM majors working towards careers in research. Rector Davis introduced the following students who were among the 1280 applicants:

- Rebecca Beuschel, junior biology major, one of 211 Goldwater Scholar recipients;
- Doreen Joseph, junior cybersecurity major; Brian Schnoor, junior bioengineering major; and JJ Guan, junior mathematics major all received Honorable Mention in a field of 281 Honorable Mentions.

The students were recognized with applause. Rector Davis expressed the Board's thanks to LaNitra Berger, Director of the Office of Fellowships, for providing guidance to these scholarship students. Dr. Berger was recognized with applause.

B. Recognition of the Early Identification Program (EIP) Graduating Students

Rector Davis welcomed and recognized the 2018 Graduating Class of the Early Identification Program. He called on Khaseem Davis, Director of the Early Identification Program, to provide remarks and introduce the student speaker. On behalf of the 600-plus students, parents and staff, Mr. Davis thanked the Board for their continued support of the EIP. He also thanked Ms. Rhina Alvarado, Ms. Kathy Cagle, Mr. Scott Nichols, and Ms. Sharon Cullen for providing information and logistics for the recognition presentation. He highlighted the statistics and the accomplishments of the

graduating students and the 100 students who will be transitioning from high school to college this year. Mr. Davis introduced the EIP student speaker, Ms. Christina Flores. Rector Davis welcomed Ms. Flores. Ms. Flores spoke on behalf of her fellow graduates by sharing her personal story of being part of the Early Identification Program, now graduating with a Bachelor's degree in Psychology and pursuing a Master's degree at Mason. In addition to thanking the EIP staff, Ms. Flores recognized and thanked her mother for her support throughout the program. The Board recognized Ms. Flores with applause. Rector Davis recognized and thanked Ms. Flores' mother with applause. Rector Davis asked the EIP Graduates to stand, introduce themselves and state their major. The group was recognized with applause.
(Attachment 1: EIP List of 2018 Graduates)

C. Appreciation Plaque Presentation to Outgoing Student Representatives

Rector Davis recognized the outgoing Student Representatives, David Kanos and Andrew Quillen, for their contributions to the Board during the 2017-2018 year. He noted that Mr. Kanos would be introducing his successor, the new Undergraduate Student Body President, but the graduate election results were still pending. Rector Davis called on Andrew Quillen for remarks. Mr. Quillen thanked the Board, President Cabrera, and the many individuals who provided leadership, support, and mentorship throughout his 5 years at Mason. He also thanked Visitor Witeck for being a confidante and mentor. Mr. Quillen noted the support of graduate initiatives and the many accomplishments over the past year. He thanked the Board for the opportunity to work with them and was recognized with applause. Rector Davis called on David Kanos for remarks. Mr. Kanos thanked the student body and student government, Rector Davis, the Board, President Cabrera, and the many individuals who provided guidance and support during his term as Student Body President. He noted, with thanks, the many undergraduate initiatives that received support. Mr. Kanos thanked the Board for the opportunity to serve and was recognized with applause. Mr. Kanos introduced Ms. Bekah Pettine, the new Student Body President for 2018-2019, noting Ms. Pettine is the Vice President of the Panhellenic Council and the first woman in her family to pursue a college degree. Ms. Pettine was welcomed with applause. Rector Davis presented Mr. Quillen and Mr. Kanos with plaques of appreciation for their service to the Board of Visitors. Rector Davis thanked for their service and contributions to the Board of Visitors.

D. Recognition of Faculty Senate Chair

Rector Davis shared that Keith Renshaw had been re-elected as Faculty Senate Chair for 2018-2019. Dr. Renshaw was recognized with applause. Rector Davis called on Dr. Renshaw for remarks. Dr. Renshaw reported the following 4 members would continue as Faculty Committee Representatives:

- Peter Pober on the Academic Programs, Diversity, and University Community Committee;
- June Tangney on the Development Committee;
- David Gallay on the Finance and Land Use Committee; and
- Christy Esposito-Smythers on the Research Committee.

Dr. Renshaw shared the following elections results for the second Faculty Representative on each committee:

- Christy Pichichero on the Academic Programs, Diversity, and University Community Committee;
- Alan Abramson re-elected to serve on the Development Committee;
- Jim Thompson on the Finance and Land Use Committee; and
- Bijan Jabbari re-elected to serve on the Research Committee.

Rector Davis congratulated Dr. Renshaw on his re-election and thanked him for his continued service and work on behalf of the faculty.

E. Jack Wood Awards Presentation

Rector Davis recognized Traci Kendall, Executive Director of Government and Community Relations for the presentation of the Jack Wood Awards. Ms. Kendall provided background information on the awards, noting it is a university and community-wide annual award program to recognize both Mason and community individuals, groups, government, businesses, and not-for-profits who demonstrate leadership in fostering mutually beneficial relationships between the University and the community. She noted it was the fifth anniversary of the Jack Wood Award program. Ms. Kendall explained the award is named for John C. "Jack" Wood, Mayor of the Town of Fairfax from 1953-1964, who was the driving force for arranging a campus to be located on land adjacent to the town and deeding it to the Commonwealth of Virginia for the University, beginning the "Town-Gown" relationship. Together with John Wood, son of Jack Wood, President Cabrera recognized the following awardees and their respective categories:

- Eric Forbes – Government Category
- Zeponic Farms – Business/Nonprofit Category
- Jim Green – Community Member Category
- Media Literacy and Civil Dialogue Skills Workshops – Partnership Category
- Dr. Niyati Dhokai – Faculty/Staff Category
- Dr. Toni-Michelle C. Travis – Legacy Category

Rector Davis thanked the awardees and the Board recognized them with applause.

(Attachment 2: Jack Wood Awards program and background on each awardee)

III. Approval of the Minutes

Rector Davis called for any corrections to the minutes of the Executive Committee and full Board meeting of March 1, 2018 and the Special Meeting on April 11, 2018. It was **MOVED** by Visitor Hazel and **SECONDED** by Visitor Alcalde to approve the minutes as written. Rector Davis opened the floor for discussion. There was none.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

IV. Rector's Report

Rector Davis commented that the clocks in Innovation Hall, where he teaches, had not been re-set for daylight savings time and did not know how prevalent that might be on campus.

He noted he had a good meeting with the Faculty Senate the previous week and brought up the topic of copies of past exams being kept by a fraternity. He reported the question was whether or not these exams were available to all students or just members of the fraternity and he asked the faculty for their feedback on this issue.

Rector Davis noted the proposed Board of Visitors meeting schedule for 2018-2019, presented in the Board materials, would be approved at the Annual Meeting in July. He asked the Visitors to review the dates and refer any questions to Secretary pro tem Cagle.

V. President's Report

President Cabrera referred to the President's Report (Attachment 3). He highlighted the following: The School of Dance was invited by Lar Lubovitch to close the 50th Anniversary season with a performance of his "Brahms Symphony" at the Joyce Theater in New York City; under the leadership of Dr. Bill Hazel, Senior Advisor for Strategic Initiatives, Mason hosted a conference on the opioid crisis that was attended by Governor Northam and Congressional leaders; former Virginia Governor Terry McAuliffe joined the faculty of the Schar School of Policy and Government; General Michael Hayden, distinguished visiting professor at the Schar School of Government and Policy, hosted an event at the National Press Club in D.C., with more than 600 people in attendance, to discuss espionage in popular culture; Professor Thomas Lovejoy wrote an op-ed piece for the New York Times about "intact forests", a quarter of the planet's total forest area, and their 7 percent decline since 2000, noting how preserving what is left is critical for human survival. President Cabrera noted there were many additional achievements of the faculty and research centers included in the report. In the area of transformative partnerships, he provided an update on ADVANCE, the partnership with Northern Virginia Community College (NOVA) and Mason,

noting there are more than 20 curricular pathways for NOVA students to transition to Mason. President Cabrera reported that agreements with Wiley had been signed to launch two new master's programs in 2019; this was in addition to the programs launched earlier this year. He reported work was continuing on the Mason Impact and the Student Experience Redesign, noting the study abroad program participation showed an increase of 19% year over year this Spring. President Cabrera highlighted research news that included a steady growth in research activity, noting research expenditures were up more than 12% over last year, facilities and administrative costs recovered were up by almost 7%, the number of new awards was up by 8%, while the value of the new awards was up by 30%. In the area of fundraising, President Cabrera reported the campaign, scheduled to end December 2018, has met its annual goal of \$60 million and is on pace to exceed the \$500 million campaign goal. He noted the number of alumni donors has increased over last year, a strong indicator of alumni engagement, and the second annual "Giving Day" was a success. He referred to the President's Report for a complete list of highlights and his activities.
(Attachment 3: President's Report)

President Cabrera briefed the Board on the recent news about gift agreements. He reported that on Friday, April 20, he was made aware of gift agreements that had been signed by the University between 2003 and 2011 and were in support of faculty positions in the Department of Economics. He explained the agreements included some language that allowed donors to have some role in the selection and evaluation of the professors. President Cabrera referred to a statement he had issued saying that he thought that language fell short of the standards of academic independence that the University expects in any gift. He reported that on Thursday, April 26 he was advised by University Counsel that those documents were responsive to an ongoing FOIA request and were subsequently released on Friday, April 27. President Cabrera noted his memo to the faculty expressed his concerns with the gifts and he reaffirmed his commitment to maintaining and upholding the principle of academic independence at the University. He reported that on Tuesday, May 1, he had a meeting and productive conversation with Faculty Senators where faculty members expressed their concerns about the gifts. President Cabrera reported they also discussed how to move forward, ensuring donor agreements do not have those provisions.

President Cabrera recognized Dr. Keith Renshaw, Faculty Senate Chair, for a statement from the Faculty Senate. Dr. Renshaw read the following statement:

Thank you for the time and opportunity to convey the faculty reactions to the recently released gift agreements.

As you likely know, faculty at Mason have raised concerns for many years about gift arrangements that might violate the spirit of academic freedom and integrity.

In that time, we have received repeated assurances, from both the prior administration and current administration, that such concerns were completely unfounded. We now know that is not true.

The faculty are deeply disturbed by the recent revelations of these gift agreements. Lest anyone dismiss this reaction as simply ideological in nature, I want to highlight what our true concerns are. In no instance should a philanthropic donor to a University have any influence over academics – that includes curriculum, faculty hiring, faculty firing, and faculty or student research and scholarship. The ideology driving the influence is not what matters – academic independence, academic freedom, and academic integrity are what matter.

The recently released gift agreements clearly gave donors explicit say in faculty hiring, through membership on selection committees. They further gave donors explicit say in faculty firing, through membership on advisory boards that had the power to recommend removal of faculty members from professorships based on their review of those faculty members' activities. Finally, some of these agreements appeared to specify individuals who were to be hired into tenured

faculty positions without any competitive search, indicating that donors and the University already knew and had agreed upon pre-selected individuals.

These types of agreements are wholly unacceptable. They violate practices described in our Faculty Handbook, and they violate the basic principles of academic integrity and academic freedom.

The presence of these types of agreements also represents a violation of the public trust, given George Mason's status as a public university. These agreements subsidize practices that are inconsistent with the academic mission that is at the heart of this University and public education at large. Moreover, the presence of these agreements exacerbates the reputation of George Mason as a university that is "for sale" to the highest bidder. We may disagree with that characterization and find it unfair, but it is clear and present in the public – and it is now further entrenched.

In addition, the faculty are concerned with other elements of these and more recent gift agreements that appear to commit university resources to supplement philanthropic dollars. These issues are present not only in the expired gift agreements that were recently released, but in other current gifts, such as the recent \$5M gift to the Economics Department. There are serious questions about how temporary philanthropic support of permanent positions leads to long-term commitments of University funds that might drive the future path of the University

in alignment with donor interests, rather than with the interests and strategic mission of the University.

Finally, the faculty are disappointed and frustrated by past treatment by the Administration and the Board in matters related to philanthropy. Most egregiously, prior members of the administration who insisted on multiple occasions that these types of arrangements were not in practice here at Mason were some of the actual signatories of the agreements that were recently released. That violation of trust runs deep, and even if it was not a violation by current administrators, it will take significant time and effort to repair. More immediately, the concerns raised by faculty in recent years have been met with a lack of true consideration and repeated cavalier statements about philanthropy by members of the Administration and the Board. Why was there no thorough review of procedures and agreements before now? Why were concerns raised by faculty – concerns that have now been validated – met with indignance and platitudes, instead of meaningful investigation or action? The lack of prior response and action have yielded further ruptures in the faculty's trust of the leaders of this institution.

I want to assure you that, although the level of concern clearly varies among faculty members, these are not extreme views held by a small minority of faculty. In my role as Faculty Senate Chair over the past 2 years, I have had the opportunity to develop a fairly broad view of issues that arise here at Mason, and I pride myself on trying to take an even-handed view of matters that arise. Even with that deep context, I, too, am disappointed and frustrated by these issues.

Having summarized the faculty concerns, I do want to acknowledge that we are now at a crucial turning point. In the past week, President Cabrera and his staff have reached out to me and the Faculty Senate multiple times to begin thinking through plans to address these issues. The President has demonstrated an openness to ideas that is refreshing, and this type of openness has the potential to lay the groundwork for a true partnership and collaboration of faculty with administration. There is much work to be done, and this will not be an easy road. Rebuilding trust will take years, not days – but it starts now. How we respond to these events will dictate the future of our University.

The Faculty Senate – and the faculty at large – stand ready to work with the Board and the Administration to begin addressing these problems, and to put in place safeguards against them. We can work together to create systems and processes that protect us against these types of violations now and in the future. We have the opportunity to forge a new, collaborative partnership of true shared governance between the administration and faculty in the decisions and actions of this University. Such collaboration in governance can help our University not

only recover from these recent events, but emerge a stronger institution than we were before. I implore you all to seize this opportunity with us.

I am honored to represent the incredible faculty from all of our units here at the Mason. I am ready, willing, and eager to engage in this work not just over the coming year in my role as Faculty Senate Chair, but also afterward as one of the many Mason faculty members who devote themselves to making this institution the best educational and research institution it can be.

Thank you for your time and attention.

(Attachment 4: Faculty Senate Chair Keith Renshaw's Comments to the Board of Visitors)

President Cabrera thanked Dr. Renshaw. President Cabrera provided context by explaining the University raises millions of dollars a year from thousands of donors which is an important and growing part of the University. He noted the percentage of philanthropy dollars in the budget is half of what is received from the state. President Cabrera reported that a small number of gifts come with a few restrictions, but they are in the minority. He noted that most of the gifts are earmarked for specific purposes, i.e., to support a professorship, scholarship, program, or building. He explained that the University tries to get endowed gifts, but most donors are less interested in endowments and more interested in giving temporary restricted gifts, gifts to be deployed within a certain number of years. President Cabrera noted there are some disagreements about the role of temporary agreements, but, in principle, in the conversation with the faculty there is more agreement than disagreement. He noted the fundamental agreement that is shared is that under no circumstances gifts from any donor should compromise the University's independence and academic freedom. He explained that, in practice, if a donor gives money for a professorship, that donor cannot be involved in the hiring or firing processes of the University; if a donor gives money for a scholarship, that donor cannot decide, determine or influence what student will receive the scholarship; the donor may establish the discipline for the professorship or describe the type of student that should receive the scholarship, but cannot drive the decisions. President Cabrera stated that he has made it a priority since arriving at Mason to make sure that every gift he has been involved with, usually the largest gifts that Mason accepts, is very explicit about stating a commitment to respecting Mason's academic independence. He noted the largest gifts that have been accepted have been made public and some of those have raised questions by the faculty; he signed those gift agreements because he was in agreement with them. President Cabrera explained the ones that have been found do not reach that bar and the credibility of the process has been questioned. He noted that while the gifts were signed before his arrival and that of the Provost, Dean, and current staff in Development, the Administration must own this and

take action due to the credibility of the process being called into question. President Cabrera reported that two days prior to the Board meeting, he communicated to the University community that there would be a thorough search of every current gift agreement in support of a faculty position to be certain that each of those agreements is consistent with the University's commitment to the principles of academic independence and freedom. He reported that during his meeting with the Faculty Senators they discussed the best way to perform the review in order to be effective and credible, noting the following faculty suggestions: (1) faculty members be involved in the review; (2) external experts be involved in the review; and (3) all gift agreements be made public, with whatever necessary redactions are needed. He reported he told the faculty he agreed with the idea of involving faculty in the review and supported the idea of bringing expertise that can ensure a thorough review. With regard to making the gift agreements public, he noted he shared the directionality of that idea, but discussed with the faculty there might be limits to how much can be released due to legal limits, agreements of confidentiality, etc. He reiterated he agreed with the directionality and that, as much as possible, he would prefer that more gift agreements be made public. President Cabrera hoped the Board would support that sense of direction. He noted he would have another meeting with the Faculty Senate the following day to address a number of questions they have on this subject, have the review, and report back to the Board and the broader community with the results.

Rector Davis advised that he had asked Visitor Witeck to draft a resolution for the Board's consideration. He noted his concurrence with having independent, external experts involved in the review process.

Visitor Witeck provided comments on the importance of the Board's decisions and votes, particularly noting the approval of the budget and the subject resolution that will provide solutions while supporting the faculty, students and leadership of the University.

Visitor Witeck read the following Resolution for the Board's consideration and comment:

*RESOLUTION OF THE BOARD OF VISITORS OF GEORGE MASON UNIVERSITY
ENDORSING REVIEW OF DONOR AGREEMENTS*

WHEREAS, the University is committed to the principles of academic freedom and independence; and

WHEREAS, the University appreciates the generosity of its many donors towards the advancement of our mission; and

WHEREAS, a number of past gift agreements have been identified that raise questions regarding donor influence in academic matters; and

WHEREAS, the aforementioned gift agreements have expired or have been voided; and

WHEREAS, President Cabrera has ordered a review of all active donor agreements supporting faculty positions as well as current gift acceptance policies and practices;

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF VISITORS:

- 1. The Board of Visitors reaffirms its commitment to upholding the principles of academic freedom and independence in the operation of George Mason University.*
- 2. The Board of Visitors values the generosity of the many donors who help advance the mission of the University.*
- 3. The Board of Visitors endorses the review initiated by President Cabrera of all active donor agreements supporting faculty positions and gift acceptance policies and practices of the University.*
- 4. The Board of Visitors directs the President to include two Visitors, to be appointed by the Rector, in the review process.*
- 5. The Board of Visitors directs the President to include no fewer than two faculty members in the review process.*
- 6. The Board of Visitors directs the President to include the student government president in the review process.*
- 7. The Board of Visitors authorizes the President to engage independent, external experts to support the review process.*

8. *The Board of Visitors directs the President to report to the Executive Committee on the progress of the review process, any corrective actions undertaken, as well as proposed changes in gift acceptance policies and procedures.*
9. *The resolution shall take effect immediately.*

It was **MOVED** by Visitor Witeck and **SECONDED** by Rector Davis to approve the Resolution. Rector Davis opened the floor for discussion. Discussion and comments from the Board members ensued with responses from President Cabrera and Dr. Renshaw. Mr. Quillen, Student Representative, noted the Resolution referred to one student government president (Item 6) and asked the Board if they would consider having two student representatives because there are two representatives from the other constituencies listed in the Resolution. Rector Davis provided his comments on that suggestion. President Cabrera and Dr. Renshaw concurred with including two student representatives in the review process. Visitor Blackman **MOVED** that the undergraduate and graduate student body presidents or their designees be included in the Resolution. The motion was **SECONDED** by Visitor Witeck. Rector Davis clarified that the elected student representatives would select their designees or attend themselves. Rector Davis called for a vote on the amendment to the original motion.

**MOTION TO APPROVE THE AMENDMENT CARRIED
UNANIMOUSLY BY VOICE VOTE**

Additional discussion ensued to confirm the two student representatives in the review process would be the undergraduate and graduate student body presidents or their designees. The Board concurred and noted the Resolution that was presented would need to be revised. Visitor Blackman **MOVED** that the Resolution wording in Item 6 be changed to undergraduate and graduate student body presidents or their designees. The motion was **SECONDED** by Visitor Hazel. Rector Davis provided additional comments regarding the review, noting that whatever the review findings are, donors would not influence hiring or firing as conditions of the gifts. President Cabrera concurred, noting agreement by the Board, the administration, and the faculty. Visitor Witeck responded to questions about the approval of the resolution, noting the Resolution provides clear transparency of the engagement of all the stakeholders and an external, independent third-party. Visitor Cumbie called for the question. Rector Davis called for a vote on calling the question.

**VOTE TO CALL THE QUESTION CARRIED UNANIMOUSLY BY
VOICE VOTE**

Rector Davis stated the question was on the Resolution and called for a vote on the Resolution.

**VOTE TO APPROVE THE RESOLUTION CARRIED UNANIMOUSLY
BY VOICE VOTE**

Rector Davis advised he would appoint the two Visitors to the review committee by the end of the day. Secretary pro tem Cagle asked for clarification on the revised wording of Item 6 on the Resolution and it was confirmed that the undergraduate and graduate student government presidents or their respective designee would be included in the review process. Rector Davis confirmed there would be one representative for the undergraduate and one representative for the graduate student bodies.

(Attachment 5: Resolution Endorsing Review of Donor Agreements)

VI. Committee Reports

A. Finance and Land Use Committee

Rector Davis called on Chairman Jon Peterson to provide a report from the Finance and Land Use Committee. Chairman Peterson recognized and congratulated Linda Harber, Vice President of Human Resources and Payroll, on her retirement after 40 years of service. Ms. Harber was recognized with applause.

Chairman Peterson announced that Mason had an increased bond rating to an A+. The news was recognized with applause. He thanked the staff for their efforts in the process, noting it was a milestone for Mason. He reported the committee received a report from Jennifer "J.J." Davis, Senior Vice President for Administration and Finance, on the 2019 Financial Plan. Chairman Peterson noted the difficulty in developing this plan without an approved State budget. He reported the committee approved the 2019 budget and a 4.5% tuition increase. Chairman Peterson noted this represented a \$908 increase and was less than many other colleges in Virginia. It was **MOVED** by Chairman Peterson and **SECONDED** by Visitor Hazel to approve the budget and the tuition and fee increase as presented. Rector Davis opened the floor for discussion. There was none.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

Chairman Peterson reported the committee reviewed and approved three capital budget Action Items as follows:

- Hylton HVAC Renovation
- Merten Hall Capital Lease and Ground Lease (Refinancing)
- Six-Year Capital Plan

It was **MOVED** by Chairman Peterson and **SECONDED** by Visitor Cumbie to approve the three Action Items in block. Rector Davis opened the floor for discussion. There was none.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

(Attachment 6: Resolution to Approve Amendment of Ground Lease and Capital Lease for Merten Hall Refinancing)

Chairman Peterson reported the committee reviewed and approved the Joint Legislative Audit and Review Commission (JLARC) Span of Control Action Item, noting it was an annual Action Item. It was **MOVED** by Chairman Peterson and **SECONDED** by Visitor Petersen to approve this Action Item as presented. Rector Davis opened the floor for discussion. There was none.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

Chairman Peterson reported the committee received a report on the West Campus from Marc Fournier, Assistant Vice President of Business Services. Chairman Peterson explained that piece of land does not have the same infrastructure as the main campus and that, in order to plan usage, all parts of the area were studied. He reported there were no issues presented in the study and there is great potential in the use of that land. Chairman Peterson advised that a master plan would be developed and there would be a strategic planning meeting in July, noting more information would be available at the next Board meeting.

Rector Davis advised the Board he had appointed Visitors Witeck and Alcalde to the donor review committee.

B. Audit Committee

Rector Davis called on Chairman David Petersen to provide a report from the Audit Committee. Chairman Petersen reported the committee received an update on the status of the University's information security programs and various initiatives that were being undertaken, led by Marilyn Smith, Vice President and CIO, and David Landry, Executive Director and Chief Information Security Officer. Chairman Petersen reported that management continues to strengthen the security of Mason's information technology environment in light of ever-changing and evolving threats. He noted that Mason receives an average of 97 million threat messages each month. He reported the committee received updates on two security issues communicated by the Auditor of Public Accounts. He noted the committee stressed to Ms. Smith and Mr. Landry the importance of continuing to strengthen the IT security across all of Mason's systems and servers, the centralized and decentralized servers. Chairman Petersen reported the committee asked Mr. Dittmeier and Ms. Smith to prepare regular progress reports on the various current and future IT initiatives. He reported the committee reviewed the Audit Status reports.

C. Academic Programs, Diversity, and University Community Committee

Rector Davis called on Chairman Alcalde to provide a report from the Academic Programs, Diversity, and University Community Committee. Chairman Alcalde reported the committee received updates from the Provost and his team on several key initiatives, heard remarks from the outgoing

student representatives and voted approval of three Action Items. She reported David Burge, Vice President of Enrollment Management, provided a strategic enrollment update, including Smart Growth and Student Experience Redesign. Chairman Alcalde noted the report included: an update on enrollment planning to support Strategic Goal #4 of 100,000 career-ready graduates, increasing Virginia and out-of-state enrollments by FY2014 to 42,885 students; services to support the growth of a more diverse student body to include all students, not just the campus-based traditional residential students; and using technology to connect students to essential offerings and support from the beginning of the student journey. Chairman Alcalde reported that Michelle Marks, Vice President for Academic Innovation and New Ventures, provided an update on the ADVANCE Partnership that included the following for the ADVANCE students: coaching, defined pathway to a bachelor's degree, cost savings, streamlined admissions, financial aid, early access to Mason, employment focus through internships and workplace competencies, and the opportunity to engage in student life at both institutions. She noted that while the credit hour rate for ADVANCE students is the same, the average student will obtain a bachelor's degree at a lower overall cost by minimizing the number of credits taken that do not apply directly to a degree. Chairman Alcalde reported there are currently 21 ADVANCE curricular pathways that will increase to 50 next year. Chairman Alcalde reported the committee received a presentation from Rose Pascarell, Vice President for University Life, on student career outcomes, noting the following: the Class of 2017 overall career outcomes rate climbed to 81% with 84% of employed graduates in positions related to their career goals, 90% of the graduates are employed locally, and those employed full-time have a median first year salary plus bonus of \$59,000; 74% of graduating students participated in experiential learning related to their goals. Chairman Alcalde reported the committee heard remarks from David Kanos and Andrew Quillen as they complete their terms as Student Representatives to the Board of Visitors.

Chairman Alcalde reported the committee reviewed and approved the Action Items presented in the Board materials for submission to the Board.

It was **MOVED** by Visitor Witeck and **SECONDED** by Visitor Prowitt to approve all Action Items in block as presented in the Board materials. Those Action Items were:

- Faculty Handbook Revisions
- Faculty Actions of:
 - Promotion and/or Tenure
 - Conferral of Emeritus/Emerita Status
 - Election of New Tenure Hire

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

D. Development Committee

Rector Davis called on Chairman Hazel to provide a report from the Development Committee. Chairman Hazel noted he had the opportunity to attend the P3.EDU conference, organized by Michelle Marks, at the Arlington campus in April. He explained it was a discussion with schools from across the U.S. about public-private initiatives in higher education, noting there were 115 colleges and universities from 36 states on Mason's campus for this event. Chairman Hazel reported the committee had a discussion with the faculty committee representatives, Rector Davis and President Cabrera, and noted his appreciation of that discussion and input. He reported the committee received a report from William Ayrea, Director of Giving, and Kelsey Fernandez, Constituent Engagement Manager, on the second annual Giving Day, noting the all the goals were exceeded.

(Attachment 7: Mason Giving Day 2018 – Summary/Overview)

Chairman Hazel reported the committee received an update on the Faster Farther Campaign, noting that all goals are being met. He said the committee is giving some thought on how to celebrate success when the Campaign concludes in December and transition to continuing to raise money and donor enthusiasm. He advised that the final numbers would be published in the first quarter of 2019, but the current numbers are \$583.2 million raised against a goal of \$500 million. Chairman Hazel reported the committee received a report from Janet Bingham, Vice President of University Advancement & Alumni Relations, on other aspects of the fundraising including \$3.7 million for the annual fund component from faculty and staff, up from \$1 million last year. He thanked the faculty and staff for their support of Mason. He reported the Annual Fundraising Drive is currently at \$61 million, noting it was better than the goal and is the second best fiscal year on record. Chairman Hazel recognized the return of David Long, Associate Vice President in the Office of University Advancement and Alumni Relations. Mr. Long was recognized with applause.

Rector Davis recognized Visitor Hazel with thanks and appreciation for his leadership of the campaign. Visitor Hazel was recognized with applause. Vice Rector Peterson noted the increase of faculty and staff giving and commented it was a strong testament to how the faculty and staff feel about the Mason community. Rector Davis thanked the faculty and staff for their support.

Chairman Hazel provided an update on the Alumni Association 50th Anniversary Celebration on May 12, noting it is a sold-out event with 500+

guests. He thanked Chris Clark-Talley, Associate Vice President in the Office of Alumni Relations, and the Alumni Office for their work on making this a successful event.

E. Research Committee

Rector Davis called on Vice Chairman Blackman to provide a report from the Research Committee. Vice Chairman Blackman reported the committee was advised that performance against sponsored research metrics was looking strong for FY2018 with improvements in all areas, as President Cabrera noted in his report. He reported the committee received information about new multidisciplinary research opportunities from Peggy Agouris, Dean of the College of Science, and Ken Ball, Dean of the Volgenau School of Engineering. Vice Chairman Blackman reported the committee received a report from Germaine Louis, Dean of the College of Health and Human Services, that included information about a recent symposium held at Mason on multidisciplinary research and engagement activities necessary to eradicate the opioid epidemic and described Mason's plans to formulate partnership-based approaches to compete for research funding in this area.

VII. Closed Session

It was **MOVED** by Vice Rector Peterson and **SECONDED** by Visitor Alcalde that the Board go into a Closed Session under the provisions of Section 2.2-3711.A.2 to discuss a Student Matter, Section 2.2-3711.A.4 for the Protection of Privacy in Personal Matter pertaining to a student, Section 2.2-3711.A.29 to discuss a Public Contract, Section 2.2-3711.A.9 to discuss Gifts, Bequests and Fundraising Activities, Section 2.2-3711.A.7 for consultation with Legal Counsel pertaining to actual or probable litigation, Section 2.2-3711.A.8 for consultation with Legal Counsel regarding specific legal matters requiring the provision of legal advice, Section 2.2-3711.A.1 to discuss a Personnel Matter, and Section 2.2-3711.A.10 to discuss Honorary Degrees and Special Awards.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

It was **MOVED** by Vice Rector Peterson and **SECONDED** by Visitor Petersen that the Board go back into public session and further moved that by ROLL CALL VOTE affirm that only public business matters lawfully exempted from the open meeting requirements under the Freedom of Information Act were heard, discussed or considered in the Closed Meeting, and that only such business matters that were identified in the motion to go into a Closed Meeting were heard, discussed or considered in the Closed Meeting.

Roll call was taken with all present members responding in the affirmative.

President Cabrera reminded the Board to take their copies of the updated Strategic Plan. He also reminded the Board of the 4:00 p.m. ribbon-cutting ceremony for

the Peterson Family Health Sciences Hall and recognized Vice Rector Peterson and his family for this gift to the University.

As a result of the Closed Session, it was **MOVED** by Vice Rector Peterson that pending the acceptance of the speaker invitation by the candidates reviewed in the Closed Session, the Board approve Honorary Degrees for those persons to be awarded at a future Graduation or Commencement. The motion was **SECONDED** by Visitor Dwoskin. Rector Davis opened the floor for discussion. There was none.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

VIII. Adjournment

Rector Davis called for a motion to adjourn. It was **MOVED** by Visitor Dwoskin and **SECONDED** by Visitor Hazel to adjourn the meeting.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

Rector Davis adjourned the meeting at 3:47 p.m.

Respectfully submitted,



Kathy Cagle
Secretary pro tem

Attachment 1: EIP List of 2018 Graduates

Attachment 2: Jack Wood Awards program

Attachment 3: President's Report

Attachment 4: Faculty Senate Chair Keith Renshaw's Comments to the Board of Visitors

Attachment 5: Resolution Endorsing Review of Donor Agreements

Attachment 6: Resolution to Approve Amendment of Ground Lease and Capital Lease for Merten Hall Refinancing

Attachment 7: Mason Giving Day 2018 – Summary/Overview



Daniel Arispe	B.S. Criminology, Law, and Society
Walter Benitez	B.S. Forensic Science
Amira Dalmazio	B.S. Biology
Youssif Debala	B.A. Government and International Politics
Samar El Haj	B.S. Health Administration
Evelyn Ezeta	B.A. Global Affairs
Rebecca Flores	B.S. Nursing
Christina Flores	B.A. Psychology
Amber Honesty	B.S. Management
Tahomina Islam	B.S. Global Affairs
Kevin Martinez	B.S. Information Technology
Norma Mejia	B.S. Criminology, Law, and Society
Jackelyn Mendez	B.A. Psychology and Spanish
Andres Mendez	B.S. Marketing
Bianca Meza	B.S. Community Health
Marco Perdomo	B.S. Cyber Security Engineering
Dryanna Renwick	B.S. Biology
Ingrid Roque	B.S. Health Administration
Jennifer Sackitey	B.S. Biology
Dana Sembera	B.S. Forensic Science
Natalia Silva	B.S. Social Work
Vladimir Utchin	B.S. Information technology
Fenio Waum	B.S. Global Community Health



The John C. “Jack” Wood Award for Town-Gown Relations

May 3, 2018

The Jack Wood Award for Town-Gown Relations is a university and community-wide annual award program to recognize both Mason and community individuals and groups, as well as government, businesses, and not-for profits who demonstrate leadership in fostering mutually beneficial relationships between the university and the community during the past year.

The award is named for John C. “Jack” Wood, Mayor of the Town of Fairfax from 1953-1964. Mayor Wood was the driving force for arranging a campus to be located on land adjacent to the town and deeding it to the Commonwealth of Virginia for the university, thus beginning a Town-Gown relationship.

Government Category (Office/Agency, Elected Official/Staff)
Eric Forbes, Solid Waste Management Division, Department of Public Works and Environmental Services, is the I-95 Complex Manager and a graduate of George Mason University. His idea and leadership to transform four acres of the I-95 Landfill Complex into green meadows with grasses, wildflowers, and bees, led to a mutually beneficial relationship between Mason’s Honey Bee Initiative, Fairfax County, and Covanta to rehabilitate the Covanta I-95 Landfill. In April 2017, the hives, each with 15,000 bees, were established to transform a turfed-over, closed landfill into an educational site open to students and school groups. Due to the project’s success, they are doubling the number of hives at the landfill and plan to expand the scope of the project to include research at the landfill around pollutants and contaminants found in pollen.

Business/Nonprofit Category

Zeponic Farms is an urban farming company that grows produce in a compact hydroponic shipping-container farm in Woodbridge, VA. Zeponic Farms began a program with Mason LIFE, a post-secondary program for young adults with intellectual and developmental disabilities, where adults from the Mason LIFE program visit twice a week to help run the farm. The farm’s output is then purchased by Sodexo and used in Mason’s dining facilities as part of the thrust for healthy student meals sourced locally.

Community Member Category

Jim Green has served George Mason University for over 25 years and is currently the Chair of the University Life Advisory Board. During his tenure as Chair membership has grown by 50%, adding several corporate and community leaders to the Board. He is always connecting board and community members with Mason programs to match their interests. Mr. Green also co-chairs Mason’s Diversity Scholarship Golf Classic, resulting in \$600,000 for Mason’s Early Identification Program (EIP) and Student Transition and Empowerment Program (STEP). In addition, during the recent session, Mr. Green advocated with

members of the General Assembly to support a budget line item to assist Mason's EIP and STEP programs.

Partnership Category (an initiative created between a Mason entity and an external organization(s) to benefit both entities) **Media Literacy and Civil Dialogue Skills Workshops** is a partnership between **Mason's School of Conflict Analysis and Resolution (S-CAR)** and **Fairfax County Public Libraries**. The two entities teamed up to develop a set of five public workshops that help community members develop media literacy skills, as well as learn and practice how to engage in civil conversations around difficult topics. The workshop series features a revolving set of skills for each literacy topic – web searches, evaluations sources, fact checking, social media feeds, and international news, followed by a dialogue skill – effective listening, collaborative communication, effective speaking, dealing with emotions, and cross-cultural communication. The monthly sessions currently rotate through the Fairfax County regional libraries but will be expanded this year to the community branches of the libraries as well. The partnership with the libraries has provided S-CAR access to work more directly with the local community to build conflict resolution and dialogue skills while providing the libraries with an innovative addition to library programming.

Faculty/Staff Category

Dr. Niyati Dhokai created and expanded the Hylton Performing Arts' Veterans and the Arts Initiative. This program serves as an arts and community hub for Veterans, Service Members, their families, and military caregivers, to provide community engagement opportunities with local arts organizations while supporting Veterans as they transition to civilian communities. The Initiative also has a research component on how the arts support Veterans and their families. The program has brought the community together at the Hylton Performing Arts Center to engage with the arts through performances, workshops, lessons, exhibitions, and special events.

Legacy Category (The Legacy award recognizes leadership achievement in town-gown relations over a period of time longer than five years)

Dr. Toni-Michelle C. Travis has been a Mason faculty member for three decades. During this time she has been one of the more externally engaged faculty serving in community organizations, speaking to local community groups via direct contacts as well as through the Mason Speakers program, representing Mason in the media, serving as a member of the Metropolitan Relations Advisory Board, serving as a member of the External Academic Relations Committee of the Faculty Senate, hosting and producing the Capitol Region Roundtable television public affairs program, serving as a member of the Cosmos Club, a private social club for men and women distinguished in science, literature, the arts, or public service, and many other activities. Her external outreach on behalf of Mason is extensive and she is truly deserving of this recognition for her many years of dedicated service and leadership in town-gown relations.

***Congratulations to all
award recipients!***

President's Report

May 3, 2018

[Goals and activity updates since the March 1, 2018 BOV meeting.]

Student and Faculty Success

Mason faculty and students continued to make us proud. Among the highlights:

- Famed choreographer Lar Lubovitch invited 16 Mason dance majors to close the 50th anniversary season of the Lar Lubovitch Dance Company with a performance of his "Brahms Symphony" at the Joyce Theater in New York City. WETA ran a story featuring professor Susan Shields and this unprecedented achievement of the School of Dance that she leads.
- Under the leadership of new Senior Advisor for Strategic Initiatives Dr. Bill Hazel, we hosted a conference with Virginia Gov. Ralph Northam, Congressional Leaders and other experts in Northern Virginia to develop strategies to combat the opioid crisis, bringing the university's multifaceted research to bear on the national epidemic. The symposium in Dewberry Hall included many regional partners who are searching for a more effective and collective strategy for a scourge that is adversely affecting the entire nation.
- Former Virginia Gov. Terry McAuliffe joined the faculty of the Schar School.
- Gen. Michael Hayden, former head of the NSA and the CIA and a distinguished visiting professor at the Schar School of Policy and Government, hosted a unique event in downtown D.C. to discuss espionage in popular culture. More than 600 people crowded into the ballroom at the National Press Club in Washington, D.C., to hear Showtime network's hit show "Homeland" stars Claire Danes and Mandy Patinkin, as well as director Lesli Linka Glatter and co-creator and executive producer Howard Gordon, discuss the characters and the context of the show in the larger scheme of pop entertainment and contemporary politics.
- Professor Thomas Lovejoy wrote an op-ed for the New York Times about how "intact forests," a quarter of the planet's total forest area, have declined by 7 percent since 2000 and how preserving what's left is critical for human survival.
- The Roy Rosenzweig Center for History and New Media has created a research management app called "Tropy" that the American Historical Association says will "help researchers organize and describe the photos they take in archives in intuitive and useful ways."
- Mary Ellen O'Toole, a former FBI profiler and director of Mason's Forensic Science program, has recreated the details of real crime scenes in Mason's eight-room Crime Scene House on Kelley Drive. The facility gives students real-world experience processing a crime scene.
- Statistics professor David I. Holmes, who uses stats to investigate the authors of famous literary historical works, discovered that Lafayette contributed to Thomas Paine's "Rights of Man."
- The Center for Climate Change Communication issued a 97-page report, based on research from the first March for Science, nine days before the second march to document the participants' motivations, their perceptions of science and scientists, and what they hoped the march would achieve.

- Bioengineering PhD student Steven Roberts is working to develop a means by which the body's own immune cells, called T-Lymphocytes, would fight cancer in the same way they reject foreign organs when transplanted.
 - With the assistance of three professors and an Inova gynecological surgeon, bioengineering major Connor Stapp has created a biomechanical model of a pelvic floor, the first step to creating patient-specific models that can identify women who might injure their pelvic floors during vaginal deliveries.
 - By analyzing the atmospheric precipitation process collision-coalescence, engineering PhD student Leonardo Porcaccia has developed a radar classification scheme to predict severe weather events on a global scale.
 - Through a relationship with Oman that spans a generation, Mason's School of Nursing has produced graduates who lead four of the nine nursing institutes in that country. First-year PhD student Abdullah Al Mahrouqi is expected to become the fifth Mason graduate to lead an Omani nursing school.
 - As part of Mason's inaugural Olympic Study Abroad Program, nine Mason students, including seven undergraduates, worked as volunteers at the Paralympic Winter Games in South Korea. The six-week program included three weeks of classes at Mason Korea.
 - Education professor Kristien Zenkov developed a program called "Through Students' Eyes" to train Mason's pre-service teachers to help lead school discussions that reach at-risk youth.
 - A team of graduating engineering seniors won the Traditional Business category – and \$10,000 – at the annual Deans' Business Competition at the MIX. The winning proposal pitched a service that would inspect ski lifts via drone and aerial videography. The team plans to use the prize money to develop software.
 - Women's basketball player Natalie Butler was chosen in the third round of the WNBA Draft by the Dallas Wings. Butler led the Mason women to their first postseason win in program history and set an NCAA Division I single-season record with 563 rebounds. The UConn transfer also was Atlantic 10 Player of the Year.
 - Senior Brian Negron was named Eastern Intercollegiate Volleyball Association player of the year and Coach Jay Hosack was named EIVA coach of the year. Mason won 13 of 14 matches in the EIVA and won the regular season conference championship.
 - The university recognized 25 Mason professors for their dedication to teaching with University Teaching Excellence Awards from the Office of the Provost and the Stearns Center for Teaching and Learning. Communication professor Star Aldebaran Muir won the David J. King Teaching Award, given to a professor with at least 20 years at Mason.
- **Transformative Partnerships**
We have intensified our efforts to explore possible partnerships which would expand our ability to serve adult learners through online education. We will update you on our progress in a separate briefing.

Mason and NOVA faculty have worked closely this Spring to build over 20 pathway programs under the new ADVANCE partnership. We have begun hiring student success coaches and are on track for a Fall 2018 start.

We signed agreements with Wiley to launch two new master's programs in 2019: Industrial/Organizational Psychology and Data Analytics. These are in addition to the five programs (three master's programs and two certificates) with Wiley that began in January 2018.

- **Student Experience**

Work on Mason Impact and the Student Experience Redesign continues. Impact opportunities will be available in Summer 2018. In the meantime, our restructuring of the study abroad office has begun to produce results. Study abroad participation increased by 19% year over year this Spring. A major contributor to this increase was the roll-out of the Global Gateway program, which attracted 129 applicants.

- **Research**

Research activity continues to grow steadily this year. Research expenditures through the end of March were up 12.19% over last year. Facilities and administrative (F&A) costs recovered were up 6.93%. The number of new awards was up 8.03% while the value of new awards was up 31.13%. We expect this increase in the rate and volume of new awards to translate into a sustained increase in expenditures during the remaining months of this fiscal year. Overall, our research pipeline is growing at the highest rate that we have experienced in recent years.

- **Fundraising**

As of April 30, we had raised \$61M (compared to \$62.6M as of 4/30/17) and, thus, have reached our annual goal of \$60M.

Campaign giving to date is \$583M, which is on pace to exceed \$600M by December, 2018 (vs. the \$500M goal).

Endowment giving is \$3.9M this year compared to \$3.7M at the same time last year, but off pace to meet our \$5M goal. A transition in our planned giving personnel slowed down our endowment fund-raising earlier this year but we have already seen a resumption of momentum over the past month.

As of April 30, the total number of alumni donors was 4,824 compared with 4,679 at the same time last year (a 3% increase).

Our second annual Giving Day (April 5th) built on the success of last year. We raised just under \$375,000 from 2,046 donors; an increase of 94% in dollars raised and a 30% increase in donors compared to our inaugural Giving Day in 2017. This year's Giving Day attracted new donors (244/\$47,000), alumni donors (982/\$187,000) and faculty/Staff Donors (319/\$89,000).

A number of problematic gift agreements supporting faculty positions in economics were found two weeks ago as part of a FOIA request. The agreements were signed prior to 2011 and, with one exception, have expired. The remaining agreement has been voided. Except for the oldest one, the agreements stated that all decisions would be ultimately compliant

with university procedures. Yet the agreements allowed for donor participation in faculty selection and evaluation.

I have issued statements declaring that these old agreements fall short of our standards of academic independence and have ordered a review of all outstanding gift agreements supporting faculty positions as well as our gift acceptance policies and practices. I am currently working with the faculty to gather their input about faculty participation in the review as well as other advice that can help the review be as effective as possible.

- **Campus for the Future**

We inaugurated the Potomac Environmental Research and Education Center and are excited to cut the ribbon on the new Peterson Family Health Sciences Hall this afternoon.

Our focus is now shifting to the next major campus project: a replacement for Robinson Hall and associated major upgrades to the Fairfax campus utility infrastructure. Design work has been completed and we remain on track for a Fall 2018 construction start.

With advice from several BOV members and with the assistance of internal and external consultants, we continue to pursue an RFP to possibly develop additional student housing on a property adjacent to West Campus.

- **Strategic Plan**

The Strategic Plan update was approved in December. This Spring we have built the framework of a comprehensive financial plan that will guide Strategic Plan implementation going forward. The financial plan, entitled "Smart Growth," has been shared in various stages with the community in a series of town halls and budget discussions this Spring.

Legislative Update – Federal:

Meetings with Virginia Congressional Members: Along with Dr. William Hazel, Mason's new Senior Advisor for Strategic Initiatives, spent March 22 on Capitol Hill meeting with several Members of the Virginia Congressional delegation. The Members visited included Reps. Gerry Connolly, Barbara Comstock, Donald McEachin, and Senators Tim Kaine and Mark Warner. The purpose of the visits was to brief the Virginia delegation on Mason's new Opioid Initiative, and explain the need for university capacity building grants, or the creation of university Centers of Excellence to fight the opioid scourge. Secondly, the House legislation to reauthorize the Higher Education Act and associated Mason concerns were also discussed. A third aspect of the meetings was to provide an update on Mason's Center for Criminal Investigations and Network Analysis, which was awarded by the Department of Homeland Security last year in an open competition.

Letter in Support of Fulbright: A letter of support was written to Virginia Senators Mark Warner and Tim Kaine expressing opposition to the Administration's proposal to cut the Fulbright Program by 71%. The diplomatic and educational value of Fulbright was highlighted, noting that it has had bipartisan support over the years, along with my specific quotes, including "a Fulbright scholarship funded by the Spanish government enabled me to study in the U.S., and learn about the American society and culture, make many wonderful American

friends, eventually becoming an American citizen, contributing to the American economy and serving as an official American ambassador to my native Spain and elsewhere.” The letter went on to note, “in my current capacity as President of Virginia’s largest public university, I can attest to the value of Fulbright and other federally-funded international exchange programs to George Mason University students, faculty, and campus community. ”

Roundtable on Global Education - Participated in a roundtable discussion, *The Economic Imperative of a Global Education*, sponsored by the Association of International Educations, and the Business Council for International Understanding (NAFSA). The event was held in the Capitol Visitors Center. The theme of the discussion centered on the value of an international education to employers. Addressed personal experience as an international student in the U.S., and how it opened up numerous career opportunities and the feedback received from business executives that they routinely express the need for skills that are cultivated through an international experience as part of the curriculum. This is why Mason has integrated building global knowledge into its strategic plan. Others participating in the roundtable included representatives from business, including IBM and Archer Daniels Midland, Senate staff, Brookings, and other universities.

Legislative Update – State:

2018-20 Biennial Budget: The General Assembly adjourned on March 10 without a budget. I was fully engaged with our state relations team until the end. The Governor and the General Assembly have agreed to hold a Special Session this year to finalize the budget. The House and Senate met on April 11 to “organize” the Special Session. The House took quick action to adopt a new budget recommendation, which is favorable to Mason, on April 17. At this time, the Senate is scheduled to meet on May 14 to begin the process to adopt the Senate version of the budget, also favorable to Mason, and formally put the budget recommendations into a Conference Committee to work out the final details.

Legislative Outreach: Since the adjournment of the General Assembly, our state relations staff has stayed in regular contact with legislative members to ensure that Mason’s legislative and budget interests are still in the forefront of their minds. With the Special Session on April 11 and the Reconvened “Veto” Session on April 18 and the associated committee meetings, there has been more accessibility to meet with legislators in Richmond than normal this time of year.

Council of Presidents: As the current chair of the Council of Presidents, I have hosted two meetings since the last Board of Visitors meeting. The meetings during my term as chair have been substantive and timely with respect to higher education regulatory, legislative and budget activities. Most recently, we hosted the Secretary of Finance to discuss the budget, the Secretary of Workforce Development to discuss higher education’s role with the Administration’s goals and the President and CEO of the Virginia Economic Development Partnership to review university involvement with economic development opportunities.

Additional Outreach: On April 17 (prior to the legislative Veto Session on April 18) I sent a letter co-signed by several Northern Virginia CEOs to the budget conferees pledging our support for the CyberX proposal. Mason will continue to monitor this proposal during the final budget negotiations.

Looking Ahead

- May 14: Special Session of the General Assembly
- June 18: Council of Presidents' meeting
- July 1: Beginning of new fiscal year
- August: Six-Year Plan presentation
- September, October and November: Legislative district visits
- November/December: House Appropriations Committee budget retreat; Senate Finance budget retreat; and, joint House and Senate Higher Education Summit
- December 17: Release of Governor's budget recommendations for the next fiscal year

External Activities & Speaking Engagements:

- Invited by a Woodson High School Spanish teacher to speak with her students.
- Participated on an Aspen Institute Summit on Equality and Opportunity panel. Was joined by Dr. Karen Stout (President and CEO, Achieving the Dream and President Emerita, Montgomery County Community College in Pennsylvania) in a session moderated by Dr. Michelle Cooper, President of the Institute for Higher Education Policy. Topics of conversation included the current higher education imperatives to improve access, transfer between institutions, completion and post-college success.
- At the invitation of Arizona State University President Michael Crow, attended a private luncheon to honor Ambassador Barbara Barrett.
- Along with Presidents Teresa Sullivan (University of Virginia), Michael Crow (Arizona State University), E. Gordon Gee (West Virginia University) and Freeman Hrabowski (University of Maryland, Baltimore County) participated on the ACE Conference Panel "Public Higher Education at a Crossroads" hosted by Jeff Selingo. The panel focused on the topic of the future of the public university in the US, with emphasis on the dilemma created by ever-shrinking public appropriations for higher education.
- At the invitation of Jerry Gordon, attended a breakfast meeting with Secretary of Commerce and Trade, Esther Lee and Rector Tom Davis.
- Accepted an invitation from Stephen Trachtenberg to engage his class covering a case study on the naming of the Scalia Law School, taken from the new book "Leading Colleges and Universities".
- Attended and hosted a table at the Economic Club of Washington Insider's Breakfast. Dean Maury Peiperl also attended as a new member of the organization.
- At the invitation of the Greater Washington Partnership, attended the University-Business Collaborative Kick-Off with key business CEOs and higher education leaders. This session provided an opportunity to continue discussions on collaborations to strengthen the region's economic performance (development of talent and workforce); commercialization of cutting-edge research; and improving the perception of the Capital Region spanning Baltimore to Richmond as an innovation hub.
- Attended the GSV-ASU Summit in San Diego, where I held numerous meetings with business leaders and higher education experts and explores avenues for potential partnerships.
- Invited to the Biohealth Capital Region annual meeting to participate on a panel to speak about Mason's role in the biohealth innovation economy, including through research,

innovation, and economic development activities in Prince William County and at the Inova Center for Personalized Health.

- Joining Bob Vay, Mason's Digital Collections Archivist, and Page Johnson, City of Fairfax Commissioner of Revenue, participated in a conversation on historical aspects of the City and George Mason University during the annual meeting of Historic Fairfax City, Inc.
- Attended and continued to Chair the Virginia Council of Presidents meetings (including GPAC/SCHEV sessions).
- Participated in various development activities/cultivation dinners and visits with donors and business CEOs.
- Attended 123 Club sessions.

Internal/Campus-Related Activities & Speaking Engagements:

- Prior to departing on his official five-country visit to Africa, Secretary of State Rex Tillerson visited the Fairfax campus sharing a range of policy objectives for U.S.-Africa relations. He spoke directly to students during the Q&A portion, which I moderated. He urged students to study abroad and choose more remote destinations for the life-changing experience.
- Attended the inaugural P3•EDU Conference, an invitation-only event bringing together a select group of university leaders and private company CEOs to network and share best practices around public-private partnerships in higher education. Individual involvement included providing remarks and panel/roundtable participation. Panel discussions included "The New Era of Public-Private Partnership in Higher Education" moderated by Doug Lederman, Editor in Chief, Inside Higher Ed. Participated on an Executive Roundtable with Bill Hansen (President & CEO, Strada Education Network); Ted Mitchell (President, American Council on Education), and Scott Pulsipher (President, Western Governors University). Session was moderated by Erik Heyer, Partner, Alpha Education.
- Attended and spoke at a spring Faculty Senate meeting.
- Cheered on the men's and women's basketball teams during the A10 tournament runs.
- Participated in a TO A DEGREE podcast series sponsored by the Bill & Melinda Gates Foundation. The session was moderated by Casey Green, the founding director of the Campus Computer Project.
- Provided remarks at an event recognizing Cpt. Robert Warakomsky USCG (Ret.) and Patricia Warakomsky for their generosity in establishing a music scholarship fund in the School of Music.
- Welcomed an IIE Palestinian Delegation to campus and discussed presidential leadership, strategic vision/plan and practical innovations in excellence. Michelle Marks and Deb Crawford also met with the group providing their insights and expertise in the areas of innovation and new ventures and research, respectively.
- Attended and provided remarks at the Annual Scholarship Dinner, which presents an opportunity to express appreciation to donors for supporting Mason scholarships and demonstrate the impact of giving.
- Participated in the Leadership Legacy Closing Ceremony, extending congratulatory remarks to 23 participants.
- Attended the annual Mason Dance Fête/Gala and provided remarks in support of the School of Dance and its students, faculty and top professionals in the field.

- Was interviewed on the radio show *The Spin Room*. The conversation focused on the many aspects of presidential leadership and initiatives, vision for the university, and policy-related discussion.
- Co-hosted a dinner including Visitor Stephen Cumbie at the Mathy House in support of initiatives for the School of Conflict Analysis and Resolution.
- Welcomed a group of ELL students of Tuscarora High School, Loudoun County. The students' Mason experiences included lunch at Ike's, an admissions presentation and hearing from a panel on the Mason Dreamers and other on-campus support programs.
- Attended and participated in the University Green (5, 10, 15 years) and Gold (over 20 years) Day Celebrations which recognize Mason faculty and staff who have been integral members of the Mason community.
- Provided remarks at a dedication event to honor Donna Kidd and Peter Stearns for their support of the Mason School of Dance.
- Lt. Governor Fairfax joined me and Rector Davis for the dedication of the Potomac Science Center, a new academic and research facility located on Belmont Bay near the mouth of the Occoquan River. The Center supports educational outreach to local schools and opportunities for collaboration with government agencies and private industry.
- Provided kick-off remarks at the Well-Being & Diversity Summit, an event that brought together Mason faculty, staff and administration to focus on living, learning and working in a community that values diversity, inclusion and well-being.
- Attended the Hylton Performing Arts Center 8th Annual Anniversary Gala.
- Participated in an event hosted by Alum Guy Hart at his home. This was an evening of socializing with Mason alumni and connecting with potential new student admits in the San Diego, California area; an evening of reconnecting/engaging with alumni, donors and friends of the university.
- Attended the annual "Off the Wall" event, which provides scholarship support and funds for visiting artists and also raises the profile of the visual arts at Mason.
- Provided remarks at the Spring Admissions Preview "Destination Mason".
- Participated in the dedication of the Peterson Foundation Performing Arts Center.
- Provided welcome remarks at the Dedication Ceremony of C. Boyden Gray Center for the Study of the Administrative State.
- Invited to participate in Mason's "Innovation in the Age of Accelerations: Global Resilience and Cyber Knowledge Networking" conference. Provided remarks focused on "Pursuing Resilience in the 21st Century".
- Attended and provided remarks at the Louis Stokes Alliance for Minority Participation (LSAMP) event hosted by Mason. The initiative is funded by NSF.
- Attended and provided remarks at the annual Volunteer Leadership Summit.
- Joined Doc Nix at the annual Green Machine Ensemble Annual Banquet.
- Made a guest appearance at the University Chorale 10th Anniversary Showcase.
- Joined other members of the Executive Council for an Emergency Management Seminar with the focus on an active threat. Krista Dillon, University of Oregon, shared her experience and expertise assisting Umpqua Community College respond to and recover from the October 1, 2015 tragedy.
- Provided remarks at the New Ventures Appreciation Event, which was an opportunity to extend appreciation to those involved in implementing new initiatives to include the Wiley partnership, ADVANCE, Online Virginia Network and the Student Experience Redesign.

- Attended the Spring Staff Senate meeting providing remarks that included a university update along with addressing specific questions generated by the Senators.
- Participated in five non-academic unit conversations. These sessions provide an opportunity to extend appreciation to and hear from members of the Mason community employed in units that serve our students and community.
- Hosted six breakfasts with faculty members from a variety of disciplines that are associated with all academic units. These informal conversations provide an opportunity to learn about their work, professional opportunities and overall Mason experiences.
- Met with four candidates interviewing for the position of Dean, College of Humanities and Social Sciences.
- Attended a full meeting of the Mason Board of Trustees.
- Along with Greg Unruh, co-taught several classes of the President's Leadership Seminar.
- Participated in the spring semester President's Student Advisory luncheon meeting. Topics of conversation included Campus WIFI, updates from Housing and Residence Life and transportation.
- Continued an ongoing series of one-on-one meetings with the academic deans.
- Attended various Mason sporting events.

Outside Board Service:

- Inovio (NASDAQ:INO) (telephonic/in-person meetings).
- Georgia Tech Advisory Board.
- Bankinter Foundation of Innovation, Madrid, Spain (no meeting attendance this period).
- Northern Virginia Technology Council.
- Consortium of Universities of the Washington Metropolitan Area.
- Tec de Monterrey, Mexico, Academic and Research Board (videoconference meeting).
- Institute of International Education/Council for International Exchange of Scholars Advisory Board.
- Washington Airport Task Force (no meeting attendance this period).
- National Geographic (board meetings in DC).
- Richmond Federal Reserve Board (telephonic/in-person meetings).
- Economic Club of Washington Board (in-person meeting).
- CIT (no meeting attendance this period).

Select Upcoming Events:

- Peterson Building Dedication – May 3
- Commencement – May 18
- Planning Conference – July 26
- Annual BOV Meeting – July 27

**Faculty Senate Chair Keith Renshaw's Comments
May 3, 2018 Meeting of the Board of Visitors**

Thank you for the time and opportunity to convey the faculty reactions to the recently released gift agreements.

As you likely know, faculty at Mason have raised concerns for many years about gift arrangements that might violate the spirit of academic freedom and integrity. In that time, we have received repeated assurances, from both the prior administration and current administration, that such concerns were completely unfounded. We now know that is not true.

The faculty are deeply disturbed by the recent revelations of these gift agreements. Lest anyone dismiss this reaction as simply ideological in nature, I want to highlight what our true concerns are. In no instance should a philanthropic donor to a University have any influence over *academics* – that includes curriculum, faculty hiring, faculty firing, and faculty or student research and scholarship. The ideology driving the influence is not what matters – academic independence, academic freedom, and academic integrity are what matter.

The recently released gift agreements clearly gave donors explicit say in faculty hiring, through membership on selection committees. They further gave donors explicit say in faculty firing, through membership on advisory boards that had the power to recommend removal of faculty members from professorships based on their review of those faculty members' activities. Finally, some of these agreements appeared to specify individuals who were to be hired *into tenured faculty positions* without any competitive search, indicating that donors and the University already knew and had agreed upon pre-selected individuals.

These types of agreements are wholly unacceptable. They violate practices described in our Faculty Handbook, and they violate the basic principles of academic integrity and academic freedom.

The presence of these types of agreements also represents a violation of the public trust, given George Mason's status as a public university. These agreements subsidize practices that are inconsistent with the academic mission that is at the heart of this University and public education at large. Moreover, the presence of these agreements exacerbates the reputation of George Mason as a university that is "for sale" to the highest bidder. We may disagree with that characterization and find it unfair, but it is clear and present in the public – and it is now further entrenched.

In addition, the faculty are concerned with other elements of these and more recent gift agreements that appear to commit university resources to supplement philanthropic dollars. These issues are present not only in the expired gift agreements that were recently released, but in other current gifts, such as the recent \$5M gift to the Economics Department. There are serious questions about how temporary philanthropic support of permanent positions leads to long-term commitments of University funds that might drive the future path of the University in alignment with donor interests, rather than with the interests and strategic mission of the University.

Finally, the faculty are disappointed and frustrated by past treatment by the Administration and the Board in matters related to philanthropy. Most egregiously, prior members of the administration who *insisted* on multiple occasions that these types of arrangements were not in practice here at Mason were some of the actual *signatories* of the agreements that were recently released. That violation of

trust runs deep, and even if it was not a violation by current administrators, it will take significant time and effort to repair. More immediately, the concerns raised by faculty in recent years have been met with a lack of true consideration and repeated cavalier statements about philanthropy by members of the Administration and Board. Why was there no thorough review of procedures and agreements before now? Why were the concerns raised by faculty – concerns that have now been validated – met with indignance and platitudes, instead of meaningful investigation or action? The lack of prior response and action have yielded further ruptures in the faculty's trust of the leaders of this institution.

I want to assure you that, although the level of concern clearly varies among faculty members, these are not extreme views held by a small minority of faculty. In my role as Faculty Senate Chair over the past 2 years, I have had the opportunity to develop a fairly broad view of issues that arise here at Mason, and I pride myself on trying to take an even-handed view of matters that arise. Even with that deep context, I, too, am disappointed and frustrated by these issues.

Having summarized the faculty concerns, I do want to acknowledge that we are now at a crucial turning point. In the past week, President Cabrera and his staff have reached out to me and the Faculty Senate multiple times to begin thinking through plans to address these issues. The President has demonstrated an openness to ideas that is refreshing, and this type of openness has the potential to lay the groundwork for a true partnership and collaboration of faculty *with* administration. There is much work to be done, and this will not be an easy road. Rebuilding trust will take years, not days – but it starts now. How we respond to these events will dictate the future of our University.

The Faculty Senate – and the faculty at large – stand ready to work with the Board and the Administration to begin addressing these problems, and to put in place safeguards against them. We can work together to create systems and processes that protect us against these types of violations now and in the future. We have the opportunity to forge a new, collaborative partnership of true shared governance between the administration and faculty in the decisions and actions of this University. Such collaboration in governance can help our University not only recover from these recent events, but emerge a stronger institution than we were before. I implore you all to seize this opportunity with us.

I am honored to represent the incredible faculty from *all* of our units here at the Mason. I am ready, willing, and eager to engage in this work not just over the coming year in my role as Faculty Senate Chair, but also afterward as one of the many Mason faculty members who devote themselves to making this institution the best educational and research institution it can be.

Thank you for your time and attention.

RESOLUTION OF THE BOARD OF VISITORS OF GEORGE MASON UNIVERSITY ENDORSING REVIEW
OF DONOR AGREEMENTS

WHEREAS, the University is committed to the principles of academic freedom and independence; and

WHEREAS, the University appreciates the generosity of its many donors towards the advancement of our mission;
and

WHEREAS, a number of past gift agreements have been identified that raise questions regarding donor influence in academic matters; and

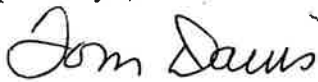
WHEREAS, the aforementioned gift agreements have expired or have been voided; and

WHEREAS, President Cabrera has ordered a review of all active donor agreements supporting faculty positions as well as current gift acceptance policies and practices;

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF VISITORS:

1. The Board of Visitors reaffirms its commitment to upholding the principles of academic freedom and independence in the operation of George Mason University.
2. The Board of Visitors values the generosity of the many donors who help advance the mission of the University.
3. The Board of Visitors endorses the review initiated by President Cabrera of all active donor agreements supporting faculty positions and gift acceptance policies and practices of the University.
4. The Board of Visitors directs the President to include two Visitors, to be appointed by the Rector, in the review process.
5. The Board of Visitors directs the President to include no fewer than two faculty members in the review process.
6. The Board of Visitors directs the President to include the undergraduate and graduate student government presidents or their respective designee in the review process.
7. The Board of Visitors authorizes the President to engage independent, external experts to support the review process.
8. The Board of Visitors directs the President to report to the Executive Committee on the progress of the review process, any corrective actions undertaken, as well as proposed changes in gift acceptance policies and procedures.
9. The resolution shall take effect immediately.

Adopted: May 3, 2018



Tom Davis
Rector
Board of Visitors
George Mason University

**RESOLUTION OF THE BOARD OF VISITORS OF
GEORGE MASON UNIVERSITY
TO APPROVE AMENDMENT OF GROUND LEASE AND CAPITAL LEASE FOR
MASON ADMINISTRATION BUILDING (MERTEN HALL) REFINANCING**

WHEREAS, The Fairfax County Economic Development Authority (the "Authority") issued its Revenue Bond (GMUF Mason Administration, LLC Project) Series 2010A (Tax-Exempt) (the "Bond") for the benefit of GMUF Mason Administration, LLC (the "LLC") in connection with the acquisition, construction, renovation and equipping of five-story administration building located in the County of Fairfax, Virginia and known as Merten Hall (the "Facility"); and

WHEREAS, in connection with the issuance of the Bond and to facilitate construction of the Facility, the Commonwealth of Virginia, by The Rector and Visitors of George Mason University (the "University") entered into a Deed of Ground Lease and a related Memorandum of Deed of Ground Lease (the "Ground Lease Documents") between the University, as lessor, and the LLC, as lessee, and a Deed of Lease and a related Memorandum of Lease (the "Capital Lease Documents" and, together with the Ground Lease Documents, the "Lease Documents") between the LLC, as lessor, and the University, as lessee, with respect to certain premises, including the Facility; and

WHEREAS, the LLC has determined to refinance its debt incurred in connection with the issuance of the Bond (the "Refinancing"), which debt is secured, in part, by an assignment of the rent payments made by the University pursuant to the Capital Lease; and

WHEREAS, in order to facilitate the Refinancing, the University wishes to enter into amendments and/or restatements of some or all of the Lease Documents (collectively, the "Amendments") to modify certain provisions thereof and to adjust the rent payments under the Capital Lease;

NOW, THEREFORE, BE IT RESOLVED:

1. The Board hereby authorizes the University to enter into the Amendments consistent with the terms presented to the Board.
2. The President and the Senior Vice President for Administration and Finance of the University, either of whom may act, are hereby authorized and directed to execute and deliver the Amendments and all related certificates and instruments and to take all such further action as may be considered necessary or desirable in connection with the Refinancing.
3. The resolution shall take effect immediately.

Adopted: May 3, 2018


Shawn Purvis
Secretary
Board of Visitors

Mason Giving Day 2018

BOV Summary/Overview

Thursday, April 5
givingday.gmu.edu
#Give2Mason



“Small Can Be BIG.”

Giving Day is a 24-hour giving campaign for Mason Nation. All are invited to show a tangible sign of their strength and commitment by making a gift and supporting projects that resonate with them.

Target Audience

- Primary: Alumni
- Secondary: Faculty/Staff, Parents, Students, and Friends

Purpose

- Acquire new donors.
- Tell Mason’s story by connecting our audience with exciting fundraising initiatives across campus.
- Leverage fundraising efforts by capitalizing on the energy of a one-day, transformative campaign.

Before and During Giving Day

- Emails sent to alumni, faculty/staff, parents, and students.
 - Approximately 111,000 constituents in 10 different touchpoints between March 6–April 5, and two additional follow-up emails were sent between April 6–13
- Targeted social media to Mason and Fairfax communities, and other alumni in heavily concentrated regions.
- Mailer to select donors and potential donors (20,000 mailed on March 19).
- Event invitations to Washington, D.C. (and surrounding metro area) residents and employees (4,000 invited via postcard and 40,000 additional online invitations).
- Four-part video series, including a thank you video, created by Creative Services.
 - Video launch dates: March 22, March 29, April 2, and April 6

Key Elements

- **Giving Day Projects (19 total):** Each unit shared Mason's story by highlighting one compelling fundraising initiative.
 - **Example:** "Mason Business Student Experience" through the School of Business.
- **Challenge Gifts (10 total challenge gifts ranging from \$400 to \$20,000)**
Many successful Giving Days have at least 5 percent to 10 percent of their total fundraising goal met through matching funds. The total challenge gift amount for Mason Giving Day 2018 was \$43,000 (11 percent).
 - **Example:** \$5,000 was unlocked in support of the Pep Band – Green Machine once 50 donors contributed to the fund.
- **Events:** We hosted events targeting alumni, faculty/staff, and students.
 - **Signature Event:** Raise the Roof on Mason Giving Day: Happy Hour in Washington, D.C., from 5-8 p.m. | Cost: \$10 | BB&T Bank, Homer Building Rooftop, 601 13th St., N.W. (117 guests attended)
 - **Potential Additional Event for 2019:** Faculty/Staff Happy Hour at Mason Club, time TBD | Cost: Free, but donations encouraged

Goals

- Acquire a total of 2,000 donors (*1,571 donors in 2017*)
- Raise \$300,000 (*\$193,000 in 2017*)

Results

- Acquired a total of 2,045 donors (*Goal of 2,000 donors*)
- Raised \$375,000 (*Goal of \$300,000*)
- 982 Alumni donors (*Goal of 1,000*)
- 423 Faculty/Staff donors (*Goal of 350*)
- 63 Student donors
- 151 Parent Donors

BOARD OF VISITORS

George Mason University

Tentative Meeting Dates for 2018-2019

(Pending Officer Elections on July 27, 2018)

Wednesday, October 10, 2018	Full Board Meeting
<i>OR</i>	
Thursday, October 11, 2018	

Wednesday, December 12, 2018	Full Board Meeting
<i>OR</i>	
Thursday, December 13, 2018	

(Winter Graduation – Thursday, December 20, 2018)

Wednesday, February 27, 2019	Full Board Meeting
<i>OR</i>	
Thursday, February 28, 2019	

Wednesday, April 3, 2019	Finance & Land Use Information Session/Special Board Meeting
---------------------------------	-----------------------------------------------------------------------------

Wednesday, May 1, 2019	Full Board Meeting
<i>OR</i>	
Thursday, May 2, 2019	

(Commencement – Friday, May 17, 2019)

Thursday, July 25, 2019	Annual Planning Conference
Friday, July 26, 2019	Annual Meeting

Special Full Board or Committee meetings to be scheduled if needed.

MEMORANDUM

Office of the President
4400 University Drive, MS 3A1, Fairfax, Virginia 22030
Phone: 703-993-8704; Fax: 703-993-8880

To: Board of Visitors
From: Ángel Cabrera, President
Date: July 27, 2018
Subject: Requests for Admissions Assistance

We understand that with your position as a George Mason University Board of Visitor member you will probably be approached by colleagues, friends, etc., seeking assistance. One of the most common requests is for admissions assistance. The following are some guidelines and background to help you manage these requests.

First, the Privacy of Student Records document produced by University Counsel provides legal guidance related to sharing of information on student admissions.

Second, we welcome Board of Visitor members to offer the following assistance to potential applicants:

- Write letters of recommendation to the Dean of Admissions on the behalf of a specific applicant.
- Request a visit/campus tour for family/friends that are interested in Mason.
- Refer a prospective student/applicant to the Office of Admissions for personal follow up with a counselor.

Third, we ask that you refrain from the following:

- Requesting/obtaining specific information on applicants such as admissions decisions.
- Requesting that an admission decision be made on any specific applicant.
- Making any promises to an applicant regarding admissions or special treatment.

Your service to and representation of George Mason University is appreciated, and we look forward to another successful and productive year of collaboration to move the university forward.

Thank you.

George Mason University
Board of Visitors
Code of Ethics

It is important that members of the Board of Visitors of George Mason University and all George Mason University employees conduct themselves with the highest degree of honor and integrity and understand that public service is a public trust. Ethical conduct in our relationships with each other, members of the public, our students, other state agencies, and private entities is of critical importance during service to the public through serving George Mason University.

1. The Board will uphold the University's Mission, Vision, and Values and will always act in the best interests of the University.

2. The Board shall adhere to all applicable state and federal laws and regulations and Board Policies and Bylaws.

(a) The Board shall comply with the Commonwealth of Virginia's State and Local Government Conflict of Interests Act, Virginia Code §2.2-3100 *et.seq.*, avoiding conflicts of interest as defined by law, and shall report promptly to the Rector any potential conflicts. This includes the timely filing of the annual financial disclosure statement and any other required documents.

i. Visitors shall not have a personal interest in a contract or transaction with the University which would appear to influence the performance of their official duties. A personal interest includes an interest of an immediate family member. Visitors shall not request special consideration or personal prerogative for admissions, employment, or contracts for business.

ii. Visitors shall not seek or accept gifts or business or professional opportunities which would appear to influence the performance of their official duties.

(b) The Board shall adhere to the requirements of the Virginia Freedom of Information Act.

(c) Visitors have a duty to report their own potential or actual violations of the Code of Ethics or those of other Visitors to the Rector immediately upon realization or discovery. If the Rector is personally faced with such a conflict, he or she shall report it to the Vice Rector, who will act in his or her place.

(d) Visitors shall participate in all training required by law.

3. Visitors shall certify that they have read and understand this Code of Ethics by signing the Code annually. Potential or actual violations of the Board Code of Ethics shall be reviewed in the following manner:

(a) The Rector will consult with the Visitor in question and attempt to resolve the potential or actual noncompliance. If that consultation fails to resolve the matter, then

(b) The Rector shall convene the Executive Committee to meet with the Visitor in question and attempt to resolve the potential or actual noncompliance. If that consultation fails to resolve the matter, then

(c) The Rector shall convene the full Board to determine corrective action, as appropriate. The Executive Committee shall report to the Governor in writing any instances of breach of ethical conduct, and the corrective action the Board has elected to take. Upon sufficient cause, the Board may determine by majority vote of the membership to recommend to the Governor that a member be removed as provided for in § 2.2-108 of the Code of Virginia.

Approved May 7, 2014

I certify that I have read and understand this Code of Ethics.

Signature: _____ Printed Name: _____ Date: _____

COIA QUICK GUIDE

The State and Local Government Conflict of Interests Act ("Act"), Virginia Code §2.2-3100, *et seq.*, is applicable to you as a Board member ("Officer"). The Act governs 1) Contracts 2) Transactions and 3) General Prohibitions. You are also required to file an annual Statement of Economic Interests.

Contracts and Transactions

Prohibited conduct for Contracts and Transactions generally requires that **you** have a **personal interest** in the contract or transaction (transaction is normally a vote you cast on the Board or in a committee). **YOU** means you personally, your spouse, and dependents. **PERSONAL INTEREST** means salary or other compensation (or any legal consideration) exceeding \$5,000 per year, or ownership in a business exceeding 3% of its total equity.

You cannot have any contract with the University in which you have a personal interest unless a statutory exception applies. You cannot participate in any transaction with the University in which you have a personal interest without statutory public disclosures. There are exceptions, but exceptions must be exercised **prior** to entering into an otherwise prohibited contract or transaction.

General Prohibitions

These prohibitions **do not** require a personal interest. You **are prohibited** from accepting or soliciting money or anything of value, regardless of the amount, **for**:

- 1) Performing your official duties (remuneration for actual expenses excepted).
- 2) Obtaining employment, appointment or promotion for any person with the University.
- 3) Obtaining a contract for any person or business.
- 4) Using confidential information.
- 5) Accepting any money, loan, gift favor, service or business or professional opportunity reasonably tending to influence you in the performance of your duties.
- 6) Accepting gifts from any person whose interests may be substantially affected by the Board, or from accepting gifts on such a frequent basis as to create an appearance of private gain.

Statement of Economic Interests

You will be required to annually file (electronically) a Statement of Economic Interests with the Virginia Conflict of Interest and Ethics Advisory Council. This is a public document. While the form is not a model of clarity, the general guidance is that when in doubt, disclose.

You are additionally required to take an orientation course on the act within two months of appointment and biannually thereafter. The course is online at <http://ethics.dls.virginia.gov> by scrolling down to "State Employee and Officer Training Module."

WARNING

The Act has both civil and **criminal sanctions**. As Senior Assistant Attorneys General, your University lawyers must report suspected violations. Concerns regarding your conduct and the Act should first be directed to the Chief of Staff.

FOIA QUICK GUIDE

The Virginia Freedom of Information Act, Code of Virginia §2.2-3700, *et seq.*, governs 1) public access to records and 2) the conduct of meetings.

Records

All records prepared or possessed by you in the transaction of University business, including both paper and electronic forms, are subject to public disclosure. Your emails to fellow Board members and others in the transaction of University business, even if on a personal email account or by a privately owned device, are subject to disclosure. (§42.1-77). You may want to consider a dedicated email account for University business.

All records are presumed to be public. You may exclude all or part of some records from disclosure, if they fall into a statutory exclusion, but the burden is on the University to identify the specific sections of the Code of Virginia that permit withholding.

The wisest approach is to assume that all your writings and records related to University business will appear in the media. You should ascertain that any matter you do not want published or broadcast falls under an exclusion before being committed to writing or otherwise recorded.

Meetings

Any meeting of three or more Board members, in Board committee or even as part of another University committee, requires at least three working days public notice be posted setting forth the specific date, time and location. There are provisions for emergencies and limited attendance by electronic communications, but specific statutory requirements must also be observed and they are generally no less burdensome than regular meetings.

All meetings, to include committee meetings, are open to the public. You may go into closed meeting for specific statutory purposes. Before going into closed meeting, you will be required to identify the subject matter and purpose, and the specific section of the Code of Virginia, that permit the closed meeting. At the conclusion of closed meeting you will be required to certify, by roll call vote, that you discussed only those matters properly the subject of the closed meeting.

The statute recognizes that three or more Board members may gather without notice at purely social or public functions, but you may not discuss or transact any University business at such functions.

Simultaneous email transmissions by three or more Board members are not yet considered meetings in a ruling of the Supreme Court (*Hill v. Fairfax County School Board*, 284 Va. 306, 2012) but the Court suggested a different result under other circumstances. It is accordingly strongly recommended that you limit contemporaneous email to only one other Board member at a time, and that emails to and from more than one member be routed through the Secretary Pro Tem or the Chief of Staff.

Sanctions

You can be held individually liable for willing and knowing violations with a civil penalty of up to \$2,000 for a first violation and up to \$5,000 for a second or subsequent violation.

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

July 27, 2018

CONFERRAL OF EMERITUS/EMERITA STATUS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Gaffney	Kathleen	7/27/2018

Title: Professor Emerita of Nursing

Local Academic Unit: Nursing (CHHS)

Miklancie	Margaret	7/27/2018
------------------	-----------------	------------------

Title: Associate Professor Emerita of Nursing

Local Academic Unit: Nursing (CHHS)

Seligmann	Linda	7/27/2018
------------------	--------------	------------------

Title: Professor Emerita

Local Academic Unit: Sociology and Anthropology (CHSS)

Whittington	Frank	7/27/2018
--------------------	--------------	------------------

Title: Professor Emeritus of Gerontology

Local Academic Unit: College of Health and Human Services



College of Health and Human Services

Office of the Dean
4400 University Drive – MSN 2G7
Fairfax, Virginia 22030
Phone: 703-993-1918; Fax: 703-993-1943; Web: chhs.gmu.edu

To: S. David Wu, Provost and Executive Vice President
Ángel Cabrera, President

From: Germaine M. Louis *Germaine M. Louis, Dean*
Dean, College of Health and Human Services

Subject: Emeritus/Emerita Designation for Kathleen Gaffney

Date: June 11, 2018

This memo affirms my support for **Professor Kathleen Gaffney's** candidacy for Faculty Emeritus as nominated by several colleagues and a Mason alumna. In 1991, Professor Gaffney joined the College's faculty as an Associate Professor in the School of Nursing and was promoted to Professor in 2002. She has held numerous roles throughout the College and University. Notable accomplishments and service include her role as Director of the School of Nursing's doctoral program and later in building the nurse practitioner programs. The growing stature of our School of Nursing is, in part, a reflection of excellent faculty such as Professor Gaffney. Also of note is her stature as an extramurally funded researcher with grant awards from the National Institutes of Health. In addition, Professor Gaffney is a pediatric nurse practitioner, and she uses her clinical expertise to deliver care in various clinics. Her recent appointment as HRSA's Commissioner for the Advisory Commission on Childhood Vaccines speaks to her professional stature. In light of Professor Gaffney's retirement effective June 1, 2018 and longstanding commitment to the School, College and University, I am supportive of her Faculty Emeritus appointment effective June 2, 2018.

Approval ☒ Disapproval ☐ 
S. David Wu, Provost and Executive Vice President

Approval ☒ Disapproval ☐ 
Ángel Cabrera, President

This memo certifies that the criteria have been met by this Emeritus candidate according to the Faculty Handbook requirements: full-time Associate or Full Professor with ten or more years of continuous academic service; nominated by the home unit with the Dean, Provost, and President's recommendations.



College of Health and Human Services

Office of the Dean
4400 University Drive – MSN 2G7
Fairfax, Virginia 22030
Phone: 703-993-1918; Fax: 703-993-1943; Web: chhs.gmu.edu


To: S. David Wu, Provost and Executive Vice President
Ángel Cabrera, President

From: Germaine M. Louis *Germaine M. Louis*
Dean, College of Health and Human Services

Subject: Emeritus/Emerita Designation for Margaret Miklancie

Date: June 11, 2018

This memo affirms my support for **Dr. Margaret Miklancie's** candidacy for Faculty Emeritus as nominated by three colleagues. Having first joined the College's faculty in the School of Nursing as a member of the Adjunct Faculty in 1992, Dr. Miklancie later became an Assistant Professor in 2001 and Associate Professor in 2017. She held important academic roles within the undergraduate nursing program not only in the classroom but also at various clinical sites. While I do not know Dr. Miklancie given my short tenure at Mason, her colleagues regard her as an excellent teacher who helped launch many degree programs. Of note is her service on Faculty Council and the Writing Across the Curriculum community. She is credited with representing the School, College and University in the highest possible manner reflecting her longstanding dedication and service to Mason. In light of Dr. Miklancie's retirement effective June 1, 2018 and longstanding commitment to the School, College and University, I am supportive of her Faculty Emeritus appointment effective June 2, 2018.

Approval ☒ Disapproval ☐ 
S. David Wu, Provost and Executive Vice President

Approval ☒ Disapproval ☐ 
Ángel Cabrera, President

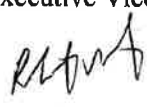
This memo certifies that the criteria have been met by this Emeritus candidate according to the Faculty Handbook requirements: full-time Associate or Full Professor with ten or more years of continuous academic service; nominated by the home unit with the Dean, Provost, and President's recommendations.



**College of Humanities and
Social Sciences**

4400 University Drive, MS 3A3, Fairfax, Virginia 22030
Phone: 703-993-8720 Fax: 703-993-8714

To: S. David Wu, Provost and Executive Vice President
Ángel Cabrera, President

From: Robert Matz, Interim Dean 
College of Humanities and Social Sciences

Subject: Emerita Designation for Linda Seligmann

Date: May 3, 2018

On the recommendation of the Department of Sociology and Anthropology, I am pleased to recommend Dr. Linda Seligmann for appointment as Professor Emerita effective upon approval of the BOV.

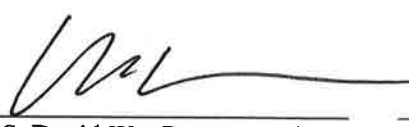
Dr. Seligmann has been actively engaged in teaching, scholarship and leadership activities since her arrival at George Mason University in 1995. She has taught a wide range of undergraduate and graduate courses and has assumed a number of leadership roles to include Director of the Center for the Study of the Americas (1995-1997), Director of the Anthropology Program (2002-2006), and Director of the Graduate Program in Anthropology (2005-08, 2010-13).

She has published four books and her articles have appeared in *Comparative Studies in Society and History*, *American Ethnologist*, *Cultural Anthropology*, *Ethos*, *Urban Anthropology*, *Built Environment*, and *Ethnohistory*, and she has prepared chapters for *Street Economies in the Urban Global South*, *The Restless Anthropologist: New Fieldsites, New Visions*, and *Border Crossings: Transnational Americanist Anthropology*.

She has been a Fulbright Fellow and recipient of grants from the Wenner-Gren Foundation, The Reed Foundation, Tinker Foundation, and the Organization of American States, and received the Outstanding Scholar Award in 2005 from the College of Arts and Sciences at George Mason. She has held several editorships, and is currently Editor-in-Chief of the *Journal of Latin American and Caribbean Anthropology*. She has published political analyses in local and national newspapers and journals, including *The Washington Post* and has appeared on the *The Diane Rehm Show* (NPR) and *With Good Reason* (NPR) and will be preparing a podcast with *Sapiens* on her current research.

Dr. Seligmann's career at George Mason University has been impactful and full of reward.

Approve ☒ Disapprove ☐


S. David Wu, Provost and
Executive Vice President

Date

Approve ☒ Disapprove ☐


Ángel Cabrera, President

5.7.2018
Date

This memo certifies that the criteria have been met by this Emeritus candidate according to the Faculty Handbook requirements: full-time Associate or Full Professor with ten or more years of continuous academic service, home unit and/or Dean recommendation, Provost recommendation, and the President's recommendation.



College of Health and Human Services

Office of the Dean
4400 University Drive – MSN 2G7
Fairfax, Virginia 22030
Phone: 703-993-1918; Fax: 703-993-1943; Web: chhs.gmu.edu

To: S. David Wu, Provost and Executive Vice President
Ángel Cabrera, President

From: Germaine M. Louis *Germaine M. Louis*
Dean, College of Health and Human Services

Subject: Emeritus/Emerita Designation for Frank Whittington

Date: June 11, 2018

This memo affirms my support for **Professor Frank Whittington's** candidacy for Faculty Emeritus as nominated by two colleagues. In 2008, Professor Whittington was recruited to be the Associate Dean of Academic Affairs for the College of Health and Human Services later advancing to the role of Senior Associate Dean in 2010. He also held a faculty position in the Department of Global and Community Health. In his deanship role, Professor Whittington is credited with providing academic leadership for the development of two departments within the College: nutrition and rehabilitation sciences program. In addition, Professor Whittington has represented the College on numerous University-wide committees and other related activities, while continuing his professional interests in gerontology. In light of Professor Whittington's retirement effective July 1, 2018 and longstanding commitment to the College and University, I am supportive of his continuing as Faculty Emeritus effective July 2, 2018.

Approval ☒ Disapproval ☐ 
S. David Wu, Provost and Executive Vice President

Approval ☒ Disapproval ☐ 
Ángel Cabrera, President

This memo certifies that the criteria have been met by this Emeritus candidate according to the Faculty Handbook requirements: full-time Associate or Full Professor with ten or more years of continuous academic service; nominated by the home unit with the Dean, Provost, and President's recommendations.

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

July 27, 2018

ELECTIONS OF NEW TENURED FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Ardis	Ann L.	8/1/2018

Title: Dean, College of Humanities and Social Sciences

Classification: Tenured (without term) - Admin/Professional

Local Academic Unit: College of Humanities and Social Sciences

Note(s): Additional Title: Professor without Term

Kugler	Maurice D.	8/25/2018
---------------	-------------------	-----------

Title: Professor without Term

Classification: Tenured (without term) - Instructional

Local Academic Unit: Schar School of Policy and Government

Mollerstrom	Johanna	8/25/2018
--------------------	----------------	-----------

Title: Associate Professor without Term

Classification: Tenured (without term) - Instructional

Local Academic Unit: Economics (CHSS)



Office of the Provost
4400 University Drive, MSN 3A2
Fairfax, Virginia 22030
Phone: 703.993.8770; Fax: 703.993.8871

**Procedural Checklist for New Faculty
Being appointed to Tenured (Without Term) Positions**

This form must be submitted, in hard copy, to the Provost Office by the Dean/Director immediately upon receipt of a signed offer letter.

Ann Ardis, Dean of the College and Professor in the Department of English

Faculty Member's Name and Title

College of Humanities and Social Sciences

Local Academic Unit

☒ Reference checks have been conducted.

☒ Sexual harassment prevention training has been scheduled for TBD

Date

One-half page justification for appointment, to include a description of the benefit of this hire for the department, school, etc., as well as the rationale for selecting this candidate over others.

Dr. Ardis, after an extensive national search, was selected as Dean of the College of Humanities and Social Sciences. She has:

- A strong record of progressively senior administrative experience;
- An impressive body of scholarship, with notable journal articles, book reviews, chapters and international conference presentations;
- Significant teaching experience of both graduate and undergraduate courses, earning an Outstanding Advising Advocate award in 2014;
- A notable service record, within, across and outside the organizations in which she works. Her administrative experience, in combination with a strong record of teaching, service, research and international publications, is exemplary.

S. David Wu

~~Dean/Director~~

Provost

June 18, 2018

Date



Office of the Provost
4400 University Drive, MSN 3A2
Fairfax, Virginia 22030
Phone: 703.993.8770; Fax: 703.993.8871

**Procedural Checklist for New Faculty
Being appointed to Tenured (Without Term) Positions**

This form must be submitted, in hard copy, to the Provost Office by the Dean/Director immediately upon receipt of a signed offer letter.

Maurice D. Kugler Professor of Public Policy

Faculty Member's Name and Title

Schar School of Policy and Government

Local Academic Unit



Reference checks have been conducted.



Sexual harassment prevention training has been scheduled for

Fall 2018

Date

One-half page justification for appointment, to include a description of the benefit of this hire for the department, school, etc., as well as the rationale for selecting this candidate over others.

Dr. Maurice Kugler went through the normal hiring process and the Schar School's tenure committee. He was highly rated by the search committee, the faculty, and the tenure committee. Based on his past experience, we anticipate that he will be a productive researcher, popular instructor, and active member of the faculty. He has over 20 years of experience in academic and policy-oriented research. Dr. Kugler brings expertise as an economist on international economics, productivity growth, policy evaluation and development. His addition to tenured faculty of George Mason University will definitely enhance the economic policy analysis expertise within the Schar School of Policy and Government.

Mark J. Rozell

06/25/18

Dean/Director

Date



Office of the Provost
4400 University Drive, MSN 3A2
Fairfax, Virginia 22030
Phone: 703.993.8770; Fax: 703.993.8871

**Procedural Checklist for New Faculty
Being appointed to Tenured (Without Term) Positions**

This form must be submitted, in hard copy, to the Provost Office by the Dean/Director immediately upon receipt of a signed offer letter.

Johanna Mollerstrom, Associate Professor

Faculty Member's Name and Title

Economics

Local Academic Unit



Reference checks have been conducted.



Sexual harassment prevention training has been scheduled for

TBD (January schedule not available.)

Date

One-half page justification for appointment, to include a description of the benefit of this hire for the department, school, etc., as well as the rationale for selecting this candidate over others.

The Economics department was authorized to hire a tenure-track or tenured professor in experimental economics. The experimental economics group has recently lost four faculty members, and this hire is a step towards rebuilding the experimental economics faculty, one of the most visible faculty at Mason.

After an extensive search, we were fortunate to hire Dr. Johanna Mollerstrom. Dr. Mollerstrom received her PhD in economics from Harvard University in 2013 and has produced a strong record of research publications. Dr. Mollerstrom has a gift for identifying interesting, policy-relevant questions and designing clever experiments to test them. She is a perfect complement to the skill-sets that already exist at GMU.

Dean/Director

5-29-18

Date

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

July 27, 2018

CONFERRAL OF EMERITUS/EMERITA STATUS

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Gaffney	Kathleen	7/27/2018

Title: Professor Emerita of Nursing

Local Academic Unit: Nursing (CHHS)

Miklancie	Margaret	7/27/2018
------------------	-----------------	-----------

Title: Associate Professor Emerita of Nursing

Local Academic Unit: Nursing (CHHS)

Seligmann	Linda	7/27/2018
------------------	--------------	-----------

Title: Professor Emerita

Local Academic Unit: Sociology and Anthropology (CHSS)

Whittington	Frank	7/27/2018
--------------------	--------------	-----------

Title: Professor Emeritus of Gerontology

Local Academic Unit: College of Health and Human Services



College of Health and Human Services

Office of the Dean
4400 University Drive – MSN 2G7
Fairfax, Virginia 22030
Phone: 703-993-1918; Fax: 703-993-1943; Web: chhs.gmu.edu

To: S. David Wu, Provost and Executive Vice President
Ángel Cabrera, President

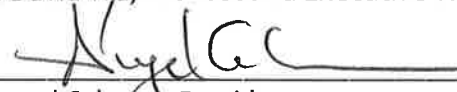
From: Germaine M. Louis *Germaine M. Louis, Dean*
Dean, College of Health and Human Services

Subject: Emeritus/Emerita Designation for Kathleen Gaffney

Date: June 11, 2018

This memo affirms my support for **Professor Kathleen Gaffney's** candidacy for Faculty Emeritus as nominated by several colleagues and a Mason alumna. In 1991, Professor Gaffney joined the College's faculty as an Associate Professor in the School of Nursing and was promoted to Professor in 2002. She has held numerous roles throughout the College and University. Notable accomplishments and service include her role as Director of the School of Nursing's doctoral program and later in building the nurse practitioner programs. The growing stature of our School of Nursing is, in part, a reflection of excellent faculty such as Professor Gaffney. Also of note is her stature as an extramurally funded researcher with grant awards from the National Institutes of Health. In addition, Professor Gaffney is a pediatric nurse practitioner, and she uses her clinical expertise to deliver care in various clinics. Her recent appointment as HRSA's Commissioner for the Advisory Commission on Childhood Vaccines speaks to her professional stature. In light of Professor Gaffney's retirement effective June 1, 2018 and longstanding commitment to the School, College and University, I am supportive of her Faculty Emeritus appointment effective June 2, 2018.

Approval ☒ Disapproval ☐ 
S. David Wu, Provost and Executive Vice President

Approval ☒ Disapproval ☐ 
Ángel Cabrera, President

This memo certifies that the criteria have been met by this Emeritus candidate according to the Faculty Handbook requirements: full-time Associate or Full Professor with ten or more years of continuous academic service; nominated by the home unit with the Dean, Provost, and President's recommendations.



College of Health and Human Services

Office of the Dean
4400 University Drive – MSN 2G7
Fairfax, Virginia 22030
Phone: 703-993-1918; Fax: 703-993-1943; Web: chhs.gmu.edu

To: S. David Wu, Provost and Executive Vice President
Ángel Cabrera, President

From: Germaine M. Louis *Germaine M. Louis*
Dean, College of Health and Human Services

Subject: Emeritus/Emerita Designation for Margaret Miklancie

Date: June 11, 2018

This memo affirms my support for **Dr. Margaret Miklancie's** candidacy for Faculty Emeritus as nominated by three colleagues. Having first joined the College's faculty in the School of Nursing as a member of the Adjunct Faculty in 1992, Dr. Miklancie later became an Assistant Professor in 2001 and Associate Professor in 2017. She held important academic roles within the undergraduate nursing program not only in the classroom but also at various clinical sites. While I do not know Dr. Miklancie given my short tenure at Mason, her colleagues regard her as an excellent teacher who helped launch many degree programs. Of note is her service on Faculty Council and the Writing Across the Curriculum community. She is credited with representing the School, College and University in the highest possible manner reflecting her longstanding dedication and service to Mason. In light of Dr. Miklancie's retirement effective June 1, 2018 and longstanding commitment to the School, College and University, I am supportive of her Faculty Emeritus appointment effective June 2, 2018.

Approval ☒ Disapproval ☐

[Signature]
S. David Wu, Provost and Executive Vice President

Approval ☒ Disapproval ☐

[Signature]
Ángel Cabrera, President

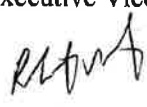
This memo certifies that the criteria have been met by this Emeritus candidate according to the Faculty Handbook requirements: full-time Associate or Full Professor with ten or more years of continuous academic service; nominated by the home unit with the Dean, Provost, and President's recommendations.



**College of Humanities and
Social Sciences**

4400 University Drive, MS 3A3, Fairfax, Virginia 22030
Phone: 703-993-8720 Fax: 703-993-8714

To: S. David Wu, Provost and Executive Vice President
Ángel Cabrera, President

From: Robert Matz, Interim Dean 
College of Humanities and Social Sciences

Subject: Emerita Designation for Linda Seligmann

Date: May 3, 2018

On the recommendation of the Department of Sociology and Anthropology, I am pleased to recommend Dr. Linda Seligmann for appointment as Professor Emerita effective upon approval of the BOV.

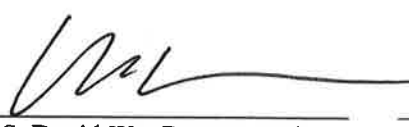
Dr. Seligmann has been actively engaged in teaching, scholarship and leadership activities since her arrival at George Mason University in 1995. She has taught a wide range of undergraduate and graduate courses and has assumed a number of leadership roles to include Director of the Center for the Study of the Americas (1995-1997), Director of the Anthropology Program (2002-2006), and Director of the Graduate Program in Anthropology (2005-08, 2010-13).

She has published four books and her articles have appeared in *Comparative Studies in Society and History*, *American Ethnologist*, *Cultural Anthropology*, *Ethos*, *Urban Anthropology*, *Built Environment*, and *Ethnohistory*, and she has prepared chapters for *Street Economies in the Urban Global South*, *The Restless Anthropologist: New Fieldsites, New Visions*, and *Border Crossings: Transnational Americanist Anthropology*.

She has been a Fulbright Fellow and recipient of grants from the Wenner-Gren Foundation, The Reed Foundation, Tinker Foundation, and the Organization of American States, and received the Outstanding Scholar Award in 2005 from the College of Arts and Sciences at George Mason. She has held several editorships, and is currently Editor-in-Chief of the *Journal of Latin American and Caribbean Anthropology*. She has published political analyses in local and national newspapers and journals, including *The Washington Post* and has appeared on the *The Diane Rehm Show* (NPR) and *With Good Reason* (NPR) and will be preparing a podcast with *Sapiens* on her current research.

Dr. Seligmann's career at George Mason University has been impactful and full of reward.

Approve ☒ Disapprove ☐


S. David Wu, Provost and
Executive Vice President

Date

Approve ☒ Disapprove ☐


Ángel Cabrera, President

5.7.2018
Date

This memo certifies that the criteria have been met by this Emeritus candidate according to the Faculty Handbook requirements: full-time Associate or Full Professor with ten or more years of continuous academic service, home unit and/or Dean recommendation, Provost recommendation, and the President's recommendation.



College of Health and Human Services

Office of the Dean
4400 University Drive – MSN 2G7
Fairfax, Virginia 22030
Phone: 703-993-1918; Fax: 703-993-1943; Web: chhs.gmu.edu

To: S. David Wu, Provost and Executive Vice President
Ángel Cabrera, President

From: Germaine M. Louis *Germaine M. Louis*
Dean, College of Health and Human Services

Subject: Emeritus/Emerita Designation for Frank Whittington

Date: June 11, 2018

This memo affirms my support for **Professor Frank Whittington's** candidacy for Faculty Emeritus as nominated by two colleagues. In 2008, Professor Whittington was recruited to be the Associate Dean of Academic Affairs for the College of Health and Human Services later advancing to the role of Senior Associate Dean in 2010. He also held a faculty position in the Department of Global and Community Health. In his deanship role, Professor Whittington is credited with providing academic leadership for the development of two departments within the College: nutrition and rehabilitation sciences program. In addition, Professor Whittington has represented the College on numerous University-wide committees and other related activities, while continuing his professional interests in gerontology. In light of Professor Whittington's retirement effective July 1, 2018 and longstanding commitment to the College and University, I am supportive of his continuing as Faculty Emeritus effective July 2, 2018.

Approval ☒ Disapproval ☐ 
S. David Wu, Provost and Executive Vice President

Approval ☒ Disapproval ☐ 
Ángel Cabrera, President

This memo certifies that the criteria have been met by this Emeritus candidate according to the Faculty Handbook requirements: full-time Associate or Full Professor with ten or more years of continuous academic service; nominated by the home unit with the Dean, Provost, and President's recommendations.

ANNOUNCEMENT

Academic Programs, Diversity, and University Community Committee

July 27, 2018

ELECTIONS OF NEW TENURED FACULTY

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
Ardis	Ann L.	8/1/2018

Title: Dean, College of Humanities and Social Sciences

Classification: Tenured (without term) - Admin/Professional

Local Academic Unit: College of Humanities and Social Sciences

Note(s): Additional Title: Professor without Term

Kugler	Maurice D.	8/25/2018
---------------	-------------------	-----------

Title: Professor without Term

Classification: Tenured (without term) - Instructional

Local Academic Unit: Schar School of Policy and Government

Mollerstrom	Johanna	8/25/2018
--------------------	----------------	-----------

Title: Associate Professor without Term

Classification: Tenured (without term) - Instructional

Local Academic Unit: Economics (CHSS)



Office of the Provost
4400 University Drive, MSN 3A2
Fairfax, Virginia 22030
Phone: 703.993.8770; Fax: 703.993.8871

**Procedural Checklist for New Faculty
Being appointed to Tenured (Without Term) Positions**

This form must be submitted, in hard copy, to the Provost Office by the Dean/Director immediately upon receipt of a signed offer letter.

Ann Ardis, Dean of the College and Professor in the Department of English

Faculty Member's Name and Title

College of Humanities and Social Sciences

Local Academic Unit

☒ Reference checks have been conducted.

☒ Sexual harassment prevention training has been scheduled for TBD

Date

One-half page justification for appointment, to include a description of the benefit of this hire for the department, school, etc., as well as the rationale for selecting this candidate over others.

Dr. Ardis, after an extensive national search, was selected as Dean of the College of Humanities and Social Sciences. She has:

- A strong record of progressively senior administrative experience;
- An impressive body of scholarship, with notable journal articles, book reviews, chapters and international conference presentations;
- Significant teaching experience of both graduate and undergraduate courses, earning an Outstanding Advising Advocate award in 2014;
- A notable service record, within, across and outside the organizations in which she works. Her administrative experience, in combination with a strong record of teaching, service, research and international publications, is exemplary.

S. David Wu

~~Dean/Director~~

Provost

June 18, 2018

Date



Office of the Provost
4400 University Drive, MSN 3A2
Fairfax, Virginia 22030
Phone: 703.993.8770; Fax: 703.993.8871

**Procedural Checklist for New Faculty
Being appointed to Tenured (Without Term) Positions**

This form must be submitted, in hard copy, to the Provost Office by the Dean/Director immediately upon receipt of a signed offer letter.

Maurice D. Kugler Professor of Public Policy

Faculty Member's Name and Title

Schar School of Policy and Government

Local Academic Unit



Reference checks have been conducted.



Sexual harassment prevention training has been scheduled for

Fall 2018

Date

One-half page justification for appointment, to include a description of the benefit of this hire for the department, school, etc., as well as the rationale for selecting this candidate over others.

Dr. Maurice Kugler went through the normal hiring process and the Schar School's tenure committee. He was highly rated by the search committee, the faculty, and the tenure committee. Based on his past experience, we anticipate that he will be a productive researcher, popular instructor, and active member of the faculty. He has over 20 years of experience in academic and policy-oriented research. Dr. Kugler brings expertise as an economist on international economics, productivity growth, policy evaluation and development. His addition to tenured faculty of George Mason University will definitely enhance the economic policy analysis expertise within the Schar School of Policy and Government.

Mark J. Rozell

06/25/18

Dean/Director

Date



Office of the Provost
4400 University Drive, MSN 3A2
Fairfax, Virginia 22030
Phone: 703.993.8770; Fax: 703.993.8871

**Procedural Checklist for New Faculty
Being appointed to Tenured (Without Term) Positions**

This form must be submitted, in hard copy, to the Provost Office by the Dean/Director immediately upon receipt of a signed offer letter.

Johanna Mollerstrom, Associate Professor

Faculty Member's Name and Title

Economics

Local Academic Unit



Reference checks have been conducted.



Sexual harassment prevention training has been scheduled for

TBD (January schedule not available.)

Date

One-half page justification for appointment, to include a description of the benefit of this hire for the department, school, etc., as well as the rationale for selecting this candidate over others.

The Economics department was authorized to hire a tenure-track or tenured professor in experimental economics. The experimental economics group has recently lost four faculty members, and this hire is a step towards rebuilding the experimental economics faculty, one of the most visible faculty at Mason.

After an extensive search, we were fortunate to hire Dr. Johanna Mollerstrom. Dr. Mollerstrom received her PhD in economics from Harvard University in 2013 and has produced a strong record of research publications. Dr. Mollerstrom has a gift for identifying interesting, policy-relevant questions and designing clever experiments to test them. She is a perfect complement to the skill-sets that already exist at GMU.


Dean/Director

5-29-18
Date

ITEM NUMBER VIII.B:

Exclusion of the Board of Visitors from the National Industrial Security Program personal security clearance requirement.

PURPOSE OF ITEM:

This Action Item is required to avoid the requirement for members of the Board of Visitors to obtain personal security clearances.

BRIEF NARRATIVE:

Under the provision of the National Industrial Security Program the senior management officer and the Facility Security Officer must always be cleared to the level of the Facility Clearance Level (FCL). The University has a Top Secret FCL which allows researchers to work on classified contracts up to and including the Top Secret level. Both the President and the Facility Security Officer possess the required Top Secret clearances. Other officials as determined by the "Cognizant Security Agency" (CSA) must be granted personal security level clearances or be excluded by formal resolution. Our CSA, the Defense Security Service, has determined that the Board of Visitors must be effectively excluded from all classified information disclosed to the organization. This exclusion must be made a matter of record by the University's executive body. This is a recurring exclusion that must be executed whenever a change to membership of the Board of Visitors occurs. The wording of the exclusion is the wording provided by our CSA and we have been instructed not to vary from it.

STAFF RECOMMENDATION:

Staff recommends Board approval

RESOLUTION ON CLASSIFIED INFORMATION ACCESS

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

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

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

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

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

Board Officers:

Vacant - Rector

Vacant - Vice Rector

Vacant - Secretary

Board Members:

Karen Alcalde

Horace L. Blackman

Anjan Chimaladinne

Stephen Cumbie

Thomas M. Davis

James W. Hazel

Wendy Marquez

Ignacia S. Moreno

David Petersen

Nancy G. Prowitt

Shawn Purvis

Paul J. Reagan

Edward H. Rice

Denise Turner Roth

Robert Witeck

Lisa Zuccari

IN WITNESS WHEREOF I have hereunto set my hand and affixed the seal of George Mason University, this day of 27 July 2018

- Secretary

GEORGE MASON UNIVERSITY

BOARD OF VISITORS

DOCUMENT AND RECORDS REQUEST POLICY

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

This policy shall remain in effect for one year.

Adopted by the Board of Visitors on July 27, 2018.

Secretary
Board of Visitors

ITEM NUMBER VIII.D.:

Key Initiatives and FY 2019 Budget – State Impact

PURPOSE OF ITEM:

To brief the Board of Visitors on updates to the FY 2019 operating budget, strategies and initiatives.

BRIEF NARRATIVE:

The Senior Vice President for Administration and Finance will provide an update on the FY 2019 operating and capital budget. Primarily those updates will be a review of the Commonwealth General Funds.

Further, there will be a discussion regarding upcoming financial matters that will come before the Board of Visitors for consideration and deliberation in the September 2018 – May 2019 timeframe.

STAFF RECOMMENDATION:

For Board information only.

ITEM NUMBER VIII.E.:

Commonwealth Six-Year Operational Plan

PURPOSE OF ITEM:

The Higher Education Opportunity Act of 2011 requires biennial Board of Visitor approval of a Six-Year Plan, which is submitted to the State Council for Higher Education in Virginia (SCHEV).

BRIEF NARRATIVE:

The Senior Vice President for Administration and Finance will provide an update on Mason's six-year operating plan. The plan outlines key academic program initiatives, financial projections, and capital planning for consideration by the state government as they develop amendments to the biennial budget.

On August 20, 2017, the President, Senior Vice President, and Provost presented the plan to representatives of the Governor's Office, Secretary of Finance, Secretary of Education, Director of Planning and Budget, Executive Director of the State Council of Higher Education in Virginia, Staff Director of the House Committee on Appropriations, and Staff Director of the Senate Committee on Finance. Subsequently, at the October 2017 BOV meeting, the six-year operating plan was approved.

During the second year of the biennium, the Commonwealth requests confirmation and/or minor modifications from agencies. This will be an update on the University's six-year plan and its key strategies.

*** The Six-Year Plan is for planning purposes only; dependent upon General Fund support and pending BOV approval of future Tuition and Fees.**

STAFF RECOMMENDATION:

For Board information only.

ITEM NUMBER VIII.F.:

**Annual Notice - Deficit Authorization
Section 4-3.01 Requirements**

PURPOSE OF ITEM:

This item provides a copy of Section 4-3.01 to members of the Board of Visitors.

BRIEF NARRATIVE:

Section 4-3.01 prohibits agencies from obligating or expending general fund amounts in excess of appropriations or obligating or expending at a rate that would result in expenditures in excess of non-general fund revenue collections and appropriations, without prior approval by the Governor.

Consistent with this provision, the agency head is directed to acknowledge the receipt of this notification

The heads of agencies with governing boards must also provide each board member with a copy of this notice - §4-3.01.

STAFF RECOMMENDATION:

For Board information only.

§ 4-3.00 DEFICIT AUTHORIZATION AND TREASURY LOANS

§ 4-3.01 DEFICITS

a. GENERAL:

1. Except as provided in this section no state agency shall incur a deficit. No state agency receiving general fund appropriations under the provisions of this act shall obligate or expend moneys in excess of its general fund appropriations, nor shall it obligate or expend moneys in excess of nongeneral fund revenues that are collected and appropriated.

2. The Governor is authorized to approve deficit funding for a state agency under the following conditions:

- a) an unanticipated federal or judicial mandate has been imposed,
- b) insufficient moneys are available in the first year of the biennium for start-up of General Assembly-approved action, or
- c) delay pending action by the General Assembly at its next legislative Session will result in the curtailment of services required by statute or those required by federal mandate or will produce a threat to life, safety, health or property.
- d) Such approval by the Governor shall be in writing under the conditions described in § 4-3.02 a Authorized Deficit Loans of this act and shall be promptly communicated to the Chairmen of the House Appropriations and Senate Finance Committees within five calendar days of deficit approval.

3. Deficits shall not be authorized for capital projects.

4. The Department of Transportation may obligate funds in excess of the current biennium appropriation for projects of a capital nature not covered by § 4-4.00 Capital Projects, of this act provided such projects 1) are delineated in the Virginia Transportation Six-Year Improvement Program, as approved by the Commonwealth Transportation Board; and 2) have sufficient cash allocated to each such project to cover projected costs in each year of the Program; and provided that 3) sufficient revenues are projected to meet all cash obligations for such projects as well as all other commitments and appropriations approved by the General Assembly in the biennial budget.

b. UNAUTHORIZED DEFICITS: If any agency contravenes any of the prohibitions stated above, thereby incurring an unauthorized deficit, the Governor is hereby directed to withhold approval of such excess obligation or expenditure. Further, there shall be no reimbursement of said excess, nor shall there be any liability or obligation upon the state to make any appropriation hereafter to meet such unauthorized deficit. Further, those members of the governing board of any such agency who shall have voted therefore, or its head if there be no governing board, making any such excess obligation or expenditure shall be personally liable for the full amount of such unauthorized deficit and, at the discretion of the Governor, shall be deemed guilty of neglect of official duty and be subject to removal therefore. Further, the State Comptroller is hereby directed to make public any such unauthorized deficit, and the Director, Department of Planning and Budget, is hereby directed to set out such unauthorized deficits in the next biennium budget. In addition, the Governor is directed to bring this provision of this act to the attention of the members of the governing board of each state agency, or its head if there be no governing board, within two weeks of the date that this act becomes effective. The governing board or the agency head shall execute and return to the Governor a signed acknowledgment of such notification.

c. TOTAL AUTHORIZED DEFICITS: The amount which the Governor may authorize, under the provisions of this section during the current biennium, to be expended from loans repayable out of the general fund of the state treasury, for all state agencies, or other agencies combined, in excess of general fund appropriations for the current biennium, shall not exceed one and one-half percent (1 1/2%) of the revenues collected and paid into the general fund of the state treasury as defined under § 4-2.02 b of this act during the last year of the previous biennium and the first year of the current biennium.

d. The Governor shall report any such authorized and unauthorized deficits to the Chairmen of the House Appropriations and Senate Finance Committees within five calendar days of deficit approval. By August 15 of each year, the Governor shall provide a comprehensive report to the Chairmen of the House Appropriations and Senate Finance Committees detailing all such deficits.

ITEM NUMBER VIII.G.:**Online Graduate Program Tuition Proposal
(ACTION)****PURPOSE OF ITEM:**

Approval of graduate program tuition per credit hour for programs that will be offered online through the university's online partnership with Wiley.

BRIEF NARRATIVE:

College students want more options and flexibility when it comes to online learning. The partnership with Wiley allows Mason to expand its graduate programs by offering them online. Three programs have or will be offering courses online in the Fall of 2018. The programs are:

1. Master of Health Administration: This program was successfully offered online starting Spring 2018. After reviewing market analysis and information, the university is seeking to set the tuition rate on this program for both In-State and Out-of-State students at \$895 per credit hour.
2. LL.M. in Global Antitrust Law & Economic: This program was successfully offered online during the 2017-2018 academic year. With online offerings, the opportunities to expand the LL.M. programs under the Antonin Scalia Law School has been well accepted and the program is aligning with market pricing. The university is seeking to set the tuition rate on this program for both In-State and Out-of-State students at \$1,000 per credit hour.
3. LL.M. in US Law: This program will start in Fall of 2018. With online offerings, the opportunities to expand the LL.M. programs under the Antonin Scalia Law School has been well accepted. The university is seeking to set the tuition rate on this program for both In-State and Out-of-State students at \$1,000 per credit hour.

STAFF RECOMMENDATION:

Staff recommends Board approval.

Online Graduate Program Tuition Proposal – Starting Fall 2018:

TUITION PRICING FOR SELECT GRADUATE PROGRAMS – ONLINE PER CREDIT HOUR RATE		
	In-State	Out-of-State
College of Health & Human Services		
Masters of Science in Health Administration	\$895	\$895
Antonin Scalia School of Law		
LL.M. in Global Antitrust Law & Economics	\$1,000	\$1,000
LL.M. in US Law	\$1,000	\$1,000