

**GEORGE MASON UNIVERSITY  
BOARD OF VISITORS MEETING**

**ANNUAL MEETING  
July 30, 2021**

**Hazel Conference Room  
Merten Hall 1201**

**AGENDA**

8:00 a.m.           **Continental Breakfast**

8:30 a.m.           **Executive Committee Meeting**

**BOARD OF VISITORS MEETING AGENDA**

- 9:00 a.m.           **I.     Call to Order**
- II.    Approval of Minutes**  
                          A. Electronic Full Board Meeting Minutes for May 6, 2021 (**ACTION ITEM**)
- III.   Election of Officers and Committee Appointments**  
                          A. Election of Members-at-Large to the Executive Committee (2) (**ACTION ITEM**)  
                          B. Appointment of Board Liaisons  
                          C. Committee Appointments  
                          D. Committee Chair and Vice Chair Appointments (**ACTION ITEM**)
- 9:10 a.m.           **IV.   Rector's Report**
- 9:20 a.m.           **V.     Annual President's Report**  
                          A. Presentation of FY 2022 Goals – Dr. Washington (**ACTION ITEM**)
- 9:50 a.m.           **VI.   Board Orientation**  
                          A. Legal Overview  
                              1. FOIA and COIA for BOV Members  
                              2. Code of Ethics – Annual Review and Certification  
                          B. Student Referrals/Admissions
- 10:10 a.m.           **VII.   New Business**  
                          A. Academic Programs, Diversity, and University Community  
                              1. Faculty Actions  
                                  a. Conferral of Emeritus/Emerita Status (**ACTION ITEM**)  
                                  b. Elections of New Hires (**ACTION ITEM**)  
                                  c. Special Rank Change (**ACTION ITEM**)  
                          B. Classified Information Access (**ACTION ITEM**)  
                          C. Documents and Records Request Policy (**ACTION ITEM**)  
                          D. Finance and Land Use  
                              1. Financial Matters  
                                  a. Deficit Authorization Annual Notice
- 10:15 a.m.
- 10:20 a.m.
- 10:25 a.m.

- b. FY 2022 University Operating Budget, Tuition and Fees – Tuition Rate Correction (**ACTION ITEM**)
- 2. Operational Matters
  - a. Retirement Incentive Program Update (**ACTION ITEM**)

- 10:40 a.m.     **VIII. Closed Session**
- A. Personnel Matter (Code of VA: §2.2-3711.A.1)
  - B. Public Contract (Code of VA: §2.2-3711.A.29)
  - C. Consultation with Legal Counsel pertaining to actual or probable litigation (Code of VA: §2.2-3711.A.7)
  - D. Consultation with Legal Counsel regarding specific legal matters requiring the provision of legal advice (Code of VA: §2.2-3711.A.8)
- 12:00 p.m.     **IX. Adjournment**
- 12:00 p.m.     **Lunch**

*The July 30, 2021 meetings of the full board and the executive committee of the Board of Visitors will be in-person. Members of the public are welcome to join in-person or may view the meeting live at the following link: <https://gmutv.gmu.edu/live-broadcast/>.*

**No public comment will be taken at this meeting**

**GEORGE MASON UNIVERSITY  
BOARD OF VISITORS  
Executive Committee Meeting  
Friday, July 30, 2021**

**AGENDA**

- I. Call to Order**
- II. Approval of Minutes (ACTION ITEM)**
  - A.** Executive Committee Meeting Minutes for February 25, 2021
- III. Rector's Comments**
  - A.** Executive Committee; Duties (Code of VA: §23.1-1306)
- IV. President's Comments**
- V. Closed Session**
  - A.** Personnel Matter (Code of VA: §2.2-3711.A.1)
  - B.** Public Contract (Code of VA: §2.2-3711.A.29)
  - C.** Consultation with Legal Counsel pertaining to actual or probable litigation (Code of VA: §2.2-3711.A.7)
  - D.** Consultation with Legal Counsel regarding specific legal matters requiring the provision of legal advice (Code of VA: §2.2-3711.A.8)
- VI. Adjournment**

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

## **Meeting of February 25, 2021 MINUTES**

**MEETING NOTE:** Due to safety concerns associated with the COVID-19 pandemic, and in accordance with provisions in the 2020 Commonwealth Budget Bill General Provisions: § 4-0.01.g.1, the February 25, 2021 meeting of the Executive Committee of the Board of Visitors of George Mason University was held through electronic means. Committee members and university leadership met via Zoom videoconference. The session was streamed live via webcast for public viewing at <https://gmutv.gmu.edu/live-broadcast/>. An online form was posted on the Board of Visitors webpage (<https://bov.gmu.edu/>) to accept written public comments and registrations for oral public comments. No submissions were received through the form. The full video recording of the Executive Committee Meeting may be accessed at <https://vimeo.com/showcase/bovfeb>.

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

**ABSENT:** None

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

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

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

### **II. Public Comment**

There were no public comments submitted.

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

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

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

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

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

Yes – 3

Absent – 2 – Vice Rector Blackman, Visitor Roth

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

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

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

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

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

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

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

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

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

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

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

## **VII. Closed Session**

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

Kashdan v. GMU  
Radfar v. GMU  
Langert v. GMU  
Agrawal v. GMU

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

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

Yes – 3

Absent – 1 – Vice Rector Blackman

Abstention – 1 – Visitor Roth

Following closed session, Secretary Bhuller **MOVED** that the Executive Committee go back into public session and further moved that by roll call vote the Board certify that only public business matters lawfully exempted from open meeting requirements and only such public business matters as were identified in the motion by which the closed meeting was convened were heard, discussed or considered in the meeting by the Board. Any member of the Board who believes that there was a departure from the requirements as stated above, shall so state prior to the vote, indicating the substance of the departure that, in his or her judgment, has taken place.

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

Yes – 4

Abstention – 1 – Visitor Roth

**VIII. Adjournment**

Rector Hazel called for any additional business to come before the Executive Committee.  
Hearing none, he adjourned the meeting at 8:12 a.m.

Prepared by:

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

Sarah Hanbury  
Secretary pro tem

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

Attachment 2: Self-Assessment Survey Results

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

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

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

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

**ABSENT:** Visitor Denise Turner Roth

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

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

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

### **II. Public Comment**

There were no public comments submitted.

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

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

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

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

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

Yes – 3

Absent – 2 – Vice Rector Blackman, Visitor Roth



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

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

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

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

Yes – 4

Absent – 1 – Visitor Roth

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

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

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

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

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

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

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

## **VII. Closed Session**

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

Kashdan v. GMU  
Radfar v. GMU  
Langert v. GMU  
Agrawal v. GMU

and Section 2.2-3711.A.8 for Consultation with Legal Counsel regarding specific legal matters requiring the provision of legal advice concerning the aforementioned items and for discussion of the Kallaco contract. The motion was **SECONDED** by Vice Rector Blackman. Rector Hazel opened the floor to discussion. There was no discussion.

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

Yes – 4

Absent – 1 – Visitor Roth

Following closed session, Vice Rector Blackman **MOVED** that the Executive Committee go back into public session and further moved that by roll call vote the Board certify that only public business matters lawfully exempted from open meeting requirements and only such public business matters as were identified in the motion by which the closed meeting was convened were heard, discussed or considered in the meeting by the Board. Any member of the Board who believes that there was a departure from the requirements as stated above, shall so state prior to the vote, indicating the substance of the departure that, in his or her judgment, has taken place.

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

Yes – 4

Absent – 1 – Visitor Roth

## **VIII. Adjournment**

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

Prepared by:

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

Sarah Hanbury  
Secretary pro tem

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

Attachment 2: Bylaw Revision – Board Staff Representative

Attachment 3: Emergency Operations Plan Summary

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

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

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

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

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

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

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

### **II. Public Comment**

There were no public comments submitted.

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

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

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

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

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

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

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

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

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

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

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

Following closed session, Vice Rector Blackman **MOVED** that the Executive Committee go back into public session and further moved that by roll call vote the Board certify that only public business matters lawfully exempted from open meeting requirements and only such public business matters as were identified in the motion by which the closed meeting was convened were heard, discussed or considered in the meeting by the Board. Any member of the Board who believes that there was a departure from the requirements as stated above, shall so state prior to the vote, indicating the substance of the departure that, in his or her judgment, has taken place.

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

**VI. Adjournment**

Rector Hazel called for any additional business to come before the Executive Committee. Hearing none, he adjourned the meeting at 8:07 a.m.

Prepared by:

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

Sarah Hanbury  
Secretary pro tem

Attachment 1: Board Self-Evaluation: Update and Timeline

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

## BOARD SELF-EVALUATION: UPDATE AND TIMELINE

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

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

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

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

### ***August 2020***

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

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

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

### ***November 2020***

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

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

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

### ***January 2021***

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

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

- Survey Data results to analyzed.

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

- Full board to discuss survey results in open session



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

**2020-2021**



## \* 1. Individual Board Member Role

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

Additional Comments

## \* 2. Board of Visitors Meetings

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

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

Additional Comments

### \* 3. Board Standing Committees

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

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

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

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

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

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

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

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

Other (please specify)

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

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

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

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

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

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

DRAFT

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

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

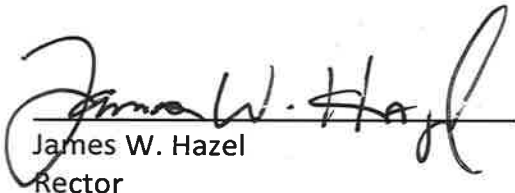
NOW, THEREFORE, be it resolved:

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

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

2. This resolution shall take effect immediately.

Adopted: December 3, 2020

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

James W. Hazel  
Rector

Board of Visitors  
George Mason University

# Emergency Operations Plan - Review & Adoption

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

## Emergency Operations Plan Framework and Update

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



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

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

### Board Member Roles and Board Meetings

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

Table 1. Individual Board Member Role

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable or Do Not Have Experience
I have a clear sense of my responsibilities as a Board of Visitors (BOV) member.	0%	0%	0%	8%	92%	0%
The orientation I received provided the right level of information and helped me understand the BOV's processes.	0%	0%	0%	38%	62%	0%
I ensure appropriate time is spent preparing for each BOV meeting, including reviewing BOV materials in advance.	0%	0%	0%	38%	62%	0%
I actively participate at BOV meetings and feel there are appropriate opportunities to express my views.	0%	0%	0%	23%	77%	0%
I believe that the tools used for accessing materials for board meetings are user-friendly, efficient, and appropriate.	0%	0%	8%	31%	62%	0%
I participate in fundraising activities, including personally contributing and supporting soliciting activities.	0%	0%	0%	38%	62%	0%
<i>Additional comments:</i> <ul style="list-style-type: none"> <li>• Happy with the composition with the board.</li> <li>• There are a couple of areas I need to work on, yes.</li> </ul>						

Table 2. Board of Visitors Meetings

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

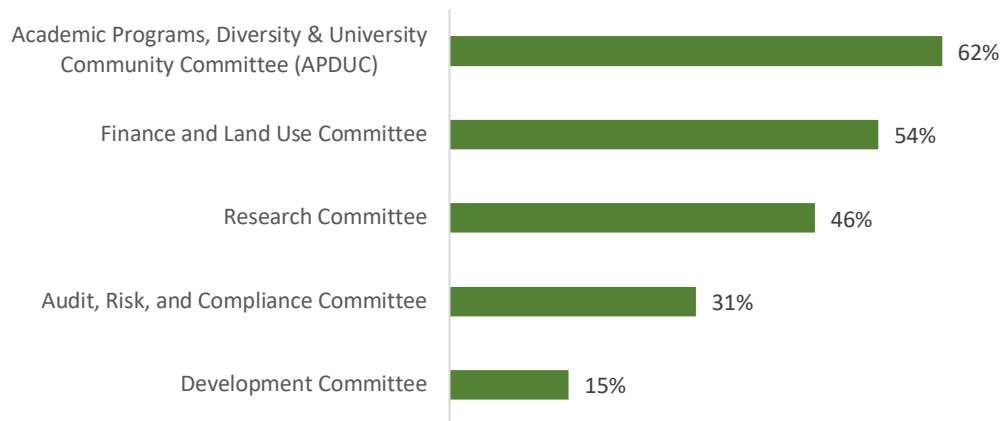
## Board Standing Committees

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

Table 3. Board Standing Committees

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable or Do Not Have Experience
The current committee structure of the Board is appropriate	0%	0%	0%	38%	54%	8%
The amount of time spent in Committee meetings is adequate to the issues considered	0%	0%	23%	38%	31%	8%
Presentations by staff are appropriate, timely, and succinct	0%	0%	8%	31%	54%	8%
Adequate time is given for discussion and Q&A	0%	0%	15%	31%	46%	8%

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



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

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

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

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

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

#### Comments About Finance and Land Use Committee

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

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

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

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

#### Comments About Research Committee

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

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

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

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

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

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

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

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

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

#### Comments About Development Committee

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

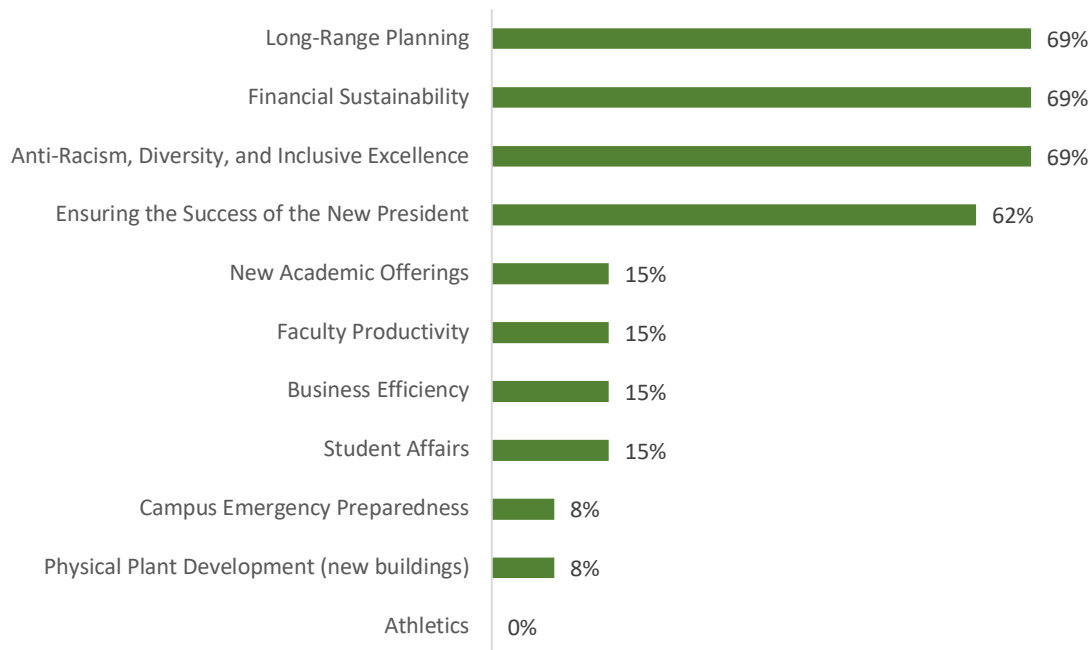
- Yes, the time and attention for this committee is sufficient.

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

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

## Strategic Issues Warranting BOVs' Attention

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



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

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

### Open-Ended Questions and Responses

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

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

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

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

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

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

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

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

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



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

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

6. Any additional comments or suggestions?

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

**BOARD OF VISITORS  
GEORGE MASON UNIVERSITY**

**Meeting of  
May 6, 2021  
MINUTES**

**MEETING NOTE:** Due to safety concerns associated with the COVID-19 pandemic, and in accordance with provisions in the 2020 Commonwealth Budget Bill General Provisions: § 4-0.01.g.1, the February 25, 2021 meeting of the Board of Visitors of George Mason University was held through electronic means. Board members and university leadership met via Zoom videoconference. The session was streamed live via webcast for public viewing at <https://gmutv.gmu.edu/live-broadcast/>. An online form was posted on the Board of Visitors webpage (<https://bov.gmu.edu/>) to accept written public comments and registrations for oral public comments. Fifty-one written comments and two oral comment registrations were received through the form for the full board. The full video recording of the meeting may be accessed at <https://vimeo.com/showcase/8440856/video/545172092>.

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

**ABSENT:** Visitors Wendy Marquez and Jon Peterson.

**ALSO PRESENT:** Lauren Reuscher, Staff Liaison; Shannon Davis, Faculty Representative; Melissa Broeckelman-Post, Incoming Faculty Representative; Shelby Adams, Student Representative; Lilianna Deveneau, Student Representative; Natalia Kanos, Incoming Student Representative, Gregory Washington, President; Ken Walsh, Vice President for Strategic Initiatives and Chief of Staff; Mark Ginsberg, Provost and Executive Vice President; Carol Kissal, Senior Vice President for Administration and Finance; Brian Walther, University Counsel; Julie Zobel, Associate Vice President of Safety, Emergency, & Enterprise Risk Management; Lisa Park, Executive Director, Student Health Services; Sarah Hanbury, Secretary pro tem; David Zeglen, Mason Student; Shauna Rigaud, Mason Student; Traci Kendall, Executive Director, Community and Local Govt Relations; Dr. Robyn Mehlenbeck, Director for George Mason University's Center for Psychological Services; Senator George Barker, Senate of Virginia; Delegate David Bulova, Virginia House of Delegates; Rob Stalzer, Connecting Fairfax City for All; Julie Shedd, Connecting Fairfax City for All; Elizabeth Lodal, EduTutorVA; and Margi Vanderhye, EduTutorVA.

**I. Call to Order**

Rector Hazel called the meeting to order at 1:55 p.m.

**II. Public Comment**

Fifty-one written comments and two oral comment registrations were received for the full board. Written comments were provided to the board prior to the meeting (**ATTACHMENT 1**). Rector noted that the student representatives are invited to speak after the two registrants who signed up to provide oral comments. Mason students, David Zeglen, Shauna Rigaud and Lilianna Deveneau voiced their opposition to the increase in graduate tuition and fees for all students. To view their full comments, please refer to the meeting video recording on the BOV website. Rector Hazel thanked the speakers for their comments.

**III. Recognitions**

**A. Appreciation Plaque Presentation to Outgoing Student Representatives**

Rector Hazel recognized the 2020-2021 student representatives to the board, Shelby Adams and Lilianna Deveneau. He offered for Shelby Adams to provide remarks and introduce her

successor. Ms. Adams thanked the board for providing a platform to advocate for students and she noted this is an experience she will never forget. Ms. Adams introduced Natalia Kanos, her successor as student body president. Ms. Kanos thanked the board for having her and noted she is double majoring in Government and International Politics, and Conflict Analysis and Resolution.

Ms. Deveneau thanked the board for their leadership and added that her experience has been phenomenal. Ms. Deveneau introduced her successor Steven Zhou, noting he is a wonderful advocate. Mr. Zhou had a previous engagement and was unable to attend this meeting.

Rector Hazel thanked Shelby and Lilianna.

**B. Appreciation Plaque Presentation to Outgoing Faculty Representative**

Rector Hazel recognized the faculty representative to the board, Dr. Shannon Davis. Rector Hazel praised Dr. Davis for her commitment, integrity, knowledge, passion for students, fellow faculty and George Mason University which has been recognized by the board. Rector Hazel continued to note that the board could not have had a better partner in the presidential search with Dr. Davis providing exceptional leadership of the faculty.

Dr. Davis began by introducing her successor, Melissa Broeckelman-Post. She noted that Dr. Broeckelman-Post is an Associate Professor of Communication and a Senior Scholar in the Center for Advancement of Well-Being at Mason. Dr. Davis continued to note Dr. Broeckelman-Post's many accomplishments such as each year she is responsible for recruiting, training, and supervising a staff of 40 to 60 instructors to teach 3,500 to 4,000 undergraduate students per year in these courses and that she will receive the Presidential Medal for Faculty Excellence in Teaching next fall. Dr. Davis concluded by thanking the board for their continued support, noting it was an honor to serve on the presidential search for a public university and that she is looking forward to watching from afar in her role at Mason Korea next year.

Rector Hazel wished Dr. Davis the best of luck and noted the board is looking forward to working with Dr. Broeckelman-Post.

**C. Appreciation Plaque Presentation to Outgoing Staff Liaison**

Rector Hazel recognized the first staff liaison to the board, Lauren Reuscher. He noted that it was her idea to add a staff seat similar to what the faculty has. He continued to note that Ms. Reuscher represented the staff during the presidential search. Rector Hazel finished by stating the board enjoyed having her represent the staff and that she will be missed.

Ms. Reuscher noted that it has been an honor and a privilege serving as the staff liaison to the board and thanked everyone for being so welcoming. She informed the board that her successor would be determined in June, they will start their term on July 1, and her term will continue until June 30.

**D. Recognition of Truman, Udall, and Goldwater Scholars**

Rector Hazel introduced Dr. LaNitra Berger Senior Director, Office of Fellowships, Honors College to present this years' student scholars. Dr. Berger highlighted the following items (ATTACHMENT 2):

- The Office of Fellowships aims to raise the academic profile of Mason and its students by encouraging talented undergraduate students to explore fellowship opportunities and resources available to advance their academic and professional goals. The Office of Fellowships is committed to inclusive excellence practices and specifically seeks to mentor underrepresented students. The Office of Fellowships provides a supportive and friendly environment for students with a strong focus on mentoring and cultivating academic excellence.
- Since 2010, the Office of Fellowships has helped students secure more than \$2.1 million in external funding for research, education abroad, graduate school and public service.
- Awards
  - The Boren Award is funded by the US Department of Defense. It supports long-term study abroad of critical languages outside of Western Europe for undergraduate (Scholarship) and graduate students (Fellowship). The following students are this year's recipients:
    - Scholarship - Alexis Massenburg, Senegal
    - Fellowship - Marguerite Franklin, Japan
    - Reyhan Koyash, Turkey
  - The Critical Language Scholarship is funded by the US Department of State. Critical Language Scholarships are fully funded, intensive, short-term study abroad programs for the study of critical languages. The following students are this year's recipients:
    - Nathan Danielson, Indonesian
    - Brigid Gill, Arabic
    - Abigail (Abby) Hawkins, Arabic
    - Daniela Martinez, Chinese
    - Reyhan Koyash, Turkish
  - The Fulbright US Student Program is the nation's flagship cultural exchange program, celebrating its 75<sup>th</sup> anniversary this year and is funded by the US Department of State. This year's recipient is Moni Islam who will study Archaeology at Durham University in the UK. Dr. Berger noted the importance of this award, because each university only offers one UK award. The fact that Mason has a student who won a UK Fulbright is a big deal that the Office of Fellowships is very proud of.
  - The Goldwater Scholarship is the nation's highest honor for undergraduates who are aspiring to research careers in STEM fields and is funded by the US federal government. Jackie Luu is this year's recipient for Wildlife Conservation and Wildlife Endocrinology.
  - The NSF Graduate Research Fellowship Program provides full funding for graduate study in STEM and social science fields for students demonstrating the potential to make a broader impact on society through their work. The following are this year's recipients and are either current Mason students or Mason alums who have taken their award to study at other institutions. The following students are this year's recipients:
    - Natasha Maria Latouf, George Mason University, Physics & Astronomy – Astronomy & Astrophysics
    - Doreen Joseph, University of California, Davis, Computer Security & Privacy

- Elizabeth Ankrah, University of California, Irvine, Human Computer Interaction
- Abbas Idris, University of Pennsylvania, Bioengineering

**E. Recognition of Early Identification (EIP) Graduating Students**

Rector Hazel noted the tradition of recognizing Mason's Early Identification Program and its students. Rector Hazel reported that the names of the graduates and the history of this program were provided in the board materials for this meeting. A video honoring the graduating class was provided from Khaseem Davis, Director of the EIP Program. The video was played for the board. The EIP Program video is viewable through the meeting video recording on the BOV website. Following the video, Rector Hazel congratulated the EIP students.

**F. Jack Wood Awards Presentation**

Rector Hazel recognized the 2021 Jack Wood Awardees by noting the stories for each recipient in their respective categories were provided in the board materials for this meeting. Rector Hazel introduced Traci Kendall, Executive Director, Community and Local Government Relations to present this year's Jack Wood Awards. Ms. Kendall highlighted the following items:

- This is the eighth year of the Jack Wood Award program.
- The history of Jack Wood Award was given along with information regarding the design of the award itself which is available in the board materials.
- Ms. Kendall provided congratulatory remarks for the following receipts of the five awarded categories:
  - Faculty/Staff Category
    - Dr. Robyn Mehlenbeck, Director for George Mason University's Center for Psychological Services, who accepted her award live.
  - Business/Non-Profit Category
    - Professor Jim Carroll, Founder of Jazz Studies at Mason, accepted the award on behalf of Jazz4Justice. Professor Carroll was unable to accept the award live.
  - Government Category
    - Virginia General Assembly, Senator George Barker and Delegate David Bulova accepted their award live. Rector Hazel thanked both gentlemen on behalf of the board for their support.
  - Partnership Category
    - Rob Stalzer, Fairfax City Manager and Part-time Professor, Schar School of Policy and Government and Julie Shedd, Associate Dean, Jimmy and Rosalynn Carter School for Peace and Conflict Resolution accepted their award live. Ms. Kendall also recognized additional team members Lesley Abashian, Susan Gray, Melanie Crowder, and Adina Freedman. On behalf of the Fairfax Mayor, City Council and the city of Fairfax community Rob Stalzer thanked the program for recognizing this partnership.
  - Specialty Award for Innovation Category
    - Elizabeth Lodol and Margi Vanderhye accepted the award live on behalf of EduTutorVA. EduTutorVA Founders Kris Amundson, Shirley Bloomquist, Cathy Colglazier, and Eleanor Saslaw were also recognized. Elizabeth Lodol thanked George Mason and

Northern Virginia Community College students who are tutoring and noted they are very grateful for the award.

Rector Hazel congratulated and thanked all of the award recipients on behalf of the board, for their leadership in fostering mutually beneficial relations between Mason and the community.

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

- A. Full Board Meeting Minutes for February 25, 2021
- B. Full Board Meeting Minutes for April 1, 2021

Rector Hazel asked, if there is no objection to streamline the voting process, that the approval of all action items be held until the end of the meeting and voted on en bloc. There were no objections. He further noted that the Executive Committee Minutes for the February 25, 2021 meeting were included in the board materials for review and that they will be voted on at the next Executive Committee meeting.

#### **V. Rector's Report**

- A. Board of Visitors Meeting Schedule for 2021-2022 (**ACTION ITEM**)

Rector Hazel reported the following items:

- Joint Resolution, Faculty & Staff Senate – Dependent Tuition Waiver
  - The joint resolution submitted by the Staff and Faculty Senates on dependent waivers, requesting to create a study for the next year to look at the possibility of providing tuition waivers to the students of faculty or staff who attend Mason has been received and he thanked the faculty and staff for bringing it forward.
- Institute for Digital InnovAtion Update
  - Provided an update on the status of the Arlington campus expansion. A picture of the current state of the demolition of the old Kann's Department Store and the old Mason Law School was shown to depict the current progress of building the Institute for Digital InnovAtion at that location (**ATTACHMENT 3**).
- Mason Medal, Visitor Tom Davis
  - Rector Hazel joined Dr. Washington and Visitor Tom Davis in Horizon Hall to tape the awarding of Visitor Davis' Mason Medal. Rector Hazel informed Visitor Davis during the taping of the 100% support received from the board to honor him with the Mason Medal. Visitor Davis noted that he could not have asked for a better board, that he will treasure the friendships and is thankful for the award.
- COVID-19 Vaccination Requirement Discussion
  - Rector Hazel brought up the topic of the COVID-19 vaccination requirement in Virginia as they pertain to the university communities, not just Mason, but all Virginia universities. Rector Hazel had many conversations after the attorney general's opinion about the vaccine requirement was released. There was support for the idea of having a vaccine requirement but everyone had questions during these conversations. Rector Hazel invited Dr. Washington to provide comments.
  - Dr. Washington began by noting the possibility of a vaccination requirement is a real one. He further reported the following information:
    - Across the country, more than 120 universities have already issued vaccine requirements for students, faculty, and staff.

- Vaccine requirements started in private institutions but have recently expanded to public institutions.
- A vaccination requirement would be accompanied with allowances through waivers for individuals with religious or health reasons that need to opt out. Individuals with a vaccination waiver will be subject to rigorous surveillance testing, likely three times per week.
- Given the latest feedback from the Governor, all masking and social distancing requirements may be released by June. If this ends up being the case, there needs to be a process in place to keep people safe. Dr. Washington opened the floor for comments or questions:
  - Rector Hazel: Mason would have a record on file for vaccinated and non-vaccinated students, so that the population of unvaccinated students would be known, is that correct?  
Dr. Washington: Yes, the population of unvaccinated students, staff and faculty would be known.
  - Visitor Moreno: What is the process for a decision and what is the boards' role in that process?  
Rector Hazel: Certain items have been delegated to the President such as the safety of the campus per the bylaws. Further legal advice from Brian Walther, University Legal Counsel will be given in closed session toward the end of the meeting.
  - Secretary Bhuller: Will boosters be required throughout the year?  
Dr. Washington: Mason will be compliant with Centers for Disease Control and Prevention (CDC) and state guidelines. If the CDC or State allows schools to decide, Mason will be on the conservative side and will require the boosters. If the boosters are not available then they cannot be required.
  - Secretary Bhuller: What if you got the vaccine but the booster is not available because it is being rolled out in stages?  
Dr. Washington: A waiver could be submitted, while consenting to rigorous testing. The waiver recipient could then be on campus until the booster stockpiles catch up and they are able to get the booster.
  - Visitor Moss: How would proof of vaccination be established as there is not a national nor state registry?  
Dr. Washington: A process is being worked through the student health and other health mechanisms on campus, where you can submit your scanned vaccination card as proof. If the national registry for the measles, mumps, rubella registry is modified to include COVID this would be an easier solution because the existing framework is already in place.
  - Visitor Prowitt: Don't all the public schools require for K-12 to show proof of vaccination for measles, mumps and rubella?  
Dr. Washington: It is a requirement for Mason students to have those shots on file too.
  - Visitor Reagan: The last line of the attorney general's opinion says that public university should be prepared to make

accommodation for people who have a valid medical or religious objection. Do we know what that would look like from a practical standing? Does Mason have to do anything affirmatively to accommodate, other than fill out the form?

Dr. Washington: There will be a form that is filled out stating your objection, based on the given standards. Once submitted it will be kept on file. Those submitting a waiver will be subject to rigorous testing. Those who have received the vaccine will probably be tested once every other week. Those who have not been vaccinated will probably be tested three times a week.

- Dr. Julie Zobel, Associate Vice President, Safety, Emergency, and Enterprise Risk Management: This is a very complex situation. Operationalizing it, whichever direction Mason goes, poses changes but not insurmountable challenges. With regard to testing, doing increased testing of those not vaccinated is where public health seems to be going. Masking would be in that same category. More stringent health requirements need to be put in place for those that are not vaccinated versus those that are. However, this would pose challenges with equity and compliance which are still being worked through. The outbreak mitigation and management team have been deliberating through these issues and working with other schools in Virginia to make sure that they are staying ahead of the information and science, so that they can put forth a good recommendation.
- Visitor Moss: Do Mason international students have access to the vaccine in their own countries and can they get vaccinated at Mason if not?

Dr. Washington: If an international student has not been vaccinated or they have received a vaccine that the CDC does not recognize, Mason will be able to vaccinate them.

- Visitor Chimaladinne: Noted his son and his son's friends were attending college in the fall and that mandated vaccines were a factor in their decision of which college to attend.
- Visitor Rice: Since Mason has the ability to vaccinate, is it legal to not accept students who are not vaccinated? He is concerned this will fall under duress.

Brian Walter, University Legal Counsel, Response:

Recommended discussing this question in closed session under the code for legal advice.

- Dr. Shannon Davis: Wanted to bring forward the question again about what the attorney general said about potentially requiring the vaccine for in-person class attendance for students. There was also a set of conversations about faculty and staff as there is not a requirement for them. As the faculty senate chair, she solicited comments across campus from the faculty on this issue. Overall, the faculty is in support for a vaccination mandate for both students and faculty as long as there is an accommodation for medical or religious reasons.



- Visitor Davis: Vaccines have only been given temporary status and are not in the affirmative status from the Food and Drug Administration (FDA). He suggested factoring in this information when making the decision.
- Vice Rector Blackman: Noted his question is probably a discussion for closed session, what kind of liability would Mason take on if non-vaccinated students are granted a waiver and even with increased testing if there is an outbreak on campus?  
Brian Walther: Agreed that that was a topic for closed session.
- Visitor Moreno: Wanted to discuss more in depth about the waivers in closed session.
- Visitor Roth: What will happen if a student simply decides against receiving the vaccine not due to a health or religious reason?  
Dr. Washington: They will not be allowed to come to campus but would still be able to take online courses.

## VI. President's Report

Dr. Washington highlighted the following from his report:

- Thriving through our major crises.
  - Mason managed the pandemic well this year.
  - Mason is still the largest and most diverse four-year institution in Virginia.
  - There were no staff layoffs or furloughs.
  - Mason has the best research expenditures ever.
- There were cumulative higher-education job losses from February through December 2020.
  - He displayed a graphic that showed the estimated number of workers employed by institutions of higher education that were lost during the pandemic which was significant. This was to highlight that employment losses did not occur at Mason and that the university thrived during this time which is a testament to the faculty and staff.
- 2020-21 Presidential Goals
  - Ten of his presidential goals are complete.
- Keeping Mason safe to learn, live and work.
  - There has been a total of 380 cases of COVID-19 since the campus reopening in January; 126 of those cases occurred in the residence halls.
  - Mason has delivered more than 70,000 vaccines since January which is a testament to the Mason's staff.
- Diversity, Equity and Inclusion
  - The Anti-Racism and Inclusive Excellence (ARIE) Task Force has submitted their first 15 recommendations.
  - Inclusive excellence plans have been produced in every academic school and college on campus which are near to being rolled out.
  - Mason was recognized as one of 10 universities bucking the downward trend of black student enrollment and graduation in a recent report from Eduventures Research.
  - Mason was named the top Virginia school for diversity in the College Factual rankings.

- Mason is one of 10 institutions in the country that received a perfect score on the Athletic Equality Index, a measurement of LGBTQ inclusion policies and practices in collegiate athletic spaces.
- **Mason Impacting the World**
  - Tom Lovejoy is Mason's First National Academy of Science member.
  - Ed Maibach, director of Mason's Center for Climate Change Communication ranked 7<sup>th</sup> in the world for climate science and 3<sup>rd</sup> in the US.
  - Cynthia Lum and Dave Wilson, both Professors of Criminology, Law and Society, have been named Fellows of their society.
- **What's Next?**
  - A combination of in person, virtual and hybrid instruction for the fall. The actual structure for this plan is still being worked on.
  - Strategic planning will start in earnest this summer.
  - Will move forward with the Anti-Racism and Inclusive Excellence plan this year.
  - Retain & attract talent. Mason faces challenges retaining faculty talent. An initiative has been developed to retain talent among faculty and staff.
  - Looking to update and modernize Mason's research infrastructure.

## **VII. Proposed Revisions to the Faculty Senate Charter (ACTION ITEM)**

On behalf of the faculty, Dr. Washington presented the proposed amendments to the Faculty Senate Charter by introducing Dr. Shannon Davis, Faculty Senate Chair, to speak to the specifics of those amendments. Dr. Davis highlighted the following items:

- The Faculty Senate Charter has not been amended since 2000. This is the first opportunity the Faculty Senate, in consultation with and in support of the general faculty have chosen to move forward in making changes.
- The original charter and the proposed charter were included in the board materials.
- The chair of the faculty at any non-US space campus has a new nonvoting member to currently include the faculty at the Mason Korea campus.
- The charter update allows the Senate to be larger if needed. The size of the Senate will be moved out of the charter and into the bylaws so they do not have to have 10% of the faculty voting together to make that change, which is the current requirement in the charter.
- Includes voting rights for those faculty who heretofore have not had an opportunity to have a voting member on the Faculty Senate. This allows faculty members from INTO Mason, SMSC and other places within the University, who are not currently housed inside an academic unit such as a school or college, to be incorporated into a newly formed "independent academic unit". The independent academic unit will have a voting bloc of, at minimum, one voting member.

Dr. Davis opened the floor for questions from the board and thanked Dr. Washington for bringing forward this proposal on behalf of the general faculty, per the charter. There were no questions from the board.

## **VIII. Committee Reports**

### **A. Academic Programs, Diversity and University Community Committee**

Secretary Bhuller delivered the APDUC Committee report by highlighting the following areas:

- A general overview of recent and planned activities including an update on the summer semester and vaccination plans for faculty, staff, contractors and students.

- Plans for the fall semester were outlined regarding student support, housing, and an update on admissions and anticipated enrollment.
  - The State Council of Higher Education for Virginia (SCHEV) approved the reorganization of the Volgenau School of Engineering into the newly formed College of Engineering and Computing and approved forming the new School of Computing as a component of the reorganized college.
  - Mark Ginsberg, Provost and Executive Vice President announced that there will be a study in response to a joint resolution from the Faculty and Staff Senates, which requested a study be undertaken to evaluate the feasibility clause and steps needed to offer a tuition waiver as a benefit to Mason employees. The Provost also provided information regarding recent academic program rankings, reported on both appointments of Vice President of Research and Economic Development and on recent honors received by members of the faculty.
  - Brian Walther, University Counsel and Janette Muir, Associate Provost of Academic Initiatives and Services presented a proposal for the Creation of the Mason Korea Industry-Academic Cooperation Foundation.
  - Shannon Davis, Faculty Senate Chair outlined the Proposed Changes to the Faculty Senate Charter and Faculty Senate Handbook.
  - Danielle Gilson, Director of Employee Relations, Human Resources/Payroll outlined the Proposed Revisions to the Administrative/Professional Faculty Handbook.
  - Germaine Louis, Dean, College of Health and Human Services provided an overview of the college and the planned transition to becoming the College of Public Health, as well as the national accreditation. She highlighted the college's response to the COVID pandemic over the last year.
1. New Business (**ACTION ITEMS**)
    - a. Mason Korea Industry-Academic Cooperation Foundation
    - b. Proposed Revisions to the Faculty Handbook
    - c. Proposed Revisions to the Administrative/Professional Faculty Handbook
  2. Program Actions (**ACTION ITEMS**)
    - a. New Programs
      - i. BA International Security and Law
      - ii. MS Business Analytics
      - iii. MS Marketing
    - b. Program Closure
      - i. MA in Transportation Policy, Operations and Logistics
  3. Faculty Actions (**ACTION ITEMS**)
    - a. Promotion and/or Tenure
    - b. Conferral of Emeritus/Emerita Status
    - c. Election of New Tenured Faculty

Secretary Bhuller **MOVED** to approve the following **ACTIONS ITEMS** en bloc as they are provided in the meeting materials:

- Mason Korea Industry-Academic Cooperation Foundation Resolution
- Proposed Revisions to the Faculty Senate Charter
- Proposed Revisions to the Faculty Handbook
- Proposed Revisions to the Administrative/Professional Faculty Handbook
- New Program: BA International Security and Law

- New Program: MS Business Analytics
- New Program: MS Marketing
- Program Closure: MA in Transportation Policy, Operations and Logistics
- Faculty Action: Awarding of Promotions and/or Tenure
- Faculty Action: Conferral of Emeritus/Emerita Status
- Faculty Action: Election of New Tenured Faculty

The motion was **SECONDED** by Visitor Rice.

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

Yes – 12

Absent – 4 – Visitors Kazmi, Marquez, Peterson and Roth. Visitor Roth experienced technical difficulties.

**B. Finance and Land Use Committee**

Visitor Reagan delivered the Finance and Land Use Committee report by highlighting the following areas:

- FY 2021 Q3 Financial Report and Yearend Forecast.
  - Carol Kissal, Senior Vice President of Administration and Finance, and her team briefed the committee on the FY 2021 Q3 financial report and yearend forecast. Overall the forecast is slightly improved from the Q2 forecast that was shared with the board in February.
  - Total revenues are forecasted to improve by \$5 million. This is due to the accelerating student financial aid awards to the higher education emergency relief passed by the Congress in December.
  - More student funds are expected to be received from the American Rescue plan that was passed in March.
  - Under the third quarter financial report, total expenses are forecasted slightly lower at than in the February report.
  - Increased expenses for scholarships and fellowships were offset by slower spending across several other categories.
- The committee approved all three action items on their agenda: FY 2022 University Operating Budget, Two-Year Capital Plan and the Fairfax Washington Gas Easement:
  - FY 2022 University Operating Budget
    - It was proposed to increase the room and board rate by \$540. This reflects an increase of 5% for housing and 3.7% for dining meal plans.
    - Due to the economic challenges, undergraduate tuition rates will not increase at this time which includes in-state and out-of-state enrollments.
    - Due to the increased demand, for graduate, professional and law programs the recommended tuition increase is \$441. This increase will assist with providing additional graduate stipends in postdoctoral scholarships.
    - Graduate students are eligible for the student relief payments authorized by Congress last year and again in March, as part of the American Rescue Plan.

- The FY 2022 mandatory student fee recommendation is an increase of 3%. The proposed 3% increase, which is approximately \$105, excluding law students, will provide the University with an additional \$3.3 million in student revenue. Ms. Kissal and her team walked through a number of enhancements to the undergraduate and graduate student experience that will be financed with this increased student fee.
- Two-Year Capital Plan
  - This includes the final phase to improve the telecom network infrastructure, multiyear planning study for the College of Engineering and Computing and the College of Science.
  - The study will include phasing strategies to address relocation of undergraduate programs from SciTech to Fairfax, replacement of the David King and Planetary Halls, and current and future CEC and COS space needs as determined by the master plan.
  - A student innovation factory building, which is an industrial building to house student project space as required by CEC and COS for capstone course work, student competition project work, and other large student projects.
  - Implementation of phase two of the engineering and science building as part of the planned relocation of undergraduate academic space from SciTech to Fairfax.
- Fairfax Washington Gas Easement
  - Washington Gas, by way of the Peterson Companies, has requested an easement of 75 square feet to attach a gas line adjacent to Roberts Road. This easement will allow for the connection of a new housing development to the existing gas infrastructure.
  - The easement does not provide benefits to the Commonwealth of Virginia and the University is required to receive remuneration for the land-use. It was determined \$2,000 would fully compensate George Mason University for this land-use and the developer has agreed to the amount.

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

- a. FY 2022 University Operating Budget, Tuition and Fees

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

- a. Two-Year Capital Plan Approval
- b. Approval of Fairfax Washington Gas Easement

**C. Research Committee**

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

1. Research Progress for Academic Year 2020-2021, Dr. Aurali Dade
  - Highlighted the impactful work and provided recognition for several principal investigators who received awards in support of their research.
  - Dr. Andre Marshall's appointment as the Vice President for Research, Innovation, and Economic Impact will take effect July 1, 2021.
2. Arlington Research and Innovation Demonstration Space, Dr. Liza Wilson Durant

Provided an update regarding the Arlington Research Innovation Demonstration Space. She highlighted the purpose of the building and the ways it will engage not only Mason staff and students, but industry partners as well in a collaborative environment. This will create a culture of innovation and lead to a positive impact for the entire community.

3. COVID-19 Vaccination Research and Mason's Vaccination Efforts, Dr. Julie Zobel, Dr. Caroline Sutter, and Dr. Rebecca Sutter

They highlighted the multiple clinics Mason has hosted for students, faculty, staff and the local community including a number of underserved community members. Currently there are vaccine services operating at EagleBank Arena and mobile vaccine clinics. To date, Mason has vaccinated over 7,000 people through these different facilities. The many local partners and volunteers that help make this happen were thanked.

Vice Rector Blackman concluded by thanking Dr. Aurali Dade for her service as the Interim Vice President for Research, Innovation, and Economic Impact and the many accomplishments she has achieved over the past year.

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

Visitor Rice delivered the Audit, Compliance, & Risk Committee report by highlighting the following areas:

- Research Update
  - The Committee met with Mason's Interim Vice President for Research, Innovation, and Economic Impact, Aurali Dade, to discuss management strategies for addressing risks associated with Mason's research enterprise and its future growth. Dr. Dade discussed Mason's competitiveness in research, particularly in the Washington, DC region where there are three more-established R-1 institutions with larger research portfolios, as well as other institutions such as National Defense University. Dr. Dade also described the nature of research compliance requirements, which have become more complex and burdensome as the size and types of Mason's research programs have shifted over the last few years.
- Office of University Audit Summary Report
  - The committee reviewed the Audit and Compliance status reports included in the board materials with Wendy Watkins and Vin Lacovara. The committee recognized the efforts to initiate an institutional compliance program for the university and looks forward to hearing more as the program develops.
- Auditor of Public Accounts Examination
  - The Committee met on April 1 to receive the Auditor of Public Accounts report of their examination of Mason's financial statements for the year ended June 30, 2020. The Auditor issued an unmodified opinion concluding the statements present Mason's financial position fairly.
  - The auditor issued a separate Internal Controls and Compliance Report covering internal controls over financial reporting. These procedures also included testing to support single audits of the commonwealth's compliance with requirements applicable to programs related to federal research and

development grants, federal CARES Act, Higher Education Emergency Relief Funds, and student financial aid. While the auditor's procedures did not identify any material weaknesses, four findings were reported: three related to information technology security and one related to enrollment data reporting. The committee expects management attention to ensure appropriate remediation of these matters.

**E. Development Committee**

Secretary Bhuller delivered the Development Committee report by highlighting the following areas:

- Military, Veterans, and Families Initiative (MVFI) – Keith Renshaw, Department Chair/Professor, Psychology & Director of Military, Veterans, & Families Initiative and Philippa Moore, Director of Development, University Priorities
  - Their mission is to leverage Mason's strengths as the largest, most diverse public research university in the region in supporting service members, veterans and their families at Mason as well as the broader national capital region, and beyond.
  - Visitors and volunteers can get involved by introducing potential partners to help build Mason's veterans alumni chapter. Student services and training workforce development are needed.
- Accelerate 2022 – Paula Sorrell, Associate Vice President, Office of Research
  - Reported on the Accelerating 2022 Business Competition event scheduled for October 18-20, 2021 at Mason. In partnership with the advancement team, they have identified corporate partners that have invested interest in providing funding for the competition. This international business competition will showcase Northern Virginia as a powerhouse in innovation opportunities and will fuel innovation-based business by showcasing the best and brightest new business concepts to investors.
- GMUF Chair Update – Trishana Bowden, Vice President, Adv and Alumni Relations/President, GMUF
  - The winter report cycle concluded with the full board meeting on March 5, 2021.
  - The trustees approved a resolution to provide a second gift of \$10.5 million to the University in support of the Tech Talent Initiative Program, a gift that is eligible for matching funds from the supporting teams.
  - The Foundation Board of Trustees hosted a virtual winetasting event in April. Several visitors and university leaders attended.
  - The investment committee will review the third quarter investment results from the endowment and restricted portfolios through March 31. The endowment portfolio returned 17.7% compared to the benchmark of 20.4%. The value of the endowment exceeded \$184 million at the end of the quarter. The restricted portfolio returned 1.7%, slightly trailing its benchmark of 2%. The portfolio exceeds budget requirements, which is a positive result.
  - In late March, the investment committee considered four outsourced chief investment officer finalists' presentations and made a final selection for the endowment portfolio. Discussions around transition options are in process

and a recommendation will be presented to the executive committee and then the full board in June.

- The finance committee and real estate committee will hold a joint meeting in late May to review and approve the fiscal year 2022 budget. Revenue projections are positive as they plan for the next year. The full board will approve the final budget in June.
- The nominating and governance committees advanced six candidates for approval pending interviews and the candidates' acceptance of nomination. Interviews are underway with the foundation president and chair.
- University Advancement and Alumni Relations Update – Trishana Bowden, Vice President, Adv and Alumni Relations/President, GMUF
  - As of March 31, Advancement received gifts and commitments totaling \$86.8 million. Overall donors continue to stay ahead of last year's participation rates.
  - Mason's Giving Day on April 8 was the most successful in terms of total fundraising attainment, raising more than \$560,000 from more than 2,700 donors.
  - Presidential roundtables focusing on the Arlington Initiative continue to be hosted, providing the opportunity to engage with industry leaders throughout the region. They plan to shift these roundtables to specific themes to narrow the conversation and focus on high-priority topics supported by the tech talent initiative such as cloud computing, quantum computing and various topics of cybersecurity.
  - The investment team is continuing to engage in conversation with industry leaders and alumni to create strategic innovative funding proposals that unlock TTIP funding.

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

- Full Board Meeting Minutes for February 25, 2021
- Full Board Meeting Minutes for April 1, 2021
- Board of Visitors Meeting Schedule for 2021-2022
- FY 2022 University Operating Budget, including Tuition and Fee rates (Finance & Land Use Committee)
- Two-Year Capital Plan Approval (Finance & Land Use Committee)
- Approval of Fairfax Washington Gas Easement (Finance & Land Use Committee)

The motion was **SECONDED** by Visitor Moreno. Rector Hazel opened the floor for discussion. No discussion.

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

Yes – 12

Absent – 4 – Visitors Iturregui, Marquez, Peterson, Roth. Visitors Iturregui and Roth experienced technical difficulties.

#### **IX. Closed Session**

Vice Rector Blackman **MOVED** that the Board go into closed session under the provisions of Section 2.2-3711.A.7, for consultation with legal counsel pertaining to actual or probable litigation including briefings on:



Kashdan v. GMU  
Agrawal v. GMU  
Platt v. GMU and Martin  
Ganley and Surber v. GMU et al.  
Inko-Tariah v. GMU  
Tran v. GMU  
Kinuani v. GMU  
Alemu v. GMU

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

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

Yes – 13

Absent – 3 – Visitors Marquez, Peterson, Roth. Visitor Roth experienced technical difficulties.

Following closed session, Vice Rector Blackman **MOVED** that the Board go back into public session and further moved that by roll call vote the Board certify that only public business matters lawfully exempted from open meeting requirements and only such public business matters as were identified in the motion by which the closed meeting was convened were heard, discussed or considered in the meeting by the Board. Any member of the Board who believes that there was a departure from the requirements as stated above, shall so state prior to the roll call, indicating the substance of the departure that, in his or her judgment, has taken place.

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

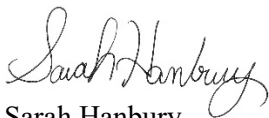
Yes – 12

Absent – 4 – Visitors Davis, Marquez, Peterson, Roth. Visitor Roth experienced technical difficulties.

#### **X. Adjournment**

Rector Hazel thanked the board for their questions and participation. He asked that Dr. Washington keep Mason moving in the right direction and to inform the board of any decisions going forward. Rector Hazel stated that the board would support Dr. Washington as he sees fit. The Rector called for any additional business to come before the board. Hearing none, he adjourned the meeting at 4:33 p.m.

Prepared by:



Sarah Hanbury  
Secretary pro tem

Attachment 1: Public Comment (20 pages)  
Attachment 2: Student Scholars Presentation (8 pages)  
Attachment 3: Arlington Construction Photo (1 page)

Board of Visitors Electronic Full Board Meeting

May 6, 2021

Written Public Comments

**1. Name:** Kylie Musolf **Mason Affiliation:** Student

**Comment:** Hi,

As a PhD candidate at Mason with several more years to go to complete my degree, I cannot condone the decision to raise graduate tuition again this year. Increasing graduate tuition and fees will compel more graduate students to take out additional student loans, further mortgaging their future for an already uncertain economic present.

Additionally, many graduate students have been forced to suspend their research due to COVID, and will have to subsequently delay their research, resulting in additional years of enrollment in their program; years that will require them to take on more debt to complete their degree, now with an added burden of increased tuition and fees.

Finally, we all know that raising tuition does not solve the university's financial issues: the issue is a broken funding model for public universities like GMU. The state has gradually withdrawn funding from public universities, and without a robust progressive taxation system in place for public post-secondary education, tuition and fee increases will only further embolden the BoV to continue to shift the burden onto graduate students. This is an unacceptable position and policy for the BoV to take in response to the irresponsible decision-making of the state, particularly as a governing board for an institution of HIGHER LEARNING.

For these reasons and more, you do not have my support continue to raise tuition for graduate students this year or any year in the future. Do your jobs; please stop preventing us from training to do ours.

Kylie Musolf

PhD Student

Cultural Studies

**2. Name:** Wanjiku Wainaina **Mason Affiliation:** Student

**Comment:** An increase in tuition will adversely affect international students' ability to study at Mason. International students already incur the highest rates of tuition, yet their access to alternative income streams and funding is severely limited by their visa status.

Increasing tuition fees will reduce accessibility to graduate school for students who do not access to alternative source of income / financial support.

Increasing tuition will place an increased financial burden to students whose wages remain low while the cost of living is already incredibly high; yet the wages and funding sources remain way below par even for modest living.

**3. Name:** Anthony Guidone **Mason Affiliation:** Student

**Comment:** My name is Anthony Guidone and I am the Co-President of the George Mason University History Graduate Student Organization. I strongly oppose raising tuition and fees while the COVID-19 economic downturn is still negatively impacting all those without established careers, particularly students.

**4. Name:** Chelsea Xu **Mason Affiliation:** Student

**Comment:** increasing graduate tuition and fees will compel more graduate students to take out additional student loans, further mortgaging their future for an already uncertain economic present.

**5. Name:** May Santiago **Mason Affiliation:** Student

**Comment:** I am writing to oppose the tuition/fees increase being proposed. I am a PhD student for Cultural Studies, and I also have been an adjunct for Film and Video Studies since 2018. Thus, I have the unique experience of being an independent professor who went into a doctorate program in order to further the work started in my classes to represent my university, its students, and the work capable of undergraduate and graduate students that makes Mason stand apart.

This tuition increase holds back students who already struggle just to get by in our programs. We have parents, a large number of international students, and I myself decided to go to a doctorate program largely for financial reasons. Putting monetary obstacles onto a thriving student body not only affects them financially, but it weakens our spirit and faith in a university we chose to represent the diverse and important work all of us do across various disciplines. Our priority should be researching and writing to bring our work to its most effective level. Worrying about where another \$500+ is going to go -- often the price of more than half of our rent on already low wages -- presents unneeded barriers to an already precarious situation many of us find ourselves in while doing work that is meant to represent us for the rest of our careers.

Yet, even if the livelihood of the very student body this university is dependent on isn't considered, raising the tuition does nothing to solve the university's financial issues. The larger issue is a broken funding model for public universities like GMU. The state has gradually withdrawn funding from public universities, and without a robust progressive taxation system in place for public post-secondary education, tuition and fee increases will only further embolden the BoV to continue to shift the burden onto graduate students. The students represent the university. We choose this as our home to train and showcase our work. Making us the scapegoat further alienates us from any trust or faith we could have in the administration or board of this university.

Everyone has been affected by COVID, and this is no doubt a difficult decision to make regardless. I ask you to continue to problem-solve without using graduate students as the bearers of a burden that is not theirs to take. Thank you for your time and attention.

**6. Name:** Lindsay **Mason Affiliation:** Student

**Comment:** GMU has demonstrated its commitment to faculty well-being and success by providing a one-year extension to tenure-track contracts and third-year renewals. Yet, graduate students have not been extended the same grace. Like faculty, graduate students have also had to contend with the disruptions of the pandemic--as students, to be sure, but also as instructors and researchers. Like faculty, many of us are also parents of small children, or have been asked to serve as caregivers for friends or relatives. To its credit, Mason has responded proactively to the needs of faculty during the pandemic, but the same consideration should be given to graduate students as well.

**7. Name:** Pavithra Suresh **Mason Affiliation:** Student

**Comment:** As a graduate student and GTA instructor, I vehemently oppose the tuition and fee increase. Aside from the fact that the tuition and fees were raised as recently as last year, this year has presented uniquely difficult circumstances for all graduate and professional students. Raising tuition for students — who are largely in debt, underemployed, and coping with the debilitating effects of a pandemic and recession — will never solve the existing issues of GMU's ineffective funding model. The burden of funding should not fall on graduate students, for many of whom research is halted due to the effects of COVID-19, extending their graduate study timeline. Raising tuition further disadvantages students of vulnerable backgrounds, for whom graduate study is increasingly cost-prohibitive; this directly contradicts initiatives to better diversify Mason's student body and curriculum (the latter of which is regularly designed and taught by graduate students). The only acceptable resolution is a tuition freeze until the effects of the current crisis are mitigated.

**8. Name:** Luma Mousa **Mason Affiliation:** Student

**Comment:** Many students will not be able to afford this increase-- especially international students. This increase will drive away new students and cause current students to drop out. We live in very difficult conditions with covid and the last thing a student wants is a tuition increase. I hope the board will consider this decision.

**9. Name:** Muna Al Taweel **Mason Affiliation:** Student

**Comment:** An increase in fees would be devastating to many students who are still recovering from the financial impact of the pandemic. This will push many students and their families deeper into debt as they try to keep up with the hardships of the pandemic -- especially for international students, who have been heavily burdened by its financial impact. Moreover, this increase in fees will drive away prospective students from applying.  
I hope the board will reconsider this decision.

**10. Name:** Eric Ross **Mason Affiliation:** Student

**Comment:** 1. Increased tuition fees reduce accessibility: graduate tuition and fee increases have a negative effect on the ability of disadvantaged students to pursue a graduate education. 2. Graduate student debt is already unbearable: increasing graduate tuition and fees will compel more graduate students to take out additional student loans, further mortgaging their future for an already uncertain economic present. 3. Raising tuition does not solve the university's financial issues: the issue is a broken funding model for public universities like GMU. The state has gradually withdrawn funding from public universities, and without a robust progressive taxation system in place for public post-secondary education, tuition and fee increases will only further embolden the BoV to continue to shift the burden onto graduate students. 4. COVID has halted graduate research: many graduate students have been forced to suspend their research due to COVID, and will have to subsequently delay their research, resulting in additional years of enrollment in their program; years that will require them to take on more debt to complete their degree, now with an added burden of increased tuition and fees. 5. Everyone has been affected by COVID: many students, including graduate students, have lost, or had to deal with, sick family members, spouses, or partners during the pandemic--graduate students themselves may have contracted COVID. These difficult situations have frequently impacted graduate students' ability to financially sustain themselves, not just undergraduate students. 6. Graduate students are also parents: many graduate students have children, and have had to deal with managing at-home childcare, which often involves taking extended and unpaid sick leave from their jobs in order to care for their children, and step in as part-time educators.

**11. Name:** Ayondela McDole **Mason Affiliation:** Student

**Comment:** Raising graduate tuition during this time is deplorable for the following reasons and many more: 1) Graduate student debt is already unbearable: increasing graduate tuition and fees will compel more graduate students to take out additional student loans, further mortgaging their future for an already uncertain economic present. 2) COVID has halted graduate research: many graduate students have been forced to suspend their research due to COVID, and will have to subsequently delay their research, resulting in additional years of enrollment in their program; years that will require them to take on more debt to complete their degree, now with an added burden of increased tuition and fees. 3) Everyone has been affected by COVID: many students, including graduate students, have lost, or had to deal with, sick family members, spouses, or partners during the pandemic--graduate students themselves may have contracted COVID. These difficult situations have frequently impacted graduate students' ability to financially sustain themselves, not just undergraduate students. 4) Graduate students are also parents: many graduate students have children, and have had to deal with managing at-home childcare, which often involves taking extended and unpaid sick leave from their jobs in order to care for their children, and step in as part-time educators. PLEASE re-consider this rate as graduate students are already under crippling stress and pressure and no doubt many graduate students will have to pause their graduate instruction or leave entirely do this increase.

Board of Visitors Electronic Full Board Meeting  
May 6, 2021  
Written Public Comments, Page 5

<b><u>12. Name:</u></b> Eric W. Ross <b><u>Mason Affiliation:</u></b> Student <b>Comment:</b> I am a 4th-year graduate student at Mason. My University funding will run out at the end of this semester, and I will be finding other sources of income. Most do not cover my tuition. My research has also been sidelined as a result of the COVID pandemic. I have been unable to travel and this has delayed my expected graduation date by at least 6 months. I feel as though raising tuition on grad students during the pandemic is irresponsible when so many of us have been struggling as it is mentally, physically, and financially. Please reconsider.
<b><u>13. Name:</u></b> <b><u>Mason Affiliation:</u></b> Student <b>Comment:</b> It appears financially unnecessary and thus impossibly cruel to raise tuition for graduate students in the midst of these multiple overlapping crises.
<b><u>14. Name:</u></b> Chilan Vu <b><u>Mason Affiliation:</u></b> Student <b>Comment:</b> It is completely unnecessary for the school to raise its tuition fee. What's changed that has prompted the need for more money? Students and families are still struggling with loans, and more so with this past year. So why does the school think its appropriate to raise tuition?
<b><u>15. Name:</u></b> <b><u>Mason Affiliation:</u></b> Student <b>Comment:</b> It appears financially unnecessary and thus impossibly cruel to raise tuition for graduate students in the midst of these multiple overlapping crises.
<b><u>16. Name:</u></b> Sarah Weber <b><u>Mason Affiliation:</u></b> Student <b>Comment:</b> As a graduate student living paycheck to paycheck on an inadequate GTA stipend, the fees are already financially challenging. Increasing them will make it near impossible for me to pay without additional assistance.
<b><u>17. Name:</u></b> Ruiji Mindy Hu <b><u>Mason Affiliation:</u></b> Student <b>Comment:</b> As a full time, out-of-state, graduate student, I cannot enjoy campus life when I am having All my class online during pandemic. So lots of increase make no sense to me.
<b><u>18. Name:</u></b> Haylie Morrill <b><u>Mason Affiliation:</u></b> Student <b>Comment:</b> Raising tuition is absolutely absurd especially when we are in the midst of a pandemic. I understand the need to expand on available programs, however, this school is already fairly expensive in the first place. Additionally, in my year at Mason, I have visited campus maybe 10 times total. I have to pay for parking and I don't even use the things that the student fee is intended for. I'm sure other students are in the same boat. Bottom line is there are already a bunch of ridiculous fees we are charged and increasing them only hinders the morale of your student body.
<b><u>19. Name:</u></b> Kim magalona <b><u>Mason Affiliation:</u></b> Student <b>Comment:</b> They are already incredibly high and I am doing this degree online. There is no reason to increase tuition and fees when over half of the buildings on campus are not being used. Other campuses are also not being used so there is no need for a tuition increase.

**20. Name:** Chelsea Gray **Mason Affiliation:** Student

**Comment:** I do not support the increase in tuition. First, GMU does NOT cover full tuition for GTA/GRAs who are out of state, meaning their cost will increase without a corresponding increase in pay. Second, GMU does not pay competitive wages to GTA/GRAs for an R1 research institute. Pre-Pandemic, I did not feel that GMU had adequately supported graduate students or graduate student research, despite the significant contributions of graduate students to the success and reputation of GMU. During the pandemic, grad student workloads have increased exponentially without an increase in compensation. This is notable as GTAs have been the bedrock of online teaching and have, in many cases, single-handedly ensured undergraduate student retention. Increasing grad student tuition is particularly reprehensible during the pandemic, as many graduate students will be forced to register for an extra 1-2 years due to COVID-19 research-related delays. George Mason loves to tout the research conducted by graduate students, but does not like to adequately fund, support, or protect those graduate students. It is unreasonable to expect graduate students to pay MORE during and following a pandemic in which they were largely forgotten in recovery plans. Finally, GMU is not currently competitive when it comes to attracting graduate students in many fields. GMU initially had its location (close to DC and Richmond), but with the widespread use of Zoom, this location is no longer the attraction it once was. An increase in tuition price, along with non-competitive compensation, poor (inter)national reputation due to several well-publicized scandals, and lack of strong, ethical, supportive campus community, means, as an institution, we will continue to lose the best and brightest researchers, as they turn to more well-run and supportive institutions. I personally know many people who were on the fence about joining GMU and decided against it due to these very concerns. While I understand research and support costs money, I think that there should be a tuition freeze until the university has adequately assess where the current funding is going, in particular funds given to upper administration and upper-level offices that are not providing a strong return on investment. Rather than increase the pay load of the poorest members of the GMU community, upper administrators should be proposing pay cuts of their own, as an act of solidarity for the economic impacts faced by graduate students like us, who may never recover from this (many of us have never recovered from 2008). I think a strong assessment should be made to find out who in upper administrative levels is OVERpaid, rather than putting increased financial pressure on underpaid graduate students.

**21. Name:** Kaitlin Murphy **Mason Affiliation:** Student

**Comment:** As a full-time online student, it baffles me how the tuition could be increased when we currently pay an arm and a leg, AND we are expected to purchase tools like SPSS (paid version recommended by professor) or OCAI, and encouraged to go to conferences like SIOP, which the member and student discount still is over \$100. All this, even after there is a "distance learning fee" on my tuition bill. What does this cover if not the tools and resources needed remotely? GMU says it cares about diversity, equity, and inclusion, but this pay raise does not indicate to me that it does. It makes getting a good education increasingly elitist and out of reach for those who do not have the funds or who wish to stay out of debt.



**22. Name: Patrick Healey    Mason Affiliation: Student**

**Comment:** As a graduate student, an increase in tuition and fees would make it more difficult for me to continue attending, with the possible exception of an adjustment for inflation as it pertains to the services that the tuition and fees pay for. I have every confidence that the university will be able to fund the praiseworthy proposed initiatives by reassessing its current budget priorities.

**23. Name: David Zeglen    Mason Affiliation: Student**

**Comment:** This is an unconscionable move on behalf of the BoV to raise tuition and fees on grad students in the midst of a pandemic. Both grad and undergrad students alike have suffered and continue to suffer due to COVID, and it is reprehensible that there is a distinction being made between the two student groups in this way.

**24. Name: Dhruv Deepak    Mason Affiliation: Student**

**Comment:** I understand the rationale for proposing fee/tuition increases, however it would be interesting to review data on previous fee increases and corresponding benefit transferred to students. Additionally, from a personal perspective fees are approaching a stage where they are becoming unmanageable. As an international student, I already face limitations on access to scholarships and financial aid, so tuition increases don't really help me. The other mandatory fees - I'm sorry but everyone has to innovate and work with tightened budgets, passing the buck on to students is not the solution. Very underwhelming and vague proposal, this.

**25. Name: Carol Petty    Mason Affiliation: Student**

**Comment:** As a result of the pandemic, I have incurred multiple new expenses and experienced severe economic hardship. I was laid off in early March, separated from my family for more than 8 months, and had to find new housing (paying all the associated fees: moving costs, airfare, rent deposits, etc.). Last year, we paid the \$450 increase in Graduate Tuition. And, now again, in the midst of multiple economic hardships and disruptions to my life, George Mason's Board of Visitors is attempting to impose yet another tuition increase of \$441 on me and the rest of the Graduate Student body. I'm still working towards the same degree, receiving the same education, and studying at the same university. Yet, over a two-year period my tuition will have increased by \$891. In the BOV's eyes, are Graduate Students not experiencing the same hardships as undergraduate students? I do not have endless amounts of money to pay for my education. To put this in perspective, \$441 is 3/4 the cost of a month's rent for me. And \$891 is 5% of my annual income. This money is significant to the budgets of graduate students. Does this \*public\* university have any plan to work towards affordable university education? Is the only solution to the current crisis raising tuition on students? These kinds of policy push the crises of the current moment onto the backs of students who are already struggling. How long can my paychecks, credit cards, and student loans keep funding an ostensibly public university? This use of tuition increases as a primary solution will keep exasperating the student debt crisis. The return on my degree will not keep up with perpetual increases in the costs of obtaining that degree. Please reconsider this approach. Surely, the university can spare its graduate students yet another substantial increase in tuition.



**26. Name: Terilee Edwards-Hewitt    Mason Affiliation: Student**

**Comment:** While for undergraduates, there are no tuition increased due to economic challenges. Graduate students, many of whom are now unemployed, underemployed, and also parents or other caregivers, find themselves in economic hardships. A presentation I saw about the increase in student fees emphasized how it will help undergraduate students play video games and get faster internet speeds. This is the least important reason why such improvements should be met. I have no difficulty with wifi when on campus. It seems the fee increases benefit residential undergraduates, but does not help those who don't live on campus or graduate students.

**27. Name:    Mason Affiliation: Student**

**Comment:** Please don't share my name with my comment. I want to say that I am honestly incredibly disappointed to hear about this HUGE increase in tuition. I understand that Mason wants to have more research conducted by faculty and students, but why is this coming out of my pocket? Why doesn't GMU apply for grants to fund work instead of taking the money from a student who works hard to earn the money she gets? I get no financial support at all from my parents--I'm paying for my education and all my other expenses, like rent and electricity, directly out of my own pocket. Because of this increase, I will no longer be able to afford a payment plan and will instead need loans. I really don't want to take out loans but now have to, all because more people are applying for graduate programs now?? So sad. Sorry for the tone, but this is just absolutely ridiculous.

**28. Name: Lindsay Smith    Mason Affiliation: Student**

**Comment:** During a pandemic no less, these tuition increases are not feasible for graduate students. Also, given the differences in pay rate of graduate students across department, this does not seem equitable. Further, the reasoning for increasing tuition fees for graduate students and not undergraduate students is not backed in evidence.

**29. Name: Shauna Rigaud    Mason Affiliation: Student**

**Comment:** I don't think any fees should be increased during this time, even if considered "modest".

**30. Name: Emond Dash    Mason Affiliation: Student**

**Comment:** Any covid reductions? George Washington University reduced tuition by 10% at the start of the pandemic outbreak.

**31. Name: Hailey    Mason Affiliation: Student**

**Comment:** Out of state fees are too expensive. Especially during online learning I feel that I am paying for way more schooling than I am getting.

**32. Name:** Piper Robinson **Mason Affiliation:** Student

**Comment:** Tuition is far too expensive as is, especially with our economic state at the moment and how hard it is for young adults to get enough money to even live comfortably. Out of everything, money stresses me out the most and affects me negatively as I am trying to figure out internships/jobs, school work, and scholarships not to mention I don't feel comfortable studying abroad just because of money no matter how much I really desire to. We are here for education, it's our initial reason for applying to college in the first place, the amount of tuition does not affect that but greater tuition harms the amount of students you could have due to many being forced to either go to community college or to the army. If colleges in Europe can have tuition at low costs and successfully have graduating students with low student debt, then why can't we? Why leave all of this on to the students who are just starting to make way into the world when the government should be paying a portion as well given the fact it did in the past? My focus should be on my education and grades, not on whether I can pay the tuition and adding onto my student loans.

**33. Name:** Victoria Sillo **Mason Affiliation:** Student

**Comment:** Tuition is already expensive at GMU, especially for out-of-state students like myself. This year many of us have already been paying for services and amenities that were not available to us. Housing rates stayed the same despite having kitchens and other common spaces in the buildings locked and inaccessible to students, and meal plan prices increased despite the dining hall hours of operation being significantly cut down from previous years. To further increase these costs for the next year, while only offering what we can assume will be a return to the 2019 level of offerings, is unfair to students. That would be approximately a \$684 increase, or roughly 5.42% increase, from the published estimated tuition and board price of \$11,946 for undergraduates in 2019-2020 to the published proposed price of \$12,630 for 2021-2022. And unless these price increases will be accompanied by additional amenities for residential students and additional services or options for dining, it is unfair to expect us to pay so much more for exactly what we had in 2019 or less.

**34. Name:** Noor Rahat **Mason Affiliation:** Student

**Comment:** As an out of state student, the tuition for undergraduate students is extremely high compared to in state students. Due to the pandemic, classes were online and I still had to pay the same price as an undergraduate student even though my classes were on Zoom rather than the campus. Next semester will be my first time living on campus as a recent transfer student and I'd greatly appreciate it if the tuition price could be equal and lower so both in-state and out of state can have the same benefits.

**35. Name:** Alexandria Hardin **Mason Affiliation:** Student

**Comment:** It is appalling and disheartening that the board is even considering increasing the tuition and fees during a pandemic. A pandemic that has impacted every single one of their students negatively. I have yet to see and experience what these increases claim they do. \$400+ increase is an entire paycheck for me. I am working 4 jobs and barely surviving and CAPS had to decline me. Why do they insist on killing their students every year???

**36. Name:** Saahil Iyer **Mason Affiliation:** Student

**Comment:** You've got to be kidding me. Thanks for not raising tuition, but screw you for raising everything else. We've BEEN paying full price for classes that were online and unable to access all the services that we should have had access too. This had to have been one of your most profitable semesters in a decade. Don't forget, a lot of our families have been hit hard by covid and it will take a while for everything to even approach normal. So why don't you cut us some slack and don't raise anything. Better yet, do something remotely human and make tuition and fees go DOWN for once in your life.

**37. Name:** Jessica Dauterive **Mason Affiliation:** Student

**Comment:** Mason rightly rightly prides itself on the diversity of its student body. The proposed annual increase of \$546 for graduate students does not take into account the diverse lives and needs of the very students the university claims as part of its success. Voting in favor of raising graduate fees will reduce access to graduate education for many and increase the already overwhelming debt graduate students incur. Mason's graduate students are essential contributors to the innovative intellectual community on campus, gain recognition for the university nationally and internationally because of the excellence of their work, and constitute an essential and already-underpaid labor force for the university. Increasing fees for graduate students, especially during a global pandemic that is still creating personal and financial hardships for so many, signals that the university does not recognize or support the needs of Mason's graduate students and undermines the university's commitment to creating a more equitable and inclusive campus environment.

**38. Name: Chelsea Mason Affiliation: Student**

**Comment:** I oppose raising fees and recommend a tuition freeze. If the university is concerned about money, the least members of the GMU community should not be targeted. Instead, members of the upper administration should sacrifice and offer to reduce paychecks. Alternatively, audits of upper administration offices should be conducted, to ensure that administrators are not overpaid and that we, as a community, are getting a strong return on investment from higher-level administrators. Graduate students are the backbone of the GMU community. They teach a large percentage of classes. It is the research supported by graduate students that bring prestige to GMU. And yet, they have not been adequately supported by the GMU administration during the pandemic. Tuition increases are particularly insidious right now, as many graduate students have to attend an extra 1-2 years due to COVID-19 related research delays.

Raising tuitions also causes the following issues:

1. Increased tuition fees reduce accessibility: graduate tuition and fee increases have a negative effect on the ability of disadvantaged students to pursue a graduate education.
2. Graduate student debt is already unbearable: increasing graduate tuition and fees will compel more graduate students to take out additional student loans, further mortgaging their future for an already uncertain economic present.
3. Raising tuition does not solve the university's financial issues: the issue is a broken funding model for public universities like GMU. The state has gradually withdrawn funding from public universities, and without a robust progressive taxation system in place for public post-secondary education, tuition and fee increases will only further embolden the BoV to continue to shift the burden onto graduate students.
4. COVID has halted graduate research: many graduate students have been forced to suspend their research due to COVID, and will have to subsequently delay their research, resulting in additional years of enrollment in their program; years that will require them to take on more debt to complete their degree, now with an added burden of increased tuition and fees.
5. Everyone has been affected by COVID: many students, including graduate students, have lost, or had to deal with, sick family members, spouses, or partners during the pandemic--graduate students themselves may have contracted COVID. These difficult situations have frequently impacted graduate students' ability to financially sustain themselves, not just undergraduate students.
6. Graduate students are also parents: many graduate students have children, and have had to deal with managing at-home childcare, which often involves taking extended and unpaid sick leave from their jobs in order to care for their children, and step in as part-time educators.

**39. Name: Nikita Lad    Mason Affiliation: Student**

**Comment:** Increasing FY2022 tuition and fees presented by Ms. O'Neal is highly unacceptable to an out of state PhD student like me. The total \$546 increase that would go to "intercollegiate athletics, recreational programs, etc." is bizarre in the times of COVID and even later. COVID has already taken a toll on our research efforts! Paying out of state tuition fees amidst the pandemic and without stipend is affecting graduate students enormously. The thought of further tuition increase at GMU is appalling and I urge the respective authorities to freeze the graduate tuition rates. This would especially help PhD students by providing a peace of mind that they can carry on with their important research without worrying of tuition raises. Moving the university's revenue debt on students who have a family to take care as well as their own studies may deter students from pursuing their post-graduation. Increasing tuition fees in times of crises or when students and their families are trying to recover from this crises along with managing their studies is intolerable.

**40. Name: Shawn Smith    Mason Affiliation: Student**

**Comment:** I am writing to voice my concern regarding the proposed tuition increase for graduate students. I am already struggling financially while juggling graduate school and raising two children. Below are a number of reasons for why I object to the proposed increases:

1. Increased tuition fees reduce accessibility: graduate tuition and fee increases have a negative effect on the ability of disadvantaged students to pursue a graduate education.
2. Graduate student debt is already unbearable: increasing graduate tuition and fees will compel more graduate students to take out additional student loans, further mortgaging their future for an already uncertain economic present.
3. Raising tuition does not solve the university's financial issues: the issue is a broken funding model for public universities like GMU. The state has gradually withdrawn funding from public universities, and without a robust progressive taxation system in place for public post-secondary education, tuition and fee increases will only further embolden the BoV to continue to shift the burden onto graduate students.
4. COVID has halted graduate research: many graduate students have been forced to suspend their research due to COVID, and will have to subsequently delay their research, resulting in additional years of enrollment in their program; years that will require them to take on more debt to complete their degree, now with an added burden of increased tuition and fees.

\*Personally, I have had to completely change my proposed project twice since covid started. I am currently conducting research that has no funding. I am paying for all expenses out of my own savings. I will now have difficulty covering any increases in fees.

5. Everyone has been affected by COVID: many students, including graduate students, have lost, or had to deal with, sick family members, spouses, or partners during the pandemic--graduate students themselves may have contracted COVID. These difficult situations have frequently impacted graduate students' ability to financially sustain themselves, not just undergraduate students.
6. Graduate students are also parents: many graduate students have children, and have had to deal with managing at-home childcare, which often involves taking extended and unpaid sick leave from their jobs in order to care for their children, and step in as part-time educators.

**41. Name:** Sharrell Hassell-Goodman **Mason Affiliation:** Student

**Comment:** This written statement is to oppose the graduate student tuition and fee increase. Graduate students are already struggling to secure funding for the current tuition costs with minimal assistantship opportunities or restrictions on assistantships for graduate students to complete the demands of graduate school (assistantship length limits etc.). Further this serves as an additional barrier for historically marginalized students that have already had to navigate an institutional environment not created with them in mind.

Our current economic times are uncertain. Many students have had to manage the additional challenge during this national pandemic, why would we think that NOW is an appropriate time to increase student fees? Student fees were increased three years ago. Which means that as I student I will experience two tuition increases before I graduate. This really sets the tone that George Mason is not concerned about making education affordable, in direct contradiction with our value of inclusivity.

While I understand that the university must bare the burden of a broken funding model that is precarious and constantly in flux, the burden should not be placed on students, in particular graduate students. Graduate students are already a vulnerable student population in terms of exploitation of labor, labor not adequately compensated, and the inability to maintain outside employment in addition to academic demands.

COVID has completely shifted the landscape for graduate students. Many students have not been able to adhere to their academic program schedules as a result of taking on additional responsibilities such as taking care of family. Numerous graduate students are trying to teach their children along with managing their school responsibilities. Additionally the added burden and stress brought on by social distancing expectations and restricted access to older family members has taken a toll. Many students have lost family members as a result of COVID now is not the appropriate time to increase graduate student fees. Increasing tuition at this time would be unconscionable. This statement is to once again oppose the graduate student tuition and fee increase.

**\*\*Please excuse any typos as this is written on my cellular device\*\***

**42. Name:** LeNaya Hezel **Mason Affiliation:** Student

**Comment:** The raising of graduate tuition fees and no other student population is an inequitable and out of touch with the graduate student experience. The reality is that graduate students are being exploited as underpaid or unpaid employees to meet administrative, teaching, programmatic needs on behalf of the university in their roles as GAs, GRAs, and GPAs while also pursuing their academic goals, and maintaining quality of life in a pandemic. The expectation that the increased are minimal are dehumanizing for a population where there are little to no financial support with the exceptions of financial loans. By raising tuition and fees for graduate students only, you are potentially contributing to the educational loan crisis since increased costs will only burden students today and in the future. Graduate students are being commodified in a way to meet financial shortcomings with no increased return on investment for increased graduate resources to support us academically, physically, emotionally, and professionally. In addition, the fact that other degree type tuition and fees are not being adjusted emphasizes the additional burden that the BOV is placing on the backs of graduate students.

I urge you to reconsider alternative measures to financially make ends meet that does require increasing tuition and fees for graduate students who are already carrying an unreasonable amount of responsibility to keep GMU afloat.

**43. Name:** Dylan V. Scarton **Mason Affiliation:** Student

**Comment:** Excerpt from Petition written by Lilianna Deveneau and signed by me and many others:

"The COVID-19 pandemic has had devastating impacts on our society, especially for those most vulnerable. Despite this, George Mason University's budget has remained net positive due to management decisions, support from the Commonwealth, and a 3% increase in graduate student enrollment.

While the Board of Visitors has decided not to raise undergraduate student tuition for academic year because of the economic hardships the pandemic has caused, they have not extended this consideration to the graduate and professional students, who often have less monetary support, despite seeing a huge need.

The Board has, however, proposed a \$441 flat increase for all graduate students to support graduate stipends and doctoral scholarships "due to the increased demand for graduate programs," along with a 5.0% increase in housing and 3.7% raise in dining fees, which would primarily impact undergraduates.

The Board of Visitors and university leadership are well aware of the financial needs of GMU students. Last year the GMU Foundation created a Student Emergency Assistance Fund to help cover students' essential needs. This spring alone, GMU students requested over \$5.6 million in emergency funds from 1,672 students to pay for housing, food, and utilities, with \$1.1 million awarded among 728 students (GMU Student Emergency Fund 2021). Requested funds for 2020 were \$16.1 million from 6,814, with \$5 million awarded to 4,510 students (GMU Student Emergency Fund 2021).

That means more than \$9 million of requested funds by students in dire situations were unfulfilled since the pandemic started, or over 70%.

Students sincerely thank the donors who contributed to fundraising efforts.

Despite this, all Board of Visitors members—with the exception of Visitor Edward Rice—voted in May 2020 to increase graduate student tuition by \$450 for this academic year. They



did so with (Former) Rector Davis's amendments, including a decree that "If additional federal or state funds are received by Mason, priority consideration shall be given to reducing tuition" (BOV May 2020 Meeting Minutes, p. 15).

GMU has received millions in additional aid and expects to receive more. In fact, the university did NOT need to dip into their financial reserves this year as they had originally forecasted. Yet Former Rector Davis's amendment has seemingly been forgotten...

Raising tuition and other fees amidst a pandemic—for the second time—is NOT the way to improve mental health and wellbeing of students, no matter how "moderate"!! These are not MODERATE to us!!

In fact, The American Educational Research Association, The Spencer Foundation, The Council of Graduate Schools (CGS), The National Council for Higher Education, The National Science Foundation, New America, and others recommend providing financial support—not creating additional financial burdens (<https://doi.org/10.3102/aera20211>; CGS 2021).

Reports show a mental health crisis among graduate students, and universities "must pay special attention to the needs of graduate students, many of whom face unusual pressure from having to keep up with their work and family obligations while navigating a career. Graduate students are less likely than undergraduates to feel that they have access to mental-health care" (Woolston 2021; see Zaneis and Williams June 2020).

Financial hardships are compounding this year; many graduate, professional, and undergraduate students lost their jobs, as well as many of their parents and partners. In Virginia, unemployment payments were backlogged by more than 80,000 cases, with people waiting for months to receive support and 8,000 still outstanding today. Many of us continue to face food insecurity and an inability to pay for rent and other necessities.

Given the unparalleled amount of financial and emotional strain, we request that no financial increases be made for Academic Year 2021-2022."

**44. Name:** Anonymous **Mason Affiliation:** Student

**Comment:** The pandemic has displaced millions of Americans -- now is not the time to increase tuition or fees. Enrollment is at record levels, equity is on the line, why raise tuition now? At most, the Board should consider a cohort model, similar to the UC Regents, where each entering class has a reliable amount throughout their education, rather than wondering if tuition or fees will increase year after year.



**45. Name:** Esther Namubiru **Mason Affiliation:** Student

**Comment:** Thank you for the opportunity to voice my comments. The BOV plans to increase graduate students' tuition, yet it knows that graduate students barely have funds for other costs like conferences, research, or their day-to-day living expenses. How are students expected to pay for their studies when they can barely pay for the smaller expenses above?

The BOV knows that graduate students have a lower student retention rate (Strayhorn, 2012) and increasing their tuition is a sure way to chase more of them away. Yet, it still plans to proceed with tuition increase. Rather than increasing the tuition, the BOV needs to look for ways to support these students research at Mason, research which will yield greater monetary rewards in the form of grants for Mason.

Minority graduate students like international students, African American women, and single parents make up an important part of Mason's graduate student population. The research shows that these are the students who will suffer the most when tuition increases occur and thus leave. This means increasing tuition is a sure way to eliminate diversity in Mason's graduate student pool.

BOV, if you know these facts and if you care for the retention, diversity, and success of Mason's graduate students, do not increase the tuition. Get other more creative out-of-the-box ideas to save this important group.

**46. Name:** Laura Miller **Mason Affiliation:** Student

**Comment:** Taxing' graduate education at Mason is the end result of adding a \$441 flat fee to graduate tuition. This is a tax because it is being added on to the current tuition rate and being shouldered by the end user, regardless of ability to pay, making this a regressive tax at that. "... states often use higher education as a flexible budget item because universities can use tuition to offset state funding declines. However, this policy choice transfers the financial burden of higher education to students and their families, which hinders broad access to higher education (Cabera 2015 - <https://cabrerablog.gmu.edu/when-public-funding-of-higher-education-dwindles-where-does-the-money-go/>).

This means reduced access to graduate education by the most unrepresented demographics in state, first generation students and students from families with less economic power than others - no matter their racial or ethnic background.

Raising graduate tuition rates also reduces Mason's ability to attract international students to graduate programs. The policies of the Trump administration coupled with the COVID-19 pandemic have already reduced the number of international students able to attend in-person classes and conduct research at Mason. Piling an additional graduate tuition fee hike on top of the already increased rate international students pay is also likely to reduce their enrollment at Mason, and cause the university to lose out on our share of the approximate \$US 40 billion brought into the US economy by international students annually (NAFSA 2019, <https://www.nafsa.org/about/about-nafsa/new-nafsa-data-despite-stagnant-enrollment>).

You can't get blood from a stone, but this is 'the ask' being placed on individual graduate students by this proposed tuition increase.

**47. Name:** Esma H. Celebioglu **Mason Affiliation:** Student

**Comment:** I am a PhD candidate at GMU and I'd like to express my concerns about the decision to be discussed to increase tuition and fees. I believe that this decision will negatively affect all Mason students regardless of their degree levels. Most of us have already been affected by COVID-19 pandemic and we have to deal with the problems caused by the pandemic. Many students, including graduate students, have lost, or had to deal with, sick family members, spouses, or partners during the pandemic--graduate students themselves may have contracted COVID. These difficult situations have already impacted graduate students' ability to financially sustain themselves, not just undergraduate students. Increasing tuition and fees will compel more students to take out additional student loans, further mortgaging their future for an already uncertain economic present. Last year, the BoV passed an earlier tuition and fee increase for graduate students. The issue is a broken funding model for public universities like GMU. The state has gradually withdrawn funding from public universities, and without a robust progressive taxation system in place for public post-secondary education, tuition and fee increases will only further embolden the BoV to continue to shift the burden onto graduate students. This decision will have a negative effect on the ability of disadvantaged students to pursue a graduate education. Thank you.

**48. Name:** Dianna Belman **Mason Affiliation:** Student

**Comment:** The pandemic has taken a massive toll on students and their families in many areas of life including financial. This should be reason enough to not to move forward with a tuition increase at this time. It is frankly disrespectful of the horrors that some of us have gone through this past year.

**49. Name:** David Zeglen **Mason Affiliation:** Student

**Comment:** Raising graduate tuition and fees reduces accessibility to graduate programs for BIPOCs, working class students, and first-generation students; the very core of student diversity that Mason boasts is it so proud of. If Mason genuinely cares about promoting diversity and inclusion at GMU, then the BoV must not pass an increase in tuition and fees for graduate students, since such increases fly in the face of social justice for many minorities who have been disproportionately impacted by COVID over the past year and forces them to take on additional student debt, while restricting their ability to complete their programs or enter into said programs in the first place.

**50. Name:** Shauna Rigaud **Mason Affiliation:** Student

**Comment:** I'm speaking in opposition of this funding increase. Graduate students are already dealing with significant financial burdens from school loans and in this time of COVID. Raising tuition does not solve the university's financial issues, rather masks it, making fee increases the only resolve the university has. The true issue is a broken funding model for public universities like GMU. We need to stop shifting the bill to students and develop a funding model that does not place students in amounting debt, year after year. This is not sustainable.

**51. Name: Donna Tanner Fagerholm Mason Affiliation: Alumna**

**Comment:** Good Day Members of the George Mason University Board of Directors, Thank you for this opportunity to speak and for your personal service to George Mason University. My name is Donna Tanner Fagerholm, and I am an alumna of GMU, having received my Master of Education in Educational Leadership in August of 2001. It is a degree that allowed me to serve as an assistant Principal and then principal in Prince William County Public Schools for 14 years. In that capacity I was tasked with not only instructional leadership, but school security and human resource tasks at the school level of hiring, supervising and evaluating. I am also a relative of a GMU Police Department officer. My work and personal experiences, as well as my educational tie to GMU compels me to speak today in order to ensure that you are aware of the current personnel situation in the GMU Police Department. On March 26, 2021, there was a press release by J. Caleb Jones, Esq. which can be viewed at the link below. Mr. Jones is representing 2 GMUPD officers who are alleging retaliation for reporting an incident of excessive force. The court will determine the validity of their allegations. However, I must tell you that because of my personal connection, I know that they are not the only ones who have faced retaliation for whistleblowing. Unless these issues are addressed more litigation is on the way. The GMUPD Leadership has taken actions that in other places of employment would result in disciplinary action or firing. Additionally, the attrition rate of officers should be a clue that all is not well. I would ask that this board require an in depth, impartial, outside investigation of the senior leadership at the GMU Police Department. Recent public events in our society cry out for transparency and fairness. Bringing problems up for correction should not be punished. Thank you for your time and attention to this profoundly serious matter.

Donna Tanner Fagerholm

[http://www.fairfaxunderground.com/forum/file.php?2,file=449099,filename=PRESS\\_RELEASE\\_-\\_03.26.2021.pdf](http://www.fairfaxunderground.com/forum/file.php?2,file=449099,filename=PRESS_RELEASE_-_03.26.2021.pdf)

**52. Name: MB    Mason Affiliation: Staff**

**Comment:** I oppose any increase in graduate student fees for the coming academic year, or even the following year.

Graduate student stipends in many departments - especially the essential but often underfunded fields which encourage critical thinking and support empathy - already leave graduate students living in precarious financial situations.

Consider the fact that some programs' stipends are under 20K, which is barely enough to cover living expenses for Fairfax County, as per MIT's living wage calculator

(<https://livingwage.mit.edu/counties/51059>) (NB: While a stipend of 17K/academic year may appear to be above minimum wage for 20hr/week, contracts forbid students from taking on any other work; when therefore considered at 40hr/week it is above the minimum recommended living wage for a single adult with no children of \$19.92).

While I understand that the pandemic has increased financial pressure on the University, it has also increased financial pressure on individuals. One of the strengths of George Mason is the diversity of its student body - graduate and undergraduate - and that diversity is not just in race but also economic background, disability, life stage, country of origin, and more. I would ask the Board to remember that many of our graduate students are not from middle class backgrounds with no dependents, able to rely on family members for financial support when needed. They are single parents, divorced, second career, veterans, people with disabilities, people who are caregivers for high-risk family members including elders as well as children. Increasing the financial burden on our graduate students means facing the possibility that we will lose the diverse students who make Mason strong, and perpetuating barriers to success for marginalized communities.

**53. Name:** Donna Tanner Fagerholm **Mason Affiliation:** Alumna

**Comment:** Good Day Members of the George Mason University Board of Directors, Thank you for this opportunity to speak and for your personal service to George Mason University. My name is Donna Tanner Fagerholm, and I am an alumna of GMU, having received my Master of Education in Educational Leadership in August of 2001. It is a degree that allowed me to serve as an assistant Principal and then principal in Prince William County Public Schools for 14 years. In that capacity I was tasked with not only instructional leadership, but school security and human resource tasks at the school level of hiring, supervising and evaluating. I am also a relative of a GMU Police Department officer. My work and personal experiences, as well as my educational tie to GMU compels me to speak today in order to ensure that you are aware of the current personnel situation in the GMU Police Department. On March 26, 2021, there was a press release by J. Caleb Jones, Esq. I have attached the release. Mr. Jones is representing 2 GMUPD officers who are alleging retaliation for reporting an incident of excessive force. The court will determine the validity of their allegations. However, I must tell you that because of my personal connection, I know that they are not the only ones who have faced retaliation for whistleblowing, and more litigation is on the way. I am aware of personnel actions by the GMUPD Leadership that would have had me relieved of my building keys and walked out to my car to face due process and then firing from my position. Additionally, the attrition rate of officers should be a clue that all is not well.

I would ask that this board require an in depth, impartial, outside investigation of the senior leadership at the GMU Police Department. Recent public events in our society cry out for transparency and fairness. Bringing problems up for correction should not be punished.

Thank you for your time and attention to this profoundly serious matter.

Donna Tanner Fagerholm

[http://www.fairfaxunderground.com/forum/file.php?2,file=449099,filename=PRESS\\_RELEASE\\_-\\_03.26.2021.pdf](http://www.fairfaxunderground.com/forum/file.php?2,file=449099,filename=PRESS_RELEASE_-_03.26.2021.pdf)

# OFFICE OF FELLOWSHIPS

## **2020 – 2021 AWARD RECIPIENTS**

**LaNitra M. Berger, Ph.D.**

Senior Director of Fellowships

**Kristina Medlock**

Graduate Professional Assistant

**Daniel "DT" Schatten**

Personal Statements Specialist

**Zachary Barnes**

Personal Statement Specialist

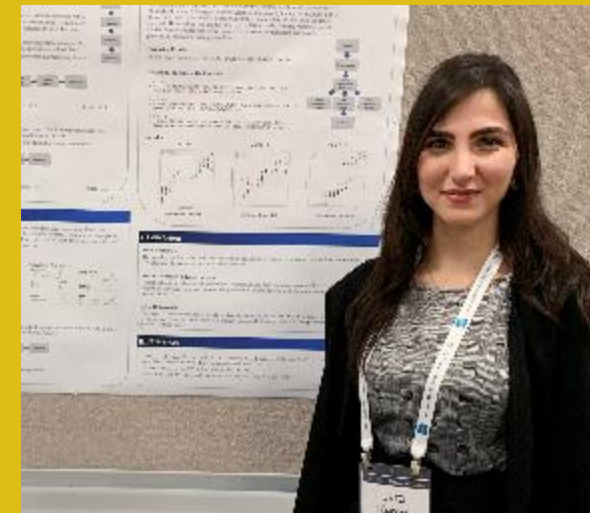
# OFFICE OF FELLOWSHIPS

## WHAT WE DO

### MISSION STATEMENT

The Office of Fellowships aims to raise the academic profile of Mason and its students by encouraging talented undergraduate students to explore fellowship opportunities and resources available to advance their academic and professional goals. The Office is committed to inclusive excellence practices and specifically seeks to mentor underrepresented students. The Office provides a supportive and friendly environment for students with a strong focus on mentoring and cultivating academic excellence.

Since 2010, we have helped students secure more than \$2.1 million in external funding for research, education abroad, graduate school and public service.



# OFFICE OF FELLOWSHIPS

## **BOREN AWARDS**

Funded by the US Department of Defense

Supports long-term study abroad of critical languages outside of Western Europe for undergraduate (Scholarship) and graduate students (Fellowship)

### **Scholarship**

- Alexis Massenbourg, Senegal

### **Fellowship**

- Marguerite Franklin, Japan
- Reyhan Koyash, Turkey



# OFFICE OF FELLOWSHIPS

## CRITICAL LANGUAGE SCHOLARSHIP

Funded by the US Department of State, Critical Language Scholarships are fully funded, intensive, short-term study abroad programs for the study of critical languages.

- **Nathan Danielson, Indonesian**
- **Brigid Gill, Arabic**
- **Abigail (Abby) Hawkins, Arabic**
- **Daniela Martinez, Chinese**
- **Reyhan Koyash, Turkish**

# OFFICE OF FELLOWSHIPS

## FULBRIGHT US STUDENT PROGRAM

The nation's flagship cultural exchange program, celebrating its 75<sup>th</sup> anniversary this year. Funded by the US Department of State.

- **Moni Islam, Archaeology, Durham University, UK**

The UK awards are the oldest and most prestigious part of the Fulbright program. Each university offers only ONE award.

# OFFICE OF FELLOWSHIPS

## **GOLDWATER SCHOLARSHIP**

The nation's highest honor for undergraduates who are aspiring to research careers in STEM fields. Funded by the US federal government.

- **Jackie Luu – Wildlife Conservation, Wildlife Endocrinology**

# OFFICE OF FELLOWSHIPS

## NSF GRADUATE RESEARCH FELLOWSHIP PROGRAM (GRFP)

Full funding for graduate study in STEM and social science fields for students demonstrating the potential to make a broader impact on society through their work.

- **Natasha Maria Latouf - George Mason University**  
Physics & Astronomy – Astronomy & Astrophysics
- **Doreen Joseph – University of California, Davis**  
Computer Security & Privacy
- **Elizabeth Ankrah – University of California, Irvine**  
Human Computer Interaction
- **Abbas Idris – University of Pennsylvania**  
Bioengineering

OFFICE OF FELLOWSHIPS

**2020 – 2021 AWARD RECIPIENTS**

**CONGRATULATIONS TO ALL OF  
OUR APPLICANTS AND  
AWARDEES!**





**BOARD OF VISITORS**  
**2021 - 2022 Committee Appointments**

***Members-At-Large, Committee Chairs and Vice Chairs pending confirmation July 30, 2021***

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

*As of July 30, 2021*

**FY 2021-2022 Goals**  
**George Mason University**

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

**Reposition the Campus**

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

The following goals are necessary towards achieving that outcome

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



## **Restore the Campus**

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

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

## **Reinvent the Campus**

The Lingering Pandemic will not only create unprecedented stressors for our campus, it also will create unprecedented opportunities as well. We will be afforded a unique opportunity to reexamine who we are, what we stand for, and what kind of institution we will be in the future. The possibilities for reimagining and recreating ourselves are significant. GMU is an institution known for its drive, innovation and creativity. My goal here is to focus this innovation towards reexamination and reinvention. Towards that end the following goals are necessary:

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

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

**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: \_\_\_\_\_



## 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: Gregory Washington, President  
Date: July 30, 2021  
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.

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.

Also, 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.

## **ACTION ITEMS**

### **Academic Programs, Diversity, and University Community Committee**

July 30, 2021

### **CONFERRAL OF EMERITUS/EMERITA STATUS**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
<b>Engebretson</b>	<b>Stanley P.</b>	<b>7/30/2021</b>

**Title:** Professor Emeritus

**Local Academic Unit:** Music (CVPA)

---

<b>Johnsen</b>	<b>D. Bruce</b>	<b>7/30/2021</b>
----------------	-----------------	------------------

**Title:** Professor Emeritus

**Local Academic Unit:** Antonin Scalia Law School

---

<b>Lee</b>	<b>Hun</b>	<b>7/30/2021</b>
------------	------------	------------------

**Title:** Associate Professor Emeritus

**Local Academic Unit:** School of Business

---



College of Visual and Performing Arts

4400 University Drive, MS 4C1, Fairfax, Virginia 22030  
Phone: 703-993-8877; Fax? Who Faxes Anymore?

To: Mark Ginsberg, Provost and Executive Vice President  
Gregory Washington, President

From: Rick Davis, Dean  
College of Visual and Performing Arts

Subject: Emeritus Designation for Stanley Engebretson  
Date: May 25, 2021

I am pleased to recommend Dr. Stanley Engebretson, Professor of Music, for Emeritus status effective July 30, 2021. Dr. Engebretson's retirement, after a distinguished thirty-one year career at Mason, becomes effective June 1.

Stan Engebretson has served as Director of Choral Activities since 1990, building a comprehensive and well-respected program, with choirs that have toured internationally on multiple occasions, collaborated with other collegiate and professional ensembles, and set a high standard for inventive, inclusive, and insightful repertoire.

"Dr. E." also maintains an impressive career as a choral conductor, with decades of service in prominent posts such as Artistic Director of the National Philharmonic Chorale at Strathmore Music Center in Maryland, and as director of music for the historic New York Avenue Presbyterian Church in Washington, D.C. Dr. Engebretson has contributed to the literature of choral music through his publications and is in demand around the world as a clinician, conductor, and teacher.

The defining characteristic of Stan Engebretson's career at Mason is the obvious care he bestows and the joy he instills in those who work with him, whether in a musical endeavor or in the more prosaic worlds of faculty governance and college service. A devoted mentor to students and colleagues, Stan epitomizes the highest example of university citizenship. He is an ideal candidate for the Emeritus designation.

Approval ☒ Disapproval ☐ \_\_\_\_\_  
Mark R. Ginsberg, Ph.D Provost and Executive Vice President

Approval ☒ Disapproval ☐ \_\_\_\_\_  
Gregory Washington, 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.



Office of the Dean

Antonin Scalia Law School

3301 Fairfax Drive, MS 1G3, Arlington, Virginia 22201  
Phone: 703-993-8085; Fax: 703-993-8088

**TO:** Mark R. Ginsberg, Ph.D, Provost and Executive Vice President  
Gregory Washington, President

**FROM:** Ken Randall, Dean and Professor of Law, Antonin Scalia Law School *KR*

**DATE:** June 1, 2021

**SUBJECT:** Emeritus Designation for Professor D. Bruce Johnsen

---

I am writing to recommend that Professor D. Bruce Johnsen be given Emeritus status upon his retirement on June 1, 2021. On May 14, 2021, the Faculty eligible to vote on this application unanimously voted in favor of the recommendation of the Promotion /Tenure Committee.

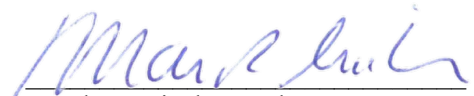
Professor Johnsen has devotedly served George Mason for over twenty-five years, and throughout his tenure has been an active and dedicated faculty member and legal scholar. In addition to regularly teaching one of our foundational required courses, Economics for Lawyers, Professor Johnsen regularly chaired and/or served on our Faculty Hiring Committee and Research Promotion and Tenure Committee and served for a number of years as our Faculty Senator.

Professor Johnsen's research has primarily focused on using property rights analysis to provide insights into economic institutions. His scholarship has been widely published, including in prestigious journals such as *Harvard Journal of Law & Public Policy*, *Yale Journal on Regulation*, and *Journal of Law & Economics*. He has also presented his works at renowned institutions, including Columbia, Yale, UVA, Northwestern, Penn, NYU, Georgetown, Wharton, and Hamburg, as well as before the Federal Trade Commission and the Securities Exchange Commission.

Over the years Professor Johnsen has made lasting contributions to our law school and the university. Most notably, he developed and raised \$1 million of funding for the law school's Robert A. Levy Fellowship Program in Law & Liberty (at the time it was the largest private grant in the university's history). The Levy Program's mission was and is to identify, recruit, and nurture young economists through the law school and to promote them to scholarly, policy, and practice positions in the law and economics arena. The program has been impressively successful, and its graduates include University of Pennsylvania Professor Jonathan Klick, and two of our own highly productive and valued tenured professors, James Cooper and Murat Mungan. On the university level, in 2001 and 2020 Professor Johnsen served on the University's Investment Policy Committee.

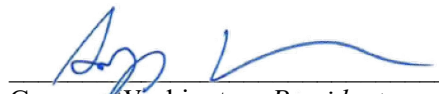
It is on the basis of Professor Johnsen's outstanding record of teaching, service and scholarship that I recommend his appointment to the position of Professor Emeritus, effective July 30, 2021.

Approval ☒ Disapproval ☐

  
Mark R. Ginsberg, Ph.D  
Provost and Executive Vice President

6/7/2021  
Date

Approval ☒ Disapproval ☐

  
Gregory Washington, President

6/10/2021  
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; nominated by the home unit with the Dean, Provost, and President's recommendations.

To: Mark R. Ginsberg, Ph. D., Provost and Executive Vice President  
Gregory Washington, President

From: Maury Peiperl, Dean

School of Business



Subject: Emeritus Designation for Hun Lee

Date: June 2, 2021

Along with the tenured faculty members of the Management Area and the Faculty of the School of Business, I write to recommend that Dr. Hun Lee be elected to the honorary rank of Associate Professor Emeritus of Management effective July 30, 2021. Since joining Mason in 1996, Dr. Lee has continuously made outstanding contributions to the development of students, faculty, research, and the university.

As outlined in the Management Faculty Area memorandum, Dr. Lee has been a dedicated colleague with significant accomplishments in teaching, research, and service. As a scholar, Dr. Lee's research focused on competitive strategic dynamics, and he also has investigated global strategy and corporate social responsibility. He has received significant recognition for his research contributions as evidenced by a book, several publications that have appeared in premier and superior management journals, and a Best Paper Award from the *Journal of Management*.

Dr. Lee has been an excellent teacher with above average to perfect teaching evaluations over his career. He has taught at all levels and received outstanding professor awards three times from students. Dr. Lee was also instrumental in developing the capstone experiential case competition all Business students undertake. As a long contributor to the school, Dr. Lee has served on many important committees in the school such as Strategic Planning and Accreditation Maintenance, and he also participated in university life through Academic Program Review, the Quality Enhancement Planning committee, and more. He is highly regarded by colleagues for his commitment to excellence in service.

Accordingly, I concur with the request from the Management Area and PT &R committee and recommend that Dr. Hun Lee be elected to the honorary rank of Associate Professor Emeritus of Management effective July 30, 2021.

Approval ☒ Disapproval ☐

\_\_\_\_\_  
Mark R. Ginsberg, Ph. D., Provost and Executive Vice President

Approval ☒ Disapproval ☐

\_\_\_\_\_  
Gregory Washington, 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.



## **ACTION ITEMS**

### **Academic Programs, Diversity, and University Community Committee**

July 30, 2021

### **ELECTIONS OF NEW TENURED FACULTY**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
<b>Aneja</b>	<b>Anu</b>	8/25/2021

**Title:** Associate Professor without Term

**Classification:** Tenured (without term) - Instructional

**Local Academic Unit:** Women and Gender Studies (CHSS)

**Note(s):** Additional Title: Director, Women and Gender Studies Program

---

<b>Ateniese</b>	<b>Giuseppe</b>	8/25/2021
-----------------	-----------------	-----------

**Title:** Professor without Term

**Classification:** Tenured (without term) - Instructional

**Local Academic Unit:** College of Engineering and Computing (CEC)

**Note(s):**

This is a joint assignment with the Department of Computer Science and Department of Cyber Security Engineering.

---

<b>Banks</b>	<b>Joy</b>	8/25/2021
--------------	------------	-----------

**Title:** Associate Professor without Term

**Classification:** Tenured (without term) - Instructional

**Local Academic Unit:** College of Education and Human Development

---

<b>Branner</b>	<b>Djola</b>	7/30/2021
----------------	--------------	-----------

**Title:** Professor without Term

**Classification:** Tenured (without term) - Instructional

**Local Academic Unit:** Theater (CVPA)

**Note(s):** Additional Title: Director, School of Theater

---

<b>Marshall</b>	<b>Andre W.</b>	7/30/2021
-----------------	-----------------	-----------

**Title:** Professor without Term

**Classification:** Tenured (without term) - Admin/Professional

**Local Academic Unit:** Mechanical Engineering (CEC)

**Note(s):** Additional Title: Vice President for Research, Innovation, and Economic Development and President of the George Mason Research Foundation

---

## **ACTION ITEMS**

### **Academic Programs, Diversity, and University Community Committee**

July 30, 2021

### **ELECTIONS OF NEW TENURED FACULTY**

<u>LAST NAME</u>	<u>FIRST NAME</u>	<u>EFFECTIVE DATE</u>
<b>Maughan</b>	<b>Erin D.</b>	8/25/2021

**Title:** Associate Professor without Term

**Classification:** Tenured (without term) - Instructional

**Local Academic Unit:** Nursing (CHHS)

---

<b>Salama</b>	<b>Mohammad R.</b>	8/25/2021
---------------	--------------------	-----------

**Title:** Professor without Term

**Classification:** Tenured (without term) - Instructional

**Local Academic Unit:** Modern and Classical Languages (CHSS)

**Note(s):** Additional Title: Chair, Department of Modern and Classical Languages

---

<b>Tang</b>	<b>Jinshan</b>	8/25/2021
-------------	----------------	-----------

**Title:** Professor without Term

**Classification:** Tenured (without term) - Instructional

**Local Academic Unit:** Health Administration and Policy (CHHS)

---

<b>Wang</b>	<b>Lily</b>	8/25/2021
-------------	-------------	-----------

**Title:** Professor without Term

**Classification:** Tenured (without term) - Instructional

**Local Academic Unit:** Statistics (CEC)

---



**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.**

Anu Aneja, Associate Professor of Women and Gender Studies

---

Faculty Member's Name and Title

Women and Gender Studies

---

Local Academic Unit

☒ Reference checks have been conducted.

☒ Sexual harassment prevention training has been scheduled for ASAP.  
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 Director of Women and Gender Studies (WGST) oversees the WGST Center and academic programs, working with both University Life and CHSS and contributing to university-wide discussions about DEI, Mason Core, and other areas where the expertise and mission of the program are relevant. Dr. Aneja was selected because of her extensive experience leading and developing programs in WGS; her robust scholarly profile, which includes an ability to link her own research to multiple other scholarly debates; and her expansive teaching experience, including developing online courses and programs in WGS and mentoring graduate students. Of the finalists, she was most attentive to accessibility and growth in ways that reflect her administrative experience at a large open university.

Dean/Director

7/8/2021

---

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.**

Giuseppe Ateniese, Professor

---

Faculty Member's Name and Title

Computer Science (50%) and Cybersecurity Engineering (50%)

---

Local Academic Unit



Reference checks have been conducted.

TBD upon start of employment



Sexual harassment prevention training has been scheduled for \_\_\_\_\_  
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. Ateniese will be joining Mason as an Eminent Scholar in Engineering following a national search to fill this position. Prof. Ateniese is an internationally renowned scholar in the area of computer security. He is especially regarded for his research in applied cryptography, addressing problems of both theoretical importance and pragmatic interest concerning the difficulties in scaling cryptographic protocols to large-scale computer systems and tailoring the protocols for use in group communication settings. His publications have garnered over 20,00 citations.

Dr. Ateniese's hire is expected to lead to transformative growth in Mason's cybersecurity research portfolio, and to encourage and foster new and existing collaborations with academic, industrial, and governmental institutions.

Kenneth S. ball

07/12/2021

---

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.**

---

Faculty Member's Name and Title

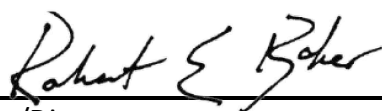
---

Local Academic Unit

\_\_\_ Reference checks have been conducted.

\_\_\_ Sexual harassment prevention training has been scheduled for \_\_\_\_\_.  
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.**

  
\_\_\_\_\_  
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.**

**Djola Branner - Director, School of Theater**

---

Faculty Member's Name and Title

**College of Visual and Performing Arts, School of Theater**

---

Local Academic Unit

☒ Reference checks have been conducted.

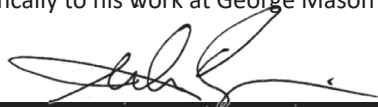
☒ Sexual harassment prevention training has been scheduled for ASAP - virtual.  
Date

**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.**

Djola Branner is a distinguished member of the American theater community both as a professional artist, where his work includes the co-founding of the highly influential performance collective Pomo Afro Homos, and in the world of the academy, where his career has included stints at Brown, Minnesota, Stanford, and Hampshire. He served the latter institution as a full Professor in addition to high-level administrative roles including Dean and Interim Vice President.

Branner's work is widely anthologized and is archived at the New York Public Library's Schomburg Center for Research in Black Culture. He has directed, choreographed, acted, or worked as a dramaturg at many significant venues including the Guthrie Theater, Penumbra Theater, Illusion Theater, and Southern Theater in Minneapolis/St. Paul; Lincoln Center, The Public Theater, and Dance Theatre Workshop (NYC); Yerba Buena Arts Center (San Francisco), and many more across the country.

CVPA looks forward to his continued contribution (as an artist and social thinker) to the American theater, and specifically to his work at George Mason University.

  
\_\_\_\_\_  
Dean/Director

**7/6/2021**

\_\_\_\_\_  
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.**

Andre Marshall, Professor and VP for Research, Innovation and Economic Development

---

Faculty Member's Name and Title

Mechanical Engineering

---

Local Academic Unit



Reference checks have been conducted.

upon start of position



Sexual harassment prevention training has been scheduled for \_\_\_\_\_  
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. Marshall was hired as VP following an extensive national search. Dr. Marshall's primary focus will be his duty as VPR, but should he return to faculty activities he would be a strong contributor to the College. Dr. Marshall has significant research experience in several areas of engineering related to fire protection, combustion, sprays, thermodynamics, and multiphase flow. He has published his research in leading journals, and won a number of major awards. He was a founder and director of Fire Testing and Evaluation Center at the University of Maryland, and was Program Director at the National Science Foundation (NSF). His expertise will be a tremendous benefit to the College of Engineering and Computing and the Department of Mechanical Engineering in development of new directions of research, in fostering entrepreneurship in research and courses, and in mentoring faculty in the Department.

Kenneth S. Ball

7/12/2021

---

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.**

**Erin Maughan**

Faculty Member's Name and Title

**School of Nursing**

Local Academic Unit

☒ Reference checks have been conducted.

☒ Sexual harassment prevention training has been scheduled for 5/12/2021.  
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. Maughan has a sustained trajectory of extramural-funded research and scholarship, teaching and professional service. Her selection as a Robert Wood Johnson Foundation (RWJF) Executive Nurse Fellow is evidence of both her accomplishments and her drive to learn more and excel in her field. This selection by RWJF also made her stand out among the other applicants. Dr. Maughan brings to Mason her incredible expertise, research acumen and working relationships with global entities. Each is important to the College in helping us finalize our transition to a college of public health.

*Germaine Louis*

**July 13, 2021**

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.**

**Dr. Mohammad Salama, Chair**

Faculty Member's Name and Title

**Department of Modern and Classical Languages, CHSS**

Local Academic Unit

☒ Reference checks have been conducted.

☒ Sexual harassment prevention training has been scheduled for August 12, 2021.  
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 Department of Modern and Classical Languages conducted a search to replace the current chair of the department. A committee was formed representing Mason's diversity as well as the department's. Three of the committee members were female and two were male and at least three races/ethnicities were represented, with the committee chair being from outside the department and the other members representing four language areas: Italian, Spanish, French, and Chinese. The search attracted 43 candidates from many different parts of the country and abroad. Ten of them were interviewed by the committee and four finalists were selected for a campus interview with faculty and staff. Dr. Mohammad Salama was the clear choice of the committee and was selected by the vast majority of the department as our only choice.

Dean/Director

**7/9/2021**

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.**

**Jinshan Tang**

Faculty Member's Name and Title

**Health Administration and Policy**

Local Academic Unit

☒ Reference checks have been conducted.

☒ Sexual harassment prevention training has been scheduled for 5/12/2021.  
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. Tang is being sought as a senior faculty member in the Department of Health Administration and Policy to address the growth of research and academic programs (BS through PhD) in Health Informatics public advanced data analytics relevant to Public Health and biomedical research and health technology innovation. Dr. Tang brings both private sector and academic informatics experience to Mason that will support and advance our degree programs in health informatics and others. He has a solid and consistent record of innovative research, scholarly productivity, high-impact teaching and mentorship, and exemplary service that made him stand out above others. Dr. Tang is prepared to make outstanding contributions as a senior faculty member in the HAP Department as it expands its external research collaborations and grows its academic programs in health informatics, data analytics, and health technology innovation.

*Germaine Louis*

**7-13-21**

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.**

Lily Wang, Professor

---

Faculty Member's Name and Title

Statistics

---

Local Academic Unit



Reference checks have been conducted.

TBD, upon start of appointment



Sexual harassment prevention training has been scheduled for \_\_\_\_\_  
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. Wang's research is in the areas of statistical learning and data science, financial statistics, and survey sampling. She has received prestigious elected fellowships from the American Statistical Association and the Institute of Mathematical Statistics. She has 48 publications in refereed journals and numerous funded research grants, totaling about \$900,000 in a broad array of areas and funding agencies.

Her recruitment will help the Statistics programs grow in reputation nationally and internationally, and expand the footprint of their research. She is also expected to play an essential role in mentoring junior faculty.

Kenneth S. Ball

7/12/2021

---

Dean/Director

Date

## **ANNOUNCEMENT**

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

July 30, 2021

### **SPECIAL RANK CHANGE**

<b><u>LAST NAME</u></b>	<b><u>FIRST NAME</u></b>	<b><u>EFFECTIVE DATE</u></b>
<b>Earle</b>	<b>John</b>	<b>7/30/2021</b>

**Title:** University Professor

**Local Academic Unit:** Schar School of Policy and Government

---

<b>Lum</b>	<b>Cynthia M.</b>	<b>7/30/2021</b>
------------	-------------------	------------------

**Title:** University Professor

**Local Academic Unit:** Criminology, Law and Society (CHSS)

---

**ITEM NUMBER VIII.B:**

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

**PURPOSE OF ITEM:**

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

**BRIEF NARRATIVE:**

Under the provision of the National Industrial Security Program the senior management official 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 senior management official and the Facility Security Officer possess the required Top Secret clearances. Other officials as determined by the "Cognizant Security Agency" (CSA) must be granted personnel security level clearances or be excluded by formal resolution. Our CSA, the Defense Counterintelligence and Security Agency, 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:**

James W. Hazel - Rector  
Simmi Bhuller - Secretary

Horace L. Blackman – Vice Rector

### **Board Members:**

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

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

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

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

---

Simmi Bhuller - Secretary

**GEORGE MASON UNIVERSITY**

**BOARD OF VISITORS**

**DOCUMENT AND RECORDS REQUEST POLICY**

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

This policy shall remain in effect for one year.

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

---

Secretary  
Board of Visitors

**ITEM NUMBER VII.D.1.a:**

**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.

**APPROPRIATE COMMITTEE:**

FINANCE AND LAND USE

**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.



# Deficit Authorization Annual Notice

## Financial Matters

# Deficit Authorization Annual Notice

---

- Annual acknowledgement and notification of Mason's deficit authorization requirements under Commonwealth Appropriations Act
- Provides copy of Section 4-3.01 to members of Board of Visitors
- 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

**ITEM NUMBER VII.D.1.b:**                      **FY 2022 TUITION RATE CORRECTION (ACTION)**

**PURPOSE OF ITEM:**                              Update to revise tuition pricing for select graduate programs.

**APPROPRIATE COMMITTEE:** FINANCE AND LAND USE

**BRIEF NARRATIVE:**                              An update to the FY22 proposed Online Tuition Rates is being recommended at this time. The submission to the Board at the May BOV meeting did not take into account the In-State Graduate Tuition Increase for two programs in the School of Business. These two programs in the School of Business are the only two Wiley Partnership rates that move with tuition increases/decreases. Previously approved rates were \$1,016.75. To align the Wiley Partnership rates with FY22 tuition for in-state students, the FY22 rates will be increased to \$1,039.25.

**STAFF RECOMMENDATION:**                      Staff recommends Board of Visitors approval of the revised FY22 online per credit hour tuition rate for these specific graduate programs.



# FY 2022 Tuition Rate Correction

## Financial Matters

# FY 2022 Proposed Online Rates

---

TUITION PRICING FOR SELECT GRADUATE PROGRAMS – ONLINE PER CREDIT HOUR RATE (SAME FOR IN- AND OUT-OF-STATE)	
<b>School of Business</b>	
Certificate of Business Analytics Wiley Partnership	\$1,039.25
Masters of Business Administration Wiley Partnership	\$1,039.25

- Wiley Partnership rates are aligned with FY22 tuition for in-state students
- Approved FY22 rates were \$1,016.75 which omitted FY22 Graduate tuition increase

# Board Recommendation

---

Recommend approval by the Board of Visitors of the revised FY 2022 online tuition rates for these specific graduate programs.

MOTION: \_\_\_\_\_

SECOND: \_\_\_\_\_

**ITEM NUMBER VII.D.2.a:**

**FACULTY INCENTIVE RETIREMENT PLAN  
(ACTION)**

**PURPOSE OF ITEM:**

Modification of the Incentive Retirement Plan (IRP) developed to incentivize eligible tenured faculty with an early retirement plan in compliance with the Code of Virginia § 23.1-1302 and provide potential long-term budget relief for colleges and schools.

**APPROPRIATE COMMITTEE:** FINANCE AND LAND USE

**BRIEF NARRATIVE:**

Mason proposes modifications to the Faculty Incentive Retirement Plan (IRP) offered to tenured faculty enrolled in the Optional Retirement Plan (ORP). The Board of Visitors approved the IRP, with a retirement window and an incentive in July 2020, and a similar version in 2015. Eligible participants (tenured instructional or research faculty, Age 65+ with at least 10 years of service to Mason OR Age 60+ with years of service to Mason totaling 80) may self-nominate. Nominations require the approval of the Dean, as well as the Provost. In addition to approval of the Board of Visitors, the Commonwealth (under § 23.1-1302), requires the additional approvals of the Attorney General and Governor, and the plan will not take effect or be offered until those approvals are received.

**STAFF RECOMMENDATION:**

Staff recommends Board approval of the modification to the retirement incentive program.



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

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

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

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

NOW, THEREFORE BE IT RESOLVED:

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

Adopted: July 30, 2021

---

Secretary  
Board of Visitors  
George Mason University

## **George Mason University Faculty Incentive Retirement Plan**

The George Mason University Faculty Incentive Retirement Plan (the “IRP” or the “Plan”) provides eligible tenured Instructional and Research faculty members of George Mason University with a one-time incentive to voluntarily retire from the University. Application for the IRP is voluntary.

### **Eligibility**

Full-time tenured, benefited faculty members of the University (whether in active status or on an approved leave of absence) who meet the following requirements are eligible to participate in the IRP if they:

- i. are participants in Mason’s Optional Retirement Plan (ORP) or the Virginia Retirement System (VRS) defined benefit plan; and
- ii. have attained age 65 and have at least ten years of continuous benefited service with the University as of their retirement date; or
- iii. are under age 65, but have attained age 60, and their age plus years of benefited service with the University equal at least 80, as of their retirement date.

(“Eligible Employee”). Prior to the commencement of the Application Period, the University will notify each faculty member who it has determined is a potential Eligible Employee based on age, service and full-time status as of November 1, 2020 (“Initial Assessment Date”).

A faculty member who is covered by an existing written agreement under which the faculty member has agreed to retire from or otherwise terminate employment with the University is not an Eligible Employee.

VRS members who apply for the IRP are not eligible for the Transitional Severance Benefits, a Workforce Transition Act program for involuntarily separated faculty enrolled in VRS. VRS members must waive rights to the Transitional Severance Benefits if approved for the FIRP.

***No employee has a right to participate in the Plan. The University may disapprove an Application for any reason in its sole and absolute discretion if deemed in the best interest of the University.***

(“Application Period”). Interested Eligible Employees will submit an electronic IRP Application to the Vice President of Human Resources using dynamic forms during the application period. The electronic Application will indicate a preference for one of the following Retirement Dates: June 1, 2021, February 1, 2022, June 1, 2022 or February 1, 2023. If an Application is not timely submitted, an Eligible Employee will not be eligible to participate in the Plan.

The Application Period for the June 1, 2021 retirement date will occur from December 7, 2020 to January 27, 2021. The Application Period for the February 1, 2022 retirement date will occur from September 27, 2021 to October 8, 2021. The Application Period for the June 1, 2022 retirement date will occur from December 6, 2021 to January 28, 2022. The Application Period for the February 1, 2023 retirement date will occur from September 26, 2022 to October 7, 2022.

### **The Offer**

The offer includes both a retirement incentive and a medical incentive, as outlined below.

## George Mason University Faculty Incentive Retirement Plan

### Retirement Incentive

Eligible Employees participating in the Plan will receive an employer contribution to the George Mason University Tax Deferred Savings Plan ("TSA") equal to two percent of their base salary multiplied by their years of service up to \$100,000. The base salary and years of service is based on the University's compensation data as of the Eligible Employee's retirement date. Contributions will be made to the Eligible Employee's account under the TSA in equal monthly installments beginning with the January following the Eligible Employee's Retirement Date and ending after 24 monthly contributions have been made to the TSA.

All incentive contributions to the TSA will be remitted to TIAA-CREF. Eligible Employees can withdraw their contributions from the TSA at any time after their Retirement Date, subject to the terms of their investment elections.

All benefits paid under the ORP, or the TSA shall be subject to the written terms of those plans and to State law, which shall control in the event of a discrepancy with the Plan. An Eligible Employee will not be eligible for any other benefits provided under any employee benefit plan, program, or policy sponsored by the University after his or her Retirement Date, except as specifically provided under the terms of that employee benefit plan, program or policy. Nothing in this Plan is intended to limit the University's right to amend its employee benefit plans or to change service providers at any time, so long as applied on a nondiscriminatory basis to both active employees and Eligible Employees participating in the Plan.

### Medical Incentive

In addition to the retirement incentive, an Eligible Employee who participates in the Plan will receive a medical incentive to assist with the cost of the premiums for coverage under the state retiree medical plan if the Eligible Employee (i) has coverage under the state medical plan for active employees immediately prior to his or her Retirement Date, (ii) is under age of 65 as of his or her Retirement Date, and (iii) timely elects coverage under the state retiree medical plan. An Eligible Employee will receive an employer contribution to the TSA each month equal to \$490. Such employer contributions will begin the month of the Eligible Employee's Retirement Date and end the month preceding the month in which the Eligible Employee attains age 65 or, if earlier, the month in which the Eligible Employee is no longer covered by the state retiree medical plan. An Eligible Employee acknowledges and agrees that he or she must commence regular retirement benefit payments under the Optional Retirement Plan ("ORP") in order to be eligible to elect coverage under the state retiree medical plan.

#### *Example 1:*

65 <sup>th</sup> Birth Date	Retirement Date
9/17/21	6/1/21

Monthly Medical Incentive to the TSA:	\$490
Start Date:	June 2021
End Date:	August 2021
Total Value Deposited	\$1,470

## George Mason University Faculty Incentive Retirement Plan

### *Example 2:*

65 <sup>th</sup> Birth Date	Retirement Date
11/1/22	2/1/22

Monthly Medical Incentive to the TSA:	\$490
Start Date:	February 2022
End Date:	October 2022
Total Medical Incentive Value Deposited	\$4,410

### **Death or Disability**

In the event an Eligible Employee becomes permanently and totally disabled after being approved for the Plan and signing the Plan Agreement, but before any or all of the retirement incentive payments and/or medical incentive payments have been made, the Eligible Employee will continue to receive any remaining benefits under the Plan.

In the event an Eligible Employee dies after being approved for the Plan and signing the Plan Agreement, but before any or all of the retirement incentives and/or medical incentives have been made, neither the Eligible Employee nor his or her heirs or representatives shall be entitled to any remaining benefits under the Plan.

### **Retirement and Reemployment**

An Eligible Employee must agree to retire from all service with the Commonwealth of Virginia and/or any of its Agencies effective as of his or her Retirement Date in order to participate in the Plan. An Eligible Employee must agree to withdraw from active membership under the ORP, as applicable, effective as of his or her Retirement Date.

An Eligible Employee who retires under the IRP can be reemployed by the Commonwealth of Virginia and/or any of its Agencies following his or her Retirement Date, but only as an adjunct faculty member or in a non-benefited position following a bona fide break in service of at least one full spring or fall semester. Future employment may NOT be discussed informally or formally with the University or any other Commonwealth of Virginia or Agency employer until after the required break in service is complete.

## George Mason University Faculty Incentive Retirement Plan

### Participation Process

<b>November 2020</b>	Email to faculty members identified by the University as Eligible Employees. <ul style="list-style-type: none"><li>• Faculty members who are identified as Eligible Employees will be notified by email, which shall include a copy this Plan document.</li><li>• HR &amp; Payroll will hold virtual information sessions to provide an overview of the Plan and answer questions.</li><li>• Faculty members may schedule one-on-one sessions with Fidelity and TIAA-CREF consultants to discuss retirement planning.</li></ul>
<b>December 7, 2020 – January 27, 2021</b> <i>Application Period for June 1, 2021</i>	Eligible Employees complete and submit the electronic IRP Application to the Vice President of Human Resources using dynamic forms. The Application will indicate a preference for one or more of the following Retirement Dates: June 1, 2021, February 1, 2022, June 1, 2022, or February 1, 2023. If an Application is not timely submitted, an Eligible Employee will not be eligible to participate in the Plan. The Application Periods for the February 1, 2022, June 1, 2022, or February 1, 2023 Retirement Dates are listed in the Eligibility section of this document.
<b>February 8 – 19, 2021</b> <i>Review and Decision Period</i>	Deans and Department heads review the Applications and evaluate the impact to the Department. Recommendations will be approved or denied centrally by the Provost and the Senior Vice President, Administration and Finance based on State law restrictions and University strategic needs.
<b>February 22 - March 1, 2021</b> <i>Notification</i>	University will notify Eligible Employees of the approval or disapproval of their IRP Applications and the approved Retirement Date, and a Plan Agreement will be provided to all approved Eligible Employees
<b>March 1 – 24, 2021</b> <i>IRP Agreement Submission and Retirement Application</i>	Period during which Eligible Employees must submit their signed the Plan Agreement to the Vice President of Human Resources & Payroll. An executed Agreement shall be binding on both the University and the Eligible Employee, subject only to timely revocation as provided in the Plan Agreement. Eligible Employees must apply for retirement.
<b>June 1, 2021</b> <b>February 1, 2022</b> <b>June 1, 2022</b> <b>February 1, 2023</b> <i>Retirement Dates</i>	Eligible Employees participating in the Plan agree to retire on the approved Retirement Date. An Eligible Employee shall continue to perform his or her assigned duties and responsibilities to the best of his or her abilities and in accordance with University policies and practices through his or her Retirement Date in order to be eligible to receive the retirement incentive and medical incentive as applicable under the Plan.

## George Mason University Faculty Incentive Retirement Plan

---

<b>Within 45 days after Retirement Dates</b>	Eligible Employees must complete an executed Supplemental Plan Agreement to HR no later than 45 days after his or her Retirement Date, as applicable, in order to receive the retirement incentive and medical incentive under the Plan.
<b><i>Supplemental Plan Agreement Submission</i></b>	The deadlines are: July 15, 2021 (for June 1, 2021 retirement date), March 18, 2022 (for February 1, 2022 retirement date), July 15, 2022 (for June 1, 2022 retirement date) and March 18, 2022 (for February 1, 2023 retirement date). In no event shall any retirement incentive or medical incentive be made on behalf of an Eligible Employee under the Plan until his or her Supplemental Plan Agreement is irrevocable pursuant to its terms.

---

### **Authority to Amend or Terminate**

The Board of Visitors of the University approved the Plan, with June 1, 2021 and February 1, 2022 Retirement Dates, on July 31, 2020. The Board of Visitors of the University approved the amended Plan with June 1, 2022 and February 1, 2023 Retirement Dates on (insert date). Subject to the approval requirements imposed by law, the George Mason University Board of Visitors has the authority to modify, amend or repeal the Plan. An Eligible Employee who retires under an executed Plan Agreement, however, will continue to be subject to the terms of the Plan in effect on the date he or she signs the Plan Agreement.

### **Total Plan Cost**

The total cost of the Plan shall be an amount not to exceed five percent (5%) of the fiscal year appropriation to George Mason University for faculty salaries and associated benefits.



# Retirement Incentive Program Update

## Operational Matters

# Faculty Incentive Retirement Program

---

- Early retirement window for eligible faculty initiated in 2020
- Voluntary program would provide retirement incentive packages
- Opportunity for budget savings requested by faculty and deans

## Participation:

- Applicants: 5 eligible tenured faculty
- Average Age: 69
- Incentive Range: \$28,587 - \$66,600
- Average Incentive: \$46,241
- Total Monthly Incentive: \$9,633
- Total Incentive: \$231,208



# Proposed Changes

---

- Add June 1, 2022 and February 1, 2023 retirement dates
- Increase maximum incentive from \$75,000 to \$100,000
- Update eligibility to include Virginia Retirement System (VRS) members\*



*\* VRS members are in the defined benefit retirement plan provided by the Commonwealth of Virginia VRS advised that tenured faculty who are VRS members are eligible for FIRP provided they waive claims to the Workforce Transition Act (WTA), a program for faculty involuntarily terminated.*

# Proposed Changes

---

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

# Potential Budget Impact: ORP & VSE Participants

---

Total Cost	10%	20%	30%
Projected 2021 Impact*	\$1,036,248	\$2,070,656	\$3,108,745
Projected 2022-2023 Impact**	\$1,222,856	\$2,445,713	\$3,668,570

\* Actual 2021 impact: \$231,208 (3%)

\*\* Age 60-64 faculty not eligible for Medicare plans.

To make under age 65 applicants whole, schools should include health plan funding to Medicare in incentive program budgets

# Next Steps

---

- Mason submits request to Office of Attorney General for review
- Mason submits request to Secretary of Education and SCHEV
- SCHEV staff reviews the request and documentation
  - If requirements are met, SCHEV staff notifies Secretary of Education
  - If requirements are not met, SCHEV notifies Mason of deficiencies and additional clarification and documentation is submitted to SCHEV
- Secretary of Education submits a Decision Brief recommending approval to Office of the Governor
- Governor notifies:
  - Mason of approval
  - Chairs of House Appropriations Committee and Senate Finance and Appropriations Committee

# Board Resolution

---

Recommend approval by the Board of Visitors of the proposed faculty retirement incentive program resolution found in the Board Book.

MOTION: \_\_\_\_\_

SECOND: \_\_\_\_\_