

GEORGE MASON UNIVERSITY
BOARD OF VISITORS MEETING

Tuesday, March 31, 2026

Hazel Conference Room
Merten Hall 1201

AGENDA

- 8:30 a.m. – 9:00 a.m. *Continental Breakfast*
- 9:00 a.m. I. Call to Order
- 9:00 a.m. – 9:05 a.m. II. Approval of the Minutes
A. Full Board Meeting, February 26, 2026 (ACTION ITEM)
- 9:05 a.m. – 9:10 a.m. III. Opening Comments
- 9:10 a.m. – 9:40 a.m. IV. FY 2027 Tuition & Mandatory Fees Presentation
- 9:40 a.m. – 10:20 a.m. V. Public Comments
Pursuant to Code of Virginia § 23.1-307
Tuition & Fees
- 10:20 a.m. – 10:35 a.m. *Break*
- 10:35 a.m. – 11:50 a.m. VI. Closed Session
A. Discussion or consideration of honorary degrees or special awards.
(Code of VA: §2.2-3711.A.11)
B. Consultation with Legal Counsel regarding the aforementioned items
(Code of VA: §2.2-3711.A.8)
C. Personnel Matter (Code of VA: §2.2-3711.A.1)
- 11:50 a.m. – 12:45 p.m. VII. Lunch Recess
- 12:45 p.m. VIII. Reconvene
- 12:45 p.m. – 3:00 p.m. IX. Campus Facilities Tour
(This portion of the meeting will not be streamed. Please refer to the schedule addendum for tour details.)
- 3:00 p.m. – 3:15 p.m. *Break*
- 3:15 p.m. – 3:45 p.m. X. Campus Tour Debrief
- 3:45 p.m. XI. Recess

The March 31, 2026, Board of Visitors meeting and public comment session 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://bov.gmu.edu/live/>. Overflow gallery seating is available in Merten 1204.

Both written and oral comments will be entered into the public record. To register to provide oral public comment in person, or to submit a written public comment, please complete the form at the following link: <https://forms.office.com/r/LzE3etyXqr>.

It is suggested that those registered to provide oral comment arrive at the beginning of the meeting, as the time frame provided is an estimate for planning purposes only. Time limits for oral comments may be established at the discretion of the Rector. Speakers are also encouraged to submit their comments in writing at the time of registration, in the event that time constraints do not allow all registrants the opportunity to speak. Registration for oral comments will be accepted until noon on March 30, 2026, and written comments will be accepted until the full board meeting recesses on March 31, 2026.

The March 31 meeting is held in preparation for the April 30, 2026, Board of Visitors meeting, where the Board will vote on undergraduate tuition and mandatory fees. The April 30 full board and committee meetings 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://bov.gmu.edu/live/>. Please check the "Meetings Postings" page of the Board of Visitors website for any updates to these meetings: <https://bov.gmu.edu/postings/>.

The scheduled campus tour is part of the public meeting; the public is welcome to attend the tour. Once seating has been established for board members and previously-identified Mason leadership and staff, a limited number of seats on the bus will be available to members of the public who wish to observe. Those who wish to only participate in the bus portion of the tour are to meet at the Sandy Creek Transit Center by 1:10 p.m.

**BOARD OF VISITORS
GEORGE MASON UNIVERSITY**

**Full Board Meeting
Thursday, February 26, 2026
Merten Hall, Hazel Conference Room (1201), Fairfax Campus**

MINUTES

PRESENT: Rector Michael Meese, Vice Rector Sumeet Shrivastava, Secretary Armand Alacbay, Visitors Anne Altman, Bruce Caswell, Tom Davis (virtual), Paul Misener, Trevor Montano, Jim Moran, Delbert Parks, Jon Peterson, Shawn Purvis, Jeff Rosen, George Schindler, Sean Spence, and Jennifer Taylor.

ABSENT: none.

ALSO PRESENT: Rachel Spence, Staff Representative; Solon Simmons, Faculty Representative; Nilima Mow, Graduate Student Representative; Jonathan Dubois, Undergraduate Student Representative; Gregory Washington, President; Ajay Vinzé, Interim Provost; David Drummey, Interim University Counsel; and Bridget Higgins, Secretary pro tem.

I. Call to Order

Vice Rector Meese called the meeting to order at 8:14 a.m.

Vice Rector Meese informed the Board that Visitor Davis requested to participate remotely from his location in the Caribbean for personal reasons. Citing the board's Electronic Meeting Participation policy, Vice Rector Meese **MOVED** to approve Visitor Davis's electronic participation in the meeting. The motion was **SECONDED** by Visitor Rosen. The **MOTION CARRIED BY VOICE VOTE.**

II. Elections & Approval of Committee Appointments

- A. Election of Rector (ACTION ITEM)
- B. Election of Vice Rector (ACTION ITEM)
- C. Election of Members-at-Large to the Executive Committee (ACTION ITEM)
- D. Committee Chair and Vice Chair Appointments (ACTION ITEM)
- E. Committee Member Appointments (ACTION ITEM)
- F. Appointment of Board Liaisons

Vice Rector Meese referred to the Board of Visitors (BOV) Bylaws as he described the composition of the Executive Committee and recognized Solon Simmons to present faculty concerns and those of the George Mason University Chapter of the American Association of University Professors (GMU-AAUP) specific to the BOV election and appointment process. Vice Rector Meese provided a detailed description of how appointments were made based on individual conversations with appointees, soliciting their interest, and where best to utilize their expertise. The draft slate was published on February 16 to allow time for feedback. New and existing members had the same voice in the election and committee appointment process.

Vice Rector Meese then recognized Visitor Peterson to make a motion.

Visitor Peterson **MOVED** to elect Michael Meese as Rector and Sumeet Shrivastava as Vice Rector, and nominate Anne Altman and Paul Misener as the two at-large members of the Executive Committee. The motion was **SECONDED** by Secretary Alacbay.

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

Yes: 16

Absent: none

Rector Meese congratulated the new members of the Executive Committee and recognized Secretary Alacbay to make the next motion.

Secretary Alacbay **MOVED** that the Board approve the following action items, en bloc, as provided in the meeting materials:

- Committee Chair and Vice Chair Appointments
- Committee Appointments
- Appointment of Board Liaisons

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

Rector Meese directed the board's attention to the committee appointments and board liaisons listed in the meeting materials. As part of these appointments, the following individuals have been identified as chairs and vice-chairs of the standing committees (**ATTACHMENT 1**):

- Academic Affairs Committee
 - Chair: Armand Alacbay
 - Vice Chair: Jeff Rosen
- Athletics Committee
 - Chair: Trevor Montano
 - Vice Chair: Jim Moran
- Audit, Risk, and Compliance Committee
 - Chair: Delbert Parks
 - Vice Chair: Sean Spence
- Development Committee
 - Chair: Sumeet Shrivastava
 - Vice Chair: Jennifer Taylor
- Finance and Land Use Committee
 - Chair: Jon Peterson
 - Vice Chair: Bruce Caswell
- Research Committee
 - Chair: Tom Davis
 - Vice Chair: Shawn Purvis

In addition, the following individuals were named as Board Liaisons:

- Athletic Liaisons: Trevor Montano & Jon Peterson
- Legislative Liaisons: Jim Moran & Delbert Parks
- Faculty Senate Liaison: Armand Alacbay
- Law School Liaison: Paul Misener & Jeff Rosen

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

Yes: 16

Absent: none

III. Recess of the Full Board Meeting

Rector Meese provided a brief orientation to assist new members, specifically explaining how any member may attend any meeting, but only participate in the committees to which they are appointed. The Board went into recess at 8:25 a.m.

IV. Reconvene

Rector Meese reconvened the meeting at 2:12 p.m. and reminded the board that Visitor Davis was approved for virtual participation at the start of the day.

V. Approval of the Minutes

- A. Executive Committee Meeting December 4, 2025 (ACTION ITEM)

Rector Meese called for any corrections to the Executive Committee Meeting Minutes for December 4, 2025 that were provided for review in the board meeting materials. Hearing no corrections, the meeting minutes stood **APPROVED AS WRITTEN**.

VI. Rector's Report

- A. Code of Conduct for Commonwealth Appointees

Rector Meese began by thanking Ambassador Bob Pence and former Rector Cully Stimson, who resigned on January 17, 2026, for their years of service to the Board. He also thanked President Washington and his wife Nicole for hosting a social for the Board at their home.

Rector Meese introduced Anne Altman ('82), Bruce Caswell, Tom Davis, Paul Misener ('93), Trevor Montano ('00), Jim Moran, Delbert Parks, Shawn Chambliss-Purvis ('99), George Schindler, Sean Spence, and Jennifer Taylor ('98) as the newest members of the Board of Visitors, noting that they are exceptionally talented and avid supporters of the university. He next welcomed Jonathan Dubois as the new undergraduate student representative and reintroduced Nilima Hakim Mow as the graduate student representative, Solon Simmons as the Faculty Senate President and faculty representative, and Rachel Spence as the Staff Senate Chair and staff liaison to the board.

Rector Meese responded to a recent question about his agenda for the university. He stated that the Board should be the strategic plan for the university, with members providing their unique perspectives and experiences to implement the plan and serve the needs of students, faculty, staff, and the citizens of our Commonwealth and not to advance individual agendas. He then reminded the Board of the Code of Conduct for Commonwealth Appointees, and their requirement to have civility as part of robust discussions especially with difficult issues.

The Rector's report concluded with several reminders for board members encouraging attendance:

- Thursday, March 31: Full Board Meeting with a budget presentation and a public comment session specific to tuition and fees.
- Tuesday, April 15: Board Committee Meetings
- Thursday, April 30 – Full Board Meeting with annual recognitions and associated guests.
- Thursday, May 14 – Spring Commencement

VII. President's Report

President Washington was recognized by Rector Meese. He welcomed new and current board members, commenting that few endeavors are greater than preparing the leaders of tomorrow, and reported the following:

- Ilia Malinin is a Mason student and an Olympic gold medalist. Like so many of our contemporary students, he is working while taking classes.
- Summarizing the status of the current year's Presidential Performance Metrics, Mason is enhancing the student experience, positioning new programs to help with research, utilizing the Grand Challenge Initiative and AI, managing costs, including those associated with a degree, and building partnerships.

- Higher education is enduring four simultaneous shocks:
 - Demographic: The shrinking of the traditional college-age population, changing racial and gender demographics, and the loss of international graduate students, continues to have an impact across all universities. George Mason is managing those challenges with the success of Direct Admission, the diversification of international programs, initiating earned admission, and expanding ADVANCE. The university's overall enrollment had a small decline due to the reduction of international graduate students; however, undergraduate enrollment increased slightly from last year.
 - Fiscal: The fiscal health of the university is good overall but faces the same headwinds with tuition pressure, reductions in international graduate student tuition, research cuts, federal and state funding volatility, and rising labor and deferred maintenance costs. The university has been chronically underfunded and the challenges are exacerbated with unfunded mandates and no tuition increase. Mitigating the challenges is increased revenue from the rise in overall credit hours from undergraduate students, earnings from the Patriot Investment Fund, and making permanent one-time resources granted by the state. The House and Senate budget proposals are promising and could provide the most state funding the university has received. The university's newly implemented budget model recategorizes funds at the academic unit level, providing deans the ability to make decisions from a profit and loss standpoint. Additional cost savings are being advanced university wide.
 - Political: There has been a rewriting of the social contract of higher education over many years with autonomy no longer presumed and public subsidy, research funding, and regulatory flexibility being tied to measurable economic return, ideological alignment, and visible accountability. George Mason continues to be one of the most scrutinized institutions in the country, with four open investigations and another federal inquiry that began in February. Changes from state and board governance will allow the university to better defend itself. Our core values, clarity in communication, coalition building with corporations, NGOs and other universities, along with courage will get the university through these challenges.
 - Technological: AI is reshaping higher education faster than governance can adapt. Institutions that handle the challenges deliberately will lead and not be reactive. Mason's Grand Challenge Initiative focuses on areas most important to the country and its survival. The university will also undertake a full enterprise systems audit to establish an Enterprise Architecture Strategy with the goal of scaling artificial intelligence to increase efficiency.

- Patriot Laboratories was incorporated on January 6, 2026 with its purpose to consolidate and expand Mason's classified research by leveraging the university's proximity to the Pentagon and government agencies.
- The hiring process has begun in several key leadership positions, including provost, chief financial officer, chief of staff, senior advisor to the president, and dean of the Scalia Law School.
- University leaders will be aggressively engaged with Board members, members of the General Assembly, and the Commonwealth's executive branch.

VIII. Committee Reports

A. Academic Affairs Committee

i. Program Actions

a. New Degree Program

- i. CEHD: BS in Hospitality, Tourism and Events Management
(ACTION ITEM)

b. New Degree Change

- i. Schar: BA in Government and International Politics to BA in Political Science (ACTION ITEM)

- ii. Faculty Actions**
 - a. Conferral of Emeritus/Emerita Status (ACTION ITEM)**

Secretary Alabay reported on the Academic Affairs Committee meeting, providing a summary of the presentations received by Interim Provost Vinzé and Vice President for Enrollment Management, David Burge.

Secretary Alabay **MOVED** that the Board approve the following action items as they are provided in the meeting materials:

- New Degree Program: CEHD: BS in Hospitality, Tourism and Events Management
- Degree Program Name Change: Schar: BA in Government and International Politics to BA in Political Science
- Conferral of Emeritus/Emerita Status

The motion was **SECONDED** by Visitor Peterson. The **MOTION CARRIED UNANIMOUSLY BY VOICE VOTE**.

B. Research Committee

Secretary Alabay, in lieu of Chair Davis or Vice Chair Purvis, reported on the Research Committee meeting, providing a summary of the presentations received by Vice President for Research, Innovation, and Economic Impact, Andre Marshall.

C. Finance and Land Use Committee

- i. Financial Matters**
 - a. FY 2027 Room & Board Rates (ACTION ITEM)**

Visitor Peterson reported on the Finance and Land Use Committee meeting, providing a summary of the presentations received by Interim Chief Financial Officer Dan Stephens and Chief Operating Officer Julie Zobel. Visitor Peterson emphasized the timing of the FY 2027 Tuition and Mandatory Fees vote, as it informs incoming students who will submit their deposits on May 1.

Visitor Peterson **MOVED** that the Board approve the FY 2027 Room & Board Rates as they are provided in the meeting materials.

The motion was **SECONDED** by Visitor Schindler. The **MOTION CARRIED UNANIMOUSLY BY VOICE VOTE**.

D. Audit, Risk, and Compliance Committee

Visitor Parks reported on the Audit, Risk, and Compliance Committee meeting, providing a summary of the presentations received by Interim Vice President and Chief Audit and Compliance Officer, Derek Butler, the Auditor of Public Accounts, Zach Borgerding, the Interim Vice President and Chief Risk Officer, Aurali Dade, and reports covering Audit, Enterprise Risk Management, Institutional Compliance, and IT Risk and Control Infrastructure. The Committee approved the Office of University Audit and Compliance Charter.

E. Development Committee

Vice Rector Shrivastava reported on the Development Committee meeting, providing a summary of the presentations received by the Interim Chair of the GMU Foundation, Jenny Herrera and Vice President of Advancement and Alumni Relations, Trishana Bowden. The Committee also received a presentation on Mason

LIFE by Dr. Alexandra Reed, with Mason LIFE student, Nominzul Otgonbayar, speaking of her experience in the program.

F. Athletics Committee

Visitor Montano reported on the first Athletics Committee meeting, providing a summary of the presentation received by Assistant Vice President and Director of Athletics, Marvin Lewis.

IX. Closed Session

- A.** Discussion or consideration of honorary degrees or special awards. (Code of VA: §2.2-3711.A.11)
- B.** Consultation with Legal Counsel pertaining to actual or probable litigation (Code of VA: §2.2-3711.A.7)
- C.** Acquisition of Real Property (Code of VA: §2.2-3711.A.3)
- D.** Consultation with Legal Counsel regarding the aforementioned items (Code of VA: §2.2-3711.A.8)
- E.** Personnel Matter (Code of VA: §2.2-3711.A.1)

Vice Rector Shrivastava **MOVED** that the board go into Closed Session under the provisions of:

- Section 2.2-3711.A.11 for discussion or consideration of honorary degrees or special awards;
- Section 2.2-3711.A.7 for Consultation with legal counsel pertaining to actual or probable litigation including briefings on:
 - Morrison v. GMU et al.
 - Ochar v. Employment Enterprises, Inc. & GMU, et al.
 - Akerman v. GMU
 - Sei v. Pulis & Castillo
- Section 2.2-3711.A.3 for the discussion of potential acquisition of certain real property to further the mission of the University where discussion in open session would adversely affect the university's bargaining position and negotiating strategy;
- Section 2.2-3711.A.8 for consultation with legal counsel regarding the aforementioned items, Freedom of Information Act, Conflict of Interest Act, Virginia Public Records Act and federal investigations;
- Section 2.2-3711.A.1 for a Personnel Matter to discuss the performance of specific university personnel.

The motion was **SECONDED** by Secretary Alacbay. **MOTION CARRIED BY VOICE VOTE.**

Following closed session, Vice Rector Shrivastava **MOVED** that the board go back into public session and further moved that by roll call vote the board affirm that only public business matters lawfully exempted from the open meeting requirements under the Freedom of Information Act were heard, discussed or considered in the closed meeting, and that only such business matters that were identified in the motion to go into a closed meeting were heard, discussed or considered in the closed meeting. Any member of the board who believes that there was a departure from the requirements as stated, shall so state prior to taking the roll call, indicating the substance of the departure that, in his or her judgment, has taken place. **ALL PRESENT BOARD MEMBERS RESPONDED IN THE AFFIRMATIVE BY ROLL CALL VOTE.**

Yes: 15

Absent: Visitor Rosen

As a result of the closed session, Rector Meese **MOVED** that the Board vote to approve Visitors Davis and Peterson to initiate the review of the presidential contract for future consideration by the Board. The motion was **SECONDED** by Visitor Schindler.

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

Yes: 15

Absent: Visitor Rosen

Rector Meese then **MOVED** that the Board approve the following action items, en bloc:

1. Satisfactory Performance Rating based on the outcomes of the 2024-2025 presidential goals;
2. Presidential Performance Bonus based on the achievements from the 2024-2025 presidential goals in the amount of \$125,000 for President Gregory Washington; and (**ATTACHMENT 2**)
3. The 2025-2026 Presidential Goals. (**ATTACHMENT 3**)

The motion was **SECONDED** by Secretary Alacbay. The **MOTION CARRIED UNANIMOUSLY BY ROLL CALL VOTE.**

Yes: 15

Absent: Visitor Rosen

Rector Meese thanked the Board for their attention and consideration. The meeting was recessed at 5:45 p.m.

Bridget Higgins
Secretary pro tem

Attachment 1: Board of Visitors Committee Roster (1 page)

Attachment 2: Resolution: Performance Bonus for President Washington (1 page)

Attachment 3: 2025-2026 Presidential Goals (8 Pages)

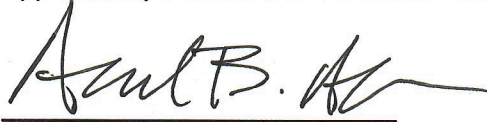
Attachment 4: Public Comments (10 Pages)

Board of Visitors		
2026-2026 Committee Appointments		
<u>EXECUTIVE COMMITTEE</u>	<u>ATHLETICS</u>	<u>DEVELOPMENT</u>
Michael Meese, Rector Sumeet Shrivastava, Vice Rector Armand Alacbay, Secretary Anne Altman, Member-At-Large Paul Misener, Member-At-Large	Trevor Montano, Chair Jim Moran, Vice Chair Tom Davis Jon Peterson Shawn Purvis George Schindler Jennifer Taylor	Sumeet Shrivastava, Chair Jennifer Taylor, Vice Chair Tom Davis Delbert Parks Jon Peterson
<u>BOARD LIAISONS</u>		
Athletic Liaisons: Trevor Montano & Jon Peterson	Staff Senate Chair: Rachel Spence	Staff Senate Chair: Rachel Spence
Legislative Liaisons: Jim Moran & Delbert Parks	Faculty Senate President: Solon Simmons	Faculty Senate President: Solon Simmons
Faculty Senate Liaison: Armand Alacbay	Student Representatives: Jonathan Dubois/ Nilima Mow	Student Representatives: Jonathan Dubois/ Nilima Mow
Law School Liaison: Paul Misener & Jeff Rosen	Faculty Representatives: Dominique Banville Ali Weinstein	Faculty Representatives: Bijan Jabbari (2/2) Niki Vlastara (1/2)
<u>ACADEMIC AFFAIRS</u>	<u>AUDIT, RISK, & COMPLIANCE</u>	<u>FINANCE AND LAND USE</u>
Armand Alacbay, Chair Jeff Rosen, Vice Chair Anne Altman Paul Misener Jim Moran Sumeet Shrivastava Sean Spence	Staff Representative: Marvin Lewis, AVP of Intercollegiate Athletics	Staff Assistant: Nicole Pozinsky, (703) 993-8756
Staff Senate Chair: Rachel Spence	Staff Assistant: Jay Highsmith, (703) 993-3256	Jon Peterson, Chair (1/2) Bruce Caswell, Vice Chair (1/2) Armand Alacbay (1/2) Anne Altman (1/2) Trevor Montano (1/2) Jeff Rosen (1/2) Sean Spence (1/2)
Faculty Senate President: Solon Simmons	Staff Senate Chair: Rachel Spence	Staff Senate Chair: Rachel Spence
Student Representatives: Jonathan Dubois/ Nilima Mow	Faculty Senate President: Solon Simmons	Faculty Senate President: Solon Simmons
Faculty Representatives: Shane Caswell (2/2) Tim Gibson (1/2)	Student Representatives: Jonathan Dubois/ Nilima Mow	Student Representatives: Jonathan Dubois/ Nilima Mow
Staff Representative: Ajay Vinz�, Interim Provost	Faculty Liaison: Mike Wetklow	Faculty Representatives: Debra Lattanzi Shutika (2/2) Maggie Daniels (1/2)
Staff Assistant: Sarah Parnell, (703) 993-5399	Staff Representative: Derek Butler, Interim VP and Chief Audit & Compliance Officer, (571) 921-7137	Staff Representative: Dan Stephens, VP Finance & CFO Julie Zobel, SVP & COO
Additional Participants: Rose Pascarell, VP of University Life Sharnnia Artis, VP of OACC	Additional Participants: Vin Lacovara, Inst. Compliance Leader Aurali Dade, VP Enterprise Risk Mgmt. Dan Stephens, VP Finance & CFO	Staff Assistant: Jessica Holtzman, (703) 993-3123
		<u>RESEARCH</u>
		Tom Davis, Chair Shawn Purvis, Vice Chair Armand Alacbay Bruce Caswell Paul Misener Delbert Parks
		Staff Senate Chair: Rachel Spence
		Faculty Senate President: Solon Simmons
		Student Representatives: Jonathan Dubois/ Nilima Mow
		Faculty Representatives: Igor Mazin (2/2) Anna Pollack (1/2)
		Staff Representative: Andre Marshall, VP of Research
		Staff Assistant: Yellia Seanor, (703) 993-6926

Performance Bonus – President Gregory Washington

In accordance with Section D.2 of President Washington's Employment Agreement and following evaluation of President Washington's performance for the previous academic year, the Board of Visitors is authorizing the maximum performance bonus of \$125,000.00 after meeting and/or exceeding his performance expectations as measured per his Employment Agreement as outlined in Section E.

Approved by the Board of Visitors on February 26, 2026.

A handwritten signature in black ink, appearing to read "Armand B. Alacbay", written over a horizontal line.

Signature

Armand Alacbay

Secretary of the Board of Visitors

AY 2025-2026 Goals George Mason University

The overall goals listed throughout this document build upon the general priorities of the strategic plan, which have been adapted based on current conditions and ongoing developments. It begins with a table of key performance metrics highlighting our accomplishments relative to the metrics that we deem most important for success.

Key Performance Metrics 2025- 2026

Priority	Weight	Metric	Status	Performance
Deliver a distinctive and inclusive student experience that fosters lifelong engagement.	25%	Manage cost by producing a balanced operating budget. Manage E&G deficit to less than \$10M.		
		Grow undergraduate enrollment by 1.3%.		
		Maintain graduate and law school enrollment to less than 7% reduction.		
		Grow Mason Korea enrollment by 1.5%.		
Expand the impact of Mason’s research, scholarship, and creative enterprise.	20%	Reduce research awards and/or expenditures by a maximum of 20%, in accordance with national reductions in research.		
Expand partnerships for economic and social impact.	20%	Maintain corporate support measured in corporate contributions and research.		
		Maintain or improve rankings and work with each dean or unit head to develop a comprehensive plan for rankings improvement for Board consideration and possible approval.		
		Maintain gifts at \$90M and restructure the campaign to accommodate the fiscal realities of the economy.		
Exemplify a university culture of access and inclusion.	10%	Maintain and evaluate student support and faculty development programs in alignment with state and federal law.		
		Maintain designation as a Minority Serving Institution.		
Invest in faculty and staff success.	15%	Maintain faculty and staff growth at approximately the same level as enrollment growth.		
		Continue investment in PatriotAI and develop additional tools to increase efficiency in faculty and staff workloads.		
Demonstrate excellence in timely communication and engagement with Mason stakeholders.	10%	Board of Visitors to conduct evaluation at end of AY 2025-26.		
		Proactively engage with stakeholders, including community members.		

Focus Areas:

1. Deliver a distinctive and inclusive student experience that fosters lifelong engagement.

Cultivate a high-quality experience that embodies Mason values and promotes student success, well-being, collaboration, and a lasting connection.

2. Expand the impact of Mason's research, scholarship, and creative enterprise.

Bolster the infrastructure and systems that support research and collaboration.

3. Expand partnerships for economic and social impact.

Strengthen partnerships, alumni relations, and community building and engagement informed by Mason's research, creative arts and pedagogical expertise.

4. Exemplify a university culture of access and inclusion.

Live a culture of belonging and inclusion and support the values of access, all-inclusive diversity, and opportunity at Mason.

5. Invest in faculty and staff success.

Ensure appropriate resources, processes, and technologies are in place that better support the faculty and staff experience.

6. Demonstrate excellence in timely communication and engagement with Mason stakeholders.

Conduct ongoing engagement to promote shared listening and dialogue.

There are a number of new challenges that have emerged over the past year that require our focus relative to meeting the goals outlined in our Strategic Plan. These include: (1) Challenges relating to maintaining and supporting foreign student enrollment. (2) Reduced administrative, research and programmatic support due to reductions in federal spending and indirect cost (IDC) return rates. (3) Proactively planning for and managing policy changes and related outcomes in response to evolving societal and political dynamics (e.g., diversity, equity and inclusion (DEI), freedom of speech, antisemitism, etc.). (4) Challenges related to the increasingly negative national public perception of higher education and the effects that perception has on our faculty and staff. Our goals this year address these areas, while meeting the general standards outlined in the strategic plan.

1. Deliver a distinctive and inclusive student experience that fosters lifelong engagement.

In addition to the broader items above, there are additional issues that must be addressed. These include the following: (1) Providing the highest-quality education leading to the best possible career outcomes in a revenue-constrained environment. (2) A mental health crisis among the students. (3) Inflation of labor costs, increased costs of services and goods, and fiscal challenges relative to the retention of key faculty and staff. (4) The recent NCAA settlement and the continuing changes in intercollegiate athletics. (5) Campus safety and security.

The following goals are developed to simultaneously address the long-term goals outlined in the strategic plan while incorporating the challenges outlined above.

- a. Develop and successfully implement a fiscal management plan that supports the campus through the 2025-2026 academic year. This must include the development of structural mechanisms (i.e., innovative financial distribution and expenditure strategies, maintenance and expansion of state support, and fundraising) to avoid significant budget disruptions and/or the implementation of significant reductions that are not debilitating to the university. *(President, Provost, Chief Financial Officer (CFO), Chief Operating Officer (COO), VP Government and Community Relations, VP Advancement and Alumni Relations, President's Special Advisor (PSA), VP Enrollment Management)*
 - a. Implement plan to level (remain flat or reduce by 5%) undergraduate student Cost of Degree (CoD). This can include, but is not limited to, the following: Increased financial aid and scholarships, flat to small increases in tuition and fees, leveraged external partner support, paid internships and work study, increased automation, and programs and initiatives that decrease time to degree. *(Provost, CFO, Chief of Staff (CoS), VP Enrollment Management, VP University Life)*
 - b. Build the future of graduate and professional education, and post-doctoral affairs. This includes examining our current institutional infrastructure and funding and financial support to improve the recruitment, retention, and support of graduate students and post-doctoral fellows and increase their academic and research achievements. *(Provost, CFO, CoS, VP Enrollment Management, VP University Life)*
 - c. Conduct feasibility analysis for establishing an internal bank. *(CFO)*
- b. Ensure that campus safety for students, faculty, and staff is prioritized and resourced, and that appropriate policies and procedures are developed, exercised, and implemented to maintain campus safety. Enforce the revised Code of Conduct and hold those who violate the code accountable for their actions in a timely manner. *(COO, CoS, VP University Life)*
- c. Develop and implement a plan for professional education programs that will support workforce needs in the region and Commonwealth, supporting the efforts to make Virginia a great place to live and work. *(Provost, PSA)*
 - a. Evaluate and, if appropriate, enhance the effectiveness of the Mason Career Academy.
- d. Implement a strategic plan for upgrading and improving the athletic and entertainment experience for students and student-athletes. *(Athletic Director)*
 - a. Establish policies and procedures that optimize new NCAA rules and guidelines that result from the House settlement or similar settlements, ensuring the institution can proactively adapt and maximize opportunities.
 - b. Expand attendance and participation at major athletic venues, particularly for men's and women's basketball, by 10%.
 - c. Break ground on the new Basketball and Academic Performance Center and secure the first major gift for that center. *(with President)*
 - d. Develop and implement a plan to restructure Athletics staff to achieve broad-based success across the department's strategic pillars. *(with Chief*

Italics represent primary unit responsible

Human Resource Officer (CHRO)

- e. Complete the next phase of a comprehensive plan for Board review and potential approval for the development of the western portion of the Fairfax Campus to include new athletic facilities; student, staff, and faculty housing; and potential opportunities with retail, restaurant, and entertainment venues. (*President, COO, PSA, Athletic Director, VP Government and Community Relations*).
 - a. Expand baseline development plans for the next phase of development to occur on the western portion of the Fairfax Campus, Mason Square, and/or SciTech Campus. Possible development could include but not be limited to student housing, faculty and staff housing, and consideration for other components (athletic facilities, entertainment venues, retail, and parking) depending on the specific needs and opportunities at each campus.
 - i. Expand the Mason 2050 plan to incorporate all three Virginia campuses. (*President, PSA, COO, CFO, VP Government and Community Relations, VP Enrollment Management*)
 - ii. Provide updated plan with associated financials and partnership opportunities to the Senior Leadership Team and the Board of Visitors. (*President, PSA, COO, CFO*)
 - iii. Initiate process for the establishment of Mason's first Living Learning facility on Fairfax Campus. (*President, Provost, PSA, COO, CFO, VP University Life*)
- f. Develop and launch an implementation and management plan for the Artificial Intelligence Initiative. The plan must include key milestones culminating in reaching yearly goals for the initiative. (*COO, Chief AI Officer*)
 - a. Launch agentic AI tools. Evaluate and expand the use of agentic AI to support our students, staff and faculty.
 - b. Develop and implement an Artificial Intelligence Technology Roadmap supporting student and faculty learning and research initiatives. The AI Technology Roadmap will align to the George Mason AI Strategy. The plan must include key technology implementation milestones culminating in reaching yearly goals. (*Chief AI Officer, COO, Chief Information Officer (CIO)*)
- g. Develop a plan, including specific majors and programs, leading to the launch of online certificate programs that support credentials for working adults. (*PSA, Provost*)
- h. Continue enhancement of student success initiatives. (*VP University Life, Provost, VP Research, Innovation, and Economic Impact (VPR), VP Government and Community Relations*)
 - a. Partner with the state government, along with nonprofit and other organizations, to grow the scope and capacity of behavioral health and associated human services in support of Mason's students.
 - b. Categorize and expand experiential learning opportunities, inclusive of internships, co-op experiences, entrepreneurship, service learning, community engagement, study abroad, and research apprenticeship opportunities for students that apply their knowledge, skills, and competencies in and beyond the classroom.

Italics represent primary unit responsible

- c. Continue implementation of the Patriot Connect project, a Salesforce-based student engagement platform. *(VP Enrollment Management)*
- i. Continue improvements to campus safety through investment in technology, required training, and utilization of reporting procedures to provide interventions and support as needed. *(COO, CoS)*

2. Expand the impact of Mason’s research, scholarship, and creative enterprise.

This year, Mason’s research enterprise must pause its expansion to manage the challenges presented by national changes to research support. Our efforts this year will center on supporting faculty who are managing the changing landscape. *(VPR, Provost)*

- a. Complete the restructure and relocation of the Office of Research Innovation and Economic Impact (ORIEI) to include implementation of shared services to advance core research administration, safeguarding development and economic impact support functions for the research enterprise.
 - a. The restructure should address the organizational needs of ORIEI along with the needs of individual researchers, local academic units, and the university as a whole.
- b. Execute the first phase of the Grand Challenge Initiative (GCI) investing in core components of in at least two of the six areas of research the committee has identified. Develop and launch an implementation and management plan for the GCI. The plan must include key milestones culminating in reaching yearly goals for the initiative.
- c. Provided funds are available, implement and evaluate the institutional research funding model.
- d. Increase harmonization, marketing, and penetration of Mason Enterprise into university, local, statewide and national entrepreneurship ecosystems. Continue implementation and development of a plan to gain additional federal and state resources through earmarks, funded partnerships and proposals. *(with VP Government and Community Relations and AVP Innovation and Economic Development (AVP IED))*
- e. Establish two new public-private research partnerships with the public or private sectors. *(with PSA)*
 - a. Apply for newly designed Carnegie elective ranking in Sustainability, providing better access to research, training and partnership opportunities.

3. Expand partnerships for economic and social impact.

Mason’s location and proximity to the federal government provide ripe opportunities for the university to accelerate impact to the local community. Our three campuses in Virginia are surrounded by organizations that not only serve the federal government but are also many of the largest employers in the Commonwealth and surrounding region. In a year in which many

Italics represent primary unit responsible

of these organizations are shrinking, our goal is to continue to leverage any potential opportunities for our students and faculty while simultaneously providing support to these companies and agencies.

- a. Build upon a successful campaign launch to grow the resources and partnerships needed for our university. (*VP Advancement and Alumni Relations, President*)
 - a. Maintain gifts of at least \$90M and restructure the campaign to accommodate the fiscal and operational realities of the economy and our staff.
 - b. Establish a campaign committee focused on key families who will lead the campaign.
 - c. Develop a plan to restructure Advancement and Alumni Relations to meet long-term objectives of the campaign.
- b. Grow the *Mason Virginia Promise* (a pathway toward a four-year degree or your own business for every Virginian who wants it) by adding two additional community college partners. (*Provost, CFO, PSA*)
- c. Continue to meet enrollment, graduation and fundraising targets established for the Commonwealth's Tech Talent Investment Program (TTIP). (*Provost, VPR, VP Enrollment Management*)
- d. Continue to develop a plan for Mason Korea to become a hub to expand Mason's global presence in Asia and beyond. (*Provost, President, PSA, CoS*)
- e. Establish public-private partnerships with at least three area corporations and expand our corporate-based coalition to support our Arlington Innovation Campus, ensuring that any partnerships mutually benefit George Mason. (*President, Provost, VP Enrollment, PSA*)
- f. Partner with K-12 school divisions to expand Mason's college and career-ready pipeline. (*VP Enrollment Management, VP University Life*)
 - a. Expand the Early Identification Program (EIP) to 1,150 students.
 - b. Increase the number of direct admission partner schools to at least 40.
 - c. Evaluate and, if necessary, finalize implementation plans for current lab schools.
- g. Complete the three-year conversion to the new visual brand expression. (*VP University Branding*)
- h. Develop a plan to streamline Mason's brand infrastructure (communications, marketing, digital strategy, events, trademarks/licensing) to maximize enterprise efficiency and impact. (Efficiency = productivity for cost; impact = growth of brand.) (*VP University Branding*)
- i. Expand Mason Enterprise's partnerships through the Entrepreneur-in-Residence Program, the Investor-in-Residence Program, and the Innovation Commercialization Assistance Program (ICAP) to expand access to tools and funding that draw global innovative partners. (*VPR, AVP IED*)
- j. Expand the innovation ecosystem for campus and local entrepreneurs with Mason as a hub and convener, using Fuse at Mason Square and the Innovation District at SciTech as catalysts. (*CoS, VPR, COO*)

Italics represent primary unit responsible

4. Exemplify a university culture of access and inclusion.

Mason embraces the opportunity to expand our leadership as the most diverse public university in Virginia and become an exemplar for inclusive excellence at the state, regional, and national levels. Toward that end, the following goals are identified:

- a. Maintain Mason's status as a Minority Serving Institution. (*VP Access, Compliance, and Community (ACC), All Units*)
- b. Maintain a Top 20 FIRE ranking for student free speech and open inquiry, and Best of the Best LGBTQ-Friendly Campus. (*VP ACC, VP University Life, President, Provost*)
- c. Review and adjust Access, Compliance, and Community (ACC) programs per changes in federal and state laws and regulations ensuring non-discrimination. (*VP ACC, President, Provost, VP University Life*)
- d. Expand yearlong programming initiative focused on civil discourse, dialogue and debate across differences, and freedom of expression to align with the Governor's focus on free speech and intellectual diversity plan and ensuring that no university process or practice contravenes George Mason's commitments to freedom of expression and diversity of thought. (*VP ACC, President, Provost, VP University Life*)

5. Invest in faculty and staff success.

George Mason is an institution known for its drive, innovation, and creativity. Toward that end, the following goals are identified (*President, Provost, COO, CFO, CHRO*):

- a. Implement and complete a search for a new Chief of Staff (*President*).
- b. Implement and complete a search for a new Chief Financial Officer (*President*).
- c. Create infrastructure improvements that allow institutional efficiency and effectiveness. (*CFO, COO, Provost, VP Enrollment Management*):
 - a. Develop and implement an updated six-year plan in accordance with the needs of the campus and the directions of the Commonwealth administration's revised six-year planning model.
 - b. Implement revised budget model.
 - c. Implement and modify the plan for managing overdue deferred maintenance.
- d. Develop a plan to move Mason toward membership in the prestigious Association of American Universities (AAU). (*President, CoS, PSA*)
 - a. Maintain or improve rankings to remain in the top 60 public universities in the country.
 - b. Produce an updated plan with metrics outlining performance to date.
 - c. Develop an honorifics and awards initiative aimed at recognizing faculty academics and service. (*Provost, President*)
- e. Address the remaining outcomes of the Gallup survey. (*President, Provost, COO, CHRO*)
- f. Establish and evaluate new hiring management process to replace the critical vacancy hiring initiative. The new process will be focused on maintaining Educational and

Italics represent primary unit responsible

General (E&G) spending in alignment with budget and university growth. (*President, Provost, CFO, COO, CHRO*)

- g. Complete a market assessment of faculty and staff salaries relative to compression, inversion, fairness, and cost of living. (*CHRO*)
- h. Continue implementation of the Strategic Plan to include the evolution of the living document, seeking input and guidance from the Board of Visitors for substantive changes to the Strategic Plan. (*PSA, CoS*)
- i. Establish a plan to expand TimelyMD to support faculty, staff and student mental health needs. (*COO*)
- j. Continue maturation of the Enterprise Risk Management program to include finalization of enterprise risk priorities for FY26, development and implementation of Mitigation Action Plans for the highest-ranked enterprise risks, and at least one tabletop exercise for the highest enterprise risks. (*COO*)
- k. Continue to enhance academic practices and decrease faculty and staff manual workload by digitizing processes and procedures. (*Provost*)

6. Demonstrate excellence in timely communication and engagement with Mason stakeholders.

During the year, there have been issues raised where Board members and others have not necessarily felt that they have been fully informed. Reinforcing the commitment to communications and maximum possible transparency with all stakeholders is designed to ameliorate those perceptions.

- a. Continue enhanced and frequent (e.g., monthly) dialogue with community leaders and members in town hall meetings and other forums to promote shared listening and dialogue. Work with community members and residents who live near the western portion of the Fairfax Campus to solicit ideas and feedback on the potential development of that area. (*President, VP Government and Community Relations*).
- b. Continue ongoing dialogue with students, faculty, and staff members to promote shared listening and dialogue. (*President*)
- c. Continue ongoing engagement with Board of Visitors (BoV) members in formal and informal settings to promote shared listening and dialogue. (*President*)
 - a. Expand communications by providing recurring communications (at least monthly) with BoV members to ensure they are updated with campus issues and events.

Public Comments
Received for February 26 Board of Visitors Meeting
As of 2/26/26 4:30 p.m.

Full Name:	Mason Affiliation	Written Comment
Colleen Vesely	Faculty	<p>I am disappointed that the current BOV is considering rewarding holdovers from the Youngkin BOV. After everything the Youngkin BOV did to harm this university, threatening institutional instability and eroding shared governance and academic freedom, why would this new BOV reward these bad faith actors with leadership roles?</p> <p>Meese and Alacbay are unacceptable choices for Rector/Vice Rector, respectively.</p> <p>The Mason community stood with President Washington and clearly rebuked the Youngkin BOV. It is beyond comprehension why Meese, Alacbay, and Rosen would remain in positions of power after the roles they played. This is unacceptable.</p>
Matthew Kelley	Faculty	<p>After everything the Youngkin BOV did to harm this university, threatening institutional instability and eroding shared governance and academic freedom, why would this new BOV reward these bad faith actors with leadership roles?</p> <p>Meese and Alacbay are wholly unacceptable choices for Rector and Vice Rector, full stop.</p> <p>The Mason community stood with President Washington and clearly rebuked the Youngkin BOV. It is beyond comprehension why Meese, Alacbay, and Rosen would remain in positions of power after the roles they played. This is unacceptable, and it is deeply unserious to even consider them.</p> <p>As part of the GMU AAUP, I strongly urge the BOV to reconsider its moves. We want fresh leadership, not rogues who engaged in bad faith actions that harmed the institution.</p>
Alexander Monea	Faculty	<p>We strongly reject BOV moves to elect Meese, Alacbay, and Rosen to any leadership positions on the board. These rogue members were complicit in destabilizing our institution and eroding shared governance and academic freedom. They politicized the board and cannot be rewarded for their bad faith actions. We stood with President Washington. We denounced these rogue actors. The VA General Assembly had to intervene through the courts to rein in these rogue actors.</p> <p>We strongly urge the BOV to position new members for leadership. We need a clean break, a fresh start in order to rebuild trust in leadership and institutional stability.</p>
Bethany Letiecq	Faculty	<p>Dear BOV Members:</p> <p>My lengthier comments were sent via email. Here I want to repeat -- in no way should the newly-constituted BOV reward bad faith actors--who served at the behest of Governor Youngkin and harmed our university--with leadership roles on the Board. Those Board members proved to be loyal to their political agenda, not to Mason. During their leadership, Vice-Rector Meese and Secretary Alacbay, alongside Visitors Rosen and Peterson, failed to take meaningful action when Rector Stimson went rogue. Indeed, they were complicit in taking actions that exceeded their authority, eroded shared governance and academic freedom, and betrayed the Mason community. These actions disqualify them from future Board leadership.</p> <p>I urge this new Board: do not reward bad faith actors with ongoing leadership roles.</p>

This is not a time to defer to returning colleagues in the name of collegiality or continuity. It is neither a rule nor a duty. And you will not be "acting apolitically" by supporting political ideologues in their bids for leadership. We need a fresh start with new leaders who can repair the damage done.

I hope you make the right leadership decisions at the start of your tenure to rebuild trust and stability with and for our campus community.

Thank you.

--February 21 letter included at the end of the Public Comments

Robbie Dieterich	Faculty	We fought to protect President Washington and GMU from a rogue board and political interference coming from the highest levels of government--and we won! Now is not the time for the newly-constituted BOV to capitulate to prior BOV members. Those bad faith actors, complicit in harming our university, do not deserve to lead the Mason Nation.
Elizabeth DeMulder	Faculty	We want new leadership, not rogues with political agendas. It's time for a fresh start! Under the direction of Rector Charles "Cully" Stimson—alongside Vice Rector Michael Meese and Secretary Armand Alacbay—the Board repeatedly overstepped basic governance boundaries and betrayed BOV commitments to shared governance and academic freedom, inflicting lasting reputational damage on George Mason. They failed to serve Mason, choosing instead to serve a political agenda harmful to the mission of our public institution of higher education. I urge the BOV to not reward bad faith actors with any leadership roles.
Elizabeth Krein	Staff	<p>It is incumbent upon this newly-constituted BOV to ensure that no Youngkin-appointed political ideologues serve in any capacity on the Board. Under the direction of Rector Cully Stimson—alongside Vice Rector Meese and Secretary Alacbay—the Board repeatedly overstepped basic governance boundaries and betrayed BOV commitments to shared governance and academic freedom, inflicting lasting damage on George Mason's reputation. They failed to serve Mason community, choosing instead to serve a political agenda harmful to the mission of our public institution of higher education. I urge the BOV not reward bad faith actors with any role on the BOV. There must be consequences for BOV members who did not fight for GMU by speaking out for the values held by our University.</p> <p>I fought to protect President Washington and GMU from a rogue board and political interference coming from the highest levels of government. We now have a governor who will allow the BOV to operate in their historical capacity. Now is not the time for the newly-constituted BOV to capitulate to prior BOV members. Those bad faith actors, complicit in harming our university, do not deserve to lead the Mason Nation.</p>
Martin Winkler	Faculty	<p>Dear Members of the GMU BOV:</p> <p>I am writing to express my hope that new BOV members will be elected only on the basis of their dedication to higher education in regard to freedom of research and teaching and learning, freedom of thought and expression, and freedom from any ideological or financial outside considerations.</p>
Laura Buckwald	Faculty	The people of Virginia sent a loud and clear message to the nation in November when they elected a Democratic Governor and an overwhelmingly Democratic House of Delegates. The message was that Virginians will no longer stand for Republican violations of the rule of law and capitulations to the extremist and authoritarian actions by the Trump Administration, which were supported by former Governor Youngkin. This includes installing new leadership in Virginia's university boards and a commitment to

academic freedom, freedom of speech on campus and shared governance. It is incumbent upon GMU's newly constituted BOV to ensure that no Youngkin-appointed political ideologues serve in leadership roles on GMU's Board. Under the direction of former Rector Charles "Cully" Stimson, along with Vice Rector Michael Meese and Secretary Armand Alacbay, the Board overstepped basic governance boundaries and betrayed BOV commitments to shared governance and academic freedom, inflicting lasting reputational damage on George Mason University. They failed to serve Mason, choosing instead to serve a political agenda harmful to the mission of our public institution of higher education. I urge the BOV NOT to reward bad faith actors with any leadership roles.

We want new leadership, not rogues with political agendas. It's time for a fresh start and you were appointed by Governor Spanberger to provide new and positive leadership to GMU's BOV. Do not capitulate to prior BOV members - they are bad faith actors who have been complicit in harming our university and do not deserve to have any leadership role in the Mason Nation. Thank you.

Denise Albanese	Faculty	It seems purely undemocratic that the BOV might be led by those representing a minority viewpoint--an undemocratic one, at that, one that's already shown itself willing to suspend the BOV's very charter and to expand its authority preemptively. Past leadership has taken aim at the very ability of Mason to succeed at its mission of broadly educating Virginians and of maintaining disinterested academic integrity and freedom, seeking to destroy all places where dissent from the dominant political order might occur. Please ensure that this iteration of the BOV returns to its lanes, and leaves the work of education itself to those employed to conduct it.
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Jessica Hurley	Faculty	I was shocked to learn that members of the previous board, who served Mason so poorly, are being slotted into leadership roles on the new board through a rushed process. I urge all of the board members to start as they mean to go on by taking the election of board leadership seriously and running a proper election with due consideration of whether these members' past performance warrant a leadership role.
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Amy Zhang	Faculty	It is incumbent upon this newly-constituted BOV to ensure that no Youngkin-appointed political ideologues serve in leadership roles on the Board. Under the direction of Rector Charles "Cully" Stimson—alongside Vice Rector Michael Meese and Secretary Armand Alacbay—the Board repeatedly overstepped basic governance boundaries and betrayed BOV commitments to shared governance and academic freedom, inflicting lasting reputational damage on George Mason. They failed to serve Mason, choosing instead to serve a political agenda harmful to the mission of our public institution of higher education. I urge the BOV to not reward bad faith actors with any leadership roles.
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Virginia Hoy	Faculty	Niki Haley was right--that Trump brought nothing but chaos. We have seen that play out nationally, globally, and, with the Younkin appointments to George Mason's Board of Visitors, that chaos infected our campus as well. I have taught at Mason for 20 years and have never witnessed the degree of contention and repressive tactics that have been implemented by the board on faculty and students in the past few years. Mason is, or at least has been, proud of the diversity on campus and the freedom faculty have enjoyed to research and teach without censure; however, since a certain Executive Order, which isn't a law passed by Congress, apparently we have had it all wrong. I am very proud of all the university's efforts at diversity and inclusion and want to see them restored. I want to see faculty share their talents and research with students to make them the thoughtful and active citizens they need to be in our complex world. That restoration is threatened by elevating holdovers from the Younkin administration to positions of power over the board's newest appointees. This is wrong. Governor Spanberger has been clear that the old regime is over and the new board members must correct the assaults on academic freedom and diversity committed by those with
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ideological, rather than fiduciary, commitments to the Mason community. I cannot say this strongly enough: Visitors Meese, Alacbay, and Rosen do not represent the best interests of George Mason and are not qualified to lead the university. They will only perpetuate the violations of the recent past.

Lori Rottenberg
Faculty

No rewards for rogue boards!

It is incumbent upon this newly-constituted BOV to ensure that no Youngkin-appointed political ideologues serve in leadership roles on the Board. They were improperly appointed against the will of the Virginia Senate and a judge's ruling. Furthermore, under the direction of Rector Charles "Cully" Stimson—alongside Vice Rector Michael Meese and Secretary Armand Alacbay—the Board repeatedly overstepped basic governance boundaries and betrayed BOV commitments to shared governance and academic freedom, inflicting lasting reputational damage on George Mason. They failed to serve Mason, choosing instead to serve a political agenda harmful to the mission of our public institution of higher education. I urge the BOV to not reward bad faith actors with any leadership roles.

We want new leadership, not rogues with political agendas. It's time for a fresh start!

We fought to protect President Washington and GMU from a rogue board and political interference coming from the highest levels of government--and we won! Now is not the time for the newly-constituted BOV to capitulate to prior BOV members. Those bad faith actors, complicit in harming our university, do not deserve to lead the Mason Nation.

Denise Hines
Faculty

It is essential that this newly reconstituted Board of Visitors ensures that no Youngkin-appointed political ideologues are placed in leadership positions. Under the leadership of Rector Charles "Cully" Stimson, together with Vice Rector Michael Meese and Secretary Armand Alacbay, the previous Board repeatedly overstepped fundamental governance norms and disregarded its commitments to shared governance and academic freedom, causing lasting harm to George Mason University's reputation. Rather than serving the interests of Mason, they advanced a political agenda that runs counter to the mission of a public institution of higher education. The Board must not reward such bad-faith conduct with positions of authority.

We need new leadership, not individuals driven by political motives. It's time for a true fresh start.

We worked tirelessly to protect President Washington and GMU from a rogue board and from political interference originating at the highest levels of government, and we succeeded. Now is not the moment for the newly formed Board of Visitors to yield to members of the prior board. Those who acted in bad faith and contributed to harming our university should not be entrusted with leading the Mason community.

David Robinson
Community Member

I've been collaborating with mason faculty for nearly 20 years, and I've never seen such a flagrant disregard for institutional responsibility as what the Youngkin-appointed Board of Trustees has done. The Board repeatedly overstepped basic governance boundaries and betrayed BOV commitments to shared governance and academic freedom, inflicting lasting reputational damage on George Mason. They failed to serve Mason, choosing instead to serve a political agenda harmful to the mission of our public institution of higher education.

Please BOV, do not reward Youngkin-appointees with any leadership roles.

Rod Turpin	Faculty	We fought to protect GMU from the most outrageous political interference from the highest levels of government. Now is not the time for the newly-constituted BOV to capitulate to prior BOV members. Those previous members are bad faith actors who actively and intentionally harmed our university for personal political gain. I would have never imagined the level of transparent corruption and complete disregard of institutional stewardship as what those board members have done. It would be grossly irresponsible to allow them to maintain leadership roles in any capacity.
Jessica Scarlata	Faculty	We fought to protect President Washington and GMU from a rogue board and political interference, and we won! In a moment when academic freedom and First Amendment rights are endangered, we need BOV leadership that will partner with us in protecting GMU from political interference. Under the direction of Rector Charles “Cully” Stimson—alongside Vice Rector Michael Meese and Secretary Armand Alacbay—the Board repeatedly overstepped basic governance boundaries and betrayed BOV commitments to shared governance and academic freedom, inflicting lasting reputational damage on George Mason. They failed to serve Mason, choosing instead to serve a political agenda harmful to the mission of our public institution of higher education. Do not reward bad faith actors with leadership roles.
Agnieszka Paczynska	Faculty	It is incumbent upon this newly-constituted BOV to ensure that no Youngkin-appointed political ideologues serve in leadership roles on the Board. Under the direction of Rector Charles “Cully” Stimson—alongside Vice Rector Michael Meese and Secretary Armand Alacbay—the Board repeatedly overstepped basic governance boundaries and betrayed BOV commitments to shared governance and academic freedom, inflicting lasting reputational damage on George Mason. They failed to serve Mason, choosing instead to serve a political agenda harmful to the mission of our public institution of higher education. I urge the BOV to not reward bad faith actors with any leadership roles.
Austin David Crockett	Student	Give student discounts at stores for students to have, as a way to help those struggling with tuition. People who are alumnis or locals pay full price, as they aren't going to the university as a student. Also, allow more European events like Oktoberfest (without beer, unless ID required) and remove foot washing stations at the bathroom. There are showers for that and it's a public restroom. Also, allow shuttles to drive people to DC from GMU. Please allow investigator jobs to be hiring on campus too, as it would be good practice for criminology majors trying to get into investigative careers to be able to investigate on campus, such as vandalism or cases of misbehavior needing investigating.
Declan William Rees	Student	Please hear the calls of students and divest from death. We warmly welcome you, the newly elected board, and we have faith that you will do good. Don't make the same mistakes Stimson made
Allison Parsons	Faculty	It is incumbent upon this newly-constituted BOV to ensure that no Youngkin-appointed political ideologues serve in leadership roles on the Board. Under the direction of Rector Charles “Cully” Stimson—alongside Vice Rector Michael Meese and Secretary Armand Alacbay—the Board repeatedly overstepped basic governance boundaries and betrayed BOV commitments to shared governance and academic freedom, inflicting lasting reputational damage on George Mason. They failed to serve Mason, choosing instead to serve a political agenda harmful to the mission of our public institution of higher education. I urge the BOV to appoint fresh leadership from new board members only.
K	Alumni	Please get rid of DEI. It's segregation based on self prescribed victimhood. Don't encourage that. Instead of funding DEI, put that money towards the food program at GMU, or making the tuition CHEAPER. Perhaps student clubs. Maybe another faculty member to replace

Dr. Kim.
Make tuition cheaper = more people = inherently more diversity.
This is a college. You should value intellectual thought far more than the color of someone's skin, or who they have sex with.
Jeez. Not that hard to wrap your heads around.

Griffin Crouch Student My name is Griffin Crouch, and I am a junior and Government major. I'm optimistic about this new Board and hope it can address the needs of students to ensure George Mason stays a high-performing institution. The key to that is treating students always as stakeholders in decisions that affect them, and Visitors working to hear student feedback first to rebuild trust from the past Board.

Former Rector Cully Stimson followed a policy of decisions by assumption and attack. I met with him and now Rector Meese in April 2024 to discuss an anti-DEI Resolution the Board was considering. It was rushed and full of incorrect assumptions that made bad policy. In a discussion with student leaders, Rector Stimson expressed a view that one of the targeted offices, the Bias Incidence Reporting Team, was there to "cancel" or launch anonymous accusations against students, which if true could be an issue. But, it is not actually in its power to do that. Its purpose was and is to offer students who felt they faced discrimination referrals and resources, and track the atmosphere on campus. It was especially something members of our Jewish community I spoke to prior to the meeting relied on to track anti-semitism, which Rector Stimson and Board did not show any awareness of.

That was a pattern; the Board under Rector Stimson would propose cuts and changes based on flat-out wrong assumptions, and then enable attacks on the faculty and staff who oversaw these resources that students relied on, as we saw over the summer. The same happened to programs that supported our African-American community, international students, LGBTQ+ students, and more. In this case, the BIRT was protected and the targeting was dropped, but many of those programs that built academic and professional success were limited, cut, or paused. That's what happens when students and stakeholders aren't part of the decision-making process from the start, and it hurts students and hurts George Mason.

But this is a different Board, and I'm looking forward to working with Visitors and seeing them work with students to help George Mason by supporting its students. To do that, leadership should not have gone to Visitors who stood by Rector Stimson's leadership and policy approach. This Board should work towards undoing the harm and rebuilding the trust of students so that as our current students with their current problems – affordability and not raising tuition/fees, peace of mind and safety from federal violence, expanding housing availability (especially on West Campus), a more vibrant student life, and more – can be the priority instead of afterthoughts. If this Board does that, our current students will be more engaged and active alumni like so many of our new Visitors, and will donate, participate, and be part of the George Mason community in their futures. That is the only way George Mason has long-term success, by including students as stakeholders from the start.

George Mason University Chapter Of the American To Members of the George Mason University Board of Visitors:
As leaders of the George Mason University Chapter of the American Association of University Professors, we write at a moment of great institutional consequence. As you know, after Mason endured bad faith actions of a Youngkin-appointed and highly politicized Board of Visitors, Virginia legislators intervened to "Stand with Mason" and stop a rogue board from destabilizing our institution. On the first day in office,

Governor Spanberger then appointed a newly constituted BOV. That transition is a rare, long-overdue opportunity to restore lawful, credible, and depoliticized governance at George Mason.

After all that we—faculty, students, staff, alumni, business leaders, community allies—have endured and fought to protect, we write with a clear request:

Returning members of the prior Board should neither seek nor accept leadership roles on the newly constituted Board.

We make that request to protect the legitimacy of the new Board and the institution it serves. A lawful transition requires transparent procedures, independent judgment by duly seated members, and an unmistakable break from the prior Board’s governance failures.

The remaining Youngkin-appointed members should not be rewarded with leadership for the record they helped create. Under the direction of Rector Charles “Cully” Stimson—alongside Vice Rector Michael Meese and Secretary Armand Alacbay—the Board repeatedly overstepped basic governance boundaries, inflicting lasting reputational damage on George Mason. What follows is a brief summary of conduct that reflects a failure of fiduciary stewardship, a disregard for shared governance and academic freedom, and a betrayal of the University community they were appointed to serve.

Over time, that Board normalized sustained intrusions into academic decision-making—including curriculum and academic policy—while applying pressure on faculty governance norms and advancing an ideological agenda without meaningful faculty participation or a defensible governance rationale. It also failed to confront conflicts of interest of a magnitude no prudent institution would tolerate—most starkly, the Rector’s simultaneous employment with an organization publicly urging actions that would harm George Mason, including calls to cut federal support, a conflict mirrored by Secretary Alacbay’s simultaneous employment with ACTA, an organization with a documented record of attacks on academic freedom, shared governance, and established accreditation processes.

These were not isolated lapses or good-faith disagreements. They reflected a pattern of treating board authority as an instrument for political ends rather than as a fiduciary trust. In that context, the GMU-AAUP’s vote of no confidence was not simply understandable; it was the predictable result of a Board that repeatedly chose politics over stewardship.

Given this history, we are deeply concerned with recent actions taken by the BOV, including an apparent pre-set committee slate, coupled with the prior Board’s documented pattern of acting after its authority had expired, raising serious concerns about whether this transition is a genuine reset or merely a rebranding. We summarize those concerns in three points:

1. A leadership and committee slate that appears to have been decided before the Board legally existed

We are deeply troubled by a procedural irregularity that cannot be dismissed as routine administration. As of Wednesday, February 19, our understanding was that few—if

any—of the twelve newly appointed Board members had been sworn in. Yet the agenda for Thursday’s organizational meeting reportedly included proposed committee assignments.

Under the Board’s bylaws, the Rector appoints committee chairs and vice chairs. Committee assignments that appear on an agenda before new members have even been seated necessarily imply that someone had already acted on the premise that (a) they would be Rector and (b) the Board would ratify an already-constructed internal power structure.

That is not how legitimate boards conduct an organizational meeting. It treats new members—appointed to bring a fresh start—as passengers rather than fiduciaries with independent judgment and equal standing.

If there is an innocent explanation, we welcome it and ask that it be made explicit and public: Who prepared the proposed committee slate, under whose direction, and on what authority—given that the new Board was not yet fully seated? The appearance that a “deal” preceded the Board’s first meeting is itself damaging.

2. UVA provides the baseline: leadership chosen by the reconstituted Board, in public view, after members are seated

This is not a novel governance issue; the solution is straightforward and widely understood.

This week, the University of Virginia’s reconstituted Board of Visitors—following Governor Spanberger’s appointments—met, deliberated, and then publicly elected new leadership. The board announced in open session that it had elected Carlos M. Brown as Rector and Victoria D. Harker as Vice Rector, effective immediately. UVA’s process underscores the basic norm: a board chooses its leadership when it is actually constituted and convened—not beforehand, not by presumption, and not by pre-arranged slates presented to members who have not yet taken office.

George Mason deserves governance that meets at least that baseline.

3. The record of the prior Board must not be forgotten

We cannot address leadership succession without speaking plainly about the Board that must now step back.

Under the direction of Rector Charles “Cully” Stimson, the prior Board of Visitors repeatedly met and took consequential action after it had lost the legal authority to do so. At the August 1, 2025, full Board meeting, the Board adjourned—a point Rector Stimson later acknowledged. That distinction is not technical; it is dispositive. Under Virginia law, an adjourned board cannot authorize the Executive Committee to act in its stead; only a board in recess may do so.

At the October 15 Executive Committee meeting, Rector Stimson acknowledged on the record that he understood the difference between adjournment and recess and that the Board had adjourned rather than recessed. Yet the committee convened and conducted business of significant institutional consequence anyway, despite objections that raised these exact concerns.

The December 4, 2025, meeting compounded this pattern. At that point, there was no legal basis for the Executive Committee to convene: the prior Board had adjourned; the full Board had been called and failed to convene for lack of quorum; the statutory and bylaw predicates were simply not present. Yet the meeting was held. Actions taken at meetings held without legal authority are, in the plainest terms, *ultra vires*—beyond the power of those who took them.

GMU-AAUP also documented at length Rector Stimson’s fundamental conflict of interest: his concurrent service as a Senior Advisor to the President of the Heritage Foundation and as a member of the George Mason University Board of Visitors. During his tenure, the Heritage Foundation published a report explicitly targeting George Mason University and recommending the withholding of federal funding from institutions the Foundation deemed noncompliant. Rector Stimson had a fiduciary duty of loyalty to this University. That duty was incompatible with simultaneous service at an organization actively working to damage the University’s financial standing.

We state this with full awareness of its gravity:

Board members who knowingly participated in meetings held without legal authority, knew or should have known that the body was acting beyond its lawful authority, and declined to hold the Rector accountable for documented conflicts of interest have, through those actions, disqualified themselves from leadership on the newly constituted Board.

That conclusion is not punitive. It is the ordinary logic of fiduciary governance. Leadership is not an honorific or a reward for seniority. It is a grant of added authority that must be earned by demonstrating respect for the legal and ethical constraints that make board authority legitimate in the first place. A Board seeking to restore public confidence cannot do so by elevating individuals who participated in the very conduct that damaged that confidence.

We recognize that the newly appointed members bear no responsibility for their predecessors’ failures. Governor Spanberger’s appointments were widely understood to signal that a new chapter is possible—and we agree. But that new chapter cannot credibly begin with continuity in leadership from those who presided over, enabled, or acquiesced in governance breakdowns of the magnitude described above. If the goal is institutional stability and legitimacy, the new Board’s first decisions must unmistakably reflect an institutional reset rather than a rearrangement of the same internal power structure.

For that reason, we ask you—respectfully but urgently—to exercise the independent judgment your fiduciary role requires. The organizational meeting of a newly constituted board is not merely ceremonial. The election of the Rector and Vice Rector, and the appointment of committee chairs and vice chairs, are among the most consequential governance decisions you will make. These decisions will signal to the University community, the Commonwealth, and your fellow Board members what kind of Board you intend to be: one that operates under law and accountability, or one that treats governance as a matter of presumption and prearrangement.

We also recognize the pressures that often accompany a transition. Newly appointed members are sometimes urged—explicitly or implicitly—to defer to returning colleagues in the name of collegiality or “continuity.” That dynamic is familiar. It is

neither a rule nor a duty. Each of you was appointed to exercise independent fiduciary judgment for this University, not to ratify outcomes shaped before you were seated.

Even if a returning member is elected to a leadership role over your objection, your responsibilities—and your authority—do not diminish. You can and should demand a clear public accounting of how Thursday’s agenda was prepared and by whom, and insist that the organizational steps of the meeting—including nominations, votes, and any proposed committee slate—be fully and accurately recorded in the minutes. Fiduciary duty does not end when a vote is lost; it continues in every meeting, every decision, and every act of oversight that follows.

Accordingly, we ask:

- That you decline to elect any returning Board member whose conduct reflects the pattern described above to leadership positions.
- That you insist on transparency regarding how Thursday’s agenda was prepared and by whom—particularly any proposed committee slate circulated before new members were seated.
- That you begin your service to this University as you mean to go on: with fidelity to the law, respect for institutional independence, and genuine accountability to the faculty and students of the Commonwealth.

We write with profound urgency—and with hope that this Board will choose the right path going forward. George Mason University is a remarkable institution. It deserves governance equal to its promise. Its people deserve that promise.

Respectfully submitted,

The Executive Committee of GMU-AAUP

Public Comment Session

BOARD OF VISITORS

Dan Stephens, Interim SVP & Chief Financial Officer
Rose Pascarell, VP University Life
March 31, 2026



Agenda

- **FY 2027 Tuition & Mandatory Fees Presentation**
- **Public Comments Session**

FY27 Annual Budget Development Cycle

- February 26 - BOV Finance & Land Committee:**
 - Draft Tuition & Fee Scenarios
 - Room & Board Rate Approval
- Open Public Comment Portal**
- March 24 - Student Government Tuition Town Hall**
- March 31 - BOV Public Comment Session**
 - Proposed Tuition & Fees
- April 15 - BOV Finance & Land Use Committee:**
 - Proposed Budget (Committee Approval)
- April 30 - BOV Full Board Meeting:**
 - Proposed Budget (Full Board Approval)

Greater Access, Higher Earnings, and a Top National Research University

#1

Public University in Virginia
for **Upward Mobility** and

#1

in the Washington, D.C., Region

— *U.S. News*

#1

Public University in Virginia for
Best Value and Salary Outcomes

and **TOP 50** Nationally

— *Wall Street Journal*

#1

in Virginia for **Upward Mobility**

— *Wall Street Journal*

HIGHEST TIER

of Opportunity Colleges
and Universities

— Carnegie Classifications and ACE

TOP 5

in Virginia for **Student Experience**
and **TOP 10**

in the Washington, D.C., area

— *Wall Street Journal*

TOP 50

Public University

— *Forbes*

“BEST BANG FOR THE BUCK”

in Virginia

— *Washington Monthly*

College of Education and Human Development

#5 ONLINE MASTER'S PROGRAM IN SPECIAL EDUCATION
U.S. News & World Report

#16 ONLINE MASTER'S PROGRAM IN EDUCATION FOR VETERANS
U.S. News & World Report

College of Engineering and Computing

11,000+ STUDENT ENROLLMENT IN FALL 2025

#1 CYBERSECURITY PROGRAM IN VIRGINIA
EduRank

#1 MS IN ARTIFICIAL INTELLIGENCE AND PhD IN ROBOTICS IN VIRGINIA

College of Humanities and Social Sciences

#1 CRIMINOLOGY GRADUATE PROGRAM IN VIRGINIA, #10 NATIONALLY
U.S. News & World Report

#13 ECONOMICS PROGRAM AMONG PUBLIC UNIVERSITIES, #1 IN VIRGINIA
Academic Ranking of World Universities

#1 COMMUNICATION PROGRAM IN VIRGINIA
Academic Ranking of World Universities

Jimmy and Rosalynn Carter School for Peace and Conflict Resolution

1 of 2 U.S. UNIVERSITIES TO CURRENTLY CHAIR A UNITED NATIONS SUSTAINABLE DEVELOPMENT GOAL HUB

#1 PUBLIC UNIVERSITY FOR BACHELOR'S, MASTER'S, AND DOCTORAL DEGREES IN CONFLICT RESOLUTION
College Factual

Schar School of Policy and Government

2 FORMER VIRGINIA GOVERNORS ON FACULTY

#4 HOMELAND SECURITY GRADUATE PROGRAM
U.S. News & World Report

#1 IN VIRGINIA FOR PUBLIC POLICY AND PUBLIC ADMINISTRATION PROGRAMS
EduRank

Antonin Scalia Law School

#11 FOR GRADUATES IN FEDERAL CLERKSHIPS
U.S. News & World Report

#6 AMONG PUBLIC UNIVERSITIES NATIONWIDE
Academic Ranking of World Universities

College of Public Health

#1 ACCREDITED SCHOOL OR COLLEGE OF PUBLIC HEALTH IN VIRGINIA

#6 DOCTOR OF NURSING PRACTICE PROGRAM AMONG PUBLIC UNIVERSITIES
U.S. News & World Report

College of Science

LED THE **FIRST** VIRGINIA CLIMATE ASSESSMENT

SUBMITTED **33%** OF GEORGE MASON'S TOTAL RESEARCH PROPOSALS

300 STUDENTS ENROLLED IN THE ASPIRING SCIENTISTS SUMMER INTERNSHIP PROGRAM

Donald G. Costello College of Business

FIRST IN VIRGINIA FOR ACCOUNTING BACHELOR'S DEGREES
College Factual

FIRST IN VIRGINIA FOR AN ONLINE MBA AND MBA FOR VETERANS
U.S. News & World Report

College of Visual and Performing Arts

#1 CINEMATOGRAPHY PROGRAM IN VIRGINIA
EduRank

#7 NATIONALLY IN VISUAL AND PERFORMING ARTS BACHELOR'S DEGREES
College Factual

THE MASON IMPACT

BASED ON DATA GATHERED FOR THE CAREER PLANS SURVEY⁺



FUELING THE REGIONAL ECONOMY

\$70,000
MEDIAN SALARY

85%
EMPLOYED IN
VA/MD/DC

TOP INDUSTRIES

EDUCATION

GOVERNMENT/MILITARY

TECHNOLOGY

HEALTHCARE

CONSULTING

FINDING MULTIPLE PATHS TO SUCCESS



SELECT EMPLOYERS



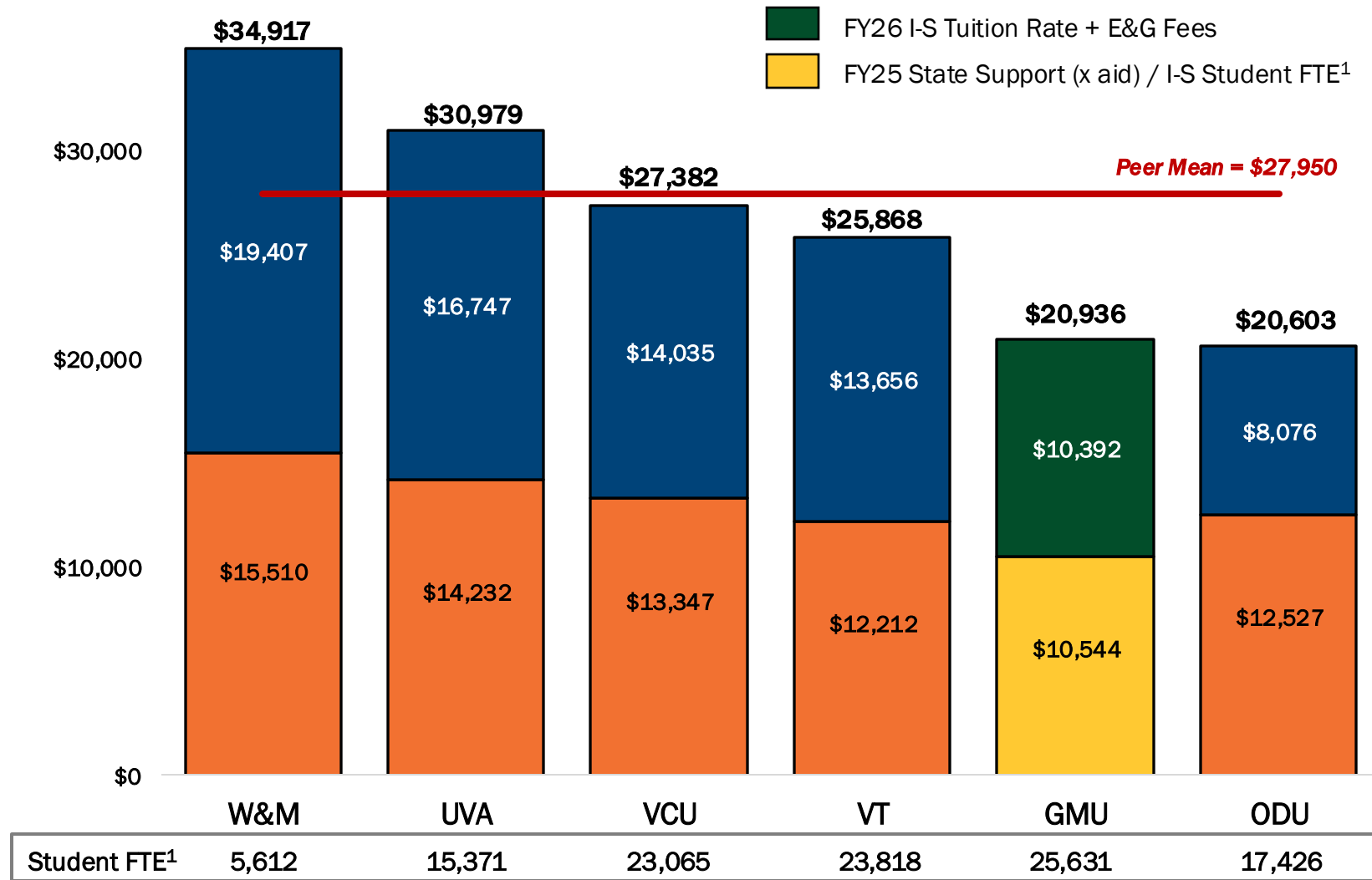
CLASS OF 2024 CAREER OUTCOMES

⁺ Findings based on Mason's Career Plans Survey (18.5% response rate) for students who graduated in August 2023, December 2023 and May 2024. Survey responses were supplemented with information gleaned from Alumni Pathways data and the National Student Clearinghouse. In total, the above illustrates findings for 41% of the of 9,958 graduates. Please note: Law school graduates are not included in these data. Percentages may not equal 100% due to rounding.

George Mason faces funding challenges while maintaining affordability and efficiency.

George Mason Is Underfunded

- George Mason is more than \$7,000 per in-state student FTE below the mean of five doctoral peer institutions when state and tuition funding are combined.
- This disparity equates to \$180M less financial resources.
- George Mason continues to prioritize access and affordability despite rising costs and operating in the most expensive region in the Commonwealth.

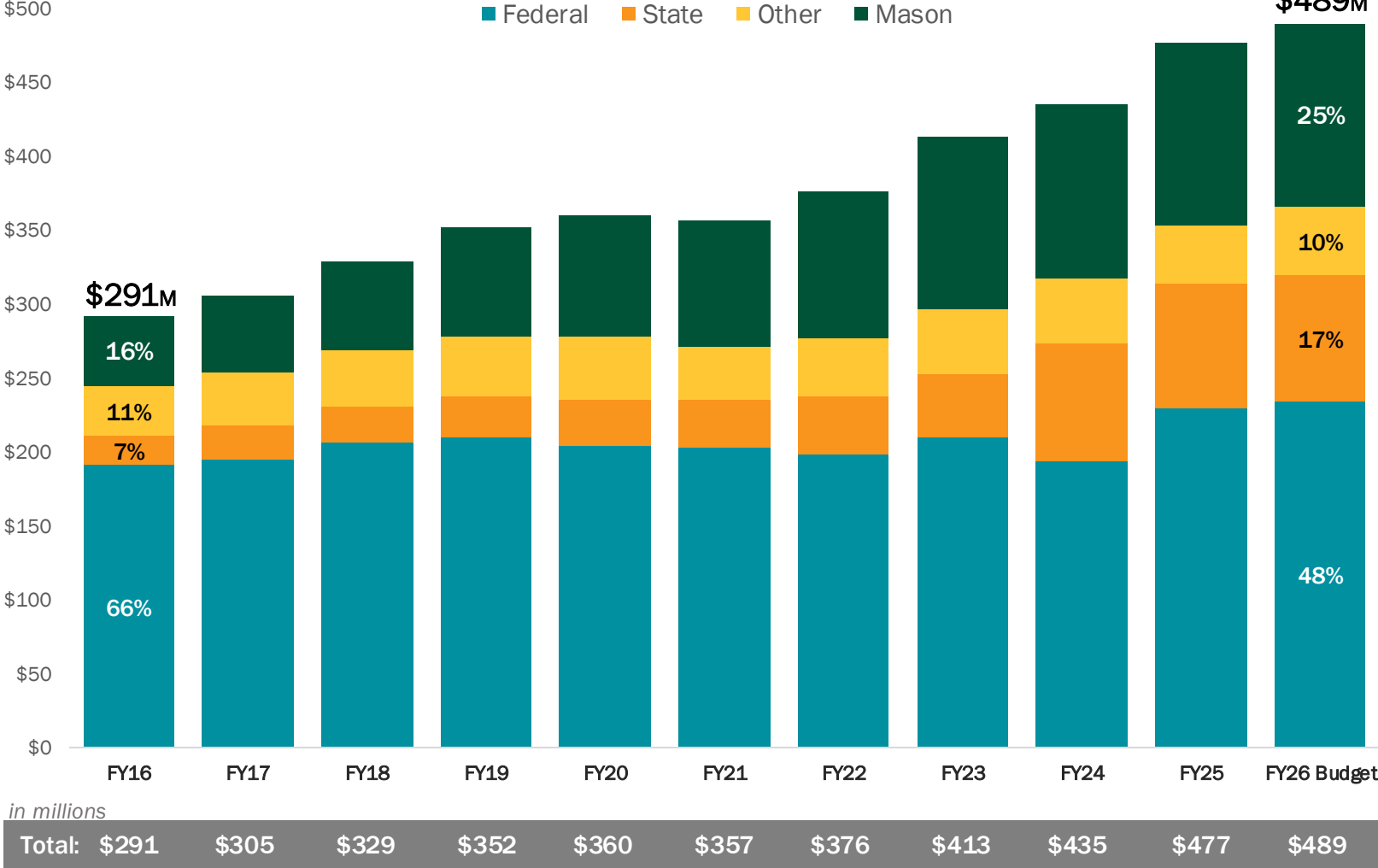


¹ I-S Student FTE is based on FY25 enrollment for UG, Grad and Law.
 Note: Mason does not have mandatory E&G Fees

Increased Financial Aid

- Student aid has increased by almost \$200M since FY16
- State and George Mason aid have grown to offset Federal aid, which has fallen to less than half of aid
- George Mason aid has almost tripled as a dollar amount since FY16
- State aid increased by \$37M in FY24, with \$4M in FY25 and \$1M in FY26

Financial Aid By Funding Source

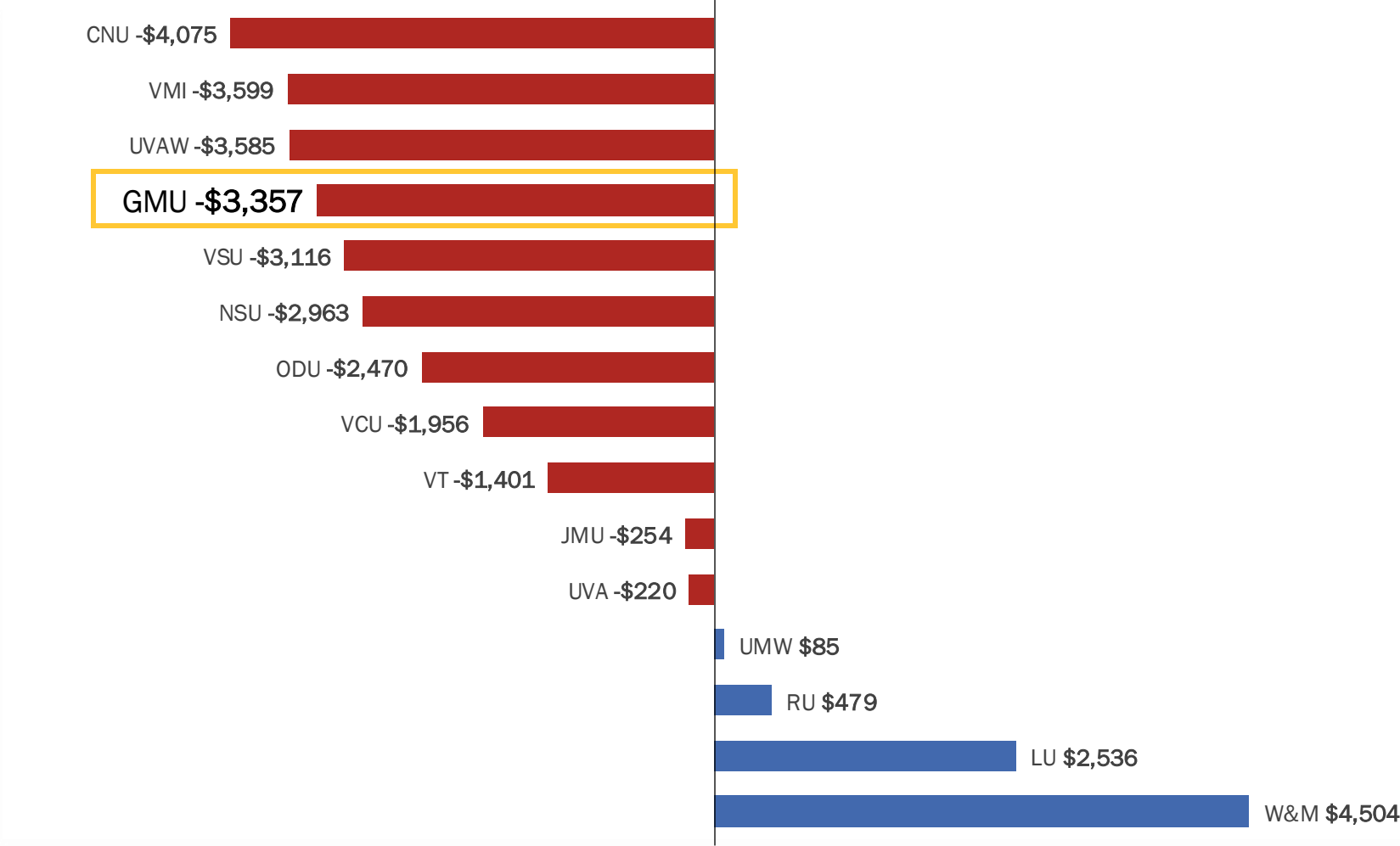


FY22-FY24 Federal Aid does not include COVID relief funding

Reduced Net Price

- George Mason has reduced its Net Price by 15% over the past decade
- Students who receive aid continue to pay considerably less than the published Cost of Attendance

Net Price Over Past Decade
FY14 – FY23

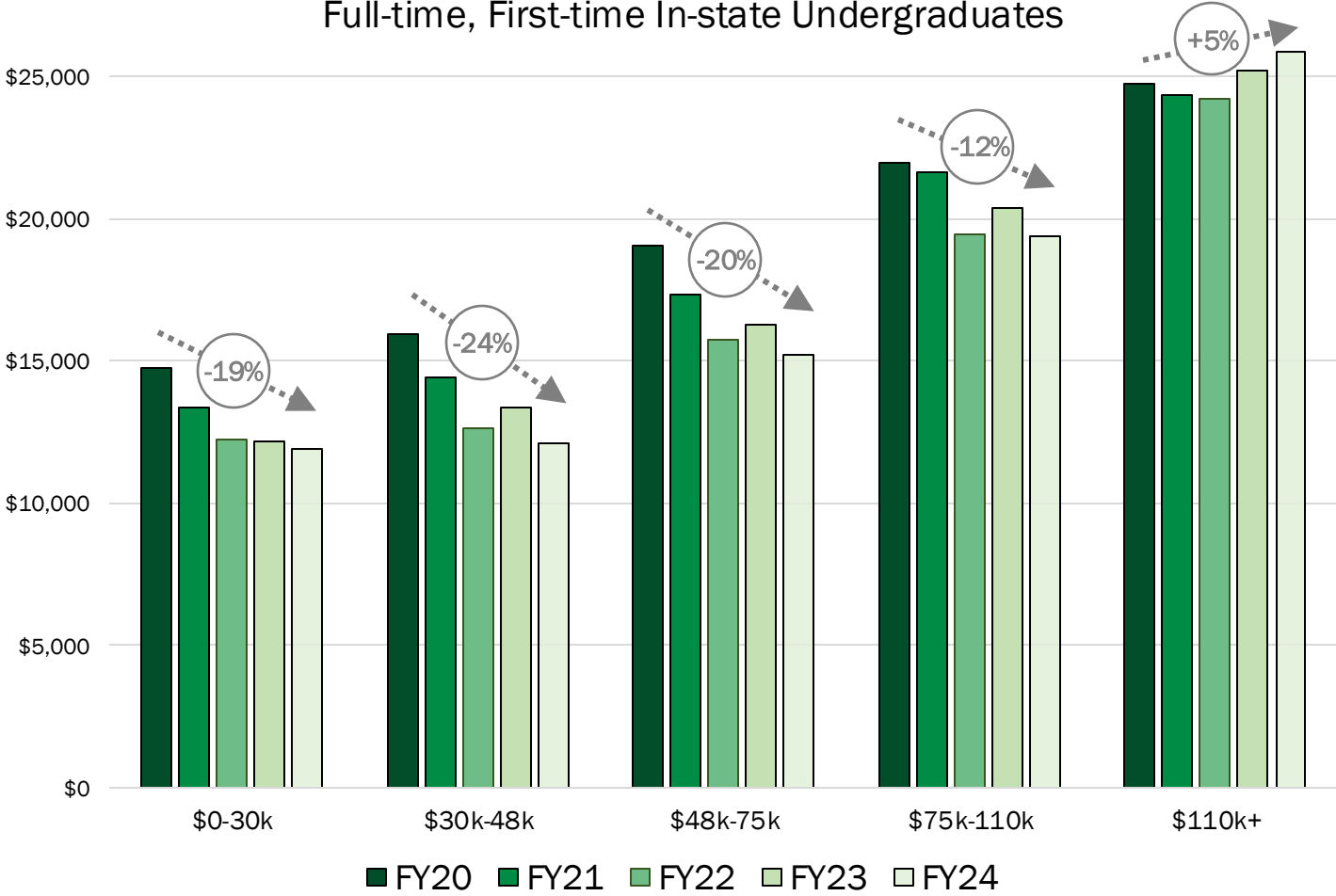


Net Price is the published cost of attendance minus average federal, state/local or institutional aid received by full-time in-state undergraduates
SOURCE: JLARC "Spending and Efficiency in Higher Education" FY14-FY23, inflation adjusted

Reduced Net Price

- Through increased financial aid, George Mason continues to bring down the average net price for those who can least afford it.
- Average net price has decreased by almost 20% for those earning less than \$110K since FY20 – even with modest tuition increases.

Decline in Average Net Price By Income Level
Full-time, First-time In-state Undergraduates

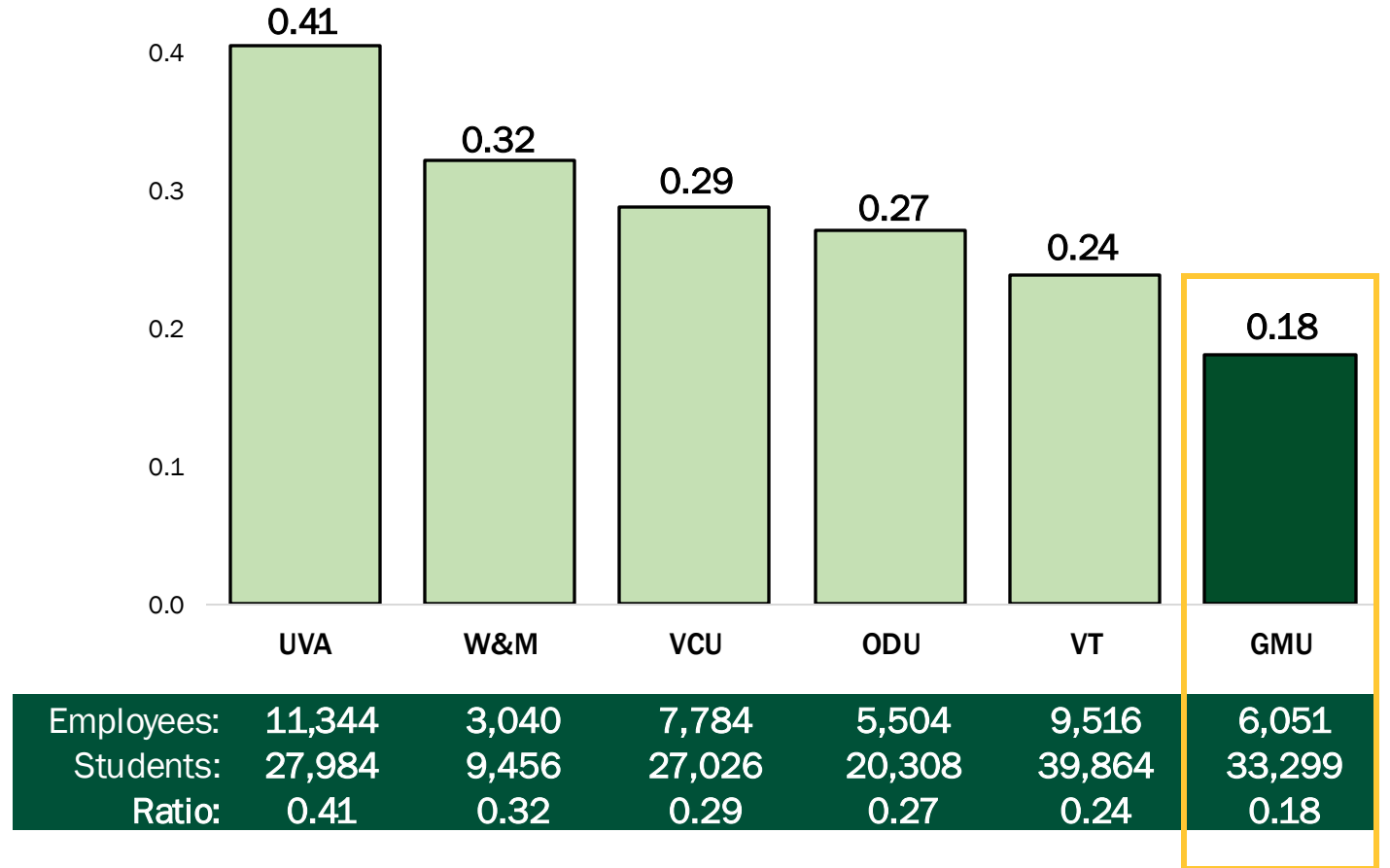


Net Price is the Total Cost minus the average amount of federal, state/local or institutional aid.
Total Cost is the sum of published tuition & fees, books & supplies, and average room & board and other expenses.
Source: National Center for Education Statistics

George Mason Is Highly Efficient

- George Mason has fewer employees per student than nearly all peers
- George Mason continues to improve and invest in operational infrastructure and technology efficiencies
- This level of leanness is unsustainable and unfair to employees and students
- To match Virginia Tech's current employee-per-student ratio, George Mason would need to more than 1,400 employees or \$163M (\$116k avg)

Total Employee FTE / Total Student FTE

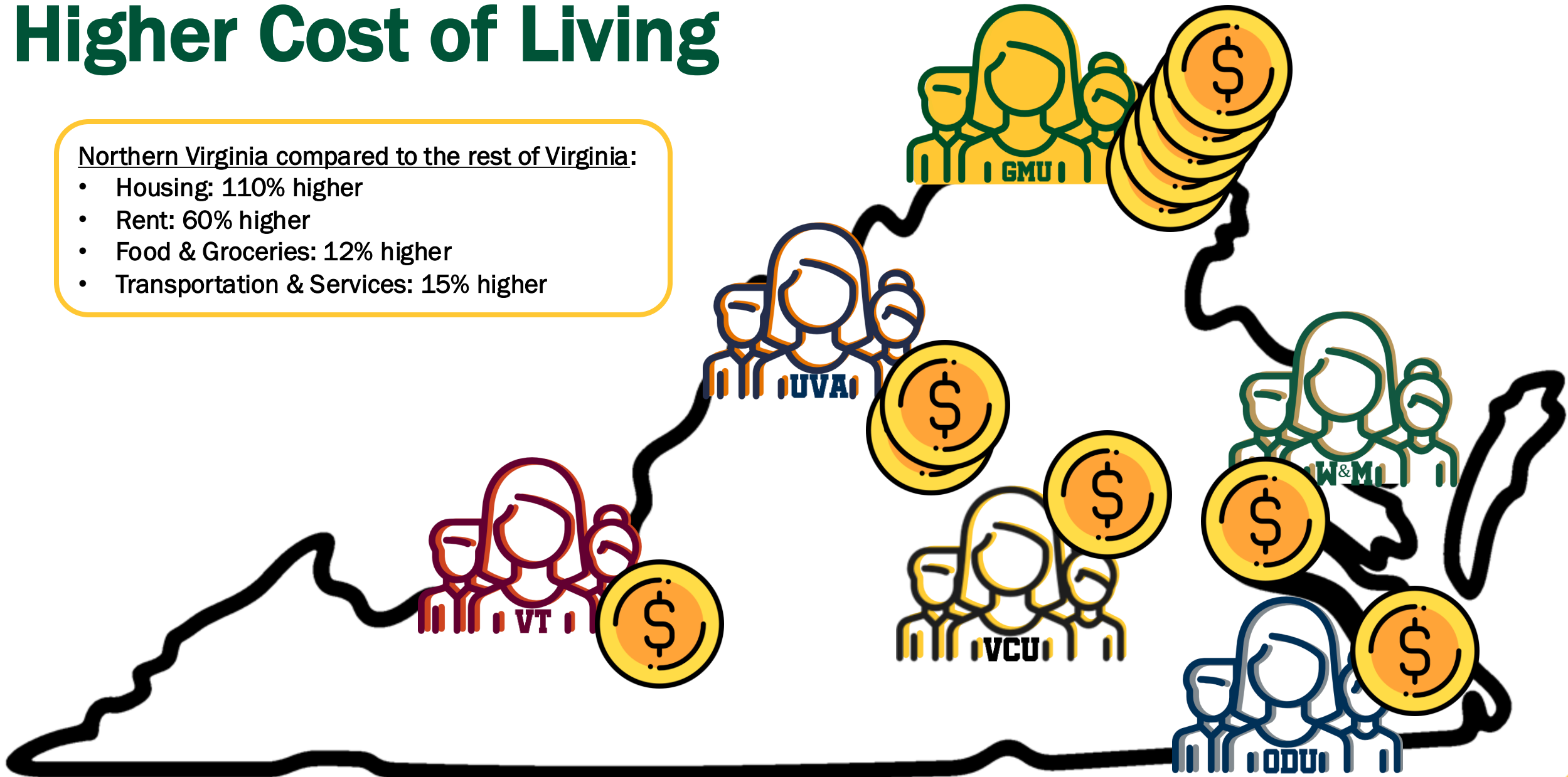


Source: SCHEV Enrollment – Annual FTE report: E05: Annualized Student FTE and Credit Hours (FY25)
IPEDS FY25 Employee Headcount

Higher Cost of Living

Northern Virginia compared to the rest of Virginia:

- Housing: 110% higher
- Rent: 60% higher
- Food & Groceries: 12% higher
- Transportation & Services: 15% higher



George Mason continues to face **budget uncertainty** and **rising costs**, including VMSDEP and compensation increases, along with utility and fringe benefit cost growth.

Commonwealth Budget Status

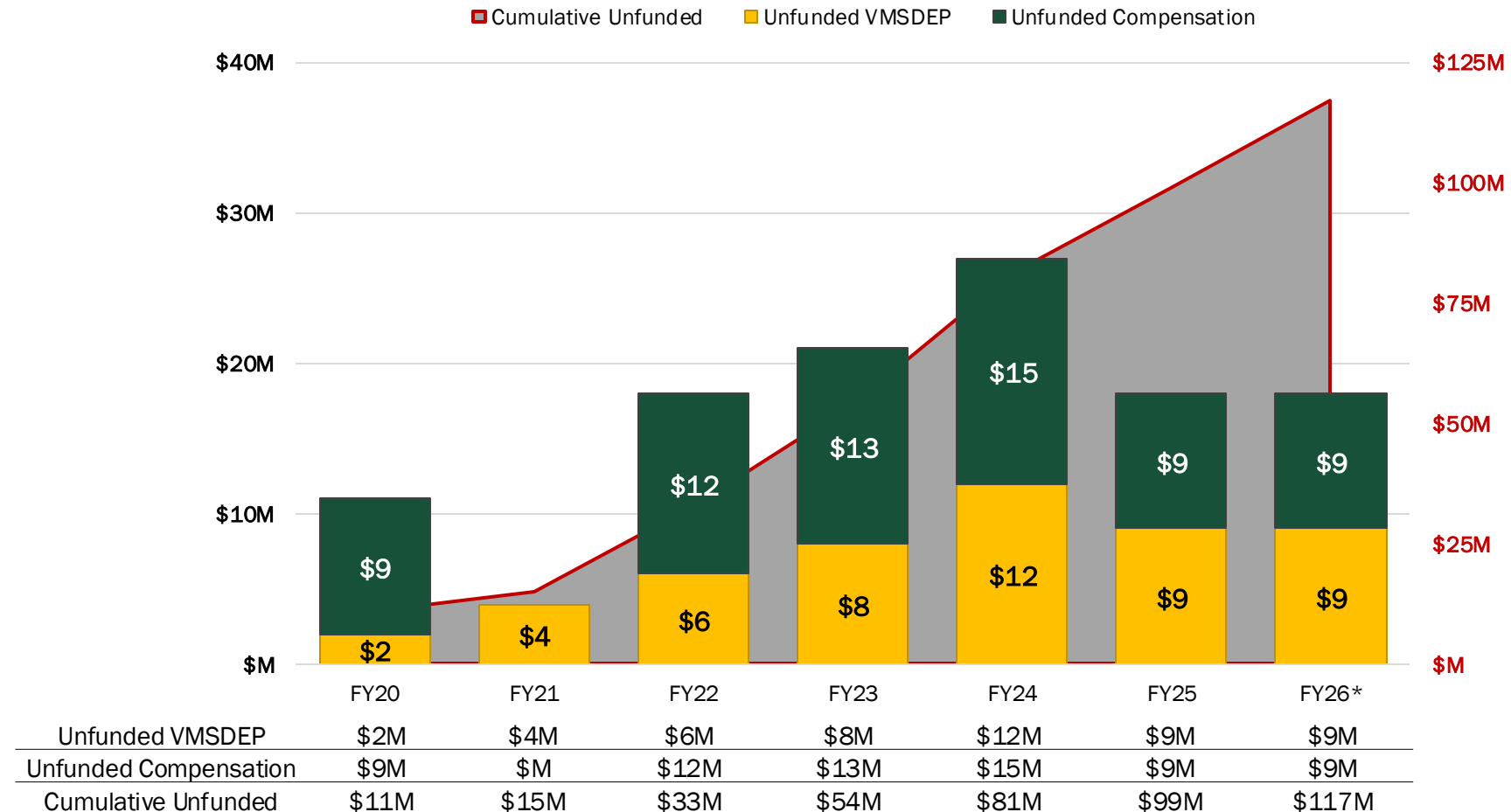
- House and Senate budget proposals released in late February
- Both chambers propose continuing current one-time funding into the next biennium — \$11M (House) and \$7M (Senate)
- Conference negotiations underway; General Assembly plans to vote on a compromise budget in late April (no later than June), followed by the Governor's review
- The FY26 caboose bill includes a \$1,500 one-time bonus for eligible employees

Unfunded Mandates

Virginia Military Survivors & Dependents Education Program (VMSDEP) and Employee Compensation Increases

- The Commonwealth's unfunded mandates place an enormous burden on George Mason's budget.
- To offset the true FY26 cost of these unfunded mandates, George Mason would need to raise tuition almost 5%.
- Not only does this strain George Mason's resources, it challenges the university's ability to make long-term strategic investments.
- FY25 & FY26 does not include one-time bonus, which is \$3.5M unfunded per year.

VMSDEP & Compensation Underfunding



*FY26 cost is preliminary

Unfunded Mandates

Rising Fringe Benefits

- Fringe Benefits are growing faster than Salary & Wages.
- Recent increases in Fringe / Salary from the Commonwealth have compounded these costs, increasing \$17.5M in FY26 & FY27.
- It would take more than a 4% tuition increase just to offset this growth.
- Health Insurance growth has driven the majority of Fringe increases
 - 43% (\$23.9M) over 5 years
 - 15% (\$10.5M) in FY27

	FY 2023 (Actuals)	FY 2024 (Actuals)	FY 2025 (Actuals)	FY 2026 (Projected)	FY 2027 (Budget)	Total FY23 - FY27
Salary & Wages	\$595.0	\$643.1	\$675.3	\$695.2	\$700.8	18%
Fringe Benefits	\$162.9	\$175.7	\$182.1	\$194.6	\$206.4	27%
Total Compensation	\$757.9	\$818.8	\$857.4	\$889.8	\$907.2	20%
Fringe Benefits % of Salaries	27.4%	27.3%	27.0%	28.0%	29.5%	2.1%
Annual Fringe % Change		-0.1%	-0.4%	1.0%	1.5%	2.5%*
Annual Fringe \$ Change		-\$0.3	-\$2.4	\$7.0	\$10.5	\$17.5*
Tuition Increase Needed to Offset Fringe Increase (1% = ~\$4M)				1.8%	2.6%	4.4%*

*Total for FY26 - FY27

Fringe Component	FY 2023 (Actuals)	FY 2024 (Actuals)	FY 2025 (Actuals)	FY 2026 (Projected)	FY 2027 (Budget)	Total FY23 - FY27	
						\$	%
FICA	\$ 37.9	\$ 41.1	\$ 43.0	\$ 45.1	\$ 46.8	\$ 8.9	23.5%
Health Insurance	\$ 55.8	\$ 59.5	\$ 63.7	\$ 69.2	\$ 79.7	\$ 23.9	42.8%
Retirement	\$ 58.8	\$ 64.6	\$ 64.7	\$ 68.3	\$ 67.4	\$ 8.6	14.7%
Other	\$ 10.3	\$ 10.6	\$ 10.8	\$ 12.0	\$ 12.4	\$ 2.1	20.2%
Grand Total	\$ 162.9	\$ 175.7	\$ 182.1	\$ 194.6	\$ 206.4	\$ 43.5	
Annual Increase in Health Insurance		\$ 3.6 6%	\$ 4.2 7%	\$ 5.6 9%	\$ 10.5 15%	\$ 23.9	43%

\$ in millions

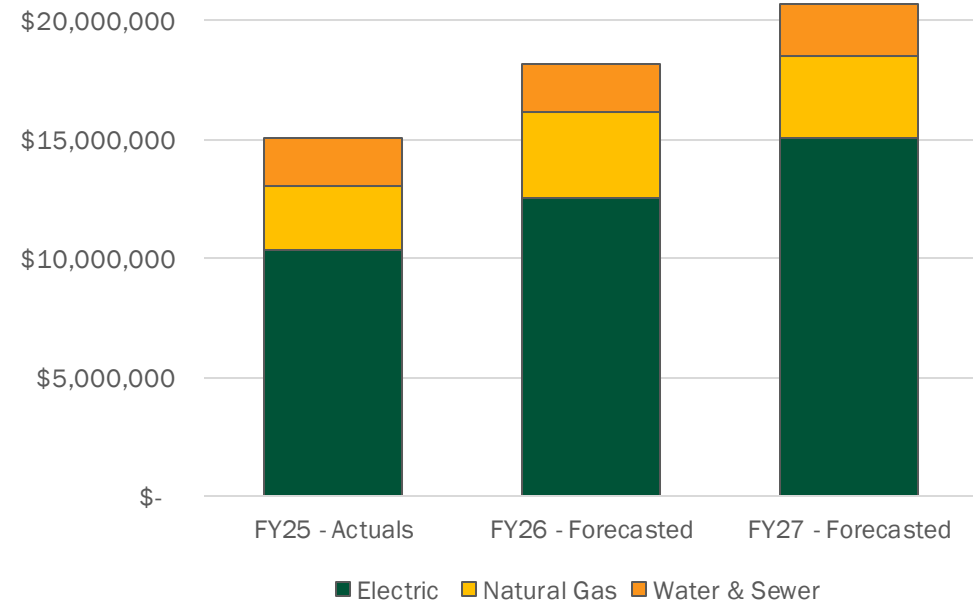
Rising Utility Costs

FY25 - FY27

Commodities	FY25 - Actuals		FY26 - Forecasted		FY27 - Forecasted	
	Cost	Usage	Cost	Usage	Cost	Usage
Electric (kWh)	\$10,315,589	125,302,425	\$12,550,912	124,717,098	\$ 15,045,644	127,351,726
Natural Gas (DKTHM)	\$ 2,751,621	418,051	\$ 3,593,565	437,457	\$ 3,499,583	426,236
Water & Sewer (kGal)	\$ 1,959,412	162,557	\$ 2,041,183	154,919	\$ 2,192,717	159,640
Total	\$15,026,621	-	\$18,185,660	-	\$ 20,737,944	-

- Utility costs have grown substantially across categories
- Total FY25-FY27 growth is \$5.7M (28%)
- Electricity is the primary cost driver, which has grown by \$3.7M (25%)
- While smaller costs, Natural Gas (\$750K or 27%) and Water & Sewer (\$233K or 12%) are also rising

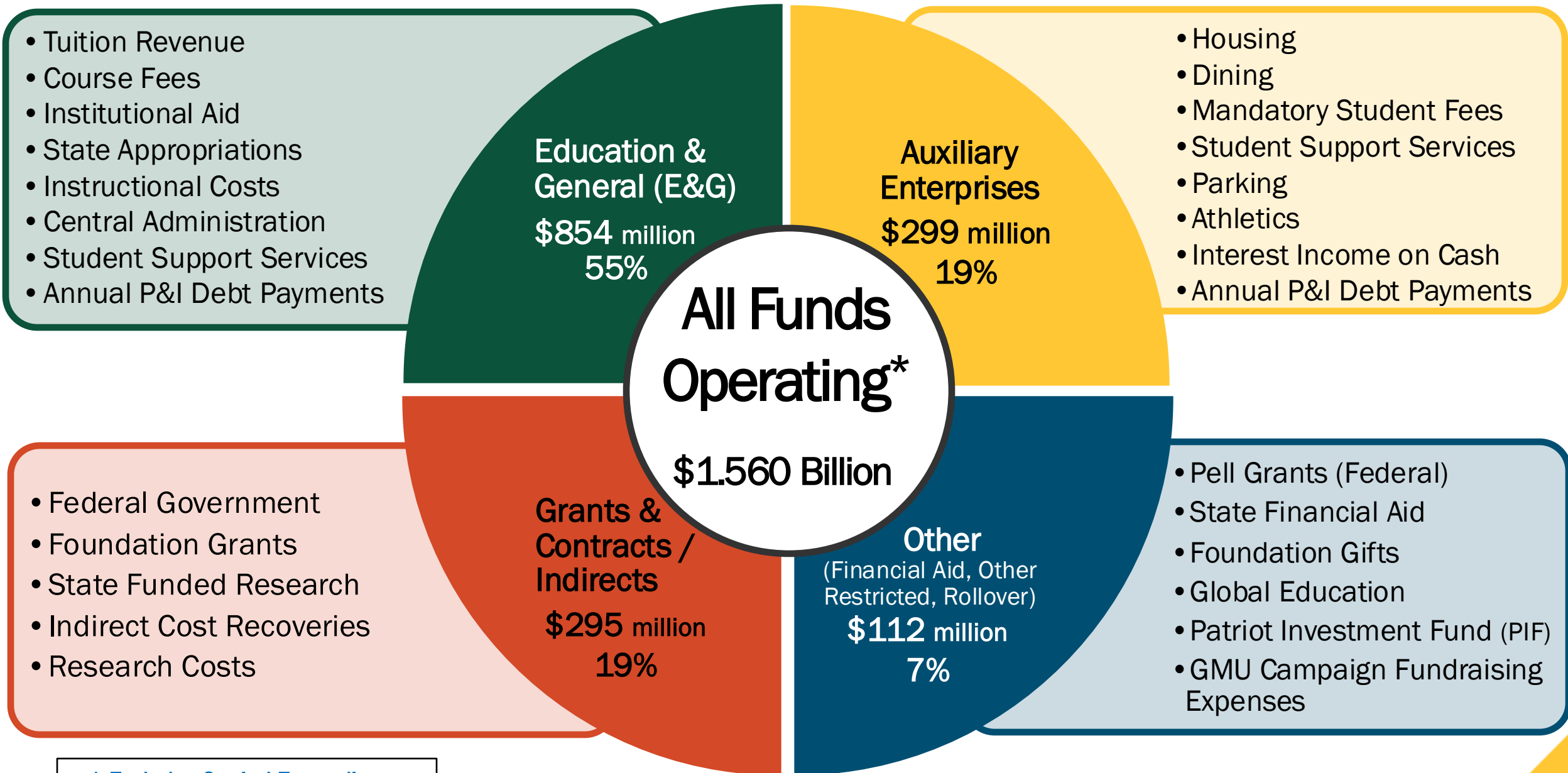
Commodities Costs: FY25 – FY27



George Mason must drive revenue to invest in student services, infrastructure enhancements, and faculty & staff.

Tuition & Mandatory Student Fees

FY 2026 Operating Budget: All Funds



* Excludes Capital Expenditures

FY 2027 Tuition Scenarios

Recommending FY27 tuition increases of 3.5% for in-state and 1.0% – 1.4% for out-of-state to support critical infrastructure investments, rising costs & market compensation

FY 2027 Tuition Rate Increase Scenarios														
In-State	0% (FY26 Tuition)		1%		2%		3%		3.5%		4%		5%	
	Increase	Tuition	Increase	Tuition	Increase	Tuition	Increase	Tuition	Increase	Tuition	Increase	Tuition	Increase	Tuition
Undergraduate	\$0	\$10,392	\$96	\$10,488	\$216	\$10,608	\$312	\$10,704	\$360	\$10,752	\$408	\$10,800	\$528	\$10,920
Graduate	\$0	\$14,136	\$144	\$14,280	\$288	\$14,424	\$432	\$14,568	\$504	\$14,640	\$576	\$14,712	\$696	\$14,832
Law (non-JD)	\$0	\$24,864	\$0	\$24,864	\$0	\$24,864	\$0	\$24,864	\$0	\$24,864	\$0	\$24,864	\$0	\$24,864
Out-of-State	Increase	Tuition	Increase	Tuition	Increase	Tuition	Increase	Tuition	Increase	Tuition	Increase	Tuition	Increase	Tuition
Undergraduate	\$0	\$35,388	\$96	\$35,484	\$216	\$35,604	\$312	\$35,700	\$360	\$35,748	\$408	\$35,796	\$528	\$35,916
Graduate	\$0	\$37,200	\$144	\$37,344	\$288	\$37,488	\$432	\$37,632	\$504	\$37,704	\$576	\$37,776	\$696	\$37,896
Law (non-JD)	\$0	\$42,000	\$0	\$42,000	\$0	\$42,000	\$0	\$42,000	\$0	\$42,000	\$0	\$42,000	\$0	\$42,000
Net E&G Budget Impact*	(\$23M)		(\$19M)		(\$14M)		(\$10M)		(\$8M)		(\$6M)		(\$2M)	

*Assumes State approval to continue FY26 one-time funding; up to \$11M impact if not approved.

NOTE: Out-of-State increases are based on the same dollar increase as In-State increase amounts.
Law (non-JD) tuition is not proposed to increase.
Proposed increases are adjusted from round numbers to enable billing by credit hour.

Recommended FY 2027 Tuition Increase

FY26 Current		FY27 Recommended		
<u>In-State</u>	Tuition	Tuition	\$ Increase	% Increase
Undergraduate	\$10,392	\$10,752	\$360	3.5%
Graduate	\$14,136	\$14,640	\$504	3.5%
Law (non-JD)	\$24,864	\$24,864	\$0	0%

<u>Out-of-State</u>	Tuition	Tuition	\$ Increase	% Increase
Undergraduate	\$35,388	\$35,748	\$360	1.0%
Graduate	\$37,200	\$37,704	\$504	1.4%
Law (non-JD)	\$42,000	\$42,000	\$0	0%

George Mason is recommending:

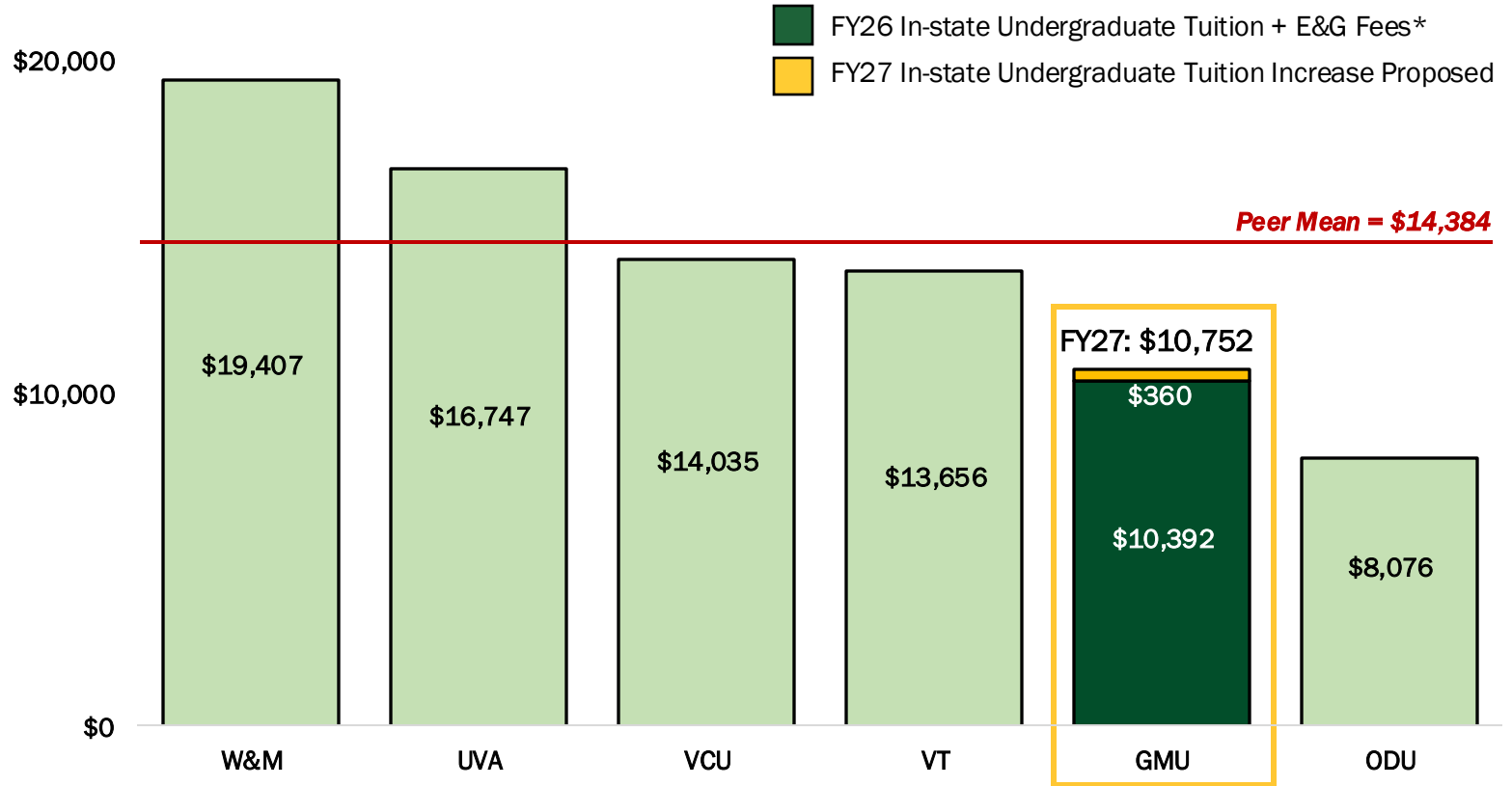
- In-state: 3.5% tuition increase (undergraduate & graduate)
- Out-of-State: 1% (undergraduate) and 1.4% (graduate)
- Law (non-JD) tuition is not proposed to increase

NOTE: Out-of-State increases are based on the same dollar increase as In-State increase amounts.
Law (non-JD) tuition is not proposed to increase.
Proposed increases are adjusted from round numbers to enable billing by credit hour.

Peer In-State Tuition

- George Mason's in-state undergraduate tuition is \$4,000 below the mean of five doctoral peer institutions.
- Even with the proposed FY27 increase, George Mason would remain well below most peers' current tuition rates
- Even with higher current tuition, all peers are expected to raise tuition in FY27.

Peer In-state Undergraduate Tuition



*Mason does not have mandatory E&G Fees

How Tuition Supports Students

- Student Services
 - Academic Advising & Support Resources
 - Mason Student Services Center
 - Admissions, Registrar & Other Core Services
 - Regional Campus Services
- Academic Support
 - Financial Aid
 - Emergency Aid
 - Faculty/Student Class Ratio
- Enhanced Workforce Development
 - New Innovative Academic Programs
 - Career Service Support
 - Pathway Partnership Programs

Your Student Tuition Dollar at Work

50¢

Direct Instruction
Academic Instruction

14¢

Institutional Financial Aid
Undergraduate, Graduate, Need-based & Merit, VMSDEP, Stay Mason

7¢

Operations & Maintenance
Facilities



14¢

Academic Support
Academic Administration, Academic Technology, Research Services, Libraries

9¢

Institutional Support
HR, Finance, ITS, Communications & Marketing

6¢

Student Services
Admissions, Registrar, Career Services, Tutoring

Mandatory Student Fee Recommendation

FY 2026		Proposed FY 2027	
In-State	Fee	3.5% Increase	Fee
Undergraduate	\$3,924	\$132	\$4,056
Graduate	\$3,924	\$132	\$4,056
Law	\$2,968	\$98	\$3,066

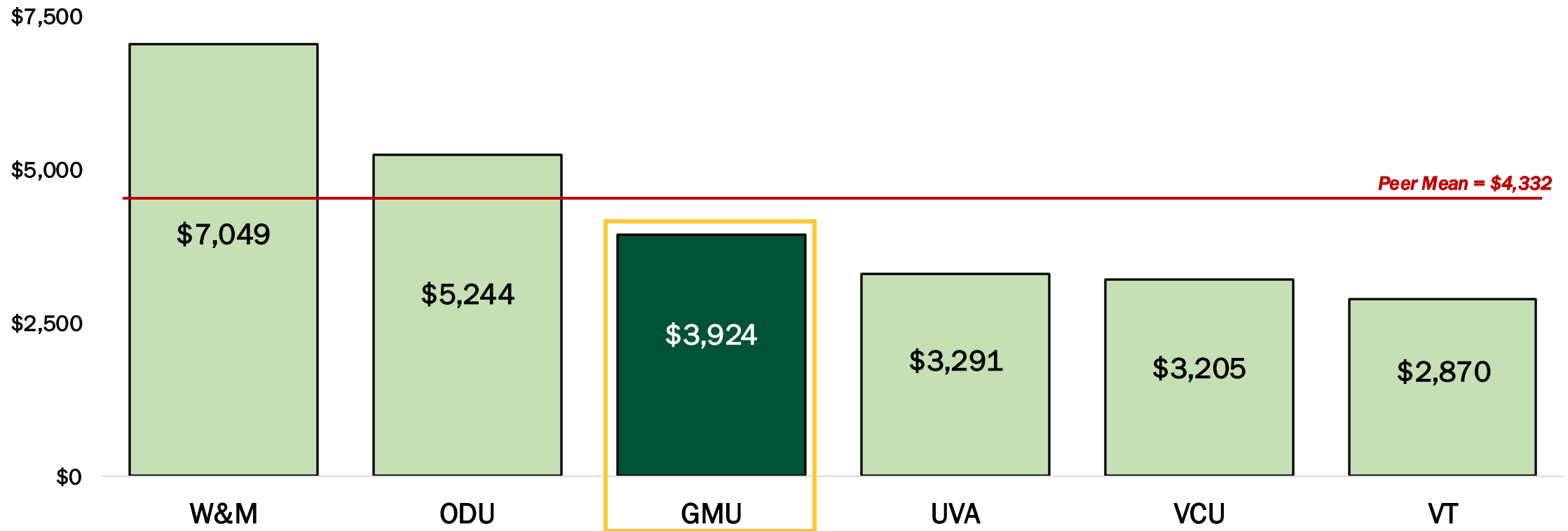
Out-of-State	Fee	3.5% Increase	Fee
Undergraduate	\$3,924	\$132	\$4,056
Graduate	\$3,924	\$132	\$4,056
Law	\$2,968	\$98	\$3,066

George Mason is recommending:

- Undergraduate & Graduate: \$132 fee increase
- Law: \$98 fee increase

This investment is needed to maintain student service levels and fund state-mandated compensation increases.

Peer Mandatory Student Fees



- George Mason maintains modest mandatory student fees that are below the mean for our peers

How Mandatory Fees Support Students

- Student Engagement Activities & Support Services
- Student Retention & Success Programs
- Student Health & Well-Being Services
- Athletics & Recreational Programs
- Student Transportation
- Maintenance & Operation of Student Facilities
- Auxiliary Services (mail, vending, card services)

Your Student Fee Dollar at Work

26¢

Facilities & Buildings

Student Centers, Recreation, Arts Centers, Facility Maintenance

20¢

Student Activities

University Life Programs & Services

8¢

Auxiliary Services

Mason Card Office, Auxiliary Tech Systems, Police, Business Services



4¢

Health Services

Student Health Clinical & Administrative Services

21¢

Athletics

Intercollegiate Athletics & Scholarships

16¢

Auxiliary Central

Administrative Support for MSF Units (e.g., HR, Finance, ITS, Facilities)

5¢

Transportation

CUE Bus, Shuttles, Bike-sharing, & more

FY26 & FY27 Investments Using MSF Resources

- Student Support Services and Programs
- On-Campus Employment
- Athletics Operating Investments
- Transportation Services
- Fairfax Aquatic Center Debt Service
- Information Technology Overhead and Investments
- State Mandated Compensation

George Mason Financial Support Resources

- Financial Aid – financialaid.gmu.edu
- Financial Well-Being Counseling – ssac.gmu.edu
- Mason Student Services Center – mssc.gmu.edu
- Student Success Coach – coaching.gmu.edu
- StayMason Student Emergency Fund – ssac.gmu.edu
- Scholarships: Need-based, Merit & College specific – financialaid.gmu.edu
- On-Campus Employment – careers.gmu.edu
- Patriot Pantry – ssac.gmu.edu
- Emergency Housing – ssac.gmu.edu

Mason



M

shop
Mason

shop
Mason



Thank You!



M



Commonwealth Budget Status

\$ in thousands

Item	FY 2027		FY 2028		Notes
	House	Senate	House	Senate	
Tuition & Fee Cap	n/a	n/a	n/a	n/a	
Compensation (for State Employees)	2%	3%	2%	3%	
Continuing FY25 Affordable Access	7,432	7,432	7,432	6,081	House - \$7.4M recurring (FY27 includes Gov. Youngkin's proposed one-time funding of \$3.7M); Senate - FY27 \$7.4M includes Gov. Youngkin's proposed one-time funding of \$3.7M. FY28 funding is reduced.
Continuing FY25 E&G Operating/SBDC	3,700	-	3,700	-	House - Recurring; Senate - No Funding.
Civics Education Pilot Program at Schar	250	50	-	50	House - One-time; Senate - Recurring.
AI Education Scaling	1,000	-	-	-	House - One-time; Senate - No Funding.
VMSDEP					No new funding; Retains \$65M base and \$20M from caboose bill (total of \$85M across all institutions).
Financial Aid	7,384	7,384	5,400	6,613	House - \$5.4M recurring (FY27 includes Gov. Youngkin's proposed one-time funding of \$1.98M); Senate - FY27 \$7.4M includes Gov. Youngkin's proposed one-time funding of \$1.98M.
VMSDEP - Stipend					Stipends \$2.5M across all institutions.
State Climate Office	Included		n/a		Language only.
Partnership with Averett University	Included		n/a		Language only.
Capital - Critical Maintenance Funding	35,250	30,250	-	-	One-time funding; both include previously vetoed \$20.25M.
Capital - ISEB Planning	-	-	-	-	

Note: The FY26 caboose bill includes a \$1,500 one-time bonus for eligible employees.

FY27 Budget Planning Scenarios

E&G Operating – Sources & Uses

\$ in millions

Incremental Resources / Expenses vs FY26 Budget

SOURCES – Net Incremental / (Reduced) Revenue	0% Tuition Rate	1% Tuition Rate	2% Tuition Rate	3% Tuition Rate	3.5% Tuition Rate	4% Tuition Rate	5% Tuition Rate
Net Tuition & Fee Revenue (vs FY26 Budget)	(\$11)	(\$7)	(\$2)	\$2	\$4	\$5	\$10
State Appropriations (Salary cost-share ~ 50%)	6	6	6	6	6	6	6
State Appropriations - Additional VMSDEP in FY27 (\$12M Total / 60%)	2	2	2	2	2	2	2
State Appropriations: \$11M*	(11)	(11)	(11)	(11)	(11)	(11)	(11)
Strategic Use of PIF Investment Income for E&G Expenses	3	3	3	3	3	3	3
Other Revenue (Equipment Trust Fund, Reduced Interest Income)	(3)	(3)	(3)	(3)	(3)	(3)	(3)
TOTAL SOURCES – Net Incremental / (Reduced) Revenue	(\$14)	(\$10)	(\$5)	(\$1)	\$1	\$2	\$7
USES – Net Incremental Expense	0% Tuition Rate	1% Tuition Rate	2% Tuition Rate	3% Tuition Rate	3.5% Tuition Rate	4% Tuition Rate	5% Tuition Rate
Compensation (Salaries and Benefits)	\$19	\$19	\$19	\$19	\$19	\$19	\$19
Scholarships & Fellowships	2	2	2	2	2	2	2
Contractual and Direct Expenditures	(1)	(1)	(1)	(1)	(1)	(1)	(1)
Total USES – Net Incremental Expense	\$20	\$20	\$20	\$20	\$20	\$20	\$20
NET	0% Tuition Rate	1% Tuition Rate	2% Tuition Rate	3% Tuition Rate	3.5% Tuition Rate	4% Tuition Rate	5% Tuition Rate
FY27 E&G Incremental Impact – Surplus / (Shortfall)	(\$34)	(\$30)	(\$25)	(\$21)	(\$19)	(\$17)	(\$13)
FY27 State Appropriations*	11	11	11	11	11	11	11
FY27 E&G Incremental Impact w/Approved State Funds – Surplus / (Shortfall)	(23)	(19)	(14)	(10)	(8)	(6)	(2)
Mitigation Strategies Required to Balance E&G to \$0 (VA Compliance)	23	19	14	10	8	6	2
Total E&G – FY27 Net Budget Surplus / (Shortfall)	\$0	\$0	\$0	\$0	\$0	\$0	\$0

*Pending State Permanent Funds Approval

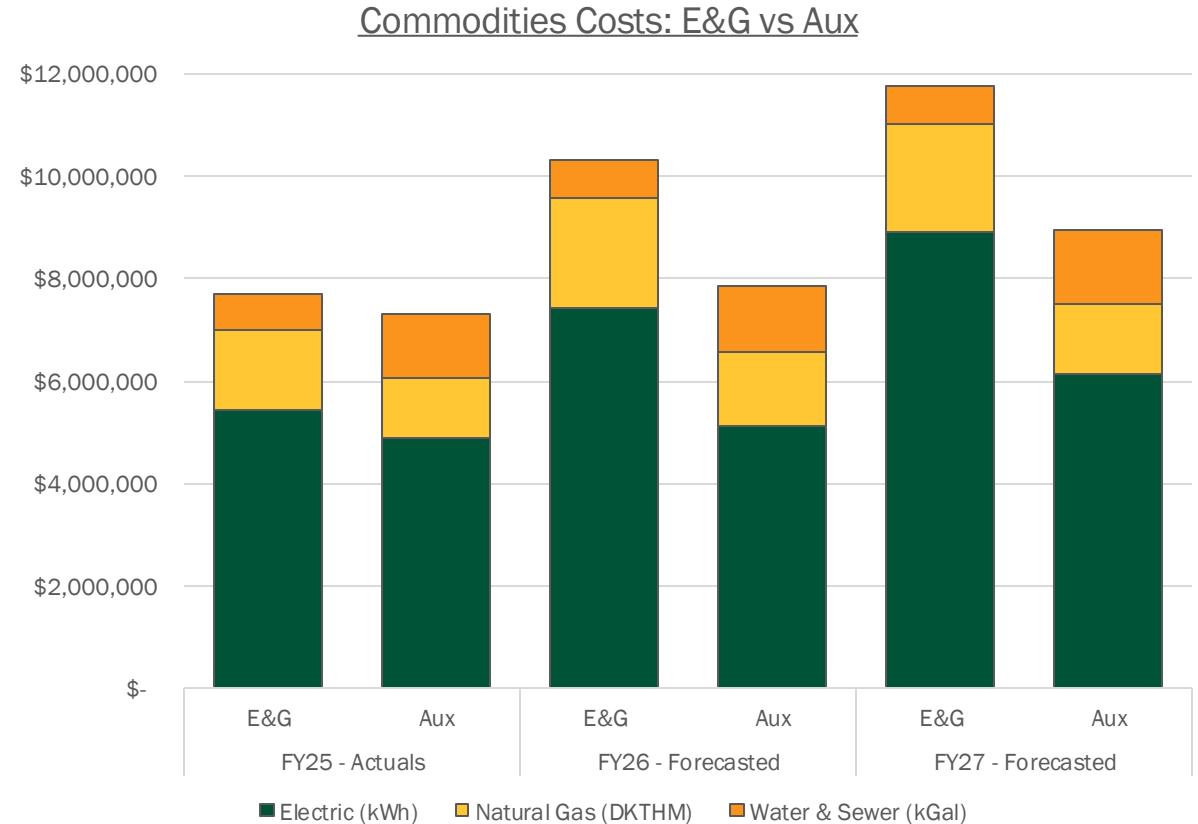
Rising Utility Costs (E&G vs. Aux)

FY25 - FY27

FY25 - Actuals				
Commodities	E&G	Aux	E&G	Aux
	Cost		Usage	
Electric (kWh)	\$ 5,435,558	\$ 4,880,031	73,728,000	51,574,425
Natural Gas (DKTHM)	\$ 1,580,196	\$ 1,171,425	235,374	182,677
Water & Sewer (kGal)	\$ 676,723	\$ 1,282,689	56,236	106,321
Total	\$ 7,692,476	\$ 7,334,145	-	-

FY26 - Forecasted				
Commodities	E&G	Aux	E&G	Aux
	Cost		Usage	
Electric (kWh)	\$ 7,444,460	\$ 5,106,453	73,819,425	50,897,673
Natural Gas (DKTHM)	\$ 2,136,388	\$ 1,457,177	250,124	187,333
Water & Sewer (kGal)	\$ 729,800	\$ 1,311,382	64,883	90,036
Total	\$ 10,310,648	\$ 7,875,013	-	-

FY27 - Forecasted				
Commodities	E&G	Aux	E&G	Aux
	Cost		Usage	
Electric (kWh)	\$ 8,921,151	\$ 6,124,493	75,297,977	52,053,750
Natural Gas (DKTHM)	\$ 2,099,416	\$ 1,400,167	243,863	182,372
Water & Sewer (kGal)	\$ 752,191	\$ 1,440,526	67,208	92,432
Total	\$ 11,772,758	\$ 8,965,186	-	-



The primary drivers for rising E&G costs are:

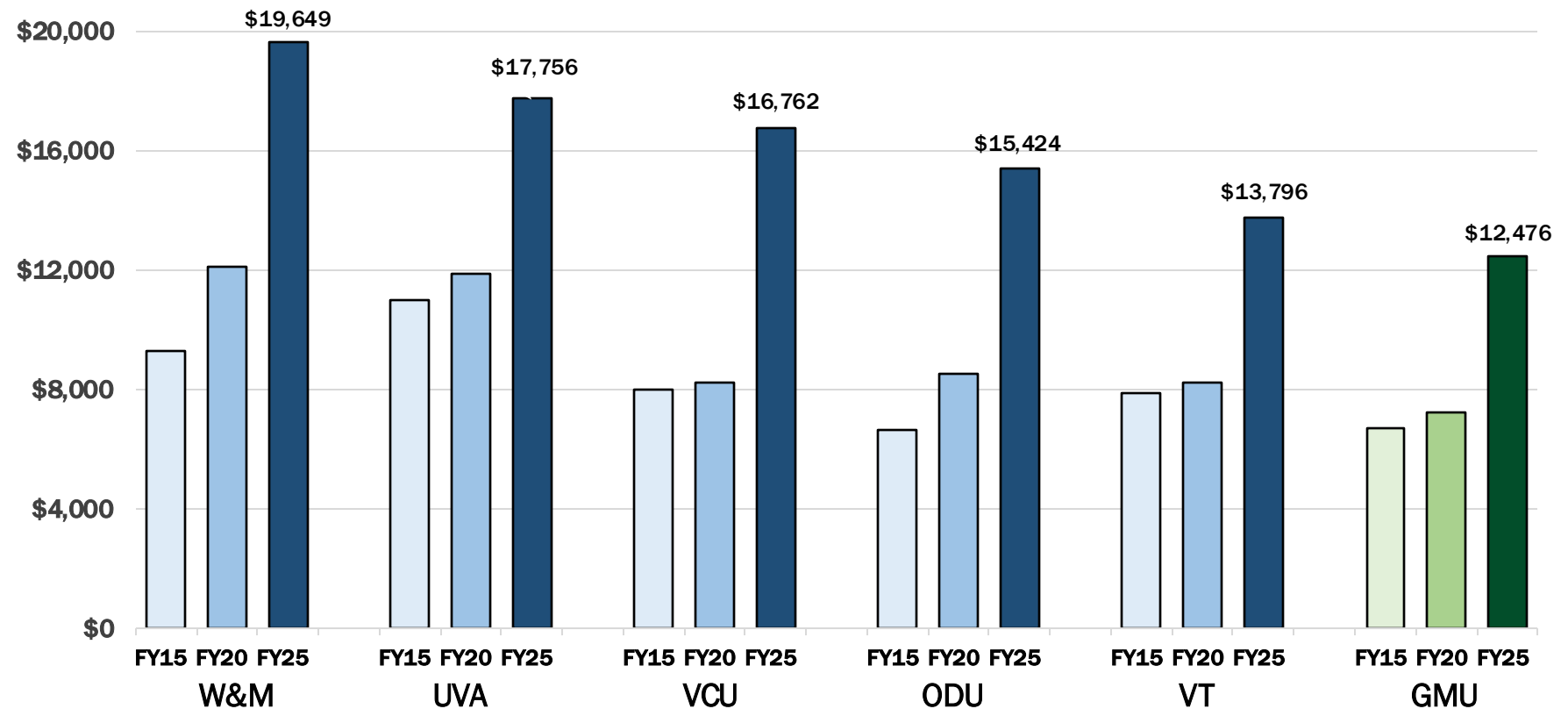
- LSEB utility usage was added in late FY25/early FY26
- E&G buildings use more natural gas stemming from lab use, building-level boilers, and square footage
- E&G buildings support lab operations typically operating at a 24/7 schedule requiring constant heating, cooling, fresh outside air, and ventilation

George Mason Students Get Less State Support

FY25 Appropriations Per VA Undergrad Student

State Support (excl. aid) / VA UG Student FTE ⁽¹⁾

- Slower appropriations growth has put Mason further behind
- Mason per student vs peer mean:
 - FY15: \$1,855 below
 - FY20: \$2,561 below
 - FY25: \$4,202 below
- SCHEV acknowledged this disparity and has recommended increased funding:
 - FY25: \$9.3M
 - FY26: \$18.5M



FY25 State Support	\$87M	\$219M	\$308M	\$218M	\$291M	\$270M
FY25 IS UG Student FTE	4,430	12,320	18,365	14,153	21,084	21,663
FY25 Per Student Support	\$19,649	\$17,756	\$16,762	\$15,424	\$13,796	\$12,476

(1) I-S UG Student FTE is based on FY23 enrollment. The update for FY24 will be available in the Fall as per SCHEV.

SCHEV FY25 & FY26 Recommendations

“In public higher education, the Commonwealth’s policy has been to fund each institution’s average faculty salary at the 60th percentile of its national peers... One institution, George Mason University, is below the 30th percentile¹.”

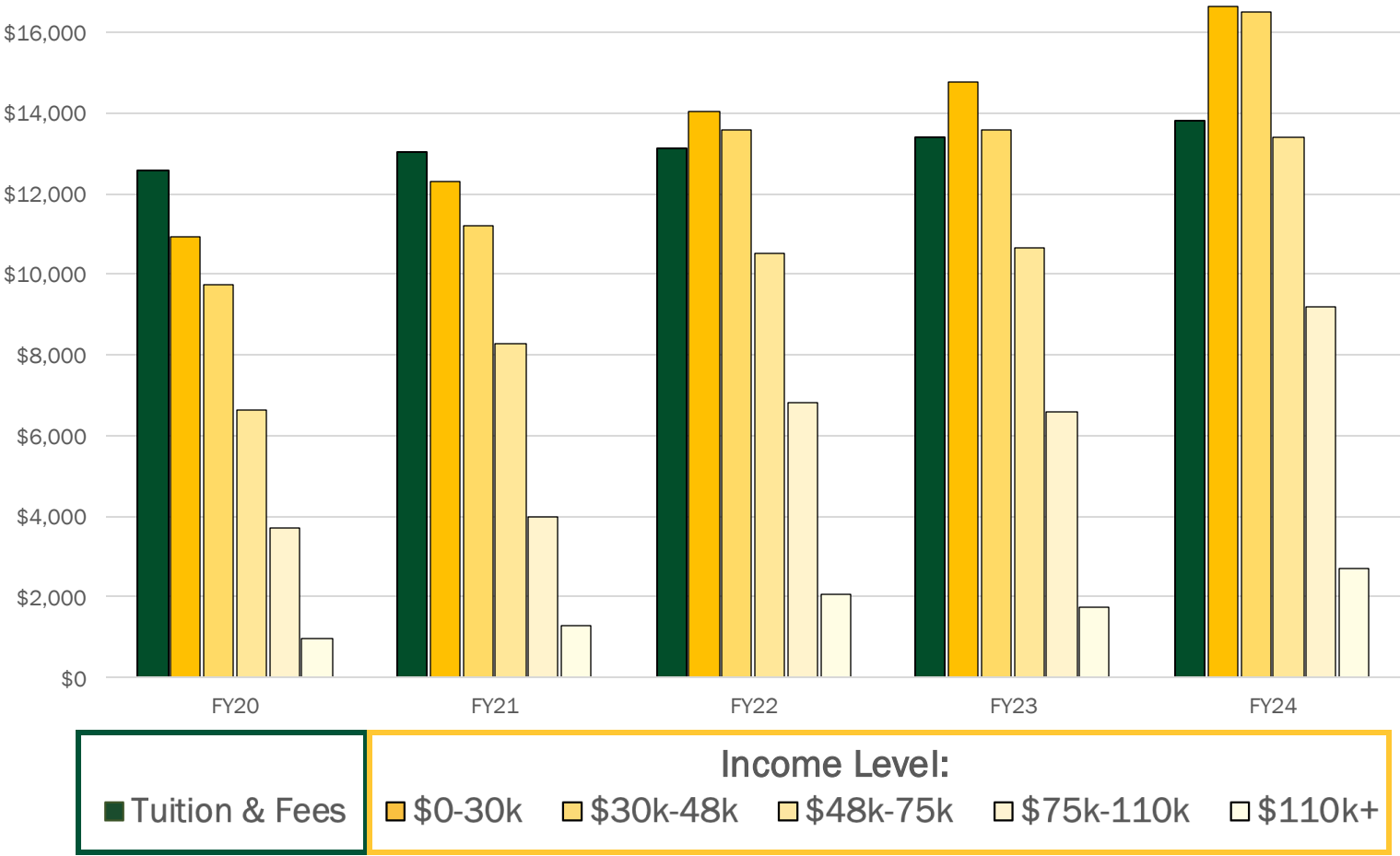
\$ in 000s	FY 2024	FY 2025					FY 2026				
		Non-Personal Services	Funding Disparities	VMSDEP Waiver	Total	% Increase	Non-Personal Services	Funding Disparities	VMSDEP Waiver	Total	% Increase
CNU	\$46.1	\$346.0		\$1,131.0	\$1.5	3%	\$557.0		\$2,055.0	\$2,612.0	6%
GMU	\$208.4	\$2,151.0	*\$9,268.0	\$4,163.0	\$15.6	7%	\$3,420.0	\$18,536.0	\$7,562.0	\$29,518.0	15%
JMU	\$136.0	\$1,327.0	\$396.5	\$2,040.0	\$3.8	3%	\$2,138.0	\$793.0	\$3,706.0	\$6,637.0	5%
LU	\$41.8	\$211.0		\$751.0	\$1.0	2%	\$347.0		\$1,364.0	\$1,711.0	4%
NSU	\$82.5	\$354.0		\$1,048.0	\$1.4	2%	\$593.0		\$1,905.0	\$2,498.0	3%
ODU	\$177.5	\$1,236.0		\$5,130.0	\$6.4	4%	\$2,075.0		\$9,319.0	\$11,394.0	6%
RU	\$70.3	\$417.0		\$1,018.0	\$1.4	2%	\$676.0		\$1,849.0	\$2,525.0	4%
UMW	\$42.0	\$283.0		\$772.0	\$1.1	3%	\$470.0		\$1,403.0	\$1,873.0	4%
UVA	\$169.6	\$1,898.0		\$2,191.0	\$4.1	2%	\$2,927.0		\$3,981.0	\$6,908.0	4%
UVA-W	\$30.5	\$147.0		\$87.0	\$0.2	1%	\$247.0		\$158.0	\$405.0	1%
VCU	\$250.9	\$2,018.0		\$6,482.0	\$8.5	3%	\$3,260.0		\$11,776.0	\$15,036.0	6%
VMI	\$21.6	\$121.0		\$523.0	\$0.6	3%	\$194.0		\$950.0	\$1,144.0	5%
VSU	\$63.2	\$374.0		\$676.0	\$1.1	2%	\$615.0		\$1,228.0	\$1,843.0	3%
VT	\$220.6	\$2,271.0	\$5,589.5	\$3,493.0	\$11.4	5%	\$3,609.0	\$11,179.0	\$6,345.0	\$21,133.0	10%
W&M	\$66.4	\$630.0		\$1,713.0	\$2.3	4%	\$1,041.0		\$3,112.0	\$4,153.0	6%
RBC	\$13.0	\$108.0		\$100.0	\$0.2	2%	\$182.0		\$181.0	\$363.0	3%
VCCS	\$511.9	\$4,334.0		\$2,022.0	\$6.4	1%	\$7,164.0		\$3,672.0	\$10,836.0	2%
Total	\$2,152.4	\$18.2	\$15.3	\$33.3	\$0.1	3%	\$29.5	\$30.5	\$60.6	\$120.6	6%

*SCHEV’s October 2023 draft report originally recommended \$18.54M for FY25 funding disparity

Increased Financial Aid

- Increased aid offsets the impact of tuition & fee increases for students who can least afford it.
- Aid can also help costs beyond tuition including books, room and board.
- 65% of George Mason students receive some form of financial aid
- Many students would not go to college if they did not go to George Mason.

Average Title IV Financial Aid By Income Level
Full-time, First-time In-state Undergraduates



Full-time, first-time degree/certificate-seeking in-state undergraduate students awarded any Title IV federal student aid excluding student loans.

How Athletics Fee is Spent

44¢

Direct Instruction
Sports Instruction¹

12¢

External Support
Events, Development, Broadcast, Marketing

6¢

Administrative Support
Human Resources, Finance, IT, Admin



24¢

Scholarships
Undergraduate & Graduate

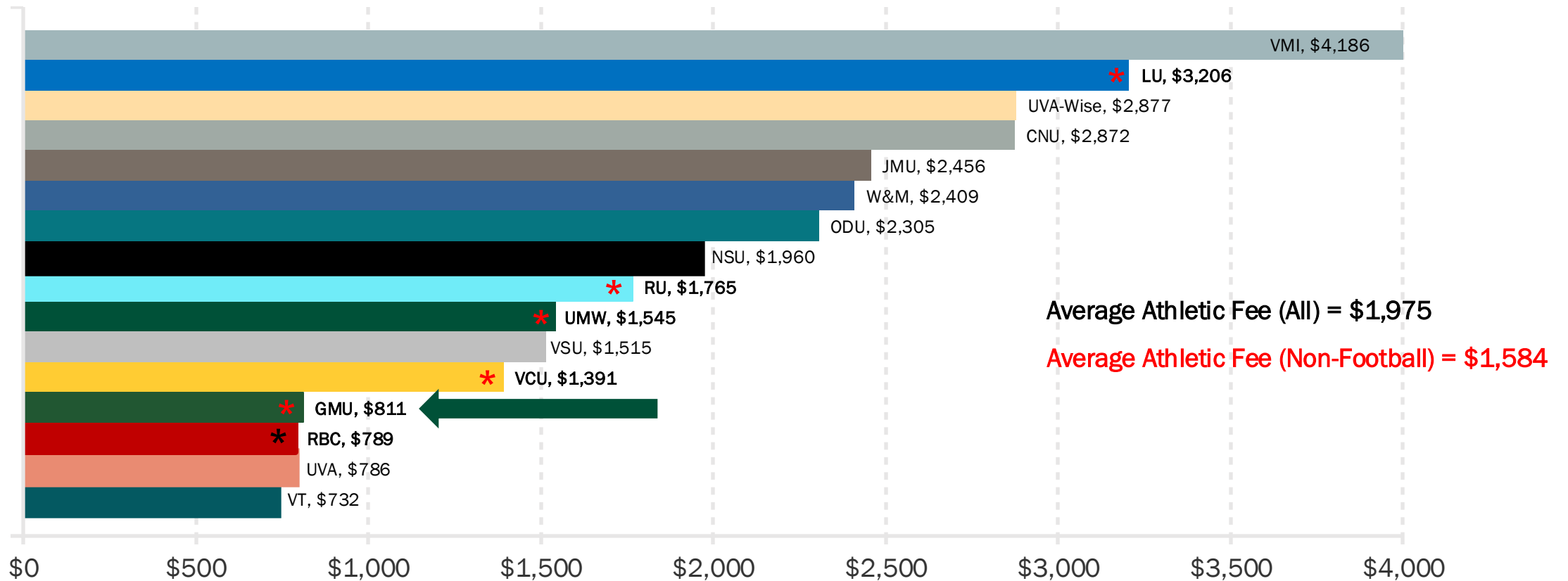
10¢

Student Services & Support
Academics, Compliance, Training, S&C

Source: FY25 Financial Data per Banner and internal reports.
Note: ¹Direct instruction includes all sport categories including labor, direct expenditure, championships, recruiting, intersession

Student Athletic Fees: Peer Benchmarking

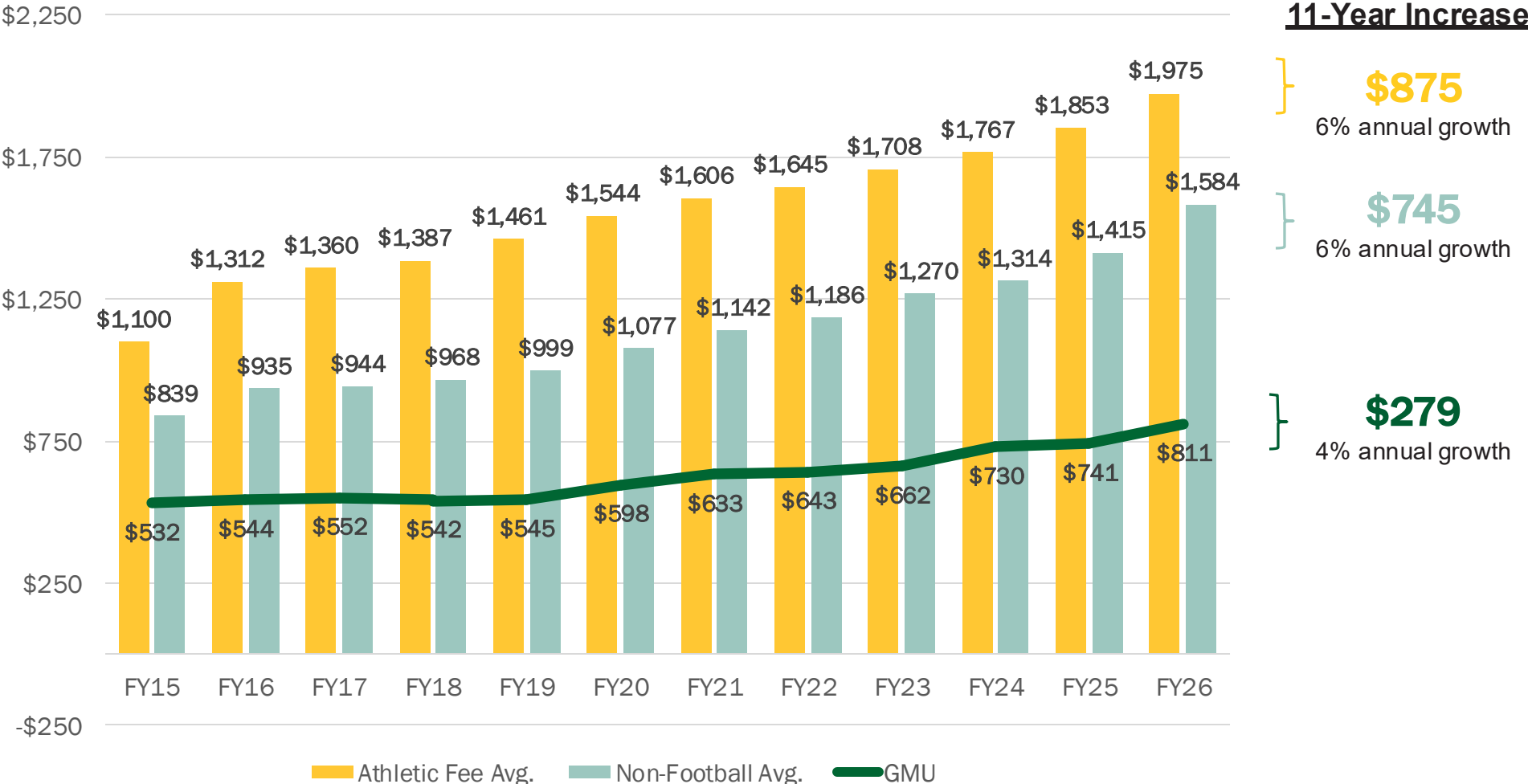
- Mason Athletics has the 4th-lowest athletic fee among Commonwealth peers and the lowest among NCAA Division I non-football peers.



* = No intercollegiate football program.

Source: (1) 2023-2024 SCHEV Tuition and Fees Report.

Student Athletic Fees: Peer Benchmarking



Source:
(1) SCHEV Tuition and Fees Report.

Athletics Facility Portfolio

1982
Athletics
Field House



1985
EagleBank
Arena



1986
Spuhler
Field



1999
George Mason
Track



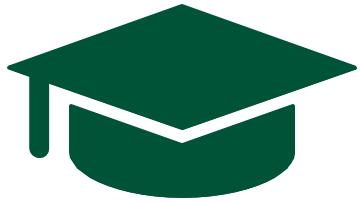
- ✓ Spirit Program – the Patriot, Cheerleaders, Masonettes, and Green Machine
- ✓ Tickets and transportation to postseason competitions – A10 Tournament, NCAA, NIT, etc.
- ✓ 200+ graduate, student assistant, and team manager roles that provide hands-on experience within Mason Athletics
- ✓ 50,000+ student attendances annually at Mason athletic events – building community, pride, and school spirit
- ✓ \$100k+ invested each year to enhance the student game-day experience and drive engagement
- ✓ Mason Maniakhs – over 800 registered with 40+ student leaders
- ✓ Signature engagement events (i.e., Mason Madness, Homecoming, Gold Rush, pre-game tailgates, etc.)
- ✓ Experiential Learning Opportunities (i.e., Performance Lab, Costello student-run productions, “Students Run the Show”)

Intercollegiate Athletics:

Student Engagement



Value Proposition to the University



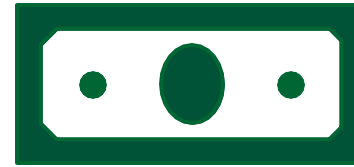
Enhances Student Experiences*

Community Building
Belonging
Mental Health
Recruitment, Retention



Advertising & Exposure

Brand Awareness
National Visibility
Enrollment Growth
Degree Value



Economic & Financial Benefits

Fundraising
Merchandise/Licensing
Concessions
Facility Access/Rentals



Community Engagement*

Campus Events
Alumni Events
Pride and Traditions
Career Opportunities

**GMU Strategic Priority*



**GEORGE MASON
UNIVERSITY®**

GEORGE MASON UNIVERSITY
BOARD OF VISITORS MEETING

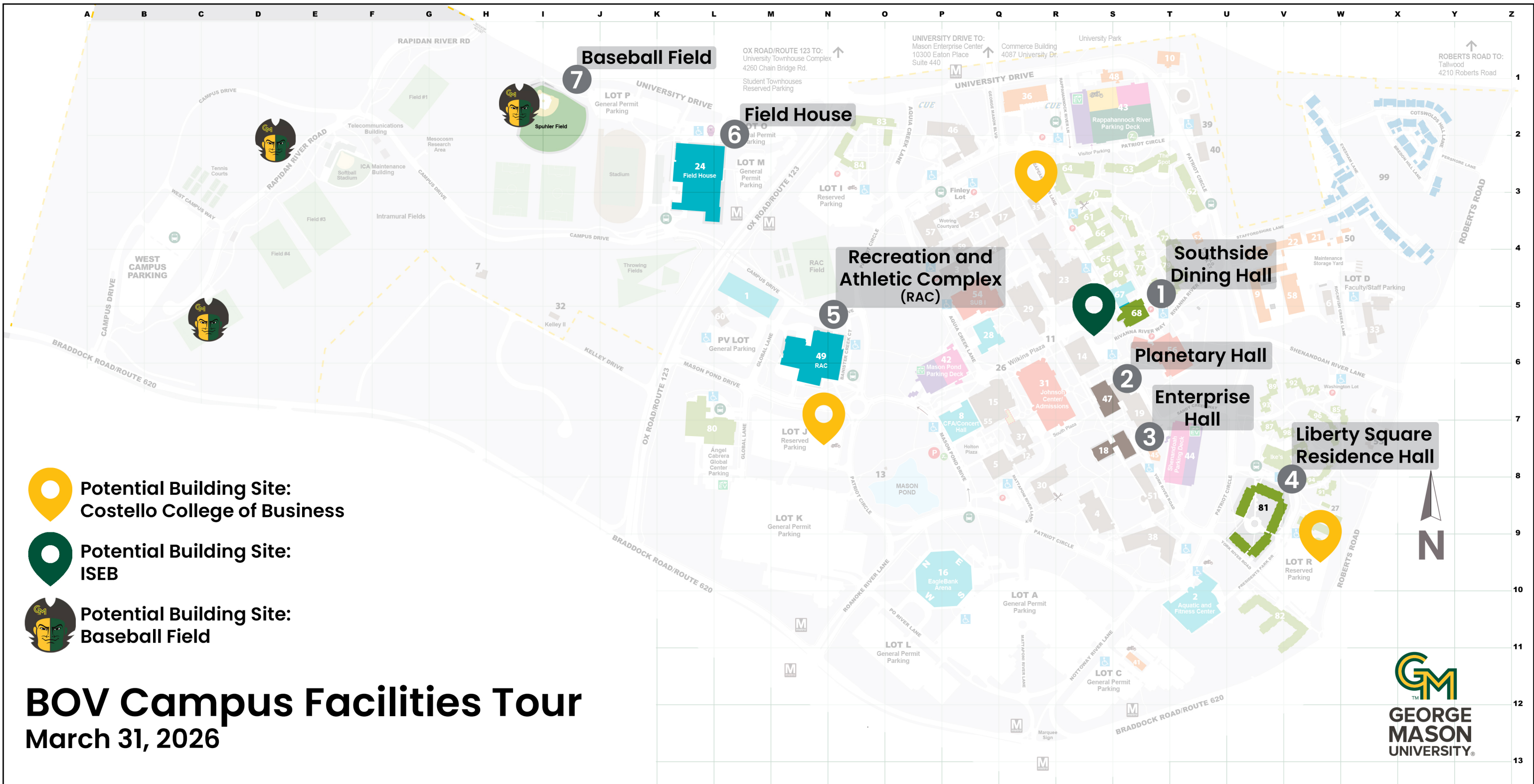
Tuesday, March 31, 2026




Campus Tour Schedule

Timing	Location
12:45 p.m.	Meeting Reconvenes , Southside Courtyard
12:45 p.m. – 12:55 p.m.	Walk to Planetary Hall
12:55 p.m. – 1:08 p.m.	Planetary Hall
1:08 p.m. – 1:12 p.m.	Walk to Enterprise Hall
1:12 p.m. – 1:22 p.m.	Enterprise Hall*
1:22 p.m. – 1:32 p.m.	Bus to Liberty Square
1:32 p.m. – 1:47 p.m.	Liberty Square Residence Hall
1:47 p.m. – 1:57 p.m.	Bus to RAC
1:57 p.m. – 2:04 p.m.	Recreation and Athletic Complex (RAC)
2:04 p.m. – 2:06 p.m.	Bus to Field House
2:06 p.m. – 2:26 p.m.	Field House
2:26 p.m. – 2:31 p.m.	Bus to Baseball Field
2:31 p.m. – 2:41 p.m.	Baseball Field
2:41 p.m. – 2:46 p.m.	Bus Returns to Merten Hall

*Note: The bus pick up location is the Transit Center across from Enterprise Hall.





-  Potential Building Site: Costello College of Business
-  Potential Building Site: ISEB
-  Potential Building Site: Baseball Field

BOV Campus Facilities Tour

March 31, 2026



<ul style="list-style-type: none"> 1 L-4 Activities Building 2 T-10 Aquatic and Fitness Center 3 P-4 Aquia Building 4 R-9 Art and Design Building 5 Q-8 Buchanan Hall 6 W-5 Carow Hall 7 H-4 Carty House 8 P-7 Center for the Arts/Concert Hall 9 V-5 Central Heating and Cooling Plant 10 T-1 Child Development Center 11 R-6 Clock 12 Q-8 College Hall 13 O-8 Cross Cottage 14 R-6 David King Hall 15 Q-7 de Laski Performing Arts Building 16 P-10 EagleBank Arena 17 Q-3 East Building 	<ul style="list-style-type: none"> 18 S-8 Enterprise Hall 19 S-7 Exploratory Hall 20 U-4 Facilities Administration 21 V-4 Facilities Management, Archives 22 V-4 Facilities Management, Operations 23 R-4 Fenwick Library 24 K-3 Field House and Module 25 Q-3 Finley Building 26 Q-6 George Mason Statue and Enslaved People of George Mason Memorial 27 W-9 Greenhouse 28 Q-6 Harris Theatre 29 Q-5 Horizon Hall 30 R-8 Innovation Hall 31 R-6 Johnson Center/Admissions 32 I-5 Kelley II - 10716 Kelley Drive 33 W-5 Krasnow Institute 	<ul style="list-style-type: none"> 34 Q-4 Krug Hall 35 R-3 Lecture Hall 36 Q-1 Merten Hall 37 Q-7 Music/Theater Building 38 T-9 Nguyen Engineering Building 39 T-2 Northeast Module 40 T-2 Northeast Module II 41 S-11 Nottoway Annex 42 P-6 Parking Deck, Mason Pond 43 S-1 Parking Deck, Rappahannock River 44 T-8 Parking Deck, Shenandoah 45 S-7 Parking Services 46 P-2 Peterson Hall 47 S-7 Planetary Hall 48 S-1 Police and Safety Headquarters 49 N-6 Recreation and Athletic Complex (RAC) 50 W-4 Recycling Center 	<p>STUDENT HOUSING</p> <p>Rappahannock Neighborhood</p> <ul style="list-style-type: none"> 61 R-3 Blue Ridge 62 T-3 Eastern Shore 63 S-3 Hampton Roads and the Spot 64 R-3 Northern Neck 	<ul style="list-style-type: none"> 51 T-8 Research Hall 52 U-4 Rivanna Module 53 X-7 Roberts House 54 Q-5 Student Union Building I 55 Q-7 TheaterSpace/Black Box 56 T-6 The Hub 57 P-4 Thompson Hall 58 V-5 Warehouse, Customer Service Center 59 P-4 West Building 60 L-6 West PE Module 	<ul style="list-style-type: none"> 65 S-4 Piedmont*/Housing Office 66 S-4 Sandbridge 67 S-5 Skyline Fitness Center 68 S-5 Southside Dining 69 S-4 Tidewater 70 S-3 Commonwealth 71 S-3 Dominion <p>The Commons</p> <ul style="list-style-type: none"> 72 T-4 Amherst 73 T-4 Brunswick 74 T-5 Carroll 75 T-5 Dickenson 76 T-5 Essex 77 S-4 Franklin 78 S-4 Grayson 79 T-4 Hanover 	<p>Shenandoah Neighborhood</p> <ul style="list-style-type: none"> 80 L-7 Angel Cabrera Global Center 81 V-9 Liberty Square 82 V-11 Potomac Heights 83 O-2 Rogers 84 O-2 Whitetop <p>Presidents Park</p> <ul style="list-style-type: none"> 85 W-7 Adams 86 V-7 Eisenhower* and Ike's Diner 87 V-7 Harrison 88 W-8 Jackson 89 V-6 Jefferson 90 W-7 Kennedy 91 W-8 Lincoln 92 V-6 Madison 93 V-7 Monroe 	<ul style="list-style-type: none"> 94 V-8 Roosevelt 95 V-9 Taylor 96 W-7 Truman 97 W-6 Washington 98 V-7 Wilson <p>FACULTY/STAFF HOUSING</p> <ul style="list-style-type: none"> 99 X-3 Masonvale <p>*24-hour Residential Desk Stay up to date with construction information at building.gmu.edu. Revised 04/2025</p>
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BOV Campus Facilities Tour

March 31, 2026



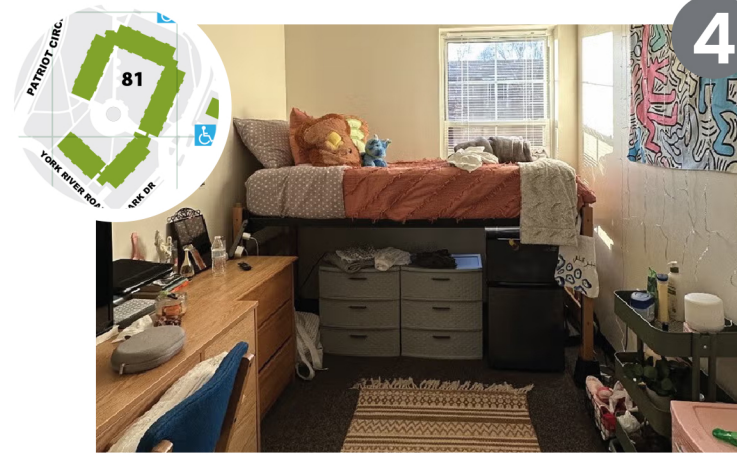
1 Southside Dining Hall
Open Date: 2008
Last Reno Date: NONE
 This stop highlights the outdated main residential dining facility has become and underscores the need for modernization to stay competitive and meet student expectations.



2 Planetary Hall
Open Date: 1987
Last Reno Date: NONE
 This stop demonstrates the critical condition of one of our oldest science labs and the pressing need for a modern laboratory sciences building on the Fairfax campus.



3 Enterprise Hall
Open Date: 1995
Last Reno Date: NONE
 This visit emphasizes the home of the Costello College of Business, currently a shared facility, no longer matches the program's academic stature or the expectations of today's students and employers.



4 Liberty Square Residence Hall
Open Date: 2003
Late Reno Date: NONE
 This visit highlights opportunities to modernize our residence halls and enhance amenities, helping us better meet student expectations and strengthen the appeal of our residential experience.



5 Recreation and Athletic Complex (RAC)
Open Date: 1972
Last Reno Date: 2009
 This stop showcases the ongoing Basketball and Academic Performance Center (RAC Addition) project to strengthen the student-athlete experience and build a Division I caliber academic facility.



6 Field House
Open Date: 1982
Last Reno Date: 2017
 This visit highlights that the 40-plus-year-old Field House is far past its useful life and no longer reflects the strength or success of our intercollegiate athletic and recreation programs.



7 Baseball Field
Open Date: 1986
Last Reno Date: 2003
 This final stop presents a major opportunity to strengthen our competitive position, elevate the game-day and training experience, and create a shared facility for Mason Recreation, academic programs, and the local community.

**BOARD OF VISITORS
GEORGE MASON UNIVERSITY**

**EXECUTIVE SUMMARY
February 26, 2026 Full Board Meeting**

Full Board Meeting

Highlights:

Elections and Approval of Committee Appointments

- Elected Rector: Michael Meese
- Elected Vice Rector: Sumeet Shrivastava
- Elected Members-at-Large to the Executive Committee: Anne Altman and Paul Misener
- The following committee appointments were put forth:
 - Academic Affairs Committee
 - Chair: Armand Alacbay
 - Vice Chair: Jeff Rosen
 - Athletics Committee
 - Chair: Trevor Montano
 - Vice Chair: Jim Moran
 - Audit, Risk, and Compliance Committee
 - Chair: Delbert Parks
 - Vice Chair: Sean Spence
 - Development Committee
 - Chair: Sumeet Shrivastava
 - Vice Chair: Jennifer Taylor
 - Finance and Land Use Committee
 - Chair: Jon Peterson
 - Vice Chair: Bruce Caswell
 - Research Committee
 - Chair: Tom Davis
 - Vice Chair: Shawn Purvis
- Rector Meese appointed the following Board Liaisons:
 - Athletic Liaisons: Trevor Montano & Jon Peterson
 - Legislative Liaisons: Jim Moran & Delbert Parks
 - Faculty Senate Liaison: Armand Alacbay
 - Law School Liaison: Paul Misener & Jeff Rosen
- The board voted to approve committee appointments and board liaisons for 2026 without discussion and recessed for committee meetings.

Rector's Report

- After reconvening, Rector Meese welcomed the twelve newly appointed members of the Board of Visitors and thanked Bob Pence and Cully Stimson for their service. He added that a priority for the board is focusing on the university's Strategic Plan. Rector Meese also referred to the Code of Conduct for Commonwealth Appointees which requires civility as part of robust discussions.

President's Report

- President Washington also welcomed the new board members and summarized the status of the current year's Presidential Performance Metrics.
- President Washington described how higher education is enduring simultaneous demographic, fiscal, political, and technological challenges, and what George Mason is doing to manage and mitigate them.

- Patriot Labs was incorporated on January 6, 2026 to consolidate and expand Mason’s classified research.
- The hiring process has begun in several key leadership positions, including provost, chief financial officer, chief of staff, senior advisor to the president, and dean of the Scalia Law School.

Committee Reports

- Secretary Alacbay reported on the Academic Affairs Committee meeting. The Board voted to approve a new degree program, a new degree change, and faculty actions.
- Secretary Alacbay, in lieu of Chair Davis or Vice Chair Purvis, reported on the Research Committee.
- Visitor Peterson reported on the Finance and Land Use Committee. The Board voted to approve the FY 2027 Room and Board Rates.
- Visitor Parks reported on the Audit, Risk, and Compliance Committee.
- Vice Rector Shrivastava reported on the Development Committee.
- Visitor Montano reported on the first Athletics Committee meeting.

ACTION ITEMS

The Board voted and approved the following Actions:

Elections & Approval of Committee Appointments

1. Election of Rector
2. Election of Vice Rector
3. Election of Members-at-Large to the Executive Committee
4. Committee Chair and Vice Chair Appointments
5. Committee Member Appointments
6. Appointment of Board Liaisons

Approval of the Minutes:

1. Executive Committee Meeting December 4, 2025

Academic Affairs Committee:

1. Program Actions
 - a. New Degree Program
 - i. CEHD: BS in Hospitality, Tourism and Events Management
 - b. New Degree Change
 - i. Schar: BA in Government and International Politics to BA in Political Science
2. Faculty Actions
 - a. Conferral of Emeritus/Emerita Status

Finance and Land Use Committee

1. Financial Matters
 - a. FY 2027 Room & Board Rates

Personnel Matters Approved:

1. The appointment of Visitors Davis and Peterson to initiate the review and renewal of the presidential contract for future consideration by the Board.
2. Satisfactory Performance Rating based on the outcomes of the 2024-2025 presidential goals.
3. Presidential Performance Bonus based on the achievements from the 2024-2025 presidential goals in the amount of \$125,000.
4. The 2025-2026 Presidential Goals.