BOARD OF VISITORS
GEORGE MASON UNIVERSITY

Meeting of
February 27, 2019
MINUTES

PRESENT: Rector Davis, Vice Rector Hazel, and Secretary Purvis; Visitors Alcalde, Blackman, Chimaladinne, Cumbee, Moreno, Petersen, Prowitt, Reagan, Rice, Roth, Witeck, and Zuccari; Faculty Representative Renshaw; Student Representatives Keatinge and Pettine; President Cabrera; and Secretary pro tem Cagle.

ABSENT: Visitor Marquez.

I. Rector Davis called the meeting to order at 1:35 p.m. He introduced one of the new Mason robots as it entered the Board Room with cookies and noted it was part of a team of robots delivering food to students on campus. Rector Davis recognized Tom Calhoun who introduced Jeff McKinley, District Manager from Sodexo, and Nick Handrick, Operations Director from Starship. Mr. Calhoun explained how the robot ordering system works and responded to questions from the Board members. The Board responded with applause.

II. Approval of the Minutes
Rector Davis called for any corrections to the minutes of the Executive Committee meeting and full Board meeting of December 12, 2018. Hearing none, the minutes stood approved as written.

III. Rector’s Report
Rector Davis noted that the Board members had received an invitation to the Greater Washington Partnership Luncheon which was to be held on March 20, 2019. He asked the members to send their attendance plans to Kathy Cagle.

Rector Davis advised that during the December Board meeting there was a discussion about having a Public Comment Session at the April 3 Finance & Land Use Information Session. He reported the Public Comment Session had been confirmed, noting the Information Session would be held 8:30 – 10:00 a.m., followed by the Public Comment Session at 10:15 – 11:30 a.m. Rector Davis noted the details were still being finalized and that Public Comment sessions would likely be mandated by the General Assembly in the coming years. He encouraged the Board members to attend both meetings, noting attendance was not mandatory.

IV. President’s Report
President Cabrera provided an update on the Strategic Plan (Attachment 1) and highlighted the following: Mason is on track to produce 100,000 graduates and is currently approaching the midpoint of that process; Mason is on pace to reach $225 million in annual research expenditures; ROI for students continues to be above target. President Cabrera reported that in addition to the information in the
Strategic Plan, additional potential initiatives are being explored, including Mason's future presence in the medical education field. He noted Mason's strong assets in nursing and public health and an increasing portfolio of research in biohealth, biotechnology, and related areas. President Cabrera reported Mason is on its way to create the first school of public health in the Commonwealth. He recognized Dr. Bill Hazel, former Secretary of Health of the Commonwealth, who has been tasked with conducting a strategic study of Mason's options in this field.

President Cabrera referred the President's Report (Attachment 2) and highlighted the following: enrollment is up by 2.6%, noting Mason accounts for almost 60% of the enrollment growth in the Commonwealth; all the indicators are positive and there has been good progress in research and education. President Cabrera reported that the previous week Mason launched the Institute for Sustainable Earth, noting management believes that part of Mason's success in increasing the research portfolio and Mason's impact is by creating multidisciplinary institutes that bring different approaches together. He noted Mason's multidisciplinary research in climate change and reported that Dr. Thomas Lovejoy will be leading the new institute.

President Cabrera reported criminology professor Charlotte Gill and computer science professor Jeff Offutt Mason have been named winners of the 2019 Outstanding Faculty Awards by the State Council of Higher Education for Virginia (SCHEV), an award given to 13 faculty in the Commonwealth. He noted that graduate student Jill Mitchell, a professor at NOVA and adjunct at Mason, also received this award. President Cabrera reported two of Mason's film professors showcased their work at the Sundance Film Festival, noting that Visitor Zuccari attended the Festival and saw the premieres of "Wu-Tang Clan: Of Mics and Men" and "Suicide by Sunlight." Visitor Zuccari reported that Sundance receives over 10,000 submissions and to be selected to showcase is like the Super Bowl of film festivals. President Cabrera thanked Visitor Zuccari for representing Mason at the Festival. President Cabrera reported the U.S. Library of Congress is selecting blogs and social media as part of the record of the current times, noting the Marginal Revolution economic blog by professors Tyler Cowen and Alex Tabarrok had already been chosen. He reported that Professor Peter Boettke's Coordination Problem blog has also been selected for inclusion.

President Cabrera highlighted the work of senior engineering majors Sergio Cruz, Blazej Horyza, and Morteza Eskandari who built a 4-foot, 17-pound robot fish, noting the complexities involved with a robot in water. He reported that 1999 alumni Victor Albu opened his latest Taco Bamba in University Mall. President Cabrera encouraged the members to visit the restaurant. Discussion ensued regarding having the next Board lunch catered by Taco Bamba and it received enthusiastic support from the members.
President Cabrera noted he had spent many days in Richmond during the General Assembly Session and he thanked the members of his team who also went to Richmond on behalf of Mason. He reported the results of those efforts were positive.

President Cabrera highlighted Mason’s mission statement that defines Mason as an innovative and inclusive academic community, noting that U.S. News and World Report lists Mason as one of the most diverse universities in the U.S. He noted this increases Mason’s responsibilities to deliver on the mission and values, and to be a space where everyone can thrive. Visitor Moreno asked if the diversity ranking was for student population or faculty and President Cabrera responded that the ranking was for the student population. Visitor Moreno noted that the George Mason Board of Visitors was the most diverse board on which she serves. President Cabrera noted the number of minority faculty members diversity has shown a 6% increase over the last year and is currently 21.6%. He noted that the faculty, under the direction of Provost Wu and Rose Pascarell, Vice President of University Life, are designing a new course to give Mason students the tools to be effective in a diverse environment.

President Cabrera reported that symbols, including words displayed on walls, the terms that are used, the Mason rituals and celebrations, are being reviewed and evaluated. He noted that two years ago the North Plaza, in the center of campus, was renamed in honor of the late Roger Wilkins, a civil rights leader, the highest ranking African-American in the Lyndon Johnson administration who helped pen the Civil Rights Act, and a Pulitzer Prize-winning editorial writer for the Washington Post during Watergate. President Cabrera noted that Dr. Wilkins wrote profound pieces on how African-Americans deal with the founding of the American Republic. President Cabrera introduced two new proposed projects as the University moves to evolve the Mason symbols to be true to the mission of inclusion. He recognized Julian Williams, Vice President of Compliance, Diversity, and Ethics, to introduce the first project and the people involved in its development. Mr. Williams framed the presentation by providing background on the recent events in the Commonwealth, noting the continuing struggle with connections and ties to the institution of slavery, legacy of discrimination, and all the remnants that still exist. He noted that this project confronts those aspects and the full legacy of the University’s namesake, George Mason. Mr. Williams introduced Professor Wendi Manuel-Scott who shared the background of the project. She explained that in 2016, a group of students in the Honors College assembled several faculty members and archivists at Gunston Hall (George Mason’s home) to address the question: Who were the enslaved people of Gunston Hall? Dr. Manuel-Scott noted that she and Dr. Benedict Carton successfully wrote a grant proposal that resulted in funding for the student research in summer 2017. The students and faculty involved in the project introduced themselves to the Board. Dr. Manuel-Scott showed a video of what
the students learned and shared with President Cabrera in August 2017, filmed at Gunston Hall. Mr. Williams thanked Frank Neville, Vice President of Communications and Marketing, and his staff for producing the video that summarized the project.

Dr. Manuel-Scott explained that as a result of the initial research, a larger dream of a memorial for the Wilkins Plaza was developed to share the full and complex history of George Mason’s legacy and how that connects to what Mason is in 2019. She presented and explained the architectural renderings from Perkins + Will, that included the Mason statue and base, a fountain that features a quill and Roger Wilkins’ quote, and two panels that represent two enslaved people at Gunston Hall – a 10-year-old girl named Penny and James, Masons’ manservant. Dr. Manuel-Scott highlighted the design details of all the components and the opportunity for students and visitors to interact, reflect, and share their own stories. She noted that the panels include information about the enslaved individuals and names of other enslaved people at Gunston Hall. The Board responded to the presentation with applause.

Rector Davis called for a motion to approve the Enslaved People of George Mason Memorial plan on the Wilkins Plaza. It was MOVED by Visitor Blackman and SECONDED by Visitor Chimaladinme to approve the plan. Dr. Manuel-Scott responded to questions from the Board. Rector Davis commented that this was a long, complicated conversation and that this project had been done with appropriate research; he thanked the group for their work. He called for a vote.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE
The Board responded with applause.

President Cabrera expressed his appreciation to the team that worked on all aspects of this project. He opened the floor to additional comments from the Board. Secretary Purvis commented that the presentation of the project left her speechless, noting that at time when we need something that calls back to our history, but also brings us to the future, it is a beautiful, thoughtful piece of work. She noted she would bring her sons to visit the memorial and thanked the team for their work. Student Representative Pettine commented that Dr. Manuel-Scott presented this project to the Student Government meeting the previous week and the response was overwhelming, noting that members of the Student Government were present to thank the team, to say how much it means to them and to note how proud they are that this will be on Mason’s campus. Visitor Turner Roth commented that she had the pleasure of having Dr. Wilkins as her politics professor when she was a student at Mason, noting that Dr. Wilkins always challenged students to go deeper and question the uncomfortable. She commented that she thought he would be proud of this legacy and history, and she thanked the team for their work.
Regarding the second project, Rector Davis called on Secretary Purvis to make the following MOTION and read the resolution into the minutes:

WHEREAS, Katherine G. Johnson, a trailblazing NASA mathematician, performed the complex calculations and flight path analysis of spacecraft that led to the United States achieving flight during the early years of the space program; and

WHEREAS, Mrs. Johnson ushered NASA into a new era by conducting trajectory analysis for America’s first human space flight, including early missions of Alan Shepard and John Glenn and for the Apollo 11 flight to the moon in 1969; and

WHEREAS, Mrs. Johnson, an African American woman, overcame racism and sexism to break barriers during an esteemed 33-year career; and

WHEREAS, Mrs. Johnson earned many awards from NASA, had NASA facilities named in her honor, received the Presidential Medal of Freedom, and saw her professional accomplishments highlighted in the Oscar-nominated film “Hidden Figures;” and

WHEREAS, Mrs. Johnson’s personal story and pursuit of her passion exemplify the power of accessible public education and the immeasurable value of teachers and professors who mentor and challenge their students to strive for tremendous accomplishments; and

WHEREAS, George Mason University is creating a scholarship in Mrs. Johnson’s name for STEM majors who through their personal experiences and aspirations demonstrate the ideals of Mrs. Johnson; and

WHEREAS, Mrs. Johnson, at 100 years old, continues to champion STEM literacy, particularly for women and people of color, and through her own exceptional career inspires future generations of scientists, engineers and mathematicians; now

BE IT THEREFORE RESOLVED THAT Bull Run Hall, the largest building on George Mason University’s Science and Technology Campus, be renamed
Katherine G. Johnson Hall in recognition of Mrs. Johnson’s pivotal and pioneering contributions to the U.S. space program and to her lifelong commitment to STEM.

BE IT FURTHER RESOLVED that this resolution be entered into the minutes of the George Mason University Board of Visitors this day, February 27, 2019.

The motion was SECONDED by Visitor Moreno. Rector Davis called for a vote. MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

The Board responded with applause.
(Attachment 3)

Mr. Williams addressed the Board and reported that when he reached out to Mrs. Johnson’s family for permission to name a building in her honor, her daughter shared that Mrs. Johnson continues to be humbled by the opportunity to have her legacy honored and continues to say that she was just doing her job at NASA.

President Cabrera noted the Moody’s Report at each member’s place was included as part of the Board’s continuing education information. (Attachment 4)

(Attachment 1 – Strategic Plan Update)
(Attachment 2 – President’s Report)
(Attachment 3 – Katherine G. Johnson Hall Naming Resolution)
(Attachment 4 – Moody’s Investors Service – Sector In-Depth)

V. Provost’s Report

Provost David Wu provided a status update on the ongoing Gift Acceptance project. He reported that during the October BOV meeting the Internal Review Committee gift acceptance report was released that included a series of recommendations on gift acceptance policy changes. He noted a draft policy was put in place and released following the meeting for public comment. Provost Wu referred to a copy of the draft policy (Attachment 5) that was provided to each member. He noted that since October, there have been in-depth discussions with the Faculty Senate on the draft policy resulting in specific input. Provost Wu reported the following issues had been raised by the Faculty Senate:

- Article II.C.3.a., regarding the composition of the future gift acceptance committee, has been intentionally left blank due to ongoing discussions and various suggestions and ideas within the Faculty Senate. Provost Wu anticipated there would be a resolution at the next Faculty Senate meeting regarding the Senate’s recommendation on the composition of the Gift Acceptance Committee.

- Article II.C.5.a-m., regarding the criteria of a gift to be revealed by the Gift Acceptance Committee, Provost Wu noted that previously there was
not a clear set of criteria on the type of gift that should be revealed by the Gift Acceptance Committee. He noted this section now specifically outlines this criteria.

- Article II.C.6, regarding who determines whether a particular gift agreement meets the criteria and should be subject to review, Provost Wu noted the policy now states that is at the discretion of the Vice President for University Advancement and Alumni Relations. As a result of the discussion around this point, Provost Wu referenced Article II.D.1. and reported it is proposed that for every gift, the University would agree to a certain set of conditions imposed with the gift and this would be outlined in a document that summarizes the Universities commitments for the gift. He noted these documents, similar to MOUs, would be public.

Provost Wu noted the idea would be to create a streamlined and efficient process without delaying the gift acceptance process. He reported he had been working closely with Keith Renshaw, Chair of the Faculty Senate, and the Executive Committee of the Faculty Senate to resolve these issues and anticipated forming a small policy implementation committee to address the actual logistic details. Provost Wu and Dr. Renshaw responded to questions and comments from the members as follows:

- Visitor Blackman asked how anonymous gifts are handled if the gifts are documented through public MOUs. Dr. Renshaw responded that the MOU was solely for documenting the conditions the University agrees to and would not include the donor’s name or amount of money, noting that if the gift was given for a specific cause, the cause would be cited in the MOU. Dr. Wu noted the new policy has provisions allowing the anonymity of the donors and that the President, Provost, and Vice President of Advancement would know the identity of the donors, based on best practices analysis of other universities.

- Rector Davis read Article II.C.5 (“The following types of gifts may only be accepted by the University after review and approval by the University’s Gift Acceptance Committee”) and questioned delegating that authority to a committee. He stated that he thought that authority rests with the Board and he expressed concerns that if the Gift Acceptance Committee is not in favor of the gift, the Board would not get to see it. Rector Davis voiced his concern about ceding that authority for the current and future Boards and reiterated that final authority should rest with the Board. Provost Wu responded that it was his understanding that the Gift Acceptance Committee would make a recommendation to the President and Board, so the ultimate decision of accepting the gift would still reside with the President and Board. He asked for any language recommendations.
Visitor Blackman expressed the challenge that some of the decisions under discussion happened during a prior administration and Board. He noted that language lives into perpetuity and he wanted to be sure that 20 years from now, the President, Rector and Board would not have to interpret what this Board meant and intended. Provost Wu responded that the committee reports were sent to the University Counsel who translated it into a draft policy language. He encouraged the Board members to provide specific input and suggestions on the language.

Rector Davis reiterated that the Gift Acceptance Committee would be an important, powerful committee with a great deal of authority, but that the final determinations would come from the Board. Provost Wu confirmed that was his understanding and that the language would be revised accordingly.

Rector Davis called for any additional questions and noted there would be another opportunity for review and comment. He thanked Dr. Renshaw and Dr. Wu for their work on this project.

(Attachment 5 – Draft Gift Acceptance - Policy 1123)

VI. Committee Reports
A. Audit Committee
Rector Davis called on Chairman Rice to provide a report from the Audit Committee. Chairman Rice reported the Audit Committee received a briefing from Carol McGinnis, Interim Controller, on the status of the Auditor of Public Accounts' examination of Mason’s financial statements who reported there did not appear to be any materials items identified by the audit team, although there are likely to be IT-related issues carried over from the prior year as they had multi-year remediation timeframes; work is expected to be completed on schedule with a report at the Board’s April meeting.

Chairman Rice reported that Committee received an update from Julian Williams, Vice President of Compliance, Diversity and Ethics, on the status of the University’s process for monitoring compliance with laws and regulations. Chairman Rice noted the Committee discussed Mason’s challenge to ensure there is an appropriate compliance program that faces complex and growing regulatory requirements while operating in Mason’s growing, decentralized, and resource-stretched environment. Chairman Rice noted the Committee also discussed the elements of effective compliance programs based on the U.S. Federal Sentencing Guidelines and that compliance continues to be a focus area for Management’s Enterprise Risk Management process. He noted that, as was the case last year, the Committee’s consensus remained that this is an area that continues to need ongoing executive and Board attention. Chairman Rice reported the Committee also reviewed the audit status report included in the materials on the Board portal.
B. Academic Programs, Diversity, and University Community Committee
Rector Davis called on Chairman Alcalde to provide a report from the Academic Programs, Diversity, and University Community Committee. Chairman Alcalde reported the committee received updates on key issues from Provost Wu that included Mason’s work to expand access and increase academic excellence through innovative research, programs and initiatives; strategies for projected smart growth and Amazon growth to more than 45,000 students through Mason’s existing pipeline by 2024 with an opportunity to reach an additional 12,000 student through an online capacity-building strategy; and Mason’s responsibility as a research university to shape the innovation landscape and be the engine of innovation in terms of producing the workforce and high impact research.

Chairman Alcalde reported the Committee received an update from Michelle Marks, Vice President for Academic Innovation and New Ventures, on the Wiley Online Partnership that included trends in online education, the number of Masters programs offered, the growth of enrollment in the colleges with Wiley programs, and Mason’s pursuit of aggressive growth initiatives for online learning.

Chairman Alcalde reported the Committee received a report from Brian Gibson, Executive Director of the Global Education Office that included statistics on increased study abroad enrollments, enrollment goals, program development grants available to faculty with the plan to sustain and grow the grants to appeal to student body that would ordinarily not go abroad.

It was MOVED by Chairman Alcalde and SECONDED by Visitor Prowitt to approve the Faculty Action Items of (1) election of a new tenure hire and (2) conferral of emeritus/emerita status. Rector Davis opened the floor for discussion. There was none.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

C. Development Committee
Rector Davis called on Chairman Hazel to provide a report from the Development Committee. Chairman Hazel reported the committee received an update from Susan Van Leunen, Chief Financial Officer of the George Mason University Foundation, on the financial affairs of the Foundation that included exceeding NACUBO benchmarks for 2018, good nominations for new Foundation Board members, and noting that several current members are serving on the Amazon task force. Chairman Hazel noted the Foundation was in very solid shape.
Chairman Hazel reported the Committee received an update from Jim Laychak, Deputy Vice President of University Advancement and Alumni Relations, on the highlights of the recently completed successful campaign (Attachment 6), how it invigorated a new set of participants, dollar contributions that exceeded past activity, and that the single largest gift in Mason’s history was received just prior to the close of the campaign. Chairman Hazel noted that gift drove the endowment over the $100 million level, placing Mason in the next category of schools with endowments.

Chairman Hazel reported the Committee received a report from Rick Davis, Dean of the College of Visual and Performing Arts (CVPA), that included the impact of the campaign on CVPA, noting receipt of more than $17 million in scholarships; the $30 million campaign to support new construction at the Hylton Center that has raised $25 million to date; and a renovation for the Center for the Arts on the Fairfax campus. Chairman Hazel encouraged the members to attend the upcoming events at the Hylton Center and the Center for the Arts.

(Attachment 6 – Campaign Impact Report)

President Cabrera reminded the members of naming opportunities through the renovation of the Center for the Arts and advised the Board of an upcoming campaign in the School of Business for a new building. He also noted a need of approximately $300,000 to complete the Roger Wilkins Plaza. Rector Davis suggested offering the opportunity for donors to have their names on auditorium seats in the Center for the Arts for a donation toward the renovation.

D. Research Committee

Rector Davis called on Chairman Blackman to provide a report from the Research Committee. Chairman Blackman reported the Committee received a report from Deb Crawford, Vice President for Research, which included an overview of the Research Enterprise at Mason, noting that FY18 was a record-setting year for Mason research; total expenditures for 2018 were $149.14 million, exceeding prior year expenditures by over $36 million; contributions from non-profits put Mason in the top 50% of institutions receiving non-profit funding; research expenditures showed healthy growth across the multidisciplinary priority areas, including health, wellness, resilience and sustainability, and cyber data analytics; and 2019 expenditures look strong with an anticipated 20% increase over 2018.

Chairman Blackman reported the Committee received a presentation from Aurali Dade, Associate Vice President for Research Development, Integrity and Assurance. Chairman Blackman noted that Dr. Dade was also the Executive Director of Mason’s new Institute for Sustainable Earth (ISE),
which is also led by Dr. Thomas Lovejoy. Chairman Blackman reported the
ISE’s mission is centered on connecting Mason’s faculty, staff, and student
community with policy makers, businesses, and other organizations to
advance a prosperous and sustainable world. He explained ISE’s is designed
as an inclusive initiative that leverages the full complement of Mason’s
expertise including the arts, humanities, social and behavioral sciences, and
natural and engineering sciences, noting over 500 faculty across Mason’s
schools and colleges that have been identified as being able to contribute to
ISE. Chairman Blackman noted the initial advisory panel includes faculty
from eight academic units and three outside organizations.

Chairman Blackman reported that Committee received a presentation from
Germaine Louis, Dean of the College of Health and Human Services, related
to the ISE and highlighted some of the work being done on climate change
including: public health problems and solutions; academic curricular
contributions including courses on new health paradigms; social determinates
of health and disease; global health; sustainable food systems; and the
interdisciplinary professional nursing and public health curriculum that is
funded by two grants.

Rector Davis recognized Vice Rector Hazel who announced that Trishana
Bowden, the new George Mason University Foundation President and Vice
President for University Advancement and Alumni Relations, will start on
Monday, March 4, 2019. He encouraged the members to introduce
themselves to her.

E. Finance and Land Use Committee
Rector Davis called on Chairman Petersen to provide a report from the
Finance and Land Use Committee. Chairman Petersen reported the
committee welcomed Carol Kissal, the new Senior Vice President of
Administration and Finance. Chairman Petersen also thanked Tom Calhoun
who had filled that role on an interim basis, noting Mr. Calhoun had done an
outstanding job.

Chairman Petersen reported the Committee was briefed on the following: the
Commonwealth budget, noting it was positive news for Mason; the proposed
FY2020 room and board rates; debt management policy and compliance;
Tier2/Tier 3 delegated authority; online graduate program tuition proposal;
and a capital project authorization.

It was MOVED by Chairman Petersen and SECONDED by Vice Rector
Hazel to approve the following four actions, as presented in the Board portal,
in block:
The FY20 room and board rates, noting the rates vary slightly by building, single versus double rooms, etc., but overall the rate for freshmen would increase an average of 2.1%, putting Mason significantly below competitors in Northern Virginia and in the middle of the schools in the Commonwealth;

- The Debt Management Policy Compliance, last approved on March 1, 2018, noting the University is in compliance with the policy and is making progress in further strengthening Mason’s debt management position (Attachment 7);
- Graduate Program Tuition per credit hour for the following Wiley online programs: (1) certificate in Health Informatics and Data Analytics: $900 per credit hour, and (2) Masters of Science in Data Analytics: $930 per credit hour; and
- New project addition to the University’s Capital Plan: the demolition of the Arlington original building and relocation of storm water infrastructure.

Rector Davis opened the floor for discussion. There was none.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE
(Attachment 7 – Resolution: Debt Management Policy Compliance)

VII. Closed Session

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

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

Rector Davis announced that he would be departing for the day during the Closed Session and would not be present for the subsequent roll call.

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

Roll call was taken with all present members responding in the affirmative.
As a result of the Closed Session, Vice Rector Hazel called for a motion that pending the acceptance of a speaker invitation by the candidate reviewed in Closed Session, the Board approve an Honorary Degree for that person to be awarded at a future graduation or commencement. The motion was MOVED by Visitor Blackman and SECONDED by Visitor Alcalde.

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

VIII. Adjournment
With no more business to come before the Board, Vice Rector Hazel adjourned the meeting at 3:27 p.m.

Respectfully submitted,

Kathy Cagle
Secretary pro tem

Attachment 1: Strategic Plan Update (8 pages)
Attachment 2: President’s Report (9 pages)
Attachment 3: Resolution: Katherine G. Johnson Renaming of Bull Run Hall (1 pages)
Attachment 4: Moody’s Investors Service Report (10 pages)
Attachment 5: Draft Gift Acceptance Policy (6 pages)
Attachment 6: Campaign Impact Report (1page)
Attachment 7: Resolution: Debt Management Policy Compliance (1 page)
SUMMARY OF HIGHLIGHTS

In FY19, Mason welcomed the most impressive incoming class in George Mason University’s history. The freshman class is the largest, the most diverse and boasts the strongest academic credentials of any incoming class ever to enter Mason. We welcomed 3,718 freshmen, a 6 percent increase over last year, and 7 percent more out-of-state students. Our minority students now comprise more than 50 percent of the incoming freshman class for the first time. In addition, we welcomed the largest number of transfer students in school history – 3,139 students, up nearly 25 percent from just three years ago. The enrollment growth will help Mason reach its goal of 100,000 career-ready graduates from 2014-2024.

We continue to make great strides towards achieving the Strategic Plan goals. Here are additional highlights:

- Annual sponsored expenditures for research, scholarship and creative work rose 14 percent between 2017 and 2018, and our sponsored awards increased by more than 30 percent over the same period, putting the university on pace to meet its strategic goal of $225 million in annual research expenditures by 2024.

- Mason is in the top 23 percent of universities in research and development expenditures from the National Science Foundation in fiscal year 2017.

- In FY18, 88 percent of Mason undergraduate students graduated with transformative Mason impact experiences. This rate has been on a steady increase since 2015.

- Students at all levels continue to report an above 90 percent rate of satisfaction with their Mason educational experience upon graduating.

- We are maintaining a 90 percent and above rating from graduating students that Mason helped them grow professionally.

- More than 8.8 percent of Mason classrooms have received an Active Learning designation; this rate has nearly doubled since Fall 2017.

- Total enrollments under the Wiley partnership are currently at 477 students. Spring 2019 brought +191 new students.

- Total ADVANCE enrollments have grown to 319, which is a large increase from Fall 2018’s beginning total of 129 students and is well above our first-year target of 250 students.

- Mason has accounted for 58 percent of net enrollment growth among Virginia public institutions in the past decade.

- Forbes and Statista in early 2019 recognized Mason as one of the “Best Employers for Diversity,” a distinction that takes into account age, gender, equality, ethnicity, disability, LGBTQ+ and other factors.

- Mason surpassed the median for Virginia doctoral universities and currently ranks third of seven in diversity of full-time instructional faculty.

- Mason’s commitment to research excellence was affirmed with an R1 classification for the second time from Carnegie in December 2018.
STRATEGIC GOAL #1: INNOVATIVE LEARNING
Deliver a transformative Mason Learning Experience that is experiential, global, and technology-rich.

Metrics:

Metric #1: 100% of Mason undergraduate students will graduate with transformative Mason Impact experiences, incorporating at least one of the following: undergraduate research or creative project, civic engagement project, entrepreneurial experience, global education experience, clinical experience, student teaching, internship, and/or capstone course.

Current Status: FY18: 88% of undergraduate students graduated with an identified transformative experience. (FY15: 80%; FY16: 85%; FY17: 85%)

Metric #2: 90% of graduating seniors will meet or exceed benchmarks on learning outcomes in critical thinking, problem-solving, and communication.

Current Status: In FY18, 85.0% of students participating in undergraduate research achieved proficiency or higher on OSCAR student learning outcomes. (This reflects a loss of 0.9% from FY17 which was 85.9%; 3,349 out of 3,900 against FY18 3,514 out of 4,132)

Metric #3: 30% of all classrooms will be Active Learning Classrooms, and every undergraduate student (excluding fully online students) will take at least one course taught in an Active Learning Classroom.

Current Status: Fall 2018: 8.8% of Mason’s total classroom inventory has technology that earns the Active Learning designation supporting interactive, multi-location, or hands-on learning. (Fall 2017: 4.8%)

Metric #4: Maintain or achieve more than 90% student satisfaction with their Mason educational experience upon graduation.

Current status: Students reporting satisfaction with education: FY18: 91% of undergraduates, 96% of doctoral, 94% of master's, and 90% of law. (FY15: 93% undergraduates, 94% doctoral, 94% master's, 97% of law; FY16: 91% of undergraduates, 94% of doctoral, 93% of master's, 94% of law; FY17: 93% of undergraduates, 94% of doctorates, 94% of master's, 92% of law.) Graduate students reporting satisfaction with mentoring: FY18: 87% of doctoral, 79% of master's and 86% of law. (FY15: doctoral 83%, master's 71%, law 60%; FY16: 84% of doctoral, 71% of master's and 64% of law; FY17: 70% of undergraduates, 76% of doctorates, 77% of master's, 75% of law.)

**Reporting is currently voluntary: we plan to expand and possibly institute mandatory reporting

STRATEGIC GOAL #2: ACCESSIBLE PATHWAYS
Provide multiple pathways and delivery formats to serve the needs of different students.

Metrics:

Metric #1: Maintain equal graduation outcomes for undergraduate students regardless of race and socioeconomic background.

Current Status: FY19, graduation outcomes for overall was 70% down -1% from FY18; 68% for Pell recipients up +1%; 65% for African American down -7%; and 66% for Hispanic students up +4%. (FY18: 71% overall; 67% Pell; 72% Black; 62% Hispanic)

Metric #2: Increase freshman/sophomore retention to 90%.

Current Status: In FY19, the freshman/sophomore retention rate was 86.7%, -1.1% from FY18. (FY16: 87.2%; FY17: 87.5%; FY18: 87.6)

Metric #3: Enroll a total of at least 2,500 ADVANCE students in partnership with NOVA.
Current Status: As of Spring 2019, a total of 319 students were enrolled in Pathway, an increase of +190 since Fall 2018.

Metric #4: 7,500 students will have taken most of their courses in an online format.

Current Status: As of Fall 2018, 6,775 students have taken most of their courses in an online format. (FY17: 1,463; FY18: 1,633; FY19: 2,166)

Metric #5: Increase the number of undergraduate and graduate course sections identified as online or hybrid courses to 1,000 per year.

Current Status: In FY18, 647 online or hybrid course sections were offered. (FY15: 559, FY16: 621; FY17: 729)

STRATEGIC GOAL #3: RETURN ON INVESTMENT
Enable all graduates to pursue meaningful lives and successful careers.

Metrics:

Metric #1: In-state tuition will remain at or below the average of Virginia’s doctoral universities.

Current Status: FY19, Mason’s in-state tuition was $9,060 compared to the average of Virginia’s doctoral universities at $12,521. (FY16: Mason $7,976, Avg. = $10,800; FY17: Mason $8,204, Avg. = $11,521; FY18: Mason = $8,672, Avg. = $11,942)

Metric #2: Three-year student loan default rates of graduates will remain within the lowest quartile of national public four-year institutions and below the average of Virginia public four-year institutions.

Current Status: Recently released FY15 three-year default rates show: Mason: 2.3%; Commonwealth of Virginia: 5.0%; National: 10.8%; Public four-year institutions: 7.1%

Metric #3: At least 80% of graduates will report a positive career outcome within six months of graduation.

Current Status: As of 2017, 81% of graduates reported a positive career outcome within six months of graduation. Response Rate: 57%. (FY14: 74% Response Rate: 38%, FY15: 79% Response Rate: 56%, FY16 76% Response Rate 48%)

STRATEGIC GOAL #4: 100,000 CAREER-READY GRADUATES
George Mason University will help meet the demands of the commonwealth, the region, and the world for dynamic, creative, collaborative thinkers, doers, and problem-solvers.

Metrics:

Metric #1: Award 100,000 degrees and certificates by FY24.

Current Status: As of FY18, Mason has awarded 45,285 degrees and certificates. (FY16: 8,901; FY17: 9,123; FY18: 9,569)

Metric #2: Increase six-year undergraduate graduation rate to 75%.

Current Status: As of FY19, six-year graduation rate is 70%. (FY16: 69%; FY17: 70%; FY18: 71%)

Metric #3: Increase the four-year graduation rate of community college transfer students to 75%.

Current Status: As of FY19, the four-year graduation rate for community college transfer students is 71.5%. (FY16: 71%; FY17: 72%; FY18: 70%)

Metric #4: 90% of alumni survey respondents agree that Mason helped them grow personally and professionally, or similarly, one year after graduation.

Current Status: In FY18, 69% of undergraduate alumni report they are prepared for current work and 81% are prepared for further study; 85% of graduate alumni report they are prepared for current work and 90% report they are prepared for further study. (FY15: Undergraduate Alumni 72% and 83%, Graduate Alumni 83% and 88%, FY16: Undergraduate Alumni
71% and 82%, Graduate Alumni 83% and 88%, FY17: Undergraduate Alumni 71% and 83%, Graduate Alumni 84% and 89%)

**Strategic Goal #5: Innovation Engine**

*Contribute to the economic and civic vitality of the region by driving entrepreneurship and innovation and by creating learning partnerships with private and public organizations.*

**Metrics:**

**Metric #1:** More than 100 new companies will be started by Mason faculty and students.

*Current Status:* As of FY18, 24 new companies have been started by Mason faculty and students. (FY16: 4; FY17: 3; FY18: 8)

**Metric #2:** More than 200 student teams will have participated in an entrepreneurship training (e.g. Mason Innovation Lab, Mason Summer Entrepreneurship Accelerator program, i-Corps program, Virginia Serious Game Institute Excellerator, etc.)

*Current Status:* As of FY17, 61 Mason teams have participated in an entrepreneurial training program. (FY14: 4; FY15: 8; FY16: 10; FY17: 16; FY18: 23)

**Metric #3:** 1,000 Virginia companies will be incubated, supported, or accelerated annually by a Mason-run entrepreneurship program.

*Current Status:* In FY18, 1,222 Virginia companies were incubated, supported, or accelerated by a Mason-run entrepreneurship program. (FY15: 954; FY16: 964; FY17: 943)

**Metric #4:** Annual executive and professional education revenues will increase to $50 million.

*Current Status:* As of FY18, executive and professional education revenues yielded $4.2 million. (FY14: $6.9 million; FY15: $7.9 million; FY16: $7.2 million; FY17: $7 million)

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**Strategic Goal #6: Community Builder**

*Contribute to the cultural vitality of our community through regional partnerships and commitments to the arts, athletics, and community engagement.*

**Metrics:**

**Metric #1:** Increase by 30% the number of community members engaged in Mason’s full range of on-campus and off-campus community activities.

*Current Status:* FY18: Ticketed - 264,256; Unticketed - 185,609. (FY15: Ticketed - 262,276; Unticketed - 150,111; FY16: Ticketed - 243,432; Unticketed - 170,447; FY17: Ticketed - 263,386; Unticketed - 184,486)

**Metric #2:** Increase the number of students enrolled in curricular and noncurricular community engagement programs.

*Current Status:* FY18: SAIL Student Community Hours = 10,686; Students enrolled in SAIL Service Learning Courses = 472

**Metric #3:** Increase faculty and staff engagement in community activities through the development of courses with service learning or field studies pedagogy, new community organization reciprocal partnerships, and community classes.

*Current Status:* FY18: Mason Speakers = 63 events, 2,654 attendees; Mason Employee Volunteer Hours = 7,246; SAIL Community Based Faculty Courses = 18; Senior Citizen Waivers = 388

4
**STRATEGIC GOAL #7: WELL-BEING**

*Become a model well-being university that supports and enhances well-being for all of its members.*

**Metrics:**

**Metric #1:** Students, faculty, and staff will show continued gains in engagement levels, meaning and purpose, and their perceptions that Mason is positively contributing to their well-being, as measured by regular university surveys.

*Current Status: Between the 2015 and 2018 administrations of the Quality of Work Life (QWL) survey, the percent of engaged Mason faculty and staff rose from 56% to 63%. In 2018, 48% of faculty and staff reported attending a university-sponsored well-being event.*

**Metric #2:** Continue to make progress in elevating faculty and staff compensation to the median of our peer group or above.

*Current Status: In FY18, Mason’s faculty and staff compensation is in the 23.2 percentile rank of peer group (FY16: 22.6% percentile Mason = 95,508, Peer = 101,322; FY17: 16.4% percentile Mason 95,081, Peer = 104,978; FY18: 23.2% Mason: 99,626; peer: 107,178)*

**Metric #3:** Continue to expand portfolio of well-being development programs for all faculty and staff and improve access to those programs for all faculty and staff.

*Current Status: In FY18, 1,495 faculty and staff attended 82 sessions. There was a +44 increase in the number of sessions compared to FY17, the total number of attendees is expected to exceed 5,200 once the Career / Purpose session count is completed. (FY15: Sessions = 46, Attendees = 3,929; FY16: Sessions = 38, Attendees = 5,039; FY17: Sessions = 38, Attendees = 5,136; FY18: Sessions 82, Attendees 1,495)*

**Metric #4:** Continue to increase student access to well-being programs by developing a portfolio of well-being noncurricular activities open to all students, as well as curricular tracks leading to an undergraduate minor or graduate certificate.

*Current Status: Re-design of the Resilience Badge to convert it into an online platform is in progress. This will make it accessible to all students and employees; a working group of faculty is creating an undergraduate course requirement proposal on inclusive well-being, the course will be piloted in the 2019-20 academic year with plans to fully launch as a requirement in the following year; Since the we began making this assessment available for free to students and employees in August 2014, over 21,000 students and employees have taken a well-being assessment. We renewed our contract with Gallup this summer to continue StrengthsFinder for the next two years.*

**STRATEGIC GOAL #8: DIVERSE ACADEMIC COMMUNITY**

*Create an inclusive and diverse academic community that reflects the diversity of the National Capital Region.*

**Metrics:**

**Metric #1:** Increase the proportion of instructional and research faculty, staff, administrators, and graduate students who come from historically underrepresented groups to better reflect the diversity of our undergraduate student body.

*Current Status: In FY18, 21.9% of faculty (+0.6% more than FY17), 37.0% of staff (+1.4% more than FY17), 23.8% of administrators (+0.5% more than FY17), and 28.8% of graduate students (+0.4% more than FY17) are from historically underrepresented groups. (FY17: Faculty 21.3%, Staff 35.6%, Administrators 23.3%, Graduate Students 28.4%; FY16: Faculty 15.2%, Staff 33.9%, Administrators 18.9%, Graduate Students 25.4%; FY15: Faculty 15.5%, Staff 31.5%, Administrators 17.6%, Graduate Students 24.7%)*
STRATEGIC GOAL #9: SUPPORT TEACHING AND FACULTY EXCELLENCE

Mason will provide an environment and resources to support faculty and encourage academic innovation and excellence.

Metrics:

Metric #1: Instructional/research faculty will report increasing levels of job satisfaction.

Current Status: In 2018 instructional and research faculty reported a +0.05 increase in levels of job satisfaction on average. (2009: 2.07, 2012: 2.60, 2015: 3.60, 2018: 3.65 on a 5-point scale)

Metric #2: Instructional/research faculty will report increasing satisfaction in perceived organizational support.

Current Status: In 2018, the perceived organizational support went up +0.01 points for instructional and research faculty on average. (2009: 3.16, 2012: 3.12, 2015: 2.83, 2018: 2.84 on a 5-point scale)

Metric #3: 100% of all faculty members will participate in at least one professional development activity annually that supports their teaching and learning, research and scholarship, writing, mentoring, or other career-related goals.

Current status: pending design of measurement tool.

Metric #4: Annual increase in faculty's satisfaction with renewal, promotion, and tenure policies, expectations, and reasonableness.

Current status: In 2018, 37.8% of faculty rated the clarity of tenure criteria as good; 15.6% rated it excellent. 42.2% of faculty rated the reasonableness of tenure criteria as good; 18.7% rated it as excellent. This is the first such survey and will be used as the baseline for future surveys.

STRATEGIC GOAL #10: ELEVATE RESEARCH

Strengthen Mason’s research and scholarship portfolio to solidify the institution’s position as a public research university of the highest caliber.

Metrics:

Metric #1: Achieve and maintain level of doctorate production, and resources for research, scholarship, and creative activities, comparable to the group of universities classified as Carnegie “Very High Research.”

Current Status: In FY19, Mason maintained R1 classification.

Metric #2: Increase annual sponsored expenditures for research, scholarship, and creative work to $225 million, doubling federal funding to ~$130 million annually, increasing industry funding for research to ~$20 million annually, increasing funding from foundation and institutional sources to ~$65 million annually, and increasing state funding to ~$10 million.

Current Status: Mason’s annual expenditures increased from $98.7 million in 2014 to 112.4 million in 2017, as reported in NSF’s Higher Education Research and Development surveys. Federally sponsored expenditures decreased from $61.9 million in 2014 to 57.3 million in 2017; Industry-sponsored expenditures increased from $2.4 million in 2014 to $2.7 million in 2017; foundation- and institutional-supported expenditures increased from $31.9 million in 2014 to $47.7 million in 2017; and state funding increased from $1.95 million in 2014 to $3.3 million in 2017.

Metric #3: Recruit and retain 300 tenure-track and tenured faculty, with emphasis on amplifying Mason’s existing disciplinary strengths while also promoting multidisciplinary activities in research, scholarship, and creative activities.

Current Status: As of Fall 2018, a total of 278 tenure-track and tenured faculty were recruited indicating a +48 increase compared to Fall 2017.

Metric #4: Increase the number of doctoral graduates to more than 400 annually, and the number of students enrolled in doctoral programs to at least 3,600, with an increasing percentage of doctoral students enrolled full time.

Current Status: In FY18, 270 students graduated with PhDs; 2005 students were enrolled in PhD programs, 51% of whom were enrolled full time.
Metric #5: Increase facilities utilization performance by doubling sponsored expenditures dollars per square foot, and increase investments in shared and multidisciplinary instruments and tools that support research, scholarship, and creative work from state and other sources to $10 million annually.

Current Status: In 2018-19, the state invested the same amounts in annual ETF funds as in 2017-18. $474,407 was allocated to Mason research instruments and tools while $5,189,341 million and $5,240,458 million were allocated to UVA and VT research instruments and tools, respectively.

STRATEGIC GOAL #11: RESEARCH OF CONSEQUENCE
Enhance Mason research in domains of great academic, societal, and economic consequence.

Metrics:

Metric #1: Increase books, publications, citations, and other research, scholarly, and creative work products per full-time faculty by 50%.
Current Status: pending subscription to a nationally-available tool that allows for the measurement of faculty research and scholarly outputs and outcomes.

Metric #2: Increase the number of national and international faculty awards earned by Mason to at least 10 per year.
Current Status: In 2019, three Mason faculty have received prestigious CAREER awards. The university does not have an automated system or a process to track national and international faculty recognitions. Plans are underway to purchase a subscription to a nationally-available tool in FY19.

Metric #3: Increase annual research expenditures in the three multidisciplinary priority areas, including health and wellness, from ~$20 million in 2017 to ~$80 million in 2024, in resilient and sustainable societies from ~$50 million in 2017 to ~$80 million in 2024, and in cyber and data analytics from ~$20 million in 2017 to ~$50 million in 2024.
Current Status: In FY18, Mason reported annual research expenditures in health and wellness of ~$27 million, an increase of ~35% or ~$7 million over FY17 levels, in resilient and sustainable societies of ~$64 million, an increase of ~28% or ~$14 million over FY 2017 levels, and in cyber and data analytics of ~$32 million, ~60% or ~$12 million over FY17 levels; Institute for Biohealth Innovation established in 2015, launch of Institute for Digital Innovation announced in November 2018 coincident with Amazon HQ announcement, and Institute for a Sustainable Earth launched in February 2019- all to support growth in Mason’s research portfolio, including sponsored expenditures.

Metric #4: Identify 10-year horizon, multidisciplinary teams to enhance Mason’s competitive advantage in research, scholarship, and creative activities in the 2024-34 period and establish at least 5 related transdisciplinary centers.
Current Status: Mason launched the Center for Adaptive Systems for Brain Body Interactions (CASBBI) and the Quantum Materials Center in 2017. The CASBBI team has submitted multiple proposals for funding in excess of $70 million and is in the midst of recruiting an additional faculty member whose home is Psychology. The QMC director recently received a prestigious CAREER award and CoS and VSE have added at least four new junior faculty who are members of QMC. 12 proposals to identify additional centers are under review.

Metric #5: Increase the number of faculty, graduate students, and postdoctoral fellows who have participated in "lean" and other entrepreneurship programs to 500, and support the establishment of at least 50 high-tech start-ups built upon intellectual property and knowledge developed by Mason faculty or students.
Current Status: In FY18, 13 Mason faculty, graduate students, and postdoctoral fellows participated in lean start-up programs, and Mason developed 4 high-tech startups built on IP developed by Mason faculty or students.

Metric #6: Support at least 20 translational research partnerships with health and wellness organizations to ensure that research outcomes are translated successfully to improve the health and wellness of individuals in the region and beyond.
Current Status: In FY19, Mason supports at least 6 translational research partnerships with health and wellness organizations and is in the process of establishing at least ten more. The university is working closely with private sector organizations to translate technologies created in Mason labs to the marketplace. Mason is in the midst of finalizing translational research agreements with Sentara Health and SP Global. The university is leading a translational research consortium called MERIT, an initiative undertaken in partnership with the Boston-based and highly successful commercialization organization called CIMIT to expand the number of translational research partnerships we have with regional, national and global businesses in the health and wellness sector.

Metric #7: Double the number of faculty members who are engaged in collaborative community-based research, or clinical or professional training programs that have economic or social impact on community partners.
Current Status: Pending development of baseline measurement mechanism.
**STRATEGIC GOAL #12: GLOBAL ENGAGEMENT**

*Expand opportunities for global learning by creating partnerships and programs to support student and faculty mobility and collaboration.*

**Metrics:**

**Metric #1:** Increase the number of domestic students who study or intern abroad from 1,000 in 2014 to 3,000.

*Current Status: As of FY18, 1,164 students studied or interned abroad. (FY15: 1,057, FY16: 1,029; FY17: 1,029)*

**Metric #2:** Increase total number of faculty engaged in international teaching or research projects.

*Current Status: Tracking of faculty engagement pending purchase of national database subscription.*

**Metric #3:** Increase the number of enrolled international students to 4,750.

*Current Status: Fall 2018: 3,765 enrolled international students. (FY15: 3,006; FY16: 3,414; FY17: 3,525)*

**Metric #4:** Establish a faculty educational development program to support cultural diversity in the classroom.

*Current Status: A search for Director of Faculty Diversity, Inclusion and Well-Being is in progress.*

**Metric #5:** Increase the number of students enrolled annually in foreign language courses.

*Current Status: FY18 – 4,339 students enrolled in foreign language courses. (FY15: 3,925, FY16: 3,833; FY17: 3,938)*
President’s Report
February 27, 2019

[Goals and activity updates since the December 12, 2019 BOV meeting.]

Faculty Highlights:

• Criminology professor Charlotte Gill and computer science professor Jeff Offutt have been named winners of the 2019 Outstanding Faculty Awards by the State Council of Higher Education for Virginia. Another recipient of the recognition will be graduate student Jill Mitchell, a professor at NOVA and adjunct at Mason. The prestigious awards recognize achievement in teaching, research and public service.

• Prof. Yuntao Wu’s group has identified a measurable indicator – a protein called cofilin – that could prove instrumental in HIV treatment.

• The Mason-Yale climate change survey from University Professor Ed Maibach and his team at the Center for Climate Change Communication was the focus of articles in The New York Times, National Geographic and Forbes.

• Two College of Visual and Performing Arts faculty members premiered work at this year’s Sundance Film Festival. Nikyatu Jusu co-wrote and directed a short film, “Suicide by Sunlight,” and Hans Charles was director of cinematography for a documentary, “Wu-Tang Clan: Of Mics and Men.”

• With support from the U.S. Department of Defense and the U.S. Navy SEALs, mechanical engineering professor Jeff Moran and researchers from MIT have devised a wetsuit treatment that triples the amount of time divers can safely spend in Arctic waters.

• Criminology professor Christopher Koper is part of a team receiving funding from the National Science Foundation to study mass violence in the United States and ways to counter it. The project will bring some of the nation’s premier experts on the topic to the Arlington Campus in April for a two-day workshop.

• The U.S. Library of Congress has selected Professor Peter Boettke’s Coordination Problem blog for inclusion in the historic collection of Internet materials related to the Economics Blogs Web Archive. The Library of Congress also will archive the Marginal Revolution economic blog started by Mason economists Tyler Cowen and Alex Tabarrok.

• Research by criminology professor Beidi Dong found that school suspension is more likely to predict youth drug use than police arrests and that school suspensions must be a last resort because they can lead to other negative behavior.
• Henry Butler, dean of the Antonin Scalia Law School, has been appointed to the Virginia Bar Association’s Board of Governors.

Student and Alumni Highlights:

• Senior cyber security major Doreen Joseph, an Honors College student, is Mason’s first finalist in the two-year-old Knight-Hennessy Scholars Program at Stanford University. Winners pursue a fully funded graduate degree at Stanford.

• Catherine DeMarino, Alex Barclay and Michelle Pleet, doctoral candidates pursuing PhDs in biosciences, each scored in the top 15 percent or higher of all applicants with grant proposals to the National Institutes of Health. DeMarino placed in the top 3 percent and landed a nearly $75,000 grant to continue her research into how HIV drugs affect the brain.

• Sophomore creative writing major Madison Gaines won an award from the Honors College for her research, “Illuminating Biracial Identity at the Juncture of Social Science and Poetry.” She will present her research at the Cultural Studies Association’s annual conference at Tulane University in New Orleans in May.

• Senior engineering majors Sergio Cruz, Blazej Horyza and Morteza Eskandari built a 4-foot, 17-pound robot fish they can wirelessly command, technology that could aid the monitoring of aquatic life and water quality.

• First-year law student Nihal Sen, who ranked in the top percentile of her class at a university in Turkey, received the 2018 A. Linwood Holton Jr. Leadership Scholarship.

• Six students in a graduate folklore class presented their digital storytelling final projects at the Library of Congress.

• Environmental and sustainability studies senior Jamie Fetherolf is setting up wildlife camera traps in Washington, D.C., and analyzing the data with Smithsonian scientist Michael Cove. Their study of urban wildlife is one of 100 related projects across five continents.

• For a closer examination of café culture, creative writing master’s student Rachel Purdy traveled to Eastern Europe through an international research travel grant offered by the Alan Cheuse International Writers Center. Grant recipients also included first-year MFA student Carol Mitchell and poetry student Tim Barzditis.

• Computer science major Cameron Smith halted his pursuit of a professional hockey career to enroll at Mason, where as a member of the club hockey team he is tied for the American Collegiate Hockey Association Division 3 league lead in goals with 51 in 23 games. Smith also has a business building aquariums that double as table tops.
• For their U.S. Navy-sponsored senior capstone project, two five-student teams of mechanical engineering majors are researching quicker ways to detect erosion on the metals used to make the blades of U.S. Navy helicopters.

• Several members of Mason’s chapter of Engineers for International Development spent a week in Ecuador last month determining ways to improve the drinking water in the agricultural area of San Pablo de Amali.

• Victor Albisu (BA International Studies ’99) opened his fifth Taco Bamba restaurant in the D.C. area, this one in University Mall across from the Fairfax Campus. Albisu has worked with humanitarian aid agencies World Central Kitchen and CARE and was a culinary ambassador in the U.S. State Department.

• Rhea Seehorn (BA Art Studio ’94), who portrays Kimberly “Kim” Wexler in hit TV show “Better Call Saul,” received a 2019 Critics’ Choice Award nomination for best supporting actress in a drama series.

**Media:**

Mason faculty, staff, and students continue to feature prominently in national and international media. Please read the weekly digest for the latest.

**Access to Excellence:**

**Overall Enrollment:** Spring 2019 total university enrollment is up by 2.6% year-to-date (36,361 from 35,425, +936). Total undergraduate enrollment is 25,471, which reflects a 4% increase. Total graduate enrollment is down by 1% (10,302 from 10,403, -101). Once the final census is completed in March, we expect total Spring enrollment to be approximately 37,000.

**Transformative Learning:**

**ADVANCE:** Total ADVANCE enrollments to have grown to 319, which is a large increase from this Fall’s beginning total of 129 students and is well above our first-year target of 250 students. We are on track to dramatically expand offerings for Fall 2019.

**Adult Learners:** We continue to explore possible partnerships which would expand our ability to serve adult learners through online education. We will update you on our progress in a separate briefing.

**Wiley Partnership:** Our portfolio of Wiley online offerings continues to grow steadily. New Spring 2019 enrollments are 191, for a total of 477 students (new and continuing).

**Research:**

Following last year’s strong research performance, overall research activity continues to grow rapidly. Sponsored research expenditures and value of awards have both increased significantly. In addition, after a full accounting of our FY18 expenditures, we have
revised our final number upward to $150 million. This is the highest amount of research activity in Mason’s history and represents a large increase from the $112 million we reported in FY17.

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**Inclusive Academic Community**

As of Fall 2018, minority faculty members made up 21.6% of full-time instructional faculty members, an increase of 0.6 percentage points over Fall 2017. This follows a similar increase of 0.6 percentage points from 2016 to 2017 and represents a huge jump from 2015, when minority full-time instructional faculty made up 15% of the total.

**Development**

The Faster, Farther Campaign concluded on December 31 with a record $690M raised. This exceeded both our original goal of $500M as well as our revised goal of $600M.

Annual fund-raising has far surpassed our annual goal. As of February 25, we had raised $104M, well exceeding our annual target of $60M. This is already the highest total ever raised by the university in a single year, with 4 months left in the current fiscal year.

As of February 25, endowment giving was $56M, which has already vastly exceeded our annual goal of $5M. The total number of alumni donors stood at 4,057, which is on pace to reach our annual goal of 6,025.

As a follow up to the Gift Review Committee's report, the Provost is working with university stakeholders to discuss and respond to the feedback we have received on our draft gift policies.
Foundation for the Future

Planning has begun to assess impacts of the Amazon relocation to Arlington and its effect on Arlington campus planning and replacement of the Original Building. The negotiated budget bill (yet to be signed by the Governor) authorizes us to demolish the Original Building using private funds and consider the expense as part of our contribution to be matched by the Commonwealth up to $125 million.

Design plans for the new Wilkins Plaza will be presented to you during today’s full board session.

Rankings:
Forbes and its online statistics partner Statista ranked Mason 180th out of 500 of the nation’s best employers for diversity. Mason had not appeared on the 2018 list.

U.S. News & World Report recognized several Mason online programs in its 2019 rankings. Mason was ranked 24th in the category of information technology graduate programs; 39th (tied, and up from 56th in 2018) for non-MBA business graduate programs; 42nd (up from 115th last year) for education graduate programs; and 52nd for engineering graduate programs.

Via Business Insider, CollegeVine ranked Mason fifth among the 50 most underrated colleges in America.

Collegefactual.com ranked Mason’s Criminology, Law and Society Program first nationally and also ranked Mason as sixth-best nationally for veterans.

CyberDegrees.org ranked Mason 11th nationally in its top 20 list of cybersecurity programs. Mason was also ranked fourth nationally for its online cybersecurity bachelor’s program, 10th for its online master’s in information technology program and 12th for its online information technology bachelor’s program.

Best Workplaces for Commuters included Mason on its national list of nearly 300 employers.

Legislative Update – Federal:

Joined by Rector Tom Davis, and Board of Visitor member Wendy Marquez, visited with several Members of the Virginia Congressional Delegation on February 7 seeking support for a new Department of Defense research program in Rapid Prototyping and Fielding and a “plus up” for a major existing program in rapid prototyping. Since last March, Mason has received approximately $100 million for research related to rapid prototyping, a priority of Congress and the Department of Defense that can lead to significant savings and speed of innovation. The Members visited included Rep. Gerry Connolly, Rep. Don Beyer, Rep. Rob Wittman, Sen. Mark Warner, Sen. Tim Kaine, and House Majority Leader Steny Hoyer. Follow up has already been undertaken with their respective staffs.
Legislative Update – State:

George Mason University is recognized as a regular fixture in Richmond these days. Paul Liberty, Mark Smith and Sarah Huang continue to identify opportunities for Mason to be at the table and support the multiple visits by myself and other members of the Mason community.

My own visits include the following:

- Spent 11 of the 45 days of the General Assembly in Richmond for legislative visits.
- Met with the Secretary of Education, the Deputy Secretary of Education and the Secretary of Commonwealth to discuss Mason’s initiatives and strategic goals.
- Met with 21 Senators and 33 House of Delegates Members (many on multiple occasions) to discuss Mason’s legislative priorities.
- Met with key members of the Department of General Services and the Department of Planning and Budget to discuss Mason’s strategic efforts.
- Hosted Mason Alumni Association’s Legislative Reception, in conjunction with the State Government Relations team, in Richmond on January 29. We had more than 120 attendees including Mason alum, Secretary of Education Atif Qarni, and Peter Blake, the Director of SCHEV.
- Hosted Mason Lobbies on January 30 where more than 50 Mason students met with 31 legislative offices to discuss their key legislative issues and priorities.
- Dr. Scott Ralls and I spent two days making legislative visits to promote ADVANCE and request additional funding for the program.
- Presented at the Virginia Bankers Association’s Annual Luncheon, with more than 700 attendees, to discuss Higher Education.

Legislative Visits by other Mason leaders included: Dr. David Wu, Paul Liberty, Dr. Michelle Marks (who presented to the members of the Senate Finance Education Subcommittee about our ADVANCE initiative), Dr. Deborah Crawford, Dr. William Hazel, Dr. Chris Jones, Dr. Cindy Smith, Dean Rick Davis and Dr. Niyati Dhokai.

Looking Forward:

- April 3—Reconvened Session (Veto Session)

External Activities & Speaking Engagements:

- Participated as the keynote speaker for the Virginia Bankers Association Financial Forecast event. Remarks included addressing trends and developments in higher education and how Virginia’s systems of higher education are critical economic drivers for the region and the Commonwealth.

- Co-chaired a Growth4VA meeting to discuss legislative session objectives and advocacy updates.

- Attended the Greater Washington Partnership CoLAB Principals Meeting with leading CEOs and other university presidents from our region. It was an opportunity to
review and assess implementation of the CoLAB’s first two initiatives, discuss ways to leverage the CoLAB platform around new opportunities, and align on the ongoing structure of the CoLAB based on learnings to date. The opportunities to develop top talent, foster innovation, and enhance the perception of the Capital Region are significant given the collective capabilities and reach from our first-of-its-kind collaborative group.

- Attended the Geneva Triadogue and participated as a panelist. The focus of the panel was to provide perspective on how academia, international organizations, and private sector are addressing the issue of Scaling Education for the Sustainable Development Goals (SDGs). Additional meetings with the UN helped move forward the creation of a new international network of universities to drive global engagement and support the SDGs.

- Accepted an invitation from Jean Case to attend a reception to celebrate the release of her new book, Be Fearless: 5 Principles of a Life of Breakthroughs and Purpose.

- Participated in an interview on the Radio Show: Don’t Interrupt Me, Por Favor by Guillermo Fesser, Lisa Button and Nick Leiber.

- Attended and provided welcome remarks at the annual United Bank Economic Conference, co-hosted by Mason. Speakers included Tamika Tremaglio, Managing Principal for the Greater Washington Area, Deloitte and Steve Fuller, Director of the Fuller Institute for Research.

- Joined Don Graham for a dinner in his home in honor of Mitch Daniels, President of Purdue University and former Governor of Indiana, which included members of Congress and the Secretary of Education.

- Met with Irma Becerra, President of Marymount University and toured their Ballston campus.

- At the invitation of Wiley CEO Brian Napack, I provided the keynote at their Senior Leaders Summit, discussing the future of higher education and workforce, Mason’s strategy as an institution and how our partnership can play a role in the success of institutions like ours.

- Provided welcome remarks at the “Regional Conversation with Amazon” event hosted by the Metropolitan Washington Council of Governments on our Arlington Campus. It was an opportunity for an important dialogue with Amazon about their plans to locate its new headquarters to Arlington. Amazon representatives discussed their approach for transition plans to our region, share ongoing engagement, and offer lessons learned from other cities.

- Attended the Virginia Council of Presidents meetings (including GPAC/SCHEV sessions).
• Participated in various development activities/cultivation dinners and visits with donors and business CEOs, and 123 Club sessions.

**Internal/Campus-Related Activities & Speaking Engagements:**

• Greeted employees from China Telecom during their visit to Mason.

• Hosted the annual holiday gathering at the Mathy House and attended the yearly university-wide holiday celebration.

• Presided over two Winter Graduation ceremonies. Speakers were Mason alums Kelly McNamara Corley and M. Brian Blake.

• Hosted a retirement/farewell reception for Janet Bingham at the Mathy House.

• Held an expanded President’s Council session inviting mid-level management personnel to participate in the session. Primary focus of the meeting was to provide an update on current initiatives and strategic planning.

• Attended and provided remarks at the Faculty/Staff Donor Appreciation event, extending gratitude for raising over $12M for the Faster Farther Campaign.

• Taught spring semester classes of the President’s Leadership Seminar.

• Commenced the Spring Semester one-on-one conversations with each academic dean.

• Participated in the spring semester President’s Student Advisory luncheon meeting. Topics of conversation included my recent blog, *Racism on campus: Learning from old yearbooks*, Mason Korea/Regional campuses, Enslaved People Memorial Project and curriculum changes to the 2019 International Security Program.

• Provided remarks at the Honors College “Celebration of Excellence” an event designed specifically for students admitted to the college.

• Attended and provided remarks at the First Pitch Mason Athletics Dinner, with special guests Charlie Slowes and Dave Jageler, Radio Play-by-Play announcers for the Washington Nationals.

• Participated in a one-day strategic planning and priority setting meeting with the Executive Council.

• Attended Homecoming events to include the Alumni Indoor Tailgate.

• Attended a dinner with Cameron Kasky, Co-Founder of March for Our Lives and survivor of the mass shooting at Majory Stoneman Douglas High School prior to his participation in a Freedom and Learning Forum where we engaged in a fireside chat about his experiences.

• Hosted Employee of the Month ceremonies.
- Participated in briefing calls with the A10 presidents.
- Attended various Mason sporting and performing arts events

**Outside Board Service:**
- Inovio (NASDAQ:INO) (telephonic/in-person meetings).
- Northern Virginia Technology Council.
- Consortium of Universities of the Washington Metropolitan Area.
- Washington Airport Task Force.
- National Geographic (telephonic/in-person meetings in DC).
- Richmond Federal Reserve Board (telephonic/in-person meetings in Richmond).
- Center for Innovation Technology (CIT).

**Select Upcoming Events:**
- National Leadership Council Breakfast – March 5
- A10 Women’s Basketball Tournament – March 5-10
- A10 Men’s Basketball Tournament – March 13-17
- Annual Scholarship Dinner – March 28
- BOV Information Session followed by Public Comment – April 3
- Alumni Celebration of Distinction Dinner – April 25
- Next BOV Meeting – May 2, 2019
WHEREAS, Katherine G. Johnson, a trailblazing NASA mathematician, performed the complex calculations and flight path analysis of spacecraft that led to the United States achieving flight during the early years of the space program; and

WHEREAS, Mrs. Johnson ushered NASA into a new era by conducting trajectory analysis for America’s first human space flight, including early missions of Alan Shepard and John Glenn and for the Apollo 11 flight to the moon in 1969; and

WHEREAS, Mrs. Johnson, an African American woman, overcame racism and sexism to break barriers during an esteemed 33-year career; and

WHEREAS, Mrs. Johnson earned many awards from NASA, had NASA facilities named in her honor, received the Presidential Medal of Freedom, and saw her professional accomplishments highlighted in the Oscar-nominated film “Hidden Figures;” and

WHEREAS, Mrs. Johnson’s personal story and pursuit of her passion exemplify the power of accessible public education and the immeasurable value of teachers and professors who mentor and challenge their students to strive for tremendous accomplishments; and

WHEREAS, George Mason University is creating a scholarship in Mrs. Johnson’s name for STEM majors who through their personal experiences and aspirations demonstrate the ideals of Mrs. Johnson; and

WHEREAS, Mrs. Johnson, at 100 years old, continues to champion STEM literacy, particularly for women and people of color, and through her own exceptional career inspires future generations of scientists, engineers and mathematicians; now

BE IT THEREFORE RESOLVED that Bull Run Hall, the largest building on George Mason University’s Science and Technology Campus, be renamed Katherine G. Johnson Hall in recognition of Mrs. Johnson’s pivotal and pioneering contributions to the U.S. space program and to her lifelong commitment to STEM.

BE IT FURTHER RESOLVED that this resolution be entered into the minutes of the George Mason University Board of Visitors this day, February 27, 2019.

Tom Davis, Rector
George Mason University
State and local governments and higher education - Virginia

Growth of technology sector will drive economic growth and diversification

A thriving technology sector is developing in Virginia (Aaa stable), spurred by a large federal government presence and increasing private-sector investment, notably the location of Amazon’s HQ2 in Arlington County (Aa stable). One of every nine jobs in Virginia is now classifiable as a technology job. Growth in the sector is also supported by the state’s investment in K-12 and higher education, aimed at increasing the pipeline of tech-savvy employees. Tech expansion is positive for the state because incomes of tech workers are above average, while both state and local governments will benefit from an economy less dependent on the federal government. Higher education institutions, meanwhile, will benefit from increased state support and enrollment and tuition revenue growth.

» Growing technology sector will diversify Virginia’s economy and boost state revenues from high-income earners. The state will benefit from an economy that is less dependent on the federal government and strengthened by the above-average incomes of workers in the technology sector.

» Virginia’s highly educated workforce will continue to attract tech-sector employers. The state will continue to have competitive advantages based on its above-average levels of educational attainment and its focus on increasing its tech-educated employee pipeline.

» Tech growth will help economies diversify at the local level too, though rural areas are less likely to benefit. Local governments in some areas, particularly Northern Virginia, will benefit from tech expansion, though rural regions will see a more modest impact because of less private-sector investment in tech and tech-related infrastructure and more limited access to a qualified workforce.

» State’s higher education institutions can strengthen the tech talent pipeline. With many data science programs already established, Virginia’s public and private universities will be well placed to leverage increased state operating and capital support to further expand the supply of qualified tech workers. Universities will benefit from greater enrollment, rising tuition and enhanced gift activity, though execution risks to meet the projected needs for sizable growth in degrees awarded will persist.
Virginia's growing technology sector helps to diversify the state's economy and boosts state revenues from high-income earners

Virginia's thriving tech sector is positive for the state because state and local governments will benefit from a more diversified economy that is less dependent on the federal government, and the incomes of technology employees are typically above average, likely boosting state income tax revenues.

The large federal government presence has helped promote a successful technology sector in Virginia. The Department of Defense, the largest federal agency in the state, employs many tech workers themselves and has attracted defense contractors that also have significant numbers of tech staff. Federal government employment accounts for 4.4% of employment in Virginia, compared with 1.8% in the US as a whole. Professional and business services, which includes many private federal contractors, represents 18.6% of total employment in Virginia, magnifying the effect of federal employment in the state.

Given overlapping tech jobs in the federal government as well as the growth of private tech companies in Virginia, the Computing Technology Industry Association (CompTIA) estimates that net tech employment accounts for 9.9% of overall employment in the state. This ranks third highest among states, behind Massachusetts (Aa1 stable), at 10.6%, and Washington (Aa1 stable), also at 9.9%.

Expansion of the tech industry in Virginia beyond the federal government and related contractors will diversify the state's economy. Although Virginia benefits from the stable federal presence, the concentration in government-related employment can also cause the regional economy to stagnate during times of federal downsizing, affecting overall net tech employment growth, as shown in Exhibits 1, 2, and 3.

Exhibit 1: Virginia's total employment growth lagged behind the nation due to federal downsizing after the last recession
Annual percent change in total nonfarm employment

<table>
<thead>
<tr>
<th>Year</th>
<th>Virginia</th>
<th>US</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>0.0%</td>
<td></td>
</tr>
<tr>
<td>2012</td>
<td>0.5%</td>
<td></td>
</tr>
<tr>
<td>2013</td>
<td>1.0%</td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td>1.5%</td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td>2.0%</td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td>2.5%</td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td>0.5%</td>
<td></td>
</tr>
</tbody>
</table>


Exhibit 2: Virginia's net tech employment dipped during years of federal downsizing...
Net tech employment in Virginia (in thousands)

<table>
<thead>
<tr>
<th>Year</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>400</td>
<td>405</td>
<td>410</td>
<td>415</td>
<td>420</td>
<td>425</td>
<td></td>
</tr>
</tbody>
</table>

Source: CompTIA Cyberstates 2018 Report

Exhibit 3: While net tech employment across the US steadily grew...Net tech employment in the US (in thousands)

<table>
<thead>
<tr>
<th>Year</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>9,500</td>
<td>9,700</td>
<td>10,000</td>
<td>10,300</td>
<td>10,600</td>
<td>11,000</td>
<td>11,500</td>
</tr>
</tbody>
</table>

Source: CompTIA Cyberstates 2018 Report

With an increase in private tech-sector companies in Virginia, such as the location of Amazon HQ2 in Arlington and various data centers around Northern Virginia, the state will benefit from economic diversification and will be less dependent on the federal government. As part of the commitment by Amazon.com, Inc. (A3 positive) to create a minimum of 25,000 jobs in Virginia, the state and Amazon agreed that new jobs related to federal government contracts would be capped at 10% of total jobs added in order to qualify for state incentives.

Expansion of the tech industry is also positive for the state because the incomes of tech employees are typically above average. In Virginia, the average annual tech sector wage is $114,774 compared with average annual wages for all industries of $56,503. Individual income taxes account for approximately 70% of Virginia's total general fund revenues. An increase in tech workers will boost state tax

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revenue from these high-income earners. In most industries in Virginia, average annual wages lag behind those of the US, but in the professional and business services industry and the federal government — the areas where most tech jobs in Virginia are to be found — average annual wages exceed the US, as shown in Exhibit 4.

Exhibit 4
Tech sector jobs boost wages in professional and business services industry and federal government in Virginia compared with the US
Average annual wages by industry in 2017

![Chart showing average annual wages by industry in 2017 for Virginia and the US.]


Because the average wage of the technology industry is more than double the national average wage, tech-sector job growth also has an outsized impact on GDP, ranking fourth among industry sectors in its impact on GDP in the US as a whole. The tech industry had the third largest contribution to GDP in Virginia behind government and professional services. CompTIA estimates that the tech industry accounted for 12.8% of Virginia's GDP in 2017 compared with 9.2% of the nation's GDP.

Virginia's highly educated workforce will continue to attract tech-sector employers
States with a highly educated workforce, such as Virginia, will be in demand from tech companies, as illustrated by the choice of Amazon HQ2 location. Further, the state is seeking to increase the pipeline of tech-educated employees by requiring computer science instruction in K-12 schools and investing in higher education institutions to enable them to develop graduate technology programs. Virginia's commitment to expanding its tech-talent pipeline was a major component of the state's proposal for attracting Amazon HQ2.

Not only does Virginia have a more educated workforce than the nation as a whole, but Virginia workers with higher education degrees earn more than workers with the same degrees across the rest of the US, as shown in Exhibit 5. As discussed above, the higher incomes earned by the educated populace in Virginia helps to boost state revenue in the form of individual income taxes.

Exhibit 5
Highly educated Virginians earn more than the national average
Educational attainment in 2017

<table>
<thead>
<tr>
<th></th>
<th>Virginia</th>
<th>United States</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent of population 25 years or over with:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>High school diploma or higher</td>
<td>89.0%</td>
<td>87.3%</td>
</tr>
<tr>
<td>Bachelor's degree or higher</td>
<td>37.6%</td>
<td>30.9%</td>
</tr>
<tr>
<td>Graduate or professional degree</td>
<td>16.1%</td>
<td>11.8%</td>
</tr>
<tr>
<td>Median earnings of population 25 years and over (in 2017 inflation-adjusted dollars) with:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>High school diploma or equivalent</td>
<td>$30,460</td>
<td>$29,815</td>
</tr>
<tr>
<td>Bachelor's degree</td>
<td>$57,226</td>
<td>$52,019</td>
</tr>
<tr>
<td>Graduate or professional degree</td>
<td>$80,717</td>
<td>$69,903</td>
</tr>
</tbody>
</table>

Growth of the technology sector will also help economies diversify at the local level, benefiting local governments

Increased private-sector investment in technology will help diversify local economies that have been heavily reliant on federal government spending and employment. Federal employment in the state is largely concentrated in Northern Virginia and Hampton Roads, as shown in Exhibit 6. Though government employment is largely steady, potential federal budget cuts or shifting of operations elsewhere remain an economic risk for local governments, and economic diversification will help mitigate that risk.

Exhibit 6
Employment in Northern Virginia and Hampton Roads is dominated by the federal government
Federal employment as a percent of total nonfarm employment in 2018 by locality

The federal government has helped spur private-sector tech growth in the defense-related data, cybersecurity and telecommunication sectors. Northern Virginia counties such as Fairfax (Aaa stable), Loudoun (Aaa stable), and Arlington now have increasingly diversified economies with significant commercial activity focused on data centers, telecommunications and biotechnology.

Technology investment continues around the state, too. Global Technical Systems announced plans to invest $54.7 million in a new electromechanical energy storage system manufacturing operation in Virginia Beach (Aaa stable). The project will create 1,110 jobs with an average annual salary of $74,000. Facebook, Inc. announced plans to build a $1 billion data center in eastern Henrico County (Aaa stable). In addition to construction jobs, the data center will bring 900 full-time jobs to the capital region.

Technology investments will be slower to produce growth in some areas of the state

While tech sector growth has mostly benefited Northern Virginia localities, growth in other areas of the state is occurring at a more modest pace and some areas continue to have declining or stagnant trends in population and unemployment. Limited access to a workforce, coupled with less private-sector investment in tech and tech-related infrastructure in some parts of the state, has limited growth, despite the push for tech investment in K-12 and higher education throughout the state.

Statewide trends in unemployment are usually mirrored at the local level, and unemployment levels among Virginia local governments compare favorably with the national unemployment rate. However, some more rural localities have unemployment above that of the state and nation.

In tandem with higher unemployment in parts of the state, some Virginia local governments have experienced stalled or negative population growth. While the populations of several localities, mostly in the Northern Virginia region, have grown significantly
in recent decades, driven by job market expansion, some areas of the state, typically more rural regions, have experienced population decline (see Exhibit 7). Despite increased state-funded tech investments for local governments some rural portions of the Commonwealth have yet to see significant shifts in demographic trends.

Exhibit 7
Some local governments experienced population decline or stagnant growth
% change in population US Census 2010, Estimate 2017

Virginia's higher education institutions are well positioned to strengthen the high-tech talent pipeline
Universities will benefit from the state's political and capital commitment to attracting high-tech industry and the commensurate demand for a highly educated workforce. With data science and related academic offerings already in place, many of Virginia's public and private universities are well positioned to leverage increased state operating and capital support, as well as philanthropy, to bolster the pipeline of technical talent. Newly planned expansions of tech facilities and programs, along with enhanced collaboration among the state's universities and colleges, and research partners, bring strong prospects for enrollment and revenue growth. However, execution risks remain, as objectives rely heavily on new state support and increased gift support. Changes in political policies and funding plans over the two-decade period of expansion could impact long-term strategies.

Fifteen public universities and 26 private universities already have academic programs established to support the planned growth in undergraduate and graduate degree awards in the technical, data-science and related fields (see Exhibit 8 for Moody's ranked institutions). These institutions further benefit from the state's higher concentration of high-tech workers in STEM (science, technology, engineering and mathematics) occupations.
Exhibit 8
Many Virginia higher education institutions are positioned to increase the number of data science-related programming and degree awards
Moody’s rated Virginia public and private higher education institutions

<table>
<thead>
<tr>
<th>Public Institutions</th>
<th>Rating/Outlook</th>
<th>Annualized 2017-18 Full-Time Equivalent (FTE) Students</th>
<th>Fiscal 2017-18 Data Science-Related Degree Awards</th>
</tr>
</thead>
<tbody>
<tr>
<td>George Mason University</td>
<td>(1)</td>
<td>30,500</td>
<td>1,396</td>
</tr>
<tr>
<td>University of Virginia</td>
<td>Aaa/Stable</td>
<td>24,847</td>
<td>521</td>
</tr>
<tr>
<td>Virginia Commonwealth University</td>
<td>Aa2/Stable</td>
<td>28,085</td>
<td>452</td>
</tr>
<tr>
<td>Virginia Military Institute</td>
<td>(2)</td>
<td>1,929</td>
<td>59</td>
</tr>
<tr>
<td>Virginia Tech</td>
<td>Aa1/Stable</td>
<td>34,866</td>
<td>1,390</td>
</tr>
<tr>
<td>Private Institutions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Liberty University</td>
<td>Aa3/Stable</td>
<td>82,258</td>
<td>321</td>
</tr>
<tr>
<td>Marymount University</td>
<td>Ba1/Stable</td>
<td>3,079</td>
<td>116</td>
</tr>
<tr>
<td>Regent University</td>
<td>Ba2/Negative</td>
<td>6,059</td>
<td>15</td>
</tr>
<tr>
<td>University of Richmond</td>
<td>Aa1/Stable</td>
<td>3,973</td>
<td>32</td>
</tr>
<tr>
<td>Washington and Lee University</td>
<td>Aa2/Stable</td>
<td>2,123</td>
<td>33</td>
</tr>
</tbody>
</table>

(1) George Mason University (GMU) does not have directly rated debt, but its affiliated CMU Foundation has outstanding debt rated A1/Stable. (2) Virginia Military Institute (VMI) does not have directly rated debt, but its affiliated VMI Alumni Agencies has outstanding debt rated Aa2/Stable.
Source: Moody’s Investors Service; State Council of Higher Education for Virginia (SCHEV)

To meet Virginia’s commitment to expanding the tech-talent pipeline, universities will need to more than double the current number of data-science related degree awards. Virginia’s economic plan calls for an additional 25,000 to 35,000 data-science related degree awards, in aggregate, over the next 20 years, split between undergraduate and graduate. Universities will have to prepare for an annual addition of 625 to 875 data-science related degree awards, both undergraduate and graduate, to meet growth trajectories. This is well above the average 300 new bachelor degree and 90 new masters degree awards recorded over the 2015-2018 period (Exhibit 9). A total of 7129 data-science and related degree awards – associates, bachelors, masters and doctorate – across public and private universities and colleges were granted in the 2017-18 academic year, rising annually at about 8% since 2013-14, or about 400 degrees per year.

Exhibit 9
Despite consistent growth in data science degrees awarded across Virginia’s public and private institutions, degree production will have to rise about 25% to meet high-tech pipeline needs
Data science-related degrees awarded for Virginia public and private universities and colleges

Greater enrollment will strengthen prospects for increased revenue growth. Although public universities are politically guided to maintain tuition affordability for undergraduates, graduate tuition rates are typically higher and far less apt to be discounted. The incremental revenue from new students will be essential to support new program costs. Opportunities for new sources of research and development funding, from both public and private sources, will add revenue diversity to university and college budgets.

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Virginia Tech University is building a new Innovation Campus in Northern Virginia to support technology-oriented graduate education programs and expanded research activity.

George Mason University (GMU) is building a facility for its new Institute for Digital Innovation (IDIA) and establishing a new School of Computing. The IDIA facility will foster growth in the tech-talent pipeline, hosting graduate programs and research space for public and private entities.

University of Virginia is opening a School of Data Science, which will augment existing curriculum for expanded offerings and capacity.

Northern Virginia Community College will be collaborating with GMU on a new program, ADVANCE, to provide data science curriculum in a more affordable setting, while preparing students to transfer to GMU.

Marymount University recently added a Doctorate in Cyber Security to augment existing undergraduate and graduate data science programs. MU anticipates inclusion in a Virginia Tech-led Cyber Security Initiative (CCI), which will broaden demand draw.

Execution risks will persist in the near term as universities and colleges implement their strategic plans. Funding for the high level of enrollment growth required, in terms of recruitment and retention of students and faculty, will come partially from incremental state sources. However, given the state’s priorities for funding across both infrastructure and education needs, Virginia’s higher education institutions will also rely on cash flow, reserves and gifts to meet master plans. Favorably, many institutions are also benefiting from a growing high-school graduate population, as well as reputational strengths.
Moody's related publications

Credit Opinion

» Virginia (Commonwealth of): Update to credit analysis, October 18, 2018

Sector In-Depth

» Local government - US: Amazon's HQ2 decision highlights cities' prime competitive advantages, November 13, 2018
» Local government - Virginia: Credit quality likely to remain healthy despite high debt burdens, October 19, 2018
» Local government - US: Rural America confronts growing economic and demographic challenges, July 19, 2018

Issuer Comment

» Virginia Polytechnic Institute and State University, VA: Expansion aligned with Amazon's HQ2 is credit positive, though brings execution risks, November 20, 2018
» Commonwealth of Virginia: Population growth in high-wealth Northern Virginia is credit positive for the state and local governments, February 1, 2018

Sector Comment

» Public finance - District of Columbia, Maryland and Virginia: DC region, usually buttressed by federal presence, bears brunt of shutdown, January 24, 2019
» New York City, District of Columbia and Arlington, VA: Washington DC and New York metro areas will benefit from Amazon's second headquarters, November 15, 2018

Issuer In-Depth

» Maryland (State of) and Virginia (Commonwealth of): Federal Sequester Slows, But Doesn't Stall, Two Strong State Economies, November 15, 2016

To access any of these reports, click on the entry above. Note that these references are current as of the date of publication of this report and that more recent reports may be available. All research may not be available to all clients.
Endnotes

1. CompTIA Cyberstates 2018 Report
2. Net tech employment as defined by CompTIA includes technology professionals employed by organizations across the economy, self-employed technology professionals, support/business professionals employed by tech companies, and self-employed support/business professionals working in the tech industry.
4. CompTIA Cyberstates 2018 Report
5. CompTIA Cyberstates 2018 Report
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MJJK and MSF also maintain policies and procedures to address Japanese regulatory requirements;
Policy 1123: Gift Acceptance

Responsible Office:

University Advancement and Alumni Relations

Procedures:

Appendix A: George Mason University Required Endowment and Deferred (Pooled) Gift Minimums
Appendix B: George Mason University Philanthropic Funding Opportunities Gift Acceptance Committee Process

Related Law & Policy:

Policy 1129, Art Gift Acceptance, Management, Appraisal
Policy 4006, Sponsored Programs Administration
Policy 4008, Private Sector Funding (draft in progress)

Scope

This policy covers the transmission, acceptance, disposition, and management of Gifts (as later defined) made for the benefit of George Mason University (the "University"). The policy applies to all University offices. This policy does not apply to grants, which are governed in part by Policy 4008, Private Sector Funding for George Mason University, and Policy 4006, Sponsored Programs Administration.

II. Policy Statement

A. Taxation

1. George Mason University is a public institution of higher education of the Commonwealth of Virginia. The University is an organization described in Internal Revenue Code section
170. The George Mason University Foundation, Inc. (the Foundation), is a Virginia nonstock corporation organized and operated exclusively to receive, manage, invest, and administer private gifts and property and to make expenditures to or for the benefit of the University. The Foundation is an organization described in Internal Revenue Code section 501(c)(3) and is classified as a publicly supported organization under Internal Revenue Code sections 509(a)(1) and 170(b)(1)(A)(iv).

2. The University does not provide specific tax advice to donors. In general, under IRS regulations, a donor may deduct a Gift to the University if the donor does not retain control over the Gift and does not receive any benefit from the Gift.

B. Receipt of Gifts

1. Collection of Gifts from donors directly by a University department is strongly discouraged. In the event that a donor makes a Gift directly to a University department, the department administrator must contact the Office of University Advancement and Alumni Relations immediately for instructions.

C. Gift Acceptance

1. The University is obligated to accept Gifts in a manner consistent with the stated intentions of the donor. Because the University is statutorily required to comply with donor restrictions, only Gifts that are consistent with federal and state laws are acceptable and consistent with the University’s values and policies, and are supportive of the University’s mission, may be accepted.

2. The University shall not accept any Gift that:
   a. interferes with or impinges the University’s academic freedom or its capacity to fully control its management, operations, and direction of its affairs, including admission procedures, faculty selection, and promotion, academic programs, and their integrity;
   b. contains restrictions that would unlawfully discriminate on the basis of race, creed, color, national origin, gender, sexual orientation, gender identity, gender expression, age, marital or partnership status, military status, or disability;
   c. presumes or requires a particular result or conclusion of scholarly work;
   d. impedes the free inquiry or scholarly activity of a faculty member, fellowship holder, or student;
   e. is offered for purposes inconsistent with its missions of education, research, and service;
   f. confers a benefit to the donor rather than serving the public benefit;
   g. affords the donor or influence over the continued employment of specific personnel; or
   h. impairs the University’s ability to define and pursue its mission, require illegal or unethical acts, hinder governance or administration, or compromise the University’s accreditation.

3. The Gift Acceptance Committee shall be composed of the following persons:
   a. 
4. Although the Foundation controls the acceptance of gifts to it, the University understands that the Foundation normally chooses to accept gifts that the University has determined to be in furtherance of the mission of the University. Accordingly, the Gift Acceptance Committee shall review and approve Gifts under its purview before the completion of a gift to the Foundation.

5. The following types of Gifts may only be accepted by the University after review and approval by the University’s Gift Acceptance Committee:
   a. Gifts subject to any conditions or restrictions of $500,000 or more (excluding established programs and faculty research grants);
   b. Gifts of real estate;
   c. Gifts that would be paid over a period greater than five years;
   d. Gifts that would be paid with assets other than cash or readily marketable securities (except for planned gifts);
   e. Gifts that will draw significant public attention, or have significant reputational implications for the University;
   f. Gifts from international entities not actually known to be affiliated with the University;
   g. Gifts that would permit use of the University name, logo, or trademark by the donor or a third party;
   h. Gifts that may have real or perceived conflicts of interest for the donor or University officers;
   i. Gifts that are specifically related to the employment or retention of a specific individual;
   j. Gifts that would create immediate or future financial or significant administrative burden;
   k. Gifts associated with naming opportunities recognizing current or former heads of state or public officials, government entities, corporations, or individuals;
   l. Gifts exceeding an amount that is a greater amount than the threshold established for each school, program, or unit, or requiring Board or General Assembly Committees. If such a committee is created by the University, it should appoint the majority of the members, and any donor designeesss should be invited to a nonvoting role on any matter related to academic governance.

6. The determination whether a gift must be reviewed by the Gift Acceptance Committee shall be at the discretion of the Vice President for University Advancement and Loan Relations.

7. Gifts to the University that may expose the University to liability or that obligate the University shall also be reviewed by the Office of University Counsel.

D. Public access to Gift information

1. When the Foundation accepts a gift subject to conditions that govern the use of those funds by the University, the University shall provide the Foundation with a writing specifying the University’s acceptance of those conditions. Such writing is a public record of the University under the Virginia Freedom of Information Act.
2. The University affords donors the privacy protections permitted by the Virginia Freedom of Information Act.

3. Gifts may be made anonymously, but for gifts $100,000 or more, the President, Provost, and Vice President for University Advancement and Alumni Relations must be aware of the donor's identity and agree that the University will accept the Gift on condition of anonymity.

E. Administration of Gifts

1. The University's administration of Gifts must conform with all relevant federal and state regulations.

2. The financial management of Gifts should follow the guidelines set forth in the University's Financial Policies.

3. The Office of University Advancement and Alumni Relations is responsible for ensuring that the University is in compliance with applicable laws pertaining to the receipt and management of Gifts and that it honors its fiduciary responsibility to donors. It is the duty of each department or school to use Gifts in accordance with the donor's intentions as agreed by the University.

4. If it becomes impossible or inadvisable for the University to agree to a Gift or to continue to be used for a specific purpose, it is subject to the terms of any applicable agreement. If the University cannot contact the donor or notify the Foundation, the Foundation may contact the donor to discuss an alternate application of the funds. In the case of funds subject to a gift agreement with the Foundation, the donor must be contacted, the University, subject to the terms of the applicable gift instrument(s), will determine appropriate uses of the funds in consultation with the University’s President, as well as the Vice President for Administration and Finance, and Provost and Executive Vice President.

Exceptions to this policy must be approved by the President.

III. Definitions

Bequest - A gift of real or personal property made at death by a will or a trust.

Gift - A voluntary transfer of property made without consideration, which may or may not be restricted as to its use. The term “Gift” as used in this Policy includes both transfers of funds or property made by a donor directly to the University; as well as restricted and unrestricted funds transferred by the Foundation to the University.
Grant - An agreement representing the transfer of money, property, or services by a sponsor in exchange for specified services or activities (e.g. research and development). Grants are enforceable by law, and performance is typically accomplished with set time parameters with payment subject to being revoked for cause.

Cash - Money, currency, checks, money orders or cash equivalents.

Securities - Stocks, bonds, options, warrants, notes, or similar instruments, either publicly traded on an exchange (public) or not publicly traded (private).

Gift-in-kind - A gift that is a tangible item, for example, a work of art, equipment, or a literary collection.

Internal Revenue Code (IRC) – 26 U.S.C.S. §1 et seq.

IV. Responsibilities

A. Department Administration –
Promptly deposits Gifts received in any form of cash or check in accordance with University procedures, or forward such Gifts to the Foundation.

B. Office of University Advancement and Alumni Relations -
Responsible for ensuring University complies with laws pertaining to the management of charitable giving and ensuring that the University honors its fiduciary responsibility to donors. Performs quality assurance reviews to ensure that gifts are assigned to correct accounts.

C. Vice President, University Advancement and Alumni Relations - Has general oversight of the acceptance of Gifts to the University.

V. Forms

VI. Dates:

A. Effective Date:
This policy will become effective upon the date of approval by the Senior Vice President for Administration and Finance and the Provost and Executive Vice President.

B. Date of Most Recent Review:
N/A.

VII. Timetable for Review

This policy, and any related procedures, shall be reviewed every three years or more frequently as needed.

VIII. Signatures

Approved:

Senior Vice President for Administration and Finance

Date

Approved:

Provost and Executive Vice President
Thank you for supporting Mason!

Campaign Impact Report

Students
Largest, most diverse, best-qualified student body ever in 2018-19.

2,215 Patriots receiving donor-funded scholarship support in 2018

37,000 students enrolled

$93.1M raised for students

Campus
Three growing campuses that make our region stronger, healthier, and more culturally vibrant.

Major new facilities opened during the campaign include Peterson Family Health Sciences Hall, the Byrd/Meneilly School of Business, and Point of View.

$32.5M raised for facilities

Research
We create real-world knowledge—discoveries that make a difference.

R1 Tier-one research institution

$362.8M raised for research

Mason is the youngest among the 130 U.S. universities to reach the top tier.

$690M total raised 2008-2018

73,000 donors in all

Yearly giving doubled

$72.3M (2018)

$30.5M (2008)

Thanks to the combined efforts of thousands of donors, alumni, faculty and staff, and community leaders, we’ve achieved the biggest fundraising goal in our history.
RESOLUTION
OF THE
BOARD OF VISITORS OF GEORGE MASON UNIVERSITY

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

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

Adopted: February 27, 2019

Shawn Purvis
Secretary
Board of Visitors
George Mason University