

BOARD OF VISITORS GEORGE MASON UNIVERSITY

Meeting of July 26, 2019 MINUTES

PRESENT: Rector Davis and Vice Rector Hazel; Visitors Bhuller, Blackman, Chimaladinne, Iturregui, Kazmi, Marquez, Moreno, Prowitt, Reagan, Rice, Witeck, and Zuccari; Faculty Representative Davis and Student Representative Gelbvaks; President Cabrera; and Secretary pro tem Cagle.

ABSENT: Visitor Roth; and Student Representative Layton.

I. Rector Davis called the meeting to order at 9:01 a.m.

II. Approval of the Minutes

Rector Davis called for any corrections to the minutes of the Executive Committee Meeting and full Board Meeting on May 2, 2019, as well as the minutes to the Special Board Meeting on June 20, 2019. Hearing none, he called for a motion to approve the minutes.

Visitor Witeck **MOVED** to approve the minutes as presented. The motion was **SECONDED** by Visitor Rice.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

Rector Davis welcomed Interim President-elect Anne Holton to her first BOV meeting, she was greeted with applause. He also recognized newly appointed members of the Board, Simmi Bhuller, Juan Carlos Iturregui, Mehmood Kazmi and Carolyn Moss; they were welcomed with applause. Rector Davis welcomed the Faculty Senate Chair Shannon Davis and the Student Representatives Natalie Gelbvaks and Camden Layton. He noted Mr. Layton's absence.

III. Election of Officers and Committee Appointments

Rector Davis recognized Visitor Witeck to present the slate of officers for consideration for the election of Secretary and the two At-Large Members of the Executive Committee. He noted that the Secretary will be elected to serve the remaining year of Shawn Purvis' two-year term, and the At-Large Members are elected to serve one-year terms. Visitor Witeck **MOVED** to adopt the slate as presented:

- Rector – Tom Davis
- Vice Rector – Jimmy Hazel
- Secretary – Horace Blackman
- At-Large Member – Ignacia Moreno
- At-Large Member – Denise Turner Roth

The motion was **SECONDED** by Vice Rector Hazel.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

Rector Davis congratulated Secretary Blackman and invited him to be seated in the Secretary's place at the Board table.

Rector Davis presented the proposed committee roster for 2019-2020 and asked the members to review it. He noted the effort to be accommodating in the appointments, but he was open to their feedback if there were any issues. Rector Davis presented the Chair and Vice Chairs for each Committee as follows:

- Academic Programs, Diversity and University Community Committee
 - Visitor Witeck, Chair
 - Visitor Bhuller, Vice Chair
- Audit Committee
 - Visitor Rice, Chair
 - Visitor Moreno, Vice Chair
- Development Committee
 - Vice Rector Hazel, Chair
 - Visitor Zuccari, Vice chair
- Finance and Land Use Committee
 - Visitor Roth, Chair
 - Visitor Reagan, Vice Chair
- Research Committee
 - Secretary Blackman, Chair
 - Visitor Prowitt, Vice Chair
- Athletic Liaisons
 - Secretary Blackman
 - Visitor Prowitt
- Legislative Liaisons
 - Rector Davis
 - Visitor Reagan

(Attachment 1 – Board of Visitors Committee Roster 2019-2020)

Rector Davis noted the role of Athletic Liaisons to the Board, and the creation of Legislative Liaisons this year. He spoke to the need for Legislative Liaisons, as well as Board membership to assist Interim President-elect Anne Holton on behalf

of Mason's efforts in Richmond. Rector Davis noted that in one year his term as Rector will expire, at which point another Rector will be elected. At that time, there will be one year remaining of his four-year term on the Board of Visitors.

Secretary pro-tem Cagle asked Rector Davis to confirm that the Athletic and Legislative Liaison appointments were one-year terms. Rector Davis replied in the affirmative.

IV. Rector's Report

Rector Davis deferred the Rector's Report until after the first Closed Session. He noted that following the Closed Session discussion he would report regarding the Presidential Search.

V. President's Report

President Cabrera explained that during the annual meeting, he reports on the University's performance for the prior year. He noted that for his last Board meeting he would take a different direction with broader commentary and he would read the report. President Cabrera proceeded to read the report as follows:

President's Report to the Board of Visitors
Ángel Cabrera, July 26, 2019

Seven years ago you entrusted me with the leadership of this remarkable institution. It has been the honor of a lifetime to serve George Mason University and to work side by side with an amazing faculty and staff in moving the university forward. As I prepare to leave my post next week, I am proud to report that the university is stronger academically and financially; serves more students of more diverse backgrounds, delivers better outcomes, produces more research, and contributes more value to our local, regional, and global communities than it did when you hired me.

These outcomes weren't in any way inevitable. They are the result of the hard work of the best team with whom I have ever had the pleasure to work. And thus my last report to the Board of Visitors cannot be but a word of heartfelt appreciation to them, the faculty, staff and administration who have led George Mason University through seven years of extraordinary growth and impact, and to the Visitors, Trustees, alumni, and friends who have supported us in crucial ways on every step of the journey.

Thanks to their work, Mason has emerged as a national example of access to excellence, a top-tier research university firmly committed to its public mission of expanding access to high-quality education. Today Mason is a Carnegie R1 university. It is also the largest, fastest-growing and most diverse public university in Virginia, and it delivers exceptional graduation and career outcomes more typical of selective, elite universities than of large, diverse, metropolitan universities. Financially, the university is stronger in virtually every measure and it enters a new stage of growth with a sound foundation that will better enable it to serve more students, deliver more value to the community, and have an ever-broader impact on the world.

None of these accomplishments has been easy. While we have been able to secure significant improvements in state appropriations, our public support has not kept pace with our growth and still leaves a major funding gap compared to the other research universities in the state. Philanthropic contributions to Mason have more than doubled as has the endowment, which has helped tremendously in boosting financial aid and faculty support. But philanthropy has only partially compensated for the weakness in state funding. And the university's commitment to affordability means that Mason has kept tuition significantly below our peer institutions, further constraining our available resources.

This context should serve to highlight the caliber, talent and ingenuity of our faculty, staff, and administrators who have been able to deliver extraordinary value to our students and the Commonwealth of Virginia with a fraction of the resources other universities have at their disposal.

I could therefore not be any more optimistic about Mason's future. You have appointed a fine interim president in Anne Holton and will no doubt attract a rich pool of candidates among whom to choose our next permanent president. Under their leadership, the university is poised to achieve even more in the next decade. Enrollment is expected to grow to 50,000 driven in part by a new portfolio of online programs serving adult learners. Our "tech talent" programs will continue to lead the way in Virginia and we hope to create the state's first accredited school of public health. Research grants and expenditures are increasing at an unprecedented pace. Work is being conducted to explore the possibility of a new medical school. Plans are being laid to create an innovation campus in Arlington. And, major construction projects are under way in Fairfax and SciTech.

Our faculty and staff have written a remarkable chapter in the history of American higher education and are ready to do much more.

I can't think of a better way to recognize their work than by sharing with you some of the highlights:

- *The university has accounted for 64 percent of net public university enrollment growth in Virginia between 2010 and 2018.*
- *Undergraduate enrollment alone grew by 4,557 students (a 26% increase) – which is more than the entire undergraduate student body of Christopher Newport, William and Mary, Longwood, Norfolk State, Mary Washington, VMI or Virginia State.*
- *Six-year graduation rates grew from 64% to 70%, earning Mason membership in the American Talent Initiative, a national league of schools with high graduation rates that also includes UVA, VT and WM.*
- *The percentage of minority undergraduate students grew by 32% just since 2015, increasing from 10,188 to 13,461. More than 50% of the undergraduate population now comes from underrepresented minority groups. U.S. News & World Report ranks Mason's student body as the most diverse in Virginia. Community college transfers grew*

from 2,752 to 3,547 (+29%) far ahead of any other school in the state. The ADVANCE transfer program, launched in fall 2018 and cited by the Chronicle of Higher Education as a national model for transfer, is expecting about 500 students in 100 aligned curricular pathways this fall.

- International enrollment more than doubled from 1,764 to 3,543, as did study abroad participation. A new campus in Korea was established with support from the Korean government and has already enrolled more than 800 students.*
- Online courses grew from 175 in spring 2012 to 470 in spring 2019 (+169%) and a partnership with leading education company Wiley is helping us expand our portfolio of graduate online programs.*
- The university invested almost \$600 million in capital projects, including new dorms and dining facilities, an expanded library, and new or renovated buildings for science, conflict analysis and resolution, health sciences, environmental science, conservation and biohealth innovation. A major renovation of the core of the Fairfax Campus and a replacement for the university's primary academic building are under way.*
- We secured increases in state appropriations: education and general funding grew from \$104 million to \$150 million (+45%) and state financial aid, from \$16 million to \$31 million (+99%).*
- Sponsored research expenditures grew from \$97 million to \$149 million (+54%). The Carnegie Classification of Institutions of Higher Education named Mason a "Tier 1" research university in 2015 and reaffirmed that distinction in 2018. Mason is the youngest R1 university in the nation and one of four in Virginia (VT, UVA and VCU are the others). New multidisciplinary centers were launched in Biohealth Innovation and Sustainability and a U.S. Department of Homeland Security Center of Excellence was established following a national competition.*
- In FY 2012, Mason's tuition was 85% of the average of the other state doctoral universities. In FY 2019, Mason's tuition was 72% of the average of the other state doctoral universities. Three-year student loan default rates dropped from 2.6 percent in 2008 to 2.3 percent in 2015 (the national public university average is 7.1 percent).*
- The university's budget increased from \$876 million in FY 12 to \$1.25 billion in FY 20 (+43%). The university's credit rating was upgraded and, in 2017, U.S. News & World Report cited Mason as one of the top 25 colleges nationally in operating efficiency.*
- Annual philanthropic contributions grew from \$42 million to \$121 million (+188%), allowing the foundation to increase its support of university operations from \$30 million per year to \$71 million (+137%). The endowment grew from \$62 million to \$150 million (+142%).*
- Mason joined the Atlantic 10 Conference in 2013-14, extending the Mason brand to such markets as Boston, New York City, Philadelphia, Pittsburgh and St. Louis and gaining a major increase in national television exposure. The number of student athletes receiving the provost-scholar distinction grew from 16 to 32.*

President Cabrera noted the list of 33 new degrees programs on the last page of his report. (Attachment 2 – President's Report 2012 - 2019)

President Cabrera thanked the Board and everyone at Mason with whom he had had worked and said he was proud to have been Mason's President for the past 7 years. The Board responded with applause.

Rector Davis thanked President Cabrera for his leadership and contribution to the University.

VI. Closed Session

Rector Davis called for a motion to go into Closed Session. Vice Rector Hazel **MOVED** that Board go into Closed Session under the provisions Section 2.2-3711. A.1 to discuss a Personnel Matter and Section 2.2-3711. A.8 for Consultation with Legal Counsel regarding specific legal matters requiring the provision of legal advice. The motion was **SECONDED** by Visitor Witeck.
MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

Vice Rector Hazel **MOVED** 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. The motion was **SECONDED** by Secretary Blackman.

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

As a result of the Closed Session, Rector Davis called for a motion to approve President Cabrera's performance bonus. Vice Rector Hazel read the motion as follows:

In accordance with Section D.3 of Dr. Ángel Cabrera's first amendment to his Employment Agreement dated July 1, 2017, the Board of Visitors is authorizing a maximum performance bonus after meeting and/or exceeding his performance expectations as measured per his employment agreement.

It was **MOVED** by Vice Rector Hazel and **SECONDED** by Secretary Blackman to approve the motion as stated. Rector Davis opened the floor to discussion. There was none.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

President Cabrera thanked the Board and was met with applause.

Rector Davis informed the Board of the creation of the Presidential Search Committee. He referenced the Presidential Search Committee handout and named the co-chairs, Vice Rector Hazel and Dr. Shannon Davis, Faculty Senate Chair.

(Attachment 3 – Presidential Search Committee)

Rector Davis called for a motion to approve the Presidential Search Committee. It was **MOVED** by Visitor Witeck and **SECONDED** by Visitor Prowitt. Rector Davis opened the floor to discussion. There was none.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

Rector Davis thanked Dr. Davis for her willingness to serve on the committee. Vice Rector Davis called on Faculty Senate Chair Davis to recognize the faculty members in attendance who would be serving on the Presidential Search Committee. Dr. Davis recognized Dr. Girum Urgessa. Rector Davis thanked Dr. Urgessa and he was met with applause from the Board. Rector Davis noted that Dr. Urgessa also attended the Listening Sessions hosted by Rector Davis and Dr. Davis on each of Mason's campuses to garner feedback from the community regarding the Presidential Search.

VII. Board Orientation

Rector Davis called on Brian Walther, University Counsel, to present the next items on the agenda.

Mr. Walther referred to the Conflict of Interest Act (COIA) quick guide and the Freedom of Information Act (FOIA) quick guide, noting the statutes have criminal and civil penalties. He encouraged the members to read the documents.

Mr. Walther referred to the Code of Ethics document that provides that the Board members will act in the best interest of the University and comply with COIA and FOIA. He asked the members to review, sign their documents and submit them to Secretary pro tem Cagle.

(Attachment 4 –COIA and FOIA Quick Guides, Code of Ethics)

Mr. Walther referred to the Student Referrals and Admissions memorandum from Dr. Cabrera. He noted that Board members may write letters of recommendation, but are asked to refrain from requesting specific information regarding admission decisions, or requesting an admission decision regarding a particular applicant. Mr. Walther encouraged the members to read the memo and be aware of the information.

(Attachment 5 – Memo: Admissions Assistance Requests)

VIII. New Business

A. Academic Programs, Diversity, and University Community Updates

Rector Davis called on Provost David Wu to present the Faculty Actions. Provost Wu reported one emeritus faculty action and four election faculty actions, as presented in the Board portal, to come before the Board for approval.

It was **MOVED** by Visitor Witeck to approve the faculty actions in block and **SECONDED** by Vice Rector Hazel to approve the actions as presented.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

B. Classified Information Access

Rector Davis recognized Melissa Perez from the Office of Research Development, Integrity and Assurance, to present the Classified Information Access Resolution. Ms. Perez explained that the University holds a facility security clearance that enables the University to perform work on classified contracts and initiate security clearances for individuals who support those contracts. She further explained that to maintain this facility security clearance, the executive body must either agree to personal security clearances or must be excluded from this requirement. She noted that the Resolution excludes the Board from the requirement to obtain and maintain security clearances and excludes the Board of Visitors from accessing any classified information received by George Mason University. Rector Davis opened the floor for discussion. Visitor Rice posed the question of oversight regarding the contracts and the need for a few Visitors to obtain clearances. Ms. Perez responded to several questions from the Board members. Discussion ensued regarding the cost of a clearance and the requirement of a “need to know” in order to access information. There was discussion regarding those on the Board who maintained an active clearance. Visitor Anjan Chimaladinne confirmed that he maintained an active clearance and it was decided that he would be the Board designee. Rector Davis expressed the need for Interim President Anne Holton to have an active security clearance and charged Ms. Perez with beginning the clearance process. Dr. Cabrera noted that maintaining an active clearance is a requirement of the position.

Rector Davis called for a motion to approve the Classified Information Access resolution. It was **MOVED** by Secretary Blackman and **SECONDED** by Visitor Moreno to approve the resolution.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

(Attachment 6– Classified Information Access Resolution)

C. Documents and Records Request Policy

Rector Davis read the Documents and Records Request Policy. It was **MOVED** by Vice Rector Hazel and **SECONDED** by Visitor Blackman to approve the renewal of this policy.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

(Attachment 7 – Documents and Records Request Policy)

D. Arlington Room Rates, FY20

Carol Kissal, Senior Vice President for Administration and Finance, presented the proposed Arlington Room Rates. She noted that generally the Board would review and approve housing rates during the May meeting, however there was a delay in putting the lease in place. Ms. Kissal provided background noting that 40 to 100 Mason graduate students have expressed a need for affordable university housing in Arlington. She explained the term of the Master lease is for one year, beginning August 1, 2019 for a 38 bed spaces; the University is leasing the spaces from Marymount University; and currently most of the spaces are already leased.

Rector Davis called for a motion to approve the Arlington Room Rates, FY20. It was **MOVED** by Vice Rector Hazel to approve as discussed and **SECONDED** by Secretary Blackman.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

E. Deficit Authorization Annual Notice

Ms. Kissal presented the Deficit Authorization Annual Notice from the Department of Planning and Budget. She explained that George Mason University cannot be in a deficit position, and that the University only spends what it is authorized. She further explained that the notice is required by the Commonwealth and is for information purposes only.

(Attachment 8 – Deficit Authorization Annual Notice)

F. Presentation of FY20 Goals

Provost Wu presented the University's FY20 goals. He referred to the goals handout and explained that normally the University's goals would be presented as the President's goals. However, due to President Cabrera's transition, the goals presented were the result of the collaboration of Executive Council members during the Executive Council Retreat. He noted that the senior leadership team had worked with Interim President-elect Holton to garner her input on the FY20 goals. He noted the goals were also presented to the President's Council before they were finalized.

Rector Davis remarked that in the Princeton Review, the University was ranked nationally 20th from the bottom in terms of student satisfaction. He noted that although the University is launching a new initiative to address the issue, he reiterated the importance of student satisfaction to new applicants. Rector Davis mentioned his conversation with staff in addressing this issue, surveying students and meeting with student leaders. He shared a story of a Mason student and her positive experience at the University. Rector Davis asked Provost Wu for an update on how the University is addressing this issue at the next Board Meeting.

Provost Wu discussed some aspects of the Princeton Review Survey and timing, with regard to the appointment of Supreme Court Justice Kavanaugh to the law school faculty. He explained that the appointment triggered campus wide controversy linked to issues of sexual assault and student safety. Provost Wu further explained that the leadership team held a townhall meeting with students as a result of the Kavanaugh appointment and that a large number of the students signed a petition asking the University to rescind the appointment. Provost Wu noted that this may have had a major factor in the results of this survey. He spoke of the new initiative addressing this student issue, the Student Care Network, which will be launched fall 2019. He explained that this new initiative will address student concerns in terms of academics, safety and well-being for the duration of their time at Mason. He asked the Board for any questions and referred to the FY20 Goals handout. Provost Wu noted that the FY20 Goals serve as a guide for keeping the momentum of the University through the Presidential Transition. He assured the Board the senior leadership team will continue as they have, and will support Interim President-elect Holton to provide a smooth transition.

Rector Davis called on Interim President-elect Holton for her comments on the FY20 goals. Interim President-elect Holton explained that the Executive Council and University Leadership did gather her input throughout the process and she was comfortable with the FY20 goals. She noted that they are consistent with Mason's ambitious and appropriate goals of innovation and inclusion, and that she endorsed them completely.

Visitor Moreno commended Provost Wu, the staff and the leadership of President Cabrera. She noted her delight at Interim President-elect Holton's appointment. Visitor Moreno noted that the July 25 Planning Conference meeting was inspiring and she looks forward to the realization of the University's goals.

Rector Davis also thanked Provost Wu on behalf of the Board.

(Attachment 9 – FY 2019-2020 Goals)

IX. Closed Session

Rector Davis called for a motion to go into Closed Session. Vice Rector Hazel **MOVED** that Board go into Closed Session under the provisions of Section 2.2-3711.A.7 for Consultation with Legal Counsel pertaining to actual or probable litigation, 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.29 to discuss a Public Contract, Section 2.2-3711.A.1 to discuss Personnel Matters and Section 2.2-3711.A.9 to discuss Gifts, Bequests, and Fundraising Activities. The motion was **SECONDED** by Secretary Blackman.
MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

Vice Rector Hazel **MOVED** 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. The motion was **SECONDED** by Secretary Blackman.

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

As a result of the Closed Session, the following Action Item was brought to the Open Meeting:

Rector Davis called for a motion to approve the resolution discussed in Closed Session. Vice Rector Hazel **MOVED** that the resolution be approved as discussed. The motion was **SECONDED** by Secretary Blackman.
MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

(Attachment 10 – Resolution of Appreciation for Ángel Cabrera)

Interim President-elect Holton thanked those who helped to onboard her during the past month to include the Executive Council members, the administrative staff in the President's Office, President Cabrera and Frank Neville. She noted her excitement to working with the Board and provided them with her business card.

X. Adjournment

Rector Davis called for a motion to adjourn. It was **MOVED** by Vice Rector Hazel and **SECONDED** by Secretary Blackman to adjourn. Rector Davis adjourned the meeting at 12:00 p.m.

Respectfully submitted,



Kathy Cagle
Secretary pro tem

Attachment 1: Board of Visitors Committee Roster 2019-2020
Attachment 2: President's Report 2012 - 2019
Attachment 3: Presidential Search Committee
Attachment 4: COIA and FOIA Quick Guides, Code of Ethics
Attachment 5: Memo: Admissions Assistance Requests
Attachment 6: Classified Information Access Resolution
Attachment 7: Documents and Records Request Policy
Attachment 8: Deficit Authorization Annual Notice
Attachment 9: FY 2019-2020 Goals
Attachment 10: Resolution of Appreciation for Ángel Cabrera

BOV Committees**EXECUTIVE COMMITTEE**

Tom Davis – Rector

Jimmy Hazel – Vice Rector

Horace Blackman – Secretary (requires election; 1-year term)

Ignacia Moreno – Member-At-Large (requires election; 1-year term)

Denise Turner Roth – Member-At-Large (requires election; 1-year term)

ACADEMIC PROGRAMS, DIVERSITY & UNIVERSITY COMMUNITY

Bob Witeck, Chair

Simmi Bhuller, Vice Chair

Horace Blackman

Anjan Chimaladinne

Juan Carlos Iturregui

Wendy Marquez

Carolyn Moss

Nancy Prowitt

Paul Reagan

Lisa Zuccari

AUDIT

Edward Rice, Chair

Ignacia Moreno, Vice Chair

Horace Blackman

Mehmood Kazmi

DEVELOPMENT

Jimmy Hazel, Chair

Lisa Zuccari, Vice Chair

Mehmood Kazmi

Paul Reagan

FINANCE AND LAND USE

Denise Turner Roth, Chair

Paul Reagan, Vice Chair

Horace Blackman

Jimmy Hazel

Juan Carlos Iturregui

Carolyn Moss

Edward Rice

RESEARCH

Horace Blackman, Chair

Nancy Prowitt, Vice Chair

Anjan Chimaladinne

Wendy Marquez

Edward Rice

Bob Witeck

Athletic Liaisons

Nancy Prowitt

Horace Blackman

Legislative Liaisons

Tom Davis

Paul Reagan

President's Report to the Board of Visitors

Ángel Cabrera, July 26, 2019

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These outcomes weren't in any way inevitable. They are the result of the hard work of the best team with whom I have ever had the pleasure to work. And thus my last report to the Board of Visitors cannot be but a word of heartfelt appreciation to them, the faculty, staff and administration who have led George Mason University through seven years of extraordinary growth and impact, and to the Visitors, Trustees, alumni, and friends who have supported us in crucial ways on every step of the journey.

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- The percentage of minority undergraduate students grew by 32% just since 2015, increasing from 10,188 to 13,461. More than 50% of the undergraduate population now comes from underrepresented minority groups. U.S. News & World Report ranks Mason's student body as the most diverse in Virginia.
- Community college transfers grew from 2,752 to 3,547 (+29%) far ahead of any other school in the state. The ADVANCE transfer program, launched in fall 2018 and cited by the Chronicle of Higher Education as a national model for transfer, is expecting about 500 students in 100 aligned curricular pathways this fall.

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- Online courses grew from 175 in spring 2012 to 470 in spring 2019 (+169%) and a partnership with leading education company Wiley is helping us expand our portfolio of graduate online programs.
- The university invested almost \$600 million in capital projects, including new dorms and dining facilities, an expanded library, and new or renovated buildings for science, conflict analysis and resolution, health sciences, environmental science, conservation and biohealth innovation. A major renovation of the core of the Fairfax Campus and a replacement for the university's primary academic building are under way.
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- Mason launched 33 new degree programs or degree-designations: 13 Bachelors, 18 Masters, and 3 Doctorates:
 - MS in Health Informatics
 - MA in Middle East & Islamic Studies
 - BA in Criminology, Law, and Society (the BA degree designation was added to the BS)
 - BFA in Creative Writing
 - MS in Nutrition
 - MS in Biostatistics
 - PHD in Writing and Rhetoric
 - BA in Human Development and Family Science
 - MS in Computer Game Design
 - MS in Management
 - MS in Data Analytics Engineering
 - BS in Kinesiology
 - PHD in Bioengineering
 - BS in Atmospheric Science
 - BS in Cyber Security Engineering
 - BS in Mechanical Engineering
 - MFA in Visual and Performing Arts
 - MA in International Security
 - PHD in Health Services Research
 - BS in Rehabilitation Science
 - MS in Athletic Training
 - LLM in Global Antitrust Law & Economics
 - LLM in United States Law
 - PSM in Bioinformatics Management
 - MS in Criminal Justice
 - BS in Statistics
 - MA in Higher Education and Student Development
 - MS in Bioengineering
 - MPS in Applied Industrial and Organizational Psychology
 - BS in Business
 - BSED in Early Childhood Education for Diverse Learners
 - BSED in Special Education
 - BSED in Elementary Education

Presidential Search Committee

BOV (10)

Tom Davis
Jimmy Hazel*
Horace Blackman
Simmi Bhuller
Mehmood Kazmi
Ignacia Moreno
Carolyn Moss
Edward Rice
Bob Witeck
Lisa Zuccari

Non-BOV (9)

Dr. Denise Albanese (Elected Faculty; English/Cultural Studies)
Terri Cofer Beirne (GMUF Board Chair)
Dr. Shannon Davis (Faculty Senate Chair)*
Camden Layton (Student Body President)
Dr. Germaine Lewis (Dean, College of Health and Human Services)
Jon Peterson (CEO, Peterson Companies)
Lauren Reuscher (Staff Senate Chair)
Carole Scott (GMUF Board Secretary)
Dr. Girum Urgessa (Appointed Faculty; Engineering)

*Committee co-chairs

COIA QUICK GUIDE

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

Contracts and Transactions

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

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

General Prohibitions

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

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

Statement of Economic Interests

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

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

WARNING

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

FOIA QUICK GUIDE

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

Records

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

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

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

Meetings

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

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

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

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

Sanctions

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

**George Mason University
Board of Visitors
Code of Ethics**

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

1. The Board will uphold the University's Mission, Vision, and Values and will always act in the best interests of the University.
2. The Board shall adhere to all applicable state and federal laws and regulations and Board Policies and Bylaws.
 - (a) The Board shall comply with the Commonwealth of Virginia's State and Local Government Conflict of Interests Act, Virginia Code §2.2-3100 *et seq.*, avoiding conflicts of interest as defined by law, and shall report promptly to the Rector any potential conflicts. This includes the timely filing of the annual financial disclosure statement and any other required documents.
 - i. Visitors shall not have a personal interest in a contract or transaction with the University which would appear to influence the performance of their official duties. A personal interest includes an interest of an immediate family member. Visitors shall not request special consideration or personal prerogative for admissions, employment, or contracts for business.
 - ii. Visitors shall not seek or accept gifts or business or professional opportunities which would appear to influence the performance of their official duties.
 - (b) The Board shall adhere to the requirements of the Virginia Freedom of Information Act.
 - (c) Visitors have a duty to report their own potential or actual violations of the Code of Ethics or those of other Visitors to the Rector immediately upon realization or discovery. If the Rector is personally faced with such a conflict, he or she shall report it to the Vice Rector, who will act in his or her place.
 - (d) Visitors shall participate in all training required by law.
3. Visitors shall certify that they have read and understand this Code of Ethics by signing the Code annually. Potential or actual violations of the Board Code of Ethics shall be reviewed in the following manner:
 - (a) The Rector will consult with the Visitor in question and attempt to resolve the potential or actual noncompliance. If that consultation fails to resolve the matter, then
 - (b) The Rector shall convene the Executive Committee to meet with the Visitor in question and attempt to resolve the potential or actual noncompliance. If that consultation fails to resolve the matter, then
 - (c) The Rector shall convene the full Board to determine corrective action, as appropriate. The Executive Committee shall report to the Governor in writing any instances of breach of ethical conduct, and the corrective action the Board has elected to take. Upon sufficient cause, the Board may determine by majority vote of the membership to recommend to the Governor that a member be removed as provided for in § 2.2-108 of the Code of Virginia.

Approved May 7, 2014

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



MEMORANDUM

Office of the President

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

To: Board of Visitors
From: Ángel Cabrera, President
Date: July 26, 2019
Subject: Requests for Admissions Assistance

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

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

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

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

Third, we ask that you refrain from the following:

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

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

Thank you.

RESOLUTION ON CLASSIFIED INFORMATION ACCESS

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

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

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

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

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

Board Officers:

Thomas M. Davis - Rector

James W. Hazel - Vice Rector

Horace L. Blackman - Secretary

Board Members:

Simmi Bhuller

Anjan Chimaladinne

Juan Carlos Iturregui

Mehmood S. Kazmi

Wendy Marquez

Ignacia S. Moreno

Carolyn J. Moss

Nancy G. Prowitt

Paul J. Reagan

Edward H. Rice

Denise Turner Roth

Robert Witeck

Lisa Zuccari

IN WITNESS WHEREOF I have hereunto set my hand and affixed the seal of George Mason University, this day of 26 July 2019

Horace L. Blackman - Secretary

GEORGE MASON UNIVERSITY

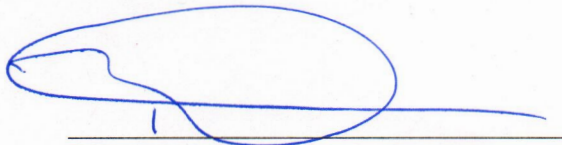
BOARD OF VISITORS

DOCUMENT AND RECORDS REQUEST POLICY

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

This policy shall remain in effect for one year.

Adopted by the Board of Visitors on July 26, 2019.



Secretary
Board of Visitors

HORACE L. BLACKMAN

ITEM NUMBER VIII.E.:**Annual Notice - Deficit Authorization
Section 4-3.01 Requirements****PURPOSE OF ITEM:**

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

BRIEF NARRATIVE:

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

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

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

STAFF RECOMMENDATION:

For Board information only.

§ 4-3.00 DEFICIT AUTHORIZATION AND TREASURY LOANS

§ 4-3.01 DEFICITS

a. GENERAL:

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

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

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

3. Deficits shall not be authorized for capital projects.

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

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

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

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

FY 2019-2020 Goals

Overarching Goal: Support a smooth presidential transition by keeping momentum on key university initiatives while maintaining campus morale and cohesion

1. **Access to excellence:** improve student success and expand access
 - a. Complete roll out and branding of Student Experience Redesign
 - b. Improve retention and graduation rates
 - c. Increase career outcomes of Mason graduates to 83% of employed or in graduate school
 - d. Improve campus climate and student safety
 - e. Launch 100 ADVANCE pathways and enroll at least 500 students
 - f. Establish strategic partnership for online platform to support career-long education of working professionals and adult learners
 - g. Meet enrollment targets in six-year plan
2. **Thriving together:** strengthen thriving, inclusive academic community
 - a. Expand forums for community-wide dialogue around critical, difficult issues
 - b. Increase the proportion of instructional and research faculty to better reflect the diversity of our student body
 - c. Expand COACHE initiative for faculty support and engagement
3. **Talent ecosystem:** enhance national and state-wide leadership in talent creation
 - a. Launch multidisciplinary curricular innovations combining areas of high impact and critical needs with well-rounded education
 - b. Meet enrollment and graduation targets established for the Commonwealth's Tech Talent Investment Program (TTIP)
 - i. Form partnership to launch at least three online bachelor's programs to support degree completion for working adults
 - ii. Launch at least one program in partnership with Amazon
 - iii. Launch at least two additional online graduate programs
 - iv. Execute Bachelors-to-Masters pathway partnerships with at least one VA institution in tech fields
4. **Innovation engine:** Maximize research, innovation, and economic impact
 - a. Complete medical education study and present partnership options
 - b. Grow research expenditures by 10% over FY 2019 levels
 - c. Expand research-intensive graduate programs
 - d. Secure external support for the Institute for a Sustainable Earth and the Institute for Digital Innovation
 - e. Enhance support for high-growth start-ups, leveraging Mason innovation and entrepreneurship assets
 - f. Design and launch marketing campaign branding Mason as a national leader in digital innovation
 - g. Secure investment partners for Arlington innovation district
 - h. Lead master planning and develop a capital financing plan for Arlington innovation district

5. Institutional Effectiveness: strengthen Mason's foundation

- a. Achieve an annual fundraising goal of \$60M in support of key strategic initiatives; stay on track in philanthropical match for Tech Talent Investment Program.
- b. Strengthening our financial position for the future
 - i. Develop a Financial Framework which includes an investment strategy and plan for the university that aligns with strategic priorities
 - ii. Enhance a multi-year planning process for allocating resources to support university goals
 - iii. Work with Commonwealth leaders to maximize state support consistent with the six-year plan
- c. Strengthening and retaining our talents
 - i. Establishing a performance management system which build competencies, skills and knowledge base for employees
 - ii. Implement faculty and staff talent development programs to serve a diverse student population, promote inclusion, and support individual well-being
- d. Launch sustainability initiatives by creating a model of sustainable operational practices throughout the institution

**Board of Visitors
George Mason University
Resolution of Appreciation for
President Ángel Cabrera**

Whereas, through the vision and leadership of Dr. Ángel Cabrera, George Mason University has grown in both size and stature during his seven-year tenure, emerging as the largest and most diverse public university in the Commonwealth of Virginia; and

Whereas, President Cabrera has measured Mason’s impact by the number of students it serves, not by how many it turns away, providing access to excellence for bright and hardworking scholars of all backgrounds; and

Whereas, President Cabrera and his team implemented and carried out a bold 10-year strategic plan and guided Mason to its first Tier 1 research university distinction from the Carnegie Classification of Institutions of Higher Education, an honor reaffirmed last year; and

Whereas, under President Cabrera, Mason was invited to join the American Talent Initiative, a national coalition of universities delivering high graduation rates and committed to expanding access; and

Whereas, under President Cabrera, the academic qualifications of incoming classes, outcomes for graduates, and sponsored research expenditures reached all-time highs at Mason; and

Whereas, under President Cabrera, the university surpassed its ambitious Faster Farther goal to establish new Mason benchmarks in fundraising and the endowment; and

Whereas, President Cabrera worked to provide academic opportunities through online education and by establishing the ADVANCE partnership with Northern Virginia Community College, hailed as a national model transfer pathway; and

Whereas, under President Cabrera, the university increased innovative, experiential, and global learning opportunities, through undergraduate research, study abroad, the INTO partnership, and the launching of Mason Korea; and

Whereas, many capital projects were completed during President Cabrera’s tenure, including Peterson Family Health Sciences Hall, Potomac Science Center, Point of View International Retreat and Conference Center, the Fenwick Library and Bull Run Hall expansions, as well as the rebranding of the Science and Technology Campus and the in-progress Core Campus Project that will redefine the heart of the Fairfax Campus; and

Whereas, Mason launched many new institutes during President Cabrera’s tenure, including the Institute for Biohealth Innovation and the Institute for a Sustainable Earth, with plans under way in Arlington for the Institute for Digital InnovAtion and a School of Computing; and

Whereas, President Cabrera aspired to develop Mason as a “well-being university” to improve the lives of students, faculty, and staff, efforts that played a key role in *Forbes* citing Mason as one of the nation’s best mid-sized employers and among the nation’s best employers for diversity; and

Whereas, under President Cabrera, the university worked with region employers to develop new academic programs in high-demand fields, including the first cybersecurity engineering program in the country; and

Whereas, President Cabrera worked with regional partners to attract Amazon to Northern Virginia, providing career opportunities for Mason faculty, students, alumni, and the National Capital Region; and

Whereas, President Cabrera implemented a new budget model to give academic units more autonomy over their resources, repurposed university assets, and achieved an A+ bond rating for Mason despite significantly lower tuition and state appropriations than peer institutions; and

Whereas, President Cabrera has been a tireless advocate for the university, meeting year-round with lawmakers around the state to raise awareness of George Mason University’s crucial role in the education and prosperity of the Commonwealth of Virginia; and

Whereas, under President Cabrera, the university established strategic partnerships with Inova Health System, the Department of Homeland Security, Gallup, and The Washington Post to the great benefit of our region; and

Whereas, President Cabrera used the university’s core values as the basis for making difficult decisions and created the Freedom and Learning Forum to spur dialogue on timely and sensitive issues; and

Whereas, President Cabrera pressed for academic opportunities for Dreamers and other marginalized populations, commissioned the Enslaved Children of George Mason project, and named prominent sites on campus after pioneering figures from underrepresented groups, such as Roger Wilkins Plaza and Katherine G. Johnson Hall; now

Be it therefore resolved that the Rector and Visitors of George Mason University unanimously congratulate and commend President Ángel Cabrera for his service, vision, and contributions to George Mason University and hereby designate the Mason Global Center to be known from this day forward as the Ángel Cabrera Global Center.

Be it further resolved that this resolution be entered into the minutes of the George Mason University Board of Visitors this day, July 26, 2019.

Tom Davis, Rector
Board of Visitors
George Mason University