

**BOARD OF VISITORS
GEORGE MASON UNIVERSITY**

**Meeting of
October 10, 2018
MINUTES**

PRESENT: Rector Davis and Vice Rector Hazel; Visitors Alcalde, Chimaladinne, Cumbie, 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: Secretary Purvis; Visitors Blackman and Marquez.

I. Rector Davis called the meeting to order at 1:04 p.m.

II. Resolution Approval

Rector Davis called on Vice Rector Hazel to present the Naming Resolution. Vice Rector Hazel recognized the members of the Van Metre family and Van Metre Companies in the gallery and thanked them for attending the meeting. The Board responded with applause. Vice Rector Hazel read the resolution (Attachment 1) and **MOVED** approval of the Resolution to rename Founders Hall on the Arlington campus to Van Metre Hall in honor of the Van Metre Companies longstanding support of George Mason University. Visitor Cumbie **SECONDED** the motion. Rector Davis provided additional comments and accolades for the legacy and generosity of Albert Van Metre. President Cabrera thanked the Van Metre family for their generosity of their original gift of land and for their ongoing advice.

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

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

The Board responded with applause. Several members of the Van Metre group expressed their appreciation for the recognition, shared background of their work with Mason, and their continued support of the University.

(Attachment 1 - Resolution: Van Metre Naming of Founders Hall)

III. Approval of the Minutes

Rector Davis called for any corrections to the minutes of the Planning Conference of July 26, 2018 and Annual Board meeting of July 27, 2018. Hearing none, the minutes stood approved as written.

IV. Rector's Report

Rector Davis reported that he attended the Scalia Law School's unveiling of the Scalia statue the previous week, noting there were five Supreme Court Justices present at the event.

Rector Davis reported the 2018 General Assembly changed in the statute regarding electronic participation in Board meetings, noting the Board is not

required to host any public meetings that allow electronic participation. He cited the two kinds of electronic meetings:

- ordinary noticed meetings that plan for electronic attendance of members and members of the public; and
- electronic attendance by one or more BOV members for last-minute reasons, such as medically unable to attend.

Rector Davis explained that for last minute electronic attendance by BOV members, the Board must have in place a written policy to govern that participation. He noted that the Board does not have such a policy and asked for unanimous consent to ask University Counsel to write such a policy for the Board's consideration at the December 2018 meeting.

Rector Davis recognized and thanked Jennifer "J.J." Davis, Senior Vice President for Administration and Finance, for her service to Mason. He noted her positive impact on the financial stability of the University while gaining the respect of the Board of Visitors and a diverse group of stakeholders. Rector Davis congratulated Ms. Davis on her new position at the University of Virginia. He read the Commendation of Appreciation (Attachment 2) and asked for a motion to approve the Commendation. It was **MOVED** by Vice Rector Hazel and **SECONDED** by Visitor Alcalde to approve the Commendation for Jennifer "J.J." Davis. Rector Davis opened the floor for discussion. There was none.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

Rector Davis presented the Commendation to Ms. Davis and the Board responded with applause.

(Attachment 2 – Commendation of Appreciation for Jennifer "J.J." Davis)

V. President's Report

President Cabrera referred to the President's Report (Attachment 3). He noted the Faculty and Student Highlights sections and corrected Christianne Esposito-Smythers' title, explaining it should have been Psychology Professor, not Associate Professor. President Cabrera asked her to stand be recognized while he noted she is working with Fairfax County to better identify and treat potentially suicidal students by introducing an integrated training effort. President Cabrera highlighted the following: Michael Hayden, former CIA and NSA head and distinguished visiting professor, headed a panel event of intelligence experts for a discussion about relations between the president and the intelligence community; Danielle Rudes and Faye Taxman of Mason's Criminology, Law and Society Department were recognized by the American Society of Criminology. He encouraged the Board to read all the faculty and student accomplishments in his report. President Cabrera highlighted the report section on Access to Excellence and noted the current University enrollment of more than 37,000, an increase of almost 4% over last year, and a total undergraduate enrollment of almost 26,600, approximately 5% over last year. He reported that this year's freshman class is

the largest, strongest, and most diverse class in school history. President Cabrera provided background on the ADVANCE program and noted the official launch would take place later in October to welcome the first class in the program. He reported research activity continues to be strong and highlighted the chart on page 3 of his report. President Cabrera noted the strong numbers in Development heading to the campaign close in December 2018 and reported the campaign has already exceeded the goals previously set. He highlighted the Scalia Law School unveiling of the Scalia statue, the successful Biennial Scalia Tribute Dinner, and the participation of Supreme Court Justices, alumni, and leaders in the community at both of these events. He noted that a reading room was dedicated to Maureen Scalia. President Cabrera provided comments on the Campus for the Future and Rankings, noting the Mason's place in the 2018 Academic Rankings of World Universities (in the top 300 in the world and 95th in the United States). President Cabrera provided an update on his visits with state legislators in their districts and referred to the list of his legislative trips. He noted his New York trip to the U.N. General Assembly meeting and explained he had been working with the American Association of Public and Land-grant Universities to create a global network of universities to support the development of sustainable development goals and reaffirm their commitment to global engagement.

President Cabrera shared his appreciation for Jennifer "J.J." Davis and thanked her for making a big difference at Mason. He also recognized Lisa Kemp, Vice President of Finance and Budget, and thanked her for her work at Mason.

President Cabrera commented that the recent judiciary committee hearings in the U.S. Senate for the confirmation of Justice Kavanaugh had been difficult for the survivors of sexual violence. He reported that he asked Julian Williams, Vice President of Compliance, Diversity and Ethics, and Rose Pascarell, Vice President of University Life, to see if reports of sexual violence had increased in the current context and they reported a significant increase in those reports. President Cabrera noted that receiving these reports indicates that survivors of sexual violence are finding the courage to speak up. He reported that he sent a message the University community to remind everyone that the effort to eradicate sexual violence from the campuses continues and that Mason remains committed to combatting sexual violence, to serving survivors, and helping them while dealing in a fair way with those accused of sexual violence.

President Cabrera framed Provost Wu's presentation on the Gift Agreement Review. He provided background on the gift agreements, noting that the previous Spring some old gift agreements had been identified that raised concerns about excessive influence from donors in academic affairs of the University. He reported those practices were not used currently and that the gift agreements in question had expired. President Cabrera noted this raised questions as to whether there might be other gift agreements that provided similar rights to donors. He

reported that, with the support of the Board of Visitors, he created a review committee and asked Provost Wu to chair that committee. President Cabrera recognized the following people for their participation on this committee: Visitors Alcalde and Witeck; Keith Renshaw, Chair of the Faculty Senate; Student Representatives; a member of the Advancement team; and two elected faculty members. He reported the committee met 11 times over the summer and hired external experts to help them in their work resulting in a robust report. President Cabrera noted his gratitude for the committee members and was pleased to report that no major deficiencies were identified by the committee; however, the committee did find areas where improvements could be made. He expressed his commitment to continue working with his management team and the broader community and the faculty to determine how to start adopting additional practices. President Cabrera recognized members of the Advancement team noting they had been under scrutiny through this process. He reiterated that the agreements that triggered this review were old agreements and the practices employed in recent years are fully consistent with the recommendations of the report and with the desire for academic independence and transparency.
(Attachment 3 – President's Report)

VI. Provost's Report

Provost Wu noted his pleasure that the review process was complete. He reported this report was a formal response to the Board's resolution on May 3, 2018. Provost Wu recognized the following members for their time and efforts while serving on the review committee: Visitors Alcalde and Witeck; Keith Renshaw, Chair of the Faculty Senate; two elected faculty members from the Faculty Senate; Kathleen Diemer from Advancement; two student representatives; and Julian Williams, Vice President of Compliance, Diversity and Ethics. Provost Wu reported Baker Tilly, a third-party firm, had been engaged to work with the committee to establish a rigorous process of the entire review and validate the findings. He referred to his power point presentation (Attachment 4) and noted the review was about trust and transparency, and the issue of academic freedom and independence. He reported that at the same time, the University is very grateful for the philanthropic support that help to advance the mission of the University. Provost Wu explained the effort to achieve a balance between the high standard of academic freedom and engaging the donors with appreciation for their support of the University's mission. He reported the committee set its sights on the future with the goal of doing better by living up to the leading practices in the United States, but to use this opportunity to leap forward to become a national model of how to balance these two important objectives. He reiterated that the report did not reflect negatively on any current practices or members of the Advancement team. Provost Wu noted the principle of identifying what is the leading practice and how does Mason improve on existing practices to achieve that.

Provost Wu explained that Baker Tilly helped set up a process for the review beginning with a set a selection criteria. He reported the committee followed the financial system to find any accounts coming through the Foundation that supported faculty positions in any way, resulting in identifying 155 related accounts. He noted that some of the 155 accounts had multiple gift agreements and some had none. In partnership with the Foundation, Provost Wu reported 393 documents were provided, noting that some of those were research grants. He explained that there were 314 gift agreements remaining after the research grants were removed from the study. Provost Wu explained that at this point in the review, specific criteria areas were identified as noted on page 3 of the power point presentation. He noted that the criteria was to assist in finding potential issues that deserved further attention and did not mean that gift agreements that met the criteria were necessarily problematic. Provost Wu reported that of the 314 documents, 29 were identified that met one or more of the 8 criteria areas. He reported that the committee reached consensus and felt comfortable with the recommendations in the report. Provost reviewed the committee's analysis and recommendations on page 3 of the power point. He concluded by stating that the committee did not find any egregious practices, but noted the committee identified some issues that require further action, specifically in the area of policy improvement including the need for further consideration of the implications of certain gift agreements. Provost Wu explained this process was evolutionary and hoped that by going through this exercise, Mason is putting itself in a position to become the national model with a set of policies and practices that the University can take pride in.

(Attachment 4 - Report of the Review of Gift Agreements)

Rector Davis opened the floor for questions and thanked Visitors Alcalde and Witeck for their participation and guidance on the committee. The Board responded with applause. He thanked Keith Renshaw and the faculty participation in the process. Visitor Alcalde thanked everyone on the committee for their work and noted the committee's charge for looking for transparency. She noted there were no agreements that were incorrect, but the review was done so Mason could be a leader in this area. Visitor Alcalde commended and thanked Provost Wu for his leadership of the committee. Visitor Witeck noted the members of the committee were smart and committed to the principles that make Mason special, and the work was guided by that common value. He commended Provost Wu on his management of the complex process of this review.

Rector Davis called for a motion to approve the resolution regarding the Report of the Review of Gift Agreements. Visitor Witeck read the resolution (Attachment 5) and Vice Rector Hazel **MOVED** approval. Rector Davis opened the floor for discussion. There was none.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

(Attachment 5 - Resolution: Report of the Review of Gift Agreements)

Rector Davis thanked Provost Wu and the committee members and noted he would like all the committee members to attend the December Board meeting for appropriate recognition. Rector Davis recognized Keith Renshaw for comments. Dr. Renshaw acknowledged all the work that went into the committee and specifically recognized June Tangney and Chris Kennedy, faculty who served on the committee. He commented that the committee did a nice job of addressing the importance of academic freedom and independence, acknowledging that bringing philanthropy and public education together is fairly new and requires something different. Dr. Renshaw commented that philanthropy often involves a lot of donor involvement and donor engagement while in public higher education there is the essential nature of academic independence and freedom where the people who generate and disseminate the knowledge are the ones who determine what is taught. He noted there are still issues, earmarked in the report, and strongly encouraged the Board to take a strong look at those areas that are earmarked as beyond the scope of review, but very important. Dr. Renshaw highlighted that the committee did not review any existing agreements on student scholarships or academic programs, two areas that he strongly recommended review. He also cited the need to review Mason's affiliated groups that are not governed by policy, but are part of the Mason community.

VII. Board of Visitors Continuing Education (per HB1952)

Frank Neville, Chief of Staff and Vice President of Communications and Marketing, explained the Continuing Education requirement for the Board members. He noted this time is used to provide strategically relevant University information and useful background information for the members.

Mr. Neville discussed Mason branding and the challenges of communicating the duality of Mason's identity as a top tier research university that is also committed to diversity and access. He presented a video created by the Creative Services team that will be shown during commercial breaks for the A10 basketball games, highlighting the theme "Dare to be Different".

Mr. Neville called on David Burge, Vice President of Enrollment Management, to provide a Continuing Education presentation. Mr. Burge presented information from the Lumina Foundation, the Chronicle of Higher Education, and Western Interstate Commission on Higher Education (WICHE) (Attachment 6). He reviewed the Lumina Foundation information and highlighted that three quarters of college students commute to class while juggling working, parenting or both. Mr. Burge explained that there is an aging population within higher education that universities need to figure out a how to serve. He cited the reports from the Academic Programs, Diversity, and University Community Committee on the ADVANCE initiative and the Student Experience Redesign are targeting this type of student. He also noted on the Lumina report that the growth among college students since the mid-1990's has come largely from underrepresented groups.

Mr. Burge reviewed the Chronicle of Higher Education document highlighting what the demographics of future students and what these changes will bring to higher education. He reported there is a boom in Texas due to the largest projected growth in the number of high school graduates and noted that Mason placed a recruiter in the Dallas area two years ago in anticipation of this trend. Mr. Burge reviewed the WICHE information, specific to Virginia that outlined the trends in Virginia over the next several years. He highlighted the information on the top 10 states with a majority of high school graduates and reported that Mason has regional admissions representatives either hired or in the process of being hired in 5 of those states. Mr. Burge responded to questions from the Board. President Cabrera recognized and thanked Mr. Burge and his team for the enrollment results Mason is enjoying.

(Attachment 6 – Continuing Education Materials on Enrollment Trends)

VIII. Committee Reports

A. Development Committee

Rector Davis called on Chairman Hazel to provide a report from the Development Committee. Chairman Hazel reported the Development Committee received a report from Ann Ardis, Dean of the College of Humanities and Social Sciences (CHSS), noting her distinguished background. He reported the Dr. Ardis shared her reason for coming to Mason was the Mason vision, the R1 status with the belief that graduate education drives research which strengthens undergraduate education, and the liberal arts program. Chairman Hazel noted that Dr. Ardis shared her goals for CHSS that included building the faculty, create more Ph.D. student support, create a graduate pipeline program, build the undergraduate education experience, provide more merit-based scholarships, study abroad, and to pursue an NEH Challenge grant to renovate the communications center in the Johnson Center. He recognized her in the audience and thanked her for coming to the committee meeting.

Chairman Hazel reported the committee received a report from Jay O'Brien, Chair of the Foundation, who reported the endowment has grown to \$91.8 million; the YTD return on investments in 2018 is 8% which exceeds the Foundation's benchmarks. He reported that in 2016 34% of the accounts were above water; in 2018 92% of the accounts are above water, thanks to the hard work and leadership of the Foundation. The committee received a presentation by members of the Advancement staff (Rob Riordan, Jenn Robinson, and Kathleen Diemer) about the Faster Farther Campaign celebration on December 8, 2018. He encouraged the Board members to RSVP as soon as possible. Chairman Hazel reported the committee received a report from Chris Clark-Talley on the upcoming Alumni Weekend. Chairman Hazel reported that against a campaign goal of \$500 million by the end of the calendar year, Mason is currently at \$605 million with the potential for close

to \$650 million by the close of the campaign. He thanked the Advancement team and all the officers in the various schools who have helped make the campaign successful.

B. Audit Committee

Rector Davis called on Chairman Rice to provide a report from the Audit Committee. Chairman Rice reported the committee approved minor edits to the Committee Charter, ensuring the charter continues to fully align with the Board's Bylaws. He reported the committee also approved the Office of University Audit Charter which has the same mission, independence, responsibility, and authority requirements as the existing October 2017 charter; President Cabrera remains fully supportive of University Audit and the Charter and provides University Audit with the necessary independence, stature, access, and resources to accomplish its responsibilities to the Audit Committee. Chairman Rice reported the committee received the University Auditors annual confirmation of the organizational independence of the office of University Audit and the committee concurred with the conclusion. He reported the committee reviewed the Audit status report and the internal audit materials provided in the Board materials.

C. Academic Programs, Diversity, and University Community Committee

Rector Davis called on Chairman Alcalde to provide a report from the Academic Programs, Diversity, and University Community Committee. Chairman Alcalde reported the committee received updates from Provost Wu on several key initiatives including: the University's enrollment is at its highest level with over 37,000 students, noting it will be vital to maintain Mason's academic quality while supporting the mission of access; the ADVANCE partnership and the Student Experience Redesign, along with Mason's R1 research status support the students' demand for quality and need for affordable access. Chairman Alcalde reported the committee received an update from Michelle Marks, Vice President of Academic Innovation and New Ventures, on the ADVANCE program, noting there are currently 21 curricular pathways in Phase 1 of the project which launched in Fall 2018 with 129 students; 189 students are in process for Spring 2019. She provided the demographics and majors of the cohort and noted that 160 Mason and NOVA faculty met recently in a roundtable discussion to design additional pathways with the goal of increasing the number of pathways to 50 by Fall 2019. Chairman Alcalde reported the committee received an enrollment report from David Burge that included: Mason is currently engaged in enrollment planning to support Strategic Goal #4 of graduating 100,000 career-ready students, increasing Virginia and out-of-state enrollments by 2024 to 42,885 students, and assuming ADVANCE gains, online programs and new international students; enrollment growth is bringing a more diverse group of students to Mason and the University's goal is to scale services to

support all students; Mason is investing in a 3-tiered network as well as turn-key technology that will put the student in the center of a network of care that better connects students to essential offerings and provides support from the beginning of the student's journey in an effort to improve service, decrease service cost per student, and improve retention and graduation rates.

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

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

- Faculty Actions:
 - Election of New Tenure Hires
- New Program Approvals:
 - LLM in Cyber Intelligence and National Security
 - MS in Climate Science
 - Ph.D. in Business

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

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

D. Research Committee

Rector Davis called on Vice Chairman Prowitt to provide a report from the Research Committee. Vice Chairman Prowitt reported the committee received an update from Deb Crawford, Vice President for Research, on the research enterprise at Mason and was pleased to report that sponsored research awards increased in value by almost 40% over the previous year. She reported the committee recognized with appreciation the hard work of the world class faculty, researchers and scholars who are committed to seeing Mason remain a Research 1 university for the foreseeable future. Vice Chairman Prowitt reported the committee received a report from Edward Maibach, Director of the Center for Climate Change Communications, who reviewed the research portfolio of the Center that includes climate change, pollution, and health equity and how to communicate climate science and health impacts to the American public and lawmakers, noting that people are not reacting as much to climate change information unless it impacts them directly. Vice Chairman Prowitt noted that Dr. Maibach's research was at the forefront of the efforts to address the warnings that were issued the previous week by the U.N. Intergovernmental Panel on Climate Change and the creation of the Medical Society Consortium on Climate and Health. She reported that 22 medical societies are working with Mason's Center to educate the American public on health effects of climate change and commented that Mason is leading in the research of climate change.

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 received briefings on the following:

- Mason's 2019 operating and capital budget
- Mason's 2018 unaudited financial statements
- State Six-Year Operational Plan
- Accounts receivable write-off
- Parental Leave Policy
- Investment Planning Committee update

Chairman Petersen reported the committee reviewed and approved the following five Action Items:

- The State Six-Year Operational Plan
- Authorizing the University to enter into a loan agreement and promissory notes for the aggregate principal amount of \$24.1 million and to authorize the Senior Vice President to approve, execute and deliver all documents necessary to achieve this bond financing (related to the Utilities Infrastructure Project)
- The Department of Human Resources Management Succession Plan
- The annual approval of the University Investment Policy 2116
- The annual Land Use Certification.

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

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

(Attachment 7: 9d Debt Resolution – Utility Infrastructure Project)

(Attachment 8: Investment Policy 2116)

Chairman Petersen recognized and thanked Lisa Kemp, Vice President of Finance and Budget, for her service to Mason. He read her Commendation of Appreciation (Attachment 9) and presented it to her. The Board responded with applause. Rector Davis called for unanimous approval of the Commendation and thanked Ms. Kemp for her service.

(Attachment 9: Commendation of Appreciation for Lisa Kemp)

IX. Closed Session

It was **MOVED** by Vice Rector Hazel and **SECONDED** by Visitor Cumbie 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

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

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

X. Adjournment

Vice Rector Hazel adjourned the meeting at 3:13 p.m.

Respectfully submitted,



Kathy Cagle
Secretary pro tem

- Attachment 1: Resolution for the Van Metre Naming of Founders Hall (1 page)
- Attachment 2: Commendation of Appreciation - Jennifer "J.J." Davis (1 page)
- Attachment 3: President's Report (10 pages)
- Attachment 4: Provost's Report – Report of the Review of Gift Agreements (4 pages)
- Attachment 5: Resolution Regarding the Report of the Review of Gift Agreements (1 page)
- Attachment 6: Continuing Education Materials on Enrollment Trends (5 pages)
- Attachment 7: Debt Resolution – Utility Infrastructure Project (3 pages)
- Attachment 8: Investment Policy Resolution (3 pages)
- Attachment 9: Commendation of Appreciation - Lisa Kemp (1 page)

George Mason University Board of Visitors Resolution

WHEREAS, the Van Metre Companies is a business founded in 1955 by Albert Van Metre that builds residential, commercial, and recreational facilities in the Washington, D.C. region; and

WHEREAS, in 2009 the George Mason University Foundation received from Broadlands Commercial Development, a subsidiary of the Van Metre Companies, a gift of 37 acres of land located in Ashburn, Virginia; and

WHEREAS, this gift will now be worth more than \$20 million to the university; and

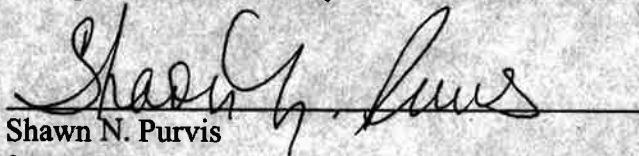
WHEREAS, the Van Metre Companies have supported George Mason University regularly for the past two decades, with gifts in support of the School of Business, the Schar School of Policy and Government, and the Volgenau School of Engineering, among others; and

WHEREAS, the Van Metre Companies and the Van Metre family, through their respective foundations, have an outstanding record of community citizenship and support for local and regional charities, focusing on causes including health, poverty, veterans, education, youth, the arts, and animal welfare; and

WHEREAS, Founders Hall on the Arlington Campus is one of the university's major academic buildings, hosting programs of the School of Business, the Schar School of Policy and Government, the School for Conflict Analysis and Resolution, and the College of Visual and Performing Arts, among others;

BE IT THEREFORE RESOLVED THAT the building known as Founders Hall on the George Mason University Arlington Campus be renamed Van Metre Hall, in honor of the long-standing support of the Van Metre Companies for George Mason University.

BE IT FURTHER RESOLVED that this resolution be entered into the minutes of the George Mason University Board of Visitors this day, October 10, 2018.



Shawn N. Purvis

Secretary

Board of Visitors

George Mason University

**Board of Visitors
George Mason University
Commendation of Appreciation for
Jennifer "J.J." Wagner Davis**

Whereas, Jennifer "J.J." Wagner Davis during her five-and-a-half years as George Mason University senior vice president for administration and finance has been a trusted colleague and strategic leader; and

Whereas, through her expertise and leadership, Ms. Davis enhanced the financial health and prosperity of the largest and most diverse public university in the Commonwealth of Virginia; and

Whereas, Ms. Davis took a high-energy, people-first approach with a willingness to listen, keeping the lives and well-being of Mason students, faculty, and staff at the heart of her financial decisions; and

Whereas, Ms. Davis's leadership style and method to productive problem-solving can be summed up with her oft-repeated request: "Let's get everybody in a room together," facilitating important and often difficult conversations to move the collective forward; and

Whereas, Ms. Davis, at a time of tremendous growth at George Mason University, improved efficiency and effectiveness by seeking public-private partnerships, restructuring the university's debt, and repurposing university assets, resulting in bond rating upgrades that secured the institution's financial future; and

Whereas, Ms. Davis led the planning and implementation of an incentive-based budget model that offers Mason academic units greater autonomy in how they attract and allocate resources; and

Whereas, Ms. Davis worked with state lawmakers and government officials to achieve a greater level of financial and administrative autonomy for George Mason University and worked to close the longstanding funding gap between Mason and the state's other doctoral universities; and

Whereas, Ms. Davis in handling a \$1 billion budget oversaw the financing, construction, and expansion of George Mason University facilities, including the Peterson Family Health Sciences Hall, Core Campus Project, and Bull Run Hall as well as enhancements in information technology, safety, emergency and risk management, campus police, and other departments; and

Whereas, Ms. Davis, in the absence of state raises, in the true Mason entrepreneurial spirit found innovative ways to reward faculty and staff through retention bonuses and other means, and;

Whereas, throughout her tenure Ms. Davis clearly – and cheerfully -- communicated the university's financial status and challenges to Mason students, faculty, staff, Board of Visitors, and others to keep all stakeholders engaged and well informed; and

Whereas, Ms. Davis worked to implement – and participate in – well-being initiatives that helped Mason earn a No. 54 national ranking from Forbes magazine for best mid-sized employer, while cultivating and supporting a strengths-based culture providing opportunities for faculty and staff to thrive;

Now, therefore, the Rector and Visitors of George Mason University unanimously congratulate and commend Ms. Jennifer "J.J." Wagner Davis for her dedication, service, and contributions to George Mason University.



Tom Davis, Rector
George Mason University

President's Report
October 10, 2018

Attachment 3 – Page 1

[Goals and activity updates since the May 3, 2018 BOV meeting.]

Faculty Highlights:

- Psychology associate professor Christianne Esposito-Smythers is helping Fairfax County better identify and treat potentially suicidal students by introducing an integrated training effort, the Fairfax Consortium for Evidence-Based Practice: A Training Collaborative, partnering with Healthy Minds Fairfax and Inova Kellar Center.
- Former CIA and NSA head Michael Hayden, a distinguished visiting professor, assembled an esteemed panel of intelligence experts for a wide-ranging discussion about relations between the president and intelligence community. C-SPAN televised the event.
- The American Society of Criminology recognized two members of Mason's Criminology, Law and Society Department for their scholarship. Danielle Rudes won the ASC Teaching Award and Faye Taxman was named an ASC Fellow.
- Mason economist Stephen S. Fuller received the 2018 NOVAForward Award from the Northern Virginia Chamber of Commerce for his long-time contributions to the area's economic development.
- A team of researchers, led by electrical and computer engineering associate professor Jill Nelson, has received a \$1.75 million National Science Foundation grant to introduce a more active-learning approach that would improve student understanding, increase retention, and boost the numbers of women and minorities in STEM fields.
- School for Conflict Analysis and Resolution professor Tatsushi Arai was selected from a global pool of 400 candidates as a United Nations Senior Mediation Adviser.
- College of Health and Human Services researchers Farrokh Alemi and Sanja Avramovic have published a study in *Big Data* that could help clinicians predict unreported opioid abuse by their patients.
- Rehabilitation science professor Andrew Guccione and his graduate students have combined exercise science and neuroscience to prove that patients with incomplete spinal cord injuries can experience fuller recoveries than previously thought.
- In research funded by the National Endowment for the Humanities, religious studies assistant professor Garry Sparks has gathered remnants of an ancient text that will provide information on how the first Spanish missionaries shared their faith in the New World in the 1500s.
- A nine-person FCC team predominantly composed of Mason faculty and alumni, including systems engineering and operations research professor Karla Hoffman, received the 2018 Franz Edelman Award for Achievement in Operations Research and the Management Sciences for their work in repurposing 84 megahertz of low-frequency electromagnetic spectrum.
- College of Health and Human Services professors, including Janusz Wojtusiak, analyzed data from GPS trackers to predict if individuals with dementia are wandering, using machine learning methods to identify movement patterns.

- A short story written by English professor Art Taylor was a finalist for three mystery writing awards.
- Associate electrical and computer engineering professor Peter Pachowicz secured the use of a discarded 30-foot satellite dish on the Fairfax Campus and partnered with information solutions and services company CACI to make the dish available for CACI engineers and students to receive signals, data, and images from satellites as well as signals from missions to the moon.
- Kylene Kehn-Hall, associate systems biology professor, is heading a scientific team that has received a five-year, \$2.5-million Department of Defense grant to combat the threat of a South American disease that can cause long-term neurological problems and death.
- Louise I. Shelley, director of Mason's Terrorism, Transnational Crime and Corruption Center, and Naoru Koizumi, associate professor and director of research in the Schar School, received a National Science Foundation grants to focus on dismantling illicit supply networks.
- Four Mason professors are among the 127 historians and scholars requesting that the U.S. Department of Treasury place former slave and abolitionist Harriet Tubman on the new \$20 bill.

Student Highlights:

- Cyber security engineering major Doreen Joseph, from the Honors College, was named Mason's Black Scholar of the Year, was a Truman Scholarship finalist and received Honorable Mention recognition for the Goldwater Scholarship.
- Business management major David Erinle started his own independent record label, interned with producer Javon Gant-Graham, produced a track for model Ashley Graham's new swimsuit line commercial, and produced his own album.
- Five Mason students received Boren Awards to undertake intense study abroad to develop their language and international skills.
- Junior Veronica Lewis's viral tweet warning how the movie "Incredibles 2" could affect audience health because of scenes with strobe and flashing lights prompted Disney/Pixar to request that theaters post signs advising of those scenes.
- Coren Jonathan Allen, who enrolled in S-CAR at age 46 after a 22-year Army career, has developed a peace-building curriculum based on the foundations he laid out in a book he wrote.
- Computer game design majors Ryan Kennedy and Noah Bowden were finalists in a college game competition and showcased their creation, called "Turbolance," at one of the largest annual gaming events in the world, the Electronic Entertainment Expo (E3).
- Schar School senior fellow Ruta Aidis created a website that provides verified information about venture capital firms founded by women and that invest in women-led companies to bring "visibility and transparency" to the VC field.
- Women's soccer team member and Honors College student Emily Littell has been named to 13 academic honor rolls, including the 2017 Google Cloud Division I Academic All-America Second Team.

Access to Excellence:

Overall Enrollment: Overall university enrollment is 37,721, which is up by 3.9% over last year. Total undergraduate enrollment is 26,590, which up by 4.9% over last year while total graduate enrollment, at 10,531, is 0.9% higher than last Fall.

Entering Class: The 2018 entering freshman class is the largest in school history, totaling 3,718 (representing a 6% increase, and almost 7% increase in out-of-state students). The 2018 entering freshman class is also the strongest in school history, with an average SAT of 1218 (vs. 1197 the prior year) and a high school GPA of 3.70 (vs. 3.66). Finally, the 2018 freshman class is the most diverse in school history, with minority students surpassing 50% for the first time, driven mostly by growth in Asian and Hispanic students. We also expect the 2018 transfer class to be the largest in school history, totaling 3,139 students. The number of incoming transfer students has increased by 25% over the past three years.

Transformative Learning:

ADVANCE: The Mason-NOVA ADVANCE partnership launched this Fall with 129 students enrolled. We began the program with 20 pathways and are currently working to add 30 additional pathways for 2019.

Adult Learners: We continue to explore possible partnerships which would expand our ability to serve adult learners through online education. This Fall we have held multiple campus conversations on this topic. We will update you on our progress in a separate briefing.

Wiley Partnership: We vastly exceeded our Fall 2018 goal with 211 enrollments in our portfolio of Wiley online offerings. The biggest increases came in Special Education and the MBA program.

Research:

After an exceptional strong performance last year, research activity continues to grow rapidly. In addition to large increases in expenditures, rapid growth in the value of new awards bodes well for sustained growth.

	FY18 thru Aug	FY19 thru Aug	Difference
Proposals No.	204	225	10.3%
Proposals \$	\$71,943,853	\$90,723,069	26.1%
Awards No.	221	231	4.5%
Awards \$	\$31,887,662	\$45,347,177	42.2%
Expenditures*	\$21,775,648	\$28,925,687	32.8%
F&A*	\$4,071,156	\$5,049,259	24.0%

*5 payrolls through Aug 19 vs 4 payrolls thru Aug 18

Development:

As of October 8, we had raised \$10.9M (compared to \$7.3M as of 10/08/17). Endowment giving is \$878k this year compared to \$982k at the same time last year. The total number of alumni donors stands at 661 compared with 907 at the same time last year; the focus of alumni outreach so far this year has been on cultivating new donors and we should see an increase over the next few weeks as we begin reaching out to repeat donors.

Campaign giving to date is \$605M, which means we have exceeded both our original goal of \$500M as well as our revised goal of \$600M by the December 2018 campaign close date.

The Gift Review Committee, which I charged with reviewing all active donor agreements supporting faculty positions, and providing recommendations on gift acceptance policies and practices, has completed its report. The Provost will brief you on the details following my report.

The Scalia Law School celebrated a successful Biennial Scalia Tribute Dinner in the Reagan building, dedicated a new statue of Justice Antonin Scalia and dedicated a reading room to Maureen Scalia. Five Supreme Court Justices were in attendance in what became another historic moment for the University.

Campus for the Future:

Construction started as scheduled this Fall on a replacement for Robinson Hall and associated major upgrades to the Fairfax campus utility infrastructure. Completion is scheduled for 2021.

Conversations continue on concepts for the next stage development of West Campus, SciTech, and Arlington. For West Campus, the county has completed an RFP and has identified a possible partner who would develop student housing and related amenities near the current Field House site. For SciTech, academic planning is underway in order to finalize the design of the Bull Run Hall addition. For Arlington, a team is evaluating options for the replacement of the original building.

Rankings:

In the 2018 Academic Rankings of World Universities, Mason was ranked 95th in the United States and in the top 300 in the world, with the Antonin Scalia Law School (18th in the world), economics (30th), and public administration studies (40th) among the individual leaders.

Mason jumped 82 spots in the annual Center for World University Rankings, which lists the top 1,000 institutions worldwide. Mason checked in at 322nd in the world and 109th in the United States, up 22 spots from a year ago.

Money magazine ranked Mason 30th nationally among institutions that admit more than 50 percent of applicants and No. 34 as a transformative college. Mason also tied for 97th as a best value college out of the 727 institutions evaluated.

Washington Monthly ranked Mason sixth nationally as a best four-year college for adult learners. Mason ranked ninth in loan repayment and 20th in mean earnings 10 years after college, and 59th overall.

Forbes ranked Mason 49th nationally among public universities.

The Wall Street Journal/Times Higher Education College Rankings rated Mason 231st nationally, up 43 positions from the previous year.

U.S. News & World Report ranked Mason 25th nationally in campus diversity, 28th for educational innovation, and one of 96 national institutions listed as an "A+ School for B Students." U.S. News ranked Mason 136th overall nationally and 67th nationally among public universities.

Affordable Colleges Online recognized Mason as one of the most inclusive campuses for LGBTQ students.

Media:

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

Legislative Update – Federal:

Participated in the opening of the 2018 Department of Homeland Security's Centers of Excellence Summit at Founders Hall on the Arlington Campus. Summit remarks featured innovative R&D tools and solutions to homeland security challenges from all current U.S. DHS Centers of Excellence. The event also highlighted Mason's Center on Criminal Investigations and Network Analysis, which develops tools and technologies, as well as innovations in education and training to advance the nation's abilities to counter transnational criminal activities. Mason's Center also played an important role in helping the sponsor of the event, the DHS Science and Technology Directorate (S&T) Office of University Programs, organize the program. Welcomed the keynote speaker, Mr. Christopher Krebs, then the nominee for Under Secretary for the DHS division that oversees these important programs, noting that Mr. Krebs was a Scalia Law School alum. A few days after the event, Mr. Krebs was confirmed by the Senate.

Rector Tom Davis opened an event on Capitol Hill, providing a briefing for Congressional staff on the crucial role that the Department of Homeland Security's Centers of Excellence play in solving critical homeland security challenges. The session was held as a follow up to the Summit (previously noted). The program is operated by the DHS Office of University Programs through Congressional appropriations. Rector Davis explained that the Centers of Excellence program serves a critical responsibility of advancing the nation's technical capabilities in protection against terrorism, securing the borders, and responding to natural disasters. He also noted that the session was made possible through the generous assistance of Rep. Barbara Comstock. Staff from several key committees and offices attended. Representatives of eight of the Centers, including Mason's Center for Criminal Investigations

and Network Analysis, made brief presentations highlighting their contributions to DHS and the country. Staff then engaged in a series of questions and answers.

Legislative Update – State:

In keeping with past years, I spent considerable time with legislators in the late summer and early fall—mostly in their home districts. Mark Smith and Sarah Huang coordinated a full schedule providing opportunities to promote the university and emphasize the funding needs for Mason.

- The meetings were grouped during four multi-day trips:
 - Trip 1 was Fredericksburg to Richmond to Lynchburg to Roanoke to Christiansburg to Charlottesville. In addition to meeting with the Editorial Board for the Roanoke Times, I met with 3 cabinet secretaries, a deputy secretary, the Governor's deputy chief of staff and the Governor's policy director. In terms of legislators, I met with 6 House members and 5 Senate members.
 - Trip 2 was Montross to Richmond to Norfolk to Suffolk to Chesapeake to Virginia Beach to Mechanicsville. In addition to serving as the keynote speaker at the Old Dominion University Hispanic Heritage Month banquet, I met with a number of legislators – 6 House members and 3 Senate members.
 - Prior to my third trip, Beth and I hosted 4 members of the House and their spouses at the Mathy House. It provided a wonderful opportunity to build on our relationships with legislators in Northern Virginia.
 - Trip 3 was Richmond to Williamsburg to Clifton to Middleburg. We met with 4 House members and 3 Senate members.
 - Trip 4 will be executed later this month. My legislative meetings have been scheduled around my participation as a panel member at SCHEV's annual Board of Visitors' Orientation. I am scheduled to meet with 2 House members and 2 Senate members.
 - Of the 20 House members on this itinerary, 12 are on House Appropriations. Of the 11 Senate members on this itinerary, 9 are on Senate Finance.
 - During my time in Richmond, I was also able to meet with key staff with House Appropriations and Senate Finance to discuss budget and policy matters that are important to Mason.

Looking forward:

- November 13: House Appropriations Retreat (Harrisonburg)
- November 15: Senate Finance Retreat (Williamsburg)
- December 18: Governor releases budget proposal
- January 9: General Assembly convenes

External Activities & Speaking Engagements:

- Attended the Life with Cancer event hosted by Carolyn and Milt Peterson, longtime friends and supporters of Mason.
- Hosted an Economic Club of Washington Member Dinner at the Mathy House.
- Accepted an invitation to an Economic Club of Washington member-hosted dinner at the home of Alan Dabbieri.
- Along with other members of the VBHEC board, attended dinner with Governor Northam and his staff in Richmond.
- Provided welcome remarks at the US Department of Homeland Security Centers of Excellence Summit at the Arlington campus. Additional details available in the Federal Legislative Update section.
- At the invitation of H.E. Emanuel Gonzalez-Revilla, Ambassador of Panama to the United States, attended a dinner in honor of Ambassador Roman Macaya.
- Participated as keynote speaker at the Prince William Chamber of Commerce Economic Development luncheon which featured Governor Northam.
- At the invitation of Long and Kimmy Nguyen, attended their annual Pragmatics Scholarship Award Ceremony.
- Attended the National Geographic Explorers Festival dinner.
- At the invitation of Mike Ulica, Interim President and CEO of National Geographic Society, attended a dinner in recognition of environmental leadership by President Michelle Bachelet, Minister Heraldo Muñoz, and Minister Marcelo Mena, of Chile.
- Participated in the APLU Summer Council of Presidents Meeting in Guadalajara, Mexico.
- Met with J. Stephen Jones, new CEO of Inova.
- Attended the Economic Club of Washington Annual Meeting of the Board of Directors.
- At the United Nations, participated in several meetings and on a panel with Ms. Cara Smyth, Vice-President and Founding Director of the Fair Fashion Center, Glasgow Caledonian New York College and Bruce Stiftel, Professor and Chair, Georgia Tech School of City and Regional Planning (USA). Topic of all engagements was specific to the Higher Education Sustainability Initiative.
- Along with Dr. Scott Ralls, President of Northern Virginia Community College; Dr. Karen A. Stout, President & CEO of Achieving the Dream & President Emerita, Montgomery County Community College; and Dr. Carl J. Strikwerda, President of Elizabethtown College participated in an Aspen Institute panel to discuss concrete ways to increase community college transfer opportunity to colleges and universities with high graduation rates.
- Attended an event hosted by the City of Manassas and the Commonwealth of Virginia Economic Development. Governor Northam announced a \$3 billion expansion of the Micron plant in Manassas.
- At the invitation of Sergio Amaral, Ambassador of Brazil, attended the screening of "Wild Amazon, Savage Realm" hosted by National Geographic.
- Participated as the keynote speaker at an event at ODU recognizing Annual Hispanic Heritage Month.
- In cooperation with APLU, UNITAR and UNESCO, moderated a roundtable discussion focusing on strategy to action; determining the goals and activities of APLU and the UN that each organization can commit to. Also participated in a ceremonial declaration signing.
- Served as primary speaker for a Lifelong Learning session at the Hylton Performing Arts Center. The course covers challenges facing U.S. higher education, including the steep and

steady decline in public financial support, the increasing necessity of philanthropy and public-private partnerships, the traditional college student, questioning the value of a college degree, and the loss of the international student population.

- Attended and continued to Chair (through June 2018) the Virginia Council of Presidents meetings (including GPAC/SCHEV sessions).
- Along with Tim Sands, coordinated and participated in the Growth4VA Presidents Working Group Activities.
- Participated in various development activities/cultivation dinners and visits with donors and business CEOs.
- Attended 123 Club sessions.

Internal/Campus-Related Activities & Speaking Engagements:

- Hosted the annual SCHEV Outstanding Faculty Luncheon at the Mathy House recognizing this year's nominees and recipient, Fred Bemak.
- Provided congratulatory remarks to the MasonLIFE program graduates.
- Joined members of the Alpha Phi Alpha Fraternity for a congratulatory lunch as winners of the Strengths Finder Team competition.
- Following remarks by Thomas Barkin, Chair of the Richmond Federal Reserve Board, participated in a fire side chat with Tom and School of Business Dean, Maury Peiperl.
- Attended and provided remarks at the annual Mason Athletics Senior Salute event.
- Joined a Coffee & Conversation session with three-year employees of Mason, providing an update on the state of the university and other current initiatives.
- Provided remarks at the 7th Annual Celebration of Student Scholarship, an event to showcase an expanding set of students and projects, along with honoring the OSCAR student and faculty award winners.
- Attended and provided remarks at the annual Taste of Arts By George event hosted by Carolyn and Milt Peterson.
- Participated in the Alumni Association Golden Anniversary Gala, which provided an opportunity to honor Mason's Alumni Exemplars and celebrate the 50th Reunion of the Class of 1968.
- Along with NOVA President Scott Ralls, co-hosted a dinner with local business leaders seeking their support for the ADVANCE partnership.
- Presided over the 51st Commencement Ceremony.
- Attended Board of Trustees Full Board and Executive Committee meetings.
- Participated in a 4VA Management Board meeting.
- Along with Anne Altman, co-hosted a School of Business dinner at the Mathy House.
- Participated in various A10 Presidents meetings and conference calls.
- Attended the Mason Wine Release celebration hosted by Susan Soza at her home.
- Participated in several Growth4VA conference calls.
- Presided over a two-day Executive Council Retreat.
- Provided a university welcome at the OVN Board Meeting and also attended the group's luncheon.
- Provided welcome remarks at the Excelencia in Education HIS Institute. Presidents for Latino Student Success (P4LSS) is a diverse group of college and university presidents and chancellors who are a part of the *Excelencia* in Action network and collaborate

with *Excelencia* in Education to leverage collective expertise and resources, foster partnerships, and amplify current efforts at the national level.

- Attended the annual EIP Summer Academy lunch.
- Along with Wendy Marquez, co-hosted a Community Leaders Dinner at the Mathy House.
- Hosted the annual Planning Conference with the Board of Visitors, President's Council, and members of the Board of Trustees.
- Lectured Mason's Men's Basketball team on Spain's culture, history and relevant background prior to their trip.
- Participated in Freshmen Move-In and spoke at the New Student Convocation welcoming the largest-ever incoming class.
- Along with Provost Wu, hosted the Fall Faculty Conversation, which provided an opportunity for dialogue on recent successes with enrollment, access and diversity and current university initiatives.
- Introduced the Hayden Center Event "Secrets, Presidents and Dissents" the first in a series of events that will examine Accountability of Intelligence. The panel examined the relationship between the President and the Intelligence Community. Nicole Wallace, host of MSNBC's Deadline White House served as moderator. Participating panelists were Michael Hayden, James Clapper, Michael Rogers, and Philip Mudd.
- Met with Student Government officers and other senior administrators to discuss ongoing initiatives and the new academic year.
- Hosted over 200 new faculty members at the Mathy House for the annual welcome reception.
- Attended and provided remarks at the Grand Piano Celebration and dinner hosted by the Friends of Music.
- Participated in the fall semester President's Student Advisory luncheon meeting. Topics of conversation included Inclusivity vs. Diversity, the National Coalition Building Institute, and the Arlington Shuttle.
- Attended and provided remarks at the Scalia Law School Biennial Scalia Tribute Dinner and the Dedication and Statue Unveiling.
- Hosted a reception at the Mathy House for the Faculty Senate, along with providing remarks and taking questions at one of their fall sessions.
- Attended and provided remarks at the Athletics Annual Hoops and Heels event, which kicks off the women's basketball season.
- Kicked off the academic year with an ongoing series of one-on-one meetings with the academic deans followed by town hall sessions with unit faculty and staff. These sessions will continue throughout the fall.
- Met individually with the majority of Board of Visitor members. These sessions will continue throughout the fall.
- Attended various Mason sporting events.
- Attended the inauguration of Harvard's new president.

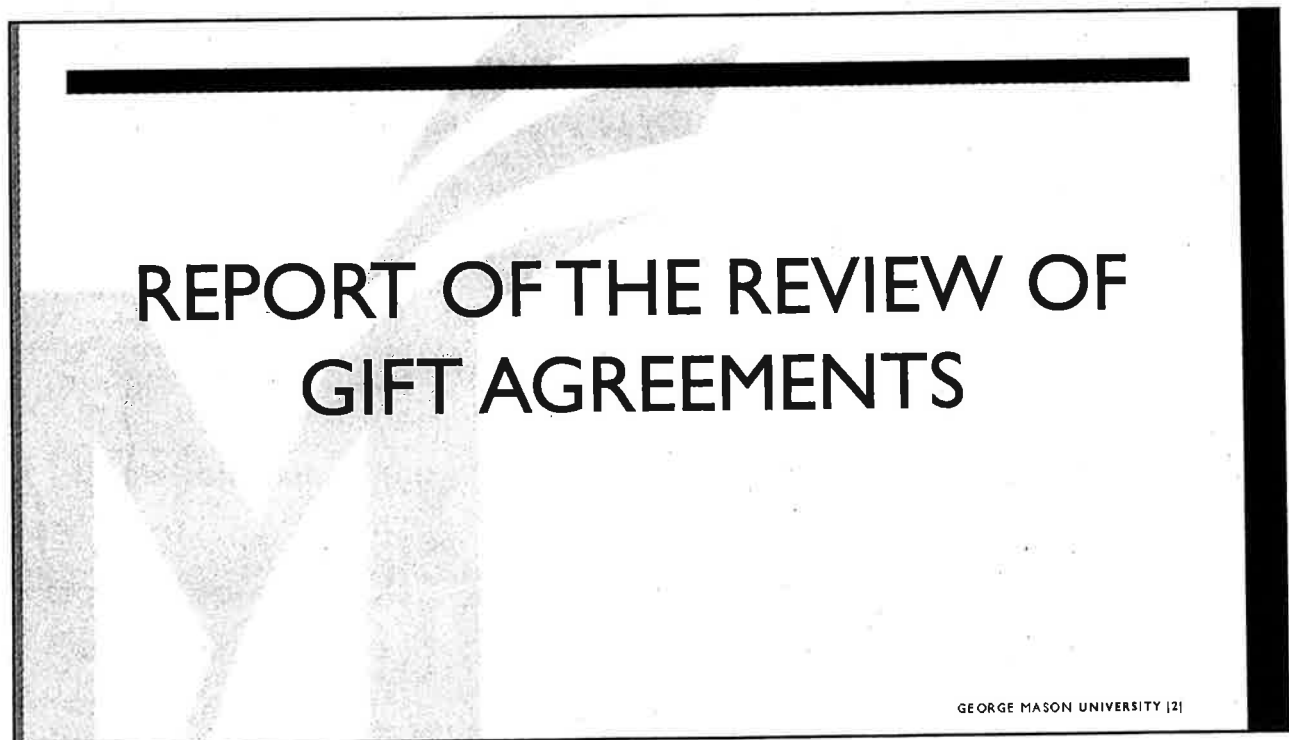
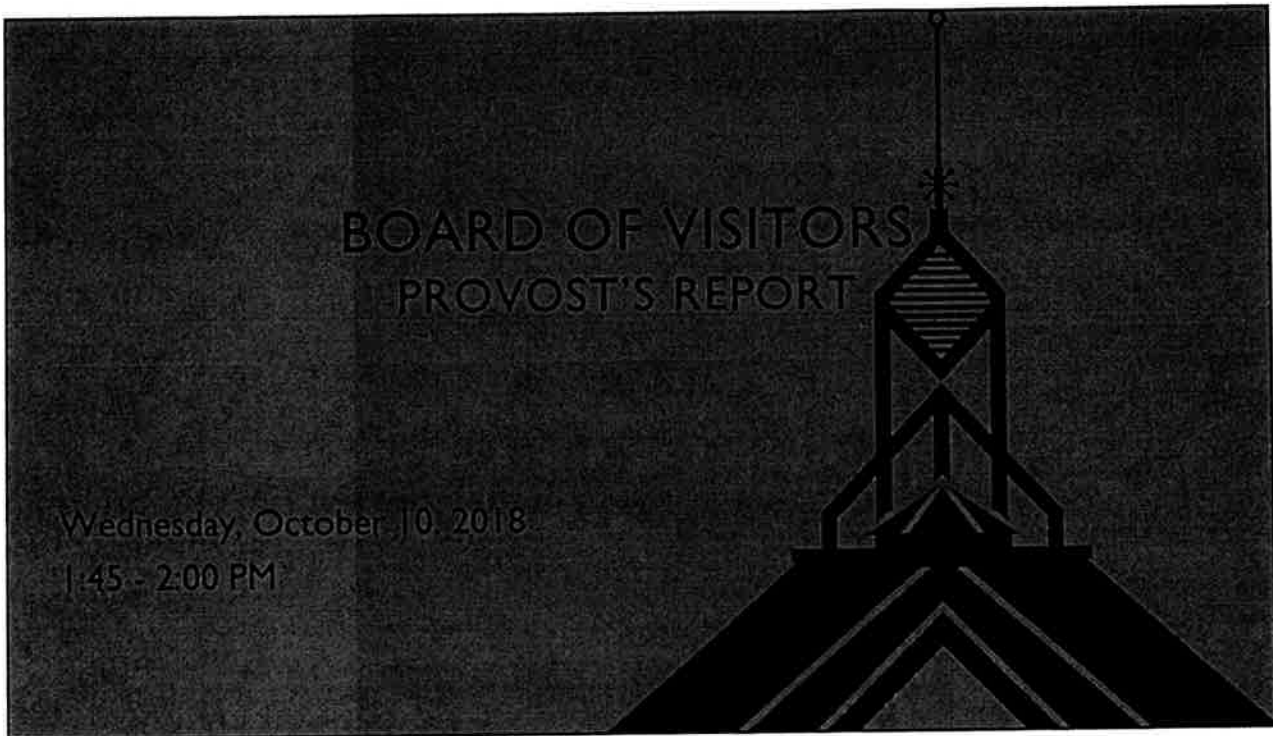
Outside Board Service:

- Inovio (NASDAQ:INO) (telephonic/in-person meetings).
- Georgia Tech Advisory Board (meeting in Atlanta).
- Bankinter Foundation of Innovation, Madrid, Spain (no meeting attendance this period).
- Northern Virginia Technology Council.

- Consortium of Universities of the Washington Metropolitan Area (telephonic meetings).
- Tec de Monterrey, Mexico, Academic and Research Board (videoconference meeting).
- Institute of International Education/Council for International Exchange of Scholars Advisory Board (no meeting participation this reporting period).
- Washington Airport Task Force (no meeting attendance this period).
- National Geographic (telephonic/in-person meetings in DC).
- Richmond Federal Reserve Board (telephonic/in-person meetings in Richmond).
- Economic Club of Washington Board (in-person meeting).
- Center for Innovation Technology (CIT).

Select Upcoming Events:

- Fall for the Book Activities – October 10-13
- Alumni Weekend – October 11-14
- Mason Madness – October 12
- BOV Annual Recognition Event – October 17
- Wilkins Lecture featuring James Forman, Jr. – October 25
- National Leadership Council – November 2-4
- Thanksgiving Holiday/University Closed – November 21-25
- Faster Farther Campaign Celebration – December 8
- Next BOV Meeting – December 12



BACKGROUND

- Trust and transparency are indispensable to academic freedom and independence for academic institutions. As a public institution, George Mason University is bound to fulfill its obligations to the Commonwealth of Virginia.
- As a recipient of philanthropic funds, the University must fulfill its obligations to generous donors and benefactors, provided that no terms are found to conflict with our public commitment to protect the scholarly freedom of the University and to ensure an open academic climate.
- The University is embarking on an effort to enhance transparency and ensure academic independence in the gift acceptance and agreement process.

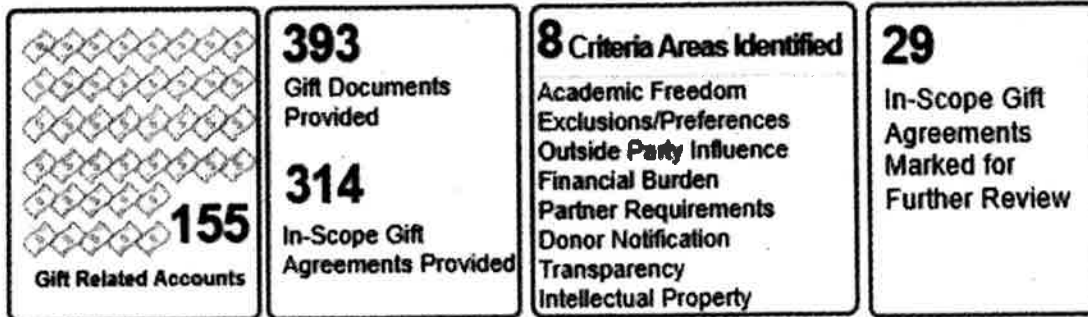
GEORGE MASON UNIVERSITY |3|

VISION

- Mason strives to become a national model for upholding core principles of academic independence while maintaining quality donor cultivation and stewardship activities.
- To achieve that balance, Mason should continue its commitment to academic freedom and donor engagement, and engender public trust by increasing transparency related to gift agreements.
- We are mindful and deeply grateful to the thousands of donors who make it possible to deliver on Mason's mission of excellence and affordability, particularly as public funding for higher education has not kept pace with costs.
- We must ensure trust and accountability to these benefactors, and above all, to all of the University and Commonwealth stakeholders.

GEORGE MASON UNIVERSITY |4|

SCOPE AND APPROACH



- The Committee reviewed all identified gift agreements with regard to the eight *Gift Review Criteria* areas to mark any that had language related to the criteria.
- In fiscal year (FY) 2018, 16,000 gifts were received by the George Mason University Foundation, Inc. (Foundation), on behalf of the University.

GEORGE MASON UNIVERSITY | 5 |

ANALYSIS AND RECOMMENDATIONS

For each *Gift Review Criteria* area, the Committee:

- Identified key factors to be considered during the analysis of gift agreements.
- Noted examples of past gift agreement language posing potential challenges.
- Noted representative leading practice language from past gift agreement language and from the benchmarking review of other institutions.
- Recommended policy principles.

The Committee organized recommendations into three categories:

- (1) specific recommendations that arose during the review of gift agreement language based on *Gift Review Criteria*;
- (2) broader recommendations to improve University gift acceptance policies, procedures, and protocols; and
- (3) recommendations related to issues beyond the formal scope of the Committee's charge.

GEORGE MASON UNIVERSITY | 6 |

CONCLUSION

- Based on this process, the Committee did not find any egregious practices.
- Of the 314 agreements reviewed, the Committee marked language in 29 agreements, representing approximately nine percent of reviewed agreements.
- The Committee did identify some issues that require further action and policy improvements, including the need for further consideration of the implications of certain gift agreement provisions.
- Relatedly, the Committee identified opportunities to evolve Mason's gift agreement-related policies to include a number of leading practice provisions.
- It is the Committee's hope that the review criteria and recommendations will not only prove relevant to Mason, but could also serve as a touchstone for other public higher education institutions in evaluating their own processes.

GEORGE MASON UNIVERSITY | 7 |

RESOLUTION OF THE BOARD OF VISITORS
REGARDING THE REPORT OF THE REVIEW OF GIFT AGREEMENTS

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

WHEREAS, in April of 2018, President Cabrera initiated a review of all active donor agreements supporting faculty positions, and gift acceptance policies and practices of the University, to ensure compliance with such principles; and

WHEREAS, on May 3, 2018, the Board of Visitors endorsed the review initiated by President Cabrera and requested that faculty, students and visitors be included in the review process; and

WHEREAS, President Cabrera appointed a committee (the "Committee") comprised of administrators, faculty, students and visitors and chaired by Provost David Wu to perform this review; and

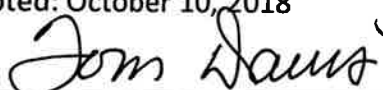
WHEREAS, the Committee has completed its review, and reported its findings to the President and to the Board of Visitors in its Report of the Review of Gift Agreements (the "Report"), dated October 9, 2018; and

WHEREAS, President Cabrera has recommended that the Report be made public and posted online, and

NOW, THEREFORE, be it resolved:

1. The Board agrees with President Cabrera that the Report shall be made available to the public and directs him to make it so.
2. The Board directs President Cabrera to evaluate the recommendations contained in the Report and to provide regular updates to the Board on any proposed changes in policy.
3. The Board expresses its gratitude to Provost Wu and the members of the Committee for their work to strengthen a culture of trust and transparency in the University.
4. This resolution shall take effect immediately.

Adopted: October 10, 2018



Tom Davis
Rector

THINK YOU KNOW THE FACTS?

Attachment 6 – Page 1

TODAY'S COLLEGE STUDENTS ARE...

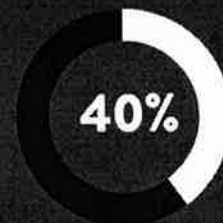
BALANCING MULTIPLE RESPONSIBILITIES



**THREE-QUARTERS
OF COLLEGE STUDENTS**

COMMUTE TO CLASS WHILE JUGGLING PARENTING,
WORKING AND BOTH.

40 PERCENT
ATTEND SCHOOL ONLY
PART-TIME.



STUDENTS WORK ON AVERAGE

**19 HOURS
PER WEEK**



ABOUT

40 PERCENT
OF COMMUNITY-COLLEGE STUDENTS
WORK 20 OR MORE HOURS
PER WEEK.

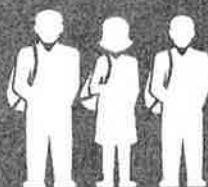
OLDER AND MORE RACIALLY DIVERSE



38 PERCENT

OF ALL TODAY'S UNDERGRADUATES
ARE OLDER THAN 25.

THE VISION THAT MOST OF US HAVE OF
COLLEGE STUDENTS – 18- TO 21-YEAR-OLDS
WHO ATTEND SCHOOL FULL-TIME – ONLY
MAKE UP ABOUT A THIRD OF THE
COLLEGE POPULATION.



ENROLLMENT AMONG
HISPANIC STUDENTS

TRIPLED
SINCE THE MID-1990'S,



**AND BLACK STUDENT
ENROLLMENT GREW BY
72 PERCENT.**

AND THOSE TRENDS ARE EXPECTED TO CONTINUE THROUGH 2021, WITH BLACK ENROLLMENT
PROJECTED TO GROW BY 25 PERCENT, HISPANIC STUDENTS PROJECTED TO INCREASE BY
42 PERCENT, AND ONLY A 4 PERCENT INCREASE IN WHITE STUDENTS FORECASTED.



Lumina
FOUNDATION

To view all sources for data used in this document, please visit www.luminafoundation.org/todays-student-citations.

FINANCIALLY SUPPORT THEMSELVES... AND OFTEN STRUGGLE TO MAKE ENDS MEET

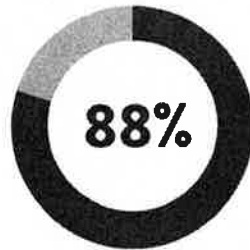
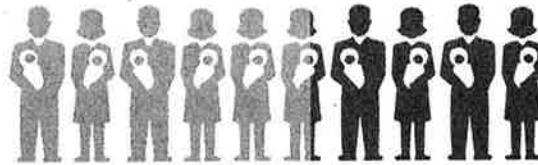


4.8 MILLION

POSTSECONDARY STUDENTS ARE PARENTS, AND OF THOSE, 61 PERCENT HAVE NO MONEY TO CONTRIBUTE TO THE COST OF COLLEGE.

ALMOST HALF OF TODAY'S STUDENTS

ARE ON THEIR OWN FINANCIALLY. HALF OF THOSE STUDENTS (25%) HAVE FINANCIAL DEPENDENTS OF THEIR OWN.



88 PERCENT

OF SINGLE STUDENT-PARENTS HAVE INCOMES BELOW 200 PERCENT OF THE POVERTY LINE.

LESS LIKELY TO GRADUATE



STUDENTS WITH ADDITIONAL FINANCIAL, WORK AND FAMILY OBLIGATIONS ARE **TWICE AS LIKELY TO DROP OUT OF SCHOOL** IN THEIR FIRST YEAR AS STUDENTS FRESH OUT OF HIGH SCHOOL – **38 PERCENT COMPARED TO 16 PERCENT.**



NO MORE THAN **A QUARTER OF PART-TIME STUDENTS** MAKE IT TO GRADUATION, EVEN WHEN GIVEN **TWICE AS LONG TO COMPLETE.**



Lumina
FOUNDATION

THE CHRONICLE OF HIGHER EDUCATION®

The College Student of 2025

How changing demographics will impact higher ed

The college student of 2025 will be different from today's, forcing colleges and universities to rethink admissions and academic programs. Some of these changes reflect longstanding trends, like the increase in female students, while others are new. Regardless, each will have a profound effect on the future of higher ed.



Compared With Today, a Student in 2025 Will More Likely Be ...

Female

Female 13.4 million

Male 9.9 million

Estimated number enrolled in degree-granting postsecondary institutions in fall 2025.

From a Minority Group

Hispanic 32%

Black 22%

Asian/Pacific Islander 16%

White 3%

Estimated percent increase in enrollment for degree-granting postsecondary institutions between fall 2014 and fall 2025.

From the South

South 139,437

West 34,827

Midwest 13,135

Northeast -5,306

Estimated changes in number of high-school graduates in 2025 compared with 2015.

And Older Than 24

Age 18-24 13%

Age 25-34 16%

Age 35+ 20%

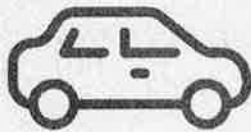
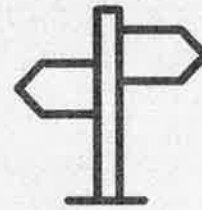
Estimated percent increase in enrollment for degree-granting postsecondary institutions between fall 2014 and fall 2025.

For Higher Ed, These Changes Will Likely Lead to:



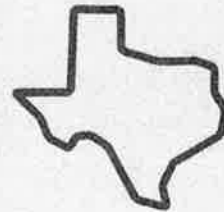
A Push to Recruit Male Students ...
... to shrink the growing gender gap.

**An Expansion of Pathways
for Minority Students ...**
... to make sure they have access to
and can succeed in college.



A Decline in Student Migration ...
... because Hispanic students historically are
least likely to go out of state for college.

A Boom in Texas ...
... where the largest growth in the number of
high-school graduates is projected.



**A Focus on Flexible Online or
Blended Courses ...**
... to attract busy nontraditional-age students.

SOURCES: Western Interstate Commission for Higher Education; National Center for Educational Statistics.

The College Student of 2025, How changing demographics will impact higher ed was written by Ian Wilhelm. The Chronicle is fully responsible for the report's editorial content. ©2018 by The Chronicle of Higher Education, Inc. All rights reserved. This material may not be reproduced without prior written permission of The Chronicle. For permission requests, contact us at copyright@chronicle.com.

SPONSORED BY:



Top 10 States with a Majority of U.S. High School Graduates

	In 2013	From 2013 to 2025	From 2025 to 2032
M CA	456,000	-25,000 -5%	-37,000 -9%
M TX	314,000	61,000 19%	-6,000 -2%
NY	212,000	2,000 1%	-14,000 -7%
M FL	176,000	17,000 10%	-16,000 -8%
IL	153,000	-10,000 -7%	-18,000 -13%
PA	146,000	-6,000 -4%	-8,000 -6%
OH	135,000	-16,000 -12%	-9,000 -8%
MI	111,000	-14,000 -13%	-10,000 -10%
M NJ	109,000	-6,000 -6%	-12,000 -12%
M NC	101,000	9,000 9%	-8,000 -7%

**RESOLUTION OF THE BOARD OF VISITORS OF
GEORGE MASON UNIVERSITY
VIRGINIA COLLEGE BUILDING AUTHORITY FINANCING AUTHORIZATION**

WHEREAS, pursuant to and in furtherance of Chapter 12, Title 23.1 of the Code of Virginia of 1950, as amended (the “Act”), the Virginia College Building Authority (the “Authority”) developed a program (the “Program”) to purchase debt instruments issued by public institutions of higher education in the Commonwealth of Virginia (“Participating Institutions” and each a “Participating Institution”) to finance or refinance projects of capital improvement (“Capital Projects” and each a “Capital Project”) included in a bill passed by a majority of each house of the General Assembly of Virginia (the “General Assembly”);

WHEREAS, under the Program the Authority from time to time issues its Educational Facilities Revenue Bonds (Public Higher Education Financing Program) (“Pooled Bonds”) to finance the purchase or refunding of debt instruments issued by Participating Institutions to finance or refinance Capital Projects;

WHEREAS, if a Participating Institution desires to finance or refinance a Capital Project through the Program it must enter into a loan agreement with the Authority, under which: (i) the Participating Institution will issue its promissory note pursuant to Chapter 12, Title 23.1 of the Code of Virginia of 1950, as amended, to evidence a loan to it by the Authority; (ii) the Authority will agree to issue Pooled Bonds and use proceeds thereof to purchase the promissory note; (iii) the Participating Institution will agree to use proceeds of Pooled Bonds, loaned to it and received in exchange for its promissory note, to finance or refinance the Capital Project and to not take actions that may jeopardize any federal tax-exempt status of interest on Pooled Bonds allocable to financing or refinancing the Capital Project; and (iv) the Participating Institution will agree to make payments under the promissory note in sums sufficient to pay, together with certain administrative and arbitrage rebate payments, the principal of, premium, if any, and interest due on such Pooled Bonds;

WHEREAS, the Board of Visitors (the “Board”) of George Mason University (the “Institution”) from time to time desires to finance or refinance Capital Projects for the Institution as a Participating Institution under the Program, and now proposes that the Institution issue its promissory note or notes (collectively, the “Note”) to be sold to the Authority in accordance with a loan agreement or loan agreements between the Institution and the Authority (collectively, the “Loan Agreement”), under which proceeds of Pooled Bonds will be loaned to and received by the Institution in exchange for the Note, to finance or refinance costs of the following Capital Projects authorized for bond financing by the General Assembly: the Utilities Distribution Infrastructure (Project Code 247-18208) (collectively, the “Project”); and

WHEREAS the Board desires to designate certain Institution officer (i) delegated the authority to approve the forms of and to execute and deliver the Loan Agreement, the Note and any amendments thereto, and any other documents necessary or desirable in connection with financing or refinancing costs of the Project through and participation in the Program; and (ii)

responsible for monitoring post-issuance compliance with covenants of the Institution related to maintaining any federal tax-exempt status of interest on Pooled Bonds.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD:

Section 1. The Project is hereby designated to be undertaken and financed or refinanced by the Authority and, accordingly, the Senior Vice President for Administration and Finance (the “Authorized Officer”) are each hereby delegated and invested with full power and authority to approve the forms of the Loan Agreement, the Note and any amendments thereto (in connection with any refunding of Pooled Bonds financing or refinancing the Project or otherwise), and any pledge to the payment of the Note and any amendment thereto of total gross university sponsored overhead, unrestricted endowment income, tuition and fees, indirect cost recoveries, auxiliary enterprise revenues, general and non-general fund appropriations and other revenues not required by law or previous binding contract to be devoted to some other purpose, restricted by a gift instrument for another purpose or excluded from such pledge as provided in the Loan Agreement, subject to the provisions of Section 3 hereof.

Section 2. Subject to the provisions of Section 3 hereof, the Authorized Officer are each hereby delegated and invested with full power and authority to execute, deliver and issue, on behalf of the Institution, (a) the Loan Agreement, the Note and any amendments thereto (in connection with any refunding of Pooled Bonds financing or refinancing the Project or otherwise), with approval of such documents in accordance with Section 1 hereof evidenced conclusively by the execution and delivery of the respective document, and (b) any other documents, instruments or certificates as may be deemed necessary or desirable to finance or refinance costs of the Project through and participate in the Program, and to further carry out the purposes and intent of this resolution. The Authorized Officer are authorized and directed to take such steps and deliver such certificates in connection with delivery of the Note, and any amendment thereto, as may be required under any existing obligations, including bond resolutions relating to any outstanding general revenue pledge bonds, and to notify Virginia Department of Treasury representatives serving as Authority staff at least 60 days in advance of a pledge of any amounts pledged to the payment of the Note in accordance with Section 1 hereof to, or as security for, the payment of any other Institution obligations issued or entered into after the date hereof for so long as the Note and any amendments thereto remain outstanding.

Section 3. The authorizations given above as to the approval, execution, delivery and issuance of the Loan Agreement, the Note and any amendments thereto (in connection with any refunding of Pooled Bonds financing or refinancing the Project or otherwise) are subject to the following parameters: (a) the principal amount to be paid under the Note allocable to any component of the Project, together with the principal amount of any other indebtedness with respect to such component, shall not be greater than the amount authorized for such component by the General Assembly plus amounts needed to fund issuance costs, original issue discount, other financing (including without limitation refunding) expenses and any other increase permitted by law; (b) the aggregate principal amount of the Note shall in no event exceed \$25,000,000 as the same may be so increased; (c) the aggregate interest rate payable (i) under a tax-exempt Note shall not exceed a “true” or “Canadian” interest cost more than 50 basis points higher than the interest rate for “AA” rated securities with comparable maturities, as reported by Thomson Municipal Market Data (MMD) or another comparable service or index for

tax-exempt yields, as of the date that the interest rates are determined, taking into account any original issue discount or premium and (ii) under a taxable Note shall not exceed a “true” or “Canadian” interest cost more than 50 basis points higher than the interest rate for “AA rated securities with comparable maturities, as reported by MMD or another comparable service or index for taxable yields, as of the date that the interest rates are determined; (d) the weighted average maturity of the principal payments due under the Note shall not exceed 20 years after the original issue date of the Note; (e) the last principal payment date under the Note shall not extend beyond the reasonably expected weighted economic life of the Project; and (f) subject to the foregoing, the actual amount, interest rates, principal maturities, and date of the Note shall be approved by an Authorized Officer, as evidenced by the execution thereof.

Section 4. The Board acknowledges that if there is a failure to make, as and when due, any payment of the principal of, premium, if any, and interest on any promissory note issued by the Institution as a Participating Institution to the Authority under the Program, including without limitation the Note and any amendments thereto, the State Comptroller is authorized under the Program and Section 23.1-1211 of the Code of Virginia of 1950, as amended, to charge against appropriations available to the Institution all future payments of principal of, premium, if any, and interest on such promissory note when due and payable and to make such payments to the Authority or its designee, so as to ensure that no future default will occur on such promissory note.

Section 5. The Board agrees that if the Authority determines the Institution as a Participating Institution shall be subject to continuing disclosure obligations under Rule 15c2-12 of the federal Securities and Exchange Commission with respect to any Pooled Bonds, (a) an Authorized Officer shall, and is hereby authorized and directed to, enter into a continuing disclosure undertaking in form and substance reasonably satisfactory to the Authority, and (b) the Institution will comply with the provisions and disclosure obligations contained therein.

Section 6. The Board designates the Senior Vice President for Administration and Finance to be responsible for implementing procedures to monitor post-issuance compliance with covenants in any loan agreement between the Institution as a Participating Institution and the Authority, including the Loan Agreement and any amendments thereto, related to maintaining tax-exempt status for federal income tax purposes of interest on any Pooled Bonds, including without limitation monitoring the use of any portion of all Capital Projects for the Institution financed or refinanced with such Pooled Bonds and compliance with any applicable federal income tax remedial action requirements in connection with certain changes in such use. Such officer shall review such post-issuance compliance at least annually for so long as such Pooled Bonds remain outstanding.

Section 7. This resolution shall take effect immediately upon its adoption.

Adopted: October 10, 2018



Tom Davis
Rector
Board of Visitors
George Mason University

**RESOLUTION
OF THE
BOARD OF VISITORS OF GEORGE MASON UNIVERSITY**

WHEREAS, Investment management is a key component of the University's success and ability to achieve its mission, including supporting its value of being careful stewards.

WHEREAS, the George Mason University Board of Visitors has reviewed the attached Investment Policy.

NOW, THEREFORE, BE IT RESOLVED that the University hereby adopts the attached Investment Policy, effective immediately.

Adopted: October 10, 2018

A handwritten signature in cursive script, reading "Tom Davis", is written over a horizontal line.

Tom Davis
Rector
Board of Visitors
George Mason University



University Policy 2116: Investment Policy

Responsible Office: Senior Vice President for Administration and Finance

Related Law & Policy:

State Depositories, Virginia Code § 2.2-1813 et seq.

Virginia Security for Public Deposits Act, Virginia Code § 2.2-4400 et seq.

Investment of Public Funds Act, Virginia Code § 2.2-4500 et seq.

Uniform Prudent Management of Institutional Funds Act, Virginia Code § 64.2-1100 et seq.

University Policy 1123: Gift Acceptance

I. Scope

This policy applies to the investment and management of George Mason University's funds not held in the State Treasury.

II. Policy Statement

Investment management is a key component of the University's success and ability to achieve its mission, including supporting its value of being careful stewards.

III. Investment of Funds

- A. Non-State Funds shall only be invested in Authorized Investments in a manner to ensure that the current spending requirements of the University are supported and the University's daily cash flow demands are met.
- B. Donated Funds may be transferred to the George Mason University Foundation, Inc. to manage and invest on the University's behalf as the University's agent in compliance with agreement(s) between the University and the Foundation.

IV. Definitions

- A. **State Funds:** State Funds include tuition and fees, auxiliary enterprises and federal and other monies used for current operations which are deposited into the State Treasury.

- B. **Non-State Funds:** Funds held by the University that do not meet the definition of State Funds and are not transferred to the Foundation. These are also known as local funds.
 - C. **Donated Funds:** Endowment funds, bequests, or gifts made payable to the University.
 - D. **Authorized Investments:** Certificates of deposits, U.S. Treasury Bonds and Money Market Funds
- V. **Compliance:** The Senior Vice President shall routinely monitor and evaluate investment results of all Non-State Funds and Donated Funds.

VI. **Dates:**

A. **Effective Date:**

This policy will become effective upon the date of approval by the Board of Visitors.

B. **Timetable for Review**

This policy shall be reviewed every three years or more frequently as needed.

**Board of Visitors
George Mason University
Commendation of Appreciation for
Lisa G. Kemp, MBA, CPA**

Whereas, Lisa G. Kemp has more than twenty years of providing transformational financial solutions and business practices with measureable, positive results in the private, not-for-profit and public settings, most notably as the Vice President of Finance and Budget at George Mason University; and

Whereas, Ms. Kemp earned a Bachelor's Degree in Business Administration-Accounting from Mount St. Mary's College, a Master's Degree in Business Administration - Finance from American Public University, and is a Certified Public Accountant in the Commonwealth of Virginia; and

Whereas, after being hired as Controller and Associate Vice President of Fiscal Services in 2015, Ms. Kemp was promoted to Vice President, Finance & Budget and has served the university with distinction; and

Whereas, Ms. Kemp provided leadership and accountability across the breadth of Mason's financial operations in General Accounting, Financial Reporting, Treasury, Budget, Fixed Assets, Debt Management, Analyst Ratings, Procurement and Accounts Payable, Student Accounts, Cashier's Office, Surplus Property, Central Receiving/Warehouse, Financial Accounting Systems, Policy & Fiscal Training, Internal Controls, and PCI Compliance; and

Whereas, Ms. Kemp recognized the rapid growth of the University necessitated a transformational change in the control and management of financial information, and collaborated across the university to achieve Tier 2.5 pilot authority for increased autonomy, increase controls over ratio analysis and reporting that resulted in an elevated bond rating of A+, implemented an electronic travel work flow that eliminated 25k paper forms, negotiated an F&A increase of 5% for Sponsored Research, led annual successful financial audits, and instituted additional compliance measures for multiple revenue generating activities; and

Whereas, Ms. Kemp was a key thought leader and participated on many leadership committees, including President's Council, Academic Committee, Dean's Council, Technology & Data Governance, Enterprise Risk Management, Gift Acceptance, Conflict of Interest, and Retirement Investment Policy; and

Whereas, Ms. Kemp's vision, financial acumen and focus on excellence helped the University serve its students, faculty, staff, and the Commonwealth with excellence during a period of extraordinary growth;

Now, therefore, the Rector and Board of Visitors of George Mason University unanimously congratulate and commend Lisa G. Kemp for her dedication, service and contributions to George Mason University.



Tom Davis, Rector
George Mason University