

**BOARD OF VISITORS
GEORGE MASON UNIVERSITY**

**Meeting of
October 10, 2019
MINUTES**

PRESENT: Rector Davis, Vice Rector Hazel, and Secretary Blackman; Visitors Bhuller, Chimaladinne, Iturregui, Kazmi, Marquez, Moreno, Moss, Prowitt, Reagan, Rice, Roth, Witeck and Zuccari; Faculty Representative Davis; Student Representatives Gelbvaks and Layton; Interim President Holton; and Secretary pro tem Barton.

ABSENT: None

I. Rector Davis called the meeting to order at 1:37 p.m.

II. Approval of the Minutes (ACTION ITEMS)

Rector Davis called for any corrections to the minutes of the Planning Conference of July 25, 2019 and Annual Meeting of July 26, 2019. Rector Davis opened the floor for discussion. There was none. The minutes stood approved as written.

III. Rector's Report

Rector Davis reminded the Visitors of the Board of Visitors (BOV) and Board of Trustees Recognition (BOT) Event at the Mathy House on October 24, and encouraged attendance. He noted there would be a brief tour of the new Mason Student Services Center following the full Board meeting.

Rector Davis called on Vice Rector Hazel to provide an update on the progress of the Presidential Search. Vice Rector Hazel, Co-Chair of the Presidential Search Committee, noted that the Search Committee was waiting to receive communication after posting advertisements. Vice Rector Hazel spoke to the October 30, 2019 George Mason University Community Session. He noted that it would be an open meeting of the Search Committee for the faculty, staff, students, Alumni Association Board, BOV, BOT and the public. He further noted that the open session was in line with the search committee's commitment to provide updates throughout the search process. Vice Rector Hazel spoke to the launch of the Presidential Website, thanked Co-Chair Shannon Davis, and noted various site features. He further noted that following the hiring of the search firm, Greenwood/Asher & Associates, advertisements for the Presidential position were placed in various print publications and online websites. Vice Rector Hazel noted that first consideration will be given to applicants who apply by November 15, 2019, though applicants can still apply thereafter. He also noted that while review of applicants may begin before November 15, decisions on applicants will not be made until after this date. Vice Rector Hazel reconfirmed the Presidential Search Committee's goal of announcing the new President at the February 2020 BOV meeting. He noted that the search firm has confirmed high level applicants nationally and internationally. Faculty Representative Davis, Co-Chair of the

Presidential Search Committee added that the Mason Community Session would be a place for conversation, to be a part of the community and build community through the search process. Vice Rector Hazel noted that the search firm has indicated interest from candidates at research universities. Rector Davis asked those in attendance to let the Board know if they knew of an interested candidate. He noted that during his conversation with the Faculty Senate, there was discussion regarding an open Presidential search. Rector Davis noted it was not his decision, but a Board decision and the Presidential Search Committee would keep search as open as possible. He spoke to the hazards of conducting an open search and potentially receiving a smaller, less diverse pool of candidates due to the risk of exposure for their current employment. Rector Davis noted the importance of faculty input. Vice Rector Hazel shared that confidentiality is very important in order to receive the best qualified candidates. He noted that during the first meeting of the Presidential Search Committee, each member signed a Code of Ethics regarding search confidentiality. Vice Rector Hazel spoke to the importance of each committee member being present for all of the candidate discussions, thus enabling each member to provide fair and objective feedback on applicants.

Rector Davis added comments concerning a Washington Post - SCHAR School Impeachment Poll that created publicity for the University as the #1 trending article on Twitter.

IV. President's Report

Rector Davis called on Interim President Holton for the President's Report. Interim President Holton thanked Provost Wu, Carol Kissal, Senior Vice President, Administration and Finance, the Deans and the Senior Leadership Team for welcoming her to Mason. She spoke to continuing to move the university forward during the transition period with support from Senior Leadership. She further noted her thanks to Dietra Trent, Chief of Staff, who joined Mason on September 1, 2019. Interim President Holton referred to the President's Report (Attachment 1), and noted that she would provide a few highlights that did not make it into the report. She noted the university's updated Moody's Issuer Rating of Aa3, with stable outlook, as reported by Ms. Kissal. She further noted that this rating recognized the university's strong financial position in a time when higher education credit ratings have lowered. She added thanks to Ms. Kissal, her team and those who have worked over the years to improve Mason's financial standing. Interim President Holton noted that Northern Virginia Community College (NVCC) has named a new President-elect, Anne Kress of Monroe College in Rochester, New York. Interim President Holton shared that she and Dr. Kress have been in communication and she will begin her tenure at NVCC in early January 2020.

Interim President Holton went on to note that her participation with Freshman Move-In, an exciting start to the semester as she met with different groups of students, faculty and leadership across the campus, in a variety of settings. She

noted that total enrollment was up 1.8% year-to-date, and has moved the University past 38,000 students. She further noted that this was impressive as many of Virginia higher education institutions experience stagnant or declining enrollment. She noted that increased enrollment was in part due to the ADVANCE Program partnership with NVCC and graduate online program partnership with Wiley. Interim President Holton noted that Scholastic Aptitude Test scores (SATs) and Grade Point Averages (GPA's) have remained steady through the increase in enrollment. She discussed Mason's rankings, U.S. News & World Report again recognized Mason as Virginia's most diverse and innovative university, and one of the most diverse and innovative university's nationwide. She further shared that Mason ranked 184 out of 801 universities nationally in the 2020 College Rankings by the Wall Street Journal and Times Higher Education.

Interim President Holton provided an update on her state travels for government relations meetings. She noted meetings with executive branch colleagues in Richmond to discuss Mason's top priorities, which are the tech talent initiative and basic state funding. She also noted that Mason undergraduate students receive 20 - 25% less than the average state funding per student for doctoral institutions. She further noted that over time, bringing the funding up to the state average could increase student outcomes considerably. Interim President Holton noted that the graduation rate has increased from 64% to 70%, and more state support could positively impact student graduation rates. She spoke to the challenges for receiving state funding and noted the Governor's budget proposal which will be released in mid-December, with university budget actions to follow.

Interim President Holton noted the tech talent initiative and required Memorandums of Understanding (MOU's) signed with the Commonwealth by November 1, 2019. She further noted the university's significant role in the state's commitment to Amazon in increasing undergraduate and graduate degrees in computer science and related fields. She recognized Deborah Crawford, Vice President for Research, Ms. Kissal, Trishana Bowden, Vice President, Advancement and Alumni Relations / President of the George Mason Foundation, and Liza Durant, Associate Dean, Strategic Initiatives and Community Engagement, in the Volgenau School of Engineering for their leadership of the tech talent initiative. Interim President Holton noted the progress of the building, as well as the academic aspects of the project. She noted other university initiatives including the ADVANCE Program and the success of the partnership with Wiley for graduate online programs. She also noted discussions regarding undergraduate programs in the online space. Interim President Holton noted that university research expenditures and university fundraising both experienced record years.

Interim President Holton went on to share a faculty that Dr. Thomas Lovejoy received Virginia's Outstanding Scientist Award. She noted that Dr. Lovejoy is the scientific director for Mason's Institute for a Sustainable Earth. She also shared a student highlight, Dolica Gopisetty, a senior in the Information

Technology program was the only college student among eight keynote speakers at the July Amazon Web Services conference in Seattle. She noted that Ms. Gopisetty was included in the Governor and Amazon Web Services press conference regarding the expansion of cloud computing programs in Virginia. Interim President Holton noted her participation in her first Freedom & Learning Forum, where she would interview author Chimamanda Adichie, as part of the annual Fall for the Book events. She reiterated the invitation to join her and Senator Kaine for the annual BOV Recognition Reception at the Mathy House on October 24, 2019.

Rector Davis opened the floor for questions. Visitor Iturregui referred to the President's Report ranking indicating the university ranked #11 on The Princeton Review's ranking of "Least Happy Students". Interim President Holton noted that the ranking was discussed in the Academic Programs, Diversity & University Community Committee (APDUC). She shared that Mason was ranked well in the overall rankings from The Princeton Review. She noted that the "Least Happy Students" survey was based on a small sample that is not consistent with evidence found in broader samples. She further noted that the university does realize that there is room for improvement, and noted the challenges of messaging for the university. Rector Davis noted there would be a tour of the new Mason Services Center following the full Board meeting, and it would help the Board members gain a better understanding of student services. He further noted that the Board has expressed concern regarding the survey results and encouraged the Board members to join the tour.

(Attachment 1: President's Report)

V. Provost's Report

Rector Davis recognized Provost Wu to provide the Provost's report. Provost Wu provided a report on the Medical Education Study. He noted that Secretary Blackman and Visitor Prowitt are members of the steering committee. Provost Wu noted that there is a need for physicians in Virginia, and across the nation, especially in the area of primary care. He also noted that from the Research and Innovation standpoint that a medical school was a natural next step for the university, and it would open up channels of research funding. Provost Wu noted the community benefits and the university's engagement in building the community. He spoke to the creating an innovative medical school that meets the needs of the community, and consistent with the university's goal of 'Access to Excellence'. He further spoke to providing a medical school that is diverse in its student and faculty population, and the unique position of the location in Northern Virginia. He went on to share a list of members of the steering committee, which include faculty members, senior administrators, members of the BOV, and a consulting team. Provost Wu noted the mission statement of the proposed medical school. He further noted Mason's unique niche including transdisciplinary

collaboration and research. He went on to discuss the potential value added by a medical program, its potential impact on different areas at the university, economic impact on the region, equity and the proposed location at the Sci-Tech Campus. Provost Wu spoke to the size of the medical program which would be small, at 50 students per year. He noted the focus on the “MD Plus” concept, a multidisciplinary learning program providing physicians with multi-skillsets in complimentary areas such as data science or behavioral science. Provost Wu spoke to the challenges of beginning a medical program, to include identifying clinical partnerships, a national shortage of residency opportunities, funding, and accreditation. He referred to the timeline and noted the ambitious goal of welcoming the first medical program class in August 2022. He noted that the immediate next step is data collection for a self-study to determine resources that can contribute to starting a medical school. He further noted that this step was a requirement for accreditation, and it would take about six months to accomplish. Provost Wu noted that the study will be ongoing between the present time to spring 2020. He further spoke to the timing and noted that the completion of the study will coincide with the Presidential Search Committee’s timing for naming a new President. Provost Wu noted that the May 2020 Board meeting will be a critical point for deciding on the medical school. He further noted that he would keep the Board and the University community up-to-date on the progress of the medical school. Provost Wu concluded his presentation and opened the floor for questions.

Visitor Chimaladinne asked if the “MD Plus” program was the first in the nation or if other universities offer it. Provost Wu answered that the “MD Plus” concept is not unique to the university; however, it is relatively new. Dr. Bill Hazel, Senior Advisor, Innovation and Community Engagement, provided more background noting that most medical schools offer combined MD programs. He further noted the university’s ability to offer an integrated curriculum and multidisciplinary training. Dr. Hazel noted that as plans for a medical program move into the next phase of planning, the focus will be to structure the curriculum so that innovation meets medical education. He further spoke to defining a curriculum, how to teach it and how it fits together. Dr. Hazel noted that idea is to provide more integration than sequential degrees.

Visitor Iturregui commented noting that there were three medical schools about 25 minutes from Mason. He also noted that as far as messaging, it would be powerful for the university to provide a very different medical school, not designed for the current healthcare system in America. Visitor Iturregui spoke to the need for the University to create different options for residencies. He noted that his personal view is that Mason’s medical school should be a ‘disruptive medical school’. Provost Wu in agreement noted that Visitor Iturregui’s thoughts are consistent with the steering committee’s ideas. He further noted that many of the current medical schools do not meet the needs of the future or the present. Provost Wu noted that it is critical that the Mason School of Medicine be a disruptor and innovator. Dr. Bill Hazel commented that most medical school training is institutional and hospital

based. He noted that the university does not have or want a hospital, which in the traditional medical model drives the training. He further noted that for a Mason medical school the idea is for community-based practice with integrative training utilizing existing programs of social work, nursing and behavioral health. He noted the importance of a medical program in northern Virginia, and that about 30% of medical student graduates practice where they attended medical school. He spoke to the shortage of physicians in northern Virginia, the benefits to community including economic, innovation, ideas, and the healthcare work force. Secretary Blackman added his comments and noted that there are about 1 million healthcare positions in the system, about 100,000 physicians retire or leave the profession each year, and only 60% of the positions are replaced. Discussion ensued. Secretary Blackman spoke to the currently gap of about 43,000 vacant healthcare positions in northern and rural Virginia. He noted that as a university, Mason has built the community by training the teachers, the IT professionals, educating the Veterans and the next step to address the major community challenges is through medical education. He further noted that while there are three medical schools nearby in the District of Columbia, and two more in Maryland, that does not support the serious need in northern Virginia. Secretary Blackman noted that as the largest public institution in Virginia, Mason has an opportunity to rectify the healthcare problem. Rector Davis and Secretary Blackman recognized Visitor Iturregui's excellent branding idea.

Rector Davis called on Visitor Marquez who commented on the ambitious timeline asking by asking if it was realistic, and if there were any contingencies in place. Dr. Hazel answered and noted that the timeline indicated the fastest course possible. He spoke to the challenges and noted that he believed the timeline was accurate, however if necessary the timeline would be adjusted.

A. Southern Association of Colleges and Schools (SACS) Reaccreditation Board Requirements – Janette Muir and Matthew Smith

Rector Davis recognized Provost Wu to provide the SACS Reaccreditation presentation. Provost Wu noted that the university is scheduled for reaccreditation in 2022 and introduced Dr. Janette Muir, Associate Provost, Academic Initiatives and Services, and Matthew Smith, Director of Accreditation, to present. Rector Davis recognized Dr. Muir and Mr. Smith. Dr. Muir noted that reaffirmation is critical to maintaining the integrity and quality of education at the university. She referred to the presentation and provided background on SACS. She noted additional Board specific requirements for the SACS reaccreditation and introduced Mr. Smith to expound on those requirements. Mr. Smith noted that while the reaffirmation was not scheduled until 2022, the process begins now. Mr. Smith further noted that the process begins with a thorough self-study and discussed the timeline. He spoke to the length of the self-study taking about a year and the role of the Board of Visitors in the SACS onsite visit in spring 2022.

Rector Davis asked of the university's biggest exposure at this point. Mr. Smith answered focusing on the biggest impact to the Board. He referred to the presentation and noted the nine standards specific to the Board in the SACS reaccreditation. He further noted that five of the standards required institutional policy in place that addresses the SACS standards. Mr. Smith explained that of the five standards, the university has three standards that require attention and listed standards 4.2. d Conflict of Interest, 4.2.e Board Dismissal, and 4.2.g Board Self-Evaluation. Mr. Smith noted that according to the standard, Conflict of Interest requires definition in the BOV Bylaws. He further noted that this could be rectified by referencing to the Code of Virginia definition for Conflict of Interest in the appendix of the Board Bylaws. Mr. Smith went on to discuss Code of Virginia policy for dismissal of a Board member which he noted is not included in the Bylaws. Rector Davis interjected and asked if the Board of Visitors retained the authority to dismiss a Board member. Mr. Smith answered that the statutory authority belongs to the Governor, however the Bylaws needed to reference the Code of Virginia policy for dismissal. Visitor Moreno asked for clarification on what the standard required, and how that would be reflected in the Bylaws given that the statutory authority for dismissal of a Board member remained with the Governor. Mr. Smith clarified that while the SACS standard required a policy for removal, it did not require that the Board be responsible for dismissal. He further explained that the Board is only required to adopt a policy for dismissal and reference the Code of Virginia, noting that he and Dr. Muir would work closely with University Counsel to ensure accuracy of the Bylaw revisions. Mr. Smith noted a new requirement from SACS being a Board self-evaluation for its effectiveness, standard 4.2.g. He further noted that the Board is required to define its responsibilities and regularly self-evaluate. Mr. Smith further noted that there are no reporting requirements from SACS and the process of self-evaluation is determined by the Board. He noted the need for a timeline, process or expectation for self-evaluation and recording through the Board meeting minutes; it would then comply with the standard. Visitor Roth asked of the other gaps and risks being assessed through the reaccreditation process beyond the Board specific standards. Mr. Smith answered noting that they were currently looking for gaps in assessment across the institution, unreported program changes, faculty qualifications and a myriad of other standards. Rector Davis thanked Mr. Smith for his introduction, and asked for recommendations and suggestions at the December Board of Visitors meeting.

VI. Committee Reports

A. Development Committee

Rector Davis called on Chairman Hazel to provide the report from the Development Committee. Chairman Hazel noted that Terri Cofer Beirne is the new Chair of the George Mason University Foundation (GMUF) and is a former Board of Visitor. He spoke to the health of the Foundation and noted

that the first of two \$10.5 million payments from the Van Metre Companies was received. He further noted that the Foundation closed the fiscal year with the endowment at a 4.6% return overall, and \$113 million in invested assets. Chairman Hazel compared this figure to five years ago at \$70 million in the endowment. He noted that most importantly, 90% of endowment investments were above water, five years ago, less than 50% were above water. He spoke to the financial efforts and good management of the Foundation. Chairman Hazel noted that seven new members have joined the Board of Trustees, adding to the support of the Foundation from the local business community. He noted the Advancement efforts of raising a university record of \$124 million and further noted current fundraising efforts. Chairman Hazel noted that the Foundation will receive a post campaign report from Marts & Lundy in about a month. He also noted that the Foundation is reimaging the alumni relations and annual giving programs. Rector Davis thanked Chairman Hazel.

B. Academic Programs, Diversity and University Community Committee

Rector Davis called on Chairman Witeck to provide the report from the Academic Programs, Diversity and University Community Committee. Chairman Witeck reported that the Provost provided an update on the university's Moody's rating. He noted that David Burge, Vice President for Enrollment Management, provided an update on undergraduate enrollment and further noted the slight decrease in transfer students due to the success of the ADVANCE Program. He spoke to a presentation on Assessing the Quality of Student Experience by Rose Pascarell, Vice President, University Life, and Mr. Burge and noted the discussion on the methodology of rating happiness, graduation rates and internal university satisfaction measures. Chairman Witeck noted that the committee was provided a more rounded view, however there was a still messaging issue. He noted the committee discussed the student experience redesign, the opportunity to tour the Mason Student Services Center following the full Board meeting, and how the university is meeting student needs. Chairman Witeck noted that Provost Wu provided a presentation on the university's Six-Year Plan and Institutional Strategies and their alignment with the Commonwealth's goals.

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

- New Program Approvals
 - Establish the Department of Cyber Security Engineering within the Volgenau School of Engineering (VSE)
- Faculty Actions
 - Conferral of Emeritus/Emerita Status
 - Election of New Tenure Hire

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

C. Audit Committee

Rector Davis called on Chairman Rice to provide the report from the Audit Committee. Chairman Rice provided an update on the search for a new Chief Information Security Officer. He noted that all employees are required to complete a basic IT security awareness training by December 2019. He further noted that an enhanced IT Security Policy was approved and is being implemented. Chairman Rice noted that management has completed a broad IT assessment of services across the university and expects to provide recommendation for improvements in organization, investments, and technology improvements. He further noted that the committee received an update on the university's process for monitoring compliance with laws and regulations. Chairman Rice noted that management has engaged a consultant in assisting with recommendations for developing institutional compliance, oversight and integration with enterprise risk management. He spoke to the committee discussion that ensued regarding conceptual recommendations. Chairman Rice noted that as recommendations develop, it will expand or clarify the committee's responsibilities. He further noted the approval of the Office of University Audit charter and Interim President Holton's support of University Audit.

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

D. Research Committee

Rector Davis called on Chairman Blackman to provide the report from the Research Committee. Chairman Blackman reported that Dr. Deb Crawford, Vice President for Research, provided the committee with the university's research performance to date. He noted that the 2019 academic year was another record year for research expenditures, totaling \$176 million in the 2019 National Science Foundation (NSF) Higher Education Research and Development (HERD) Survey. He further noted that research expenditures continue to exceed 2018 academic year expenditures at \$149 million. Chairman Blackman noted research expenditures for the Institute for Biohealth Innovation at nearly \$30 million, the Institute for a Sustainable Earth at \$43.9 million, and the Institute for Digital InnoVation at \$80 million. Chairman Blackman spoke to four exciting research initiatives by faculty: an NSF National Research Training Program grant awarded to a team headed by Dr. Siddhartha Sikdar to develop technologies improving the quality of life for those with disabilities; discoveries of supermassive black holes by Dr. Shobita Satyapal; Dr. Thomas Lovejoy was recognized as 2019 Virginia Outstanding Scientist of the year; and a grant from the National Endowment for the Humanities (NEH) to Dr. Mills Kelly to create a digital guide of the evolution of the Appalachian Trail over the past century. Chairman Blackman noted that

academic year 2020 continues to set a record pace, currently 32% over the same period last year, and on track to break \$200 million expenditure mark.

Rector Davis thanked Chairman Blackman and opened the floor for discussion. There was none.

E. Finance and Land Use Committee

Rector Davis called on Chairman Roth to provide the report from the Finance and Land Use Committee. Chairman Roth reported that Ms. Kissal and her team provided a presentation on the new financial framework. She noted that the committee would receive reports on the status of the new framework over the next year. She further noted a full report will be provided in December. Chairman Roth noted that the committee reviewed and voted on the university's State Six-Year Operational Plan and the Six-Year Capital Plan. She further noted that the committee discussed and voted on the Online Graduate Program Tuition Proposal and review of the Land Use Certification. Chairman Roth spoke to the committee's discussion regarding three action items, including the State Six-Year Operational Plan. She noted that the Commonwealth's vision for higher education center around four goals: increase student financial aid; support in-state enrollment growth; support salaried compensation increases; and support for R1 research infrastructure. She further noted that the university's State Six-Year Operational Plan aligns with Virginia's plan for higher education. Chairman Roth reported that the committee voted to approve Online Graduate Program Tuition per credit hour, for two new online graduate programs, one in partnership with Wiley and one program through the School of Music. She noted proposed tuition for the Masters of Science in Health Information and Data Analytics was \$800 per credit hour for both in-state and out-of-state students, and proposed the tuition for Masters in Music and Music Education was recommended at \$820 per credit hour for both in-state and out-of-state students. Chairman Roth reported that the committee approved the annual Land Use Certification and noted significant changes in the land use report since the last BOV meeting.

Chairman Roth reported the committee reviewed and approved the Action Items as follows:

- State Six-Year Operational Plan
- Online Graduate Program Tuition Proposal
- Land Use Certification

It was **MOVED** by Chairman Roth and **SECONDED** by Secretary Blackman to approve the three Action Items in block. Rector Davis opened the floor for discussion. There was none.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

VII. Closed Session

It was **MOVED** by Vice Rector Hazel and **SECONDED** by Visitor Iturregui 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 Honorary Degrees and Special Awards.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

As a result of the Closed Meeting, it was **MOVED** by Vice Rector Hazel and **SECONDED** by Secretary Blackman 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

It was **MOVED** by Vice Rector Hazel and **SECONDED** by Secretary Blackman that the board approve Honorary Degrees for those persons to be awarded at a future Graduation or Commencement.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

VIII. Adjournment

Rector Davis adjourned the meeting at 3:43 p.m.

Respectfully submitted,



Leslie Barton
Secretary pro tem

President's Report
October 10, 2019

[Goals and activity updates since the May 2, 2019 BOV meeting.]

Student and Alumni Highlights:

- Environmental science and policy students Jessica Roberts and Sarah Farinelli won Fulbright fellowships to Brazil and Nigeria, respectively.
- Senior information technology major Dolica Gopisetty was the only college student among eight keynote speakers at an Amazon Web Services conference in Seattle in July.
- Mason PhD student Ryan Pfeifle and his thesis advisor, professor Shobita Satyapal, co-authored a study, published in *Astrophysical Journal*, that reveals the location of three gigantic black holes set on a collision course.
- "Good Morning America" highlighted junior criminology, law and society major Karen Escobar and her 4-year-old daughter for their involvement with Generation Hope, a nonprofit that helps teen parents become college graduates.
- Eleven PhD, master's and undergraduate students, led by faculty from Mason's Center for the Study of Narrative and Conflict Resolution, visited Eritrea for two weeks to explore the African country's post-conflict development.
- Alumna Emily Fortunato, an assistant athletic trainer at Mason from 2013-15, served on the athletic training staff for the U.S. women's national soccer team during the squad's run to the 2019 World Cup title.
- A multidisciplinary class of 10 students spent 16 days in Peru this summer learning about local maternal and child health.
- Susan Howard, a PhD student in environmental science and policy, is designing and testing a variety of educational tools to help national park visitors understand the importance of following park rules.
- Junior film and video studies major Autumn Boxley spent the summer as a development intern for the Hollywood production company behind such films as "Suicide Squad," "Wonder Woman" and "American Hustle."
- Anthropology and sociology major Levi Mitzen received the Odum Award for best undergraduate paper when he presented his work on political graffiti at a Southern Sociological Society conference in Atlanta.
- Four recent bioengineering graduates have devised a mechanism that improves minimally invasive brain and spinal surgery. They believe it could become a useful tool in the medical field.
- Junior environmental and sustainability studies majors Aishah Nyeta Brown and Darryl Acker-Carter have been selected as Global Sustainability Scholars, a National Science Foundation and Future Earth program in its first year.
- Alex Morgan, who earned his mechanical engineering degree in two-and-a-half years to be named Senior of the Year, co-created a robot designed to assist Mason Facilities with finding and assessing blockages in the drainage systems on campus.

- The Mason men's and women's outdoor track and field teams each won team titles at the Atlantic 10 Track and Field Championships, claiming simultaneous crowns for the second time in four years.
- Mason Law School alumna Rabia Chaudry helped spark NPR's "Serial" podcast and appears on an HBO documentary about a murder case involving a family friend.
- Senior Gabe Earle, a civil and infrastructure engineer and drummer in the Green Machine, combined those interests to research the feasibility of using acoustic data signals to inspect and analyze the movements of manufacturing infrastructure.
- Five Mason engineering students developed a device that is connected to an app and acts almost like a personal trainer.
- May graduate Eleri Burnett, an Honors College student, combines her interests of finance and environmental science to calculate the monetary value of endangered species, what she calls "bird finance."
- Biosciences PhD student Stephen Kassinger won the university's Three Minute Thesis competition – and \$1,000 – by succinctly explaining his work about using toxin and antitoxin systems to kill multidrug-resistant bacteria.
- Junior catcher Logan Driscoll became the highest draft pick in Mason baseball history after being selected by the San Diego Padres in the second round of the 2019 MLB Draft.
- Mason Open Winter Guard, an indoor color guard team, won the Winter Guard International (WGI) World Championship in Dayton, Ohio.
- Mason alumna and volunteer women's cross-country coach Bethany Sachtleben won the silver medal in the Pan Am Games women's marathon, in Lima, Peru, in her first major international competition.
- Alumna Erin Schaible was named chief of police for the city of Fairfax Police Department, the first woman to hold the position.

Faculty Highlights:

- Conservation biologist Thomas Lovejoy, scientific director for Mason's Institute for a Sustainable Earth, received a Virginia Outstanding Scientist Award for his expertise on biodiversity in the Amazon region.
- Researchers Monique van Hoek and Barney Bishop and their collaborators have released their findings on sequencing the Komodo dragon genome, revealing multiple clusters of antimicrobial peptide genes that could prove instrumental in the fight against multi-drug resistant bacteria.
- Led by Mason professors Christopher Koper and Cynthia Lum, the Center for Evidence-Based Crime Policy hosted its 11th annual congressional briefing at the U.S. Capitol with a theme of "Countering Mass Shootings in the United States."
- Crime research from Distinguished Professor David Weisburd is featured in "Talking to Strangers," the new book by New York Times bestselling author Malcolm Gladwell.
- Spencer Crew, Robinson Professor of American, African American and Public History, is serving as interim director of the National Museum of African American History and Culture.

- Natalie Burls and Patrick Vora of the College of Science and Thomas LaToza and Jonathan Bell of the Volgenau School of Engineering were recognized with National Science Foundation Faculty Early Career Development (CAREER) awards.
- Environmental anthropologist Susan Crate was among the more than 100 researchers from 30 countries who contributed to “The Ocean and Cryosphere in a Changing Climate” report.
- Bioengineering professor Caroline Hoemann is developing a biomaterial that might one day be used to treat damaged cartilage, transforming how chronic knee pain is treated.
- With a National Endowment for the Humanities grant, history professor Mills Kelly and his team are creating a digital historical guide of the evolution of the Appalachian Trail over the past century.
- Kim de Mutsert, associate director of Mason’s Potomac Environmental Research and Education Center (PEREC), received a fellowship with the National Academies of Sciences, Engineering and Medicine.
- Nine Mason professors and a postdoctoral researcher attended the Military Health System Research Symposium (MHSRS) in Kissimmee, Florida to share their research geared toward bolstering the health of American warfighters.
- Bioengineering professor Qi Wei and three other principal investigators from different universities are creating a data-driven computer model of the eye for diagnosing and treating strabismus--misaligned crossed eyes--with almost \$1.8 million in funding from the National Institutes of Health.
- Constance Gewa, an associate professor in the Department of Nutrition and Food Studies, traveled to Kenya this summer to conduct research on childhood obesity and also took back results from a previous study on food security among women and children.
- A multidisciplinary team of researchers led by bioengineering professor Siddhartha Sikdar is part of a groundbreaking approach by the National Science Foundation that could change the face of STEM graduate education.
- Kamaljeet Sanghera, executive director for STEM Outreach in the Volgenau School of Engineering, was named to the new Virginia Science, Technology, Engineering and Math Education Commission established by Gov. Ralph Northam.
- Ellen Rodgers, associate dean in Mason’s College of Education and Human Development, is the principal investigator for the design and construction of pop-up traffic gardens at two Washington, D.C. elementary schools, mini streetscapes that educate preschool students about bicycle safety.
- Katherine Scafide, an assistant professor in the School of Nursing, is conducting research that will help forensic nurses identify hard-to-see bruising by using an alternative light source.
- Robinson Professor Laurie Robinson is among a broad coalition of criminal justice and public policy leaders who have formed the Council on Criminal Justice, a national organization seeking to advance consensus on solutions that increase safety and justice.
- Eight Mason researchers have received collaborative research grants from 4-VA to work with their teams of student researchers and their colleagues at partner schools on a wide-ranging set of projects.

- S-CAR Professor Arthur Romano is giving students a chance to help broker peace in different communities throughout the world with a website he helped create.
- Mason anthropologist Rashmi Sadana has undertaken a 10-year study of Delhi, India's decision to add a modern Metro system and examined the impact of that decision, receiving research awards from the American Council of Learned Societies, the School for Advanced Research, and the National Endowment of the Humanities.
- Mark D. Uhen, associate chair of the Department of Atmospheric, Oceanic and Earth Sciences, discussed whale evolution on PBS feature "When Whales Walked: Journeys in Deep Time."
- Management professors Kevin Rockmann and Mandy O'Neill started a website called "High Quality Connections" that explores the problems of creating and maintaining prosperous co-worker connections within organizations.
- Former Robinson Professor John Paden, who retired in 2017 after 30 years at Mason, was presented with a commendation from Virginia's House of Delegates for his service to the state and university.

Ranking Highlights:

- U.S. News & World Report again recognized Mason as Virginia's most diverse and most innovative university (among national institutions), and as one of the most diverse and innovative in the nation. Mason was also ranked as an A+ School for B Students and 33rd nationally in educational innovation. Mason ranked 153rd overall and 72nd among all public universities.
- Mason also dropped in some U.S. News categories. National ranking: 136 to 153. Best value: 105 to 135. Ethnic diversity: 25 to 37 (still tops in Virginia). Educational innovation: 28 to 33 (still tops in Virginia). Best for veterans: 105 to 109.
- Mason was 11th on The Princeton Review's rankings of "Least Happy Students."
- Mason leaped nearly 50 spots to place among the nation's top 200 universities in the 2020 College Rankings by the Wall Street Journal and Times Higher Education, placing 184th out of 801 universities nationally and No. 42 out of 209 institutions in the South Region. In two years, Mason has risen 90 places.
- In their annual examination of the nation's colleges and universities, Washington Monthly named Mason as the top school in the Washington, D.C. area for adult learners, and sixth nationally in that category. Mason ranked 18th in the Southeast in the "Best Bang for the Buck" category. Mason also ranked 51st among national universities, up eight spots from last year.
- Mason was recognized as a Cyber FastTrack National "Top Tier College" that is the best in the nation in Cybersecurity Talent Discovery, topping 5,200 U.S. colleges for the honor.
- Mason was recognized as a top-50 institution in the 2019 Times Higher Education Young University Rankings. Mason ranked No. 47 among 351 colleges and universities from around the world that are 50 years old or younger. Mason moved up four positions from 2018, and only two U.S. universities placed ahead of Mason in the survey.

- Mason climbed into the 251-300 group among the 1,396 institutions evaluated in the 2020 World University Rankings by Times Higher Education, up from the 301-350 group the prior year.
- Four Mason programs are ranked in the top 50 worldwide in the 2019 Global Rankings of Academic Subjects by the ShanghaiRanking Consultancy. Programs in the Antonin Scalia Law School are ranked 19th, and the public administration program in the Schar School of Policy and Government is 22nd (an 18-place jump from 2018). In the College of Humanities and Social Sciences, communication is 36th, up from the 51-75 group in 2018, and economics is 38th.
- Mason's online BFA in Computer Game Design is ranked No. 1 in the nation by Bachelor's Degree Center.

Media:

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

2019 Fall Enrollment Beginning of Term (BOT):

Total enrollment is up by 1.8% Year-To-Date (38,270 from 37,594, +676)

- Virginia enrollment is up by 1.7% (30,383 from 29,887, +496).
- Out-of-State enrollment is up by 2.3% (7,887 from 7,707, +180).

Total undergraduate enrollment is up by 1.9% (27,094 from 26,583, +511).

- Virginia enrollment is up by 2.4% (22,962 from 22,428, +534).
- Out-of-State enrollment is down by 0.6% (4,132 from 4,155, -23).

Total graduate enrollment is up by 1.6% (10,577 from 10,411, +166).

- Virginia enrollment is down by 0.1% (7,187 from 7,192, -5).
- Out-of-State enrollment is up by 5.3% (3,390 from 3,219, +171).
- Masters enrollment is up by 2.5% (7,212 from 7,037, +175).
 - Virginia Masters enrollment is up by 0.4% (5,323 from 5,300, +23).
 - Out-of-State masters enrollment is up by 8.8% (1,889 from 1,737, +152).
- Doctorate enrollment is up by 3% (2,169 from 2,106, +63).
 - Virginia Doctorate enrollment is up by 1.4% (1,109 from 1,094, +15).
 - Out-of-State Doctorate enrollment is up by 4.7% (1,060 from 1,012, +48).
- Non-degree enrollment is down by 16.9% (606 from 729, -123).
 - Virginia non-degree enrollment is down by 20.2% (323 from 405, -82).
 - Out-of-state non-degree enrollment is down by 12.7% (283 from 324, -41).

4. Law enrollment is down by 0.2% (599 from 600, -1).

- Virginia enrollment is down by 12.4% (234 from 267, -33).
- Out-of-State enrollment is up by 9.6% (365 from 333, +32).

5. There are an additional 98 NEW students in fully online programs. (-14 Undergraduate, +112 in Graduate)

6. The percentage of freshmen eligible for Pell Grants increased to 28.4% from 26.8%.

ADVANCE:

In its second year, the ADVANCE Program offers 102 pathways in various degrees—five times as many as when it launched last year.

- **Total ACTIVE ADVANCE: 677**
 - Not-co-enrolled at Mason, only at NOVA: 637
 - Active at Mason: 40
 - Co-enrolled at Mason and NOVA: 19
 - Degree-seeking at Mason: 21
- For Fall 2019, 368 new ADVANCE students signed up

GEORGE MASON UNIVERSITY										
Office of Institutional Effectiveness and Planning										
BOV Statistic Comparisons										
Fall 2018 and Fall 2019										
		Fall 2018 BOT			Fall 2019 BOT			Difference		
		On-Campus	Online**	Total	On-Campus	Online	Total	On-Campus	Online	Total
Freshmen	In-State	2916	0	2916	3005	0	3005	89	0	89
	Out-of-State	804	0	804	773	1	774	-31	1	-30
Transfer	In-State	2756	74	2830	2621	58	2679	-135	-16	-151
	Out-of-State	200	1	201	193	2	195	-7	1	-6
Graduate	In-State	1839	252	2091	1923	289	2212	84	37	121
	Out-of-State	798	170	968	805	245	1050	7	75	82
Law (<i>JD, LLM, JM</i>)	In-State	67	4	71	64	1	65	-3	-3	-6
	Out-of-State	110	20	130	102	22	127	-8	2	-3
Freshmen Mean SAT Total				1218			1215			-3
Freshmen Mean HSGPA				3.7			3.65			-0.05
Freshmen Diversity	%Minority*			51.8%			54.8%			3.0%
	%Pell			26.8%			28.4%			1.6%
	%Non-Resident Alien			3.0%			3.0%			0.0%
	%Hispanic			12.5%			13.8%			1.3%
	%African American			12.9%			12.9%			0.0%
	%American Indian/Native Alaskan			0.1%			0.1%			0.0%
	%Asian			20.4%			22.6%			2.2%
	%White			39.7%			38.8%			-0.9%
	%Pacific Islander/Native Hawaiian			0.1%			0.1%			0.0%
	%Two or More			5.8%			5.3%			-0.5%
%Unknown			5.5%			3.3%			-2.2%	
*Includes Hispanic, African American, American Indian/Native Alaskan, Asian, Pacific Islander/Native Hawaiian, and Two or more.										
** Online are students in ONLINE programs										
BOT = Beginning of Term										

Adult Learners:

Last spring, we held a series of campus conversations discussing possible partnerships that would expand our ability to serve adult learners through online education. Having received feedback from the university community, we are now exploring how to scale our online programs through an existing partnership. As we begin this next phase of the process, we will continue the university conversation through a series of engagements that invite faculty and staff to participate in the visioning process.

Development:

Fiscal Year 2019 was a record year for fundraising with \$124.7M raised as of June 30, 2019. Of the \$124.7M, \$57.4M went to the endowment, ensuring a strong financial future for the university.

As of September 30, 2019, we have raised \$11.1M (compared to \$10.9M at the same time last year).

After full review and stakeholder feedback the revised Gift Acceptance Policy (University Policy 1123) was accepted on June 6, 2019. The revised policy provides further clarification of gifts and an escalation procedure to ensure transparency.

We are working with Marts and Lundy on a post campaign analysis for the Faster Farther campaign that concluded in December 2018. Marts and Lundy says the report will be completed in mid-October.

Foundation for the Future:

A planning study was completed by the ORR Group in relation to medical education at George Mason University. A review of their analysis will be presented later this morning.

Arlington Innovation District:

We are accelerating plans for the Arlington Innovation District as part of the Tech Talent Initiative. We have a commitment from the state, and we have named a project team to guide our efforts.

Liza Wilson Durant, associate dean for Strategic Initiatives and Community Engagement in the Volgenau School of Engineering, will lead the team. The project will be overseen by three champions from the university's Executive Council – Carol Kissal, senior vice president, Administration and Finance; Trishana Bowden, vice president, Advancement and Alumni Relations; and Deb Crawford, vice president for Research, Innovation, and Economic Impact.

In collaboration with multiple stakeholders across the university, we have partnered with the Compass Group to conduct a study to guide the development of the Innovation District. A presentation of their findings is scheduled for our December 12th Board of Visitors meeting.

Research:

Last year, Mason faculty conducted a record (for Mason) ~\$176 million in sponsored research activity. Through the end of Q1 of fiscal year 2020 (July 1-Sept. 30, 2019) expenditures are up by 32% over the same period last year.

This quarter, faculty have submitted slightly more proposals than they did at the same time last year, though the size of the dollars requested is down about 4%.

The value of awards received in Q1 is down 15% over the same period last year. This may be a result of the flow of end of FY spending in the federal government. We will continue to monitor this metric closely as it could have implications for expenditures plateauing in AYS 21 and 22.

The fact that in Q1 growth in F&A costs recovered is at 7% while expenditures growth is greater than 30% indicates that we are still subcontracting out significant portions of several major awards. We continue to work on retaining more of this work inhouse by hiring research engineers and staff to do this work.

	FY19 thru Sept	FY20 thru Sept	Difference
Proposal No.	300	320	6.67%
Proposal \$	\$124,102,793	\$119,555,310	-3.66%
Award No.	292	291	-0.34%
Award \$	\$66,372,339	\$55,806,488	-15.92%
Expenditure \$	\$38,370,603	\$50,845,910	32.51%
F&A \$	\$6,376,576	\$6,826,144	7.05%

Legislative Update – Federal:

On September 13, I provided introductory remarks for Senator Mark Warner who conducted a town hall on the Fairfax campus. Senator Warner spoke to over 200 faculty, students and staff and discussed several legislative proposals that he is sponsoring to help students and families manage and reduce student debt loads. Student Government President Camden Layton served as moderator. The Senator answered questions submitted in advance and also answered questions directly from the audience.

Legislative Update – State:

During the spring and summer, a busy schedule on legislative, budget and new initiatives was maintained. Some specific highlights follow, including items from the last few months of Dr. Cabrera's tenure:

Ángel Cabrera:

- Hosted the Organization of Economic Cooperation and Development (OECD) at Mason. This event was sponsored by SCHEV.
- Carol Kissal came to Richmond to meet key officials with central agencies — Department of Planning and Budget, Virginia Department of Human Resources, Department of General Services and Virginia Retirement System
- Dr. Deb Crawford and our Richmond team attended the June VRIC meeting
- Dedicated the Johnson Hall on the SciTech campus which included a gubernatorial proclamation recognizing Dr. Johnson's achievement in STEM
- Hosted 11 elected officials at a Sunset Legislative Reception at the Potomac Science Center and the School for Conflict Analysis and Resolution

Anne Holton:

- Accompanied by Dr. Deb Crawford, met with April Kees (Senate Finance Committee), Sarah Herzog (Senate Finance Committee), Robert Vaughn (House Appropriations Committee), Tony Maggio (House Appropriations Committee), Secretary of Finance Aubrey Layne and Secretary Atif Qarni.
- Met with Delegate Jeion Ward, Delegate Cliff Hayes, Delegate Chris Stolle, Senator Louise Lucas, Senator Mamie Locke, Delegate Cheryl Turpin, Delegate Glenn Davis and Senator John Cosgrove in Hampton Roads.
- Dr. Deb Crawford and our Richmond team attended the August VRIC meeting.
- Dr. David Wu, Carol Kissal, Dr. Michelle Marks and I presented Mason's Six-Year Plan to the OpSix Committee (Secretary of Finance Aubrey Layne, Secretary of Education Atif Qarni, Director of SCHEV Peter Blake, Director of the Department of Planning and Budget Dan Timberlake, Senate Finance Committee Staff and House Appropriations Committee Staff).
- Met with the Pamela Northam, First Lady of Virginia.
- Met with Speaker Kirk Cox and SCHEV Director Peter Blake in Virginia.
- Participated in a Growth4VA Meeting.
- Met with Delegate Paul Krizek, Delegate Mark Sickles, Senator George Barker, Senator Chap Petersen, Senator Jeremy McPike and Delegate Charniele Herring in Northern Virginia.
- Met with Minority Leader Eileen Filler-Corn and members of Mason Hillel.
- Met with Delegate Luke Torian.
- Met with Delegate Roxann Robinson, Delegate Barry Knight, Delegate Lashrecse Aird, Senator Tommy Norment, Senator Emmett Hanger and Delegate Betsy Carr.
- Met with Governor Ralph Northam to discuss Mason's legislative priorities.
- Dr. David Wu, Carol Kissal, Dr. Michelle Marks, Mark Smith and I met with Secretary Aubrey Layne, Secretary Atif Qarni, Deputy Secretary June Jennings, Deputy Secretary Fran Bradford, Michael Maul (Department of Planning and Budget) and Anne Smith (Department of Planning and Budget).

- Attended the Amazon Web Services celebration at Northern Virginia Community College with Governor Ralph Northam on September 20.

Looking Forward:

- October 22 and 23: Board of Visitors Orientation Session
- November 5: Election of all 140 members of the General Assembly
- November 18: Special Session on firearms
- December 17: Governor to release proposed two-year budget
- January 8: First day of the 2020 General Assembly

External Activities & Speaking Engagements:

- Participated in a meeting with Inova and University of Virginia leadership regarding Inova's Center for Personalized Health.
- Featured speaker at Equal Rights Amendment event hosted by VAratifyERA in celebration of Women's Equality Day.
- With Virginia Tech President Tim Sands and others, addressed NOVA/Mason ADVANCE partnership, highlighting collaboration between Virginia higher education institutions at Amazon Cloud Computing Degree announcement at NOVA Community College's Woodbridge campus, with Governor Northam and Virginia leaders in education.
- Addressed Mason's efforts to promote the UN Sustainable Development Goals at the University Global Compact (UGC) launch event. The UGC is a global platform of universities and other higher education organizations committed to working together and in partnership with the United Nations and other relevant organizations, in support of the UN's Sustainable Development Goals. Other featured speakers included former UN Secretary-General Ban Ki Moon and Rockefeller Foundation President Rajiv J. Shah.
- Spoke at Volunteer Leadership Breakfast, recognizing Mason's volunteer leaders for their service to the university.
- Introduced a panel of Schar School faculty during a discussion at Mason Matters event hosted by Bob Buchanan. This event allowed for the opportunity to discuss Mason programs and initiatives with an audience including Maryland community leaders.
- Attended the Virginia Outstanding Scientist Awards Ceremony. Dr. Tom Lovejoy, University Professor of Environmental Science and Policy at Mason, was one of two honorees, and is the first Mason professor to receive this honor since the award's inception in 1985.
- At the Arlington Movers & Shakers event, interacted with Mason graduate students and local business, nonprofit, government, arts and civic leaders that have significant impact in Arlington. During this event, offered welcoming remarks.
- As a guest and featured speaker, attended a reception hosted by Jean & Steve Case at their home, in support of The Business for a Better World Center as well as the UN Sustainability Development Goals. The Center will lead an international movement to transform how we educate future leaders for a changing business world that sees purpose and profit as complementary goals.

- Joined the Virginia Council of Presidents meetings (including GPAC and SCHEV sessions).
- Participated in various development and cultivation activities with donors, business leaders, and 123 Club sessions.

Internal/Campus-Related Activities & Speaking Engagements:

- Was a participant in the annual Planning Conference with the Board of Visitors, members of the Board of Trustees, and the President's Council.
- Provided introductory remarks for the Virginia Cyber Cybersecurity Education conference on Fairfax campus.
- Launched Mason's participation with the American Council on Education Internationalization Laboratory.
- Welcomed new faculty members during Mason's New Faculty Orientation.
- Engaged with new students and their families during Freshman Move-In, welcoming them to campus and assisting with move-in process.
- Participated in Mason's Well-Being Festival, an event involving multiple departments promoting well-being programs and initiatives at Mason.
- Opened the New Student Convocation with welcoming remarks and attended the subsequent campus barbecue.
- Hosted Employee of the Month ceremonies. The September recipient was Philip Wilkerson, and the October recipient Kristen Greiner.
- Engaged with the Mason Staff Senate at their September 4 meeting and participated in discussion with members.
- Toured Mason's Arlington campus and its facilities with Chief of Staff Dietra Trent, interacting with faculty, staff, and student constituents, followed by meetings with local stakeholders.
- Met with members of Mason's Global Politics Fellows Fall 2019 cohort.
- Provided remarks at the September 11th Day of Service Thank You Lunch.
- Welcomed attendees to Mason's Fall Budget Town Hall session hosted by David Wu and Carol Kissal.
- During visit to SciTech campus, provided remarks at Mason SciTech Advisory Board meeting, toured campus, and interacted with faculty, staff, and student constituents with Chief of Staff Dietra Trent.
- Hosted over 200 new faculty members at the Mathy House for the annual welcome reception.
- Hosted a reception for Mason's international students as an opportunity to engage in dialogue about Mason's international programs.
- Attended the Fall Career Fair in the Johnson Center, and engaged with employers and students participating in the event.
- Held a dinner at the Mathy House for Mason students in the Early Identification Program.
- Provided remarks at University Life Advisory Board meeting.

- Gave a presentation to the Mason men's basketball team as part of the team's Personal Development Series.
- At the Osher Lifelong Learning Institute, offered a presentation about public education and equipping students with the skills needed for success beyond high school.

Outside Board Service:

- Virginia Board of Education
- Northern Virginia Technology Council
- Consortium of Universities of the Washington Metropolitan Area

Select Upcoming Events:

- Fall for the Book – October 10-13
- Mason Madness (Basketball Season Kickoff) – October 18
- BOV / BOT Recognition Reception – October 24
- Thanksgiving Holiday (University Closed) – November 27-29
- President's Circle Reception – December 8
- Next BOV Meeting – December 12