

**EXECUTIVE COMMITTEE OF THE BOARD OF VISITORS
GEORGE MASON UNIVERSITY**

**Meeting of
Thursday, September 29, 2022
Merten Hall, Hazel Conference Room (1201)**

MINUTES

PRESENT: Rector Horace Blackman, Vice Rector Simmi Bhuller and Visitor Carolyn Moss.

ABSENT: Secretary Jon Peterson and Visitor Wendy Marquez.

ALSO, PRESENT: Visitors Reginald Brown, Lindsey Burke, James Hazel and Michael Meese; Erin Rogers, Staff Liaison; Sophia Nguyen, Undergraduate Student Representative, Ayondela McDole, Graduate Student Representative; Gregory Washington, President; Ken Walsh, Vice President for Strategic Initiatives and Chief of Staff; Mark Ginsberg, Provost and Executive Vice President; Anne Gentry, University Counsel; Matt Smith, Director of Accreditation and Sarah Hanbury, Secretary pro tem.

I. Call to Order

Rector Blackman called the meeting to order at 8:02 a.m.

II. Approval of Minutes

A. Executive Committee Meeting Minutes of July 29, 2022 (**ACTION ITEM**).

Rector Blackman called for any corrections to the Executive Committee Minutes for July 29, 2022 that were provided in the board materials. Seeing none, the **MINUTES STOOD APPROVED AS WRITTEN**.

III. Board Self Evaluation (ACTION ITEM)

Dr. Matt Smith, Director of Accreditation at Mason presented the Board self-evaluation tool which is a part of the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) reaffirmation process. Dr. Smith reminded the committee that the Board adopted changes to the bylaws requiring a self-evaluation every two years and noted that this is a self-evaluation year. Dr. Smith presented the 2022-2023 self-evaluation timeline that was included within the meeting materials and added that the 2022-2023 self-evaluation survey timeline was modeled after 2020-2021. Dr. Smith further explained that a draft of the 2022-2023 self-evaluation survey was provided in the meeting materials and is identical to the previous survey. Dr. Smith concluded by noting the self-evaluation process is a requirement of SACSCOC. Visitor Hazel noted that Mason had an on-site SACSCOC visit during April 2022 which resulted in zero findings/recommendations, which is rare.

Vice Rector Bhuller **MOVED** that the Executive Committee approve the use of the George Mason University Board of Visitors self-evaluation survey. Rector Blackman opened the floor for discussion. There was none. **MOTION CARRIED UNANIMOUSLY BY VOICE VOTE.**

IV. Adjournment

Rector Blackman adjourned the meeting at 8:07 a.m.

Prepared by:

Sarah Hanbury
Secretary pro tem

**BOARD OF VISITORS
GEORGE MASON UNIVERSITY**

**Meeting of
Thursday, September 29, 2022
Merten Hall, Hazel Conference Room (1201)**

MINUTES

PRESENT: Rector Horace Blackman, Vice Rector Simmi Bhuller, Secretary Jon Peterson, Visitors Reginald Brown, Lindsey Burke, Anjan Chimaladinne, James Hazel, Juan Carlos Iturregui, Mehmood Kazmi, Wendy Marquez, Michael Meese, Carolyn Moss, Dolly Oberoi, Nancy Prowitt, Robert Pence and Robert Witeck.

ABSENT: None.

ALSO, PRESENT: Melissa Broeckelman-Post, Faculty Representative; Erin Rogers, Staff Liaison; Sophia Nguyen, Undergraduate Student Representative, Ayondela McDole, Graduate Student Representative; Gregory Washington, President; Ken Walsh, Vice President for Strategic Initiatives and Chief of Staff; Mark Ginsberg, Provost and Executive Vice President; Deb Dickenson, Interim Senior Vice President for Administration and Finance; Anne Gentry, University Counsel; Matt Smith, Director of Accreditation and Sarah Hanbury, Secretary pro tem.

I. Call to Order

Rector Blackman called the meeting to order at 2:25 p.m.

II. Approval of Minutes

- A. Planning Conference Minutes for July 28, 2022 (**ACTION ITEM**).
- B. Annual Meeting Minutes for July 29, 2022 (**ACTION ITEM**).

Vice Rector Bhuller **MOVED** that the board approve the Planning Conference Minutes for July 28, 2022 and the Annual Meeting Minutes for June 29, 2022. Rector Blackman called for any corrections to the minutes provided in the board materials. Hearing none, the **MINUTES STOOD APPROVED AS WRITTEN**.

III. Rector's Report

- A. Electronic Participation Policy (**ACTION ITEM**) (**ATTACHMENT 1**)

Rector Blackman provided the following report:

- Reminded the board of upcoming events and deadlines:
 - SCHEV Boards of Visitors Orientation on October 18 and 19. He noted that attendance fulfills the requirements for new board members along with the continuing education obligation for board members with two or more years of service.
 - The Board of Visitors, Board of Trustees, and Alumni Association Recognition Reception on October 20.
- Recognized Visitor Reg Brown confirmed the nature of his service to the Board as required by the policies of his law firm, Kirkland & Ellis LLP (**ATTACHMENT 2**).
- The Rector concluded his report by addressing the updated Electronic Meeting Policy. He noted that there are three differences between the new policy and the previous version approved by the Board in 2018:
 - There are two additional reasons for individual remote participation:
 - Medical condition of a family member that requires the member to provide care which prevents in-person attendance.
 - Member's principal residence is more than 60 miles from the meeting location.
 - The addition of all-virtual public meetings.
 - In order to take advantage of the authority granted under Virginia Code § 2.2-3708.3 the Board has to have an Electronic Meeting Policy that addresses the aforementioned updates.

Vice Rector Bhuller **MOVED** to approve the policy governing participation in meetings by electronic means as it was provided in the meeting materials. The motion was **SECONDED** by Visitor Hazel. Rector Blackman opened the floor for discussion. There was none.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

IV. President's Report

A. FY 2023 Goals Metrics (ACTION ITEM)

Dr. Washington provided the following highlights:

- Summarized that the campus is fully open, students are back and Mason has returned to pre-pandemic activity.
- Mason's rankings are up significantly.
- The United States has lost more than one million college students since the pandemic. Even though there are less students going to college, Mason has increased enrollment and graduation rates are about the same across all ethnic groups during this time.
- Mason's top five majors are Information Technology (IT), Computer Science, Psychology, Criminology, Law and Society and Biological Sciences which is in alignment with the state's needs.
- Mason's research has increased.
- Mason's fundraising this past year was the third highest it has ever been.
- A peace agreement was brokered by Mason faculty in the Condo, which is still in progress.
- The following challenges continue for Mason:
 - The fiscal challenges for Mason, its students, faculty and staff.
 - The enrollment cliff is coming and has begun in different parts of the state.
 - Racial harmony.
 - Climate changes.

Dr. Washington concluded that Mason has managed these challenges better than most and will continue to do so.

Rector Blackman informed the Board that Dr. Washington's FY 2023 Goals Metrics will be discussed in closed session.

V. Strategic Plan Update

Dr. Ken Walsh, Vice President for Strategic Initiatives and Chief of Staff provided a Strategic Plan update:

- At the President's Planning Conference on July 28, 2022, he presented a status overview and the five priority areas of the strategic plan.
 1. Excellence in the student academic experience.
 2. Continue to grow the impact of research and community activities.
 3. Growing the use of partnerships to magnify Mason's impact.
 4. Continued work in expanding equity, diversity and inclusion efforts.
 5. Foundationally setting up faculty and staff for success.
- Since July's overview, a road mapping exercise has begun for each of the priority areas. The road map is intended to be a living document that will be reviewed on an annual basis.
- A series of initiatives has been identified along with the department that handles each initiative to determine a resource-loaded schedule that can be followed over the next five years.
- Key performance indicators (KPIs) are being developed to track overall progress through the use of a dashboard.
- The strategic plan and road map documents will be formally presented at the December 1 Board meeting. The strategic plan document will remain unchanged over a five-year period and the road map will be periodically updated.

Dr. Washington noted that one of the core components of the strategic plan is the Mason Virginia Promise. Within that is Mason's ADVANCE program which was highlighted on a PBS NewsHour video which was viewed by the Board: <https://www.pbs.org/newshour/show/universities-community-colleges-partner-to-help-transfer-students-earn-degrees>.

Before proceeding to the next agenda item, Rector Blackman recognized two student groups that were in attendance, Black Student Body of Mason and Thursdays for Tomorrow. Dr. Washington, Rector Blackman and Visitor Marquez committed to meeting with both student groups. The Black Student Body of Mason noted that they sent a letter to Dr. Washington. Visitor Brown suggested it would be nice for the Board to receive a copy of that letter (**ATTACHMENT 3**). Significant conversation ensued during this portion of the meeting. Please refer to the meeting's video recording for specifics: <https://vimeo.com/showcase/8557205/video/755629605>.

VI. SACSCOC BOV Self-Evaluation Survey

Rector Blackman informed the board that establishing a self-evaluation process is a requirement of the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) and that the bylaws charge the Executive Committee with establishing the self-evaluation process. The survey was approved by the Executive Committee during their morning session. Rector Blackman then recognized Dr. Matt Smith, Director of Accreditation at Mason to present the Board's self-evaluation tool. Dr. Smith reminded the board that the bylaws require a self-evaluation every two years to meet some of the requirements of SACSCOC, Mason's accreditation agency. Dr. Smith referenced a timeline slide that was modeled after 2020-2021. Dr. Smith noted the survey would be conducted in January via email and that the results would be discussed during the February 23, 2022 BOV meeting. Dr. Smith concluded by commending the board for adapting the same tool that was used previously; the data from this year could then be compared with the data collected two years ago. Visitor Hazel inquired if Mason was on track with its accreditation. Dr. Smith responded that there were no recommendations from SACSCOC after the April 2022 on-site visit, which is rare. The SACSCOC Board of Trustees meets the first weekend of December to vote on reaffirming Mason.

VII. Special Tuition Committee September 9, 2022 Report

Visitor Hazel delivered the Special Tuition Committee report for the September 9, 2022 meeting. Visitor Hazel expressed that establishing the Special Tuition Committee allowed time and opportunity to consider the Governor's request. Visitor Hazel appreciated the interest of the Board members who attended the meeting outside of the committee members. Visitor Hazel relayed that he and Deb Dickenson, Interim Senior Vice President for Administration and Finance had several meetings with members of the Governor's cabinet and added that Dr. Washington met with Governor Youngkin. He noted that these meetings fostered a relationship with Mason that did not exist previously and hopes to be of great benefit. Visitor Hazel noted that it started to become apparent that a tuition decision needed to be made quickly in order to benefit Mason students and staff. Visitor Hazel informed the Board that the Finance and Land Use Committee passed the FY 2023 Amended Budget that morning, which would issue credits to in-state undergraduate students in an amount equal to the three percent increase it had approved for this fiscal year. Visitor Hazel recommended, that if the Board passes the FY 2023 Amended Budget, that there will be no further meetings of the Special Tuition Committee, to include the one scheduled for this afternoon and to dismiss the Special Tuition Committee for having completed its work. Rector Blackman then thanked Visitor Hazel for advocating for Mason.

VIII. Committee Reports

A. Academic Programs, Diversity and University Community Committee

Visitor Moss briefed the board on the topics presented and discussed during the Academic Programs, Diversity and University Community Committee meeting, which included:

1. Provost Mark Ginsberg provided an update on the Fall 2022 semester, shared data on fall semester classes which included student enrollment, and reviewed recent university rankings as well as the degrees awarded for the 2021 – 2022 academic year. He highlighted the Provost Office goals for the 2022 – 2023 academic year, as well

as the direction the office will take, including how it will accomplish challenges and constraints and how it will incorporate more cross-collaboration.

2. Alan Byrd, Dean of Admissions, provided an enrollment and registration summary and report.
3. Dean Ajay Vinzé from the School of Business; Dean Ingrid Guerra Lopez from the College of Education and Human Development; and Dean Melissa Perry from the College of Health and Human Development introduced themselves as Mason's newest deans and shared their visions and goals for their individual colleges.

Visitor Moss **MOVED** to approve the following eight (8) action items en bloc, as they are outlined in the meeting materials:

1. Program Actions
 - a. New Degree Program
 - i. School Psychology EdS (**ACTION ITEM**)
 - b. Closed Degree Program
 - i. Biomedical Science MS (**ACTION ITEM**)
 - ii. Executive Master's in Public Policy EMPP (**ACTION ITEM**)
 - iii. Information Technology ENGINEER (**ACTION ITEM**)
 - iv. New Professional Studies MA/MS (**ACTION ITEM**)
 - v. Telecommunications Policy MA (**ACTION ITEM**)
 - vi. Urban Systems Engineering BS (**ACTION ITEM**)
2. Faculty Actions
 - a. Elections of New Tenured Faculty (**ACTION ITEM**)

The motion was **SECONDED** by Visitor Meese. Rector Blackman opened the floor for discussion; there was none. **MOTION CARRIED UNANIMOUSLY BY VOICE VOTE.**

B. Finance and Land Use Committee

Visitor Iturregui briefed the board on the topics presented and discussed during the Finance and Land Use Committee meeting, which included four (4) action items that require full Board approval:

1. The Committee voted that the board approve the amended FY 2023 budget.
 - In May 2022, the Board approved the FY 2023 operating budget range of up to \$1.43B. In June the Commonwealth finalized the FY 2023 State budget and, based on the State general fund appropriations, the \$1.43B FY 2023 operating budget the Board had approved in May was the approved budget.
 - The amended budget being considered today represents a decrease of \$37.7M from the May approved budget, from \$1.436B to \$1.399B. The primary driver of the reduction in revenues and expenses is Capital budget adjustments.
 - The Finance and Land Use Committee recommends amending the FY 2023 Mason budget by issuing credits to in-state undergraduate students in an amount equal to the 3 percent increase it had approved for this fiscal year in effect returning tuition to FY 2022 approved levels.
2. The Committee voted for the Board's approval of the Six-Year Operating Plan Update which is submitted to the State Council of Higher Education in Virginia. The plan outlines key academic program initiatives, financial projections, and institutional goals for consideration by the State as they develop amendments to the biennial budget. The original biennium plan for FY 2023 & FY 2024 was developed in July 2021 with only an update required this year.
3. The Committee voted for Board approval of the annual report on Span of Control. The Joint Legislative Audit and Review Commission recommended that the Board of Visitors at all Virginia Institutions receive annual reports on Span of Control statistics. This year's report shows Mason is continuing to work towards broader spans of control.

4. The Committee voted for board approval of the University's Land Use Certification. Virginia Code requires agencies to submit a Land Use Plan annually to the Department of General Services showing present and planned uses of each property owned. The significant changes since last year's report are:
 - The addition of the Smithsonian Campus as a tracked campus of the Commonwealth.
 - One easement on the Main Campus in Fairfax related to public roadways and the utilities within that area.
 - Two easements on the Mason Square Campus related to the FUSE development.

Visitor Iturregui **MOVED** to approve the following four (4) action items en bloc, as they were presented:

1. Financial Matters
 - a. FY 2023 Amended Budget (includes tuition credit) (**ACTION ITEM**)
 - b. State Six-Year Operating Plan Update (**ACTION ITEM**)
2. Operational Matters
 - a. Joint Legislative Audit and Review Commission Span of Control (**ACTION ITEM**)
3. Capital Matters
 - a. Land Use Certification (**ACTION ITEM**)

The motion was **SECONDED** by Visitor Brown. Rector Blackman opened the floor for discussion; there was none. **MOTION CARRIED UNANIMOUSLY BY VOICE VOTE.**

Rector Blackman relayed that with the passing for the FY 2023 Amended Budget which includes the tuition credit, the work of the Special Tuition Committee is now complete. Rector Blackman then thanked the committee members for their service and noted there will be no further meetings of this committee including the one scheduled and noticed for this afternoon.

3:40 p.m. – 3:45 p.m. C. Development Committee

Visitor Chimaladinne briefed the board on the topics presented and discussed during the Development Committee meeting, which included:

- Board of Trustees
 - The Board of Trustees welcomed five new members and formed the Advancement and University Priorities Committee. This committee was formed to promote the best interests of the foundation and to provide leadership in identifying connections, cultivating networks, and making introductions for university and foundation leaders to the civic and business community. Recruitment is underway for a new position, the Director of Volunteer Engagement and Philanthropy, to complement and assist with the committee's efforts.
- Fall Board Cycle
 - The Investment Committee reviewed the fiscal year 2022 investment results. At year-end, the foundation's endowment totaled \$157.6M. The foundation's endowment portfolio was challenged by the market environment during the fiscal year, sustaining a loss of 19%.
 - The Audit Committee will meet in October to review the FY 2022 audited financial statements. As of June 30, 2022, the foundation has approximately \$467M in total assets, \$160M in total liabilities, and net assets of \$307M.
- VP, Advancement and Alumni Relations
 - Closed out FY 2022 at \$118.2M, one of the top three years for fundraising attainment. As of August 31, 2022, \$10.8M has been received.
 - A retreat was held on August 30, 2022 with the Deans, Vice Presidents, Advancement Senior Leadership, and Directors of Development to discuss philanthropic plans for the new academic year.

- COVID-19 Fast Grants
 - The Mercatus Center has received three unsolicited seven-figure donations over the last two months.
 - Emergent Ventures have raised about \$26M and has given about 260 grants.

There were no action items from the committee to bring before the full board.

3:45 p.m. – 3:50 p.m. D. Research Committee

Visitor Prowitt briefed the board on the topics presented and discussed during the Development Committee meeting, which included:

- Dr. Andre Marshall provided an overview of AY 2021-2022 research accomplishments along with some recent research wins. He highlighted important upcoming conferences hosted by Mason including the Anti-Racism and Inclusive Excellence Conference: Vision and Action for a New Era to be held at Mason Square on October 24 and the Accelerate Investor Event also held at Mason Square November 2 and 3.
- Dr. Amarda Shehu was introduced as the Associate Vice President of Research for IDIA providing leadership of the Institute along with the IDIA Executive Director, Dr. Kammy Sanghera. Dr. Shehu provided an overview of the Institute for Digital InnovAtion which included its contemporary relevance; it's mission of instigating, catalyzing, and incubating convergent research; and highlighting current programs and activities aligned with functional framework for Mason's institutes. Dr. Shehu highlighted the important role that IDIA programming will play in activating FUSE in research, educational, entrepreneurship, workforce, and pipeline activities.

There were no action items from the committee to bring before the full board.

3:50 p.m. – 3:55 p.m. E. Audit, Risk, and Compliance Committee

Visitor Kazmi briefed the board on the topics presented and discussed during the Audit, Risk and Compliance Committee meeting, which included:

- Vice President David Burge and Dean of Admissions Alan Byrd briefed the Committee on enrollment trends, the anticipated "enrollment cliff", and Mason's strategies for the coming years.
- The committee approved the Office of Audit, Risk, and Compliance Charter. No changes were made to either charter since they were last approved in September 2021. The Committee charter continues to align with the Board's bylaws.
- The Committee reviewed the reports covering audit, audit planning, compliance, and management's program to strengthen the IT control infrastructure included in your materials.

There were no action items from the committee to bring before the full board.

IX. Closed Session

- A. Personnel Matter (Code of VA: §2.2-3711.A.1)
- B. Consultation with Legal Counsel pertaining to actual or probable litigation (Code of VA: §2.2-3711.A.7)
- C. Consultation with Legal Counsel regarding specific legal matters requiring the provision of legal advice (Code of VA: §2.2-3711.A.8)

Vice Rector Bhuller **MOVED** that the board go into Closed Session under the provisions of Section 2.2-3711.A.1, for the following Personnel Matters: to discuss the Mason Athletic Department and to discuss President Washington's evaluation metrics; Section 2.2-3711.A.7, for Consultation with legal counsel pertaining to actual or probable litigation including briefings on:

Agrawal v. GMU

Amison v. GMU
Ganley and Surber v. GMU et al.
Gibson v. Commonwealth
Jeong v. GMU
Inko-Tariah v. GMU
Kashdan v. GMU
Kinuani v. GMU
Mahmud v GMU
Morrison v. GMU et al.
Rourke v. Rowan et al.

and Section 2.2-3711.A.8 for Consultation with Legal Counsel regarding specific legal matters requiring the provision of legal advice concerning the aforementioned items plus a student matter. The motion was **SECONDED** by Visitor Prowitt. **MOTION CARRIED.**

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

Rector Blackman noted that at the Annual Meeting the board approved Dr. Washington's 2022-2023 Presidential Goals with the caveat that he add metrics against his goals. These metrics were discussed in closed session. Rector Blackman **MOVED** to approve Dr. Washington's FY 2023 Goals Metrics (**ATTACHMENT 4**). The motion was **SECONDED** by Visitor Kazmi. **MOTION CARRIED UNANIMOUSLY BY VOICE VOTE.**

X. Adjournment

Rector Blackman concluded by noting he is working with Mason leadership on the topic of classified information access that was discussed during the Annual Meeting and hopes to provide an update at a future board meeting. Rector Blackman called for any further business to come before the board. Hearing none, he adjourned the meeting at 4:54 p.m.

Prepared by:

Sarah Hanbury
Secretary pro tem

Attachment 1: Electronic Participation Policy (2 pages)
Attachment 2: Letter from Visitor Reginald Brown to Rector (1 page)
Attachment 3: Black Student Body of Mason Letter to Dr. Washington (4 pages)
Attachment 4: Dr. Washington's FY 2023 Goals Metrics (1 page)

**THE RECTOR AND BOARD OF VISITORS
OF GEORGE MASON UNIVERSITY
POLICY GOVERNING PARTICIPATION IN MEETINGS BY ELECTRONIC MEANS**

It is the policy of the Board of Visitors of George Mason University (the "Board") that individual Board members may participate in meetings of the Board and its committees and subcommittees by electronic means as permitted by Virginia Code § 2.2-3708.3 and this Board policy.

This policy shall apply to the entire membership and without regard to the identity of the member requesting remote participation or the matters that will be considered or voted on at the meeting.

The Board shall indicate whether a meeting will be an in-person or all-virtual public meeting in the required meeting notice along with a statement notifying the public that the method by which the Board chooses to meet shall not be changed unless the Board provides a new meeting notice in accordance with the provisions of § 2.2-3707.

Individual Remote Participation

A member of the Board may attend a meeting by electronic means if such member is unable to attend a meeting of the Board in person due to (i) a temporary or permanent disability or other medical condition that prevents the member's physical attendance, (ii) a medical condition of the member's family requires the member to provide care that prevents the member's physical attendance, (iii) the member's principal residence is more than 60 miles from the meeting location identified in the required notice for such meeting, or (iv) a personal matter which the member identifies with specificity. The member must notify the Rector in advance of the meeting.

A member may not use remote participation due to personal matters more than two meetings per calendar year or 25 percent of the meetings held per calendar year rounded up to the next whole number, whichever is greater.

Individual participation from a remote location is subject to Board approval. The Board hereby delegates to the Rector the authority to approve or disapprove the participation of a Board member from a remote location. Such participation from a remote location may not violate this policy or the provisions of the Virginia Freedom of Information Act. If the Rector disapproves a member's remote participation because such participation would violate this policy, such disapproval shall be recorded in the minutes with specificity.

Whenever an individual member wishes to participate from a remote location, a quorum of the Board must be physically assembled at the primary or central meeting location, and there must be arrangements for the voice of the remote participant to be heard by all persons at the primary or central meeting location.

All-Virtual Meetings

"All-virtual public meeting" means a public meeting (i) using electronic communication means, (ii) during which all members of the Board who participate do so remotely rather than being

assembled in one physical location, and (iii) to which public access is provided through electronic communication means.

The Board may hold an all-virtual public meeting upon the decision of the Rector or a majority of the Board membership. Public access to an all-virtual public meeting shall be provided via electronic communication means that allow the public to hear all members of the Board participating in the all-virtual public meeting and, when audio-visual technology is available, to see the members of the Board as well;

A phone number or other live contact information shall be provided to alert the Board if the audio or video transmission of the meeting provided by the public body fails, the public body monitors such designated means of communication during the meeting, and the public body takes a recess until public access is restored if the transmission fails for the public;

A copy of the proposed agenda and all agenda packets and, unless exempt, all materials furnished to members for a meeting shall be made available to the public in electronic format at the same time that such materials are provided to members;

The public shall be afforded the opportunity to comment through electronic means, including by way of written comments, at those public meetings when public comment is customarily received.


No more than two members of the Board shall be together in any one remote location unless that remote location is open to the public to physically access it;

If a closed session is held during an all-virtual public meeting, transmission of the meeting to the public resumes before the Board votes to certify the closed meeting as required by subsection D of § 2.2-3712;

The Board may not convene an all-virtual public meeting (i) more than two times per calendar year or 25 percent of the meetings held per calendar year rounded up to the next whole number, whichever is greater, or (ii) consecutively with another all-virtual public meeting.

Minutes of all-virtual public meetings held by electronic communication means are taken as required by § 2.2-3707 and include the fact that the meeting was held by electronic communication means and the type of electronic communication means by which the meeting was held. If a member's participation from a remote location pursuant to this subsection is disapproved because such participation would violate the policy adopted pursuant to subsection D, such disapproval shall be recorded in the minutes with specificity.

This policy was adopted by recorded vote this 29th day of September, 2022.



Jon M. Peterson

Secretary

Board of Visitors

George Mason University

Reginald J. Brown
317 Mansion Drive
Alexandria, VA 22302

August 17, 2022

Rector Horace Blackman
George Mason University
4400 University Drive, MS 2A3
Fairfax, Virginia 22030
hblackma@gmu.edu

Dear Rector Blackman:

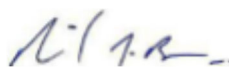
I look forward to the opportunity to serve with you as a member of the Board of Visitors of George Mason University. In accordance with our law firm's policies regarding service on boards of nonprofit organizations, I am sending this letter to confirm the nature of my service.

I am undertaking this service solely as an individual and not as a representative of my law firm, Kirkland & Ellis LLP ("Kirkland"). I will participate as a member of the Board of Visitors and not as an attorney for the Board of Visitors or for George Mason University. In the event that George Mason University has occasion to seek legal advice from me or from Kirkland, such representation would be the subject of a separate engagement letter setting forth the terms and conditions of Kirkland's legal representation.

I am undertaking this Board of Visitors service on the understanding that Kirkland is free to represent clients on matters that may be adverse to the interests of George Mason University and that George Mason University will not seek to disqualify Kirkland or any of its lawyers from any work on the basis of my Board of Visitors service. Of course, I will not personally participate in the representation of any client adverse to the interests of George Mason University so long as I serve as a member of the Board of Visitors. I will maintain the confidentiality of nonpublic information that I receive while serving on the Board of Visitors, and you agree that such information will not be imputed to Kirkland for any purpose.

If you have any questions about these understandings or if any is not acceptable to the Board of Visitors or to George Mason University, please notify me immediately. I very much look forward to serving on the Board of Visitors.

Sincerely,

A handwritten signature in blue ink, appearing to read "R. J. Brown", is written over a horizontal line.

Reginald J. Brown

September 27, 2022

President Gregory N. Washington, Ph.D
George Mason University
4400 University Drive
Fairfax, VA 22030
gwashin@gmu.edu president@gmu.edu

To President Gregory Washington:

We are the Black Student Body of George Mason University, comprising over 10% of students from all years, programs, creeds, identities, and backgrounds. We, the Black students at this University, come to you with burdened bodies, minds, and spirits. Recent campus events have targeted, belittled, and threatened the safety of Black students. We demand that swift and necessary action be taken to foster a truly safe and inclusive campus environment: not solely for Black students, but for the greater realm of the University. The Black Student Body has experienced a much different University than advertised by University entities. Since the inception of this University, we have made each President aware that Black students have consistently requested better, equitable treatment, and have repeatedly expressed that we do not feel protected or supported by senior administration.

George Mason claims to be one of the most diverse campuses in the Commonwealth; however, the Black Student Body feels that the University has failed to maintain its promises of diversity, equity, and inclusion to all of its students. As an institution that has committed itself to these values and wants to be a national exemplar, George Mason must face how it is failing students of color. Additionally, the University must fully and unequivocally support, protect, and uplift students of all identities: not solely in theory, but in practice. With this, the Black Student Body demands the following institutional changes from George Mason University:

Academic & Diversity Training Demands

1. Mandatory, comprehensive racial awareness and inclusion curriculum & training throughout all colleges and departments for all students, faculty, staff, and police (including cadets) by the Center for Culture, Equity, and Empowerment in collaboration with the Office of Diversity & Equity. The curriculum & training must be vetted, maintained, and overseen by a group of selected students, faculty, and staff of color, and should be led and organized by people of color who have significant experience in anti-oppression activism or scholarship, annually. This includes prioritizing the Inclusive Thriving Community Task Force:
 - a. Strategy 1.2.2: Develop basic, intermediate, and advanced diversity education programs that address learning outcomes at different levels of exposure to subject matter;

- b. Strategy 1.3.1: Increase University Life and faculty collaborations to diversify the curriculum as well as co-curricular learning experiences;
 - c. Strategy 1.3.2: Establish and articulate an institutional-wide framework and strategy for diversity, equity, and inclusion.
- Anecdotally, we are collectively aware that microaggressions occur in the classroom, therefore;
- a. In the aforementioned subsection, all facilitators must be compensated for conducting training, as diversity, equity, and inclusion educators and practitioners often are not paid at parity for their visible and invisible labor, thus leading to time and money constraints
 - b. In-person cultural humility training for all incoming freshmen and transfer students during orientation
2. Addition of cultural humility courses as a core requirement for all degrees, with existing classes able to fulfill this requirement. (e.g. AFAM 200, HIST 271, GOVT 414, ENGH 355, et cetera)
 - a. Racial competency must be built into degree requirement (i.e. capstone) courses
 3. Increased funding, resources, and personnel to the African and African American Studies (AAAS) program, for the purpose of increasing cultural awareness, visibility, and solidarity on campus

University Life / Co-Curricular Demands

1. Requirement of Student Government to maintain active, open, harmonious communications with organizations of color and their leaders, through both physical and virtual/electronic contact, where resolutions and policies affecting the Black Student Body will be made available to them and all other members of the University
2. Mandatory, informed consent prior to the publication of Black students on all Mason advertisements, brochures, flyers, and communications
3. Increased representation of students at Board of Visitors (BOV) meetings and any other key Presidential cabinet working groups that make decisions impacting the Student Body as a whole (e.g. a student from each racial community: Black, AAPI, SWANA, NIA, Latinx/Hispanic), not solely the Student Body President or Student Government affiliates
4. Consistent timely response, equal treatment for event-planning, and a commitment to ensuring fairness in financing events by the RSO Lead Team, the Student Involvement (SI), and the Student Funding Budget (SFB)
5. Reporting on the emotional, physical and psychological harms experienced by students from lack of action by George Mason University administrators (i.e. an open, accessible system or archive containing de-identified reported grievances)
6. Development of a plan outlining ways to increase and maintain graduation, retention, and certificate attainment rates of historically marginalized students (e.g. Black, Latinx, Asian, Indigenous, et cetera). Plan should be publicly accessible to the Mason community

7. All current and future strategic plans established by the University must be overseen by a diverse committee of students, including undergraduates (i.e. diversity in race, gender, orientation, citizenship status, academic year, academic major, et cetera)

Well-Being Demands

1. The creation of policy that requires direct support, advocacy, and action from Mason administration surrounding the mental and emotional health of Black students across all intersections, as this directly correlates to their physical well-being
2. The creation of a policy that protects faculty, staff, students, and athletes, giving them agency to voice solidarity with other students in their endeavors and frustration with administration, without repercussions

President Washington, as the first person in Mason's history to establish a task force on anti-racism, you understand well that this work is messy, but necessary. It is your own words that powerfully state how "... those of us of-age don't want to relinquish enough to the students, to our young people, to fulfill their destiny." You know that diversity, particularly from the student body, is the backbone of any dependable university, and that diversity on all fronts makes us strong as both a community and an academic institution. President Washington, we cannot have diversity without inclusivity. We cannot claim to be the most diverse campus in the Commonwealth without committing to making safe, inclusive, and equitable spaces for students of all backgrounds and identities, particularly for those who have been historically marginalized.

Our University has accepted the responsibility of serving others and helping its students succeed, regardless of any circumstance or tribulation fashioned against them. George Mason University has frequently expressed that one of its primary goals for students, among others, is preparing them for the future and shaping them to lead the charge for progress across our local, state, and global communities. In accepting this role as President of George Mason University, we believe that you, President Washington, have also accepted this mission of shaping young, prospective leaders to guide our world into a better tomorrow: that path begins here. We wish to hold you to this responsibility of serving others. We believe that our University can and will ensure a safe, welcoming, and inclusive learning environment for all students.

In the next week, we expect you to:

- Identify a date and time where you and your council (including but not limited to: Vice Presidents, Deans, and other senior administration) will be able to listen to Black students surrounding their pressing concerns and demands.
- Contact Black student leadership with the aforementioned time and date, via email at blacc.gmu@gmail.com
 - In this listening session, we will present you and your council with a timeline of events that have caused us to write this correspondence.

To echo the sentiment recently expressed by our fellow Black students at the University of Virginia: we want no task forces. No committees. No committees-of-committees. No round-table discussions to research the benefits and impacts of diversity, and no guest lectures to emphasize the necessity of equity and social justice. We, the Black student body of George Mason University, demand systemic, long-lasting change: a solid and equitable structure that will outlast us, our current classes, and generations of Black students to come. We demand structural change for Black students that can and will continue until the very end of this University's existence.

The safety of Black Mason students cannot wait, President Washington. **We need change, protection, and equity now. We demand action.**

Signed,

The Black Student Body of George Mason University

The Black Student Body of George Mason University, Past, Present, and Future

Dr. Washington's FY 2023 Goals Metrics

Approved at September 29, 2022 Board of Visitors Meeting

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

Re-calibrate academic unit reserve funds to 10% of anticipated expenditures.

Growth undergrad enrollment by 1.5%

Grow graduate and Law School enrollment by 1.5%

Grow Mason Enrollment Korea by 3%

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

Grow research expenditures by 5% (15% stretch goal) each year.

Accelerate economic and social impact.

Grow corporate support for engagement by 5% per year

Improve USNWR public rankings to 62 or better.

Maintain gifts and fundraising at \$100M

Invest in faculty and staff success

Implement 2.5% compensation increase relative to market assessment

Reduce the number of unfilled faculty and staff positions by at least 100