

BOARD OF VISITORS GEORGE MASON UNIVERSITY

Planning Conference Meeting July 27, 2017 MINUTES

PRESENT: Rector Davis and Vice Rector Peterson; Visitors Alcalde, Blackman, Chimaladinne, Hazel, Marquez, Petersen, Prowitt, Purvis, Witeck, and Zuccari; Faculty Representative Renshaw; Student Representatives Kanos and Quillen; President Cabrera; and Secretary pro tem Cagle

ABSENT: Visitors Ahmed, Cumbie, Dwoskin, and Schar

GUESTS:

Executive Committee of the Board of Trustees
President's Council
Outgoing President, Alumni Association
Incoming President, Alumni Association
Faculty Committee Representatives

I. Rector Davis called the meeting to order at 8:21 a.m. and called on President Cabrera.

II. President Cabrera provided welcoming remarks. He showed the "Dear World" photos of Mason students and explained the organization had come to campus last year to give students the opportunity to reflect on their life story and reduce that to a short sentence that could be written on their bodies. He noted how this highlights Mason's diverse student population, not just the visible diversity of ethnic backgrounds and languages, but the personal stories within that diversity. President Cabrera encouraged the group to focus on these students and the service Mason provides to help them achieve their goals and dreams. He recognized the Board of Visitors and explained their role at the University. President Cabrera introduced two new members, Visitors Blackman and Chimaladinne, and noted they were both Mason alumni. He recognized the Executive Committee of the Board of Trustees and explained their role at the University. President Cabrera recognized the current and incoming Alumni Association presidents, the undergraduate and graduate student representatives to the Board of Visitors, and the President's Council. President Cabrera highlighted the meeting space and explained its conversion from the old library to the Mason Innovation Exchange (MIX), noting it would be the centerpiece of all entrepreneurship and innovation programs for the students. He introduced Mr. Sean Mallon, Associate Vice President of Entrepreneurship and Innovation, and explained Mr. Mallon's role in the entrepreneurship endeavors. President Cabrera noted that later in the day students would be demonstrating innovative techniques, including 3-D printing and virtual reality, as a sample of the ideas that are being explored in the MIX. He provided background of his five years at Mason, the mission and values of Mason, the development of the 2014-2024 Strategic Plan, and the opportunity for reassessment and refreshing of the Strategic Plan. He noted that between the Planning Conference and December there would be critical analysis of the Strategic Plan with the process starting with the Planning Conference conversations and

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dialogue. President Cabrera explained the structure of the day, noting the morning session would focus on four academic and programmatic elements of the Strategic Plan: student success, research and scholarship, faculty and staff, and community impact. He noted the afternoon session would focus on the financial structure of Mason: major revenue categories, fundraising, state relations, and new ventures. President Cabrera reviewed the Mission Statement and the twelve goals of the Strategic Plan. He noted cited the accomplishments of attaining the Carnegie R1 classification; the increase in the number of graduates; achieving the fundraising campaign goal one and a half years ahead of schedule; strong ROI for the students; improvement in financial indicators; creation of a new budget model; growth in undergraduate and graduate applications; major capital improvements; partnerships with INTO, Wiley, and NOVA. President Cabrera noted there were also areas where Mason was behind and those would be discussed in the small group breakout sessions. He compared Mason to other R1 research universities in the U.S., noting that most are happy with their size, they tend to be smaller institutions, focused on the quality of their scholarship, and that is how they measure their success. He explained there other universities that are not in the Tier 1 category that focus on access, serving many students, and cannot pay as much attention to issues of scholarship and research. President Cabrera noted that there is a small group of universities, like Mason, that are trying to do both, competing with the top schools in the world in terms of scholarship and research while providing access and serving more students every year. He explained that doing both is difficult when public funding of universities has been reduced, noting Mason receives significantly less money from the state than its peers, while charging students less than its peers. He noted that financial tensions and resource constraints would become apparent during the group sessions, that Mason has an amazing mission and is delivering on that mission, but there is a questionable amount of resources to support this effort. President Cabrera noted the outcome of the process will impact the Strategic Plan and that his annual goals for the coming year are aligned with achieving the Strategic Plan. (Attachment – President's Overview)

III. President Cabrera called on Provost David Wu to frame the morning topics of the Strategic Plan. Dr. Wu provided a perspective as an introduction to the morning sessions. He showed a world map of the top 300 universities, as ranked by the *Times*, based on education, research, and impact to the economy. He noted the highest concentration of these universities are also in some of the most vibrant economic regions in the world, highlighting the fact that universities play a multi-faceted role. Provost Wu explained the Strategic Plan provides a balanced view of what a university is supposed to be about: students, the world, and the community. He noted this is accomplished by the faculty and the staff. Provost Wu explained these topics would be discussed at four stations around the room (student success, research and scholarship, faculty and staff, and community impact) and asked that the group to think about the interconnections between these four areas. He provided examples and noted the faculty is not just disseminating knowledge, but is creating new knowledge through research, and that is the research university model. Provost Wu commented on the role of a public university in the community and highlighted one of Mason's missions of creating a more free, just, and prosperous world. He highlighted the struggle to balance Mason's missions and fulfill the

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responsibility as a public research university. Provost Wu noted that Mason's people are the core and are the ones who carry out these missions. He explained the four stations would have facilitators who would be presenting the topics with time for questions and discussion.

(Attachment 1: Provost Overview)

Ms. Gbemi Disu, Executive Director of Strategic Initiatives, provided instructions for the groups and rotations at each station.

IV. Mr. Frank Neville, Chief of Staff and Vice President of Communications and Marketing, introduced the report out portion of the morning session and recognized Visitor Blackman to present the observations from his group. Visitor Blackman noted his group had an insightful and impactful understanding of where Mason is going, the key messages, strategic thrust underlying the growth and accomplishments to date. He reported that his group noted the thematic connection between the four topics and highlighted the following:

- Student Success – the student experience is central; the numbers of students coming to Mason at the same level as other universities in the state (number of Pell Grant students, diversity, SAT scores, etc.), but coming out with significantly higher success rates.
- Research and Scholarship – 30% of all undergraduate students are involved in research; research is benefitting 100% of the students.
- Faculty and Staff – challenges with compensation and start-up costs; reduced state support; challenge of the diversity level within the faculty.
- Community Impact – empowering the students to be part of the workforce; epicenter of community outreach; combining athletics, the arts, and entrepreneurship to provide the mechanism for the next generation of students and entrepreneur companies and centers.

Mr. Neville recognized Visitor Witeck to present observations from his group. Visitor Witeck thanked Ms. Jennifer Wilson for her support as a scribe for their group. He noted his group also noted the thematic connections. He commented that hearing about entrepreneurship and community impact was powerful and confirmed Mason is a university without walls. Visitor Witeck reported that the stations provided metrics on the progress in each area, but also outlined the challenges in each area. He specifically noted the need for community leaders to build bridges to create economic opportunities by making Richmond aware of Mason's gaps, doing more with the Federal funding sources so Mason's research grants are highly competitive, and thinking of research as university-wide. Visitor Witeck commented on the progress over the last year, especially in the progress of student outcomes, and the importance of getting the word out about Mason. He recognized Visitor Hazel to present a YouTube video featuring Lady Antebellum in concert with Mason's Green Machine at Jiffy Lube Live. Visitor Hazel commented this was a great example of community involvement.

Mr. Neville encouraged the group to subscribe to the Mason YouTube channel and use it as a source of material when having conversations in the community about Mason.

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Mr. Neville recognized Visitor Chimaladinne to present observations from his group. Visitor Chimaladinne noted the student successes in access and graduation. He commented that the entrepreneurship resources at Mason are excellent and the amount of exposure to the community through sports is very positive. Visitor Chimaladinne noted areas for opportunities of improvement including: hiring process time; the drop in the number of applicants through the interview stages; and funding in the research area.

Mr. Neville recognized Visitor Zuccari to present observations from her group. Visitor Zuccari noted the theme of community and Mason's impact, noting the high school graduations at EagleBank Arena and the events at the Hylton Performing Arts Center. She noted that Mason's presence and involvement in the community makes Mason special, commenting that the MIX will be a place where everyone can come together. Visitor Zuccari noted that students from various disciplines can come together, network to find solutions, and share ideas. She noted that the INOVA partnership provides another opportunity for the community to know more about Mason. She noted that the hiring process needs improvement, making the time and communication better.

(Attachment 2: Student Success)

(Attachment 3: Research & Scholarship)

(Attachment 4: Faculty & Staff)

(Attachment 5: Community Impact)

Mr. Neville thanked the presenters for their reports. He described the Mason IDEA and explained that, as part of the Strategic Planning process, this acronym was developed to describe what Mason stands for: Innovative, Diverse, Entrepreneurial, and Accessible. He noted that that complexity underlies Mason's challenges and that each area is a source of strength, but also a source of tension and challenge.

Mr. Neville opened the floor to questions and comments from the group. He recognized the following people and their respective comments:

Visitor Peterson commented that his group noticed, particularly in the arts, entrepreneurial and athletics, the need to take advantage of these opportunities to cross-sell. His group suggested the example of having an Athletic Booster event at the MIX and use the opportunity to inform the group about the student entrepreneurial activities and what Mason is doing in the area of research, arts, etc.

Vice Rector Peterson asked about the entrepreneurial curriculum for students and suggested that area receive more focus given the many levels of learning that is encountered while trying to become an entrepreneur. Mr. Neville responded that was part of the Mason Impact Project and referred the comment to Provost Wu. Provost Wu explained the four main pillars of the Mason Impact Project are Entrepreneurship, Civic Engagement, Global Engagement, and Undergraduate Research. He noted that the goal was to give every Mason undergraduate student access to one

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or more of these opportunities as an integral part of their education. Mr. Neville commented that entrepreneurship is a value that captures some of the historical strengths of Mason, noting the Law School and engineering program as examples. He further commented that Mason pulled itself up through effort and against many odds, and given the state funding equation, it is important to be nimble, creative and flexible in order to achieve the ambitions discussed in the sessions.

David Kanos, Student Representative to the Board of Visitors, commented that students need to hear about the great things Mason is doing in order to have a greater appreciation for the University and increase school spirit. He noted he would be working with the Administration to keep the students informed about the work of the faculty and students.

Provost Wu commented on two initiatives, the Mason Impact Project, noted earlier, and the Student Experience Redesign. He noted the Student Experience Redesign is designed to address Mr. Kanos' concerns and commented that the most frequent complaint he had heard from the students is, "I wish I had heard about this earlier." He explained that currently there is not a pervasive system of making students aware of these opportunities and then easily add them to their curriculum.

V. Mr. Neville introduced and explained the Prioritization Activity. He explained that the Strategic Plan has 12 goals, noting the scope of the work in meeting all the goals is considerable and that everything cannot be done at the same time. Mr. Neville noted that as part of the Strategic Plan Refresh, it was important to identify the priorities in the goals and initiatives in the near term. He referred to the 12 charts, labeled with the goals, and asked the participants to reflect on the presentations they had heard. He asked them to use the 3 color-coded notes they had each been given to identify the 3 goals they felt should have the highest priority in the coming year, including any comments they might have.

Mr. Neville thanked the group for their participation and comments. He opened the floor to comments regarding their priority choices. He recognized the following people and their respective comments:

Visitor Hazel commented that he had chosen 'Elevate Research' because Mason cannot afford not to place the emphasis there in order to stay in the R1 Research Classification.

Visitor Marquez agreed with Visitor Hazel and noted that Mason needs to keep the R1 level, but that research will bring additional revenue to the University.

Rector Davis commented that he selected 'Research of Consequence'. He explained that while it is important to do research and to have a good ranking, it is important to have something to show for it. He noted Mason is doing some very interesting things in the areas of cancer, health sciences, and brain studies and he would like to see Mason make a lasting contribution to future

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generations. He commented that all 12 goals are important, but the end result is to come up with something that makes a difference in the world.

David Kanos commented that he had chosen 'Return on Investment' because Mason wants its students to go out in the world, do good things, and give back to Mason as an alumni.

Brian Jones, Outgoing Alumni Board President, commented that he focused on 'Return on Investment', concurring with Mr. Kanos, but also noting the incremental impact alumni can make in this region. He explained that 70% of Mason graduates stay in the Fairfax region, but the Alumni Board and staff need the help of the administration to work collaboratively to understand where their engagement impact can go the furthest.

Alan Abramson, Faculty Representative to the Development Committee, commented that he is worried Mason is trying to do too much and appreciated the Prioritization exercise which helped to focus on not trying to do everything at a full pace. He noted that at the Faculty and Staff station he was struck by the well-being, the sense of burn-out that some people feel, and he is concerned about research and access being pushed ahead, but in two different directions, requiring everyone to be full pace in both areas. He commented that if Mason is going full pace in this ambitious direction, he felt Mason needs to be careful about the strategies in place to do that so that the Board members, faculty, staff, and students do not become burnt out.

Trustee Nicole Geller highlighted Goal #6, 'Community Builder', noting it serves as a funding pipeline. She explained that funding coming to Mason and connections coming to Mason, short-term, mid-term or long-term, would help drive some of the other goals.

Andrew Quillen, Student Representative to the Board of Visitors, commented that he chose 'Return on Investment', 'Research' and 'Global Learning Platform'. He noted the Global Learning was his most interesting choice, based on encountering Mason graduates in his travels around the world and hearing about ways they are impacting the world. He commented that setting people up for what they want to do through investing in them, setting up their opportunities and goals, supporting them while they are at Mason are ways to help them impact the world.

Trustee Phaup commented on the 'Global Learning Platform' with his comments geared toward those who would put these priorities into action. He said he did not put a sticker on that goal because he did not understand the narrative of the goal. He wanted the group to know that he values global education, global presence, and global research and assumed that would be part of anything Mason does.

Trustee Stone commented on her choices of 'Research of Consequence', 'Innovation Engine', and 'Return on Investment' with a key take-away of the massive opportunity that Mason has in the area of research and where the focus should be. She noted that Stanford and Silicon Valley became Silicon Valley because that area changed and elevated technology to new levels. She

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commented that she sees the Mason strengths as being perfectly positioned to be the Silicon Valley of the 21st Century workforce. She explained that the diversity of the students and the high rate of transfers into Mason puts the University in the position of being a global leader in retraining the workforce of tomorrow, addressing the problem of older workers who are not finished working yet.

Keith Renshaw, Faculty Representative to the Board of Visitors, provided follow-up comments on Dr. Abramson's observations. Dr. Renshaw noted his concern about trying to take on all these goals and the resulting stretch of all involved. He commented that when the Strategic Plan first came out, he thought it was impossible and had mutually exclusive goals, but noted that somehow there has been progress in all the areas. He commented that there is a lot of stretch at the faculty level, noting the more flexibility the faculty has, the more ability there is to pursue some of the goals. He observed the completing issues of needing to do research of consequence, needing to have faculty in the classroom, needing faculty to have interactions with students, noting there is no way to accomplish all of those things. He suggested that some thought be given to allowing greater flexibility for people to capitalize on strengths, to do more of one thing than another, and possibly enabling a number of the goals to be accomplished.

Bijan Jabbari, Faculty Representative to the Research Committee, commented that 20 years ago the economic vitality of the Northern Virginia region was fairly balanced and graduates were receiving multiple offers. He observed that graduates are now leaving the area and going to California for jobs. Dr. Jabbari noted that Mason is an important contributor to the economic vitality of the region and that by focusing on research, perhaps the trend can be reversed.

Christy Esposito-Smythers, Faculty Representative to the Research Committee, added her comments to Dr. Renshaw's observations. She explained that she had worked at Brown University School of Medicine for eight years before coming to Mason. She noted that while she is very excited about the R1 classification, she now has two jobs – a medical school job and a Psychology Department job – and it is difficult to keep up with all the demands. Dr. Esposito-Smythers concurred with Dr. Renshaw regarding the need for faculty flexibility, for some to focus on research and some to focus on teaching, noting that the faculty cannot do it all and may result in faculty leaving to go to research institutions.

Mr. Neville thanked the group and provided closing thoughts. He noted the goals are not mutually exclusive, but are complementary, citing research and teaching as an example. He commented that if Mason can invest in some key areas by bringing in more faculty, and thereby increasing the number of students in those areas, there would be more flexibility. Mr. Neville provided a brief history of Mason, noting it had been founded with the hope and aspiration that it would be a very good regional state university one day and that was accomplished. He noted that when the Strategic Plan was approved in 2014, it was hoped that in 10 years Mason would be a Research 1 university and that was attained 18 months ago. He commented that Mason, by virtue of having to fight for survival and to be creative, innovative, and entrepreneurial about its

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growth, has created some tremendous confidences that run throughout the University, through the faculty, staff, and alumni. He noted those are the things that need to be leveraged to meet these types of challenges.

Mr. Neville recognized Ms. Jennifer (J.J.) Davis, Senior Vice President for Administration and Finance, for an introduction to the afternoon session and activities.

Mr. Neville advised there was one more item to be addressed and the group surprised President Cabrera with a birthday cake and song in celebration of his 50th birthday.

Mr. Neville invited the group to lunch and announced the Conference would reconvene at 1:00 p.m.

VI. Ms. J.J. Davis provided background on the financial framework of Mason, noting that when President Cabrera and she came to Mason there were many concerns around the financial strength of the institution; there were efforts to transform the institution from a commuter to residential, comprehensive, doctoral, R1 institution; there were signals from the rating agencies that the debt had been maxed out and that Mason could face a downgrade or negative outlook watch if things did not improve. She reported that in the past six months Mason has received a stable and then upgraded rating from Moody's. Ms. Davis noted that there had been a lot of sacrifice and creative thinking to get to this accomplished and that would continue over the next five years in order to continue the great outcomes that Mason has had. Ms. Davis referred to the Strategic Plan, noting the tensions between remaining accessible and affordable coupled with the challenge of quality and great outcomes for the students. She reviewed the financial framework power point, noting tuition and fees is the largest single revenue category. She reported that revenue from philanthropy is the fastest growing, percentage-wise, part of revenue and noted funding also comes from new ventures and state appropriations. Ms. Davis explained the expense side of the finances, noting the academic and administrative cost is the primary expense. She commented this is particularly important given the challenges around adequate compensation for the faculty and staff. She commented on cost increases and explained Mason does not control some of the major cost-drivers like pension and health care. She reviewed debt service and noted that Mason has to balance its budget, have more revenues than expenses, have net resources to build operating and capital reserves, maintain the physical plant, and build capital infrastructure for the long term. Ms. Davis referred to a chart showing financial tensions including infrastructure needs due to increased enrollment, but not building another new building after Peterson Hall for five years; the competitive landscape to recruit students due to the overall high school population being flat; reduced state funding; Federal and state policies in flux; and the high cost of living in this area. She noted that Mason's people is its greatest strength, noting the outcomes that have been achieved are due to the talented people who work at Mason and she emphasized the need to be cognizant of what they need and want so they will stay at Mason. She referred to the morning session regarding the stressors of recruiting and retaining top talent, noting that Mason is losing its competitive advantage despite the pay raises in the past five years,

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citing the turnover of the classified staff with 57% of them being below the salary average. Ms. Davis referred to a slide that showed that in 1985, 67% of the funds came from the state to support the education and general budget of Mason, noting today it is 25%. She explained it is a national trend, but it is putting enormous pressure on the system and the students. She noted the budget cuts over the last four years while still achieving results creates ongoing tensions and will require rethinking the Commonwealth's strategy for funds and rethinking tuition policy. She noted that not only is there a disinvestment from the state, there is a disparity in the per student funding, noting that Mason is receiving about 75%, on average, of what other state universities are receiving to serve their in-state students. She recapped the budget strategy for the past year citing the focus on students, noting financial aid, Stay Mason, and the student experience; faculty and staff compensation and initiatives; and the work on the Strategic Plan. She highlighted the \$1 billion operating budget, citing the diverse revenue categories and noting that \$131 million comes from the Commonwealth. Ms. Davis reviewed the past year's tuition increase, the 3% pay raise for faculty and staff, the health insurance increase, and the ambitious agenda for the coming year. She explained that for every dollar that comes into the Mason, 71% goes back into the enrollment-related educational services: the faculty in the classroom and the staff that supports the students. She reported on the facilities master plan, noting the Potomac Science Center, the Peterson Family Health Center, dining renovations in the Johnson Center, renovation of Robinson Hall, and utility infrastructure project spanning the next five years. She noted the upcoming capital projects including upgrading the WiFi and IT infrastructure, West Campus master plan, and the Bull Run addition at the SciTech campus. Ms. Davis reported that capital budget requests have been submitted to the Commonwealth, but she does not expect a lot of new money because of the investment that will be made in Robinson Hall. She reported that the Commonwealth had recently received a negative outlook watch by S&P over concerns about how it is managing the financials due to a large issuance of debt. She explained that the Commonwealth dipped into the rainy day fund the past two years and that will likely happen again. She addressed the Board of Visitors with the following items for the coming year: tuition pricing strategy, student billing system, budget model redesign, and the long-term goal of moving from Tier 2.5 to Tier 3 in order to have fewer constraints from the Commonwealth. Ms. Davis responded to questions from the group concerning the Tier categories, bond ratings, and WiFi. She noted the utility infrastructure was built in the 1970's for a maximum capacity of 15,000 people and today the system supports 36,000 students and 6,500 faculty and staff. She explained that all IT infrastructure options would be explored.

(Attachment 6: Financial Framework)

President Cabrera announced that Linda Harber, Vice President of Human Resources, departed early due the impending birth of her grandchild. He also recognized and welcomed Visitor Prowitt, the third new appointee to the Board of Visitors. Janet Bingham, Vice President of University Advancement and Alumni Relations, recognized and thanked Visitor Prowitt for being the newest donor to the University.

Ms. Davis provided instructions for the groups and rotations at each of the afternoon stations: Major Revenue Challenges, Fundraising, State Relations, and New Ventures.

VII. Ms. Davis recognized Visitor Alcalde to present observations from her group. Visitor Alcalde reported the international students are being affected by the current government policies and many of them are going to Canada, noting this is an area that needs attention. She also reported that while the state has reduced its support, Mason still receives 25% of its budget from the Commonwealth. She noted that Mason does not receive money for research, an area that needs funding. Visitor Alcalde noted the excellent work that has been done in the area of philanthropy, noting about 3% of alumni give back to Mason. She said her group observed that Mason's alumni have not reached the point in their lives where they can give back to Mason, and that everyone has the responsibility to tell the Mason story. She commented that it while it is proven that college-educated students earn higher incomes, but many students are concerned about the affordability. Visitor Alcalde encouraged all Board members to have a presence in Richmond with Mason local representatives to try to increase the funding support from the state. She noted her group was concerned that Mason is still on a branding mission, that Mason is not as well-known as Virginia Tech, UVA, and William and Mary and does not have the long history of those schools. She commented that everyone has the responsibility to send the message that Mason is a great school.

Ms. Davis recognized Visitor Hazel to present observations from his group. Visitor Hazel highlighted the campaign numbers and achievements, noting that on March 23, 2017 the campaign goal of \$500 million was reached, 18 months ahead of schedule, and closed the year with \$522 million. He thanked everyone for their work and support. He noted the increased support the Foundation is providing to the University and the increase in alumni giving. He reported that in May 2018 Mason would be celebrating the 50th anniversary of the founding of the Alumni Association. Visitor Hazel reported on the efforts being done in Richmond, especially during this gubernatorial election year, and the support of Virginia Business Higher Education Council, a statewide support group for higher education. He commented on the New Ventures, highlighting the INTO program and the integration of those students in campus life. He highlighted the successful NOVA-Mason partnership and the Wiley-Mason partnership, noting it is a significant venture with long-term potential. Visitor Hazel noted the Virginia Online Network and the legislative passage of the program that would identify hundreds of thousands of people in Virginia who never finished college. He explained that Mason and ODU will be leading this program, designed to get those people back to college, get a degree, get better jobs, and help the economy. Visitor Hazel noted the station on Major Revenue Categories recapped Ms. Davis' earlier presentation and reiterated that Mason is always looking for ways to diversify and increase revenue.

Ms. Davis recognized Visitor Marquez to present observations from her group. Visitor Marquez concurred with Visitor Hazel's observations and added that it is in Mason's DNA to be resourceful, creative, entrepreneurial, and proactive. She thanked the members of the staff for

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their commitment, with special thanks to the group's scribe, Ms. Beth Eriks. Visitor Marquez highlighted the donations made by the faculty and staff to support Mason, noting this group donated \$700,000 last year and increased that to \$1.2 million this year. She asked for recognition by applause for the faculty and staff. Visitor Marquez encouraged the Board's involvement with the Governor and legislators to provide a stronger financial model, key to the sustainability of Mason.

Ms. Davis recognized Visitor Prowitt to present observations from her group. Visitor Prowitt concurred with the observations from Visitors Alcalde, Hazel, and Marquez, and thanked them for their reports. She noted the enthusiasm around not only increasing income, but how to accommodate more students and diverse student demands. She commented on the positive energy of the group and the information gained at each of the stations. Visitor Prowitt highlighted Visitor Alcalde's comments about branding and Mason's value, emphasizing the need to get that message delivered. She noted the Donor Day and the increased support from the Alumni. Visitor Prowitt commented on the state funding and the disparity between universities.

Ms. Davis thanked the presenters for their reports and the group for their participation.

(Attachment 7: Major Revenue Categories)

(Attachment 8: Fundraising)

(Attachment 9: State Relations)

(Attachment 10: New Ventures)

VIII. President Cabrera announced that Mason would soon have its own wine due a Foundation initiative. President Cabrera explained the label had been designed by students. He called on Visitor Hazel to provide more details of this initiative. Visitor Hazel explained the undergraduate students in the graphic design department were invited to participate in a contest to design the label, noting there were seven teams of four students each; the students were given the parameters of the label content including a reference to Mason. He commented that former Visitor John Jacquemin provided \$1000 for the winning team.

President Cabrera commented on the motto of the Scalia Law School: Learn, Challenge, Lead. He noted these words could be extended to the entire University, highlighting the challenges, the mission, the value of a Mason education, and the complexities of paying for this model. President Cabrera reflected on the discussions and tone of conversations in the breakout sessions, noting the effort to understand the layers of complexity that referred to the 'Learn' part of the motto. He noted the 'Challenge' would be finding solutions to the puzzle that are not status quo and cited INTO and the conversion of the Mason Inn as examples. He provided background on the campaign and noted the consultants recommended a goal of \$350 million, but it was decided the goal would be \$500 million. He commented on the upcoming legislative agenda and asking the Commonwealth for a reset to bring Mason's funding in line with a Research 1 university that has delivered half of the growth in enrollment in the Commonwealth. He noted Ms. Davis is leading an effort to rethink the current tuition model and commented on other areas where

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creative and transformative ideas were being explored and the status quo is being challenged. He commented that because Mason does not follow a standard model in higher education, Mason should 'Lead' and build a different type of university. He cited Mason's high rankings in many categories in the country and in the world, noting the amazing accomplishments Mason has made in a relative short period of time. President Cabrera highlighted his focus on his 2017-2018 goals and provided comments on the six areas of his goals:

1. Differentiate and improve student experience
2. Strengthen research and innovation enterprise
3. Make meaningful improvement in faculty and staff diversity and well-being
4. Build campus for the future
5. Pursue transformative partnerships for access
6. Strengthen financial position

He reported these goals had been shared with the Board of Visitors and would be discussed at the Annual Meeting the following day.

President Cabrera invited the group to visit the various showcase exhibits around the room to see the innovation that was taking place in the MIX. He explained the students at the exhibits were from multiple disciplines throughout Mason.

President Cabrera thanked the organizers of the Planning Conference, the Board of Visitors, Board of Trustees, the Alumni Association and the leadership team of Mason for their work and support. He noted that during the first day of the Planning Conference, the leadership team participated in the 'Dear World' project and he showed a video of pictures from that exercise.

President Cabrera recognized Mr. Mallon to introduce the staff and students of the MIX. Mr. Mallon explained that the group had prepared the showcase demonstrations for the Planning Conference and for the showcases that would be happening when the student return to campus on August 27. Mr. Mallon recognized Kathy McCabe, MIX Technical Manager, who introduced the following students and their areas of expertise:

Alvin Sin – 3D scanning and resin printing
Madison Telles – vinyl cutting and heat press
Spencer Graves – 3D printing and 3D design
Mustafa Hassan – Bluetooth technologies
Liam Devinney – virtual reality and 3D modeling
Amanda Jarvis – 3D printing on textiles
Ethan Ellert – grantsmanship for the MIX.

Mr. Mallon announced that on Friday, August 4 there would be a 'Summer Celebration' at the MIX where several of the entrepreneurship teams would be sharing their summer experiences.

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IX. Rector Davis adjourned the meeting at 4:17 p.m.

Respectfully submitted,



Kathy Cagle
Secretary pro tem

- Opening Remarks: President's Overview (5 pages)
- Attachment 1: Provost Overview (6 pages)
- Attachment 2: Student Success (6 pages)
- Attachment 3: Research & Scholarship (6 pages)
- Attachment 4: Faculty & Staff (6 pages)
- Attachment 5: Community Impact (6 pages)
- Attachment 6: Financial Framework (17 pages)
- Attachment 7: Major Revenue Categories (5 pages)
- Attachment 8: Fundraising (6 pages)
- Attachment 9: State Relations (7 pages)
- Attachment 10: New Ventures (6 pages)