

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

**Meeting of
Friday, July 28, 2023
Merten Hall, Hazel Conference Room (1201)**

MINUTES

PRESENT: Rector Horace Blackman, Secretary Jon Peterson and Visitor Wendy Marquez.

ABSENT: None

ALSO, PRESENT: Visitors Armand Alacbay, Lindsey Burke, Mike Meese, Nancy Prowitt, Jeff Rosen and Cully Stimson; Melissa Broeckelman-Post, Faculty Representative; Will Gautney, Staff Liaison; Paul Wyche, Undergraduate Student Representative, Vika Velagapudi, Graduate Student Representative; Gregory Washington, President; Ken Walsh, Executive Vice President for Strategic Initiatives and Chief of Staff; Mark Ginsberg, Provost and Executive Vice President; Deb Dickenson, Executive Vice President for Administration and Finance; Anne Gentry, University Counsel; and Sarah Hanbury, Secretary pro tem.

I. Call to Order

Rector Blackman called the meeting to order at 8:31 a.m.

II. Approval of Minutes

A. Executive Committee Meeting Minutes for February 23, 2023 (**ACTION ITEM**)

Secretary Peterson **MOVED** that the committee approve the Executive Committee Meeting Minutes for February 23, 2023. The motion was **SECONDED** by Visitor Marquez. The **MINUTES STOOD APPROVED AS WRITTEN**.

III. Rector's Comments

Rector Blackman welcomed the new board representatives and had the new student representatives introduce themselves. Paul Wyche shared that he is the undergraduate student representative, is in his third year at Mason studying cybersecurity engineering and is happy to represent the undergraduate student perspective. Vikas Velagapudi relayed that he is the graduate student representative and is here to represent their voice.

Rector Blackman introduced Will Gautney the new staff liaison to the board. Will informed the committee that he is the new staff senate chair and expressed he is honored to serve.

Rector Blackman welcomed back Melissa Broeckelman-Post as the Faculty Senate Chair and faculty representative to the board. Melissa noted that this is her third year as the Faculty Senate Chair and she is happy to be working with the board.

Rector Blackman stated that the content of the Planning Conference on July 27, 2023, was exceptional. Rector Blackman provided a brief overview of the purpose of Executive Committee meetings and the committee's makeup to the newly appointed board members. Rector Blackman relayed that at the full board meeting later that morning there would be an election for Vice Rector, Secretary and two-at-large members and the 2023-2024 Board of Visitors committee assignments would be presented which concluded his comments.

IV. President's Comments

Dr. Washington welcomed all the new members and looks forward to working with all of them which concluded his report.

V. 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)

Secretary Peterson **MOVED** that the committee go into Closed Session under the provisions of Section 2.2-3711.A.1, for a Personnel Matter, to discuss President Washington's evaluation; 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 et al
Ganley and Surber v. GMU et al.
Jeong v. GMU et al
Kashdan v. GMU
Kinuani v. GMU
Morrison v. GMU et al.
Ramirez v. George Mason University
Rourke v. Rowan et al.
Ukor v. GMU

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 and the Virginia Freedom of Information Act.

The motion was **SECONDED** by Visitor Marquez. **MOTION CARRIED UNANIMOUSLY.**

Following the closed session, Secretary Peterson **MOVED** that the Executive Committee go back into public session and further moved that by roll call vote the committee certify that only public business matters lawfully exempted from open meeting requirements and only such public business matters as were identified in the motion by which the closed meeting was convened were heard, discussed or considered in the meeting by the committee. Any member of the committee who believes that there was a departure from the requirements as stated above, shall so state prior to the vote, indicating the substance of the departure that, in his or her judgment, has taken place.

ALL COMMITTEE MEMBERS RESPONDED IN THE AFFIRMATIVE BY ROLL CALL.

VI. Adjournment

Rector Blackman adjourned the meeting at 8:52 a.m.

Prepared by:

Sarah Hanbury
Secretary pro tem

**BOARD OF VISITORS
GEORGE MASON UNIVERSITY**

**Meeting of
Friday, July 28, 2023
Merten Hall, Hazel Conference Room (1201)**

MINUTES

PRESENT: Rector Horace Blackman, Vice Rector Jon Peterson, Secretary Mike Meese, Visitors Armand Alacbay, Lindsey Burke, Anjan Chimaladinne, Deecy Gray, Jimmy Hazel, Wendy Marquez, Mike Meese, Bob Pence, Nancy Prowitt, Jeff Rosen and Cully Stimson.

ABSENT: Visitors Reg Brown and Bob Witeck.

ALSO, PRESENT: Melissa Broeckelman-Post, Faculty Representative; Will Gautney, Staff Liaison; Paul Wyche, Undergraduate Student Representative, Vika Velagapudi, Graduate Student Representative; Gregory Washington, President; Ken Walsh, Executive Vice President for Strategic Initiatives and Chief of Staff; Mark Ginsberg, Provost and Executive Vice President; Deb Dickenson, Executive Vice President for Administration and Finance; Anne Gentry, University Counsel; and Sarah Hanbury, Secretary pro tem.

I. Call to Order

Rector Blackman called the meeting to order at 9:00 a.m.

Rector Blackman stated that the board is accepting public comment at this session and that registration for making oral comments was open until 9:30 a.m. on Monday, July 24 through the form on the Board of Visitors website. No registrations for oral comments were received. Written public comments that were received will be made a part of the public record of this meeting. In addition, written comments will be accepted through the same form until the full board meeting adjourns this afternoon.

Rector Blackman welcomed Armand Alacbay, Deecy Gray, Jeff Rosen and Cully Stimson as the board's newest members. Rector Blackman shared that Visitors Alacbay and Stimson are Mason Law School alumni, and this is Visitor Gray's second time serving on the board.

Rector Blackman additionally welcomed Paul Wyche, Vikas Velagapudi the new student representatives and Will Gautney the new staff liaison.

Rector Blackman welcomed back Melissa Broeckelman-Post as the Faculty Senate Chair and a faculty representative for her third consecutive year.

II. Approval of Minutes

- A. Full Board Meeting Minutes for May 4, 2023 (ACTION ITEM)**

Rector Blackman **MOVED** that the board approve the Full Board Meeting Minutes for May 4, 2023. The motion was **SECONDED** by Visitor Hazel. The **MINUTES STOOD APPROVED AS WRITTEN**.

III. Election of Officers and Committee Appointments (ATTACHMENT 1)

- A. Election of Vice Rector (ACTION ITEM)**
B. Election of Secretary (ACTION ITEM)
C. Election of Members-at-Large to the Executive Committee (2) (ACTION ITEM)

Rector Blackman recognized Visitor Prowitt. Visitor Prowitt **MOVED** to elect Jon Peterson, Vice Rector; Mike Meese, Secretary and nominated Reg Brown and Wendy Marquez as the two at-large members of the Executive

Committee. The motion was **SECONDED** by Visitor Stimson. Rector Blackman opened the floor for discussion. There was none. **MOTION CARRIED UNANIMOUSLY BY VOICE VOTE.**

- E. Appointment of Board Liaisons
- F. Committee Appointments
- G. Committee Chair and Vice Chair Appointments (**ACTION ITEM**)

Rector Blackman proceeded to announce the following appointments:

- Legislative Liaisons – Jimmy Hazel and Bob Witeck
- Faculty Liaison – Bob Witeck
- ARIE Task Force Liaison – Nancy Prowitt
- Law School Liaison – Reg Brown
- Athletic Liaisons – Nancy Prowitt and Horace Blackman

Rector Blackman then proposed the following appointments for chairs and vice chairs of the standing committees (**ATTACHMENT 1**):

- Academic Programs, Diversity, and University Community Committee
 - Chair – Lindsey Burke
 - Vice Chair – Nancy Prowitt
- Audit, Risk, and Compliance Committee
 - Chair – Dolly Oberoi
 - Vice Chair – Mike Meese
- Development Committee
 - Chair – Anjan Chimaladinne
 - Vice Chair – Jon Peterson
- Finance and Land Use Committee
 - Chair – Bob Pence
 - Vice Chair – Bob Witeck
- Research Committee
 - Chair – Nancy Prowitt
 - Vice Chair – Wendy Marquez

Rector Blackman inquired if there were any questions about the proposed committee appointments that were displayed. There were none.

Visitor Hazel **MOVED** to nominate and appoint the committee members and confirm the slate of committee members and chairs. The motion was **SECONDED** by Secretary Meese. **MOTION CARRIED UNANIMOUSLY BY VOICE VOTE.**

Visitor Hazel informed the board about the Online Virginia Network which is a committee created by the General Assembly. Visitor Hazel relayed that in the statute that was passed to create this committee, Old Dominion University and George Mason University were written in as participants and he has served as Mason's representative for the last six years. Due to Visitor Hazel's term expiring on June 30, 2023, a new Mason board member is needed. Visitor Hazel stated he is happy to discuss the Online Virginia Network with any board member that is interested. Visitor Hazed added that this committee gives Mason the opportunity to participate in statewide, online education issues. Rector Blackman responded that this topic will be discussed at the next board meeting on September 28, 2023.

IV. Rector's Report

Rector Blackman reported the following items:

- Reminder that the next Board meeting is Thursday, September 28, 2023, which will include committee meetings.
- The Board of Visitors, Board of Trustees, and Alumni Association Recognition Reception at the Mathy House will be Wednesday, October 18 at 6:30 p.m. The event will recognize Simmi Bhuller, Juan Carlos Iturregui, Mehmood Kazmi and Carolyn Moss for their service to the board. The commitment and service of those involved with the Board of Trustees and Alumni Association will also be acknowledged. An electronic invitation will be provided in the coming weeks.

This concluded the Rector's Report.

V. Annual President's Report

A. Presentation of FY 2024 Goals – Dr. Washington (ACTION ITEM)

Dr. Washington highlighted the following accomplishments for the 2022-2023 academic year in his annual report:

- The FY2024 Goals are based on the five priorities within the strategic plan:
 1. Deliver a distinctive and inclusive student experience that fosters lifelong engagement.
 2. Expand the impact of Mason's research, scholarship, and creative enterprise.
 3. Expand partnerships for economic and social impact.
 4. Exemplify a university culture of diversity, equity, and inclusion.
 5. Invest in faculty and staff success.
- This year's plan centers around three main categories:
 1. Manage cost and uncertainty:
 - Currently the number one unknown is the budget.
 - If a budget is not received, Mason will use the second-year biennial budget that was already approved.
 - Growth and efficiency.
 2. Student Engagement:
 - Through engaging the unengaged and the Mason Virginia Promise.
 3. Partnership:
 - Launching of the \$1 billion campaign.
 - Goal to receive \$100 million in donations every year for five years, which doesn't include the \$348 million that has already been received, to meet the billion-dollar benchmark.
- Medical Education:
 - In active discussions with healthcare providers in the region.
 - The challenge of a medical school is the cost and Mason is in a cost-restrained environment. Partners would have to cover most of the cost.
- Continuing to invest in faculty and staff.

This concluded the Annual President's Report.

VI. Board Orientation

A. Legal Overview

1. FOIA and COIA for BOV Members

Anne Gentry, University Legal Counsel provided the following legal overview:

- She referenced the COIA Quick Guide that was included in the meeting materials:
 - The guide provides highlights about prohibited conduct for transactions and contracts in which a board member has a personal interest. A personal interest is if you, your spouse, or your dependent's salary or compensation is over \$5K a year or business equity exceeds 3%.
 - Provides a list of general prohibitions.
 - Board members are required to file a Statement of Economic Interest annually.
 - Board members are requested to take an orientation course on COIA within two months of appointment and biannually thereafter.
 - Informal opinions can be obtained from COIA. University Legal Council cannot provide specific advice on COIA because it is personal to you and if they are aware of a conflict, they have a duty to report it to the Attorney General.
- She referenced the memo from the Office of the Attorney General: What Every Board Member Absolutely Has to Know about FOIA, which was included in the meeting materials. There are new sections this year regarding electronic meetings.
 - The board passed a policy last September to take advantage of the new electronic meeting provisions. The memo provides the basic information on if you need to participate electronically and how to do that. If the board decides to have an all-virtual meeting, the rector can call that twice a year; the sessions cannot be consecutive.
- Anne reported that most of her remarks are in the form of legal advice and will be reserved for closed session to include a discussion on FOIA.

B. Code of Ethics – Annual Review and Certification

Ken Walsh, Vice President for Strategic Initiatives and Chief of Staff provided the following code of ethics overview:

- This is an annual review and certification of the BOV Code of Ethics.
- The conflict of interest state statute applies to board members and their immediate family members.
- If a board member has or believes there is a conflict of interest, the state statute requires that they recuse themselves from the discussion on the conflict of interest matter.

C. Student Referrals/Admissions

Rector Blackman requested that the board refer to the memo from Dr. Washington in the meeting materials which addresses requests for admission assistance.

VII. New Business

A. Renaming the Donald G. Costello School of Business to the Donald G. Costello College of Business (ACTION ITEM) (ATTACHMENT 2)

Patrick Soleymani, Associate Dean for the School of Business presented the following renaming information:

- Thanked the board for approving the George Mason University's School of Business be renamed the Donald G. Costello School of Business on March 29, 2023, which included a monetary gift. This gift will be used entirely for scholarships.
- Discussed school versus college and its alignment:
 - Among other things, the gift will allow the evaluation of the size and impact of the school across Mason and the Commonwealth.
 - The School of Business is the third-largest academic unit across the university.
 - There are academic units that are smaller than the business school by both enrollment and faculty size that are colleges.
 - Maintain University alignment with peer institutions in Virginia.

- 58% college of business.
- Noted that Virginia Tech and JMU have business colleges. One is a little bit smaller than Mason and the other is a little bit bigger which flips back and forth annually as to who is the first or second largest business school in the Commonwealth.
- Concluded that the data supports the request to be able to move forward with the State Council of Higher Education for Virginia (SCHEV) to become the Donald G. Costello College of Business.

Visitor Hazel informed the board that Mr. Costello lived in Prince William County and when he passed his estate was organized into a trust to help young entrepreneurs from the county get an education. Mr. Joseph Contrucci called Visitor Hazel to help facilitate receiving the largest gift Mason has received. Visitor Hazel connected Mr. Contrucci and Trishana Bowden to discuss the gift. They met at Foster's Grille as Mr. Costello and Mr. Contrucci own it.

Rector Blackman inquired when Foster's Grille is catering a BOV lunch. Sarah Hanbury, Secretary pro tem relayed that she and Visitor Hazel discussed having the Foster's Grille provide lunch at the first full board meeting of the 2023-2024 BOV meeting schedule.

Visitor Burke asked to be reminded of the parameters surrounding the scholarships. Mr. Soleymani responded that the aim is for undergraduate and graduate students with a particular focus on entrepreneurship and innovation. Mr. Costello was an entrepreneur and he and his business partner Mr. Contrucci believe that these scholarships will ensure that Mason stays competitive and help change the entire county. Potentially \$2 million per year can be awarded in scholarships.

Visitor Stimson inquired if the gift was contingent upon naming it after Costello. Rector Blackman responded that it was not.

Visitor Hazel **MOVED** to approve renaming the Donald G. Costello School of Business to the Donald G. Costello College of Business. The motion was **SECONDED** by Visitor Burke. **MOTION CARRIED UNANIMOUSLY BY VOICE VOTE.**

B. Academic Programs, Diversity, and University Community

Mark Ginsberg, Provost and Executive Vice President presented the following information:

- Four proposals for tenured faculty members.
- These faculty members were hired in the last cycle but their tenure packages were not complete when the board met on May 4, 2023.
- The candidates are reviewed by two committees from their host colleges and departments.
- All the individuals have been clearly vetted and their portfolios were carefully reviewed by Provost Ginsberg and President Washington.
- It takes three or four months to review a candidate.
- The materials about each candidate are included within the board packet that were available in advance of the board meeting.
- Significant discussion ensued, please refer to the video for specifics: <https://vimeo.com/showcase/8557205/video/823882198>. At the conclusion, Provost Ginsberg agreed to review the tenure process at the next meeting.

1. Faculty Actions

a. Election of New Tenured Faculty (**ACTION ITEM**)

Visitor Prowitt **MOVED** to approve the Election of New Tenured Faculty. The motion was **SECONDED** by Visitor Hazel. **MOTION CARRIED BY MAJORITY VOTE.** Visitor Rosen Abstained.

C. Classified Information Access (ACTION ITEM) (ATTACHMENT 3)

Melissa Perez, Director, Export Compliance and Secure Research presented the classified information access item:

- This is an annual resolution in accordance with the requirements of the National Industrial Security Program Operating Manual (NISPOM).
- Mason holds a facilities security clearance. This allows the university to perform work on classified contracts and to initiate security clearances for individuals who support those contracts and has a need to know the classified information related to those programs such as engineering specs and designs they received from Mason's U.S. government sponsors.
- Other individuals at a cleared facility are required to be cleared, even though they do not directly support substantive work on classified contracts because they are considered to be key management personnel or KMPs under security regulations. For example, Ms. Perez as the facility security officer is considered a KMP, as is Dr. Washington who is Mason's senior management official.
- An executive body such as the Board of Visitors (BOV) is also considered to be a KMP. Security regulations state to maintain the facilities clearance, an executive body such as the BOV must either be granted personnel security clearances or they must be excluded from this requirement.
- The U.S. government agency responsible for making this decision is the Defense Counterintelligence Security Agency (DCSA). DCSA has informed Mason that unless BOV members require access to classified information to perform their role on the board, then they are excluded from the requirement to hold a clearance. DCSC has related that cleared facilities like Mason should limit the number of administrative clearances it has and KMP clearances would fall within in that category. DCSC's decision to exclude Mason's BOV members appears to be consistent with how they treat other universities.
- Pursuant to NISPOM, this resolution excludes the BOV from the requirement to obtain and maintain security clearances.

Following Mr. Perez's presentation, Visitor Rosen inquired if the BOV had one proxy for classified information access. Rector Blackman responded that he is the proxy.

Visitor Stimson inquired about the director and officers' liability insurance coverage. Please refer to the meetings video recording for specifics: <https://vimeo.com/showcase/8557205/video/823882198>.

Secretary Meese **MOVED** to approve the classified information access resolution. The motion was **SECONDED** by Visitor Burke. **MOTION CARRIED**

D. Documents and Records Request Policy (ACTION ITEM) (ATTACHMENT 4)

Rector Blackman noted the documents and records request policy can be found in the board materials and is approved each year. Required Blackman called for any discussion. There were none.

Secretary Meese **MOVED** to approve the Documents and Records Request Policy. The motion was **SECONDED** by Visitor Hazel. Rector Blackman opened the floor for further discussion; There was none.
MOTION CARRIED

E. Finance and Land Use

1. Financial Matters

a. Deficit Authorization Annual Notice

Rector Blackman noted that the annual acknowledgment and notification of Mason's deficit authorization requirements under the Commonwealth Appropriations Act can be found in the board materials.

Visitor Pence relayed that in paragraph 4.b of the annual notice that anyone who votes on a matter that's prohibited personally becomes liable. Visitor Pence stated that the notice is worth reading, especially the unauthorized deficit section.

Deb Dickenson, Executive Vice President for Administration and Finance answered deficit authorization question please refer to the meeting's video recording for specifics:
<https://vimeo.com/showcase/8557205/video/823882198>.

VIII. 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 Peterson **MOVED** that the board go into Closed Session under the provisions of Section 2.2-3711.A.1, for a Personnel Matter, to discuss President Washington's evaluation; 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 et al
Ganley and Surber v. GMU et al.
Jeong v. GMU et al
Kashdan v. GMU
Kinuani v. GMU
Morrison v. GMU et al.
Ramirez v. George Mason University
Rourke v. Rowan et al.
Ukor v. GMU

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 and the Virginia Freedom of Information Act. The motion was **SECONDED** by Visitor Hazel. **MOTION CARRIED.**

Following closed session, Vice Rector Peterson **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.**

Visitor Pence **MOVED** to approve the following items en bloc with the caveat that during the September 28, 2023, full board meeting there will be further conversation regarding Dr. Washington's goals:

- The 2023-2024 Presidential Goals (**ATTACHMENT 5**)
- The written performance bonus for President Washington (**ATTACHMENT 6**)
- The written resolution of the Board of Visitors of George Mason University authorizing an increase in base salary for President Washington. (**ATTACHMENT 7**)

The motion was **SECONDED** by Visitor Stimson. **MOTION CARRIED UNANIMOUSLY BY VOICE VOTE**

IX. Public Comments

No registrations for oral or written public comments were received.

X. Adjournment

Rector Blackman reminded the board to provide their signed code of ethics form and closed session packets to the Secretary pro tem. Rector Blackman called for any additional business to come before the board. Hearing none, he adjourned the meeting at 11:09 a.m.

Prepared by:

Sarah Hanbury
Secretary pro tem

- Attachment 1: Board of Visitors Committee Roster (1 page)
- Attachment 2: Resolution: Renaming the Donald G. Costello School of Business (1 page)
- Attachment 3: Resolution: Classified Information Access (1 page)
- Attachment 4: Document and Records Request Policy (1 page)
- Attachment 5: 2023-2024 Presidential Goals (7 pages)
- Attachment 6: Resolution: Performance Bonus for President Washington (1 page)
- Attachment 7: Resolution: Increase in Base Salary for President Washington (1 page)

BOARD OF VISITORS
2023 - 2024 Committee Appointments

Members-At-Large, Committee Chairs and Vice Chairs Approved on July 28, 2023

<u>EXECUTIVE COMMITTEE</u>	<u>DEVELOPMENT</u>
Horace Blackman, Rector	Anjan Chimaladinne, Chair
Jon Peterson, Vice Rector	Jon Peterson, Vice Chair
Mike Meese, Secretary	Deecy Gray
Reg Brown, Member-At-Large	Dolly Oberoi
Wendy Marquez, Member-At-Large	Bob Pence
	Cully Stimson
<u>ACADEMIC PROGRAMS, DIVERSITY & UNIVERSITY COMMUNITY</u>	<u>FINANCE AND LAND USE (Term Year)</u>
Lindsey Burke, Chair	Bob Pence, Chair (1/2)
Nancy Prowitt, Vice Chair	Bob Witeck, Vice Chair (2/2)
Anjan Chimaladinne	Reg Brown, (2/2)
Jimmy Hazel	Deecy Gray (1/2)
Wendy Marquez	Jimmy Hazel, (2/2)
Mike Meese	Jon Peterson, (1/2)
Jeff Rosen	Jeff Rosen (1/2)
Bob Witeck	
<u>AUDIT, RISK, & COMPLIANCE</u>	<u>RESEARCH</u>
Dolly Oberoi, Chair	Nancy Prowitt, Chair
Mike Meese, Vice Chair	Wendy Marquez, Vice Chair
Armand Alacbay	Armand Alacbay
Reg Brown	Lindsey Burke
Cully Stimson	Anjan Chimaladinne
	Bob Witeck

WHEREAS, Mr. Donald G. Costello was a renowned businessman in Northern Virginia who supported the ideals of personal entrepreneurship and free market capitalism died in July 2017 naming Mr. Joseph J. Contrucci, renowned businessman and friend of George Mason University and Mr. Costello's business partner, as his Executor and Trustee; and

WHEREAS, pursuant to a gift agreement with the George Mason University Foundation, Inc. (the "Foundation"), Mr. Contrucci initiated a proceeding in the Circuit Court of Prince William County, Virginia and naming the Foundation as the remainder beneficiary of the trusts in the place of the Donald G. Costello Foundation; and

WHEREAS, the George Mason University Board of Visitors approved renaming George Mason University's School of Business the Donald G. Costello School of Business for recognition of Mr. Costello's legacy and generosity to supporting students attending the University's School of Business effective following and contingent upon the approval of the designation of the Foundation as the remainder beneficiary of the two trusts by the Circuit Court of Prince William County; and

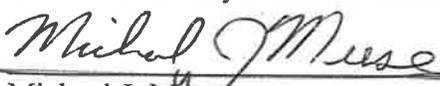
WHEREAS, on April 13, 2023, the Circuit Court of Prince William County, Virginia, entered an order naming the Foundation as the remainder beneficiary of the two trusts; and

WHEREAS, the proceeds received by the Foundation after the death of the current beneficiary will establish the Donald G. Costello Scholarship Endowment for students at the School of Business of George Mason University;

WHEREAS, George Mason University has ten academic units, with six being colleges and four being schools. The School of Business is the third largest academic unit in terms of student enrollment at George Mason University. Including the term "college" in the name would accurately align the School of Business with the larger academic units at the university.

THEREFORE, BE IT RESOLVED THAT George Mason University's School of Business be renamed the Donald G. Costello College of Business.

BE IT FURTHER RESOLVED THAT this resolution be entered into the minutes of the George Mason University Board of Visitors this day, July 28, 2023.



Michael J. Meese
Secretary

Board of Visitors
George Mason University

Resolution to Exclude the George Mason University Board of Visitors from Clearance Requirements

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

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

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

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

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

Board Officers:

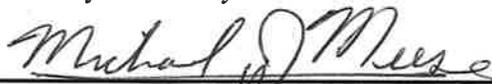
Horace L. Blackman - Rector
Michael J. Meese - Secretary

Jon M. Peterson - Vice Rector

Board Members:

Armand Alacbay	Reginald Brown	Lindsey Burke	Anjan Chimaladinne
Dorothy Gray	James W. Hazel	Wendy Marquez	Dolly Oberoi
Robert Pence	Nancy G. Prowitt	Jeffrey Rosen	Charles Stimson
Robert Witeck			

IN WITNESS WHEREOF I have hereunto set my hand and affixed the seal of George Mason University, this day of 28 July 2023



Michael J. Meese - Secretary

GEORGE MASON UNIVERSITY

BOARD OF VISITORS

DOCUMENT AND RECORDS REQUEST POLICY

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

This policy shall remain in effect for one year.

Adopted by the Board of Visitors on July 28, 2023.

A handwritten signature in cursive script that reads "Michael J. Meese". The signature is written in black ink and is positioned above a horizontal line.

Michael J. Meese
Secretary
Board of Visitors

AY 2023-2024 Goals George Mason University

Note: These goals were approved at the Annual Board Meeting on July 28, 2023 with the caveat that the 2023-24 Goals will be reviewed again at the September 28, 2023 full board meeting.

As you know, we completed the strategic plan this year. In accordance with the major priorities of this plan, we established the goals for this academic year. The overall goals listed throughout this document are components of the five general priorities of the strategic plan. It begins with a table highlighting our accomplishments relative to the metrics that we defined in last year's Goals

Key Performance Metrics 2023- 2024

Priority	Metric	Status	Performance
Deliver a distinctive and inclusive student experience that fosters lifelong engagement.	<i>Manage cost growth by executing on core components of the Critical Vacancy Plan</i>		
	<i>Grow undergrad enrollment by 1.5%</i>		
	<i>Grow graduate and Law School enrollment by 1.5%</i>		
	<i>Grow Mason Korea Enrollment by 1.5%</i>		
Expand the impact of Mason's research, scholarship, and creative enterprise.	<i>Grow research awards and/or expenditures by 5% (15% stretch goal) each year</i>		
Expand partnerships for economic and social impact.	<i>Grow corporate support by 5% each year</i>		
	<i>Maintain or Improve Rankings</i>		
	<i>Maintain gifts and fundraising at \$100M</i>		
Exemplify a university culture of diversity, equity, and inclusion	<i>Completion of Recommendations outlined the ARIE Initiative</i>		
	<i>Maintain designation as a Minority-Serving Institution</i>		
Invest in faculty and staff success.	<i>Implement FY24 Mason's portion of the State Government Compensation increase</i>		

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

Cultivate a high-quality experience that embodies the Mason values and promotes student success, well-being, collaboration, and a lasting connection.

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

Bolster the infrastructure and systems that support research and collaboration.

3. Expand Partnerships for Economic and Social Impact.

Strengthen partnerships, alumni relations, and community building and engagement informed by Mason's research, creative arts and pedagogical expertise.

4. Exemplify a university culture of diversity, equity, and inclusion.

Live a culture of belonging and inclusion and address disparities that support the values of access, diversity, equity, and inclusion at Mason.

5. Invest in faculty and staff success.

Ensure appropriate resources, processes, and technologies are in place that better support the faculty and staff experience.

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

As it relates to the student experience, Mason effectively has managed the three initial crises emanating from the pandemic. These include the health crisis caused by a lingering pandemic, a racial inequity crisis exacerbated by the death of George Floyd and a fiscal crisis. Two new crises have emerged over the last year, these are a mental health crisis and challenges related to inflation to include increased labor cost and retention of key faculty and staff.

The following goals are necessary towards achieving that outcome

- a. Develop and successfully implement a fiscal management plan that supports the campus through the 2023-2024 academic year. This must include the development of structural mechanisms (i.e., innovative financial distribution and expenditure strategies, maintenance and expansion of state support, and fundraising) to avoid significant budget disruptions and/or the implementation of significant reductions that are not debilitating to the university (*Provost, EVP/COO, VP Government and Community Relations, VP Advancement and Alumni Relations*)
 - a. Continued implementation and development of a plan to gain additional federal and state resources through earmarks, funded partnerships and proposals (*VP Government and Community Relations*).
 - b. Develop comprehensive plans to invest in consequential projects of high impact in a constrained environment. (*Provost, EVP/COO, Chief of Staff*)
 - i. Reduce our Educational and General (E&G) deficit by at least \$10M by implementing the budget reduction exercise established this year

- ii. For institutional priorities and innovative projects, identify potential reallocation of budget funds or new revenue sources to provide for strategic/innovative projects.
- b. Create infrastructure improvements that allow institutional efficiency and effectiveness (*EVP/COO, Provost, Vice Provost, VP Enrollment Management*):
 - a. Implement updated 6-year plan in accordance with the needs of the campus and the directions of the Commonwealth administration's revised 6-year planning model.
 - b. Outline and implement multi-year service roadmap of efficiency initiatives building on the redesigned Chart of Accounts and Banner functionality capabilities
 - c. Upgrade and establish interim university budget model to bridge the institution to a new and improved university budget model in FY25
 - d. Prioritize delivery of automation and efficiency initiatives that enable achievement of enrollment management goals
 - e. Establish task force to present exemplars for shared services pilot for academic unit in the areas of Research Administration, Data Analytics, Marketing & Communication and Information Technology.
 - f. Pilot shared HR services at Mason Square between Carter School, SCHAR School and Antonin Scalia Law School.
 - g. Onboard Senior Vice President for Operations and Business Services to strengthen infrastructure, foster efficiencies and support regional campus operations growth.
 - h. Successfully hire a permanent Vice President of Human Resources to partner with the President, EVP and other university leaders in managing the HR enterprise of the institution.
- c. Review and implement high-priority elements of an updated strategic plan for the support of graduate education through the newly established Graduate Division in the Office of the Provost. (*Provost/VP Research, Innovation and Economic Impact*)
- d. Develop an implementation plan for professional education programs that will support workforce needs in the region and Commonwealth (*Provost, Pres. Spec Advisor (PSA)*).
- e. Establish a plan for upgrading and improving the athletic and entertainment experience for students and student athletes (*Athletic Director*).
- f. Develop and/or revise at least two online graduate/professional education programs (*Provost*).
- g. Continued enhancement of student success initiatives (*VP University Life/Provost/VP Research, Innovation, and Economic Impact*).
 - a. Partner with the state government along with non-profit and other organizations to grow the scope and capacity of behavioral health and associated human services in support of Mason's students
 - b. Categorize and expand experiential learning opportunities, inclusive of internships, co-op experiences, entrepreneurship, service learning, community

engagement, study abroad, and research apprenticeship opportunities for students that apply their knowledge, skills and competencies in and beyond the classroom.

- h. Continued implementation of the Strategic Plan to include the evolution of the living document plan. (*Chief of Staff/VP Branding*)
- i. Continue to review and invest in energy efficiency and sustainability initiatives, building upon the results of phase one of the campus Climate Action Plan (*EVP/COO*).

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

Last year we continued to expand our research enterprise which was exemplified through the growth of research expenditures over the last two years. Our efforts this year will center on the expansion and development of research infrastructure support (*VP Research, Innovation and Economic Impact*).

- a. Continue the restructure of the Office of Research Innovation and Economic Impact to include implementation of shared services.
- b. Develop and implement a plan to restructure support for research faculty. This includes plans to:
 - a. foster scholarly research,
 - b. enhance research collaboration,
 - c. manage faculty research space, and
 - d. increase licensing and technology transfer.
- c. Demonstrate leveraged investments in initiatives like seed grant programs and investment in the Institutes to grow research awards and expenditures.
- d. Establish three new public/private research partnerships with the public or private sectors
- e. Establish two new research partnerships with peer and aspirant Universities.

3. Expand partnerships for economic and social impact.

Mason's location and proximity to the federal government provides ripe opportunities for the University to accelerate impact to the local community. Our three campuses in Virginia are surrounded by organizations that not only serve the federal government but are also many of the largest employers in the Commonwealth and surrounding region. Our goal is to continue to leverage this advantage in the upcoming year.

- a. Build upon a successful campaign launch to grow the resources and partnerships needed for our university (*VP Advancement and Alumni Relations, President*).
 - a. *Maintain gifts at \$100M.*
 - b. *Establish a Campaign Committee focused on key families who will lead the campaign.*

- c. *Develop a plan to expand Advancement and Alumni Relations to meet long term objectives of the campaign.*
 - d. *Develop a funding plan to structure our Advancement and Alumni Relations Enterprise to achieve consistent success in the current campaign*
 - b. *Grow the Mason Virginia Promise (a pathway towards an advanced degree or your own business for every Virginian who wants it) via adding two additional community college partners (Provost, EVP/COO, VP Research, Innovation and Economic Impact, PSA).*
 - a. *Expansion of the availability of financial aid to provide more students with 100% of total financial need*
 - c. *Execute on the plan for Mason Korea to become a hub to expand Mason's global presence in Asia and beyond (Provost, EVP/COO).*
 - d. *Establish a Public, Private Partnership Conference focused on focused on impactful, strategic partnerships that meet shared goals of innovation, talent and positive societal outcomes. (PSA)*
 - e. *Continue to upgrade and expand health sciences partnerships, funding opportunities, and capabilities (Provost, VP Research, Innovation and Economic Impact, PSA).*
 - f. *Complete the final proposal to the Board of Visitors (BoV) leading to a formal vote on establishing a comprehensive Health Sciences strategy that includes medical education (Provost, President)*
 - g. *Launch online bachelor's programs that support degree completion for working adults (Provost, PSA)*
 - h. *Maintain and leverage Mason Enterprise to create a top-ranked entrepreneurial culture at Mason that catalyzes, supports, and scales small tech businesses throughout the state. (VP Research, Innovation and Economic Impact)*
 - i. *Execute plan for the monetization of key Mason assets (Shirley Gate property, West Campus, SciTech Campus, Parking, Power Generation, etc.). The use of these funds will be to drive and support the academic mission of the university (President/Chief of Staff/EVP/COO).*
 - j. *Develop opportunities for the Authority to realize monetization of key Mason assets (such as Shirley Gate property, SciTech Campus, Parking, Power Generation, etc.*
 - k. *Launch an initiative to increase University rankings leading to the classification of Mason as a top 100 University (President/Chief of Staff).*
 - a. *Produce updated plan with metrics outlining performance to date.*
 - l. *Continue the institutional brand renewal effort that coincided with the 50th anniversary (VP University Branding).*
 - a. *Develop a plan to streamline Mason's brand infrastructure (communications, marketing, digital strategy, events, trademarks/licensing) to maximize enterprise efficiency and impact. (Efficiency = productivity for cost; impact = growth of brand.)*
 - m. *Continue to position Mason as one of the best positioned universities nationally to establish and grow public/private partnerships (VP Research/AVP Innovation and Economic Impact).*

- a. Continue to meet enrollment and graduation targets established for the Commonwealth's Tech Talent Investment Program (TTIP) (*Provost/ VP Research, Innovation and Economic Impact*).
- b. Expand Innovation Ecosystem for campus and local entrepreneurs with GMU as a hub and convener. Continue construction of FUSE at Mason Square in Arlington and expand governance committees to support the identification of tenant partners in the building and bringing FUSE online (*Chief of Staff/VP Research, Innovation and Economic Impact, EVP/COO*).
- c. Establish public private partnerships with at least 3 area corporations and expand our corporate based coalition to support our Arlington Innovation Campus (*President, Chief of Staff, PSA*).
- d. Acquisition of Vernon Smith Hall to expand the footprint of the Arlington Mason Square Campus and secure critical infrastructure for campus operation and growth in auxiliary revenues (parking/leasing). *EVP/COO*

4. Exemplify a university culture of diversity, equity, and inclusion.

Mason embraces the opportunity to expand our leadership as the most diverse public university in Virginia and become an exemplar for inclusive excellence at the state, regional, and national levels. Towards that end, the following goals are identified:

- a. Continued implementation of the recommendations from the university's Anti-Racism and Inclusive Excellence Initiative (*CDO, All Units*).
- b. Execute the evaluation of inclusive excellence plans and develop a plan to reward those units who are successfully implementing their plans and support those who are having difficulties. (*CDO, Provost, EVP/COO*)
- c. Continued execution on a comprehensive recruitment and retention plan that addresses inequities for faculty, staff, and students. (*CDO, Provost, EVP/COO*)
- d. Improve access and affordability through expanded financial assistance and partnerships within the Mason Virginia Promise (*CDO, Provost, EVP/COO*)
- e. Expand Mason's commitment to furthering the DEI mission into our brand (*VP University Branding*)

5. Invest in faculty and staff success.

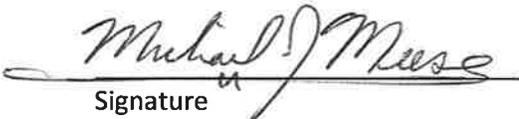
The Pandemic not only created unprecedented stressors for our campus, it also created unprecedented opportunities. We will be afforded a unique opportunity to reexamine who we are, what we stand for, and what kind of institution we will be in the future. The possibilities for reimagining and recreating ourselves are significant. GMU is an institution known for its drive, innovation and creativity. My goal is to focus this innovation towards reexamination and reinvention. Towards that end, the following goals are identified (*Provost, EVP/COO*):

- a. Expand formal faculty and staff support and retention programs aimed at improving the environment and working conditions for faculty and staff. These include formal honorifics and awards programs (*Provost*).
- b. Complete updated climate assessment for faculty and staff (*Provost, EVP/COO*).
- c. Develop targeting reorganization and retirement incentives and manage critical vacancy hiring initiative focused on reducing Educational and General (E&G) spending.
- d. Continue market assessments of faculty and staff salaries relative to compression, inversion, equity, and cost of living.
- e. Complete a review of key faculty and staff benefits, including the possible formulation of a “university employee” position category and possible funding for a tuition remission benefit for dependents (*Provost*).

Performance Bonus – President Gregory Washington

In accordance with Section D.2 of President Washington's Employment Agreement and following evaluation of President Washington's performance for the previous academic year, the Board of Visitors is authorizing the maximum performance bonus of \$125,000 after meeting and/or exceeding his performance expectations as measured per his Employment Agreement as outlined in Section E.

Approved by the Board of Visitors on July 28, 2023.

A handwritten signature in cursive script, reading "Michael J. Meese", written over a horizontal line.

Signature

Michael J. Meese

Secretary of the Board of Visitors

RESOLUTION OF THE BOARD OF VISITORS OF GEORGE MASON UNIVERSITY
AUTHORIZING INCREASE IN BASE SALARY FOR PRESIDENT WASHINGTON

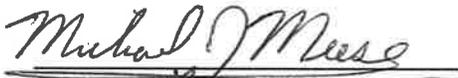
WHEREAS, President Dr. Gregory Washington entered into an employment agreement with George Mason University ("University") first dated March 3, 2020, as amended ("Employment Agreement"), and has served as University president since July 1, 2020; and

WHEREAS, in accordance with Section D.1. of the Employment Agreement, any increase in Base Salary requires approval by the Board of Visitors;

NOW, THEREFORE, BE IT RESOLVED:

Effective June 10, 2023, the Board of Visitors approves an increase of 2.5% to President Washington's annualized Base Salary, to \$753,375, to be paid from state funds and Other Funds as specified in Section D.1 of the Employment Agreement.

Approved by the Board of Visitors on July 28, 2023.


Signature
Michael J. Meese
Secretary of the Board of Visitors