

DRAFT
BOARD OF VISITORS
GEORGE MASON UNIVERSITY

Executive Committee Meeting
Thursday, September 26, 2024
Merten Hall, Hazel Conference Room (1201)

MINUTES

PRESENT: Rector Cully Stimson, Secretary Armand Alacbay, and Visitor Farnaz Thompson.

ABSENT: Vice Rector Meese, Visitor Bob Pence.

ALSO, PRESENT: Gregory Washington, President; Anne Gentry, University Counsel; Gesele Durham, Vice Provost for Institutional Effectiveness and Planning; Susan Woodruff, Director of Accreditation and State Authorization; and Scott Nichols, Interim Secretary pro tem.

I. Call to Order

Rector Stimson called the meeting to order at 8:00 a.m.

II. Approval of Minutes

A. Executive Committee Meeting Minutes for May 2, 2024 (ACTION ITEM)

Rector Stimson called for any corrections to the Executive Committee Meeting Minutes for May 2, 2024 that were provided for review in the board meeting materials. Hearing no corrections, the meeting minutes stood **APPROVED AS WRITTEN**.

III. Rector's Comments

Rector Stimson welcomed the meeting attendees and noted he would reserve his comments for the afternoon's full board meeting.

IV. President's Comments

Rector Stimson recognized President Washington to offer comments. President Washington indicated he would reserve his comments until the afternoon's full board meeting.

V. Board Self-Evaluation (Gesele Durham & Susan Woodruff)

Rector Stimson recognized Gesele Durham & Susan Woodruff to brief the committee on the board self-evaluation process. Gesele Durham provided an overview of the objectives of the self-evaluation, as well as the survey process and timeline (presentation in meeting materials). Rector Stimson expressed his approval of the process.

VI. Closed Session

- A. Honorary Degrees and Special Awards (Code of VA: §2.2-3711.A.11)
- B. Public Safety (Code of VA: §2.2-3711.A.19)
- C. Consultation with Legal Counsel pertaining to actual or probable litigation (Code of VA: §2.2-3711.A.7)
- D. Consultation with Legal Counsel regarding specific legal matters requiring the provision of legal advice (Code of VA: §2.2-3711.A.8)
- E. Personnel Matter (Code of VA: §2.2-3711.A.1)

Secretary Alacbay **MOVED** that the committee go into Closed Session under the provisions of Section 2.2-3711.A.11, for Honorary Degrees and Special Awards, namely proposed recipients for such degrees or awards;

Section 2.2-3711.A.19 for Public Safety Matters regarding campus safety; Section 2.2-3711.A.7, for Consultation with legal counsel pertaining to actual or probable litigation including briefings on:

Jeong v. GMU et al.
Morrison v. GMU et al.
Wright v. GMU et al.
Zahabi v. GMU et al.

Section 2.2-3711.A1 for a Personnel Matter, to discuss the performance of specific university personnel; 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 pending investigations. The motion was **SECONDED** by Visitor Thompson. **MOTION CARRIED BY VOICE VOTE.**

Following closed session, Secretary Alacbay **MOVED** that the committee go back into public session and further moved that by roll call vote the committee 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 COMMITTEE MEMBERS RESPONDED IN THE AFFIRMATIVE BY ROLL CALL VOTE.**

Absent: Vice Rector Meese and Visitor Pence

VII. Adjournment

Rector Stimson called for any additional business to come before the board. Hearing none, he adjourned the meeting.

Prepared by:
Scott Nichols
Interim Secretary pro tem

George Mason University Board of Visitors

Development Committee Meeting

September 26, 2024

8:45 a.m. –9:15 a.m.

Merten Hall, Room 1201, Hazel Conference Room

MINUTES DRAFT – FOR COMMITTEE REVIEW

Attendees: Chairman Jon Peterson, Visitor Reginald “Reg” Brown, Visitor Robert “Bob” Pence

Absent: Vice Chair Anjan Chimaladinne, Visitor Dolly Oberoi

Guests: Rector Charles “Cully” Stimson, Visitor Lindsey M. Burke; Visitor Armand Alacbay; Visitor Marc Short; President Gregory Washington; Vice President Trishana E. Bowden; Solon Simmons, full board faculty representative; Bijan Jabbari, faculty representative; Susan Allen, faculty representative; William “Will” Gautney, staff liaison; Maria A. Romero Cuesta, student representative; Carolyn Faith Hoffman, student representative; Nicole Pozinsky, secretary pro-tem; and guest speakers Sumeet Shrivastava and Keith Renshaw.

I. Call to Order

Chairman Jon Peterson called the meeting to order at 8:45 a.m.

Chairman Peterson reviewed the meeting procedures for FOIA requirements and then proceeded with the order of business. He noted that a pre-meeting was had and that it is exciting to see the progress that is being made. He said that word is getting out about what George Mason is all about. He said that Trishana Bowden is doing a great job of reaching out, and it helps if board members contribute as well—board participation is definitely encouraged.

**IV. Approval of Development Committee Meeting Minutes from May 2, 2024
(ACTION ITEM)**

Chairman Peterson confirmed the committee meeting had reached a quorum. He called for any changes or edits to the May 2, 2024, meeting minutes. There being no corrections, the minutes were **APPROVED AS WRITTEN**.

Peterson called to the podium Sumeet Shrivastava, the newly appointed Chair of the George Mason University Foundation (Foundation), who delivered an update regarding recent Foundation and Board of Trustees activities.

IIV. New Business

A. GMUF Chair Update – Sumeet Shrivastava

New Trustees and Officers

Effective July 1, 2024, the foundation warmly welcomed a new slate of officers and three new Trustees to the Board:

- Chair Sumeet Shrivastava
- Vice Chair Jenny Herrera
- Secretary Brian Drummond
- Treasurer Nadeem Butler
- New Trustee Michael Gallagher
- New Trustee Craig Havenner
- New Dean representative Ajay Vinzé, Costello College of Business

Board Operations

The foundation's fall board cycle began on September 17, 2024. The committees will be covering the following through October:

The Advancement and University Priorities Committee will continue its efforts to engage the trustee group as advocates for George Mason. Trustee engagement plans are being developed in support of the campaign and fiscal year goals for Advancement. This will leverage networks and areas of expertise to introduce new prospects and steward donors.

The Audit Committee will review the fiscal year 2024 Audited Financial Statements with Cherry Bekaert, the Foundation's external auditors. As of June 30, 2024, the foundation had approximately \$499 million in total assets, \$91 million in total liabilities, and net assets of \$408 million. Academic institutional support expended for George Mason programs and activities exceeded \$128 million for the fiscal year.

The Finance and Real Estate Committee will review the fiscal 2024 year-end budget results and the reserve balances framework, as well as real estate project operations and current related activity.

The Investment Committee met last week and reviewed the fiscal year 2024 investment results. Shrivastava was happy to report that the endowment returned a positive 15.45 percent and the market value at June 30 was \$222 million. The endowment paid out \$6 million in support for university students, faculty, and programs.

The Nominating and Governance Committee will review the upcoming nominations process and timeline. The committee continues to focus on areas of need to best support the Foundation's mission.

Trustee Engagement

Shrivastava shared that Trustee Delbert Parks, vice president and site executive at Micron Technology, is a model of strong engagement with the university and noted that Micron provides opportunities to students, engages alumni, and supports the university philanthropically. In January, Parks organized a Micron night at a men's basketball game, hosting over 30 alumni who work for Micron. As the university's neighbor in Prince William County, the company also supports the arts through the Hylton Performing Arts Center and gala. Parks attended the EIP graduation in the spring and spoke to the Foundation's Board of Trustees at their June meeting about the importance of visibility as a trustee. Micron has been a champion of EIP and Parks was moved by the program and the students. In the year ahead, Micron will continue these efforts and more. They look to bring George Mason to Micron for their employees who are alumni and/or parents of students and graduates.

In the upcoming year, engagement plans are being developed for all trustees to leverage expertise and opportunities in support of the Mason Now campaign. Initial areas of focus will include artificial intelligence; Military, Veterans, and Families Initiatives; and Fuse/TTIP. The board will also continue to emphasize the need for student support efforts around scholarships, mental health programs, diversity, and housing and food insecurity. Shrivastava concluded by stating that he looks forward to sharing success stories of trustees making an impact in the coming year.

Chairman Peterson thanked Shrivastava and opened the floor for questions. With no questions raised, Peterson highlighted George Mason's efforts to connect students with local businesses for internships. He mentioned a recent presentation he attended, which he believes represents a promising direction for businesses to strengthen their workforce. By hiring from within George Mason University, companies can retain talent within the region and in our economy. He anticipates an increase in companies offering internships, particularly to George Mason students, and extended thanks to Micron.

Peterson called on Trishana E. Bowden, vice president of the Office of University Advancement and Alumni Relations. Bowden provided an update.

B. University Advancement and Alumni Relations – Vice President Trishana E. Bowden

Vice President Bowden began by stating that an official report had been submitted for review in advance of the meeting to ensure that the remainder of the time could be focused on the Military, Veterans, and Families Initiative (MVFI). She expressed gratitude to the board members for their personal support and highlighted that the university's FY24 goal was met at \$102 million. She emphasized the importance of

the board's leadership and support in Mason Now campaign efforts; the campaign had reached \$472 million toward the \$1 billion goal. Bowden stated that the university's concerted efforts will continue ahead and that she appreciates the opportunities that the board can provide to connect with their network to have the opportunity to talk about what a great institution George Mason is.

Bowden introduced Keith Renshaw, senior associate provost for undergraduate education and director of the Military, Veterans, and Families Initiative, and noted that Advancement has been partnering with Renshaw since 2019 on this effort.

Before Renshaw spoke, Visitor Brown addressed the board and stated that he read the Development Committee report and wanted to note a gift from the previous speaker. He thanked GMUF Chair Shrivastava for his continued personal leadership by example.

C. The Military, Veterans, and Families Initiative (MVFI) – Keith Renshaw, Senior Associate Provost for Undergraduate Education

Renshaw narrated the following series of PowerPoint slides (thirteen slides)

1. Military, Veterans, and Families (MVFI) – TITLE SLIDE
2. Agenda
3. Background
4. Student Population
5. Curricular Trainings and Programs
6. Research
7. Community Services and Programs
8. New Initiatives Supported by MVFI
9. Opportunity
10. Examples of Possible Initiatives and Outcomes
11. Building a National Model through Philanthropy
12. Building a National Model through Philanthropy contd'
13. Thank You – FINAL SLIDE

Renshaw emphasized that if we can establish philanthropic support, we can build out the endowment that is needed to enhance the initiative in the student success pillar, build out partnerships, develop more programs that can support research at George Mason as well as support service members and veterans' family members at George Mason and our surrounding community while further connecting with our strong alumni base. Renshaw invited the visitors or anyone they know to join us in this effort.

Visitor Brown raised a question: "You said 'more' several times. What kind of numbers are we talking about?"

Renshaw replied that Visitors could be of assistance in helping to identify what is needed to move the initiative forward. He stated that they have a preliminary budget

and are looking at if they are able to have a named center. He believed that number is around \$10 million. Something along those lines. If anybody has their checkbook with them that would be fine.

Visitor Brown asked if \$10 million would be to get the center started or if he was suggesting a figure of \$10 million endowed and that's all the initiative would need.

Bowden stated that \$10 million would establish the center—possibly to name the center. Depending on the dedicated dollars for current use versus endowment, \$10 million would start to fund many of the programs identified by Renshaw.

President Washington clarified that if we were to endow that total amount, it would spin off about \$400,000 in perpetuity every year.

Chairman Peterson asked if MVFI had initial dollars, how would the initiative prioritize what the first, second, and third dollars go towards?

Renshaw stated that the first thing they would need to do would be to “buy” dedicated time to support the initiative, so they need an executive director: “I have been running this for a handful of years on the side, and then as I moved into my role in the provost’s office, we were able to secure a very small amount of funds to support the efforts. That would be priority number one. To help us organize, to continue to promote out to the committee, and help us on the fundraising side.”

Chairman Peterson asked if a strategic plan has been put in place and how far along the initiative is in that process.

Renshaw explained that the strategic plan was developed by faculty members who are not in the business field. He acknowledged that while the plan is comprehensive, they would benefit from additional input. Renshaw invited the visitors to assist in refining the infrastructure business model, emphasizing that although the MVFI leadership believes it is well-constructed, external perspectives would be valuable.

He also mentioned the need for connections to potential investors who might be interested in supporting this initiative. Renshaw extended an invitation to anyone present who might be motivated to invest, expressing a strong desire for such involvement to enhance the project’s success.

Chairman Peterson inquired if there were any questions from any other members.

Visitor Pence expressed his gratitude to Renshaw for his presentation. He shared that, although he never served in the American military, his father did for many years. Pence highlighted his involvement with the Gary Sinise Foundation, which builds smart homes for severely injured soldiers, emphasizing that every injury, whether physical or mental, is severe.

Pence elaborated on the foundation's activities, mentioning their efforts to respond to tragedies by collaborating with institutions and cities. He provided an example of a soldier in the Middle East who was at risk of losing his home to foreclosure. The Gary Sinise Foundation intervened by purchasing the house, saving it from creditors, and giving it to the university, which allowed the soldier to use it.

Pence stated that he would like to spend some time one-on-one to discuss this matter further, particularly in terms of housing for student veterans.

In conclusion, Pence reiterated his interest in the initiative and looked forward to further discussions.

Chairman Peterson emphasized the significance of the region's high concentration of military personnel, suggesting that it is worth investigating opportunities to support them. He noted that attracting everyone and providing assistance where possible is almost a patriotic duty.

Chairman Peterson asked for additional comments or questions.

Student representative Carolyn Faith Hoffman shared insights about the Health Services Research PhD program she is part of, highlighting its strong partnership with military members. She noted that active military members complete their PhD in three years and then work at the Uniformed Services University in Bethesda, Maryland. Hoffman emphasized the presence of multiple cohort members who are either active military or veterans, and she emphasized the excellence of the partnership. She also stressed the need for more support for these individuals.

Visitor Brown responded and agreed that there is a big opportunity involving defense contractors. He stated that engaging with defense players in the region is crucial and emphasized the need for a concrete proposal. Brown suggested enlisting an intern or someone from the business school to take it on as a project that aligns with the current foundation priorities. He mentioned key defense contractors such as Raytheon, Lockheed Martin, General Dynamics, and Boeing, noting that a \$10 million project would be attractive to them. He stressed the importance of bringing them something that is more fully formed and that it should be an easy meeting to get.

Renshaw concluded the discussion by acknowledging that they already have some elements in place but would greatly benefit from additional perspectives and input.

IIIV. Old Business

Chairman Peterson called for any topics of "Old Business" to be discussed. There were none.

IVV. Adjournment

There being no further business to discuss, Chairman Peterson adjourned the meeting at 9:16 a.m.

DRAFT

**GEORGE MASON UNIVERSITY
AUDIT, RISK, AND COMPLIANCE COMMITTEE
OF THE BOARD OF VISITORS**

**September 26, 2024
MINUTES**

PRESENT: Chair Oberoi, Vice Chair Alacbay, Visitors Brown, Marcus, and Meese.

ABSENT: Visitor Blackman.

**ALSO
PRESENT:** Rector Stimson; Visitors Burke, Pence, Peterson, Short, and Thompson; President Washington; Provost and Executive Vice President Antony; Vice President and Chief Diversity Officer Artis; Undergraduate Student Representative Cuesta; Executive Vice President of Finance and Administration Dickenson; Staff Senate Chair Gautney; Special Advisor Healy; Vice President of Finance Heinle; Graduate Student Representative Hoffman; Vice President and Chief Information Officer Madison; Vice President for Research, Innovation, and Economic Development Marshall; Associate University Counsel Schlam; Faculty Senate President Simmons; Assistant Vice President and Deputy Chief Information Officer Spann; Executive Vice President for Strategic Initiatives and Chief of Staff Walsh; Interim Senior Vice President and Chief Risk Officer Zobel; Chief Audit and Compliance Officer Dittmeier; and Associate Vice President for Institutional Compliance Lacovara.

I. Chair Oberoi called the meeting to order at 9:30 a.m.

II. Approval of Minutes

Chair Oberoi called for any corrections to the minutes of the May 2, 2024 Audit, Risk, and Compliance Committee meeting. Hearing none, the **MINUTES STOOD APPROVED AS WRITTEN.**

III New Business

A. Enterprise Risk Management Program Update

Dr. Zobel reviewed with the Committee highlights related to the enterprise risk management program.

She reminded the Committee the program's purpose is to identify risks; plan, facilitate, and oversee implementation of response strategies; and provide communication to the President and the Committee. Since the

AUDIT, RISK, AND COMPLIANCE COMMITTEE

September 26, 2024

Page 2

prior Committee meeting, the program has worked with senior leaders and risk owners to facilitate development of mitigation action plans for each of the ten enterprise risks. Ongoing monitoring of internal and external changes in the risk environment has also continued. Funding resources, competition, and cybersecurity remain the high-priority risks for the university. Risk drivers and mitigation actions for these risks were discussed with the Committee. The Committee discussed with management the factors influencing the trends in risk levels for the high priority risks, including the competitive environment for students and for high-performing faculty.

IV. Reports

Chair Oberoi asked for the highlights of the reports received by the Committee to be discussed:

Mr. Dittmeier reported that Derek Butler joined George Mason earlier in September as Deputy University Auditor, succeeding Wendy Watkins who retired recently. Mr. Butler has more than 30 years of internal audit leadership experience, most recently as Chief Auditor of Washington Gas Light, and holds professional certifications as a Certified Internal Auditor and Certified Information Systems Auditor. The portfolio of audit work is being transitioned to Mr. Butler's leadership. Mr. Dittmeier also highlighted that there has been a recent uptick of allegation reports which require investigation; he stated that it was too early to tell whether the uptick represents any systemic concern.

Mr. Lacovara noted there were no significant compliance reports, external reviews, or other matters since the prior Committee meeting. Assessment work is continuing and Institutional Compliance is working with several groups to develop response strategies and action plans related to the Institutional Compliance and Ethics enterprise risk, including assessing the Code of Ethics as well as processes for developing policies, surfacing concerns, and addressing instances of non-compliance.

Dr. Madison described recent IT Risk and Control Infrastructure Program accomplishments which include automation of security awareness training enforcement through password resets, and the establishment and use of domain councils to facilitate governance in George Mason's distributed environment.

VI. Adjournment

Chair Oberoi adjourned the meeting at 9:50 a.m.

AUDIT, RISK, AND COMPLIANCE COMMITTEE

September 26, 2024

Page 3

A handwritten signature in blue ink, appearing to read "Edward R. Dittmeier". The signature is fluid and cursive, with a large initial "E" and "R".

Edward R. Dittmeier

Secretary pro tem

**GEORGE MASON UNIVERSITY
BOARD OF VISITORS
Research Committee Meeting**

**MINUTES
September 26, 2024**

Present: Visitors: Nancy Prowitt, Chair; Lindsey Burke, Farnaz Thompson, Faculty Representatives; Tara Chaplin, Solon Simmons. Staff Liaison: William Gautney; Student Representatives; Maria Cuesta, Carolyn Faith Hoffman

Absent: Visitors: Horace Blackman, Anjan Chimaladinne.

Also Present: President Gregory Washington; Rector Cully Stimson, Visitors: Armand Alacbay, Dolly Oberoi, Jon Peterson, Marc Short.

Meeting was called to order by Chair Nancy Prowitt at 10:15 a.m.

I. Approval of Minutes (ACTION ITEM)

It was **MOVED** by Visitor Prowitt to approve the minutes from the February 22, 2024 Research Committee Meeting. Approval of the February 22 meeting minutes was approved.

II. New Business

A. Office of Research, Innovation, and Economic Impact Update

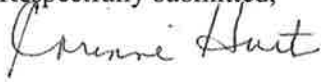
Dr. Andre Marshall – Vice President for Research, Innovation & Economic Impact reported the following highlights:

- Vice President Marshall provided an overview of research funding since February 2024.
- He then outlined the core research activity areas of scholarship, partnership, and translation by sharing how the university and its faculty are succeeding throughout all the colleges.
- Vice President Marshall provided an overview of recent happenings in the three research support areas of infrastructure, services, and culture—noting that George Mason was chosen to serve as mission control for the \$19M Landolt NASA Space Mission, as well as highlighting the opening of the Visualization and Virtual Reality Lab.
- He shared that Amarda Shehu has been named the university's inaugural Vice President and Chief Artificial Intelligence Officer, one of the first in the country at institutes of higher education.
- He also noted that the university is in the process of hiring an Assistant Vice President of Research Security and a Director of Research Computing.

III. Adjournment

Chair Prowitt asked if there was any additional business to be discussed. With no further comments or items of discussion the meeting was adjourned at 10:32 a.m.

Respectfully submitted,

A handwritten signature in cursive script, appearing to read "Corinne Hurst".

Corinne Hurst

Research Committee Secretary Pro Tem

DRAFT
BOARD OF VISITORS
GEORGE MASON UNIVERSITY

Full Board Meeting
Thursday, September 26, 2024
Merten Hall, Hazel Conference Room (1201)

MINUTES

PRESENT: Rector Cully Stimson, Vice Rector Mike Meese, Secretary Armand Alacbay, Visitors Horace Blackman, Reginald Brown, Lindsey Burke, Ken Marcus, Dolly Oberoi, Bob Pence, Jon Peterson, Nancy Prowitt, Nina Rees (virtual), Jeff Rosen, Marc Short, and Farnaz Thompson.

ABSENT: Visitor Anjan Chimaladinne.

ALSO, PRESENT: Solon Simmons, Faculty Representative; Maria Cuesta, Undergraduate Student Representative; Carolyn Faith Hoffman, Graduate Student Representative; Will Gautney, Staff Liaison; Gregory Washington, President; Ken Walsh, Vice President for Strategic Initiatives and Chief of Staff; Jim Antony, Provost and Executive Vice President; Deb Dickenson, Executive Vice President for Administration and Finance; Anne Gentry, University Counsel; Gesele Durham, Vice Provost for Institutional Effectiveness and Planning; Susan Woodruff, Director of Accreditation and State Authorization; David Farris, Assistant Vice President for Risk, Safety, and Resilience; David Burge, Vice President for Enrollment Management; Marvin Lewis, Assistant Vice President and Director of Intercollegiate Athletics; Rose Pascarell, Vice President for University Life; Shannon Jordan, Associate Dean and Chief Housing Officer; and Scott Nichols, Interim Secretary pro tem.

I. Call to Order

Rector Stimson called the meeting to order at 11:00 a.m.

Rector Stimson informed the Board that Visitor Rees requested to participate remotely due to a personal matter, more specifically the need to be in New York City on work travel.

Citing the board's Electronic Meeting Participation policy, Rector Stimson **MOVED** to approve Visitor Rees's electronic participation in the meeting. The motion was **SECONDED** by Visitor Pence. The **MOTION CARRIED BY VOICE VOTE** with Visitor Blackman and Vice Rector Meese absent for the vote.

II. Approval of Minutes

- A. Planning Conference Minutes for July 25, 2024 (ACTION ITEM)**
- B. Annual Meeting Minutes for July 26, 2024 (ACTION ITEM)**

Rector Stimson called for any corrections to the Full Board Meeting Minutes for July 25, 2024 and July 26, 2024 that were provided for review in the board meeting materials. Visitors Thompson, Marcus, and Rees all requested that the minutes for July 26, 2024 be amended to reflect that they abstained from voting on the motion specific to President Washington's evaluation, performance bonus, and base salary increase. All three visitors noted their limited time on the board as the reason for their abstentions. Rector Stimson called for any other corrections to the minutes. Hearing no further corrections, the meeting minutes stood **APPROVED AS CORRECTED**.

III. Rector's Report

- A. View from the Bridge**

Rector Stimson noted several items:

- Thanked President Washington and his staff, and Sharon Cullen and her staff for their assistance as he began his term as rector. He also extended appreciation to members of the board for sharing their insights and input.

- He plans to meet with all university deans twice per year, having met with several already.
- He and Vice Rector Meese met with President Washington to discuss and refine the president's performance goals, which will be voted on later in the meeting.
- Noted the feedback received by the community about West Campus and the proposed cricket initiative. As a result of that feedback, the board will take a tour of West Campus as part of today's board meeting.
- A number of colleges and universities have adopted a position of institutional neutrality when it comes to geopolitical matters, with some adopting the University of Chicago Kalven Committee *Report on the University's Role in Political and Social Action*, and others crafting similar principles. The APDUC committee will study the issue as it pertains to Mason and bring its findings and recommendations to the full board at a future meeting. Visitor Brown asked about the inclusion of faculty in the study of the Kalven Report. Rector Stimson confirmed that the APDUC committee would engage faculty and other stakeholders in the process to receive their input.
- In order to allow for sufficient time for board committees to adequately discuss topics, the chairperson for each committee is afforded the option of holding committee meetings between the regularly scheduled full board meetings.
- Reminded the board about registering for the SCHEV Board of Visitors Orientation if members wished to attend.

B. Board Self-Evaluation (Gesele Durham & Susan Woodruff)

Rector Stimson recognized Gesele Durham & Susan Woodruff to brief the board on the board self-evaluation process. Gesele Durham provided an overview of the objectives of the self-evaluation, as well as the survey process and timeline (presentation in meeting materials).

C. Kalven Report (Armand Alacbay & Dolly Oberoi)

Rector Stimson recognized Visitor Oberoi and Secretary Alacbay to present on the Kalven Report. Secretary Alacbay provided an overview of the origins of the report. Visitor Oberoi provided some additional context for the report's application at Mason, noting that while professors, students, and others at the university should be able to express their views, those should not necessarily be the views of the university. Discussion ensued:

- Visitor Brown spoke to whether the process should be faculty-driven.
- Dr. Simmons posed the question of how certain portions of the Kalven Report are applicable to private institutions vs. public institutions. He further sought confirmation that the principles are designed to restrict certain types of statements from university senior leadership, but ultimately protect the speech of faculty, and added there would likely be great interest from the faculty on the matter. Rector Stimson emphasized that process is important, and faculty need an appropriate forum to engage in the process. He also added public institutions have adopted the Kalven principles, and that the issue should be discussed thoroughly without pre-judgement.
- Ms. Hoffman shared her experience taking a course at another institution that featured open discussion about the history of the Israeli-Palestine conflict, featuring perspectives from all sides, noting that it is the university's duty to teach these subjects in a non-biased way. Rector Stimson noted that the intent of adopting a stance of neutrality was not to influence what professors can teach, but to determine the university's role as an institution when it comes to making statements about a topic.
- Ms. Cuesta asked if adopting these principles would apply to university policies, citing recent policy that utilizes language from the International Holocaust Remembrance Alliance (IHRA). Rector Stimson responded that Mason is still bound by state law in its policies, which is how the language in question came to be used. He reiterated that the intent of the Kalven principles would be applicable to public statements issued by the university as an institution.
- President Washington emphasized that the primary group this would be applicable to is Mason's senior leadership, especially him. He also encouraged others to read the Kalven Report in its entirety, because it also outlines scenarios when it is appropriate for the university to make official statements.

- Rector Stimson then confirmed with the board that the matter should be taken up by the APDUC committee to allow for a full conversation with all relevant stakeholders.

D. FY2025 Presidential Goals (ACTION ITEM)

Rector Stimson reminded the board that President Washington's FY2025 goals were discussed at the July 26 board meeting and tabled for additional consideration and would be voted on at today's meeting. He said that following additional review, revisions, and conversations between Dr. Washington and board leadership and members, they had come to an agreement. He offered President Washington the opportunity to speak to the matter, who referred to the revised goals provided in the meeting materials.

Rector Stimson then **MOVED** that the board approve the president's 2024-2025 goals as they are outlined in the meeting materials. The motion was **SECONDED** by Secretary Alacbay. **MOTION CARRIED BY ROLL CALL VOTE.**

Yes: 14

Absent: Blackman, Chimaladinne

Rector Stimson called the meeting in recess at 11:31 a.m. advising that it would reconvene at 12:15 p.m.

IV. Lunch Recess

V. Reconvene

Rector Stimson called the meeting back to order at 12:15 p.m.

VI. President's Report

While referring to the presentation located in the meeting materials, Dr. Washington highlighted the following in his report:

- Mason is experiencing a strong year to date, with the highest enrollment ever, the smartest and most diverse student body, improvement among many rankings, the most efficient on a per-student cost basis, and a successful leadership team.
- There are still numerous challenges facing Mason, including funding resources, competition, and cybersecurity.
- Over the coming year, Mason leadership will consider options for developing and renovating facilities on Fairfax's West Campus and the main campus. This development is needed in order to update aging facilities, enhance campus perception and community building, and to improve cost of living for potential faculty and staff by offering affordable housing and quality-of-life amenities. The area surrounding campus maintains a high cost of housing that is out of reach for new faculty and staff. Mason leadership will participate in extensive community engagement in the development of these plans.

Discussion ensued:

- Vice Rector Meese asked if the timeline for West Campus development included seeking input from other Virginia institutions and SCHEV. President Washington responded that input had already been acquired, including from institutions in the DC metro area.
- Ms. Cuesta inquired about student input on the process and the impact that partnerships with private companies would have on the cost of housing. President Washington responded that students and faculty would be an integral part of the groups involved in the process, and that this type of project allows for a re-evaluation of the cost of housing. Ms. Cuesta also inquired of the number of proposed students the new housing could accommodate, with President Washington indicating 2,000 beds.
- Ms. Hoffman expressed her concern of the potential costs associated with private partnerships, and noted her support of faculty housing within the Mason community amongst students.

- Dr. Simmons noted his support of on-campus faculty housing, expressing the positive impact it has on the sense of community.
- Mr. Gautney expressed his hope that green space on campus would be conserved in the process.
- Visitor Peterson expressed his view that Mason's housing and its pricing needs to be more attractive to potential students to incentivize them living on campus, including central gathering areas for students to socialize.
- Visitor Pence noted a desire to see a plan with a more synergy between housing and student facility development. He also stated that deferred maintenance costs get worse the longer the maintenance is deferred.
- Visitor Burke inquired about a space study to see if there is any consolidation that could allow for more housing. President Washington confirmed that the university was in the midst of a comprehensive space study.

VII. Emergency Operations Plan Adoption (ACTION ITEM)

Rector Stimson called on David Farris who provided an overview of the proposed Emergency Operations Plan that was provided in the meeting materials. Visitor Blackman noted the increased presence of cybersecurity threats and the depth of their impacts, and the importance of an incident-response mechanism for those types of threats. Dr. Farris stated that Enterprise Risk Management (ERM) recognized those risks and is working closely with ITS on its response procedures. Visitor Brown inquired if the emergency management team had the resources and staffing it needed, to which Dr. Farris responded in the affirmative.

Rector Stimson then **MOVED** to approve the Emergency Operations Plan as provided in the meeting materials. The motion was **SECONDED** by Visitor Prowitt. **MOTION CARRIED BY ROLL CALL VOTE.**

Yes: 15

Absent: Visitor Chimaladinne

VIII. Committee Reports

A. Development Committee

Visitor Peterson provided a report on the Development Committee meeting, highlighting the presentations the committee received: an update from the GMUF Chair Sumeet Shrivastava, an update from GMUF President Trishana Bowden, and a presentation on the Military, Veterans, & Families Initiative by Associate Provost for Undergraduate Education Keith Renshaw.

B. Audit, Risk, and Compliance Committee

Visitor Oberoi provided a report on the Audit, Risk, and Compliance Committee meeting, highlighting the items discussed: an Enterprise Risk Management update by Interim Senior Vice President and Chief Risk Officer Julie Zobel, and a review of the audit, compliance and information technology status reports.

C. Research Committee

Visitor Prowitt provided a report on the Research Committee meeting, noting the presentation provided by Andre Marshall, Vice President for Research, Innovation, and Economic Impact, which provided updates on research at Mason and noting that Amarda Shehu had been named the first Chief AI Officer at Mason. Visitor Rosen asked what was involved in the designation of an AI officer. Dr. Marshall responded that the role would provide strategic leadership in coursework and academics, research, and AI partnerships, as well as serving as a connection with the Information Technology department on any necessary infrastructure.

D. Academic Programs, Diversity, and University Community (APDUC) Committee

1. Program Actions

a. New Degree Programs

- i. MS Behavior Analysis (CEHD) (**ACTION ITEM**)
- ii. PhD in Cyber Security Engineering (CEC) (**ACTION ITEM**)

2. Faculty Actions

a. Conferral of Emeritus/Emerita Status (**ACTION ITEM**)

Visitor Burke provided a report on the September 17 APDUC Committee meeting, highlighting the presentations the committee received: a report and Just Societies update by James Antony, Provost and Executive Vice President; an admissions and enrollment report by David Burge, Vice President for Enrollment Management and Alan Byrd, Dean of Admissions.

Visitor Burke then **MOVED** that the board approve the following action items, en bloc, as they are provided in the meeting materials:

- New Degree Program: MS Behavior Analysis
- New Degree Program: PhD in Cyber Security Engineering
- Conferral of Emeritus/Emerita Status

The motion was **SECONDED** by Visitor Pence. **MOTION CARRIED BY ROLL CALL VOTE.**

Yes: 14

Absent: Visitors Chimaladinne and Oberoi

3. Just Societies Update

Visitor Burke called on Provost Antony to brief the full board on the Just Societies update. He advised that the university is currently pausing on any implementation of a Just Societies requirement, and will continue to do so. He further noted that an assessment was ongoing of the learning outcomes of the offered courses, and that the results of that assessment were expected at the end of the year. Vice Rector Meese asked how many students were currently enrolled in courses flagged for Just Societies. Provost Antony responded that there were 22 courses which consist of 77 sections, with 2,900 students enrolled.

4. Enrollment Update

Visitor Burke called on David Burge to brief the board on enrollment. Dr. Burge directed the board's attention to the items noted in his presentation (provided in the meeting materials), where he highlighted Mason's current enrollment numbers, the nationwide enrollment trends and the "enrollment cliff", and the SCHEV 6-year enrollment plans. Discussion ensued:

- Visitor Peterson asked about enrollment trends in states north and south of Virginia. Dr. Burge responded that generally northern states are showing larger declines in enrollment, while southern states are showing smaller declines, and that Mason is adapting its regional admissions representatives.
- Visitor Rosen noted that the 6-year Enrollment Plan anticipates enrollment growth of almost 10% in the next 5 years. He inquired if that necessitates corollary adjustments in facilities, faculty, and resources.
- Visitor Brown questioned whether the level of enrollment growth presented was wise given Mason's resources and levels of funding from Richmond. President Washington responded that growth was part of how Mason is trying to gain resources to compensate for lower funding from the commonwealth. Vice Rector Meese asked if there were corresponding increases in funding from the legislature when Mason is shown to be growing, to which Dr. Burge responded that demonstrating growth does not guarantee resources. Visitor Prowitt noted that Mason is the recipient of funds which are contingent on Mason growing enrollment, with Dr. Burge confirming the Tech Talent Investment Program (TTIP) is one of those programs that Mason receives hundreds of millions of dollars from. Visitor Peterson asked if SCHEV was in agreement with the growth Mason projected. Dr. Burge responded that while there is not

uniform agreement, the projections were approved by SCHEV, with SCHEV staff focusing primarily on viability.

IX. Campus Facilities Tour

Board members, Mason staff, and members of the public embarked on a bus tour of campus facilities, consisting of the following:

- Shannon Jordan pointed out residence halls and explained their styles, capacities, and types of students they housed. She noted that Mason currently has a 1-year residency requirement for freshman students, with exemptions for students that live within 45 miles of campus.
- Members of the board disembarked from the bus to view the interior of a President's Park residence hall. Inside, members viewed examples of rooms, bathrooms, and the central common area. She cited a lack of community space and a desire to invest in freshman housing.
- The bus tour continued, with Ken Walsh pointing out several facilities including Lot K, the Cabrera Global Center, and EagleBank Arena. He referred to parking lots as "land banks", noting that over time, as parking lots are replaced with buildings, structured parking is typically built as replacement.
- Rose Pascarell pointed out the site of the Student Activities and Engagement Building, which will offer space for student events and is slated to open in March 2025.
- Marvin Lewis pointed out the Academic Resource Center, which supports academic needs for varsity athletes. He noted that student athletes indicate this facility as having the greatest need for updates. He then said that Mason is building a 30,000 square foot basketball and academic performance center, with 8,000 square feet of academic space and 22,000 square feet of basketball operations space.
- Members of the board disembarked from the bus to view the interior of the Field House. Mr. Lewis spoke to how crowded the space is when there is inclement weather and athletes need to practice inside, which causes scheduling challenges. Additionally, the central practice area is not air conditioned, which is difficult in the summer. He closed by adding that the condition of the facility makes it difficult for athlete recruitment.
- The bus tour continued, where Mr. Lewis pointed out the soccer practice facilities, which Major League Soccer has utilized and invested \$250,000 to improve the fields. Dr. Walsh and Ms. Pascarell described the West Campus parking lots, practice fields 3, 4, and 5, and tennis courts. Mr. Lewis described the softball field. He then described Spuhler Field (baseball), which does not have lighting, concessions, restrooms, and the press box is below standards for Division I events. He emphasized the need to renovate the field to incentivize fans to attend baseball games.

X. Committee Reports Continued

A. Finance and Land Use Committee

1. Campus Facilities Tour Debrief

The board returned to Merten Hall and Rector Stimson recognized Visitor Pence to lead the discussion on the tour:

- Visitor Pence called on members of the board to consider the needs of the campus facilities they had just viewed and provide their feedback and ideas for improvement and replacement. He also called on members to choose a project at Mason and help with fundraising within their communities for said project, noting that the full extent of projects can likely not be paid for solely through only internal or state funds. He then emphasized the need to update the baseball facilities, noting it does not need to be accomplished at once, but the updates could be made over time.
- Visitor Brown posed the question of having students in the College of Business do research on marketing possibilities with the athletic facilities, to include sponsorship opportunities.
- Secretary Alacbay expressed that the Fairfax campus does not seem to reflect a campus for 40,000 students, it lacks the "academic village" feel of a small university, as well as the public transportation infrastructure of an urban campus. Dr. Walsh noted the Fairfax CUE bus system, which Mason utilizes

for public transportation. Secretary Alacbay further noted the cost of living in the Fairfax region as a reason for students and faculty being spread out geographically. Dr. Walsh noted that particularly newer faculty members have long commutes to campus, and pointed to the planned faculty housing as a means of building community, recruiting, and retaining faculty.

- Referencing the Field House, Ms. Hoffmann noted the challenges with athletes from different sports practicing within close proximity in a shared indoor space.

2.Student Fees

Deb Dickenson provided a brief update on the discussion of student fees during the September 17 Finance & Land Use Committee meeting. She noted that the administration would strive to be more proactive and transparent with students about fees, including those for courses and programs. Discussion ensued:

- Visitor Pence reiterated that the topic of student fees is important for many students because it impacts them personally.
- Ms. Cuesta expressed that the Student Government is proposing a structure where fees remain constant each year from the time a student is admitted so that the amount owed each year is known in advance and students do not need to seek additional funding sources to account for fee increases.
- Citing course fees, Ms. Hoffmann noted disparities among which departments cover course fees for students.

3.Financial Matters

- a. Affirmation of State Six Year Operating Plan (**ACTION ITEM**)
- b. University Debt Policy Update (**ACTION ITEM**)
- c. University Investment Policy Update (**ACTION ITEM**)
- d. Revocation of Prior Cricket Authorization (**ACTION ITEM**)

Visitor Pence stated that at the September 17 committee meeting, the Finance and Land Use Committee approved four action items to bring to the full board. He then **MOVED** to approve the following items, en bloc, as they were provided in the meeting materials:

- University Debt Policy Updates
- University Investment Policy Updates
- Affirmation of State Six-Year Operating Plan
- Revocation of Prior Cricket Authorization

The motion was **SECONDED** by Vice Rector Meese. Rector Stimson called for discussion:

- Visitor Prowitt expressed her gratitude for the campus tour and that she looked forward to board members taking responsibility to move those items forward.

MOTION CARRIED BY ROLL CALL VOTE.

Yes: 15

Absent: Chimaladinne

Rector Stimson recognized Visitor Pence for additional comments. Referencing health challenges that he experienced during the September 17 Finance and Land Use Committee meeting, Visitor Pence expressed his gratitude for the concern expressed by those present and for the prompt assistance of the medical team. Changing topics, he then stated that at a previous board meeting, he had remarked that a passage in the meeting materials stated the university should “tell students what to think”, and that upon challenge from others in the meeting, he said he would find the passage. He continued that to date, he had reviewed several meeting books and had not found the passage, and so he offered his “mea culpa”, adding that he took the matter very seriously, as he reads all of the meeting materials.

XI. Closed Session

- A. Honorary Degrees and Special Awards (Code of VA: §2.2-3711.A.11)
- B. Public Safety (Code of VA: §2.2-3711.A.19)
- C. Consultation with Legal Counsel pertaining to actual or probable litigation (Code of VA: §2.2-3711.A.7)
- D. Consultation with Legal Counsel regarding specific legal matters requiring the provision of legal advice (Code of VA: §2.2-3711.A.8)
- E. Personnel Matter (Code of VA: §2.2-3711.A.1)

Vice Rector Meese **MOVED** that the board go into Closed Session under the provisions of Section 2.2-3711.A.11, for Honorary Degrees and Special Awards, namely proposed recipients for such degrees or awards; Section 2.2-3711.A.19 for Public Safety Matters regarding campus safety; Section 2.2-3711.A.7, for Consultation with legal counsel pertaining to actual or probable litigation including briefings on:

Jeong v. GMU
Morrison v. GMU et al.
Wright v. GMU et al.
Zahabi v. GMU et al.

Section 2.2-3711.A1 for a Personnel Matter, to discuss the performance of specific university personnel; 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 pending investigations. The motion was **SECONDED** by Visitor Blackman. **MOTION CARRIED BY VOICE VOTE.**

Following closed session, Vice Rector Meese **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 VOTE.**

Absent: Visitors Brown, Burke, Chimaladinne, Marcus, Oberoi, Peterson, Rees, and Short.

Rector Stimson **MOVED** to approve the awarding of honorary degrees to the individuals presented and discussed in closed session for that purpose. The motion was **SECONDED** by Visitor Pence. Rector Stimson opened the floor for discussion; there was none. **MOTION CARRIED BY ROLL CALL VOTE.**

Yes: 9

Absent: Visitors Brown, Burke, Chimaladinne, Oberoi, Peterson, Rees, and Short.

XII. Adjournment

Rector Stimson called for any additional business to come before the board. Hearing none, he adjourned the meeting.

Prepared by:
Scott Nichols
Interim Secretary pro tem