

**BOARD OF VISITORS
GEORGE MASON UNIVERSITY**

**Meeting of
July 27, 2018
MINUTES**

PRESENT: Rector Davis and Secretary Purvis; Visitors Blackman, Cumbie, Hazel, Marquez, Moreno, Petersen, Prowitt, Reagan, Rice, Witeck, and Zuccari; Faculty Representative Renshaw; Student Representatives Keatinge and Pettine; President Cabrera; and Secretary pro tem Cagle.

ABSENT: Visitors Alcalde, Chimaladinne, and Roth.

I. Rector Davis called the meeting to order at 9:01 a.m.

II. Approval of the Minutes

Rector Davis called for any corrections to the minutes of the Executive Committee Meeting and full Board Meeting on May 3, 2018. Hearing none, the minutes stood approved as written.

Rector Davis welcomed Becca Keatinge and Bekah Pettine, the new student representatives to the Board of Visitors. He recognized Keith Renshaw, Chair of the Faculty Senate, returning this year as the Faculty Representative.

III. Election of Officers and Committee Appointments

Rector Davis recognized Visitors Cumbie and Witeck to present the slate of officers for consideration for the election of Rector, Vice Rector, Secretary, and the two At-Large Members of the Executive Committee. He noted the Rector, Vice Rector, and Secretary are elected to serve two-year terms and the At-Large Members are elected to serve one-year terms. Visitor Cumbie advised that he and Visitor Witeck were asked to serve as the Nomination Committee for the officers going forward. He reported that he and Visitor Witeck had spoken with each Visitor, including the new Visitors, and received a consensus on the following slate:

- Rector – Tom Davis
- Vice Rector – Jimmy Hazel
- Secretary – Shawn Purvis
- At-Large Member – Horace Blackman
- At-Large Member – Dave Petersen

Visitor Cumbie **MOVED** to adopt the slate as presented. The motion was **SECONDED** by Visitor Witeck. Rector Davis opened the floor to amendments and discussion. There were none.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

Rector Davis congratulated the new members and thanked the committee for their work.

Rector Davis announced that Visitors Blackman and Prowitt had graciously agreed to serve as Athletic Liaisons again for the coming year.

Rector Davis presented the proposed committee roster for 2018-2019 and asked for any additions or changes. He thanked the members for their willingness to serve.

(Attachment 1 – Board of Visitors Committee Roster for 2018-2019)

IV. Rector's Report

Rector Davis reviewed the proposed 2018-2019 BOV meeting dates. He noted there were two options for each meeting and he opened the floor for discussion or preferences. Rector Davis received concurrence on each date presented, noting the preference raised by Michelle Marks, Vice President for Academic Innovation and New Ventures, to hold the May meeting on Thursday, May 2, 2019 due to the P3 Conference that week. The final schedule of dates was confirmed by Secretary pro tem Cagle. It was **MOVED** by Visitor Petersen and **SECONDED** by Visitor Blackman to approve the agreed upon dates. Rector Davis opened the floor to discussion. There were none.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

(Attachment 2 – Board of Visitors Meeting Schedule for 2018-2019)

Rector Davis reported the following Mason sports highlights:

- Junior pitchers, Zach Mort and Bryce Nightengale were selected in this year's Major League Baseball draft. Mort earned the distinction of becoming the second highest draft pick in the history of the program after the Cubs selected him in the 8th round. Nightengale was selected by the Oakland Athletics in the 16th round.
- Senior rower, Nicole Van Oort made history when she became the first female student athlete from Mason to earn Google Cloud First Team Academic All-American Honors. Van Oort joins Art Kulans (2002, Men's Volleyball), Chris Looze (2005, Baseball) and Richard Edgar (2009, Men's Soccer) as the only student-athletes from Mason named to an Academic All-American First Team.
- Junior mid-fielder, Emily Littel, was named Google Cloud Second Team Academic All-American Division 1 Women's Soccer Team selected by the college sports information directors of America. Littel, a bioengineering major, is the first Mason women's soccer player in program history to earn this honor.
- Sharon Dorsey (track and field) and Daniel Gutierrez (tennis) received Google Cloud Academic All-District Honors.
- For the third straight year, Mason had a representative at the NCAA Outdoor Track and Field Championships in Eugene, Oregon. Junior Sarah Moore ran a time of 53.19, placed 7th in her heat, and finished 20th overall in the 400 meter dash.

On behalf of the Board of Visitors, Rector Davis congratulated these students on their achievements.

V. President's Report

President Cabrera congratulated the newly elected officers of the Board and thanked them for agreeing to serve in leadership positions. He welcomed the new members of the Board.

President Cabrera explained that during the annual meeting, the Board evaluates the president's performance. He shared highlights from the past year and his proposed goals for 2018-2019. President Cabrera noted the following:

- The University is doing as well as it ever has, by serving more students, adding more value to those students, all indicators of academic performance are at a historic high, and more research is being conducted. He thanked his team for the extraordinary work to deliver those outstanding results.
- Enrollment has grown 5.2% during a time in higher education where overall enrollments are declining; graduation rates continue to grow; there are no gaps in graduation rates between minority and non-minority students.
- Mason is conducting more funded research than in previous years at a 15% increase in the past year; proposals and awards have had a 34% increase; with the Department of Homeland Security, launched the first Center of Excellence in Criminal Investigations and Network Analysis in Virginia.
- The University is raising historically high levels of philanthropic support and anticipates closing the campaign with more than \$70 million. He thanked the members of the Board for their support.
- Mason is building innovative partnerships to broaden access, including the partnership with Wiley and the ADVANCE partnership with Northern Virginia Community College. He thanked Visitor Purvis for her leadership in the Northrop Grumman grant of \$1 million to support the ADVANCE program and the reserved internships at Northrop Grumman for students in this program. He noted the need to offer a scalable platform to offer education to the thousands of people who have difficulties finishing their degrees. He thanked Visitors Hazel and Petersen for their advice throughout the process.
- The University is increasing faculty diversity to better mirror the diverse student population.
- Mason is expanding the physical facilities while capping the University's debt. He noted the opening of Peterson Family Hall and the Potomac Science Center; the expansion of science, engineering, and research space

at SciTech; and finalizing the planning for the reconstruction of Robinson Hall, the University's largest academic facility.

- The University has strengthened its financial position while remaining affordable and receiving significantly less public support on a per student basis than the other doctoral universities in Virginia. He noted the recent credit rating upgrade from S&P.

President Cabrera noted the following areas of disappointment in the past year:

- The Commonwealth did not ask Mason to lead or co-lead the CyberX initiative since it is an area of strength at Mason.
- Mason faced the controversy around past gift agreements, noting the situation was handled was managed proactively. He thanked his colleagues and members of the review committee and noted that he expected the process would increase the transparency, while respecting the needs and desires of the donors as much as possible.

President Cabrera reviewed his goals for 2018-2019. He noted and expanded on the four major areas:

- Expand access to excellence and transformative learning
- Grow research and innovation of consequence
- Strengthen thriving, inclusive academic community
- Build foundation for the future

President Cabrera responded to questions from the Board members regarding his goals. Visitor Petersen asked about the timing of the next R1 evaluation. President Cabrera responded it would be in December 2018, noting it is now done every 3 years, and the results would be available in the January – February timeframe. Discussion ensued. Rector Davis asked about alumni giving and adding staff to increase that area of philanthropy. President Cabrera responded that his goals included a 10% increase in alumni giving and agreed that the number of alumni who give, regardless of the dollar amount, is an important indicator of alumni engagement.

VI. Closed Session

Rector Davis called for a motion to go into Closed Session. Vice Rector Hazel **MOVED** that Board go into Closed Session under the provisions Section 2.2-3711.A.1 to discuss Personnel Matters. The motion was **SECONDED** by Visitor Blackman. Rector Davis opened the floor to discussion. There was none.
MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

Vice Rector Hazel **MOVED** that the Board go back into public session and further moved that by **ROLL CALL VOTE** affirm that only public business matters lawfully exempted from the open meeting requirements under the

Freedom of Information Act were heard, discussed or considered in the Closed Meeting, and that only such business matters that were identified in the motion to go into a Closed Meeting were heard, discussed or considered in the Closed Meeting. The motion was **SECONDED** by Secretary Purvis.

Roll call was taken with all present members responding in the affirmative.

As a result of the Closed Session, there were two motions.

Secretary Purvis called for a motion to approve President Cabrera's 2018-2019 goals.

Vice Rector Hazel **MOVED** and Rector Davis **SECONDED** the motion to approve President Cabrera's 2018-2019 goals. Rector Davis opened the floor to discussion. There was none.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

(Attachment 3 – President's Goals 2018-2019)

Secretary Purvis called for a motion to approve President Cabrera's performance bonus. She cited the motion:

In accordance with Section D3 of Dr. Cabrera's first amendment to his Employment Agreement dated July 1, 2017, the Board of Visitors is authorizing the maximum bonus per his Employment Agreement after meeting and exceeding his performance expectations. It was **MOVED** by Vice Rector Hazel and **SECONDED** by Visitor Moreno to approve the motion as stated. Rector Davis opened the floor to discussion. There was none.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

Rector Davis congratulated President Cabrera and President Cabrera thanked the Board.

VII. Board Orientation

Rector Davis called on Brian Walther, University Counsel, to present the next items on the agenda.

Mr. Walter referred to the Freedom of Information Act (FOIA) and Conflict of Interest Act (COIA) documents, noting the statutes have civil and criminal penalties. He encouraged the members to read the documents.

Mr. Walther referred to the Code of Ethics document that provides that the Board members will act in the best interest of the University and comply with FOIA and COIA. He asked the members to review and sign their documents and submit them to Secretary pro tem Cagle.

Mr. Walther referred to the Student Referrals and Admissions memorandum from Dr. Cabrera, noting Board members may write letters of recommendations, but refrain from requesting any specific information regarding admission decisions or requesting an admission decision regarding any particular student.

VIII. Academic Programs, Diversity, and University Community Updates

Rector Davis called on Provost David Wu for an update on Academic Programs, Diversity and University Community and to present the Faculty Actions presented in the Board portal. Provost Wu provided a progress report on the Gift Agreement Review Committee. He reported the Committee was charged by President Cabrera on June 4, 2018 to review donor agreements supporting faculty positions, current gift acceptance policies and practices, and report corrective actions or proposed changes to the President. Provost Wu reported he is the Chair of the nine member committee that includes Visitors Alcalde and Witeck, noting eight meeting dates had been scheduled for June, July, and August to complete the charge. He reported Baker Tilly had been recruited to provide an external audit and assistance with the review process, noting the first step was to establish the evaluation criteria in terms of what the committee was looking for in the review of the gift agreements. Provost Wu provided the following overview of the criteria:

- Academic freedom
- Inclusion or preferences of a certain group of people or individuals
- Any outside party influence in terms of governance or ongoing donor roles
- Language regarding intellectual property restrictions
- Donor notification of various sorts with the goal of providing transparency while protecting donor privacy

Provost Wu reported 60 donor agreements had been reviewed to date with the assistance of Baker Tilly, noting that 7 of the 60 agreements were flagged for further review. He noted the committee is pleased with the progress and expects to be able to complete the task by the beginning of the academic year.

Rector Davis recognized the committee members for comments. Visitor Witeck commented the review is an extraordinarily important process and that once the criteria was established and the review has been completed, the process going forward will be very important for Mason's future in terms of best practices. Keith Renshaw, Chair of Faculty Senate, concurred with Visitor Witeck's assessment, noting that at the end of this process, Mason will have the opportunity to be a leader and an example of how to handle this in higher education public institutions. Rector Davis thanked the committee members for their extra time on this review. Dr. Renshaw thanked Provost for his leadership through the process.

Provost Wu reported there were four emeritus faculty actions and three election faculty actions, as presented in the Board portal, to come before the Board for approval. Rector Davis called for a motion to approve the faculty actions in

block. It was **MOVED** by Visitor Petersen and **SECONDED** by Vice Rector Hazel to approve the actions as presented. Rector Davis opened the floor to discussion. There was none.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

IX. Classified Information Access

Rector Davis recognized Melissa Perez from the Office of Research Development, Integrity and Assurance, to present the Classified Information Access Resolution. Ms. Perez explained that the University holds a facilities security clearance that enables the University to perform work on classified contracts and initiate security clearances for individuals who are supporting those contracts. She further explained that the Resolution excludes the Board from accessing any classified information received by the University and also excludes the Board of Visitors from the requirement to obtain security clearance. Ms. Perez responded to several questions from the Board members. Rector Davis called for a motion to approve the resolution. It was **MOVED** by Visitor Petersen and **SECONDED** by Vice Rector Hazel to approve the resolution. Rector Davis opened the floor to discussion. There was none.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

(Attachment 4 – Classified Information Access Resolution)

X. Documents and Records Request Policy

Rector Davis read the Documents and Records Request Policy. It was **MOVED** by Vice Rector Hazel and **SECONDED** by Visitor Cumbie to approve the renewal of this policy. Rector Davis opened the floor to discussion. There was none.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

(Attachment 5 – Documents and Records Request Policy)

XI. Key Initiatives and FY 2019 Budget

Rector Davis called on Ms. J.J. Davis, Senior Vice President for Administration and Finance, to present the next items on the agenda. Ms. Davis noted the current year budget, which started on July 1, 2018 and reported Mason has been able to formulate the plan as outlined to the Board. She reported the University is working through compensation options, noting the State did not grant significant raises in the current fiscal year, so there will be a proposal for the faculty and staff that President Cabrera will, hopefully, be able to announce at the start of the academic year. She explained this will be a combination of bonus by the end of the calendar year and base increases in June.

XII. Six-Year Operating Plan

Ms. Davis noted there is an annual requirement to submit a Capital and Operating Plan. She reported the Capital Plan was approved by the Board and submitted in May 2018. She reported the Operating Plan is due in October and a preliminary

plan has been submitted, noting conversations with the Commonwealth are ongoing around research, Mason's priorities, growth trajectory, and issues around tuition and fees.

XIII. Deficit Authorization Annual Notice

Ms. Davis presented the Deficit Authorization Annual Notice, explaining that the Board is required to receive this notification that states the University cannot deficit spend in any given year. She noted that while no action was required by the Board, the University submits this to the Commonwealth confirming this restriction.

XIV. Online Graduate Program Tuition Proposal

Ms. Davis reviewed the Online Graduate Tuition proposal as presented on the Board portal. She noted Mason is sensitive to the graduate online programs with respect to the market pricing and that the proposal was for in-state and out-of-state tuition. Ms. Davis noted these programs are with the Wiley partnership and summarized the proposal as follows:

- In the College of Health & Human Services:
 - Masters of Science in Health Administration
- In the Antonin Scalia School of Law:
 - LL.M. in Global Antitrust Law and Economics
 - LL.M. in U.S. Law

Rector Davis called for a motion to approve the tuition proposal. It was **MOVED** by Visitor Cumbie and **SECONDED** by Visitor Petersen to approve the tuition proposal. Rector Davis opened the floor to discussion. There was none.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

XV. Closed Session

Rector Davis called for a motion to go into Closed Session. Vice Rector Hazel **MOVED** that Board go into Closed Session under the provisions of Section 2.2-3711.A.7 for Consultation with Legal Counsel pertaining to actual or probable litigation, Section 2.2-3711.A.8 for Consultation with Legal Counsel regarding specific legal matters requiring the provision of legal advice, Section 2.2-3711.A.29 to discuss a Public Contract, Section 2.2-3711.A.1 to discuss Personnel Matters, Section 2.2-3711.A.9 to discuss Gifts, Bequests, and Fundraising Activities, and Section 2.2-3711.A.2 to discuss a Student Matter. The motion was **SECONDED** by Secretary Purvis. Rector Davis opened the floor to discussion. There was none.

MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

Vice Rector Hazel **MOVED** that the Board go back into public session and further moved that by **ROLL CALL VOTE** affirm that only public business matters lawfully exempted from the open meeting requirements under the

Freedom of Information Act were heard, discussed or considered in the Closed Meeting, and that only such business matters that were identified in the motion to go into a Closed Meeting were heard, discussed or considered in the Closed Meeting. The motion was **SECONDED** by Visitor Witeck.

Roll call was taken with all present members responding in the affirmative.

As a result of the Closed Session, the following Action Item was brought to the Open Meeting:

Vice Rector Hazel **MOVED** that the resolution that was discussed and received consensus in the Closed Session be approved. The motion was **SECONDED** by Visitor Cumbie. Rector Davis opened the floor to discussion. There was none.
MOTION CARRIED UNANIMOUSLY BY VOICE VOTE

XVI. Adjournment

Rector Davis called for a motion to adjourn. It was **MOVED** by Visitor Cumbie to adjourn and Rector Davis adjourned the meeting at 12:13 p.m.

Respectfully submitted,



Kathy Cagle
Secretary pro tem

- Attachment 1: Board of Visitors Committee Roster for 2018-2019
- Attachment 2: Board of Visitors Meeting Schedule for 2018-2019
- Attachment 3: President's Goals 2018-2019
- Attachment 4: Resolution on Classified Information Access
- Attachment 5: Document and Records Request Policy

BOV Committee Membership

EXECUTIVE COMMITTEE

Tom Davis – Rector

Jimmy Hazel – Vice Rector

Shawn Purvis – Secretary

Horace Blackman – Member-At-Large

Dave Petersen – Member-At-Large

ACADEMIC PROGRAMS, DIVERSITY & UNIVERSITY COMMUNITY

Karen Alcalde, Chair

Bob Witeck, Vice Chair

Horace Blackman

Anjan Chimaladinne

Dave Petersen

Nancy Prowitt

Paul Reagan

Edward Rice

Denise Turner Roth

Lisa Zuccari

AUDIT

Edward Rice, Chair

Ignacia Moreno, Vice Chair

Horace Blackman

Jimmy Hazel

Dave Petersen

Shawn Purvis

FINANCE & LAND USE

Dave Petersen, Chair

Horace Blackman, Vice Chair

Karen Alcalde

Steve Cumbie

Jimmy Hazel

Ignacia Moreno

Paul Reagan

Edward Rice

Denise Turner Roth

RESEARCH

Horace Blackman, Chair

Shawn Purvis, Vice Chair

Anjan Chimaladinne

Nancy Prowitt

Edward Rice

Bob Witeck

DEVELOPMENT

Jimmy Hazel, Chair

Lisa Zuccari, Vice Chair

Wendy Marquez

Paul Reagan

Athletic Liaisons: Horace Blackman and Nancy Prowitt

BOARD OF VISITORS

George Mason University

Meeting Dates for 2018-2019

Approved July 27, 2018

Wednesday, October 10, 2018 Full Board Meeting

Wednesday, December 12, 2018 Full Board Meeting

(Winter Graduation – Thursday, December 20, 2018)

Wednesday, February 27, 2019 Full Board Meeting

**Wednesday, April 3, 2019 Finance & Land Use Information
Session/Special Board Meeting**

Thursday, May 2, 2019 Full Board Meeting

(Commencement – Friday, May 17, 2019)

Thursday, July 25, 2019 Annual Planning Conference

Friday, July 26, 2019 Annual Meeting

Special Full Board or Committee meetings to be scheduled if needed.

President's 2018-19 Goals

Approved July 27, 2018

1. **Expand access to excellence and transformative learning**
 - a. Fully implement Mason Impact, including new set of program options, participation metrics, and a university-wide office for service learning. Increase the number of students engaged in research or study abroad by 10%
 - b. In collaboration with the faculty, develop a foundational course for all undergraduate students which reflects the university's values and commitment to diversity, inclusion and wellbeing
 - c. Launch re-designed first year experience
 - d. Establish partnership to create online platform to support career-long education of working professionals and adult learners
 - e. Launch ADVANCE partnership with NOVA with at least 20 programs and 250 students
 - f. Meet *Smart Growth* enrollment targets, including 8% growth in out-of-state and international students
 - g. Develop a strategy and structure that engages the whole Mason community in the growth of executive and professional education
 - h. Increase freshman and transfer retention to 88%; six-year graduation rate to 71% for first-time freshmen and to 70% for transfer students.
2. **Grow research and innovation of consequence**
 - a. Increase sponsored research expenditures and value of awards by 10%
 - b. Study strategic expansion of research-intensive graduate programs
 - c. Study strategic options in medical research and education
 - d. Launch two university-wide multidisciplinary research institutes in computing/data science and in sustainability/resilience
 - e. In collaboration with GMRF, integrate efforts in entrepreneurship, innovation and economic development to maximize impact in the region's economy
3. **Strengthen thriving, inclusive academic community**
 - a. Expand events and forums for community-wide dialogue around critical, difficult issues
 - b. Increase the proportion of instructional and research faculty who come from historically underrepresented groups to better reflect the diversity of our student body
 - c. Adopt COACHE framework to increase faculty engagement
 - d. Execute key wellbeing and engagement initiatives as informed by Quality of Work-Life project (e.g. parental leave, physical well-being, flexible work)
 - e. Roll out comprehensive leadership development program
4. **Build foundation for the future**
 - a. Complete West Campus, SciTech and Arlington concepts to support planned growth in enrollment, research and innovation
 - b. Develop detailed financial plan and business analytics to support strategic decision making for financially sustainable growth including investments in critical areas
 - c. Maintain or improve all metrics in the financial scorecard
 - d. Upgrade critical information systems (Banner 9 rollout and plan to move to cloud; secure, compliant research computing environment; data governance structure; upgrades to Wi-fi network; CRM element of Student Experience Redesign)
 - e. Establish university-wide corporate relations team and strategy
 - f. Raise at least \$60M in new gifts, including \$5M for the endowment and 10% increase in alumni donors. Conclude \$500M campaign at \$600M or more before December 2018

RESOLUTION ON CLASSIFIED INFORMATION ACCESS

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:

Thomas M. Davis - Rector
Shawn Purvis - Secretary

James W. Hazel - Vice Rector

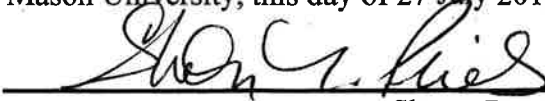
Board Members:

Karen Alcalde
Stephen Cumbie
David Petersen
Edward H. Rice
Lisa Zuccari

Horace L. Blackman
Wendy Marquez
Nancy G. Prowitt
Denise Turner Roth

Anjan Chimaladinne
Ignacia S. Moreno
Paul J. Reagan
Robert Witeck

IN WITNESS WHEREOF I have hereunto set my hand and affixed the seal of George Mason University, this day of 27 July 2018



Shawn Purvis - 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 27, 2018.


Secretary (Shawn N. Purvis)
Board of Visitors