



# GEORGE MASON UNIVERSITY

## INTERCOLLEGIATE ATHLETICS PROGRAM FOR THE YEAR ENDED JUNE 30, 2016

Auditor of Public Accounts  
Martha S. Mavredes, CPA

[www.apa.virginia.gov](http://www.apa.virginia.gov)

(804) 225-3350



## –TABLE OF CONTENTS–

	<u>Pages</u>
INDEPENDENT ACCOUNTANT’S REPORT ON APPLYING AGREED-UPON PROCEDURES	1-7
SCHEDULE	
Schedule of Revenues and Expenses of Intercollegiate Athletics Programs	8
Notes to the Schedule of Revenues and Expenses of Intercollegiate Athletics Programs	9-11
UNIVERSITY OFFICIALS	12



Martha S. Mavredes, CPA  
Auditor of Public Accounts

# Commonwealth of Virginia

*Auditor of Public Accounts*

P.O. Box 1295  
Richmond, Virginia 23218

January 17, 2017

The Honorable Terence R. McAuliffe  
Governor of Virginia

The Honorable Robert D. Orrock, Sr.  
Chairman, Joint Legislative Audit  
And Review Commission

Dr. Ángel Cabrera  
President, George Mason University

## INDEPENDENT ACCOUNTANT'S REPORT ON APPLYING AGREED-UPON PROCEDURES

We have performed the procedures enumerated below, which were agreed to by the President of **George Mason University**, solely to assist the University in evaluating whether the accompanying Schedule of Revenues and Expenses of Intercollegiate Athletics Programs of the University is in compliance with National Collegiate Athletic Association (NCAA) Constitution 3.2.4.15, for the year ended June 30, 2016. University management is responsible for the Schedule of Revenues and Expenses of Intercollegiate Athletics Programs (Schedule) and the Schedule's compliance with NCAA requirements. This agreed-upon procedures engagement was conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants and generally accepted government auditing standards. The sufficiency of the procedures is solely the responsibility of the University. Consequently, we make no representation regarding sufficiency of the procedures described below either for the purpose for which this report has been requested or for any other purpose.

### Agreed-Upon Procedures Related to the Schedule of Revenues and Expenses of Intercollegiate Athletics Programs

Procedures described below were limited to material items. For the purpose of this report, and as defined in the agreed-upon procedures, items are considered material if they exceed one-half of one percent of total revenues or total expenses, as applicable. The procedures that we performed and our findings are as follows:

### **Internal Controls**

1. We reviewed the relationship of internal control over Intercollegiate Athletics Programs to internal control reviewed in connection with our audit of the University's financial statements. In addition, we identified and reviewed those controls unique to Intercollegiate Athletics Programs, which were not reviewed in connection with our audit of the University's financial statements.
2. Intercollegiate Athletics Department management provided a current organizational chart. We also made certain inquiries of management regarding control consciousness, the use of internal audit in the department, competence of personnel, protection of records and equipment, and controls regarding information systems with the information technology department.
3. Intercollegiate Athletics Department management provided us with their process for gathering information on the nature and extent of affiliated and outside organizational activity for or on behalf of the University's Intercollegiate Athletics Programs. We tested these procedures as noted below.

### **Affiliated and Outside Organizations**

4. Intercollegiate Athletics Department management identified all intercollegiate athletics-related affiliated and outside organizations and provided us with copies of audited financial statements for each such organization for the reporting period.
5. Intercollegiate Athletics Department management prepared and provided to us a summary of revenues and expenses for or on behalf of the intercollegiate athletics programs by affiliated and outside organizations included in the Schedule.
6. Intercollegiate Athletics Department management provided to us any additional reports regarding internal control matters identified during the audits of affiliated and outside organizations performed by independent public accountants. We were not made aware of any internal control findings.

### **Schedule of Revenues and Expenses of Intercollegiate Athletics Programs**

7. Intercollegiate Athletics Department management provided to us the Schedule of Revenues and Expenses of Intercollegiate Athletics Programs for the year ended June 30, 2016, as prepared by the University and shown in this report. We recalculated the addition of the amounts in the Schedule, traced the amounts on the Schedule to management's worksheets, and agreed the amounts in management's worksheets to the Intercollegiate Athletics Department's accounts in the accounting records. Certain adjustments to the Schedule were necessary to conform with the NCAA reporting guidance. We discussed the nature of work sheet adjustments with management and are satisfied that the adjustments are appropriate.

8. We compared each major revenue and expense account over ten percent of total revenues or total expenses, respectively, to prior period amounts and budget estimates. Variances exceeding one million dollars or ten percent of prior period amounts or budget estimates are explained below:

Line Item	Explanation
Indirect institutional support	Clarifications in NCAA reporting guidance resulted in the addition of a new revenue line item addressing indirect institutional support from debt service, lease and rental fees, which caused an 81 percent decline in Indirect Institutional Support.
Indirect institutional support – athletic facilities debt service, lease and rental fees	As noted above, the 2016 NCAA Agreed Upon Procedures specify that debt service, lease and rental fees paid by the institution and not charged to athletics are to be reported on a separate line. In previous years, the University included these items as part of indirect institutional support as the NCAA did not request this support to be included separately.
Coaching salaries, benefits, and bonuses paid by the University and related entities	The University experienced a 19 percent decline in coaching compensation expense from the prior fiscal year. In the prior year, payouts of contractual agreements associated with the turnover of the Men's Basketball coaching staff resulted in higher coaching compensation expense.

## **Revenues**

9. We reviewed a sample of ticket sales reconciliations performed by the University for accuracy and proper review and approval. We performed a recalculation of ticket sales revenue by comparing the number of tickets sold and revenue generated by the ticket sales system to total revenue recorded in the Schedule. We determined the reconciliations reviewed to be accurate and the amounts reported in the Schedule to be substantially in agreement with our recalculation.
10. We obtained an understanding of the institution's methodology for allocating student fees to intercollegiate athletics programs. We compared student fees reported in the Schedule to amounts reported in the accounting records and an expected amount based on fee rates and enrollment. We found explanations for differences between calculated and actual student fees reported in the Schedule and account records to be reasonable.

11. We compared amounts reported in the Schedule for direct institutional support to institutional budget transfer documentation and/or other corroborative supporting documentation, and noted them to be substantially in agreement.
12. We compared amounts reported in the Schedule for indirect institutional support to expense payments, cost allocation detail and other corroborative supporting documentation and noted them to be substantially in agreement.
13. We ensured the Schedule properly includes revenue related to debt service, leases, and rental fees paid by the institution for or on behalf of athletics.
14. Intercollegiate Athletics Department management provided us with a listing of settlement reports and game guarantee agreements for away games during the reporting period. This amount was deemed to be immaterial for detailed testing.
15. Intercollegiate Athletics Department management provided us with a listing of all contributions of moneys, goods or services received directly by the Intercollegiate Athletics Programs from any affiliated or outside organization, agency or group of individuals that constitutes ten percent or more of all contributions received during the reporting period. Except for contributions received from the George Mason University Foundation, an affiliated organization, we noted no individual contribution which constituted more than ten percent of total contributions received for Intercollegiate Athletics Programs. We reviewed contributions from the George Mason University Foundation, which exceeded ten percent of all contributions and agreed them to supporting documentation. An adjustment to the Schedule was made to exclude contributions received for capital projects as capital-related revenues should be excluded from the Schedule per NCAA guidance.
16. Intercollegiate Athletics Department management provided us with a listing and copies of all agreements related to participation in revenues from broadcast, television, radio, internet, and e-commerce rights. We gained an understanding of the relevant terms of the agreements and agreed selected amounts to proper posting in the accounting records and supporting documentation.
17. Intercollegiate Athletics Department management provided us with a listing and copies of all agreements related to participation in revenues from tournaments, conference distributions, and NCAA distributions. We gained an understanding of the terms of the agreements and agreed selected amounts to proper posting in the accounting records and supporting documentation.
18. We obtained the amount of program sales, concessions, novelty sales, and parking revenue recognized during the period from the Schedule. This amount was deemed to be immaterial for detailed testing.
19. Intercollegiate Athletics Department management provided us with a listing and copies of all agreements related to participation in revenues from royalties, licensing,

advertisements, and sponsorships. We gained an understanding of the terms of the agreements and agreed selected amounts to proper posting in the accounting records and supporting documentation. Adjustments were made to the Schedule to reclassify revenue for the University's pouring rights contract to this line item and to record in-kind revenue associated with the University's apparel sponsor.

20. We reviewed amounts reported in the Schedule for endowment and investment income. This amount was deemed to be immaterial for detailed testing.
21. We compared the amount of revenue related to other revenue to the amount reported in the Schedule. We reviewed classification of a selection of transactions and agreed those transactions to supporting documentation.

### **Expenses**

22. Intercollegiate Athletics Department management provided us a listing of institutional student aid recipients during the reporting period. Since the University used the NCAA Compliance Assistant software to prepare athletic aid detail, we selected ten percent of individual student-athletes across all sports and agreed amounts from the listing to their award letter, with the exception of one student-athlete for which a current signed award letter was not available. We agreed each student's information to ensure accurate reporting in the NCAA Membership Financial Reporting System, with the exception of ten students for which the institution reported inaccurate information in Compliance Assistant. Additionally, the University reported athletic grants in two sports which do not conduct NCAA championship competitions, and are not considered emerging sports for women. As a result of the engagement, the institution recreated the squad list from the NCAA Compliance Assistant software with corrected amounts reported for each student and removed the grants for sports that should not have been included in the Compliance Assistant software. We ensured that the total aid amount for each sport materially agreed to amounts reported as Financial Aid in the student accounting system.
23. Intercollegiate Athletics Department management provided us with a listing of settlement reports and game guarantee agreements for home games during the reporting period. We reviewed these settlement reports and guarantee agreements for selected games and agreed selected amounts to proper posting in the accounting records and supporting documentation.
24. Intercollegiate Athletics Department management provided us with a listing of coaches, support staff, and administrative personnel employed and paid by the University during the reporting period. We selected and tested 24 individuals, including men's and women's basketball coaches, and compared amounts paid during the fiscal year from the payroll accounting system to their contract or other employment agreement document. With the exception of three employees for which wage rate documentation could not be located, we found that recorded expenses

equaled amounts paid as salary and bonuses and were in agreement with approved contracts or other documentation.

25. We discussed the Intercollegiate Athletics Department's recruiting expense and team travel policies with Intercollegiate Athletics Department management and documented an understanding of those policies. We compared these policies to existing University and NCAA policies and noted substantial agreement of those policies.
26. We selected a sample of disbursements for recruiting, team travel, sports equipment, uniforms, and supplies, game expenses, fundraising, marketing, and promotion, spirit groups, medical expenses and medical insurance, student-athlete meals (non-travel), and other operating expenses. We compared and agreed the selected operating expenses to adequate supporting documentation, with the exception of three purchase card transactions for which supporting documentation could not be located. We found all reviewed amounts to be properly approved, reasonable to intercollegiate athletics, and properly recorded in the accounting records, except for one transaction for \$989.66, which was misclassified as "Sports Equipment, Uniforms, and Supplies" rather than "Other Operating Expenses".
27. We obtained a listing of debt service payments, lease payments, and rental fees for athletics facilities for the reporting year. We agreed all facility payments included in the Schedule, including the two highest facility payments, to supporting documentation and noted proper agreement.
28. We obtained an understanding of the University's methodology for allocating indirect cost charges to the athletics department. We evaluated indirect cost charges for reasonableness and noted proper reporting of these charges in the Schedule as indirect institutional support as the University does not charge Athletics directly for these expenses.

#### **Additional Procedures**

29. We compared the sports sponsored, as reported in the NCAA Membership Financial Reporting System, to the squad lists of the institution. We noted agreement of the sports reported.
30. We obtained the institution's Sports Sponsorship and Demographics Forms Report for the reporting year. We validated that the countable sports identified by the institution met the minimum requirements for number of contests and minimum number of participants as defined in NCAA Bylaw 20.9.6.3. We ensured that countable sports have been properly identified in the NCAA Membership Financial Reporting System for the purpose of revenue distribution calculations.

We were not engaged to, and did not, conduct an examination, the objective of which would be the expression of an opinion on the Schedule of Revenues and Expenses of Intercollegiate Athletics Programs or any of the accounts or items referred to above. Accordingly, we do not express such an opinion. Had we performed additional procedures or had we conducted an audit of any financial statements of the Intercollegiate Athletics Department of George Mason University in accordance with generally accepted auditing standards, other matters might have come to our attention that would have been reported to the University. This report relates only to the accounts and items specified above and does not extend to the financial statements of George Mason University or its Intercollegiate Athletics Department taken as a whole.

This report is intended solely for the information and use of the President and the University and is not intended to be and should not be used by anyone other than these specified parties. However, this report is a matter of public record and its distribution is not limited.

AUDITOR OF PUBLIC ACCOUNTS

EMS/clj

**GEORGE MASON UNIVERSITY**  
**SCHEDULE OF REVENUES AND EXPENSES OF**  
**INTERCOLLEGIATE ATHLETICS PROGRAMS**  
**For the year ended June 30, 2016**

	Men's Basketball	Women's Basketball	Men's Soccer	Women's Soccer	Men's Track	Women's Track	Other Sports	Non-Program Specific	Total
<b><u>Operating revenues:</u></b>									
Ticket sales	\$ 622,764	\$ 17,104	\$ 13,722	\$ 4,645	\$ 3,983	\$ 3,014	\$ 26,615	\$ 5,265	\$ 697,112
Student fees	-	-	-	-	-	-	-	14,740,770	14,740,770
Direct institutional support	-	-	-	-	-	-	-	741,960	741,960
Indirect institutional support	-	-	-	-	-	-	-	1,277,705	1,277,705
Indirect institutional support - athletic facilities debt service, lease and rental fees	-	-	-	-	-	-	-	5,472,689	5,472,689
Guarantees	-	64,000	-	3,000	-	-	15,000	-	82,000
Contributions	-	-	-	-	-	-	49,000	851,235	900,235
Media rights	-	-	-	-	-	-	-	179,495	179,495
NCAA distributions	-	-	-	-	-	-	8,467	734,105	742,572
Conference distributions (non-media or bowl)	109,129	12,516	2,417	10,594	2,251	1,703	9,835	147,514	295,957
Program, novelty, parking, and concession sales	-	-	-	-	-	-	-	11,516	11,516
Royalties, licensing, advertisement and sponsorships	-	-	-	-	-	-	-	2,707,190	2,707,190
Athletics restricted endowment and investments income	-	-	-	-	-	-	-	46,364	46,364
Other operating revenue	9,477	249	685	743	23,954	18,122	89,994	74,552	217,775
Total operating revenues	741,370	93,869	16,824	18,982	30,188	22,839	198,911	26,990,360	28,113,340
<b><u>Operating expenses:</u></b>									
Athletic student aid	762,391	822,333	354,268	445,618	427,838	554,889	2,097,964	146,115	5,611,415
Guarantees	232,000	3,000	-	-	-	-	20,000	-	255,000
Coaching salaries, benefits, and bonuses paid by the University and related entities	1,608,301	598,175	225,203	215,590	204,709	154,867	1,424,592	-	4,431,436
Support staff/administrative compensation, benefits, and bonuses paid by the University and related entities	154,527	115,956	-	-	-	-	2,669	4,070,540	4,343,692
Recruiting	127,982	117,440	13,807	17,342	8,798	6,656	85,371	-	377,396
Team travel	504,395	303,420	64,050	74,061	169,636	128,333	689,665	57,451	1,991,012
Sports equipment, uniforms, and supplies	76,592	82,744	18,907	14,039	38,585	29,190	195,769	685,434	1,141,260
Game expenses	109,340	62,885	11,485	11,938	15,986	12,094	90,251	329,730	643,710
Fundraising, marketing and promotion	-	-	-	-	-	-	-	1,083,257	1,083,257
Spirit groups	6,187	5,775	-	-	-	-	-	43,150	55,112
Athletic facility leases and rental fees	-	-	-	-	-	-	-	129,086	129,086
Athletic facility debt service	-	-	-	-	-	-	-	5,472,689	5,472,689
Indirect institutional support	-	-	-	-	-	-	-	1,277,705	1,277,705
Medical expenses and insurance	1,840	3,540	2,645	-	12,752	9,647	6,296	165,660	202,380
Memberships and dues	1,340	955	1,017	1,403	797	603	6,207	112,832	125,154
Student-athlete meals (non-travel)	23,237	20,229	17,601	23,870	29,306	22,170	80,033	13,352	229,797
Other operating expenses	60,553	20,264	3,792	11,166	10,689	8,087	56,279	572,408	743,239
Total operating expenses	3,668,685	2,156,716	712,775	815,027	919,096	926,536	4,755,096	14,159,409	28,113,340
Excess (deficiency) of revenues over (under) expenses	\$ (2,927,315)	\$ (2,062,847)	\$ (695,951)	\$ (796,045)	\$ (888,908)	\$ (903,697)	\$ (4,556,185)	\$ 12,830,951	\$ -
<b><u>Other Reporting Items:</u></b>									
Total athletics-related debt									\$ 40,009,911
Total institutional debt									\$ 636,451,470
Value of athletics-dedicated endowments									\$ 1,810,354
Value of institutional endowments									\$ 71,566,373
Total athletics-related capital expenditures									\$ 938,225

The accompanying Notes to the Schedule of Revenues and Expenses of Intercollegiate Athletics Programs are an integral part of this Schedule.

**GEORGE MASON UNIVERSITY**  
**NOTES TO SCHEDULE OF REVENUES AND EXPENSES OF**  
**INTERCOLLEGIATE ATHLETICS PROGRAMS**  
**FOR THE YEAR ENDED JUNE 30, 2016**

**1. BASIS OF PRESENTATION**

The accompanying Schedule of Revenues and Expenses of Intercollegiate Athletics Programs has been prepared on the accrual basis of accounting. The purpose of the Schedule is to present a summary of accrual basis revenues and expenses of the University's intercollegiate athletics programs for the year ended June 30, 2016, and includes both those intercollegiate athletic revenues and expenses under the direct accounting control of the University and those on behalf of the University's athletic programs by outside organizations not under the University's control. Because the Schedule presents only a selected portion of the University's activities, it is not intended to and does not present the financial position, changes in financial position, or changes in cash flows for the fiscal year ended June 30, 2016. Revenues and expenses directly identifiable with each category of sport presented are reported accordingly. Revenues and expenses not directly identifiable to a specific sport are reported under the category, "Non-program specific."

**2. RELATED PARTY TRANSACTIONS**

The Schedule includes transactions of the Patriot Club of George Mason University Foundation, Inc. This Foundation was organized for fund-raising activities that either support the University or benefit specific schools within the University. The Foundation provided \$946,600 in support of University athletics in the form of direct contributions and other expenses for the fiscal year ended June 30, 2016.

**3. CAPITAL ASSETS**

Capital assets include land, buildings and other improvements, equipment, and infrastructure. Capital assets are generally defined by the University as assets with an initial cost of \$5,000 or more and an estimated useful life in excess of one year. Athletics follows the University policy and procedures for the approval and disposal of capital assets. Depreciation is computed using the straight-line method over the estimated useful life of the asset with no residual value.

The following comprises athletics-related property and equipment at June 30, 2016:

Buildings	\$89,103,962
Construction in progress	533,722
Equipment	6,005,702
Improvements	9,769,336
Accumulated depreciation	<u>(46,572,089)</u>
Net property and equipment	<u>\$58,840,633</u>

#### 4. VCBA NOTES PAYABLE

The University participates in the Public Higher Education Financing Program (Pooled Bond Program) created by the Virginia General Assembly in 1996. Through the Pooled Bond Program, the Virginia College Building Authority (VCBA) issues 9(d) bonds and uses the proceeds to purchase debt obligations (notes) of the University and various other institutions of higher education. The University's general revenue secures these notes. The following schedule describes each of the athletically related notes outstanding:

Bond Title	Issue Date	Original Amount	Interest Rate	Bond Term (in years)	Final Payment Due	Outstanding at June 30, 2016
PE Building (addition)	2006	\$ 6,035,000	3.0 - 5.0%	22	2029	\$ 2,315,000
PE Building (addition, Phase 2)	2006	2,800,000	3.0 - 5.0%	22	2029	1,070,000
PE Building (addition, RB2)	2007	8,555,000	4.5 - 5.0%	20	2028	2,120,000
PE Building (addition, Phase 2, RB2)	2007	3,820,000	4.5 - 5.0%	20	2028	945,000
Softball Field Improvements	2007	1,510,000	5.00%	10	2018	365,000
VCBA 2007 B (refunding 1997A, Fairfax Aquatic)	2007	1,300,979	4.0 - 4.25%	10	2018	784,979
PE Building, Phase I	2009	2,750,000	2.1 - 5.0%	20	2029	520,000
PE Building, Phase II	2009	5,245,000	2.1 - 5.0%	20	2029	1,000,000
Fieldhouse Life/Safety/Code Renovation	2010	1,395,000	3.75 - 5.5%	20	2031	1,180,000
Repair Aquatic & Fitness Center HVAC	2010	2,325,000	2.0 - 5.0%	10	2021	1,295,000
VCBA 2012 A (partial refunding of 2004A, Fairfax Aquatic Center)	2012	3,130,000	5.00%	8	2021	2,670,000
Fieldhouse Life/Safety/Code Renovation	2012	3,060,000	4.0 - 5.0%	10	2023	795,555
Renovate Fieldhouse	2013	3,230,000	1.0 - 3.5%	10	2024	2,900,000
VCBA 2013 B (Refunding of 2006A, Patriot Center)	2013	7,280,000	1.0 - 4.0%	14	2028	6,385,000
VCBA 2013 B (Refunding of 2009A, Patriot Center)	2013	1,845,000	1.0 - 4.0%	15	2029	1,635,000
VCBA 2014 B (Refunding of 1997A, Fairfax Aquatic Center)	2014	1,363,105	3.0 - 5.0%	2	2017	694,377
VCBA 2014 B (partial refunding of 2006A, PE Addition/Renovation)	2014	2,070,000	3.0 - 5.0%	9	2024	2,070,000
VCBA 2014 B (partial refunding of 2006A, PE Addition Phase II)	2014	950,000	3.0 - 5.0%	9	2024	950,000
VCBA 2014 B (partial refunding of 2007A, PE Addition)	2014	3,950,000	3.0 - 5.0%	11	2026	3,950,000
VCBA 2014 B (partial refunding of 2007A, PE Addition Phase II)	2014	1,765,000	3.0 - 5.0%	11	2026	1,765,000
VCBA 2015 B (partial refunding of 2009A, PE Bldg Ph I)	2015	1,580,000	3.0 - 5.0%	13	2029	1,580,000
VCBA 2015 B (partial refunding of 2009A, PE Bldg Ph II)	2015	<u>3,020,000</u>	3.0 - 5.0%	13	2029	<u>3,020,000</u>
Total		<u>\$68,979,084</u>				<u>\$40,009,911</u>

The following schedule describes the total principal and interest payments due on the notes outstanding:

<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest</b>	<b>Total</b>
2017	\$ 3,936,825	\$1,570,705	\$ 5,507,530
2018	4,142,219	1,402,522	5,544,741
2019	3,262,032	1,248,435	4,510,467
2020	3,413,422	1,111,530	4,524,952
2021	3,554,813	970,875	4,525,688
2022-2026	14,035,600	2,971,222	17,006,822
2027-2031	<u>7,665,000</u>	<u>407,901</u>	<u>8,072,901</u>
Total	<u>\$40,009,911</u>	<u>\$9,683,190</u>	<u>\$49,693,101</u>

#### 5. INDIRECT INSTITUTIONAL SUPPORT

The University provides certain facilities and services to Auxiliary Enterprises (AE). The University charges AE for these indirect costs using an AE indirect cost rate established under a program managed by the State Council of Higher Education for Virginia (SCHEV). As part of AE, the Athletics Program benefits from these indirect costs, but AE does not charge the Athletics Program for its share of these costs. In accordance with the NCAA's 2016 Agreed-Upon Procedures manual, the value of these indirect costs are to be reported on the Schedule of Revenues and Expenses on both the operating revenues line titled Indirect Institutional Support and the operating expenses line titled Indirect Institutional Support.

The University pays the debt service for Athletic Facilities but does not charge the Athletics Program for the debt service payments. In accordance with the NCAA's 2016 Agreed-Upon Procedures manual, the value of these debt service payments for the current fiscal year are to be reported on the Schedule of Revenues and Expenses on both the operating revenues line titled Indirect Institutional Support- Athletic Facilities Debt Service, Lease and Rental Fees and the operating expense lines titled Athletic Facility Debt Service, and Athletic Facility Leases and Rental Fees.

## GEORGE MASON UNIVERSITY

As of June 30, 2016

### BOARD OF VISITORS

Thomas M. Davis, Rector

Stuart Mendelsohn, Vice Rector

Kelly McNamara Corley, Secretary

Mahfuz Ahmed	John Jacquemin
Karen Alcalde	Robert F. Pence
Stephen M. Cumbie	Wendy Marquez
Kimberly O. Dennis	David Petersen
Claire Dwoskin	Shawn Purvis
Anne Gruner	Tracy Schar
M. Siddique Sheikh	

Charlene Douglas, Faculty Representative

Khushboo Bhatia, Student Representative

Justin Van Buren, Student Representative

### UNIVERSITY OFFICIALS

Àngel Cabrera, President

Jennifer Davis, Senior Vice President for Administration and Finance

Frank Neville, Chief of Staff

Brad Edwards, Assistant Vice President and Director, Intercollegiate Athletics

Jeanne Medford, Director of Business and Financial Services, Intercollegiate Athletics