2018 President’s Planning Conference

Theme: “Daring To Be Different” – Claiming Our Uniqueness

Day 2: Thursday, July 26 2018

Objective: Provide University Strategic Information & Related Engagement

Participants: Board of Visitors | Board of Trustees Executive Committee | President’s Council

Location: MIX

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:00</td>
<td>Breakfast</td>
</tr>
<tr>
<td>8:30</td>
<td>Welcome Remarks, Agenda Overview and Session Framing – President Cabrera</td>
</tr>
<tr>
<td>8:50</td>
<td>Opening Remarks – Provost Wu</td>
</tr>
<tr>
<td>9:00</td>
<td><strong>Breakout Sessions:</strong> Each station is 30 minutes in length and will address the four key areas as defined in the Strategic Plan. Participants are in preassigned groups and rotate through four stations. Facilitators will provide a short presentation highlighting key initiatives followed by discussion.</td>
</tr>
<tr>
<td>11:00</td>
<td>Break</td>
</tr>
<tr>
<td>11:15</td>
<td>Report Out &amp; General Discussion</td>
</tr>
<tr>
<td>12:00</td>
<td>Creative Services Video</td>
</tr>
<tr>
<td>12:10</td>
<td>Lunch – MIX 2nd Floor</td>
</tr>
<tr>
<td>1:00</td>
<td>Financial Framework – JJ Davis</td>
</tr>
<tr>
<td>2:00</td>
<td><strong>Breakout Sessions:</strong> Each station is 20 minutes in length and will address strategic topics that are likely to be the area of focus in 2018–2019. Participants will be in preassigned groups and rotate through four stations. Facilitators will provide a short presentation followed by discussion.</td>
</tr>
<tr>
<td>3:30</td>
<td>Break</td>
</tr>
<tr>
<td>3:45</td>
<td>Report Out &amp; Group Discussion</td>
</tr>
<tr>
<td>4:30</td>
<td>Reflections &amp; Closing Comments – President Cabrera</td>
</tr>
<tr>
<td>5:00</td>
<td>Reception</td>
</tr>
</tbody>
</table>
Total Enrollment Fall 2017 ~36,000
INCREASING STUDENT SUCCESS

Mason Graduation Rates

Mason Graduation/Completion Goal

<table>
<thead>
<tr>
<th>Year</th>
<th>Overall Mason</th>
<th>Overall National</th>
<th>Asian Mason</th>
<th>Asian National</th>
<th>Black Mason</th>
<th>Black National</th>
<th>Hispanic Mason</th>
<th>Hispanic National</th>
<th>White Mason</th>
<th>White National</th>
<th>Pell Mason</th>
<th>Pell National</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>56.9%</td>
<td>68.9%</td>
<td>39.5%</td>
<td>48.6%</td>
<td>71.0%</td>
<td>66.4%</td>
<td>67.0%</td>
<td>50%</td>
<td>71.0%</td>
<td>70%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td>71.0%</td>
<td>74.8%</td>
<td>62.0%</td>
<td>64.4%</td>
<td>72.0%</td>
<td>65.4%</td>
<td>66.4%</td>
<td>50%</td>
<td>71.0%</td>
<td>70%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2024</td>
<td>78.0%</td>
<td>74.8%</td>
<td>70.0%</td>
<td>66.0%</td>
<td>75.0%</td>
<td>66.4%</td>
<td>67.0%</td>
<td>50%</td>
<td>71.0%</td>
<td>70%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

No Disparities
CAREER/POST GRADUATION SUCCESS

Top Employment Industries

FINANCE
TECHNOLOGY
GOVERNMENT
HEALTH
EDUCATION
CONSULTING

Overall Career Outcomes Rate

Includes Undergraduate and Graduate Students within six months of graduation

Top Employment Locations

90% of students are employed locally

74% of graduating students participated in experiential learning

Internships ★ Co-op ★ Research ★ Work related to career goals ★ Study abroad ★ Student leadership

$59,000
Median first year salary plus bonus for full-time employment

Deloitte. KPMG
NSF
MARriott
WOLF TRAP
CGI NAVY
leidos
CapitalOne
BAE Systems
LOCKHEED MARTIN
Caci
DEPARTMENT OF STATE
Booz Allen Hamilton
ARLINGToN PUBLIC SCHOOLS
lewIS MANNING
AMERICAN CANCER SOCIETY
INova
Fairfax County Government
Prince William County Public Schools
EY
USA TODAY

81% of employed students are in positions related to their career goals
NATIONAL AND LOCAL TRENDS: THE BIG SIX

Mental Health

Alcohol & Drug Use

Sexual Assault & Interpersonal Violence

Freedom of Expression AND Inclusive Community

Housing & Food Insecurity

Fraternity Life

Greater Need for Services
ENHANCING THE MASON STUDENT EXPERIENCE
Student Experience Redesign (SER)

Inclusive, Thriving Communities

Robust, Scalable Student Care Network

Mason Impact

Great Lives, Great Careers

Planning for Enrollment Growth

2016
34k students

2024
43k students
Next Up

Adult Learners

Online Learners

Transfer Students
ACCESS TO EXCELLENCE

ACADEMIC INNOVATION AND NEW Ventures
37 MILLION LEFT OUT
WHO ARE ADULT LEARNERS?
WHAT WORKS?

- FLEXIBLE
- AFFORDABLE
- EASE OF TRANSFER/PRIOR CREDIT EVALUATION
- SUCCESS COACHING, HIGH-TOUCH ADVISING & FINANCIAL AID SUPPORT
- CAREER COUNSELING
- 8 WEEK COURSES
- WORK-FORCE RELEVANT CURRICULUM & INSTRUCTION
SHOULD A UNIVERSITY BE A STUDENT’S EDUCATION PARTNER FOR LIFE?

ON-RAMP
OFF-RAMP

CONVENIENT ENTRANCES AND EXITS

"JUST-IN-TIME"
"JUST-ENOUGH"
CALLIE

18-YEAR OLD
STUDENT

JUST GRADUATED FROM
OAKTON HIGH SCHOOL

LIVES ON-CAMPUS IN
PRESIDENTS PARK DORMS

PLANS TO STUDY ABROAD
AT MASON KOREA
MATEO

22 YEAR-OLD, FIRST-GEN COLLEGE STUDENT

LIVES LOCALLY IN HERNDON, VA

WORKS PART-TIME AT ACE HARDWARE

HELPS SUPPORT FAMILY HOUSEHOLD
DEBORAH

32 YEAR-OLD MOTHER

LIVES IN WARRENTON, VA

EMPLOYED AS A NURSE’S ASSISTANT

EARNED 30 CREDITS OVER LAST 5 YEARS AT COMMUNITY COLLEGES
HOW HAVE OTHER PUBLIC RESEARCH INSTITUTIONS COMMITTED TO FLEXIBILITY AND ACCESS?

UMUC & UNIVERSITY OF MARYLAND & PURDUE UNIVERSITY® GLOBAL

ASU & ASU ONLINE & PENN STATE & GLOBAL PENN STATE
ACCESS TO EXCELLENCE AT MASON

PARTNERSHIP WITH COMMUNITY COLLEGE

WILEY PARTNERSHIP FOR ONLINE GRADUATE EDUCATION

LIFELONG LEARNING OPPORTUNITIES

ONLINE EDUCATION AT SCALE FOR ADULT LEARNERS
MASON RESEARCH

knowledge CREATION thru research and scholarship

knowledge IMPACT thru innovation and service

knowledge SHARING thru education and learning

Researchers.. Scholars.. Educators.. Practitioners
PERFORMANCE METRICS – RESEARCH & SCHOLARSHIP
MASON R&D PERFORMANCE (FY 2008-2018)
MASON R&D PROJECTIONS THRU 2024

2024 Goal
Mason Strategic Plan ($225M)
DRIVING GROWTH
Strategic Initiatives

Mason Computes!
Commonwealth Cyber Initiative
Genomics & Bioinformatics Research Institute
Mason Institute for BioHealth Innovation
Center for Hardware and Embedded System Security & Trust (CHEST)
DRIVING GROWTH
Fundamentals

- Recruit, support and celebrate world-class (tenure-line) faculty
  - competitive start-up and retention strategies
  - exceptional graduate students and postdoctoral fellows
  - state-of-the-art research infrastructure
  - research development support
  - multidisciplinary collaborations and partnerships
  - recognize faculty success

- Integrate research into education programs and support research impact
  - innovative education programs leveraging research strengths
  - robust translational partnerships with non-academic partners
  - valuable community services leveraging research strengths
  - innovation ecosystem and advanced industries growth
SECURING OUR TALENT

PROJECTED STUDENT GROWTH

45000
40000
36000
35000
2017-18
2023-24

SMART GROWTH

Growth
+ 900 New Faculty & Staff

Natural Attrition
- Retirements
- Terminations
- Resignations

~6,000 Current Faculty & Staff

Projected Student Growth

35000
40000
43000

~6,000

+900
New Faculty & Staff

Projected Student Growth

35000
40000
43000

~6,000

+900
New Faculty & Staff

Projected Student Growth

35000
40000
43000

~6,000

+900
New Faculty & Staff
Mason continues to be a place where Diversity & Inclusion are VALUED.

Opportunity to interact with and know individuals from diverse backgrounds

Treated by others with dignity and respect

Coming Soon: Search Committee Training 2.0!
SUSTAINING OUR TALENT

2018 Quality of Work-Life Survey:

- Access to flexible work options: Significantly Higher
- Opportunity for professional pursuits: Significantly Higher
- Balance between work and personal life: Significantly Lower
- Workload stress: Significantly Higher

Well-being:

- 48% attended a well-being event in the last year.
- The average employee attended 3 events.
- In 2017, HR & Payroll held +250 events.

Turnover:

- Overall: 9.9%
- A/P Faculty: 12.4%
- I/R Faculty: 8.6%
- Classified: 10.14%

Data Provided by Mason HR & Payroll
Current Action Plans & Future Initiatives

Current & Complete:
- Enhanced Reward & Recognition Program
- Local Academic Unit Head Training
- Expanded Workplace Coaching Program
- Leadership Development & Skill Building
- HERC Host Institution

Future Planning:
- Smart Growth
- Enhanced Search Committee Training
- On-going evaluation of current activities and strategic objectives
WORKING TOGETHER FOR OUR FUTURE

Opportunities:
- Well-being
- Diversity
- Team Efficacy
- Engagement
- Sense of Purpose
- Professional Development

Challenges:
- Resources
- Decentralization
- Compliance & Audits

Data Provided by Mason HR & Payroll
Board of Visitors

Thursday July 26th, Planning Session

Afternoon Breakout Session
Station #1 – Planning for Growth

Provost David Wu
Senior Vice President J.J. Davis
**FUTURE GROWTH**

Increase VA and Out of State Enrollment

- **FR/TR OOS**: 8% each year
- **FR/TR VA**: 1-3% each year

### FY 2024 Overall Enrollment

- **In State**: 75.5%
- **Out Of State**: 13.4%
- **International**: 11.1%

**Research Question:**

**New Freshmen Enrollment**

- **FY19**: 2,765
- **FY20**: 2,824
- **FY21**: 2,895
- **FY22**: 2,907
- **FY23**: 2,913
- **FY24**: 2,931

**New Transfer Enrollment**

- **FY19**: 278
- **FY20**: 304
- **FY21**: 335
- **FY22**: 369
- **FY23**: 409
- **FY24**: 455

### Overall Enrollment Timeline

- **Virginia**
- **Out of State**
- **Overall**

**Key Assumptions**

- ADVANCE gains.
- Growth in residents consistent with recent past.

**New International**

- 10% Undergrad
- 5% Grad Each Year
WHY SMART GROWTH?

- Meet strategic goal of 100,000 graduates
- Align with regional and Commonwealth’s economic development needs
- Enable capacity planning for faculty, staff and facilities
- Enable appropriate adjustment of academic portfolio
- Diverse enrollment mix and revenue streams
GEORGE MASON STRATEGIC PLAN

100,000 Graduates by 2024
7,000 New Students
5,300 on Ground

R1 Level of Excellence
Sustain Research Growth
Stable Rating Agency Outlook

Maximize Use of Existing Assets
Fairfax Campus
SciTech & Arlington Campuses
Regional Locations

Financial Plan $1.0B - $1.5B
Moderate Tuition Increase
Close the Credit Window

FY 2018 Base Year

FY 2024
6 Years of Growth

Facilities

Students, Faculty & Staff

Enrollment
PRIMARY AREAS OF IMPACT

Student Services

Student Experience Redesign
- Student Service Expansion
- Student Centers
- Programming
- Athletics & Recreation
- Transportation & Parking
- Information Technology – WiFi
- Infrastructure capacity to serve 43k and contract escalation (per student charges-licenses)

Faculty & Staff

Build capacity and maintain quality
Add +75 tenure track/term faculty annually
Add +75 classified and other staff annually
900 new employees in six years*
*not including natural attrition

Facilities

How manage growth?
- Space Utilization Study
- Class Scheduling – All Campuses
- Private Sector Options–Housing
- Dining Hall Expansion
- Off-Campus Leasing
- Construction/Renovation

Requires Strategic Resource Investment Plan
TOP PRIORITIES

Financial
- Enrollment performance
- College/university budget forecasting and execution
- Commonwealth financial support
- Operational Integrity
- System integrity (accounting, payroll, student records, etc.)

HR
- Talent development and retention to mitigate the potential loss of our workforce
- Payroll, benefits, defined contribution plans and healthcare cost increases
- Administration & Regulatory Management (ADA, ACA, FLSA, FMLA, Workers’ Comp., etc.)

IT
- System reliability, disaster recovery, and business continuity
- Security and information management
- Poorly aligned and aging solutions
- System reliability and stability

Facilities
- Facility and infrastructure reliability
- Operations – safe, secure, compliant
- Costs/expenses: energy, supplies and materials, disposal
- Emergency preparedness and response / continuous operations planning
SPACE AND INFRASTRUCTURE MODELING

**Peterson Hall Bioengineering**
Budget: $1.2M  
Complete: Sept, 2018

**Bull Run Hall Addition**
State Proposed: $64M  
Mason Projected: $67M  
Complete: Fall, 2023

**Hylton Performing Arts Center**
Budget: $13.5M  
Complete: Fall, 2019

**Krasnow Institute**
Geotechnical Lab Renovations
Budget: $.5M  
Complete: August, 2018

**Core Campus/Robinson Replacement**
Robinson Budget: $119.6M  
Utility Core Budget: $51.5M  
Complete: Spring, 2022
RELEASED GIFT AGREEMENTS

• 8 - between affiliate and GMU (2003, 2007, 2009)
• 2 – affiliate only (2007, 2011)
• 3 – between affiliate and donors (2007, 2009)
• 1 – between GMU and GMUF (1990)
  o 2 – between GMU and donors (1990)

No Advancement or Foundation input

Currently a task force, led by Dr. Wu and an independent third-party consulting firm, is reviewing all philanthropic agreements that support Mason faculty.
CAMPAIGN PRIORITIES AND PROGRESS

PRIORITIES: Students, Faculty, Research, Community and Capital Projects, Programs and Big Ideas, Annual Giving

GOAL: $500 million through December 31, 2018

CURRENT: $592 million through June 2018, original goal reached March 23, 2017 – and we are not done yet!
George Mason University Foundation, Inc.
Total Gifts and Pledges
By Fiscal Year in Millions of Dollars

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Total Gifts and Pledges (in Millions of Dollars)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2011</td>
<td>32.4</td>
</tr>
<tr>
<td>FY 2012</td>
<td>41.6</td>
</tr>
<tr>
<td>FY 2013</td>
<td>46.9</td>
</tr>
<tr>
<td>FY 2014</td>
<td>54.3</td>
</tr>
<tr>
<td>FY 2015</td>
<td>70.8</td>
</tr>
<tr>
<td>FY 2016</td>
<td>98.3</td>
</tr>
<tr>
<td>FY 2017</td>
<td>62.7</td>
</tr>
<tr>
<td>FY 2018 Estimate</td>
<td>70.3</td>
</tr>
</tbody>
</table>
George Mason University Foundation, Inc.
June 30 Endowment Balance
By Fiscal Year in Millions of Dollars

FY 2009: $42.6
FY 2010: $46.7
FY 2011: $53.4
FY 2012: $53.4
FY 2013: $59.9
FY 2014: $70.2
FY 2015: $73.0
FY 2016: $76.8
FY 2017: $85.4
FY 2018 Estimate: $90.0
George Mason University Foundation, Inc.
Philanthropic Support to GMU
By Fiscal Year in Millions of Dollars
George Mason University Foundation, Inc.
Philanthropic Support to GMU
Fiscal Year 2018 (est.)
By Restricted Purpose

- Academic Support - Faculty and Staff $15.8M
- Scholarships and Student Programs $10.0M
- Research $33M
- Facilities $3.6M
- Other Support $3.1M

Total: $65.5M
GEORGE MASON UNIVERSITY’S IMPACT ON THE REGION

A SKILLED WORKFORCE
- 36,000 Fall 2017 Enrollment
- 100,000 Career-ready graduates by 2024

AN ECONOMIC ENGINE*
- 16,000 Jobs
- $1.56B Pumped into economy
- 6,200 Residential Students

THREE DISTINCT U.S. CAMPUSES

JOB CREATION
- 4 Mason Enterprise Incubation Centers

DIVERSE STUDENTS
- 130 Countries
- 50 States

TOP-TIER LOCAL COLLEGE OPTION
- 80% In-State Students

RESEARCH OF CONSEQUENCE
- Tier 1 Highest Carnegie Research Classification

CONTRIBUTIONS TO K-12 EDUCATION
- 33% Teachers in Northern VA Schools with Mason Degrees
- 50% Administrators in Northern VA Schools with Mason Degrees
Dwindling State Appropriations

George Mason University
General Fund vs. Tuition and Other as a Percent of the E&G Budget

% State Funded

- FY 1985: 67%
- FY 2000: 57%
- FY 2019: 25%

State Appropriations
Tuition & Other

Graph showing the percentage of state funded appropriations and tuition and other sources from FY 1985 to FY 2019.
Mason FY 2019 Financial Disparity

Mason receives just 74% of the doctoral average for GF support.

General fund estimate is based on SCHEV FTE projection in the 2B report, numbers for all institutions will change with actual revised numbers for FY 2019.
Mason has ~48% of the statewide enrollment growth since Fall 2009.
2018 Virginia General Assembly

40

21 (R) – 19 (D)

100

51 (R) – 49 (D)
Global Genomics and Bioinformatics Research Institute (GGBRI)