2024 Planning Conference – Redefining Excellence

Board of Visitors, Board of Trustees Executive Committee, President's Council & Alumni Association
Thursday, July 25, 2024 | Horizon Hall Room 2014

|	
7:45 a.m.	**Continental Breakfast** – Horizon Hall, Room 2014 Exterior
8:15 a.m.	**Welcome Remarks & State of the University** Gregory Washington, President
9:15 a.m.	**Introductions – New Board of Visitors Members** Horace Blackman, Rector
9:30 a.m.	**Corporate Workforce & Alignment with Academic Degrees** Julie Coons, President & CEO, Northern Virginia Chamber of Commerce Jennifer Taylor, President & CEO, Northern Virginia Technology Council Liza Wilson Durant, Associate Provost, Strategic Initiatives & Community Engagement, Facilitator
10:45 a.m.	Break
11:00 a.m.	**Fulfilling Our Vision: How *Power the Possible* is Transforming Mason** Trishana Bowden, Vice President, Advancement & Alumni Relations/President, GMUF Gregory Washington, President
12:15 p.m.	**Morning Wrap Up** Gregory Washington, President
12:20 p.m.	**Lunch / Horizon Hall** Reading Wall Atrium
1:15 p.m.	**Building Financial Sustainability & Effectiveness** Deb Dickenson, Executive Vice President for Finance & Administration Jackie Ferree, Senior Vice President for Operations & Business Services Sharon Heinle, Vice President for Finance
2:00 p.m.	Break
2:15 p.m.	**Generative AI – A Force for Positive Disruption** Ravi Pendse, Vice President for Information Technology and Chief Information Officer, Special Advisor to the President for India, Professor of Engineering Practice in Electrical Engineering and Computer Science, University of Michigan
3:00 p.m.	**AI Across Mason Nation** Amarda Shehu
3:15 p.m.	**Discussion – Path Forward** Gregory Washington
4:15 p.m.	**Reflections & Closing Comments** Gregory Washington
4:30 p.m.	**Reception -** Horizon Hall, Room 2014 Exterior

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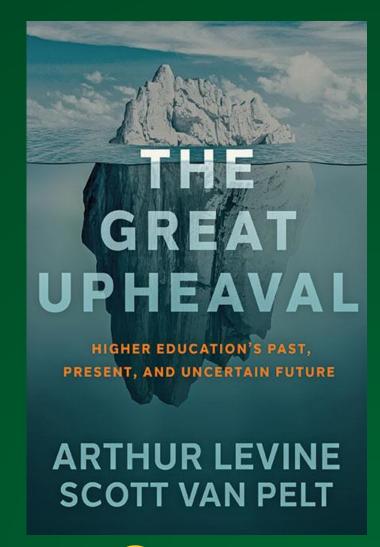
FY25 Planning Conference

Gregory Washington

President

This year's theme: Redefined Excellence

Bottom Line Up Front

- **Continued strong performance in our best year in history**
  - Largest 4-year institution in Virginia
  - #1 in Virginia for innovation and social mobility
  - 21 graduate programs in the Top 50 for publics
  - 14 graduate programs in the Top 50 overall
- **Best rise in rankings**
  - No. 33 Wall Street Journal, No. 40 Forbes, No. 51 U.S. News
- **Thriving in the toughest academic environment in at least 50 years**
- It's an election year! Political issues persist.
- **Strong management of our finances in a difficult environment. Cost pressures continue.**
- Strong plan for success
- **Performing in alignment with Governor's Higher Education Agenda**

THE GREAT UPHEAVAL

HIGHER EDUCATION'S PAST, PRESENT, AND UNCERTAIN FUTURE

ARTHUR LEVINE
SCOTT VAN PELT

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Higher Ed in CRISIS

- **Value proposition in question**
  - Broken funding model especially some privates
- **Economic challenges (inflation, budget cuts, etc.)**
- **Enrollment cliff**
  - Demographic challenges
- **Mental health crisis**
  - Affecting students and faculty
- **Academic disciplines under scruti**
  - Curricula challenges
  - Faculty/administra
  - DEI challen

Colleges are now closing at a rate of one per week!

You Don't Need College Anymore, Says Google

If you can earn $93k after taking a $300 course, then what's the ﬀ of higher education?

David Leibowitz   Follow
Jul 29, 2020 · 7 min read ★

Stress p   ear college

m Nobody's Talking About: The Male-
ﬀuation Gap

By Kelly Field | June 14, 2022

Men have trailed women in degree completion for decades. Why aren't colleges doing anything?

Americans Rank A Google Internship Over A Harvard Degree

Brandon Busteed Contributor ⓘ
Education   Follow

Digital Skills / Digital transformation / Future of Work

Why Apple (and Other Tech Companies) No Longer Require a Degree

DECEMBER 9, 2019

Higher Ed in CRISIS – Are We All Together Different?

National Challenges	George Mason Solutions
Value proposition in question	**Highest ROI in the state**, 73% of graduates reside in Northern Virginia, largest producer of talent. Among the highest salaries in the state for graduates. New programs based in areas of highest need.
Economic challenges	**Cost of attendance less than inflation**, lowest administrative cost per student and admin/instructional cost among Virginia publics. Highest cost of living area.
Enrollment cliff	**Continuous enrollment growth** for more than the last 10 years. Programs in place to protect growth (Mason Virginia Promise, Early Identification Program, direct entry).
Mental health crisis	**Increased mental health support by 35%**, added TimelyMD and institution-wide mental health task force
Academic disciplines under scrutiny	?

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Higher Ed in CRISIS – Are We All Together Different?

National Headline	George Mason's Reality
The cost of college has exploded.	Cost of attendance has increased only 1.4% per year since 2019, and only 2.4% per year since 2013.
A college education equates to lifelong debt.	The average George Mason student borrower owes less than $26K and per-student debt has declined since 2019.
The ROI of a college degree is declining.	Wages for George Mason graduates are among the highest in the state and are at an all-time high (100% more than high school graduates).
Liberal arts degrees are a waste of money.	Although slower to start, liberal arts graduates typically experience **rapid wage growth** in their late 30s-40s – the fastest among any college major.
Degree holders aren't any better off.	College graduates report higher rates of **job satisfaction, financial well-being, and health.**

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George Mason Challenges

- George Mason is still underfunded.
- We operate in one of the Top 10 most expensive regions in the country.
- Too many units are compensated below market.
- We do not have enough staff in some areas.
- Additional state support is a plus, but we still have significant ground to cover.
- How we handle additional resources in the future (increased salaries vs. additional staff) will be key to our sustainability.

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Changing Athletics Landscape

- On May 22, the NCAA and the power conferences - ACC, SEC, Big Ten, Big 12 and Pac-12 - voted to approve a settlement for three antitrust lawsuits, most notably House v. NCAA.

- This settlement resolves three separate antitrust cases - House v. NCAA, Hubbard v. NCAA and Carter v. NCAA - all from athletes claiming the NCAA violates antitrust law.

- There are two important components of this settlement:
  - About $2.8 billion that all conferences and the NCAA will pay to current and former athletes, starting from 2016, over the course of the next 10 years.
  - The second is a framework where conferences and schools would directly pay student-athletes. There are two different ways for college athletes to make money - NIL and revenue sharing.
  - George Mason will lose about $300K - $400K for the next decade.
  - **George Mason will need about $4.5M in permanent money over the next three years to compete in men's and women's basketball.**

- **U.S. Appeals Court ruled on July 11, 2024 that college athletes may qualify as employees.**
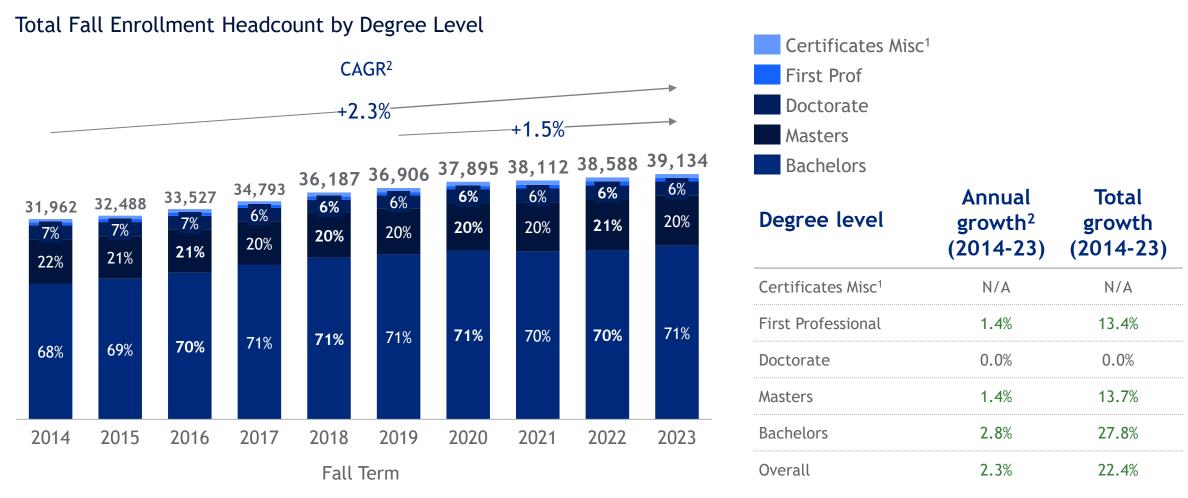
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2023-2024 Presidential Performance Metrics

Priority	Proposed	Status	Notes
Deliver a distinctive and inclusive student experience that fosters lifelong engagement	Manage cost growth by executing on core components of the Critical Vacancy Plan	🟩	*E&G deficit decreased to about $14M, ahead of our projections*
	Grow undergrad enrollment by 1.5%	🟩	*Spring 2024 undergraduate enrollment grew by 1.8%*
	Grow graduate and law school enrollment by 1.5%	🟥	*Spring 2024 graduate and professional enrollment (law school) is down by 1.8%*
	Grow Mason Korea enrollment by 3%	🟩	*Spring enrollment grew by 12.3%*
Expand the impact of Mason's research, scholarship, and creative enterprise	Grow research awards and/or expenditures by 5% (15% stretch goal) each year	🟩	*FY24 Total Sponsored Expenditures up 26%*
Accelerate economic and social impact	Grow corporate support by 5% each year	🟩	*$18.1M toward $12.5M FY24 corporate support goal*
	Maintain or improve rankings	🟩	*Highest rankings in history*
	Maintain gifts and fundraising at $100M	🟩	*$101M toward the $100M FY24 goal*
Exemplify a university culture of diversity, equity, and inclusion	Completion of recommendations outlined in the ARIE Initiative	🟩	*14 out of 15 recommendations completed*
	Maintain designation as a Minority Serving Institution	🟩	*Redesignated in April 2024*
Invest in faculty and staff success	Implement FY24 Mason's portion of the state government compensation increase	🟩	*Compensation increases went into effect December 10, 2023. FY25 increases implemented effective June 10, 2024.*
	Establish 2 new programs where faculty and staff are recognized	🟩	*Honorific committees established in all units. Upgraded President's faculty and staff awards.*

The Youngkin Administration Higher Education Agenda

Priority	Points of emphasis	Score	Notes
PREPARE STUDENTS FOR HIGH DEMAND JOBS IN VIRGINIA	Redefine success as career-aligned job attainment, efficient attainment of credentials and degrees, and continual upskilling and reskilling for all	🟩	**88% of Class of 2023 respondents were employed in positions related to their career goals. 73% of in-state Mason graduates stay in Virginia.**
	Prioritize aligning curriculum, programs, and requirements to our state's most in-demand workforce needs	🟩	**New programs in CyberSecurity Engineering, Cloud Computing Engineering. State's first College of Public Health**
	Prioritize a meaningful internship or work-based learning experience as part of the college experience	🟨	More than 15,000 internships are posted in Mason ___ of students have an experiential learning opportunity ___
	Conduct a multi-year study on the future of higher education in Virginia to ensure our higher education system is focused on preparing graduates for the jobs of the knowledge economy	🟩	In the Class of 2024, 41% ___ graduate students earned degrees in STEM and ___ in-state Mason graduates stay in Virginia and ___ remain in Virginia after graduation.
PROMOTE A VIBRANT, SAFE, AND HEALTHY CAMPUS	Prioritize vibrant, safe, and healthy campuses that allow students to grow and foster relationships through in-person learning		___ receive a clean Clery program audit. **5 Star rating** ___ **Index and a Gold rating for being a military friendly**
	Value and promote a campus culture that embraces and prioritizes free inquiry, civil discourse, and a commitment to free speech		___ for the Foundation for Individual Rights and Expression (FIRE). ___ **battle tested over the last four years.**
	Prioritize the mental health and well-being of students, fa___	🟨	Initiated TimelyCare, a free 24/7 virtual mental health and well-being service with a licensed provider. Created chief mental health officer role. Established Mental Health and Well-Being Task Force.
MAINTAIN AFFORDABILITY AND REDUCE THE COST OF HIGHER EDUCATION	Reduce costs and keep tuition low fo___ ___tegic solutions that come from lever___ ___ent delivery methods, partnerships ___ innovating and finding new or expanded ___	🟨	2nd lowest tuition of the R1 universities in Virginia. Proactive budget management leveraging revenue enhancements and budget reductions to balance operating budget. Executing two-year plan to close E&G budget deficit. Deployed reserves to acquire assets with income production potential and that position Mason for the future.
	Conduc___ ___ staffing, overhead, academic majors and ___ attention on spending and procurement	🟨	Manage cost growth by executing on core components of the Critical Vacancy Plan
	___ rating cost transparency and financial health and outcomes ___ a strategic and reimagined six-year plan process to be implemented ___ in Spring 2023	🟩	Leveraged 6-year plan and Fact Pack with multiple audiences to enhance transparency and demonstrate performance trends and aligned 6-year plan priorities with Mason's strategic plan
BUILD T___ ___LEGE AND CAREER ___ADY PIPELINE IN PARTNERSHIP WITH K-12 SCHOOL DIVISIONS	Launch lab schools across the Commonwealth at all of Virginia's public and private institutions and higher education centers	🟩	**Launched 2 Lab Schools:** Accelerated College and Employability Skills (ACCESS) Academy, a collaborative partnership with NOVA and Loudoun County Public Schools and Shenandoah Valley Rural Regional College Partnership Laboratory School for Data Science, Computing and Applications.
	Strengthen "Pathway Programs" which provide pipelines and specific programs for underserved students across the Commonwealth	🟩	**Most successful pathway programs in Virginia:** The Mason Virginia Promise extends the ADVANCE Partnership with NOVA to select community colleges around the state. The Early Identification Program partners with students starting in the 8th grade.

George Mason University
How is overall enrollment trending over time?

Total Fall Enrollment Headcount by Degree Level

Legend:
- Certificates Misc[1]
- First Prof
- Doctorate
- Masters
- Bachelors

CAGR[2]

+2.3%

+1.5%

Year	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Total	31,962	32,488	33,527	34,793	36,187	36,906	37,895	38,112	38,588	39,134
Certificates/First Prof					6%	6%	6%	6%	6%	6%
Doctorate/Masters	7%	7%	7%	6%	20%	20%	20%	20%	21%	20%
Masters	22%	21%	21%	20%						
Bachelors	68%	69%	70%	71%	71%	71%	71%	70%	70%	71%

Fall Term

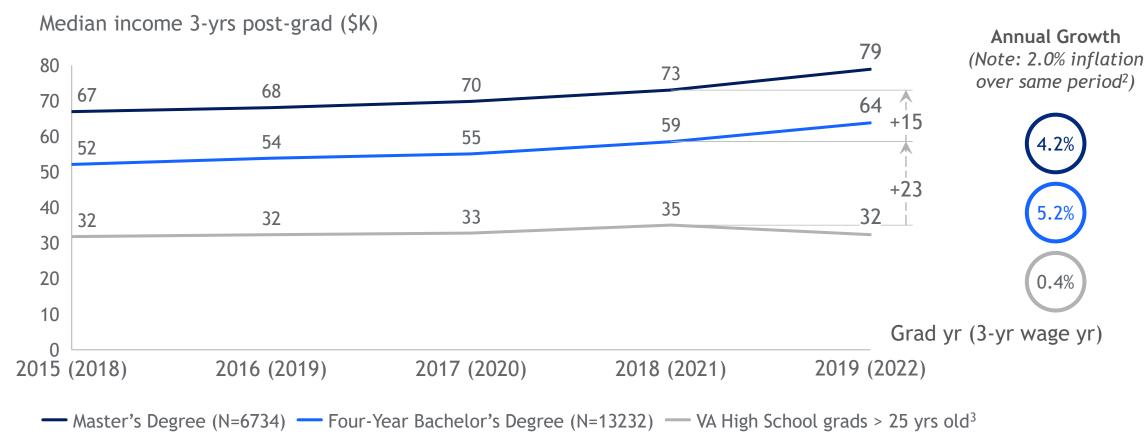| Degree level	Annual growth[2] (2014-23)	Total growth (2014-23)
Certificates Misc[1]	N/A	N/A
First Professional	1.4%	13.4%
Doctorate	0.0%	0.0%
Masters	1.4%	13.7%
Bachelors	2.8%	27.8%
Overall	2.3%	22.4%

1. Sum of less than one-year certificates, one plus year certificates, post bachelors certificates, and post masters certificates. Does not include "students not program placed," which is included in the Excel backup 2. "Annual growth" calculated as compound annual growth rate (CAGR)
Note: Some categories are not visible on some bars because they are less than 1% of yearly enrollment.
Source: Data from State Council of Higher Education for Virginia (SCHEV) Research Center Enrollment Report E33: Fall Enrollment by Degree Level

How much excess wages are generated by higher-ed degrees[1] vs. high school degrees?

Median income 3-yrs post-grad ($K)

Annual Growth
(Note: 2.0% inflation over same period[2])

Master's Degree values: 67, 68, 70, 73, 79
Four-Year Bachelor's Degree values: 52, 54, 55, 59, 64
VA High School grads values: 32, 32, 33, 35, 32

+15
+23

4.2%
5.2%
0.4%

Grad yr (3-yr wage yr)

X-axis: 2015 (2018), 2016 (2019), 2017 (2020), 2018 (2021), 2019 (2022)

— Master's Degree (N=6734)   — Four-Year Bachelor's Degree (N=13232)   — VA High School grads > 25 yrs old[3]

1. Only included degrees with >10% of enrollment to ensure large enough N 2. CPI 2017-2021 for Washington-Arlington-Alexandria, DC-VA-MD-WV 3. Wages for Virginians ages 25+ with no more than a high school diploma or equivalent, wages defined as wages, salary, Armed Forces pay, commissions, tips, piece-rate payments, and cash bonuses earned before deductions were made for taxes, bonds, pensions, union dues, etc....and net income from self-employment."; 2020 includes 5-year estimates due to COVID-data disruption
Note: Years represent median wage 3 years post grad in VA of students who graduated in the year combined and students who graduated in the 4 previous years with wages adjusted for inflation to the most recent year of wages, in order to allow for reporting at the program-level; only includes wage data from VA from employers covered under state unemployment insurance; Only included programs with >10% of enrollment to ensure large enough N
Source: SCHEV data extraction, April 2023; Bureau of Labor Statistics; US Census Bureau

11

George Mason University
How do wages for the largest programs[1] compare to other schools?

|	Difference in median wage grad vs. all 4-yr public & private reporting inst.[2]	Diff. in wage growth vs. all 4-yr public inst.	Median inc. Mason grads	% of Mason grads[3]	Sample size (N)	Capture rate (N /grads)
4-year Bachelor's						
Psychology, General	9	-3 pp	$43K	4%	990	55%
Criminal Justice/Police Science	0	0 pp	$54K	3%	887	57%
Information Technology	2	-1 pp	$87K	3%	977	69%
Biology/Biological Sciences, General	13	-2 pp	$44K	3%	596	44%
Accounting	7	-2 pp	$71K	3%	806	60%
Rhetoric and Composition	10	-1 pp	$53K	3%	577	49%
Registered Nursing/Registered Nurse	6	1 pp	$72K	2%	641	66%
Management Sciences and Quantitative Methods, Other	0	0 pp	$79K	2%	614	64%
International Relations and Affairs	-7	-4 pp	$49K	2%	355	37%
Finance, General	-1	-3 pp	$71K	2%	477	50%
Liberal Arts and Sciences, General Studies and Humanities, Other	4	3 pp	$55K	2%	567	61%
Business Administration and Management, General	13	1 pp	$64K	2%	502	55%
Political Science and Government, Other	1	1 pp	$54K	2%	310	36%
Economics, General	-7	-4 pp	$61K	2%	310	38%
Community Health and Preventive Medicine	0	0 pp	$46K	2%	411	52%
Computer and Information Sciences, General	9	-5 pp	$100K	1%	396	64%
English Language and Literature, General	7	-1 pp	$51K	1%	329	57%
Law (First Prof. Degree)	10	0 pp	$48K	2%	230	30%
Master's						
Curriculum and Instruction	7	-2 pp	$65K	4%	1%	1%
Special Education and Teaching, General	14	2 pp	$67K	2%	746	70%
Business Administration and Management, General	39	10 pp	$113K	2%	278	39%
Public Policy Analysis, General	9	4 pp	$84K	1%	158	26%
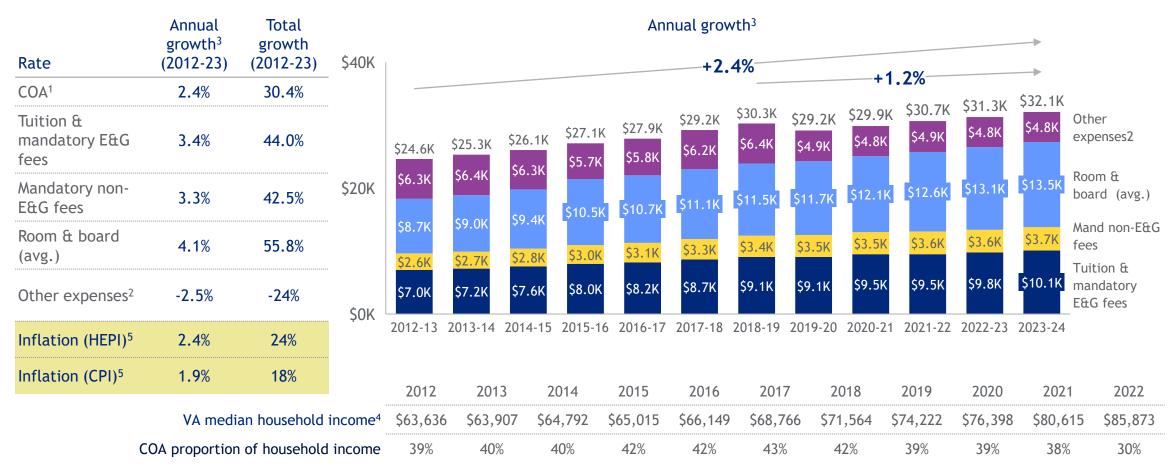
1. Largest programs based on number of 2018 graduates with sample size (N) at least 100 up to 20 programs; excludes "Multi-Interdisciplinary studies, other"
2. Median wage of class of '18 and 5 preceding classes 3 yrs post-grad 3. 2017-2018 Graduating Year
Source: SCHEV data extract, 4/'23

Wage growth and absolute wages below peers

12

Negative diff. | Positive diff. | 0 percentage point diff.

George Mason University
Chart (A): How has the total cost of attendance been changing over time?
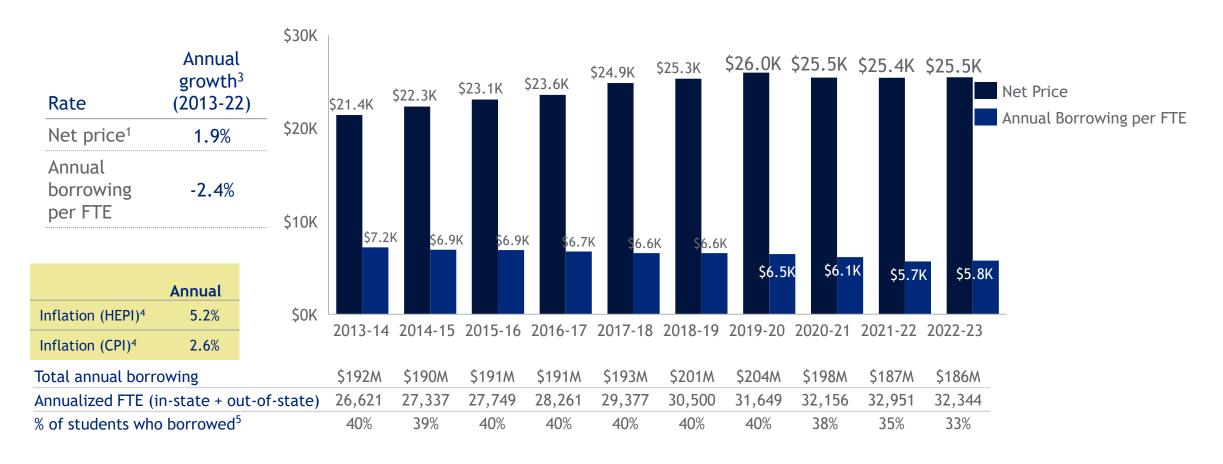
Breakdown of total cost of attendance (COA)[1] for in-state undergraduates [2012-2023]

Annual growth[3]

+2.4%

+1.2%

Rate	Annual growth[3] (2012-23)	Total growth (2012-23)
COA[1]	2.4%	30.4%
Tuition & mandatory E&G fees	3.4%	44.0%
Mandatory non-E&G fees	3.3%	42.5%
Room & board (avg.)	4.1%	55.8%
Other expenses[2]	-2.5%	-24%
Inflation (HEPI)[5]	2.4%	24%
Inflation (CPI)[5]	1.9%	18%

Chart values ($40K, $20K, $0K axis):

	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Total	$24.6K	$25.3K	$26.1K	$27.1K	$27.9K	$29.2K	$30.3K	$29.2K	$29.9K	$30.7K	$31.3K	$32.1K
Other expenses[2]	$6.3K	$6.4K	$6.3K	$5.7K	$5.8K	$6.2K	$6.4K	$4.9K	$4.8K	$4.9K	$4.8K	$4.8K
Room & board (avg.)	$8.7K	$9.0K	$9.4K	$10.5K	$10.7K	$11.1K	$11.5K	$11.7K	$12.1K	$12.6K	$13.1K	$13.5K
Mand non-E&G fees	$2.6K	$2.7K	$2.8K	$3.0K	$3.1K	$3.3K	$3.4K	$3.5K	$3.5K	$3.6K	$3.6K	$3.7K
Tuition & mandatory E&G fees	$7.0K	$7.2K	$7.6K	$8.0K	$8.2K	$8.7K	$9.1K	$9.1K	$9.5K	$9.5K	$9.8K	$10.1K

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
VA median household income[4]	$63,636	$63,907	$64,792	$65,015	$66,149	$68,766	$71,564	$74,222	$76,398	$80,615	$85,873
COA proportion of household income	39%	40%	40%	42%	42%	43%	42%	39%	39%	38%	30%

1. COA = calculated cost of attending the institution; includes transportation, room/board, tuition/fees, supplies, books and other expenses 2. Other expenses include transportation, supplies, books, and other expenses. Note 2023 data not available for other expenses so 2022 data was used as a placeholder. 3. "Annual growth" calculated as compound annual growth rate 4. Inflation-adjusted 5. Determined as growth in HEPI/CPI. Note HEPI estimate for 2023 as of June, 2023.
Source: Data from SCHEV Research Center Tuition & Fees Report TF01: Student Charges by Student Level and Residency Status; IPEDS; U.S. Census Bureau, American Community Survey 5-yr estimates

13

George Mason University
Chart (B): How much debt do students need to take on to cover net price?

Net price[1] vs. annual borrowing per total full time equivalents (FTE)[2] [2013-2022]

Rate	Annual growth[3] (2013-22)
Net price[1]	1.9%
Annual borrowing per FTE	-2.4%

	Annual
Inflation (HEPI)[4]	5.2%
Inflation (CPI)[4]	2.6%

	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
Net Price	$21.4K	$22.3K	$23.1K	$23.6K	$24.9K	$25.3K	$26.0K	$25.5K	$25.4K	$25.5K
Annual Borrowing per FTE	$7.2K	$6.9K	$6.9K	$6.7K	$6.6K	$6.6K	$6.5K	$6.1K	$5.7K	$5.8K
Total annual borrowing	$192M	$190M	$191M	$191M	$193M	$201M	$204M	$198M	$187M	$186M
Annualized FTE (in-state + out-of-state)	26,621	27,337	27,749	28,261	29,377	30,500	31,649	32,156	32,951	32,344
% of students who borrowed[5]	40%	39%	40%	40%	40%	40%	40%	38%	35%	33%

1. Net price = total cost of attendance – financial aid (average) 2. Determined as total annual borrowing (e.g., private Perkins, Stafford, Plus loans) divided by annualized FTE 3. "Annual growth" calculated as compound annual growth rate (CAGR) 4. Determined as annual growth in Higher Education Price Index over period 5. Determined as the number of students with loans divided by total reported enrollment; excludes non-degree, unclassified, and certificate programs; only includes associate, bachelor's, master's, first professional, and doctor's degree programs
Source: Data from SCHEV Research Center Financial Aid Report FA19C: Trends in Annual Borrowing Per Annualized Student FTE
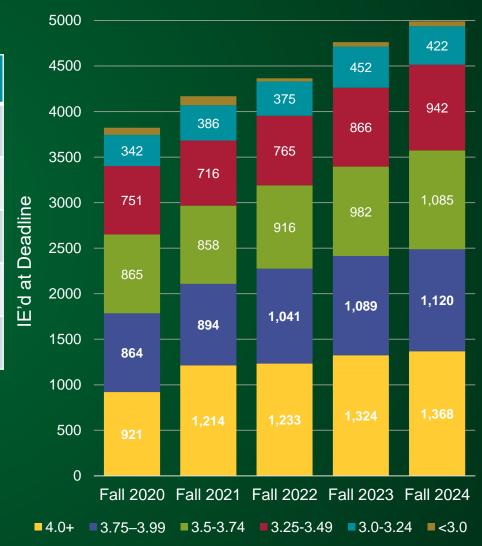
Increasing Enrollment Does Not Mean Decreasing Quality
Freshman Deposits vs. Student GPA

- Higher admit rate usually means lower student quality

- Average student GPA has increased since start of the pandemic

- Number of 4.0+ students has increased as well **(27% of entering freshman class)**

- Greater than 70% of the entering class has a 3.5 or above

App Market Group	Fall 2020	Fall 2021	Fall 2022	Fall 2023	Fall 2024
International	3.57	3.49	3.60	3.66	3.64
Northeast	3.65	3.69	3.69	3.69	3.72
Other OOS	3.70	3.75	3.77	3.79	3.72
VA	3.71	3.75	3.76	3.74	3.74
Grand Total	3.70	3.74	3.74	3.74	3.73

Freshman Deposits by HS GPA (N)

Freshman Deposits by HS GPA (N) — stacked bar chart, IE'd at Deadline

	Fall 2020	Fall 2021	Fall 2022	Fall 2023	Fall 2024
3.0-3.24	342	386	375	452	422
3.25-3.49	751	716	765	866	942
3.5-3.74	865	858	916	982	1,085
3.75–3.99	864	894	1,041	1,089	1,120
4.0+	921	1,214	1,233	1,324	1,368

Legend: ■ 4.0+ ■ 3.75–3.99 ■ 3.5-3.74 ■ 3.25-3.49 ■ 3.0-3.24 ■ <3.0

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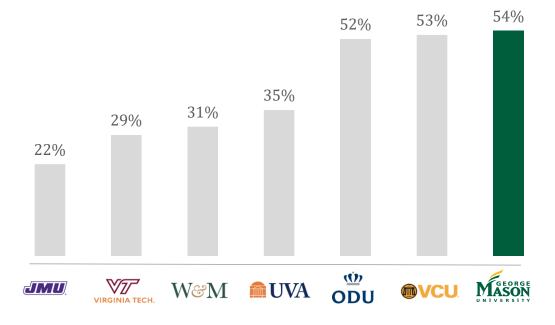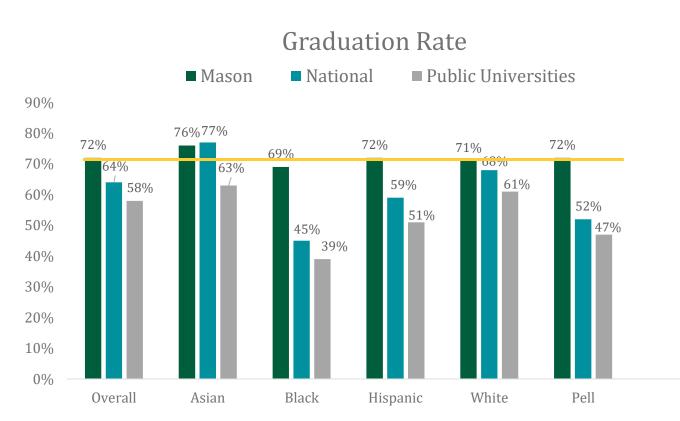
Student Success

Mason is the most diverse 4-year public university in Virginia...

There are minimal disparities in 6-year graduation rates....

% Underrepresented Populations

JMU	VT	W&M	UVA	ODU	VCU	Mason
22%	29%	31%	35%	52%	53%	54%

Graduation Rate

■ Mason ■ National ■ Public Universities

	Mason	National	Public Universities
Overall	72%	64%	58%
Asian	76%	77%	63%
Black	69%	45%	39%
Hispanic	72%	59%	51%
White	71%	68%	61%
Pell	72%	52%	47%

Data: NCES Fall 2020 enrollment (left), NCES 2014 Cohort (right)

16

The Mason Difference – What do I see?

- **Broadly diverse**
  - Gender, class, ethnicity, and thought
- **Fiercely inclusive**
  - No matter who you are or what background you are from, you can find your place here
  - We put systems and structures in place for student success
- **Supporters of freedom**
- Academic
  - Speech
  - Thought
- **Innovative**
  - Scale Fast, Fail Fast

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Our Plan for Success FY25 – Redefining Excellence

Students First
- **Student Bill of Rights**
- **Mason Virginia Promise**
- Free Speech Campus
- Double the Early Identification Program
- Expand direct entry

Grand Challenge Focus
- Establish Mason's Grand Challenges
- Conversations Across Difference Debate Series
- **AI Initiative**
- Invest in our faculty and staff researchers

Cost of Degree
- Reduce cost of degree
- 3-Year degree
- Debt-Free University
- Expand scholarships
- **Access Academy (Lab School)**

Partner or Perish
- **Comprehensive campaign**
- Medical **education**:
  - INOVA, Adventist, VHC
- **Fairfax West Campus expansion**
- **Invest in our faculty and staff**

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Students First – Student Bill of Rights (Draft of Examples)

1. Students have the constitutional right of free speech, assembly, and expression.
2. Students have the right to a seamless admission process.
3. Students have the right to resources to help them succeed.
4. Students have the right to see syllabi before they take courses.
5. Students have a right to see the evaluations of a teacher or a course before they take a course.
6. Students have the right to express concern about their instruction and seek recourse.
7. Students have a right to an education that they can afford.
8. Students have a right to physical safety.
9. Students have a right to free elections of their peers to lead them.

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Students First

- Free Speech Campus
  - **Dialogue and Difference Debate Series**. You don't learn as much when you talk to people who only see the world as you do. You learn more by engaging those who disagree.
  - Spaces need to be safe enough. Not too safe where you don't encounter any opposition. And not so unsafe where you are too afraid to learn.
  - Physically safe and intellectually challenged
  - Establish free speech zones where people can safely engage even when the opposition says things that are reprehensible
- Apollo-like internship program
  - Triple the number of internships over five years

Cost of degree

- Reduce cost of degree by 2% per year for five years:
  - Scholarships
  - Corporate partnerships with supplements
  - Paid experiential learning
  - Expanded co-op
  - Increase productivity through automation and AI
  - Measured by reduction in student debt and net payments (what they pay after the resources we provide)
- Decrease time to degree
  - Explore 3-year degree programs, starting with enhanced transfer pathways
  - Explore scaling of Lab School concept where students earn credit in high school

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Unprecedented Global Challenges

Level 1

Climate change
Water scarcity
Energy security
Cybersecurity
Global financial structure
Biodiversity and ecosystem losses
Fishery depletion
Deforestation
Infectious disease

Eliminate our way of life

Level 2

Aging population
Poverty
Education
The digital divide
Urbanization
Intellectual property
International labor and migration
E-commerce rules
Biotechnology rules
The quest for talent
Maritime safety and pollution
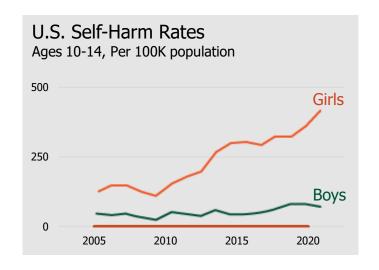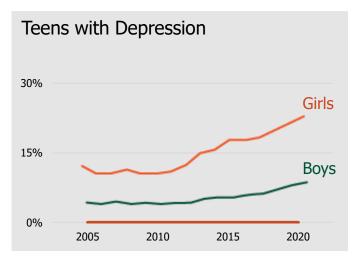
Disrupt our way of life

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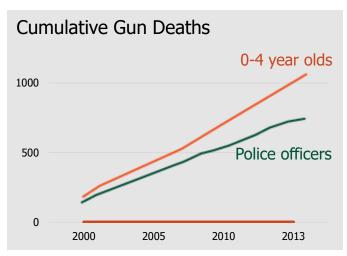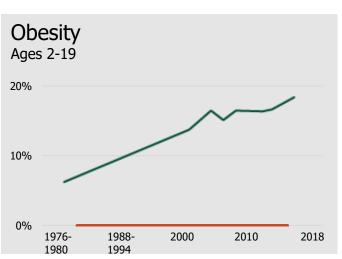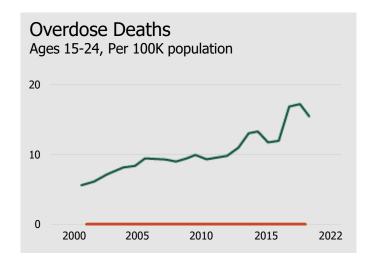
So Many Problems That Need Solutions

U.S. Self-Harm Rates
Ages 10-14, Per 100K population

Teens with Depression

Overdose Deaths
Ages 15-24, Per 100K population

Cumulative Gun Deaths

Obesity
Ages 2-19

Source: Jonathan Haidt, CDC, GSS via the *Washington Post*

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23

Pathway Forward

- Why Grand Challenge focus?
  - In a resource-limited world, Grand Challenge issues will be among the few areas supported
- Establish a faculty-led committee to develop a Grand Challenge Strategy
  - Committee will be charged by the Vice President for Research and the President

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Why AI, why now?

- We need a holistic approach to integrating teaching and learning about AI throughout our academic and research programs to ensure every graduate is prepared to live and work in a world radically changed by technology in the coming decades.

- We don't need another program within the university. We need an institution-wide recognition of the centrality of AI to the future of knowledge creation, scientific discovery, creative expression, workforce development and campus operations.

- **In the short term, our graduates won't lose their jobs to AI. They will lose their jobs to peers who know how to leverage the technology.**

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Most will need AI basics, not expertise

Percent	Job Type	AI Descriptor
~1%	of knowledge-sector jobs will be advanced level	**The AI Visionary** • Designs novel AI algorithms; optimizes model architecture, parameters, and neural networks • Approaches AI with original ideas and imagination. A futurist thinker.
~9%	of knowledge-sector jobs will be intermediate level	**The AI Manipulator** • Can train AI models on sample data and has experience with frameworks like TensorFlow • Understands learning tasks, can fine-tune AI models, and can deploy machine learning models
~90%	of knowledge-sector jobs will be basic level	**The Common AI User** • Understands basic AI concepts • Has used AI through consumer apps and user-friendly large language models

DMV has the highest need for AI workers in the U.S.

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AI's Transformative Opportunities for Higher Ed

- Incorporating AI into the curriculum to match societal, workplace changes
- Provide 24/7, personalized student support with one-stop conversational AI
- Supercharge faculty and staff productivity to pursue more strategic tasks
- Maximize enrollment and advancement yield with hyper-personalized content generation
- Transcend historical bounds of innovation in research by using AI to expand human capabilities

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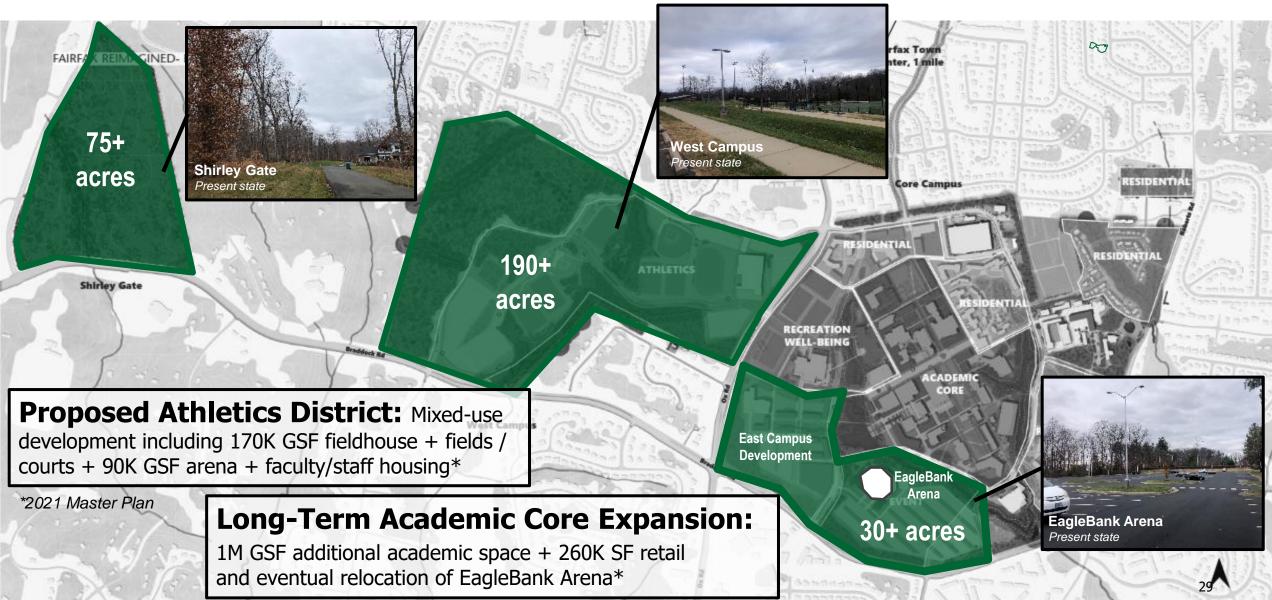
Why Develop/Expand our Campus?

- Student growth has significantly exceeded the number of rooms in our residence halls
- Current capacity will not allow for a sophomore residence hall requirement
- Existing athletic and exercise facilities are antiquated and/or obsolete
- Potential faculty and staff housing
- Major opportunity for philanthropy and partnership. Most can be implemented at **NO COST** to the university.
- **Major opportunity for revenue generation**

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Project Overview – Proposed Campus Expansion

FAIRFAX CAMPUS AND PROJECT STUDY AREA

75+ acres

Shirley Gate
Present state

West Campus
Present state

190+ acres

Proposed Athletics District: Mixed-use development including 170K GSF fieldhouse + fields / courts + 90K GSF arena + faculty/staff housing*

*2021 Master Plan

Long-Term Academic Core Expansion:
1M GSF additional academic space + 260K SF retail and eventual relocation of EagleBank Arena*

East Campus Development

EagleBank Arena

30+ acres

EagleBank Arena
Present state

Process of Evaluation

- **Mission –** Is the project in alignment with our basic values and ideals. Does it ultimately support our students, faculty and staff?

- **Leverage –** Given that the campus is resource constrained, does the project have the proper fiscal support to not be a burden to the university?

- **Resource generation –** Is there a real potential to generate continuous (permanent) cash flow? This can help offset future need for tuition increases.

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We are on a path. But to where?

- Which one is better?
- Which one is in the Association of American Universities (AAU)?
- We may be closer than you think.

We are on a path. But to where?

ARIZONA STATE UNIVERSITY CAMPUS IMMERSION
WWW.ASU.EDU

ADD COMPARISON

2022 UNDERGRADUATE TUITION	2022 AVERAGE NET PRICE	2019 DEFAULT RATE
$10,978	$14,808	1.53%
2.5% GROWTH FROM 2021	AFTER FINANCIAL AID	ON STUDENT LOANS
2022 ACCEPTANCE RATE	2022 ENROLLED STUDENTS	2022 GRADUATION RATE
89.8%	80,065	66.9%
68,789 APPLICANTS	89.1% FULL-TIME	7,599 GRADUATES

COSTS   ADMISSIONS   ENROLLMENT   GRADUATES   OPERATIONS

GEORGE MASON UNIVERSITY (232186)
HTTPS://WWW2.GMU.EDU

ADD COMPARISON

2022 UNDERGRADUATE TUITION	2022 AVERAGE NET PRICE	2019 DEFAULT RATE
$9,795	$18,479	0.821%
3% GROWTH FROM 2021	AFTER FINANCIAL AID	ON STUDENT LOANS
2022 ACCEPTANCE RATE	2022 ENROLLED STUDENTS	2022 GRADUATION RATE
90%	39,049	70.6%
20,001 APPLICANTS	69.5% FULL-TIME	2,237 GRADUATES

COSTS   ADMISSIONS   ENROLLMENT   GRADUATES   OPERATIONS

- We may be closer than you think.

Ultimate Goal

- AAU member universities — 69 in the United States and two in Canada — are on the leading edge of innovation, scholarship, and solutions that contribute to scientific progress, economic development, security, and well-being.

How can you help?

- George Mason University was birthed out of a partnership of industry, government and concerned partners. We continue on that trajectory.

- **Partnership/resources (philanthropy)**
- Expertise/connections
- **Engagement**
- Advocacy

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New BOV Members

George Mason University

Kenneth L. Marcus

- Founder and chairman, the Louis D. Brandeis Center for Human Rights Under Law
- Was a distinguished Senior Fellow in the Liberty & Law Center at George Mason's Antonin Scalia Law School

Nina S. Rees

- Senior Fellow, George W. Bush Institute
- Master's from George Mason in International Transactions in 1993.

Marc Short

- Partner, Advance Strategies
- Former Chief of Staff to Vice President Mike Pence.

Agenda:

- Welcome and Introductions

- *Mason Now: Power the Possible* Campaign Highlights

- Driving Fundraising Results through Partnership

- Role of GMUF in University Advancement

- What's Next and Where We Need Your Help

- Questions/Comments

MASON NOW
POWER THE POSSIBLE
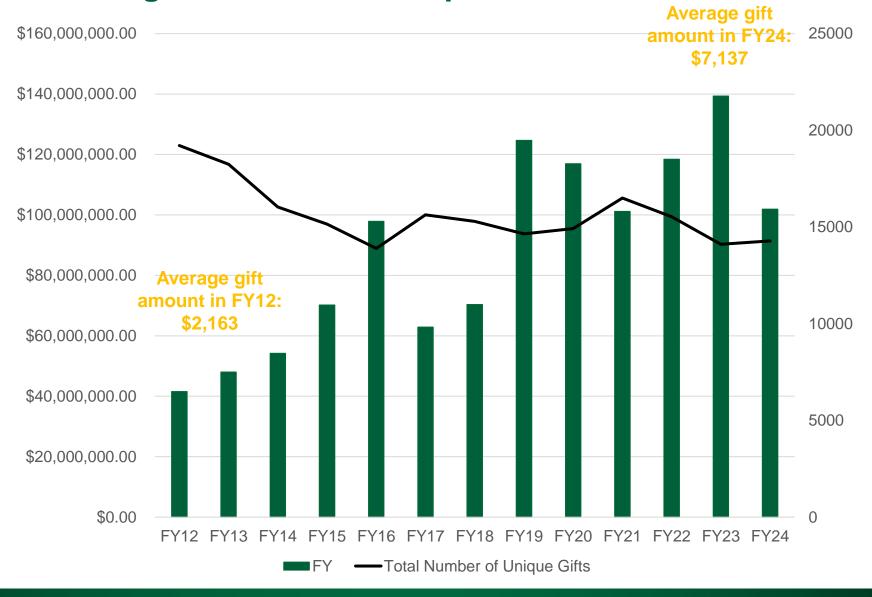
FY2021-FY2028
Campaign Highlights

3

THE FIRST $1 BILLION COMPREHENSIVE CAMPAIGN IN MASON'S HISTORY WILL POWER:
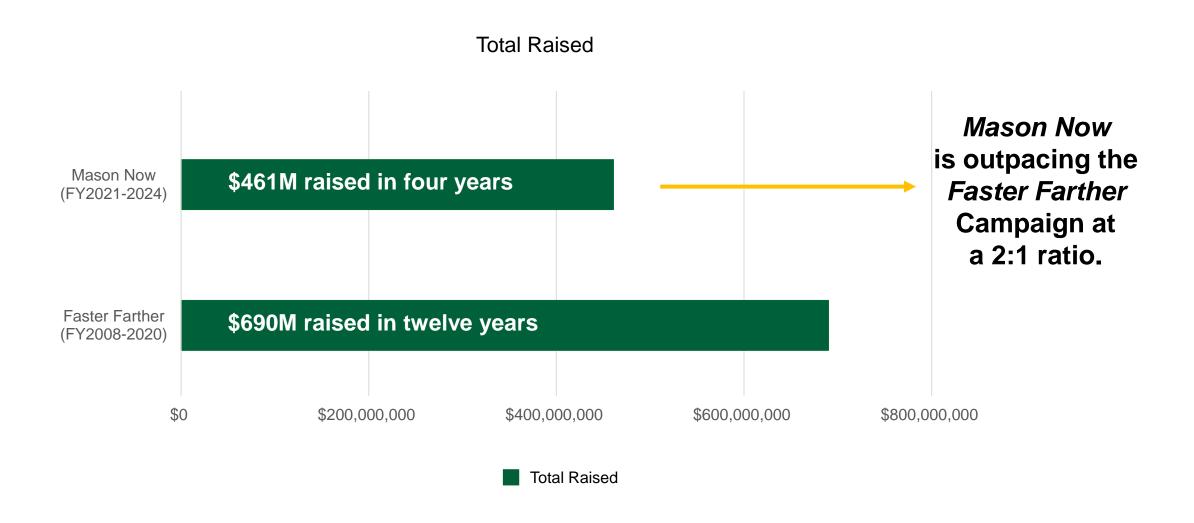
| Student Success

| Research

| Innovation

| Community

| Stewardship

GM 12-year Fundraising Totals + Total Unique Gifts

Average gift amount in FY24: $7,137

Average gift amount in FY12: $2,163

FY   Total Number of Unique Gifts

Campaign Progress:

$461 Million

As of July 1, 2024
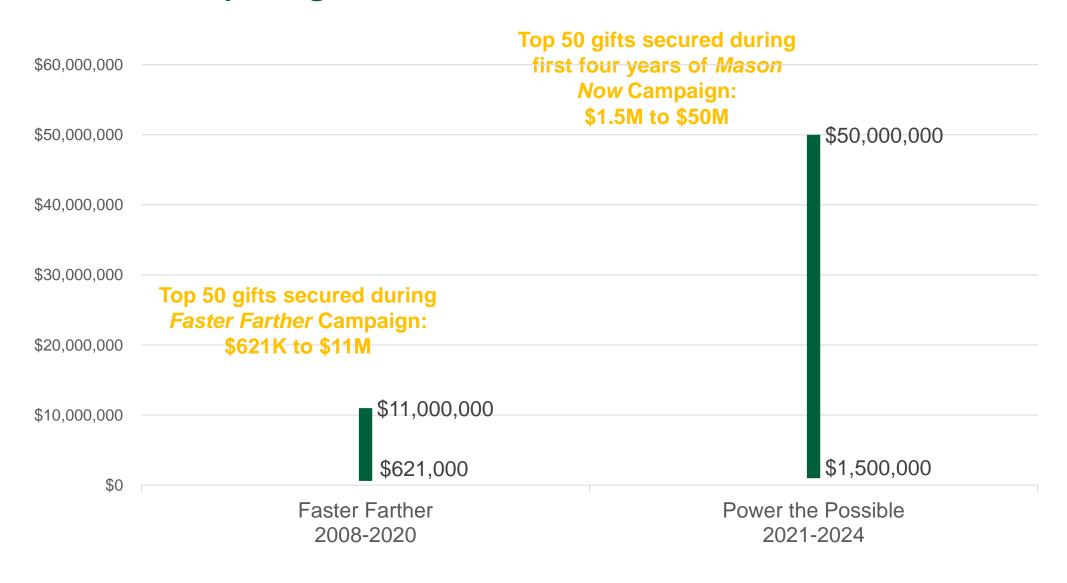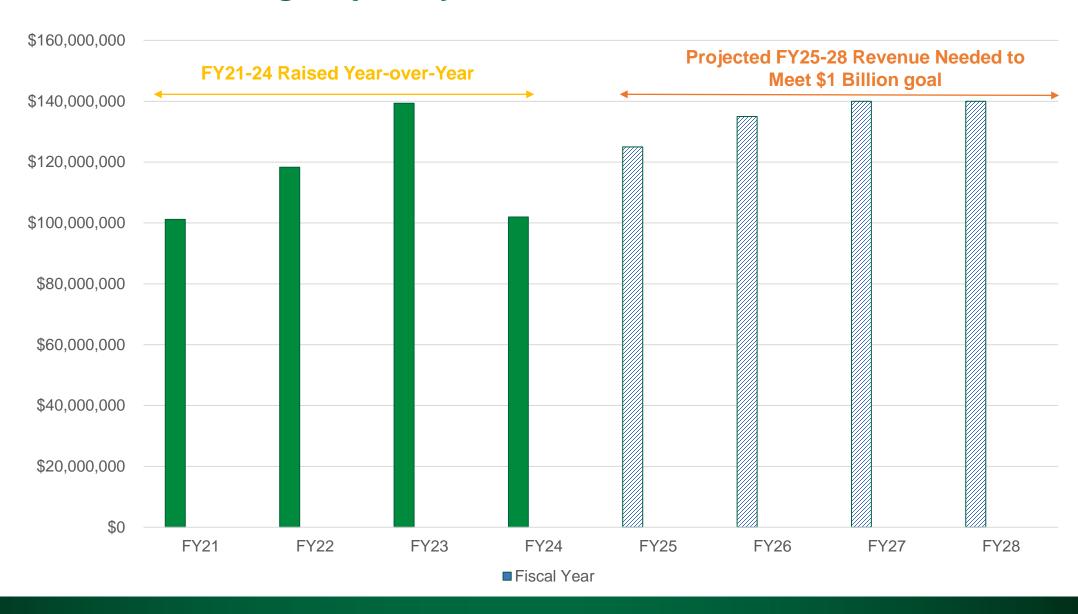
Mason Now: Fundraising Trajectory

FY21-24 Raised Year-over-Year

Projected FY25-28 Revenue Needed to Meet $1 Billion goal

Chart axis values: $160,000,000 · $140,000,000 · $120,000,000 · $100,000,000 · $80,000,000 · $60,000,000 · $40,000,000 · $20,000,000 · $0

Categories: FY21 · FY22 · FY23 · FY24 · FY25 · FY26 · FY27 · FY28

■ Fiscal Year

Lessons Learned from Faster Farther

Maximizing and reimaging University fundraising positions

Heightened engagement of the corporate community

Stronger integration of fundraising roles with Deans/VPs, Center Directors, faculty, and volunteer leaders

Outreach and engagement with the alumni community

Mason Now: Campaign Timeline + Accomplishments

Planning and Preparation Phase	Lead and Major Donor Phase	Capstone Phase

FY21-22	FY22-23	FY23-24	FY24-25	FY25-26	FY27-28
• Dr. Washington arrives • Launched training series with internal and external stakeholders • Launched PatriotForce database • Completed Internal Readiness Assessment • Est. GMUF BOT Adv. & University Priorities Committee • Reorganized Central Advancement structure	Hired 2 AVPs to support all colleges and units • Built out the Alumni Relations team • Identified campaign benchmarks to all schools/units • Completed GM strategic direction • Identified initial campaign top prospect list • Finalized campaign branding • Received campaign capacity analysis	• Began recruitment of volunteer steering committee • Executed campaign leadership launch and faculty launch • Initiated campaign solicitations of Board and volunteer leaders • Expanded engagement with alumni and donors across the country	• Finalized University Case for Support + collateral materials • Began campaign rollout to five major cities • Continue solicitation of principal (7, 8, 9-figure) and major (6, 7 figure) campaign prospects	• Commence campaign rollout to next round of cities • Begin Mathy House dinners for lead and major gift campaign prospects • Secure lead and major gift commitments, striving to achieve 75% of campaign goal	• Engage all GM constituencies in the campaign • Conduct campaign celebration event and recognize volunteers • Determine post-campaign goals to maintain momentum

Driving Fundraising Results Through Partnership

Driving Fundraising Results through Partnership:
Enhancing Fundraising Skills and Clarifying Roles

Central Advancement kicked off a training series
four years ago. Highlights include:

- Fall 2021: Developing inspiring, transformational funding ideas

- Fall 2021: Storytelling and messaging training within George Mason's new brand framework

- Spring 2021: Relational fundraising and utilizing prospect research

- Fall 2022: Training on the campaign theme and fundraising priorities

- Spring 2022: Assessing campaign readiness using the four key elements for fundraising success

- Spring 2023: Prospect and donor engagement and relationship mapping

- Winter 2024: Experiential learning opportunity with a panel of leading philanthropists on fundraising from the donor's perspective

- Summer 2024: Opportunities and challenge in making lead and major gift solicitations

Driving Fundraising Results through Partnership:
Successful Case Studies with GM's Schools, Colleges, and Centers

Carter School for Peace and Conflict Resolution	Center for Visual and Performing Arts	Costello College of Business	College of Public Health
• $10 million gift for the Center for Peace, Tech, and Entrepreneurship	• $10 million naming gift from Barry Dewberry and Arlene Evans to the Center for the Arts	• $50 million naming gift from the Estate of Donald G. Costello establishing the Donald G. Costello College of Business	• $4.85 million anonymous gift to support groundbreaking research on bruising and injury detection

Volunteer Leadership Entities Supporting George Mason

| George Mason Foundation Board of Trustees | George Mason Board of Visitors | George Mason Alumni Association Board |

Central Advancement Team

Role of GMUF in University Advancement

George Mason University Foundation

- The George Mason University Foundation was established in 1966 to receive, manage, invest, and administer private gifts for the benefit of the University, including endowment and real property

- It is a 501(c)3 organization, separate and independent from George Mason

- Ensures that donor funds are managed and spent in accordance with donor intent

- Governed by the 45 Board of Trustees, separate from the University's Board of Visitors

- Manages a real estate portfolio for primarily university-related activities

Fundraising at George Mason is a university activity

**George Mason University Foundation President
also serves as Vice President of Advancement
and Alumni Relations**

Advancement and Alumni Relations, Vice President

George Mason University Foundation President

Endowment Opportunities During a Campaign

Institution	Total Enrollment (Fall 2023)	Endowment (FY23 market value)
George Mason University	40,184	$179.3M
University of Virginia	25,944	$9.8B
Virginia Commonwealth	28,594	$2.6B
Old Dominion	22,541	$328.7M
Virginia Tech	38,294	$1.79B
William & Mary	9,762	$1.36B

Your Role in Powering the Possible

Mason Now: How can you help?

Make George Mason a top philanthropy priority and support this campaign as a philanthropic leader.

Provide introductions and information on prospects for 7, 8, and 9 figure transformational gifts.

Host/co-host small intimate gatherings to bring together the prospective leaders of this campaign.

Don't forget about George Mason! Connect your story to George Mason's story and share it with everyone you speak with.

Questions?

Thank You

Trishana E. Bowden
Vice President, Office of Advancement and Alumni Relations
President, George Mason University Foundation
tbowden2@gmu.edu

23

- **Power the Partnership**: Leveraging the expertise and abilities from Mason's schools, colleges, centers, and institute to foster impactful corporate partnerships that tackle pressing societal issues.

- **President's Innovation Advisory Council (PIAC)**: The PIAC is a collective body that includes advocates from Mason, along with leaders from the industry, community, and government who are responsible for providing direction, foresight, and advice on various aspects such as placemaking, programming, and partnerships.

- **Cultivate a Strong Tech Talent Ecosystem**: Amplifying philanthropic contributions for Mason's existing programs that bolster the Commonwealth's Tech Talent Investment Program

Fuse Prospects

Growth & Efficiency
Building Financial Sustainability & Effectiveness

Deb Dickenson | EVP for Finance & Administration
Jackie Ferree | SVP for Operations & Business Services
Sharon Heinle | VP for Finance
July 25, 2024

Budget & Mitigations Update

On an all-funds basis, George Mason is operating on a balanced budget with an E&G shortfall being covered by non-E&G funds

In FY2024, George Mason implemented a two-year plan to mitigate our E&G budget shortfall through units reducing their budgets by 6% overall

Year One: In FY2024, budget mitigations were achieved in the areas of Position Eliminations, Revenue Enhancements, and Cost Savings

Year Two: The FY2025 Operating Budget continues the mitigation plan implementation

FY2025 Budget
Operating

- University **continuing growth trajectory**

- **Break-even** is achieved through positive margins in other funds to offset E & G shortfall

- Revenue increases in both tuition and State support offset increased expenses

- Expense increases driven by **salaries & wages, contract cost escalations, and planned increase in financial aid**

- Limited support for strategic investments given budget constraints

Note: Operating includes the following funds: Education and General (E&G), Auxiliary Enterprises, Sponsored Research, Indirects, Financial Aid. Other Restricted & Other Unrestricted. EXCLUDES Capital

Cash basis, in $M's	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Q3 Forecast	FY 2025 Approved Budget[*]
Revenues				
Net Tuition and Fees	496	514	515	531
State Appropriations	267	327	326	359
Grants & Contracts	244	256	274	286
Auxiliary Enterprises	249	266	280	290
Other Operating Revenue	29	27	36	39
Non-Operating Revenue:				
Relief Funding	50	-	-	-
Total Revenues	**1,335**	**1,391**	**1,432**	**1,505**
Expenses				
Salaries and Wages	595	640	644	670
Fringe Benefits	163	187	184	198
Contractual Services	210	208	229	242
Travel	20	21	24	25
Supplies	27	28	25	25
Equipment	22	21	27	28
Capital Expenditures	4	3	1	2
Scholarships & Fellowships	164	187	193	199
Occupancy	41	45	41	42
Transfers-Capital Projects/Debt	135	58	61	64
AE Infrastructure	0	2	3	3
Total Expenses	**1,381**	**1,399**	**1,432**	**1,497**
(Shortfall)/Surplus	**(46)**	**(9)**	**-**	**8**
Strategic Use of Reserves	**-**	**-**	**-**	**3**
Balancing Mitigation Strategies	**46**	**9**	**-**	**-**
Adjusted Shortfall	**-**	**-**	**-**	**-**

*This includes George Mason's estimated allocation of VMSDEP funding of $7M
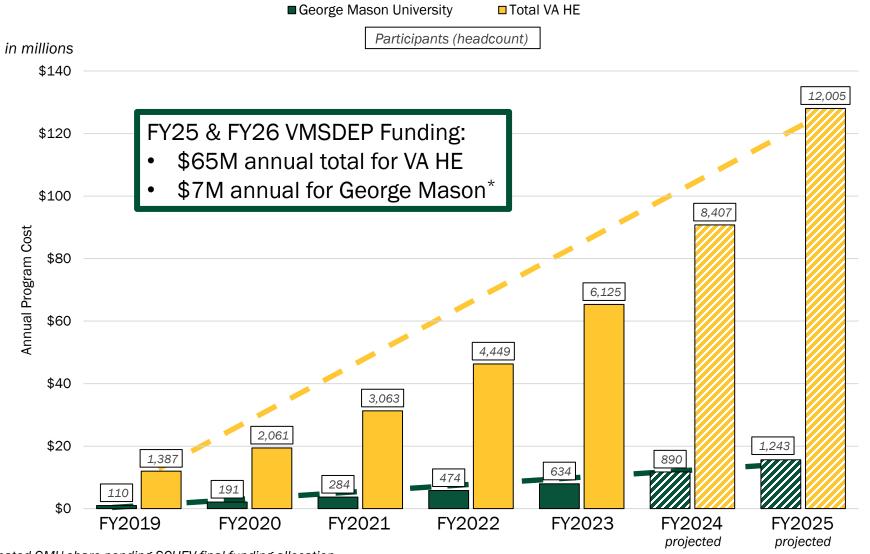
FY2025 Budget
E&G Operating

- ■ Continuing growth – **moderating expense growth** to align with available resources

- ■ Increased expenses due primarily to projected **salary & wage** increases and filling positions at market rate; **continuing critical vacancy reviews** of all open positions

- ■ Strategic Use of Reserves represents **approved reserve-funded initiatives** planned for FY25

- ■ **Budget shortfall will be mitigated** with planned **budget reductions** (2nd year), **new revenue generation,** and continued **operating efficiencies** from reorganizations & shared services

Cash basis, in $M's	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Q3 Forecast	FY 2025 Approved Budget*
Revenues				
Net Tuition and Fees	494	514	513	529
State Appropriations	220	246	244	274
Auxiliary Enterprises	1	1	1	-
Other Operating Revenue	19	14	19	20
Total Revenues	**734**	**775**	**777**	**823**
Expenses				
Salaries and Wages	457	494	489	511
Fringe Benefits	140	146	144	151
Contractual Services	80	80	80	84
Travel	6	7	7	7
Supplies	18	17	16	16
Equipment	11	11	15	15
Capital Expenditures	2	1	-	-
Scholarships & Fellowships	46	45	50	50
Occupancy	22	24	21	21
Transfers	31	3	(2)	(2)
AE Infrastructure	(18)	(18)	(22)	(22)
Total Expenses	**796**	**810**	**798**	**832**
E&G Shortfall	*(62)*	*(35)*	*(21)*	*(9)*
Strategic Use of Reserves	*-*	*-*	*-*	*3*
Balancing Mitigation Strategies	*62*	*35*	*21*	*6*
Adjusted E&G Shortfall	*-*	*-*	*-*	*-*

This includes George Mason's estimated allocation of VMSDEP funding of $7M

Virginia Military Survivor & Dependents Education Program
VMSDEP Program Growth - Unfunded Mandate

Chart legend: ■ George Mason University ■ Total VA HE

Participants (headcount)

in millions — Annual Program Cost

FY25 & FY26 VMSDEP Funding:
- $65M annual total for VA HE
- $7M annual for George Mason*

Year	George Mason University	Total VA HE
FY2019	110	1,387
FY2020	191	2,061
FY2021	284	3,063
FY2022	474	4,449
FY2023	634	6,125
FY2024 projected	890	8,407
FY2025 projected	1,243	12,005

*estimated GMU share pending SCHEV final funding allocation

- George Mason is one of the best places in the country for veterans to pursue higher education and we want to continue to provide this support at the highest level.

- We appreciate the Governor and General Assembly's initial investment and ongoing commitment to putting VMSDEP on a path towards long-term sustainability.

Budget Mitigation
Achieved Budget Mitigations

Revenue Enhancements
- Patriot Investment Fund - $2.2M in FY24, $4M projected in FY25
- Masonvale ground lease termination - $3.5M annual
- Vernon Smith Hall acquisition - $12M in FY24 *(one-time)*, $2M annual

Cost Savings/Cost Avoidance
- Vernon Smith Hall rent expense elimination - $4M annual
- Faculty Incentive Retirement Plan - $3M *(5-year period)*
- Freedom Aquatic & Fitness Center renegotiation - $2.1M *(5-year period)*
- Parking contract savings - $1.1M annual
- Janitorial service adjustments - $775K annual
- Library material reduction (duplicate & underutilized) - $750K annual
- Energy efficiency improvements - $475K annual

Budget Mitigation
FY2024 Academic Position Reductions*

School	Position Reductions	Faculty Instructional	Faculty Administrative	Classified	Stipend	Total
College of Visual and Performing Arts (CVPA)	$838,011	3	1	1	7	12
Costello College of Business (CCB)	$1,408,321	4	1	4	9	18
Carter School (Carter)	$68,650	1	-	-	-	1
College of Engineering and Computing (CEC)	$3,535,604	22	6	10	2	40
College of Education and Human Development (CEHD)	$1,486,349	3	2	7	2	14
College of Public Health (CPH)	$1,730,459	1	4	9	3	17
College of Humanities and Social Science (CHSS)	$1,500,916	10	-	1	4	15
Schar School of Policy and Government (SCHAR)	$764,405	5	-	-	-	5
College Science (COS)	$2,066,985	6	4	10	-	20
Total	$13,399,699	55	18	42	27	142

Elimination of budgeted vacant positions 7/1/23 – 6/30/24

An additional $5M in positions were eliminated by Administrative units in combination with other cost reductions and revenue enhancements to meet unit reduction targets

FY2025 Budget
Capital Summary
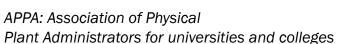
- Major capital projects primarily consist of **FUSE** and **Life Science Engineering Building** totaling $107M

- Annual Capital and Deferred Maintenance represent on-going routine projects

- Annual Debt represents debt service (principal and interest) scheduled to be paid during FY 2025, funded from operations

- Developer Costs to be paid by P3 partner have been removed from total projected Mason capital spending

- Schedule identifies the various funding sources expected to cover FY 2025 capital project expenditures and debt service
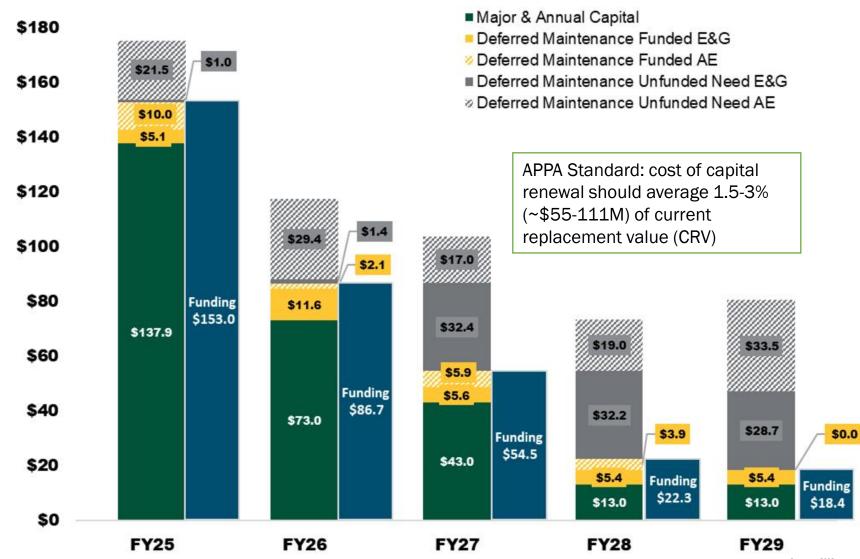
CAPITAL BUDGET (in millions)	
Expenditure	
Major Capital	131
Annual Capital	7
Deferred Maintenance	15
Annual Debt Service	47
Sub-Total	**200**
Developer Cost Included Above	(22)
Total	**178**
Funding Sources	
State Appropriations Received in Current FY	61
State Appropriations Received in Prior FY	2
Debt	0
Gifts	2
Sponsored Grants	0
Central Operations / Reserves	49
School or Dep't Operations / Reserves	0
Transfers in from Operating	64
Total	**178**

Capital & Deferred Maintenance Funding
FY25 through FY29

CRV = $3.7B

- Major & Annual Capital includes projects that are authorized

- FY25 and FY26 Deferred Maintenance (DM) Funded E&G includes supplemental appropriation of $8M split between years and is based upon the biennium budget. Unfunded E&G DM projects were moved to FY27.

- Out-year Deferred Maintenance Funded AE will be adjusted as funding is allocated, anticipated spend is $4-6M of operating and could be balanced by reserve spend

- Deferred Maintenance Unfunded Need includes currently identified projects in E&G and AE

APPA: Association of Physical Plant Administrators for universities and colleges

Legend:
- ■ Major & Annual Capital
- ■ Deferred Maintenance Funded E&G
- ▨ Deferred Maintenance Funded AE
- ■ Deferred Maintenance Unfunded Need E&G
- ▨ Deferred Maintenance Unfunded Need AE

APPA Standard: cost of capital renewal should average 1.5-3% (~$55-111M) of current replacement value (CRV)

Chart data (in millions):

FY25:
- Major & Annual Capital: $137.9
- DM Funded E&G: $5.1
- DM Funded AE: $10.0
- DM Unfunded Need E&G: $21.5
- Funding $153.0 / $1.0

FY26:
- Major & Annual Capital: $73.0
- DM Funded E&G: $11.6
- DM Unfunded Need E&G: $29.4
- Funding $86.7 / $2.1 / $1.4

FY27:
- Major & Annual Capital: $43.0
- DM Funded E&G: $5.6
- DM Funded AE: $5.9
- DM Unfunded Need E&G: $32.4
- $17.0
- Funding $54.5

FY28:
- Major & Annual Capital: $13.0
- DM Funded E&G: $5.4
- DM Unfunded Need E&G: $32.2
- $19.0
- Funding $22.3 / $3.9

FY29:
- Major & Annual Capital: $13.0
- DM Funded E&G: $5.4
- DM Unfunded Need E&G: $28.7
- $33.5
- Funding $18.4 / $0.0

in millions

Note: data as of July 1, 2024

Supporting the Governor's Agenda

- ✓ Prepare students for high demand jobs in Virginia
- ✓ Promote a vibrant, safe, and healthy campus
- ✓ Maintain affordability and reduce the cost of higher education
- ✓ Build the college and career ready pipeline in partnership with K-12 school divisions

changing our campus

Acquisition

Sustainable

Renovation

Development

Office of the Executive Vice President

Changing Our Campus

FUSE at Mason Square
Operational planning for new buildings

Biomedical Research Lab
TCO has made BRL operations a model for other institutions

Total Cost of Ownership (TCO)

- Capturing the total cost of an asset for **better planning, operations, and maintenance**

- Comprehensive cost analysis model to inform investment decision-making and planning for new buildings and operations

- More informed management of existing assets for improved efficiency

Changing Our Campus

2
Roofs
Replaced
Colgan Hall
Katherine Johnson Hall

6+
Repairs &
Replacements
HVAC Systems

Repairs made in 2022-2024

Asset Management

- Enhanced maintenance program extends the useful life of our assets

- Better stewardship of existing capital resources, more efficient use of Commonwealth funds

- Established Current Replacement Value reporting that helped improve the Commonwealth reporting standard

- Anticipate change will lead to increased capital funding

changing our business

Technology

People

Space

Processes

Changing Our Business

Canvas
Modernizing our enterprise learning management platform

Patriot Connect
Creating an integrated student experience

Modernizing Systems

- A new learning management system will help us meet students where they are today

- An integrated student lifecycle management system will improve student experience via advising, coaching, and success

Changing Our Business

Janitorial Services
Flexible service model

Space Optimization
Matching service with demand

Changing our business model

- Adopting new business models for enhanced services and increased efficiency that meet the changing needs of a diverse university

- Space optimization study to maximize space utilization and accommodate demand

small changes lead to big impact

Phone System Upgrade Mason Square Plaza Activation Robotic Process Automation Outsourced Print & Mail Services Revised Forecasting Process Student Payment Processing Automation New Cybersecurity Framework Classification & Compensation Class Program Management Instructional Design Services Budget Small Sighting Card Service Patriot Experience Academic Operations Staffing Lighting Replacement Program Life Sciences & Engineering Building Construction Redesigned Chart of Accounts New Enterprise Risk Heat Map Canvas Learning Management System Strategic Plan Implementation Research Administration Module Implementation Construction Campus Security Planning Hot Water Pipe Insulation Enhanced Performance Management Program New Applicant Tracking System Enhanced Research Computing Continuity of Operations Plans Refurbished Student Towers Classroom Technology Refresh Increased Athletic Ticket Sales Summer Knowledge Share Series Retirement Incentive Plan Employee Satisfaction Survey Expanded Dining Services Masonvale Acquisition Roof Replacement Space Utilization Study Restructured Parking Contract Solar Panel Installation Mason Finance Gateway Improved HVAC Renovation Total Space Optimization HVAC Upgrades Medical Reclassifications Relocated Facility Data Maintenance Release Process Implementation Upgraded Vehicle Fleet ERP Implementation Increased Retention Enhanced Student Portal Improved Shuttle Bus Routes University Information Network Aquatic & Fitness Center Renovations Expanded Supervisor Training Parking Contract Renegotiation Outstanding Achievement Awards Employee Health & Well-Being Energy Efficiency & Resiliency Action Plan Expanded Professional Development New Six-Year Plan Total Cost of Ownership Model Enhanced Banner Functionality Outsourced Global Center Operations FUSE Building Construction Outsourced Housing Network DocuSign Expansion Enhanced Enterprise Risk Program Transformation Boot Camp Vernon Smith Hall Acquisition Increased Freedom & Aquatic Center Tripartite Funding

changing our future

Innovation

Opportunity

Research

Achievement

Changing Our Future
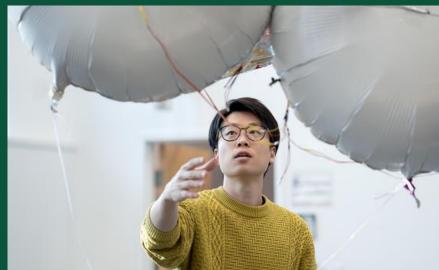
Nanofabrication
Only Facility in NoVA
Program Launched with
GO Virginia Grant

MIX
Merges Research and Business
Unmanned Aerial Vehicles

Cutting-edge Research

- Collaborative spaces foster entrepreneurship and continue the tradition of innovation

- Supporting Commonwealth Tech Talent goals

Changing Our Future

Refreshed Classrooms
Extend utility of existing classrooms & improve student experience

Life Sciences & Engineering
Meeting student & regional demand
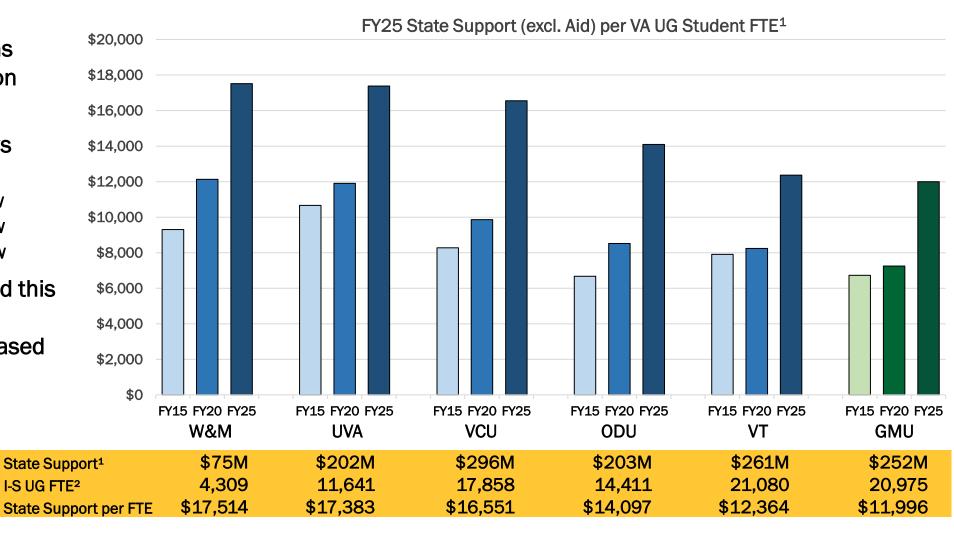
Tomorrow's Classrooms

- FUSE at Mason Square, Life Sciences & Engineering, and Interdisciplinary Sciences & Engineering buildings

- Refreshing technology in existing classrooms

- High-growth programs to meet student demand

- Producing desirable graduates that fuel the Commonwealth economy

- George Mason is leaner and more efficient than our peers with returns well above our investment

- We continue to find innovative ways to improve our efficiency and scale our systems to deliver results for the Commonwealth

- But our funding continues to lag below our true costs and our peers, while key projects and investments are delayed

- Imagine what we could achieve with equitable funding
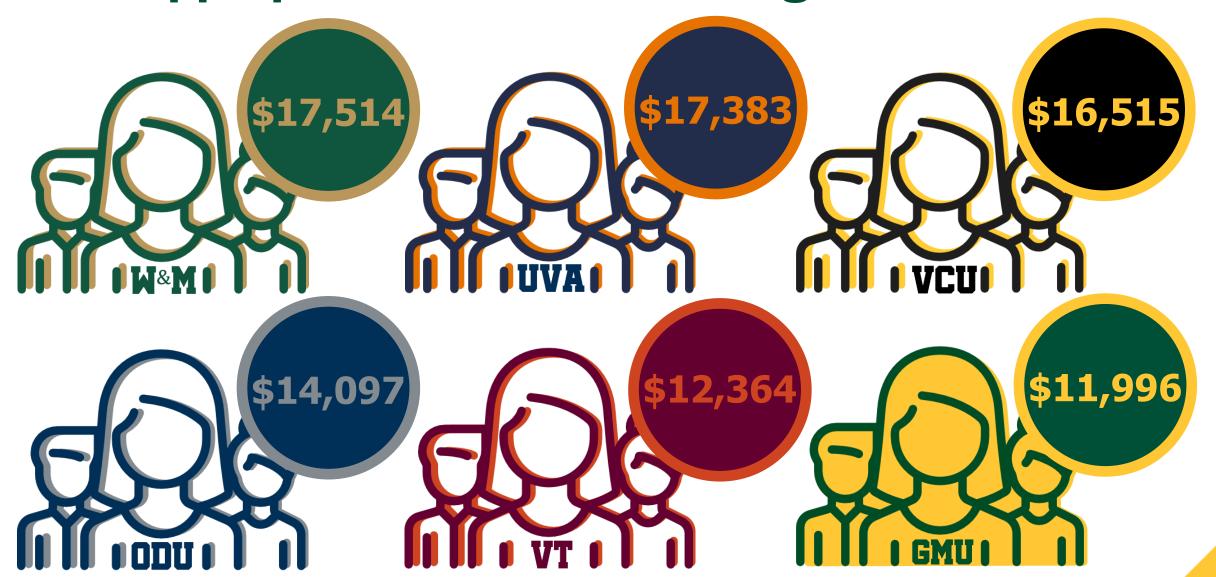
George Mason Students Get Less State Support
FY25 Appropriations Per VA Undergrad Student

- Slower appropriations growth has put Mason further behind

- Mason per student vs peer median:
  - FY15: $1,547 below
  - FY20: $2,612 below
  - FY25: $4,555 below

- SCHEV acknowledged this disparity and has recommended increased funding:
  - FY25: $9.3M
  - FY26: $18.5M

FY25 State Support (excl. Aid) per VA UG Student FTE[1]

	W&M	UVA	VCU	ODU	VT	GMU
State Support[1]	$75M	$202M	$296M	$203M	$261M	$252M
I-S UG FTE[2]	4,309	11,641	17,858	14,411	21,080	20,975
State Support per FTE	$17,514	$17,383	$16,551	$14,097	$12,364	$11,996

(1) FY25 Appropriation is based on State budget bill Chapter 2 approved on 5/13/2024, and could change as the State approves additional allocations.
(2) I-S UG Student FTE is based on FY23 enrollment. The update for FY24 will be available in the Fall as per SCHEV.

George Mason Students Get Less State Support
FY25 Appropriations Per VA Undergrad Student

W&M $17,514

UVA $17,383

VCU $16,515

ODU $14,097

VT $12,364

GMU $11,996

Why Aren't George Mason Students Treated Equitably?

Generative AI – A Force for Positive Disruption

OFFICE OF THE VICE PRESIDENT FOR IT & CIO
UNIVERSITY OF MICHIGAN

Ravi Pendse PhD

rpendse@umich.edu | 𝕏 @ravipendse

1

AI and YOU

OFFICE OF THE VICE PRESIDENT FOR IT & CIO
UNIVERSITY OF MICHIGAN

Have you used ChatGPT (UMGPT) or any other generative AI tools? What was your experience like?

2

AI and YOU

What <u>concerns</u> you the most about AI or Generative AI?

(If anything)

3

Administrative Processes

GenAI has the potential to streamline many administrative processes. What areas on your campus could benefit from application of GenAI if any? Do you anticipate any pushback or concerns?

4

Workforce of the future

What curricular enhancements should we consider to prepare the workforce of the future?

5
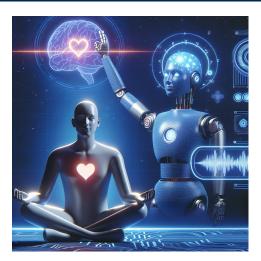
AI and Mental Health

Could generative AI tools be used to support mental health outcomes? Are there any concerns that we should be mindful of?

6

3

Knowledge Exchange Platform

What do you think about the possibility of building a GenAI based knowledge exchange platform? Such a platform could lead to a seamless integration between your faculty-led initiatives and all the incredible work all of you do.

7
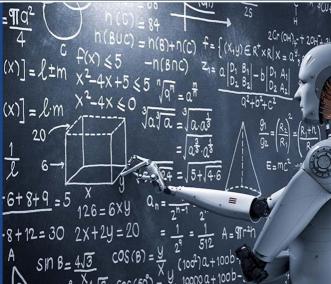
AI and Higher Ed

How can we ensure that the use of AI in higher education not only improves learning outcomes but also preserves the essential human elements of teaching, such as empathy, critical thinking, and ethical considerations?

8

9

Disruption

AI will have an enormous impact on how we teach, learn, create new knowledge, operate, and provide patient care.

According to a July 2023 McKinsey report, by 2030 "activities that account for up to 30 percent of hours currently worked across the US economy could be automated – a trend accelerated by generative AI."

The ability to use Natural Language to analyze data will create new opportunities.

10

AI Disruption

06-30-23 | THE FUTURE OF WORK

Here's how AI is already transforming DEI—and what leaders should keep in mind

Even with the aid of AI, we cannot eliminate the existence of bias.

Generative A.I.'s Biggest Impact Will Be in Banking and Tech, Report Says

For some companies, the new technology is an opportunity to enhance productivity and profit. Will their workers benefit as well?

AI chatbot beats most aspiring lawyers on national legal ethics exam, study finds

GPT-4 answered 74% of questions correctly on the Multistate Professional Responsibility Exam, compared to the estimated 68% for humans

Is it right to use AI to identify children at risk of harm?

Machine learning is being used to help protect children, but it raises ethical questions

11

AI Disruption

AI chatbot outperforms human doctors in responding to patient questions

BY JULIA MUELLER - 05/01/23 4:00 PM ET

AI Now Diagnoses Disease Better Than Your Doctor, Study Finds

Peer-reviewed study says you'll soon consult Dr. Bot for a second opinion

David Leibowitz · Follow
Published in Towards Data Science · 7 min read · Sep 29, 2020
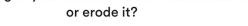
The first fully A.I.-generated drug enters clinical trials in human patients

PUBLISHED THU, JUN 29 2023·2:45 PM EDT | UPDATED THU, JUN 29 2023·3:51 PM EDT

Hayden Field
@HAYDENFIELD

SHARE f 𝕏 in ✉

HEALTH TECH

AI is coming to your dentist's office. Will it build trust, or erode it?

By Casey Ross 𝕏 Sept. 20, 2023

FDA has now cleared 700 AI healthcare algorithms, more than 76% in radiology

12

AI Disruption

WHO unveils a digital health promoter harnessing generative AI for public health

AI & ML Intelligence Global Edition

AI and public health – a major opportunity

"The intersection of public health and artificial intelligence represents a transformation in healthcare," says one epidemiologist, who sees the chance to greatly improve disease prevention and management, and promote health and wellness.

College of Public Health receives NIH grant to pilot AI chatbot for African Americans with depression

July 8, 2024 / By Mary Cunningham

13

AI Disruption

OPINION | COMMENTARY

AI Can Do as Bad a Job as Your PR Department

News releases these days are full of meaningless nothingisms, which a robot could easily produce.

Sports Illustrated Published Articles by Fake, AI-Generated Writers

We asked them about it – and they deleted everything.

A.I. Art Experts Dismiss Fears That the Technology Will Destroy Humanity. But It Could Make Culture Really Boring

NEWS > SMART & CONNECTED LIFE

Your Next Lawyer Could be Powered by AI—Here's Why That's a Good Thing

Legal eagles now come in the form of robots

By Sascha Brodsky · Published on January 25, 2023 08:52AM EST

14

7

AI Disruption

KHARI JOHNSON BUSINESS SEP 15, 2023 7:00 AM

Teachers Are Going All In on Generative AI

Surveys suggest teachers use generative AI more than students, to create lesson plans or more interesting word problems. Educators say it can save valuable time but must be used carefully.

Gartner Says More Than 50% of Software Engineering Leader Roles Will Explicitly Require Oversight of Generative AI by 2025

Is ChatGPT a Liar?

Survey looks at library professionals' attitudes toward the AI-powered chatbot

Artificial Intelligence Is Changing the Way Cars Are Made

Published Nov 02, 2023 at 6:00 AM EDT | Updated Nov 03, 2023 at 9:20 AM EDT

15

Disruption - Libraries
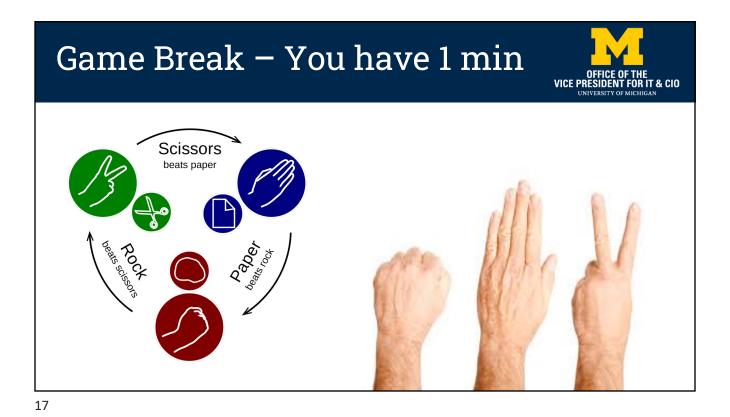
Rise of AI marks new chapter for university librarians

From fax machines to dawn of the internet, librarians are used to facing 'existential crises' and many are embracing the challenge of ChatGPT head on

Librarians Can Play a Key Role Implementing Artificial Intelligence in Schools

Is ChatGPT a Liar?

Survey looks at library professionals' attitudes toward the AI-powered chatbot

16

Game Break – You have 1 min

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Scissors
beats paper

Rock
beats scissors

Paper
beats rock

17

What happened in that 1 min?

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UNIVERSITY OF MICHIGAN

- 250 million emails sent
- 750,000 tracks streamed on Spotify
- 2.9 million Instagram posts liked
- 350,000 tweets posted
- 500 hours of YouTube videos uploaded
- 4 million Facebook posts liked
- 510,000 comments posted on FB
- 6.3 million+ Google searches
- 9,500 connections made in LinkedIn

18

18

What happened in that 1 min?

ChatGPT

DALL·E 3

identitytheft.org

- ChatGPT received 6,900 queries
- 23,000 AI-generated images were created
- 3 people had their identity stolen
- 20 new pieces of malware were created
- 20 websites were hacked
- 5 ransomware attacks occured

19

19

Higher Education

Generative AI – our approach at the University of Michigan

20

10

Our Vision

"Generative AI (GenAI) is disrupting all aspects of society, from teaching and learning to art and design to engineering innovation."

Generative Artificial Intelligence Committee Report, July 2023

Our collective vision is to provide "just in time" generative AI tools to support and augment the innovative work our U-M community does each day.
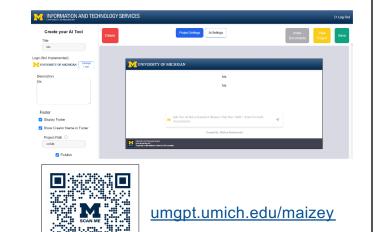
21

U-M GPT

- Provided at no cost.
- Interactions with U-M GPT will remain confidential in line with privacy notice and IA and U-M policies.
- Fully accessible and works with assistive technology.

umgpt.umich.edu

22

Maizey

- Build your own version of U-M GPT that is trained on a custom dataset & shared with specific audiences
- Supports data from:
  - Google Drive
  - Public websites
  - Lecture Capture
  - Canvas
  - Dropbox
- Monthly billing based on usage – currently free to use.
- Point & click - no coding required!

umgpt.umich.edu/maizey

23

U-M GPT Toolkit
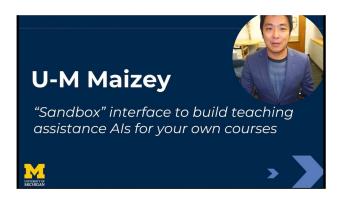
- Advanced AI practitioners are able to utilize ITS infrastructure to build, train, and host their models in a secure and scalable platform.
- Provides ready access to compute with predefined spending safeguards

24

U-M AI Use Case: Class Tutors

U-M Maizey

"Sandbox" interface to build teaching assistance AIs for your own courses

U-M Ross School of Business faculty members built a 24/7 AI tutor for their courses, informed by past course data, which is currently serving more than 1,000 students.

25

U-M AI Use Case: Student Advisors

LSA Maizey AI Advising

Welcome to our new artificial intelligence (AI) "chatbot" - LSA Maizey AI Advising. LSA Maizey is like having a 24/7 smart sidekick for college life. Need quick info about requirements, campus events, or study tips? It's got you covered anytime, day or night. This pilot program was designed to provide broad supplemental academic advising support and resources for LSA students. Newnan advisors can support you in adapting general information to your specific situation.

The U-M College of Literature, Science, and the Arts (LSA) used U-M Maizey to create LSA Maizey AI Advising, a 24/7 AI chatbot they call a "smart sidekick for college life."

26

U-M AI Use Case: Resume Review

ITS Administration used Maizey to create an AI-powered resume tool to allow them to rank and compare hundreds of resumes at a time.

27

U-M AI Use Case: Tech Help Call Summaries

The U-M Service Center is using GenAI to write instant summaries of calls to their Tech Help line, saving hundreds of hours of employee time each month.

28

U-M AI Use Case: Student Club Finder

ITS built a chatbot for U-M's Student Life organization to help students more easily (and accurately) explore the more than 1,500 student organizations at the university.
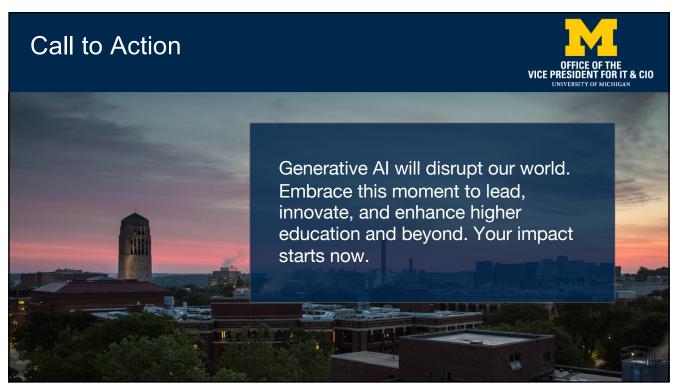
29

U-M AI Use Case: Book Recommendations

The U-M Library launched a project to use U-M Maizey AI to create a natural-language book recommendation service.

30

Call to Action

Generative AI will disrupt our world. Embrace this moment to lead, innovate, and enhance higher education and beyond. Your impact starts now.

31

AI Across Mason Nation

Amarda Shehu, PhD

Associate Vice President of Research for the **Institute for Digital InnovAtion (IDIA)**
Associate Dean for AI Innovation, Professor of Computer Science
College of Engineering and Computing

July 25ᵗʰ, 2024

AI Across Mason Nation
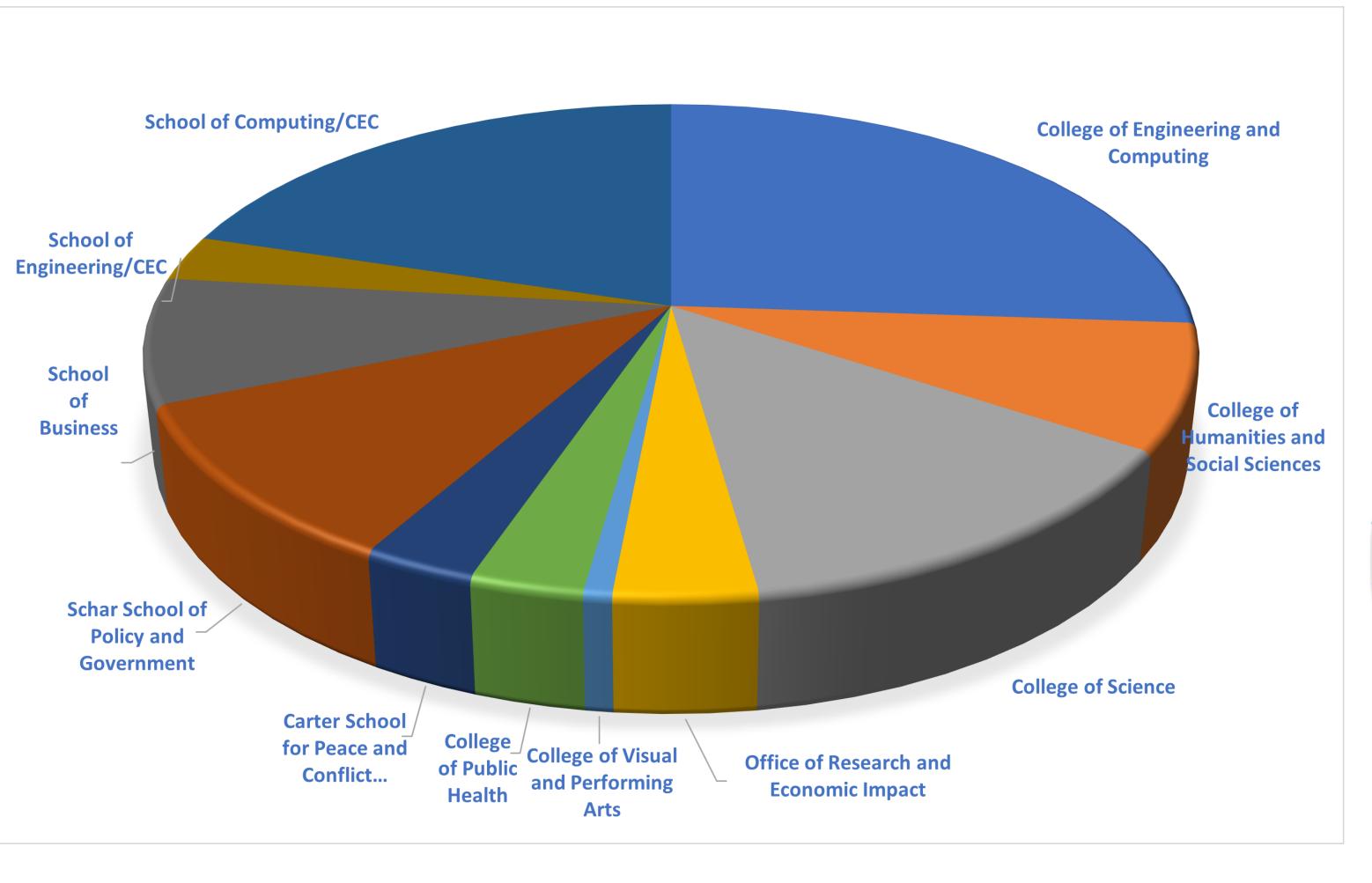
Research Education Workforce Development

Partnerships — Community Engagement

AI Across Mason Nation

Mason faculty expertise and interests around AI&ML

AI Ethics, Safety, and Policy Across CEC, Schar, CHSS: Philosophy, Public Policy, Computer Science

Foundational AI and Machine Learning Across CEC, COS: Computer Science, Statistics, Computational Data Sciences

Health Informatics and Biomedical AI Across CEC, CPH, COS: Health Administration and Policy, Bioengineering, Computer Science

Quantum Computing, Science, and Engineering for AI Across COS and CEC: Mathematics, Electrical and Computer Engineering, Computer Science, Physics, Mechanical Engineering

Robotics and Autonomous Systems Across CEC, CHSS: Mechanical Engineering, Electrical and Computer Engineering, Computer Science, Cybersecurity Engineering, Information Sciences and Technology, Psychology

AI in Education Across CEHD, CEC: Learning Technologies, Computer Science

Civic Technologies Across CEC, CHSS: Information Sciences and Technology, Computer Science, Psychology, Statistics

Environmental and Geospatial AI Across COS, CEC: Geography and Geoinformation Science, Environmental Science, Civil Engineering, Computer Science

AI Economics & Business Innovation Across CHSS, CCB, CEC, Schar

AI-Enabled Digital Twinning Across CEC, COS: Computer Science, Civil Engineering, Mathematics
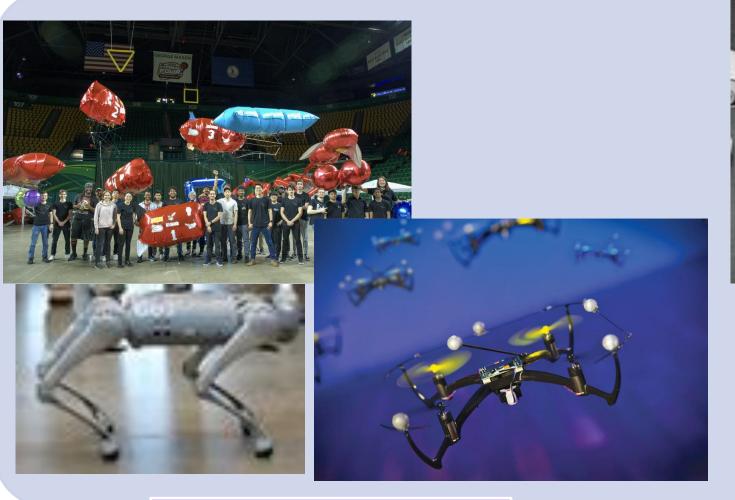
AI and Infrastructure Security CEC: Cyber Security Engineering, Computer Science, Information Sciences and Technology

Language Technologies Across CEC, CEHD, and CHSS: Computer Science, Information Sciences and Technologies, Linguistics, English, Learning Technologies, Philosophy

Deepening Verticals

AI in embodied systems

Robotics

Computer Vision

AI in embedded systems and systems of systems

Cyber-physical Computing

Systems Engineering
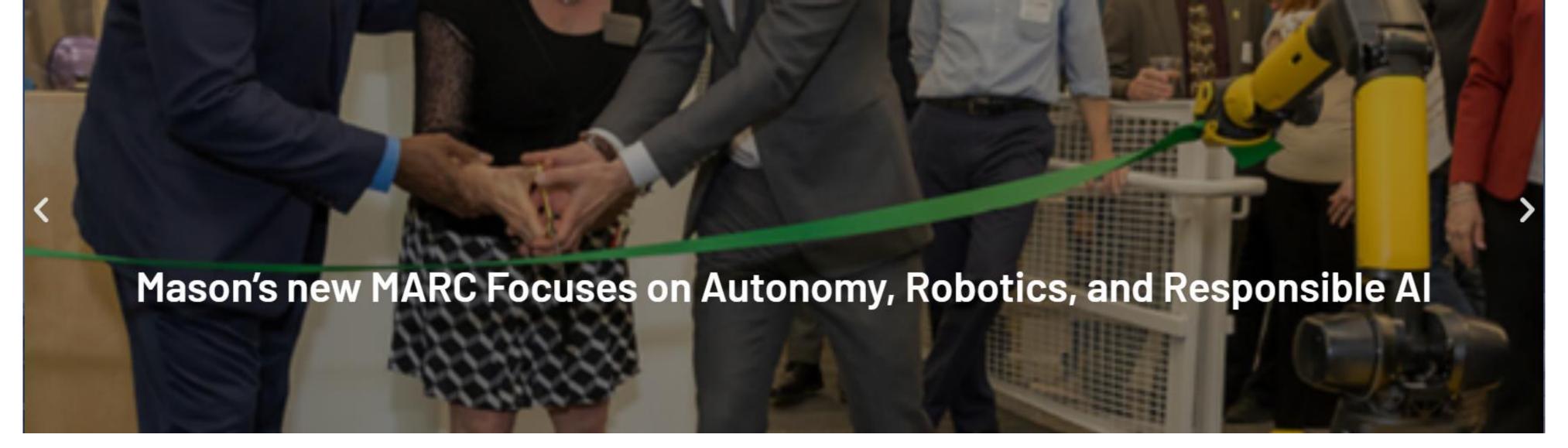
AI-enabled Virtual, Augmented, and Mixed Reality

Immersive Computing

Foundation Models
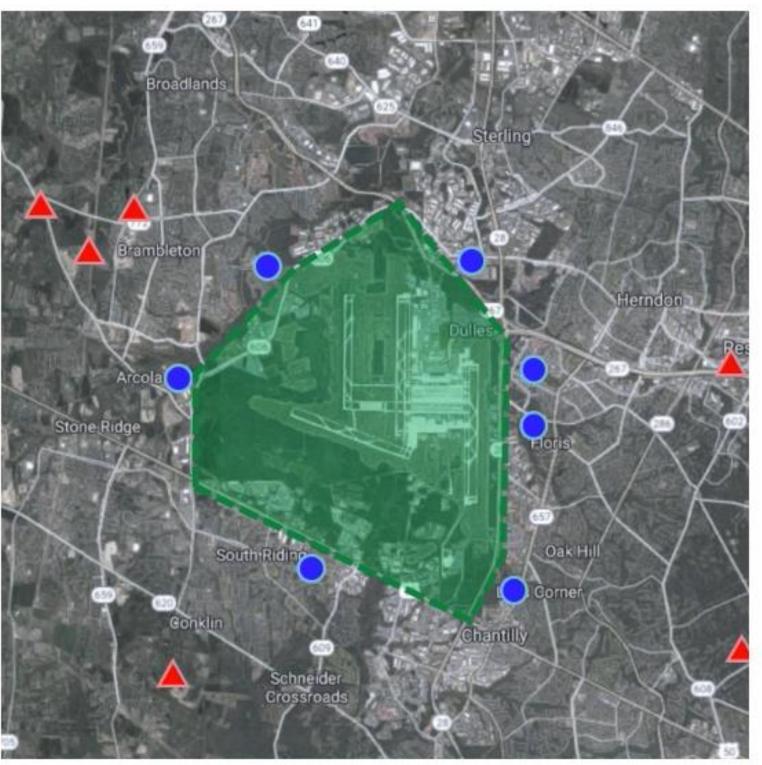
Large Language Models

Knowledge Acquisition

Reasoning

AI For Health, Science, Education, Business, Engineering, …

Mason's new MARC Focuses on Autonomy, Robotics, and Responsible AI

Distributed Group Control
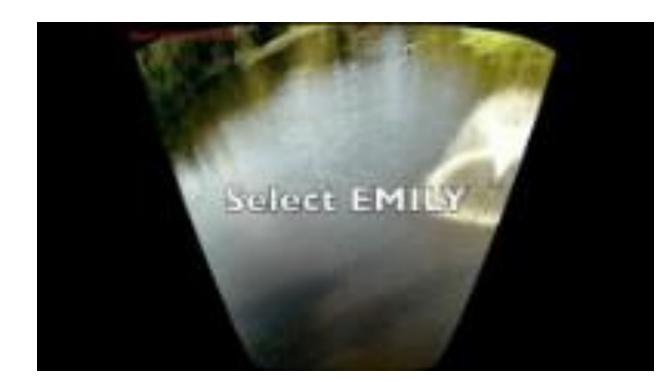
Multi-agent Differential Games

Robot Design & Control

Snake Robots

RobotiX

Vertically Challenging Terrain
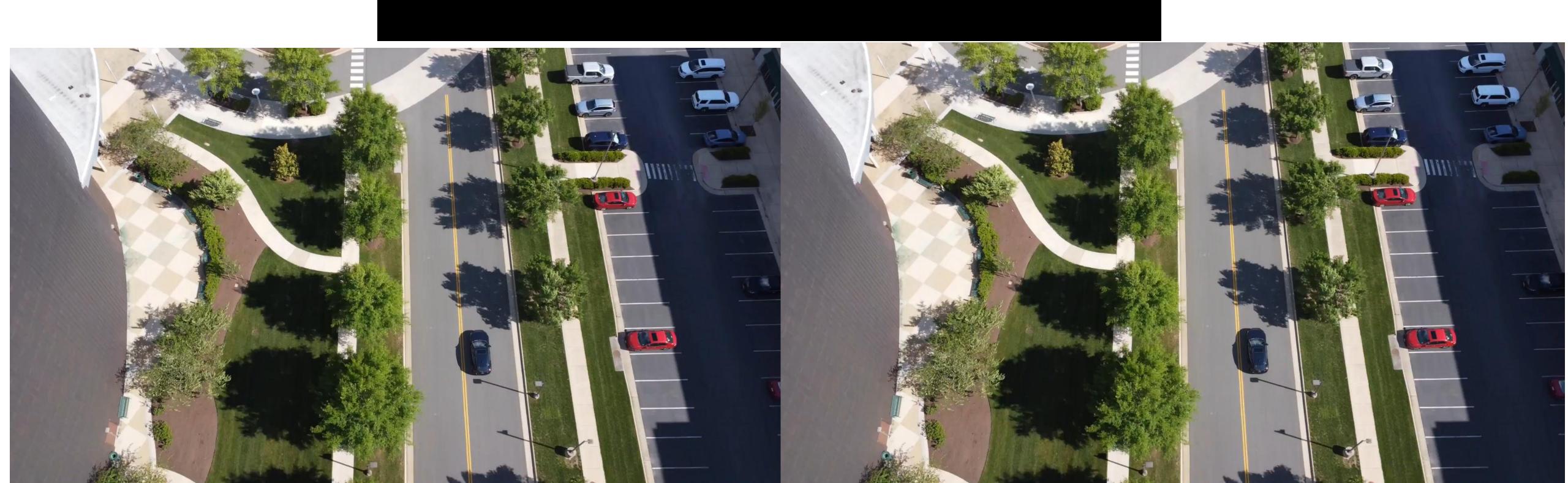
High-speed off-road ground vehicle

Unmanned Aerial & Surface Vehicles

Select EMILY

Tethered Aerial Vehicle

Zoran Duric
Innovation Lab
Fuse, Mason Square
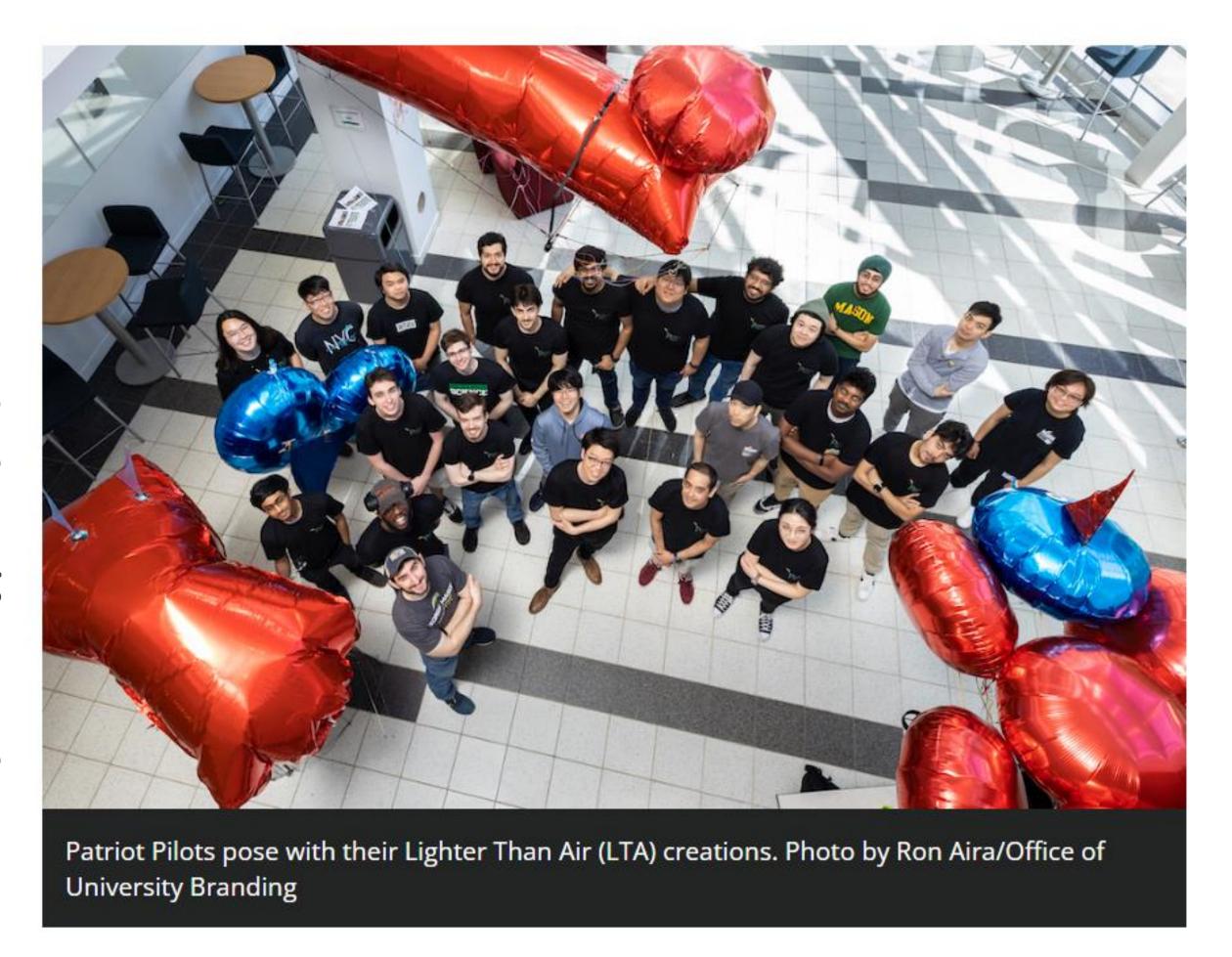
George Mason University wins Defend the Republic

May 22, 2023 / By Rena Malai

In This Story

Cameron Nowzari

Ningshi Yao

Daigo Shishika
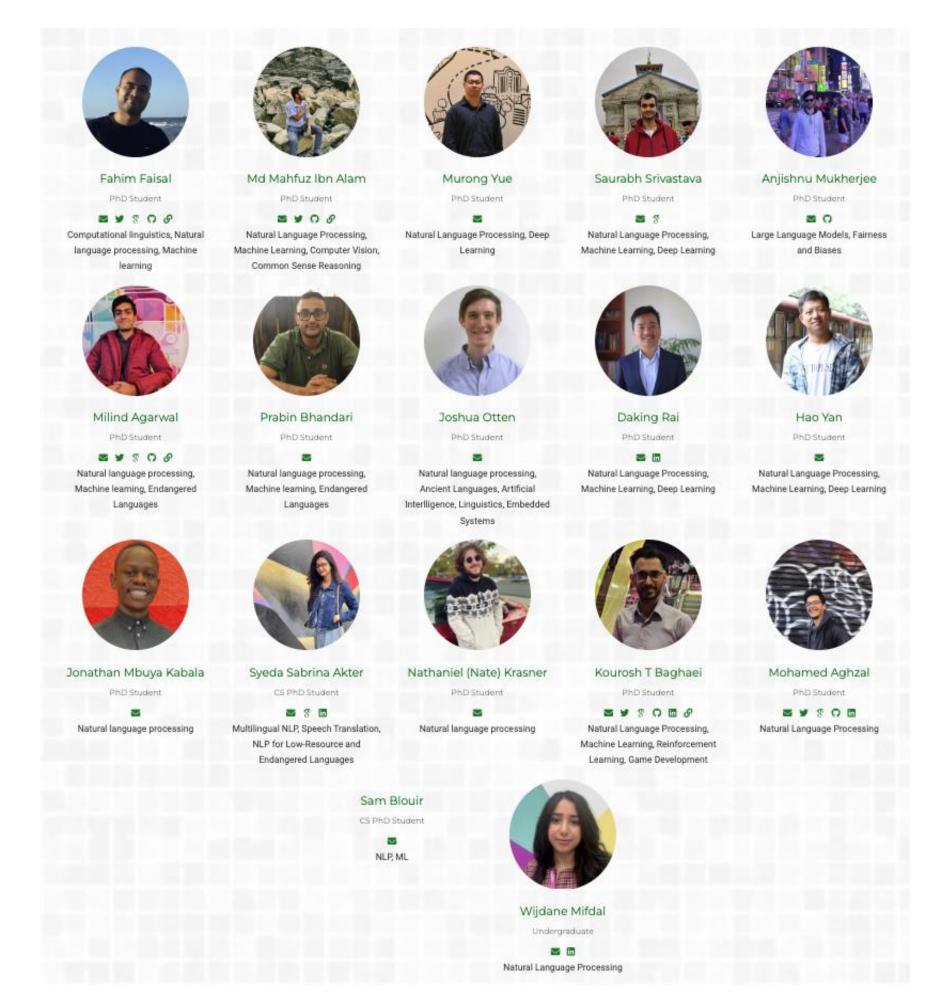
Twice a year, university teams compete in the Lighter Than Air (LTA) Defend the Republic competition. In April, George Mason University hosted the competition in EagleBank Arena and won. The winning Mason team, Patriot Pilots, led by principal investigators Cameron Nowzari, Ningshi Yao, and Daigo Shishika, all from the College of Engineering and Computing, competed against six universities and about 50 LTA robotic agents, aka blimps.

Patriot Pilots pose with their Lighter Than Air (LTA) creations. Photo by Ron Aira/Office of University Branding
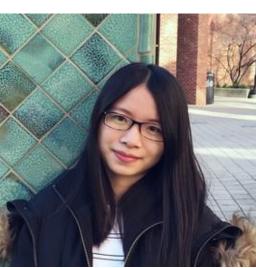
LLMs & Foundation Models @ Mason

Large Language Models for Question Answering, Multilingual NLP, Dialects, Text Simplification, Hate Speech, Human-AI Interaction, Clinical NLP, Language of Life, Biomedical Foundation Models, etc.
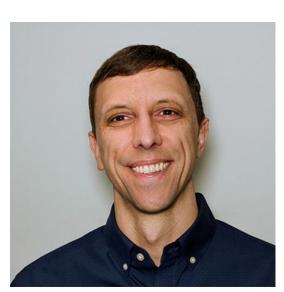
Ziyu Yao

Antonios Anastasopolous

Marcos Zampieri
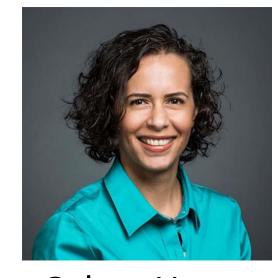
Kevin Lybarber

Computer Science

Information Sciences and Technology

Geraldine Walther

Ozlem Uzuner

Amarda Shehu

Linguistics

Information Sciences and Technology

Computer Science

LLM Agent: Build Your Own GenAI Assistant using Gentopia

Gentopia.AI 🌀: A Collaborative Platform for Tool-Augmented LLMs

Binfeng Xu, Xukun Liu, Hua Shen, Zeyu Han, Yuhan Li, Murong Yue, Zhiyuan Peng,
Yuchen Liu, Ziyu Yao, Dongkuan Xu

https://github.com/Gentopia-AI

(Published at EMNLP 2023)

Gentopia in Assignment Showcase from CS678, Advanced NLP (Spring 2024)

```
User: Recommend jobs for me based on my resume CV_ZiyuYao.pdf
jobfinder:
                                        ──── Response of jobfinder: ────
  {"name":"local_pdf_reader", "arguments":{ "pathToPDF": "CV_ZiyuYao.pdf" }}

                                        ──── Function Response of local_pdf_reader: ────
  Ziyu Yao
  ○ziyuyao.org ⊠ziyuyao@gmu.edu ZiyuYao GScholarDepartment of Computer Science
  George Mason University
  Nguyen Engineering Building 4415
  Fairfax, VA 22030 USA
  (Last update: April 14, 2024)
  Research Interests
  I am interested in broad Natural Language Processing and Artificial Intelligence
  problems, particularly building natural language interfaces (e.g., question-answering
```

S. Singh: Job Finder Agent (input a resume, return suitable jobs from hiring website)

```
jobfinder:
                                        ──── Response of jobfinder: ────
  Based on your resume, here are some job recommendations for you:

    1 Process Engineering Internship at GTI Energy's Research & Engineering Group. This role involves evaluating low carbon impact technologies including
      natural gas, biomass, and CO2 upgrading and conversion processes.
    2 Project Origination Associate, Nature Based Solutions (NBS). This role requires knowledge of nature-based carbon standards, technologies, and project
      development processes.
    3 Dealer Management System Business Process Analyst at Dominion Dealer Solutions. This role involves applying analytic skills to contribute to the growth
      of a new cloud-based DMS.
    4 Process Improvement Specialist. This role involves leading the execution of the 90-Day improvement plan to deliver the glidepath through problem-solving
      and change management.
    5 Junior Payroll and Processing Specialist. This role is for an experienced, passionate pioneer in human resources who wants a daily collaborative
      environment.

  Please note that these are just suggestions and you should apply to the ones that best fit your career goals and interests.
```

P. Jorshi: Calendar Summarizer (give access to Google Calender, return summary of upcoming events)

Description: Google Calendar Agent that fetches the next 10 e
Prompt: summarize my google calendar events
Response:
Here is a summary of your Google Calendar events:
1 March 11, 2024 - SWE 621 at 12:00 PM
2 March 11, 2024 - CS 678 at 7:20 PM
3 March 12, 2024 - SWE 205 TA at 10:30 AM
4 March 13, 2024 - SWE 621 at 12:00 PM
5 March 14, 2024 - SWE 205 TA at 10:30 AM
6 March 15, 2024 - SWE 205 Grading at 11:30 AM
7 March 18, 2024 - SWE 621 at 12:00 PM
8 March 18, 2024 - CS 678 at 7:20 PM
9 March 19, 2024 - SWE 205 TA at 10:30 AM
10 March 20, 2024 - SWE 621 at 12:00 PM

```
User: can you summarize video https://www.youtube.com/watch?v=amJn9BFnbVE
yt:
                                        ──── Response of yt: ────
  {"name":"youtube_transcript", "arguments":{"query":"amJn9BFnbVE"}}

                                        ──── Function Response of youtube_transcript: ────
  [音楽] バレー 好き別になんとなくやってるじゃあさお前 の学校強い最近は強いと思う よ次は悔しかったとか楽しかったとか別に 以外のこと言わせるからなじゃあ期待し
  とくよし陽はいつも新しい ね商陽と練習じゃない試合やってみたいか もって負けたら即ゲームオーバーの 試合 やろうもう1回がない 試合 もう1回がない試合だ [音楽]
  [拍手] け劇場版配球ゴミ捨て場の 決戦 JA
yt:
                                        ──── Response of yt: ────
  The video is about volleyball. It mentions that the speaker thinks their school is strong in volleyball. They talk about feeling frustrated or having fun,
  and they mention that they want to try playing in matches rather than just practicing. The video also mentions a decisive battle in the garbage dump.
```
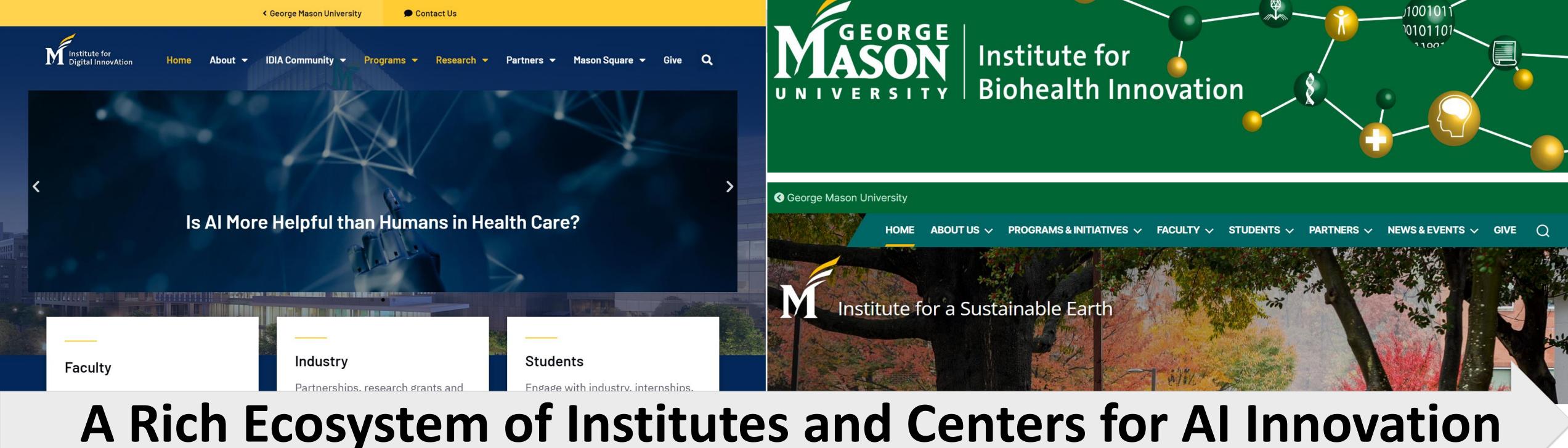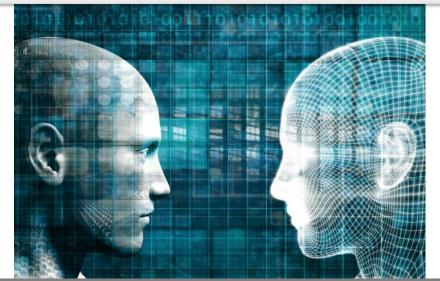
P. Mukherjee: YouTube Summarizer (input a link to YouTube video, return a text summary)

```
(gentenv) ziyuyao@Ziyus-MacBook-Air GentPool % ./clone_agent vanilla_template vanilla-demo-agent
Cloning agent vanilla_template to vanilla-demo-agent, continue? (y/n)
y
Agent vanilla-demo-agent has been cloned from vanilla_template.
(gentenv) ziyuyao@Ziyus-MacBook-Air GentPool % python assemble.py vanilla-demo-agent
```

─────────────────────────────── Gentopia ───────────────────────────────
│ Welcome to Gentopia!   │
───

User: Hi! Could you introduce George Mason University to me?
vanilla-demo-agent:

────────────────────────── vanilla-demo-agent ──────────────────────────

George Mason University, often referred to as GMU, is a public research university located in Fairfax, Virginia. It was originally founded in 1949 as a branch of the University of Virginia, and became an independent institution in 1972. The university is named after George Mason, a statesman and one of the founding fathers of the United States.

GMU offers a wide range of programs and degrees through its several colleges and schools, including the College of Humanities and Social Sciences, the Volgenau School of Engineering, the College of Science, the School of Business, and the Antonin Scalia Law School, among others.

The university is known for its strong programs in economics, law, creative writing, computer science, and business. It is classified among "R1: Doctoral Universities - Very high research activity".

George Mason University is also recognized for its commitment to diversity, with a student body that represents a wide range of cultural and ethnic backgrounds. The university's campus features modern facilities, including research centers, libraries, and student housing. It also has a vibrant student life with numerous clubs, organizations, and sports teams.

In addition to its main campus in Fairfax, GMU also operates campuses in Arlington and Prince William County in Virginia, and an international campus in Songdo, South Korea.

User: ^C
Bye!
(gentenv) ziyuyao@Ziyus-MacBook-Air GentPool %
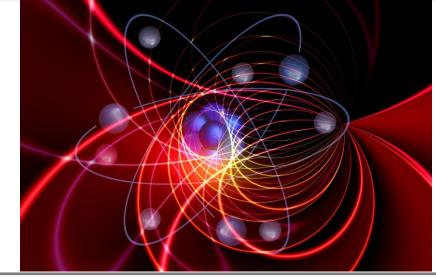
A Rich Ecosystem of Institutes and Centers for AI Innovation

Center for Advancing Human-Machine Partnerships (CAHMP)

Criminal Investigations and Network Analysis Center (CINA)

Quantum Science and Engineering Center (QSEC)
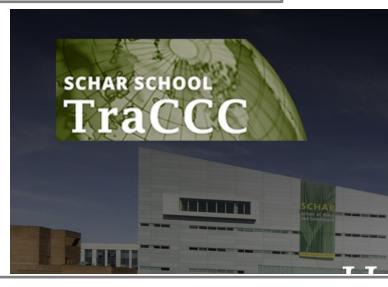
C4I and Cyber Center

Virginia Climate Center

Center for Secure Information Systems

The Terrorism, Transnational Crime and Corruption Center (TraCCC)

Center for Assurance Research and Engineering (CARE)

Deliberate about Building AI-adjacent Interdisciplinary Communities to take on Complex Societal Problems of our Time

Deliberate about Incentivizing Interdisciplinary Communities to take on Complex Societal Problems of our Time

Scaling Faculty R&D to Faculty-Industry Partnerships

Jonathan Auerbach, an assistant professor in the Department of Statistics, is working on the project "A Scientific Framework for Evaluating America's Data Infrastructure" with a number of partners. His research focuses on a scientific framework for evaluating the health of data infrastructure.

For the project "Organizing an Efficient and Inclusive Digital Economy: The Roles of Recent Technological Breakthroughs in Verifiable Computation," Jiasun Li, associate professor in the Costello College of Business, is partnering with Protocol Labs.
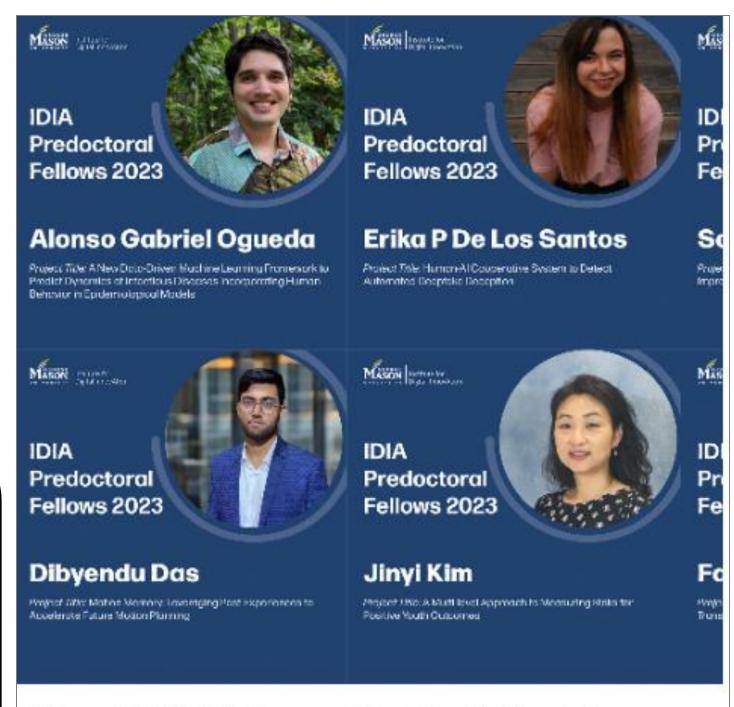
Emanuela Marasco, an assistant professor in Mason's Department of Information Sciences and Technology, is partnering with Karl Ricanek, founder of Lapetus Solutions Inc. on the project "Video-based, Secure, Accurate and Usable Contactless Fingerprint Authentication in Smartphones."

Parth Pathak, an associate professor in Mason's Department of Computer Science, is working with AT&T Labs on "Predicting RF Exposure in Today's Ultra-dense Wireless Networks" to develop a novel framework for Radio Frequency (RF) exposure prediction embedding environment information and deep learning.
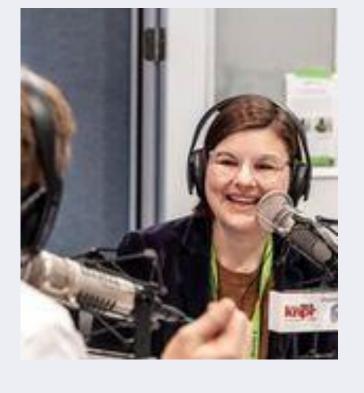
Kun Sun, a professor in the Department of Information Sciences and Technology, is working with Yan Zhai, senior director of cybersecurity at Visa Inc. on the project "Reference-based Automatic Program Repair." Sun's research aims to improve the quality, security, and reliability of software systems.

Craig Yu, an associate professor in Mason's Department of Computer Science and director of the Design Computing and Extended Reality (DCXR) lab at Mason Square, is working with partners on "Advancing Human-Machine and Human-Human Collaborations via Networked Extended Reality Innovations."

IDIA Predoctoral Fellows 2023

Alonso Gabriel Ogueda — Project Title: A New Data-Driven Machine Learning Framework to Predict Dynamics of Infectious Diseases Incorporating Human Behavior in Epidemiological Models

Erika P De Los Santos — Project Title: Human-AI Cooperative System to Detect Automated Deepfake Deception

Dibyendu Das — Project Title: Motive Mapping: Leveraging Past Experiences to Accelerate Future Mission Planning

Jinyi Kim — Project Title: A Multi-level Approach to Measuring Risks for Positive Youth Outcomes

New IDIA Fellows Tackle Infectious Diseases, Robotics and Deepfakes

Improving Human-Machine Collaborations with Heterogeneous Multiagent Systems

Dr. Elizabeth Phillips, Department of Psychology, Human Factors and Applied Cognition Group, College of Humanities and Social Sciences, George Mason University

Deliberate about Incentivizing Interdisciplinary Communities to take on Complex Societal Problems of our Time

Scaling Faculty

IDIA Predoctoral Fellows 2023
Alonso Gabriel Ogueda
Project Title: A New Data-Driven Machine Learning Framework to Predict Dynamics of Infectious Diseases Incorporating Human Behavior in Epidemiological Models

IDIA Predoctoral Fellows 2023
Erika P De Los Santos
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Dibyendu Das
Project Title: Motive Mastery: Leveraging Past Experiences to Accelerate Future Motion Planning

IDIA Predoctoral Fellows 2023
Jinyi Kim
Project Title: A Multi-level Approach to Measuring Risks for Positive Youth Outcomes

New IDIA Fellows Tackle Infectious Diseases, Robotics and Deepfakes

Jiasun Li (CCB)

NSF CAREER Award "Securing Off-premise Digital Services in the Presence of Strategic Incentives"

Jonathan Auerbach, an assistant professor in the Department of Statistics, is working on the project "A Scientific Framework for Evaluating America's Data Infrastructure" with a number of partners. His research focuses on a scientific framework for evaluating the health of data infrastructure.

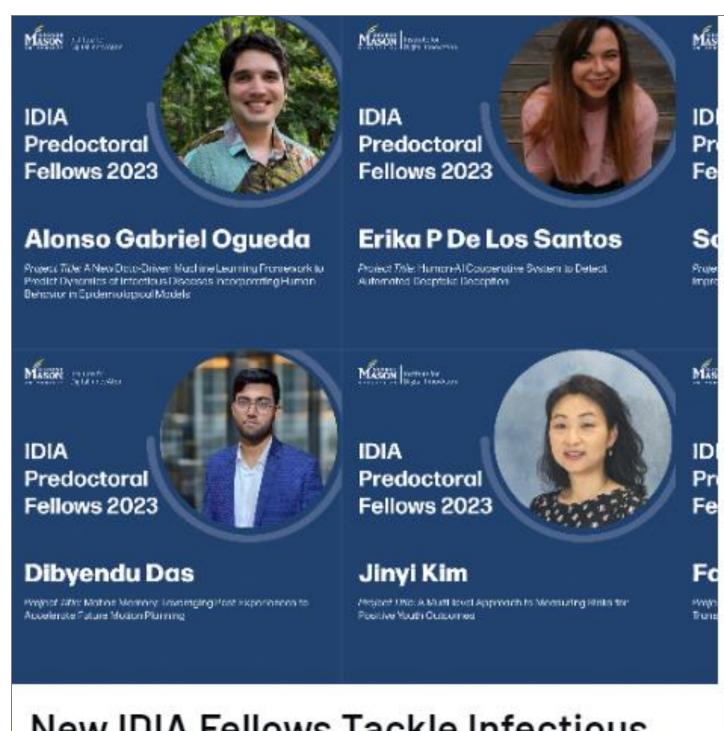For the project "Organizing an Efficient and Inclusive Digital Economy: The Roles of Recent Technological Breakthroughs in Verifiable Computation," Jiasun Li, associate professor in the Costello College of Business, is partnering with Protocol Labs.

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Improving Human-Machine Collaborations with Heterogeneous Multiagent Systems

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Deliberate about Incentivizing Interdisciplinary Communities to take on Complex Societal Problems of our Time

New IDIA Fellows Tackle Infectious Diseases, Robotics and Deepfakes

Elizabeth Phillips (CHSS)

1. Air Force Office of Scientific Research, Trust and Influence Program Award "Moral Justification to Foster Human-Machine Trust"

2. Air Force Office of Scientific Research, Trust and Influence Program Award "Developing a Quantification System for Robot Moral Agency"

Jon... an ... in t... Sta... on t... Scien... for Evalu... America's Data Infrastructure" with a number of partners. His research focuses on a scientific framework for evaluating the health of data infrastructure.

Verifiable Computation," Jiasun Li, associate professor in the Costello College of Business, is partnering with Protocol Labs.

Ricanek, founder of Lapetus Solutions Inc. on the project "Video-based, Secure, Accurate and Usable Contactless Fingerprint Authentication in Smartphones."

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Visa Inc. on the project "Reference-based Automatic Program Repair." Sun's research aims to improve the quality, security, and reliability of software systems.

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Improving Human-Machine Collaborations with Heterogeneous Multiagent Systems

Dr. Elizabeth Phillips, Department of Psychology, Human Factors and Applied Cognition Group, College of Humanities and Social Sciences, George Mason University
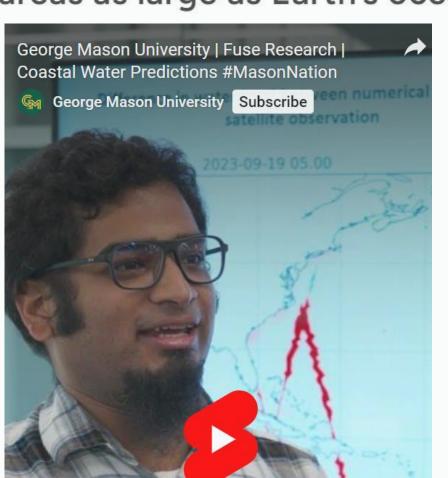
▶ Rich AI Research Landscape

How Machine Learning Improvements are Helping to Fight Human Trafficking
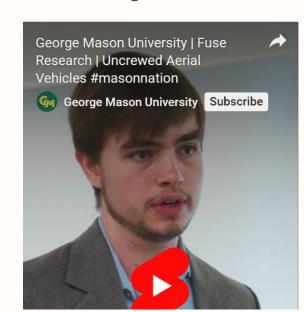
Satellites aren't just for pinging cell service across the globe: They're also a critical resource for observing areas as large as Earth's oceans.

Soelem Aafnan Bhuiyan, PhD student in civil engineering at George Mason University, is working with College of Engineering and Computing professor Viviana Maggioni to improve coastal water level predictions with satellite observations in the hopes of better predicting storm surges amidst rising sea levels. We spoke with Bhuiyan about his research and his personal connection to the impacts of rising sea levels.

A team of George Mason University researchers, led by Distinguished University Professor J.P. Singh, has received a $1.4 million grant from the Department of Defense to examine the way countries are implementing their national artificial intelligence infrastructure strategies.

With today's use and demand for all-access video, Uncrewed Aerial Vehicles (UAVs), drones, are commonplace in everything from defense contracting to filming backyard barbeques.

While useful technology, UAVs can pose a serious security risk. George Mason University systems engineering and operations research undergraduates Dyar Aziz and Markus Garretson are working with professor Ali Raz to develop a methodology for inferring UAV intent based on sensor data.

Dissecting & Predicting National AI Infrastructures with AI: AI4Policy & Policy4AI

Funded by a Department of Defense Award under the MINERVA program, a team of Mason researchers and their students are pivoting AI4AI that is, AI text mining techniques to automatically analyze corpora of reports on AI infrastructure policy to elucidate challenges, values, current policy, as well as forecast AI policies of various nations.

aistrategies.info – Department of Defense Minerva Award (2022-2025) to JP Singh, Amarda Shehu, Antonios Anastasopolous, Jesse Kirkpatrick, Michael Hunziker

▶ **Digital Twinning: From Optimization**

Studying optimization for neuromorphic imaging and digital twins

Apr 19, 2024

Elizabeth Grisham

Harbir Antil (PI), director of the Center for Mathematics and Artificial Intelligence (CMAI), professor of Mathematical Sciences, and Rainald Löhner (co-PI), director of Computational Fluid Dynamics Lab, professor of Physics and Astronomy, received funding from the Air Force Office of Scientific Research (AFOSR), under the prestigious DURIP program, to establish a neuromorphic imaging and digital twins lab with capabilities to design new optimization algorithms.
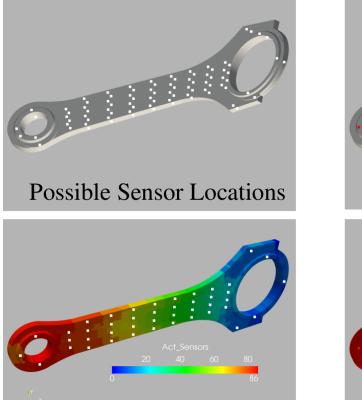
This project will setup the Neuromorphic Imaging and Digital Twins Lab—a first of its kind physical lab in the country under the Center for Mathematics and Artificial Intelligence (CMAI) at George Mason Universi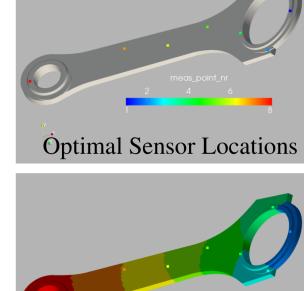ty. This lab will contain equipment for neuromorphic imaging, neuromorphic computing, and digital twins that will not only support research at Mason but support the needs of local organizations and beyond.

(L-R) Habir Antil and Rainald Löhner

Facundo Aiurado
IDIA Predoctoral
Fellow

Connecting Rod

Possible Sensor Locations

Optimal Sensor Locations

Number of Sensors Activated
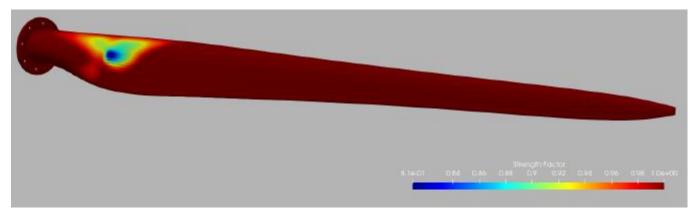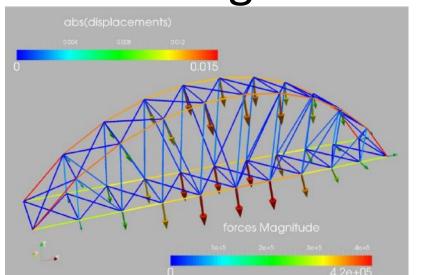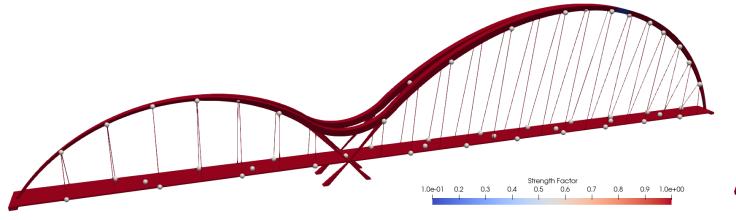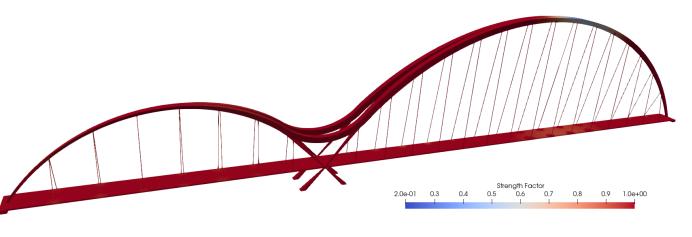
`Zones of Influence'

Siemens Blade
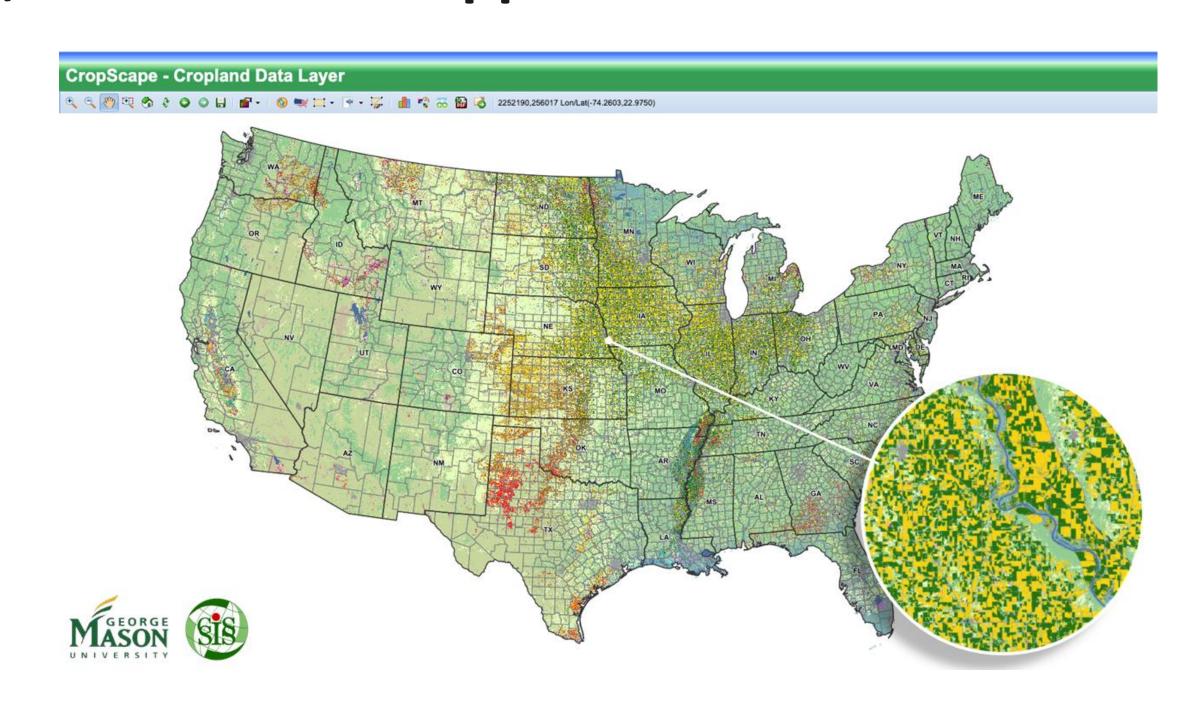
Bridge

Infinity Bridge

Digital Twinning: To CropSmart

NSF Convergence Accelerator Track J: Building a digital twin for national-scale field-level crop monitoring, prediction, and decision support

Liping Di (COS)
Director, Center for Spatial
Information Science and Systems

CropSmart Digital Twin (CSDT)—a public facing decision support system that provides the crop farming industry real-time data on the conditions of area crops, soil, weather and markets, decision trade-off, and optimal decision advice. CSDT supports the USDA's goal to increase U.S. agricultural production by 40% while also cutting the environmental footprint in half by 2050.
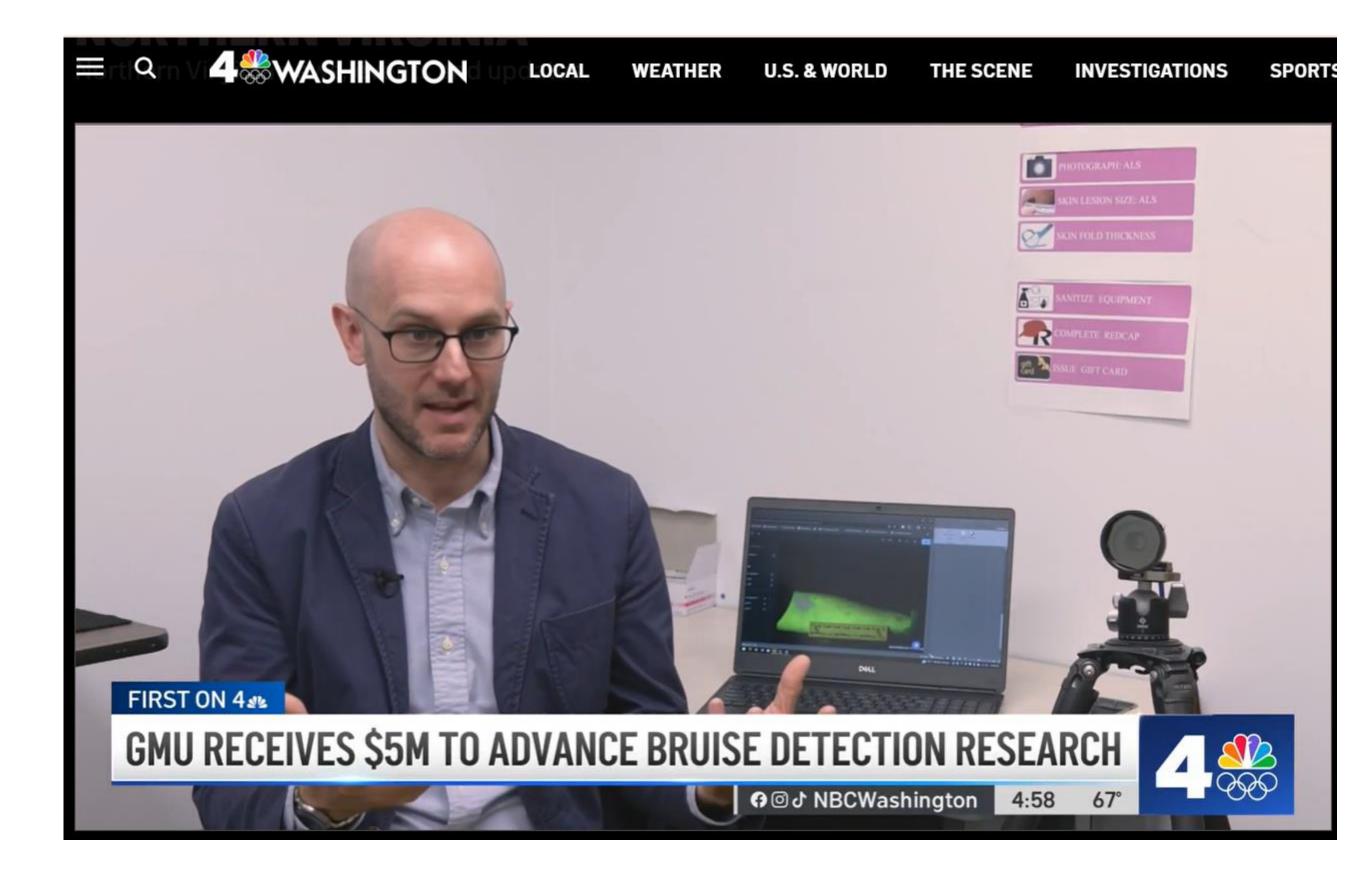
Bruise Project

The research team (from left) Janusz Wojtusiak, Katherine Scafide, and David Lattanzi. Photo by Ron Aira/Office of University Branding

George Mason receives $4.85 million to increase intimate partner violence detection and reporting. The anonymous gift will help develop new tools in imaging technology using a light source that is five times better than white light for identifying and visualizing bruising across all skin tones for use by forensic nurses, social service providers, and law enforcement.

FIRST ON 4
GMU RECEIVES $5M TO ADVANCE BRUISE DETECTION RESEARCH
NBCWashington   4:58   67°

"A vital piece to success is ensuring that any AI tool has access to in-depth data from all skin tones and skin characteristics alongside human expert analysis," said Lattanzi, an associate professor in the Sid and Reva Dewberry Department of Civil, Environmental, and Infrastructure Engineering in the the College of Engineering and Computing.

AI Education & Workforce Development Programs Across Colleges

I D I A

AI4Defense Scholars
Empowering Future AI Leaders
June 21st to July 20th
Monday to Friday from 10:00AM - 3:00PM

Explore the intersection of AI and national defense with the *AI4Defense Scholars Program*. Supported by agencies like the Air Force Office of Scientific Research and National Security Innovation Network, this program offers high schoolers and early undergraduates an opportunity to develop predictive algorithms and tackle modern security challenges. Dive into virtual meetings to enhance research and entrepreneurship skills. Then, participate in the AI4Defense Symposium at Mason Square (Arlington) on July 20th to showcase your innovations and connect with experts. Open to diverse backgrounds, join us in shaping the future of AI in Defense!

Open to All Rising 9th Graders, High School Students, and Early Undergraduate

Apply Here Bit.ly/AI4Defense **By June 16th!**

No application fees. Applicants will be notified of their selection by June 18th.

*Successful completion of the program may fulfill your high school externship graduate requirement.

A I 4 D E F E N S E
Empowering Minds, Enhancing Defense

GEORGE MASON UNIVERSITY | Institute for Digital InnovAtion

NATIONAL SECURITY INNOVATION NETWORK

AFRL

AI Education & Workforce Development Programs Across Colleges

SCHAR+IDIA

21 AI and Tech Policy Fellows

AI and Tech Policy Summer Institute

The AI Strategies team held their first inaugural AI and Tech Policy Summer Institute from **May 22nd to May 24th, 2023.**

View the program from our event here.

The AI and Tech Policy Summer Institute is designed to introduce Master's and Doctoral students in social sciences, humanities, and select professional schools to the following:

- Fundamental engineering concepts about how AI works
- Policy and regulatory frameworks that are evolving to govern AI
- Debates on AI ethics
- Issue areas including security, economic, and human rights concerns from local to global levels

Dhruv Deepak
PhD
Sociology

Victoria Glasglow
Masters
Public Policy

Ashish Hingle
PhD
Information Science and Technology

Riggs Ordonez
Masters
International Security

Kate Park
PhD
Literacies, Culture, and Reading Education

Ryan Pallas
PhD
Political Science

Sneha Patel
Masters
Health Informatics

Xhulia Rapo
Masters
Public Policy

Josh Rose
Masters
International Security

Stephanie Wamandu
Masters
Global Commerce and Policy

Manpriya Dua
PhD
Computer Science

Vasilii Nosov
PhD
Public Policy

AI Education & Workforce Development Programs Across Colleges

WHO WE ARE   GRADUATE STUDIES   UNDERGRADUATE STUDIES

GEORGE MASON UNIVERSITY

College of Humanities and Social Sciences

AI in the Humanities and Social Sciences

CHSS Curriculum Enhancement Mini-Grant

AI in the Humanities and Social Sciences

C H S S

AI, data literacy

Use of AI tools

Incorporation Into research and methods courses across fields, disciplines
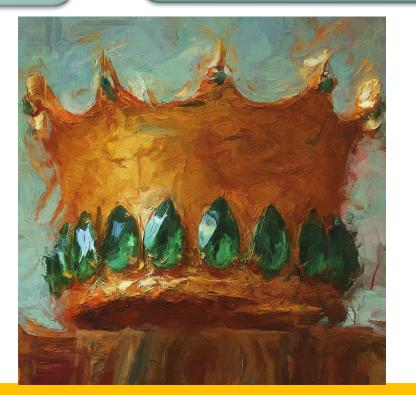
Role of AI in society

Past/Future of AI

Interdisciplinarity of/Interdisciplinary approaches to AI

Data: multiple aspects, disciplinary and interdisciplinary approaches

Information: multiple aspects, disciplinary and interdisciplinary approaches

AI as technology

AI Education & Workforce Development Programs Across Colleges

Mason Unique Focus: Responsible AI Innovation

No other university in the Commonwealth has any minors, concentrations, or degree programs in AI, let alone in Responsible AI

AI Education & Workforce Development Programs Across Colleges

Missy Cummings

Director of MARC and Responsible AI Program

Jesse Kirkpatrick (Ethicist)
Co-Director

Assistant professor of philosophy and computer science; critically interrogate the social dimensions of algorithmic decision-making systems in the US criminal legal system.

Assistant professor of policy and computer science; interdisciplinary data-analytics scholar that examines the entrepreneurial, workforce and educational pathways of minoritized groups in science, engineering, and information technology.

Dasha Pruss

Thema Monroe-White

AI Education & Workforce Development Programs Across Colleges
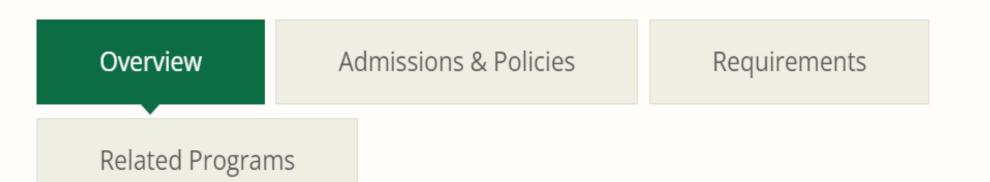
Ethics and AI Minor

🖶 PRINT OPTIONS

Contact Information

6200 Horizon Hall
Fairfax Campus

Website: https://philosophy.gmu.edu/programs/la-minor-etai

Find Your Advisor ❯

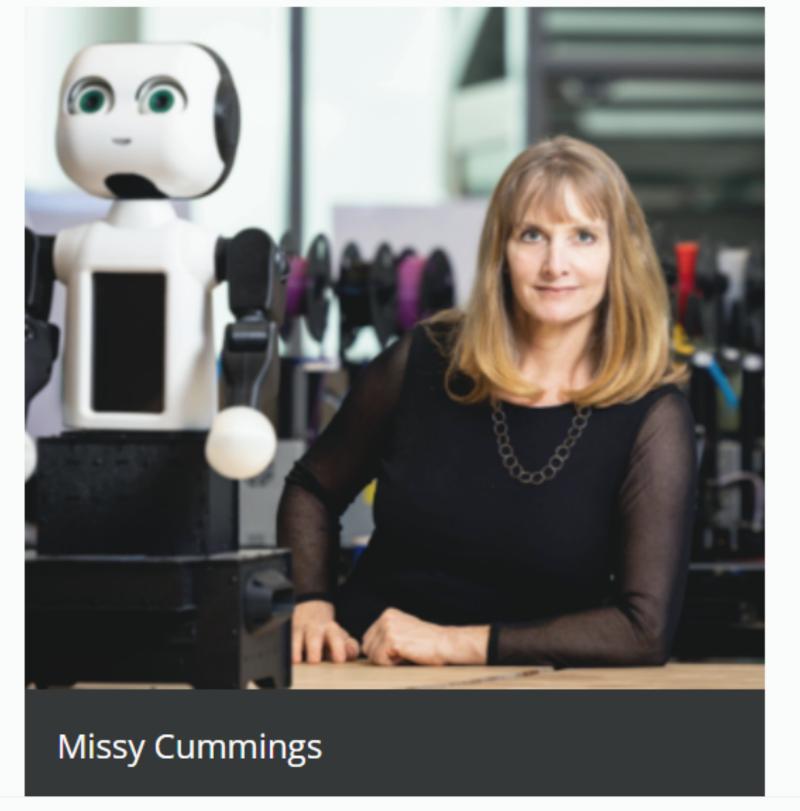Overview | Admissions & Policies | Requirements

Related Programs

This minor is designed to equip students to tackle the moral complexity of AI-enabled technologies. It provides students with core competencies for thinking critically about the impact of AI in social and global contexts and allows them to apply their knowledge and skills via case studies, debates, and individual or team projects. The minor seeks to make ethical and social considerations a forethought in the design, development, deployment, and use of AI-related technologies. Given the role of AI-enabled technologies in our increasingly digital society, the minor is of relevance to all Mason students as engaged citizens and offers vital competencies to those planning for careers in such areas as computing and technology, government, public policy, health, law, education, and the media.

AI Education & Workforce Development Programs Across Colleges

Under the guidance of Missy Cummings, a professor and the director of the Mason Autonomy and Robotics Center (MARC) at George Mason University, the Responsible Artificial Intelligence Graduate Certificate program addresses the pressing need for thoughtful AI integration into various industries.

Missy Cummings

"With the rise of large language models like ChatGPT, there is a critical need for companies to develop strategies for effectively and safely integrating AI into their systems. The Mason approach to Responsible AI emphasizes both rigorous technical and sociotechnical approaches to identifying and mitigating AI risks while achieving value-added outcomes," said Cummings.

Ideal candidates for this certificate program are "people responsible for ensuring the safe and efficacious adoption of AI into their companies or agencies who want to develop and update their skills to understand the design, testing, and implementation of cutting-edge technology," she added.

K-12 Training → Course Enhancement → Minors and Concentrations → BS/MS/PhD Programs → CpE

AI Education & Workforce Development Programs Across Colleges

BS/MS/PhD Programs in:
- ✓ Data Analytics Engineering
- ✓ Predictive Analytics
- ✓ Information Technology
- ✓ Machine Learning
- ✓ Information Systems
- ✓ Big Data
- ✓ …

Broad Portfolio in:
- ✓ AI, ML, Deep Learning, Big Data
- ✓ Natural Language Processing
- ✓ AI/ML-enabled technologies
- ✓ Predictive Analytics
- ✓ Statistical Learning
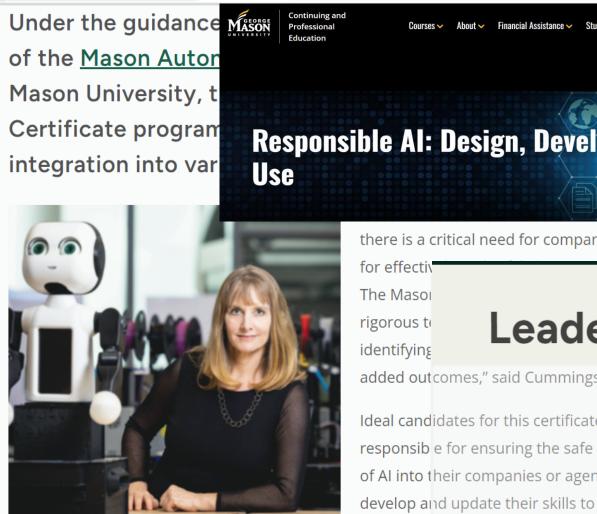- ✓ Human-Centered Design
- ✓ Human-Computer Interaction

AI Education & Workforce Development Programs Across Colleges

SCHAR

Under the guidance
of the Mason Auton
Mason University, t
Certificate program
integration into var

Responsible AI: Design, Development, and Use

there is a critical need for companies to develop strategies
for effectiv
The Maso
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identifying
added outcomes," said Cummings.

Ideal candidates for this certificate prog
responsible for ensuring the safe and e
of AI into their companies or agencies w
develop and update their skills to under
testing, and implementation of cutting—
she added.

Missy Cummings

Leadership Strategies: AI and the Next U.S. Administration

Who Is This For

- Current Senior Executive Service (SES) officials, Senior Leaders, and government officials.
- Private sector equivalents supporting SES and top government officials.
- Experienced executives skilled at leading change and leading people.
- Executives interested in AI's impact on public service missions.
- Newly executives exploring AI's effects on leadership and strategic frameworks for agency actions in 2025 and beyond.

Community
Projects

Unique
Partnerships

National
Consortia

Community Engagement and Partnerships

SCHAR+CEC+IDIA

George Mason to Launch Nation's First Center for Small Business AI Innovation with $1M Grant

June 28, 2024 / By Buzz McClain

In a groundbreaking move set to bolster the economic competitiveness of small and medium enterprises (SMEs) across Virginia, George Mason University has been awarded a $1 million grant to establish the nation's first Center for AI Innovation for Economic Competitiveness (CAIIEC).

In This Story

Amarda Shehu
J.P. Singh

"I am proud to have helped secure funding for the Center for AI Innovation for Economic Competitiveness at George Mason," said Senator Warner in a statement. "This investment will help position Virginia as a leader in AI development by creating programs to help small businesses and communities thrive in the digital market, marking a huge win for Virginians across the commonwealth."

"I'm excited George Mason's Center for AI Innovation for Economic Competitiveness is receiving $1 million in federal funding, which I was proud to have helped secure in the recent government funding bill," said Senator Kaine. "This will help prepare small businesses and Virginians to harness AI and lead to new opportunities for economic growth and jobs in the commonwealth."

Community Projects

Unique Partnerships

National Consortia

Community Engagement and Partnerships

U.S. Air Force and George Mason University Partner to Modernize Warfighter Mission Training, Education and Research
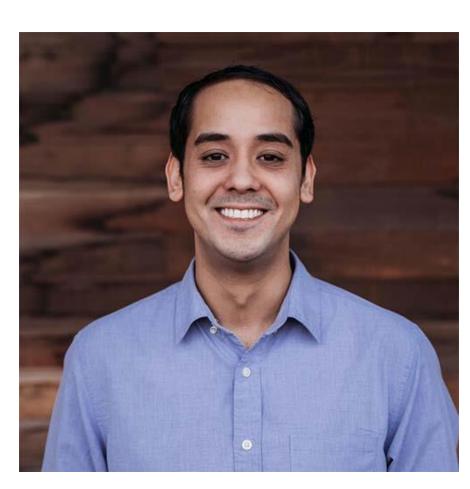
Published July 17, 2023

9th Air Force (Air Forces Central)

FAIRFAX, VA. -- Headquarters Ninth Air Force (U.S. Air Forces Central) formalized a partnership with George Mason University for joint research, rapid capability development, warfighter training, and education to support command mission readiness. The Cooperative Research and Development Agreement was signed on July 14, 2023 at the George Mason University Fairfax Campus by Mason Provost Mark Ginsberg and Lieutenant General Alexus

Highlight: Cameron Nowzari (CEC/ECE)

CEC+CCB+IDIA

Community
Projects

Unique
Partnerships

National
Consortia

Community Engagement and Partnerships

CEC+CCB+IDIA
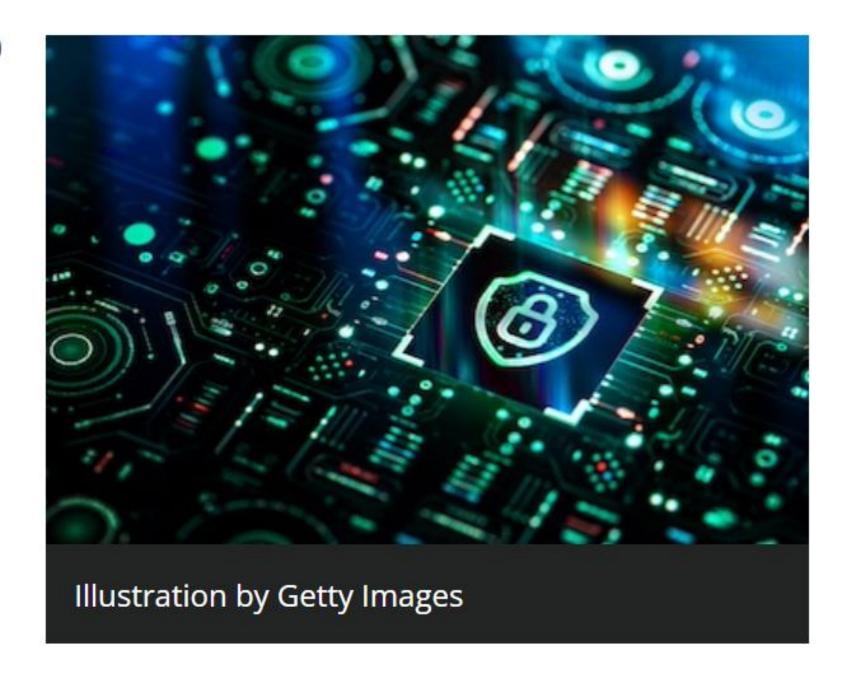
Mason selected for participation in Department of Commerce consortium dedicated to AI safety

February 14, 2024

Mason will be one of more than 200 leading AI stakeholders to help advance the development and deployment of safe, trustworthy AI under new U.S. government safety institute.

George Mason University has joined more than 200 of the nation's leading artificial intelligence (AI) stakeholders to participate in a Department of Commerce initiative to support the development and deployment of trustworthy and safe AI. Established by the Department of Commerce's National Institute of Standards and Technology (NIST), the U.S. AI Safety Institute Consortium (AISIC) will bring together AI creators and users, academics, government and industry researchers, and civil society organizations to meet this mission.

Illustration by Getty Images

Mason is poised to lead in AI Literacy For All through novel, unique disciplinary and cross-disciplinary education and training programs

An AI-Powered University for the 22nd Century

▶ An AI-Powered University for the 22ⁿᵈ Century

Bringing AI to campus to:

☐ Support faculty, student, and staff development

☐ Forge new research, education, and workforce development spaces

☐ Transform Mason into an AI leader among R1 public universities

Executive Directive 5

ED-5 Recognizing the Risks and Seizing the Opportunities of Artificial Intelligence

📅 September 20, 2023

View Document

"Include AI-related topics within technology, computer science and data analytics courses in K-12 and higher education to ensure students are equipped with the skills and knowledge needed to succeed in a rapidly changing world.
Support opportunities for Virginia colleges and universities to contribute to AI research and training, through collaborations with other academic institutions, private companies and government agencies."

Executive Order 30

EO-30 Implementation of Standards for the Safe Use of Artificial Intelligence Across the Commonwealth

📅 January 18, 2024

View Document

"K-12 schools and postsecondary institutions must embrace innovation, experimentation, and new educational opportunities for students as well as ensure appropriate guardrails and necessary constraints exist to safeguard individual data privacy and mitigate discriminatory outcomes [..] while also prioritizing training for students, educators, and faculty to ensure the responsible and ethical use of AI technology.
The Guidelines are also meant to support education institutions to [..] prepare all students with the knowledge, competencies, and skills for successful careers that utilize AI technology."
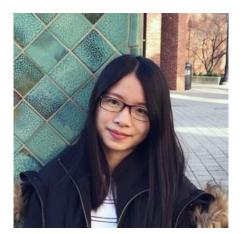
▶ PatriBot: A GenAI ChatBot Assistant

- First use case: A 24hr chatbot answering student questions across the campus!
  - *What programs are offered in CEC?*
  - *Where does the CS department locate?*
  - *I'm new to Mason; where do I live and eat?*
  - *Chess club? Communities for AI enthusiasts?*
  - *…*

Faculty Tech Leads

Ziyu Yao   Marcos Zampieri

Students

Alphaeus E. Dmonte   Mohamed Aghzal
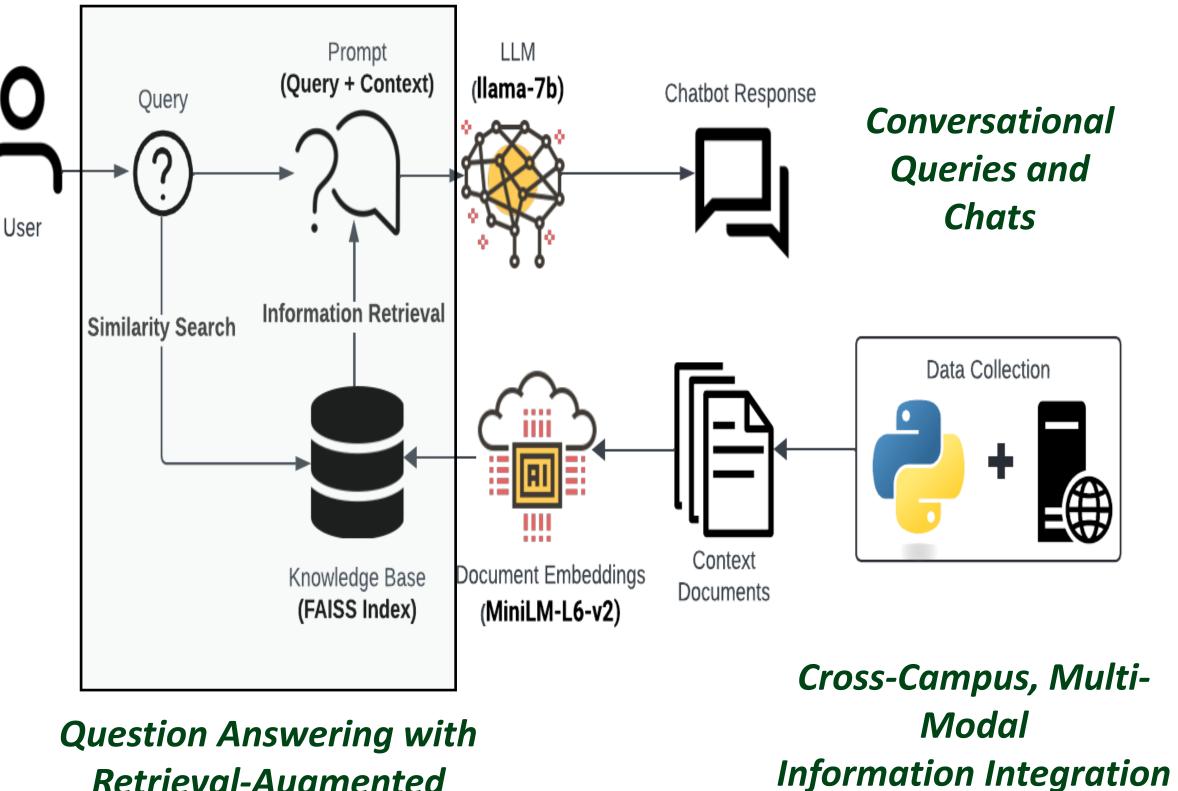
Faculty Supervisors

Amarda Shehu   Sarah Campbell

Conversational Queries and Chats

Cross-Campus, Multi-Modal Information Integration
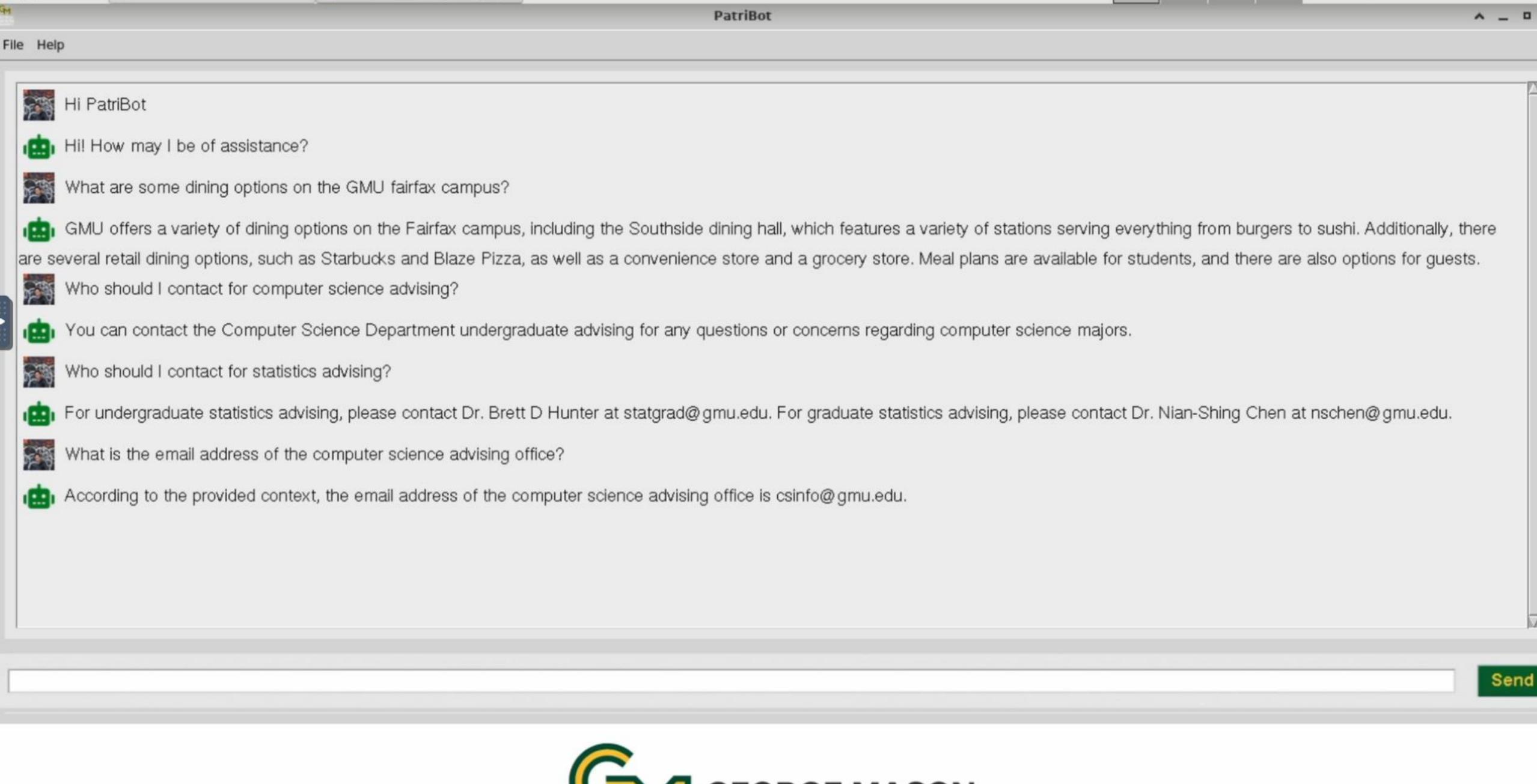
Question Answering with Retrieval-Augmented Generation (RAG)

PatriBot

File   Help

Send

GEORGE MASON UNIVERSITY®

PatriBot

File   Help

Hi PatriBot

Hi! How may I be of assistance?

What are some dining options on the GMU fairfax campus?

GMU offers a variety of dining options on the Fairfax campus, including the Southside dining hall, which features a variety of stations serving everything from burgers to sushi. Additionally, there are several retail dining options, such as Starbucks and Blaze Pizza, as well as a convenience store and a grocery store. Meal plans are available for students, and there are also options for guests.

Send

GEORGE MASON UNIVERSITY

PatriBot

File   Help

Hi PatriBot

Hi! How may I be of assistance?

What are some dining options on the GMU fairfax campus?

GMU offers a variety of dining options on the Fairfax campus, including the Southside dining hall, which features a variety of stations serving everything from burgers to sushi. Additionally, there are several retail dining options, such as Starbucks and Blaze Pizza, as well as a convenience store and a grocery store. Meal plans are available for students, and there are also options for guests.

Who should I contact for computer science advising?

You can contact the Computer Science Department undergraduate advising for any questions or concerns regarding computer science majors.

Who should I contact for statistics advising?

For undergraduate statistics advising, please contact Dr. Brett D Hunter at statgrad@gmu.edu. For graduate statistics advising, please contact Dr. Nian-Shing Chen at nschen@gmu.edu.

What is the email address of the computer science advising office?

According to the provided context, the email address of the computer science advising office is csinfo@gmu.edu.

Send

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