# 2023 Planning Conference
Board of Visitors, Board of Trustees Executive Committee, President’s Council & Alumni Association
Creating the Next Great, Resilient University
Thursday, July 27, 2023 | Horizon Hall Room 2014

<table>
<thead>
<tr>
<th>Time</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>7:45</td>
<td>Continental Breakfast</td>
</tr>
<tr>
<td>8:15</td>
<td><strong>Welcome Remarks, Agenda Overview &amp; Related Topics</strong></td>
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<tr>
<td></td>
<td>Gregory Washington</td>
</tr>
<tr>
<td>9:00</td>
<td><strong>Introductions – New Board of Visitors Members</strong></td>
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<tr>
<td></td>
<td>Horace Blackman</td>
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<tr>
<td>9:15</td>
<td><strong>Framing of the Day</strong></td>
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<td>Mark Ginsberg</td>
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<tr>
<td>9:30</td>
<td>Transition to Small Group Breakout Stations</td>
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<tr>
<td>9:35</td>
<td><strong>Small Group Breakout Stations:</strong> Breakout sessions will address strategic topics that will be some of the areas of focus in 2023-2024. Each station will run for 18 minutes followed by a four-minute transition. Attendees will be in preassigned groups and rotate through the four stations.</td>
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<td></td>
<td><strong>Station #1: Freedom of Speech</strong></td>
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<td></td>
<td>Facilitators: Paul Liberty &amp; Rose Pascarell</td>
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<td><strong>Station #2: Student Success &amp; Mental Health</strong></td>
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<td>Facilitators: David Burge &amp; Rachel Wernicke</td>
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<td><strong>Station #3: Branding</strong></td>
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<td>Facilitator: Paul Allvin</td>
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<td><strong>Station #4: Research</strong></td>
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<td>Facilitator: Andre Marshall</td>
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<td>11:05</td>
<td>Break</td>
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<td>11:20</td>
<td><strong>Our Foundation and Our Future: Philanthropy’s Impact on George Mason University</strong></td>
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<td>Presenters: Trishana Bowden &amp; Kelly Rollison, Vice President Compass Group</td>
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<td>12:20</td>
<td><strong>Lunch / Horizon Hall</strong></td>
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<td></td>
<td>Reading Wall Atrium</td>
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<tr>
<td>Time</td>
<td>Event</td>
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<tr>
<td>1:15</td>
<td>Modernizing Mason: Building Financial Sustainability &amp; Effectiveness</td>
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<td>2:00</td>
<td>Break</td>
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<tr>
<td>2:15</td>
<td>Keynote: Innovation in Higher Education During Uncertain Times</td>
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<td>3:15</td>
<td>Board of Visitors Engagement</td>
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<tr>
<td>4:15</td>
<td>Reflections &amp; Closing Comments</td>
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<tr>
<td>4:30</td>
<td>Reception</td>
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</table>
Creating the Next Great, Resilient University

Gregory Washington
Challenges for Higher Education

- Mental health crisis
- Value proposition in question
- Economic challenges (recession, inflation, etc.)
- Political/policy issues
- Challenging funding model
  - degrees vs. credentials
  - transfer vs. traditional
    - 67% increase in transfers over 15 years
- Enrollment cliff
  - demographic challenges
The Effects of Unaddressed Challenges

• In 1980, 95% of the American public thought higher education was a public good. Now it is well below 50%.
• Only about half of Americans think universities have a positive effect on society and about half believe a college education’s value outweighs its cost.
• The U.S. is now 16th internationally in the percentage of young adults with a college degree. Only two decades ago we ranked No. 1.
• Colleges and universities have lost 4 million youth over the last 10 years (1 million since the pandemic).
Most of the Country is Already Experiencing the Enrollment Cliff

- Indiana, Colorado, New Hampshire, Utah, the District of Columbia, Montana, South Carolina, West Virginia, and Arizona all saw an increase in their enrollments.
- Michigan saw the greatest decrease in enrollments overall with a 16% decline.
- Enrollment declines all around us.

Source: Survey of the Higher Education Landscape, National Student Clearinghouse Research Center, estimated enrollment change by state, spring 2022
Consumer Price Index Progression as of March 2023

Source: U.S. Bureau of Labor Statistics
Expenses Continue to Grow and Now Exceed Revenues on Average

**Balance Sheets**
Average equity ratios have declined by **8 percentage points**

**34%** of universities saw equity ratios drop more than **5%**

**Income Statements**
Average expense ratios have increased by **10 percentage points**

**56%** of universities saw expense ratios increase more than **5%**

Source: "The Financially Sustainable University: The Lost Decade," Bain
Disruption via AI

**Assisted**
Supports humans in completing tasks more efficiently or effectively.
The ultimate decision-making and control authority remain with the human.

**Augmented**
Enhances human capabilities by providing additional information, insights, or features.
The ultimate decision-making and control authority remain with the human.

**Automation**
Performs tasks or processes without direct human intervention.
While humans may set it up, the technology largely operates independently once initiated.

**Autonomous**
Operates independently without human control or intervention.
These can adapt, learn, and optimize. They operate independently without relying on constant human supervision.

( Oliveira, 2023 – Inspired by PwC AI Report)
AI In Academic Content Development

- Ask Anything: ChatGPT
- Video Captions: Simplified
- Edit Videos: Runway
- Generate Images: DALL-E
- Text to 3D Words: Copy.ai
- Create Arts: Blockade Labs
- Create PPT: Midjourney
- Meeting Recorders: Tome.app
- Text-to-Speech Avatars: Synthesia
- Remove Background: Remove BG

< command prompt...

"Pretend you’re an expert..."
"Play devil’s advocate..."
"Pretend you’re my consultant..."
Are we truly
ALL TOGETHER DIFFERENT?
High School Graduates in **Northern Virginia** will Increase to above 40k students and will remain so thru 2030

- Number of NoVA graduates expected to peak in 2026 and then level off
- Mason should expect at least 2–3 years of growth at current levels

Source: Virginia Department of Education, projections produced by the Weldon Cooper Center, 2020
Mason Gets its Graduates Primarily from Northern Virginia

- More than 70% of our students come from Northern Virginia
- As the only R1 institution in NoVA, our growth **does not** impact other VA universities
About 70% of Voters Continue to Agree That College Is Still a Good Value Despite the Increasing Cost and Difficulty Finding Jobs

“In your opinion, is having college education still a good value even though some college graduates have trouble finding work in their chosen fields of study these days?”

- Yes: 26%, No: 74%

“In your opinion, is having college education still a good value even though it has become more expensive?”

- Yes: 32%, No: 68%

Source: Virginia Statewide Higher Education Survey, March 15–24, 2023
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 the pandemic
- Number of 4.0+ students has increased as well *(28% of entering freshman class)*
- Greater than 70% of the entering class has a 3.5 or above

<table>
<thead>
<tr>
<th>App Market Group</th>
<th>Fall 2020</th>
<th>Fall 2021</th>
<th>Fall 2022</th>
<th>Fall 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>International</td>
<td>3.57</td>
<td>3.49</td>
<td>3.60</td>
<td>3.66</td>
</tr>
<tr>
<td>Northeast</td>
<td>3.65</td>
<td>3.69</td>
<td>3.69</td>
<td>3.69</td>
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<tr>
<td>Other OOS</td>
<td>3.70</td>
<td>3.75</td>
<td>3.77</td>
<td>3.79</td>
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<tr>
<td>VA</td>
<td>3.71</td>
<td>3.75</td>
<td>3.76</td>
<td>3.74</td>
</tr>
<tr>
<td>Grand Total</td>
<td>3.70</td>
<td>3.74</td>
<td>3.74</td>
<td>3.74</td>
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</table>

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<th>Fall 2021</th>
<th>Fall 2022</th>
<th>Fall 2023</th>
</tr>
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<tbody>
<tr>
<td>International</td>
<td>342</td>
<td>386</td>
<td>375</td>
<td>452</td>
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<tr>
<td>Northeast</td>
<td>751</td>
<td>716</td>
<td>785</td>
<td>866</td>
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<tr>
<td>Other OOS</td>
<td>865</td>
<td>858</td>
<td>916</td>
<td>982</td>
</tr>
<tr>
<td>VA</td>
<td>864</td>
<td>894</td>
<td>1,041</td>
<td>1,089</td>
</tr>
<tr>
<td>Grand Total</td>
<td>921</td>
<td>1,214</td>
<td>1,233</td>
<td>1,324</td>
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</tbody>
</table>
We have Significant Confidence in Enrollment Projections
Across the Board Performance

**Enrollment**
Graduated and enrolled the largest and most diverse classes ever

Enrollment will eclipse 40k students this year (the first 4 year to do so)

Student Quality increased with enrollment

**Rankings**
4 programs achieved highest rankings ever this cycle

10 programs in the top 30 among public universities

**Opportunity**
We raised >$139M in gifts and pledges for FY23—an all-time high

24% of students are first generation and 29% are eligible for Pell Grants

**Research**
An R1 university with FY22 research expenditures of $230M, up 7.5%, and FY23 awards up 50%

**Regional Impact**
77% of 2022 grads are employed in the Washington, D.C., metro area

Mason Enterprise had a $3.36B impact led by 40k hours of 1:1 counseling to 10,000 small businesses
## 2022–23 Presidential Metrics

<table>
<thead>
<tr>
<th>Priority</th>
<th>Proposed</th>
<th>Status</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deliver a distinctive and inclusive student experience that fosters lifelong engagement</td>
<td>Recalibrate academic unit reserve funds to 10% of anticipated expenditures</td>
<td>Complete</td>
<td></td>
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<tr>
<td></td>
<td>Grow undergrad enrollment by 1.5%</td>
<td></td>
<td>F22 SCH up 1.4% over F21 S23* SCH up 1.8% over S22 F23 applications up 10.7% YTD</td>
</tr>
<tr>
<td></td>
<td>Grow graduate and law school enrollment by 1.5%</td>
<td></td>
<td>Grad SCH F22 up 4.4%, S23 up 2.1% Law SCH F22 up 5.6%, S23 up 7.9%</td>
</tr>
<tr>
<td></td>
<td>Grow Mason Korea enrollment by 3%</td>
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<td></td>
</tr>
<tr>
<td>Expand the impact of Mason’s research, scholarship, and creative enterprise</td>
<td>Grow research expenditures by 5% (15% stretch goal) each year</td>
<td>FY22 up 7.5% over FY21</td>
<td></td>
</tr>
<tr>
<td>Accelerate economic and social impact</td>
<td>Grow corporate support by 5% each year</td>
<td></td>
<td>$12M in FY 23 up 6.4% from FY 22</td>
</tr>
<tr>
<td></td>
<td>Improve U.S. N&amp;WR public rank to 62 or better</td>
<td></td>
<td>Ranked 64th in 22–23 rankings WSJ ranked 46th in 22–23</td>
</tr>
<tr>
<td></td>
<td>Maintain gifts and fundraising at $100M</td>
<td></td>
<td>$139.1M, largest in history</td>
</tr>
<tr>
<td>Invest in faculty and staff success</td>
<td>Implement 2.5% compensation increase</td>
<td></td>
<td>2% adjustment pool 1/23, additional for summer '23</td>
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<tr>
<td></td>
<td>Reduce unfilled positions by at least 100</td>
<td></td>
<td>YTD 247 positions</td>
</tr>
<tr>
<td>Patriot Pantry</td>
<td>5000 pounds of contributed food</td>
<td></td>
<td>&gt;7000 pounds since start of the Challenge</td>
</tr>
</tbody>
</table>
Our Plan for Success

Engage the Unengaged
- Mason Virginia Promise
- Spanish Language Engagement
- Direct Entry
  • Title 1 Schools

Manage Cost Uncertainty
- Critical Hiring Process
- Unit Spending Reductions
- Retirement Incentives
- Growth and Efficiency

Partner or Perish
- Comprehensive Campaign
- Medical Education:
  - INOVA, Adventist, VHC
- Fairfax West Campus Expansion
- Invest in our best faculty and staff
The Bottom Line

- Universities are under unprecedented challenges (enrollment, perception, funding)
  - “Roughly one in four of the richest students [top 1% household income] attend an elite college...In contrast, less than one-half of 1 percent of children from the bottom fifth of American families attend an elite college.” - Emmanuel Saez
  - “American higher education has become a powerful means for perpetuating class divisions across generations.” - Richard Reeves
- Mason has performed well under these conditions and is building a reputation as an Institution of Access and Excellence
- Sustainability is indeed a challenge given our funding and support
How can you help?

• Mason was birthed out of a partnership of industry, government and concerned partners. We continue that trajectory.

• Partnership/Resources (Philanthropy)
• Expertise/Connections
• Engagement
• Advocacy
Thank You!

감사합니다
Merci Bien!
Vielen Dank!
Obrigado!
Asante Sana!

감사!
Eυχαριστώ!
感激!
谢谢!

Grazie!
Tak!

¡Muchas Gracias!

@GMUPres
@presidentgregorywashington
Framing of the Day

July 27, 2023

Mark R. Ginsberg, PhD
Provost and Executive Vice President
Established in 1957, Mason has evolved from 17 students to the largest public research university in Virginia.
Mission Driven

Values Led
Mason is

*All Together Different*

**Our Mission**

To be an innovative and inclusive academic community committed to creating a more just, free, and prosperous world
Our Values

- Our students come first
- Innovation is our tradition
- We are careful stewards
- Diversity is our strength
- We honor freedom of thought and expression
- We act with integrity
- We thrive together
Access to EXCELLENCE

Access to OPPORTUNITY
Success is never final.

– Winston Churchill
Every challenge is an opportunity
When you can't change the direction of the wind—ADJUST YOUR SAILS.

FREEDOM OF SPEECH
student success

BEHAVIORAL HEALTH

George Mason University
The Mason Brand
University of the Future

George Mason University
THE FUTURE OF HIGHER EDUCATION
DISRUPTION
The Looming Higher Education Enrollment Cliff

George Mason University
DO YOU NEED COLLEGE?
Moving Forward

Dream Big

Set Goals

Take Action
It's Mason's Time
<table>
<thead>
<tr>
<th>Group 1</th>
<th>Group 2</th>
<th>Group 3</th>
<th>Group 4</th>
</tr>
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<tbody>
<tr>
<td>Ann Ardis</td>
<td>Armand Alacbay</td>
<td>Kenneth Ball</td>
<td>Susan Allen</td>
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<tr>
<td>Laurence Bray</td>
<td>Sharmnia Artis</td>
<td>Horace Blackman</td>
<td>Trishana Bowden</td>
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<tr>
<td>Lindsey Burke</td>
<td>Melissa Broeckelman-Post</td>
<td>Zofia Burr</td>
<td>Reginald Brown</td>
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<td>Elizabeth (Beth) Cantrell</td>
<td>Delton Daigle</td>
<td>Deb Dickenson</td>
<td>Nadeem Butler</td>
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<td>Maggie Daniels</td>
<td>Rick Davis</td>
<td>Cody Edwards</td>
<td>Tara Chaplin</td>
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<td>Kimberly Davidson</td>
<td>Ed Douthett</td>
<td>Jackie Ferree</td>
<td>Sharon Cullen</td>
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<td>Gesele Durham</td>
<td>Mark Ginsberg</td>
<td>Dorothy (Deecy) Gray</td>
<td>Ed Dittmeier</td>
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<td>Anne Gentry</td>
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<td>Ingrid Guerra-Lopez</td>
<td>Cheryl Druehl</td>
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<td>Cameron Harris</td>
<td>Robert Matz</td>
<td>Jenny E. Herrera</td>
<td>Will Gautney</td>
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<td>Megan Healy</td>
<td>Michael Meese</td>
<td>Alison Landsberg</td>
<td>Charlotte Gill</td>
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<td>Christine Landoll</td>
<td>Fernando Miralles-Wilhelm</td>
<td>Wendy Marquez</td>
<td>Renate Guilford</td>
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<td>Patrick McCavitt</td>
<td>Alpaslan Özerdem</td>
<td>Janette Muir</td>
<td>Jimmy Hazel</td>
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<td>Kumar Mehta</td>
<td>Nancy Prowitt</td>
<td>Dolly Oberoi</td>
<td>Margaret M. (Peggy) Jones</td>
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<td>Anne Osterman</td>
<td>Carl Rowan</td>
<td>Pam Patterson</td>
<td>Marvin Lewis</td>
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<td>Bob Pence</td>
<td>Charlie Spann</td>
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<td>Rene Stewart O'Neal</td>
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<td>Sumeet Shrivastava</td>
<td>Cesar Rebellon</td>
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<td>Ken Randall</td>
<td>Mohan M. Venigalla</td>
<td>Solon Simmons</td>
<td>John Sanders</td>
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<td>Jeff Rosen</td>
<td>Tobi Walsh</td>
<td>Frank Strike</td>
<td>Cully Stimson</td>
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<td>Mark Smith</td>
<td>Christina L. (Tina) Williams</td>
<td>Gregory Washington</td>
<td>Bob Weiler</td>
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<tr>
<td>Kenneth Walsh</td>
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<td>Paul Wyche</td>
<td>Julie Zobel</td>
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(alphabetical order by last name)

<table>
<thead>
<tr>
<th>Breakout Station Topics &amp; Facilitators</th>
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<tbody>
<tr>
<td>#1 – Freedom of Speech: Paul Liberty &amp; Rose Pascarell</td>
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Free Speech

Paul Liberty
Vice President, Government and Community Relations

Rose Pascarell
Vice President, University Life
National Discussions

Free speech controversies erupt on today's college campuses

Students are afraid to voice their opinions openly, say free speech experts

Say what? Westfield State University bans ‘derogatory or inflammatory statements, and/or idle gossip’

From heavy hand of government to speaker shout downs, free speech in peril on campuses

Opinion: College campus hecklers, your disruptions don’t count as free speech
College Debate Team Comes Out Against Debate

James Madison University's debate team says that "free speech should not extend to requiring us to platform or amplify ideas that are exclusionary, discriminatory, or hostile."

ODU student starts petition opposing Governor Glenn Youngkin speaking at graduation

Protesters screaming 'Nazi' shut down Virginia anti-abortion campus lecture

Mike Pence event reignites a debate over free speech at University of Virginia

Some students say his rhetoric is dangerous while others decry "cancel culture" and censorship

Students for Life at Virginia Tech event met with protesters
GMU’s president is right to reject students’ call to cancel Youngkin’s commencement speech

Gov. Youngkin tells graduates they’re ‘builders of Virginia’ at George Mason commencement; scattered protests present

A University Gets Free Speech Right ... Mostly

George Mason president defends selection of Gov. Youngkin as 2023 commencement speaker

What Would George Mason Say About GMU Protest?

FIRE calls on George Mason students to resist censorship after demands to cancel Youngkin commencement speech
Key Measurements

Chicago Statement: University and Faculty Body Support

The “Chicago Statement” is a model free speech policy statement that many universities have adopted, affirming their commitment to free expression.

George Mason University: Officially Adopted in November 2018

George Mason University has been given the speech code rating Green.

#17 in the College Free Speech Rankings
87% of college students say they favor free and open expression on campus.

84% believe the right to free speech is “critical in our democracy.”

59% think that college should allow students to be “exposed to all types of speech” — even speech they find offensive or biased.
How comfortable would you feel doing the following on your campus?

Expressing your views on a controversial political topic during an in-class discussion.

- 52% Somewhat or very comfortable
- 48% Somewhat or very uncomfortable

Expressing your views on a controversial political topic to other students during a discussion in a common campus space such as a quad, dining hall, or lounge.

- 61% Very or somewhat comfortable
- 39% Very or Somewhat uncomfortable
National Landscape: College Students

Student’s Reluctance to Discuss Controversial Topics Remains High But Shows Signs of Improvement

58.8%

of students in 2022 reported being reluctant to discuss at least one of the five controversial topics asked about.

Students’ Reluctance Is Associated Primarily with Fear of Negative Social Consequences from Peers

62.3%

of students chose “other students would make critical comments with each other after class” as the top reason why they were reluctant to share their views in class.

High Peer Interaction Is Associated with Greater Expression Among Students

3x

Students were 3x more likely to report they have a “high amount” of interaction with their peers in 2022 compared with respondents in 2020.

Campus Culture Needs Continued Improvement to Foster Viewpoint Diversity

63.2%

of students agreed that the climate on their campus prevents people from saying things they believe because others might find those views offensive.
What Students Are Seeing...

The New Yorker
The Evolving Free-Speech Battle Between Social Media and the Government

The Washington Post
Democracy Dies in Darkness

Youngkin officials quietly pull LGBTQ+ youth resources offline

Washington Examiner
DeSantis takes aim at Florida social studies textbooks for critical race theory

The Hill
How new tactics have driven a spike in book ban attempts

Experts say attacks on free speech are rising across the U.S.

Richmond Times-Dispatch
Youngkin wants college presidents to hire faculty with 'diverse political perspectives'
...Interpreted Through Social Media

Twitter, Instagram, Tiktok, YouTube, Reddit, Threads, LinkedIn, Buzzfeed, Campus Reform
A new survey suggests many college students don’t value free speech.

That’s ridiculous! We love free speech!

As long as we agree with it.
A University Gets Free Speech Right ... Mostly

Commentary By

Seth Lucas
Senior Research Associate, Meese Center

Giancarlo Canaparo
Senior Legal Fellow, Edwin Meese III Center

"But George Mason has chosen a different path. In response to students' demands, university President Gregory Washington issued a public statement defending the university's decision to host the popular governor."

'The March 27 letter, "What it means to be a Patriot," is more than a nod to GMU sports teams. I would call it a Patriot Playbook for our times—a free-speech, anti-cancellation instruction manual on how to coexist in a country becoming increasingly diverse.'
This is Mason

 Ranked 7th Nationally as Most LGBTQ Friendly campus.

Since 2007, the Campus Pride Index has been the premier LGBTQ National Benchmarking tool for Colleges and Universities to create safer, more inclusive campus communities.

This is Also Mason
Freedom of Expression and Inclusive Thriving Community

Our Core Values Guide Our Actions

- Our students come first
- We honor freedom of thought and expression
- We thrive together
- Diversity is our strength

Mason Focus: "All Communities Matter"

- Orientation sessions, Constructive dialogue, FOI Series, "Free Speech at Mason"
- Scalia-Ginsberg Colloquy, Dialogue and Difference, Debate, Deliberative Dialogues
Student Success and Mental Health

David Burge
Rachel Wernicke
Student Success
Mason Students

Undergraduate
27,572
70%

Graduate
12,035
30%

39,607 Students

Historically under-represented populations include American Indian or Alaska Native, Asian or Asian American, Black or African American, Hispanic or Latino, Native Hawaiian or other Pacific Islander, and two or more races. Source: Fall 2022 Census Enrollment Data, OIEP
Student Success

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

% Underrepresented Populations

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

Graduation Rate

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

87% POSITIVE CAREER OUTCOME
89% IN POSITIONS RELATED TO CAREER GOALS

SUPPORTING A DIVERSE WORKFORCE
MASON GRADS ARE:

- 46% STUDENTS OF COLOR
- 55% FEMALE
- 18% FIRST GEN STUDENTS
- 9% INTERNATIONAL

86% EMPLOYED IN VA/MD/DC
$72,000 MEDIAN SALARY PLUS BONUS

71% EMPLOYED FULL TIME
17% CONTINUING EDUCATION
6% EMPLOYED PART TIME
5% INTERNSHIP/FELLOWSHIP
1% SERVICE (MILITARY & VOLUNTEER)

TOP EMPLOYERS

- Peraton
- KPMG
- Capital One
- FDA
- Disney
- NASA
- Accenture
- Boeing
- MITRE
- X-NORC
- Bristol Myers Squibb
- GM
- IBM
- The World Bank
- The World Bank
- FEMA
- Deloitte
- Marriott
- Amazon
- CDC
- RAND

TOP INDUSTRIES

- EDUCATION
- GOV/MILITARY
- HEALTHCARE
- TECHNOLOGY

CLASS OF 2022

*Graduate numbers and respondents referenced above do not include Law or Certificate students. The Career Plans Survey was conducted among Class of 2022 graduates in August, December, and May. The full survey was initially administered online by email. Additional data were collected via reviews of students’ social media profiles (e.g., LinkedIn), and National Student Clearinghouse Data to determine career outcomes, yielding data from 4,589 of 9,154 graduates. Additional percentages reflect varying numbers of respondents per item. Percentages may not be 100% due to rounding.
Student Success

Mason’s borrow and debt rates are below the national average...

Percent of students borrowing for college

- 58% at Mason
- 56% at VA 4-Year Public
- 65% at National

Average Known Debt at Graduation

- $29,985 at Mason
- $28,463 at VA Public
- $29,850 at National

... and our default rate is far below the national average.

2018 Cohort Default Rate*

- 2.5% at Mason
- 2.8% at VA 4-Year Public
- 7.3% at National

Our return on investment is among the highest in the state

Mason’s 10-year earnings are 4.1x its median graduating debt, ranking 2nd among VA public universities

Note: Known Debt at Graduation and Borrowing Data from SCHEV. Cohort Default Rate Data from FSA. 2018 cohort refers to students who entered repayment in 2018, and defaulted in 2018, 2019 or 2020. Earnings to Debt Return - Measures median 10-year earnings compared to the median debt.
Changing Student Interests

Prospective Undergraduate Student Survey

Which supports would help you finish college degrees?

- Being able to get more education without additional debt
- Job counselor who will help you prepare for interviews, help you find a job
- Counselor to help you figure out what to study, classes to take
- Having more flexibility in programs to fit your life

Data: Mason Survey of Inquired Students, 2023

Data: Rick Seltzer/Higher Ed Dive – Bill & Melinda Gates Foundation, Edge Research, HCM Strategists
The Year Ahead . . .

- A focus on employment
- Mason Virginia Promise & affordability
- Coaching/Advising, Enabled by Salesforce
- Expanded access initiatives
- Focus on Belonging & Engagement
- Intensified focus on mental health & well being
Mental Health
Student Mental Health

National Trends

- **Steady increases in # of students reporting high levels of distress over time.**
  - “In 2020–21, >60% of students met criteria for 1+ MH problems, ~50% increase from 2013”*

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Depression</td>
<td>25%</td>
<td>41%</td>
</tr>
<tr>
<td>Anxiety</td>
<td>21%</td>
<td>34%</td>
</tr>
</tbody>
</table>

- Use of mental health services doubled in last 10-15 years.
- Students of color had lowest rates of help-seeking.

- **“Stressed Out and Stopping Out”**
  - 41% of students reported considering “stopping out” of their coursework**.
    - 69% of students cited **emotional stress** as the reason.
    - 59% cited **personal mental health reasons**.


Student Mental Health at Mason

### National College Health Assessment Spring 2023

<table>
<thead>
<tr>
<th>Condition</th>
<th>Impacting Academic Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anxiety</td>
<td>48.6%</td>
</tr>
<tr>
<td>Depression</td>
<td>55.6%</td>
</tr>
<tr>
<td>Moderate-severe psychological distress</td>
<td>73%</td>
</tr>
<tr>
<td>Loneliness</td>
<td>55.3%</td>
</tr>
<tr>
<td>Suicidality</td>
<td>36.3%</td>
</tr>
</tbody>
</table>

### Top Presenting Concerns CAPS FY2023

- Stress 64%
- Anxiety 53%
- Depression 37%

### Healthy Minds Survey

- Help-seeking behavior lower than national average
- White students: highest rates of help-seeking behavior

### CAPS

- 1254 unique students served
- 6826 visits

### TimelyCare

- 910 unique students served
- 3794 visits
Addressing Student Mental Health at Mason

**Investment in CAPS Staffing**
- Added 5 clinical positions in 3 years
- Improved retention with benchmarked salary increases

**Partnership with ProtoCall**
- Began Summer 2020
- 182% increase in after-hours crisis calls

**Partnership with TimelyCare**
- Launched October 2022
- 2108 (5.5%) students registered
- Capacity increases since Fall 2019
  - 23% unique students served
  - 46% student visits

**Commonwealth Collaboration**
- Met with Virginia Secretaries of Education and Health and Human Services to discuss student mental health
- Attended the Governor’s Mental Health Summit

**Expansion of Behavioral Health Program in Student Health Services**
- Universal screening for depression and substance use
- SCHEV grant for resident-in-counseling
- Partnered with CEHD to train graduate students in counseling
- Hired health promotion and equity team

**NEW this Fall**
Launching a practice-based digital learning platform to improve mental health and well-being
What’s Next: Strengthening a Holistic, Public Health Approach

• Mental Health and Well-Being Task Force
  • Clinical Services for Students
  • Support for Faculty and Staff
  • Well-Being and Prevention

• Integrate Work from JED Campus Initiative
  • Identifying Students at Risk (Kognito)
  • Developing Skills (resilience badge)
  • Means Restriction (suicide prevention signage)
  • Follow Crisis Management procedures (postvention response)
  • Promoting Social Connectedness (student engagement focus and peer support)

“a nonprofit that protects emotional health and prevents suicide for our nation’s teens and young adults, giving them the skills and support they need to thrive today...and tomorrow”
Student Success and Mental Health

David Burge
Rachel Wernicke
BRAND MATTERS

(Now more than ever)
A brand is "everything the public thinks it knows about you – both factual and emotional."

Forbes
Brand drives enrollment consideration

Which of the following sources of information would you/did you use when deciding where to apply to college? Please select all that apply. (n=425)

- University websites: 66%
- Family and/or friends: 53%
- Current college students: 45%
- College fair: 40%
- Social media (e.g., Facebook, LinkedIn): 36%
- Current or former teachers: 32%
- Published rankings (e.g., U.S. News and World Report): 30%
- Alumni of various institutions: 16%
- Traditional media source (e.g., newspaper): 12%
- Other: 2%

Hanover Research
The National Enrollment Market is Distressed

First-Time In-State Undergrads in VA Public Universities

Source: SCHEV

Great Recession Baby Bust & Enrollment Cliff

Source: WICHE

Table 1.
Score Changes in NAEP Long-term Mathematics, Percentile Scores, 9-Year-Old Students

<table>
<thead>
<tr>
<th>PERCENTILE</th>
<th>2020 SCORE</th>
<th>CHANGE</th>
<th>2022 SCORE</th>
</tr>
</thead>
<tbody>
<tr>
<td>90th</td>
<td>286*</td>
<td>+3</td>
<td>283</td>
</tr>
<tr>
<td>75th</td>
<td>267*</td>
<td>+5</td>
<td>262</td>
</tr>
<tr>
<td>50th</td>
<td>245*</td>
<td>+8</td>
<td>238</td>
</tr>
<tr>
<td>25th</td>
<td>219*</td>
<td>+11</td>
<td>208</td>
</tr>
<tr>
<td>10th</td>
<td>191*</td>
<td>+12</td>
<td>178</td>
</tr>
</tbody>
</table>
The Value Proposition Is In Question

Americans Perceive Higher Ed as a Questionable Investment

Which of the following statements come closest to their view of a college education?

<table>
<thead>
<tr>
<th>A college education is a questionable investment because of high student loans and limited job opportunities</th>
<th>A college education is still the best investment for people who want to get ahead and succeed</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total</strong></td>
<td>51%</td>
</tr>
<tr>
<td><strong>Democrats</strong></td>
<td>40%</td>
</tr>
<tr>
<td><strong>Republicans</strong></td>
<td>59%</td>
</tr>
<tr>
<td><strong>Independents</strong></td>
<td>52%</td>
</tr>
<tr>
<td><strong>Young adults (18-34) without degrees</strong></td>
<td>70%</td>
</tr>
<tr>
<td><strong>Young adults (18-34) with college degrees</strong></td>
<td>49%</td>
</tr>
</tbody>
</table>

Survey conducted May 3-6, 2022 among representative sample of 1,062 U.S. adults, with weighted margin of error of +/-2.9 percentage points.
Regional Competition is Skyrocketing

84% of all students come from within a 50-mile radius of its Northern Virginia campuses.
84 Universities In That Radius

67 Universities In DC and Maryland

- Public: 15
- Religious: 16
- Private For-Profit: 17
- Non-Religious Nonprofit: 19

14 Out-of-Area Universities with DC Campuses

- Arizona State University
- Brown University
- Cornell University
- Johns Hopkins University
- New York University
- Pepperdine University
- Virginia Tech – Alexandria
- UVA – Rosslyn

15 Public
16 Religious
19 Non-Religious Nonprofit
17 Private For-Profit

3 VA Universities Now in Northern VA

- Marquette University
- Northeastern University
- Stanford University
- Texas A&M University
- University of Southern California
- University of Texas at Austin
- William & Mary – Alexandria
$600M Annual Higher Ed Ad Buys in DC DMA

George Mason is 0.4% of advertising in its own market.
Northern Virginia’s Emerging National Brand

2018 – National Familiarity & Recognition

- 12% – Somewhat or Very Familiar
- 18% – Know Name Only
- 69% – Never Heard of Mason

2023 – National Familiarity & Recognition

- 30% – Somewhat or Very Familiar
- 48% – Never Heard of Mason
- 22% – Know Name Only
Northern Virginia’s Emerging National Brand

% Somewhat/Very Familiar ‘18–’23

Preferred for Attendance
### What matters in choosing a college?

<table>
<thead>
<tr>
<th>Factor</th>
<th>2018</th>
<th>2023</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Good Academics</td>
<td>46%</td>
<td>40%</td>
<td>-6%</td>
</tr>
<tr>
<td>Value for Cost</td>
<td>45%</td>
<td>39%</td>
<td>-6%</td>
</tr>
<tr>
<td>Location of Campus</td>
<td>25%</td>
<td>23%</td>
<td>-2%</td>
</tr>
<tr>
<td>Reputation</td>
<td>25%</td>
<td>23%</td>
<td>-2%</td>
</tr>
<tr>
<td>Flexibility</td>
<td>22%</td>
<td>35%</td>
<td>+11%</td>
</tr>
<tr>
<td>Program Offerings</td>
<td>29%</td>
<td>35%</td>
<td>+6%</td>
</tr>
<tr>
<td>Near Family</td>
<td>23%</td>
<td>27%</td>
<td>+4%</td>
</tr>
</tbody>
</table>

### Top 3 Descriptors by DMV Respondents

<table>
<thead>
<tr>
<th>Mason 2018</th>
<th>Mason 2023</th>
<th>UVA 2023</th>
<th>VA Tech 2023</th>
<th>W&amp;M 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Traditional</td>
<td>Respected / Prestigious</td>
<td>Respected / Prestigious</td>
<td>Respected / Prestigious</td>
<td>Respected / Prestigious</td>
</tr>
<tr>
<td>Respected / Prestigious</td>
<td>Flexible</td>
<td>Traditional</td>
<td>Traditional</td>
<td>Traditional</td>
</tr>
<tr>
<td>Progressiv e</td>
<td>Traditional</td>
<td>Rigorous</td>
<td>Progressiv e</td>
<td>Rigorous</td>
</tr>
</tbody>
</table>
Strategy: Build a National Brand, Ground Up

1. Rediscover what makes us different
   - Start with campus communities
   - Be highly visible in N. Virginia
   - Leveraged our 50th anniversary
   - Go hyper-local and advertise where others aren’t

2. Build industry-leading visual identity system *(in progress)*
**Our Essence: ALL TOGETHER DIFFERENT**

<table>
<thead>
<tr>
<th>DIVERSITY</th>
<th>INCLUSIVITY</th>
<th>GRIT</th>
<th>AUDACITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Origin • Identity • Circumstance Thought&lt;br&gt;• <strong>Origin</strong> Virginia’s most diverse&lt;br&gt;• <strong>Identity</strong> VA’s most welcoming of LGBTQ+ students&lt;br&gt;• <strong>Circumstance</strong> #1 in US for military vets #4 public for non-trads Top school for transfers&lt;br&gt;• <strong>Thought</strong> 5-star FIRE rating Home to Scalia School &amp; Carter School</td>
<td>Education is a place of opportunity meant to have room for everyone.</td>
<td>We all worked hard to get here, some overcoming adversity along the way.</td>
<td>We not waiting for permission to tackle our world’s most pressing challenges.</td>
</tr>
<tr>
<td>• <strong>91% acceptance rate</strong>&lt;br&gt;• <strong>72% graduation rate</strong>&lt;br&gt;• <strong>87% of grads advancing career outcomes within 6 months</strong>&lt;br&gt;• <strong>Race neutral admissions</strong>&lt;br&gt;• <strong>Test-optional</strong> since 2007</td>
<td>• <strong>Mason Virginia Promise</strong> – Pathways to bachelor’s degree or business start for any Virginian who wants it&lt;br&gt;• <strong>Early Identification Program</strong> Bring promising at-risk middle school school students to campus and track through college&lt;br&gt;• <strong>ADVANCE</strong> – Fast-tracked path from community college entry to bachelor’s degree</td>
<td>• <strong>VA’s 1st</strong> School of Computing&lt;br&gt;• <strong>VA’s 1st</strong> College of Public Health&lt;br&gt;• <strong>Nation’s 1st</strong> cybersecurity engineering major&lt;br&gt;• <strong>Youngest-ever</strong> to R1 status.&lt;br&gt;• <strong>America’s #1</strong> young university at 50 years old.</td>
<td></td>
</tr>
</tbody>
</table>
Our Diversity As a Strategic Advantage

Fall 2022 George Mason University Enrollment
- Asian: 19%
- Black: 11%
- Hispanic: 14%
- Native American: 0.1%
- Native Hawaiian: 0.1%
- White: 36%
- Multiracial: 4%
- Not Reported: 4%
- International: 10%

America in 2060
- Asian: 9.1%
- Black: 15.0%
- Hispanic: 27.5%
- All indigenous: 1.4%
- White: 44.3%
- Multiracial: 6.2%
1. Brand narrative trainings & resources
2. On-campus “brand-scaping”
3. Focus on BIG, INCLUSIVE, HIGH-QUALITY
In Northern Virginia: SECRET’S OUT

Digital • Airports • Buses
In Northern Virginia: MASON SQUARE
George Mason in español

Year-over-year Increases in Hispanic Applications

- 41.5% – Maryland
- 37.5% – DC
- 13.8% – Virginia
- 23.1% – other states
Where N. VA families are (and others aren’t)

- Under development or exploration
- Select high school sports venues
- The St. James
- Washington Spirit
- Washington Freedom
Visual Brand: We Lack Distinction
A Branded House Not In Order
New Visual Branding: WHERE WE ARE HEADED

Option 1

- New logo system (2 finalists)
- Green & Gold – cleaned up
- Streamlined architecture
- Clarified use guidelines
- Active adherence
- All subject to realities of timing and expense

Option 2
ALL TOGETHER DIFFERENT
Mason’s Research Enterprise

Andre Marshall, Vice President for Research, Innovation, and Economic Impact

Presidential Planning Conference

July 2023
Mason is a maturing top-tier research university that broadly values access and delivers on impact.
Mason’s Research Enterprise is

**Top-Tier**
- 146 US R1 Universities (Very High Research Activity)
- 5 in VA

**Rapidly Evolving**
- 43 yrs to R1 (Fastest Research Advancement)
- 1000+ AY22-23 CS Grads (Most Computing Grads in VA)

**Large and Growing**
- $230M FY22 Research Expenditures
- 54% Research Expenditure Growth Since FY18 (5 yrs)
- 50% YoY Growth in Research Awards

**Accessible**
- 90+% Acceptance Rate
- 23 Accessible US R1s

**Engaged**
- $12.8M Community Projects for VA in past 2 yrs
- 28 Small Business Development Centers for VA
FY22 Total Federal Expenditures: $144,778,242

FY22 Federal Sponsored Expenditures:

- DOD: $62,694,839
- DHHS: $19,930,349
- NSF: $19,245,45
- NASA: $16,671,427
- Other: $8,388,485
- SBA: $7,688,363
- DOEd: $7,169,667
- DOT: $6,702,446
- DHS: $3,921,722
- DOC: $3,714,958
- DOJ: $1,930,349
- DOS: $1,924,545

FY22 Total Federal Expenditures:

- DOD: $3,714,958
- DHHS: $1,930,349
- NSF: $1,924,545
- NASA: $16,671,427
- Other: $8,388,485
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- DOC: $3,714,958
- DOJ: $1,930,349
- DOS: $1,924,545

FY22 Total Federal Expenditures: $144,778,242
Framing Mason’s Research Enterprise

Mason's research enterprise drives discovery and the creation of new knowledge to meet the toughest current and future challenges and creates opportunities yet to be imagined.

**Research Core Activities**

**Scholarship**
- 902 T/TT Faculty | 282 PhD Grads

**Partnerships**
- 100+ Sponsored Unique Industry Partners
- 230 Sponsored Unique University Partners

**Translation**
- 44 Inventions Disclosed (FY22)
- 10K Entrepreneurs Trained

**Research Support**

**Infrastructure**
- Campuses | MIX | BRL | Fuse

**Services**
- R&D Capture and Management
- Compliance | Tech Transfer

**Culture**
- Curious | Collaborative | Impactful
- Accessible
Mason’s Core Research Activities
Giorgio Ascoli, PhD
University Professor
Neuroscience
Beck Family Presidential Medal for Faculty Excellence in Research

Neuromorpho.org

Tyler Cowen, PhD
Professor and Director
Mercatus Center Economics

Fast Grants

Amarda Shehu, PhD
Professor and Associate Vice President
Computer Science Institute for Digital Innovation (IDIA)

CoE in Government Cybersecurity Risk Management and Resilience

Scholarship
Tech Talent Investment Program (TTIP)

TTIP generates an additional 7,500+ Mason computing graduates over 20 yrs to support and attract VA tech companies.

Provost’s Office

$235M Mason | $1B VA (over 20 yrs)
Rapid Prototyping Research Center (RPRC)

RPRC performs applied research uniting engineers, students, mentors, and technology vendors to deliver rapid and resilient national security and defense solutions.

*College of Engineering and Computing (CEC)*

*Eric Vollmecke*
*RPRC Director*

FY22: $42M

Small Business Development Center (SBDC)

Virginia’s 28 SBDC’s directed by Mason provide no-cost business counseling and training services to small businesses.

*Paula Sorrell*
*Associate Vice President for Innovation and Economic Development*

FY22: $7M
Thank You!

Questions?
Our Foundation and Our Future: Philanthropy’s Impact on George Mason University

President’s Planning Conference
July 2023
PHILANTHROPY’S PROFOUND IMPACT ON GEORGE MASON UNIVERSITY
1996-2005

Chaired by Sidney O. Dewberry

Goal: $110,000,000

Raised: $139,614,629

Philanthropic Impact:
Volgenau School of Engineering
Mason Neck Retreat and Conference Center
Dewberry Chair in Civil, Environmental, and Infrastructure Engineering
Center for History and New Media Endowment
Helen A. Keller Center for Human disAbilities

The Campaign for George Mason University
2008-2018

Chaired by Jimmy Hazel, JD ’84

Goal: $500,000,000

Raised: $690,000,00

**Philanthropic Impact:**
Rise to R1 Research Status
Schar School of Policy and Government Antonin
S. Scalia Law School
Peterson Family Health Sciences Hall
300 new scholarships for students
HOW CAMPAIGNS DRIVE A CULTURE OF PHILANTHROPY

Faster Farther Campaign: Yearly Giving Doubled
ENDOWMENT OPPORTUNITIES DURING A CAMPAIGN

<table>
<thead>
<tr>
<th>Institution</th>
<th>Total Enrollment (Fall 2022)</th>
<th>Endowment (FY22 market value)</th>
</tr>
</thead>
<tbody>
<tr>
<td>George Mason University</td>
<td>39,607</td>
<td>$158M</td>
</tr>
<tr>
<td>University of Virginia</td>
<td>25,879</td>
<td>$9.9B</td>
</tr>
<tr>
<td>Virginia Commonwealth</td>
<td>28,408</td>
<td>$2.4B</td>
</tr>
<tr>
<td>Old Dominion</td>
<td>23,107</td>
<td>$329M</td>
</tr>
<tr>
<td>Virginia Tech</td>
<td>38,170</td>
<td>$1.7B</td>
</tr>
<tr>
<td>William &amp; Mary</td>
<td>9,654</td>
<td>$1.3B</td>
</tr>
</tbody>
</table>
We believe that present progress matters more than past pedigree. That talent needs opportunity, not permission. That the future is something we create, not something that happens to us. That when all voices are invited to shape what’s next, the future is closer than you think, and what’s possible is transformed into what is.

That’s what’s happening at Mason now.

Our power is proven. Our possibilities are endless. This is Mason Now.
### MASON NOW: POWER THE POSSIBLE CAMPAIGN PRIORITIES

<table>
<thead>
<tr>
<th>Student Success</th>
<th>Research</th>
<th>Innovation</th>
<th>Community</th>
<th>Sustainable Future</th>
</tr>
</thead>
<tbody>
<tr>
<td>• No qualified student faces financial or educational barriers at Mason.</td>
<td>• The University will significantly expand its ability to impact the most pressing issues of our time.</td>
<td>• Mason meets future challenges and opportunities by engaging diverse perspectives, questioning the status quo, and fearlessly forging new paths.</td>
<td>• Fostering and enriching inclusive communities – on campus, locally, nationally, and globally.</td>
<td>• Mason is a model of responsible stewardship – financially, socially, and environmentally.</td>
</tr>
</tbody>
</table>
CAMPAIGN PROGRESS

Fiscal Year 2021: $101,367,061
Fiscal Year 2022: $118,191,195
Fiscal Year 2023: $139,301,348
Preparation and Planning Phase
FY21-23

- President Washington’s arrival
  July 1, 2020

- 01
  July 1, 2020

- 02
  PatriotForce database launched
  April 2022

- 03
  Campaign Readiness Assessment completed
  Spring 2022

- 04
  GMU strategic direction finalized
  Fall 2022

- 05
  Campaign branding finalized
  February 2023

- 06
  Campaign leadership launch
  Apr. 20, 2023

- 07
  BOV Update
  May 2023

- 08
  Recruit volunteer steering committee
  Spring - Summer 2023

- 09
  Written case + collateral materials finalized
  Summer 2023

- 10
  Solicit board + other volunteer leaders for campaign commitments
  FY23-24

- 11
  Campaign rollout to 5 major cities begins
  Summer 2023 - Spring 2024

- 12
  Mason Community Launch
  Fall 2023

- 13
  Campaign rollout to next round of cities
  Summer 2024 - Summer 2025

- 14
  Secure lead and major gift commitments, striving to achieve 75%+ of the goal
  FY26-FY27

- 15
  Engage all GMU constituencies in the campaign
  FY27-28

- 16
  Conduct campaign celebration event and recognize volunteers
  Spring 2028

- 17
  Determine post-campaign goals to maintain momentum

Lead and Major Donor Phase
FY23-26

- 11
  Summer 2023

- 10
  Campaign rollout to 5 major cities begins
  Summer 2023 - Spring 2024

- 09
  Written case + collateral materials finalized
  Summer 2023

- 08
  Recruit volunteer steering committee
  Spring - Summer 2023

- 07
  BOV Update
  May 2023

- 06
  Campaign branding finalized
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  GMU strategic direction finalized
  Fall 2022

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  Campaign Readiness Assessment completed
  Spring 2022

- 02
  PatriotForce database launched
  April 2022

- 01
  July 1, 2020

Capstone Phase
FY27-28

- 15
  Summer 2024 - Summer 2025

- 14
  Secure lead and major gift commitments, striving to achieve 75%+ of the goal
  FY26-FY27

- 13
  Campaign rollout to next round of cities
  Summer 2024 - Summer 2025

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  Fall 2023

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- 02
  July 1, 2020
MASON NOW: POWER THE POSSIBLE CAMPAIGN VIDEO
YOUR ROLE IN POWERING THE POSSIBLE
POWERING THE POSSIBLE: WE NEED YOUR HELP

Make 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 Mason! Connect your story to Mason’s story and share it with everyone you speak with.
VOLUNTEER LEADERSHIP ENTITIES SUPPORTING MASON

GMU Foundation Board of Trustees

GMU Board of Visitors

GMU Alumni Association Board

Central Advancement Team
CLOSING AND THANK YOU
Questions?
Thank You.

Trishana E. Bowden,
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President, George Mason University Foundation, Inc.
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Growth & Efficiency
Building Financial Sustainability & Effectiveness
I. Unparalleled Access + Success
Mason Is A Success Story

Highlights from Six-Year Planning Process:

Mason continues to deliver access to excellence for more students with fewer resources than our peers.

High-level Financials

Student Population

By Degree Level (2022)

By Race/Ethnicity (2022)

By Pell Recipient Status (2021)

By Resident Status (2022)

1. Full-time general UG student charges including tuition, mandatory fees, and average room & board
2. African-American Source: SCHEV TF01 report
**Better Results With Fewer Resources**

### Enrollment volume & composition

**Current enrollment: 37K students in Fall 2022**
- 25% lower-income students in 2021 (10 percentage point increase from 2011)
- 91% acceptance rate in 2022 (+3.75% CAGR since 2012)
- 22% yield in 2022 (-2.72% CAGR since 2012)

**Current 6-year graduation rate: 69% for freshman cohort of 2016**
- 4.4 year avg time-to-degree for first-time in college students who graduated in 2022 (0 change since 2013)

**Current median wage of BA/MA graduates 3-years post-graduation: $59K/$73K (vs. $35K for those with only a high school degree or equivalent)**
- 1% difference in median wages for Pell graduates and non-Pell graduates

### Financial effectiveness & sustainability

**Current cost of attendance: $30.7K in 2022**
- $5.8K annual borrowing per full-time student (2.4% annual borrowing since 2013)

**Current revenue mix: GF is 27% of E&G revenue ($188M) in 2022; 5.8% annual growth since 2013**
- $505M of Non-GF E&G total in 2022 (73% of total revenue); 5.6% annual growth since 2013
- 15% discount rate in 2022 (4 percentage point increase since 2014)

**Current per student expenditure: $26K in 2022**
- $832M total expenditure in 2022 (+4.1% annual growth since 2015; +2.6% since 2019)
- 3.2 composite financial index ratio in 2021 vs. 3.0 benchmark (increase of 1.76 since 2015)
Mason provides the second highest economic mobility among all Virginia institutions.

However, Mason has the **best performance** when comparing economic mobility and funding per student.

Mason grads stay in Virginia:
- 73% in-state
- 29% out-of-state

Economic mobility is based on volume of Pell students and the success at graduating those students.

Supporting All Virginia Learners

Through a variety of programs and pathways, Mason provides access and opportunity for nontraditional students of all demographics.

Sources: Transfers: SCHEV, FY2020; 25+ and Part-time UG: IPEDS, Fall 2021
Maintaining Affordability

When state and tuition funding are combined, Mason is nearly $6,000 per in-state student FTE below the mean of five doctoral peer institutions.

(1) I-S Student FTE is based on FY22 enrollment. The update for FY23 will be available in the Fall.
Mason has significantly fewer employees per student than nearly all Virginia doctoral peers.

But this level of leanness is not sustainable.
Mason’s current operations have grown too lean. Coupled with rising costs of service delivery, this is not sustainable.
Mason budget scenarios approved in May
- $300 tuition increase
- 3% fee increase
- 3% blended room & board increase
- Baseline projects $41M E&G shortfall, with total Operating at $32M shortfall

Final Mason budget expected in Fall
- Pending Commonwealth budget
- BOV approval of any significant adjustments to approved scenarios
## FY24 Proposed Budget Scenarios: Operating*

<table>
<thead>
<tr>
<th>Cash basis ($Ms)</th>
<th>FY 2022 Actual</th>
<th>FY 2023 3Q Forecast with Masonvale</th>
<th>FY 2024 Proposed (Baseline)</th>
<th>FY 2024 Proposed (Worst)</th>
<th>FY 2024 Proposed (Best)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net Tuition and Fees</td>
<td>466</td>
<td>489</td>
<td>512</td>
<td>504</td>
<td>508</td>
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<tr>
<td>State Appropriations</td>
<td>251</td>
<td>269</td>
<td>310</td>
<td>316</td>
<td>351</td>
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<tr>
<td>Grants &amp; Contracts</td>
<td>236</td>
<td>240</td>
<td>256</td>
<td>256</td>
<td>256</td>
</tr>
<tr>
<td>Auxiliary Enterprises</td>
<td>233</td>
<td>250</td>
<td>257</td>
<td>257</td>
<td>257</td>
</tr>
<tr>
<td>Other Operating Revenue</td>
<td>13</td>
<td>21</td>
<td>17</td>
<td>17</td>
<td>17</td>
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<tr>
<td>Non-Operating Revenue:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Relief Funding</td>
<td>40</td>
<td>46</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>1,239</td>
<td>1,316</td>
<td>1,352</td>
<td>1,350</td>
<td>1,390</td>
</tr>
</tbody>
</table>

| **Expenses**     |                |                                   |                             |                          |                         |
| Salaries and Wages | 526           | 595                               | 634                         | 645                      | 645                     |
| Fringe Benefits | 149           | 168                               | 186                         | 189                      | 189                     |
| Contractual Services | 187         | 197                               | 208                         | 208                      | 208                     |
| Travel | 13            | 20                                | 21                          | 21                       | 21                      |
| Supplies | 26           | 27                                | 28                          | 28                       | 28                      |
| Equipment | 23           | 20                                | 21                          | 21                       | 21                      |
| Capital Expenditures | 0           | 3                                 | 3                           | 3                        | 3                       |
| Scholarships & Fellowships | 168        | 164                               | 182                         | 182                      | 182                     |
| Occupancy | 46           | 44                                | 45                          | 45                       | 45                      |
| Transfers-Capital Projects/Debt | 24        | 134                               | 58                          | 58                       | 58                      |
| **Total Expenses** | 1,161         | 1,372                             | 1,384                       | 1,400                    | 1,400                   |

| **Margin**       | 78            | (57)                              | (32)                        | (50)                     | (11)                    |

| **Balancing Mitigation Strategies** |            |                                   |                             |                          |                         |
| Adjusted Shortfall | 0            | 0                                 | 0                           | 0                        | 0                       |

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

### Key Takeaways
- FY22 positive margin supported by COVID Funding and Debt Service relief
- Increasing compensation due to filling vacancies at market rate and adding staff to meet previous enrollment growth
- Stress on future budgets due to:
  - Inflationary pressure
  - Salary increases
  - Limited tuition increases
  - Expiration of relief funds
Operating Challenges & Difficult Decisions

- Mitigating operating shortfall
  - Slowed hiring & spending
  - Reduced spending
  - Reserves are not a sustainable option
- Exploring long term solutions and must make difficult decisions
  - Retirement incentives
  - Reorganizations and reductions
  - Resetting service models
  - Technology support
II. Pathways to Sustainability
Efficiency
- Aligning people and technology to improve effectiveness and efficiency

Diversification
- Real Estate Acquisitions
- Public Private Partnerships
- Requesting Cash Management

State Support
- Funding equity
Efficiency Initiatives

- Improving efficiency & effectiveness of operational infrastructure to enhance service delivery
- Alignment of people & technology through modernization
We are entering a period of continuous, iterative improvement

Mason has historically underinvested in our infrastructure

Modernizing our systems and processes can help build pathways to sustainability
Aligning People + Technology

- Student Lifecycle Transformation
- Research Administration
- Learning Management System
- Realizing Banner Functionality
- Shared Services
- Performance Culture
- Telecom System
- Space Optimization
Modernize the student experience to better enable student success, generate a long-lasting sense of belonging and pride among our students, and improve retention and graduation rates.
Research Administration
RAMP

Before:

After:

Integrated web-based system to support research through streamlined workflows, enhanced reporting, and improved compliance.
The Foundation for Progress
Chart of Accounts Redesign

Before: 

Now: 

Next: 

Additional Banner Functionality
Future Budget Model
Process Automation

Improve the performance, accuracy and efficiency of Mason’s administrative infrastructure
Financial Automation
Center of Excellence
Revenue Diversification

- Pursuit of additional revenue streams
  - Real Estate Acquisitions
  - Public Private Partnerships
  - Requesting Cash Management
Capital Investment Opportunity

- Mitigate current shortfall while providing future flexibility and security
  - Revenue generating
  - Long-term strategic investment

- Forge strategic partnerships
  - West Campus development

- Leveraging existing cash reserves
  - Higher return on investment given limited cash management authority
  - Auxiliary land and building operations
  - Reduces debt while maintaining balance sheet strength for Mason and Commonwealth
Capital Investment

✓ Masonvale
  ▪ Closed: June 15, 2023
  ▪ Generates $3.5M annually

✓ Lots 6 & 11
  ▪ Closed: April 6, 2023
  ▪ Potential Development Opportunity

✓ Lot 8 Closing by fall 2023
  ▪ Potential Development Opportunity

✓ Vernon Smith Hall (VSH)
  ▪ Owner: GMU Foundation (GMUF)
  ▪ Submitting due diligence to DPB
  ▪ Will generate $10M annually
GMU Average Annual Balances At The State (Millions)

- **Auxiliary Cash FYE**
- **Total Cash FYE**

<table>
<thead>
<tr>
<th>Year</th>
<th>Auxiliary</th>
<th>Other State Funds</th>
<th>Aux Interest Income</th>
<th>Effective Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2019</td>
<td>$319</td>
<td>$238</td>
<td>$5.6M</td>
<td>1.8%</td>
</tr>
<tr>
<td>FY2020</td>
<td>$389</td>
<td>$228</td>
<td>$8.2M</td>
<td>2.1%</td>
</tr>
<tr>
<td>FY2021</td>
<td>$426</td>
<td>$257</td>
<td>$4.3M</td>
<td>1.0%</td>
</tr>
<tr>
<td>FY2022</td>
<td>$528</td>
<td>$274</td>
<td>$1.3M</td>
<td>0.3%</td>
</tr>
<tr>
<td>FY2023</td>
<td>$616</td>
<td>$290</td>
<td>$11.9M</td>
<td>1.9%</td>
</tr>
</tbody>
</table>

**Strategic accumulation of cash reserves held with the State are earning short-term rates**

With cash management, Mason could invest a portion in a diversified portfolio with longer duration for increased yield.

**Additional revenue could mitigate the budget gap**
State Support

- Funding equity
Why Aren’t Mason Students Treated Equitably?
Mason is Accessible and Affordable.

FY23 In-State Undergrad Tuition

- W&M: $17,570
- UVA: $15,339
- VCU: $12,956
- VT: $12,289
- GMU: $9,795
- ODU: $7,257

Includes mandatory E&G Fees; Does not include mandatory auxiliary fees
Mason Students Get Less State Support.

FY23 State Appropriations Per Student

- W&M: $12,181
- UVA: $11,540
- VCU: $10,535
- ODU: $10,153
- VT: $9,474
- GMU: $8,077

29 | Office of the Executive Vice President
NoVA Costs More.

Cost of Living

Mason is in the 5th most expensive region in the country

Source: Council for Community and Economic Research COLI Data
Slower appropriations growth has put Mason further behind over last decade

Mason per student vs peer median:
- FY13: $958 below
- FY23: $2,458 below

If Mason received funding equitable to our nearest peer, it would offset our operating shortfall by $35M

1 - FY23 Appropriation is preliminary from SCHEV. FY23 Student FTE is based on FY22 enrollment and will be updated in September 2023.
Mason is already the _______________________________

+ largest
+ most diverse
+ most innovative

public research university in Virginia
Mason delivers ________________

+ more socioeconomic opportunity
+ more workforce ready grads
+ more talent importation

to Virginia
Without funding equity this may be unsustainable.
Just imagine how much more Mason would do with equitable funding.

Don’t treat us all together different.