

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

7:45	Continental Breakfast
8:15	Welcome Remarks, Agenda Overview & Related Topics Gregory Washington
9:00	Introductions – New Board of Visitors Members Horace Blackman
9:15	Framing of the Day Mark Ginsberg
9:30	Transition to Small Group Breakout Stations
9:35	<p>Small Group Breakout Stations: 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.</p> <p>Station #1: Freedom of Speech Facilitators: Paul Liberty & Rose Pascarell</p> <p>Station #2: Student Success & Mental Health Facilitators: David Burge & Rachel Wernicke</p> <p>Station #3: Branding Facilitator: Paul Allvin</p> <p>Station #4: Research Facilitator: Andre Marshall</p>
11:05	Break
11:20	Our Foundation and Our Future: Philanthropy's Impact on George Mason University Presenters: Trishana Bowden & Kelly Rollison, Vice President Compass Group
12:20	Lunch / Horizon Hall Reading Wall Atrium

1:15	Modernizing Mason: Building Financial Sustainability & Effectiveness Presenters: Deb Dickenson, Sharon Heinle, Rene Stewart O’Neal & Paul Wyche
2:00	Break
2:15	Keynote: Innovation in Higher Education During Uncertain Times Speaker: Andrew Flagel, President & CEO, Consortium of Universities of the Washington Metropolitan Area (CUWMA)
3:15	Board of Visitors Engagement Facilitator: Andrew Flagel, President & CEO, Consortium of Universities of the Washington Metropolitan Area (CUWMA)
4:15	Reflections & Closing Comments Gregory Washington
4:30	Reception Horizon Hall – Room 2014 Exterior

An aerial photograph of the George Mason University campus, showing various academic buildings, walkways, and green spaces. The image is overlaid with a semi-transparent green filter. In the bottom right corner, the George Mason University logo is visible, featuring a stylized flame above the text 'GEORGE MASON UNIVERSITY'.

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



You Don't Need College Anymore, Says Google

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



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



DIVE BRIEF



RETENTION MATTERS

The Problem Nobody's Talking About: The Male-Graduation Gap

By Kelly Field | June 14, 2022

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



Jan 6, 2020, 06:03am EST | 52,502 views

Americans Rank A Google Internship Over A Harvard Degree



Brandon Busteed Contributor
Education

Follow

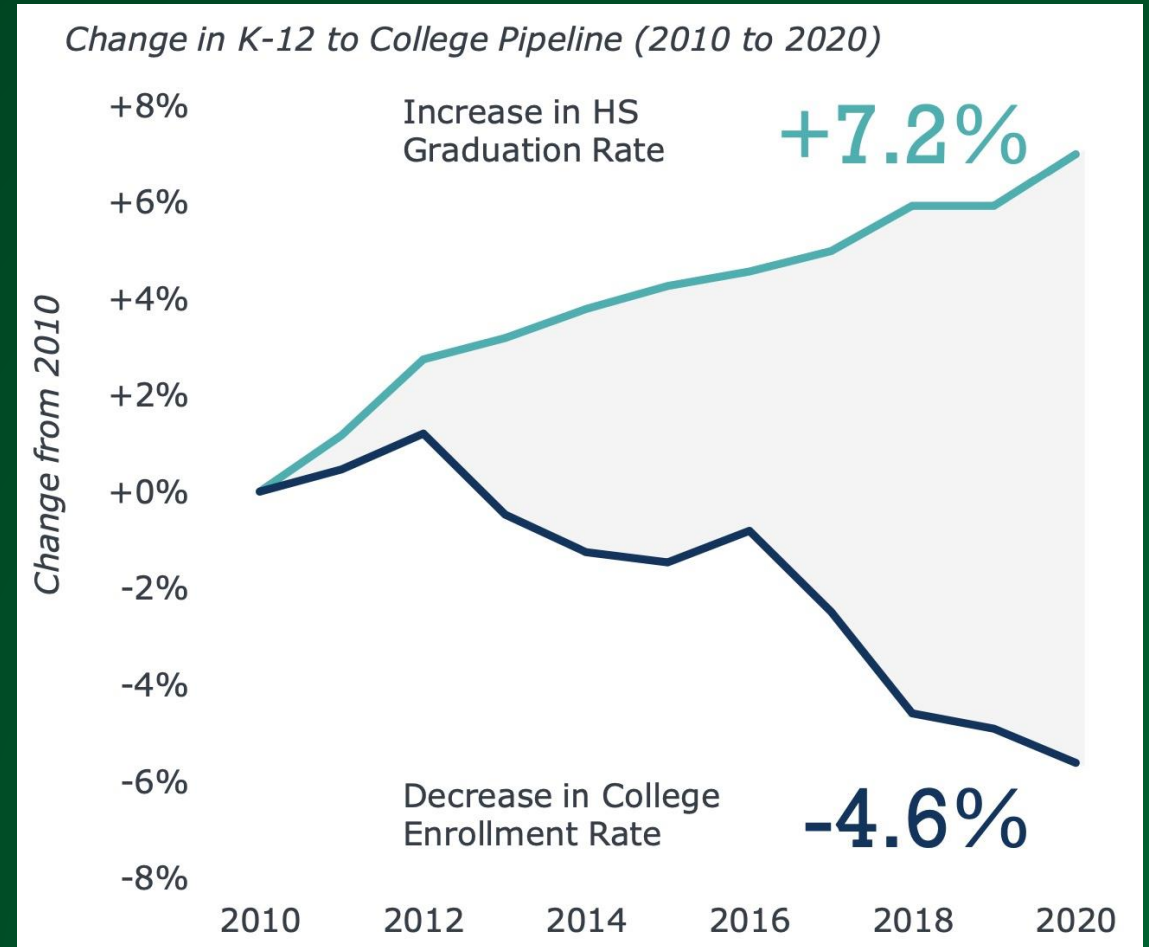
Digital Skills / Digital transformation / Future of Work

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

DECEMBER 9, 2019

The Effects of Unaddressed Challenges

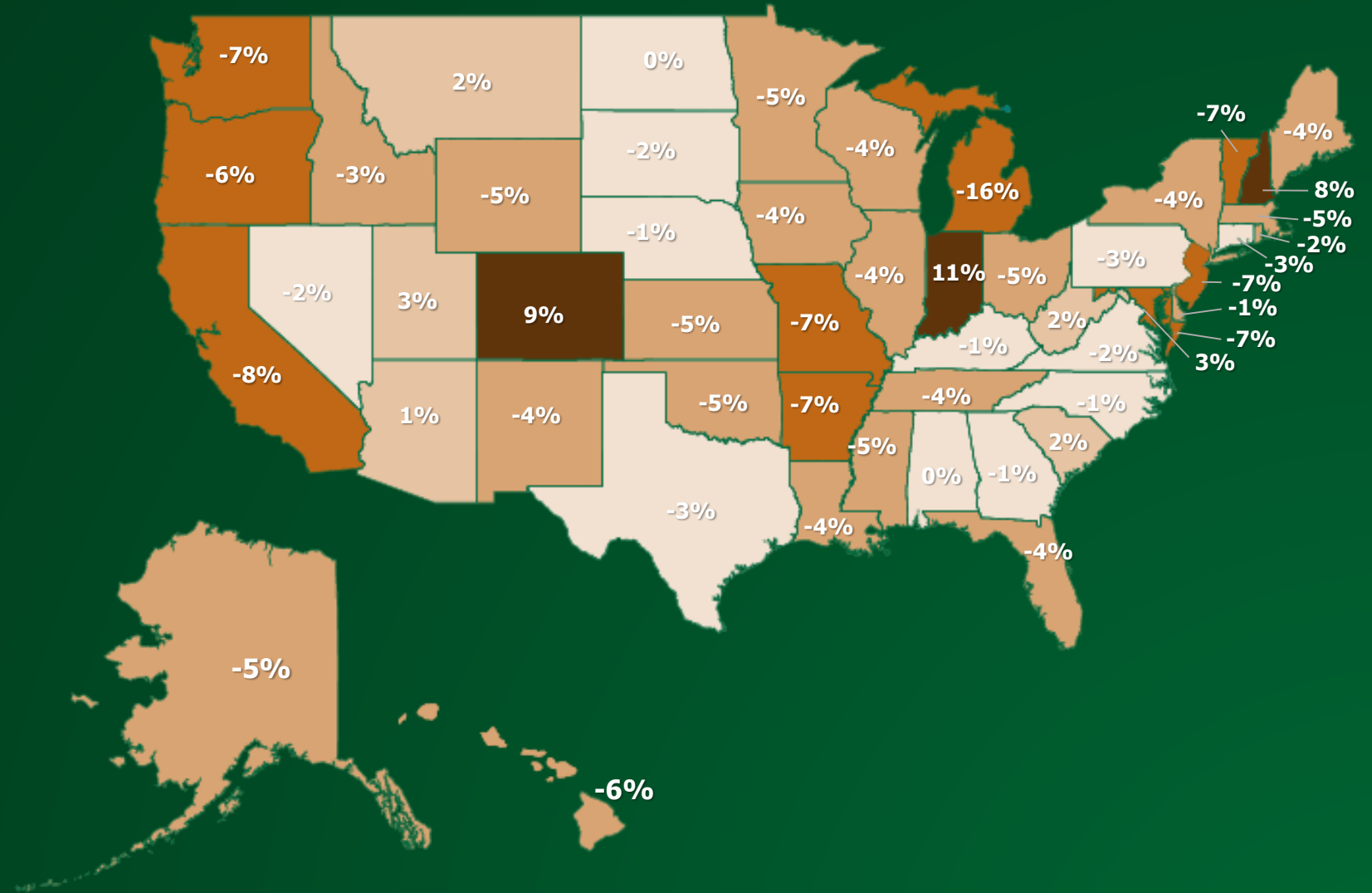
- In 1980, 95% of the American public thought higher education was a public good. Now it is well below 50%.
- Only about half of Americans think universities have a positive effect on society and about half believe a college education's value outweighs its cost.
- The U.S. is now 16th internationally 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).



Source: THIS IS A PLACEHOLDER, SOURCE IS STILL NEEDED

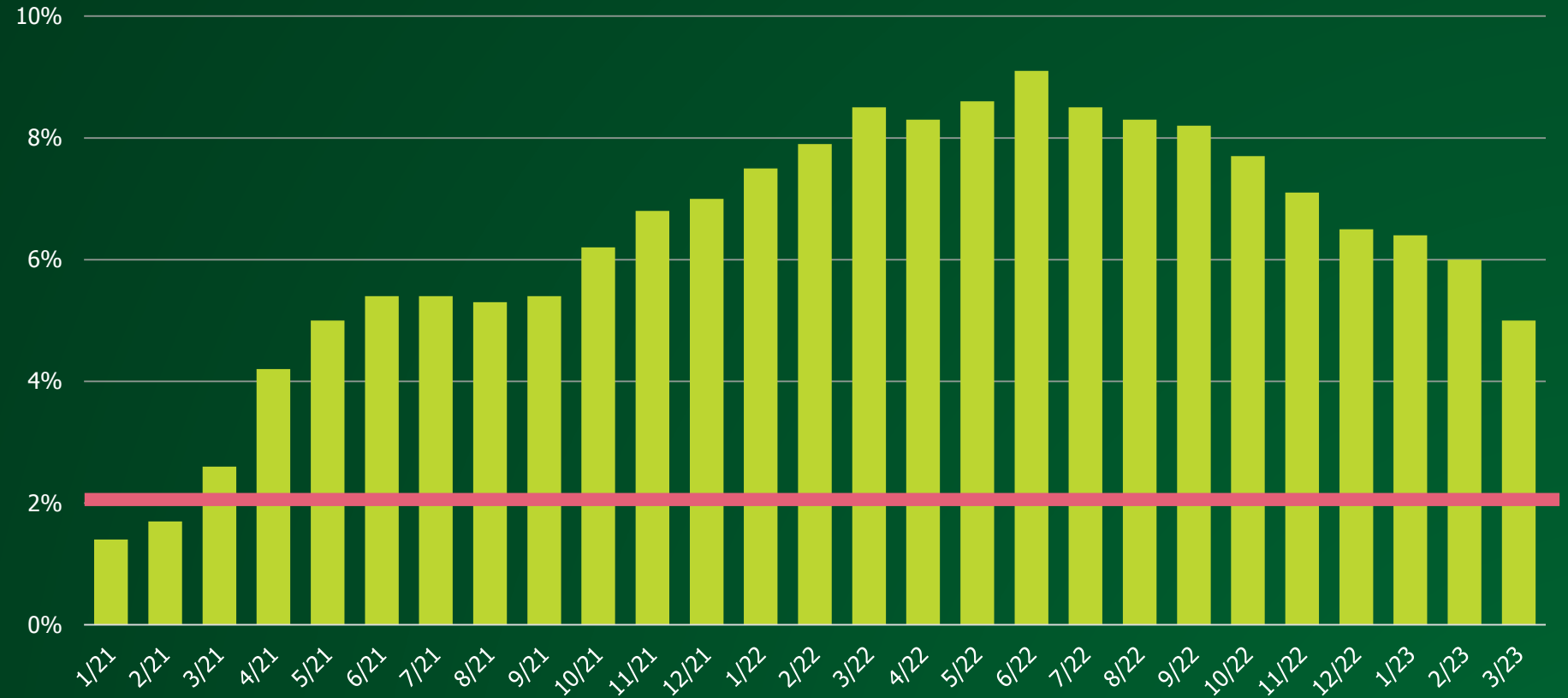
Most of the Country is Already Experiencing the Enrollment Cliff

- 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

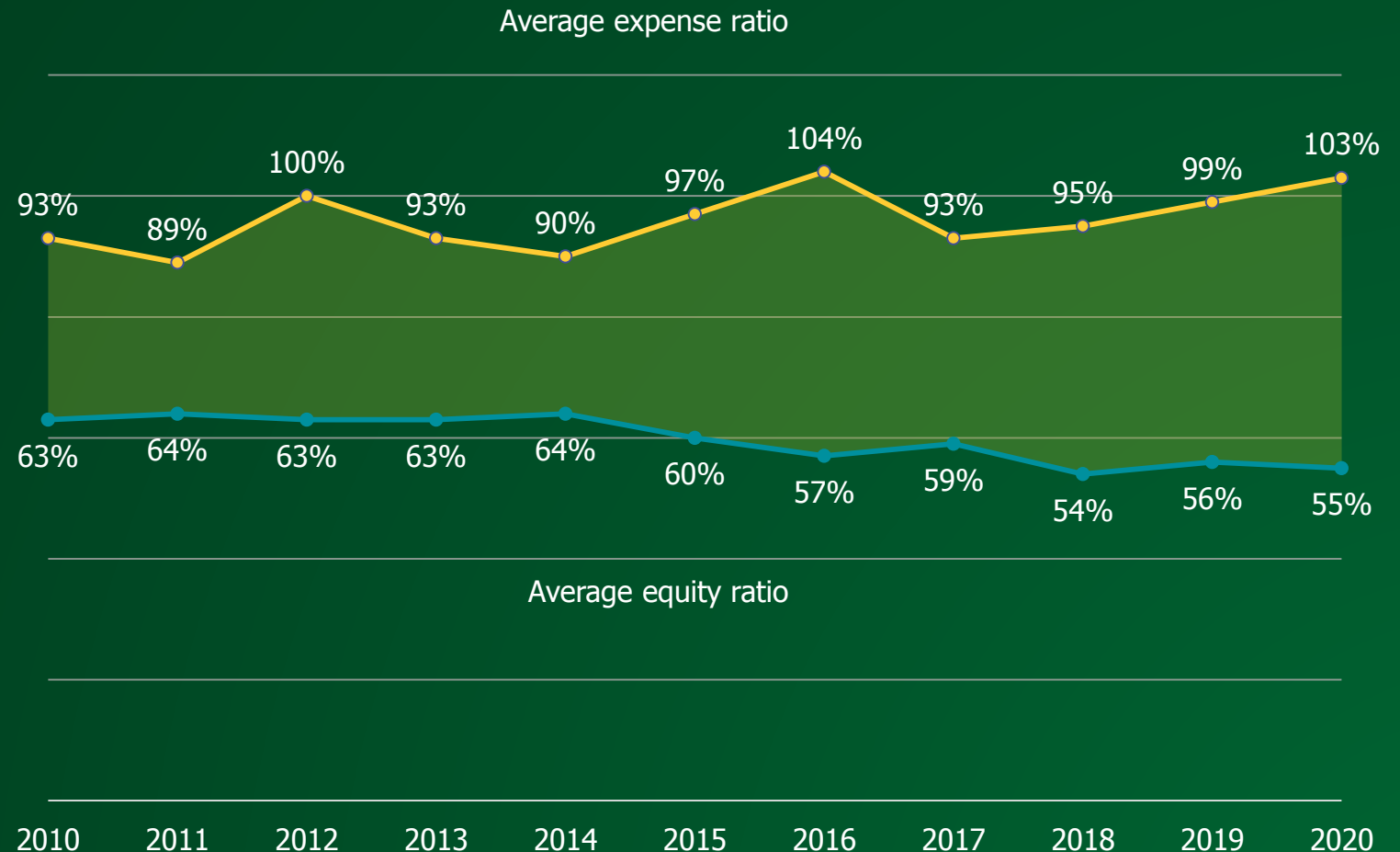
Average equity ratios have declined by **8 percentage points**

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



Human in the loop

Speed



Scalability

No human in the loop



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.

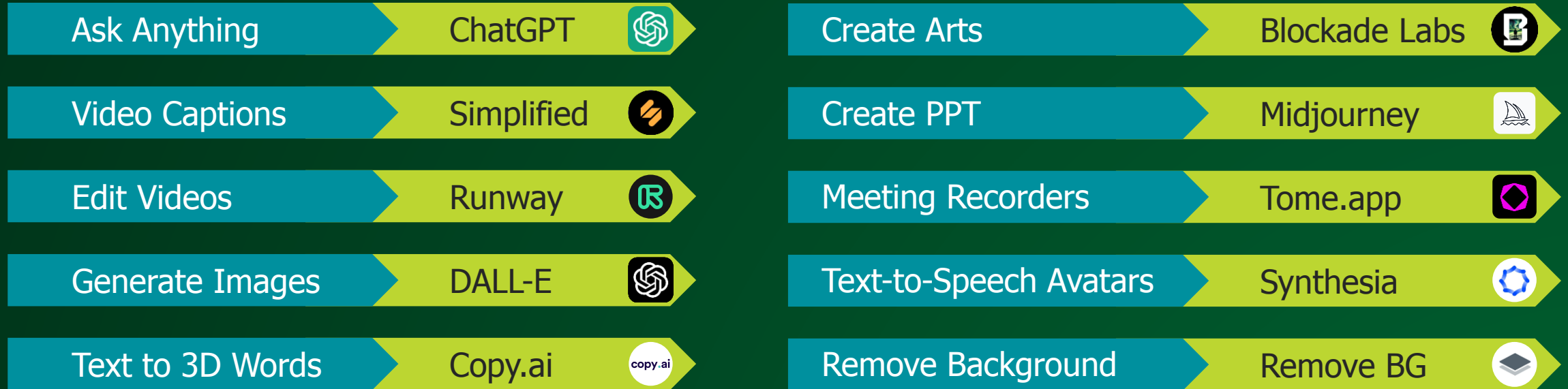
While humans may set it up, the technology largely operates independently once initiated.

Autonomous

Operates independently without human control or intervention.

These can adapt, learn, and optimize. They operate independently without relying on constant human supervision.

AI In Academic Content Development



< command prompt...

"Pretend you're an expert..."

"Play devil's advocate..."

"Pretend you're my consultant..."

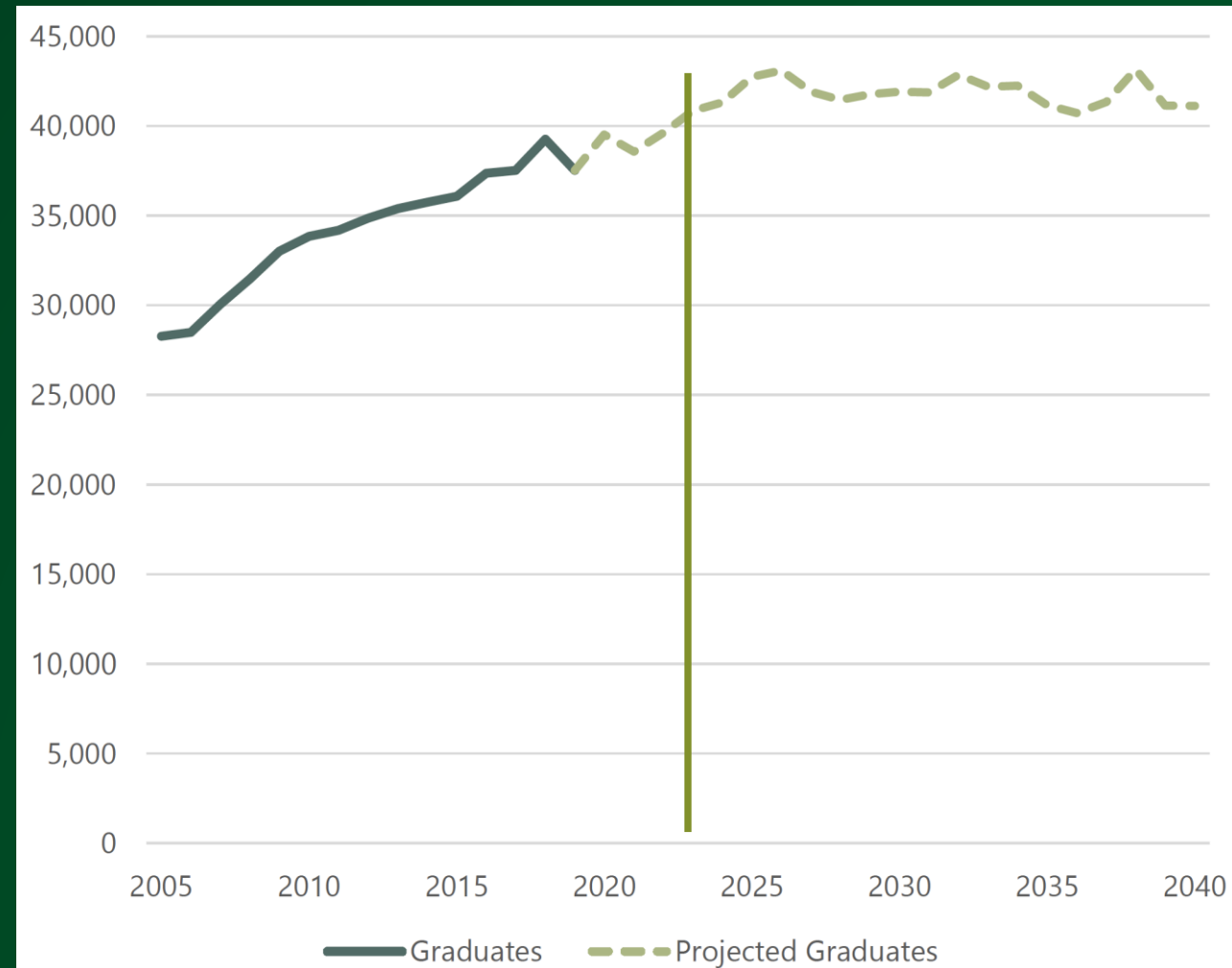


Are we truly
ALL TOGETHER DIFFERENT?

High School Graduates in Northern Virginia will Increase to above 40k students and will remain so thru 2030

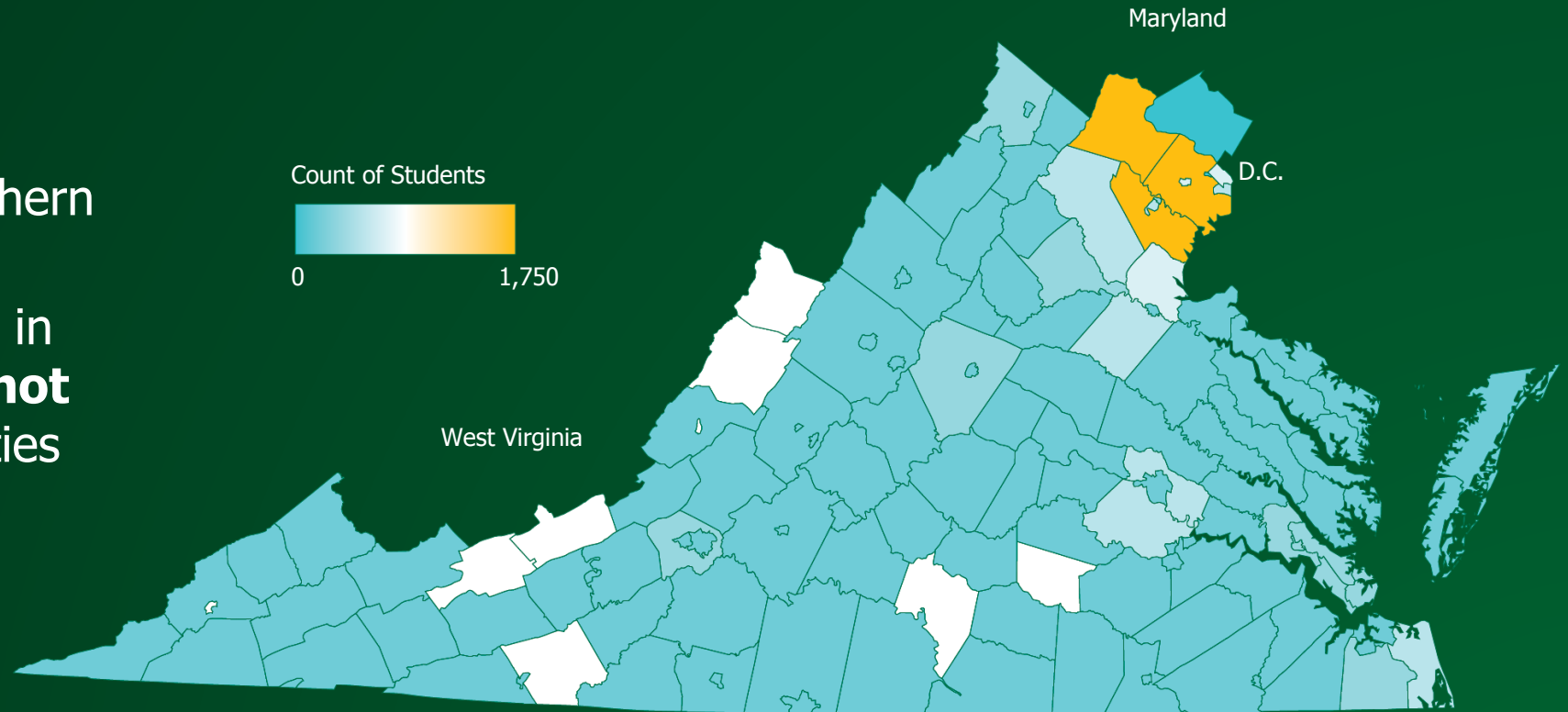
- Number of NoVA graduates expected to peak in 2026 and then level off
- Mason should expect at least 2–3 years of growth at current levels

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

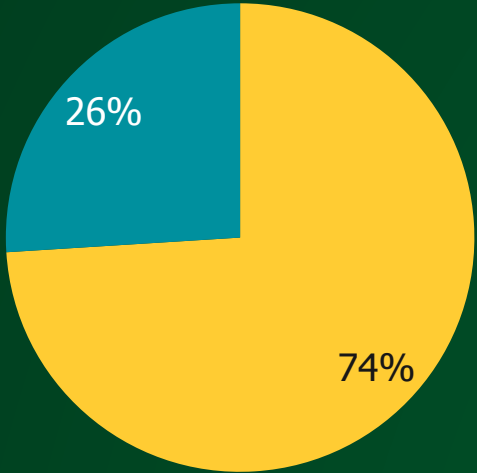


About 70% of Voters Continue to Agree That College Is Still a Good Value Despite the Increasing Cost and Difficulty Finding Jobs

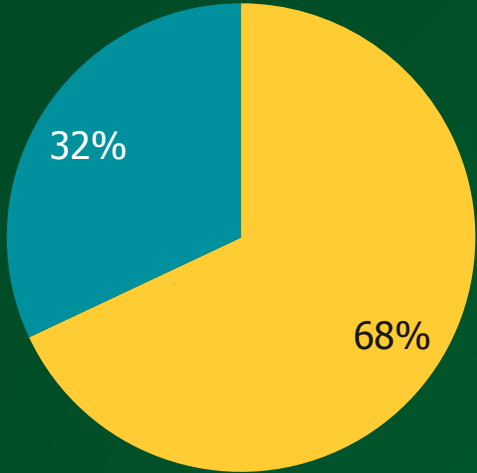
"In your opinion, is having college education still a good value even though some college graduates have trouble finding work in their chosen fields of study these days?"

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

	<u>1/17</u>	<u>2/21</u>
Yes	72%	72%
No	22%	28%



■ Yes ■ No



■ Yes ■ No

	<u>2/17</u>	<u>2/21</u>
Yes	77%	77%
No	16%	23%

	GOP	Ind	Dem
Yes	75%	57%	82%
No	25%	43%	18%

	GOP	Ind	Dem
Yes	69%	49%	76%
No	31%	51%	24%



Source: Virginia Statewide Higher Education Survey, March 15–24, 2023

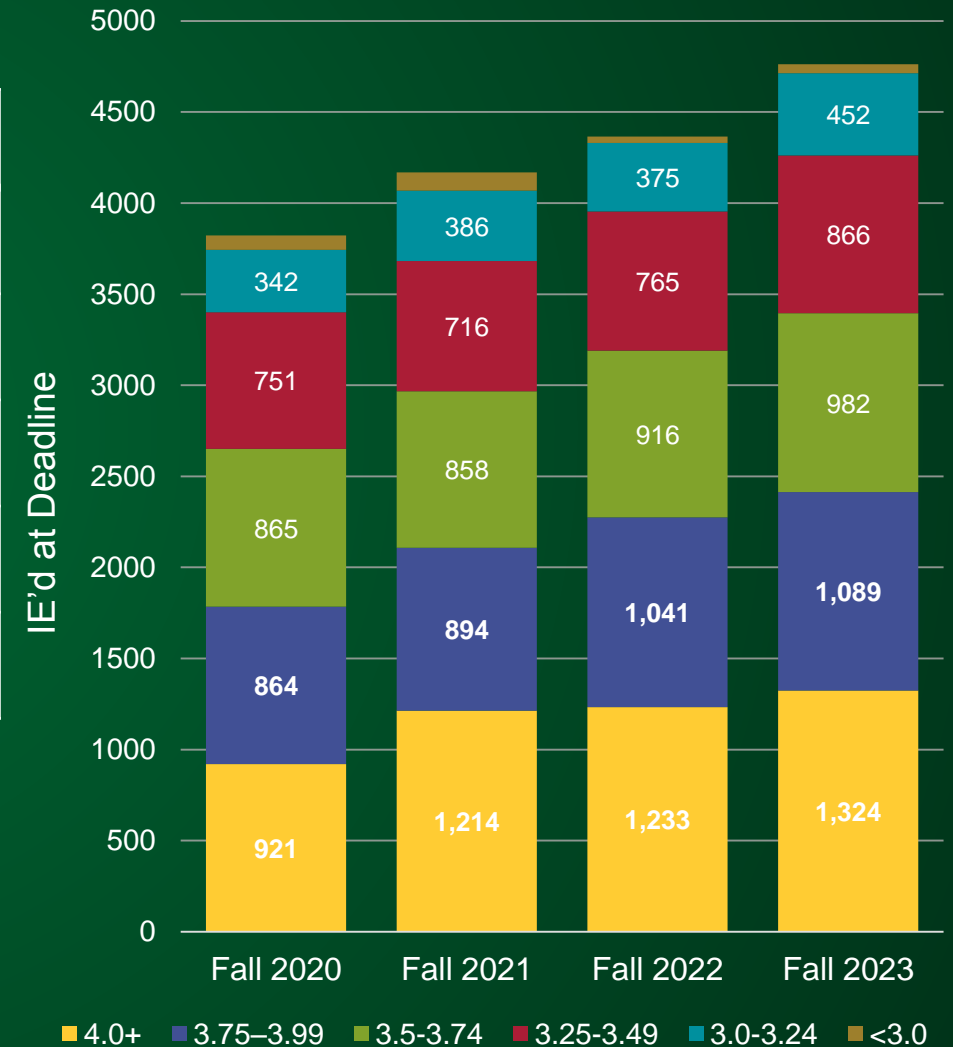
Increasing Enrollment Does Not Mean Decreasing Quality

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

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

Freshman Deposits by HS GPA (N)



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

Priority	Proposed	Status	Notes
Deliver a distinctive and inclusive student experience that fosters lifelong engagement	Recalibrate academic unit reserve funds to 10% of anticipated expenditures		Complete
	Grow undergrad enrollment by 1.5%		F22 SCH up 1.4% over F21 S23* SCH up 1.8% over S22 F23 applications up 10.7% YTD
	Grow graduate and law school enrollment by 1.5%		Grad SCH F22 up 4.4%, S23 up 2.1% Law SCH F22 up 5.6%, S23 up 7.9%
	Grow Mason Korea enrollment by 3%		MK SCH S23 up 22.7% over S22
Expand the impact of Mason's research, scholarship, and creative enterprise	Grow research expenditures by 5% (15% stretch goal) each year		FY22 up 7.5% over FY21
Accelerate economic and social impact	Grow corporate support by 5% each year		\$12M in FY 23 up 6.4% from FY 22
	Improve U.S. N&WR public rank to 62 or better		Ranked 64th in 22–23 rankings WSJ ranked 46th in 22–23
	Maintain gifts and fundraising at \$100M		\$139.1M, largest in history
Invest in faculty and staff success	Implement 2.5% compensation increase		2% adjustment pool 1/23, additional for summer '23
	Reduce unfilled positions by at least 100		YTD 247 positions
Patriot Pantry	5000 pounds of contributed food		>7000 pounds since start of the Challenge

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

Welcome to
Mason Square

Thank You!

감사합니다

Merci Bien!

Vielen Dank!

感謝!

Obrigado!

Ευχαριστώ!

დიდი მადლობა!

СПАСИБО!

Grazie!

Tak!

谢谢!

Asante Sana!

¡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



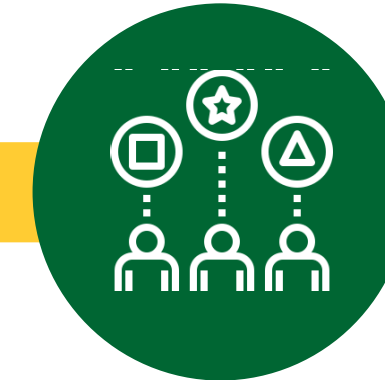
Our students come first



Innovation is our tradition



We are careful stewards



Diversity is our strength



We honor freedom of thought and expression

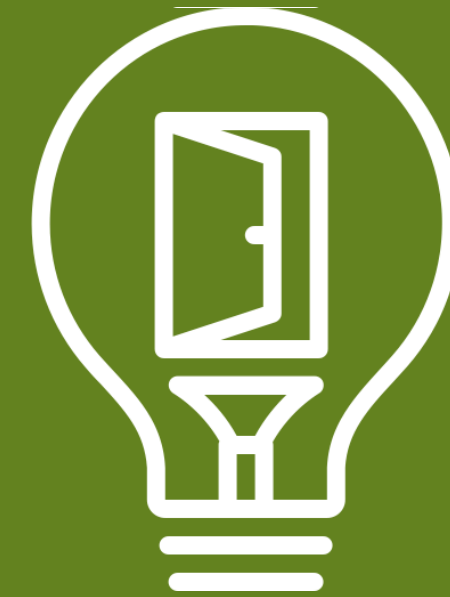


We act with integrity



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.**

- H. Jackson Brown Jr.





FREEDOM OF SPEECH

student
success



**BEHAVIORAL
HEALTH**

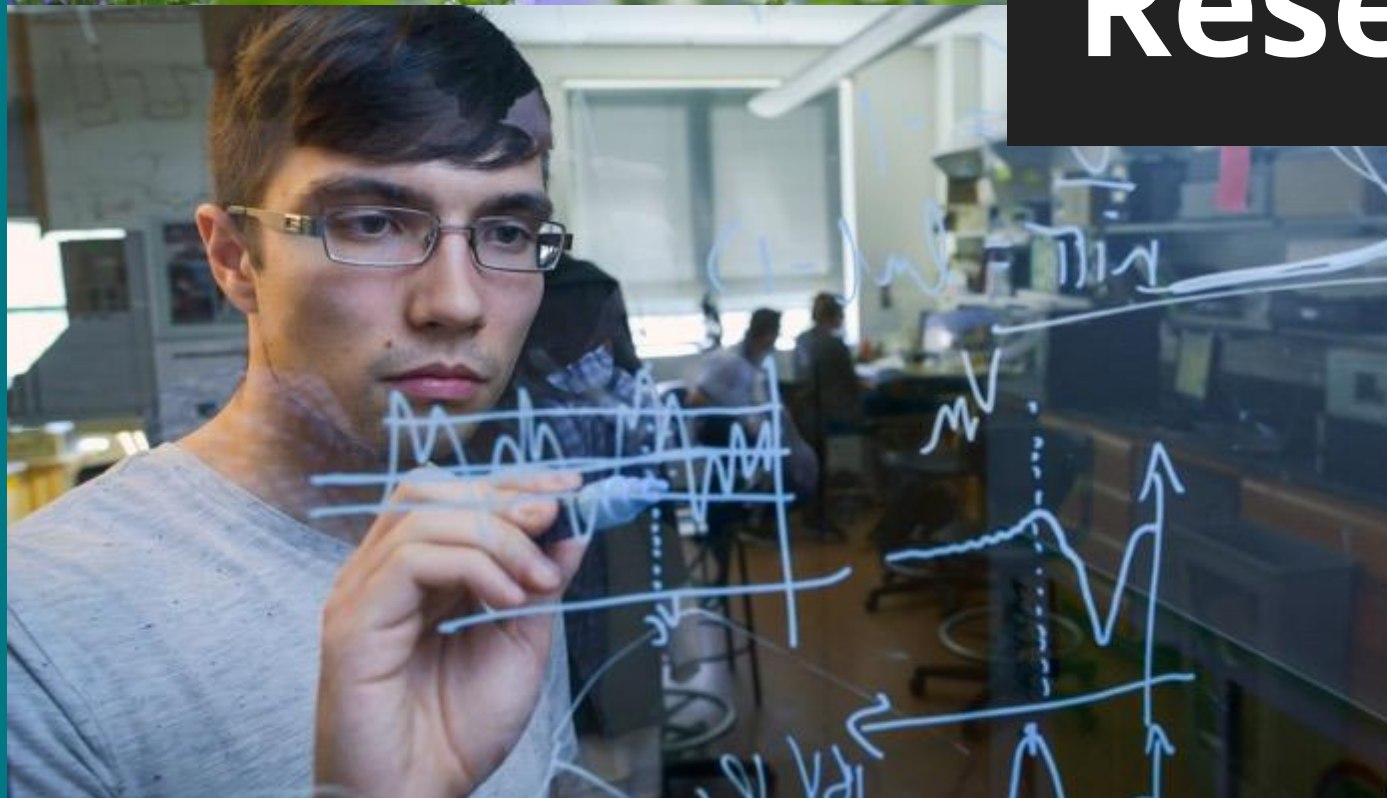


The Mason Brand





Research



charity

heart support

donation

humanity

volunteer

PHILANTHROPY

give

empathy

need

noble

contribute

help

University of the Future



George Mason University

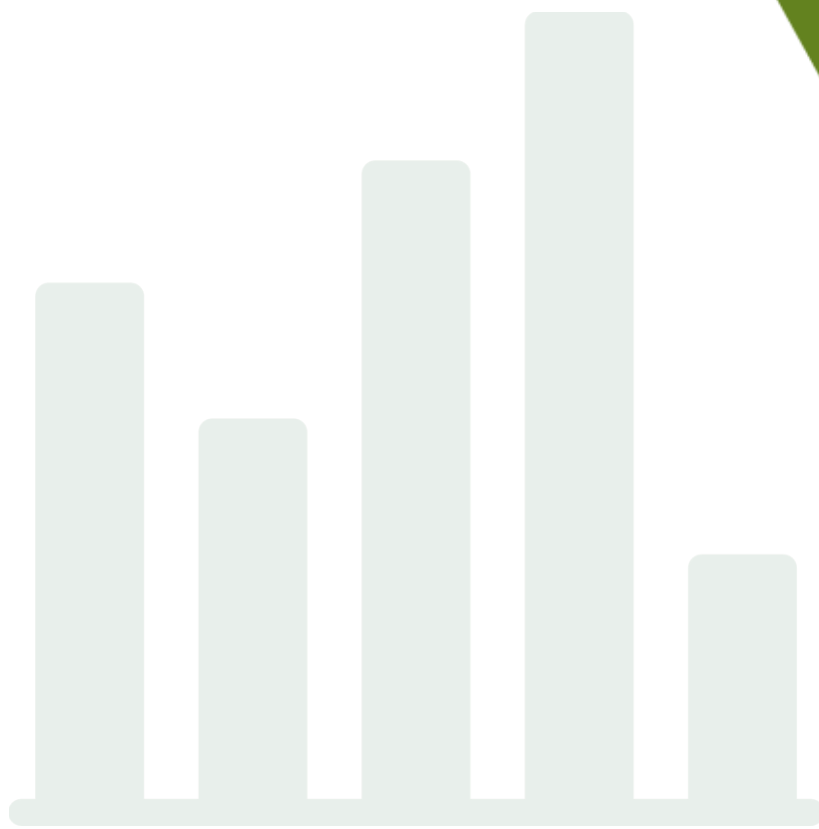
A photograph of graduates in green caps and gowns at a ceremony. The graduates are seen from behind, wearing green mortarboards with yellow tassels and green gowns with white and red stoles. The background is blurred, showing other graduates and colorful lights. A green text box is overlaid on the left side of the image.

THE FUTURE OF
**HIGHER
EDUCATION**

George Mason University

DISRUPTION

The Looming Higher Education **Enrollment Cliff**





ChatGPT

OpenAI



The background is a solid dark green color. It is decorated with numerous silhouettes of graduation caps (mortarboards) scattered across the top half and silhouettes of raised hands at the bottom, suggesting a graduation ceremony or a celebratory event.

DO YOU **NEED** COLLEGE?



The »» Next Normal

George Mason University

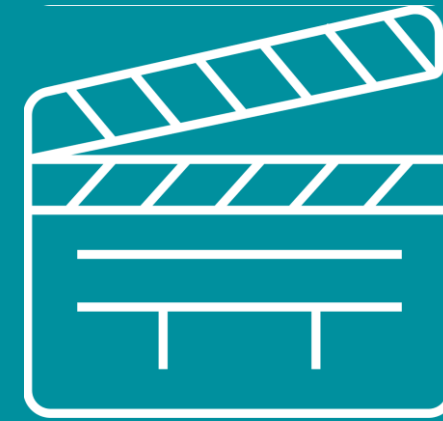
Moving Forward



Dream Big



Set Goals



Take Action

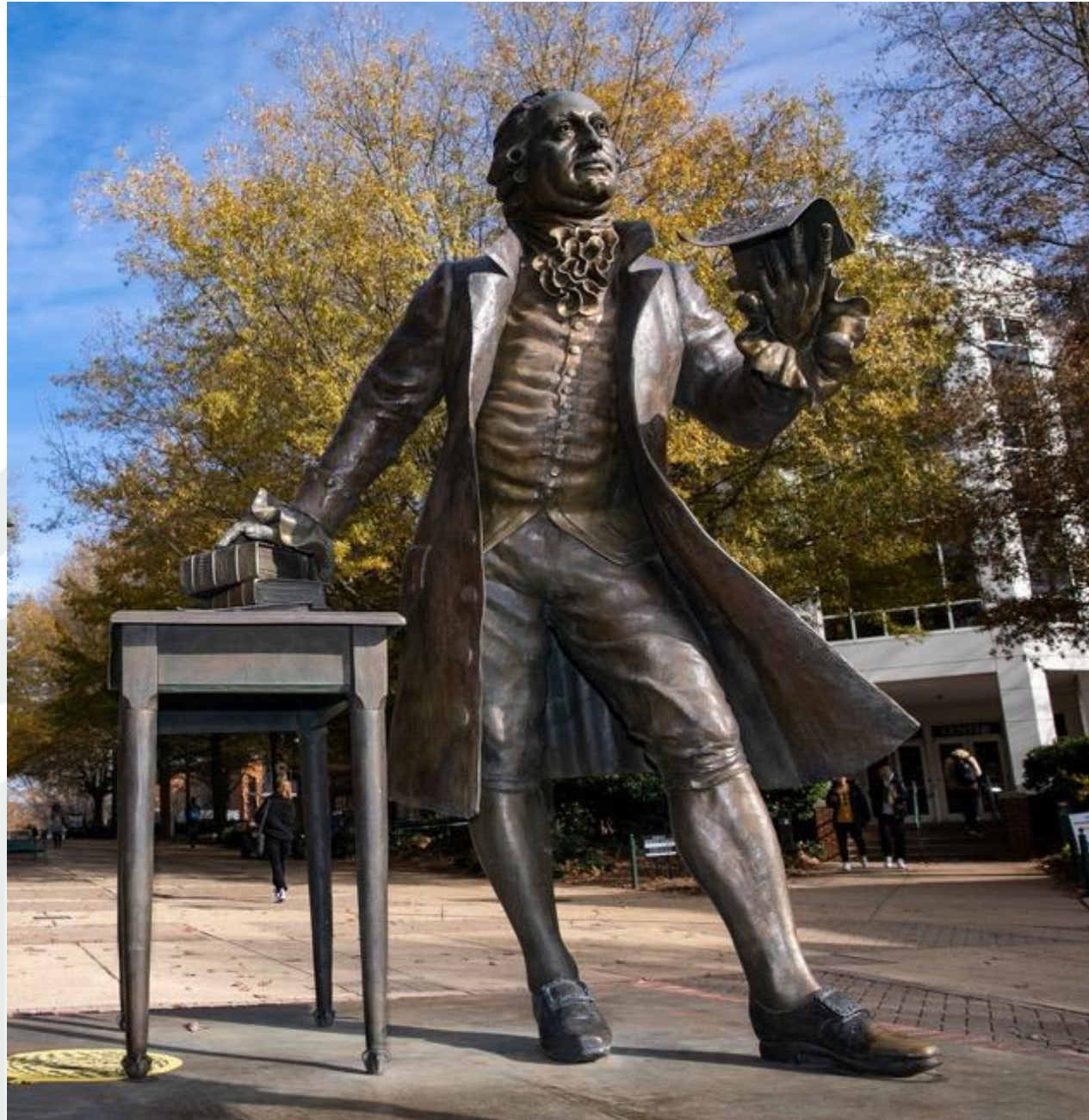
Continuity and Change





the
FUTURE
is
NOW

It's Mason's Time



Planning Conference Breakout Groups - Thursday, July 27, 2023, 9:35 a.m.

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

(alphabetical order by last name)

Breakout Station Topics & Facilitators

#1 – Freedom of Speech: Paul Liberty & Rose Pascarell

#2 – Student Success & Mental Health: David Burge & Rachel Wernicke

#3 – Branding: Paul Allvin

#4 – Research: Andre Marshall



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'

Los Angeles Times

Opinion: College campus hecklers, your disruptions don't count as free speech

The New York Times

The Battle Over Free Speech on Campus

April 18, 2023

milwaukee journal sentinel

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



Around the Commonwealth



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."

13 NEWS NOW

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



Closer to home



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



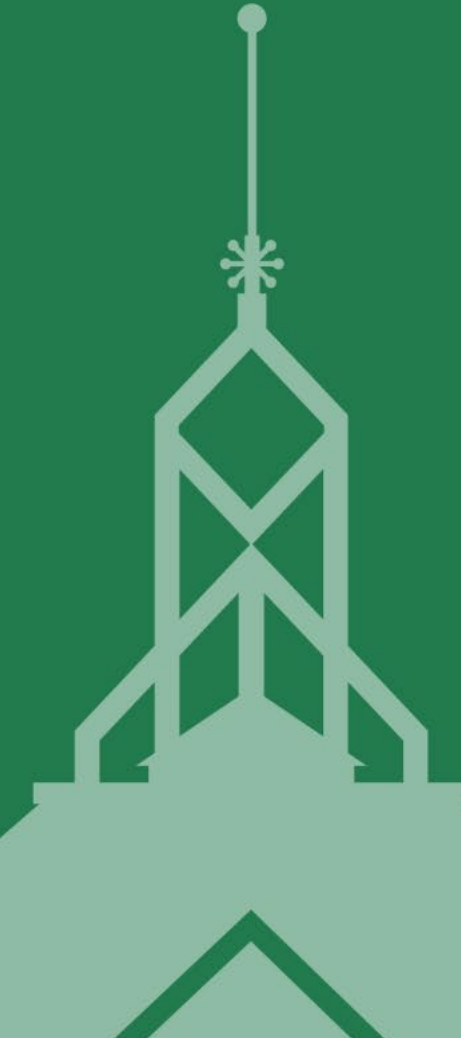
George Mason president defends selection of Gov. Youngkin as 2023 commencement speaker

Bacon's Rebellion

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 HILL

How new tactics have driven a spike in book ban attempts

The Washington Post
Democracy Dies in Darkness

Youngkin officials quietly pull LGBTQ+ youth resources offline

**PBS
NEWS
HOUR**

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

Washington Examiner

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

Richmond Times-Dispatch

Youngkin wants college presidents to hire faculty with 'diverse political perspectives'

...Interpreted Through Social Media





A University Gets Free Speech Right ... Mostly

Apr 4, 2023 3 min read

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.”

Bulwark+

Trump, DeSantis, and the GOP's Culture-War Politics

The free-speech playbook we all need for the 2024 campaign.



JILL LAWRENCE
MAY 24, 2023

♡ 77

Share



‘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

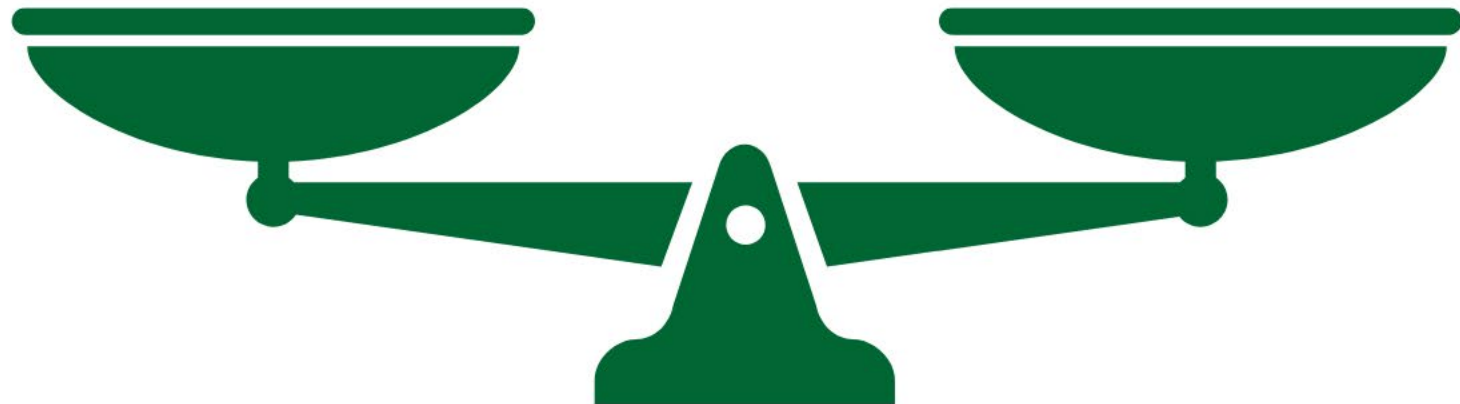


Ranked **7th**
Nationally as
Most LGBTQ Friendly
campus.



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

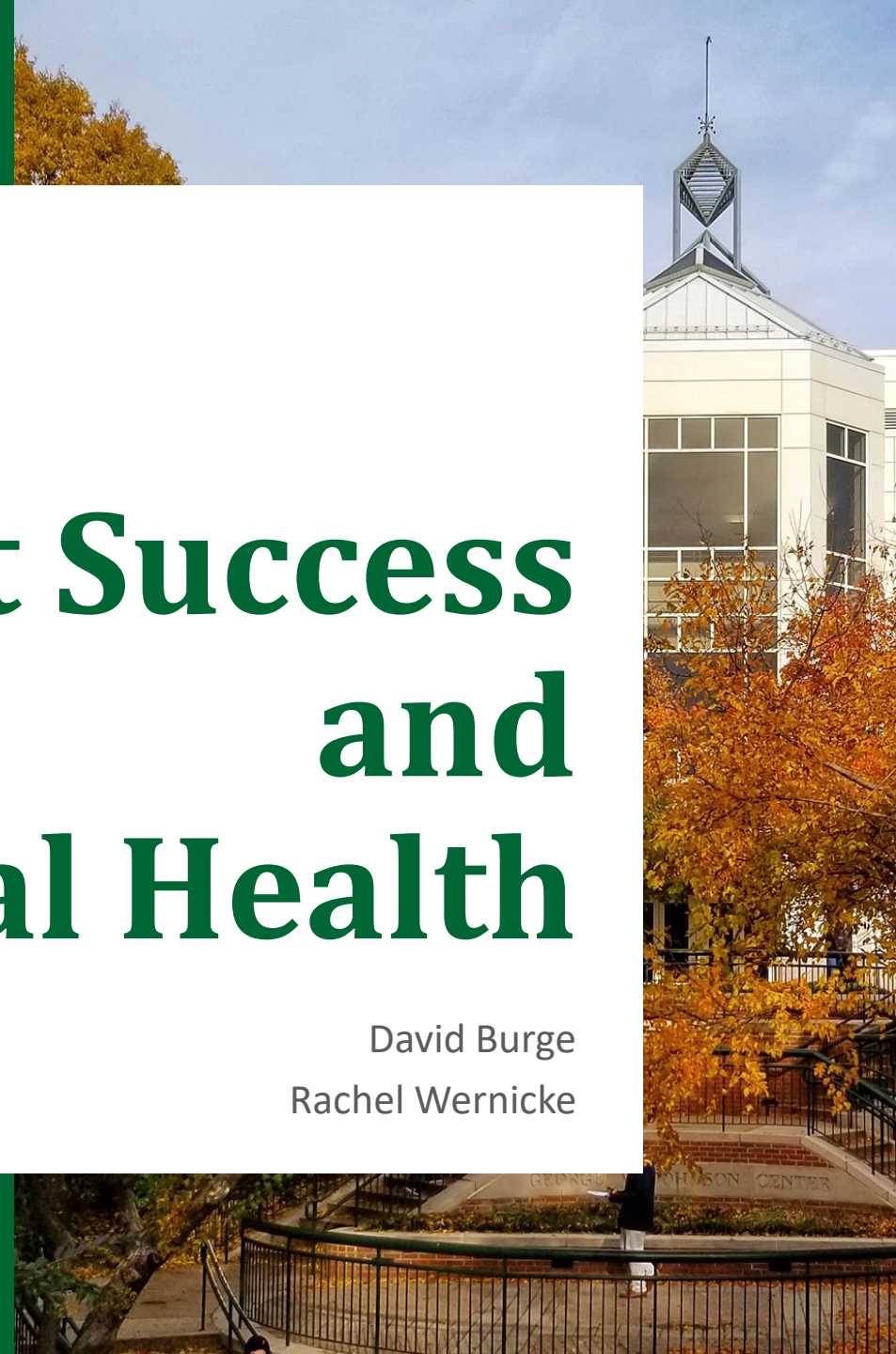
Mason Focus: "All Communities Matter"

- Orientation sessions, Constructive dialogue, FOI Series, "Free Speech at Mason"
- Scalia-Ginsberg Colloquoy, Dialogue and Difference, Debate, Deliberative Dialogues



Student Success and Mental Health

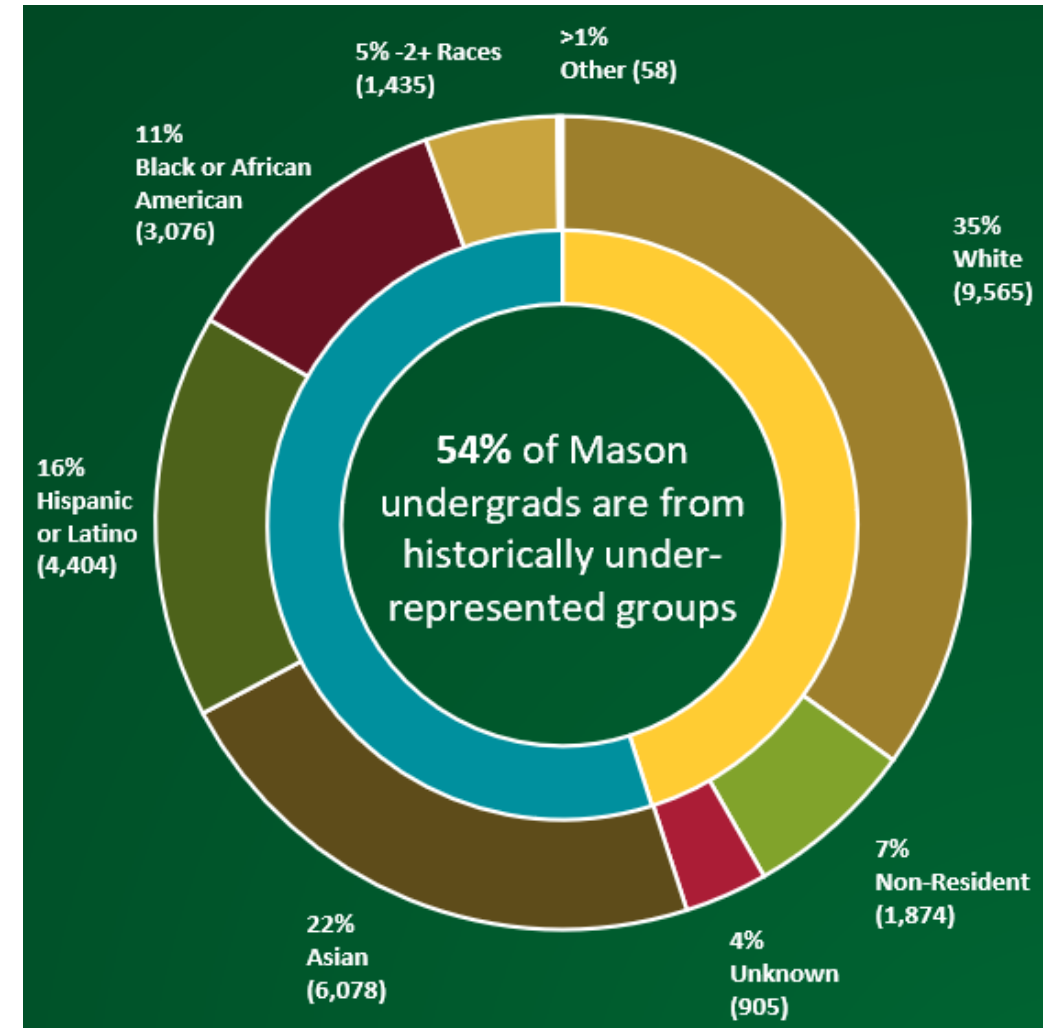
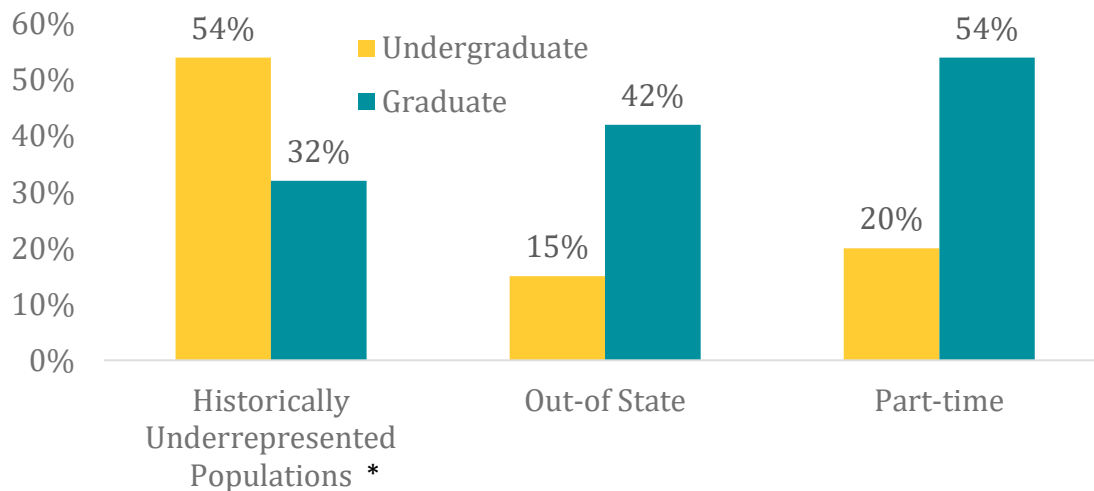
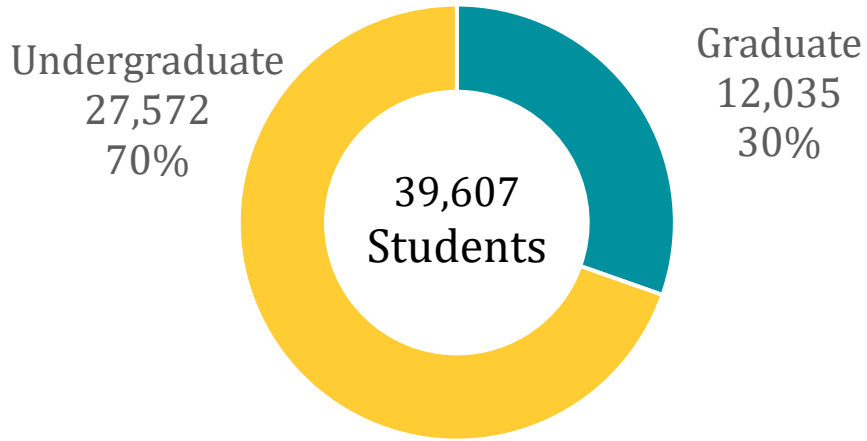
David Burge
Rachel Wernicke



Student Success



Mason Students

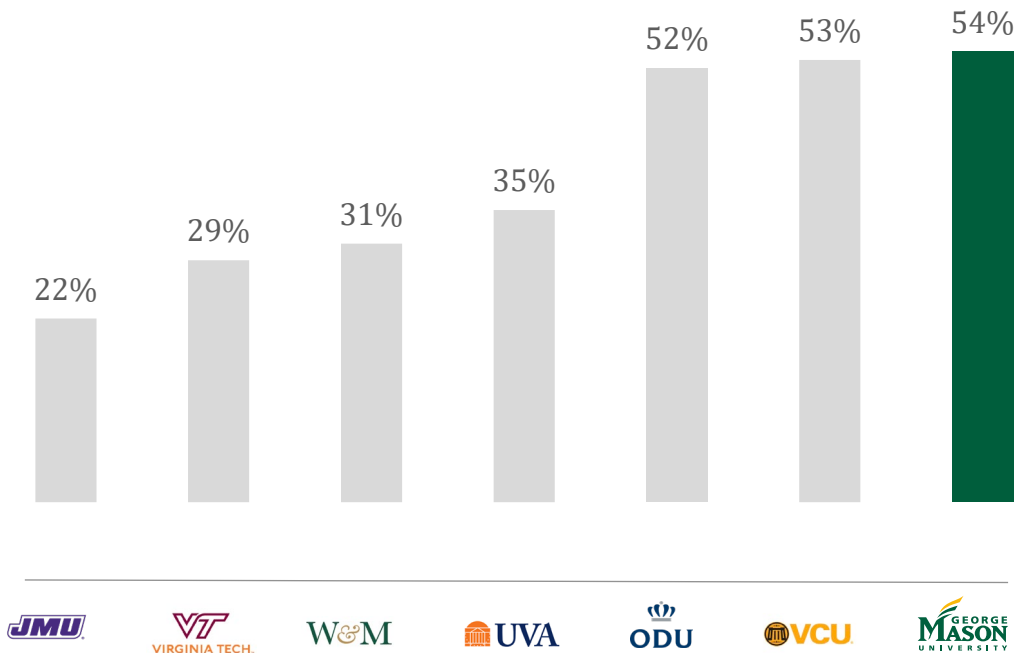


Note: Historically under-represented populations include American Indian or Alaska Native, Asian or Asian American, Black or African American, Hispanic or Latino, Native Hawaiian or other Pacific Islander, and two or more races. Source: Fall 2022 Census Enrollment Data, OIEP

Student Success

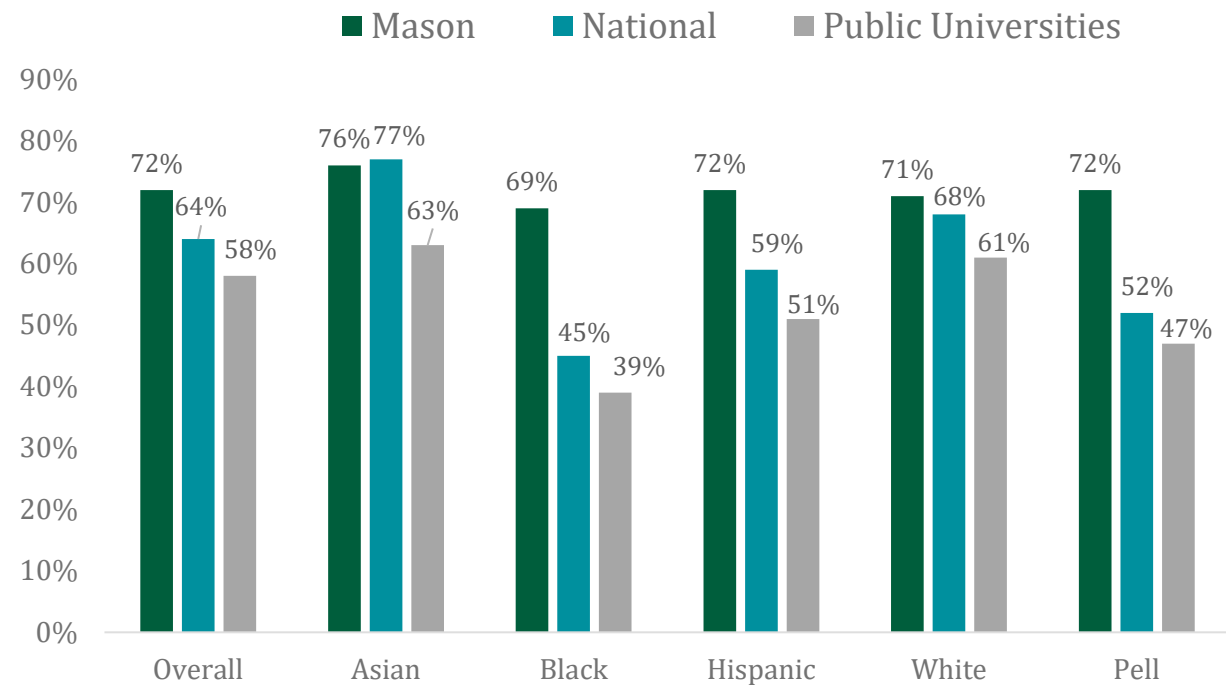
Mason is the most diverse 4-year public university in Virginia...

% 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

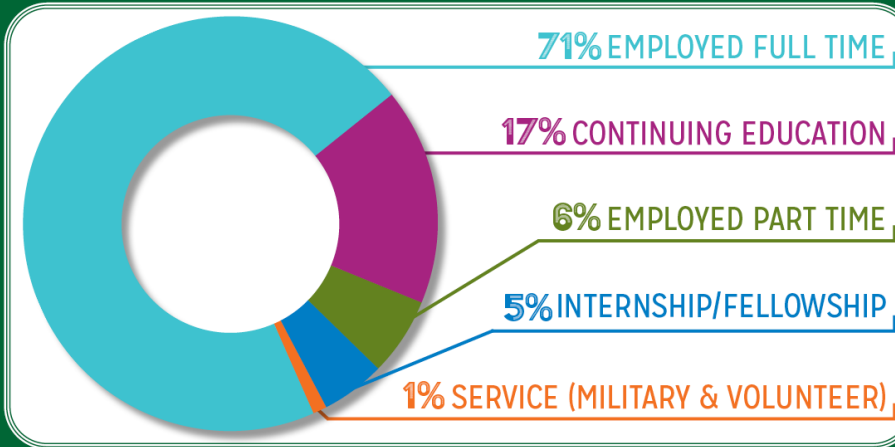
SUPPORTING A DIVERSE WORKFORCE MASON GRADS ARE*

46% STUDENTS OF COLOR **55%** FEMALE

18% FIRST GEN STUDENTS **9%** INTERNATIONAL

FILLING CRITICAL ROLES ACROSS THE REGION

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



TOP EMPLOYERS



TOP INDUSTRIES



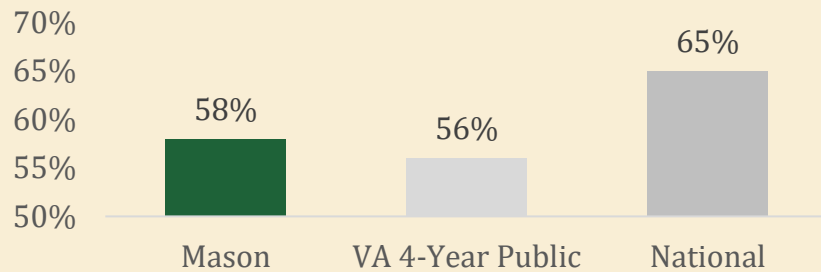
*Graduate numbers and respondents referenced above do not include Law or Certificate students. The Career Plans Survey was conducted among Class of 2022 graduates in August, December, and May. The full survey was initially administered online by email. Additional data were collected via reviews of students' 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.

CLASS OF 2022

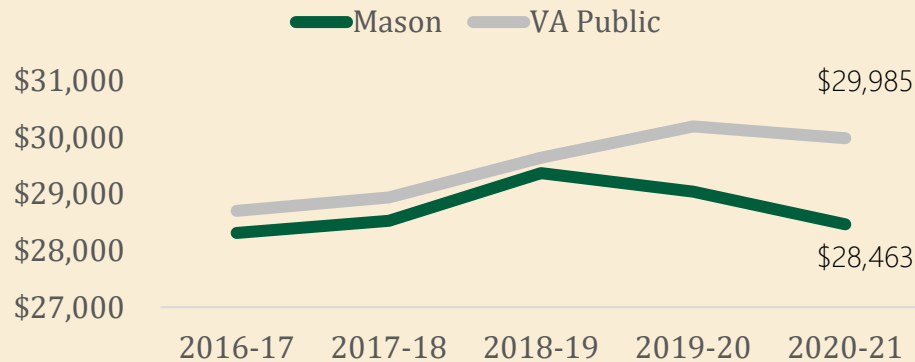
Student Success

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

Percent of students borrowing for college

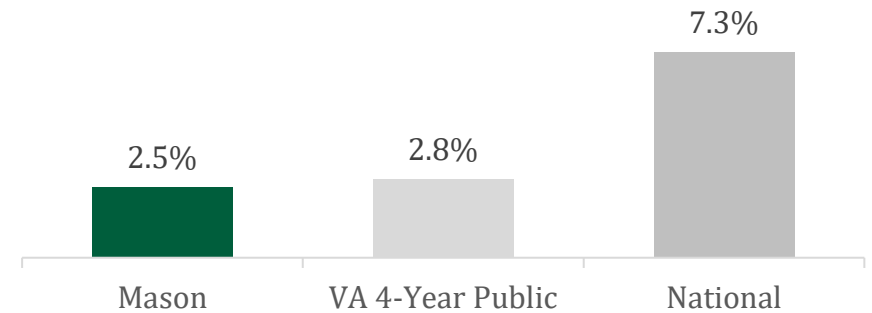


Average Known Debt at Graduation



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

2018 Cohort Default Rate*



Our return on investment is among the highest in the state

GEORGETOWN UNIVERSITY

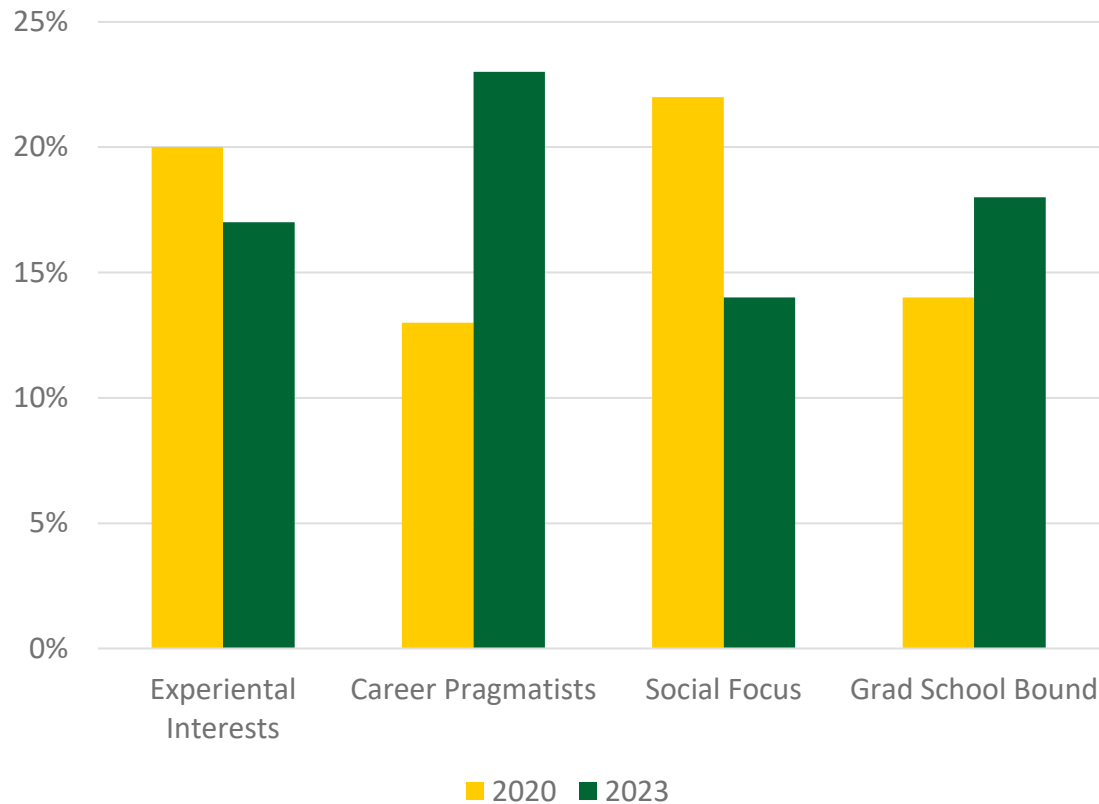
Center on Education and the Workforce

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.

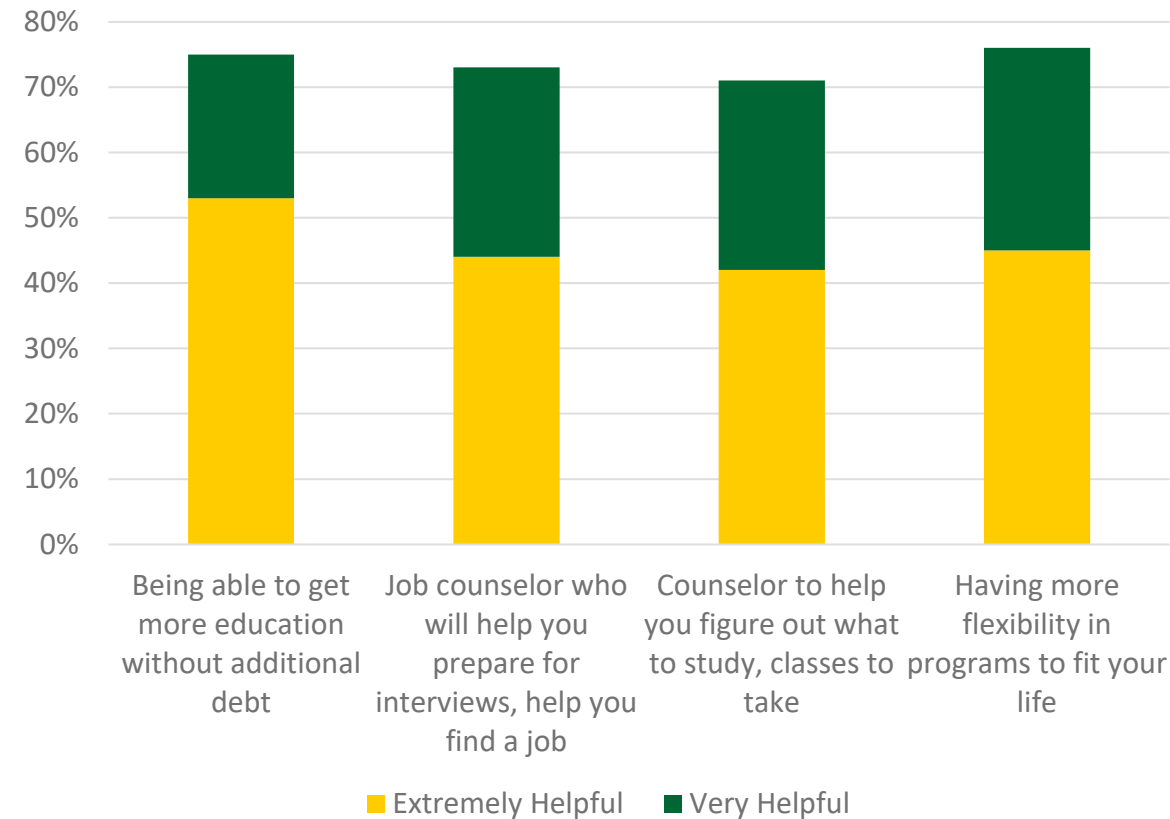
Changing Student Interests

Prospective Undergraduate Student Survey



Data: Mason Survey of Inquired Students, 2023

Which supports would help you finish college degrees?



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”*.

	2016	2021
Depression	25%	41%
Anxiety	21%	34%

- 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**.

*Lipson, S.K., et al. (2022). Trends in college student mental health and help-seeking by race/ethnicity: Findings from the national healthy minds study, 2013–2021. *Journal of Affective Disorders*, 306, 138-147.

***Stressed Out and Stopping Out: The Mental Health Crisis in Higher Education*, Lumina Foundation-Gallup State of Higher Education, 2023.

Student Mental Health at Mason

National College Health Assessment Spring 2023	
Anxiety impacting academic performance	48.6%
Depression impacting academic performance	55.6%
Moderate-severe psychological distress	73%
Loneliness	55.3%
Suicidality	36.3%

**Top Presenting Concerns
CAPS FY2023**

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

CAPS

- 1254 unique students served
- 6826 visits

Healthy Minds Survey

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

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)



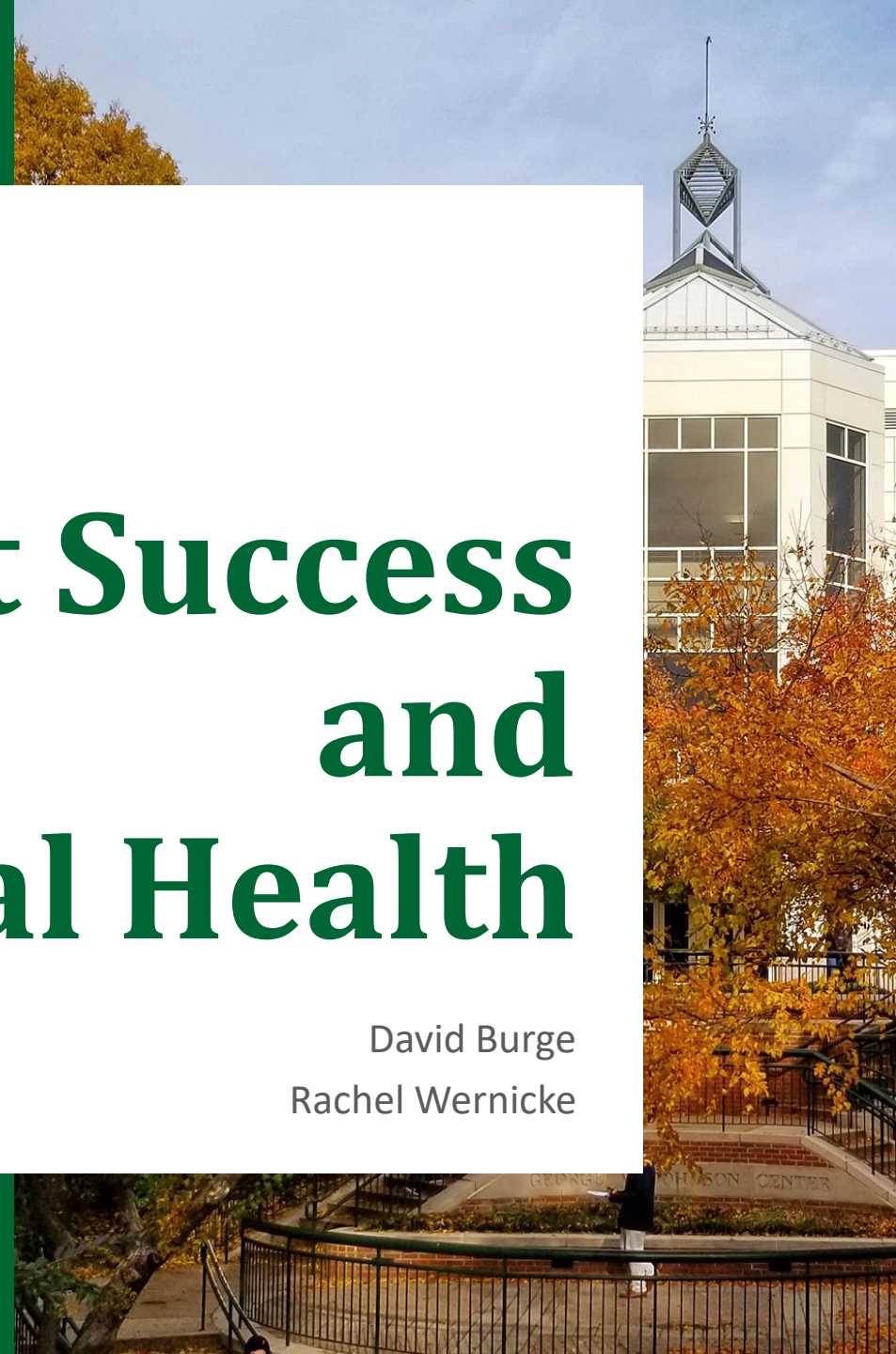
The Jed Foundation

“ 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)

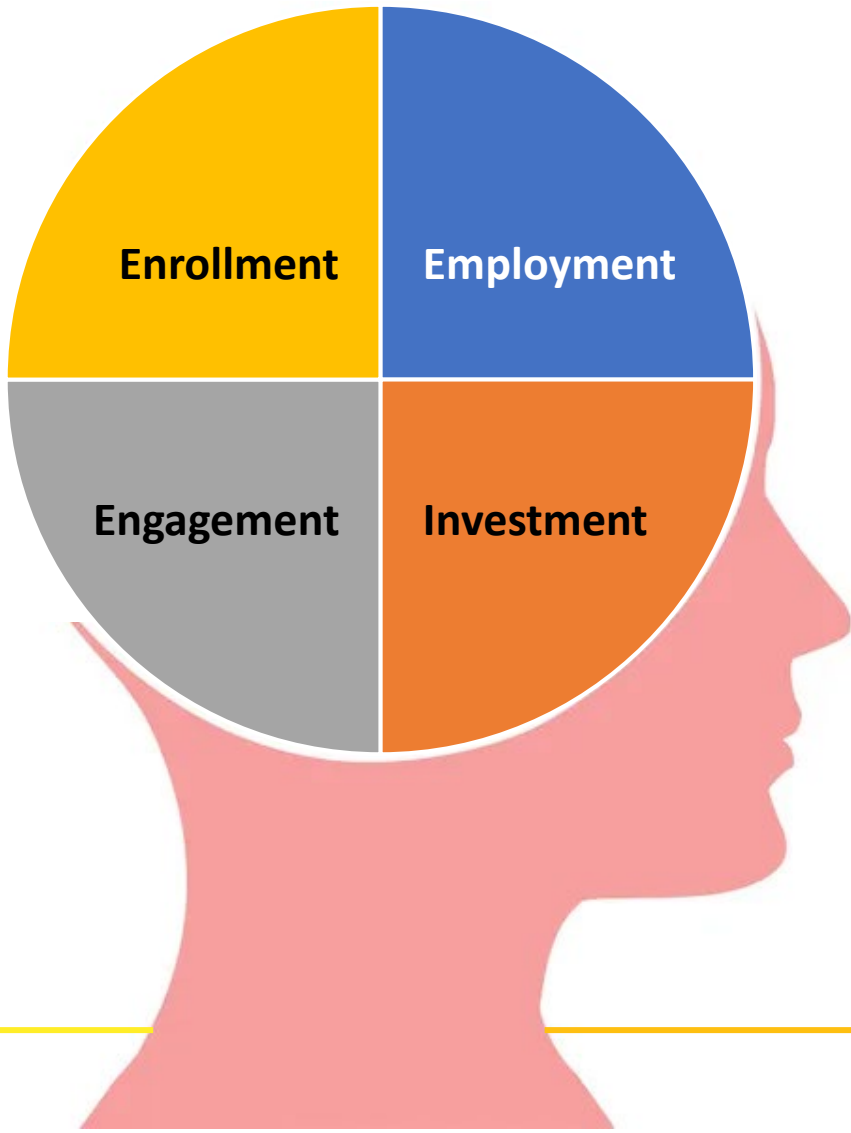
Paul G. Allvin • Vice President and Chief Brand Officer



Brand drives behaviors

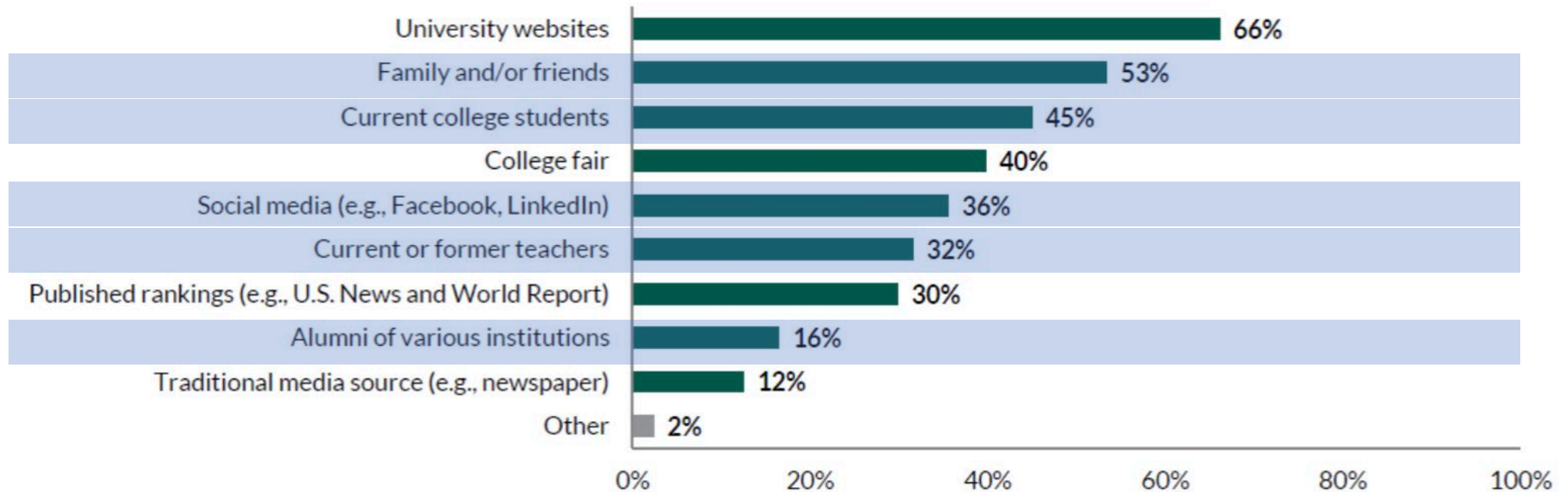
A brand is "everything the public **thinks** it knows about you – both factual and emotional."

Forbes



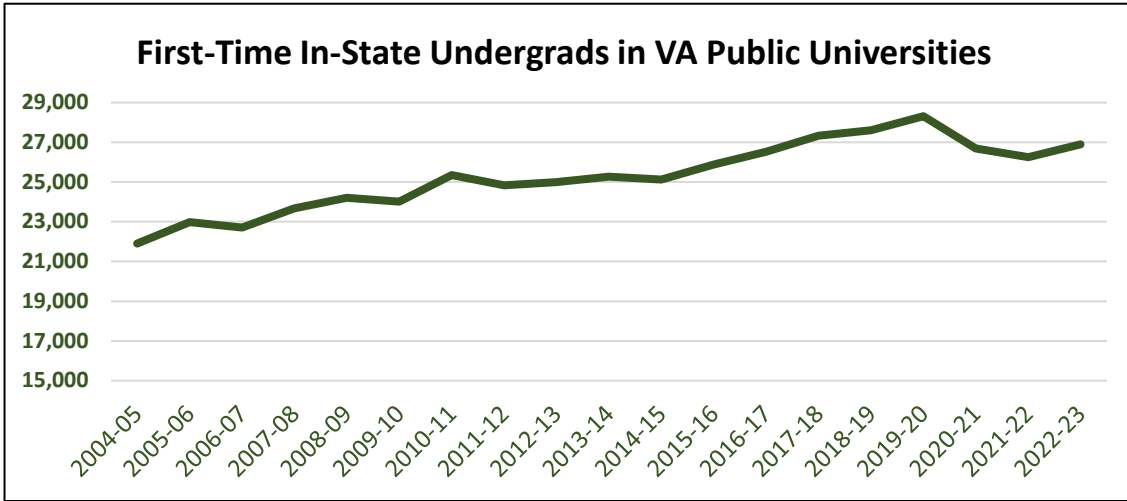
Brand drives enrollment consideration

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)

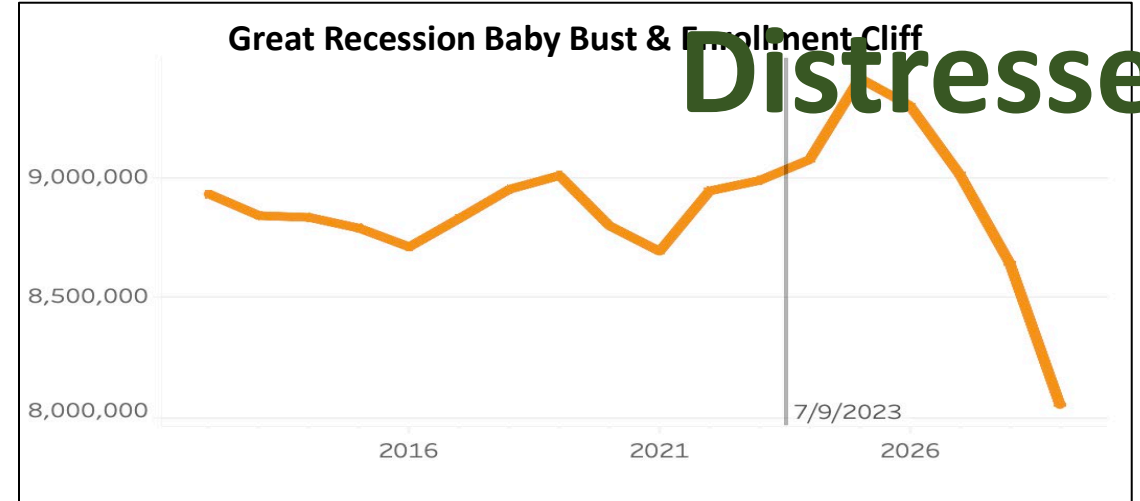


Hanover Research

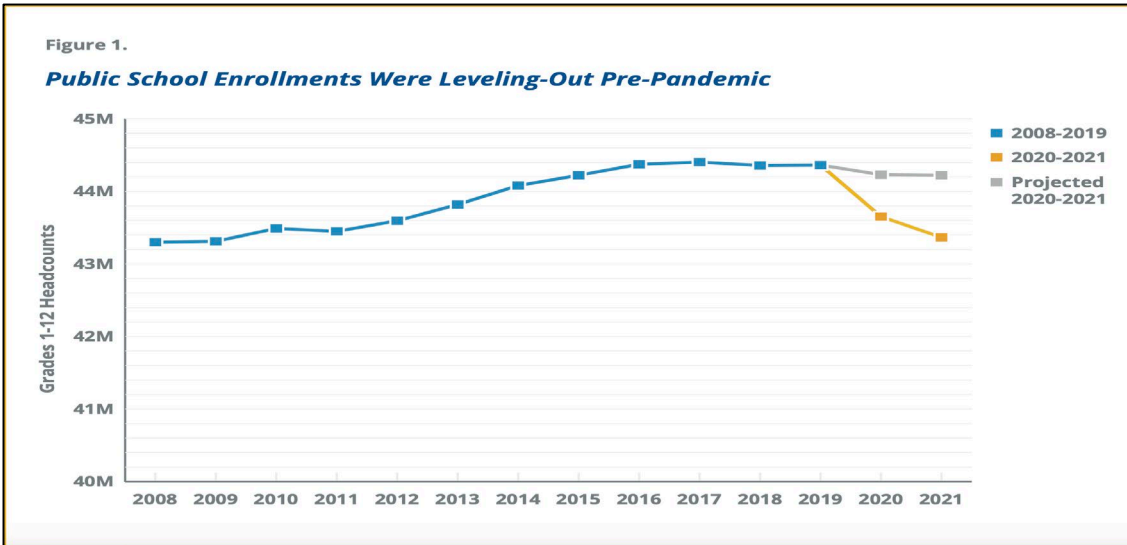
The National Enrollment Market is Distressed



Source: SCHEV



Source: WICHE



Source: WICHE

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



PERCENTILE	2020 SCORE	CHANGE	2022 SCORE
90th	286*	⬇️ 3	283
75th	267*	⬇️ 5	262
50th	245*	⬇️ 8	238
25th	219*	⬇️ 11	208
10th	191*	⬇️ 12	178

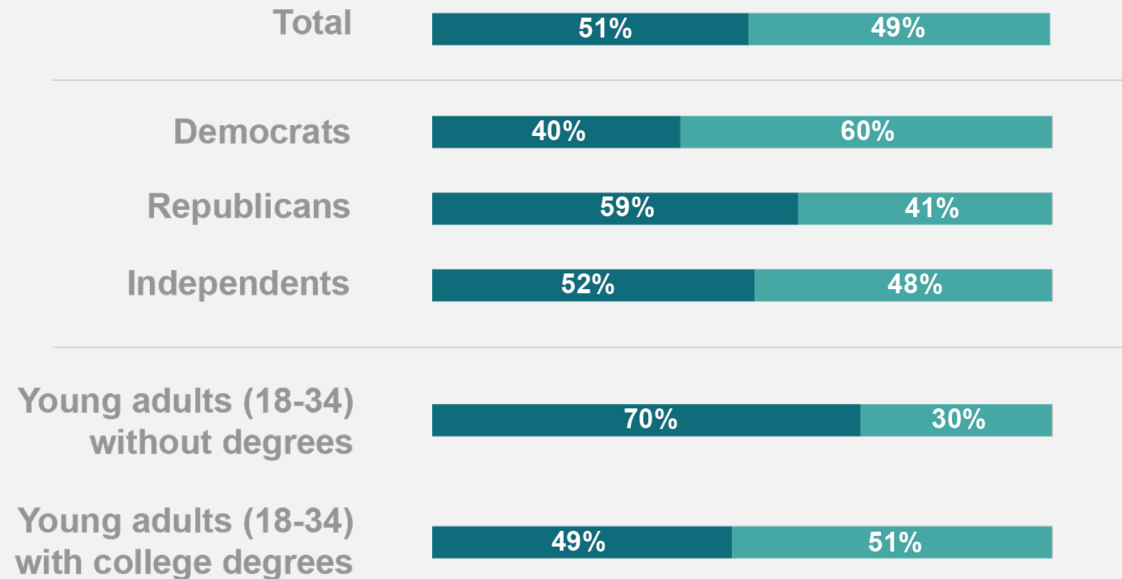
Source: WICHE

The Value Proposition Is In Question

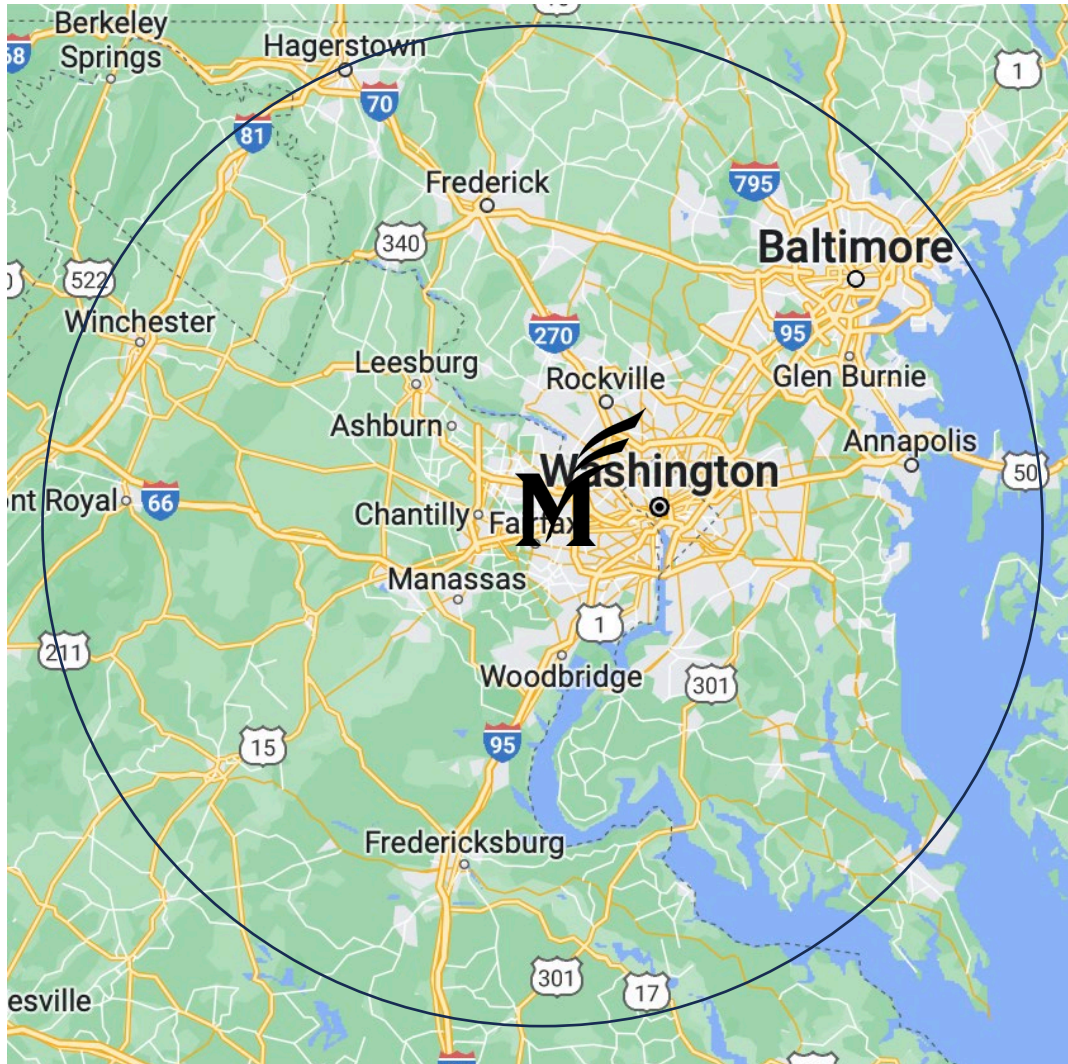
Americans Perceive Higher Ed as a Questionable Investment

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

-  A college education is a questionable investment because of high student loans and limited job opportunities
-  A college education is still the best investment for people who want to get ahead and succeed



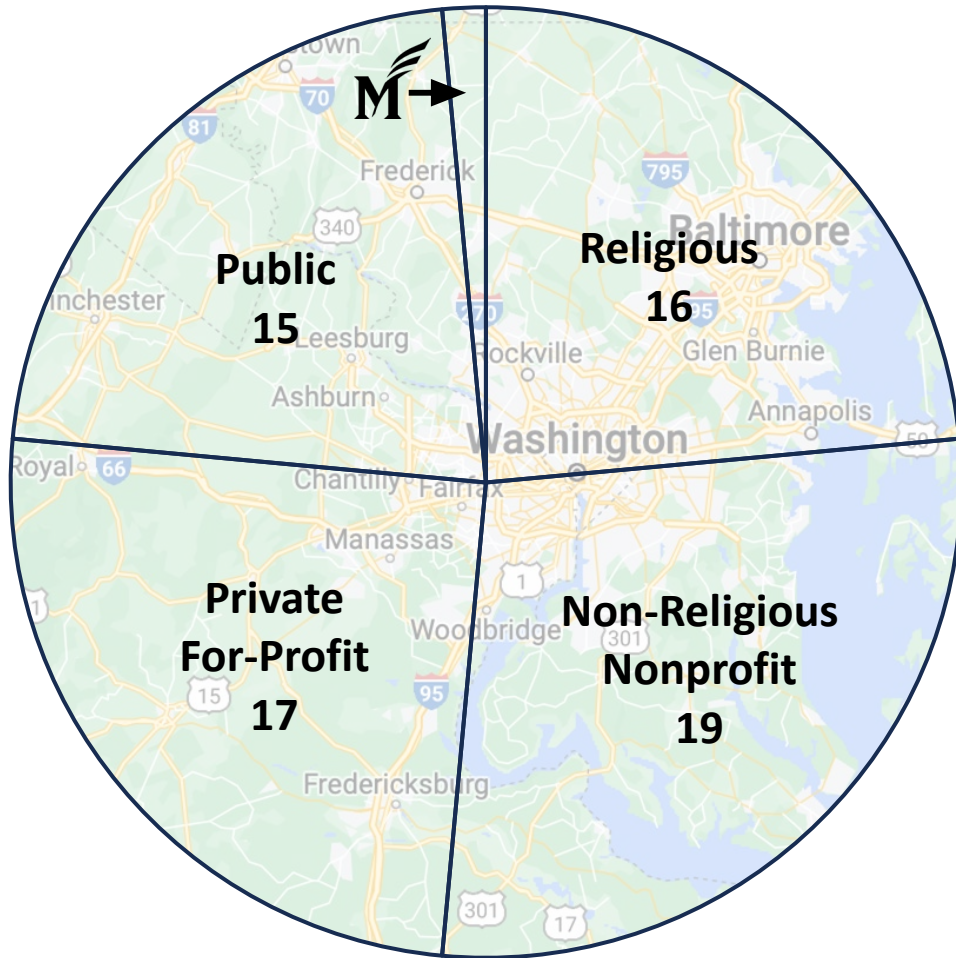
Regional Competition is Skyrocketing



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



14 Out-of-Area Universities with DC Campuses

- | | |
|--------------------------|-----------------------------------|
| Arizona State University | Marquette University |
| Brown University | Northeastern University |
| Cornell University | Stanford University |
| Johns Hopkins University | Texas A&M University |
| New York University | University of Southern California |

3 VA Universities Now in Northern VA

Pepperdine University

University of Texas at Austin

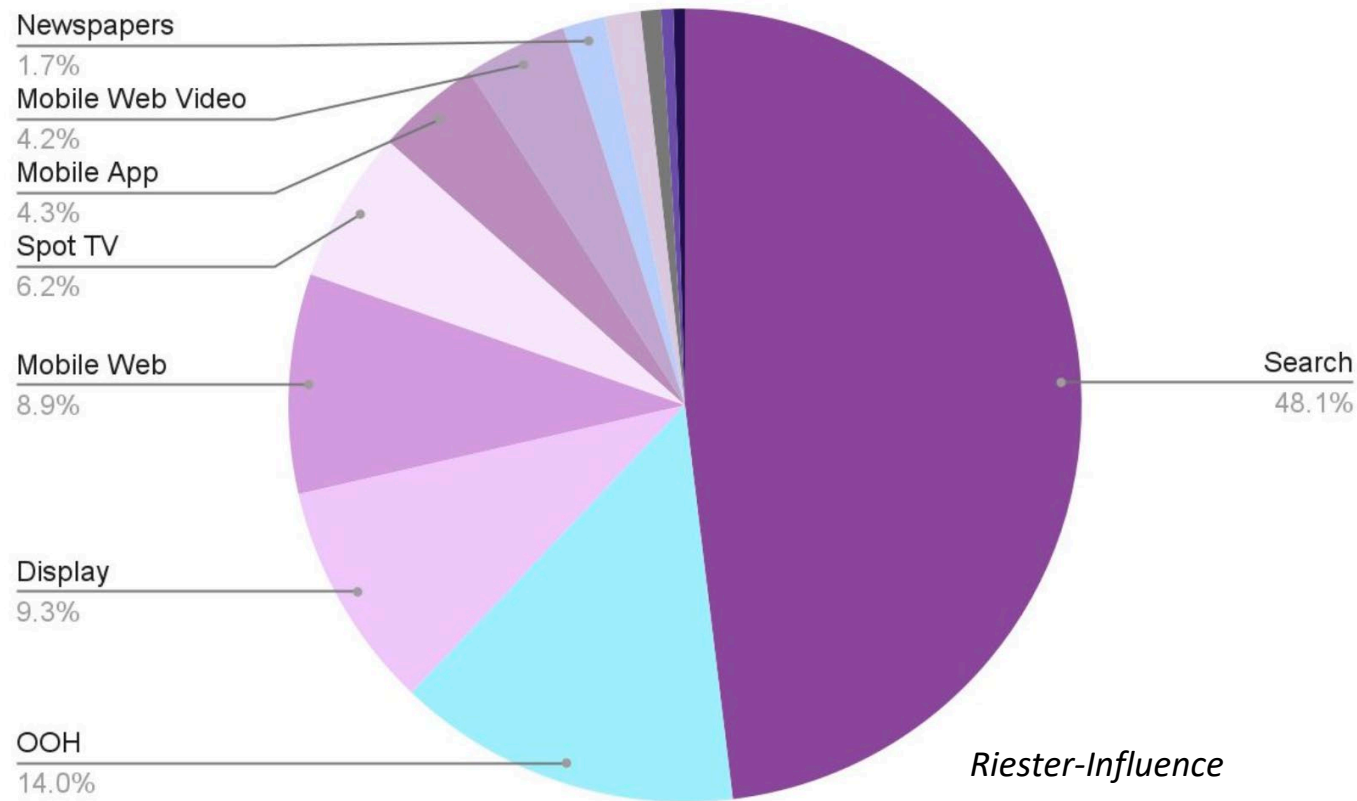
Virginia Tech – Alexandria

UVA – Rosslyn

William & Mary – Alexandria

\$600M Annual Higher Ed Ad Buys in DC DMA

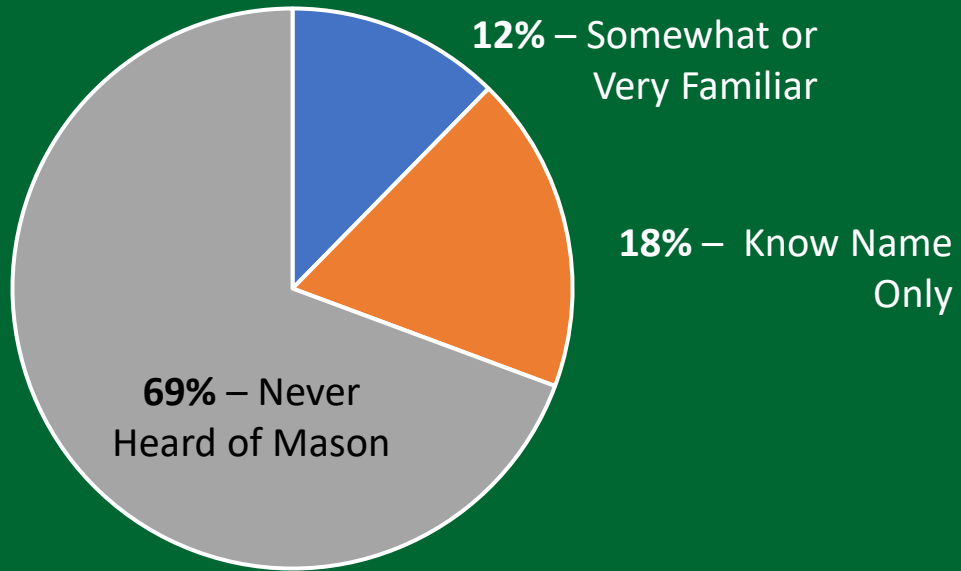
Media Mix Among Top 10 Competitors



George Mason is 0.4%
of advertising
in its own market.

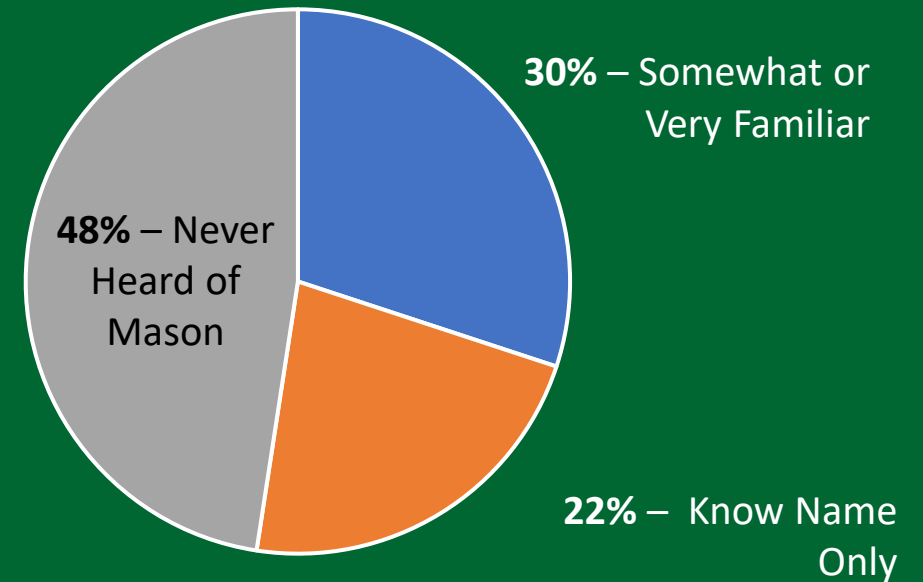
Northern Virginia's Emerging National Brand

2018 – National Familiarity & Recognition



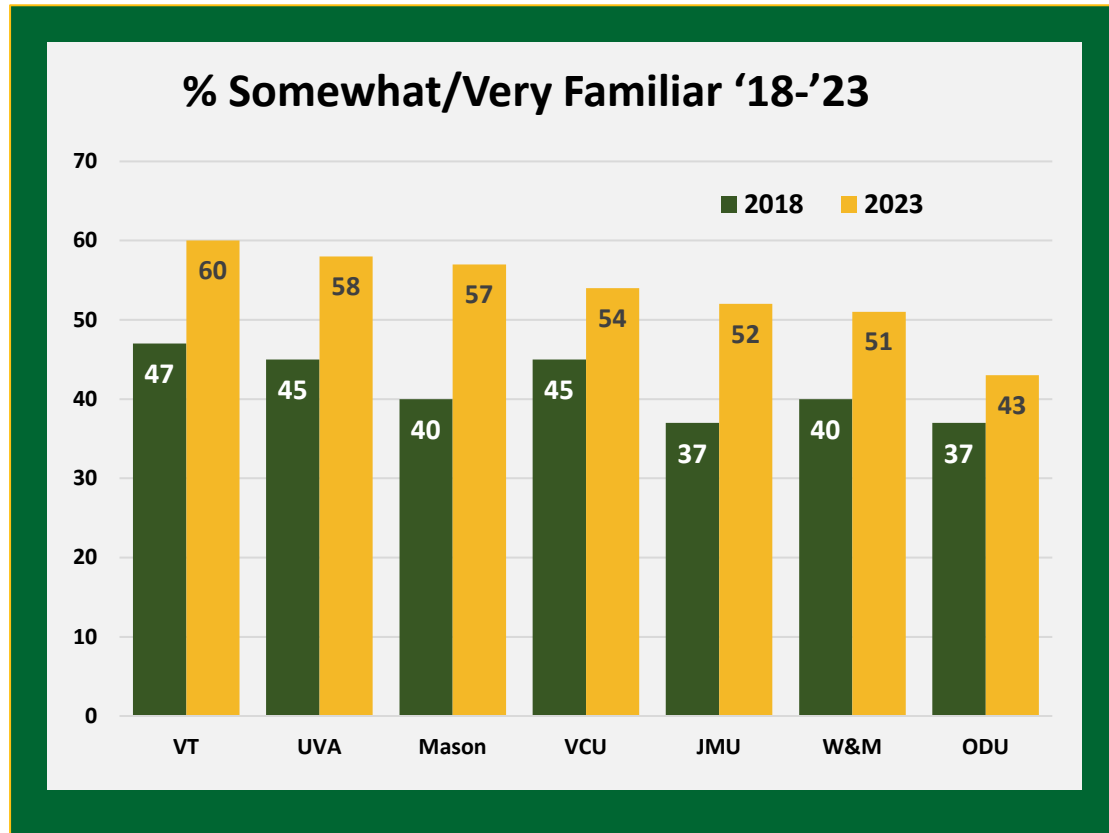
Hanover Research

2023 – National Familiarity & Recognition

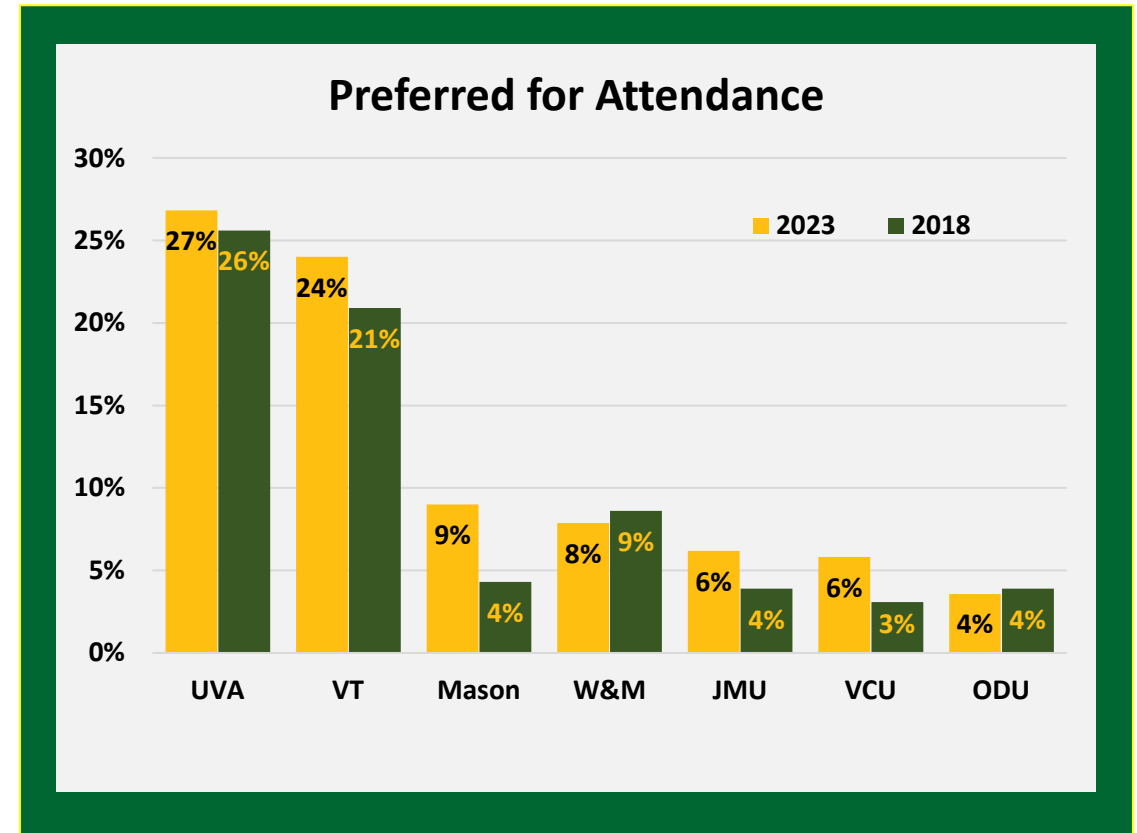


Hanover Research

Northern Virginia's Emerging National Brand



Hanover Research



Hanover Research

Northern Virginia's Emerging National Brand

What matters in choosing a college?

Factor	2018	2023	% Change
Good Academics	46%	40%	-6%
Value for Cost	45%	39%	-6%
Location of Campus	25%	23%	-2%
Reputation	25%	23%	-2%
Flexibility	22%	35%	+11%
Program Offerings	29%	35%	+6%
Near Family	23%	27%	+4%

Top 3 Descriptors by DMV Repondents

Mason 2018	Mason 2023	UVA 2023	VA Tech 2023	W&M 2023
Traditional	Respected / Prestigious	Respected / Prestigious	Respected / Prestigious	Respected / Prestigious
Respected / Prestigious	Flexible	Traditional	Traditional	Traditional
Progressive	Traditional	Rigorous	Progressive	Rigorous

Hanover Research



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

DIVERSITY

Origin • Identity •
Circumstance
Thought

- **Origin**
Virginia's most diverse
- **Identity**
VA's most welcoming of
LGBTQ+ students
- **Circumstance**
#1 in US for military vets
#4 public for non-trads
Top school for transfers
- **Thought**
5-star FIRE rating
Home to Scalia School &
Carter School

INCLUSIVITY

Education is a place of
opportunity meant to have
room for everyone.

- **91%** acceptance rate
- **72%** graduation rate
- **87%** of grads advancing career
outcomes within 6 months
- **Race neutral** admissions
- **Test-optional** since 2007

GRIT

We all worked hard to get
here, some overcoming
adversity along the way.

- **Mason Virginia Promise** –
Pathways to bachelor's degree or
business start for any Virginian
who wants it
- **Early Identification Program**
Bring promising at-risk middle
school school students to campus
and track through college
- **ADVANCE** – Fast-tracked path
from community college entry to
bachelor's degree

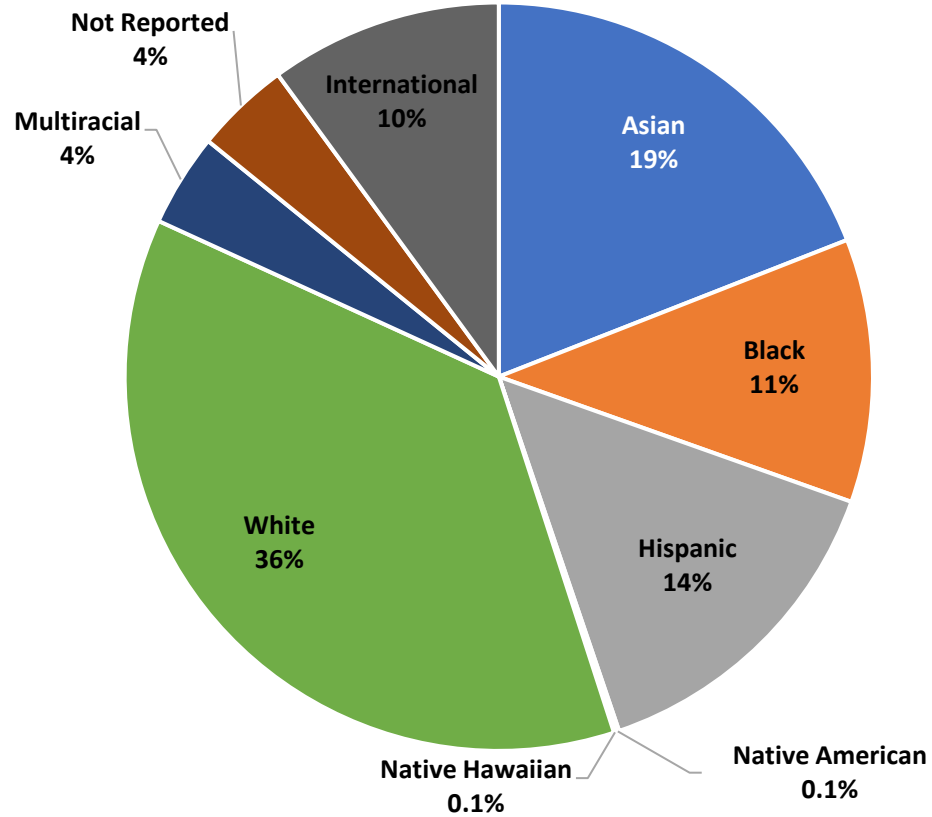
AUDACITY

We not waiting for
permission to tackle our
world's most pressing
challenges.

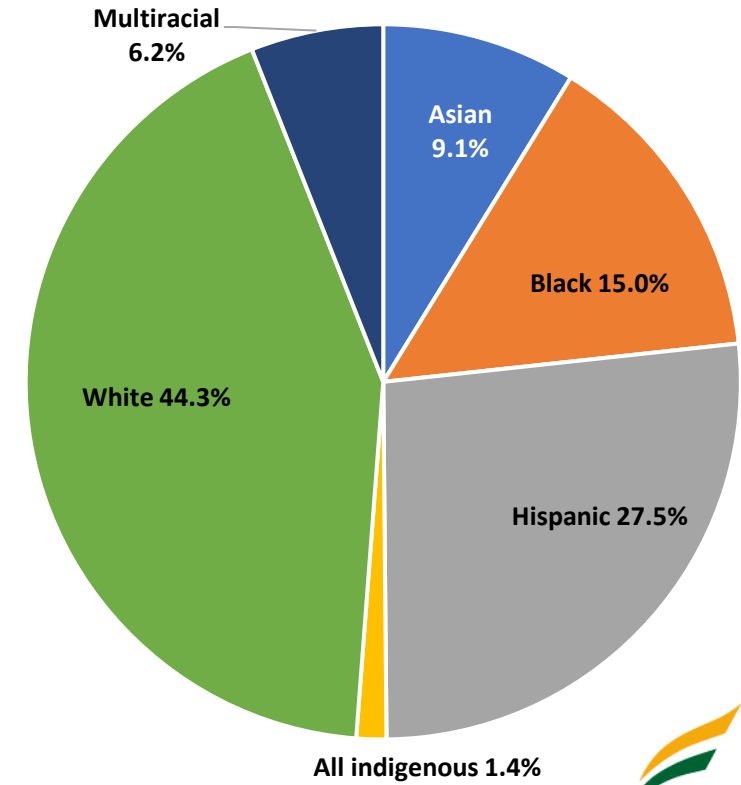
- **VA's 1st** School of Computing
- **VA's 1st** College of Public Health
- **Nation's 1st** cybersecurity
engineering major
- **Youngest-ever** to R1 status.
- **America's #1** young university at
50 years old¹

Our Diversity As a Strategic Advantage

Fall 2022 George Mason University Enrollment



America in 2060



Start with Mason: SECRET'S OUT

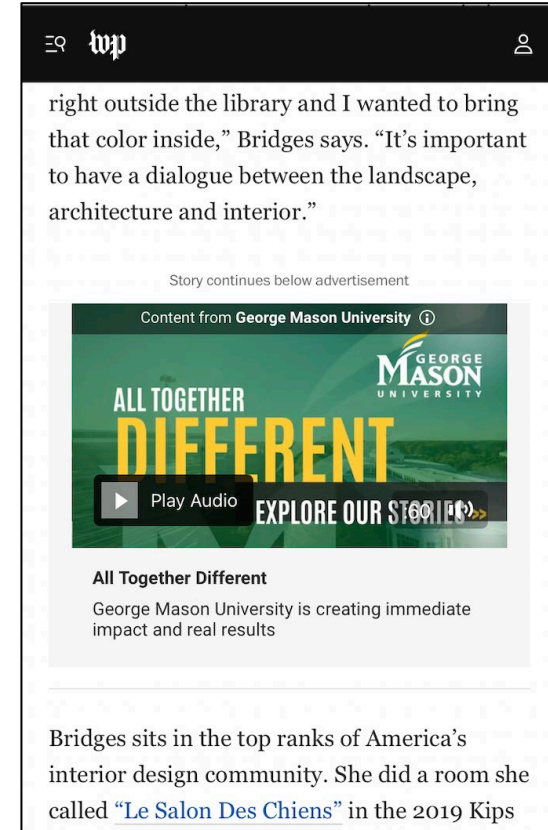
1. Brand narrative trainings & resources
2. On-campus "brand-scaping"
3. Focus on **BIG, INCLUSIVE, HIGH-QUALITY**



In Northern Virginia: SECRET'S OUT



Digital • Airports • Buses



In Northern Virginia: MASON SQUARE



George Mason en español

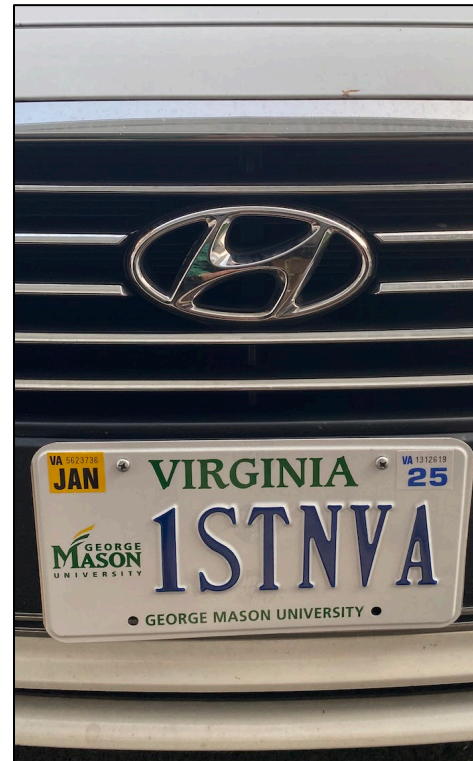
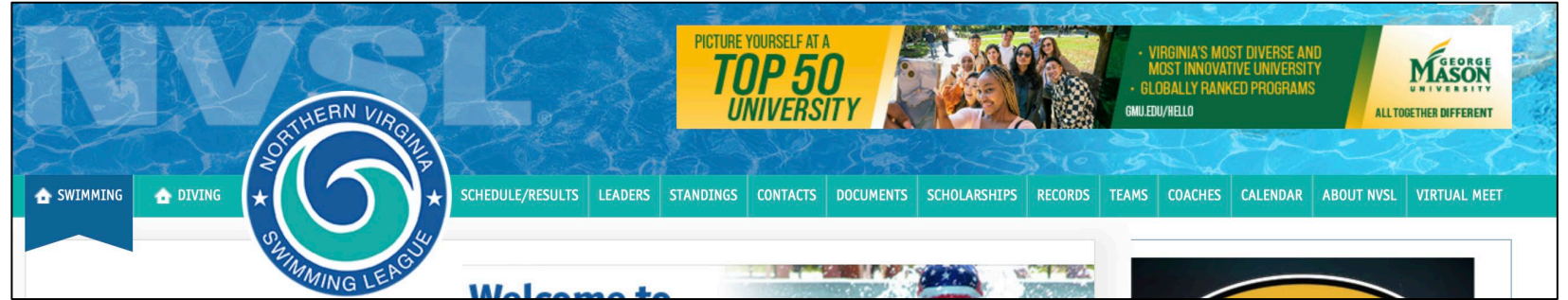


**Year-over-year
Increases in
Hispanic
Applications**



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

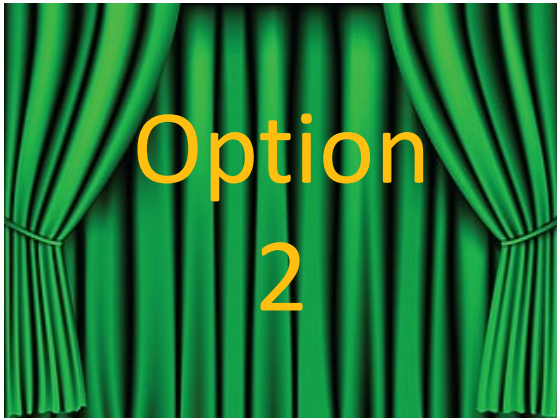


A Branded House Not In Order

The image displays a large collection of logos for various departments and centers at George Mason University. The logos are arranged in a grid-like fashion, with a central graphic of a woman's head in profile, facing right, set against a yellow circular background. The logos include:

- MASON GREEN OFFICE OFFICE OF SUSTAINABILITY
- MASON GAME & TECHNOLOGY INSTITUTE WHERE ART & TECHNOLOGY LEARN 2 PLAY
- GEORGE MASON UNIVERSITY
- ODIME
- Washington Youth Summit on the Environment
- Corley Institute
- GM
- Center for College Success and Analysis (CCSA)
- HYLTON PERFORMING ARTS CENTER
- 100K for 10 CENTER FOR EVIDENCE-BASED CRIME POLICY
- EdPolicyForward The Center for Education Policy of George Mason University
- WOMEN IN BUSINESS INITIATIVE
- GEORGE MASON WE ARE MASON
- Learning Agents Center I can be taught to help you! MASON
- S.M.A.R.T. LAB
- GEORGE MASON School of Nursing
- CARP Research Lab
- GAME mason
- MLI
- HONEY BEE INITIATIVE
- THE C. BOYDEN GRAY Center for the Study of the Administrative State ANTONIA SCALIA LAW SCHOOL • GEORGE MASON UNIVERSITY
- MASON
- GAI GLOBAL ANTIWAR INSTITUTE
- LAW & ECONOMICS CENTER
- GEO
- + 100s more

New Visual Branding: WHERE WE ARE HEADED



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

ALL TOGETHER DIFFERENT



Mason's Research Enterprise

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

Presidential Planning Conference

July 2023



Overview

- **Facts and Figures**
- **Framing the Research Enterprise**
- **Research Activities**

Mason is a maturing top-tier research university that broadly values access and delivers on impact.

Research Facts & Figures

Mason's **Research Enterprise** is

Top-Tier

— **146** US R1 Universities (Very High Research Activity)
5 in VA

Rapidly Evolving

— **43yrs** 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

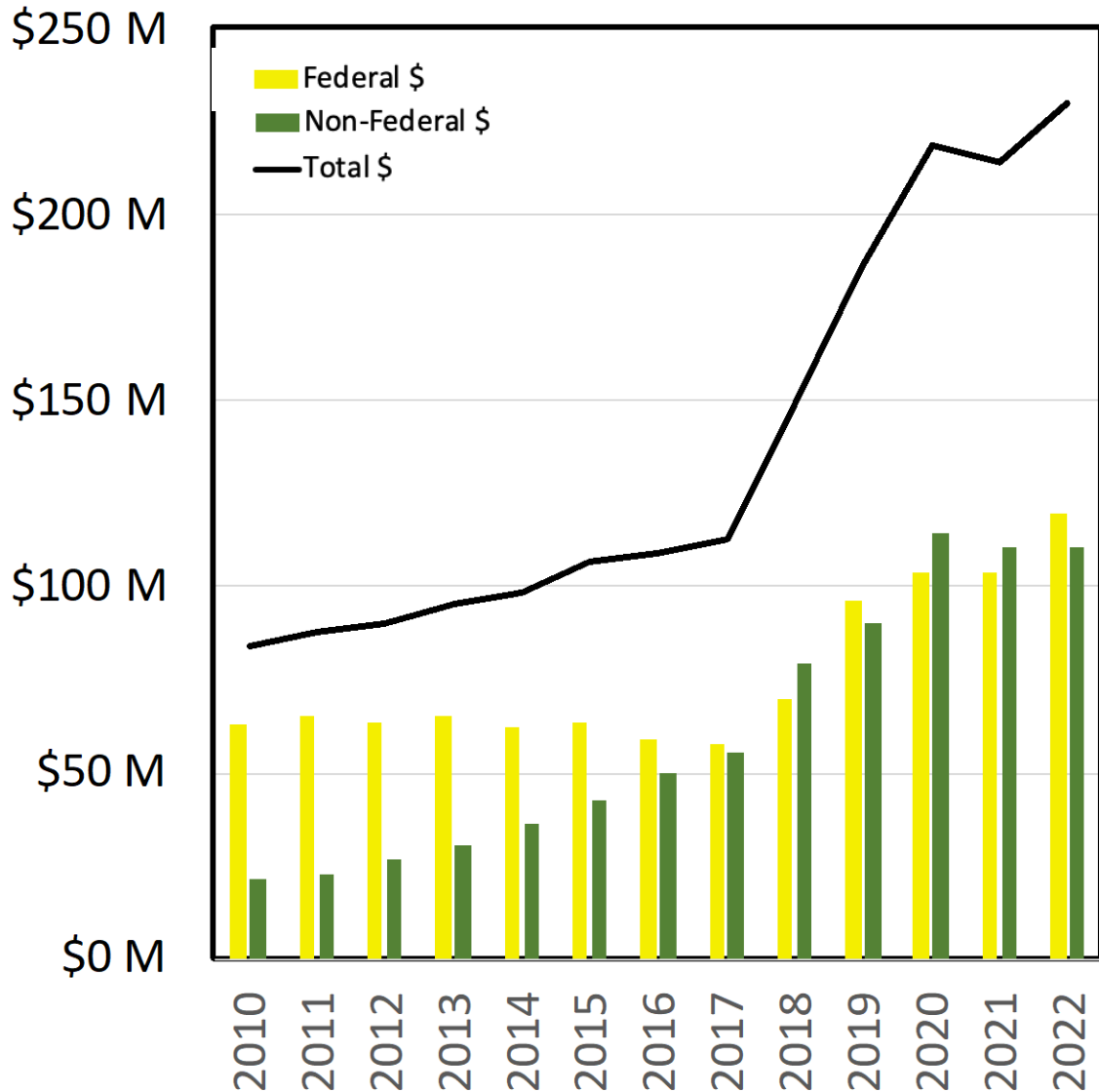
— **90+%** Acceptance Rate
23 Accessible US R1s

Engaged

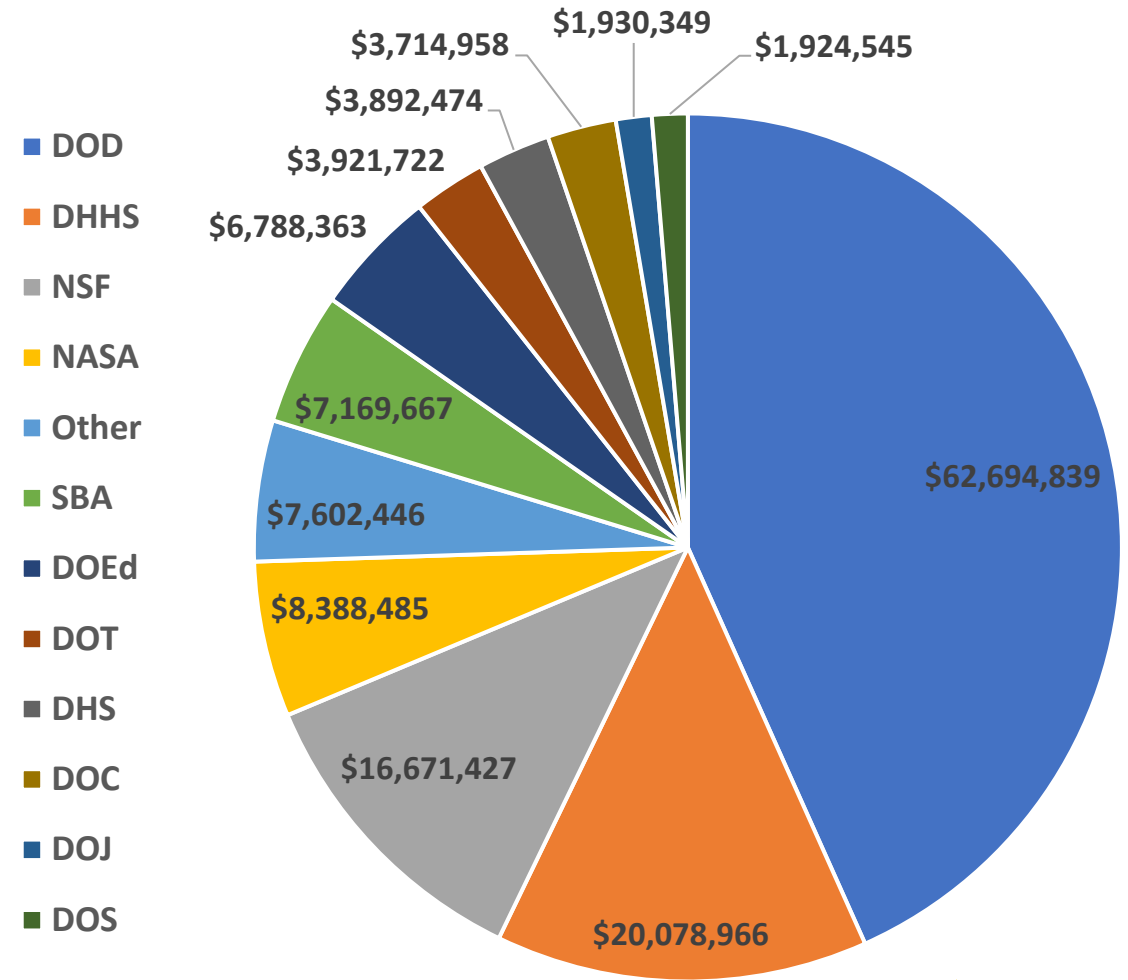
— **\$12.8M** Community Projects for VA in past 2 yrs
28 Small Business Development Centers for VA

Mason Total Research Expenditures

Longitudinal NSF HERD Survey Data



FY22 Federal Sponsored Expenditures



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**



Tech Talent Investment Program (TTIP)

TTIP generates an additional 7,500+ Mason computing graduates over 20yrs 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



Translation and Centers

Small Business Development Center (SBDC)

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

Mason Enterprise

*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

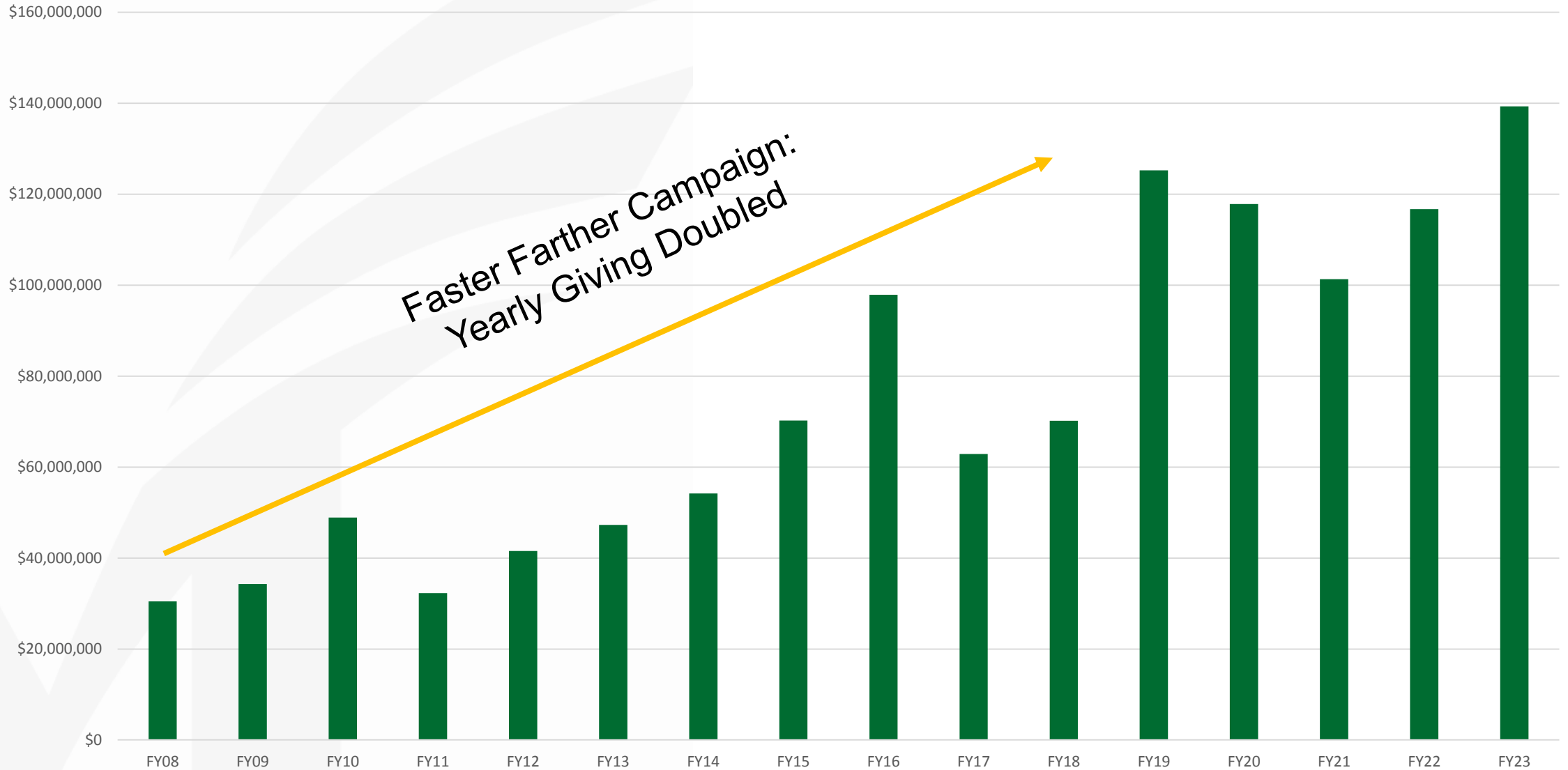
Faster Farther

**FASTER
FARTHER**

THE CAMPAIGN
FOR GEORGE MASON
UNIVERSITY



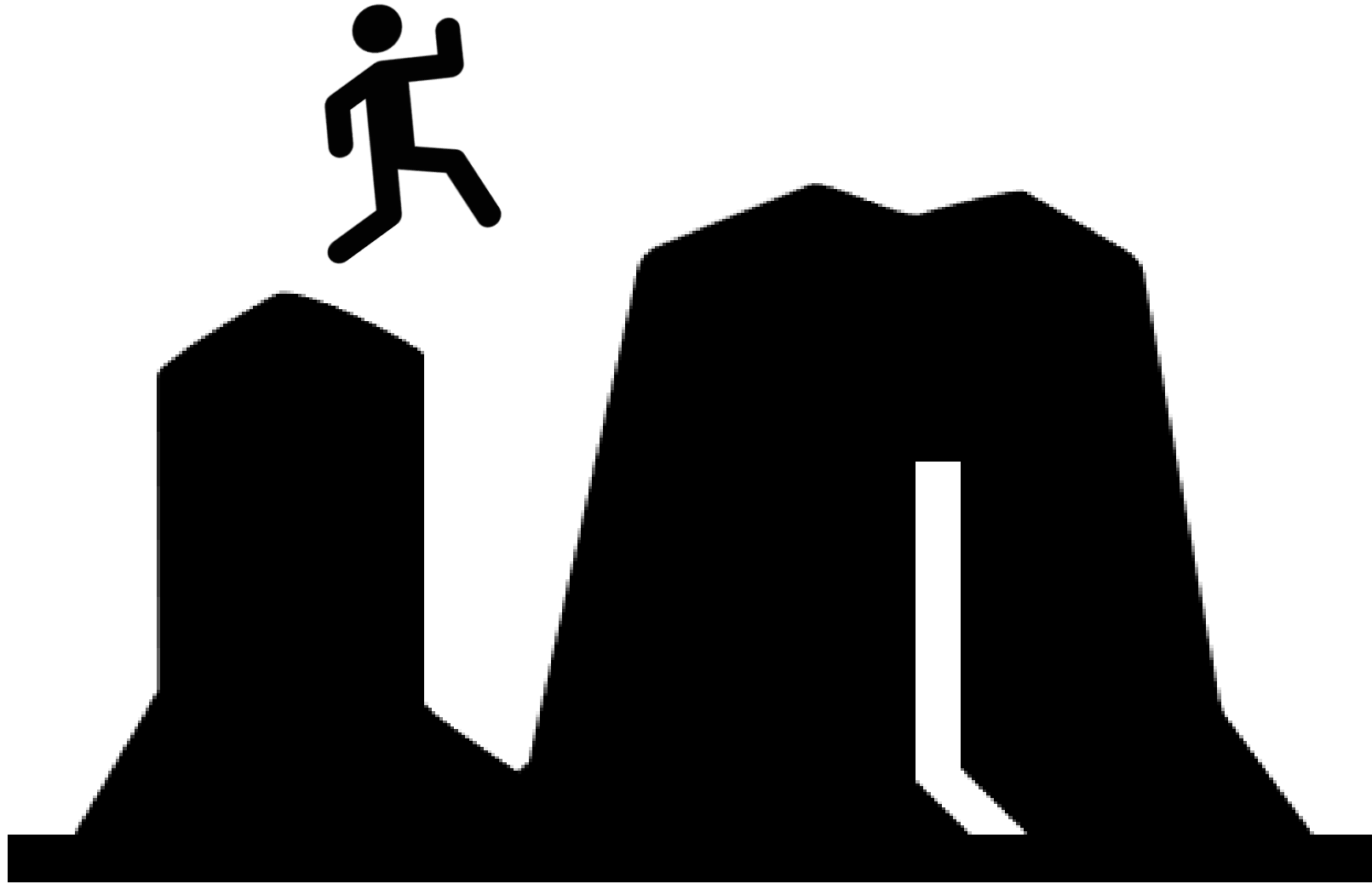
HOW CAMPAIGNS DRIVE A CULTURE OF PHILANTHROPY



ENDOWMENT OPPORTUNITIES DURING A CAMPAIGN

Institution	Total Enrollment (Fall 2022)	Endowment (FY22 market value)
George Mason University	39,607	\$158M
University of Virginia	25,879	\$9.9B
Virginia Commonwealth	28,408	\$2.4B
Old Dominion	23,107	\$329M
Virginia Tech	38,170	\$1.7B
William & Mary	9,654	\$1.3B





MASON NOW

POWER THE POSSIBLE

FY2021-FY2028



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

Student Success

- No qualified student faces financial or educational barriers at Mason.

Research

- The University will significantly expand its ability to impact the most pressing issues of our time.

Innovation

- Mason meets future challenges and opportunities by engaging diverse perspectives, questioning the status quo, and fearlessly forging new paths.

Community

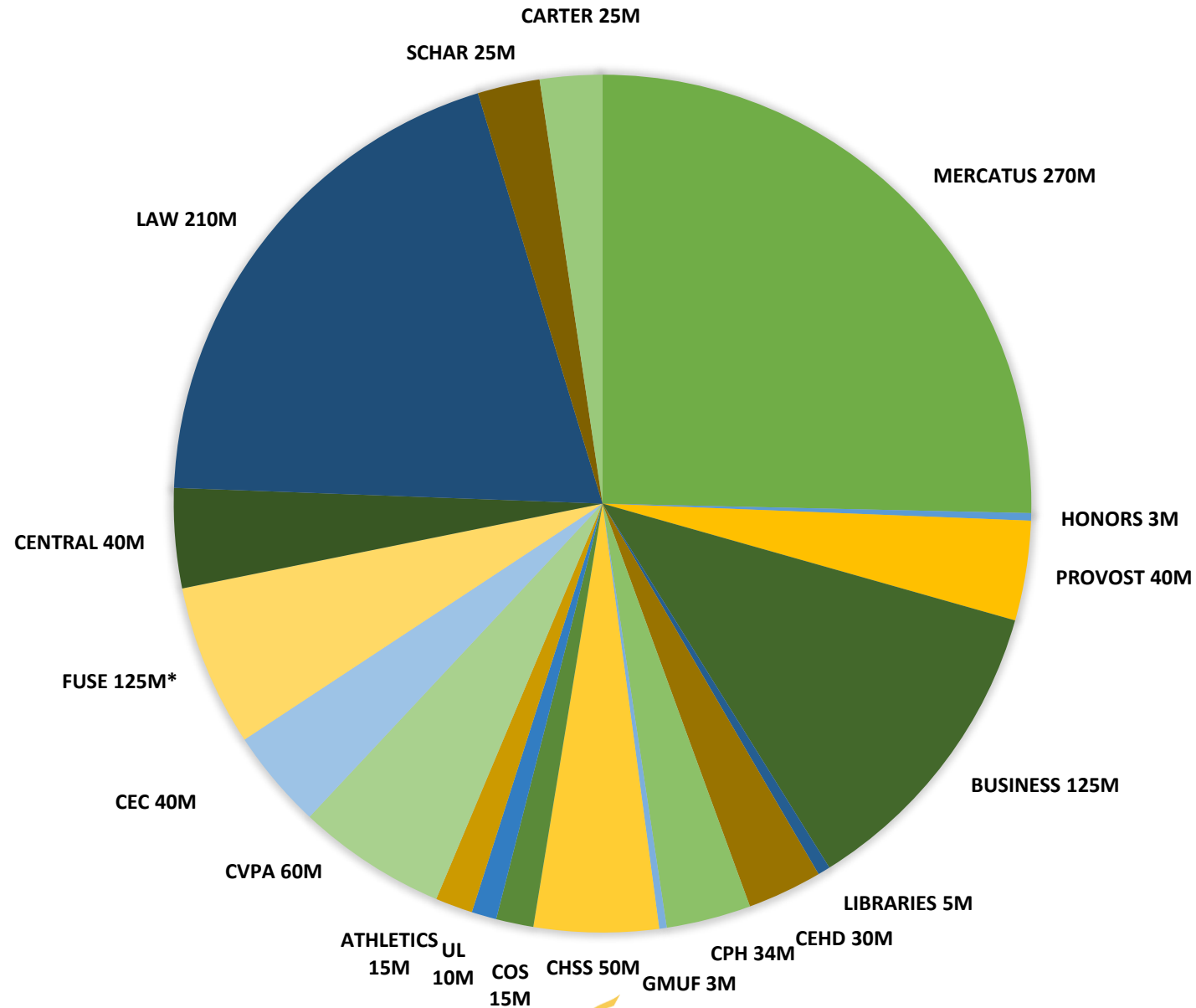
- Fostering and enriching inclusive communities – on campus, locally, nationally, and globally.

Sustainable Future

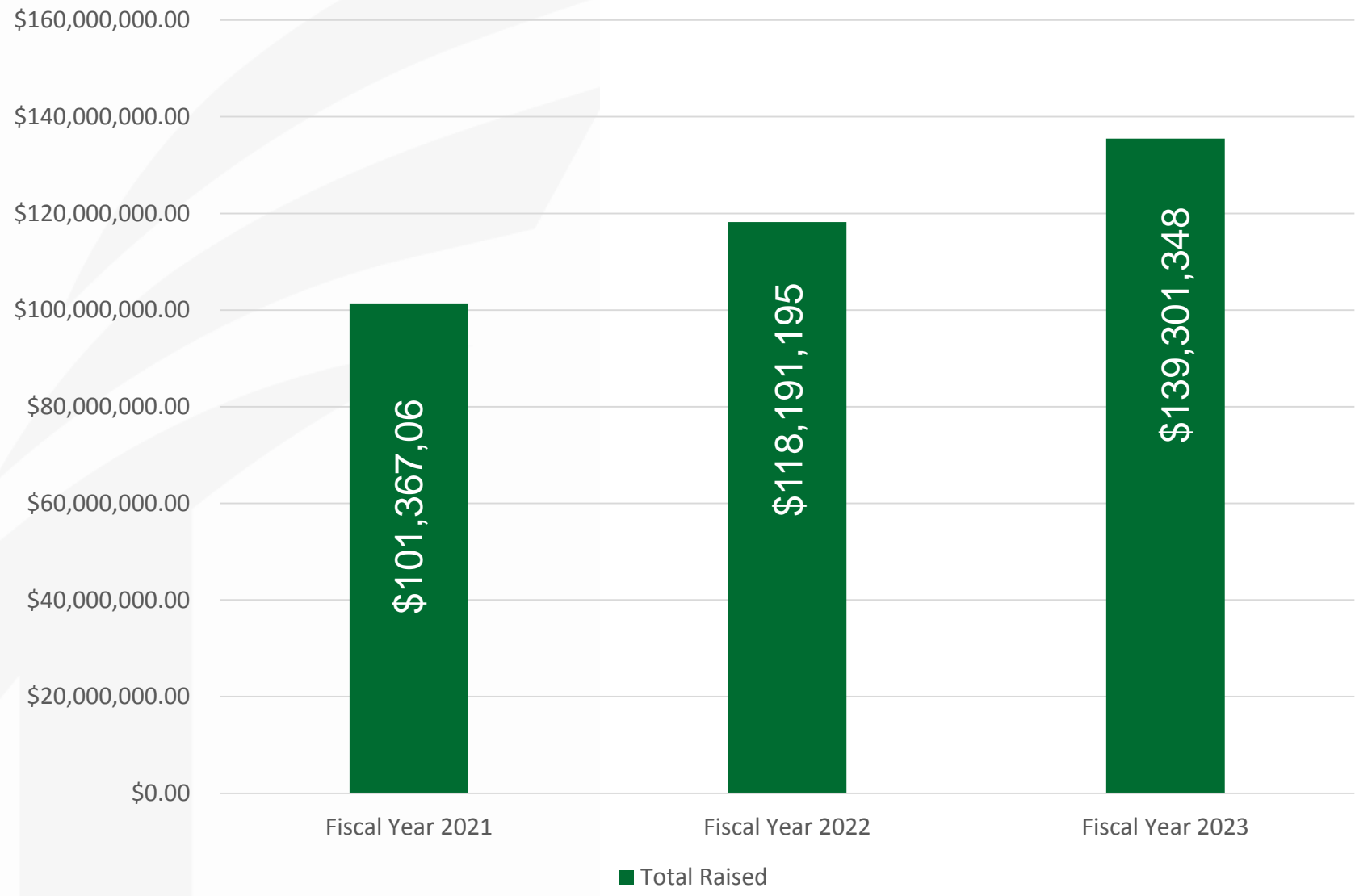
- Mason is a model of responsible stewardship – financially, socially, and environmentally.

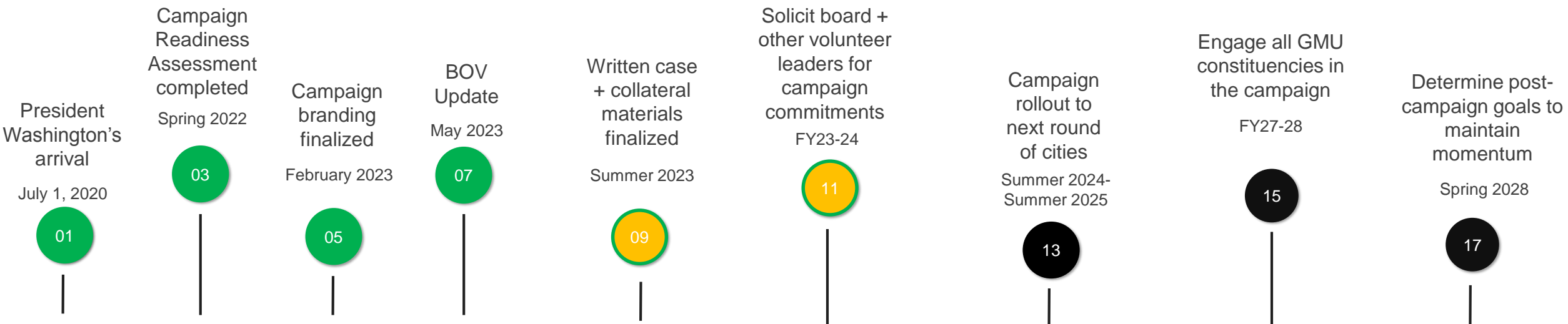


BENCHMARKS TO \$1,000,000,000 AND BEYOND

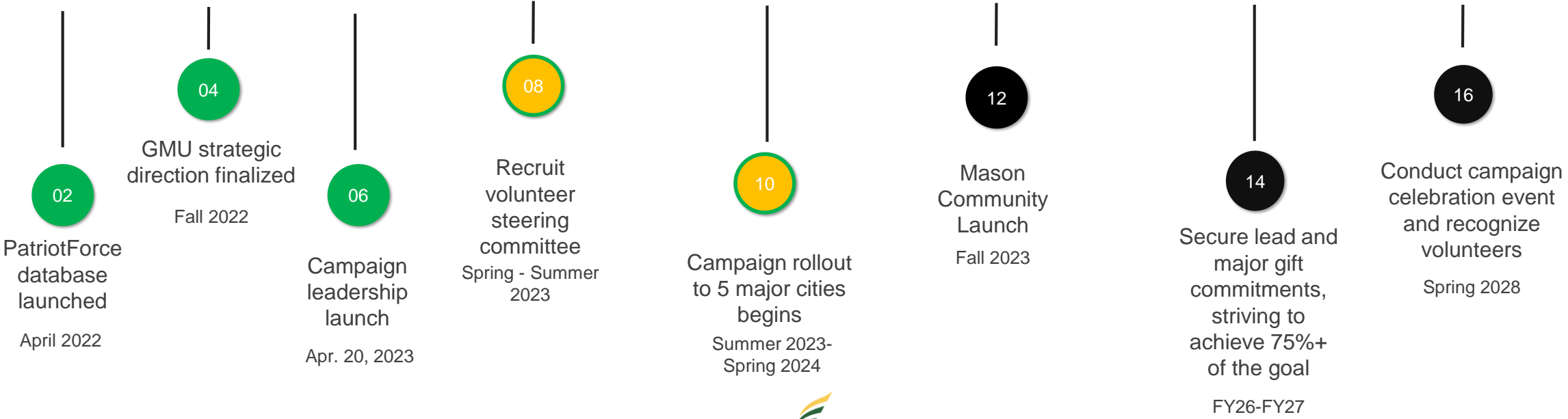


CAMPAIGN PROGRESS





Preparation and Planning Phase FY21-23 **Lead and Major Donor Phase FY23-26** **Capstone Phase FY27-28**



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,
Vice President, Advancement & Alumni
Relations*

*President, George Mason University
Foundation, Inc.*

tbowden2@gmu.edu



The image shows three graduates in green caps and gowns with yellow stoles, standing in profile in front of a large, gold, three-dimensional sign that reads "MASON". The background is a lush green field with trees. A dark green banner with white and yellow text is overlaid at the bottom of the image.

Growth & Efficiency

Building Financial Sustainability & Effectiveness

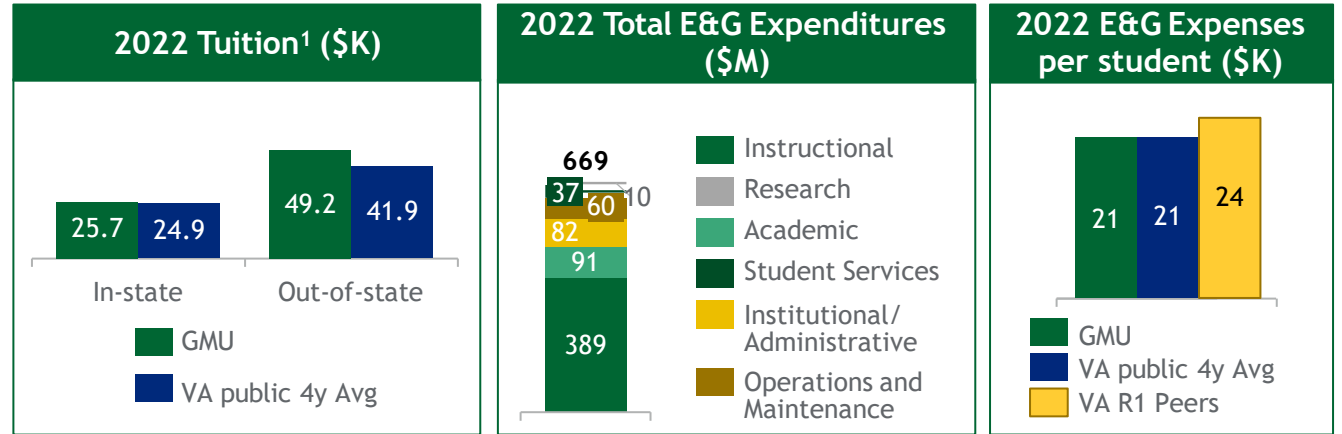
Office of the Executive Vice President | July 27, 2023



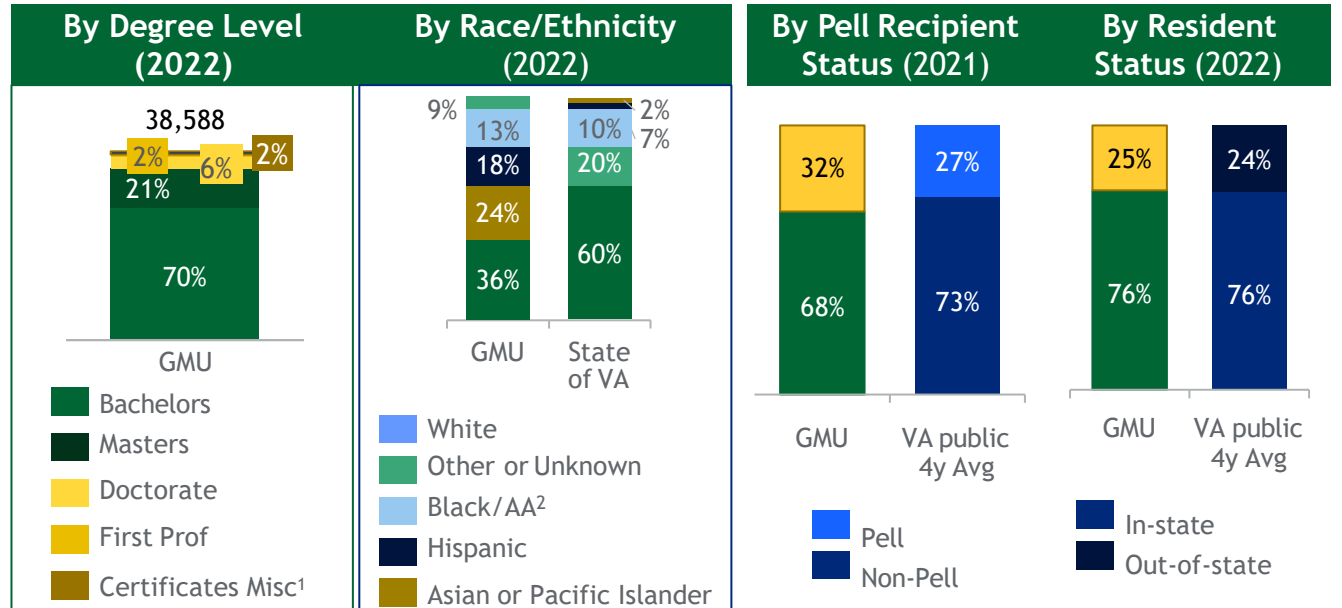
I. Unparalleled Access + Success

Mason Is A Success Story

High-level Financials



Student Population



Highlights from Six-Year Planning Process:

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

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)

+2.2%
Annual growth
in enrollment
over 10 years

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)

+2.5%
Annual growth
in student
attendance
cost over 10
years

Program alignment & performance

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)

+6pp
Increase in 6-yr
grad rate
over 11 years

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)

+0pp
Growth in share
of rev. from Gen.
Fund over
10 years

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

+3.9%
Growth in
wages of BA
graduates
over 9 years

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)

+2.2%
Annual growth
in per-student
expenditure
over 10 years

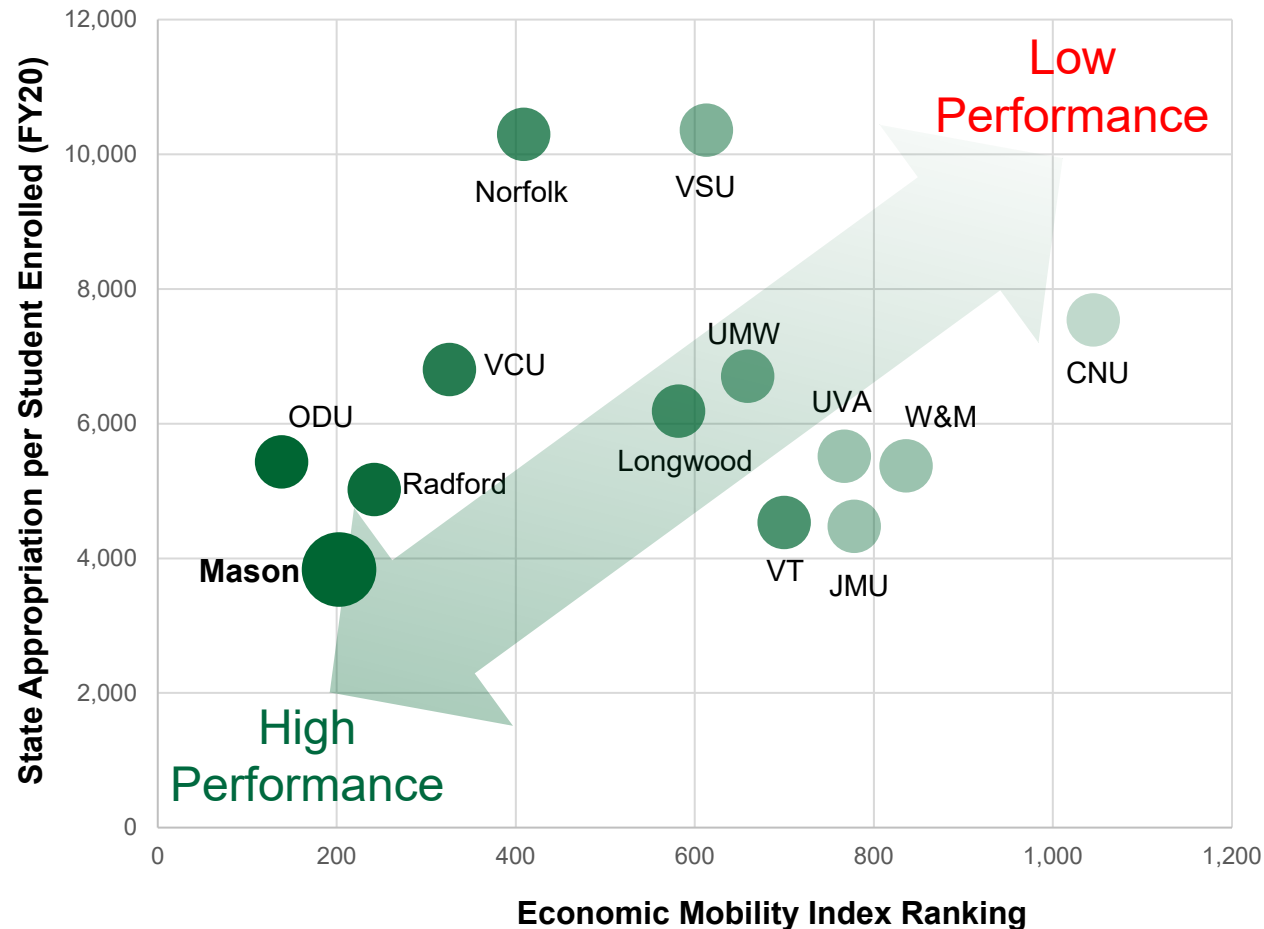
Delivering Economic Mobility & Development

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

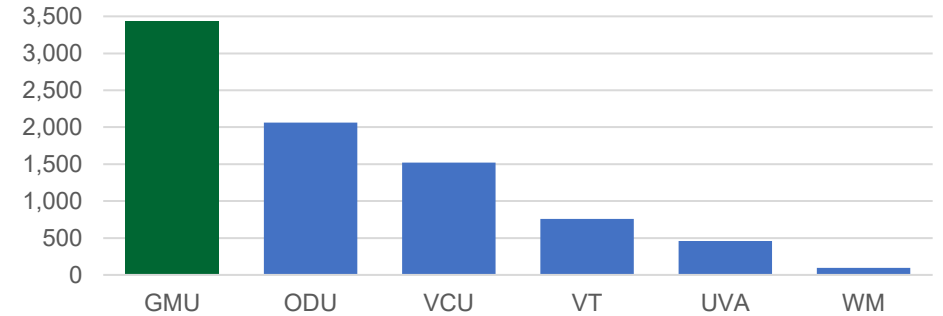
Through a variety of programs and pathways, Mason provides access and opportunity for nontraditional students of all demographics



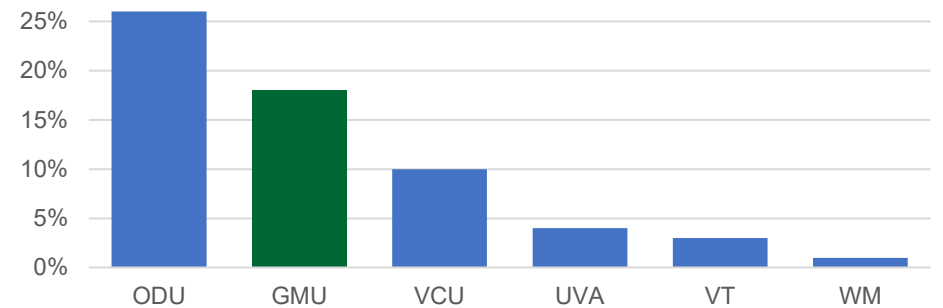
MASON LIFE PROGRAM



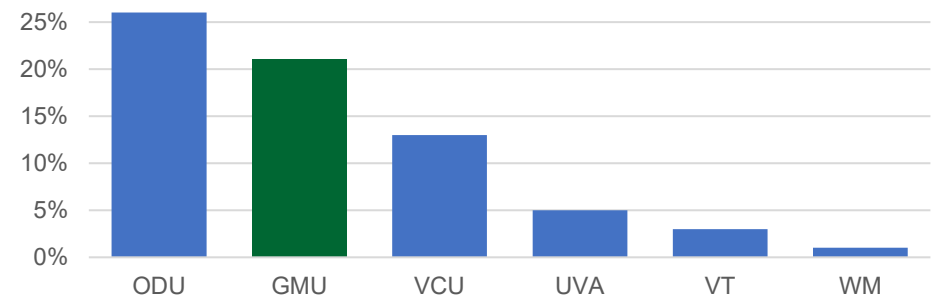
Transfer Students



% Undergrads Over 25 Years Old

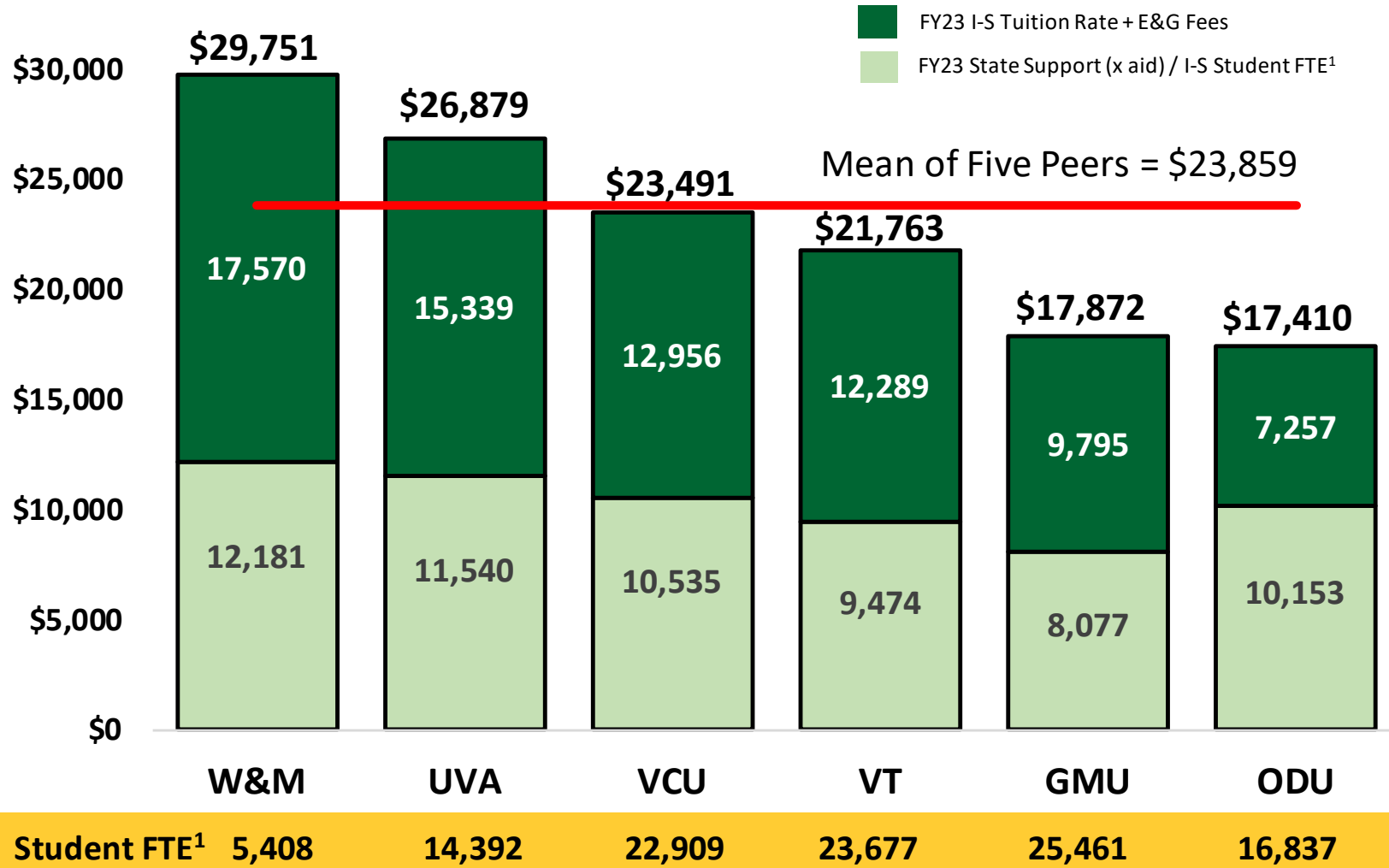


% Part-time Undergrads



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

Maintaining Affordability

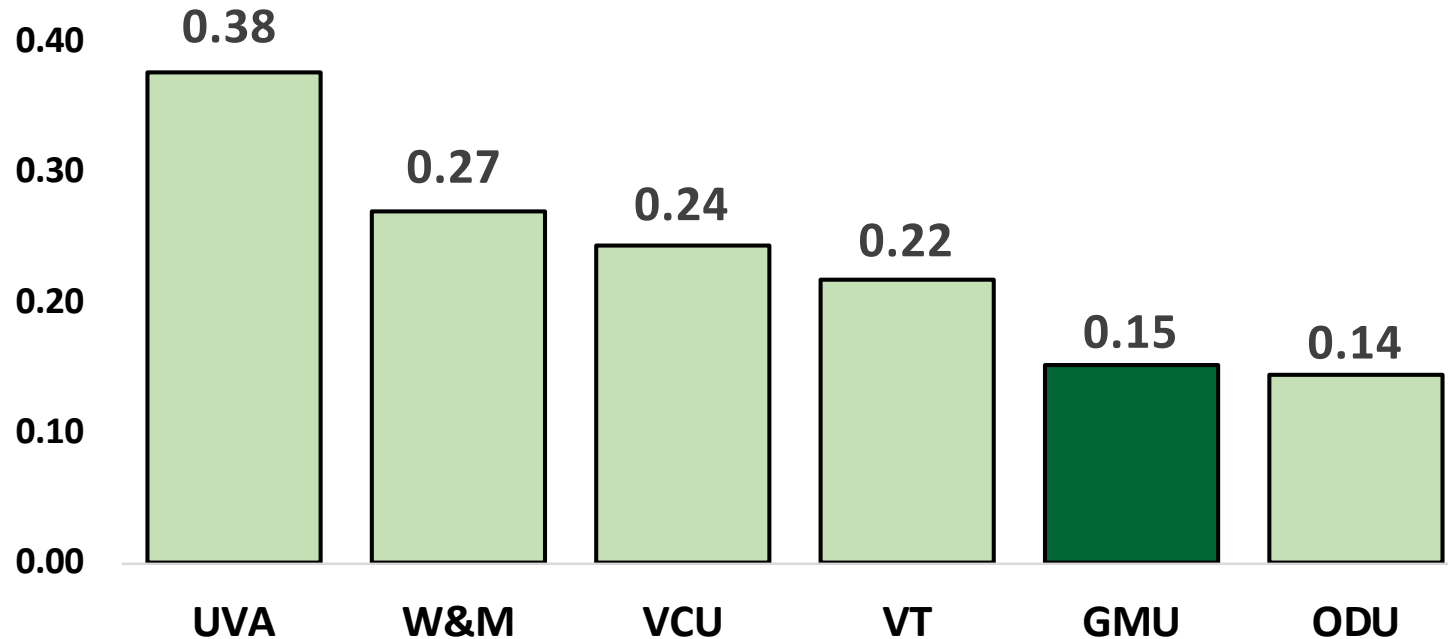


When state and tuition funding are combined, Mason is nearly \$6,000 per in-state student FTE below the mean of five doctoral peer institutions

(1) I-S Student FTE is based on FY22 enrollment. The update for FY23 will be available in the Fall.

Operational Efficiency

Total Employee FTE / Total Student FTE



	UVA	W&M	VCU	VT	GMU	ODU
Employee	9,792	2,463	6,481	8,240	4,898	2,738
Student	26,070	9,124	26,730	37,981	32,344	18,891
Ratio	0.38	0.27	0.24	0.22	0.15	0.14

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.

Approved FY2024 Operating Budget

- **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*

Cash basis (\$Ms)	FY 2022 Actual	FY 2023 3Q Forecast with Masonvale	Scenario #1	Scenario #2	Scenario #3
			FY 2024 Proposed (Baseline)	FY 2024 Proposed (Worst)	FY 2024 Proposed (Best)
Revenues					
Net Tuition and Fees	466	489	512	504	508
State Appropriations	251	269	310	316	351
Grants & Contracts	236	240	256	256	256
Auxiliary Enterprises	233	250	257	257	257
Other Operating Revenue	13	21	17	17	17
<u>Non-Operating Revenue:</u>					
Relief Funding	40	46	0	0	0
Total Revenues	1,239	1,316	1,352	1,350	1,390
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	-	57	32	50	11
Adjusted Shortfall	0	0	0	0	0

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

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

1
2
3

Efficiency

- Aligning people and technology to improve effectiveness and efficiency

Diversification

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

State Support

- Funding equity

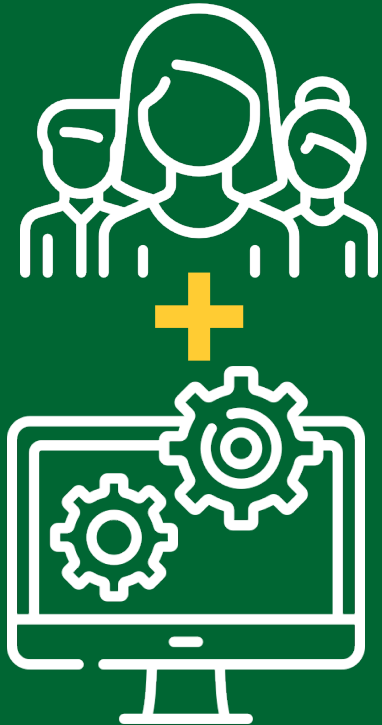
Efficiency Initiatives

- **Improving efficiency & effectiveness of operational infrastructure to enhance service delivery**
- **Alignment of people & technology through modernization**

Progress
makes
Progress
makes
Progress
makes
Progress
makes
Progress
makes
Progress

- 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

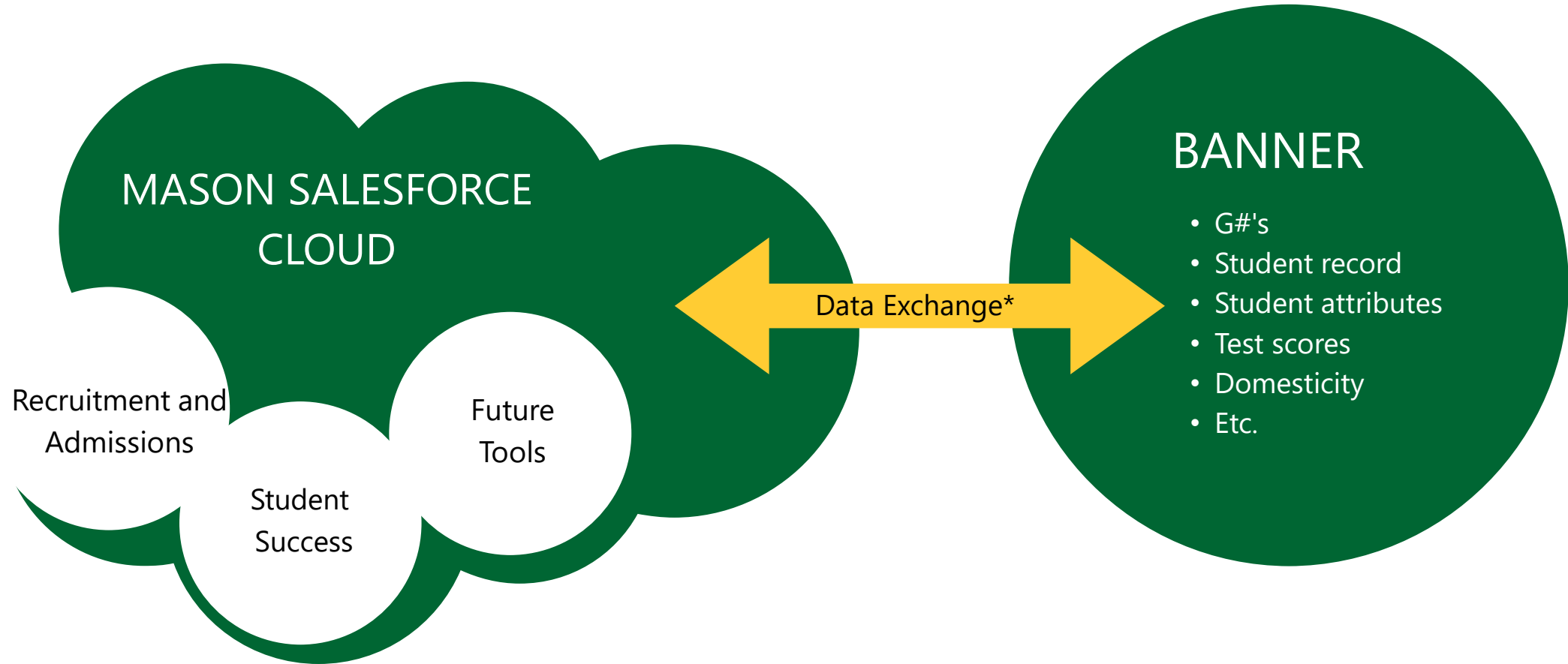
Aligning People + Technology



- **Student Lifecycle Transformation**
- **Research Administration**
- **Learning Management System**
- **Realizing Banner Functionality**
- **Shared Services**
- **Performance Culture**
- **Telecom System**
- **Space Optimization**

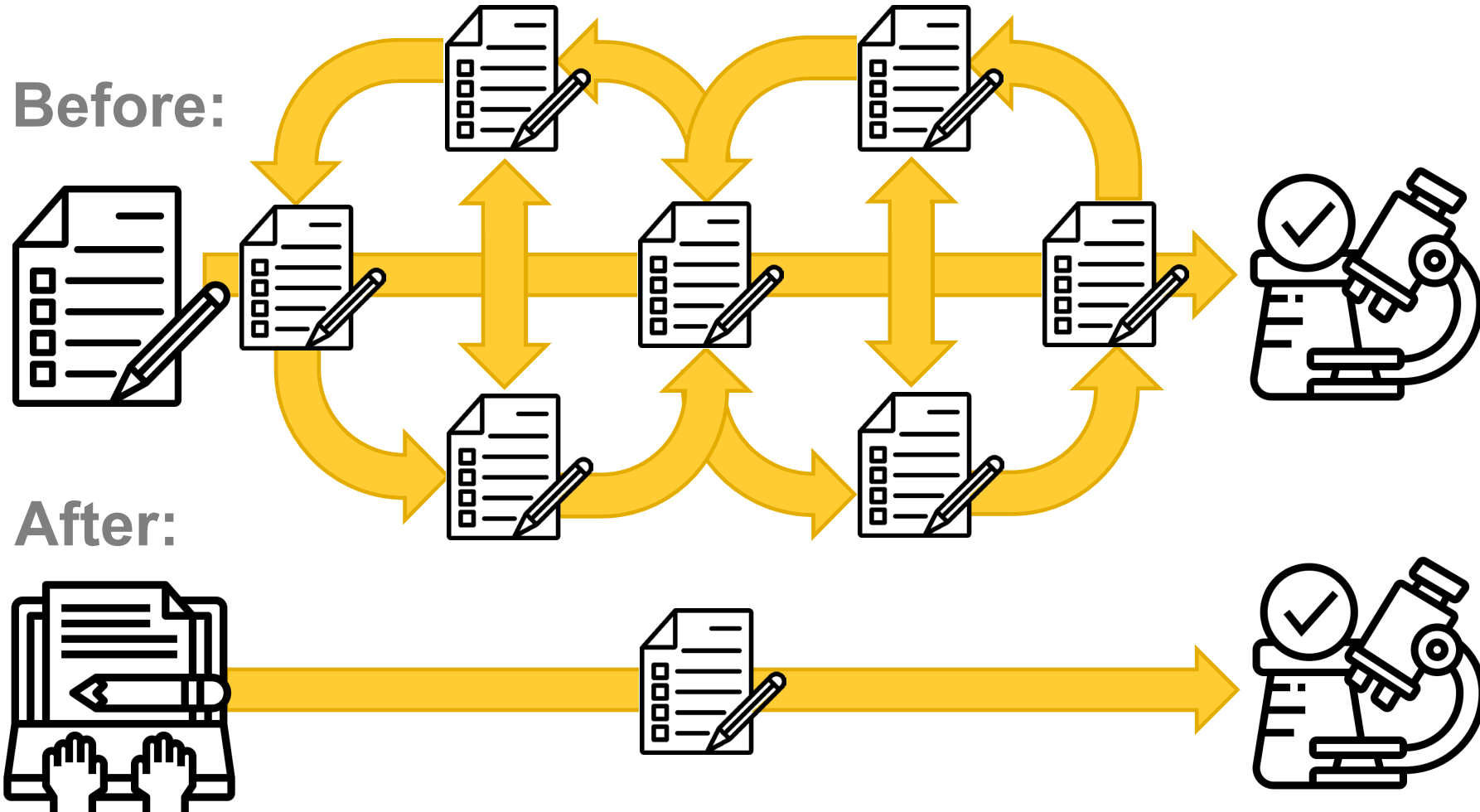
Student Lifecycle Transformation

Salesforce



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



Integrated web-based system to support research through streamlined workflows, enhanced reporting, and improved compliance.

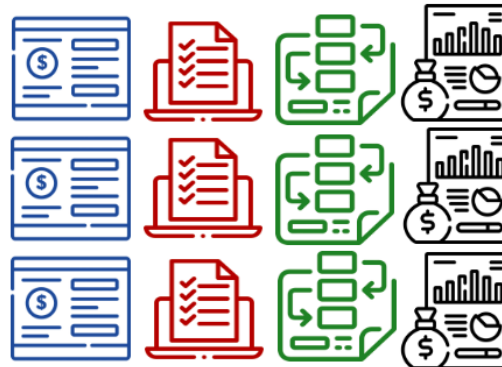
The Foundation for Progress

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

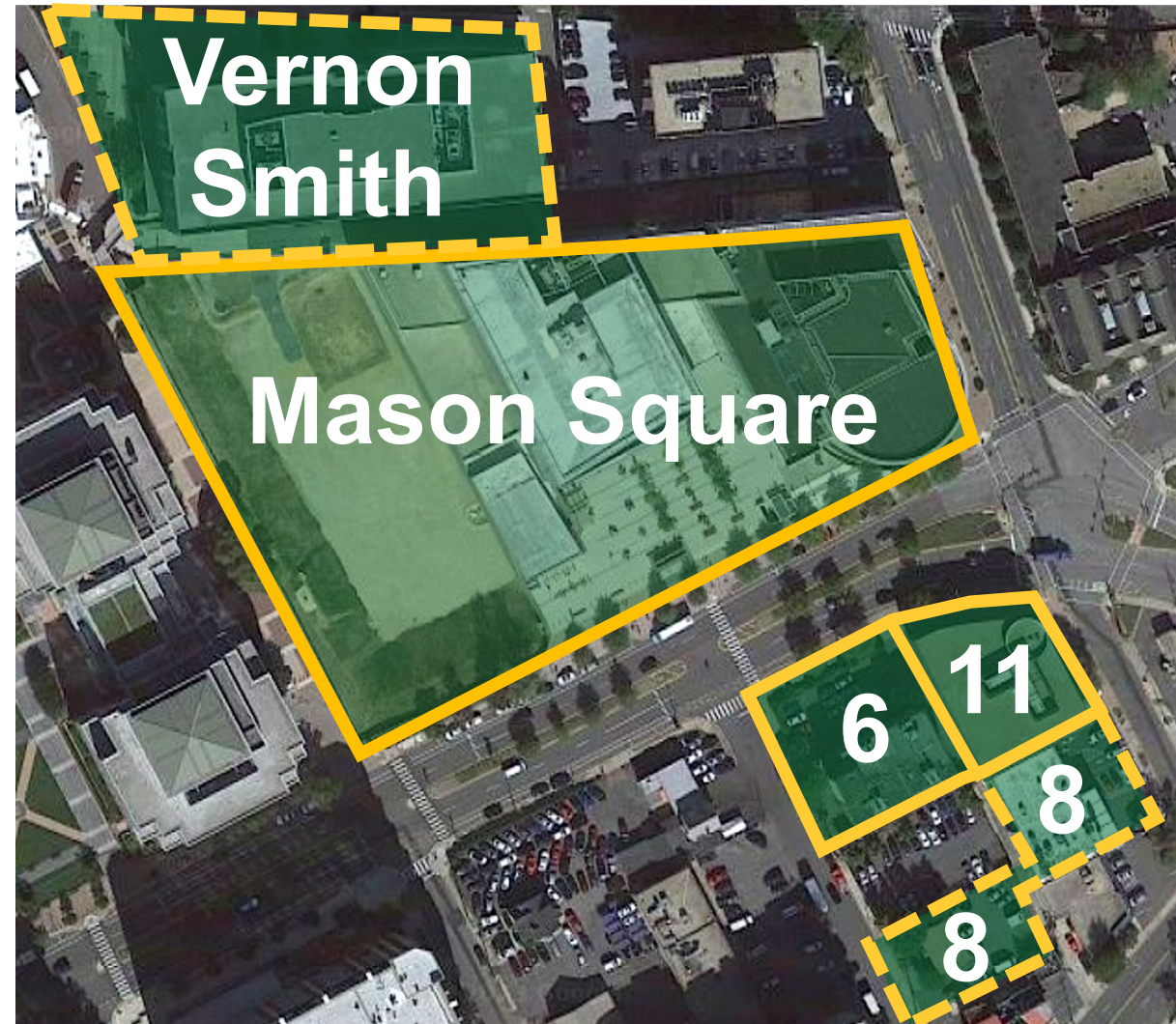
- **Pursuit of additional revenue streams**
 - **Real Estate Acquisitions**
 - **Public Private Partnerships**
 - **Requesting Cash Management**

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

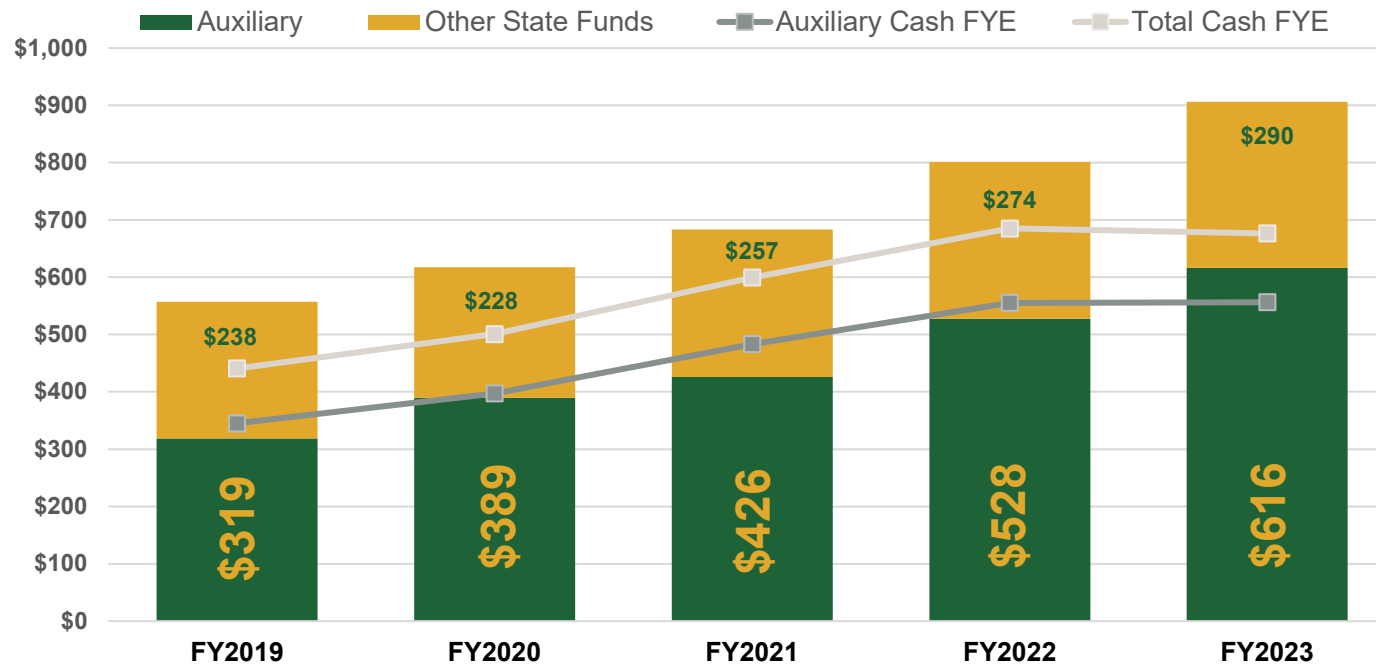
Capital Investment

- ✓ **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



Requesting Cash Management

GMU Average Annual Balances At The State
(Millions)



Aux Interest Income:	\$5.6M	\$8.2M	\$4.3M	\$1.3M	\$11.9M
Effective Rate:	1.8%	2.1%	1.0%	0.3%	1.9%

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

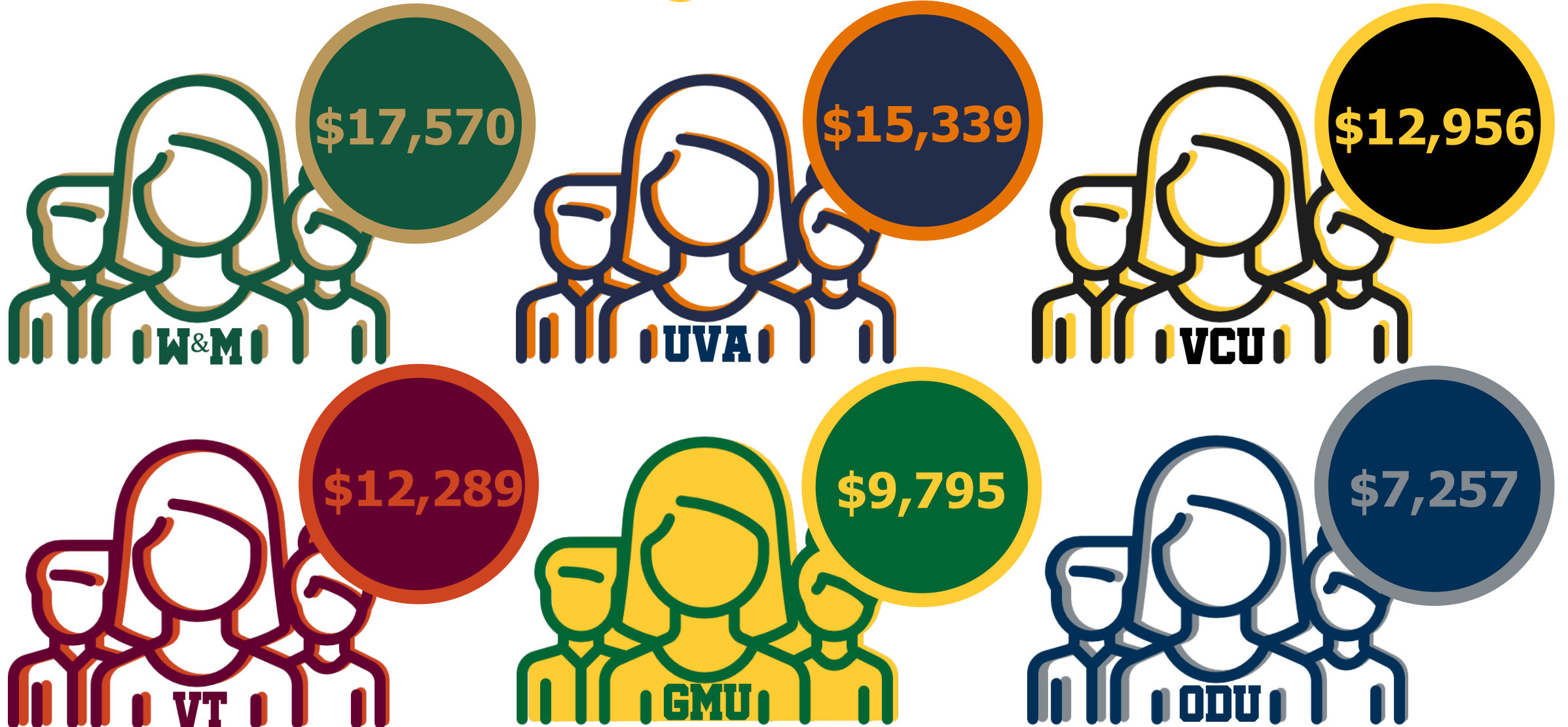
- **Funding equity**

Why Aren't Mason Students Treated Equitably?



Mason is Accessible and Affordable.

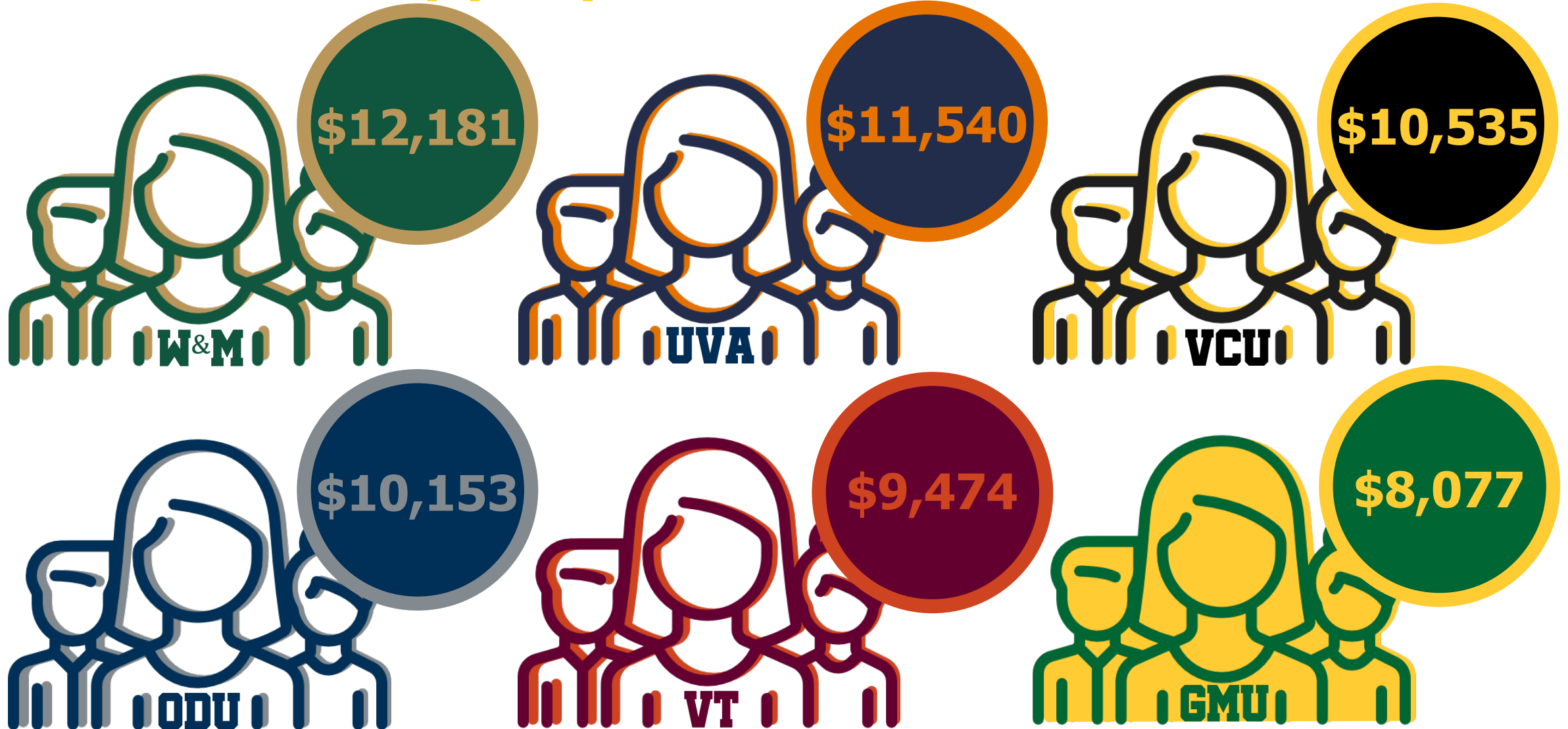
FY23 In-State Undergrad Tuition



Includes mandatory E&G Fees; Does not include mandatory auxiliary fees

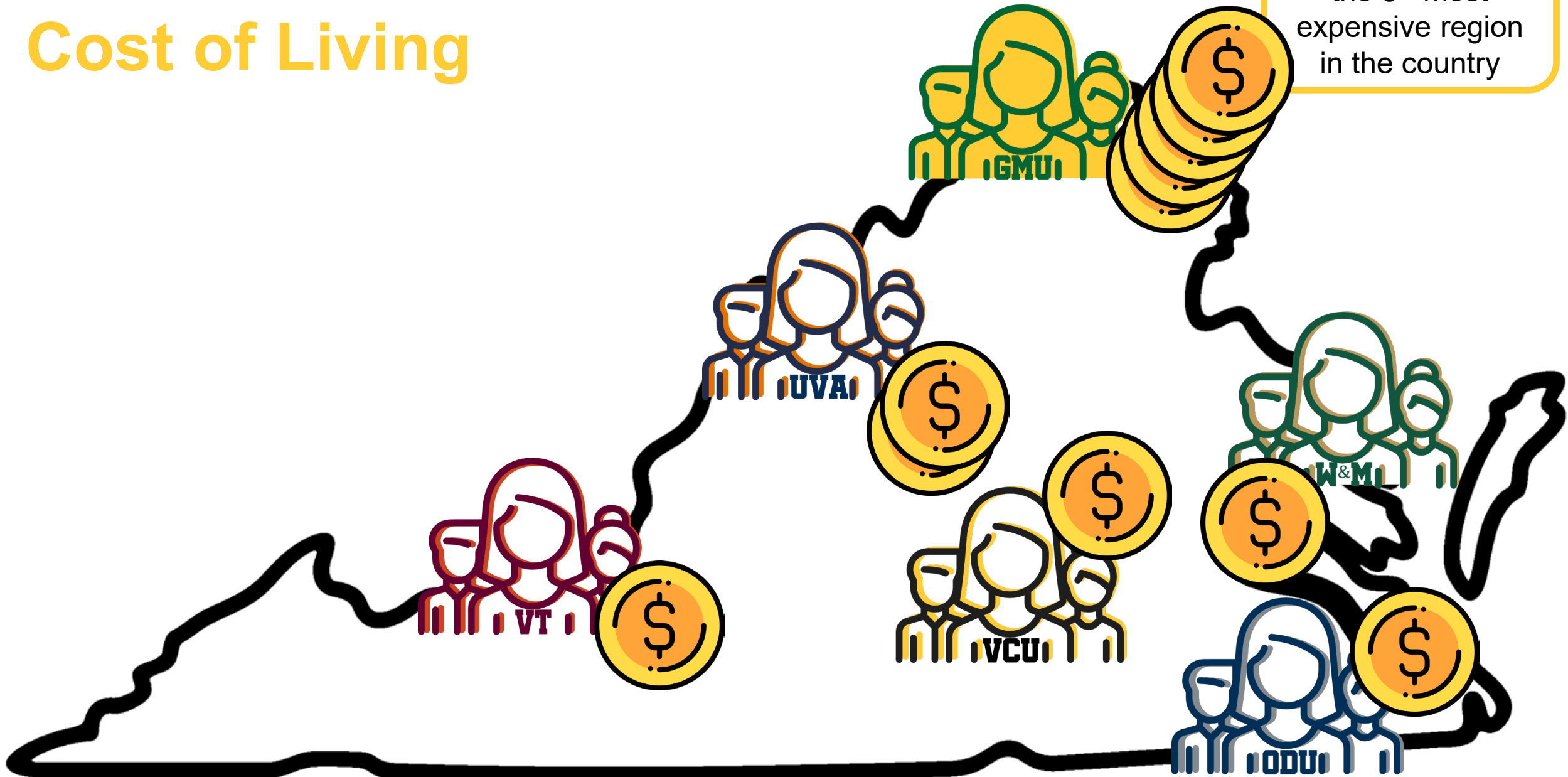
Mason Students Get Less State Support.

FY23 State Appropriations Per Student

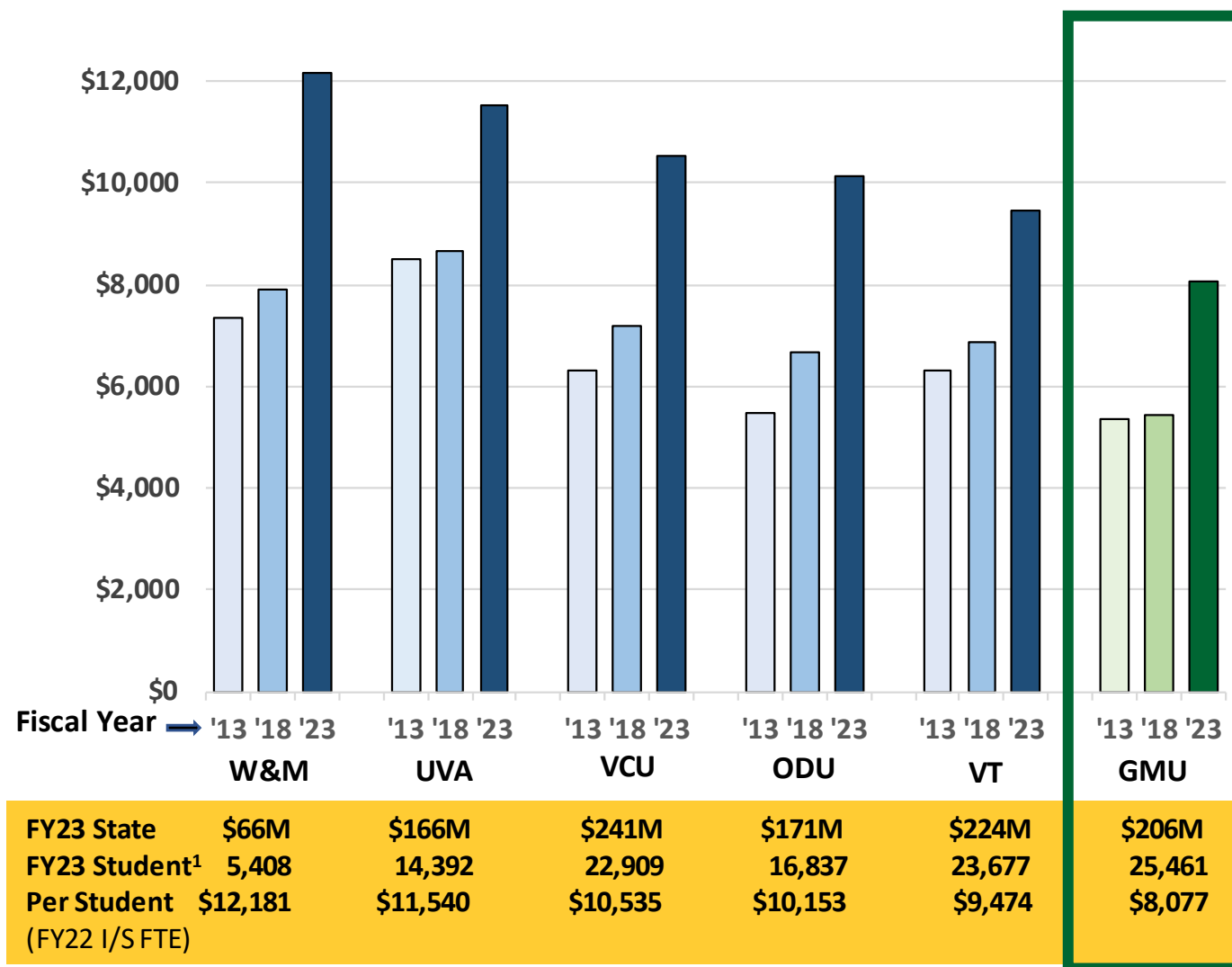


NoVA Costs More. Cost of Living

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



State Appropriations per In-State Undergrad (FTE) E&G General Fund (excluding aid)



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.

FINANCIALLY
↓

Don't treat us **all together** different.