### 2022 Planning Conference
Board of Visitors, Board of Trustees Executive Committee, President’s Council & Alumni Association
A New Beginning – Day One | Financial Framework
Thursday, July 28, 2022 | Horizon Hall Room 2014

<table>
<thead>
<tr>
<th>Time</th>
<th>Session Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>7:45</td>
<td>Continental Breakfast (Room 2014 Exterior)</td>
</tr>
<tr>
<td>8:30</td>
<td>Welcome Remarks, Agenda Overview &amp; Key Milestones/Achievements</td>
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<tr>
<td></td>
<td>Gregory Washington</td>
</tr>
<tr>
<td>9:00</td>
<td>Framing of the Day</td>
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<tr>
<td></td>
<td>Mark Ginsberg</td>
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<tr>
<td>9:15</td>
<td>Small Group Breakout Stations: Each station will run for 18 minutes, address four key</td>
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<td></td>
<td>areas and is followed by a four-and-a-half-minute transition. Facilitators will provide</td>
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<tr>
<td></td>
<td>a short presentation highlighting key initiatives. Attendees will be in preassigned</td>
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<td></td>
<td>groups and rotate through the four stations.</td>
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<tr>
<td></td>
<td><strong>Station #1</strong>: Strategic Plan</td>
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<td></td>
<td><strong>Facilitator</strong>: Ken Walsh</td>
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<tr>
<td></td>
<td><strong>Station #2</strong>: Mason Student Success</td>
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<td></td>
<td><strong>Facilitators</strong>: Rose Pascarell</td>
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<td></td>
<td><strong>Station #3</strong>: Research</td>
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<tr>
<td></td>
<td><strong>Facilitators</strong>: Andre Marshall, Paula Sorrell</td>
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<td></td>
<td><strong>Station #4</strong>: Faculty &amp; Staff Success</td>
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<td></td>
<td><strong>Facilitators</strong>: Mark Ginsberg, Melissa Broeckelman-Post, Kim Eby, Erin Rogers</td>
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<tr>
<td>10:45</td>
<td>Break</td>
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<tr>
<td>11:00</td>
<td>Financial Framework</td>
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<tr>
<td></td>
<td><strong>Presenters</strong>: Deb Dickenson, Rene Stewart O’Neal</td>
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<tr>
<td>11:45</td>
<td>Morning Recap</td>
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<td></td>
<td>Gregory Washington, Mark Ginsberg</td>
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<tr>
<td>12:00</td>
<td>Lunch / Horizon Hall</td>
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<td></td>
<td>Reading Wall Atrium</td>
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<tr>
<td>1:00</td>
<td>Branding</td>
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<tr>
<td></td>
<td><strong>Presenter</strong>: Paul Allvin</td>
</tr>
<tr>
<td>Time</td>
<td>Session</td>
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<td>-------------------------------------------------------------------------</td>
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</tbody>
</table>
| 1:45  | **Small Group Breakout Stations**: Breakout sessions will address strategic topics that will be some of the areas of focus in 2022-2023. Each station will run for 18 minutes followed by a four-and-a-half-minute transition. Attendees will be in preassigned groups and rotate through the four stations.  
   Station #1: **ARIE – Our Path Forward**  
   **Facilitator**: Sharnnia Artis, Kim Eby  
   Station #2: **Advance & the Mason Virginia Promise**  
   **Facilitators**: Janette Muir, Paula Sorrell, Jason Dodge  
   Station #3: **Philanthropy & Comprehensive Campaign Planning**  
   **Facilitator**: Trishana Bowden  
   Station #4: **2022-2023 Legislative Priorities**  
   **Facilitator**: Paul Liberty |
| 3:15  | Break                                                                   |
| 3:30  | **COVID: A Look Back & Moving Forward**  
   **Presenters**: Julie Zobel, David Farris |
| 4:15  | Reflections & Closing Comments  
   Gregory Washington, Mark Ginsberg |
| 4:30  | Reception / Horizon Hall (Room 2014 Exterior) |
Creating the Next Great University

Gregory Washington
How Are We Doing?

**UG ENROLLMENT**
- 2019: 26,553
- Current: 27,926
- Change: 5.2%

**GRAD ENROLLMENT**
- 2019: 11,124
- Current: 11,789
- Change: 6.0%

**RESEARCH EXPENDITURES**
- 2019: $186,267,000
- Current: $214,207,000
- Change: 15%

**GRADUATION RATES**
- 2019: 70.1%
- Current: 70.7%
- Change: -0.85%

**PERCENT ONLINE CLASSES**
- 2019: 39.6%
- Current: 10.7%
- Change: 270%

**STUDENT DEBT**
- 2019: $28,463
- Current: $29,400
- Change: -3.2%

*Changes show remarkable pandemic performance*
This Is Who We Are

**TOP 50**

Public University in the U.S.  
(Wall Street Journal 2021)

**TOP 12**

Public Law School in the U.S. (30th Overall)  
(U.S. News & World Report)

**#9**

University in the World for Cybersecurity (#8 in the U.S., #1 in VA)  
(EduRank)

**#1**

in Virginia for Software Engineering, Web Design and Development, Data Administration, and Data Science  
(EduRank)

**#1**

in the U.S. for Criminal Justice and Police (#1 in VA)  
(College Factual)

**#10**

U.S. Public University for Innovation (#1 in VA)  
(U.S. News & World Report)

**#1**

Public University in the U.S. for Critical Infrastructure Protection (#1 in VA)  
(College Factual)

**#1**

Young University in the U.S. (Global Top 50)  
(Times Higher Education 2022)
This Is Who We Are

Mason is nationally respected for both its academic and social impact.

Mason provides an excellent return on investment.

**Earnings to Price Return**
Measures median 10-year earnings compared to the net price (cost of attendance minus financial aid).

**Earnings to Debt Return**
Measures median 10-year earnings compared to the median debt.
Virginia’s Largest and Most Diverse Four-Year Public University

54% of Mason undergrads are from historically underrepresented groups.

- 35% White (9,565)
- 22% Asian (6,078)
- 16% Hispanic or Latino (4,404)
- 11% Black or African American (3,076)
- 5% -2+ Races (1,435)
- >1% Other (58)
- 7% Non-Resident (1,874)
- 4% Unknown (905)
- 5% Non-Resident (1,874)
- 4% Other (58)
- 35% Hispanic or Latino (4,404)
- 22% Asian (6,078)
- 15% Black or African American (3,076)
- 5% -2+ Races (1,435)
- >1% Unknown (905)
- 7% Non-Resident (1,874)
- 4% Other (58)
- 35% White (9,565)

11,661 11,399 10,882 10,368 10,556 10,421 10,581 10,706 10,950 11,143 11,185
647 528 493 495 536 553 543 495 487 604 604
20,653 20,990 22,403 23,249 24,097 25,323 26,553 27,054 27,595 27,395 27,926

GR Total, Law, UG Total

FY13 FY14 FY15 FY16 FY17 FY18 FY19 FY20 FY21 FY22 FY23

Virginia's Largest and Most Diverse Four-Year Public University

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GR Total, Law, UG Total

FY13 FY14 FY15 FY16 FY17 FY18 FY19 FY20 FY21 FY22 FY23
Mason Students

39,142 Students

Undergraduate 27,395 70%
Graduate 11,747 30%

Top 5 Bachelor’s Programs

- Computer Science: 1,904
- Information Technology: 1,238
- Biology: 1,164
- Criminology, Law and Society: 715
- Government and International Politics: 606

Top 5 Master’s Programs

- Special Education, MED: 571
- Data Analytics Engineering, MS: 506
- Business Administration, MBA: 402
- Computer Science, MS: 324
- Education, PhD: 269

Historically Underrepresented Populations

- 54%
- 32%
- 14%
- 36%
- 21%
- 60%

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 2021 Census Enrollment Data, OIEP.
Mason and National Graduation Rates

NOTE: National average graduation rates were calculated for the 4-year bachelor's cohort at Title IV U.S. institutions. (Data for cohort year 2014)
Who Are We?

• We enroll cohorts of students who look like our state
• We graduate all those cohorts with no gaps—and no excuses
• We provide opportunities and experiences to ALL
• We strive for our faculty and staff to reflect our state’s population
• Our diversity and inclusion are intentional, not coincidental
• We’re not just limited to higher education—K-12 education is an area we can help with, too
• We focus and solve the big problems and grand challenges of our day
• We are a performance culture, not an entitlement one
Peer Analysis

In-State, Undergraduate Tuition

Undergraduate Enrollment

In-State, Undergraduate Mandatory Fees

Graduate Enrollment

Published Tuition

Enrollment (FTE)

Graduate Enrollment (FTE)

Published Mandatory Fees

Enrollment (FTE)

George Mason University
Old Dominion University
University of Virginia-Main Campus
Virginia Commonwealth University
Virginia Polytechnic Institute and State University
William & Mary

George Mason University
Old Dominion University
University of Virginia-Main Campus
Virginia Commonwealth University
Virginia Polytechnic Institute and State University
William & Mary
Challenges

• **Enrollment cliff**
  – Demographic challenges

• Economic challenges (recession, inflation, etc.)

• **Value proposition in question**

• Political/policy challenges

• **Mental health crisis**

• Talent shortage (IT, cyber, nursing, teaching); can we meet the demand?

• **Challenging funding model**
  – degrees vs. credentials
  – transfer vs. traditional
    • 67% increase in transfers over 15 years
Between 2026 and 2031 the number of high school graduates is expected to drop by 9 percent. Those students who remain are likely to be more diverse (fewer White students and more Hispanic), with a greater range of academic abilities (fewer high scorers on SAT and ACT), and with stagnant family income.
Enrollment Patterns

Projected VA High School Graduates

Projected (as of 2020)

College Enrollment Drops, Even as the Pandemic’s Effects Ebb

A generation of students may be weighing the value of college versus its cost, questioning whether college is still the ticket to the middle class.

THE BIG IDEA

A shortage of college students will soon hit the Northeast

By Kara Miller Globe Correspondent. Updated March 11, 2022, 9:32 a.m.

OPINION: With college enrollment tumbling, new strategies are urgently needed

Four-year colleges must take notice — and reach out to nontraditional students.

College Enrollment Declines Are Here to Stay

The enrollment data comes as a growing number of students consider alternatives to higher education — both as a result of tuition costs and data highlighting earnings potential without a degree.
Most U.S. families need substantial financial support to access higher education.

Distribution of EFC at four-year public and private nonprofit institutions, full-time students

<table>
<thead>
<tr>
<th>Quartile</th>
<th>Avg EFC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bottom Quartile</td>
<td>$650</td>
</tr>
<tr>
<td>Bottom-Middle Quartile</td>
<td>$4400</td>
</tr>
<tr>
<td>Top-Middle Quartile</td>
<td>$13,000</td>
</tr>
<tr>
<td>Top Quartile ($113,001-$150,000)</td>
<td>$25,000</td>
</tr>
<tr>
<td>Top Quartile ($&gt;$150,000)</td>
<td>$60,000</td>
</tr>
</tbody>
</table>

51% of families can contribute $5,000 or less

1. ATI Analysis of 2015–16 National Postsecondary Student Aid Study Data
Cost of Living in Our Region Makes It Difficult

<table>
<thead>
<tr>
<th></th>
<th>1 Person</th>
<th>2 People</th>
<th>3 People</th>
<th>4 People</th>
<th>5+ People</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alexandria City</td>
<td>$26,534</td>
<td>$37,525</td>
<td>$45,958</td>
<td>$53,068</td>
<td>$59,332</td>
</tr>
<tr>
<td>Arlington County</td>
<td>$48,990</td>
<td>$69,282</td>
<td>$84,852</td>
<td>$97,979</td>
<td>$109,544</td>
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<tr>
<td>Fairfax County</td>
<td>$40,518</td>
<td>$57,301</td>
<td>$70,179</td>
<td>$81,035</td>
<td>$90,600</td>
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<tr>
<td>Loudoun County</td>
<td>$43,489</td>
<td>$61,503</td>
<td>$75,325</td>
<td>$86,978</td>
<td>$97,244</td>
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<tr>
<td>Prince William County, Manassas City, Manassas Park City</td>
<td>$30,821</td>
<td>$43,587</td>
<td>$53,383</td>
<td>$61,642</td>
<td>$68,918</td>
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<tr>
<td>Stafford County and Fredericksburg City</td>
<td>$33,522</td>
<td>$47,408</td>
<td>$58,062</td>
<td>$67,044</td>
<td>$74,958</td>
</tr>
<tr>
<td>Federal Poverty Line</td>
<td>$12,760</td>
<td>$17,240</td>
<td>$21,720</td>
<td>$26,200</td>
<td>$30,680</td>
</tr>
</tbody>
</table>

The NPPS is the amount you have to make to NOT need any government assistance.
At least 8 people were killed and more than 60 hurt in mass shootings across the US this weekend

New front in Ethiopian war displaces thousands, hits hopes of peace talks

Editorial: Colorado winter wildfire shatters the illusion of safety in Western suburbs

The scene after a tornado outbreak struck the Southeast

'George Floyd Mattered'
Jury needs less than a day to convict Chauvin on all counts in slay by cop that rocked nation

UNRIVALLED JOB LOSSES ACCELERATE ACROSS
The Global Grand Challenges are Real

- Climate Change
- Biodiversity and Ecosystem Losses
- Infectious Disease
- Energy Security
- Cyber Security
- Aging Population
- Digital Divide
- International Labor and Migration
- Nationalism and Conflict
What Does Transformation Mean?

Leveraging education
Move from the knowledge and degree business into the success business

Meet students where they are and take them where they want to be (and this includes nontraditional learners)
Mission Driven

Values Led
Mission of the University

George Mason University is an innovative and inclusive academic community committed to creating a more just, free, and prosperous world.
Our Values

• Our students come first
• Diversity is our strength
• Innovation is our tradition
• We honor freedom of thought and expression
• We are careful stewards
• We act with integrity
• We thrive together
Making a Difference

- Impact
- Access
- Quality
- Equity
Success is never final.

— Winston Churchill —
Meet Needs
Fill Gaps
Exceed Expectations
CONSTRAINTS
Syndemic
When the Wind Changes

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Adjust Your Sails

H. Jackson Brown, Jr.
(Author)
Disruption
Invention
Acceleration

Derek Thompson
Atlantic Magazine (2020)
Challenges MUST BECOME Opportunities
Continuity & Change
Mason MUST BE Nimble

• Always Evolving
• Always Growing
• Always Supporting
UNIVERSITY OF THE FUTURE
How We Move Forward

- Dream Big
- Set Goals
- Take Action
THE FUTURE IS NOW
It’s Mason’s Time
Strategic Plan
Strategic Planning Framework

Inputs
- Focus Groups
- Relevant Reports/Documents
- Surveys
- Town Halls
- Interviews
- SWOT

Working Group

Facilitator

Steering Committee

Outputs
- Vision
- Mission
- Outcomes
- Priorities
- Strategies & Actions
- Performance Measures & Progress Framework
Strategic Planning Components

1-1 Interviews → Vision → Mission → Surveys Focus Groups

Priority 1

Strategy A

Action 1 → Action 2 → Action 3

Action 4 → Action 5

Measure A → Measure B → Measure C

Strategy B

Action 1 → Action 2

Action 3

Measure A → Measure B

Priority 2

Priority 3
## Mason Strategic Planning Timeline

<table>
<thead>
<tr>
<th>Step I: Conduct Environmental Scan</th>
<th>Step II: Analyze Data from Environmental Scan</th>
<th>Step III: Strategic Plan Development</th>
<th>Step IV: Finalize Strategic Plan</th>
<th>Step V: Implementation Roadmap</th>
<th>Execution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kick-off</td>
<td>Stakeholders Interviews, Focus Groups, and Survey</td>
<td>Draft Stakeholder Insights Report</td>
<td>Final review sessions</td>
<td>Draft roadmap initiatives</td>
<td>Set up PMO</td>
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<tr>
<td></td>
<td></td>
<td>Analyze Data from Outreach</td>
<td>Brand plan</td>
<td>Vet, validate, and finalize roadmap with stakeholders</td>
<td>Execution of initiatives</td>
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<tr>
<td></td>
<td></td>
<td>Vision and Mission Session</td>
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<td></td>
<td></td>
<td>Series of WG and SC sessions to draft strategic plan components</td>
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### Working Group Session

- Kick-off Stakeholders Interviews, Focus Groups, and Survey
- Analyze Data from Outreach
- Draft Stakeholder Insights Report
- Vision and Mission Session

### Steering Committee Session

- Working Group Session
- Final review sessions
- Brand plan
- Draft roadmap initiatives
- Vet, validate, and finalize roadmap with stakeholders
- Set up PMO
- Execution of initiatives
Our Strategic Priorities

Priority 1
Deliver a distinctive and inclusive student experience that fosters lifelong engagement.
Cultivate a high-quality experience that embodies the Mason values and promotes student success, well-being, collaboration, and a lasting connection.

Priority 2
Expand the impact of Mason's research, scholarship, and creative enterprises.
Bolster the infrastructure and systems to support research and collaboration.

Priority 3
Accelerate economic and social impact.
Strengthen partnerships, alumni relations, and community building and engagement informed by Mason's research and pedagogical expertise.

Priority 4
Exemplify a university culture of diversity, equity, and inclusion.
Live a culture of belonging and inclusion and address disparities to support the values of access, diversity, equity, and inclusion at Mason.

Priority 5
Invest in faculty and staff success.
Ensure appropriate resources, processes, and technologies are in place to better support the faculty and staff experience.
Strategic Priorities (2022) compared to Goals (2014)

**Priority 1**
Deliver a distinctive and inclusive student experience that fosters lifelong engagement.

**Priority 2**
Expand the impact of Mason’s research, scholarship, and creative enterprises.

**Priority 3**
Accelerate economic and social impact.

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**Priority 5**
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---

Goal 1 Deliver a transformative signature Mason Learning Experience that is experiential, global, and technology rich
Goal 2 Provide multiple pathways and delivery formats to serve the needs of different students
Goal 3 Enable all graduates to pursue meaningful lives and successful careers

Goal 10 Expand research and enhance standards of scholarship across disciplines
Goal 11 Strategically focus on multidisciplinary domains of great societal and economic consequence where we can make a difference
Goal 9 Provide an environment and resources to support and encourage academic innovation and excellence

Goal 5 Contribute to the economic vitality of the region by driving innovation and creating learning partnerships with private and public organizations
Goal 4 Produce the talent needed to drive economic growth in our region over the next decade
Goal 6 Contribute to the cultural vitality of our community through regional partnerships and commitments to the arts, athletics, and community engagement
Goal 12 Create partnerships and other arrangements to support student and faculty mobility and collaboration

Goal 8 Create an inclusive and diverse academic community that reflects the diversity of the National capital region

Goal 7 Become a model well-being university that allows all of its members to thrive
Strategic Priorities (2022) compared to MIC (2021)

**Priority 1**
Deliver a distinctive and inclusive student experience that fosters lifelong engagement.

**Priority 2**
Expand the impact of Mason’s research, scholarship, and creative enterprises.

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Accelerate economic and social impact.

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**Priority 5**
Invest in faculty and staff success.

---

Every undergraduate completes degree free of debt.
Every undergraduate guaranteed on-campus employment during studies.
Experiential learning for every student provided/required in every degree program at Mason.
Continue support for SER and graduate division consideration

Revamp the infrastructure and incentives for extramural funding.

Dramatically expand Early Identification Program and create Office of Pre-College Programs.
Continue to support ARIE task force effort

Re-envision approach to promotion and tenure, recognizing activities of high value to the institution.
Embed flexibility for hybrid/remote work into every staff position to the extent possible.
Create robust infrastructure to support a culture of staff and faculty mentoring.
Strategic Priorities

Priority 1

Deliver a distinctive and inclusive student experience that fosters lifelong engagement.
Cultivate a high-quality experience that embodies the Mason values and promotes student success, well-being, collaboration, and a lasting connection.

Key Strategies

- Enhance the academic experience
- Improve student engagement
- Build dynamic alumni engagement
- Modernize student services experience
Our Strategic Priorities

Priority 2

Expand the impact of Mason’s research, scholarship, and creative enterprise. Bolster the infrastructure and systems to support research and collaboration.

Key Strategies

Grow Mason’s research and creative portfolios.

Provide the support structures needed to fuel growth.

Promote recognition of our RSCA.

Faculty Research Resources

Researchers at Mason work in a culture and environment that’s designed to inspire discovery. With our support, your work will have a global impact.

We want you to resolve the most important issues in your field of study, and we provide the comprehensive support you need to make transformative breakthroughs.

The university also understands the value of multidisciplinary collaboration. Meeting among creative colleagues can inspire new ideas and new ways of tackling old problems. We encourage researchers at all disciplines to participate in such projects.

Find the Resources You Need
Our Strategic Priorities

Priority 3

Accelerate economic and social impact.
Strengthen partnerships, alumni relations, and community building and engagement informed by Mason’s research and pedagogical expertise.

Key Strategies

Expand partnerships to broaden our reach.
Strengthen relationships with partners to support workforce demands and drive economic growth.
Expand community outreach activities in the communities we serve.
Our Strategic Priorities

Priority 4

Exemplify a university culture of diversity, equity, and inclusion.
Live a culture of belonging and inclusion and address disparities to support the values of access, diversity, equity, and inclusion at Mason.

Key Strategies

Achieve and sustain a diverse and inclusive population of students, faculty and staff.

Be a community resource that can share knowledge and insight on diversity, equity, and inclusivity issues.

Refine Mason’s governance structures, policies, and accountability measures to ensure diverse, equitable, and inclusive practices.
Our Strategic Priorities

Priority 5

Invest in faculty and staff success.
Ensure appropriate resources, processes, and technologies are in place to better support the faculty and staff experience.

Key Strategies

Enable faculty and staff success through effective modernization of Mason’s technology, process, and sustainable infrastructures.

Be a work culture and workplace environment that attracts and retains top talent.
George Mason University

4400 University Drive
Fairfax, Virginia 22030
Tel: (703) 993-1000

Learn More at GMU.EDU
Mason Students

Historically Underrepresented Populations

- Out-of-State: 14%
- Part-time: 21%
- Historically Underrepresented Populations: 54%
- 2+ Races: 5%
- Other (58): >1%

Undergraduate
- 27,395
- 70%

Graduate
- 11,747
- 30%

Students: 39,142

54% of Mason undergrads are from historically underrepresented groups.

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 2021 Census Enrollment Data, OIEP
Student Success: Retention and Graduation

Enrollment is growing steadily...

...as are 6–year graduation rates.

% Admitted

First year retention*

Data: National Center for Education Statistics, Fall 2020
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
Class of 2021

88% POSITIVE CAREER OUTCOME

SUPPORTING A DIVERSE WORKFORCE
Mason grads are:

57% FEMALE
40% 27 OR OLDER
44% STUDENTS OF COLOR
10% INTERNATIONAL

EMPLOYED FULL TIME 57%
CONTINUING EDUCATION 33%
EMPLOYED PART TIME 5%
INTERNSHIP/FELLOWSHIP 4%
MILITARY SERVICE 1%
IN POSITIONS RELATED TO CAREER GOALS 86%

FILLING CRITICAL ROLES ACROSS THE REGION
86% EMPLOYED IN VA/MD/DC
$70,000 MEDIAN SALARY PLUS BONUS

WHERE LOCAL IS GLOBAL

TOP INDUSTRIES
CONSULTING/FINANCIAL
GOVERNMENT/MILITARY
TECHNOLOGY
HEALTHCARE
EDUCATION

GRADUATE SCHOOLS
GEORGE MASON UNIVERSITY
JOHNS HOPKINS UNIVERSITY
UNIVERSITY OF VIRGINIA
GEORGETOWN UNIVERSITY
NYU
Mason Student Debt

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

Percent of students borrowing for college

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

Average Known Debt at Graduation

- Mason: $28,463
- VA Public: $29,985
- National: $29,985

- 2016-17: $27,000
- 2017-18: $28,000
- 2018-19: $29,000
- 2019-20: $30,000
- 2020-21: $31,000

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

2018 Cohort Default Rate*

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

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.
The Year Ahead

Retention Initiatives

Flexible Learning Options, Modalities, and Services to meet the needs of students

Increased Emphasis on Well Being and Mental Health

Focus on Free Expression, Civic Engagement, Social Justice, Equity
Fall 2015 First Time Freshmen Cohort: Retention and Graduation for Six Years

- Graduated from Mason: 70.0%
- Graduated Elsewhere: 0.7%
- Still enrolled at Mason: 4.1%
- Enrolled elsewhere: 5.6%
- Not enrolled: 19.8%

Total: 26.2%
Multiple Paths to Success

- K-12 Partnerships: EIP, Gov School
- Community College Partnerships: MVP, Advance, Academies
- Traditional Enrollment
- International Partnerships: INTO
- Future Entrepreneurships

- Online Programs
- Degrees (undergraduate and graduate)
- Certificate Programs
- Workforce Development
Post-Pandemic Disillusionment Influencing Mental Health and Engagement

Phases of a disaster have distinct emotional consequences

**Honeymoon**
- Immediate threat is removed
- Community bonding occurs
- Optimism that normalcy is imminent
- Typically lasts a few weeks

**Disillusionment**
- Limitations of disaster assistance is realized
- Optimism turns to discouragement and return of chronic stress
- Gap between need and assistance leads to feelings of abandonment
- Can last months or years

Source: Substance Abuse and Mental Health Services Administration

Adapted from: Phases of Disaster Have Distinct Emotional Consequences; U.S. Department of Health and Human Services
Free Expression, Civic Engagement, Social Justice

National Trends

% of students who think the right to Free Speech is secure in the country today*

- 73% in 2016
- 47% in 2021

Mason

National Ranking:
#12: Free Speech
#19: Ideological Diversity

*Knight Foundation: College Student Views on Free Expression and Campus Speech 2022
2022 Presidential Planning Conference

Research at Mason

Andre Marshall, Vice President for Research, Innovation, and Economic Impact
Paula Sorrell, Associate Vice President for Innovation and Economic Development
### Research Growth FY10 – FY20

<table>
<thead>
<tr>
<th>Institution</th>
<th>Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>George Mason University</strong></td>
<td>160%</td>
</tr>
<tr>
<td>University of Virginia</td>
<td>136%</td>
</tr>
<tr>
<td>Georgetown University</td>
<td>62%</td>
</tr>
<tr>
<td>Johns Hopkins University</td>
<td>55%</td>
</tr>
<tr>
<td>James Madison University</td>
<td>46%</td>
</tr>
<tr>
<td>Virginia Commonwealth University</td>
<td>44%</td>
</tr>
<tr>
<td>Virginia Tech</td>
<td>40%</td>
</tr>
<tr>
<td>George Washington University</td>
<td>37%</td>
</tr>
<tr>
<td>University of Maryland</td>
<td>34%</td>
</tr>
<tr>
<td>College of William &amp; Mary</td>
<td>16%</td>
</tr>
<tr>
<td>Old Dominion University</td>
<td>-32%</td>
</tr>
<tr>
<td><strong>All Institutions</strong></td>
<td>39%</td>
</tr>
<tr>
<td><strong>Top 100 Schools</strong></td>
<td>47%</td>
</tr>
</tbody>
</table>

### Regional Universities

- Mason
- Other Universities

### Mason Entrepreneurial Resources

- SBDC Offices
- MEC Incubators
- Future MEC Incubators
- PTAC Offices
- Women’s Business Center
- Business Finance Center
- Tech Mentors

---

1 | Trends: Research and Entrepreneurship Activity
Mason Total Research Expenditures
Longitudinal NSF HERD Survey Data

FY22 Federal Sponsored Expenditures

FY22 Total Federal Expenditures:
$144,778,242
Mason Research 2021

- $214M Research Expenditures
- 957 Proposals Awarded
- 69% Proposals Submitted were Awarded
- 902 Tenured / Tenure-Track Faculty
- 281 Doctoral Graduates
- 3,107 Master’s Graduates
- 355 Sponsored Undergraduate Researchers

Mason Enterprise 2021

- 20,000 Entrepreneurs Trained
- 11,000 Companies Mentored (1:1)
- $1.6B Impact on Virginia
- 309 Tech Companies Mentored (1:1)
- 44 Inventions Disclosed
- 35 Patents Filed

Transdisciplinary Innovation Ecosystems
Initiatives

ORIEI Strategic Plan

1. Establishes Contemporary Research Admin Framework
   - Build Infrastructure

2. Catalyzes Impactful Research
   - Scale Research
     - Empower Institutes

Research Administration Project

ORIEI Research Services
- $8M (over 3 yrs) | $600K Annually

Research Seed Fund

ORIEI Research & Innovation Initiatives
- $800K Annually

Elevate Scholarship

Office of the Provost
- $235M (over 20 yrs)

Tech Talent Investment Program (TTIP)

Generates Additional 7,500+ Computing Graduates (20 yrs)

ORIEI Mason Enterprise
- $500K Annually

Accelerate 2023

National Investor Event
- Scale Startups

ORIEI Strategic Goals

Scale Research/Startups | Elevate Scholarship
Build Infrastructure | Empower Institutes

Highlights: Initiatives
Initiatives

Research Seed Funding

Take it to the Next Level (3 Awards - $100K each)
Building the Foundation (7 Awards - $50K each)
Promotes Expansion | Scaling | New Trajectories

Accelerate 2022 (October 19-20, 2021)
- 300 Participants
- 28 Companies
- 14 Student Teams and Growing
Builds Industry Network | Attracts Investors

Accelerate 2023 November 2-3, 2022
Places

MIX (Mason Innovation Exchange)
- 9000+ Visitors
- 50 Majors
- 150 Training Workshops
- 6 Student Startups in Residence

More than a Maker Space

FUSE
- Public Private Partnership (P3)
- Vibrant University Anchored Campus

Unlocks Broad Stakeholder Value
Tech Startups
Innovation Commercialization Assistance Program (ICAP) - Regional
Innovation Corps (I-Corps) Program - National

Community Projects
$7.1M | $3.8M House, $3.3M Senate
Connolly Kinter VA Climate Ctr
Connolly Sutter Nursing Ed
Wexton Ronsenberg Quantum Ed
Kaine Lum Police Training
Warner Parsons Literacy Center

Projects & Ventures

Transdisciplinary Research
Institute for Sustainable Earth (ISE)
Institute for BioHealth Innovation (IBI)
Institute for Digital InnovAtion (IDIA)
Center for Adaptive Systems of Brain-Body Interaction (CASBI)
Center for Advancing Human-Machine Partnership (CAHMP)
Center for Resilient and Sustainable Communities (C-RaSC)
Quantum Science & Engineering Center (QSEC)
Center for Humanities Research (CHR)
Criminal Investigations and Network Analysis (CINA)
Projects & Ventures

Virginia Climate Center
- Climate Extension Service for Community Resilience
- Partnership with City of Fairfax, Fairfax County, and Northern VA Regional Commission
- Local Business Engagement

Scalable Model for National Leadership

aexeRNA
- Imminent Scholar Attraction
- ICAP Commercialization Training
- Tech Transfer IP & Licensing Support, Fund Raise
- Plan to Build Complete Wrap-around Services

Startup Team Continues to Make Advancements
Thank You!
Questions?
Faculty and Staff Success

Mark Ginsberg, Provost and Executive Vice President
Kim Eby, Vice Provost for Faculty Affairs & Development
Melissa Broeckelman-Post, Faculty Senate Chair, Professor of Communication
Erin Iacangelo Rogers, Staff Senate Chair, Event Coordinator for the SciTech Campus
- People
- Programs
- Places
- Policies/Practices
Strategies for Supporting Success

1. Recruit and retain our top talent
2. Invest in maximizing success
3. Reward performance
Recruit and retain top talent

• Continue our focus on compensation & benefits
• Communicate our shared vision and commitment to a high-performing & inclusive organizational culture
• Embrace our commitment to innovation - "we dare to be different"
Invest in maximizing success

- Data-informed planning
- Tools to support faculty and staff success
- Career and leadership development resources
• Task Force on Reimagining Faculty Roles & Rewards
• Performance Planning & Goal Attainment Integral to Personnel Reviews
• Competitive Advantages
A Foundation For Excellence

Financial Framework

Deb Dickenson

July 28, 2022
I. Finance & Administration Excellence
Setting the Foundation

II. Budget, Capital, Initiatives & Funding
The Decisions We Face
Mason’s Financial Position Is Stable

**Institutional Authority**
- Tier III Status (w/ UVA, VT, W&M, VCU and JMU)
- Enhanced Financial & Administrative Autonomy
- Ability to Issue Debt

**Balance Sheet**
- Decade Improvement in Liquidity and Debt Capacity
- First Inaugural Issuer Rating and Stable Aa3 Outlook

**SACSCOC Recertification**
- No Financial Findings
- Almost Unprecedented Clean Review
Key Financial Metrics

Operating performance has been very strong although margins are tightening
- FY21 was buoyed by federal COVID funding

Financial Resources have been improving annually demonstrating financial strength
Over the last decade, Mason has progressed steadily toward its Aa3 rating. Maintaining or strengthening this rating is a key financial objective.
# Financial Challenges Looking Forward

<table>
<thead>
<tr>
<th>Environmental</th>
<th>Operating</th>
<th>Capital</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic <em>recession</em> looms</td>
<td>Mason has successfully managed its budget but <strong>staffing</strong> is very lean</td>
<td>Critical <em>capital projects</em> exceed available financing</td>
</tr>
<tr>
<td>Mid-Atlantic high school <strong>graduations</strong> are projected to decline 11% by 2037</td>
<td>Net <strong>tuition</strong> barely keeping pace with growth in core expenses</td>
<td>Priorities must balance a project’s <strong>strategic value</strong> against prospective funding</td>
</tr>
<tr>
<td>Commonwealth Funding <strong>Disparities</strong> per Student FTE</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Enrollment Growth

Mason’s percent enrollment growth doubled our nearest peer over the last ten years, while some schools saw enrollment decline.

Mason is responsible for 85% of Commonwealth enrollment growth.

Source: SCHEV Fall Headcount Enrollment
# Tuition and State Funding Disparities

When state and tuition funding are combined, Mason is nearly $5,000 per in-state student FTE below the mean of five peer institutions.

BOV established a special Tuition Committee to make tuition recommendations for the remainder of the academic year.

<table>
<thead>
<tr>
<th>Institution</th>
<th>FY22 I-S Tuition &amp; E&amp;G Fees / I-S Student FTE</th>
<th>FY22 State Support (x aid) / I-S Student FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>W&amp;M</td>
<td>$27,840</td>
<td>$17,570</td>
</tr>
<tr>
<td>UVA</td>
<td>$25,064</td>
<td>$14,658</td>
</tr>
<tr>
<td>VCU</td>
<td>$21,732</td>
<td>$12,459</td>
</tr>
<tr>
<td>VT</td>
<td>$20,173</td>
<td>$11,931</td>
</tr>
<tr>
<td>GMU</td>
<td>$16,522</td>
<td>$9,510</td>
</tr>
<tr>
<td>ODU</td>
<td>$16,177</td>
<td>$7,047</td>
</tr>
</tbody>
</table>

Mean = $21,251

<table>
<thead>
<tr>
<th>Student FTE</th>
<th>5,521</th>
<th>14,386</th>
<th>23,074</th>
<th>24,528</th>
<th>26,692</th>
<th>17,222</th>
</tr>
</thead>
</table>

Graph showing Tuition and State Funding Disparities.
$2,665 gap between Mason’s undergraduate in-state tuition and mandatory fees and the average for other R1 institutions in FY22

$1,682 gap between Mason’s appropriation per VA student and average appropriation for all other Virginia higher education institutions in FY22
Increasing Mason Aid

Mason aid has more than doubled as a percentage of overall financial aid.

Federal, State and all other aid has steadily decreased as a percentage of overall financial aid.

Financial Aid Funding Source by Percentage FY13 – FY21

Total: $268, $271, $281, $291, $305, $329, $352, $360, $357

$ in millions
Operational Efficiency

Mason has significantly fewer employees per student than nearly all of its peers (by FTE).

Mason continues to improve and invest in operational infrastructure and technology efficiencies.

Source: Employee FTE for FY20 from IPEDS (Integrated Postsecondary Education Data System).
Market Compensation

Addressing market competitiveness is a long term initiative:
• Jan 2022: 2% adjustment
• Aug 2022: 5% adjustment

Still more than 250 faculty below minimum market range

Faculty ranges based on discipline and adjusted geographically

Salary range midpoints are the geographically adjusted 60th percentile of market

Prior to Market Adjustments
After January 2% Adjustment
After August 5% Adjustment
Target Salary Distribution (estimated)
Cost of Living

Source: Council for Community and Economic Research COLI Data
Mason would have received an additional $436 million had we received the average state appropriation per in-state student (excluding aid) of five peer doctoral institutions between FY13 and FY22.

Cumulative Impact of State Funding Disparity

<table>
<thead>
<tr>
<th></th>
<th>FY13</th>
<th>FY14</th>
<th>FY15</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
<th>FY19</th>
<th>FY20</th>
<th>FY21</th>
<th>FY22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mason</td>
<td>21,149</td>
<td>21,620</td>
<td>22,197</td>
<td>22,511</td>
<td>23,179</td>
<td>24,122</td>
<td>24,905</td>
<td>25,250</td>
<td>26,491</td>
<td>26,692</td>
</tr>
<tr>
<td>Peer Gap</td>
<td>$1,199</td>
<td>$1,482</td>
<td>$1,589</td>
<td>$1,601</td>
<td>$1,772</td>
<td>$1,836</td>
<td>$2,086</td>
<td>$2,064</td>
<td>$2,252</td>
<td>$2,190</td>
</tr>
<tr>
<td>Shortfall</td>
<td>$25M</td>
<td>$32M</td>
<td>$35M</td>
<td>$36M</td>
<td>$41M</td>
<td>$44M</td>
<td>$52M</td>
<td>$52M</td>
<td>$60M</td>
<td>$58M</td>
</tr>
</tbody>
</table>

Difference from Peer Average
Mason

Cumulative Difference in State Appropriation
$Ms
5,352 5,368 5,294 5,436 5,805 5,451 5,568 5,988 6,497 7,012
$0 $2,000 $4,000 $6,000 $8,000 $10,000 $12,000

Mason FTE 21,149 21,620 22,197 22,511 23,179 24,122 24,905 25,250 26,491 26,692
Peer Gap $1,199 $1,482 $1,589 $1,601 $1,772 $1,836 $2,086 $2,064 $2,252 $2,190
Shortfall $25M $32M $35M $36M $41M $44M $52M $52M $60M $58M

$436 million
Mason is a diligent and strategic steward of limited resources

- Our efficiency is our strength but that is not sustainable
- Investment in operational infrastructure and business process transformations
- Continued progress and growth through pandemic
- Well-positioned for potential financial downturn
Financial Services Roadmap

Streamline and modernize our systems and processes
Chart of Accounts Redesign

Before:

After:
Student Services Roadmap

**FY22**

- Student Administrative Services
  - Enrollment Management
  - Student Account Management

**FY23**

- Student Information Services
  - Coaching and Advisory Services
  - Degree Planning

**FY24**

- New Learning Management System
  - Enhanced Platform For Virtual Instruction
  - Standard Student Experience For All Modalities

Enhance student engagement across modalities
Standardize Student Experience
Research Administration Roadmap

FY22
- Research Administration Management Portal
- Automate Grant & Agreement Submissions
- Streamlined Business Processes

FY23
- Compliance
- Conflict of Interest Management
- Export Controls

FY24
- Additional Services
- Institutional Animal Care & Use Committee
- Institutional Review Board

Streamline and enhance research administration
Streamline & Automate Grant Application Process

Before:

After:
Human Capital Management Roadmap

Position Standardization
- Standardization of Job Descriptions & Structure
- Compensation Analysis

Position Management
- Modernized Application
- Role-based Responsibilities & Privileges

Performance Management
- Employee Training & Evaluation
- Automated Evaluation Process

Attract and retain the best and brightest
Leveraging Existing Resources & Strategic Investments

Renovating existing assets to extend useful life and enhance functionality

Investing strategically in new projects to support future growth
213 classrooms
$23M investment
Completed over six years
Updated technology, teaching pedagogy and aesthetics
Consistent appearance and capability across all campuses
Forensic Sciences
Outdoor Lab

New five-acre SciTech facility
$210K investment
Transformative outdoor research in forensic science using human donors
One of only eight such locations in the world

Credit: Becca Knier
Former FBI profiler Mary Ellen O'Toole walking with WUSA9's Nathan Baca at the Manassas, Va. body farm.
Harris Theatre

Extended useful life by 20 years
Roof repair, new lighting and HVAC, and updated interior finishes
25,000 sq ft (built in 1975)
$10M (less than half of replacement cost)
Police Drone Program

Founded in 2018
1,000-plus flights
Provides real-time information and support
Supplements personnel deployments
Regional and national partnerships
Event monitoring, search and rescue, emergency response, scene documentation
Mason continues to make the best use of limited resources, investing in our people, systems, and students.
I. Finance & Administration Excellence
   Setting the Foundation

II. Budget, Capital, Initiatives & Funding
   The Decisions We Face
Operating Budget
## FY23 Proposed Operating Budget

### Investment in faculty and staff through competitive compensation

### Investment in students through increased financial aid

### Focus on efficiency through conservative allocations for core budget needs

<table>
<thead>
<tr>
<th>Cash basis ($Ms)</th>
<th>FY20 Actual</th>
<th>FY21 Actual</th>
<th>FY22 Budget (Preliminary)</th>
<th>FY23 Budget (Preliminary)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net Tuition and Fees</td>
<td>442</td>
<td>459</td>
<td>458</td>
<td>466</td>
</tr>
<tr>
<td>State Appropriations</td>
<td>190</td>
<td>185</td>
<td>234</td>
<td>252</td>
</tr>
<tr>
<td>Grants &amp; Contracts</td>
<td>210</td>
<td>211</td>
<td>236</td>
<td>247</td>
</tr>
<tr>
<td>Auxiliary Enterprises</td>
<td>227</td>
<td>181</td>
<td>236</td>
<td>233</td>
</tr>
<tr>
<td>Other Operating Revenue</td>
<td>25</td>
<td>18</td>
<td>15</td>
<td>13</td>
</tr>
<tr>
<td>Non-Operating Revenue:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Relief Funding</td>
<td>13</td>
<td>49</td>
<td>72</td>
<td>40</td>
</tr>
<tr>
<td>Capital Grants</td>
<td>46</td>
<td>72</td>
<td>50</td>
<td>32</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td><strong>1,152</strong></td>
<td><strong>1,175</strong></td>
<td><strong>1,300</strong></td>
<td><strong>1,284</strong></td>
</tr>
<tr>
<td><strong>Expenses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries and Wages</td>
<td>462</td>
<td>478</td>
<td>540</td>
<td>526</td>
</tr>
<tr>
<td>Fringe Benefits</td>
<td>129</td>
<td>135</td>
<td>152</td>
<td>149</td>
</tr>
<tr>
<td>Contractual Services</td>
<td>171</td>
<td>147</td>
<td>206</td>
<td>191</td>
</tr>
<tr>
<td>Travel and Training</td>
<td>20</td>
<td>5</td>
<td>8</td>
<td>13</td>
</tr>
<tr>
<td>Supplies</td>
<td>21</td>
<td>23</td>
<td>24</td>
<td>26</td>
</tr>
<tr>
<td>Equipment</td>
<td>21</td>
<td>18</td>
<td>20</td>
<td>26</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>80</td>
<td>73</td>
<td>100</td>
<td>46</td>
</tr>
<tr>
<td>Debt Service</td>
<td>50</td>
<td>36</td>
<td>14</td>
<td>14</td>
</tr>
<tr>
<td>Scholarships &amp; Fellowships</td>
<td>119</td>
<td>140</td>
<td>168</td>
<td>168</td>
</tr>
<tr>
<td>Occupancy</td>
<td>48</td>
<td>38</td>
<td>46</td>
<td>46</td>
</tr>
<tr>
<td>AE-Infrastructure Funding</td>
<td>31</td>
<td>83</td>
<td>21</td>
<td>79</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>1,152</strong></td>
<td><strong>1,175</strong></td>
<td><strong>1,300</strong></td>
<td><strong>1,284</strong></td>
</tr>
</tbody>
</table>

(1) Pending tuition committee review.
Mason has experienced a steady increase in total student enrollment, averaging 1.9% annually, since FY13

Undergraduate headcount has shown steady growth

Graduate and Law headcount have shown continued growth since prior declines
Six-Year Operating Plan: FY23 & FY24

- Student Success: Affordable Access & New Accessible Pathways
- Graduate Education
- Addressing Faculty & Staff Inequities
- Develop Infrastructure, Practices & Policies to Support Anti-Racism & Inclusive Excellence
- Elevate Research
- Enrollment: Funding Disparity Support
- Expand Economic Development
- Digital Innovation: Efficient Instructional, Operational & Service Models
Operating Budget Challenges

One limited undergraduate tuition increase in last three years

No increase in FY23 Mandatory Student Fees

Tuition increases used to fund additional institutional aid

Tuition increases used to fund salary increases and employee competitive market adjustments
Capital Projects and Opportunities
Capital Funding Priorities

- Fuse at Mason Square
- Student Innovation Factory Building
- Interdisciplinary Science & Engineering Building 1
- Business School
- Critical Deferred Maintenance Phase 1
Fuse at Mason Square

First P3 at Mason
- Unprecedented public-private partnership
- $77M raised off-balance sheet / off Mason's credit for Commercial Space
- Lease-up risk transferred to private partner

Fulfill Tech Talent Vision
- Expand research in high-tech fields
- New School of Computing
- Increase computing enrollment to 15,000 students
- Fill tech talent pipeline for employers
- Business, community & academic partnerships

Budget: $256.5M
- Commonwealth
- GMU Philanthropy/Bridge Financing
- Developer Equity/Debt
- Includes $11.4M Commonwealth Request

Completion: September 2025
Public-Private Partnership (P3) & Other Opportunities

Mason is assessing opportunities for development and utilization of existing assets.

To effectively mitigate impacts to Mason’s credit capacity, the asset must:
1. Be a commercially viable project on a stand-alone basis
2. Not be deemed a performing asset of the University

Benefits could include faster development, transfer of risk and revenue generation.

Potential Initiatives:
- Infrastructure Investment
- New Buildings
- Sustainability Initiatives
- Student, Faculty and Staff Housing
- Medical School
- Athletic Complex
- Asset Monetization
Mason Funding Planning
Mason Is Driving Virginia Higher Ed Enrollment Growth

- A lean, efficient operator
- Leveraging existing resources with strategic investment
- Continuing to look for additional revenue sources
- Managing & mitigating risks
- Investing in People and Infrastructure
- Continuing to improve efficiency and return on investment
Estimated Base Funding Gap – E&G

<table>
<thead>
<tr>
<th>Market compensation adjustments - Base Budget shortfall:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty based on FY22 review and report(^1)</td>
<td>$14.5</td>
</tr>
<tr>
<td>Staff projections based on current market(^2, 3)</td>
<td>10.0</td>
</tr>
<tr>
<td>Positions hired at market(^2, 3)</td>
<td>7.0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Funding covered through reliance on vacant positions:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Contractual Service volume and escalations(^3)</td>
<td>9.9</td>
</tr>
<tr>
<td>Technology Infrastructure services and systems</td>
<td>5.6</td>
</tr>
<tr>
<td>Other unfunded Direct Expenditures(^3)</td>
<td>4.2</td>
</tr>
</tbody>
</table>

**Annual Base Budget Funding Gap (inflation adjusted)** $51.2

\(^1\)Market compensation adjustments above 5% July planned increases
\(^2\)Based on new hires due to turnover and planned growth
\(^3\)Based on Northern Virginia costs, inflation, wage/rate escalations
Mason is financially different.
So Let Richmond Know!
MASON: Building a National Brand

Paul G. Allvin | Vice President and Chief Brand Officer

2022 Planning Conference | July 28, 2022
The competition was always stiff
Competition Is Increasing

Universities advertising heavily in Northern Virginia

- University of Maryland Global Campus: $34m
- VCU: New
- Villanova University
- Virginia Tech: $3.6m
- NOVA Community College: New
- University of Pittsburgh
- William & Mary: Coming soon
- University of Maryland
- Old Dominion University
- University of Mary Washington
- Arizona State University
- George Mason University
Competition Is Increasing

Major universities operating or expanding Northern Virginia campuses.
Competition Is Increasing

Virginia Tech’s expanded presence in Northern Virginia
"We’re a quiet success story. Too quiet."
“Mason is the best-kept secret in Northern Virginia.”
Renewing the Mason Brand

Brand Penetration

Brand Visuals
Brand Essence

Culture

Talent
Org
“Our students have grit, resilience, the ability to work with people who don’t look or pray like them. They’ve been educated at Mason. They’ve been educated in the real world. That’s workforce readiness.”

The Mason our stakeholders see

- Optimistic
- Energetic
- Risk-Tolerant
- Forward-Thinking

… and, yes …

- Scrappy
Four Pillars of Mason’s Brand

1. **DIVERSITY**
   - Origin
   - Identity
   - Circumstance
   - Thought

   Diversity as learning advantage

2. **INCLUSIVITY**
   - All are welcome.
   - We meet students where they are.

   Location is key.

3. **GRIT**
   - Hard work
   - Resilience

   Focus on the road ahead

4. **AUDACITY**
   - Youth
   - Fearlessness

   Grand challenge focused
DIVERSITY

*a student said* …

“It’s beyond black and white. I’d never had the opportunity to engage with people from other countries. That opened my eyes in ways that never would have occurred to me. And from those experiences with others it has enabled me to grow. Even when I didn’t know I was learning.”
INCLUSIVITY

faculty said …

“Not only do we attract first generation students, but we also attract students who are more familiar with the idea of college. We help them all create a path toward themselves. We answer, ‘Who do they want to be?’ We’re changing their whole world view. This is what I stand for.”
INCLUSIVITY

staff said…

“The real value of what we do involves taking students who couldn’t go to elite schools and making them just as successful. … If the ranking system were based on quality of output and success of students, we’d be at the top.”
Many Mason alumni obtained their degrees at night while building a business and raising a family. They had to work. They’re scrappy.”
a university leader said…

“We’re here to solve grand challenges. We’re not just looking across multiple disciplines, we’re creating new ways of thinking.”
Scalia Spotlights

Discussion over Division: Scalia Law Hosts Scholars for a Civil Dialogue on Dobbs

Clockwise from upper right: Helen Alvaré, Kathryn (Kitty) Kolbert, Erika Bachiochi

Two scholars on opposing sides of the abortion debate led a spirited discussion of the Supreme Court’s decision in Dobbs v. Jackson Women’s Health Organization in a weekly Town Hall at Antonin Scalia Law School on July 21.

Attendees, a diverse group of more than 120, held the event to high audience engagement.
Making a bachelor’s degree more affordable for Virginia students with the highest need.

At George Mason, we’re focused on finding new ways to help you complete your bachelor’s degree. In the words of our president, Dr. Gregory Washington, we want to “be the institution for all Virginians.” One of the most important ways we can help you reach your goals, is to make your education more affordable.

The Mason Virginia Promise Grant is a last-dollar award that closes any remaining financial gaps for standard undergraduate tuition after all other gift aid has been applied. Other aid applied prior to the MVP Grant could include federal and state grants, institutional grants and scholarships, and tuition assistance grants, including military tuition waivers.

Eligible students in our ADVANCE program with Northern Virginia Community College (NOVA) or our Early Identification Program will now automatically receive an additional grant to help pay for their education.
CORE BELIEFS
CORE BELIEFS
CORE BELIEFS
Mason Is…

ALL TOGETHER DIFFERENT.
# Brand Penetration

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<thead>
<tr>
<th>Paid</th>
<th>Earned</th>
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<td><strong>PAID</strong></td>
<td>Digital News Media</td>
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<td>Sponsorships</td>
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<td>DC &amp; Virginia</td>
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<td>Trade Media</td>
<td>GMU-TV</td>
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<td>Student Media</td>
<td>Campus Venues</td>
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<td><strong>OWNED</strong></td>
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Central Brand Advertising

Airports (IAD, DCA)
MetroBus (DC, N.VA)
Campus Signage
Spanish Media
Washington Business Journal
Washington Post
Spanish Transit

FY22: $1M
FY23: $1.6M
~ $800K

DOES NOT INCLUDE
College/school-based enrollment marketing
Event advertising
Athletics promotion
Transit Advertising
Transit Advertising
Transit Advertising
Transit Advertising

Metrorail
Columbia Heights
Huntington
Pentagon Cit

VRE
Burke
Springfield
Transit Advertising
George Mason University unveils memorial for people enslaved by school's founding father

By Tiffany Anthony, CNN  
Updated 8:41 AM ET, Thu April 7, 2022

A plaque honoring James, an enslaved young man, is seen during the dedication of the Enslaved People of George Mason Memorial in Watkins Plaza at George Mason University in Fairfax, Virginia, on Monday.

(CNN) — George Mason University unveiled a new memorial this week honoring the people enslaved by the university's namesake, as the Virginia school attempts to reckon with the prominent statesman's controversial history.

George Mason IV, a prominent figure in Virginia's history, known for penning the state's Declaration of Rights, which influenced several later documents including the US Bill of Rights, also had a complicated relationship with slavery, according to the Center for Mason Legacies.
Owned Media – Campus Pride
Five things to look for next

1. Brand language training & resources
2. Refreshed brand visuals
3. More community visibility
4. More brand extensions
5. Regional in-reach, national outreach
“There’s a sense of optimism and excitement about the future. That we’re in this together.”
Thank you.

Learn More at GMU.EDU
Advancing Inclusive Excellence

Our Path Forward

Sharnnia Artis, Vice President for Diversity, Equity, and Inclusion & Chief Diversity Officer
Kim Eby, Vice Provost for Faculty Affairs & Development
Inclusive Excellence at Mason

Our success is dependent on how well we continue to value, engage, and include the rich diversity of students, faculty, staff, administrators, and alumni constituents.
Inclusive Excellence Goals

1. Access and Success
2. Campus Climate
3. Education and Scholarship
4. Community Engagement
5. Infrastructure and Accountability
Initiatives

- Quality Enhancement Plan (QEP)
- Equity and Access Services
- Anti-Racism and Inclusive Excellence Initiative (ARIE)
- Inclusive Excellence Plans (IEPs)
Accomplishments

• Implemented Inclusive Excellence Plans

• Created Inclusive Excellence Council

• Dedicated Enslaved People of George Mason Memorial
Ethnic Diversity

- Ranked #21 Nationally (Best in Virginia)
- #12 Among Public Universities

~ U.S. News & World Report 2022

Five-Star Premier Campus

Ranked #1 for Top Colleges for Veterans in the United States
Opportunity

Our UG Students

27.5%

Our Faculty*

8.8%

Identify from a historically excluded population

Historically excluded populations include:

- American Indian or Alaska Native
- Black or African American
- Hispanic or Latino
- Native Hawaiian or Other Pacific Islander

*Faculty includes Instructional Tenure-Track, Tenured, and Term Faculty.

Source: Office of Institutional Effectiveness and Planning Dashboard, 2022
Instructional Tenure-Track, Tenured, and Term Faculty

Headcount by Race/Ethnicity

Source: Office of Institutional Effectiveness and Planning Dashboard, 2022
Strategies for Faculty Hiring, Retention, and Promotion

- Supporting Faculty Success
- Collecting and Reviewing Institutional Data
- Coaching for Diverse Hiring
- Training Search Committees
- Strengthening Accountability
Undergraduate Students

Headcount by Race/Ethnicity

Source: Office of Institutional Effectiveness and Planning Dashboard, 2022
Administrative/Professional Faculty

Headcount by Race/Ethnicity

Source: Office of Institutional Effectiveness and Planning Dashboard, 2022
Classified Staff

Headcount by Race/Ethnicity

Source: Office of Institutional Effectiveness and Planning Dashboard, 2022
Pathways for Success

ADVANCE and the Mason Virginia Promise

Janette Kenner Muir, Vice Provost, Academic Affairs
Jason Dodge, Director, NOVA-Mason ADVANCE Program
Paula Sorrell, Associate Vice President, Research Innovation and Economic Development
The Mason Virginia Promise is a guaranteed pathway to a bachelor’s degree or help starting a business for every Virginian who wants one.
**ADVANCE Snapshot**

- **2.9 K**
  - 39% Pell Eligible
  - 22% First Generation

**Race/Ethnicity**
- White 26%
- Hispanic/Latino 28%
- Asian 22%
- African American/Black 13%
- American Indian/Alaska Native 1%
- Unknown 6%
- Two or More Races 4%

**Female: 51%**
**Male: 49%**

**18-24: 87%**
**FT Enr: 61%**

**Top Areas of Study**
- Business & Hospitality
- Information Technology & Computer Sciences
- Social Sciences, Government, and History
ADVANCE NOVA Overview

ADVANCE—NOVA students’ 1-year retention rate in the 2019-2020 and 2020-2021 academic years, as compared to NOVA—Non-ADVANCE students.
Students Graduated NOVA, Transitioned to Mason

870

Average Retention Rate
All Matriculants Fall 2019-Fall 2021

95%

When compared to Non-ADVANCE transfer students, on average…

- **ADVANCE** students take 2 semesters less to graduate (graduating almost 1 year sooner)

- **ADVANCE** students graduate with 8 fewer credits

- 92% of **ADVANCE** students graduate from Mason in less than 2 years

ADVANCE—Mason students’ matriculation numbers, retention rate, and credit accumulation as compared to Non-ADVANCE—Mason transfer students
The Mason Virginia Promise Grant is a last-dollar award that closes any remaining financial gaps for standard undergraduate tuition after all other gift aid has been applied.
The Mason Academy Value Proposition

- **Success Coaching/Advising**
  - Personalized contact and targeted support to help navigate the full college experience and complete a bachelor's degree in a timely manner

- **Defined Pathways to Bachelor’s Degree**
  - Specialized, aligned curricula to ensure credit transfer to Mason, across modalities

- **Significant Cost Savings and new need-based grants**
  - Students take advantage of lower cost courses at Community College and avoid excess credits in the transfer process

- **Streamlined Admissions & Financial Aid**
  - A smooth administrative process in moving from the Community College to Mason
Building the Mason Academies

- **Identify community college partnerships**
  - Outreach to initial partner institutions is currently in progress.

- **Refine academic pathways**
  - Well functioning ADVANCE pathways that align with specific community colleges and can be delivered virtually.

- **Create student support model**
  - Preliminary identification of coaching/advising resources for each college partnership.

- **Launch marketing and recruitment plans**
  - Early launch plans for fall 2022, with students to begin enrolling by spring 2023.
New Community College Partnerships
IDEA DEVELOPMENT START-UP GROWTH

- MIX
- Technology Commercialization Assistance
- Tech business workshops
- Corporate Relations Network
- Coulter Programs
- Small Business Counseling (SBDC, WBC, BFC, PTAC)
- Accelerator Programs
- Customer Discovery (I-CAP)
- Innovation Celebration
- I-CAP Mentors
- Small Biz Workshops (SBDC, WBC, BFC, MEC, PTAC)
- First Customer Program
- Mason Partners Fund
- Investor Event
- Mason Enterprise Centers
- Internships
- Procurement Asst. (PTAC)

- Existing
- Also non-tech
- New
- To Be Built
- In process
Last Year’s Impact:

$1.6B

- 42,000 hours of 1:1 counseling
- more than 11,000 small businesses;
  - 302 new businesses
  - 309 tech businesses
  - 76% woman-owned
  - 60% minority owned
  - and 13% vet-owned
- 738 events with more than 20,000 attendees.
- 378 companies incubated.

ICAP since inception:
- 141 faculty teams
- 22 universities
- 66 teams (47%) from Mason
The Mason Virginia Promise:
Real Impact for All Virginians

It really helped **build a steady road map to accomplishing my goals** and ensuring I am going in the right direction. The ADVANCE program gives me the support that I need. It is a great opportunity to **make a dream a reality** (ADVANCE Student)

Germanna and George Mason are both committed to bringing higher education within reach of every Virginian. Earning an associate’s degree at GCC makes the pursuit of a bachelor's degree more affordable,” (President Janet Gullickson, Germanna Community College)

“The Mason Enterprise Center has worked in partnership to serve the community by providing services and access to university resources and talent in the support of the local economy — and we look forward to continuing the work through our next chapter of this shared mission.” (President Washington, GMU)
Thank you for all you do to support our Mason students!
Philanthropy at Mason- The Time is Now!

Comprehensive Campaign Planning

July 28, 2022
Recap of *Faster Farther* Campaign

- Raised more than $690M

- Long campaign due to leadership transitions (July 1, 2007 to December 31, 2018)

- Biggest gifts and the most giving were to the Law School and Mercatus Institute
Things that worked the best

- Mason Matters
- Good Stewardship
- Prospects
- Campaign team collaboration
- Clear priorities
- Campaign events very successful
- R1 Status
- Good/hard work
- Success – big gifts
- Leadership – President – VP
- Messaging/case was good – Dev. Comm delivered
Biggest Challenges

- Alumni not engaged
- Campus was agnostic
- Alumni Relations seemed disconnected from...
- Momentum slow and fast
- Undeveloped pipelines
- Technology difficult - unsupportive
- Needed to better engage deans
- Not able to create a strategy and implement it
- Limited visibility/branding
- Success was based on a handful of gifts/not...
- Limited volunteer engagement
- Inadequate Resources
Components of the Campaign Planning Process

- Internal Campaign Readiness Assessment
- Preliminary Case for Support
- Online Constituent Survey
- Trends Analysis and Capacity Analysis
- Key Constituent Interviews
- Comprehensive Campaign Planning Report and Campaign Plan
Success Factors for $1 Billion+ Campaigns

- Campus-wide engagement and commitment to fundraising

- Leadership (staff, volunteer) actively participates in the campaign and demonstrates confidence through giving

- Compelling and detailed case for support that resonates with all audiences

- Data informs strategy

- Lead gifts are secured at the top of the pyramid

- Donors across the constituency are engaged

- Close coordination of transformational gift opportunities and strategies
COMPELLING IDEAS
Today’s donors seek specific initiatives that support the issues they find compelling.

TRANSFORMATIVE IMPACT
Before making gifts, donors want to understand the impact of their donation.

CREDIBLE CONNECTIONS
Donors want to take part in solving problems.

CHECKLIST FOR SUCCESS
- Get the right people in the room
- Create a clear, concise case for investment
- Define what is (and is not) a big idea at your institution

What Donor Investors Want from Higher Ed
What is being said about Mason

President Washington says ‘It’s Mason’s time’

Mason is a military-friendly institution

Mason is the largest producer of tech talent in Virginia

Mason has 8 programs ranked in the top 25 nationally

First-generation college students find success at Mason

The Secret’s Out: Mason is Virginia’s largest public research university

Mason is driving higher ed enrollment growth in Virginia

President Washington outlines goal to make Mason an ‘institution for all Virginians’

Mason leads Virginia in innovation and diversity as engineering numbers climb in latest U.S. News rankings

A Mason education is accessible and affordable

Mason named a top-tier research university once more

Mason ranked No. 1 U.S. young university by Times Higher Ed

Mason is an economic driver

Mason Square will be Arlington’s economic development epicenter
Mason is needed now more than ever

- Mason is producing the workforce for tomorrow identified by the Commonwealth
- Mason is significantly underfunded on a per student basis versus peer Virginia institutions
- Mason is creating the fastest pathways to the middle class for more students and families (especially those in need) than anyone in Virginia
- Mason graduates are fueling the economy of Virginia as more than 80% (225,000 strong!) of our alumni stay in Virginia and Northern Virginia

*Increased support for Mason will result in a stronger economy and wider tax base for Virginia*
Delivering returns on investment

- U.S. News & World Report ranked Mason most diverse and innovative public university in their Best Colleges list
- Mason is Virginia’s 3rd highest ranked university for return on investment
- Mason is the home to one in four of Virginia community college transfer students
- 24% of undergraduates are first generation college students
- 29% are Pell Grant eligible ($30,000 or less in income), largest in Virginia
- 80% of Mason students are from Virginia
- 67% of undergraduates in STEMH field
- Graduate over 10,000 (degrees and certificates)
  - Increased graduation rates across all categories (economic, race, gender)
- Responsible for 85% of all in-state undergraduate growth in Virginia over past decade
Financial aid supports 9,959 students in recent fiscal year (3,177 in 2012)
Increase funding for Educational and General budget, continue closing disparity
Capital projects activity focused in many high-job growth areas (engineering, computing, healthcare)
After multi-year review of administrative functions by Legislature and Governor, Mason granted the highest levels of management and operational authority in Virginia
Tech Talent Initiative Pipeline (TTIP) focus for Mason Square in Arlington
Driving outcomes based approach to ensure return on investment for tuition-payers and taxpayers
Promises made, promised kept
Creating the middle class

Direct-to-Student State Financial Aid

Year: 2012 to 2021
Funding Disparities Persist

SCHEV FY22 Enrollment Estimates

<table>
<thead>
<tr>
<th>Institution</th>
<th>FY22 State Support</th>
<th>FY 22 I/S UG Tuition &amp; E&amp;G Fees</th>
<th>Enrollment</th>
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<tbody>
<tr>
<td>W&amp;M</td>
<td>$10,270</td>
<td>$17,570</td>
<td>5,521</td>
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<tr>
<td>UVA</td>
<td>$10,406</td>
<td>$14,658</td>
<td>14,386</td>
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<tr>
<td>VCU</td>
<td>$9,273</td>
<td>$12,459</td>
<td>23,074</td>
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<tr>
<td>VT</td>
<td>$8,242</td>
<td>$11,931</td>
<td>24,528</td>
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<tr>
<td>GMU</td>
<td>$7,012</td>
<td>$9,510</td>
<td>26,692</td>
</tr>
<tr>
<td>ODU</td>
<td>$9,130</td>
<td>$7,047</td>
<td>17,222</td>
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</table>

Mean = $21,251
Building a STEMH Future
Rigorous Focus

- Student financial aid
- Faculty and staff compensation
- Closing funding disparity
- Work with state leaders for relief on unfunded mandates and regulatory burdens
- Highlight Mason’s equal access to educational opportunities
  - Regardless of background or zip code
  - Preparing students for success in life
- Maintain highest rating by FIRE for civil discourse by protecting and promoting free speech
- Continue showcasing Mason’s affordable tuition and successful pathway programs (ADVANCE, Mason’s Virginia Promise)
- Big year in 2023 with high profile session of the General Assembly and elections for all Members
• Be leaders for change
• Engage with executive branch
• Engage with legislative branch
• Ask them:

Why do Virginia leaders believe that a student from Springfield, Virginia who attends William & Mary or UVA or Va Tech or VCU is worth more of an investment than a student from Springfield who attends Mason?

You’ll never know until you ask
TABLE OF CONTENTS

01 Foundation
02 Response
03 Impact
04 Strengths, Risks & Opportunities
FOUNDATION
Planning for a Safe Return to Campus: Governance

Senior Leadership Team

Executive Council

Emergency Management Executive Committee

COVID-Specific Working Groups
- Financial Impact Assessment Team
- Planning for High Risk Populations
- Instructional Continuity
- Research Continuity
- Research Review Committee
- Communications
- Compliance
- Data Management
- Department Plans Review
- Events Exception Committee
- Procurement of Critical Supplies
- Screening Plan & Implementation
- Testing Plan & Implementation
- Tracing Plan & Implementation
- Vaccination Operations
- Space Assessment & Optimization
- University Travel Advisory Committee
- Training Development & Implementation
- Building & Academic Space Modifications
- COVID Policy Assessment & Development
- Co-Curricular/Engagement Space Optimization

Mason Continuity Coordination Team

Emergency Operations Group
- Operations & Business Services
- Communications & Marketing
- Environmental Health & Safety
- Facilities Administration
- Fiscal Services
- Housing & Residence Life
- Information Technology
- Intercollegiate Athletics
- Parking & Transportation
- Regional Campuses
- Office of Research
- Risk Management
- University Events
- Event Services
- Student Health Services
- University Life
- Human Resources
- Provost’s Office
- University Police
# Planning for a Safe Return to Campus: Dedicated Project Management

## Safe Return to Campus

### Project Overview

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<th>Year</th>
<th>Month</th>
<th>Phase</th>
<th>Weekly Activities</th>
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<tbody>
<tr>
<td>2020</td>
<td>June</td>
<td>II</td>
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<td><strong>Jun 11</strong>: 1st Release of SRTLC Training</td>
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<td><strong>Jun 21</strong>: 1st Release of Unit Departmental Safety Form</td>
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<td><strong>Jun 26</strong>: Arrive units with Departmental Safety Plans</td>
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<td><strong>Jul 1</strong>: Critical supplies inventory received</td>
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<td><strong>Jul 1</strong>: Communication from HR to units</td>
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<td></td>
<td><strong>Jul 19</strong>: All Departmental Safety Plans submitted</td>
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<td>June</td>
<td>III</td>
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<td></td>
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<td></td>
<td><strong>Jun 30</strong>: Classroom analysis complete</td>
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<td><strong>Jul 9</strong>: Final information given to units about classrooms and mobility</td>
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<td><strong>Jul 15</strong>: FY21 Financial Impact Assessment No. 1 – July 2019</td>
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<td><strong>Aug 1</strong>: Human subjects limited contact research returns to campus</td>
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<td>July</td>
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<td><strong>Aug 3</strong>: Self-screening &amp; Contact Tracing tools available</td>
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<td><strong>Aug 5</strong>: Testing is available</td>
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<td><strong>Aug 10</strong>: Installation of critical supplies complete for Housing</td>
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<td><strong>Aug 28</strong>: Installation of critical supplies complete university-wide</td>
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<td>August</td>
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<td>-</td>
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<td><strong>Aug 21</strong>: Facilities ventilation adjustments</td>
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<td><strong>Aug 24</strong>: ITS installation of classroom technology</td>
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</tbody>
</table>

### Key Dates:
- **Jun 11**: 1st Release of SRTLC Training
- **Jun 21**: 1st Release of Unit Departmental Safety Form
- **Jun 26**: Arrive units with Departmental Safety Plans
- **Jul 1**: Critical supplies inventory received
- **Jul 19**: All Departmental Safety Plans submitted
- **Jul 31**: Academic unit plans delivered
- **Aug 1**: Installation of critical supplies complete for Housing
- **Aug 21**: Installation of critical supplies complete university-wide
- **Aug 28**: Installation of critical supplies complete university-wide

### Milestones:
- **Working Group and Operational Milestones**
- **Gate Milestones On Plan**
- **Gate Milestones with Minor Variance to Plan**

## July 2020

### Current Week

- **Jun 11**: 1st Release of SRTLC Training
- **Jun 21**: 1st Release of Unit Departmental Safety Form
- **Jun 26**: Arrive units with Departmental Safety Plans
- **Jul 1**: Critical supplies inventory received
- **Jul 19**: All Departmental Safety Plans submitted
- **Jul 31**: Academic unit plans delivered
- **Aug 1**: Installation of critical supplies complete for Housing
- **Aug 21**: Installation of critical supplies complete university-wide
- **Aug 28**: Installation of critical supplies complete university-wide
- **Aug 21**: Facilities ventilation adjustments
- **Aug 24**: ITS installation of classroom technology

---

**Legend**
- Working Group and Operational Milestones
- Gate Milestones On Plan
- Gate Milestones with Minor Variance to Plan

---

**George Mason University**

50th Anniversary

1972-2022
Planning for a Safe Return to Campus: Emergency Management Foundation

Continuity of Operations Plan
Prepared By: Safety, Emergency, & Enterprise Risk Management

Communicable Disease Plan
Prepared By: Safety, Emergency, & Enterprise Risk Management
Planning for a Safe Return to Campus: Public Health Strategy

- Pre-Move-In Testing
- Mason COVID Health
- Symptomatic Testing
- Close Contact Testing
- Surveillance Testing
- Case Management / Tracking

1. Test Widely
2. Isolate All infected people
3. Find Everyone who has been in contact with infected people
4. Quarantine All contacts self-isolate for 14 days

Box It In To get us all working again
Mason Response Video
March 2020:
All 50 states report cases.
First Mason positive case.
WHO declares a pandemic.
Gov. issues “Stay at Home” Order.

April 2020:
Over 1 million cases reported in U.S.

May 2020:
FDA issues an Emergency Use Authorization for antiviral drug remdesivir.
Death toll surpasses 100,000 in U.S.
March 2020 – May 2020

Challenges

• Rapid changes
• Transition to online learning
• Suspension or modification operations
• Anticipated financial impact
• Understanding COVID epidemiology
• Uncertainty about the future

Responses

• Activated Mason’s emergency plans
• Implemented new management structure
• Paradigm shift in institutional priorities
• Purchasing and fiscal tracking process
• Convened team to manage cases on campus
• Aggressive communications plan
Considerations for Interventions

**Team Approach**
- Mason Public Health
- Student & Employee Health
- Regional Public Health
- Peer Institutions

**Exposure Protocols**
- Mason COVID Health Check
  - Notification
  - COVID Navigators
  - Testing

**Interventions**
- Quarantine & Isolation
- Targeted Testing
- Event Modifications

- Safety of students remaining on campus or returning home
- On campus and regional transmission rates
- Public Health Trends - Mason, Region, Nationally
- Quarantine/Isolation Capacity
- Workforce availability needed to maintain safe operations
- Regional conditions (i.e., public schools, public transportation, health & safety precautions)
- CDC Guidance, VDH Guidance, Executive Orders, IHE Best Practices
- Student & Employee feedback, concerns & needs
- COVID Navigators
- Testings
- Exposure Protocols
- Team Approach
June 2020: Governor moves VA into Phase II of reopening and issues guidance for higher ed.

July 2020: CDC releases new science-based resources and for reopening schools safely. Governor moves VA into Phase III of reopening.

August 2020: U.S. surpasses 5 million cases.
June 2020 – August 2020

**Challenges**

- New health and safety protocols
- Educating campus community – changing culture
- Identifying & tracking cases on campus
- Management of cases on campus
- Resumption of on campus activities
- Anxiety about returning to campus
- Provisioning departments with supplies
- Limiting occupancy in classrooms & public areas

**Responses**

- Organized the Mason Continuity Coordination Team
- Mandatory training, website, & communications
- Mason COVID Health Check & testing
- Quarantine and Isolation space in ACGC
- Safe Return to Campus Plan
- Process to request work modifications
- Unit department safety plans
- Reconfigured classrooms & removed furniture
Communications and Changing Culture

University-wide Messaging
- Emails from President Washington
- Provost’s Newsletter
- Social Media
- Campus Signage; ~30k banners & posters

Safe Return to Campus Website & Dashboard

Safe Return to Campus Training for all employees

Videos – Do Your Part Campaign
- Safe Return to Campus
- Mason COVID Health Check
- Six Feet for the Win
- Random COVID Testing
Safe Return to Campus Implementation

The vast majority of space preparation changes were achieved in Spring and Summer 2020

- >1,800 hand sanitizer stations installed
- In-person events limited
- >113,000 masks distributed on campus
- Common areas and dining modified to reduce contact
- ~115 building ventilation assessments
- >2,500 spaces provided with keyboard, covers etc. for frequent cleaning
- >500 classroom prep items (cameras, mics, etc.)
- 925 wipe stations installed
- Shuttle occupancies reduced
- >500 plastic barriers installed
- >2015 boxes of gloves distributed
- >240 Department plans submitted, reviewed, and supplies provided
Fall Semester 2020: FDA issues an EUA for the first and second COVID-19 vaccines (Pfizer-BioNTech and Moderna).

Spring Semester 2021: FDA approves EUA for Johnson & Johnson one shot COVID-19 vaccine.

Summer 2021: The Delta variant becomes the dominant variant in the U.S, kicking off a third wave of infections.
Challenges

- Resurgence of COVID
- Demand for testing & limited testing capacity
- Development of policies and procedures
- Nuances of individual cases and circumstances
- Roll out of vaccine; limited supply
- Coordinating response with regional partners

Responses

- Mandated face coverings & physical distancing
- Required testing & Mason COVID HealthCheck
- Routine meetings of the MCCT & EOG
- Created process to request accommodations
- Staffed & managed mass vaccination clinics
- Dedicated Team interfacing with regional public health experts and other Colleges & Universities

September 2020 – August 2021
Testing Strategy

Model allows for most efficient and safe use of staffing and PPE

Risk stratification approach for surveillance testing is guided by public health and clinical principles

Nasal swab sampling for student diagnostic testing

Both surveillance and diagnostic testing available at no cost to individual

Saliva-based surveillance and employee diagnostic testing analysis through Mason’s CAPMM lab
I was...amazed by the incredible science and work that went into Mason’s testing process...I really couldn’t be happier with how Mason and the team managed my personal testing needs.

-Lori Scher, Assistant Dean, University Life

>265,000 tests have been provided at Mason
Vaccinations

~120,000 total vaccinations provided by Mason

Vaccines Administered (cumulative)

- Spring 2021: +104,328
- Fall 2021: +11,993
- Spring 2022: +3,257
Fall Semester 2021: Vaccine third doses are approved for certain individuals. WHO classifies Omicron as a variant of concern.

Spring Semester 2022: Governor issues EO causing Mason to halt vaccine requirements for employees.

Summer 2022: Nearly 20 million children 6 months to under 5 years of age become newly eligible for the vaccine.
September 2021 – Present

**Challenges**
- Greater densities on campus & travel
- Resumption of group activities
- Vaccinating our community
- Relaxed Public Health precautions
- Omicron Wave
- COVID fatigue and complacency
- Impact on student body
- What is next?

**Responses**
- Maintained Public Health & safety precautions while reviewing plans & protocols
- Elective surveillance & diagnostic COVID testing
- Required vaccine or exemption
- Encouraged booster shots and testing
- Continue to communicate COVID precautions
- Refined Mason COVID HealthCheck
- Increased support for students
- Monitor, plan, & respond as needed
• Student supports provided by Disability Services have increased each semester.

• The COVID pandemic and financial difficulties have exacerbated the prevalence and severity of students’ mental health concerns.

• Mason has responded to urgent needs by strengthening recruitment and retention of mental health clinicians and expanding services and programs.

• Mason has also created a Well-Being and Mental Health Task Force to address the current and future needs of the entire Mason community.
Mason has invested additional resources and effort into physical and mental healthcare for our students over the past 2+ years – and there’s been an increase in services requested in Spring 2022, likely due to the impact of the Omicron variant.

Student Health Services has provided

~5,500 appointments for COVID-specific and COVID-like illnesses

“...We had easy communication with the medical clinic on campus…they followed up frequently with [our son].

-Cherie Moman, parent of Mason student
IMPACT
University Cases Across the U.S. in May 2021

9,914 University of Florida
8,607 Indiana University Bloomington
8,008 Ohio State University
7,708 University of Wisconsin-Madison
7,691 Penn State University
7,597 Clemson University

6,766 Arizona State University
6,766 University of Illinois Urbana-Champaign
6,391 University of Georgia
6,230 Purdue University
6,116 University of Michigan
5,576 Texas A&M University

5,369 Brigham Young University
5,228 University of South Carolina
4,565 University of Alabama
4,365 University of Arizona
4,327 University of Central Florida
4,312 Michigan State University

923 Mason
Opinion/Editorial: GMU tactics on COVID are positive

Throughout the fall semester, colleges and universities across the country implemented strict protocols to ensure safety while also keeping the academic year underway.

Many institutions have been forced to make decisions based on their limited resources and personnel. Instead of accommodating the unique needs of different communities, some institutions have chosen to mandate face coverings in all campus locations.

What about the western campus? Universities should serve as laboratories for COVID-19 prevention, and George Mason University is a great case study to explore.

George Mason University is now entirely COVID-free

Lena Zohar, 2023 / By John Harris

George Mason University is entirely free of COVID-19 for the first time since the global pandemic began. University officials announced on Thursday afternoon that there are no cases whatsoever among its more than 36,000 students, faculty and staff for the first time since it began daily testing of the community.

Things could change tomorrow,” said Paul Ahern, vice president of strategic communications and marketing, “But, for today, Mason is COVID-free. Life is good.”

Mason has long ranked among the nation’s shining examples of COVID management with a daily Mason COVID Healthy@ system that helps the school closely monitor the virus spread to avoid any large outbreaks. The online screening tool that begins last fall must be completed seven days a week by students, faculty, staff and community.

George Mason University eases COVID-19 restrictions

Mason’s Student Health Center announced Friday that it is easing its COVID-19 restrictions, including allowing indoor social events and activities, providing a gradual return to normal, and resuming residential life.

The university is also lifting the mask mandate for events with more than 100 attendees that are organized by the student government.

George Mason will also be resuming its testing protocols for students in high-risk roles and for some cancer patients. Mason is monitoring and studying virus numbers, though, will not be more open.

“This is an important step. We have met our goal of keeping our COVID-19 testing protocols at or below 1.9% for the past six months,” said George Mason University President Gregory Washington.

“Let’s ensure our positivity rate drops to 0.2% to 0.4% or less in order to have the best start to the fall semester,” he concluded.
149* Mason’s 7-day average of daily new cases at peak of Omicron

220* Fairfax County’s 7-day average of daily new cases at peak of Omicron

*Rate per 100,000 in population
Campus Presence

I think they took all of the necessary action they needed to, and they got people back to campus as soon as they could.
-MacKenzie Rankin, current Mason student

Combined Number of Student Involvement & Registered Student Organization (RSO) events

Residential Students

~100% increase in the number of students and employees on campus from Spring to Fall 2021
The University was very responsive, they were well set up in the [Q/I] dorms...as a parent...I really appreciated that.
- Cherie Moman, parent of Mason student
Impact on Students

Mason’s swift and agile response enabled:

- Lack of disruption to academics
- Student experience
- Experiential learning opportunities
- Enrollment
- Student financial aid

**Impact on Students**

This was a challenging time...trying to just manage anxieties around what was a very real and scary time....Ultimately our communication and our messaging that went out...helped to ease many students’ minds around their time on campus.

-Lori Scher, Assistant Dean, University Life

|$56m in student scholarships provided under COVID relief programs

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<thead>
<tr>
<th>Total Student Enrollment</th>
<th>Undergraduate Enrollment</th>
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<tr>
<td>↑ 111 students*</td>
<td>only ↓ 0.7%*</td>
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<td>(statewide decline of &gt;1.2%)</td>
<td>(statewide decline of &gt;2%)</td>
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<tr>
<th>Graduate Enrollment</th>
<th>Law School Enrollment</th>
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<tr>
<td>↑ 1.5%*</td>
<td>↑ 24%*</td>
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<tr>
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*when comparing Fall 2021 to Fall 2020 enrollment
Lasting Impact on Learning Modalities

- Mason’s agile and responsive faculty created online and hybrid courses
- This experience has paved the way for continuing hybrid courses
  - Faculty focused on different types of learning
  - Faculty and students are much more comfortable with hybrid courses
  - Increased number of online courses, as per our pre-pandemic academic plan
Mason testing reduced burden on regional testing

Mobile vaccination clinic offered access to underserved communities

Mass and mobile vaccination clinics increased overall regional vaccination rate
STRENGTHS, RISKS, AND OPPORTUNITIES
Key Success Factors

- Governance structure with diverse membership
- Countless hours of work over weeks, evenings, weekends, and holidays for 2+ years
- Decision to quickly pivot to online instruction
- Faculty commitment to deliver courses in multiple modalities
- Adherence to scientific principles and guidance
- 13,000 weekly capacity testing program
- Among the first universities to required vaccinations
Additional Success Factors

- Reopened campus safely
- No major outbreaks
- Continued to provide quality instruction and research throughout pandemic

- Decisive Leadership
- Emergency Management Expertise
- Positive Relationships with State & Local Partners
- Community's Adaptability
Looking Forward

Risks

- Paused Enterprise Risk Management Program
- Depleted human resources
- Decline in mental health & well-being
- Lack of health IT & identity management systems
- Mistrust of Public Health

Opportunities

- Resume and refresh related plans
- Invest in personnel
- Invest in support services and resources
- Invest in IT infrastructure
- Lead through our response, follow the science, share knowledge
FY23 Enterprise Risk Mitigation Efforts

- Implement strategies to address Financial Challenges
- Fully transition and decrease COVID Operations to steady-state
- Implement a more robust Continuity Of Operations tool
- Continue to address Human Resources and IT Infrastructure needs
- Facilitate management of risks related to Infectious Disease research
- Focus Emergency Management efforts on Active Threat training and planning
Mason Impact Video
Thank you to everyone who has participated in Mason’s COVID response, and to those who continue to support ongoing efforts.
QUESTIONS?

Julie Zobel, PhD
Associate Vice President
Safety, Emergency, & Enterprise Risk Management
jzobel@gmu.edu

David Farris, PhD
Executive Director
Safety, Emergency, & Enterprise Risk Management
dfarris@gmu.edu
THANK YOU

Disability Services
Diversity, Equity, and Inclusion
Environmental Health and Safety
Fiscal Services
Housing and Residence Life
Human Resources and Payroll
Information Technology Services
Learning Support Services
Office of the Provost
Office of University Branding
Safety, Emergency and Enterprise Risk Management
Student Health Services
University Business Consulting
University Life