

## 2021 Planning Conference

Board of Visitors, Board of Trustees Executive Committee, President's Council & Alumni Association  
A New Beginning | Financial Framework  
Thursday, July 29, 2021 | Horizon Hall Room 2014

7:45	Continental Breakfast
8:15	Welcome Remarks, Agenda Overview & Key Milestones/Achievements Gregory Washington
8:45	Framing of the Day Mark Ginsberg
9:00	<p><b>Small Group Breakout Stations:</b> Each station will run for 18 minutes followed by a two-minute transition and will address four key areas. Facilitators will provide a short presentation highlighting key initiatives. Attendees will be in preassigned groups and rotate through the four stations.</p> <p><b>Station #1: Mason as Tech Talent and Innovation Leader</b> <b>Facilitators:</b> Paul Allvin, Trishana Bowden, Liza Wilson Durant &amp; Carol Kissal</p> <p><b>Station #2: Mason Students: From Access to Success</b> <b>Facilitators:</b> Saskia Campbell, Rose Pascarell &amp; Rachel Wernicke</p> <p><b>Station #3: ARIE: Where We've Been and Where We're Going On Our Journey To Inclusive Excellence</b> <b>Facilitators:</b> Shernita Rochelle Parker, Wendi Manuel-Scott &amp; Dietra Trent</p> <p><b>Station #4: Supporting Faculty &amp; Staff Success: Driving Mason to Greater Greatness</b> <b>Facilitators:</b> Mark Ginsberg, Erin Iacangelo &amp; Melissa Broeckelman-Post</p>
10:20	Break
10:30	Branding Project Paul Allvin
12:00	Lunch / Horizon Hall Reading Wall Atrium
1:00	Financial Framework Presentation Carol Kissal
1:45	<p><b>Small Group Breakout Stations:</b> Breakout sessions will address strategic topics that will be some of the areas of focus in 2021-2022. Each station will run for 18 minutes followed by a two-minute transition. Facilitators for each station will provide a short presentation followed by discussion. Attendees will be in preassigned groups and rotate through the four stations.</p>

	<p><b>Station #1: Efficiency, Effectiveness, &amp; New Revenue Opportunities</b>  <b>Facilitator:</b> Kevin Borek, Bill Dracos, André Kinney, Carol Kissal &amp; Frank Strike</p> <p><b>Station #2: Innovation Commission &amp; Strategic Planning</b>  <b>Facilitator:</b> Keith Renshaw &amp; Ken Walsh</p> <p><b>Station #3: Building Blocks for Mason’s \$1B Campaign – Philanthropic Partnerships</b>  <b>Facilitator:</b> Trishana Bowden</p> <p><b>Station #4: 2021-2022 Legislative Priorities</b>  <b>Facilitator:</b> Paul Liberty</p>
3:00	Break
3:15	Report Outs (Morning & Afternoon Sessions) & General Discussion
4:30	Reflections & Closing Comments Gregory Washington
5:00	Reception / Horizon Hall (Room 2014 Exterior)



# 2021 Planning Conference

Building a Collective  
Consciousness

Gregory Washington, PhD  
President





# Thriving through Our Major Crises

Pandemic disrupts campus operations  
for greater than 1 year

Enrollment grew by about 2.1%,  
rankings improved

Largest (>39,000) and most diverse 4-  
year institution in VA (majority/  
minority)

No staff layoffs or furloughs - 5% raise

Best research expenditures ever

Managed budget and restored  
E&G reserves





# Keeping Mason safe to learn, live, and work

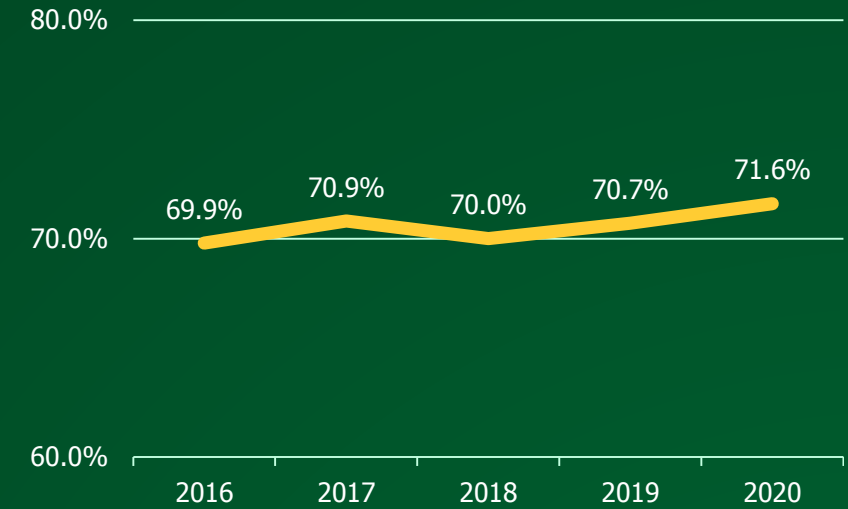
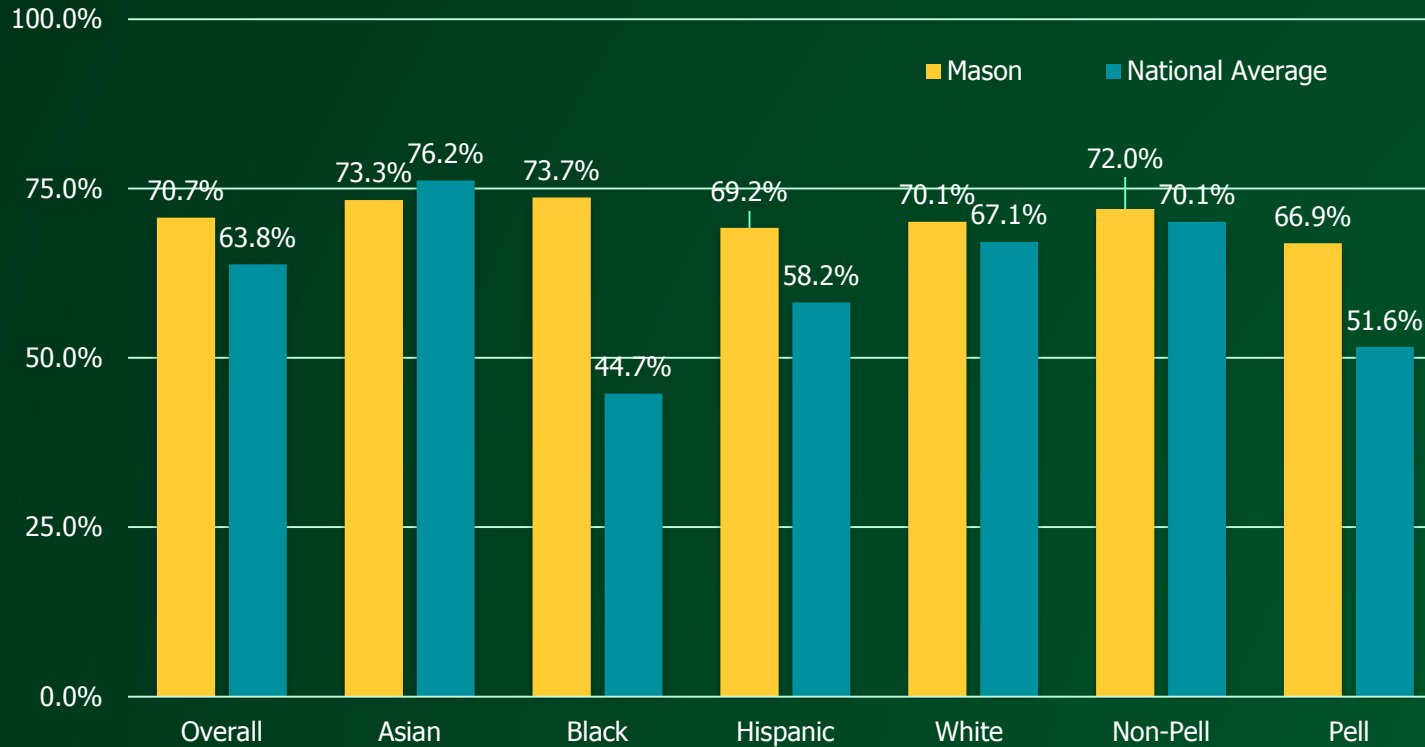
## Minimal COVID-19 cases

- **901 total** since 8/1/2020 reopening
- **258** in residence halls
- **142** faculty/staff, **49** contractors

**Vaccine Delivery — More than 88,300 since January**



# 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 2013)  
 SOURCE: U.S. Department of Education, National Center for Education Statistics, IPEDS, Winter 2019–20, Graduation Rates component (provisional data).



# Graduate Rankings

**BEST  
GRAD SCHOOLS**

**U.S. News**

**RANKINGS**

*U.S. News & World Report* Ranks **Eight** Mason Graduate Programs Among **Top 25** Nationally

## **Antonin Scalia Law School**

- **Part-time law program:** 1st of public institutions; 4th overall

## **Schar School of Policy and Government**

- **Homeland Security:** 4th of public institutions (Best in Virginia); 7th overall
- **International Policy:** 5th of public institutions (Best in Virginia); 14th overall
- **Local Government Management:** 18th of public institutions (Best in Virginia); 22nd overall
- **Public Policy Analysis:** 11th of public institutions; 23rd overall

## **College of Humanities and Social Sciences**

- **Criminology:** 10th of public institutions (Best in Virginia); 10th overall

## **College of Education and Human Development**

- **Elementary Education:** 17th of public institutions; 20th overall
- **Special Education:** 15th of public institutions; 16th overall



# Mason Impacting the World



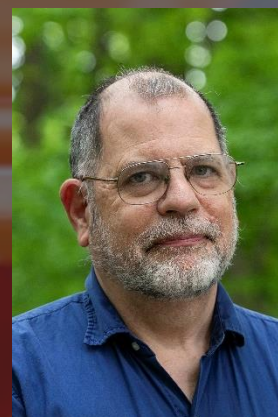
**Lance Liotta**  
and his team at Mason's Center for Applied Proteomics and Molecular Medicine shifted their research to fighting COVID-19.

- Developed nanotrap COVID-19 testing technology used by LabCorp
- Developed a rapid-result, saliva-based test that allowed Mason to expand its surveillance testing to greater than 5,000 per day



**Ed Maibach**  
was ranked No. 7 in the world for climate science.

- Ranked by Reuters as the most influential U.S. public university scientist working on climate change
- Ranked third in the United States among the world's top 1,000 climate scientists



**Tyler Cowen**  
Mason economist launched the Emergent Ventures Fast Grants Program to incentivize and fund COVID-19 research.

- The program has awarded 247 grants totaling \$50 million
- The Yale-sponsored COVID-19 test used by the NBA is just one of the program's success stories



# Mason Impacting the World



**Thomas Lovejoy**  
National Academy  
of Sciences



**Andrew Light**  
Assistant Secretary  
of International Affairs  
at U.S. Energy  
Department



**Justin Sutters**  
2021 Southeastern  
Region Higher  
Education Art  
Educator Award,  
National Art Education  
Association



**Guadalupe  
Correa-Cabrera**  
*Small Wars Journal*  
El Centro Fellow



**J. P. Singh**  
Richard von Weizsäcker  
Fellow, the Robert Bosch  
Academy Board of  
Trustees, Berlin



# Our Pathway Forward





# Access to Excellence

## The Mason Virginia Promise:

A pathway toward a bachelor's degree or your own business for **EVERY** Virginian who wants it.

- Meeting 100% of student need
- Based on expanding ADVANCE and our Early Identification Program (EIP)

## WHAT EMPLOYERS NEED



ACCESS TO  
TALENT

WITH HIGH-QUALITY  
CREDENTIALS



AND PROFESSIONAL  
EXPERIENCE

## HOW WE CAN HELP



**MASON  
TALENT  
EXCHANGE**

# The Solution: The Mason Talent Exchange

## Employer Needs

Employer describes skills, certifications, job needs

## Mason Aligns Micro-Credentials

- Mason creates micro-credentials (non-credit)
- *Fast* — Can be completed in 90 days
  - *Low cost* — via Mason Presidential Scholarships

## Employer Provides Support

- Resumé review/ interviews
- Experiential learning opportunities
- Scholarships

## JOBS



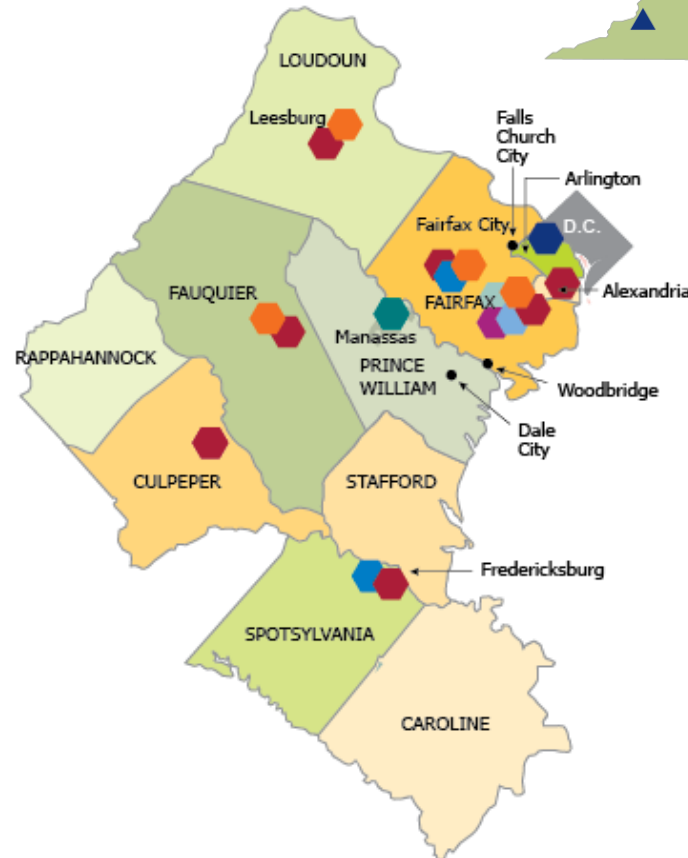
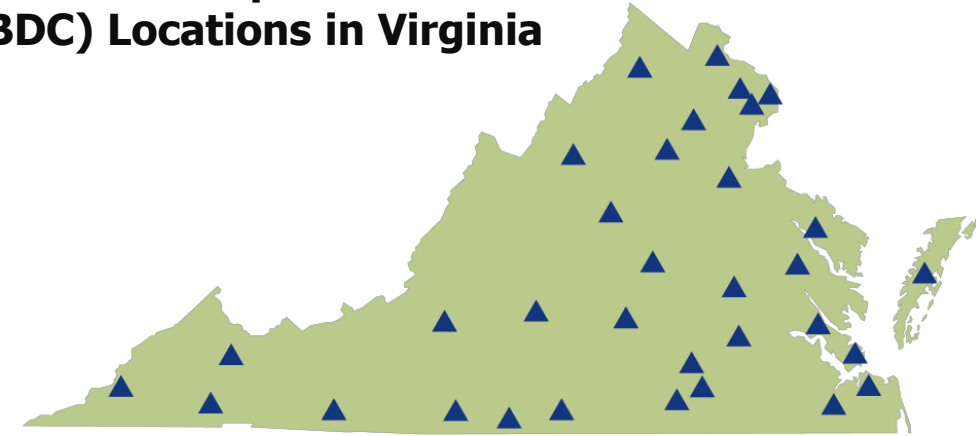


# National leader in collaborative partnerships between faculty, staff, students, senior leadership, and our community

- Visit **EVERY** county in the state supporting small businesses, community college pathways (ADVANCE), and outreach



## Small Business Development Center (SBDC) Locations in Virginia



## Other Mason Business Support in Virginia

- Incubators
- Digital Innovation
- SciTech campus
- SBDC offices
- PTAC offices
- Veterans Business Outreach Center
- Women's Business Center
- Business Finance Center

# Anti-Racism & Inclusive Excellence Initiative

## VISION

George Mason University will become a national exemplar of anti-racism and inclusive excellence.

## MISSION

- Develop and implement effective systems, practices and traditions that eradicate racism and bigotry at Mason.
- Prevent racist practices from regenerating through the establishment.
- Establish Mason as a community, commonwealth, regional, and national resource for the advancement of anti-racism, reconciliation, and healing.

## TENETS

- Mason will be **deliberate in establishing an inclusive environment** in which all members of the campus community are welcomed and supported; experience a sense of belonging; and differing perspectives are valued and encouraged.
- Mason is committed to equal opportunity across the board and will aggressively challenge and respond to bias, discrimination, and harassment.
- Anti-racism and inclusive excellence will be foundational in every program, process, policy and procedure at Mason.



**Local Ad  
Campaign**

Sometimes **the one**  
is right in front of you.

America's fastest growing  
public research university



[gmu.edu/meet-us](https://gmu.edu/meet-us)





**Local Ad  
Campaign**



Are you  
missing  
out on  
something

**big**



**Rediscover Virginia's  
largest public university.**

[gmu.edu/meet-us](http://gmu.edu/meet-us)





Local Ad  
Campaign

We're super  
**ex**inclusive.

Rediscover Virginia's most diverse university.



[gmu.edu/meet-us](https://gmu.edu/meet-us)





A woman with short blonde hair, wearing a dark green lab coat over a white top, is focused on working on a red breadboard. She is holding a small component in her hands. The breadboard is populated with several integrated circuits and is connected to various colored wires (yellow, blue, red). The background shows a laboratory environment with a rack of equipment and a ceiling with recessed lighting.

# What Does This Mean?

- Ongoing effort to hire and retain faculty
- Efforts to modernize research support (hired a new VP Research and Innovation) - Support for multiple PI on an award, support for seed grants
- Investigating establishing a formal Graduate School
- Focused investment in areas of research of consequence
  - ***Institute for Biohealth Innovation (IBI)***
  - ***Institute for a Sustainable Earth (ISE)***
  - ***Institute for Digital InnovAtion (IDIA)***



# We're Bringing Innovation to Northern Virginia

- **Institute for Digital InnovAtion**
- **225,000 square feet** for Mason-led innovation programming and community engagement spaces
- **120,000 square feet** for innovation labs, offices, and programming by developer and partners
- **15,000 square feet** for retail amenities
- 2025 occupancy

**CYMANII**  
the cybersecurity  
manufacturing  
innovation institute

**A** Arlington  
Public  
Schools

**VIRGINIA  
SBDC**

**Commonwealth  
Cyber Initiative**  
CCI Nova Node

+ Industry  
Partners

**George Mason University  
Pro-bono Innovation Law Clinic**

**George Mason University  
Office of Technology Transfer**

**GEORGE  
MASON  
UNIVERSITY**



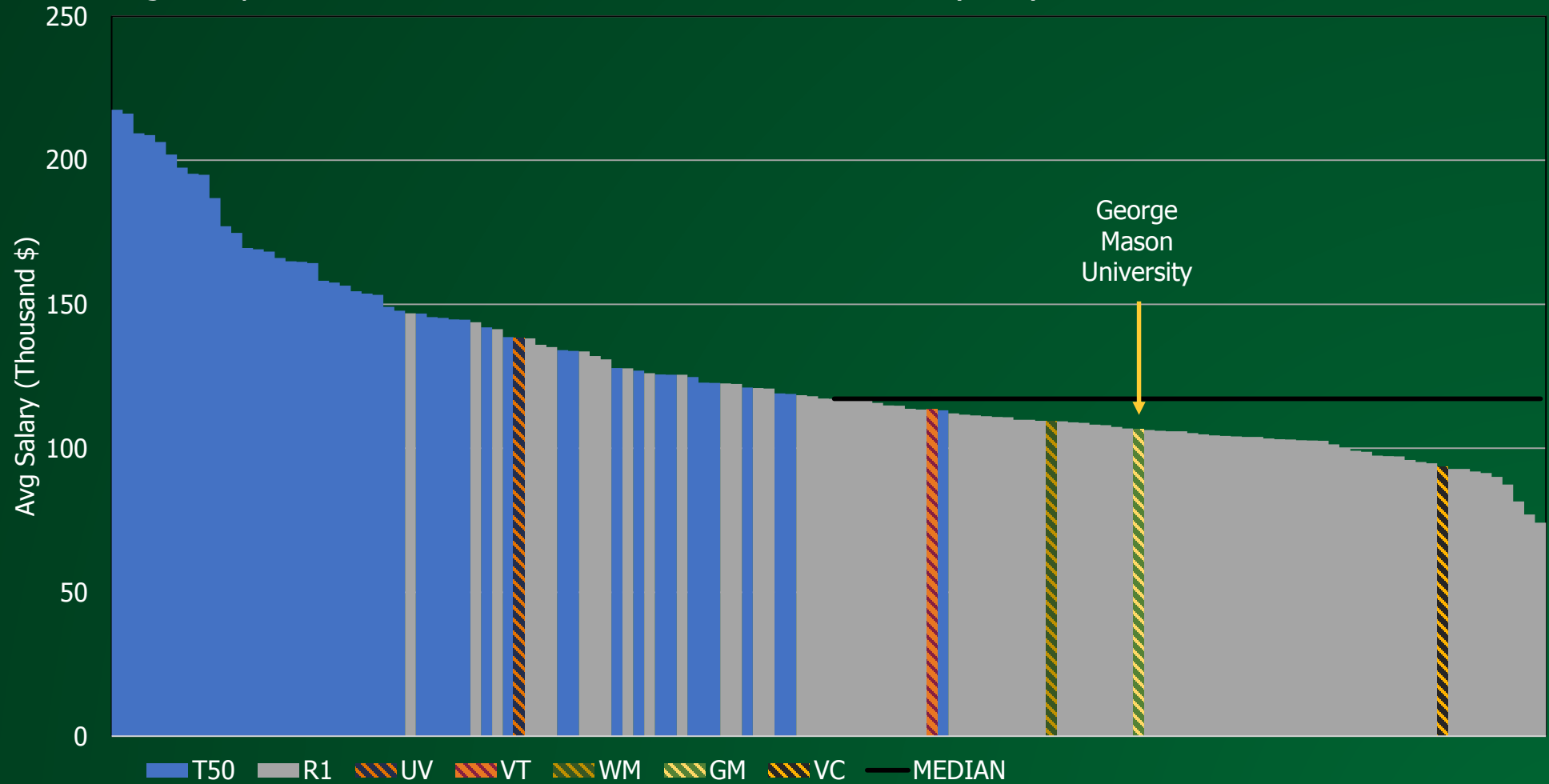
# Other Reinventing Initiatives

- Launch formal Strategic Plan
- Launch a comprehensive institutional brand renewal effort
- Launch an initiative to increase university rankings
- Examine and, if necessary, expand our Advancement effort
- Successfully complete SACSCOC accreditation review
- Launch formal faculty and staff support and retention programs
- Reestablish medical school plans
- Complete master planning effort

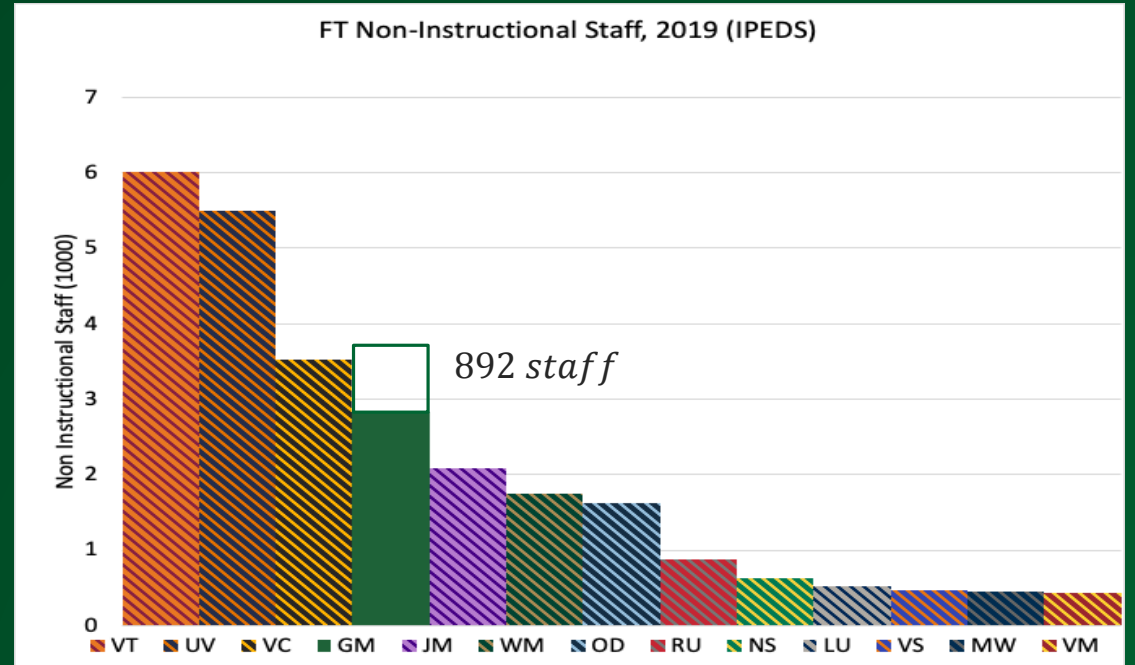
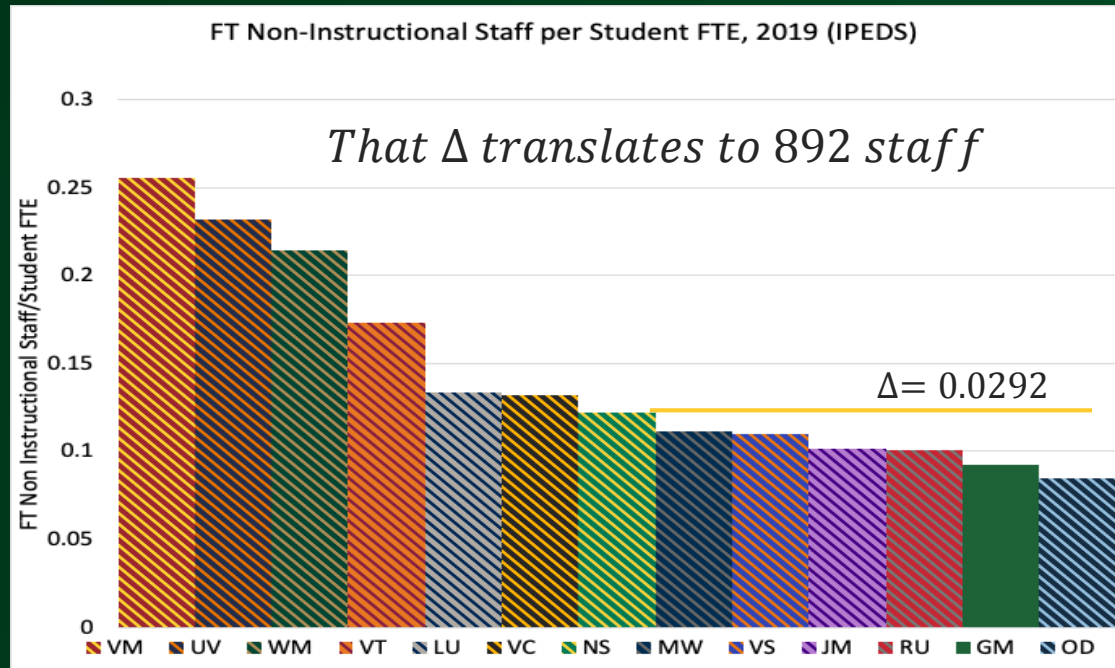


# Faculty Salaries

Avg Salary TT Ranks - R1, T50/R1, and VA Public Universities (2019)



# Staff Inequity



# Thank You!

**Merci Bien!**

**Vielen Dank!**

感謝!

**Obrigado!**

Ευχαριστώ!

დიდი მადლობა!

**СПАСИБО!**



**Tak!**

**Grazie!**

**Asante Sana!**

谢谢!

**¡Muchas Gracias!**



# Back Up





# Innovation Commission - Feedback

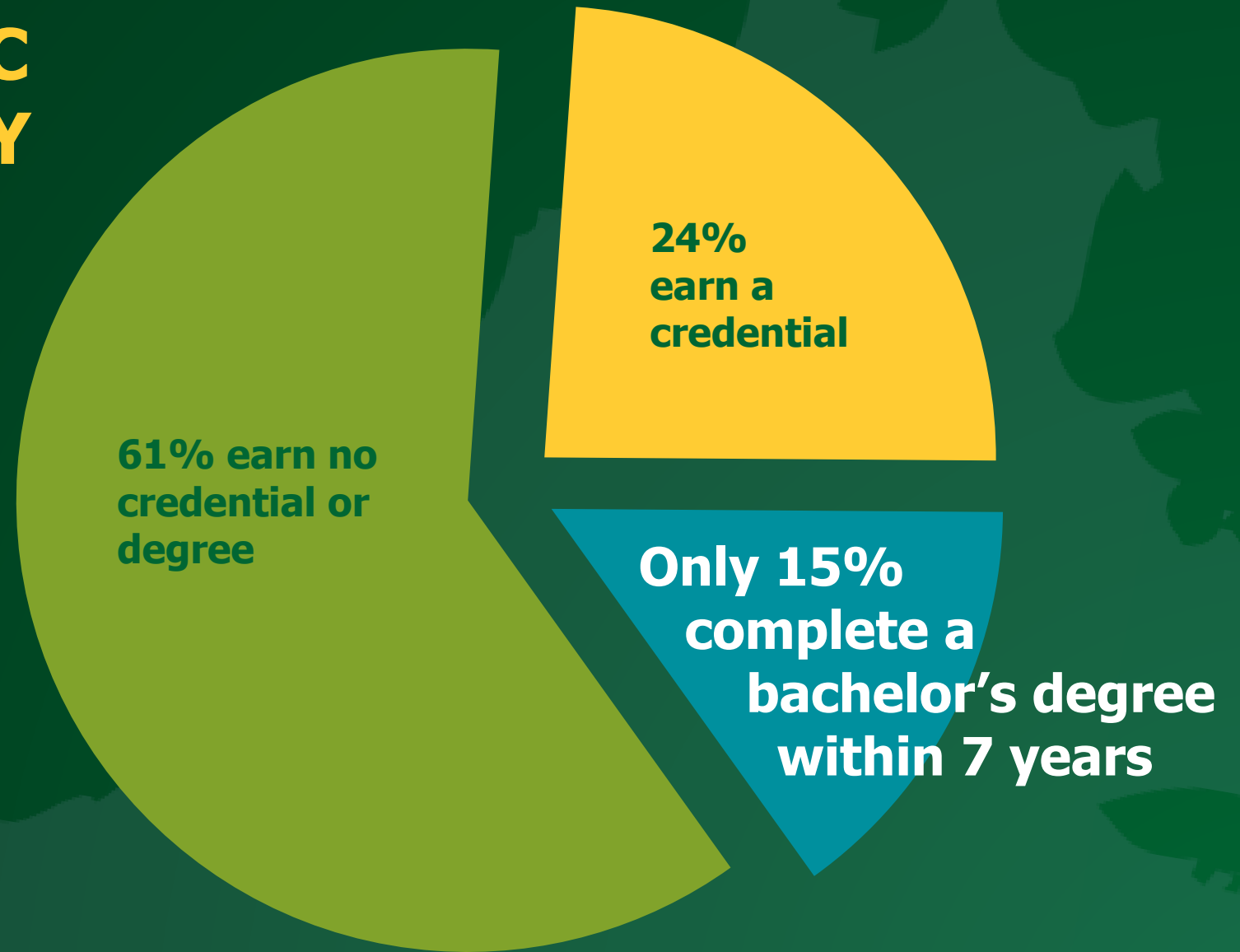
- Debt-free university
- Guaranteed on-campus employment
- Office of pre-college programs
- Experiential learning for every student
- Revamp approach to promotion and tenure
- Culture of staff/faculty mentoring
- Hybrid remote/in-person work as norm for staff
- Revamp infrastructure and incentives for extramural funding





# The Mason NOVA CC ADVANCE PATHWAY

Virginia community college students accumulate nearly a semester's worth of excess credits by the time they earn a bachelor's degree



# The Purpose of ADVANCE



Increase number of NOVA students who **GRADUATE** with 2-year and 4-year degrees



Decrease **TIME** it takes to graduate



Decrease the **COST** and the Excess Credits



Improve **ADVISING** and **STUDENT SUPPORT** for transfer students

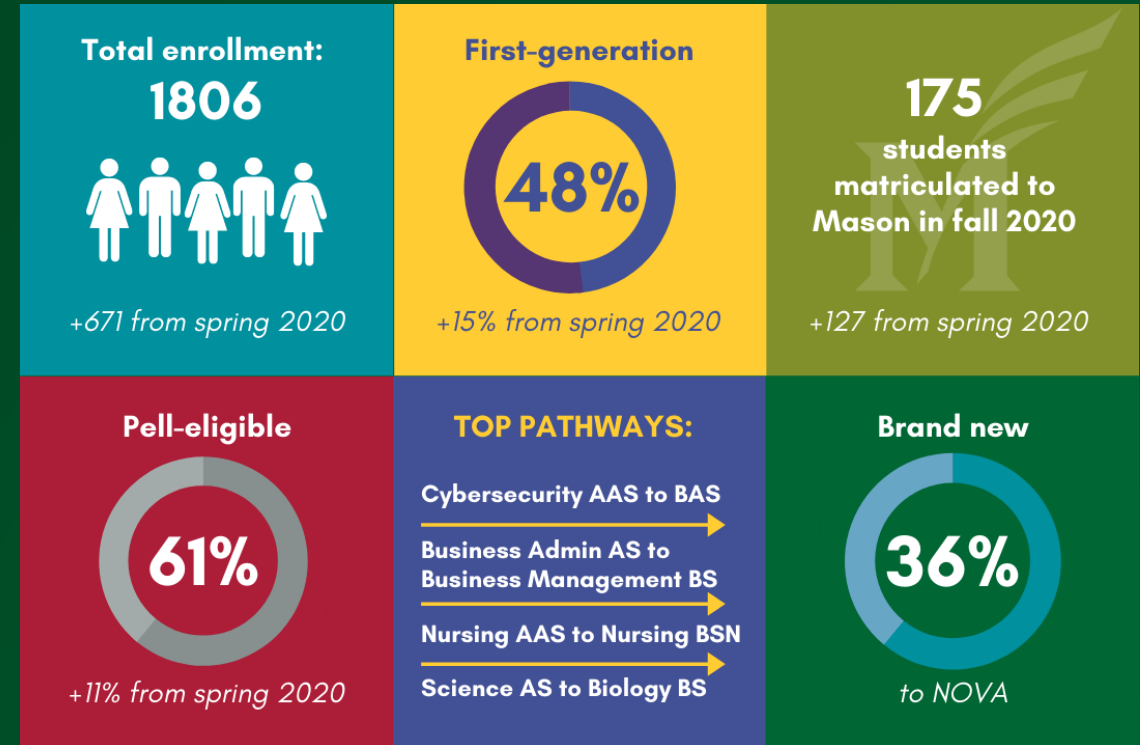
# Program Highlights

## Enrollment Highlights

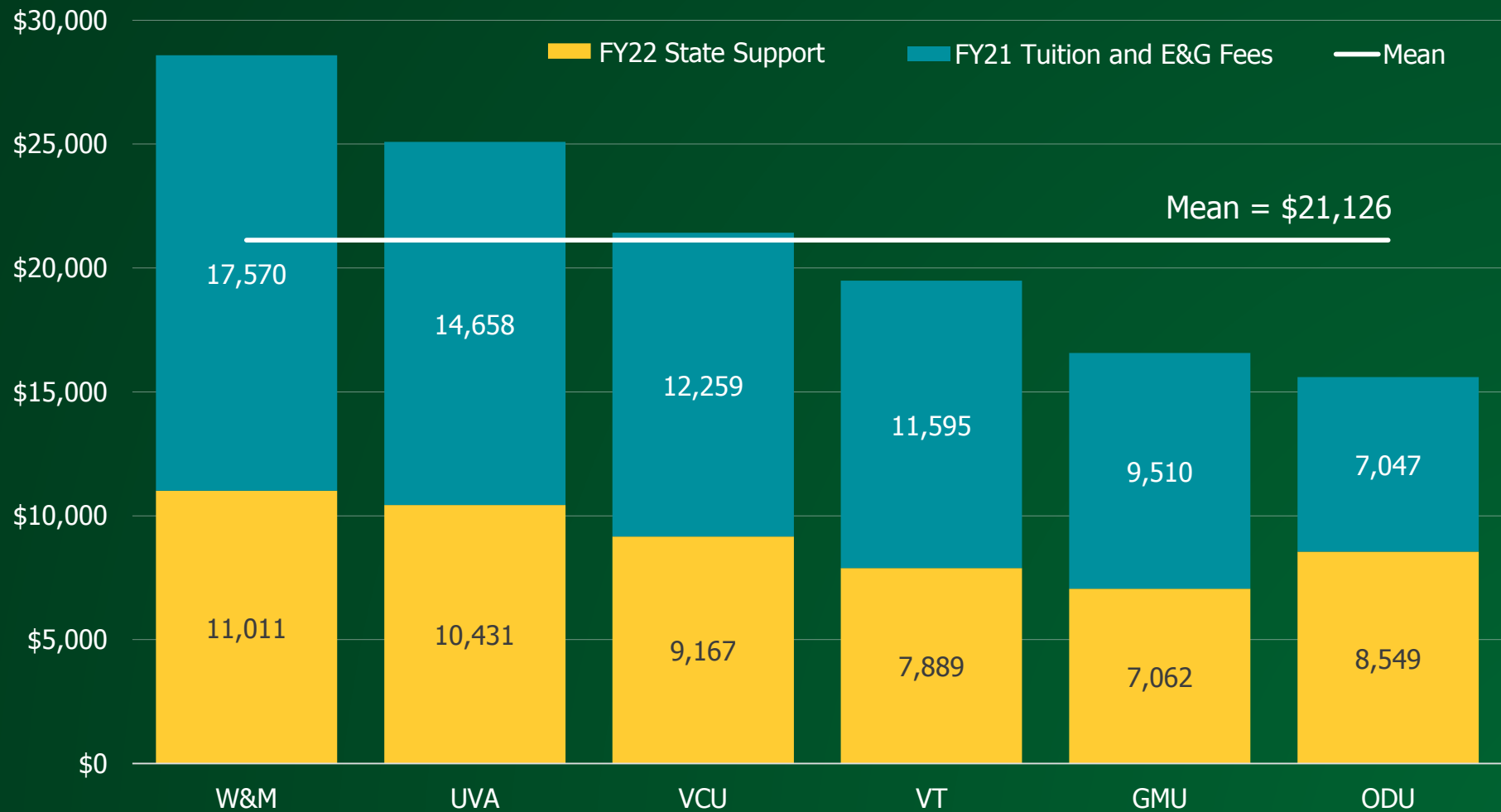
- 1,708 active students, 155 for Spring 2021
- 60% students of color
- Fall 2018 retention rate of 83% and the Spring 2019 cohort of 190 students has a retention rate of 89%, compared to First-Time at NOVA Associate Degree-Seeking Students at 65%
- 4 students graduating this year

## Notable Mentions:

- Started scholarship fund for unpaid internships through the Strada Grant
- Distributed over \$200,000 to more than 100 scholarship recipients
- Launched the Career Accelerator Tool
- Created All-ADVANCE Team Meeting and Community Resources Site



# Doctoral Institutions Funding Disparities Remain



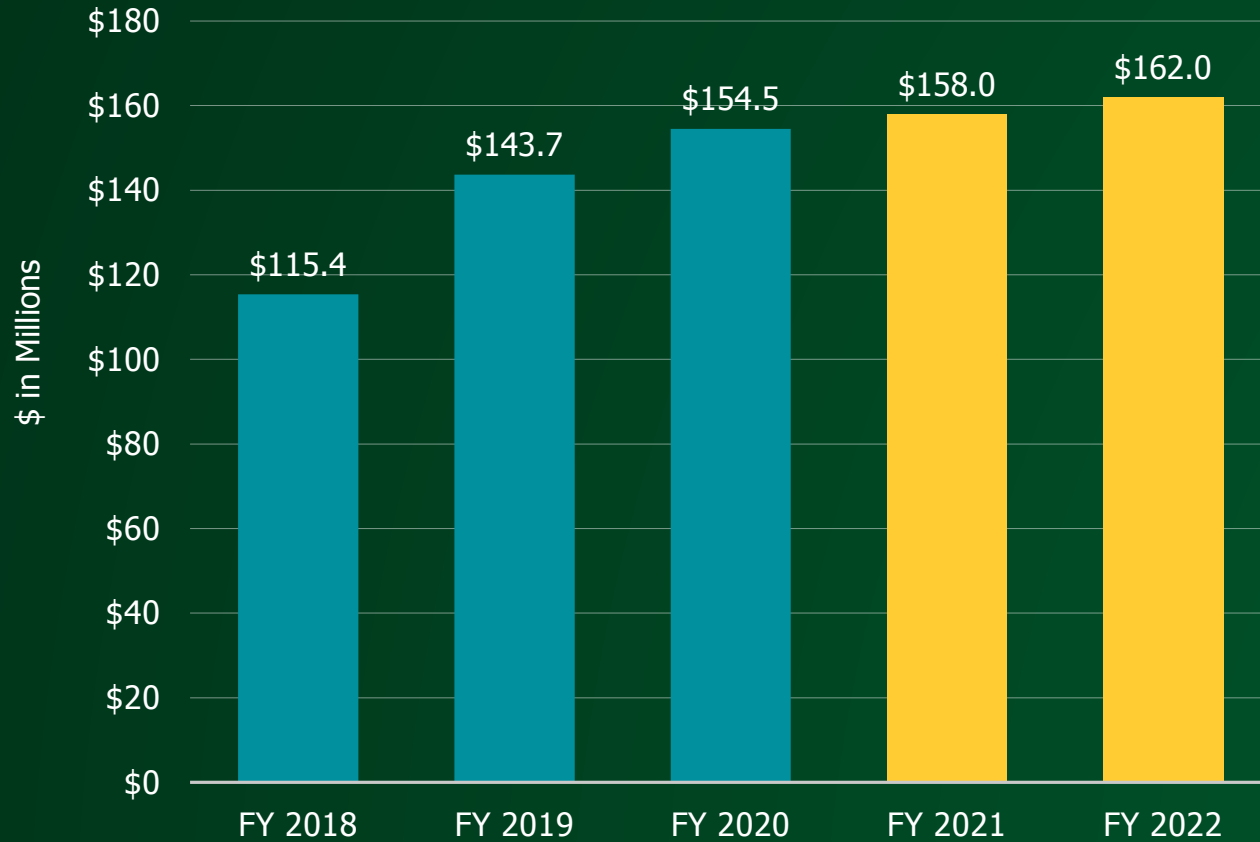


# Elevating Research

- Mason entered the upper echelon of the 131 U.S. R1 research universities in 2016, which was reaffirmed in 2018.
  - We continue to make investments to support our faculty's efforts to increase sponsored support for our programs, with targeted efforts to stimulate revenue growth from federal and industry sources
  - Even with the challenges in federal research spending on sponsored research coupled with the COVID-19 pandemic, Mason has prevailed in maintaining an overall stable funding level for both expenditures and indirect cost recovery.
- *In FY21, sponsored research expenditures are projected to be approximately \$158M. In FY22, federal, private, and state sponsored research activities are projected to be approximately \$162M.*
  - *The effective FY20 indirect cost recovery percentage in FY20 was approximately 13%. Approximately \$21M in IDC recovery is projected to be earned in FY21. Based on FY22 sponsored research projections, \$22M is anticipated to be recovered in FY22 from facilities and administrative costs.*
- By strengthening our capacity to conduct world-class research and scholarship, Mason is an engine for innovation and growth in our region, the Commonwealth, and the nation.

# Research Performance

**Sponsored Research Expenditures  
FY 2018–FY 2022**



FY18 – FY20 are actual expenditures

**NSF TOTAL RESEARCH EXPENDITURE  
GROWTH OF LOCAL INSTITUTIONS  
FY 2010 – FY 2019**

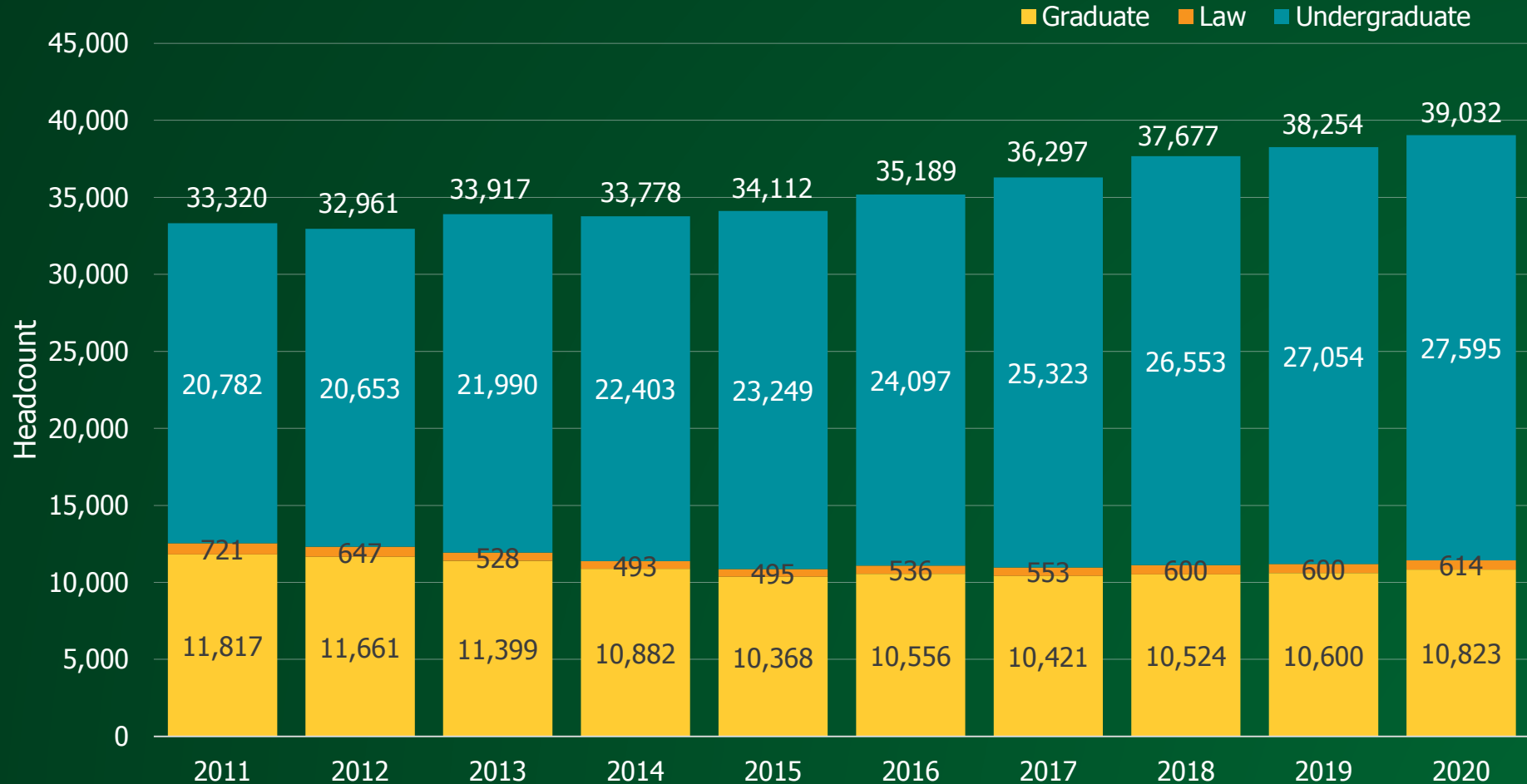
INSTITUTION	GROWTH PERCENTAGE
University of Virginia	122.2%
<b>George Mason University</b>	<b>121.4%</b>
Georgetown University	51.2%
Johns Hopkins University	45.5%
George Washington University	37.0%
Virginia Tech	36.1%
University of Maryland	32.8%
Virginia Commonwealth University	29.3%
James Madison University	24.0%
College of William & Mary	12.8%
Old Dominion University	-30.6%
<b>ALL INSTITUTIONS</b>	<b>36.2%</b>
<b>TOP 100 SCHOOLS</b>	<b>39.8%</b>



# Competitive Compensation/Retention

- Competitive compensation is key to attracting and retaining talented faculty and staff, and Mason's salary appropriation continues to lag the majority of the VA public institutions, despite the highest cost of living in the Commonwealth.
- When comparing Mason's appropriated salary to its SCHEV peers, Mason ranks 19<sup>th</sup> out of 26<sup>th</sup> for overall average faculty salary.
- Based on SCHEV's calculations using our FY20 average appropriated faculty salary, Mason would need approximately \$20M to achieve the 60<sup>th</sup> percentile of its SCHEV peers for teaching and research salaries.
- Our projected 3% annual enrollment growth, coupled with our commitment to provide access to in-demand programs from both students and employers, and research and innovation productivity, will require Mason to increase our faculty by 40 new lines each year.
- The charts below show that Mason has historically operated with a significantly lower level of staff support relative to both other R1 peers and its Commonwealth peers. We plan to work to bring staff service levels to at least the median of our Commonwealth peers with a multi-year strategy.

# Undergraduate and Graduate Enrollment for the Last 10 Years





# Capital Plan





# GOAL

develop a living  
**FRAMEWORK**  
to support ongoing  
decision making

phase

# ONE

establish flexible  
programmatic  
**IDENTITY**  
for three campuses

phase

# TWO

develop physical  
**PLANS**  
to support our  
program goals

## FAIRFAX

32K students  


6.4 Million GSF  



10K hours in classrooms per week  


HIGH usage of specialized instructional spaces

6K residential beds  


49 years campus age  


## ARLINGTON

2K students  


800K GSF  



900 hours in classrooms per week  


42 years campus age  


## SCITECH

2K students  


650K GSF  


600 hours in classrooms per week  


LIGHT usage of specialized instructional spaces

200 residential beds  


24 years campus age  






*Terra Incognita:*  
1954-1964

*Permanence:*  
1964-1972

*Independence:*  
1972-1978

*Emergence:*  
1978-1996

*Prominence:*  
1996-2019

*Future*  
2019-

**1956**  
Established as a Northern Virginia branch of UVA

**1959**  
Named as George Mason

**1964**  
Fairfax campus opens

**1969**  
Transfer of additional 421 acres at Fairfax

**1968**  
New master plan to accommodate expectation of rapid growth

2,390

1,128

356

17

10,767

18,000

24,368

25,000

Mason  
38,255

'10% growth' scenario  
50,000 total  
41,000 on campus

Weldon Cooper TTIP scenario  
43,700

Weldon Cooper baseline scenario  
40,100

**4,000**  
new on-campus  
students

Virginia  
8.5 million

North Virginia  
2.5 million

1956 1960 1970 1980 1990 2000 2010 2019 2025



**ARL**



**Policy  
Professional  
Partnerships**

**SciTech**



**Health  
Innovation  
Primarily graduate**

**FFX Renewed**



**Core  
Collaboration  
UG/grad home**

**FFX Reimagined**



**Core  
Collaboration  
UG/grad home**



# Two-Year Biennium Capital Plan





# Two-Year Capital Plan

- In advance of our Master Plan completion, Mason has submitted a 2-year biennium plan and will complete the full 6-year phased capital plan this fall.
- Table 1 on the next slide includes projects with a clear path forward including funding plans and project scope.



# Two-Year Capital Plan

**Table 1: George Mason University Phasing for Capital Budget Requests (CBR)**

	Campus	Type	FY22 CBR	FY23 CBR	CBR TBD	Total	Committed Philanthropy	Projected Philanthropy	General Fund Capital	Operations/Reserves	Committed Debt	Unplanned Debt	State Eligible
<b>E &amp; G PROJECTS</b>													
Improve Telecom/Network Infrastructure Phase 3 <sup>(1)</sup>	Fairfax	New	\$14,250 GF \$9,750 NGF	—	—	\$24,000	0	0	\$14,250	\$9,750	0	0	59%
Engineering and Science Sector Study & Student Innovation Factory Building (Ph 1)	Fairfax	New	\$30,000 GF	—	—	\$30,000	0	0	\$30,000	0	0	0	100%
Engineering and Science Building (Ph 2)	Fairfax	New	\$150,000 GF	—	—	\$150,000	0	0	\$150,000	0	0	0	100%
Academic VIII — Phase 1 <sup>(2)</sup>	SciTech	New	—	\$100,000 GF	—	\$100,000	0	0	\$100,000	0	0	0	100%
<b>Total E &amp; G</b>						<b>\$304,000</b>	0	0	\$294,250	\$9,750	0	0	
<b>AUXILIARY PROJECTS</b>													
<b>Total Auxiliary</b>						<b>0</b>	0	0	0	0	0	0	
<b>Total Capital Need with Funding</b>			<b>\$194,250 GF \$9,750 NGF</b>	<b>\$100,000 GF</b>		<b>\$304,000</b>	<b>0</b>	<b>0</b>	<b>\$294,250</b>	<b>\$9,750</b>	<b>0</b>	<b>0</b>	

**NOTES & PRIOR APPROVALS:**

<sup>(1)</sup> Telecom — FY08 Phase 1 first requested; FY18 \$11.4M TCP requested. \$673K planning approved NFG (cash); FY18 Phase 2 first requested; FY21 \$12025M TCP approved. \$12.25M GF and 11M NGF

<sup>(2)</sup> Academic VIII — FY20 \$200K NGF pre-planning approved, not initiated, and no longer available; FY21 \$7.5M NGF planning approved, not initiated.

**ABBREVIATIONS**

**CBR** = Capital Budget Request. Annual submission to the Department of Planning & Budget for Virginia Commonwealth funding.

**GF** = General Funds — provided by the Commonwealth of Virginia. For public higher education institutions the State issues debt through the Virginia College Building Authority's 21st Century Bond Program. In the past, the State has also provided funding to Institutions by issuing debt (General Obligation Bonds) that has been approved by voter referendum.

**NGF** = Non-General Funds — provided by George Mason University. NGF funding can include cash, gifts and/or institution debt



# MASON TURNING TO THE FUTURE

- Mason aims to be the “university of choice” for every resident of the Commonwealth who seeks a degree or plans to grow a business.
- We ask the Commonwealth to partner with us to expand opportunity and educational attainment to fuel economic growth.



# Six-Year Academic Plan/Biennium Operating Plan

## INITIATIVES REQUIRING GENERAL FUND SUPPORT

PRIORITY RANKING	STRATEGIES	VP GOAL	BIENNIUM 2022–2024 (7/1/22–6/30/24)				NOTES
			2022–2023		2023–2024		
			TOTAL AMOUNT	GF SUPPORT	TOTAL AMOUNT	GF SUPPORT	
1	Student Success: Affordable Access & New Accessible Pathways	1, 2, 3	\$15,700,000	\$7,850,000	\$16,500,000	\$8,250,000	Increased financial aid for all students and targeted aid for VA PELL eligible ADVANCE and EIP; new accessible pathways and student success initiatives
2	Graduate Education	3	\$4,350,000	\$3,500,000	\$4,350,000	\$3,500,000	Increase grade aid & redesign graduate education
3	Addressing Faculty & Staff Inequities	3	\$15,100,000	\$7,550,000	\$15,100,000	\$7,550,000	Address faculty and staff market/equity issues & workforce planning
4	Develop Infrastructure, Practices & Policies to Support Anti-Racism & Inclusive Excellence	1	\$3,100,000	\$1,550,000	\$3,100,000	\$1,550,000	Implementation of anti-racism and inclusive excellence initiatives and plans
5	Elevate Research	3	\$7,500,000	\$7,500,000	\$7,500,000	\$7,500,000	Enhance HETF & research infrastructure
6	Enrollment: Funding Disparity Support	1, 3	\$6,066,667	\$6,066,667	\$6,066,667	\$6,066,667	Continued mitigation of historic funding disparity
7	Expand Economic Development	3	\$5,300,000	\$2,650,000	\$5,300,000	\$2,650,000	Full implementation of Mason Enterprise initiatives with innovation external partnerships
8	Digital Innovation: Efficient Instructional, Operational & Services Models	3	\$5,000,000	\$2,500,000	\$5,000,000	\$2,500,000	Enterprise-wide transformational projects to enhance efficiency and effectiveness
<b>GRAND TOTAL</b>			<b>\$62,116,667</b>	<b>\$39,166,667</b>	<b>\$62,916,667</b>	<b>\$39,566,667</b>	



# Turning to the Future (Major Themes)

## 1 Operating Plan

- Access to Excellence
- Research
- Competitive Faculty and Staff Compensation/Retention and Growth
- Funding Disparity

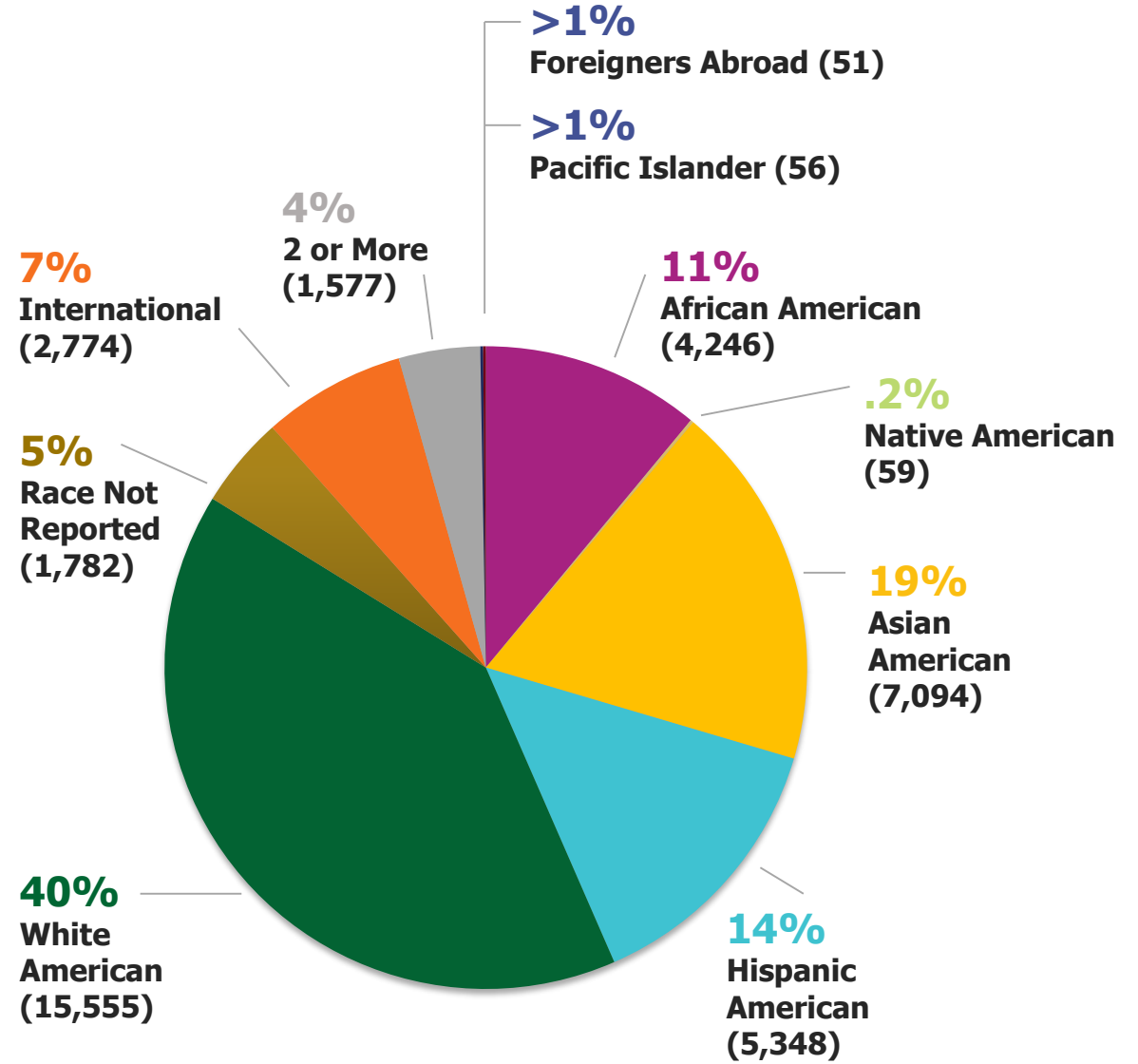
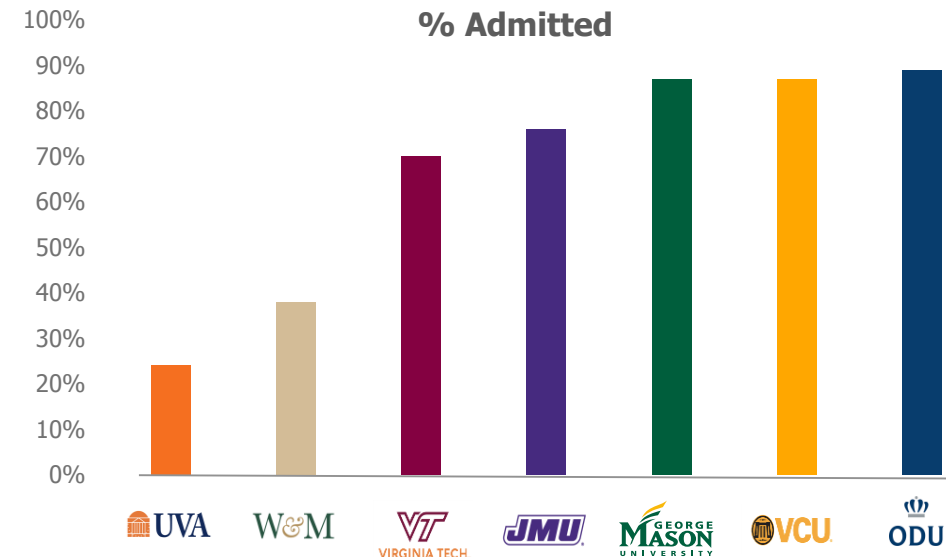
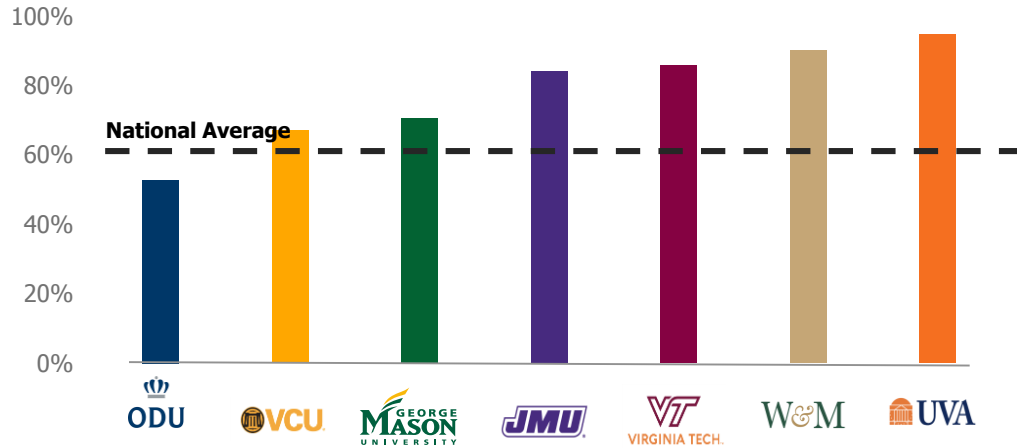
## 2 Capital Plan

- Campus Master Plan
- Two-Year Biennium Capital Plan

# We Are Mason

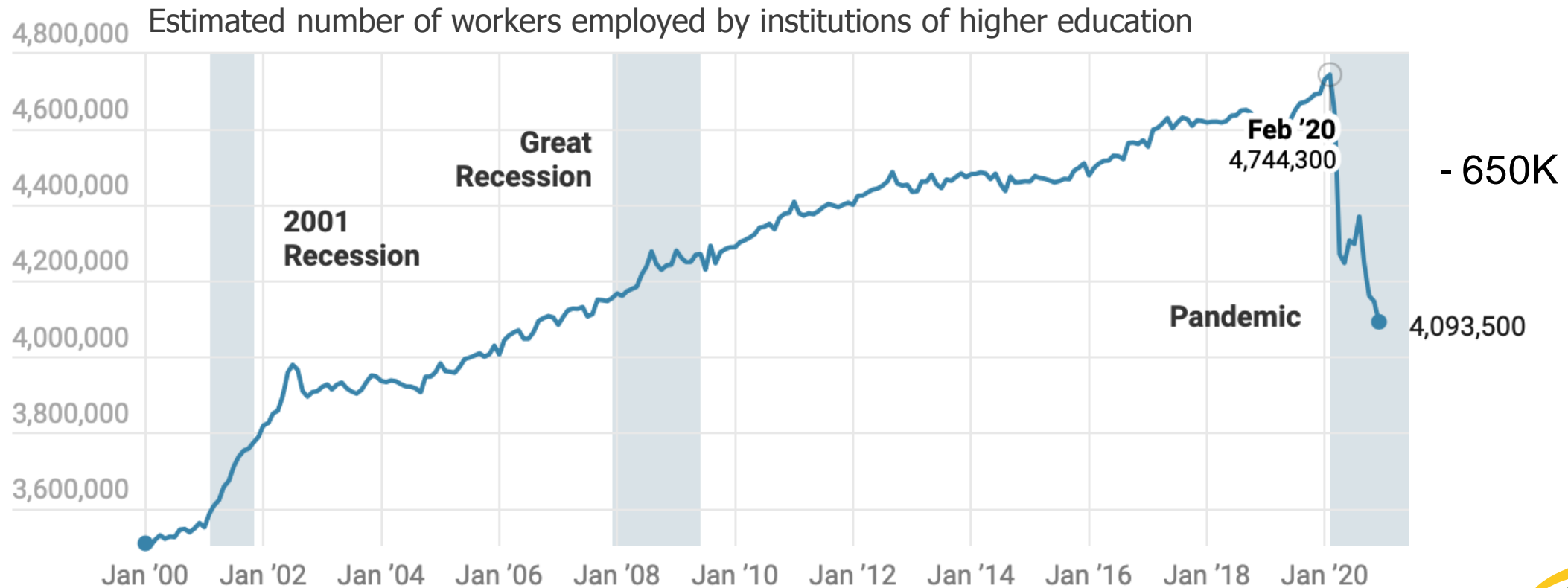
Fall 2019

**6 Year Graduation Rates**  
(Fall 2013 4-Year Bachelor's Cohort)



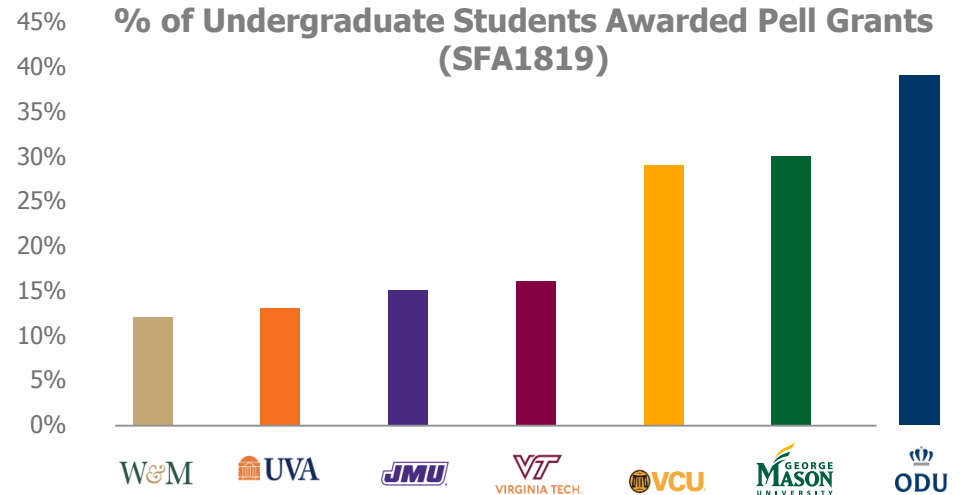
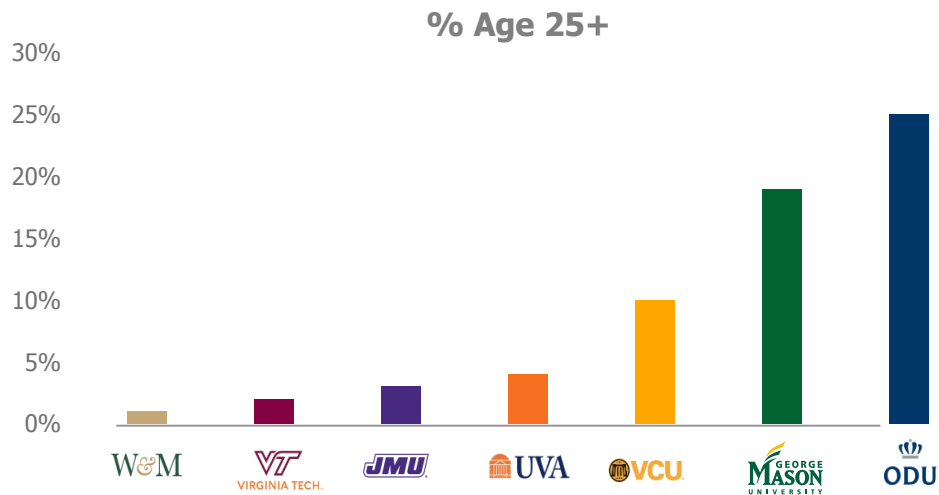
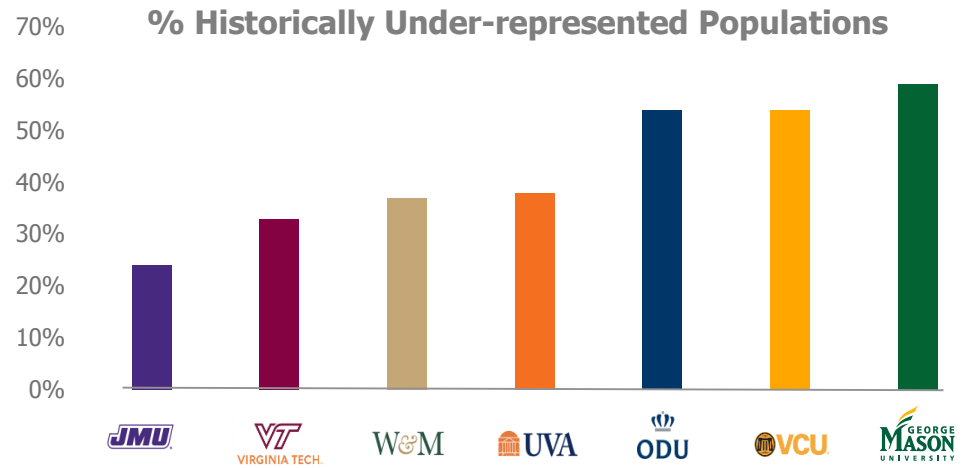
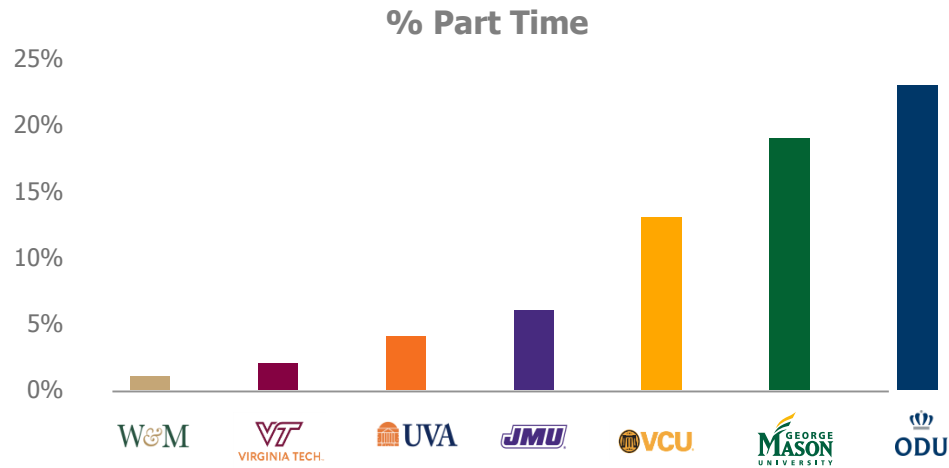


# Cumulative Higher Education Job Losses February–December 2020



A brutal tally: Higher education lost 650,000 jobs last year. (*Chronicle*, February 5, 2021)

# We Are Mason

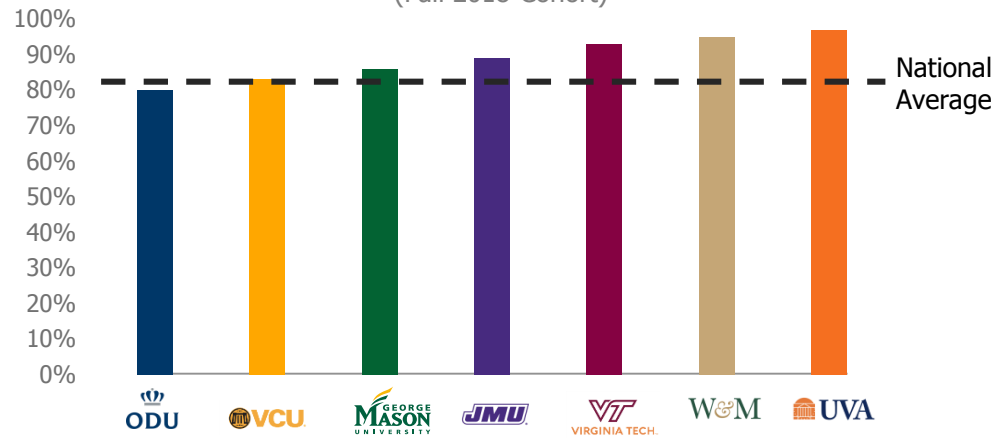


Note: Historically under-represented populations include African-American, Asian American, Hispanic American, International, Native American, non-resident alien, Pacific Islander, and students who reported two or more races. Source: IPEDS Enrollment Data, Fall 2019

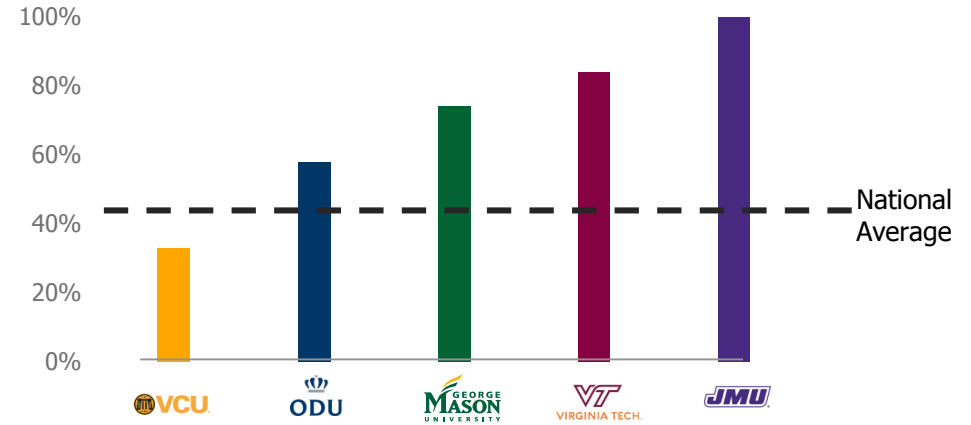


# We Are Mason

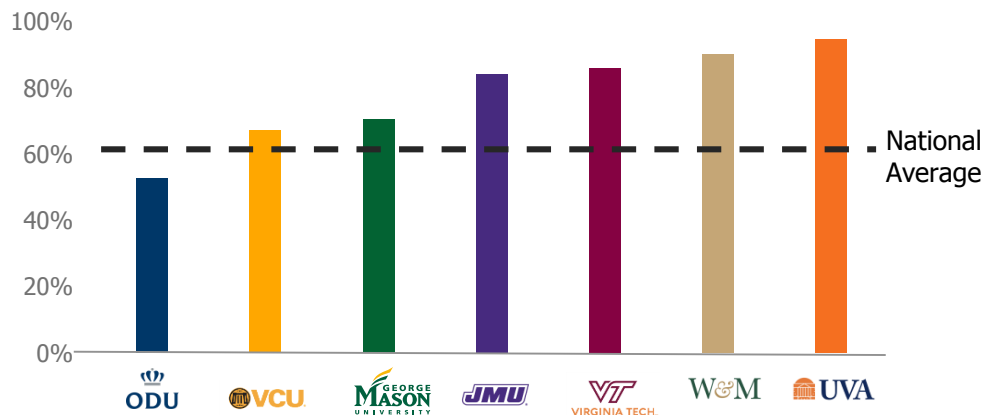
**First-Year Retention Rate, Full-Time**  
(Fall 2018 Cohort)



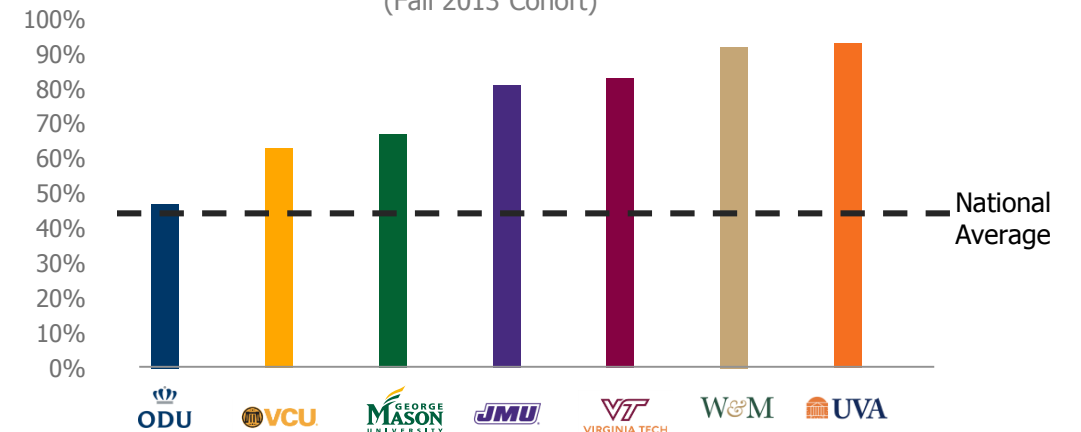
**First-Year Retention Rate, Part-Time**  
(Fall 2018 Cohort)



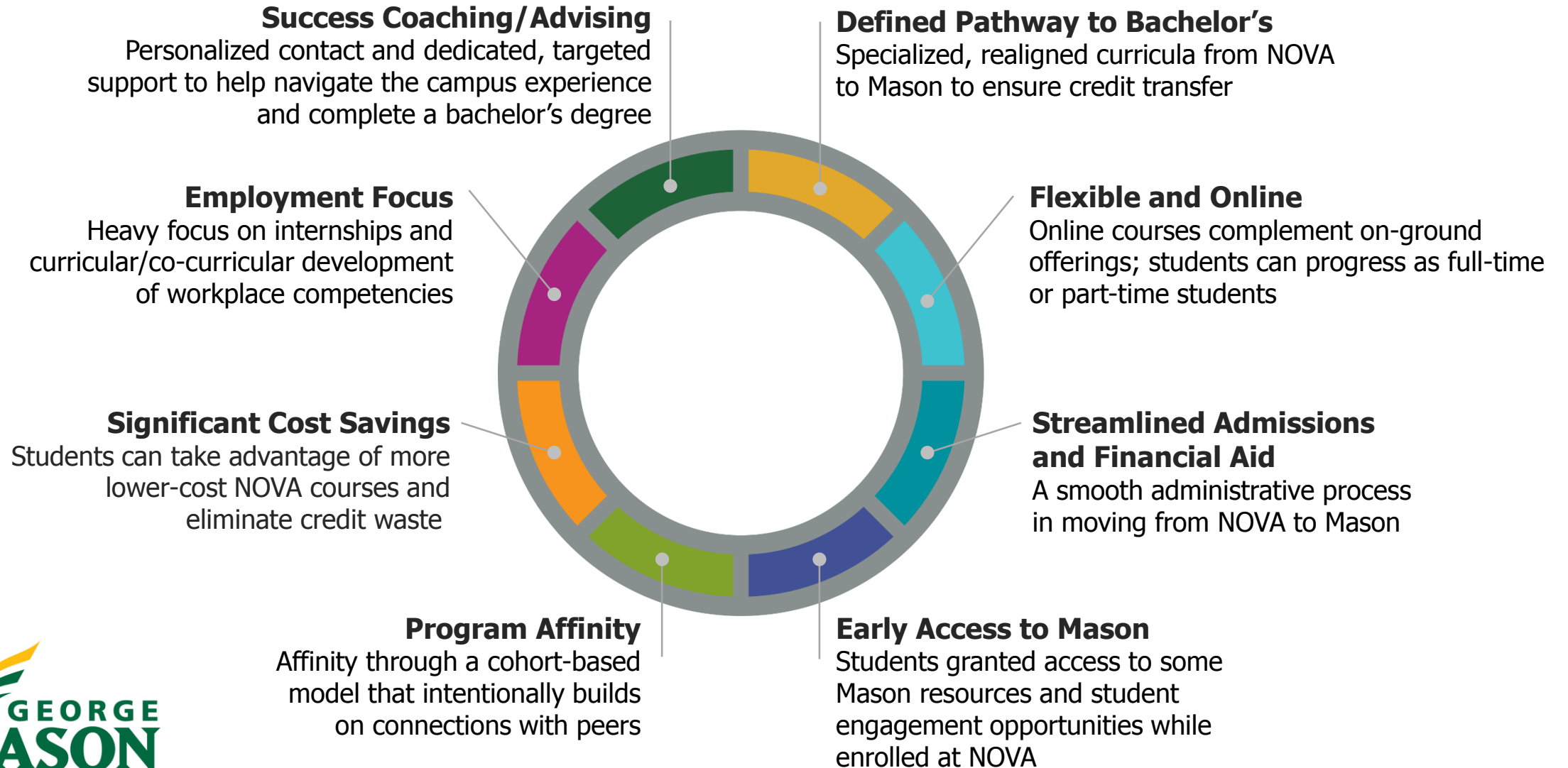
**6-Year Graduation Rates**  
(Fall 2013 4-Year Bachelor's Cohort)



**6-Year Graduation, Pell Grant Recipients**  
(Fall 2013 Cohort)



# The Value Proposition for ADVANCE Students

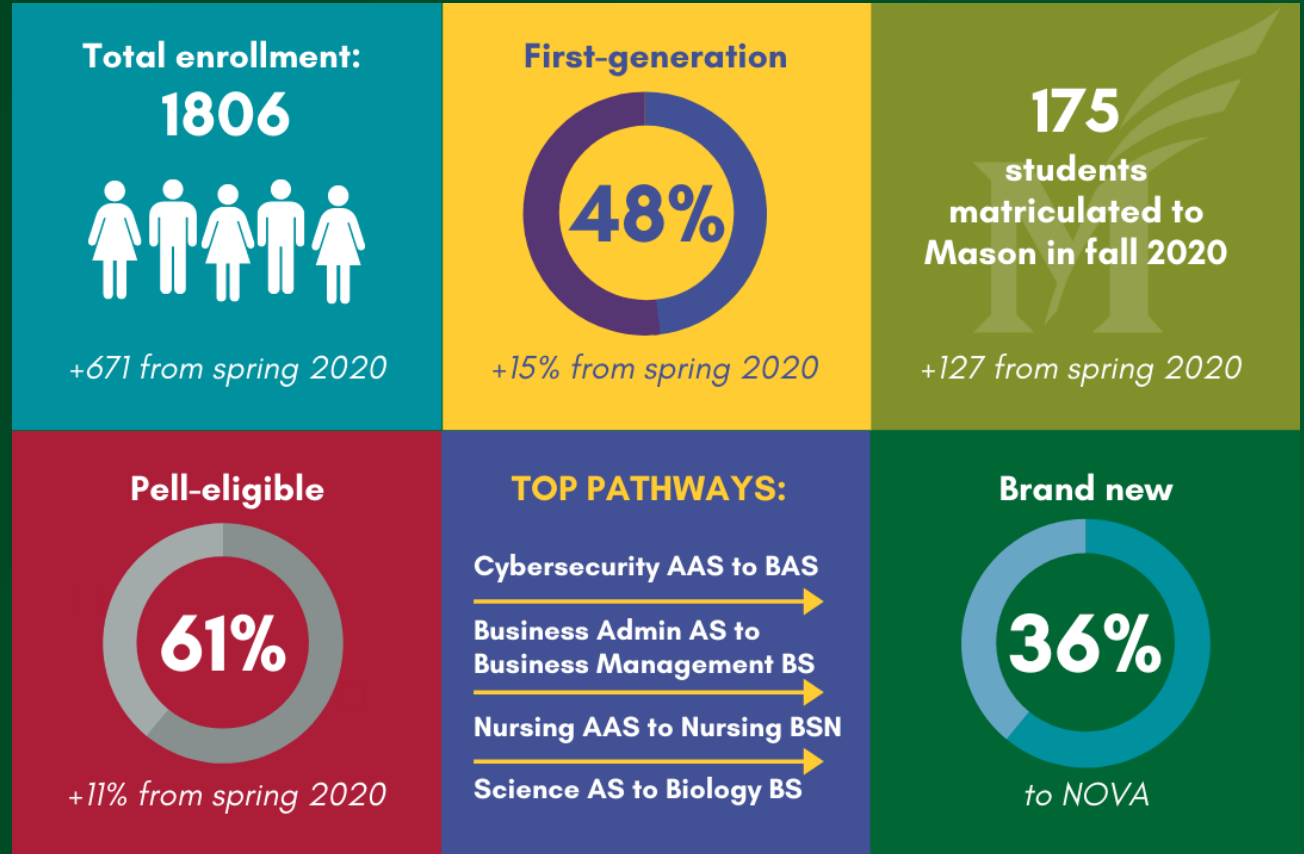




# Program Highlights

## Enrollment Highlights

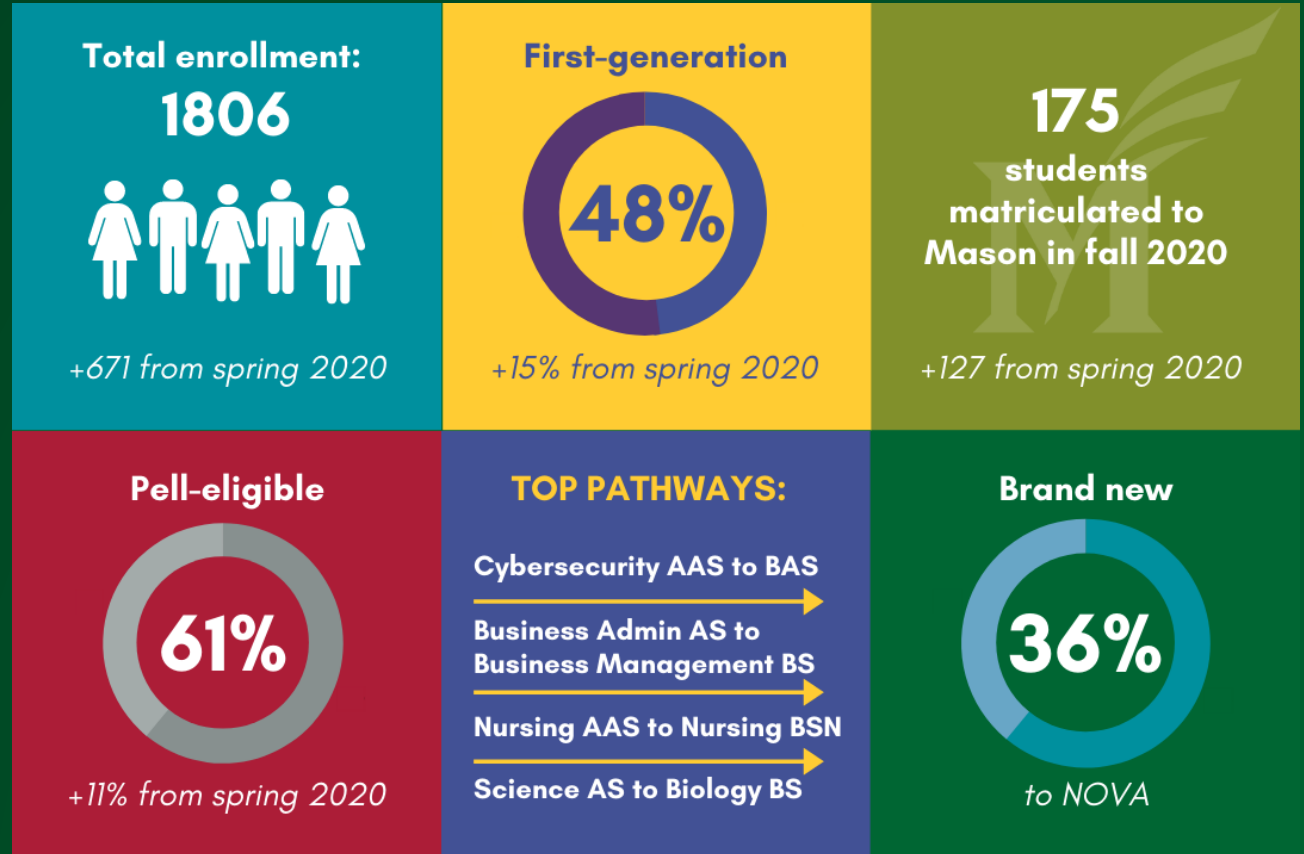
- 1,708 active students, 155 for Spring 2021
- 60% students of color
- Fall 2018 retention rate of 83% and the Spring 2019 cohort of 190 students has a retention rate of 89%, compared to First-Time at NOVA Associate Degree-Seeking Students at 65%
- 4 students graduating this year



# Program Highlights

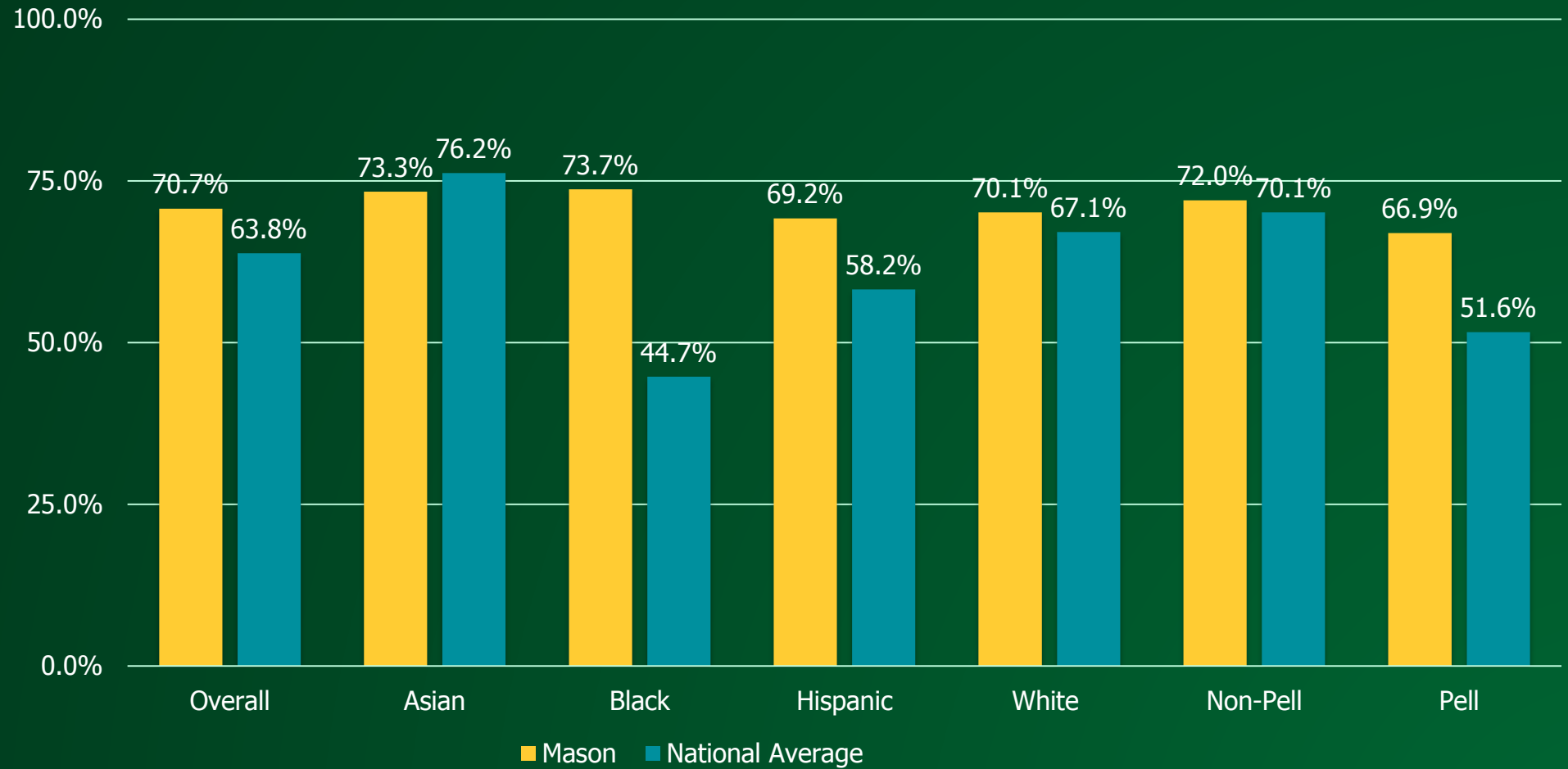
## Notable Mentions:

- Started scholarships fund for unpaid internships through the Strada Grant
- Distributed over \$200,000 to more than 100 scholarship recipients
- Launched the Career Accelerator Tool
- Created All-ADVANCE Team Meeting and Community Resources Site





# 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 2013)  
SOURCE: U.S. Department of Education, National Center for Education Statistics, IPEDS, Winter 2019–20, Graduation Rates component (provisional data).

# New and Closed Programs Summary

BA/BS	MA/MS	PhD	UG Certificates	Graduate Certificates
Denied - 2	Denied - 3	Denied - 2	Denied - 0	Denied - 1
Closed - 5	Closed - 3	Closed - 0	Closed - 0	Closed - 15
New - 3	New - 2	New - 2	New - 8	New - 14

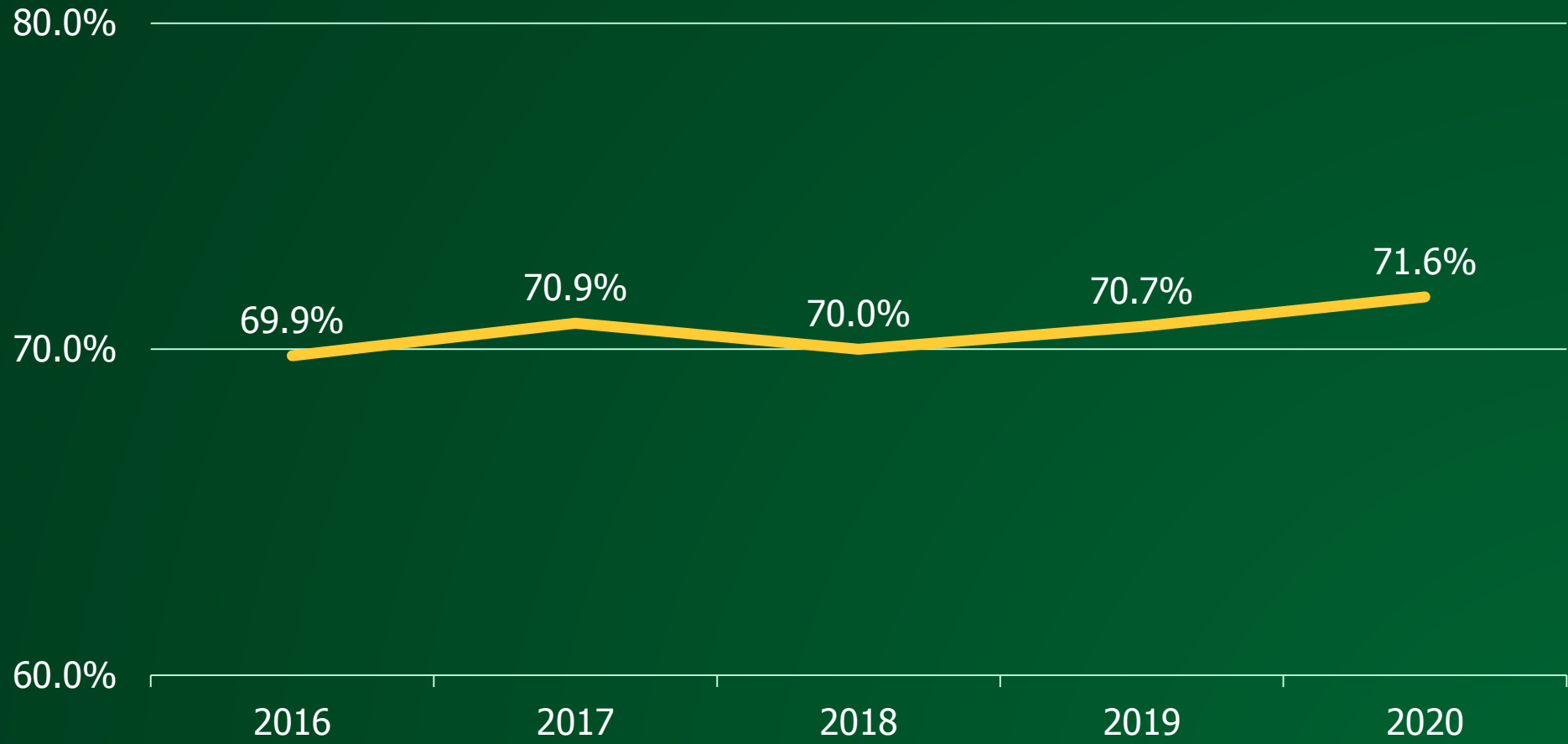


# Digital Innovation: Efficient Instructional & Operating Models

Leveraging the lessons, opportunities and investments of the pandemic

- Online Investment
  - Training & Technology
  - Virtual Coaching & Advising
  - Career Training for New Students
- Administrative System Improvements
  - Chart of Accounts
  - Revenue & Cost Allocation Budget Model
- Project Management Office for Technology Investments
  - Efficiency & Return on Investment
  - Standardization & Coordination of Projects and Systems
  - Manual Process Automation
- Level 3 Management Authority
  - Treasury Management
  - Capital Program Delivery

# Mason 6-Year Graduation Rates

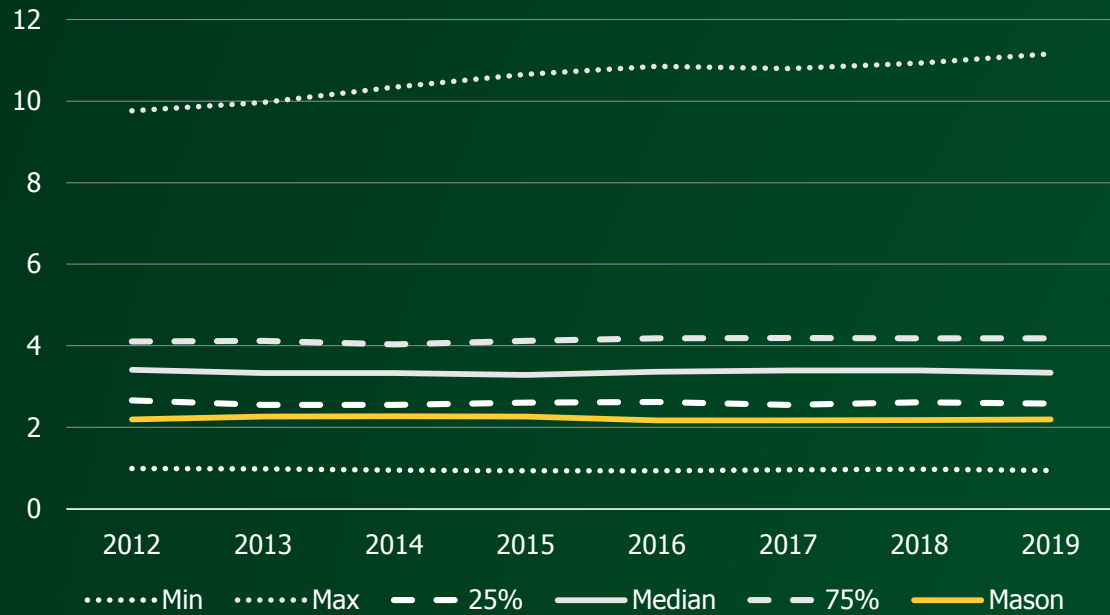


NOTE: National average graduation rates were calculated for the 4-year bachelor's cohort at Title IV US institutions. (Data for Cohort Year 2013)  
SOURCE: U.S. Department of Education, National Center for Education Statistics, IPEDS, Winter 2019–20, Graduation Rates component (provisional data).

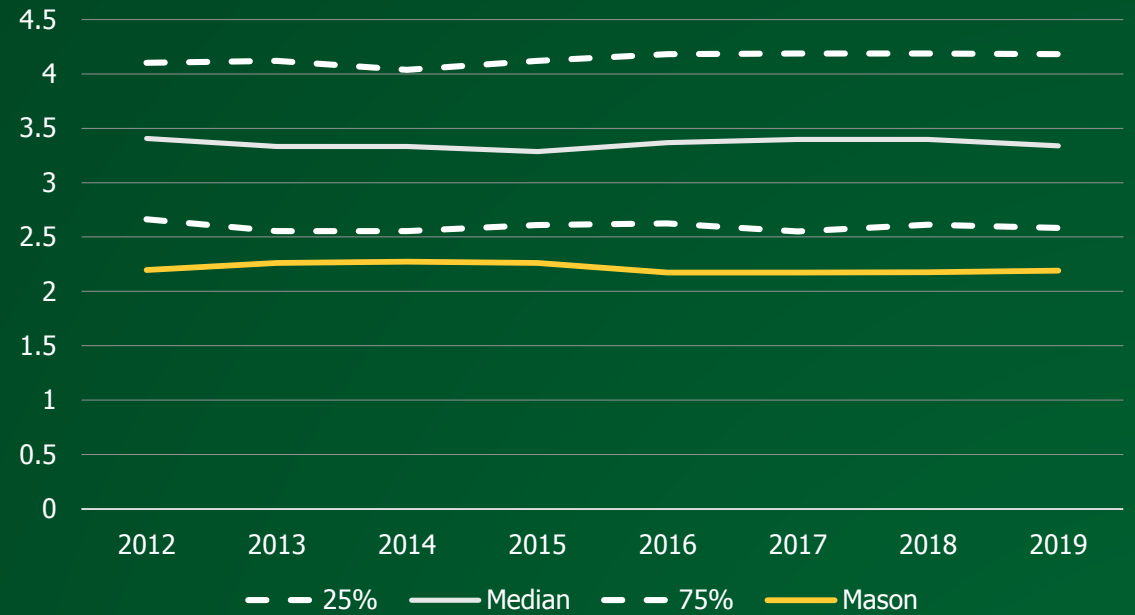


# Relative Staffing

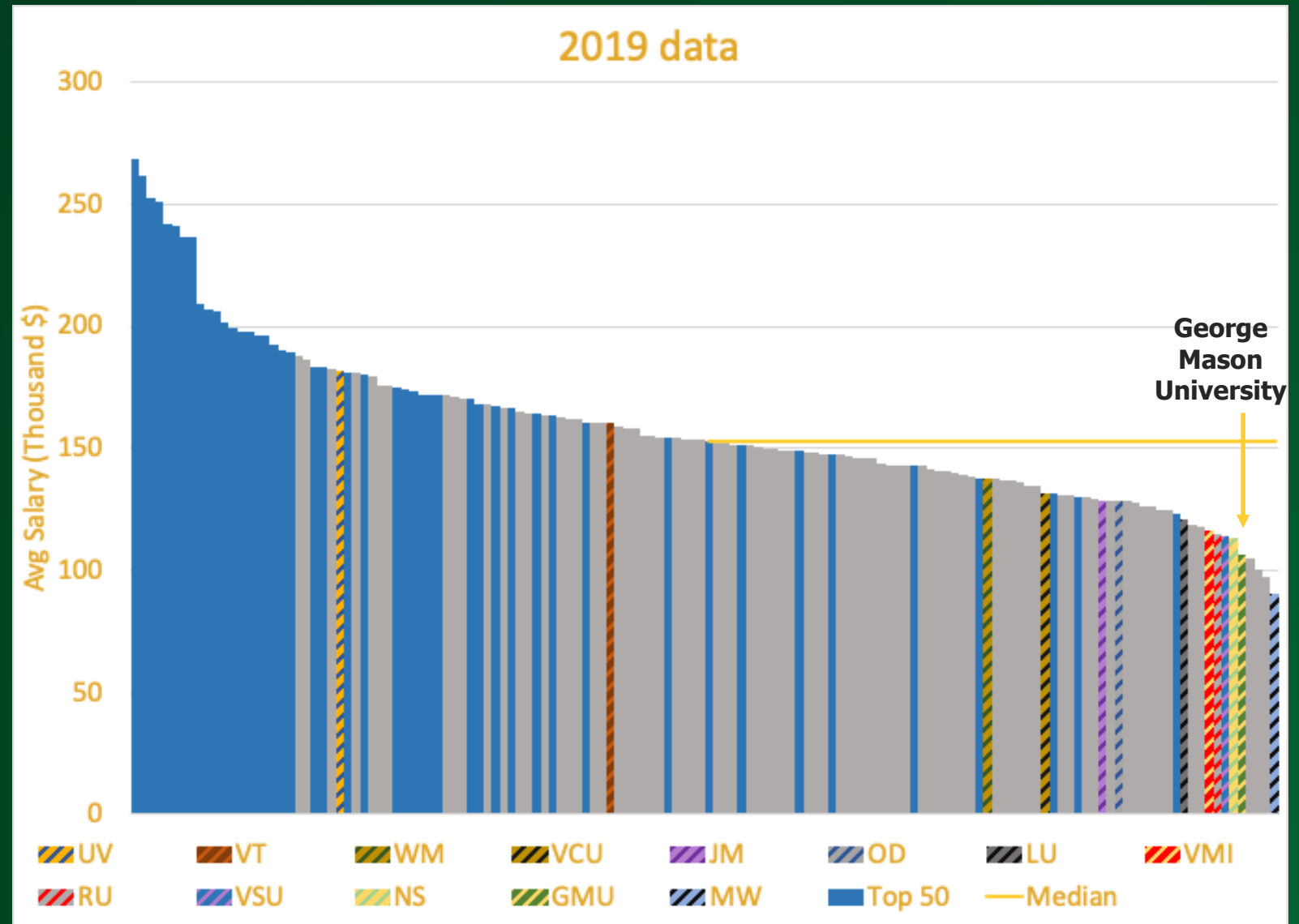
FT Staff/FT, TT Faculty  
R1 universities, 2012-2019 (source: IPEDS)



FT Staff/FT, TT Faculty  
R1 universities, 2012-2019 (source: IPEDS)



# R1/T50/VA Public faculty salaries adjusted for cost of living







# Framing the Day

**Facilitating Consequential Dialog**

Board of Visitors Annual Retreat  
George Mason University  
July 2021





A TEXT without a  
CONTEXT is but a  
PRETEXT

Reverend Otis Moss, Jr.





WHO  
ARE WE





# 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.



innovative | diverse | entrepreneurial | accessible



**TIER**  
research  
university



Quality

Accessibility

Affordability



Commitment





Making a

*Difference*



The logo for 'i impact' features a stylized lowercase 'i' on the left, composed of three vertically stacked circles: a red circle at the top, a light gray circle in the middle, and a dark gray circle at the bottom. To the right of this graphic is a small black dot, followed by the word 'impact' in a lowercase, dark gray, sans-serif font.

i impact







# Key and Critical Issues

**The Important Stuff**





# Dialog BEFORE Deliberation BEFORE Decision

**Glenn Tecker**



Leverage

Lift

Integrate

Sustain

# Key Strategies



Consequence

“

# Plan for the Day

**Our Process**

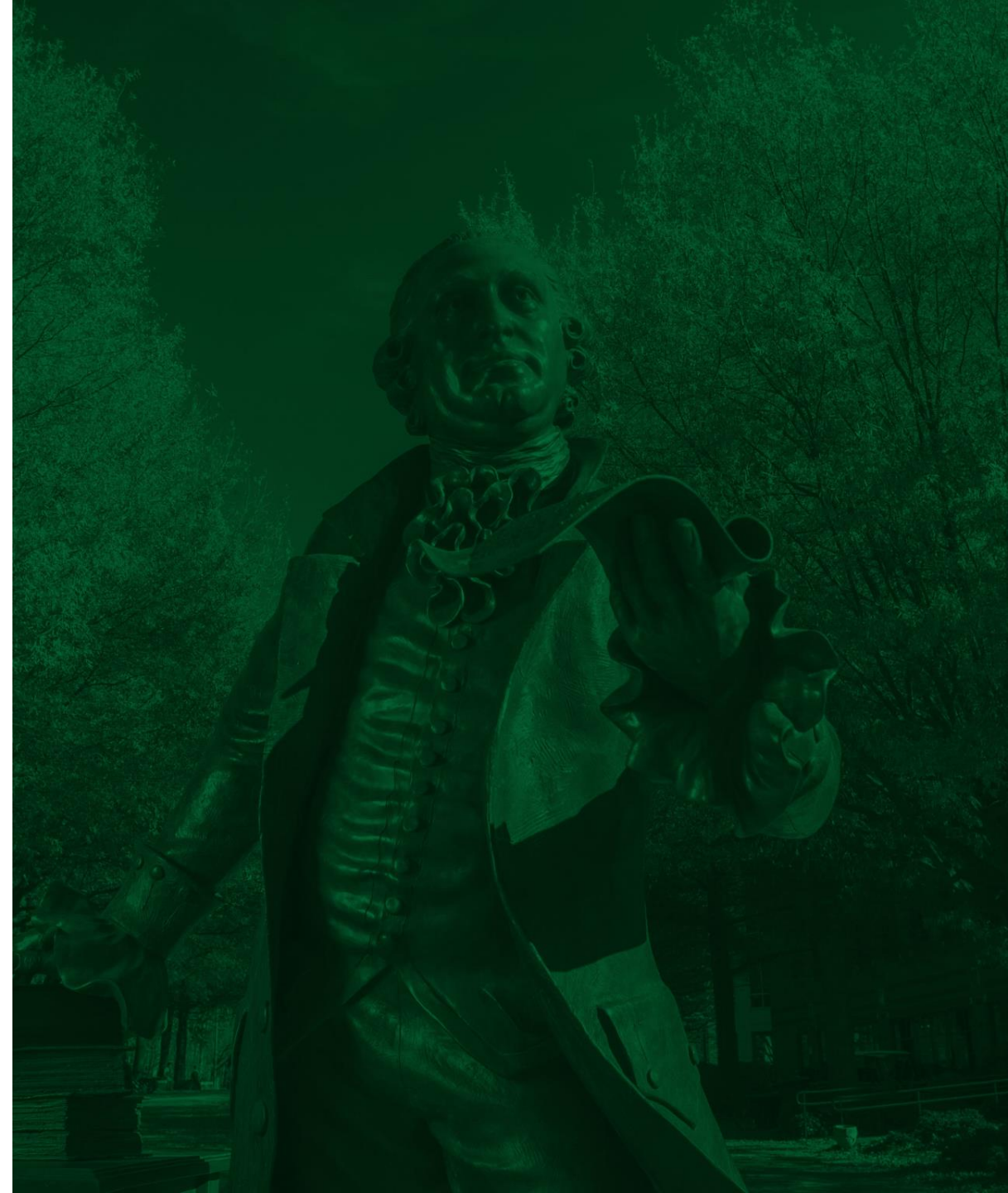




**George Mason University**

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

Learn More at [GMU.EDU](https://www.gmu.edu)





# Tech Talent Initiative Program: Mason's signature contribution















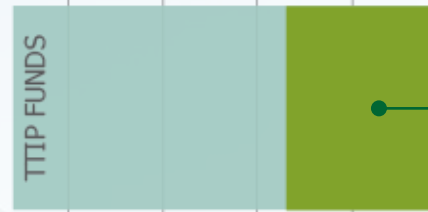


# Arlington Innovation Initiative

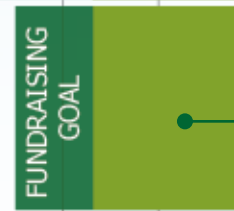
Transforming the Arlington  
Campus through Partnership

## ARLINGTON CAMPUS EXPANSION FUNDING

\$250 M \$200 M \$150 M \$100 M \$50 M \$0



**\$84M FROM VIRGINIA,  
CONTINGENT UPON MASON'S  
ABILITY TO RAISE \$125M**



**MASON COMMITS TO RAISING \$125M,  
WITH \$84M ALLOCATED TO THE  
BUILDING PROJECT**



**\$82M FROM MASON'S P3  
DEVELOPER PARTNERS**

**\$250 M  
INVESTMENT  
IN ARLINGTON**



# Brand Strategy

1. Brand the project
2. Publicize events/updates
3. Integrate into Mason enterprise brand strategy



**“Mason is the  
best-kept secret in  
Northern  
Virginia.”**



# Awakening Northern Virginia's sleeping giant:

- Start the flywheel
- Optimize for scale
- Build momentum

# 10 Superlatives



## OOH ADVERTISING

- Airports
- Buses
- Metrorail stops

## COMMUNICATIONS

- Video vignettes
- Written articles

## DIGITAL

- Social media integration
- Washington Post advertising

## CAMPUS

- Light pole banners
- Building signage
- Brand “hot spots”

[gmu.edu/meet-us](https://gmu.edu/meet-us)

**Hello**

**Get to know George Mason University**

**We live our mission every day**

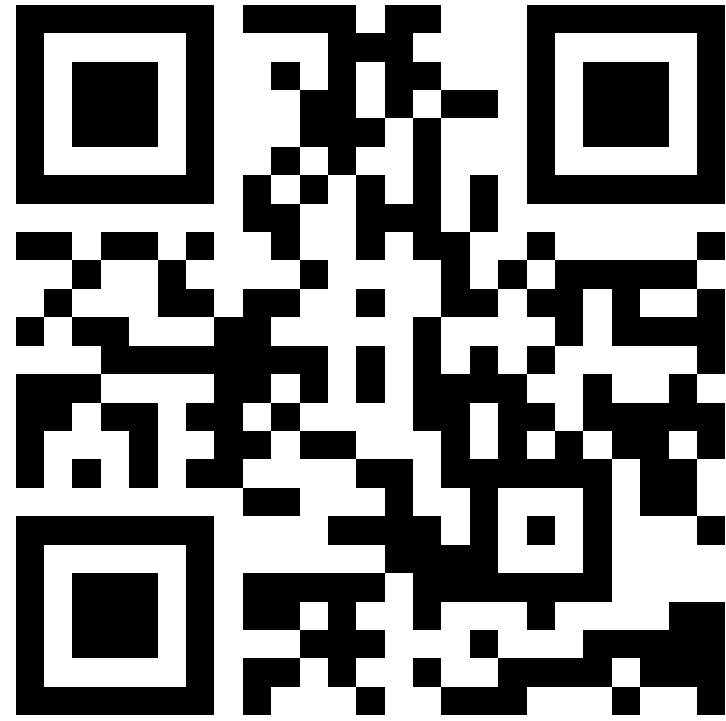
- The secret's out: Mason is Virginia's most diverse public university**  
July 22, 2021
- The Secret's Out: Mason is driving higher ed enrollment growth in Virginia**  
July 16, 2021
- The Secret's Out: Mason is Virginia's largest public research university**  
July 8, 2021
- 'The Secret's Out' about George Mason University in new brand awareness campaign**  
July 8, 2021
- Graduating senior Mitchell Martinez overcame challenges to reach new heights**  
May 12, 2021

As America's fastest-growing public research university, we've gone through a lot of change in the last decade. We've reached new heights while staying true to our commitment to provide an

[Read more stories](#)







Scan me



# 10 Superlatives

## National

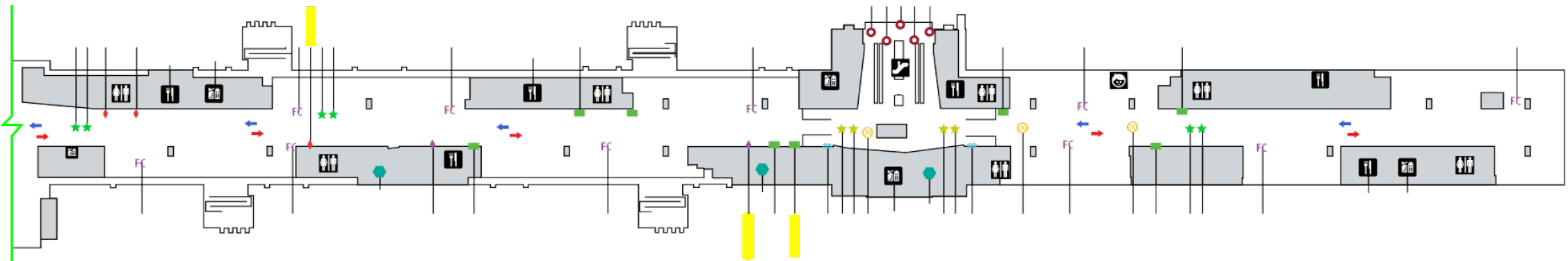
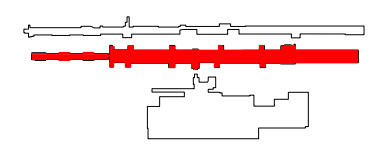
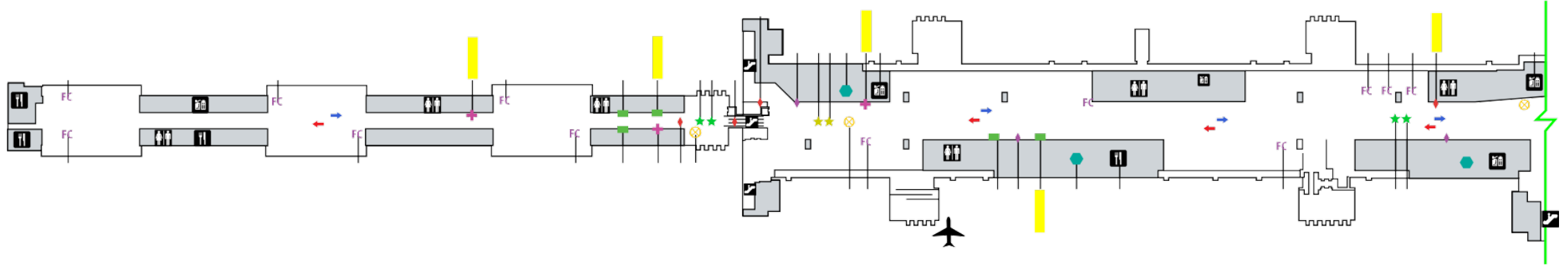
1. Fastest-growing public research
2. No. 1 young university
3. 1<sup>st</sup> cyber-security engineering
4. No. 1 part-time law program
5. Top 10 homeland security studies program

## Virginia

1. Largest public university
2. Most inclusive university
3. No. 1 theater school
4. 1<sup>st</sup> school of computing
5. Most computer science grads in Virginia



# Airports – Dulles Map



# Airports – Dulles



Dulles  
International

Concourse A



# Airports – Reagan



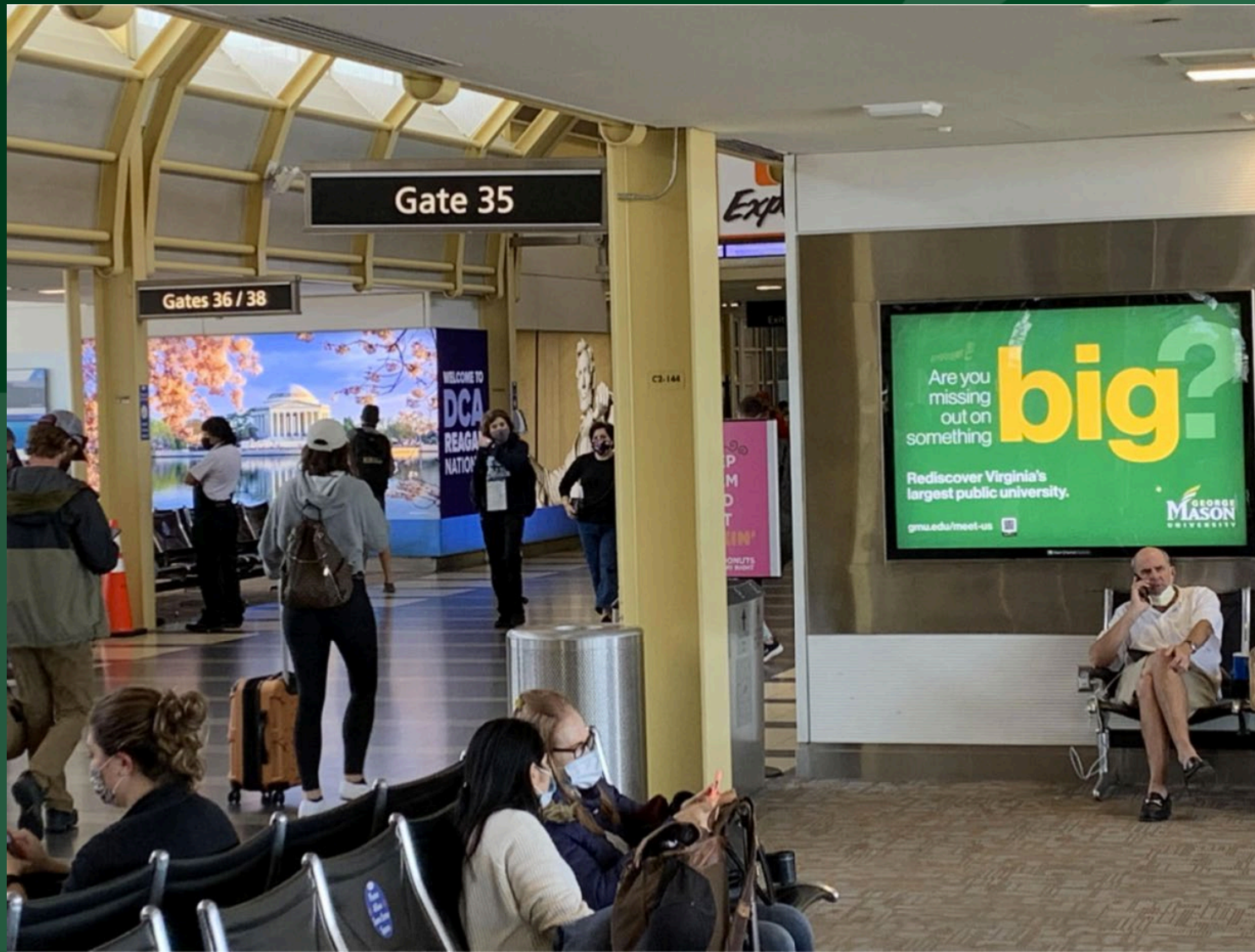
Reagan National

Terminal A

Security  
Checkpoint



# Airports – Reagan



Reagan National

Terminal C

Gate 35



# Metrorail Stations



Ballston

Dunn Loring

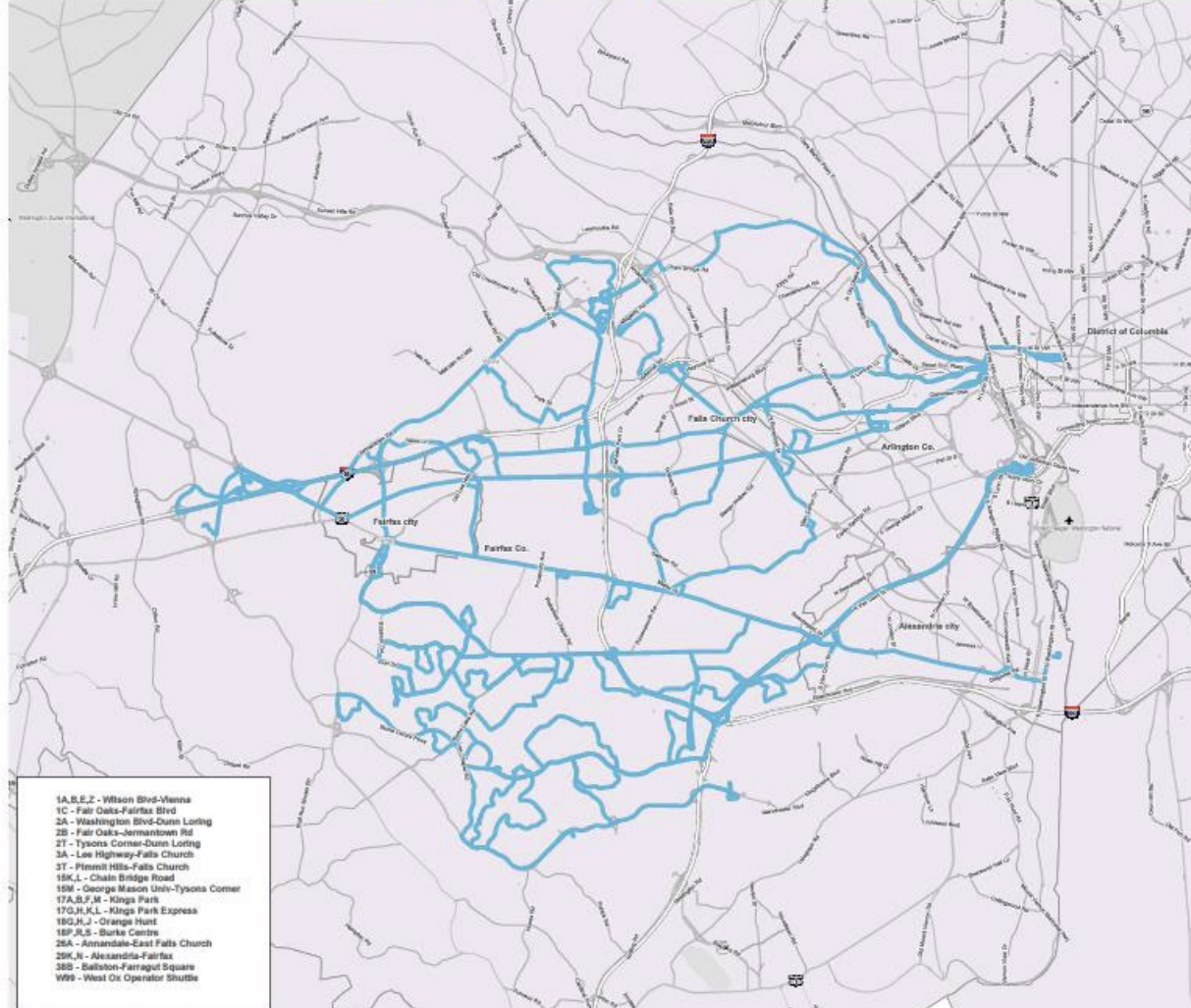
Vienna

Wiehle/Reston

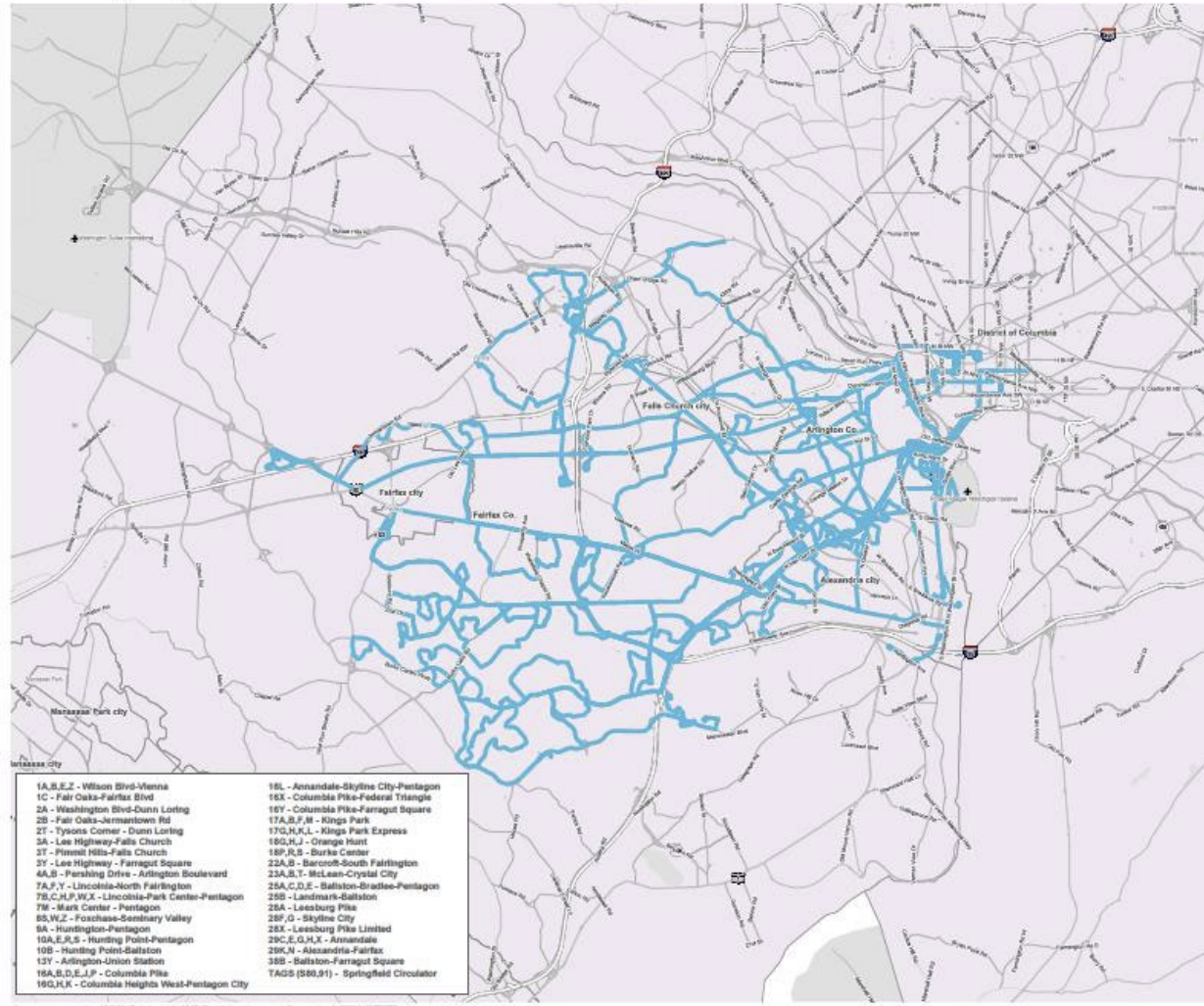


# MetroBus

Washington, DC Metro: West Ox Bus Garage



Washington, DC Metro: Four Mile Bus Garage





# MetroBus





# Communications/Digital

**George Mason News**  
@GeorgeMasonNews

The secret's out! @GeorgeMasonU is America's Fastest Growing Public Research University & the largest public research university in VA. Among the 120 best US research institutions, our research is wide-ranging, from cybersecurity to new ways of testing for COVID-19.  
[#MasonNation](#)




MASON HAS A STRONG TRADITION OF CONDUCTING RESEARCH OF CONSEQUENCE.

Delete Archive Move Flag Mark Unread Sync

'The Secret's Out' in new brand awareness campaign

**TG** The George <stratcom@gmu.edu> Friday, July 9, 2021 at 7:35 AM  
To: Paul G Allvin



THE GEORGE

JULY 9, 2021

Are you missing out on something **big?**

Rediscover Virginia's largest public university.

gmueu/meet-us

GEORGE MASON UNIVERSITY

**'The Secret's Out' in new brand awareness campaign**

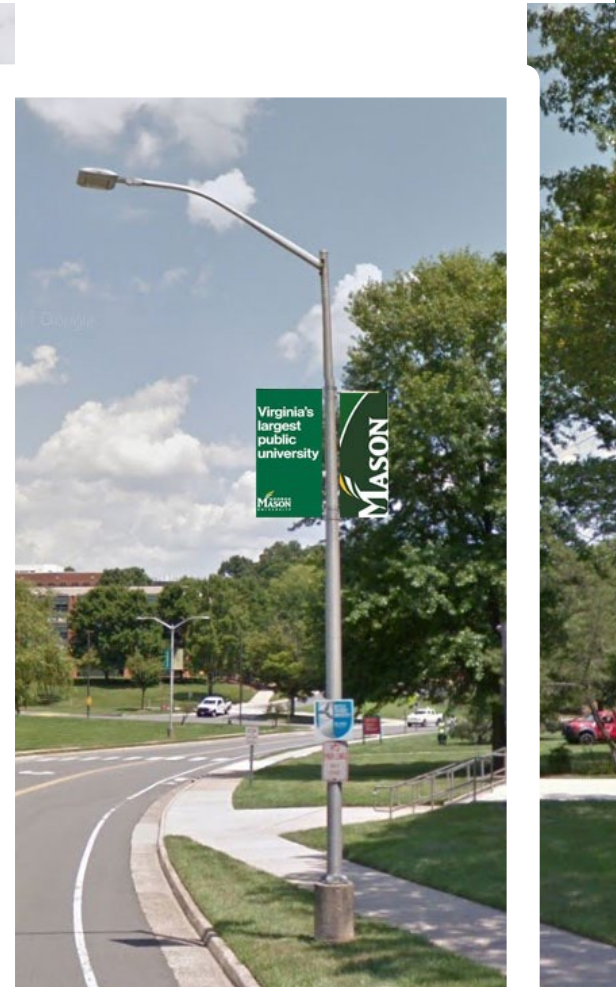
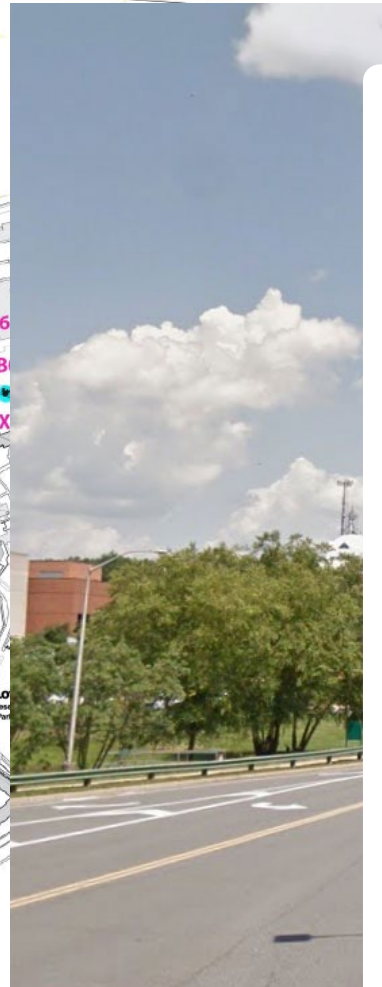
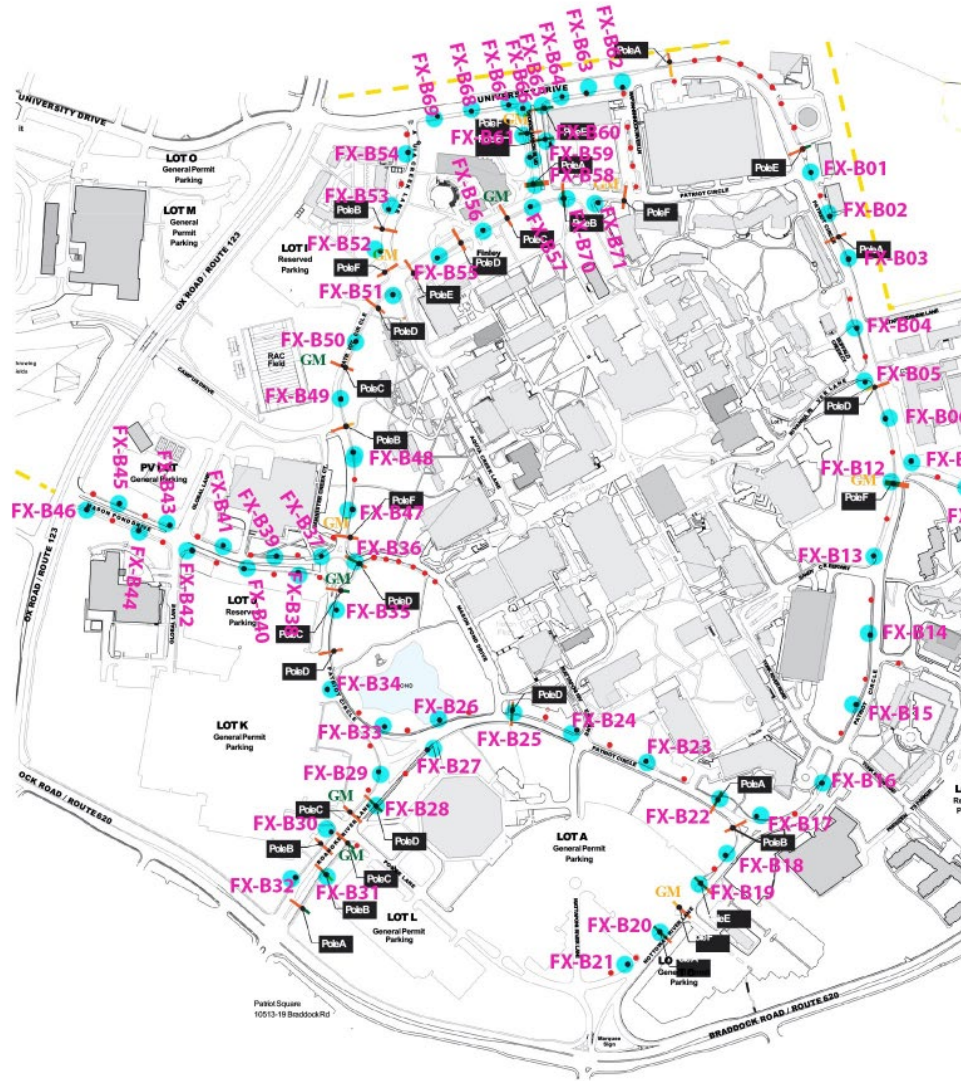
Mason is launching a brand awareness campaign that aims to reintroduce Mason to Northern Virginia and to remind the on-campus community, alumni and supporters how Mason has emerged as an educational, cultural and economic driver over the past half-century. [Find out more.](#) Learn more at [gmueu/meet-us](#).



# Campus banners



# Campus banners – Fairfax

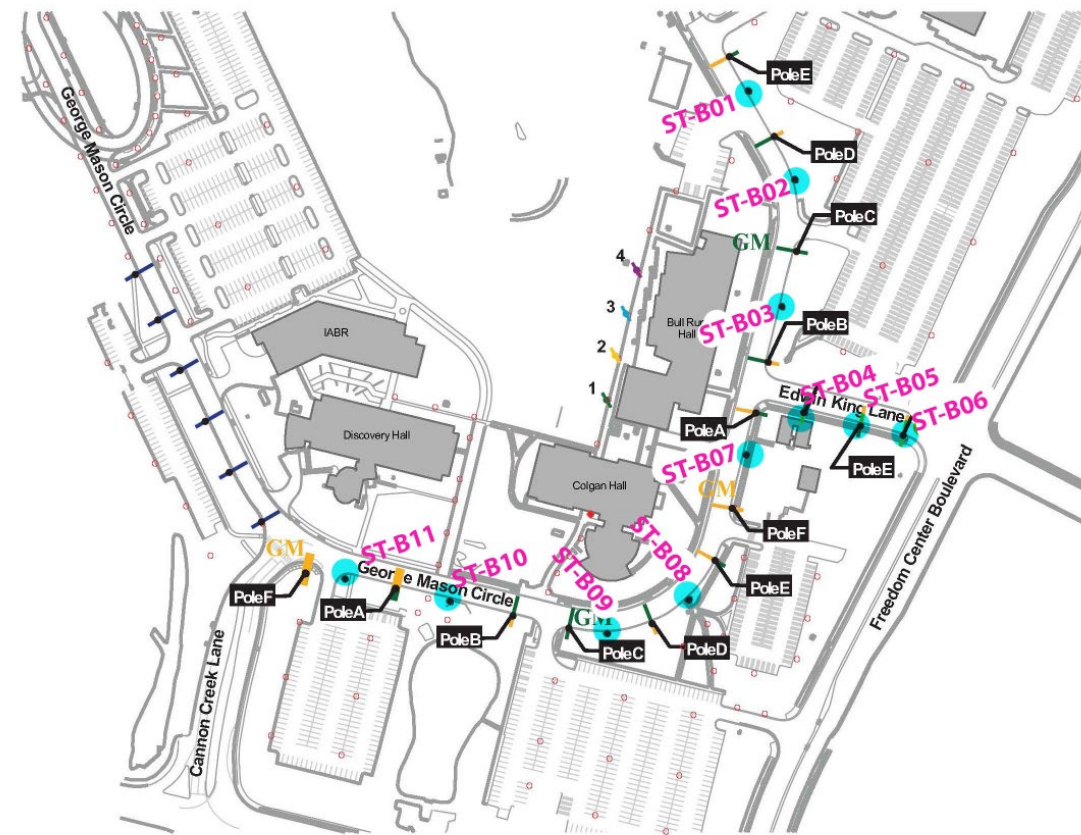




# Campus banners – Arlington



# Campus banners – SciTech



1 SCIENCE AND TECHNOLOGY CAMPUS  
BANNER LOCATION PLAN



# Campus Buildings



# Campus Brand Hotspots

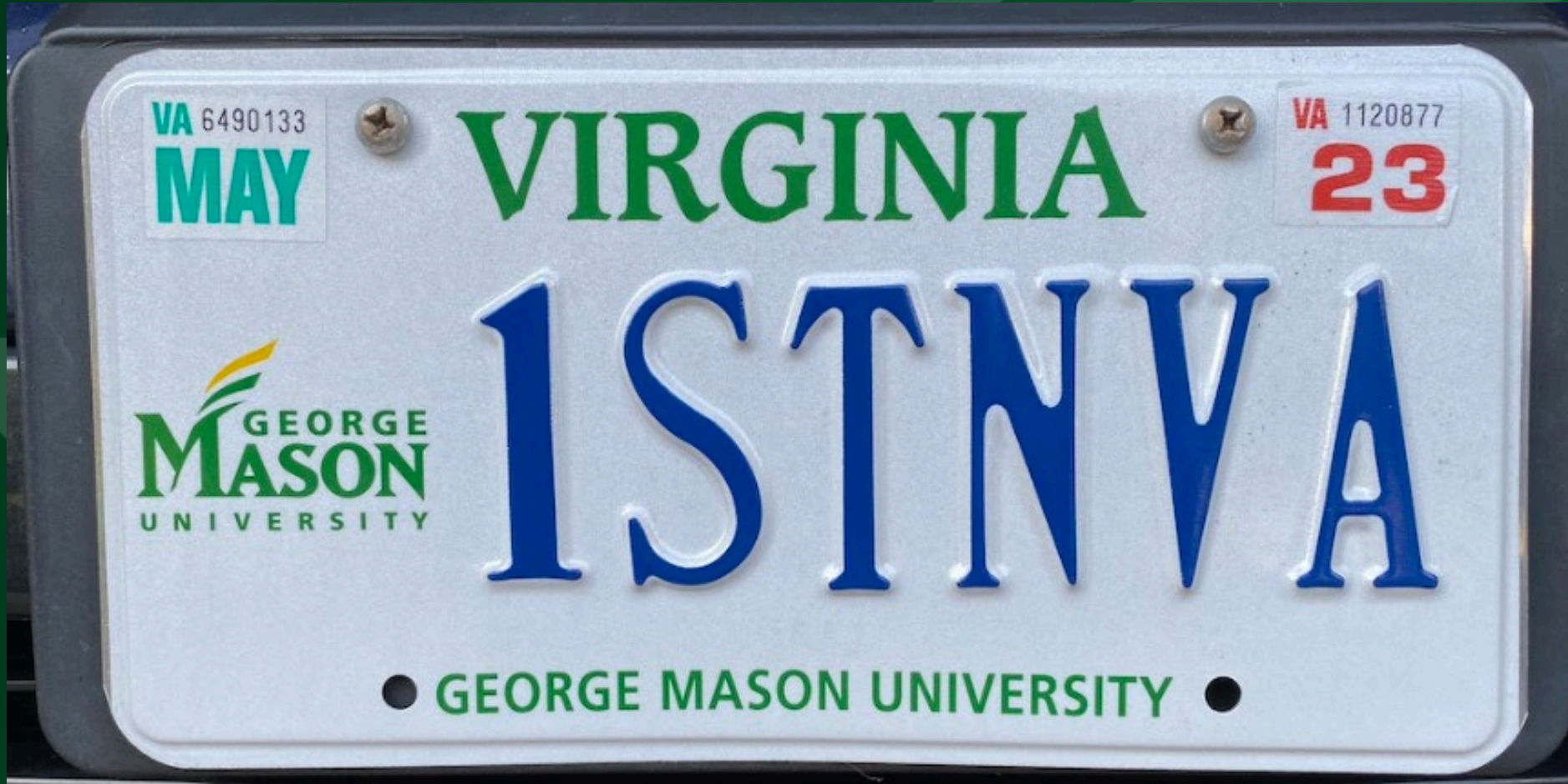
Concept under development



Brand hotspots



# Little Rolling Billboards



~~“Person is the  
best-kept secret in  
Northern  
Virginia.”~~



**And now, some  
Sunshine &  
Bourbon**



# Mason Students

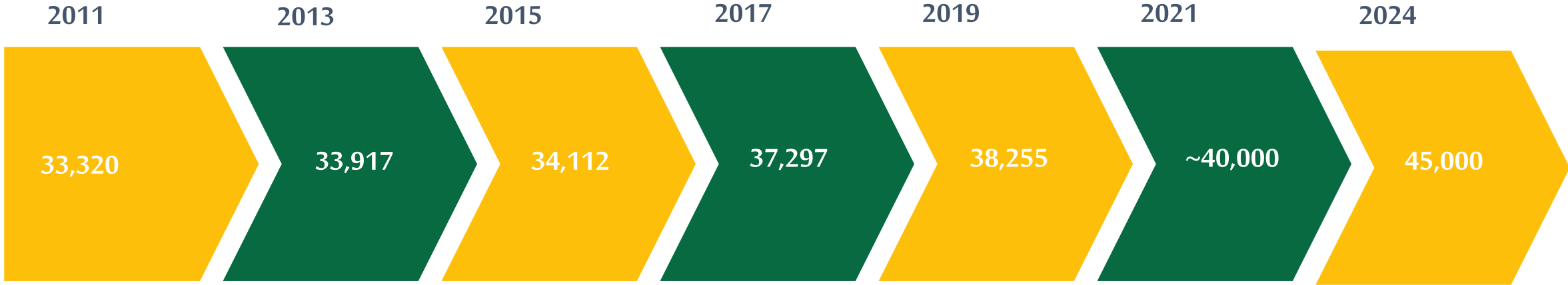
From Access to Success

---



# Student Enrollment

---



# Undergraduate Students

---

27,105 Undergraduate Students

*(US campuses only)*

70.3% of total population

**55%**

Historically  
Under-represented  
Populations

**26%**

First-Generation  
Students

**12%**

Age 25 plus  
at Entry

**30%**

Pell Grant Recipients

**13%**

Out-of-State

**20%**

Part-time Students



# Graduate Students

---

11,437 Graduate Students

*(Including Law Students. US campuses only)*

29.7% of total population

## Top Five Master's Programs

**MED Curriculum  
and Instruction**

**MED Special  
Education**

**MS Data  
Analytics  
Engineering**

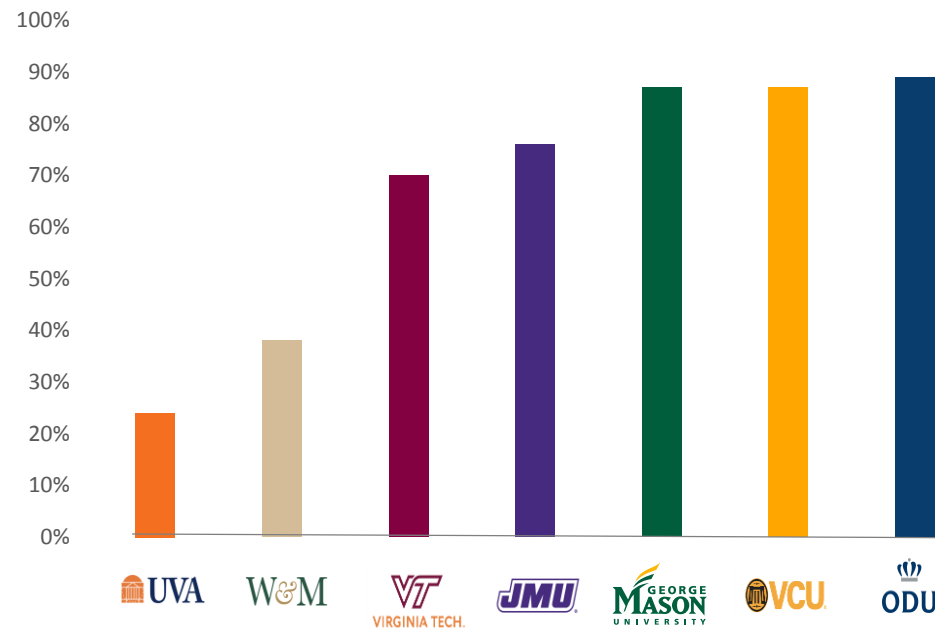
**MBA  
Business  
Administration**

**MSW  
Social Work**

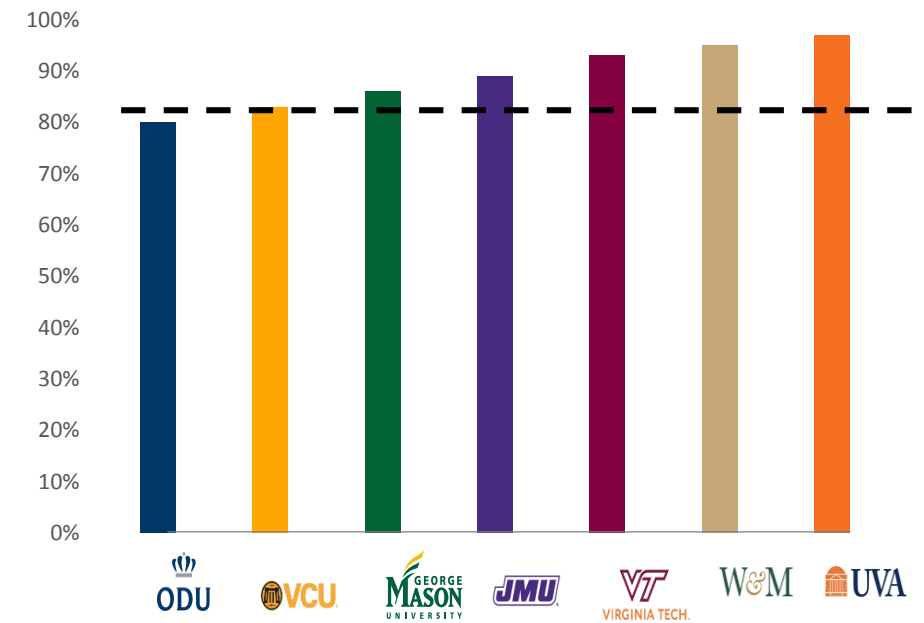
# We Are Mason

Fall 2019

### % Admitted



### First-year Retention Rate, Full-time (Fall 2018 Cohort)



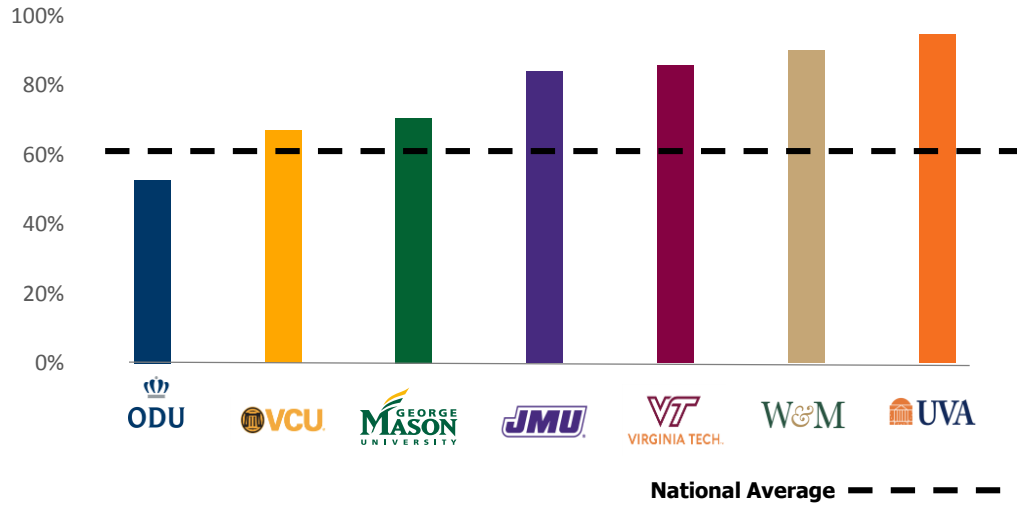
National Average - - - -



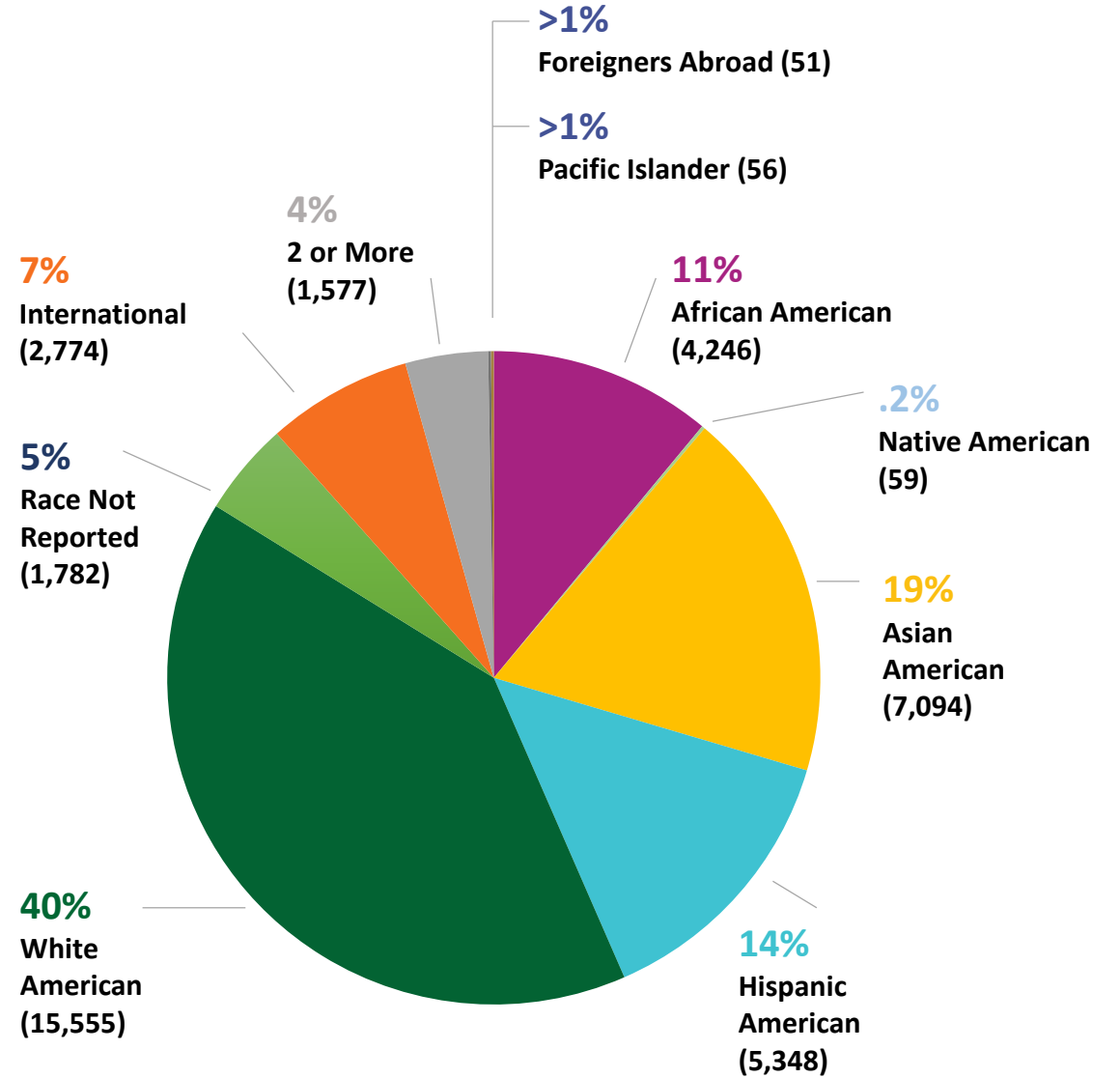
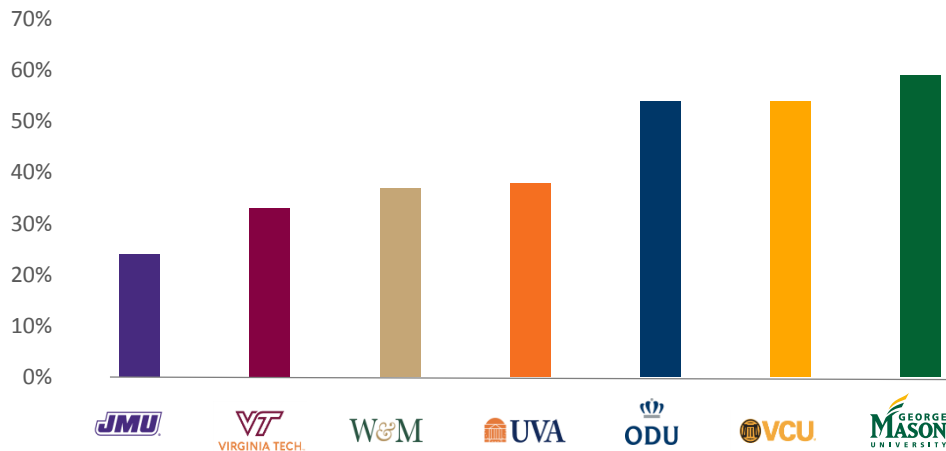
# We Are Mason

Fall 2019

**6 Year Graduation Rates**  
(Fall 2013 4-Year Bachelor's Cohort)

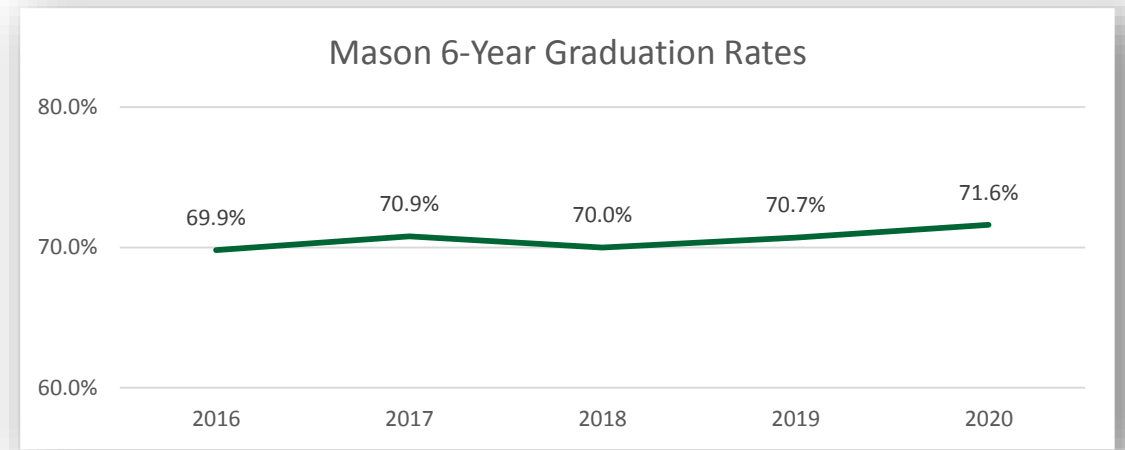


**% Historically Under-represented Populations**

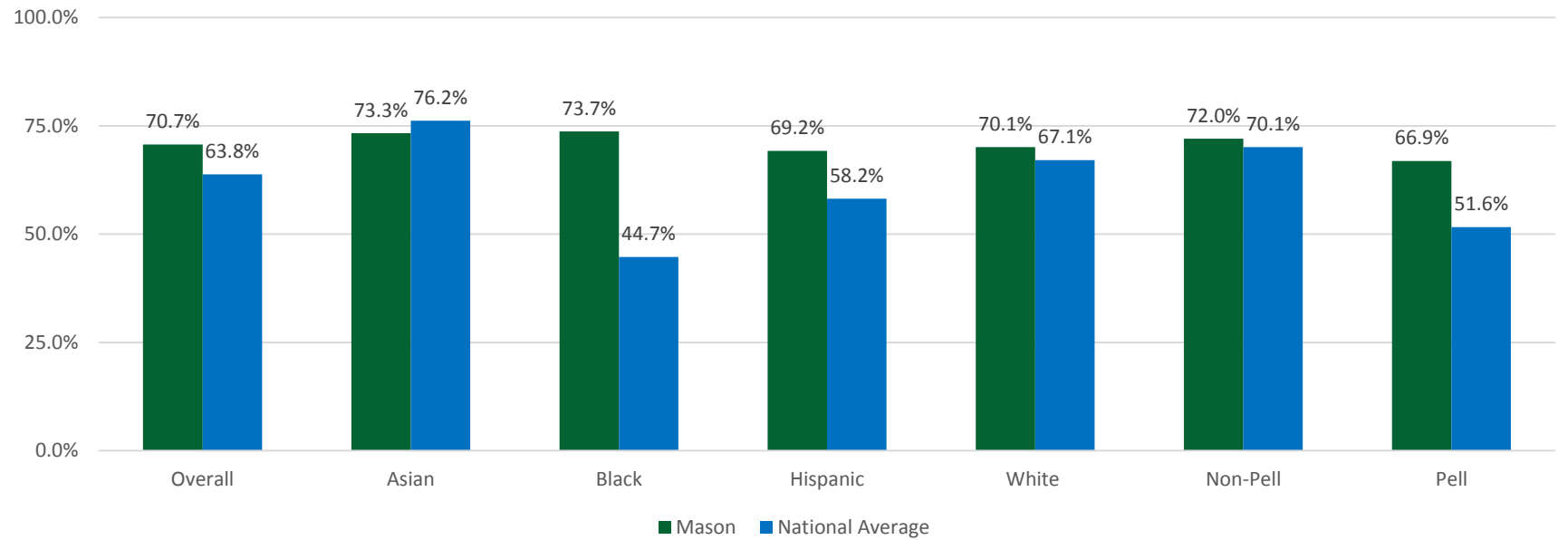




# Graduation Rates



### Mason and National Graduation Rates (Cohort Year 2013)



NOTE: National Average graduation rates were calculated for the 4-year bachelor's cohort at title IV US institutions.  
SOURCE: U.S. Department of Education, National Center for Education Statistics, IPEDS, Winter 2019–20, Graduation Rates component (provisional data).



# The Mason Impact



## Class of 2020

FILLING CRITICAL ROLES  
ACROSS THE REGION

**92%**  
EMPLOYED IN VA/MD/DC

**\$65,500**  
MEDIAN SALARY PLUS BONUS

TOP INDUSTRIES



WHERE LOCAL IS GLOBAL



**84%**

POSITIVE CAREER OUTCOME



SUPPORTING  
A DIVERSE  
WORKFORCE

Mason grads are\*

**57%** FEMALE

**48%** 25 OR OLDER

**42%** STUDENTS OF COLOR

**10%** INTERNATIONAL

GRADUATE SCHOOLS



\*Graduate numbers and respondents referenced above do not include Law or Certificate students. The Career Plans Survey was conducted among Class of 2020 graduates in August, December, and May. The full survey was initially administered online by email. Additional data were collected via phone calls, reviews of students' social media profiles (e.g., LinkedIn), and National Student Clearinghouse Data to determine career outcomes, yielding data from 5,192 of 9,306 graduates. Additional percentages reflect varying numbers of respondents per item. Percentages may not be 100% due to rounding.

# The Year Ahead

---

## STUDENT DEBT

Meeting Full Need

## EQUITY/INCLUSION/RACIAL JUSTICE

Strengthening Campus Climate  
and Student Experience

## MENTAL HEALTH/WELL BEING

Post pandemic malaise

## OCCUPY MASON: FOCUS ON ENGAGEMENT

Managing loss of experience, loss  
of trust



Managing pandemic impact. Keeping the community healthy.

**80%** of college students  
report that **COVID-19** has  
negatively impacted their  
mental health

COVID-19 IMPACT ON COLLEGE STUDENT MENTAL HEALTH - Active Minds 2020

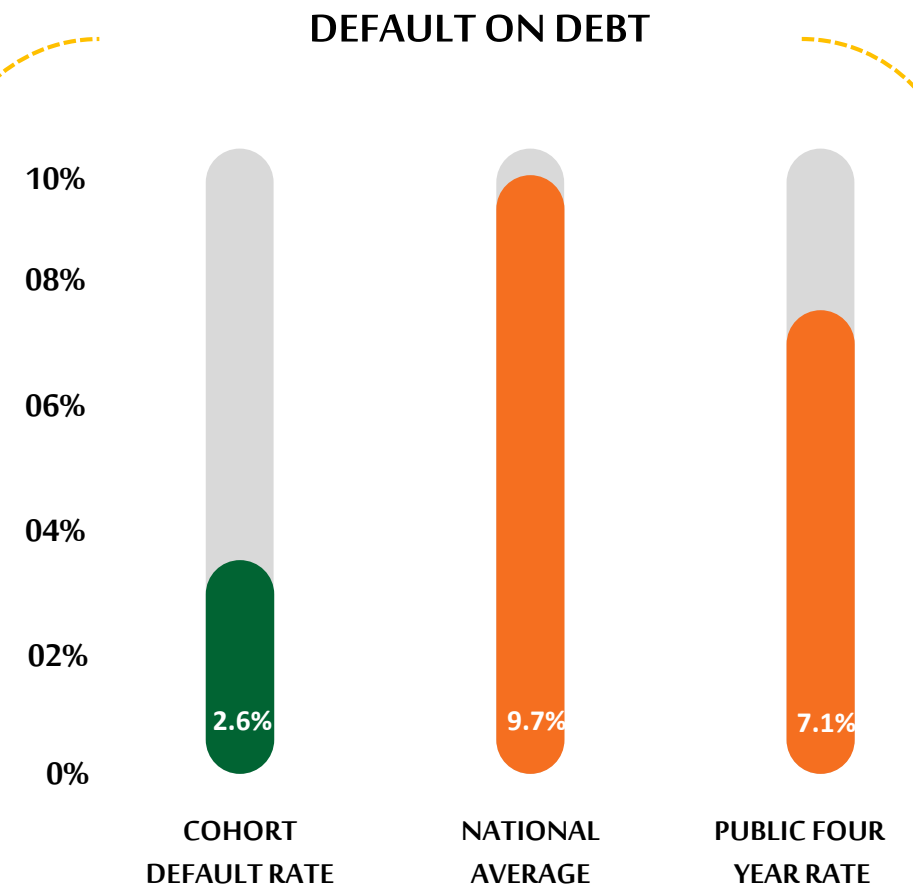
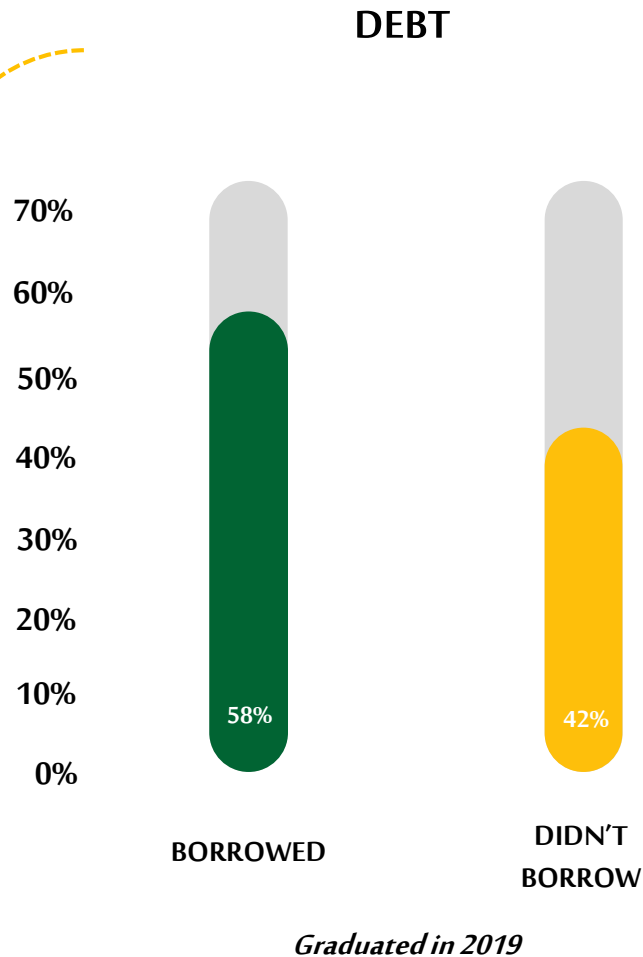




# Mason Student Debt

MASON  
AVERAGE  
BORROWED  
\$31,797

\*\*NATIONAL\*\*  
AVERAGE  
BORROWED  
\$32,731



# Change is Coming..

269 of 500 +  
Student activism data  
points were  
racial justice focused  
(2015-2020)

## Common Racial Justice Demands

- Increase faculty and staff of color
- Increase diversity-focused training for faculty, staff and administrators
- Add a diversity focused course requirement
- Increase transparency and student representation in university decision-making
- Remove symbols of oppression

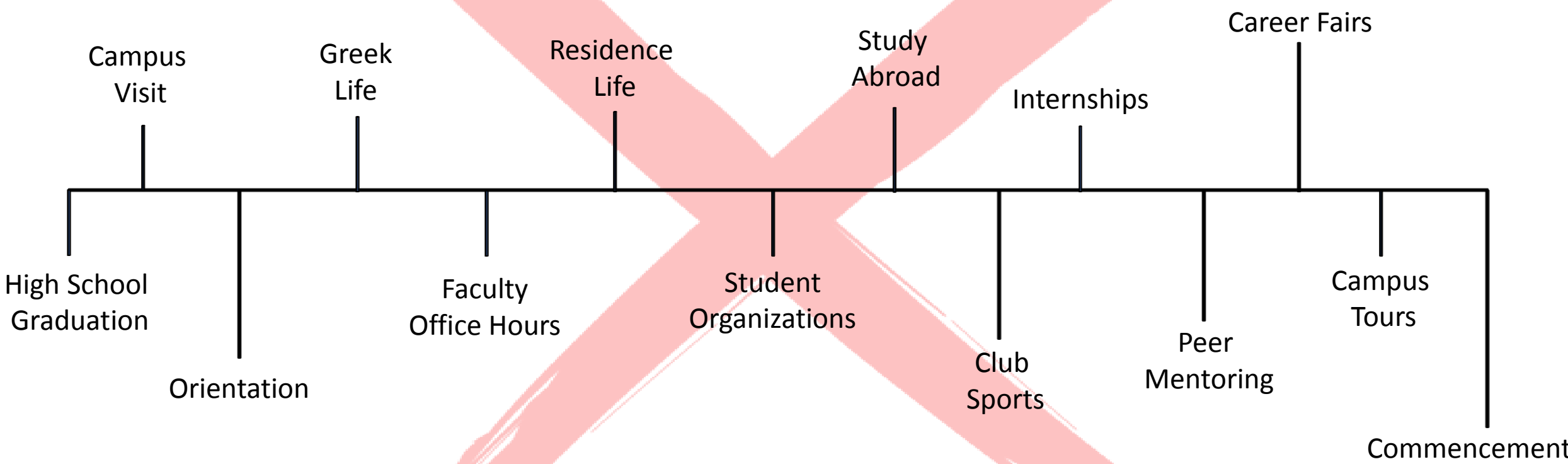
**C**  
“Colleges and Universities are in for a Racial Reckoning.”

**INSIDE HIGHER ED**  
“Students organize for Racial Justice on Campus and Off.”

**2020 - 40 % of Student Activism Nationally Focused On Racial Justice**



# The Student Experience 2020



Characterized by Loss of Experiences



# The Mason Impact



## Class of 2020 UNDERGRADUATE CAREER OUTCOMES

**80%** POSITIVE CAREER OUTCOME

IN POSITIONS RELATED TO CAREER GOALS **79%**

**34%** WITH MORE THAN ONE JOB

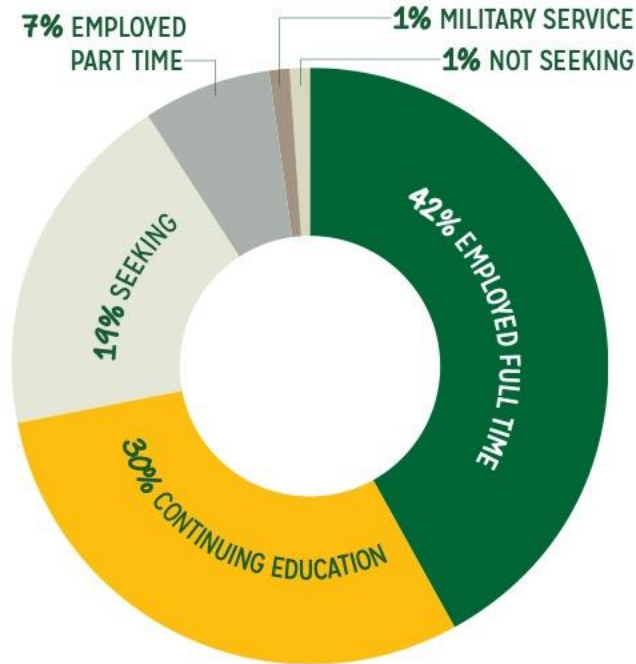
### SOME OF THE TOP WAYS MASON GRADS GOT THEIR JOBS

INTERNSHIP TO JOB OFFER

HANDSHAKE JOBS DATABASE

CAREER FAIRS AND NETWORKING EVENTS

FACULTY CONNECTIONS



### JOB TITLES

- Software Developer
- Technology Analyst
- 3D Artist
- Electrical Engineer
- Patent Examiner
- Personal Trainer
- Cloud Consultant
- Audio Engineer
- Audit Associate
- Business Systems Analyst
- Research Coordinator
- UI/UX Developer
- Risk Analyst
- Operations Coordinator
- Digital Marketing Specialist
- Paralegal Specialist
- Exhibit Coordinator
- Sustainability Analyst
- Registered Nurse
- Film Producer
- HR Associate
- IT Security Analyst
- Legislative Assistant
- Junior Graphic Designer
- Behavioral Therapist
- Full Stack Developer
- Marketing Associate
- Naturalist
- Program Coordinator
- Public Health Analyst
- Spanish Teacher
- Sports Writer
- Technical Writer
- Video Production Specialist
- Water Resource Engineer

### TOP INDUSTRIES

TECHNOLOGY	17%
GOVERNMENT	14%
HEALTH	12%
EDUCATION	9%
FINANCIAL	8%

### FILLING CRITICAL ROLES ACROSS THE REGION

**93%** EMPLOYED IN VA/MD/DC  
**\$65,500** MEDIAN SALARY PLUS BONUS

### WHERE LOCAL IS GLOBAL



### GRADUATE SCHOOLS



\*Graduate numbers and respondents referenced above do not include Law or Certificate students. The Career Plans Survey was conducted among Class of 2020 graduates in August, December, and May. The full survey was initially administered online by email. Additional data were collected via phone calls, reviews of students' social media profiles (e.g., LinkedIn), and National Student Clearinghouse Data to determine career outcomes, yielding data from 2,927 of 5,862 undergraduates and 2,264 of 3,444 graduate students. Additional percentages reflect varying numbers of respondents per item. Percentages may not be 100% due to rounding.



# The Mason Impact



## Class of 2020 GRADUATE CAREER OUTCOMES

**88%** POSITIVE CAREER OUTCOME

IN POSITIONS RELATED TO CAREER GOALS **93%**

**24%**  
WITH MORE THAN ONE JOB

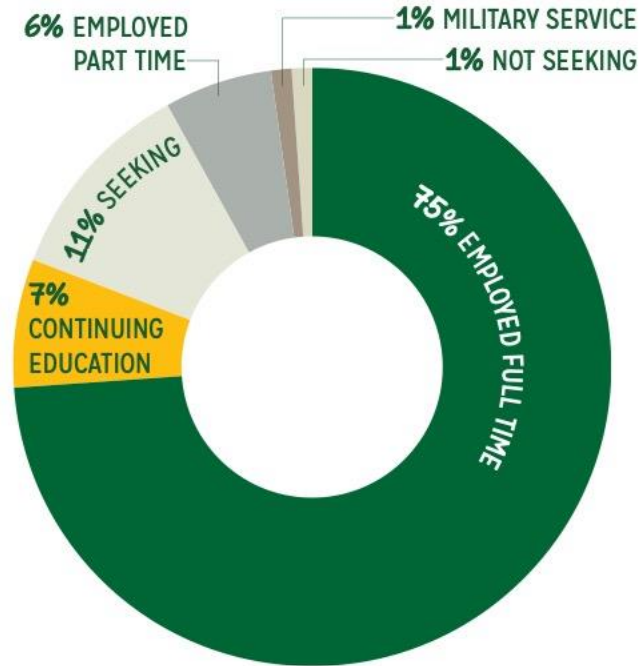
SOME OF THE TOP WAYS MASON GRADS GOT THEIR JOBS

INTERNSHIP TO JOB OFFER

PROMOTION OR ADVANCEMENT

CAREER FAIRS AND NETWORKING EVENTS

FACULTY CONNECTIONS



### JOB TITLES

- Special Education Teacher
- Software Engineer
- Data Analyst
- Family Nurse Practitioner
- Instructional Designer
- Reading Specialist
- Electrical Engineer
- Epidemiologist
- Managing Editor
- School Psychologist
- Social Worker
- Statistician
- ABA Therapist
- Gerontology Nurse
- Architectural Designer
- Behavioral Health Specialist
- Business Analyst
- Cloud Security Architect
- Communications Strategist
- Content Editor
- Cyber Research Scientist
- Field Archaeologist
- Java Developer
- Legislative Analyst
- Management Consultant
- Music Therapist
- Nursing Manager
- Nutritionist
- Occupational Therapist
- Orchestra Director
- Park Specialist
- Public Relations Assistant
- Sales Director
- Transportation Planner
- Victim Advocate

### TOP INDUSTRIES

EDUCATION	38%
GOVERNMENT	17%
TECHNOLOGY	7%
HEALTH	6%
NONPROFIT	6%

### FILLING CRITICAL ROLES ACROSS THE REGION

**91%** EMPLOYED IN VA/MD/DC  
**\$66,790** MEDIAN SALARY PLUS BONUS

### WHERE LOCAL IS GLOBAL



### GRADUATE SCHOOLS



\*Graduate numbers and respondents referenced above do not include Law or Certificate students. The Career Plans Survey was conducted among Class of 2020 graduates in August, December, and May. The full survey was initially administered online by email. Additional data were collected via phone calls, reviews of students' social media profiles (e.g., LinkedIn), and National Student Clearinghouse Data to determine career outcomes, yielding data from 2,927 of 5,862 undergraduates and 2,264 of 3,444 graduate students. Additional percentages reflect varying numbers of respondents per item. Percentages may not be 100% due to rounding.





**WHERE WE'VE BEEN  
AND  
WHERE WE'RE GOING  
ON OUR JOURNEY TO  
INCLUSIVE  
EXCELLENCE**

**July 2021**



"I give and bequeath unto each of my four Daughters, Ann Mason, Sarah Mason, Elizabeth Mason, and to each of their heirs for ever, the following Slave(s) respectively from the date of this my Will. I confirm. a large Get named"



# OUR JOURNEY

**September & October:** Kick-Off and First Reports

**November:** Freedom & Learning Forum on Anti-Racism

**Dec & Jan:** Peer Review Process and Prep for Townhalls

**February & March:** Launched Website and Two Townhalls

**April:** Recommendations Revised based on BOV & Community Feedback

**May & June:** Implementation Strategy and Team announced

**July:** New VP for DEI and Diversity Officer selected

# ARIE TASKFORCE

University Community

Six Committees

- Student Voice
- Campus and Community Engagement
- Training and Development
- Policies and Practices
- Curriculum and Pedagogy
- Research

130+ Faculty,  
Students, and Staff

Task Force (31)

Executive Steering  
Committee (12)

Mason will be deliberate in establishing an inclusive environment in which all members of the campus community are welcomed and supported, experience a sense of belonging, and find that differing perspectives are valued and encouraged.

Anti-racism and inclusive excellence will be foundational in every program, process, policy, and procedure at Mason.



# Recommendations

Training and Development	Curriculum and Pedagogy	Campus and Community Engagement	University Policies and Practices	Research
Develop Competencies	Foundational Course	Campus Police	Build Infrastructure	Seed Research
Training Workshops	Evaluate and Revise Existing Courses	Honorific Naming Practices	Recruiting and Retaining	Broaden Participation
Certificate Program	Ongoing Support and Incentives	Truth, Racial Healing, and Transformation Center	Student Services Practices	Celebrate and Elevate



# 1

## GOAL I: Recruitment and Retention

**Access and Success:** Achieve and maintain a more diverse and inclusive undergraduate and graduate/professional student body, faculty and staff, and administration.

# 2

## GOAL II: Campus Climate

Create and sustain an organizational environment that affirms and respects diversity and employs inclusive practices throughout its daily operations.

# 3

## GOAL III: Education and Scholarship

Engage students, faculty, staff, alumni, and the community in learning varied perspectives of domestic and international diversity, equity, inclusion, and social justice.

# 4

## GOAL IV: Infrastructure and Accountability

Create and sustain an institutional infrastructure that effectively supports progress and accountability in achieving DE&I goals.

# 5

## GOAL V: Community Engagement

Leverage institutional philanthropy and community partnerships to improve outcomes in local and regional communities.

Consistent with the Commonwealth of Virginia's strategic plan for inclusive excellence, the ONE VIRGINIA PLAN, ARIE reaffirms Mason's commitment to growing and sustaining a diverse and inclusive learning, living, and working environment.







Join us on a tour of the new Enslaved People of George Mason Memorial!





“It is the act of a patriot not to deny the contradictions in our history and culture, but to embrace them—in fact, to lean in on them and grow honestly through them.”

Gregory Washington,  
President, George Mason  
University

[president.gmu.edu/anti-racism-task-force](https://president.gmu.edu/anti-racism-task-force)

**THANK YOU!**

**Questions?**





[GMU.EDU](http://GMU.EDU)



**George Mason University**

4400 University Drive

Fairfax, Virginia 22030

Tel: (703)993-1000

# Training and Development Committee

## RECOMMENDATIONS

### Competencies

Provide opportunities for faculty and staff to build competencies in diversity, equity, and inclusion (DEI) and create a culture of inclusive excellence across Mason.

### Introduction to ARIE

Pilot foundational “Introduction to ARIE” session to offer a shared definition of anti-racism and inclusive excellence and the behaviors encouraged to move us from theory to practice.

### Certificate Program

Create an anti-racism inclusive excellence certificate program to be offered to all Mason faculty and staff.



# Curriculum and Pedagogy

## RECOMMENDATIONS

### **Foundational Course**

Implement a student-requested foundational course on diversity and inclusion titled Foundations for Building a Just Society.

### **Expand Anti-Racism and Inclusive Excellence Curriculum and Pedagogy**

Pilot a faculty development program to support instructional faculty (all ranks and statuses, including GTAs) in conducting course reviews and curriculum revisions aligned with ARIE principles.

### **Establish Ongoing Support and Incentives**

Establish faculty incentives, unit-based recognition, and pathways for promotion and tenure that support faculty accomplishments in curriculum and pedagogy related to anti-racism, equity, and justice. Seek accomplishments across all disciplines, with science, technology, engineering, and mathematics (STEM) capstone courses providing a non-traditional opportunity.

# Campus and Community Engagement

## RECOMMENDATIONS

### **Campus Police**

Improve relations between Mason Police and our campus community through the establishment of a new police advisory board

### **Honorific Naming Practices**

Charge the University Naming Committee with reviewing honorary naming policies, and recommend updates aligned with the university's justice-oriented goals and values

### **Truth, Racial Healing, and Transformation Center (TRHT)**

Strengthen and expand the TRHT to include an anti-racism and inclusive excellence lecture series, K-12 and community partnerships centered on inclusive excellence and anti-racism, and alumni engagement opportunities.

# University Policies and Practices

## RECOMMENDATIONS

### **Build Infrastructure**

Partner across the institution to promote, enhance, and build an infrastructure that embraces anti-racism, diversity, equity, and inclusion.

### **Recruit and Retain**

Recruit, hire, and retain diverse faculty, administrative and professional faculty, and staff to reflect our student population.

### **Student Services Practices**

Elevate student services to support inclusive excellence, diversity, and anti-racism.



# Research

## RECOMMENDATIONS

### Seed Research

Develop a research seed funding initiative focused on anti-racism and inclusive excellence to promote and support diversity and inclusion through multidisciplinary research and scholarly and creative projects.

### Broaden Participation

Develop a graduate-level mentored research, scholarship, creative, and commercialization program to provide more funded opportunities for students from underrepresented groups.

### Celebrate and Elevate

Host a nationwide event to highlight multidisciplinary academic research and practices around anti-racism, diversity, and inclusive excellence.



# Supporting Faculty and Staff Success

Driving Mason to Greater Greatness

Board of Visitors Annual Retreat  
George Mason University  
July 2021





## **Orienting framework & objective:**

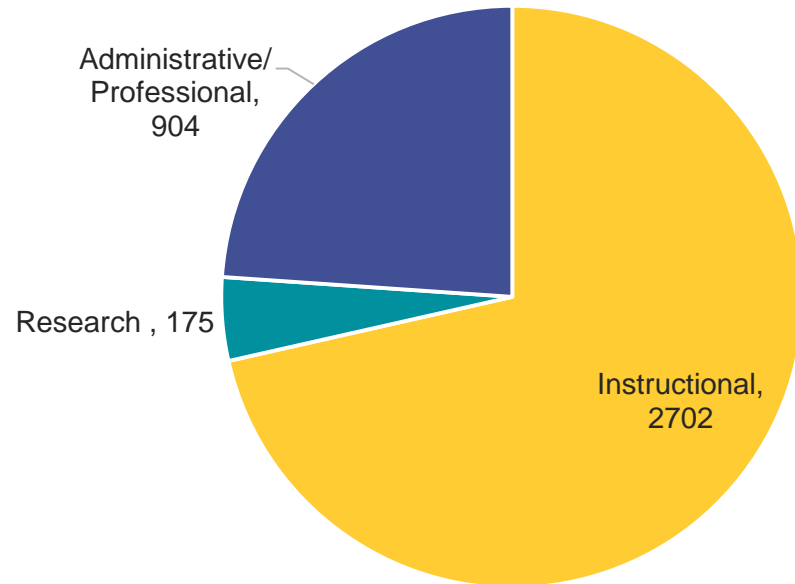
Leverage what we have learned during the pandemic to integrate new strategies that support the success of faculty and staff so we thrive together as a university.



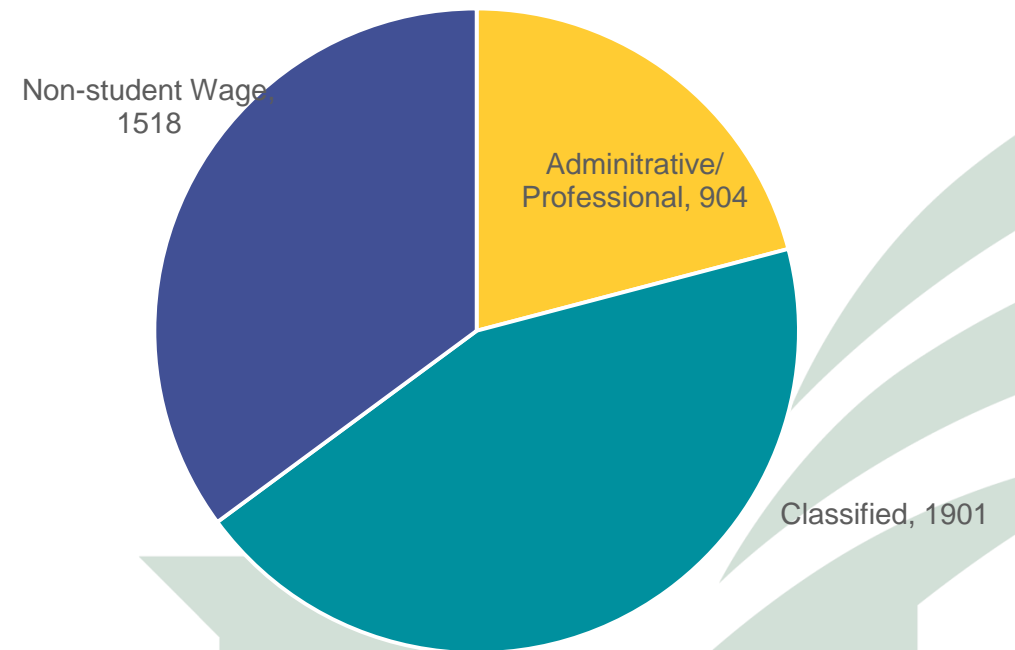


# Who We Are

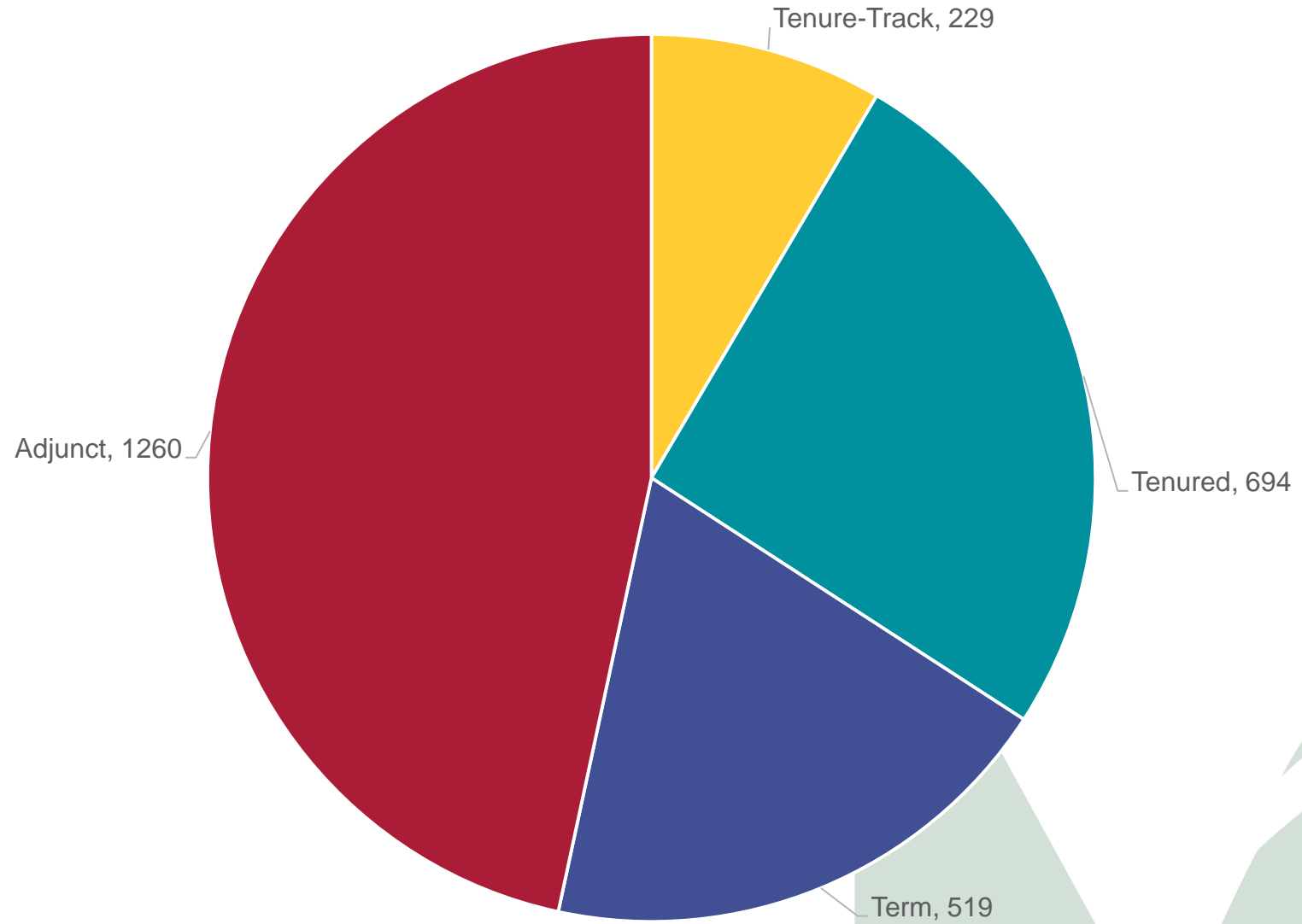
Faculty (3781)



Staff (4323)



# Instructional Faculty



# Who We Are: Diversity of Faculty and Staff

TOTAL	Tenure Track Faculty (230)	Tenured Faculty (673)	Term Faculty (588)	Adjunct Faculty (1,260)	Admin/Prof Faculty (900)	Classified Staff (1,904)
ASIAN	27%	16%	12%	9%	6%	11%
BLACK OF AFRICAN AMERICAN	4%	4%	7%	7%	12%	13%
HISPANIC OR LATINA	5%	4%	3%	5%	5%	13%
WHITE	58%	71%	73%	73%	71%	58%
OTHER	6%	5%	5%	6%	6%	5%
MALE	56%	63%	54%	65%	40%	39%
FEMALE	44%	37%	46%	45%	60%	61%



# Who We Are: Age of Faculty and Staff

<b>TOTAL</b>	<b>Tenure Track Faculty (230)</b>	<b>Tenured Faculty (673)</b>	<b>Term Faculty (588)</b>	<b>Adjunct Faculty (1,260)</b>	<b>Admin/Prof Faculty (900)</b>	<b>Classified Staff (1,904)</b>
AGE < 24	0%	0%	0%	0%	0%	3%
AGE 25 - 34	22%	0%	7%	11%	8%	26%
AGE 35 - 44	63%	16%	30%	31%	30%	22%
AGE 45 - 54	14%	35%	26%	28%	26%	22%
AGE 55 - 64	1%	29%	23%	18%	21%	21%
AGE > 65	0%	20%	14%	12%	5%	6%

# Significant Concern

**In the U.S., 55% of current faculty members are considering retiring or changing careers and leaving higher education – parallel phenomena for college/university staff.**

-study conducted by *The Chronicle of Higher Education*

Leverage

Lift

Integrate

Sustain

# Key Strategies



# Leverage

what we have learned

Mason COACHE Initiative

Term Faculty Committee

Adjunct Faculty Committee

ARIE Task Force

Faculty Senate & Staff Senate

# Lift

existing strategies that support success

New Faculty and Staff Orientations

Faculty and Staff Mentoring Programs

Leadership Training

Stearns Center Faculty Development

Evaluation and Accountability Practices

# Integrate

new strategies to support success

Flexible Work Environments

Compensation/Benefits

Child Care Accessibility

Dependent Tuition

Housing Assistance

Retirement Incentive Program



# Sustain

growth in ways that allow the institution to thrive

Faculty & staff retention

Faculty & staff hiring needs

Graduate student support

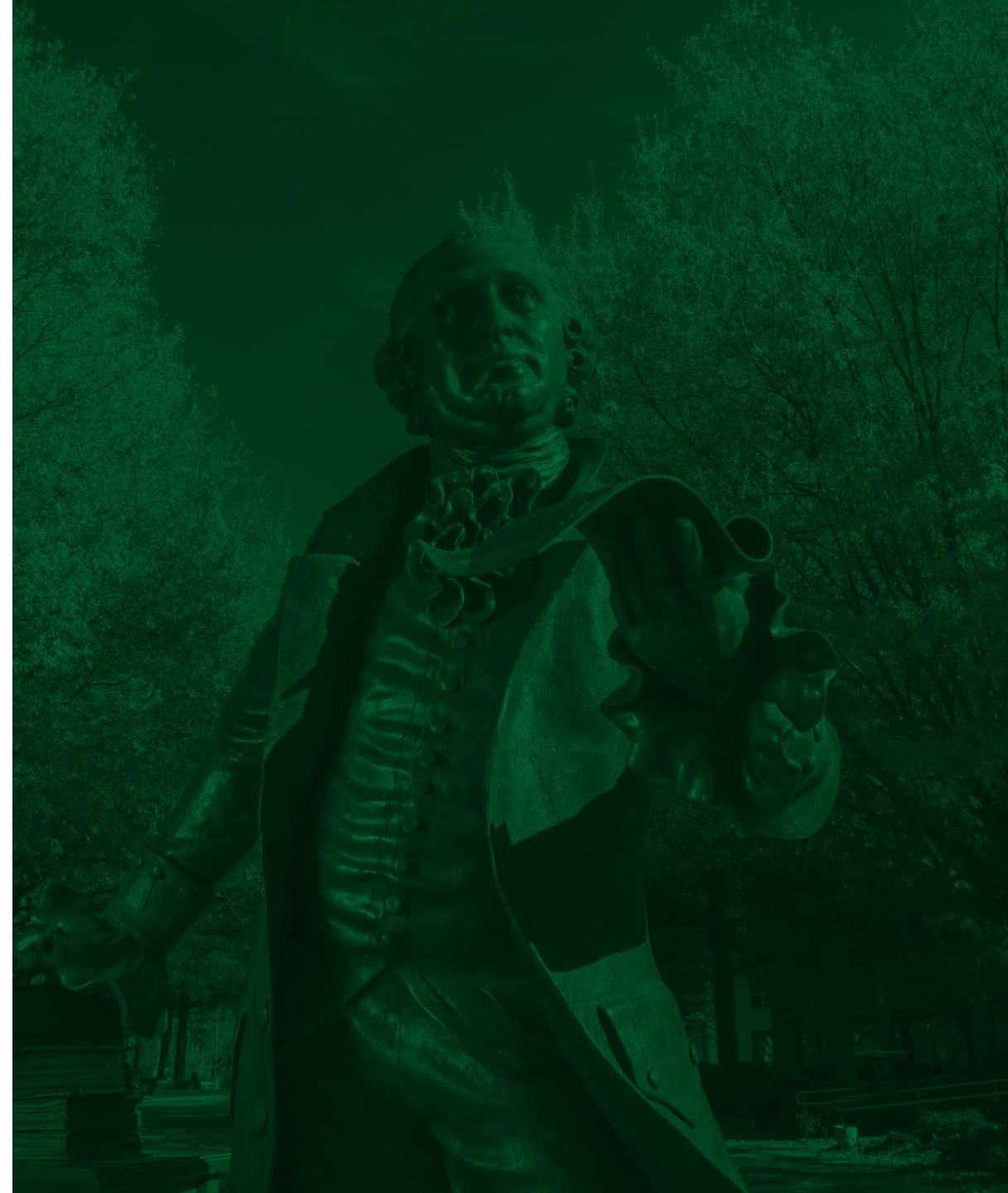
Curriculum development



## George Mason University

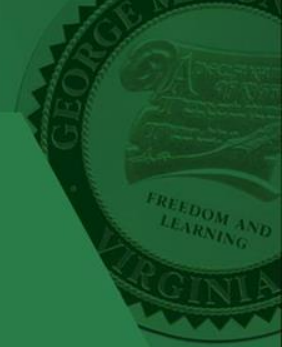
4400 University Drive  
Fairfax, Virginia 22030  
Tel: (703) 993-1000

Learn More at [GMU.EDU](https://www.gmu.edu)





ANNUAL PLANNING RETREAT





# EVOLUTION

---

Redefine the George Mason University brand to reflect the current and future reality of the university.

*“If you want to be a big institution, you’ve gotta be big in the big things.”*

*-President Gregory Washington*

# TACKLING THE WORLD'S CHALLENGES

“Great research universities tackle the grand-challenge problems of our time. We call it research of consequence for a reason—we face serious consequences as a planet if we cannot solve our most pressing global challenges.”

- GMU President Gregory Washington



healthy *economy*



healthy *society*



healthy *people*



healthy *planet*



# OBJECTIVE

---

Develop a new brand that “recalibrates” Mason’s brand essence – to be defined as Mason’s core beliefs, core values, and collective vision for the world Mason serves now.

- **Fully leverage** Mason’s distinct brand attributes.
- Central to the brand strategy is the key differentiator of **diversity, inclusion, and belonging** which are part of the daily Mason experience.





# DELIVERABLES

---

1. A George Mason University brand strategy and recalibration of the University's central brand narrative that charts a path for the 50th anniversary and beyond.
2. A new engagement strategy for major stakeholder groups through deep introspection and stakeholder insight mining.
3. Updated mission and vision statements and general brand positioning targeted to primary stakeholder groups.
4. A communications rollout strategy in time for the celebration of the 50th anniversary in April 2022.

# What is a Brand?

**“Who you are, what you do, and why you matter.”**

For organizations, this translates to your brand being a **combination of your mission, values, strategy, relationships, impact – and their value to the world**. It’s a gut feeling about the promises you make and your reputation for keeping (or breaking) them.

**“It’s not what you say you are, it’s what they say you are.”**

---

A brand must **be about more than the organization and its mission**; it needs to address, at a deeper level, **what is meaningful to an organization's audiences**.

Because when people strongly **identify with a brand** (rather than just the mission), their reasons for advocating for the organization **move beyond the rational to the emotional**.

The brand becomes part of **who they are** and **what they value**.

---



# CHALLENGES

- *Perceived lack of identity.*
- *Defining Mason's full range of differentiators.*
- *Gaining recognition for all of Mason's brand attributes and achievements with its larger audiences.*



# The Enrollment Cliff

*THE CHRONICLE OF HIGHER EDUCATION*

“Already bracing for an enrollment crash expected to hit in 2025, higher education got more bad news this week: The U.S. birth rate fell 4% in 2020, marking the **6th consecutive year of declining birth rates**. Once that “demographic cliff” hits, the new data show, it won’t let up for more than a decade. Enrollment managers ... should **brace for the long haul**.

**Raising college-going rates for low- and middle-income students, and students of color — especially Latina/o and Black students — will be crucial to maintaining enrollment numbers**, said Todd Rinehart, president of the National Association for College Admission Counseling. Minority- and Hispanic-serving institutions can offer a template for doing so.”



“This moment of social and racial recognition have really put a **spotlight on the role that we play in the communities that we serve.**” -*Eloy Oakley, President, California Community College system*

---

“We should not become a society of a monoculture of education. .... If you look at most curricula at most universities, they’re exactly the same. My hope is that you’ll **start to see a growing number of institutions stand against those trends,** that will have **very distinct educational philosophies** with a well-thought-through curriculum with extraordinarily high academic rigor and standards.” -*Ben Nelson, CEO and Co-Founder at Minerva*



# OPPORTUNITY

- *Create a brand that unifies the multiple campuses, departments, and audiences of Mason.*
- *Further legitimize the Northern VA/DC-region as a leading innovation center*

# BRAND PURPOSE

---

*A simple, visionary idea*

that elevates a brand above the produced experience it delivers.

The higher order reason for being for a brand or business than just making a profit or driving shareholder value.

The brand *promise* should align with the emotional truth of students, faculty, donors and your community.

---







# BRAND REQUIREMENTS



uniquely *and* indelibly Mason

relevant *and* universal

enduring





# INITIAL TRUTHS



ambitious



diversity



*spirit of* innovation



visionary





DISCOVERY &  
IMMERSION

Informal interviews &  
ethnography



AUDIT +  
UNDERSTAND

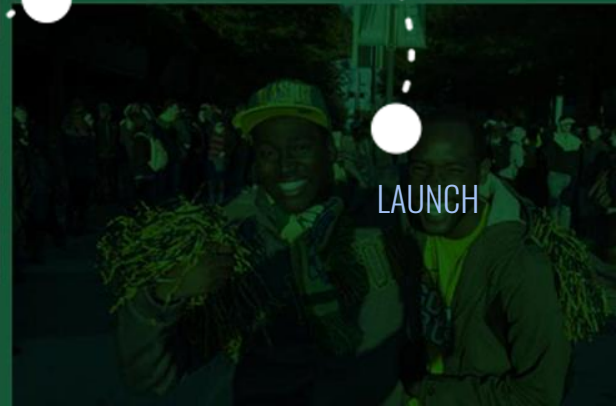
Competitive  
audit



STAKEHOLDER  
ENGAGEMENT



VALIDATE



LAUNCH



EXPLORE +  
UNDERSTAND



STRATEGIZE +  
BRAND



# ENGAGEMENT APPROACH

Leadership / Faculty / Student  
Alumni / Donors / Community

One-on-one interviews | Focus groups  
Perception + Motivation Survey

# GOALS

Understand Mason's Attributes

Begin to build support for the new identity

Dimensionalize audience values, aspirations and goals

Collaborate with University Leadership and Stakeholders


# BENEFITS

Identify Issues and Opportunities

Build Stakeholder Ownership of Outcomes

Learn the Unique Language of Mason





*find* THE  
GREATER  
HUMAN  
TRUTHS

# Today's Agenda

- Introduction: Overview of the Branding Process
- Group Engagement Session: Consumer Journey of our Audiences
- Group Engagement Session: Imagine Mason's Future
- Report from the Sessions
- Facilitated Discussion: Identifying Mason's values, purpose, and differentiators
- Q&A from Audience



Women and minority-owned. **Creatively led.**

**Our purpose:** engage diverse perspectives to create a significant impact for communities of all kinds.





# WE'VE DONE THIS BEFORE

Experience with Branding Organizations and Communities

VISIT  
**PHOENIX**

  
**Hilton**  
HOTELS & RESORTS

**Orangetheory**  
FITNESS

**SwimWays**

 **COOPER'S HAWK**  
WINERY & RESTAURANTS

**VIRGINIA  
IS FOR  
LOVERS**

**Chock  
full o' Nuts.**  
100% NATURAL PEANUT BUTTER. 100% PB.



Operation  Smile



**SLO  
CAL**  
SAN LUIS OBISPO COUNTY  
CALIFORNIA

**TRIBUTE  
PORTFOLIO**

VISIT *Billings*  
MONTANA'S  TRAILHEAD

**Optima**   
Health

 **SYNERGY**  
SPORTS  
— GLOBAL —

**VIRGINIA  
BEACH**  
LIVE THE LIFE

  
**LifeNet Health**  
Saving Lives. Restoring Health

 **PROSPER**  
INSURANCE

  
**limelight**  
HOTEL • ASPEN

*Chatham Vineyards  
on Church Creek*



**“Mason is the  
best-kept secret in  
Northern  
Virginia.”**

# Awakening Northern Virginia's sleeping giant:

- Start the flywheel
- Optimize for scale
- Build momentum

# 10 Superlatives



## OOH ADVERTISING

- Airports
- Buses
- Metrorail stops

## COMMUNICATIONS

- Video vignettes
- Written articles

## DIGITAL

- Social media integration
- Washington Post advertising

## CAMPUS

- Light pole banners
- Building signage
- Brand “hot spots”

[gmu.edu/meet-us](https://gmu.edu/meet-us)

**Hello**

**Get to know George Mason University**

**We live our mission every day**

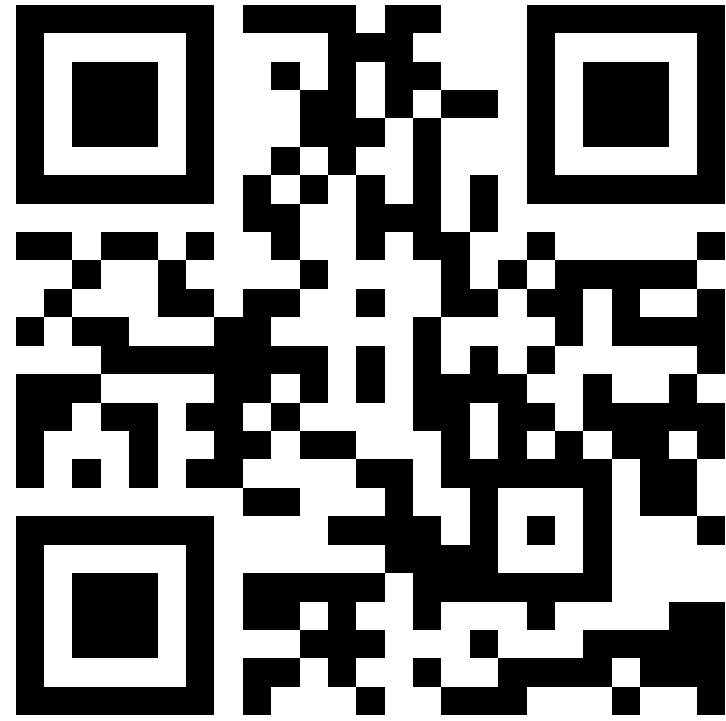
- The secret's out: Mason is Virginia's most diverse public university**  
July 22, 2021
- The Secret's Out: Mason is driving higher ed enrollment growth in Virginia**  
July 16, 2021
- The Secret's Out: Mason is Virginia's largest public research university**  
July 8, 2021
- 'The Secret's Out' about George Mason University in new brand awareness campaign**  
July 8, 2021
- Graduating senior Mitchell Martinez overcame challenges to reach new heights**  
May 12, 2021

As America's fastest-growing public research university, we've gone through a lot of change in the last decade. We've reached new heights while staying true to our commitment to provide an

[Read more stories](#)







Scan me



# 10 Superlatives

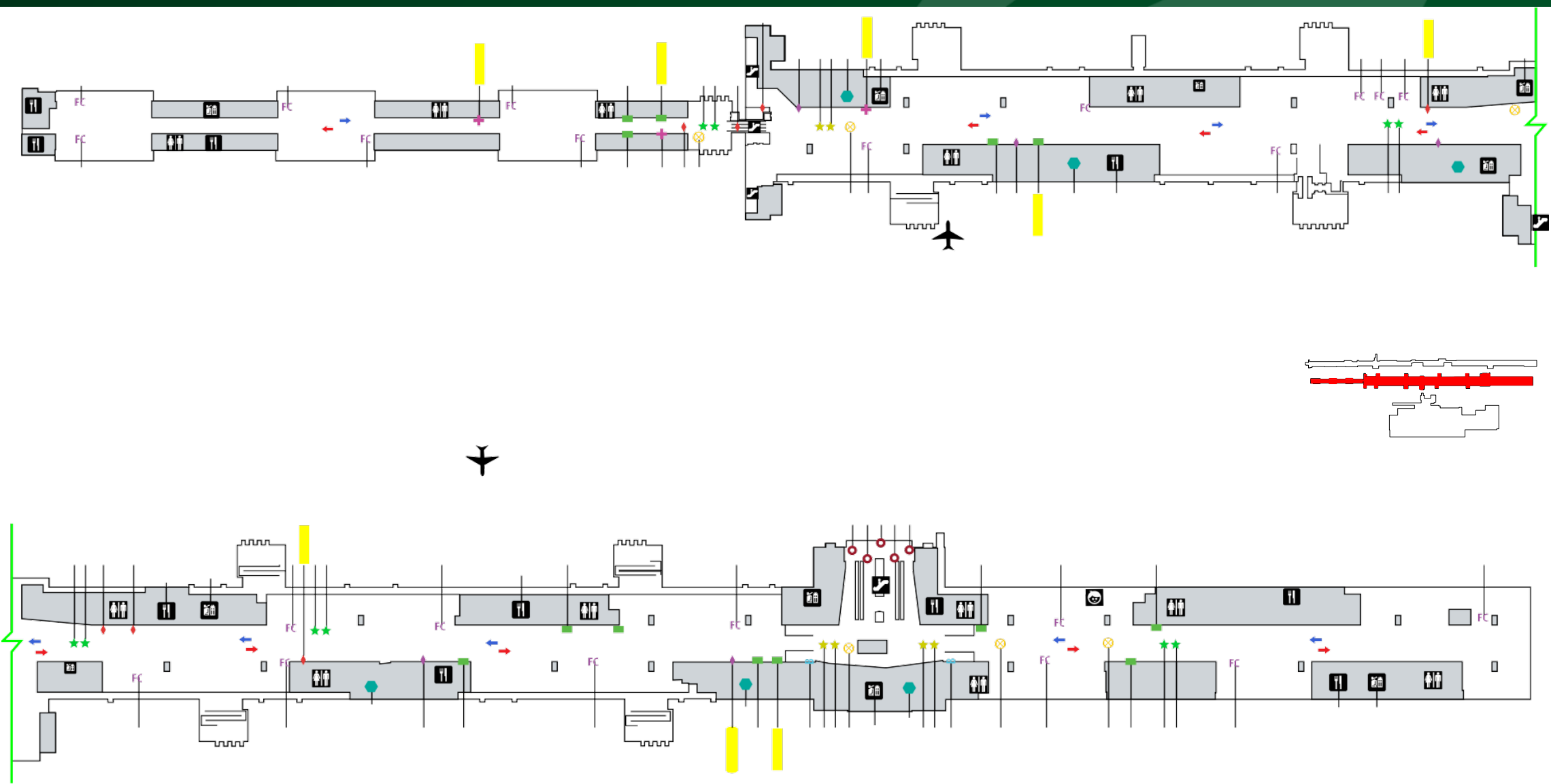
## National

1. Fastest-growing public research
2. No. 1 young university
3. 1<sup>st</sup> cyber-security engineering
4. No. 1 part-time law program
5. Top 10 homeland security studies program

## Virginia

1. Largest public university
2. Most inclusive university
3. No. 1 theater school
4. 1<sup>st</sup> school of computing
5. Most computer science grads in Virginia

# Airports – Dulles Map





# Airports – Dulles



Dulles  
International

Concourse A

# Airports – Reagan



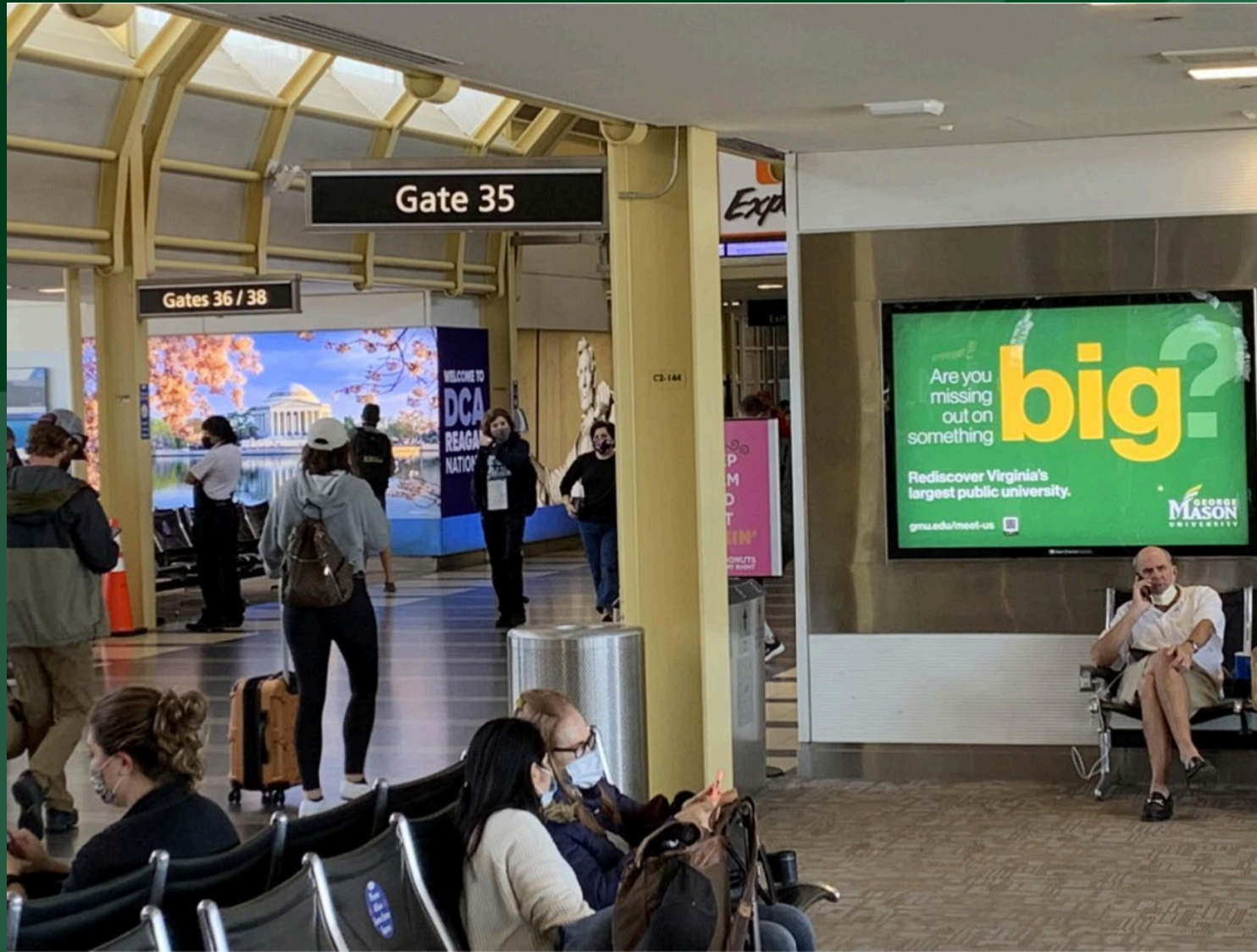
Reagan National

Terminal A

Security  
Checkpoint



# Airports – Reagan



Reagan National

Terminal C

Gate 35



# Metrorail Stations



Ballston

Dunn Loring

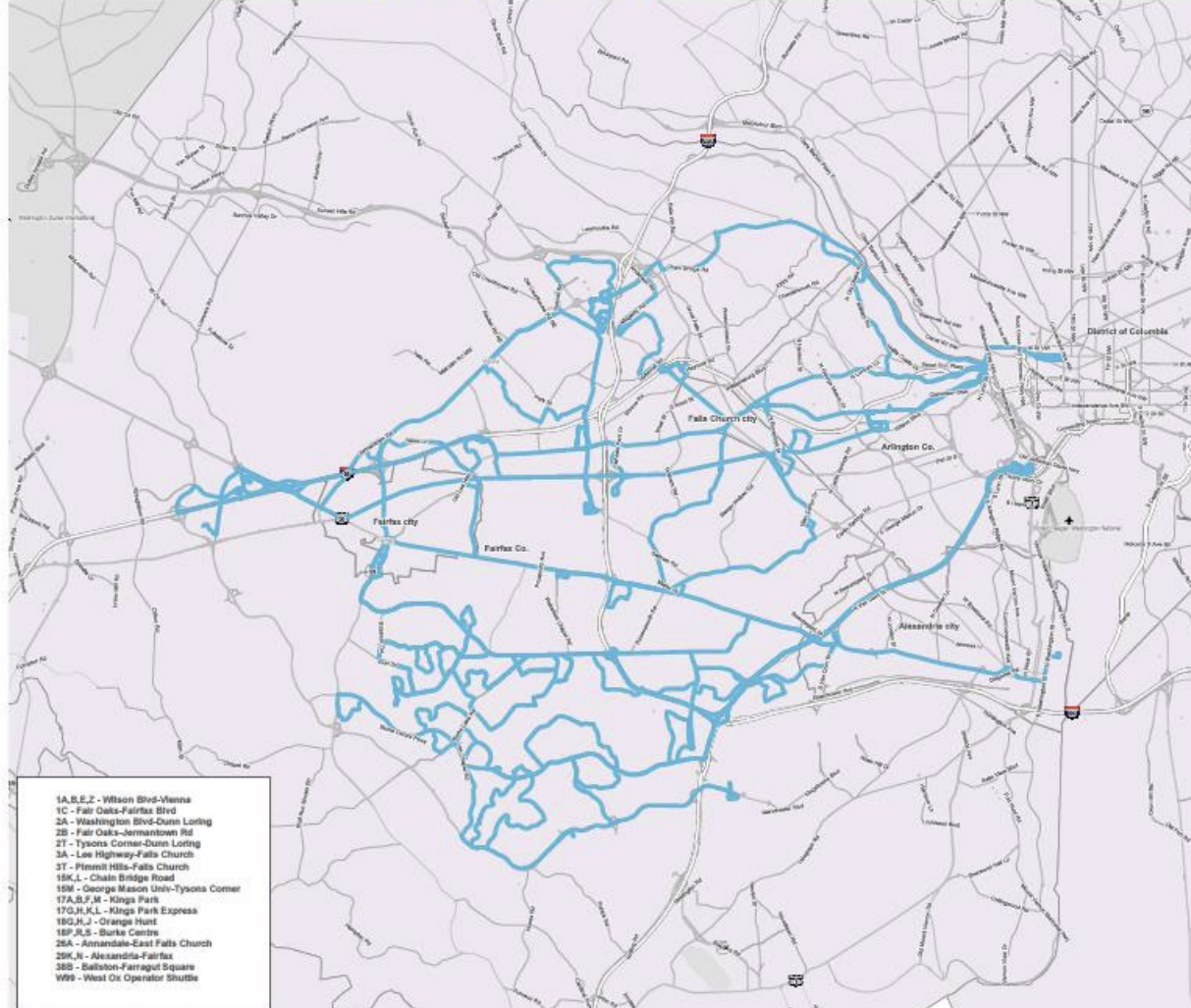
Vienna

Wiehle/Reston

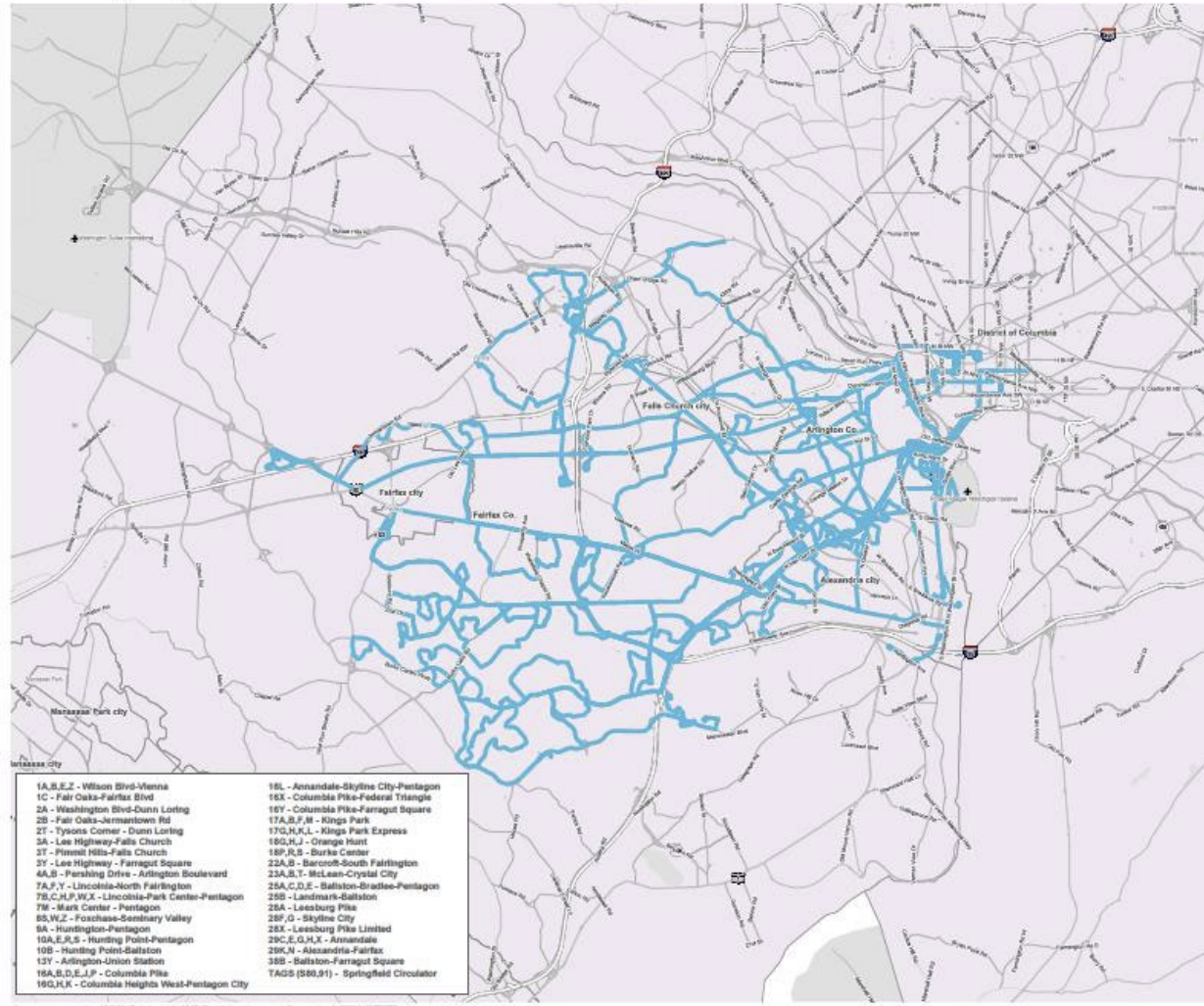


# MetroBus

Washington, DC Metro: West Ox Bus Garage



Washington, DC Metro: Four Mile Bus Garage





# MetroBus





# Communications/Digital

**George Mason News**  
@GeorgeMasonNews

The secret's out! @GeorgeMasonU is America's Fastest Growing Public Research University & the largest public research university in VA. Among the 120 best US research institutions, our research is wide-ranging, from cybersecurity to new ways of testing for COVID-19.  
[#MasonNation](#)




MASON HAS A STRONG TRADITION OF CONDUCTING RESEARCH OF CONSEQUENCE.

Delete Archive Move Flag Mark Unread Sync

'The Secret's Out' in new brand awareness campaign

**TG** The George <stratcom@gmu.edu>  
To: Paul G Allvin  
Friday, July 9, 2021 at 7:35 AM



Are you missing out on something **big?**

Rediscover Virginia's largest public university.

[gmU.edu/meet-us](http://gmU.edu/meet-us)

**GEORGE MASON UNIVERSITY**

**'The Secret's Out' in new brand awareness campaign**

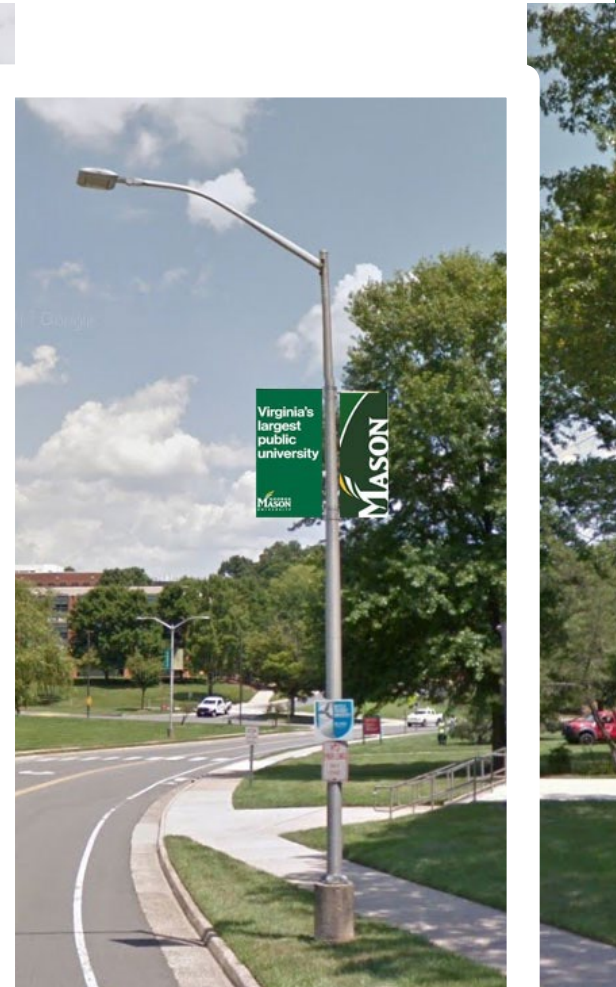
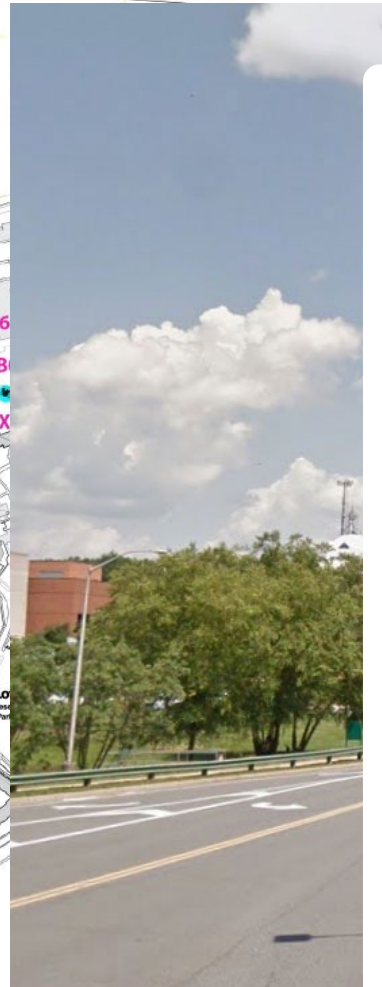
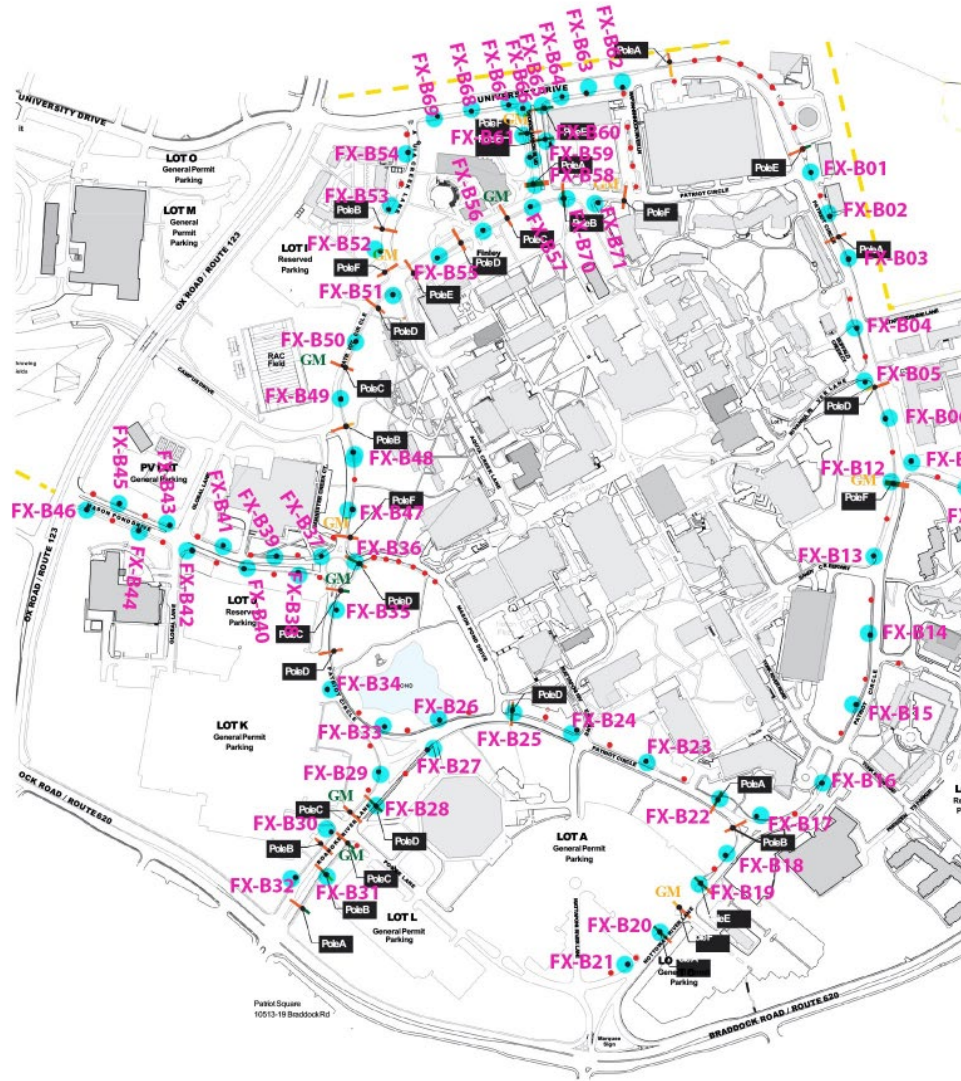
Mason is launching a brand awareness campaign that aims to reintroduce Mason to Northern Virginia and to remind the on-campus community, alumni and supporters how Mason has emerged as an educational, cultural and economic driver over the past half-century. [Find out more.](#) Learn more at [gmU.edu/meet-us](http://gmU.edu/meet-us).

# Campus banners





# Campus banners – Fairfax

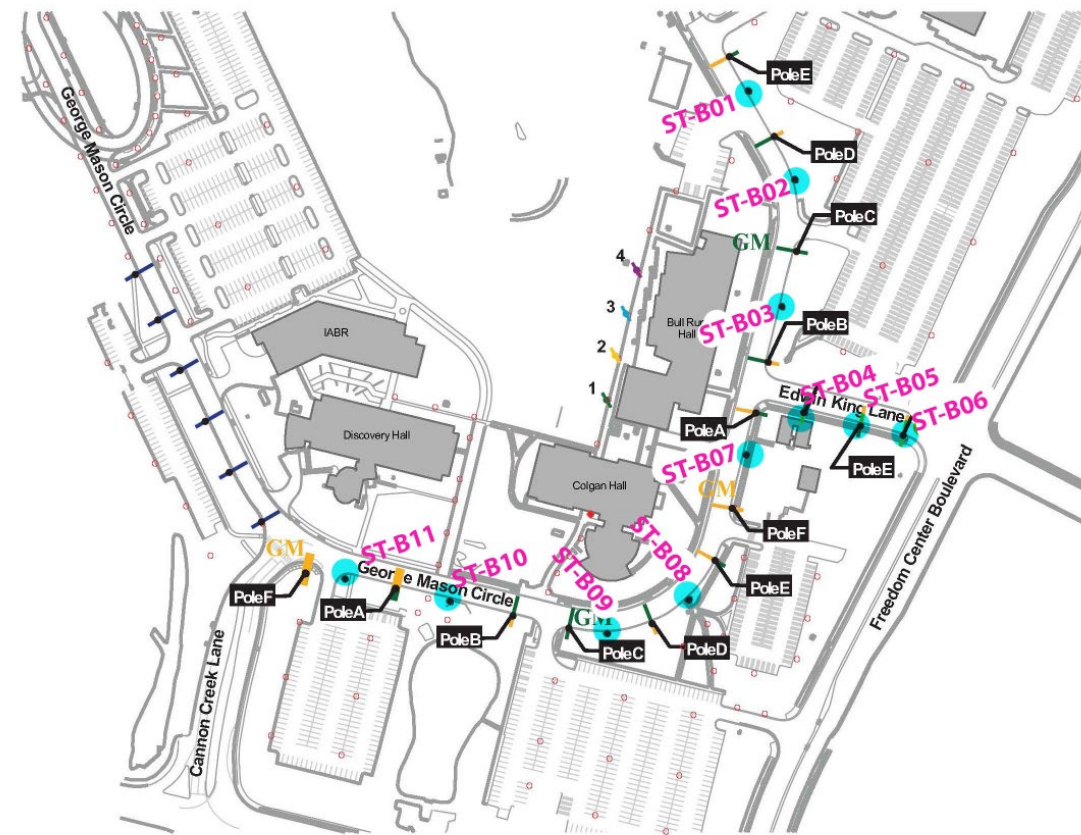




# Campus banners – Arlington



# Campus banners – SciTech



1 SCIENCE AND TECHNOLOGY CAMPUS BANNER LOCATION PLAN



# Campus Buildings





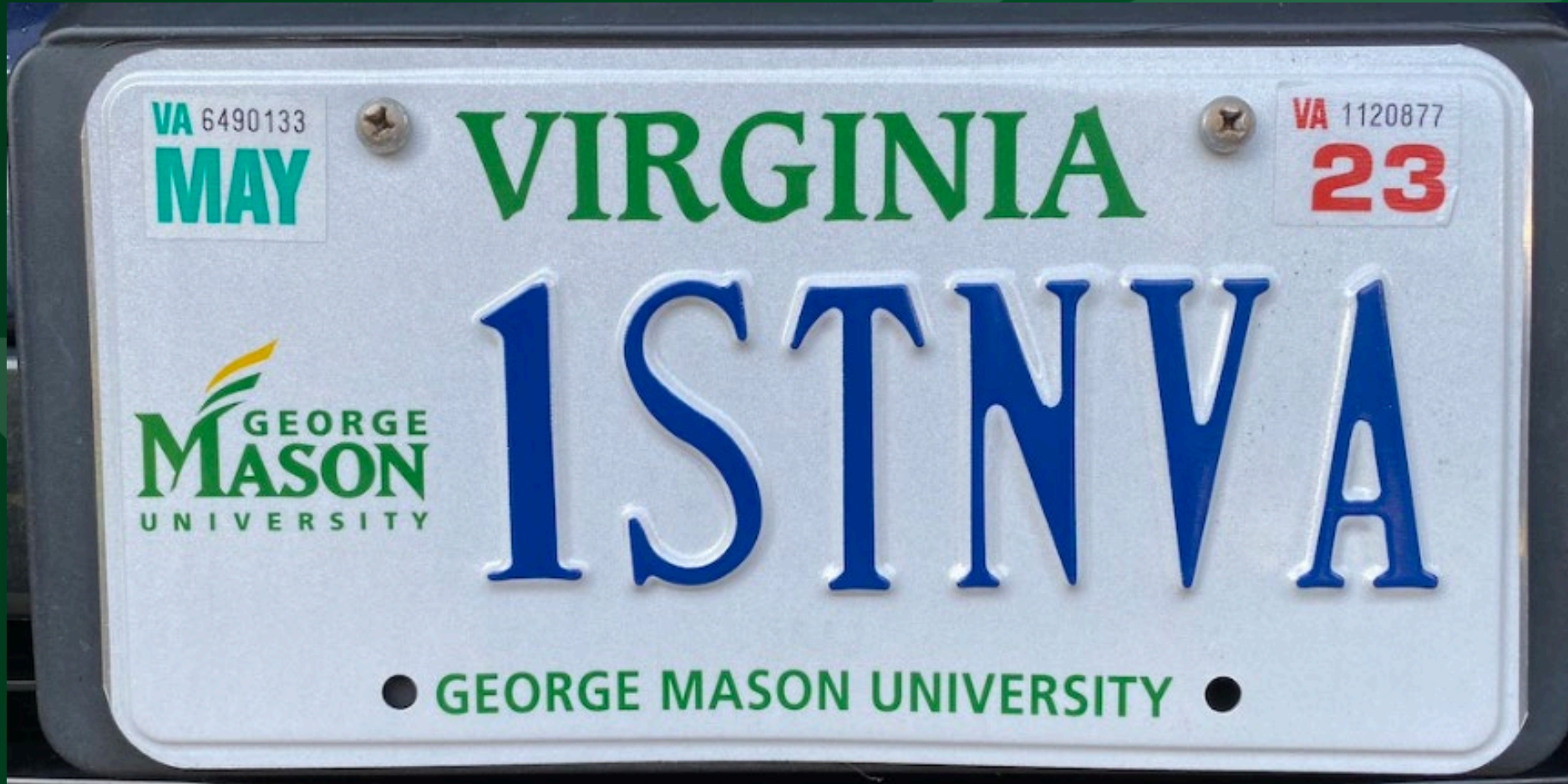
# Campus Brand Hotspots

Concept under development



Brand hotspots

# Little Rolling Billboards





~~“Person is the  
best-kept secret in  
Northern  
Virginia.”~~



**And now, some  
Sunshine &  
Bourbon**





# Enterprise Financial Plan Board of Visitors Planning Session

Office of the Senior Vice President | July 29, 2021



# Agenda

---

I. Six-Year Operating Plan

II. Capital Plan

III. Projected Financial Condition

Appendix A – Projected Financial Statements

Appendix B – Financial Metric Definitions

Appendix C – Moody's Indicative Scorecards (current and proposed)





# Six-Year Operating Plan

# Enterprise Financial Plan: Operating

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## 1 Operating Plan

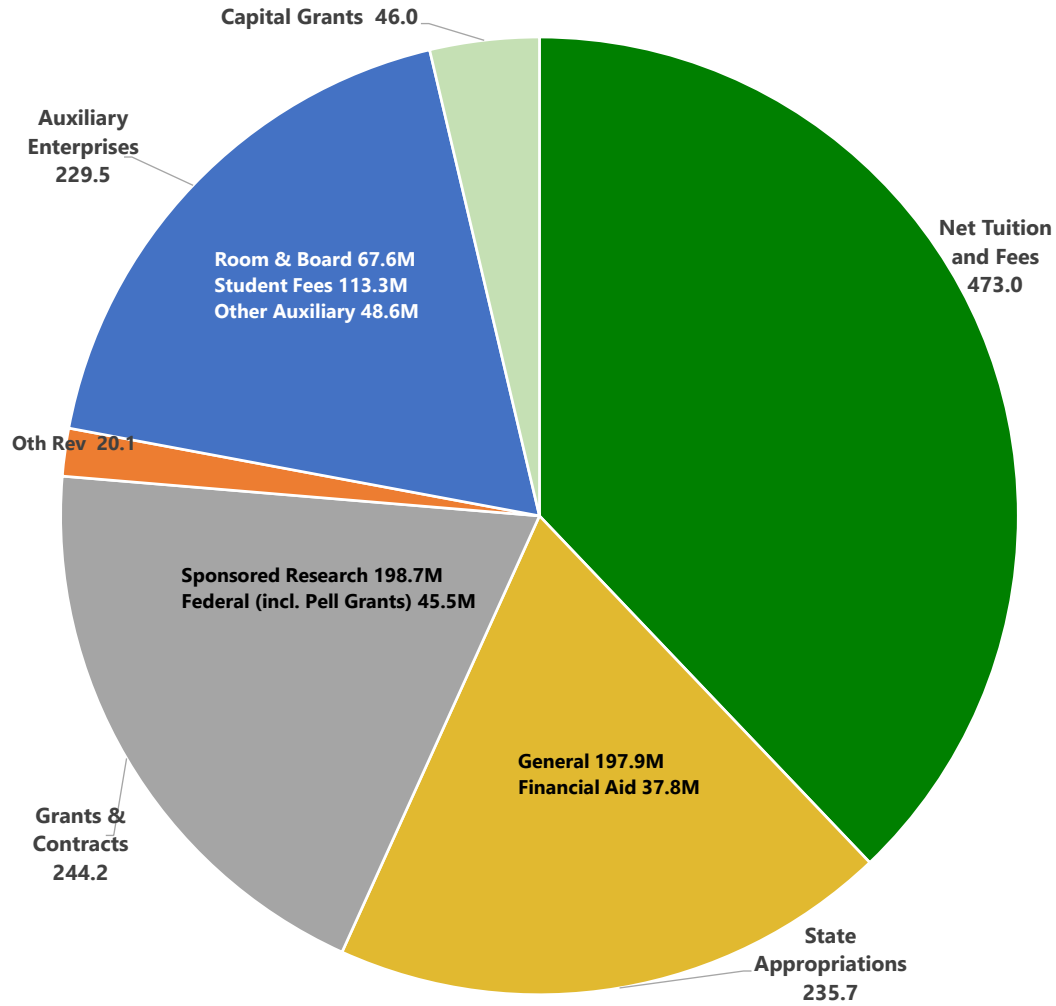
- Access to Excellence
- Research
- Competitive Faculty and Staff Compensation/Retention and Growth
- Funding Disparity

## 2 Capital Plan

- Campus Master Plan
- Pro-Forma Six-Year Capital Plan

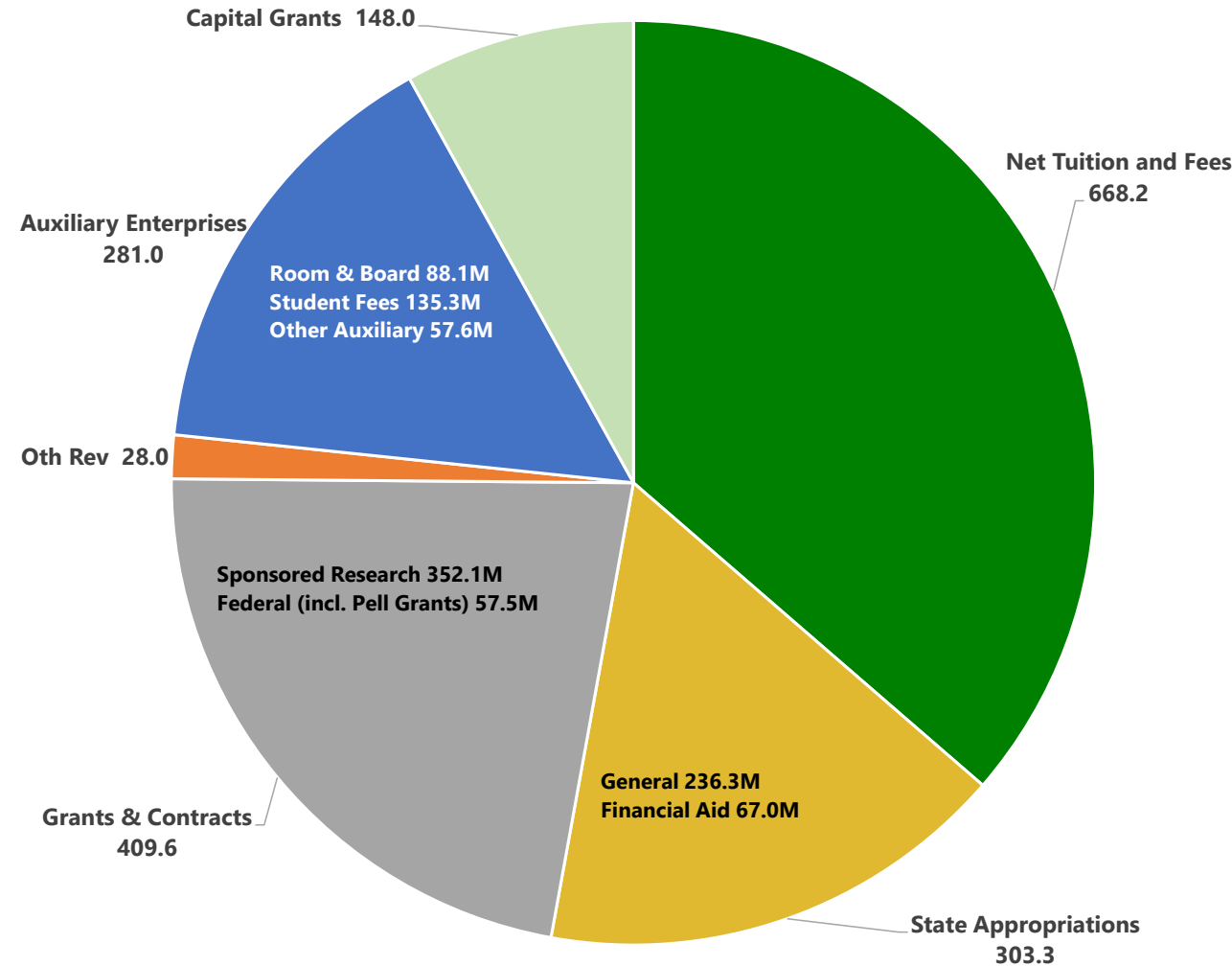
# Capital and Operating Revenues FY22 and FY28

FY22



**Total = \$1.25B**

FY28

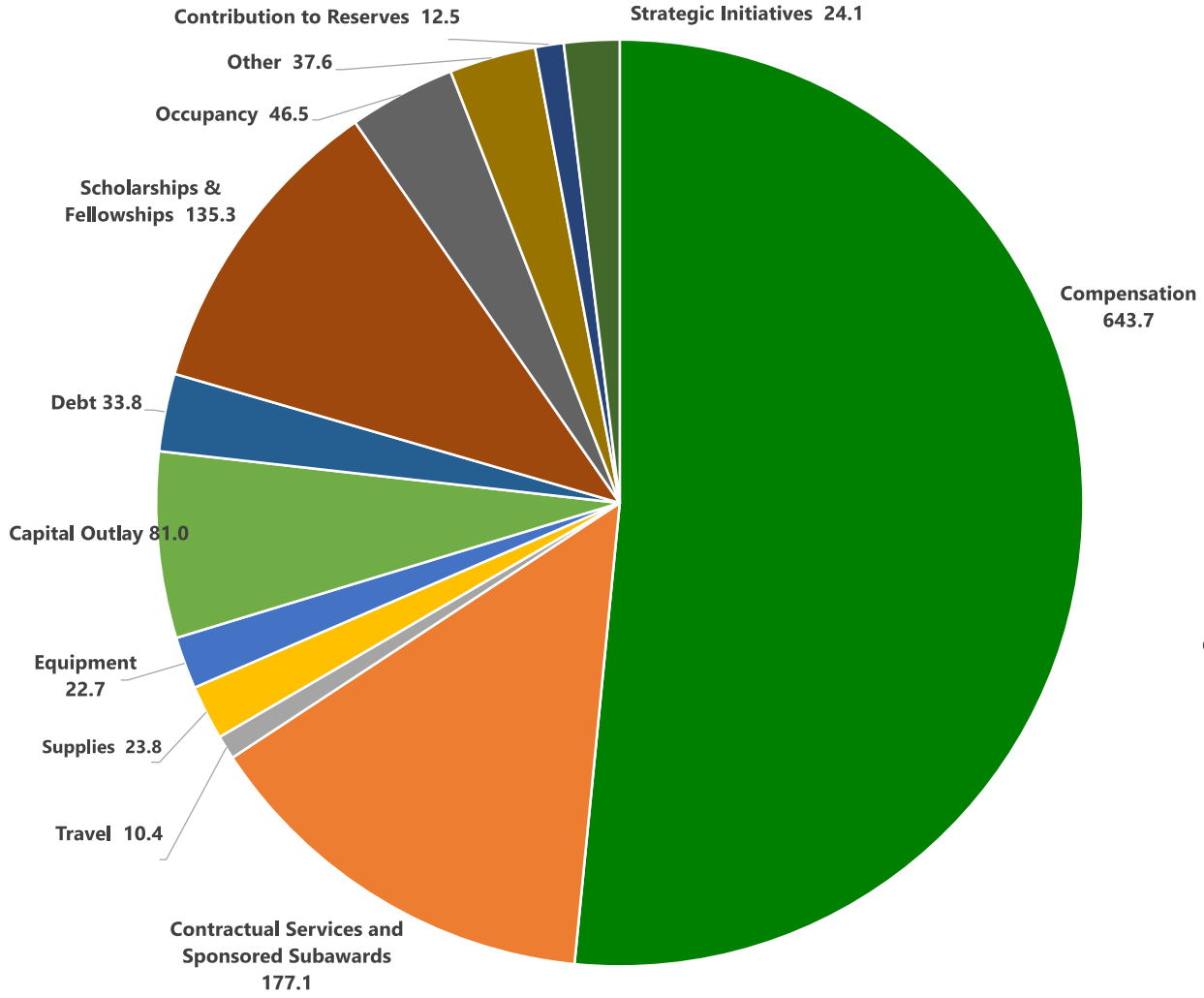


**Total = \$1.84B**



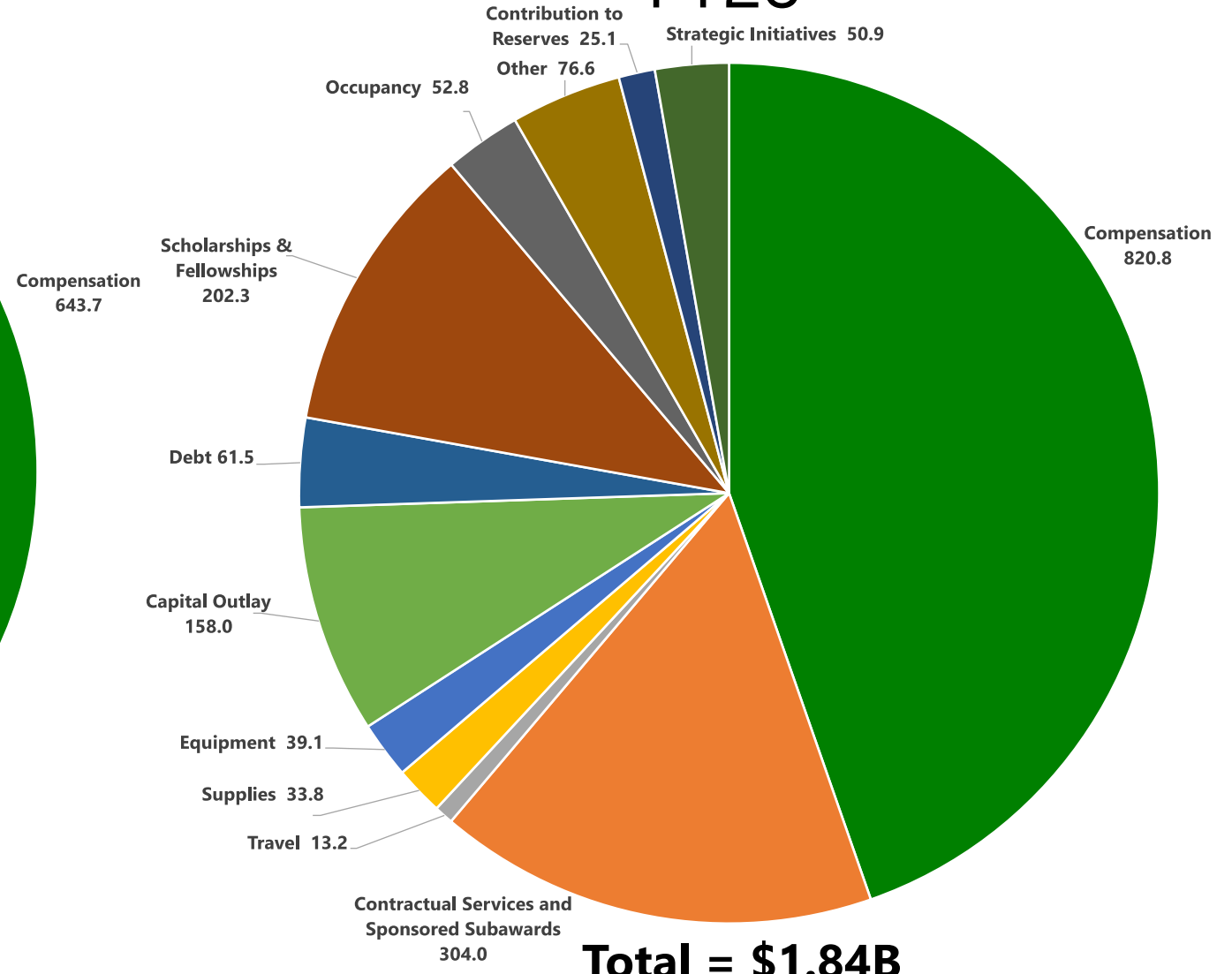
# Capital and Operating Expenses FY22 and FY28

FY22



**Total = \$1.25B**

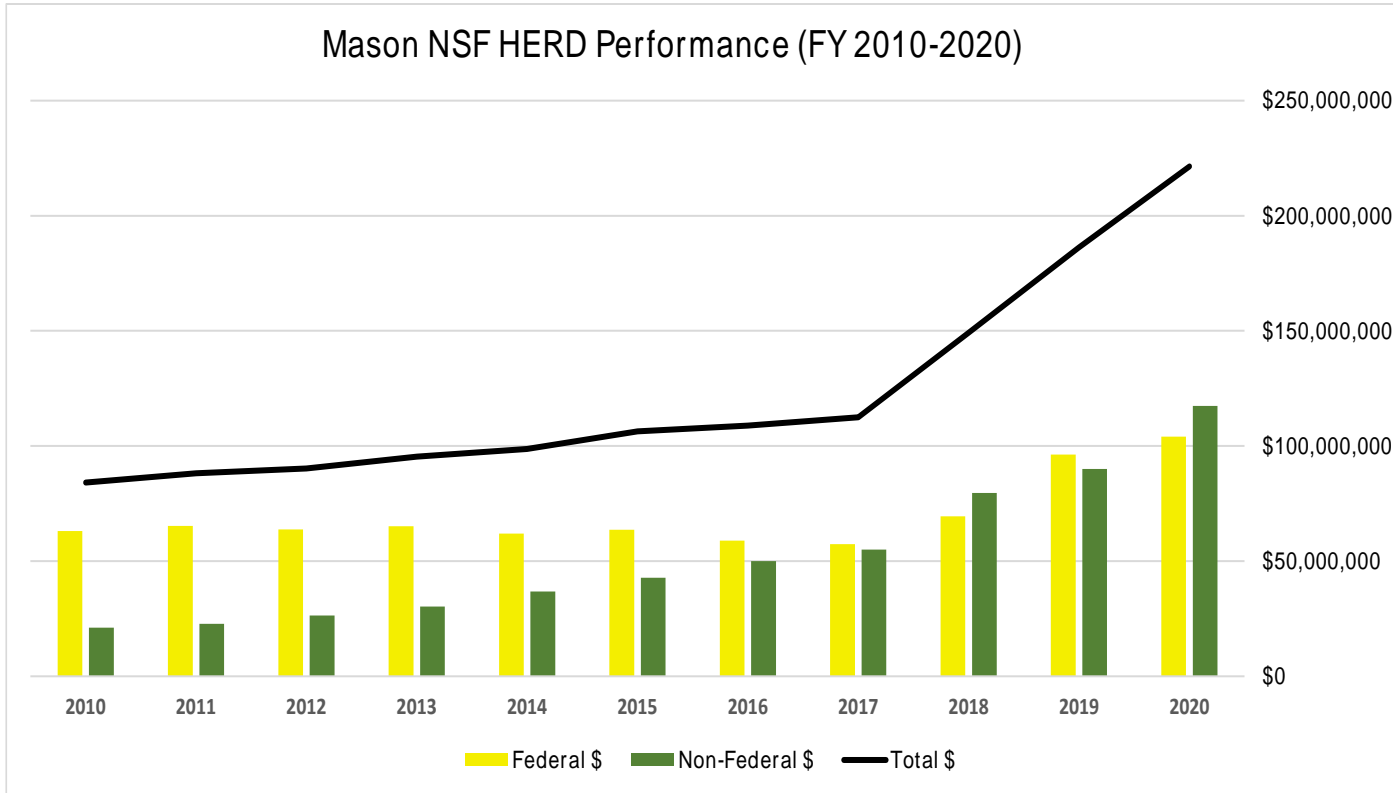
FY28



**Total = \$1.84B**

# Research Performance

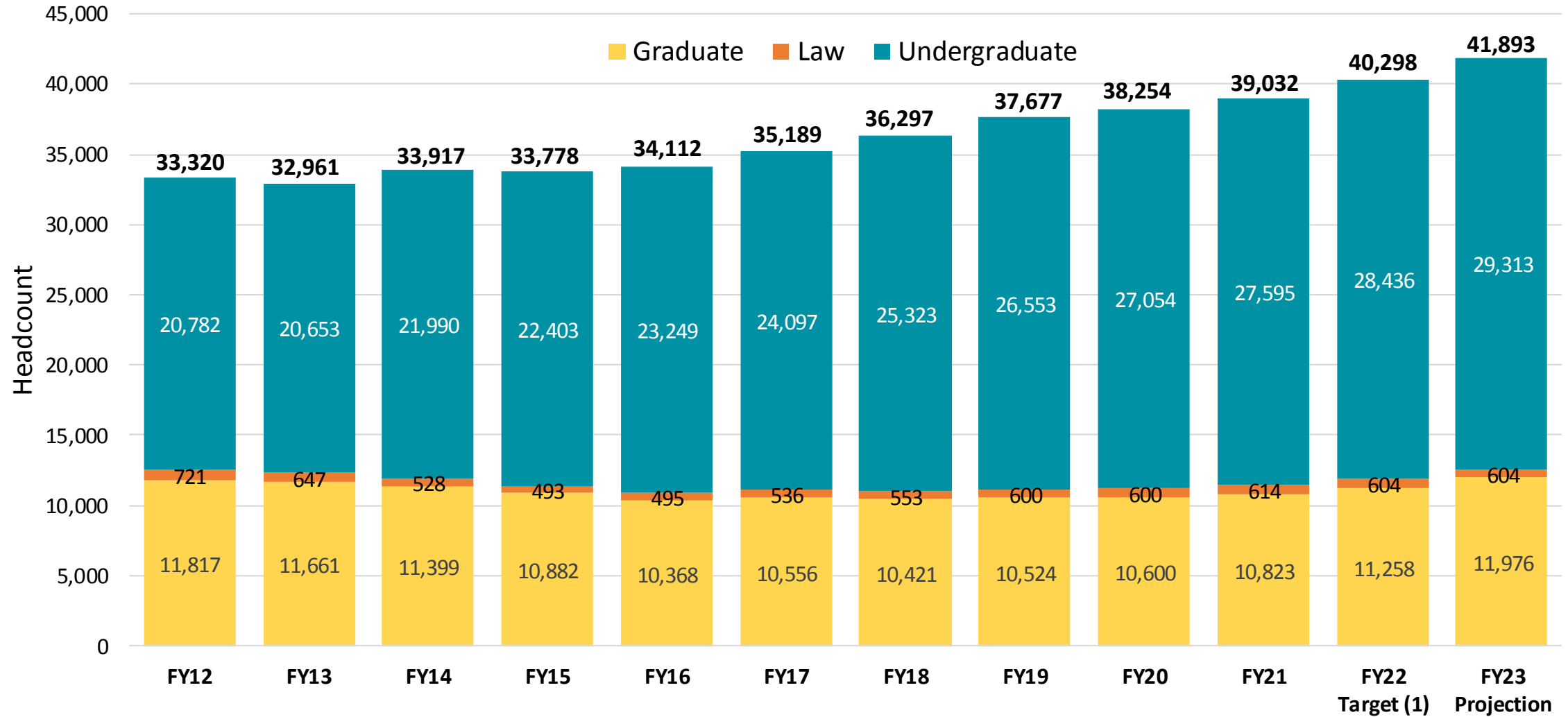
Mason NSF HERD Performance (FY 2010-2020)



## NSF TOTAL RESEARCH EXPENDITURE GROWTH OF LOCAL INSTITUTIONS FY 2010 – FY 2019

INSTITUTION	GROWTH PERCENTAGE
University of Virginia	122.2%
<b>George Mason University</b>	<b>121.4%</b>
Georgetown University	51.2%
Johns Hopkins University	45.5%
George Washington University	37.0%
Virginia Tech	36.1%
University of Maryland	32.8%
Virginia Commonwealth University	29.3%
James Madison University	24.0%
College of William & Mary	12.8%
Old Dominion University	-30.6%
<b>ALL INSTITUTIONS</b>	<b>36.2%</b>
<b>TOP 100 SCHOOLS</b>	<b>39.8%</b>

# Undergraduate & Graduate Enrollment (headcount)

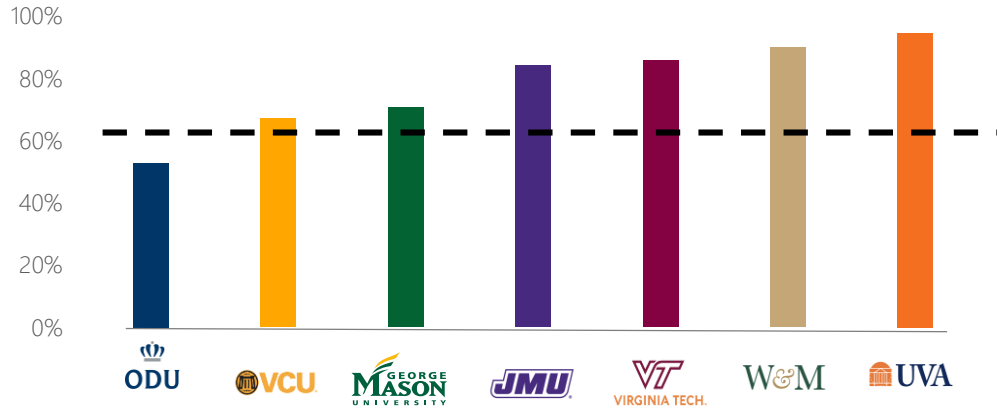


(1) Targeted, not projected, enrollment as submitted to SCHEV.

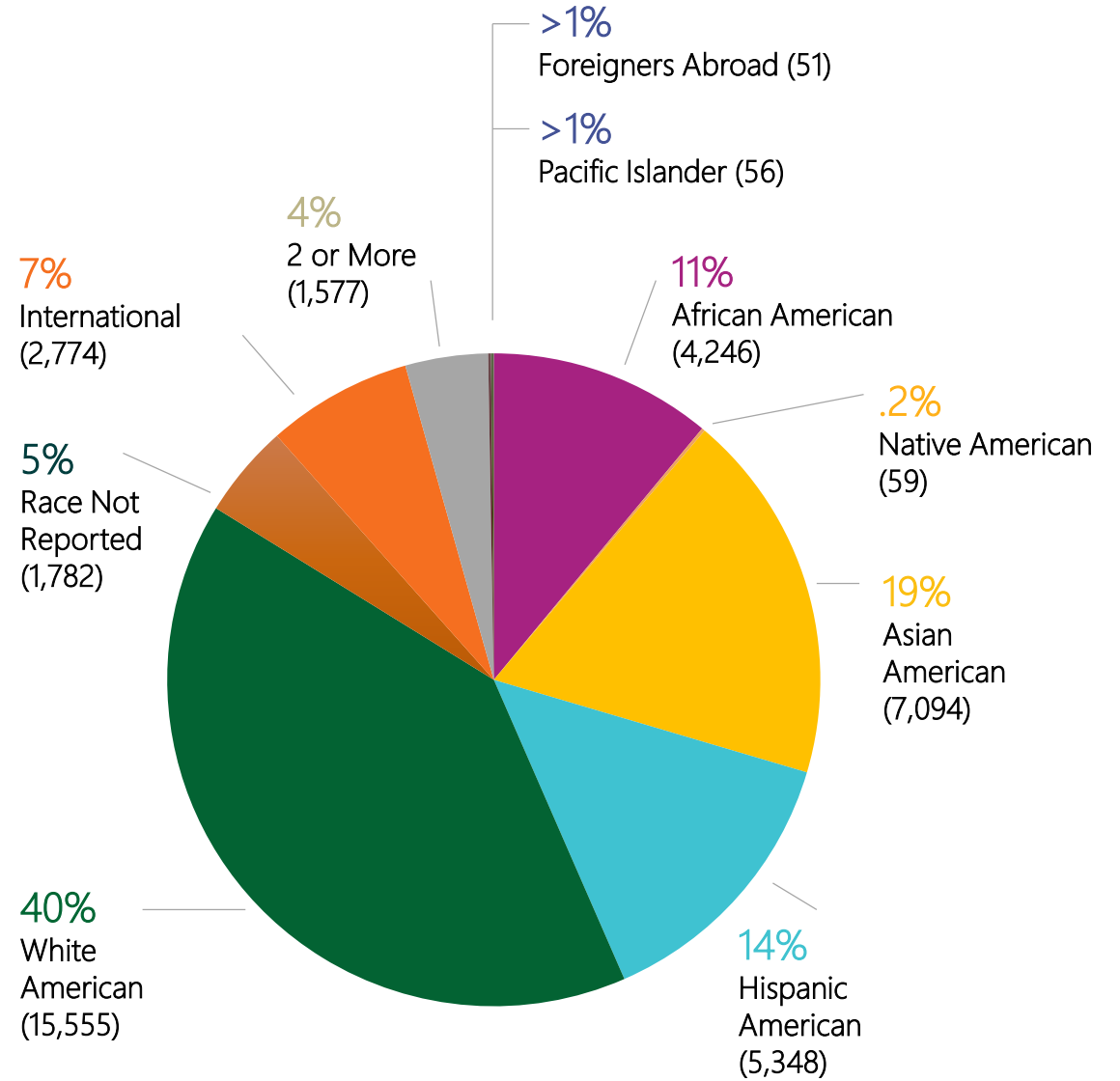
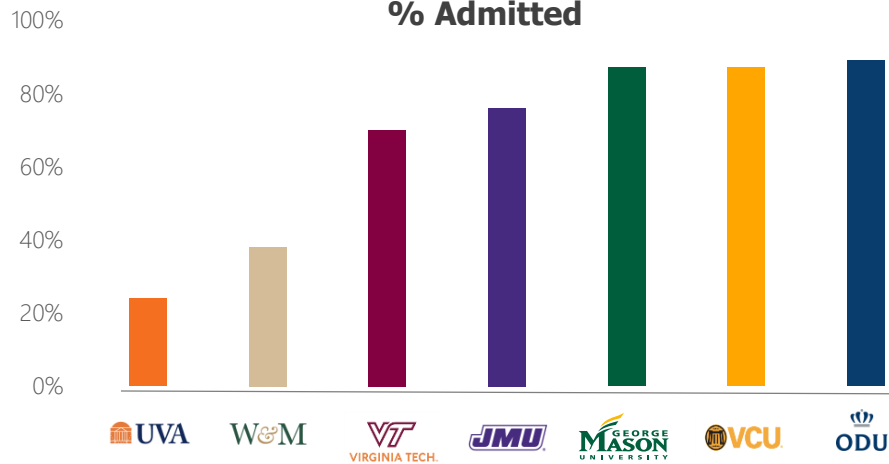


# We Are Mason

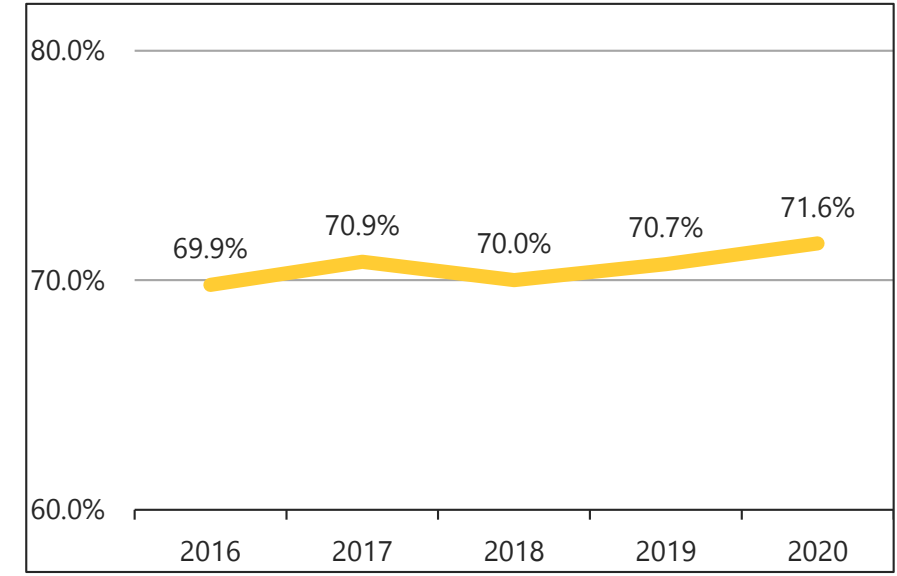
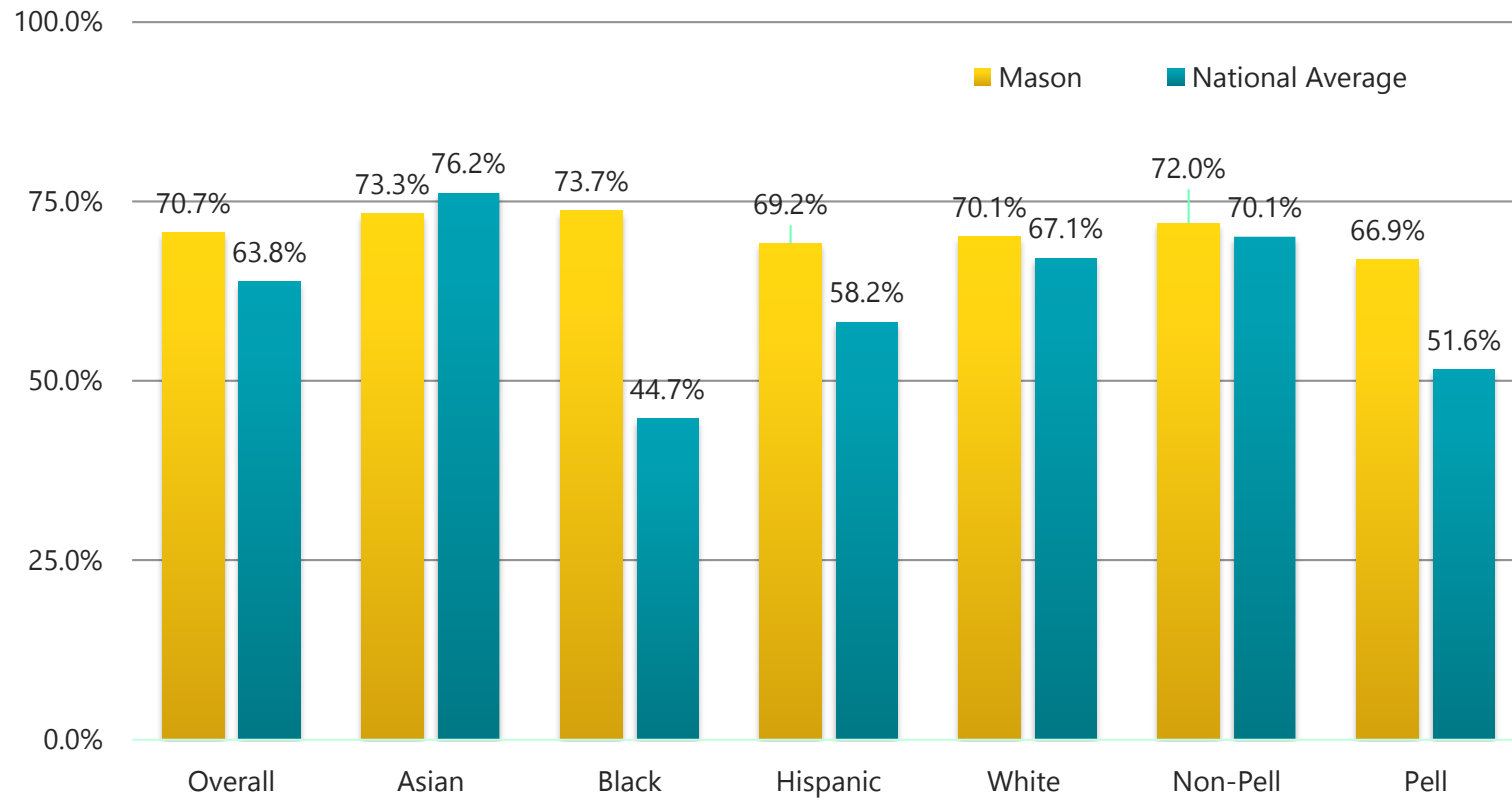
**6 Year Graduation Rates**  
(Fall 2013 4-Year Bachelor's Cohort)



**% Admitted**



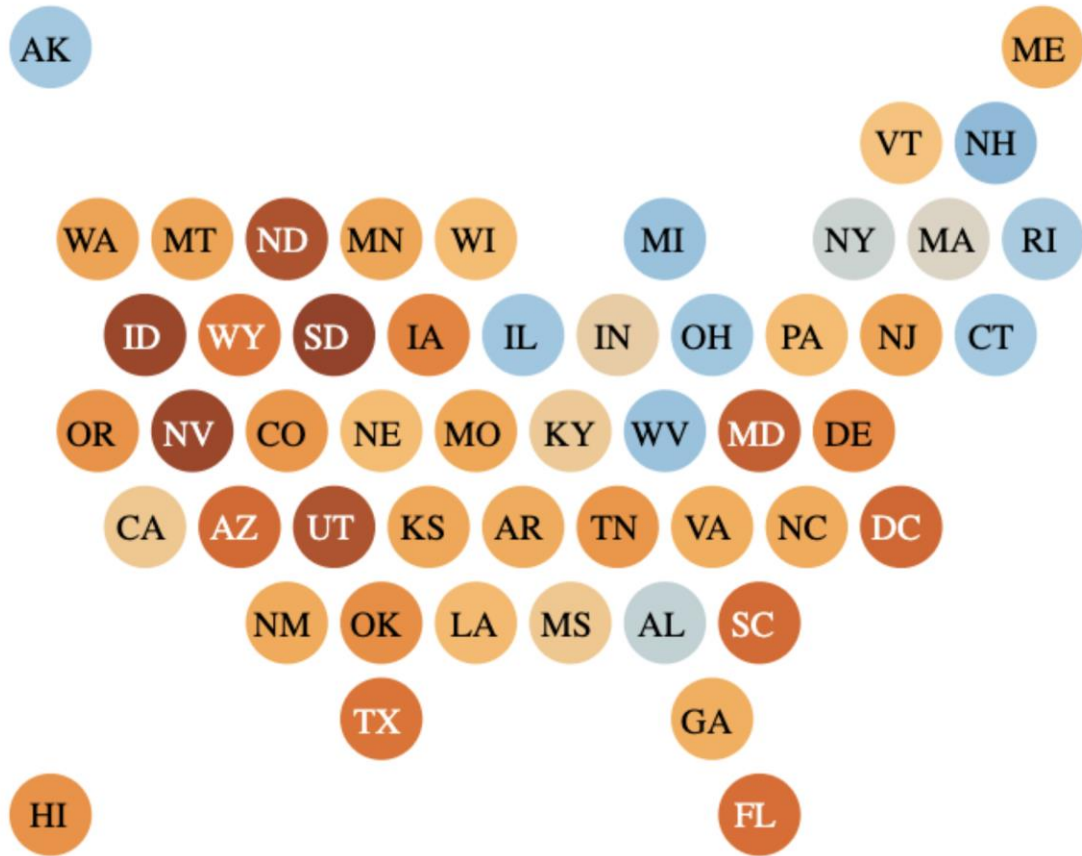
# Graduation Rates: Mason & National



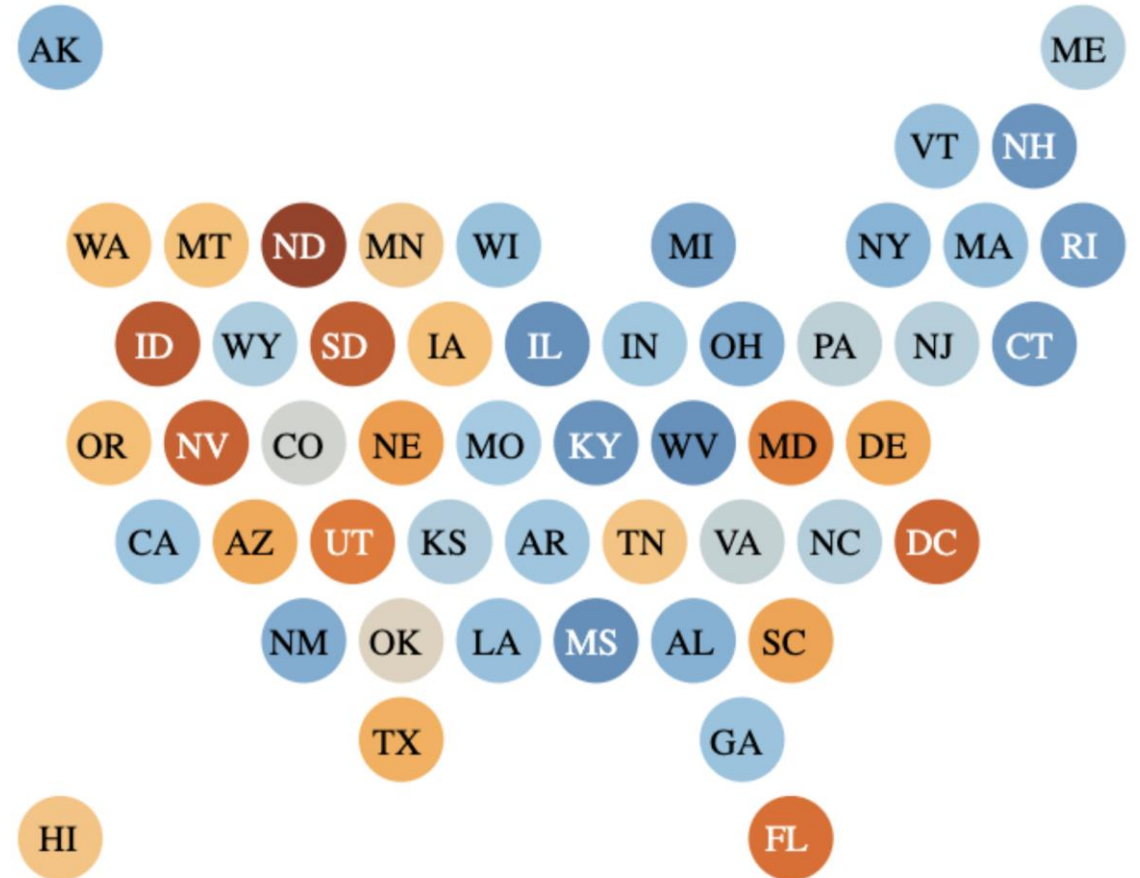
NOTE: National average graduation rates were calculated for the 4-year bachelor's cohort at Title IV U.S. institutions. (Data for Cohort Year 2013)  
SOURCE: U.S. Department of Education, National Center for Education Statistics, IPEDS, Winter 2019–20, Graduation Rates component (provisional data).

# Changes in High School Grads

Percent Change, Class of 2019 to 2025:

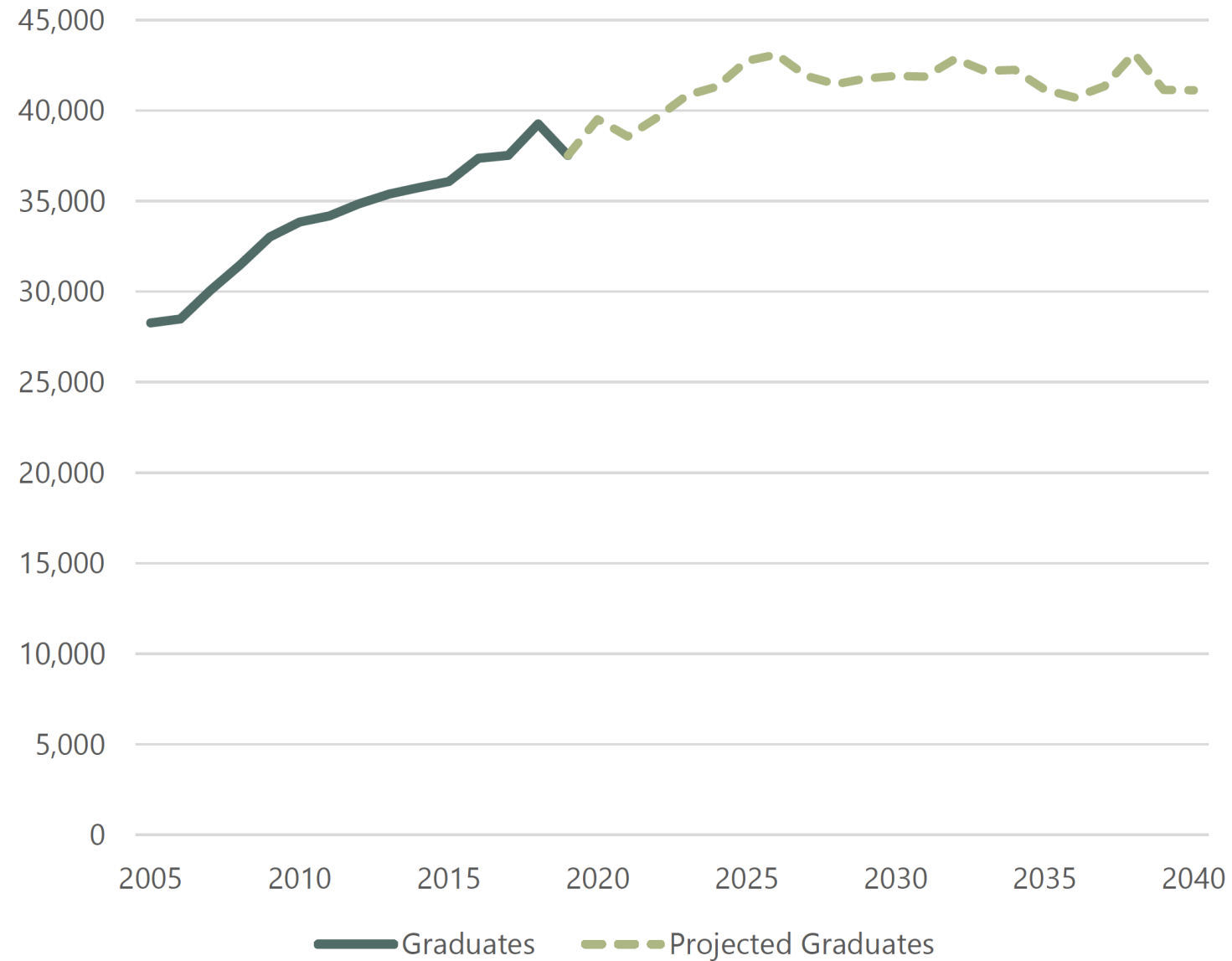


Percent Change, Class of 2019 to 2030:





# Number of High School Graduates in Northern Virginia



# Operating Plan: Net Tuition Revenue

Tuition assumed rate increases of 3% annually plus enrollment growth.

NET TUITION REVENUE (\$ in millions)				
E&G Program	FY21	FY22	FY23	FY24
Undergraduate In-State	203.0	206.9	218.9	231.7
Undergraduate Out-of-State	128.4	149.8	163.4	176.0
Graduate In-State	44.0	42.2	45.6	49.4
Graduate Out-of-State	64.6	73.0	85.8	100.1
Law In-State	2.9	5.2	5.4	5.5
Law Out-of-State	7.1	6.5	6.7	6.9
Other NGF	49.2	56.3	56.7	57.1
<b>Total Net Revenue</b>	<b>499.2</b>	<b>540.0</b>	<b>582.5</b>	<b>626.7</b>
<i>Annual Increment</i>		40.7	42.6	44.2

# Biennium Operating Request (\$Ms)

	Biennium 2022-2024 (7/1/22-6/30/24)					
	2022-2023			2023-2024		
	Total Amount	Mason Support	State Request	Total Amount	Mason Support	State Request
<b>Core Operations</b>						
T&R Faculty Salary Increase (3%)	8.1	8.1	0.0	8.4	8.4	0.0
Administration Faculty Salary Increase (3%)	2.6	2.6	0.0	2.7	2.7	0.0
Classified Staff Salary Increase (3%)	4.2	4.2	0.0	4.3	4.3	0.0
New Full-Time T&R Faculty	2.8	2.8	0.0	3.5	3.5	0.0
New Full-Time Administrative Staff	1.0	1.0	0.0	1.0	1.0	0.0
Nongeneral Fund for Current Operations	0.9	0.9	0.0	1.0	1.0	0.0
<b>Sub-Total of Core Operations</b>	<b>19.6</b>	<b>19.6</b>	<b>0.0</b>	<b>20.8</b>	<b>20.8</b>	<b>0.0</b>
<b>Strategic Investment</b>						
Student Success	15.7	7.9	7.9	16.5	8.3	8.3
Graduate Education	4.4	0.9	3.5	4.4	0.9	3.5
Addressing Faculty & Staff Inequities	15.1	7.6	7.6	15.1	7.6	7.6
Anti-Racism & Inclusive Excellence	3.1	1.6	1.6	3.1	1.6	1.6
Elevate Research	7.5	0.0	7.5	7.5	0.0	7.5
Funding Disparity Support	6.1	0.0	6.1	6.1	0.0	6.1
Expand Economic Development	5.3	2.7	2.7	5.3	2.7	2.7
Digital Innovation	5.0	2.5	2.5	5.0	2.5	2.5
<b>Sub-Total of Strategic Initiatives</b>	<b>62.1</b>	<b>23.0</b>	<b>39.2</b>	<b>62.9</b>	<b>23.4</b>	<b>39.6</b>
<b>Grand Total</b>	<b>81.7</b>	<b>42.6</b>	<b>39.2</b>	<b>83.8</b>	<b>44.2</b>	<b>39.6</b>



# Six-Year Projected Funding Gap (\$Ms)

---

After all expenses are funded by increased tuition revenue and state appropriation, Mason's operating margin is not sufficient to fund identified strategic needs.

<b>Strategic Investment Need vs. Available Margin</b>	<b>FY22</b>	<b>FY23</b>	<b>FY24</b>	<b>FY25</b>	<b>FY26</b>	<b>FY27</b>	<b>FY28</b>
Strategic Investment Request <sup>(1)</sup>	64.0	62.1	62.9	63.7	64.5	65.4	66.2
Available Operating Margin	24.1	24.9	31.8	39.4	44.5	47.8	50.9
<b>Funding Shortfall</b>	<b>39.9</b>	<b>37.2</b>	<b>31.1</b>	<b>24.3</b>	<b>20.0</b>	<b>17.6</b>	<b>15.3</b>

(1) Strategic requests for FY25 to FY28 has not yet been identified but are assumed to be comparable to need in FY23 and FY24.

# Summary Operating Assumptions from FY22 to FY28

---

- Total student FTE increases **19.8%** (3.1% annually)
- Tuition revenue (net) increases **\$195M** (5.9% annually)
- State appropriation (including aid) increases **\$68M** (4.3% annually)
- Sponsored research revenue increases **\$153M** (10.0% annually)
- All funds total expense increase **\$590M** (6.6% annually)



# Pro-Forma Six-Year Capital Plan



## 1 Operating Plan

- Access to Excellence
- Research
- Competitive Faculty and Staff Compensation/Retention and Growth
- Funding Disparity

## 2 Capital Plan

- Campus Master Plan
- Pro-Forma Six-Year Capital Plan

# GOAL

develop a living  
**FRAMEWORK**  
to support ongoing  
decision making

SciTech

phase

# ONE

establish flexible  
programmatic  
**IDENTITY**

for three campuses

phase

# TWO

develop physical  
**PLANS**  
to support our  
program goals



## FAIRFAX

32K students  


6.4 Million GSF  



10K hours in classrooms per week  


HIGH usage of specialized instructional spaces


6K residential beds  


49 years campus age  


## ARLINGTON


2K students  


800K GSF  



900 hours in classrooms per week  


42 years campus age  


## SCITECH

2K students  


650K GSF  


600 hours in classrooms per week  


LIGHT usage of specialized instructional spaces

200 residential beds  


24 years campus age  




*Terra Incognita:*  
1954-1964

*Permanence:*  
1964-1972

*Independence:*  
1972-1978

*Emergence:*  
1978-1996

*Prominence:*  
1996-2019

*Future*  
2019-

**1956**  
Established as a Northern Virginia branch of UVA

**1959**  
Named as George Mason

**1964**  
Fairfax campus opens

**1969**  
Transfer of additional 421 acres at Fairfax

**1968**  
New master plan to accommodate expectation of rapid growth

**1972**  
An independent university

**1979**  
Arlington campus opens  
School of Law established

**1986**  
Dr James M. Buchanan wins Nobel Prize

**1995**  
JC opens

**1997**  
SciTech campus opens

**Mason**  
38,255

'10% growth' scenario  
50,000 total  
41,000 on campus

Weldon Cooper TTIP scenario  
43,700

Weldon Cooper baseline scenario  
40,100

# 4,000

new on-campus students

Virginia  
8.5 million

North Virginia  
2.5 million

17

356

1,128

2,390

10,767

18,000

24,368

25,000

1956

1960

1970

1980

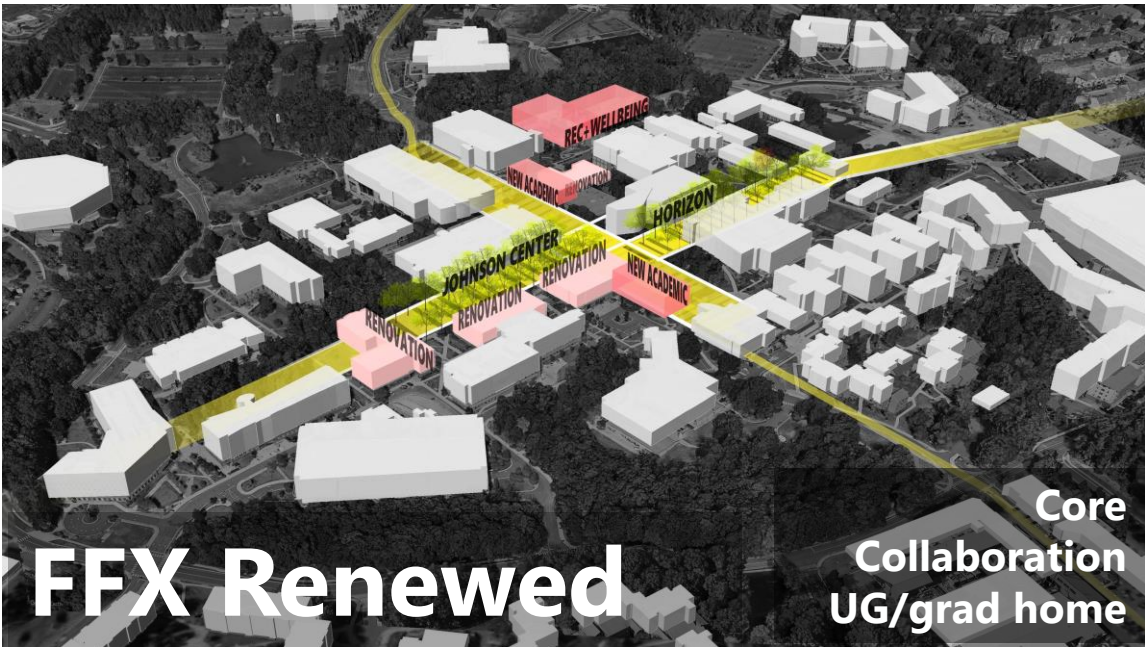
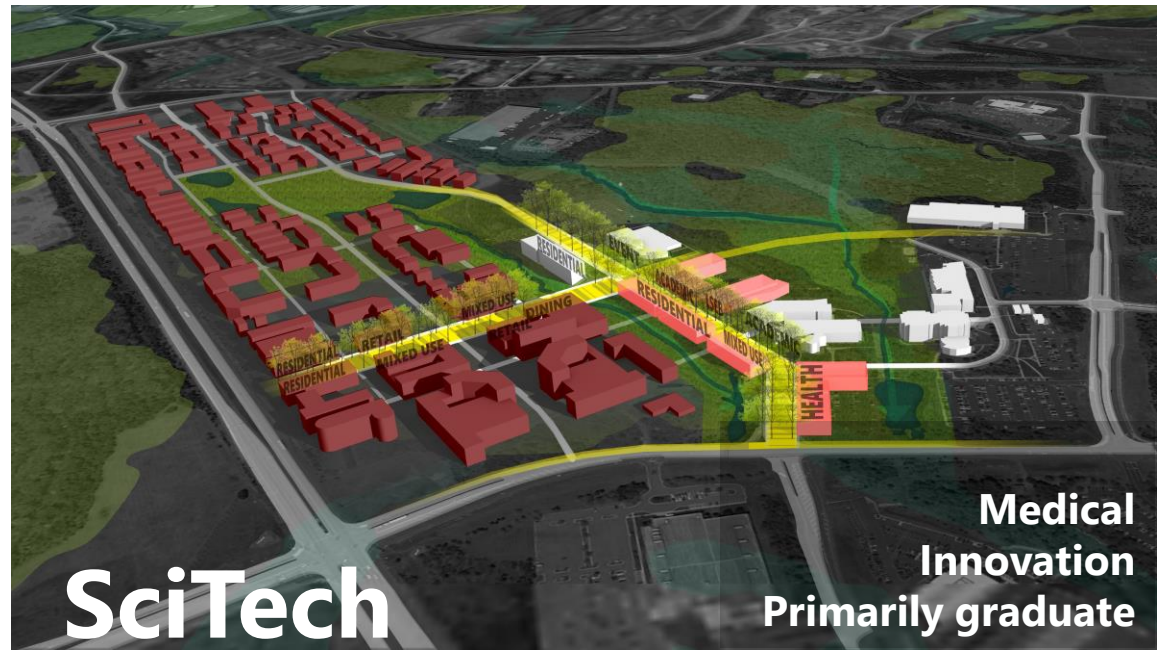
1990

2000

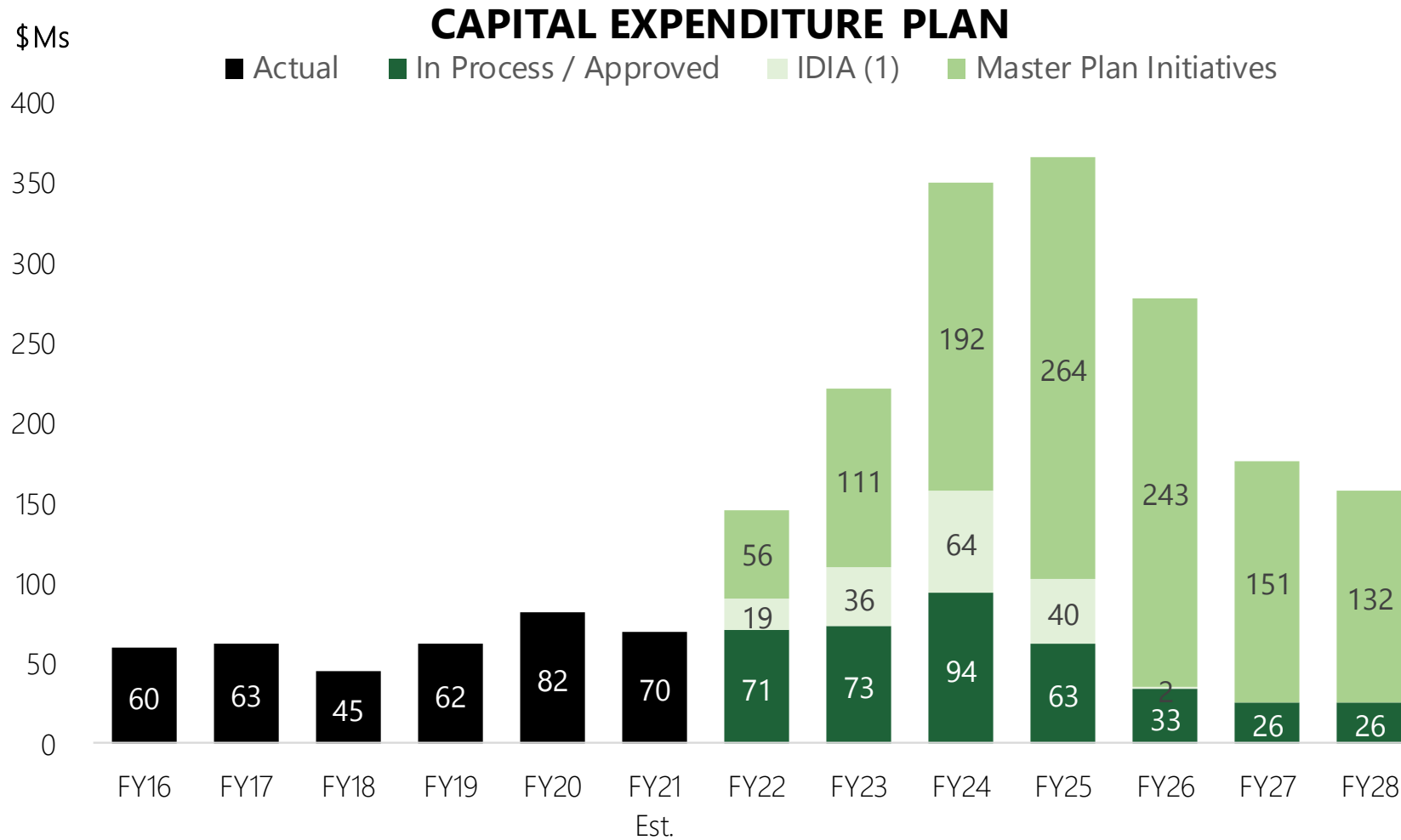
2010

2019

2025



# Total Capital Expenditure Plan



(1) Excludes the portion (\$75M) of the Arlington IDIA project that will be funded through partner contributions.  
 Source: Actual data is from audited statements of cash flows "Purchases of capital assets."



# Pro-Forma Summary Capital Plan (\$Ms)

<b>TOTAL CAPITAL PLAN</b>	<b>FY22</b>	<b>FY23</b>	<b>FY24</b>	<b>FY25</b>	<b>FY26</b>	<b>FY27</b>	<b>FY28</b>	<b>Total</b>
<b>EXPENDITURE</b>								
Approved / In-Process	71	73	94	63	33	26	26	<b>386</b>
IDIA	26	50	95	56	9	0	0	<b>236</b>
Master Plan Initiatives	56	111	192	264	243	151	132	<b>1,149</b>
<b>Total Expenditure</b>	<b>152</b>	<b>235</b>	<b>381</b>	<b>383</b>	<b>285</b>	<b>177</b>	<b>158</b>	<b>1,771</b>
<b>SOURCE OF FUNDS</b>								
State	68	142	250	205	76	14	6	<b>761</b>
American Job Plan/American Rescue Plan	10	10	10	10	10	10	10	<b>70</b>
Reserves / Operations	33	30	10	10	37	10	10	<b>140</b>
Partner Contribution (IDIA)	6	14	31	16	7	0	0	<b>75</b>
Fundraising / P3	25	34	62	81	84	133	132	<b>551</b>
Debt (1)	10	5	18	61	72	10	0	<b>175</b>
<b>Total Source of Funds</b>	<b>152</b>	<b>235</b>	<b>381</b>	<b>383</b>	<b>285</b>	<b>177</b>	<b>158</b>	<b>1,771</b>

(1) Pro-forma debt projections include committed debt for Telecom Phase II (\$11M) and the Aquatic and Fitness Center Renovation (\$10M).

# Approved Capital Projects (\$Ms)

Approved / In-Process	FY22	FY23	FY24	FY25	FY26	FY27	FY28	Total
<b>EXPENDITURE</b>								
Annual Capital (excluding IDIA)	45	47	68	37	7	0	0	<b>204</b>
Deferred Maintenance	20	20	20	20	20	20	20	<b>140</b>
Non-Capital (projects < \$3 million)	6	6	6	6	6	6	6	<b>42</b>
<b>Total Expenditure</b>	<b>71</b>	<b>73</b>	<b>94</b>	<b>63</b>	<b>33</b>	<b>26</b>	<b>26</b>	<b>386</b>
<b>SOURCE OF FUNDS</b>								
State	47	48	58	43	13	6	6	<b>222</b>
American Job Plan/American Rescue Plan	10	10	10	10	10	10	10	<b>70</b>
Reserves / Operations	13	10	10	10	10	10	10	<b>73</b>
Fundraising	1	0	0	0	0	0	0	<b>1</b>
Debt (1)	1	5	16	0	0	0	0	<b>21</b>
<b>Total Source of Funds</b>	<b>71</b>	<b>73</b>	<b>94</b>	<b>63</b>	<b>33</b>	<b>26</b>	<b>26</b>	<b>386</b>

(1) Mason committed debt is for Telecom Phase II (\$11M) and the Aquatic and Fitness Center Renovation (\$10M).

# Approved Capital Projects: Arlington IDIA <sup>(1)</sup> (\$Ms)

Arlington IDIA	FY22	FY23	FY24	FY25	FY26	FY27	FY28	Total
<b>Total Expenditure</b>	<b>26</b>	<b>50</b>	<b>95</b>	<b>56</b>	<b>9</b>	<b>0</b>	<b>0</b>	<b>236</b>
<b>SOURCE OF FUNDS</b>								
State	5	29	31	19	0	0	0	<b>84</b>
Partner Contribution	6	14	31	16	7	0	0	<b>75</b>
Fundraising <sup>(2)</sup>	14	7	33	21	2	0	0	<b>77</b>
<b>Total Source of Funds</b>	<b>26</b>	<b>50</b>	<b>95</b>	<b>56</b>	<b>9</b>	<b>0</b>	<b>0</b>	<b>236</b>

(1) Arlington IDIA schedule is from Facilities Capital Project Model, tab "WIP – Capital Expenditures", rows 193 – 196.

(2) Fundraising projection is for when gifts are expended, not when gifts are received. \$21M has been raised thus far.



# Prospective Capital Projects: Master Plan Initiatives <sup>(1,2)</sup> (\$Ms)

MASTER PLAN INITIATIVES	FY22	FY23	FY24	FY25	FY26	FY27	FY28	Total
<b>EXPENDITURE</b>								
Telecom Phase III (59% GF)	24	0	0	0	0	0	0	<b>24</b>
Student Innovation Factory Bldg (100% GF)	1	10	16	3	0	0	0	<b>30</b>
Engineering and Science Building (100% GF)	1	52	82	15	0	0	0	<b>150</b>
Academic VIII - Phase I (100% GF)	0	1	35	54	10	0	0	<b>100</b>
Real Estate Acquisitions (0% GF)	20	20	0	0	0	0	0	<b>40</b>
Sustainability Initiatives (0% GF)	10	26	28	20	11	10	10	<b>115</b>
Eagle Bank Arena Addition (100% GF)	0	1	26	41	7	0	0	<b>75</b>
Point of View Cottages (50% GF)	0	1	2	4	1	0	0	<b>8</b>
Faculty/Staff Housing - Phase I (0% GF)	0	0	1	35	54	10	0	<b>100</b>
Eagle Bank Arena Renovation (0% GF)	0	0	1	26	41	7	0	<b>75</b>
Business School (50% GF)	0	0	1	57	90	16	0	<b>165</b>
Concert Hall Renovation (0% GF)	0	0	0	1	17	27	5	<b>50</b>
Contemplation Center (0% GF)	0	0	0	1	2	3	1	<b>7</b>
Multimodal Transportation (0% GF)	0	0	0	8	8	8	8	<b>30</b>
Recreation & Well-Being (0% GF)	0	0	0	0	2	69	109	<b>180</b>
<b>Total Expenditure</b>	<b>56</b>	<b>111</b>	<b>192</b>	<b>264</b>	<b>243</b>	<b>151</b>	<b>132</b>	<b>1,149</b>
<b>SOURCE OF FUNDS</b>								
State	16	65	160	144	63	8	0	<b>456</b>
Debt	10	0	2	61	72	10	0	<b>154</b>
Fundraising / P3	10	27	30	60	82	133	132	<b>472</b>
Reserves (Operations)	20	20	0	0	27	0	0	<b>67</b>
<b>Total Source of Funds</b>	<b>56</b>	<b>111</b>	<b>192</b>	<b>264</b>	<b>243</b>	<b>151</b>	<b>132</b>	<b>1,149</b>

(1) The scope and cost for many projects remains very preliminary and timing for non-GF projects will depend on fundraising.

(2) Projections assume no new operating revenue and include \$9.11 / square foot O&M expense.

# New Capital Investment Assumptions through FY28

---

- Total expenditure **\$1,149M**
- Funding Sources
  - New commitment from State \$456M
  - New fundraising/P3 \$472M
  - New debt \$154M
  - Operating margin use \$67M
  - **Total** **\$1,149M**



# Mason Projected Financial Condition



# The Financial Framework



## Strategic Planning

- Long-Range Planning
- Capital Program
- Tuition & Revenue



## Analysis & Reporting

- Tracking & Reporting
- Executive Dashboards
- Financial Integration



## Budget & Forecast

- Strategic Budgeting
- Allocation Model
- Research & Grants



## Funding Plans

- Philanthropy
- Debt
- State Contributions

Revenue & Expense

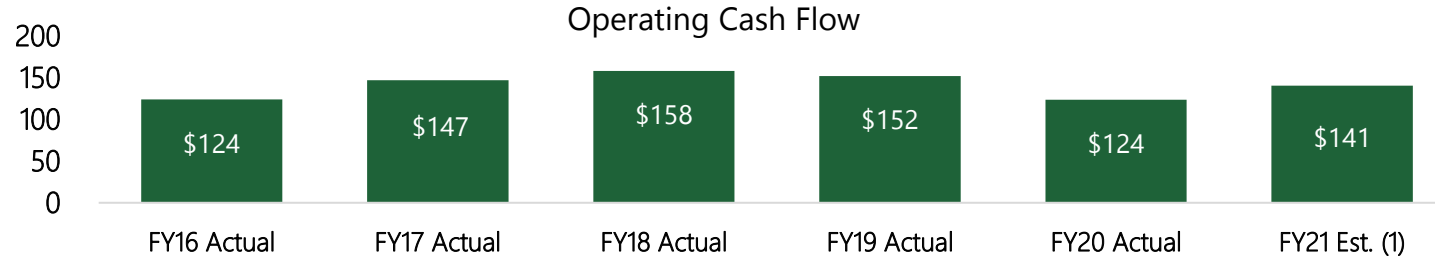
# The Financial Framework: Progress in Last Two Years

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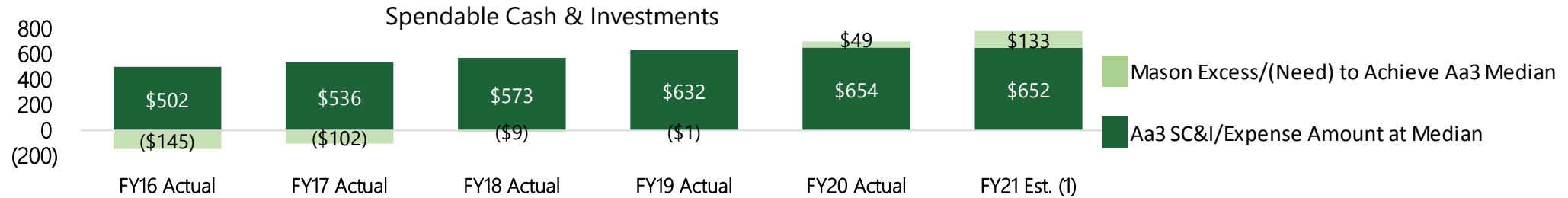
1. Budgeting and planning on an enterprise-wide level
2. Alignment of operating and capital
3. Tier III achieved
4. Financial planning framework aligned with GMU needs (beyond state requirements) and higher education best practices
5. More nimble and flexible with timing and types of debt and other financing instruments
6. Master Plan consolidation of capital investments
  - a) Arlington IDIA agreement complete by September
  - b) University Building Code Official

# Financial Plan Major Sources of Cash (recent history) (\$Ms)

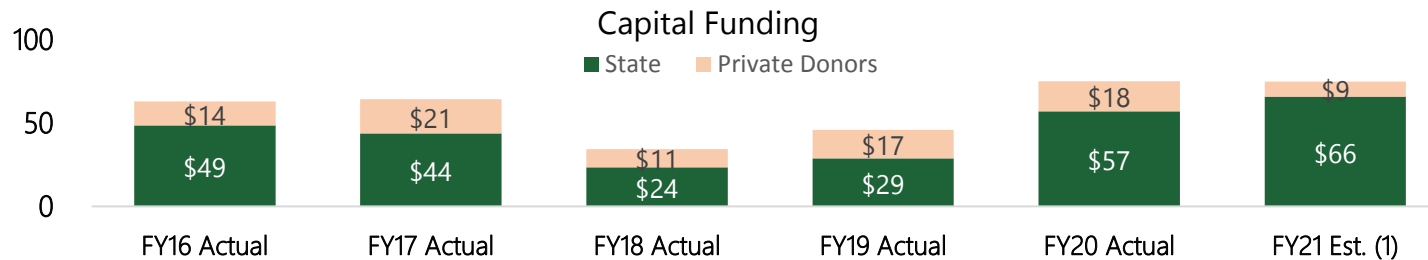
**Operating Cash Flow:** Mason's history has been stable (with a decline in FY20 related to COVID)



**Liquidity:** Mason's liquidity has been increasing and now exceeds the amount needed for an Aa3 median ratio



**Capital Support:** Most capital support has been from the State, but both State and donor gifts are significant



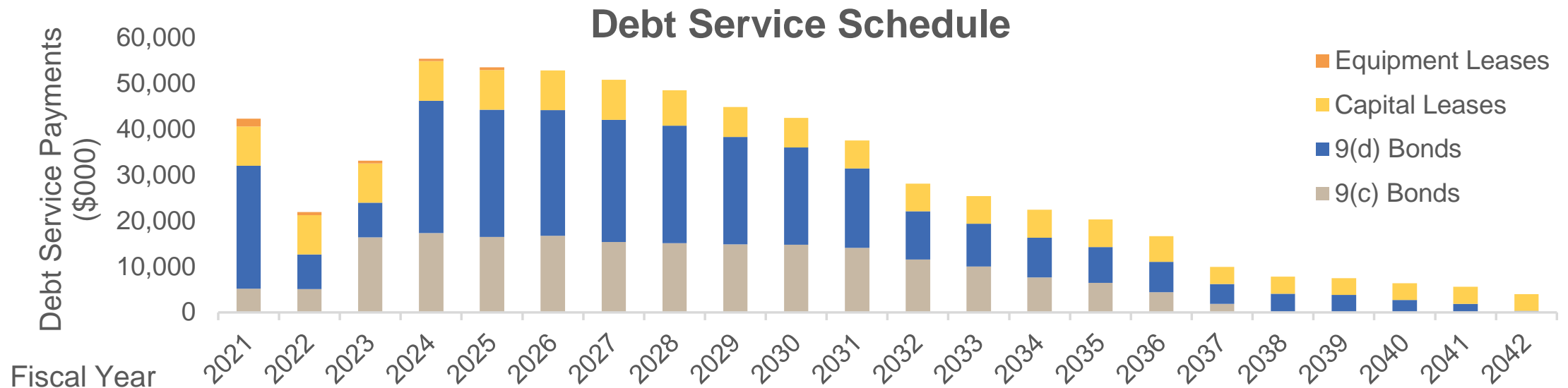
**Debt Financing** (see following slide for summary estimate of Mason's debt capacity)

(1) FY21 is an early estimate and may change materially.



# Debt Capacity

- GMU received Aa3 (stable) issuer rating from Moody's and has received Tier 3 designation by the Commonwealth
- Since GMU will be a new credit in the market, PFM recommends that GMU *proceed cautiously* and obtain a preliminary review by a rating agency. This would help avoid the risk of a downgrade which would jeopardize Mason's Tier 3 status.
- PFM believes Mason can issue up to **\$150 - \$200 million** in additional debt and maintain Aa3 rating



Source: Public Financial Management (PFM).

# Financial Plan: Major Assumptions

---

## Operating

- Total enrollment increases at an average annual rate of 3.1% between FY22 and FY28
- Tuition rates increase annually by 3.0% from FY23 through FY28
- Funding for Strategic Initiatives equals available operating margin in each fiscal year

## Capital / Debt

- Total capital expenditure program of \$1.8B between FY22 and FY28
- Master Plan Initiatives (yet to be approved) total \$1.1B between FY22 and FY28
- Small or “Non-capital” project expenditures assume \$10M annually through FY28
- Debt funding assumes capacity to maintain credit rating (\$21M in FY23 for Telecom Phase II and Fitness Center and \$154M in FY25 for master plan initiatives (3.5% interest and 20 year amortization))
- Reserve funding assumes capacity to maintain credit rating
- Balance of required funding for \$1.8B capital plan is assumed to be provided by state or fundraising/P3

# Key Financial Indicators

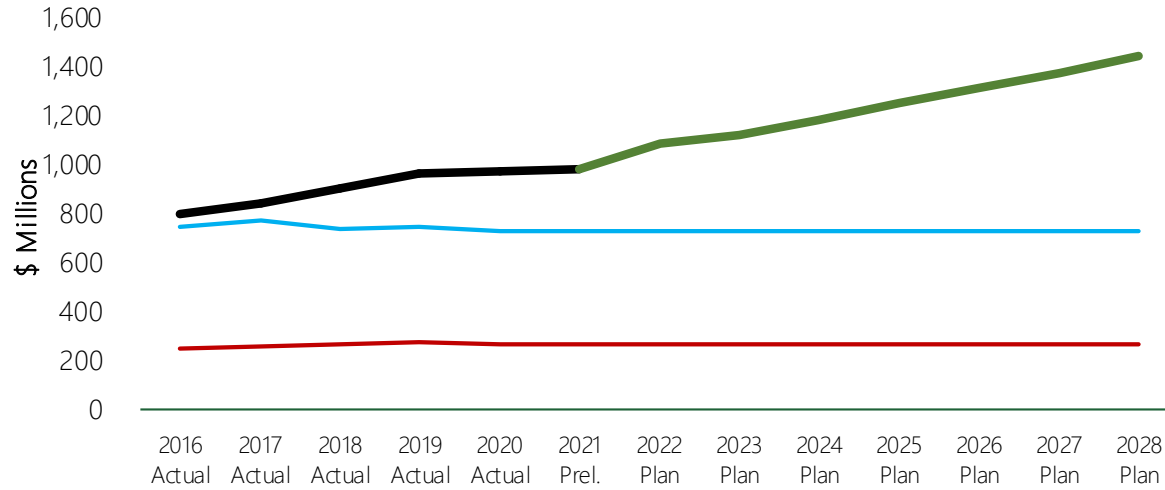
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- A financial plan must balance projected outlays for operating expenses, strategic initiatives and capital projects against the risk of a credit-rating downgrade, operating deficits and/or insufficient reserves.
- The following four slides assess Mason's projected financial condition across three key dimensions: 1) operating performance, 2) liquidity, 3) leverage (debt), and 4) capital. Moody's medians for Aa3 and A1 rated institutions are provided as benchmarks for evaluation.
- All of the following metrics except capital are in either Moody's Investors Service current or proposed Indicative Rating Scorecards or in Mason's debt policy. The debt service burden ratio (annual debt service / operating expenses) is not only in Mason's debt policy, but also is the Tier III ratio prescribed by the Commonwealth.
- Each metric includes a five-year history of actual performance to provide context and confidence about projected trends. Projections are through FY28 – the last year of Mason's Operating Plan.

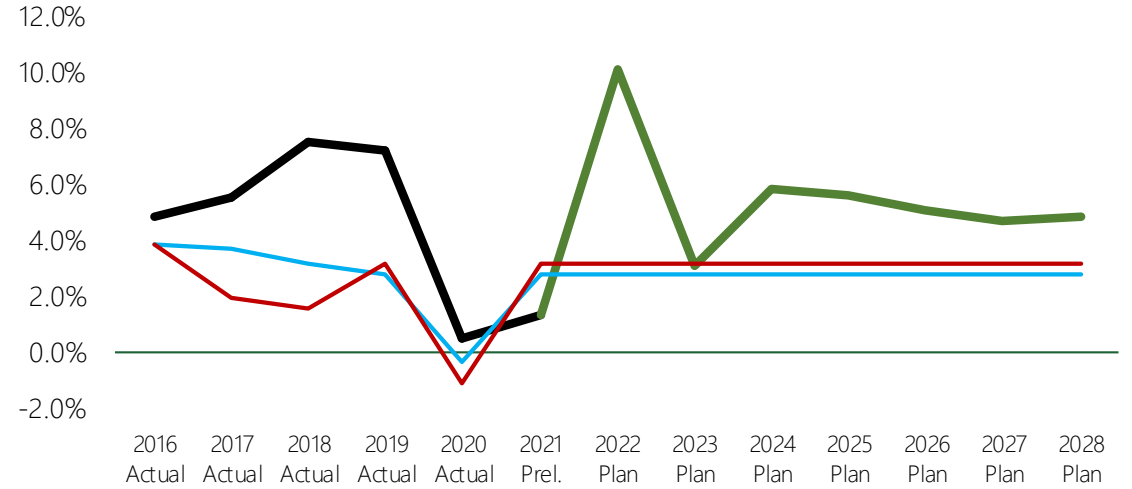


# Key Financial Indicators: Operating Performance

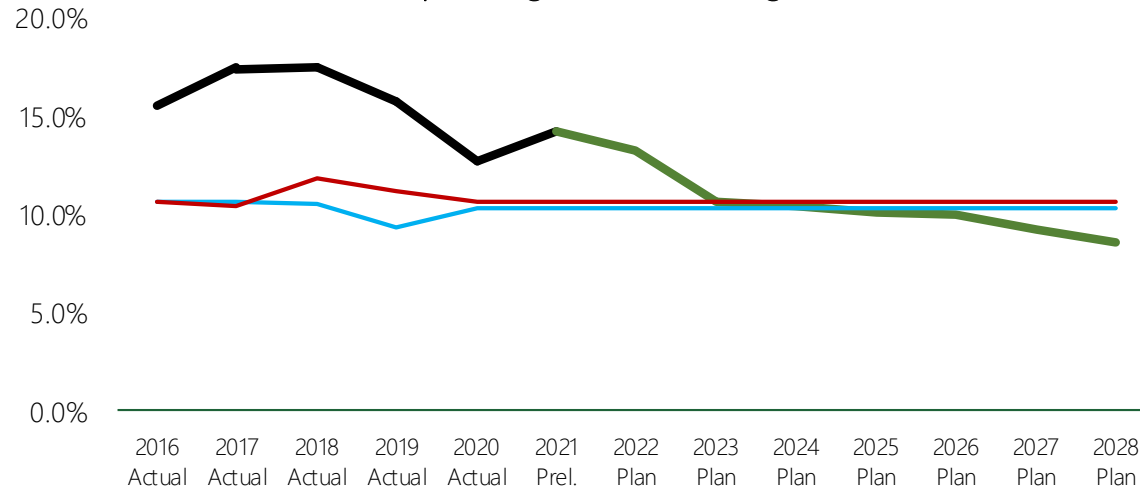
### Operating Revenue



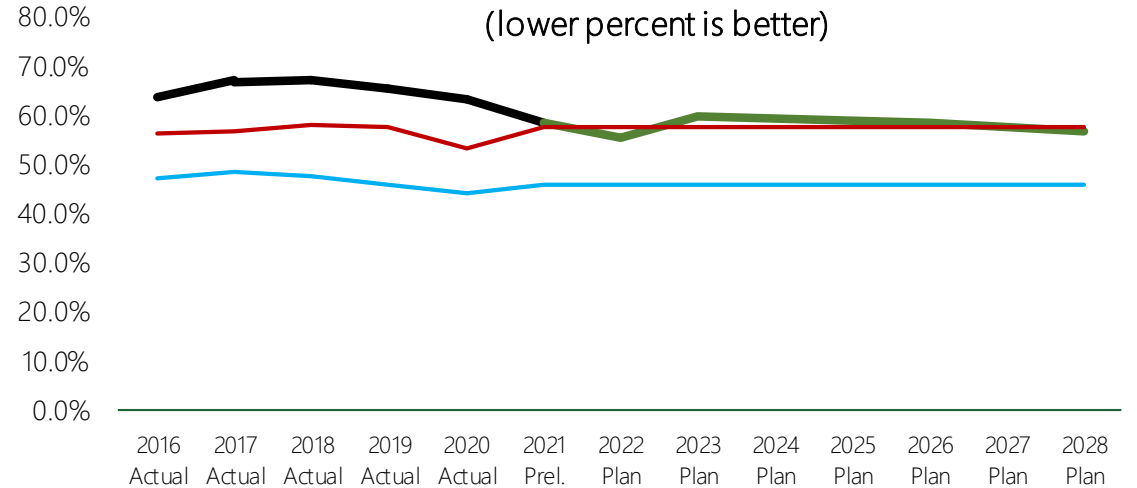
### Annual Revenue Percent Increase



### Operating Cash Flow Margin



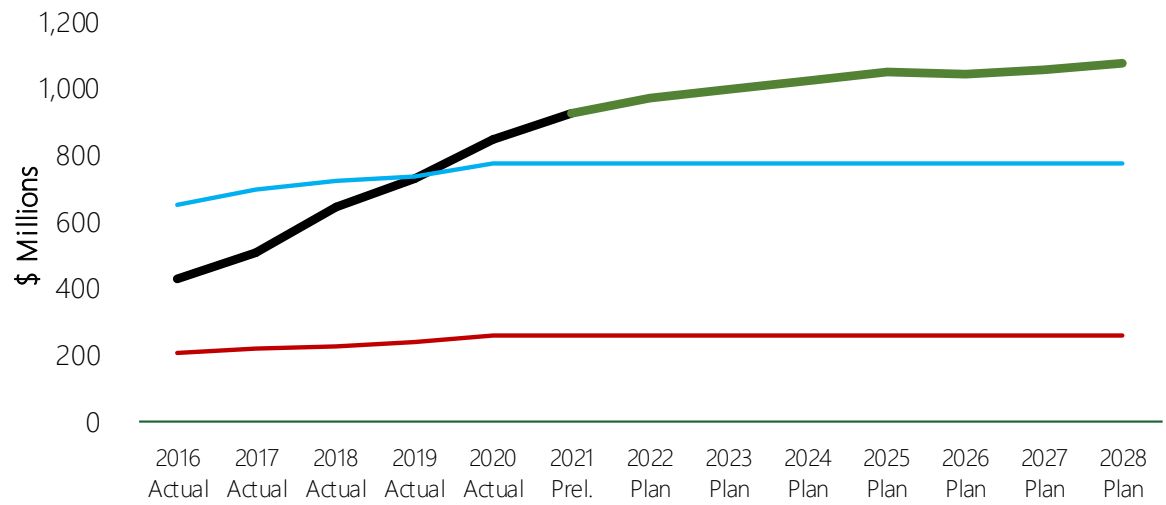
### Revenue Diversity (Maximum Single Contribution) (lower percent is better)



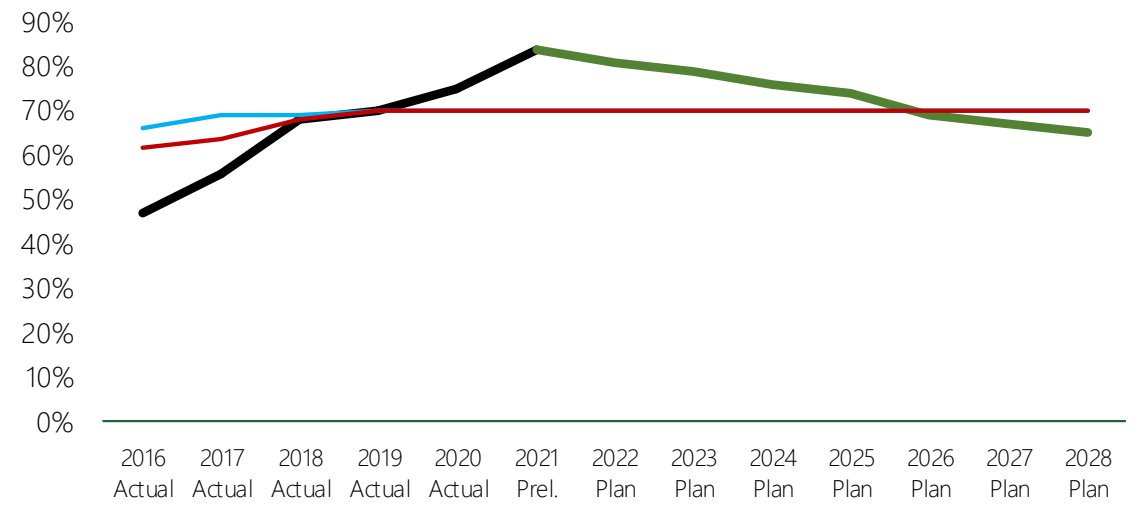
Mason — Mason — Aa3 Median — Aa3 Median — A1 Median — A1 Median —

# Key Financial Indicators: Liquidity

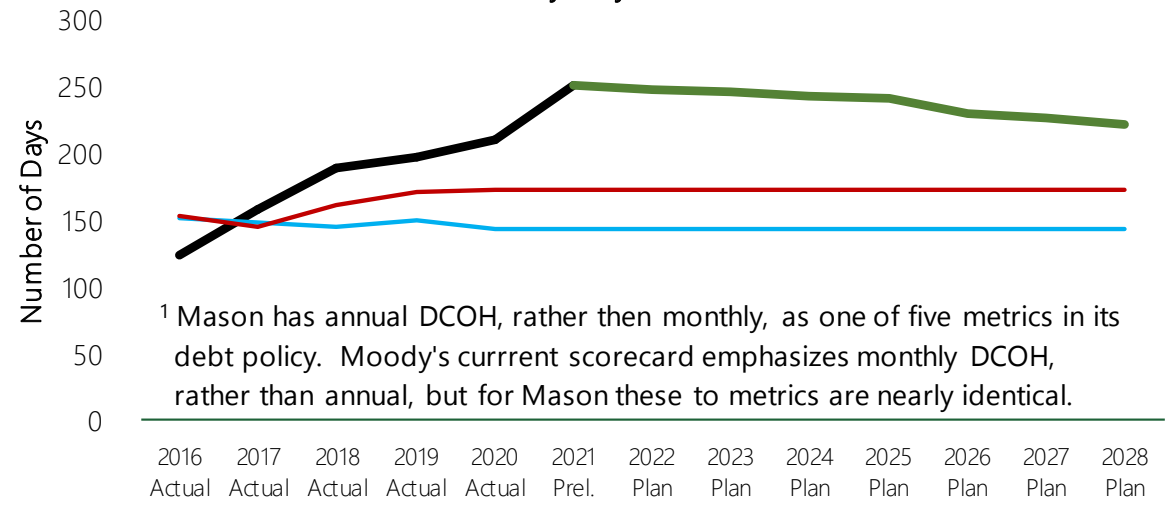
### Total Cash & Investments



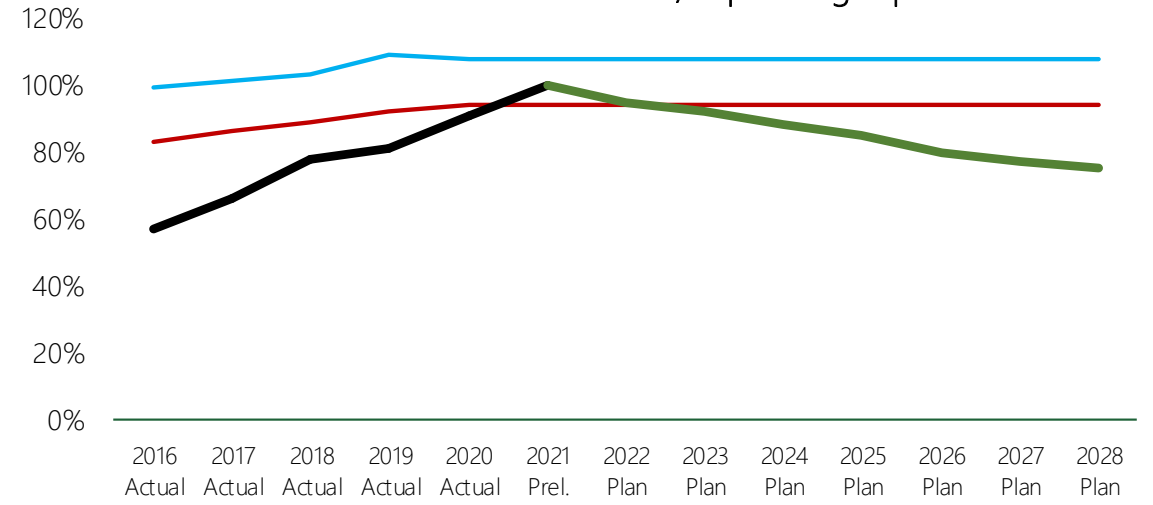
### Spendable Cash & Investments / Operating Expenses



### Monthly Days Cash on Hand <sup>1</sup>



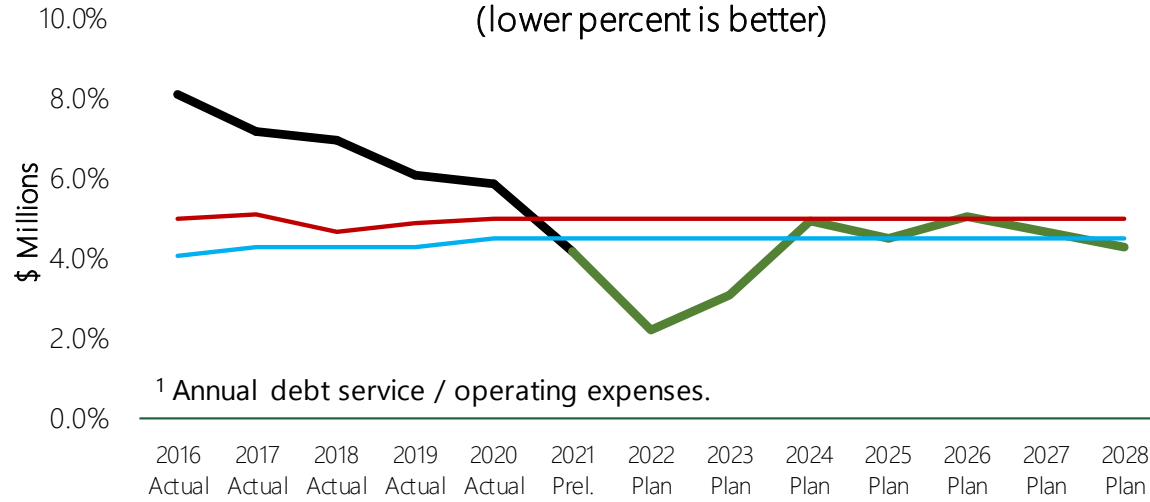
### Total Cash & Investments / Operating Expenses



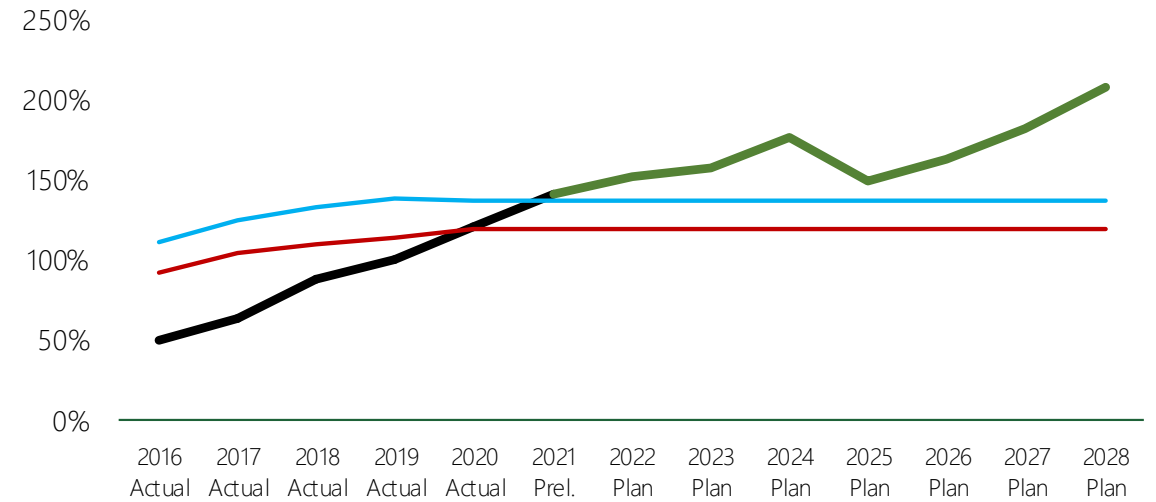
Mason — Aa3 Median — A1 Median —

# Key Financial Indicators: Leverage

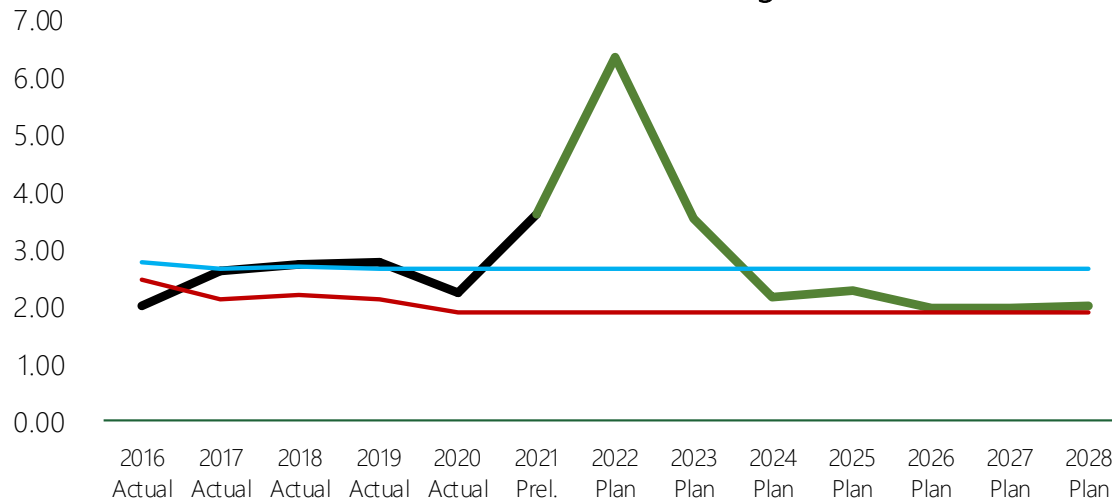
Debt Service Burden<sup>1</sup> (Tier III ratio)  
(lower percent is better)



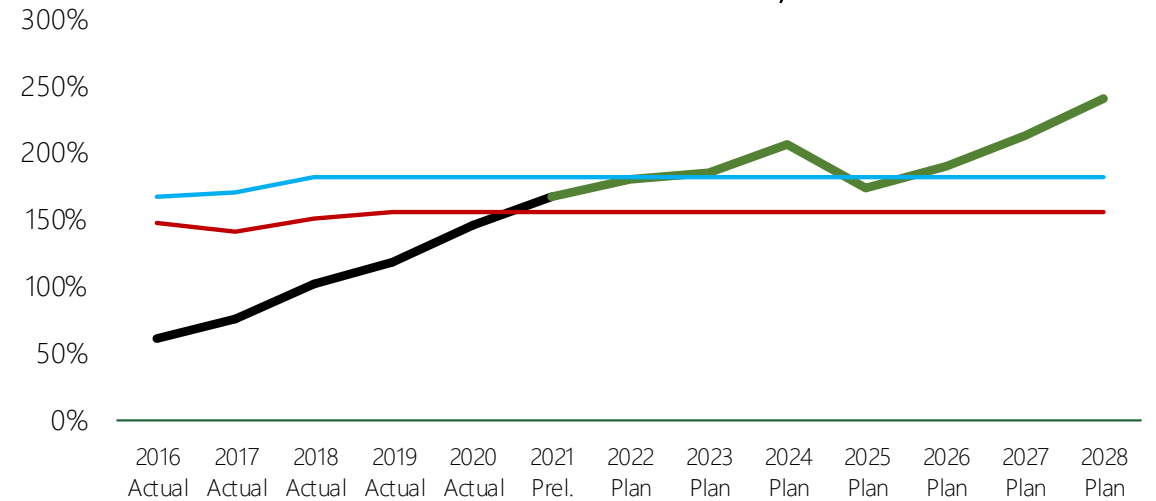
Spendable Cash & Investments / Debt



Annual Debt Service Coverage



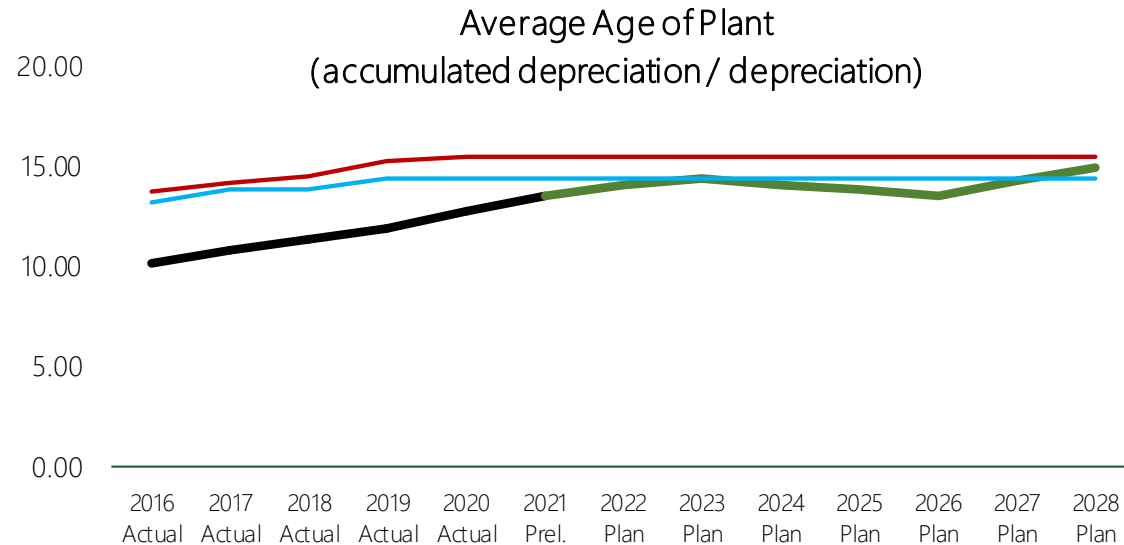
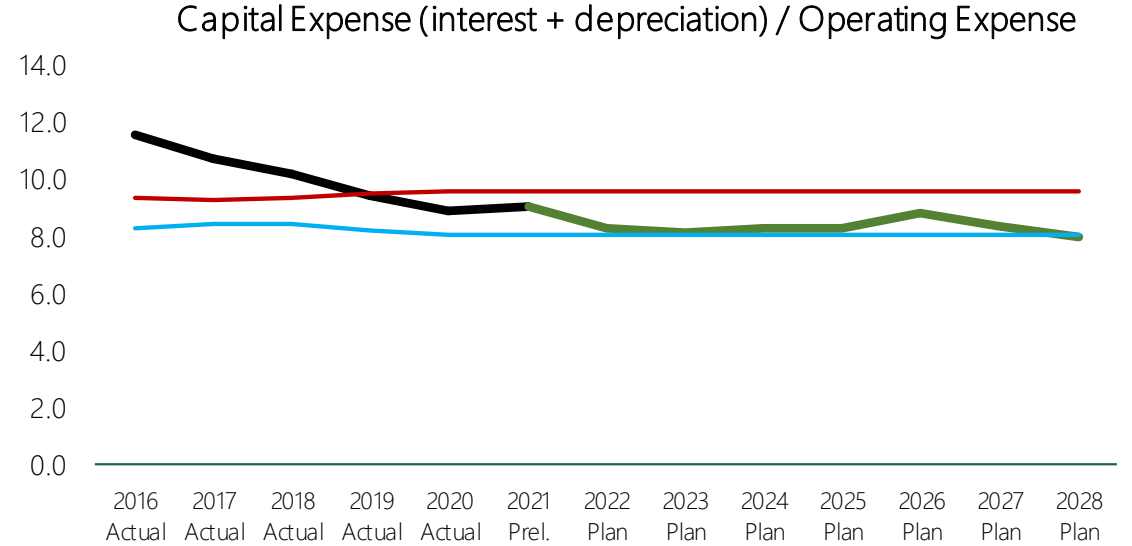
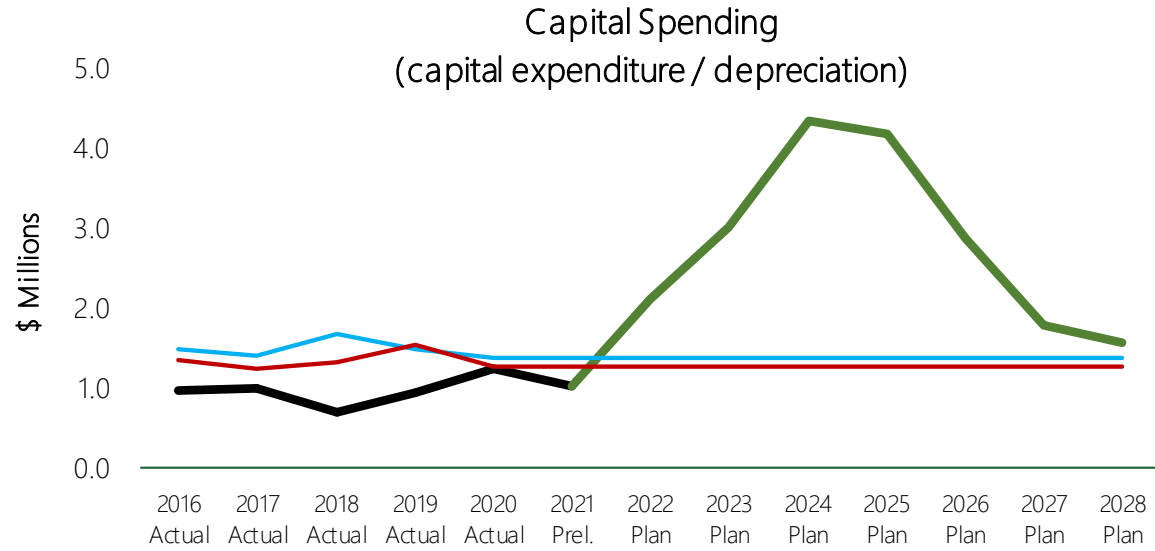
Total Cash & Investments / Debt



Mason — Aa3 Median — A1 Median —



# Key Financial Indicators: Capital

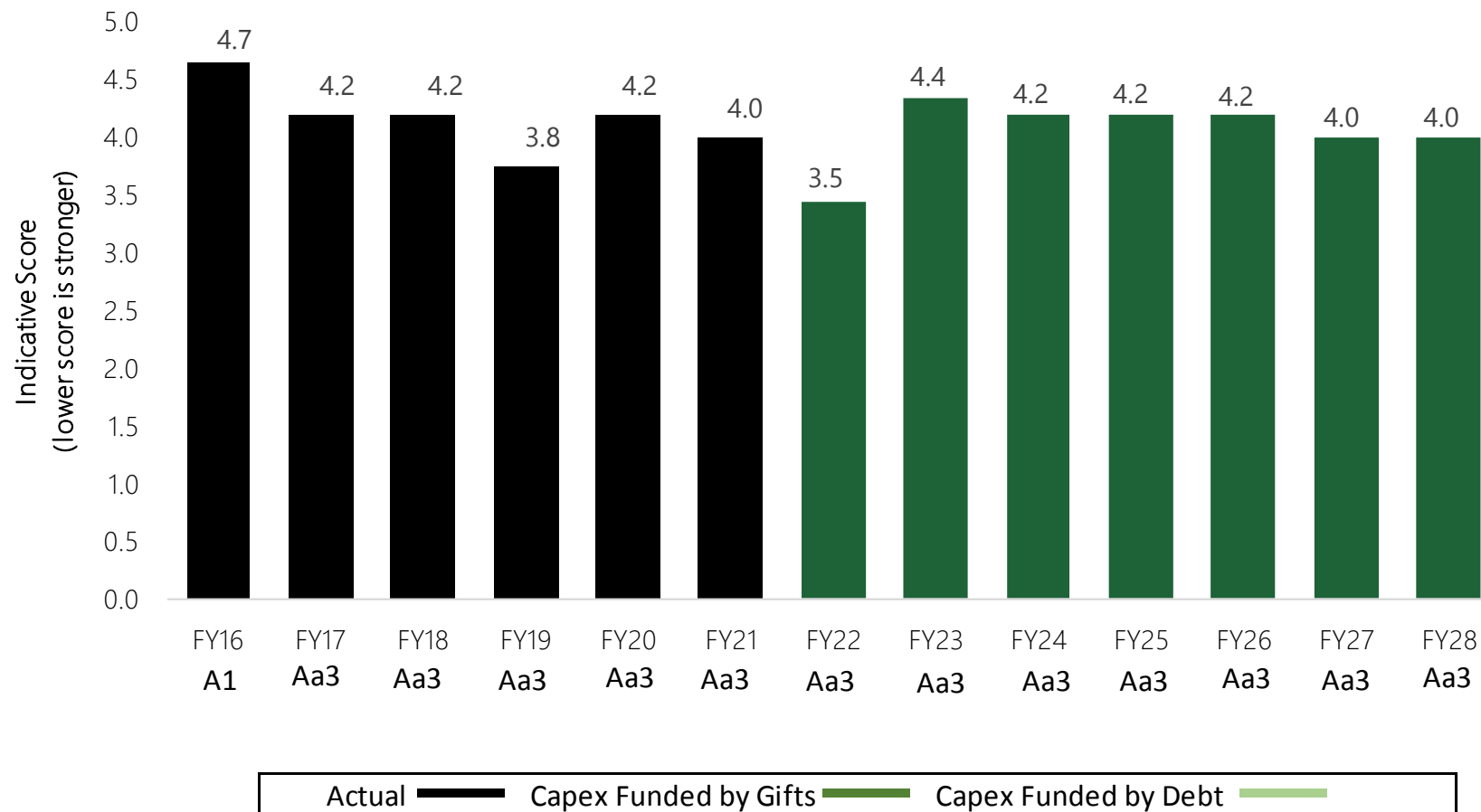


Mason — Mason — Aa3 Median — Aa3 Median — A1 Median — A1 Median

# Moody's Indicative Scorecard

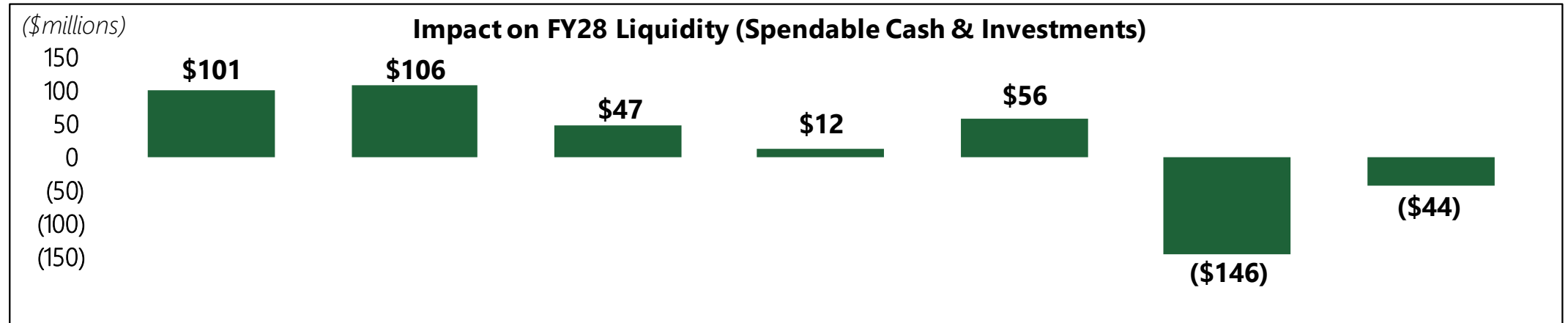
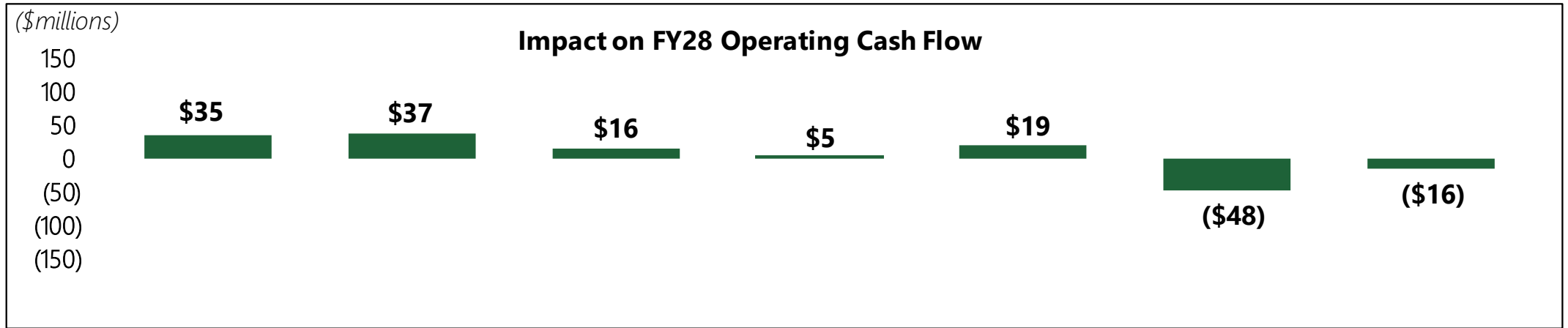
A projection of Moody's Indicative Scorecard suggests Mason would maintain its Aa3 rating. However, the scorecard provides an "indicative" or estimated rating only. Other qualitative factors may result in an actual rating that could be two rating levels different from the indicative rating.

Moody's Global Scorecard Indicative Rating <sup>(1)</sup>



(1) Aa3 applies to scores > 3.5 and ≤ 4.5.

# Sensitivity Analysis



Tuition  
Rate, net  
↑ 1%

Enrollment  
FTE, net  
↑ 1%

State Approp.  
General  
↑ 1%

State Approp.  
Financial Aid  
↑ 1%

Auxiliary  
Revenue  
↑ 1%

Salary &  
Benefits  
↑ 1%

Other Direct  
Expense  
↑ 1%

change in annual growth =>  
rate FY23 through FY28



# Financial Plan Summary Risks and Opportunities

---

## Operating

### Risks

- Salaries remain below market
- State funding critical for talent recruitment & retainment
- State support for financial aid below projected 10% annual growth rate

### Opportunities

- Replace faculty E&G funding with grant funding with increased research
- Increase effective rate of indirect cost recovery.
- Draw more annual operating cash flow to invest in facility maintenance
- Projected to manage debt capacity in the near term & build long-term capacity

## Capital

- Facilities maintenance low relative to Aa median & Commonwealth benchmarks
- State capital appropriation historically below projected amounts
- Capital Campaign target

- Prospective capital projects would be transformative
- Improved capital program delivery due to level three autonomy
- P3 partnerships

# Financial Plan Summary Observations

---

- Mason must manage plans within available resources
  - Projected operating margins are not adequate for identified strategic operating investments
  - Prospective capital projects would require substantial support from the State and from fundraising.
  - As Mason prioritizes, we need to recognize that operating and capital plans are connected.
- Rating agencies such as Moody's Investors Service are placing more emphasis on financial strategy and policy. Mason has made significant progress in the last two years and will continue to hone its financial framework to ensure best-in-class planning and decision making.



**Thank You**  
**Appendix**



# Statement of Revenue, Expense and Change in Net Position (SRECNP) (\$Ms)

	Actual					Prel.	Plan							
	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	
<b>OPERATING REVENUES</b>														
Student tuition and fees	385	408	449	484	495	509	526	572	622	669	712	751	790	
Scholarship allowances	(60)	(67)	(76)	(91)	(102)	(107)	(118)	(133)	(149)	(163)	(177)	(193)	(204)	
Federal grants and contracts	79	78	91	126	123	129	142	156	172	189	208	228	251	
State, local, nongov't grants / contracts	30	31	31	32	33	34	35	36	37	39	41	43	44	
Auxiliary enterprises	203	217	230	234	220	182	233	241	249	257	266	275	284	
Scholarship allowances	(20)	(22)	(25)	(29)	(31)	(33)	(37)	(41)	(46)	(51)	(55)	(60)	(63)	
Other	21	20	20	17	14	12	13	13	14	15	16	17	18	
<b>Total Operating Revenues</b>	<b>638</b>	<b>664</b>	<b>719</b>	<b>772</b>	<b>752</b>	<b>724</b>	<b>793</b>	<b>843</b>	<b>898</b>	<b>955</b>	<b>1,009</b>	<b>1,061</b>	<b>1,119</b>	
<b>OPERATING EXPENSES</b>														
Salaries and wages	380	387	412	432	465	477	512	535	562	589	618	648	679	
Fringe benefits	113	118	120	115	135	140	150	157	165	172	180	189	197	
Goods and services	177	184	208	255	249	224	276	304	331	361	383	411	441	
Student aid	29	28	30	29	40	47	78	46	51	56	62	68	74	
Depreciation and amortization	61	62	64	65	66	67	69	73	80	88	97	99	101	
<b>Total Operating Expenses</b>	<b>760</b>	<b>779</b>	<b>834</b>	<b>896</b>	<b>954</b>	<b>955</b>	<b>1,086</b>	<b>1,116</b>	<b>1,189</b>	<b>1,266</b>	<b>1,339</b>	<b>1,413</b>	<b>1,492</b>	
<b>Operating income / (loss)</b>	<b>(122)</b>	<b>(115)</b>	<b>(115)</b>	<b>(124)</b>	<b>(202)</b>	<b>(231)</b>	<b>(293)</b>	<b>(272)</b>	<b>(291)</b>	<b>(311)</b>	<b>(330)</b>	<b>(352)</b>	<b>(373)</b>	
<b>NONOPERATING REVENUES (EXPENSES)</b>														
State appropriation E&G	127	136	138	139	150	163	197	203	209	216	222	229	236	
State appropriation restricted	22	26	26	30	34	34	38	42	46	51	56	62	68	
Pell grant receipts	28	30	36	37	39	41	43	45	47	49	51	53	55	
CARES Act	0	0	0	0	13	44	63	0	0	0	0	0	0	
Gifts	2	2	2	2	4	2	2	2	2	3	3	3	3	
ARRA Build America Bonds subsidy	1	1	1	1	1	1	0	0	0	0	0	0	0	
Investment income	1	2	4	6	8	8	9	9	10	10	11	11	12	
Interest expense	(27)	(21)	(21)	(20)	(18)	(17)	(17)	(16)	(16)	(14)	(18)	(17)	(15)	
Capital grants and gifts	14	21	11	17	18	9	21	44	73	91	94	143	142	
State appropriation capital	49	44	24	29	57	66	68	142	249	206	76	14	6	
Additions to permanent endowment	3	0	0	0	0	0	0	0	0	0	0	0	0	
Gain/(loss) on capital assets	(0)	(0)	(10)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	(0)	
Other	0	1	(4)	(3)	(3)	(3)	(3)	(3)	(3)	(3)	(3)	(3)	(3)	
<b>Total nonoperating revenues (exp.)</b>	<b>219</b>	<b>240</b>	<b>205</b>	<b>238</b>	<b>304</b>	<b>348</b>	<b>422</b>	<b>468</b>	<b>617</b>	<b>607</b>	<b>490</b>	<b>494</b>	<b>503</b>	
<b>Increase in Net Position</b>	<b>96</b>	<b>125</b>	<b>90</b>	<b>114</b>	<b>101</b>	<b>117</b>	<b>130</b>	<b>196</b>	<b>326</b>	<b>297</b>	<b>160</b>	<b>142</b>	<b>130</b>	

# Statement of Financial Position (Balance Sheet) (\$Ms)

	Actual					Prel.	Plan							
	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	
<b>Assets</b>														
Cash and cash equivalents	254	329	433	490	546	639	696	732	764	801	805	831	857	
Accounts receivable, net	37	39	46	61	60	60	60	60	60	60	60	60	60	
Prepaid expenses	11	14	12	8	25	25	25	25	25	25	25	25	25	
Other	1	1	1	1	1	1	1	1	1	1	1	1	1	
Due from Commonwealth of VA	10	11	3	10	20	20	20	20	20	20	20	20	20	
Restricted cash and cash equivalents	3	1	1	15	1	1	(10)	6	(11)	82	10	(0)	(0)	
Notes receivable, net	3	4	3	3	2	2	2	2	2	2	2	2	2	
Capital assets (net accumulated deprec.)	1,224	1,225	1,211	1,217	1,240	1,243	1,320	1,468	1,737	2,017	2,198	2,276	2,334	
OPEB, net	0	0	6	7	6	6	6	6	6	6	6	6	6	
Long-term investments	8	8	9	9	19	19	19	19	19	19	19	19	19	
Deferred Outflows: Refundings of debt	18	19	16	13	10	10	10	10	10	10	10	10	10	
Deferred Outflows: Pension	22	33	20	22	45	45	45	45	45	45	45	45	45	
Deferred Outflows: OPEB	0	0	8	12	18	18	18	18	18	18	18	18	18	
<b>Total Assets and Deferred Outflows</b>	<b>1,592</b>	<b>1,683</b>	<b>1,769</b>	<b>1,866</b>	<b>1,992</b>	<b>2,088</b>	<b>2,211</b>	<b>2,411</b>	<b>2,695</b>	<b>3,105</b>	<b>3,217</b>	<b>3,312</b>	<b>3,395</b>	
<b>LIABILITIES</b>														
Accounts payable	63	60	58	71	71	71	71	71	71	71	71	71	71	
Advance from Treasurer of VA	13	13	13	0	0	0	0	0	0	0	0	0	0	
Unearned revenue	44	46	46	47	81	81	81	81	81	81	81	81	81	
Obligations under securities lending	1	0	21	28	33	33	33	33	33	33	33	33	33	
Long-term, current portion	39	41	40	42	42	6	18	41	40	41	41	40	38	
Long-term debt	597	558	540	523	480	494	477	457	415	527	480	434	390	
Net pension liability	206	220	189	178	212	212	212	212	212	212	212	212	212	
OPEB	0	0	119	110	101	101	101	101	101	101	101	101	101	
Other	22	22	23	23	26	26	26	26	26	26	26	26	26	
Deferred Inflows: Refundings of debt	4	4	3	2	2	2	2	2	2	2	2	2	2	
Deferred Inflows: Pension	16	8	20	19	12	12	12	12	12	12	12	12	12	
Deferred Inflows: OPEB	0	0	18	29	38	38	38	38	38	38	38	38	38	
<b>Total Liabilities and Deferred Inflows</b>	<b>1,004</b>	<b>971</b>	<b>1,090</b>	<b>1,072</b>	<b>1,097</b>	<b>1,076</b>	<b>1,070</b>	<b>1,073</b>	<b>1,031</b>	<b>1,144</b>	<b>1,097</b>	<b>1,049</b>	<b>1,003</b>	
<b>NET ASSETS</b>														
Net investment in capital assets	605	640	645	673	726	751	823	983	1,277	1,537	1,694	1,809	1,913	
Restricted nonexpendable	7	7	7	7	7	7	7	7	7	7	7	7	7	
Restricted expendable	1	7	15	7	6	81	67	67	67	66	66	66	66	
Unrestricted	(25)	58	13	106	155	173	245	281	313	350	354	380	406	
<b>Total Net Assets</b>	<b>587</b>	<b>712</b>	<b>680</b>	<b>794</b>	<b>895</b>	<b>1,012</b>	<b>1,142</b>	<b>1,338</b>	<b>1,664</b>	<b>1,961</b>	<b>2,121</b>	<b>2,263</b>	<b>2,392</b>	
<b>Total Liab., Def. Inflows and Net Assets</b>	<b>1,592</b>	<b>1,683</b>	<b>1,769</b>	<b>1,866</b>	<b>1,992</b>	<b>2,088</b>	<b>2,211</b>	<b>2,411</b>	<b>2,695</b>	<b>3,105</b>	<b>3,217</b>	<b>3,312</b>	<b>3,395</b>	

# Financial Metric Definitions

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<p><b>Operating Revenue:</b> Total Operating Revenues – Expensed Aid + State Appropriations (w/ Rest.) + Federal Pell Grants + Gifts for Current Purposes + ARRA Build America Bonds Subsidy + CARES (in FY20) + 5% of avg. of previous 3 year Total Cash and Investments (excluding Foundation cash and investments)</p>	<p><b>Operating Margin:</b> <math display="block">\frac{\text{Operating Surplus (Deficit)}}{\text{Operating Revenue}}</math></p>
<p><b>Revenue Diversity (Maximum Single Contribution):</b> <math display="block">\frac{\text{Source of Revenue (Tuition/Aux., Invest., Gifts, Grants, State)}}{\text{Operating Revenue}}</math></p>	<p><b>Operating Cash Flow:</b> Operating Surplus + Depreciation + Interest</p>
<p><b>Annual Revenue Percent Increase:</b> Percent change in operating revenue</p>	<p><b>Operating Cash Flow Margin:</b> <math display="block">\frac{\text{Operating Cash Flow}}{\text{Operating Revenue}}</math></p>
<p><b>Operating Expenses:</b> Total Operating Expenses – Scholarships and Fellowships + Interest Expense</p>	<p><b>Total Cash and Investments:</b> University Cash and Investments (unrest. and rest.) + Unrestricted Foundation Cash and Investments – Unexpended Bond Proceeds</p>
<p><b>Operating Surplus (Deficit):</b> Operating Revenue – Operating Expense</p>	<p><b>Spendable Cash and Investments:</b> Total Cash and Investments – University Restricted non-Expendable Net Assets – Invested Portion of Foundation Non-Expendable Net Assets</p>

Source: Moody's Investors Service.



# Financial Metric Definitions (cont'd)

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Spendable Cash and Investments to Operations:  
$$\frac{\text{Spendable Cash and Investments}}{\text{Operating Expense}}$$

Total Cash and Investments to Operations:  
$$\frac{\text{Total Cash and Investments}}{\text{Operating Expense}}$$

**Monthly Liquidity:**  
Unrestricted Operating Funds available within one month  
+ lesser of endowment funds available within one  
month or Unrestricted Board Designated Net Assets

**Debt:**  
Current and Long-Term Portion of Bonds and Notes Payable and  
Installment Purchases (excludes premium and capital leases)  
+ Foundation Bonds Payable (excludes issuance costs)

**Monthly Days Cash on Hand**  
$$\frac{\text{Monthly liquidity}}{((\text{Operating Expense} - \text{Depreciation}) / 365)}$$

**Total Cash and Investments to Debt**  
$$\frac{\text{Total Cash and Investments}}{\text{Debt}}$$

**Annual Debt Service Coverage:**  
$$\frac{\text{Operating Cash Flow}}{\text{Actual Current Principal and Interest Payments}}$$

**Debt Service to Operations ("Debt Service Burden")**  
$$\frac{\text{Actual Current Principal and Interest Payments}}{\text{Operating Expenses}}$$

Source: Moody's Investors Service.

# Moody's Scorecard: Old

Moody's Scorecard Rubric						George Mason University			
Market Profile									
	Aaa	Aa	A	Baa	Weight	FY21	+ \$100MM	+ \$200MM	+ \$300MM
Operating Revenue (\$000)	≥ \$2,700,000	\$2,700,000 > n ≥ \$400,000	\$400,000 > n ≥ \$75,000	\$75,000 > n ≥ \$40,000	15%	\$999,740	\$999,740	\$999,740	\$999,740
Annual Change in Operating Revenue (%)	≥ 8%	8% > n ≥ 6%	6% > n ≥ 4%	4% > n ≥ 2%	5%	2.5%	2.5%	2.5%	2.5%
Strategic Positioning	Exceptional	Excellent	Very Good	Good	10%	Excellent	Excellent	Excellent	Excellent
Operating Performance									
	Aaa	Aa	A	Baa	Weight	FY21	+ \$100MM	+ \$200MM	+ \$300MM
Operating Cash Flow Margin (%)	≥ 20.0%	20.0% > n ≥ 11.0%	11.0% > n ≥ 4.5%	4.5% > n ≥ 1.0%	10%	14.0%	14.0%	14.0%	14.0%
Maximum Single Contribution (%)	≤ 35.0%	35.0% < n ≤ 50.0%	50.0% < n ≤ 67.0%	67.0% < n ≤ 75.0%	15%	59.0%	59.0%	59.0%	59.0%
Wealth & Liquidity									
	Aaa	Aa	A	Baa	Weight	FY21	+ \$100MM	+ \$200MM	+ \$300MM
Total Cash and Investments (\$000)	≥ \$2,500,000	\$2,500,000 > n ≥ \$100,000	\$100,000 > n ≥ \$25,000	\$25,000 > n ≥ \$10,000	10%	\$937,195	\$937,195	\$937,195	\$937,195
Spendable Cash & Investments to Operating Expenses (x)	≥ 1.0x	1.0x > n ≥ 0.5x	0.5x > n ≥ 0.15x	0.15x > n ≥ 0.05x	10%	0.84x	0.84x	0.84x	0.84x
Monthly Days Cash on Hand	≥ 260	260 > n ≥ 140	140 > n ≥ 50	50 > n ≥ 25	5%	210 days	210 days	210 days	210 days
Leverage									
	Aaa	Aa	A	Baa	Weight	FY21	+ \$100MM	+ \$200MM	+ \$300MM
Spendable Cash & Investments to Total Debt (x)	≥ 3.0x	3.0x > n ≥ 0.75x	0.75x > n ≥ 0.2x	0.2x > n ≥ 0.12x	10%	1.43x	1.21x	1.05x	0.93x
Total Debt to Cash Flow (x)	≤ 4.0x	4.0x < n ≤ 10.0x	10.0x < n ≤ 16.0x	16.0x < n ≤ 22.0x	10%	3.96x	4.67x	5.38x	6.10x
					<b>100%</b>	<b>Aa3/3.85</b>	<b>Aa3/3.87</b>	<b>Aa3/3.88</b>	<b>Aa3/3.89</b>

\*PFM calculations assume FY2021 projections from Synario

# Moody's Scorecard: Proposed

Moody's Scorecard Rubric						George Mason University			
Scale									
	Aaa	Aa	A	Baa	Weight	FY21	+\$100MM	+\$200MM	+\$300MM
Adjusted Operating Revenue (\$000)	≥ \$2,500,000	\$2,500,000 > n ≥ \$500,000	\$500,000 > n ≥ \$100,000	\$100,000 > n ≥ \$25,000	15%	\$999,740	\$999,740	\$999,740	\$999,740
Market Profile									
	Aaa	Aa	A	Baa	Weight	FY21	+\$100MM	+\$200MM	+\$300MM
Brand and Strategic Positioning	Exceptional	Excellent	Very Good	Good	10%	Excellent	Excellent	Excellent	Excellent
Operating Environment	Exceptional	Excellent	Very Good	Good	10%	Excellent	Excellent	Excellent	Excellent
Operating Performance									
	Aaa	Aa	A	Baa	Weight	FY21	+\$100MM	+\$200MM	+\$300MM
EBIDA Margin (%)	≥ 22.5%	22.5% > n ≥ 15.0%	15.0% > n ≥ 8.0%	8.0% > n ≥ 3.0%	10%	14.0%	14.0%	14.0%	14.0%
Financial Resources & Liquidity									
	Aaa	Aa	A	Baa	Weight	FY21	+\$100MM	+\$200MM	+\$300MM
Total Cash and Investments (\$000)	≥ \$2,500,000	\$2,500,000 > n ≥ \$100,000	\$100,000 > n ≥ \$25,000	\$25,000 > n ≥ \$10,000	10%	\$937,195	\$937,195	\$937,195	\$937,195
Total Cash & Investments to Operating Expenses	≥ 1.250x	1.250x > n ≥ 0.750x	0.750x > n ≥ 0.500x	0.500x > n ≥ 0.150x	15%	0.99x	0.99x	0.99x	0.99x
Leverage & Coverage									
	Aaa	Aa	A	Baa	Weight	FY21	+\$100MM	+\$200MM	+\$300MM
Total Cash & Investments to Total Adjusted Debt	≥ 3.0x	3.0x > n ≥ 1.0x	1.0x > n ≥ 0.2x	0.2x > n ≥ 0.1x	10%	0.88x	0.80x	0.74x	0.68x
Annual Debt Service Coverage	≤ 4.0x	4.0x < n ≤ 2.0x	2.0x < n ≤ 1.5x	1.5x < n ≤ 1.0x	10%	4.03x	3.39x	2.93x	2.58x
Financial Policy & Strategy									
	Aaa	Aa	A	Baa	Weight	FY21	+\$100MM	+\$200MM	+\$300MM
Financial Policy and Strategy	Exceptional	Excellent	Very Good	Good	10%	Very Good	Very Good	Very Good	Very Good
					<b>100%</b>	<b>Aa3/3.70</b>	<b>Aa3/3.83</b>	<b>Aa3/3.93</b>	<b>Aa3/4.01</b>

\*PFM calculations assume FY2021 projections from Synario





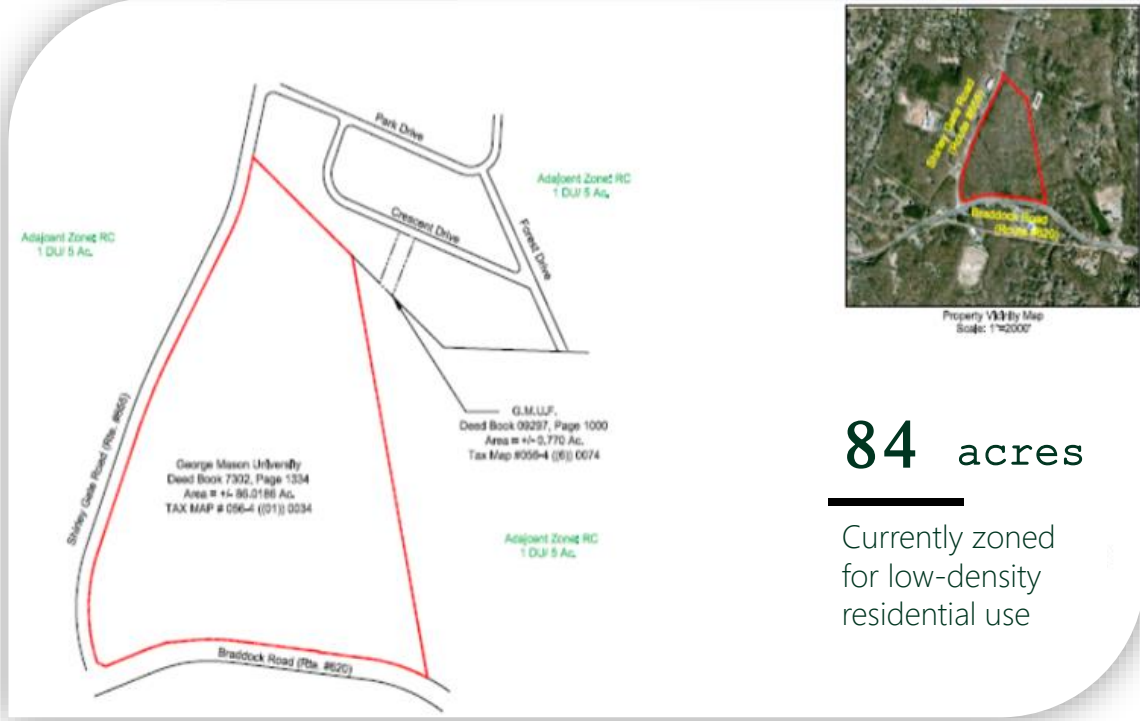
# Efficiency, Effectiveness, & New Revenue Opportunities



ANDRE KINNEY & BILL DRACOS (REAL ESTATE & BUSINESS SERVICES)

## ASSET MONETIZATION AND NON-ACADEMIC REVENUE ENHANCEMENT

Advancing opportunities to leverage real estate and drive new retail revenues.

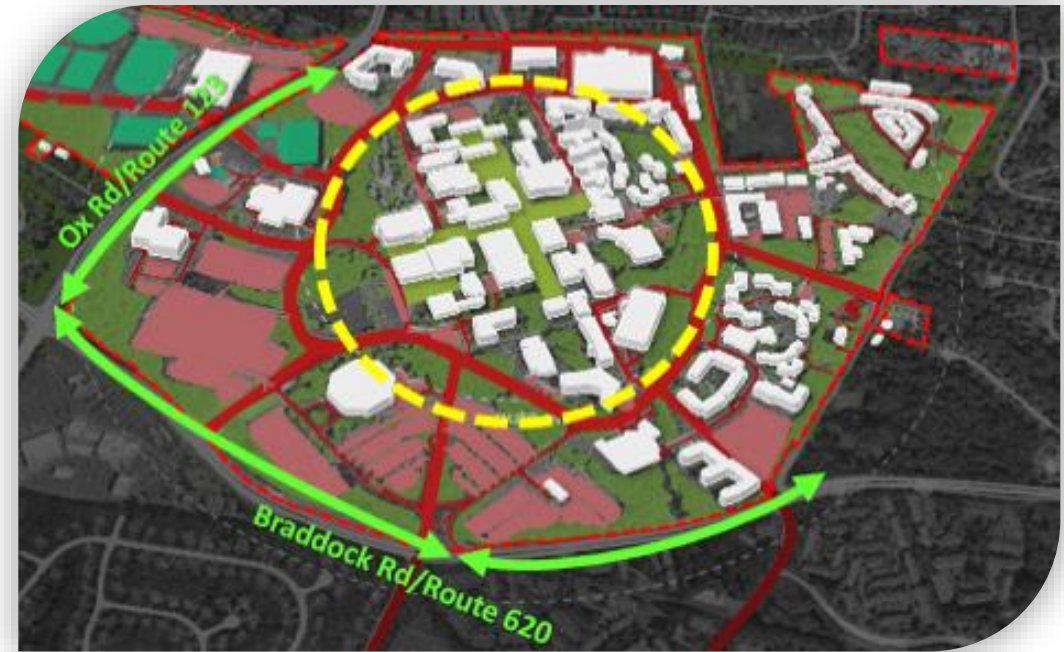


**84** acres

Currently zoned for low-density residential use

### Shirley Gate

- Leverage Valuable Real Estate Assets
- Ground Leases, P3's, Sales, Revenue Share
- Mixed Use, Student Housing, Recreation



### Retail Corridors

- Non-academic revenue opportunities constrained: limited campus population and the academic year
- Mason can access robust community population

# UPCOMING



Shirley Gate Monetization Assessment



**84** acres

- Low density
- Lacking sewer
- Far from campus

## Potential Uses

- Housing
- Recreation
- Retail
- Sports Tourism

## Partners

- County
- City
- Developers

**7** independent retail operations  
**0** general retail  
 Inside Patriot Circle

**15-20k** people  
 Average weekday campus population

**114k** people  
 Average daily traffic on 123 & Braddock

- ✓ Place Making, Mixed Use, High Density, Greenspace
- ✓ Integrate Mason: Arts, Engineering, Hospitality, etc.
- ✓ Integration Point for Community & Academia
- ✓ Energize campus areas, i.e.: Global Center

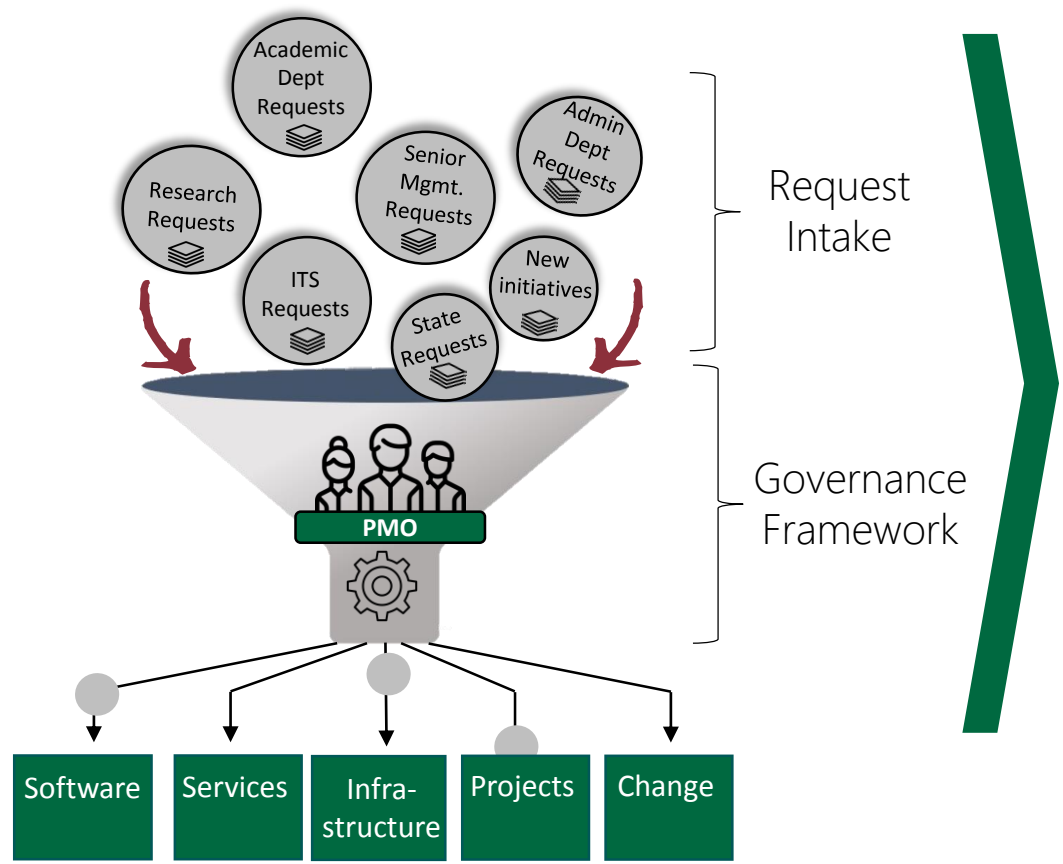
Campus Retail Corridors





# ENTERPRISE TECHNOLOGY MANAGEMENT

Enterprise governance and portfolio management initiative to establish investment prioritization process, technology governance, and project management framework.



## Align Investments with Mason priorities, capabilities, and roadmaps

- Improve project prioritization & commitments
- Achievable & measurable annual deliverables
- Alignment with service & technology roadmaps

## Increase Technology Value and Utilization

- Higher functional utilization of investments
- Better conformance with standards, stakeholder expectations and industry trends

## Improve Project Estimation, Management and Delivery

- Improve project on-time, on-budget delivery from 60% to 90%
- Standardized project management framework

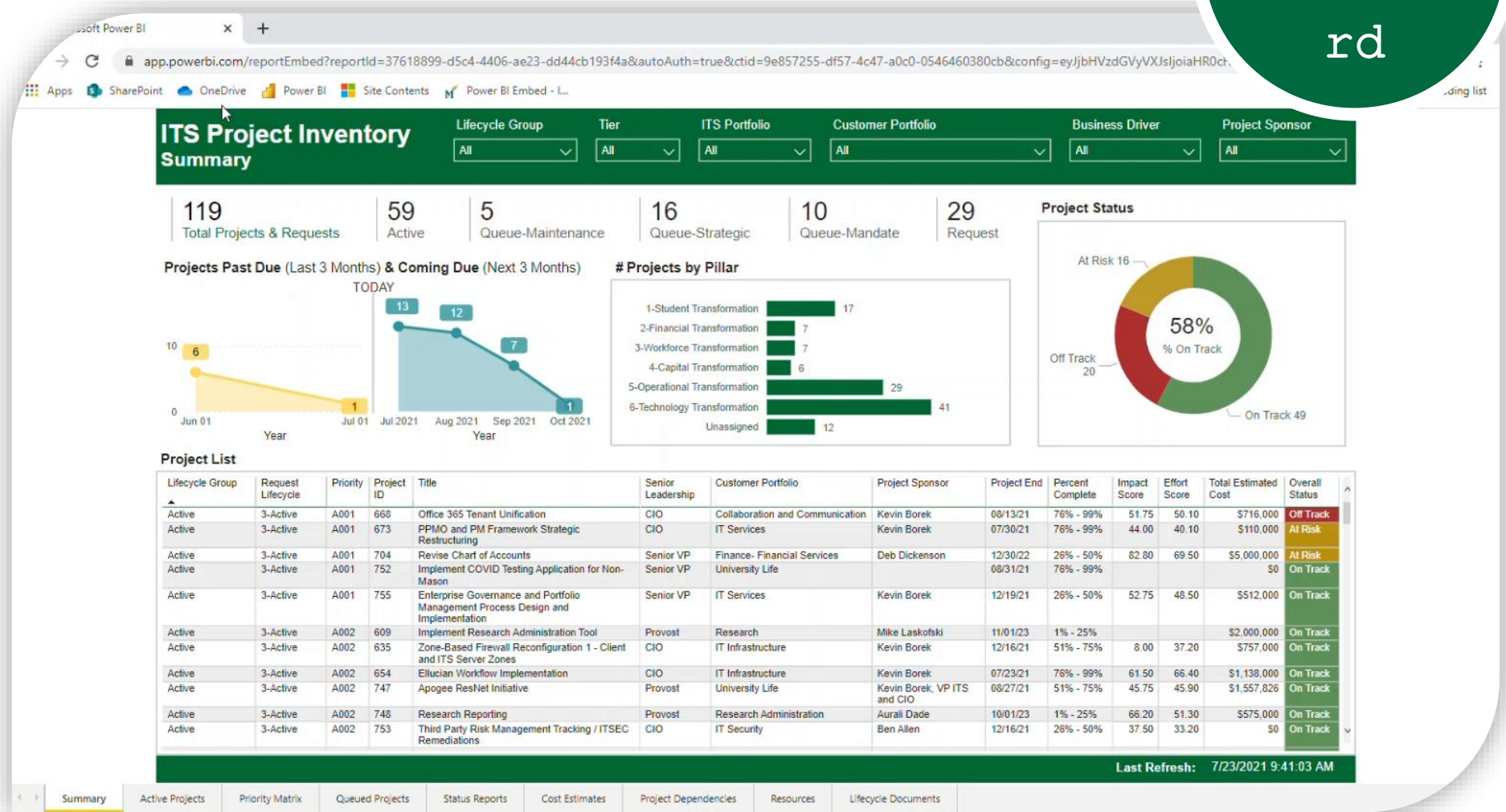
## Enhance Enterprise Project Visibility & Stakeholder Engagement

- Create enterprise PMO dashboard
- Increase project transparency
- Facilitate executive decision-making



# ENHANCE

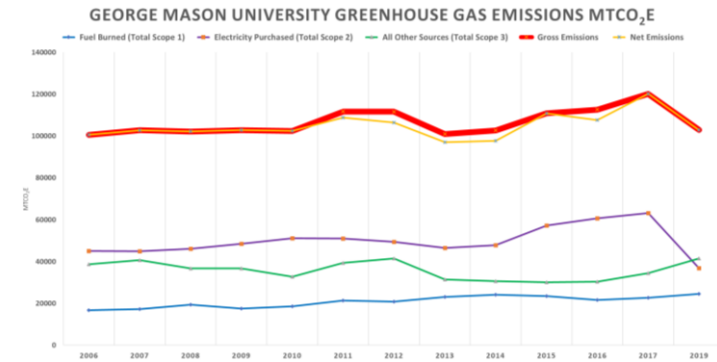
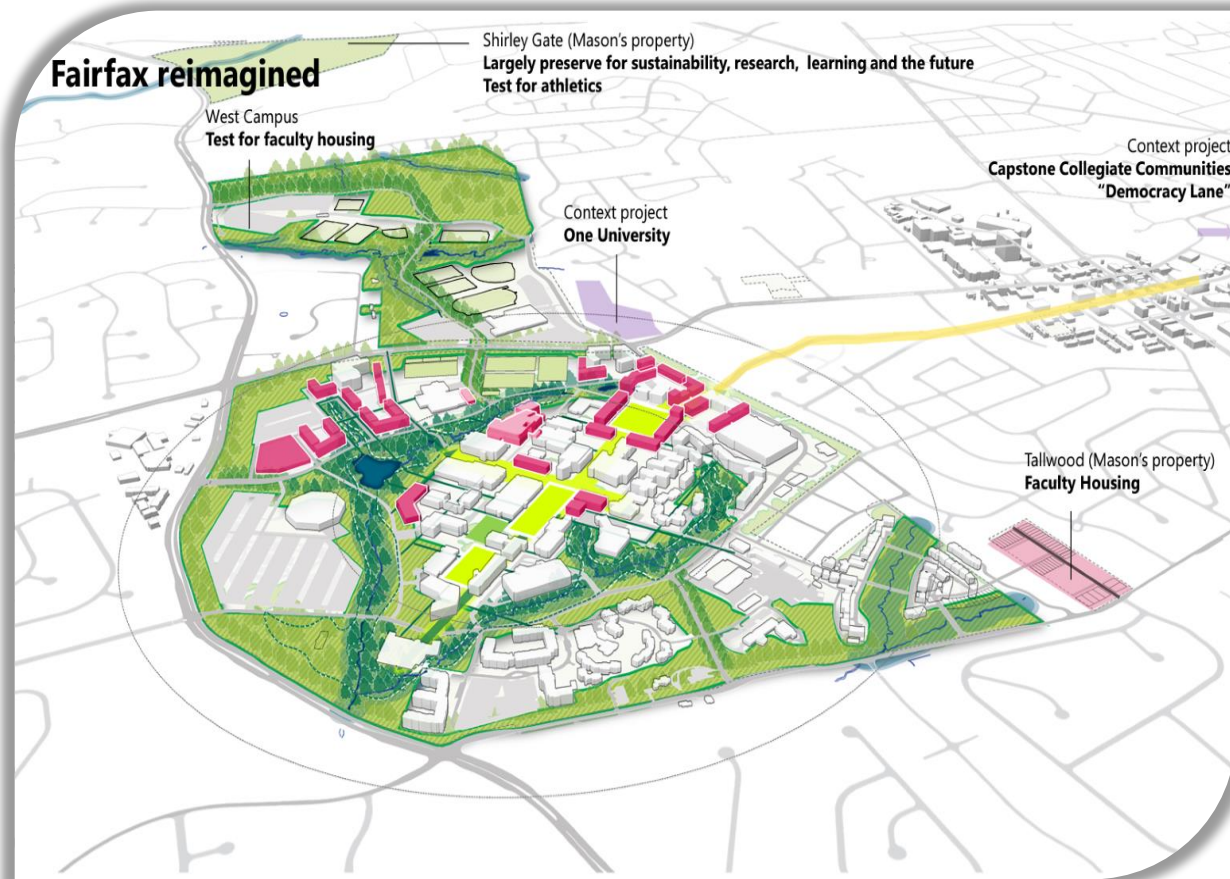
- 1 Research Capabilities  
- Administration, Compute
- 2 Hybrid Learning & Working  
- LMS, Classroom Technology, Collaboration, MS 365
- 3 Student Experience  
- Enterprise CRM, MCN, Integrated Student Planning
- 4 Finance & Administration  
- COA, Budget, Reporting, Invoice, Travel
- 5 Foundational Technology  
- Architecture, Security, Identity Management, Integration Framework



FRANK STRIKE (OFFICE OF SUSTAINABILITY, FACILITIES)

# ACCELERATING SUSTAINABLE CHANGE AT MASON

Sustainability is increasingly an institutional priority, and the Board of Visitors can help us "scale up" for great success.





# UPCOMING

1

## Climate Action Plan

We are beginning Climate Action Plan development for Spring 2022. This project is a function of the MSC, with project management from Facilities and help from an external consultant.

2

## Solar Photovoltaic (PV) Electricity Generation

We are assessing Mason's opportunities for solar PV development as one way to acquire carbon-free electricity. Solar on campus is capped at 3MW.

3

## Strategy Moving Forward

The IDIA building for the Arlington campus will be Mason's first LEED Platinum certified building. It highlights the benefit of life-cycle cost analysis (LCCA) planning as a capital project methodology. It will also need solar PV to become net-zero energy.



Photo credit: <https://unsplash.com/photos/WvusCM-TMS>

# DISCUSSION

Asset Monetization and  
Non-Academic Revenue Enhancement

Enterprise Technology  
Management

Accelerating Sustainable  
Change at Mason



What  
opportunities &  
challenges do  
you see?

What excites  
you?

What are we  
missing?

How can you  
help move this  
forward?





**THANK YOU**



# MASON INNOVATION COMMISSION

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Spring 2021





# OPPORTUNITY

Leverage societal change and lessons of pandemic



# CHARGE

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Specific and bold recommendations to

- position Mason to continue on path to being national leader
- provide framework for Strategic Plan





# COMMISSION MEMBERSHIP

## CO-CHAIRS

Keith Renshaw  
*College of Humanities and  
Social Sciences*

Ken Walsh  
*Chief of Staff and VP, Strategic  
Initiatives*

## MEMBERS

Zofia Burr  
*Honors College*

Christopher Carr, *College of Engineering  
and Computing*

Guadalupe Correa-Cabrera  
*Schar School*

Edward Dittmeier  
*University Auditor*

Liza Wilson Durant  
*College of Engineering and Computing*

Kimberly Eby  
*Office of the Provost*

Craig Esherick  
*College of Education and Human  
Development*

Martin Ford  
*College of Education and Human  
Development*

## MEMBERS

Emily Ihara  
*College of Health & Human Services*

Alison Landsberg  
*College of Humanities and  
Social Sciences*

David Miller  
*School of Business*

Michael “Doc Nix” Nickens  
*College of Visual and Performing Arts*

Rene Stewart O’Neal  
*Office of Budget & Planning*

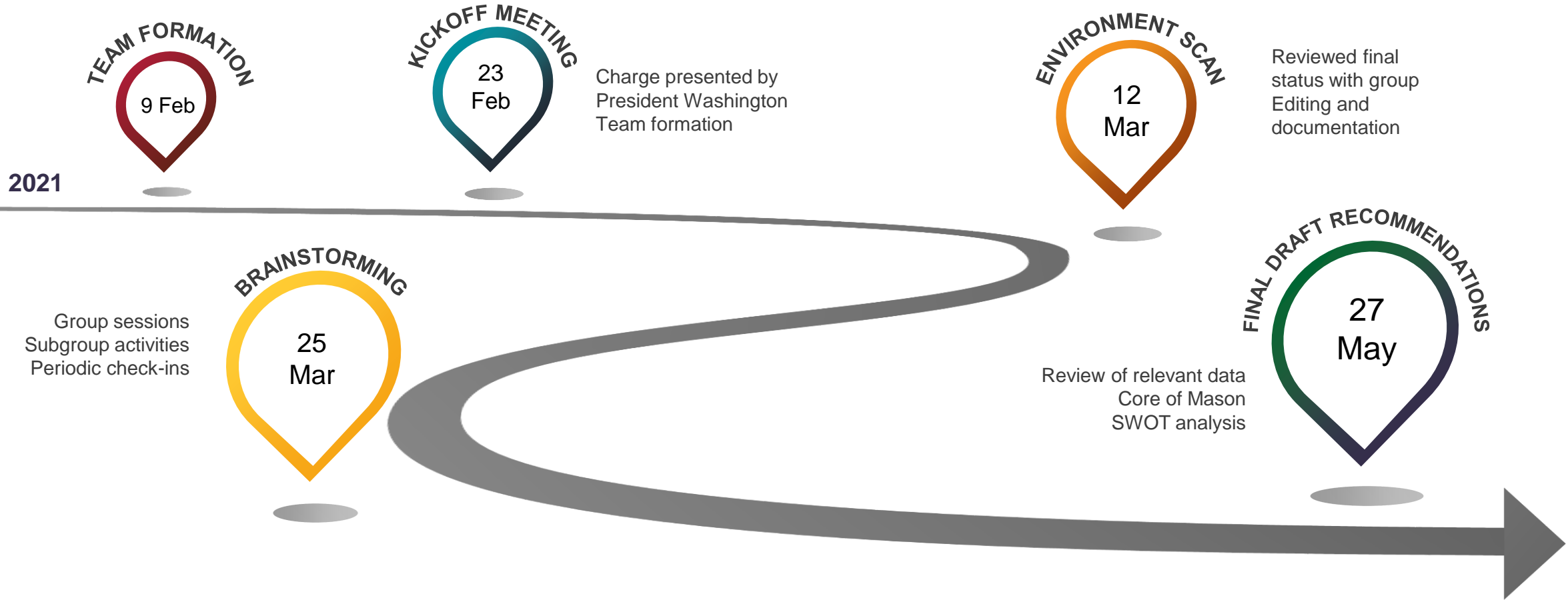
Rose Pascarell  
*University Life*

Padmanabhan Seshaiyer  
*College of Science*

Solon Simmons  
*Carter School*

John Yun  
*Antonin Scalia Law School*

# COMMISSION TIMELINE

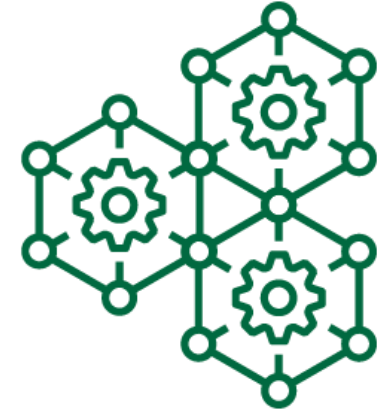


# FUNDAMENTAL ISSUES TO ADDRESS



ESTABLISH CLEAR BRAND & ACCOMPANYING MARKETING

CONNECT NUMEROUS UNIVERSITY INITIATIVES AND WORK GROUPS



PRIORITIZE INITIATIVES AND PROVIDE FUNDING, SUPPORT



**Anti-Racism and Inclusive Excellence Task Force**

SHOULD PLAY PROMINENT ROLE IN MASON'S FUTURE



CONTINUE EFFORTS TO ADDRESS FACULTY/STAFF SALARIES



# INNOVATIONS

1

## DEBT-FREE UNIVERSITY

- Every undergraduate completes degree free of debt

2

## GUARANTEED ON-CAMPUS EMPLOYMENT

- Every undergraduate guaranteed employment during studies

3

## EXPERIENTIAL LEARNING FOR EVERY STUDENT

- Provided/required in every degree program at Mason

4

## OFFICE OF PRE-COLLEGE PROGRAMS

- Dramatically expand Early Identification Program

# INNOVATIONS (CONTINUED)

**5** **RE-ENVISION APPROACH TO PROMOTION AND TENURE**

- Recognize/reward activities of high value to institution

**6** **HYBRID REMOTE/IN-PERSON WORK AS NORM FOR STAFF**

- Embed flexibility into every staff position to extent feasible

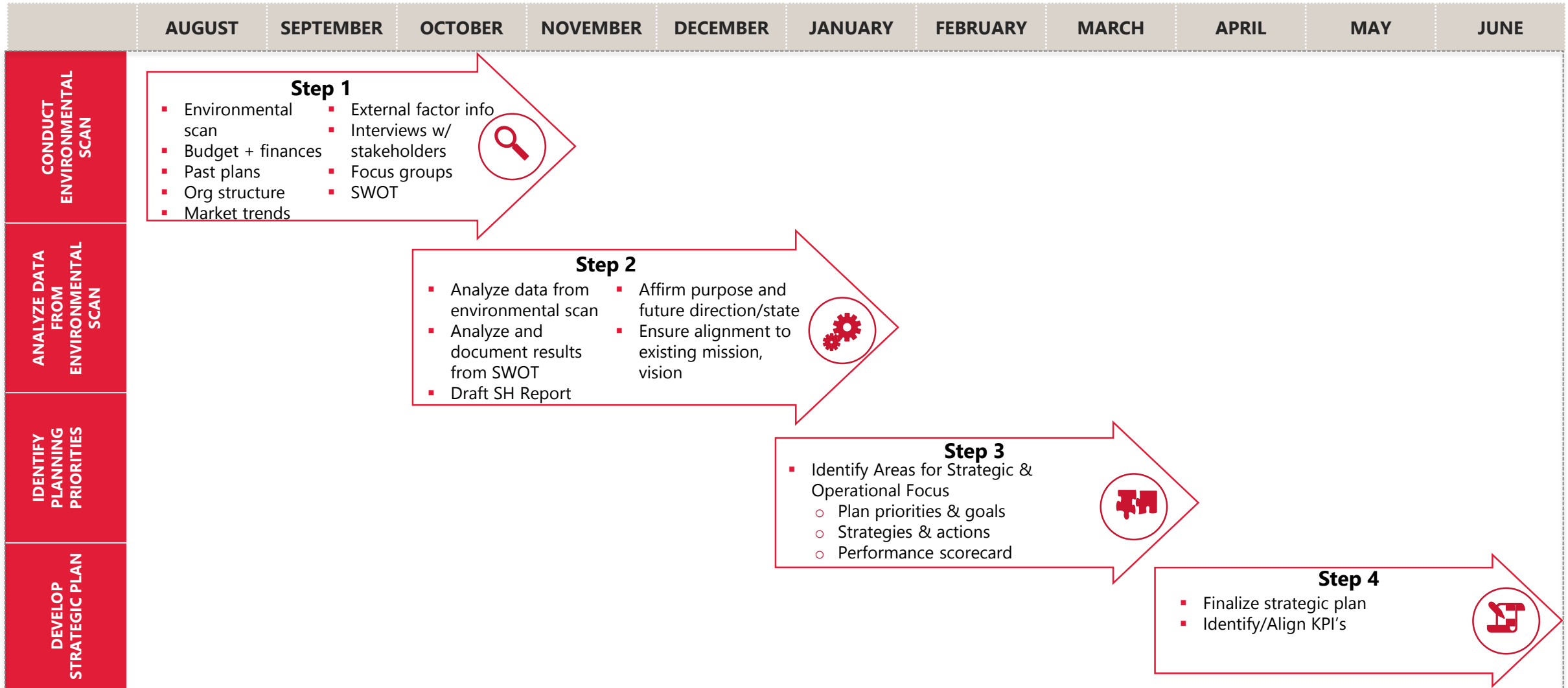
**7** **CULTURE OF STAFF/FACULTY MENTORING**

- Robust infrastructure/supports for individualized mentorship and career progression for all employees

**8** **REVAMP INFRASTRUCTURE AND INCENTIVES FOR EXTRAMURAL FUNDING**

- Research infrastructure within each academic unit
- Clear incentives for faculty

# Strategic Planning Timeline





# Framework



- Engage a wide range of stakeholder groups, for example:
  - Faculty
  - Staff
  - Students
  - Alumni
  - President’s Council
  - Board of Visitors
  - Community
  - ARIE Task force
  - Innovation Commission



# Building Blocks for Mason's \$1B Campaign – Philanthropic Partnerships

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JULY 2021

Creating a culture of Philanthropy by broadening and deepening engagement throughout Mason.

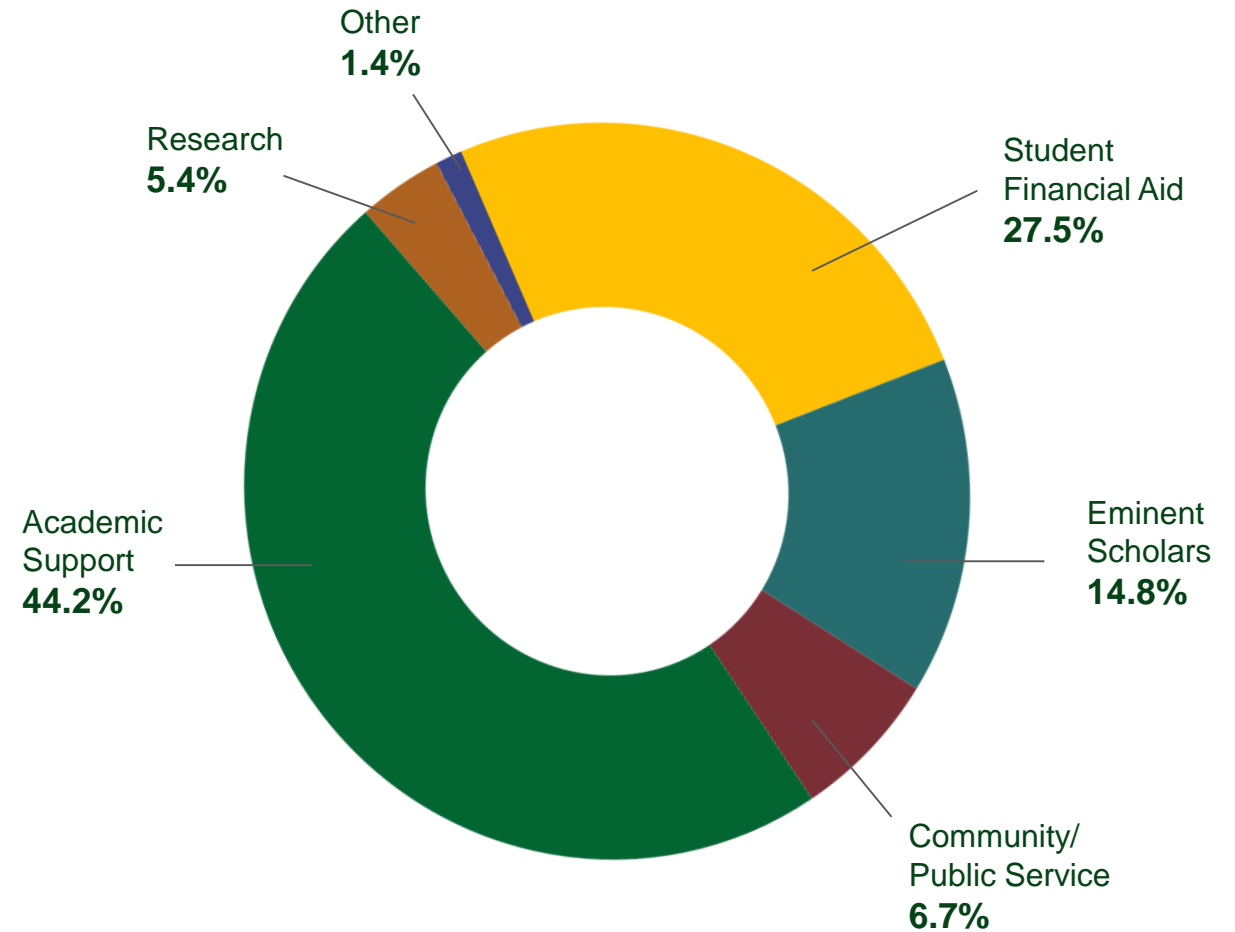
Developing relationships that are meaningful for all our constituents— alumni, donors, corporate entities, parents, faculty and staff, friends and students.





# George Mason University Foundation, Inc.

Endowment Balance as of  
May 31, 2021



## FY 2021 Endowment Market Value by Purpose (\$191.7 Million)



# FY21 Alumni Engagement

 **George Mason University Alumni Association Strategic Plan**

 **DEI Initiatives**

 **Alumni Through a Life Cycle Lens**  
Student → Young Alumni → Mason Middle  
→ Golden Patriots

 **Engagement Strategies**

1. Student
2. Social
3. Digital

 **Alumni Career and Work Initiatives**

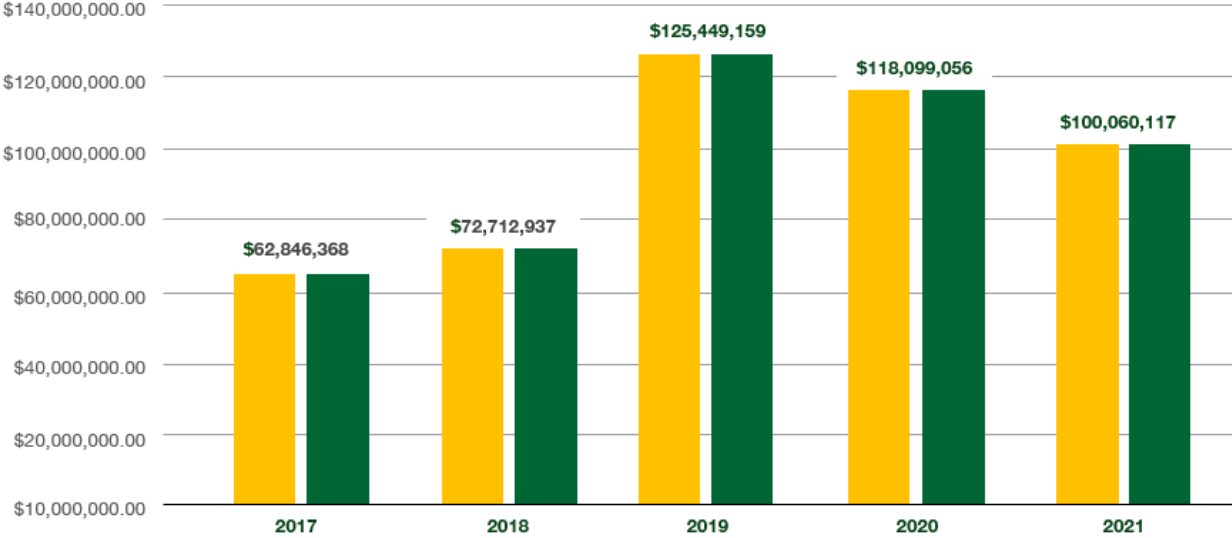


# FY21 Giving Numbers

 **\$100.1 million raised**

 **14,668 total donors 42% (6,145) are alums**

FYE Performance Comparison





## Current Priorities

- 🌟 **Arlington Innovation District / School of Computing**
- 🌟 **ARIE**
- 🌟 **Colleges, Schools' and Unit priorities**
- 🌟 **Current and Endowed Scholarship Funds**
- 🌟 **Endowed support for faculty and students**
- 🌟 **Student Support/Student Emergency Fund**
- 🌟 **Unrestricted funds**
- 🌟 **Sustainability**





# Tech Talent Investment Program

As part of this 20-year initiative—the Tech Talent Investment Program (TTIP)—Virginia seeks to increase the number of graduates in computer science, computer engineering, and software engineering programs at both the undergraduate and the graduate level.

## AT A GLANCE

- **\$675 million investment in undergraduate education**
- **~\$375 million investment in graduate education**
- **\$25 million for tech internships/apprenticeships in higher education**
- **\$25 million towards K–12 computer science education**



# Segmented Campaign Timeline

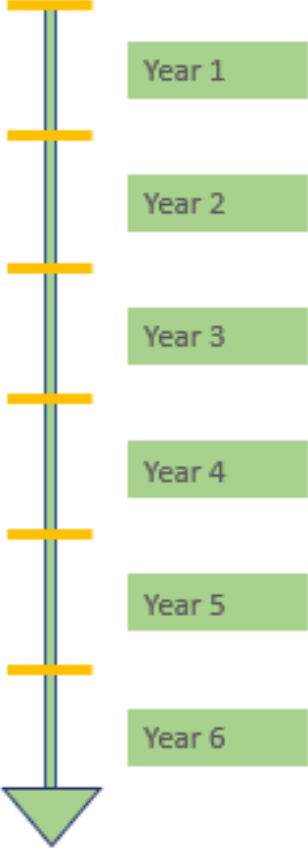
**\$84M**  
**CAMPAIGN**  
*for BUILDING*



**\$41M**  
**CAMPAIGN**  
*for PROGRAMMING*



CAMPAIGN TIMELINE





# Arlington Initiative Gift Chart

AMOUNT	NO. OF GIFTS NEEDED \$84MM	NO. OF GIFTS NEEDED \$41MM	CUMULATIVE TOTAL	% OF GOAL	TOTAL NO. OF GIFTS NEEDED
\$15,000,000	1	–	\$15,000,000	12%	1
\$10,000,000	1	–	\$25,000,000	20%	1
\$7,500,000	–	1	\$32,500,000	26%	1
\$5,000,000	4	2	\$62,500,000	50%	6
\$2,000,000	7	4	\$84,500,000	68%	11
\$1,000,000	10	6	\$100,500,000	80%	16
\$500,000	13	8	\$111,000,000	89%	21
\$250,000	14	10	\$117,000,000	94%	24
\$100,000	20	14	\$120,400,000	96%	34
\$50,000	32	17	\$122,850,000	98%	49
\$25,000	38	20	\$124,300,000	99%	58
\$10,000	45	25	\$125,000,000	100%	70
		<b>GOAL</b>	<b>\$125,000,000</b>		<b>292</b>

**This gift chart outlines a path to achieve the \$84 million for the building and a separate path for the \$41 million in accompanying programmatic investment.**



# Volunteer Leadership

- Board of Visitors (BOV)
- Board of Trustees (BOT)
- George Mason University Alumni Association
- President's Innovation Advisory Council
- Schools and Colleges Advisory Councils









# Talent. Innovation. Impact.

## A SKILLED WORKFORCE



39,000

Fall 2020 Enrollment



100,000

Career-ready graduates by 2024

## AN ECONOMIC ENGINE

Mason study of economic impact, 2020



18,430

Jobs



\$1.9B

Pumped into economy

## THREE DISTINCT CAMPUSES in NO. VA



6,200

Residential Students

## JOB CREATION



27

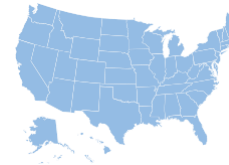
Mason managed Small Business Development Centers

## DIVERSE STUDENTS



130

Countries



50

States

## TOP-TIER LOCAL COLLEGE OPTION



80%

In-State Students

## RESEARCH OF CONSEQUENCE



\$162M

FY 2022 R&D Expenditures

## CONTRIBUTIONS TO K-12 EDUCATION



33%

Teachers in Northern VA Schools with Mason Degrees

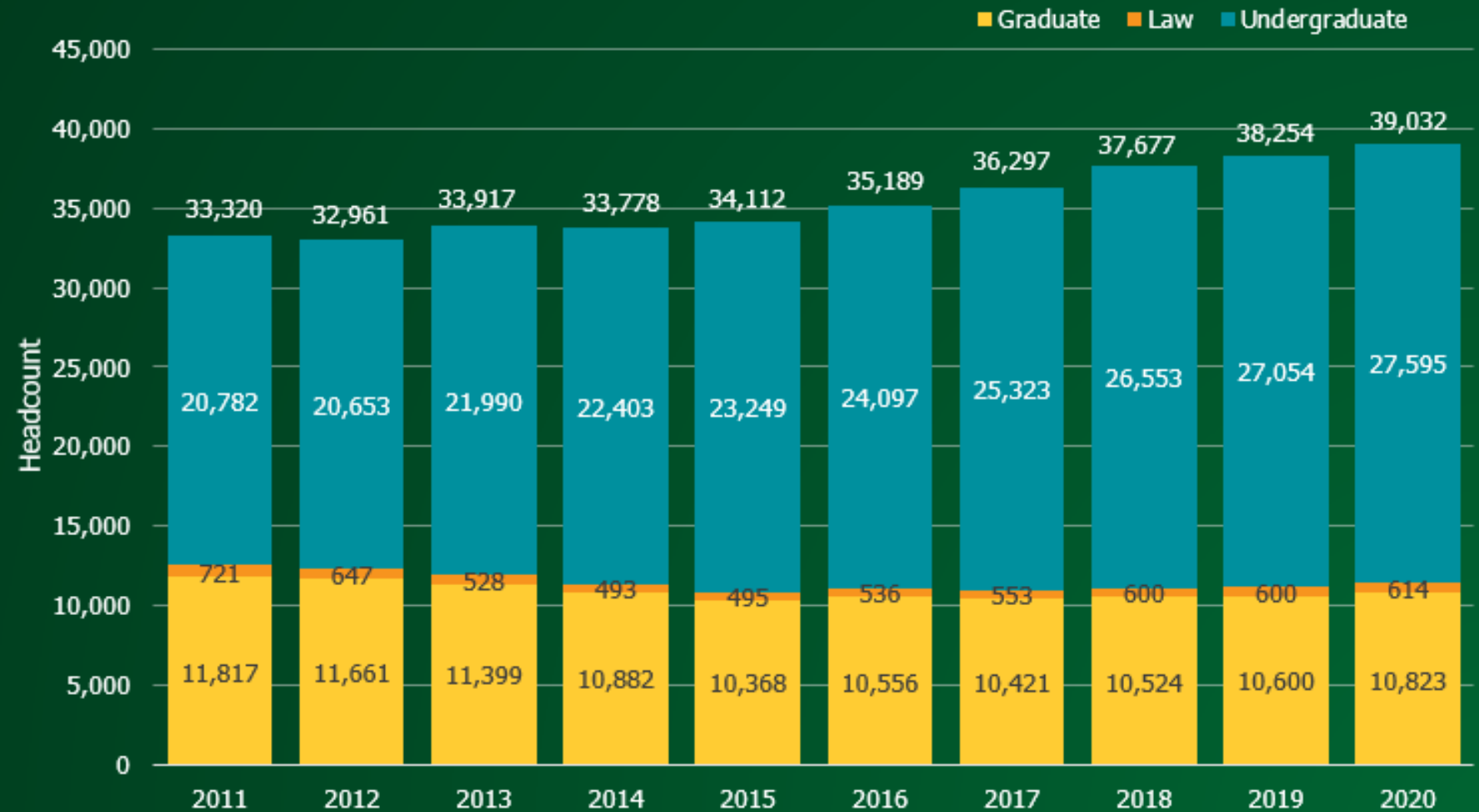


50%

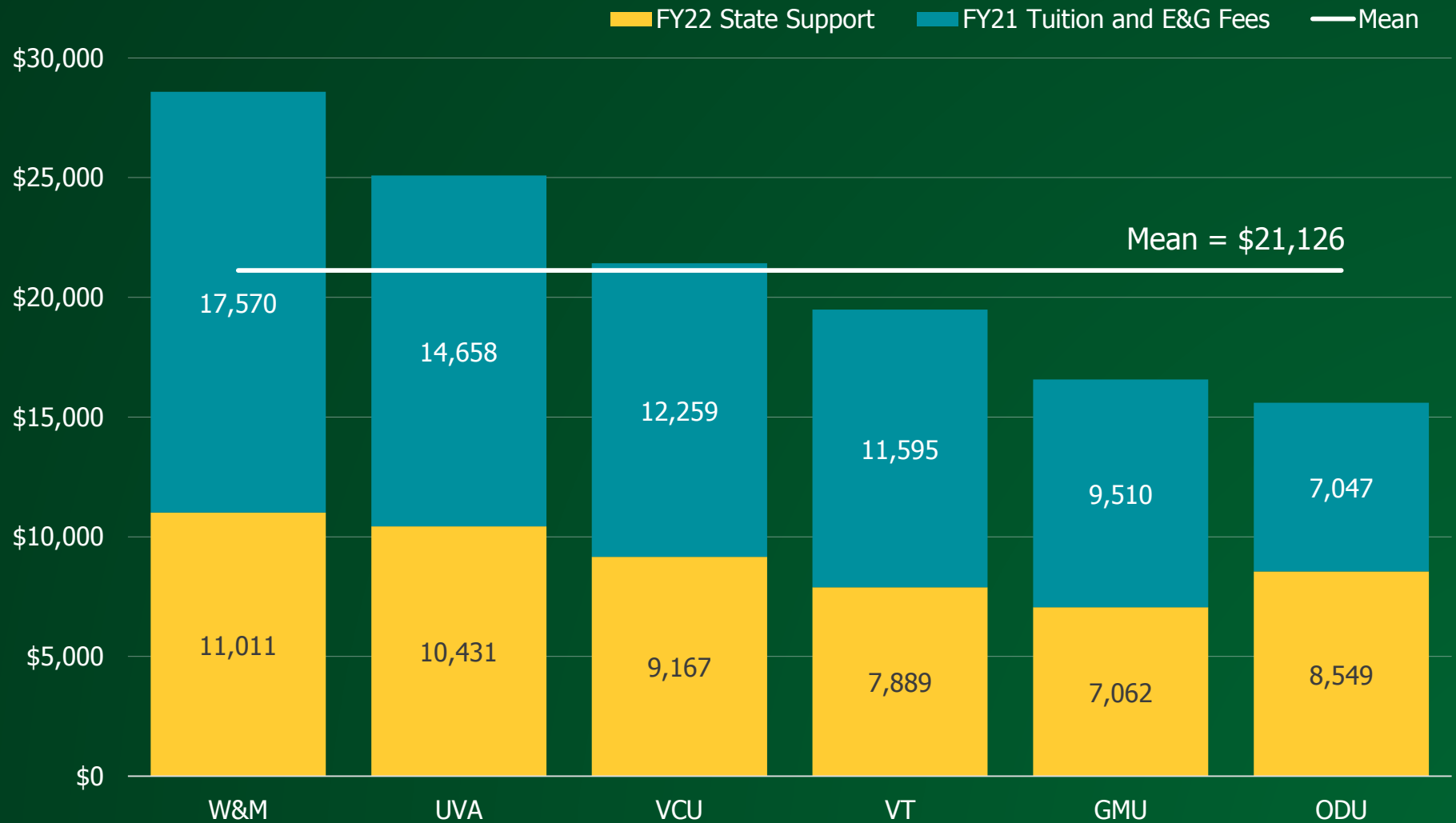
Administrators in Northern VA Schools with Mason Degrees



# Undergraduate and Graduate Enrollment for the Last 10 Years



# Doctoral Institutions Funding Disparities Remain





# A decade of progress

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- 147% increase in student financial aid
- 75% increase in Educational and General budget
- \$700 million in Capital Outlay
- Achieved Tier 3 Autonomy
- Tech Talent Initiative Pipeline (TTIP)

# Six-Year Academic Plan: Biennium Operating Plan

Key initiatives are listed below with portion of Plan funded by tuition revenue.

Operating Initiatives (\$ in millions)				
Strategic Initiative	FY23		FY24	
	GMU	State	GMU	State
#1: Student Success: Affordable Access & New Accessible Pathways	7.85	7.85	8.25	8.25
#2: Graduate Education	.85	3.50	.85	3.50
#3: Faculty & Staff Inequities	7.55	7.55	7.55	7.55
#4: Develop Infrastructure, Practices & Policies to Support Ant-Racism & Inclusive Excellence	1.55	1.55	1.55	1.55
#5: Elevate Research	0	7.50	0	7.50
#6: Enrollment: Funding Disparity Support	0	6.07	0	6.07
#7: Expand Economic Development	2.65	2.65	2.65	2.65
#8: Digital Innovation: Efficient Instructional, Operational & Service Models	2.5	2.5	2.5	2.5
<b>Total (GMU = Academic Plan)</b>	<b>22.95</b>	<b>39.17</b>	<b>23.35</b>	<b>39.57</b>

# Looking Ahead

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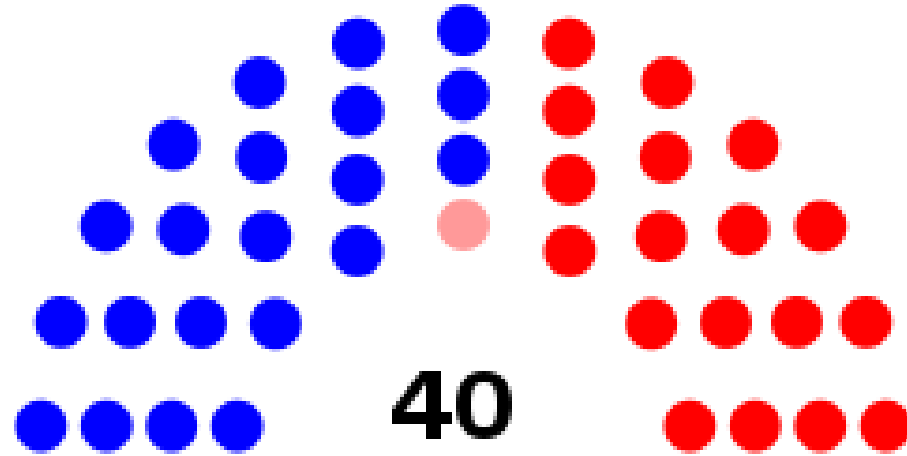
- Student Financial Aid
  - Faculty and Staff Compensation
  - Closing funding disparity
  - Amazon/Tech Talent Pipeline
  - Research Initiatives
  - Covid
  - Online Activities
  - Capital Construction
  - Unions
  - Transitions
-



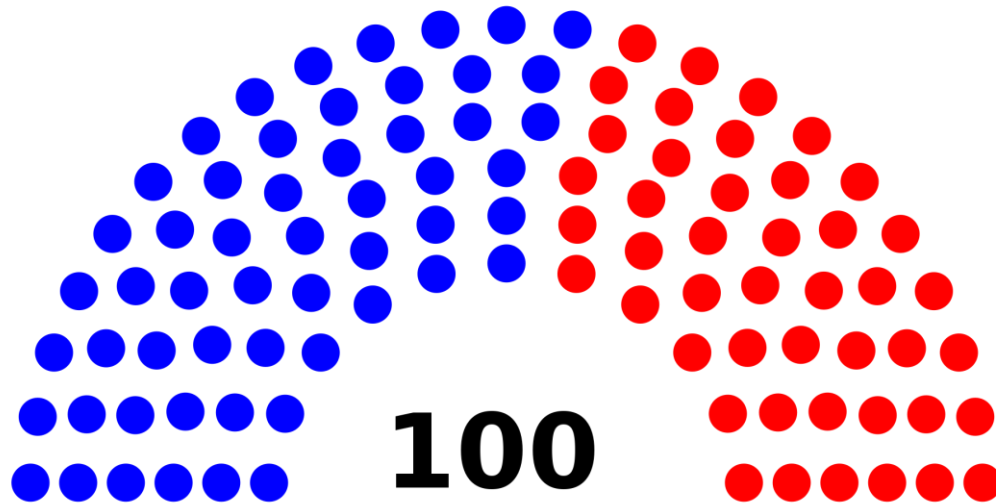
# Election Day – November 2, 2021



# 2021 Virginia General Assembly



21 (D) – 18 (R)  
1 – (I)



55 (D) – 45 (R)

QUESTIONS?

