

**GEORGE MASON UNIVERSITY**  
**BOARD OF VISITORS MEETING AND PUBLIC COMMENT SESSION**  
Pursuant to Code of Virginia § 23.1-307

**April 2, 2024**  
**10:30 – 12:00 p.m.**

**Hazel Conference Room**  
**Merten Hall 1201**

**AGENDA**

- |                           |   |
|---------------------------|---|
| <b>10:30 – 12:00 p.m.</b> | <b>I. Call to Order</b>   |
|                           | <b>II. Committee Appointment (ACTION ITEM)</b>                                  |
|                           | <b>III. FY 2025 Financial Plan</b>  |
|                           | <b>IV. Public Comments</b><br>(30-45 Minutes Depending on Registration Numbers) |
| <b>12:00 p.m.</b>         | <b>V. Adjournment / Lunch</b>   |

The April 2, 2024, Board of Visitors meeting and public comment session will be in person. Members of the public are welcome to join in person or may view the meeting live at the following link: <https://bov.gmu.edu/live/>. Overflow gallery seating is available in Merten 1204.

Both written and oral comments will be entered into the public record. To register to provide oral public comment in person, or to submit a written public comment, please complete the form at the following link: <https://forms.office.com/r/jmb4ZnQN3V>.

It is suggested that those registered to provide oral comment arrive at the beginning of the meeting, as the time frame provided is an estimate for planning purposes only. Time limits for oral comments may be established at the discretion of the Rector. Speakers are also encouraged to submit their comments in writing at the time of registration, in the event that time constraints do not allow all registrants the opportunity to speak. Registration for oral comments will be accepted until 9:30 a.m. on March 29, 2024, and written comments will be accepted until the full board meeting adjourns on April 2, 2024.

The April 2 meeting is held in preparation for the May 2, 2024, Board of Visitors meeting, where the Board will vote on undergraduate tuition and mandatory fees. The May 2 full board and committee meetings of the Board of Visitors will be in-person. Members of the public are welcome to join in person or may view the meeting live at the following link: <https://bov.gmu.edu/live/>. Please check the “Meetings Postings” page of the Board of Visitors website for any updates to these meetings: <https://bov.gmu.edu/postings/>.





# BOARD OF VISITORS

## Meeting & Public Comment Session

Deb Dickenson | EVP for Finance & Administration  
Rose Pascarell | VP for University Life

April 2, 2024



# Mason Is... Rising

**#1** In Virginia for Diversity

**#1** In Virginia for Innovation

**#1** In Virginia for Social Mobility

**top 20** Fourteen graduate programs in top 20  
for publics

**top 50** Nine online masters programs in top 50  
for publics

**Mason is Virginia's largest public  
research university**

# Mason is... Growing



Spring headcount enrollment up 1.6%



Spring credit hour enrollment up 2.4%



Spring out-of-state enrollment up 3%



Spring international enrollment up 10.1%



Fall 2023 total applications up 11%

**More than 16% of Virginia high school  
2023 graduates applied to Mason**

# Mason Is... Opportunity

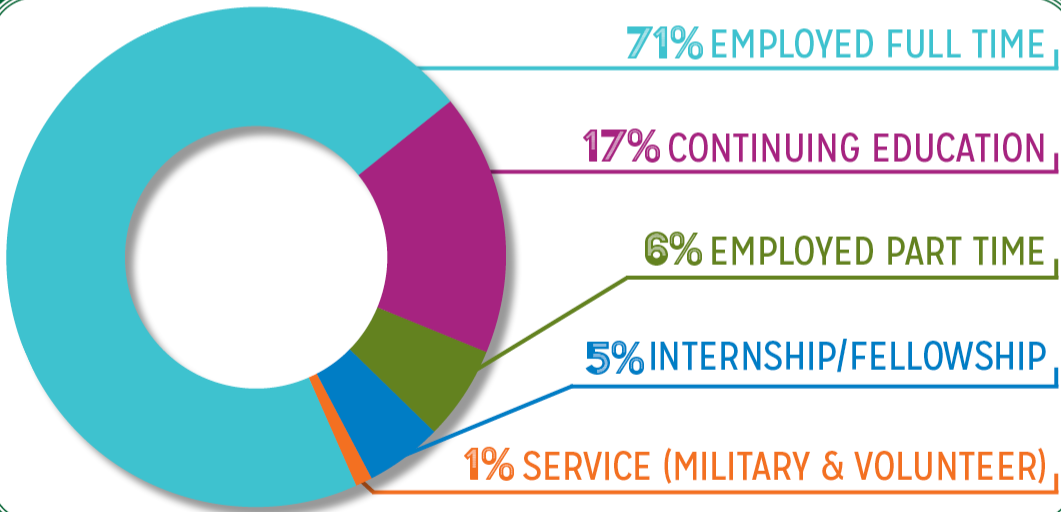
<b>40<sup>k</sup></b>	Students enrolled
<b>91<sup>%</sup></b>	Admission rate
<b>1<sup>in</sup>4</b>	Undergraduates are 1 <sup>st</sup> Gen
<b>70<sup>%</sup></b>	Six-year graduation rate
<b>99<sup>k</sup></b>	Degrees since 2013
<b>73<sup>%</sup></b>	Graduates stay in Virginia

**Mason drives Commonwealth  
economic growth**

# THE MASON IMPACT

**87%** POSITIVE CAREER OUTCOME

**89%** IN POSITIONS RELATED TO CAREER GOALS



## SUPPORTING A DIVERSE WORKFORCE MASON GRADS ARE\*

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

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

## FILLING CRITICAL ROLES ACROSS THE REGION

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

## TOP EMPLOYERS



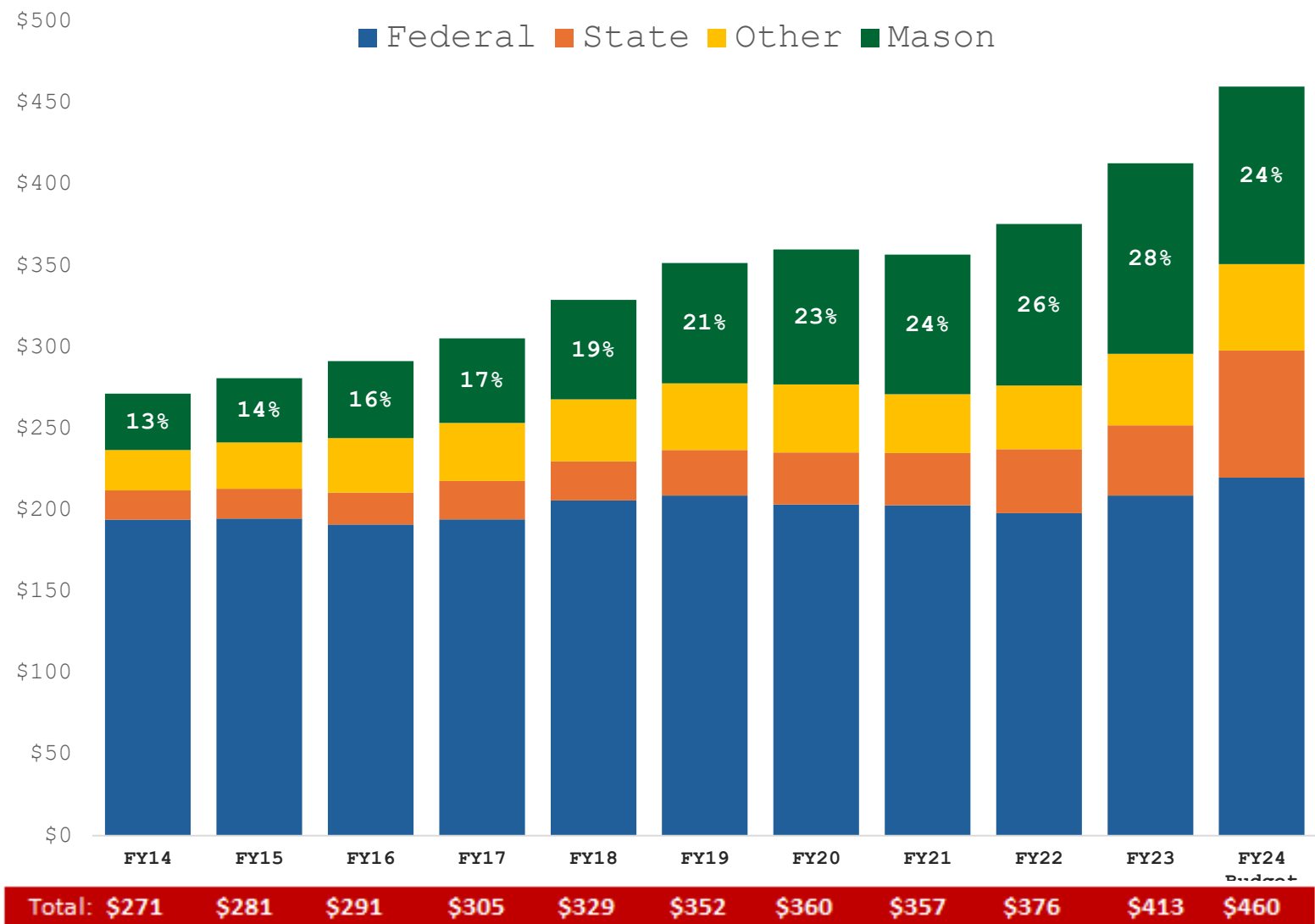
## TOP INDUSTRIES



# Financial Aid

- Student aid has continued to increase in annual budget
- Mason aid has almost doubled as a percentage and more than tripled as a dollar amount
- State aid increased by \$36M in FY24

Financial Aid By Funding Source

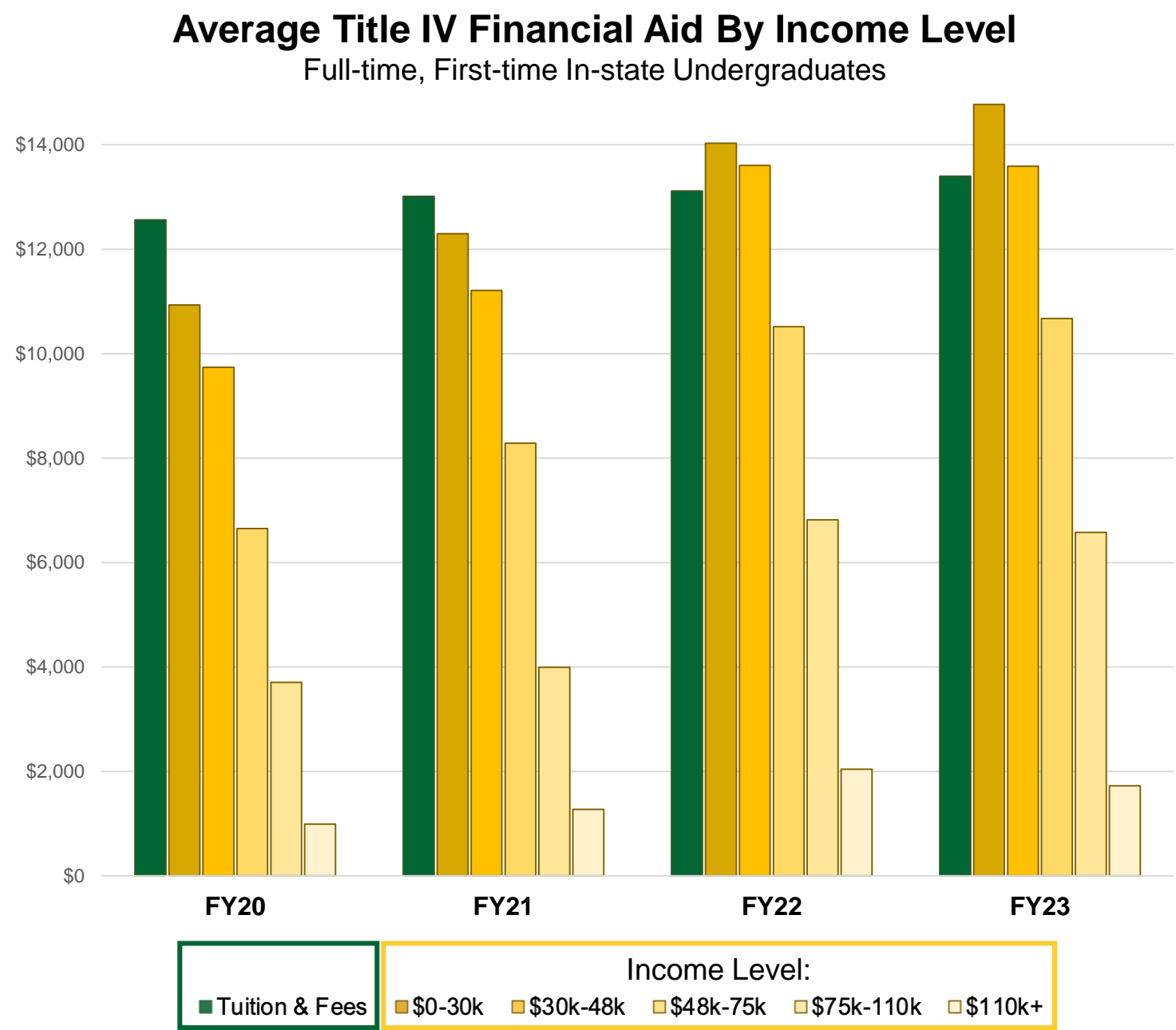


in  
million

(1) FY22 & FY23 Federal Aid does not include COVID relief funding

# Financial Aid

- Increased aid offsets the impact of tuition increases for students who can least afford it
- 65% of students receive some form of financial aid



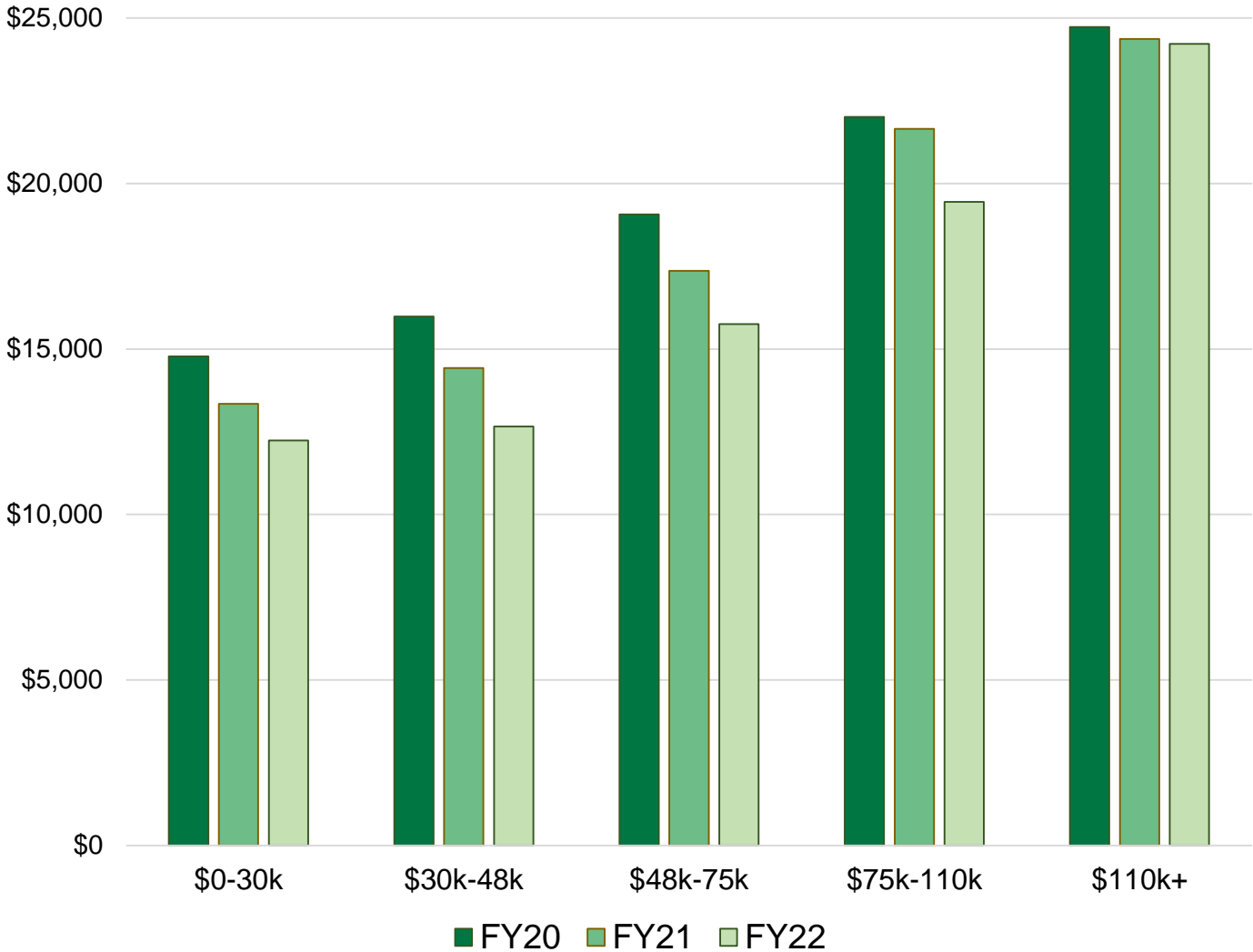
Full-time, first-time degree/certificate-seeking in-state undergraduate students awarded any Title IV federal student aid excluding student loans



# Net Price

- Through increased aid, Mason continues to bring down the average net price
- Mason's average net price has been reduced by more than 17% since FY20 for those earning less than \$75k
- Those making \$75-110k saw a 12% reduction in net price

Decline in Average Net Total Cost By Income Level  
Full-time, First-time In-state Undergraduates



Full-time, first-time degree/certificate-seeking in-state undergraduate students  
awarded any Title IV federal student aid excluding student loans

**Net Price** is Total Cost minus the average amount of federal, state/local, or institutional aid. **Total Cost** is the sum of published tuition & fees, books & supplies, and average room & board and other expenses.

# Commonwealth Budget Status

- **Conference Budget issued**
- **Mason's FY25 funding allocation is favorable but below amounts requested**
- **Final Budget anticipated early spring but may stretch to June**



# Thank You!

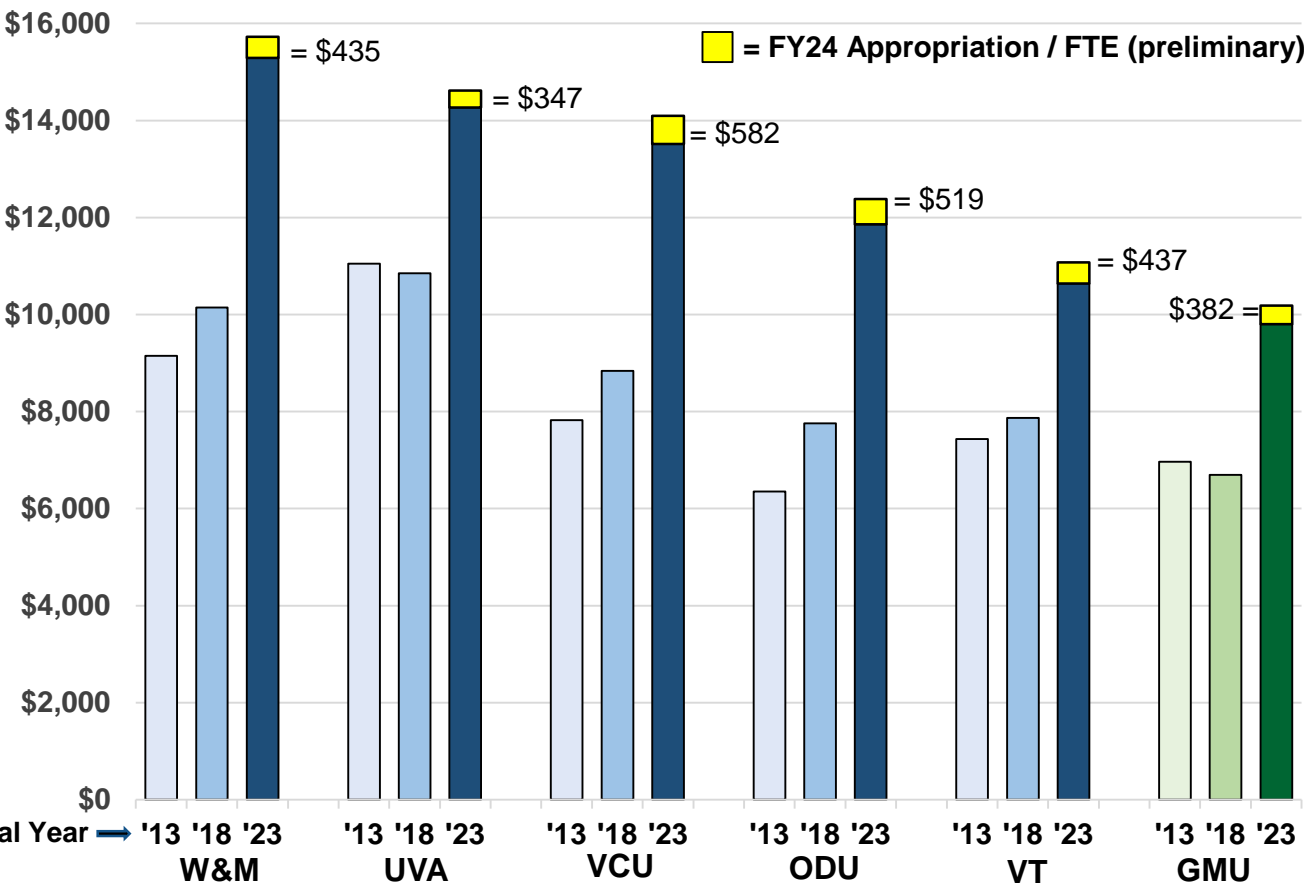


**Student Government • Board of Visitors  
Legislative Patrons • Mason Leadership**



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

State Support (excl. aid) / VA UG Student FTE <sup>(1)</sup>



Fiscal Year →	'13	'18	'23			
	W&M			UVA		
	VCU			ODU		
	VT			GMU		
FY24 State	\$68M	\$170M	\$252M	\$178M	\$234M	\$214M
FY24 Student <sup>1</sup>	4,309	11,641	17,858	14,411	21,080	20,975
Per Student	\$15,723	\$14,615	\$14,097	\$12,380	\$11,078	\$10,187

- Slower appropriations growth has put Mason further behind over last decade
- Mason per student vs peer median:
  - FY13: \$859 below
  - FY23: \$3,710 below
  - FY24: \$3,910 below
- If Mason received funding equitable to our nearest peer, it would offset our operating shortfall by \$19M
- Our nearest peer's ratio of employees per in-state undergraduate is almost double Mason's ratio

<sup>1</sup> - FY24 in-state undergraduate student FTE is based on FY23 (Fall 2022) enrollment.

# SCHEV FY 2025 & 2026 E&G Recommendations

*“In public higher education, the Commonwealth’s policy has been to fund each institution’s average faculty salary at the 60th percentile of its national peers... One institution, George Mason University, is below the 30th percentile<sup>1</sup>.”*

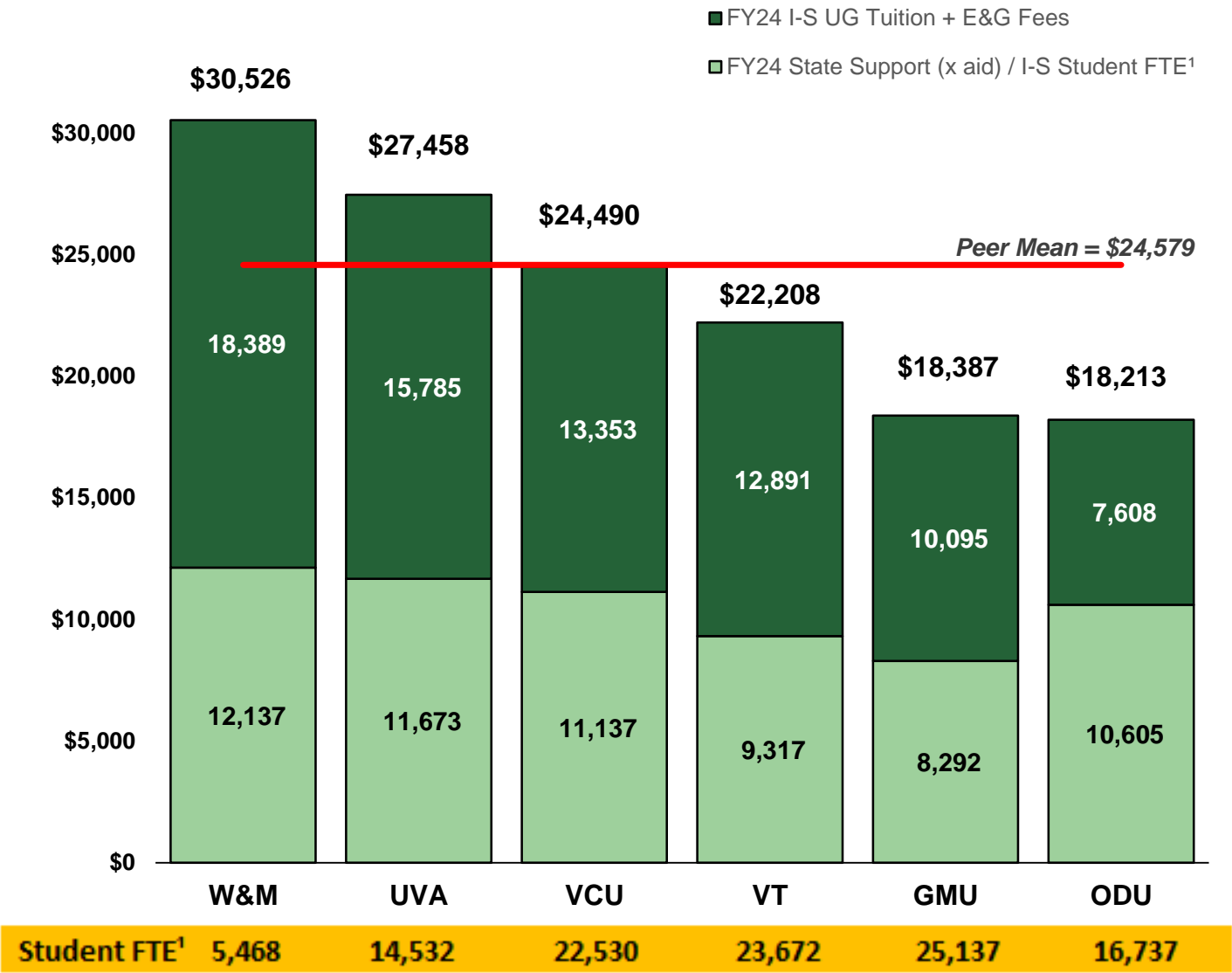
		FY 2025					FY 2026				
\$ in 000s	FY 2024	Non-Personal Services	Funding Disparities	VMSDEP Waiver	Total	% Increase	Non-Personal Services	Funding Disparities	VMSDEP Waiver	Total	% Increase
CNU	\$46.1	\$346.0		\$1,131.0	\$1.5	3%	\$557.0		\$2,055.0	\$2,612.0	6%
<b>GMU</b>	<b>\$208.4</b>	<b>\$2,151.0</b>	<b>*\$9,268.0</b>	<b>\$4,163.0</b>	<b>\$15.6</b>	<b>7%</b>	<b>\$3,420.0</b>	<b>\$18,536.0</b>	<b>\$7,562.0</b>	<b>\$29,518.0</b>	<b>15%</b>
JMU	\$136.0	\$1,327.0	\$396.5	\$2,040.0	\$3.8	3%	\$2,138.0	\$793.0	\$3,706.0	\$6,637.0	5%
LU	\$41.8	\$211.0		\$751.0	\$1.0	2%	\$347.0		\$1,364.0	\$1,711.0	4%
NSU	\$82.5	\$354.0		\$1,048.0	\$1.4	2%	\$593.0		\$1,905.0	\$2,498.0	3%
ODU	\$177.5	\$1,236.0		\$5,130.0	\$6.4	4%	\$2,075.0		\$9,319.0	\$11,394.0	6%
RU	\$70.3	\$417.0		\$1,018.0	\$1.4	2%	\$676.0		\$1,849.0	\$2,525.0	4%
UMW	\$42.0	\$283.0		\$772.0	\$1.1	3%	\$470.0		\$1,403.0	\$1,873.0	4%
UVA	\$169.6	\$1,898.0		\$2,191.0	\$4.1	2%	\$2,927.0		\$3,981.0	\$6,908.0	4%
UVAW	\$30.5	\$147.0		\$87.0	\$0.2	1%	\$247.0		\$158.0	\$405.0	1%
VCU	\$250.9	\$2,018.0		\$6,482.0	\$8.5	3%	\$3,260.0		\$11,776.0	\$15,036.0	6%
VMI	\$21.6	\$121.0		\$523.0	\$0.6	3%	\$194.0		\$950.0	\$1,144.0	5%
VSU	\$63.2	\$374.0		\$676.0	\$1.1	2%	\$615.0		\$1,228.0	\$1,843.0	3%
VT	\$220.6	\$2,271.0	\$5,589.5	\$3,493.0	\$11.4	5%	\$3,609.0	\$11,179.0	\$6,345.0	\$21,133.0	10%
WM	\$66.4	\$630.0		\$1,713.0	\$2.3	4%	\$1,041.0		\$3,112.0	\$4,153.0	6%
RBC	\$13.0	\$108.0		\$100.0	\$0.2	2%	\$182.0		\$181.0	\$363.0	3%
VCCS	\$511.9	\$4,334.0		\$2,022.0	\$6.4	1%	\$7,164.0		\$3,672.0	\$10,836.0	2%
<b>Total</b>	<b>\$2,152.4</b>	<b>\$18.2</b>	<b>\$15.3</b>	<b>\$33.3</b>	<b>\$0.1</b>	<b>3%</b>	<b>\$29.5</b>	<b>\$30.5</b>	<b>\$60.6</b>	<b>\$120.6</b>	<b>6%</b>

*\*SCHEV’s October 2023 draft report originally recommended \$18.54M for FY25 funding disparity*



# Mason Keeps Tuition Low

- Mason is more than \$6,000 per in-state student FTE below the mean of five doctoral peer institutions when state and tuition funding are combined
- Mason continues to prioritize access and affordability despite rising costs and operating in the most expensive region in the Commonwealth



<sup>1</sup>I-S Student FTE is based on FY23 enrollment for UG, Grad and Law  
Note: Mason does not have mandatory E&G Fees

# Mason's Challenge

- Without equitable state support, tuition increases are needed to keep pace with the escalating cost of delivering quality education
- Compensation is 79% of Mason's E&G expense budget
  - Expecting 3% state-authorized increase in FY25
  - More than half will be funded by Mason
- Anticipating up to 10% escalation in contracts & services
- While Mason has already achieved \$13M in FY24 cost savings, we are still **projecting a \$21M shortfall**

# **FY25 & FY26 Tuition Increases**

- **Proposing 3% in-state tuition increases for FY25 & FY26 to help close Mason's funding shortfall**
- **Predictable tuition rates for students and families**
- **Revenue stability enables longer-term planning for Mason's operations and strategic initiatives**
- **Mason continues to invest in financial aid, student support services, infrastructure, and instruction**

# Tuition Recommendation

Tuition	FY 2024	Low Increase 3%	Med <del>Increase</del> 4%	High <del>Increase</del> 5%	FY 2025 (3% Incr)	FY 2026 (3% Incr)
In-State, Undergraduate	\$10,095	\$297	\$405	\$505	\$10,392	\$10,692
In-State, Graduate	\$13,726	\$410	\$549	\$686	\$14,136	\$14,544
In-State, Law (JD)	\$24,136	\$728	\$964	\$1,207	\$24,864	\$25,592
Tuition	FY 2024	Low Increase	Med <del>Increase</del>	High <del>Increase</del>	FY 2025 (Low Incr)	FY 2026 (Low Incr)
Out-of-State, Undergraduate	\$34,259	\$601	\$800	\$1,000	\$34,860	\$35,460
Out-of-State, Graduate	\$35,677	\$803	\$1,000	\$1,200	\$36,480	\$37,272
Out-of-State, Law (JD)	\$39,984	\$994	\$1,500	\$2,000	\$40,978	\$41,986

- If Mason does not receive the full requested increases in state support, multi-year tuition increases will help address the ongoing funding gap
- With approval of Mason's full funding requests, FY26 in-state undergraduate tuition increase could be reduced

# How A Tuition Dollar Is Spent

**51¢**

**Direct Instruction**  
Academic Instruction

**14¢**

**Academic Support**  
Academic Administration, Academic  
Technology, Research Services, Libraries

**7¢**

**Operations & Maintenance**  
Facilities

**11¢**

**Ongoing Shortfall**  
Unmet funding of current operations



**14¢**

**Institutional Financial Aid**  
Undergraduate, Graduate, Need-based  
& Merit, VMSDEP, Stay Mason

**9¢**

**Institutional Support**  
HR, Finance, ITS, Communications & Marketing

**5¢**

**Student Services**  
Admissions, Registrar, Career Services,  
Tutoring, Counseling



# How Tuition Supports Students

- **Student Services**
  - **Coaching & Advising Resources**
  - **Mental Health Services**
  - **Regional Campus Services Expansion**
- **Academic & Campus Life**
  - **Faculty/Student Class Ratio**
  - **Student Programming & Activities**
- **Enhanced Workforce Development**
  - **New Innovative Academic Programs**
  - **Career Service Support**
  - **Increased On-campus Employment**
  - **Pathway Partnership Programs**

# Classrooms



OLD



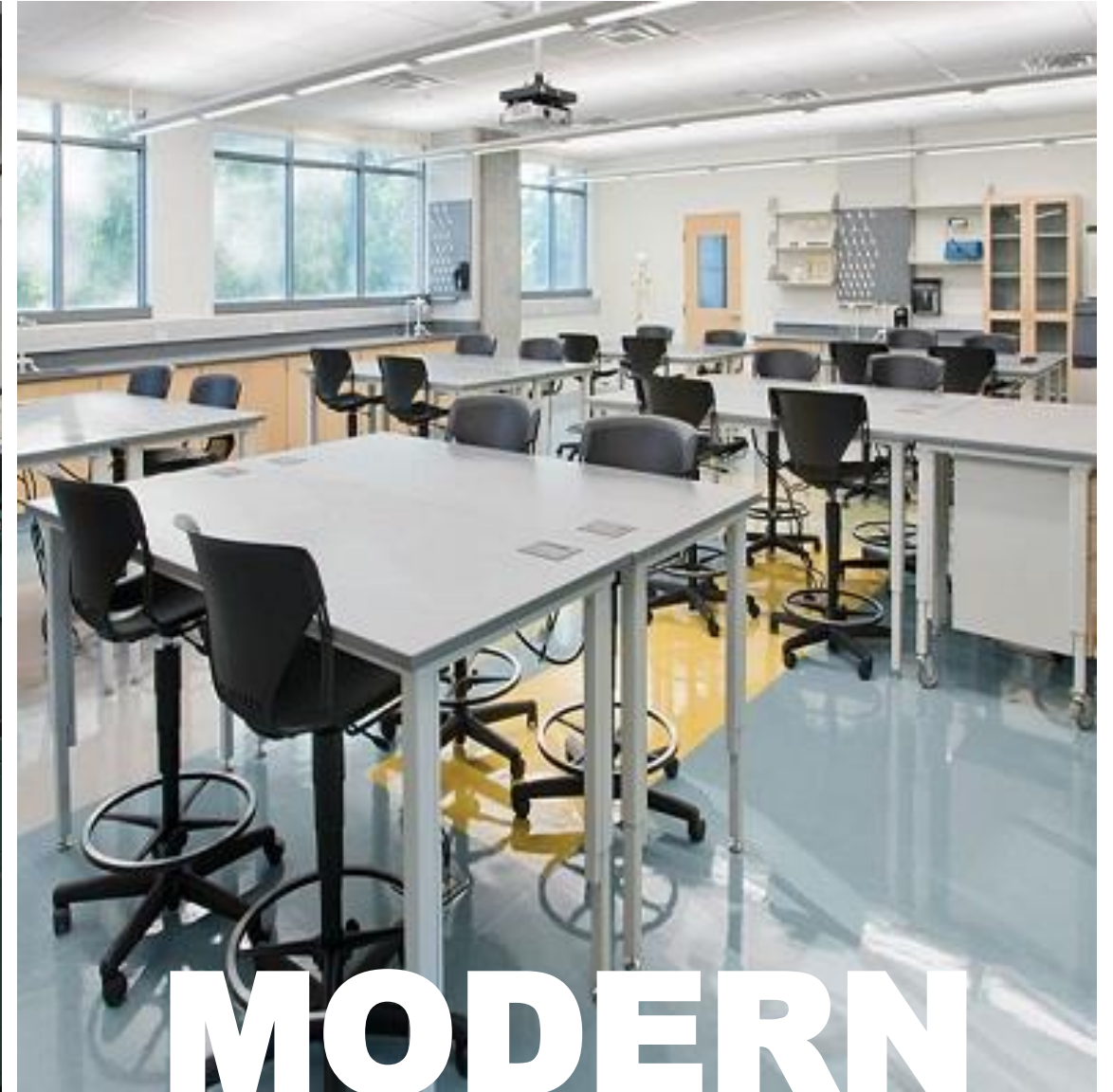
NEW

# Lecture Hall





# Science & Engineering Labs



# How Mandatory Student Fees Support Students

- **Student activities**
- **Student support services**
- **Student health services**
- **Emergency aid**
- **Athletics & recreational programs**
- **Student transportation**
- **Maintenance & operation of student facilities**
- **Auxiliary services (mail, vending, card services)**



# Mandatory Student Fee Recommendation

**3% increase for all students**

Mandatory Student Fees	FY 2024	3% Increase	<del>4% Increase</del>	<del>5% Increase</del>	FY 2025 (3% Incr)
In-State, Undergraduate	\$3,720	\$108	<del>\$149</del>	<del>\$186</del>	\$3,828
In-State, Graduate	\$3,720	\$108	<del>\$149</del>	<del>\$186</del>	\$3,828
In-State, Law (JD)	\$2,814	\$84	<del>\$113</del>	<del>\$141</del>	\$2,898
Mandatory Student Fees	FY 2024	3% Increase	<del>4% Increase</del>	<del>5% Increase</del>	FY 2025 (3% Incr)
Out-of-State, Undergraduate	\$3,720	\$108	<del>\$149</del>	<del>\$186</del>	\$3,828
Out-of-State, Graduate	\$3,720	\$108	<del>\$149</del>	<del>\$186</del>	\$3,828
Out-of-State, Law (JD)	\$2,814	\$84	<del>\$113</del>	<del>\$141</del>	\$2,898

# How A Student Fee Dollar Is Spent

**27¢**

**Facilities & Buildings**

Student Centers, Recreation, Arts Centers, Facility Maintenance

**16¢**

**Student Activities**

University Life Programs & Services

**14¢**

**Auxiliary Services**

Mason Card Office, Auxiliary Tech Systems, Police, Business Services



**4¢**

**Health Services**

Student Health Clinical & Administrative Services

**20¢**

**Athletics**

Intercollegiate Athletics & Scholarships

**14¢**

**Institutional Support**

Administrative Support for MSF Units (e.g., HR, Finance, ITS, Facilities)

**5¢**

**Transportation**

CUE Bus, Shuttles, Bike-sharing, & more

# Proposed Tuition & Fees

## FY 2025 & FY 2026 Tuition Increases:

- **In-State: 3% increase**
  - Undergraduate: \$297\* increase
  - Graduate: \$410 increase
  - Law: \$728 increase
- **Out-of-State:**
  - Undergraduate: \$601 increase
  - Graduate: \$803 increase
  - Law: \$994 increase

## FY 2025 Fee Increases:

- **Mandatory Student Fees: 3% increase**
  - Undergraduate & Graduate: \$108 increase
  - Law: \$84 increase

*\*With approval of Mason's full funding requests, FY26 in-state undergraduate tuition increase could be reduced*



# Mason Financial Support Resources

- Financial Aid – [financialaid.gmu.edu](https://financialaid.gmu.edu)
- Financial Well-Being Counseling – [ssac.gmu.edu](https://ssac.gmu.edu)
- Mason Student Services Center – [mssc.gmu.edu](https://mssc.gmu.edu)
- Student Success Coach – [coaching.gmu.edu](https://coaching.gmu.edu)
- StayMason Student Emergency Fund – [ssac.gmu.edu](https://ssac.gmu.edu)
- Scholarships: Need-based, Merit & College specific – [financialaid.gmu.edu](https://financialaid.gmu.edu)
- On-Campus Employment – [careers.gmu.edu](https://careers.gmu.edu)
- Patriot Pantry – [ssac.gmu.edu](https://ssac.gmu.edu)
- Emergency Housing – [ssac.gmu.edu](https://ssac.gmu.edu)

# Student & Board Engagement

- ✓ **Student Government Leadership Meetings**
- ✓ **Student Government Hosted Town Hall: March 21**
- ✓ **Parent & Family Council Meeting: March 21**
- ✓ **Open Public Comment Portal**
- ☐ **BOV Public Comment Session: April 2**
- ☐ **BOV Meeting: May 2**





Thank You!