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
David Burge | VP for Enrollment Management
Rose Pascarell | VP for University Life

April 2, 2024
Mason is... Rising 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

Comparisons are year-over-year; Spring 2024 compared to Spring 2023; Fall 2024 compared to Fall 2023
Mason Is...

Opportunity

- 40k Students enrolled
- 91% Admission rate
- 1 in 4 Undergraduates are 1st Gen
- 70% Six-year graduation rate
- 99k Degrees since 2013
- 73% 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
- 18% FIRST GEN STUDENTS
- 55% FEMALE
- 9% INTERNATIONAL

FILLING CRITICAL ROLES ACROSS THE REGION
- 86% EMPLOYED IN VA/MD/DC
- $72,000 MEDIAN SALARY PLUS BONUS

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

TOP EMPLOYERS
- Peraton
- KPMG
- Capital One
- FDA
- Disney
- Accenture
- Bristol Myers Squibb
- NORC
- Special Olympics
- GM
- MITRE
- IBM
- NASA
- THE WORLD BANK
- FBI
- Deloitte
- FEMA
- The World Bank
- CDC
- RAND
- Marriott

TOP INDUSTRIES
- EDUCATION
- GOV/MILITARY
- HEALTHCARE
- TECHNOLOGY

CLASS OF 2022

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

<table>
<thead>
<tr>
<th>Year</th>
<th>Federal</th>
<th>State</th>
<th>Other</th>
<th>Mason</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY14</td>
<td>13%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY15</td>
<td>14%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY16</td>
<td>16%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY17</td>
<td>17%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY18</td>
<td>19%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY19</td>
<td>21%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY20</td>
<td>23%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY21</td>
<td>24%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY22</td>
<td>26%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY23</td>
<td>28%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY24</td>
<td>24%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Total: $271 $281 $291 $305 $329 $352 $360 $357 $376 $413 $460

in million

(1) FY22 & FY23 Federal Aid does not include COVID relief funding
Increased aid offsets the impact of tuition increases for students who can least afford it

65% of students receive some form of financial aid
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.
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
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
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."

<table>
<thead>
<tr>
<th>Institution</th>
<th>FY 2024</th>
<th>FY 2025</th>
<th>FY 2026</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$ in 000s</td>
<td>Non-Personal Services</td>
<td>Funding Disparities</td>
</tr>
<tr>
<td>CNU</td>
<td>$46.1</td>
<td>$346.0</td>
<td>$1,131.0</td>
</tr>
<tr>
<td>GMU</td>
<td>$208.4</td>
<td>$2,151.0</td>
<td>*$9,268.0</td>
</tr>
<tr>
<td>JMU</td>
<td>$136.0</td>
<td>$1,327.0</td>
<td>$396.5</td>
</tr>
<tr>
<td>LU</td>
<td>$41.8</td>
<td>$211.0</td>
<td>$751.0</td>
</tr>
<tr>
<td>NSU</td>
<td>$82.5</td>
<td>$354.0</td>
<td>$1,048.0</td>
</tr>
<tr>
<td>ODU</td>
<td>$177.5</td>
<td>$1,236.0</td>
<td>$5,130.0</td>
</tr>
<tr>
<td>RU</td>
<td>$70.3</td>
<td>$417.0</td>
<td>$1,018.0</td>
</tr>
<tr>
<td>UMW</td>
<td>$42.0</td>
<td>$283.0</td>
<td>$772.0</td>
</tr>
<tr>
<td>UVA</td>
<td>$169.6</td>
<td>$1,898.0</td>
<td>$2,191.0</td>
</tr>
<tr>
<td>UVAW</td>
<td>$30.5</td>
<td>$147.0</td>
<td>$87.0</td>
</tr>
<tr>
<td>VCU</td>
<td>$250.9</td>
<td>$2,018.0</td>
<td>$6,482.0</td>
</tr>
<tr>
<td>VMI</td>
<td>$21.6</td>
<td>$121.0</td>
<td>$523.0</td>
</tr>
<tr>
<td>VSU</td>
<td>$63.2</td>
<td>$374.0</td>
<td>$676.0</td>
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<tr>
<td>VT</td>
<td>$220.6</td>
<td>$2,271.0</td>
<td>$5,589.5</td>
</tr>
<tr>
<td>WM</td>
<td>$66.4</td>
<td>$630.0</td>
<td>$1,713.0</td>
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<tr>
<td>RBC</td>
<td>$13.0</td>
<td>$108.0</td>
<td>$100.0</td>
</tr>
<tr>
<td>VCCS</td>
<td>$511.9</td>
<td>$4,334.0</td>
<td>$2,022.0</td>
</tr>
<tr>
<td>Total</td>
<td>$2,152.4</td>
<td>$18.2</td>
<td>$15.3</td>
</tr>
</tbody>
</table>

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

1State Council of Higher Education for Virginia, Resources and Planning Committee Agenda Book, January 9, 2024
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.

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

<table>
<thead>
<tr>
<th>Tuition</th>
<th>FY 2024</th>
<th>Low Increase 3%</th>
<th>Med Increase 4%</th>
<th>High Increase 5%</th>
<th>FY 2025 (3% Incr)</th>
<th>FY 2026 (3% Incr)</th>
</tr>
</thead>
<tbody>
<tr>
<td>In-State, Undergraduate</td>
<td>$10,095</td>
<td>$297</td>
<td>$405</td>
<td>$505</td>
<td>$10,392</td>
<td>$10,692</td>
</tr>
<tr>
<td>In-State, Graduate</td>
<td>$13,726</td>
<td>$410</td>
<td>$549</td>
<td>$686</td>
<td>$14,136</td>
<td>$14,544</td>
</tr>
<tr>
<td>In-State, Law (JD)</td>
<td>$24,136</td>
<td>$728</td>
<td>$964</td>
<td>$1,207</td>
<td>$24,864</td>
<td>$25,592</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Tuition</th>
<th>FY 2024</th>
<th>Low Increase 4%</th>
<th>Med Increase 5%</th>
<th>High Increase 6%</th>
<th>FY 2025 (Low Incr)</th>
<th>FY 2026 (Low Incr)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Out-of-State, Undergraduate</td>
<td>$34,259</td>
<td>$601</td>
<td>$800</td>
<td>$1,000</td>
<td>$34,860</td>
<td>$35,460</td>
</tr>
<tr>
<td>Out-of-State, Graduate</td>
<td>$35,677</td>
<td>$803</td>
<td>$1,000</td>
<td>$1,200</td>
<td>$36,480</td>
<td>$37,272</td>
</tr>
<tr>
<td>Out-of-State, Law (JD)</td>
<td>$39,984</td>
<td>$994</td>
<td>$1,500</td>
<td>$2,000</td>
<td>$40,978</td>
<td>$41,986</td>
</tr>
</tbody>
</table>

- 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.

Proposed increases are adjusted from round numbers to enable billing by credit hour.
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
Lecture Hall

BEFORE

AFTER
Science & Engineering Labs

OUTDATED MODERN
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

<table>
<thead>
<tr>
<th>Mandatory Student Fees</th>
<th>FY 2024</th>
<th>3% Increase</th>
<th>4% Increase</th>
<th>5% Increase</th>
<th>FY 2025 (3% Incr)</th>
</tr>
</thead>
<tbody>
<tr>
<td>In-State, Undergraduate</td>
<td>$3,720</td>
<td>$108</td>
<td>$149</td>
<td>$186</td>
<td>$3,828</td>
</tr>
<tr>
<td>In-State, Graduate</td>
<td>$3,720</td>
<td>$108</td>
<td>$149</td>
<td>$186</td>
<td>$3,828</td>
</tr>
<tr>
<td>In-State, Law (JD)</td>
<td>$2,814</td>
<td>$84</td>
<td>$113</td>
<td>$141</td>
<td>$2,898</td>
</tr>
<tr>
<td>Out-of-State, Undergraduate</td>
<td>$3,720</td>
<td>$108</td>
<td>$149</td>
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<td>$3,828</td>
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<td>Out-of-State, Law (JD)</td>
<td>$2,814</td>
<td>$84</td>
<td>$113</td>
<td>$141</td>
<td>$2,898</td>
</tr>
</tbody>
</table>
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
- Financial Well-Being Counseling – ssac.gmu.edu
- Mason Student Services Center – mssc.gmu.edu
- Student Success Coach – coaching.gmu.edu
- StayMason Student Emergency Fund – ssac.gmu.edu
- Scholarships: Need-based, Merit & College specific – financialaid.gmu.edu
- On-Campus Employment – careers.gmu.edu
- Patriot Pantry – ssac.gmu.edu
- Emergency Housing – 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!