

2017 Planning Conference

Board of Visitors, Board of Trustees Executive Committee & President's Council
Strategic Plan Reflection & Refresh | Financial Framework

Thursday, July 27, 2017 | MIX @ Fenwick

7:45	Continental Breakfast
8:15	Welcome Remarks, Agenda Overview & Key Milestones/Achievements Ángel Cabrera
8:45	Framing Strategic Plan Areas David Wu
9:00	<p>Small Group Breakout Stations: Each station will run for 20 minutes. Breakout sessions will address the four key areas as defined in our strategic plan. Facilitators will provide a short presentation highlighting key initiatives. Attendees will be in preassigned groups and rotate through the four stations.</p> <p>Station #1: Student Success Facilitators: Rose Pascarell, Bethany Usher & Zofia Burr (Goals: (1) Innovative Learning; (2) Accessible Pathways; (3) Return on Investment; (4) 100,000 Career-Ready Graduates; (12) Global Learning Platform)</p> <p>Station #2: Research & Scholarship Facilitators: Deb Crawford, Ken Ball & Peggy Agouris (Goals: (10) Elevate Research; (11) Research of Consequence)</p> <p>Station #3: Faculty & Staff Facilitators: Julian Williams, Linda Harber, Mark Ginsberg, Debbie Boehm-Davis & Kim Eby (Goals: (7) Well-being; (8) Diverse Academic Community; (9) Support Teaching and Scholarship Excellence)</p> <p>Station #4: Community Impact Facilitators: Sean Mallon, Rick Davis & Brad Edwards (Goals: (5) Innovation Engine; (6) Community Builder)</p>
10:15	Break
10:30	Report Out & General Discussion
11:15	Prioritization Activity and Discussion
12:00	Lunch / MIX @ Fenwick – 2 nd Floor

1:00	Financial Framework Presentation JJ Davis
1:45	<p>Breakout Sessions Breakout sessions will address strategic topics that are likely to be the area of focus in 2017-2018. Each station will run 20-minute sessions. 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>Station #1: Major Revenue Categories Facilitator: JJ Davis</p> <p>Station #2: Fundraising Facilitator: Janet Bingham</p> <p>Station #3: State Relations Facilitator: Paul Liberty</p> <p>Station #4: New Ventures Facilitator: Michelle Marks</p>
3:00	Break
3:15	Report Out & General Discussion
4:30	Reflections & Closing Comments Ángel Cabrera
5:00	Reception & MIX Showcase



OUR MISSION

- > Public comprehensive research university
- > Serving the National Capital Region
- > Innovative and inclusive academic community
- > Committed to creating a more just, free and prosperous world



ACCOMPLISHMENTS



- > Tier 1 research university
- > Record numbers of graduates
- > Record fundraising
- > Strong ROI for students
- > Increased compensation for third straight year

- > Improved financials
- > New budget model provides incentives
- > Applications up for undergraduate and graduate programs
- > Peterson Hall opening in Fall

- > Advance partnership with NOVA creates pathways
- > With partners, launching new online programs
- > 10% increase in number of alumni donors



WORLD-CLASS RESEARCH UNIVERSITY
COMMITTED TO ACCESS





WHAT'S NEXT

JULY > Strategic Plan Refresh kickoff at July 27 planning conference

AUG-SEPT > Stakeholder meetings within the Mason community to review progress, identify key initiatives, and map out next steps

OCTOBER > Progress update at BOV meeting on October 12

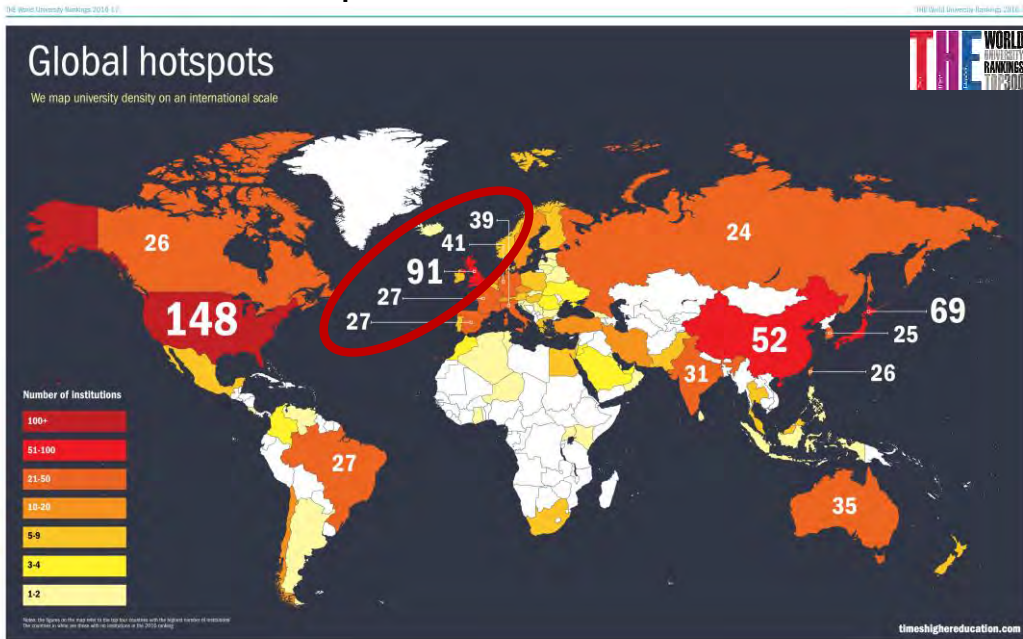
NOVEMBER > Incorporate feedback from October meeting and complete stakeholder discussions

DECEMBER > Present revised Strategic Plan for approval at BOV meeting on December 13

FRAMING STRATEGIC PLAN AREAS

S. David Wu
 Provost and Executive Vice President
 Thursday, July 27, 2017

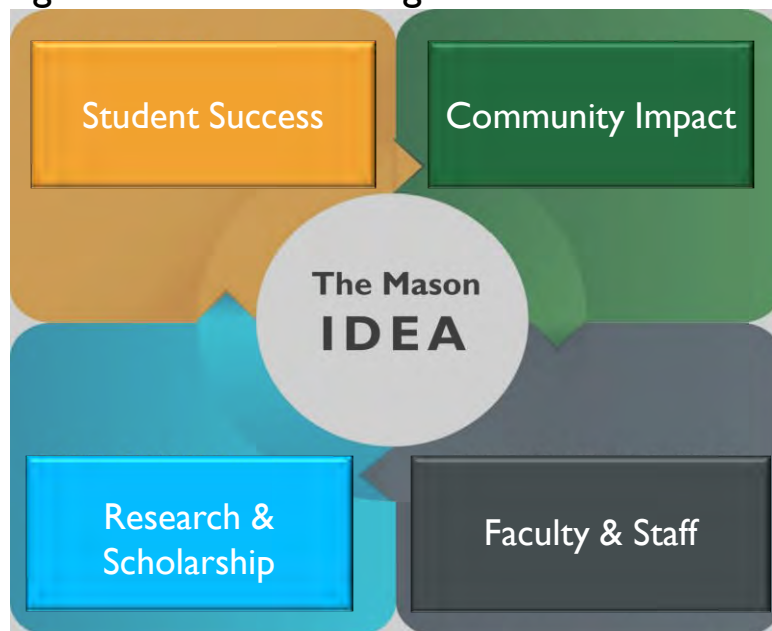
Research Universities: Top Ranked Universities in the World 2017



Strategic Plan: Mason's path to the best *for* the world



Today's Morning Session: Four Strategic Plan Areas



Focus on the Interconnections... e.g., Education and Research

Meaningful Lives + Successful Careers
Accessible Pathways + Career Ready

Multidisciplinary Scholarship

Societal and Economic Consequence



A “Summer” Metaphor: Getting your beverage from a ...

**Beer
Distributor**

Volume,
Efficiency,
Off-the-shelf



Brew-master

Specialization
Engagement
High quality

We not only disseminate but create new knowledge: *Faculty as Intellectual Coaches and Mentors*



Interconnection between Education and Community Impact

Transformational Learning
Meaningful Lives +
Successful Careers



Economic Growth + Innovation
Cultural Vitality
Learning Partnerships



Universities are not only Private Goods but also Public Ones...

Career Advancement

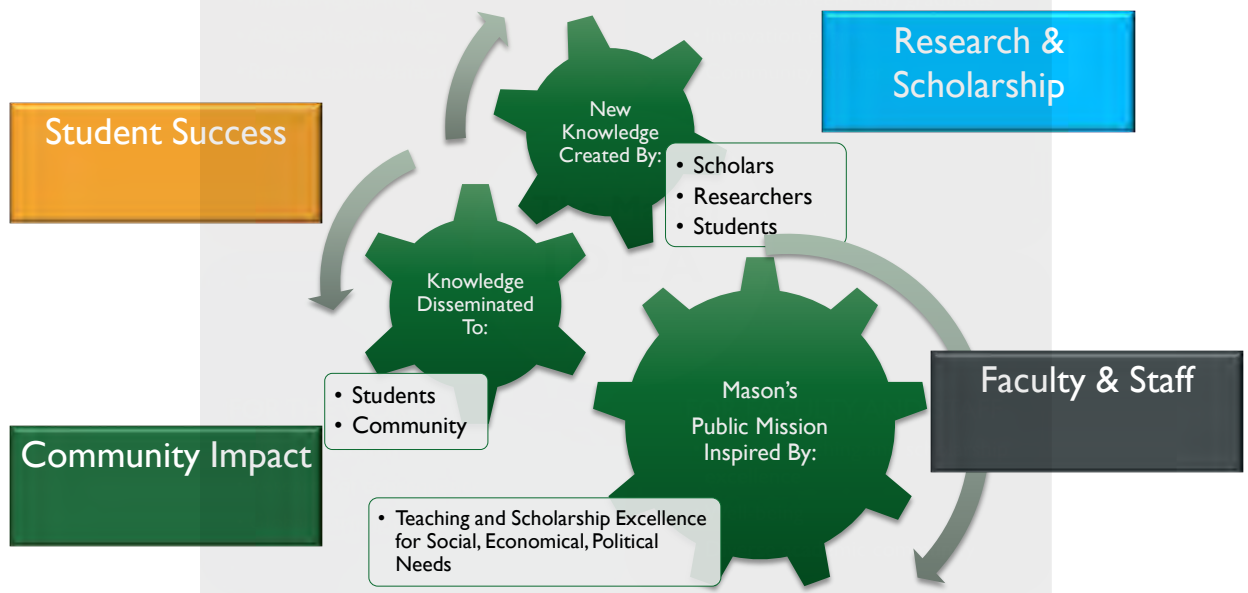
Personal Growth and Fulfillment



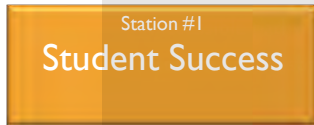
Creating a more just, free and prosperous world

Innovation and Economic Engine

At the Center of Interconnectivity: Faculty and Staff



The Morning Session



Facilitators: Rose Pascarell, Bethany Usher & Zofia Burr

Goals: (1) Innovative Learning; (2) Accessible Pathways; (3) Return on Investment; (4) 100,000 Career-Ready Graduates; (12) Global Learning Platform



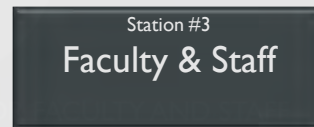
Facilitators: Deb Crawford, Ken Ball & Peggy Agouris

Goals: (10) Elevate Research; (11) Research of Consequence



Facilitators: Sean Mallon, Rick Davis & Brad Edwards

Goals: (5) Innovation Engine; (6) Community Builder

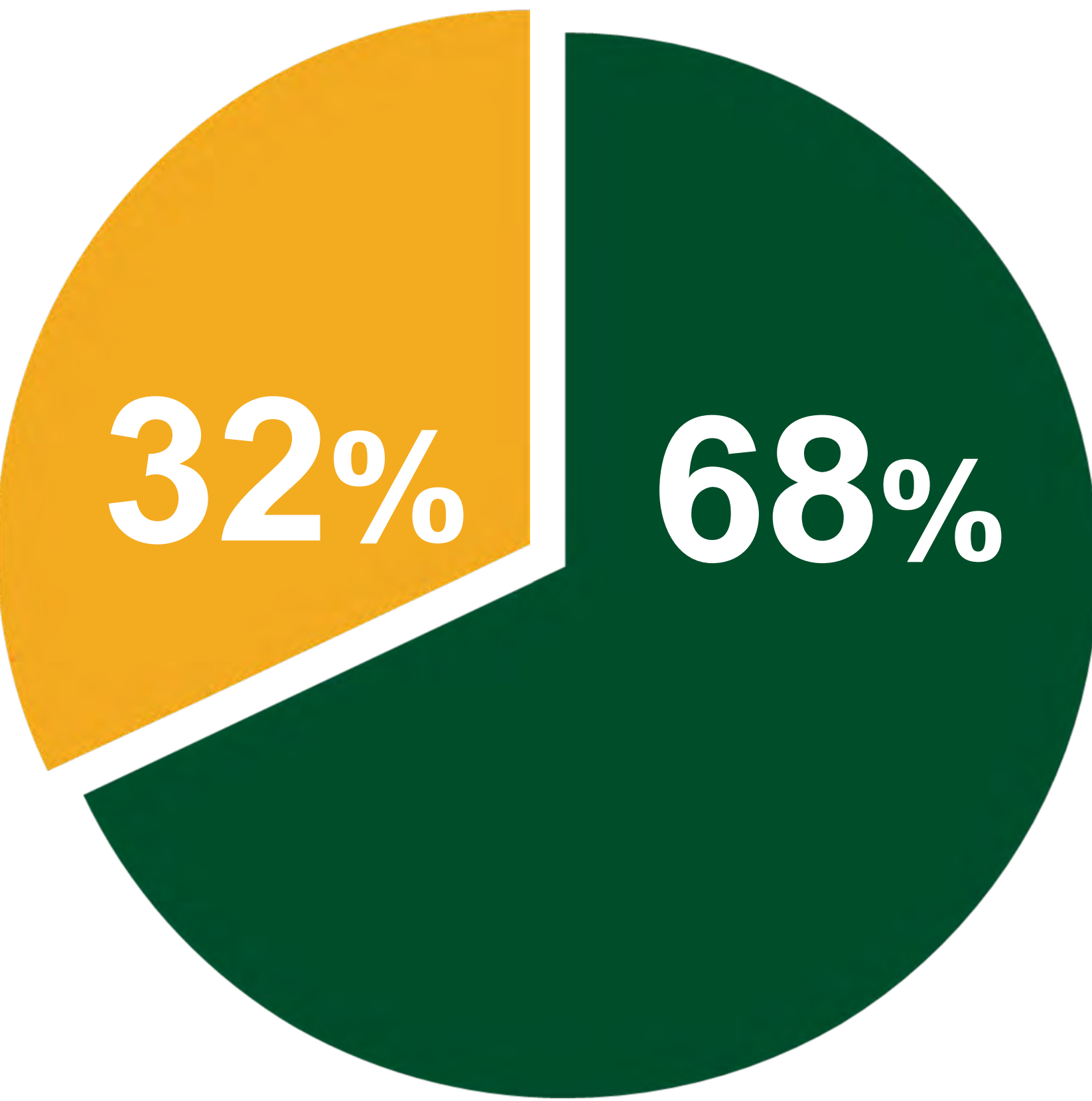


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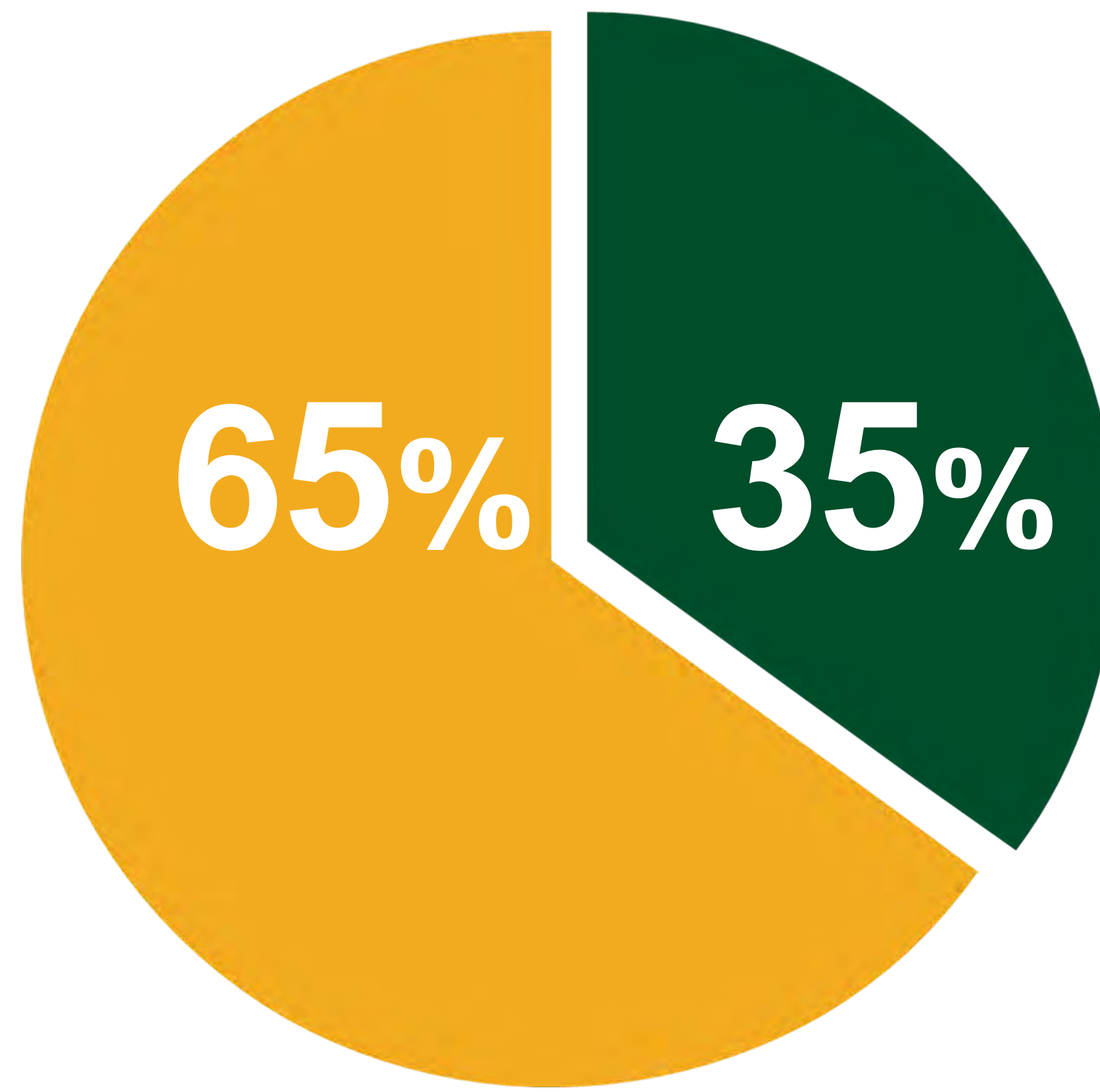
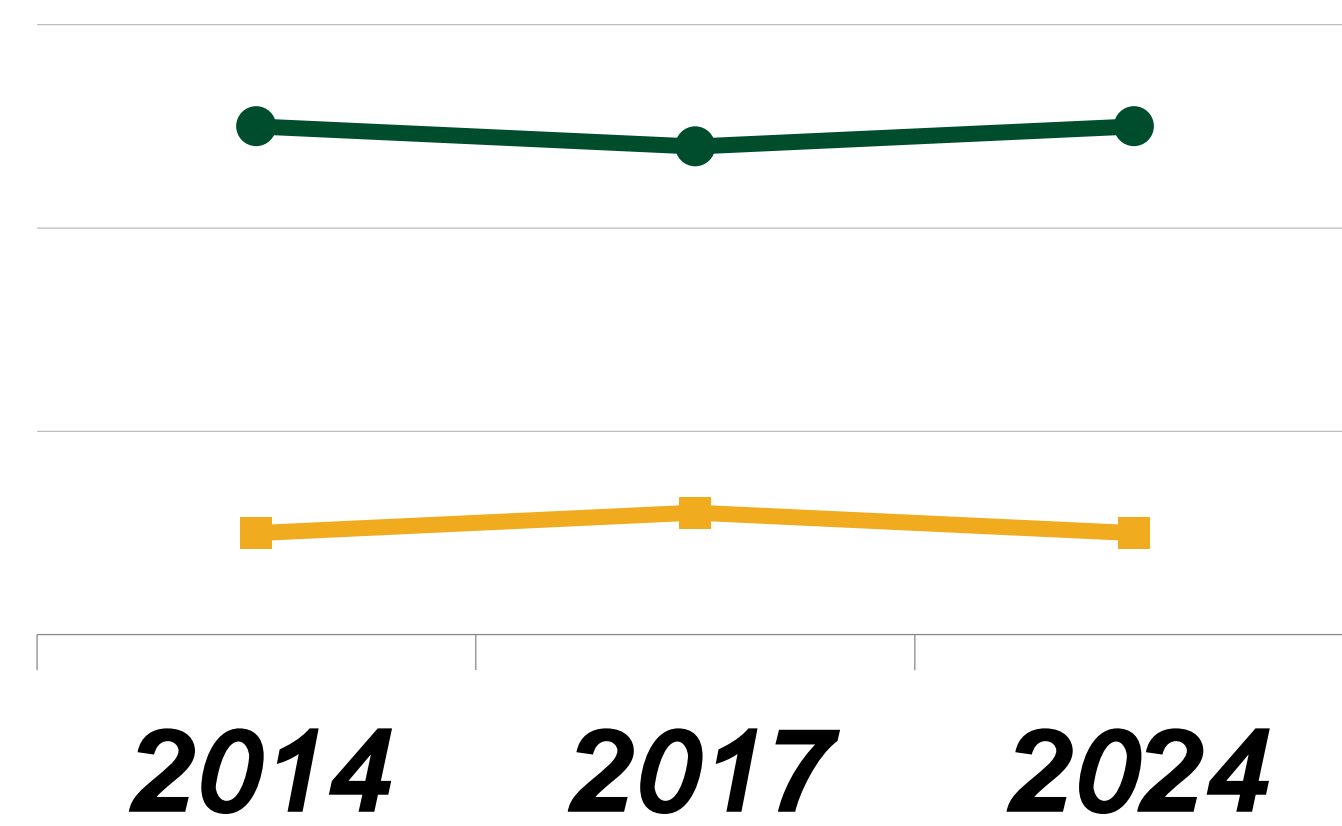
Goals: (7) Well-being; (8) Diverse Academic Community; (9) Support Teaching and Scholarship Excellence

QUESTIONS ?

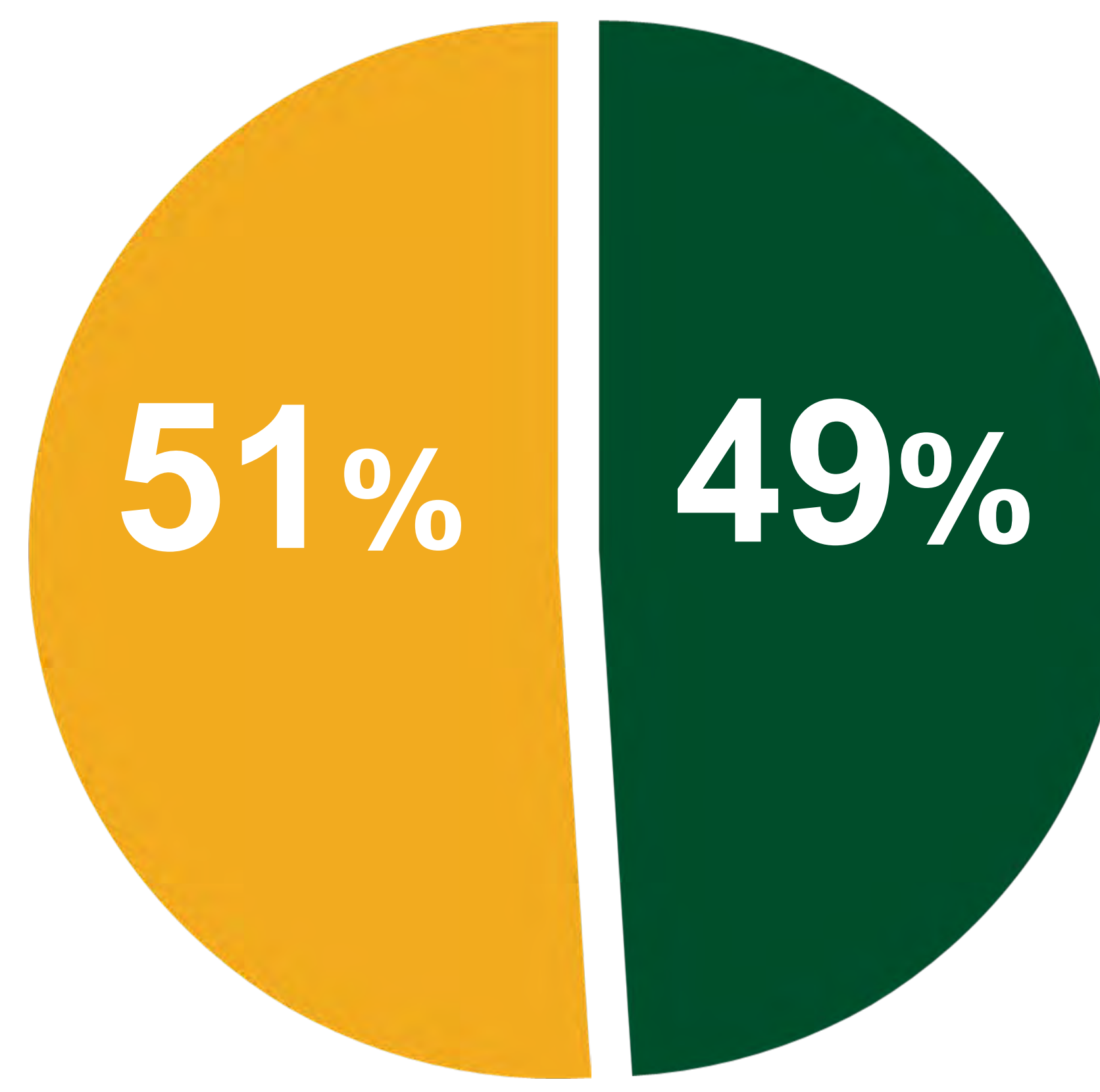
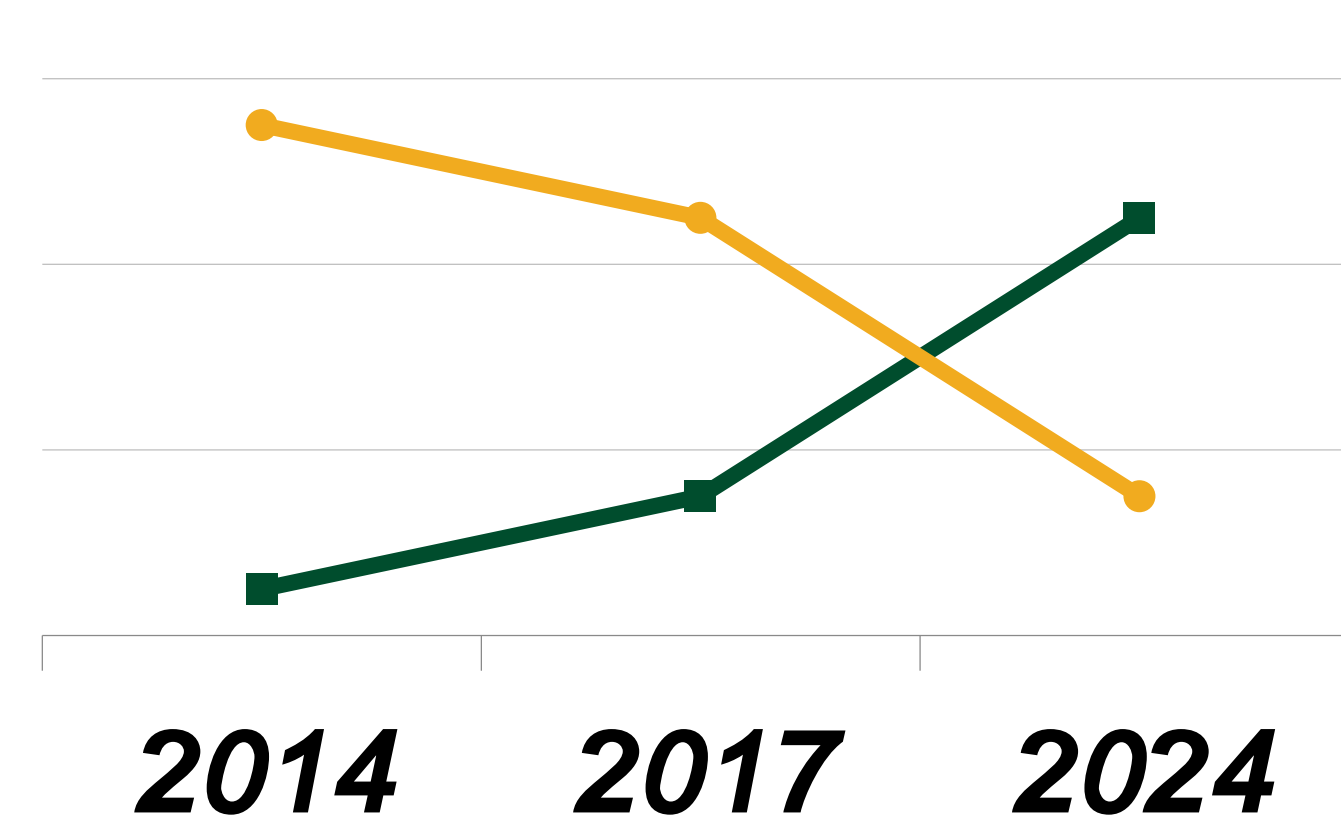
MASON STUDENT PROFILE



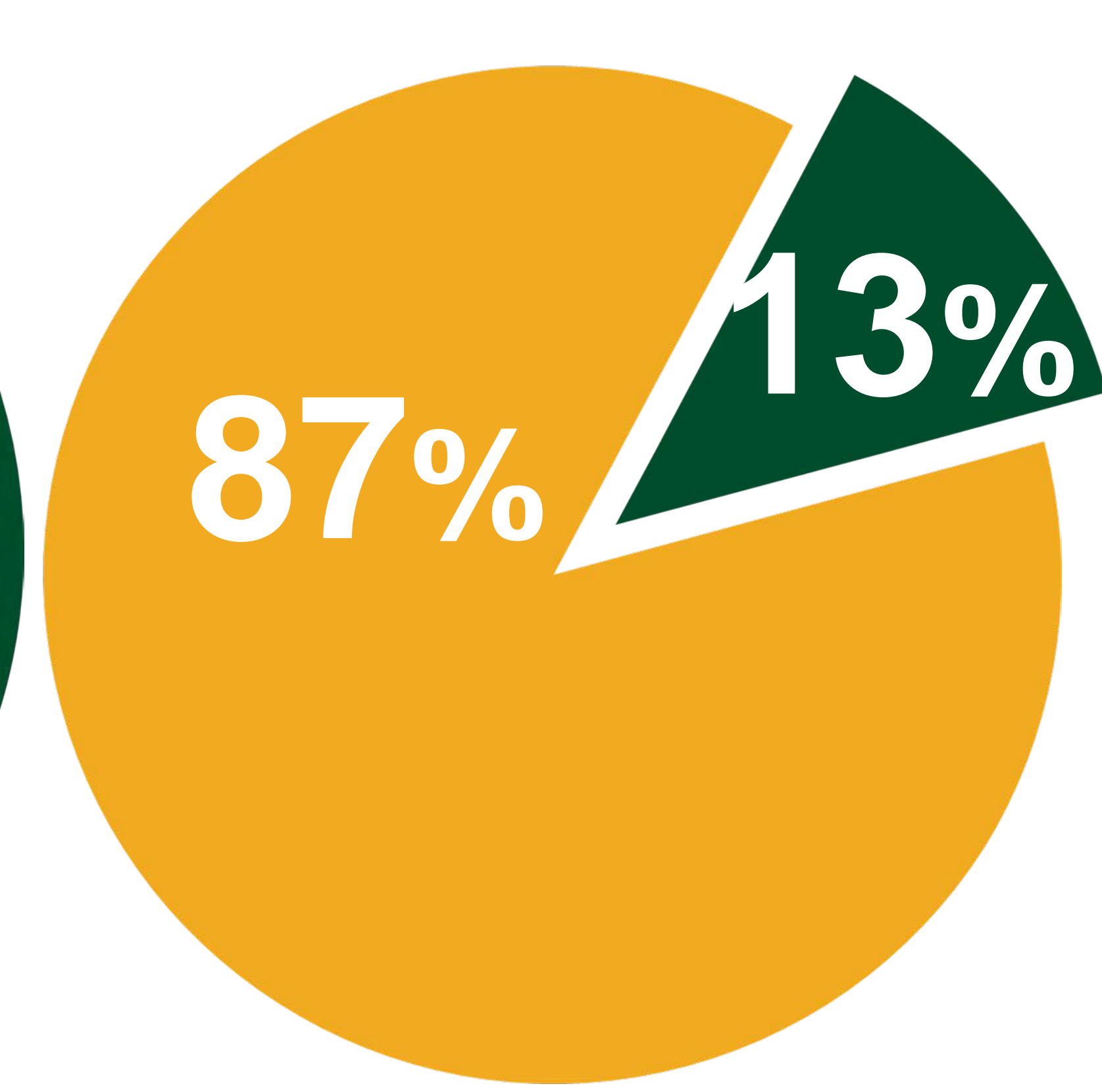
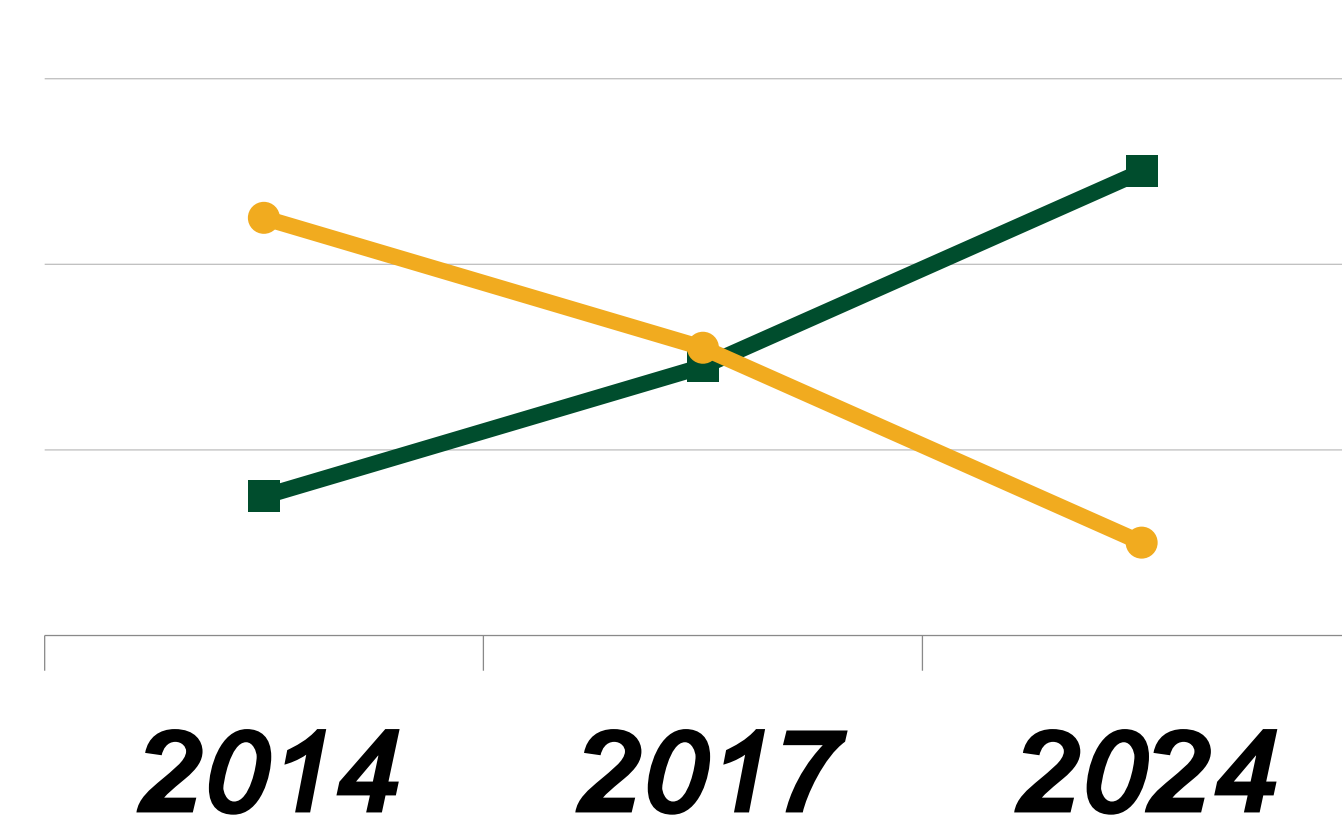
■ UNDERGRADUATE
■ GRADUATE



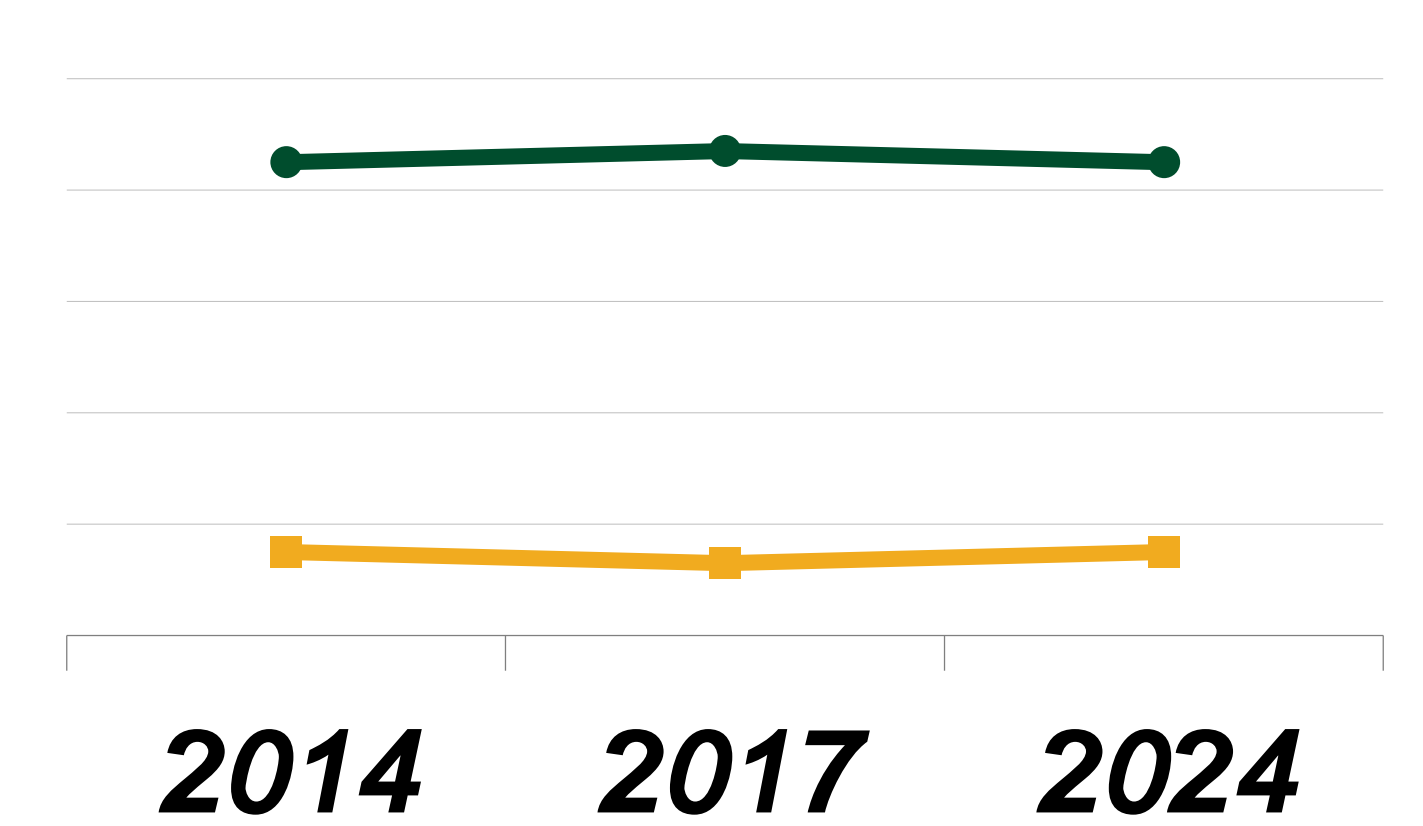
■ FIRST GENERATION
■ OTHER



■ HISTORICALLY UNDER-REPRESENTED & INT'L
■ OTHER



■ ENTRY OVER AGE 25
■ 24 AND UNDER

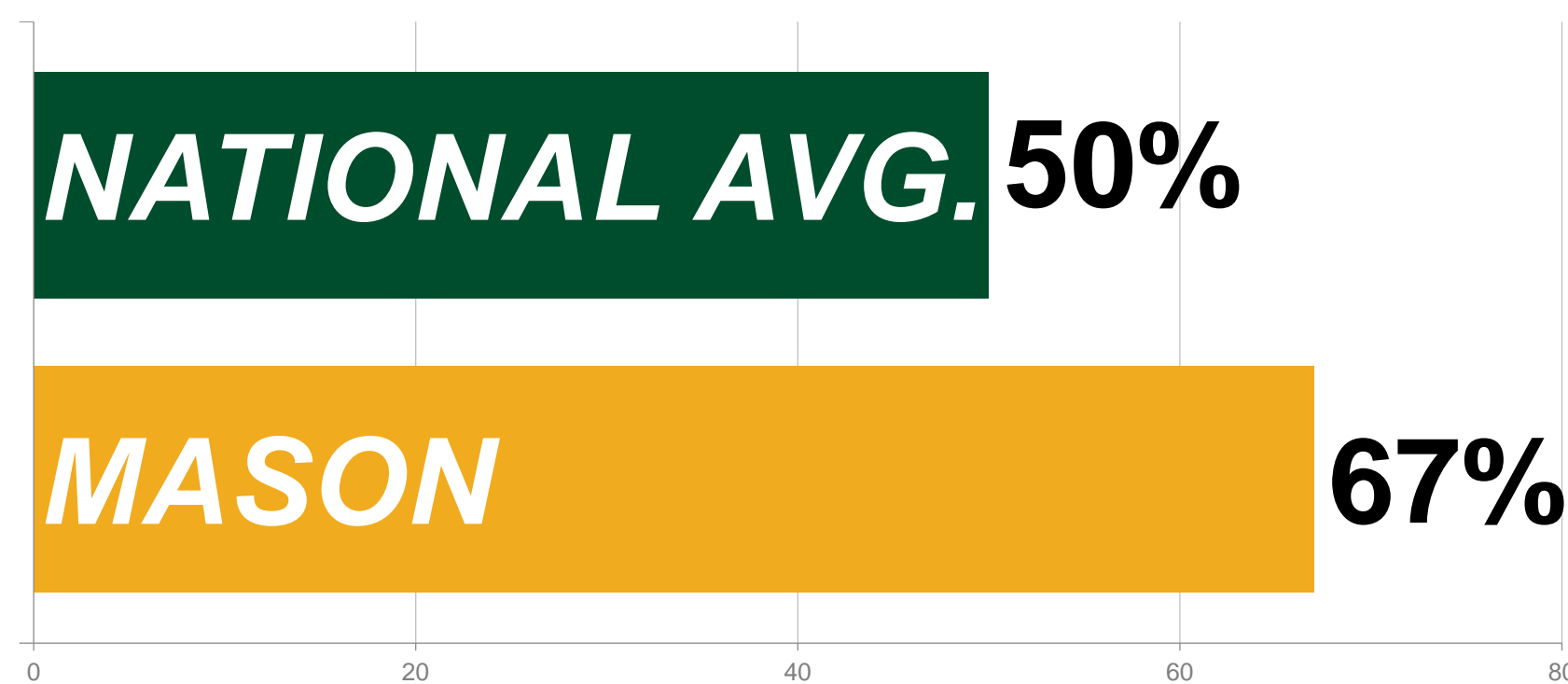


STUDENT SUCCESS

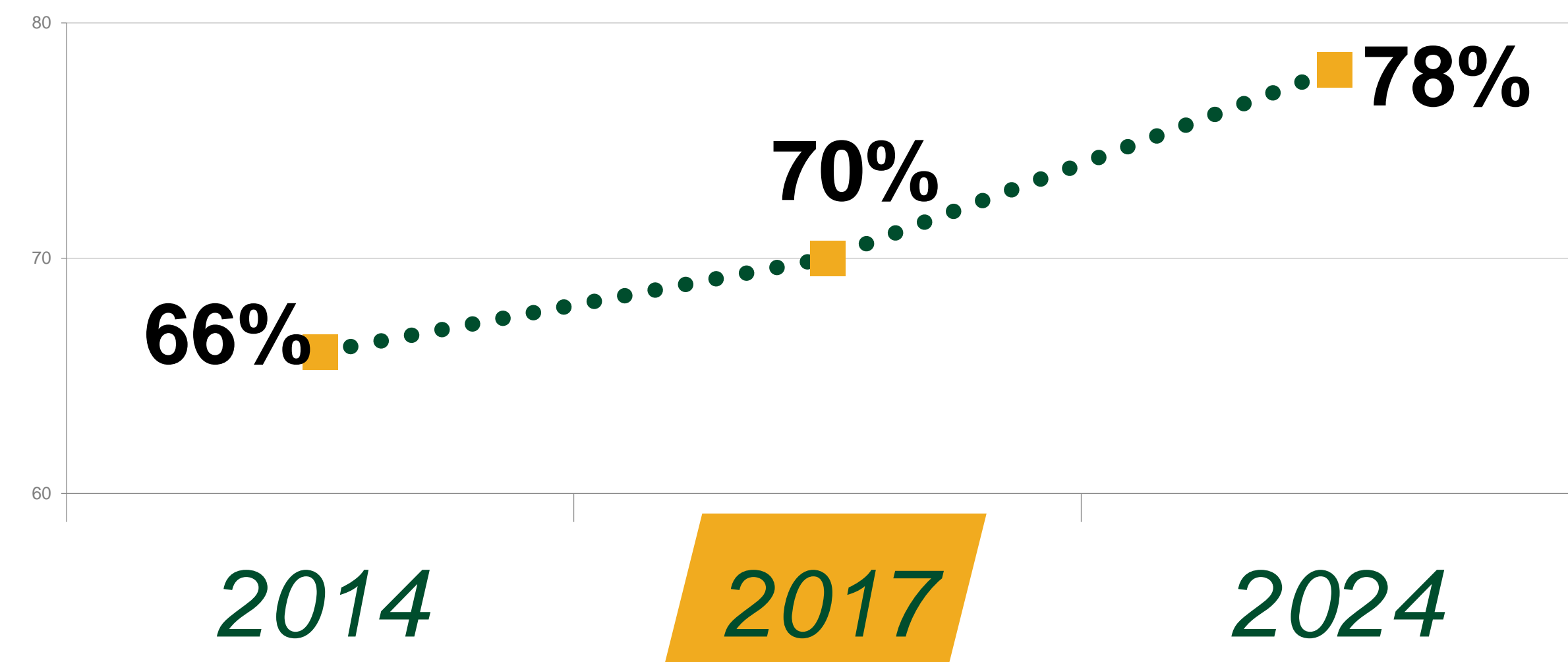
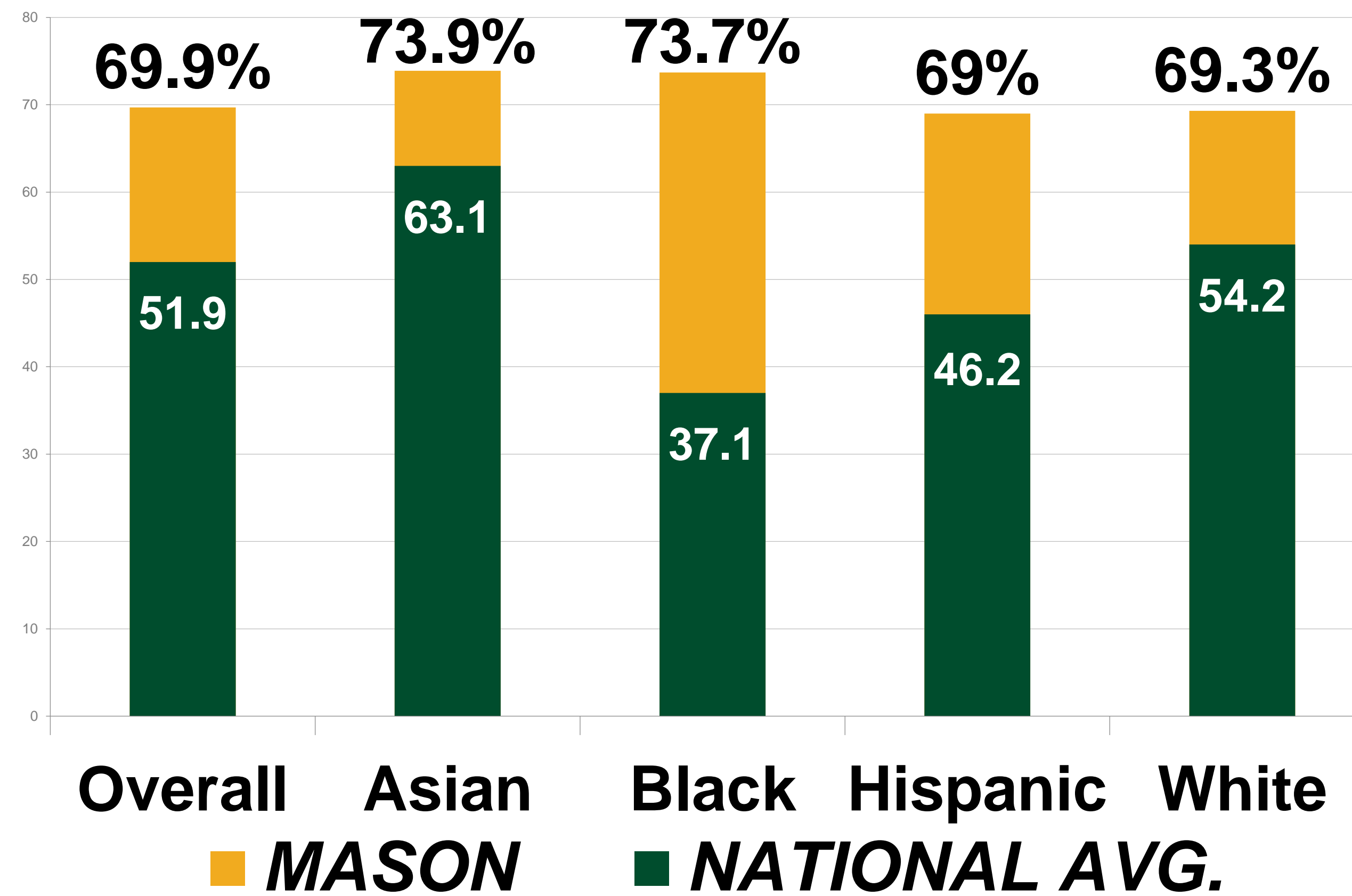


NO DISPARITY

PELL GRANT GRADUATION RATES



GRADUATION RATES

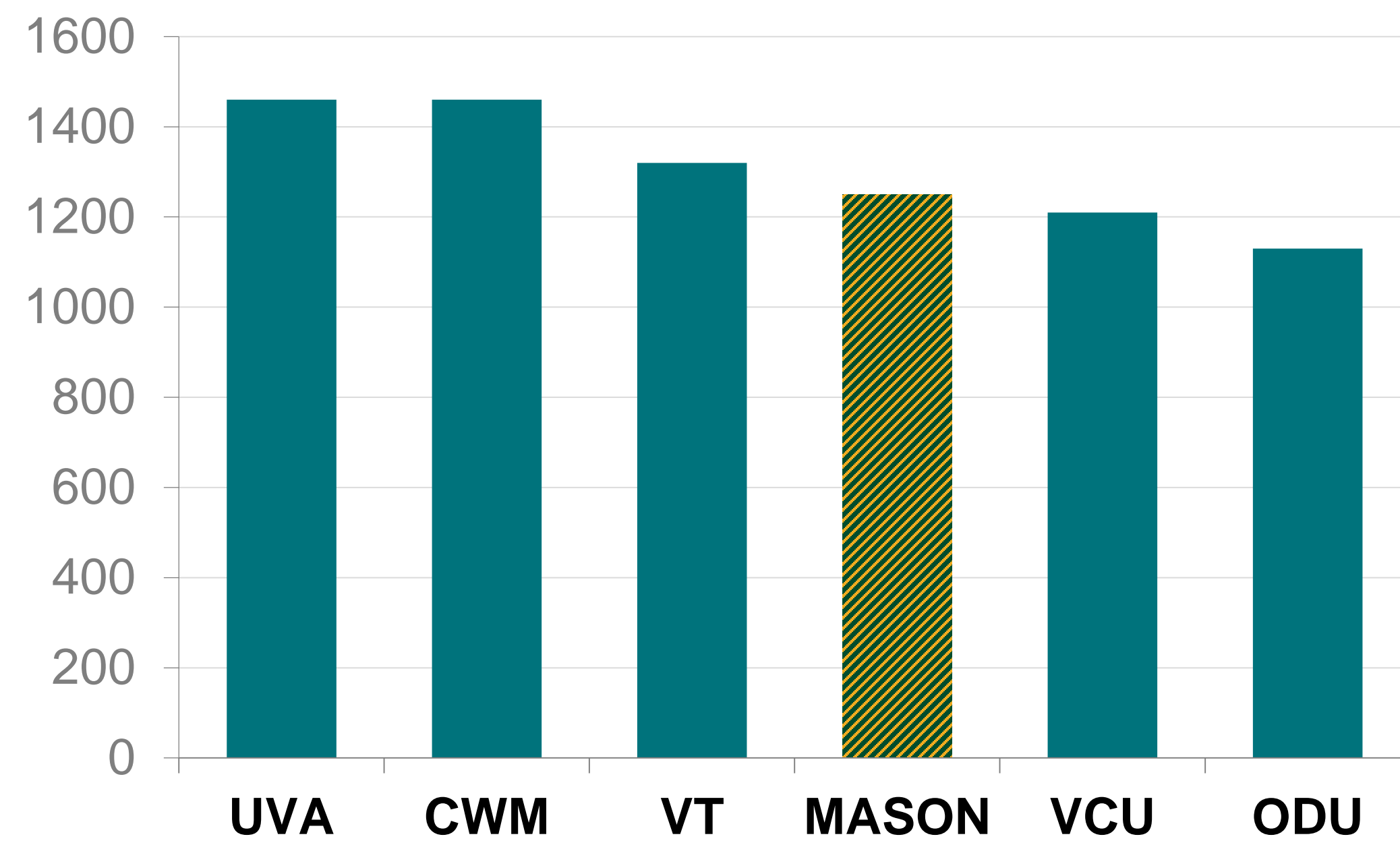


THE MASON VALUE

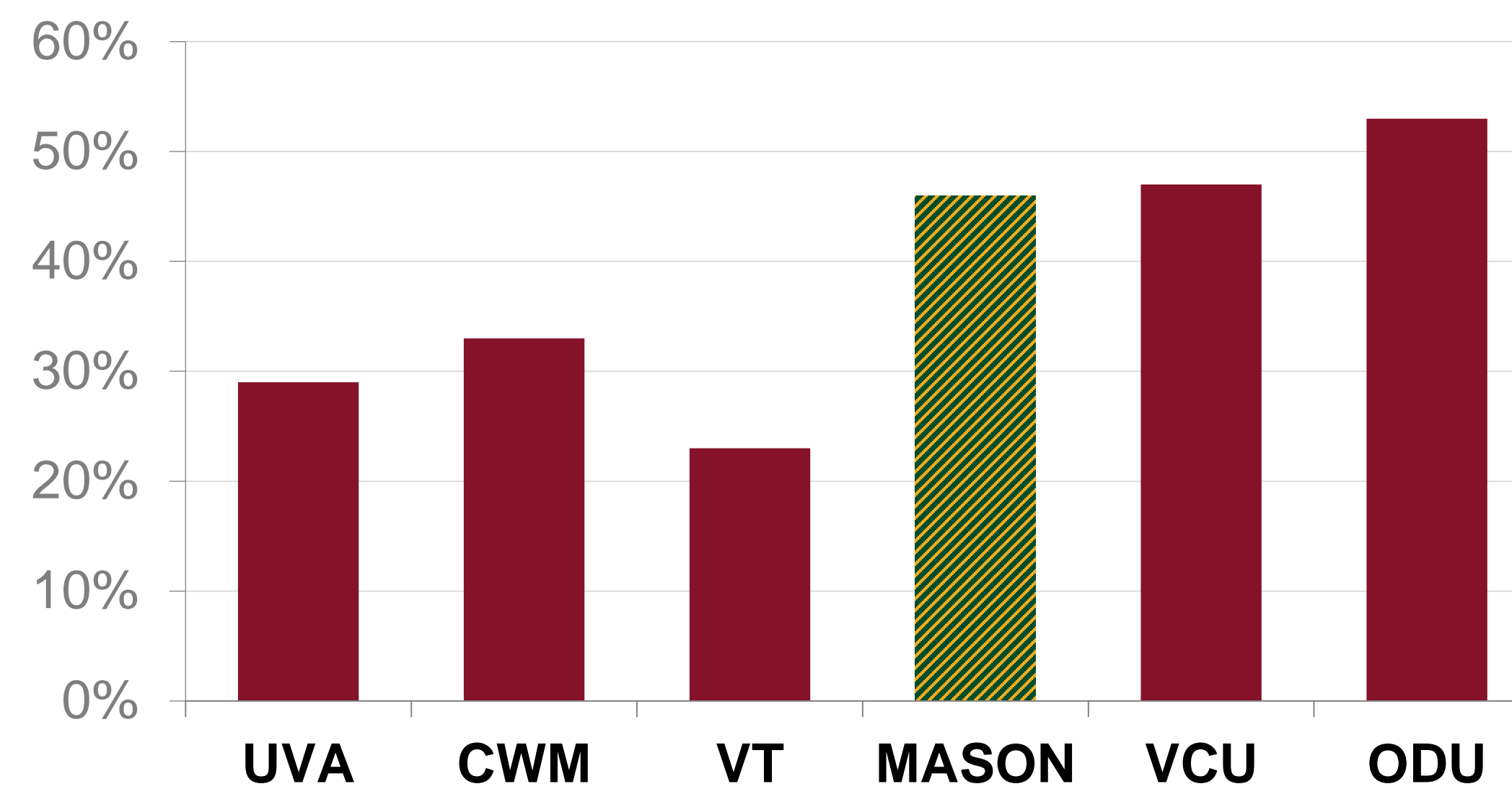
- ✓ Graduates lead all Virginia public universities with **highest starting salaries**
- ✓ Named a “**Best Value**” by *Forbes* in 2017
- ✓ *Best Colleges*: **Lowest student loan default rate** for U.S. public universities
- ✓ 44% of Mason students **incur no debt** prior to graduation

MASON COMPARED to VA PUBLICS

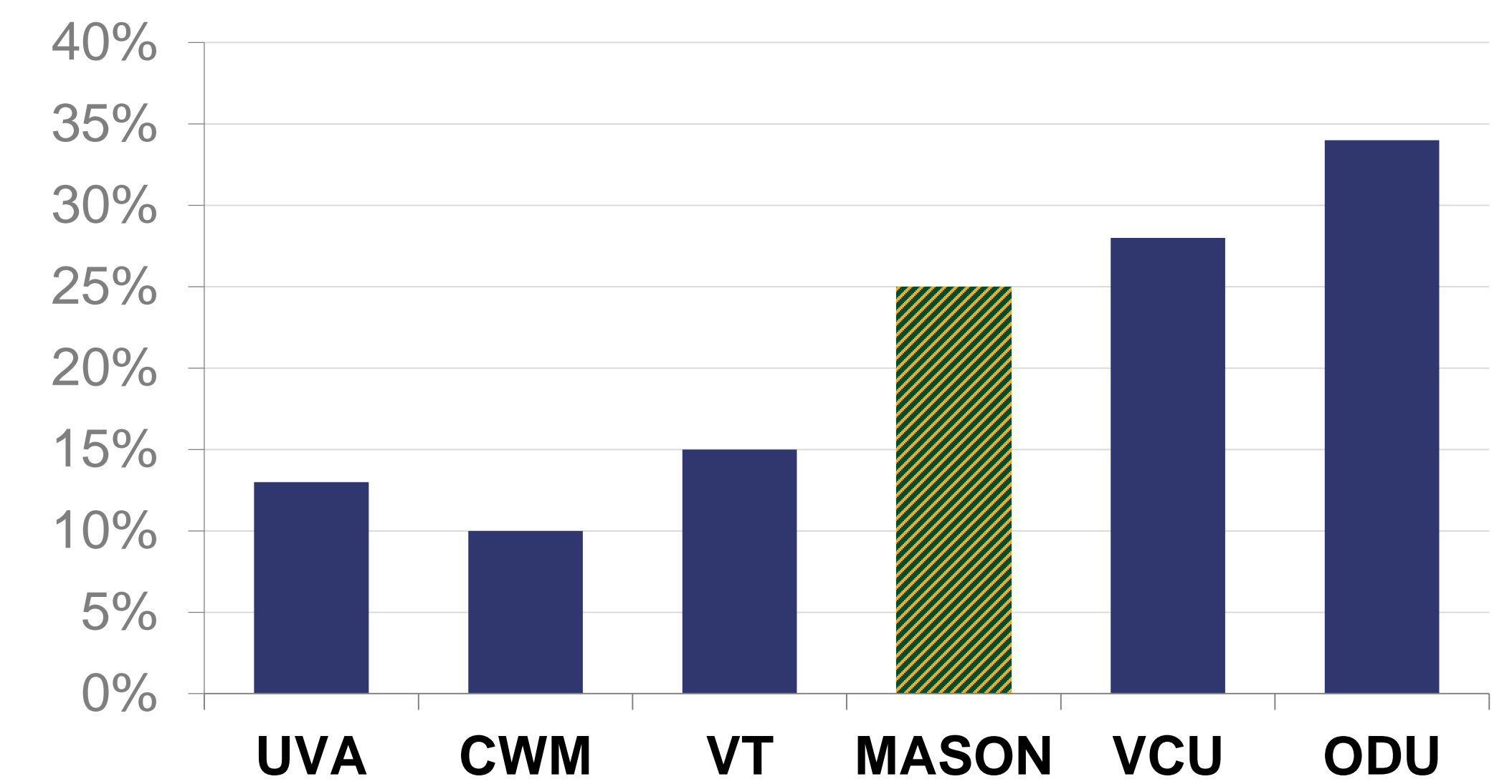
SAT



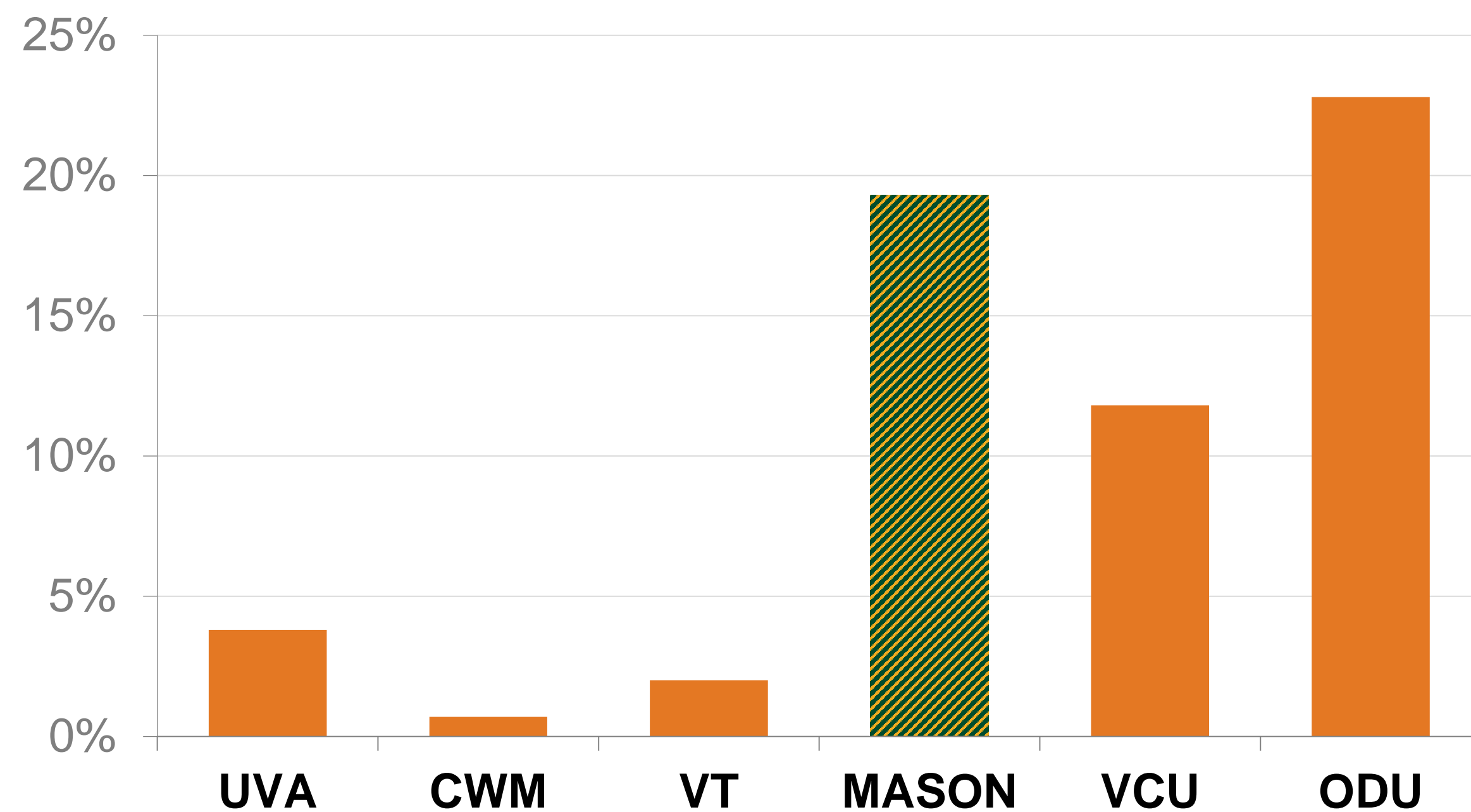
% Historically Underrepresented Race/Ethnicity



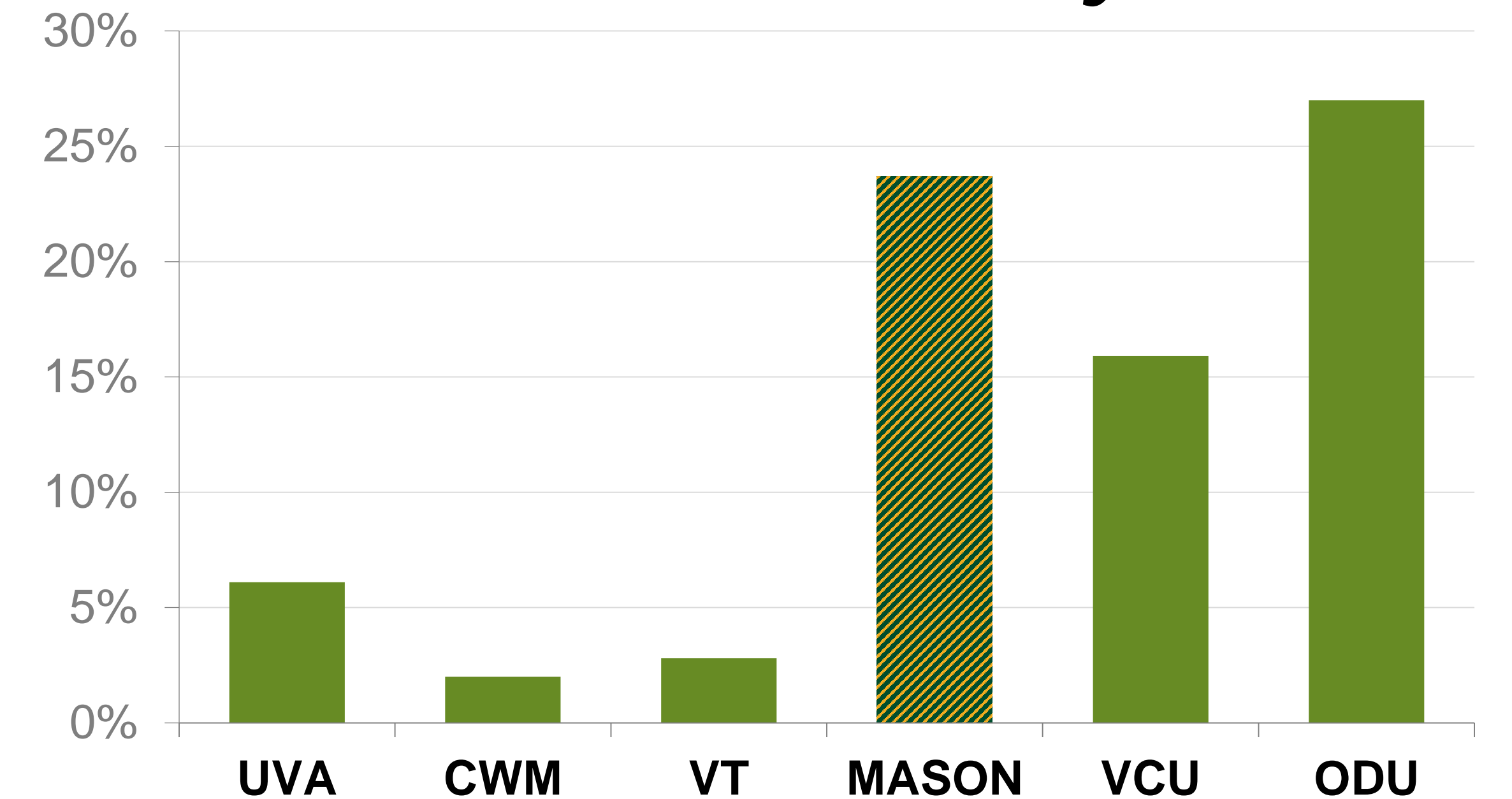
% PELL Grant Recipients



% Part Time Undergraduate



% of Students 25 & Older at Entry



STUDENT SUCCESS INITIATIVES

MASON IMPACT

STUDENT EXPERIENCE REDESIGN

CAMPUS INTERNATIONALIZATION

WELL-BEING UNIVERSITY



MASON IMPACT

**Civic
Engagement**

Engaged
Citizen

**Undergraduate
Research**

Well-
Rounded
Scholar

**Study
Abroad**

Prepared
to Act

Entrepreneurship



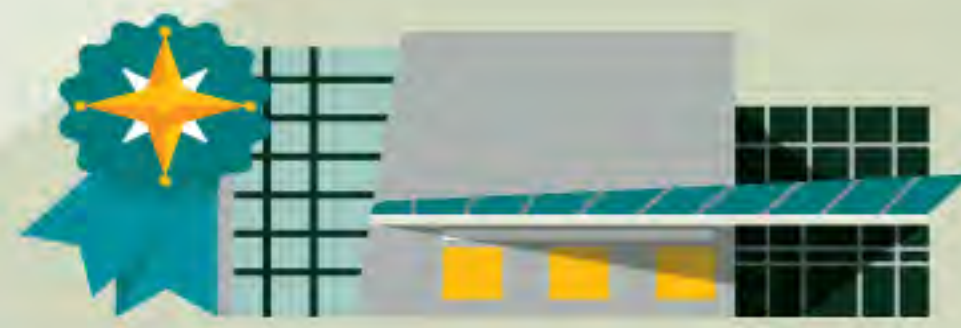
BUILDING THE IDEAL STUDENT EXPERIENCE

The paths of this roadmap represent the future of an evolving institution grounded in the fundamental values of what students want and need.



STUDENT CARE

All students should encounter proactive, coordinated and nurturing interactions and services in every part of the institution, beginning with their very first interactions and extending through their entire Mason journey.



ENABLE & REINFORCE RELATIONSHIP-DRIVEN PRACTICE



SMART CAMPUS

All students should experience a harmony of people, processes, and technologies in a transparent, responsive environment.



STUDENT ACCESS

All students should feel part of an inclusive community of learners, educators and innovators who share in unified, holistic practices and experiences regardless of time, location or mode of learning.



REDESIGN INITIATION EXPERIENCE



DRIVE CONSISTENT ADVISING, MENTORSHIP, & COACHING

STUDENT VOICE

Students should be active contributors to the evolving vision and expression of the collective Mason experience.



REDUCE BARRIERS



PROVIDE 24/7 SERVICE

BUILD A FOUNDATION

These five ideals not only drive prioritization for new programs, technology, & services but are also the foundation on which the roadmap is built.



ACCESS

A network of programs, staff, & facilities that removes friction & improves transparency.



INCLUSION

A shared language & approach for celebrating different perspectives & infusing them into the process of learning.



FLEXIBILITY

A system that seamlessly updates and adapts to unique student needs.



TEAMWORK

A partnership between Mason faculty & staff, working in tandem for common goals & collaborating to overcome obstacles.



TRUST

A feedback mechanism for interactions & decisions that delivers on expectations & earns credibility.

GEORGE MASON UNIVERSITY



GEORGE MASON UNIVERSITY

1 of 115 in U.S.

1 of 4 in VA

RESEARCH & SCHOLARSHIP @MASON

UNDERGRADUATE EDUCATION

~24,000 students



SERVICE TO VA & U.S.



MASON RESEARCH & SCHOLARSHIP

GRADUATE EDUCATION

~12,000 students



ECONOMIC DEVELOPMENT

IN VA & U.S.



RESEARCH & SCHOLARSHIP PRIORITIES

HEALTH & WELLBEING

a Precision medicine system



b Precision medicine goals



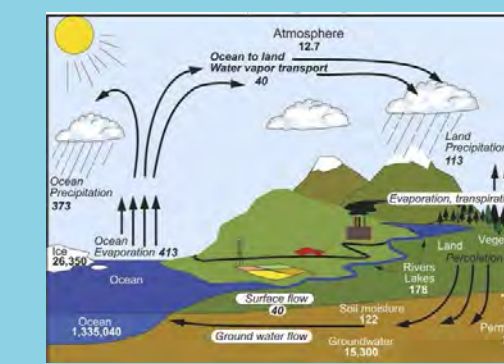
Nature Reviews | Cardiology

RESILIENCE

HUMAN
SYSTEMS



CLIMATE
DYNAMICS



ECO
SYSTEMS



BUILT SYSTEMS

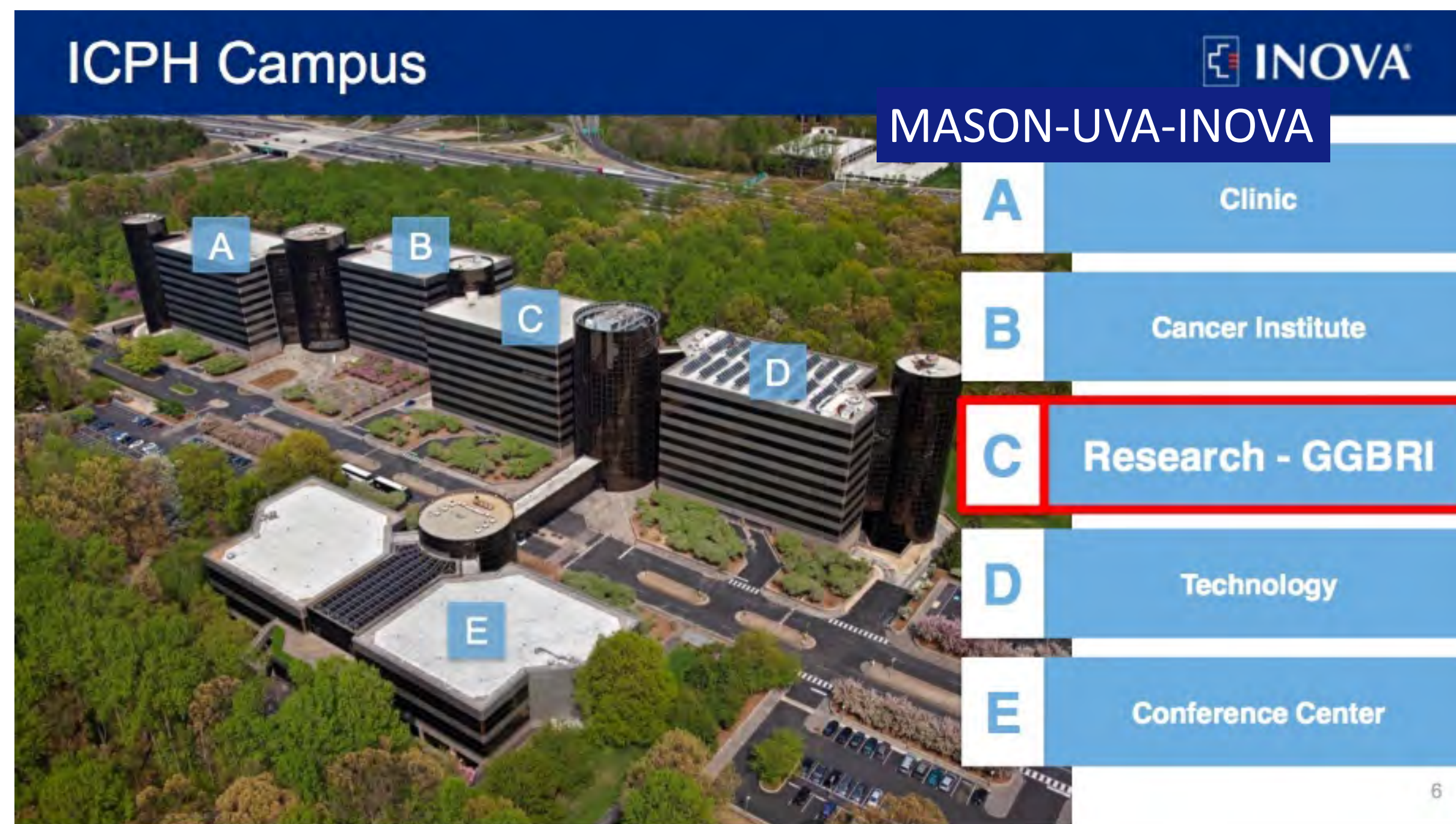


CYBER – DATA ANALYTICS



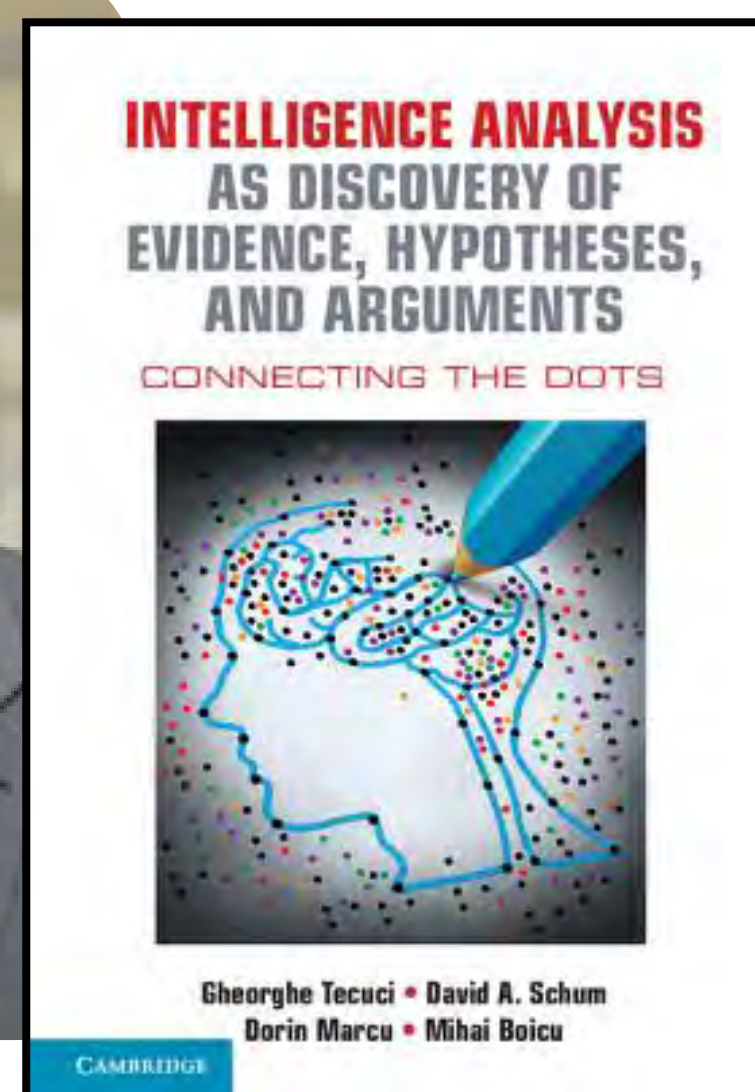
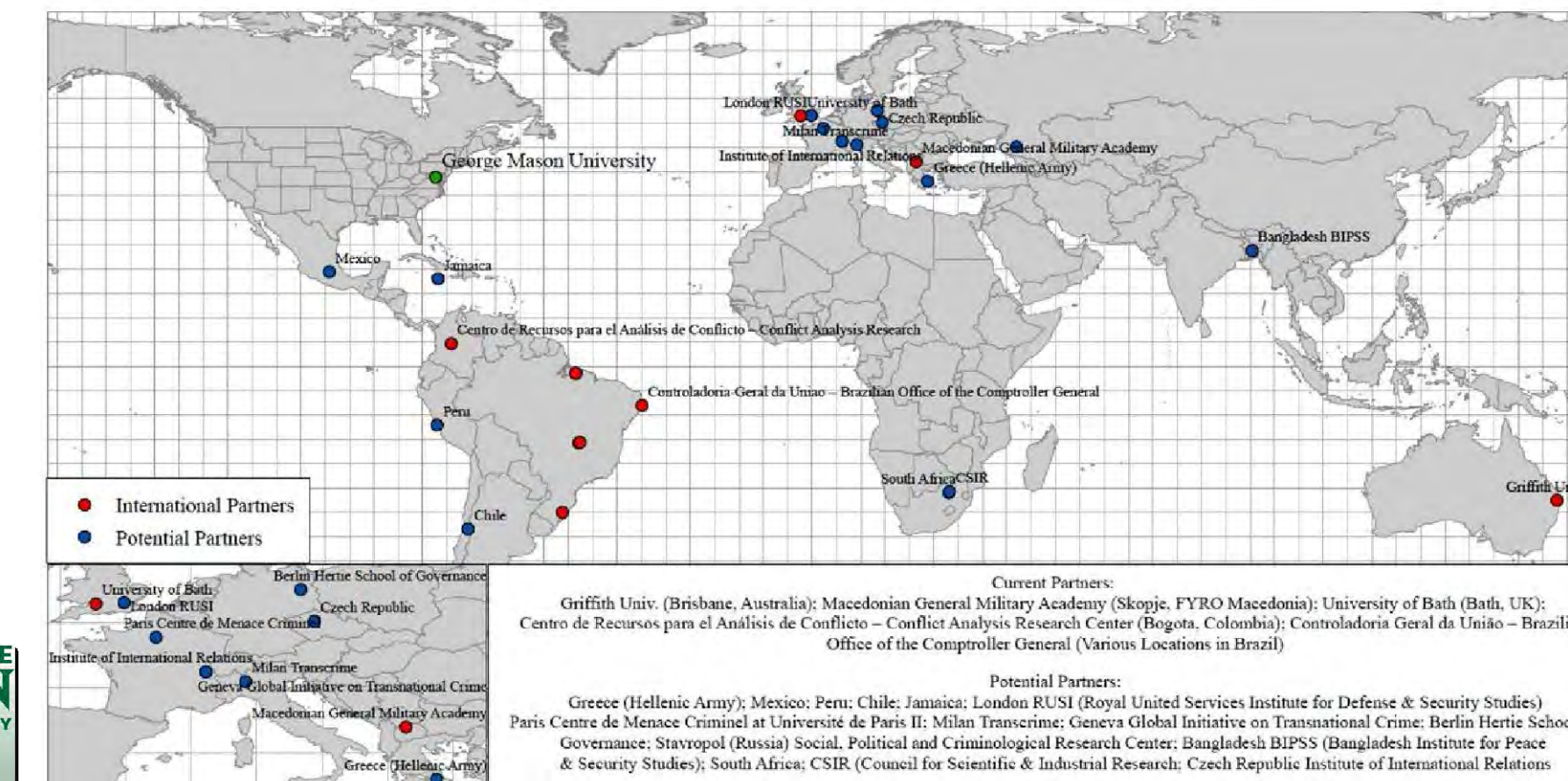
EXAMPLES OF AY 2016–17 ACHIEVEMENTS

HEALTH & WELLBEING



RESILIENCE

The CRANE Network: Spanning the Globe



CYBER – DATA ANALYTICS



Multi Agent Simulator of Networks (MASON)

RESEARCH & SCHOLARSHIP CORE

TENURE-TRACK FACULTY



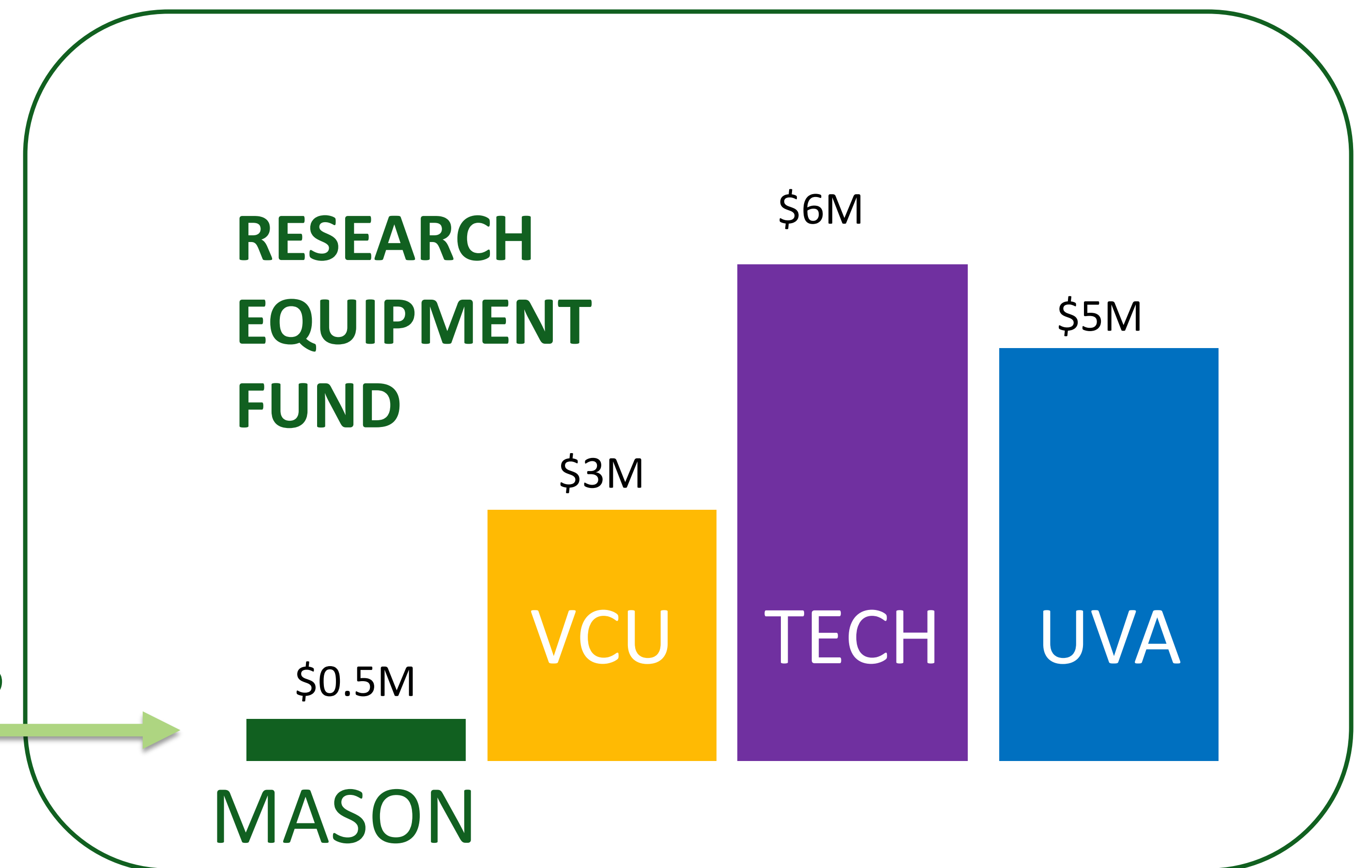
RESEARCH FACILITIES & INSTRUMENTS



CHALLENGES TO R1 GROWTH

Competitive faculty salaries & start-up packages

Limited funding for research instruments



Limited number of senior research-active faculty

FACULTY & STAFF GOALS

- > DEVELOP A DIVERSE ACADEMIC COMMUNITY
 - > SUPPORT EXCELLENCE IN TEACHING & SCHOLARSHIP
 - > FOSTER WELL-BEING
-

Recruiting



Hiring



Retaining

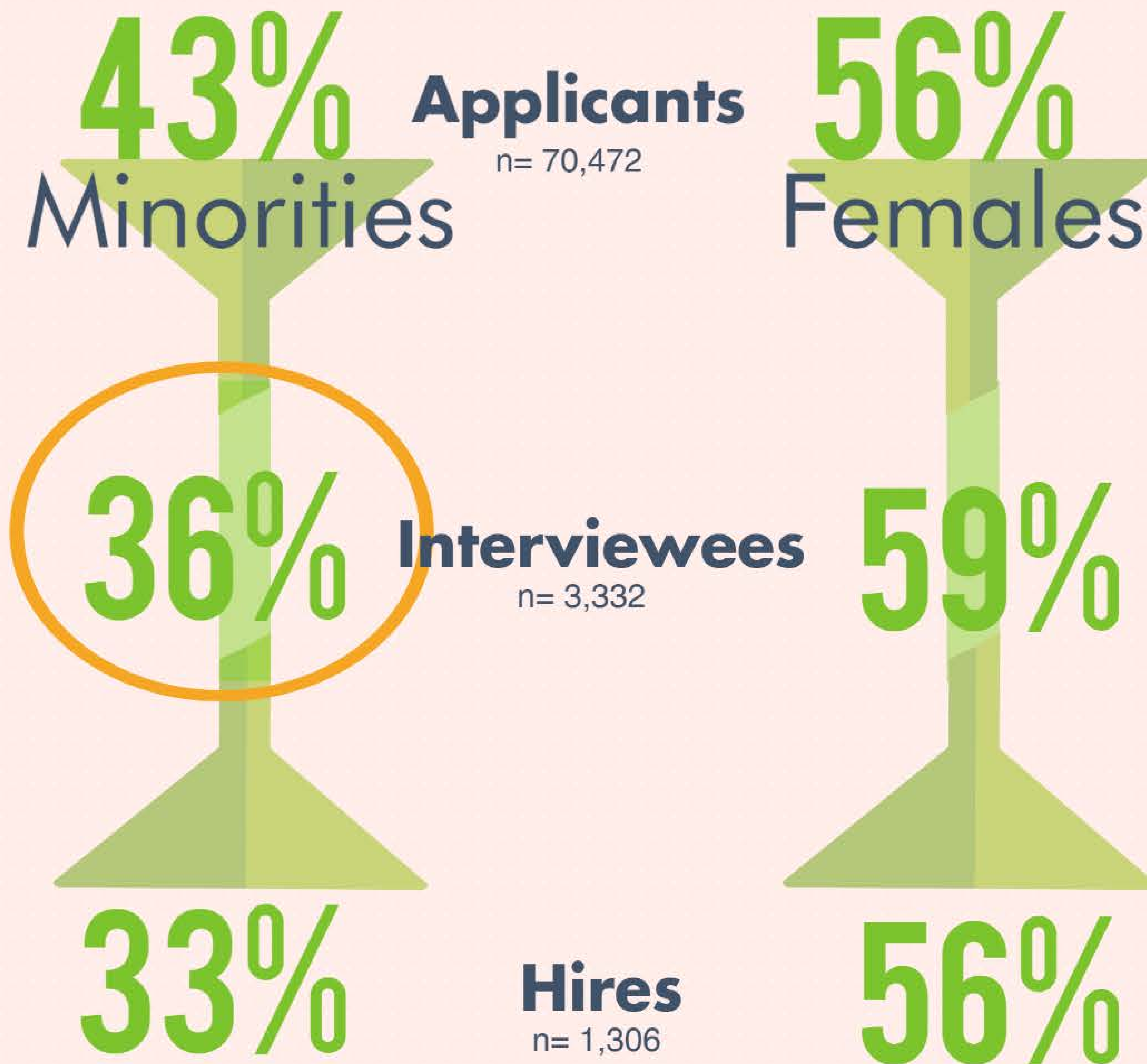


A CLOSER LOOK AT THE EMPLOYEE LIFECYCLE

RECRUITING: DIVERSITY HOW CAN WE MOVE THE NEEDLE?



BASELINE MEASURES



GOALS

Understand causes of the gap between applicants and interviewees.

Increase minority applicants interviewed.



RECRUITING: MINORITY BASELINE MEASURES

Minorities



Applicants

A/P n= 17,471
Class n= 39,439
I/R n= 13,573

Interviewees

A/P n= 719
Class n= 2,087
I/R n= 526

Hires

A/P n= 276
Class n= 762
I/R n= 268

HIRING: DECLINE OFFER SURVEY

9%

OF POSITIONS ARE DECLINED

64%

COMPENSATION

ranked as the number one reason for declining.

12%

OTHER

Hiring process taking too long

Inconsistent communication with the hiring committee

Between Jan 2015 and March 2017 2018 offers of employment were made, 141 were declined. The survey of these applicants in spring 2017 had a 24% response rate.

Report from Mason HR Metrics & Analytics

RETAINING & WELL-BEING

TURNOVER FY17

Overall	12.2%
A/P Faculty	13.6%
I/R Faculty	7.2%
Classified	16.1%

EXIT INTERVIEWS

Top Reasons for leaving:

Compensation

Lack of advancement opportunities

Working conditions

Exit Interviews July 2016 - June 2017 - 72 responses

2015 QWL: WORKLOAD

Workload stress is reported at rates nearing **70%** for A/P and I/R faculty

87%
INCREASE
rating workload as an "extreme stressor"

RETAINING: FACULTY FOCUS GROUP & SURVEY FINDINGS

DESIRE FOR A MORE SUPPORTIVE COMMUNITY

FOSTER A CULTURE OF MENTORSHIP & FACULTY SUPPORT

Faculty Mentoring

RPT Guidelines

Enhanced Support for Faculty Teaching & Learning

PROVIDE SPACE AND TIME FOR REGULAR GATHERINGS

Faculty Peer Socialization

Lecture Series

ENSURE FUNDING IS ALIGNED WITH PRIORITIES

Funding for Instructional Technology

Funding to Support Faculty Research



Community Impact

Goal 5 Innovation Engine: Contribute to the economic vitality of the region by driving innovation and creating learning partnerships with private and public organizations.

Goal 6 Community Builder: Contribute to the cultural vitality of our community through regional partnerships and commitments to the arts, athletics, and community engagement.

The **arts, athletics,** and **entrepreneurship** allow Mason to engage the community in a mutually beneficial partnership that enriches the cultural and economic fabric of the region while bolstering the university's brand, enhancing philanthropy, growing enrollment, expanding collaborative projects, and building social and political capital.

Innovation and **entrepreneurship** are two key pillars of the Mason IDEA.

Mason is ideally positioned to become an engine of innovation for the national capital region.

Entrepreneurship@Mason

Metrics

- University spin-outs (targeting 5 per year)
- Invention disclosures and IP licensing
- # of Mason graduates joining regional startups
- # of companies advised through MEC

Significant new projects

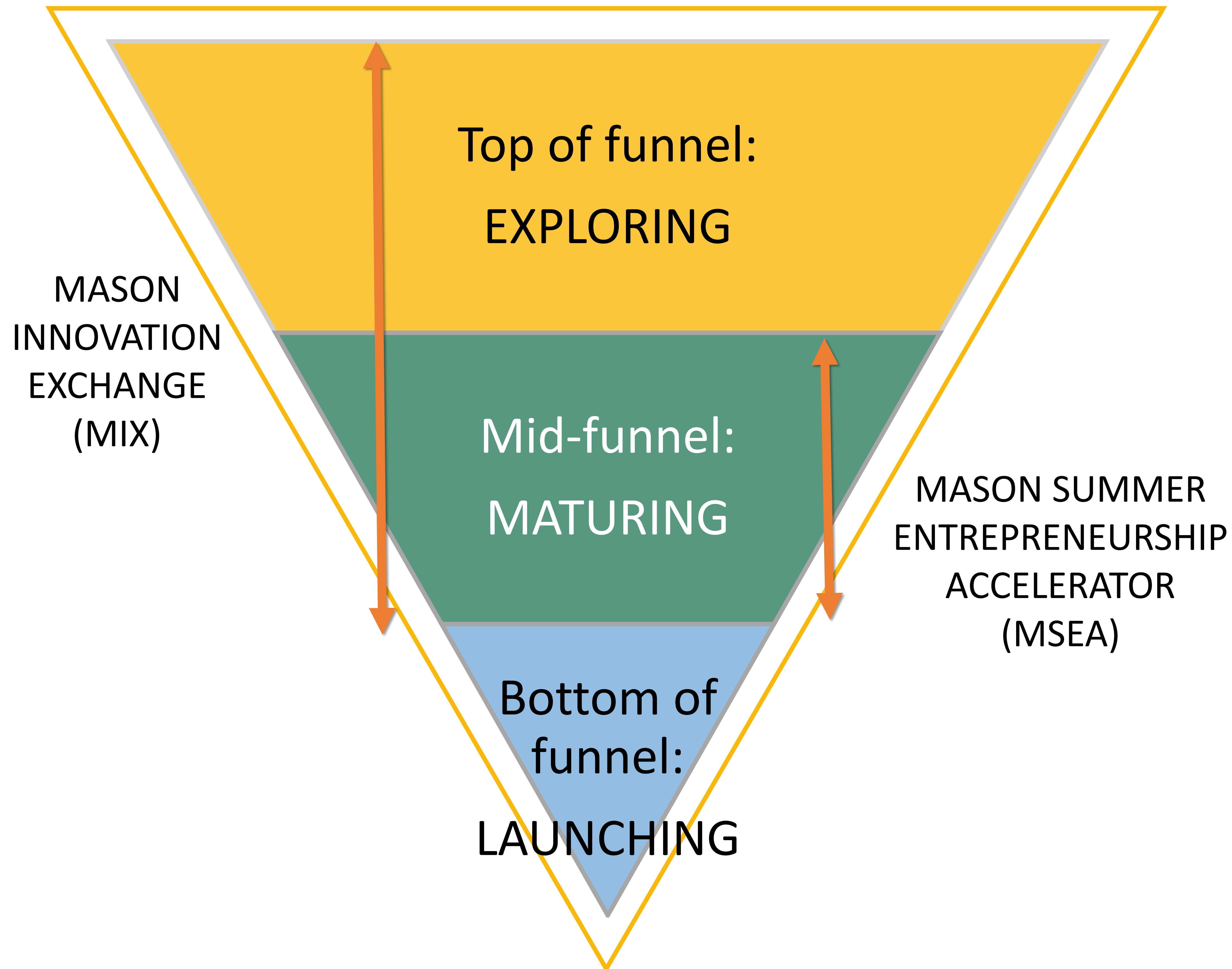
- MIX@Fenwick
- Mason Summer Entrepreneurship Accelerator (MSEA)

New initiatives

- Fundraising is critical over the next 12-18 months
- Collaboration with Career Services



Entrepreneurship@Mason



Resources

- OTT
- Startup Mason events
- Mason Changemakers
- Student-led clubs

- I-Corps
- Center for Innovation & Entrepreneurship (CIE)
- Mason Innovation Lab
- VSGL (Serious Games)

- Mason Enterprise Center
- Mason SBDC
- PTAP
- Women's Business Center
- Veterans' Business Center
- Etc.

“The arts create community. They allow us to reflect, to dream, to touch the highest levels of human capability. **Mason will lead** in this vital work with investments in people, places, and programs to secure CVPA’s position as a major center **for studying, making, and experiencing the arts.**”

2015-2016 Traffic Counts:

208,000: Center for the Arts

112,000: Hylton Center

20,000: Fairfax/Arlington Galleries

33,000: K-12 students served in CFA and Hylton school-time programs

5,000 / 3,500: Potomac Arts Academy

381,500: Total non-credit community served and growing.



New Initiatives

- Veterans and the Arts
- Hylton Education Wing
- Potomac Academy expansion



Collegiate Sport: Benefiting Students and the Community

Philosophy

Intercollegiate athletics must allow student-athletes to grow as people, scholars, and competitors while also providing a means for the university to engage the community and enrich the cultural life of the Northern Virginia region.



National, Regional, Local Connections

Goal: To maximize our National, Regional, and NOVA connections with alumni, prospective students and families, corporations, and state and federal governmental entities

Metrics: EagleBank Arena 500,000+ visitors a year; Athletics institutional value of Final Four run: \$677,000,000; A10 Championship 1.6mil viewers; NCAA 1st Round 4.7mil viewers

New Projects: Practice Facility, Locker room upgrades, lighting, video, multi-media / marketing rights

SPORTS & ATHLETICS



CHANNEL PARTNERS



COMMUNITY ENGAGEMENT



A Lifelong Connection





Financial Framework

Board of Visitors Planning Conference

Office of the Senior Vice President | July 27, 2017

Our University

New Rankings!



*Times Higher Education
Young University Rankings
of 200 colleges and
universities worldwide.*



*Most Innovative
Schools by U.S. News
Best Colleges 2017.*



*New ranking by Business
First of the top 499 public
universities.*



*Best College Value
by Forbes.*



*Top 50 most beautiful
Starbucks around the world!*

George Mason University's impact on the region

A SKILLED WORKFORCE



34,000

Enrollment



100,000

Career-ready graduates by 2024

AN ECONOMIC ENGINE*



16,000

Jobs



\$1.56B

Pumped into economy

THREE DISTINCT CAMPUSES



6,200

Residential students

JOB CREATION



29

Mason Enterprise Center offices

DIVERSE STUDENTS



130

Countries



50

States

A TOP-TIER LOCAL COLLEGE OPTION



82%

In-state students

AN AREA NETWORK



100,000

Mason alumni in region

CONTRIBUTIONS TO K-12 EDUCATION



33%

Teachers in Northern VA schools
with Mason degrees

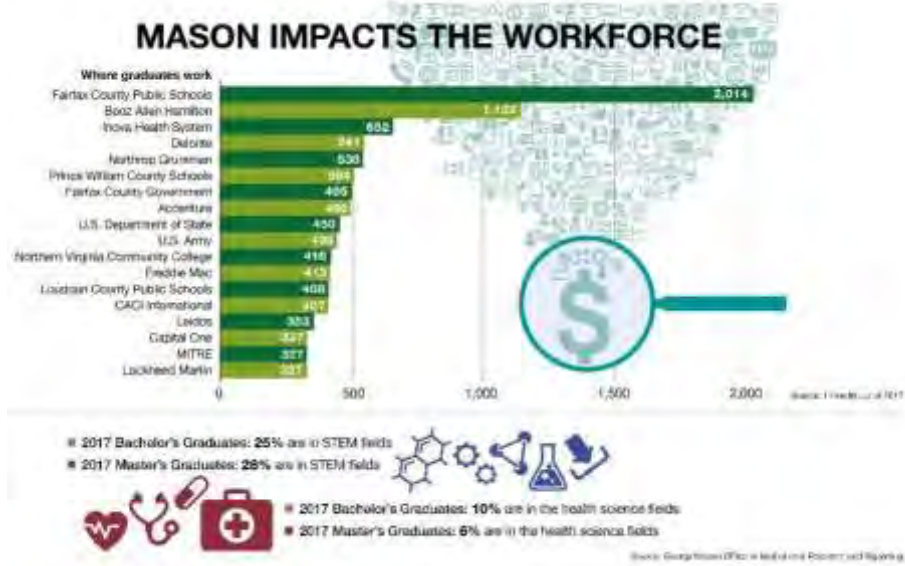


50%

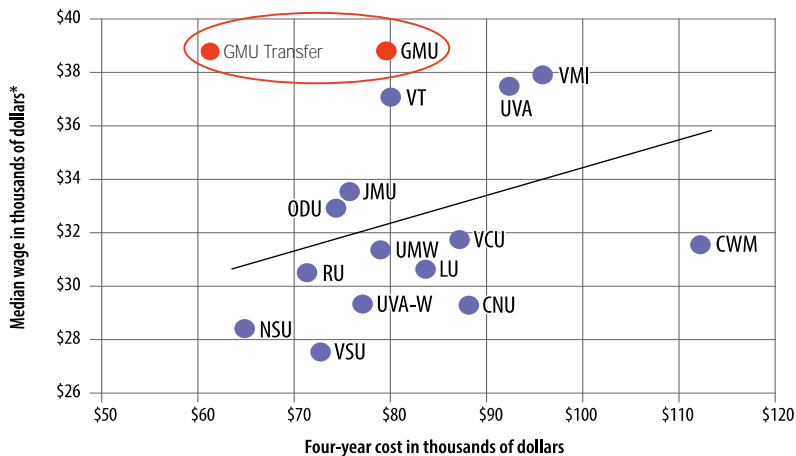
Administrators in Northern VA schools
with Mason degrees

*Mason study of economic impact on Virginia in 2012





George Mason University – Return on Investment



*Wage data is five-year average
Source: State Council of Higher Education for Virginia (SCHEV)

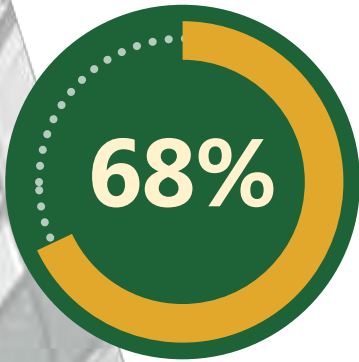


Doing Great Things @Mason

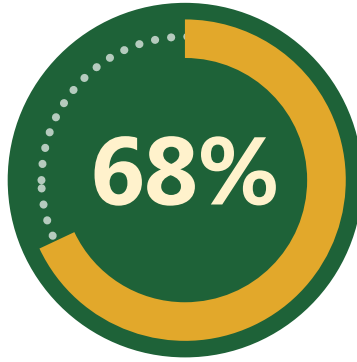


Who's Going to School at MASON?

UNDERGRADUATES



FULL-TIME



IN-STATE



Fall 2016 Enrolled Student Population by Headcount: ~**35,000**

A DIVERSE Student Body

FIRST
GENERATION



UNDERREPRESENTED
RACIAL / ETHNIC

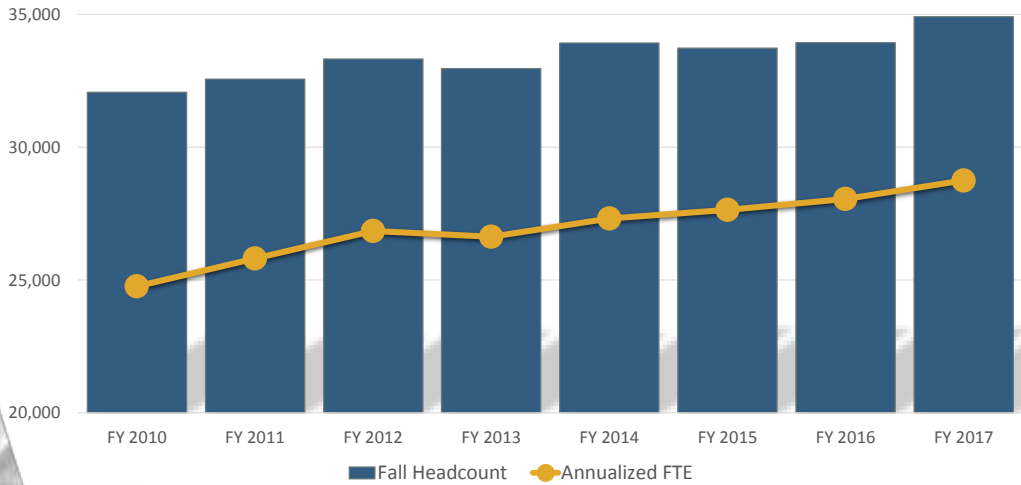


OVER AGE 25
AT ENTRY



Fall 2016 Undergraduate Student Population by Headcount: ~**24,000**

We continue to GROW



Source: Office of Institutional Research & Reporting, enrollment excludes Mason Korea

Financial Framework



Stable Financial Ratings in 2017

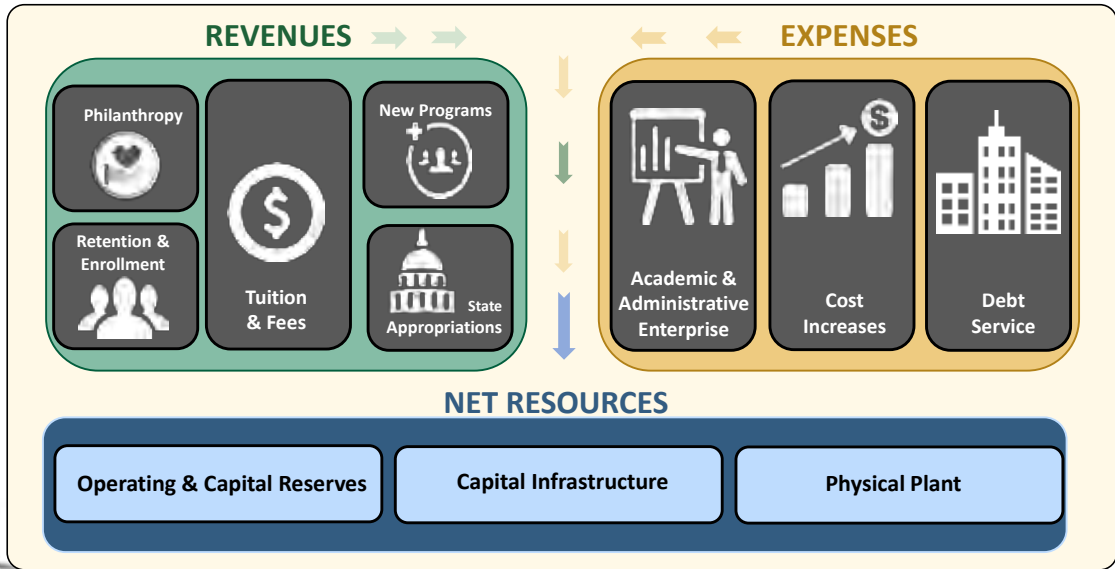
January 2017
 Received Two Ratings
 GMUF's Prince William
 Lab LLC Refunding Bonds

STANDARD & POOR'S	MOODY'S
AA-	Aa3
A+	A1 <i>upgraded!</i>
A <i>stable</i>	A2
A-	A3
BBB+	Baa1

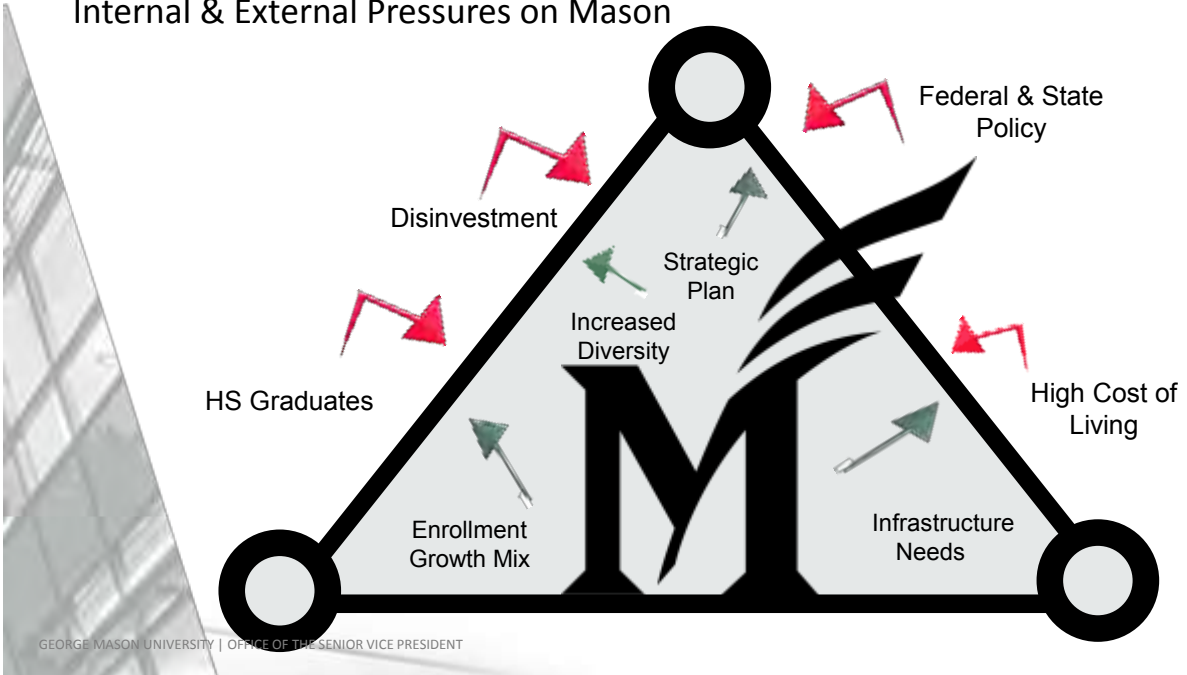
Mason Strategic Plan



The Financial Framework



Internal & External Pressures on Mason



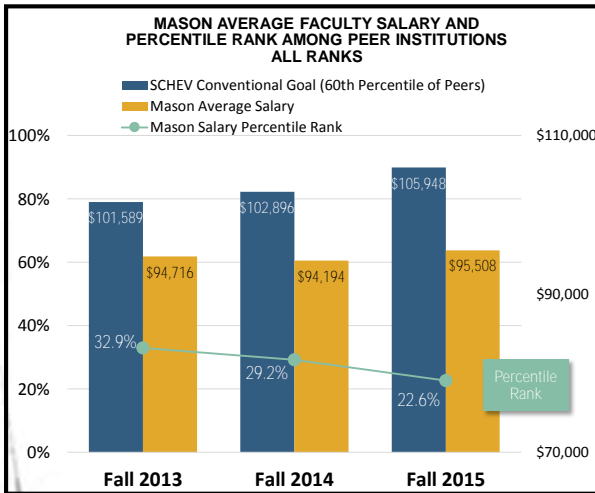
MASON: Our People are our STRENGTH



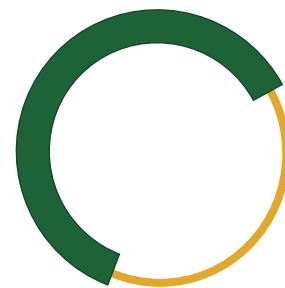
YOU DON'T BUILD A BUSINESS, YOU BUILD PEOPLE. AND THEN PEOPLE BUILD THE BUSINESS.
ZIG ZIGLAR

Your smile is your logo.
Your personality is your business card.
How you leave others feeling after an experience with you, becomes your trademark.
~ Jay Danzie ~

High Cost of Living, Low Relative Wages



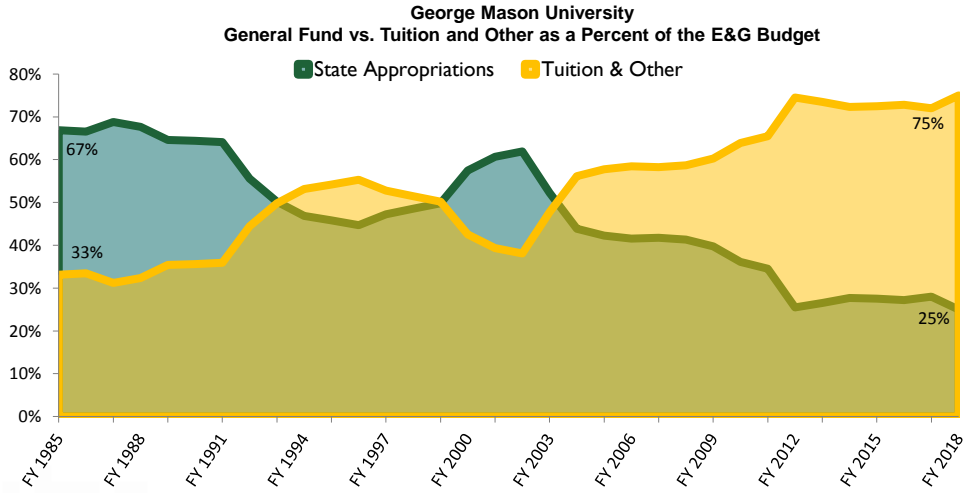
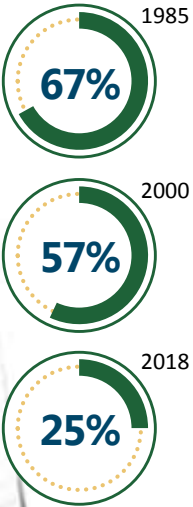
57% below Salary Average for classified staff



Based on DHRM Position Titles, a majority of Mason employees are below the northern Virginia classified salary average

Long Term Financial Shift from Taxpayer to Student

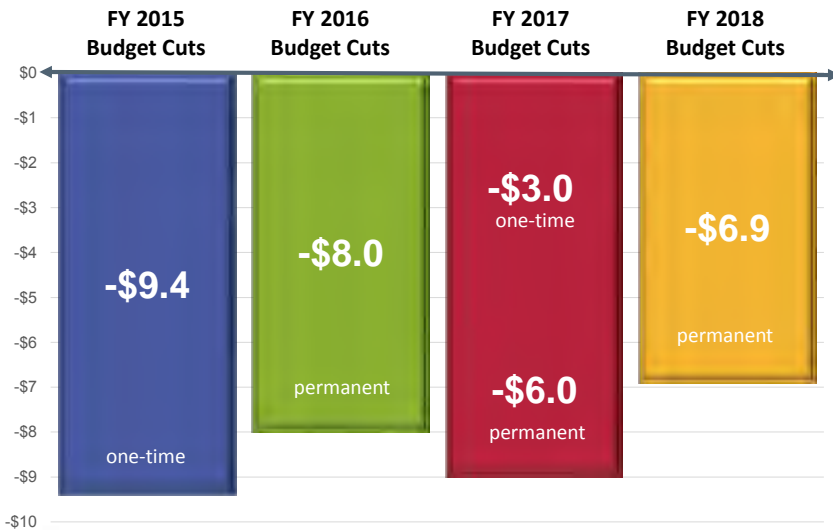
% State Funded



GEORGE MASON UNIVERSITY | OFFICE OF THE SENIOR VICE PRESIDENT

19

Story of the Last Four Years: Cuts

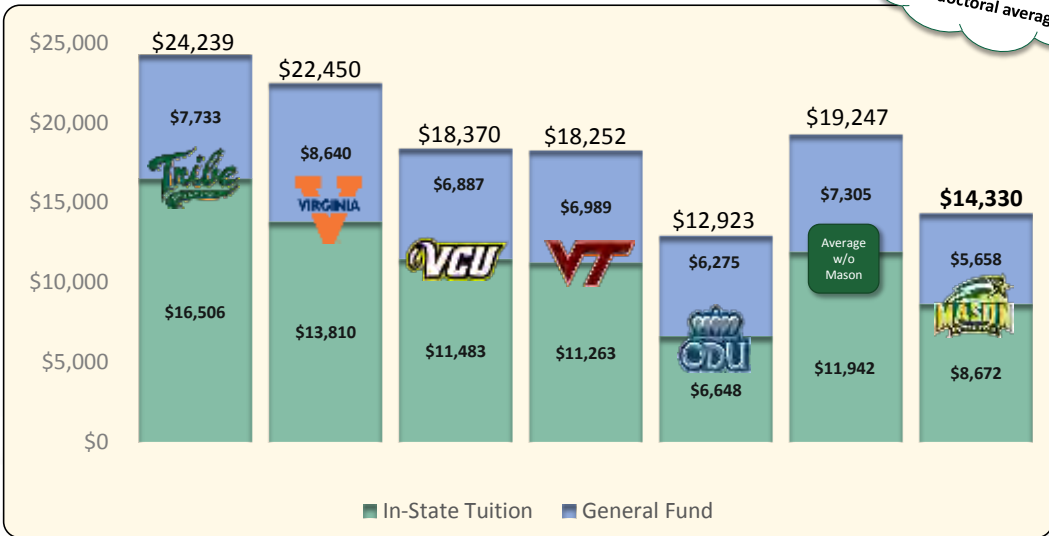


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20

Mason FY 2018 Financial Disparity

Mason receives just **74%** of doctoral average



GEORGE MASON UNIVERSITY | OFFICE OF THE SENIOR VICE PRESIDENT

Examine the Base: Efficiency & Effectiveness Measures

FY 2014 - 2017	Debt Deauthorization and NO NEW DEBT: 4 Year Total		\$230M
	<i>Partial List</i>		
	Fairfax Concert Hall	\$41.1M	
	Housing IX	\$41.1M	
	Economics Building	\$30.7M	
	Parking Deck IV	\$27.2M	
	SW Campus Dining	\$14.6M	
	Asset Reutilization		
	Mason Inn Conversion	Historical Loss	\$12M
	Mason Hall Phase I & II	Cost Avoidance	\$13M
Science & Technology Campus			
Broadlands Properties			
Base Budget Reductions & Reallocation 4 Year Total		\$33.3M	
Tier 2.5 – Increased Financial Flexibility			

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FY 2018 BUDGET STRATEGY



STUDENTS

Stay Mason
Financial Aid
Student Experience



FACULTY/STAFF

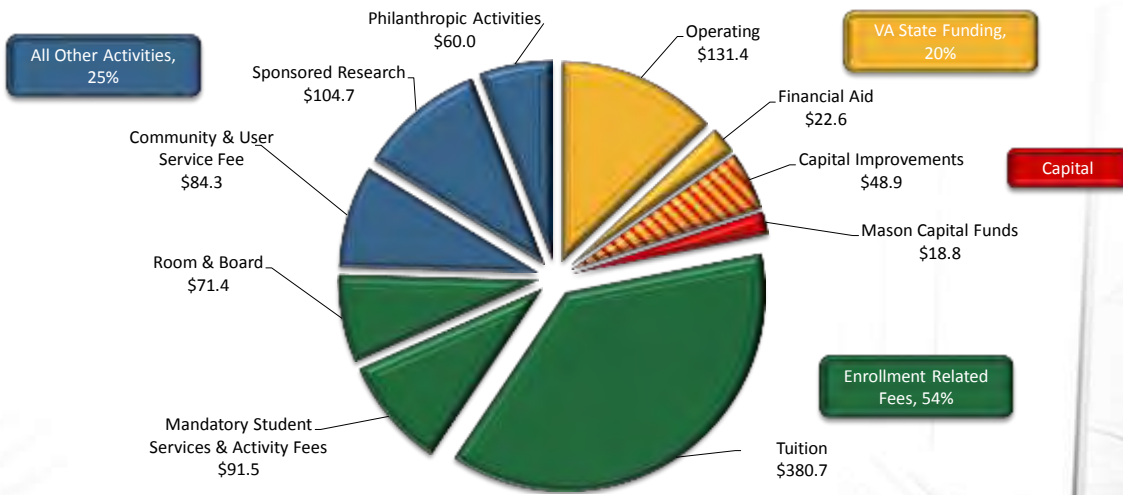
Compensation
Disability Insurance
Healthcare
Well-being Initiatives



STRATEGIC PLAN

Student Experience
IT Infrastructure
Research
Innovation
TBD

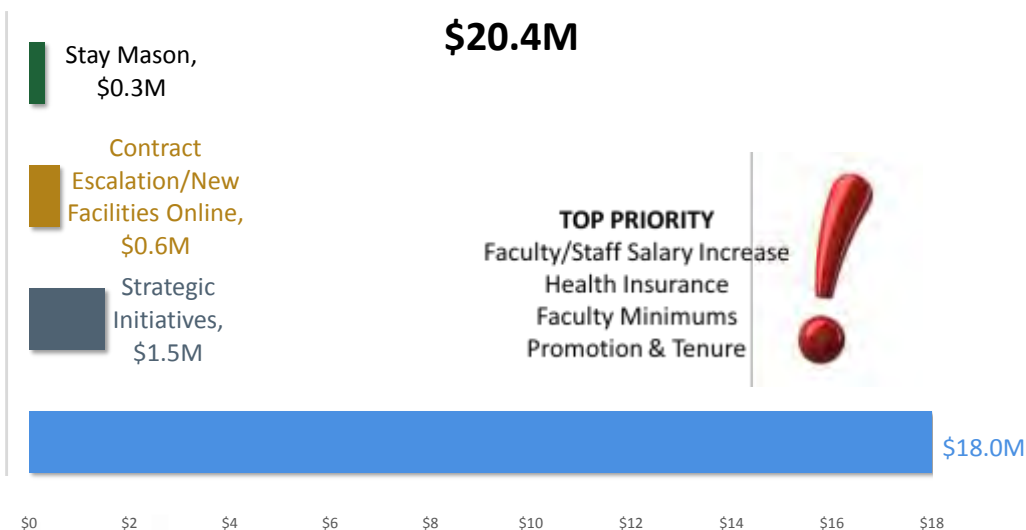
FY 2018 REVENUE BUDGET \$1.0B



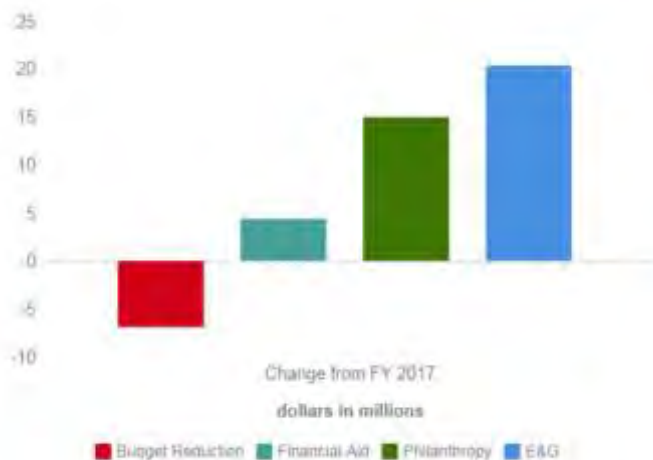
pie chart \$ in millions

FY 2018 EDUCATIONAL & GENERAL (E&G) Increase over FY 2017

\$20.4M



FY 2018 BUDGET HIGHLIGHTS



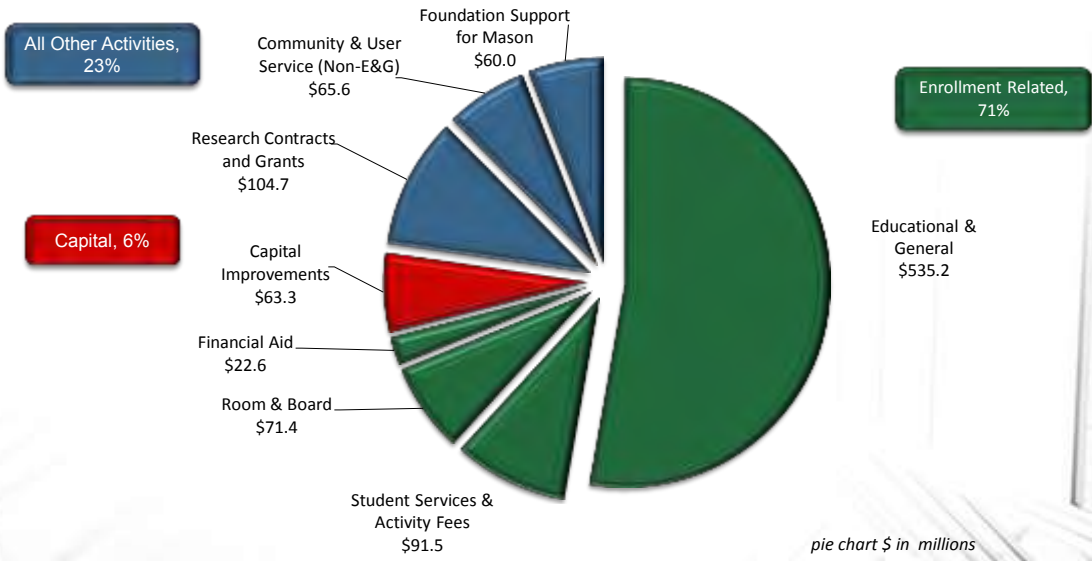
Educational & General
\$20.4M

Philanthropy \$15.0M

Financial Aid \$4.4M
Commonwealth \$0.3M
Institutional Aid \$4.1M

Base Budget Cuts \$6.9M
FY 2016-2018 Commonwealth Biennium
Budget Reductions

FY 2018 EXPENSE BUDGET \$1.0B



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FACILITIES MASTER PLANNING

- ★ **Capital Projects in Construction**
 - Peterson Family Health Sciences Hall
 - Potomac Science Center
 - Johnson Center Dining Renovations
 - Athletics Improvements
- ★ **Capital Projects in Design & Planning**
 - Robinson Hall & Harris Theater
 - Utility Infrastructure
- ★ **Assessing Resource Capacity**
 - Level of Commonwealth Support
 - Debt Capacity
- ★ **Upcoming Capital Projects**
 - IT Infrastructure
 - West Campus Masterplan
 - Bull Run Addition

What facilities do we need?
 What facilities can we afford?



GEORGE MASON UNIVERSITY | OFFICE OF THE SENIOR VICE PRESIDENT

2018-2024 Capital Plan

Project	Funding	Dollars
Improve Telecomm/Network Infrastructure – Fairfax	GF	\$10M-\$12M
Renovate Planetary (S&T I) Hall (100,000 GSF)	GF	\$60M - \$70M
Renovate Enterprise Hall (100,000 GSF)	GF	\$45M - \$50M
Construct Addition to Enterprise Hall (50,000)	NGF (Donor)	\$30M - \$35M
Renovate and Addition David King Hall (86,000 GSF Reno; 60,000 GSF New)	GF/NGF	\$80M - \$90M
Construct Academic VIII – Engineering (200,000 GSF)	GF/NGF	\$165M - \$170M
Renovate Fenwick Learning Commons Phase 2 (90,000 GSF Reno; 35,000 GSF New)	GF	\$50M-\$55M
Construct Facilities Complex – Fairfax	GF	\$70M-\$75M
Improve Telecom/Network Infrastructure – Phase II	GF/NGF	\$20M - \$25M
Improve Telecom/Network Infrastructure – Phase III	GF/NGF	\$17M - \$22M



Looking Ahead

BOARD OF VISITORS Influence and Impact

FINANCIAL INITIATIVES

- Tuition Pricing Strategy
- Student Billing System
- Budget Model Redesign, Next Phase
- Tier 2.5 → Tier 3

CAPITAL INITIATIVES

- Secure construction funding for
Robinson Academic Building and Utility Infrastructure
- Plan and secure construction funding for IT Infrastructure
- Secure construction funding for
Life Sciences – Bull Run Addition
- Complete design process for Fairfax: West Campus

Coming Soon!



Potomac Science
September, 2017



Johnson Center Dining
Fall, 2017



Peterson Hall
Spring, 2018

BOARD OF VISITORS FY 2018 Meeting Schedule

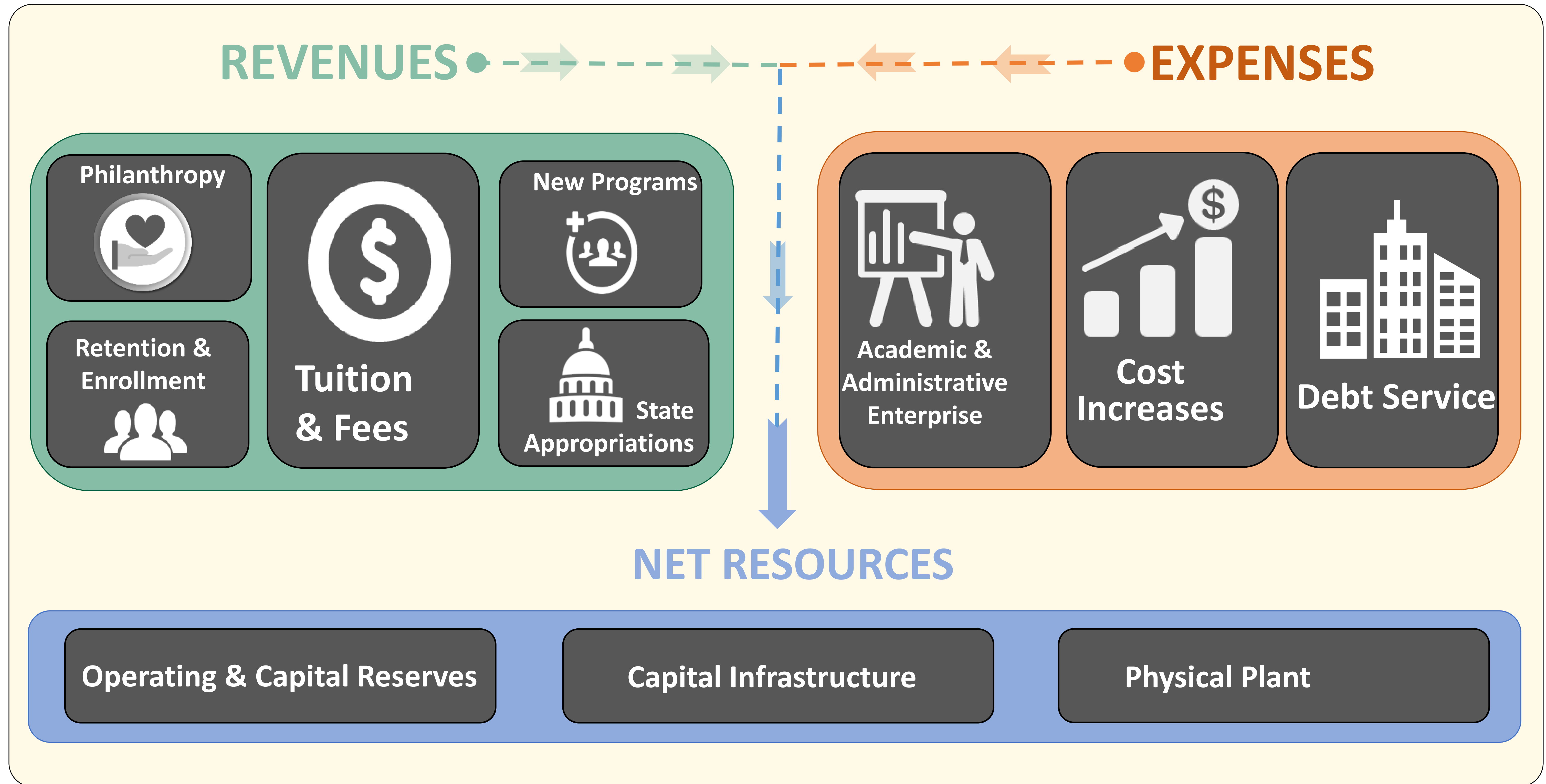
THURSDAY October 12, 2017	WEDNESDAY December 13, 2017	THURSDAY March 1, 2018	THURSDAY May 3, 2018
Six Year Operational & Capital Plan Land Use Certification FY 2018 Financial Overview	Investment Policy Update Unaudited Financial Statements Financial Overview & Governor's Budget Update	Room & Board Rates Commonwealth Budget Update Human Resources & Payroll Annual Report FY 2019 Financial Overview	Operating Budget, Tuition & Fees Six Year Capital Plan Span of Control Audited Financial Statements FY 2018 & FY 2019 Financial Overview



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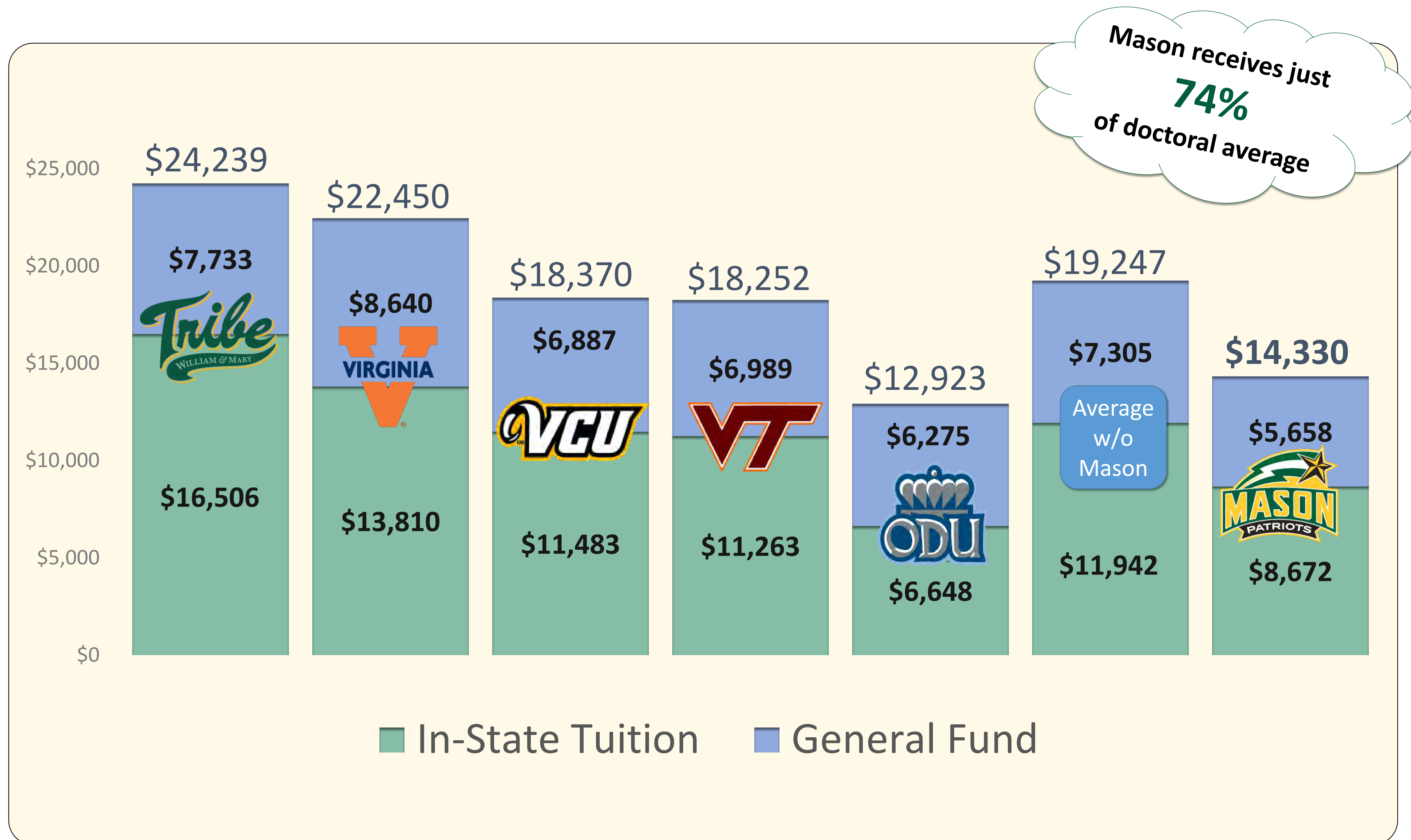


Financial Framework



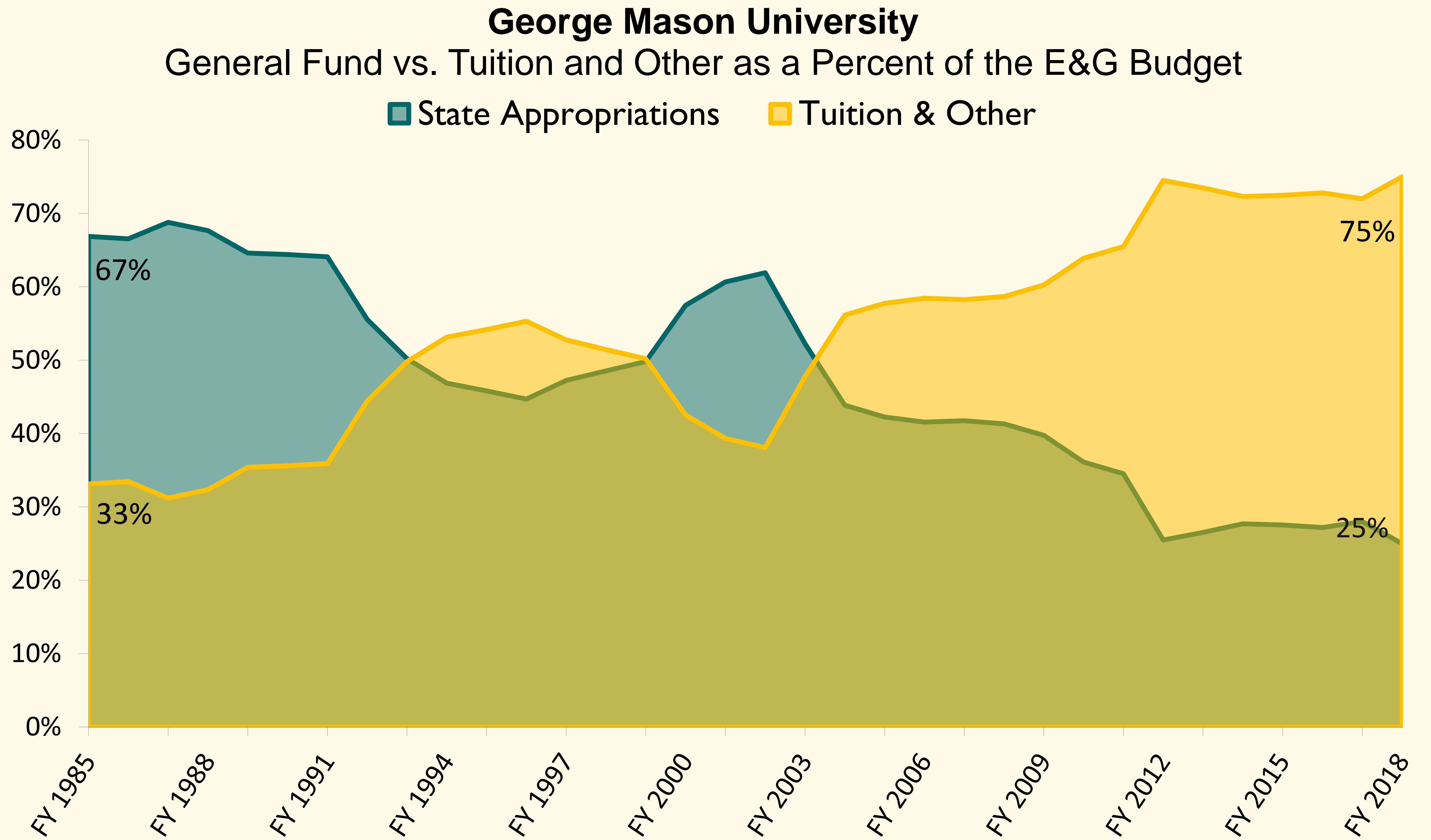
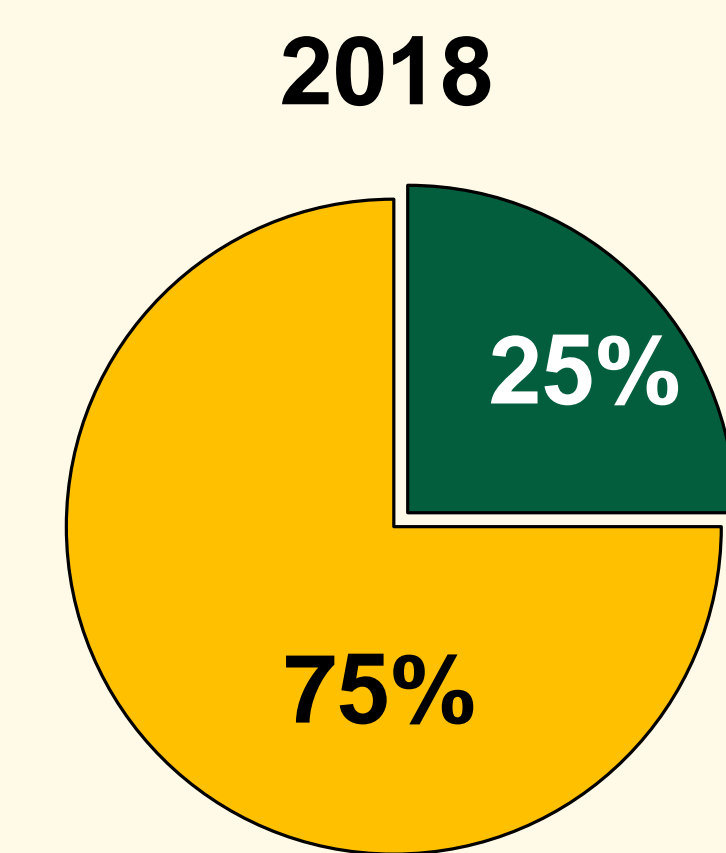
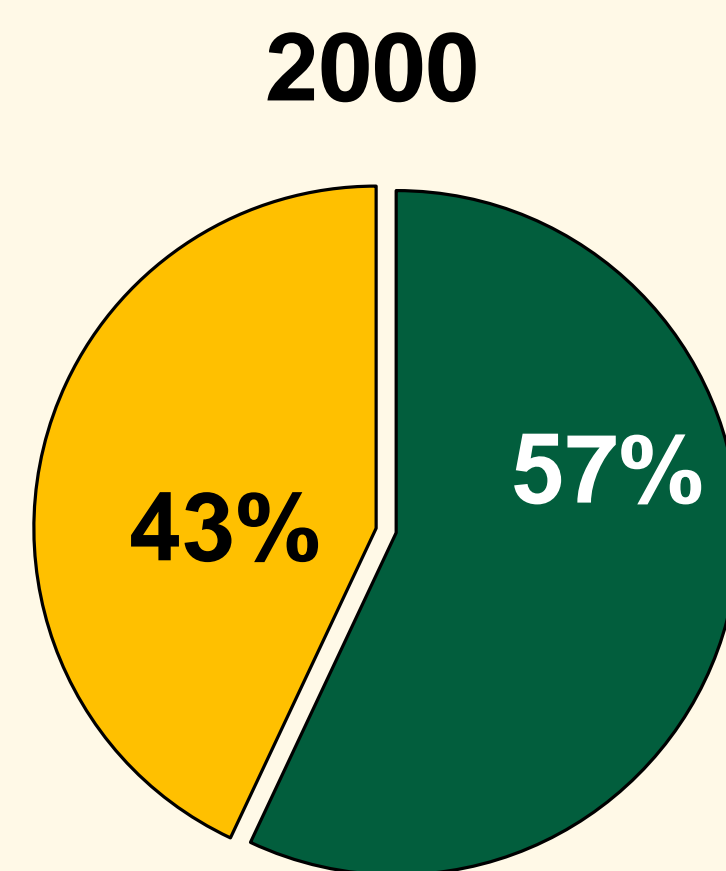
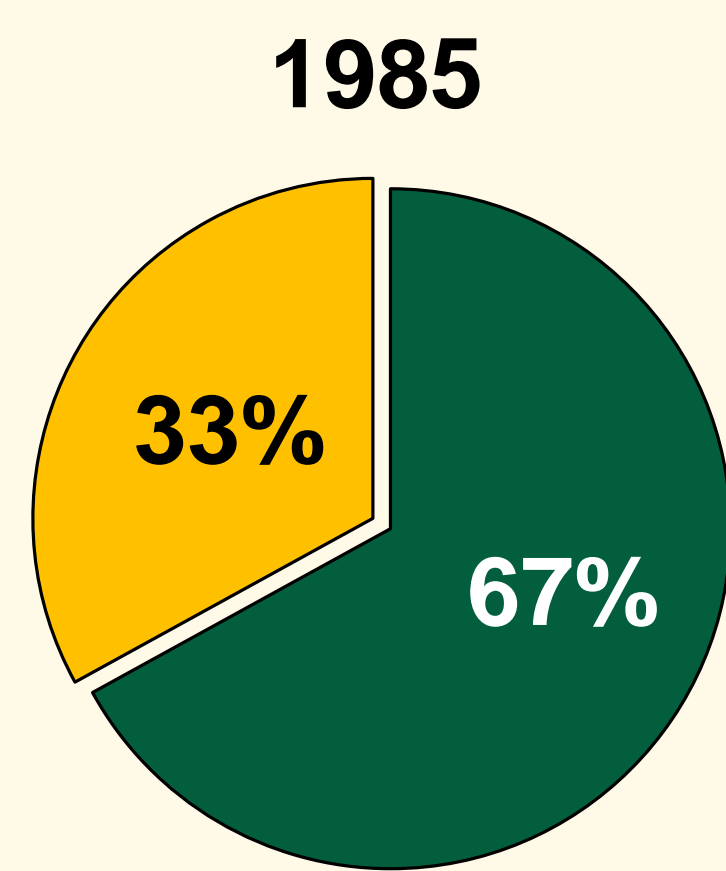
Mason FY 2018 Financial Disparity

GEORGE MASON



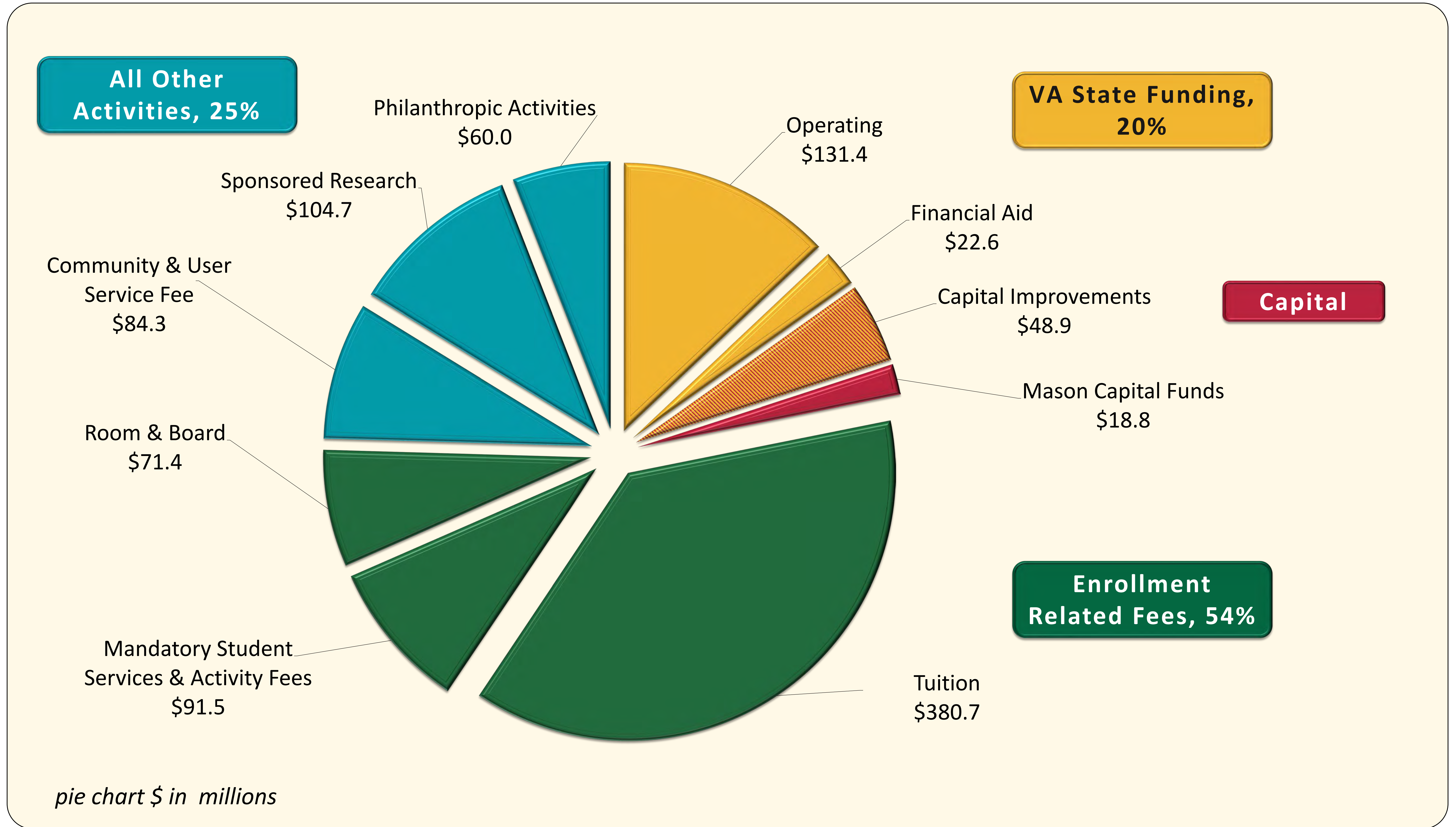
Long Term Financial Shift From Taxpayer To Student

GEORGE MASON



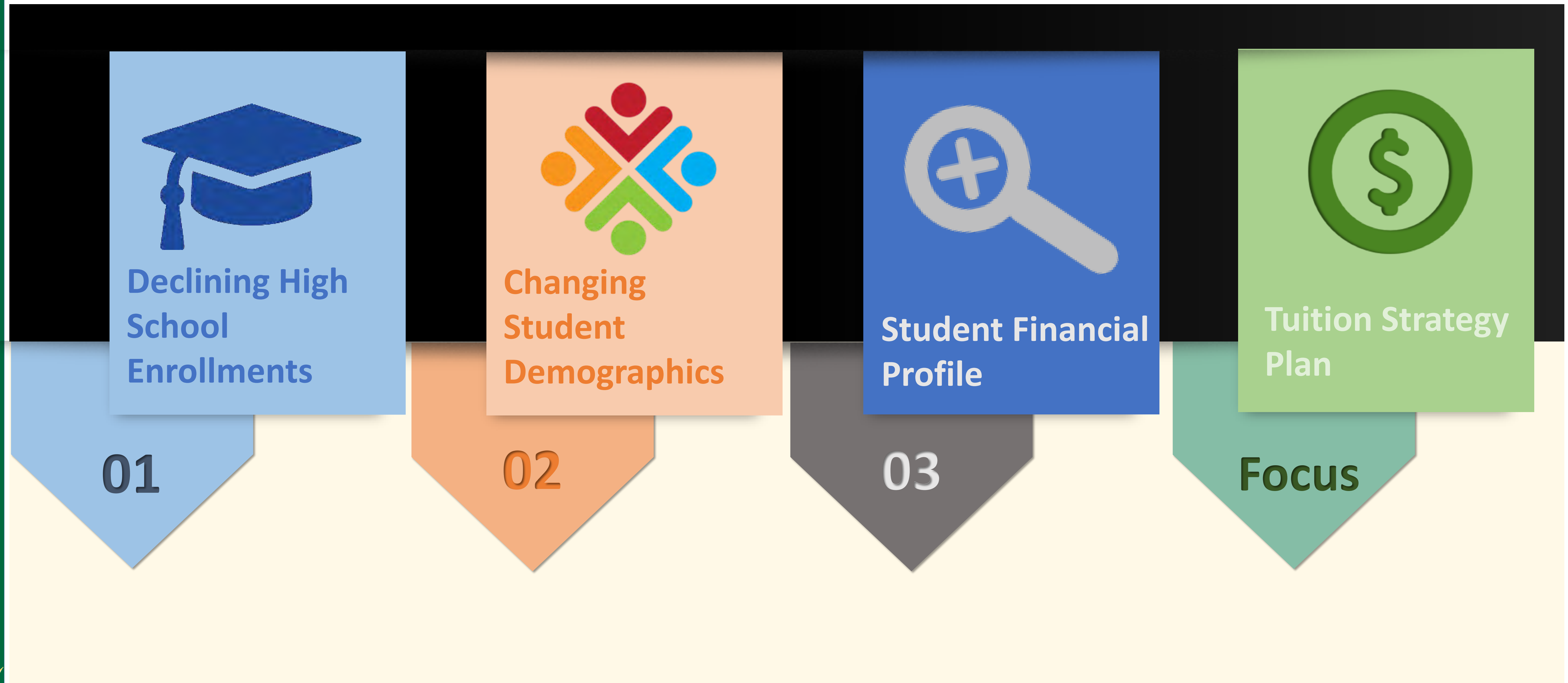


Mason FY 2018 Revenue Budget \$1.0B



FY 2018 Enrollment Landscape

Tuition Pricing Strategy



CAMPAIGN PRIORITIES



Students



Faculty



Research



Community and Capital Projects



Programs and Big Ideas



Annual Giving



GEORGE MASON UNIVERSITY
OFFICE OF ADVANCEMENT AND ALUMNI RELATIONS

**FASTER
FARTHER**

THE CAMPAIGN
FOR GEORGE MASON
UNIVERSITY



> > > > > > fasterfarther.gmu.edu

CAMPAIGN PROGRESS

GOAL

\$500 million (through December 2018)

CURRENT

\$500 million goal reached March 23, 2017!



**FASTER
FARTHER**

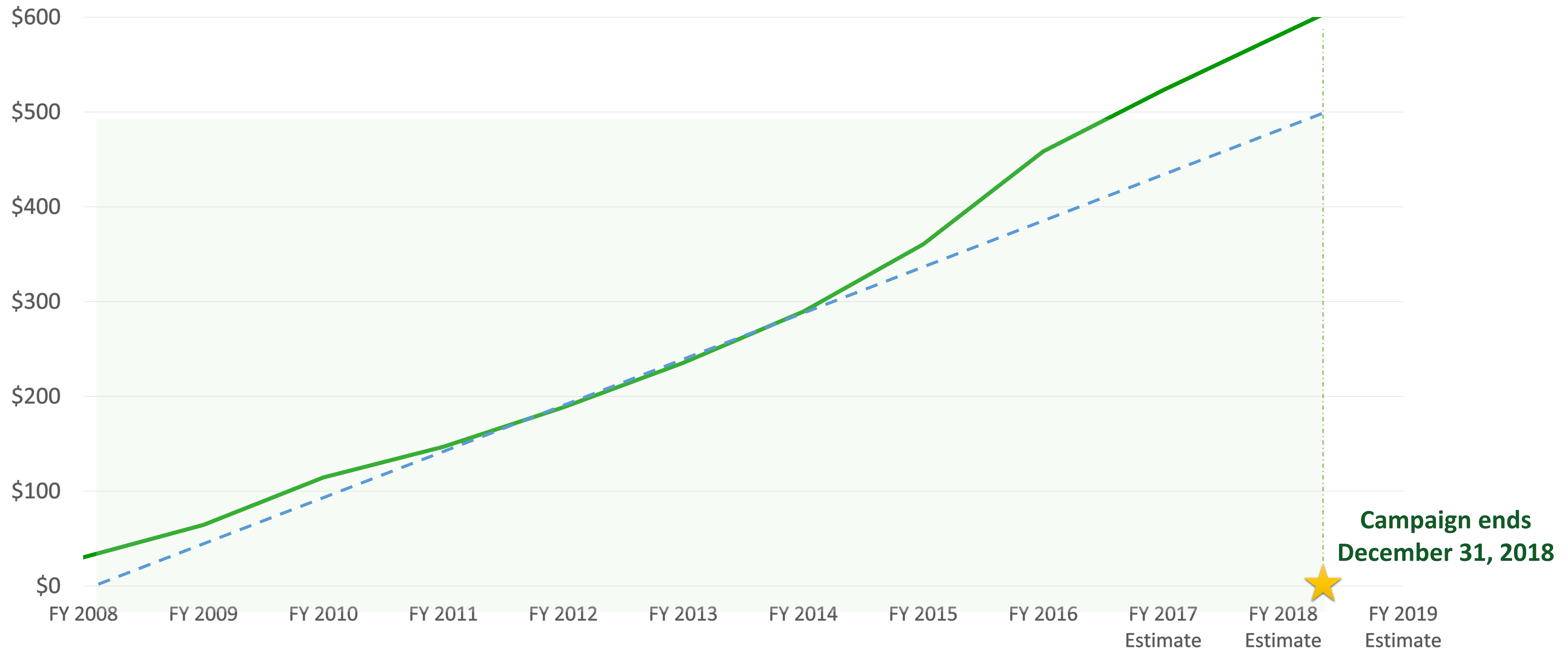
THE CAMPAIGN
FOR GEORGE MASON
UNIVERSITY



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Campaign Trend

Cumulative Gifts and Pledges



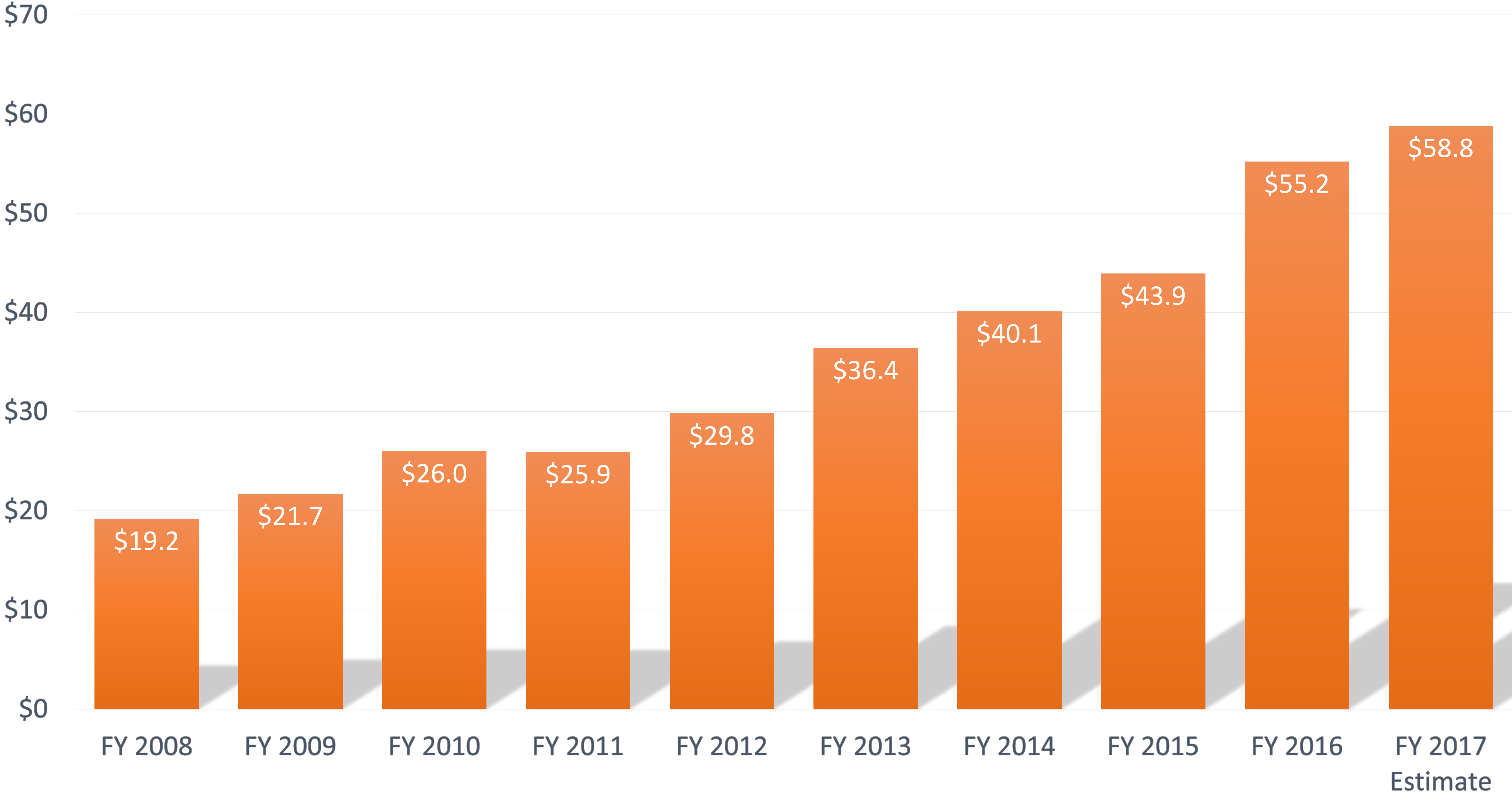
**FASTER
FARTHER**

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Philanthropic Support to Mason By Fiscal Year in Millions of Dollars



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Endowment Balance – June 30 By Fiscal Year in Millions of Dollars



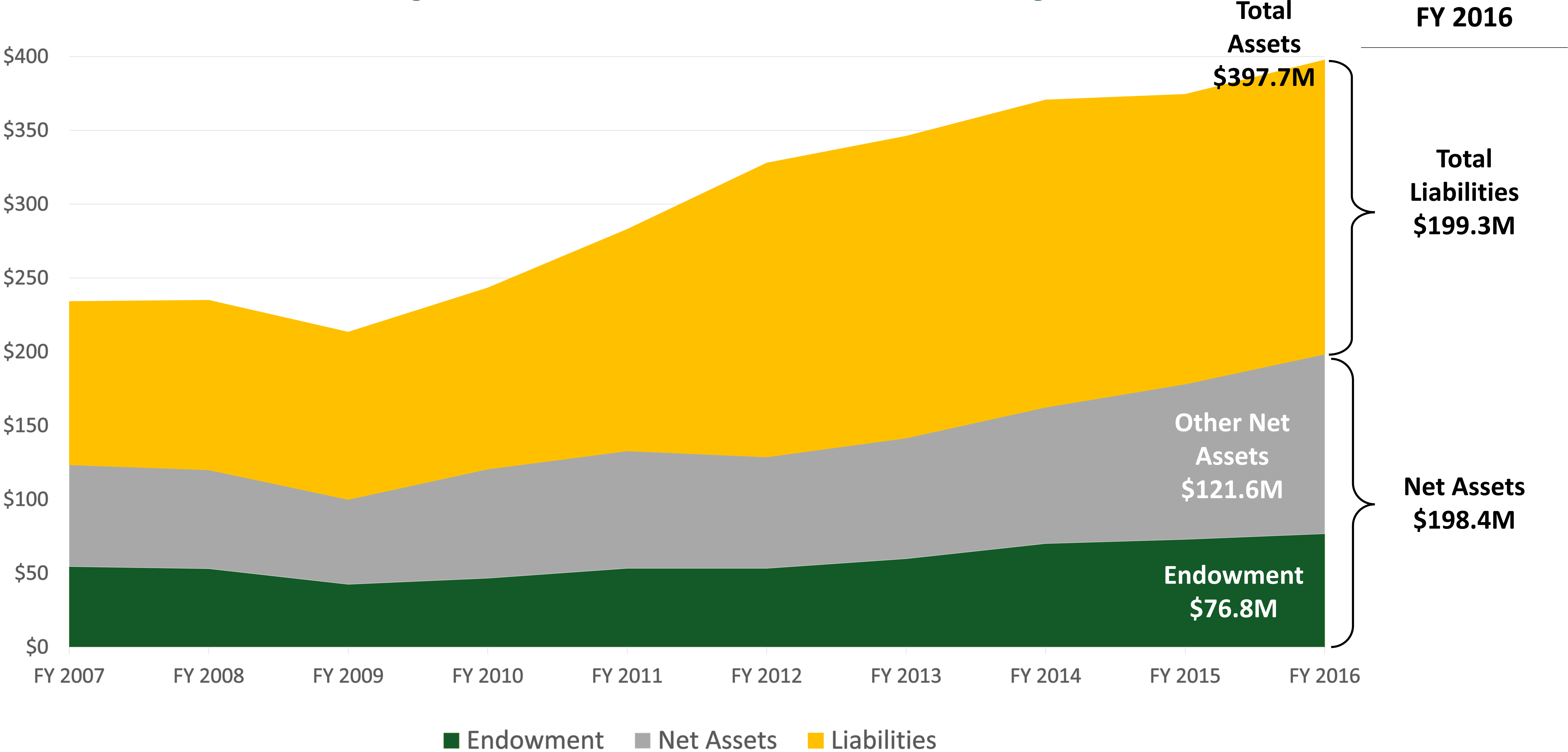
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Total Assets, Liabilities, Net Assets (Millions, Rounded)



**FASTER
FARTHER**

THE CAMPAIGN
FOR GEORGE MASON
UNIVERSITY



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George Mason University's Impact

George Mason University opened as a small satellite campus of the University of Virginia. Independent since 1972, Mason is now the largest — and one of the most influential — public research universities in Virginia.

STUDENTS CHOOSE MASON



35,000
Enrollment

RESEARCH OF CONSEQUENCE



TIER 1

Highest Carnegie research classification

THREE DISTINCT CAMPUSES



6,400
Residential students

AFFORDABLE EXCELLENCE



2.1%

National student loan default rate is 11.3%

DIVERSE STUDENTS



130
Countries



50
States

A TOP-TIER LOCAL COLLEGE OPTION



81%

In-state students

AN AREA NETWORK



100,000
Mason alumni in region

ACCESSIBLE PATHWAYS



35%
First-generation college students

CONTRIBUTIONS TO K-12 EDUCATION



33%
Teachers in
Northern VA schools
with Mason degrees



50%
Administrators in
Northern VA schools
with Mason degrees



2017 Survey Results

Polling Structure

Sample Size 800: Land lines (400) and online (400)

Likely voters 2017 election

Some split-sample policy questions

Polled January 11-16, 2017



Major Takeaways

Economic value proposition of a college degree remains nearly as strong as before despite adverse press.

General support for higher ed funding is soft (4th out of 7 priorities).

Policy ideas that improve economic growth and job access poll well.

Major concerns about affordability (tuition/debt).

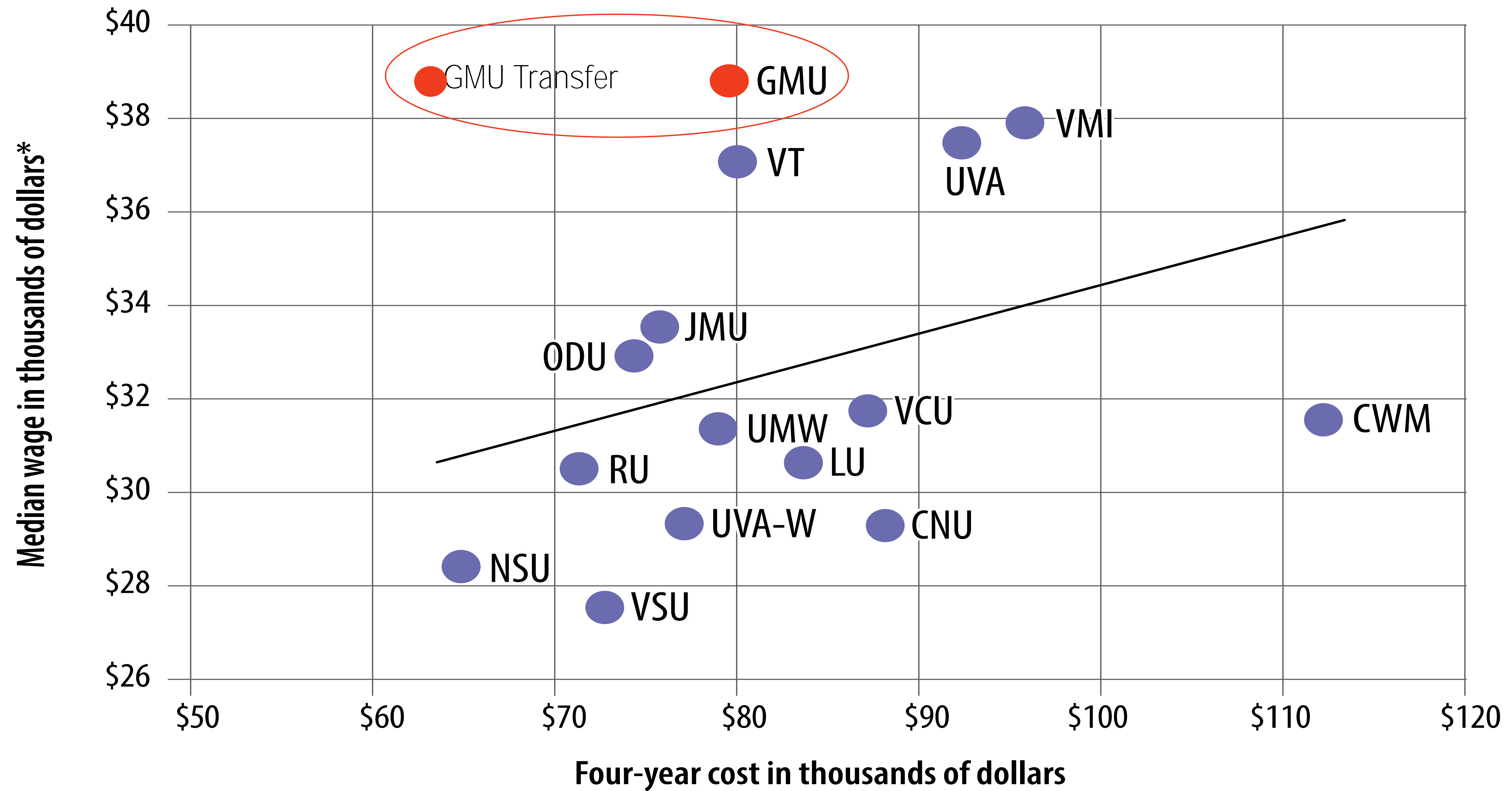
Transparency, accountability for results are strong themes.

Out-of-state student enrollment is not a major concern.

Support for more managerial flexibility if combined with accountability for results.



George Mason University – Return on Investment

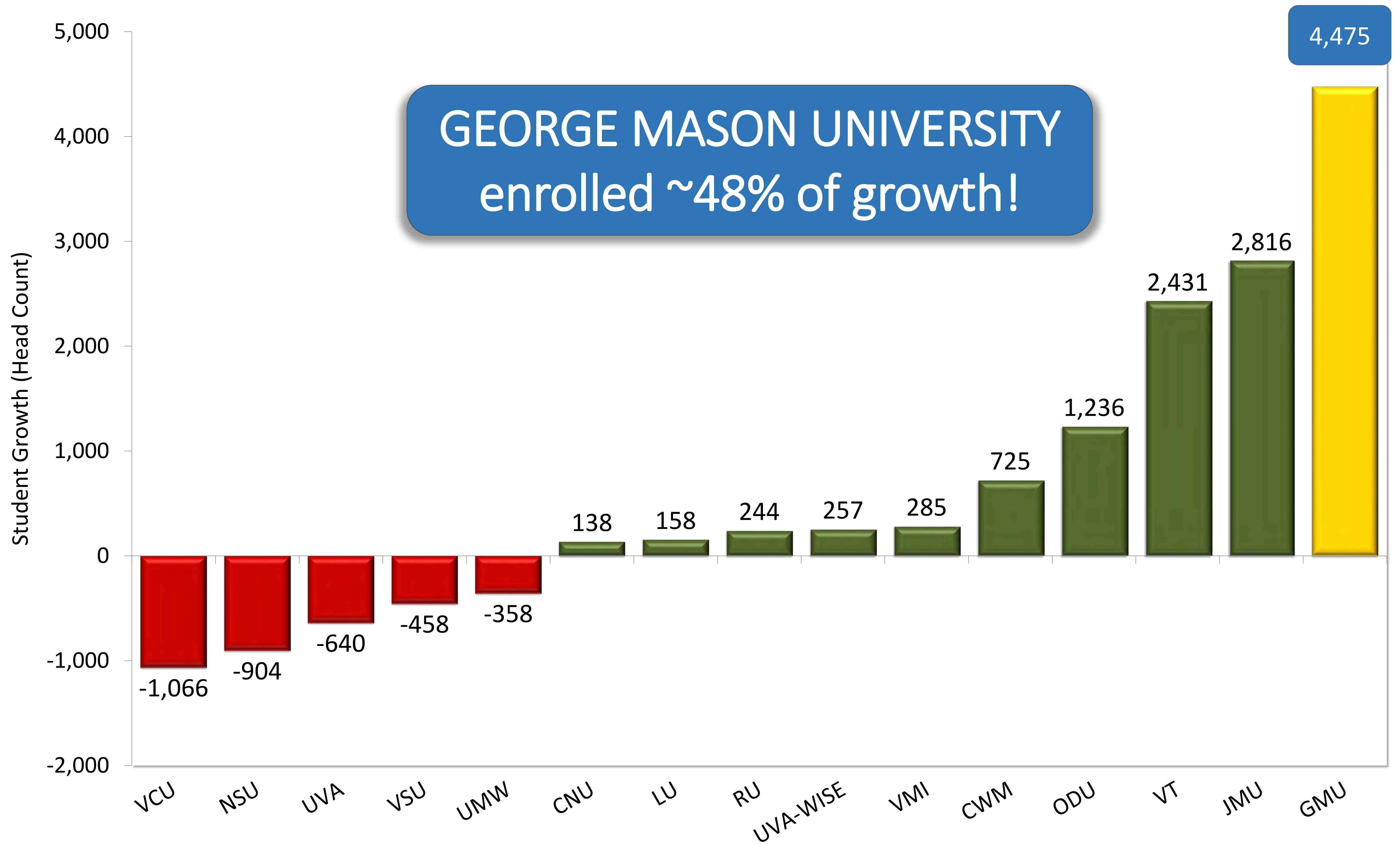


*Wage data is five-year average

Source: State Council of Higher Education for Virginia (SCHEV)

Student Growth Fall 2008 - 2016

GEORGE MASON



Virginia Public Institutions of Higher Education

FY 2018 State Funding Disparity



General Fund	\$7,733	\$8,640	\$6,989	\$6,887	\$6,275	\$7,305	\$5,658
In-State Tuition	16,506	13,810	11,263	11,483	6,648	11,942	8,672
Total	\$24,239	\$22,450	\$18,252	\$18,370	\$12,923	\$19,247	\$14,330

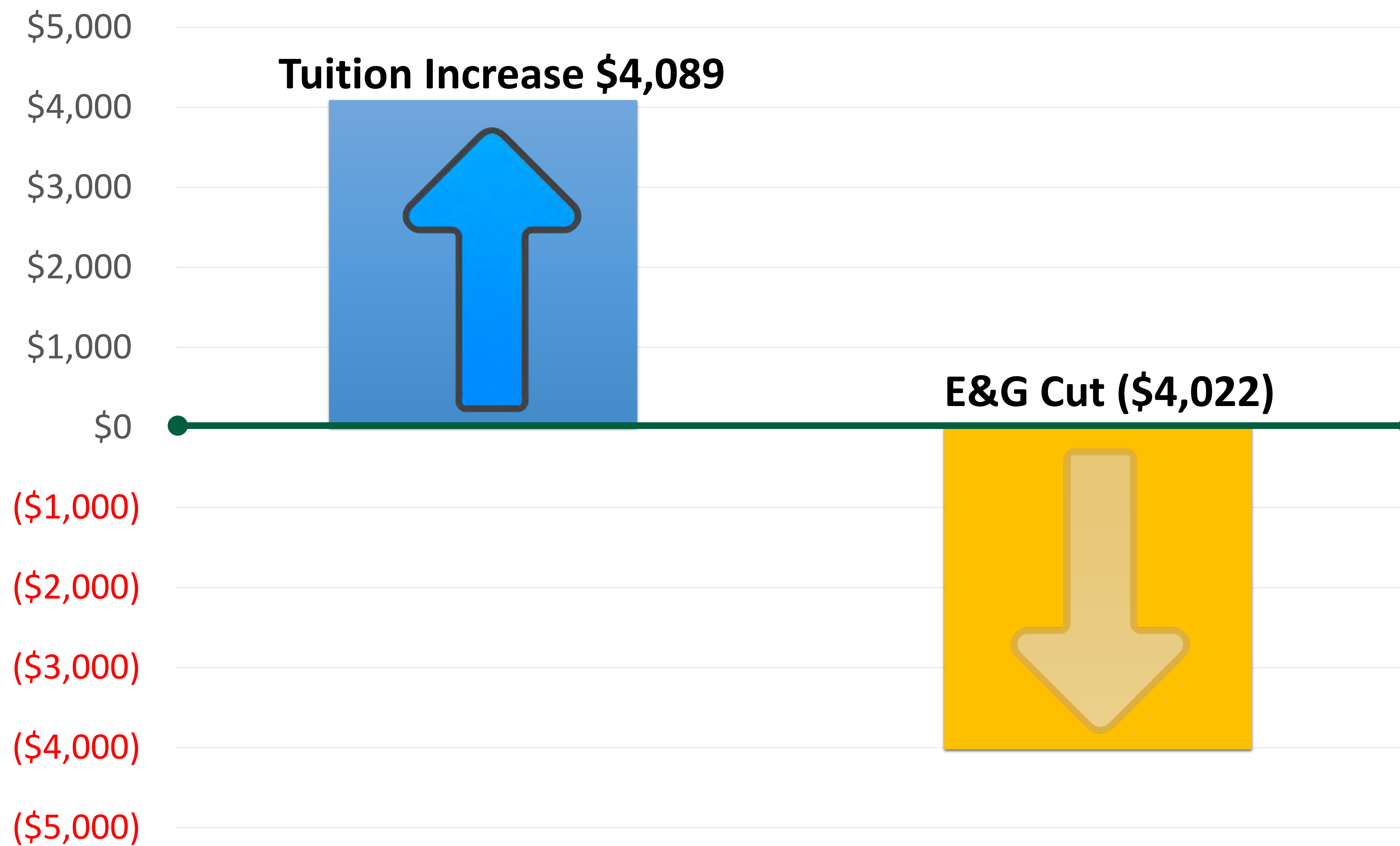
Mason percent of average is **74%** of total

General fund estimate is based on SCHEV FTE projection in the 2B report, numbers for all institutions will change with actual revised numbers for FY 2018





System-wide tuition increase vs reduction in per-student E&G funding

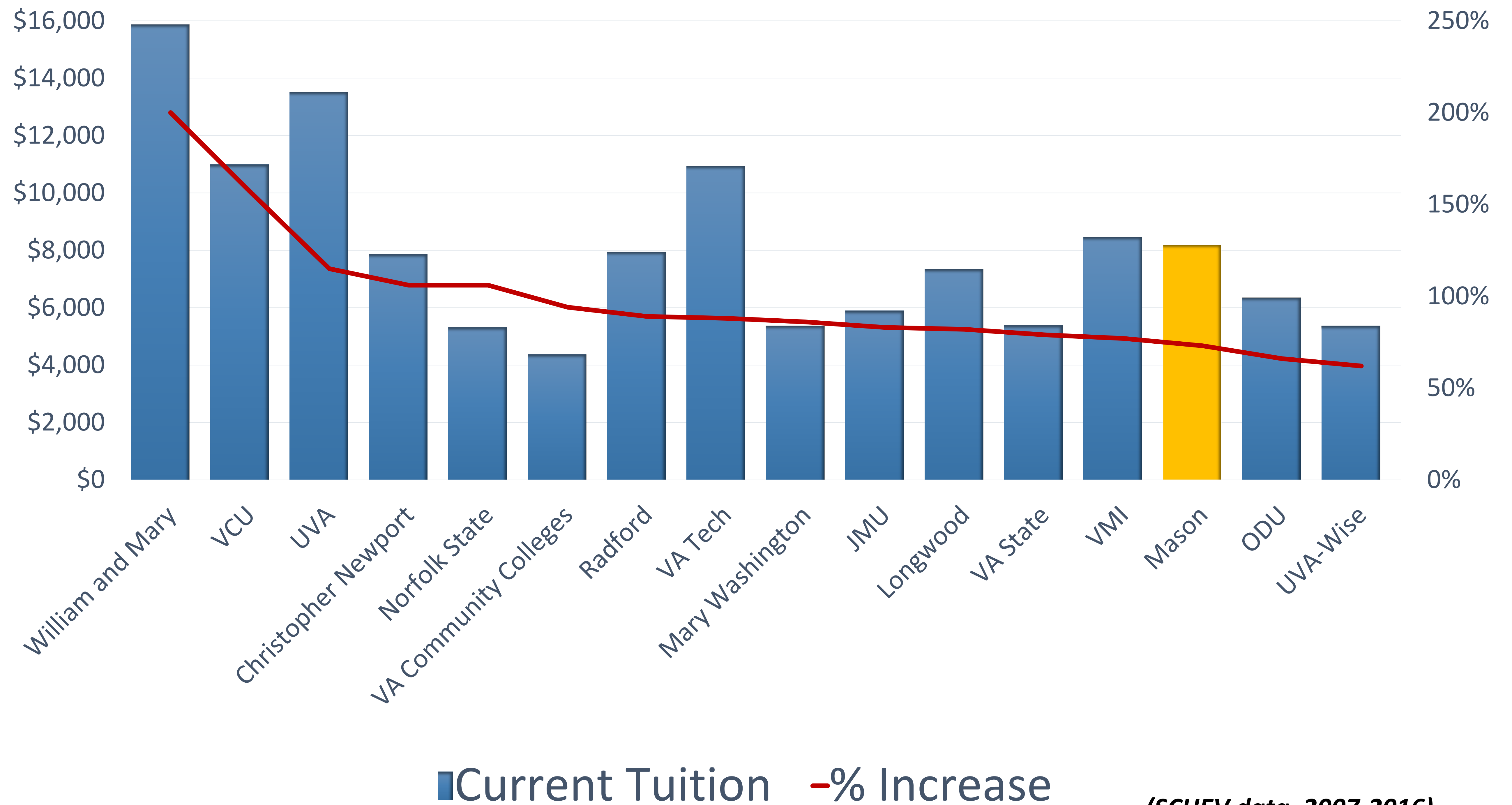


(constant dollars, 2001-2015)



Historical Tuition Rates

Current Tuition and Tuition Increases Over the Last Decade



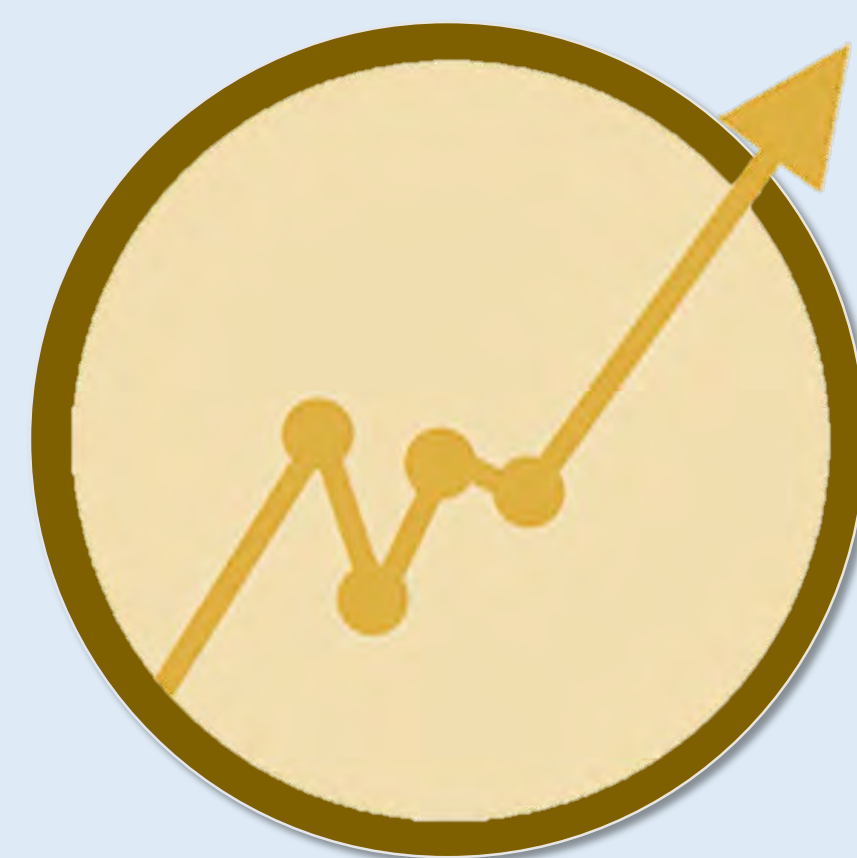
(SCHEV data, 2007-2016)



Academic Innovation & New Ventures



Pursue
transformative
partnerships for
ACCESS



Create new
REVENUE streams



Launch innovative
programs to fill
WORKFORCE NEEDS

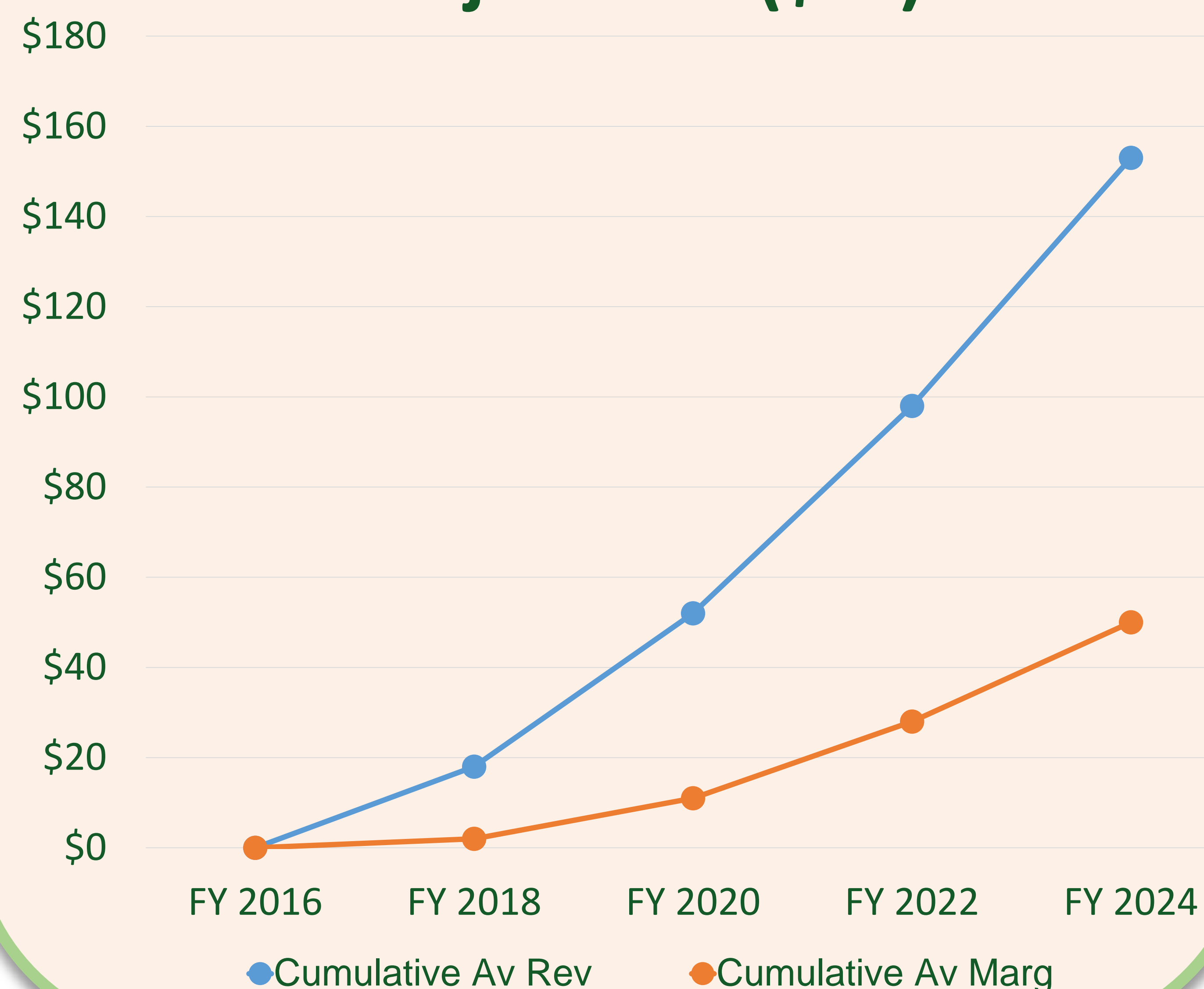


Position Mason as
a university for
the **FUTURE**



Wiley-Mason Partnership

Revenue/Margin Projections (\$M)



Where We're Headed...



Launch 15 high-demand online graduate programs & certificates at scale



\$155 million in new **revenue** projected over next 15 years

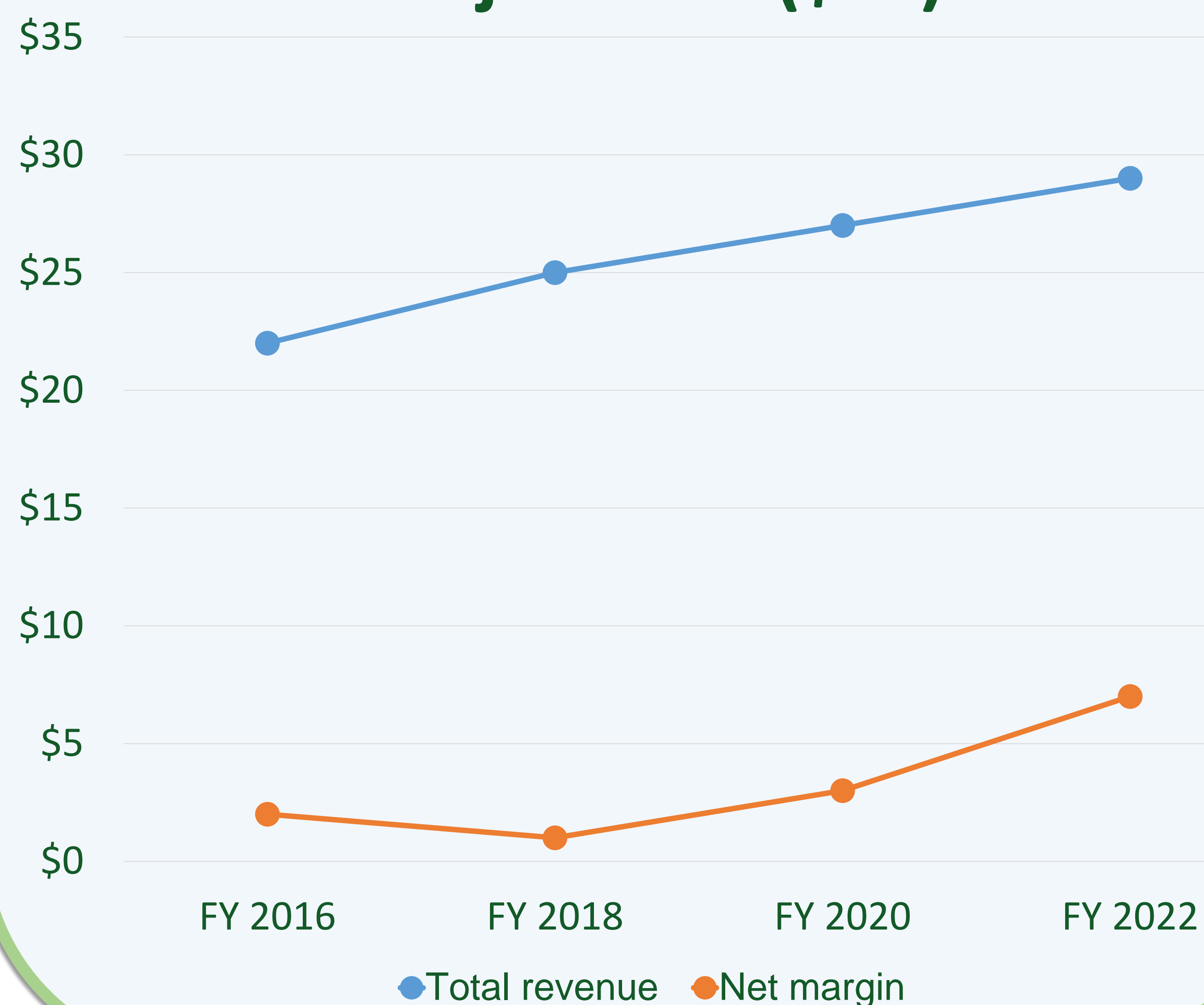


Create capability to support high-quality, large-scale **distance** programs at Mason



INTO-Mason Joint Venture

Revenue/Margin Projections (\$M)



In Fall 2016 **710** international students representing ~40 countries



76% of undergraduate and **97%** of graduate pathway students matriculate to Mason



By 2020 ~**900** students will be enrolled in INTO Mason



ADVANCE

A NOVA | Mason Partnership



GUIDED PATHWAYS

Targeting high-demand disciplines



REDUCED TUITION

Saving students time & money



NEW TRANSFER MODEL

Single point of admission

DEDICATED ADVISING
NOVA admission through
Mason graduation



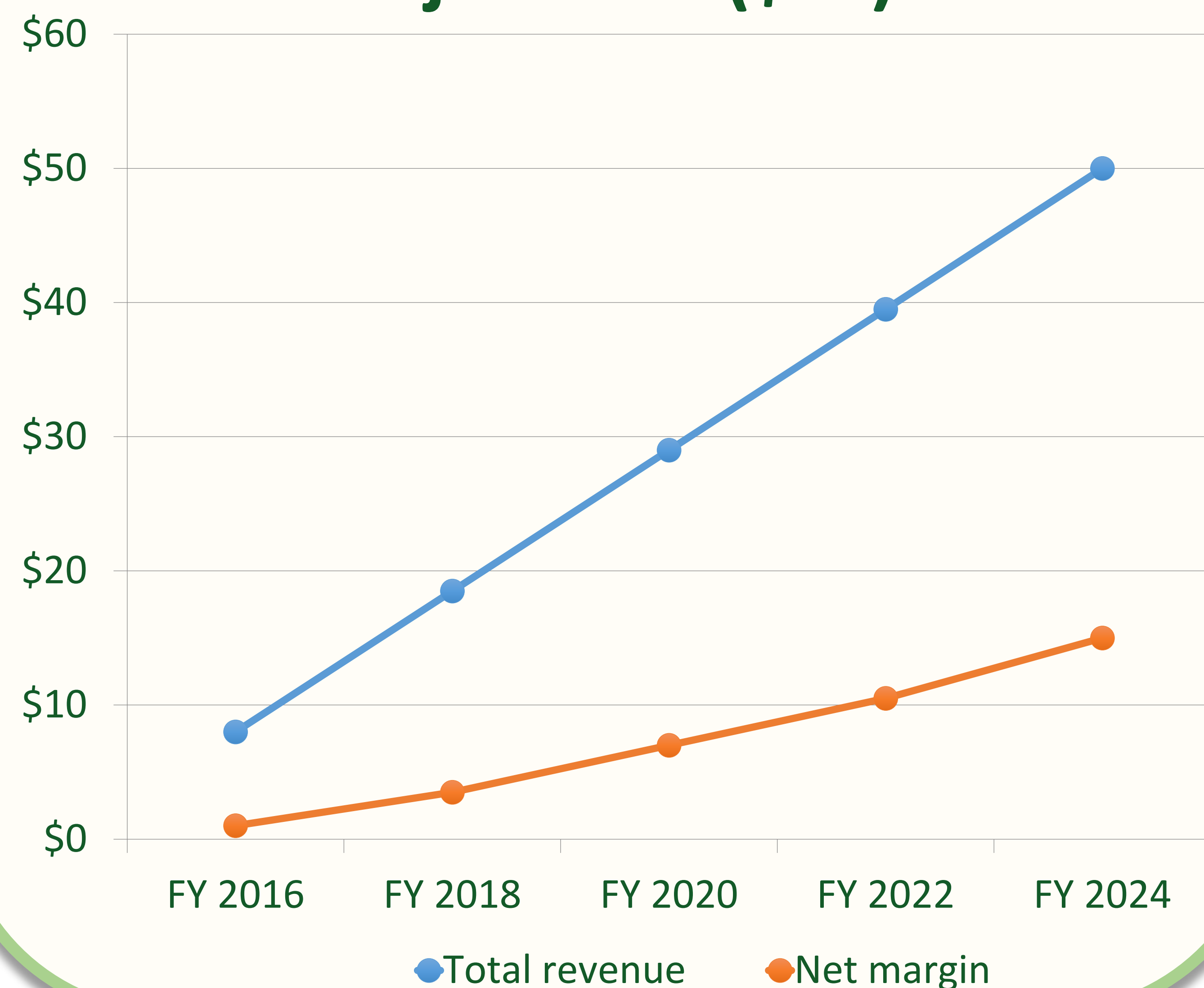
WORKFORCE NEEDS
Engaging K-12 and regional
businesses





Mason Executive & Professional Education

Revenue/Margin Projections (\$M)



Where We're Headed...



Aggressive **movement** into the online space



New **C-level** executive education programs:

- Chief data officer
- Chief learning officer
- Chief talent officer
- Chief risk officer



\$50M in annual revenues by 2024



Growing Partnerships into the Future



**Corporate
educational
relationships**



**EdTech & academic
services companies**



**Higher education
institutions**