Our University
New Rankings!

#47
Times Higher Education Young University Rankings of 200 colleges and universities worldwide.

#14

#50
New ranking by Business First of the top 499 public universities.

#111
Best College Value by Forbes.

#31
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 CAMPUS**
- 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
MASSON IMPACTS THE WORKFORCE

Where graduates work:
- Fairfax County Public Schools: 1,132
- Booz Allen Hamilton: 652
- Inova Health System: 541
- Deloitte: 533
- Northrop Grumman: 504
- Prince William County Schools: 495
- Fairfax County Government: 490
- Accenture: 480
- U.S. Department of State: 470
- U.S. Army: 450
- Northern Virginia Community College: 439
- Freddie Mac: 416
- Freddie Mac: 413
- Loudoun County Public Schools: 408
- GAI International: 407
- Leidos: 353
- Capital One: 327
- MITRE: 327
- Lockheed Martin: 327

Source: LinkedIn, June 2017

2017 Bachelor's Graduates: 25% are in STEM fields
2017 Master's Graduates: 26% are in STEM fields

2017 Bachelor's Graduates: 10% are in the health science fields
2017 Master's Graduates: 6% are in the health science fields

Source: George Mason Office of Institutional Research and Reporting
George Mason University – Return on Investment

Median wage in thousands of dollars*

Four-year cost in thousands of dollars

GMU Transfer
GMU
VT
VMI
UVA
ODU
JMU
UMW
VCU
RU
LU
NSU
UVA-W
CNU
VSU
CWM

*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?

Fall 2016 Enrolled Student Population by Headcount: ~35,000
A DIVERSE Student Body

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

FIRST GENERATION: 37%
UNDERREPRESENTED RACIAL / ETHNIC: 49%
OVER AGE 25 AT ENTRY: 15%
We continue to GROW

Source: Office of Institutional Research & Reporting, enrollment excludes Mason Korea
Financial Framework
January 2017
Received Two Ratings
GMUF’s Prince William Lab LLC Refunding Bonds

Stable Financial Ratings in 2017

<table>
<thead>
<tr>
<th>STANDARD &amp;POOR’S</th>
<th>Moody’s</th>
</tr>
</thead>
<tbody>
<tr>
<td>AA-</td>
<td>Aa3</td>
</tr>
<tr>
<td>A+</td>
<td>A1 upgraded</td>
</tr>
<tr>
<td>A stable</td>
<td>A2</td>
</tr>
<tr>
<td>A-</td>
<td>A3</td>
</tr>
<tr>
<td>BBB+</td>
<td>Baa1</td>
</tr>
</tbody>
</table>
Mason Strategic Plan

FOR STUDENTS
- Innovative learning
- Accessible pathways
- Return on investment

FOR THE COMMUNITY
- 100,000 career-ready graduates
- Innovation engine
- Community builder

FOR THE WORLD
- Elevate research
- Research of consequence
- Global learning platform

FOR FACULTY AND STAFF
- Well-being
- Diverse, talented community
- Support teaching and scholarship innovation and excellence

The Mason IDEA

Accessible
Affordable
Quality
ROI
The Financial Framework

**REVENUES**
- Philanthropy
- Retention & Enrollment
- Tuition & Fees
- New Programs
- State Appropriations

**EXPENSES**
- Academic & Administrative Enterprise
- Cost Increases
- Debt Service

**NET RESOURCES**
- Operating & Capital Reserves
- Capital Infrastructure
- Physical Plant
Internal & External Pressures on Mason

- Disinvestment
- Federal & State Policy
- High Cost of Living
- HS Graduates
- Increased Diversity
- Infrastructure Needs
- Strategic Plan
- Internal & External Pressures on Mason
- Enrollment Growth Mix
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

MASON AVERAGE FACULTY SALARY AND PERCENTILE RANK AMONG PEER INSTITUTIONS ALL RANKS

- SCHEV Conventional Goal (60th Percentile of Peers)
- Mason Average Salary
- Mason Salary Percentile Rank

Percentile

<table>
<thead>
<tr>
<th>Year</th>
<th>SCHEV</th>
<th>Mason Average</th>
<th>Percentile Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2013</td>
<td>$101,589</td>
<td>$94,716</td>
<td>32.9%</td>
</tr>
<tr>
<td>Fall 2014</td>
<td>$102,896</td>
<td>$94,194</td>
<td>29.2%</td>
</tr>
<tr>
<td>Fall 2015</td>
<td>$105,948</td>
<td>$95,508</td>
<td>22.6%</td>
</tr>
</tbody>
</table>

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

1985
67%

2000
57%

2018
25%

George Mason University
General Fund vs. Tuition and Other as a Percent of the E&G Budget

<table>
<thead>
<tr>
<th>Year</th>
<th>State Appropriations</th>
<th>Tuition &amp; Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 1985</td>
<td>67%</td>
<td></td>
</tr>
<tr>
<td>FY 1991</td>
<td>33%</td>
<td></td>
</tr>
<tr>
<td>FY 2000</td>
<td>75%</td>
<td></td>
</tr>
<tr>
<td>FY 2018</td>
<td>25%</td>
<td></td>
</tr>
</tbody>
</table>

GEORGE MASON UNIVERSITY | OFFICE OF THE SENIOR VICE PRESIDENT
Story of the Last Four Years: Cuts

<table>
<thead>
<tr>
<th>Year</th>
<th>Budget Cuts</th>
<th>2015 Budget Cuts</th>
<th>2016 Budget Cuts</th>
<th>2017 Budget Cuts</th>
<th>2018 Budget Cuts</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>dollars in millions</td>
<td>-$9.4 one-time</td>
<td>-$8.0</td>
<td>-$3.0 one-time</td>
<td>-$6.9 permanent</td>
</tr>
<tr>
<td></td>
<td></td>
<td>permanent</td>
<td></td>
<td>permanent</td>
<td></td>
</tr>
</tbody>
</table>

FY 2015 Budget Cuts
FY 2016 Budget Cuts
FY 2017 Budget Cuts
FY 2018 Budget Cuts
Mason FY 2018 Financial Disparity

Mason receives just 74% of doctoral average.
## Examine the Base: Efficiency & Effectiveness Measures

### Debt Deauthorization and NO NEW DEBT: 4 Year Total

<table>
<thead>
<tr>
<th>Partial List</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fairfax Concert Hall</td>
<td>$41.1M</td>
</tr>
<tr>
<td>Housing IX</td>
<td>$41.1M</td>
</tr>
<tr>
<td>Economics Building</td>
<td>$30.7M</td>
</tr>
<tr>
<td>Parking Deck IV</td>
<td>$27.2M</td>
</tr>
<tr>
<td>SW Campus Dining</td>
<td>$14.6M</td>
</tr>
</tbody>
</table>

### Asset Reutilization

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mason Inn Conversion</td>
<td>$12M</td>
</tr>
<tr>
<td>Mason Hall Phase I &amp; II</td>
<td>$13M</td>
</tr>
<tr>
<td>Science &amp; Technology Campus</td>
<td></td>
</tr>
<tr>
<td>Broadlands Properties</td>
<td></td>
</tr>
<tr>
<td>Base Budget Reductions &amp; Reallocation</td>
<td>$33.3M</td>
</tr>
</tbody>
</table>

## FY 2014 - 2017

- **Tier 2.5 – Increased Financial Flexibility**
FY 2018 BUDGET STRATEGY

STUDENTS
- Stay Mason
- Financial Aid
- Student Experience

STAFF
- Compensation
- Disability Insurance
- Healthcare
- Well-being Initiatives

STRATEGIC PLAN
- Student Experience
- IT Infrastructure
- Research
- Innovation
- TBD
FY 2018 REVENUE BUDGET $1.0B

- Operating: $131.4
- Financial Aid: $22.6
- Capital Improvements: $48.9
- Mason Capital Funds: $18.8
- Tuition: $380.7
- Mandatory Student Services & Activity Fees: $91.5
- Room & Board: $71.4
- Community & User Service Fee: $84.3
- Sponsored Research: $104.7
- Philanthropic Activities: $60.0
- VA State Funding: 20%
- All Other Activities: 25%
- Enrollment Related Fees: 54%

Pie chart: $ in millions
FY 2018 EDUCATIONAL & GENERAL (E&G)

Increase over FY 2017

$20.4M

- Stay Mason, $0.3M
- Contract Escalation/New Facilities Online, $0.6M
- Strategic Initiatives, $1.5M

TOP PRIORITY
Faculty/Staff Salary Increase
Health Insurance
Faculty Minimums
Promotion & Tenure

$18.0M
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

- Educational & General $535.2
- Enrollment Related, 71%
- Capital, 6%
- All Other Activities, 23%

- Foundation Support for Mason $60.0
- Student Services & Activity Fees $91.5
- Research Contracts and Grants $104.7
- Capital Improvements $63.3
- Financial Aid $22.6
- Room & Board $71.4
- Community & User Service (Non-E&G) $65.6
- Total $1.0B
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
### 2018-2024 Capital Plan

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