George Mason University
Total Budget, 2008-2009
Executive Summary

Table of Contents

BUDGET SUMMARY

OVERVIEW
- BUDGET HIGHLIGHTS 1
- TOTAL UNIVERSITY BUDGET 2
- REVENUE: ALL FUNDS – ALL SOURCES 3
- OUTLAYS: ALL FUNDS – ALL USES 5
- BASE BUDGET ADEQUACY 6
- INSTITUTIONAL STRATEGY 7
  - ANNUAL BUDGET CHANGE 9
  - EXPLANATION OF CHANGE IN SPENDING 11
  - ENROLLMENT 16
  - STUDENT PROFILE 17
  - TUITION & FEE PROPOSAL 21
- STUDENT FINANCIAL ASSISTANCE 24

EDUCATIONAL & GENERAL 31
- SOURCE OF FUNDS 32
- STUDENT ENROLLMENT 33
- USE OF FUNDS 39
- BUDGET APPROVAL ACTION PAGE 45
- PROGRAM PERFORMANCE MEASURES 46

AUXILIARY ENTERPRISES 51
- SOURCE OF FUNDS 51
- NEW STUDENT FEE REQUIREMENTS 58
- USE OF FUNDS 60
- BUDGET APPROVAL ACTION PAGE 68

TUITION AND FEES 69

SPONSORED RESEARCH 81

CAPITAL OUTLAY 87

BUDGET DETAIL

EDUCATIONAL & GENERAL DETAIL BY MAJOR UNIT 91

AUXILIARY ENTERPRISES DETAIL BY MAJOR UNIT 117

Members of the George Mason University Budget and Planning Team

Dr. Maurice Scherrens, Co-Chair

Dr. Peter Stearns, Co-Chair

Dr. Lawrence Czarda

Dr. Sandra Hubler

Dr. Joy Hughes

Ms. Donna Kidd

Dr. Matthew Kluger

Dr. Linda Schwartzstein

Support Staff

Mr. Guilbert Brown

Ms. Renate Guilford

Ms. Barbara Maddox

Ms. Patrice Musco

Format

The University Budget Executive Summary, 2008 – 2009, has been designed as a summary within a summary. A budget overview is found on Pages 1 - 90, while greater unit budget detail is provided on Pages 91 – 136.

GEORGE MASON UNIVERSITY TOTAL BUDGET, 2008-2009

BUDGET HIGHLIGHTS, 2008 - 2009

- Total FY 2009 University Budget of $889.7M is made up of $610.9M Operating, $13.0M State Financial Aid and $265.8M Capital. The Operating budget increases by 5.8% over the revised FY 08 budget, while the overall budget increase with Capital and Financial Aid is 25.4% over FY 2008.

- Student enrollment is projected to increase 2.3% from 23,000 FTE to 23,530 FTE. In terms of student headcount, George Mason University projects a Fall 2008 student headcount of approximately 30,900. There will be 4,805 total beds available in FY 2009, an increase of 387 more students living on campus.

- The Educational & General budget will increase by $18.0M, or an annual increase of 5.2%.

  - General Fund support from the State for Educational & General (E&G excluding Equipment Trust Fund) operations increases by $4.9M, an increase of 3.6%.

  - Tuition and other non-general fund support increases by $12.6M, or 6.3%.

  - Support from the State for Equipment Trust Fund increases by $487,000, bringing the total amount to $3.5M in FY 2009.

  - Faculty/staff salary increases are budgeted at 2.0% for the 2008-09 fiscal year. The University's budget also includes funding to support additional merit-based salary increases.

  - Private funds supporting Educational & General operations will increase by $1.0M to a total of $20.0M.

- Auxiliary Enterprises revenue in FY 2009 will increase by approximately 6.3% overall, with an increase in student fees of 11.9% and in self-generated revenues of 4.6%. The University projects an increase of 2.9% for the Auxiliary Enterprise - Independent Operations, resulting in the combined increase of 6.3% for the total Auxiliary Enterprises program.

- The total price for an in-state undergraduate student including tuition, fees, room and board will be $14,872, an increase of 7.3%. Tuition & Fees will increase 9.8% for in-state undergraduate students. The total price for an out-of-state continuing undergraduate student will be $29,008, an increase of 8.4%.

- Sponsored Research activity in FY 2009 will increase 7.0% as it attains a GMU record spending level of $82.0M.

- Capital Outlay spending in FY 2009 will be approximately $265.8M, the largest amount ever for GMU. This is 121% higher than FY08, and over seven times larger than the spending in 2006.

ANNUAL CHANGE: ALL PROGRAMS

This Executive Summary FY 2009 summarizes the Educational & General (E&G) and Auxiliary Enterprise budget plans for FY 2009. Every effort has been made to provide sufficient information to not only understand the priorities of the institution, but to also be able to ascertain where new additional resources for FY 2009 have been allocated. The Operating budget increases by 5.8%, while the Capital budget increases by 121.5%, for an overall FY 2009 University budget increase of 25.4% over the FY 2008 revised budget (see table below). The largest percentage increases occur in Capital Outlay and Student Financial Aid.

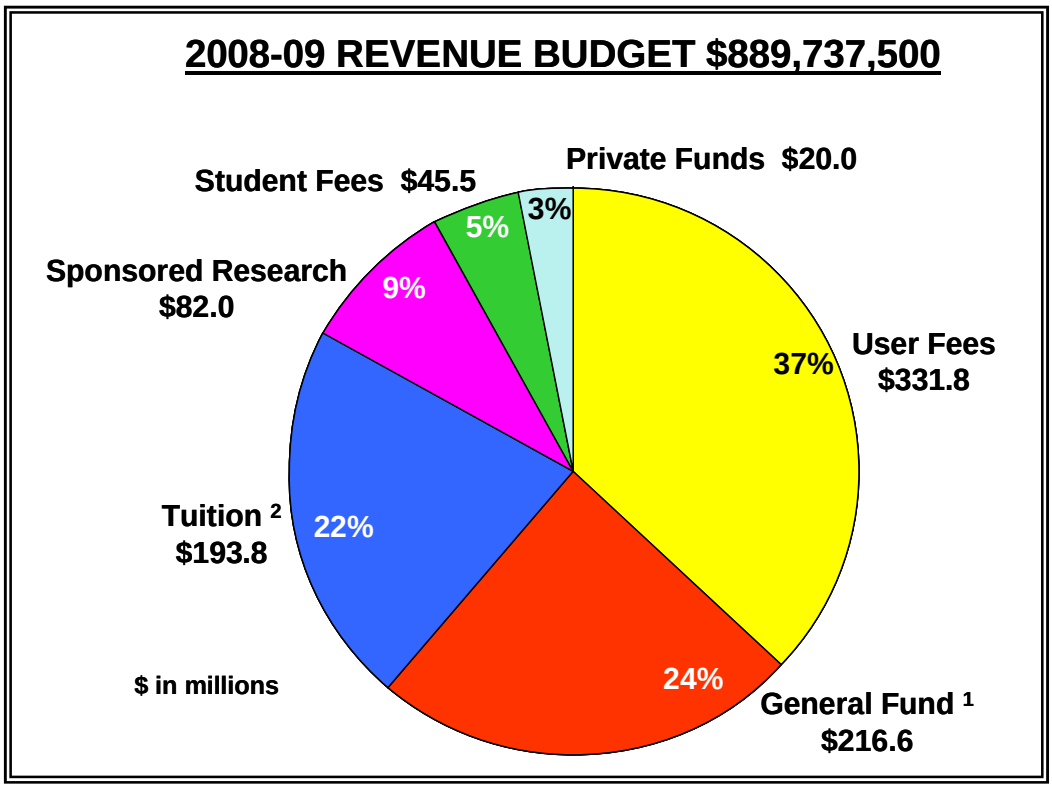
PROGRAM	REVISED BUDGET FY 2006	REVISED BUDGET FY 2007	REVISED BUDGET FY 2008	ORIGINAL BUDGET FY 2009	FY08TO FY09 % CHANGE
Educational & General *	$294.6M	$325.8M	$357.9M	$377.0M	5.3%
Auxiliary Enterprises	121.5M	130.9M	142.9M	151.9M	6.3%
Sponsored Research	68.4M	71.6M	76.7M	82.0M	6.9%
SUBTOTAL OPERATING	**$484.5M**	**$528.3M**	**$577.5M**	**$610.9M**	**5.8%**
State Student Financial Assistance	10.0M	11.2M	12.0M	13.0M	8.5%
Capital Outlay	35.9M	85.0M	120.0M	265.8M	121.5%
TOTAL	**$530.4M**	**$624.5M**	**$709.5M**	**$889.7M**	**25.4%**

* Includes $20.0M in Private Funds

TOTAL UNIVERSITY BUDGET, FY 2009 $889.7M

ALL FUNDS – ALL SOURCES - REVENUE

The total 2008-2009 revenue budget for George Mason University (GMU) is projected to be $889.7 million. The revenue that supports the GMU budget is derived from six major sources. Revenue (in accordance with Federal/State financial and accounting practices) is only reported to the extent of actual expenditures in the programs of Sponsored Research and Capital Outlay.



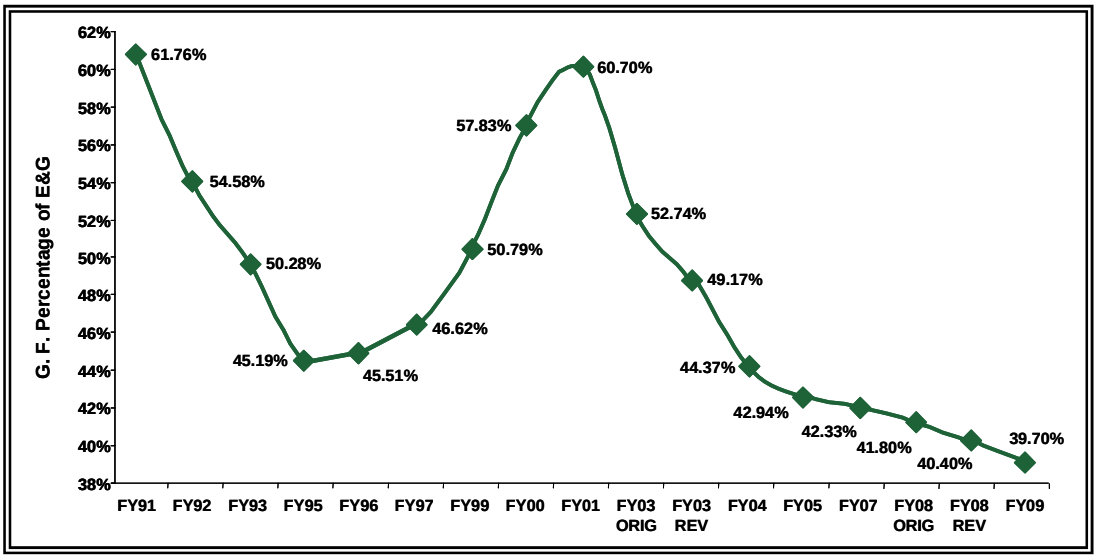
1 Includes Educational & General ($140.5M), Equipment Trust Fund ($3.5M), State Financial Aid ($13.0M), Capital Outlay ($56.3M) and Maintenance Reserve($3.3M).

2 Includes $3,000,000 of tuition which will be used for Student Financial Aid

GENERAL FUND SUPPORT

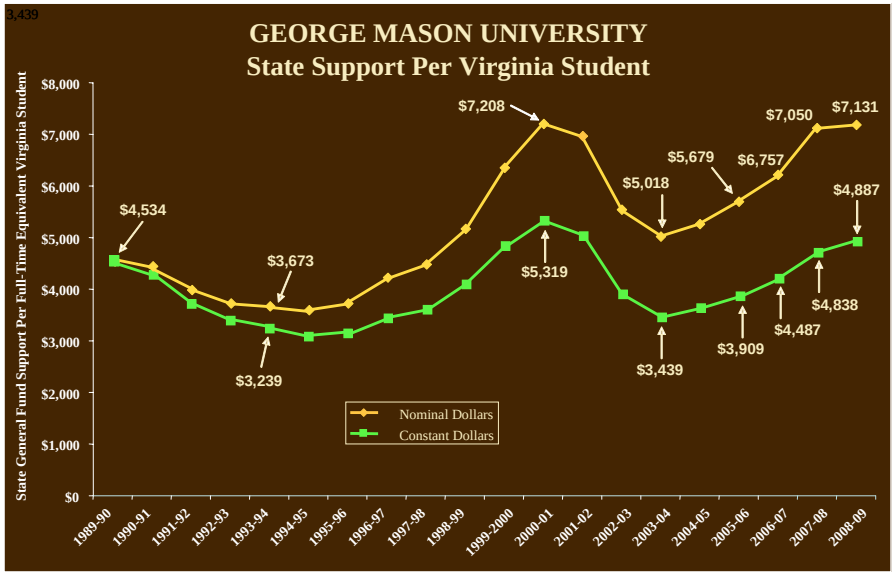
In prior years with increasing student demand, the Commonwealth of Virginia has not been in a position to provide commensurate financial support to higher education to accept this increased enrollment. The past two years have seen a slight rebound in General Fund support after several years of substantial reductions in General Fund support. The University received a nearly nine million dollar General Fund increase in FY 2006, increasing the General Fund support to $109.9 million in FY 2006. In FY 2007, the General Fund support was at a level of $127.0M. In FY 2008, the E&G General Fund support was at a level of $135.6M. For FY 2009 the General Fund support will increase to $140.5M. [***This allocation of funds for FY 2009 reflects partial funding for enrollment growth through FY 2007, and partial support for salary increases in FY 2009. For FY 2009, the GF percentage of total budget drops below the prior two fiscal years percentage of 29% to 25%.]***

While the General Fund (GF) provides funding to support nearly 30% of the total operating funds of the University, this can be a misleading ratio since this GF amount includes capital projects and student financial aid. The GF support provided to GMU to fund the core E&G budget has dropped from over 60% to approximately 40%. For FY 09 it is expected that the General Fund support % of total E&G will drop slightly below the FY08 percentage to 39.7 of total E&G (see following chart).



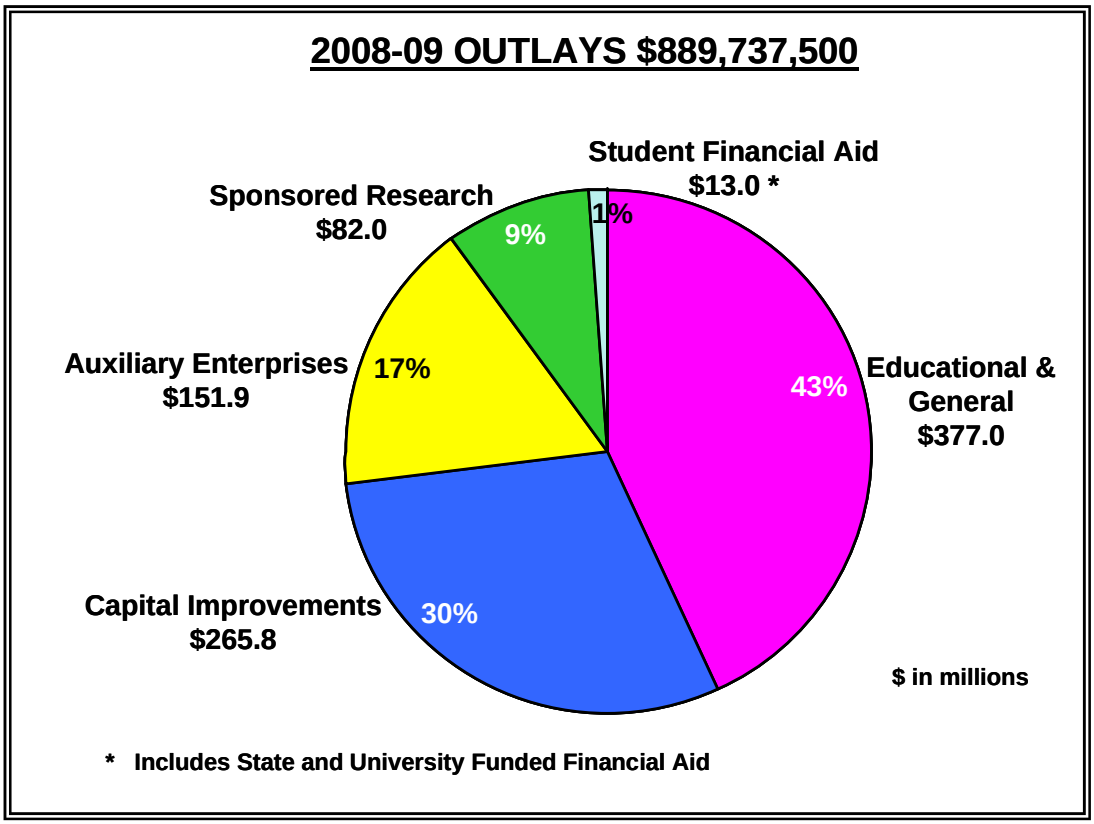
GENERAL FUND: ON THE REBOUND

George Mason University had been receiving approximately $7,200 of General Fund (GF) support for each Virginia student (FTE) prior to the GF budget reductions of FY 2002, FY 2003 and FY 2004; GMU received no GF support for the new 2,800 FTE students enrolled between FY 2001 – FY 2004. The General Fund support per FTE student had dropped to $5,018 in FY 2004. After receiving funds in FY 2005 and FY 2007 for enrollment support through FY 2004, GMU received $5,679 per student. For FY 2007 the General Fund support per FTE student was $6,757 and in FY 2008 the support increased to $7,050 (see below). For FY 2009 the General Fund support per FTE student is projected to be $7,120, 1% higher than the FY08 amount, yet still below the per FTE level of FY 2001 before adjusting for inflation.



ALL FUNDS – ALL USES - OUTLAY

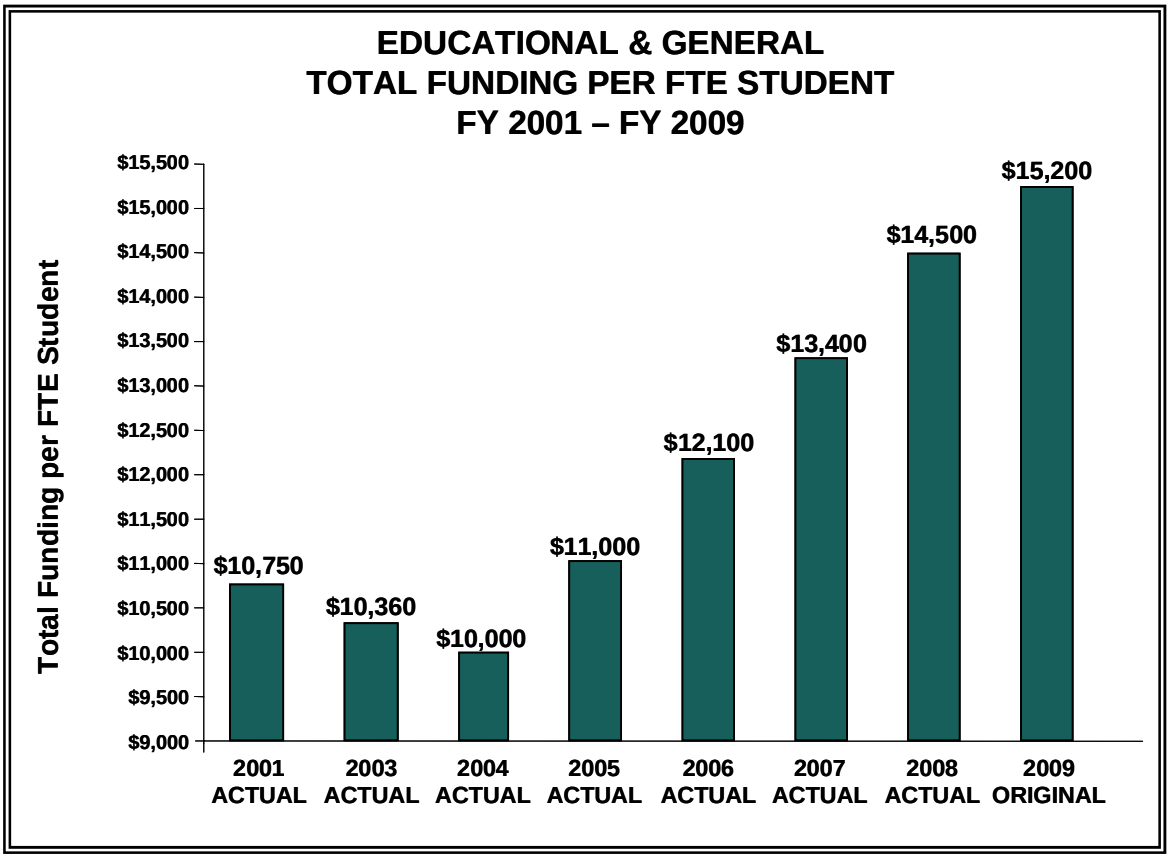
The 2008-2009 spending plan is also established at $889,737,500 since it is anticipated that all revenues will be expended for actual operating costs and capital projects or be allocated to reserves for facility depreciation. Funds are expended within five programs recognized distinctly by the State.



BASE BUDGET ADEQUACY

TOTAL E&G FUNDS – HOLDING THE LINE

With the State Appropriation and the tuition and fee package for FY 2009, the total E&G funds available excluding private funds will be approximately $15,200 per FTE student, or 5.5% more than in FY 2008. The University operated with E&G funding of $10,750 per FTE in FY 2001. At that time the Joint Legislative Committee on Higher Education Funding determined that the base budget deficiency at George Mason University was considerable. Inflation since FY 2001 would have increased this FY 2001 level of spending per FTE student up to approximately $13,700 by FY 2009. The anticipated General Fund support from the state for FY 2009 as well as tuition and enrollment increases over the last few years have helped the University meet total funding requirements.



OVERALL EDUCATIONAL & GENERAL STRATEGY

The Board of Visitors and University continue to discuss the University priorities for the future. Priorities and measures are highlighted below.

- **Enhance/Add Spires of Excellence**
- **Increase Level of Research**
- **Improve Critical Thinking Skills of Undergraduate Students**
- **Increase the Number of Nationally Ranked Graduate Programs**
- **Continue Improvement in Retention and Graduation Rates**
- **Enhance Faculty/Student Ratio with Additional Full-time Faculty Positions**
- **Increase Financial Aid Support for Undergraduate and Graduate Students**
- **Maintain Commitment to the Region and Diversity**
- **Enhanced Resources – Public and Private Support**
- **Improve Faculty and Staff Compensation**

INSTITUTIONAL EXCELLENCE: WITH OR WITHOUT STUDENT ENROLLMENT GROWTH

The Board of Visitors remains committed to continued modest student enrollment growth, and has advised the President and his senior staff to continue to pursue with appropriate State officials creative solutions to providing increased access to those highly qualified Virginia high school graduates projected to be seeking post secondary education. The University focuses also on expansion of fellowship support at all student levels, seeking funds from a variety of sources. Increased accessibility to higher education at a reasonable price to highly qualified Virginia high school graduates should remain a high priority for the Commonwealth of Virginia. George Mason University remains well positioned to be a part of the solution to this issue of increased access. The Board of Visitors have also initiated a dialogue with the University administration on criteria or characteristics representative of a "world class university" in the 21st Century. The University feels confident that it can become an institution of excellence under either a slow growth or more aggressive growth strategy (see below) if it remains consistent with this vision of a "world class university." Significant strides have occurred in identifying current areas of strength and a manageable number of new initiatives (the new spires of excellence). Finally, achievement of more competitive salary levels for faculty and staff, along with enhancements of vital support and academic infrastructure, round out the institution's strategic goals. The current state budget offers only limited salary gains during the 2009 budget year, but the University will amplify these levels, albeit modestly, in recognition of the importance of this priority.

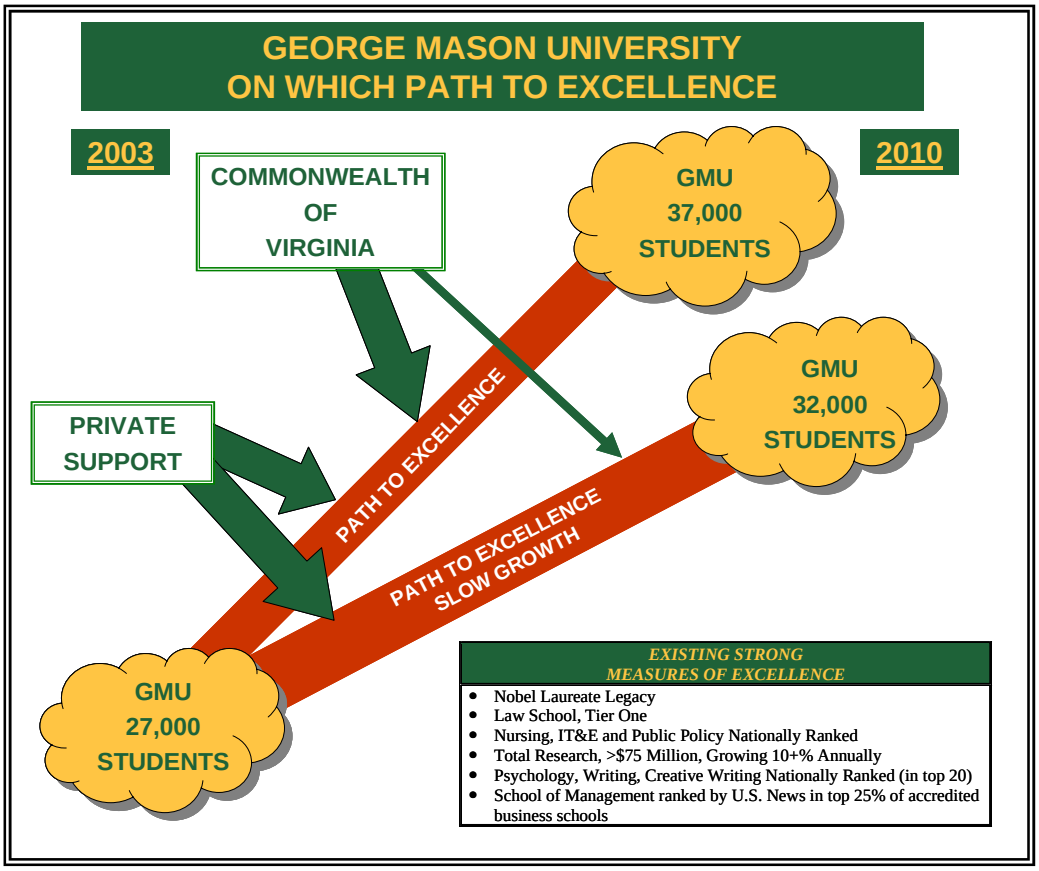
For FY 2009, new funding is directed toward several areas of research and education that are already identified as imminent candidates for excellence as part of building a world class university. Expansion of faculty in public health; in music; in biomedical technology; and in neuroscience (including Krasnow laboratory buildout) most obviously support these goals. Additions in global studies, both in the social sciences and in management, also build a clear University strength. The opportunity to collaborate in science education with the Smithsonian,

though not previously identified in terms of priorities, establishes a vigorous new direction. Enhancement of established strengths include new funding for the School of Law, for the life sciences, for Public Policy and for Administration of Justice. Replenishment of indirect research funds facilitates a strategy through which units can bid for one-time research funding that will promote a significant increase in grant proposals, thus offering a multiplier effect on the University's overall research effort. Other funding categories outside the academic realm per se, notably the down payment on significant library enhancement, also develop capacities directly relevant to Mason's trajectory toward greater excellence. Finally, the 2009 budget significantly expands support for scholarships and for doctoral students.

A vital part of Mason's resource base is the private support raised for programs within the University. Private funding is generated which supports the academic and administrative units for ongoing activities and targeted initiatives and projects. Funds generated in support of the University programs go toward scholarships and fellowships, personnel costs as well as support for conferences, equipment, research, travel, etc. Included in the private funding generated is support for salaries and benefits for some of the University's eminent scholars.

During FY05 the funding generated and used in support of programs was approximately $15.5 million. The estimate for FY08 is approximately $19.0 million. The FY09 Budget assumes private funds expense activity of $20.0 million.

The units generating the most activity from private funds are the Mercatus Center, the College of Humanities and Social Sciences, the School of Law, the College of Visual and Performing Arts, the Associated Writing Program, Athletics, IT&E, the Krasnow Institute and the School of Public Policy. As the University embarks on the next capital campaign it is anticipated that the level of private funds in support of University programs will continue to increase.



THE FY 2009 BUDGET IS BASED UPON THE SLOW STUDENT ENROLLMENT GROWTH MODEL (DETAILS FOLLOW)

Annual Change in E&G Budget

The budget for E&G (excluding Private Funds) in 2008-2009 is $357,018,000, and this represents an increase of $18.0M from the 2007-2008 E&G revised budget. The major revenue changes within the source of funds are a projected increase in General Fund support for overall operations of approximately $5.4M, and a net increase in tuition and other non-general fund revenue of $12.6M after significant reductions for one-time activity in the FY 2008 revised budget. The total budget includes funding to annualize salary increases from FY08, provide salary increases for partial year FY09, and support other program enhancement needs.

The following table provides an overview of the $18.0M change in E&G revenue, by revenue source and the allocation of these new resources by intended use. The use of funds are categorized as mandatory, infrastructure improvement, and academic enhancement based upon the "slow growth" student enrollment model for FY 2009.

GEORGE MASON UNIVERSITY E&G CHANGE IN FUNDING FY08 – FY09	
TOTAL E&G BUDGET:	**FY08 $338,977,100** / **FY09 $357,018,000**
SOURCE OF FUNDS	
General Fund Support Base Operating, Enrl, Degree Compl, etc	$914,800
General Fund Support for Salary Increases/Benefits	3,986,733
General Fund Equipment Trust Fund Increase	487,000
Tuition: Increased Enrollment 330 FTE	2,263,700
Tuition: Increased Number of Out-of-State (80)	1,031,000
Tuition Increase (All Student Levels)	14,661,267
Tuition Reduction to Offset Increased UG Fin Aid/Gr Waivers	(1,967,000)
Non-general Fund Support from Course Fees/Grad Prem Tuition/Oth	850,000
Non-general Fund Reduction for One-time ETF Reimb/Other	(4,696,600)
TOTAL NEW REVENUE	***$18,040,900***
USE OF FUNDS	
Mandatory/Unavoidable	
• Salary Increase - Annualize FY08 Increase Effective 11/25/07	$3,244,400
• Salary Increase – Partial Year FY09 Increase Effective 11/25/08	3,237,000
• Salary Funds for FY09 (adjustments, retention, promotion/tenure)	1,753,500
• Support for Facilities (surge space/data center debt.)	500,000
• Contract Inflation (Incl Library Materials) and Utility Increases	1,600,000
• Support for Financial Aid UG Merit and Grad Merit	253,000
• Enrollment Growth (academic and nonacademic maintenance)	3,903,200
• Costs Funded from Addl Course Fees/Prem Tuition/Other SGR	850,000
• Equipment Trust Fund	487,000
• Safety & Security	250,000
• University Reserve/Contingency	1,600,000
• Reduction for One-time Mandatory	(4,559,900)
Subtotal Mandatory/Unavoidable	***$12,853,200***
Infrastructure Improvements	
• Information Technology	436,200
• Enrollment Services and University Life	269,400
• Finance & Planning/Regional Campus/Equity	264,100
• Library Resources to Enhance Teaching/Research (excl inflation)	262,000
• Development and University Relations	117,000
• Facilities Support	335,600
Subtotal Infrastructure Improvements	***$1,684,300***
Academic Infrastructure & Enhancements	
• Academic Enhancements for Teaching and Research	3,498,400
TOTAL INCREASED EXPENSES	***$18,040,900***

EXPLANATION OF CHANGE IN SPENDING

Overall Salary and Benefit Increases: Of the total increase for FY 2009, $8.2M (44%) will support the cost of salary and benefit increases for faculty, staff and wages. The additional funding supports the cost of annualizing the FY 2008 salary increases, as well as the partial year increase for FY 2009 and benefit cost increases to be incurred.

> **Annualize Salary Increase:** Funding in the amount of $3,244,400 is allocated to annualize the salary increases for faculty, staff, and wages implemented on 11/25/07. Only partial year funding was allocated in FY08 and therefore additional funding is required to cover the full fiscal year cost of these salary and benefit expense increases.
>
> **Salary Increase:** Funding in the amount of $3,237,000 is allocated to cover salary increases for faculty (2%), administrative faculty (2%), classified staff (2%) and wages staff (2%) effective 11/25/08. The State provides half of the support for salary increases from General Fund to support the full funding required for salary and benefit expenses.
>
> **Salary Adjustments:** Funding in the amount of $1,753,500 is allocated to cover the cost of salary and benefits for merit and for retention situations, providing another 1% increase. This funding will cover all categories of faculty and permanent support staff (administrative faculty and classified).

Additional Space: The University has allocated funds to cover required partial payment for debt service for the Swing Space/Data Center to be constructed and paid for through E&G reimbursement to Auxiliary Enterprises for the cost of the debt from bonds ($500,000).

Contract Inflation and Utility Increases: Funding is allocated in the amount of $1.6M to provide funds for inflationary costs including information technology contracts ($125,000), housekeeping contracts ($50,000), leased space contracts ($40,000), mail services contract ($25,000), events management ($25,000) and increased utilities expenses ($784,300). Library inflation of $475,000 is included in the discussion of Library below.

Enrollment Growth: Funding is allocated to academic and support units to provide instructional and service support to address the increased level of enrollment. The allocation of funds is covered by the additional tuition revenue to be generated.

Support for Research Administration: Funding is allocated to provide support for staff in the area of Safety (occupational health officer) ($100,000), medical director required for Safety ($50,000) and safety equipment for College of Science ($15,000).

Academic Enhancements for Teaching and Research: New funding in this category reaches toward several goals. Allocations to the College of Health and Human Services ($150,000), the Krasnow Institute ($120,000) School of Management ($100,000), and Academic Administration ($288,000) go directly toward supporting new spires of excellence, in public health, neuroscience/biomed, and global respectively. Funding for the School of Public Policy ($160,000), College of Humanities and Social Sciences ($150,000), College of Science ($100,000), the School of Law ($275,000), and College of Visual & Performing Arts ($90,000) support current spires of Policy, Law, and the Arts.

Funding for the Volgenau School addresses faculty for a new Gaming major ($100,000), while additional faculty in School of Management ($200,000) and the College of Education & Human Development ($90,000) supports additional faculty for high demand programs.

Funding is allocated to College of Science ($500,000), College of Health and Human Services ($50,000), and Volgenau School of Information Technology & Engineering ($200,000) to provide partial support for research activity supported from special state funds in the current biennium, all targeted toward existing or aspirational areas of excellence.

Central funding is directed toward enhancing undergraduate research initiatives ($40,000), as well as supporting a new Summer Scholars program ($100,000). Additionally, funding is allocated to support some initial work in Distance Education ($100,000). (See Pages 91-105.)

Facilities/Physical Plant: As Mason tackles a capital improvement program projected to expend over $200M in FY 2009, funding is allocated to provide staffing for campus facilities planning ($350,000), and to provide staffing and support for facility management staffing ($270,000). (See Pages 112-116.)

Library: Funding is allocated to address the needs to effectively serve a growing student/faculty population, as well as to meet the demands generated by increased University research activities. Funding in the amount of $528,000 is provided for additional research materials previously paid for by VIVA; to acquire research materials essential to faculty research; support to augment salary lines for librarians; support for staff training; wages support for operations; and support for the WRLC storage fee. Funding is also provided to support inflation for reference materials ($475,000). (See Pages 106-107.)

Institutional Support: Funding is allocated to address staffing levels within support units to effectively respond to both student enrollment growth and several areas in need of critical infrastructure and operational needs. Funding is provided to support positions and/or operational activity within Human Resources, Fiscal Services, Equity, Operations and Regional Campus operations. Funding is also provided to support marketing and development efforts within the University. The allocations within this category total $1,136,900. (See Pages 109-112.)

Safe and Secure Environment: Funding increases will address needs related to improving safety and security on all campuses, improving cybersecurity, improved internal control support and compliance resources, and responding to University growth. Funding is allocated for the critical issues for safety and security, to be allocated as priorities are refined ($250,000).

Information Technology: Funding is allocated to support staffing and technology requirements for classroom, network, security, infrastructure including staffing to support planning and construction projects, and enterprise web systems support ($878,000). (See Pages 107-108.)

University Reserve/Contingency: An additional $1.60 million is allocated to University Reserve/Contingency funding, bringing the FY 2009 budgeted total to $2.80 million, or approximately 0.8% of the total E&G budget. These funds will be used throughout the year to address high priority needs not addressed elsewhere within the operating budget, and, also may be necessary to lessen the operational impact of any unanticipated institutional revenue shortfalls or statewide budget reductions.

CHANGE BY MAJOR UNIT

The original FY08 budget approved by the Board of Visitors, consistent with prior years, is adjusted through the year as student enrollment varies from projections, in-state/out-of-state student mix varies from estimates, revenue generating activities exceed budget targets, non-recurring expenses need to be addressed on an emergency basis and structural base budget adjustments are made to support new initiatives. In some situations, the University allocates resources to meet the revised budget requirements that are projected to continue into the future. The E&G change in budget between original and revised was approximately 1.2% in FY 2008. The change usually varies year to year between 1% and 3%.

EDUCATIONAL & GENERAL FY 2008 CHANGES TO ORIGINAL BUDGET	
ORIGINAL BUDGET	**$335,065,000**
CHANGES TO ORIGINAL REVENUE	
Increased Revenue from ETF Reimbursement	$4,069,000
Additional Interest Income Earned	500,000
Additional Course Fee/Unit Revenue	556,700
State General Fund Budget Reduction	(6,912,300)
State General Fund Adjustment for Salaries/ Benefits Adjustments	5,698,700
Sub-Total Changes	**$3,912,100**
TOTAL REVISED	**$338,977,100**

Some revised budget requirements were addressed during FY 2008, while other units had their budget requirements more fully addressed with FY 2009 budget adjustments. Some of the budget revisions for FY 2008 resulted in new revenues staying with the unit generating the funds. The following tables show two different perspectives on annual changes for FY 2008. Comparisons are shown based upon original FY09 budgets and current, revised FY 2008 budgets. Caution must be exercised before drawing conclusions from either of the annual change tables shown on the following pages.

For more information on any particular unit, the reader should refer to the E&G Budget Detail by Major Unit section of this document (pages 87 to 112). For purposes of consistency the annual budget change used throughout this document is $18.0M, the difference between the revised (current) FY 2008 budget and the budget for FY 2009. The explanations provided in the detail section of the document allow the reader to see all changes from the original FY 2008 through the original FY 2009 budget.

EDUCATIONAL & GENERAL BUDGET REVISED FY08 → FY09			
UNIT	**FY08 REV BUDGET**	**FY09 ORIG BUDGET**	**FY09 VARIANCE TO FY08 REV**
College of Educ & Human Develop	$19,065,506	* $19,856,800	* $791,294
College of Health & Human Services	12,241,398	13,090,200	848,202
College of Humanities & Social Sciences	50,588,584	51,286,400	697,816
College of Science	27,051,626	28,578,600	1,526,974
College of Visual & Perf Arts	9,410,050	9,895,400	485,350
Inst for Conflict Analysis & Resolution	3,413,832	3,587,300	173,468
Krasnow Institute	1,456,342	1,652,300	195,958
School of Law	14,263,082	14,844,000	580,918
School of Management	19,396,355	*21,293,200	*1,896,845
School of Public Policy	10,769,541	11,511,400	741,859
Volgenau School of Info Tech & Engr	21,308,889	22,264,600	955,711
Summer Terrn	4,709,451	5,073,300	363,849
RAK Campus	382,745	389,300	6,555
Provost Instruction	5,827,419	6,544,400	*719,981
Provost Administration	5,723,170	6,764,300	1,043,130
Enrollment Services	11,000,027	11,807,900	807,873
Instructional Support	115,961	0	(115,961)
Merit Scholars/Financial Aid	2,755,000	3,900,000	1,145,000
Office of Continuing & Prof Education	1,656,602	* 1,318,300	* (338,302)
University Life	7,784,842	8,112,400	307,958
Library	16,557,168	17,917,000	1,359,832
SUBTOTAL	**$245,477,590**	**$259,687,100**	**$14,209,510**
Information Technology Unit	26,478,508	27,730,400	1,251,892
New Administrative Systems	1,287,893	1,768,800	480,907
Executive Administration	3,062,224	3,169,600	107,376
Finance & Planning	12,542,244	13,158,600	616,356
Operations	6,374,214	8,065,000	1,690,786
Regional Campus Administration	1,992,661	2,045,900	53,239
Facilities	27,336,288	28,852,500	2,162,912
Property Rental	3,840,882	6,418,200	2,577,318
University Development	3,027,844	3,692,600	664,756
University Relations	5,560,740	5,787,500	226,760
Central Funds **	(1,068,988)	(9,710,200)	(8,641,212)
University Reserve	0	2,800,000	2,800,000
Equipment Trust Fund	3,065,000	3,552,000	487,000
SUBTOTAL	**$93,499,510**	**$97,330,900**	**$3,831,390**
TOTAL	**$338,977,100**	**$357,018,000**	**$18,040,900**

***** Each of these budgets could increase through their contract course offerings where additional expenditures are funded through self-generated revenue.

****** Central Funds includes Auxiliary Indirect Cost Recovery to E&G, as well as anticipated fringe benefit savings on vacant positions and actual benefit plan costs.

EDUCATIONAL & GENERAL BUDGET ORIGINAL FY08 → FY09			
UNIT	**FY08 ORIG BUDGET**	**FY09 ORIG BUDGET**	**FY09 VARIANCE TO FY08 ORIG**
College of Humanities & Social Sciences	$49,423,400	$51,286,400	$1,863,000
College of Health & Human Services	12,016,100	13,090,200	1,074,100
College of Visual & Perf Arts	8,548,000	9,895,400	1,347,400
College of Educ & Human Develop	* 17,834,100	* 19,856,800	*2,022,700
Inst for Conflict Analysis & Resolution	3,281,000	3,587,300	306,300
School of Info Tech & Engineering	21,146,800	22,264,600	1,117,800
School of Law	14,340,000	14,844,000	504,000
College of Science	26,416,500	28,578,600	2,162,100
School of Management	* 17,019,100	*21,293,200	*4,274,100
School of Public Policy	10,943,400	11,511,400	568,000
Krasnow Institute	1,386,800	1,652,300	265,500
RAK Campus	380,800	389,300	8,500
Provost Instruction	5,130,700	6,544,400	*1,413,700
Provost Administration	4,621,700	6,764,300	2,142,600
Enrollment Services	11,161,000	11,807,900	646,900
Instructional Support	0	0	0
Merit Scholars/Financial Aid **	6,690,000	3,900,000	(2,790,000)
Office of Continuing & Prof Education	* 1,324,100	* 1,318,300	*(5,800)
University Life	7,537,300	8,112,400	575,100
Library	16,755,500	17,917,000	1,161,500
Summer	4,887,800	5,073,300	185,500
SUBTOTAL	**$240,844,100**	**$259,687,100**	**18,843,000**
Information Technology Unit	25,819,900	27,730,400	1,910,500
New Administrative Systems	2,070,900	1,768,800	(302,100)
Executive Administration	2,943,600	3,169,600	226,000
Finance & Planning	12,124,400	13,158,600	1,034,200
Operations	8,232,400	8,065,000	(167,400)
Regional Campus Administration	1,833,600	2,045,900	212,300
Facilities	27,102,500	28,852,500	1,750,000
Property Rental	5,878,200	6,418,200	540,000
University Development	2,772,500	3,692,600	920,100
University Relations	5,033,400	5,787,500	754,100
Central Funds/Indirect AE ***	(3,855,500)	(9,710,200)	(5,854,700)
University Reserve	1,200,000	2,800,000	1,600,000
Equipment Trust Fund	3,065,000	3,552,000	487,000
SUBTOTAL	**$94,220,900**	**$97,330,900**	**3,110,000**
TOTAL	**$335,065,000**	**$357,018,000**	**$21,953,000**

* Each of these budgets could increase through their contract course offerings where additional expenditures are funded through self-generated revenue.

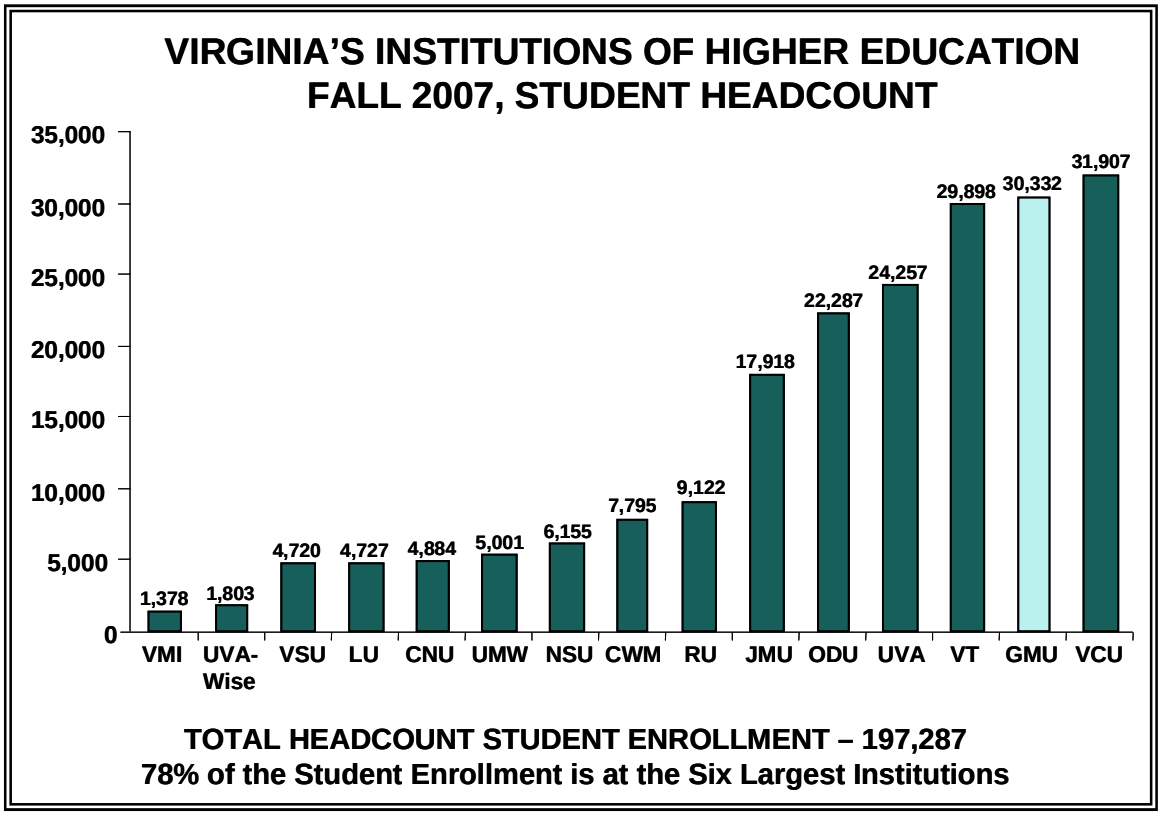
** The FY 2009 budget reflects a correction for Financial Aid budgeted as disbursements (expense) but awarded as tuition grants (contra-revenue).

*** Central Funds includes Auxiliary Indirect Cost Recovery to E&G, as well as anticipated fringe benefit savings on vacant positions and actual benefit plan costs.

INSTITUTIONAL PROFILE

INSTITUTIONAL SIZE: STUDENT ENROLLMENT (HEADCOUNT)

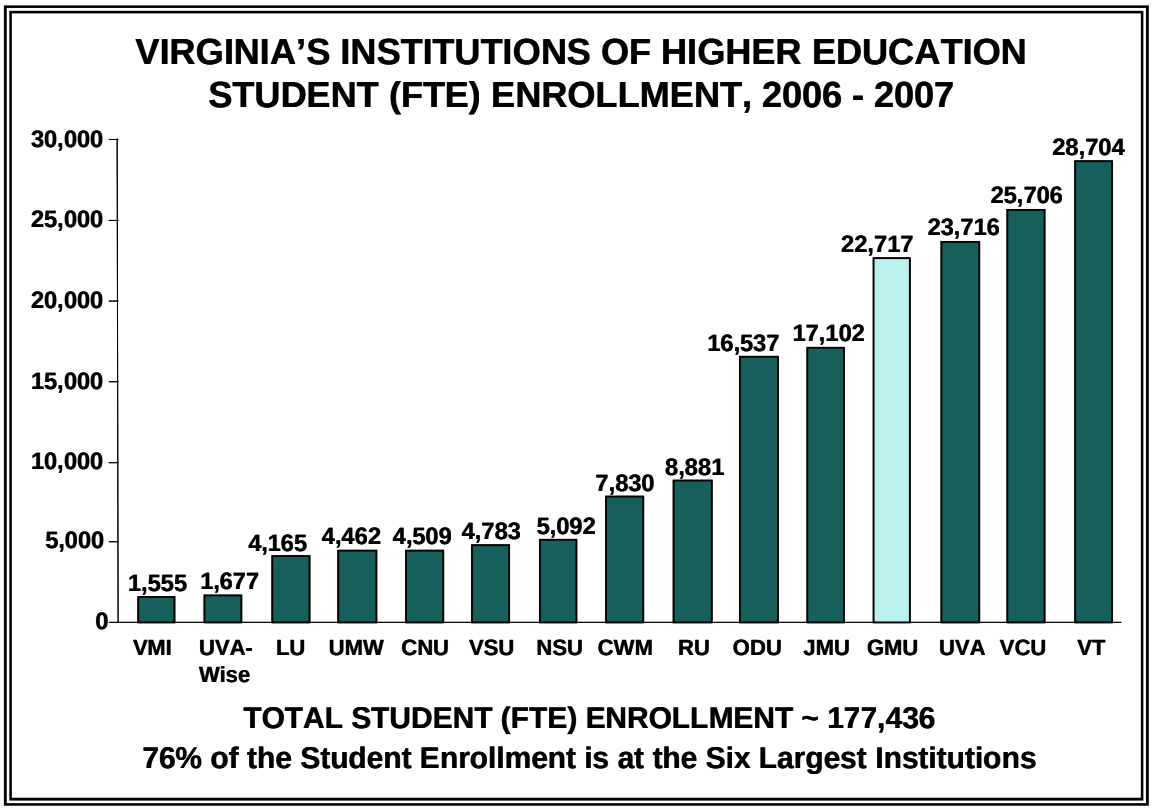
George Mason University became the largest university in the Commonwealth of Virginia in Fall 2003, with a headcount of 28,246. George Mason University continued as the largest university in Fall 2004 with a headcount of 28,874, and in Fall 2005 with a headcount of 29,724. For Fall 2006 and Fall 2007, VCU was the the largest university while Mason's headcount made it second largest in the State (see graph below).



<u>FY 2009 Change</u>: George Mason University anticipates a Fall 2008 student headcount of 30,900, which represents an increase of 1.5% over the Fall 2007 student headcount.

INSTITUTIONAL SIZE: STUDENT ENROLLMENT (FTE)

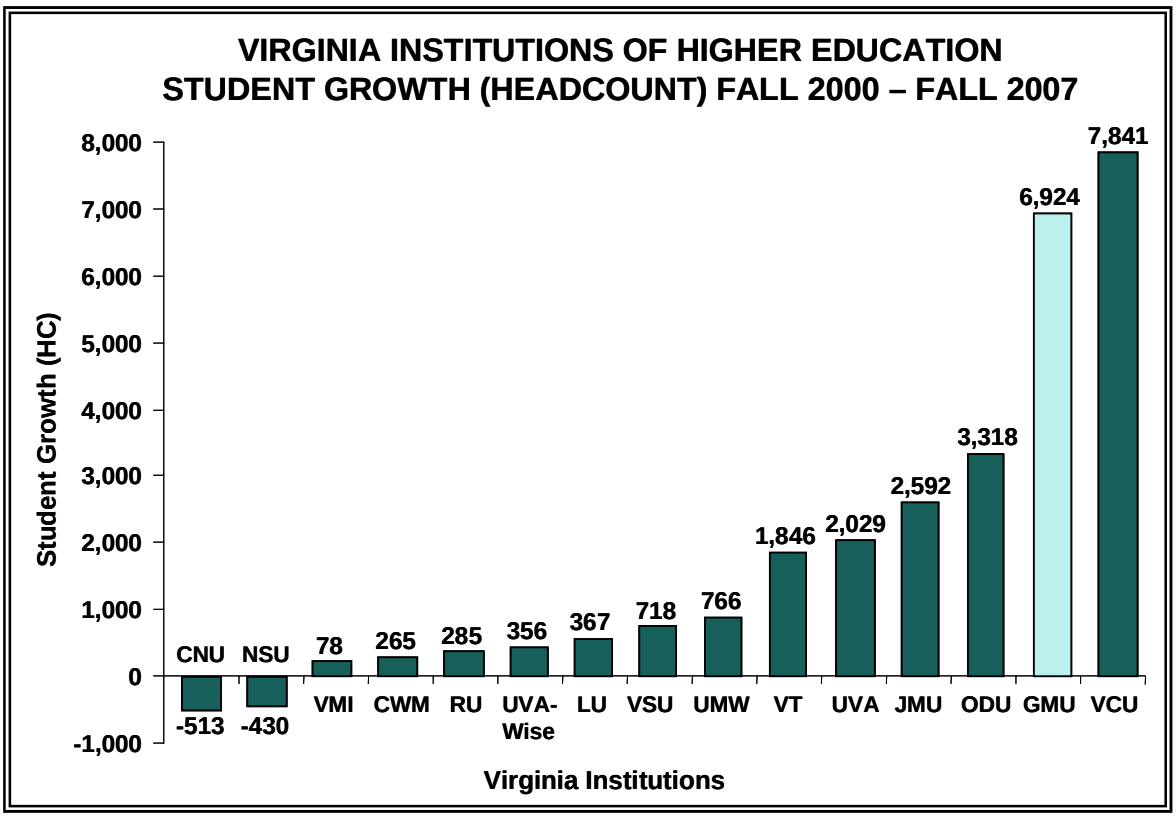
When looking at full time equivalent (FTE) enrollment, George Mason University is the fourth largest institution behind Virginia Tech, Virginia Commonwealth University, and the University of Virginia, (see below). The actual annualized enrollment for FY 2007, shown here is the most current actual enrollment data available.



FY 2009 Change: George Mason University projects an annual student FTE enrollment of 23,530 FTE during 2008-2009, which represents a 2.3% increase over the 23,000 projected FTE enrollment of 2007-2008, and 4.8% over the FY 2005-2006 actual enrollment. It is possible that George Mason will exceed this enrollment projection.

RECENT STUDENT ENROLLMENT GROWTH

George Mason University has continued, despite certain years with General Fund budget reductions, to grow (by approximately 7,000 students since Fall 2000) in an effort to meet the increasing demand for higher education associated with the growing number of Virginia high school graduates. **George Mason University has assumed 26.2% of the statewide enrollment growth accommodated in Virginia four-year institutions since Fall 2000 (see below).**



The net growth for all Virginia public institutions from Fall 2000 to Fall 2007 was **26,442,** and George Mason has enrolled 6,924 of this growth, or approximately 26% of the total growth at public four year institutions.

NEW STUDENT SELECTIVITY AND INSTITUTIONAL ATTRACTIVENESS

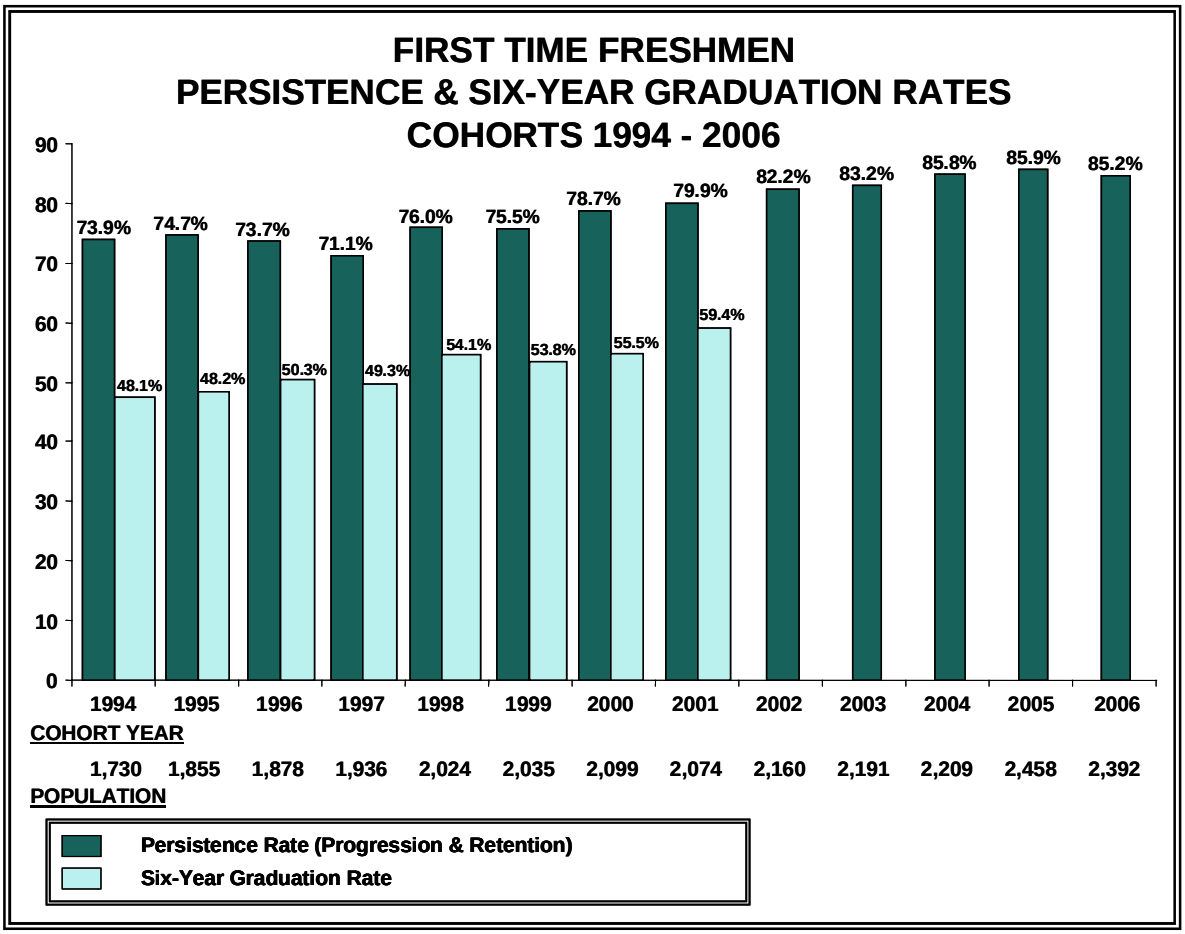
Student Quality: During this same time frame, George Mason University has become more selective in its admission policies as evidenced by the increase in both the SAT and GPA of incoming students. The second table below illustrates the growing demand for higher education.

FIRST TIME FRESHMEN QUALITY INDICATOR TRENDS FALL 2002 – FALL 2006		
FRESHMEN APPLY	**AVERAGE HS GPA**	**AVERAGE SAT**
2003	3.18	1078
2004	3.16	1086
2005	3.28	1092
2006	3.25	1081
2007	3.29	1081
FRESHMEN ADMIT	**AVERAGE HS GPA**	**AVERAGE SAT**
2003	3.39	1129
2004	3.36	1130
2005	3.40	1134
2006	3.48	1138
2007	3.54	1151
FRESHMEN ENROLL	**AVERAGE HS GPA**	**AVERAGE SAT**
2003	3.32	1109
2004	3.32	1103
2005	3.36	1106
2006	3.41	1110
2007	3.46	1120

	FALL 2003	FALL 2004	FALL 2005	FALL 2006	FALL 2007
Freshmen Applicants	9,752	10,103	10,313	11,015	13,327
Freshmen Admits	6,461	6,927	7,101	6,724	7,436
Freshmen Enrolled	2,251	2,262	2,529	2,458	2,229
Transfer Applicants	5,105	5,652	5,564	5,703	5,786
Transfer Admits	3,638	3,784	3,416	3,460	3,710
Transfer Enrolled	2,280	2,240	1,974	2,084	2,222
Graduate Applicants	6,394	6,106	6,536	7,060	7,555
Graduate Admits	4,112	3,839	3,885	4,063	4,425
Graduate Enrolled	2,599	2,226	2,298	2,463	2,579
Law Applicants	5,315	5,039	6,019	5,741	5,187
Law Admits	558	758	914	1,155	1,235
Law Enrolled	196	248	224	256	274

STUDENT RETENTION

Another very positive indicator of improved student quality and program excellence is the significant increase in student persistence and progression rates. This improved retention has also positively impacted student enrollment growth, since the number of students discontinuing their college education after their first year has been decreasing. These improvements exceed the target performance measures previously established and submitted to the Commonwealth of Virginia (see below).



The most recent comparative data available for the persistence rate for Mason's national peer group is the US News four-year average. Mason's rate for that period is 82%, and the peer group average is 81%.

TUITION CHANGES: FY 2004 – FY 2008

Since this paradigm shift in funding from the State to the student has resulted in sharp tuition and fee increases (including mid-year adjustments), it is often confusing when attempting to compare price increases at different institutions within the Commonwealth. The table below summarizes the in-state undergraduate tuition and fee rates at these state schools from FY 2004 to FY 2008. George Mason's actual rate and percentage increase over that time were lower than the average of all schools (see below).

VIRGINIA COLLEGES & UNIVERSITIES
ANNUAL IN-STATE, UNDERGRADUATE STUDENTS
TUITION & FEE INCREASES
FY 2004 – FY 2008

SCHOOL	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	$ INCREASE FY04 – FY08	% INCREASE FY04 – FY08
CNU	$4,600	$5,314	$5,826	$6,460	$7,050	$2,450	53.3%
VA TECH	5,095	5,838	6,378	6,973	7,397	2,302	45.2%
RADFORD	4,140	4,762	5,130	5,746	5,942	1,802	43.5%
W&M	6,430	7,096	7,738	8,490	9,164	2,734	42.5%
UVA	5,964	6,600	7,180	7,845	8,500	2,536	42.5%
NSU	3,840	4,295	4,670	5,056	5,318	1,478	38.5%
UMW	4,688	5,127	5,634	6,084	6,494	1,806	38.5%
LONGWOOD	5,877	6,441	7,020	7,589	8,058	2,181	37.1%
UVA-WISE	4,496	4,782	5,081	5,692	6,099	1,603	35.7%
GMU	**5,112**	**5,448**	**5,880**	**6,408**	**6,840**	**1,728**	**33.8%**
VMI	7,584	8,054	8,666	9,473	10,048	2,464	32.5%
ODU	4,928	5,268	5,614	6,098	6,528	1,600	32.5%
JMU	5,058	5,476	5,886	6,290	6,666	1,608	31.8%
VSU	4,350	4,544	4,834	5,440	5,655	1,305	30.0%
VCU	4,869	5,098	5,385	5,819	6,196	1,327	27.3%
AVERAGE	**$5,135**	**$5,610**	**$6,061**	**$6,631**	**$7,064**	**$1,929**	**37.6%**

The average annual tuition & fee increase for all institutions is 9.4%, while the average tuition & fee increase at Mason over the past four years has been 8.5%.

TUITION CHANGES: FY 2008 – FY 2009

As a part of the FY 2009 E&G budget, the University will increase tuition and fees for in-state, undergraduate students by 9.8% or $672 per year, which is higher than the average tuition and fee increase of all the state schools in the Commonwealth of Virginia for FY 2009. George Mason University had the 7th highest annual tuition and fee rate in FY 2008, and GMU is anticipated to remain at that rank in FY 2009.

VIRGINIA COLLEGES & UNIVERSITIES IN-STATE, UNDERGRADUATE STUDENTS ANNUAL TUITION & FEES				
SCHOOL	**FY 2008**	**FY 2009**	**$ CHANGE FY08 – FY09**	**% CHANGE FY08 – FY09**
VMI	$10,048	10,556	508	5.1%
W&M	9,164	10,246	1,082	11.8%
UVA	8,500	9,300	800	9.4%
LONGWOOD	8,058	8,499	441	5.5%
VA TECH	7,397	8,198	801	10.8%
CNU	7,050	7,550	500	7.1%
GEORGE MASON	**6,840**	**7,512**	**672**	**9.8%**
ODU	6,528	6,918	390	6.09%
JMU	6,666	6,964	298	4.5%
VCU	6,196	6,779	583	9.4%
UMW	6,494	6,774	280	4.3%
RADFORD	5,942	6,536	360	5.8%
UVA-WISE	6,099	6,439	288	4.7%
VSU	5,655	5,903	248	4.4%
NSU	5,318	5,560	242	4.5%
AVERAGE	**$7,083**	**$7,587**	**$504**	**6.9%**

TOTAL PRICE TO STUDENT

In summary, with adoption of the Educational & General and Auxiliary Enterprise operating budgets and the tuition and fee rate increase, the total cost to attend George Mason University as a residential, in-state undergraduate student will increase by 7.3% (see below).

VIRGINIA COLLEGES & UNIVERSITIES IN-STATE, UNDERGRADUATE STUDENTS TUITION & FEE/ROOM & BOARD INCREASES, FY 2008 – FY 2009				
SCHOOL	**FY 2008**	**FY 2009**	**$ INCREASE FY08 – FY09**	**% INCREASE FY08 – FY09**
W&M	$16,819	$18,276	$1,457	8.7%
UVA	15,559	17,120	1,185	7.4%
VMI	16,156	17,000	844	5.2%
CNU	15,550	16,450	900	5.8%
LONGWOOD	14,334	15,355	1,021	7.1%
GEORGE MASON	**13,860**	**14,872**	**1,012**	**7.3%**
VCU	13,763	14,693	930	6.8%
JMU	13,774	14,422	648	4.7%
ODU	13,213	14,052	839	6.4%
UMW	13,100	13,814	714	5.5%
VA TECH	12,503	13,674	1,171	9.4%
VSU	12,995	13,613	618	4.8%
UVA-WISE	12,606	13,351	458	3.6%
RADFORD	12,432	13,252	586	4.6%
NSU	12,314	12,676	358	2.9%
AVERAGE	**$13,932**	**$14,841**	**$849**	**6.0%**

Longwood, James Madison University, Old Dominion University, Virginia Commonwealth University, and George Mason University charge approximately the same (total price) to residential in-state undergraduate students. The total price at George Mason and Virginia Commonwealth place those two schools as 6th/7th highest price among the fifteen schools, at approximately the average annual total price of all four year institutions.

STUDENT FINANCIAL ASSISTANCE

Student Financial Assistance includes university operating funds awarded to graduate and undergraduate students on the basis of demonstrated financial need and merit including appointments to graduate assistantships. All financial aid programs at George Mason University are administered or monitored by the Office of Financial Aid

Slightly over half of degree-seeking undergraduate students at George Mason University apply for Financial Aid. This percentage has remained consistent since 2001 during which undergraduate enrollments increased by over 22% and student costs for tuition, fees, room and board also significantly increased, indicating that with enrollment growth the same proportion of degree-seeking undergraduate students (or their families) are able to pay for educational costs from their own resources.

PERCENTAGE OF DEGREE-SEEKING UNDERGRADUATE STUDENTS APPLYING FOR FINANCIAL AID, FY 2001 – FY 2007

	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007
Applied for Aid	52.31%	51.43%	52.34%	53.25%	52.88%	52.91%	52.08%
Did Not Apply	47.69%	48.57%	47.66%	46.75%	47.12%	47.09%	47.92%

While total undergraduate financial aid applications increased by 22.4% since FY 2001, consistent with overall enrollment growth, the income profiles of undergraduate financial aid applicants have shifted since FY 2001.

Students with family incomes of $50,000 or less comprised 55.75% of all financial aid applicants in FY 2001; this ratio decreased to 47.43% of aid applicants in FY 2007. While undergraduate enrollments were increasing by over 22%, the total number of aid applicants in this income band increased by 4.17% during this 7-year period. While the income levels of students who do not apply for financial aid are unknown, if a consistent percentage of students in this income band do in fact apply for financial aid, enrollment growth for students in this income band has significantly lagged as compared to overall institutional enrollment growth.

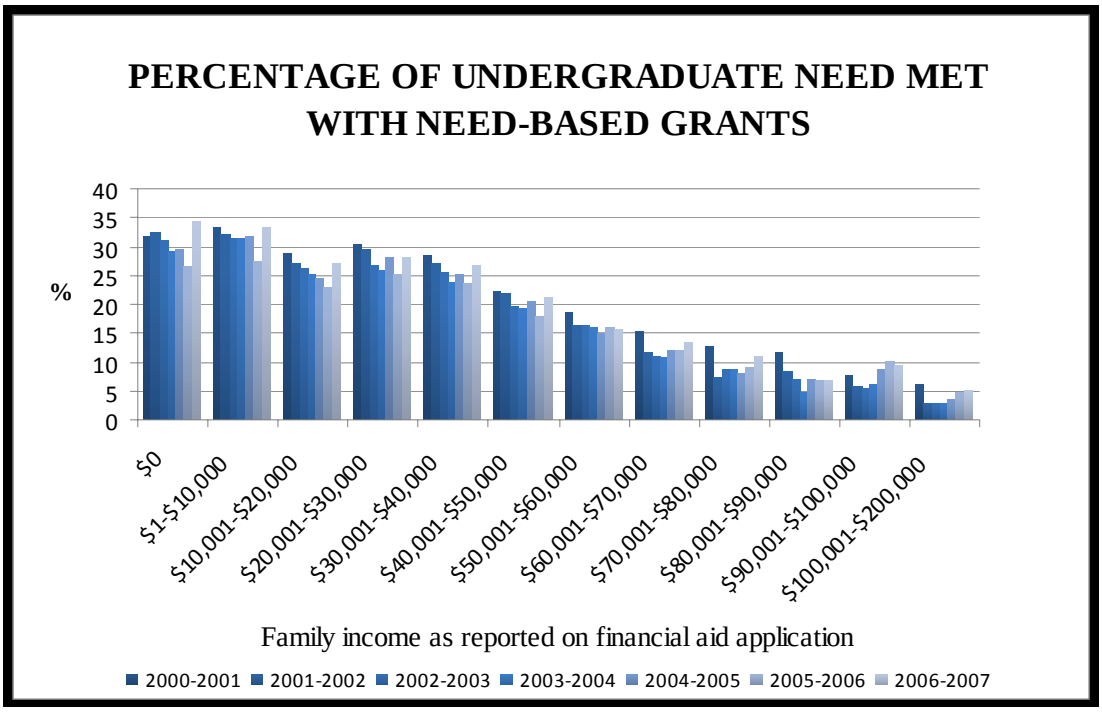
The proportion of financial aid applicants reporting family incomes between $50,001 and $100,000 did not change significantly during this time.

Applications from students reporting family incomes of over $100,000 increased by 97.0% to comprise 23.93% of all applications in FY 2007 compared to only 14.87% of applications in FY 2001. This trend suggests students and families in these higher income levels increasingly look to need-based financial aid resources to facilitate funding educational costs.

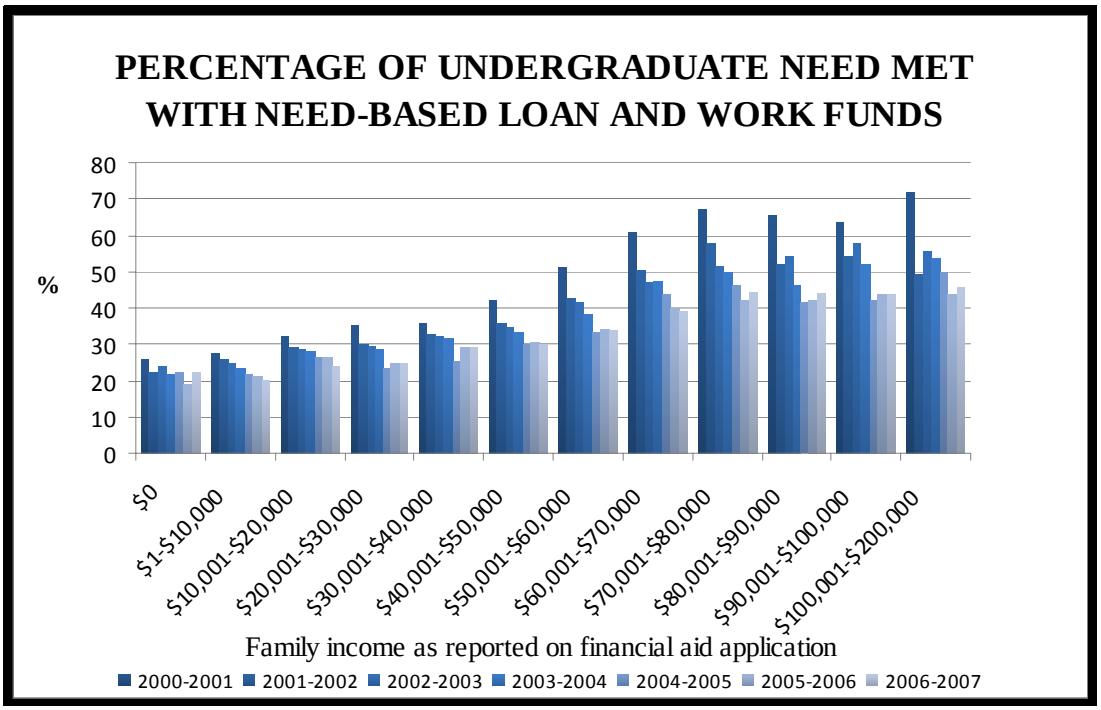
FAMILY INCOMES OF DEGREE-SEEKING UNDERGRADUATE STUDENTS APPLYING FOR FINANCIAL AID							
FAMILY INCOME	**FY 2001**	**FY 2002**	**FY 2003**	**FY 2004**	**FY 2005**	**FY 2006**	**FY 2007**
$0-$50,000	55.75%	54.03%	52.98%	52.79%	52.27%	50.61%	47.43%
$50,001 - $100,000	29.38%	30.03%	29.71%	29.26%	29.01%	28.10%	28.63%
Over $100,000	14.87%	15.94%	17.32%	17.95%	18.71%	21.29%	23.93%

Financial aid packages offered to students who qualify for aid based on demonstrated financial need may include combinations of grant (or "gift") funds, subsidized loans and work opportunities. Any difference between the demonstrated financial need and total financial aid package is a "funding gap" the student must fill from other resources (non-subsidized loans, parent PLUS loans, private education loans, payment plans, etc.).

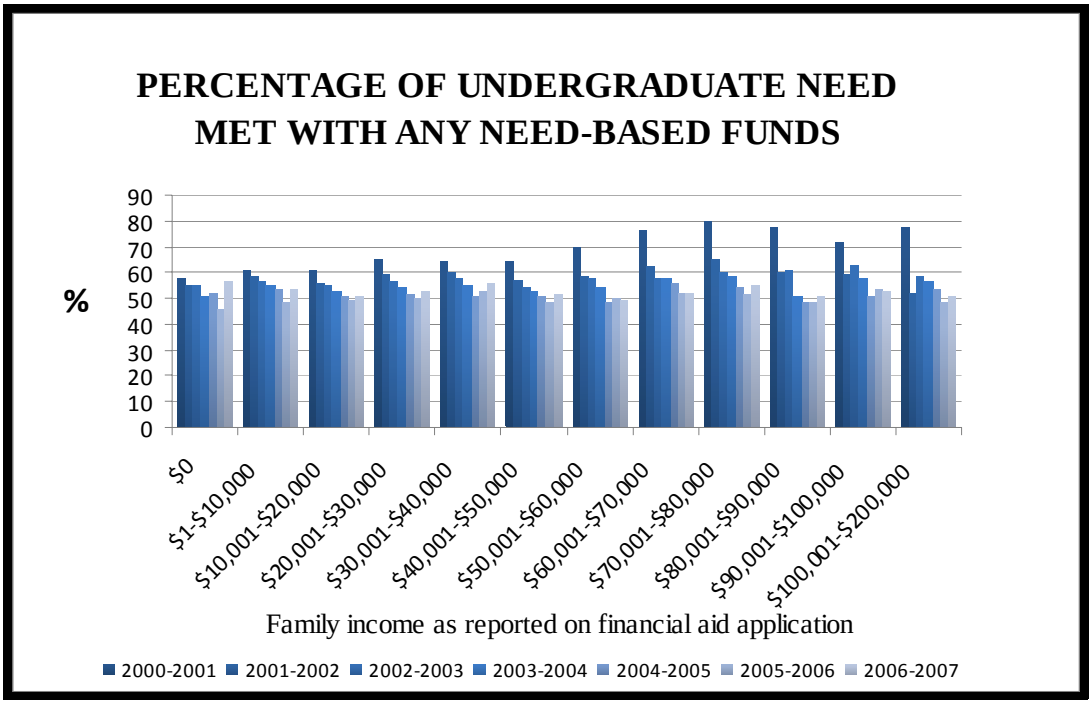
The chart below shows the percentage of undergraduate need met via grant funds from FY 2001 – FY 2007. Need-based grants come from Federal, State, institutional and private sources, and generally are awarded to those students with the greatest demonstrated financial need. As reflected in this chart, a higher proportion of the (typically greater) financial need of students in lower income bands is met through grants than for students in higher income bands. Following several years of steady declines, during FY 2007 there was an increase in the percentage of need met by grants in most income ranges and most significantly in the lowest income bands. Budgeted institutional need-based grants will increase by 40% in FY 2009.



The impact of need-based loans and work funds such as College Work Study in meeting student financial need is shown in the following chart. At Mason, students are awarded grant funds first and then self-help funds such as Federal Work-Study and Federal Stafford Loans are awarded to supplement the grant awards. Generally, for students in higher income bands the combination of work and loan addresses a higher percentage of financial need than for students in lower income bands.



On average the combination of all funding from need-based grants, loans and work opportunities covers approximately 50-56% of the demonstrated financial need of undergraduate need-based aid recipients in FY 2007. This ratio has been steadily declining since FY 2001, when the average range was from 58-80% for different income bands.



As shown in the table below, since FY 2001 the average indebtedness of undergraduate students at the time of graduation has increased, while the percentage of graduates incurring debt has oscillated. Neither measure has increased consistently each year. In the latest (2007) U.S. News and World Report college rankings, George Mason is ranked #47 for national universities whose graduates have the lightest debt loads.

CUMULATIVE INDEBTEDNESS FROM ALL SOURCES AND PERCENTAGE OF STUDENTS INCURRING DEBT, GRADUATING UNDERGRADUATE STUDENTS, FY 2001 – FY 2007

	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007
Average Debt	$13,600	$14,110	$14,174	$15,015	$13,607	$15,791	$16,705
% Graduates with Debt	31%	51%	41%	37%	47%	48%	49%

In the following table all categories of institutional aid and centrally budgeted graduate support are included. These allocations include tuition grants (revenue reductions/offsets), as well as aid disbursed to students to help fund educational costs. This presentation represents a change from how this activity has been shown in the past, when only items budgeted as E&G expense were included.

The FY 2009 budget includes $2,370,800 in additional institutional funding for graduate and undergraduate support. FY 2009 additions to the financial aid budget include $1,360,000 for undergraduate aid, $750,000 for graduate and $270,000 for Athletics. The $1,360,000 allocated for undergraduate aid is made up of $510,000 in need-based grants funded by a premium tuition rate for new out of state undergraduates, $200,000 in need-based grants for Honors Program students, $250,000 for out-of-state need-based grants and $400,000 for Merit Scholarships. Of the $3.60 million total for Athletics, approximately $325,000 is funded by private gifts, and the remainder from Auxiliary Enterprise operations. There is $500,000 of student fee allocated for athletic scholarship support. An additional $625,000 is allocated to support graduate merit scholarships and $125,000 for graduate tuition waivers awarded to students serving as Graduate Teaching Assistants (GTAs) or Graduate Research Assistants (GRAs). Salary payments (stipends) for GTAs and GRAs are included in departmental and sponsored program budgets and not included in these totals.

INSTITUTIONAL UNDERGRADUATE FINANCIAL AID/GRADUATE SUPPORT			
CATEGORY	**2007-08 E&G BUDGET**	**2008-09 E&G BUDGET**	**% CHANGE**
Undergraduate Need-Based Grant	$2,400,000	$2,650,000	10.42%
Honors Grant	0	200,000	N/A
Discounting Grant	0	510,000	N/A
Subtotal Need-Based UG Grants	**$2,400,000**	**$3,360,000**	**40.00%**
Undergraduate Merit	$1,965,000	$2,365,000	20.36%
Athletic Scholarships	3,330,000	3,600,000	8.10%
Subtotal UG Merit and Need-Based	**$7,695,000**	**$9,325,000**	**21.18%**
Graduate Tuition Waivers	$5,055,000	$5,180,000	2.47%
Graduate Merit	1,615,000	2,240,000	38.70%
Subtotal Graduate	**$6,670,000**	**$7,420,000**	**22.24%**
TOTAL INSTITUTIONAL AID/SUPPORT	**$14,365,000**	**$16,745,000**	**16.57%**

In addition to institutional aid, the Commonwealth of Virginia provides need-based funding for in-state undergraduate students and graduate funding for both in-state and out-of-state students. These funds are used to cover a portion of tuition and fee charges and do not appear in the Educational & General budget of the University.

COMMONWEALTH OF VIRGINIA FINANCIAL AID			
CATEGORY	**2007-08 BUDGET**	**2008-09 BUDGET**	**% CHANGE**
Undergraduate Need	$10,392,375	$11,408,485	9.78%
Graduate	1,620,718	1,620,718	0.00%
TOTAL STATE AID / SUPPORT	**$12,013,093**	**$13,029,203**	**8.46%**

Student financial aid provided by sources other than institutional and Commonwealth funds for the two most recent fiscal years are displayed in the table below. These funds are not included in the University budget but are realized as revenues (payments) primarily for tuition and fees but also room and board and other costs of education. Funding levels available to students from these sources vary based on numerous factors such as Federal policies (e.g., Pell Grant award amounts and eligibility requirements), the availability of student loans funds and levels of gift aid to the GMU Foundation and other private agency sources of student support.

OTHER SOURCES OF FINANCIAL AID (ACTUAL AWARDS, FY 2006 – FY 2007)

CATEGORY	2005-06 ACTUAL	2006-07 ACTUAL	% CHANGE
Federal Grants – Need-Based	$8,374,187	$9,553,336	14.08%
Federal Loans / Other – Need Based	68,019,959	71,903,997	5.71%
Federal Grants - Merit-Based	N/A	495,509	N/A
Private Need-Based Loans / Other	12,907,307	11,977,988	(7.20%)
Private Grants Merit-Based*	2,834,972	3,076,262	8.51%
TOTAL OTHER SOURCES	**$92,136,425**	**$97,007,092**	**5.29%**

* Includes funds deposited with the GMU Foundation, as well as non-Foundation private funds available to students.

CLOSING THE GAP IN UNMET NEED OVER TIME

The history and heritage of George Mason University include providing affordable access to a quality education, and both undergraduate and graduate financial aid are critical components for meeting this institutional goal. As noted above, the FY 2009 budget includes a 40% increase in institutional need-based grants. However, the gap between aid resources and student need continues to be troublingly high. For FY 2009 and future years, the University is committed to addressing this problem through new strategies and increased funding for such activities as need-based grants that reduces the gap, particularly for students with the highest demonstrated financial need.

EDUCATIONAL & GENERAL

PROGRAM DEFINITION

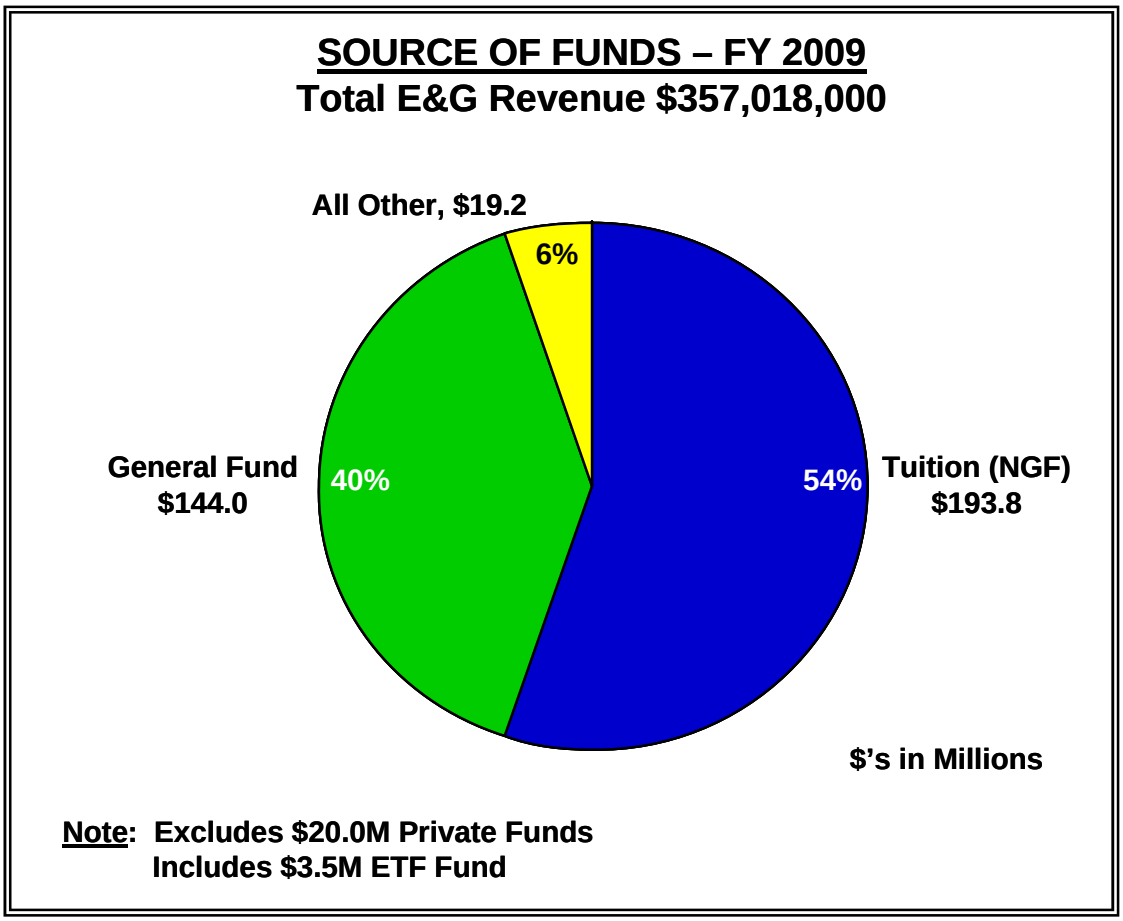
The Educational & General (E&G) program is the largest program within the University. The E&G budget represents 50% of the University's total operation, and it is comprised of seven subprograms. These subprograms directly support the University's mission of teaching, research, and public service.

SUBPROGRAM	MAJOR ACTIVITIES
Instruction	Instructional faculty, departmental costs
Academic Support	Deans and Directors, school level costs
Libraries	Professional librarians, library reference materials
Technology	University computing – academic/administrative – new systems
Student Services	Registrar, Admissions, Financial Aid, Placement, Career Services, etc.
Institutional Support	Executive Management, Purchasing, Payroll, Police, Fiscal Services, etc.
Physical Plant	Building maintenance, plant personnel, utilities, property rental, etc.

PROGRAM REVENUES

Total E&G revenues (excluding private funds) for FY 2009 are projected at $357.0M which is approximately $18.0M more than the revised FY 2008 budget of $338.9M. The University will support a student enrollment of 23,530 FTE students in FY 2009 as compared to an original budgeted enrollment target of 23,200 FTE in FY 2008 and a currently projected enrollment of 23,000 for FY 2008.

In 2008-09, the General Fund will provide approximately 40% of the support of George Mason's E&G operation. Tuition and other sources of revenue will provide the remaining 60%. After three years of general fund support at the 42% level, and in FY 2008 at a level of 40.4%, the General Fund percentage in FY 2009 will be at approximately 40% of total E&G support (39.7%). This sustains the paradigm shift of having students pay an increasing percentage of the cost of higher education.



General Fund Trend Analysis

In the early 1990's, the General Fund provided approximately 62% of the funding for George Mason University's E&G operation. The General Fund support then dropped for five consecutive years through 1995-96, rallied through FY 2001, *and has now stayed at its lowest level ever*.

Funding per FTE Student

For the FY 2009 fiscal year the University funding available is approximately $15,200 per FTE student. This is made up of an average cost per FTE student of $8,622 for academic units (primarily instruction), $2,567 for academic support units, $4,011 for all other non-academic units. The overall funding per FTE level compares to the actual funding available in FY 2001 of $10,750. ***This total funding per FTE student in FY 2009 represents an increase of 4.8% over the funding per FTE in FY 2008.***

Strength Of Student Applications/Enrollment

Freshmen applications have grown (7%) over last year, academic credentials are higher, and the University will attain the targeted enrollment for 2008-09 of 30,900 (headcount), or 23,530 FTE students. The entering class will reflect higher GPA's. The projected FY 2009 enrollment of 23,530 FTE represents an increase of 530 FTE, or 2.3% over the actual student enrollment of 23,000 in 2007-08. The 2007-08 projected enrollment of 23,000 was slightly lower than the original target for FY 2008.

	ACTUAL FY 2004	ACTUAL FY 2005	ACTUAL FY 2006	ACTUAL FY 2007	TARGET FY 2008	PROJECT FY 2008	TARGET FY 2008
HEADCOUNT	28,246	28,874	29,723	29,900	30,100	30,300	30,900
FTES ENROLLMENT	21,307	22,009	22,569	22,700	23,200	23,000	23,530

Change: The projected change in enrollment for FY 2009 is approximately an increase of 600 headcount students, or an FTE increase of 530 students.

FUNDS AVAILABLE FOR ALLOCATION

The rate of growth in the Educational and General (E&G) budget (including Private funds) for FY 2009 is significantly below growth levels of the past several budget cycles. From FY 2005 – FY 2008 the average annual rate of growth was 13.0% and the total E&G budget increased by nearly 40% in three years with increased revenues averaging almost $34 million per year. By comparison revenue growth for FY 2009 is projected to be $19.0 million ($18.0M without Private funds), with nearly half of those funds dedicated to salary and benefit increases.

PROGRAM	REVISED BUDGET FY 2005	REVISED BUDGET FY 2006	REVISED BUDGET FY 2007	REVISED BUDGET FY 2008	ORIGINAL BUDGET FY 2009
Educational & General	$257.7M	$294.6M	$325.8M	$358.0M	**$377.0M**
Increase ($)	-	$36.9 M	$31.2M	$32.2M	**$19.0M**
Increase (%)	-	14.3%	10.6%	9.9%	**5.3%**

Annual Change in E&G Budget, FY 2009

The budget for E&G in 2008-2009 is $357,018,000 (excluding $20.0M in private funds), and this represents an increase of $18,040,930 from the 2007-2008 E&G revised budget.

GEORGE MASON UNIVERSITY E&G CHANGE IN FUNDING FY08 – FY09	
TOTAL E&G BUDGET:	**FY08 $338,977,100** / **FY09 $357,018,000**
SOURCE OF FUNDS	
General Fund Support Base Operating, Enrl, Degree Compl, etc	$914,800
General Fund Support for Salary Increases/Benefits	3,986,733
General Fund Equipment Trust Fund Increase	487,000
Tuition: Increased Enrollment 330 FTE	2,263,700
Tuition: Increased Number of Out-of-State (80)	1,031,000
Tuition Increase (All Student Levels)	15,371,267
Tuition Reduction to Offset Increased UG Fin Aid/Gr Waivers/Tuit Disc	(2,167,000)
Non-general Fund Support from Course Fees/Grad Prem Tuition/Oth	850,000
Non-general Fund Reduction for One-time ETF Reimb/Other	(4,696,600)
TOTAL NEW REVENUE	***$18,040,900***
USE OF FUNDS	
Mandatory/Unavoidable	
• Salary Increase - Annualize FY08 Increase Effective 11/25/07	$3,244,400
• Salary Increase – Partial Year FY09 Increase Effective 11/25/08	3,237,000
• Salary Funds for FY09 (adjustments, retention, promotion/tenure)	1,753,500
• Support for Facilities (surge space/data center)	500,000
• Contract Inflation (Incl Library Materials) and Utility Increases	1,600,000
• Support for Financial Aid UG Merit and Grad Merit	453,000
• Enrollment Growth (academic and nonacademic maintenance)	3,903,200
• Costs Funded from Addl Course Fees/Prem Tuition/Other SGR	850,000
• Equipment Trust Fund	487,000
• Safety & Security	250,000
• University Reserve/Contingency	1,600,000
• Reduction for One-time Mandatory	(4,559,900)
Subtotal Mandatory/Unavoidable	***$13,318,200***
Infrastructure Improvements	
• Information Technology	436,200
• Enrollment Services and University Life	269,400
• Finance & Planning/Regional Campus/Equity	264,100
• Library Resources to Enhance Teaching/Research (excl inflation)	262,000
• Development and University Relations	367,000
• Facilities Support	335,600
Subtotal Infrastructure Improvements	***$1,934,300***
Academic Infrastructure & Enhancements	
• Academic Enhancements for Teaching and Research	2,788,400
TOTAL INCREASED EXPENSES	***$18,040,900***

Student Enrollment Growth

The enrollment targets for each academic unit total 23,530 FTE students, an increase of 530 FTE students over the estimated level of 23,000 for FY 2008. If the actual University-wide enrollment for FY 2009 exceeds 23,530 FTE students or if any academic unit significantly exceeds their enrollment target, the academic units exceeding their original enrollment targets will receive consideration for additional funding. Units not meeting enrollment targets will incur a funding reduction to partially offset the loss in tuition revenue.

Selected academic units are experiencing enrollment growth which can only be supported with increases to their current base budgets. Funding is allocated to academic units to support enrollment growth from the 2007-08 original overall enrollment target of 23,200 FTE students to the 23,530 FTE course enrollment target for 2008-09. The units with the largest enrollment increases from the original FY 2008 target to the original FY 2009 target are School of Management, College of Science, College of Education & Human Development, and the College of Visual & Performing Arts.

George Mason University continues to grow in enrollment at a level of approximately 2% per year. When comparing the target enrollment for FY 2009 to the actual FY 2003 enrollment, the University has experienced enrollment growth of approximately 3,500 FTE students.

Several areas continued to show strong growth and exceeded their enrollment targets for FY 2008 (see below). Continued strong enrollment growth is projected in several of these areas.

UNIT	FTE OVER TARGET	ACTUAL/TARGET PERCENT
Management	215	110%
University Courses	68	203%
Law	66	111%
Visual & Performing Arts	63	106%
ICAR	9	104%

STUDENT ENROLLLMENT (FTE) BY COURSE REGISTRATION

Unit	2005-06 ACTUAL	2006-07 ACTUAL	2007-08 TARGET	2007-08 EST	% OF TOTAL	2008-09 TARGET	% OF TOTAL	2008-09 FACULTY	STUDENT RATIO 1:
College of Humanities & Social Sciences	8,118	7,939	8,228	7,641	33.64%	8,128	34.54%	545.42	14.90
College of Science	2,816	2,926	2,960	2,913	12.83%	3,036	12.90%	208.76	14.54
College of Visual & Performing Arts	1,062	1,082	1,073	1,136	5.00%	1,133	4.82%	90.56	12.51
School of Management	2,032	2,146	2,115	2,330	10.26%	2,315	9.84%	104.75	22.10
Institute for Conflict Analysis & Resolution	167	188	203	212	.93%	233	.99%	19.50	11.95
College of Education & Human Dev	2,235	2,143	2,265	2,245	9.89%	2,335	9.92%	152.36	15.33
School of Info Technology & Engineering	2,216	2,143	2,220	2,115	9.31%	2,220	9.43%	138.35	16.05
School of Law	589	639	610	676	2.98%	610	2.59%	52.43	11.63
College of Health & Human Services	686	801	962	878	3.87%	990	4.21%	103.15	9.60
School of Public Policy	557	537	571	532	2.34%	570	2.42%	58.77	9.70
Provost (Faculty incl Robinson Professors)	181	95	93	134	.59%	60	.25%	13.30	N/A
Other (ELI, Krasnow)								25.29	N/A
Sub-total Academic Units	20,659	20,636	21,219	20,810	91.63%	21,630	91.93%	1,512.64	14.54
Summer Term	1,910	1,901	1,900	1,901	8.37%	1,900	8.07%	92.00	20.65
TOTAL	**22,569**	**22,537**	**23,200**	**22,711**	**100.00%**	**23,530**	**100.00%**	**1,604.64**	**14.89**

Note: Enrollment totals include contract course

* Student Ratio 1: Excludes Other Faculty FTE

AREAS OF STUDENT ENROLLMENT GROWTH

ACTUAL FY08 TO TARGET FY08		TARGET FY 09 TO ACTUAL FY08	
COLLEGE/SCHOOL	**FTES GROWTH**	**COLLEGE/SCHOOL**	**FTES GROWTH**
SOM	215	COS	123
LAW	66	CHHS	112
CVPA	63	IT&E	105
ICAR	9	CEHD	90
Univ Courses	41	SPP	38

CHANGE IN FTE ENROLLMENT FY 2007-FY 2009

Conflict Analysis & Res	23.9%
Health/Human Services	23.5%
Management	7.7%
Public Policy	6.1%
CVPA	4.7%
COS	3.8%
CHSS	2.4%
Education	9.0%

Budget Focus & Priority

The allocation of funds in FY 2009 continues to focus budget on the core activity of the E&G budget, the instruction program. The following table compares the allocation of funds by year to the major sub-programs within the Educational & General. The budget includes a central reserve of $3.1M (less than 1% of the E&G operating budget).

PERCENTAGE OF BUDGET BY MAJOR PROGRAM					
	FY 2005	**FY 2006**	**FY 2007**	**FY 2008**	**FY 2009**
Instruction	54.2%	54.9%	55.0%	53.4%	53.0%
Academic Support	4.9%	4.9%	5.6%	6.0%	6.3%
Library	6.0%	5.7%	5.5%	5.6%	5.6%
Student Services	5.5%	5.2%	5.1%	5.2%	5.1%
Technology	8.5%	8.7%	8.2%	8.3%	8.3%
Institutional Support	9.2%	9.2%	9.4%	9.7%	10.1%
Plant	8.5%	8.4%	8.1%	8.6%	8.7%
Financial Aid	0.8%	1.0%	1.6%	2.0%	1.1%*
Equipment Trust Fund	1.2%	1.1%	1.0%	0.9%	1.0%
Reserve	1.2%	0.8%	0.6%	0.4%	0.8%
TOTAL	**100.0%**	**100.0%**	**100.0%**	**100.0%**	**100.0%**

* Does not include funds budgeted as discounts to tuition and fees. These discounts comprise 0.9% of the E&G expense budget. If included as expenses, the total percentage of E&G would be 2.2%.

George Mason University continues to allocate a greater percentage of its E&G budget to instruction than most of the other Virginia doctoral institutions and all but one of the other twenty-five universities in its national peer group.

Number of Academic Programs – Sharp Focus

George Mason University regularly reviews its academic offerings to restructure, merge, delete and add programs as needed. The following table highlights the newest programs added at GMU.

Although the George Mason University student enrollment exceeds the peer group average by approximately 8.5%, Mason offers only sixty-eight percent of the average number of academic programs offered by the same peer group

ACADEMIC PROGRAM COMPARISON GEORGE MASON UNIVERSITY & PEER GROUP		
INSTITUTION	**TOTAL FALL 2006 ENROLLMENT**	**TOTAL DEGREE PROGRAMS OFFERED 2006***
Arizona State University – Tempe Campus	51,234	235
Indiana University - Bloomington	38,247	362
University of Maryland – College Park	35,102	317
University of Houston	34,344	291
Wayne State University	32,982	290
Boston University	32,212	473
GEORGE MASON UNIVERSITY **	**29,889**	**159**
Indiana University – Purdue University - Indianapolis	29,764	304
University of Connecticut	28,481	250
University of Cincinnati – Main Campus	28,327	435
University of Missouri – Columbia	28,253	246
University of Nevada – Las Vegas	27,912	211
SUNY – Buffalo	27,220	346
University of Kansas - Main Campus	26,773	224
Georgia State University	26,134	207
University of Oklahoma - Norman Campus	26,020	232
University of New Mexico – Main Campus	25,817	202
George Washington University	24,531	361
Northeastern University	24,236	257
University of Nebraska at Lincoln	22,106	249
University of Louisville	21,841	181
University of Memphis	20,562	122
Syracuse University	19,082	424
University of Arkansas – Main campus	17,926	211
SUNY – Albany	17,434	189
University of Nevada – Reno	15,901	179
AVERAGE	**27,397**	**268**

* This total degree programs offered is the total of Baccalaureate, Master and Doctoral degrees. It does not include Professional degrees such as Law.

** Enrollment and programs for George Mason University reflects totals for Fall 2006

USE OF FUNDS

PROGRAM EXPENSES

Use Overview

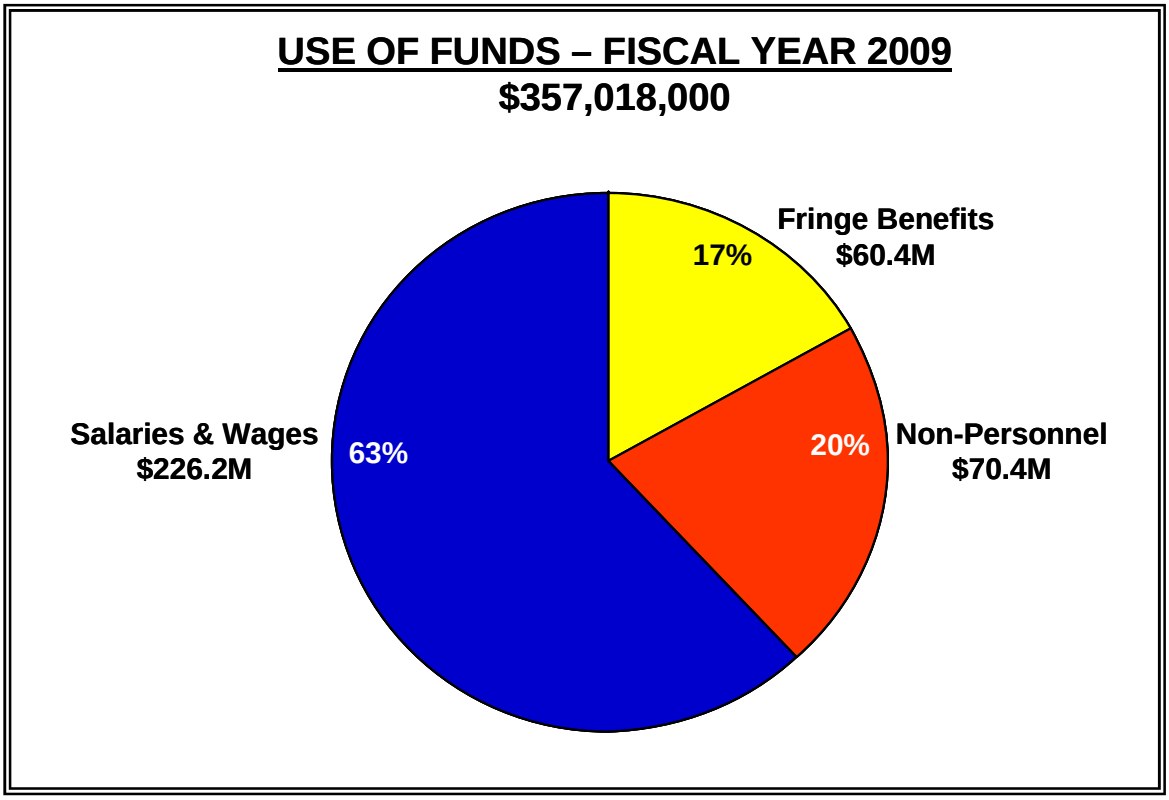
The FY 2009 budget provides for a $18.0M increase in spending. The table below depicts the changes in the use of funds by major expense between FY 2008 and FY 2009.

	FY 2008	FY 2009	CHANGE	% CHANGE
Salaries/Wages	$214.6	$226.2	$11.6	5.4%
Fringe Benefits	57.0	60.4	3.4	6.0%
Non-Personnel	67.4	70.4	3.0	4.5%
TOTAL E&G	**$339.0**	**$357.0**	**$18.0**	**5.3%**

Personnel General

- For FY 2008-2009 the University budget includes funding for average salary increases for full-time faculty of 2.0%, which is the amount approved by the State for FY 2009. For administrative faculty positions the University budget includes funding for average salary increases of 2%, which is the amount approved by the State. The University budget includes funding for salary increases of 2% for classified staff, as approved by the State.

- The 2008-2009 budget allocates approximately 80% of the E&G funds for personnel costs, which include salaries, wages, and fringe benefits. This percentage dedicated to labor has been in the range of 79% to 80% during recent years.



- The major expense within personnel is the compensation for instructional faculty. Approximately 52% of the cost of personnel covers the compensation paid the teaching faculty. (Budget amounts include salary and fringe benefits.)

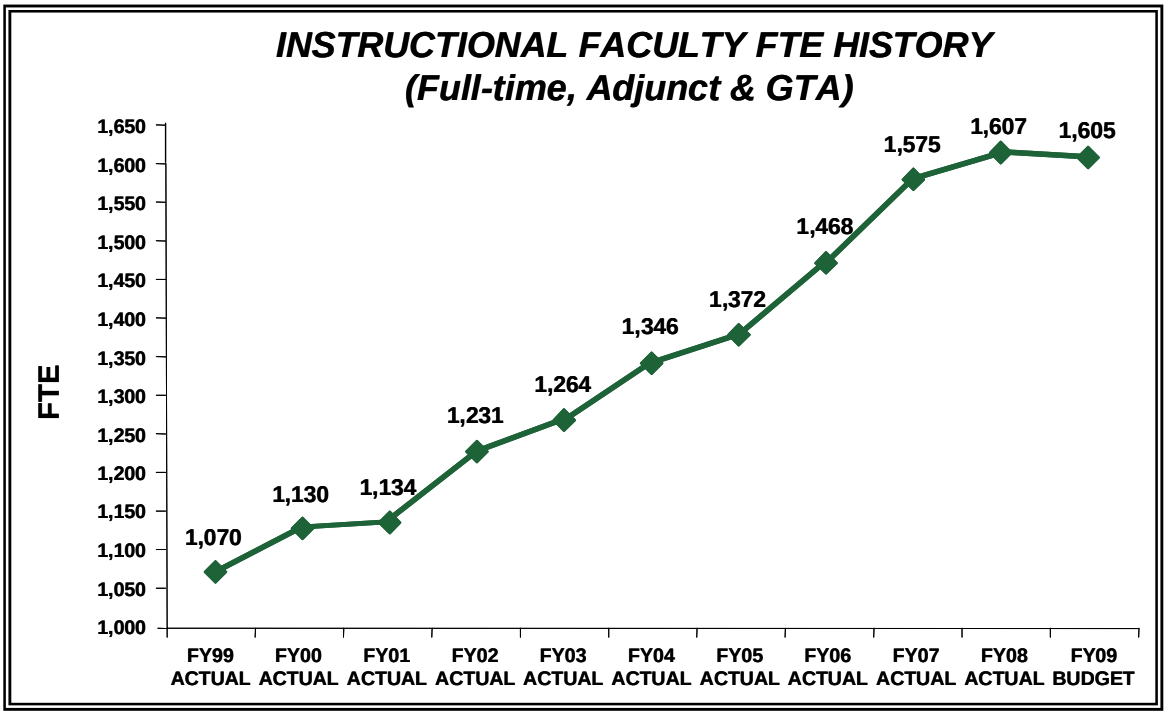
PERSONNEL TYPE	2008 - 2009 BUDGET	% OF PERSONNEL
Teaching Faculty	$148.4M	51.8%
Admin Faculty	51.1M	17.8%
Classified Staff	79.0M	27.6%
Wages/Student Wages	8.1M	2.8%
TOTAL PERSONNEL EXPENSE	**$286.6M**	**100.0%**

Teaching Faculty

Actual spending for full-time and part-time faculty reflects the use of adjunct faculty and graduate assistants as the colleges and schools meet enrollment demands. Additionally, success or failure in filling full-time positions impacts the use of adjunct faculty and graduate assistants. Although the FY 2009 Budget provides improved funding for full-time faculty, it is anticipated that actual full-time faculty FY 2009 expenditures could be less than budgeted while adjunct expenditures could exceed the original budget for many of the same reasons.

INSTRUCTIONAL FACULTY SALARY AND FTE HISTORY						
	FY04 ACTUAL	FY05 ACTUAL	FY06 ACTUAL	FY07 ACTUAL	FY08 BUDGET	FY09 BUDGET
FT Faculty	$63,789,473	$67,473,432	$78,132,490	$81,725,122	$94,493,500	$98,970,400
PT Faculty *	13,064,485	14,868,973	18,094,853	15,076,628	16,015,800	16,586,800
Grad Assts	3,668,405	4,253,182	5,446,978	6,362,787	5,672,100	5,965,900
TOTAL FACULTY	**$80,522,363**	**$86,595,587**	**$101,674,321**	**$103,164,537**	**$116,181,400**	**$121,523,100**

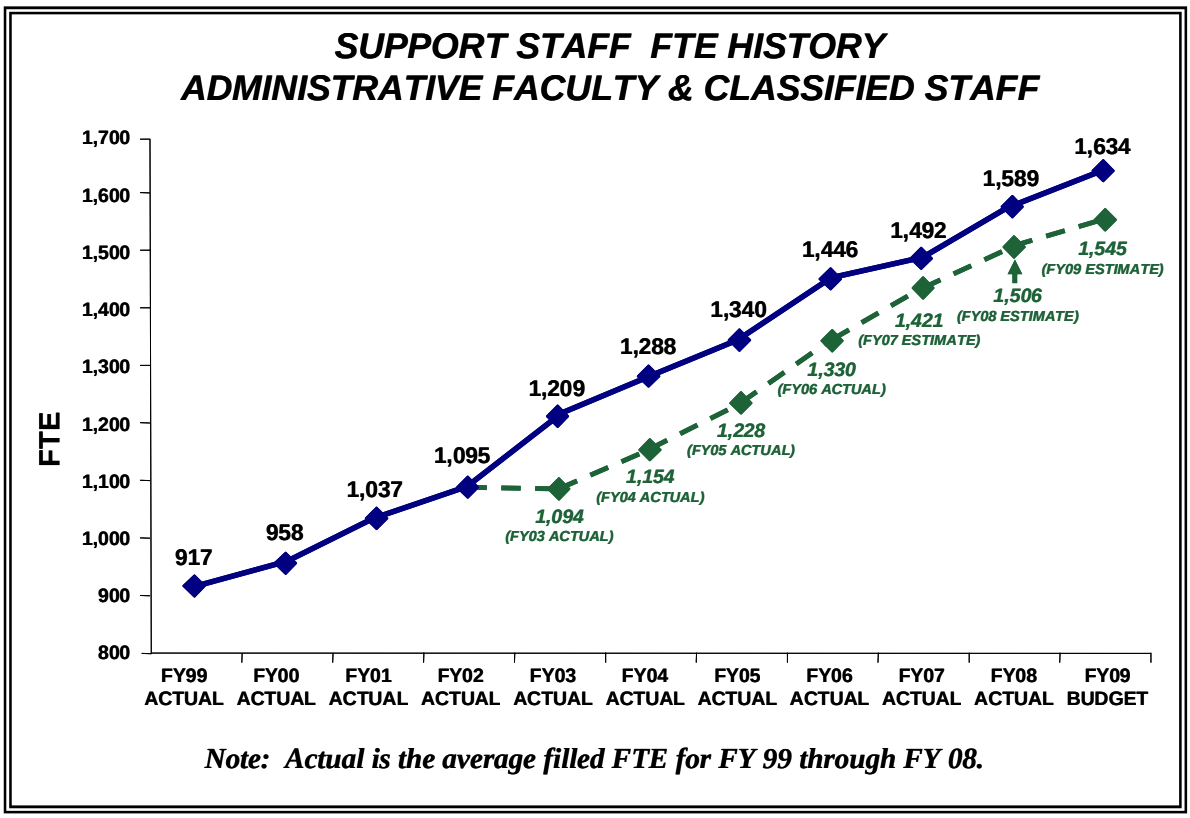
* In FY06 the state changed the pay date and summer term part-time faculty expenses of approximately $2.0M were incurred in FY06, instead of FY07.



Administrative Support Staff

In FY 2009 approximately 46 FTE support positions will be added across the University to provide critical service support to meet the increased enrollment levels and increased administrative demands of the University.

SUPPORT STAFF SALARY AND FTE HISTORY						
	FY04 ACTUAL	FY05 ACTUAL	FY06 ACTUAL	FY07 ACTUAL	FY08 BUDGET	FY09 BUDGET
Admin Faculty	$21,931,713	$23,206,355	$27,541,299	$29,482,830	$35,644,800	$40,083,300
Classified	33,495,851	37,361,416	43,295,718	46,451,940	54,330,600	57,089,900
TOTAL SUPPORT STAFF	**$55,427,564**	**$60,567,771**	**$70,837,017**	**$75,934,770**	**$89,975,400**	**$97,123,200**



Note: Actual is the average filled FTE for FY 99 through FY 08.

WAGES HISTORY & BUDGET						
	FY04 ACTUAL	**FY05 ACTUAL**	**FY06 ACTUAL**	**FY07 ACTUAL**	**FY08 ESTIMATE**	**FY09 BUDGET**
Wages	$5,429,303	$5,566,465	$5,826,678	$5,158,064	$5,300,000	$4,571,000
Student Wages	2,239,079	2,221,090	2,594,771	3,322,969	3,400,000	2,400,000
CWS	660,170	698,700	644,953	591,537	609,700	580,000
TOTAL WAGES	**$8,328,552**	**$8,486,255**	**$9,066,402**	**$9,072,570**	**$9,309,700**	**$7,551,100**

The original FY 2009 budget for temporary staff is (as in all previous years) established at a level of funding substantially less than the prior year level of spending. It is anticipated that permanent staff, which is fully funded, will absorb vacancies and turnovers which will result in departmental reallocations of funds to cover temporary staff expenses. Actual wage spending in FY08 is currently estimated to exceed prior year spending.

The actual use of wages and student wages continues to grow as the university meets demands to support new enrollment and programs within the University. That level of wage spending has equated to between 250 - 300 FTE staff positions.

2008-09 EDUCATIONAL & GENERAL BUDGET
FULL-TIME EQUIVALENT STAFF POSITIONS BY MAJOR UNIT

UNIT	TOTAL POSITIONS (FTE) FY08			NEW POSITIONS (FTE) FY09			TOTAL POSITIONS (FTE) FY09		
	FACULTY	STAFF	TOTAL	FACULTY	STAFF	TOTAL	FACULTY	STAFF	TOTAL
College of Humanities & Social Sciences	545.87	97.25	643.12	(0.45)	1.40	0.95	545.42	98.65	644.07
College of Health & Human Services	110.85	23.60	134.45	(7.70)	4.90	(2.80)	103.15	28.50	131.65
College of Visual & Performing Arts	86.20	23.80	110.00	4.36	1.52	5.88	90.56	25.32	115.88
College of Education & Human Dev	149.26	57.92	207.18	3.10	(1.79)	1.31	152.36	56.13	208.49
Inst for Conflict Analysis/Resolution	18.50	7.50	26.00	1.00	1.10	2.10	19.50	8.60	28.10
Krasnow Institute	7.07	2.75	9.82	2.38	0.00	2.38	9.45	2.75	12.20
College of Science	219.52	60.20	279.72	(10.76)	1.25	(9.51)	208.76	61.45	270.21
School of Info Tech & Engineering	135.25	43.15	178.40	3.10	1.14	4.24	138.35	44.29	182.64
School of Law	50.24	49.31	99.55	2.19	(1.35)	0.84	52.43	47.96	100.39
School of Management	104.50	46.05	150.55	0.25	3.15	3.40	104.75	49.20	153.95
School of Public Policy	58.77	29.10	87.87	0.00	(0.35)	(0.35)	58.77	28.75	87.52
Summer Term	92.00	0.00	92.00	0.00	0.00	0.00	92.00	0.00	92.00
Enrollment Services	**0.00**	**130.93**	**130.93**	**0.00**	**3.45**	**3.45**	**0.00**	**134.38**	**134.38**
Library	0.00	122.25	122.25	0.00	0.50	0.50	0.00	122.75	122.75
Professional Development	0.00	18.25	18.25	0.00	1.75	1.75	0.00	20.00	20.00
Academic Administration	13.46	53.35	66.81	(0.16)	17.61	17.45	13.30	70.96	84.26
University Life	15.74	73.00	88.74	0.00	5.34	5.34	15.74	78.34	94.08
Information Technology Unit	**0.00**	**216.20**	**216.20**	**0.00**	**3.85**	**3.85**	**0.00**	**220.05**	**220.05**
Facilities	**0.00**	**212.10**	**212.10**	**0.00**	**3.20**	**3.20**	**0.00**	**215.30**	**215.30**
Operations	0.00	81.00	81.00	0.00	(7.00)	(7.00)	0.00	74.00	74.00
Regional Campus Support	0.00	15.00	15.00	0.00	1.25	1.25	0.00	16.25	16.25
Finance & Planning	**0.00**	**137.35**	**137.35**	**0.00**	**3.30**	**3.30**	**0.00**	**140.65**	**140.65**
President/Equity/Internal Audit	0.10	22.26	22.36	0.00	1.11	1.11	0.10	23.37	23.47
University Development	0.00	26.00	26.00	0.00	0.00	0.00	0.00	26.00	26.00
University Relations	0.00	40.72	40.72	0.00	(0.37)	(0.37)	0.00	40.35	40.35
GRAND TOTAL	**1,607.33**	**1,589.04**	**3,196.37**	**(2.69)**	**44.95**	**42.26**	**1,604.64**	**1,633.99**	**3,238.63**

Non-Personnel - General

- Approximately 21% of the E&G budget is expended on non-personnel expenditures. This is consistent with previous years. There are significant differences between subprograms.

- Different subprograms within E&G have very different personnel/non-personnel mix profiles (see below).

E&G SUBPROGRAM BUDGET PERSONNEL/NON-PERSONNEL 2008 – 2009					
	PERSONNEL SERVICES		NON-PERSONNEL		
SUBPROGRAM	BUDGET	% TOTAL	BUDGET	%TOTAL	TOTAL BUDGET
Instr/Res/Pub Service	$173,194,900	91.6%	$15,967,100	8.4%	$189,162,000
Financial Aid	0	0.0%	3,900,000	100.0%	3,900,000
Equipment Trust Fund	0	0.0%	3,552,000	100.0%	3,552,000
Libraries	9,959,500	49.9%	10,008,000	50.1%	19,967,500
Academic Support	22,731,100	100.6%	(126,100)	-0.6%	22,605,000
Student Services	15,717,100	85.6%	2,637,900	14.4%	18,355,000
Technology	21,390,300	72.4%	8,169,500	27.6%	29,559,800
Institutional Support	31,681,300	87.5%	4,519,900	12.5%	36,201,200
Plant	11,945,700	38.6%	18,969,800	61.4%	30,915,500
Central	0	0	2,800,000	100.0%	2,800,000
TOTAL	**$286,619,900**	**80.3%**	**$70,398,100**	**19.7%**	**$357,018,000**

Non-Personnel Increases

Non-personnel costs, often referred to as direct expenditures, are budgeted $8.1M higher in FY 2009 than the 2007-2008 projected spending estimate. Some of the current non-personnel budget may shift to personnel during the year, as budgets are finalized within the units. Decisions on final budget allocations were delayed this year due to the timing of decisions at the State level, so allocations were included in non-personnel until decisions on use of funds is finalized. The major changes in non-personnel budgets consist of a few specific increases: facility funds for surge space/data center debt ($0.5M), library materials to cover inflation and new programs ($0.7M), other inflationary support ($0.30M), and utilities increases ($0.8M). Additionally, funding is set aside for financial aid/graduate student support ($1.8M), and contingency/reserve ($1.8M).

Non-Personnel Profile

Within the non-personnel budget, fifteen major categories of expense make up almost 75% of the total budget. In 2007-2008, the top E&G expense category within non-personnel is projected to still be library reference materials.

2008-09 EDUCATIONAL & GENERAL BUDGET
BUDGET BY MAJOR CATEGORY OF EXPENSE BY UNIT

UNIT	SALARIES	FRINGE BENEFITS	WAGES	NON-PERSONNEL	TOTAL FTE	TOTAL BUDGET
College of Education & Human Development	13,072,100	3,691,700	635,700	2,457,300	208.49	19,856,800
College of Health & Human Services	9,639,700	2,886,100	38,600	525,800	131.65	13,090,200
College of Humanities & Social Sciences	38,267,200	10,697,600	576,800	1,744,800	644.07	51,286,400
College of Science	19,482,000	5,807,100	281,000	3,008,500	270.21	28,578,600
College of Visual & Performing Arts	6,537,100	1,964,800	753,500	640,000	115.88	9,895,400
Inst for Conflict Analysis/Resolution	2,642,400	757,100	100,800	87,000	28.10	3,587,300
Krasnow Institute	1,190,200	372,600	7,000	82,500	12.20	1,652,300
RAK	294,500	94,800	0	0	3.00	389,300
Volgenau School of Info Tech & Engineering	16,384,900	4,448,400	239,900	1,191,400	182.64	22,264,600
School of Law	9,433,600	2,940,000	225,700	2,244,700	100.39	14,844,000
School of Management	13,825,900	4,185,800	229,700	3,051,800	153.95	21,293,200
School of Public Policy	8,560,800	2,565,500	49,900	335,200	87.52	11,511,400
Summer Term	4,696,300	359,300	0	17,700	92.00	5,073,300
Enrollment Services	7,031,100	2,604,500	558,100	1,614,200	134.38	11,807,900
Professional Development	883,100	350,400	40,100	44,700	20.00	1,318,300
Student Financial Aid	0	0	0	3,900,000	0.00	3,900,000
Provost Instruction and Administration	7,063,400	2,403,200	211,200	3,630,900	81.26	13,308,700
Library	6,283,100	2,272,700	406,500	8,954,700	122.75	17,917,000
University Life	5,289,100	1,771,500	456,300	595,500	94.08	8,112,400
Information Technology Unit	14,308,500	5,855,200	1,222,900	8,112,600	220.05	29,499,200
Facilities	10,489,000	4,310,400	592,900	13,460,200	215.30	28,852,500
Property Rental	0	0	0	6,418,200	0.00	6,418,200
Regional Campus Support	1,172,500	434,900	99,100	339,400	16.25	2,045,900
Finance & Planning	8,125,300	3,152,500	251,900	1,628,900	140.65	13,158,600
Operations	3,881,500	1,631,600	329,000	2,222,900	74.00	8,065,000
Executive Administration	1,920,200	704,500	53,700	491,200	23.47	3,169,600
University Development	2,003,600	691,900	10,000	987,100	26.00	3,692,600
University Relations	2,306,000	941,800	325,800	2,213,900	40.35	5,787,500
Central Funds/AE Indirect	3,913,300	(7,523,500)	(144,900)	(5,955,100)	0.00	(9,710,200)
University Reserve	0	0	0	2,800,000	0.00	2,800,000
Equipment Trust Fund	0	0	0	3,552,000	0.00	3,552,000
GRAND TOTAL	**218,696,400**	**60,372,400**	**7,551,200**	**70,398,000**	**3,238.64**	**357,018,000**

E&G PERFORMANCE MEASURES

George Mason University takes great pride in its regular assessment of a series of important operational indicators of institutional effectiveness.

Total E&G Funding per In-State FTE Student

The sum of General Fund Support and Tuition approximates the total funding available to teach a full time student. George Mason University continues to have the next to lowest of E&G funding per FTE student among all the schools in its national peer group. These twenty-four institutions were selected several years ago by University and state officials as the schools most similar to George Mason University.

GEORGE MASON UNIVERSITY PEER GROUP	
INSTITUTION	**INSTITUTION**
Arizona State University-Tempe Campus	University of Kansas-Main Campus
Indiana University-Bloomington	Georgia State University
University of Maryland-College Park	University of Oklahoma-Norman Campus
University of Houston	University of New Mexico-Main Campus
Wayne State University	George Washington University
Boston University	Northeastern University
GEORGE MASON UNIVERSITY	University of Nebraska at Lincoln
Indiana University-Purdue, Indianapolis	University of Louisville
University of Connecticut	University of Memphis
University of Cincinnati-Main Campus	Syracuse University
University of Missouri, Columbia	University of Arkansas-Main Campus
University of Nevada-Las Vegas	SUNY at Albany
SUNY at Buffalo	University of Nevada-Reno

Although a "best practice" can be defined as the most output (FTE students) with the fewest resources (dollars, space and positions) the lingering issue is one of funding adequacy. Can the quality and effectiveness of instruction and operational oversight be maintained with this level of resource support?

Funding Improvement: Statewide Comparison – Slowly Improving

Each doctoral institution within the Commonwealth of Virginia has a unique mission, so funding comparisons are not conclusive. The following table however illustrates both the institutional difference in total funding within the Commonwealth of Virginia and the relationship between tuition and General Fund support at the Virginia doctoral universities. In terms of total funding, George Mason University operates with about 82% of the resources (on average) available to the other doctoral universities. In the previous year (FY 2008) Mason operated at approximately 77% of the total resource available to the other doctoral universities.

EDUCATIONAL & GENERAL TOTAL FUNDING PER IN-STATE FTE STUDENT, 2008 - 2009			
DOCTORAL INSTITUTIONS	**GENERAL FUND (FY09)**	**IN-STATE TUITION (FY 09) ***	**TOTAL**
University of Virginia	$10,622	$7,498	$18,120
Virginia Tech	8,778	6,895	15,673
William & Mary	9,995	6,148	16,143
Virginia Commonwealth	8,908	4,992	13,900
Old Dominion	7,210 *	4,182	11,392
Doctoral Average	**$9,102**	**$5,943**	**$15,045**
GEORGE MASON	**$7,131**	**$5,035**	**$12,166**
GMU % of Average	**78.3%**	**84.7%**	**80.9%**

* Includes $1.1M of Tuition Moderation Incentive Funding. It is not clear if other schools will have a tuition increase level that justifies the Tuition Moderation Incentive General Fund support.

General Fund Per In-State FTE Student – Still Lagging

GMU continues to receive less General Fund support per FTE student than four of the other doctoral institutions which shifts a greater burden of the cost to students through tuition increases. In 2001-02 George Mason University was receiving approximately 78% of the doctoral average, and for 2008-09, George Mason University will operate with the same 78% of the average general fund support per FTE student among the Virginia doctoral schools (see below).

INSTITUTION	2002	2009
University of Virginia	$10,223	$10,622
Virginia Tech	9,380	8,778
William & Mary	9,943	9,995
VA Commonwealth University	8,669	8,908
Old Dominion	6,923	7,210 *
Doctoral Average	**$9,028**	**$9,102**
GEORGE MASON UNIVERSITY	**$7,047**	**$7,131**
GMU % of Average	**78.1%**	**78.3%**

* Includes $1.1M of Tuition Moderation Incentive Funding. It appears the other schools will have a tuition increase level that will not justify the Tuition Moderation Incentive General Fund support.

Allocation To Core Mission

George Mason University takes great pride in the high percentage of its limited resources that are allocated to its core mission. This philosophy has maximized resource effectiveness and continues to illustrate the commitment and focus of GMU's allocation of resources.

- According to the most recent peer data, GMU allocates the second largest percentage of its E&G resources to instruction when compared to all of the other universities within its twenty-four institution national peer group.

RANK	SELECTED INSTITUTIONS	ACADEMIC BUDGET AS PERCENT OF BUDGET FY07
1st	Boston University	71.2%
2nd	**GEORGE MASON UNIVERSITY**	**63.3%**
5th	University of Kansas	57.9%
10th	Wayne State University	55.3%
15th	University of New Mexico	53.5%
20th	University of Connecticut	51.1%
25th	University of Houston	47.6%
	PEER GROUP AVERAGE	**54.1%**

***Note*: FY 2007 is the most recent data available for Peer Institutions.**

Student:Faculty Staff Ratios

- The number of students (FTE) supported by the total number of faculty/staff positions (FTE) is a national benchmark for institutional effectiveness. The George Mason University ratio remains leaner than the existing ratios at the other doctoral institutions in Virginia. The difference between the GMU number of total faculty/staff positions and the doctoral average is approximately 160 positions.

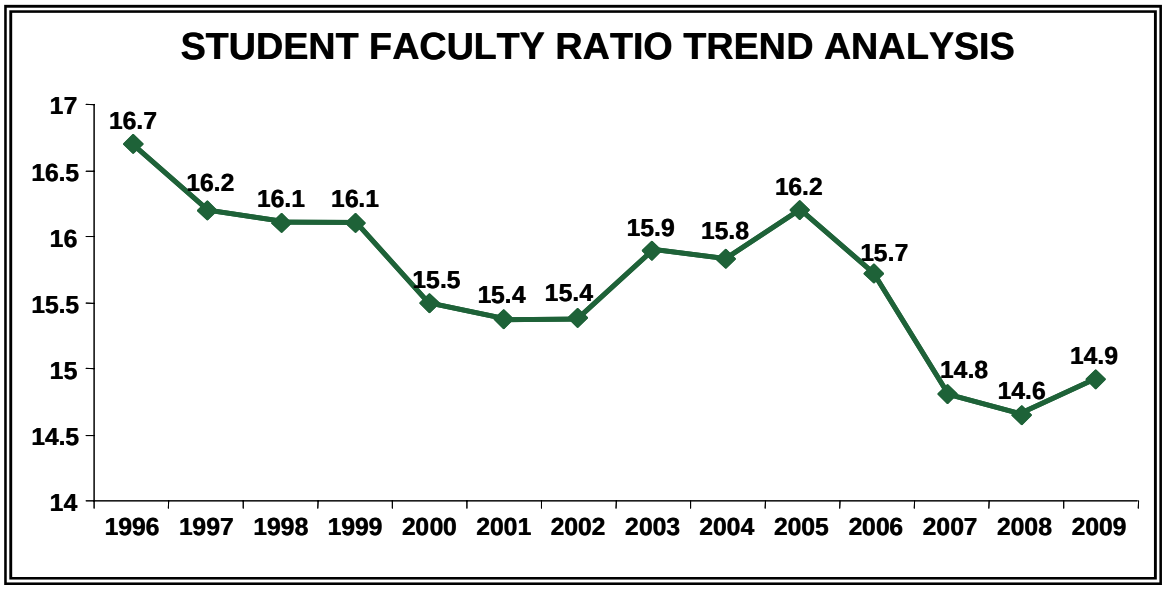
DOCTORAL INSTITUTIONS	STUDENTS (FTE) PER FACULTY/ STAFF POSITIONS
University of Virginia	6.3
VA Comm. University	6.6
William & Mary	7.1
Old Dominion	7.4
Virginia Tech	7.4
Doctoral Average	**6.9**
GEORGE MASON UNIVERSITY	***7.2***

Faculty:Support Staff Ratios

- An equally impressive ratio is the relationship of non-teaching positions to teaching positions. The 2008-09 budget for George Mason University establishes this ratio of 1,634 non-teaching to 1,605 teaching positions which equals a 1:1 ratio. This is one of the leanest ratios in a national benchmarking survey of over 140 institutions conducted by the National Association of College and University Business Officers. While the average national ratio is more than two non-teaching positions per every one teaching position, GMU operates with approximately one non-teaching position per every teaching position.

Student/Faculty Ratios

- Maintain Low Faculty/Student Ratio: The number of faculty provided in 2008-09 result in the University's faculty/student ratio of 1:14.9 This ratio is only slightly higher than last years and is the result of an attempt to manage the enrollment growth, while continuing to allocate resources to support the teaching and learning. The ratio for 2008-09 also reflects the allocation of funding for teaching and learning based on anticipated overall budget funding for FY 2009. This has been achieved as the institution strives to give smaller classes and an improved faculty-student ratio a high priority in the resource allocation process.



FUTURE ENROLLMENT

Every two years Virginia public colleges and universities are required to submit to the State Council of Higher Education enrollment projections for fall headcount and annualized FTES. The table presented on the following page summarizes the University's enrollment projections as submitted to SCHEV in April, 2007 for each year through Fiscal Year 2012-13. These overall enrollment projections will be used as unit enrollment targets and budgets are developed. The University will be reviewing these over the next nine months in preparation for submitting revised projections to the State in Spring 2009 as a part of the standard reporting requirements.

ACTUAL AND PROJECTED ENROLLMENT

FALL HEADCOUNT	Actual 2001	2002	2003	2004	2005	2006	2007	Budget 2008	Projected 2009	2010	2011	2012	2013
First-Time Freshmen	2,146	2,225	2,251	2,262	2,529	2,427	2,209	2,425	2,500	2,525	2,550	2,575	2,600
Transfers				*2,240*	*1,974*	*2,084*	*2,150*	*2,125*	*2,150*	*2,200*	*2,275*	*2,350*	*2,400*
Other Freshmen	1,571	1,596	1,470	1,402	1,501	1,457	1,222	1,570	1,523	1,552	1,588	1,629	1,672
Sophomore	3,362	3,436	3,651	3,719	3,659	3,833	3,988	3,949	4,002	4,077	4,171	4,281	4,393
Juniors	3,853	4,062	4,110	4,165	4,441	4,568	4,778	4,731	4,779	4,859	4,971	5,102	5,236
Seniors	4,380	4,832	5,097	5,340	5,399	5,494	5,730	5,695	5,746	5,844	5,979	6,136	6,297
Non-Degree	490	537	523	520	562	409	606	410	410	410	410	410	410
Undergraduate	15,802	16,688	17,102	17,408	18,091	18,188	18,533	18,780	18,960	19,268	19,669	20,133	20,608
Law	763	832	796	778	742	762	799	760	760	760	760	760	760
Master	5,115	5,908	6,567	6,406	6,758	6,785	7,022	6,881	6,965	7,065	7,162	7,265	7,368
Doctoral	1,303	1,342	1,435	1,612	1,748	1,776	1,791	1,809	1,831	1,857	1,883	1,909	1,937
Non-Degree	1,914	2,026	2,346	2,670	2,389	2,345	2,131	2,345	2,345	2,345	2,345	2,345	2,345
Graduate	8,332	9,276	10,348	10,688	10,895	10,906	10,944	11,035	11,141	11,267	11,390	11,519	11,650
UNIVERSITY SUB-TOTAL	**24,897**	**26,796**	**28,246**	**28,874**	**29,728**	**29,856**	**30,276**	**30,575**	**30,861**	**31,295**	**31,818**	**32,412**	**33,017**
RAK						33	56	325	550	825	1,150	1,500	1,700
OVERALL TOTAL						**29,889**	**30,332**	**30,900**	**31,411**	**32,120**	**32,968**	**33,912**	**34,717**

ANNUALIZED FTE	Actual 01-02	02-03	03-04	04-05	05-06	06-07	07-08	Budget 08-09	Projected 09-10	10-11	11-12	12-13	13-14
First-Time Freshmen	1059.3	1096.7	1106.4	1111.8	1238.7	1197.8	1106.9	1,188	1224.5	1236.7	1249.0	1261.2	1273.5
Other Freshmen	1917.1	1973.5	1906.3	1969.9	2008.8	2007.2	1678.6	2,095	2038.6	2077.0	2124.8	2180.7	2237.9
Sophomore	2963.2	3060.2	3273.2	3369.9	3292.8	3407.6	3569.2	3,554	3601.4	3669.2	3753.7	3852.4	3953.4
Juniors	3417.3	3738.0	3830.1	3953.2	4133.5	4219.5	4466.4	4,403	4448.0	4522.6	4626.8	4748.4	4873.0
Seniors	4032.3	4367.2	4727.5	4877.2	5122.0	5225.2	5410.1	5,403	5451.1	5544.3	5672.0	5821.1	5973.8
Non-Degree	327.8	338.3	314.3	323.6	321.3	250.0	232.6	234	234.4	234.4	234.4	234.4	234.4
Undergraduate	13716.9	14573.7	15157.8	15605.5	16116.9	16307.3	16463.7	16,877	16998.0	17284.2	17660.8	18098.1	18546.0
Law	628.5	687.0	650.6	645.0	615.9	638.6	694.4	640	640.0	640.0	640.0	640.0	640.0
Master	2979.4	3464.5	3874.1	4015.6	4084.0	4040.0	4106.9	4,158	4209.0	4269.5	4328.1	4390.3	4452.6
Doctoral	578.0	615.5	656.9	680.8	801.4	800.3	775.0	829	839.5	851.5	863.1	875.4	887.8
Non-Degree	809.0	883.1	967.8	1003.1	942.5	900.0	900.0	925	925.1	925.1	925.1	925.1	925.1
Graduate	4366.3	4963.0	5498.8	5699.5	5827.8	5740.3	5781.8	5,913	5973.6	6046.1	6116.3	6190.8	6265.5
UNIVERSITY SUB-TOTAL	**18711.7**	**20223.6**	**21307.2**	**21950.0**	**22560.6**	**22686.2**	**22939.9**	**23430.0**	**23611.7**	**23970.2**	**24417.0**	**24928.9**	**25451.5**
RAK						27.2	61.3	100	530.0	786.3	1086.3	1417.5	1598.8
OVERALL TOTAL						**22713.4**	**23001.2**	**23530.0**	**24141.7**	**24756.5**	**25503.3**	**26346.4**	**27050.3**

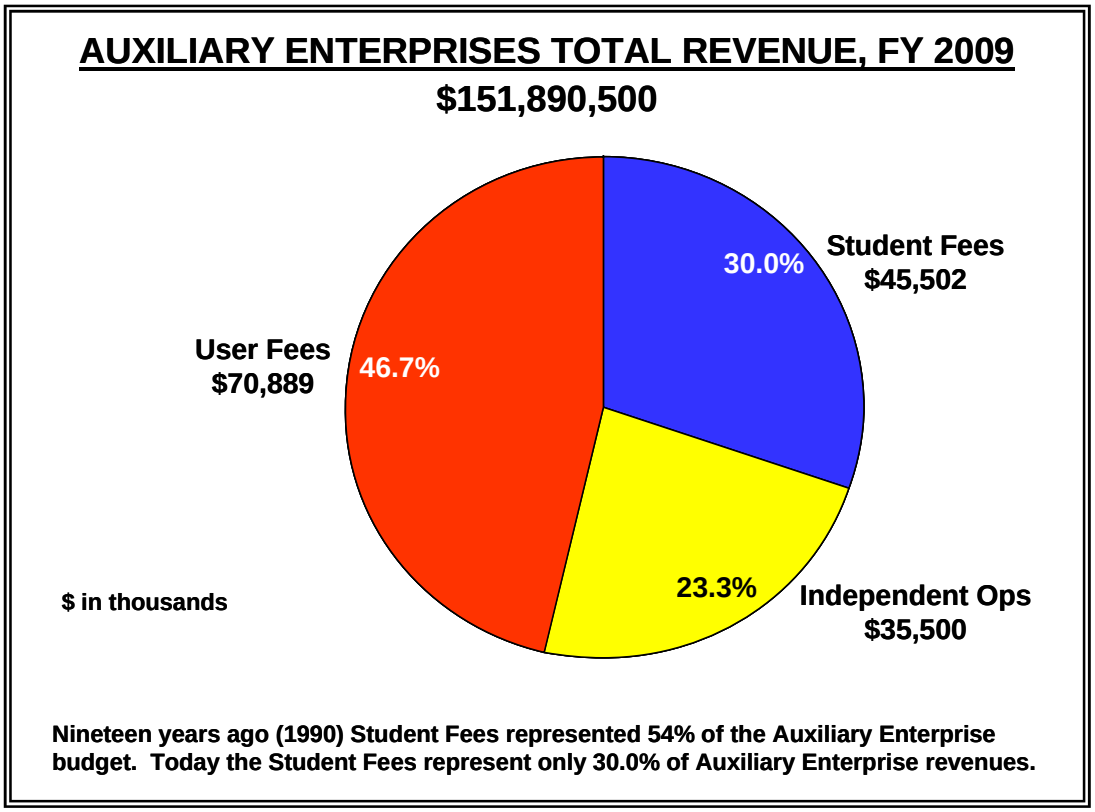
AUXILIARY ENTERPRISES

PROGRAM REVENUES

The activity of Auxiliary Enterprises is the second largest program of the University's operation. The projected Auxiliary Enterprise revenue for 2008-09 represents approximately 17% of the University's $889.7 million total revenue budget. The Auxiliary Enterprise program includes activities that are ancillary to the University's central mission of instruction, service, and research. The Auxiliary Enterprises include operations and activities that are: a) self-supporting through revenues that they generate; b) supported by revenues that they generate and student fees; and c) activities that are funded exclusively through student fees.

The Auxiliary Enterprise revenues (inclusive of all independent operations) are budgeted at $151,890,500 in 2008-09. This represents approximately 6.3% revenue growth over FY 2008.

Graphically, the Auxiliary Enterprise revenue looks like shown below:



For 2008-09 the revenue growth in all of the Auxiliary Enterprises is projected to be approximately $8.9M. Of this total growth, $3.1M is generated from self-generated revenue including user fees, $4.8M is from increased student fee revenues, and $1.0M is from independent operations.

- Within user fees activities, the units generating the largest increases in revenues are Student Housing ($3.40M), Food Service ($0.61M) Center for the Arts ($0.23M), Freedom Aquatic & Fitness Center ($0.16M), and Athletics ($0.15M).

- The student fee revenue increases by approximately $4.8M with additional revenue from increased enrollment of 330 FTE students ($0.70M), and from an annual student fee rate increase of $181 ($4.1M).

SOURCE	2005-06	2006-07	2007-08	2008-09	CHANGE, FY 08-09	
					AMOUNT	PERCENT
Student Fees	$33,848,300	$37,085,800	$40,672,000	$45,502,000	$4,830,000	11.9%
User Fees	54,576,700	60,086,200	67,765,500	70,888,500	3,123,000	4.6%
Independent Operations	33,065,000	33,756,000	34,500,000	35,500,000	1,000,00	2.9%
TOTALS	**$121,490,000**	**$130,928,000**	**$142,937,500**	**$151,890,500**	**$8,953,000**	**6.3%**

The table below identifies the nine largest programs and activities included within the program of Auxiliary Enterprises, and they represent over 75% of the Auxiliary Enterprise revenue.

ACTIVITY	INDEPENDENT OPERATION	USER FEE REVENUE	STUDENT FEES	TOTAL REVENUE
Food Service	$17,000,000	$9,553,000	$0	$26,553,000
Student Housing	0	22,340,000	0	22,340,000
Bookstore	14,000,000	0	0	14,000,000
Intercollegiate Athletics	0	3,455,000	11,163,000	14,618,000
Unions/Johnson Center	0	3,388,000	6,338,000	9,696,000
Center for the Arts (CVPA)	0	2,678,000	4,775,000	7,453,000
Freedom Aquatic Fitness Center	0	6,385,000	66,000	6,450,000
University Life	0	1,455,000	4,699,000	6,154,000
Campus Access/Transportation	0	6,405,000	1,547,000	7,952,000

Independent Operations

Auxiliary Enterprises includes three independent operations (food service, bookstore, and arena management) where a third party manages each operation through their own corporate financial and accounting system. The total budget for these three programs is $35,500,000 and includes $4.6 million of commissions that are returned to George Mason University in exchange for the vendor's exclusive right to provide the service on campus. The University provides oversight and guidance for these operations, conducts regular audits, and receives annual commissions. ***These commissions are used to support Auxiliary Enterprise operations and activities and thereby reduce the University's dependence upon student fees. These annual commissions ($4.6M) reduce the required annual student fee by nearly $200!***

INDEPENDENT OPERATIONS COMMISSION INCOME, FY 2009		
ACTIVITY	**OPERATING BUDGET**	**GEORGE MASON COMMISSION**
Bookstore	$14,500,000	$1,380,000
Food Service	17,500,000	2,032,300
Arena Management	3,500,000	1,200,000
TOTAL	**$35,500,000**	**$4,612,300**

Commissions and Management Fees

George Mason has out-sourced these large auxiliary enterprise units for many years, the bookstore has always been a contract operation; the Patriot Center was opened by a management firm over twenty years ago. It is perhaps less clear, however, how the compensation to the University and the contractors is determined.

The first step in all the out-sourced partnerships is a public process that encourages broad participation in the procurement. The process is designed to attract the major contractors in particular fields thereby giving the University the opportunity to select the best firm for the job. The process has another outcome, however; it reveals the range of compensation both offered and desired by the competing firms. In other words, the market is a powerful force in setting the initial range of compensation. As the procurement process continues contractors are eliminated or retained based on specific pre-defined criteria such as the proposed service plan and prior experience.

The negotiation that follows blends the fee range, future growth and on-going operations to arrive at a fair, industry standard management fee for the contractor while ensuring adequate cash for maintenance, renovations and reserves.

In total these three out-sourced firms employ approximately 220 full-time and 300 part-time employees. In many institutions, where these activities are not out-sourced these would all be University employees.

Patriot Center The Patriot Center commission to GMU is composed of both a guaranteed and variable amount. The guaranteed amount is $575,000 a year and is fixed for the life of the contract. The variable amount is calculated based upon revenue in excess of $3,100,000 as long as cash remains to fully pay the commission. Any cash remaining after all fees and commissions are paid is retained by GMU. The variable amount changes by year depending on the success of the performances. The actual amount for FY08 could be greater than is projected at this point.

The contractor, Centre Management, is paid an annual fixed fee of $287,500 and can receive additional management fee based upon a formula if the revenue is in excess of $3,200,000.

In addition to the yearly commission, GMU receives tickets and other considerations from Centre Management as part of the overall contract.

FISCAL YEAR	GEORGE MASON COMMISSION	CENTRE MGMT FEES
2003 (actual)	690,700	334,800
2004 (actual)	821,800	342,500
2005 (actual)	772,000	315,000
2006 (actual)	1,843,327	315,000
2007 (actual)	1,573,000	315,000
2008 (projected)	1,200,000	315,000

Dining Service The Dining services commission paid to GMU is composed of both a fixed commission of $1,075,000 a year plus a variable commission comprised of the revenue remaining after the Sodexho management fee and incentive fee is paid.

The only guaranteed part of this compensation plan is the fixed commission. The variable commission is dependent upon the availability of net income to make the payment. The GMU commission is used to fund Johnson Center and Student Union operations as well as dining services renovations which offsets other institutional student fee requirements.

The Sodexho management fee is fixed at $340,000 a year. The company is eligible to receive an incentive fee of up to 2% of the total fee if a variety of customer satisfaction and sales volume performance measures are met.

Bookstore GMU receives a variable commission (with a $1,000,000 yearly guarantee) based on yearly sales. As gross sales exceed $10 million annually, GMU receives a commission beyond the $1 million guarantee. In FY 2008, the University expects to receive about $1,400,000 from this contract in addition to other cash and merchandise considerations.

Barnes & Noble can earn a fee of up to $700,000 per year if all performance measures are achieved.

Summary ***Although these independent operations are critical to University life, they are not generally included as part of the State Auxiliary Enterprise program for reporting purposes. As noted above, these three commissions result in net income to the University that allows the University to set the annual student fee approximately $200 lower than would otherwise be required.***

State Auxiliary Enterprises

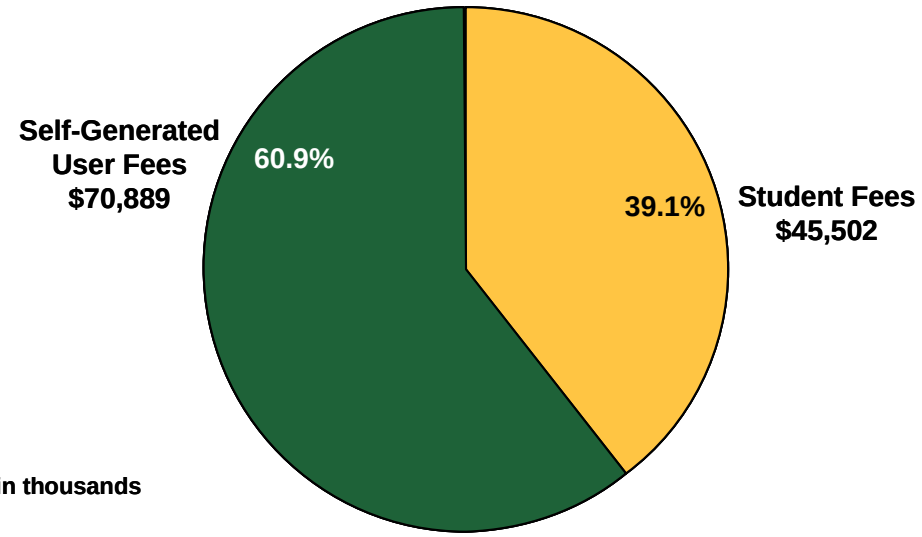
As a program, Auxiliary Enterprises (exclusive of independent operations) are budgeted for revenue in FY 2009 at $116,390,500. This revenue is achieved through self-generated user fees, as well as student fees (see following table).

SOURCE OF FUNDING 2008-2009		
	2008	**2009**
Student Fees	$40,672,000	$45,502,000
Self-Generated User Fees	67,765,500	70,888,500
TOTAL FUNDS	**$108,437,500**	**$116,390,500**

George Mason University continues to generate over 60% of revenue through user fees, thereby reducing the dependency upon student fees. The change in the source of funding over the past sixteen years has been considerable (see below).

STATE AUXILIARY ENTERPRISES TOTAL REVENUE, FY 2009

$116,390,500



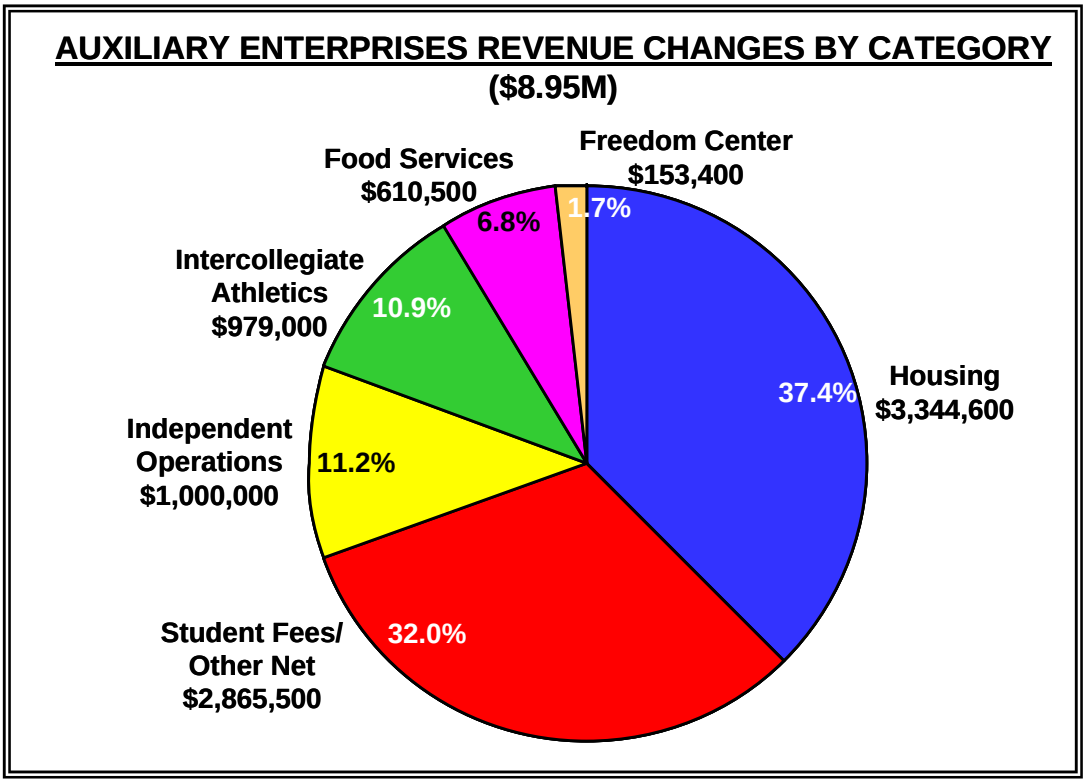
Eighteen years ago (1990) Self-Generated User Fees represented only 46% of the Auxiliary Enterprise budget; now these self-generated revenues provide 61% of the Auxiliary Enterprise revenue.

Revenue Changes

The table below illustrates, by specific auxiliary enterprise, where the $8.9 million increase in revenue for FY 2009 is budgeted (listed in order of fiscal year total change).

AUXILIARY ENTERPRISES FY09 REVENUE BUDGET CHANGES IN REVENUE FY09 OVER FY08					
	FY08	FY09	CHANGES IN REVENUE, FY09		
AUXILIARY	TOTAL REVENUE	TOTAL REVENUE	STUDENT FEES	SELF-GEN REVENUE	TOTAL CHANGE
Unions/JC	$8,085,069	$9,567,300	$1,322,231	$160,000	$1,482,231
University Services	987,618	988,100	482	0	482
New Business Development Fund	272,000	0	0	(272,000)	(272,000)
All University Card System	768,371	817,700	49,329	0	49,329
Child Development Center	1,024,500	1,024,500	0	0	0
Food Services/Meal Plans	8,942,530	9,553,000	0	610,470	610,470
Sodexho Reserve	911,780	0	0	(911,780)	(911,780)
Hemlock Overlook	1,293,600	1,369,000	60,000	15,400	75,400
Housing	18,995,384	22,340,000	0	3,344,616	3,344,616
Print Services	1,778,400	1,778,400	0	0	0
Patriot Center	835,935	1,156,500	538,565	(218,000)	320,565
AE Mail Services	49,000	60,000	0	11,000	11,000
Student Health	3,041,457	3,225,700	163,562	20,681	184,243
University Life	5,802,168	6,487,100	700,919	(15,987)	684,932
Police Cadets	101,168	102,900	1,732	0	1,732
Auxiliary Enterprises Operations	402,700	629,800	227,100	0	227,100
Campus Access	5,311,735	5,011,700	0	(300,035)	(300,035)
Transportation	2,417,542	2,940,200	522,658	0	522,658
Center for the Arts	7,164,084	7,604,000	405,616	34,400	439,916
Freedom Center	6,296,300	6,449,700	(2,295)	155,695	153,400
Auxiliary Enterprises Multicampus	108,000	110,000	2,000	0	2,000
Intercollegiate Athletics	13,639,190	14,618,200	601,810	377,200	979,010
Fairfax Aquatic Center	3,607,300	3,882,900	275,550	50	275,600
Intramurals/Club Sports	616,521	671,100	54,529	0	54,529
Rec Sports Complex (Fieldhouse)	1,549,401	2,145,900	595,549	(50)	596,499
Athletics Facility Improvement	200,000	200,000	0	0	0
Telecommunications	3,296,447	3,302,100	1,608	4,045	5,653
Patriot Computer Store	2,400,000	2,400,000	0	0	0
Facility Reserves	1,390,000	1,118,000	0	(272,000)	(272,000)
University Scholars	740,000	790,000	50,000	0	50,000
Indirect Costs	3,960,000	4,110,000	700,000	(550,000)	150,000
Salary Increases	0	478,800	478,800	0	478,800
Warehouse	259,300	286,900	0	27,600	27,600
Auxiliary Central Reserves	2,190,000	1,171,100	(1,921,200)	902,300	(1,018,900)
TOTAL AUX. ENT. REVENUE BUDGET	**$108,437,500**	**$116,390,500**	**$4,829,600**	**$3,123,400**	**$7,953,000**
INDEPENDENT OPERATIONS	**$34,500,000**	**$35,500,000**	**0**	**$1,000,000**	**$1,000,000**
GRAND TOTAL	**$142,937,542**	**$151,890,500**	**$4,829,600**	**$4,123,400**	**$8,953,000**

The specific details for all revenue changes are provided in the enterprise-specific section found on pages 117 – 136.



NEW STUDENT FEE REQUIREMENTS

In 2008-2009, Auxiliary Enterprises that are funded by student fees will incur increased costs, thereby requiring additional student fee support. The major reasons for an increase in the fee are to support expanded services and activities to meet the needs of additional student enrollment and to further support the students living on campus. The following priorities were identified through the Auxiliary Enterprises Management Council, made up of representatives of University Life, University Services and Auxiliary Enterprises units. These priorities were supported through the budget process. An allocation of $450,000 is provided each year to support cross-cutting priorities. Funding is provided in 2008-2009 within the Auxiliary Enterprises budget to support the following priorities.

1. Expand activities for students, in response to ongoing increased enrollments and to the increased residential and traditionally-aged student populations. Provide funding in a way that promotes synergy between units and leverages current practices.

   Arts
   - Continue support for CVPA faculty directed programs such as the GMU Players, Music programs and New Multimedia Performance Studio.

   Food Service
   - Provide Healthy Cooking Series to educate students on healthy eating options
   - Provide two kiosks for food ordering.
   - Provide equipment to support the use of Mason Money at the Patriot Center

   Recreation and Programs
   - Support increased interaction of students with enhancements to gym floor in Cage Gym at renovated PE building.

   Student Activities
   - Provide additional funding for giveaways at the Game of the Week to increase student attendance at athletic events.
   - Provide funds to increase weekend activities at Damon's Restaurant.

2. Enhance campus safety and security

   Campus Police
   - Continue funding for Police Cadet program which employs students to support the security function at some campus events

3. Enhance program support services

   Unions/Johnson Center
   - Provide funding for outdoor furniture in the new NE sector area to increase interaction among students.
   - Provide funding for major speaker for fall semester event.
   - Provide funding for performer for large scale fall concert for the Mason campus.

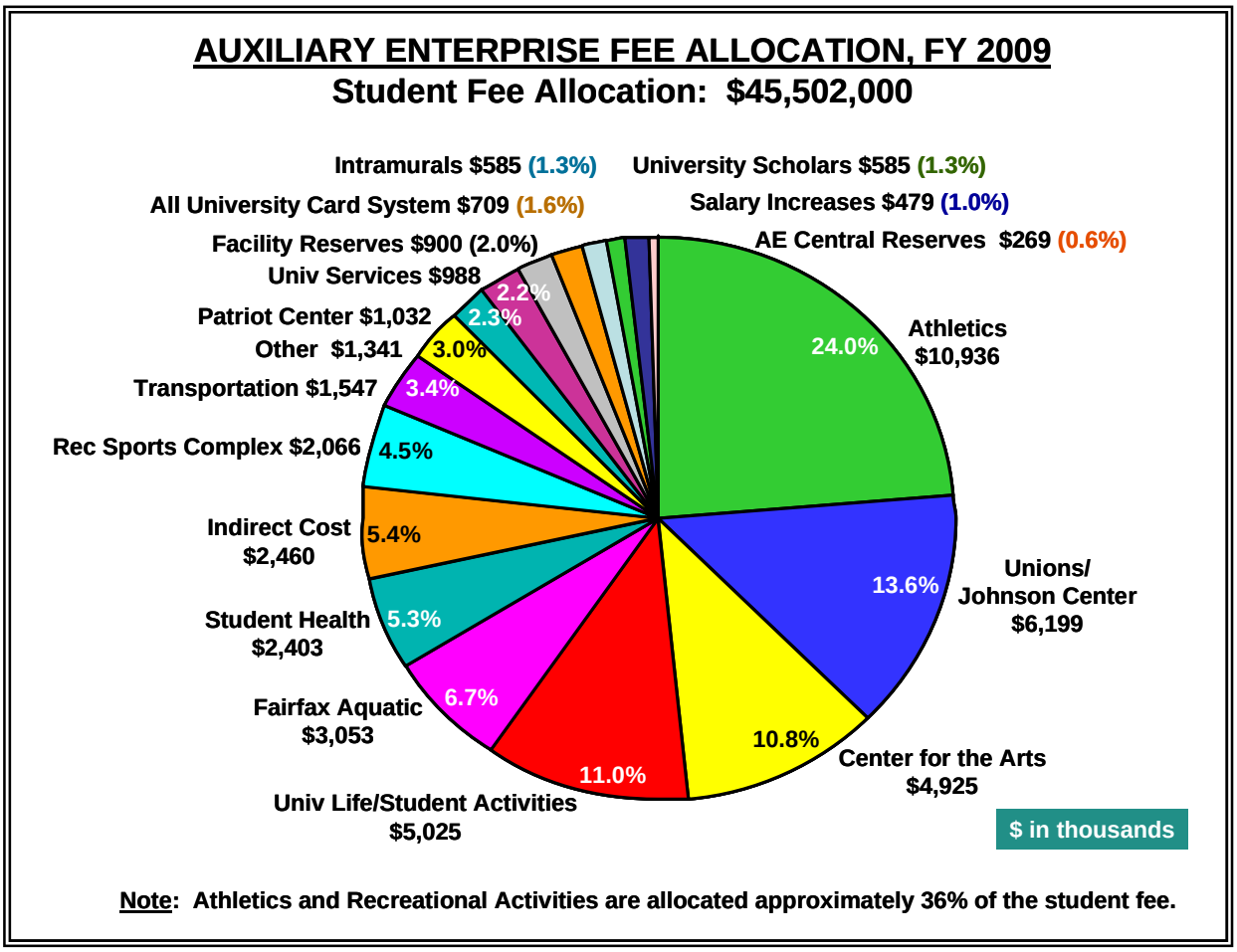
   Regional Campuses
   - Provide funding for furniture at Arlington and Prince William campuses to enhance programming, building community on campus, improve student relaxation/study area.
   - Provide electronic information display units to convey programming information.

   University Services
   - Provide funding for recycling bins and materials across campus.

ALLOCATION OF INCREASED STUDENT FEE, 2008-2009

- To set aside funds for salary increases for staff in 2008-09 and annualize the salary increase from FY 2008. Because the Auxiliary Enterprises salary increases are not supported through state funds, fee funds must be set aside for potential salary increases as approved. **[$932,000]**
- To provide support for Transportation to cover the costs of shuttles, CUE bus, transportation enhancements, etc. **[$517,800]**
- To provide funding for increased debt service for new Student Unions space in Northeast Sector. **[$805,400]**
- To provide funding for increased debt service for Patriot Center renovation. **[$609,600]**
- To provide funding for increased debt service for Softball Field renovation. **[$192,500]**
- To provide funding for new and expanded facilities of Northeast Sector, including the food service . **[$204,000]** and fitness area **[256,300]**
- To provide funding for operations to support the expanded Fairfax Aquatic Center . **[$194,400]**
- To provide support to fee-funded units for increased costs for utilities and insurance. **[$351,000]**
- To provide support for University Life Programming and for Student Activities, including funding of $100,000 for student activities to be allocated to various clubs, organizations, etc. **[$386,000]**
- To provide support for Student Health with increasing numbers of students on campus. **[$300,000]**
- To support FY08 additional academic scholarship costs. This includes ongoing allocation for funding of scholarships for Debate, Forensics, and Music within the allocation for academic scholarships. **[$50,000]**
- To provide additional support University Services. **[$101,000]**
- To provide support for Rec Sports & Clubs for Trainer and other program enhancements **[$60,000]**
- To provide support for the College of Visual and Performing Arts for equipment for current GMU Spirit Band; arts support umbrella; faculty directed programs and Great Performances non-personnel support. **[$345,000]**
- To provide support for Intercollegiate Athletic enhancements in team travel and salary support. **[$317,000]**
- To provide support for targeted allocations across various units to impact student services. **[$250,000]**
- Reduction in fees of previous debt requirements **[$1,042,000]**

STUDENT FEE REQUIREMENTS $4,830,000

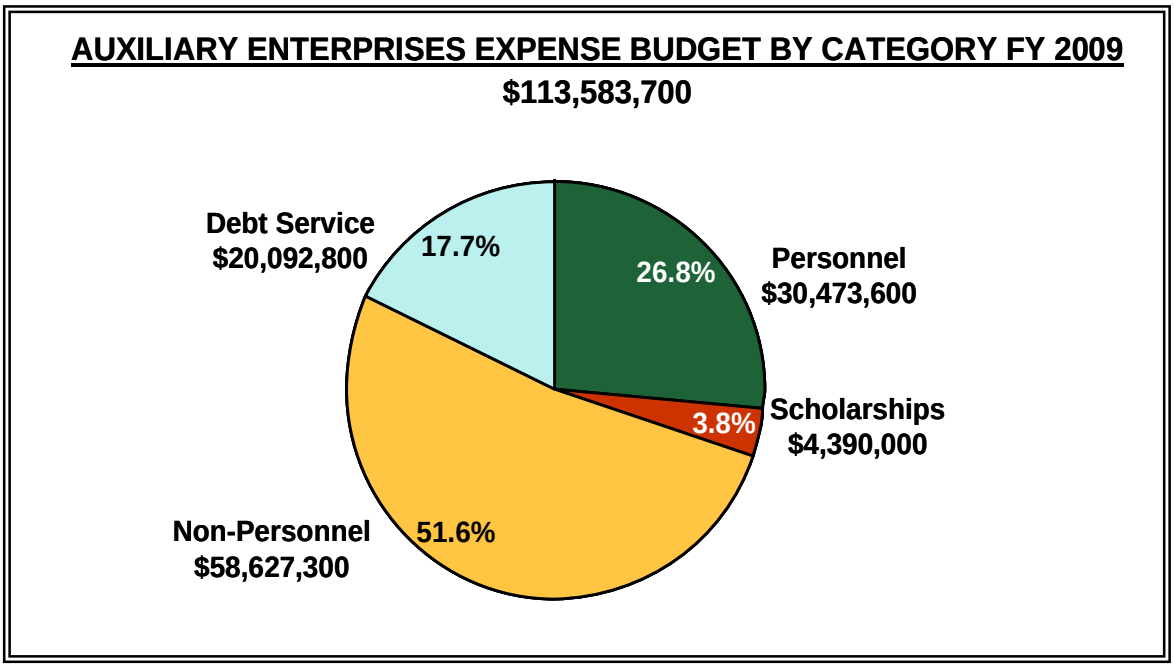


USE OF FUNDS

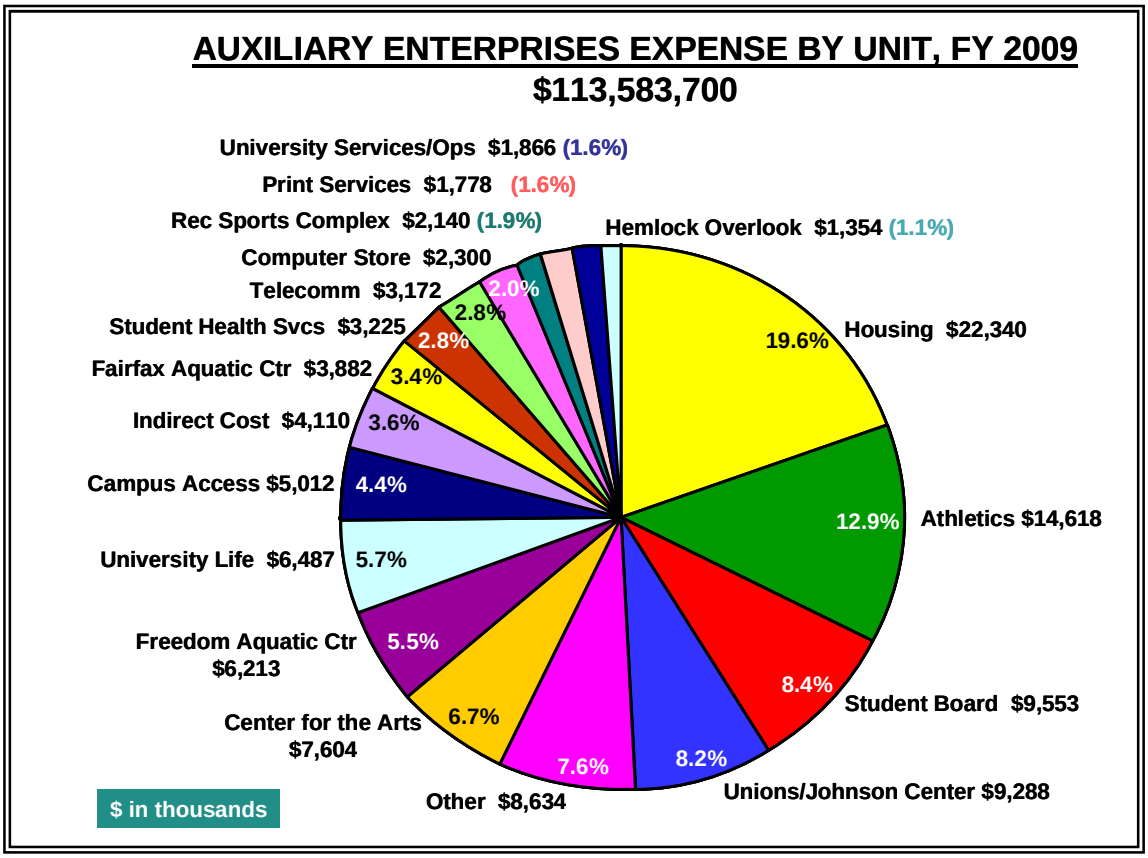
Budget by Major Category

The Auxiliary Enterprise expense budget of $113.6M is $2.8M lower than the revenue budget ($116.4M) in order to set aside funds for adequate facility depreciation/renovation reserves. Of the total balance projected, $0.9M will be allocated to facility reserves (including Housing), and all other balances will remain with the operations generating the funds.

Within the Auxiliary Enterprises expense budget of $113.6M, personnel costs total $30.5M (or 27% of the total) and all non-personnel costs make up the remaining 73% of the budget. Within the $83.1M non-personnel budget, approximately $24.5M of the expenses cover scholarships and debt service. The remaining $58.6M cover other non-personnel costs. Some of the major items within this are board plan payments ($9.6M), utilities ($5.6M), repair and maintenance ($2.9M), contracted management ($8.5M), the telecommunications activity ($3.1M), and the indirect charge ($4.1M) to Auxiliary Enterprises from Educational & General.



By major unit, Housing, Athletics, Meal Plan (Board), Unions/JC, Center for the Arts, and the Prince William Freedom Center are the largest enterprises.



Personnel – Adding 22 FTE Positions

The Auxiliary Enterprises personnel budget of $30.0M is based upon an FTE position level of 340.24 FTE plus wages hourly staff. Of the total FTE positions, 166.58 (49.0%) are for classified staff, 171.66 (50.5%) are for administrative faculty, and 1.80 (0.5%) are for instructional faculty. The total FTE of 345.04 is 22.24 FTE greater than the budget for 2007-08. Positions will be established in various Athletic/Recreational activities, University Life, Student Health, Center for the Arts, ITU, and other University Services.

AUXILIARY ENTERPRISES POSITION BUDGET					
	FY 2006-07	**FY 2007-08**	**Variance**	**FY 2008-09**	**Variance**
Classified	148.98	162.98	14.00	169.08	6.10
Admin Faculty	145.04	159.02	13.98	174.16	15.14
Faculty	1.80	0.80	(1.00)	1.80	1.00
TOTALS	**295.82**	**322.80**	**26.98**	**345.04**	**22.24**

The total personnel services budget within Auxiliary Enterprises is $30.5M. This is approximately 26% of the overall Auxiliary Enterprises budget. Of this total, 81% covers salaries and benefits for permanent staff, while 19% covers salaries and benefits for wages (hourly) workers. The annual level of wage spending is equal to approximately an additional 165 FTE positions. Through the use of wages many supervisors maximize their operational effectiveness by utilizing wage staff to meet the high service demand periods throughout the year.

AUXILIARY ENTERPRISES PERSONNEL SERVICES OVERVIEW						
	Actual FY06-07		**Budget FY07-08**		**Budget FY08-09**	
Salaries	$14,338,592	59.4%	$14,338,592	59.4%	$18,010,500	59.1%
Wages	4,873982	20.2%	4,873982	20.2%	5,576,200	18.3%
Fringe Benefits	4,934,892	20.4%	4,934,892	20.4%	6,886,900	22.6%
TOTAL	**$24,147,466**	**100%**	**$24,147,466**	**100%**	**$30,473,600**	**100%**

Units with the highest personnel costs include Intercollegiate Athletics, the Freedom Aquatic and Fitness Center, the Center for the Arts, Student Unions/Johnson Center, University Life. These units are responsible for $17.1M or 72% of the overall Auxiliary Enterprise personnel budget. Units with the highest hourly wages costs are the Freedom Aquatic and Fitness Center, Hemlock Overlook, the Center for the Arts, the Fairfax Aquatic Center, Intercollegiate Athletics, and Print Services. Wage budgets in these areas alone total nearly $4M.

The FY 2009 Auxiliary Enterprises personnel budget includes an additional 17.24 FTE positions greater than the original FY 2008 Auxiliary Enterprises budget, and the distribution of the total 340.24 FTE positions within the Auxiliary Enterprises program is shown below:

AUXILIARY ENTERPRISES FY09 BUDGETED FTE

UNIT	FACULTY	ADMIN FACULTY	CLASSIFIED	TOTAL 07-08 FTE
Intercollegiate Athletics	0.00	74.70	16.00	90.70
Recreational Sports Complex	0.00	3.89	4.00	7.89
Rec Sports Clubs	0.00	2.54	1.00	3.54
Fairfax Aquatic Center	0.00	5.68	5.00	10.68
TOTAL ATHL/REC FTE	**0.00**	**86.81**	**26.00**	**112.81**
Freedom Aquatic & Fitness Center	0.00	8.79	16.20	24.99
Hemlock Overlook	0.00	1.00	8.00	9.00
Student Unions/Johnson Center	0.00	7.00	30.28	37.28
Student Health Services	0.00	13.41	13.00	26.41
University Life	0.50	25.12	9.00	34.62
CVPA/Center for the Arts	1.30	14.53	20.35	36.18
Print Services	0.00	0.00	15.00	15.00
ITU Telecomm	0.00	0.00	11.75	11.75
Computer Store	0.00	0.00	3.50	3.50
Transportation	0.00	1.00	2.00	3.00
Child Development Center	0.00	7.00	8.00	15.00
University Services Administration	0.00	4.00	1.00	5.00
AE Operations	0.00	3.50	1.00	4.50
All University Card System	0.00	1.00	3.00	4.00
Housing	0.00	1.00	1.00	2.00
TOTAL FY 2009 FTE	**1.80**	**174.16**	**169.08**	**345.04**
TOTAL FY 2008 FTE	**0.80**	**159.02**	**162.98**	**322.80**
ANNUAL CHANGE	**1.00**	**15.14**	**6.10**	**22.24**

The table below highlights the areas with increased staff positions for FY09. Position changes within units reflect needs related to enhanced service levels for increased student enrollment.

AUXILIARY ENTERPRISES FY09 FTE CHANGE FROM FY08				
ENTERPRISE	**FACULTY**	**ADMIN FACULTY**	**CLASSIFIED**	**TOTAL FTE**
Student Health Services	0.00	3.41	2.00	5.41
University Life	0.00	2.37	1.00	3.37
CVPA/Center for the Arts	1.00	1.83	-0.20	2.63
Intercollegiate Athletics	0.00	3.20	-1.00	2.20
Recreational Sports Complex	0.00	0.00	0.00	0.00
Rec Sports Clubs	0.00	0.29	0.00	0.29
Fairfax Aquatic Center	0.00	0.04	0.00	0.04
Freedom Aquatic & Fitness Ctr	0.00	0.00	1.80	1.80
ITU	0.00	0.00	0.00	0.00
Computer Store	0.00	0.00	0.50	0.50
Student Unions/Johnson Center	0.00	2.00	0.00	2.00
Print Services	0.00	0.00	0.00	0.00
AE Operations/Univ Services	0.00	0.00	0.00	0.00
All University Card System	0.00	0.00	0.00	0.00
Hemlock Overlook	0.00	0.00	-1.00	-1.00
Transportation	0.00	0.00	0.00	0.00
Child Development Center	0.00	1.00	2.00	3.00
Housing	0.00	1.00	1.00	2.00
TOTAL FTE CHANGE	**1.00**	**15.14**	**6.10**	**22.24**

Non-Personnel – Operating

Within the Auxiliary Enterprises activities, approximately $58.6M is expended on non-personnel, excluding debt service and scholarships. The major expense categories in non-personnel are:

Meal Plan	**$9,553,000**
Housing Operations (Contract)	**6,539,000**
Utilities	**4,964,400**
Indirect Cost	**4,110,100**
Athletics (sports, events)	**3,605,600**
Telecommunications	**3,435,000**
Building Maintenance, Housekeeping, Grounds	**4,019,000**
Computer Store Equipment	**2,300,000**
Transportation	**2,687,700**
Campus Access/Parking (Contract)	**2,455,400**
Center for the Arts Performances	**1,618,400**
Student Activities	**1,273,915**
Housing Renovations	**266,900**
Insurance (Student Health)	**575,300**
SUB-TOTAL	**$47,403,600**

These fourteen items make up over 80% of the non-personnel budget (excluding debt & scholarships) within Auxiliary Enterprises.

Non-Personnel - Debt Service

During the 2008-09 fiscal year, the University will make $20.1M in debt service payments for parking, residential, and student activity facilities. This represents 17.7% of the overall Auxiliary Enterprises expenditure plan. Over the last few years debt for some facilities has been completed, allowing units to re-allocate funds for new debt or other funding requirements. In the next five years, nearly 17% of the existing Auxiliary Enterprise debt will be eliminated, thereby reducing the financial burden currently placed upon several programs funded by student fees and user fees. Of the total debt to be reduced approximately $1.4M is student fee funded debt, while $2.4M is in Residence Hall facilities. Although some of this fee debt savings will be re-directed to other new facilities, or renovations, programs, and activities which will add new debt service requirements between now and 2013, the importance of the elimination of over $3.8 million of debt service payments cannot be overstated.

DEBT SERVICE REDUCTIONS, 2009 – 2013					
LAST YEAR DEBT	DEBT-FINANCED FACILITY	SOURCE OF FUNDING		STUDENT HOUSING	TOTAL DEBT SERVICE ELIMINATED
		STUDENT FEE	CAMPUS ACCESS		
2008-09	President's Park (Res III)	---	---	987,400	987,400
2009-10	President's Park (Res IV)	---	---	916,200	916,200
2010-11	Student Apts Renovations	---	---	462,800	462,800
2008-09	Concert Hall	867,600	---	---	867,600
2011-12	Student Union Renovations	328,000	---	---	328,000
2011-12	Student Union II Addition	204,700	---	---	204,700
	TOTALS	**$1,400,300**	**---**	**$2,366,400**	**$3,766,700**

Facility Renovation/Depreciation

- The State provides no General Fund support for the construction or renovation of Auxiliary Enterprise facilities. Additionally, student tuition cannot be used to support these facilities.

- Annual allocations are made each year to establish sufficient funds to address issues of facility repair, depreciation, renovation, and deferred maintenance. These funds are utilized for capital improvements as needed with the balance remaining in an escrow account identified as a facility renovation fund.

- An annual allocation of $900,000 is budgeted for FY 2009, and the table which follows also shows the projected facility depreciation fund balance for 6/30/08 and 6/30/09.

- The requirements for repairs and renovation based upon depreciation depend upon the type facility, usage, preventive maintenance and facility age. Generally efforts are made to maintain a facility renovation fund at 8-12% of the cost of the facility.

- The actual fund balance at a particular time may reflect a higher than expected balance due to an upcoming capital improvement or a lower than expected balance due to a just-completed capital improvement.

- During the summer the University will continue a current project of reviewing the requirements for maintenance and renovation reserves for all activities within Auxiliary Enterprises. This will be used to maximize planning efforts and resources available for facility maintenance, renovation and renewal.

- The University earns interest on these facility reserve funds throughout the year.

FACILITY RENOVATION FUND						
FACILITY	BUILT	ORIG. BLDG COST	ACTUAL BALANCE JUNE 30, 2007	PROJECTED BALANCE JUNE 30, 2008	PROJECTED BALANCE JUNE 30, 2009	% OF COST
Patriot Center	1985	$16.1M	$2,717,481	$2,867,481	$3,017,481	18.7%
Unions/ Johnson Center	1974/1996	48.9M	2,917,466	3,117,466	3,217,466	6.6%
Fairfax Pool	1998	11.1M	913,710	1,063,710	563,710 (b)	5.1%
Student Housing	1977/2004 (a)	77.3M	5,514,033	5,514,033	5,514,033	7.1%
Center for the Arts	1990	9.5M	683,626	683,626	500,000	5.3%
Field House	1982	6.5M	1,015,503	1,165,503	1,315,503	20.2%
PW Freedom Aquatic & Fitness Center	1999	18.0M	895,137	995,137	1,095,137	21.3%
TOTALS		**$187.4M**	**$14,656,956**	**$15,406,956**	**$15,223,330**	**8.1%**

(a) Does not include Potomac Heights Building (owned by GMU Foundation)
(b) Assumes use of $500K for planned filter replacements in FY09

Many of these facilities will be undergoing major capital improvements during the 2008 – 2012 timeframe. These capital improvements include additions as well as renovations.

SUMMARY

The following table summarizes the overall budget by major activity for the Auxiliary Enterprises in 2008-09. The revenue is all-inclusive (self-generated revenue, student fee allocations, etc.).

AUXILIARY ENTERPRISES BUDGET, FY09			
AUXILIARY	**FY09 BUDGETED REVENUE**	**FY09 BUDGETED EXPENSE**	**FY09 OPERATING BALANCE**
Student Housing	$22,340,000	$22,340,000	$0
Intercollegiate Athletics	14,618,200	14,618,200	0
Student Board (Food Services)	9,553,000	9,553,000	0
Student Unions/JC	9,567,300	9,287,900	279,400 [2]
CVPA/Center for the Arts	7,604,000	7,604,000	0
Freedom Aquatic Center	6,449,700	6,212,900	236,800 [2]
University Life	6,487,100	6,487,100	0
Campus Access	5,011,700	5,011,700	0
Indirect Cost Charge	4,110,000	4,110,000	0
Fairfax Aquatic Center	3,882,900	3,882,900	0
Telecommunications (ITU)	3,302,100	3,172,100	130,000 [2]
Student Health Services	3,225,700	3,225,700	0
Computer Store	2,400,000	2,300,000	100,000 [2]
Transportation	2,940,200	2,940,200	0
Print Services	1,778,400	1,778,400	0
Auxiliary Central Reserves	1,171,100	243,100	928,000 [2]
Rec Sports Complex	2,145,900	2,145,900	0
Hemlock Overlook	1,369,000	1,354,400	14,600 [2]
University AE Operations & Services	1,890,800	1,890,800	0
Facility Reserves	1,118,000	0	1,118,000 [1]
Child Development Center	1,024,500	1,024,500	0
All University Card System	817,700	817,700	0
University Scholars	790,000	790,000	0
Patriot Center	1,156,500	1,156,500	0
Intramurals	671,000	671,000	0
FY09 Salary Increases	478,800	478,800	0
Warehouse – Debt	286,900	286,900	0
Athletic Facility Improvements	200,000	200,000	0
Sub-Total Aux Ent Budget	**$116,390,500**	**$113,583,700**	**$2,806,800**
Independent Operations	**$35,500,000**	**$35,500,000**	**0**
GRAND TOTAL	**$151,890,500**	**$149,083,700**	**$2,806,800**

[1] To be transferred to facility depreciation/renovation fund
[2] To remain with operation for future one-time expenses, etc.

TUITION AND FEES, FY 2009

In Fall 2007, all institutions of higher education in Virginia were required to submit six-year plans to the State, including enrollment projections, academic program summaries, and six-year financial plans. Two financial plans were required from each institution. One was built on an assumption that state general fund support would be provided to cover the costs of the state's share for salary increases, base adequacy, enrollment, new facilities, academic programs and other program/infrastructure enhancements. The second financial plan was built on an assumption that no additional state general fund support would be provided. Mason's two plans included varying levels of tuition increases required to implement the plan. The tuition increase in the plan with additional state general fund support was 8.6%, while the tuition increase in the no state general fund support plan was 14.1%. Mason's overall tuition and fee rate is approved at an increase of 9.8%, which is only slightly higher than the 8.6% in the first plan.

ON-CAMPUS, RESIDENTIAL STUDENTS - TOTAL ANNUAL PRICE

Most on campus residential students are undergraduate students. The table below compares the actual total price for FY 2008 and FY 2009 for both in-state and out-of-state residential undergraduate students. The total price includes tuition, fees, room and board. For in-state students, the annual price increase is $1,012 (or 7.30%), while the out-of-state students will pay $2,260 (or 8.44%) more in FY 2008.

TOTAL PRICE COMPARISON FY 2008 & FY 2009			
IN-STATE, UNDERGRADUATE	**FY 2008**	**FY 2009**	**INCREASE**
Tuition (Includes Tech Fee)	$5,035	$5,526	$491
Fees	1,805	1,986	181
Room & Board	7,020	7,360	340
TOTAL	**$13,860**	**$14,872**	**$1,012**
PERCENT INCREASE, FY 2009			***7.30%***

TOTAL PRICE COMPARISON FY 2008 & FY 2009			
OUT-OF-STATE, UNDERGRADUATE	**FY 2008**	**FY 2009**	**INCREASE**
Tuition (Includes Tech Fee)	$17,923	$19,662	$1,739
Fees	1,805	1,986	181
Room & Board	7,020	7,360	340
TOTAL	**$26,748**	**$29,008**	**$2,260**
PERCENT INCREASE, FY 2009			***8.44%***

TOTAL PRICE INCREASE (TUITION, FEES, ROOM & BOARD)

The total price increase approved for FY 2009 at George Mason University for on-campus residential students (both in-state and out-of-state) is shown below with a comparison to other schools in the Commonwealth of Virginia. These percentages are based on undergraduate student rates for tuition, fees, room and board.

TOTAL PRICE INCREASE IN-STATE	
INSTITUTION	**FY09 INCREASE**
Old Dominion University	6.8%
College of William & Mary	8.7%
Univ of Virginia – Wise	3.6%
Christopher Newport Univ	5.8%
Virginia Tech	9.4%
Univ Mary Washington	5.5%
James Madison University	2.6%
University of Virginia	7.4%
Virginia State University	4.8%
GEORGE MASON UNIV	**7.3%**
Virginia Commonwealth	6.8%
Virginia Military Institute	5.2%
Norfolk State University	3.6%
Radford	4.6%
Longwood Univ	7.1%
AVERAGE	**5.9%**

TOTAL PRICE INCREASE OUT-OF-STATE	
INSTITUTION	**FY09 INCREASE**
College of William & Mary	8.0%
Old Dominion University	5.5%
Univ of Virginia – Wise	2.7%
James Madison University	4.6%
Virginia State University	5.2%
Univ of Mary Washington	6.0%
University of Virginia	6.3%
Virginia Military Institute	5.9%
GEORGE MASON UNIV	**8.4%**
Virginia Commonwealth	5.1%
Norfolk State University	3.3%
Radford	6.0%
Longwood Univ	5.8%
Christopher Newport Univ	5.2%
Virginia Tech	5.7%
AVERAGE	**5.6%**

Tuition & Fee Rates

Most George Mason students do not reside on campus, and most students (83%) have an in-state domicile status. The table below illustrates the annual increase for tuition and fees for in-state, undergraduate students throughout the Commonwealth of Virginia. Additionally, the table shows the actual annual tuition and fee charge ($7,512) at George Mason University as compared to the average price ($7,587) within the state.

ANNUAL TUITION & FEE INCREASE, FY 2009 UNDERGRADUATE, IN-STATE STUDENTS					
RANK	**INSTITUTION**	**2007-08**	**2008-09**	**INCREASE AMOUNT**	**% CHANGE**
1	VMI	$10,048	$10,556	$508	5.1%
2	William & Mary	9,164	10,246	1,082	11.8%
3	UVA	8,500	9,300	800	9.4%
4	Longwood	8,058	8,502	444	5.5%
5	Virginia Tech	7,397	8,198	801	10.8%
6	CNU	7,050	7,550	500	7.1%
7	**GEORGE MASON**	**6,840**	**7,512**	**672**	**9.8%**
8	Old Dominion	6,528	6,978	450	6.9%
9	James Madison	6,666	6,964	298	4.5%
10	VCU	6,196	6,779	583	9.4%
11	Mary Washington	6,494	6,774	280	4.3%
12	Radford	6,176	6,536	360	5.8%
13	Univ of Virginia – Wise	6,151	6,439	288	4.7%
14	VSU	5,655	5,904	249	4.4%
15	Norfolk State	5,322	5,560	242	4.6%
	AVERAGE	**$7,083**	**$7,587**	**$504**	**6.9%**

Regional Tuition and Fees

The following tables illustrate the in-state and out-of-state tuition and fee rates for schools in the surrounding region. As can be seen from the tables below, the in-state and out-of-state rates at George Mason University are significantly lower than most of the schools that we compete with in the mid-Atlantic region.

Another interesting change over the last few years is that although the tuition and fee rates were very similar at all of the doctoral institutions in the mid-1990's, the current rates at William & Mary, University of Virginia, and Virginia Tech are substantially higher than those at George Mason and Old Dominion, while Virginia Commonwealth University is even substantially lower than the rates of Mason and Old Dominion.

TUITION AND FEE TRENDS

IN-STATE RATES

INSTITUTION	2004-05	2005-06	2006-07	2007-08	2008-09
George Washington University	$35,030	$36,370	$37,790	$39,210	$40,437
University of Pennsylvania	30,716	32,364	34,156	35,916	37,526
Georgetown University	30,338	31,656	34,110	35,568	37,996
American University	26,335	28,019	29,673	31,425	33,283
Pennsylvania State	10,856	11,480	12,169	12,851	N/A
University of Pittsburgh, Main Campus	10,830	11,436	12,138	12,876	N/A
Temple University	9,102	9,520	10,180	10,802	N/A
Rutgers University	8,869	9,557	9,958	10,614	N/A
University of Maryland	7,550	7,821	7,906	7,969	N/A
University of Delaware	6,954	7,403	7,825	8,320	N/A
GEORGE MASON UNIVERSITY	**5,448**	**5,880**	**6,408**	**6,840**	**7,512**
University of North Carolina	4,450	4,606	5,034	5,340	5,397
West Virginia University	3,938	4,164	4,476	4,722	5,100

OUT-OF-STATE RATES

INSTITUTION	2004-05	2005-06	2006-07	2007-08	2008-09
George Washington University	$35,030	$36,370	$37,790	$39,210	$40,437
University of Pennsylvania	30,716	32,364	34,156	35,916	37,526
Georgetown University	30,338	31,656	34,110	35,568	37,996
American University	26,335	28,019	29,673	31,425	33,283
Pennsylvania State	20,784	22,004	22,712	24,021	N/A
University of Maryland	18,850	20,145	21,345	22,208	N/A
University of Pittsburgh, Main Campus	19,086	20,784	21,456	22,386	N/A
University of North Carolina	17,549	18,404	19,682	20,988	22,295
GEORGE MASON UNIVERSITY	**15,816**	**17,160**	**18,552**	**19,728**	**21,648**
Rutgers University	15,904	17,156	18,463	19,783	N/A
University of Delaware	16,640	17,559	18,306	19,570	N/A
Temple University	16,268	17,116	18,224	19,320	N/A
West Virginia University	12,060	12,874	13,840	14,600	15,770

Since tuition discounting is a common practice at most private institutions, it is difficult to draw any conclusions from the "catalog published" tuition and fee rates at many of these institutions. These institutions are, nevertheless, regional schools that we compete with for incoming students.

Law School Tuition and Fee Rates

The in-state Law School rate continues to appear to be substantially lower than the rates of other regional institutions. The out-of-state rate is not as significantly lower, but remains lower than competitor institutions.

REGIONAL LAW SCHOOL TUITION AND FEES	IN-STATE			OUT-OF-STATE		
	FY08	FY09	% INC	FY08	FY09	% INC
Georgetown University	$39,390	$42,065	6.8%	$39,390	$42,065	6.8%
George Washington University	38,198	40,100	5.0%	38,198	40,100	5.0%
American University	37,190	39,402	6.0%	37,190	39,402	6.0%
Catholic University	34,525	36,535	5.8%	34,525	36,535	5.8%
University of Virginia	33,500	36,800	9.9%	38,500	41,800	8.6%
University of Richmond	30,010	31,510	5.0%	30,010	31,510	5.0%
Howard University	20,445	25,370	24.1%	20,445	25,370	24.1%
University of Maryland - Baltimore	20,535	N/A	N/A	31,814	N/A	N/A
College of William & Mary	18,336	20,146	9.9%	28,536	30,346	6.3%
GEORGE MASON UNIVERSITY	**16,716**	**18,732**	**12.1%**	**28,532**	**31,948**	**12.0%**

The following table summarizes the tuition and fee rates approved as the FY 2009 academic year rates for George Mason University.

GEORGE MASON UNIVERSITY ACADEMIC YEAR, 2008-09 TUITION & FEE RATES ANNUAL RATE	CURRENT 2007-08	APPROVED 2008-09	ANNUAL CHANGE	% CHANGE
IN-STATE UNDERGRADUATE:				
Tuition	$5,035	$5,526	$491	
Fees	1,805	1,986	181	
Total	**$6,840**	**$7,512**	**$672**	**9.8%**
IN-STATE GRADUATE:				
Tuition	$6,283	$6,894	$611	
Fees	1,805	1,986	181	
Total	**$8,088**	**$8,880**	**$792**	**9.8%**
OUT-OF-STATE UNDERGRAD RET:				
Tuition	$17,923	$19,662	$1,739	
Fees	1,805	1,986	181	
Total	**$19,728**	**$21,648**	**$1,920**	**9.7%**
OUT-OF-STATE UNDERGRAD NEW:				
Tuition	$17,923	$20,490	$2,567	
Fees	1,805	1,986	181	
Total	**$19,728**	**$22,476**	**$2,748**	**13.9%**
OUT-OF-STATE GRADUATE:				
Tuition	$18,475	$20,286	$1,811	
Fees	$1,805	$1,986	181	
Total	**$20,280**	**$22,272**	**$1,992**	**9.8%**
LAW, IN-STATE:				
Tuition	$14,924	$16,767	$1,843	
Fees	1,792	1,965	173	
Total	**$16,716**	**$18,732**	**$2,016**	**12.0%**
LAW, OUT-OF-STATE				
Tuition	$26,740	$29,983	$3,243	
Fees	1,792	1,965	173	
Total	**$28,532**	**$31,948**	**$3,416**	**12.0%**

GEORGE MASON UNIVERSITY
ACADEMIC YEAR, 2008-09
TUITION & FEE RATES
HOURLY RATE

	CURRENT 2007-08	APPROVED 2008-09	HOURLY CHANGE	% CHANGE
IN-STATE UNDERGRADUATE:				
Tuition	$209.79	$230.25	$20.46	
Fees	75.21	82.75	7.54	
Total	**$285.00**	**$313.00**	**$28.00**	**9.8%**
IN-STATE GRADUATE:				
Tuition	$261.79	$287.25	$25.46	
Fees	75.21	82.75	7.54	
Total	**$337.00**	**$370.00**	**$33.00**	**9.8%**
OUT-OF-STATE UNDERGRAD RET:				
Tuition	$746.79	$819.25	$72.46	
Fees	75.21	82.75	7.54	
Total	**$822.00**	**$902.00**	**$80.00**	**9.7%**
OUT-OF-STATE UNDERGRAD NEW:				
Tuition	$746.79	$853.75	$106.96	
Fees	75.21	82.75	7.54	
Total	**$822.00**	**$936.50**	**$114.50**	**13.9%**
OUT-OF-STATE GRADUATE:				
Tuition	$769.79	$845.25	$75.46	
Fees	75.21	82.75	7.54	
Total	**$845.00**	**$928.00**	**$83.00**	**9.8%**
LAW, IN-STATE:				
Tuition	$533.00	$598.82	$65.82	
Fees	64.00	70.18	6.18	
Total	**$597.00**	**$669.00**	**$72.00**	**12.0%**
LAW, OUT-OF-STATE				
Tuition	$955.00	$1,070.82	$115.82	
Fees	64.00	70.18	6.18	
Total	**$1,019.00**	**$1,141.00**	**$122.00**	**12.0%**

PREMIUM PRICING FOR SELECT GRADUATE PROGRAMS

Starting Fall 2004 several graduate programs implemented premium pricing tuition rates at levels higher than the regular graduate student rates. In Fall 2005 the School of Information Technology and Engineering and School of Public Policy increased the premium rate charged to in-state students. The School of Public Policy also implemented a premium charge for out-of-state students. In Fall 2005 the School of Law implemented a premium pricing policy for in-state and out-of-state students, at $40.00 per credit hour. For Fall 2007 the School of Public Policy increased their premium rate to $175.00 per credit hour, for in-state and to $75 per credit hour for out-of-state students. This was an increase of $25 per credit hour over the prior year rates. The premium rates by unit for Fall 2008 are listed below. The School of Law will increase the premium rate for in-state students by 17.3% ($13.00 per credit hour) and out-of-state students by 29% ($22.00 per credit hour). Rates were reviewed for similar programs at institutions in this region. The increased tuition revenue will be used to support enhancements within each particular program. Of the total additional revenue, 75% will be allocated to the unit generating the revenue and 25% will be retained centrally.

College of Humanities & Social Sciences

Master's Degree in Public Administration	$100 per credit hour above regular rates In-state students only
M.S. and Ph.D. in Biodefense	$100 per credit hour above regular rates In-state students only

School of Information Technology & Engineering

Masters and Ph.D. Degrees	$ 100 per credit hour above regular rates In-state students only

School of Public Policy

All Graduate Programs	$175 per credit hour above regular rates For In-state students $75 per credit hour above regular rates For Out-of-state students All students charged

School of Law

All Professional Programs	$88 per credit hour premium tuition For In-state students $97 per credit hour premium tuition For Out-of-state students All students charged

School of Science

Selected Certificate Programs	$100 per credit hour above regular rates For In-state students $100 per credit hour above regular rates For Out-of-state students All students charged

Tuition (Only) Increases

- State officials consistently provide legislative and executive guidance and direction on the issue of tuition. Direction on student fee rates is also occasionally given.

- Although only tuition is used to support the E&G program, students are charged a tuition and fee rate for each student credit hour. The student fee portion of the rate is used to support Auxiliary Enterprises while tuition supports E&G activities.

- The tuition only increases for all students is as shown below. These rates include the annual technology fee currently being charged all students.

- Since students pay tuition & fees together as a package price, a table that shows tuition only is of limited value. However, state officials do review tuition only increases to ensure institutional compliance with legislative and executive branch guidance.

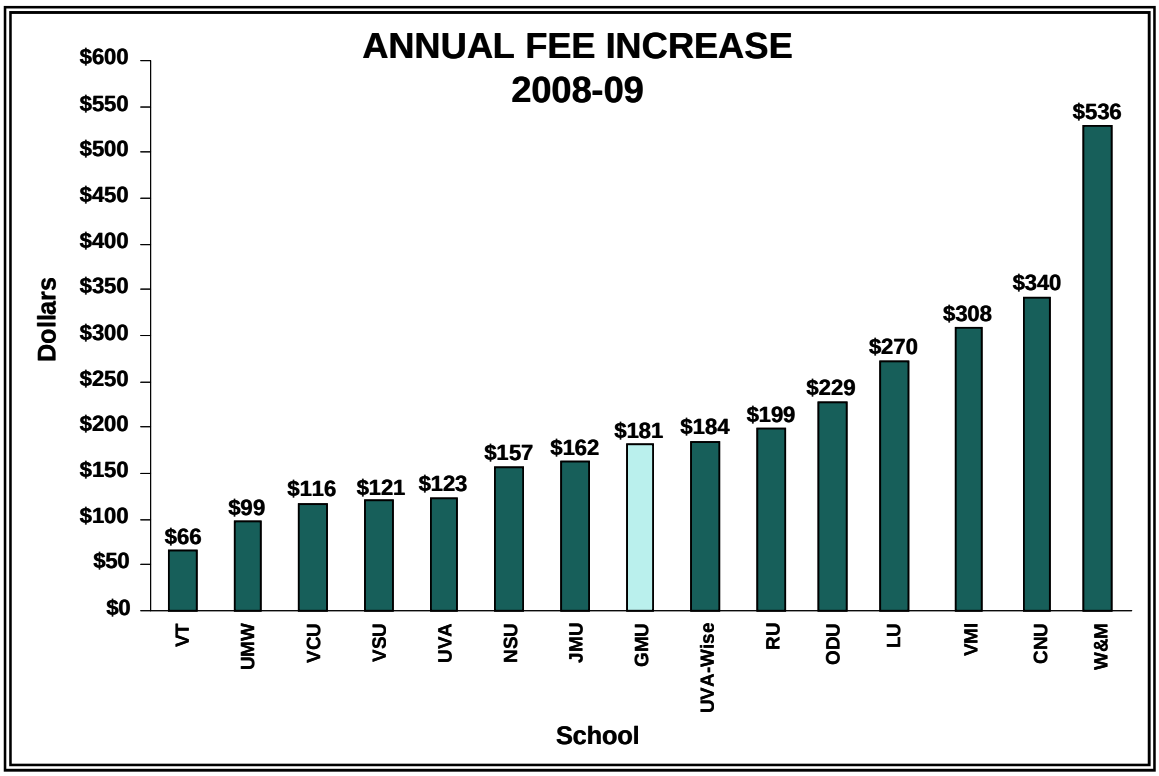
TUITION ONLY				
TYPE STUDENT	TUITION 2007-08	TUITION 2008-09	AMOUNT CHANGE	PERCENT INCREASE
In-State, Undergraduate	$5,035	$5,526	$491	9.8%
In-State, Graduate	6,283	6,894	611	9.7%
Out-of-State Undergrad Ret	17,923	19,662	1,739	9.7%
Out-of-State Undergrad New	17,923	20,490	2,567	14.3%
Out-of-State Graduate	18,475	20,286	1,811	9.8%
In-State, Law	14,924	16,767	1,843	12.3%
Out-of-State, Law	26,740	29,983	3,243	12.1%

Student Fee Increase

George Mason University approved a $181.00 annual increase in the student fee for FY 2009. This raises the annual student fee for full-time students from $1,805 to $1,986. Part-time students will see a fee increase of $7.54 per student credit hour from $75.21 per student credit hour to $82.75 per student credit hour.

Student Fee Increase – State Comparison

The approved $181.00 per year increase represents a 10.0% increase over the FY 2008 student fee, and is comparable to the average fee increase generally seen for all Virginia college and universities most years.



Total Student Fee – State Comparison

George Mason University's student fee rate in FY 2009 will remain in the 12th position among fifteen state supported colleges and universities. **In 1985 GMU had the fifth highest student fee among these same colleges and universities.**

ANNUAL STUDENT FEE FY 2008 – FY 2009			
RANK	**SCHOOL**	**FY 2008**	**FY 2009**
1	Virginia Military Institute	$4,986	$5,294
2	William & Mary	3,527	4,063
3	Longwood	3,720	3,990
4	James Madison	3,246	3,408
5	Christopher Newport	3,004	3,344
6	University of Virginia – Wise	2,666	2,850
7	Old Dominion	2,486	2,715
8	Norfolk State	2,622	2,779
9	Virginia State	2,469	2,590
10	Radford	2,150	2,349
11	Mary Washington	1,964	2,063
12	**GEORGE MASON**	**1,805**	**1,986**
13	University of Virginia	1,679	1,802
14	Virginia Commonwealth	1,671	1,787
15	Virginia Tech	1,237	1,303
	AVERAGE	**$2,615**	**$2,822**

STUDENT FEE FY 2009 % INCREASE			
RANK	**SCHOOL**	**% INCREASE FY 2008**	**% INCREASE FY 2009**
1	Christopher Newport	13.7%	11.3%
2	University of Virginia - Wise	12.0%	6.9%
3	Old Dominion	9.7%	9.2%
4	William & Mary	9.4%	15.2%
5	Mary Washington	8.5%	5.0%
6	**GEORGE MASON**	**9.0%**	**10.0%**
7	Virginia Commonwealth	7.9%	6.9%
8	University of Virginia	7.4%	7.3%
9	Virginia Tech	6.6%	5.3%
10	Radford	6.5%	9.3%
11	Virginia Military Institute	6.2%	6.2%
12	James Madison	6.0%	5.0%
13	Norfolk State	5.9%	6.0%
14	Longwood	5.1%	7.3%
15	Virginia State	1.5%	4.9%
	AVERAGE	**7.7%**	**7.9%**

Student Fee Increases – Ten Year Trend/Comparison

Student fee increases are typically associated with the construction of new facilities funded from revenue bond, new student activity facilities or the introduction of expanded student activities/organizations. Since George Mason University has been experiencing financially successful Auxiliary Enterprise business activities (food service, bookstore, arena management, etc.) while also retiring the debt on student fee funded facilities over the past few years, student fee increases at GMU since 1998 have been the lowest in the Commonwealth of Virginia. The average annual student fee increase since 1998 of 4.6% for George Mason University is the lowest of all the Colleges and Universities (see below).

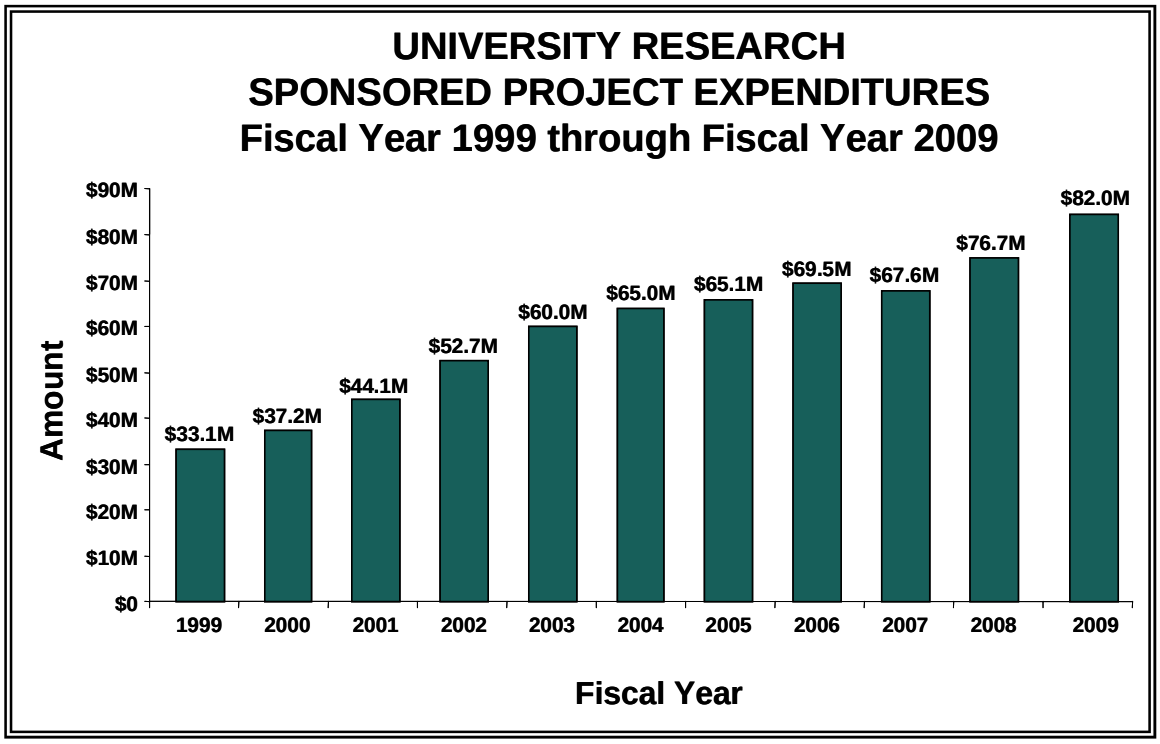
AVERAGE ANNUAL STUDENT FEE INCREASE SINCE 1998

UNIVERSITY	FY 08	FY 09
Christopher Newport University	16.9%	19.9%
Norfolk State University	10.9%	11.1%
Virginia Tech	9.1%	9.2%
University of Virginia	7.6%	8.1%
Virginia Commonwealth University	6.9%	7.4%
Old Dominion University	6.6%	7.4%
College of William & Mary	6.5%	8.2%
James Madison	4.7%	4.9%
AVERAGE FOR ALL SCHOOLS (excluding GMU)	**9.7%**	**10.2%**
GEORGE MASON UNIVERSITY	**3.7%**	**4.6%**

SPONSORED RESEARCH

BACKGROUND

George Mason University's sponsored research activity is projected to increase in FY09 when compared to the prior fiscal year actual. For the 2007-08 fiscal year, it is estimated that the actual expenditures will total approximately $76.7M, which is about 13.4% higher than the level of research expenditures in FY07. The University is projecting another 7% increase in research expenditures in FY09 to $82.0M.



George Mason's overall ranking for research spending when compared to other universities improved for the most recent data for FY 2006. For total research spending, George Mason was number 165 in FY06, as compared to number 173 in FY 2005, number 164 in FY 2004, number 155 in FY 2003, 160 in FY 2002 and 173 in FY 2000. This ranking for FY 2006 represents a move up of 8 positions compared to the preceding year. For federal research spending, George Mason's ranking fell one level, to number 155 for FY06, as compared to 154 for FY05, 144 for FY 2004, 137 in FY 2003, 139 in FY 2002 and 151 in FY 2000. Federal research is research which is funded by the federal government directly.

Summary: ***George Mason University is maintaining its comparative ranking in terms of research spending over the past five years.***

The following tables compare changes in Mason's rankings and research expenditure growth with other Virginia institutions:

NATIONAL RANKINGS OF VIRGINIA INSTITUTIONS IN 2006		
INSTITUTION	**TOTAL RESEARCH**	**FEDERAL RESEARCH**
Virginia Tech	54 (Up 1)	79 (Up 4)
University of Virginia	72 (Down 3)	48 (Down 1)
Virginia Commonwealth	104 (Down 5)	96 (Stays the same)
College of William & Mary	164 (Down 2)	168 (Up 3)
George Mason University	165 (Up 8)	155 (Down 1)
Old Dominion University	166 (Stays the same)	171 (Up 4)
James Madison University	329 (Down 10)	320 (Down 6)

TOTAL RESEARCH EXPENDITURE GROWTH 1999 – 2006	
INSTITUTION	**GROWTH %**
Old Dominion University	117%
Virginia Tech	90%
GEORGE MASON UNIVERSITY	**88%**
Virginia Commonwealth University	87%
University of Virginia	82%
College of William & Mary	66%
ALL UNITED STATES	**74%**
TOP 100 SCHOOLS	**73%**

EXPENDITURES BY UNIT

The units with the largest sponsored research expenditures are the College of Science, College of Humanities and Social Sciences, the School of Information Technology & Engineering, the School of Public Policy, the School of Law, and the College of Education and Human Development. These schools make up 88% of total sponsored research spending. Approximately 80% of these expenditures are incurred within five units, the College of Science, the College of Humanities and Social Sciences, the School of Information Technology & Engineering, and the School of Public Policy, and the School of Law.

Research activity at the University generates indirect cost earnings to cover facilities and administrative costs resulting from the activity. Approximately $12.2M will be earned from indirect cost reimbursements in FY08. Of these total earnings, 30% is directed to offset costs within the Educational & General program, and the remaining 70% is used to directly support additional research activity. Each unit retains 35% of the original indirect earned, and the remaining 35% provides support for other research activity. The units earning the largest amounts of indirect earnings are the College of Science, the College of Humanities and Social Sciences, the School of Information Technology & Engineering, and the School of Public Policy. These four units earn approximately 83% of the total indirect earned.

SPONSORED PROGRAMS EXPENDITURES 2004-05 THROUGH 2007-08

TOTAL EXPENDITURES BY UNIT

UNIT	2004-05	2005-06	2006-07	Estimated 2007-08	% INCREASE FY05 TO FY08
COS	$17,472,629	$19,771,421	$19,587,032	$20,180,650	15%
IT&E	10,208,850	10,457,924	10,979,349	14,242,973	40%
CHSS	7,643,988	9,444,885	9,667,835	13,389,242	75%
SPP	8,158,791	8,140,533	8,264,510	8,004,582	-2%
CEHD	5,412,665	6,466,877	6,743,489	6,696,745	24%
LAW	10,668,982	8,111,792	6,028,413	5,223,225	-51%
KRASNOW	946,488	1,023,584	739,288	1,969,347	108%
CHHS	871,643	1,233,953	758,371	1,532,582	76%
SOM	180,713	63,313	42,836	617,281	242%
ICAR	484,155	511,611	578,127	457,393	-6%
CVPA	166,309	153,997	78,922	37,486	-77%
SCS	N/A	N/A	N/A	N/A	N/A
CAS	N/A	N/A	N/A	N/A	N/A
PROV/OCPE	1,277,734	2,686,366	2,622,173	2,766,956	117%
ITU	1,147,710	1,292,307	1,290,676	1,331,077	16%
UNIV LIFE	180,471	115,235	202,067	196,142	9%
OTHER	312,762	50,982	55,912	52,511	-83%
TOTAL	**$65,133,890**	**$69,524,779**	**$67,639,000**	**$76,698,192**	**18%**

% OF TOTAL

UNIT	2004-05	2005-06	2006-07	Estimated 2007-08
COS	26.8%	28.4%	29.0%	26.3%
IT&E	15.7%	15.0%	16.2%	18.6%
CHSS	11.7%	13.6%	14.3%	17.5%
SPP	12.5%	11.7%	12.2%	10.4%
CEHD	8.3%	9.3%	10.0%	8.7%
LAW	16.4%	11.7%	8.9%	6.8%
KRASNOW	1.5%	1.5%	1.1%	2.6%
CHHS	1.3%	1.8%	1.1%	2.0%
SOM	0.3%	0.1%	0.1%	0.8%
ICAR	0.7%	0.7%	0.9%	0.6%
CVPA	0.3%	0.2%	0.1%	0.0%
SCS	N/A	N/A	N/A	N/A
CAS	N/A	N/A	N/A	N/A
PROV/OCPE	2.0%	3.9%	3.9%	3.6%
ITU	1.8%	1.9%	1.9%	1.7%
UNIV LIFE	0.3%	0.2%	0.3%	0.3%
OTHER	0.5%	0.1%	0.1%	0.1%
TOTAL	**100.0%**	**100.0%**	**100.0%**	**100.0%**

Source: Office of Sponsored Programs

***Note 1**: It is very typical that the level of research expenditures over a short timeframe in any particular academic unit will fluctuate up and down as faculty change and some grants end while other research begins.*

***Note 2**: Direct funding to Krasnow Institute is reflected in Krasnow total. Expenditures for projects conducted in Krasnow by faculty in other units are reported in the principal investigators' academic units.*

TOTAL INDIRECT EARNINGS
2004-05 THROUGH 2007-08

INDIRECT EARNED BY UNIT

UNIT	2004-05	2005-06	2006-07	Estimated 2007-08	% INCREASE FY05 TO FY08
COS	N/A	N/A	$3,131,102	$4,206,947	N/A
IT&E	$2,413,474	$2,452,110	2,525,673	3,144,216	30%
CHSS	N/A	N/A	2,562,299	1,970,197	N/A
SPP	864,941	855,230	880,887	930,565	8%
CEHD	458,737	673,211	693,407	708,508	54%
LAW	1,536,155	1,293,739	1,332,551	654,992	-57%
KRASNOW	355,618	199,541	205,527	418,892	18%
CHHS	33,211	174,077	179,299	152,430	359%
SOM	24,250	11,641	11,990	50,800	N/A
ICAR	12,417	33,733	34,744	6,004	N/A
CVPA	N/A	N/A	N/A	N/A	N/A
SCS	2,744,736	3,039,905	N/A	N/A	N/A
CAS	2,141,270	2,487,669	N/A	N/A	N/A
PROVOST	17,379	9,071	9,343	305	N/A
UNIV LIFE	2,352	352	363	N/A	N/A
ITU	N/A	N/A	N/A	N/A	N/A
OTHER	N/A	N/A	N/A	N/A	N/A
TOTAL	**$10,604,540**	**$11,230,279**	**$11,567,185**	**$12,243,856**	**15%**

% OF TOTAL

UNIT	2004-05	2005-06	2006-07	Estimated 2007-08
COS	N/A	N/A	27.1%	34.4%
IT&E	22.8%	21.8%	21.8%	25.7%
CHSS	N/A	N/A	22.2%	16.1%
SPP	8.2%	7.6%	7.6%	7.6%
CEHD	4.3%	6.0%	6.0%	5.8%
LAW	14.5%	11.5%	11.5%	5.3%
KRASNOW	3.4%	1.8%	1.8%	3.4%
CHHS	0.3%	1.6%	1.6%	1.2%
SOM	0.2%	0.1%	0.1%	0.4%
ICAR	0.1%	0.3%	0.3%	0.0%
CVPA	0.0%	0.0%	0.0%	0.0%
SCS	25.9%	27.1%	N/A	N/A
CAS	20.2%	22.2%	N/A	N/A
PROVOST	0.2%	0.1%	0.1%	0.0%
UNIV LIFE	0.0%	0.0%	0.0%	0.0%
ITU	0.0%	0.0%	0.0%	0.0%
OTHER	0.0%	0.0%	0.0%	0.0%
TOTAL	**100.0%**	**100.0%**	**100.0%**	**100.0%**

Of the total indirect earnings available, 70% is retained to be used for research, and 30% is allocated to the Educational & General (E&G) budget to provide funding for facilities and administrative support of sponsored research.

INDIRECT EARNINGS REVERTING TO E&G 2004-05 THROUGH 2007-08

INDIRECT EARNED BY UNIT

UNIT	2004-05	2005-06	2006-07	Estimated 2007-08	% INCREASE FY05 TO FY08
COS	N/A	N/A	$939,331	$1,262,084	N/A
IT&E	$724,042	$735,633	757,702	943,265	30%
CHSS	N/A	N/A	768,690	591,059	N/A
SPP	259,482	256,569	264,266	279,170	8%
CEHD	137,621	201,963	208,022	212,552	54%
LAW	460,847	388,122	399,765	196,498	-57%
KRASNOW	106,685	59,862	61,658	125,668	18%
CHHS	9,963	52,223	53,790	45,729	359%
SOM	7,275	3,492	3,597	15,240	N/A
ICAR	3,725	10,120	10,423	1,801	N/A
CVPA	0	0	0	0	N/A
SCS	823,421	911,972	N/A	N/A	N/A
CAS	642,381	746,301	N/A	N/A	N/A
PROVOST	5,214	2,721	2,803	92	N/A
UNIV LIFE	706	106	109	0	N/A
ITU	0	0	0	0	N/A
OTHER	0	0	0	0	N/A
TOTAL	**$3,181,362**	**$3,369,084**	**$3,470,156**	**$3,673,157**	**15%**

% OF TOTAL

UNIT	2004-05	2005-06	2006-07	Estimated 2007-08
COS	N/A	N/A	27.1%	34.4%
IT&E	22.8%	21.8%	21.8%	25.7%
CHSS	N/A	N/A	22.2%	16.1%
SPP	8.2%	7.6%	7.6%	7.6%
CEHD	4.3%	6.0%	6.0%	5.8%
LAW	14.5%	11.5%	11.5%	5.3%
KRASNOW	3.4%	1.8%	1.8%	3.4%
CHHS	0.3%	1.6%	1.6%	1.2%
SOM	0.2%	0.1%	0.1%	0.4%
ICAR	0.1%	0.3%	0.3%	0.0%
CVPA	0.0%	0.0%	0.0%	0.0%
SCS	25.9%	27.1%	N/A	N/A
CAS	20.2%	22.2%	N/A	N/A
PROVOST	0.2%	0.1%	0.1%	0.0%
UNIV LIFE	0.0%	0.0%	0.0%	0.0%
ITU	0.0%	0.0%	0.0%	0.0%
OTHER	0.0%	0.0%	0.0%	0.0%
TOTAL	**100.0%**	**100.0%**	**100.0%**	**100.0%**

Note: The amount of Indirect noted in the top table is 30% of the total indirect earned. The agreement is that a cap of $3,150,000 will actually revert to E&G and any excess will stay with central academic administration to support new research facilities and research initiatives.

CAPITAL OUTLAY

BACKGROUND

George Mason University covers in excess of 800 acres, with 677 acres at the Fairfax Campus, 5.2 acres at the Arlington Campus, and 124 acres at the Prince William Campus. Within this space the University occupies a total of 141 buildings on-campus, in addition to 19 off-campus or leased facilities. One of the sites for leased space is in Loudoun County. During 2006-07 the University completed a new facility (Research I) on the Fairfax campus. This was George Mason's first facility dedicated exclusively to research activity. The University continues to operate with less square footage per FTE student than other doctoral institutions in the Commonwealth of Virginia. Approved funding for the construction of new facilities at George Mason University should improve this situation in the future. Currently, two academic buildings are under construction and will be completed in Summer 2009. One of the two includes additional research space.

PLANNED ACTIVITY, 2008-2009

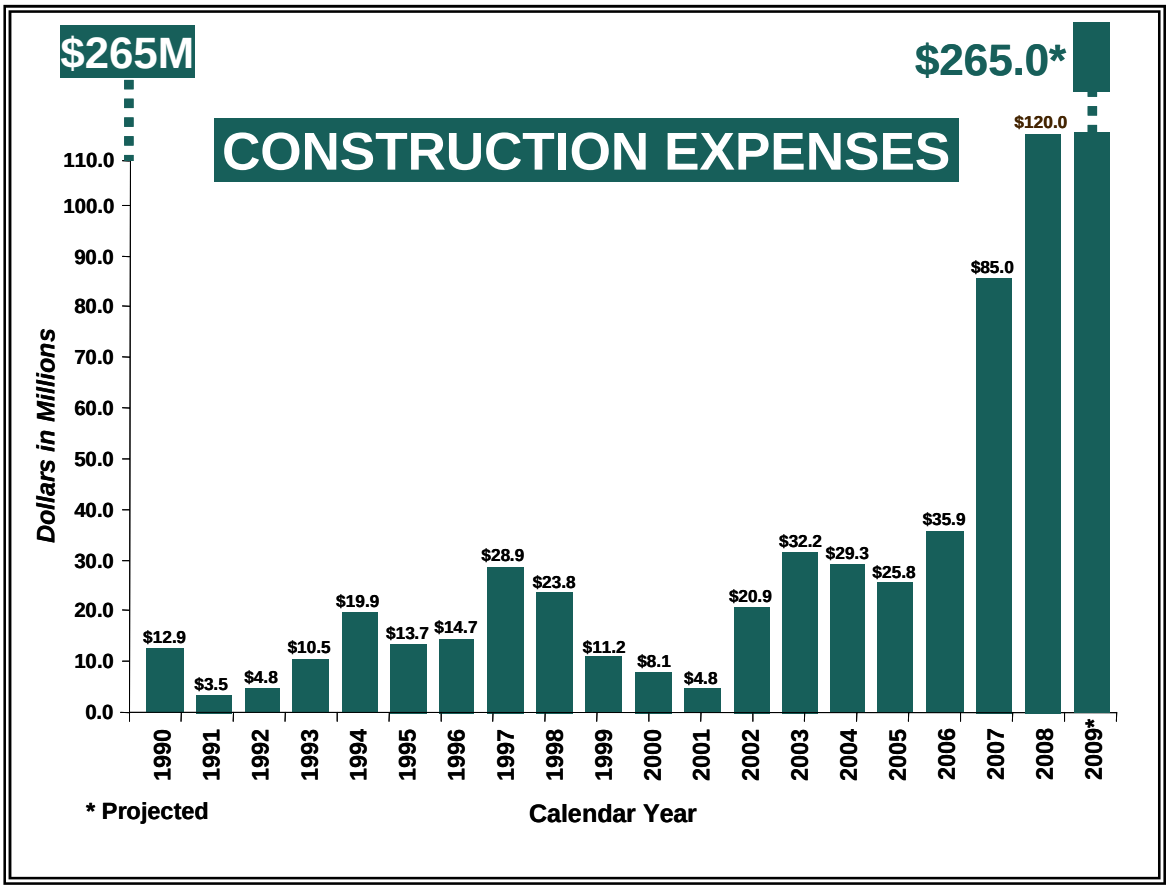
The University projects that capital spending in FY 2009 will be approximately $265.8M; this represents the greatest level of annual capital expenditures in the history of the University.

Much of the capital construction currently underway will continue into FY 2009, while other major capital outlay projects will initiate capital spending during the 2008-2009 fiscal year. The University anticipates FY 2009 annual capital spending of approximately $60M of General Funds and $205.8M of Non-general Fund capital spending. The following projects, which are currently approved, will incur costs in FY 2009 as noted on the following page:

PROJECT	STATUS	PROJ SPEND	FUND SOURCE
• Arlington II	Construction	$46.5M	GF/NGF
• Academic VI/Research II Building	Construction	28.5M	GF/NGF
• PW Bio-Containment Lab	Construction	24.5M	NGF
• Student Housing VII-C	Construction	22.3M	NGF
• Parking Deck III	Construction	21.0M	NGF
• Hotel/Conference Center	Construction	20.8M	NGF
• PW Performing Arts Center	Construction	19.4M	GF/NGF
• PE Building (Phase II Renovation)	Renovation	16.2M	NGF
• Academic V Building	Construction/Infra	12.8M	GF
• Surge Space Building & Fit-Out	Construction	10.0M	NGF
• NE Sector (Housing VII, North Loop Infra, SUB III)	Construction	8.9M	NGF
• Patriot Center Renovation	Renovation	6.8M	NGF
• Presidents Park I Renovation	Renovation	5.3M	NGF
• SUB I Addition/Renovation	Construction/Renov	4.6M	NGF
• SW Road Improvements	Construction	4.0M	NGF
• Maintenance Reserve	Construction	3.2M	GF
• Fairfax Performing Arts Renovation	Renovation	2.7M	GF/NGF
• Softball Field Improvements	Renovation	2.1M	NGF
• SUB II Renovation	Renovation	2.0M	NGF
• Commonwealth/Dom Roofs	Renovation	1.3M	NGF
• Fairfax Aquatic Center Addition	Renovation	0.7M	NGF
• Thompson/Pohick Renovation	Renovation	0.7M	GF
• Prince William IIIA Supplement	Renovation	0.4M	GF
• S&T I & II, David King Hall Renovation	Renovation	0.4M	GF
• Handicapped Accessibility	Construction	0.35M	GF
• ICAR "Point Of View"	Planning	0.35M	GF
GRAND TOTAL		$265.8M	

Although the University is estimating to spend more on capital projects in FY 2008 than in any year in the history of the University, the University anticipates spending a much greater level in FY 2009. The current projected level of capital spending in FY 2009 will more than double the amount in FY 2008 and be more than seven times the level of spending in FY 2006, which was the highest spending level in the University's history to that point.

Note: As can be seen above, there are over twenty-five (25) capital improvement projects that will be underway in FY 2009, and this does not include private public partnerships like the faculty/staff housing project.



FUTURE CAPITAL PROJECTS

The Governor and General Assembly have just concluded putting together a capital improvement plan for providing state funds for numerous capital projects ($1.9B) within the system of higher education. The following projects are included for George Mason University in this statewide capital initiative.

GEORGE MASON UNIVERSITY CAPITAL BUDGET ITEMS FY 2009 AND FY 2010		
	HB/SB 30	**BOND BILL**
General Fund:		
Renovate Science & Tech II		$49,500,000
Krasnow Institute II		5,644,000
Institute for Conflict Analysis & Resolution		5,000,000
PW Performing Arts Center		2,500,000
Campus Library Addition, Phase I Planning		$2,000,000 *
Fairfax Fine Arts Facility Renovation Planning		434,000 *
Academic V FF&E	$4,500,000	
Academic VI/Research II FF&E	5,500,000	
Academic V - Cost Overrun	4,500,000	
Fairfax Performing Arts Building	1,000,000	
Subtotal General Fund	**$15,500,000**	**$65,078,000**
Non-General Fund Projects:		
Housing VIII	$102,460,000	
Parking Deck III Phase II	27,237,000	
Parking Deck IV	27,233,000	
Smithsonian CRC Housing & Dining	20,142,000	
President's Park Renovation Phase II	15,633,000	
Southwest Campus Dining	14,639,000	
West Campus Connector & Entrance	13,922,000	
Hotel Conference Center Supplement	10,000,000	
Track & Field Stadium	8,320,000	
PW Regional Bio Containment Lab Supplement	8,300,000	
Fairfax Surge Space/Data Center Fit Out	6,000,000	
Student Union I Addition/Renovation Supplement	4,000,000	
East Campus Fields & Courts	3,249,000	
West Fields	3,194,000	
Fairfax Performing Arts Addition	2,000,000	
Physical Education Addition/Renovation	1,000,000	
Belmont Bay Capital Lease	1,000,000	
PW Research Lab Capital Lease	1,000,000	
PW Performing Arts Center	1,000,000	
Fairfax Administration Building Language	PPEA	
PW Freedom Center Expansion	PPEA	
Subtotal Non-General Fund	**$270,329,000**	
TOTAL	**$285,829,000**	**$65,078,000**

EDUCATIONAL & GENERAL

SUMMARY OF MAJOR UNITS

COLLEGE OF EDUCATION & HUMAN DEVELOPMENT (CEHD)

The College of Education and Human Development is composed of three sub-units: The Graduate School of Education (GSE), The School of Recreation, Health and Tourism (RHT), and Undergraduate Studies in Education (USIE). GSE's programs are primarily focused on the broad, traditional areas of education (e.g., teacher preparation, advanced studies for teachers and school leaders, PhD in Education). RHT has undergraduate and master's programs in such areas as health, recreation resources, athletic training, and tourism. USIE focuses on providing undergraduate routes for teacher licensure in many areas. In total, the College of Education and Human Development has over twenty programs with approximately 3000 students (2500 of whom are graduate students) and 105 full-time instructional faculty members. The College offers degree programs at the bachelor's, master's and doctoral levels.

Programs in Initiatives in Educational Transformation, Advanced Studies in Teaching and Learning, Early Childhood Education, and Multilingual/Multicultural Education are nationally recognized and considered to be leading models. The Special Education Program has high national prominence related to research and innovative programs. CEHD houses 10 research and service centers, including the Helen A. Kellar Institute for Human disAbilities, the Center for the Advancement of Public Health, the Center for Education Policy, the Center for International Education and the recently chartered Center for Sports Management.

CEHD maintains a broad range of effective professional development partnerships with Northern Virginia school systems and community agencies. The Office of Education Services is expanding CEHD's contributions to improving schools in the region, particularly focusing on helping schools attain the goals associated with No Child Left Behind. Nationally prominent scholars, in addition to publishing extensively in prestigious journals and writing highly regarded books, serve as journal editors and officers of professional organizations, as well as contributing significantly to national and regional issues in education policy. External funding expenditures have averaged $8M per year during the past two years.

2007-08 ORIGINAL			2007-08 REVISED			2008-09 ORIGINAL		
FTES COURSE ENRLMNT	E&G BUDGET EXPENSE	COST PER FTES	FTES COURSE ENRLMNT	E&G BUDGET EXPENSE	COST PER FTES	FTES COURSE ENRLMNT	E&G BUDGET EXPENSE	COST PER FTES
2,265	$17,834,100	$7,874	2,245	$19,065,506	$8,492	2,335	$19,856,800	$8,504

FY09 Highlights

The enrollment target for CEHD for FY 2009 is 2,335 FTE, an increase of 70 FTEs compared to the original FY 2008 target and approximately 90 FTEs higher than the estimated FY 2008 enrollment. Enrollment growth funding of $406,000 is included in the FY 2009 CEHD budget. The FY 2008 revised budget reflects a permanent state funding reduction of $267,500, which continues into FY 2009.

Budget Highlights

The FY 2009 Highlights (italicized) include: a) budget revisions made during FY 2008 since the adoption of the original budget for FY 2008, as well as b) the budget changes for FY 2009 over the current, revised budget of FY 2008. Therefore, these highlights include the FY 2008 budget revisions of $3.9M as well as the $18.0M of changes for FY 2009.

Funding is also allocated in the amount of $617,950 to cover the cost of the FY 2008 salary increases and fringe benefit cost adjustments. An additional $67,000 is allocated for Arts Education and $1 million in additional self-generated funds. Compared to the FY 2008 original budget, FY 2009 funding per student FTE increases by $630 or 8.0%.

COLLEGE OF HEALTH AND HUMAN SERVICES (CHHS)

The College of Health and Human Services includes the Departments of Social Work, Global and Community Health, Health Administration and Policy, and the School of Nursing. The College professional programs prepare graduates for important workforce contributions in nursing, health systems management, health administration, social work, gerontology, and epidemiology. Faculty in the College have been recognized by the University and the State Council of Higher Education for excellence in teaching. The College's Center for Health Care Policy, Ethics, and Research has served as a vital force in national health care initiatives. The new Center for the Study of Chronic Illness and Disability seeks to understand functioning and to improve the lives of the disabled. Center faculty are currently laying the research foundation for emerging programs in rehabilitation science for the College. CHHS enjoys strong partnerships with regional and international agencies in several important areas:

1. Faculty from the College serve as research and educational consultants and colleagues in settings such as Inova Health System, Vinson Hall, the DC School System, WHO, Project Hope, the World Bank, and NIH;
2. Undergraduate, master's, and doctoral students provide service to clients through practice in Northern Virginia, Smith Island, Nicaragua, and Barbados, and many other regional, national, and international sites;
3. International students study in the College to gain specific knowledge and skills to enhance health care in their own countries.

These partnerships broaden and strengthen the College's academic programs and ensure relevance in the current health care climate.

The College provides undergraduate and graduate programs, including numerous graduate certificate and non-degree study options for specialized areas of study and advanced preparation. Enrollment overall is very strong with the addition of new programs in health and human services. CHHS master's degree program in nursing tied at 63 out of approximately 400 U.S. programs, according to the latest *U.S. News* rankings.

2007-08 ORIGINAL			2007-08 REVISED			2008-09 ORIGINAL		
FTES COURSE ENRLMNT	E&G BUDGET EXPENSE	COST PER FTES	FTES COURSE ENRLMNT	E&G BUDGET EXPENSE	COST PER FTES	FTES COURSE ENRLMNT	E&G BUDGET EXPENSE	COST PER FTES
962	**$12,016,100**	**$12,491**	**878**	**$12,241,398**	**$13,942**	**990**	**$13,090,200**	**$13,222**

Budget Highlights

The FY 2009 Highlights (italicized) include: a) budget revisions made during FY 2008 since the adoption of the original budget for FY 2008, as well as b) the budget changes for FY 2009 over the current, revised budget of FY 2008. Therefore, these highlights include the FY 2008 budget revisions of $3.9M as well as the $18.0M of changes for FY 2009.

FY09 Highlights

The enrollment target for CHHS for FY 2009 is 990 FTE, which is 28 course FTE higher than the original FY 2008 target, and 112 course FTE higher than the projected FY 2008. Funding is allocated in FY 2009 to support Health Informatics ($100,000), enrollment growth ($190,400), a Health Policy Director position previously funded by targeted research funding ($50,000), and $53,600 in additional self-generated funding. One-time funding for support of cooperative programs with NVCC ($300,000) and Skillsource ($150,000) are also included in the FY 2009 budget. The FY 2008 revised budget reflects a permanent state funding reduction of $180,200, which continues into FY 2009.

Funding in the amount of $805,697 is allocated to cover the cost of the FY 2008 salary increases and fringe benefit cost adjustments. Compared to the FY 2008 original budget, FY 2009 funding per student FTE increases by $731 or 5.9%.

COLLEGE OF HUMANITIES AND SOCIAL SCIENCES (CHSS)

The College of Humanities and Social Sciences (CHSS) at George Mason University is committed to providing a challenging education to undergraduate and graduate students, expanding the frontiers of knowledge through research, and contributing intellectual leadership to the community. The college comprises 11 departments in the humanities and social sciences and over 20 interdisciplinary programs. The college, which was incepted in July 2007 after transitioning from the former College of Arts and Sciences, is also home to New Century College, an innovative learning community, and Technology Across the Curriculum, a program that promotes the use of technology to enhance learning in all courses and disciplines. At present, there are 10 research centers affiliated with the college.

The college's educational foundation focuses on linking the intellectual with the practical—exploring sources of contemporary issues through actual application while relying on research and funding from all of the departments ranging from philosophy to administration of justice. Goals of CHSS include perfecting intellectual and teaching skills as scholars, building more doctoral programs, and cultivating more funded and non-funded research. Sponsored research in the college has doubled in the past two years.

Award-winning faculty members strive to make students rigorous thinkers and clear communicators, while encouraging experimentation with new approaches and ideas. Two Nobel Prize winners were named during their appointments to the college faculty. The college has also been home to two Pulitzer prizes winners, one of whom teaches presently, and six Guggenheim award winners, four of whom are still in residence. Additionally, the college has had one student and one faculty member receive McArthur grants. In 2007, a sociology major received the Truman Scholarship and the college is currently home to two students who are Truman Scholarship finalists.

2007-08 ORIGINAL			2007-08 REVISED			2008-09 ORIGINAL		
FTES COURSE ENRLMNT	E&G BUDGET EXPENSE	COST PER FTES	FTES COURSE ENRLMNT	E&G BUDGET EXPENSE	COST PER FTES	FTES COURSE ENRLMNT	E&G BUDGET EXPENSE	COST PER FTES
8,228	$49,423,400	$6,007	7,641	$50,588,584	$6,621	8,128	$51,286,400	$6,310

FY09 Highlights

The enrollment target for CHSS for FY 2009 is 8,128 which is 100 course FTE lower than the FY 2008 original enrollment target and 487 higher than the estimated FY 2008 enrollment. The FY 2009 base budget is reduced by $100,000 based on projected enrollment levels and includes increases of $150,000 for the Administration of Justice program, $50,000 for additional staffing, and $166,713 for the ICES program, as well as $105,000 related to increased self-generated revenues for the Center for Cognitive Development. The FY 2008 revised budget reflects a permanent state funding reduction of $741,400, which continues into FY 2009.

The FY 2009 Budget also includes $2,238,933 allocated to cover the cost of the FY08 salary increases and fringe benefit cost adjustments. The College budget includes funding for premium tuition of $50,000 for the Biodefense program and $180,000 for the MPA program. Compared to the FY 2008 original budget, FY 2009 funding per student FTE increases by $303 or 5.0%.

COLLEGE OF SCIENCE (COS)

The College of Science is the newly re-structured unit which combines the science departments from the College of Arts & Sciences and the School of Computational Sciences into a new college which is focused on providing instruction and research in the sciences. The mission of the COS is to provide quality education, research and service to meet national and international needs, emphasizing the central role of science methodologies in the biological, biomedical, physical, mathematical and computational sciences. The COS has the distinction of being one of the first interdisciplinary units nationally to focus on computational methodologies as a core expertise. The COS will now combine undergraduate and graduate degrees and research for the sciences.

2007-08 ORIGINAL			2007-08 REVISED			2008-09 ORIGINAL		
FTES COURSE ENRLMNT	E&G BUDGET EXPENSE	COST PER FTES	FTES COURSE ENRLMNT	E&G BUDGET EXPENSE	COST PER FTES	FTES COURSE ENRLMNT	E&G BUDGET EXPENSE	COST PER FTES
2,960	$26,416,500	$8,924	2,913	$27,051,626	$9,287	3,036	$28,578,600	$9,413

FY09 Highlights

New funding is allocated in FY 2009 for faculty positions to support enrollment growth ($599,800), energy ($100,000) and replacement of state research funding in cancer proteomics and biodefense ($500,000). The enrollment target for COS for FY 2009 is 3,036 FTE, which is 76 course FTE higher than the original FY 2008 target and 123 course FTE higher than the actual FY 2008 enrollment. The College budget includes new funding for premium tuition $48,600 for various certificate programs, as well as $24,000 additional for lab and course fees. The FY 2008 revised budget reflects a permanent state funding reduction of $396,200, which continues into FY 2009.

Funding is also allocated in the amount of $1,256,842 to cover the cost of the FY 2008 salary increases and fringe benefits cost adjustments. Compared to the FY 2008 original budget, FY 2009 funding per student FTE increases by $489 or 5.5%.

COLLEGE OF VISUAL AND PERFORMING ARTS (CVPA)

The mission of the College of Visual and Performing Arts is to advance the study, creation, performance, and exhibition of the arts, acting on a strong belief in their transformative influence on individuals and civilizations. To fulfill this mission CVPA offers degree programs in Arts Management, Art and Visual Technology, Dance, Film and Video Studies, Music, and Theater; and, through the Center for the Arts, brings the professional voice of the arts to the campus and community. CVPA honors the value of the great traditions in the arts while actively engaging in the creation of new works and ideas. These fusions of the academic and the professional, the campus and the community, the past and the present define the College as it moves forward from its founding in 2001 into a decade of growth and discovery.

CVPA's success finds expression on many fronts. The number of arts majors has grown more than 20% in the past five years, and 300% since the mid-1990s. In 2007-08, The Great Performances at Mason series had a banner year (breaking records for both numbers served and revenue) and saw strengthened community support from the Friends of the Center for the Arts. General student attendance at performances and exhibitions is strong and growing; some 24,000 students annually experience the arts at GMU.

With increased size has come increased quality. Recognition of student and faculty achievement is strong. Mason alumni perform with prestigious dance, opera, and theater companies, play in prominent bands and orchestras, work as arts managers in top institutions, exhibit their work in galleries across the country, create graphic design for leading corporations, and hold teaching positions at every level from pre-K through higher education. Faculty perform, direct, exhibit, and publish in professional venues regionally, nationally, and internationally.

CVPA is proud of its role as a “front door” of the University, annually serving as a point of inspiration, education, and connection with well over 100,000 members of Mason’s extended communities. As a unit that reflects a unique interweaving of the academic, the professional, and the community, CVPA sees itself as a wellspring of campus culture – a creator, importer, and exporter of a strand of practice that speaks to the best impulses of the human condition as expressed by the great artists of the past and the vital, emerging, and challenging voices of the present day and the future.

The principal challenges and opportunities facing CVPA in the next several years involve an exciting constellation of building projects, both in-progress and prospective, to bring the college’s physical environment more in line with its current size and level of achievement and aspiration. CVPA’s active and growing volunteer community (represented most comprehensively by the Arts at Mason Board) is vigorously pursuing philanthropic opportunities that, in partnership with State and University resources, will transform the landscape of the arts for generations to come.

The college offers undergraduate degrees (B.A., B.M., B.F.A.) within four departments and one program, as well as five master’s degrees (M.A., M.A.T., M.M., M.F.A.) and a variety of professional certificates.

2007-08 ORIGINAL			2007-08 REVISED			2008-09 ORIGINAL		
FTES COURSE ENRLMNT	E&G BUDGET EXPENSE	COST PER FTES	FTES COURSE ENRLMNT	E&G BUDGET EXPENSE	COST PER FTES	FTES COURSE ENRLMNT	E&G BUDGET EXPENSE	COST PER FTES
1,073	$8,548,000	$7,966	1,136	$9,410,050	$8,283	1,133	$9,895,400	$8,734

Budget Highlights

The FY 2009 Highlights (italicized) include: a) budget revisions made during FY 2008 since the adoption of the original budget for FY 2008, as well as b) the budget changes for FY 2009 over the current, revised budget of FY 2008. Therefore, these highlights include the FY 2008 budget revisions of $3.9M as well as the $18.0M of changes for FY 2009.

FY09 Highlights

The enrollment target for CVPA for FY 2009 is 1,133 FTE, which is 60 course FTE greater than the original enrollment target for FY 2008 and 3 course FTE below the projected FTE enrollment for FY 2008. Funding in the amount of $359,058 is allocated for the budgeted enrollment growth. Funding is also allocated in the amount of $324,362 to cover the cost of the FY 2008 salary increases and fringe benefit costs adjustments and $418,400 adjustment for PMI. Additional funding of $179,562 is allocated resulting from self-generated revenues due to increased enrollment and new course fees. The FY 2008 revised budget reflects a permanent state funding reduction of $128,200, which continues into FY 2009.

Additional funding in the amount of $90,000 is provided for Arts Education. Compared to the FY 2008 original budget, FY 2009 funding per student FTE increases by $768 or 9.6%.

INSTITUTE FOR CONFLICT ANALYSIS AND RESOLUTION (ICAR)

The Institute for Conflict Analysis and Resolution (ICAR), faculty and students are committed to the development of theory, research, and practice that interrupt, if not prevent, cycles of violence, in the context of deep-rooted, protracted conflict. ICAR is an innovative academic resource for people and institutions worldwide, providing research and training in conflict analysis and resolution across public and private sectors, nationally and globally. ICAR is a Commonwealth Center for Excellence, recognized for its leadership in the field and its world-renowned faculty. Since September 11, 2001, ICAR has been called to provide training and services to help communities in the US respond to the trauma of terrorist events; it has also continued to provide training and research aimed to reduce ethnic/religious violence in multiple regions around the world. ICAR is committed to:

- Advancing the understanding of deeply rooted conflicts between individuals, groups, organizations, and communities in the United States and all over the world through research, teaching, practice, and outreach;
- Carrying on a systematic and ongoing study of the nature, origins, and types of social conflicts;
- Developing the requisite processes and conditions for the productive resolution of conflicts.

Major Research Interests:

- Globalization and Conflict
  - Themes: Immigration/migration, labor and market dynamics, development
- Religion and Conflict
  - Themes: Religious extremism, religion as resource for peacebuilding
- Dynamics of Change in Conflict
  - Themes: Tipping points, peace processes, power asymmetry, social networks
- Reflective Practice
  - Themes: Relational knowledge, program assessment, psychological development

2007-08 ORIGINAL			2007-08 REVISED			2008-09 ORIGINAL		
FTES COURSE ENRLMNT	E&G BUDGET EXPENSE	COST PER FTES	FTES COURSE ENRLMNT	E&G BUDGET EXPENSE	COST PER FTES	FTES COURSE ENRLMNT	E&G BUDGET EXPENSE	COST PER FTES
203	$3,281,000	$16,163	212	$3,413,832	$16,103	233	$3,587,300	$15,396

FY09 Highlights

New funding is allocated in FY 2009 to support additional faculty for enrollment demand ($194,000). The enrollment target for ICAR for FY 2009 is 233 FTE, which is 30 FTEs higher than the original FY 2008 target and 21 higher than the projected FY 2008 enrollment. The FY 2008 revised budget reflects a permanent state funding reduction of $49,200, which continues into FY 2009.

Funding is also allocated in the amount of $141,907 to cover the cost of the FY 2008 salary increases and fringe benefit cost adjustments. With a 14.8% projected enrollment growth, FY 2009 funding per student FTE decreases by $767 or 4.7% below the FY 2008 original budget.

KRASNOW INSTITUTE

The Krasnow Institute for Advanced Study is a unique academic unit of Mason focusing on the intersection of neurosciences, behavioral biology and computer sciences. The Institute's 50 staff members conduct their basic research within a dedicated 33,000 square foot state-of-the-art laboratory facility on the Fairfax campus. Since moving into the laboratory facility in May of 1997, Krasnow scientists have brought in approximately $19.7M in sponsored research funds to the University from federal agencies such as the National Institutes of Health and from private foundations such as the Sir John Templeton Foundation. Murray Gell-Mann, Nobel laureate in physics, serves on the Institute's Scientific Advisory Board. Institute scientists have aggregately published hundreds of peer-reviewed publications in high impact journals such as *Science*, *Nature* and the *Proceedings of the National Academy of Sciences*. The Institute brings international stature in neurosciences to the University.

2007-08 ORIGINAL	2007-08 REVISED	2008-09 ORIGINAL
2007-08 E&G BUDGET EXPENSE	2007-08 E&G BUDGET EXPENSE	2008-09 E&G BUDGET EXPENSE
$1,386,800	**$1,456,342**	**$1,652,300**

FY09 Highlights

Additional funding in the amount of $69,899 is allocated to cover the cost of the FY 2008 salary increases and fringe benefit cost adjustments. $194,000 is added to the Krasnow budget for FY 2009 to support Molecular Science and faculty start-up costs. The FY 2008 revised budget reflects a permanent state funding reduction of $20,800, which continues into FY 2009.

While the Institute does not get direct credit for any course enrollment, its faculty teach various courses in the College of Humanities and Social Sciences, Volgenau School of Information Technology & Engineering, College of Science, and College of Education and Human Development.

Budget Highlights

The FY 2009 Highlights (italicized) include: a) budget revisions made during FY 2008 since the adoption of the original budget for FY 2008, as well as b) the budget changes for FY 2009 over the current, revised budget of FY 2008. Therefore, these highlights include the FY 2008 budget revisions of $3.9M as well as the $18.0M of changes for FY 2009.

SCHOOL OF LAW (LAW)

George Mason University School of Law is a dynamic intellectual community and one of the finest law schools in the country. Established in 1979, the law school is the youngest law school in the first tier of the *US News & World Report* ranking of law schools. In April 2008, the Law School ranked 38th out of 184 ABA accredited law schools in the country. The Law School offers a Juris Doctor degree, an LL.M. in Law & Economics and an LL.M. in Intellectual Property. With an acceptance rate of 22%, the Law School has become one of the most selective law schools in the country. Over the past 18 years the Law & Economics Center has educated hundreds of federal judges in multi-day institutes concentrating on humane, scientific and philosophical subjects.

The Information Economy Project in the National Center for Technology & Law focuses research and teaching resources on studies of telephony, broadcasting and the Internet.

In 2002, The U.S. Congress appropriated $6.5 million to the School of Law to develop a new program that focuses on defending the nation's basic infrastructure against cyber terrorism. Known as the Critical Infrastructure Protection Project (CIPP), the CIPP seeks to integrate fully the fields of law, policy and technology for enhancing the security of cyber networks and the economic processes supporting the nation's critical infrastructures. The CIPP has allowed for collaboration on projects between the Law School, the School of Public Policy, ICAR, and the Volgenau School of Information Technology & Engineering.

2007-08 ORIGINAL			2007-08 REVISED			2008-09 ORIGINAL		
FTES COURSE ENRLMNT	E&G BUDGET EXPENSE	COST PER FTES	FTES COURSE ENRLMNT	E&G BUDGET EXPENSE	COST PER FTES	FTES COURSE ENRLMNT	E&G BUDGET EXPENSE	COST PER FTES
610	**$14,340,000**	**$23,508**	**676**	**$14,263,082**	**$21,099**	**610**	**$14,844,000**	**$24,334**

FY09 Highlights

The enrollment target for Law for FY 2009 is 610 FTE which is the same as the original FY 2008 target and 66 course FTE below the actual FY 2008 enrollment. It is anticipated that the actual enrollment level will be higher than the target for FY 2009, but the School over time will work to bring actual enrollment closer to the target in future years. Funding is allocated in the amount of $482,231 to cover the cost of the FY 2008 salary increases and fringe benefit cost adjustments. In addition $60,000 for library materials inflation, a $25,000 scholarship match, $100,000 to support a new position in Criminal Law and $150,000 to support additional faculty are included in the FY 2009 budget. The FY 2008 revised budget reflects a permanent state funding reduction of $215,100, which continues into FY 2009.

The School began charging premium tuition rates for its programs beginning in Fall 2005. For Fall 2008 the premium will increase an additional $13.00 per credit hour for in-state and an additional $22.00 per credit hour for out-of-state students. The School's share of premium revenue included within the base budget is $1,235,000, used to support scholarships, faculty, and other enhanced services for students. Compared to the FY 2008 original budget, FY 2009 funding per student FTE increases by $826 or 3.5%.

SCHOOL OF MANAGEMENT (SOM)

The School of Management (SOM) is educating and empowering future generations of business leaders through world-class teaching, innovative academic programs, and strategic partnerships with regional and global businesses. Established in 1972, SOM has grown rapidly in both its regional and international reputation. It is one of only 171 business schools world-wide whose programs in both business and accounting are accredited by the Association to Advance Collegiate Schools of Business (AACSB) International. SOM is also ranked in the top 100 AACSB accredited business schools by *US News and World Report*. SOM prepares students for professional success through a range of academic programs, business community partnerships, and international alliances. SOM currently enrolls over 3,600 undergraduates pursuing majors in accounting, finance, management, marketing, or information management systems and operations management. Nearly 500 students are enrolled in graduate programs leading to an MBA, MS in Accounting, MS in Technology Management, or the Executive MBA. SOM is one of a select few business schools to require international residencies for its graduate students.

SOM is especially committed to the involvement of the greater Washington area business community in delivering exceptional educational opportunities to its students. SOM is fully engaged with the regional business community, graduating highly qualified students as employees, producing research that informs business policy and operations, and providing venues for the region's business leaders to work with our students in the classroom and to learn from each other. Business leaders and organizations actively participate through speaker programs, classroom lectures, case competitions, internships, and career placement. SOM also maintains close connections to the business community through its advisory board and advisory councils to academic programs. Over 100 business leaders representing 80 different companies serve as advisory board or council members. SOM also meets a regional need through the accounting certificate program, which enables individuals to qualify for the CPA examination in Virginia.

SOM's commitment to the region integrates well with the global focus of its programs and diversity of its student body. George Mason University has received national recognition for the multicultural and international diversity of its student population, with students representing over 130 different countries and all 50 states. SOM students mirror the diversity of the Mason student body, and this international focus is also represented in the school's 81full-time faculty members, with over 33% of the faculty being bilingual.

SOM faculty, with expertise on topics such as corporate governance, entrepreneurship, executive compensation, effects of insider trading on stock prices and e-commerce, bring both theoretical and applied expertise to the classroom. Faculty members have provided expert testimony before nearly every federal agency and have served as consultants to organizations such as NASDAQ, the FDIC and the Department of Defense. SOM is consistently rated as one of the most efficient teaching units in Mason with one of the highest ratios of students to faculty. Five SOM faculty members have also been recognized with "Excellence in Teaching Awards" in the past five years.

SOM communicates regularly with its 20,000 alumni, with over 15,000 living and working in the greater Washington metropolitan area. A range of educational and social events occur for alumni throughout the year, with most activities being developed by the School of Management's alumni chapter leadership. In addition, the School of Management maintains regular communication with its alumni through the annual *SOMTIMES* magazine, along with monthly e-newsletters spotlighting achievements and events at the business school.

Budget Highlights

The FY 2009 Highlights (italicized) include: a) budget revisions made during FY 2008 since the adoption of the original budget for FY 2008, as well as b) the budget changes for FY 2009 over the current, revised budget of FY 2008. Therefore, these highlights include the FY 2008 budget revisions of $3.9M as well as the $18.0M of changes for FY 2009.

2007-08 ORIGINAL			2007-08 REVISED			2008-09 ORIGINAL		
FTES COURSE ENRLMNT	E&G BUDGET EXPENSE	COST PER FTES	FTES COURSE ENRLMNT	E&G BUDGET EXPENSE	COST PER FTES	FTES COURSE ENRLMNT	E&G BUDGET EXPENSE	COST PER FTES
2,115	**$17,019,100**	**$8,047**	**2,330**	**$19,396,355**	**$8,325**	**2,315**	**$21,293,200**	**$9,198**

FY09 Highlights

Funding is allocated in FY 2009 for the School of Management to meet enrollment demands ($1,195,000), support a new faculty position in International Business ($100,000) and faculty in Accounting ($200,000). A technical adjustment is included to permanently budget self-generated revenues ($2,300,000) for the school's academic programs. The enrollment target for SOM for FY 2009 is 2,315 FTE, which is 200 course FTEs higher than the original FY 2008 target and 15 course FTE lower than the actual FY 2008 enrollment. During FY 2009, funding will be allocated as the unit earns additional funds from premium tuition programs. The FY 2008 revised budget reflects a permanent state funding reduction of $255,300, which continues into FY 2009.

Funding is allocated in the amount of $699,817 to cover the cost of the FY 2008 salary increases and fringe benefit cost adjustments. Compared to the FY 2008 original budget, FY 2009 funding per student FTE increases by $1,151 or 14.3%.

SCHOOL OF PUBLIC POLICY (SPP)

In 1990 the University established The Institute of Public Policy (TIPP) to house the new Ph.D. program in Public Policy. In 2000 the Board of Visitors changed the status of TIPP to the School of Public Policy (SPP).

The school is the home to one of the nation's largest doctoral programs in public policy. Five of its faculty hold endowed chairs, five are University Professors, two are Distinguished Service Professors and four are members of the National Academy of Public Administration. SPP currently enrolls nearly 950 students in its six graduate degree programs. This is nearly a 65% increase over the past 5 years. In addition to its academic programs, SPP is one of the major research units of the University. SPP's research activities are carried out through its eleven research centers. In the most recent ranking by the National Science Foundation of research expenditures by discipline, SPP ranked 6th in expenditures from federal sources. The school supports over 50 graduate research assistants.

SPP's administrative offices, doctoral program and most of its research activity are located on the Fairfax campus. The school's professional master's programs and student services offices are headquartered on the Arlington campus.

2007-08 ORIGINAL			2007-08 REVISED			2008-09 ORIGINAL		
FTES COURSE ENRLMNT	E&G BUDGET EXPENSE	COST PER FTES	FTES COURSE ENRLMNT	E&G BUDGET EXPENSE	COST PER FTES	FTES COURSE ENRLMNT	E&G BUDGET EXPENSE	COST PER FTES
571	**$10,943,400**	**$19,165**	**532**	**$10,769,541**	**$20,244**	**570**	**$11,511,400**	**$20,195**

FY09 Highlights

New funding is allocated in FY 2009 to support an additional position in Regional Economic Development ($100,000). Funding is also allocated to support faculty salaries ($39,200), Mason Enterprise Center ($10,000), and other high priorities within the School ($50,000). The enrollment target for SPP for FY 2009 is 570 FTE, which is 1 course FTE lower than the original FY 2008 target and 38 course FTE higher than the actual FY 2008 enrollment. Funding in the amount of $506,834 is allocated to cover the FY 2008 salary increases and fringe benefit cost adjustments. The FY 2008 revised budget reflects a permanent state funding reduction of $164,200, which continues into FY 2009.

The School charges premium tuition rates for its graduate programs. The unit portion of the revenue projected for these programs in FY 2009 is $1,464,000. The funding is used to support additional staff, fund additional financial aid and enhance services overall for the School's students. Compared to the FY 2008 original budget, FY 2009 funding per student FTE increases by $1,030 or 5.4%.

VOLGENAU SCHOOL OF INFORMATION TECHNOLOGY AND ENGINEERING (IT&E)

The Volgenau School of Information Technology and Engineering (IT&E) at George Mason University was established in 1985. IT&E was the first engineering school in the United States to focus its scholarship primarily on information technology and math-based engineering as opposed to the traditional physical, material-based engineering approach. It was also the first to offer a doctoral degree in information technology. Today, the School's programs cover the spectrum of IT education, from introductory courses in IT technology to cutting edge research at the doctoral level. In addition to the IT doctorate, Ph.D. degrees are now offered in Computer Science, Electrical and Computer Engineering, and Statistical Science.

In October 2005, alumni and friends joined together to celebrate the school's 20th anniversary and its many accomplishments. On this momentous occasion, a $10 million gift from Ernst and Sara Volgenau was announced. The gift is the largest individual contribution in the history of the University and kicks off the newly named Volgenau School of IT&E's 2010 campaign to raise a total of $20 million. Funds from the campaign will be used to strengthen the School's existing programs and to establish a new thrust in the area of bioengineering.

The Volgenau School now begins an exciting new phase of growth and expansion. A significant number of new faculty positions will be added to provide expanded expertise in bioengineering, biostatistics, information security, computer engineering, robotics and information systems. A new building, scheduled for occupancy in 2009, will provide a unique blend of instructional, research, and corporate leased space.

The single most critical factor in the Volgenau School's continuing success will be its commitment to quality and program improvement. The School has enjoyed significant successes in attracting world-class faculty. Future research growth will focus on the important areas of bioengineering and nanotechnology, knowledge management systems, and computer science.

Budget Highlights

The FY 2009 Highlights (italicized) include: a) budget revisions made during FY 2008 since the adoption of the original budget for FY 2008, as well as b) the budget changes for FY 2009 over the current, revised budget of FY 2008. Therefore, these highlights include the FY 2008 budget revisions of $3.9M as well as the $18.0M of changes for FY 2009.

2007-08 ORIGINAL			2007-08 REVISED			2008-09 ORIGINAL		
FTES COURSE ENRLMNT	E&G BUDGET EXPENSE	COST PER FTES	FTES COURSE ENRLMNT	E&G BUDGET EXPENSE	COST PER FTES	FTES COURSE ENRLMNT	E&G BUDGET EXPENSE	COST PER FTES
2,220	**$21,146,800**	**$9,526**	**2,115**	**$21,308,889**	**$10,075**	**2,220**	**$22,264,600**	**$10,029**

FY09 Highlights

Resources allocated to the Volgenau School of IT & Engineering for FY 2009 include $100,000 allocated for a Gaming Major position and $205,000 to replace bioengineering support covered by state research funds in FY 2008. The FY 2008 revised budget reflects a permanent state funding reduction of $317,200, which continues into FY 2009.

The enrollment target for IT&E for FY 2009 is 2,220 FTE, the same as the original FY 2008 target but 105 course FTE greater than the estimated FY 2008 enrollment. Funding is also allocated in the amount of $896,801 to cover the cost of the FY 2008 salary increases and fringe benefit costs adjustments. The funding is used to enhance services to graduate students.

The School charges premium tuition rates for its graduate programs. The unit portion of the revenue projected for these programs is estimated at $770,000 in FY 2009 representing an increase of $200,000 compared to FY 2008. Compared to the FY 2008 original budget, FY 2009 funding per student FTE increases by $503 or 5.3%.

SUMMER TERM

George Mason University achieves a significant student enrollment during its summer term sessions. As shown in the table below, George Mason University's summer enrollment is the largest in the state. It is anticipated that the headcount will reach 12,500 students for the 2008 summer term. This headcount will generate approximately 2,300 FTE student enrollment, of which 400 FTE are from summer term contract activity.

2007 SUMMER HEADCOUNT ENROLLMENT (ON AND OFF CAMPUS) FROM SELECTED VIRGINIA INSTITUTIONS	
GEORGE MASON UNIVERSITY	**12,345**
Old Dominion University	10,996
Virginia Commonwealth University	11,069
University of Virginia	8,948
Virginia Tech	6,962
James Madison University	6,089
William & Mary	2,195

The Summer Term academic course offerings are administered within the Provost's organization. Effectiveness and efficiency of the entire Summer Term are enhanced by the cooperation and support from the offices of the registrar, bursar, admissions, deans' staff and department coordinators, and vice provost of academic affairs.

Actual student enrollment has remained stable over the last few years. Unlike regular session (academic year) student enrollment, the costs associated with the summer enrollment are almost exclusively limited to the instructional costs of the teaching faculty (salaries and fringe benefits).

2007-08 ORIGINAL			2007-08 REVISED			2008-09 ORIGINAL		
FTES COURSE ENRLMNT	E&G BUDGET EXPENSE	COST PER FTES	FTES COURSE ENRLMNT	E&G BUDGET EXPENSE	COST PER FTES	FTES COURSE ENRLMNT	E&G BUDGET EXPENSE	COST PER FTES
1,900	$4,887,800	$2,573	1,901	$4,709,451	$2,477	1,900	$5,073,300	$2,670

FY09 Highlights

Excluding contract activity, the enrollment target for Summer Term for FY 2009 is 1,900 FTE, which is the same as the original FY 2008 target and 1 FTE below FY 2008 actual enrollment levels. The budget increases by $185,520 to adjust the funding to cover the costs of the salary increases from FY 2008. Compared to the FY 2008 original budget, FY 2009 funding per student FTE increases by $97 or 3.8%.

PROVOST INSTRUCTION

The Provost Instruction division is comprised of those academic units which report directly under the Provost's Office but whose functions are directly supporting the instructional activity. Included in this division are the departments of Center for Global Education, the GMU Teaching Center, and the Robinson Professors. For reporting purposes the Robinson Professors are shown in this division, but they teach courses predominantly within the College of Humanities and Social Sciences (CHSS).

2007-08 ORIGINAL	2007-08 REVISED	2008-09 ORIGINAL
2007-08 E&G BUDGET EXPENSE	2007-08 E&G BUDGET EXPENSE	2008-09 E&G BUDGET EXPENSE
$5,130,700	$5,827,419	$6,574,300

FY09 Highlights

New funding is allocated in FY 2009 to support the Summer Scholars program ($148,000), Honors ($80,000), and other academic program needs ($533,700). Funding for promotion and tenure salary adjustments is also included in this budget. The FY 2009 budget includes funding in the amount of $122,400 for FY 2008 salary and fringe benefit adjustments. During FY 2009 adjustments will be made as the Study Abroad revenues generated are increased beyond the initial base set in the original budget. During FY 2008 adjustments were made as revenue was generated for the activity beyond the base budget amount.

Budget Highlights

The FY 2009 Highlights (italicized) include: a) budget revisions made during FY 2008 since the adoption of the original budget for FY 2008, as well as b) the budget changes for FY 2009 over the current, revised budget of FY 2008. Therefore, these highlights include the FY 2008 budget revisions of $3.9M as well as the $18.0M of changes for FY 2009.

PROVOST ADMINISTRATION

The Provost Administration division is primarily comprised of academic support offices under the Provost, providing support to all academic units. The departments in this division vary in nature and support many various facets of the University. The offices of the Faculty Senate, Office of Sponsored Programs, Vice President for Research, Environmental Health & Safety, and ROTC all fall within the series of organizations. The operational department of the Provost's staff also is included in this budget.

2007-08 ORIGINAL	2007-08 REVISED	2008-09 ORIGINAL
2007-08 E&G BUDGET EXPENSE	2007-08 E&G BUDGET EXPENSE	2008-09 E&G BUDGET EXPENSE
$4,621,700	**$5,723,170**	**$6,734,400**

FY09 Highlights

New funding is allocated in FY 2009 to support personnel of $300,000, as well as for Safety positions and operations ($483,460) and research ($314,000). Funding for FY 2008 salary increases and fringe benefits is included in the amount of $204,000. The FY 2008 revised budget reflects a permanent state funding reduction of $119,000, which continues in FY 2009.

OFFICE OF CONTINUING PROFESSIONAL EDUCATION (OCPE)

The Office of Continuing Professional Education (OCPE) serves as George Mason University's initial point of contact and referral for the business and professional community and responds to all professional development and continuing education inquiries, requests, and needs. Supported program activities include the following:

- Contracted academic credit programs
- Non-credit public programs and seminars
- Professional certificate programs
- Continuing education units (CEUs)
- On-site contract training programs
- Special professional development events and programs
- Special workforce development programs
- Training center facilities

Courses are typically delivered through classroom settings, but increasingly through electronic modes such as video conferencing and the internet.

OCPE offices are strategically located at the Fairfax Campus in Krug Hall, at the Prince William Campus, and at the Center for Innovative technology (CIT) in Herndon.

OCPE is positioned internally to provide centralized support and service to the academic community. All business and government contract credit programs, as well as all CEU awarded, are administered through this office. In addition, technical, logistical, and administrative support is also provided upon request related to academic units' non-credit initiatives.

2007-08 ORIGINAL	2007-08 REVISED	2008-09 ORIGINAL
2007-08 E&G BUDGET EXPENSE	2007-08 E&G BUDGET EXPENSE	2008-09 E&G BUDGET EXPENSE
$1,324,100	**$1,656,602**	**$1,318,300**

FY09 Highlights

Of this total budget level, approximately $322,200 is University support, while the remaining $996,100 budget must be generated from self-generated revenues. Since the level of activity and revenue generated varies year to year, the FY 2009 budget may be adjusted as additional revenues are generated. The FY 2008 revised budget reflects a permanent state funding reduction of $5,800, which continues into FY 2009.

ENROLLMENT SERVICES

The division of Enrollment Services includes the following departments:

- Admissions
- Institutional Effectiveness
- Registrar
- Office of Financial Aid
- Student Academic Affairs and Advising
- Enrollment Management and Summer Term

The Enrollment Services unit directly interacts with prospective, current and past students. The unit is responsible for critical functions of the University and is customer-oriented. The Admissions office provides marketing and recruitment functions, in addition to processing well over thirteen thousand freshmen, transfer and extended studies applications each year. The Admissions office is usually the first point of contact for prospective students. Among the functions of the Registrar's Office are maintaining student records, including grade reports, issuing transcripts to current and former students, providing degree audits and issuing diplomas. The Office of Student Financial Aid processes approximately $60 million of aid annually. It also provides information to parents and students about the financial aid process. Other Enrollment Services functions include advising, enrollment management analysis, summer term administration, University Scholars programming and University 100 instructional programming. Increases in student enrollment over the last few years have resulted in the need to increase the support for Enrollment Services.

2007-08 ORIGINAL	2007-08 REVISED	2008-09 ORIGINAL
2007-08 E&G BUDGET EXPENSE	2007-08 E&G BUDGET EXPENSE	2008-09 E&G BUDGET EXPENSE
$11,161,000	**$11,000,027**	**$11,807,900**

Budget Highlights

The FY 2009 Highlights (italicized) include: a) budget revisions made during FY 2008 since the adoption of the original budget for FY 2008, as well as b) the budget changes for FY 2009 over the current, revised budget of FY 2008. Therefore, these highlights include the FY 2008 budget revisions of $3.9M as well as the $18.0M of changes for FY 2009.

FY09 Highlights

Funding is allocated in the amount of $419,358 to cover the FY 2008 salary increases and fringe benefit cost adjustments, an additional $210,000 for recruitment activities, $90,000 for international student credential review, $63,444 for an assessment specialist and $99,134 for a webmaster. The FY 2008 revised budget reflects a permanent state funding reduction of $167,400, which continues into FY 2009.

LIBRARIES - ITU

The George Mason University Libraries, as a core academic function, serve as both a repository of and digital portal to the wider universe of knowledge. The Libraries fosters innovation, originality, and imagination by qualitatively managing access to scholarship and information, providing expert consultation in the research process, and actively teaching the effective and critical use of information.

The Libraries' resources, services and programs benefit all students, faculty and staff of the University; these are also accessible on-site to the University's surrounding communities and general public.

The Libraries unit is comprised of five sites on three different campuses:

- Fenwick Library, Fairfax Campus
- George W. Johnson Center Library, Fairfax Campus
- Arlington Campus Library, Arlington Campus
- School of Law Library, Arlington Campus (administered separately)
- Mercer Library, Prince William Campus

Expanded academic support services of the University Libraries include:

- University Copyright Assistance Office
- University Thesis and Dissertation Services
- Statistical Research Services
- University Records Management
- Mason Archival Repository Service (MARS)

The Libraries' information technology assisted and enhanced services and programs include:

- The Libraries' web site (and the set of locally-developed discovery tools offered there), which provides access to a variety of networked resources and services;
- Voyager, an online integrated library management system;
- Synchronous online reference service, providing research assistance to students, faculty, and staff remotely;
- A Web-based Electronic Reserves module, allowing students to access materials on course reserve online;
- Microform to digital format output technology, quantitative and qualitative analysis statistical software packages, Geographic Information System (GIS) software, and bibliographic citation management software;
- Approximately 250 public access networked computer workstations; and
- Three (3) electronic instruction rooms, used to teach students information literacy skills and online research techniques.

In order to better meet the needs of the University's growing and diverse academic and research programs, the University Libraries unit is a member of, and active participant in, several regional and national academic research library consortia:

- The Virtual Library of Virginia (VIVA)
- Washington Research Library Consortium (WRLC)
- Association of Southeastern Research Libraries (ASERL)
- Center for Research Libraries (CRL)
- Online Computer Laboratory Center (OCLC)

The library is a 24x7 operation, and needs to serve effectively a growing student and faculty population, as well as meet the demands generated by increased University research activities.

2007-08 ORIGINAL	2007-08 REVISED	2008-09 ORIGINAL
2007-08 E&G BUDGET EXPENSE	2007-08 E&G BUDGET EXPENSE	2008-09 E&G BUDGET EXPENSE
$16,755,500	**$16,557,168**	**$17,917,000**

Note – The Law library budget is included within the School of Law budget

FY09 Highlights

Funding is allocated in FY 2009 to cover inflation for library materials ($475,000) and electronic access to scholarly resources ($100,000), acquire essential research materials ($75,000), support increased workloads relating to acquisition and cataloging of library materials and e-resources ($95,000), and WRLC storage fees ($40,000). Funding in the amount of $288,437 is allocated to cover the FY 2008 salary increases and fringe benefit cost adjustments. The FY 2008 revised budget reflects a permanent state funding reduction of $349,304, which continues into FY 2009.

INFORMATION TECHNOLOGY UNIT - ITU

The Information Technology Unit (ITU) is comprised of the Division of Instructional and Technology Support Services (DoIT), the Technology Systems Division, Information Technology Administration and University Libraries. The ITU also includes The Capitol Connection and the Security and Project Office, which also includes the Patriot Computer Store. The Patriot Computer Store is a totally self-supporting Auxiliary Enterprises operation.

The mission of the ITU organization is to advance the University's strategic goals, support learning, enable scholarly endeavors, and improve institutional management by effectively leveraging the information and technology resources of the ITU's constituent units.

A particular strength of the ITU is its support of instruction. The Southern Association of Colleges and Schools, Mason's accrediting agency, lauded the work of the ITU in this area; Governor Gilmore awarded the ITU a Governor's Technology award, and Educause, a national organization of 4000 higher education institutions, gave its award for systemic progress in teaching and learning to the Technology across the Curriculum (TAC) initiative, a joint project of the ITU and the former College of Arts & Sciences. More recently, Project DEEP, a joint endeavor of The National Survey of Student Engagement and the American Association for Higher Education, issued a report on George Mason that lauded the support for teaching and learning provided by the ITU. University libraries, a key component of the ITU, is also dedicated to providing outstanding support for student learning.

Budget Highlights

The FY 2009 Highlights (italicized) include: a) budget revisions made during FY 2008 since the adoption of the original budget for FY 2008, as well as b) the budget changes for FY 2009 over the current, revised budget of FY 2008. Therefore, these highlights include the FY 2008 budget revisions of $3.9M as well as the $18.0M of changes for FY 2009.

2007-08 ORIGINAL	2007-08 REVISED	2008-09 ORIGINAL
2007-08 E&G BUDGET EXPENSE	2007-08 E&G BUDGET EXPENSE	2008-09 E&G BUDGET EXPENSE
$25,819,900	**$26,478,508**	**$27,730,400**

FY09 Highlights

Increases in the ITU budget are allocated to support teaching/learning/research ($150,000), information technology infrastructure and enterprise wide system enhancement and support ($724,100), and inflation on software and hardware maintenance contracts ($125,000). Funding in the amount of $906,251 is allocated to cover the FY 2008 salary increases and fringe benefit cost adjustments. The FY 2008 revised budget reflects a permanent state funding reduction of $418,400, which continues into FY 2009.

NEW ADMINISTRATIVE SYSTEMS

As the University moves to the next stage of the conversion of the finance, human resources and student systems to new administrative systems, funding is allocated to support the training, consulting, staffing, and software and hardware purchases to transition to new systems. During the 2002-03 fiscal year the finance and human resources systems were successfully converted, and during the 2003-04 and 2004-05 fiscal years the student system (admissions, registration, financial aid) were converted, resulting in students registering for fall 2004 classes under a new system. Funding in FY 2009 will allow the University to continue activities aimed at ensuring that processes and systems are implemented to take full advantage of the integrated systems supporting students, faculty and staff.

2007-08 ORIGINAL	2007-08 REVISED	2008-09 ORIGINAL
2007-08 E&G BUDGET EXPENSE	2007-08 E&G BUDGET EXPENSE	2008-09 E&G BUDGET EXPENSE
$2,070,900	**$1,287,893**	**$1,768,800**

FY09 Highlights

Decrease in funding for FY 2009 is $302,100 which represents a reallocation of funds for permanent positions and project work within ITU. FY 2008 Revised figures reflect the use of funds for one-time information technology needs.

UNIVERSITY LIFE

University Life integrates the curricular and co-curricular aspects of the institution and creates a sense of community for students, faculty, and staff. University Life includes the following Educational and General and Auxiliary Enterprise units:

University Life Offices

Academic, Career, Counseling & Educational Services
- Career Services
- Disability Services
- Early Identification Program
- Counseling Center
- Learning Services
- English Language Institute

Leadership, Education & Development
- Student Activities
- Diversity Programs & Services
- Multicultural Research & Resource Center
- Office of International Programs and Services
- International Faculty & Employee Programs & Services
- Orientation & Family Programs & Services
- Women's Studies Research and Resource Center
- Student Media
- Judicial Affairs
- Dean of Students Office

Health and Wellness
- Student Health Services
- Alcohol, Drug & Health Education
- Health Education Services
- Sexual Assault Services
- Wellness Education Resource Room

2007-08 ORIGINAL	2007-08 REVISED	2008-09 ORIGINAL
2007-08 E&G BUDGET EXPENSE	2007-08 E&G BUDGET EXPENSE	2008-09 E&G BUDGET EXPENSE
$7,537,300	**$7,784,842**	**$8,112,400**

FY09 Highlights

Funding in the amount of $227,366 is allocated to cover the salary increases in FY 2008 and fringe benefit cost adjustments. The FY 2009 budget includes an additional 3.64 FTE positions to support Career Services, Disability Services, International Programs, and University Life administration. The FY 2008 revised budget reflects a permanent state funding reduction of $91,000, which continues into FY 2009.

Budget Highlights

The FY 2009 Highlights (italicized) include: a) budget revisions made during FY 2008 since the adoption of the original budget for FY 2008, as well as b) the budget changes for FY 2009 over the current, revised budget of FY 2008. Therefore, these highlights include the FY 2008 budget revisions of $3.9M as well as the $18.0M of changes for FY 2009.

FINANCE AND OPERATIONS

The Finance and Operations unit includes the following activities:

- Fiscal Services
- Human Resources/Payroll
- Office of Budget & Planning
- Institutional Research & Reporting (jointly reporting to Provost)
- Office of Senior Vice President
- Legal Services
- Safety Operations
- Campus Police
- Regional Campus Administration

The purpose of these offices is to ensure the overall fiscal integrity of the University and to ensure that all students, faculty, staff and visitors of the University are safe and protected while at the University.

2007-08 ORIGINAL	2007-08 REVISED	2008-09 ORIGINAL
2007-08 E&G BUDGET EXPENSE	2007-08 E&G BUDGET EXPENSE	2008-09 E&G BUDGET EXPENSE
$22,190,400	**$20,909,119**	**$23,269,500**

FY09 Highlights

For the FY 2009 fiscal year additional funding is allocated to enhance critical support services within Finance and Administration. This includes support for F&A Rate Consultant in Fiscal Services ($86,000), a position for Employee Relations in the Human Resources Department ($79,000), an Executive Officer position in Arlington for Regional Campuses ($125,000), additional direct expense support for Campus Police ($200,000), and additional staff allocated under Senior Vice President ($152,000). In addition to these budget increases, funding in the amount of $862,620 is allocated to cover the FY 2008 salary increases and fringe benefit cost adjustments. The FY 2008 revised budget reflects a permanent state funding reduction of $317,600, which continues to FY 2009.

EXECUTIVE ADMINISTRATION

Executive Administration encompasses the President's Office, Board of Visitors expenses, Legislative Affairs, Internal Audit, Office of Equity and Diversity Services and ADA compliance. The Executive Administration division is primarily responsible for senior level leadership and administration for the University.

2007-08 ORIGINAL	2007-08 REVISED	2008-09 ORIGINAL
2007-08 E&G BUDGET EXPENSE	2007-08 E&G BUDGET EXPENSE	2008-09 E&G BUDGET EXPENSE
$2,943,600	**$3,062,224**	**$3,169,600**

FY09 Highlights

The FY 2009 budget includes $50,000 allocated during FY 2008 for central audit support and position budget and fringe benefit additions of $74,488. The FY 2009 budget reflects a permanent state funding reduction of $44,200. Funding in the amount of $113,079 is allocated to cover the FY 2008 salary increases and fringe benefit costs. The FY 2008 revised budget reflects a permanent state funding reduction of $44,200, which continues to FY 2009.

UNIVERSITY DEVELOPMENT AND ALUMNI AFFAIRS

The University Development and Alumni Affairs unit is the fundraising center and alumni relations link for the University. The Office of University Development provides fundraising and alumni relations support to all units of the University, drives the overall fundraising operation for the University and raises money for all areas at George Mason. The Office of Alumni Affairs is the official link between the University and its alumni, and provides support for the George Mason University Alumni Association (GMUAA). Its purpose is to engage alumni in the life of the University and to facilitate communication between alumni and their alma mater. Alumni outreach includes email and print publications, alumni events, and support for division chapters and their activities. The George Mason University Foundation funds operating support and staff resources for development research, donor relations, development communications, information systems, gift processing, and gift and endowment management.

2007-08 ORIGINAL	2007-08 REVISED	2008-09 ORIGINAL
2007-08 E&G BUDGET EXPENSE	2007-08 E&G BUDGET EXPENSE	2008-09 E&G BUDGET EXPENSE
$2,772,500	**$3,027,844**	**$3,692,600**

FY09 Highlights

FY 2008 additional funding for Annual Giving ($30,000) and position budget changes ($415,408) are continued into FY 2009. Funding of $337,200 is allocated to fund critical staffing support and other campaign needs. Funding in the amount of $91,737 is allocated to cover the FY 2008 salary increases and fringe benefit cost adjustments. The FY 2008 revised budget reflects a permanent state funding reduction of $41,600, which continues to FY 2009.

Budget Highlights

The FY 2009 Highlights (italicized) include: a) budget revisions made during FY 2008 since the adoption of the original budget for FY 2008, as well as b) the budget changes for FY 2009 over the current, revised budget of FY 2008. Therefore, these highlights include the FY 2008 budget revisions of $3.9M as well as the $18.0M of changes for FY 2009.

UNIVERSITY RELATIONS

University Relations leads the university community in promoting the talent, expertise, accomplishments and resources of George Mason University as a world-class institution of higher education. The unit operates as a strategic partner for all major university initiatives and other major units, including academic, development, legislative and student life, through media relations, publications development, internal and external community building, electronic communications and events management. The major units within University Relations are the Vice President for University Relations, Events Management, Media and Public Relations, Creative Services, Community Relations, Web Communications and University Information.

2007-08 ORIGINAL	2007-08 REVISED	2008-09 ORIGINAL
2007-08 E&G BUDGET EXPENSE	2007-08 E&G BUDGET EXPENSE	2008-09 E&G BUDGET EXPENSE
$5,033,400	**$5,560,740**	**$5,787,500**

FY09 Highlights

For the FY 2009 fiscal year funding is allocated for the University Relations unit to support events management ($327,300), Commencement activities ($128,400), and other critical needs ($151,300). Funding in the amount of $164,170 is allocated to cover the FY 2008 salary increases and fringe benefit cost adjustments. The FY 2008 revised budget reflects a permanent state funding reduction of $70,600, which continues to FY 2009.

FACILITIES

Operations of Facilities Planning and Facilities Management conduct the planning, construction and maintenance needs for the campuses of George Mason University. They oversee all elements of design, construction and maintenance for all structures.

In addition, the Physical Plant is responsible for maintaining all grounds at the University, which has increased substantially in the last few years with the completion of the Johnson Center, Enterprise Hall, the Parking Garage, the Krasnow Institute and Fairfax Aquatic and Fitness Center, Innovation Hall, and Research I. These new buildings have brought along with them large areas that are heavily landscaped.

George Mason University has by far the least built square footage per student of any doctoral granting institution in the Commonwealth. Due to this shortage of space, our existing facilities are some of the most intensively used buildings in the Commonwealth. This high utilization rate has taken its toll on the buildings, and Physical Plant/Facilities Planning is charged with overseeing the maintenance schedules for the buildings.

The E & G net assignable square footage (NASF) has risen steadily over the years. With the addition of the new Bull Run Hall at Prince William campus, the total is 1,424,900 square feet. George Mason University operates with approximately 65 NASF of E&G space per FTE student. This compares to the doctoral average in the Commonwealth of Virginia of approximately 90 NASF per FTE student.

Due to recent budget reductions there is a continuing decline in the overall facility condition. In the most recent report to SCHEV the GMU backlog of maintenance and repair projects exceeded 13.5% of the total facility value. In 1997 the backlog was only 7% of the total facility value. This rise in deferred maintenance is a direct result of reduced staffing, maintenance and repair funding. The Governor and legislature has begun to address this issue by increasing the allocation of the Maintenance Reserve funds to Universities for this biennium. George Mason receives a Maintenance Reserve allocation of $3.2M to address some of the highest needs with existing facilities.

During the FY 2009 fiscal year the University will see the largest level of construction ever.

2007-08 ORIGINAL	2007-08 REVISED	2008-09 ORIGINAL
2007-08 E&G BUDGET EXPENSE	2007-08 E&G BUDGET EXPENSE	2008-09 E&G BUDGET EXPENSE
$27,102,500	**$27,336,288**	**$28,852,500**

FY09 Highlights

Funding is allocated to support additional construction and planning staff ($350,000), for support for Facilities Management salaries ($270,000), recycling and plant parking ($50,000), inflation clauses in housekeeping contracts ($50,000) and to support increased costs for utilities for FY 2009 ($784,000).

A total of $676,605 is allocated to cover the FY 2008 salary increases and fringe benefit cost adjustments. The FY 2008 revised budget reflects a permanent state funding reduction of $316,100, which continues to FY 2009.

FACILITIES SPECIAL PROJECTS FY 2009	
Krasnow Programming and RFP Preparation	$100,000
Fine Arts Renovation/Performing Arts Renovation Programming	30,000
Facilities and Campus Infrastructure Planning	100,000
Finley Programming	50,000
Braddock/Roberts Road Intersection	200,000
TOTAL	**$480,000**

Budget Highlights

The FY 2009 Highlights (italicized) include: a) budget revisions made during FY 2008 since the adoption of the original budget for FY 2008, as well as b) the budget changes for FY 2009 over the current, revised budget of FY 2008. Therefore, these highlights include the FY 2008 budget revisions of $3.9M as well as the $18.0M of changes for FY 2009.

PROPERTY RENTAL

The University leases space in Fairfax, Arlington and Herndon to provide additional office space for faculty and staff. Lack of sufficient office space results in several departments (Fiscal Services, Human Resources, Internal Audit, Budget/Institutional Research & Reporting, Safety, etc.) being housed off campus. The University leases approximately 200,000 square feet across seven different off-campus locations. Most of these off-campus leases cover all associated costs (building maintenance, utilities, cleaning, etc.).

2007-08 ORIGINAL	2007-08 REVISED	2008-09 ORIGINAL
2007-08 E&G BUDGET EXPENSE	2007-08 E&G BUDGET EXPENSE	2008-09 E&G BUDGET EXPENSE
$5,878,200	**$3,840,882 ***	**$6,418,200**

* It is anticipated that at year-end there will be funds available to process pre-payments on leases which will result in a final FY 2008 expense higher than the current budget.

FY09 Highlights

For the FY 2009 fiscal year new funding is allocated for Property Rental to cover partial costs associated with the Swing Space/Data Center debt service requirements due to prior bond sales ($500,000) and for escalator clauses ($40,000) in current lease agreements.

The following pages provide a summary of the space leased by the University. Highlighted within the tables are the University Offices occupying the spaces.

E&G RENTAL/LEASES OFF CAMPUS				
BUILDING	**ANNUAL RENT $***	**$/SF**	**RENTABLE AREA SF**	**OCCUPANTS**
COMMERCE I/II (UTILS./CUSTODIAL/MAINT.)	**585,000** +100,000 685,000	**18.87** +3.23 22.10	**30,999**	General Accounting Accounts Payable Purchasing Fixed Assets Print Services HR/Payroll CEHD
TRULAND	**1,880,000**	**22.78**	**83,000**	Admin. Services** Arlington Ops. CEHD, School of Law ICES, ICAR, ITE, ITU Social Work Student Health ITU
TOWNHOUSE OFFICES (UTILS./CUSTODIAL/MAINT.)	**150,000** 22,000 172,000	**13.48** 1.98 15.46	**11,129**	CHSS College of Science SPP CVPA
CIT	**250,000**	**30.89**	**8,093**	OCPE Public Policy SOM
PATRIOT SQUARE	**600,000**	**28.46**	**21,082**	Internal Audit Budget & Planning Institutional Research & Rep Safety Regional Campus Admin Telecommunications Patriot Club
DEMOCRACY LANE	**200,000**	**31.95**	**6,259**	Psychology Clinic/ Ctr for Cog Dev
4031 UNIVERSITY DR.	**75,000** **40,000**	**23.25** **19.07**	**3,226** **2,098**	College of Science Mason Enterprise
LOUDOUN COUNTY	**600,000**	**23.72**	**21,158**	Academic Instr
PRINCE WILLIAM LAB SPACE	**250,000**			
SUB-TOTAL	**4,753,000**	**25.46*** **	**187,044**	

* Annual Rent for 2008-2009; several leases have 3% annual cost escalation and CAM charges in addition to the annual rent

** Administrative offices for Admissions, Human Resources and Student Health

*** Average $/SF by dividing Total Annual Rental Cost by Total Rentable Area

E&G RENTALS/LEASES ON CAMPUS				
BUILDING	**ANNUAL RENT$***	**$/SF**	**RENTABLE AREA SF**	**OCCUPANTS**
WAREHOUSE DEBT	**259,000**			
JOHNSON CENTER	**90,000**			Admissions Alumni Affairs Computer Labs Internet Lab Ent Engr/Pol Lab Af Am, Global Ed, New Student Center Copyright Office
STUDENT UNION I/II	**360,000**			Counseling Career Dev Intl Programs Minority Student Services Advising Cash Office Information Services University Life ICES/CAS Mail Room SOM ****
POLICE BUILDING DEBT	**27,500**			
POLICE BUILDING ADDITION	**150,000**			
RIVANNA LANE	**30,000**			ITU
MODULE	**250,000**			
SWING SPACE/DATA CENTER	**500,000**			Payment for Debt Service on Space Due to Timing of Bond Sales
TOTAL	**6,418,200**			

******** School of Management pays Unions $100,000 per year for Space Rental in Student Union II

AUXILIARY ENTERPRISES

SUMMARY OF MAJOR UNITS

HOUSING

George Mason University's housing program is the University's largest Auxiliary Enterprise. University housing has been out-sourced for over ten years, and Century Campus Housing Management is in the sixth year (FY 2009) of a ten-year contract. Century has responsibility for day-to-day management and operations of all residential facilities and major contracts associated with the program. The primary focus of this contracted service is to provide efficient and effective administration, highly trained and responsive staff, and seamless operations, sensitive to the needs of the students. Century works closely with University Services, University Life, Admissions, and other University offices, in the areas of educational programs, community development, and student behavior.

The University will house more on-campus (residential) students in FY 2009 than ever before. During FY 2008 students occupied nearly all of the 4,418 beds available. During FY 2009 the University, with the completion of the newest housing facility, expects to house over 4,800 students. Expansion will continue during FY 2009, and by FY 2010 over 5,000 beds are expected to be available on campus for residential students. The entire housing budget is supported with self generated revenues, primarily in the form of student rental income.

	2007-08 ORIGINAL	2007-08 REVISED	2008-09 ORIGINAL
Revenues	$18,950,000	$18,950,000	$22,340,000
LESS: Expenses	18,525,000	18,647,267	22,340,000
Annual Operating Balance	**$425,000**	**$302,733**	**-0-**

FY09 Highlights

Revenue: *For FY 2009 Housing revenues are expected to be $22.340M which is a $3.390M increase over the FY 2008 revised budget. This increase is primarily related to approved rate increase of approximately 5% over FY 2008 rates ($.696M) as well as revenue related to opening of the newest housing facility ($2.694M), and partially due to increased conference income ($.150M) and other Foundation revenue ($.184M).*

Expense: *The FY 2008 revised budget reflects increased personnel cost related to the executive director of Housing & Residential Life ($.122M). For FY 2009 Housing expenses are expected to be $22.340M which is a $3.693M increase over FY 2008 revised budget. This increase is primarily related to increased debt service ($5.411M), utility costs ($.318M), student telecommunications services ($.440M), and facility maintenance expenses ($.246M). The FY 2009 housing expenses budget also reflects decreased operating costs and residence hall renovation expenditures ($2.803M).*

Budget Highlights

The FY 2009 Highlights (italicized) include: a) budget revisions made during FY 2008 since the adoption of the original budget for FY 2008, as well as, b) the budget changes for FY 2009 over the current, revised budget of FY 2008. Therefore, these highlights include the FY 2008 budget revisions ($0.18M) as well as the $9.0M of changes for FY 2009.

Other: *Housing relies on annual operating surpluses to fund its facility reserve/renovation fund. As existing buildings age and the overall size of the Housing operation expands it is increasingly important to maintain adequate reserves.*

INTERCOLLEGIATE ATHLETICS

The Intercollegiate Athletics program at Mason is recognized for both departmental quality and depth. George Mason University is a founding member of the Colonial Athletic Association (CAA). The Intercollegiate Athletic program is comprised of competitive activities in 22 programs for men and women. This competition takes place on a local, regional and national level. The following programs are currently offered at George Mason University:

Men's Baseball	Men's Track (2)	Men's X-Country
Women's Track (2)	Men's Wrestling	Men's Tennis
Women's X-Country	Women's Volleyball	Men's Volleyball
Women's Soccer	Men's Soccer	Women's Basketball
Men's Basketball	Men's Golf	Women's Lacrosse
Women's Rowing	Men's Swimming	Women's Swimming
Women's Softball	Women's Tennis	

Like the majority of the eleven CAA member institutions, the administrative operations of the Intercollegiate Athletics program are funded through student fee allocations. However, the Intercollegiate Athletic program depends upon external revenue to cover the costs of athletic scholarships. Since generating sufficient funds has been difficult throughout the history of the program, alternative-funding strategies are often explored. A portion of the revenue used to cover the costs of scholarships is generated through the Athletic Department's development efforts. Additionally, revenues earned from Patriot Center and the beverage and vending contracts support scholarship costs. The Intercollegiate Athletics Program will continue to strengthen its efforts to secure external funding not only to cover tuition and fee increases set forth by the University, but also to fund facility and other enhancements for the overall program.

	2007-08 ORIGINAL	2007-08 REVISED	2008-09 ORIGINAL
Revenues	$13,403,200	$13,639,190	$14,618,200
LESS: Expenses	13,403,200	13,639,190	14,618,200
Annual Operating Balance	**-0-**	**-0-**	**-0-**

FY09 Highlights

Revenue*: The FY 2008 revised budget reflects increased student fee allocations of $.095M, which include $.032M new funding for Assistant Athletic Trainer, $.020M for WBB ops position, and remaining of $.042M for mid year raises and fringe rates adjustments. For FY 2009 ICA revenues are expected to be $14.618M which is a $.979M increase over the FY 2008 revised budget. Of this increase $.743M is in the form of additional fee support and $.377M is from additional self-generated revenue.*

Expense: *The FY 2008 revised budget reflects increased expenses related to mid-year raises and adjustments to existing position budgets ($.095M). For FY 2009 ICA expenses are expected to be $14.618M which is a $1.121M increase over the FY 2008 permanent revised budget. Of this increase $.261M is related to annualizing FY 2008 mid year raises and changes in fringe rates. Other expense additions for FY 2009 include Men's and Women's Basketball increases ($0.427), increased scholarships ($0.150M) and other support for increased ICA operational and staffing needs ($0.282M).*

FOOD SERVICE/MEAL PLANS

George Mason Dining Services is managed by Sodexho. Throughout their long standing relationship with Mason, their focus on collaboration across campus, and their active membership in the University community, year after year management and staff of Sodexho have consistently produced dining experiences that focus on quality and variety. Although Sodexho offers a number of services on campus (such as catering) there is no aspect of food service that touches students more than through delivery of meal plans. These meal plans offer the University community with a variety of options, from traditional meal plans (in varying amounts from 10 to 19 meals) to more flexible plans such as the fully declining balance Freedom Plans. With the anticipated campus growth, planned on-campus dining options, and growing popularity among our off-campus partners (Brion's, Papa John's, McDonald's, etc.), the Food Service revenues are expected to grow annually.

Board plan expenses are held to an agreed upon per meal rate with Sodexho. The University has made it a point to keep the board plan costs at a reasonable rate, and charge the student only enough to recover costs and maintain a modest reserve. Since the All University Card is the vehicle for the meal plan program, in recent years a significant portion of this reserve has been transferred to the All University Card operation to maintain equipment. As the board plan costs continue to rise, the University has made an effort to identify other sources of funds for All University Card equipment maintenance so that meal plans will remain at a reasonable cost to students.

	2007-08 ORIGINAL	2007-08 REVISED	2008-09 ORIGINAL
Revenues	$9,553,000	$8,942,530	$9,553,000
LESS: Expenses	9,553,000	8,942,530	9,553,000
Annual Operating Balance	**-0-**	**-0-**	**-0-**

FY09 Highlights

For FY 2009 Food Services revenues and expenses are expected to increase as a result of a 4% increase in the rates and an increase in the overall number of participants.

Budget Highlights

The FY 2009 Highlights (italicized) include: a) budget revisions made during FY 2008 since the adoption of the original budget for FY 2008, as well as, b) the budget changes for FY 2009 over the current, revised budget of FY 2008. Therefore, these highlights include the FY 2008 budget revisions ($0.18M) as well as the $9.0M of changes for FY 2009.

STUDENT CENTERS (JOHNSON CENTER/UNIONS)

The operation of the Johnson Center (JC) and other student unions serves to integrate all aspects of campus life at George Mason University. More than just facilities that house meeting space and dining space, the JC/Unions operation offers program and support services to students, faculty and staff. The JC/Unions staff aims to support and complement the academic process; provide excellent customer service to the Mason community and visitors; promote diversity and campus spirit through cooperative participation; and encourage student development, social competency, and responsibility.

The Johnson Center opened for operation in 1995. Activities located in the facility include the Admissions Office, the cinema, library space, the student radio station (WGMU), the Center for Teaching Excellence, a retail mail shop, a full service bank and a variety of franchise eateries. Millions have visited the building since its opening and the overall use of the center continues to grow. Also playing an important role in offering programming and support services to the Mason community, the Student Unions have been undergoing a series of renovations since the opening of the Johnson Center. These renovations have been designed to refit the vacated spaces, upgrade existing space, bring the facilities up to code for ADA and life safety, and replace the original roofs. Construction of additional Unions space in the northeast sector of campus will occur during FY08. Upon completion, this space will offer additional dining, meeting, recreation and retail space to an increased number of students living on campus and the overall campus community. The Unions/JC operations budget is supported through a mix of student fee allocations and self-generated revenues (primarily food service and bookstore commissions).

	2007-08 ORIGINAL	2007-08 REVISED	2008-09 ORIGINAL
Revenues	$7,925,800	$8,085,069	$9,567,300
LESS: Expenses	7,633,500	7,952,065	9,287,900
Annual Operating Balance	**$292,300**	**$133,004**	**$279,400**

FY09 Highlights

Revenue: *The FY 2008 revised budget reflects increased fee support of $.022M and bank commission of $.100M over the original budget. For FY 2009 revenues are expected to total $9.567M which is an increase of $1.482M over the FY 2008 revised budget. This increase is made up of increased fee allocation ($1.360M) in part to accommodate increasing debt service needs for SUB III, as well as an increase in self-generated revenue related to bookstore commission, game room and space rental revenue ($.155M).*

Expense*: The FY 2008 revised permanent budget reflects increased expenses related to mid year raises and other compensation items ($.231M). For FY 2009 expenses are expected to total $9.288M which is an increase of $1.336M above the FY 2008 revised budget. Major expense increases are primarily related to SUB III debt service ($.804M), opening of the new Northeast Sector facility ($.120M), increased utilities cost ($.170M), increased student centers operational and staffing needs ($.251M) and annualizing mid-year raises and changes in fringe rates ($.079M).*

CENTER FOR THE ARTS

The Center for the Arts (CFA) is the professional presenting and producing arm of the College of Visual and Performing Arts. Since October 1990, when the doors to the Concert Hall opened, the mission of CFA has been to make the arts an intrinsic part of the lives of every George Mason student and area resident. The Center plays a key role in the cultural vitality of the Washington Metropolitan region, attracting more than 150,000 patrons each year to performances by local artists and ensembles, community and University events, student and faculty productions, and our own multi-disciplinary professional series – Great Performances at Mason, which set another in a series of attendance and revenue records in 2007-08, with ticket sales CLOSE TO $2.0 million. CFA has received national recognition as "a paradigm of educational and community involvement" (Alan Kriegsman, Washington Post critic).

Through master classes, open rehearsals, classroom visits, and other engagement activities, CFA intertwines professional artists throughout the academic life of Mason, reaching arts majors and the general student body, and extending opportunities to our partner schools in Fairfax County. The Arts Support Umbrella, a joint CVPA-CFA project, provides professional staff support for student ensembles and University users of arts venues. CFA offers 500 free tickets and large numbers of discounted tickets to each CFA event in the Concert Hall, and a similar number (25% of capacity) in Harris Theater, Theater Space, Dance Performance Lab, and the Black Box Theater. Each year, throughout its venues, CVPA/CFA plays to nearly 30,000 Mason students. Even accounting for multiple student users, CFA reaches at least 16-18,000 students per academic year. Students come from all areas and campuses of the University.

The Center hosts a large number of University events, from the highly successful Vision Series (a Provost office lecture series inaugurated in 2006-7) to Fall for the Book and other special speakers, seminars, and meetings. CFA has several regular rental clients, most notably, the Fairfax Symphony, Fairfax Choral Society, American Youth Philharmonic, and several major military bands/orchestras including the Marine Band, Army Blues, and the Airmen of Note. Some forty thousand K-12 students attend performances at CFA each year. The CFA operating budget is supported by student fee allocations as well as self generated revenues in the form of ticket and rental income, private philanthropy (primarily through the Friends of the Center for the Arts, representing more than 600 households), a modest but growing base of corporate sponsorships (PNC Bank recently signed a three-year commitment as Season Sponsor for the Great Performances series) and merchandise sales commissions.

	2007-08 ORIGINAL	2007-08 REVISED	2008-09 ORIGINAL
Revenues	$6,836,600	$7,164,084	$7,604,000
LESS: Expenses	6,836,600	7,164,084	7,604,000
Annual Operating Balance	**-0-**	**-0-**	-0-

Budget Highlights

The FY 2009 Highlights (italicized) include:
a) budget revisions made during FY 2008 since the adoption of the original budget for FY 2008, as well as,
b) the budget changes for FY 2009 over the current, revised budget of FY 2008. Therefore, these highlights include the FY 2008 budget revisions ($0.18M) as well as the $9.0M of changes for FY 2009.

FY09 Highlights

Revenue: *The FY 2008 revised budget reflects increased fee allocations of $.041M. For FY 2009 revenues are expected to total $7.604M which is an increase of $.727M over the FY 2008 permanent revised budget. Of that amount $.492M is in additional fee allocation and $.234M is expected to come from increased ticket sales and other self-generated revenue.*

Expense: *The FY 2008 revised budget reflects increased expenses related to mid-year raises ($.041M). For FY 2009 expenses are expected to total $7.604M which is an increase of $.727M over the FY 2008 permanent revised budget. FY 2009 budget increases include annualizing FY 2008 mid year raises and changes to fringe rates ($.105M), increased support for Arts Support Umbrella ($.225M), Great Performances at Mason ($.040M), Faculty Directed Programs ($.030M) and Pep Band equipment ($.050M).*

FREEDOM AQUATIC AND FITNESS CENTER

The Freedom Aquatic & Fitness Center provides a broad range of year-round recreational, educational, social and cultural programs and activities. The facility is designed to attract and serve a variety of individuals and groups, including, but not limited to, the general public, youth, school and community groups, the elderly and persons with disabilities.

Located on the Prince William campus of George Mason University, The Center is the result of an innovative joint partnership between George Mason University, Prince William County and the City of Manassas and has been heralded as a national model for such endeavors. Freedom Center opened in September 1999 and remains one of the largest aquatic and fitness centers in the region. As part of the agreement, George Mason University is responsible for all aspects of the daily administration and operation of the Freedom Aquatic & Fitness Center.

The 110,000 square foot facility features two pools, a whirlpool, family locker rooms, a full gymnasium, cardio, aerobic and strength studios, racquetball courts, a child care center and a full range of adult and youth programming.

The Freedom Center budget is funded primarily through self-generated revenues in the form of memberships, daily admissions (aquatics and other fitness classes) and contributions from Prince William County and the City of Manassas. Additionally a small amount of student fees ($66,000) are allocated to cover the University's portion of the overall debt service.

	2007-08 ORIGINAL	2007-08 REVISED	2008-09 ORIGINAL
Revenues	$6,296,300	$6,296,300	$6,449,700
LESS: Expenses	6,179,800	6,179,800	6,212,900
Annual Operating Balance	**$116,500**	**$116,500**	**$236,800**

Budget Highlights

The FY 2009 Highlights (italicized) include:
a) budget revisions made during FY 2008 since the adoption of the original budget for FY 2008, as well as,
b) the budget changes for FY 2009 over the current, revised budget of FY 2008. Therefore, these highlights include the FY 2008 budget revisions ($0.18M) as well as the $9.0M of changes for FY 2009.

FY09 Highlights

Revenue: *For FY 2009 revenues are expected to total $6.450M which is an increase of $.153M over the FY 2008 permanent revised budget. This increase is expected to come from self-generated revenue sources such as increased memberships, daily admissions, facility rentals and children's camps.*

Expense: *For FY 2009 expenses are expected to total $6.213M which is an increase of $.033M over the FY 2008 permanent revised budget. This increase is related to increased direct expenses for operations ($.033M).*

UNIVERSITY LIFE

University Life (Auxiliary Enterprises) supports a wide range of activities throughout the University and across all three campuses. These activities are organized to engage students with one another, with faculty, and with the academic enterprise. Insofar as students' intellectual and personal development is tied to broad educational engagement, these out-of-class efforts are a vital part of the institution's outreach. University Life Activities include the following:

Academic Support Programming encompasses lectures, training and workshops, cultural activities, and other educational programs offered throughout the year and during special weeks/months, such as Asian Pacific American Heritage Month, Black History Month, Healthy Relationships Week, Hispanic Heritage Month, Victim's Rights Week, and Women's History Month.

Funding for these programs is disbursed to University Life and academic units through the University Life Programming Committee, which provides oversight and accountability. Programs must be coordinated with course offerings, thus buttressing the curriculum by providing students with access to national and international scholars and civic figures. This funding pool was established in 1997 by merging the program funds of University Life units.

Academic support programming also includes the University's human relations and diversity training programs which are offered primarily in classes by the Multicultural Research and Resource Center.

With increased, and increasingly diverse, student enrollment, an improving academic profile, and an increasing desire to host nationally known figures, the University will need to move toward systematic augmentation of academic support programming.

Community-Building Social Activities includes activities like Homecoming, Mason Day, Patriots' Day, Every Freakin' Friday, Johnson Center Cinema, programming in Jazzman's, the Bistro, and Ike's, and social activities sponsored by student organizations. These are especially important given the lack of college venues in the campus's immediate surrounds, and the increasing number of students living on-campus. Budgets for these activities are funded primarily through student fee allocations.

Faculty-Directed Programs have provided student fee funding to programs in debate and forensics (Communication Department), chorus, orchestra, and band (Music Department), University Players (Theater Department), and dance (Dance Department). These programs/classes, organized and taught by instructional faculty, are open to students irrespective

of their major. Sizeable student enrollment in faculty-directed programs testifies to the levels of student interest; competitive, national awards testify to program quality. Budgets for these activities are funded through student fee allocations

Student Organization Funding is disbursed through two student-run organizations. The Student Bar Association (SBA) disburses funds annually to the approximately 40 student organizations and journals in the School of Law. The Student Funding Board (SFB) distributes funding to the approximately 150 other student organizations in the University, and sets aside funding for graduate student travel requests. These budgets are funded primarily with student fee allocations, however many groups also generate their own revenue.

Student Media Programs include the Broadside, five student journals, WGMU radio, and Mason Cable Network. The student media budget is funded partially by student fees; however a large amount is funded through Broadside revenue and other self-generated income.

University Life Activities Related Units include all personnel and direct expense in the University Life Administration, Student Activities Office, Orientation, Student Media, Johnson Center and University Life Programs, Diversity Programs and Services, International Programs and Services, and the Women's Studies Research and Resource Center. Collectively, these are the units most responsible for University Life's administrative and community building activities. The budgets related to these units are primarily fee funded; however the Orientation operation is self supporting with significant revenues being generated through new student fees.

	2007-08 ORIGINAL	2007-08 REVISED	2008-09 ORIGINAL
Revenues	$5,654,300	$5,802,168	$6,487,100
LESS: Expenses	5,654,300	6,276,047	6,487,100
Annual Operating Balance	**-0-**	**$(473,879)**	**-0-**
Prior Year Carryforward	**$819,000**	**$345,121**	**$345,121**

FY09 Highlights

Revenue: *The FY 2008 revised budget reflects increased fee allocations for fringe rates adjustments ($.011M) and funding for position of Weekend Programmer ($.061M). For FY 2009 revenues are expected to total $6.487M which is an increase of $.765M over the FY 2008 permanent revised budget. Of that amount, $.756M is in the form of new fee allocation, and the remaining $.008M is self-generated revenue.*

Expense: *The FY 2008 revised budget reflects the use of a portion of carryforward funds, increased expenses for fringe rates adjustments ($.011M), and new funding for position of Weekend Programmer ($.061M). For FY 2009 expenses are expected to total $6.487M which is an increase of $.764M compared to the FY 2008 permanent revised budget. Allocations will largely support faculty directed programming ($.058M), student activities programming ($.227M), and other University Life programming and enhancements ($.277M).*

AUXILIARY ENTERPRISES OPERATIONS

This newly created division includes a variety of activities including Auxiliary Operations Administration, the Police Cadet Program, Campus Access and Transportation. The following paragraphs describe each activity.

Auxiliary Operations Administration: This area provides central management oversight and guidance of both E&G (Police, Risk Management) and Auxiliary Enterprises (Police Cadets, Campus Access, Transportation) activities. Additionally the Associate Vice President for Operations also provides some direction to University Services. The Operations Administration office collaborates with other University offices such as University Life, Academic Affairs, Operational Services, and Physical Plant on programs of common interest. The Auxiliary Operations Administration is funded with student fees. ***(FY 2009 Revenue Budget totals $.630M)***

Police Cadet Program: This program is managed by the University Police Department and includes the funding for a pedestrian escort service. This service is staffed with George Mason University students who escort anyone who wishes to be accompanied to their car, buses, classrooms and residences. In addition, they support campus police activity and events on campus as needed and bring to the attention of the Police any suspicious matter. This operation is responsible for making presentations to student groups and organizations on Campus Safety. Their modus operandi is on foot, by bicycle or by car. The Police Cadet program is funded with student fees. ***(FY 2009 Revenue Budget totals $.103M)***

Campus Access: This self-supporting activity includes a variety of services that support parking on all of the University campuses. Campus Access funds are generated primarily from decal fees, deck revenues and fines. These revenues cover parking lot and deck construction debt service, lot repairs and maintenance, lighting repairs and installations, and the management fee for the parking contractor. Standard Parking is in its second year as the outsourced partner for managing parking operations. They manage the decal sales programs, provide parking technicians, manage the parking deck and lots, and run the Motorist Assistance Programs. Funded activities include staffing of the Parking Services administrative office, the monitoring of the traffic rules and regulations, the management of parking areas during peak class periods and special events, parking deck management and operations, parking lot technicians, administration and management of the Motorist Assistance Program. These services are offered on all campuses of George Mason University. In previous years the Campus Access budget also housed the City University Energysaver (CUE) Bus system, in conjunction with the City of Fairfax and the Fairfax-Prince William Shuttle Bus system. In FY 2008 the CUE/shuttle operations have been moved to transportation and are partially supported by a transfer from Campus Access (with the remaining amount funding from allocation of the transportation fee.)

In addition to expenses mentioned above, the Campus Access budget also allows for setting aside funds each year to pre-pay the debt service on the extension to the original Fairfax parking deck that was added in FY 2002. Sufficient funds will be accumulated by FY 2012 to pay off the remaining balance. The annual amount being allocated to this fund from operations is approximately $184,500. ***(FY 2009 Revenue Budget totals $5.012M)***

Transportation: The Transportation Office provides administrative oversight of the parking operation, acts as liaison with the City of Fairfax as it relates to the CUE Bus, administers campus shuttle programs, and provides strategic direction to the campus regarding parking and transportation decisions. The existing shuttle system provides transportation between the Fairfax campus and the Prince William campus on a schedule basis during the academic year. Also

Budget Highlights

The FY 2009 Highlights (italicized) include:
a) budget revisions made during FY 2008 since the adoption of the original budget for FY 2008, as well as,
b) the budget changes for FY 2009 over the current, revised budget of FY 2008. Therefore, these highlights include the FY 2008 budget revisions ($0.18M) as well as the $9.0M of changes for FY 2009.

shuttle services have recently been added to connect students to various shopping areas (Manassas Mall) as well as provide express transit to and from the Vienna Metro. The shuttle system is not self-supporting. Beginning in FY 2008 a transportation fee was included within the overall annual student fee. These allocations are used to fund the CUE bus as well as partially fund the expanding shuttle program. Additional funding for the shuttles comes from transfers from the Campus Access operation. As the campus grows, an emphasis on additional traffic and transportation improvements will be necessary. The Transportation Office is currently working towards formulating a long-range Campus Access and Transportation Masterplan. ***(FY 2009 Revenue Budget totals $2.940M)***

	2007-08 ORIGINAL	2007-08 REVISED	2008-09 ORIGINAL
Revenues	$7,680,600	$7,933,145	$8,684,600
LESS: Expenses	7,680,600	7,933,145	8,684,600
Annual Operating Balance	**-0-**	**-0-**	**-0-**

FY08 Highlights

Revenue: *For FY 2009 revenues are expected to total $8.685M which is an increase of $.751M over the FY 2008 revised budget. Projected self-generated revenues are $6.405M in both FY 2008 and FY 2009 with the remaining revenues provided by fees. The FY 2008 revised budget reflects increased fee allocations of $.360M, which consists of $.356M transfer from University Services to cover for Associate Director, Finance Director and Director of Capital and Renovation Management positions, as well as $.003M new fee allocations for fringe rates adjustments.*

Expense: *For FY 2009 expenses are expected to total $8.685M which reflects $.645M of new fee allocations over the FY 2008 permanent revised budget. Of this amount, $.518M is for additional transportation administration support; $.026M to annualize FY 2008 raises; $.015M for multicampus enhancements; and $.081M for a new Fire Safety position. The FY 2008 revised budget reflects increased expenses related to transfer from University Services for Associate Director, Finance Director and Director of Capital and Renovation Management positions ($.356M) and new fee allocations for fringe rates adjustments ($.003M).*

AUXILIARY ENTERPRISES CENTRAL FUNDS

Auxiliary Enterprises Central Funds includes a variety of budgetary divisions including Indirect Cost, Interest Income, Facility Reserves, Warehouse, University Scholars, Salary and Other Auxiliary Reserves. The following paragraphs describe each division.

Indirect Cost: This is the payment made to Educational & General programs for the support services provided to Auxiliary Enterprises and is formula-driven, based on Commonwealth guidelines. This is an expense to the Auxiliary Enterprises, and currently the source of funds for paying this indirect cost assessment is the Auxiliary Enterprise interest income as well as a student fee allocation. ***(FY 2009 Revenue Budget totals $2.460M)***

Interest Income: Auxiliary Enterprise interest income is the interest earned on the locally generated funds that are held by the Commonwealth over the course of the year. As mentioned above, the University uses the interest income to partially pay the indirect cost charge assessed for E&G support. ***(FY 2009 Revenue Budget totals $1.650M)***

Facility Reserves: Prudent business practices require that adequate reserves be maintained to address facility repairs and renewals. Because the state provides no General Fund support for the maintenance of Auxiliary Enterprises facilities and no student tuition will be used to maintain these buildings, annual student fee allocations are made to facility reserves funds. In addition to student fee allocations, when possible, excess self generated revenues related to Patriot Center commissions are moved to a facility improvement fund that falls under the facility reserves division. All of these funds are then utilized for approved capital improvements with the balance remaining in "escrow" to address future needs. ***(FY 2009 Revenue Budget totals $1.118M)***

Warehouse: This budgetary division is related to the warehouse building that is utilized by the Office of Facilities. Annual debt service is charged to this division and is covered by a space rental transfer from E&G. The debt service total fluctuates each year between $235,000 - $290,000. ***(FY 2009 Revenue Budget totals $.287M)***

University Scholars: The University is committed to attracting and admitting outstanding students and supporting them through merit scholarships. Several years ago the University embarked on a University scholar program with the anticipation of funding the scholarships from endowment funds generated from a capital campaign. The University has been unsuccessful in raising sufficient funds to have a direct source of funds to cover these scholarships. Over the last few years the program has been funded from various sources of revenues such as self-generated revenues from the beverage contract, miscellaneous commission, and student fee support. This program is administered by the Admissions Office and Provost's Office. Funding for the University Scholars budget comes from a mix of student fees as well as self-generated revenues (primarily vending commissions). ***(FY 2009 Revenue Budget totals $.790M)***

Salary and Other Reserves: Each year Auxiliary Enterprises is required to set aside an amount of funding to cover the mid-year raises for fee funded areas. Additionally a number of other reserves have been set up to address such issues as utility and equipment increases, required payments to the Freedom Center for student visits, and capital construction expense overruns. Student fee allocations fund these reserves. ***(FY 2009 Revenue Budget totals $1.650M)***

	2007-08 ORIGINAL	2007-08 REVISED	2008-09 ORIGINAL
Revenues	$8,383,200	$7,882,279	$7,954,800
LESS: Expenses	6,222,600	6,840,600	5,908,800
Annual Operating Balance	**$2,160,600**	**$1,041,679**	**$2,046,000**

FY09 Highlights

Revenue: *The FY 2008 revised budget reflects decreased student fee allocation of $.332M as well as $.095M in self-generated revenue. This is a result of allocations from reserves such as fringe rates adjustments, ICA enhancements, establishment Auxiliary Operations Administration, Hemlock Grant, etc. For FY 2009 revenues are expected to total $7.955M which is a decrease of*

Budget Highlights

The FY 2009 Highlights (italicized) include:
a) budget revisions made during FY 2008 since the adoption of the original budget for FY 2008, as well as,
b) the budget changes for FY 2009 over the current, revised budget of FY 2008. Therefore, these highlights include the FY 2008 budget revisions ($0.18M) as well as the $9.0M of changes for FY 2009.

$.428M over the FY 2008 original budget. The reallocation of fee funding related to Patriot Center debt service. For FY 2009 the reserve contribution is expected to be minimal.

Expense: *The FY 2008 revised budget reflects increased expenses primarily related to mid-year raises and slight increases to expected indirect costs. For FY 2009 expenses are expected to total $5.909M which is a decrease of $.932M over the FY 2008 revised budget.*

RECREATIONAL SPORTS - PROGRAMS & FACILITIES

Recreational Sports includes Intramurals, Club Sports, Informal Recreation, the Physical Education (PE) Building, Robinson Field and Tennis Courts, the Fairfax Aquatic and Fitness Center, the Recreation Sports Complex (Fieldhouse) and the West Campus Intramural Fields. The following paragraphs describe each budgetary division.

Intramurals: Intramural Sports are recreational or sporting contests played between members of the Mason community. The current program consists of a comprehensive and diverse offering of competitive sports (flag football, softball, soccer, volleyball, basketball etc), tournaments (Texas Hold Em', dodgeball, etc) and special events (bike trips, white water rafting, etc).

Club Sports: Club Sports offer students an opportunity to play against other schools in a highly competitive atmosphere but on a less demanding schedule than a NCAA Division I varsity team. Club sports are added in response to student interest and support, and new sports are considered on an ongoing basis. As our facilities continue to expand, the club sports menu will continue to grow. All club teams are open to all interested students regardless of skill, ability, or experience in a particular activity. Many clubs require participants to provide their own equipment and pay dues to supplement their budgets. Men's crew, equestrian, field hockey, football, lacrosse, rugby, synchronized swimming, trap and skeet and ultimate frisbee are examples of our club sports. These budgets are primarily funded by student fees, although some events and clubs do raise a limited amount of self generated revenue (entry fees, fundraisers, etc.)

Physical Education Building: The PE Building and Linn Gymnasium are located on the west side of Patriot Circle on the Fairfax Campus. Linn Gym is the home to George Mason intercollegiate men's and women's teams as well as our club sports offices. Linn Gym is also open for recreational use and is home to many of our intramural events.

Robinson Field and Tennis Courts: Robinson Field is located adjacent to the PE Building. Robinson Field is a multipurpose turf facility that is home to many of our Intramural and Recreational Sports programs. In addition six (6) new tennis courts are located adjacent to Robinson Field and are used by both Intercollegiate Athletics and Intramurals and the general Mason community.

Fairfax Aquatic Center: The Aquatic & Fitness Center located on the Fairfax Campus provides aquatic and fitness opportunities for the broadest spectrum of campus life with an evenly balanced program of recreation, instruction and competitive activities. The center is a state-of-the-art facility supporting a wide range of activities for fitness or competition that includes lap and recreational swimming, water games, swimming lessons, diving lessons, weight training and aerobics. The center houses a 50-meter Olympic pool, 25-yard recreational pool and 3500 square foot fitness gallery. The full-time student population is able to enjoy the facilities free of charge. The paying memberships to the facility are open to part-time students, University employees, University alumni and friends of the University. This recreational facility, which was completed in FY 1999, has been such a success and so long overdue that the demand for access exceeded the

capacity of the facility within a few years of opening. An addition to the facility (primarily fitness space and locker space) will be completed during FY 2008. This facility addition will address the needs of the increasing residential student population. This operation is funded with a mix of student fee allocations as well as self generated revenues, primarily in the form of outside memberships and facility rentals. ***(FY 2009 Revenue Budget totals $3.883M)***

Recreation Sports Complex (Fieldhouse): The Field House is located at the corner of Ox Road (Rte. 123) and University Drive on the Fairfax Campus. The George Mason University Department of Intercollegiate Athletics makes its home at the Field House. Many of the intercollegiate administration and coaches offices can be found here. The Field House offers four indoor basketball courts, racquetball courts, an 1/8 mile indoor track, a weight room, and the ability to accommodate indoor volleyball, tennis, or futbal (indoor soccer). ***(FY 2009 Revenue Budget totals $2.146M)***

Athletic Field Improvement Funds: In an effort to keep well maintained fields that address the changing recreational needs of students, the University sets aside funds for annual maintenance of fields on the "west campus." This four field complex includes a lighted artificial turf field, a lighted Bermuda grass field and two unlighted Bermuda grass fields. Our club sports practice and compete at these fields and intramurals host several leagues, tournaments and special events at these fields. This budget helps to assure that a recreation venue is available to the student population year-round. The budget for athletic field improvements is supported by student fees. ***(FY 2009 Revenue Budget totals $.200M)***

	2007-08 ORIGINAL	2007-08 REVISED	2008-09 ORIGINAL
Revenues	$5,898,600	$5,973,222	$6,900,000
LESS: Expenses	5,898,600	5,973,222	6,900,000
Annual Operating Balance	**-0-**	**-0-**	**-0-**

FY09 Highlights

Revenue: *The FY 2008 revised budget reflects increased fee allocations for fringe rates adjustments ($.019M) and new central funding for position of Assistant Athletic Trainer ($.014M). For FY 2009 revenues are expected to total $6.900M which is an increase of $.968M in the form of new student fee allocations over the FY 2008 revised budget. The total increase is mainly related to annualizing mid year raises ($.078M), one-time AEMC allocations for Cage Gym floor innovation ($.125M), Northeastern Sector building and equipment expenses ($.256M), increased personnel and operational costs ($.255M), increased utilities expenses ($.063M) and Recreational Sports Complex debt service ($.193M).*

Expense: *The FY 2008 revised budget reflects increased expenses for fringe rates adjustments ($.019M) and new central funding for position of Assistant Athletic Trainer ($.014M). FY 2009 expenses are expected to total $6.900M which is an increase of $.968 over the FY 2008 permanent revised budget. FY 2009 budget increases include annualizing FY 2008 raises ($.078M), one-time AEMC allocations for Cage Gym floor innovation ($.125M), Northeastern Sector building and equipment expenses ($.256M), increased personnel and operational costs ($.255M), increased utilities expenses ($.063M), and new Recreational Sports Complex debt service ($.193M).*

Budget Highlights

The FY 2009 Highlights (italicized) include:
a) budget revisions made during FY 2008 since the adoption of the original budget for FY 2008, as well as,
b) the budget changes for FY 2009 over the current, revised budget of FY 2008. Therefore, these highlights include the FY 2008 budget revisions ($0.18M) as well as the $9.0M of changes for FY 2009.

AUXILIARY ENTERPRISES INFORMATION TECHNOLOGY

Auxiliary Enterprises Information Technology includes Technology Systems as well as the Patriot Computer Store. The following paragraphs describe each unit.

Technology Systems: This activity provides services to the University for faculty, staff, and student telecommunications. The major activities include faculty and staff local and long distance telecommunications services, student local phones, student data service, student cable TV service, student long distance. The operation is funded primarily from chargebacks to student housing and to departments within the University as well as a small amount of student fee to support an Auxiliary Enterprise dedicated support position. ***(FY 2009 Revenue Budget totals $3.302M)***

Patriot Computer Store: The Patriot Computers store is a full service computer outlet located on the Fairfax campus which offers the entire campus community computers and technology selections from Apple, Dell, Microsoft and Adobe (to name a few). The computer store is completely self-supporting, relying on computer, software and other related sales to sustain its budget. ***(FY 2009 Revenue Budget totals $2.400M)***

	2007-08 ORIGINAL	2007-08 REVISED	2008-09 ORIGINAL
Revenues	$5,693,500	$5,696,447	$5,702,100
LESS: Expenses	5,463,600	5,466,492	5,472,100
Annual Operating Balance	**$229,900**	**$229,955**	**$230,000**

FY09 Highlights

Revenue: *The FY 2008 revised budget reflects a small amount of increased fee allocations for fringe rates adjustments. For FY 2009 revenues are expected to total $5.702M which approximately the same as the FY 2008 revised budget. This entire amount will be in the form of increased student fee to annualize mid year raises ($.004M).*

Expense: *The FY 2008 revised budget reflects increased expenses for fringe rates adjustments ($.001M). For FY 2009 expenses are expected to total $5.472M which is slightly greater than the FY 2008 revised budget due to annualize mid year raises ($.004M).*

STUDENT HEALTH SERVICES

Student Health Services address the needs of the university community for health information and diagnostic treatment, testing procedures, referrals for episodic care of illness and injury, and additional health care services. During recent years, Student Health Services saw approximately 10,000 patients annually, of whom approximately 2,500 received shots for either immunization or allergies. Other common reasons for visits include respiratory, dermatology, reproductive systems, urology, and psycho-mental problems. Patients with more serious problems are referred to specialists, INOVA Access, or other emergency facilities. The most common reasons for referral are asthma not responding to medication, fractures, sutures needed, chest pains, and dehydration. In addition, over 5,000 immunization and/or insurance records were reviewed for compliance with federal or state regulations. Through optional group health and dental insurance plans, the University provides more than 1,500 students with adequate health insurance at modest cost. Related health services offices are Health Education, Substance Abuse Programs and Services, and Sexual Assault Services

Responding to growth on our distributed campuses, the University recently enhanced the Student Health Clinic on the Prince William Campus. Efforts to continue to enhance Student Health on all campuses will continue.

Funding for Student Health Services comes primarily from student fee allocations. However, significant self generated revenue is collected and expensed related to insurance premiums as well as for immunizations and other clinical services.

	2007-08 ORIGINAL	2007-08 REVISED	2008-09 ORIGINAL
Revenues	$2,895,500	$3,041,457	$3,225,700
LESS: Expenses	2,895,500	3,041,457	3,225,700
Annual Operating Balance	**-0-**	**-0-**	**-0-**

FY09 Highlights

Revenue: *The FY 2008 revised budget reflects increased fee allocations of $.101M, consisting of $.089M for a Psychologist position and $.012M for fringe rates adjustment ($.049M). For FY 2009 revenues are expected to total $3.226M which is an increase of $.202M in fee allocation and $.028M in self-generated revenue over the FY 2008 revised budget. The fee allocation increases primarily include new funding for annualizing FY 2008 salary increases ($.070M), support for PW Student Health ($.040M), Sexual Assault Service ($.060M), Achohol and Drug Education ($.050M), with the remaining of $.150M to be used to meet Student Health staffing needs.*

Expense: *The FY 2008 revised budget reflects increased expenses for a Psychologist position ($.089M) and the remaining due to fringe rates adjustment. For FY 2009 revenues are expected to total $3.226M which is an increase of $.231M over the FY 2008 revised permanent budget. FY 2009 increases include $.050M for Alcohol and Drug Education, $.060M for Sexual Assault Services, $.150M in additional Student Health Positions, $.040M for Prince William Campus Student Health and $.070M to annualize FY 2008 salary increases.*

Budget Highlights

The FY 2009 Highlights (italicized) include:
a) budget revisions made during FY 2008 since the adoption of the original budget for FY 2008, as well as,
b) the budget changes for FY 2009 over the current, revised budget of FY 2008. Therefore, these highlights include the FY 2008 budget revisions ($0.18M) as well as the $9.0M of changes for FY 2009.

PRINT SERVICES

The Print Services Department of George Mason University, established in 1978, was created to facilitate and centralize duplicating operations on campus. In order to provide a high level of service to the campus community, Print Services utilizes leading edge technologies to fulfill the needs of all academic, administrative and affiliated departments of the University. Through its copy centers, coin/card operated copiers and administrative convenience copiers, Print Services works diligently to support the educational mission of the University. Additionally Print Services offers copyright assistance to faculty to allow for use of copyrighted materials in course packets.

The department employs a customer-oriented management style that strives for excellence in quality and service. Print Services currently operates four full-service Copy Centers on three campuses as well a Copyright Assistance Office. All public coin and card-operated copiers, as well as Pay-for Print services, on campus are also owned and maintained by Print Services. Print Services operates almost completely on self-generated revenues. Beginning in FY 2008 a small fee allocation ($25,000) was made to Print Services to help address equipment needs.

	2007-08 ORIGINAL	2007-08 REVISED	2008-09 ORIGINAL
Revenues	$1,778,400	$1,778,400	$1,778,400
LESS: Expenses	1,778,400	1,778,400	1,778,400
Annual Operating Balance	**-0-**	**-0-**	**-0-**

FY09 Highlights

Revenue: *The FY 2008 revised budget is consistent with original budget expectations. For FY 2009 Print Services revenues are the same as FY 2008 ($1.778M).*

Expense: *The FY2008 revised permanent budget is consistent with original budget expectations. For FY 2009 Print Services expenses are expected to be $1.778M which is the same as FY 2008.*

HEMLOCK OVERLOOK

Hemlock Overlook Center for Experiential Education is jointly operated by George Mason University and the Northern Virginia Regional Park Authority. The Center provides an opportunity for people of all ages to participate in Experiential and Outdoor Education activities. Hemlock Overlook is located within 5,000 acres of Regional Park land along the western border of Fairfax County, Virginia. The center is rich in regional Civil War history along the banks of Bull Run and offers overnight accommodations and hiking trails, in addition to our 42 element Low and High Challenge Course, including our newest high element: Total Team Challenge™.

The Center is open six days a week throughout the year to serve public and private groups. Each year more than 25,000 people from public and private schools, religious groups, community groups, sports teams, corporations, and professional organizations, as well as local, state, and federal government and military agencies participate in Hemlock Overlook programs.

	2007-08 ORIGINAL	2007-08 REVISED	2008-09 ORIGINAL
Revenues	$1,293,600	$1,293,600	$1,369,000
LESS: Expenses	1,279,000	1,279,000	1,354,400
Annual Operating Balance	**$14,600**	**$14,600**	**$14,600**

FY09 Highlights

Revenue: *For FY 2009 Hemlock Overlook revenues are expected to be $1.369M which is a $.075M increase over the FY 2008 revised budget reflecting an one time fee allocation for technology upgrade ($.060M) a slight increase ($.015M) in Center revenue.*

Expense: *For FY 2009 Hemlock Overlook expenses are expected to be $1.354M which is a $.075M increase in operating expenses. An additional $.034M is permanently reallocated within the expense base to cover annualizing FY 2008 salary increases. In addition, FY 2009 expenses include $.060M for technology upgrade and $.015M for increased operational needs.*

UNIVERSITY SERVICES

This includes a variety of operations including the activities of the Office of University Services Administration, All University Card Office/Photo ID, Auxiliary Mail Services, and Auxiliary Regional Campus. The following paragraphs describe each cost center.

Office of University Services Administration: This area provides central management oversight and guidance of most auxiliary enterprises including services such as Print Services, Student Unions, Johnson Center, Hemlock Overlook, and contracted services such as the Bookstore, Food Service, Mail Services, Parking Services, Patriot Center, Housing, etc. The office also collaborates with other University offices such as University Life, Academic Affairs, Operational Services, and Physical Plant on programs of common interest. This operation is supported by student fees. ***(FY 2009 Revenue Budget totals $.988M)***

All University Card Office/Photo ID: The All University Card Office (AUCS) provides management and administrative oversight for the Mason Money system and Photo ID. This operation is funded with Student Fees, revenue from passport photos and ID replacement, and a transfer of funds from the Student Meal Plan. ***(FY 2009 Revenue Budget totals $.818M)***

Auxiliary Mail Services: This operation has been set up as a service for students as a location to purchase stamps and packaging materials as well as send packages by parcel. The Auxiliary Mail Services operation is funded solely through self-generated revenues. ***(FY 2009 Revenue Budget totals $.060M)***

Auxiliary Regional Campus: This budgetary division allows for allocations made to distributed campuses through Auxiliary Enterprises Management Council (AEMC) recommendation process to be authorized, monitored, and reported distinctly in a more efficient manner. Prior to the establishment of this division, AEMC allocations were held within University Services Administration and required authorization by the Assistant VP of University Services. By establishing the Auxiliary Regional Campus division, decisions and approvals are now able to be

Budget Highlights

The FY 2009 Highlights (italicized) include:
a) budget revisions made during FY 2008 since the adoption of the original budget for FY 2008, as well as,
b) the budget changes for FY 2009 over the current, revised budget of FY 2008. Therefore, these highlights include the FY 2008 budget revisions ($0.18M) as well as the $9.0M of changes for FY 2009.

delegated to representatives of each distributed campus. AEMC recommendations are supported by student fees. ***(FY 2009 Revenue Budget totals $.110M)***

	2007-08 ORIGINAL	2007-08 REVISED	2008-09 ORIGINAL
Revenues	$2,089,300	$1,912,989	$1,975,800
LESS: Expenses	2,089,300	2,415,489 *	1,975,800
Annual Operating Balance	**-0-**	**$(502,500)**	**-0-**
Prior Year Carry Forward	**$502,500**	**-0-**	**-0-**

**** Carryforward funds used for equipment/software for All University Card.***

FY09 Highlights

Revenue: *The FY 2008 revised budget reflects a decrease of $.314M which is mainly explained by fee transfer to Operations to cover for Associate Director, Capital & Renovation Management Director and Finance Director positions ($.356M), as well as increased revenue for stamp and meter sales ($.035M). For FY 2009 revenues are expected to total $1.976M which is an increase of $.201M compared to the FY 2008 revised permanent budget. The increase is mainly explained by new fee allocations of $.022M for annualizing mid year raises and changes to fringe rates, new AEMC allocations ($.123M), and expected increase of $.011M in flyer revenue and meter/stamp sales.*

Expense: *The FY 2008 revised budget primarily reflects $.500M carryforward for updating the BlackBoard system, $.356M permanent transfer out of University Services to Operations to cover compensation costs for Associate Director, Capital & Renovation Management Director and Finance Director positions, as well as $.035M increased expenses for Meter/Stamp. For FY 2009 expenses are expected to total $1.976M which is an increase of $.201M compared to the FY 2008 permanent revised budget. The change in expenses are related to new AEMC allocations ($.123M), increased Mail Operations expense ($.011M), and new fee allocations to annualize mid year raises and changes to fringe rates ($.022M).*

CHILD DEVELOPMENT CENTER

The Child Development Center at George Mason University opened in September 1992, providing full and part-day childcare services to 15 children from 2-5 years of age in two classrooms. The Center is known throughout the University and local community for its strong developmental curriculum and dedicated staff. In early FY 2008 the center moved from its former location in modular buildings in the Patriot Village complex to a newly constructed facility in the northeast sector of the Fairfax Campus. The “new” Child Development center will eventually be able to accommodate up to 120 children of University faculty, staff and students, as well as children of the local community. The Child Development Center is expected to remain a self supporting operation with funding for its budget coming from student tuition as well as various educational workshops held throughout the year.

	2007-08 ORIGINAL	2007-08 REVISED	2008-09 ORIGINAL
Revenues	$1,024,500	$1,024,500	$1,024,500
LESS: Expenses	1,024,500	1,024,500	1,024,500
Annual Operating Balance	**-0-**	**-0-**	**-0-**

FY09 Highlights

Revenue: *For FY 2009 CDC revenues are expected to be $1.025M which is the same as the FY 2008 revised budget.*

Expense: *For FY 2009 CDC expenses are expected to be $1.025M which is the same as the FY 2008 revised budget. Costs of annualizing FY 2008 salary increases ($.024M) are covered within the existing expense budget.*

PATRIOT CENTER

The Patriot Center is a 10,000-seat venue located on Mason's Fairfax campus. The only facility of its kind in Northern Virginia, the Patriot Center has evolved from a home for Mason Basketball and commencements to a functional university and community assembly space. Each year the Patriot Center welcomes popular musicians, family entertainment such as Ringling Brothers and Barnum and Bailey Circus and Disney on Ice, craft and bridal fairs, and local high school graduation ceremonies. Faculty and staff receive discounted tickets to many Patriot Center events.

The Patriot Center is operated by Centre Management. In return for their services Centre Management receives an annual fee and a small percentage of overall revenues. Remaining revenues are returned to the University and used to fund athletic scholarships, facility reserves, and a portion of the Patriot Center operating costs (primarily utilities). The remaining operating costs not covered by Patriot Center revenues are funded by student fee allocation.

	2007-08 ORIGINAL	2007-08 REVISED	2008-09 ORIGINAL
Revenues	$617,935	$617,935	$1,156,500
LESS: Expenses	617,935	617,935	1,156,500
Annual Operating Balance	**-0-**	**-0-**	**-0-**

FY09 Highlights

Revenue: *The FY 2008 revised budget is consistent with original budget expectations. For FY 2009 Patriot Center revenues are expected to be $1.157M which is a $.539M increase over the FY 2008 revised budget. This increase is based on additional fee revenue to cover increased debt service.*

Budget Highlights

The FY 2009 Highlights (italicized) include:
a) budget revisions made during FY 2008 since the adoption of the original budget for FY 2008, as well as,
b) the budget changes for FY 2009 over the current, revised budget of FY 2008. Therefore, these highlights include the FY 2008 budget revisions ($0.18M) as well as the $9.0M of changes for FY 2009.

Expense: *The FY 2008 revised budget is consistent with original budget expectations. For FY 2009 Patriot Center expenses are expected to be $1.157M which is a $.539M increase over the FY 2008 revised budget. This increase is due to increased Patriot Center debt service for the facility renovations.*

Note: ***Student fee supports the debt service for this facility. When the original debt service payments for construction of the facility were completed (FY 2006) the student fee was reduced. Now that the debt service payment for the renovation project is beginning, the student fee allocation to the Patriot Center is being increased.***