

GEORGE MASON UNIVERSITY TOTAL BUDGET, 2012-2013

BUDGET HIGHLIGHTS, FY 2013

- The total FY 2013 University Budget is \$888.0M, a 7.4% increase compared to the FY 2012 revised budget, and is comprised of \$779.8M Operating, \$16.3M State Financial Aid and \$91.9M Capital. Compared to the revised FY 2012 budget, the Operating budget increases by 6.9%, State Financial Aid funds increase by 5.2% and Capital Outlay increases by 12.9%.
- Student enrollment for FY 2013 is projected to be 27,425 FTE compared to 26,800 FTE in FY 2012, a 2.3% increase. Mason projects a Fall 2012 student headcount of approximately 34,000. By Fall 2012, 600 beds will have been added to the Fairfax campus for a total of 6,000 residential beds. In addition 152 graduate student beds will be added to the Prince William Campus, and 120 beds will be completed at Front Royal to serve the Mason Center for Conservation Study's joint programs with the Smithsonian Institution.
- The total price for an in-state undergraduate student living on-campus (including tuition, fees, room and board) is \$19,380, a 3.5% increase. The total price for an out-of-state undergraduate student living on-campus will be \$37,524, a 3.7% increase. Institutional financial aid for undergraduates increases 14.0%. Total institutional aid increases by 11.9%.
- **FY 2013 Educational & General (E&G) budget SOURCES increase by \$25.1M or 5.9%.**
 - External subsidies from State appropriations increase by \$9.7M in FY 2013, \$4.5M of which is one-time funding. This compares to a decrease in external State and Federal subsidies of \$29.6M in FY 2012. General Fund accounts for 26.4% of total FY 2013 E&G revenues.
 - Before adjustments for financial aid, tuition and fee rate increases generate \$9.8M and tuition from the increased student enrollment will generate an additional \$5.9M. In FY 2013 tuition and fees constitute 65% of total E&G revenue sources.
- **FY 2013 Educational & General (E&G) budget USES increase by \$25.1M or 5.9%. Compensation including benefits and enrollment growth account for 85% of the change.**
 - The budget includes \$10.1M for compensation increases including \$9.0M for a one-time bonus in December 2012 (contingent on State funding surpluses at the end of FY 2012), \$1.0M to retain key faculty and staff, and \$0.1M for faculty promotion and tenure.
 - Benefit costs increase by \$6.4M reflecting increases to Virginia Retirement System (VRS) premiums of about 2% and employer paid health insurance premiums of 12%.
 - New enrollment growth funding for FY 2013 totals \$4.9M and of which \$3.1M is allocated to academic and \$1.8M to nonacademic units. A total of 67 new faculty and 90 new staff positions (excluding facilities, see below) in FY 2013 are funded from this and other funding sources.

GEORGE MASON UNIVERSITY

TOTAL BUDGET, 2012-2013

BUDGET HIGHLIGHTS, FY 2013 (CONTINUED)

- The remainder of the \$3.7M in net budget increases (15% of the FY 2013 budget) include numerous initiatives funded from a combination of reallocations and funding increases:
 - An additional \$2.0M in new E&G facilities and \$1.0M one-time Master Planning costs are included in FY 2013; this funding supports 2 additional FTE in Facilities.
 - the Institutional Reserve has been reduced by \$2.0M and constitutes less than a 1% reserve (\$4.0M) against unforeseen contingencies including revenue shortfalls or over-expenditures in the E&G budget. A portion of these funds were reallocated to establish a \$1.5M equipment replacement fund.
 - Leadership transition funds (\$1.5M), Graduate and undergraduate financial aid (\$1.3M), Academic Enhancements (\$1M), contract and utility inflation (\$1.2M) and other program enhancements totaling \$0.4M are included in the FY 2013 budget.
 - The FY 2013 budget includes reductions of \$2.6M from nonacademic purposes to priorities of the Virginia Higher Education Opportunity Act of 2011 (“Top Jobs 21”). This exceeds the State target that Mason realize \$2.1M in reallocations by FY 2014. In addition, unit contributions from FY 2012 will support one-half of the FY 2013 bonus (\$4.5M).
- The FY 2013 E&G budget includes \$11.5M of planned one-time ‘bridge’ funding – unexpended funds carried forward from FY 2012 – as part of a multi-year strategy to equalize E&G revenues and expenses. The ‘bridge’ funding in FY 2013 is equal to the amount of ‘bridge’ funding in FY 2012. Additionally, units have identified \$4.5M of FY 2012 budget funds to offset the cost of a planned 3% bonus in FY 2013.
- Private funds supporting operations increase by \$1.3M to a total of \$24.9M, a 5.5% increase.
- Auxiliary Enterprises (AE) revenue in FY 2013 will increase by 9.0% overall (\$16.9M), with an increase in student fee revenue of 6.3% and in self-generated revenues of 12.2%. Mason projects an increase of 4.0% for AE - Independent Operations. The FY 2013 AE budget includes increases for new capacity in student housing, additional meal plan revenues, additional fee revenue due to enrollment growth, and a reduction in the projected operating deficit for the Mason Inn.
- Sponsored Research activity in FY 2013 is projected to total \$102.9M, an increase of 7.0% compared to a projected FY 2012 total of \$96.1M. The FY 2012 projection represents a 4.9% increase in sponsored research activity compared to FY 2011.
- Capital Outlay spending in FY 2013 will be approximately \$91.9M as work continues on numerous E&G, Auxiliary Enterprise, Sponsored Research and plant infrastructure projects.

ANNUAL CHANGE: ALL PROGRAMS

This Executive Summary summarizes the Educational & General (E&G) and Auxiliary Enterprise (AE) budget plans for FY 2013. Every effort has been made to provide sufficient information to describe the priorities of the institution and how financial resources for FY 2013 have been allocated to support those priorities. Key performance metrics and trends are included to provide context for budget allocation decisions.

As shown in the summary table below, Mason’s FY 2013 Operating budget increases by 6.9%, state financial assistance increases by 5.2%, and the Capital budget increases by 12.9%, for an overall University budget increase of 7.4% when compared to the FY 2012 revised budget.

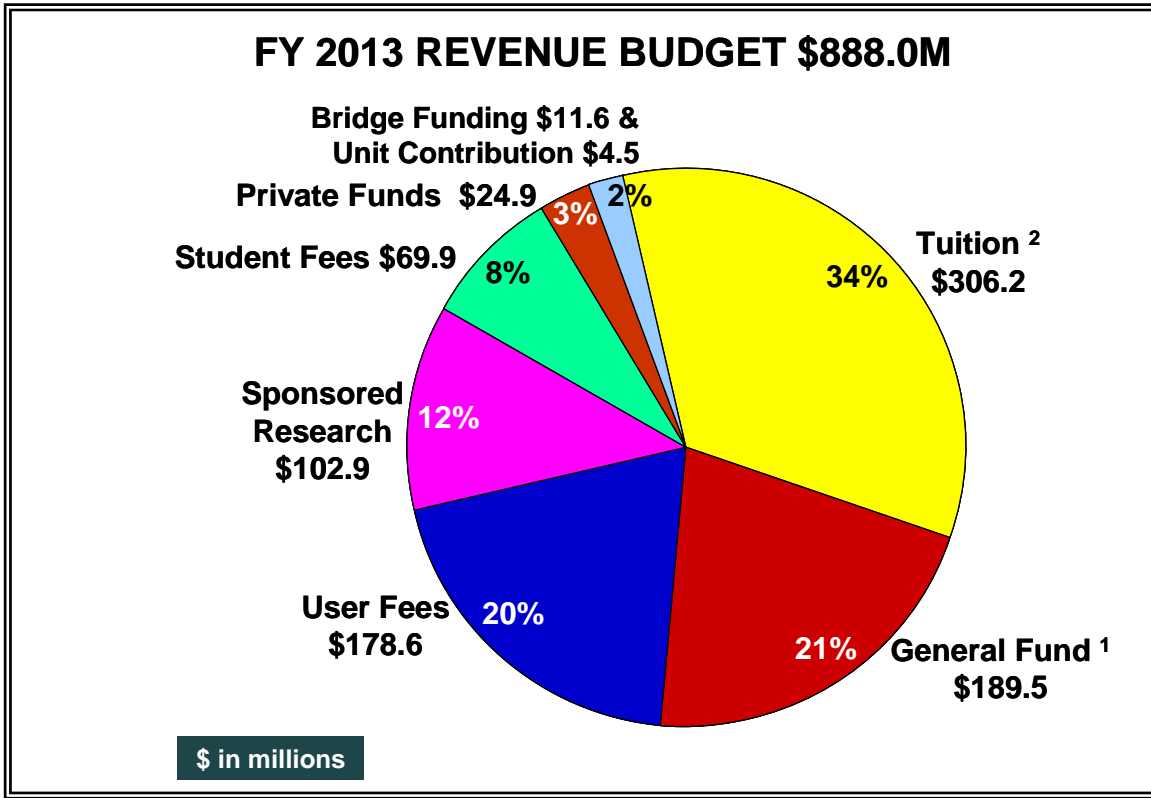
PROGRAM	REVISED BUDGET FY 2009	REVISED BUDGET FY 2010	REVISED BUDGET FY 2011	REVISED BUDGET FY 2012	BUDGET FY 2013	FY12 TO FY13 % CHANGE
Educational & General (E&G)*	\$375.6M	\$386.4M	\$409.5M	\$422.3M	\$447.4M	5.9%
Private Funds	20.0M	21.0M	23.0M	23.6M	24.9M	5.5%
Auxiliary Enterprises (AE)	149.4M	162.8M	184.9M	187.7M	204.6M	9.0%
Sponsored Research	91.6M	105.0M	107.3M	96.1M	102.9M	7.1%
SUBTOTAL OPERATING	\$636.6M	\$675.2M	\$724.7M	\$729.7M	\$779.8M	6.9%
State Student Financial Assist.	13.0M	14.3M	14.3M	15.5M	16.3M	5.2%
Capital Outlay	256.2M	214.4M	124.4M	81.4M	91.9M	12.9%
TOTAL	\$905.8M	\$903.9M	\$863.4M	\$826.6M	\$888.0M	7.4%

* Sources and uses are equal in all years except FY 2011-FY 2013, when E&G budget sources are higher than estimated total uses to accommodate the planned Bridge strategy and unit carry forward for planned one-time expenditures. All years include private funds from the George Mason University Foundation (\$24.9M in FY 2013) and includes ETF Funds.

TOTAL UNIVERSITY BUDGET, FY 2013....\$888.0M

ALL FUNDS – ALL SOURCES - REVENUE

The total FY 2013 revenue budget for Mason is projected to be \$888.0M. The revenue that supports the Mason budget is derived from six major sources in addition to bridge funding from FY 2011. For Sponsored Research and Capital Outlay, consistent with Governmental Accounting Standards Board (GASB) accounting standards, revenue is only reported to the extent of actual expenditures.



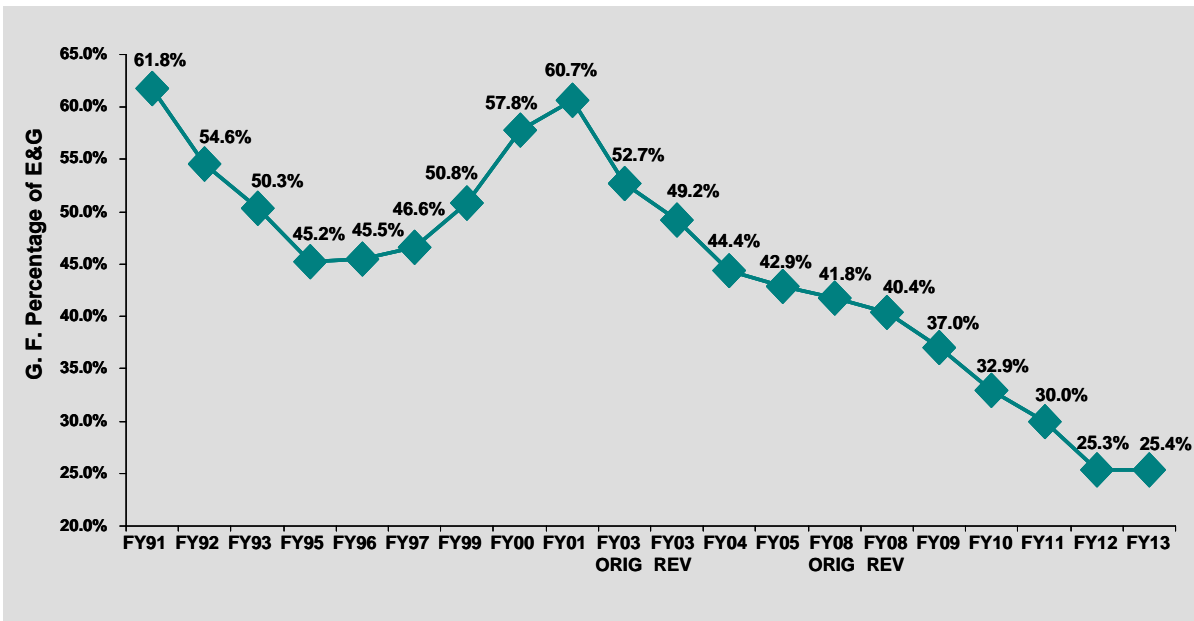
¹ Includes Educational & General (\$114.6M), Equipment Trust Fund (\$3.6M), State Financial Aid (\$16.3M), Capital Outlay (\$55.0M including Maintenance Reserve of \$2.8M).

² Includes \$16.5M of tuition used for exemptions and Student Financial Aid.

GENERAL FUND SUPPORT

General Fund (GF) support provides a significant portion of Mason’s revenues supporting E&G operations. For several years during which student demand has increased, the Commonwealth of Virginia was not in a position to provide commensurate financial support to higher education to accept this increased enrollment. As a result, in order to maintain or increase per student E&G expenditures, tuition charges have increased at rates beyond normal cost inflation. In FY 2013, GF support increases both as a percentage of the total E&G budget and on a per Virginia resident student FTE basis. Until this year, GF support as a percentage of the E&G budget has been declining each year since FY 2001. The increased share of E&G accounted for by GF in FY 2013 reverses a 12 year trend.

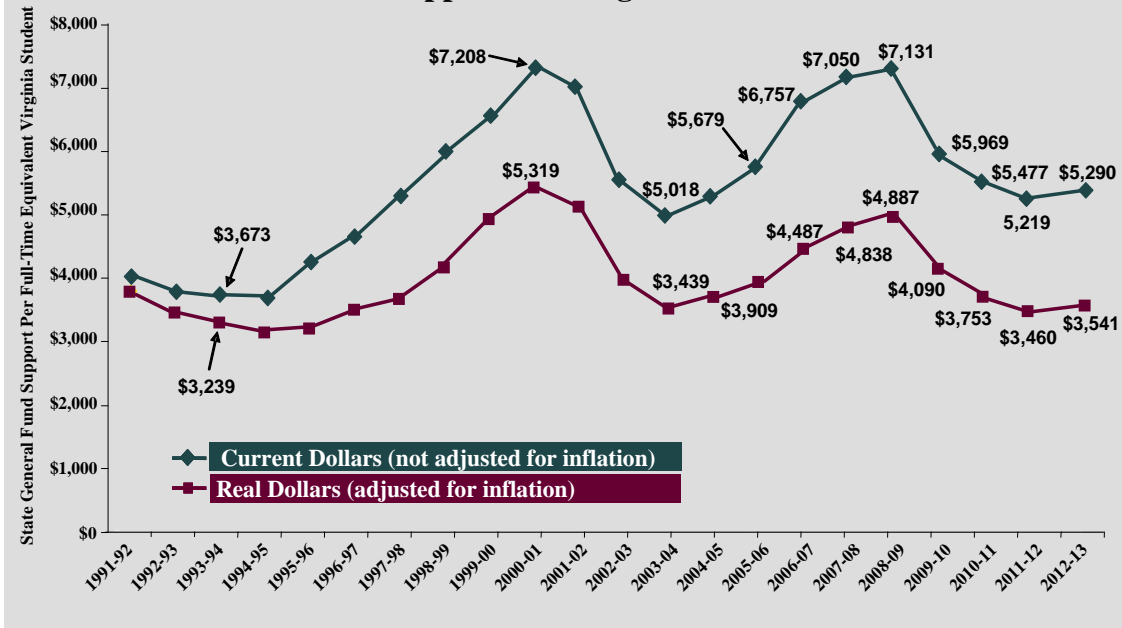
While the General Fund (GF) provides funding equal to approximately 21% of total revenues of the University in FY 2013, this “total funding” ratio can be misleading since this GF amount includes both student financial aid and capital projects that can fluctuate significantly from year to year. Shown below is the ratio of GF as a percentage of the Educational & General (E&G) budget that funds the core activities of the University. Since FY 1991 the GF support provided to Mason to fund the core E&G budget has dropped from over 60% to approximately 26% in FY 2013.



GENERAL FUND: TURNING THE CORNER

In FY 2013, prior to any adjustment for inflation, General Fund (GF) support per Virginia resident student increases for the first time since FY 2009. The estimated FY 2013 GF support level of \$5,290 per FTE student represents a \$71 or 1.4% increase compared to the FY 2012 budget.

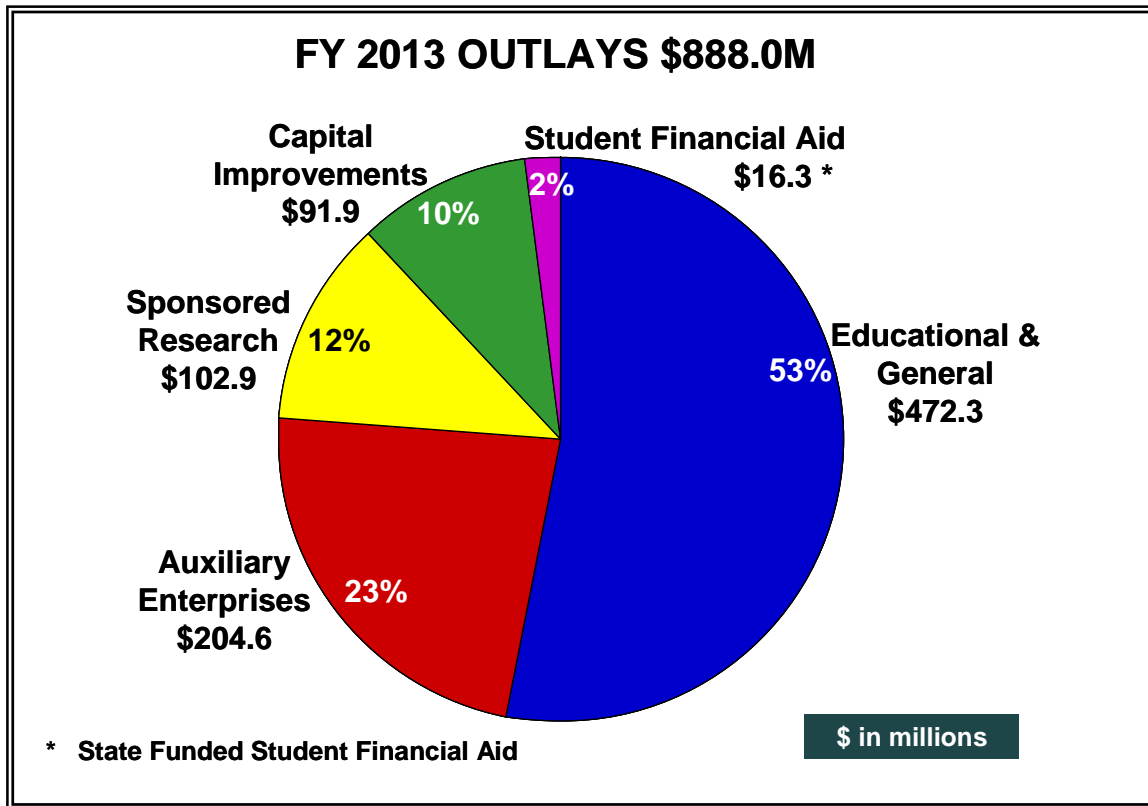
GEORGE MASON UNIVERSITY State Support Per Virginia Student



Prior to GF budget reductions in FY 2002 – FY 2004, Mason received a high of about \$7,200 in GF support per resident student (FTE); no GF support was provided for the new 2,800 FTE students enrolled between FY 2001 – FY 2004, reducing support per FTE student to \$5,018 by FY 2004. Following GF adjustments for that unfunded enrollment growth, GF support increased to \$5,679 per student. For FY 2007 the General Fund support per FTE student was \$6,757 and by FY 2009 the support increased to \$7,131 (see above).

ALL FUNDS – ALL USES - OUTLAY

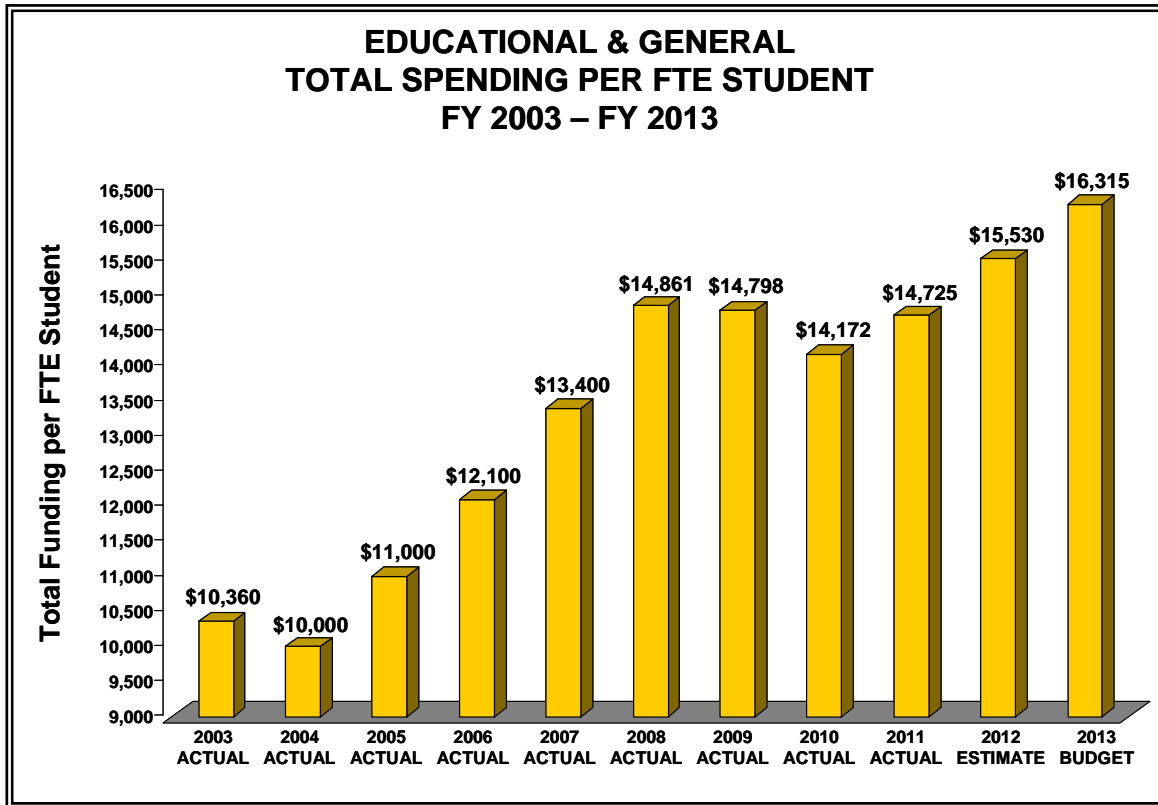
The FY 2013 spending plan is also established at \$888.0M, and anticipates that all budgeted funds will be expended for actual operating costs and capital projects, or be allocated to reserves for facility depreciation or contingency needs. Funds are expended within five programs recognized distinctly by the State.



BASE BUDGET ADEQUACY

E&G SPENDING PER STUDENT

Based on enrollment estimates, bridge funding and tuition and fee increases in FY 2013, total E&G funds available per FTE student excluding private funds will be approximately \$16,315, constituting about a 3.5% increase in per student funding compared to the FY 2012 estimate.



ENROLLMENTS, E&G EXPENSE AND FACILITIES FOR SELECTED YEARS				
	FY10 ACTUAL	FY11 ACTUAL	FY12 PROJECTED	FY13 BUDGET
Student FTE	24,748	25,799	26,800	27,425
E&G Expense (millions)	\$350.9M	\$379.9M	\$422.3M	\$447.4M
E&G Facility ASF	1,276,514	1,403,499	1,495,991	1,495,991

Source: Facilities Space Management, Campus Planning

From FY 2010 to FY 2013, enrollment FTEs increased 10.8%, facility square footage 17.2% and spending 27.5%.

OVERALL EDUCATIONAL & GENERAL STRATEGY

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

- | |
|---|
| 1) Enhance/Add Spires of Excellence |
| 2) Increase Level of Research |
| 3) Improve Critical Thinking Skills of Undergraduate Students |
| 4) Continue Improvement in Retention and Graduation Rates |
| 5) Increase Financial Aid Support for Undergraduate and Graduate Students |
| 6) Maintain Commitment to the Region and Diversity |
| 7) Enhanced Resources – Public and Private Support |
| 8) Pursue the World Class Strategy |

BUILDING ON THE 2014 UNIVERSITY STRATEGIC PLAN

The University's planning and budgeting processes build on the most recent strategic plan and Board of Visitors priorities. Summarized below are the major goals of the University Strategic Plan, indicating how those and the Board of Visitors priorities are linked.

2014 STRATEGIC PLAN, GEORGE MASON UNIVERSITY EXECUTIVE SUMMARY

George Mason University strives to become the leading public university in the National Capital Region, through dynamic expansion of its educational programs and a growing emphasis on research aimed at broad societal needs.

Over the next several years, George Mason will build explicitly on key existing strengths, including deep interactions with the region, a commitment to entrepreneurial flexibility and responsiveness to opportunities for innovation, a strong valuation of diversity, efficient use of resources, and ambition for further improvement. The University will encourage a positive symbiosis between research and teaching, strive to maintain accessibility for students of varied backgrounds, and enhance the imaginative use of technology in education and administrative processes – thus directly addressing key educational challenges of the 21st century. The University is also committed to regular evaluation of its progress towards strategic goals, using defined metrics.

While remaining open to unexpected opportunities, the University will emphasize seven principal goals:

1. Raise the profile as a nationally-ranked research university

This goal seeks to accelerate existing trajectories, maintaining current areas of recognized strength and adding further spires of excellence in and among a number of key units. The university will seek to grow levels of funded research by at least 70%, striving for a ranking among the top 100 institutions in this category, while enhancing technology transfer. It will

expand support for doctoral students to more fully competitive levels and modestly expand the number of PhD programs.

Strategic Plan Goal 1 Links to Board of Visitors Priorities 1, 2, and 8

2. Emphasize the commitment to teaching and maintain access for an increasingly talented student body at all levels.

Mason will maintain a pattern of definite but moderate enrollment growth at about 1.5% annually within the Virginia campuses, consistent with continued improvement in the credentials of incoming students, and it will expand available on-campus housing. It will provide funding for faculty planning toward educational innovation. By expanding honors activities and undergraduate research, it will take educational advantage of the research emphasis. It will improve competitive financial aid levels and work to enhance retention even further, as the University commits to maintaining its accessibility to students of varied socioeconomic backgrounds. Creative co-curricular programming and cross-curricular themes such as critical thinking will additionally improve the educational climate and the levels of student engagement. Expansion of assessment will facilitate tracking the outcomes of the University's principal educational goals.

Strategic Plan Goal 2 Links to Board of Visitors Priorities 3, 4, 5, and 6

3. The University will build on its history as an institution that embraces its diversity.

Mason will improve its recruitment of and support for faculty and staff diversity to more closely mirror the ongoing diversity of the student body. It will also work to ameliorate competitive conditions and educational support for the faculty and staff in general.

Strategic Plan Goal 3 Links to Board of Visitors Priority 6

4. The University commits to an innovative program of lifelong learning opportunities as a vital contribution to the region.

This goal builds on established Mason traditions but adds important new elements, in addressing demographic changes and labor force needs. The University will remain responsive to changing training demands, particularly in its Masters Degree programs and Distance offerings, and will expand undergraduate opportunities for adult students. Improved utilization of the distributed campuses is vital in these areas. Mason will also introduce new programs for senior citizens.

Strategic Plan Goal 4 Links to Board of Visitors Priority 6

5. The University will develop more fully its leading role as a global university, through diverse international partnerships and the extension of global and environmental awareness in all educational programs.

Mason's global commitment will depend on improved coordination among various global activities, including study abroad and a growth in the numbers of international students. New partnerships in the Middle East will combine with vigorous programs with China, South Korea, Russia, and Vietnam, along with concerted approaches regarding Latin America, Africa and other parts of Asia. Emphasis on collaborative dual degrees will expand. A growing commitment to

sustainability will inform both curricular efforts and campus planning, with advances toward the achievement of carbon neutrality.

Strategic Plan Goal 5 Links to Board of Visitors Priority 1

6. Mason will build further its university community and its connections to the wider regional community.

Interactions with alumni will expand, along with sustained outreach to the community and improved communication of the university mission. The University will maintain its focus on the welfare of its students, staff, and faculty, and its commitment to fostering the highest ethical standards in leadership and policy alike.

Strategic Plan Goal 6 Links to Board of Visitors Priority 6

7. The University will establish the capacity needed to achieve these goals.

The University will develop an infrastructure (facilities, on-campus housing, technology, athletics, regional campuses and support services) that supports the achievement of its educational plans. A Strategic Implementation committee is established to relate the 2014 goals to more specific planning efforts. Mason will work to build further public funding while also moving toward greater support through private giving. It will introduce a variety of imaginative measures, consistent with the University mission, to earn additional revenues.

The 2014 plan calls for a challenging mixture of enhancing existing trajectories and establishing targeted innovations in such areas as faculty diversity, adult education, distance learning, and sustainability. The commitment to leadership in key sectors of research and education, global presence and regional service sets an ambitious but attainable agenda for the near future.

Strategic Plan Goal 7 Links to Board of Visitors Priorities 7 and 8

INSTITUTIONAL EXCELLENCE

The Board of Visitors remains committed to continued modest student enrollment growth, and has previously 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, and for George Mason, but budget cuts have worsened the adequacy of financial aid levels in prior fiscal years. As the preceding narrative indicates, the Board of Visitors and University administration have identified goals and priorities 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 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 on-going competitive salary levels for faculty and staff, along with enhancements of vital support and academic infrastructure, round out the institution’s strategic goals.

PRIVATE SUPPORT

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 FY 2011 the funding generated and used in support of programs was approximately \$25.9 million. This level slightly decreased in FY 2011 due in part to the Point of View gift to the School of Conflict Analysis and Resolution (S-CAR) that occurred in FY 2010. In FY 2011 private funds contributed approximately \$25.9 million to support operations and in FY 2012 this funding is expected to increase to \$28.5 million. Operating support for areas of greatest interest to faculty and students including scholarly travel, salary support for eminent scholars, scholarships and program support are among the areas provided enhancement support from private gifts. The FY 2013 Budget conservatively assumes private funds expense activity of \$24.9 million.

A broad range of University programs generate private gifts; among those generating the most activity 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, VSE, the Krasnow Institute and 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.

GEORGE MASON UNIVERSITY FOUNDATION, INC. PROGRAM BENEFITS TO GEORGE MASON UNIVERSITY			
CONTRIBUTIONS TO MASON	FY 2010	FY 2011	ESTIMATED FY 2012
PROGRAM BENEFITS TO MASON			
Scholarships Undergraduate	\$1,186,000	\$1,115,000	\$1,608,000
Scholarships Graduate	534,000	531,000	713,000
Eminent Scholars	574,000	211,000	440,000
Honorariums	254,000	712,000	783,000
Faculty/Staff Salaries	3,695,000	4,537,000	5,320,000
Faculty/Staff Benefits	497,000	474,000	718,000
Direct Expenditures	3,338,000	5,156,000	5,672,000
Grant Expense	6,261,000	5,962,000	6,887,000
Catering Services	835,000	1,299,000	1,217,000
Professional Services	597,000	922,000	915,000
Facilities Rental	513,000	336,000	369,000
Travel	522,000	1,137,000	1,251,000
Launch POV land transfer	4,120,000	0	0
Other Expense	3,084,000	3,520,000	2,648,000
TOTAL PROGRAM BENEFITS TO MASON	\$26,010,000	\$25,912,000	\$28,541,000

Annual Change in E&G Budget

Revenues

As shown in the tables on the following page, the \$447,426,400 E&G budget (excluding Private Funds) in FY 2013 represents an increase of \$25.1M compared to the FY 2012 E&G revised budget. The increase in available funding sources are due to increases in state appropriations, tuition increases and enrollment growth.

The major source of funds changes are a projected increase in General Fund support of approximately \$9.5M (detailed on the first four rows in sources of funds on the following page), increases in tuition and fees of \$9.8M, enrollment growth of \$5.9M, premium tuition and course fees of \$2.5M, Access/Bridge program enrollment growth of \$0.9M, a decrease to E&G support provided through Indirect and Auxiliary Enterprise (AE) funds of \$1.2M, and other net revenue reductions of \$2.2M including increases to financial aid, tuition exemptions and graduate waivers. Concerning the decrease in AE funding support for E&G, in lieu of the budget contribution to support E&G operations AE will fund an additional \$1M in merit scholarships from AE funds.

In addition to these revenue streams, Mason continues to carry bridge funding of approximately \$11.6M as a funding source for E&G operations. These funds are unexpended fund balance carried forward from prior fiscal periods as part of a phased transition to equalize revenues and expenses without significant tuition increases and while continuing to support enrollment growth and essential infrastructure investments.

Expenses

Compared to the FY 2012 revised budget of \$422,343,600, in FY 2013 there will be a net increase of \$25.1M in institutional expenses. The budget includes \$9M to provide for a one-time bonus of 3% funded through a combination of General Fund and central and unit budget savings in December 2012. Benefit costs increase \$6.4M based on higher employer payments for Virginia Retirement System (VRS) and health care premiums. Enrollment growth and infrastructure improvement funding provides for expense growth in both academic units (\$5.0M and \$1.0M respectively, of which \$1.9M was advanced in the FY 2012 revised budget) and non-academic units (\$3.8M total, of which \$1.9M was advanced). Academic units also will realize \$2.3M in additional funding through course fees and premium programs. In addition, a total of \$1.25M in financial aid, \$3.0M is allocated to new facility costs including Campus Master Planning and, \$1.2M for utility, contract and library inflation.

Reallocations within the base budget include a reduction to the institutional reserve of \$2.0M, much of which was allocated to establish an equipment replacement budget of \$1.5M for high priority fixed equipment replacement. Nonacademic salary savings from position vacancies and efficiency and effectiveness strategies are yielding \$2.5M in E&G expense budgets to be reallocated to priority funding categories identified in the Virginia Higher Education Opportunity Act of 2011 ("Top Jobs 21"), exceeding the FY 2014 reallocation requirement.

**GEORGE MASON UNIVERSITY
E&G CHANGE IN FUNDING
FY 2012 Revised – FY 2013 Budget**

FY 2013 Budget FY 2012 Revised Budget BUDGET CHANGE	\$447,426,400 <u>422,343,600</u> \$ 25,082,800
SOURCE OF FUNDS	
GF Support Base Operating Funds, Net of Out-of-State Capital Fee	\$4,692,500
Out-of-State Capital Fee (Reduction to GF)	(650,000)
GF Support One-Time Bonus Funds	4,500,000
GF Support Elimination of FY 2012 Budget Reduction	1,000,000
Tuition and E&G Fee Increase (All Student Levels)	9,800,000
Tuition: Enrollment FTE Growth	5,866,500
Tuition and E&G Fees Premium Tuition and Course Fees	2,450,000
Access/Bridge Program	850,000
Tuition Offset - Increased Financial Aid, Exemptions, Graduate Waivers	(825,300)
Auxiliary Enterprise Contribution to Support E&G	(1,200,300)
All Other Adjustments (Includes ETF)	(1,366,200)
TOTAL INCREASED (DECREASED) REVENUES	\$25,082,800
USE OF FUNDS	
• Compensation – Funding for One-Time Bonus	\$9,000,000
➤ (less) Unit Contributions from FY 2012 for One-Time Bonus	(4,500,000)
• Employer Benefit Cost Increase for VRS and Health Insurance	6,347,200
• Total Enrollment Growth Academic Units Over Orig FY 2012 (from Tuition)*	5,005,000
➤ (less) Funding Allocated for Enrollment Growth in Revised Budget	(1,917,500)
• Enrollment Growth and Infrastructure Improvements Non-Acad Units*	3,755,000
➤ (less) Funding Allocated for Enrollment Growth in Revised Budget	(1,917,500)
• Support for New Facilities and Campus Master Planning	3,027,000
• Academic Unit Funds Covered Thru Course Fees and Premium Tuition	2,300,000
• Leadership Transition Funds	1,500,000
• Equipment replacement Funds	1,500,000
• Support for Financial Aid Undergraduate and Graduate Merit	1,250,000
• Promotion and Tenure, Retention (Includes \$1.0M Special Comp)	1,120,000
• Academic Enhancements for Teaching and Research*	1,000,000
• Contract Inflation (Including Library Materials)	850,000
• University Development – Increase in Capital Campaign	400,000
• Center for International Student Access (Access/Bridge Program)	388,100
• Utility Inflation	370,000
• Mason’s QEP (Quality Enhancement Plan)	200,000
• Reduction in Institutional Reserve (Tuition Mitigation, Equipment Repl Fund)	(2,036,000)
• Nonacademic Reductions to Support TJ21 Initiatives (Exceeds State Target)	(2,558,500)
TOTAL INCREASED (DECREASED) EXPENSES	\$25,082,800

* Selected details on the following page

DETAIL FOR ACADEMIC & INFRASTRUCTURE ENHANCEMENTS

• Enrollment Growth Academic Units	\$5,005,000
• CHHS and VSE Dean Replacement Funds	700,000
• Vice President for Enrollment Management	200,000
• Law School Financial Aid	100,000
SELECTED ACADEMIC ENHANCEMENTS	\$6,005,000
• Academic Support, Enrollment Services and University Life	\$1,025,000
• Finance & Planning/Regional Campus	967,900
• Information Technology	766,700
• Safety, Campus Police, Insurance	517,000
• University Development & Relations (In Addition to \$400K Base Increase)	258,400
• Library Resources to Enhance Teaching/Research (Excludes Inflation)	220,000
SELECTED INFRASTRUCTURE IMPROVEMENTS	\$3,755,000

Note: The total amount of new funding allocated for Student Financial Assistance in FY 2013 is approximately \$2.9M and explanation can be found in Section 5, starting on page 83.

• Compensation – Funding for One-Time Bonus	1, 2, 8
• Benefit Costs Inflation for VRS and Health Care Insurance Increase	1, 2, 8
• Enrollment Growth Academic Units Over Orig FY 2012 (from Tuition)	1, 4, 8
• Enrollment Growth and Infrastructure Improvements Non-Acad Units	1, 4, 8
• Support for New Facilities and Campus Master Planning	7,8
• Academic Unit Funds Covered Thru Course Fees and Premium Tuition	6,7
• Leadership Transition Funds	1,2,7,8
• Equipment Replacement Funds	7,8
• Support for Financial Aid Undergraduate and Graduate Merit	5
• Promotion and Tenure, Retention (Includes \$1.0M Special Comp)	4,8
• Academic Enhancements for Teaching and Research	1, 2, 8
• Contract Inflation (Including Library Materials)	7,8
• University Development – Increase in Capital Campaign	7
• Center for International Student Access (Access/Bridge Program)	7,8
• Mason’s QEP (Quality Enhancement Plan)	2,3,4,8

- 1) Enhance/Add Spires of Excellence
- 2) Increase Level of Research
- 3) Improve Critical Thinking Skills of Undergraduate Students
- 4) Continue Improvement in Retention and Graduation Rates
- 5) Increase Financial Aid Support for Undergraduate and Graduate Students
- 6) Maintain Commitment to the Region and Diversity
- 7) Enhanced Resources – Public and Private Support
- 8) Pursue the World Class Strategy

EXPLANATION OF SIGNIFICANT CHANGES IN SPENDING

For complete descriptions of E&G spending plans by unit, please see Budget Details, Educational & General, beginning on page 107.

Premium Pricing Adjustments (\$2.3M): Consistent with its organizational culture and history, Mason's academic and nonacademic units engage in a broad range of entrepreneurial program activities that generate resources for departmental use. In the FY 2013 budget these activities include an additional \$2.3M in additional premium program revenues primarily in the College of Humanities and Social Sciences, the College of Science and the School of Management.

New Facility Costs (\$1.7M): Approximately \$0.2M addition for new facilities is provided for the operation and maintenance (O&M) of E&G buildings that will go online in FY 2013. In addition, approximately \$1.5M is for the new research (lab) building at the Prince William campus.

Contract Inflation (\$0.275M): Funding is allocated in the amount of \$0.275M to provide funds for inflationary costs including information technology contracts, mail services contract, and events management.

Contract Inflation Library (\$0.575M): Funding is allocated in the amount of \$0.575M to provide funds for library reference material inflationary costs. \$0.5M is allocated to the University Libraries and \$75,000 is allocated to the Law Library.

Enrollment Growth – Academic Units (\$5.0M): Enrollment growth allocations fund unit priority needs to accommodate Mason's expanding student body. The FY 2013 budget provides for \$11,000 per additional FTE student. This level of marginal funding for student enrollment growth is established at approximately 67% of the average cost per FTE student. In academic units, these funds are used primarily to support instructional costs. In the short term the funds may be used to hire term and adjunct faculty to meet course coverage requirements, and in the long term when consistent with the college or school academic plan may be used to support new permanent faculty hires.

Academic Infrastructure Enhancements for Teaching and Research (\$1.0M): New funding in this category was directed primarily toward providing replacement funds for two academic Dean positions in both the College of Health and Human Services and the Volgenau School of Engineering. In addition, funding was provided for a leadership position in enrollment services and support for additional Law School scholarship funds.

Infrastructure Improvements

Information Technology (\$0.8M)

Funding is allocated to address high priorities for technology requirements for classroom, learning management systems, network, security, and infrastructure. (See Page 129).

Enrollment Services/University Life/Other Academic Support (\$1.0M)

Funding is allocated to address the needs to effectively serve a growing student/faculty population. Funding in the amount of \$1.0M supports ongoing enrollment growth as well as addressing highest priorities of the units. (See Pages 126 and 131.)

Institutional Support (Finance/Admin/Safety) (\$1.0M)

Funding is allocated to address high priorities 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 for support staffing in the offices of Internal Audit, Fiscal Services, Human Resources, Institutional Research and Reporting, and Environmental Health & Safety. Further, funding is provided to support a Chief Risk Officer position. Expanded regulatory compliance and mandatory reporting requirements impact each of these areas. The allocations within this category total \$967,900. (See Pages 132–133.)

Library (\$0.2M)

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 and distance education. Funding in the amount of \$220,000 is provided to support two new positions, which were the highest priorities within the library. Funding is also provided to support inflation for reference materials (see previous page). (See Pages 127-128.)

Facilities (\$1.3M)

Funding is allocated to support the campus master planning project as well as funding for a project management system application and replacement of commuter pool vans. These allocations are possible, in part, by the redistribution of base funding toward Top Jobs – TJ21 initiatives. (See Pages 136-139.)

University Development/University Relations (\$0.3M)

Funding is allocated to support the highest priorities of the capital campaign (\$0.1M resulting from the redistribution of base funding in addition to a scheduled increase of \$0.4M to base operating expenses), as well as wage support and other program priorities of University Relations. (See Pages 134-135).

Contingency and Central Funds for FY 2013 (\$16.7M): These funds include \$9.0M to support a potential one-time bonus; \$1.1M for special compensation needs and Promotion and Tenure salary increases; \$1.5M for a equipment replacement fund; \$1.1M for leadership transition and other personnel changes; and a \$4.0M institutional contingency reserve for unanticipated expenses. The institutional contingency reserve represents a redistribution of approximately \$2.0M when compared to the original FY 2012 contingency reserve budget. In previous years, contingency funds have also been used to respond to state funding reductions or other revenue stream losses.

CHANGE BY MAJOR UNIT

The original FY12 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.

EDUCATIONAL & GENERAL FY 2012 CHANGES TO ORIGINAL BUDGET	
ORIGINAL BUDGET, FY 2012	\$409,600,000
CHANGES TO ORIGINAL REVENUE	
Non-General Fund E&G Interest Earnings (reduction)	(\$545,000)
Non-General Fund Adjustment for Bridge Funds from FY 2011	10,000,000
Non-General Fund Adjustment for Tuition and Fees (net)	3,288,600
Sub-Total Changes	\$12,743,600
TOTAL REVISED FY 2012	\$422,343,600

Some revised budget requirements were addressed during the FY 2012 budget development while other units had their budget requirements more fully addressed with FY 2012 budget adjustments. Comparisons are shown on the following table and are based upon original FY 2012 budgets and the FY 2013 budgets. Caution must be exercised before drawing conclusions from the annual change tables shown on the following page.

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 107 to 140). For purposes of consistency the annual budget change used throughout this document is \$25.1M, the difference between the revised (current) FY 2012 budgeted revenue and the original budget for FY 2013. The explanations provided in the detail section of the document allow the reader to see all changes from the original FY 2012 through the original FY 2013 budget.

**EDUCATIONAL & GENERAL BUDGET
ORIGINAL FY12 → FY13**

UNIT	FY12 ORIG BUDGET	FY13 ORIG BUDGET	FY13 VARIANCE TO FY12 ORIG
College of Educ & Human Development*	\$22,367,700	\$23,594,800	\$1,227,100
College of Health & Human Services*	15,875,100	17,417,900	1,542,800
College of Humanities & Social Sciences	53,408,800	58,865,200	5,456,400
College of Science	33,030,100	36,870,100	3,840,000
College of Visual & Performing Arts	10,741,200	12,438,700	1,697,500
Krasnow Institute	1,880,600	1,971,900	91,300
School for Conflict Analysis & Resolution	3,693,800	3,927,500	233,700
School of Law	14,109,800	14,683,400	573,600
School of Management*	23,191,000	26,243,700	3,052,700
School of Public Policy	11,120,700	11,782,200	661,500
Volgenau School of Engineering	23,049,200	26,452,600	3,403,400
Eminent Scholars	1,100,000	1,240,000	140,000
Provost Administration**	7,361,200	9,570,300	2,209,100
Provost Instruction	10,920,100	8,027,400	(2,892,700)
Enrollment Services	12,254,500	13,673,600	1,419,100
Merit Scholars/Financial Aid	7,182,000	7,932,000	750,000
Office of Continuing & Prof Education*	2,313,900	2,313,900	0
University Life	9,283,200	10,226,300	943,100
Library	19,000,000	20,310,200	1,310,200
Summer	79,000	80,300	1,300
SUBTOTAL	\$281,961,900	\$307,622,000	\$25,660,100
Information Technology Unit	27,579,200	31,662,100	4,082,900
New Administrative Systems	1,123,600	885,300	(238,300)
Executive Administration	3,094,200	3,519,300	425,100
Finance & Planning	13,604,200	15,544,900	1,940,700
Operations	8,857,200	8,808,700	(48,500)
Multi-Campus Administration	1,796,400	1,896,100	99,700
Facilities	33,324,300	35,618,300	2,294,000
Property Rental/Facility Support	11,359,200	11,113,000	(246,200)
University Development	4,647,600	5,377,400	729,800
University Relations	5,738,000	6,130,300	392,300
Central Funds**	7,296,600	11,680,200	4,383,600
University Reserve	6,036,000	4,000,000	(2,036,000)
Equipment Trust Fund	3,181,600	3,568,900	387,300
SUBTOTAL	\$127,638,100	\$139,804,500	\$12,166,400
TOTAL	\$409,600,000	\$447,426,500	\$37,826,500

Note: Effective with the FY 2010 revised budget summer term is included in the academic unit budgets.

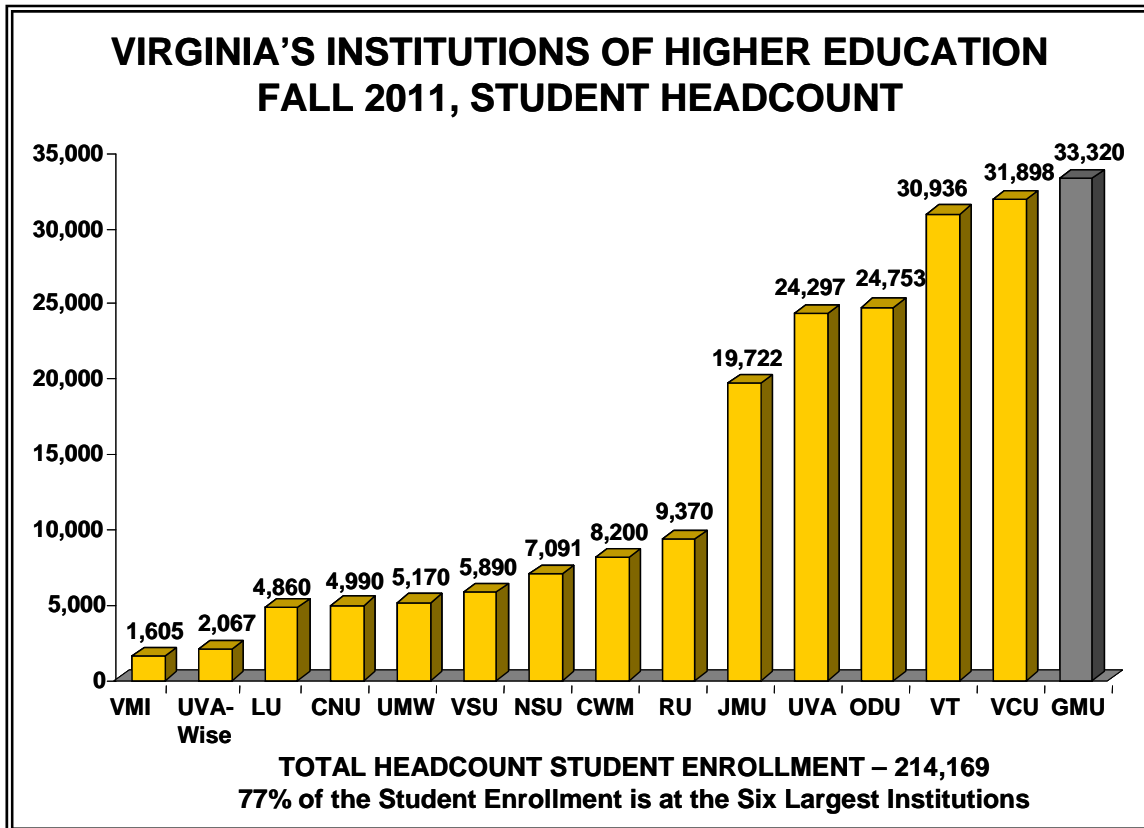
* Each of these budgets could increase through their contract course offerings where additional expenditures are funded through self-generated revenue.

** Central Funds includes funding for the one-time bonus.

INSTITUTIONAL PROFILE

INSTITUTIONAL SIZE: STUDENT ENROLLMENT (HEADCOUNT)

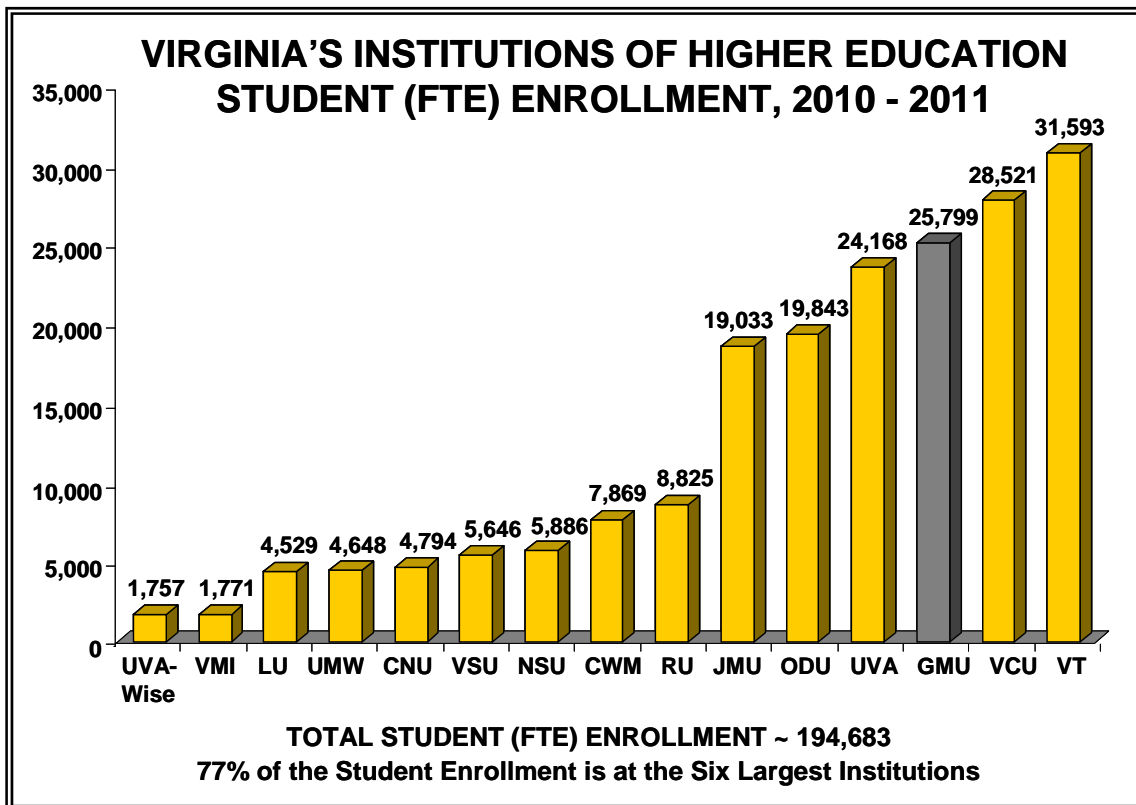
Mason became the largest university in the Commonwealth of Virginia in fall 2003, with a headcount of 28,246. In fall 2006 - 2007, VCU was the largest university while Mason's headcount made it second largest in the State. In fall 2011, Mason was once again the largest university with a headcount of 33,320 (see chart below).



FY 2013 Change: Mason anticipates a Fall 2012 student headcount of approximately 34,000, which represents an increase of 2.0% over the Fall 2011 student headcount.

INSTITUTIONAL SIZE: STUDENT ENROLLMENT (FTE)

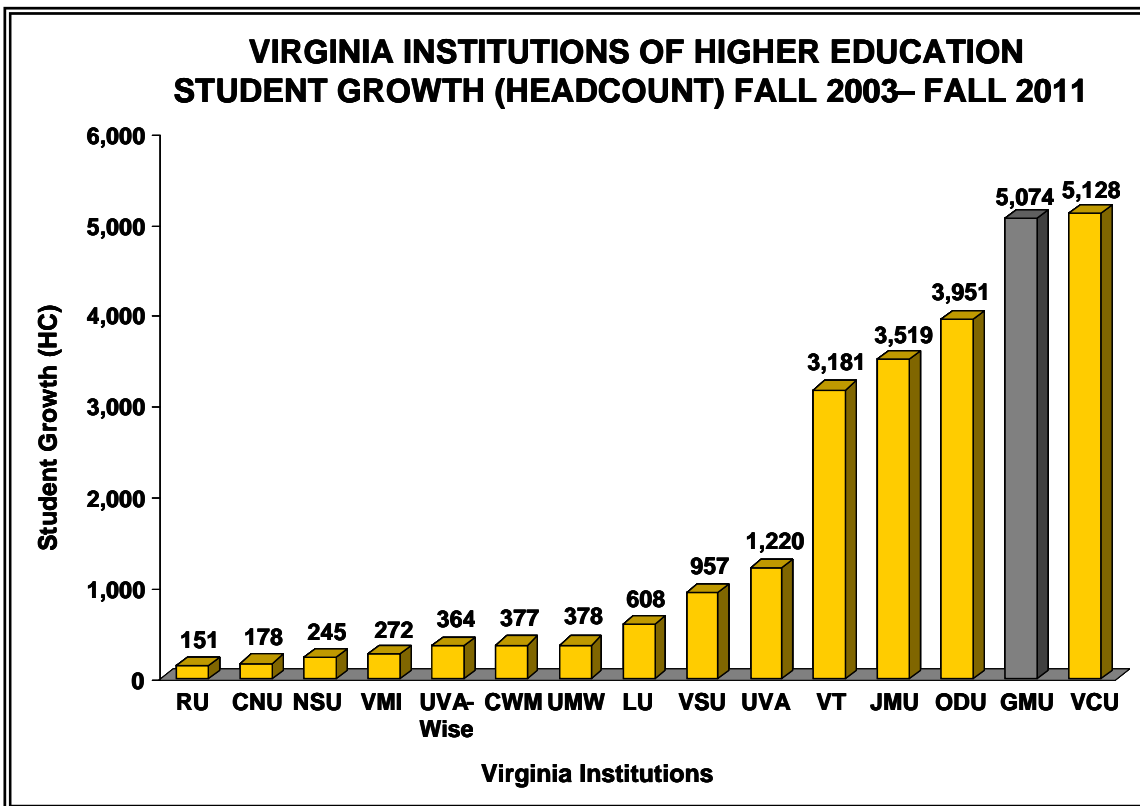
When looking at full time equivalent (FTE) enrollment, George Mason University is the third largest institution behind Virginia Tech and Virginia Commonwealth University (see below). The actual annualized enrollment for FY 2011, shown here is the most current actual enrollment data available for other Virginia institutions.



FY 2013 Change: George Mason University projects an annual student FTE enrollment of 27,425 FTE during FY 2013, which represents a 2.3% increase over the 26,800 projected FTE enrollment of FY 2012, and 10.8% over the FY 2010 actual enrollment.

RECENT STUDENT ENROLLMENT GROWTH

George Mason University has continued, despite certain years with General Fund budget reductions, to grow (by approximately 5,100 students since Fall 2003) 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 19.8% of the statewide enrollment growth accommodated in Virginia four-year institutions since Fall 2003 (see below).**



The net growth for all Virginia public institutions from Fall 2003 to Fall 2011 was **25,603**, and George Mason has enrolled 5,074 of this growth, or approximately 19.8% 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 2004 – FALL 2011		
FRESHMEN APPLY	AVERAGE HS GPA	AVERAGE SAT
2004	3.16	1086
2005	3.28	1092
2006	3.25	1081
2007	3.29	1081
2008	3.32	1095
2009	3.36	1113
2010	3.42	1112
2011	3.49	1115
FRESHMEN ADMIT	AVERAGE HS GPA	AVERAGE SAT
2004	3.36	1130
2005	3.40	1134
2006	3.48	1138
2007	3.54	1151
2008	3.55	1154
2009	3.58	1171
2010	3.64	1176
2011	3.71	1182
FRESHMEN ENROLL	AVERAGE HS GPA	AVERAGE SAT
2004	3.32	1103
2005	3.36	1106
2006	3.41	1110
2007	3.46	1120
2008	3.48	1121
2009	3.55	1143
2010	3.59	1151
2011	3.65	1155

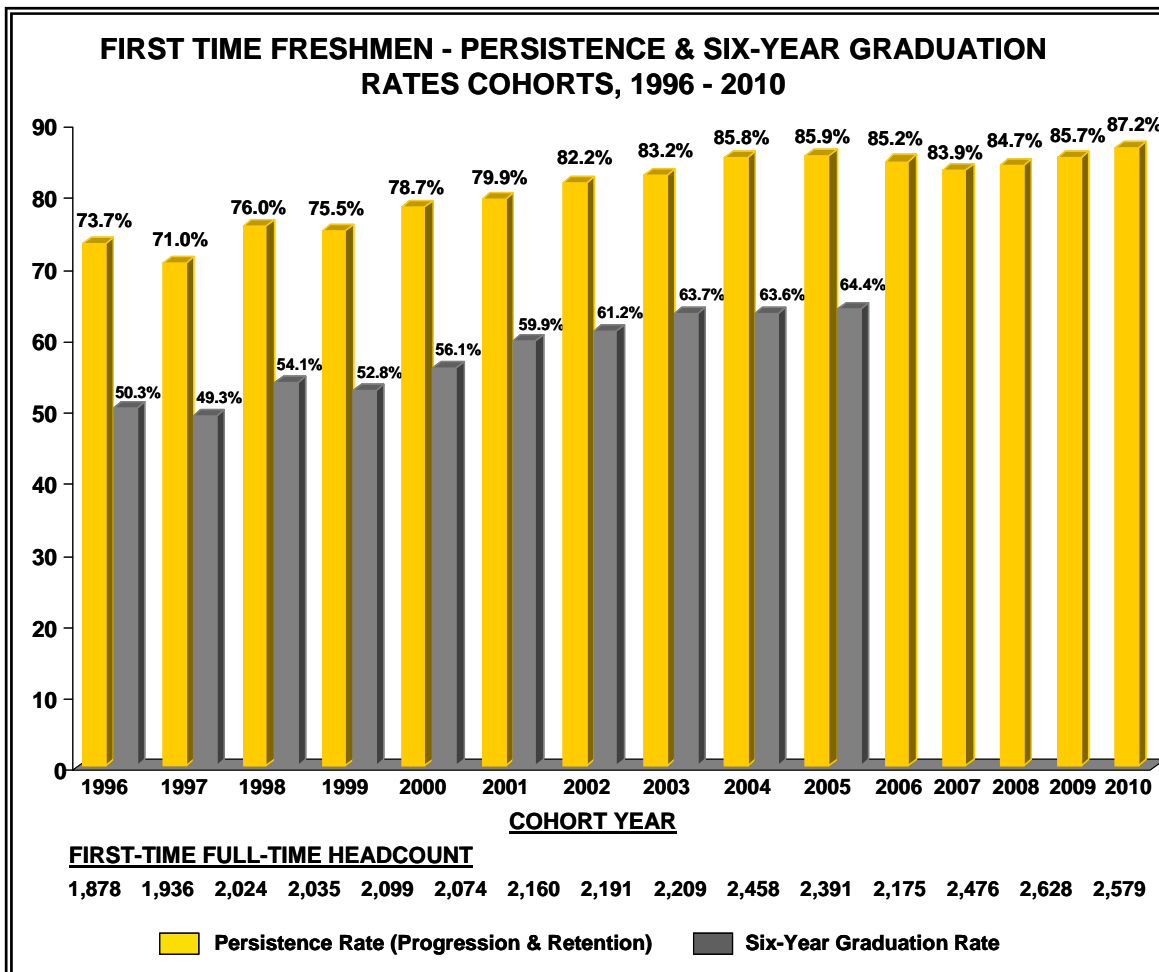
	FALL 2005	FALL 2006	FALL 2007	FALL 2008	FALL 2009	FALL 2010*	FALL 2011
Freshmen Applicants	10,313	11,015	13,327	12,943	13,732	17,228	17,548
Freshmen Admits	7,101	6,724	7,436	8,112	8,691	8,900	9,263
Freshmen Enrolled	2,529	2,458	2,229	2,558	2,656	2,603	2,665
Transfer Applicants	5,564	5,703	5,786	5,546	6,199	8,474	8,940
Transfer Admits	3,416	3,460	3,710	3,555	4,068	3,888	3,739
Transfer Enrolled	1,974	2,084	2,222	2,259	2,600	2,452	2,446
Graduate Applicants	6,536	7,060	7,555	8,001	8,435	10,171	10,134
Graduate Admits	3,885	4,063	4,425	4,502	4,965	5,807	5,599
Graduate Enrolled	2,298	2,463	2,579	2,833	2,878	2,938	2,934
Law Applicants	6,019	5,741	5,187	5,236	5,428	5,512	4,701
Law Admits	914	1,155	1,235	980	1,299	1,340	1,076
Law Enrolled	224	256	274	162	249	299	193

Source: Office of Institutional Research and Reporting

* **Note:** Beginning with Fall 2010 and consistent with reporting conventions followed by other colleges and universities, incomplete application files are included in the Freshmen Applicants counts. Excluding this reporting change the application increase would be approximately 10%. Students applying for the International Access program that began in Fall 2010 are excluded from these figures.

STUDENT RETENTION

Another indicator of improved student quality and program excellence is the increased student persistence and graduation rates. Improved retention also positively impacts student enrollment growth, since the number of students continuing their college education after their first year increases.



The most recent comparative data for first-year persistence rates for Mason's national peer group is IPEDS for the 2009 cohort. The percentage of Mason's 2009 cohort who returned for their second year was 86%, and the peer group average was 90%. Mason's six-year graduation rate compared to the peer group average is 64% to 75%; respectively.

TUITION CHANGES: FY 2008 – FY 2012

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 2008 to FY 2012. George Mason's actual rate and percentage increase over that time were greater than the average of all schools (see below).

VIRGINIA COLLEGES & UNIVERSITIES ANNUAL IN-STATE, UNDERGRADUATE STUDENTS TUITION & FEE INCREASES FY 2008 – FY 2012							
SCHOOL	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	\$ INCREASE FY08 – FY12	% INCREASE FY08 – FY12
VMI	\$10,048	\$10,556	\$11,190	\$12,328	\$13,184	\$3,136	31.2%
W&M	9,164	10,246	10,800	12,188	13,132	3,968	43.3%
UVA	8,500	9,300	9,672	10,628	11,576	3,076	36.2%
LONGWOOD	8,058	8,499	8,925	9,855	10,530	2,472	30.7%
VA TECH	7,397	8,198	8,605	9,459	10,509	3,112	42.1%
CNU	7,050	7,550	8,050	9,250	10,084	3,034	43.0%
VCU	6,196	6,779	7,117	8,817	9,517	3,321	53.6%
MASON	6,840	7,512	8,024	8,684	9,266	2,426	35.5%
UMW	6,494	6,774	7,112	7,862	8,806	2,312	35.6%
JMU	6,666	6,964	7,244	7,860	8,448	1,782	26.7%
RADFORD	5,942	6,536	6,904	7,694	8,320	2,378	40.0%
ODU	6,528	6,918	7,318	7,708	8,144	1,616	24.8%
UVA-WISE	6,099	6,439	6,748	7,194	7,721	1,622	26.6%
VSU	5,655	5,903	6,174	6,570	7,090	1,435	25.4%
NSU	5,318	5,560	5,872	6,227	6,690	1,372	25.8%
4-YR AVERAGE (Excl Mason)	\$7,080	\$7,587	\$7,981	\$8,831	\$9,554	\$2,474	34.9%
DOCTORAL AVERAGE (Excl Mason)	\$7,557	\$8,288	\$8,702	\$9,760	\$10,576	\$3,019	39.9%
MASON % of DOCTORAL AVERAGE	90.5%	90.6%	92.2%	89.0%	87.6%	80.4%	96.8%

The average annual tuition & fee increase for all institutions over this four-year period is 8.8%, while the average tuition & fee increase for doctoral institutions is 8.5% and the increase at Mason over these four years has been 7.9%.

TUITION AND FEE CHANGES: FY 2012 – FY 2013

As a part of the FY 2013 E&G budget, Mason will increase tuition and fees for in-state, undergraduate students by 3.8% or \$354 per year. George Mason University had the 8th highest annual tuition and fee rate in FY 2012, and Mason has remained at that rank in FY 2013.

VIRGINIA COLLEGES & UNIVERSITIES IN-STATE, UNDERGRADUATE STUDENTS ANNUAL TUITION & FEES				
SCHOOL	FY 2012	FY 2013	\$ CHANGE FY12 – FY13	% CHANGE FY12 – FY13
VMI	\$13,184	\$13,835	\$651	4.9%
W&M	13,132	13,570	438	3.3%
UVA	11,576	12,006	430	3.7%
VA TECH	10,509	10,923	414	3.9%
LONGWOOD	10,530	10,890	360	3.4%
CNU	10,084	10,572	488	4.8%
VCU	9,517	9,885	368	3.9%
GEORGE MASON	9,266	9,620	354	3.8%
UMW	8,806	9,246	440	5.0%
JMU	8,448	8,808	360	4.3%
RADFORD	8,320	8,590	270	3.2%
ODU	8,144	8,450	306	3.8%
UVA-WISE	7,721	8,107	386	5.0%
VSU	7,090	7,420	330	4.7%
NSU	6,700	6,860	160	2.4%
AVERAGE	\$9,535	\$9,919	\$384	4.0%

TOTAL PRICE TO STUDENT

In summary, with the 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 3.5% (see below).

VIRGINIA COLLEGES & UNIVERSITIES IN-STATE, UNDERGRADUATE STUDENTS TUITION & FEE/ROOM & BOARD INCREASES, FY 2012 – FY 2013				
SCHOOL	FY 2012	FY 2013	\$ INCREASE FY12 – FY13	% INCREASE FY12 – FY13
VSU	\$15,970	\$17,100	\$1,130	7.1%
VMI	20,630	21,568	938	4.5%
UVA-WISE	16,611	17,547	936	5.6%
W&M	22,024	22,888	864	3.9%
UVA	20,612	21,425	813	3.9%
VA TECH	17,365	18,177	812	4.7%
UMW	17,274	18,086	812	4.7%
LONGWOOD	18,644	19,338	694	3.7%
CNU	19,612	20,300	688	3.5%
GEORGE MASON	18,716	19,380	664	3.5%
JMU	16,788	17,438	650	3.9%
ODU	16,362	16,997	635	3.9%
RADFORD	15,909	16,471	562	3.5%
VCU	18,163	18,633	470	2.6%
NSU	14,627	14,990	363	2.5%
AVERAGE	\$17,954	\$18,689	\$735	4.1%

In FY 2013 the total price at George Mason is 10th highest price among the fifteen schools. Among the doctoral institutions, W&M, UVA, Virginia Tech, and VCU have higher prices while ODU is lower.

With the 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, out-of-state undergraduate student will increase by 3.7% (see below).

VIRGINIA COLLEGES & UNIVERSITIES OUT OF-STATE, UNDERGRADUATE STUDENTS TUITION & FEE/ROOM & BOARD INCREASES, FY 2012 – FY 2013				
SCHOOL	FY 2012	FY 2013	\$ INCREASE FY12 – FY13	% INCREASE FY12 – FY13
VMI	\$39,610	\$41,544	\$1,934	4.9%
VA TECH	31,336	33,169	1,833	5.8%
UVA	45,606	47,437	1,831	4.0%
W&M	44,854	46,662	1,808	4.0%
UVA-WISE	30,226	31,915	1,689	5.6%
UMW	29,002	30,400	1,398	4.8%
JMU	30,078	31,426	1,348	4.5%
GEORGE MASON	36,194	37,524	1,330	3.7%
VSU	24,868	26,068	1,200	4.8%
ODU	30,702	31,877	1,175	3.8%
LONGWOOD	30,494	31,668	1,174	3.8%
VCU	31,595	32,660	1,065	3.4%
CNU	28,834	29,850	1,016	3.5%
RADFORD	27,067	28,041	974	3.6%
NSU	28,270	28,490	220	0.8%
AVERAGE	\$32,582	\$33,915	\$1,333	4.1%

In FY 2013 the total price at Mason is 8th highest price among the fifteen schools, which is slightly below the average total price increase of all four year institutions.

EDUCATIONAL & GENERAL

PROGRAM DEFINITION

The Educational & General (E&G) program is the largest program within the University. The E&G budget (excluding private funds) represents 57% of the Mason’s total operating budget, and 50% of the overall total budget. The Educational & General budget is comprised of seven subprograms. These subprograms directly support the University’s mission of teaching, research, and public service.

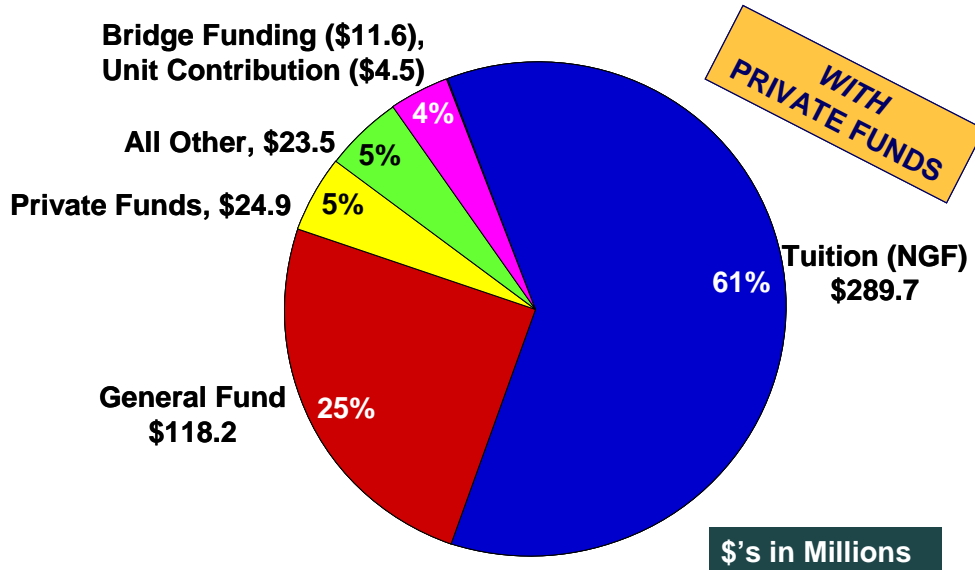
SUBPROGRAM	MAJOR ACTIVITIES
Instruction	Instructional Faculty, departmental costs
Academic Support	Deans and Directors, school level costs
Libraries	Professional Librarians, library reference materials
Technology	University Computing – academic/administrative – new systems
Student Services	Registrar, 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 2013 are projected at \$447.4M, which is approximately \$25.1M more than the revised FY 2012 budget of \$422.3M. The University will support a student enrollment of 27,425 FTE students in FY 2013 as compared to a projected enrollment of 26,800 for FY 2012.

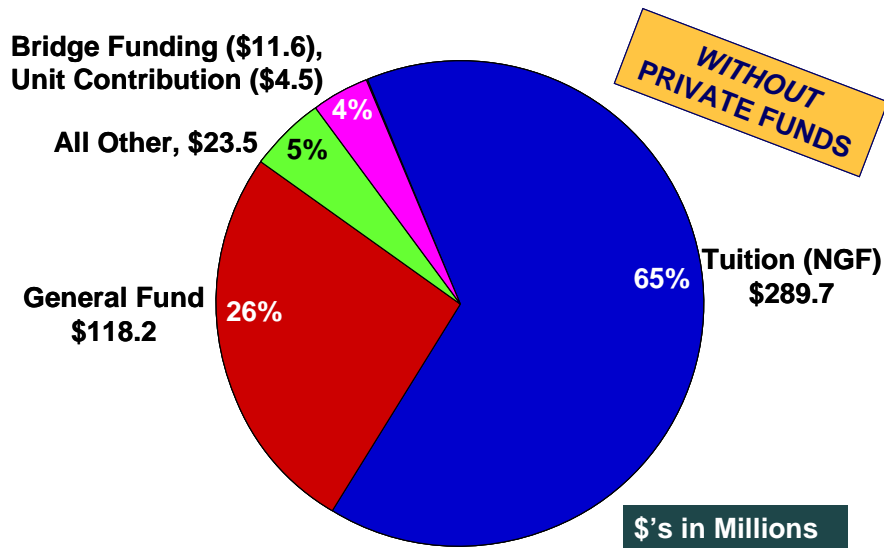
In FY 2013, the General Fund (excluding ETF Funds) will provide approximately 26% of the support of Mason’s E&G operation. Tuition and other sources of revenue will provide the remaining 74%. This sustains the paradigm shift of having students and other revenue sources pay an increasing percentage of the cost of higher education.

SOURCE OF FUNDS – FY 2013
Total E&G Revenue \$472,326,400



*** Note: Includes \$3.6M ETF Fund**

SOURCE OF FUNDS – FY 2013
Total E&G Revenue \$447,426,400



*** Note: Includes \$3.6M ETF Fund**

General Fund Trend Analysis

In the early 1990s, the General Fund provided approximately 62% of the funding for Mason’s E&G operation. The General Fund support then dropped for five consecutive years through FY 1996, rallied through FY 2001, and now after a decade-long decline has dropped to one of its lowest levels.

Funding per FTE Student

For FY 2013, Mason’s available funding is approximately \$16,315 per FTE student excluding private funds. This is made up of an average cost per FTE student of \$10,173 for instruction and academic support, \$1,616 for library and student services, \$1,188 for technology, \$1,483 for plant and equipment costs, and \$1,855 for all other activities including institutional support. This total funding per FTE student in FY 2013 represents an increase of 5.1% compared to the original budget funding of \$15,530 per FTE in FY 2012.

Strength of Student Applications/Enrollment

Freshmen applications for fall 2011 increased over the prior year (see page 24), academic credentials are higher and expectations are that Mason will attain the targeted enrollment for FY 2013 of 34,000 (headcount) or 27,425 FTE students. The projected FY 2013 enrollment of 27,425 FTE represents an increase of 625 FTE, or 2.3% over the projected student enrollment of 26,800 in FY 2012. The FY 2012 overall projected enrollments of 26,800 is 425 FTE higher than the original target for FY 2012.

	ACTUAL FY 2008	ACTUAL FY 2009	ACTUAL FY 2010	ACTUAL FY 2011	TARGET FY 2012	ESTIMATE FY 2012	TARGET FY 2013
HEADCOUNT	30,332	30,714	32,067	32,562	33,065	33,320	34,000
FTE ENROLLMENT	23,042	23,599	24,748	25,799	26,375	26,800	27,425

Change: The projected change in enrollment for FY 2013 is approximately an increase of 680 headcount students and an FTE increase of 625 students; a portion of the FTE increase is due to a trend toward fewer part-time students overall.

FUNDS AVAILABLE FOR ALLOCATION (SOURCES)

The rate of growth in the Educational & General (E&G) budget (excludes private funds) for FY 2013 is above growth levels of most recent budget cycles. From FY 2008 to FY 2013 the average annual rate of growth was 5.2%, and the total E&G budget increased by nearly 24% in five years with increased revenues averaging \$17.3M per year. Annual enrollment and tuition rate increases and a one-time appropriation of Federal funds have maintained revenue growth throughout this period. In FY 2013, state appropriations are increasing by approximately \$9.5M, which includes an estimate for the state funded portion of the one-time bonus. In addition a planned \$1M General Fund budget reduction was reversed in the FY 2013 state budget. Based on projected enrollments and planned tuition increases revenue growth, FY 2013 is projected to be \$25.1M over the revised FY 2012 budget.

SOURCES	REVISED BUDGET FY 2008	REVISED BUDGET FY 2009	REVISED BUDGET FY 2010	REVISED BUDGET FY 2011	REVISED BUDGET FY 2012	ORIGINAL BUDGET FY 2013
Educational & General	\$361.0M	\$375.6M	\$386.4M	\$409.5M	\$422.3M	\$447.4M
Increase (\$)	\$32.1M	\$14.6M	\$10.8M	\$23.1M	\$12.8M	\$25.1M
Increase (%)	9.8%	4.0%	2.9%	6.0%	3.1%	5.9%

* *Revised and Original Budget numbers includes Equipment Trust Fund (ETF).*

FUNDS DEFERRED FOR USE IN FY 2013: ‘THE BRIDGE’

Budgeted expense growth in FY 2013 beyond the additional revenue sources noted above is from the funding ‘bridge’ strategy approved by the Board of Visitors in May 2010 and implemented during FY 2011. Unlike previous fiscal years during which the University expended all E&G revenues during the same fiscal period, in FY 2011 the carryforward of unexpended funds was planned in order to compensate for the reductions in both state appropriations and the American Reinvestment and Recovery Act (ARRA) funds. The bridging strategy preserves institutional fiscal flexibility during a prolonged period of relatively unpredictable economic conditions, and except in the case of significant unforeseen events, enables Mason to moderate the annual growth in tuition increases over several fiscal years. Of the funding increase in FY 2011 a total of \$21.6M in bridge funding was carried forward into FY 2012 with \$11.6M planned to be one-time funding for the FY 2012 operating budget. An additional \$10.0M in FY 2011 carryforward was planned to be set aside for FY 2013 and FY 2014. Current projections upon which the FY 2013 budget are based anticipate a year-end total carryforward of \$16.7M with approximately the same level of one-time funding in FY 2013 as was planned for FY 2012 (\$11.6M). This leaves approximately \$5.1M in bridge funding available for FY 2014, compared to the estimate a year ago of \$2.9M. The additional \$2.2M planned carryforward assumes that current year (FY 2012) unexpended institutional reserve funds remain unexpended through fiscal year end.

Student Enrollment Growth

The enrollment targets for academic units in FY 2013 total 27,425 FTE students, an increase of 625 FTE students over the estimated level of 26,800 for FY 2012. Unit budgets are predicated on achieving these targets. Academic units exceeding their original enrollment targets will receive consideration for additional funding, whereas units not meeting enrollment targets may incur a funding reduction to partially offset the loss in tuition revenue.

Several areas continued to show strong growth and exceeded their enrollment targets for FY 2012. Continued strong enrollment growth is projected in several of these areas:

ANNUALIZED STUDENT FTE		
FY 2013 PROJECTED ENROLLMENT GROWTH	FY 2012	FY 2013
Undergraduate	19,591	19,970
Law	673	635
Graduate	6,537	6,820
TOTAL	26,800	27,425
Traditional	25,100	25,722
Contract	1,700	1,703
TOTAL	26,800	27,425
First-Time Freshmen		
In-State	985	980
Out-of-State	336	341
TOTAL	1,321	1,321
Transfer Students	1,457	1,501

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 FY 2012 original enrollment target of 26,375 FTE students to the 27,425 FTE enrollment target for FY 2013. The units with the largest enrollment increases from the original FY 2012 target to the original FY 2013 target are College of Humanities and Social Sciences, the Volgenau School of Engineering, College of Science, College of Visual and Performing Arts, and School of Management.

STUDENT ENROLLMENT (FTE) BY COURSE REGISTRATION

Unit	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 TARGET	FY 2012 EST	% OF TOTAL	FY 2013 TARGET	% OF TOTAL	FY 2013 FACULTY	STUDENT: FACULTY
College of Education & Human Dev	2,731	2,832	2,880	2,863	10.7%	2,945	10.7%	193.2	15.2
College of Health & Human Services	1,297	1,402	1,450	1,472	5.5%	1,520	5.5%	123.9	12.3
College of Humanities & Social Sciences	8,791	8,937	9,103	9,165	34.2%	9,378	34.2%	582.6	16.1
College of Science	3,513	3,722	3,899	4,048	15.1%	4,080	14.9%	248.3	16.4
College of Visual & Performing Arts	1,322	1,358	1,385	1,438	5.4%	1,498	5.5%	100.6	14.9
Krasnow	15	19	25	21	0.1%	25	0.1%	9.7	N/A
School for Conflict Analysis & Resolution	281	308	298	336	1.3%	328	1.2%	27.3	12.0
School of Law	635	667	665	681	2.5%	635	2.3%	50.8	12.5
School of Management	2,751	2,736	2,745	2,648	9.9%	2,843	10.4%	121.2	23.4
School of Public Policy	622	629	635	604	2.3%	667	2.4%	61.2	10.9
Volgenau School of Engineering	2,503	2,605	2,636	2,830	10.6%	2,836	10.3%	196.9	14.4
Provost (Faculty incl Robinson Professors)	287	583	654	694	2.6%	670	2.4%	19.0	N/A
Other (FTE incl ELI)								16.8	N/A
TOTAL	24,748	25,799	26,375	26,800	100.0%	27,425	100.0%	1,751.5	15.8

Note 1: Student Ratio 1: Excludes Other Faculty FTE

AREAS OF STUDENT ENROLLMENT GROWTH	
PROJECTED FY 2012 TO TARGET FY 2013	FTE GROWTH
COLLEGE/SCHOOL	
CHSS	213
SOM	195
CEHD	82
SPP	63
CVPA	60

Note 2:

Enrollment totals include contract course and summer distributed to units. Beginning in FY 2011, Mason budgetarily treats summer enrollments the same as other academic terms (i.e., fall and spring). Consequently these enrollments are included in the calculation of the FY 2013 student:faculty ratio.

* Provost enrollment is primarily due to contract activity from Enrollment Services programs such as Envision and the Washington Journalism & Media Program.

Percentages may not total 100% due to rounding.

CHANGE IN FTE ENROLLMENT FY 2010-FY 2013	
Provost *	133.4%
Krasnow	66.7%
CHHS	17.2%
S-CAR	16.7%
COS	16.1%
CVPA	13.3%
VSE	13.3%

Budget Focus & Priority

The allocation of funds in FY 2013 continues to focus the budget on the core activity of the E&G budget, instruction and academic support. The following table compares the allocation of funds by year and major sub-programs within E&G for the past several years.

The E&G budget also includes a central reserve of \$4.0M (or approximately 0.9% of the E&G operating budget). This represents the only portion of the expense budget that is not allocated to specific program needs and is available for unplanned contingency needs. If these funds remain unexpended at year end, their intended one-time use is for high institutional priorities not covered by other funding sources as well as to mitigate tuition increases in a subsequent year.

PERCENTAGE OF BUDGET BY MAJOR PROGRAM						
	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Instruction/Academic Support	59.4%	59.3%	57.3%	58.5%	59.0%	59.7%
Library	5.6%	5.6%	5.6%	5.4%	5.3%	5.1%
Student Services	5.2%	5.1%	4.9%	4.8%	4.7%	4.8%
Technology	8.3%	8.3%	8.1%	7.6%	7.0%	7.3%
Institutional Support	9.7%	10.1%	9.9%	9.9%	10.0%	10.5%
Plant	8.6%	8.7%	10.1%	10.0%	9.9%	9.1%
Financial Aid *	2.0%	1.1%	1.6%	1.6%	1.8%	1.8%
Equipment Trust Fund	0.9%	1.0%	1.0%	0.8%	0.8%	0.8%
Reserve	0.4%	0.8%	1.5%	1.4%	1.5%	0.9%
TOTAL	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

* Does not include funds budgeted as discounts to tuition and fees. These discounts comprise 2.6% of the E&G expense budget. If included as expenses, the total percentage of E&G would be 4.5%. Percentages may not total 100% due to rounding.

Mason continues to allocate a greater percentage of its E&G budget to instruction than most of the other Virginia doctoral institutions.

Number of Academic Programs – Sharp Focus

Mason regularly reviews its academic offerings to restructure, merge, delete and add programs as needed.

Mason offers only 65% of the average number of academic programs offered by the same peer group.

ACADEMIC PROGRAM COMPARISON GEORGE MASON UNIVERSITY & PEER GROUP		
INSTITUTION	TOTAL FALL 2011 ENROLLMENT	TOTAL DEGREE PROGRAMS OFFERED 2011 *
Arizona State University – Tempe Campus	59,974	517
University of Minnesota – Twin Cities	52,557	460
New York University	50,917	245
University of Florida	49,589	454
Michigan State University	47,954	214
University of Illinois at Urbana – Champaign	44,470	150
University of Washington – Seattle Campus	43,307	250
Florida State University	41,683	303
University of Arizona	39,236	580
University of Southern California	38,010	443
University of Maryland – College Park	37,631	313
Rutgers University – New Brunswick/Piscataway	37,364	250
Temple University	37,324	317
North Carolina State University at Raleigh	34,767	272
Boston University	33,534	489
GEORGE MASON UNIVERSITY	33,320	202
Northeastern University	29,869	194
University of North Carolina at Chapel Hill	29,137	282
University of Connecticut	29,134	258
University of Kansas - Main Campus	26,266	317
George Washington University	25,258	193
University of Nebraska at Lincoln	24,593	460
Syracuse University	20,829	328
University of Massachusetts – Amherst	20,700	253
Stony Brook University	19,852	211
SUNY – Albany	17,103	170
AVERAGE	35,553	313

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

USE OF FUNDS

PROGRAM EXPENSES

Use Overview

The FY 2013 budget provides for a \$25.1M overall increase in the total E&G budget (as outlined on page 14). Saving \$21.6M from previous fiscal years have been part of a bridging plan to be carried forward for one-time spending in FY 2012 and subsequent years. Nevertheless these funds slated for carryforward are included in Mason's balanced FY 2012 revised budget. The table below depicts the changes in the use of funds by major expense between FY 2012 and FY 2013, accounting for all budgeted funds including those planned for carryforward.

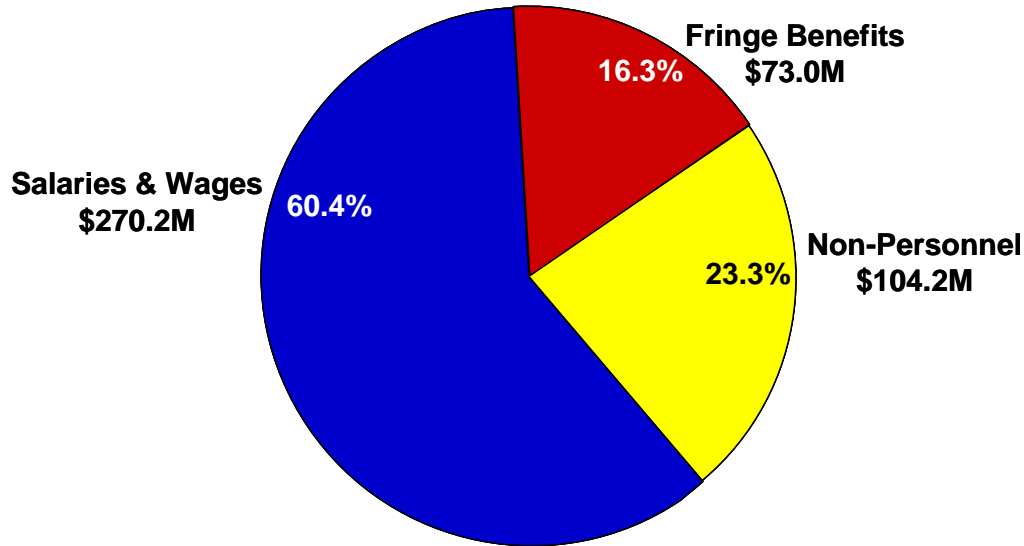
	FY 2012 REVISED	FY 2013 ORIGINAL	CHANGE	% CHANGE
Salaries/Wages	\$251.3M	\$270.4M	\$19.1M	7.6%
Fringe Benefits	62.8M	73.0M	10.2M	16.2%
Non-Personnel	108.2M	104.0M	(4.2M)	-3.9%
TOTAL E&G	\$422.3M	\$447.4M	\$25.1M	5.9%

Personnel General

- For FY 2013, the University budget includes funding for salary increases associated with academic promotion and tenure actions and for special compensation needs. FY 2013 will be the fifth consecutive year in which there will not be an overall state salary increase program for faculty or classified staff. In FY 2012, George Mason University self-funded a 2.25% (average) salary increase for faculty and staff and there are funds budgeted within the E&G budget to support the proposed (not to exceed 3%) one-time bonus in FY 2013.
- The FY 2013 budget allocates approximately 76.7% of the E&G funds for personnel costs, which include salaries, wages, and fringe benefits. The percentage dedicated to labor had been in the range of 79% to 80% during recent years. This change in percentage reflects actions taken by units as a result of budget reductions from the state since FY 2008.

USE OF FUNDS – FISCAL YEAR 2013

\$447,426,400



Note: Includes \$3.6M ETF Fund

- The major expense within personnel is the compensation for instructional faculty. Approximately 51.0% of the cost of personnel covers the compensation paid to the teaching faculty (budget amounts include salary and fringe benefits.)

PERSONNEL TYPE	FY 2013 BUDGET	% OF PERSONNEL
Teaching Faculty	\$175.1M	51.0%
Admin Faculty	61.7M	18.0%
Classified Staff	97.2M	28.3%
Wages/Student Wages	9.3M	2.7%
TOTAL PERSONNEL EXPENSE	\$343.4M	100.0%

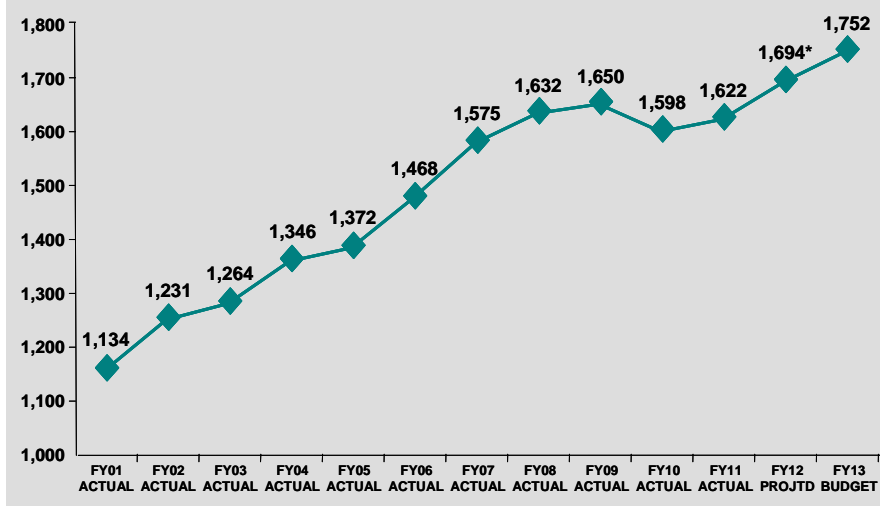
Teaching Faculty

Mason plans to add a net additional 67 full-time faculty in FY 2013 compared to the original FY 2012 budget. 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. The success or failure in filling full-time positions impacts the use of adjunct faculty and graduate assistants. Consequently, actual expenses for full-time and adjunct faculty typically vary from the original budget.

**INSTRUCTIONAL FACULTY
SALARY AND FTE HISTORY**

	FY 08 ACTUAL	FY 09 ACTUAL	FY 10 ACTUAL	FY 11 ACTUAL	FY 12 ESTIMATE	FY 13 BUDGET
FT Faculty	\$91,228,807	\$96,944,117	\$103,305,550	\$105,815,652	\$105,190,322	\$116,646,300
PT Faculty	17,378,210	18,299,396	18,086,349	18,405,641	15,064,471	17,275,500
Grad Assts	6,760,532	6,744,988	6,866,840	7,964,274	8,275,031	7,221,600
TOTAL FACULTY	\$115,367,549	\$121,988,501	\$128,258,739	\$132,185,567	\$128,529,824	\$141,143,400

**INSTRUCTIONAL FACULTY FTE HISTORY
(Full-time, Adjunct & GTA)**



* 1,685 FTES were included in the FY 2012 original budget

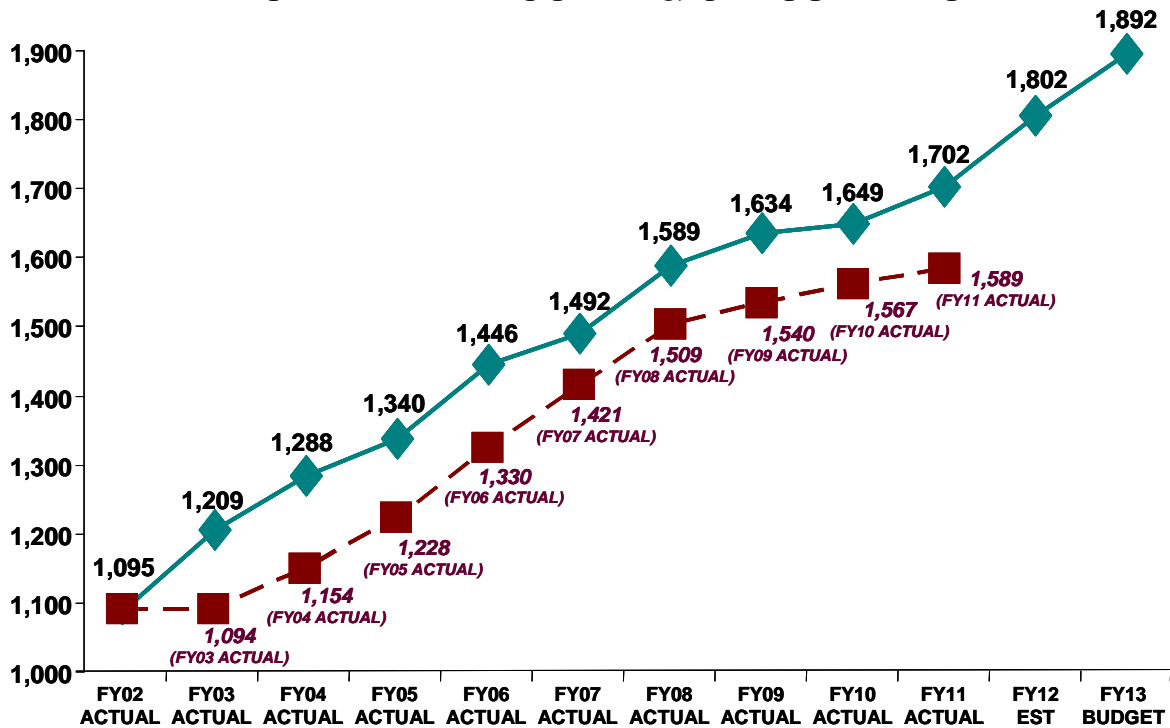
Administrative Support Staff

In FY 2013 approximately 12 FTE support positions will be added within the Information Technology Unit to provide critical service support for new buildings as well as service to the distributed campuses. Academic Administration and Enrollment Services will add approximately 16 FTE positions to support increased program support needs. Finance & Planning are adding approximately 11 FTE positions to meet increased regulatory compliance and reporting requirements as well as provide services to an increasing campus population. Many other units are realizing small increases in position levels.

**SUPPORT STAFF
SALARY AND FTE HISTORY**

	FY 08 ACTUAL	FY 09 ACTUAL	FY 10 ACTUAL	FY 11 ACTUAL	FY 12 ESTIMATE	FY 13 BUDGET
Admin Faculty	\$35,551,355	\$37,838,188	\$37,901,023	\$39,417,760	\$46,195,889	\$48,258,400
Classified	52,846,458	55,049,083	56,349,655	57,879,490	68,901,711	72,213,200
TOTAL SUPPORT STAFF	\$88,397,813	\$92,887,271	\$94,250,678	\$97,297,250	\$115,097,600	\$120,471,600

SUPPORT STAFF FTE HISTORY ADMINISTRATIVE FACULTY & CLASSIFIED STAFF



Note: Actual is the average filled FTE for FY 02 through FY 11

WAGES HISTORY & BUDGET

	FY 08 ACTUAL	FY 09 ACTUAL	FY 10 ACTUAL	FY 11 ACTUAL*	FY 12 ESTIMATE	FY 13 BUDGET*
Wages	\$5,245,695	\$5,039,665	\$5,346,427	\$6,553,495	\$5,992,000	\$5,207,400
Student Wages	3,741,684	3,207,465	2,859,411	3,140,682	3,566,000	3,200,000
CWS	624,616	655,396	220,314	217,762	\$342,000	341,300
TOTAL WAGES	\$9,611,995	\$8,902,526	\$8,426,152	\$9,911,939	\$9,900,000	\$8,748,700

* Includes increased dependence on wage personnel as departments abolish or leave vacant full time, permanent positions. There also was a one-time bonus for Wages during FY 2011 and specific funds set aside for the proposed one-time bonus to be paid in FY 2013.

Wage personnel expenditures account for about 2.5% of institutional personnel costs. In FY 2012 the wages budget was adjusted for the Mason Compensation Increase. In most years the wages (or temporary staff) budget is established at a level of funding substantially less than actual prior year spending levels. Needs for temporary staff are largely funded through reallocation of permanent staff lines, which are fully funded in the budget, as vacancies and turnover occur.

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 equates to 200-250 FTE staff positions.

**FY 2013 EDUCATIONAL & GENERAL BUDGET
FULL-TIME EQUIVALENT FACULTY AND STAFF POSITIONS BY MAJOR UNIT**

UNIT	TOTAL POSITIONS (FTE) FY12			NEW POSITIONS (FTE) FY13			TOTAL POSITIONS (FTE) FY13		
	FACULTY	STAFF	TOTAL	FACULTY	STAFF	TOTAL	FACULTY	STAFF	TOTAL
College of Education & Human Dev	183.5	51.9	235.4	8.8	7.4	16.2	192.3	59.3	251.6
College of Health & Human Services	115.7	34.8	150.5	8.2	2.9	11.1	123.9	37.7	161.6
College of Humanities & Social Sciences	571.0	100.5	671.5	11.6	8.7	20.3	582.6	109.2	691.8
College of Science	231.1	67.0	298.1	14.2	-0.3	13.9	245.3	66.7	312.0
College of Visual & Performing Arts	97.1	33.5	130.6	3.5	3.3	6.8	100.6	36.8	137.4
Krasnow Institute	9.1	4.0	13.1	0.6	4.2	4.8	9.7	8.2	17.9
School for Conflict Analysis/Resolution	27.6	8.9	36.5	-0.2	0.7	0.5	27.4	9.6	37.0
School of Law	51.5	48.4	99.9	-0.8	0.7	-0.1	50.7	49.1	99.8
School of Management	116.0	47.8	163.8	5.2	0.3	5.5	121.2	48.1	169.3
School of Public Policy	61.9	27.8	89.7	-0.7	1.0	0.3	61.2	28.8	90.0
Volgenau School of Engineering	186.6	42.9	229.5	10.3	0.0	10.3	196.9	42.9	239.8
Enrollment Services	0.0	139.8	139.8	0.0	5.1	5.1	0.0	144.9	144.9
Library	0.0	128.8	128.8	0.0	3.0	3.0	0.0	131.8	131.8
Office of Continuing & Professional Ed	0.0	20.8	20.8	0.0	0.0	0.0	0.0	20.8	20.8
Academic Administration	17.1	104.4	121.5	1.8	11.4	13.2	18.9	115.8	134.7
University Life	16.7	83.4	100.1	0.0	5.0	5.0	16.7	88.4	105.1
Information Technology Unit	0.0	217.5	217.5	0.0	11.8	11.8	0.0	229.3	229.3
Facilities	0.0	282.1	282.1	0.0	2.0	2.0	0.0	284.1	284.1
Operations	0.0	89.0	89.0	0.0	1.0	1.0	0.0	90.0	90.0
Regional Campus Support	0.0	15.0	15.0	0.0	0.2	0.2	0.0	15.2	15.2
Finance & Planning	0.0	151.5	151.5	0.0	11.6	11.6	0.0	163.1	163.1
President/Equity/Internal Audit	0.1	24.1	24.2	0.0	2.2	2.2	0.1	26.3	26.4
University Development	0.0	37.6	37.6	0.0	8.2	8.2	0.0	45.8	45.8
University Relations	0.0	40.4	40.4	0.0	2.8	2.8	0.0	43.2	43.2
GRAND TOTAL	1,685.0	1,801.6	3,486.6	62.5	93.2	155.7	1,747.4	1,895.0	3,642.4

Note: May not total 100% due to rounding.

Non-Personnel - General

- Approximately 23.2% of the E&G budget is budgeted to be expended on non-personnel expenditures. This is slightly smaller than in many previous years; however 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, FY 2013					
SUBPROGRAM	PERSONNEL SERVICES		NON-PERSONNEL		TOTAL BUDGET
	BUDGET	% TOTAL	BUDGET	%TOTAL	
Instr/Res/Pub Service	\$209,390,900	87.1%	\$30,910,600	12.9%	\$240,301,500
Financial Aid	0	0.0%	7,932,000	100.0%	7,932,000
Equipment Trust Fund	0	0.0%	3,568,900	100.0%	3,568,900
Libraries	10,876,400	47.5%	12,016,400	52.5%	22,892,800
Academic Support	24,533,000	90.2%	2,651,900	9.8%	27,184,900
Student Services	18,087,300	84.4%	3,346,500	15.6%	21,433,800
Technology	22,963,600	70.5%	9,607,900	29.5%	32,571,500
Institutional Support	41,722,100	89.0%	5,150,800	11.0%	46,872,900
Plant	15,829,300	38.9%	24,838,800	61.1%	40,668,100
Central Reserve	0	0.0%	4,000,000	100.0%	4,000,000
TOTAL	\$343,402,700	76.8%	\$104,023,700	23.2%	\$447,426,400

Non-personnel costs, often referred to as direct expenditures, are budgeted a total of \$2.3M higher in FY 2013 than the FY 2012 original budget. The major changes in non-personnel budgets include a combination of increases and repurposing of existing budgets, including operating funds for campus master plan (\$1.0M), financial aid (\$1.3M), library materials to cover inflation (\$0.5M), and other inflationary support (\$0.3M). Funds set aside for enrollment growth (including both personnel and non-personnel, \$7.5M) are also among the items temporarily shown on non-personnel lines pending specific personnel actions. Within the non-personnel budget, fifteen major categories of expense make up more than 75% of the total non-personnel budget.

E&G NON-PERSONNEL - MAJOR CATEGORIES OF EXPENSE FY 12 PROJECTED	
Library Books & Materials	\$10,782,900
Repair & Maintenance Services	8,666,500
Utilities	7,905,900
Equipment	7,532,300
Computer & Technical Services	7,429,600
Rental – Buildings & Structures	6,440,000
Travel	5,208,200
Supplies	3,683,400
Telecommunication Services	2,454,200
Capital Construction & Equipment	1,763,600
Student Scholarships	1,710,000
Media Services	1,532,800
Dues, Publications & Subscriptions	1,467,200
Printing Services	1,282,000
Mail Services	1,072,300
TOTAL FOR TOP 15 NON-PERSONNEL EXPENSE CATEGORIES	\$68,930,900
TOTAL NON-PERSONNEL EXPENSE CATEGORIES	\$78,032,500
PERCENT OF TOTAL NON-PERSONNEL EXPENSE CATEGORIES	88.3%

E&G PERFORMANCE MEASURES

Mason 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 has the lowest of E&G funding per FTE student among all the schools in its national peer group. These twenty-five institutions were approved and maintained as a benchmark 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
University of Minnesota - Twin Cities	University of Southern California
University of Maryland-College Park	Temple University
New York University	University of North Carolina at Chapel Hill
University of Florida	George Washington University
Boston University	Northeastern University
GEORGE MASON UNIVERSITY	University of Nebraska at Lincoln
Michigan State University	North Carolina State University at Raleigh
University of Connecticut	University of Washington - Seattle Campus
University of Illinois at Urbana-Champaign	Rutgers University - New Brunswick/Piscataway
Florida State University	Syracuse University
University of Arizona	University of Massachusetts - Amherst
SUNY at Albany	Stony Brook University

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, Mason operates with about 81% of the resources (on average) available to the other doctoral universities. In FY 2011 Mason operated at approximately 82% of the total resource available to the other doctoral universities.

**EDUCATIONAL & GENERAL
TOTAL FUNDING PER IN-STATE FTE STUDENT, FY 2012
General Fund, Tuition and Mandatory E&G Fees**

DOCTORAL INSTITUTIONS	GENERAL FUND FY12*	IN-STATE TUITION FY12	TOTAL
University of Virginia	\$8,752	\$9,684	\$18,436
William & Mary	7,488	8,365	15,853
Virginia Tech	6,556	8,899	15,455
Virginia Commonwealth	6,177	7,600	13,777
Old Dominion	5,270	5,052	10,322
Doctoral Average	\$6,849	\$7,920	\$14,769
GEORGE MASON	\$5,219	\$6,752	\$11,971
Mason % of Average	76.2%	85.3%	81.1%

* General Fund estimate based on current enrollment estimates and adjusted for Equipment Trust Fund.

General Fund Per In-State FTE Student

George Mason University continues to receive less General Fund support per FTE student than any of the other doctoral institutions, which shifts a greater burden of the cost to students through tuition increases. In FY 2002, Mason was receiving approximately 78.1% of the doctoral average, and for FY 2012, Mason will operate with about 76.2% of the average general fund support per FTE student among the Virginia doctoral schools (see below).

INSTITUTION	2002	2012
University of Virginia	\$10,223	\$8,752
William & Mary	9,943	7,488
Virginia Tech	9,380	6,556
Virginia Commonwealth	8,669	6,177
Old Dominion	6,923	5,270
Doctoral Average	\$9,028	\$6,849
GEORGE MASON UNIVERSITY	\$7,047	\$5,219
MASON % of Average	78.1%	76.2%

Note: When comparing FY 2002 and FY 2012 Mason declines in relative position of General Fund per In-state FTE Student, to the least funding per student, while the relative positions of other institutions remains the same.

Allocation To Core Mission

Mason 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 Mason’s allocation of resources.

- According to the most recent peer data from the Integrated Postsecondary Education Data System (IPEDS), Mason allocates the fourth largest percentage of its E&G resources to instruction when compared to all of the other universities within its twenty-five institution national peer group.

RANK	SELECTED INSTITUTIONS	ACADEMIC BUDGET AS PERCENT OF BUDGET FY10
1 st	Boston University	60.3%
4th	GEORGE MASON UNIVERSITY	53.2%
5 th	Rutgers University – New Brunswick	51.2%
10 th	Florida State University	46.4%
18 th	University of Kansas	41.1%
20 th	University of Maryland – College Park	36.2%
25 th	University of Nebraska – Lincoln	32.9%
25-PEER GROUP AVERAGE (Excl. Mason)		43.7%

Note: FY 2010 is the most recent IPEDS 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. George Mason University ratio remains leaner than the average ratios at the other doctoral institutions in Virginia. Based on state approved employment levels and projected FTE enrollments, the difference between Mason’s number of total faculty/staff positions and the doctoral average is approximately 1,050 positions.

DOCTORAL INSTITUTIONS	STUDENTS (FTE) PER FACULTY/ STAFF POSITIONS
University of Virginia	4.6
Virginia Commonwealth	5.4
William & Mary	4.2
Old Dominion	8.3
Virginia Tech	4.9
Doctoral Average	5.5
GEORGE MASON UNIVERSITY	7.0

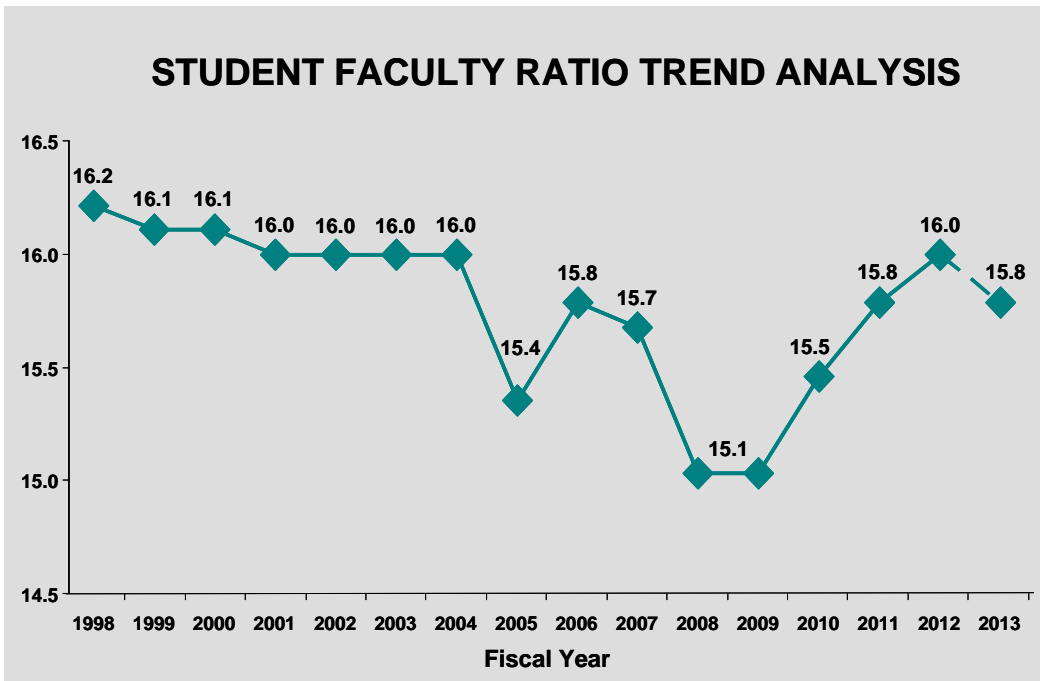
**Source: Chapter 890 and SCHEV FTE Enrollment Projections -2B*

Faculty: Support Staff Ratios

- An equally impressive ratio is the relationship of non-teaching positions to teaching positions. The FY 2013 budget for George Mason University establishes the ratio of 1,752 teaching to 1,892 non-teaching positions at approximately a 1:1.1 ratio, which is much leaner than the average for Mason's national peer group.

Student: Faculty Ratios

- Maintain Low Student: Faculty Ratio – The number of faculty included in the FY 2013 budget results in the University's academic year student: faculty ratio of 15.8:1. This ratio is similar to the FY 2012 original budget. The University's high priority of smaller classes and an improved faculty: student ratio has been constrained by the previous year's budget reductions and may continue to erode if additional funding is not identified in future years.



Note: FY 1998-2012 uses the Common Data Set reporting and FY 2013 ratio uses budgeted faculty positions

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 current enrollment projections for each year through FY 2018. The projections are used as future year unit enrollment targets and budgets are developed.

**GEORGE MASON UNIVERSITY
ACTUAL AND PROJECTED ENROLLMENT**

FALL HEADCOUNT	Actual											Projected*				
	Fall 2002	Fall 2003	Fall 2004	Fall 2005	Fall 2006	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017
First-Time Freshmen Transfers	2,225	2,251	2,262	2,529	2,427	2,209	2,526	2,656	2,604	2,665	2,665	2,650	2,675	2,700	2,725	2,750
Other Freshmen	1,596	1,470	1,402	1,974	2,084	2,222	2,254	2,565	2,425	2,503	2,579	2,641	2,612	2,747	2,792	2,838
Sophomore	3,436	3,651	3,719	3,659	3,833	3,988	3,582	3,791	3,691	3,691	3,767	3,850	3,915	3,989	4,064	4,134
Juniors	4,062	4,110	4,165	4,441	4,568	4,778	4,978	5,235	5,433	5,691	5,784	5,959	6,188	6,461	6,735	7,009
Seniors	4,832	5,097	5,340	5,399	5,494	5,730	5,987	6,307	6,637	6,951	7,281	7,168	7,295	7,442	7,613	7,799
Non-Degree Undergraduate	537	523	520	562	409	606	569	572	534	568	535	536	538	539	541	541
	16,688	17,102	17,408	18,091	18,188	18,533	18,707	19,702	20,157	20,782	21,233	21,066	21,421	21,803	22,209	22,625
Law	832	796	778	742	762	799	681	696	731	721	705	690	690	690	690	690
Master	5,908	6,567	6,406	6,758	6,785	7,022	7,507	7,854	7,945	7,932	8,130	8,501	8,729	8,930	9,115	9,297
Doctoral	1,342	1,435	1,612	1,748	1,776	1,791	1,839	1,963	2,120	2,195	2,242	2,536	2,669	2,800	2,930	3,061
Non-Degree Graduate	2,026	2,346	2,670	2,389	2,345	2,131	1,878	1,852	1,609	1,690	1,690	1,577	1,593	1,610	1,629	1,651
	9,276	10,348	10,688	10,895	10,906	10,944	11,224	11,669	11,674	11,817	12,062	12,614	12,991	13,340	13,675	14,009
UNIVERSITY SUB-TOTAL	26,796	28,246	28,874	29,728	29,856	30,276	30,612	32,067	32,562	33,320	34,000	34,370	35,102	35,833	36,574	37,324
RAK	-	-	-	-	33	56	102	-	-	-	-	-	-	-	-	-
OVERALL TOTAL	26,796	28,246	28,874	29,728	29,889	30,332	30,714	32,067	32,562	33,320	34,000	34,370	35,102	35,833	36,574	37,324
Pct Chg	-	5.4%	2.2%	3.0%	0.5%	1.5%	1.3%	4.4%	1.5%	2.3%	2.0%	1.1%	2.1%	2.1%	2.1%	2.1%

ANNUALIZED FTE	Actual											Projected*				
	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	Budget FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
First-Time Freshmen	1,097	1,106	1,112	1,239	1,226	1,120	1,243	1,320	1,296	1,321	1,327	1,317	1,329	1,342	1,354	1,367
Other Freshmen	1,974	1,906	1,970	2,009	1,928	1,713	1,745	1,867	1,845	1,837	2,087	2,032	2,100	2,128	2,148	2,168
Sophomore	3,060	3,273	3,370	3,293	3,502	3,583	3,334	3,446	3,525	3,493	3,557	3,619	3,700	3,790	3,882	3,969
Juniors	3,738	3,830	3,953	4,133	4,235	4,471	4,691	4,926	5,149	5,476	5,364	5,293	5,380	5,487	5,601	5,717
Seniors	4,367	4,728	4,877	5,122	5,255	5,428	5,773	6,070	6,363	6,693	6,985	6,879	7,004	7,143	7,308	7,487
Non-Degree Undergraduate	338	314	324	321	250	258	245	270	509	770	650	650	650	650	650	650
	14,574	15,158	15,606	16,117	16,396	16,573	17,031	17,898	18,686	19,591	19,970	19,790	20,163	20,540	20,943	21,357
Law	687	651	645	616	655	691	618	637	681	673	635	610	610	610	610	610
Master	3,464	3,874	4,016	4,084	4,065	4,185	4,422	4,746	4,892	4,902	5,140	5,429	5,632	5,896	6,062	6,227
Doctoral	616	657	681	801	788	779	798	864	941	1,021	1,100	1,179	1,254	1,330	1,407	1,484
Non-Degree Graduate	883	968	1,003	942	813	757	626	603	600	613	580	527	533	538	544	551
	4,963	5,499	5,700	5,828	5,666	5,721	5,845	6,213	6,432	6,536	6,820	7,135	7,419	7,764	8,013	8,263
UNIVERSITY SUB-TOTAL	20,224	21,307	21,950	22,561	22,717	22,985	23,495	24,748	25,799	26,800	27,425	27,535	28,192	28,914	29,566	30,230
RAK	-	-	-	-	29	57	104	-	-	-	-	-	-	-	-	-
OVERALL TOTAL	20,224	21,307	21,950	22,561	22,746	23,042	23,599	24,748	25,799	26,800	27,425	27,535	28,192	28,914	29,566	30,230
Pct Chg	-	5.4%	3.0%	2.8%	0.8%	1.3%	2.4%	4.9%	4.2%	3.9%	2.3%	0.4%	2.4%	2.6%	2.3%	2.2%

*Projections based on SCHEV 2B submission

**FY 2013 EDUCATIONAL & GENERAL BUDGET
BUDGET BY MAJOR CATEGORY OF EXPENSE BY UNIT**

UNIT	SALARIES	FRINGE BENEFITS	WAGES	NON-PERSONNEL	FTE	TOTAL BUDGET
College of Education & Human Development	15,875,400	4,156,700	659,400	2,892,900	251.6	23,584,400
College of Health & Human Services	13,228,000	3,400,900	38,600	750,400	161.5	17,417,900
College of Humanities & Social Sciences	44,495,300	10,967,200	534,600	2,868,100	691.8	58,865,200
College of Science	23,523,100	6,096,400	341,900	6,900,800	312.0	36,862,100
College of Visual & Performing Arts	8,469,100	2,265,000	1,004,000	700,600	137.4	12,438,700
Krasnow Institute	1,588,700	462,900	0	(79,700)	17.8	1,971,900
School for Conflict Analysis & Resolution	2,935,100	749,200	190,700	52,500	37.0	3,927,500
School of Law	9,339,700	2,588,300	229,900	2,525,500	99.8	14,683,400
School of Management	17,197,300	4,429,300	1,251,500	3,365,600	169.3	26,243,700
School of Public Policy	8,627,300	2,339,800	25,900	789,300	89.9	11,782,200
Volgenau School of Engineering	20,264,000	4,855,800	244,200	1,088,600	239.8	26,452,600
Summer Term	58,300	4,100	0	17,900	0.0	80,300
Eminent Scholars	0	0	0	1,240,000	0.0	1,240,000
Enrollment Services	8,299,100	2,623,400	588,300	2,162,900	144.9	13,673,700
Office of Continuing & Prof Education	1,127,500	373,500	17,500	795,400	20.8	2,313,900
Student Financial Aid	0	0	0	7,932,000	0.0	7,932,000
Provost Instruction and Administration	10,907,200	3,242,000	241,900	3,205,500	134.7	17,596,600
Library	7,022,400	2,157,100	384,700	10,745,900	131.8	20,310,200
University Life	5,919,300	1,738,600	552,100	2,016,400	105.2	10,226,300
Information Technology Unit	16,295,600	5,526,900	1,139,000	9,585,900	229.0	32,547,400
Facilities	14,816,100	5,031,300	581,900	15,189,100	284.1	35,618,300
Property Rental/Facility Support	0	0	0	11,113,000	0.0	11,113,000
Regional Campus Support	1,034,300	337,000	108,000	416,800	15.2	1,896,100
Finance & Planning	9,921,600	3,228,100	357,100	2,038,000	163.0	15,544,800
Operations	4,726,700	1,651,400	328,100	2,102,500	90.0	8,808,700
Executive Administration	2,210,200	688,600	48,800	571,800	26.4	3,519,300
University Development	3,442,500	1,037,000	10,000	887,900	45.8	5,377,400
University Relations	2,587,000	880,000	392,700	2,270,600	43.2	6,130,300
Central Funds/AE Indirect/Contingency	7,704,200	2,208,400	(521,800)	2,308,800	0.0	11,699,600
University Reserve	0	0	0	4,000,000	0.0	4,000,000
Equipment Trust Fund	0	0	0	3,568,900	0.0	3,568,900
GRAND TOTAL	\$261,615,100	\$73,038,900	\$ 8,748,700	\$104,023,700	3,642.4	\$447,426,400

Note: May not total 100% due to rounding.

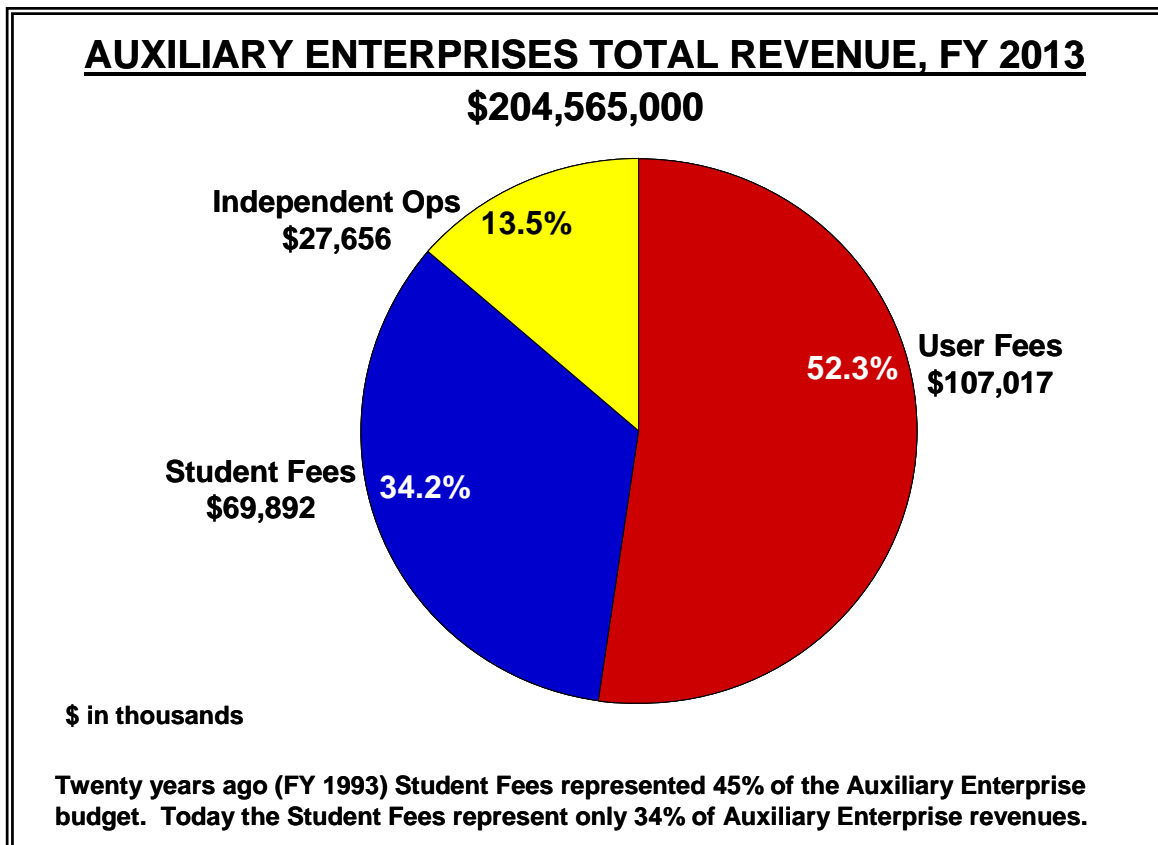
AUXILIARY ENTERPRISES

PROGRAM REVENUES

The activity of Auxiliary Enterprises is the second largest program of the University's operation. The projected Auxiliary Enterprise revenue for FY 2013 represents approximately 23% of the University's \$888.0M 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 \$204.6M in FY 2013. This represents approximately 9% revenue growth over the FY 2012 revised budget of \$187.7M.

Graphically, the Auxiliary Enterprise revenue looks as shown below:



For FY 2013, the revenue growth in all of the Auxiliary Enterprises is projected to be approximately \$16.9M. Of this total growth, \$11.7M is generated from self-generated revenue including user fees, \$4.2M is from increased student fee revenues, and \$1.0M growth in independent operations.

- Within user fees activities, the units generating the largest increases in revenues are Housing and Residential Life (\$6.9M), Hotel and Conference Center (\$1.4M), Food Service (\$1.3M), Campus Access (\$0.7M), and Student Health (\$0.3M).
- The student fee revenue increases by approximately \$4.2M with additional revenue from increased enrollment of 625 FTE students (\$1.6M), along with an annual student fee rate increase of \$96 (\$2.6M).

SOURCE	REVISED FY 2010	REVISED FY 2011	REVISED FY 2012	ORIGINAL FY 2013	CHANGE, FY 2012-2013	
					AMOUNT	PERCENT
Student Fees	\$53.6	\$59.6	\$65.7	\$69.9	\$4.2	6.3%
User Fees	82.5	100.3	95.4	107.0	11.6	12.2%
Independent Operations	26.8	25.0	26.6	27.7	1.1	4.0%
TOTAL	\$162.9	\$184.9	\$187.7	\$204.6	\$16.9	9.0%

The table below identifies the ten largest programs and activities included within the program of Auxiliary Enterprises, and they represent over 77% of the Auxiliary Enterprise revenue.

FY 2013 ACTIVITY	INDEPENDENT OPERATION	COMMISSION	USER FEE REVENUE	STUDENT FEES	TOTAL REVENUE
Housing & Residential Life	\$3,650,000	\$650,000	\$38,477,900	\$0	\$42,777,900
Food Service	9,184,700	3,150,000	14,483,000	0	26,817,700
Intercollegiate Athletics	0	0	3,781,800	13,779,200	17,561,000
Campus Access/Transportation	0	0	11,605,100	3,459,300	15,064,400
Student Centers	0	0	3,706,000	9,817,300	13,523,300
Arts Centers	0	0	7,222,800	5,785,400	13,008,200
Bookstore	11,250,000	1,250,000	0	0	12,500,000
University Life	0	0	1,621,700	5,452,600	7,074,300
Indirect Cost	0	0	0	6,800,000	6,800,000
Freedom Aquatic Fitness Center	0	0	6,416,300	196,100	6,612,400
TOTAL	\$24,084,700	\$5,050,000	\$87,314,600	\$45,289,900	\$161,739,200

Independent Operations

Auxiliary Enterprises includes five independent operations (food service, bookstore, arena management, privately owned housing, and vending) where a third party manages each operation through their own corporate financial and accounting system. The total budget for these five programs is \$48.3M , and includes \$6.1M 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 Mason’s dependence upon student fees. These annual commissions (\$6.1M) reduce the required annual student fee by nearly \$240!*

INDEPENDENT OPERATIONS COMMISSION INCOME, FY 2013			
ACTIVITY	OPERATING BUDGET	GEORGE MASON COMMISSION	TOTAL
Food Service*	\$23,667,700	\$3,150,000	\$26,817,700
Bookstore	11,250,000	1,250,000	12,500,000
Arena Management	3,150,000	850,000	4,000,000
Privately Owned Housing	3,650,000	650,000	4,300,000
Vending	421,000	224,000	645,000
TOTAL	\$42,138,700	\$6,124,000	\$48,262,700

*Includes \$14.5M of User Fee Revenue

Commissions and Management Fees

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-five years ago. It is perhaps less clear, however, how the compensation to Mason and the contractors is determined.

The first step in each out-sourced partnership 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 Mason 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, the three large out-sourced firms employ over 1,200 employees. In many institutions where these activities are not out-sourced, these would all be University employees.

Patriot Center The Patriot Center commission to Mason 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 Mason. The variable amount changes by year depending on the success of the performances. The actual amount for FY 2013 could be greater than is projected at this point.

The contractor, Monumental Sports Entertainment, 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, Mason receives tickets and other considerations from Monumental Sports Entertainment as part of the overall contract.

FISCAL YEAR	GEORGE MASON COMMISSION	MON SPRTS MGMT FEES
2007 (actual)	1,573,000	375,000
2008 (actual)	1,458,900	385,000
2009 (actual)	1,259,100	395,000
2010 (actual)	1,460,000	405,000
2011 (actual)	1,105,500	415,000
2012 (projected) *	850,000	425,000

* *Monumental Sports Entertainment management projects a decrease in commission in FY 2012 based on past year revenue trends.*

Dining Services The Dining services commission paid to Mason is composed of both a fixed commission of \$1,075,000 a year plus a variable commission comprised of the revenue remaining after the Sodexo 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 commission is used to fund Student Centers operations as well as dining services renovations, which offset other institutional student fee requirements.

The Sodexo 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 Mason receives a variable commission (with a \$1,000,000 yearly guarantee) based on yearly sales. As gross sales exceed \$10,000,000 annually, Mason receives a commission beyond the \$1,000,000 guarantee. In FY 2012, the University expects to receive about \$1,250,000 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.

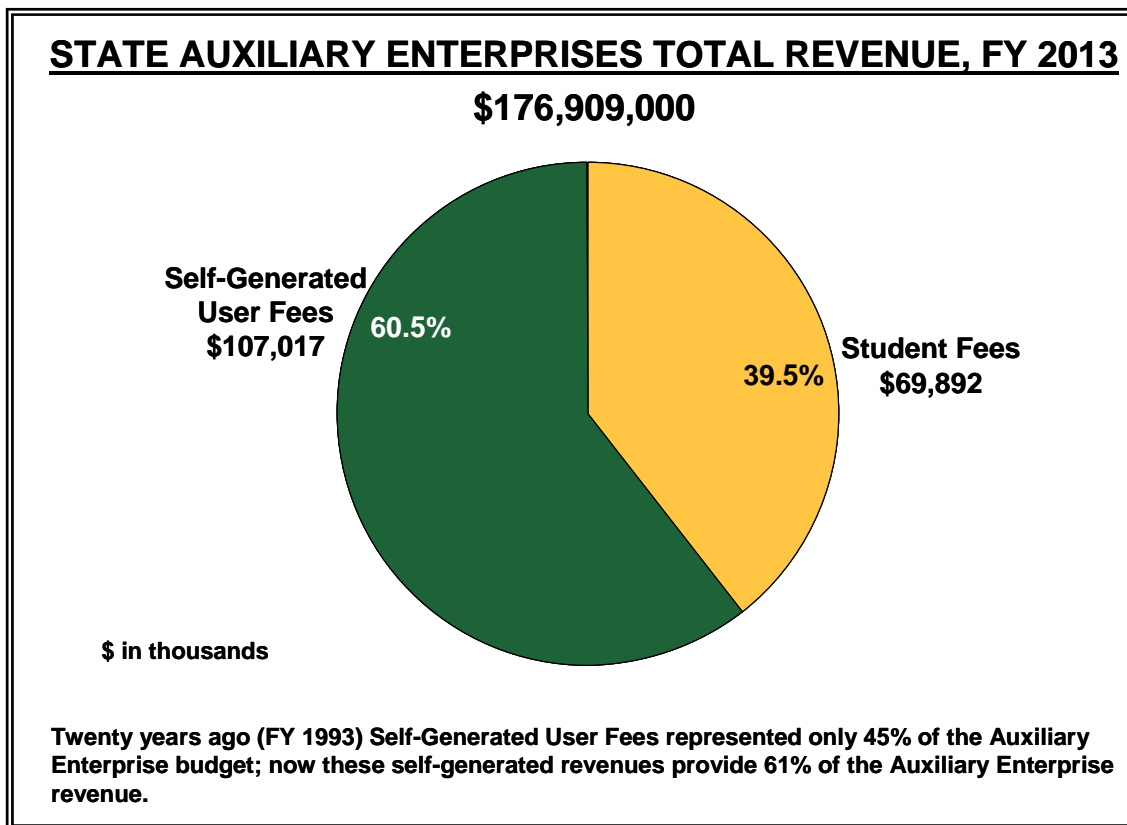
Summary *Although these independent operations are critical to University life, they are not generally included as part of the State Auxiliary Enterprise program for reporting purposes. As noted above, these commissions result in net income to Mason that allows Mason to set the annual student fee approximately \$240 lower than would otherwise be required.*

State Auxiliary Enterprises

As a program, Auxiliary Enterprises (exclusive of independent operations) are budgeted for revenues in FY 2013 at \$176.9M. This revenue is achieved through self-generated user fees, as well as student fees (see following table).

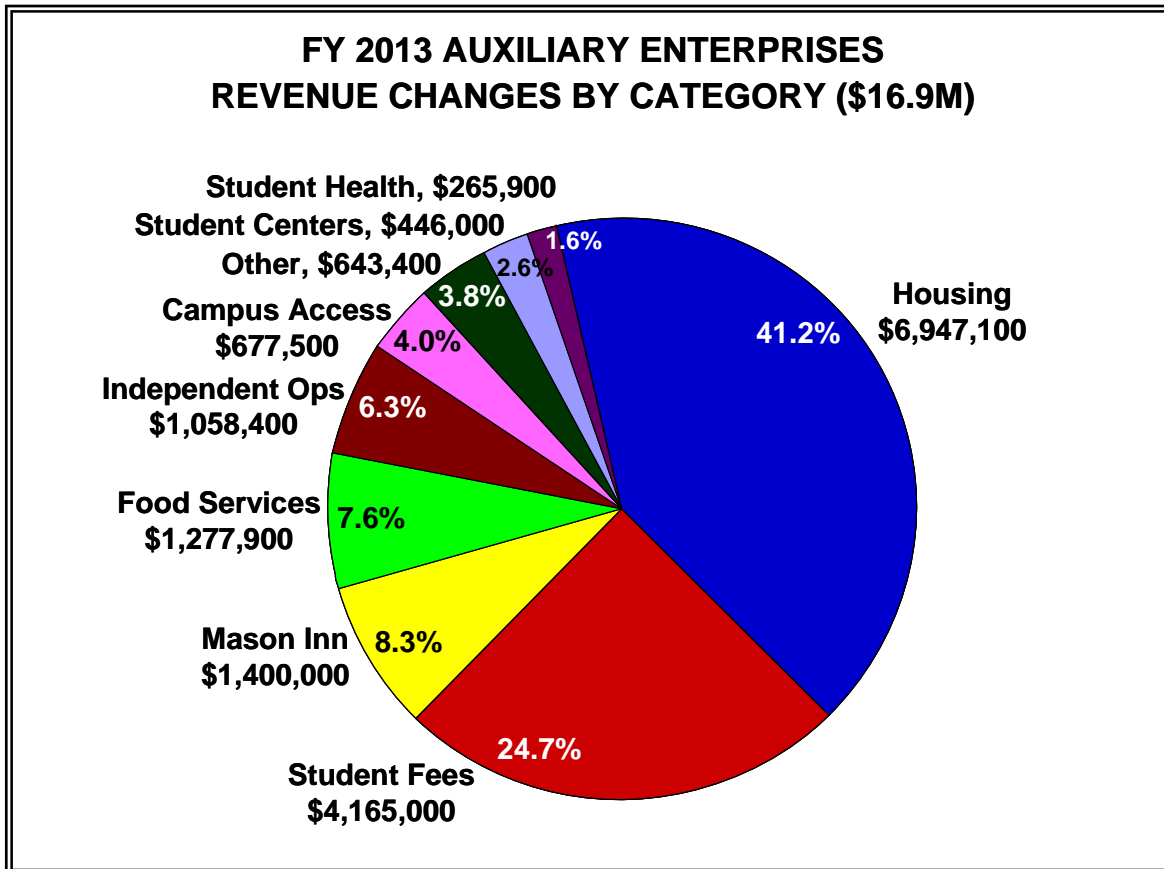
SOURCE OF FUNDING FY 2012-2013		
	FY 2012	FY 2013
Student Fees	\$65,727,000	\$69,892,000
Self-Generated User Fees	95,359,000	107,017,400
TOTAL FUNDS	\$161,086,000	\$176,909,400

Mason 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 twenty-two years has been considerable (see below).



Revenue Changes

The specific details for all revenue changes are provided in the enterprise-specific section found on pages 141 – 166.



FUTURES (OPPORTUNITY) FUND

Through the efforts of the Board of Visitors and the University Administration, Mason has established a University Futures (Opportunity) Fund. This fund was created to provide the essential start-up costs for real estate and other business (commercial) opportunities. The source of revenue used to establish this fund will be new net income from Auxiliary Enterprise operations and private contributions.

The Board of Visitors has worked with the Administration over the years to critically review existing policies and procedures within Auxiliary Enterprises, as well as develop a process to encourage new ideas to enhance (increase) the net income from Auxiliary Enterprises.

A portion of this new net income (Housing & Residential Life, Patriot Center, etc.) will begin to build the Futures (Opportunity) Fund. For instance, the dining rates for FY 2011 established an annual contribution of \$100,000 to the Futures Fund. It is also anticipated that University Development will assist in building this fund, since the creation of such a “venture capital” fund could be very attractive to corporate supporters of Mason.

Revenue-enhancing projects will emanate from either the University Administration directly or through one of the BOV established subcommittees (Real Estate Committee and Other Business Opportunity Committee).

The BOV has approved a process for the review and approval of any such revenue-enhancing proposals. It is understood that any investment approved through these processes will be considered a loan, and the investment return and repayment schedule (including but not limited to principle, interest, equity-share, etc.) will be included in a required business plan. Selected proposals will require BOV approval while others will be delegated to either the two new committees or the University Administration. The latter will be achieved through the established Green-Gold Innovation Process (GGIP).

The objective of this Futures (Opportunity) Fund is to create a “venture capital” fund of sufficient substance to advance revenue-generating opportunities, return income to the Futures Fund, as well as the innovators while re-establishing (over years) the Futures Fund from the increased income generated from the opportunities funded. This self-perpetuating fund will then serve as the long term source of funds for creative, innovative ideas to enhance net income.

As of July 1, 2011, the Auxiliary Enterprise Futures (Opportunity) Fund was established with \$500,000. This has served as a source for “start-up” loans to initiate revenue generating ideas approved by either GGIP and/or the BOV Real Estate or OBO subcommittees.

NEW STUDENT FEE REQUIREMENTS

In FY 2013, 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.

ALLOCATION OF INCREASED STUDENT FEE, FY 2013

- To provide funding for Transportation initiatives and increased costs for the CUE bus contract, and expanded shuttle service for the Prince William Campus route and weekend services. **[\$600,000]**
- To provide funding for the increase in AE Facility maintenance and renovation for fee supported buildings such as the Center for the Arts, Student Centers, and Aquatic and Recreation facilities. **[\$400,000]**
- To provide funding to support a graduate student life position, a LGBTQ program coordinator position, a new program assistant position for University Life activities, as well as operating funds for student activities and programming. **[\$372,600]**
- To provide general operating funds for increase in the FY 2013 fringe benefit rates. **[\$374,400]**
- To provide funding for event staff and operation positions at the Prince William Campus for Student Centers. In addition, provide on-going operating funds for the Arlington Prince William Campus events operations, and one-time funds for the purchase of security camera system replacement and upgrades as well as other Student Center equipment and furniture purchases. **[\$365,200]**
- To provide funding to Intercollegiate Athletics for the expansion of the tutoring program and to upgrade student athlete computer lab space. In addition, provide program operating funds to help address increased costs for travel and certification requirements. **[\$305,400]**
- To provide funding for increased debt service and operational support for the Student Center space in the new housing building at the Prince William Campus. **[\$300,000]**
- To provide funding to support debt service for the dining space at the Smithsonian Conservation Biology Institute (SCBI) in Front Royal. **[\$147,000]**
- To provide funding for AE Central initiatives and includes but not limited to an increase in utility costs and AE Central reserves to address unanticipated additional costs increases. **[\$267,000]**
- To provide general operating funds for AE Indirect Costs. **[\$200,000]**
- To provide funding for Auxiliary Enterprise Administration to support two new positions: a Director for Information Technology and a support position for sustainability initiatives. **[\$186,200]**
- To provide funding to support a Physician position for the increased student population and funding to expand wage nursing support for weekend services. **[\$177,400]**
- To provide funding for Arts Centers to support two new positions: an Assistant Director for the Pep Band and a support position for marketing and educational initiatives. **[\$166,300]**
- To provide funding for increased debt service for the Fieldhouse facility renovation and life safety project. **[\$100,500]**
- To provide funding for an Assistant Director for the Debate program. **[\$63,200]**
- To provide funding for increased debt service for the Student Centers. **[\$59,800]**
- To provide additional funding for the University Scholars program. **[\$50,000]**
- To provide funding to support student enrollment growth and use of the Freedom Center recreational sports facility. **[\$30,000]**

STUDENT FEE REQUIREMENTS

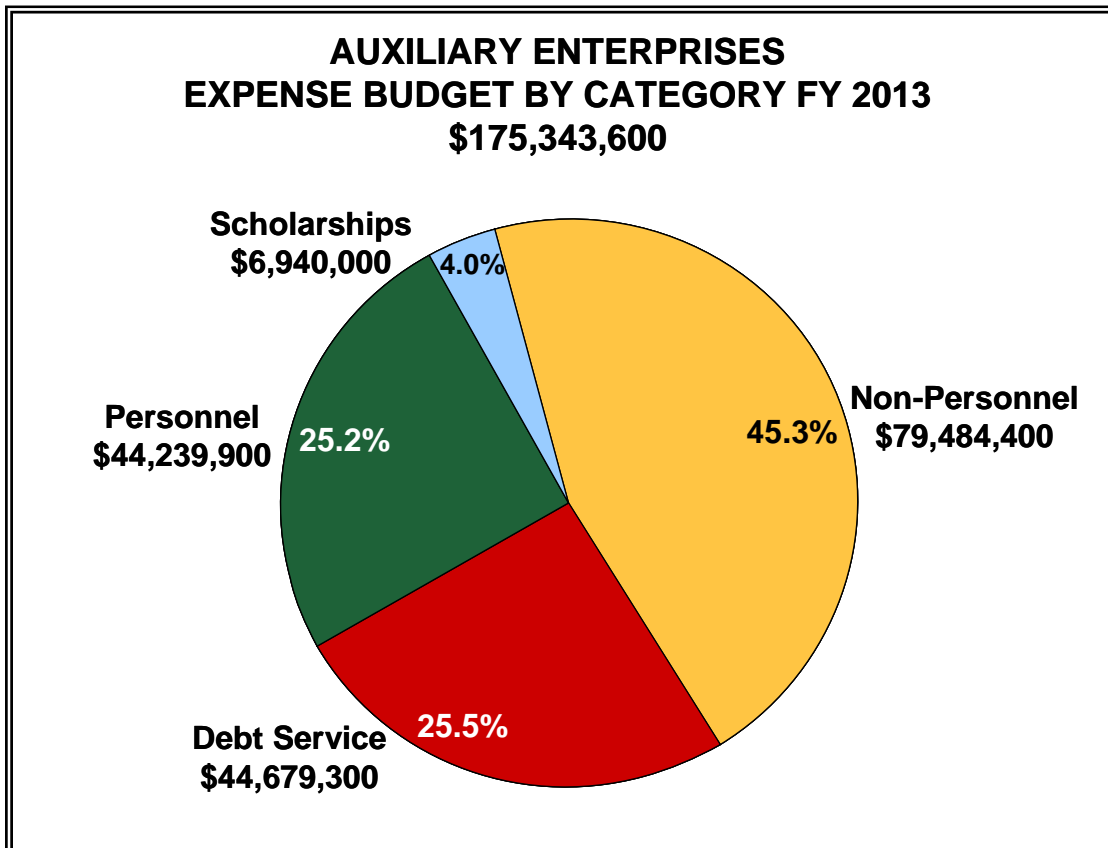
\$4,165,000

USE OF FUNDS

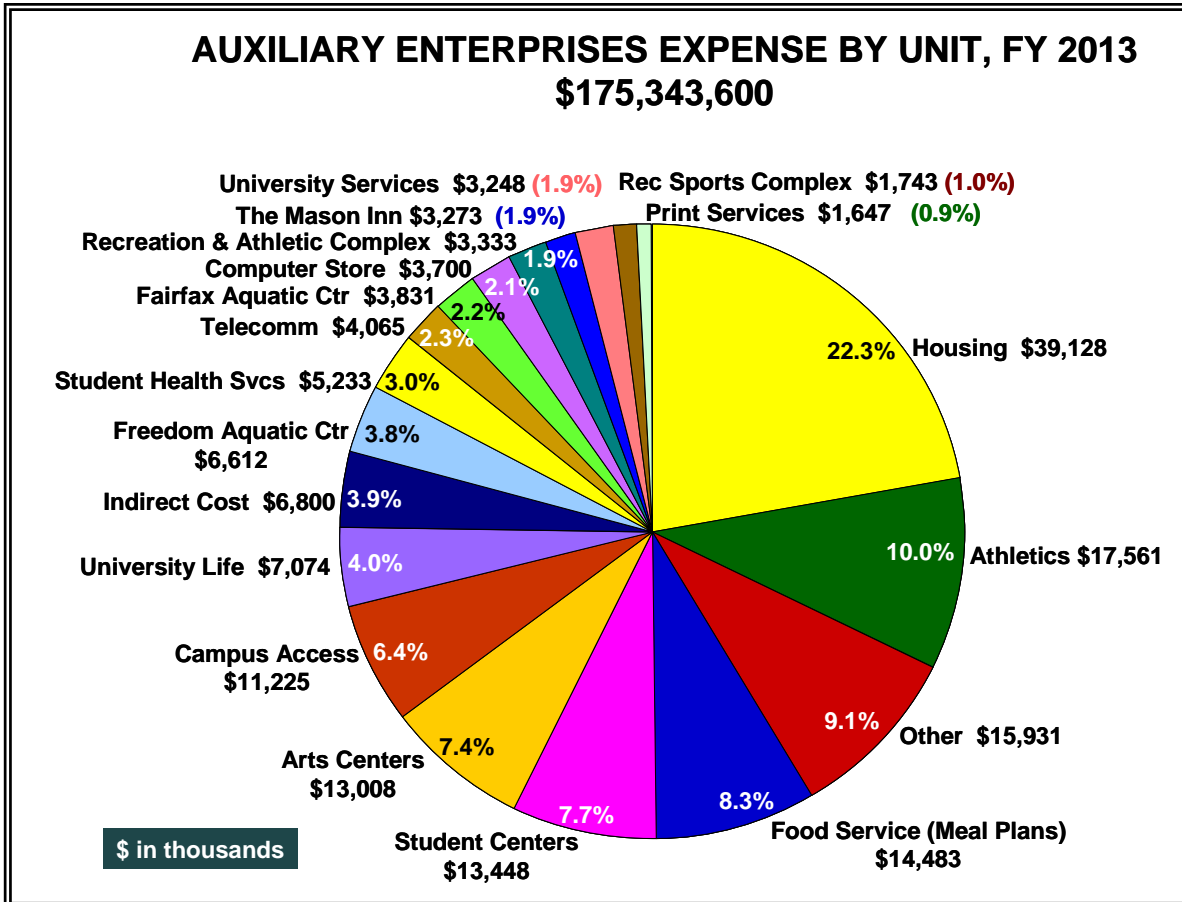
Budget by Major Category

The Auxiliary Enterprise expense budget of \$175.3M is lower than the revenue budget (\$176.9M) in order to set aside funds for adequate facility depreciation/renovation reserves. Of the total balance projected, \$1.7M will be allocated to facility reserves and all other balances will remain with the operations generating the funds.

Within the Auxiliary Enterprises expense budget of \$175.3M, personnel costs total \$44.2M (or approximately 25% of the total) and all non-personnel costs make up the remaining 75% of the budget. Within the \$131.1M non-personnel budget, approximately \$51.6M of the expenses cover scholarships (\$6.9M) and debt service (\$44.7M). The remaining \$79.5M covers other non-personnel costs. Some of the major items within other non-personnel costs are board plan payments (\$14.5M), utilities (\$7.0M), the indirect charge (\$6.8M) to Auxiliary Enterprises from Educational & General, contracted management (\$5.3M), telecommunications activity (\$4.5M), and repair and maintenance (\$4.2M).



By major unit, Housing and Residential Life, Athletics, Food Service (Meal Plans), Arts Centers, Student Centers, and Campus Access are the largest enterprises.



Personnel – Operating

The Auxiliary Enterprises personnel budget of \$44.2M is based upon an FTE position level of 542.4 FTE plus wages hourly staff. Of the total FTE positions, 312.1 (57.6%) are for classified staff, 228.5 (42.1%) are for administrative faculty, and 1.8 (0.3%) are for instructional faculty. The total FTE of 542.4 is 39.9 FTE more than the budget for FY 2012. New FTE changes will be shown in Housing and Residential Life, University Life, Student Health, AE Administration, Arts Centers, Intercollegiate Athletics, and Student Centers.

AUXILIARY ENTERPRISES PERSONNEL SERVICES OVERVIEW						
	Actual FY 2011		Budget FY 2012		Budget FY 2013	
Salaries	\$22,722,700	59.1%	24,403,700	62.2%	27,552,300	62.2%
Wages	7,877,600	20.5%	7,556,200	19.3%	7,654,600	17.3%
Fringe Benefits	7,841,700	20.4%	7,248,900	18.5%	9,086,800	20.5%
TOTAL	\$38,442,000	100%	\$39,208,800	100%	\$44,293,700	100%

The total personnel services budget within Auxiliary Enterprises is \$44.2M. This is approximately 25% 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. Many supervisors maximize their operational effectiveness by utilizing wage staff to meet high service demand periods throughout the year.

Units with the highest personnel costs include: Intercollegiate Athletics, Housing & Residential Life, Arts Centers, Student Centers, and Student Health. These units are responsible for approximately \$23.3M or 53% of the overall Auxiliary Enterprise personnel budget. Units with the highest hourly wages costs are the Freedom Aquatic and Fitness Center, Arts Centers, the Fairfax Aquatic Fitness Center, Housing & Residential Life, Intercollegiate Athletics, Student Centers, and Student Health. Wage budgets in these areas alone total approximately \$5.3M.

AUXILIARY ENTERPRISES POSITION BUDGET					
	FY 2011	FY 2012	Variance	FY 2013	Variance
Classified	273.3	287.8	14.5	312.9	25.1
Admin Faculty	195.5	212.9	17.4	228.5	15.6
Faculty	1.8	1.8	0	1.8	0.0
TOTAL	470.6	502.5	31.9	543.2	40.7

The FY 2013 Auxiliary Enterprises personnel budget shows 39.9 FTE positions more than the original FY 2012 Auxiliary Enterprises budget. This is primarily due to the new residential housing buildings on the Fairfax and Prince William Campus as well as the new housing building at the Smithsonian Conservation Biology Institute (SCBI) in Front Royal. In FY 2013, an additional 22.0 FTE positions have been added to the Housing operations. The net staffing increase in all other auxiliary enterprises is approximately 17.9 FTE positions. The distribution of the total 542.4 FTE positions within the Auxiliary Enterprise programs is shown on the following page.

AUXILIARY ENTERPRISES FY 2013 BUDGETED FTE

UNIT	FACULTY	ADMIN FACULTY	CLASSIFIED	TOTAL FY 13 FTE
Housing & Residential Life	0.0	38.0	109.5	147.5
Intercollegiate Athletics	0.0	80.2	15.0	95.2
Student Centers	0.0	7.7	39.6	47.3
Arts Centers	1.3	16.5	30.1	47.9
University Life	0.5	33.5	9.8	43.8
Student Health Services	0.0	12.0	19.6	31.6
Freedom Aquatic & Fitness Ctr	0.0	7.0	18.2	25.2
AE Administration	0.0	9.3	11.8	21.1
Print Services	0.0	0.0	15.0	15.0
Child Development Center	0.0	7.0	8.0	15.0
ITU Telecomm	0.0	0.0	14.5	14.5
Fairfax Aquatic Center	0.0	5.0	4.0	9.0
Recreational Sports Complex	0.0	3.0	5.0	8.0
Recreation & Athletic Complex	0.0	3.0	3.0	6.0
Mason Card Office	0.0	1.0	3.0	4.0
Computer Store	0.0	0.0	4.0	4.0
Rec Sports Clubs	0.0	2.3	1.0	3.3
Transportation	0.0	1.0	2.0	3.0
CHSS Fac-Directed Programs	0.0	1.0	0.0	1.0
Skyline Fitness Center	0.0	1.0	0.0	1.0
AE Reserve	0.0	0.0	0.0	0.0
TOTAL FY 2013 FTE	1.8	228.5	313.1	543.2
TOTAL FY 2012 FTE	1.8	212.9	287.8	502.5
ANNUAL CHANGE	0.0	15.6	25.1	40.7

The table below highlights the changes in staff positions for FY 2013. Position changes within each unit reflect needs related to enhanced service levels for increased student enrollment.

AUXILIARY ENTERPRISES FY 13 FTE CHANGE FROM FY 12				
ENTERPRISE	FACULTY	ADMIN FACULTY	CLASSIFIED	TOTAL FTE
Housing & Residential Life	0.0	9.0	13.0	22.0
AE Administration	0.0	3.0	6.1	9.1
Intercollegiate Athletics	0.0	6.0	0.0	6.0
Student Health Services	0.0	1.0	1.6	2.6
University Life	0.0	1.0	0.8	1.8
Computer Store	0.0	0.0	1.0	1.0
CHSS Fac-Directed Programs	0.0	1.0	0.0	1.0
ITU	0.0	0.0	0.3	0.3
Freedom Aquatic & Fitness Ctr	0.0	-1.0	1.0	0.0
Rec Sports Clubs	0.0	-0.1	0.0	-0.1
Recreational Sports Complex	0.0	-0.4	0.0	-0.4
Fairfax Aquatic Center	0.0	-0.5	0.0	-0.5
AE Reserve	0.0	-1.0	0.0	-1.0
Arts Centers	0.0	-2.4	1.5	-0.9
TOTAL FTE CHANGE	0.0	15.6	25.1	40.7

Non-Personnel – Operating

Within the Auxiliary Enterprises activities, approximately \$79.5M is expended on non-personnel, excluding debt service and scholarships. The major expense categories in non-personnel are:

Meal Plans	\$14,483,000
Utilities	6,984,300
Indirect Costs	6,800,000
Campus Access/Parking	5,252,600
Athletics (Sports, Events)	4,357,700
Telecommunications	4,449,700
Building Maintenance, Housekeeping, Grounds	4,225,700
Computer Store Equipment	3,700,000
Transportation	3,598,600
Insurance (Student Health)	1,928,500
Arts Centers Performances	1,675,500
Student Activities	1,513,400
Housing Renovations	1,160,000
SUBTOTAL	\$60,129,000

These thirteen items make up approximately 76% of the non-personnel budget (excluding debt & scholarships) within Auxiliary Enterprises. This represents an increase of \$2.8M over FY 2012. The increase is primarily in Meal Plans (\$1.3M), Building Maintenance (\$0.4M), and Insurance – Student Health (\$0.3M).

Non-Personnel - Debt Service

During FY 2013, the University will make \$44.7M in debt service payments for parking, residential housing, athletic, and student activity facilities. This represents approximately 26% 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 \$3.7M (8%) 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 \$1.7M is student fee funded debt, while \$1.5M is in residential housing facilities and another \$0.4M is other self-generated revenue funded debt. Although some of this fee debt savings will be re-directed to other new facilities or renovations, programs, and activities. The importance of the elimination of over \$3.7M of debt service payments cannot be overstated.

DEBT SERVICE REDUCTIONS, FY 2013 – FY 2017						
LAST YEAR DEBT	DEBT-FINANCED FACILITY	SOURCE OF FUNDING				TOTAL DEBT SERVICE ELIMINATED
		STDNT FEE	CAMPUS ACCESS	STDNT HSNG	OTHER SGR	
FY 2013	Residence Hall V/Part II	-	-	441,000	-	441,000
FY 2014	Commonwealth Renovations	-	-	299,300	-	299,300
FY 2015	Johnson Center	1,732,500	-	-	-	1,732,500
FY 2016	Dominion Renovation	-	-	341,300	-	341,300
FY 2016	Warehouse	-	-	-	287,400	287,400
FY 2017	President's Park Renovation	-	-	441,000	-	441,000
FY 2017	PW Loop Road & Entrance	-	112,800	-	-	112,800
TOTAL	TOTAL	\$1,732,500	\$112,800	\$1,522,600	\$287,400	\$3,655,300

Facility Renovation Fund

- 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.
- The requirements for repairs and renovation based upon depreciation depend upon the type of facility, usage, preventive maintenance and facility age. Generally, efforts are made to maintain a facility renovation fund at 2.5-5% of the replacement 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.
- An annual allocation of \$1.7M is budgeted for FY 2013, and the tables that follows shows the annual allocation by facility and the projected facility depreciation fund balance for 6/30/13.

ANNUAL ALLOCATION – FACILITY RENOVATION	
FACILITY	AMOUNT
Facility Maintenance Improvement Funds for All Buildings	\$400,000
Student Centers	300,000
Arts Centers (Center for the Arts, Hylton Center)	300,000
Patriot Center	150,000
Field House/Rec Sports Complex	150,000
Fairfax Aquatic Center	150,000
Recreation and Athletic Complex (RAC)	150,000
Child Development Center	100,000
TOTAL	\$1,700,000

FACILITY RENOVATION FUND						
FACILITY	BUILT	GROSS SQUARE FOOTAGE	ESTIMATED REPLACEMENT COSTS/GROSS SQUARE FOOT	ESTIMATED REPLACEMENT VALUE	PROJECTED BALANCE JUNE 30, 2013	% OF COST
Patriot Center	1985	201,100	\$356	\$71,610,200	\$4,095,900	5.7%
Student Centers	1974/1996	634,000	245	155,533,300	4,200,500	2.7%
Fairfax Aquatic Center	1998	105,000	278	29,215,700	1,813,700	6.2%
Student Housing	1977/ 2004-10 ¹	1,400,000	275	384,955,300	8,335,800	2.2%
Arts Centers	1990/2010	143,400	638	91,473,200	484,800	0.5%
Field House/ Rec Sports Complex	1982	296,300	200	59,132,100	911,200	1.5%
Parking Structures	1993/2005/ 2009	1,290,000	82	106,327,300	2,769,800	2.6%
Mason Inn	2010	170,800	302	51,633,300	300,000	0.6%
PW Freedom Aquatic & Fitness Center	1999	110,600	278	30,775,500	549,200	1.8%
Child Development Ctr	2007	8,500	303	2,576,000	150,000	5.8%
TOTAL		4,359,700	-----	\$983,231,900	\$23,610,900	2.4%

¹Does not include Potomac Heights Building (owned by GMU Foundation)

Many of these facilities will be undergoing major capital improvements during the FY 2012 – FY 2017 timeframe. These capital improvements include additions as well as renovations.

The Auxiliary Enterprises Central contingency funds are to be used for unanticipated needs. During FY 2012 a portion of the fund balance will be used for Auxiliary Enterprises contribution to Educational & General operations. This transfer of funds will help offset a portion of the total E&G general fund reduction from the Commonwealth since FY 2008.

AUXILIARY ENTERPRISES OPERATING BALANCE			
ENTERPRISE UNIT	FY 2011 ACTUAL	FY 2012 ESTIMATE	FY 2013 ESTIMATE
AE Central Contingency Fund ¹	\$17,464,965	\$18,771,200	\$20,342,100
Telecommunications (ITU)	1,653,398	1,783,400	1,938,900
Computer Store	855,282	955,300	1,055,300
University Life ²	1,193,124	997,000	997,000
Campus Access / Transportation	584,140	584,100	584,100
Student Centers	452,400	452,400	527,500
Freedom Center	438,596	438,600	438,600
Other AE	288,520	288,500	288,500
Intramurals	259,333	259,300	259,300
Arts Centers	221,304	221,300	221,300
Housing and Residential Life	180,000	180,000	180,000
Regional Campus	171,919	172,000	172,000
Child Development Center	154,541	154,600	154,600
Fairfax Aquatic Center	150,000	150,000	150,000
Recreation & Athletic Complex (RAC)	150,000	150,000	150,000
Skyline Fitness Center	150,000	150,000	150,000
Patriot Center	150,000	150,000	150,000
Auxiliary Administration	150,000	150,000	150,000
Mason Card Office	150,000	150,000	150,000
Food Service (Meal Plans)	150,000	150,000	150,000
Mail Services	150,000	150,000	150,000
Rec Sports Complex (Fieldhouse)	96,149	96,200	96,200
Police Cadet Program	52,362	52,400	52,400
Student Health Services ²	4,267	0	0
Print Services	(81,601)	(81,600)	(81,600)
Intercollegiate Athletics	(290,590)	(290,000)	(290,000)
Mason Inn Hotel and Conference Center ³	(2,926,528)	(6,203,500)	(8,076,200)
TOTAL	\$21,971,581	\$20,031,200	\$20,060,000

¹Represents less than one month of the total Auxiliary Enterprise operating budget. This fund provides a safeguard against revenue shortfalls and unexpected expenses related to unit programming and capital outlay for all Auxiliary Enterprises.

²Each year these units use operating reserves to fund one-time program support purchases.

³Excludes debt service associated with pre-opening in FY 2010 (\$1.1M).

SUMMARY OF AUXILIARY ENTERPRISES OPERATING BUDGET, FY 2013

The following table summarizes the overall budget by major activity for Auxiliary Enterprises in FY 2013. The revenue is all-inclusive (self-generated revenue, student fee allocations, etc.).

AUXILIARY ENTERPRISES REVENUE AND EXPENSE, FY 2013			
ENTERPRISE UNIT	FY 2013 BUDGETED REVENUE	FY 2013 BUDGETED EXPENSE	FY 2013 OPERATING BALANCE
Housing & Residential Life	39,127,900	39,127,900	0
Intercollegiate Athletics	17,560,900	17,560,900	0
Food Service (Meal Plans)	14,483,000	14,483,000	0
Student Centers	13,523,300	13,448,200	75,100 ²
Arts Centers	13,008,200	13,008,200	0
Campus Access	11,224,800	11,224,800	0
University Life	7,074,200	7,074,200	0
Indirect Cost Charge	6,800,000	6,800,000	0
Freedom Aquatic Center	6,612,400	6,612,400	0
Auxiliary Central Reserves	5,312,700	3,904,800	1,407,900 ¹
Student Health Services	5,232,500	5,232,500	0
Telecommunications (ITU)	4,220,900	4,065,400	155,500 ³
Transportation	3,839,600	3,839,600	0
Fairfax Aquatic Center	3,831,200	3,831,200	0
Computer Store	3,800,000	3,700,000	100,000 ³
Recreation & Athletic Complex (RAC)	3,333,100	3,333,100	0
AE Administration	2,650,400	2,650,400	0
University Scholars	2,005,000	2,005,000	0
Rec Sports Complex	1,742,900	1,742,900	0
Facility Reserves	1,700,000	0	1,700,000 ⁴
Print Services	1,647,300	1,647,300	0
Patriot Center	1,482,900	1,482,900	0
Mason Inn Hotel and Conference Center	1,400,000	3,272,700	(1,872,700) ³
Child Development Center	1,370,300	1,370,300	0
Mason Card Office	805,200	805,200	0
Founders Hall – Debt	681,400	681,400	0
Intramurals	675,700	675,700	0
Aquia Building – Debt	633,000	633,000	0
College of Humanities and Social Sciences	384,000	384,000	0
Warehouse – Debt	286,600	286,600	0
Skyline Fitness Center	260,000	260,000	0
Athletic Facility Improvements	200,000	200,000	0
Subtotal Aux Ent Budget	\$176,909,400	\$175,343,600	\$1,565,800
Independent Operations	\$27,655,700	\$27,655,700	\$0
GRAND TOTAL	\$204,565,100	\$202,999,300	\$1,565,800

¹ Includes \$1.3M for Aux. Ent. contribution to the Educational & General operations

² Annual operating balance to be transferred to Auxiliary Central fund

³ To remain with operation for future one-time expenses, etc.

⁴ To be transferred to facility renovation fund

TUITION AND FEES

Tuition and fee charges are the major source of funds for Educational and General programs. In the Commonwealth of Virginia as in most other states, tuition and fee rates are among the most publicly discussed, dynamic and complex components of public higher education finance. Over the past decade Mason has experienced an overall reduction in public appropriations supporting instruction, measured in total dollars or dollars per student, and has responded to the resulting funding gaps with a combination of both revenue and expense strategies. In the development of Mason's annual budget plan, tuition increases are considered only after all other revenue opportunities and cost efficiencies have been incorporated into the plan. Despite its location in one of the highest cost-of-living metropolitan areas in the nation, Mason's tuition charges have historically been below the rates charged by most other Virginia doctoral institutions.

FY 2013 budget development presented significant challenges to tuition and fee rates due to the loss of General Fund appropriations from the Commonwealth of Virginia since FY 2008 and increasing costs of retirement (employer contribution) and health insurance cost increases. Mason had anticipated the loss in General Fund support and implemented a Bridging Strategy by using one-time savings in one year to plan for the bridging of revenues over multiple fiscal years specifically for the purpose of mitigating (reducing) required future tuition increases. Significant portions of the funding shortfall in FY 2013, as a result of retirement and health insurance changes, have been addressed through budget reallocations, cost-cutting strategies, and revenue bridge funds. Under Mason's bridging strategy and barring unforeseen revenue losses or expense increases, tuition and fee rates over the next few years are planned to have modest increases, as seen in FY 2013.

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 2012 and FY 2013 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 \$664 (or 3.5%), while the out-of-state students will pay \$1,330 (or 3.7%) more in FY 2013.

TOTAL PRICE COMPARISON FY 2012 & FY 2013			
IN-STATE, UNDERGRADUATE	FY 2012	FY 2013	INCREASE
Tuition and E&G Fees	\$6,752	\$7,010	\$258
Fees	2,514	2,610	96
Room & Board	9,450	9,760	310
TOTAL	\$18,716	\$19,380	\$664
PERCENT INCREASE, FY 2013			3.5%

TOTAL PRICE COMPARISON FY 2012 & FY 2013			
OUT-OF-STATE, UNDERGRADUATE	FY 2012	FY 2013	INCREASE
Tuition and E&G Fees	\$24,230	\$25,154	\$924
Fees	2,514	2,610	96
Room & Board	9,450	9,760	310
TOTAL	\$36,194	\$37,524	\$1,330
PERCENT INCREASE, FY 2013			3.7%

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

The total price increase proposed for FY 2013 at George Mason University for on-campus residential students (both in-state and out-of-state) is shown below with a comparison to other institutions 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	FY13 INCREASE
Virginia State University	7.1%
Univ of Virginia – Wise	5.6%
Virginia Tech	4.7%
Univ Mary Washington	4.7%
Longwood Univ	4.6%
Virginia Military Institute	4.5%
University of Virginia	3.9%
James Madison University	3.9%
College of William & Mary	3.9%
Old Dominion University	3.9%
Radford University	3.5%
GEORGE MASON UNIV	3.5%
Christopher Newport Univ	3.5%
Virginia Commonwealth	2.6%
Norfolk State University	1.9%
AVERAGE	4.1%

TOTAL PRICE INCREASE OUT-OF-STATE	
INSTITUTION	FY13 INCREASE
Virginia Tech	5.8%
Virginia State University	5.6%
Univ of Virginia – Wise	5.6%
Virginia Military Institute	4.9%
Univ of Mary Washington	4.8%
James Madison University	4.5%
Longwood Univ	4.4%
University of Virginia	4.0%
College of William & Mary	4.0%
Old Dominion University	3.8%
GEORGE MASON UNIV	3.7%
Radford University	3.6%
Christopher Newport Univ	3.5%
Virginia Commonwealth	3.4%
Norfolk State University	0.4%
AVERAGE	4.1%

Tuition & Fee Rates

Most of Mason’s students do not reside on campus, and most students (79%) 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 (\$9,620) at George Mason University. For FY 2013 George Mason University’s rate is less than the average tuition and fee price (\$9,912) within the state.

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, Virginia Tech and Christopher Newport University are now significantly higher than those at George Mason and Old Dominion.

ANNUAL TUITION & FEE INCREASE, FY 2013 UNDERGRADUATE, IN-STATE STUDENTS					
RANK	INSTITUTION	2011-12	2012-13	INCREASE AMOUNT	% CHANGE
1	VMI	\$13,184	\$13,835	\$651	4.9%
2	William & Mary	13,132	13,570	438	3.3%
3	UVA	11,576	12,006	430	3.7%
4	Virginia Tech	10,509	10,923	414	3.9%
5	Longwood	10,530	10,890	360	3.4%
6	CNU	10,084	10,572	488	4.8%
7	VCU	9,517	9,885	368	3.9%
8	GEORGE MASON	9,266	9,620	354	3.8%
9	Mary Washington	8,806	9,246	440	5.0%
10	James Madison	8,448	8,808	360	4.3%
11	Radford	8,320	8,590	270	3.2%
12	Old Dominion	8,144	8,450	306	3.8%
13	Univ of Virginia – Wise	7,721	8,107	386	5.0%
14	VSU	7,090	7,420	330	4.7%
15	Norfolk State	6,700	6,860	160	2.4%
	AVERAGE	\$9,535	\$9,919	\$384	4.0%

Regional Tuition and Fees

The following tables illustrate the in-state and out-of-state tuition and fee rates for institutions 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 institutions that we compete with in the Mid-Atlantic region.

TUITION AND FEE TRENDS					
<i>IN-STATE RATES</i>					
INSTITUTION	2008-09	2009-10	2010-11	2011-12	2012-13
George Washington University	\$40,392	\$41,655	\$42,905	\$44,148	\$46,130
University of Pennsylvania	37,526	38,970	40,514	42,098	43,738
Georgetown University	37,996	39,101	40,253	41,430	42,895
American University	33,283	34,456	36,180	37,554	38,982
Pennsylvania State	13,706	14,416	15,250	15,984	16,444
University of Pittsburgh, Main Campus	13,642	14,154	14,936	15,272	15,703
Temple University	11,448	11,764	12,424	13,596	14,376
Rutgers University	11,562	11,886	12,560	12,798	13,073
University of Delaware	8,646	9,486	10,338	11,430	11,928
GEORGE MASON UNIVERSITY	7,512	8,024	8,684	9,266	9,620
University of Maryland	8,005	8,053	8,416	8,655	8,918
University of North Carolina	5,397	5,712	6,487	6,824	7,500
West Virginia University	5,100	5,304	5,406	5,674	6,090
<i>OUT-OF-STATE RATES</i>					
INSTITUTION	2008-09	2009-10	2010-11	2011-12	2012-13
George Washington University	\$40,392	\$41,655	\$42,905	\$44,148	\$46,130
University of Pennsylvania	37,526	38,970	40,514	42,098	43,738
Georgetown University	37,996	39,101	40,253	41,430	42,895
American University	33,283	34,456	36,180	37,554	38,982
University of Delaware	21,126	23,186	25,588	27,702	28,972
Pennsylvania State	24,940	25,946	27,114	28,066	28,746
University of North Carolina	22,295	23,520	25,102	26,649	28,252
GEORGE MASON UNIVERSITY	22,476	24,008	25,448	26,744	27,764
University of Maryland	23,076	23,990	24,831	26,026	27,297
Rutgers University	21,776	22,796	24,315	25,150	26,393
University of Pittsburgh, Main Campus	23,290	23,852	24,592	24,680	25,420
Temple University	20,468	21,044	22,252	23,422	24,335
West Virginia University	15,770	16,402	17,002	17,844	18,868

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 institutions 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

INSTITUTION	IN-STATE			OUT-OF-STATE		
	FY12	FY13	% INC	FY12	FY13	% INC
Georgetown University	\$46,865	\$48,835	4.2%	\$46,865	\$48,835	4.2%
George Washington University	45,750	47,535	3.9%	45,750	47,535	3.9%
University of Virginia	44,600	46,400	4.0%	49,600	51,400	3.6%
American University	44,234	45,914	3.8%	44,234	45,914	3.8%
Catholic University	41,955	43,505	3.7%	41,955	43,505	3.7%
University of Richmond	35,430	36,850	4.0%	35,430	36,850	4.0%
Howard University	29,131	30,531	4.8%	29,131	30,531	4.8%
University of Maryland - Baltimore	25,450	26,545	4.3%	36,684	38,388	4.6%
College of William & Mary	26,200	27,800	6.1%	36,200	37,800	4.4%
GEORGE MASON UNIVERSITY	\$23,720	\$24,623	3.8%	\$38,112	\$39,561	3.8%

The following table summarizes the tuition and fee rates proposed as the FY 2013 academic year rates for George Mason University.

GEORGE MASON UNIVERSITY ACADEMIC YEAR, 2012-13 TUITION & FEE RATES ANNUAL RATE				
	CURRENT 2011-12	PROPOSED 2012-13	ANNUAL CHANGE	% CHANGE
IN-STATE UNDERGRADUATE:				
Tuition and E&G Mandatory Fee	\$6,752	\$7,010	\$258	
Fees	2,514	2,610	96	
Total	\$9,266	\$9,620	\$354	3.8%
IN-STATE GRADUATE:				
Tuition and E&G Mandatory Fee	\$8,750	\$9,080	\$330	
Fees	2,514	2,610	96	
Total	\$11,264	\$11,690	\$426	3.8%
OUT-OF-STATE UNDERGRAD BEFORE FALL 2008:				
Tuition and E&G Mandatory Fee	\$23,234	\$24,116	\$882	
Fees	2,514	2,610	96	
Total	\$25,748	\$26,726	\$978	3.8%
OUT-OF-STATE UNDERGRAD FALL 2008 AND AFTER:				
Tuition and E&G Mandatory Fee	\$24,230	\$25,154	\$924	
Fees	2,514	2,610	96	
Total	\$26,744	\$27,764	\$1,020	3.8%
OUT-OF-STATE GRADUATE:				
Tuition and E&G Mandatory Fee	\$24,092	\$25,010	\$918	
Fees	2,514	2,610	96	
Total	\$26,606	\$27,620	\$1,014	3.8%
LAW, IN-STATE:				
Tuition and E&G Mandatory Fee	\$21,235	\$22,047	\$812	
Fees	2,485	2,576	91	
Total	\$23,720	\$24,623	\$903	3.8%
LAW, OUT-OF-STATE:				
Tuition and E&G Mandatory Fee	\$35,627	\$36,985	\$1,358	
Fees	2,485	2,576	91	
Total	\$38,112	\$39,561	\$1,449	3.8%

**GEORGE MASON UNIVERSITY
ACADEMIC YEAR, 2012-13
TUITION & FEE RATES
HOURLY RATE**

	CURRENT 2011-12	PROPOSED 2012-13	HOURLY CHANGE	% CHANGE*
IN-STATE UNDERGRADUATE:				
Tuition and E&G Mandatory Fee	\$273.00	\$283.75	\$10.75	
Fees	104.75	108.75	4.00	
Total	\$377.75	\$392.50	\$14.75	3.8%
IN-STATE GRADUATE:				
Tuition and E&G Mandatory Fee	\$356.25	\$370.00	\$13.75	
Fees	104.75	108.75	4.00	
Total	\$461.00	\$478.75	\$17.75	3.8%
OUT-OF-STATE UNDERGRAD BEFORE FALL 2008:				
Tuition and E&G Mandatory Fee	\$959.75	\$996.50	\$36.75	
Fees	104.75	108.75	4.00	
Total	\$1,064.50	\$1,105.25	\$40.75	3.8%
OUT-OF-STATE UNDERGRAD FALL 2008 AND AFTER:				
Tuition and E&G Mandatory Fee	\$1,001.25	\$1,039.75	\$38.50	
Fees	104.75	108.75	4.00	
Total	\$1,106.00	\$1,148.50	\$42.50	3.8%
OUT-OF-STATE GRADUATE:				
Tuition and E&G Mandatory Fee	\$995.50	\$1,033.75	\$38.25	
Fees	104.75	108.75	4.00	
Total	\$1,100.25	\$1,142.50	\$42.25	3.8%
LAW, IN-STATE:				
Tuition and E&G Mandatory Fee	\$751.25	\$780.25	\$29.00	
Fees	88.75	92.00	3.25	
Total	\$840.00	\$872.25	\$32.25	3.8%
LAW, OUT-OF-STATE:				
Tuition and E&G Mandatory Fee	\$1,265.25	\$1,313.75	\$48.50	
Fees	88.75	92.00	3.25	
Total	\$1,354.00	\$1,405.75	\$51.75	3.8%

* Includes the Educational Resources Fee which is assessed \$100 per semester for students taking more than 6 credit hours, and \$60 per semester for students taking 6 or less credit hours. That amount is reflected above in the annual rates, but not in the hourly rates.

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. The premium rates by unit for Fall 2012 are listed below. Of the total additional revenue generated, 75% is allocated to the unit generating the revenue and 25% is retained centrally, except in select programs.

College of Health & Human Services

All Graduate Programs \$65 per credit hour above regular rates
For In- & Out-of-state students

College of Humanities & Social Sciences

Master's in History of Decorative Arts \$821 per credit hour above regular rates
For In-state students
\$158 per credit hour above regular rates
For Out-of-state students

Master's Degree in Public Administration \$150 per credit hour above regular rates
For In-state students only

M.S., Ph.D. & Certificates in Biodefense \$100 per credit hour above regular rates
For In-state students only

College of Science

Advanced Biomedical Sciences Certificate \$953 per credit hour above regular rates
For In-state students
\$289 per credit hour above regular rates
For Out-of-state students

Master's Degree in Biomedical Sciences \$711 per credit hour above regular rates
For In-state students
\$47 per credit hour discount on regular rates
For Out-of-state students

Geospatial Certificate \$300 per credit hour above regular rates
For In- & Out-of-state students

Other Selected Certificate Programs \$100 per credit hour above regular rates
For In- & Out-of-state students

School of Law

All Professional Programs \$89 per credit hour above professional rates
For In-state students
\$97 per credit hour above professional rates
For Out-of-state students

School of Management

MBA/MSA Program \$343 per credit hour above regular rates
For In-state students
All MSA & MBA – part-time \$336 per credit hour above regular rates
For Out-of-state students
MBA – full-time \$39 per credit hour above regular rates
For Out-of-state students

EMBA Program -- In-class:	
Global	\$1,115 per credit hour above regular rates For In-state students \$451 per credit hour above regular rates For Out-of-state students
National Defense	\$969 per credit hour above regular rates For In-state students \$305 per credit hour above regular rates For Out-of-state students
EMBA Program – On-line: Global & National Defense	\$703 per credit hour above regular rates For In-state students \$39 per credit hour discount on regular rates For Out-of-state students
MSIS Program	\$899 per credit hour above regular rates For In-state students \$235 per credit hour above regular rates For Out-of-state students
MSTM Program	\$796 per credit hour above regular rates For In-state students \$133 per credit hour above regular rates For Out-of-state students
MSRED	\$306 per credit hour above regular rates For In-state students \$254 per credit hour discount on regular rates For Out-of-state students

School of Public Policy

All Graduate Programs	\$200 per credit hour above regular rates For In-state students \$100 per credit hour above regular rates For Out-of-state students
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Volgenau School Engineering

Master's and Ph.D. Degrees	\$100 per credit hour above regular rates In-state students only
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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 are as shown below. These rates include the annual technology fee currently being charged to 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.

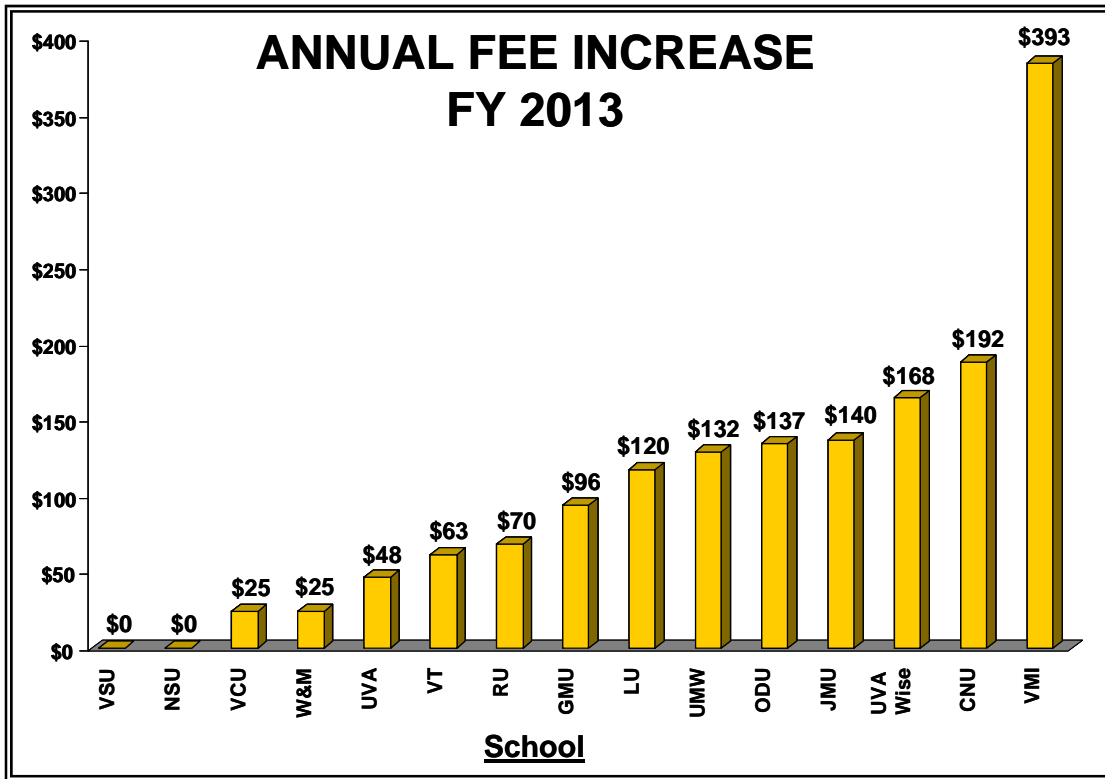
TUITION AND E&G MANDATORY FEE ONLY				
TYPE STUDENT	TUITION 2011-12	TUITION 2012-13	AMOUNT CHANGE	PERCENT INCREASE
In-State, Undergraduate	\$6,752	\$7,010	\$258	3.8%
In-State, Graduate	8,750	9,080	330	3.8%
Out-of-State Undergrad (Enrolled Before Fall 2008)	23,234	24,116	882	3.8%
Out-of-State Undergrad (Enrollment Fall 2008 and After)	24,230	25,154	924	3.8%
Out-of-State Graduate	24,092	25,010	918	3.8%
In-State, Law	21,235	22,047	812	3.8%
Out-of-State, Law	35,627	36,985	1,358	3.8%

Student Fee Increase

George Mason University is proposing a \$96.00 annual increase in the student fee for FY 2013. This raises the annual student fee for full-time students from \$2,514 to \$2,610. Part-time students will see a fee increase of \$4.00 per student credit hour from \$104.75 per student credit hour to \$108.75 per student credit hour.

Student Fee Increase – State Comparison

The proposed \$96.00 per year increase represents a 3.8% increase over the FY 2012 student fee rate. Due to the number of new facilities and debt service requirements, the rate of increase may be slightly higher than other Virginia college and universities for FY 2013. It should be noted that the student fee at Mason is considerably lower than most other Virginia institutions (See Table on Page 80.)



Total Student Fee – State Comparison

George Mason University’s student fee rate in FY 2013 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 2012 – FY 2013			
RANK	SCHOOL	FY 2012	FY 2013
1	Virginia Military Institute	\$6,562	\$6,955
2	William & Mary	4,767	4,792
3	Longwood	4,590	4,710
4	Christopher Newport	4,136	4,328
5	James Madison	3,806	3,946
6	University of Virginia – Wise	3,364	3,532
7	Old Dominion	3,092	3,229
8	Norfolk State	3,220	3,220
9	Radford	2,764	2,834
10	Mary Washington	2,646	2,778
11	Virginia State	2,684	2,684
12	GEORGE MASON	2,514	2,610
13	Virginia Commonwealth	1,917	1,942
14	University of Virginia	1,892	1,940
15	Virginia Tech	1,610	1,673
	AVERAGE	\$3,304	\$3,412

STUDENT FEE FY 2013 PERCENT INCREASE			
RANK	SCHOOL	% INCREASE FY 2012	% INCREASE FY 2013
1	Virginia Military Institute	4.1%	6.0%
2	Mary Washington	12.0%	5.0%
3	University of Virginia - Wise	6.0%	5.0%
4	Christopher Newport	5.1%	4.6%
5	Old Dominion	3.5%	4.4%
6	Virginia Tech	8.0%	3.9%
7	GEORGE MASON	6.3%	3.8%
8	James Madison	3.5%	3.7%
9	Longwood	3.4%	2.6%
10	University of Virginia	2.4%	2.5%
11	Radford	4.9%	2.5%
12	Virginia Commonwealth	2.8%	1.3%
13	William & Mary	4.3%	0.5%
14	Norfolk State	5.0%	0.0%
15	Virginia State	0.0%	0.0%
	AVERAGE	4.8%	3.1%

Student Fee Increases – 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 Mason since FY 2003 have been one of the lowest in the Commonwealth of Virginia. The average annual student fee increase since FY 2003 is 8.7% for George Mason University, which is the one of the lowest of all the colleges and universities (see below).

AVERAGE ANNUAL STUDENT FEE INCREASE SINCE FY 2003			
UNIVERSITY	FY 2003 Student Fee	FY 2013 Student Fee	Avg. Percent Change
Christopher Newport University	\$1,440	\$4,328	20.1%
Norfolk State University	1,638	3,220	9.7%
Virginia Tech	854	1,673	9.6%
College of William & Mary	2,488	4,792	9.3%
Old Dominion University	1,842	3,229	7.5%
Virginia Commonwealth University	1,161	1,942	6.7%
University of Virginia	1,181	1,940	6.4%
James Madison	2,560	3,946	5.4%
AVERAGE FOR ALL SCHOOLS (excluding Mason)	\$1,817	\$3,469	9.2%
GEORGE MASON UNIVERSITY	\$1,398	\$2,610	8.7%

STUDENT FINANCIAL ASSISTANCE

George Mason University's mission includes providing affordable access to a quality education for both undergraduate and graduate students, and financial aid is a critical component for meeting this institutional goal. This section of the Executive Summary addresses Student Financial Assistance and examines key trends and indicators in this important aspect of the annual budget plan.

Student Financial Assistance includes Federal financial aid funds, state appropriations, University operating funds (including academic scholarships, tuition fee waivers, and assistantships), and private funds. Financial aid is awarded to undergraduate and graduate students on the basis of demonstrated financial need and merit. The majority of the financial aid programs at George Mason University are administered or monitored by the Office of Student Financial Aid. During the past four years, there has been a significant increase in the numbers of financial aid students served by the University due to both the poor economic situation and the growth in the numbers of students attending George Mason University.

STUDENT FINANCIAL ASSISTANCE IN THE FY 2013 BUDGET

Highlights of the FY 2013 budget plan include:

- Combined Institutional and Commonwealth student financial aid totals \$43.4M in FY 2013, an increase of 9.2% or approximately \$3.7M compared to FY 2012. Increases include \$2.9M in overall Institutional Aid, an increase of 11.9% to \$27.1M, with Commonwealth support increasing to \$16.3M representing a 5.1% increase change over the FY 2012 budget of \$15.5M.
- Need-based financial aid allocated for undergraduate students increases by 8.5% or \$0.5M compared to FY 2012. This increase is being used to establish a \$0.5M budget reserve to cover potential over-awards in need-based Commonwealth awards.
- Undergraduate merit awards increase by 31.3% or approximately \$1.3M, which is primarily due to increases in University Scholars awards including increases based on changes in tuition and fee rates. Athletic scholarships increase by approximately \$0.3M or 6.5%.
- Institutional graduate student support increases by approximately \$0.8M or 8.5% compared to FY 2012. The budget for graduate health insurance remains constant based on actual experience in FY 2012. Tuition waivers increase by 3.8% or \$0.2M based on the change in in-state tuition and fee rates charged to graduate teaching assistants; graduate merit increases by 14.7% or \$0.5M, and Law School scholarships increase by 23.5% or \$0.1M.

COMBINED INSTITUTIONAL AND COMMONWEALTH OF VIRGINIA FINANCIAL AID

CATEGORY	FY 2012 BUDGET	FY 2013 BUDGET	% CHANGE
Institutional Aid	\$24,204,900	\$27,088,400	11.9%
Commonwealth of Virginia Aid	15,526,645	16,315,314	5.2%
TOTAL AID / SUPPORT	\$39,731,545	\$43,403,714	9.2%

INSTITUTIONALLY-FUNDED FINANCIAL ASSISTANCE

The FY 2013 financial aid budget of \$27.1M includes additional funding of approximately \$1.8M for undergraduate aid, which includes discounting, merit, honors, and university scholars, \$0.5M for graduate merit, approximately \$0.2M for graduate waivers, approximately \$0.3M for Athletics, and \$0.1M for Law School scholarships. Salary payments (stipends) for GTAs and GRAs are included in departmental and sponsored program budgets and not included in these totals. In FY 2013 the out-of-state graduate assistant policy will continue as it is intended to strengthen graduate student recruiting efforts and the research enterprise by taking advantage of a Commonwealth statute encouraging the recruitment of talented nonresident graduate students. The following table includes all categories of institutional aid and centrally budgeted graduate support. These allocations include tuition grants (revenue reductions/offsets) and aid disbursed directly to students to help fund educational costs.

INSTITUTIONAL UNDERGRADUATE FINANCIAL AID/GRADUATE SUPPORT

CATEGORY	FY 2012 BUDGET	FY 2013 BUDGET	% CHANGE
Undergraduate Need-Based Grant	\$4,005,000	\$4,005,000	0.0%
Discounting Grant	1,350,000	1,350,000	0.0%
In-State Need-Based Grant	500,000	500,000	0.0%
Undergraduate Need-Based Reserve	0	500,000	100.0%
<i>Subtotal Need-Based UG Grants</i>	<i>\$5,855,000</i>	<i>\$6,355,000</i>	<i>8.5%</i>
Undergraduate Merit	\$4,147,000	\$5,447,000	31.3%
Honors Grant	400,000	400,000	0.0%
Athletic Scholarships	4,632,200	4,935,000	6.5%
<i>Subtotal UG Merit</i>	<i>\$9,179,200</i>	<i>\$10,782,000</i>	<i>17.5%</i>
<i>Subtotal UG Merit and Need-Based</i>	<i>\$15,034,200</i>	<i>\$17,137,000</i>	<i>14.0%</i>
Graduate Tuition Waivers	\$4,755,700	\$4,936,400	3.8%
Graduate Merit	3,390,000	3,890,000	14.7%
Graduate Student Health Insurance	600,000	600,000	0.0%
Law	425,000	525,000	23.5%
<i>Subtotal Graduate</i>	<i>\$9,170,700</i>	<i>\$9,951,400</i>	<i>8.5%</i>
TOTAL INSTITUTIONAL AID/SUPPORT	\$24,204,900	27,088,400	11.9%

STATE-FUNDED FINANCIAL ASSISTANCE

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	FY 2012 BUDGET	FY 2013 BUDGET	% CHANGE
Undergraduate Need	\$13,905,927	\$14,694,596	5.7%
Graduate	1,620,718	1,620,718	0.0%
TOTAL STATE AID / SUPPORT	\$15,526,645	\$16,315,314	5.1%

FEDERAL AND “OTHER” FINANCIAL ASSISTANCE

Student financial aid provided by sources other than state Commonwealth and institutional 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, room and board, and other costs of education. Funding levels available to students from these sources vary based on numerous factors such as Federal regulations (e.g., Pell Grant award amounts and eligibility requirements), student loans funds, level of gift aid to the GMU Foundation and other private agency sources of student support. The most significant increases from FY 2010 to FY 2011 were in Federal Need-Based Grants, primarily Pell Grants, and Federal Non-Need-Based Loans.

OTHER SOURCES OF FINANCIAL AID (ACTUAL AWARDS, FY 2010 – FY 2011)			
CATEGORY	FY 2010 ACTUAL	FY 2011 ACTUAL	% CHANGE
Federal Need-Based Grants	\$22,033,986	\$26,423,814	19.9%
Federal Work-Study	880,910	889,955	1.0%
Federal Need-Based Loans	54,059,793	58,593,516	8.4%
Federal Non-Need-Based Loans	85,339,487	94,743,016	11.0%
Other Merit Scholarships/Grants *	3,519,387	3,957,444	12.4%
Other Non-Need Based Loans	12,282,063	13,317,467	8.4%
TOTAL OTHER SOURCES	\$178,115,626	\$197,925,212	11.1%

* Includes scholarship awards from the GMU Foundation and external private scholarship funds awarded to students from outside resources.

Significant trends and factors in the area of student financial assistance are also described. Some of the concepts, policies and practices surrounding the awarding of student financial assistance are discussed in detail within this section to provide a more complete background to the annual budget plan.

UNDERGRADUATE FINANCIAL AID APPLICATION TRENDS

In FY 2011, approximately 66% of degree-seeking undergraduate students at Mason applied for financial aid, continuing a trend that began after FY 2008 toward a significantly higher proportion of students applying for aid. The number of students applying for financial aid had remained fairly consistent from FY 2004-2008. FY 2009 begins to show a significant increase in the numbers of students applying for financial aid and this continues through the FY 2011. This is believed to be mainly due to the current economic situation and both students and parents needing additional assistance to pay for educational costs.

PERCENTAGE OF DEGREE-SEEKING UNDERGRADUATE STUDENTS APPLYING FOR FINANCIAL AID, FY 2004 – FY 2011								
	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
UG Degree Seeking	16,579	16,887	17,529	17,812	17,983	18,240	19,130	19,623
Applied for Aid	53.2%	52.9%	52.9%	52.1%	52.4%	57.5%	62.8%	65.9%
Did Not Apply	46.8%	47.1%	47.1%	47.9%	47.6%	42.5%	37.2%	34.1%

In both FY 2010 and FY 2011 there were significant increases in the percentage of undergraduate students applying for financial aid. Because costs of attendance have increased beyond wage and salary growth for many years without impacting the ratio of students applying for aid, these recent increases appear to result from the downturn in the overall economy. The increased proportion of students applying for aid is anticipated to continue into the foreseeable future.

Income distribution profiles of undergraduate financial aid applicants have shifted somewhat in recent years as shown in the table below. Students with family incomes of \$50,000 or less comprised 53% of all financial aid applicants in FY 2004; this ratio decreased to approximately 47% of aid applicants in FY 2011. The proportion of financial aid applicants reporting family incomes between \$50,001 and \$100,000 also declined during this time. Applications from students reporting family incomes of over \$100,000 comprised 27.8% of all applications in FY 2011 compared to only 17% of applications in FY 2004.

FAMILY INCOMES OF DEGREE-SEEKING UNDERGRADUATE STUDENTS APPLYING FOR FINANCIAL AID, FY 2004 – FY 2011								
FAMILY INCOME	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
\$0-\$50,000	52.8%	52.3%	50.6%	47.4%	47.3%	45.6%	46.1%	47.4%
\$50,001 - \$100,000	29.3%	29.0%	28.1%	28.6%	27.3%	27.6%	25.3%	24.8%
Over \$100,000	17.9%	18.7%	21.3%	24.0%	25.4%	26.8%	28.6%	27.8%

NEED-BASED FINANCIAL AID

The determination of financial need is based on information provided by students and their parents on the Free Application for Federal Student Aid (FAFSA). The FAFSA yields an “expected family contribution” based on the family’s income and other circumstances. Demonstrated financial need is the difference between the formula-based expected family contribution and the total costs of attendance, including tuition, fees, room and board, transportation, books and personal and miscellaneous expenses. Once need is determined it can be met with either gift aid or self-help aid – the latter consisting of loans or work-study – or any combination of these types of aid. Gift aid does not need to be repaid. Federal student loans are offered under the Direct Loan Program (both subsidized and unsubsidized loans) and parent loans (PLUS loans) are also available. Any remaining need is considered “unmet need”, which students meet in a variety of ways such as working, incurring credit card debt, using the tuition payment plan or borrowing from family members. In many cases, although additional aid may be available through student or parent loans, students and their families are choosing to limit their amount of loan indebtedness.

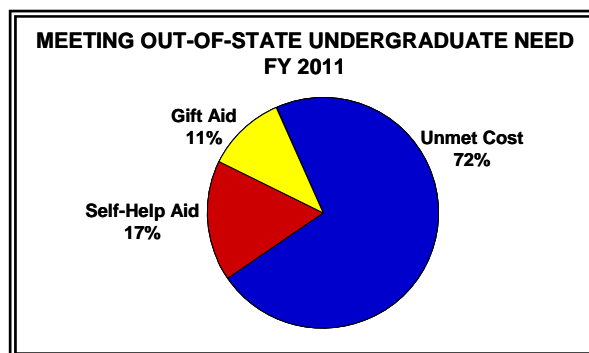
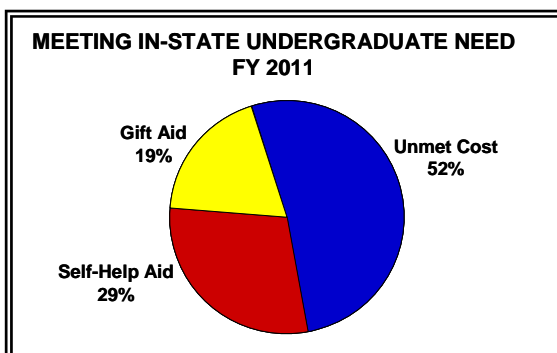
MERIT-BASED AID

Merit aid is gift assistance that is based on merit and not financial need. Students in Honors College, forensics, debate, band, dance, and athletics are among those eligible for these non-need based scholarships. The sources of funds for these scholarships are either institutional or from GMU Foundation. Students can be eligible for both merit and need-based scholarships.

RECENT TRENDS IN MEETING UNDERGRADUATE FINANCIAL NEED

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 the 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 following charts show the amount of gift aid and self-help aid provided to both in-state and out-of-state undergraduate Mason students in FY 2011:



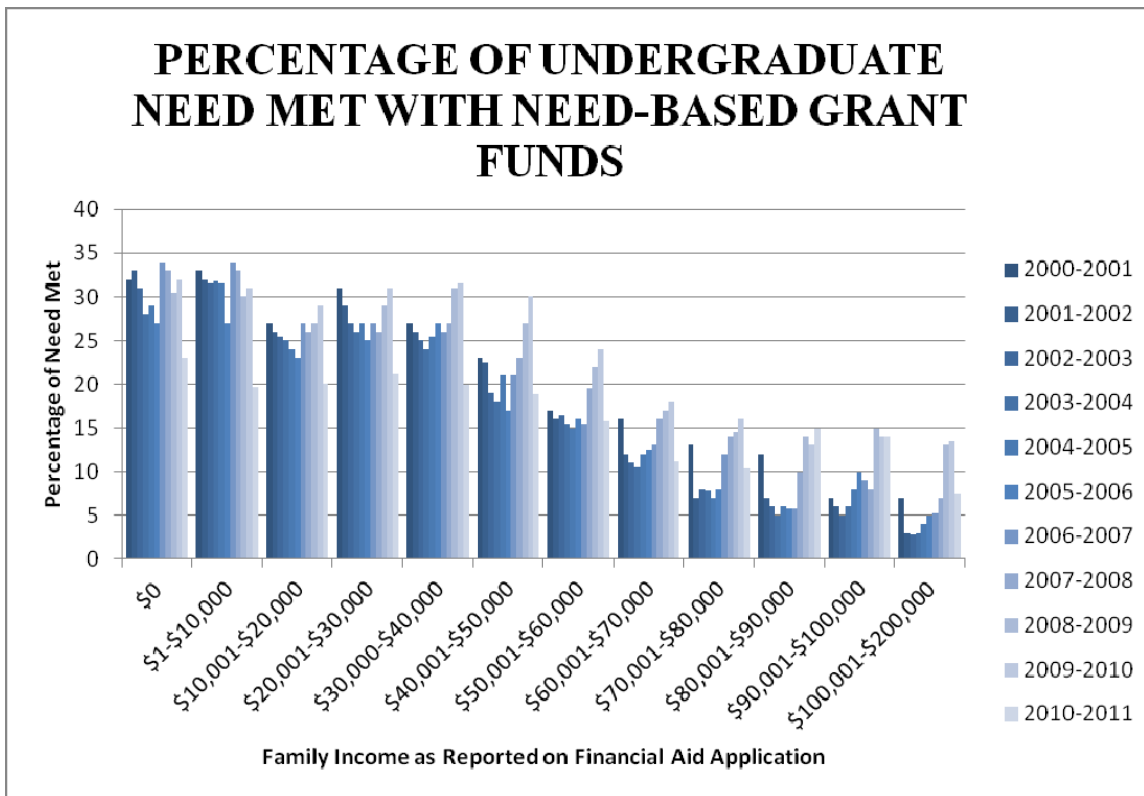
In FY 2011, Mason provides financial aid to approximately 18,000 undergraduate and graduate students. The average Mason package covers about 73% of the evidenced need of full-time freshmen. Comparisons to other Virginia universities are shown in the table below. Mason’s level of need met remains less than that of the University of Virginia and Old Dominion University. For all full-time, in-state undergraduates, Mason’s financial aid packages address 71% of calculated need whereas for all full-time undergraduates the average level of need met is 66%.

PERCENTAGE OF DEMONSTRATED STUDENT FINANCIAL NEED MET VIRGINIA DOCTORAL INSTITUTIONS, FY 2011		
INSTITUTION	FULL-TIME FRESHMEN	FULL-TIME UNDERGRADUATE
University of Virginia	100	100
College of William & Mary	77	76
Old Dominion University	74	71
GEORGE MASON UNIVERSITY	73	66
Virginia Tech	62	66
Virginia Commonwealth University	59	54

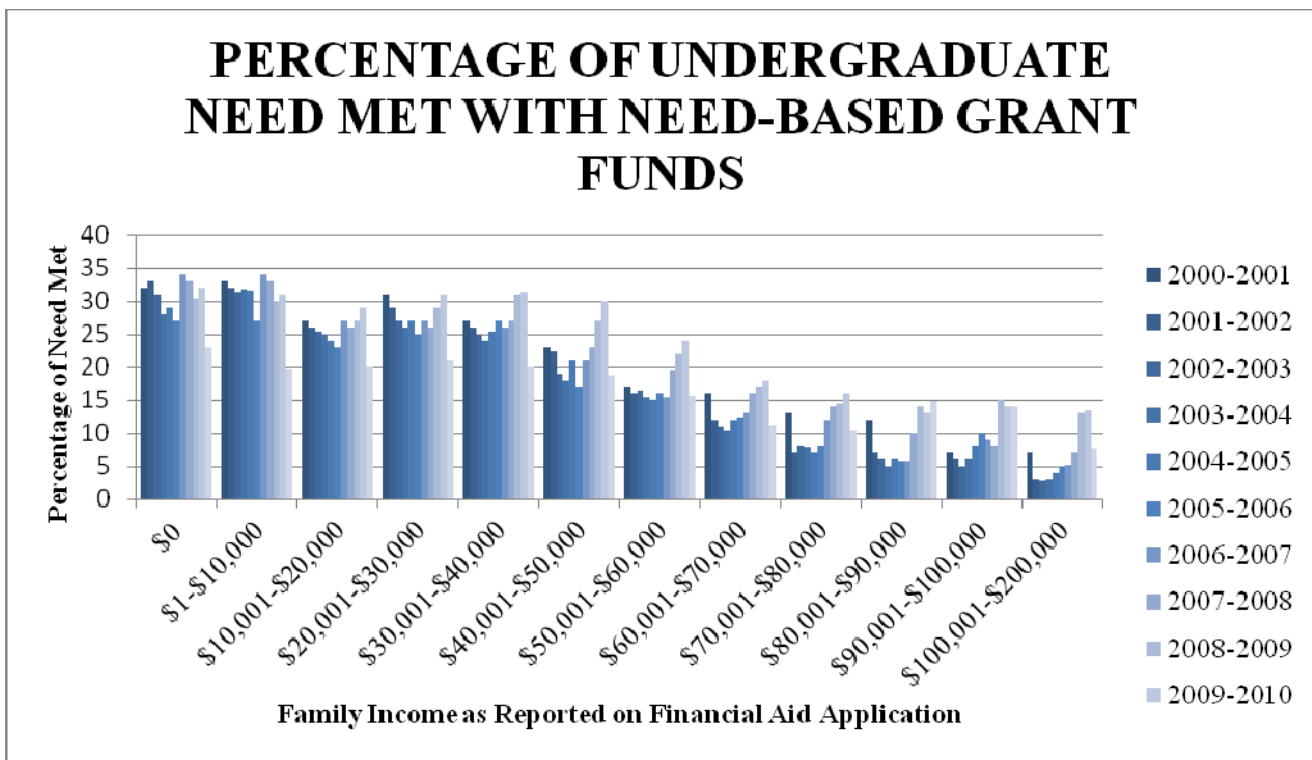
Source: Common Data Set 2011-2012, metric H2(i)

The number of students awarded financial aid and the average amount of the award are expected to continue to rise. Last year, the U.S. Department of Education reported another 10% rise in financial aid applications nationally. Mason is currently experiencing its fourth consecutive significant annual increase in the number of financial aid applications being received from students.

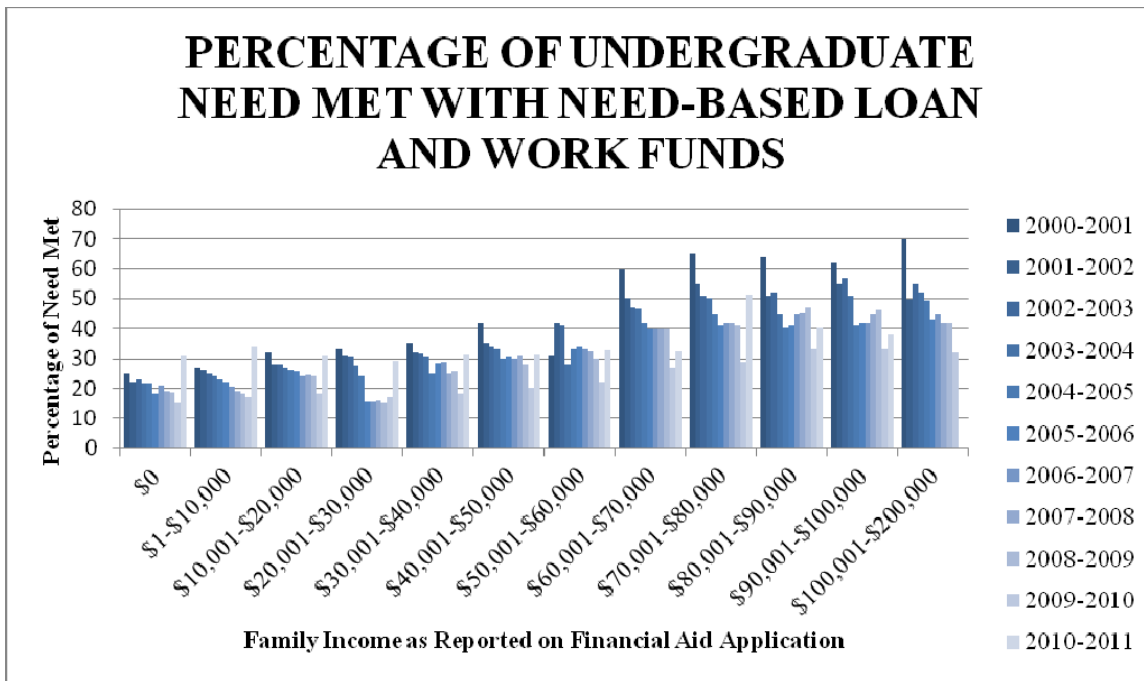
The following chart shows the percentage of undergraduate need met via grant funds from FY 2001 – FY 2011. As reflected in this chart, a higher proportion of the financial need of students in lower income bands is met through grants than for students in higher income bands. Since FY 2007 there has been a trend toward an increased percentage of need met by grants in most income ranges and most significantly in the lowest and middle income bands.



The impact of need-based loans and work funds such as Federal Work-Study in meeting student financial need is shown in the following chart. At Mason, students are awarded Federal 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 covered approximately 45-51% of the demonstrated financial need of both in-state and out-of-state undergraduate need-based aid recipients in FY 2011.



STUDENT INDEBTEDNESS

As shown in the following table, since FY 2004 both the average indebtedness of undergraduate students at the time of graduation has steadily increased, while the percentage of graduates incurring debt has oscillated. Neither measure has increased consistently each year. **The averages reported below include only those students who incurred debt.**

GMU CUMULATIVE INDEBTEDNESS FROM ALL SOURCES AND PERCENTAGE OF STUDENTS INCURRING DEBT, GRADUATING UNDERGRADUATE STUDENTS, FY 2004 – FY 2011								
	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Average Debt	\$15,015	\$13,607	\$15,791	\$16,705	\$18,547	\$19,521	\$22,219	\$23,506
% Grads with Debt	37%	47%	48%	49%	54%	52%	54%	57%

The following table shows how Mason student loan debt compares to other Virginia doctoral universities. At Mason, 54% of the students graduating in 2010 and 57% of students graduating in 2011 incurred loan debt, with the average debt level increasing by 5.8% in that one-year period. The average debt for Mason students with debt is higher than the overall average for other Virginia doctoral institutions with only two institutions (VCU and VT) graduating students with higher average debt levels in 2011.

AVERAGE UNDERGRADUATE DEBT AT GRADUATION VIRGINIA DOCTORAL INSTITUTIONS						
INSTITUTION	2010		2011		ONE-YR CHANGE	
	AVG DEBT	% WITH DEBT	AVG DEBT	% WITH DEBT	DEBT LEVEL	% WITH DEBT
Virginia Commonwealth	\$25,151	61.0%	\$27,179	62.0%	8.1%	1.0%
Virginia Tech	23,100	52.0%	24,320	52.3%	5.3%	0.3%
University of Virginia	19,384	32.2%	20,951	34.7%	8.1%	2.5%
College of William & Mary	21,367	38.0%	20,835	41.0%	-2.5%	3.0%
Old Dominion	17,250	80.0%	16,500	75.0%	-4.3%	-5.0%
AVG EXCLUDING MASON	21,250	52.6%	21,957	53.0%	2.9%	0.4%
GEORGE MASON	\$22,219	54.0%	\$23,506	57%	5.8%	3.0%

Source: Common Data Set 2010-11, 2011-12, Metrics H4 and H5

George Mason University's two-year student loan Cohort Default Rate remains very low - at 1.8% - as compared to an average of 2.7% for all of the four-year public institutions in Virginia and the national average for four-year public institutions of 5.2%.

FINANCIAL AID BY CATEGORY OF FUNDS – FY 2011 ACTUAL			
CATEGORY	UNDERGRAD	GRADUATE	TOTAL
NEED-BASED GIFT			
Federal	\$ 26,423,813	\$ 0	\$ 26,423,813
State – Commonwealth of VA	12,930,339	0	12,930,339
Other State	87,677	0	87,677
Institutional	5,242,001	0	5,242,001
Private	0	0	0
Sub-total	\$ 44,683,830	\$ 0	\$ 44,683,830
NEED-BASED SELF-HELP			
Federal	\$ 34,783,658	\$ 23,809,858	\$ 58,593,516
State – Commonwealth of VA	0	0	0
Institutional	0	0	0
Private	0	0	0
Sub-total	\$ 34,783,658	\$ 23,809,858	\$ 58,593,516
NON-NEED-BASED SELF-HELP			
Federal	\$ 52,710,781	\$ 42,032,235	\$ 94,743,016
State – Commonwealth of VA	0	0	0
Institutional	0	0	0
Private	7,021,875	6,295,592	13,317,467
Sub-total	\$ 59,732,656	\$ 48,327,827	\$ 108,060,483
MERIT-BASED GIFT			
Federal	\$ 0	\$ 0	\$ 0
State – Commonwealth of VA	32,895	1,820,837	1,853,732
Institutional – Foundation	1,483,189	0	1,483,189
Institutional – Other *	12,196,079	13,814,615	26,010,694
Private	2,652,895	0	2,652,895
Sub-total	\$ 16,365,058	\$ 15,635,452	\$ 32,000,510
TOTAL BY SOURCE			
Federal	\$113,918,252	\$65,842,093	\$179,760,345
State – Commonwealth of VA	12,963,234	1,820,837	14,784,071
Other State	87,677	0	87,677
Institutional	18,921,269	13,814,615	32,735,884
Private	9,674,770	6,295,592	15,970,362
TOTAL	\$ 155,565,202	\$ 87,773,137	\$ 243,338,339
NUMBER OF STUDENTS	13,265	5,093	18,358
AVERAGE AID PER STUDENT	\$ 11,727	\$ 17,234	\$ 13,255

* The items captured by this figure include Graduate Scholarships, Athletic Scholarships, Institutional Waivers, Departmental Graduate Grants, Fellowships, Academic Scholarships, EIP Scholarships, and University Scholarships. These are awarded on merit.

FINANCIAL AID BY SOURCE OF FUNDS – FY 2011 ACTUAL			
CATEGORY	UNDERGRAD	GRADUATE	TOTAL
FEDERAL			
Need-Based Gift	\$ 26,423,813	\$0	\$ 26,423,813
Need-Based Self-Help	34,783,658	23,809,858	58,593,516
Non-Need-Based Self-Help	52,710,781	42,032,235	94,743,016
Merit-Based Gift	0	0	0
Sub-total	\$ 113,918,252	\$ 65,842,093	\$ 179,760,345
STATE – Commonwealth of VA			
Need-Based Gift	\$ 12,930,339	\$ 0	\$ 12,930,339
Need-Based Self-Help	0	0	0
Non-Need-Based Self-Help	0	0	0
Merit-Based Gift	32,895	1,820,837	1,853,732
Sub-total	\$ 12,963,234	\$ 1,820,837	\$ 14,784,071
OTHER STATE			
Need-Based Gift	\$ 87,677	\$ 0	\$ 87,677
Need-Based Self-Help	0	0	0
Non-Need-Based Self-Help	0	0	0
Merit-Based Gift	0	0	0
Sub-total	\$ 87,677	\$ 0	\$ 87,677
INSTITUTIONAL			
Need-Based Gift	\$ 5,242,001	\$ 0	\$ 5,242,001
Need-Based Self-Help	0	0	0
Non-Need-Based Self-Help	0	0	0
Merit-Based Gift – Foundation	1,483,189	0	1,483,189
Merit-Based Gift – Other *	12,196,079	13,814,615	26,010,694
Sub-total	\$ 18,921,269	\$ 13,814,615	\$ 32,735,884
PRIVATE			
Need-Based Gift	\$ 0	\$ 0	\$ 0
Need-Based Self-Help	0	0	0
Non-Need-Based Self-Help	7,021,875	6,295,592	13,317,467
Merit-Based Gift	2,652,895	0	2,652,895
Sub-total	\$ 9,674,770	\$ 6,295,592	\$ 15,970,362
TOTAL BY TYPE			
Need-Based Gift	\$ 44,683,830	\$ 0	\$ 44,683,830
Need-Based Self-Help	34,783,658	23,809,858	58,593,516
Non-Need-Based Self-Help	59,732,656	48,327,827	108,060,483
Merit-Based Gift	16,365,058	15,635,452	32,000,510
TOTAL	\$ 155,565,202	\$ 87,773,137	\$ 243,338,339
NUMBER OF STUDENTS	13,265	5,093	18,358
AVERAGE AID PER STUDENT	\$ 11,727	\$ 17,234	\$ 13,255

* The items captured by this figure include Graduate Scholarships, Athletic Scholarships, Institutional Waivers, Departmental Graduate Grants, Fellowships, Academic Scholarships, EIP Scholarships, and University Scholarships. These are awarded on merit.

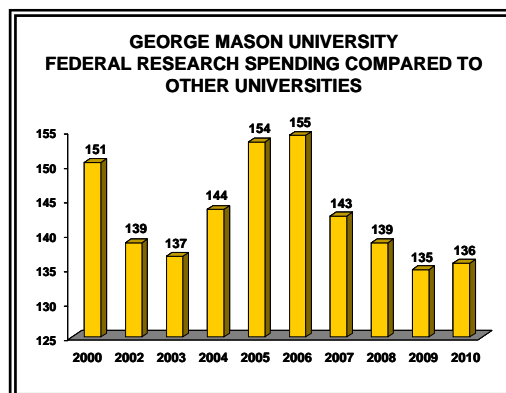
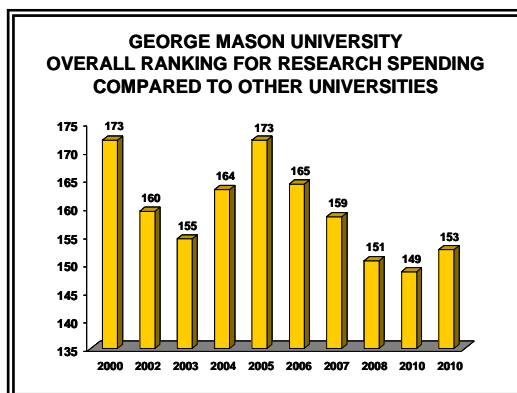
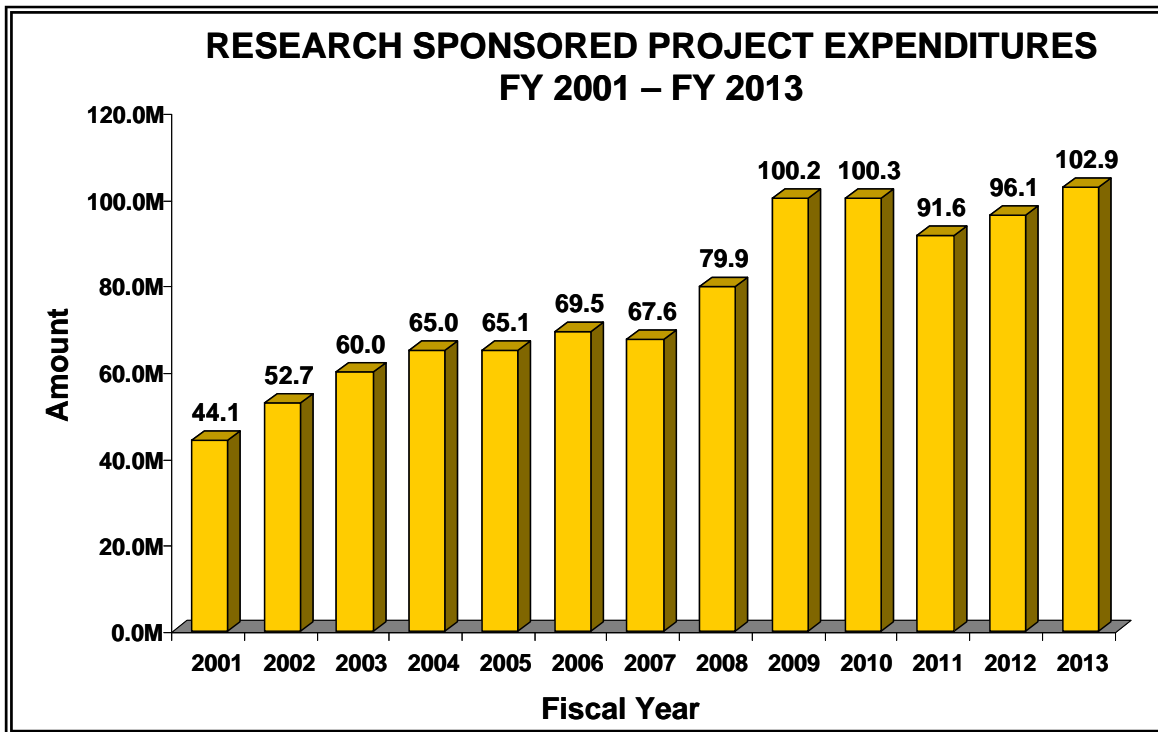
FINANCIAL AID COMPARISON BY SOURCE OF FUNDS FY 2010 - FY 2011 ACTUAL			
CATEGORY	FY 2010	FY 2011	Percent Chg
FEDERAL			
Need-Based Gift	\$22,033,986	\$ 26,423,813	19.9%
Need-Based Self-Help	54,940,703	58,593,516	6.6%
Non-Need-Based Self-Help	85,339,487	94,743,016	11.0%
Merit-Based Gift	0	0	
Sub-total	\$162,314,176	\$ 179,760,345	10.7%
STATE			
Need-Based Gift	\$12,816,528	\$ 12,930,339	0.9%
Need-Based Self-Help	0	0	
Non-Need-Based Self-Help	0	0	
Merit-Based Gift	1,620,718	1,853,732	14.4%
Sub-total	\$14,437,246	\$ 14,784,071	2.4%
OTHER STATE			
Need-Based Gift	0	\$ 87,677	N/A
Need-Based Self-Help	0	0	
Non-Need-Based Self-Help	0	0	
Merit-Based Gift	0	0	
Sub-total	\$ 0	\$ 87,677	N/A
INSTITUTIONAL			
Need-Based Gift	\$4,618,108	\$ 5,242,001	13.5%
Need-Based Self-Help	0	0	
Non-Need-Based Self-Help	0	0	
Merit-Based Gift – Foundation	1,607,283	1,483,189	-7.7%
Merit-Based Gift – Other *	25,290,579	26,010,694	2.8%
Sub-total	\$31,515,970	\$ 32,735,884	3.9%
PRIVATE			
Need-Based Gift	\$0	\$ 0	
Need-Based Self-Help	0	0	
Non-Need-Based Self-Help	12,282,063	13,317,467	8.4%
Merit-Based Gift	3,519,387	2,652,895	-24.6%
Sub-total	\$15,801,450	\$ 15,970,362	1.1%
TOTAL BY TYPE			
Need-Based Gift	\$39,468,622	\$ 44,683,830	13.2%
Need-Based Self-Help	54,940,703	58,593,516	6.6%
Non-Need-Based Self-Help	97,621,550	108,060,483	10.7%
Merit-Based Gift	32,037,967	32,000,510	-0.1%
TOTAL	\$224,068,842	\$ 243,338,339	8.6%
NUMBER OF STUDENTS	18,159	18,358	1.1%
AVERAGE AID PER STUDENT	\$12,339	\$ 13,255	7.4%

* The items captured by this figure include Graduate Scholarships, Athletic Scholarships, Institutional Waivers, Departmental Graduate Grants, Fellowships, Academic Scholarships, EIP Scholarships, and University Scholarships. These are awarded on merit.

SPONSORED RESEARCH

BACKGROUND

George Mason University's sponsored research activity is projected to increase in FY 2013 when compared to the prior fiscal year projected expenditures. For FY 2012, it is estimated that the projected expenditures will total approximately \$96.1M, which is about 5.0% higher than the level of research expenditures in FY 2011. The University is projecting another 7.0% increase in research expenditures in FY 2013 to approximately \$102.9M.



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

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

NSF NATIONAL RANKINGS OF VIRGINIA INSTITUTIONS IN FY 2010		
INSTITUTION	TOTAL RESEARCH	FEDERAL RESEARCH
Johns Hopkins	1 (Stayed Same)	1 (Stayed Same)
Univ of Maryland College Park	37 (Up 4)	40 (Up 4)
Virginia Tech	47 (Down 3)	70 (Down 1)
University of Virginia	75 (Down 2)	54 (Down 6)
Virginia Commonwealth	98 (Up 9)	79 (Up 23)
George Washington	99 (Up 34)	92 (Up 17)
Georgetown	113 (Down 3)	95 (Down 9)
Old Dominion University	145 (Up 10)	169 (Stayed Same)
George Mason University	153 (Down 4)	136 (Down 1)
College of William & Mary	178 (Down 3)	194 (Down 15)
James Madison University	354 (Down 16)	328 (Down 3)

Note: Institutions that are moving up refers to an improvement in ranking position and institutions that are moving down refers to a decline in ranking position from the previous year.

NSF TOTAL RESEARCH EXPENDITURE GROWTH FY 2003 – FY 2010	
INSTITUTION	GROWTH %
Old Dominion University	220.5%
GEORGE MASON UNIVERSITY	87.0%
Virginia Tech	60.7%
Virginia Commonwealth University	56.4%
University of Virginia	34.0%
College of William & Mary	30.7%
ALL UNITED STATES	52.7%
TOP 100 SCHOOLS	49.8%

EXPENDITURES BY UNIT

The units with the largest sponsored research expenditures are the College of Science, the Volgenau School of Engineering, the College of Humanities and Social Sciences, the School of Public Policy, the College of Education and Human Development, the Krasnow Institute, and the School of Law. These schools make up 94% of total sponsored research spending.

Research activity at the University generates indirect cost earnings to cover facilities and administrative costs resulting from the activity. Approximately \$17.0M is to be projected to be earned from indirect cost reimbursements in FY 2012. Based on the overall sponsored research projections for FY 2013, it is anticipated that approximately \$18.2M in indirect will be earned in FY 2013. 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 Volgenau School of Engineering, the College of Humanities and Social Sciences, the Krasnow Institute, and the College of Education and Human Development. These five units earn approximately 88% of the total indirect earned.

SPONSORED PROGRAMS EXPENDITURES FY 2009 THROUGH FY 2012					
TOTAL EXPENDITURES BY UNIT					
UNIT	FY 2009	FY 2010	FY 2011	ESTIMATED FY 2012	% INCREASE FY09 TO FY12
COS	\$36,399,118	\$33,437,716	\$24,069,649	\$25,273,131	-30.6%
VSE	16,312,689	18,225,584	18,546,168	19,473,476	19.4%
CHSS	17,719,616	17,985,467	16,883,214	17,727,375	0.0%
SPP	9,623,978	7,966,811	8,152,498	8,560,123	-11.1%
CEHD	8,793,694	8,265,748	9,556,602	10,034,432	14.1%
LAW	3,664,601	4,637,048	3,534,383	3,711,102	1.3%
KRASNOW	3,154,946	4,990,955	5,137,340	5,394,207	71.0%
CHHS	1,666,575	1,380,465	2,098,553	2,203,481	32.2%
SOM	346,607	482,158	382,706	401,841	15.9%
S-CAR	535,838	419,929	1,108,949	1,164,396	117.3%
CVPA	25,586	108,924	62,650	65,783	157.1%
PROV/OCPE	1,340,153	1,835,008	1,332,441	1,399,063	4.4%
ITU	318,130	312,666	315,150	330,908	4.0%
UNIV LIFE	178,938	235,918	223,749	234,936	31.3%
OTHER	84,127	2,178	152,930	160,577	90.9%
TOTAL	\$100,164,596	\$100,286,575	\$91,556,982	\$96,134,831	-4.0%
% OF TOTAL					
UNIT	FY 2009	FY 2010	FY 2011	ESTIMATED FY 2012	
COS	36.3%	33.3%	26.3%	26.3%	
VSE	16.3%	18.2%	20.3%	20.3%	
CHSS	17.7%	17.9%	18.4%	18.4%	
SPP	9.6%	7.9%	8.9%	8.9%	
CEHD	8.8%	8.2%	10.4%	10.4%	
LAW	3.7%	4.6%	3.9%	3.9%	
KRASNOW	3.1%	5.0%	5.6%	5.6%	
CHHS	1.7%	1.4%	2.3%	2.3%	
SOM	0.3%	0.5%	0.4%	0.4%	
S-CAR	0.5%	0.4%	1.2%	1.2%	
CVPA	0.0%	0.1%	0.1%	0.1%	
PROV/OCPE	1.3%	1.8%	1.5%	1.5%	
ITU	0.3%	0.3%	0.3%	0.3%	
UNIV LIFE	0.2%	0.2%	0.2%	0.2%	
OTHER	0.1%	0.0%	0.2%	0.2%	
*TOTAL	100.0%	100.00%	100.00%	100.00%	

* Totals may not equal to 100% due to rounding.

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: College of Science expenditure total includes \$14.6M from construction grant for Regional Biocontainment Lab (RBL) for FY09 and \$11.5M for FY10.

**TOTAL INDIRECT EARNINGS
FY 2009 THROUGH FY 2012**

INDIRECT EARNED BY UNIT					
UNIT	FY 2009	FY 2010	FY 2011	ESTIMATED FY 2012	% INCREASE FY09 TO FY12
COS	\$4,478,104	\$4,564,420	\$5,043,577	\$4,994,077	11.5%
VSE	3,805,252	4,251,064	4,172,902	4,428,645	16.4%
CHSS	2,302,856	2,647,359	2,921,118	3,116,285	35.3%
SPP	1,132,674	737,009	466,884	456,946	-59.7%
CEHD	837,520	807,563	933,729	1,166,516	39.3%
LAW	732,667	1,048,162	883,894	563,828	-23.0%
KRASNOW	799,880	1,334,916	1,286,137	1,213,100	51.7%
CHHS	174,171	104,237	199,228	347,678	99.6%
SOM	38,867	5,039	14,533	48,222	24.1%
S-CAR	14,253	14,483	127,290	254,784	1,687.6%
CVPA	N/A	N/A	4,551	490	100.0%
PROVOST	0	138,446	450,374	404,111	100.0%
UNIV LIFE	0	0	0	0	0.0%
ITU	17	0	0	0	-100.0%
OTHER	8,073	30,326	26,638	24,766	206.8%
TOTAL	\$14,324,334	\$15,683,024	\$16,530,855	\$17,019,448	18.8%
% OF TOTAL					
UNIT	FY 2009	FY 2010	FY 2011	ESTIMATED FY 2012	
COS	31.3%	29.1%	30.5%	29.3%	
VSE	26.6%	27.1%	25.2%	26.0%	
CHSS	16.1%	16.9%	17.7%	18.3%	
SPP	7.9%	4.7%	2.8%	2.7%	
CEHD	5.8%	5.1%	5.6%	6.9%	
LAW	5.1%	6.7%	5.3%	3.3%	
KRASNOW	5.6%	8.5%	7.8%	7.1%	
CHHS	1.2%	0.7%	1.2%	2.0%	
SOM	0.3%	0.0%	0.1%	0.3%	
S-CAR	0.1%	0.1%	0.8%	1.5%	
CVPA	0.0%	0.0%	0.0%	0.0%	
PROVOST	0.0%	0.9%	2.7%	2.4%	
UNIV LIFE	0.0%	0.0%	0.0%	0.0%	
ITU	0.0%	0.0%	0.0%	0.0%	
OTHER	0.1%	0.2%	0.2%	0.1%	
*TOTAL	100.0%	100.0%	100.0%	100.0%	

** Totals may not equal to 100% due to rounding.*

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 FY 2009 THROUGH FY 2012					
INDIRECT EARNED BY UNIT					
UNIT	FY 2009	FY 2010	FY 2011	ESTIMATED FY 2012	% INCREASE FY09 TO FY12
COS	\$1,343,431	\$1,369,326	\$1,513,073	\$1,498,223	11.5%
VSE	1,141,576	1,275,319	1,251,871	1,328,594	16.4%
CHSS	690,857	794,208	876,335	934,886	35.3%
SPP	339,802	221,103	140,065	137,084	-59.7%
CEHD	251,256	242,269	280,119	349,955	39.3%
LAW	219,800	314,449	265,168	169,148	-23.0%
KRASNOW	239,964	400,475	385,841	363,930	51.7%
CHHS	52,251	31,271	59,768	104,303	99.6%
SOM	11,660	1,512	4,360	14,467	24.1%
S-CAR	4,276	4,345	38,187	76,435	1,687.6%
CVPA	0	0	1,365	147	100.0%
PROVOST	0	41,534	135,112	121,233	100.0%
UNIV LIFE	0	0	0	0	0.0%
ITU	5	0	0	0	-100.0%
OTHER	2,422	9,098	7,991	7,430	206.8%
TOTAL	\$4,297,300	\$4,704,909	\$4,959,255	\$5,105,835	18.8%
% OF TOTAL					
UNIT	FY 2009	FY 2010	FY 2011	ESTIMATED FY 2012	
COS	31.3%	29.1%	30.5%	29.3%	
VSE	26.6%	27.1%	25.2%	26.0%	
CHSS	16.1%	16.9%	17.7%	18.3%	
SPP	7.9%	4.7%	2.8%	2.7%	
CEHD	5.8%	5.1%	5.6%	6.9%	
LAW	5.1%	6.7%	5.3%	3.3%	
KRASNOW	5.6%	8.5%	7.8%	7.1%	
CHHS	1.2%	0.7%	1.2%	2.0%	
SOM	0.3%	0.0%	0.1%	0.3%	
S-CAR	0.1%	0.1%	0.8%	1.5%	
CVPA	0.0%	0.0%	0.0%	0.0%	
PROVOST	0.0%	0.9%	2.7%	2.4%	
UNIV LIFE	0.0%	0.0%	0.0%	0.0%	
ITU	0.0%	0.0%	0.0%	0.0%	
OTHER	0.1%	0.2%	0.2%	0.1%	
*TOTAL	100.0%	100.0%	100.0%	100.0%	

* Totals may not equal to 100% due to rounding.

Note: The amount of Indirect noted in the top table is 30% of the total indirect earned. The agreement is that a cap of \$3.4M 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, Mason occupies a total of 113 buildings on-campus in addition to 37 off-campus or leased facilities. One of the sites for leased space is Mason's Loudoun County facility.

During FY 2007, the University completed a new facility (Research I) on the Fairfax campus. This was Mason's first facility dedicated exclusively to research activities. Since FY 2007, additional research space has been included in the Long and Kimmy Nguyen Engineering Building (opened early in FY 2010) on the Fairfax campus, the Krasnow building addition on the Fairfax Campus, and Founders Hall on the Arlington Campus.

During FY 2012, facilities which will be completed or enhanced are the Thompson/West building Renovation, the Aquatic and Fitness Center HVAC Renovation, Housing VIII A (600 new residential beds), and the Housing Commons Renovation. Facilities that will be completed or enhanced in FY 2013 are the Point of View (Phase I and Cottages), Housing and Dining at Smithsonian SCBI, Fine Arts Renovation, Science and Technology II Addition and Renovation, and SUB I Dining Renovation. In addition, there are a number of PPEA projects that will be completed or enhanced in FY 2013. Those projects are the Prince William Housing (140 new residential beds) and the Prince William Laboratory building. Further, in FY 2013, the University will start the \$15.0M West Campus Connector project that was funded by the General Assembly and allocated to the Virginia Department of Transportation (VDOT).

Mason 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 Mason should improve this situation in the future.

PLANNED ACTIVITY, FY 2013

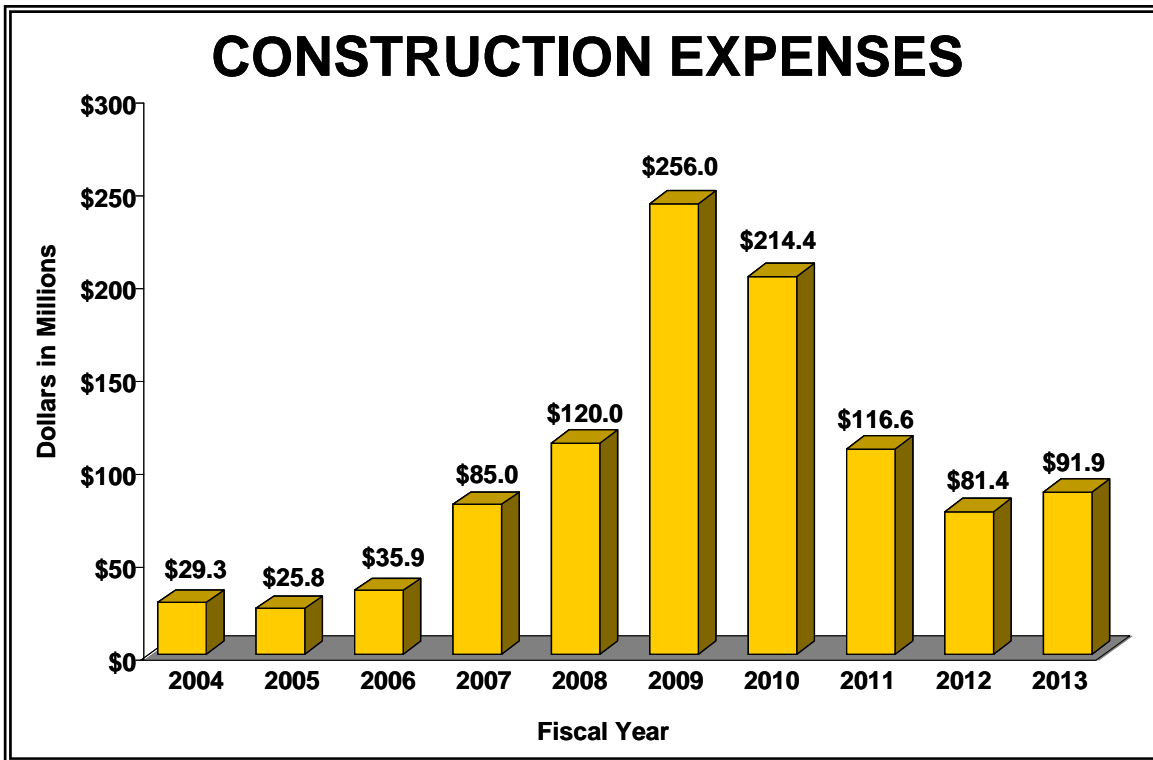
Mason projects that capital spending in FY 2013 will be approximately \$91.9M; this represents the fifth greatest level of annual capital expenditures in the history of the University, but is substantially less than the level of capital spending in FY 2009 and FY 2010.

Much of the capital construction currently underway will continue into FY 2013, while other major capital outlay projects will initiate capital spending during FY 2013. Mason anticipates FY 2013 annual capital spending of approximately \$55.0M of General Fund and \$36.9M of Non-General Fund spending on capital projects. The following projects, which are currently approved, will incur costs in FY 2013 as noted on the following page.

PROJECT	STATUS	PROJ SPEND	FUND SOURCE
• S&T II Renovation	Construction/Renov	\$26.3M	GF
• Fenwick Library Addition	Construction	15.0M	GF
• Student Housing VIII – B	Construction	8.1M	NGF
• Student Commons Renovation	Renovation	7.4M	NGF
• Fine Arts Renovation	Renovation	5.8M	GF
• Fieldhouse Life Safety/Code	Renovation	4.5M	NGF
• S-CAR “Point Of View”	Construction	4.0M	GF
• Dining Renovation	Renovation	3.8M	NGF
• Maintenance Reserve	Construction	3.2M	GF
• Potomac Science Center	Construction	2.5M	NGF
• Smithsonian/SCBI Housing	Construction	2.3M	NGF
• Arlington II	Construction	2.1M	GF/NGF
• Smithsonian/SCBI Dining	Construction	1.9M	NGF
• SUB II Renovation	Construction/Renov	0.8M	NGF
• Baseball Stadium Renovation	Renovation	0.8M	NGF
• Thompson Hall Renovation	Renovation	0.7M	GF
• Student Housing VIII – A	Construction	0.7M	NGF
• Patriot Center Renovation Phase II	Renovation	0.7M	NGF
• PW- Hylton Performing Arts Center	Construction	0.3M	GF/NGF
• SUB I Addition/Renovation	Construction/Renov	0.3M	NGF
• Krasnow Institute Addition Phase II	Construction	0.4M	GF/NGF
• Presidents Park Renovation	Renovation	0.3M	NGF
GRAND TOTAL		\$91.9M	

Although Mason is projecting to spend approximately \$91.9M on capital projects in FY 2013, Mason estimates spending approximately \$81.4M in FY 2012.

Note: As can be seen above, there are twenty-two (22) capital improvement projects that will be underway in FY 2013, and this does not include public private partnerships (PPEA) projects. The estimated FY 2013 capital spending of \$91.9M does not include two PPEA projects (Lab Building and Student Housing at the Prince William campus) that are currently in construction in FY 2012. In FY 2013, an additional PPEA project, the Satellite Heating and Cooling plant on the Fairfax campus, is anticipated to start. These three projects should increase Mason’s capital spending in FY 2012 and FY 2013 by an additional \$70-90.0M. Further, in FY 2013, the University will join with the Virginia Department of Transportation (VDOT) to start the \$15.0M West Campus Connector project. When all of these projects are included, Mason projects twenty-five (25) active projects resulting in capital spending in FY 2013 of approximately \$200.0M.



FUTURE CAPITAL PROJECTS

The Governor and General Assembly have concluded putting together a capital improvement plan which includes state funds for numerous capital projects within the system of higher education. The following 30-plus projects totaling over \$330.0M are included for George Mason University in this statewide capital spending plan. Several of these authorized projects will only commence if adequate private fund-raising is achieved.

**GEORGE MASON UNIVERSITY
CAPITAL BUDGET ITEMS FY 2012 AND FY 2013**

	CHAPTER 890 & HB1300/HB1301	BOND BILL FUNDING POOL
GENERAL FUND PROJECTS:		
Construct Campus Library Addition, Phase I		\$57,372,000
Life Science Building, Prince William		60,718,000
Academic VII / Research III Phase I		45,028,000
Fairfax Fine Arts Facility Renovation Planning		9,807,000
Science and Tech Building Equipment (Estimate)		4,667,000
Hylton Center		2,000,000
Thompson/West Furnishings & Equipment	\$500,000	
Krasnow Addition, Phase II Equipment	307,000	
<i>Subtotal General Fund</i>	\$807,000	\$179,592,000
NON-GENERAL FUND PROJECTS:		
Housing IX-A	\$41,071,000	
Concert Hall Renovation	41,064,000	
Economics Building	30,735,000	
Academic VII / Research III Phase I	28,000,000	
Enhance Campus Dining	17,000,000	
Student Housing Commons Renovation	16,002,000	
Athletics Field House Renovation	9,186,000	
Campus Entrances, Fairfax Campus	8,547,000	
Global Center Construction	5,015,000	
Science and Tech Building Equipment	4,667,000	
Baseball Stadium Addition and Renovation	4,027,000	
Student Housing Apartments Renovation	3,098,000	
Smithsonian Conserv. and Research Ctr	2,912,000	
Athletics Aquatic & Fitness Center HVAC Repair	2,526,000	
Student Unions I Addition Increase	2,400,000	
Campus Entrances, Prince William Campus	1,211,000	
Student Housing VII Increase	750,000	
Life Science Building, Prince William	550,000	
Shirley Gate Sports Complex	PPEA	
Lab Building, Prince William Campus	PPEA	
Student Housing, Prince William Campus	PPEA	
Fairfax Heating and Cooling	PPEA	
Research Facilities, Prince William Campus	PPEA	
<i>Subtotal Non-General Fund</i>	\$218,761,000	\$ -
TOTAL	\$219,568,000	\$179,592,000

Note: The NGF amounts represent authorization, but actual construction is dependent on sufficient funding available for each project.

EDUCATIONAL & GENERAL

SUMMARY OF MAJOR UNITS

COLLEGE OF EDUCATION & HUMAN DEVELOPMENT (CEHD)

The College of Education and Human Development is composed of two sub-units: the Graduate School of Education (GSE) and the School of Recreation, Health and Tourism (RHT). GSE's degree, licensure, and certificate programs are focused on teacher and counselor preparation, advanced studies for teachers and school leaders, instructional technology, and research training. GSE offers many of its academic programs in an innovative cohort outreach format that takes faculty out into the school and community sites where practicing and aspiring professionals work. RHT has undergraduate and master's programs in recreation, exercise science, health and physical education, athletic training, sport management, and tourism and events management. In total, the College of Education and Human Development has 27 academic programs with approximately 3,400 students (2,600 of whom are graduate students) and 120 full-time instructional faculty members. In addition, over 1,000 non-degree students enroll each year in continuing and professional education courses.

The School of Recreation, Health, and Tourism has experienced rapid growth during the past 7 years, including a doubling of its undergraduate enrollment. RHT is now focusing on new graduate programs in sport and recreation studies and in tourism and events management. In contrast, the Graduate School of Education is focused on the construction of undergraduate pathways to its graduate teacher licensure and degree programs that will accelerate the process of professional preparation for Mason undergraduates.

CEHD houses 13 research and service centers, including the widely acclaimed Helen A. Kellar Institute for Human disAbilities. The Kellar Institute employs approximately 30 research and professional faculty on funded state and federal projects focused on improving the lives and productivity of persons with disabilities. Other long-standing centers include the Center for the Advancement of Public Health, the Center for International Education, the Center for Education Policy, and the Center for Restructuring Education in Science and Technology. Several additional centers have been chartered in recent years, including the Mathematics Education Center, the Center for Sport Management, the Diversity Research and Action Center, the Center for Digital Media Innovation and Diversity, and the Center for the Study of Sport and Leisure in Society. CEHD also maintains a broad range of effective professional development partnerships with school systems and community agencies in the National Capital Region.

CEHD aspires to strengthen and balance in its teaching and research activities. In teaching, the College is committed to exemplary teaching, mentoring, and academic services, and to meeting urgent personnel preparation and professional development needs in the Commonwealth of Virginia and beyond. In research, CEHD is committed to advancing scientific and applied knowledge in ways that have a consequential impact on individuals, on groups and organizations focused on education and human development, and on society at large. The CEHD faculty includes many nationally prominent scholars in fields such as special education, literacy, educational psychology, sport and recreation studies, science and math education, and instructional technology. Many faculty serve as journal editors and officers of professional organizations, as well as contribute significantly to national and regional policy concerns in education and human development. External funding has averaged over \$9M per year during the past two years.

FY 2012 ORIGINAL			FY 2012 REVISED			FY 2013 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
2,880	\$22,367,700	\$7,767	2,863	\$26,513,800	9,261	2,945	\$23,594,400	\$8,012

FY 2013 Highlights

The enrollment target for CEHD for FY 2013 is 2,945 FTE, which is 65 course FTE greater than the original FY 2012 target and 82 course FTE greater than the estimated FY 2012 enrollment. The FY 2013 budget includes enrollment growth funding of \$0.4M (65 FTE).

The FY 2012 revised budget includes an additional \$0.3M for the Mason Increase, \$0.1M for the Mandatory Retirement Change, Provost support for a Hospitality hire of \$0.2M and \$61,000 for GSE faculty, which continue into FY 2013, as well as temporary increases for carry forward of \$2.0M and revenue activities of \$1.5M. The FY 2013 original budget reflects increased funding of \$0.2M due to fringe benefit cost adjustments. During FY 2013, funding may be allocated as the unit earns additional funds from contract programs. These activities vary significantly from year to year and may not be included in ongoing base budgets. The unit portion of these revenues is projected at approximately \$9.0M of the CEHD base budget and is used to fund these programs, including faculty and student support.

Compared to the FY 2012 original budget, FY 2013 funding per student increased by \$245 or 3%.

COLLEGE OF HEALTH AND HUMAN SERVICES (CHHS)

The College of Health and Human Services prepares both undergraduate and graduate students to provide care and services and fill administrative and leadership roles in a variety of health care and social service organizations. The College is comprised of a School of Nursing, five academic departments – Social Work, Health Administration and Policy, Global and Community Health, Rehabilitation Science, and Nutrition and Food Studies – and three research centers – the Center for Health Care Policy and Ethics, the Center for the Study of Chronic Illness and Disability, and the Machine Learning and Inference Laboratory. These centers perform cutting-edge health services research and serve as a vital source of health policy information and advocacy on national health and social care issues.

College faculty have been recognized by the university and the State Council of Higher Education for excellence in teaching. The College has developed strong partnerships with regional, national, and international agencies in several important areas:

1. College faculty serve as both research, educational, and clinical resources for local and state agencies and non-profit organizations;
2. Undergraduate, master’s, and doctoral students provide services to clients through their professional practice throughout Northern Virginia and many other regional, national, and international sites;
3. International students study in CHHS to gain professional knowledge and skills to enhance health care and social policy in their own countries.

These partnerships broaden and strengthen the College’s academic programs and provide leadership in addressing critical health and social needs. In addition to offering coursework on both the Fairfax and Prince Williams Campuses, the College has a strong Academic Outreach Program to deliver advanced health education to working professionals at or near their work sites, and has recently expanded its distance education offerings to make health professional training more accessible to all students.

The philosophy of the College of Health and Human Services includes explicit statements regarding the value of sound general education that enables students to develop analytical and creative thinking and make well-founded ethical decisions. Graduates are expected to practice in a variety of roles in complex, multicultural, and international settings. The College encourages diversity in its student body and provides interdisciplinary and innovative professional education that is well grounded in philosophy, science, social science, and technology.

FY 2012 ORIGINAL			FY 2012 REVISED			FY 2013 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
1,450	\$15,875,100	\$10,948	1,472	\$16,499,000	11,209	1,520	\$17,417,900	\$11,459

FY 2013 Highlights

The enrollment target for CHHS for FY 2013 is 1,520 FTE, which is 70 course FTE greater than the original FY 2012 target, and 48 course FTE greater than the projected FY 2012 enrollment. The FY 2013 budget includes enrollment growth funding of \$0.7M (120 FTE traditional; 50 FTE decrease in self-generated, which includes contract).

The FY 2012 revised budget includes an additional \$0.3M for the Mason Increase, \$0.2M for the Mandatory Retirement Change and \$0.2M for STEM funding, which continue into FY 2013. The FY 2013 original budget includes increases of \$0.2M due to fringe benefit cost adjustments, \$0.3M for leadership transition, \$90,000 for STEM funding and decreased funding of \$0.3M for self-generated programs. During FY 2013, funding may be allocated as the unit earns additional funds from self-generated revenue programs.

Compared to the FY 2012 original budget, FY 2013 funding per student FTE increases by \$511 or 5%.

COLLEGE OF HUMANITIES AND SOCIAL SCIENCES (CHSS)

The largest college on campus, the College of Humanities and Social Sciences houses programs that span fields from philosophy to neuroscience. Students benefit from intense faculty involvement; a student-oriented philosophy and environment characteristic of a traditional liberal arts college; an educational foundation which focuses on linking the intellectual with the practical; and strong preparation for career and civic life. The college teaches nearly every undergraduate at George Mason University; it is also home to 2,000 graduate students and many nationally-ranked programs. The college is committed to providing a challenging education, expanding the frontiers of knowledge through research, and contributing intellectual leadership to the community.

Faculty scholarship advances knowledge both locally and globally and underpins instruction within the college; that work resulted in \$24M in grant funding last year and an abundance of published monographs and scholarly articles. The college is home to Nobel, Pulitzer, Guggenheim and MacArthur recipients; members of the American Academy of Arts and Sciences; and winners of countless other faculty and student prizes. Our faculty has influence beyond the university as consistent contributors to public scholarship, media-cited experts, prize-winning authors and bloggers, elected officials for professional organizations, journal editors, and more.

FY 2012 ORIGINAL			FY 2012 REVISED			FY 2013 ORIGINAL		
FTE COURSE ENRLMNT	E&G BUDGET EXPENSE	COST PER FTES	FTE COURSE ENRLMNT	E&G BUDGET EXPENSE	COST PER FTES	FTE COURSE ENRLMNT	E&G BUDGET EXPENSE	COST PER FTES
9,103	\$53,408,800	\$5,867	9,165	\$57,262,900	6,248	9,378	\$58,865,200	\$6,277

FY 2013 Highlights

The enrollment target for CHSS for FY 2013 is 9,378 FTE, which is 275 course FTE greater than the FY 2012 original enrollment target and 213 course FTE greater than the estimated FY 2012 enrollment. The FY 2013 budget includes enrollment growth funding of \$1.2M (225 FTE traditional; 50 FTE self-generated, which includes contract).

The FY 2012 revised budget includes an additional \$1.2M for the Mason Increase and \$0.5M for the Mandatory Retirement Change, as well as a \$25,000 decrease for CHSS’ support of NAC and increases of \$63,000 for an Arabic position, \$59,000 for ICES and \$70,000 for faculty support and retention, which continue into FY 2013. There is also temporary funding for self-generated revenue and carryforward. The FY 2013 original budget reflects decreased funding of \$77,000 due to a position moved to COS and increased funding of \$0.7M due to fringe benefit cost adjustments, \$56,000 for Arlington Semester, \$0.1M for Communications position, \$0.2M for two Global Affairs positions and support, \$0.3M for Higher Ed leadership transition funding, and self-generated revenues of \$0.8M for Decorative Arts and \$90,000 for MPA Premium. During FY 2013, funding may be allocated as the unit earns additional funds from self-generated revenue programs.

Compared to the FY 2012 original budget, FY 2013 funding per student increases by \$410 or 7%.

COLLEGE OF SCIENCE (COS)

The College of Science at George Mason University provides scientific insight and solutions to the rapidly changing needs and demands of today’s global society by blending traditional science education with sought-after programs in the high-profile disciplines of molecular medicine, biomedical research, climate dynamics, environmental conservation and sustainability, cosmic exploration, forensics, and geospatial intelligence. While serving as a vital community and regional resource for science education through hands-on programming for K-12 students, teacher training, and community outreach programs, the College also is a leader in the development of creative STEM initiatives to challenge and engage students at all levels.

Projected growth in the College cites a 30% increase in the student population within five-six years through new and expanded programs in high-demand disciplines. Undergraduate research opportunities will be created to complement this growth, as well as aggressive recruitment strategies and support programs to accommodate a diverse population of minorities and women in science.

During the same period, research expenditures are expected to increase by 10% to 15%. Government and corporate collaborations are emerging from the opening of the Biomedical Research Laboratory, the National Geospatial-Intelligence Agency partnership, and remote sensing opportunities. Entrepreneurial and economic development options will increase with new discoveries, additional patents, and continued success of current spin-off companies.

Academic programs and pioneering research initiatives are housed at both the Fairfax and Prince William Campuses and other specialty locations throughout Northern Virginia. This broad regional presence, combined with strategic national and international connections, reinforces the College’s mission to provide world-class scientific leadership in a wide variety of areas important to modern society.

FY 2012 ORIGINAL			FY 2012 REVISED			FY 2013 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
3,899	\$33,030,100	\$8,471	4,048	\$36,371,800	8,985	4,080	\$36,862,100	\$9,035

FY 2013 Highlights

The enrollment target for COS for FY 2013 is 4,080 FTE, which is 181 course FTE greater than the FY 2012 original enrollment target and 32 course FTE greater than the estimated FY 2012 enrollment. The FY 2013 budget includes enrollment growth funding of \$1.0M (175 FTE traditional; 6 FTE self-generated, which includes contract).

The FY 2012 revised budget includes an additional \$0.7M for the Mason Increase and \$0.3M for the Mandatory Retirement Change, as well as \$1.0M of STEM and \$0.1M of NAC funding, which continue into FY 2013. There are also \$0.5M of temporary funding for self-generated revenue and \$0.4M for carryforward. The FY 2013 original budget reflects decreased funding of \$0.2M for BioMed to cover central costs and increases of \$0.4M due to fringe benefit cost adjustments, \$0.2M for STEM, \$77,000 for a position moved from CHSS, and a \$0.2M increase in self-generated revenue from labs. During FY 2013, funding may be allocated as the unit earns additional funds from self-generated revenue programs.

Compared to the FY 2012 original budget, FY 2013 funding per student increases by \$564 or 7%.

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, Game Design, Music, and Theater; and, through the Center for the Arts and the Hylton Performing Arts Center, 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 more than a decade of growth and discovery.

CVPA's success finds expression on many fronts. The number of arts majors has grown approximately 20% in the past five years, and 300% since the mid-1990s. Ticket revenue for the Great Performances at Mason series in Fairfax and the Hylton Presents series in Manassas is strong. In addition, both series saw strengthened community support from the Friends of the Center for the Arts and Friends of the Hylton Center. General student attendance at performances and exhibitions is strong and growing. Some 25,000 students annually experience the arts at Mason.

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. CVPA is actively engaged in partnerships and exchanges of faculty and students in places such as China and Korea.

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. To that end, CVPA is currently engaged in a master facilities plan that looks to its needs for the next decade. CVPA’s active and growing volunteer community (represented most comprehensively by the Arts at Mason Board as well as 13 “Friends” groups and advisory boards) 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.), master’s degrees (M.A., M.A.T., M.M., M.F.A.), doctoral degrees (Ph.D. in Music Education, D.M.A.) and a variety of professional certificates.

FY 2012 ORIGINAL			FY 2012 REVISED			FY 2013 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
1,385	\$10,741,200	\$7,755	1,438	\$11,650,900	8,102	1,498	\$12,438,700	\$8,304

FY 2013 Highlights

The enrollment target for CVPA for FY 2013 is 1,498 FTE, which is 113 course FTE greater than the original enrollment target for FY 2012 and 60 course FTE greater than the projected FTE enrollment for FY 2012. The FY 2013 budget includes enrollment growth funding of \$0.6M (113 FTE).

The FY 2012 revised budget includes an additional \$0.2M for the Mason Increase and \$98,000 for the Mandatory Retirement Change, as well as funding of \$0.3M for HPAC and \$40,000 for retention, which continue into FY 2013. The FY 2013 original budget includes increased funding of \$0.2M due to fringe benefit cost adjustments, funding of \$70,000 for a Music position, and \$0.2M from self-generated revenues.

Compared to the FY 2012 original budget, FY 2013 funding per student FTE increases by \$549 or 7%.

KRASNOW INSTITUTE

The Krasnow Institute for Advanced Study is a unique academic unit of Mason, using the complexity science tool kit to conduct research in the areas of neuroscience, computer sciences, social systems, and human disease, especially that involving the brain or nervous system. The Institute’s approximately 100 staff members conduct their basic research primarily within a dedicated 55,000 square foot state-of-the-art laboratory facility on the Fairfax Campus, which includes a 3T Siemens Allegra MRI brain imaging facility and a Nikon confocal cellular imaging facility. Since 1997 Krasnow scientists have brought in approximately \$45M in sponsored research funds to the University from federal agencies such as the National Institutes of Health and from private foundations such as the Howard Hughes Medical Institute and Sir John Templeton Foundation. 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 neuroscience and in computational social science to the University.

FY 2012 ORIGINAL			FY 2012 REVISED			FY 2013 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
25	\$1,880,600	N/A	21	\$1,982,900	N/A	25	\$1,971,900	N/A

FY 2013 Highlights

The enrollment target for Krasnow for FY 2013 is 25 course FTE, the same as the original enrollment target for FY 2012 and 4 course FTE greater than the projected FTE enrollment for FY 2012.

The FY 2012 revised budget includes an additional \$37,000 for the Mason Increase and \$10,000 for the Mandatory Retirement Change, which continue into FY 2013. The FY 2013 original budget reflects increased funding of \$35,000 due to fringe benefit cost adjustments.

The Institute gets enrollment credit for the Computational Social Sciences doctoral program. In addition, its faculty teach various courses in CHSS, VSE, COS, and CEHD.

SCHOOL FOR CONFLICT ANALYSIS AND RESOLUTION (S-CAR)

The School for Conflict Analysis and Resolution (S-CAR) 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. S-CAR 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. S-CAR is a Commonwealth Center for Excellence, recognized for its leadership in the field and its world-renowned faculty. Since September 11, 2001, S-CAR 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. S-CAR 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 peace building.
- Dynamics of Change in Conflict:
 - Themes: Tipping points, peace processes, power asymmetry, social networks.
- Reflective Practice:
 - Themes: Relational knowledge, program assessment, psychological development.

FY 2012 ORIGINAL			FY 2012 REVISED			FY 2013 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
298	\$3,693,800	\$12,395	336	\$4,024,600	11,978	328	\$3,927,500	\$11,974

FY 2013 Highlights

The enrollment target for S-CAR for FY 2013 is 328 FTE, which is 30 course FTE greater than the original enrollment target for FY 2012 and 8 course FTE less than the projected FTE enrollment for FY 2012. The FY 2013 budget includes enrollment growth funding of \$28,000 (5 FTE traditional; 25 FTE self-generated, which includes contract).

The FY 2012 revised budget includes an additional \$88,000 for the Mason Increase and \$50,000 for the Mandatory Retirement Change, which continue into FY 2013. The FY 2013 original budget includes increased funding of \$51,000 due to fringe benefit cost adjustments and an increase of \$13,000 for support of the dean.

Compared to the FY 2012 original budget, FY 2013 funding per student FTE decreases by \$421 or 3%.

SCHOOL OF LAW (LAW)

The George Mason University School of Law, currently ranked 39th of 200 American law schools by *USNews*, was established in 1979. George Mason’s part-time law program is ranked number 8th in the nation (*U.S. News & World Report*, March 2012). The school has 44 FTE faculty for 641 FTE students in full- and part-time study, 55% out-of-state and 45% in-state. The law school occupies 82,381 square feet of space (substantially all in Hazel Hall), and its \$14.7M E&G budget supports the instructional program, the law library, placement and career services, the records office, the admissions office and a number of learned journals.

George Mason’s faculty is ranked 19th in total new downloads by the Social Science Research Network (SSRN), which reports on faculty from 300 law schools in the Anglophone world (January 2012). In addition, SSRN lists six full-time Mason law faculty among the top 200 law authors for total new downloads for the same time period. The law faculty is ranked 25th in “scholarly impact” among American law schools in Professor Brian Leiter’s 2010 study, based on a standard objective measure of scholarly impact (which uses citations per capita as the metric of faculty quality and reputation). (Brian Leiter Rankings, March 31, 2010)

The law school has strengthened the quality of its full-time students, moving from a median LSAT of 157 and median GPA of 3.13 (fall 1997) to a median LSAT of 164 (= 90th percentile nationally) and a median GPA of 3.72 (fall 2011).

The Law & Economics Center (“LEC”), situated within the Law School, through its Judicial Education Program, has educated many hundreds – indeed several thousand – state and federal judges in the principles and applications of economic analysis of legal doctrines and institutions. The Attorneys General Education Program has offered similar law and economics training to senior legal staff members of state attorneys general. The Searle Civil Justice Institute, a research branch of the LEC, has a number of large cross-disciplinary research projects ongoing, and the Henry Hanne Scholars Program supports and encourages the research of individual faculty.

FY 2012 ORIGINAL			FY 2012 REVISED			FY 2013 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
665	\$14,109,800	\$21,218	681	\$14,601,500	21,441	635	\$14,683,400	\$23,123

FY 2013 Highlights

The enrollment target for Law for FY 2013 is 635, which is 30 course FTE less than the original enrollment target for FY 2012 and 46 FTE less than the projected FTE enrollment for FY 2012. The FY 2013 budget decreases enrollment growth funding of \$0.2M (30 FTE).

The FY 2012 revised budget includes an additional \$0.2M for the Mason Increase and \$0.1M for the Mandatory Retirement Change, which continue into FY 2013. The FY 2013 original budget reflects increased funding of \$0.2M due to fringe benefit cost adjustments, \$0.1M for financial aid and \$90,000 for law funding and library materials inflation. Since fall 2005, the School has been charging premium tuition rates, with its share of revenue at approximately \$1.2M in the base budget used for scholarships, faculty, and enhanced student service support.

Compared to the FY 2012 original budget, FY 2013 funding per student FTE increases by \$1,905 or 9%.

SCHOOL OF MANAGEMENT (SOM)

Dedicated to excellence in teaching and research, the School of Management educates future business leaders through world-class innovative academic programs and strategic business partnerships. We prepare graduate and undergraduate students for increased globalization through a range of academic degree programs, executive education programs, and international alliances.

Ranked in 2012 among the top 100 undergraduate business school programs and #59 Part-time MBA by *U.S. News & World Report*, the School of Management is accredited in both business and accounting by the Association to Advance Collegiate Schools of Business (AACSB) International.

The School of Management is fully engaged with the regional business community, graduating highly qualified business students, 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 are actively engaged through executive education programs, speaker engagements, classroom lectures, case competitions, internships, and career placement.

Located just outside Washington, D.C., at the intersection of global business and global politics, the School of Management's commitment to the region balances well with the global focus of our programs and diversity of our student body. George Mason University has received national recognition for the multicultural and international diversity of its student population, with students representing over 130 countries and all 50 states. This diversity at the university level is clearly reflected in both the School of Management student body and faculty.

Our faculty are deeply engaged in the regional, national, and international business communities and their academic expertise combined with real-world experience provides a bridge in the classroom from academic theory to business practice. 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.

The School of Management enrolls more than 3,500 undergraduate students pursuing majors in accounting, finance, management, marketing, or information systems and operations management. More than 450 graduate students are enrolled in the Mason MBA, Executive MBA, MS in Accounting, MS in Real Estate Development, MS in Technology Management, and MS in Management of Secure Information Systems. We also offer executive education and certificate programs to equip business leaders to meet the demands of today's complex global economy.

FY 2012 ORIGINAL			FY 2012 REVISED			FY 2013 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
2,745	\$23,191,000	\$8,448	2,648	\$24,348,600	9,195	2,843	\$26,243,700	\$9,231

FY 2013 Highlights

The enrollment target for SOM for FY 2013 is 2,843 FTE, which is 98 course FTE greater than the original enrollment target for FY 2012 and 195 course FTE greater than the projected FTE enrollment for FY 2012. The FY 2013 budget includes no enrollment growth funding (98 FTE self-generated, which includes contract).

The FY 2012 revised budget includes an additional \$0.4M for the Mason Increase and \$0.1M for the Mandatory Retirement Change, which continue into FY 2013. There is also temporary funding for self-generated revenue and carryforward. The FY 2013 original budget for the School of Management reflects increased funding of \$0.3M due to fringe benefit cost adjustments, \$0.3M for an Accounting and a technology position, and \$2.0M of self-generated funds. During FY 2013, funding may be allocated as the unit earns additional funds from self-generated revenue programs. The unit portion of the revenue is projected to be approximately \$8.0M of the SOM base budget and is used to fund these programs, as well as provide vital faculty and student support.

Compared to the FY 2012 original budget, FY 2013 funding per student FTE increases by \$783 or 9%.

SCHOOL OF PUBLIC POLICY (SPP)

The transformations of local, regional, national and global institutions pose critical challenges for an increasingly complex society. Solving those challenges requires an interdisciplinary approach to policymaking. The School of Public Policy employs more than 60 full-time faculty members, with backgrounds ranging from economics to political science, anthropology and law. They are experts in diverse topic areas, including transportation, economic development, national security, ethics, health care, global trade, education, governance, and technology.

Graduates of SPP are ready to address society's emerging concerns by taking into account the interplay among economic, political, social and cultural forces that shape policy outcomes. With an emphasis on applied knowledge, SPP teaches the methodological and communication skills graduates need to design and promote effective policies.

SPP offers six master's degree programs with nearly 800 students enrolled and a PhD in Public Policy program with nearly 150 students enrolled. In addition to its academic programs, SPP is a major research unit of the University.

SPP's administrative and student services offices, degree programs, and research activities are located in Founders Hall on the Arlington Campus.

FY 2012 ORIGINAL			FY 2012 REVISED			FY 2013 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
635	\$11,120,700	\$17,513	604	\$11,517,700	19,069	667	\$11,782,200	\$17,664

FY 2013 Highlights

The enrollment target for SPP for FY 2013 is 667 FTE, which is 32 course FTE greater than the original enrollment target for FY 2012 and 63 course FTE greater than the projected FTE enrollment for FY 2012. The FY 2013 budget includes enrollment growth funding of \$0.2M (32 FTE).

The FY 2012 revised budget includes an additional \$0.2M for the Mason Increase and \$53,000 for the Mandatory Retirement Change, as well as \$47,000 for retention funding, which continue into FY 2013. The FY 2013 original budget reflects increases of \$0.2M due to fringe benefit cost adjustments. During FY 2013, funding may be allocated as the unit earns additional funds from premium tuition programs. The unit portion of the revenue projected is approximately \$1.8M of the SPP base budget and is used to fund additional staff and financial aid and enhance student services.

Compared to the FY 2012 original budget, FY 2013 funding per student FTE increases by \$151 or 1%.

VOLGENAU SCHOOL OF ENGINEERING (VSE)

The Volgenau School of Engineering (VSE) at George Mason University was established in 1985. VSE 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 engineering 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 Civil Engineering, Computer Science, Electrical and Computer Engineering, Statistical Science, and Systems Engineering & Operations Research. The Ph.D. in IT remains in the School and is used primarily for interdisciplinary doctoral work.

In October 2005, a \$10M gift from Ernst and Sara Volgenau was announced and the School was renamed. In November 2009, a \$5M gift was received from Long and Kimmy Nguyen in return for naming the new building now occupied by the School. In March 2012, a \$1M dollar gift from Sid and Reva Dewberry was received for naming the Department of Civil and Environmental Engineering in their honor. Involvement of our alumni with the School has increased dramatically in the past few years and they have been most generous in their support of our School.

The Volgenau School is continuing its pattern of growth and expansion. In July 2011, the Department of Bioengineering was officially added as the school's seventh academic department with a BS degree in Bioengineering. This new department continues to work closely with other university units, in particular, the Krasnow Institute. Plans are underway to add a graduate program to Bioengineering.

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, environmental engineering, and information security.

FY 2012 ORIGINAL			FY 2012 REVISED			FY 2013 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
2,636	\$23,049,200	\$8,744	2,830	\$25,519,300	9,017	2,836	\$26,452,600	\$9,327

FY 2013 Highlights

The enrollment target for VSE for FY 2013 is 2,836 FTE, which is 200 course FTE greater than the original enrollment target for FY 2012 and 6 course FTE greater than the estimated FY 2012 enrollment. The FY 2013 budget includes enrollment growth funding of \$1.1M (200 FTE).

The FY 2012 revised budget includes an additional \$0.5M for the Mason Increase, \$0.2M for the Mandatory Retirement Change, \$56,000 for CEIE funding and \$0.3M for STEM, which continue into FY 2013. The FY 2013 original budget reflects increased funding of \$0.3M due to fringe benefit cost adjustments, \$0.4M for leadership transition, \$0.2M for STEM and \$0.2M for self-generated revenue. During FY 2013, funding may be allocated as the unit earns additional self-generated revenue. The unit portion of the revenue projected is approximately \$1.4M of VSE's base budget and is used to fund faculty, staff and financial aid and enhance student services.

Compared to the FY 2012 original budget, FY 2013 funding per student FTE increases by \$583 or 7%.

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 12,800 students for the 2012 summer term. This headcount will generate approximately 2,400 FTE student enrollment, of which 350 FTE are from summer term contract activity.

FY 2012 SUMMER HEADCOUNT ENROLLMENT (ON AND OFF CAMPUS) FROM SELECTED VIRGINIA INSTITUTIONS	
GEORGE MASON UNIVERSITY	12,799
Old Dominion University	11,485
Virginia Commonwealth University	10,936
University of Virginia	7,961
Virginia Tech	7,261
James Madison University	6,638
William & Mary	2,305

The Summer Term instructional activity is now budgeted within the academic units in order to reflect an annualized enrollment and budget picture by unit for the academic units. Staff within the Provost’s organization will still provide some support to the units for the activity. Effectiveness and efficiency of the entire Summer Term are enhanced by the cooperation and support from the Offices of the Registrar, Student Accounts, Admissions, deans’ staffs 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 budget associated with the summer enrollment is almost exclusively limited to the instructional costs of the teaching faculty (salaries and fringe benefits). The other summer term costs are borne throughout other academic and support service annual operating budgets.

FY 2012 ORIGINAL	FY 2012 REVISED	FY 2013 ORIGINAL
E&G BUDGET EXPENSE	E&G BUDGET EXPENSE	E&G BUDGET EXPENSE
\$79,000	\$80,300	\$80,300

FY 2013 Highlights

During FY 2010, the Summer Term budget and FTE were allocated to each academic unit to better manage and report unit enrollment and funding; this continues into FY 2013.

PROVOST INSTRUCTION

The Provost Instruction division is comprised of those academic units that 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), and the College of Science (COS). In addition, for reporting purposes, the FTE associated with Enrollment Services contract activities such as Envision and Washington Journalism & Media Program are included in the Provost Instruction area. However, for budget purposes, the revenues and expense budgets are under Enrollment Services.

FY 2012 ORIGINAL	FY 2012 REVISED	FY 2013 ORIGINAL
E&G BUDGET EXPENSE	E&G BUDGET EXPENSE	E&G BUDGET EXPENSE
\$10,920,100	\$9,776,300	\$8,026,300

FY 2013 Highlights

The FY 2012 revised budget includes an additional \$0.1M for the Mason Increase, \$56,000 for the Mandatory Retirement Change and \$0.3M for special compensation, which mostly distributed to units, as well as unit distribution decreases of \$1.5M for STEM and \$0.5M for faculty and program support, which continue into FY 2013. The FY 2012 revised budget also reflects temporary adjustments such as carryforward and revenue adjustments.

The FY 2013 original budget for Provost Instruction reflects increased funding of \$93,000 due to fringe benefit cost adjustments and \$63,000 for moving Enrollment Services funding to Honors and the following decreases: \$0.5M for STEM distributions, \$0.4M for faculty positions and support and \$0.1M from self-generated revenue related activities.

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, University Accreditation and Vice President for Global Strategies all fall within the series of organizations. The operational department of the Provost's staff also is included in this budget.

FY 2012 ORIGINAL	FY 2012 REVISED	FY 2013 ORIGINAL
E&G BUDGET EXPENSE	E&G BUDGET EXPENSE	E&G BUDGET EXPENSE
\$7,361,200	\$7,899,800	\$9,570,300

FY 2013 Highlights

The FY 2012 revised budget includes an additional \$0.1M for the Mason Increase, \$0.1M for the Mandatory Retirement Change and \$32,000 for President Emeritus Support, which continue into FY 2013. The FY 2012 revised budget also reflects temporary adjustments.

The FY 2013 original budget for Provost Administration reflects increased funding of \$0.2M due to fringe benefit cost adjustments, \$0.5M for EHS, \$0.2M for Research Grants Development Specialist and ORED support, \$0.2M for VP Enrollment Development, \$0.2M for QEP funding, and \$0.5M to establish the President Emeritus office.

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.

FY 2012 ORIGINAL	FY 2012 REVISED	FY 2013 ORIGINAL
E&G BUDGET EXPENSE	E&G BUDGET EXPENSE	E&G BUDGET EXPENSE
\$2,313,900	\$3,066,100	\$2,313,900

FY 2013 Highlights

Of the FY 2013 total budget level, approximately \$0.3M is University support, while the remaining \$2.0M budget must be generated from self-generated revenues. Since the level of activity and revenue generated vary year to year, the FY 2013 budget may be adjusted as additional revenues are generated, as it was done in FY 2012.

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
- ROTC

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 \$60M 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, 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.

FY 2012 ORIGINAL	FY 2012 REVISED	FY 2013 ORIGINAL
E&G BUDGET EXPENSE	E&G BUDGET EXPENSE	E&G BUDGET EXPENSE
\$12,254,500	\$13,764,500	\$13,673,600

FY 2013 Highlights

The FY 2012 revised budget includes an additional \$0.2M for the Mason Increase, \$0.3M for the Mandatory Retirement Change and a decrease of \$70,000 for marketing support, which continue into FY 2013. FY 2012 also includes temporary entries such as self-generated revenue and carryforward. The FY 2013 original budget reflects the following increases: \$0.3M for fringe benefit cost adjustments, \$0.1M for applications analyst, \$0.1M for MAPWorks, \$0.2M for financial aid counselor and support, \$31,000 for Prince William registrar support and \$0.3M for self-generated revenue programs which is primarily for the Envision and Washington Journalism & Media Program activities.

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 foster 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.

FY 2012 ORIGINAL	FY 2012 REVISED	FY 2013 ORIGINAL
E&G BUDGET EXPENSE	E&G BUDGET EXPENSE	E&G BUDGET EXPENSE
\$19,000,000	\$19,349,700	\$20,310,200

Note: The Law Library budget is included within the School of Law budget

FY 2013 Highlights

The FY 2012 revised budget includes funding for the Mason Increase (\$0.2M), and the Mandatory Retirement Change (\$0.2M). The FY 2013 original budget includes funding to cover inflation for library materials (\$0.5M), additional enrollment and program support for two new positions (\$0.2M), and an increase of \$0.2M to reflect an adjustment of fringe benefit rates.

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, and Information Technology Administration. 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 Mason that lauded the support for teaching and learning provided by the ITU.

FY 2012 ORIGINAL	FY 2012 REVISED	FY 2013 ORIGINAL
E&G BUDGET EXPENSE	E&G BUDGET EXPENSE	E&G BUDGET EXPENSE
\$27,579,200	\$30,595,100	\$31,662,100

FY 2013 Highlights

Increases in the ITU budget are allocated to support teaching/learning/research, and enterprise wide system enhancement due to enrollment growth (\$0.8M), and inflation on software and hardware maintenance contracts (\$80,000). Also, funding is provided for support of classroom technologies approved by the Classroom Advisory Committee (\$0.2M). An increase of \$0.8M is provided to reflect an adjustment of fringe benefit rates. Increased funding of \$0.2M represents a reallocation of funds for project work within ITU from New Administrative Systems. The FY 2012 revised budget includes funding for the Mason Increase (\$0.4M), the Mandatory Retirement Change (\$0.7M), and \$0.9M in support of the state-funded 4VA initiative.

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 FY 2003, the Finance and Human Resources systems were successfully converted, and during FY 2004 and FY 2005, the Student System (Admissions, Registration, Financial Aid) were converted, resulting in students registering for fall 2004 classes under a new system. Funding in FY 2013 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.

FY 2012 ORIGINAL	FY 2012 REVISED	FY 2013 ORIGINAL
E&G BUDGET EXPENSE	E&G BUDGET EXPENSE	E&G BUDGET EXPENSE
\$1,123,600	\$1,119,300	\$885,300

FY 2013 Highlights

Decrease in funding for FY 2013 represents a reallocation of funds for project work within ITU.

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
- Learning Services
- Office of Academic Integrity
- English Language Institute

Involvement, Diversity, Leadership & Development Programs & Services

- Student Involvement
- Diversity Programs & Services
- Multicultural Research & Resource Center
- Office of International Programs and Services
- International Programs & Services
- Office of Housing & Residence Life
- 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
- Counseling & Psychological Services
- Alcohol, Drug & Health Education
- Health Education Services
- Sexual Assault Services
- Wellness Education Resource Room

FY 2012 ORIGINAL	FY 2012 REVISED	FY 2013 ORIGINAL
E&G BUDGET EXPENSE	E&G BUDGET EXPENSE	E&G BUDGET EXPENSE
\$9,283,200	\$10,939,900	\$10,226,300

FY 2013 Highlights

The FY 2012 revised budget includes an additional \$0.1M for the Mason Increase, and \$78,000 for the Mandatory Retirement Change. Also, the revised budget reflects a permanent decrease of \$0.1M, based on decreased revenues projected to support ELI programming. The FY 2013 original budget includes funding for additional enrollment and program support (\$0.4M), \$0.4M in support of the Office of Disability Student Services, and an increase of \$0.1M to reflect an adjustment of fringe benefit rates.

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
- 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.

FY 2012 ORIGINAL	FY 2012 REVISED	FY 2013 ORIGINAL
E&G BUDGET EXPENSE	E&G BUDGET EXPENSE	E&G BUDGET EXPENSE
\$24,257,800	\$23,673,300	\$26,249,700

FY 2013 Highlights

Additional funding is allocated to enhance critical support services within Finance and Operations. For FY 2013, this includes Enrollment and Program support for Fiscal Services (\$0.3M), Human Resources (\$0.2M), an additional position and support for Institutional Research activities (\$0.1M), a new Chief Risk Officer position (\$0.2M), a new HR Analyst position (\$0.1M), and HR reviewed salary increases for Police and Safety positions (\$0.1M). An increase of \$0.7M is provided to reflect an adjustment of fringe benefit rates. Also, the FY 2013 budget reflects a permanent decrease of \$0.8M in funding for Workers Compensation Insurance, based on the inclusion of that cost in the calculation of fringe benefit rates. The FY 2012 revised budget includes an additional \$0.4M for the Mason Increase, and \$0.6M for the Mandatory Retirement Change.

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.

FY 2012 ORIGINAL	FY 2012 REVISED	FY 2013 ORIGINAL
E&G BUDGET EXPENSE	E&G BUDGET EXPENSE	E&G BUDGET EXPENSE
\$3,094,200	\$3,498,200	\$3,519,300

FY 2013 Highlights

The FY 2012 revised budget includes an additional \$53,000 for the Mason Increase, and \$74,000 for the Mandatory Retirement Change. The FY 2013 original budget includes funding for a Fraud Examiner position in Internal Audit (\$0.1M), \$60,000 increase in the Dues and Memberships budget, \$52,000 for expenses related to the Presidential Transition, and \$76,000 to reflect an adjustment of fringe benefit rates.

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 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. Reporting through the University Development and Alumni Affairs unit is the George Mason University Foundation, which funds operating support and staff resources for campaign programs, information systems, gift processing, and gift and endowment management.

FY 2012 ORIGINAL	FY 2012 REVISED	FY 2013 ORIGINAL
E&G BUDGET EXPENSE	E&G BUDGET EXPENSE	E&G BUDGET EXPENSE
\$4,647,600	\$4,767,800	\$5,377,400

FY 2013 Highlights

The FY 2012 revised budget includes an additional \$73,000 for the Mason Increase, and \$64,000 for the Mandatory Retirement Change. The FY 2013 original budget includes funding for additional enrollment and program support (\$0.4M), \$0.1M for a University Curator position, and an increase of \$0.1M to reflect an adjustment of fringe benefit rates.

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.

FY 2012 ORIGINAL	FY 2012 REVISED	FY 2013 ORIGINAL
E&G BUDGET EXPENSE	E&G BUDGET EXPENSE	E&G BUDGET EXPENSE
\$5,738,000	\$5,778,700	\$6,130,300

FY 2013 Highlights

For FY 2013, \$0.2M in enrollment and program support funding is provided, \$60,000 for a University Hall Communications Coordinator position, and increased funding of \$0.1M to reflect an adjustment of fringe benefit rates. The FY 2012 revised budget includes an additional \$70,000 for the Mason Increase, and \$85,000 for the Mandatory Retirement Change. Also, the revised budget reflects a permanent decrease of \$0.1M in funding for the Events Management contract, based on the absorption of Events Management salaries and support by the Auxiliary Enterprises Events Management budget.

FACILITIES

The Facilities Administration office is responsible for all aspects of planning/design and construction for buildings and infrastructure for the campuses of George Mason University. The Facilities Management Office is responsible for all aspects of maintenance for buildings and infrastructure, and includes the Physical Plant operations, energy management operations, shop operations, and grounds maintenance.

The E&G gross square footage has risen steadily over the years. With the addition of E&G facilities in FY 2012 the E&G total is 1,415,083 square feet, which equals approximately 53 GSF of E&G space per student FTE (based upon the 2011-2012 estimated FTE as of 10/18/11).

Despite new building projects that have been completed over the last several years, George Mason University continues to have justified space needs based upon SCHEV's SF per student FTE space guidelines. Due to these continued space needs, our existing facilities are some of the most heavily used buildings in the Commonwealth. This high utilization rate increases the maintenance burden on our existing buildings that Facilities is addressing via both Capital renovation requests and Maintenance Reserve fund requests.

Due to recent budget reductions there is a continuing decline in the overall facility condition. In the most recent report to SCHEV, Mason's 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 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. Mason has received an allocation of \$1.6M in new Maintenance Reserve funds for FY 2012.

FY 2012 ORIGINAL	FY 2012 REVISED	FY 2013 ORIGINAL
E&G BUDGET EXPENSE	E&G BUDGET EXPENSE	E&G BUDGET EXPENSE
\$33,324,300	\$35,777,000	\$35,618,300

FY 2013 Highlights

New Facilities funding of \$0.3M is allocated to additional support for newly completed construction projects coming on-line in FY 2013. \$0.4M is provided for additional utility costs, and one-time funding of \$0.2M allocated for Capital Planning Arbitrage in FY 2012 is reduced. Increased funding of \$0.8M is provided to reflect an adjustment of fringe benefit rates, and \$40,000 is allocated to maintenance and operations licenses for Assetworks. The FY 2012 revised budget includes an additional \$0.4M for the Mason Increase, and \$0.7M for the Mandatory Retirement Change.

FACILITIES SPECIAL PROJECTS FY 2013	
Science and Technology II – Plaza Construction	\$200,000
Science and Technology II Backfill Planning	150,000
Audio Visual and FFE – Prince William Housing	125,000
Stormwater MS4 Project	105,000
Stormwater Master Plan	90,000
Surveys for Utilities 3D Model	75,000
Classroom Renovation in Robinson	45,000
Miscellaneous Projects	35,000
Surveys for Fairfax and Prince William campus	20,000
TOTAL	\$845,000

PROPERTY RENTAL/FACILITY SUPPORT

The University leases space in Fairfax, Arlington and Herndon to provide additional office space for faculty and staff. In the past, lack of sufficient office space resulted in several departments (Fiscal Services, Human Resources and Payroll, Internal Audit, Telecomm, etc.) being housed off campus. The opening of University Hall in FY 2012 accommodated many of these administrative offices. 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.).

FY 2012 ORIGINAL	FY 2012 REVISED	FY 2013 ORIGINAL
E&G BUDGET EXPENSE	E&G BUDGET EXPENSE	E&G BUDGET EXPENSE
\$11,359,200	\$5,764,400*	\$11,113,000

* 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 2012 expense higher than the revised budget.

FY 2013 Highlights

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
TRULAND	2,200,000	24.44	90,000	Admin. Services** Arlington Ops. CEHD, Law ICES, S-CAR, VSE, ITU, OCPE Social Work Student Health ITU
TOWNHOUSE OFFICES (UTILS./CUSTODIAL/MAINT.)	150,000 <u>22,000</u> 172,000	13.48 <u>1.98</u> 15.46	11,129	CHSS COS SPP CVPA
CIT	270,000	33.36	8,093	OCPE SPP SOM
PATRIOT SQUARE	650,000	30.83	21,082	Internal Audit COS CHSS Regional Campus Admin Telecommunications Patriot Club
DEMOCRACY LANE	232,000	37.07	6,259	Psychology Clinic/ Ctr for Cog Dev CHHS
4031 UNIVERSITY DR.	75,000 40,000	23.25 19.07	3,226 2,098	COS Mason Enterprise
LOUDOUN COUNTY	625,000	29.54	21,158	Academic Instr
SUB-TOTAL	4,264,000	26.15***	163,045	

* Annual Rent for 2012-2013; 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	287,000			
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/CHSS Mail Room
POLICE BUILDING DEBT	27,500			
POLICE BUILDING ADDITION	150,000			
RIVANNA LANE	30,000			ITU
AQUIA BUILDING	1,176,000			Data Center Academic Units
PUBLIC SAFETY SPACE	357,000			Campus Police Environ Health & Safety
SPACE RENTAL STUDENT CTRS NEW SPACE	300,000			University Life Enrollment Services
UNIVERSITY HALL	2,800,000			Administrative Offices
FUTURE LAB SPACE	478,500			
FOUNDERS HALL DEBT	693,000			Administrative Offices
INFLATION	100,000			
SUB-TOTAL	6,849,000			
TOTAL	\$11,113,000			

AUXILIARY ENTERPRISES

SUMMARY OF MAJOR UNITS

HOUSING & RESIDENTIAL LIFE

Housing and Residential Life at Mason provides a student-centered, caring community focused on supporting the academic mission of the University. The housing program is the University’s largest Auxiliary Enterprise, which currently has five housing neighborhoods that offer approximately 6,000 beds on the Fairfax campus. In addition, the housing program will offer residential housing at the Smithsonian Conservation Biology Institute (SCBI) in Front Royal and at the Prince William campus starting in fall 2012. The housing program has the responsibility for day-to-day management and operations of all residential facilities. The primary focus is to provide efficient and effective administration, highly trained and responsive staff, and seamless operations while being sensitive to the needs of the students. The housing program works closely with the Office of Auxiliary Enterprises/University Services, University Life, Admissions, and other University offices in the areas of educational programs, community development, and student behavior.

Housing and Residential Life will house more on-campus (residential) students in FY 2013 than ever before. With the commitment to promote personal growth and an appreciation for diversity among housing residents, the housing program believes that living on campus will be a perfect complement to a student’s academic experience at Mason. Living on campus provides an opportunity for students to interact with diverse individuals, talk about lectures and intriguing topics, form study groups, and most importantly, allow the students to learn more about themselves and their values. The campus’ neighborhoods are designed to facilitate face-to-face interaction, which is a vital component in community development. It is an opportunity for students to establish their independence as well as their responsibility to the greater Mason community. The housing program offers a variety of living options to its residents, from traditional double rooms to apartment-style living. The entire housing program budget is supported with self-generated revenues, which is primarily in the form of student rental income.

	FY 2012 ORIGINAL	FY 2012 REVISED	FY 2013 ORIGINAL
Revenues	\$30,298,100	\$32,180,800	\$39,127,900
LESS: Expenses	30,298,100	31,886,100	39,127,900
Annual Operating Balance	-0-	\$294,700	-0-

FY 2013 Highlights

Revenue: The FY 2012 revised budget reflects an increase over the FY 2012 original budget of approximately \$1.9M, which is primarily due to the increase in self-generated revenues associated with the actual occupancy rate being over the budgeted 95.5% for fall and spring in FY 2012. For FY 2013, Housing revenues are expected to be \$39.1M, which is approximately a \$7.0M increase over the FY 2012 revised budget. This increase is primarily related to the addition of approximately 900 new residential beds (600 beds in Fairfax, 120 beds at the Smithsonian Conservation Biology Institute (SCBI) in Front Royal, and 152 beds at the Prince William campus.) The secondary source of the increase is due to the approved rate increase of approximately 3% over the FY 2012 rates.

Expense: The FY 2013 Housing expenses are expected to be \$39.1M, which is approximately a \$7.2M increase over the FY 2012 revised budget. This is primarily due to an increase in debt service (\$5.1M), Housing operations costs which includes the opening of the Prince William campus and Front Royal residential buildings (\$1.9M), and student telecommunications service costs (\$0.2M).

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 (ICA) program at Mason is recognized for both departmental quality and depth. In addition, Mason 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 and has competitions taking place on local, regional and national levels. The following programs are currently offered at Mason:

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	

Mason is committed to its student athletes both academically and athletically. Mason has created an administrative process committed to excellence in the areas of academic assistance, gender equity and compliance. Recently, Mason has been recognized for its efforts in the area of diversity as it was one of the 10 schools nationally to earn the 2008 Diversity in Athletics Award in the category of African-American Graduation: Male Student Athletes. In addition, Mason has been ranked among the Nation's best for the Equity in the Athletics Disclosure Act survey.

Like the majority of the eleven CAA member institutions, the administrative operations of the ICA program are funded through student fee allocations. However, the ICA 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 the Patriot Center and the beverage and vending contracts support scholarship costs. The ICA 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 of the program.

	FY 2012 ORIGINAL	FY 2012 REVISED	FY 2013 ORIGINAL
Revenues	\$16,195,300	\$17,431,500	\$17,560,900
LESS: Expenses	16,195,300	17,431,500	17,560,900
Annual Operating Balance	-0-	-0-	-0-
Prior Year Carryforward	(\$290,590)	(\$290,590)	(\$290,590)

FY 2013 Highlights

Revenue: The FY 2012 revised budget represents an increase of approximately \$1.2M over the FY 2012 original budget. This represents an increase in salaries due to the Mason Increase (\$0.2M), Mandatory Retirement Change (\$0.1M), contractual agreements (\$0.4M), inflation for rental agreements (\$0.1M), and increase for athletic scholarships (\$0.4M). ICA revenues for FY 2013 are expected to be \$17.6M, which is a \$0.1M increase from the FY 2012 revised budget. This reflects an increase in student fees to support academic services (\$0.1M), an increase for ICA operations (\$0.2M), and an increase due to fringe benefit cost adjustment (\$0.1M). In addition, this also includes a decrease in self-generated revenues from NCAA and other revenues (\$0.3M).

Expense: The FY 2013 ICA expenses are expected to be \$17.6M, which is a \$0.1M increase from the FY 2012 revised budget. This is primarily due to the increase for fringe benefit cost adjustment.

FOOD SERVICE/MEAL PLANS

Dining at Mason is an important component of the overall University experience. Beyond the benefit of daily nourishment, dining provides an opportunity for the Mason community to come together, talk about their day, share experiences and build lifelong networking connections. The dining community at Mason consists of a wide array of user segments including resident students, non-resident students, administration, faculty, staff, alumni, visitors, guests and other users from the surrounding community. For non-resident students, dining may be the most apparent opportunity to interact with other students on a personal basis. Further, for resident students, dining can be both a ritual and daily highlight. For many faculty and staff, dining at Mason is an opportunity to share new ideas and discuss business in a relaxed setting. Dining is one of a number of opportunities that foster interaction among various University communities and helps shape a positive overall university experience.

Mason Dining is managed by Sodexo. Throughout their long standing relationship with Mason, Sodexo has aimed to produce dining experiences that focus on quality and variety. Although Sodexo offers a number of services on campus (such as catering), there is no aspect of food service that touches students more than through the delivery of meal plans. These meal plans offer the Mason community a variety of options, from traditional meal plans (in varying amounts from 10 to 15 meals) to more flexible plans such as the fully declining balance Freedom Plans.

The large share of the Mason Dining budget is the meal plans. meal plan expenses are held to an agreed upon per meal rate with Sodexo, and together with its partner, Mason has made it a priority to keep the meal plan costs at reasonable rates. Revenues generated by Mason Dining provide some support to the operations of the Mason Card Office (the vehicle for meal plans and many other services) and Mason’s Student Centers (where many of the Mason Dining venues are housed).

Mason Dining strives systematically to upgrade the totality of the dining experience for the Mason community. Quality, diversity and types of foods (e.g., organic) are constantly evaluated and changed as taste and trends change. The physical dining environment, friendliness and professionalism of the options for quick “grab and go” service, food safety and other aspects of delivery and service are all critical parts of the equation that make dining at Mason pleasurable and memorable. With the anticipated campus growth and planned on-campus dining options, Mason Dining revenues are expected to grow annually. Mason Dining helps contribute positively to the overall intellectual, social and financial health of the University.

	FY 2012 ORIGINAL	FY 2012 REVISED	FY 2013 ORIGINAL
Revenues	\$13,205,100	\$13,205,100	\$14,483,000
LESS: Expenses	13,205,100	13,205,100	14,483,000
Annual Operating Balance	-0-	-0-	-0-

FY 2013 Highlights

In FY 2013, Food Services revenues and expenses will increase by \$1.3M when compared to FY 2012 original budget. This is primarily due to an approximate 4% increase in the meal plan rates and an increase in the overall number of participants with the addition of new residential Housing units.

STUDENT CENTERS (JOHNSON CENTER/UNIONS)

The Student Centers operation integrates all aspects of campus life by serving as Mason's facility, program and support services management division for the Johnson Center, Student Union I and Student Union II, and Smithsonian Conservation Biology Institute (SCBI) Dining. The division aims to support and complement the academic experience; 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.

More than just facilities that house meeting and dining space, the Student Centers operation offers program and support services to students, faculty, and staff. The division over the past several years has been increasing its event support in response to the increased campus activities and focus on quality customer service in this area. The division has also been focusing efforts on increasing the use of technology to provide service to users. In the past, there has been primarily a focus on facility and operations management. While this will always be a major component of the division's functions, there is an increased focus on leadership development of administrative faculty and classified staff (at all levels), as well as more intentional development of student employees.

Student Center activities located in the Johnson Center facility include the Admissions Office, the cinema, library space, the student radio station (WGMU), the Center for Teaching Excellence, Print Services, global and other educational centers, Student Academic Affairs, various University Life programs, Patriot Computers, 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 are the Student Unions, which have been undergoing a series of renovations since the opening of the Johnson Center. These renovations have been designed to increase program space, refit the vacated spaces, upgrade existing space, and bring the facilities up to code for ADA and life safety. Construction of additional Student Union space in the northeast sector has offered additional dining, meeting, and recreation space to an increased number of students living on campus as well as the overall campus community and visitors. The Student Centers operation budget is supported through a combination of student fee allocations and self-generated revenues (primarily from food services and bookstore commissions).

	FY 2012 ORIGINAL	FY 2012 REVISED	FY 2013 ORIGINAL
Revenues	\$12,420,700	\$12,533,600	\$13,523,300
LESS: Expenses	12,345,700	12,458,500	13,448,200
Annual Operating Balance	\$75,000	\$75,100	\$75,100

FY 2013 Highlights

Revenue: The FY 2013 revenue budget is expected to total \$13.5M, which is an increase of \$1.1M over the FY 2012 original budget. This increase is due to a student fee allocation associated with debt service (\$0.2M), an increase to provide general operating funds for new support positions and operations (\$0.4M), and increased funding due to a fringe benefit cost adjustment (\$0.1M), in addition to an SGR increase associated with the opening of the Smithsonian Conservation Biology Institute dining facility (\$0.4).

Expense: The FY 2013 expense budget is expected to total \$13.4M, which is an increase over the FY 2012 original budget of \$1.1M. Major expense increases are primarily related to an increase in debt service, an increase in overall general operation costs, and an increase in fringe benefit costs.

ARTS CENTERS

The Arts Centers at Mason is represented by two centers, the Center for the Arts (CFA) and the Hylton Performing Arts Center (Hylton). The CFA is the professional presenting and revenue producing arm of the College of Visual and Performing Arts (CVPA) in Fairfax. 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 Mason student and area resident. CFA 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. 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 provides professional staff support for student ensembles and University users of arts venues. Each academic year CFA reaches approximately 25,000 students who come from all academic disciplines and campuses of George Mason University. CFA offers 500 free tickets and large numbers of discounted tickets to students for each CFA event in the Concert Hall, and a similar number (25%) in Harris Theater, Theater Space, and the Black Box Theater.

The CFA hosts a large number of University events, from the highly successful Vision Series (a Provost Office lecture series) to the fall for the Book event, 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 and orchestras including the Marine Band, Army Blues, and the Airmen of Note. 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 700 households), a growing base of corporate sponsorships, and merchandise sales commissions.

In spring of 2010, the Hylton Performing Arts Center (Hylton) opened its doors to provide a first class professional arts venue on the Prince William Campus, which serves the entire region. Hylton was designed and constructed through a partnership agreement between Prince William County, the City of Manassas and George Mason University, with additional support from the Commonwealth and the private sector. The facility contains two performance venues: Merchant Hall with 1,120 seats and Gregory Theater with 270 seats. It showcases music, dance and theater productions by local artists and ensembles, Mason students and faculty, and a multi-disciplinary professional series – the Hylton Presents Series. In addition, Hylton contains gallery space to present the work of regional visual artists. The facility is also available for rental to community, nonprofit and corporate groups for productions and meetings. Regular rental clients include arts organizations such as the Manassas Ballet, the Manassas Chorale, Nova-Manassas Symphony, Vpstart Crow, and the Youth Orchestra of Prince William. The Hylton also hosts a number of University events and summer camp activities. The Hylton operating budget is supported by a student fee allocation for Mason's portion of the debt service cost as well as self-generated revenues in the form of ticket and rental income, private philanthropy and corporate sponsorships. In addition, the City of Manassas and Prince William County make contributions toward the debt service cost. During FY 2011, Prince William County also made a contribution toward capital expenses for the facility. Mason credit-bearing activities are available through internships in CVPA's Arts Management Program. In addition, classes making use of the professional facilities of Hylton will be integrated into CVPA's academic program.

The College of Visual and Performing Arts embraces three overlapping communities: students and faculty, community artists and volunteers, and professional artists and arts organizations. In organizing around these three circles of contribution, the college asserts that their intersection creates distinct advantages for each, enabling work to emerge that no one of the three could accomplish without the others. The College believes that this model sets the stage for the ideal contemporary education. As in a Venn diagram, participants and activities of the three communities share common space and occupy unique terrain. Communication flows seamlessly between participants, providing immediate feedback and reference points for decision-making and innovation. CVPA believes that its three-legged stool approach is more than competitive; it is a leadership model for the arts in higher education because it models the creative process itself and the societal structures that support the arts.

	FY 2012 ORIGINAL	FY 2012 REVISED	FY 2013 ORIGINAL
Revenues	\$12,376,300	\$12,511,200	\$13,008,200
LESS: Expenses	12,376,300	12,511,200	13,008,200
Annual Operating Balance	-0-	-0-	-0-

FY 2013 Highlights

Revenue: The FY 2013 revenue budget is expected to total \$13.0M, which is an increase of \$0.6M over the FY 2012 original budget. This increase reflects a student fee allocation for the Mason Increase and Mandatory Retirement Change (\$0.1M), an increase for two new positions and associated direct expense costs (\$0.2M), a fringe benefit cost adjustment (\$0.1M), and an increase in self-generated revenues from ticket sales at both the Center for the Arts and the Hylton Performing Arts Center (\$0.2M).

Expense: The FY 2013 expense budget is expected to total \$13.0M, which is an increase of \$0.6M over the FY 2012 original budget. This reflects an increase for two new positions (\$0.2M), an increase in fringe benefit costs (\$0.1M), and an increase in overall general operating costs associated with both the Hylton Performing Arts Center and the Center for the Arts (\$0.3M).

FREEDOM AQUATIC AND FITNESS CENTER

The Freedom Aquatic and 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, which includes Mason students, faculty and staff, the general public, school and community groups, and persons with disabilities.

Located on the Prince William Campus, the Center is a result of a thriving partnership among George Mason University, Prince William County, and the City of Manassas. Mason is responsible for all aspects of the daily administration and operation of the center. The 110,000-square-foot Freedom Aquatic and Fitness Center offers state-of-the-art exercise equipment, group fitness programs, a full gymnasium with an elevated track, and recreational and instructional swimming in a 50-meter competition pool. It also houses human performance labs, classrooms and other meeting space, and a children’s program area with a drop-in child care center.

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 student fee allocation is provided to cover Mason’s portion of the overall facility debt service cost.

Established in July 2009, the EDGE Center for Organizational and Team Leadership program started operating as an organization of the Freedom Aquatic and Fitness Center. The intent of the program is to replace and expand upon leadership and team-building programming for Mason students that was previously conducted at the Hemlock Overlook Regional Park. In addition, the program will generate net revenues by serving schools (3rd – 12th grade), corporate and community clients, as well as local, state, and federal government agencies. The program takes advantage of operating efficiencies with the Freedom Center in shared administrative staff and the co-use of existing buildings and facilities. The mission and goals of the organization are to challenge our communities to better understand themselves, those around them, and their world by using innovative approaches that educate, inspire, and empower. Students and members of the Mason community will help shape and benefit from the services provided at the EDGE Center for Organizational and Team Leadership.

	FY 2012 ORIGINAL	FY 2012 REVISED	FY 2013 ORIGINAL
Revenues	\$6,796,200	\$6,796,200	\$6,612,400
LESS: Expenses	6,796,200	6,796,200	6,612,400
Annual Operating Balance	-0-	-0-	-0-

FY 2013 Highlights

Revenue: The FY 2013 total revenues are expected to be \$6.6M, which is a decrease from the FY 2012 original budget of \$0.2M. This reflects a decrease in self-generated revenues primarily from Freedom Center membership and individual class fees (\$0.2M). In addition, there is a student fee allocation of \$30,000 to help provide funding for visits to the Freedom Center for the new student residential population at the Prince William campus with the opening of the new housing building.

Expense: The FY 2013 total expense budget is expected to be \$6.6M, which is a decrease from the FY 2012 original budget of \$0.2M. This reflects an overall decrease in operating expenses and an increase associated with fringe benefit costs.

UNIVERSITY LIFE

The University Life division at Mason is traditionally known in higher education as Student Affairs. Student Affairs focuses on students' success and civic engagement and makes an intentional effort to provide students with service, access, opportunity, guidance, and experience. The distinction between University Life at Mason is that the division makes a concerted effort to integrate faculty and staff into the planning and delivery of services and programs. In addition, the division contributes to an active, vibrant, campus environment with an intentional effort to build and support campus communities.

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, classroom presentations 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.

Community-Building Social Activities – includes activities like Homecoming, Mason Day, Patriots' Day, Weekends at Mason, Johnson Center Cinema, programming in Jazzman's, the Bistro, and Ike's, and social activities sponsored by student organizations and Housing and Residence Life. 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.

Student Organization Funding – is disbursed through two student-run organizations. The Student Bar Association disburses funds annually to approximately 40 student organizations and journals in the School of Law. The Student Funding Board distributes funding to approximately 320 other student organizations in the University. 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 supported by student fee and educational and general funding; however, the Orientation operation is self-supporting.

	FY 2012 ORIGINAL	FY 2012 REVISED	FY 2013 ORIGINAL
Revenues	\$6,551,400	\$6,611,300	\$7,074,200
LESS: Expenses	6,551,400	7,772,500	7,074,200
Annual Operating Balance	-0-	(\$1,161,200)¹	-0-
Prior Year Carryforward	\$1,161,200	-0-	-0-

FY 2013 Highlights

Revenue: The FY 2013 revenue budget is expected to total \$7.1M, which is an increase over the FY 2012 original budget of \$0.5M. This reflects a new student fee allocation to support new positions and provide on-going general operating funds for various University Life programs.

Expense: The FY 2012 expense budget is projected to be \$7.8M, which is an increase of \$1.2M. This is associated with the use of one-time annual operating fund balances, which are used for one-time program support expenditures. For FY 2013, the expense budget total is expected to be \$7.1M, which reflects an increase of \$0.5M when compared to the FY 2012 original budget. Increases in expenses will largely support an increase in fringe benefit costs, student activities programming, and other University Life programming and enhancements.

¹*This deficit was fully funded through the utilization of prior year carryforward balance*

AUXILIARY ENTERPRISES ADMINISTRATION

Auxiliary Enterprises Administration is organized as a family of programs that consists of contracted services along with student fee and self-operated activities. The primary goal is to provide services and activities that complement and enhance student learning and provide necessary support to the Mason community. The following paragraphs describe each activity.

Auxiliary Enterprises Administration: provides central management oversight and guidance to services such as Print Services, Student Centers, and contracted services such as the Bookstore, Dining Services, Mail Services, Patriot Center, etc. The office also collaborates with other University offices such as University Life, Academic Affairs, and Physical Plant on programs of common interest. In addition, this office includes the scheduling services for the University's space and events, which was outsourced until the beginning of FY 2012. *(FY 2013 Revenue Budget totals \$2.4M)*

Auxiliary Regional Campus: allows for allocations made to distributed campuses through the Auxiliary Enterprises Management Council (AEMC) recommendation process to be authorized, monitored, and reported distinctly in a more efficient manner. *(FY 2013 Revenue Budget totals \$0.1M)*

Mason Card Office: provides management and administrative oversight for the Mason Money system, Photo ID, and the off-campus food program. This operation is funded with a combination of student fees, self-generated revenues from passport photos and ID replacement, and a transfer of funds from the Student Meal Plan. *(FY 2013 Revenue Budget totals \$0.8M)*

Auxiliary Mail Services: provides a service for students and the Mason community with 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 2013 Revenue Budget totals \$0.1M)*

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 Mason 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 notify the Police of any suspicious matter. Members of the program are committed to providing the highest level of safety, security, and service to all members of the Mason community, their visitors and guests. Committed to the prevention and control of crime, protection of life and the safeguarding of property through vigilant patrol, Police Cadets promote the advancement of cooperative relationships within the university environment. The program offers a wide range of services designed to meet Mason's needs while providing students with an opportunity to gain valuable insight into law enforcement. *(FY 2013 Revenue Budget totals \$0.1M)*

Campus Access: This self-supporting activity includes a variety of services that support parking on all Mason's campuses. Parking Services 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 the University's outsourced partner for managing parking operations. They manage the decal sales program, provide parking technicians, manage the parking decks and lots, and manage the Motorist Assistance Program. Funded activities include staffing of the Parking Services administrative office, monitoring of the traffic rules and regulations, the management of parking areas during peak class periods and special events,

parking deck management and operations, and parking lot technicians. These services are offered on all campuses.

In addition to expenses mentioned above, the Parking Services 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 2014 to pay off the remaining balance. The annual amount being allocated to this reserve fund from the operating budget is approximately \$184,500. *(FY 2013 Revenue Budget totals \$11.2M)*

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 the 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. Shuttle services have recently been added to connect students to various shopping areas as well as provide express transit to and from the Vienna Metro station. 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. 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 Parking Services and Transportation Masterplan. *(FY 2013 Revenue Budget totals \$3.8M)*

	FY 2012 ORIGINAL	FY 2012 REVISED	FY 2013 ORIGINAL
Revenues	\$16,498,300	\$16,922,000	\$18,520,000
LESS: Expenses	16,498,300	16,922,000	18,520,000
Annual Operating Balance	-0-	-0-	-0-

FY 2013 Highlights

Revenue: The FY 2013 revenue budget is expected to total \$18.5M, which is an increase of \$2.0M over the FY 2012 original budget. This is primarily due to a student fee allocation for the support of on-going transportation initiatives (\$0.6M), a student fee allocation for two new positions to support information technology and sustainability needs (\$0.2M), increased funding due to fringe benefit costs adjustment, Mason Increase and Mandatory Retirement Change (\$0.1M), a shift in base funding from AE Central to AE Administration to support the scheduling services for the University’s space and events (\$0.4M), and an increase in self-generated revenues as a result of an approved parking decal rate increase (\$0.7M).

Expense: The FY 2013 expense budget is expected to total \$18.5M, which is an increase of \$2.0M over the FY 2012 original budget. This is primarily related to the increase in operational costs associated with the technology information and sustainability needs as well as the shift for the University’s space and events scheduling services (\$0.6M); an increase in fringe benefit costs, Mason Increase and Mandatory Retirement Change (\$0.1M); on-going parking lot, road, and pathway improvements, as well as contract escalation costs for transportation and shuttle services (\$1.3M).

MASON INN HOTEL AND CONFERENCE CENTER

Mason Inn Hotel and Conference Center opened its doors in summer of 2010, on the southern part of the Fairfax Campus, to provide a first-class venue for university events, conferences, and additional recruitment initiatives for students, faculty, and staff. This 130,000 gross square-foot Hotel includes 150 guest rooms, a restaurant and lounge, a 24,000-square-foot conference center, two ballrooms, and nine other meeting spaces of varied sizes. The Mason Inn Hotel and Conference Center provides a tool to increase academic and business interactions that will only add to a vibrant and growing university.

	FY 2012 ORIGINAL	FY 2012 REVISED	FY 2013 ORIGINAL
Revenues	\$543,700	\$0	\$1,400,000
LESS: Expenses	3,270,900	3,270,900	3,272,700
Annual Operating Balance	(\$2,727,200)	(\$3,270,900)	(\$1,872,700)

FY 2013 Highlights

Mason Inn's original business plan expected to have a negative operating balance for its first few years of operations in the amount of approximately \$1.0M. However, due to the decline in the local and national economy that has been experienced in the past few years, the hotel industry has been greatly impacted and the Mason Inn's initial projected loss is greater than expected. The Mason Inn is now under new leadership and the projected deficit will be significantly reduced, which will lead the Mason Inn to have revenues (as originally planned) exceed current year expense in the near future. The Mason Inn is currently projecting to end FY 2012 with a \$3.3M operating deficit. Preliminary projections for FY 2013 would include a \$1.9M operating deficit.

AUXILIARY ENTERPRISES CENTRAL

Auxiliary Enterprises Central includes a variety of budgetary units, which includes Indirect Cost, Aquia Building, Warehouse, Founders Hall, and University Scholars. The following paragraphs describe each budgetary unit.

Indirect Cost: 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. 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 2013 Revenue Budget totals \$6.8M)*

Other Auxiliary Enterprises Central: have been set up for the budgetary units for Aquia Building (debt service funding), the Futures (Opportunity) funding, and the Auxiliary Enterprise Management Committee, which distributes funds to projects that improve student life and experience. Student fee allocations fund these allocations. *(FY 2013 Revenue Budget totals \$1.4M)*

Warehouse and Founders Hall: the warehouse building is utilized by the Office of Facilities and Fiscal Services. The Founders Hall is utilized for classroom and administrative office space. Annual debt service is charged to this unit and is covered by space rental funding from Educational & General. *(FY 2013 Revenue Budget totals \$0.9M)*

University Scholars: Mason is committed to attracting and admitting outstanding students and supporting them through merit scholarships. Several years ago, Mason embarked on a University scholar program with the anticipation that funds from future capital campaigns and other self-generated revenues would provide funding for the 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 revenues, Educational & General, and student fees. This program is administered by the Admissions Office and Provost's Office. *(FY 2013 Revenue Budget totals \$2.0M)*

Auxiliary Contributions for E&G Support: have been set up to provide a transfer from Auxiliary Enterprise to support Mason's Educational & General operating budget. This type of a transfer is unique in Higher Education, where the Auxiliary Enterprise operation is providing support to the Educational & General funding of the institution. This transfer of funds will help offset a portion of the total E&G General Fund reduction from the state since FY 2008. A combination of student fee and self-generated revenue allocations fund these reserves. *(FY 2013 Revenue Budget totals \$1.3M)*

	FY 2012 ORIGINAL	FY 2012 REVISED	FY 2013 ORIGINAL
Revenues	\$11,659,600	\$11,175,600	\$12,456,100
LESS: Expenses	11,659,600	11,175,600	12,456,100
Annual Operating Balance	-0-	-0-	-0-

FY 2013 Highlights

Revenue: The FY 2013 revenue budget is expected to total \$12.5M, which is an increase over the FY 2012 original budget of \$0.8M. This is primarily due to a self-generated revenue increase for Founders Hall space rental (\$0.6M), and a student fee increase for the Auxiliary Enterprise indirect costs increases (\$0.2M), to name a few.

Expense: The FY 2013 expense budget is expected to total \$12.5M, which is an increase over the FY 2012 original budget of \$0.8M. This is primarily due to the net increase in expenses related to indirect costs, institutional enhancement costs, and debt service, to name a few.

AUXILIARY ENTERPRISES RESERVE FUNDS

Auxiliary Enterprises Reserve Funds includes a variety of budgetary units, which includes Facility Reserves and Other Auxiliary Reserves. The following paragraphs describe each budgetary unit.

Facility Reserves: allow for the prudent business practice of setting aside adequate reserves to address facility repairs and renewals. Since 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 unit. All of these funds are then utilized for approved capital improvements with the balance remaining in “escrow” to address future needs. *(FY 2013 Revenue Budget totals \$1.7M)*

Other Auxiliary Enterprises Reserves: have been set up to address such issues as utility and equipment increases, required payments to the Freedom Center for student visits, salary adjustments, capital construction expense overruns, and reserves that will be transferred to the Capital Special Purpose Fund. A combination of student fee and self-generated revenue allocations fund these reserves. *(FY 2013 Revenue Budget totals \$3.3M)*

	FY 2012 ORIGINAL	FY 2012 REVISED	FY 2013 ORIGINAL
Revenues	\$5,116,200	\$4,428,200	\$4,962,600
LESS: Expenses	2,294,000	988,700	1,854,700
Annual Operating Balance	\$2,822,200	\$3,439,500	\$3,107,900

FY 2013 Highlights

Revenue: The FY 2013 revenue budget is expected to total \$5.0M, which is a decrease of \$0.1M over the FY 2012 original budget. Major changes include a student fee increase to facility reserves (\$0.4M), and compensation improvement funds decrease due to distribution of the Mason Increase to units (\$0.5), to name a few.

Expense: The FY 2013 expense budget is expected to total \$1.9M, which is a decrease of \$0.4M over the FY 2012 original budget. This is primarily due to the distribution of the Mason Increase (compensation improvement) funds.

RECREATIONAL SPORTS - PROGRAMS & FACILITIES

Recreational Sports Programs and Facilities division includes Intramurals, Club Sports, Informal Recreation, the Recreation and Athletics Complex (RAC), RAC Field and Tennis Courts, the Fairfax Aquatic and Fitness Center, Skyline Fitness Center, and the West Campus Intramural Fields. The following paragraphs describe each functional unit.

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 1) competitive sports: flag football, softball, soccer, volleyball, basketball, etc.; 2) tournaments: Texas Hold Em', dodgeball, etc.; and 3) special events: bike trips, white water rafting, among others.

Club Sports: offer students an opportunity to play against other schools in a highly competitive atmosphere with a less demanding schedule than a NCAA Division I varsity team. Club sports are added in response to student interest and new sports are considered on an ongoing basis. All club teams are open to all interested students regardless of skill, ability, or experience in a particular activity. Men's crew, equestrian, field hockey, football, lacrosse, rugby, synchronized swimming, trap and skeet, and ultimate frisbee are examples of current club sports. These budgets are primarily funded by student fees, although some events and clubs do raise a limited amount of self-generated revenue from entry fees, fundraisers, etc.

Robinson Field and Tennis Courts (RAC Field): is adjacent to the Recreation and Athletic Complex (previously known as the PE Building). RAC Field is a multipurpose synthetic turf facility that is home to many of Mason's Intramural and Recreational Sports programs. In addition, six (6) new tennis courts are located adjacent to RAC and are used by Intercollegiate Athletics, Intramurals, and the general Mason community.

The Aquatic and Fitness Center: is located on the Fairfax Campus and 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 and competition, which includes lap and recreational swimming, water games, swimming lessons, diving lessons, weight training, and aerobics. The center houses a 50-meter Olympic pool, a 25-yard recreational pool, and 8,000-square-foot fitness gallery. The full-time student population is able to enjoy the facilities free of charge. Paying memberships to the facility are open to part-time students, Mason employees, Mason alumni, and friends of the University. The operations are funded with a combination of student fee allocations as well as self-generated revenues, primarily in the form of membership fees and facility rental income.

The Skyline Fitness Center: is located between the Southside Dining facilities and the Chesapeake Residence Halls. The purpose of this Center is to provide fitness opportunities for students and members who prefer its centralized location on the Fairfax Campus as well as its expanded hours of operation. The center boasts one basketball gymnasium, locker rooms, and a large room with cardio and strength conditioning equipment.

The Recreation and Athletic Complex (RAC): provides classrooms and office space for the Recreation, Athletic, ROTC, and RHT departments. The RAC is located on the west side of the Fairfax Campus on Patriot Circle. The complex houses three gymnasiums, two racquetball courts, two squash courts, and weight training rooms. In addition, the RAC provides space which

allows for the opportunity to offer activities of interest such as martial arts, pilates, and yoga classes. The RAC is the home of both the Men’s and Women’s Volleyball and Tennis teams and will provide space to host Intercollegiate Athletics and other university events.

Fieldhouse: is located at the corner of Ox Road (Rte. 123) and University Drive on the Fairfax Campus. The 110,000-square-foot complex features a 200-meter indoor track, basketball courts, handball and racquetball courts, a weight room, and accommodations for indoor volleyball, tennis, and indoor soccer. Outdoor features include a 400-meter track, a baseball diamond, soccer/lacrosse/track stadium, and practice fields. The facility and outdoor practice fields are used by Club and Intramurals sports as well as Intercollegiate Athletic teams.

Athletic Field Improvement Funds: is an effort to keep well maintained fields that address the changing recreational needs of students. Mason sets aside funds annually to address major field improvement projects for the fields located on the west campus. This four-field complex includes a lighted artificial turf field along with one lighted and two unlighted bermuda grass fields. The funding provided helps assure that a recreation venue is available to the student population and Intercollegiate Athletic teams year-round. The budget for athletic field improvements is supported by student fees.

	FY 2012 ORIGINAL	FY 2012 REVISED	FY 2013 ORIGINAL
Revenues	\$9,931,400	\$9,920,600	\$10,042,900
LESS: Expenses	9,931,400	9,920,600	10,042,900
Annual Operating Balance	-0-	-0-	-0-

FY 2013 Highlights

Revenue: The FY 2013 revenue budget is expected to be \$10.0M, which is an increase of \$0.1M over the FY 2012 original budget. The student fee increase is primarily associated with a debt service increase for the first phase of the Fieldhouse renovation project.

Expense: The FY 2013 expense budget is expected to be \$10.0M, which is an increase of \$0.1M over the FY 2012 original budget and is associated with an increase in debt service costs (\$0.1M).

AUXILIARY ENTERPRISES INFORMATION TECHNOLOGY

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

Technology Systems: provides services to Mason 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 service, the telecommunications infrastructure project costs, and pay phone services. The operation is funded primarily from charge-backs to student housing and to departments within the University. The housing rental rates paid by students include an amount earmarked to cover the cost of the telecommunications for students. In addition, a student fee allocation is provided to support an Auxiliary Enterprise dedicated support position. *(FY 2013 Revenue Budget totals \$4.2M)*

Patriot Computer Store: is a full service computer outlet located on the Fairfax Campus. It offers the entire Mason community computers and technology selections from Apple, Dell, Microsoft and Adobe (to name a few). The computer store has agreements with Adobe and Microsoft to provide the most current software at the best possible price for Mason students, faculty, and staff. The mission of this enterprise is complex and travels beyond the obvious retail facade. The retail forum offers an ideal environment to provide access to quality technology products that are essential for proficient learning. Its central location and extended hours of operation provide an avenue for effective information distribution. The computer store is completely self-supporting, relying on computer, software and other related sales to sustain its budget. *(FY 2013 Revenue Budget totals \$3.8M)*

	FY 2012 ORIGINAL	FY 2012 REVISED	FY 2013 ORIGINAL
Revenues	\$7,715,000	\$7,721,600	\$8,020,900
LESS: Expenses	7,485,000	7,514,700	7,765,400
Annual Operating Balance	\$230,000	\$206,900	\$255,500

FY 2013 Highlights

Revenue: The FY 2012 revised revenue budget is consistent with the original budget expectations. The FY 2013 revenue budget is expected to total \$8.0M, which is an increase of \$0.3M over the 2012 revised budget. This is primarily due to an increase in revenues associated with the Patriot Computer Store.

Expense: The FY 2012 revised expense budget is consistent with the original budget expectations. The FY 2013 expense budget is expected to total \$7.8M, which is an increase of \$0.3M over the 2012 revised budget. This is primarily due to the increase in expense associated with inventory costs for the Patriot Computer Store.

STUDENT HEALTH SERVICES

Student Health Services addresses the needs of the Mason community for health care, health information, diagnostic treatment, testing procedures, referrals for episodic care of illness and injury, and additional health care services. The number of patients cared for at Student Health has increased 76% over the past three academic years.

Common reasons for visits include respiratory, dermatology, reproductive systems, urology, and mental health issues. 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 and chest pain. In addition, over 5,000 immunization records were reviewed for compliance with federal or state regulations. Through optional group health and dental insurance plans, Mason provides more than 3,300 students with adequate health insurance at modest cost. Related health services offices are Office of Alcohol, Drug and Health Education and Sexual Assault Services.

An essential feature of the Mason community is convenient and accessible student health care at each campus. Student Health Services operates clinics on the Fairfax, Arlington, and Prince William Campuses. The medical professionals in Student Health Services are committed to quality services, including prevention and wellness education for all students.

Student Health Services collaborates with many university departments to offer various health and wellness promotions. One example would be the successful Health and Fitness Expo that attracted over 100 campus and community exhibits, interactive health education activities, health screenings, participatory demonstrations, and fitness instruction and challenges. More than 3,500 students, faculty and staff attended the one-day event.

Responding to growth on all our campuses, Mason enhanced the Student Health facility on the Prince William Campus. Additionally, the Arlington and Fairfax clinics have each moved into new, larger space. The new Fairfax Clinic space is almost double the size of the old clinic. Student Health expects to see a 30% increase in patient volume due to the expansion. Efforts 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.

	FY 2012 ORIGINAL	FY 2012 REVISED	FY 2013 ORIGINAL
Revenues	\$4,535,500	\$4,653,100	\$5,232,500
LESS: Expenses	4,535,500	4,657,400	5,232,500
Annual Operating Balance	-0-	(\$4,300)	-0-
Prior Year Carryforward	\$4,300	-0-	-0-

FY 2013 Highlights

Revenue: The FY 2013 revenue budget is expected to total \$5.2M, which is an increase of \$0.7M over the FY 2012 original budget. This increase is largely explained by the increase in immunizations and other health service fee revenues and a student fee allocation to increase wages positions for weekend nurse practitioner and hourly RN support as well as for one Physician for an increasing student population.

Expense: The FY 2013 expense budget is expected to total \$5.2M, which reflects an increase of \$0.7M when compared to the FY 2012 original budget. This increase is primarily due to the increased expense in student immunization, salary and benefit changes, and other health center services.

PRINT SERVICES

The Print Services division 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 and partners with corporations such as Meridian Imaging Solutions, Ricoh, Xerox, and Panasonic to fulfill the needs of all academic, administrative, and affiliated departments of the University. Through its copy centers, coin and card operated copiers, and administrative convenience copiers, Print Services works diligently to support Mason’s educational mission. Additionally, Print Services offers copyright assistance for faculty to allow the use of copyrighted materials in course packets.

The division 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 as Copyright Assistance Office. All public coin and card operated copiers as well as Pay-for-Print services are also owned and maintained by Print Services. The division’s operating budget is primarily supported by self-generated revenues along with a small student fee allocation to help the division address equipment needs.

	FY 2012 ORIGINAL	FY 2012 REVISED	FY 2013 ORIGINAL
Revenues	\$1,627,300	\$1,646,500	\$1,647,300
LESS: Expenses	1,627,300	1,646,500	1,647,300
Annual Operating Balance	-0-	-0-	-0-

FY 2013 Highlights

Revenue: The FY 2012 revised revenue budget shows a projected increase of \$20,000 associated with pay for print and other copy services revenue increases. The FY 2013 revenue budget is expected to total \$1.6M and is consistent with the FY 2012 revised revenue budget.

Expense: The FY 2012 revised expense budget shows a projected increase of \$20,000 associated with operational expense increases for copy services. The FY 2013 expense budget is expected to total \$1.6M and is consistent with the FY 2012 revised expense budget.

CHILD DEVELOPMENT CENTER

The Child Development Center at Mason opened in 1992 to provide full and part-day childcare services. The Center gives priority to children of families currently affiliated with Mason as a faculty, staff or student and provides enrollment on a first-come, first-served basis. The Center provides a warm, interesting, nurturing and developmentally appropriate place where each child can explore and grow. The Center anticipates significant programming endorsement in FY 2013 as they initiate a partnership with the College of Education and Human Development (CEHD). The Center is located in a newly constructed facility on the northeast sector of the Fairfax Campus and can accommodate up to 120 children between the ages of 2-4 with two classrooms for each age group. Each classroom has been designed to be a welcoming environment to the children and families, as well as to provide a comfortable place for the teachers to work. The Center is known throughout Mason and the local community for its strong developmental curriculum and dedicated staff. Classroom teachers and families partner together to ensure that communication between home and the Center is continual, since constant communication and dialogue benefits the child. The Center was recently named one of the best child care centers in Northern Virginia by Northern Virginia Magazine (2009). The Child Development Center is expected to remain a self-supporting operation with funding for its operating budget coming from child care tuition as well as various educational workshops held throughout the year.

	FY 2012 ORIGINAL	FY 2012 REVISED	FY 2013 ORIGINAL
Revenues	\$1,333,900	\$1,333,900	\$1,370,300
LESS: Expenses	1,333,900	1,333,900	1,370,300
Annual Operating Balance	-0-	-0-	-0-

FY 2013 Highlights

Revenue: The FY 2012 revised revenue budget is consistent with original budget expectations. The FY 2013 revenue budget is expected to total \$1.4M, which includes a 3% increase over the FY 2012 original budget for growth in program revenue.

Expense: The FY 2012 revised expense budget is consistent with original budget expectations. The FY 2013 expense budget is expected to total \$1.4M, which includes a 3% increase over the FY 2012 original budget for program operating expenses.

PATRIOT CENTER

The Patriot Center is a 10,000-seat venue located on the 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 and other concert events, family entertainment such as Ringling Brothers and Barnum and Bailey Circus, craft and bridal fairs, and local community high school graduation ceremonies. Faculty and staff of the Mason community receive discounted tickets to many Patriot Center concerts and family entertainment events.

The Patriot Center is operated by Mason’s third party partner Centre Management. In return for their services, Centre Management receives an annual fee and a small percentage of the operations’ overall revenues. The remaining net revenues are returned to the University and are 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 a student fee allocation.

	FY 2012 ORIGINAL	FY 2012 REVISED	FY 2013 ORIGINAL
Revenues	\$1,485,700	\$1,695,700	\$1,482,900
LESS: Expenses	1,485,700	1,695,700	1,482,900
Annual Operating Balance	-0-	-0-	-0-

FY 2013 Highlights

Revenue: The FY 2012 revised revenue budget is \$1.7M, which is \$0.2M over the original budget due to one-time increased revenues experienced in FY 2012. The FY 2013 revenue budget is consistent with the FY 2012 original budget expectations.

Expense: The FY 2012 revised expense budget is \$1.7M, which is \$0.2M over the original budget and is used to address one-time expenses in FY 2012. The FY 2013 expense budget is consistent with the original FY 2012 budget expectations.

Other: Student fees 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. With the debt service payment for the renovation project, the student fee allocation to the Patriot Center has increased.

COLLEGE OF HUMANITIES AND SOCIAL SCIENCES – FACULTY DIRECTED PROGRAMS

These programs, 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. Student fee funding supports programs in debate and forensics in the Communication Department of the College of Humanities and Social Sciences.

	FY 2012 ORIGINAL	FY 2012 REVISED	FY 2013 ORIGINAL
Revenues	\$318,300	\$319,600	\$384,000
LESS: Expenses	318,300	328,400	384,000
Annual Operating Balance	-0-	(\$8,800)	-0-
Prior Year Carryforward	\$8,800	-0-	-0-

FY 2013 Highlights

The FY 2012 expense budget is projected to increase by \$8,800. This is associated with the use of one-time annual operating fund balances, which are used for one-time program support expenditures. The FY 2013 revenue and expense budget has increased over the FY 2012 original budget. This increase will support one new Assistant Director position for the Debate Team activities. This budget supports programs that are organized and taught by instructional faculty from the Communications Department.