



**2017- 2018 BUDGET
EXECUTIVE SUMMARY**



OFFICE OF BUDGET AND PLANNING

**George Mason University
Total Budget, 2017-2018
Executive Summary**

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GEORGE MASON UNIVERSITY

TOTAL BUDGET, 2017–2018

BUDGET HIGHLIGHTS

- Mason continues to be the largest public university in the Commonwealth with a headcount of 35,189 across all campuses, which represents a 3.2 percent increase over fall of 2015 and 16 percent of the total headcount from all 15 public, four-year institutions of higher education in the Commonwealth. Mason welcomed its largest freshman class of approximately 3,214 during fall of 2016—an indicator of Mason’s strong market brand.
- Like most institutions of higher education, Mason continues to experience a shifting and competitive enrollment landscape. In FY 2018, Mason will take a conservative approach to its enrollment goals that are used to establish the original budget. The FY 2018 budget will have overall enrollment and revenues remain stable with the majority of the revenue changes coming from the tuition and fee rate increases which supports the Educational and General budget as well as increases in state-supported student financial aid.
- Serving a large and diverse student population requires investment in services and programs to maintain and balance an accessible, affordable, and high quality education for our students. Within the total operating budget increase is approximately \$1.5 million for strategic plan initiatives that may include, but not be limited to, support for the student redesign initiative, investment in research, information technology infrastructure and Enterprise Risk Management. The Stay Mason Initiative, a student support fund to assist Mason students who are at risk of not continuing their education due to unexpected financial situations, will increase by approximately \$300,000 for a total annual budget of \$1.3 million. In addition to the Stay Mason funds, institutional financial aid for undergraduates includes the continuation of out-of-state leveraging funds. The combination of Commonwealth and institutional financial aid will increase by 6.9 percent or approximately \$4.4 million.
- The total university budget for FY 2018 is projected to be \$1.0 billion and is comparable in the total university budget for FY 2017. The FY 2018 budget comprises \$928.3 million in operating funds which includes an astonishing increase of 33.3% or an additional \$15.0 million in philanthropic support to the university for a total amount of \$60.0 million; an impressive \$22.6 million state-supported financial student aid which represents 20.9 percent increase for both undergraduate and graduate financial aid support when compared to the last Commonwealth biennium; and \$63.3 million in capital outlay. Compared to the FY 2017 budget, the operating budget increases include a 4.0 percent increase in Educational and General. Capital outlay increases as construction continues on the Peterson Family Health Sciences Building, and ramps up for the Robinson Hall renovation and the Utility Infrastructure project. This increase is anticipated in the near future as Mason will see increased planning and construction funds for Robinson Hall, Utility Infrastructure, and the Telecommunication projects, which were submitted and approved by the Commonwealth for funding consideration. To incorporate an accounting change, Auxiliary Enterprises will decrease by approximately 9.8 percent. Starting in FY 2018, Independent Operations which represent private third party vendors that operate this activity through their own corporate financial and accounting systems (Sodexo, vending, etc.) will no longer be reported under the university’s total all funds budget. This change will help align revenues and expenditures that are recorded under the university’s accounting system and further align with the university’s annual financial statements.

GEORGE MASON UNIVERSITY

TOTAL BUDGET, 2017–2018

BUDGET HIGHLIGHTS, (CONTINUED)

- **Compared to the FY 2017 budget, total FY 2018 Educational and General (E&G) budget will increase by \$20.4 million or 4.0 percent.**
 - External subsidies from state appropriations decrease by approximately \$7.0 million in FY 2018. The change in appropriations comprises additional resources that provide for an overall increase in cost for a state-supported salary increase and rising healthcare costs coupled with a General Fund budget reduction that was one-time in FY 2017, with increases and made permanent in FY 2018.
 - The budget reflects \$18.0 million in additional compensation, including 1) a state-supported salary plan increase; 2) employer-paid health insurance premium; 3) funding to annualize Mason’s retention and compensation initiative that was provided in FY 2017; 4) increase to address term faculty minimums; and 5) increases for faculty promotion and tenure.
 - Non-personnel budgets reflect \$2.4 million additional support for 1) investment in Mason’s strategic plan initiatives; 2) contractual escalation costs; 3) increase in the Stay Mason Initiative; and 4) support increases in operation and maintenance costs on new facilities. The E&G budget includes efforts to drive down costs and repurpose the base budget through cost containment, efficiencies, and organizational restructuring. These efforts helped with other costs increases that would have required additional investments.
- Auxiliary Enterprise (AE) revenue in FY 2018 will increase due to an increase in student fee revenue and self-generated revenue. The FY 2018 AE budget includes an increase for additional student housing revenue and additional fee revenue, primarily due to a student fee rate increase and enrollment growth in the Mason INTO program (students in this program pay the university student fee). Operating expense increases are primarily due to required state-supported salary increases, additional student services, and enhanced student financial assistance. However, in an effort to align budgets with the university’s recorded actual expenditures that are shown on the university’s annual financial statements, starting in FY 2018, Independent Operations will no longer be reported under the university’s total all funds budget. This will result in a one-time adjustment that will show the AE budget year-over-year analysis of growth at a negative 9.8 percent.
- Sponsored Research activity in FY 2018 is projected to total \$104.7 million, which is in alignment with the levels originally budgeted for FY 2017. Although projected expenditures are being revised to reflect recent experience, overall awards remain stable under the relatively unpredictable economic conditions.

ANNUAL CHANGE: ALL PROGRAMS

This Executive Summary summarizes an all funds view of the budget plans for FY 2018. It describes the priorities of the institution and how financial resources for FY 2018 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 2018 total budget is in alignment with the FY 2017 budget amount with the Educational and General (E&G) budget increasing by 4.0 percent, Philanthropic Activities anticipating an additional 33.3 percent support to university activities, State Student Financial Assistance increasing by an impressive 20.9 percent over the past two years, and the Capital Outlay budget increasing by 8.4 percent as some large capital projects start to see larger volumes of expenditures.

PROGRAM (\$ in Millions)	BUDGET FY 2014	BUDGET FY 2015	BUDGET FY 2016	BUDGET FY 2017	BUDGET FY 2018	FY17 TO FY18 % CHANGE
Educational and General (E&G)*	\$456.8	\$475.1	\$485.4	\$514.8	\$535.2	4.0%
Philanthropic Activities	31.0	38.0	43.0	45.0	60.0	33.3%
Auxiliary Enterprises (AE)**	223.3	232.3	242.7	253.3	228.4	-9.8%
Sponsored Research	102.6	104.7	102.6	104.7	104.7	0.0%
One-Time Funds	0	0	3.7	2.5	0	-100.0%
SUBTOTAL OPERATING	\$813.7	\$850.1	\$877.4	\$920.3	\$928.3	0.1%
State Student Financial Assist.	17.4	17.4	18.7	22.3	22.6	1.3%
Capital Outlay	79.9	78.2	81.5	58.4	63.3	8.4%
TOTAL	\$911.0	\$945.7	\$977.6	\$1,001.0	\$1,014.2	1.3%

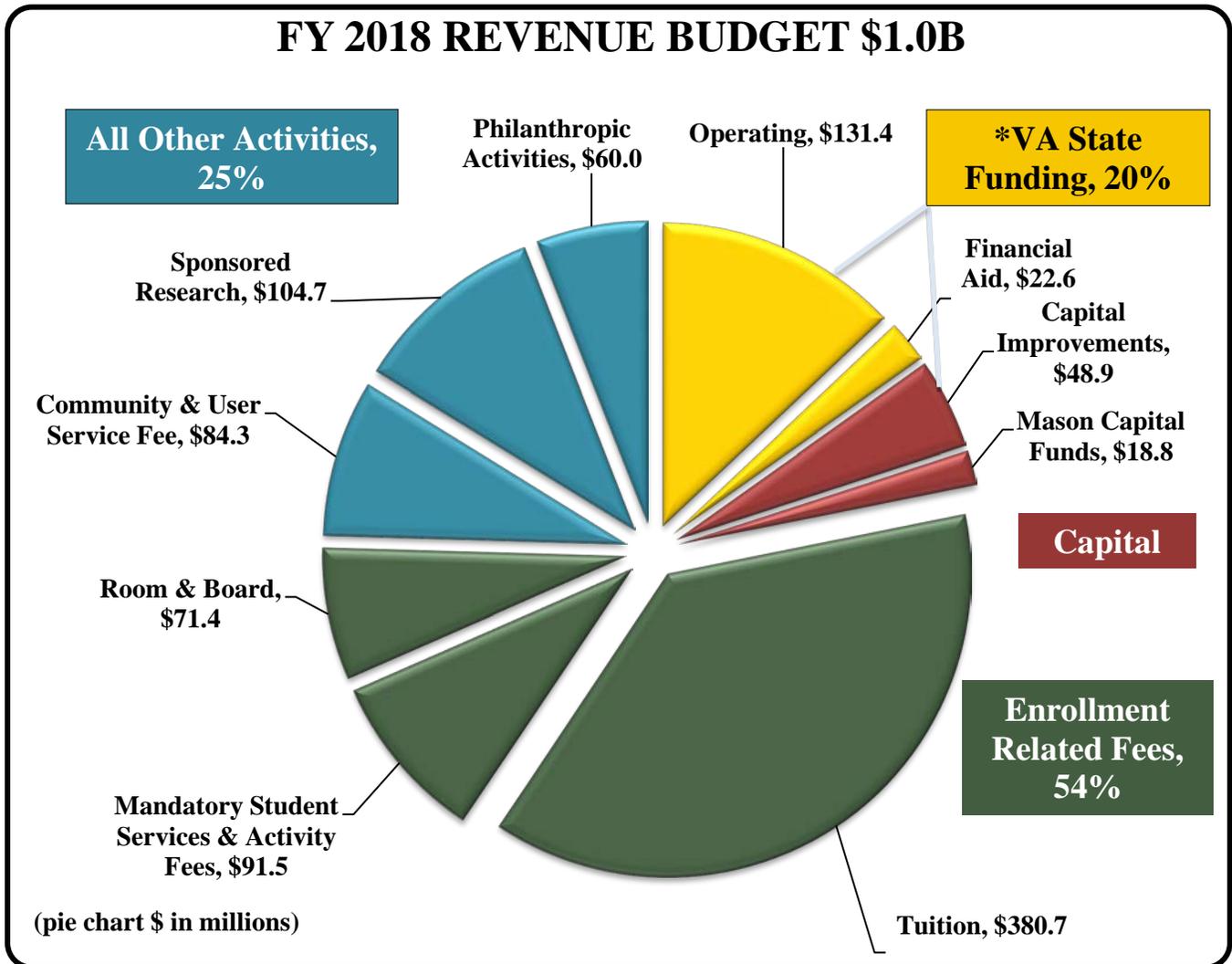
*All years include Equipment Trust Funds (ETF).

** Starting in FY 2018, Independent Operations which represent private third party vendors that operate this activity through their own corporate financial and accounting systems (Sodexo, vending, etc), will no longer be reported under the university budget.

Total University Budget, FY 2018....\$1.0B

ALL FUNDS—ALL SOURCES—REVENUE

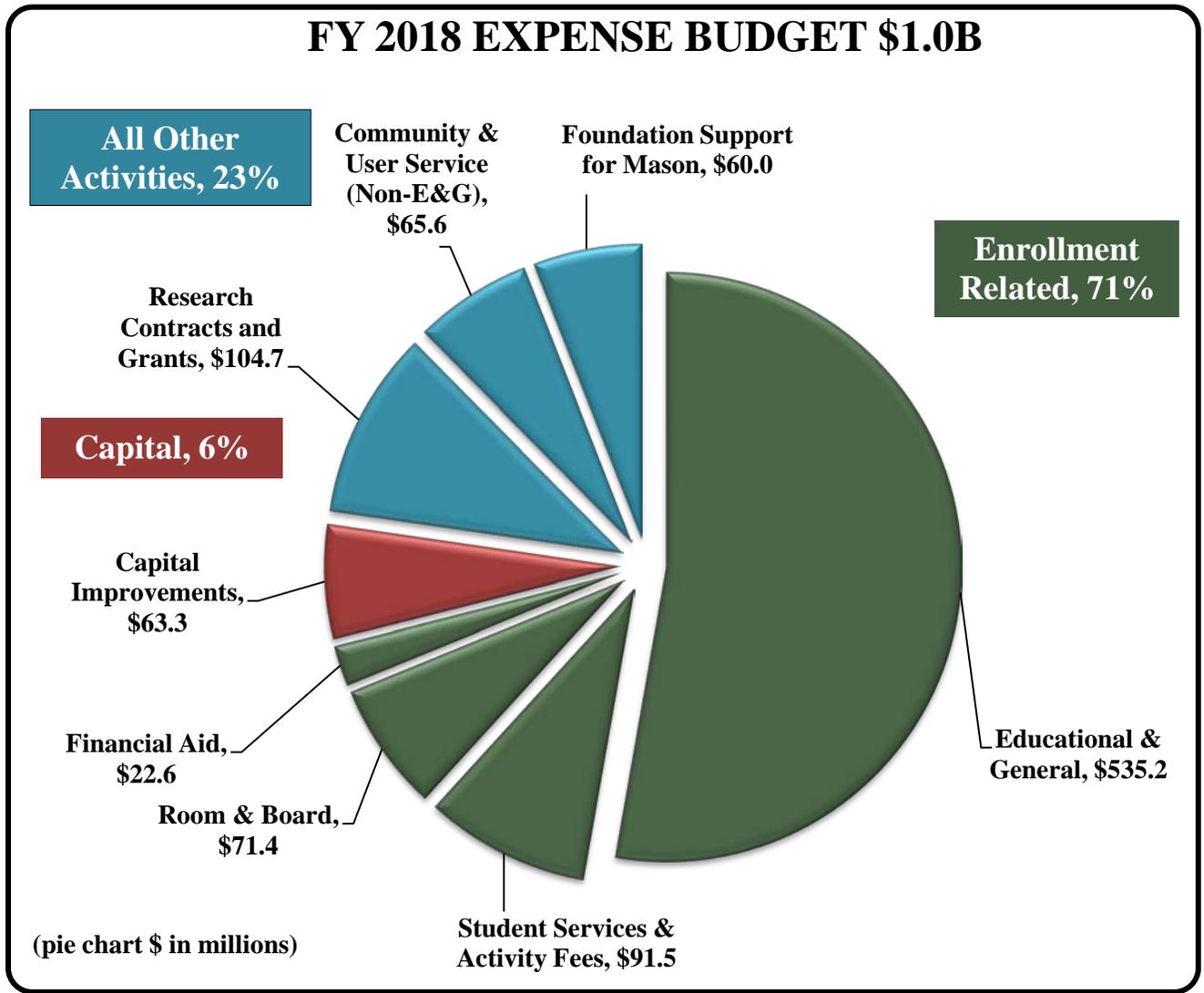
The total FY 2018 revenue budget for Mason is projected to be \$1.0 billion. The revenue that supports the Mason budget is derived from six major fund sources. Consistent with previous budgets, sponsored research, philanthropic activities, and capital outlay revenues are reported to the extent of actual expenditures.



* VA State Funding includes Educational and General of \$131.4M, Capital Improvements of \$48.9M (including Maintenance Reserve of \$4.0M and Equipment Trust Fund of \$4.4M), and State Financial Aid of \$22.6M.

ALL FUNDS—ALL USES—OUTLAY

The FY 2018 spending plan is also established at \$1.0 billion. 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.



INSTITUTIONAL PROFILE

New Student Selectivity and Institutional Attractiveness

Student Quality: The tables that follow illustrate that, while Mason enrollments have increased, Mason has become more selective in its admission policies as evidenced by the increase in both the SAT and GPA of incoming students. Taken together, they indicate the increasing competitiveness at Mason.

FIRST-TIME FRESHMEN – HEADCOUNT FALL 2009–FALL 2016								
	FALL 2009	FALL 2010 *	FALL 2011	FALL 2012	FALL 2013	FALL 2014	FALL 2015	FALL 2016
Freshmen Applicants	13,732	14,200	14,596	14,703	20,805	19,632	18,987	15,548
Freshmen Admits	8,691	8,900	9,263	9,667	12,905	15,017	15,138	12,592
Freshmen Enrolled	2,656	2,603	2,665	2,694	3,011	3,080	3,181	3,214
Transfer Applicants	6,199	7,016	7,197	6,561	7,439	5,414	5,139	4,764
Transfer Admits	4,068	3,888	3,739	3,201	4,035	3,678	3,537	3,795
Transfer Enrolled	2,600	2,452	2,446	2,108	2,547	2,465	2,386	2,662
Graduate Applicants	8,436	10,171	10,134	10,198	10,197	8,340	8,228	7,827
Graduate Admits	4,965	5,807	5,599	5,684	5,547	5,222	5,450	5,534
Graduate Enrolled	2,878	2,938	2,934	2,931	2,853	2,757	2,833	2,871
Law Applicants	5,428	5,512	4,701	3,985	2,261	2,275	2,195	2,449
Law Admits	1,299	1,340	1,076	1,066	768	824	713	612
Law Enrolled	249	299	193	153	155	165	167	198

Source: Office of Institutional Research and Reporting

* Students applying for the International Access program that began in fall 2010 are excluded from these figures.

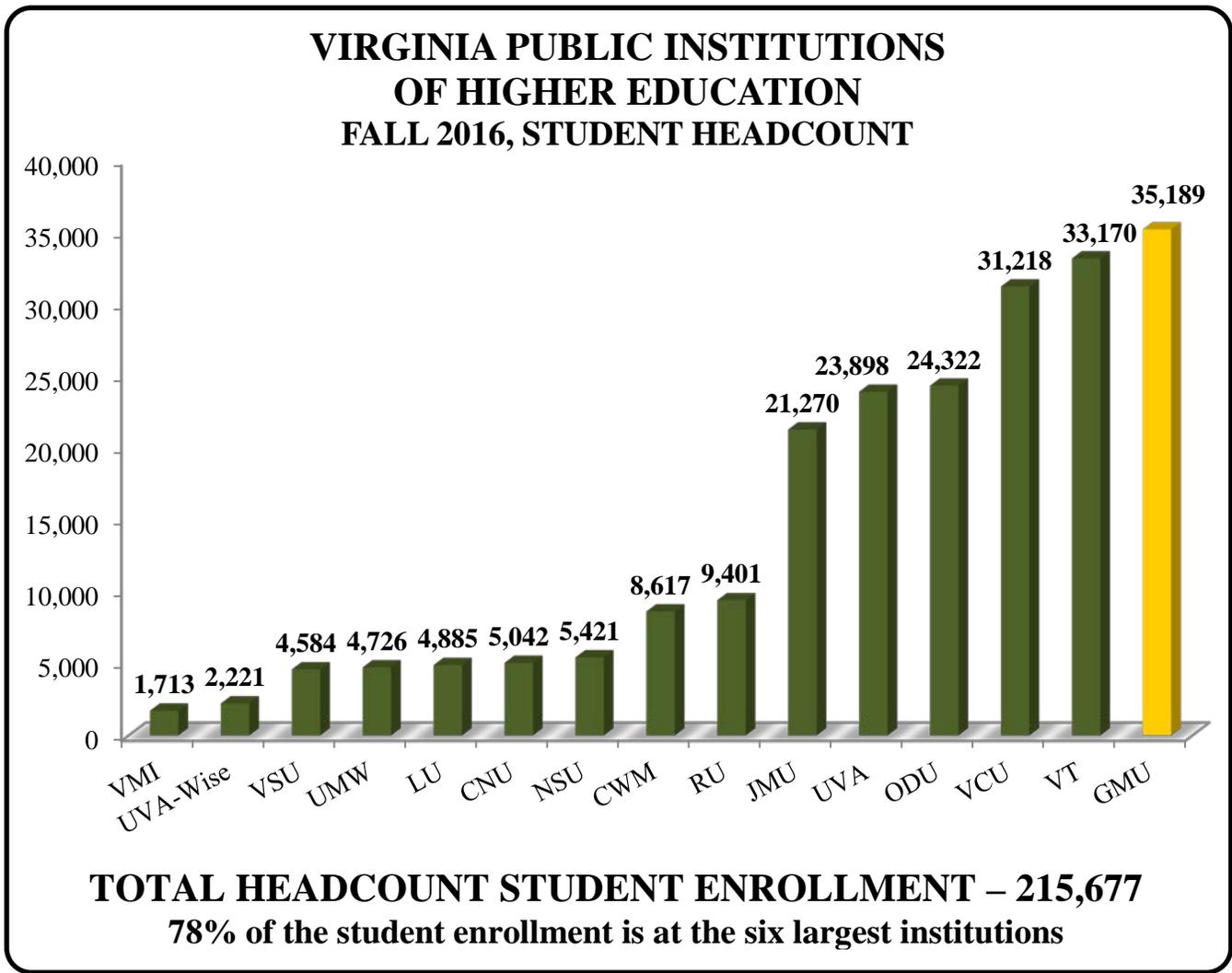


**FIRST-TIME FRESHMEN
QUALITY INDICATOR TRENDS
FALL 2009–FALL 2016**

FRESHMEN APPLIED	AVERAGE HS GPA	AVERAGE SAT
2009	3.36	1113
2010	3.42	1113
2011	3.50	1117
2012	3.51	1119
2013	3.54	1124
2014	3.54	1129
2015	3.57	1129
2016	3.58	1133
FRESHMEN ADMITTED	AVERAGE HS GPA	AVERAGE SAT
2009	3.58	1171
2010	3.64	1176
2011	3.71	1182
2012	3.71	1181
2013	3.75	1181
2014	3.73	1184
2015	3.74	1177
2016	3.73	1183
FRESHMEN ENROLLED	AVERAGE HS GPA	AVERAGE SAT
2009	3.55	1143
2010	3.59	1151
2011	3.65	1155
2012	3.66	1155
2013	3.66	1153
2014	3.65	1153
2015	3.66	1148
2016	3.65	1159

Institutional Size: Student Enrollment (Headcount)

In fall 2003, Mason became the largest university in the Commonwealth, with a headcount of 28,426. Mason continues to be the largest public university in the Commonwealth, with a headcount of 35,189 (see chart below). This is 6.1 percent greater than the next largest public university and represents an enrollment growth of 3.2% over fall 2015. In the fall of 2016, Mason enrolled approximately 16 percent of the total headcount across Virginia’s 15 public, four-year institutions of higher education.

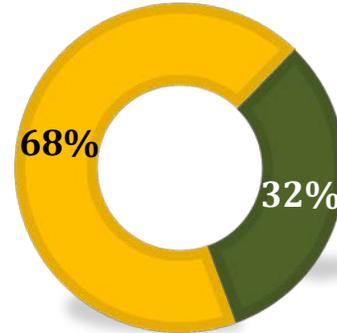


Institutional Size: Enrolled Student Population (Headcount)

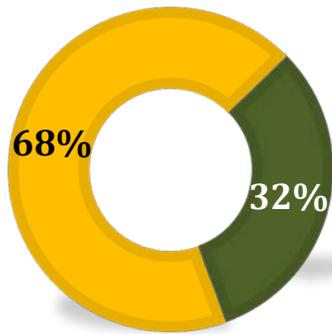
Mason serves a diverse student population that comprises different academic levels, domicile, full- to part-time, first generation college goers, underrepresented racial and ethnic populations, and various age groups.



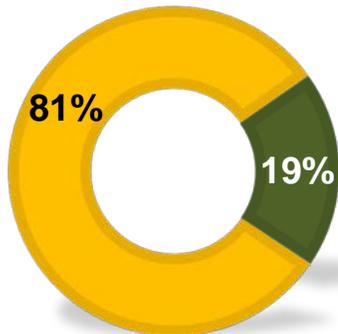
■ Full Time ■ Part Time



■ Undergraduate ■ Graduate



■ In State ■ Out of State



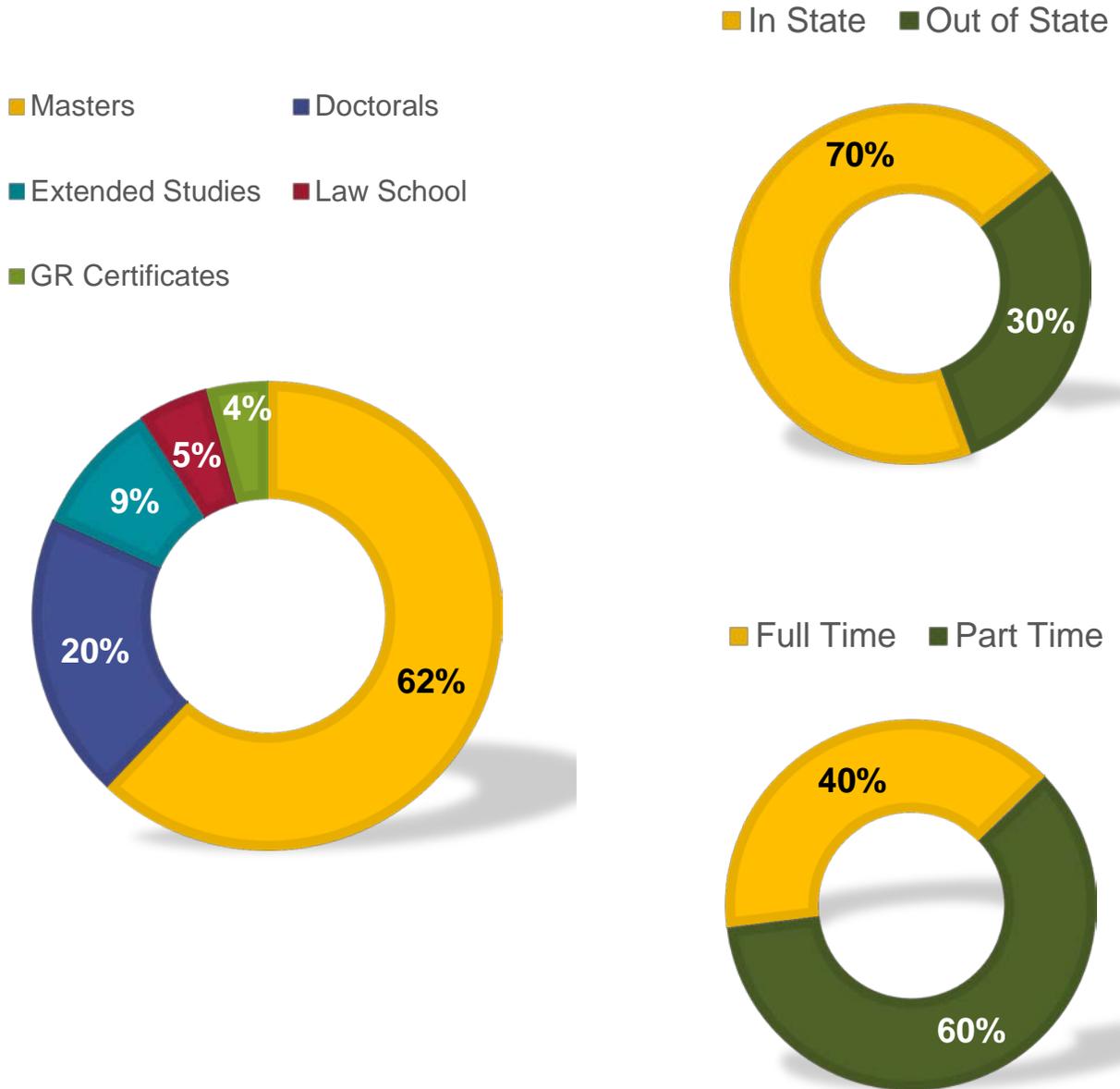
Institutional Size: Undergraduate Enrollment (Headcount)

Mason serves a diverse population with a broad array of needs which require investments. Mason's undergraduate student population is approximately 68 percent and accounts for approximately 24,000 of the total headcount.



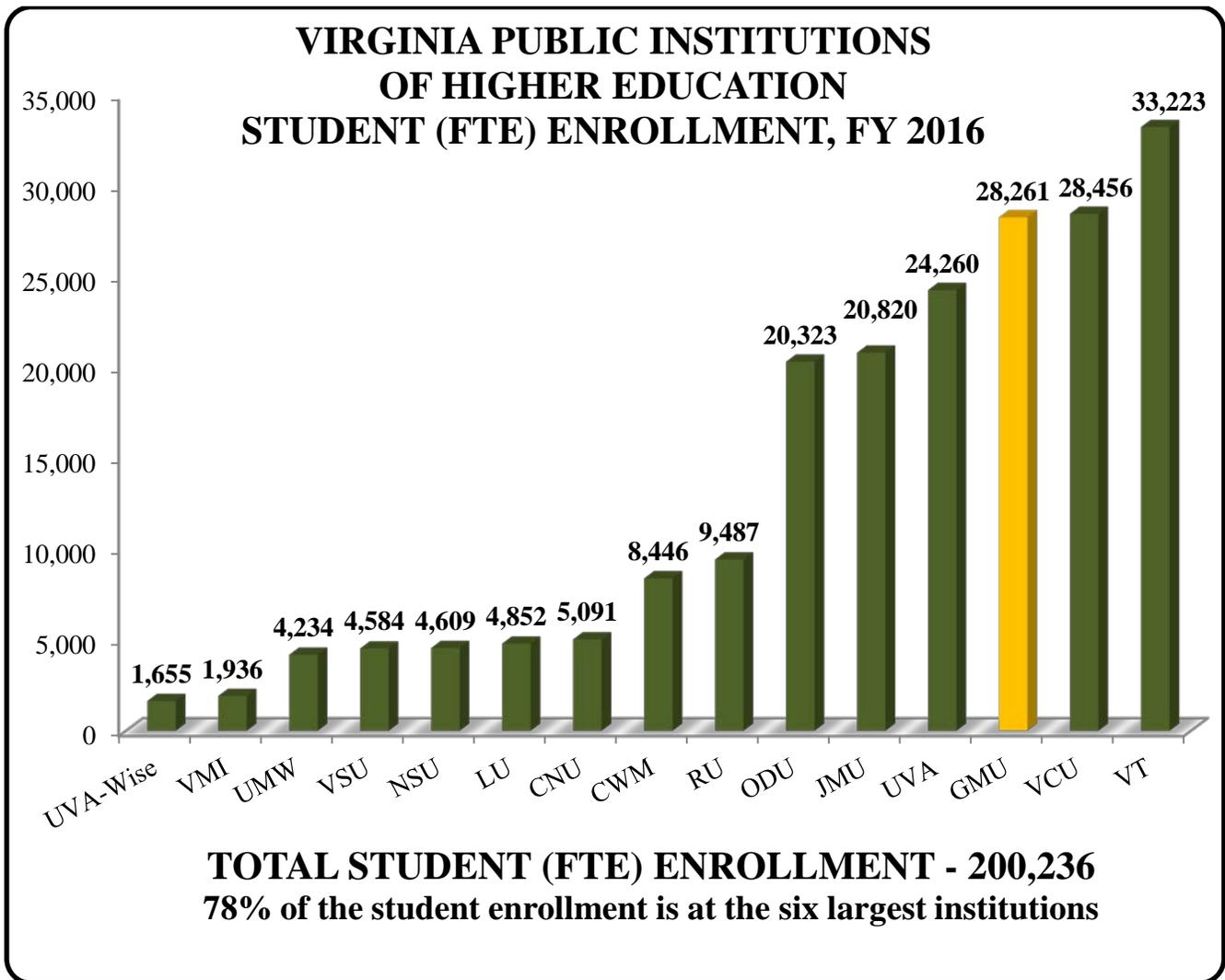
Institutional Size: Graduate Enrollment (Headcount)

In addition to its diverse undergraduate population, Mason serves an equally diverse graduate population. Mason’s graduate student population is approximately 32 percent and accounts for approximately 11,000 of the total headcount.



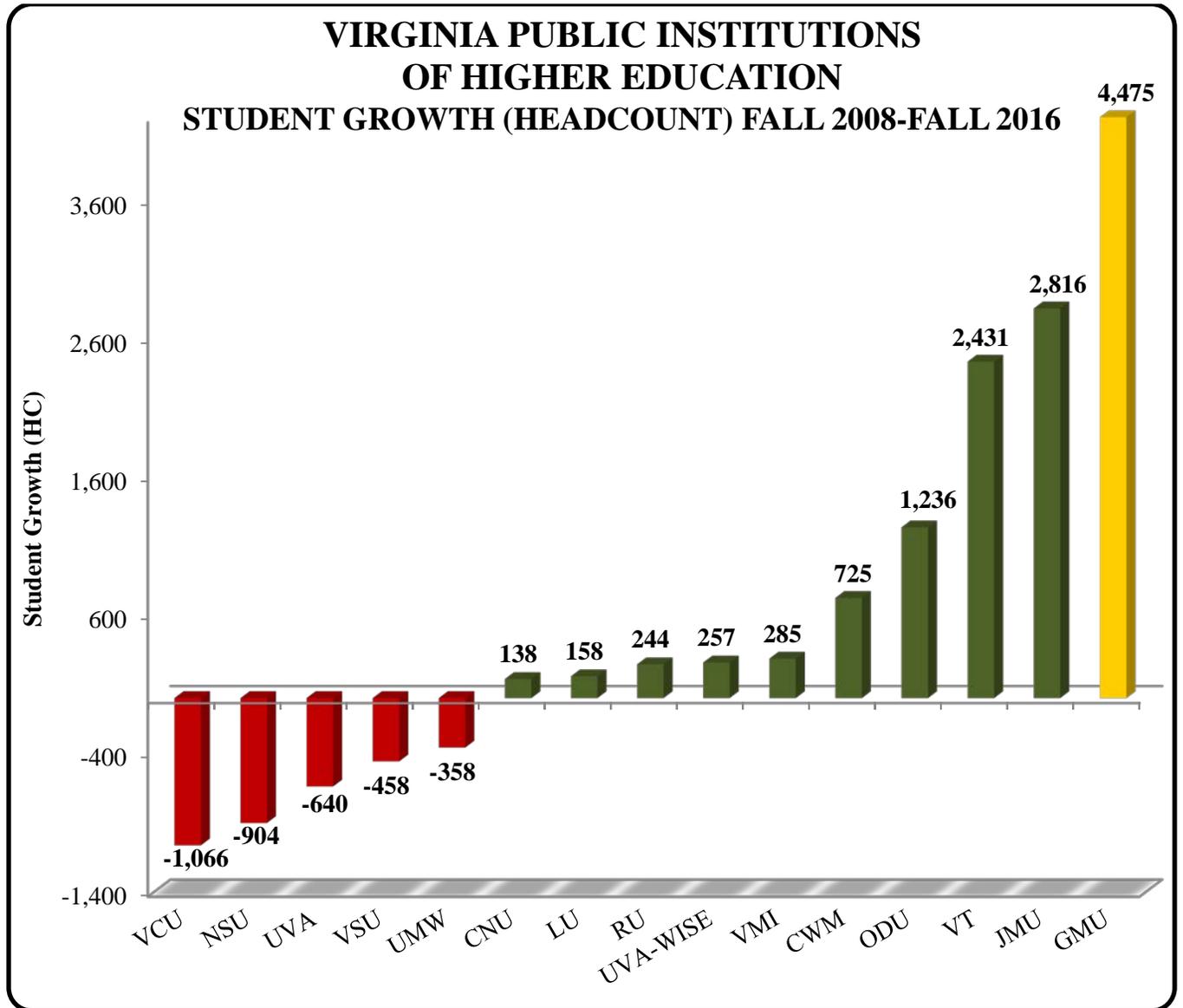
Institutional Size: Student Enrollment (FTE)

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 2016 shown here is the most current actual enrollment data available for other Virginia institutions.



Recent Student Enrollment Growth

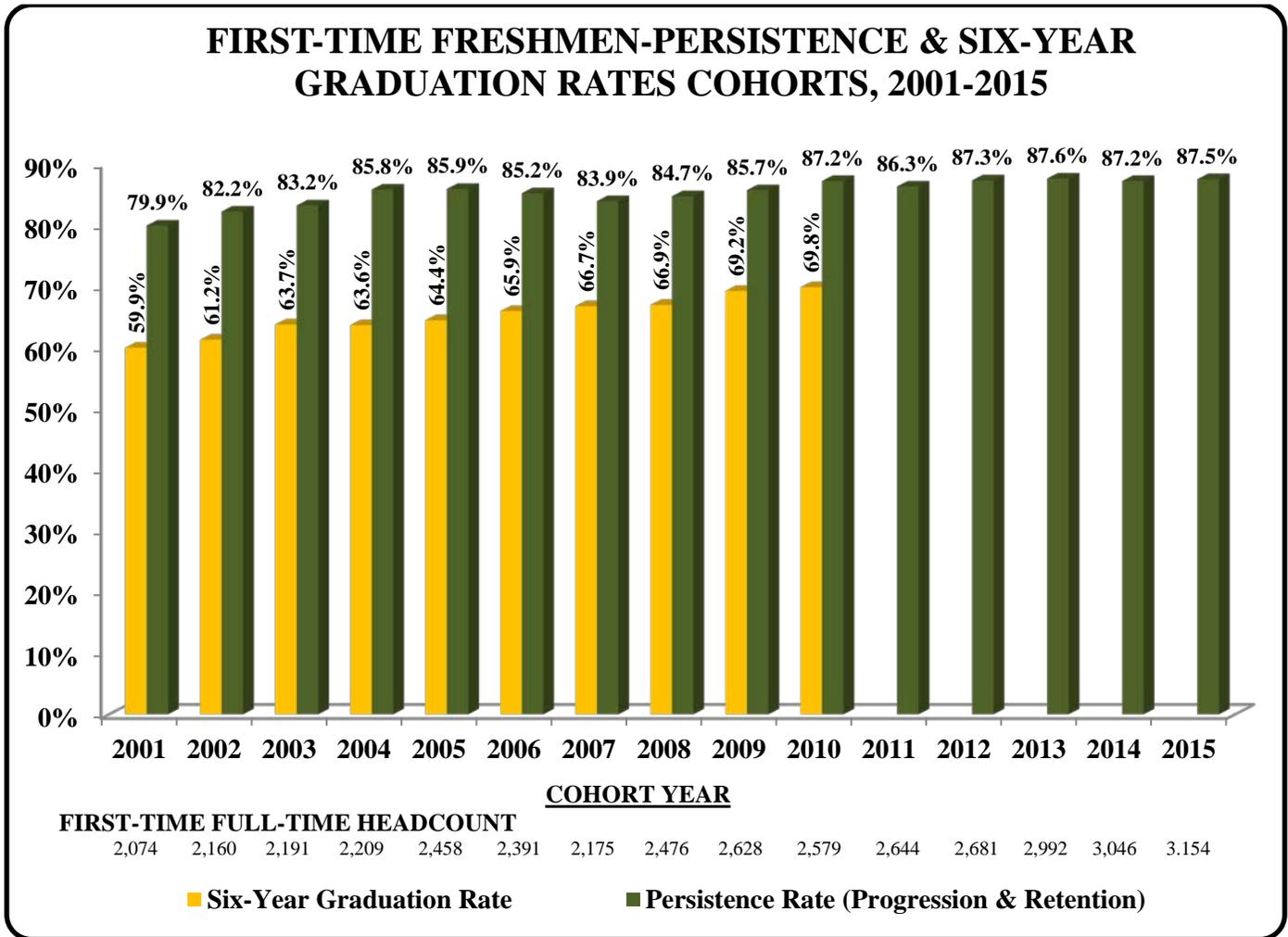
Despite years with General Fund budget reductions, George Mason University has continued to grow in an effort to meet the increasing demand for higher education associated with the growing number of Virginia high school graduates. **Mason has assumed approximately 48 percent of the statewide enrollment growth accommodated in Virginia public four-year institutions since fall 2008.**



The net growth for all Virginia public institutions from fall 2008 to fall 2016 was 9,339, and George Mason has enrolled 4,475 of this growth.

Student Retention

Other indicators of improved student quality and program excellence are 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 for the 2015 cohort as published by IPEDS. The percentage of Mason's 2014 cohort who returned for their second year was 88 percent; the peer average was 91 percent. Mason's six-year graduation rate for the 2010 cohort compared to the peer group average is 70 percent to 77 percent respectively.

PERFORMANCE MEASURES

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

Total Core Funding per FTE Student

The combination of General Fund support and tuition approximates the total funding available to teach a full-time student. The 25 institutions shown below were approved for benchmarking by university and state officials as the schools most similar to Mason. As reported by the U.S. Department of Education Integrated Postsecondary Education System (IPEDS), Mason has one of the lowest core funding levels per FTE student among this national peer group.

FY 2015 GEORGE MASON UNIVERSITY PEER GROUP COMPARISON		
INSTITUTION	ENROLLMENT (FTES)	CORE SPENDING PER STUDENT
University of Southern California	38,688	\$66,591
New York University	48,532	44,664
University of Connecticut	24,772	43,875
University of Washington—Seattle Campus	46,926	42,216
George Washington University	21,630	41,260
Boston University	31,734	39,296
University of North Carolina at Chapel Hill	28,575	39,055
Northeastern University	21,019	36,236
Stony Brook University	23,849	34,052
Syracuse University	22,067	28,626
University of Minnesota—Twin Cities	54,024	28,510
Arizona State University—Tempe	48,470	27,679
Rutgers University—New Brunswick	47,771	26,745
University of Maryland—College Park	33,619	26,464
University of Florida	46,700	25,757
University of Illinois at Urbana—Champaign	49,959	25,394
University of Kansas	25,060	25,335
Temple University	33,922	24,808
University of Arizona	39,398	24,279
Michigan State University	45,353	23,425
University of Massachusetts Amherst	28,150	22,792
SUNY at Albany	15,650	22,491
North Carolina State University at Raleigh	30,116	21,879
George Mason University	27,611	18,251
University of Nebraska—Lincoln	21,908	18,046
Florida State University	39,157	15,215
Peer Group Average (Excluding Mason)	34,682	\$30,988
Mason % of Peer Group Average	79.6%	58.9%

Source: FY 2015 IPEDS

Funding Improvement: Statewide Comparison is Slowly Improving

Each doctoral institution within the Commonwealth of Virginia has a unique mission, but funding comparisons present an interesting analysis. The following table 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, in FY 2017 Mason is operating with approximately 73 percent of the total resources available to the other doctoral universities.

EDUCATIONAL AND GENERAL ESTIMATED TOTAL FUNDING PER IN-STATE FTE STUDENT, FY 2018 General Fund, Tuition and Mandatory E&G Fees			
DOCTORAL INSTITUTIONS	GENERAL FUND FY 2018*	IN-STATE TUITION FY 2018	TOTAL
College of William & Mary	\$7,733	\$16,506	\$24,239
University of Virginia	8,640	13,810	22,450
Virginia Tech	6,989	11,263	18,252
Virginia Commonwealth Univ	6,887	11,483	18,370
Old Dominion	6,275	6,648	12,923
Doctoral Avg. excl. Mason	\$7,305	\$11,942	\$19,247
GEORGE MASON	\$5,658	\$8,672	\$14,330
Mason % of Average	77.5%	72.6%	74.5%

* General Fund estimate based on SCHEV FTE projection in the 2B report; numbers for all institutions will change with actual revised numbers. General Fund estimate does not include budget reductions taken in FY 2017 and FY 2018.

Student: Faculty & Staff Ratios

The number of students (headcount) supported by the total number of faculty/staff positions (FTE) is a national benchmark for institutional effectiveness. Mason’s ratio remains more efficient than the average ratios at the other doctoral institutions in Virginia. Based on IPEDS Human Resource data for fall 2015 and the State Council of Higher Education for Virginia (SCHEV) fall 2015 headcount enrollment data, the difference between Mason’s number of total faculty and staff positions and the doctoral average is approximately 2.0 students per faculty/staff member. In order for Mason to operate with the same average number of positions per student as other Virginia doctoral institutions, Mason would have to add approximately 1,500 new positions to its current staffing complement.

DOCTORAL INSTITUTIONS	STUDENTS (HEADCOUNT) PER FACULTY & STAFF POSITION
College of William & Mary	3.6
University of Virginia	4.0
Virginia Tech	4.3
Virginia Commonwealth Univ	6.7
Old Dominion	9.1
Doctoral Average excluding Mason	5.9
GEORGE MASON UNIVERSITY	7.9

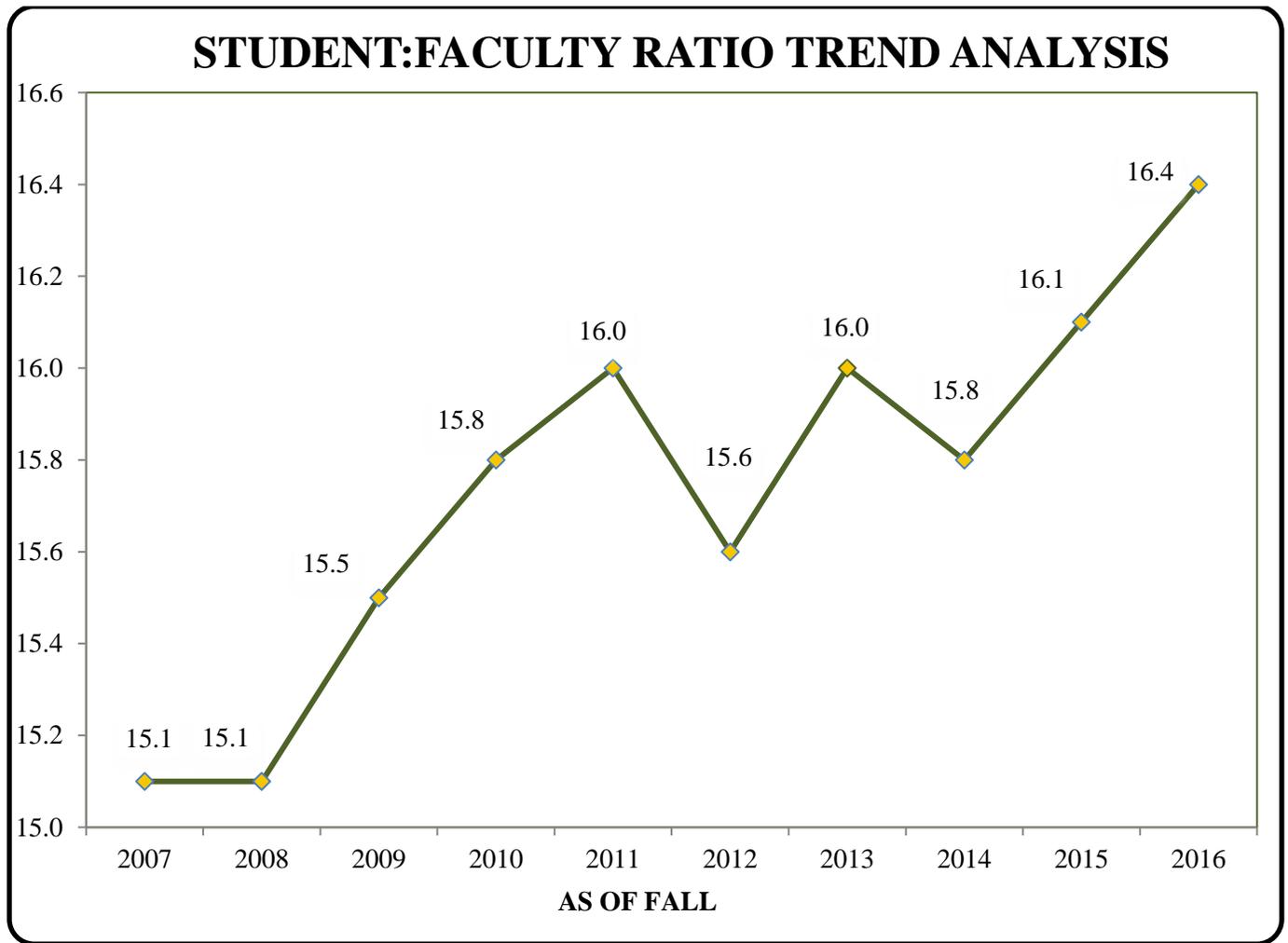
Source: Fall 2015 IPEDS Data, SCHEV

Faculty: Support Staff Ratios

Another ratio is the relationship of teaching positions to non-teaching positions. The FY 2018 budget for George Mason University establishes the ratio of 1,972 teaching to 2,096 non-teaching positions at approximately a 1:1.1 ratio, which is more efficient than the average for Mason’s national peer group.

Student:Faculty Ratios

Mason strives to maintain a low student:faculty ratio. In the fall of 2016, the university’s ratio was 16.4:1. The university’s high priority of smaller classes and an improved student:faculty ratio has been constrained by limited resources since fall of 2008 when the university experienced large state base budget reductions.



Note: Fall 2007-2016 uses Common Data Set reporting.

INSTITUTIONAL PERFORMANCE STANDARDS

Changes to State Institutional Performance Standards

The Virginia Higher Education Restructuring Act was implemented in 2006 to increase institutional management flexibility in exchange for meeting accountability standards. The Institutional Performance Standards are designed to track institutional progress in meeting state higher education priorities by gathering information in a wide range of areas. With the passage of the Commonwealth's 2011 Higher Education Opportunity Act, these measures are undergoing a revision. The current version of the Institutional Performance Measures was approved by the State Council of Higher Education for Virginia (SCHEV) at its November 19, 2012 meeting to replace section §4-9.02 *Assessment of Institutional Performance* of the 2012 Appropriation Act. Under the Act, institutions will be expected to meet the IPS measures in order to qualify for incentive funding offered by the Commonwealth.

The Institutional Performance Standard measures continue to focus on each institution's contribution to the education of citizens of the Commonwealth. Institutions will be expected to meet 95 percent of the State Council approved biennial projections on the following measures:

- in-state undergraduate headcount (HC) enrollment,
- in-state upper-level full-time equivalency (FTE) enrollment (juniors and seniors),
- in-state bachelor degree awards, and
- in-state bachelor degree awards in Science, Technology, Engineering, Math, and Health Sciences (STEM/H).

Two additional measures focus on access by requiring institutions to maintain or increase:

- the number of in-state associate and bachelor degrees awarded to students from underrepresented populations, and
- the number of in-state two-year transfers to four-year institutions:
 - total
 - those with an associate degree
 - those with a guaranteed admission agreement

The State Council of Higher Education for Virginia will certify institutions based on these criteria and will recommend the institutions eligible to receive financial benefits such as incentive funds.

As part of the certification process, an institution that does not meet all of the Institutional Performance Standard measures is given an opportunity to explain the circumstances involved. SCHEV will determine if the institution will be certified and will recommend whether such institution will be denied access to incentive funding or other financial benefits for the subsequent biennium.

STRATEGIC PLAN, GEORGE MASON UNIVERSITY

Mason Vision: Executive Summary

Since its birth less than a half-century ago, George Mason University has grown impressively in size, stature, and influence. Now a standard-setter among modern public universities, Mason's reach is both deep and broad, extending from Virginia, as the Commonwealth's largest public university; throughout the United States, where its location near Washington, D.C., affords unique types of audiences, resources, and opportunities; and around the world, through its groundbreaking research on complex global problems and an expanding international student body.

From the outset, Mason has not been content to coast or merely follow. Instead, it has crafted a new path; it has embraced new ideas and remained adaptable to the evolving needs of its community. A spirit of innovation and acceptance of wide-ranging viewpoints and cultures are ingrained in our community. In view of today's complex global challenges and rapid pace of change, George Mason University is in a unique position to capitalize on its strengths and make an even greater impact—producing the very kinds of leaders, professionals, scholars, ideas, and solutions that our world needs.

As we chart our future course, we have asked the following question: How can George Mason University become not necessarily the best university in the world, but the best university for the world? That is, what can Mason do—or do better—to produce the types of graduates, scholarship, and service-oriented action that will best serve society? This question framed the work of creating a bold and far-reaching vision and strategic plan. After extensive community-wide discussion and input from all parts of the Mason family, a new vision was constructed with the mission, values, and commitments that define our institution and the work we do, providing inspiration to propel Mason forward. Our vision further provides a foundation upon which our strategic plan has been constructed.

The university's primary responsibility is to advance society through education, research, and engagement with others. Our vision and strategic plan speak to this responsibility, building upon the successes of our past and creating an environment at Mason that is inclusive, inspirational, and focused not only on the needs of our institution, but also on the needs of those we serve. The strategic planning document that follows outlines the components of our vision—our mission (who we are), values (what we stand for), commitments (what we are committing to), the Mason IDEA (how we define ourselves), and the Mason graduate (whom we help develop).

These foundational aspects of the vision precede the strategic plan, which comprises 12 areas of action that are focused in four key areas. Our plan lays out how we will strategically move forward in ways that positively impact our students, our community, our faculty and staff, and our world. Each of these areas is explicated via initiatives, narratives, and metrics that highlight areas of attention and action.

The following is a synopsis of the George Mason University Strategic Plan which may be found in complete form here: <http://strategicplan.gmu.edu/>.

George Mason University—A university *for the world*

Motto—Freedom and Learning

Mission—A public, comprehensive, research university established by the Commonwealth of Virginia in the National Capital Region, we are an innovative and inclusive academic community committed to creating a more just, free, and prosperous world

The Mason *idea*—Our core institutional characteristics



- **Innovative** = We question current thinking and try new ideas. We honor time-tested academic principles while striving to create new forms of education that serve our students better and new paths of research that can uncover solutions to the world's greatest challenges.
- **Diverse** = We bring together a multitude of people and ideas in everything we do. Our culture of inclusion, multidisciplinary approach, and global perspective make us more effective educators and scholars.
- **Entrepreneurial** = We put ideas into action. We educate students to create, as well as carry out jobs; become agents of positive change; and add value through government or business, for-profit or nonprofit organizations, academia or the arts. We pursue discoveries that can make a difference in the world. We help our community thrive socially, economically, environmentally, and culturally.
- **Accessible** = We are an open and welcoming community. We partner with public and private organizations in our region and around the world. We proactively engage with our community. We define our success by how many talented students we serve, not by how many we leave out.

Our Values—Our core values capture the guiding principles for how we work with each other and how we make decisions when we are at our best. They are the foundation of the type of community we want to build together. These seven values are listed and explained below.

Our Students Come First

Our top priority is to provide students with a transformational learning experience that helps them grow as individuals, scholars and professionals.

Diversity Is Our Strength

We include and embrace a multitude of people and ideas in everything we do and respect differences.

Innovation Is Our Tradition

We strive to find new and better ways to deliver on our mission while honoring time-tested academic values.

We Honor Freedom of Thought and Expression

We protect the freedom of all members of our community to seek truth and express their views.

We Are Careful Stewards

We manage the economic and natural resources entrusted to us responsibly and sustainably.

We Act with Integrity

We hold ourselves to the highest ethical standards as educators, scholars, students and professionals.

We Thrive Together

We nurture a positive and collaborative community that contributes to the well-being and success of every member.

The Mason Graduate Is–

- **... an engaged citizen:**
 - ethically oriented and committed to democratic ideals
 - respectful of individual differences, rights, and liberties
 - knowledgeable of important issues affecting the world
 - focused on the well-being of others, today and tomorrow
 - committed to building a just society
- **... a well-rounded scholar:**
 - thinks critically and creatively and demonstrates professional competence
 - possesses an inquisitive nature
 - appreciates science, humanities, and the arts
 - skilled as a communicator
 - committed to lifelong learning
- **... prepared to act:**
 - innovative, resourceful, and entrepreneurial; ready to do or create a job
 - interested and practiced in working with individuals from other cultures, backgrounds, and perspectives
 - equipped to make positive and meaningful changes in society

Our Commitments–

- **Learning Innovation:** We will apply new and emerging learning technologies, environments, and methods to improve learning effectiveness and student completion, and to better serve the evolving needs of students, working professionals, and public, private, and nonprofit organizations.
- **Research of Consequence:** We will expand research as a central element of our mission; we will translate our discoveries into interventions and applications with social, cultural, and economic impact.
- **Economic and Cultural Engine:** We will act as a catalyst for the economic and cultural vibrancy of our region, as a growing source of talent in high demand disciplines, as an incubator of business and social enterprises, as a hub of lifelong learning, arts, and athletics, and as a research and learning partner for public, private, and nonprofit organizations.
- **Engagement with the World:** We will prepare our students to thrive in a global context by infusing global awareness, citizenship values, and learning opportunities across all fields, and we will partner with other organizations in solving global problems where our impact will be highest.
- **Sound Investment:** We will be a valuable investment for our students, taxpayers, and donors by focusing on outcomes, operational efficiency, and affordability. Specifically, we will
 - Expand the number of graduates, the career prospects for our graduates, the impact of our research, and the value we provide to our community.
 - Be sensitive to trends in household income in making decisions about tuition and financial aid.
- **Enriching Work Environment:** We will invest in recruiting, retaining, and developing talented and diverse faculty and academic and professional staff. We will prioritize the well-being of our community and create a vibrant campus life in which all members can grow and thrive.
- **Foundation for the Future:** We will aggressively seek additional sources of funding through higher levels of philanthropy; expanded online, certificate, and executive education programs; research grants; and the commercialization of intellectual property. We will also increase our engagement with alumni, strengthen the Mason brand nationally and internationally, and effectively communicate Mason’s value to stakeholders throughout Virginia and the National Capital Region.

Strategically Planning for Our Future—How do we become a university for the world?

The basic idea is reflected in the structure of our strategic plan.



Each of these areas is supported by goals, initiatives, and metrics that are designed to direct our actions toward positively impacting our stakeholders, inspiring new ways of thinking, and moving Mason forward as we face the challenges and opportunities of an increasingly complex world.

Goals for Students–

Goal 1: Innovative Learning – Deliver a transformative signature Mason Learning Experience that is experiential, global, and technology-rich.

Goal 2: Accessible Pathways – Provide multiple pathways and delivery formats to serve the needs of different students.

Goal 3: Return on Investment – Enable all graduates to pursue meaningful lives and successful careers.

Goals for the Community–

Goal 4: 100,000 Career-Ready Graduates – Produce the talent needed to drive economic growth in our region over the next decade.

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

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

Goals for Faculty and Staff–

Goal 7: Well-being – Become a model well-being university that allows all of its members to thrive.

Goal 8: Diverse Academic Community – Create an inclusive and diverse academic community that reflects the diversity of the National Capital Region.

Goal 9: Support Teaching and Scholarship Excellence – Provide an environment and resources to support and encourage academic innovation and excellence.

Goals for the World–

Goal 10: Elevate Research – Expand research and enhance standards of scholarship across disciplines.

Goal 11: Research of Consequence – Strategically focus on multidisciplinary domains of great societal and economic consequence where we can make a difference.

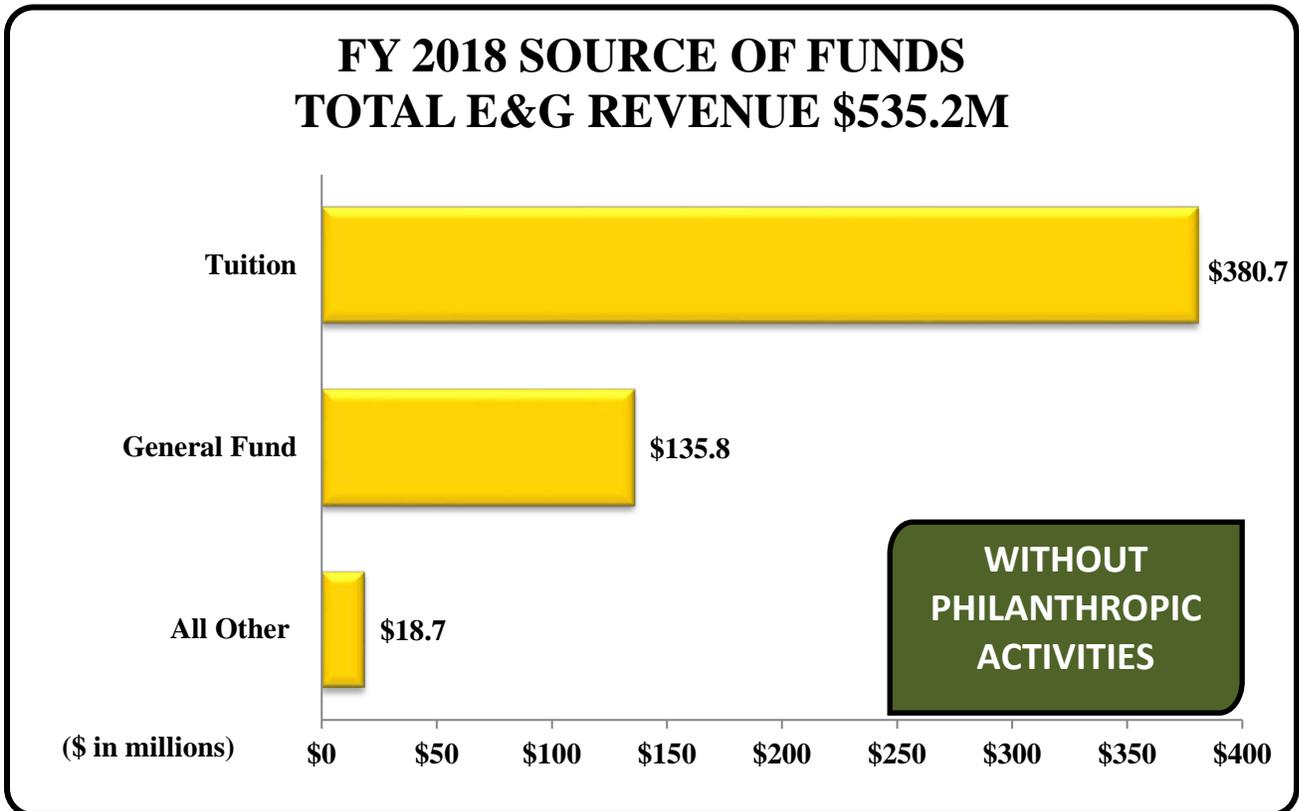
Goal 12: Global Learning Platform – Create partnerships and other arrangements to support student and faculty mobility and collaboration.

EDUCATIONAL AND GENERAL

The Educational and General (E&G) budget is the largest portion of the budget within the university. The E&G budget (excluding philanthropic funds) represents 58 percent of Mason’s total operating budget and 53 percent of the overall total budget. The E&G budget is comprised of seven expenditures programs that support instruction; college and school level activities; university computing for both academic and non-academic units, student and academic support through admissions, registrar, financial aid, university life, and career services; institutional activities, and physical plant costs that directly support the university’s mission of teaching, research, and public service.

EDUCATIONAL AND GENERAL REVENUES

Total E&G revenues (excluding philanthropic funds) for FY 2018 are projected at \$535.2 million, which is approximately \$20.4 million more than the original FY 2017 budget of \$514.8 million. The increase will support a state-supported salary increase of 3 percent, increasing healthcare costs, new facilities coming online, and support for prior year in-state enrollment growth. In FY 2018, the General Fund will provide approximately 25 percent of the total sources available for the E&G budget. Tuition and other E&G funds will provide approximately 75 percent of the total sources available. When compared to the early 2000’s, this picture continues to show the shift of having students and other revenue sources fund the majority of the cost for higher education’s Educational and General budgets. The majority of that shift is due to the reductions that have been absorbed over the past several years and Mason has not been protected as the university will see a projected overall General Fund decrease of approximately \$7 million when compared to FY 2017.

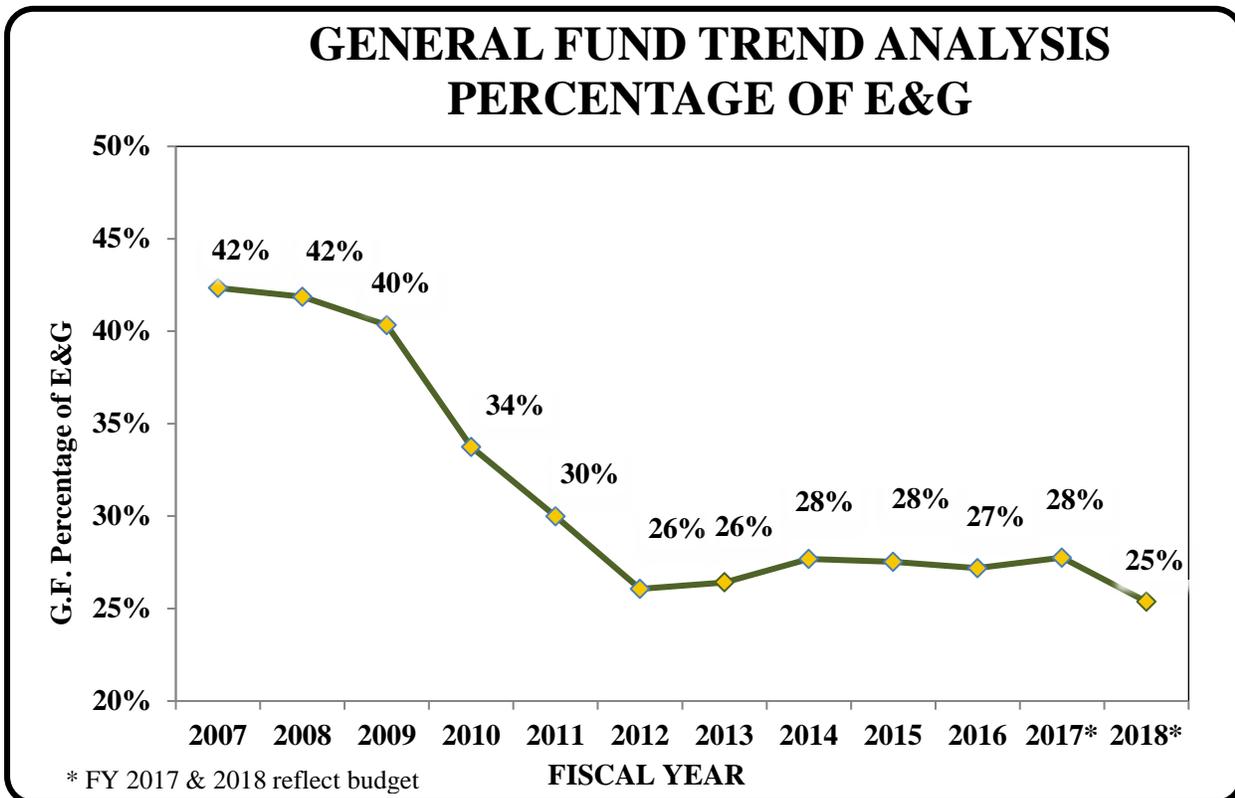


Note: General Fund includes \$4.4M in Equipment Trust Funds.

General Fund

While FY 2018 all-funds General Fund support of \$203.0 million provides funding equal to approximately 20 percent of total university revenues, this “total funding” ratio can be misleading since the General Fund amount includes both student financial aid and capital project support that can fluctuate significantly from year to year. Shown in the General Fund Trend Analysis chart is the ratio of General Fund support as a percentage of the E&G budget that funds core activities of the university. Since FY 2007, this core E&G General Fund support dropped from over 42 percent to approximately 25 percent projected in FY 2018. This was in large part due to the Commonwealth of Virginia not being in a position to provide commensurate financial support to higher education to address increased in-state student enrollment coupled with the several years of base budget reductions. As a result, in order to maintain quality, tuition charges have increased at rates beyond normal cost of inflation.

In FY 2014, the increased share of the General Fund as a percentage of E&G reversed a 10-year trend of declining state support. Then due to the mid-year budget reduction in FY 2015, General Fund support decreased both as a percentage of the total E&G budget and on a per Virginia resident student FTE basis in FY 2016. Although total dollars have increased in General Fund support, the increases received in most recent years have been largely connected to state-supported compensation increases as well as significant employer expense increase for pension and healthcare costs. This trend continued in FY 2017, as the university faced a mid-year reduction coupled with the loss of General Funds anticipated for a Commonwealth supported salary increase. Starting in FY 2018, the General Fund has been reduced by approximately \$7.0 million as a result of a budget reduction that is levied by the Commonwealth. These budget reductions have created significant pressures on the continuation of important initiatives.



In FY 2008, Mason was receiving approximately 82 percent of the average General Fund support per in-state FTE student among the Virginia doctoral schools and it continues to receive below the average of support per in-state student. For FY 2018 (estimate), Mason will operate with approximately 77 percent of the average General Fund support per in-state FTE student among the Virginia doctoral schools (see table). The university anticipated a slight increase with the proposed FY 2017 General Fund Budget, however due to revenue shortfalls, the percent has continued to decline.

GENERAL FUND SUPPORT PER IN-STATE STUDENT FTE		
INSTITUTION	FY 2008	FY 2018*
University of Virginia	\$10,103	\$8,640
William & Mary	9,246	7,733
Virginia Tech	8,158	6,989
Virginia Commonwealth	8,391	6,887
Old Dominion	6,977	6,275
Doctoral Average excluding Mason	\$8,575	\$7,305
GEORGE MASON UNIVERSITY	\$6,988	\$5,658
MASON % of Average	81.5%	77.4%

*General Fund per in-state student estimate based on SCHEV FTE projection in the 2B report; numbers for all institutions will change with actual revised numbers.

Tuition and All Other E&G Funds

Tuition revenue includes payment for tuition and E&G mandatory fees, premium tuition fees, and contracted course revenues. The following categories represent the \$380.7 million in tuition revenue (approximate percentages): in-state undergraduate (47 percent), graduate (12 percent) and first professional-law (2 percent); out-of-state undergraduate (28 percent), graduate (9 percent) and first professional-law (2 percent).

In addition to the tuition revenues, another funding source for the university's E&G budget is other E&G Funds. This is comprised of a combination of sales and services and other non-tuition related revenues, most notably: 1) admissions fee, 2) executive education non-credit program revenue, 3) cost reimbursement from the Mason / INTO partnership, and 4) transfer from both the university's Auxiliary Enterprise and Indirect earning funds to provide funding for services and scholarships provided from the E&G budget.

Philanthropic Activities

A vital part of Mason's resource base is the philanthropic funds raised for programs within the university. Philanthropic funding supports the academic and administrative units for ongoing activities as well as targeted projects. This funding is used for scholarships and fellowships, personnel costs, and support for conferences, equipment, research, and travel. Operating support for areas of greatest interest to faculty and students include scholarly travel, salary support for eminent scholars, undergraduate and graduate scholarships, and program support.

A broad range of university programs generate philanthropic gifts; among those generating the most activity are the Mercatus Center, College of Humanities and Social Sciences, Antonin Scalia Law School, College of Visual and Performing Arts, Athletics, College of Science, Volgenau School of Engineering, Krasnow Institute, and the Schar School of Policy and Government. **Philanthropic funds supporting the university's budget have increased from \$36.5 million in FY 2013 to an estimated FY 2017 budget of \$58.0 million or approximately a 59 percent increase.** As the university continues with its capital campaign, the level of philanthropic funds in support of university programs is anticipated to continue to increase.

GEORGE MASON UNIVERSITY FOUNDATION, INC. PROGRAM BENEFITS TO GEORGE MASON UNIVERSITY			
PROGRAM BENEFITS TO MASON	FY 2015	FY 2016	ESTIMATED FY 2017
Grant Expense ¹	\$14,596,000	\$23,213,000	\$25,000,000
Faculty/Staff Salaries ¹	5,126,000	5,884,000	5,800,000
Direct Expenditures ¹	4,873,000	4,589,000	6,560,000
Other Expense ²	8,889,000	9,436,000	7,040,000
Travel	2,137,000	2,670,000	2,200,000
Professional Services	1,811,000	2,327,000	2,300,000
Conferences and Business Activities	1,711,000	2,055,000	2,000,000
Scholarships Undergraduate	1,120,000	1,332,000	1,300,000
Honorariums	958,000	976,000	900,000
Faculty/Staff Benefits ¹	854,000	1,083,000	1,000,000
Eminent Scholars	879,000	802,000	800,000
Facilities Rental	311,000	322,000	400,000
Scholarships Graduate	669,000	475,000	3,500,000
TOTAL PROGRAM BENEFITS TO MASON	\$43,934,000	\$55,164,000	\$58,800,000

Notes:

1. Grant Expense represents funding expensed primarily by university affiliates. An example would be the Mercatus Center. Faculty/Staff Salaries, Benefits, and Direct Expenditures represent philanthropic funds spent on university unit activities and programs.
2. Other Expense represents debt service payments for the Krasnow building, GMUF administrative service fee, grant activities that require the recipient of the grant award to be an entity designated as a 501(c)(3), and in-kind tangible gifts that have transferred to the university.

FUNDS AVAILABLE FOR ALLOCATION (SOURCES)

The rate of growth in the E&G budget for FY 2018 is in alignment with the average growth levels of most recent budget cycles. From FY 2013 to FY 2018 the average annual rate of growth is 4.6 percent, and the total E&G budget increased by 20 percent in five years with increased revenues averaging \$18.0 million per year. Annual enrollment and tuition rate increases along with Mason's internal one-time funds have maintained revenue stability and growth throughout a prolonged period of relatively unpredictable economic conditions while allowing the university to moderate the annual increase in tuition over several fiscal years. In FY 2018, the state appropriation is decreasing, however, includes support for the state-funded portion of the planned compensation increases. Based on projected enrollments and planned tuition increase, FY 2018 is projected to be \$20.4 million or 4.0 percent over the original FY 2017 budget.

ORIGINAL EDUCATIONAL AND GENERAL BUDGET						
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Amount	\$447.4M	\$456.8M	\$475.1M	\$485.4M	\$514.8M	\$535.2M
Increase (\$)	\$37.8M	\$9.4M	\$18.3M	\$10.3M	\$29.4M	\$20.4M
Increase (%)	9.2%	2.1%	4.0%	2.2%	6.1%	4.0%

Note: Original Budget numbers includes Equipment Trust Fund (ETF).

Budget Focus & Priority

Mason has a long history and takes great pride in allocating the majority of its limited resources to its core mission. This philosophy has maximized resource effectiveness and continues to illustrate Mason's commitment and focus on a mission-based allocation of resources. The Educational and General budget is comprised of seven expenditure programs that directly support the university's mission of teaching, research, and public service.

PROGRAM	ACTIVITIES
Instruction	Instructional Faculty, Departmental Costs
Academic Support	Deans and Directors, School Level Costs
Libraries	Professional Librarians, Library Reference Materials
Technology	University Computing, Both Academic/Administrative Costs
Student Services	Registrar, Admissions, Financial Aid, Career Services, Univ Life, etc.
Institutional Support	Executive Management, Purchasing, Payroll, Fiscal Services, etc.
Physical Plant	Building Maintenance, Physical Plant Personnel, Utilities, Police, EHS, etc.

The following table compares the allocation of funds by year and major programs within the E&G budget. The E&G budget also includes a central reserve of \$4.0 million (or approximately 0.7 percent) of the E&G operating budget. This represents the only portion of the budget that is not allocated to specific program needs and is available for unplanned contingency requirements. If these funds remain unexpended at the end of the year, their intended one-time use is for high institutional priorities not covered by other funding sources.

PERCENTAGE OF BUDGET BY MAJOR PROGRAM						
FISCAL YEAR	2013	2014	2015	2016	2017	2018
Instruction/Academic Support	59.7%	59.6%	59.3%	60.2%	61.2%	62.6%
Library	5.1%	5.1%	5.2%	4.8%	4.8%	4.4%
Technology	7.3%	7.3%	7.2%	6.9%	6.7%	6.5%
Student Services	4.8%	4.8%	4.9%	5.3%	5.3%	5.1%
Institutional Support*	10.5%	8.3%	8.8%	8.6%	7.8%	7.6%
Physical Plant*	9.1%	11.4%	11.1%	10.7%	10.4%	10.1%
Financial Aid **	1.8%	1.9%	1.9%	2.0%	2.1%	2.0%
Equipment Trust Fund	0.8%	0.8%	0.8%	0.7%	0.9%	0.8%
Reserve	0.9%	0.9%	0.8%	0.8%	0.8%	0.7%
TOTAL	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

* Due to a change in reporting requirements, for FY 2014 both Campus Safety (Police) and Environmental Health and Safety moved from Institutional Support to Physical Plant.

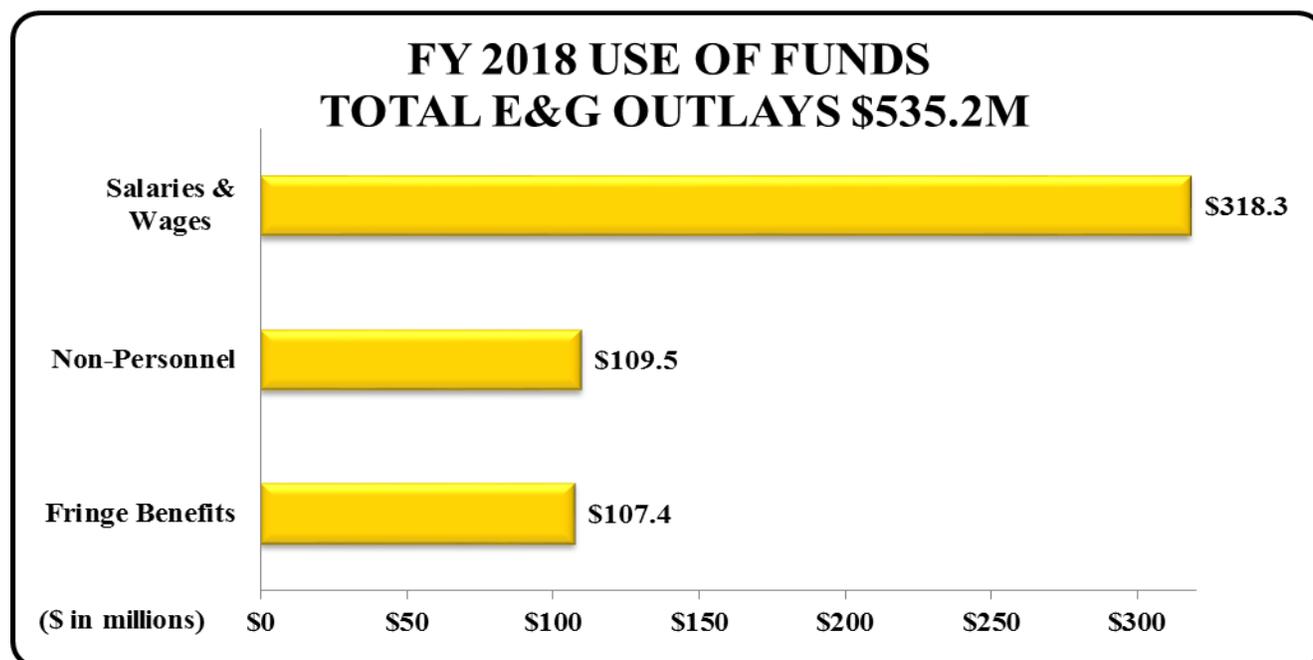
** Does not include funds budgeted as discounts to tuition and fees. These discounts represent approximately 4.7 percent of the E&G expense budget. If included as expenses, the total percentage of E&G would be 6.8 percent.

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

USE OF FUNDS / EXPENSES

Use Overview

The FY 2018 budget provides a \$20.4M overall increase from FY 2017 in the total E&G budget (excluding philanthropic funds). The table below depicts the use of funds by major expense categories between FY 2017 and FY 2018.



EDUCATIONAL AND GENERAL BUDGET CHANGE FROM FY 2017 – FY 2018				
	FY 2017 ORIGINAL	FY 2018 ORIGINAL	AMOUNT CHANGE	% CHANGE
Salaries/Wages	\$304.1M	\$318.3M	\$14.2M	4.7%
Fringe Benefits	96.1M	107.4M	11.3M	11.8%
Non-Personnel	114.6M	109.5M	(5.1M)	-4.5%
TOTAL E&G	\$514.8M	\$535.2M	\$20.4M	4.0%

Personnel

- For FY 2018, the university budget includes funding for salary increases associated with promotion and tenure actions and for special compensation needs. In addition, the budget includes a state-supported salary increase for faculty and classified staff (3 percent increase on average). Further, the budget includes a significant increase in employer costs related to healthcare and pension costs.
- The FY 2018 budget allocates approximately 80 percent of the E&G funds for personnel costs, which include salaries, wages, and fringe benefits. The percentage dedicated to labor has been in the range of 78 to 80 percent during the last six years. Approximately 51 percent of the cost of personnel covers the compensation paid to instructional faculty. The following table provides budget amounts that include salary and fringe benefits.

EDUCATIONAL AND GENERAL PERSONNEL EXPENSE		
PERSONNEL TYPE	FY 2018 BUDGET	% OF PERSONNEL
Instructional Faculty	\$215.7M	50.7%
Admin Faculty	74.2M	17.4%
Classified Staff	125.9M	29.6%
Wages/Student Wages	9.9M	2.3%
TOTAL PERSONNEL EXPENSE	\$425.7M	100.0%

EDUCATIONAL AND GENERAL BUDGET FULL-TIME EQUIVALENT FACULTY AND STAFF POSITIONS BY MAJOR PROGRAM						
	Total Positions (FTE) FY 2017			Total Positions (FTE) FY 2018		
	Faculty	Staff	Total	Faculty	Staff	Total
Instruction/Academic Support	1,897	648	2,545	1,956	681	2,637
Library	0	142	142	0	141	141
Technology	0	223	223	0	223	223
Student Services	0	257	257	0	267	267
Institutional Support	0	424	424	0	426	426
Plant	0	352	352	0	350	350
TOTAL	1,897	2,046	3,943	1,956	2,088	4,044

Instructional Faculty

In FY 2018, Mason plans to add an additional 58 FTE in instructional faculty (which includes part-time instructors and graduate teaching assistants) compared to the original FY 2017 budget. Actual instructional faculty spending 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 faculty positions impacts the use of both adjunct faculty and graduate assistants. Consequently, actual expenses for full-time and adjunct faculty and graduate assistants typically vary from the original budget which can be seen in the table that follows.

Administrative Staff & Wage Support

In FY 2018, approximately 42 FTE staff positions will be added across various units to provide critical support for new programs and increased enrollment. Staff position changes are in areas of instruction and research support, student services, regulatory reporting and compliance requirements, as well as unit reorganizations. Some units are realizing adjustments, primarily decreases, in position levels.

Wage personnel expenditures account for approximately 2.3 percent of personnel costs. In most years, the wage (or temporary staff) budget is established at a level of funding substantially lower than actual prior year spending levels. Additional temporary staff are largely funded through reallocation of permanent staff lines, which are fully funded in the budget, as vacancies and turnover occur.

The university uses wage and student wage workers to meet its demand to support new enrollment and programs within the university. That level of wage spending equates to approximately 162 FTE staff positions.

EDUCATIONAL AND GENERAL PERSONNEL COSTS BY EMPLOYEE TYPE						
	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 BUDGET	FY 2018 BUDGET
FT Faculty	\$116,862,653	\$119,356,428	\$120,315,146	\$122,725,111	\$130,204,000	\$136,138,600
PT Faculty	21,263,061	21,117,512	21,870,218	22,541,526	19,500,300	20,386,800
Grad Assistants	9,567,277	9,916,308	9,802,721	9,526,526	9,614,300	10,511,200
FACULTY SUBTOTAL	\$147,692,991	\$150,390,248	\$151,988,085	\$154,793,163	\$159,318,600	\$167,036,600
Admin Faculty	\$45,347,043	\$46,348,047	\$45,949,801	\$46,453,222	\$52,097,400	\$55,118,400
Classified	68,326,411	71,738,150	71,778,881	76,129,639	83,370,200	86,909,300
STAFF SUBTOTAL	\$113,673,454	\$118,086,197	\$117,728,682	\$122,582,861	\$135,467,600	\$142,027,700
Wages	\$7,277,582	\$7,101,454	\$5,671,861	\$5,934,407	\$5,309,200	\$5,047,000
Student Wages	3,319,180	3,922,209	4,329,338	4,465,513	3,700,000	3,900,000
CWS	161,092	172,885	221,662	288,766	300,200	296,500
WAGES SUBTOTAL	\$10,757,854	\$11,196,548	\$10,222,861	\$10,688,686	\$9,309,400	\$9,243,500
Fringe Benefits	\$69,150,339	\$82,066,341	\$88,679,472	\$89,465,422	\$96,091,100	\$107,444,100
TOTAL	\$341,274,638	\$361,739,334	\$368,619,100	\$377,530,132	\$400,186,700	\$425,751,900

Non-Personnel-General

- Within the FY 2017 non-personnel budget, fifteen major categories of expense make up approximately 75 percent of the total non-personnel expense.

EDUCATIONAL AND GENERAL NON-PERSONNEL MAJOR CATEGORIES OF EXPENSE FY 2017 (Dollars in Millions)	
Library Books & Materials	\$10.9
Utilities	8.4
Repair & Maintenance Services	9.3
Computer & Technical Services	8.1
Equipment	6.9
Travel	6.5
Rental—Buildings & Structures	1.6
Student Scholarships	5.6
Telecommunication Services	2.1
Supplies	3.0
Dues, Publications & Subscriptions	1.6
Insurance	1.5
Media Services	0.9
Printing Services	1.0
Capital Construction & Equipment	1.8
TOTAL TOP 15 NON-PERSONNEL EXPENSE CATEGORIES	\$69.2
TOTAL NON-PERSONNEL EXPENSE CATEGORIES	\$92.3

**FY 2018 EDUCATIONAL & GENERAL BUDGET
BUDGET BY MAJOR CATEGORY OF EXPENSE BY UNIT**

UNIT	SALARIES	FRINGE BENEFITS	WAGES	NON- PERSONNEL	TOTAL	
					FTE	BUDGET
Antonin Scalia Law School	\$9,059,500	\$3,096,200	\$274,300	\$2,064,400	98.8	\$14,494,400
College of Education & Human Development	18,926,400	5,696,000	1,149,900	2,849,400	276.9	28,621,700
College of Health & Human Services	13,583,700	4,452,100	48,000	1,456,900	170.1	19,540,700
College of Humanities & Social Sciences	44,102,900	13,585,400	795,100	3,297,200	676.3	61,780,600
College of Science	28,453,700	9,235,600	483,900	8,453,500	348.9	46,626,700
College of Visual & Performing Arts	9,246,600	3,065,000	899,800	1,118,200	142.1	14,329,600
Schar School of Policy & Government	11,858,100	3,807,300	60,900	937,100	136.2	16,663,400
School for Conflict Analysis & Resolution	3,019,700	932,700	153,900	190,800	34.8	4,297,100
School of Business	21,940,000	6,680,600	284,700	2,506,400	210.8	31,411,700
Volgenau School of Engineering	29,980,500	8,826,600	664,000	1,439,800	346.7	40,910,900
Provost	27,786,400	10,860,800	1,482,300	6,339,200	419.0	46,468,700
University Life	5,356,000	1,954,900	436,900	902,600	86.7	8,650,400
Libraries	7,437,700	2,858,000	369,300	10,437,300	125.8	21,102,300
Finance & Planning	18,328,100	7,786,400	794,700	4,439,500	282.8	31,348,700
Executive Administration	3,693,300	1,407,400	62,400	651,200	40.5	5,814,300
Information Technology Services	17,493,800	7,676,400	1,025,000	8,414,100	222.4	34,609,300
Advancement & Alumni Relations	3,839,600	1,473,900	10,000	507,600	46.5	5,831,100
Communications & Marketing	3,383,000	1,494,000	445,700	1,198,900	55.9	6,521,600
Government & Community Relations	893,600	349,900	0	180,600	8.0	1,424,100
Facilities	17,250,000	7,512,100	355,000	14,136,700	296.0	39,253,800
Property Rental/Facility Support	0	0	0	11,114,000	0.0	11,114,000
Student Financial Aid	918,000	0	0	8,513,100	0.0	9,431,100
Eminent Scholars	0	0	0	1,240,000	0.0	1,240,000
Central Funds for Salary and Fringe Increases / Program Support *	12,513,900	4,692,900	(552,300)	8,659,300	19.0	25,313,800
University Reserve	0	0	0	4,000,000	0.0	4,000,000
Equipment Trust Fund	0	0	0	4,400,000	0.0	4,400,000
GRAND TOTAL	\$309,064,500	\$107,444,200	\$9,243,500	\$109,447,800	4,044.2	\$535,200,000

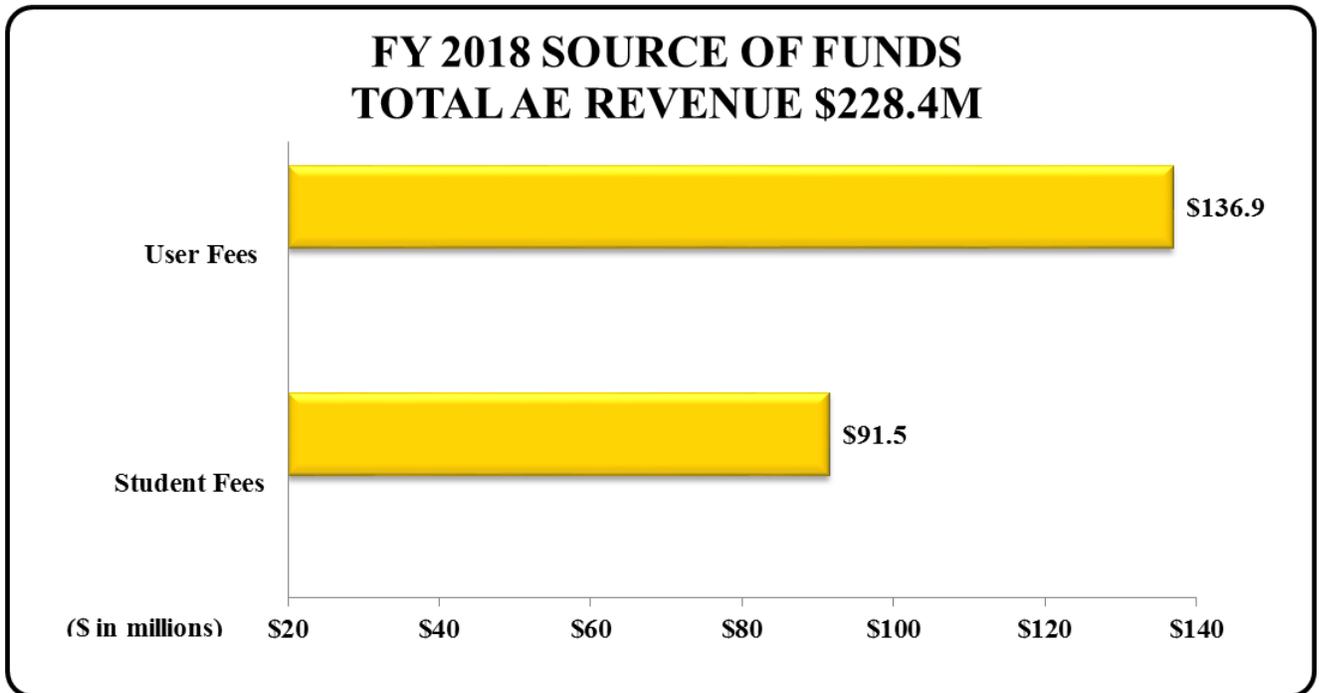
***Funds will be distributed with the salary and fringe changes as well as program support to academic units as part of the new budget model implementation.**

AUXILIARY ENTERPRISES

AUXILIARY ENTERPRISE REVENUES

The projected Auxiliary Enterprise revenue budget for FY 2018 represents approximately 23 percent of the university's \$1.0 billion total revenue budget and represents the second largest component of the institutional budget. Auxiliary Enterprises by definition include activities that are ancillary to the university's central mission of instruction, service, and research. Auxiliary Enterprises include operations and activities that are: a) self-supporting through revenues that they generate; b) supported by both revenues that they generate and student fees; or c) funded exclusively through student fees.

Auxiliary Enterprise revenues are budgeted at \$228.4 million in FY 2018. The revenue growth in Auxiliary Enterprises is projected to be approximately \$7.9 million. This growth reflects \$7.6 million increase in student fee revenue and \$0.3 million increase of self-generated revenue.



AUXILIARY ENTERPRISES SOURCE OF FUNDS					
SOURCE (\$ in Millions)	ORIGINAL FY 2015	ORIGINAL FY 2016	ORIGINAL FY 2017	ORIGINAL FY 2018	CHANGE, FY 2017-2018
					AMOUNT
Student Fees	\$76.9	\$79.2	\$83.9	\$91.5	\$7.6
User Fees	124.4	136.3	136.6	136.9	0.3
Independent Operations*	31.0	27.2	32.8	0	N/A
TOTAL	\$232.3	\$242.7	\$253.3	\$228.4	\$7.9

1. Independent operations are critical to the university; however, their operating budgets are not part of the State Auxiliary Enterprise program for reporting purposes. Starting in FY 2018, Independent Operations which represent private third party vendors that operate this activity through their own corporate financial and accounting systems (Sodexo, vending, etc.), will no longer be reported under the university budget.

The table below identifies the ten largest programs and activities included within Auxiliary Enterprises. They represent approximately 76.6 percent of the Auxiliary Enterprise revenue.

FY 2018 AUXILIARY ENTERPRISES REVENUE				
FY 2018 ACTIVITY	COMMISSION	USER FEE REVENUE	STUDENT FEES	TOTAL REVENUE
Housing & Residence Life	\$668,000	\$45,668,900	\$0	\$46,336,900
Dining*	6,588,000	20,842,400	0	27,430,400
Intercollegiate Athletics	0	4,939,100	15,245,300	20,184,400
Campus Access/Transportation	0	14,481,600	3,905,000	18,386,600
Arts Centers	0	6,993,600	7,146,200	14,139,800
Student Centers	0	2,368,700	9,326,700	11,695,400
Indirect Cost	0	700,000	10,200,000	10,900,000
University Life	0	2,361,100	7,825,200	10,186,300
Recreational Department	0	1,555,900	7,589,900	9,145,800
Freedom Aquatic & Fitness Center	0	6,401,900	154,700	6,556,600
TOTAL	\$7,256,000	\$106,313,200	\$61,393,000	\$174,962,200

*Dining commission goes to Dining and Auxiliary central.

Independent Operations

Auxiliary Enterprises include eight independent operations: 1) Arena Management (EagleBank Arena); 2) Bookstore; 3) Dining; 4) Independent Retail Operations; 5) Print Services; 6) Privately Owned Housing; 7) Trademark Licensing; and 8) Vending. A third party manages each operation through their own corporate financial and accounting system. The total budget of all independent operations is \$67.2 million, and includes \$11.6 million of commissions that are returned to George Mason University in exchange for the vendor's exclusive right to provide the service on campus. The university provides oversight and guidance for these operations, conducts regular audits, and receives annual commissions. These annual commissions are used to support Auxiliary Enterprise operations and activities and thereby reduce Mason's dependence upon student

fees. **These annual commissions of \$11.6 million reduced the required per person student fee by approximately over \$400.00 annually!**

INDEPENDENT OPERATIONS COMMISSION INCOME, FY 2018			
ACTIVITY	OPERATING BUDGET	GEORGE MASON COMMISSION	TOTAL
Dining*	\$32,000,000	\$6,588,000	\$38,588,000
Bookstore	8,300,000	1,600,000	9,900,000
EagleBank Arena Management	3,503,000	1,543,000	5,046,000
Privately Owned Housing	3,949,000	668,000	4,617,000
Vending	590,000	350,000	940,000
Other**	7,239,000	841,000	8,080,000
TOTAL	\$55,581,000	\$11,590,000	\$67,171,000

*Includes \$20.8 million of user fee revenue.

**Includes Independent Retail Operations, Print Services, and Collegiate Licensing Company (trademark licensing).

Commissions and Management Fees

Mason has outsourced several Auxiliary Enterprise units. For example, the bookstore has always been a contract operation; the EagleBank Arena was opened by a management firm over 25 years ago; and Print Services was outsourced in FY 2017. It is perhaps less clear, however, how the compensation to Mason and the contractors are determined.

The first step in each outsourced partnership is a public RFP process that encourages broad participation. 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 ongoing 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 outsourced firms employ over 1,300 employees. In many institutions where these activities are not outsourced, these would be university employees.

Arena Management (EagleBank Arena) commission to Mason is composed of both a guaranteed and variable amount. The guaranteed amount is \$675,000 in the first year and increases to \$715,000 in the fifth year of the contract. The variable amount is 80 percent of revenues, net of fixed management fee and guaranteed commission to Mason. The variable amount changes by year depending on the success of the performances.

The contractor, Monumental Sports & Entertainment, is paid an annual fixed fee of \$435,000 in the first year that increases to \$465,000 in the fifth year of the contract. In addition, the contractor receives a variable fee of 20 percent of revenues, net of fixed management fee and guaranteed commission to Mason.

In addition to the yearly commission, Mason receives tickets and other considerations from Monumental Sports & Entertainment as part of the overall contract.

Bookstore commission to Mason has a minimum fixed guarantee of \$1.6 million per year. There is a variable component which is based on yearly sales when revenues exceed a certain threshold. In FY 2018, the university expects to receive about \$1.6 million from this contract, in addition to other cash and merchandise considerations.

Dining commission paid to Mason is a variable commission comprised of the revenue remaining after fees are paid. The contractor, Sodexo, pays a variable commission of 22 percent of sales in year one, 20 percent in years two and three, and 22 percent after year three. The contractor also pays a food cost rebate of \$231,670 starting in year four, which increases each year.

The variable commission is dependent upon the availability of net income to make the payments. The commission is used to fund Dining operations, facility maintenance, dining facility debt service and reserves. In addition, the commission is used to fund various student activities, which offset other institutional student fee requirements.

Independent Retail Operations include rental and commission contracts with Argo Tea, Manhattan Pizza, Panda Express, Panera Bread, UPS, and Wing Zone. Each contract is separately negotiated and includes both a base rent and a percentage of commission over certain revenue targets.

Print Services is managed by Canon, USA. Canon pays an annual fee of \$50,000 for rights to manage the print centers. Administrative printing is charged to individual departments based on a fixed per-page rate. Pay-for-print machines are charged based on a fixed per-page rate with Mason retaining revenue from the machines. Canon paid \$300,000 initial fee in the first year and will pay \$75,000 each in years four and five.

Privately Owned Housing is the Potomac Heights resident hall with over 500 beds in apartment style housing. Potomac Heights is owned by George Mason University Foundation and operated by Mason's Housing and Residence Life, for which Mason receives a distribution of funds.

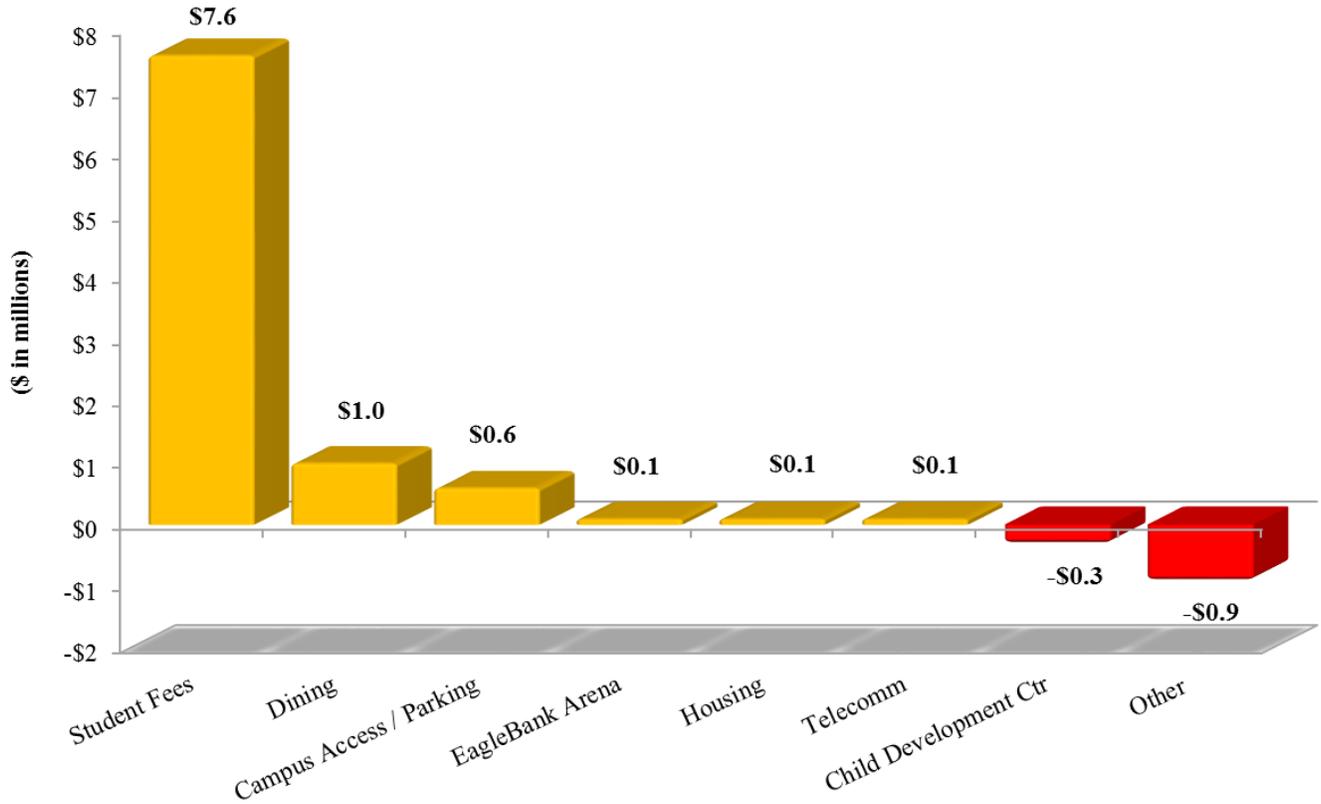
Trademark Licensing through Collegiate Licensing Company (CLC) provides trademark licensing for all Mason products, assisting with brand protection and brand management and helping to set royalty rates on Mason products. CLC provides over \$100,000 in annual commissions.

Vending contracts are with Coca-Cola and Canteen to manage all the university's beverage and snack machines. The vending contracts generate \$335,000 in commissions, which supports student athletes and University Scholars in the Honors program.

Note: These independent operations are critical to the university; however, their operating budgets are not part of the State Auxiliary Enterprise program for reporting purposes.

Revenue Changes

FY 2018 AUXILIARY ENTERPRISES REVENUE CHANGE BY CATEGORY



Note: The revenue change does not include Independent Operations.

- Student fee revenue increases by approximately \$7.6 million, with additional revenue coming from an annual student fee rate increase of five percent and growth in the general campus student population enrollment, as well as an increased population in the Mason INTO programs where students pay the campus student comprehensive activity fee.
- Within user fee activities, the units that generate most increases in self-generated revenue are Dining of \$1.0 million, Campus Access/Parking of \$0.6 million, and \$0.1 million each for EagleBank Arena, Housing and Residence Life, and Telecommunications. A few other units will have decreased self-generated revenues, such as Child Development Center of \$0.3 million due to projected decreased tuition revenue.

NEW STUDENT FEE REQUIREMENTS

In FY 2018, 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 fund AE student fee funded salary and compensation increases, to enhance student activity programs, to provide additional funding for student scholarships, to support reserves used to enhance and safeguard Auxiliary facilities, and to support facility maintenance needs.

MAJOR ALLOCATION OF INCREASED STUDENT FEE, FY 2018

• State approved salary increase	\$1.8
• University student support programs	\$1.2
• University financial aid and other student support services	\$1.0
• Mandatory contractual inflation increases for student fee supported units	\$1.0
• Fringe benefit increases for student fee supported units	\$0.8
• Student fee supported facility debt service increases	\$0.7
• Facility, maintenance, and operating reserves	\$0.5
• Athletic scholarships & general operating funds	\$0.3
• General operating funds for AE indirect cost	\$0.3
STUDENT FEE REQUIREMENT	\$7.6

(\$ in millions)

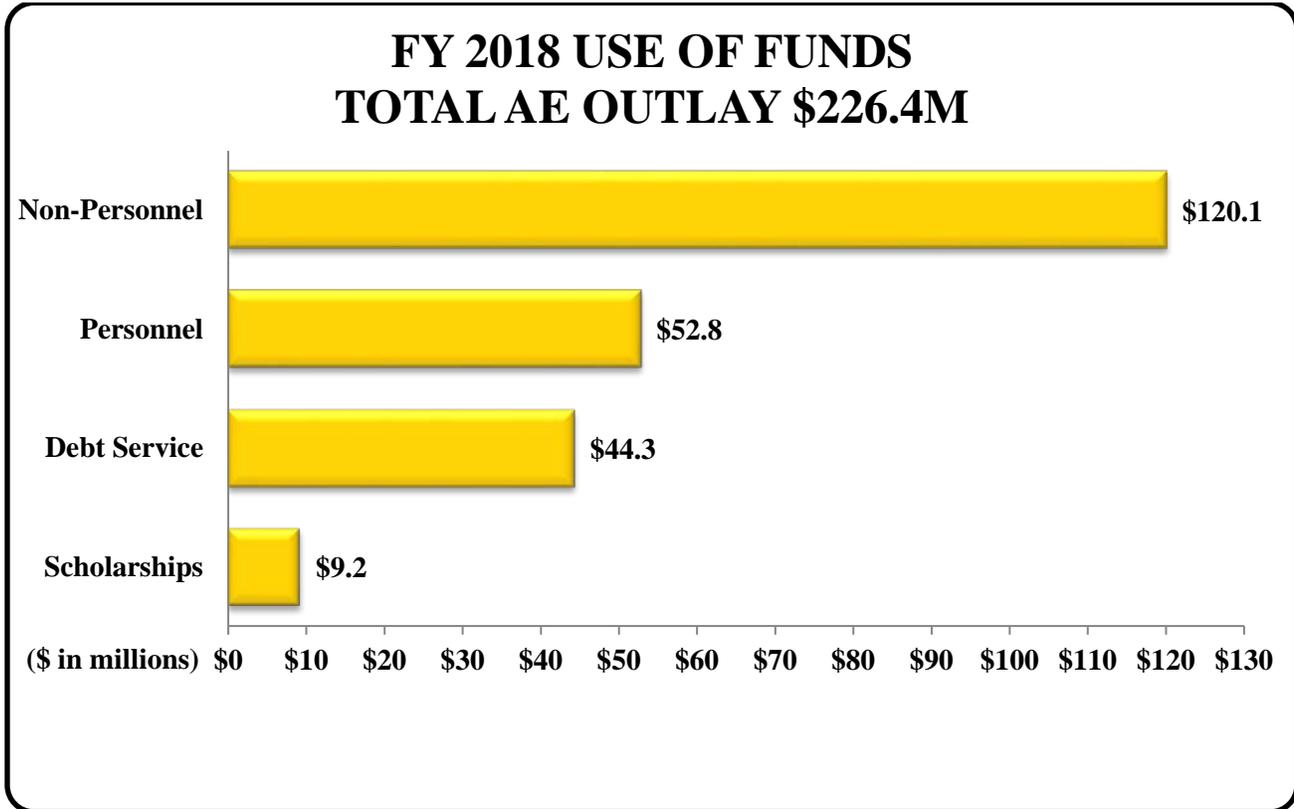
The table below summarizes the revenue budget by revenue type for Auxiliary Enterprise major units in FY 2018.

AUXILIARY ENTERPRISES REVENUE BUDGET, FY 2018			
ENTERPRISE UNIT	STUDENT FEES	SELF-GENERATED	TOTAL
Housing & Residence Life	\$0	\$46,336,900	\$46,336,900
Dining	0	25,024,600	25,024,600
Intercollegiate Athletics	15,245,300	4,939,100	20,184,400
Auxiliary Central	15,576,500	3,445,500	19,022,000
Arts Centers	7,146,200	6,963,600	14,109,800
Campus Access/Parking	755,900	12,576,400	13,332,300
Student Centers	9,326,700	2,368,700	11,695,400
Indirect Cost	10,200,000	700,000	10,900,000
University Life	7,825,200	2,361,100	10,186,300
Recreational Department	7,589,900	1,555,900	9,145,800
Freedom Aquatic & Fitness Center	154,700	6,401,900	6,556,600
Student Health Services	2,775,300	3,748,600	6,523,900
ITS Telecommunications	164,700	4,985,000	5,149,700
Transportation	3,149,100	1,905,200	5,054,300
Patriot Tech	0	4,080,000	4,080,000
Global Center Debt Service	0	2,649,700	2,649,700
University Scholars	2,402,200	221,400	2,623,600
EagleBank Arena	1,552,000	932,800	2,484,800
Field House (RSC)	2,419,200	11,700	2,430,900
AE Administration	1,940,700	58,300	1,999,000
Facility Reserves	1,800,000	0	1,800,000
Child Development Center	0	1,601,600	1,601,600
Print Services	0	1,038,800	1,038,800
Mason Card Office	707,300	233,000	940,300
Independent Retail Ops	0	732,500	732,500
Central Utility Plant Debt Service	0	728,100	728,100
Founders Hall-Debt Service	0	686,800	686,800
The Bookstores	0	648,800	648,800
AE Police Cadet/Access	390,600	0	390,600
Aquia Building-Debt Service	309,000	0	309,000
Regional Campuses	69,500	0	69,500
GRAND TOTAL	\$91,500,000	\$136,936,000	\$228,436,000

USE OF FUNDS/EXPENSES

Budget by Major Category

Within the Auxiliary Enterprises expense budget of \$226.4 million, personnel costs total \$52.8 million or approximately 23 percent of the total and all other costs make up the remaining 77 percent of the budget. Within the remaining \$173.6 million budget, approximately \$53.5 million of the expenses covers scholarships of \$9.2 million and debt service of \$44.3 million, and \$120.1 million covers other non-personnel costs. Some of the major items within other non-personnel costs are board plan payments of \$20.8 million; the indirect charge to Auxiliary Enterprises from Educational and General of \$10.9 million; contracted management of \$7.9 million; building, maintenance, housekeeping, and grounds activity of \$7.7 million; and utilities of \$7.2 million.



The Auxiliary Enterprise expense budget of \$226.4 million is \$2.0 million lower than the revenue budget (\$228.4 million) for FY 2018, with the balance of \$2.0 million going to the university's reserves.

Personnel—Operating

The Auxiliary Enterprises personnel budget of \$52.8 million is based upon an FTE position level of 549.7 FTE plus wages hourly staff. Of the total FTE positions, 320.2 or 58.3 percent are for classified staff, 227.1 or 41.3 percent are for administrative faculty, and 2.4 or 0.4 percent are for instructional faculty. The total FTE of 549.7 is 3.0 FTE less than the budget for FY 2017.

AUXILIARY ENTERPRISES BUDGET FULL-TIME EQUIVALENT (FTE) POSITIONS					
	FY 2016	FY 2017	Variance	FY 2018	Variance
Classified	323.8	328.9	5.1	320.2	-8.7
Admin Faculty	226.5	221.3	-5.2	227.1	5.8
Faculty	2.2	2.5	0.3	2.4	-0.1
TOTAL	552.5	552.7	0.2	549.7	-3.0

The total personnel services budget within Auxiliary Enterprises is \$52.8 million. This is approximately 23 percent of the overall Auxiliary Enterprises budget. Of this total, 83 percent covers salaries and benefits for permanent staff, while 17 percent covers salaries and benefits for wage workers. The annual level of wage spending is equal to approximately additional 139 FTE positions. Many supervisors maximize their operational effectiveness by utilizing wage staff to meet high service demand periods throughout the year.

Units with the majority of personnel costs include: Housing & Residence Life, Intercollegiate Athletics, Arts Centers, University Life, and Freedom Aquatic & Fitness Center. These units are responsible for approximately \$36.4 million or 69 percent of the overall Auxiliary Enterprises personnel budget. Units with the highest wage costs are the Freedom Aquatic and Fitness Center, Housing & Residence Life, Recreational Department, Arts Centers, University Life, Student Centers, and Intercollegiate Athletics. Wage budgets in these areas alone total approximately \$7.7 million.

AUXILIARY ENTERPRISES PERSONNEL EXPENSE OVERVIEW						
	Actual FY 2016		Budget FY 2017		Budget FY 2018	
Salaries	\$28,640,500	58.7%	\$30,530,100	60.3%	\$31,329,600	59.3%
Wages	9,142,000	18.8%	8,277,700	16.3%	8,549,000	16.2%
Fringe Benefits	10,959,200	22.5%	11,874,200	23.4%	12,925,600	24.5%
TOTAL	\$48,741,700	100.0%	\$50,682,000	100.0%	\$52,804,200	100.0%

Non-Personnel—Operating

Within Auxiliary Enterprise activities, approximately \$120.1 million is budgeted for non-personnel, excluding debt service and scholarships. The major expense categories in non-personnel are:

AUXILIARY ENTERPRISES MAJOR CATEGORIES OF NON-PERSONNEL EXPENSE BUDGET	
Meal Plans	\$20,842,400
Indirect Cost	10,900,000
Campus Access/Parking	7,873,900
Building Maintenance, Housekeeping, Grounds	7,747,900
Utilities	7,249,100
Telecommunications	5,517,000
Transportation	4,710,800
Athletics (Sports, Events)	4,321,400
Computer Store Equipment	3,580,900
Insurance (Student Health)	3,031,100
Housing Renovations	2,800,100
Arts Centers Performances	1,657,800
TOTAL	\$80,232,400

These twelve items make up approximately 67 percent of the non-personnel budget (excluding debt service & scholarships) within Auxiliary Enterprises.

Non-Personnel—Debt Service

During FY 2018, the university will make \$44.3 million in debt service payments from Auxiliary Enterprises for parking, residential housing, dining, recreation, and student activity facilities. This represents approximately 20 percent of the overall Auxiliary Enterprises expenditure plan.

Over the last few years, debt for some facilities has been completed, allowing the university to reallocate funds for student activities or other funding requirements. In the next five years, approximately \$19.2 million or 43 percent of the existing Auxiliary Enterprise debt service payments will be eliminated, thereby reducing the financial burden currently placed upon several programs funded by student fees and user fees. Of the total debt service payments to be reduced, approximately \$4.6 million is funded by student fees, while \$8.4 million is financed through user fees of residential housing and another \$6.2 million is supported by other self-generated revenue funds. This reduction does not represent projects that may start to pay for debt service during this time frame.

DEBT SERVICE REDUCTIONS, FY 2018–FY 2022

LAST YEAR DEBT	DEBT-FINANCED FACILITY	SOURCE OF FUNDING				TOTAL DEBT SERVICE ELIMINATED
		FEE	CAMPUS ACCESS	HOUSING	OTHER SGR	
FY 2018	Arlington Phase II	\$-	\$-	\$-	\$686,800	\$686,800
FY 2018	Com & Dominion Reno Ph II	-	-	215,300	-	215,300
FY 2018	Freedom Aquatic & Fitness Center	-	-	-	1,388,900	1,388,900
FY 2018	Softball Field Improvements	189,600	-	-	-	189,600
FY 2018	Student Union III	68,300	-	-	136,700	205,000
FY 2018-20	Student Union II Renovation	522,600	-	-	-	522,600
FY 2018-21	Fairfax Swimming Pool	1,690,000	-	-	-	1,690,000
FY 2018-21	Global Center	-	-	-	686,500	686,500
FY 2018-21	Hylton Performing Arts Center	-	-	-	645,400	645,400
FY 2018-21	Parking Deck III	-	753,100	-	-	753,100
FY 2018-21	President’s Park Renovation	-	-	1,544,500	-	1,544,500
FY 2018-21	RAC Addition/Renovation	635,400	-	-	-	635,400
FY 2018-21	Student Union I Add/Renov	655,900	-	-	-	655,900
FY 2018-22	Residence Hall VII	-	-	4,415,300	-	4,415,300
FY 2019	Residence Hall VIII	-	-	288,800	-	288,800
FY 2020	Child Development Center	-	-	-	545,700	545,700
FY 2020	Fairfax Parking Garage Extension	-	292,100	-	-	292,100
FY 2020-22	Residence Hall V	-	-	1,913,700	-	1,913,700
FY 2021	Parking Deck II	-	825,100	-	-	825,100
FY 2022	Fairfax Campus Dining	840,500	-	-	-	840,500
FY 2022	Johnson Center	-	-	-	247,000	247,000
TOTAL		\$4,602,300	\$1,870,300	\$8,377,600	\$4,337,000	\$19,187,200

Facility Renovation Fund

- The Commonwealth 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 balances remaining in an escrow account identified as a facility renovation fund.
- The requirements for repairs and renovation are based upon depreciation and 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 percent to 5.0 percent of the replacement cost for 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 recently completed capital improvement.
- An annual allocation of \$1.8 million is budgeted for FY 2018 and the tables that follow will show the annual allocation by facility and the projected facility fund balance as of June 30, 2017.

ANNUAL ALLOCATION-FACILITY RESERVES	
FACILITY	AMOUNT
Facility Maintenance Reserve*	\$500,000
Student Centers	300,000
Arts Centers (Center for the Arts, Hylton Center)	300,000
EagleBank Arena	150,000
Field House (RSC)	150,000
Fairfax Aquatic Center	150,000
Recreation and Athletic Complex (RAC)	150,000
Child Development Center (CDC)	100,000
TOTAL	\$1,800,000

*The annual Facility Maintenance Reserve of \$0.5 million will be allocated among various facilities.

FACILITY RENOVATION FUND SUMMARY						
FACILITY	BUILT	GROSS SQUARE FOOTAGE	AVERAGE REPLACEMENT COSTS/GROSS SQUARE FOOT	ESTIMATED REPLACEMENT VALUE	PROJECTED BALANCE JUNE 30, 2017	% OF COST
Student Housing	1977/ 2004-14	1,991,600	\$300	\$597,480,000	\$12,504,500	2.1%
Parking Structures	1993/2005/ 2009	1,431,800	82	117,407,600	8,042,100	6.8%
Student Centers	1974/1982/ 1995	607,500	300	182,250,000	4,952,200	2.7%
Field House (RSC)	1982	253,700	300	76,110,000	1,144,900	1.5%
Arts Centers	1990/2010	233,100	300	69,930,000	939,400	1.3%
EagleBank Arena*	1985	188,900	300	56,670,000	5,899,300	10.4%
Freedom Aquatic & Fitness Center	1999	160,500	300	48,150,000	757,400	1.6%
Mason Global Center	2010	173,000	300	51,900,000	0	0.0%
Aquatic & Fitness Center	1997	90,800	300	27,240,000	1,398,500	5.1%
Central Warehouse	1996	23,600	300	7,080,000	0	0.0%
Child Development Ctr	2007	9,000	300	2,700,000	600,000	22.2%
TOTAL		5,163,500	-----	\$1,236,917,600	\$36,238,300	2.9%

*EagleBank Arena will undergo capital improvement projects during the next two fiscal years.

Best practice standards for operating reserves, as provided by the National Advisory Council on State and Local Budgeting, suggest the establishment of operating reserve funds equal to a minimum of two months or 16.7 percent of the annual operating revenue budget. These funds are reserved in the event of an operational disaster, loss of business continuity, or any other unforeseen emergency. Mason has been attempting this best practice and has set aside funding annually for Mason to grow and thrive as a research university.

The table below summarizes the actual fund balance of FY 2016 and estimated balances for FY 2017 and FY 2018 by major Auxiliary Enterprise areas.

AUXILIARY ENTERPRISES OPERATING BALANCE			
ENTERPRISE UNIT	FY 2016 ACTUAL	FY 2017 ESTIMATE	FY 2018 ESTIMATE
AE Central Contingency Fund	\$5,981,600	\$6,700,000	\$7,000,000
University Life ¹	4,079,400	4,159,400	4,239,400
Student Health Services ¹	797,100	797,100	797,100
ITS Telecommunications	2,647,600	2,803,100	2,958,600
Recreational Department	609,700	609,700	609,700
Campus Access / Transportation	657,000	657,000	657,000
EagleBank Arena	1,550,700	1,550,700	1,550,700
Computer Store	488,500	588,500	688,500
Child Development Center	289,100	289,100	289,100
Housing & Residence Life	180,000	180,000	180,000
Police Cadet Program	161,600	161,600	161,600
AE Administration	150,000	150,000	150,000
Dining	150,000	150,000	150,000
Freedom Aquatic & Fitness Center	150,000	150,000	150,000
Mason Card Office	150,000	150,000	150,000
Regional Campuses	163,500	163,500	163,500
Student Centers	150,000	150,000	150,000
Print Services	295,400	295,400	146,700
TOTAL²	\$18,651,200	\$19,705,100	\$20,191,900

Notes:

1. Each year these units use operating reserves to fund one-time program support purchases.
2. Represents 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 and the university.

SUMMARY OF AUXILIARY ENTERPRISES OPERATING BUDGET

The following table summarizes the overall budget by major activity for Auxiliary Enterprises in FY 2018. The revenue includes self-generated revenues and student fee allocations.

AUXILIARY ENTERPRISES REVENUE AND EXPENSE, FY 2018			
ENTERPRISE UNIT	FY 2018 BUDGETED REVENUE	FY 2018 BUDGETED EXPENSE	FY 2018 OPERATING BALANCE
Housing & Residence Life	\$46,336,900	\$46,336,900	\$0
Dining	25,024,600	25,024,600	0
Intercollegiate Athletics	20,184,400	20,184,400	0
Auxiliary Central	18,992,000	18,992,000	0
Arts Centers	14,139,800	14,139,800	0
Campus Access/Parking	13,332,300	13,332,300	0
Student Centers	11,695,400	11,695,400	0
Indirect Cost	10,900,000	10,900,000	0
University Life	10,186,300	10,186,300	0
Recreational Department	9,145,800	9,145,800	0
Freedom Aquatic & Fitness Center	6,556,600	6,556,600	0
Student Health Services	6,523,900	6,523,900	0
ITS Telecommunications	5,149,700	4,994,200	155,500 ¹
Transportation	5,054,300	5,054,300	0
Patriot Tech	4,080,000	3,980,000	100,000 ¹
Global Center Debt Service	2,649,700	2,649,700	0
University Scholars	2,623,600	2,623,600	0
EagleBank Arena	2,484,800	2,484,800	0
Field House (RSC)	2,430,900	2,430,900	0
AE Administration	1,999,000	1,999,000	0
Facility Reserves	1,800,000	0	1,800,000 ²
Child Development Center	1,601,600	1,601,600	0
Print Services	1,038,800	1,038,800	0
Mason Card Office	940,300	940,300	0
Independent Retail Ops	732,500	732,500	0
Central Utility Plant Debt Service	728,100	728,100	0
Founders Hall-Debt Service	686,800	686,800	0
The Bookstores	648,800	648,800	0
AE Police Cadet/Access	390,600	390,600	0
Aquia Building-Debt Service	309,000	309,000	0
Regional Campuses	69,500	69,500	0
GRAND TOTAL	\$228,436,000	\$226,380,500	\$2,055,500

Notes:

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

TUITION AND FEES

The FY 2018 budget development presented similar challenges as faced in the past. Increasing cost of employer contribution health insurance, pension cost increases, and overall compensation increases are major cost drivers in the university's overall budget.

Tuition and fees are the major source of funds for the Educational and General budget. 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 state appropriations supporting instruction and has responded to the resulting funding gaps with a combination of cost containment, repurposing base budget, base budget reductions, and revenue enhancement strategies. As a practice, in the development of Mason's annual budget plan, tuition increases are considered only after all other revenue opportunities, repurposing base funds and cost efficiencies have been incorporated into the plan.

Most on-campus residential students are undergraduate students. The table below compares the actual total price for FY 2017 and FY 2018 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 \$984 (or 4.5 percent), while the out-of-state students will pay \$2,148 more (or 5 percent).

TOTAL PRICE COMPARISON			
FY 2017 & FY 2018			
IN-STATE, UNDERGRADUATE	FY 2017	FY 2018	INCREASE
Tuition and E&G Fees	\$8,204	\$8,672	\$468
Fees	3,096	3,252	156
Room & Board	10,730	11,090	360
TOTAL	\$22,030	\$23,014	\$984
<i>IN-STATE PERCENT INCREASE, FY 2018</i>			<i>4.5%</i>
OUT-OF-STATE, UNDERGRADUATE	FY 2017	FY 2018	INCREASE
Tuition and E&G Fees	\$29,486	\$31,118	\$1,632
Fees	3,096	3,252	156
Room & Board	10,730	11,090	360
TOTAL	\$43,312	\$45,460	\$2,148
<i>OUT-OF-STATE PERCENT INCREASE, FY 2018</i>			<i>5.0%</i>

Tuition & Fee Rates

Most Mason students do not reside on campus, and most students (81 percent) 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. An 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-1990s, the current rates at College of William & Mary, University of Virginia, Virginia Tech, and Virginia Commonwealth University are now higher than those at Mason and Old Dominion University.

FIRST-YEAR UNDERGRADUATE IN-STATE TUITION AND FEES FY 2015 – FY 2018

VIRGINIA INSTITUTION	FY 2015	FY 2016	FY 2017	FY 2015-17 % CHANGE	FY 2018	INCREASE AMOUNT FY 2017-18	FY 2017-18 % CHANGE	FY 2015-18 % CHANGE
College of William & Mary	\$17,656	\$19,372	\$21,234	20.3%	\$22,044	\$810	3.8%	24.9%
University of Virginia	12,998	14,468	15,714	20.9%	16,068	354	2.3%	23.6%
Virginia Military Institute	15,518	16,536	17,492	12.7%	18,214	722	4.1%	17.4%
Norfolk State University	7,552	8,366	8,738	15.7%	9,036	298	3.4%	19.7%
Univ of Mary Washington	10,252	11,070	11,570	12.9%	12,128	558	4.8%	18.3%
Christopher Newport Univ	11,646	12,526	13,054	12.1%	13,654	600	4.6%	17.2%
GEORGE MASON UNIV	10,382	10,952	11,300	8.8%	11,924	624	5.5%	14.9%
Old Dominion University	9,250	9,768	10,046	8.6%	10,350	304	3.0%	11.9%
James Madison University	9,662	10,066	10,390	7.5%	10,878	488	4.7%	12.6%
Radford University	9,360	9,809	10,081	7.7%	10,627	546	5.4%	13.5%
Virginia Tech	12,017	12,485	12,852	6.9%	13,230	378	2.9%	10.1%
Univ of Virginia—Wise	8,868	9,220	9,539	7.6%	9,825	286	3.0%	10.8%
Virginia Commonwealth Univ	12,398	12,772	13,130	5.9%	13,624	494	3.8%	9.9%
Virginia State University	8,002	8,226	8,472	5.9%	8,726	254	3.0%	9.0%
Longwood University	11,580	11,910	12,240	5.7%	12,720	480	3.9%	9.8%
AVERAGE (EXCL. MASON)	\$11,197	\$11,900	\$12,468	11.4%	\$12,937	\$469	3.8%	15.5%

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 for FY 2018. As can be seen from the tables below, the in-state and out-of-state rates at George Mason University continue to be significantly lower than most institutions that we compete with in the mid-Atlantic region.

REGIONAL TUITION AND FEE TRENDS					
<i>IN-STATE RATES</i>					
REGIONAL INSTITUTION	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
University of Pennsylvania	\$45,890	\$47,668	\$49,536	\$51,464	\$53,534
George Washington University	47,693	49,200	50,367	51,875	53,435
Georgetown University	44,805	46,320	48,048	49,968	51,720
American University	40,649	41,833	43,103	44,593	45,808
University of Pittsburgh, Main Campus	16,240	17,772	18,192	18,618	19,080
Pennsylvania State	16,992	17,502	17,514	17,900	18,828
Temple University	14,096	14,696	15,188	16,274	17,856
Rutgers University	13,499	13,813	14,131	14,416	14,638
University of Delaware	12,112	12,342	12,520	12,830	13,770
GEORGE MASON UNIV	9,908	10,382	10,952	11,300	11,924
University of Maryland—College Park	9,162	9,576	9,996	10,180	10,400
University of North Carolina	8,123	8,107	8,334	8,834	8,898
West Virginia University	6,456	6,968	7,632	7,992	8,376
<i>OUT-OF-STATE RATES</i>					
REGIONAL INSTITUTION	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
University of Pennsylvania	\$45,890	\$47,668	\$49,536	\$51,464	\$53,534
George Washington University	47,693	49,200	50,367	51,875	53,435
Georgetown University	44,805	46,320	48,048	49,968	51,720
American University	40,649	41,833	43,103	44,593	45,808
University of North Carolina	29,905	33,189	33,416	33,916	34,588
GEORGE MASON UNIV	28,592	29,960	31,598	32,582	34,470
Pennsylvania State	29,556	30,452	31,346	32,382	34,306
University of Delaware	29,932	30,692	31,420	32,250	33,760
University of Maryland—College Park	28,348	29,721	31,144	32,044	33,606
University of Pittsburgh, Main Campus	26,246	28,168	28,958	29,758	30,642
Rutgers University	27,523	28,591	29,521	30,067	30,579
Temple University	24,122	24,722	25,494	27,266	29,112
West Virginia University	19,620	20,424	21,432	22,488	23,616

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

Law School Tuition and Fee Rates

In response to enrollment challenges impacting law schools in general, in FY 2018, tuition rates for the Antonin Scalia Law School will be held at the FY 2017 levels. Mason's in-state law school rate continues to appear to be lower than the rates of other regional institutions. The out-of-state rate is not as significantly lower, but remains lower than other competitor institutions. Similar to the regional comparison, since tuition discounting has become a standard practice among colleges and universities, it is difficult to draw any conclusion from the published rates at many comparison law schools.

REGIONAL LAW SCHOOL TUITION AND FEES						
INSTITUTION	IN-STATE			OUT-OF-STATE		
	FY17	FY18	% INC	FY17	FY18	% INC
Georgetown University	\$57,576	\$59,850	4.0%	\$57,576	\$59,850	4.0%
University of Virginia	56,300	58,300	3.6%	59,300	61,300	3.4%
George Washington University	56,244	58,520	4.1%	56,244	58,520	4.1%
American University	53,016	53,692	1.3%	53,016	53,692	1.3%
Catholic University	48,445	49,800	2.8%	48,445	49,800	2.8%
University of Richmond	41,500	43,000	3.6%	41,500	43,000	3.6%
Howard University	33,544	34,544	3.0%	33,544	34,544	3.0%
College of William & Mary	32,000	32,964	3.0%	41,000	41,964	2.6%
Univ of Maryland—Baltimore	31,380	32,492	3.5%	45,399	47,036	3.6%
GEORGE MASON UNIV	\$25,351	\$25,351	0.0%	\$40,737	\$40,737	0.0%

The following table summarizes the 2017-2018 academic year rates for George Mason University.

GEORGE MASON UNIVERSITY ACADEMIC YEAR, 2017–2018 TUITION & FEE RATES - ANNUAL RATE*				
	FY 2017	FY 2018	ANNUAL CHANGE	% CHANGE
IN-STATE, UNDERGRADUATE				
Tuition and E&G Mandatory Fee	\$8,204	\$8,672	\$468	
Fees	3,096	3,252	156	
Total	\$11,300	\$11,924	\$624	5.5%
IN-STATE, GRADUATE				
Tuition and E&G Mandatory Fee	\$10,628	\$11,228	\$600	
Fees	3,096	3,252	156	
Total	\$13,724	\$14,480	\$756	5.5%
OUT-OF-STATE, UNDERGRAD				
Tuition and E&G Mandatory Fee	\$29,486	\$31,118	\$1,632	
Fees	3,096	3,252	156	
Total	\$32,582	\$34,370	\$1,788	5.5%
OUT-OF-STATE, GRADUATE				
Tuition and E&G Mandatory Fee	\$29,306	\$30,932	\$1,626	
Fees	3,096	3,252	156	
Total	\$32,402	\$34,184	\$1,782	5.5%
LAW, IN-STATE**				
Tuition and E&G Mandatory Fee	\$22,698	\$22,698	\$0	
Fees	2,653	2,653	0	
Total	\$25,351	\$25,351	\$0	0.0%
LAW, OUT-OF-STATE**				
Tuition and E&G Mandatory Fee	\$38,084	\$38,084	\$0	
Fees	2,653	2,653	0	
Total	\$40,737	\$40,737	\$0	0.0%

*The annual rates above include the Educational Resources Fee, which is assessed \$100 per semester for students taking more than six credit hours, and \$60 per semester for students taking six or less credit hours.

**Law rates include an in-state premium of \$89 per credit hour and an out-of-state premium of \$97 per credit hour.

GEORGE MASON UNIVERSITY ACADEMIC YEAR, 2017-18 TUITION & FEE RATES - HOURLY RATE*				
	FY 2016-17	FY 2017-18	HOURLY CHANGE	% CHANGE
IN-STATE, UNDERGRADUATE				
Tuition and E&G Mandatory Fee	\$333.50	\$353.00	\$19.50	
Fees	129.00	135.50	6.50	
Total	\$462.50	\$488.50	\$26.00	5.6%
IN-STATE, GRADUATE				
Tuition and E&G Mandatory Fee	\$434.50	\$459.50	\$25.00	
Fees	129.00	135.50	6.50	
Total	\$563.50	\$595.00	\$31.50	5.6%
OUT-OF-STATE, UNDERGRAD				
Tuition and E&G Mandatory Fee	\$1,220.25	\$1,288.25	\$68.00	
Fees	129.00	135.50	6.50	
Total	\$1,349.25	\$1,423.75	\$74.50	5.5%
OUT-OF-STATE, GRADUATE				
Tuition and E&G Mandatory Fee	\$1,212.75	\$1,280.50	\$67.75	
Fees	129.00	135.50	6.50	
Total	\$1,341.75	\$1,416.00	\$74.25	5.5%
LAW, IN-STATE**				
Tuition and E&G Mandatory Fee	\$803.50	\$803.50	\$0.00	
Fees	94.75	94.75	0.00	
Total	\$898.25	\$898.25	\$0.00	0.0%
LAW, OUT-OF-STATE**				
Tuition and E&G Mandatory Fee	\$1,353.00	\$1,353.00	\$0.00	
Fees	94.75	94.75	0.00	
Total	\$1,447.75	\$1,447.75	\$0.00	0.0%

*The hourly rates above do not include the Educational Resources Fee.

**Law rates include an in-state premium of \$89 per credit hour and an out-of-state premium of \$97 per credit hour.

State officials consistently provide legislative and executive guidance regulating tuition. Direction on student fee rates is also provided. Since students pay tuition and fees together as a package price, a table that shows tuition only is of limited value.

TUITION PRICING FOR SELECT GRADUATE PROGRAMS – ONLINE PER CREDIT HOUR RATE		
	In-State	Out-of-State
College of Education & Human Development		
Masters of Special Education with ABA Certification	\$775	\$775
Masters of Special Education with Autism Certification	\$775	\$775
College of Health & Human Services		
Masters of Science in Health Administration	\$978	\$978
Masters of Science in Health Administration and Certificate in Health Informatics and Health Data Analytics	\$900	\$900

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 FY 2018 are listed in the next table.

PREMIUM PRICING FOR SELECT GRADUATE PROGRAMS PER CREDIT HOUR RATE ABOVE REGULAR RATES		
	In-State	Out-of-State
Antonin Scalia School of Law		
All Professional Programs	\$89	\$97
College of Health & Human Services		
All Graduate Programs	\$75	\$75
College of Humanities & Social Sciences		
Master's in Criminal Justice	\$200	\$200
Master's in History of Decorative Arts*	\$705	\$0
College of Science		
Advanced Biomedical Sciences Certificate	\$982	\$161
Forensics Certificate Program	\$100	\$100
Geographic Information Sciences Certificate Program	\$200	\$200
Geospatial Intelligence & Remote Sensing Certificate Programs	\$200	\$200
Nano Certificate Program	\$100	\$100
SSB Bioinformatics Certificate Program	\$100	\$100
Schar School of Policy & Government		
All Graduate Programs except Political Science MA & PhD	\$200	\$100
Biodefense Degrees & Certificates	\$200	\$100
Master's in Public Administration (MPA) & Certificates	\$200	\$100
MA in International Security (I-Sec)	\$200	\$100
School of Business		
Business Analytics Certificate*	\$355	\$336
Chief Learning Officer Graduate Certificate*	\$205	\$0
EMBA Program—In-person	\$1,051	\$230
MBA Program*	\$355	\$336
MSA Program*	\$370	\$362
MSA Program—Online*	\$370	\$362
MSIS Program*	\$605	\$0
MSM Program*	\$370	\$362
MSRED*	\$306	\$0
MSTM Program*	\$605	\$0
Volgenau School of Engineering		
Master's and PhD Degrees	\$100	\$0

*Programs that offer discounts from regular tuition and fee rates based on select criteria.

STUDENT FINANCIAL ASSISTANCE

This section addresses Student Financial Assistance and examines key trends and indicators in an important aspect of the annual budget plan. Student Financial Assistance includes federal financial aid funds, state student financial assistance appropriations, institutional aid (including merit scholarships, tuition fee waivers, and assistantships), and philanthropic fund sources.

Financial aid is a critical component for meeting the university's institutional goals. Financial aid is awarded to undergraduate and graduate students on the basis of demonstrated financial need, enrollment status, and satisfactory academic progress. The majority of the financial aid programs at Mason are administered or monitored by the Office of Student Financial Aid. Over the past four years, there has been a significant increase in the numbers of financial aid students served by the university due to the strategic uses of all financial aid fund sources for undergraduate and graduate students coupled with the increased number of students attending Mason.

COMBINED INSTITUTIONAL AND COMMONWEALTH OF VIRGINIA FINANCIAL AID			
CATEGORY	FY 2017 BUDGET	FY 2018 BUDGET	% CHANGE
Institutional Student Aid	\$40,882,600	\$44,955,300	10.0%
Commonwealth of Virginia Student Aid	22,338,700	22,608,100	1.2%
TOTAL FINANCIAL AID / SUPPORT	\$63,221,300	\$67,563,400	6.9%

Combined institutional and Commonwealth student financial aid totals \$67.6 million in FY 2018. This represents an increase of 6.9 percent or approximately \$4.4 million when compared to the FY 2017 level. Institutional aid is increasing to \$45.0 million, representing an increase of 10.0 percent. The increase in institutional aid includes funds to support the Stay Mason Initiative which helps students in need as well as provides financial literacy through a program that works directly with students. In FY 2018, that fund amount will increase by \$300,000 to support a larger student population. Commonwealth student financial aid in FY 2018 will increase by 1.2 percent or approximately \$300,000. Appropriations received from the Commonwealth provides financial assistance increases for both undergraduate and graduate students.

INSTITUTIONALLY-FUNDED FINANCIAL ASSISTANCE

Mason has implemented a comprehensive pricing strategy for both the undergraduate and graduate populations. The pricing strategy has been informed by a study that: 1) analyzed market position; 2) assessed value perceptions; 3) measured price sensitivity; 4) evaluated effectiveness of current and past strategies; and 5) reviewed pricing model options. The graduate portion of the study reviewed groups based on discipline clusters where market position and value perceptions were compared to Mason's competitors. The outcome from the pricing strategy study suggested that Mason could increase both resident and nonresident tuition. With the increase, the pricing strategy study suggested that there would need to be a moderate increase in student financial aid primarily for out-of-state students were the university had the least amount of price elasticity. Over the past few years, the institutionally-funded financial aid budget has included additional funding for a leveraging fund. This funding has helped Mason enroll its largest freshman classes in the fall for the past three years.

Undergraduate aid, which includes the Stay Mason Initiative, discounting, merit, and University Scholars is increasing by 14.5 percent. Other increases include \$300,000 for graduate waivers. In addition, salary

payments (stipends) for GTAs and GRAs are included in departmental and sponsored program budgets. The following table includes all categories of institutional aid and centrally budgeted graduate support. These allocations include tuition grants (foregone revenue) and aid disbursed directly to students to help fund educational costs.

INSTITUTIONAL FINANCIAL AID UNDERGRADUATE AND GRADUATE SUPPORT			
CATEGORY	FY 2017 BUDGET	FY 2018 BUDGET	% CHANGE
Undergraduate Need-Based Grant	\$5,207,600	\$5,207,600	
Discounting Grant	2,487,700	2,487,700	
Undergraduate Out-of-State Leveraging Fund	4,400,000	7,100,000	
Subtotal UG Grants	\$12,095,300	\$14,795,300	22.3%
Undergraduate Merit	\$6,741,700	\$6,741,700	
Stay Mason Initiative	1,000,000	1,300,000	
Athletic Scholarships	5,844,000	6,577,100	
Subtotal UG Merit	\$13,585,700	\$14,618,800	7.6%
Subtotal UG Merit and Grants	\$25,681,000	\$29,414,100	14.5%
Graduate Tuition Waivers	\$5,790,400	\$6,130,000	
Graduate Merit	4,436,200	4,436,200	
Graduate Leveraging Fund	700,000	700,000	
Graduate Student Health Insurance	600,000	600,000	
Law Scholarship/Discounting Grant	3,150,000	3,150,000	
Law School Merit	525,000	525,000	
Subtotal Graduate	\$15,201,600	\$15,541,200	2.2%
TOTAL INSTITUTIONAL AID / SUPPORT	\$40,882,600	\$44,955,300	10.0%

STATE-FUNDED FINANCIAL ASSISTANCE

The Commonwealth of Virginia provides need-based funding for in-state undergraduate and graduate students. These funds are used to cover a portion of tuition and fee charges and do not appear in the university's Educational and General budget as they are restricted funds provided for student financial assistance. Securing additional financial assistance funding was the university's top priority in its submission of its six-year operating plan. In FY 2017, Mason had one of the largest increases in state-funded financial assistance with an increase of 19.6% or a \$3.7 million over the FY 2016. In FY 2018, Mason continues to see an upward trend in Commonwealth support directed toward in-state graduate student support.

COMMONWEALTH OF VIRGINIA FINANCIAL AID			
CATEGORY	FY 2017 BUDGET	FY 2018 BUDGET	% CHANGE
Undergraduate Need-Based	\$19,854,100	\$19,854,100	0.0%
Graduate Support	2,484,600	2,754,000	10.8%
TOTAL STATE AID / SUPPORT	\$22,338,700	\$22,608,100	1.2%

FEDERAL AND OTHER FINANCIAL ASSISTANCE

The student financial aid provided by sources other than Commonwealth and institutional funds 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 items included in the cost of education. Funding levels available to students from these sources vary based on numerous factors such as federal regulations (Pell Grant award amounts and eligibility requirements), student loan funds, and levels of gift aid from the GMU Foundation and other private agency sources of student support.

OTHER SOURCES OF FINANCIAL AID (ACTUAL AWARDS, FY 2015–FY 2016)			
CATEGORY	FY 2015 ACTUAL	FY 2016 ACTUAL	% CHANGE
Federal Need-Based Grants	\$26,757,335	\$28,351,247	6.0%
Federal Work-Study	987,299	1,241,005	25.7%
Federal Need-Based Loans	39,654,848	40,672,077	2.6%
Federal Non-Need-Based Loans	128,396,510	121,973,893	-5.0%
Other Merit Scholarships/Grants *	4,940,048	5,272,320	6.7%
Other Non-Need-Based Loans	24,436,663	29,161,047	19.3%
TOTAL OTHER SOURCES	\$225,172,703	\$226,671,589	0.7%

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

UNDERGRADUATE FINANCIAL AID APPLICATION TRENDS

In FY 2016, approximately 66 percent of degree-seeking undergraduate students at Mason applied for financial aid, continuing a trend that began in FY 2010 toward a significantly higher proportion of students applying for assistance.

PERCENTAGE OF DEGREE-SEEKING UNDERGRADUATE STUDENTS APPLYING FOR FINANCIAL AID, FY 2009–FY 2016								
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
UG Degree Seeking	18,240	19,130	19,623	20,194	20,067	21,324	21,678	22,307
Applied for Aid	57.5%	62.8%	65.9%	64.0%	65.0%	65.0%	65.0%	66.0%
Did Not Apply	42.5%	37.2%	34.1%	36.0%	35.0%	35.0%	35.0%	34.0%

Source: Common Data Set 2016–2017, metric H2 (a&b)

In both numbers and percentages, students applying for financial aid are anticipated to continue to remain high in the foreseeable future.

FINANCIAL AID

Need-Based Financial Aid

The determination of financial need is based on information provided by students (and their parents, if applicable) on the Free Application for Federal Student Aid (FAFSA). The FAFSA yields an “expected family contribution” based on the family’s income, household size, assets, and other data elements. Demonstrated financial need is the difference between the federal 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). Parent loans (PLUS loans) and GRAD PLUS loans are also available. In many cases, although additional aid may be available through student or parent loans, students and their families are trying to limit their amount of loan indebtedness.

Merit-Based Financial Aid

Merit aid is gift assistance that is based on academic achievement and not financial need. Students in the Honors College and in 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 the 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 considered a “funding gap” that the student must fill from other resources (unsubsidized loans, parent PLUS loans, private education loans, payment plans, etc.).

In FY 2016, Mason provided financial aid to over 19,900 undergraduate and graduate students. Comparisons to other Virginia universities are shown in the table below. Mason’s level of need met remains less than that of University of Virginia, College of William and Mary, and Virginia Tech. The average Mason package covered about 65 percent of the evidenced need of full-time freshmen, whereas for all Mason full-time undergraduates the average level stayed at 57 percent in FY 2016.

PERCENTAGE OF DEMONSTRATED STUDENT FINANCIAL NEED MET VIRGINIA DOCTORAL INSTITUTIONS, FY 2016		
INSTITUTION	FULL-TIME FRESHMEN	FULL-TIME UNDERGRADUATE
University of Virginia	100%	100%
College of William & Mary	79%	80%
Virginia Tech	65%	66%
GEORGE MASON UNIVERSITY	65%	57%
Virginia Commonwealth Univ	53%	48%
Old Dominion University	49%	46%

Source: Common Data Set 2016–2017, metric H2(i)

STUDENT INDEBTEDNESS

As shown in the following table, since FY 2009 the average indebtedness of undergraduate students at the time of graduation has steadily increased then held relatively steady. That trend has changed **downward with the addition of FY 2016 data, marking a second year of decline.** The averages reported below include only those students who incurred debt; **44 percent of Mason students incur no debt prior to graduation.**

MASON CUMULATIVE INDEBTEDNESS FROM ALL SOURCES AND PERCENTAGE OF STUDENTS INCURRING DEBT, GRADUATING UNDERGRADUATE STUDENTS, FY 2009–FY 2016								
	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Average Debt	\$19,521	\$22,219	\$23,506	\$25,822	\$26,710	\$27,206	\$27,373	\$30,132
% Grads with Debt	52%	54%	57%	57%	58%	60%	58%	56%
% Grads with no Debt	48%	46%	43%	43%	42%	40%	42%	44%

Source: Common Data Set 2016–2017, metric H5

The following table shows how Mason student loan debt compares to other Virginia doctoral institutions. At Mason, 56 percent of students graduating in 2016 incurred loan debt, with the average debt level decreasing from 58 percent in a one-year period and down from 60 percent in a two-year period. Virginia doctoral universities three-year default rate is 2.9 percent. When compared to both the Virginia doctoral universities and the national three-year average default rate, **Mason’s student default rate remains one of the lowest at 2.1 percent.**

AVERAGE UNDERGRADUATE DEBT AT GRADUATION VIRGINIA DOCTORAL INSTITUTIONS						
	2014-15		2015-16		ANNUAL CHANGE	
INSTITUTION	AVG DEBT	% WITH DEBT	AVG DEBT	% WITH DEBT	DEBT LEVEL	% WITH DEBT
Virginia Commonwealth Univ	\$33,125	67.0%	\$31,512	63.4%	- 4.9%	- 3.6%
Old Dominion University	30,167	69.0%	30,410	70.0%	0.8%	1.0%
Virginia Tech	28,873	53.0%	28,884	51.4%	0.0%	- 1.6%
College of William & Mary	26,017	37.0%	26,400	35.0%	1.5%	- 2.0%
University of Virginia	24,905	35.0%	24,598	33.0%	- 1.2%	- 2.0%
AVG EXCLUDING MASON	\$28,617	52.2%	\$28,361	50.6%	- 0.9%	- 1.6%
GEORGE MASON UNIV	\$27,373	58.0%	\$30,132	56.0%	10.1%	- 2.0%

Source: Common Data Set 2016-17, metric H5

FINANCIAL AID BY CATEGORY OF FUNDS—FY 2016 ACTUAL			
CATEGORY	UNDERGRAD	GRADUATE	TOTAL
FEDERAL			
Need-Based Gift	\$28,351,247	\$0	\$28,351,247
Need-Based Self-Help	40,552,825	119,252	40,672,077
Non-Need-Based Self-Help	58,133,022	63,840,871	121,973,893
Merit-Based Gift	0	0	0
Subtotal	\$127,037,094	\$63,960,123	\$190,997,217
STATE—Commonwealth of VA			
Need-Based Gift	\$17,587,470	\$0	\$17,587,470
Need-Based Self-Help	0	0	0
Non-Need-Based Self-Help	0	0	0
Merit-Based Gift	123,285	709,155	832,440
Subtotal	\$17,710,755	\$709,155	\$18,419,910
OTHER STATE			
Need-Based Gift	\$3,450	\$0	\$3,450
Need-Based Self-Help	0	0	0
Non-Need-Based Self-Help	0	0	0
Merit-Based Gift	702,174	0	702,174
Subtotal	\$705,624	\$0	\$705,624
INSTITUTIONAL			
Need-Based Gift	\$11,523,835	\$10,000	\$11,533,835
Need-Based Self-Help	0	0	0
Non-Need-Based Self-Help	0	0	0
Merit-Based Gift—Foundation	1,304,217	417,973	1,722,190
Merit-Based Gift—Other *	11,973,252	15,210,258	27,183,510
Subtotal	\$24,801,304	\$15,638,231	\$40,439,535
PRIVATE			
Need-Based Gift	\$0	\$0	\$0
Need-Based Self-Help	0	0	0
Non-Need-Based Self-Help	25,816,013	3,345,034	29,161,047
Merit-Based Gift	3,217,858	332,272	3,550,130
Subtotal	\$29,033,871	\$3,677,306	\$32,711,177
TOTAL BY CATEGORY			
Need-Based Gift	\$57,466,002	\$10,000	\$57,476,002
Need-Based Self-Help	40,552,825	119,252	40,672,077
Non-Need-Based Self-Help	83,949,035	67,185,905	151,134,940
Merit-Based Gift	17,320,786	16,669,658	33,990,444
TOTAL	\$199,288,648	\$83,984,815	\$283,273,463
NUMBER OF STUDENTS	15,055	4,869	19,924
AVERAGE AID PER STUDENT	\$13,237	\$17,249	\$14,218

* The items captured by this figure include Graduate Scholarships, Athletic Scholarships, Institutional Waivers, Departmental Graduate Grants, Fellowships, Merit Scholarships, EIP Scholarships, and University Scholarships.

FINANCIAL AID COMPARISON BY CATEGORY OF FUNDS FY 2015–FY 2016 ACTUAL			
CATEGORY	FY 2015	FY 2016	Percent Chg
FEDERAL			
Need-Based Gift	\$26,757,335	\$28,351,247	6.0%
Need-Based Self-Help	39,654,848	40,672,077	2.6%
Non-Need-Based Self-Help	128,396,510	121,973,893	-5.0%
Merit-Based Gift	0	0	0%
Subtotal	\$194,808,693	\$190,997,217	-2.0%
STATE—Commonwealth of VA			
Need-Based Gift	\$16,123,789	\$17,587,470	9.1%
Need-Based Self-Help	0	0	0%
Non-Need-Based Self-Help	0	0	0%
Merit-Based Gift	878,056	832,440	-5.2%
Subtotal	\$17,001,845	\$18,419,910	8.3%
OTHER STATE			
Need-Based Gift	\$41,850	\$3,450	-91.8%
Need-Based Self-Help	0	0	0%
Non-Need-Based Self-Help	0	0	0%
Merit-Based Gift*	765,000	702,174	-8.2%
Subtotal	\$806,850	\$705,624	-12.5%
INSTITUTIONAL			
Need-Based Gift	\$6,841,783	\$11,533,835	68.6%
Need-Based Self-Help	0	0	0%
Non-Need-Based Self-Help	0	0	0%
Merit-Based Gift—Foundation	1,646,362	1,722,190	4.6%
Merit-Based Gift—Other *	24,484,147	27,183,510	11.0%
Subtotal	\$32,972,292	\$40,439,535	22.6%
PRIVATE			
Need-Based Gift	\$0	\$0	0%
Need-Based Self-Help	0	0	0%
Non-Need-Based Self-Help	24,436,663	\$29,161,047	19.3%
Merit-Based Gift	3,293,686	3,550,130	7.8%
Subtotal	\$27,730,349	\$32,711,177	18.0%
TOTAL BY CATEGORY			
Need-Based Gift	\$49,764,757	\$57,476,002	15.5%
Need-Based Self-Help	39,654,848	40,672,077	2.6%
Non-Need-Based Self-Help	152,833,173	151,134,940	-1.1%
Merit-Based Gift	31,067,251	33,990,444	9.4%
TOTAL	\$273,320,029	\$283,273,463	3.6%
NUMBER OF STUDENTS	19,114	19,924	4.2%
AVERAGE AID PER STUDENT	\$14,299	\$14,218	-0.6%

* The items captured by this figure include Graduate Scholarships, Athletic Scholarships, Institutional Waivers, Departmental Graduate Grants, Fellowships, Merit Scholarships, EIP Scholarships, and University Scholarships.

SPONSORED RESEARCH

George Mason University is now ranked among the highest research institutions in the country by the Carnegie Classification of Institutions of Higher Education™. This achievement was achieved due to the invaluable efforts from our faculty, staff and students. Mason moved into the elite research ranking based on a review of its 2013-2014 data by the Center for Postsecondary Research at the Indiana University School of Education. The review showed that Mason's total research expenditures grew significantly from 2008-09 to 2013-14. By earning the highest classification, Mason joins an elite group of 115 institutions known for performing research at the highest level. The growth in research expenditures starts with strong growth in submitted research proposals.

PROPOSALS

The following table illustrates the number and value of proposals submitted by George Mason University for the period FY 2012-FY 2016. In FY 2016, within federal sources, the National Science Foundation received the largest number of proposals of 173 with a value of \$75.9 million and the Department of Health and Human Services received 85 proposals with the highest value of \$81.6 million.

PROPOSALS SUBMITTED BY SPONSOR TYPE					
<i>NUMBER OF PROPOSALS</i>					
SOURCES	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Federal	491	573	567	616	518
Federal funds passed through state	9	21	31	37	29
Federal funds passed through industry	119	111	115	112	120
Federal funds passed through assoc/non-profit	25	26	17	22	37
Federal funds passed through local govt.	4	6	3	5	2
Federal funds passed through universities	98	78	106	104	101
Other Sources*	291	283	328	335	358
TOTAL PROPOSALS	1,037	1,098	1,167	1,231	1,165
<i>VALUE OF PROPOSALS (in millions)</i>					
SOURCES	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Federal	\$333.2	\$389.2	\$326.5	\$333.2	\$298.5
Federal funds passed through state	2.0	8.4	15.5	11.3	15.9
Federal funds passed through industry	34.7	22.7	25.3	16.6	29.9
Federal funds passed through assoc/non-profit	2.6	6.1	1.8	3.8	7.6
Federal funds passed through local govt.	1.3	1.1	0.7	1.4	0.2
Federal funds passed through universities	29.9	15.4	20.7	23.1	25.6
Other Sources*	45.5	34.3	35.8	62.5	45.1
TOTAL VALUE OF PROPOSALS	\$449.2	\$477.2	\$426.3	\$451.9	\$422.8

* Other Sources include: Industry, State (including SCHEV and State Research Funds), Local Government/Schools, Foundations, Associations/Non-Profits, Foreign Entities, Universities, and Institutional/Revenue/Other Governments.

NEW AWARDS AND OBLIGATIONS

The following table illustrates the number and value of awards and obligations received by George Mason University for the period FY 2012-FY 2016. In FY 2016, a total of \$13.3 million was awarded in obligations from the Department of Defense (shown within federal sources in the table below). Although the number and value of federal awards decreased in FY16, the overall awards remained flat due to increases in nonfederal funding sources, most notably corporations and foundations.

NEW AWARDS AND OBLIGATIONS					
NUMBER OF AWARDS					
SOURCES	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Federal	336	348	370	346	330
Federal funds passed through state	34	26	40	44	40
Federal funds passed through industry	119	110	131	95	94
Federal funds passed through assoc/non-profit	25	20	21	22	25
Federal funds passed through local govt.	1	3	6	6	8
Federal funds passed through universities	76	80	81	71	75
Other Sources*	278	321	302	322	335
TOTAL NUMBER OF AWARDS	869	908	951	906	907
AWARDS BY SOURCE (in millions)					
SOURCES	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Federal	\$55.5	\$46.3	\$60.1	\$58.9	\$49.4
Federal funds passed through state	6.9	7.4	7.0	5.5	5.8
Federal funds passed through industry	9.6	7.3	7.8	4.8	8.6
Federal funds passed through assoc/non-profit	1.1	1.1	0.9	2.1	3.2
Federal funds passed through local govt.	0.0	0.3	1.0	0.4	0.5
Federal funds passed through universities	5.1	5.4	6.4	6.1	5.9
Other Sources*	18.1	24.2	14.8	22.5	27.2
TOTAL VALUE OF AWARDS	\$96.3	\$92.0	\$98.0	\$100.3	\$100.6

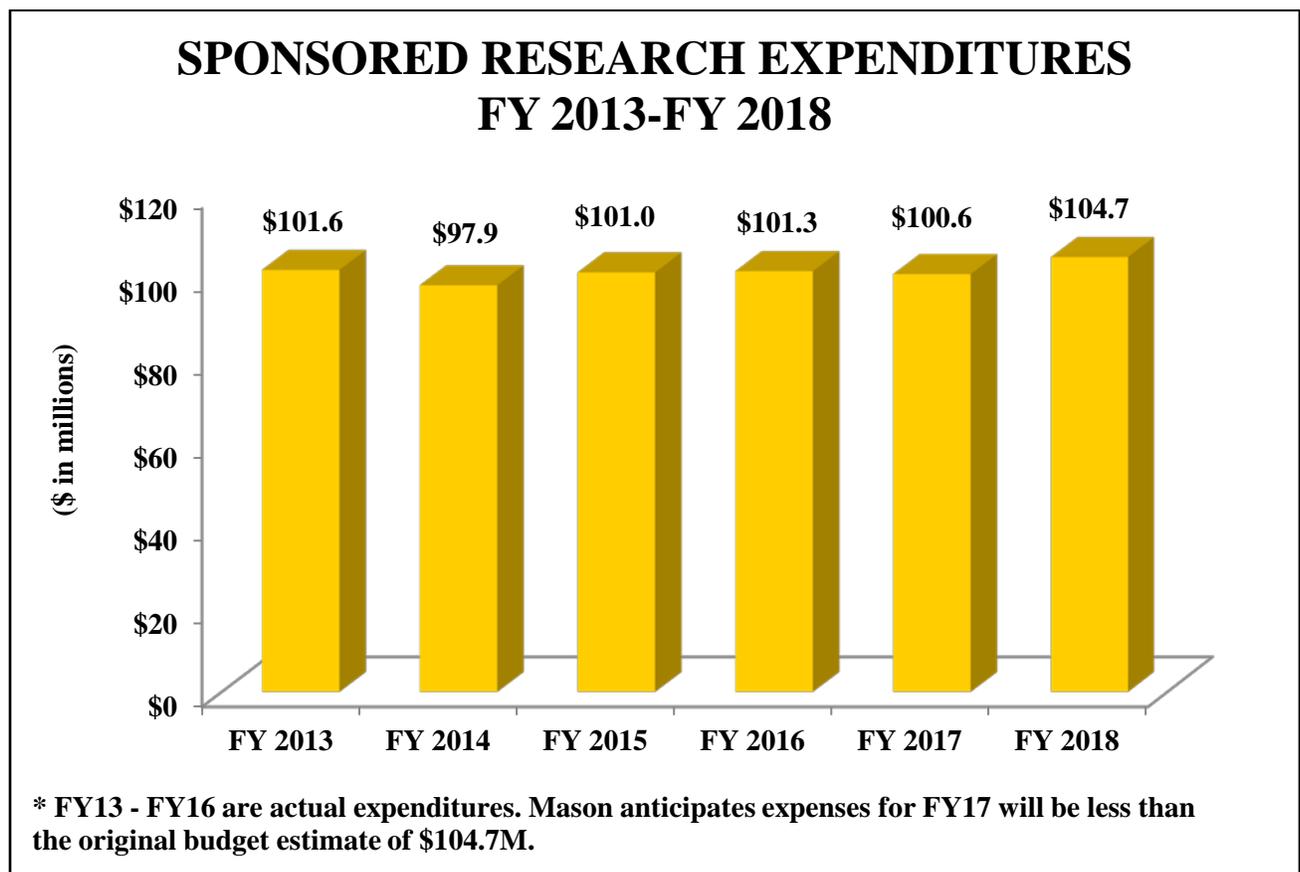
* Other Sources include: Industry, State (including SCHEV and State Research Funds), Local Government/Schools, Foundations, Associations/Non-Profits, Foreign Entities, Universities, and Institutional/Revenue/Other Governments.

SPONSORED RESEARCH EXPENDITURES

In FY 2017, expenditures are projected to be approximately \$101.0 million. This is a slight decrease from the original budget for FY 2017. Mason's sponsored research activity is projected to increase in FY 2018 when compared to the prior fiscal year. In FY 2018, federal, private, and state sponsored research activities are projected to increase. The projected sponsored research activity will increase to approximately \$104.7 million. This level of funding is a consistent level when compared to the original budget for FY 2017. Award activity during FY17 is well ahead of FY16 level. Given the lack of growth and in some cases a reduction in federal spending on sponsored research, Mason has been fortunate to maintain an overall stable award and funding level as can be seen in the next graph.

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, and the College of Education and Human Development. These schools comprise 82 percent of total sponsored research spending.

Research activity at the university generates indirect cost earnings to cover facilities and administrative costs resulting from the research activity. Approximately \$17.0 million is projected to be earned from indirect cost reimbursements in FY 2017. Based on the overall sponsored research projections, it is anticipated that the same level of indirects will be earned in FY 2018. Each unit retains 35 percent of the original indirect cost earnings, 35 percent provides support for other research activity, and 30 percent is allocated to the E&G budget for facilities and administrative support of sponsored research. A capped amount of \$3.4 million will transfer to E&G and all excess will stay with central academic administration to support research facilities and research initiatives. This allocation methodology is currently being reviewed by a university-wide committee with any changes reflected in FY 2019. 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 College of Health and Human Services, and the College of Education and Human Development. These five units account for approximately 94 percent of the total indirect earned.



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

Mason is making discoveries that have great societal and economic impact. On campus, you can find faculty members studying the economic vitality of the region, developing better treatments for cancer, working with area high schools to find new ways to detect concussions, and exploring methods of resolving conflict in some of the most challenging parts of the globe. This all translates into research of consequence and shows in rankings and comparisons to other research institutions. The following tables compare changes in Mason’s ranking and research expenditure growth with other Virginia institutions and regional universities.

NSF HIGHER EDUCATION SURVEY RANKINGS OF LOCAL INSTITUTIONS FY 2015		
INSTITUTION	TOTAL RESEARCH	FEDERAL RESEARCH
Johns Hopkins	1 (Stayed Same)	1 (Stayed Same)
Univ of Maryland—College Park	43 (Stayed Same)	32 (Down 4)
Virginia Tech	44 (Down 5)	64 (Down 4)
University of Virginia	62 (Down 1)	60 (Down 1)
George Washington University	90 (Up 2)	83 (Stayed Same)
Virginia Commonwealth Univ	97 (Up 4)	81 (Up 3)
Georgetown University	108 (Up 5)	109 (Down 3)
George Mason University	142 (Up 6)	134 (Up 2)
Old Dominion University	169 (Stayed Same)	156 (Up 2)
College of William & Mary	173 (Up 8)	170 (Stayed Same)
James Madison University	427 (Down 30)	385 (Down 16)

Note: “Up”, “Down”, and “Stayed Same” refer to institution’s positions in the ranking compared to the previous year.

NSF TOTAL RESEARCH EXPENDITURE GROWTH FY 2008–FY 2015	
INSTITUTION	GROWTH %
GEORGE MASON UNIVERSITY	38.5%
John Hopkins	40.6%
University of Virginia	35.1%
Virginia Tech	34.2%
George Washington University	32.7%
Virginia Commonwealth Univ	27.6%
University of Maryland, College Park	24.7%
Georgetown University	21.5%
College of William & Mary	-2.9%
Old Dominion University	-25.7%
James Madison University	-37.3%
ALL INSTITUTIONS	26.9%
TOP 100 SCHOOLS	49.0%

SPONSORED PROGRAMS EXPENDITURES FY 2014 THROUGH FY 2017					
TOTAL EXPENDITURES BY UNIT					
UNIT	FY 2014	FY 2015	FY 2016	ESTIMATED FY 2017	% CHANGE FY14-FY17
COS	\$25,843,509	\$26,933,360	\$32,919,213	\$33,697,488	30.4%
CHSS	17,450,281	18,829,878	18,209,905	17,361,644	-0.5%
VSE	16,306,201	16,774,016	16,674,400	21,851,267	34.0%
CEHD	15,304,016	16,752,027	12,696,912	9,151,587	-40.2%
KRASNOW	4,942,084	4,617,851	3,357,822	36,063	-99.3%
CHHS	4,162,212	3,845,216	4,158,371	4,089,728	-1.7%
SCHAR	3,101,587	2,931,426	2,275,471	2,319,426	-25.2%
S-CAR	1,438,441	1,266,846	1,052,916	681,951	-52.6%
LAW	803,589	1,304,909	998,631	1,922,294	139.2%
SBUS	369,778	280,161	597,114	789,920	113.6%
CVPA	58,172	2,589	765,000	753,777	1195.8%
PROV/MLS	7,087,047	6,576,377	6,682,021	7,458,458	5.2%
UNIV LIFE	431,881	353,141	339,648	356,330	-17.5%
LIBRARY	428,428	449,545	480,796	0	-100.0%
OTHER	165,286	50,411	111,805	0	-100.0%
TOTAL	\$97,892,512	\$100,967,753	\$101,320,025	\$100,469,933	2.7%
% OF TOTAL					
UNIT	FY 2014	FY 2015	FY 2016	ESTIMATED FY 2017	
COS	26.4%	26.7%	32.5%	33.5%	
CHSS	17.8%	18.6%	18.0%	17.3%	
VSE	16.7%	16.6%	16.5%	21.7%	
CEHD	15.6%	16.6%	12.5%	9.1%	
KRASNOW	5.0%	4.6%	3.3%	0.0%	
CHHS	4.3%	3.8%	4.1%	4.1%	
SCHAR	3.2%	2.9%	2.2%	2.3%	
S-CAR	1.5%	1.3%	1.0%	0.7%	
LAW	0.8%	1.3%	1.0%	1.9%	
SBUS	0.4%	0.3%	0.6%	0.8%	
CVPA	0.1%	0.0%	0.8%	0.7%	
PROV/MLS	7.2%	6.5%	6.6%	7.4%	
UNIV LIFE	0.4%	0.3%	0.3%	0.4%	
LIBRARY	0.4%	0.4%	0.5%	0.0%	
OTHER	0.2%	0.0%	0.1%	0.1%	
*TOTAL	100.0%	100.0%	100.0%	100.0%	

Source: Office of Sponsored Programs

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

Note: It is 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 grants end while other grants begin.

TOTAL INDIRECT EARNINGS FY 2014 THROUGH FY 2017					
INDIRECT EARNED BY UNIT					
UNIT	FY 2014	FY 2015	FY 2016	ESTIMATED FY 2017	% CHANGE FY14-FY17
COS	\$5,324,990	\$6,038,509	\$7,411,819	\$7,587,049	42.5%
VSE	3,763,028	3,582,970	3,704,035	4,854,019	29.0%
CHSS	2,468,708	2,700,596	2,252,182	2,147,270	-13.0%
CEHD	1,398,219	1,440,232	955,858	688,956	-50.7%
KRASNOW	1,272,861	1,123,577	883,270	9,486	-99.3%
CHHS	608,041	579,032	708,528	696,832	14.6%
SCHAR	500,609	509,047	462,893	471,835	-5.7%
LAW	145,306	240,252	17,316	33,332	-77.1%
S-CAR	221,434	140,685	103,195	66,837	-69.8%
SBUS	23,037	17,909	86,889	114,945	399.0%
CVPA	4,242	0	0	0	-100.0%
PROVOST	420,230	355,042	320,619	333,852	-20.6%
UNIV LIFE	18,534	20,606	15,771	16,546	-10.7%
LIBRARY	0	0	0	0	0.0%
OTHER	0	0	0	0	0.0%
TOTAL	\$16,169,239	\$16,748,457	\$16,922,375	\$17,020,960	5.3%
% OF TOTAL					
UNIT	FY 2014	FY 2015	FY 2016	ESTIMATED FY 2017	
COS	32.9%	36.1%	43.8%	44.6%	
VSE	23.3%	21.4%	21.9%	28.5%	
CHSS	15.3%	16.1%	13.3%	12.6%	
CEHD	8.6%	8.6%	5.6%	4.0%	
KRASNOW	7.9%	6.7%	5.2%	0.1%	
CHHS	3.8%	3.5%	4.2%	4.1%	
SCHAR	3.1%	3.0%	2.7%	2.8%	
LAW	0.9%	1.4%	0.1%	0.2%	
S-CAR	1.4%	0.8%	0.6%	0.4%	
SBUS	0.1%	0.1%	0.5%	0.7%	
CVPA	0.0%	0.0%	0.0%	0.0%	
PROVOST	2.6%	2.1%	1.9%	2.0%	
UNIV LIFE	0.1%	0.1%	0.1%	0.1%	
LIBRARY	0.0%	0.0%	0.0%	0.0%	
OTHER	0.0%	0.0%	0.0%	0.0%	
*TOTAL	100.0%	100.0%	100.0%	100.0%	

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

Mason has improved its comparative ranking in terms of research spending over the past five years but expects to dramatically increase the level of sponsored funding over the next decade. As described in the university's 2014-2024 Strategic Plan, research is an institutional priority and Mason expects to expand research and enhance standards of scholarship across disciplines by increasing sponsored funding, improving research infrastructure, and increasing the number of PhD graduates. In an effort to support research with a focus on research of consequence, investment will be focused on multidisciplinary domains that have great societal, economic, and global impact.



CAPITAL OUTLAY

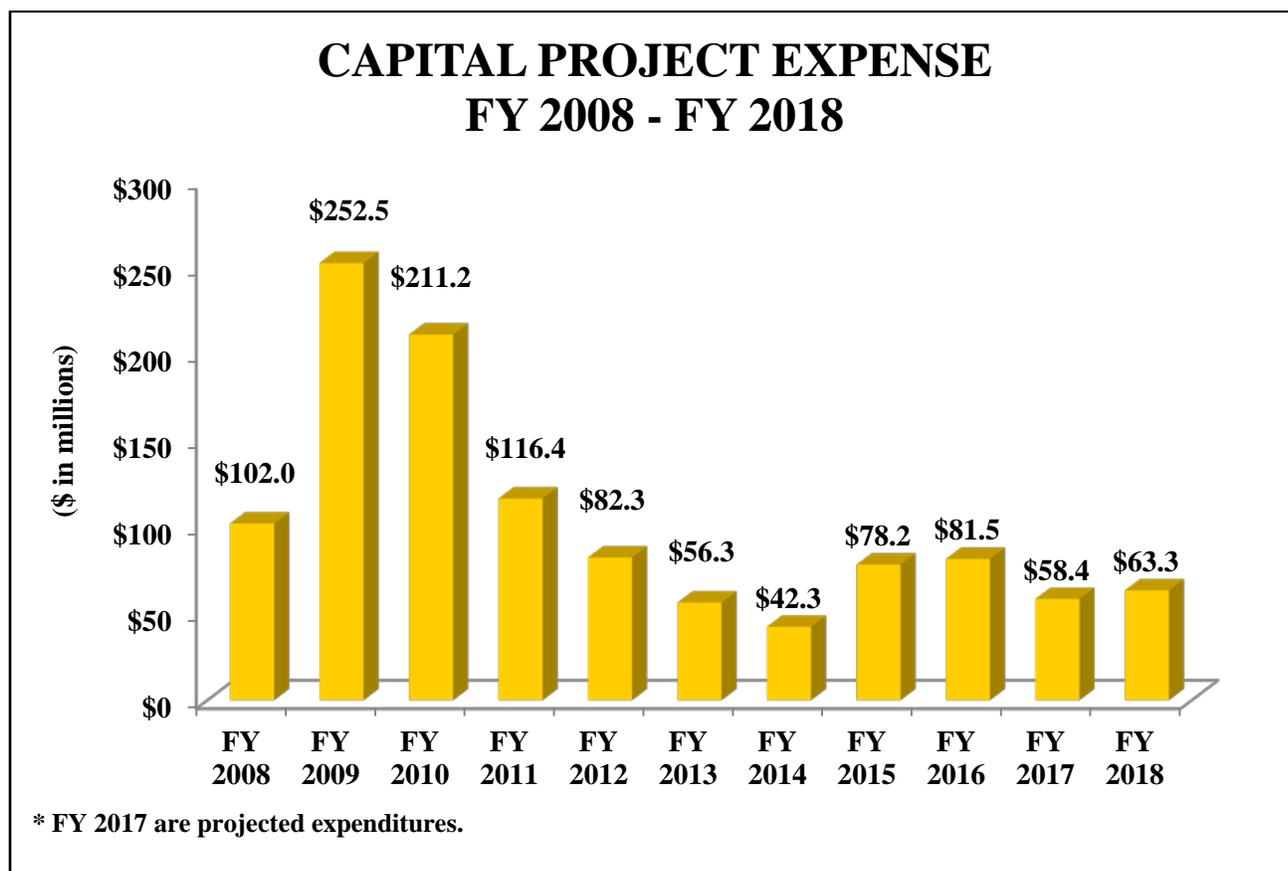
George Mason University has three main Virginia campuses located in Fairfax, Arlington, and Prince William and one campus located in Songdo, Korea. In addition, Mason has facilities in Loudoun County, Fairfax County, and in Front Royal, Virginia in partnership for the Smithsonian-Mason School of Conservation. Further, Mason occupies approximately 8.7 million square footage of space in owned and leased facilities.

Annually, Mason updates its six-year Capital Plan. After review and approval by the Board of Visitors, the six-year Capital Plan is submitted to the Department of Planning and Budget. In FY 2017, Mason’s six-year Capital Plan request included 13 projects totaling over \$600.0 million.

Planned Activity for FY 2018

During FY 2018, the university will complete Academic VII, the Peterson Family Health Sciences Building, as well as renovations to the Johnson Center and Global Center (Fairfax), Hazel Hall (Arlington), and Bull Run Hall and the fit-out of the third floor at the Institute for Advance Biomedical Research (Science and Technology). Other major capital work will continue on:

- Hylton Performing Arts Center Addition
- Robinson Hall Replacement
- Utility Infrastructure Improvements



Mason projects capital spending in FY 2018 will be approximately \$63.3 million, with \$44.5 million in General Fund and \$18.8 million of Non-General Fund. The following chart lists the capital projects currently approved which are expected to incur costs in FY 2018.

FY 2018 ESTIMATED PROJECT EXPENSES FOR AUTHORIZED PROJECTS				
	PROJECT	GENERAL FUND (STATE DEBT)	NON- GENERAL FUND (MASON FUNDS)	TOTAL ESTIMATED FY 2018 PROJECT EXPENSE
1	Academic VII - Health Sciences*	\$16,178,400	\$2,321,600	\$18,500,000
2	Bull Run Hall Addition	\$4,300,000	\$0	\$4,300,000
3	Central Plant Expansion	\$47,100	\$552,900	\$600,000
4	Fenwick Library	\$146,000	\$0	\$146,000
5	Hazel Hall Upgrades	\$0	\$2,310,000	\$2,310,000
6	Hylton Performing Arts Center Add.	\$5,812,700	\$1,478,300	\$7,291,000
7	IABRL 3rd Floor Fit-out	\$3,655,000	\$0	\$3,655,000
8	Johnson Center Dining Phase II	\$0	\$1,628,000	\$1,628,000
9	Potomac Science Center	\$1,400,000	\$0	\$1,400,000
10	Robinson Hall	\$9,000,000	\$0	\$9,000,000
11	Utility Infrastructure	\$0	\$2,000,000	\$2,000,000
12	Into Phase 2	\$0	\$3,385,000	\$3,385,000
13	Bull Run Lab (Mech & BioChem)	\$0	\$2,475,000	\$2,475,000
14	Eagle Bank Arena Upgrades	\$0	\$2,625,000	\$2,625,000
15	Maintenance Reserve	\$4,011,700	\$0	\$4,011,700
	TOTAL	\$44,550,900	\$18,775,800	\$63,326,700

*The Peterson Family Health Sciences Building

During FY 2017 construction continued on the \$71.0 million Academic VII / Research III capital project, the new Peterson Family Health Sciences Building. The construction will continue into FY 2018. This facility will provide a premier state of the art space that will allow for the consolidation of various health programs at Mason which are currently dispersed throughout the campus and in off-campus rental facilities.

Future Capital Projects

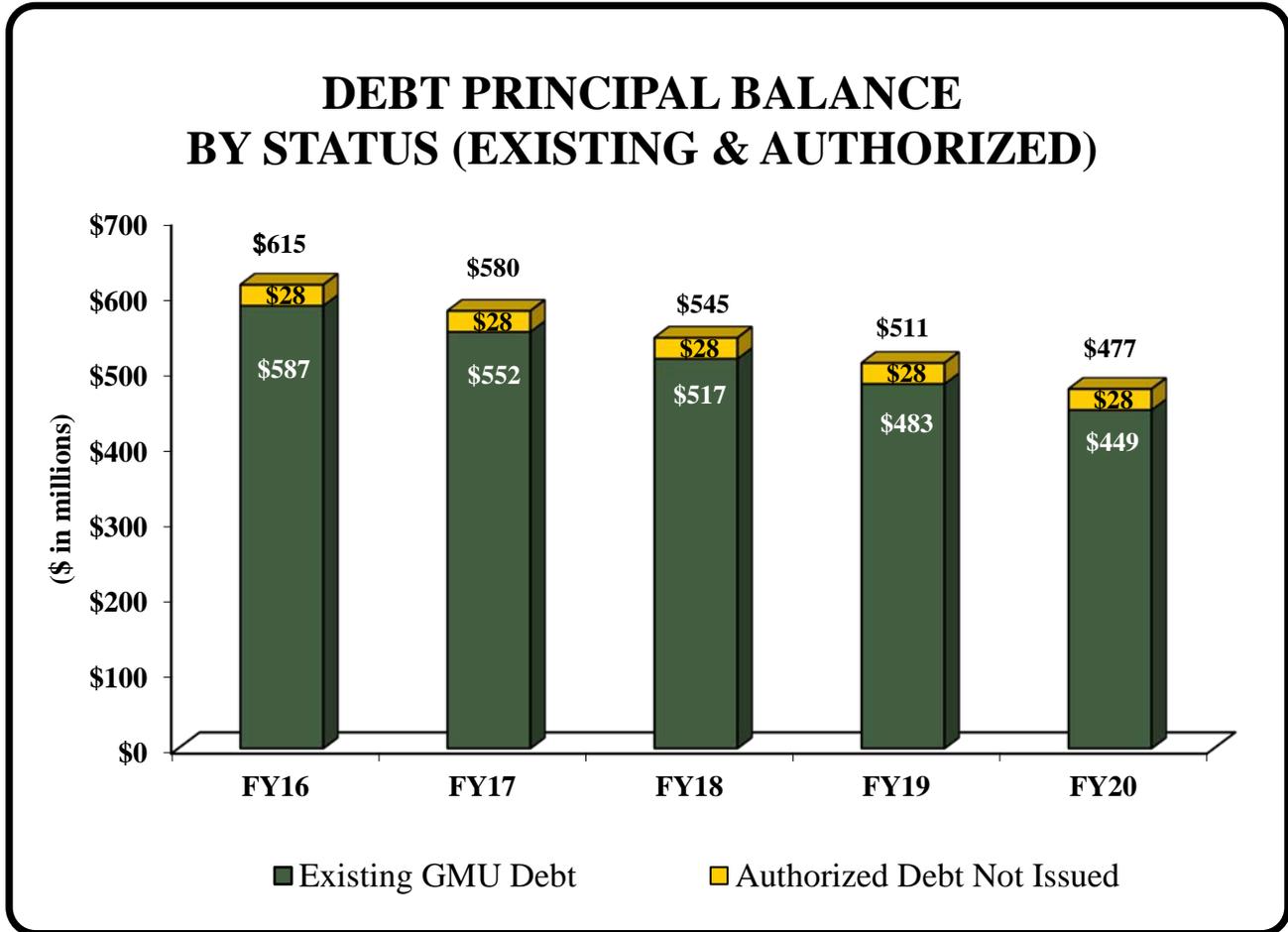
The following list of authorized projects totals \$440 million, which was included for George Mason University in the statewide capital spending plan. The projects that are not in progress will not start until adequate sources of funding are identified.

AUTHORIZED CAPITAL PROJECTS			
	PROJECT	GENERAL FUND (STATE DEBT)	NON-GENERAL FUND (MASON FUNDS)
1	Academic VII–Health Sciences	\$62,263,600	\$8,935,000
3	Central Plant Expansion	\$4,556,500	\$7,237,700
4	Fenwick Library	\$59,887,000	\$273,100
5	Hazel Hall Upgrades	\$0	\$3,000,000
6	Hylton Performing Arts Center Add.	\$6,310,000	\$2,733,000
7	IABRL 3rd Floor Fit-out	\$3,800,000	\$0
8	Johnson Center Dining Phase II	\$0	\$4,400,000
9	Point of View–Academic & WWTP	\$6,000,000	\$471,800
10	Potomac Science Center	\$30,007,400	\$2,576,000
11	Robinson Hall	\$109,208,000	\$2,582,000
12	Utility Infrastructure	\$23,932,000	\$25,228,000
13	Into Phase 2	\$0	\$4,297,100
14	Bull Run Lab (Mech & Phys)	\$0	\$3,000,000
15	Eagle Bank Arena Upgrades	\$0	\$3,713,000
16	Maintenance Reserve	\$4,011,600	\$0
	SUBTOTAL (IN PROGRESS)	\$309,976,100	\$68,446,700
2	Bull Run Hall Addition	\$43,114,900	\$0
15	Baseball Stadium Renovation	\$0	\$4,027,000
16	Point of View–Cottages	\$0	\$4,287,800
17	Telecom Infrastructure	\$4,919,000	\$5,185,300
	SUBTOTAL (NOT IN PROGRESS)	\$48,033,900	\$13,500,100
	TOTAL	\$358,010,000	\$81,946,800

Note: Project items in the ‘Not In Progress’ section have not commenced.

Capital Finance

As of June 30, 2017, Mason will have \$552.0 million in debt obligations outstanding and \$28.0 million in additional Mason debt authorization. Mason’s annual debt service payment in FY 2017 is \$58.8 million and will be \$59.3 million in FY 2018.



Note: Authorized Debt Not Issued includes \$5M in debt authorization for three capital projects that are completed. The remaining authorization will be reverted after the projects are closed out.

**EDUCATIONAL AND GENERAL
DETAIL BY MAJOR UNIT**

ANTONIN SCALIA LAW SCHOOL

The Scalia Law School is currently ranked 45th of American law schools and the school’s part-time program is ranked 4th in the nation by *US News & World Report*. The school has 47 FTE faculty for 518 FTE students in full- and part-time study. The students are actively involved in over 30 student-run organizations and 5 academic journals. The law school has traditionally offered the Juris Doctor degree, a Master of Laws in Law and Economics, and a Master of Laws in Intellectual Property. Over the course of the last year, the law school sought and received SCHEV and ABA approval to offer two additional degrees: a Master of Laws in Global Antitrust and Economics Law and a Master of Laws in United States Law for foreign-trained lawyers.

The Social Science Research Network statistics show that Mason’s faculty is ranked first—among the 350 American law schools—for article downloads per author. In addition, Mason ranks 19th for articles downloaded in the past year, and 21st overall for downloads since SSRN tracking began (SSRN, February 1, 2015). The faculty was ranked 21st in “scholarly impact” among American law schools, 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, July 2012). New data based upon foundational work compiled by Professor Sisk at the University of St. Thomas School of Law (Minnesota) and reported in July by University of Chicago’s Law School reveal that the antitrust faculty of the law school is the most cited in the nation.

The law school’s 2016 entering JD class of 179 new students had a median LSAT of 162. With a renewed focus on the Master of Laws (LLM) programs, this fall the law school celebrated the arrival of the largest (18) and most diverse LLM class in the school’s history. This group of experienced attorneys and practitioners—and even one judge—hailed from Belgium, Colombia, Ethiopia, Ghana, Germany, India, Japan, the People's Republic of China (P.R.C.), Russia, Taiwan, and the United States.

Mason’s Scalia Law School has been at the forefront of curricular innovation, integrating economic, and quantitative tools that stress the application of non-legal methods in legal contexts. Seizing on both rapid changes in the legal profession and the invaluable asset of our location, the law school curriculum compliments traditional classroom instruction with practical training opportunities. Students leave with a unique skill set that can be particularly valuable in Washington, D.C.

The Law & Economics Center (LEC) is an integral part of the law school, educating thousands of state and federal judges, state attorneys general senior legal staff, competition officials, and other policymakers in the principles and applications of economic analysis of legal doctrines and institutions; conducting large cross-disciplinary research projects; and supporting the law school faculty research.

FY 2017 ORIGINAL	FY 2018 ORIGINAL
E&G BUDGET EXPENSE	E&G BUDGET EXPENSE
\$14,021,500	\$14,494,400

COLLEGE OF EDUCATION & HUMAN DEVELOPMENT (CEHD)

The College of Education and Human Development (CEHD) is an innovative, inclusive, and cutting-edge college that successfully prepares professionals to promote learning and development across the life span while contributing meaningfully to research in human and organization performance as well as in the learning and developmental sciences. The five core values of the CEHD prominently encapsulate the work of our faculty and the themes of our academic programs: collaboration, ethical leadership, innovation, research-based practice, and social justice.

The College 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 school and community sites. In addition, GSE has developed undergraduate pathways to the teaching profession and also offers collaborative undergraduate programs in human development and family science. RHT includes undergraduate and master's programs in recreation, kinesiology, health and physical education, athletic training, sport management, and tourism, hospitality, and events management. CEHD has approximately 3,500 students (including over 2,700 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.

CEHD houses a Sports Medicine lab and 11 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. CEHD also maintains a broad range of effective professional development partnerships with school systems and community agencies in the National Capital Region.

The CEHD faculty includes many nationally and internationally prominent scholars. In teaching, the college is committed to exemplary instruction, mentoring, and academic services, and to meeting urgent personnel preparation. In research, CEHD is committed to advancing scientific and applied knowledge in ways that have a consequential impact on education and human development, and on society at large. Last year, external funding in support of research and scholarship was nearly \$13.0M.

FY 2017 ORIGINAL	FY 2018 ORIGINAL
E&G BUDGET EXPENSE	E&G BUDGET EXPENSE
\$27,565,300	\$28,621,700

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 public health, clinical health care, and social service organizations. The college comprises a School of Nursing and 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; and
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 population health, clinical health, and social needs. In addition to offering coursework on both the Fairfax and Science and Technology 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, multi-cultural, 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, health practice, and technology.

FY 2017 ORIGINAL	FY 2018 ORIGINAL
E&G BUDGET EXPENSE	E&G BUDGET EXPENSE
\$19,415,400	\$19,540,700

COLLEGE OF HUMANITIES AND SOCIAL SCIENCES (CHSS)

The College of Humanities and Social Sciences houses academic and research programs that span traditional and interdisciplinary fields of study. Students benefit from intense faculty involvement, a student-oriented philosophy and an environment characteristic of a traditional liberal arts college, an educational foundation that links the intellectual with the practical, and strong preparation for careers and civic life. Students grapple with fundamental questions about meaning, values and culture, history and society, art, and self-development—questions that require nuanced and informed thought if we are to solve the problems facing our communities, nation, and world. Trained in this challenging academic environment our students go on to leadership positions in industry and public service. Their skills particularly serve Northern Virginia and the DC metropolitan area, knowledge economies where the largest career growth is in the management fields.

The largest academic unit on campus with roughly 6,200 undergraduate majors, the college in addition teaches nearly every undergraduate at Mason and offers a rigorous graduate curriculum and nationally ranked programs to over 1,400 graduate students. As a good steward of Mason’s resources, it teaches students with great efficiency. Indeed, of all major units at Mason, the college provides one of the highest margins of net revenue back to Mason, even as it offers hundreds of small-sized classes each semester. Its students also enjoy higher rates of retention and graduation than the Mason average, including a freshman four-year graduate rate 13.5 percent higher than Mason’s as a whole.

Faculty scholarship underpins instruction within the college and advances knowledge, both locally and globally. Their scholarship leads to an abundance of published monographs, books, and peer-reviewed scholarly articles each year. Notably, Mason’s rating in top 200 universities worldwide by Academic Ranking of World Universities is based almost exclusively on Mason’s achievements in the category of social science, where Mason is ranked in the top 51-75. A powerhouse in research productivity, the college has averaged \$18 million annually in externally-funded research expenditures throughout the humanities and social sciences. The college’s research expenditures are included in the National Science Foundation’s Science and Engineering (S&E) and Non-S&E categories, both of which are included in the Carnegie research classification for Mason. College faculty and students have included Nobel, Pulitzer, Guggenheim, and MacArthur recipients; members of the American Academy of Arts and Sciences; *Forbes* “30 under 30” selections; and winners of countless other faculty and student prizes. Our faculty has influence beyond Mason as consistent contributors to public scholarship, media-cited experts, prize-winning authors and bloggers, elected officials for professional organizations, journal editors, and more.

FY 2017 ORIGINAL	FY 2018 ORIGINAL
E&G BUDGET EXPENSE	E&G BUDGET EXPENSE
\$59,024,600	\$61,780,600

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, innovative programs in high-profile disciplines including (but not limited) to personalized medicine, biomedical research, geoinformatics, climate dynamics, environmental conservation and sustainability, data science, cosmic exploration, forensic science, geospatial intelligence, and more. 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. The college serves the university through extensive Mason Core teaching across its programs, most notably in mathematics, chemistry, physics, and biology.

The college projects student growth by targeting new and expanded programs in high-demand disciplines that meet regional and national workforce development needs. Enhanced undergraduate research opportunities are available to complement this growth, and aggressive recruitment strategies and support programs to accommodate a diverse population of minorities and women in science.

Furthermore, anticipated increases in research expenditures are expected over the next several years. New government and corporate collaborations are emerging in the biomedical area including the Mason Inova partnership, growing data science initiatives, a simulation and traffic safety program, expanded focus on environmental and conservation efforts at the new facilities in Belmont Bay, a strong academic and research presence in remote sensing and geospatial sciences, and broadened sustainability, climate, and water security programs. 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 the Fairfax campus, the Science and Technology campus in Prince William, 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 2017 ORIGINAL	FY 2018 ORIGINAL
E&G BUDGET EXPENSE	E&G BUDGET EXPENSE
\$43,699,000	\$46,626,700

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 (CFA), the Hylton Performing Arts Center (HPAC), and a thriving program of visual art exhibitions and film screenings, 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.

CVPA's success finds expression on many fronts. The number of arts majors has remained relatively stable over the past five years. Ticket revenue for the Great Performances at Mason series in Fairfax and the Manassas Hylton Presents series is steady. General student attendance and participation in the arts are strong and growing. Some 25,000 students annually are involved in the arts at Mason.

Program quality and recognition of student and faculty achievement continue to advance. Mason alumni perform with prestigious dance, opera, and theater companies, work in film and television, 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, build companies in the growing field of simulation and game design, and hold teaching positions at every level from pre-K through higher education. Career outcome data for CVPA undergraduates compare favorably with the university as a whole. Faculty perform, direct, choreograph, write, design, exhibit, and publish in professional venues 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 300,000 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 and challenging voices emerging today and in 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 a master facilities plan with exciting building projects to bring the college’s physical environment and level of financial sufficiency more in line with its current size and aspiration, and to maintain our competitive position in light of major advances by our peers. CVPA’s active, growing volunteer community is pursuing philanthropic opportunities that will transform the landscape of the arts for generations to come. The college offers undergraduate degrees (BA, BM, BFA), master’s degrees (MA, MAT, MM, MFA), and doctoral degrees (PhD in Music Education, DMA, and a variety of professional certificates) and participates in various Master of Arts in Interdisciplinary Studies (MAIS) programs.

FY 2017 ORIGINAL	FY 2018 ORIGINAL
E&G BUDGET EXPENSE	E&G BUDGET EXPENSE
\$13,124,100	\$14,329,600

SCHAR SCHOOL OF POLICY AND GOVERNMENT

The Schar School of Policy and Government prepares undergraduate and graduate students to be leaders who advance the public good in the private, public, and nonprofit sectors. Through research and education in policy, government, and international affairs, the Schar School allows Mason to serve the region, Commonwealth, nation, and world more effectively.

Schar School’s faculty combines original research with real-world experience to connect theory and practice for the benefit of students and wider constituencies. The school employs approximately 80 full-time faculty members across a wide range of disciplines, including political science, public administration, international relations, economics, management, geography, security, engineering, sociology, anthropology, and law. The Schar School is a major research unit of the university and received approximately \$2.1 million in sponsored funding in fiscal year 2016. The school’s faculty members frequently advise governments, companies, and non-profit organizations, appear in the national and international media, and participate in public debates on critical issues of the day.

The Schar School offers two undergraduate majors, nine master’s degree programs, three doctoral programs, and a range of undergraduate minors and graduate certificates. Collectively, these programs enroll approximately 2,000 students. The school offers classes on Mason’s Fairfax and Arlington campuses, and its faculty members have offices on both campuses.

FY 2017 ORIGINAL	FY 2018 ORIGINAL
E&G BUDGET EXPENSE	E&G BUDGET EXPENSE
\$16,502,700	\$16,663,400

SCHOOL FOR CONFLICT ANALYSIS AND RESOLUTION (S-CAR)

At the School for Conflict Analysis and Resolution (S-CAR), the whole community of faculty, students, staff, alumni, and partners is committed to the development of theory, research, and practice that interrupt cycles of violence. S-CAR is an innovative academic resource for people and institutions worldwide. It comprises a community of scholars, graduate and undergraduate students, alumni, practitioners, and organizations in the field of peace making and conflict resolution.

S-CAR is committed to:

- Advancing the understanding of deeply rooted conflicts between individuals, groups, organizations, and communities 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 conflict; and
- Addressing underlying conditions that produce structural violence and asymmetry.

The S-CAR community recognizes that the effects of conflict can be positive or negative. Our work attempts to maximize the creative renewing positive qualities of conflict while minimizing the destructive distorting negative ones. We describe conflict as a dynamic system in which events and understandings constantly restructure and reinterpret the past, present, and future. Our objective is more resilient social, institutional, global relationships and an ability to handle routine conflicts more efficiently and to weather serious conflicts which might destroy more rigid structures.

S-CAR is committed to engaged scholarship, taking inquiry and analysis into the field to address problems in our local, national, and global community. S-CAR has anchored itself, theoretically and practically, on applied ethics, a normative value framework that far surpasses, in complexity, the traditional ethical framework of “neutrality.” At S-CAR, we use “reflective practice” as the method by which we grow as human beings and as theorists, researchers, and practitioners; it refers to the process by which persons learn, with others, from reflection on their experience.

FY 2017 ORIGINAL	FY 2018 ORIGINAL
E&G BUDGET EXPENSE	E&G BUDGET EXPENSE
\$4,160,400	\$4,297,100

SCHOOL OF BUSINESS

The mission of the School of Business is to prepare a diverse student body to succeed in a global business environment. This mission is achieved through both academic and co-curricular activities.

The School of Business is fully engaged with the regional business community, graduating highly qualified students as employees, producing research that informs business policy and operations, and providing venues for the region's business leaders to work with our students in the classroom and to learn from each other. Business leaders and organizations are active partners through executive education programs, speaker engagements, classroom lectures, case competitions, business-plan competitions, internships, and career placement. The School of Business also maintains close connections to the business community through its advisory board and advisory councils to academic programs.

The school's centers and initiatives also provide a bridge between students and the business community. These include the Center for Infrastructure Protection & Homeland Security; Center for Innovation & Entrepreneurship; Center for Real Estate Entrepreneurship; Investor Protection & Corporate Fraud Research Center; Mason Government Contracting Initiative; and the Women in Business Initiative.

The School of Business enrolls more than 3,700 undergraduate students pursuing majors in: Accounting, Finance, Information Systems & Operations Management, Management and Marketing.

More than 500 graduate students are enrolled in the following programs:

- Executive MBA
- MBA
- MS in Accounting
- MS in Management
- MS in Management of Secure Information Systems
- MS in Real Estate Development
- MS in Technology Management

The School of Business is consistently recognized in the rankings. It annually ranks among the top 100 undergraduate business school programs, part-time MBA programs, and online MS in Accounting programs by *U.S. News & World Report*. The MS in Management of Secure information Systems is highly rated by IT security practitioners, and the MS in Management is ranked in the top 20 by *The Financial Engineer*.

The School of Business is accredited in both business and accounting by the Association to Advance Collegiate Schools of Business (AACSB) International—the most prominent accrediting body for business schools in the world. Only 24 percent of AACSB-accredited business schools worldwide are accredited in both business and accounting.

FY 2017 ORIGINAL	FY 2018 ORIGINAL
E&G BUDGET EXPENSE	E&G BUDGET EXPENSE
\$28,698,400	\$31,411,700

VOLGENAU SCHOOL OF ENGINEERING (VSE)

The mission of the Volgenau School of Engineering is to provide a transformative learning experience for our students that integrates engineering and technology with other areas of scholarship to produce visionary stewards of society who are prepared to discover solutions to complex global challenges and make the world safer, cleaner, and more prosperous. A faculty of engaged educators lead high-impact research in critical areas such as sustainability, big data, cybersecurity, robotics and artificial intelligence, signals and communications, and healthcare technology. These existing and emerging areas of expertise span departmental and disciplinary boundaries and reflect the breadth of the scholarly activities of our faculty and students.

The Volgenau School continues to expand its course and degrees offerings. In fall 2014, Mason became one of only five universities in the country to offer a multidisciplinary data analytics engineering master’s degree program to meet a burgeoning demand for professionals who can extract insight from the flood of “big data.”

We also added bachelor’s degree programs in cyber security engineering, with a focus on critical infrastructure protection and mechanical engineering. Our PhD in bioengineering, aimed at educating future scholars and leaders in this field, also launched in January 2015. These popular new programs represent much of the increase in our student population. In the 2016-17 academic year, enrollment reached an all-time high as the student population grew to 6,750 for both undergraduate and graduate students.

Volgenau faculty members have been named professional society fellows and have received international recognition and awards. The school continues to attract world-class faculty and researchers. In 2016-17 the school hired 34 new faculty members, representing a net increase of 30 faculty members. These hires were spread across all departments and programs, and will allow every department and program to improve the quality of education for our students, to grow research, and to advance their own strategic goals.

We encourage students to pursue internships to gain practical experience in their fields of study. Volgenau’s proximity to the nation’s capital allows our students to take advantage of our relationships with business, government, and nonprofits. Our graduates consistently find high-paying jobs with top companies. This year US News ranked the school’s online master’s program in Applied Information Technology in the top 50 online programs in this field.

The school promotes student outreach activities by supporting more than 25 student organizations. These organizations include peer advisors, honor societies, student chapters of professional societies, student veterans, and the applied robotics club. Volgenau’s philanthropic efforts continue to forge productive relationships with corporate partners and friends.

FY 2017 ORIGINAL	FY 2018 ORIGINAL
E&G BUDGET EXPENSE	E&G BUDGET EXPENSE
\$35,737,800	\$40,910,900

PROVOST

The Office of the Provost coordinates undergraduate and graduate affairs and oversees university-wide academic activities. It comprises those academic units that report under the Office of the Provost but whose functions support instructional activity. These include Global Education, the Center for Teaching & Faculty Excellence, Mason Impact, the offices of the Associate Provosts for Undergraduate and Graduate Education, the Office of Institutional Research and Assessment, the Faculty Senate, and the Robinson Professors. The Robinson Professors are shown in this division, but they teach courses predominantly within the Honors College, the College of Humanities and Social Sciences (CHSS), and the College of Science (COS).

The Office of Academic Innovation and New Ventures oversees the Office of Digital Learning, Mason Learning Solutions, Student Academic Advising, Retention & Transitions, the Office of the University Registrar, and the Office of Accreditation and Academic Program Integrity.

The Office of Academic Innovation and New Ventures is committed to the creation and development of new ways to deliver the George Mason University educational experience. As a result of the Mason tenets of innovation, entrepreneurship and accessibility, the office seeks to expand educational access and increase academic excellence through the development of learning science innovations that facilitate the reinvention of existing paradigms as well as the creation of new ones. The office will pursue new strategic partnerships that hold potential for educational opportunities and offer promise to generate new revenue streams to support students, faculty and the university mission. In the Mason tradition, the Office of Academic Innovation and New Ventures will hold high standards for innovation, financial stewardship and growth as we strive to offer transformative learning experiences that prepare Mason students for the marketplace and the world.

Enrollment Management coordinates a university-wide collaborative enrollment management program and comprises five departments—Admissions, Student Financial Aid, Integrated Enrollment Marketing Communications, Enrollment Central, and International Enrollment Partnerships.

The mission of Enrollment Management at George Mason University is to foster student success by connecting students and families to resources that open doors to a world-class education and the opportunities fundamental to the Mason student experience. The office strives to provide quality, timely, and efficient student services from recruitment through graduation.

Research and Innovation encompasses three departments within the Office of the Provost. The Office of Sponsored Programs (OSP) provides Mason faculty with administrative support for their sponsored research and scholarship activities, including both pre-award and post-award support. The Research Development, Integrity and Assurance (RDIA) department provides resources that promote the ethical and responsible conduct of research, and assist the Mason faculty and student community with the identification of external funding opportunities and the development of high quality proposals and projects. The Office of Technology Transfer (OTT) provides innovation services to Mason faculty and students to support the translation of Mason research and scholarship outcomes into products and services that enhance health, wealth and prosperity in the Commonwealth and beyond.

FY 2017 ORIGINAL	FY 2018 ORIGINAL
E&G BUDGET EXPENSE	E&G BUDGET EXPENSE
\$44,584,300	\$46,468,700

Note: Original Budgets include AVP Regional Campuses, Enrollment Management, Institutional Research & Reporting, INTO Mason, Krasnow Institute, and Mason Learning Solutions (formerly OCPE).

UNIVERSITY LIFE

University Life creates purposeful learning environments, experiences, and opportunities that energize all students to broaden their capacity for academic success, degree completion, and personal growth. University Life prepares students for the demands of work, social responsibility, and life in an ever-changing global society. Through innovative programs, partnerships, and direct services, students discover their unique talents, passions, and place in the world.

University Life integrates the curricular and co-curricular aspects of the institution and creates a sense of community for students, faculty, and staff. Through direct services and programs, University Life supports every student at Mason from orientation through graduation. University Life services and programs focus on:

- Retention
- Student Learning
- Timely Degree Completion
- Engagement / Sense of Belonging
- Post-Graduation Success
- Service / Support
- Well-Being
- Inclusive Community

University Life Offices

Academic, Career Counseling & Educational Services

Academic Integrity
 Career Services
 Dean of Students
 Disability Services
 Early Identification Program
 Learning Services
 Living Learning Community Development
 Student Conduct

Health and Wellness

Counseling and Psychological Services
 Student Health Services
 Student Support and Advocacy Center

Involvement, Diversity, Leadership & Development Programs & Services

Diversity, Inclusion, and Multicultural Education
 Fraternity and Sorority Life
 Graduate Student Life
 Housing and Residence Life
 International Programs and Services
 Leadership Education and Development
 Lesbian, Gay, Bisexual, Transgender, Queer, and Questioning Resources
 Mason Recreation
 Off-Campus Student Programs and Services
 Orientation and Family Programs and Services
 Student Government
 Student Involvement
 Student Media
 Women and Gender Studies Center

FY 2017 ORIGINAL	FY 2018 ORIGINAL
E&G BUDGET EXPENSE	E&G BUDGET EXPENSE
\$8,602,800	\$8,650,400

LIBRARIES

The George Mason University Libraries, as a core academic function, serves as both a repository of and digital portal to the wider universe of knowledge. The University Libraries fosters innovation, originality, and imagination by qualitatively managing access to scholarship and information, providing expert consultation in the research process, actively teaching the effective and critical use of information, and disseminating research and scholarship through publishing endeavors. The University Libraries also fulfills the role of repository for unique historical materials documenting and preserving the evolution of Mason and the Northern Virginia region. Further, it develops significant and specialized research holdings in digital and analog formats that reflect Mason’s increasingly acknowledged academic strengths that garner national and international visibility for the university.

Mason’s library system is comprised of five libraries on three different campuses: Fenwick Library and Gateway Library, Fairfax Campus; Arlington Campus Library and School of Law Library (administered and funded separately), Arlington Campus; and Mercer Library, Science and Technology Campus. University Libraries is a 24/7 operation, efficiently serving a growing student and faculty population and the general public, while effectively meeting the specialized demands generated by increased university research.

Mason has just completed a renovation and addition to Fenwick Library that transformed the space into a state of the art facility that serve the university for years to come. The educational programmatic alignment between the Libraries and schools and colleges of the university is achieved through the highly effective library instructional and research consultation services. The Libraries serve and support tens of thousands of students and faculty each year – directly, in-person and on-site, and online through accessible and convenient modes of delivery.

The University Libraries’ expanded academic support services include: the Digital Scholarship Center (quantitative, qualitative and statistical research support, geospatial/GIS expertise, digital humanities, workshops, instruction labs and more); the Mason Archival Repository Service (MARS); the Mason Publishing program (which provides educational and consultation services in a range of modern scholarly communications areas, facilitates and supports a variety of digital publishing efforts ranging from open access journals to conference proceedings and Open Educational Resources, and includes the GMU Press); and University Records Management (as mandated by Commonwealth of Virginia regulations).

The Libraries’ technology-assisted and enhanced services and programs include: a discovery system offering single search box access to the Libraries’ many collections, as well as full-text content from millions of subscribed resources; an e-reference service giving real-time online access to Mason's librarians; digital images management; digitization capabilities; scholarly portals for significant digitized special collections; and a suite of tools/services supporting data-driven research across academic disciplines.

Mason Libraries is an active member of several regional and national resource-sharing academic library consortia, including Virtual Library of Virginia (VIVA), Washington Research Library Consortium (WRLC), Association of Southeastern Research Libraries (ASERL), HathiTrust and The Center for Research Libraries – Global Resources Network (CRL).

FY 2017 ORIGINAL	FY 2018 ORIGINAL
E&G BUDGET EXPENSE	E&G BUDGET EXPENSE
\$21,146,100	\$21,102,300

FINANCE AND OPERATIONS

Finance and Operations provides direction, oversight, financial and operation management for administrative activities at the university. The following offices are included within Finance and Operations:

- Budget & Planning
- Campus Police
- Fiscal Services
- Human Resources/Payroll & Faculty/Staff Life
- Regional Campus Administration
- Safety, Emergency & Enterprise Risk Management
- Senior Vice President

These collective offices ensure the overall fiscal integrity of the university and provide students, faculty, staff, and visitors with a safe learning and work environment. Together, these offices support the university’s mission as an innovative and inclusive academic community committed to creating a more just, free, and prosperous world.

FY 2017 ORIGINAL	FY 2018 ORIGINAL
E&G BUDGET EXPENSE	E&G BUDGET EXPENSE
\$30,923,100	\$31,348,700

EXECUTIVE ADMINISTRATION

Executive Administration is primarily responsible for senior level leadership and administration for the university. This following offices are included within Executive Administration:

- Compliance, Diversity, and Ethics
- Internal Audit
- Legal Services
- President’s Office

These offices provide institutional guidance and oversight to ensure Mason’s core characteristics— Innovation, Diversity, Entrepreneurship, and Accessibility are central to the university’s mission and strategic plan.

FY 2017 ORIGINAL	FY 2018 ORIGINAL
E&G BUDGET EXPENSE	E&G BUDGET EXPENSE
\$5,399,700	\$5,814,300

INFORMATION TECHNOLOGY SERVICES (ITS)

The success of George Mason University's Information Technology Services (ITS) continues to rely on its ability to support Mason's core mission and values. Working in partnership with the university's faculty, students, and staff, ITS provides essential technology services that enable Mason to do its work: communicate, collaborate, and interact with Mason and beyond.

ITS consists of: Academic Strategies, Enterprise Applications, Enterprise Infrastructure (Classroom Technology, Enterprise Servers and Messaging, and Technology Support Services); Enterprise Applications; IT Security; Learning Support Services; Network Engineering and Technology; and Strategic Business Operations. The organization is focused on improving the effectiveness of the services it delivers that the university relies on to meet its business needs.

FY 2017 ORIGINAL	FY 2018 ORIGINAL
E&G BUDGET EXPENSE	E&G BUDGET EXPENSE
\$34,268,700	\$34,609,300

ADVANCEMENT AND ALUMNI RELATIONS

The Office of Advancement and Alumni Relations supports the mission and goals of George Mason University by developing relationships with alumni, friends, corporations, foundations, students, and parents that result in philanthropic support and volunteer engagement.

The Advancement team secures private financial support from individuals, foundations, and corporations; this financial support sustains Mason’s mission as a public comprehensive research university and helps Mason attain its goals in the key areas of teaching, research, and service. Currently the university is in the Faster Farther Campaign with a goal of raising \$500 million. The Alumni Relations team builds relationships between alumni and the university, facilitating strong bonds of mutual loyalty and engaging alumni in meaningful service. Alumni Relations works with the Alumni Association to offer programs that support the goals of the university and the association. The George Mason University Foundation is a 501(c)(3) non-profit foundation and a private corporation organized and operated exclusively for the benefit of George Mason University. It assists Mason in generating and administering private support and in the acquisition, management, and development of Mason's auxiliary efforts, real property, and other assets that provide strategic support.

FY 2017 ORIGINAL	FY 2018 ORIGINAL
E&G BUDGET EXPENSE	E&G BUDGET EXPENSE
\$5,758,300	\$5,831,100

COMMUNICATIONS AND MARKETING

The Office of Communications and Marketing is charged with taking the lead in building and advancing George Mason University’s brand by promoting the talent, expertise, accomplishments, and resources of this world-class university of higher learning.

We operate as a strategic partner with all major university units and initiatives, including academic, development, legislative, and student life. Our approach to every project is holistic, bringing together the right strengths from various disciplines to produce the best results.

One group, **Creative Services**, consists of highly skilled writers, designers, photographers, and web developers who have an extensive understanding of Mason’s brand voice and visual identity. In addition to being the primary gatekeepers of the brand, together they create printed publications, such as the *Mason Spirit*, and brochures, posters, videos, and ads.

Working in tandem to help build and manage the Mason brand is our **Strategic Communications** team. Collaborating with faculty, students, and outside professionals, Mason’s story is told through daily features online and in various print venues by our gifted staff of news writers. They also act as a liaison between the news media and Mason community.

Gathering information isn’t just the domain of Strategic Communications. It is also the function of **University Information**—a group of dedicated individuals who gather and facilitate the exchange of university facts and details to both internal and external Mason audiences. Astoundingly, they do it for one million people through the university switchboard and directory, kiosks, electronic signboards, and other outlets.

Not surprisingly, every year thousands of events and activities are held on Mason’s three campuses, and these events would not be possible without the planning and staging of **University Events**. Whether it’s a gubernatorial debate, Nobel Prize reception, Capitol Hill event, or television broadcast, this group ensures each one is expertly managed.

FY 2017 ORIGINAL	FY 2018 ORIGINAL
E&G BUDGET EXPENSE	E&G BUDGET EXPENSE
\$6,494,200	\$6,521,600

GOVERNMENT AND COMMUNITY RELATIONS

The goals of the Government and Community Relations team are to advance the university’s interests with federal, state, and local governments and develop productive, mutually-beneficial relationships with business and citizen community groups. There are currently three sub-teams within Government and Community Relations.

The federal government relations team advances Mason’s priorities on Capitol Hill and in the federal agencies and acts as the lead group with legislators and regulators. The federal team is regularly engaged with the Virginia Congressional delegation and key departments that are funders for grants and research at Mason.

The state government relations team represents the university administration’s positions in Richmond during the General Assembly and throughout the year on activities related to the budget and other policy issues.

The community relations team is responsible for representing the university to local governments, business, and citizens groups. In particular, the team manages outreach to chambers of commerce and other business specialty groups. The community relations team is also responsible for citizen interaction, project management outreach, and advisory board’s activities.

FY 2017 ORIGINAL	FY 2018 ORIGINAL
E&G BUDGET EXPENSE	E&G BUDGET EXPENSE
\$1,408,400	\$1,424,100

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. In addition, the Facilities Management Office is responsible for all aspects of maintenance for buildings and infrastructure, and includes physical plant operations, energy management operations, shop operations, and grounds maintenance.

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 square footage per student FTE space guidelines. Due to these continued space needs, our existing facilities are some of the most heavily used higher education 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.

FY 2017 ORIGINAL	FY 2018 ORIGINAL
E&G BUDGET EXPENSE	E&G BUDGET EXPENSE
\$38,989,300	\$39,253,800

FACILITIES SPECIAL PROJECTS FY 2018	
Special Projects—Construction	\$275,000
Special Projects—Planning	140,000
Special Projects—Renovations	50,000
Special Projects—Property Maintenance	35,000
TOTAL	\$500,000

The Facilities Department budgets \$500,000 annually to support miscellaneous non-capital projects in the area of construction, renovation, planning and environmental restoration, and remediation.

PROPERTY RENTAL/FACILITY SUPPORT

The university leases space in Fairfax, Arlington, and Loudoun to provide additional office, instructional, and research space. In the past, lack of sufficient office space resulted in several departments and programs being housed off campus. Completion of Academic VII will allow for further reduction in off-campus leasing.

FY 2017 ORIGINAL	FY 2018 ORIGINAL
E&G BUDGET EXPENSE	E&G BUDGET EXPENSE
\$10,606,000	\$11,114,000

The following table provides a summary of the space leased by the university.

FY 2018 PROPERTY RENTAL—LEASED SPACE	
BUILDING—EXTERNAL	ANNUAL RENT AMOUNT*
Arlington—Washington Blvd	\$3,227,000
Commerce Building	766,000
Loudoun County	317,000
Democracy Lane	496,000
Patriot Square	165,000
Townhouse Offices	149,000
4031 University Drive	88,000
Richmond Lease	20,000
SUBTOTAL	\$5,228,000
BUILDING—INTERNAL	
Merten Hall	\$2,613,000
Aquia Building	1,505,000
Founders Hall Debt	693,000
Public Safety Space	357,000
Student Union I / The Hub	350,000
Johnson Center	338,000
Rivanna Lane	30,000
SUBTOTAL	\$5,886,000
TOTAL	\$11,114,000

* Annual Rent for FY18. The Arlington-Washington Blvd lease has a 5 percent annual cost escalation and Common Area Maintenance (CAM) charges in addition to the annual rent. FY18 also sees the annualization of increased square footage at both the Democracy Lane and 4031 University Drive properties.

AUXILIARY ENTERPRISES

DETAIL BY MAJOR UNIT

HOUSING & RESIDENCE LIFE

Housing and Residence Life (HRL) is committed to providing a safe and well-maintained student centered environment that is innovative and inclusive of a global community. We are dedicated to creating a home that enriches the experiences of our students, staff, and faculty.

HRL is the university's largest auxiliary unit and reports to University Life. HRL is organized into three neighborhoods on the Fairfax Campus, and accommodated over 6,200 residents for fall 2016. HRL offers a variety of living options to residents, from traditional rooms to suites and apartment-style housing. HRL also supports the housing programs at Beacon Hall, the residence hall on the Science and Technology Campus, which provides 150 beds for graduate students, as well as a housing facility with the Smithsonian Mason partnership at Front Royal that has a capacity of 120.

In collaboration with the INTO Mason joint venture, HRL manages the 276 bed residential portion of the Mason Global Center (MGC) on the Fairfax campus via a cost-recovery agreement. The MGC accommodates international students enrolled in a Pathway program, as well as international and domestic students enrolled in academic programs, all of whom experience a globally-focused community.

HRL is responsible for the management and operation of over 2 million square feet of residential facilities. Its self-generating revenue covers its total costs, including setting aside funds for a healthy reserve. HRL maintains a staff of 150+ full time personnel and 350+ student workers, which provide facility maintenance and housekeeping, assignments and marketing, information technology support, human resources, and financial services. In addition, the Residence Life area (which includes a vibrant living-learning community) provides a comprehensive environment of growth and learning, with a primary focus on excellent student services and support. HRL works closely with University Life, Facilities Management, Auxiliary Enterprises/University Services, many academic units, and Admissions.

HRL is committed to supporting Mason students' holistic growth and development. Living on campus can be the perfect complement to the academic experience at Mason, which facilitates the opportunity to interact with diverse individuals, discuss important topics, form study groups, get engaged with a wide variety of student organization opportunities, and attend an exciting array of programs and events. Most importantly, it can be an experience that is instrumental for students to learn more about themselves, their values, and living effectively with people who may be different from them. The campus' neighborhoods are designed to facilitate face-to-face interaction, which is a vital component of community development. It is an opportunity for students to establish their independence as well as their responsibility to the greater Mason community.

HRL continues to focus on both promoting affordability for students and maximizing the commitment to effective stewardship of resources.

	FY 2017 ORIGINAL	FY 2018 ORIGINAL
Revenues	\$46,215,800	\$46,336,900
Expenses	46,215,800	46,336,900
Annual Operating Balance	-0-	-0-

INTERCOLLEGIATE ATHLETICS

The Intercollegiate Athletics (ICA) program at Mason is recognized for both departmental quality and depth. The ICA program comprises competitive activities in 22 programs for men and women and has competitions taking place on local, regional, and national levels. The ICA program participates in the Atlantic 10 conference. The following programs are currently offered at Mason:

Men's Baseball	Men's Track (2)	Men's Cross-Country
Women's Track (2)	Men's Wrestling	Men's Tennis
Women's Cross-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, several teams have been recognized for earning high scores in the Academic Progress Rate (APR).

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 revenues used to cover the costs of scholarships is generated through the Athletic Department's development efforts. Additionally, revenues earned from the EagleBank Arena and 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 2017 ORIGINAL	FY 2018 ORIGINAL
Revenues	\$19,885,200	\$20,184,400
Expenses	19,885,200	20,184,400
Annual Operating Balance	-0-	-0-

FIELD HOUSE

The Field House is located at the corner of Ox Road (Route 123) and University Drive on the Fairfax Campus. The 110,000-square-foot complex features a 200-meter indoor track, basketball courts, weight room, and accommodations for indoor volleyball and indoor soccer. Outdoor features include a baseball stadium, softball stadium, soccer/lacrosse/track stadium, and practice fields. The facility and outdoor practice fields are used by intercollegiate athletic teams, club teams, intramural sports, ROTS, RHT (Lab space support), and are also used by the community for rentals on a space available basis.

(FY 2018 Revenue Budget totals \$2.2 million)

Athletic Facilities Improvement Funds is an effort to keep well maintained athletic facilities that address the expanding needs of the student athletes. Mason sets aside funds annually to address major athletic facilities improvement projects for all facilities located on the west campus, including the Field House, practice fields, George Mason Stadium, the Spuhler Field (baseball), a softball complex, and two unlighted bermuda grass fields. The funding helps assure that athletic facilities are available to intercollegiate athletic teams year-round. The budget for athletic facilities improvements is supported by student fees.

(FY 2018 Revenue Budget totals \$0.2 million)

	FY 2017 ORIGINAL	FY 2018 ORIGINAL
Revenues	\$2,447,400	\$2,430,900
Expenses	2,447,400	2,430,900
Annual Operating Balance	-0-	-0-

DINING

Dining at Mason is an important component of the overall university experience. While the principal goal is to provide 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, and visitors. For non-resident students, dining may be the most apparent opportunity to interact with other students on a personal basis. For resident students, dining can be both a ritual and daily highlight. Many faculty and staff use dining at Mason as an opportunity to share new ideas and discuss business in a relaxed setting.

Throughout their long-standing relationship with Mason, Sodexo manages the dining operations and has aimed to produce dining experiences that focus on quality and variety. Sodexo manages three dining halls on the Fairfax Campus and one at the SMSC location. Over 1.6 million meals are served in these dining halls. Additionally, there are over 20 Sodexo-managed retail restaurants on Mason’s campuses. Sodexo provides 1,000 meal vouchers for students in temporary need through the Student Meal Assistance Fund. An on-site Sodexo Registered Dietician is available to assist students with all of their dietary needs.

Although Sodexo offers a number of services on campus, including catering and retail sales, there is no aspect of Dining that touches students more than through the delivery of meal plans. These meal plans offer Mason students a variety of options, including Independence plans with unlimited access to the dining halls, Liberty and Patriot plans with a fixed number of meals each semester, and Freedom plans with declining cash balances. The residence dining halls provide all-you-care-to-eat 24-hour a-day dining on the Fairfax Campus. Bytes meal plans allow faculty and staff to eat in dining halls with the students.

Mason has made it a priority to keep meal plan costs reasonable. Commissions generated by Dining provide support for maintaining dining equipment and facilities improvements and capital maintenance. Dining strives to constantly improve the dining experience for the Mason community. As taste and trends change, the quality, diversity, and types of foods, such as locally grown, are constantly evaluated and changed through close collaboration with the Student Government. Beginning in 2015, Sodexo in collaboration with the Office of Sustainability agreed to use the produce from Mason’s Hydroponic Greenhouse in Presidents Park.

The physical dining environment, friendliness and professionalism, food safety, and other aspects of delivery and service are all critical parts of the equation that make dining at Mason pleasurable and memorable. Students appreciate the IRIS photo recognition terminals for fast access to dining halls. With anticipated campus growth and planned on-campus dining options, dining revenues are expected to grow annually. Mason Dining helps contribute positively to the overall intellectual, social, wellness, sustainable, and financial health of the university.

In addition to the Sodexo operated retail brands, there are five independently operated dining locations for the Mason community to enjoy: Argo Tea, Manhattan Pizza, Panera Bread, Panda Express, and Wing Zone.

	FY 2017 ORIGINAL	FY 2018 ORIGINAL
Revenues	\$24,007,100	\$25,024,600
Expenses	24,007,100	25,024,600
Annual Operating Balance	-0-	-0-

STUDENT CENTERS (JOHNSON CENTER / UNIONS)

The Student Centers operation integrates all aspects of campus life by serving as Mason's facility, program, and events support services management division for the Johnson Center, Student Union I (SUB I), and The Hub. Student Centers also supports Science and Technology campus and Smithsonian-Mason School of Conservation (SMSC) event support services. 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. Student centers support more than 19,000 events in its buildings. The division over the past several years has increased its event support in response to increased campus activities to emphasize quality customer service in this area. Event support has grown to include the Merten Hall conference rooms and Research Hall 163. Free kiosks provided to student organizations total more than 1,900 uses. The division continues to increase its use of technology to provide service to users and training and continued education for faculty and staff. Practical learning and development opportunities are critical components for student employees at the centers. Facility and operations management of the Student Centers are core components provided by the Student Centers staff.

Student Centers tenant and event spaces located in the Johnson Center facility include the Admissions Office, Dewberry Hall, the cinema, Gateway 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 Tech, a full service credit union, and a variety of franchise eateries. Millions have visited the Johnson Center facility since its opening in 1995. With five million annual visitors, overall use of the Johnson Center continues to grow.

SUB I includes many University Life and Provost services, including but not limited to the Student Health Center, Counseling and Psychological Services, Disability Services, Diversity Services, LGBTQ Resource Center, Enrollment Central, and the Registrar's Office.

The Hub is home to various student involvement aspects of University Life, including Student Media, Student Involvement, campus mail services, and the Hub Ballroom. The Corner Pocket game room, located in The Hub, is a place where the Mason community can gather to relax and have fun together. Over 14,700 games are played by students in The Corner Pocket each year.

The Student Centers operation budget is supported through a combination of student fee allocations and self-generated revenues.

	FY 2017 ORIGINAL	FY 2018 ORIGINAL
Revenues	\$11,674,200	\$11,695,400
Expenses	11,674,200	11,695,400
Annual Operating Balance	-0-	-0-

ARTS CENTERS

The Arts Centers at Mason include 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 the CFA has been to make the arts a pervasive presence in the lives of every Mason student and area resident. The CFA plays a key role in the cultural vitality of the Washington metropolitan region, attracting more than 200,000 patrons and participants 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 CFA hosts a large number of university events, including Fall for the Book events and other special speakers, seminars, and meetings. The 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), 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 Science and Technology Campus in Manassas, serving 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 the flexible Gregory Family Theater with 250 seats. It showcases music, dance, and theater productions by local artists and ensembles, Mason students and faculty, and several multi-disciplinary professional series—the Hylton Presents Series, Hylton Family Series, Matinee Idylls, and Hylton Center Extra. The Hylton Center offers free tickets to students to the performances in these series. In addition, the Buchanan Partners Art Gallery presents the work of regional visual artists. The facility is also available for rent to community, nonprofit, and corporate groups for productions and meetings.

CVPA embraces three overlapping communities: students and faculty; community artists, audiences, 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 represents an important paradigm for the arts in higher education because it models the creative process itself and the societal structures that support the arts.

	FY 2017 ORIGINAL	FY 2018 ORIGINAL
Revenues	\$14,014,200	\$14,109,800
Expenses	14,014,200	14,109,800
Annual Operating Balance	-0-	-0-

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 Science and Technology Campus, the center is the 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.

	FY 2017 ORIGINAL	FY 2018 ORIGINAL
Revenues	\$6,558,700	\$6,556,600
Expenses	6,558,700	6,556,600
Annual Operating Balance	-0-	-0-

UNIVERSITY LIFE

University Life focuses on students’ academic and post-graduate success and civic engagement, and makes an intentional effort to provide students with service, access, opportunity, guidance, and experience.

University Life prepares students for the demands of work, social responsibility, and life in an ever-changing global society. Through a range of direct services and programs, University Life supports *every* student at Mason from orientation through graduation. University Life’s goals for student success are:

- Increased well-being and post-graduation success
- Increased retention and timely degree completion
- Increased engagement and student learning
- Provide highest level of service and support for students and families

University Life activities and programming 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. These include Asian Pacific American Heritage Month, Black History Month, Healthy Relationships Week, Hispanic Heritage Month, Victim’s Rights Week, and Women’s History Month.

Community Building Social Activities includes activities such as Homecoming, Mason Day, Patriots’ Day, International Week, International Café, and social activities sponsored by student organizations and Housing and Residence Life. The Preamble provides new undergraduate students the opportunity to meet their fellow Patriots, learn more about the academic expectations of the university, and participate in New Student Convocation. Welcome Week encompasses events and activities to welcome all students at the beginning of fall semester.

Student-Run Organizations support activities through the university. The Student Funding Board distributes funding to approximately 400 registered student organizations. The Student Bar Association disburses funds annually to approximately 40 student organizations and journals in the Scalia Law School.

Student Media includes Mason’s official newspaper (*Fourth Estate*), radio station (WGMU Radio), television network (Mason Cable Network), yearbook (*GMView*), two magazines, and five student literary journals. Student Media also offers 16 sections of one-credit co-curricular workshops. Additional programs include Mason Votes, onMason blog, the Society of Professional Journalists, and a faculty-directed live stream team that produces more than 100 broadcasts annually.

University Life Activities Related Units include 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 and Gender Studies Center. Collectively, these are the units most responsible for University Life’s administrative and community building activities.

College of Humanities and Social Sciences – Faculty-directed Programs organized and taught by instructional faculty, are open to students irrespective of their major. Programs include debate and forensics in the Communication Department of the College of Humanities and Social Sciences.

	FY 2017 ORIGINAL	FY 2018 ORIGINAL
Revenues	\$10,586,500	\$10,186,300
Expenses	10,586,500	10,186,300
Annual Operating Balance	-0-	-0-

AUXILIARY ENTERPRISES ADMINISTRATION

Auxiliary Enterprises Administration is composed of several units that provide student services through contracted services and self-operated activities. The primary goal is to provide services and activities that complement and enhance student learning, provide necessary support to the Mason community, as well as enhance the campus environment. The following describes these activities.

Auxiliary Enterprises Administration provides central oversight and direction to services such as Student Centers, Card office, Trademark Licensing, and Vending, and contracted services including the Bookstores, Dining, EagleBank Arena, Mail Services, and Print Services. The office collaborates with many university offices such as University Life and Facilities on programs of common interest. Auxiliary Enterprises Administration units employ over 550 student employees, which provides valuable experiential learning to those students.

Mason Card Office manages the Campus ID program, Mason Money system, and the Mason Merchants off-campus program, where more than 25 local merchants accept Mason Money funds. The Mason Card Office issues and manages over 50,000 Photo ID cards.

Mail Services provides a service for students and the Mason community to purchase stamps and packaging materials, as well as send packages by parcel. Over 3.6 million pieces of mail and 75,000 student packages are handled annually. Through a bidding process the Mail Services operation was awarded to Canon USA in December 2016.

University Bookstores provide a service for Mason students and the community with locations on the Fairfax, Arlington, and Science and Technology Campuses. Managed by Barnes & Noble, it provides 128,000 textbooks to students through purchase, rent, or download. The Bookstores are the primary retailer for university licensed apparel, along with gifts, supplies, accessories, and electronics.

Programs, Events, and Camps Serving Minors serves as a resource for internal and external organizations seeking to host events involving minors. It focuses on background checks and insurance requirements, and also serves as a clearing house for any event involving minors held at Mason.

Print Services is managed by Canon USA and supports academic, administrative, and student imaging needs with full-service print centers on three campuses via all public coin- and card-operated copiers, the administrative copier fleet, and pay-for-print devices.

Mason Vending and Trademark Licensing support student scholarships and have provided over one million in scholarships over the past five years through the sale of Mason branded projects, beverages and snacks.

The shopMason brand and website were created in 2015 to promote all Auxiliary Enterprises services through one website and marketing program. By centralizing marketing, the shopMason aims to connect the wide range of goods and services that are offered through units of Auxiliary Enterprises, cross-promote them to the Mason community, and promote special offers and featured events.

	FY 2017 ORIGINAL	FY 2018 ORIGINAL
Revenues	\$5,766,100	\$5,428,900
Expenses	5,766,100	5,428,900
Annual Operating Balance	-0-	-0-

CAMPUS ACCESS (PARKING SERVICES)/TRANSPORTATION

Campus Access (Parking Services) is self-supporting and includes a variety of services that support parking on all of Mason’s campuses. Campus Access funds are generated primarily from permit fees, visitor and event revenues, and fines. These revenues cover parking lot and deck construction debt service, parking lot and deck repairs and maintenance, lighting repairs and installations, and the management fee for the parking contractor. SP+ (formerly Standard Parking), the university’s outsourced partner for managing parking operations, manages the permit sales program, provides parking enforcement and event technicians, manages the parking decks and lots, and manages the Motorist Assistance Program. Funded activities include staffing of the Parking Services administrative office, monitoring and assisting with traffic in conjunction with Mason Police, managing parking areas and special events, managing parking deck operations, customer service, and enforcement. These services are offered on all campuses.

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 (Mason Shuttles) and all alternative transportation programs, and provides strategic direction to the campus regarding parking and transportation decisions. The existing shuttle system provides transportation between the Fairfax and Science and Technology Campuses on a scheduled basis during the academic year. Shuttle services have been added to connect students to various shopping areas, and provide express transit to and from the Vienna Metro Station, service to the Burke VRE station and around the Fairfax Campus. Beginning in FY 2008, a transportation fee was included within the overall annual student fee. These allocations are used to fund the university’s subsidy to the City of Fairfax for the CUE bus and partially fund the expanding shuttle program. The Transportation Office also oversees the transportation demand management (TDM) program, including bicycle and ridesharing, as well as administers the Commonwealth Commuter Choice transit benefit. As the campus grows, an emphasis on additional traffic and transportation improvements will be necessary. The Transportation Office has developed a long-range Parking Services and Transportation master plan to address future needs and has provided a vision for future growth in this area.

	FY 2017 ORIGINAL	FY 2018 ORIGINAL
Revenues	\$17,788,800	\$18,386,600
Expenses	17,788,800	18,386,600
Annual Operating Balance	-0-	-0-

AUXILIARY ENTERPRISES CENTRAL

Auxiliary Enterprises Central includes a variety of budgetary units as the following:

Indirect Cost is the payment made to Educational and 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, and a student fee allocation. *(FY 2018 Revenue Budget totals \$10.9 million)*

AE Debt Service includes AE central debt service funding for the Aquia building, Founders Hall, Global Center, as well as the Central Utility Plant expansion project. The Aquia building serves as a data center and a portion of its annual debt service is covered by a student fee allocation. The Founders Hall, utilized for classroom and administrative office space, is covered by space rental funding from Educational and General. The Global Center, as a result of a partnership with INTO University Partnerships, provides an innovative living and learning environment for Mason INTO students; its debt service is covered by the services agreement with the Mason INTO program. The debt service for the Central Utility Plant expansion project will be covered by a user fee charged to internal parties. *(FY 2018 Revenue Budget totals \$4.4 million)*

University Scholars reflects Mason’s commitment 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 revenue 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 2018 Revenue Budget totals \$2.6 million)*

Auxiliary Contributions for E&G Support have been set up to provide a transfer from Auxiliary Enterprise to support Mason’s Educational and General operating budget. This type of a transfer is unique in higher education, where the Auxiliary Enterprise operation provides support to the Educational and General funding of the institution. A combination of student fee and self-generated revenue allocations fund these reserves. *(FY 2018 Revenue Budget totals \$4.3 million)*

	FY 2017 ORIGINAL	FY 2018 ORIGINAL
Revenues	\$21,925,100	\$22,194,000
Expenses	21,925,100	22,194,000
Annual Operating Balance	-0-	-0-

AUXILIARY ENTERPRISES RESERVE FUNDS

Auxiliary Enterprises Reserve Funds include a variety of budgetary units, which include Facility Reserves and Other Auxiliary Reserves.

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 EagleBank Arena, Bookstores, and Dining 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 2018 Revenue Budget totals \$1.8 million)*

Other Auxiliary Enterprises Reserves have been set up to address such issues as utility and equipment increases, 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 2018 Revenue Budget totals \$14.7 million)*

	FY 2017 ORIGINAL	FY 2018 ORIGINAL
Revenues	\$10,265,200	\$16,525,200
Expenses	8,412,700	14,725,200
Annual Operating Balance	\$1,852,500	\$1,800,000

RECREATIONAL SPORTS PROGRAMS & FACILITIES

Mason Recreation, within the division of University Life, operates facilities, programs, and services that include fitness, intramural sports, club sports, EDGE-team challenge course, outdoor recreation, aquatics, summer camps and informal / open recreation. Facilities include the Recreation and Athletic Complex (RAC), Aquatic and Fitness Center (AFC), Skyline Fitness Center, RAC Field, tennis courts, outdoor basketball courts, West Campus Park fields, pavilion, and the EDGE team challenge course on the Science and Technology Campus. The following paragraphs describe some major functional units.

Intramural Sports provides current Mason students, faculty, and staff an outlet to participate in organized sports leagues, tournaments, and special events.

Club Sports offer students an opportunity to play with a team against other colleges and universities in a highly competitive atmosphere with a less demanding schedule than a NCAA Division I varsity team. Currently, 33 club sports are open to all interested students regardless of skill, ability or experience in a particular activity.

Mason Recreation Fitness Program provides opportunities for students, faculty/staff, alumni, and community members to participate in a variety of educational and fitness programs, including group exercise, indoor cycling, yoga/Pilates, personal training, fitness related clinics and workshops, and health and wellness related events.

EDGE–Center for Organizational and Team Leadership Program is a leadership and team challenge course and outdoor facility located on the Science and Technology Campus, which serves and generates revenue through schools (3rd–12th grade); corporate and community clients; and local, state, and federal government agencies.

The Aquatic and Fitness Center (AFC) 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 fitness and competition activities, including lap and recreational swimming, water games, swimming lessons, cardio and strength equipment, and group exercise. The center houses a 50-meter Olympic pool, 25-yard recreational pool, whirlpool, sauna, and 8,000-square-foot fitness gallery.

The Skyline Fitness Center is located between Southside Dining facilities and Tidewater Residence Hall. The purpose of this center is to provide fitness opportunities for students and members who prefer its centralized location on the Fairfax Campus and its expanded hours of operation.

The Recreation and Athletic Complex (RAC) located on the Fairfax campus provides classrooms, office space, court space, and fitness multipurpose rooms for RHT classes, ICA teams, ROTC, and Recreation. The complex houses three gymnasiums, one ICA athletic training room, two racquetball courts, two squash courts, cardio and strength equipment, a yoga room, and a multipurpose room.

Outdoor Adventures is dedicated to getting Mason students off campus and into nature. Most weekends, Fall and Spring semesters, we offer one to two outdoor trips to local and regional parks, national parks and other public lands. Outdoor Adventures offers equipment rentals for private use by Students, Faculty and Staff.

Mason Rec Camp provide campers with a well-rounded recreation experience. The goal of the program is to keep campers moving while exposing them to a variety of recreational activities to build a passion for lifelong learning and maintaining an active lifestyle. Mason Rec Camp started in Summer 2016.

	FY 2017 ORIGINAL	FY 2018 ORIGINAL
Revenues	\$9,194,000	\$9,145,800
Expenses	9,194,000	9,145,800
Annual Operating Balance	-0-	-0-

AUXILIARY ENTERPRISES INFORMATION TECHNOLOGY

Auxiliary Enterprises Information Technology Services (ITS) includes Telecommunications and the Patriot Tech. The following paragraphs describe each unit.

Telecommunications provides communications services to Mason for faculty, staff, and students. 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, and telecommunications infrastructure project costs. 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.

Patriot Tech is a self-supporting, full-service technology retail and service operation located in the Johnson Center on the Fairfax Campus. The mission of the store is to provide the Mason community with the most current technology products and services at the best price available; to provide information, guidance, and resources to the Mason community that are needed to make informed buying decisions at the personal, academic, and institutional level, and, most importantly, to ensure the academic success of Mason students. The store negotiates and maintains multiple agreements with major technology companies and distributors to provide significant cost savings to the Mason community. The store is an agile and adaptive organization that employs a diverse staff including student workers and is able to respond to the fluid and dynamic economy.

	FY 2017 ORIGINAL	FY 2018 ORIGINAL
Revenues	\$9,113,300	\$9,229,700
Expenses	8,857,800	8,974,200
Annual Operating Balance	\$255,500	\$255,500

STUDENT HEALTH SERVICES

Student Health Services’ (SHS) mission is to provide high quality health care, health education, and prevention services to George Mason University students, in support of University Life’s core values. The goal of Student Health Services (SHS) is to provide a full range of primary care, treatment, and referral services, and related patient health education. All programs and services are aimed at maintaining the well-being of Mason students.

Student Health Services is utilized by a large and diverse population of students, including students of all genders, ages, races—international and domestic, commuters and residents, insured and uninsured, and students with disabilities. There are almost 18,500 student visits to the clinic in a year.

SHS is able to gather statistics on utilization of health services through the electronic health record system (EHR). The EHR system supports documentation of best clinical practices and helps SHS achieve documentation for accreditation by Accreditation Association for Ambulatory Health Care (AAAHC). The numbers of students who are seen by SHS providers in the Immunization Clinic, in the Allergy Clinic, Laboratory, and in the Insurance office each day are monitored in the system. Statistics are kept on the number of patients who return for follow up appointments, utilize evening clinic hours, are enrolled in the health insurance program, etc. These statistics indicate a consistent number of students utilizing SHS services. SHS provides over 3,900 immunizations each year and manages Aetna student health insurance for more than 3,100 domestic and international students.

SHS’s staff remains current with medical best practices as evidenced by meeting peer review criteria required by AAAHC. SHS also offers preceptorships to medical residents, nurse practitioners, and nursing students. SHS provides services that are vital to our students’ success through participating and collaborating in campus-wide events such as new student orientation, the Health and Fitness Expo, and invitations from faculty to speak in the classroom and to student groups. SHS maintains an informative website.

The growth and development of students during their time at Mason is demonstrated in terms of their satisfaction with SHS services in the “Patient Satisfaction Survey,” part of the American College Health Association’s benchmarks. By coming to SHS, students learn to navigate the health care system, improve their ability to articulate health problems clearly, take responsibility for making choices about their own health care, and schedule follow-up appointments at Student Health Services and with providers and specialists in the community. Consistently over the last few years, the majority of students who participated in the survey rated our services as satisfactory or better.

Responding to growth on all of our campuses, Mason enhanced the SHS facility on the Science and Technology Campus. The addition of the nurse triage process has decreased wait times for students at the Fairfax Campus. Efforts to enhance SHS on all campuses will continue. Funding for SHS comes primarily from student fee allocations. However, significant self-generated revenue is collected to cover wage staff (a critical part of SHS’s operation) and other direct expenditures.

	FY 2017 ORIGINAL	FY 2018 ORIGINAL
Revenues	\$6,427,200	\$6,523,900
Expenses	6,427,200	6,523,900
Annual Operating Balance	-0-	-0-

CHILD DEVELOPMENT CENTER

The Child Development Center (CDC) is an on-site Mason facility located on the Fairfax Campus, offering early childhood education and childcare services to university faculty, staff, and students with children ages two through five. Accommodating up to 104 children in six classrooms, the center offers a research-based, emergent preschool curriculum that respects and honors a diverse community of culture, language, ethnicity, and family arrangements celebrated at the center. Center staff incorporates educational experiences and best practices in the field of early childhood education based on the unique skills and interests of the children in each classroom. The Mason CDC is recognized throughout the university and the local community for its strong developmentally-appropriate curriculum and dedicated staff.

The center takes a strong position in teaching students to be “careful stewards.” The center includes two fenced-in playgrounds and a children’s garden, complete with a rain barrel irrigation system. The garden is nurtured and cared for by the children and their teachers with support from volunteers. Always conscious of the future and the environment, the center has been designated as a Certified Wildlife Habitat.

In addition to our regular Preschool program, the CDC has maintained a successful summer camp program since 2014, offering creative and dynamic summer options for Mason families with school-age children, ages five through eight.

The CDC is expected to remain a self-supporting operation with funding for its operating budget coming from child care tuition, fundraising, and school-age programming during closures and holidays. Since the move from trailers to the existing building ten years ago, the center has been at capacity and has maintained a waitlist of up to 200 children for the past several years. Due to the high demand of Mason faculty, staff, and students for convenient early care and education, expansion of the program is eagerly anticipated. Potential locations are currently being explored with a goal of acquiring additional space to accommodate Mason children from infancy through preschool.

	FY 2017 ORIGINAL	FY 2018 ORIGINAL
Revenues	\$1,895,600	\$1,601,600
Expenses	1,895,600	1,601,600
Annual Operating Balance	-0-	-0-

EAGLEBANK ARENA

The EagleBank Arena is a 10,000-seat venue located on the Fairfax Campus. The only facility of its kind in Northern Virginia, the EagleBank Arena has evolved from a home for Mason basketball and commencements to a functional university and community assembly space. Each year, the EagleBank Arena welcomes popular musicians and other concert events, family entertainment such as craft and bridal fairs, and local community high school graduation ceremonies. The Arena holds approximately 160 events each year, generating over 525,000 tickets. Mason faculty and staff receive discounted tickets to many EagleBank Arena concerts and family entertainment events.

The EagleBank Arena is operated by Mason’s third party partner, Monumental Sports & Entertainment. In return for their services, Monumental Sports & Entertainment 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 maintenance, updates and reserves, and a portion of the EagleBank Arena operating costs (primarily utilities). The remaining operating costs are funded by a student fee allocation.

	FY 2017 ORIGINAL	FY 2018 ORIGINAL
Revenues	\$2,323,200	\$2,484,800
Expenses	2,323,200	2,484,800
Annual Operating Balance	-0-	-0-

POLICE CADET/ACCESS

Police Cadet Program is managed by the University Police Department and includes a pedestrian escort service. This service is staffed by Mason students who escort anyone who wishes to be accompanied to their car, buses, classrooms, and residences. In addition, they support Campus Access and Police activity in connection with events on campus. Members of the program are dedicated 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.

The Access and CCTV Group is managed by the Public Safety Office within the Police Department. This department provides support to all George Mason campuses for individual card access rights. The unit is responsible for the design and planning for all security infrastructure in all GMU buildings and grounds. The Access and CCTV technicians provide repair and installation services for all campuses. This unit provides a tremendous service to the university with their knowledge and cost saving measures.

	FY 2017 ORIGINAL	FY 2018 ORIGINAL
Revenues	\$391,900	\$390,600
Expenses	391,900	390,600
Annual Operating Balance	-0-	-0-



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