



# 2019-2020 BUDGET

## EXECUTIVE SUMMARY

OFFICE OF BUDGET & PLANNING

# George Mason University

## Total Budget, 2019-2020

### Executive Summary

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# **GEORGE MASON UNIVERSITY**

## **TOTAL BUDGET, 2019–2020**

### **BUDGET HIGHLIGHTS**

- George Mason University has grown in both size and stature, not only becoming the largest public research university in the Commonwealth, but also gaining prominence in the United States and throughout the world. Mason's location near Washington, D.C. affords the university access to unique opportunities, resources, and audiences, as it strives to be the best university for the world. Under the leadership of President Ángel Cabrera, the university has set an ambitious course for the future through its 2014-2024 Strategic Plan. Mason's strategic plan is structured around four constituencies – students, faculty and staff, the community, and the world. While not mutually exclusive, each embraces the Mason IDEA – Innovative, Diverse, Entrepreneurial, and Accessible and is representative of the university's commitment to serve. As an indicator of Mason's strong market brand, this past fall Mason welcomed its largest freshman class of approximately 3,711. Mason continues to serve a large student population with a headcount of 37,677 across all campuses, which represents a 3.8 percent increase over fall of 2017 and 17 percent of the total headcount from all 15 public, four-year institutions of higher education in the Commonwealth.
- The total university budget for FY 2020 is projected to be \$1.25 billion which represents an increase over the total university budget of \$1.06 billion in FY 2019. The FY 2020 budget includes a strong increase in sponsored research activities, an increase of 54 percent or \$61.7 million. Student Financial Aid increased by 10.4 percent to \$30.8M, while Capital Outlay increased by 94 percent to \$90.0M, in large part due to the Core Campus Initiative. The total price for an in-state undergraduate student living on-campus (including tuition, fees, room, and board) is \$24,269 which is a 1.5 percent increase; and the total price for an out-of-state undergraduate student living on-campus will be \$47,729, a 0.7 percent increase over the previous year. These increases are based on a 0.0% increase in Tuition and E&G Mandatory Fees.
- 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, an increase of approximately \$4.0 million is provided to strategic plan initiatives as well as \$2.6 million for a Financial Stability Fund and Enrollment Revenue Reserve. 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 continue to be permanently budgeted at \$1.3 million. In addition to the Stay Mason funds, institutional financial aid for undergraduates includes the continuation of leveraging funds for those students in need. Funding for Mason's share of the FY 2020 Commonwealth of Virginia Compensation increase as well as supplemental institutional funds is also included in the FY 2020 Operating Budget. The combination of Commonwealth and institutional financial aid will increase by 13.1 percent or approximately \$10.6 million. The university has received \$8.2M in in-state undergraduate need based aid from the Commonwealth of Virginia over the period FY 2019 and FY 2020.

# GEORGE MASON UNIVERSITY

## TOTAL BUDGET, 2019–2020

### BUDGET HIGHLIGHTS, (CONTINUED)

- **Compared to the FY 2019 budget, the total FY 2020 Educational and General (E&G) budget will increase by \$53.8 million or 9.4 percent and Auxiliary Budget will increase by \$18.3 million or 7.6 percent.**
- FY 2020 state appropriations will increase to provide funding for Commonwealth of Virginia Compensation Increases, \$5.5 million for High Degree Awards, \$6.5 million in Tuition Moderation Funding, \$1.0 million in Interest Earnings and \$0.7 million for O&M.
- The budget reflects funding for Mason's share of the Commonwealth of Virginia's Compensation Increase as well as institutionally supplemental funding, increases for promotion and tenure and faculty minimums, a financial stability fund and an enrollment revenue reserve.
- The budget provides \$10.6 million in additional student financial assistance. Mason has implemented a comprehensive pricing strategy for both undergraduate and graduate populations. Over the past several years, the institutionally funded financial aid budget has included additional funding for leveraging. This funding has helped Mason enroll its largest freshman classes in the fall for the past five years. In the next six years, Mason will continue its efforts to increase the student population for in-state and out-of-state students and student financial aid is a key component in reaching these university goals. Undergraduate aid, which includes the Stay Mason Initiative, discounting, merit, and University Scholars, is increasing by 17.8 percent.
- The Auxiliary Enterprise (AE) budget will increase by \$18.3 million, or a 7.6% change and provides for the following initiatives: FY 2020 Compensation Increases including Mason's supplemental funding, athletic scholarships, financial stability fund, facility maintenance reserve, University Life program and service enhancements and debt service.
- Sponsored Research activity in FY 2020 is projected to total \$177.0 million or a 53.5% change, which is a significant increase when compared with the level originally budgeted for FY 2019. Although projected expenditures are being revised to reflect recent activities, overall awards remain strong and are increasing dramatically under relatively unpredictable economic conditions.
- Philanthropic activities supporting operations is increasing by \$2.5 million to a total of \$67.5 million, a 3.8% increase. This continues a positive year over year increase in total philanthropic support.



## ANNUAL CHANGE: ALL PROGRAMS

This Executive Summary summarizes an all funds view of the budget plans for FY 2020. It describes the priorities of the institution and how financial resources for FY 2020 have been allocated to support those priorities. Key performance metrics and trends are included to provide context for budget allocation decisions and to ensure strategic outcomes are achieved. As shown in the summary table below, Mason's FY 2020 total budget is in alignment with the university's six year budget plan with the Educational and General (E&G) budget increasing by 9.4 percent, Philanthropic Activities anticipating an additional 3.8 percent to support university activities and Auxiliary Enterprises budget increasing by 7.6%. Sponsored Research activities is increasing by an impressive 53.5 percent in large part due to projected FY 2019 expenditures and FY 2020 growth. The Capital Outlay increase of 94% is due to the Core Campus Initiative (Robinson Hall and Utility Infrastructure projects).

<b>PROGRAM (\$ in millions)</b>	<b>BUDGET FY 2016</b>	<b>BUDGET FY 2017</b>	<b>BUDGET FY 2018</b>	<b>BUDGET FY 2019</b>	<b>BUDGET FY 2020</b>	<b>FY19 TO FY20% CHANGE</b>
Educational and General (E&G)*	\$485.4	\$514.8	\$535.2	\$570.3	\$624.1	9.4%
Philanthropic Activities	43.0	45.0	60.0	65.0	67.5	3.8%
Auxiliary Enterprises (AE)**	242.7	253.3	228.4	239.3	257.6	7.6%
Sponsored Research	102.6	104.7	104.7	115.3	177.0	53.5%
One-Time Funds	3.7	2.5	0	0	0	0.0%
<b>SUBTOTAL OPERATING</b>	<b>\$877.4</b>	<b>\$920.3</b>	<b>\$928.3</b>	<b>\$989.9</b>	<b>\$1,126.2</b>	<b>13.8%</b>
State Student Financial Assist.	18.7	22.3	22.6	27.9	30.8	10.4%
Capital Outlay	81.5	58.4	63.3	46.4	90.0	94.0%
<b>TOTAL</b>	<b>\$977.6</b>	<b>\$1,001.0</b>	<b>\$1,014.2</b>	<b>\$1,064.2</b>	<b>\$1,247.0</b>	<b>17.8%</b>

Please note, FY 2019 Original Budget was updated to include an additional \$5.3M in State Student Financial Assistance that was ultimately included in the budget as passed by the Commonwealth of Virginia subsequent to BOV approval of the FY 2019 Operating Budget.

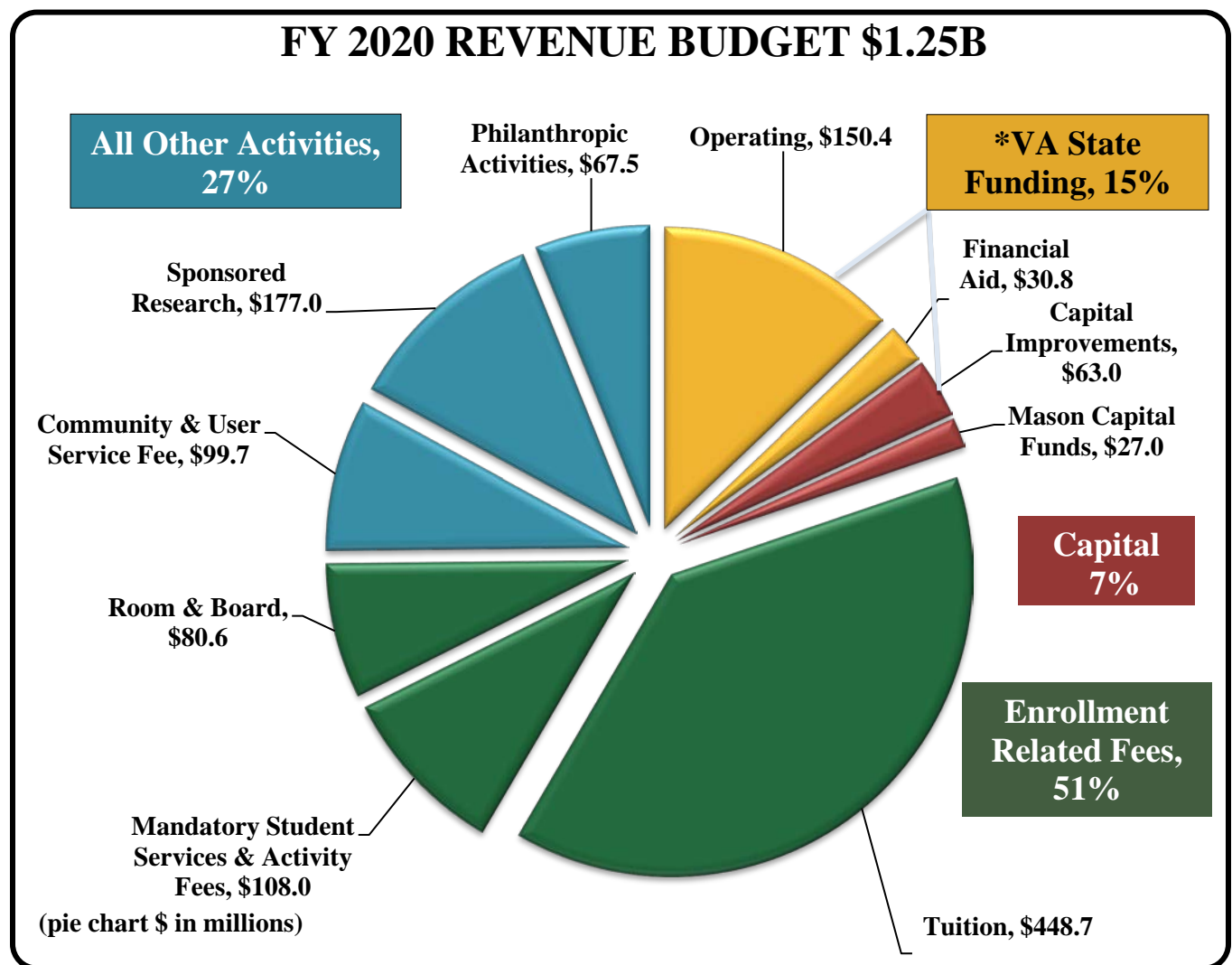
\*All years include Equipment Trust Funds (ETF).

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

**Total University Budget, FY 2020....\$1.25B**

## ALL FUNDS—ALL SOURCES—REVENUE

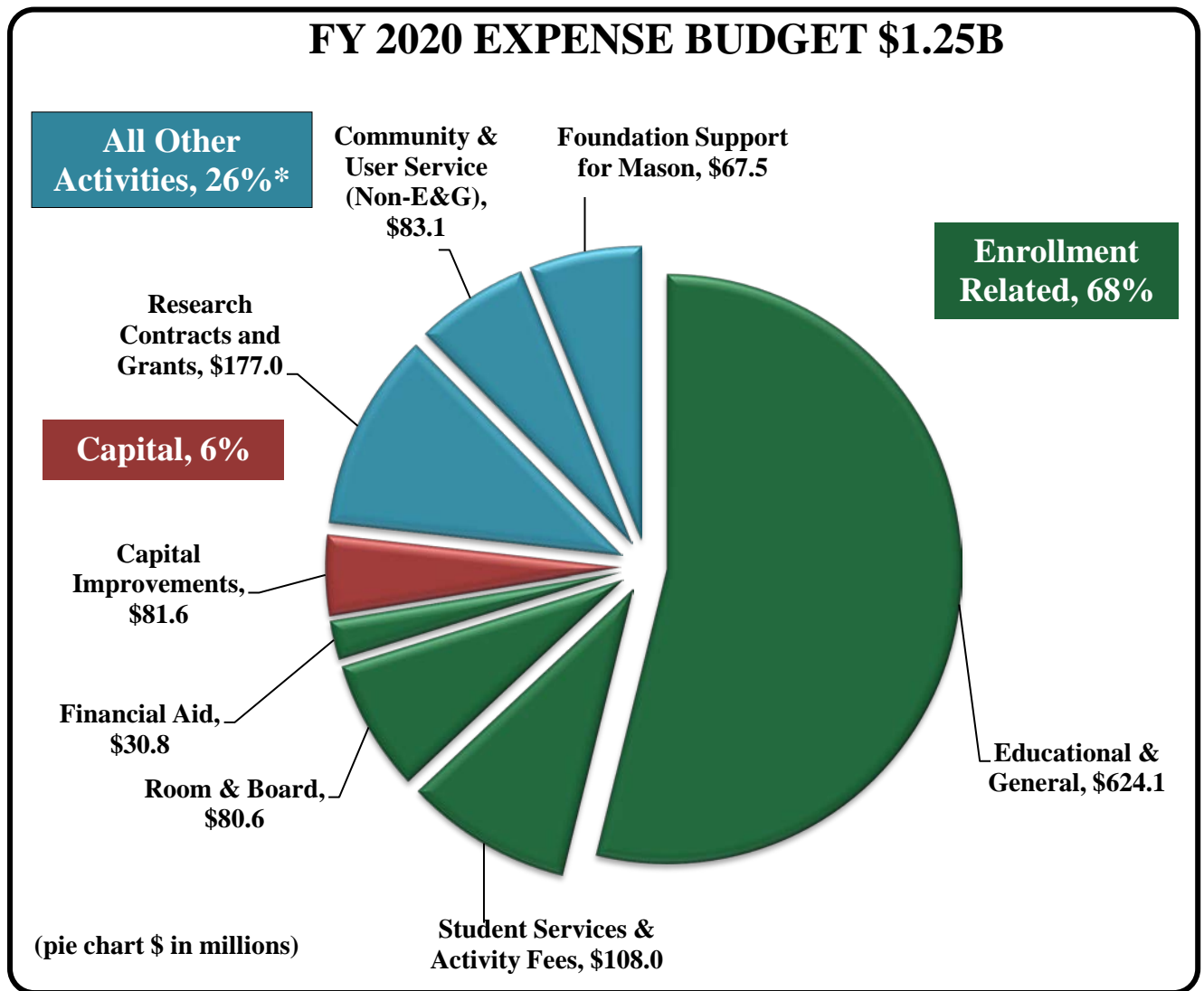
The total FY 2020 revenue budget for Mason is projected to be \$1.25 billion. The revenue that supports the Mason budget is derived from six major fund sources. Consistent with previous budgets, sponsored research, philanthropic activities, and capital outlay revenues are reported to the extent of actual expenditures.



\* VA State Funding includes Educational and General of \$150.4 million and State Financial Aid of \$30.8 million. Significant growth in Capital Improvements is related to the Core Campus Initiative while Sponsored Research continues to grow at a rapid pace.

## ALL FUNDS—ALL USES—OUTLAY

The FY 2020 spending plan is also established at \$1.25 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.



\* All Other Activities increased from 23% to 26% of the total expense budget in FY 2020 due to significant anticipated growth in research expenditures.



## 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.

HEADCOUNT FALL 2011–FALL 2018								
	FALL 2011	FALL 2012	FALL 2013	FALL 2014	FALL 2015	FALL 2016	FALL 2017	FALL 2018
Freshmen Applicants	14,596	14,703	20,805	19,632	18,987	15,548	18,993	19,557
Freshmen Admits	9,263	9,667	12,905	15,017	15,138	12,592	15,446	15,852
Freshmen Enrolled	2,665	2,694	3,011	3,080	3,181	3,214	3,489	3,711
Transfer Applicants	7,197	6,561	7,439	5,414	5,139	4,764	5,014	5,056
Transfer Admits	3,739	3,201	4,035	3,78	3,537	3,795	4,176	4,178
Transfer Enrolled	2,446	2,108	2,547	2,465	2,386	2,662	2,877	3,006
Graduate Applicants	10,134	10,198	10,197	8,340	8,228	7,827	8,470	8,128
Graduate Admits	5,599	5,684	5,547	5,222	5,450	5,534	5,836	5,882
Graduate Enrolled	2,934	2,931	2,853	2,757	2,833	2,871	2,915	3,037
Law Applicants	4,701	3,985	2,261	2,275	2,195	2,449	2,609	2,551
Law Admits	1,076	1,066	768	824	713	612	623	646
Law Enrolled	193	153	155	165	167	198	190	201

**Source:** Office of Institutional Research and Reporting

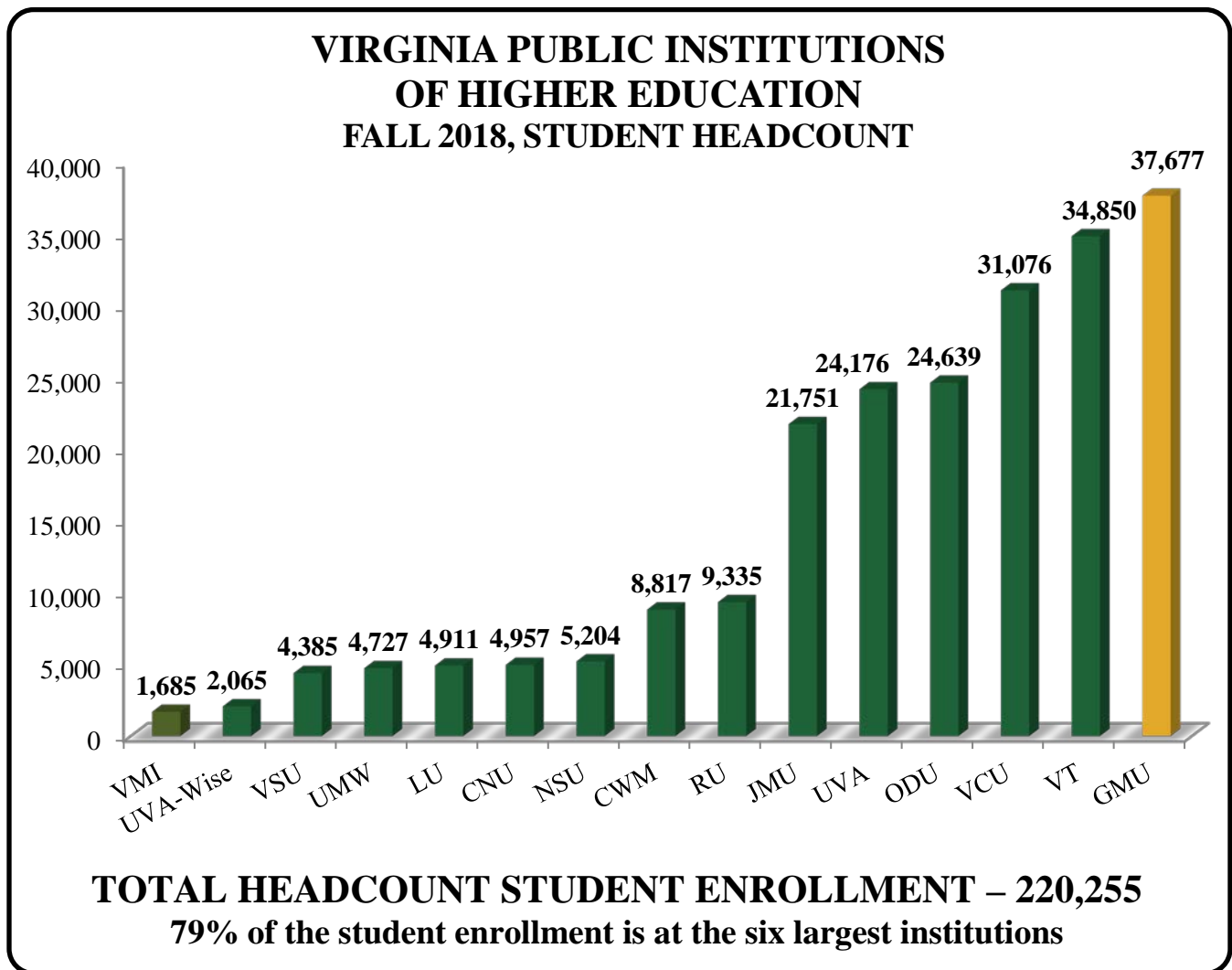


**FIRST-TIME FRESHMEN  
QUALITY INDICATOR TRENDS  
FALL 2011–FALL 2018**

<b>FRESHMEN APPLIED</b>	<b>AVERAGE HS GPA</b>	<b>AVERAGE SAT</b>
2011	3.50	1117
2012	3.51	1119
2013	3.54	1124
2014	3.54	1129
2015	3.57	1129
2016	3.58	1133
2017	3.57	1187
2018	3.61	1210
<b>FRESHMEN ADMITTED</b>	<b>AVERAGE HS GPA</b>	<b>AVERAGE SAT</b>
2011	3.71	1182
2012	3.71	1181
2013	3.75	1181
2014	3.73	1184
2015	3.74	1177
2016	3.73	1183
2017	3.72	1219
2018	3.76	1242
<b>FRESHMEN ENROLLED</b>	<b>AVERAGE HS GPA</b>	<b>AVERAGE SAT</b>
2011	3.65	1155
2012	3.66	1155
2013	3.66	1153
2014	3.65	1153
2015	3.66	1148
2016	3.65	1159
2017	3.66	1197
2018	3.70	1219

### **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 37,677 (see chart below). This is 8.1 percent greater than the next largest public university and represents an enrollment growth of 3.8% over fall 2017. In the fall of 2018, Mason enrolled approximately 17 percent of the total headcount across Virginia's 15 public, four-year institutions of higher education. In fact, Mason has taken in more than 64 percent of the enrollment growth at Virginia public institutions over the course of the last eight years.

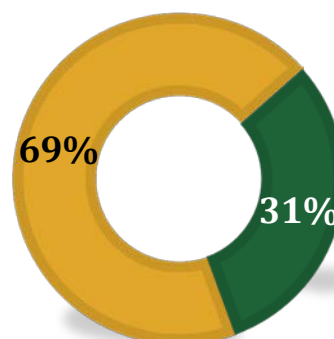


### Institutional Size: Enrolled Student Population (Headcount)-Fall 2018

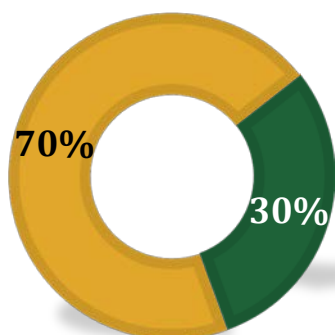
Mason serves a diverse student population that comprises different academic levels, domicile, full- to part-time, first generation college goers, underrepresented racial and ethnic populations, and various age groups.



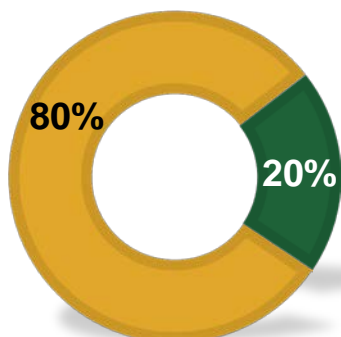
■ Full Time ■ Part Time



■ Undergraduate ■ Graduate

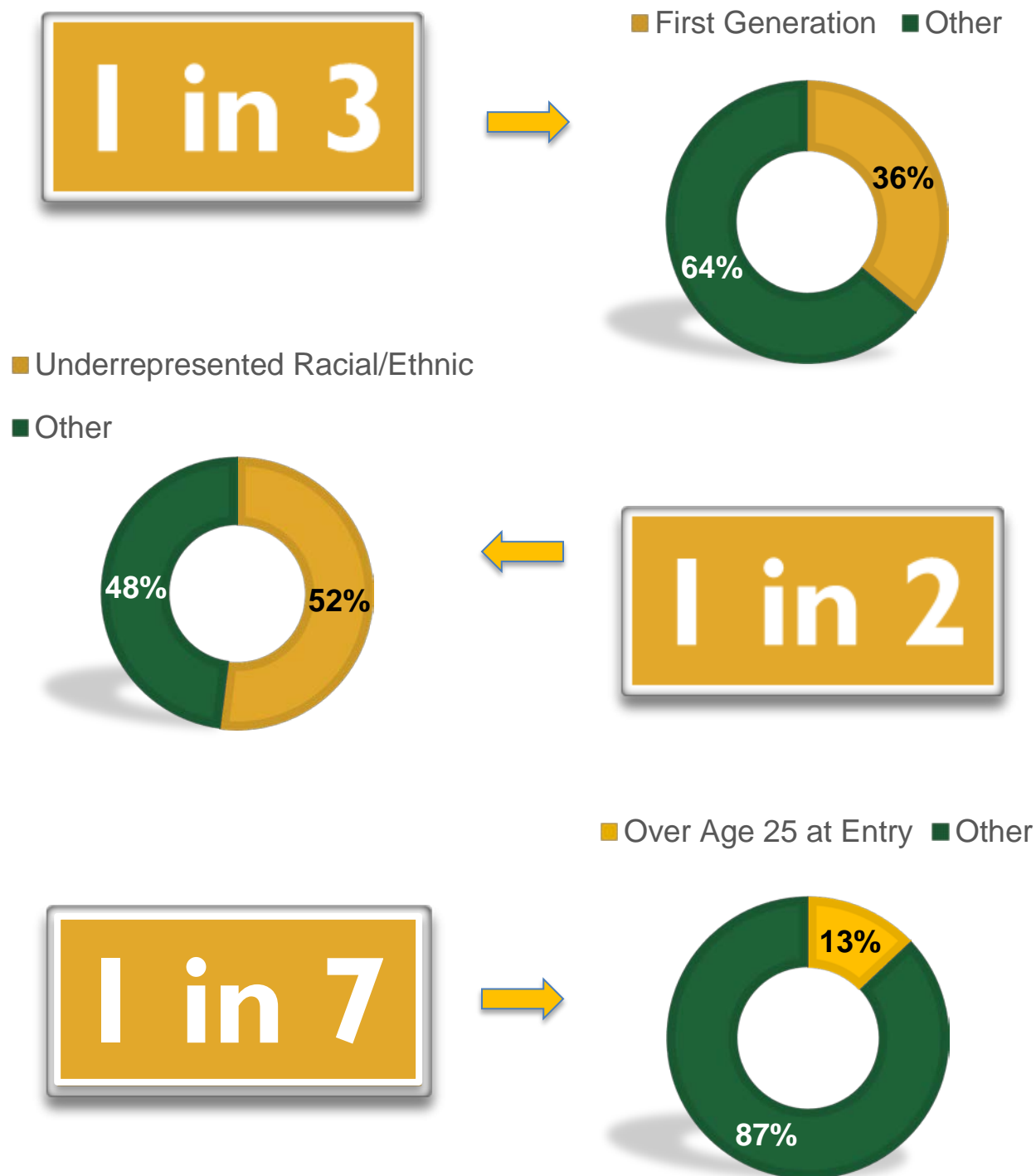


■ In State ■ Out of State



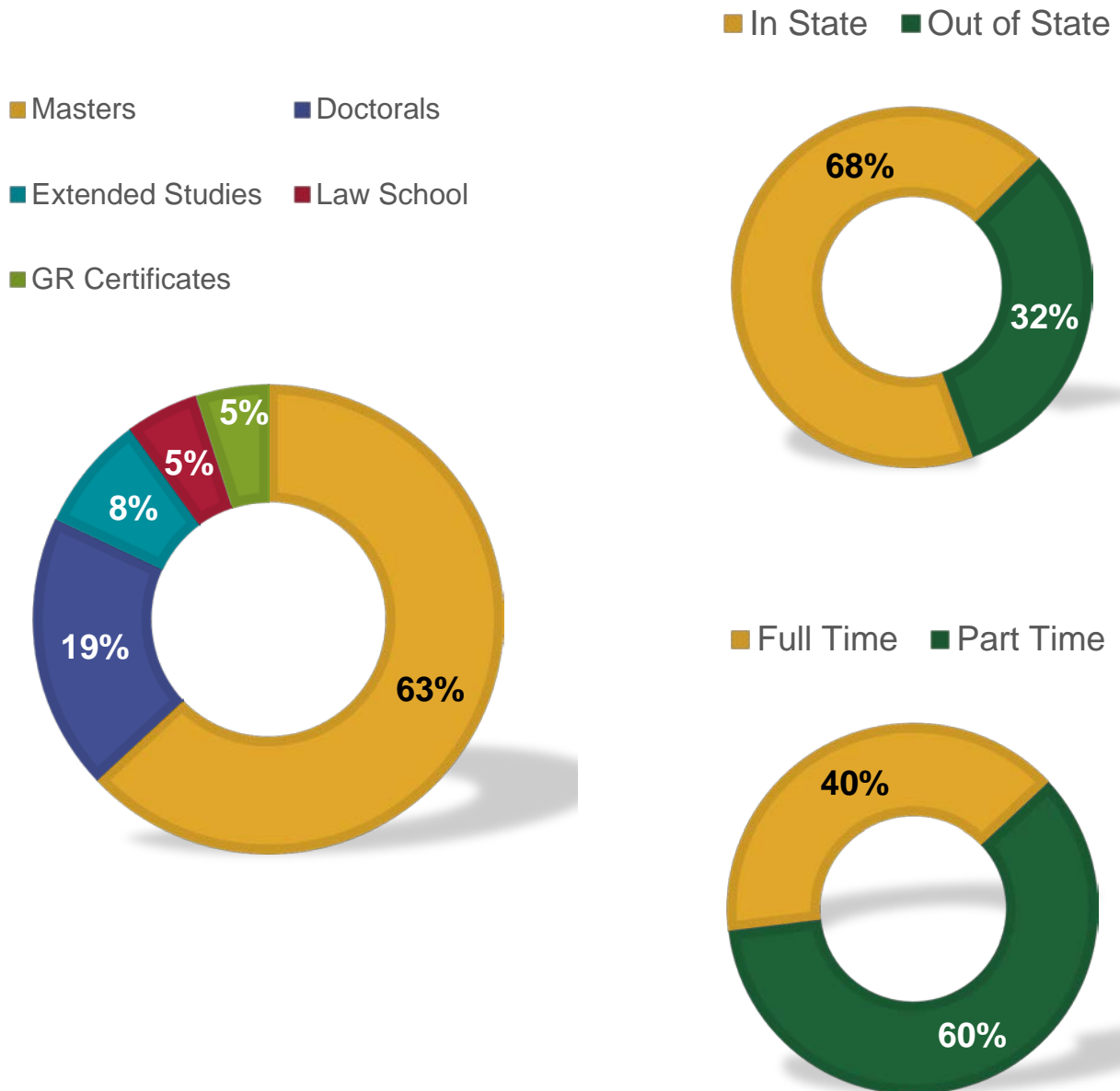
### Institutional Size: Degree Seeking Undergraduate Enrollment (Headcount)-Fall 2018

Mason serves a diverse population with a broad array of needs which require investments. Mason's degree seeking undergraduate student population is approximately 71 percent and accounts for approximately 25,500 of the total headcount.



### Institutional Size: Graduate Enrollment (Headcount)-Fall 2018

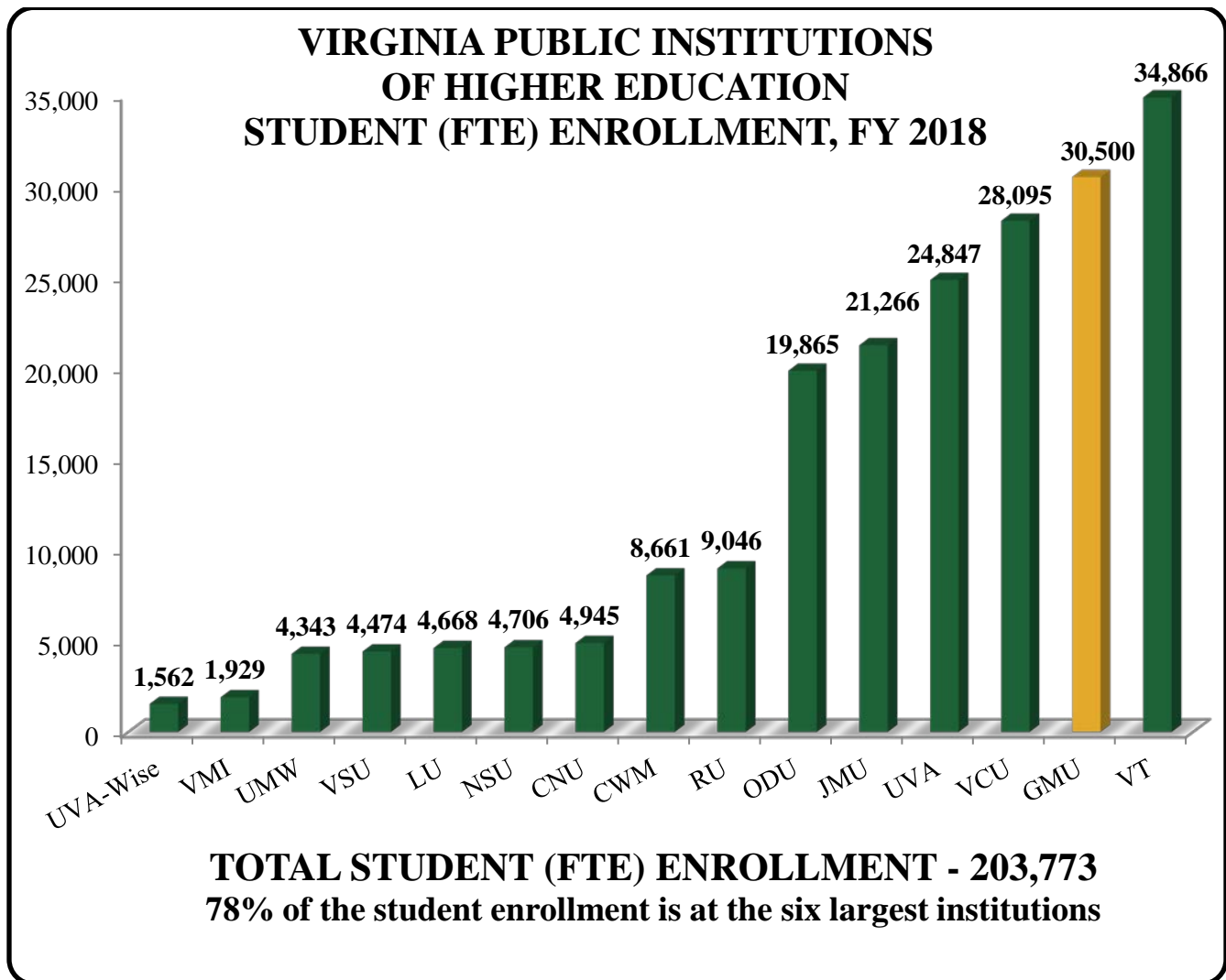
In addition to its diverse undergraduate population, Mason serves an equally diverse graduate population. Mason's graduate student population is approximately 30 percent and accounts for approximately 11,000 of the total headcount.





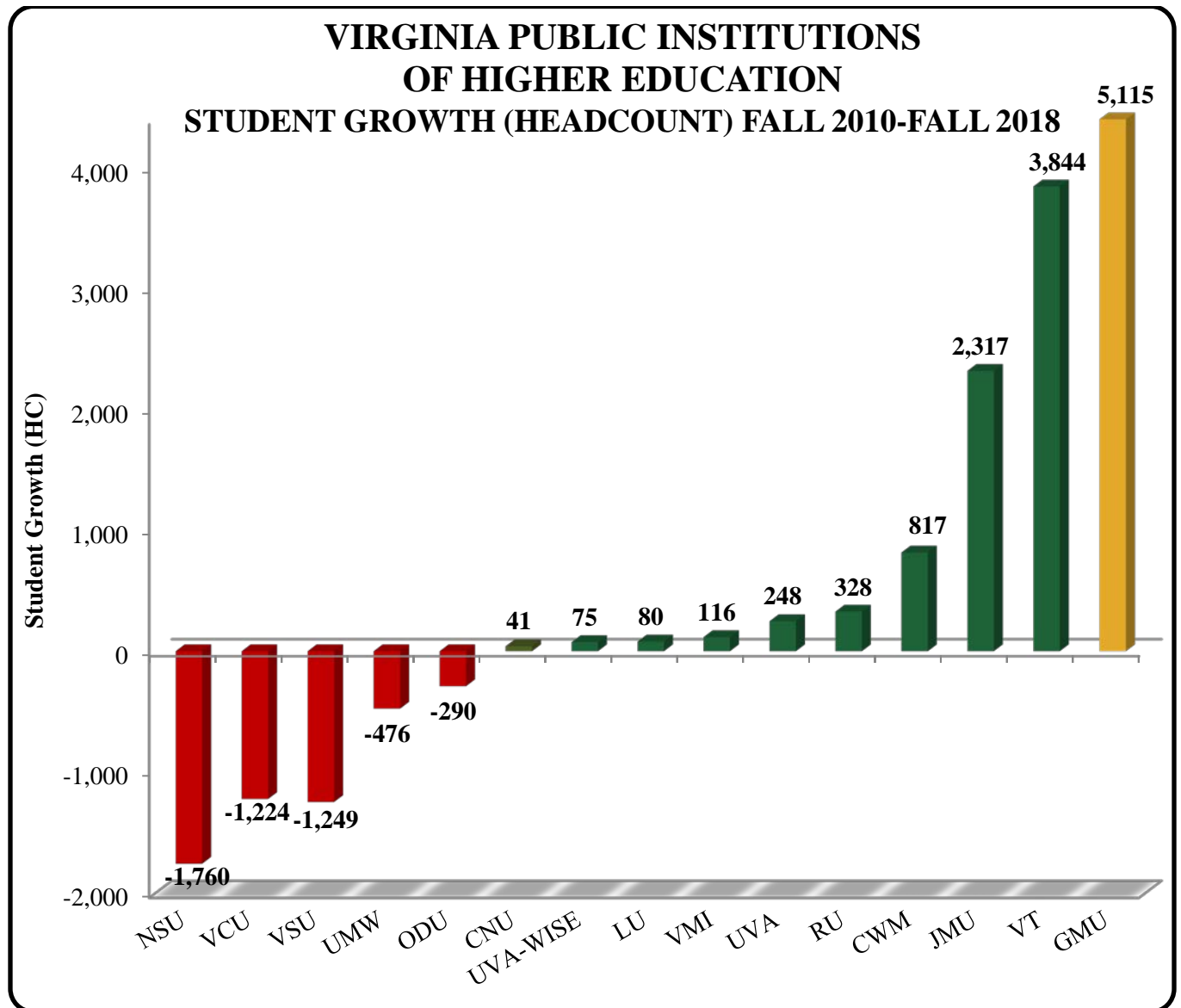
### Institutional Size: Student Enrollment (FTE)

When looking at full-time equivalent (FTE) enrollment, George Mason University is the second largest institution behind Virginia Tech (see below). The actual annualized enrollment for FY 2018 shown here is the most current actual enrollment data available for other Virginia institutions.



### Recent Student Enrollment Growth

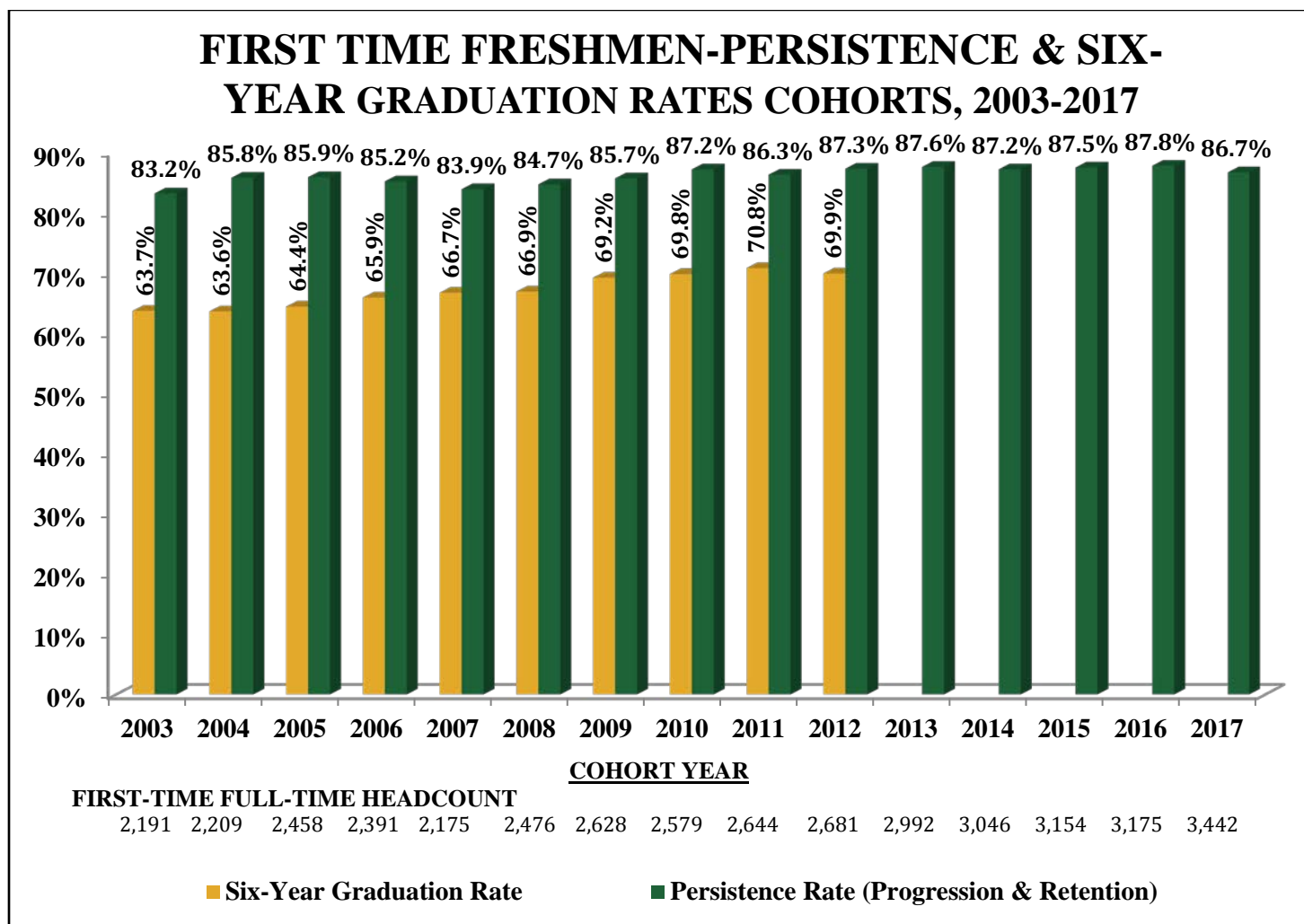
Despite years with General Fund budget reductions, George Mason University has continued to grow in an effort to meet the increasing demand for higher education associated with the growing number of Virginia high school graduates. **Mason has assumed approximately 64 percent of the statewide enrollment growth accommodated in Virginia public four-year institutions since fall 2010.**



The net growth for all Virginia public institutions from fall 2010 to fall 2018 was 7,982, and George Mason has enrolled 5,115 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 2017 cohort as published by IPEDS. The percentage of Mason's 2016 cohort who returned for their second year was 87%, the peer average was 91%. Mason's six-year graduation rate for the 2012 cohort compared to the peer group average is 70% to 79%; respectively.

### **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 2019 Mason is operating with approximately 74 percent of the total resources available to the other doctoral universities.

<b>EDUCATIONAL AND GENERAL ESTIMATED TOTAL FUNDING PER IN-STATE FTE STUDENT, FY 2019 General Fund, Tuition and Mandatory E&amp;G Fees</b>			
<b>DOCTORAL INSTITUTIONS</b>	<b>GENERAL FUND FY 2019*</b>	<b>IN-STATE TUITION FY 2019</b>	<b>TOTAL</b>
College of William & Mary	\$7,824	\$17,570	\$25,394
University of Virginia	8,694	14,148	22,842
Virginia Commonwealth Univ.	6,989	12,247	19,236
Virginia Tech	7,025	11,595	18,620
Old Dominion	6,395	7,047	13,442
<b>Doctoral Avg. excl. Mason</b>	<b>\$7,385</b>	<b>\$12,521</b>	<b>\$19,907</b>
<b>GEORGE MASON</b>	<b>\$5,728</b>	<b>\$9,060</b>	<b>\$14,788</b>
<b>Mason % of Average</b>	<b>77.6%</b>	<b>72.4%</b>	<b>74.3%</b>

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

### **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 2018 and the State Council of Higher Education for Virginia (SCHEV) fall 2017 headcount enrollment data, the difference between Mason's number of total faculty and staff positions and the doctoral average is approximately 3.0 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.

<b>DOCTORAL INSTITUTIONS</b>	<b>STUDENTS (HEADCOUNT) PER FACULTY &amp; STAFF POSITION</b>
College of William & Mary	3.4
University of Virginia	3.7
Virginia Tech	4.3
Virginia Commonwealth Univ	6.5
Old Dominion	8.6
<b>Doctoral Average excluding Mason</b>	<b>5.3</b>
<b>GEORGE MASON UNIVERSITY</b>	<b>8.1</b>

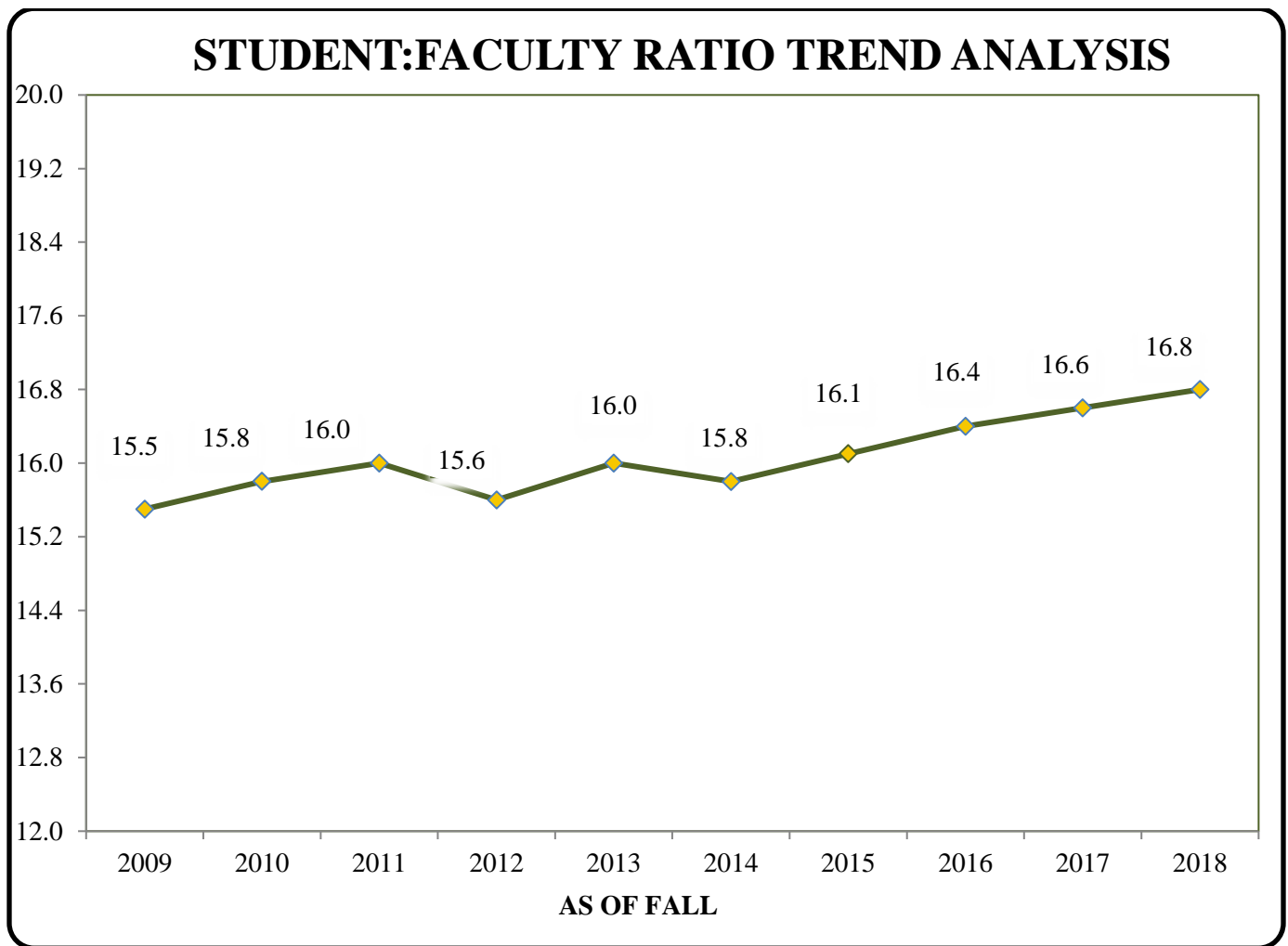
Source: Fall 2017 IPEDS Data, SCHEV

### **Faculty: Support Staff Ratios**

Another ratio is the relationship of teaching positions to non-teaching positions. The FY 2020 budget for George Mason University establishes the ratio of 1,982 teaching to 2,169 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 2018, the university's ratio was 16.8:1. 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 2009-2018 uses Common Data Set reporting.

## INSTITUTIONAL PERFORMANCE STANDARDS

### **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:

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.

During the FY 2020 General Assembly session, new guidelines pertaining to performance measures were approved and the university is actively engaged in discussions and analysis determining what the level of impact may be going forward.



## 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 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 – George Mason University will help meet the demands of the commonwealth, the region, and the world for dynamic, creative, collaborative thinkers, doers, and problem-solvers.

**Goal 5:** Innovation Engine – Contribute to the economic and civic vitality of the region by driving entrepreneurship and innovation and by 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 supports and enhances well-being for all of its members.

**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 Faculty Excellence – Mason will provide an environment and resources to support faculty and encourage academic innovation and excellence.

### ***Goals for the World–***

**Goal 10:** Elevate Research – Strengthen Mason’s research and scholarship portfolio to solidify the institution’s position as a public research university of the highest caliber.

**Goal 11:** Research of Consequence – Enhance Mason research in domains of great academic, societal, and economic consequence.

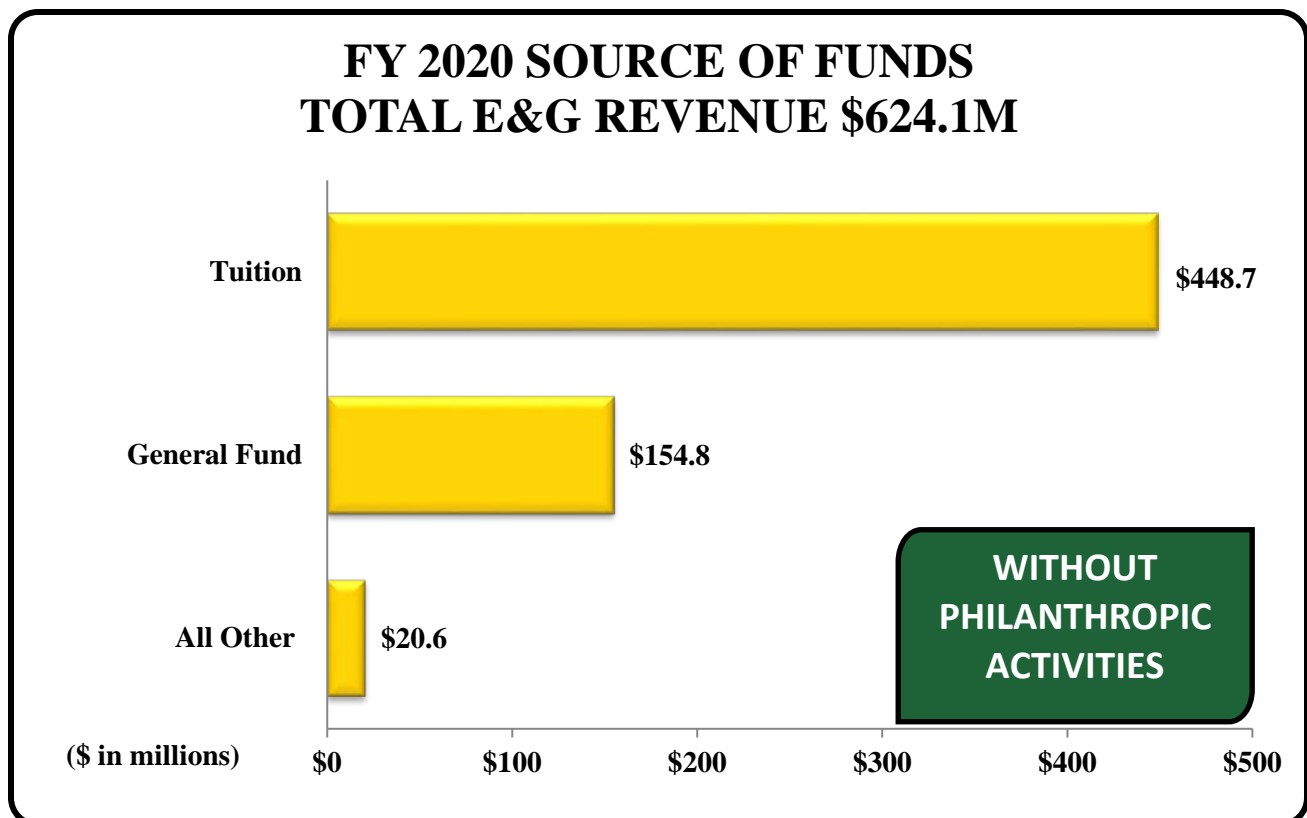
**Goal 12:** Global Engagement – Expand opportunities for global learning by creating partnerships and programs to support student and faculty mobility and collaboration.

## EDUCATIONAL AND GENERAL

The Educational and General (E&G) budget is the largest portion of the overall budget within the university. The E&G budget (excluding philanthropic funds) represents 55 percent of Mason's total operating budget and 50 percent of the overall total budget. The E&G budget is comprised of categories of expenditures that support: 1) instruction; 2) college- and school-level activities; 3) university computing for both academic and non-academic units; 4) student and academic support through admissions, registrar, financial aid, university life, and career services; 5) institutional activities, and 6) 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 2020 are projected at \$624.1 million, which is approximately \$53.8 million more than the original FY 2019 budget of \$570.3 million. The increase will support student financial aid, strategic initiatives, a financial stability fund, and enrollment growth. In FY 2020, 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. Since the early 2000's, tuition and other revenue sources fund the majority of the cost for higher education's Educational and General budgets. This is due to the reduction in Commonwealth funding which has placed more pressure on increasing tuition over the past decade.



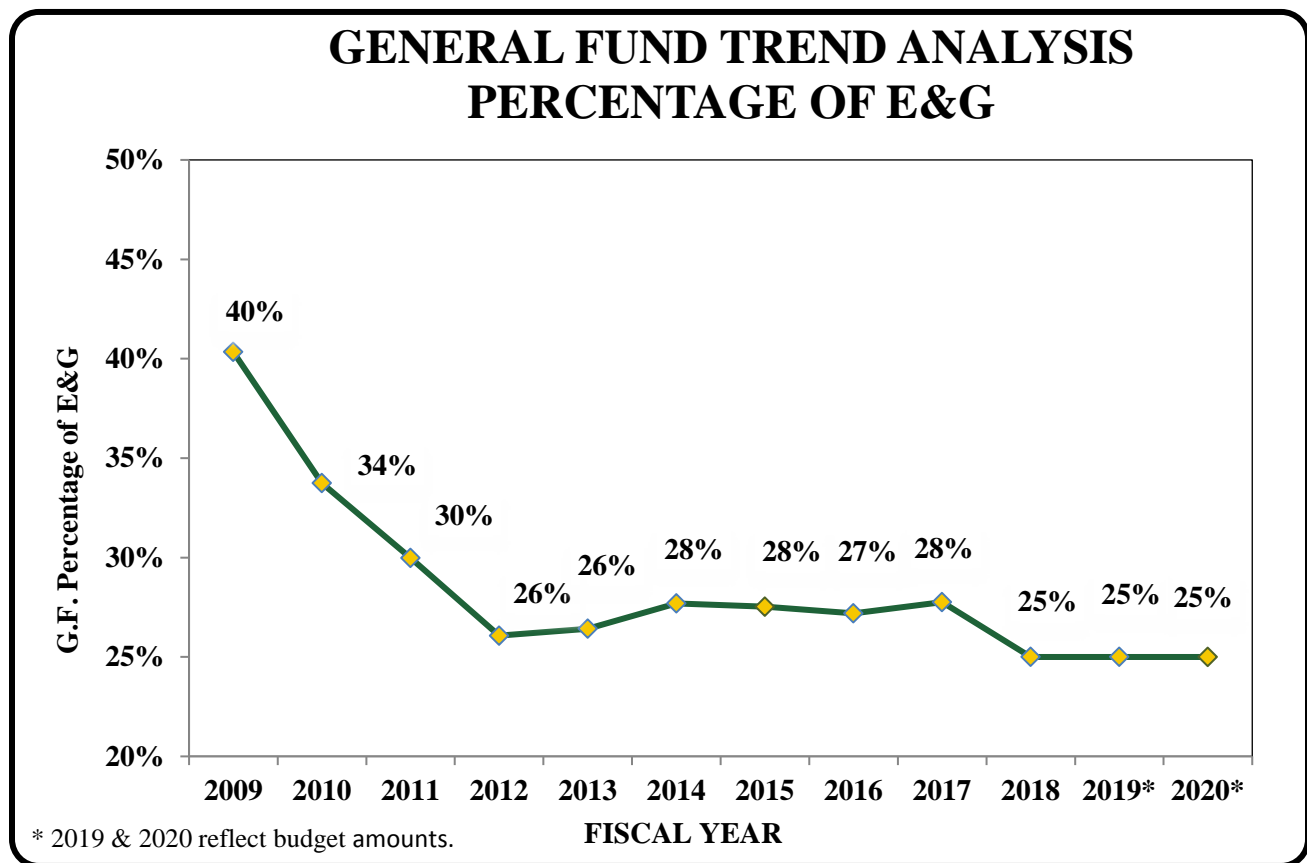
**Note:** General Fund includes \$4.4M in Equipment Trust Funds.



## General Fund

The FY 2020 General Fund support of \$154.8 million provides funding equal to approximately 12 percent of total university revenues. The General Fund Trend Analysis chart below illustrates the ratio of General Fund support as a percentage of the E&G budget that funds core activities of the university. Since FY 2009, this core E&G General Fund support dropped from over 40 percent to approximately 25 percent projected in FY 2020. This was in large part due to several years of base budget reductions coupled with the Commonwealth of Virginia not being able to provide incremental financial support to institutions of higher education as they increased in-state student enrollment. As a result, in order to maintain quality, tuition and other E&G revenues have increased at rates beyond normal cost of inflation.

Although total dollars have increased in General Fund support, the increases received in most recent years have been largely connected to state-supported/mandated compensation increases as well as significant employer expense increase for pension and healthcare costs. This trend continued in FY 2017, when again the university faced a mid-year reduction coupled with the loss of General Funds, which became permanent in FY 2018. FY 2020 General Fund as a percentage of E&G remains the same as FY 2019 levels.



In FY 2009, Mason was receiving approximately 78 percent of the average General Fund support per in-state FTE student among the Virginia doctoral schools, and this continues in FY 2019 with Mason receiving 77 percent of the average General Fund support per in-state FTE student.

<b>GENERAL FUND SUPPORT PER IN-STATE STUDENT FTE</b>		
<b>INSTITUTION</b>	<b>FY 2009</b>	<b>FY 2019*</b>
University of Virginia	\$10,622	\$8,865
College of William & Mary	9,995	7,965
Virginia Tech	8,778	7,087
Virginia Commonwealth Univ.	8,908	7,059
Old Dominion	7,210	6,620
<b>Doctoral Average excluding Mason</b>	<b>\$9,102</b>	<b>\$7,519</b>
<b>GEORGE MASON UNIVERSITY</b>	<b>\$7,131</b>	<b>\$5,833</b>
<b>MASON % of Average</b>	<b>78.3%</b>	<b>77.6%</b>

\*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 tuition revenue (approximate percentages): in-state undergraduate (47 percent), graduate (11 percent) and first professional-law (1 percent); out-of-state undergraduate (30 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. These funds are a combination of sales and services and other non-tuition related revenues, most notably: 1) admissions fees, 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's use includes scholarships and fellowships, faculty salaries and other 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, 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 2019 budget of \$64.8 million or approximately a 77 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.

<b>GEORGE MASON UNIVERSITY FOUNDATION, INC.</b> <b>PROGRAM BENEFITS TO GEORGE MASON UNIVERSITY</b>			
<b>PROGRAM BENEFITS TO MASON</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>ESTIMATED FY 2019</b>
Grant Expense <sup>1</sup>	\$27,667,000	\$24,450,000	\$24,000,000
Scholarships Graduate <sup>3</sup>	3,715,000	7,562,000	9,000,000
Other Expense <sup>2</sup>	8,630,000	8,994,000	8,000,000
Faculty/Staff Salaries <sup>1</sup>	6,709,000	8,066,000	7,500,000
Direct Expenditures <sup>1</sup>	8,072,000	6,685,000	4,700,000
Professional Services	2,378,000	2,517,000	2,500,000
Conferences and Business Activities	1,683,000	2,127,000	2,100,000
Travel	2,159,000	2,048,000	1,800,000
Faculty/Staff Benefits <sup>1</sup>	1,245,000	1,437,000	1,500,000
Scholarships Undergraduate	1,348,000	1,339,000	1,350,000
Honorariums	1,083,000	905,000	900,000
Eminent Scholars	689,000	555,000	800,000
Facilities Rental	518,000	878,000	600,000
<b>TOTAL PROGRAM BENEFITS TO MASON<sup>3</sup></b>	<b>\$65,896,000</b>	<b>\$67,563,000</b>	<b>\$64,750,000</b>

**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 the 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.
3. Scholarship increase represents support for Scalia students at the Law School.

## FUNDS AVAILABLE FOR ALLOCATION (SOURCES)

The rate of growth in the E&G budget for FY 2020 is slightly above the average growth levels of the most recent budget cycles. From FY 2015 to FY 2020 the average annual rate of growth is 6.5 percent, and the total E&G budget increased by 32 percent in five years with increased revenues averaging \$27.9 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 2020, the state appropriation is increasing by \$14.2 million. Based on projected enrollments, tuition increases for graduate students as well as the Commonwealth appropriation increase, FY 2020 is projected to be \$53.8 million or 9.4 percent over the original FY 2019 budget.

<b>ORIGINAL EDUCATIONAL AND GENERAL BUDGET</b> <i>(in millions)</i>						
	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>
Amount	\$475.1	\$485.4	\$514.8	\$535.2	\$570.3	\$624.1
Increase (\$)	\$18.3	\$10.3	\$29.4	\$20.4	\$35.1	\$53.8
Increase (%)	4.0%	2.2%	6.1%	4.0%	6.6%	9.4%

**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 and align with the goals of access and affordability.

<b>PROGRAM</b>	<b>ACTIVITIES</b>
Instruction	Instructional Faculty, Departmental Costs
Academic Support	Deans and Directors, School Level Costs
Libraries	Professional Librarians, Library Reference Materials
Technology	University Computing, Academic and Administrative Costs
Student Services	Registrar, Admissions, Financial Aid, Career Services, University 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 includes a central reserve of \$4.0 million, a Financial Stability Fund of \$2.2 million and an Enrollment Reserve of \$0.4 million. 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.

<b>PERCENTAGE OF BUDGET BY MAJOR PROGRAM</b>						
<b>FISCAL YEAR</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
Instruction/Academic Support*	59.3%	60.2%	61.2%	62.6%	63.9%	65.5%
Library	5.2%	4.8%	4.8%	4.4%	4.1%	3.7%
Technology	7.2%	6.9%	6.7%	6.5%	6.3%	6.5%
Student Services	4.9%	5.3%	5.3%	5.1%	5.8%	5.6%
Institutional Support	8.8%	8.6%	7.8%	7.6%	6.9%	6.4%
Physical Plant	11.1%	10.7%	10.4%	10.1%	9.5%	8.9%
Financial Aid **	1.9%	2.0%	2.1%	2.0%	2.0%	2.0%
Equipment Trust Fund	0.8%	0.7%	0.9%	0.8%	0.8%	0.7%
Reserve	0.8%	0.8%	0.8%	0.7%	0.7%	0.6%
<b>TOTAL</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

\* Instruction/Academic Support includes funding related to enrollment growth as well funding for the FY20 compensation changes.

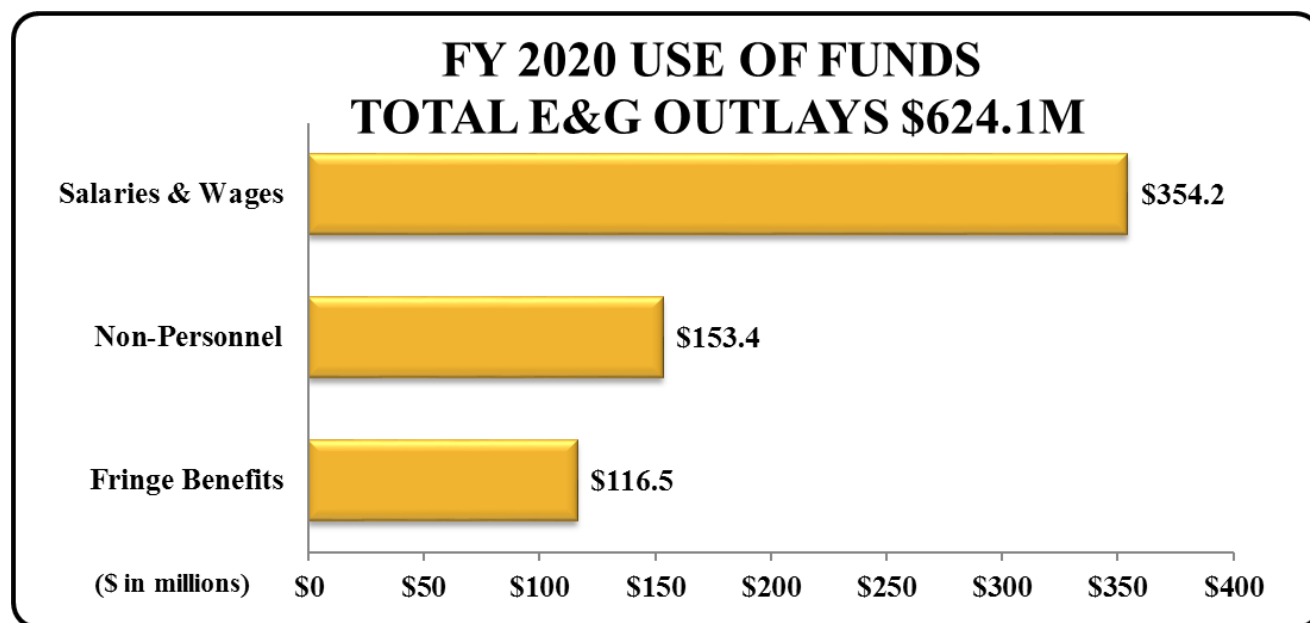
\*\* Financial Aid does not include funds budgeted as discounts to tuition and fees. These discounts are approximately 6.1 percent of the E&G expense budget. If included as expenses, the total percentage of E&G would be 8.1 percent.

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

## USE OF FUNDS / EXPENSES

### Use Overview

The FY 2020 budget provides a \$53.8M overall increase from FY 2019 in the total E&G budget (excluding philanthropic funds). The table below depicts the use of funds by major expense categories between FY 2019 and FY 2020.



EDUCATIONAL AND GENERAL BUDGET CHANGE FROM FY 2019 – FY 2020 ( <i>Dollars in Millions</i> )				
	FY 2019 ORIGINAL	FY 2020 ORIGINAL	AMOUNT CHANGE	% CHANGE*
Salaries/Wages	\$335.8	\$354.2	\$18.4	5.5%
Fringe Benefits	115.2	116.5	1.3	1.1%
Non-Personnel	119.3	153.4	34.1	28.6%
<b>TOTAL E&amp;G</b>	<b>\$570.3</b>	<b>\$624.1</b>	<b>\$53.8</b>	<b>9.4%</b>

**Note:** Salaries/Wages and Fringe Benefits include funding associated with the FY20 Compensation Plan. Non-personnel includes enrollment growth, financial stability funds, program and reserve funding.

### Personnel

- For FY 2020, the university budget includes funding our portion of the Commonwealth of Virginia's salary increase as well as supplemental compensation funds. In addition, funding for promotion and tenure as well as minimum faculty salary level increases are funded as part of the FY 2020 plan.
- The FY 2020 budget allocates approximately 79 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 several 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.

<b>EDUCATIONAL AND GENERAL PERSONNEL EXPENSE</b> <i>(Dollars in Millions)</i>		
<b>PERSONNEL TYPE</b>	<b>FY 2020 BUDGET</b>	<b>% OF PERSONNEL</b>
Instructional Faculty	\$242.2	51.5%
Admin Faculty	81.5	17.3%
Classified Staff	136.5	29.0%
Wages/Student Wages	10.5	2.2%
<b>TOTAL PERSONNEL EXPENSE</b>	<b>\$470.7</b>	<b>100.0%</b>

<b>EDUCATIONAL AND GENERAL BUDGET</b> <b>FULL-TIME EQUIVALENT FACULTY AND STAFF POSITIONS BY MAJOR PROGRAM</b>						
	<b>Total Positions (FTE) FY 2019</b>			<b>Total Positions (FTE) FY 2020</b>		
	<b>Faculty</b>	<b>Staff</b>	<b>Total</b>	<b>Faculty</b>	<b>Staff</b>	<b>Total</b>
Instruction/Academic Support	1,921	766	2,687	1,990	752	2,742
Library	0	141	141	0	140	140
Technology	0	222	222	0	237	237
Student Services	0	281	281	0	292	292
Institutional Support	0	427	427	0	449	449
Plant	0	329	329	0	327	327
<b>TOTAL</b>	<b>1,921</b>	<b>2,166</b>	<b>4,087</b>	<b>1,990</b>	<b>2,197</b>	<b>4,187</b>

### **Instructional Faculty**

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 2020, approximately 4 FTE staff positions will be added across various units to provide critical support for new programs and increased enrollment. Please note, a comprehensive review of staff positions took place during FY19 and more than 50 vacant or unfunded positions were eliminated. 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 2.2 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. These actual wage expenses that exceed the original budget are largely funded through savings in permanent staff lines 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 161 FTE staff positions.



EDUCATIONAL AND GENERAL PERSONNEL COSTS BY EMPLOYEE TYPE						
	FY 2015 ACTUAL	FY 2016 ACTUAL	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 BUDGET	FY 2020 BUDGET
FT Faculty	\$120,315,146	\$122,725,111	\$122,965,233	\$130,629,206	\$144,689,900	\$149,976,700
PT Faculty	21,870,218	22,541,526	23,364,671	25,800,912	22,862,700	24,629,700
Grad Assistants	9,802,721	9,526,526	12,280,537	13,845,377	12,323,800	15,057,900
<b>FACULTY SUBTOTAL</b>	<b>\$151,988,085</b>	<b>\$154,793,163</b>	<b>\$158,610,441</b>	<b>\$170,275,495</b>	<b>\$179,876,400</b>	<b>\$189,664,300</b>
Admin Faculty	\$45,949,801	\$46,453,222	\$48,395,074	\$50,499,788	\$57,030,700	\$60,909,800
Classified	71,778,881	76,129,639	75,731,742	79,603,013	89,886,400	93,789,600
<b>STAFF SUBTOTAL</b>	<b>\$117,728,682</b>	<b>\$122,582,861</b>	<b>\$124,126,816</b>	<b>\$130,102,801</b>	<b>\$146,917,100</b>	<b>\$154,699,400</b>
Wages	\$5,671,861	\$5,934,407	\$6,157,440	\$6,439,100	\$4,687,700	\$5,376,400
Student Wages	4,329,338	4,465,513	4,967,658	4,838,675	3,900,000	4,000,000
CWS	221,662	288,766	278,406	327,179	395,700	395,700
<b>WAGES SUBTOTAL</b>	<b>\$10,222,861</b>	<b>\$10,688,686</b>	<b>\$11,403,504</b>	<b>\$11,604,954</b>	<b>\$8,983,400</b>	<b>\$9,772,100</b>
Fringe Benefits	\$88,679,472	\$89,465,422	\$88,272,008	\$99,512,716	\$115,189,700	\$116,549,800
<b>TOTAL</b>	<b>\$368,619,100</b>	<b>\$377,530,132</b>	<b>\$382,412,769</b>	<b>\$411,495,966</b>	<b>\$450,966,600</b>	<b>\$470,685,600</b>

**Non-Personnel:** In addition to personnel, within the FY19 non-personnel budget, fifteen major categories of expense make up approximately 74 percent of the total non-personnel expense.

EDUCATIONAL AND GENERAL NON-PERSONNEL MAJOR CATEGORIES OF EXPENSE FY 2019 ( <i>Dollars in Millions</i> )	
Repair & Maintenance Services	\$10.9
Computer & Technical Services	10.4
Equipment	10.2
Library Books & Materials	9.9
Utilities	8.8
Travel	7.8
Student Scholarships	7.3
Rental—Buildings & Structures	4.0
Capital Construction & Equipment	3.6
Telecommunication Services	2.4
Dues, Publications & Subscriptions	2.2
Supplies	2.2
Insurance	2.0
Printing Services	1.2
Media Services	1.2
<b>TOTAL TOP 15 NON-PERSONNEL EXPENSE CATEGORIES</b>	<b>\$84.1</b>
<b>TOTAL NON-PERSONNEL EXPENSE CATEGORIES</b>	<b>\$114.2</b>

**FY 2020 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	\$10,878,600	\$3,557,200	\$222,900	\$2,424,300	100.7	\$17,083,000
College of Education & Human Development	22,693,300	6,677,200	1,260,200	5,227,700	304.9	35,858,400
College of Health & Human Services	15,424,000	4,941,400	59,400	2,474,500	182.8	22,899,300
College of Humanities & Social Sciences	49,634,200	14,475,700	700,200	3,227,800	691.1	68,037,900
College of Science	31,240,900	9,862,900	467,800	10,563,900	374.4	52,135,500
College of Visual & Performing Arts	11,858,500	3,647,700	424,500	1,359,100	159.5	17,289,800
Schar School of Policy & Government	12,490,700	3,956,200	61,800	1,489,700	140.7	17,998,400
School for Conflict Analysis & Resolution	3,632,600	1,099,400	170,700	-11,800	41.4	4,890,900
School of Business	27,271,600	8,600,400	289,700	873,900	253.6	37,035,600
Volgenau School of Engineering	37,397,500	10,761,200	628,000	564,400	342.0	49,351,100
Provost	28,416,700	11,010,500	1,944,500	10,705,400	419.4	52,077,100
University Life	5,130,100	1,890,300	635,500	1,006,700	84.3	8,662,600
Libraries	7,657,400	2,916,600	361,900	10,035,400	128.8	20,971,300
Executive Administration	3,553,500	1,329,200	106,200	834,900	42.2	5,823,800
Finance & Operations	18,208,800	7,769,000	869,800	5,991,600	279.0	32,839,200
Information Technology Services	19,466,200	8,669,100	1,105,000	10,865,700	236.6	40,106,000
Advancement & Alumni Relations	4,449,400	1,712,500	10,000	475,500	54.8	6,647,400
Communications & Marketing	3,768,300	1,657,300	458,000	1,104,000	60.3	6,987,600
Facilities	17,397,200	7,653,300	275,000	14,740,000	281.5	40,065,500
Government & Community Relations	911,500	355,000	0	233,600	8.0	1,500,100
Property Rental/Facility Support	0	0	0	10,879,500	0.0	10,879,500
Student Financial Aid	981,000	0	0	11,169,100	0.0	12,150,100
Eminent Scholars	0	0	0	1,086,200	0.0	1,086,200
Central Funds for Salary & Fringe Increases / Program Support *	11,901,900	4,007,700	14,800	26,328,400	0.0	42,252,800
University Reserve/Financial Stability Fund/Enrollment Reserve	0	0	-294,000	15,364,700	1.0	15,070,700
Equipment Trust Fund	0	0	0	4,400,000	0.0	4,400,000
<b>GRAND TOTAL</b>	<b>\$344,364,100</b>	<b>\$116,549,800</b>	<b>\$9,771,900</b>	<b>\$153,414,200</b>	<b>4187.0</b>	<b>\$624,100,000</b>

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

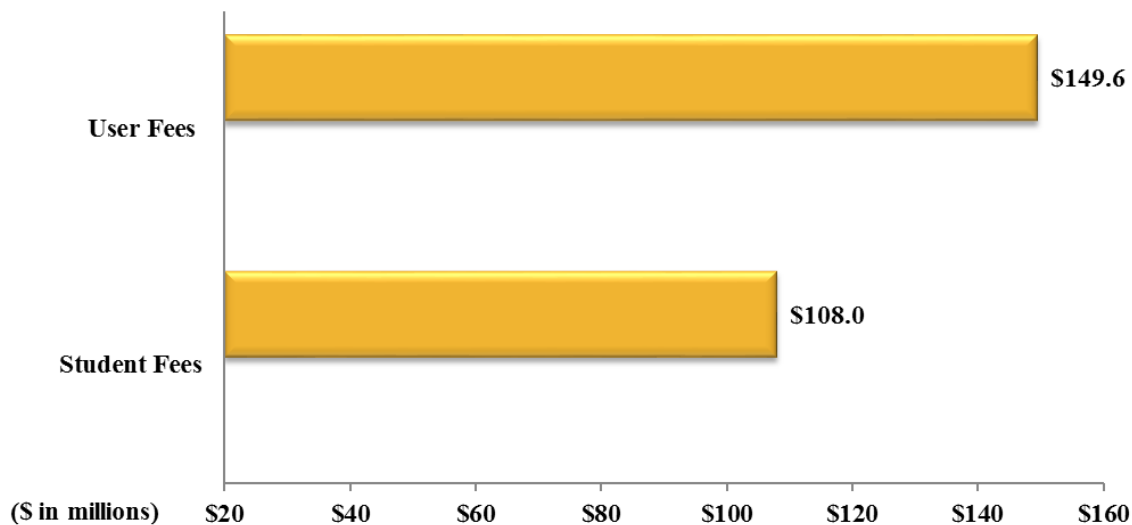
## AUXILIARY ENTERPRISES

### AUXILIARY ENTERPRISE REVENUES

The projected Auxiliary Enterprise revenue budget for FY 2020 represents approximately 21 percent of the university's \$1.25 billion total revenue budget and represents the second largest component of the institutional budget. Auxiliary Enterprises by definition includes 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 \$257.6 million in FY 2020. The revenue growth in Auxiliary Enterprises is projected to be approximately \$18.3 million. This growth reflects \$10.9 million increase in student fee revenue and \$7.4 million increase of self-generated revenue.

#### FY 2020 SOURCE OF FUNDS TOTAL AE REVENUE \$257.6 M



<b>AUXILIARY ENTERPRISES SOURCE OF FUNDS</b>					
<b>SOURCE (\$ in Millions)</b>	<b>ORIGINAL FY 2017</b>	<b>ORIGINAL FY 2018</b>	<b>ORIGINAL FY 2019</b>	<b>ORIGINAL FY 2020</b>	<b>CHANGE, FY 2019-2020 AMOUNT</b>
Student Fees	\$83.9	\$91.5	\$97.1	\$108.0	\$10.9
User Fees	136.6	136.9	142.2	149.6	7.4
Independent Operations*	32.8	0	0	0	N/A
<b>TOTAL</b>	<b>\$253.3</b>	<b>\$228.4</b>	<b>\$239.3</b>	<b>\$257.6</b>	<b>\$18.3</b>

\* 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 all 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 percent of the Auxiliary Enterprise revenue.

<b>FY 2020 AUXILIARY ENTERPRISES REVENUE</b>				
<b>FY 2020 ACTIVITY</b>	<b>COMMISSION</b>	<b>USER FEE REVENUE</b>	<b>STUDENT FEES</b>	<b>TOTAL REVENUE</b>
Housing & Residence Life	\$0	\$51,734,800	\$0	\$51,734,800
Dining*	7,258,000	23,971,000	0	31,229,000
Intercollegiate Athletics	0	5,047,700	20,687,900	25,735,600
Campus Access/Transportation	0	15,201,400	4,569,100	19,770,500
Arts Centers	0	7,210,200	7,934,200	15,144,400
Student Centers	0	2,690,600	9,454,100	12,144,700
Indirect Cost	0	700,000	10,950,000	11,650,000
University Life	0	2,698,100	8,697,000	11,395,100
Student Health Services	0	6,770,100	2,827,300	9,597,400
Recreational Department	0	1,522,100	6,922,700	8,444,800
<b>TOTAL</b>	<b>\$7,258,000</b>	<b>\$117,546,000</b>	<b>\$72,042,300</b>	<b>\$196,846,300</b>

\*Dining commission goes to Dining services.

### **Independent Operations**

Auxiliary Enterprises includes eight independent operations: 1) Arena Management (EagleBank Arena), 2) Bookstore and Patriot Tech, 3) Dining, 4) Independent Retail Operations, 5) Mail Services, 6) Print Services, 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 \$66.8 million, and includes \$12.8 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 on student fees. **The annual commissions of \$12.8 million reduced the required per person student fee by over \$300 annually!**

<b>INDEPENDENT OPERATIONS COMMISSION INCOME, FY 2020</b>			
<b>ACTIVITY</b>	<b>OPERATING BUDGET</b>	<b>GEORGE MASON COMMISSION</b>	<b>TOTAL</b>
Dining*	\$33,346,000	\$7,258,000	\$40,604,000
Bookstore & Patriot Tech	8,350,000	1,650,000	10,000,000
Other**	7,128,700	961,300	8,090,000
EagleBank Arena Management	4,483,700	2,561,300	7,045,000
Vending	703,000	392,000	1,095,000
<b>TOTAL</b>	<b>\$54,011,400</b>	<b>\$12,822,600</b>	<b>\$66,834,000</b>

\* Includes \$24.0 million of user fee revenue.

\*\* Includes Independent Retail Operations, Print Services, and IMG College Licensing (trademark licensing).

### **Commissions and Management Fees**

Mason has outsourced several Auxiliary Enterprise units. For example, the bookstore has always been a contract operation and EagleBank Arena was opened by a management firm over 25 years ago.

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

The negotiation that follows blends the fee range, future growth and ongoing operations to arrive at a fair, industry standard management fee for the contractor while ensuring adequate cash for maintenance, renovations, and reserves. It should be noted that when selecting a contractor, you look for those that will enhance the brand of the university. For example, rankings of university venues in worldwide ticket sales showed that Mason's own EagleBank Area was ranked No.1 among venues such as those found at Penn State University, Saint Louis University, University of Texas at Austin, and The Ohio State University. Selection of the right contractor for outsourced partnerships is a key element that Mason and the contractor have benefited from.

In total, the three large outsourced firms at Mason today employ over 1,300 employees. In many institutions where these activities are not outsourced, these would all be university employees.

**Arena Management (EagleBank Arena)** commission to Mason is composed of both a guaranteed and variable amount. The contract was extended for five years in 2018. The guaranteed amount is \$1,200,000 in the first year and increases to \$1,260,000 in the fifth year of the contract extension. The variable amount is 80 percent of revenues net of fixed management fee and guaranteed commission to Mason, after the fixed fees. The variable amount changes by year depending on the success of the performances. Additionally, Monumental will pay \$45,000 per year for Arena improvements and repairs.

The contractor, Monumental Sports & Entertainment, is paid an annual fixed fee of \$650,000 in the first year that increases to \$690,000 in the fifth year of the contract extension. In addition, the contractor receives a variable fee of 20 percent of revenues net of fixed management fee and guaranteed commission to Mason.

**Bookstore and Patriot Tech** commission to Mason has a minimum fixed guarantee of \$1.65 million per year. There is a variable component which is based on yearly sales when revenues exceed a certain threshold. In FY 2020, the university expects to receive about \$1.65 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, 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, Chipotle, Manhattan Pizza, Panda Express, Panera Bread, UPS, and Wing Zone. Each contract is separately negotiated and typically includes both a base rent and a percentage commission over certain revenue targets.

**Mail Services** is managed by Canon, USA. Canon provides all university managed mail services including all staffing of Mail Services for a fixed annual fee of \$831,458.

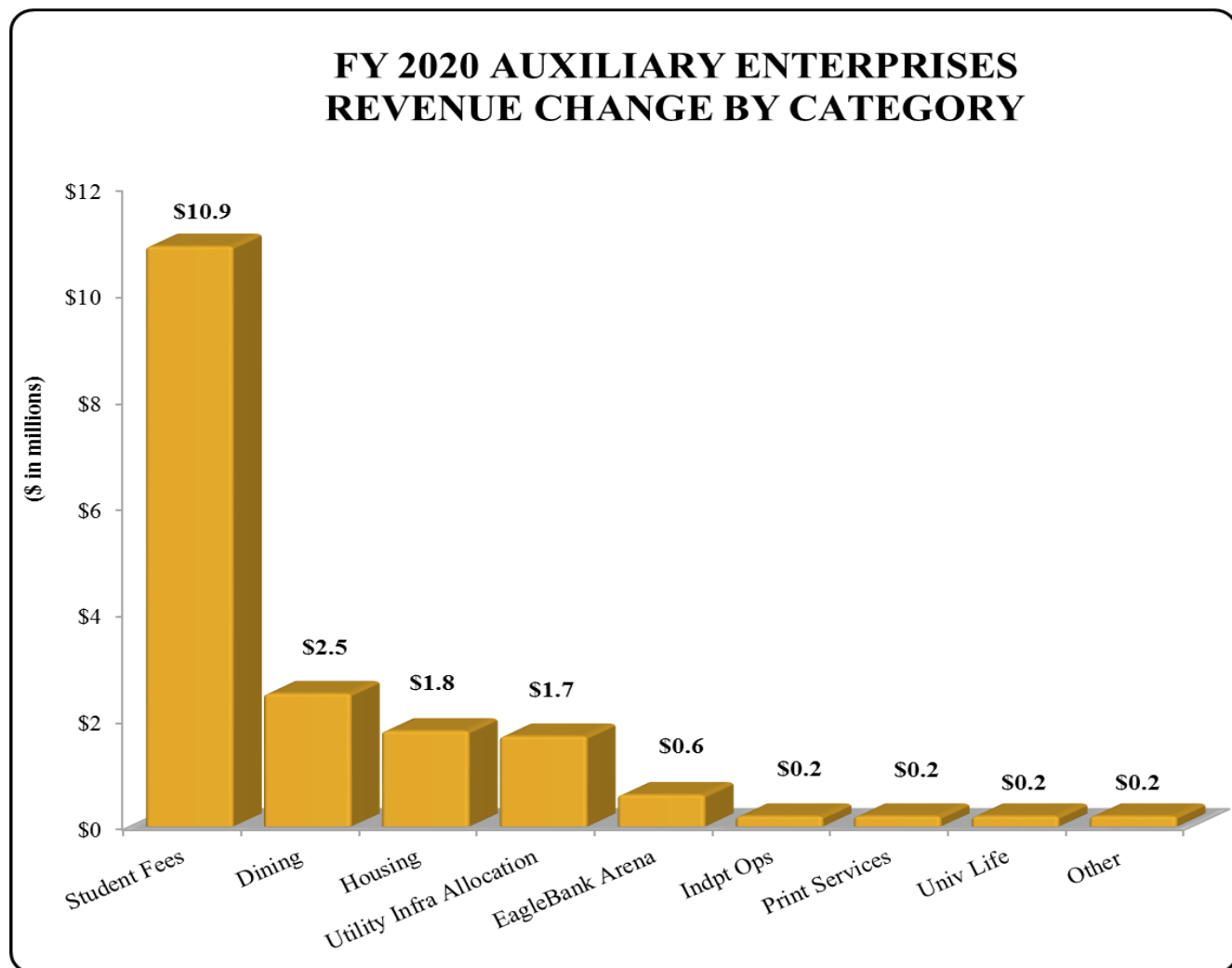
**Print Services** is managed by Canon, USA. Canon pays an annual fee of \$50,000 for rights to operate the print centers. Administrative printing is charged to individual departments based on a fixed per page rate. Pay-for-print machines are charged based on a fixed per page rate with Mason retaining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

**Trademark Licensing** through IMG College Licensing provides trademark licensing for all Mason products, assisting with brand protection and brand management, and helping to set royalty rates on Mason products. IMG provides over \$100,000 in annual commissions based on an increasing sliding scale of royalties starting at 80%. IMG funds help support athletic scholarships.

**Vending** contracts with Coca-Cola and Canteen manage all the university's beverage and snack machines. The vending contracts generate over \$800,000 in commissions and revenue, which supports student athlete scholarships and the University Scholars in the Honors program.

**Note:** Although these independent operations are critical to the university, their operating budgets are not part of the State Auxiliary Enterprise program and therefore not included for reporting purposes.

## Revenue Changes



Student fee revenue increases by approximately \$10.9 million, which represents a student fee rate increase of 3.0 percent and growth in the general campus student enrollment. Within user fee activities, the units that generate the largest increase in revenues are Dining of \$2.5 million; Housing of \$1.8 million; Utility Infrastructure debt service allocation of \$1.7 million; and \$0.6 million for EagleBank Arena.



## NEW STUDENT FEE REQUIREMENTS

In FY 2020, 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 provide additional funding to fund AE student fee funded salary and compensation increases, to support Athletic scholarships and meet its general operating fund needs, to further enhance students programs and services, and to fund reserves to support Auxiliary Enterprises operating and facility maintenance needs.

### **MAJOR ALLOCATION OF INCREASED STUDENT FEE, FY 2020**

• State approved salary & compensation increases	\$3.0
• Athletic scholarships & general operating funds	\$2.7
• AE financial stability fund	\$1.3
• Facility, maintenance, and operating reserves	\$1.0
• University Life program and service enhancements	\$0.9
• Student fee supported debt service increases	\$0.6
• General operating funds for AE indirect cost	\$0.5
• General operating funds for Arts Centers	\$0.5
• University Scholars financial aid and other student support services	\$0.4
<b>STUDENT FEE REQUIREMENT</b>	<b>\$10.9</b>

(\$ in millions)

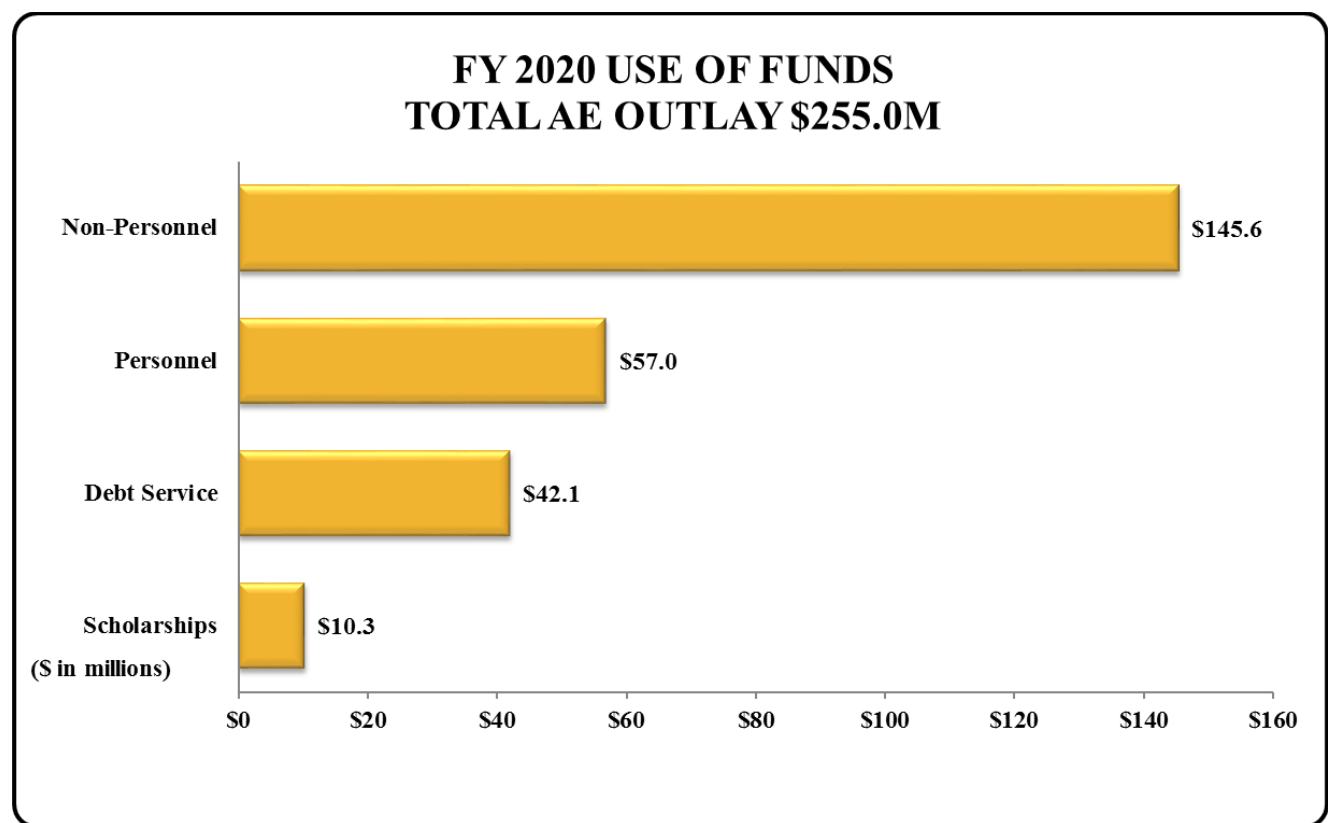
The table below summarizes the revenue budget by revenue type for Auxiliary Enterprise major units in FY 2020.

<b>AUXILIARY ENTERPRISES REVENUE BUDGET, FY 2020</b>			
<b>ENTERPRISE UNIT</b>	<b>STUDENT FEES</b>	<b>SELF-GENERATED</b>	<b>TOTAL</b>
Housing & Residence Life	\$0	\$51,734,800	\$51,734,800
Dining	0	28,910,500	28,910,500
Auxiliary Central	25,138,500	3,500,700	28,639,200
Intercollegiate Athletics	18,445,800	5,036,000	23,481,800
Arts Centers	7,934,200	7,210,200	15,144,400
Campus Access/Parking	755,900	13,696,200	14,452,100
Student Centers	9,454,100	2,690,600	12,144,700
Indirect Cost	10,950,000	700,000	11,650,000
University Life	8,697,000	2,698,100	11,395,100
Student Health Services	2,827,300	6,770,100	9,597,400
Recreational Department	6,922,700	1,522,100	8,444,800
Freedom Aquatic & Fitness Center	102,700	5,223,800	5,326,500
Transportation	3,813,200	1,505,200	5,318,400
ITS Telecommunications	169,200	4,860,100	5,029,300
EagleBank Arena	1,690,500	1,951,300	3,641,800
University Scholars	2,803,700	229,600	3,033,300
Global Center Debt Service	0	2,624,800	2,624,800
Facility Reserves	2,000,000	505,700	2,505,700
AE Administration	2,203,600	79,000	2,282,600
Field House (RSC)	2,242,100	11,700	2,253,800
Child Development Center	0	2,015,600	2,015,600
Utility Infra Debt Service	0	1,905,700	1,905,700
Mason Card Office	1,173,600	285,000	1,458,600
Independent Retail Ops	0	1,303,600	1,303,600
Print Services	0	1,250,000	1,250,000
Central Utility Plant Debt Service	0	726,700	726,700
The Bookstores	0	632,600	632,600
Aquia Building-Debt Service	309,000	0	309,000
AE Police Cadet	254,800	0	254,800
Regional Campuses	112,100	50,000	162,100
<b>GRAND TOTAL</b>	<b>\$108,000,000</b>	<b>\$149,629,700</b>	<b>\$257,629,700</b>

## USE OF FUNDS/EXPENSES

### Budget by Major Category

Within the Auxiliary Enterprises expense budget of \$255.0 million, personnel costs total \$57.0 million or approximately 22 percent of the total, with all other costs making up the remaining 78 percent of the budget. Within the remaining \$198.0 million budget, \$10.3 million of the expenses covers scholarships, \$42.1 million covers debt service, and \$145.6 million covers other non-personnel costs. Some of the major items within other non-personnel costs are board (meal) plan payments of \$24.0 million; the indirect charge to Auxiliary Enterprises from Educational and General of \$11.7 million; utilities of \$10.2 million; contracted management services of \$9.0 million; building, maintenance, housekeeping, and grounds activity of \$6.9 million.



The Auxiliary Enterprise expense budget of \$255.0 million is \$2.6 million lower than the revenue budget (\$257.6 million) for FY 2020, with the balance of \$2.6 million going to the university's facility reserves. Auxiliary Enterprise facilities are self-supporting and receive no funding from the Commonwealth. Therefore, there is a need to build adequate reserves to maintain the university's physical assets.

## **Personnel—Operating**

The Auxiliary Enterprises personnel budget of \$57.0 million is based upon an FTE position level of 600.3 FTE plus wages hourly staff. Of the total FTE positions, 336.4 or 56.0 percent are for classified staff, 261.5 or 43.6 percent are for administrative faculty, and 2.4 or 0.4 percent are for instructional faculty. The total FTE of 600.3 is 35.2 FTE greater than the budget for FY 2019.

<b>AUXILIARY ENTERPRISES BUDGET FULL-TIME EQUIVALENT (FTE) POSITIONS</b>					
	<b>FY 2018</b>	<b>FY 2019</b>	<b>Variance</b>	<b>FY 2020</b>	<b>Variance</b>
Classified	320.2	329.0	8.8	336.4	7.4
Admin Faculty	227.1	233.7	6.6	261.5	27.8
Faculty	2.4	2.4	0	2.4	0
<b>TOTAL</b>	<b>549.7</b>	<b>565.1</b>	<b>15.4</b>	<b>600.3</b>	<b>35.2</b>

The total personnel services budget within Auxiliary Enterprises is \$57.0 million. This is approximately 22 percent of the overall Auxiliary Enterprises budget. Of this total, 85 percent covers salaries and benefits for permanent staff, while 15 percent covers salaries and benefits for wage workers. The annual level of wage spending is equal to approximately additional 130 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, University Life, Arts Centers, and Recreational Department. These units are responsible for approximately \$40.4 million or 71 percent of the overall Auxiliary Enterprises personnel budget. Units with the highest wage costs are the Freedom Aquatic and Fitness Center, Arts Centers, Recreational Department, Housing & Residence Life, University Life, Intercollegiate Athletics, and Student Centers. Wage budgets in these areas alone total approximately \$7.3 million.

<b>AUXILIARY ENTERPRISES PERSONNEL EXPENSE OVERVIEW</b>						
	<b>Actual FY 2018</b>		<b>Budget FY 2019</b>		<b>Budget FY 2020</b>	
Salaries	\$30,799,233	60.8%	\$33,047,300	59.3%	\$34,860,700	61.1%
Wages	8,322,182	16.4%	8,778,900	15.7%	8,041,100	14.1%
Fringe Benefits	11,522,506	22.8%	13,935,600	25.0%	14,141,200	24.8%
<b>TOTAL</b>	<b>\$50,643,921</b>	<b>100.0%</b>	<b>\$55,761,800</b>	<b>100.0%</b>	<b>\$57,043,000</b>	<b>100.0%</b>

### **Non-Personnel—Operating**

Within Auxiliary Enterprise activities, approximately \$145.0 million is budgeted for non-personnel, excluding debt service and scholarships. The major expense categories in non-personnel are:

<b>AUXILIARY ENTERPRISES MAJOR CATEGORIES OF NON-PERSONNEL EXPENSE BUDGET</b>	
Meal Plans	\$23,971,000
Indirect Cost	11,650,000
Utilities	10,227,800
Campus Access/Parking	9,026,300
Building Maintenance, Housekeeping, Grounds	6,920,000
Insurance (Student Health)	6,027,500
Athletics (Sports, Events)	5,874,600
Telecommunications	5,504,900
Transportation	4,910,800
Housing Renovations	3,150,000
Arts Centers Performances	1,616,000
Student Activities & Programs	1,272,200
<b>TOTAL</b>	<b>\$90,151,100</b>

These twelve items make up approximately 62 percent of the non-personnel budget (excluding debt service & scholarships) within Auxiliary Enterprises.

### **Non-Personnel—Debt Service**

During FY 2020, the university will make \$42.1 million in debt service payments from Auxiliary Enterprises for parking, residential housing, dining, recreation, and student activity facilities. This represents approximately 17 percent of the overall Auxiliary Enterprises expenditure plan.

Over the last few years, debt for some facilities has been retired, allowing the university to reallocate funds for student activities or other funding requirements such as facilities maintenance. In the next five years, approximately \$7.6 million or 18 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 \$2.3 million is funded by student fees, while \$4.3 million is financed through user fees of residential housing and another \$1.0 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 2020–FY 2024						
LAST YEAR OF DEBT PMT	DEBT-FINANCED FACILITY	SOURCE OF FUNDING				TOTAL DEBT SERVICE ELIMINATED
		FEE	CAMPUS ACCESS	HOUSING	OTHER SGR	
FY 2020	Child Development Center	\$-	\$-	\$-	\$545,700	\$545,700
FY 2020	Fairfax Parking Garage Extension	-	292,100	-	-	292,100
FY 2020-21	President's Park Renovation	-	-	694,000	-	694,000
FY 2020-24	Residence Hall V	-	-	3,577,700	-	3,577,700
FY 2021	Fairfax Swimming Pool	888,400	-	-	-	888,400
FY 2022	Fairfax Campus Dining	840,500	-	-	-	840,500
FY 2022	Johnson Center	-	-	-	247,000	247,000
FY 2023-24	Field House	541,300				541,300
<b>TOTAL</b>		<b>\$2,270,200</b>	<b>\$292,100</b>	<b>\$4,271,700</b>	<b>\$792,700</b>	<b>\$7,626,700</b>

### **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 balance 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 \$2.5 million is budgeted for FY 2020 and the tables that follow will show the annual allocation by facility and the projected facility fund balance as of June 30, 2019.

<b>ANNUAL ALLOCATION-FACILITY RESERVES</b>	
<b>FACILITY</b>	<b>AMOUNT</b>
Freedom Aquatic & Fitness Center	\$505,700
Arts Centers (Center for the Arts, Hylton Center)	500,000
Facility Maintenance Reserve*	500,000
Student Centers	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
<b>TOTAL</b>	<b>\$2,505,700</b>

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

<b>FACILITY RENOVATION FUND SUMMARY</b>						
<b>FACILITY</b>	<b>BUILT</b>	<b>GROSS SQUARE FOOTAGE</b>	<b>AVERAGE REPLACEMENT COSTS/GROSS SQUARE FOOT</b>	<b>ESTIMATED REPLACEMENT VALUE</b>	<b>PROJECTED BALANCE JUNE 30, 2019</b>	<b>% OF COST</b>
Student Housing*	1977/ 2004–14	1,827,600	\$300	\$548,280,000	\$19,829,800	3.6%
Parking Structures*	1993/2005 / 2009	1,431,800	82	117,407,600	10,257,700	8.7%
Student Centers*	1974/1982 /1995	607,500	300	182,250,000	8,144,000	4.5%
Field House (RSC)	1982	128,700	300	38,610,000	650,000	1.7%
Arts Centers*	1990/2010	233,100	300	69,930,000	705,300	1.0%
EagleBank Arena*	1985	188,900	300	56,670,000	7,350,800	13.0%
Freedom Aquatic & Fitness Center	1999	160,500	300	48,150,000	505,700	1.1%
Mason Global Center	2010	173,000	300	51,900,000	0	0.0%
Aquatic & Fitness Center*	1997	90,800	300	27,240,000	1,698,400	6.2%
Central Warehouse	1996	23,600	300	7,080,000	0	0.0%
Child Development Ctr	2007	9,000	300	2,700,000	800,000	29.6%
<b>TOTAL</b>		<b>4,874,500</b>	<b>-----</b>	<b>\$1,150,217,600</b>	<b>\$49,941,700</b>	<b>4.3%</b>

\*Student Housing, Campus Access, Student Centers, Arts Centers, EagleBank Arena, and Aquatic & Fitness Center will undergo capital improvement projects during the next few 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 2018 and estimated balances for FY 2019 and FY 2020 by major Auxiliary Enterprise areas.

<b>AUXILIARY ENTERPRISES OPERATING BALANCE</b>			
<b>ENTERPRISE UNIT</b>	<b>FY 2018 ACTUAL</b>	<b>FY 2019 ESTIMATE</b>	<b>FY 2020 ESTIMATE</b>
AE Central Contingency Fund	\$14,262,526	\$14,262,500	\$15,262,000
University Life <sup>1</sup>	5,147,153	5,147,200	5,147,200
Student Health Services <sup>1</sup>	868,650	868,700	868,700
ITS Telecommunications	5,406,541	5,562,000	5,717,500
Recreational Department	603,298	603,300	603,300
Campus Access / Transportation	657,000	657,000	657,000
EagleBank Arena	150,000	150,000	150,000
Child Development Center	310,390	310,400	310,400
Housing & Residence Life	180,000	180,000	180,000
Police Cadet Program	314,114	314,100	314,100
AE Administration	150,000	150,000	150,000
Dining	823,500	523,500	523,500
Mason Card Office	343,900	150,000	150,000
Regional Campuses	330,206	270,200	270,200
Student Centers	150,000	150,000	150,000
Print Services	170,000	150,000	150,000
<b>TOTAL<sup>2</sup></b>	<b>\$29,867,278</b>	<b>\$29,448,900</b>	<b>\$30,603,900</b>

**Notes:**

1. Each year these units use operating reserves to fund one-time program support purchases.
2. Represents about one month 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 2020. The revenue includes self-generated revenues and student fee allocations.

<b>AUXILIARY ENTERPRISES REVENUE AND EXPENSE, FY 2020</b>			
<b>ENTERPRISE UNIT</b>	<b>FY 2020 BUDGETED REVENUE</b>	<b>FY 2020 BUDGETED EXPENSE</b>	<b>FY 2020 OPERATING BALANCE</b>
Housing & Residence Life	\$51,734,800	\$51,734,800	\$0
Dining	28,910,500	28,910,500	0
Auxiliary Central	28,639,200	28,639,200	0
Intercollegiate Athletics	23,481,800	23,481,800	0
Arts Centers	15,144,400	15,144,400	0
Campus Access/Parking	14,452,100	14,452,100	0
Student Centers	12,144,700	12,144,700	0
Indirect Cost	11,650,000	11,650,000	0
University Life	11,395,100	11,395,100	0
Student Health Services	9,597,400	9,597,400	0
Recreational Department	8,444,800	8,444,800	0
Freedom Aquatic & Fitness Center	5,326,500	5,326,500	0
Transportation	5,318,400	5,318,400	0
ITS Telecommunications	5,029,300	4,873,800	155,500 <sup>1</sup>
EagleBank Arena	3,641,800	3,641,800	0
University Scholars	3,033,300	3,033,300	0
Global Center Debt Service	2,624,800	2,624,800	0
Facility Reserves	2,505,700	0	2,505,700 <sup>2</sup>
AE Administration	2,282,600	2,282,600	0
Field House (RSC)	2,253,800	2,253,800	0
Child Development Center	2,015,600	2,015,600	0
Utility Infra Debt Service	1,905,700	1,905,700	0
Mason Card Office	1,458,600	1,458,600	0
Independent Retail Ops	1,303,600	1,303,600	0
Print Services	1,250,000	1,250,000	0
Central Utility Plant Debt Service	726,700	726,700	0
The Bookstores	632,600	632,600	0
Aquia Building-Debt Service	309,000	309,000	0
AE Police Cadet	254,800	254,800	0
Regional Campuses	162,100	162,100	0
<b>GRAND TOTAL</b>	<b>\$257,629,700</b>	<b>\$254,968,500</b>	<b>\$2,661,200</b>

**Notes:**

1. To remain in operating reserves for future one-time expenses, etc.
2. To be transferred to facility renovation fund.

## TUITION AND FEES

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. Mason has continued to experience 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 other revenue opportunities, repurposing base funds and cost efficiencies have been incorporated into the plan.

As part of the Commonwealth's FY2020 approved budget, universities who accept the tuition moderation strategy, or maintain in-state undergraduate tuition at FY2019 levels, will receive an allocation to help offset the revenue they would have received should they have chosen to increase their rates. Should George Mason University elect to accept those terms, which has been incorporated here, the university will receive an appropriation of \$6.524M.

Most on-campus residential students are undergraduate students. The table below compares the total price for FY 2019 and FY 2020 for both in-state and out-of-state residential undergraduate students. The total price includes tuition, fees, room, and board. For an in-state student, the annual price increase is \$347 (or 1.5 percent), while an out-of-state residential student will pay \$347 more (or 0.7 percent).

<b>TOTAL PRICE COMPARISON FY 2019 &amp; FY 2020</b>			
<b>IN-STATE, UNDERGRADUATE</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>INCREASE</b>
Tuition and E&G Fees	\$9,060	\$9,060	\$0
Fees	3,402	3,504	102
Room & Board	11,460	11,705	245
<b>TOTAL</b>	<b>\$23,922</b>	<b>\$24,269</b>	<b>\$347</b>
<b><i>IN-STATE PERCENT INCREASE, FY 2020</i></b>			<b><i>1.5%</i></b>
<b>OUT-OF-STATE, UNDERGRADUATE</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>INCREASE</b>
Tuition and E&G Fees	\$32,520	\$32,520	\$0
Fees	3,402	3,504	102
Room & Board	11,460	11,705	245
<b>TOTAL</b>	<b>\$47,382</b>	<b>\$47,729</b>	<b>\$347</b>
<b><i>OUT-OF-STATE PERCENT INCREASE, FY 2020</i></b>			<b><i>0.7%</i></b>

### **Tuition & Fee Rates**

Most Mason students do not reside on campus, and most students (80 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. Mason's percent change for the years FY2016-19 is lower than the average for the other Commonwealth of Virginia institutions.

<b>FIRST-YEAR UNDERGRADUATE IN-STATE TUITION AND FEES FY 2016 – FY 2019</b>								
<b>VIRGINIA INSTITUTION</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2016-18 % CHANGE</b>	<b>FY 2019</b>	<b>INCREASE AMOUNT FY 2018-19</b>	<b>FY 2018-19 % CHANGE</b>	<b>FY 2016-19 % CHANGE</b>
College of William & Mary	\$19,372	\$21,234	\$22,044	13.8%	\$23,400	\$1,356	6.2%	20.8%
James Madison University	10,066	10,390	10,878	8.1%	12,016	1138	10.5%	19.4%
Christopher Newport Univ	12,526	13,054	13,654	9.0%	14,754	1100	8.1%	17.8%
Univ of Mary Washington	11,070	11,570	12,128	9.6%	12,654	526	4.3%	14.3%
Radford University	9,809	10,081	10,627	8.3%	11,210	583	5.5%	14.3%
University of Virginia	14,468	15,714	16,068	11.1%	16,512	444	2.8%	14.1%
Virginia Military Institute	16,536	17,492	18,214	10.1%	18,862	648	3.6%	14.1%
<b>GEORGE MASON UNIV</b>	<b>10,952</b>	<b>11,300</b>	<b>11,924</b>	<b>8.9%</b>	<b>12,462</b>	<b>538</b>	<b>4.5%</b>	<b>13.8%</b>
Virginia Commonwealth Univ	12,772	13,130	13,624	6.7%	14,490	866	6.4%	13.5%
Norfolk State University	8,366	8,738	9,036	8.0%	9,490	454	5.0%	13.4%
Longwood University	11,910	12,240	12,720	6.8%	13,340	620	4.9%	12.0%
Old Dominion University	9,768	10,046	10,350	6.0%	10,872	522	5.0%	11.3%
Virginia State University	8,226	8,472	8,726	6.1%	9,056	330	3.8%	10.1%
Univ of Virginia—Wise	9,220	9,539	9,825	6.6%	10,119	294	3.0%	9.8%
Virginia Tech	12,485	12,852	13,230	6.0%	13,620	390	2.9%	9.1%
<b>AVERAGE (EXCL. MASON)</b>	<b>\$11,900</b>	<b>\$12,468</b>	<b>\$12,937</b>	<b>8.30%</b>	<b>\$13,600</b>	<b>\$662</b>	<b>5.14%</b>	<b>13.86%</b>

## **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 2019. As can be seen from the tables below, the in-state rates at George Mason University continue to be significantly lower than most institutions that we compete with in the mid-Atlantic region.

<b>REGIONAL TUITION AND FEE TRENDS</b>						
<b>IN-STATE RATES</b>						
<b>REGIONAL INSTITUTION</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>
University of Pennsylvania	\$45,890	\$47,668	\$49,536	\$51,464	\$53,534	\$55,584
George Washington University	47,693	49,200	50,367	51,875	53,435	55,140
Georgetown University	44,805	46,320	48,048	49,968	51,720	53,520
American University	40,649	41,833	43,103	44,593	45,808	47,640
University of Pittsburgh, Main Campus	16,240	17,772	18,192	18,618	19,080	19,080
Pennsylvania State	16,992	17,502	17,514	17,900	18,828	18,436
Temple University	14,096	14,696	15,188	16,274	16,658	16,970
Rutgers University	13,499	13,813	14,131	14,416	14,638	14,974
University of Delaware	12,112	12,342	12,520	12,830	13,770	13,680
<b>GEORGE MASON UNIV</b>	<b>9,908</b>	<b>10,382</b>	<b>10,952</b>	<b>11,300</b>	<b>11,924</b>	<b>12,462</b>
University of Maryland—College Park	9,162	9,576	9,996	10,180	10,400	10,595
University of North Carolina	8,123	8,107	8,334	8,834	8,898	8,987
West Virginia University	6,456	6,968	7,632	7,992	8,376	8,856
<b>OUT-OF-STATE RATES</b>						
<b>REGIONAL INSTITUTION</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>
University of Pennsylvania	\$45,890	\$47,668	\$49,536	\$51,464	\$53,534	\$55,584
George Washington University	47,693	49,200	50,367	51,875	53,435	55,140
Georgetown University	44,805	46,320	48,048	49,968	51,720	53,520
American University	40,649	41,833	43,103	44,593	45,808	47,640
<b>GEORGE MASON UNIV</b>	<b>28,592</b>	<b>29,960</b>	<b>31,598</b>	<b>32,582</b>	<b>34,470</b>	<b>35,922</b>
University of Maryland—College Park	28,348	29,721	31,144	32,044	33,606	35,216
University of North Carolina	29,905	33,189	33,416	33,916	34,588	35,170
University of Delaware	29,932	30,692	31,420	32,250	33,760	34,310
Pennsylvania State	29,556	30,452	31,346	32,382	34,306	33,664
University of Pittsburgh, Main Campus	26,246	28,168	28,958	29,758	30,642	32,052
Rutgers University	27,523	28,591	29,521	30,067	30,579	31,282
Temple University	24,122	24,722	25,494	27,266	29,112	29,066
West Virginia University	19,620	20,424	21,432	22,488	23,616	24,960

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 2020, tuition rates for the Antonin Scalia Law School will be held at the FY 2019 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 Law Schools, 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		
	FY18	FY19	% INC	FY18	FY19	% INC
Georgetown University	\$59,850	\$62,244	4.0%	\$59,850	\$62,244	4.0%
University of Virginia	58,300	60,700	4.1%	61,300	63,700	3.9%
George Washington University	58,520	60,790	3.9%	58,520	60,790	3.9%
American University	53,692	56,724	5.6%	53,692	56,724	5.6%
Catholic University	49,800	51,120	2.7%	49,800	51,545	3.5%
University of Richmond	43,000	44,700	4.0%	43,000	44,700	4.0%
Howard University	34,194	34,269	0.2%	34,194	34,269	0.2%
College of William & Mary	32,964	34,000	3.1%	41,964	43,000	2.5%
Univ of Maryland—Baltimore	32,492	33,706	3.7%	47,036	48,796	3.7%
<b>GEORGE MASON UNIV</b>	<b>\$25,351</b>	<b>\$25,351</b>	<b>0.00%</b>	<b>\$40,737</b>	<b>\$40,737</b>	<b>0.0%</b>

The following table summarizes the 2019-2020 academic year rates for George Mason University.

GEORGE MASON UNIVERSITY ACADEMIC YEAR, 2019–2020 TUITION & FEE RATES - ANNUAL RATE				
	FY 2019	FY 2020*	ANNUAL CHANGE	% CHANGE
<b>IN-STATE, UNDERGRADUATE</b>				
Tuition and E&G Mandatory Fee	\$9,060	\$9,060	\$0	
Fees	3,402	3,504	102	
<b>Total</b>	<b>\$12,462</b>	<b>\$12,564</b>	<b>\$102</b>	<b>0.8%</b>
<b>IN-STATE, GRADUATE</b>				
Tuition and E&G Mandatory Fee	\$11,736	\$12,144	\$408	
Fees	3,402	3,504	102	
<b>Total</b>	<b>\$15,138</b>	<b>\$15,648</b>	<b>\$510</b>	<b>3.4%</b>
<b>OUT-OF-STATE, UNDERGRAD</b>				
Tuition and E&G Mandatory Fee	\$32,520	\$32,520	\$0	
Fees	3,402	3,504	102	
<b>Total</b>	<b>\$35,922</b>	<b>\$36,024</b>	<b>\$102</b>	<b>0.3%</b>
<b>OUT-OF-STATE, GRADUATE</b>				
Tuition and E&G Mandatory Fee	\$32,322	\$33,456	\$1,134	
Fees	3,402	3,504	102	
<b>Total</b>	<b>\$35,724</b>	<b>\$36,960</b>	<b>\$1,236</b>	<b>3.5%</b>
<b>LAW, IN-STATE**</b>				
Tuition and E&G Mandatory Fee	\$22,701	\$22,701	\$0	
Fees	2,653	2,653	0	
<b>Total</b>	<b>\$25,354</b>	<b>\$25,354</b>	<b>\$0</b>	<b>0.0%</b>
<b>LAW, OUT-OF-STATE**</b>				
Tuition and E&G Mandatory Fee	\$38,087	\$38,087	\$0	
Fees	2,653	2,653	0	
<b>Total</b>	<b>\$40,740</b>	<b>\$40,740</b>	<b>\$0</b>	<b>0.0%</b>

\*Undergraduate Annual Rate based on 12-15 hours per semester (fall/spring). Hours 1-11 and 16+ charged per credit hour. Graduate Annual Rate based on 12 hours per semester (fall/spring), but are charged per credit hour.

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

<b>GEORGE MASON UNIVERSITY</b> <b>ACADEMIC YEAR, 2019-20</b> <b>TUITION &amp; FEE RATES - HOURLY RATE</b>				
	<b>FY 2018-19</b>	<b>FY 2019-20</b>	<b>HOURLY CHANGE</b>	<b>% CHANGE</b>
<b>IN-STATE, UNDERGRADUATE</b>				
Tuition and E&G Mandatory Fee	\$377.50	\$377.50	\$0.00	
Fees	141.75	146.00	4.25	
<b>Total</b>	<b>\$519.25</b>	<b>\$523.50</b>	<b>\$4.25</b>	<b>0.8%</b>
<b>IN-STATE, GRADUATE</b>				
Tuition and E&G Mandatory Fee	\$489.00	\$506.00	\$17.00	
Fees	141.75	146.00	4.25	
<b>Total</b>	<b>\$630.75</b>	<b>\$652.00</b>	<b>\$21.25</b>	<b>3.4%</b>
<b>OUT-OF-STATE, UNDERGRAD</b>				
Tuition and E&G Mandatory Fee	\$1,355.00	\$1,355.00	\$0.00	
Fees	141.75	146.00	4.25	
<b>Total</b>	<b>\$1,496.75</b>	<b>\$1501.00</b>	<b>\$4.25</b>	<b>0.3%</b>
<b>OUT-OF-STATE, GRADUATE</b>				
Tuition and E&G Mandatory Fee	\$1,346.75	\$1,394.00	\$47.25	
Fees	141.75	146.00	4.25	
<b>Total</b>	<b>\$1,488.50</b>	<b>\$1,540.00</b>	<b>\$51.50</b>	<b>3.5%</b>
<b>LAW, IN-STATE*</b>				
Tuition and E&G Mandatory Fee	\$810.75	\$810.75	\$0.00	
Fees	94.75	94.75	0.00	
<b>Total</b>	<b>\$905.50</b>	<b>\$905.50</b>	<b>\$0.00</b>	<b>0.0%</b>
<b>LAW, OUT-OF-STATE*</b>				
Tuition and E&G Mandatory Fee	\$1,360.25	\$1,360.25	\$0.00	
Fees	94.75	94.75	0.00	
<b>Total</b>	<b>\$1,455.00</b>	<b>\$1,455.00</b>	<b>\$0.00</b>	<b>0.0%</b>

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



TUITION PRICING FOR SELECT GRADUATE PROGRAMS-ONLINE
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TUITION PRICING FOR SELECT GRADUATE PROGRAMS – ONLINE PER CREDIT HOUR RATE (SAME FOR IN- AND OUT-OF-STATE)	
<b>Antonin Scalia School of Law</b>	
LL.M. in Global Antitrust Law & Economics	\$1.000
LL.M. in US Law	\$1.000
<b>College of Education &amp; Human Development</b>	
Certificate in Applied Behavior Analysis	\$790
Certificate in Autism Spectrum Disorders	\$790
Masters of Special Education w/ ABA Certification	\$790
Masters of Special Education w/ Autism Certification	\$790
<b>College of Health &amp; Human Services</b>	
Certificate in Health Informatics and Data Analytics	\$900
Masters of Science in Health Administration	\$895
Masters of Science in Health Informatics	\$900
Masters of Science in Nursing	\$850
Masters of Social Work	\$775
<b>College of Humanities &amp; Social Sciences</b>	
Masters of Professional Studies - Applied Industrial/ Organizational Psychology	\$775
<b>School of Business</b>	
Masters of Business Administration	\$998
Certificate of Business Analytics	\$998
<b>Volgenau School of Engineering</b>	
Masters of Science in Data Analytics	\$930
Masters of Applied Information Technology (pending program approval)	\$950

## PREMIUM PRICING FOR SELECT GRADUATE PROGRAMS

Several graduate programs have implemented premium pricing tuition rates at levels higher than the regular graduate student tuition and fee rates. These premium rates are market driven and are comparable to many of our competitors. The premium rates by unit for FY 2020 are provided here:

<b>PREMIUM PRICING FOR SELECT GRADUATE PROGRAMS PER CREDIT HOUR RATE ABOVE REGULAR TUITION &amp; FEE RATES</b>		
	<b>In-State</b>	<b>Out-of-State</b>
<b>Antonin Scalia School of Law</b>		
All Professional Programs	\$89	\$97
<b>College of Health &amp; Human Services</b>		
All Graduate Programs	\$75	\$75
<b>College of Humanities &amp; Social Sciences</b>		
Master's in Criminal Justice	\$200	\$200
<b>College of Science</b>		
Advanced Biomedical Sciences Certificate	\$972	\$84
Forensics Certificate	\$100	\$100
Geographic Information Sciences Certificate	\$200	\$200
Geospatial Intelligence & Remote Sensing Certificates	\$200	\$200
Nano Certificate	\$100	\$100
Personalized Medicine Certificate	\$100	\$100
SSB Bioinformatics Certificate	\$100	\$100
<b>Schar School of Policy &amp; Government</b>		
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
<b>School of Business</b>		
Business Analytics Certificate*	\$346	\$338
EMBA Program	\$890	\$2
MBA Program*	\$346	\$338
MSA Program including Online*	\$370	\$362
MSIS Program*	\$569	\$0
MSM Program*	\$370	\$362
MSRED*	\$306	\$0
MSTM Program*	\$569	\$0
<b>Volgenau School of Engineering</b>		
Master's and PhD Degrees	\$110	\$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 five years, there has been a significant increase in the number 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 2019 BUDGET	FY 2020 BUDGET	% CHANGE
Institutional Student Aid	\$53,405,500	\$61,142,100	14.5%
Commonwealth of Virginia Student Aid	27,908,100	30,808,100	10.4%
<b>TOTAL FINANCIAL AID / SUPPORT</b>	<b>\$81,313,600</b>	<b>\$91,950,200</b>	<b>13.1%</b>

Combined institutional and Commonwealth student financial aid totals \$92.0 million in FY 2020. This represents an increase of 13.1 percent or approximately \$10.6 million when compared to FY 2019. It is important to note that the FY 2019 level for Commonwealth of Virginia Student Aid is \$5.3M more than what was originally approved by the BOV in May, 2018. At that time, the Commonwealth of Virginia had not approved the FY 2019 budget. Upon doing so, George Mason University was allocated an additional \$5.3M in aid. Institutional aid is increasing to \$61.1 million, representing an increase of 14.5 percent. The increase in institutional aid includes funds to support the Stay Mason Initiative as well as supports Mason's commitment to access and affordability.

## INSTITUTIONALLY-FUNDED FINANCIAL ASSISTANCE

Mason has implemented a comprehensive pricing strategy for both undergraduate and graduate populations. The pricing strategy has been informed by studies 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 without a negative impact to accessibility, affordability or growth. 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 where 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 leveraging. This funding has helped Mason enroll its largest freshman classes in the fall for the past four years. In the next six years, Mason will continue its efforts to increase the student population for in-state and out-of-state students and student financial aid is a key component in reaching university goals.

Undergraduate aid, which includes the Stay Mason Initiative, discounting, merit, and University Scholars, is increasing by 17.8 percent. Other increases include \$973,900 for graduate aid. 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.

<b>INSTITUTIONAL FINANCIAL AID UNDERGRADUATE AND GRADUATE SUPPORT</b>			
<b>CATEGORY</b>	<b>FY 2019 BUDGET</b>	<b>FY 2020 BUDGET</b>	<b>% CHANGE</b>
Undergraduate Out-of-State Leveraging Fund	\$10,912,100	\$14,469,400	
Undergraduate Need-Based Grant	7,664,800	10,014,700	
Undergraduate Merit	7,450,800	7,823,300	
Athletic Scholarships	6,990,600	7,290,600	
Discounting Grant	3,659,300	3,842,300	
Stay Mason Initiative	1,300,000	1,300,000	
<b>Subtotal Undergraduate</b>	<b>\$37,977,600</b>	<b>\$44,740,300</b>	<b>17.8%</b>
Graduate Tuition Waivers	\$6,371,800	\$6,583,600	
Graduate Merit	4,698,100	4,860,200	
Graduate Leveraging Fund	700,000	700,000	
Graduate Student Health Insurance	600,000	1,200,000	
Law Scholarship/Discounting Grant	2,533,000	2,533,000	
Law School Merit	525,000	525,000	
<b>Subtotal Graduate</b>	<b>\$15,427,900</b>	<b>\$16,401,800</b>	<b>6.3%</b>
<b>TOTAL INSTITUTIONAL AID / SUPPORT</b>	<b>\$53,405,500</b>	<b>\$61,142,100</b>	<b>14.5%</b>

## 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 2020, Mason received an additional \$2.9M in Commonwealth of Virginia Financial Aid funding on top of the \$5.3M that was received in FY 2019, for a total of \$8.2M over the biennium.

<b>COMMONWEALTH OF VIRGINIA FINANCIAL AID</b>			
<b>CATEGORY</b>	<b>FY 2019 BUDGET</b>	<b>FY 2020 BUDGET</b>	<b>% CHANGE</b>
Undergraduate Need-Based	\$25,154,100	\$28,054,100	11.5%
Graduate Support	2,754,000	2,754,000	0.0%
<b>TOTAL STATE AID / SUPPORT</b>	<b>\$27,908,100</b>	<b>\$30,808,100</b>	<b>10.4%</b>

## 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 2017–FY 2018			
CATEGORY	FY 2017 ACTUAL	FY 2018 ACTUAL	% CHANGE
Federal Need-Based Grants	\$30,791,905	\$36,929,246	19.9%
Federal Work-Study	1,373,870	1,449,752	5.5%
Federal Need-Based Loans	42,799,168	44,112,373	3.1%
Federal Non-Need-Based Loans	120,487,981	124,730,409	3.5%
Other Merit Scholarships/Grants *	8,573,057	13,014,627	51.8%
Other Non-Need-Based Loans	31,127,791	33,298,276	7.0%
<b>TOTAL OTHER SOURCES</b>	<b>\$235,153,772</b>	<b>\$253,534,683</b>	<b>7.8%</b>

\* 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 2018, approximately 67 percent of degree-seeking undergraduate students at Mason applied for financial aid, continuing a trend that began in FY 2011 toward a significantly higher proportion of students applying for assistance.

PERCENTAGE OF DEGREE-SEEKING UNDERGRADUATE STUDENTS APPLYING FOR FINANCIAL AID, FY 2011–FY 2018								
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
UG Degree Seeking	19,623	20,194	20,067	21,324	21,678	22,307	23,179	24,372
Applied for Aid	65.9%	64.0%	65.0%	65.0%	65.0%	66.0%	67.0%	66.9%
Did Not Apply	34.1%	36.0%	35.0%	35.0%	35.0%	34.0%	33.0%	33.1%

**Source:** Common Data Set 2018–2019, 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 2018, Mason provided financial aid to over 22,000 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 63 percent of the evidenced need of full-time freshmen, whereas for all Mason full-time undergraduates the average level rose slightly to 58 percent in FY 2018.

<b>PERCENTAGE OF DEMONSTRATED STUDENT FINANCIAL NEED MET VIRGINIA DOCTORAL INSTITUTIONS, FY 2018</b>		
<b>INSTITUTION</b>	<b>FULL-TIME FRESHMEN</b>	<b>FULL-TIME UNDERGRADUATE</b>
University of Virginia	100%	100%
College of William & Mary	79%	80%
Virginia Tech	66%	65%
<b>GEORGE MASON UNIVERSITY</b>	<b>63%</b>	<b>58%</b>
Virginia Commonwealth Univ	57%	54%
Old Dominion University	51%	47%

**Source:** Common Data Set 2018-2019, metric H2(i)

## STUDENT INDEBTEDNESS

As shown in the following table, since FY 2011 the average debt of undergraduate students at the time of graduation slowly increased, but is now staying relatively steady. The averages reported below include only those students who incurred debt; **40 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 2010–FY 2017								
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Average Debt	\$23,506	\$25,822	\$26,710	\$27,206	\$27,373	\$30,132	\$30,755	\$30,790
% Grads with Debt	57%	57%	58%	60%	58%	56%	56%	60%
% Grads with no Debt	43%	43%	42%	40%	42%	44%	44%	40%

**Source:** Common Data Set 2018–2019, metric H5a

The following table shows how Mason student loan debt compares to other Virginia doctoral institutions. At Mason, 60 percent of students graduating in 2018 incurred debt, with the average debt level staying steady at that rate for the last two-year period. Virginia doctoral universities three-year default rate is 2.8 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 2.3 percent.**

AVERAGE UNDERGRADUATE DEBT AT GRADUATION VIRGINIA DOCTORAL INSTITUTIONS						
	2016-17		2017-18		ANNUAL CHANGE	
INSTITUTION	AVG DEBT	% WITH DEBT	AVG DEBT	% WITH DEBT	DEBT LEVEL	% WITH DEBT
Old Dominion University	\$32,090	72.0%	\$33,545	73.0%	4.5%	1.4%
Virginia Commonwealth Univ	31,919	62.4%	33,240	65.1%	4.1%	4.3%
Virginia Tech	30,221	49.2%	31,980	50.8%	5.8%	3.3%
University of Virginia	24,501	35.0%	25,029	36.1%	2.2%	3.1%
College of William & Mary	24,072	36.0%	24,962	37.2%	4.2%	3.3%
<b>AVG EXCLUDING MASON</b>	<b>\$28,561</b>	<b>50.9%</b>	<b>\$29,751</b>	<b>52.4%</b>	<b>4.2%</b>	<b>3.0%</b>
<b>GEORGE MASON UNIV</b>	<b>\$30,755</b>	<b>56.0%</b>	<b>\$30,790</b>	<b>60.0%</b>	<b>0.1%</b>	<b>7.1%</b>

**Source:** Common Data Set 2018-2019, metric H5



FINANCIAL AID BY CATEGORY OF FUNDS—FY 2018 ACTUAL			
CATEGORY	UNDERGRAD	GRADUATE	TOTAL
<b>FEDERAL</b>			
Need-Based Gift	\$36,929,246	\$0	\$36,929,246
Need-Based Self-Help	43,978,548	133,825	44,112,373
Non-Need-Based Self-Help	65,673,865	59,056,544	124,730,409
Merit-Based Gift	0	0	0
<b>Subtotal</b>	<b>\$146,581,659</b>	<b>\$59,190,369</b>	<b>\$205,772,028</b>
<b>STATE—Commonwealth of VA</b>			
Need-Based Gift	\$20,862,611	\$0	\$20,862,611
Need-Based Self-Help	0	0	0
Non-Need-Based Self-Help	0	1,946,193*	1,946,193
Merit-Based Gift	137,380	973,298	1,011,307
<b>Subtotal</b>	<b>\$20,999,991</b>	<b>\$2,919,491</b>	<b>\$23,919,482</b>
<b>OTHER STATE</b>			
Need-Based Gift	\$0	\$1,850	\$1,850
Need-Based Self-Help	0	0	0
Non-Need-Based Self-Help	0	0	0
Merit-Based Gift	702,006	0	702,006
<b>Subtotal</b>	<b>\$702,006</b>	<b>\$1,850</b>	<b>\$703,856</b>
<b>INSTITUTIONAL</b>			
Need-Based Gift	\$13,926,943	\$18,000	\$13,944,943
Need-Based Self-Help	0	0	0
Non-Need-Based Self-Help	0	0	0
Merit-Based Gift—Foundation	1,396,274	7,546,101	8,942,375
Merit-Based Gift—Other *	16,896,281	17,176,323	34,072,604
<b>Subtotal</b>	<b>\$32,219,498</b>	<b>\$24,740,424</b>	<b>\$56,959,922</b>
<b>PRIVATE</b>			
Need-Based Gift	\$0	\$0	\$0
Need-Based Self-Help	0	0	0
Non-Need-Based Self-Help	29,428,937	3,869,339	33,298,276
Merit-Based Gift	3,795,913	276,339	4,072,252
<b>Subtotal</b>	<b>\$33,224,850</b>	<b>\$4,145,678</b>	<b>\$37,370,528</b>
<b>TOTAL BY CATEGORY</b>			
Need-Based Gift	\$71,718,800	\$19,850	\$71,738,650
Need-Based Self-Help	43,978,548	133,825	44,112,373
Non-Need-Based Self-Help	95,102,802	64,872,076	159,974,878
Merit-Based Gift	22,927,854	25,972,061	48,899,915
<b>TOTAL</b>	<b>\$233,728,004</b>	<b>\$90,997,812</b>	<b>\$324,725,816</b>
<b>NUMBER OF STUDENTS</b>	<b>16,911</b>	<b>5,284</b>	<b>22,195</b>
<b>AVERAGE AID PER STUDENT</b>	<b>\$13,821</b>	<b>\$17,221</b>	<b>\$14,631</b>

\* 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 2017–FY 2018 ACTUAL			
CATEGORY	FY 2017	FY 2018	Percent Change
<b>FEDERAL</b>			
Need-Based Gift	\$30,791,905	\$36,929,246	19.9%
Need-Based Self-Help	42,799,168	44,112,373	3.1%
Non-Need-Based Self-Help	120,487,981	124,730,409	3.5%
Merit-Based Gift	0	0	0.0%
<b>Subtotal</b>	<b>\$194,079,054</b>	<b>\$205,772,028</b>	<b>6.0%</b>
<b>STATE—Commonwealth of VA</b>			
Need-Based Gift	\$20,763,511	\$20,862,611	0.5%
Need-Based Self-Help	0	0	0.0%
Non-Need-Based Self-Help	0	1,946,193	n/a%
Merit-Based Gift	870,841	1,110,678	27.5%
<b>Subtotal</b>	<b>\$21,634,352</b>	<b>\$23,919,482</b>	<b>10.6%</b>
<b>OTHER STATE</b>			
Need-Based Gift	\$10,669	\$1,850	-82.7%
Need-Based Self-Help	0	0	0.0%
Non-Need-Based Self-Help	0	0	0.0%
Merit-Based Gift*	706,649	702,006	-0.7%
<b>Subtotal</b>	<b>\$717,318</b>	<b>\$703,856</b>	<b>-1.9%</b>
<b>INSTITUTIONAL</b>			
Need-Based Gift	\$11,978,734	\$13,944,943	16.4%
Need-Based Self-Help	0	0	0.0%
Non-Need-Based Self-Help	0	0	0.0%
Merit-Based Gift—Foundation	4,689,287	8,942,375	90.7%
Merit-Based Gift—Other *	29,765,818	34,072,604	14.5%
<b>Subtotal</b>	<b>\$46,433,839</b>	<b>\$56,959,922</b>	<b>22.7%</b>
<b>PRIVATE</b>			
Need-Based Gift	\$0	\$0	0.0%
Need-Based Self-Help	0	0	0.0%
Non-Need-Based Self-Help	31,127,791	33,298,276	7.0%
Merit-Based Gift	3,833,770	4,072,252	6.2%
<b>Subtotal</b>	<b>\$34,961,561</b>	<b>\$37,370,528</b>	<b>6.9%</b>
<b>TOTAL BY CATEGORY</b>			
Need-Based Gift	\$63,544,819	\$71,738,650	12.9%
Need-Based Self-Help	42,799,168	44,112,373	3.1%
Non-Need-Based Self-Help	151,615,772	159,974,878	5.5%
Merit-Based Gift	39,866,365	48,899,915	22.7%
<b>TOTAL</b>	<b>\$297,826,124</b>	<b>\$324,725,816</b>	<b>9.0%</b>
<b>NUMBER OF STUDENTS</b>	<b>20,785</b>	<b>22,195</b>	<b>6.8%</b>
<b>AVERAGE AID PER STUDENT</b>	<b>\$14,329</b>	<b>\$14,631</b>	<b>2.1%</b>

\* 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 continues to be ranked among the highest research institutions in the country by the Carnegie Classification of Institutions of Higher Education™. This achievement was 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. In December 2018, Mason was once again recognized as a "very high research" (or R1) designation and is the youngest university in the group of 120 nationwide. 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 2014-FY 2018. In FY 2018, within federal sources, the National Science Foundation received the largest number of proposals of 250 with a value of \$122.0 million and the Department of Defense received 84 proposals with the highest value of \$153.7 million.

PROPOSALS SUBMITTED BY SPONSOR TYPE					
NUMBER OF PROPOSALS					
SOURCES	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Federal	567	616	518	560	604
Federal funds passed through state	31	37	29	33	36
Federal funds passed through industry	115	112	120	94	95
Federal funds passed through assoc/non-profit	17	22	37	23	39
Federal funds passed through local govt	3	5	2	7	4
Federal funds passed through universities	106	104	101	120	114
Other Sources	328	335	358	335	327
<b>TOTAL PROPOSALS</b>	<b>1,167</b>	<b>1,231</b>	<b>1,165</b>	<b>1,172</b>	<b>1,219</b>
VALUE OF PROPOSALS (in millions)					
SOURCES	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Federal	\$326.5	\$333.2	\$298.5	\$368.5	\$448.7
Federal funds passed through state	15.5	11.3	15.9	7.6	5.3
Federal funds passed through industry	25.3	16.6	29.9	13.8	31.6
Federal funds passed through assoc/non-profit	1.8	3.8	7.6	3.3	12.1
Federal funds passed through local govt	0.7	1.4	0.2	0.7	1.3
Federal funds passed through universities	20.7	23.1	25.6	32.4	26.2
Other Sources	35.8	62.5	45.1	38.1	40.6
<b>TOTAL VALUE OF PROPOSALS</b>	<b>\$426.3</b>	<b>\$451.9</b>	<b>\$422.8</b>	<b>\$464.4</b>	<b>\$565.8</b>

## 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 2014-FY 2018. In FY 2018, a total of \$31.8 million was awarded in obligations from the Department of Defense (shown within federal sources in the table below). The number and value of awards increased in FY18.

NEW AWARDS AND OBLIGATIONS					
NUMBER OF AWARDS					
SOURCES	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Federal	370	346	330	344	362
Federal funds passed through state	40	44	40	34	50
Federal funds passed through industry	131	95	94	97	87
Federal funds passed through assoc/non-profit	21	22	25	26	38
Federal funds passed through local govt	6	6	8	7	6
Federal funds passed through universities	81	71	75	67	72
Other sources*	302	322	335	342	342
<b>TOTAL NUMBER OF AWARDS</b>	<b>951</b>	<b>906</b>	<b>907</b>	<b>917</b>	<b>957</b>
AWARDS BY SOURCE (in millions)					
SOURCES	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Federal	\$60.1	\$58.9	\$49.4	\$58.8	\$85.5
Federal funds passed through state	7.0	5.5	5.8	7.9	7.2
Federal funds passed through industry	7.8	4.8	8.6	7.3	16.8
Federal funds passed through assoc/non-profit	0.9	2.1	3.2	1.4	3.3
Federal funds passed through local govt	1.0	0.4	0.5	0.7	0.2
Federal funds passed through universities	6.4	6.1	5.9	3.8	4.8
Other sources*	14.8	22.5	27.2	28.0	30.3
<b>TOTAL VALUE OF AWARDS</b>	<b>\$98.0</b>	<b>\$100.3</b>	<b>\$100.6</b>	<b>\$107.9</b>	<b>\$148.1</b>

\* 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

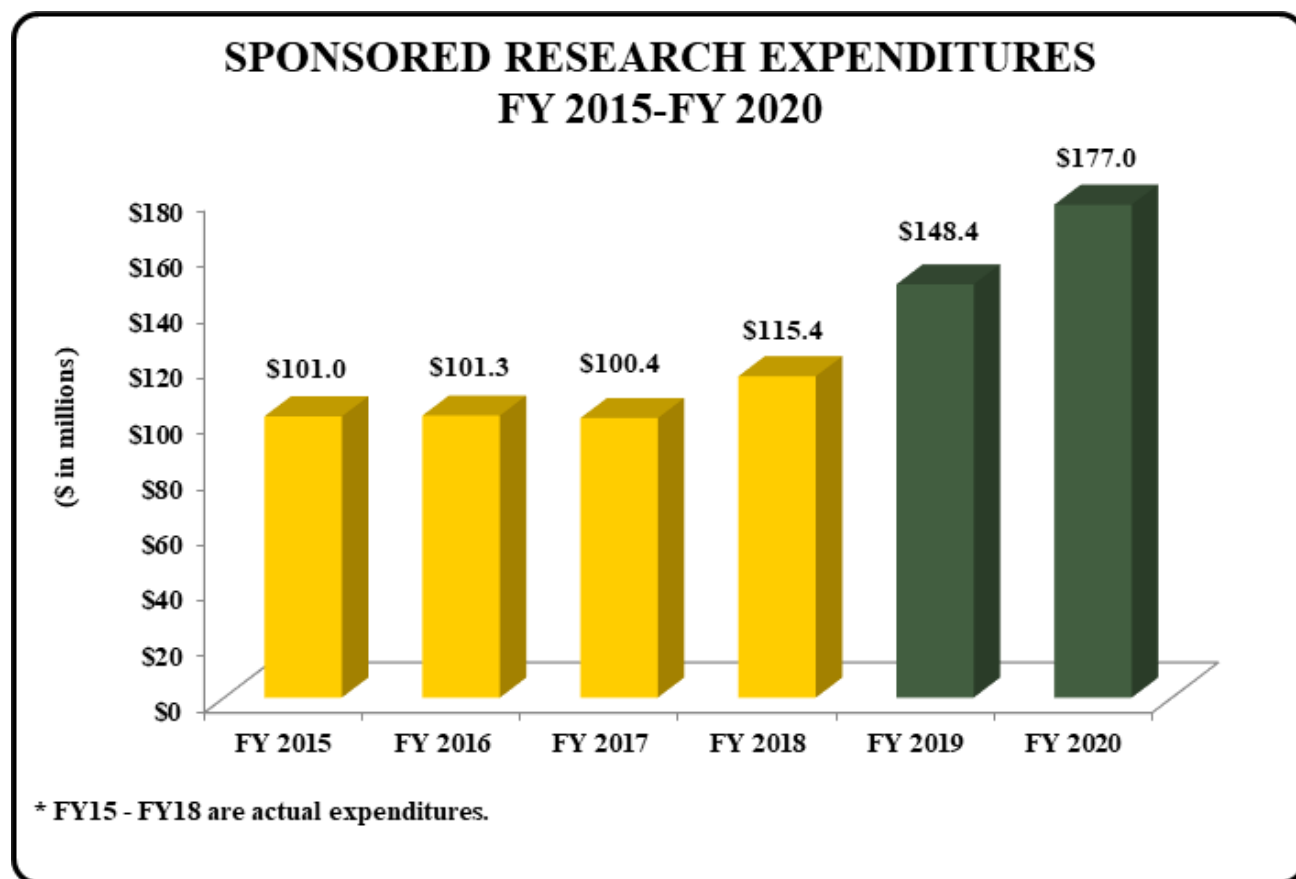
In FY 2019, expenditures are projected to be approximately \$148.4 million which reflects an increase from the original budget for FY 2019 due to a significant increase in award activity. In FY 2020, federal, private, and state sponsored research activities are projected to be approximately \$177.0 million. Given the challenges in federal spending on sponsored research, Mason has still prevailed in maintaining 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 81 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. The effective indirect recovery percentage in FY18 was 16%.

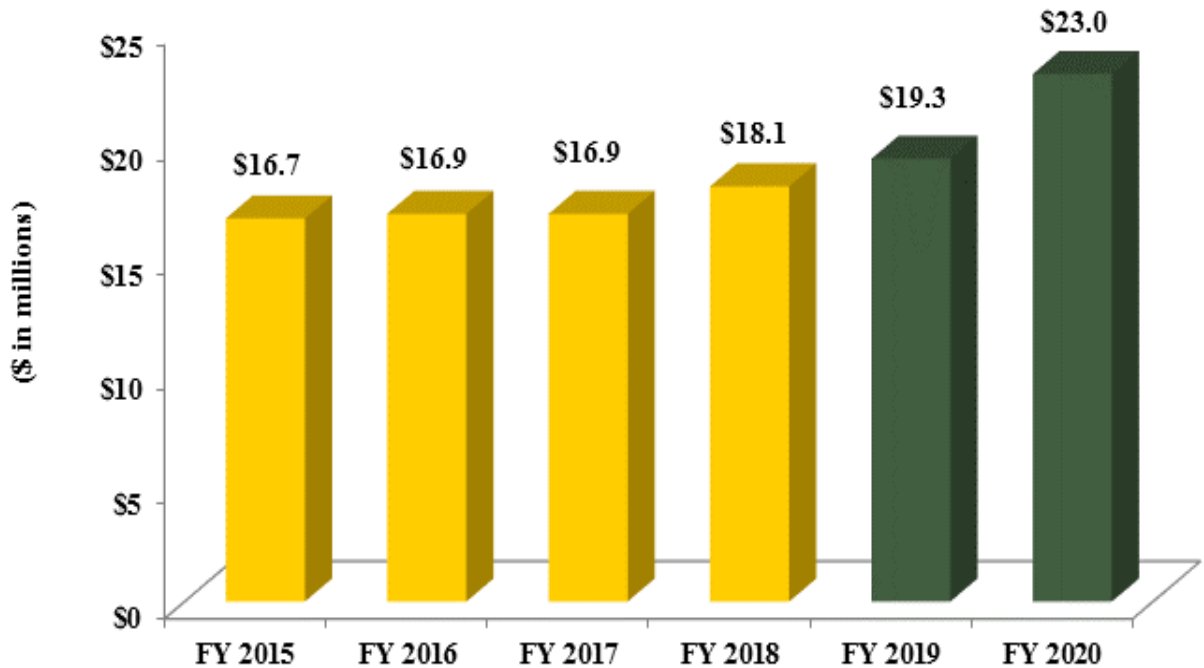
Approximately \$19.3 million is projected to be earned from indirect cost reimbursements in FY 2019. Based on the overall sponsored research projections, it is anticipated that the same level of indirects will be earned in FY 2020.

Each unit retains 35 percent of the original indirect cost earnings which supports operations related to other research activity and support for the E&G facilities and administrative functions.. 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. 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 95 percent of the total indirect earned.



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

## INDIRECT EXPENDITURES FY 2015-FY 2020



\* FY15 - FY18 are actual expenditures.

**Summary:** Indirect expenditures continue to grow at approximately the same rate as Sponsored Research Expenditures.

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. Mason also provides strong support to the military with faculty across many disciplines working with the Department of Defense on both basic and applied research activities. This 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 2017		
INSTITUTION	TOTAL RESEARCH	FEDERAL RESEARCH
Johns Hopkins University	1 (Stayed Same)	1 (Stayed Same)
Univ of Maryland—College Park	43 (Down 2)	30 (Down 3)
Virginia Tech	46 (Down 3)	70 (Down 9)
University of Virginia	51 (Up 5)	57 (Up 1)
George Washington University	93 (Up 3)	81 (Stayed Same)
Virginia Commonwealth University	97 (Up 2)	84 (Down 4)
Georgetown University	102 (Up 8)	108 (Up 8)
<b>George Mason University</b>	<b>146 (Down 1)</b>	<b>140 (Stayed Same)</b>
Old Dominion University	175 (Down 5)	159 (Up 1)
College of William & Mary	177 (Down 1)	172 (Down 2)
James Madison University	453 (Down 11)	400 (Up 2)

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

NSF TOTAL RESEARCH EXPENDITURE GROWTH OF LOCAL INSTITUTIONS FY 2010–FY 2017	
INSTITUTION	GROWTH %
University of Virginia	70.0%
<b>GEORGE MASON UNIVERSITY</b>	<b>33.6%</b>
Georgetown University	33.2%
Virginia Tech	31.2%
John Hopkins University	27.8%
George Washington University	24.7%
University of Maryland, College Park	21.6%
Virginia Commonwealth University	19.1%
College of William & Mary	11.6%
Old Dominion University	-30.0%
James Madison University	-53.9%
<b>ALL INSTITUTIONS</b>	<b>22.7%</b>
<b>TOP 100 SCHOOLS</b>	<b>28.5%</b>

SPONSORED PROGRAMS EXPENDITURES FY 2016 THROUGH FY 2019					
TOTAL EXPENDITURES BY UNIT					
UNIT	FY 2016	FY 2017	FY 2018	ESTIMATED FY 2019	% CHANGE FY18-FY19
CEHD	12,696,912	9,131,515	9,022,384	7,790,852	-13.6%
CHHS	4,158,371	4,255,846	5,883,464	6,015,674	2.2%
CHSS	18,209,905	16,840,726	19,250,360	18,679,934	-3.0%
COS	\$32,919,213	\$33,396,709	\$34,260,190	\$39,874,506	16.4%
CVPA	765,000	750,001	839,545	946,634	12.8%
LAW	998,631	2,102,251	3,035,444	4,080,272	34.4%
SBUS	597,114	770,117	506,631	329,598	-34.9%
S-CAR	1,052,916	570,918	459,379	639,372	39.2%
SCHAR	2,275,471	2,322,498	3,071,016	3,798,414	23.7%
VSE	16,674,400	22,080,734	30,417,227	55,565,368	82.7%
PROV/ EPE	6,682,021	6,834,043	7,822,353	9,623,450	23.0%
UNIV LIFE	339,648	314,167	295,869	463,324	56.6%
LIBRARY	480,796	495,340	497,432	586,712	17.9%
OTHER	3,469,627	499,230	19,554	0	-100.0%
<b>TOTAL</b>	<b>\$101,320,025</b>	<b>\$100,364,095</b>	<b>\$115,380,848</b>	<b>\$148,394,110</b>	<b>28.6%</b>
% OF TOTAL					
UNIT	FY 2016	FY 2017	FY 2018	ESTIMATED FY 2019	
CEHD	12.5%	9.1%	7.8%	5.3%	
CHHS	4.1%	4.3%	5.1%	4.1%	
CHSS	18.0%	16.8%	16.7%	12.6%	
COS	32.5%	33.3%	29.7%	26.9%	
CVPA	0.8%	0.8%	0.7%	0.6%	
LAW	1.0%	2.1%	2.6%	2.7%	
SBUS	0.6%	0.8%	0.4%	0.2%	
S-CAR	1.0%	0.6%	0.4%	0.4%	
SCHAR	2.3%	2.3%	2.7%	2.6%	
VSE	16.5%	22.0%	26.4%	37.4%	
PROV/ EPE	6.6%	6.8%	6.8%	6.5%	
UNIV LIFE	0.4%	0.3%	0.3%	0.3%	
LIBRARY	0.5%	0.5%	0.4%	0.4%	
OTHER	0.3%	0.3%	0.0%	0.0%	
<b>TOTAL</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	

**Source:** Office of Sponsored Programs

**Note:** Krasnow included in 'Other'. Totals may not equal 100% due to rounding. 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 2016 THROUGH FY 2019					
INDIRECT EARNED BY UNIT					
UNIT	FY 2016	FY 2017	FY 2018	ESTIMATED FY 2019	% CHANGE FY18- FY19
CEHD	955,858	794,402	773,458	702,090	-9.2%
CHHS	708,528	708,441	848,867	723,212	-14.8%
CHSS	2,252,182	1,692,440	1,979,699	2,245,896	13.4%
COS	\$7,411,819	\$7,615,077	\$7,827,615	\$8,551,900	9.3%
CVPA	0	0	22,086	5,620	-74.6%
LAW	17,316	0	0	0	0.0%
SBUS	86,889	133,113	31,522	13,114	-58.4%
S-CAR	103,195	64,440	46,299	50,676	9.5%
SCHAR	462,893	390,469	402,935	455,432	13.0%
VSE	3,704,035	5,246,684	5,736,379	6,101,982	6.4%
PROVOST/EPE	320,619	216,477	417,215	424,328	1.7%
UNIV LIFE	15,771	1,559	0	350	0.0%
LIBRARY	0	0	0	0	0.0%
OTHER	883,270	113,704	1,448	1,800	24.3%
<b>TOTAL</b>	<b>\$16,922,375</b>	<b>\$16,976,806</b>	<b>\$18,087,523</b>	<b>\$19,276,400</b>	<b>6.6%</b>
% OF TOTAL					
UNIT	FY 2016	FY 2017	FY 2018	ESTIMATED FY 2019	
CEHD	5.6%	4.7%	4.3%	3.6%	
CHHS	4.2%	4.2%	4.7%	3.8%	
CHSS	13.3%	10.0%	10.9%	11.7%	
COS	43.8%	44.9%	43.3%	44.4%	
CVPA	0.0%	0.0%	0.1%	0.0%	
LAW	0.1%	0.0%	0.0%	0.0%	
SBUS	0.5%	0.8%	0.2%	0.1%	
S-CAR	0.6%	0.4%	0.3%	0.3%	
SCHAR	2.8%	2.3%	2.2%	2.4%	
VSE	21.9%	30.9%	31.7%	31.7%	
PROVOST/EPE	1.9%	1.3%	2.3%	2.2%	
UNIV LIFE	0.1%	0.0%	0.0%	0.0%	
LIBRARY	0.0%	0.0%	0.0%	0.0%	
OTHER	5.2%	0.5%	0.0%	0.6%	
<b>TOTAL</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	

**Source:** Office of Sponsored Programs

**Note:** Krasnow included in 'Other'. Totals may not equal 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 Virginia campuses: Fairfax (main campus), Arlington, and Science and Technology, and one campus located in Songdo, Korea. In addition, Mason has facilities at Point of View, Potomac Science Center, Loudoun County, Fairfax County, and Front Royal, Virginia in partnership with the Smithsonian-Mason School of Conservation. Mason occupies approximately 9.1 million square footage of space.

Annually, Mason updates its six-year Capital Plan, which aligns with our strategic plan and reflects investments required for growth. 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 2019, Mason's six-year Capital Plan request included 19 projects totaling approximately \$1.088 billion.

### **Planned Activity for FY 2020**

During FY 2020, the University will continue work on existing and begin work on newly authorized capital projects noted below. Our largest capital project is the Robinson Hall Renovation and Enhancement to Harris Theater. This project coupled with the Utility Infrastructure Improvements make up what is known as the Core Campus Initiative. This combination of projects has finished the detailed design phase and started construction. The construction will continue through FY 2020 and will not reach substantial completion until FY 2022.

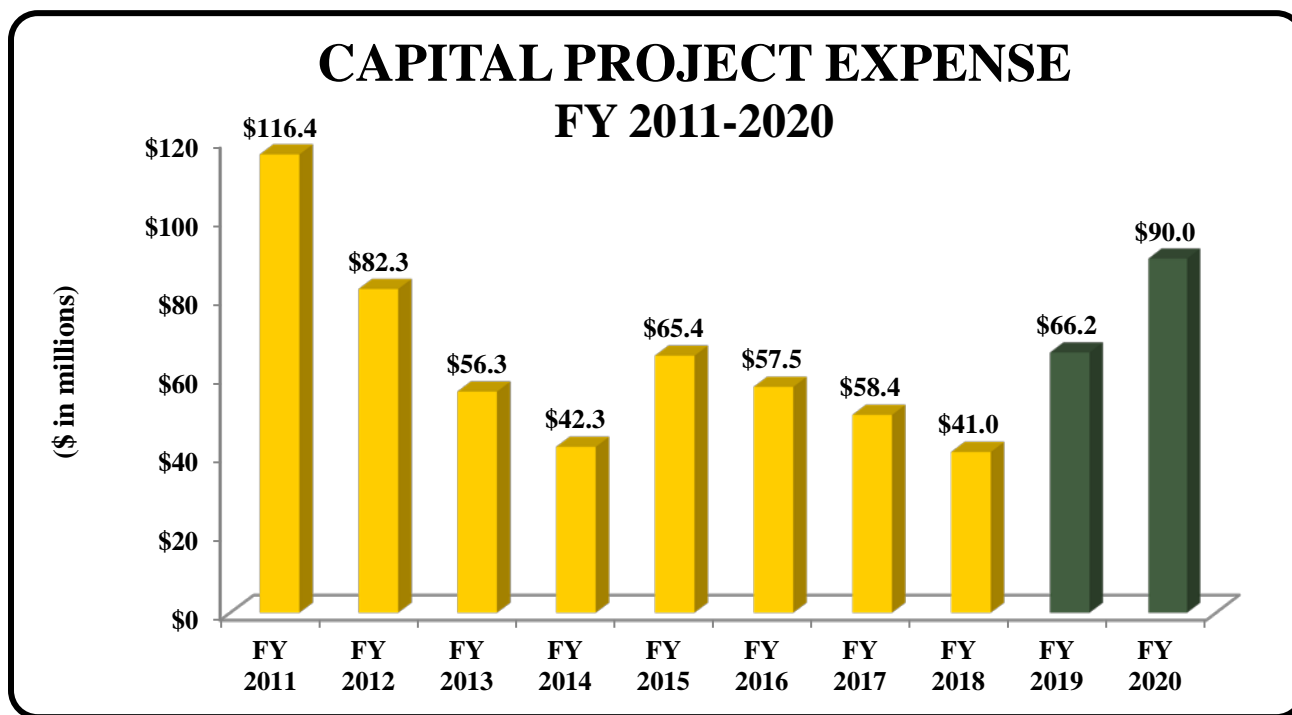


**Note:** Rendering of the future Robinson Hall.

Also in construction currently are the following projects: an addition to the Hylton Performing Arts Center, the inclusion of a clean room to the fit-out of the third floor of the Institute for Advanced Biomedical Research, and a structural upgrade to the EagleBank Arena.

Starting design at the end of FY 2019 is the second largest initiative for the University, an addition to Bull Run Hall. This design will continue through FY 2020 and construction is not scheduled to begin until FY 2022. The demolition of the Arlington Original Building will begin design and will hopefully begin construction in FY 2020 as well. Also continuing with design work are the following projects: the first phase of campus wide telecom infrastructure improvements, the renovations of HVAC systems at the Johnson Center, and the renovations of HVAC systems at the Hylton Performing Arts Center.

The following chart depicts the historical and projected expenditures by fiscal year for capital projects.



**Note:** FY 2019 and FY 2020 are projected expenditures. Mason anticipates expenses for FY 2019 will be more than the original estimate of \$46.4 million.

Mason estimates capital spending in FY 2020 will be approximately \$90.0 million, with \$63.0 million funded by the General Fund and \$27.0 million funded by a combination of fundraising, auxiliary reserve funding, and university-supported debt (Non-General Fund). The following chart lists the capital projects currently approved that are expected to incur costs in FY 2020.

FY 2020 ESTIMATED PROJECT EXPENSES FOR AUTHORIZED PROJECTS				
	PROJECT	GENERAL FUND (STATE DEBT)	NON- GENERAL FUND (MASON FUNDS)	TOTAL ESTIMATED FY 2020 PROJECT EXPENSE
1	Arlington Original Building Demolition	\$0	\$2,250,000	\$2,250,000
2	Bull Run Hall Addition	\$3,536,778	\$0	\$3,536,778
3	Hylton Performing Arts Center Add.	\$0	\$3,391,050	\$3,391,050
4	IABRL 3rd Floor Fit-out & Clean Room	\$0	\$1,780,311	\$1,780,311
5	Robinson Hall (Core Campus Initiative)	\$48,656,989	\$0	\$48,656,989
6	Telecom Infrastructure	\$2,764,575	\$0	\$2,764,575
7	Utility Infrastructure (Core Campus Initiative)	\$2,176,609	\$14,105,354	\$16,281,963
8	EagleBank Arena Upgrades	\$0	\$664,164	\$664,164
9	Hylton PAC HVAC Repairs	\$0	\$2,665,912	\$2,665,912
10	Johnson Center HVAC Repairs	\$0	\$2,165,145	\$2,165,145
11	Maintenance Reserve	\$5,837,877	\$0	\$5,837,877
	<b>TOTAL</b>	<b>\$62,972,828</b>	<b>\$27,021,936</b>	<b>\$89,994,764</b>

Note: Both Telecom Infrastructure and Bull Run Hall Addition currently have authorization for detailed planning. Both projects are expected to receive full authorization in FY 2020.

### **Future Capital Projects**

The following list of authorized projects totals \$504.0 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.

<b>AUTHORIZED CAPITAL PROJECTS</b>			
	<b>PROJECT</b>	<b>GENERAL FUND (STATE DEBT)</b>	<b>NON- GENERAL FUND (MASON FUNDS)</b>
1	The Peterson Family Health Sciences Building	\$62,263,628	\$11,899,411
2	Arlington Original Building Demolition	\$0	\$7,500,000
3	Bull Run Hall Addition	\$58,946,302	\$0
4	Central Plant Expansion	\$4,556,527	\$7,237,730
5	Fenwick Library	\$59,887,016	\$273,113
6	Hazel Hall Upgrades	\$0	\$3,000,000
7	Hylton Performing Arts Center Add.	\$6,625,500	\$6,855,883
8	IABRL 3rd Floor Fit-out & Clean Room	\$3,800,000	\$2,408,499
9	Johnson Center Dining Phase II	\$0	\$4,400,000
10	Point of View–Academic & WWTP	\$6,000,000	\$471,800
11	Potomac Science Center	\$30,007,364	\$2,576,000
12	Robinson Hall (Core Campus Initiatives)	\$117,049,000	\$2,582,000
13	Telecom Infrastructure	\$10,053,000	\$0
14	Utility Infrastructure (Core Campus Initiatives)	\$20,843,159	\$30,785,455
15	Bull Run Lab (Mech & Phys)	\$0	\$3,000,000
16	Eagle Bank Arena Infrastructure Project	\$0	\$4,845,000
17	Hylton PAC HVAC Repairs	\$0	\$4,025,000
18	Mason Global Center – Renovations for Classrooms	\$0	\$3,400,000
19	Johnson Center HVAC Repairs	\$0	\$3,049,500
20	Maintenance Reserve	\$5,837,877	\$0
	<b>SUBTOTAL (IN PROGRESS)</b>	<b>\$385,869,373</b>	<b>\$98,309,391</b>
21	Point of View–Cottages	\$0	\$4,287,800
22	RAC Addition	\$0	\$15,500,000
	<b>SUBTOTAL (NOT IN PROGRESS)</b>	<b>\$0</b>	<b>\$19,787,800</b>
	<b>TOTAL</b>	<b>\$385,869,373</b>	<b>\$118,097,191</b>

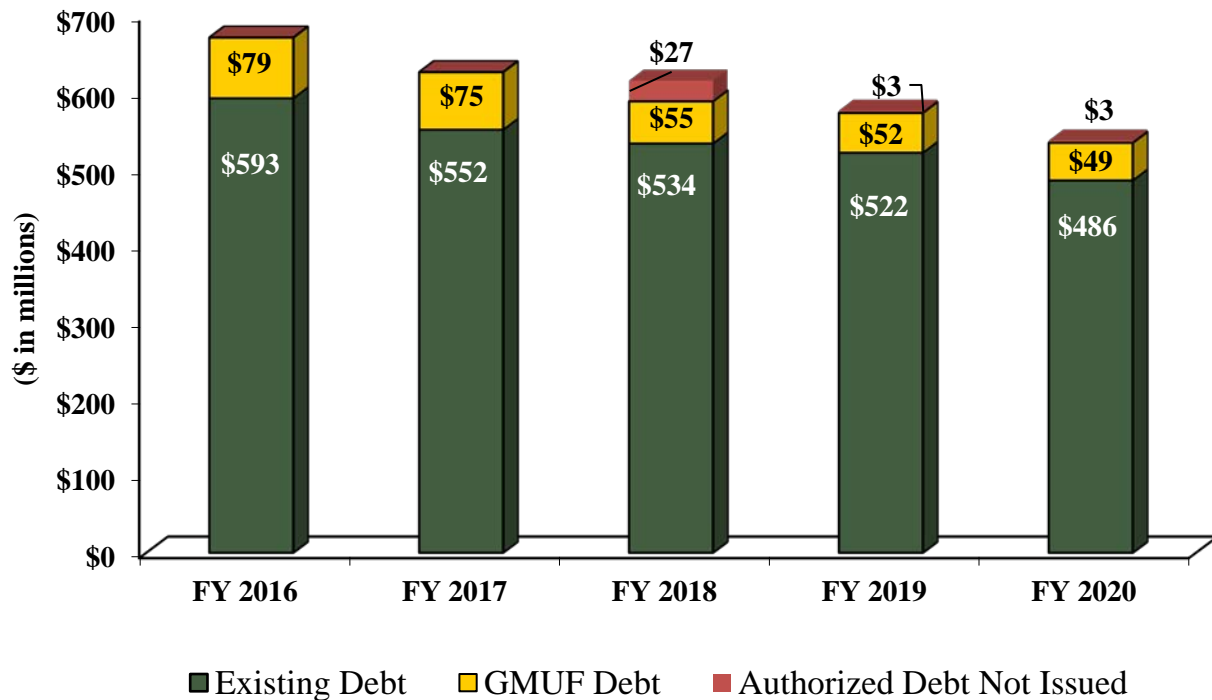
**Note:** Project items in the 'Not In Progress' section have not commenced.



## Capital Finance

As of June 30, 2019, Mason will have \$522.0 million in debt obligations outstanding and \$3.0 million in additional Mason debt authorization. Mason's annual debt service payment in FY 2019 is \$57.7 million and will be \$59.1 million in FY 2020.

### DEBT PRINCIPAL BALANCE BY STATUS (EXISTING AND AUTHORIZED)



# EDUCATIONAL AND GENERAL

## DETAIL BY MAJOR UNIT

### ANTONIN SCALIA LAW SCHOOL

*US News & World Report* ranks Scalia Law School’s part-time program 4th and its overall program 41st of American law schools. A recent study to be published in the *Alabama Law Review* lists Scalia Law as the 7th most under-rated law school based on student undergraduate GPA and LSAT score, taking it from 41st to 32nd. The students are actively involved in over 30 student-run organizations and 5 academic journals. The law school offers the Juris Doctor degree, as well as a Juris Masters degree, a Master of Laws in Law and Economics, a Master of Laws in Intellectual Property, 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 the law faculty ranked 2nd—among the 350 American law schools—for article downloads per author. The faculty is ranked 19<sup>th</sup> in Leiter’s 2018 *Law School Report* on “scholarly impact” among American law schools, which uses a standard objective measure of citations per capita as the metric of faculty quality and reputation. Data based upon foundational work compiled by Professor Sisk and reported by the 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 2018 entering JD class of 160 new students had a median LSAT of 163 and a median undergraduate GPA of 3.76. With a renewed focus on the Master of Laws (LLM) programs, the law school also celebrated the arrival of 41 new LLM students. This group of experienced attorneys and practitioners hailed from Azerbaijan, Bangladesh, Brazil, Cameroon, China, India, Palestine, Philippines, Poland, USA, and Vietnam.

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. Last year the school developed its Certificate Program in Diversity & Inclusion Training for students, and this year launched the Kelly McNamara Corley Institute for Diversity & Inclusion Education to expand that training. Students leave the school 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 judges, 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 faculty research. The school is also known for the work of its Center for the Protection of Intellectual Property, Global Antitrust Institute, Grey Center for the Study of Administrative State, Liberty & Law Center, and National Security Institute.

FY 2019 ORIGINAL	FY 2020 ORIGINAL
E&G BUDGET EXPENSE	E&G BUDGET EXPENSE
\$15,119,000	\$17,083,000



## COLLEGE OF EDUCATION & HUMAN DEVELOPMENT (CEHD)

The College of Education and Human Development (CEHD) is a dynamic, innovative, and inclusive academic unit that successfully prepares professionals to promote learning and development across the life span while contributing meaningfully to research in human and organizational performance as well as in the learning and developmental sciences. The five core values of the CEHD are embodied in 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, sports management, hospitality management, and tourism and events management. In addition, the college's PhD program offers doctoral specializations in 16 different specializations in education-related fields and in exercise, fitness, and health promotion. CEHD has approximately 3,500 students (including over 2,600 graduate students) and 130 full-time instructional faculty members. In addition, over 500 non-degree students enroll each year in continuing and professional education courses.

CEHD houses a Sports Medicine lab and 10 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 needs of the Commonwealth and across the nation. 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 over \$9 million.

<b>FY 2019 ORIGINAL</b>	<b>FY 2020 ORIGINAL</b>
<b>E&amp;G BUDGET EXPENSE</b>	<b>E&amp;G BUDGET EXPENSE</b>
<b>\$32,470,600</b>	<b>\$35,858,500</b>

## COLLEGE OF HEALTH AND HUMAN SERVICES (CHHS)

The College of Health and Human Services prepares undergraduate and graduate students for a variety of health careers in public, private, and not-for-profit settings. Such careers range from the provision of clinical care and health-related services to academic and research careers, and also administrative, advocacy, and leadership positions. Currently, the college comprises a School of Nursing and five academic departments: Global and Community Health, Health Administration and Policy, Nutrition and Food Studies, Rehabilitation Science, and Social Work. Our academic programs offer 5 undergraduate, 12 graduate, and 11 certificate degrees, along with 7 online offerings. The college entered its first cohort of ADVANCE students, representing a partnership between Mason and NOVA Community College. In addition, the college is currently home to three research centers—Center for Health Care Policy Research and Ethics, Center for the Study of Chronic Illness and Disability, and the Machine Learning and Inference Laboratory—that conduct multidisciplinary research and develop positions on pressing health issues with the overarching goal of maximizing health for our many constituents.

The college's faculty have been recognized by the university and the State Council of Higher Education for excellence in teaching, and we have developed strong partnerships with regional, national, and international agencies in several important areas. For example, faculty collaborate with local and state health department and social service agencies, and our practice sites foster opportunities for students to provide services to our community. Our students partake in experiential learning with our community partners and are encouraged to study abroad and engage in global research. Our international students gain knowledge and experience with a range of health care and social policies issues, particularly skills and tools that can be disseminated in their countries of origin. Working with our many partners including our 264 current practicum sites, the college prepares our students to become career ready and lifelong learners.

The philosophy of the College of Health and Human Services includes explicit statements regarding the value of sound general education that enables students to develop analytical and creative thinking and make well-founded ethical decisions. Graduates are expected to practice in a variety of roles in complex, multicultural, and international settings. The college has a diverse student body and is committed to providing inter-professional and multidisciplinary education that positions students for successful careers. In January 2018, the new Peterson Family Health Sciences Building opened on the Fairfax campus and is home to the College of Health and Human Services. The new facility is a collaborative learning environment that offers interactive learning spaces and labs in support of our academic offerings.

<b>FY 2019 ORIGINAL</b>	<b>FY 2020 ORIGINAL</b>
<b>E&amp;G BUDGET EXPENSE</b>	<b>E&amp;G BUDGET EXPENSE</b>
<b>\$21,077,100</b>	<b>\$22,899,300</b>

## COLLEGE OF HUMANITIES AND SOCIAL SCIENCES (CHSS)

The College of Humanities and Social Sciences currently offers 27 undergraduate majors, 56 minors, 9 doctoral degrees, 26 master's, and 16 graduate certificates in academic and research programs that span traditional and interdisciplinary fields of study. The college serves approximately 6,300 undergraduate majors. It also teaches nearly every undergraduate at Mason and offers a rigorous graduate curriculum and nationally ranked programs to over 1,400 graduate students.

The liberal arts tradition of broad and integrative learning in undergraduate education supported by this college prepares students exceptionally well for economically successful and civically engaged lives. In a global and knowledge-based economy, the competencies that students develop by studying the humanities and the social sciences—competencies in oral, written, and digital communication; ethics and critical thinking; research and project management; inter-cultural communication and global understanding—are not a luxury. They are workforce as well as life skills that set students up for success in a broad array of first jobs and for career advancement across a lifetime of opportunities.

The college's faculty are highly active in research, with external research funding to the college averaging \$15-\$20 million annually. The faculty's research accomplishments were instrumental in the university's recent attainment and renewal of R-1 Doctoral University (Highest Research Activity) classification. Mason's rating in top 300 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. In Fall 2018, *The Chronicle of Higher Education* recognized Mason as the eighth highest recipient of funding from the National Endowment for the Humanities over the past ten years. Faculty in the college received \$5,801,343 in funding for 37 NEH projects; 61% of this funding was awarded to the Roy Rosensweig Center for History and New Media for collaborative multidisciplinary research projects.

The college's faculty take great pride in being active scholar-teachers, and research is a vital part of undergraduate as well as graduate student experience here. The college is also rooted in intellectual leadership tied to real-world outcomes on regional, national, and global levels. Its faculty are committed partners in innovative programs, service offerings, and strategic alliances that strengthen the public and private sectors of the community.

FY 2019 ORIGINAL	FY 2020 ORIGINAL
E&G BUDGET EXPENSE	E&G BUDGET EXPENSE
\$66,029,300	\$68,037,900

## 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 personalized medicine, biomedical research, geoinformatics, climate dynamics, environmental conservation and sustainability, urban science, materials science, 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. In addition, the College positions recruitment strategies and support programs to accommodate a diverse population of minorities and women in science. The College also offers a depth and breadth of unique global, transfer-focused, and online or hybrid programs, including the nation's first Chief Data Officer program, allowing professionals the opportunity to reskill or transfer careers midstream.

Furthermore, anticipated increases in research expenditures are expected over the next several years. New government and corporate collaborations are emerging in the biomedical area, growing data science initiatives, further developing our strength in materials science, a simulation and traffic safety program, expanded focus on environmental and conservation efforts at the new Potomac Science Center 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, the Potomac Science Center, and other special 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. Learn more at [cos.gmu.edu](http://cos.gmu.edu).

<b>FY 2019 ORIGINAL</b>	<b>FY 2020 ORIGINAL</b>
<b>E&amp;G BUDGET EXPENSE</b>	<b>E&amp;G BUDGET EXPENSE</b>
<b>\$49,537,100</b>	<b>\$52,135,500</b>

## 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 grown modestly, but consistently over the past several 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.

<b>FY 2019 ORIGINAL</b>	<b>FY 2020 ORIGINAL</b>
<b>E&amp;G BUDGET EXPENSE</b>	<b>E&amp;G BUDGET EXPENSE</b>
<b>\$15,492,200</b>	<b>\$17,289,800</b>

## 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 Northern Virginia, the Commonwealth, the nation, and the 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, intelligence, international security, economics, management, geography, security, engineering, sociology, anthropology, and law. The Schar School is a major research unit of the University and received approximately \$3.79 million in new sponsored funding in fiscal year 2018. The School's faculty members are scholars and practitioners who 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.

In the last year, US News & World Report ranked the Schar School's graduate program concentrations in National/Homeland Security and Emergency Management as the third best in the country, while the Shanghai Academic Ranking of World Universities ranked the public administration programs as the 40<sup>th</sup> best in the world. An expanded national polling service with the Washington Post spreads the Schar School and the University's influence throughout the country, particularly in election cycles. An inaugural Master of Public Policy program with the US Marine Corps and an enhanced scholarship for military veterans and dependents, the ERPi Patriot Scholarship, intensifies an already meaningful relationship with the US military.

The Schar School offers two undergraduate majors, eight master's degree programs, three doctoral programs, eight graduate certificates, and a range of undergraduate minors certificates. Collectively, these programs enroll approximately 1,800 students. The School offers classes on Mason's Fairfax and Arlington campuses.

The Schar School emphasizes open access to advising at the undergraduate level. Advisors are involved with the Mason Academic Advisor Network and provide network members professional development training. Undergraduate research is strongly encouraged and is facilitated by the Undergraduate Research Assistant Program that partners students with professors who engage in collaborations that advance the student experience beyond the classroom.

Internships and career development are important to the Schar School experience. Faculty members are often practitioners in their fields and as such have relationships with important policy- and decision-makers in the Nation's Capital who actively recruit and employ Schar School students. The Schar School's proximity to Washington, D.C., encourages active participation in developing policy as well as exposing students to real-world experiences in their chosen fields.

The Schar School boasts an active alumni community of about 16,000 graduates, many of them employed in meaningful positions in their field of study at the Schar School.

<b>FY 2019 ORIGINAL</b>	<b>FY 2020 ORIGINAL</b>
<b>E&amp;G BUDGET EXPENSE</b>	<b>E&amp;G BUDGET EXPENSE</b>
<b>\$17,518,900</b>	<b>\$17,998,400</b>

## 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 peacemaking 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. The school has been recognized as one of the top schools in the country. In addition, the school has a facility at the Point-of-View which provides a unique space where practitioners, scholars, and students can engage in an advance conflict analysis and resolution research and practice.

<b>FY 2019 ORIGINAL</b>	<b>FY 2020 ORIGINAL</b>
<b>E&amp;G BUDGET EXPENSE</b>	<b>E&amp;G BUDGET EXPENSE</b>
<b>\$4,747,700</b>	<b>\$4,891,000</b>



## 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 community, graduating highly qualified students as employees, producing research that informs leaders in business and government, and providing venues for the region's business leaders to share knowledge with our faculty and students. Our supporters in business and government are active partners with the school 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.

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

The School of Business enrolls more than 3,900 undergraduate students pursuing majors in Accounting, Finance, Information Systems and Operations Management, Management, and Marketing.

More than 500 students are enrolled in the school's graduate programs:

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

The School of Business ranks among the top 100 undergraduate business school programs, among the top 50 part-time MBA programs, and in the top 100 among 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 2019 ORIGINAL	FY 2020 ORIGINAL
E&G BUDGET EXPENSE	E&G BUDGET EXPENSE
\$35,685,100	\$37,035,600



## 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.

New program offerings in the areas of cybersecurity, healthcare technologies, and big data have experienced dramatic growth since their inception in 2010, '14 and '15. The school remains one of the few universities in the nation to offer a multidisciplinary data analytics engineering master's degree program. Our bachelor's program in mechanical engineering has also grown from zero to 372 and was accredited in 2018. Mechanical engineering was one of the first programs at Mason to open new pathways to community college students through an agreement with Northern Virginia Community College, which became a model for the university's Advance program. New programs in statistics (bachelors) and bioengineering (masters) came online in 2018, and we expect a master's in cyber security engineering to further our growth in 2019. The continued expansion of new programs has led to an all-time high enrollment of nearly 8,000 students

Mason Engineering faculty members have been named professional society fellows and have received international recognition and awards. Over the past four years, the school has hired seventy new faculty members, representing a net increase of thirty percent. These hires were spread across all departments and programs, and will allow them to improve the quality of education for our students, to grow research, and to advance their own strategic goals.

Active collaborations with external agencies and industries promote research growth at the school. Research expenditures totaled \$30 million and research awards \$51 million—a record high for the second consecutive year. Expenditures grew among nearly all departments and centers.

We encourage students to pursue internships to gain practical experience in their fields of study. Mason Engineering'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. In the last year, *US News & World Report* ranked the school's online master's program in Applied Information Technology in the top 50 online programs in this field our systems engineering master's degree was ranked 23<sup>rd</sup> in the same rankings.

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 a competitive cyber club. Mason Engineering's philanthropic efforts continue to forge productive relationships with corporate partners and friends. A major gift of \$1.5 million came from John Toups to endow two faculty fellowships and provide ongoing support for the Sid & Reva Dewberry Department of Civil, Environmental, and Infrastructure Engineering's instructional laboratory.

FY 2019 ORIGINAL	FY 2020 ORIGINAL
E&G BUDGET EXPENSE	E&G BUDGET EXPENSE
\$47,317,300	\$49,351,000

## PROVOST

The Provost and Executive Vice President is the university's chief academic officer, charged by the Board of Visitors and the President with overseeing all aspects of education, research, and public engagement of the university. The Provost has direct oversight for all colleges, schools, and academic support units and is responsible for the allocation of resources.

The Office of the Provost and Executive Vice President leads the university by identifying and mobilizing around key strategic initiatives. In accordance with the Strategic Plan, resources and operational support are directed to functions that:

- Serve our students by differentiating Mason's education.
- Transform and innovate through teaching and learning.
- Use our leadership to engage the regional and global communities.
- Leverage our advances in research and entrepreneurship.

**The Office of Academic Innovation and New Ventures** is responsible for exploring, launching, and sustaining new initiatives that deliver quality programs, enable student access and success, and generate revenue in support of George Mason University's strategic plan. Charged with creating multiple pathways and delivery formats, News Ventures leads the university in forging partnerships that accelerate the development of accessible academic pathways for Mason's diverse student population, including non-traditional students and adult learners.

**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. Additional services include Salesforce implementation and Business Intelligence support.

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 innovative 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 2019 ORIGINAL	FY 2020 ORIGINAL
E&G BUDGET EXPENSE	E&G BUDGET EXPENSE
\$49,167,100	\$52,077,100

**Note:** Original Budgets include Enrollment Management, INTO Mason, Krasnow Institute, and Executive & Professional Education (formerly Mason Learning Solutions).

## 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 2019 ORIGINAL	FY 2020 ORIGINAL
E&G BUDGET EXPENSE	E&G BUDGET EXPENSE
<b>\$8,729,100</b>	<b>\$8,662,600</b>

## LIBRARIES

The University Libraries forms an intellectual nexus for George Mason University fostering innovation, creativity, and imagination by facilitating access to scholarship and information, providing expert consultation in the research process, actively teaching the effective and critical use of information, and fulfilling a critical role in the creation, dissemination, and preservation of knowledge. University Libraries efficiently serves a growing student and faculty population and the general public, while effectively meeting the specialized demands generated by increased university research.

Mason's library system is a 24/7 operation, comprised of five libraries on three different campuses: Fenwick Library (recently expanded into a state of the art facility) 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. The Mason Korea campus is also supported by the Libraries through access to digital resources offered and available state-side and other support services.

The Libraries' faculty and staff serve and support tens of thousands of students, faculty, and staff each year throughout the teaching, learning, and research processes; directly, in-person and on-site, and online through accessible and convenient modes of delivery. 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 with virtual and physical spaces for study, research, collaboration, publication, and academic and cultural events.

Academic support services include: the Digital Scholarship Center (quantitative, qualitative and statistical research support, geospatial/GIS expertise, workshops, instruction labs and more); the Mason Archival Repository Service (MARS); Mason Publishing (which provides educational and consultation services in 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. The University Libraries also fulfills the role of a repository for unique historical materials documenting and preserving the evolution of Mason and the Northern Virginia region.

Technology-assisted and enhanced services and programs include: a discovery system offering single search box access to the Libraries' many collections and full-text content from millions of subscribed resources, 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 (CRL).

<b>FY 2019 ORIGINAL</b>	<b>FY 2020 ORIGINAL</b>
<b>E&amp;G BUDGET EXPENSE</b>	<b>E&amp;G BUDGET EXPENSE</b>
<b>\$21,052,100</b>	<b>\$20,971,300</b>

## 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 (General Accounting, Purchasing, Student Accounts)
- 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 2019 ORIGINAL	FY 2020 ORIGINAL
E&G BUDGET EXPENSE	E&G BUDGET EXPENSE
<b>\$32,635,800</b>	<b>\$32,839,200</b>

## EXECUTIVE ADMINISTRATION

Executive Administration is primarily responsible for senior-level leadership and administration for the university. These 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 2019 ORIGINAL	FY 2020 ORIGINAL
E&G BUDGET EXPENSE	E&G BUDGET EXPENSE
<b>\$5,832,700</b>	<b>\$5,823,900</b>

## INFORMATION TECHNOLOGY SERVICES (ITS)

George Mason University's Information Technology Services (ITS) is Mason's central IT organization that works to drive excellence in teaching, research, and administrative operations. ITS consists of six groups who work in partnership with our customers to provide resources, systems, and services to the Mason community:

**Academic Strategies (AS)** supports the university community by providing the video communications infrastructure and creating media content for teaching, learning, and research. Further, AS provides design services for classrooms and conference rooms.

**Enterprise Applications (EA)** plans, implements, and maintains integrated central and distributed application systems and associated databases that support Mason's business needs. This includes the Banner system, Business Intelligence, and website support.

**Enterprise Infrastructure Services (EIS)** establishes standard architecture for infrastructure and deploys and maintains reliable information technology infrastructure, products, and services for all campuses. This includes Wi-Fi and other network services, servers, and the data center.

**Enterprise Service Delivery (ESD)** provides leadership and support for ITS strategic and operational programs. This includes project management, financial management, talent management, communications, software licensing, desktop support, and help desk services.

**Information Technology Security (CISO and ITSO)** works in partnership with units and individuals across Mason to formulate policies and assess and actively manage information security risks. ITSO is responsible for setting and maintaining standards and practices to manage the confidentiality, integrity, and availability of university assets and data.

**Learning Support Services (LSS)** provides resources that contribute to the innovative teaching and learning environment of the university including Mason's Learning Management System. LSS provides support for classrooms and technology labs managed by ITS and strategies for incorporating technology into the curriculum.

Our services and support include:

- Application Integration
- Aquia Data Center
- Blackboard & Collaborate
- Business Intelligence
- Computer & Software Resources
- Customer Support
- Email & Telecom
- Enterprise Applications
- GMU-TV
- Infrastructure & Network
- IT Security
- ITS Support Center
- Technology Enhanced Classrooms
- Videoconferencing & Telepresence
- Virtual Computing Lab
- Web Content Management

FY 2019 ORIGINAL	FY 2020 ORIGINAL
E&G BUDGET EXPENSE	E&G BUDGET EXPENSE
<b>\$35,482,100</b>	<b>\$40,106,100</b>

## 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. The university's Faster Farther Campaign, with a goal of raising \$500 million, closed in December 2018 and raised \$690,578,677 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.

<b>FY 2019 ORIGINAL</b>	<b>FY 2020 ORIGINAL</b>
<b>E&amp;G BUDGET EXPENSE</b>	<b>E&amp;G BUDGET EXPENSE</b>
<b>\$6,695,100</b>	<b>\$6,647,400</b>

## 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*, President's Report 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 2019 ORIGINAL	FY 2020 ORIGINAL
E&G BUDGET EXPENSE	E&G BUDGET EXPENSE
\$7,007,100	\$6,987,600



## 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 an advisory board's activities.

<b>FY 2019 ORIGINAL</b>	<b>FY 2020 ORIGINAL</b>
<b>E&amp;G BUDGET EXPENSE</b>	<b>E&amp;G BUDGET EXPENSE</b>
<b>\$1,509,700</b>	<b>\$1,500,100</b>

## FACILITIES

The Facilities Administration office is responsible for all aspects of planning, design, and construction for buildings and infrastructure, as well as all parking and transportation 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. Major facility projects over the next three years are:

- 1) Core Campus Initiative
- 2) Mason Global Center Classroom Conversion
- 3) Johnson Center and Eagle Bank Area Infrastructure projects

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.

The Facilities Department budgets annually in our Special Projects – Planning group to support miscellaneous non-capital projects in the area of construction, renovation, planning and environmental restoration, and remediation. Some of our planned projects for FY19 will include: Signage throughout the campus as well as at our campus entrance; and, Southside/Hub cow path fix through the grass area.

FY 2019 ORIGINAL	FY 2020 ORIGINAL
E&G BUDGET EXPENSE	E&G BUDGET EXPENSE
\$39,438,600	\$40,065,500

## PROPERTY RENTAL/FACILITY SUPPORT

The university leases space in Fairfax, Arlington, Loudoun and Prince William 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.

<b>FY 2019 ORIGINAL</b>	<b>FY 2020 ORIGINAL</b>
<b>E&amp;G BUDGET EXPENSE</b>	<b>E&amp;G BUDGET EXPENSE</b>
<b>\$10,334,700</b>	<b>\$10,879,500</b>

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

<b>FY 2020 PROPERTY RENTAL—LEASED SPACE</b>	
<b>BUILDING—EXTERNAL</b>	<b>ANNUAL RENT AMOUNT*</b>
Arlington—Washington Blvd	\$3,748,000
Commerce Building	765,100
Loudoun County	377,000
IHS - Arlington	372,000
Democracy Lane	225,000
Townhouse Offices	149,000
4031 University Drive	63,500
Richmond Lease	24,000
<b>SUBTOTAL</b>	<b>\$5,723,600</b>
<b>BUILDING—INTERNAL</b>	
Merten Hall	\$2,400,000
Aquia Building	1,537,200
Founders Hall	1,131,500
Public Safety Space	87,200
<b>SUBTOTAL</b>	<b>\$5,155,900</b>
<b>TOTAL</b>	<b>\$10,879,500</b>

\* Annual Rent for FY20. The Arlington-Washington Blvd lease has a 5 percent annual cost escalation and Common Area Maintenance (CAM) charges in addition to the annual rent.

## AUXILIARY ENTERPRISES

### DETAIL BY MAJOR UNIT

#### HOUSING & RESIDENCE LIFE

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

HRL is the university's largest auxiliary unit, reporting through the Division of University Life, accommodating over 6,100 residents and offering a variety of living options from traditional rooms to suites and apartment-style housing. Additionally, HRL supports the housing programs at the Science and Technology Campus providing 150 beds, the Smithsonian Mason partnership at Front Royal with a capacity of 120 beds, and in collaboration with the INTO Mason joint venture managing the 276-bed residential portion of the Mason Global Center (MGC) via a cost-recovery agreement. 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.

In total, HRL is responsible for the management and operation of over 2 million square feet of residential facilities, maintaining a staff of over 150 full-time personnel and over 300 student workers who provide facility maintenance and housekeeping, marketing, information technology support, human and financial resource support, and a residential communities staffing operations aimed at providing a comprehensive residential environment of support and learning. HRL manages self-generated revenue, which covers total costs with an ability to set aside reserves. To support this work, HRL collaborates consistently with other University Life divisional partners, Facilities Management, Auxiliary Enterprises/University Services, Admissions, and numerous academic units.

HRL is committed to supporting Mason students' holistic growth and development. Through an intentional focus on residential student development, HRL facilitates opportunities for residents to acclimate into an inclusive environment to interact with diverse individuals, discuss important topics, form study groups, become engaged with a wide variety of student organization opportunities, and attend an exciting array of programs and events. Most importantly, HRL is committed to creating transformative opportunities for residential students to learn more about themselves, their values, and living cooperatively with people who may be different. The residence halls, from staffing to programmatic support, are designed to facilitate face-to-face interaction and create 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 2019 ORIGINAL	FY 2020 ORIGINAL
Revenues	\$49,898,300	\$51,734,800
Expenses	49,898,300	51,734,800
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, Eastern Intercollegiate Volleyball Association, and the Eastern Wrestling League. 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 revenues 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 to fund facility and other enhancements to the program.

	FY 2019 ORIGINAL	FY 2020 ORIGINAL
<b>Revenues</b>	\$20,910,400	\$23,481,800
<b>Expenses</b>	20,910,400	23,481,800
<b>Annual Operating Balance</b>	<b>-0-</b>	<b>-0-</b>

## 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, ROTC, RHT (lab space support), and by the community for rentals on a space available basis.

***(FY 2020 Revenue Budget totals \$2.1 million)***

**Athletic Facilities Improvement Funds** are 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. Student fees support the budget for athletic facilities improvements.

***(FY 2020 Revenue Budget totals \$0.2 million)***

	FY 2019 ORIGINAL	FY 2020 ORIGINAL
<b>Revenues</b>	\$2,252,700	\$2,253,800
<b>Expenses</b>	2,252,700	2,253,800
<b>Annual Operating Balance</b>	<b>-0-</b>	<b>-0-</b>

## 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, share experiences, and build lifelong networking connections. The dining community at Mason consists of a wide array of users 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 has managed 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 3.6 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.

Students are much more invested in meal plans than other Sodexo services such as catering and retail sales. 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-hours a-day, dining on the Fairfax Campus.

Mason has made it a priority to keep meal plan costs affordable and competitive with our peer institutions. Commissions generated by Dining support maintenance costs for dining equipment, facilities debt service and 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. Sodexo, in collaboration with the Office of Sustainability, uses 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 variables to ensure dining at Mason is pleasurable and memorable. Students appreciate the IRIS photo recognition terminals for fast access to dining halls. 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 six independently operated dining locations for the Mason community to enjoy: Argo Tea, Chipotle, Manhattan Pizza, Panera Bread, Panda Express, and Wing Zone.

	<b>FY 2019 ORIGINAL</b>	<b>FY 2020 ORIGINAL</b>
<b>Revenues</b>	\$26,606,000	\$28,910,500
<b>Expenses</b>	26,606,000	28,910,500
<b>Annual Operating Balance</b>	<b>-0-</b>	<b>-0-</b>

## STUDENT CENTERS (JOHNSON CENTER / UNIONS)

The Student Centers operation integrates all aspects of campus life by providing support services management to the Johnson Center, Student Union I (SUB I) and The Hub. The unit's goal is to support and complement the academic experience by providing excellent customer service to the Mason community and its visitors, promote diversity and campus spirit through cooperative participation, and encourage student development, social competence, and responsibility.

In addition to providing meeting and dining space, Student Centers' operation offers program and support services to students, faculty, and staff. Student Centers supported 20,435 events in FY 2018. Over the past several years, the division increased its event support in response to increased campus activities.

The division continues to increase its use of technology to provide enhanced service to users, including a significant investment added to all meeting and event spaces during the past year. Practical learning and development opportunities are critical components for student employees at the unions, which annually employs over 100 student staff. Facility and operations management of the Student Centers are core components also provided by the Student Centers, completing in excess of 1,500 work orders per year.

The Johnson Center tenant and event spaces include the Admissions Office, Dewberry Hall, the cinema, Gateway library space, the student radio station (WGMU), the Center for Teaching Excellence, global and other educational centers, Student Academic Affairs, various University Life programs, the bookstore, 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 nearly four million annual visitors, the Johnson Center remains the busiest building on campus and continues to serve as the "living room" of the university.

SUB I contains 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, Financial Aid, Mason Card Office, Registrar's Office, and eateries. SUB I visitors totaled over 750,000 in FY 2018.

The Hub is home to various student involvement aspects of University Life, including Student Media, Student Involvement, campus mail services, retail print center, The Hub Ballroom, and multiple meeting rooms. The Hub entertained 477,000 people last year. The Corner Pocket game room, also located in The Hub, is a place where the Mason community can gather to relax, play games, and have fun together. With over 52,000 visitors last year, the Corner Pocket continues to grow and remain a student programming hot spot for the Student Centers.

Student Centers has emphasized and increased its marketing arm and boasts a newly designed website that had over 52,000 hits last year. With over 19,000 Twitter followers and nearly 50,000 on Facebook, the marketing area has reached over 100,000 individuals, helping to keep people informed of the various activities within the Student Centers throughout the year.

The Student Centers' operating budget is supported through a combination of student fee allocations and self-generated revenues. These increases are reinvested into the facilities in order to maintain and preserve Student Center buildings to Mason's standards.

	FY 2019 ORIGINAL	FY 2020 ORIGINAL
Revenues	\$11,615,300	\$12,144,700
Expenses	11,615,300	12,144,700
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. The CFA plays a key role in the cultural vitality of the Washington metropolitan region, attracting more than 200,000 visitors each year to attend or participate in 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 the 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. During FY 2019, a 17,000 square foot Education and Rehearsal wing is being added to the Hylton Center to provide more space for the creation of original performing arts productions, as well as to provide more teaching and event space.

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 in the arts. As in a Venn diagram, participants and activities of the three communities share common space and occupy unique terrain. Communication flows seamlessly between participants, providing immediate feedback and reference points for decision-making and innovation. CVPA believes that its three-legged stool approach is more than competitive; it is a leadership model for the arts in higher education, because it models the creative process itself and the societal structures that support the arts, ensuring that Mason's arts programs and facilities make a strong contribution to the strategic university goal of community engagement.

	FY 2019 ORIGINAL	FY 2020 ORIGINAL
<b>Revenues</b>	\$14,668,300	\$15,144,400
<b>Expenses</b>	14,668,300	15,144,400
<b>Annual Operating Balance</b>	<b>-0-</b>	<b>-0-</b>

## FREEDOM AQUATIC AND FITNESS CENTER

The Freedom Aquatic & Fitness Center provides a broad range of year-round recreational, educational, social, and cultural programs and activities. The facility is designed to attract and serve a variety of individuals and groups, 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 & 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, meeting space, and a children's program area with a drop-in childcare 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 capital maintenance fund.

	<b>FY 2019 ORIGINAL</b>	<b>FY 2020 ORIGINAL</b>
<b>Revenues</b>	\$5,326,500	\$5,326,500
<b>Expenses</b>	5,326,500	5,326,500
<b>Annual Operating Balance</b>	<b>-0-</b>	<b>-0-</b>

## 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 the 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 the fall semester.

**Student Media** includes Mason's official newspaper (Fourth Estate), a radio station (WGMU Radio), a 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.

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

**Student Support** includes assisting students with academic and career goals through Disability Services, Career Services, Learning Services offices, and through Patriot Success initiatives.

**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.

**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 2019 ORIGINAL	FY 2020 ORIGINAL
<b>Revenues</b>	\$10,511,400	\$11,395,100
<b>Expenses</b>	10,511,400	11,395,100
<b>Annual Operating Balance</b>	<b>-0-</b>	<b>-0-</b>

## 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, Mason Card Office, Trademark Licensing, and Vending, and contracted services including the Bookstores, Patriot Tech, Dining, EagleBank Arena, Mail Services, Managed Print Services and Real Estate.

**Mason Card Office** manages the Campus ID and access 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.

**Card Access Security Office (CASO)** manages electronic access to all university doors through the Mason ID. CASO manages specific access to individual doors based on user needs and provides access when an ID card is misplaced. CASO manages door ID reader hardware and is upgrading hardware from mag-stripe to proximity readers. This operation was transferred from Campus Police to Auxiliary Enterprises in 2018.

**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. Canon USA has managed Mail Services since 2017.

**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 serves as a clearinghouse 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 \$2.4 million in scholarships over the past five years through the sale of Mason branded products, beverages, and snacks.

**The shopMason** brand and website promote all Auxiliary Enterprises services through one website and marketing program. By centralizing marketing, 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 2019 ORIGINAL	FY 2020 ORIGINAL
<b>Revenues</b>	\$6,539,700	\$7,089,700
<b>Expenses</b>	6,539,700	7,089,700
<b>Annual Operating Balance</b>	<b>-0-</b>	<b>-0-</b>

## 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, as well as subsidizing the transportation programs. 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 and other transportation programs, 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 will be updating the long-range Parking Services and Transportation master plan in the next year to address future needs and will also update the vision for future growth in this area to meet updated enrollment projections through the end of the next decade.

	FY 2019 ORIGINAL	FY 2020 ORIGINAL
<b>Revenues</b>	\$19,776,500	\$19,770,500
<b>Expenses</b>	19,776,500	19,770,500
<b>Annual Operating Balance</b>	<b>-0-</b>	<b>-0-</b>

## AUXILIARY ENTERPRISES CENTRAL

Auxiliary Enterprises Central includes a variety of budgetary units including:

**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 2020 Revenue Budget totals \$11.7 million)*

**AE Debt Service** includes AE central debt service funding for the Aquia building, the Global Center, the Central Utility Plant expansion project, as well as the utility infrastructure 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 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 and the utility infrastructure project will be covered by user fees charged to internal parties. *(FY 2020 Revenue Budget totals \$5.7 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. The Admissions Office and Provost's Office administer this program. *(FY 2020 Revenue Budget totals \$3.0 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 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 2020 Revenue Budget totals \$4.6 million)*

	FY 2019 ORIGINAL	FY 2020 ORIGINAL
<b>Revenues</b>	\$22,609,600	\$24,879,600
<b>Expenses</b>	22,609,600	24,879,600
<b>Annual Operating Balance</b>	<b>-0-</b>	<b>-0-</b>

## AUXILIARY ENTERPRISES RESERVE FUNDS

Auxiliary Enterprises Reserve Funds include a variety of budgetary units including 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 2020 Revenue Budget totals \$2.5 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 2020 Revenue Budget totals \$24.0 million)*

	FY 2019 ORIGINAL	FY 2020 ORIGINAL
<b>Revenues</b>	\$20,437,700	\$26,514,500
<b>Expenses</b>	18,132,000	24,008,800
<b>Annual Operating Balance</b>	<b>\$2,305,700</b>	<b>\$2,505,700</b>



## RECREATIONAL SPORTS PROGRAMS & FACILITIES

Mason Recreation, within the division of University Life, operates facilities, programs, and services that include fitness, intramural sports, club sports, The 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 and 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 actively pursue a chosen sport on a regular basis with others who share a similar interest. Clubs are both recreational and competitive and operate through student leadership.

**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, aqua aerobics, paddle board, personal training, fitness related clinics and workshops, and health and well-being related events.

**EDGE**—The 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, university groups, and 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 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.

**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 two gymnasiums, one ICA athletic training room, the ICA basketball practice facility, 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, we offer one to two outdoor trips to local and regional parks, national parks and other public lands such as backpacking, climbing, biking, and hiking.

**Mason Rec Camp** provides 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.

	FY 2019 ORIGINAL	FY 2020 ORIGINAL
<b>Revenues</b>	\$8,401,900	\$8,444,800
<b>Expenses</b>	8,401,900	8,444,800
<b>Annual Operating Balance</b>	<b>-0-</b>	<b>-0-</b>



## AUXILIARY ENTERPRISES INFORMATION TECHNOLOGY

Auxiliary Enterprises Information Technology Services (ITS) 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.

	<b>FY 2019 ORIGINAL</b>	<b>FY 2020 ORIGINAL</b>
<b>Revenues</b>	\$5,029,300	\$5,029,300
<b>Expenses</b>	4,873,800	4,873,800
<b>Annual Operating Balance</b>	<b>\$155,500</b>	<b>\$155,500</b>

## 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. A dedicated staff of doctors, nurse practitioners, and nurses provide easily accessible and affordable health care to all enrolled students in a caring and confidential environment. From treating illness and injury to providing vaccinations, offering physical exams and health counseling, Student Health's goal is to maintain the well-being of Mason students.

Student Health serves a large and diverse population of students - serving students ages sixteen to over seventy, undergrad and graduate students, those living on and off campus, students who are insured and uninsured, and a steadily increasing number of international students. The Fairfax, Arlington and Science and Technology clinics provide care for over 7,100 unique patients with over 18,500 clinical visits a year. In addition, the after-hours nurse advice line allows students to get advice even if Student Health is closed.

The Electronic Health Record (EHR) system allows SHS to gather statistics on the utilization of health services. Combined, SHS providers in the health clinics, Immunization and Insurance Offices have contact with students in over 38,000 visits yearly. SHS provides over 3,900 immunizations each year and manages a third-party vendor to provide student health insurance for more than 3,300 domestic and international students.

The EHR system supports documentation of best clinical practices and helps SHS achieve documentation for accreditation by Accreditation Association for Ambulatory Health Care (AAAHC). Staff at Student Health Services remain current with medical best practices as evidenced by meeting peer review criteria required by AAAHC.

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 to speak to student groups. Student Health supports Mason's goal of career-ready graduates by supervising and mentoring medical residents, nurse practitioners, and nursing students during clinical preceptorships.

The growth and development of students during their time at Mason is demonstrated through satisfaction with SHS services in the "Patient Satisfaction Survey," part of the American College Health Association's benchmarks. Consistently, the majority of students surveyed rate their experience as very satisfactory and Student Health consistently outperforms peer benchmarks on this measure.

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. SHS is currently in the process of implementing a patient portal to allow students secure access to their health records and results.

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. Student Health strives to meet student expectations and clinical best practices. Efforts to enhance SHS on all campuses will continue.

	FY 2019 ORIGINAL	FY 2020 ORIGINAL
<b>Revenues</b>	\$9,598,300	\$9,597,400
<b>Expenses</b>	9,598,300	9,597,400
<b>Annual Operating Balance</b>	<b>-0-</b>	<b>-0-</b>

## CHILD DEVELOPMENT CENTER

Convenient and exceptional childcare serves George Mason in two considerable fashions. First, childcare contributes to Mason’s goal of quality life/work balance. The number of faculty and staff potentially needing childcare has increased by 55% since 2012. Second, convenient and exceptional childcare serves as a recruiting tool. As cited in the same (2016) survey, over half of the university supervisors say, “Having quality childcare on campus has been an important recruitment tool.” With competitive resources, Mason is better able to recruit high-quality talent.

The George Mason Child Development Center (CDC) is a childcare and early education facility located on the Fairfax campus supporting faculty, staff, students, and the greater Fairfax community. Accommodating up to 104 children in six classrooms, the center provides a research-based, emergent curriculum for children 2-5 years of age. Accredited by the National Association for the Education of Young Children (NAEYC), the CDC educates the whole child.

The CDC is a self-supporting operation with funding for its operating budget coming from tuition, fundraising, professional development workshops, and school-age programming. Using information learned in a (2016) Fairfax campus survey, the CDC aims to further support the needs of the Mason community through continuous growth and development of new programs including a parent education series, expanded school-age summer camp programming, and enhanced campus partnerships to provide field trips and unique educational experiences.

The CDC fosters and nurtures children’s minds, skills, and interests by creating a caring environment filled with engaging activities. Based on the practices of the Developmental-Interactionist Approach, the teachers facilitate the growth and learning process through intentional play experiences. In addition to providing children with well-balanced academic foundation, the CDC supports children’s physical and social-emotional development through activities, such as gardening and yoga, and a nutritional menu featuring local produce.

There are also special opportunities to support parents with children above the age of five. The CDC offers Mason Kids Club, a school-age program for children in Kindergarten through age 11. At the Mason Kids Club, kids can participate in interactive themed camps such as, “Super Heroes!” or “Once Upon a Time...” This program is available during the summer and select Fairfax County Public Schools (FCPS) closures throughout the school year.

	FY 2019 ORIGINAL	FY 2020 ORIGINAL
<b>Revenues</b>	\$1,996,700	\$2,015,600
<b>Expenses</b>	1,996,700	2,015,600
<b>Annual Operating Balance</b>	<b>-0-</b>	<b>-0-</b>

## EAGLEBANK ARENA

The EagleBank Arena is a 10,000-seat mixed-use venue located on the Fairfax Campus built in 1985. 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 140 events each year, generating over 525,000 tickets. Mason faculty and staff receive discounted tickets to many EagleBank Arena concerts and family entertainment events.

Mason's third party partner, Monumental Sports & Entertainment, operates the EagleBank Arena. A five-year renewal of the existing contract with Monumental occurred in fall 2018. 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 2019 ORIGINAL	FY 2020 ORIGINAL
<b>Revenues</b>	\$2,866,500	\$3,641,800
<b>Expenses</b>	2,866,500	3,641,800
<b>Annual Operating Balance</b>	<b>-0-</b>	<b>-0-</b>

## POLICE CADET

**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, bus, classroom or residence. 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.

	FY 2019 ORIGINAL	FY 2020 ORIGINAL
<b>Revenues</b>	\$254,900	\$254,900
<b>Expenses</b>	254,900	254,900
<b>Annual Operating Balance</b>	<b>-0-</b>	<b>-0-</b>



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