Agenda

Financial Matters
A. Financial Planning Update
B. FY 2022 Unaudited Financial Statements
C. FY 2023 Q1 Financial Report & Forecast
D. FY 2024 Budget Planning Assumptions

Operational Matters
A. Succession Planning Update
B. Retirement Plan Investment Policy Update

Capital Matters
A. Capital Program Update
B. Energy Efficiency and Carbon Reduction Strategy
C. Office of the University Building Official Update
D. Activities Building (ACTION)
E. Johnson Center HVAC Replacement Project (ACTION)
F. Aquatic & Fitness Center Capital Renewal (ACTION)

Appendix I – Capital Projects Review (Stoplight)
Appendix II – Supplemental Financial Information
Financial Planning Overview

Financial Matters
Commonwealth Engagement

Commonwealth Requests
Continued requests for information, analysis and updates

Mason Campus Visit
Secretary of Education
Secretary of Finance
Deputy Secretary of Education
Senior Budget & Policy Analyst, DPB

Governor’s Budget
Release of the Governor’s FY 2024 budget

Ongoing

October 7

December 15
Enrollment Growth

Mason’s enrollment growth has been driven by demand

- Access & opportunity for economic mobility
- Northern Virginia population growth
- Economic demand for workforce-ready graduates
Access & Opportunity

Mason provides access and opportunity to a more diverse student body of more Virginia residents

81% of Mason undergraduate students are Virginia residents

Two-thirds of Mason graduates stay in Virginia

Undergraduate Student Demographics

<table>
<thead>
<tr>
<th>Ethnicity</th>
<th>GMU</th>
<th>Peer Median</th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>36%</td>
<td>49%</td>
</tr>
<tr>
<td>Hispanic/Latino</td>
<td>16%</td>
<td>12%</td>
</tr>
<tr>
<td>Black</td>
<td>11%</td>
<td>6%</td>
</tr>
<tr>
<td>Asian</td>
<td>22%</td>
<td>12%</td>
</tr>
<tr>
<td>Other</td>
<td>15%</td>
<td>21%</td>
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</table>

Undergraduate Student Residency

<table>
<thead>
<tr>
<th>Residency</th>
<th>GMU</th>
<th>Peer Median</th>
</tr>
</thead>
<tbody>
<tr>
<td>In-State</td>
<td>81%</td>
<td>71%</td>
</tr>
<tr>
<td>Out-of-State</td>
<td>15%</td>
<td>25%</td>
</tr>
<tr>
<td>Overseas</td>
<td>1%</td>
<td>5%</td>
</tr>
</tbody>
</table>

Source: IPEDS, 2021
Access for Virginians

Mason has highest total Pell Grant award to all undergraduates among Virginia R1 institutions

Mason also has the highest average award to first-year students among Virginia R1 institutions

Source: Integrated Postsecondary Education Data System (IPEDS) on FY20 actual data.
Economic Mobility Performance & Funding

Mason has the second highest economic mobility among all Virginia institutions (without comparison to funding).

Mason has the best performance when comparing economic mobility and funding per student among all Virginia institutions.

Economic mobility is based on the volume of Pell students and the success at graduating those students.

Financial aid for needy college students hasn't caught up with rising cost of tuition
Eric Kolenich | Nov 7, 2022

George Mason University, Virginia Commonwealth University and Old Dominion University also have the majority of the state’s high-need students... The gap between what a university gets and what it needs is greatest at Mason.

Opinion: Virginia deserves more from its public universities
By Stacie Gordon and James Murphy | Oct 15, 2022

...Virginia’s financial support for its universities inconsistently matches their commitment to providing access to low- and middle-income students. U.Va., W&M and CNU receive more state funding per student than GMU does... This is no way to fund higher education. Taxpayers deserve to see a return on their investment in higher education that benefits the whole state, not just its wealthiest students.
NoVA Growth Drives Mason Growth

84% of Mason’s new Fall 2022 in-state enrollment came from Northern Virginia

New Mason Enrollment By Region
Fall 2016 to Fall 2022

84% of Mason’s new Fall 2022 in-state enrollment came from Northern Virginia.
NoVA Growth Drives Mason Growth

In ten years, Northern Virginia High School graduates have increased by 21% while almost every other region has declined.

NOVA share of total VA grads has increased by 5%
Mason Is Meeting Market Demand

Tech Talent is Mason’s largest area of growth

These are the most in-demand graduates in the Commonwealth economy
Enrollment Growth Demand

Lumina Foundation
Stronger Nation Report
60% of Americans should have a degree

Commonwealth
Top Jobs for the 21st Century Act
100,000 more degrees in high demand areas by 2025

Commonwealth
Tech Talent Investment Program
15,948 more Computer Science graduates in 20 years

2008
Virginia Business Higher Education Council
Grow By Degrees goal of 70,000 more degrees in 10 years

2009

2011

2017
State Council of Higher Education for Virginia
Virginia Plan for Higher Ed Most Educated State by 2030; 70% of VA will have postsecondary credentials

2019
State Support

While State support has increased over past decade, it has been at a **lower rate** than most of our peers

Mason’s funding has fallen further behind our peers

Note: Mason Peer is other Commonwealth Doctoral institutions
Mason has grown to meet increased demand in Northern Virginia

Mason is providing unique access & opportunity to Virginians

Mason graduates fuel the Commonwealth economy

Mason’s growth requires commensurate State support
FY2022 Unaudited Financial Statements

- Provided to Auditor of Public Accounts and posted online
  https://fiscal.gmu.edu/generalaccounting/review-financial-statements/
- APA audit entrance meeting conducted today
- Audited statements expected May 2023

$112.4M Net Position Increase
Consistent with cash basis results presented in September

Net cash increase of $87M

Revenues increased 4%

Flat tuition and fees

Appropriations include use of $15M reversion from FY21

Expenses increased 8.1%

Student aid up $22M

Compensation up $42M

Accounts Receivable write-offs:

FY22 w/o: $3.8M/0.64% of FY21 billings

As of 6/30/22, 97.2% collection of FY22 billings
FY 2023 Q1 Financial Report & Forecast

Financial Matters
# FY 2023 Q1 Financial Report & Forecast

<table>
<thead>
<tr>
<th>Cash basis ($Ms)</th>
<th>FY22 Budget</th>
<th>FY22 Actual</th>
<th>FY23 Budget (Amended)</th>
<th>FY23 1Q Forecast</th>
<th>1Q vs Budget</th>
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<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Net Tuition and Fees</td>
<td>458</td>
<td>466</td>
<td>486</td>
<td>486</td>
<td>0</td>
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<td>State Appropriations</td>
<td>234</td>
<td>251</td>
<td>266</td>
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<td>Grants &amp; Contracts</td>
<td>236</td>
<td>247</td>
<td>245</td>
<td>245</td>
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<td>Auxiliary Enterprises</td>
<td>236</td>
<td>233</td>
<td>245</td>
<td>245</td>
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<tr>
<td>Other Operating Revenue</td>
<td>15</td>
<td>13</td>
<td>16</td>
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<td>Non-Operating Revenue:</td>
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<td>Relief Funding</td>
<td>72</td>
<td>40</td>
<td>46</td>
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<td>Capital Grants</td>
<td>50</td>
<td>32</td>
<td>89</td>
<td>64</td>
<td>(25)</td>
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<tr>
<td><strong>Total Revenues</strong></td>
<td><strong>1,300</strong></td>
<td><strong>1,283</strong></td>
<td><strong>1,393</strong></td>
<td><strong>1,368</strong></td>
<td>(25)</td>
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<tr>
<td><strong>Expenses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Salaries and Wages</td>
<td>540</td>
<td>526</td>
<td>565</td>
<td>571</td>
<td>(5)</td>
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<td>Fringe Benefits</td>
<td>152</td>
<td>149</td>
<td>158</td>
<td>160</td>
<td>(2)</td>
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<td>Contractual Services</td>
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<td>21</td>
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<tr>
<td>Supplies</td>
<td>24</td>
<td>26</td>
<td>26</td>
<td>26</td>
<td>0</td>
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<tr>
<td>Equipment</td>
<td>20</td>
<td>26</td>
<td>31</td>
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<tr>
<td>Capital Outlay</td>
<td>100</td>
<td>46</td>
<td>130</td>
<td>101</td>
<td>29</td>
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<tr>
<td>Debt Service</td>
<td>14</td>
<td>14</td>
<td>25</td>
<td>25</td>
<td>0</td>
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<tr>
<td>Scholarships &amp; Fellowships</td>
<td>168</td>
<td>168</td>
<td>157</td>
<td>157</td>
<td>0</td>
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<tr>
<td>Occupancy</td>
<td>46</td>
<td>46</td>
<td>48</td>
<td>48</td>
<td>0</td>
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<tr>
<td>AE-Infrastructure Funding</td>
<td>21</td>
<td>78</td>
<td>38</td>
<td>35</td>
<td>3</td>
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<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>1,300</strong></td>
<td><strong>1,283</strong></td>
<td><strong>1,393</strong></td>
<td><strong>1,368</strong></td>
<td><strong>25</strong></td>
</tr>
</tbody>
</table>
Investing Reserve Funds

Mason is investing reserves to expedite critical student, employee, and infrastructure initiatives
Accelerating Key Initiatives

**Market Compensation**
Phase One compensation investments are critical to address retention and economic pressures.

**Technology Infrastructure**
Infrastructure investments to support students, research and employees while ensuring Mason is future compatible.

**Classroom Renovations**
Strategic investments in existing resources to maximize value and prolong the useful life of our assets.
FY 2024 Budget Planning Assumptions

Financial Matters
Mason is a resource constrained university with bold ambitions, so we need to optimize and allocate resources in a different way.

We must share resources and responsibility, while working together collaboratively to position Mason to achieve its strategic goals.
FY24 Budget Planning Assumptions: The Path Forward

- **Anticipated resource constraints:**
  - Slower enrollment growth
  - Pressure to keep tuition low
  - High inflation impacting operating costs.

- **Position Mason for potential:**
  - Enrollment shortfalls
  - Economic downturns
  - Reductions in State support

- **Establish funding mechanisms for:**
  - Innovation
  - Strategic priorities
  - Investment in infrastructure & service delivery
Strategic Investment & Deployment of Resources

- Establish permanent University Strategic Investment Fund
  - Academic and non-academic units will reallocate 2% of annual base to Investment Fund for next three years
  - Fund will be redistributed annually for unit-level initiative proposals that align with Mason’s strategic priorities
  - FY24 operating requests will be considered on an exception only basis from Investment Fund
  - Partially-funded base requests and one-time funded FY23 requests will be walked into FY24 base
Compensation Gap Mitigation

- **Phase 1/Initial Faculty & Staff market adjustments in January**
  - Address significant, long-standing compensation challenges
  - Driven by historic funding disparities, exacerbated by high regional costs and ongoing inflation
  - Market gap mitigation will require multiyear investment

- **State support has been requested for funding disparity, but it is critical that we take action now**
  - FY23 funding will come from one-time central budget allocations and reserves
  - If State support is not received for FY24, some units will use vacancy savings to mitigate market compensation gaps
Succession Planning Update

Operational Matters
Mason must plan for continuous changes in our workforce by:
● Tracking specific workforce metrics, including Retention/Turnover Rates & Retirement Eligibility
● Identifying essential employees & having succession strategy

Update on risk factors, workforce metrics, and next steps to mitigate identified risks and develop robust succession plans

Mason is required to provide succession plan annually to DHRM & Board of Visitors
Risk Factors

Retirement
- Aging workforce is retiring and leaving gaps in institutional knowledge that next generation must be prepared to fill

Competition
- Location presents unique challenges in attracting and retaining talent
- Post-pandemic hiring trends and the tight labor market requires a shift in job requirements, incentives, and career progression
Succession Planning Update

Mason’s 40 “essential employees” include vice presidents, deans, and other senior leadership positions:

- 28% are not eligible for retirement
- 22% could retire within the next 5 years
- 25% currently eligible to retire

17% of all GMU benefited employees are either eligible now or within 5 years
Key Observations

National vs Mason
Generational Makeup of Workforce

<table>
<thead>
<tr>
<th>Generational Group</th>
<th>U.S. Pop 2020</th>
<th>GMU Benefited</th>
</tr>
</thead>
<tbody>
<tr>
<td>Silent Generation (1928-45)</td>
<td>23%</td>
<td>3%</td>
</tr>
<tr>
<td>Baby Boomers (1946-64)</td>
<td>24%</td>
<td>35%</td>
</tr>
<tr>
<td>Generation X (1965-80)</td>
<td>22%</td>
<td>40%</td>
</tr>
<tr>
<td>Millennial (1981-96)</td>
<td>24%</td>
<td>21%</td>
</tr>
<tr>
<td>Generation Z (1997-12)</td>
<td>7%</td>
<td>1%</td>
</tr>
</tbody>
</table>

All Mason Benefited Employees (n=4,727)

- Eligible Now: 8%
- Eligible in 1-3 Years: 5%
- Eligible in 4-5 Years: 4%
- Eligible in 6-10 Years: 11%
- Not Eligible: 72%
Next Steps

Design and implement a Succession Planning module

Develop 3-5 year plan, defining metrics, assisting unit leadership, aligning growth

Anticipate and plan for staffing changes and talent gaps
Assess the risk and impact of loss of each employee
Retirement Plan Investment Policy Update

Operational Matters
## Investment Overview

<table>
<thead>
<tr>
<th>Total Assets: $1.12 B</th>
<th>Hardship/Loan Information</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TIAA Optional Retirement Plan (ORP)</strong></td>
<td><strong>Active Loans</strong> 163</td>
</tr>
<tr>
<td><strong>TIAA Cash Match</strong></td>
<td><strong>Hardships</strong> 92</td>
</tr>
<tr>
<td><strong>TIAA 403(b)</strong></td>
<td><strong>Active Loan Balance</strong> $1.5M</td>
</tr>
<tr>
<td><strong>Fidelity Optional Retirement Plan (ORP)</strong></td>
<td><strong>Active Hardship Balance</strong> $669k</td>
</tr>
<tr>
<td><strong>Fidelity Cash Match</strong></td>
<td>Data pulled as of 11/04/2022 for Fidelity and 11/07/2022 for TIAA, subject to change thereafter</td>
</tr>
<tr>
<td><strong>Fidelity 403(b)</strong></td>
<td></td>
</tr>
</tbody>
</table>

- **Total Assets:** $1.12 B
- **TIAA ORP:** $419 M
- **TIAA Cash Match:** $16.9M
- **TIAA 403(b):** $355.7M
- **Fidelity ORP:** $168M
- **Fidelity Cash Match:** $9.9M
- **Fidelity 403(b):** $150M
- **Active Loans:** 163
- **Hardships:** 92
- **Active Loan Balance:** $1.5M
- **Active Hardship Balance:** $669k
Key accomplishments during past year:

- Investment Policy Statement revisions and approval
- Brought the 403(b) plan under the purview of the Committee
- Fee re-negotiations with TIAA and Fidelity
- Committee Charter revised
- Payout of small balances for terminated participants (<$5,000)
Next Steps

- Migration to a more transparent fee structure
- Fund menu redesign and simplify investment allocation process
- Returning excess revenue credits to plan participants
Capital Program Update
Capital Matters
Leveraging Existing Resources & Strategic Investments

Renovating existing assets to extend useful life and enhance functionality

Investing strategically in new projects to support future growth
Deferred Maintenance Plan Development

- Foundational component of Condition Based Maintenance Management (CBMM)
- Provides a means to objectively compare facility condition among a grouping of buildings
- Allows senior management to understand building renewal funding needs
- Only internal FCAP in the state
- Average, a 40% savings cost per sq. ft. compared to industry norms

Inventory
Establish real property, installed equipment and components of a facility.

Assessment
Structured, consistent, continual process based on written protocols.

Analysis
Established standards and thresholds inform repair or replace actions.

Planning
Group and prioritize requirements into “Recommended Major Maintenance” Plan

Mason FCIs

<table>
<thead>
<tr>
<th>FCIs</th>
<th>GOOD</th>
<th>FAIR</th>
<th>POOR</th>
<th>CRITICAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>FCIs</td>
<td>0% - 5% FCI</td>
<td>5% - 10% FCI</td>
<td>10% - 30% FCI</td>
<td>&gt; 30% FCI</td>
</tr>
</tbody>
</table>

3 | Office of the Senior Vice President
Facility Condition Index (FCI) - August 2022 Update

- Good (0-5%)
- Fair (5%-10%)
- Poor (10%-30%)
- Critical (>30%)

Fairfax E&G:
22.57%
Fairfax housing and dining:
12.58%
5-Year Deferred Maintenance Outlook

**Academic**
- 20% Total Average FCI
- 175 Identified Critical Projects
- $64M Funding Needed
- $28M Current Allocation
- $36M Requested over the next 3 biennium

**Auxiliary**
- 18% Total Average FCI
- 225 Identified Critical Projects
- $80M Funding Needed
- $49M Current Allocation
- $31M Budget Gap over the next 3 biennium
# Deferred Maintenance and Projects

## Leveraging Resources

### Highlighted In-Progress Projects

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Access Controls and Entry Doors</td>
<td>1.8M</td>
</tr>
<tr>
<td>Colgan Hall Roof System Replacement</td>
<td>1.4M</td>
</tr>
<tr>
<td>Katherine G. Johnson Hall Roof System Replacement</td>
<td>1.4M</td>
</tr>
<tr>
<td>Field House Sanitary Sewer</td>
<td>1.0M</td>
</tr>
<tr>
<td>Suicide Mitigation</td>
<td>1.0M</td>
</tr>
<tr>
<td>RAC Insulation</td>
<td>500K</td>
</tr>
<tr>
<td>Retro-commissioning</td>
<td>500K</td>
</tr>
<tr>
<td>Stormwater Management</td>
<td>500K</td>
</tr>
<tr>
<td>Fenwick Partial Roof Replacement</td>
<td>360K</td>
</tr>
<tr>
<td>Engineering Building Back-up Generator</td>
<td>300K</td>
</tr>
<tr>
<td>RAC Energy Improvements</td>
<td>300K</td>
</tr>
<tr>
<td>Research Hall Window Ledges</td>
<td>300K</td>
</tr>
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</table>
Mixed-Use Market Feasibility RFP

Increase vibrancy of campus experience
Create a destination that connects the University with community and private sector

Almost 300 acres across West Campus, Braddock & Route 123 and Shirley Gate
Possibilities include: housing, experiential learning, retail, hotel, office or entertainment space

Scope
- Existing Condition Assessment
- Market Analysis, best Practices & Mixed-Use Trends
- Decision Making Framework & Implementation Strategy

Budget
- $260,000

Schedule
Five(5) months: November 2022 - April 2023

Status
- Brailsford & Dunlavey planning kick-off in December
FUSE @ Mason Square Financing

- Approved Amount: **Not to exceed $68M**
- Executed Amount: **$68M**

- Approved Term: **Not to exceed 20 years**
- Executed Term: **15 years (4yr draw period)**

- Approved Max Rate: **Fixed rate not to exceed 5% and variable rate not to exceed 10%**
- Executed Rate:
  - Low fixed rate of 3.66%
  - Rate resets at year 10 @ 5yr UST + 81 basis points

New relationship with a local bank
Potential for new business with a bank that has a vested interest in the community

Taxable General Obligation of the University
Flexibility on use of proceeds

No Facility or Undrawn Fee
Significant savings to the University over the life of the line of credit
Energy Efficiency & Carbon Reduction Plan
Capital Matters
Energy Efficiency and Carbon Reduction Plan

Background

GOAL

Energy Efficiency through a Strategic Approach

Climate Action Plan Phase One

2022 Virginia Energy Plan

Inflation Reduction Act

Energy Efficiency and Improved Resilience Plan

Industry Partners
Energy Efficiency and Carbon Reduction Plan

Energy Efficiency through a Strategic Approach

GOAL

Energy Efficiency through a Strategic Approach

CRITERIA

Flexibility
Technology and Operations

Reliability
Continuity of Operation

Affordability
Return on Investment

Practicality
Meet Mason Requirements

PATHWAYS

On-Campus Solutions
Behind the Meter Reduction

Sustainable Innovation
Products, Services, and Processes

Culture Change
Mason Community Engagement

Partnerships
Leverage Outside Resources
**Energy Efficiency and Carbon Reduction Plan**

**Pathways: On-Campus Solutions**

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**PATHWAYS**

**On-Campus Solutions**

Behind the Meter Reduction

**Sustainable Innovation**

Products, Services, and Processes

**Culture Change**

Mason Community Engagement

**Partnerships**

Leverage Outside Resources

---

**NOW**

- Established Carbon Footprint and Energy Use Baseline (Scope 1&2)
- Continue LED Lighting Replacement
- Building and Plant Efficiency Projects
- Equipment Optimization
- Installing EV Charging Stations on SciTech
- Potential Solar Energy (Fuse Building/Sci-Tech Campus)

---

**FUTURE**

- Establish Carbon Footprint for Scope 3
- Develop Multi-Year Strategy for:
  - Energy Savings in Buildings and CHCP
  - Renewable Energy Generation
  - Additional EV Charging Stations
# Energy Efficiency and Carbon Reduction Plan

Pathways: Sustainable Innovation

**PATHWAYS**

<table>
<thead>
<tr>
<th>On-Campus Solutions</th>
<th>Sustainable Innovation</th>
<th>Culture Change</th>
<th>Partnerships</th>
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<tbody>
<tr>
<td>Behind the Meter Reduction</td>
<td>Products, Services, and Processes</td>
<td>Mason Community Engagement</td>
<td>Leverage Outside Resources</td>
</tr>
</tbody>
</table>

**NOW**

- Fuel Efficient Vehicle Upgrades
- High Efficiency Chiller / Boiler Replacements when required
- Continued Reduction in Energy Use Intensity (EUI) for New Construction

**FUTURE**

- New Buildings will be Net-Zero Ready
- Transition from Gas to Electric Fleet
- Transition to Green Purchasing
Energy Efficiency and Carbon Reduction Plan
Pathways: Culture Change

**PATHWAYS**

**On-Campus Solutions**
Behind the Meter Reduction

**Sustainable Innovation**
Products, Services, and Processes

**Culture Change**
Mason Community Engagement

**Partnerships**
Leverage Outside Resources

**NOW**

- “Lights Out, Power Down” Initiative (22% reduction in 2022)
- Zero-Waste Initiatives
- Green Game
- Patriot Green Fund
- Water Refill Stations
- Alternative Transportation
  - Bike and Ride Share Programs
  - Electric Bus Evaluation

**FUTURE**

- Green Office Initiative
- Green Residence Initiative
- Green Laboratories Initiative
Energy Efficiency and Carbon Reduction Plan

Pathways: Partnerships

**PATHWAYS**

- **On-Campus Solutions**
  - Behind the Meter Reduction

- **Sustainable Innovation**
  - Products, Services, and Processes

- **Culture Change**
  - Mason Community Engagement

- **Partnerships**
  - Leverage Outside Resources

**NOW**

- Working with Vendors on Funding Opportunities with the Inflation Reduction Act (IRA)

**FUTURE**

- Evaluate Vendor Transition to Electric Bus Fleet
- Energy Savings Performance Contracts (ESPC)
- Revolving Fund
- Power Purchase Agreements
Office of the University Building Official Update

Capital Matters
What is the OUBO?

The OUBO was established after obtaining tier III status under the 2006 Higher Education Restructuring Act. It is charged with administering the Virginia Uniform Statewide Building Code (USBC) for all construction on all Mason owned facilities across the Commonwealth, including campuses in Manassas, Fairfax and the greater Washington, D.C. metro areas.

Core duties include:

<table>
<thead>
<tr>
<th>OUBO process</th>
<th>BOV approves Capital project</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Review Drawings</td>
</tr>
<tr>
<td></td>
<td>for conformance with federal and state codes plus University standards</td>
</tr>
<tr>
<td></td>
<td>Issue Permits</td>
</tr>
<tr>
<td></td>
<td>for new construction, renovations, demolition and temporary structures</td>
</tr>
<tr>
<td></td>
<td>Inspect Construction</td>
</tr>
<tr>
<td></td>
<td>for compliance with life safety, accessibility, structural, mechanical, electrical and plumbing codes</td>
</tr>
<tr>
<td></td>
<td>Issue Certificates of Occupancy</td>
</tr>
<tr>
<td></td>
<td>for new buildings and approvals for re-occupancy after renovations</td>
</tr>
</tbody>
</table>
Who is on the team?

We have a highly qualified team that values lifelong learning and strives not only to stay current on building codes and USBC compliance, but also to better serve the University as experts in building code and code training.

- 167 Years of Combined Design, Building, Inspection & Construction
- 70 Team Certifications
- 408 Hours of Annual Professional Development Completed
- 18 Professional Memberships
OUBO Value to Mason

• As Licensed professionals we hold the highest standard of integrity
• Having technical expertise and deep knowledge of Mason facilities means we can identify problems and provide fast quality solutions
• Customer-focused services are provided through collaboration and clear communication
• On campus provides responsiveness to meet project deadlines and avoid costly delays.
• Alignment with University mission to ensure safe, inclusive, uniform, and sustainable buildings
# OUBO Efficiencies

<table>
<thead>
<tr>
<th>Plan Reviews</th>
<th>Permit Application</th>
<th>Inspections</th>
</tr>
</thead>
<tbody>
<tr>
<td>OUBO Avg Review Step Age</td>
<td>OUBO Avg Application Step Age</td>
<td>OUBO Avg Inspection Step Age</td>
</tr>
<tr>
<td>6.70 (days)</td>
<td>1.2 (days)</td>
<td>2.02 (days)</td>
</tr>
</tbody>
</table>

![# of Permits by Year](chart.png)

- **Total Permits**: 70
The Year in Review

- **Mason's first Building Official is Hired**
  - *July 26, 2021*

- **Program Policies & Procedures Completed**
  - *February 1, 2022*

- **OUBO Website Launched**
  - *February 15, 2022*

- **DEB Transitions Authority to Mason OUBO & First Permit Issued**
  - *March 14, 2022*

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**TIMELINE**

- **OUBO Team is Hired**
  - *November 21, 2021 to February 28, 2022*

- **Stakeholder collaboration to improve efficiencies and share technical knowledge**
  - *Ongoing*
Looking Forward

Mission
The Office of the University Building Official strives for excellence through solution based professional services advancing the quality, value, accessibility, health, and safety of our University community.

Vision
To be a creative partner collaboratively seeking the best solutions for the University.

Goals
• Provide accurate, responsive and effective services to all stakeholders
• Collaborate with state and local officials (SFMO, DHCD, DEB, VT and UVA)
• Educate and train our customers and colleagues while seeking feedback for improvement.
• Collect critical construction information for University Building Code Analysis Database
• Finalize evaluation and updates to the HECO manual and Design standards.
• OUBO staff pursue ICC certification as Master Code Professional
Activities Building
Capital Matters
Activities Building
Request for Major Modification

25K GSF temporary structure to address immediate needs of stakeholders with 15-year life span
(Prior approval for 15K GSF)

$11 million Budget
(Prior approval for $3.75 million NGF)

Completion anticipated in FY25

Limited Planning Study complete

Design-Build by General Contractor
Activities Building Images

Community Music, Recreation and Well-Being Center will provide multi-purpose, programmable flex spaces for various University Life programs

Office and hoteling space for faculty and staff

Possibilities include: career fair event, marching band practice, drop-in play for recreation, unit storage
The Finance & Land Use Committee recommends approval by the Board of Visitors modify the Activity Building project budget in the University’s Capital Plan.
Request for Major Modification

Johnson Center HVAC Replacement Project
Aquatic & Fitness Center Capital Renewal
Request for Major Modification

Johnson Center HVAC Replacement Project

- Project put on hold during pandemic
- Increased scope and escalating cost

Current approved budget: $5.34M
New Total Project: $6.52M

Fairfax Aquatic & Fitness Center Capital Project

- $3M increased scope in schematic drawing
- $3.5M material inflation and supply chain challenges

Current approved budget: $10M
New Total Project: $16.5M
Staff Recommendation to Board

Johnson Center HVAC Replacement Project
The Finance & Land Use Committee recommends approval by the Board of Visitors to modify the Johnson Center Air Handling Unit Upgrades project budget in the University’s Capital Plan.

Aquatic & Fitness Center Capital Project
The Finance & Land Use Committee recommends approval by the Board of Visitors to modify the Aquatic and Fitness Center Renovation project budget in the University’s Capital Plan.
Board Action Items

Motion: I move to approve the following items, en bloc, as they are outlined in the meeting materials:

- Activities Building
- Johnson Center HVAC Replacement Project
- Aquatic & Fitness Center Capital Renewal
Appendix I
## Capital Projects Stoplight Chart

<table>
<thead>
<tr>
<th>Project #</th>
<th>Project Name</th>
<th>Scope[ft²]</th>
<th>Scope[ft²]</th>
<th>Total Budget</th>
<th>Budget Status</th>
<th>Schedule</th>
<th>Scope</th>
<th>Construction Start Date</th>
<th>Occupancy Date</th>
<th>Construction % Complete</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Horizon Hall - Core Campus (Renovate Robinson Hall and Harris Theater)</td>
<td>217,726</td>
<td>23,161</td>
<td>$119,951,000</td>
<td></td>
<td></td>
<td></td>
<td>7/1/18</td>
<td>12/31/21</td>
<td>99.0%</td>
</tr>
<tr>
<td>2</td>
<td>Improve Utility Distribution Infrastructure Fairfax - Core Campus*</td>
<td>0</td>
<td>0</td>
<td>$51,539,000</td>
<td></td>
<td></td>
<td></td>
<td>8/1/18</td>
<td>12/31/21</td>
<td>98.0%</td>
</tr>
<tr>
<td>3</td>
<td>PPEA Discovery Hall Ph II &amp; Fitout/Clean Room</td>
<td>0</td>
<td>18,000</td>
<td>$9,935,680</td>
<td></td>
<td></td>
<td></td>
<td>6/17/19</td>
<td>5/7/21</td>
<td>99.0%</td>
</tr>
<tr>
<td>4</td>
<td>Institute for Digital Innovation (IDIA HQ)</td>
<td>461,066</td>
<td>0</td>
<td>$257,300,000</td>
<td></td>
<td></td>
<td></td>
<td>1/3/22</td>
<td>7/1/25</td>
<td>17.0%</td>
</tr>
<tr>
<td>5</td>
<td>Life Sciences &amp; Engineering Building - Bull Run Add*</td>
<td>139,000</td>
<td>50,000</td>
<td>$107,451,000</td>
<td></td>
<td></td>
<td></td>
<td>8/4/22</td>
<td>1/1/27</td>
<td>1.0%</td>
</tr>
<tr>
<td>6</td>
<td>Telecom Infrastructure Phase 1*</td>
<td>576</td>
<td>0</td>
<td>$10,525,000</td>
<td></td>
<td></td>
<td></td>
<td>9/1/22</td>
<td>9/1/23</td>
<td>1.0%</td>
</tr>
<tr>
<td>7</td>
<td>Johnson Center HVAC Repairs</td>
<td>0</td>
<td>348,447</td>
<td>$3,343,837</td>
<td></td>
<td></td>
<td></td>
<td>1/25/23</td>
<td>2/15/25</td>
<td>N/A</td>
</tr>
<tr>
<td>8</td>
<td>Central Heating &amp; Cooling Plant Boiler &amp; Chiller Addition*</td>
<td>0</td>
<td>0</td>
<td>$8,197,000</td>
<td></td>
<td></td>
<td></td>
<td>4/15/25</td>
<td>12/15/25</td>
<td>N/A</td>
</tr>
<tr>
<td>9</td>
<td>Aquatic &amp; Fitness Center Capital Renewal</td>
<td>0</td>
<td>90,796</td>
<td>$10,000,000</td>
<td></td>
<td></td>
<td></td>
<td>9/1/24</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>10</td>
<td>Telecom Infrastructure Phase 2</td>
<td>0</td>
<td>0</td>
<td>$23,250,000</td>
<td></td>
<td></td>
<td></td>
<td>9/1/23</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>11</td>
<td>Telecom Infrastructure Phase 3</td>
<td>0</td>
<td>0</td>
<td>$24,000,000</td>
<td></td>
<td></td>
<td></td>
<td>TBD</td>
<td>TBD</td>
<td>N/A</td>
</tr>
<tr>
<td>12</td>
<td>Academic Vill*</td>
<td>200,000</td>
<td>0</td>
<td>$185,675,000</td>
<td></td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
<td>N/A</td>
</tr>
<tr>
<td>13</td>
<td>Virtual Online Campus*</td>
<td>0</td>
<td>45,000</td>
<td>$11,000,000</td>
<td></td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
<td>N/A</td>
</tr>
<tr>
<td>14</td>
<td>SCAR Point of View Cottages</td>
<td>TBD</td>
<td>0</td>
<td>$8,000,000</td>
<td></td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
<td>N/A</td>
</tr>
<tr>
<td>15</td>
<td>Construct Student Housing Fairfax PPEA</td>
<td>TBD</td>
<td>0</td>
<td>TBD</td>
<td></td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
<td>N/A</td>
</tr>
<tr>
<td>16</td>
<td>Construct Fairfax Mixed Use Development PPEA</td>
<td>TBD</td>
<td>0</td>
<td>TBD</td>
<td></td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
<td>N/A</td>
</tr>
<tr>
<td>17</td>
<td>Construct Basketball Training, Wrestling, and Athlete Academic Support (RAC Addition)</td>
<td>TBD</td>
<td>TBD</td>
<td>$15,500,000</td>
<td></td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
<td>N/A</td>
</tr>
<tr>
<td>18</td>
<td>Renovations Concert Hall</td>
<td>0</td>
<td>120,750</td>
<td>$25,000,000</td>
<td></td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
<td>N/A</td>
</tr>
<tr>
<td>19</td>
<td>Business School Building</td>
<td>200,000</td>
<td>0</td>
<td>$165,000,000</td>
<td></td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
<td>N/A</td>
</tr>
<tr>
<td>20</td>
<td>Activities Building</td>
<td>15,000</td>
<td>0</td>
<td>$3,750,000</td>
<td></td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
<td>N/A</td>
</tr>
</tbody>
</table>

### Pending Master Plan Alignment

- Academic Vill: 200,000 ft²; $185,675,000; TBD
- Virtual Online Campus: 45,000 ft²; $11,000,000; TBD
- SCAR Point of View Cottages: TBD; 0 ft²; TBD
- Construct Student Housing Fairfax PPEA: TBD; 0 ft²; TBD
- Construct Fairfax Mixed Use Development PPEA: TBD; 0 ft²; TBD
- Construct Basketball Training, Wrestling, and Athlete Academic Support (RAC Addition): TBD; TBD; TBD

### Additional Notes
- * Pool Funded Project; will require DP8/DEB approval for release of funds after Preliminary Design

---

**Stoplight Key:**
- Red: Likely to exceed approved budget/schedule/Scope
- Yellow: At risk to exceed approved budget/schedule/Scope
- Green: Within approved budget/schedule/Scope

**Data as of November 2022**
Appendix II
Promote a Vibrant Campus Life
Maintain Affordability and Reduce the Cost of Higher Education
Prepare Students For the Increasing Demands of the Knowledge Economy
Build the College and Career Ready Pipeline in Partnership With K-12 School Divisions and Other Key Stakeholders Through Lab or Innovation Schools
Operational Efficiency

Mason has significantly fewer employees per student than nearly all of its Virginia doctoral peers (by FTE).

Mason continues to improve and invest in operational infrastructure and technology efficiencies.

| Source: Employee FTE for FY20 from IPEDS (Integrated Postsecondary Education Data System) |

<table>
<thead>
<tr>
<th>University</th>
<th>Employee FTE</th>
<th>Student FTE</th>
<th>Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>UVA</td>
<td>9,872</td>
<td>2,524</td>
<td>0.38</td>
</tr>
<tr>
<td>W&amp;M</td>
<td>2,524</td>
<td>8,969</td>
<td>0.28</td>
</tr>
<tr>
<td>VCU</td>
<td>6,544</td>
<td>26,877</td>
<td>0.24</td>
</tr>
<tr>
<td>VT</td>
<td>8,252</td>
<td>38,681</td>
<td>0.21</td>
</tr>
<tr>
<td>GMU</td>
<td>4,784</td>
<td>34,027</td>
<td>0.14</td>
</tr>
<tr>
<td>ODU</td>
<td>2,686</td>
<td>19,482</td>
<td>0.14</td>
</tr>
</tbody>
</table>

Mason Metric at Full Employment

<table>
<thead>
<tr>
<th>Metric</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY22 Employee FTE</td>
<td>4,529</td>
</tr>
<tr>
<td>Vacant Positions With Active Recruitment</td>
<td>498</td>
</tr>
<tr>
<td>Critical Hires Beyond Existing Vacancies</td>
<td>89</td>
</tr>
<tr>
<td>Full Employment FTE</td>
<td>5,116</td>
</tr>
<tr>
<td>Student FTE</td>
<td>34,027</td>
</tr>
<tr>
<td>Revised Ratio</td>
<td>0.15</td>
</tr>
</tbody>
</table>

Position vacancies as of June 30, 2022
Funding Disparity

Mason would have received an additional **$436 million** had we received the average state appropriation per in-state student (excluding aid).

**$58 million funding shortfall in FY22**

Note: Mason Peer is other Commonwealth Doctoral institutions