Times Higher Education Young University Rankings of 200 colleges and universities worldwide.

#47

Best 4-Year College for Adult Learners, Washington Monthly

#5


#14

1 of 97 institutions in a category U.S. News calls “A+ Schools for B Students...where spirit and hard work make all the difference.”

A+


#22
George Mason University

Virginia's Largest Public Research University

No Disparity in Outcomes

Pell Grant Students Succeed

Diverse, Entrepreneurial and Innovative

Affordable, Accessible and High Quality
Financial Update
STRATEGIC PLAN UPDATE

**MOTTO**
Freedom & Learning

**PROCESS**
Review twelve strategic goals
Outline accomplishments and progress report
Bring to Board of Visitors in December, 2017 for approval
The Financial Framework

REVENUES

- Philanthropy
- Retention & Enrollment
- Tuition & Fees
- New Programs
- State Appropriations

EXPENSES

- Academic & Administrative Enterprise
- Cost Increases
- Debt Service

NET RESOURCES

- Operating & Capital Reserves
- Capital Infrastructure
- Physical Plant
Long Term Financial Shift from Taxpayer to Student

% State Funded

- 1985: 67%
- 2000: 57%
- 2018: 25%

George Mason University
General Fund vs. Tuition and Other as a Percent of the E&G Budget

- State Appropriations
- Tuition & Other

FY 1985: 67%
FY 1988: 33%
FY 1991: % State Funded
FY 1994: 57%
FY 1997: 2000
FY 2000: 75%
FY 2003: 25%
FY 2006:
FY 2009:
FY 2012:
FY 2015:
FY 2018:
Internal & External Pressures on Mason

- Disinvestment
- HS Graduates
- Federal & State Policy
- Increased Diversity
- Strategic Plan
- High Cost of Living
- Enrollment Growth Mix
- Infrastructure Needs

GEORGE MASON UNIVERSITY
FY 2018 REVENUE BUDGET $1.0B

- **Enrollment Related Revenue, 54%**
  - Tuition: $380.7
- **Capital**
  - Capital Improvements: $48.9
  - Mason Capital Funds: $18.8
- **Financial Aid**
  - $22.6
- **VA State Funding, 20%**
- **All Other Activities, 25%**
  - Sponsored Research: $104.7
  - Community & User Service Fee: $84.3
  - Room & Board: $71.4
  - Mandatory Student Services & Activity Fees: $91.5
  - Philanthropic Activities: $60.0
  - Operating: $131.4

*pie chart $ in millions*
FY 2018 EXPENSE BUDGET $1.0B

- Student Services & Activity Fees: $91.5
- Educational & General: $535.2
- Capital: 6% ($63.3)
- All Other Activities: 23% ($65.6)
- Foundation Support for Mason: $60.0
- Research Contracts and Grants: $104.7
- Room & Board: $71.4
- Financial Aid: $22.6
- Community & User Service (Non-E&G): $65.6

pie chart $ in millions

Enrollment Related, 71%
2017-2018 President’s Goals

- Differentiate and Improve Student Experience
- Strengthen Research and Innovation Enterprise
- Make Meaningful Improvements in Faculty & Staff Diversity and Well-Being
- Pursue Transformative Partnerships for Access
- Build Campus for the Future
- Strengthen Financial Position
Student Experience Redesign - a student-centric, technology-driven approach to enrich student life and enhance student success, improving advising, retention, graduation rates, and career readiness.

Mason Impact - builds on Mason’s diverse intellectual strengths to offer our students transformative learning experiences through experiential, inquiry-based learning and multidisciplinary intellectual exploration.
BUILDING THE IDEAL STUDENT EXPERIENCE

The paths of this roadmap represent the future of an evolving institution grounded in the fundamental values of what students want and need.

STUDENT CARE

All students should encounter proactive, coordinated, and nurturing interactions and services in every part of the institution, beginning with their very first interactions and extending through their entire Mason journey.

ENABLE & REINFORCE RELATIONSHIP-DRIVEN PRACTICE

Students should be active contributors to the evolving vision and expression of the collective Mason experience.

SMART CAMPUS

All students should experience a harmony of people, processes, and technologies in a transparent, responsive environment.

STUDENT ACCESS

All students should feel part of an inclusive community of learners, educators, and innovators who share in unified, holistic practices and experience reporting of time, location or mode of learning.

REDESIGN INITIATION EXPERIENCE

These five ideals are only drivers for new programs, technology, & services but are also the foundation on which the roadmap is built.

DRIVE CONSISTENT ADVISING, MENTORSHIP, & COACHING

BUILD A FOUNDATION

ACCESS

A network of programs, staff, & tools that removes friction & improves transparency.

INCLUSION

A shared language & approach for celebrating different perspectives & infusing them into the process of learning.

FLEXIBILITY

A system that seamlessly adapts & responds to unique student needs.

TEAMWORK

A partnership between Mason faculty & staff, working in tandem for common goals & collaborating to overcome obstacles.

TRUST

A feedback mechanism for interactions & decisions that delivers on expectations & earns credibility.
Mason Impact

Engaged Citizen

Well-Rounded Scholar

Prepared to Act

Civic Engagement

Study Abroad

Social Entrepreneurship

Community-Engaged Research

Research and Entrepreneurship

Challenge-driven Projects

NACE-identified crucial skills: Critical thinking and problem solving, communication, collaboration, and innovation.
STRENGTHEN RESEARCH AND INNOVATION ENTERPRISE

GEORGE MASON UNIVERSITY
1 of 4 in VA
1 of 115 in U.S.
Research and Scholarship Priorities

**HEALTH & WELLBEING**

- Precision medicine system
- Precision medicine goals
  - Facilitation of discovery science
  - More efficient clinical research
- Validation of findings
  - More precise information to improve health

**RESILIENCE**

- CLIMATE DYNAMICS
- ECO SYSTEMS
- HUMAN SYSTEMS
- BUILT SYSTEMS

**CYBER – DATA ANALYTICS**
Examples of 2016-17 Achievements

HEALTH & WELLBEING

- ICPH Campus
- MASON-UVA-INova
  - Clinic
  - Cancer Institute
  - Research - GGBRI
  - Technology
  - Conference Center

RESILIENCE

The CRANE Network: Spanning the Globe

CYBER – DATA ANALYTICS

Multi Agent Simulator of Networks (MASON)
Research and Entrepreneurship: MIX

MIX@Fenwick A
2nd Floor
PURSUE TRANSFORMATIVE PARTNERSHIPS FOR ACCESS

- Pursue transformative partnerships for ACCESS
- Create new REVENUE streams
- Launch innovative programs to fill WORKFORCE NEEDS
- Position Mason as a university for the FUTURE
STRENGTHEN FINANCIAL POSITION AND BUILD CAMPUS FOR THE FUTURE

Mason Incentive Model

Tuition Strategy Plan

Capital Investment Goals

West Campus Development
Virginia’s Budget Process

Budget Development

Agency Budget Preparation

August: DPB issues instructions to Mason

September: Mason generates and submits requests

Review & Recommendations

November: Governor, DPB, Cabinet review

December: Governor submits document and bill to General Assembly

Budget Deliberation

Legislative Action

January: New Governor Takes Office

February: Senate and House produce competing budget proposals

March: Conference Committee reports budget bills / G.A. approves budget

Governor's Review

March: Governor signs or vetoes or returns to G.A. with amendments
FY 2019 Mason Budget Requests to Commonwealth

**Provide Affordable Access for All Students**
Additional student aid for both undergraduate and graduate students.

**Support Salary Compensation Increases**
Annual salary increases for faculty and staff.

**Enrollment Growth & Degree Awards for VA undergraduate and graduate residents**
Provide equitable resources for past enrollment growth.

**Multidisciplinary Institutes**
Make available funds to establish additional multidisciplinary institutes.
WHAT’S ON THE HORIZON

1. Peterson Hall
   Open Spring 2018

2. Robinson Hall
   Replacement & Campus Utility Upgrades

3. Changes at Mason Global Center

4. West Campus

5. IT Network Planning

6. SciTech and Arlington Facility Initiatives

***Make Sure to visit the new dining options at the Johnson Center***
Mark Your Calendars

**Healthy Campus Week:** September 25 to October 1

**Outstanding Achievement Awards:** November 2, 10:30 am, Dewberry Hall

**HOME Opening Night Tip-Off at Eagle Bank Arena:**
- **Men:** November 10, Lafayette
- **Women:** November 20, American University

**Winter Graduation:** Thursday, December 21, EagleBank Arena
THANK YOU!!!

Thanksgiving Observance: Wednesday, November 22 – Friday, November 24
Wednesday is a full day off!

Winter Holiday Closing: Friday, December 22 – Wednesday, January 3
Adds 2 More Days!!
MAKE MEANINGFUL IMPROVEMENTS IN FACULTY & STAFF DIVERSITY AND WELL-BEING

2018 Flex Holidays: Senior leadership is providing 16 hours of flex holiday to be used by benefited faculty and staff, with supervisor approval, anytime during calendar year 2018.

George Mason: A Well-Being University
The object of education is to teach us to love what is beautiful

[PLATO]