

2022-2024 Biennium Six Year Operating Plan

Executive Summary

Overview

The Six-Year Operating Plan is submitted to the State every two years, with plan modifications provided in alternate years. Mason's last Six-Year Plan was submitted in 2019 for the biennium years 2020-2022. The current Six-Year Plan was submitted in July 2021, was approved by the Board on October 1, 2021, and covers the first two years of the Six Year Plan (FY23 and FY24).

The Operating plan provides the Commonwealth with Mason's plan to fund our academic and research priorities, with proposed increases to tuition rates and enrollment changes across undergraduate, graduate and professional programs.

The Operating plan also includes a high-level overview of Mason's planned capital projects for the first two years of the six-year plan (FY23 & FY24).

Top Operating Plan Strategies

- **Access to Excellence**- Assure Mason is affordable and accessible for all Virginians who seek expanded opportunity by creating new accessible pathways for career and life success and enhancing student success initiatives to improve graduation and retention rates. (i.e. Increased financial aid for targeted cohorts of transfer and EIP students; new pathways for success, including Mason Talent Exchange which aligns micro-credentialing opportunities for non-traditional students with employer needs, expansion of community college partnerships from NOVA to 4 other CCs; expanded student success initiatives, such as coaching and mentoring; mental health programming.)
- **Elevating Research**- Sustained investments in research infrastructure & increased funding for strategic research equipment from the Commonwealth's Higher Education Equipment Trust Fund (HEETF)
- **Competitive Compensation**-Key to attracting & retaining talented faculty & staff; we want to level the playing field to compete for recruitment and retention of faculty and staff and mitigate faculty and staff productivity. Our projected 3% annual enrollment growth and new programs will require 40 new faculty lines each year. Mason is significantly understaffed in comparison to our R1 and Commonwealth peers. We are working to bring staff service levels to the median, starting with an increase of 20 critical staff hires annually.

- **Funding Disparity**-Level-setting State investments. Further the down-payment made in Mason by the State already to redress historic funding disparities in State support in comparison to our doctoral peers. Despite a significant increase in State support in FY22, Mason still operates with 22% less per in-state student support than our doctoral peers, has among the lowest average compensation despite being in the highest cost of living area of VA, and receives significantly less graduate aid despite conferring the highest number of graduate degrees of our doctoral peers.
- **Graduate Education**-Promote and support graduate education for student success, including increasing graduate aid to support student recruitment, retention and degree completion, and to support research, scholarly study and professional career development.
- **Anti-Racism & Inclusive Excellence Initiatives**- to establish Mason as a national exemplar and beacon of anti-racism and inclusive excellence. (See Mason's **ONE Virginia Plan**, <https://arie.gmu.edu/task-force-documents>)
- **Expansion of Economic Development**- Full implementation of Mason Enterprise Initiatives with innovative external partnerships
- **Digital Innovation**-University wide transformational projects to automate processes, enhance technology infrastructure and systems and improve efficiency

These 8 strategies will require total resources of \$65.2M and \$66 M respectively for FY23 & FY24. Mason will need to invest over \$23M of its tuition revenues generated each year to implement these initiatives with a request for a cost share of \$42.4M and \$42.8M annually from the State. Additional state support is critical in order for us to achieve our strategic goals. Historically, Mason has not received the total State support requested so we adjust our investments accordingly.

Mason has core operating needs that it must invest in regardless of incremental State support. Chief among them is our commitment to invest in our people—we have assumed a 3% salary increase for our full-time employees as well as 40 new faculty hires (10 for TTIP) and 20 new staff hires to meet our instructional, student support and operational needs given our enrollment growth and strategic priorities. We have critical infrastructure needs that also require sustained support.

We will hear from the State about the status of our biennium operating plan request in Spring 2022.

See link to the 2022-2024 Biennium Six Year Operating Plan at [GMU Six Year Plan](#).

Biennium Operating Requests

	Biennium 2022-2024 (7/1/22-6/30/24)					
	2022-2023			2023-2024		
	Total Amount	Mason Support	State Request	Total Amount	Mason Support	State Request
Core Operations						
T&R Faculty Salary Increase (3%)	8.1	8.1	0.0	8.4	8.4	0.0
Administration Faculty Salary Increase (3%)	2.6	2.6	0.0	2.7	2.7	0.0
Classified Staff Salary Increase (3%)	4.2	4.2	0.0	4.3	4.3	0.0
New Full-Time T&R Faculty	2.8	2.8	0.0	3.0	3.0	0.0
New Full-Time Administrative Staff	1.0	1.0	0.0	1.0	1.0	0.0
Non General Fund for Current Operations	0.9	0.9	0.0	1.4	1.4	0.0
Sub-Total of Core Operations	19.6	19.6	0.0	20.8	20.8	0.0
Strategic Investment						
Student Success	15.7	7.9	7.9	16.5	8.3	8.3
Graduate Education	4.4	0.9	3.5	4.4	0.9	3.5
Addressing Faculty & Staff Inequities	15.1	7.6	7.6	15.1	7.6	7.6
Anti-Racism & Inclusive Excellence	3.1	1.6	1.6	3.1	1.6	1.6
Elevated Research	7.5	0.0	7.5	7.5	0.0	7.5
Funding Disparity Support	9.1	0.0	9.1	9.1	0.0	9.1
Expand Economic Development	5.3	2.7	2.7	5.3	2.7	2.7
Digital Innovation	5.0	2.5	2.5	5.0	2.5	2.5
Sub-Total of Strategic Initiatives	65.2	23.2	42.4	66.0	23.6	42.8
Grand Total	84.80	42.8	42.4	86.8	44.4	42.8