



**Office of the Senior Vice President
Administration and Finance**

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Revised Six Year Plan- Executive Summary

George Mason University has demonstrated that we are an efficient steward of State resources through our ability to leverage constrained resources to achieve positive outcomes. However, without additional investment our ability to make progress on the State's goals of cost-effective delivery of our academic, research and student success mission is not sustainable.

We are submitting a revised Six Year Plan request for \$86.3M in State general fund support in FY24—this represents a \$47.2M increase over the FY24 \$39.13M general fund allocation in the State biennium budget. This new request is based on our identification of core base budget operating shortfalls that have never been totally addressed due to our historic funding disparity. We recognize that this is a significant ask.

Mason receives significantly lower appropriations than most of our peers, while operating in the highest-cost Virginia market and driving the majority of Commonwealth enrollment growth. We are grateful for the State's recognition of our need for additional general fund support over the past two years; however, the cumulative impact of many years of underinvestment has resulted in an operating budget that has always understated the true costs of operations.

Mason has relied on lapsed compensation and one-time funding for base budget needs to balance our operating budgets. **We need to hire critical faculty and staff at competitive salaries to support our growing enrollments, as well as to address existing market inequities that challenge our ability to recruit and retain talent.** Further, escalating contract and procurement costs are significantly higher than our peers due to the high costs of our region. We have made the hard choices among competing priorities in our resource-constrained environment, but now they risk cutting into our operating core.

Mason has a long-standing commitment to access and affordability; therefore, we have had modest tuition increases with the fifth lowest in-state UG tuition of the six R1 State institutions with the lowest endowment per student. Our two major sources of revenues are tuition and State appropriations. Our tuition revenues are vital to paying our share of the State-authorized salary match and providing increased institutional aid for our needy students. Mason allocates tuition revenue to fund institutional aid to offset the increase for those most impacted; one-third of revenues from the most recent increase went towards financial aid.

In June, after the BOV had approved our FY23 3% tuition rate increase, the Youngkin Administration asked all universities to consider holding tuition flat for all Virginia undergraduate

students. On September 29, 2022, the GMU BOV voted to issue tuition credits to in-state UG students in an amount equal to the 3% increase it had approved in May, in effect returning in-state UG tuition levels to FY22 approved levels for FY23. This decision came after considerable deliberation by the BOV's special tuition committee, as well as discussions with the Youngkin Administration. The credits, amounting to \$285 for full-time students, will be prorated for those taking fewer than six or more than fifteen credit hours. The total impact on Mason's FY23 budget will be approximately \$6M. After our compensation and increased aid commitments, we have little to no base funding available for strategic initiatives and core operating needs.

Our original biennium request to the State was \$84.8M; the State approved GF appropriations of \$55.17M over the biennium with the majority of the FY24 appropriation allocated for student financial aid.

Due to the costs outlined above, Mason has identified a base budget gap of \$57M in FY24. The State allocated \$11.361M and \$11.373M in increased GF support in FY23 & FY24 respectively:

- *\$10.623M per year in additional Affordable Access/Operating GF support in FY23 and FY24*
- *\$724K per year for the minimum wage increase*
- *\$14K (FY23) and \$26K(FY24) in additional funding for maintenance & operating costs new facilities coming online.*

The State investment is vital to our operations. Of the \$10.623M State GF operating appropriations increase, we are reallocating \$2.5M to supplement the salary cost-share in FY23 and FY24 and using the remaining \$8.123M in FY24 to offset the base budget shortfall of \$57M. Therefore, Mason is requesting an additional \$47.2M in State support for FY24. Although our revised FY24 State request is \$47.2M, our total revised biennium request is \$102.4M, which is \$17.6M above our original biennium request of \$84.8M.

We are requesting \$47.2M in additional State support to help Mason address challenges unique to the Northern Virginia market including more competitive compensation and more expensive goods and services:

- Compensation: Market gap and critical new hires -\$31.6M
- Operating Cost escalations-\$10M
- Investments in technology infrastructure, systems & efficiency -\$5.6M

We are working towards a sustainable funding model that allows us to provide resources for our strategic priorities focused on leveraging, reallocation and redeployment of resources and diversify our revenue streams. The model will balance our commitment to affordability and access, student success, academic and research excellence and expanding economic development with new resources, including increased State investment, so that we can continue to grow and thrive.

Mason has been an innovator and an engine of economic development for the State and the region, providing opportunity for economic and social mobility and entrée into the middle class for Virginia students. In order to continue our tradition of academic and research excellence and student success-- and to partner with the State to improve our efficiency and effectiveness—we need this additional support.

INSTRUCTIONS FOR SUBMITTING 2022 INSTITUTIONAL SIX- PLEASE READ INSTRUCTIONS CAREFULLY

Due Date: July 1, 2022

Six-year Plan Requirement

The Higher Education Opportunity Act of 2011 (HJ21) requires Virginia's public institutions of higher education to prepare and submit six-year plans. (See below for complete code reference.) During the 2022 General Assembly session, a joint resolution approved by the House and Senate (SJR53) also require that the mission, vision, goals, and strategies expressed in the Virginia Plan, the statewide strategic plan, guide the development of the strategic plan and six-year plan at each public institution of higher education, as well as the agency plan for SCHEV, and that SCHEV report annually on the Commonwealth's progress toward achieving these goals and targets to the Governor General

2022 Six-year Plan

The 2022 Six-Year Plans are due July 1, 2022. The review group (referred to as Op Six) as outlined in § 23.1-306 (B) - see Legislative Reference section below - will meet in August to review the submissions and provide comments by September 1. Final plans are due to SCHEV by October 1 or immediately following an institution's Fall Board of Visitors' meeting, if it is later than October 1. The six-year plan consists of an Excel workbook (Part I) and an accompanying narrative (Part II). The workbook has an Instructions page, Institution ID page and five parts/worksheets: In-state undergraduate Tuition and Fee Increase Rate, Tuition and Other Nongeneral Fund Revenue, Academic-Financial, General Fund (GF) Request, and Financial Aid. **Note: Shaded cells contain formulas.** The narrative (Part II) should be updated as needed due to corresponding changes in Part I or with any

INSTRUCTIONS FOR PART 1 (EXCEL WORKBOOK)

General Instructions

1. Update FY22 with actual revenue. Adjust FY23 in light of actual T&F and General Fund resources and FY24 with estimated T&F and known General Fund resources.
2. Re-assess strategies/initiatives (including making changes to reflect legislative action) in the Academic-Financial Worksheet. Deletions, additions or revisions to strategies/initiatives should be indicated by using codes in the Priority Ranking column. For deletions, change the PR number to a 'D'; for additions, add an 'A' before the PR number; and for revisions, add an 'R' before the PR number. Provide specifics about deletions, additions or revisions to strategies/initiatives in the corresponding Narrative fields on the worksheet (columns P and Q) and modify cost information as appropriate. Strategies/initiatives that the institution considers important, but were not funded, can be included, but there is an assumption that these items do not have General Fund support. Please remember to also update the narrative sections in Part II as needed.

3. Board approval of the updated Six-Year Plan should be done at the earliest possible fall meeting. HB 897 (2018) specified that initial plans do not get posted on the General Assembly's

Instructions by Section

1. In-state Undergraduate Tuition and Fee Increase Rate Plan

Provide annual planned increases in in-state undergraduate tuition and mandatory E&G fees and mandatory non-E&G fees in 2022-24 biennium. The tuition and fee charges for in-state undergraduate students should reflect the institution's estimate of reasonable and necessary charges to students based on the mission, market capacity and other factors with the assumption of no new state general fund support.

2. Tuition and Other Nongeneral Fund Revenue

Based on assumptions of no new general fund, enrollment changes and other institution-specific conditions, **provide total collected or projected to collect revenues (after discounts and waivers)** by student level and domicile (including tuition revenue used for financial aid), and other NGF revenue for educational and general (E&G) programs; and mandatory non-E&G fee revenues from in-state undergraduates and other students as well as the total auxiliary revenue. **DO NOT INCLUDE**

3. Academic-Financial Plan

The Academic Plan, (3A), of this worksheet should contain academic, finance, and support service strategies the institution intends to employ in meeting state needs/goals as found in the Virginia Plan. Information related to the Virginia Plan and more specific state priorities is provided below. Provide a short title for each strategy. Indicate the total amount for the strategy, any internal reallocation to support the strategy and the amount of tuition revenue that will be used to support the strategy. Provide a short description of the strategy, including a specific reference as to where more detailed information about the strategy can be found in the Narrative document, in column J. Provide any pertinent information for consideration in 2024 through 2028 in column K. **All salary information must be provided in 3B. No salary information should be included in 3A. Strategies for student financial aid, other than those that are provided through tuition revenue, should not be included on this table; they should be included in Part 4 of the plan, General Fund Request.** Funding amounts in the first year should be incremental. However, if the costs continue into the second year, they should

Pathways to Opportunity: The Virginia Plan for Higher Education. In the column labeled "VP Goal," identify the goal of the The Virginia Plan (VP) that applies to each institutional strategy using the appropriate number (i.e., 1, 2, or 3). The three VP goals are listed below. In the Narrative document

The Virginia Plan has three major goals (please refer to the Plan at

<https://www.schev.edu/index/statewide-strategic-plan/virginia-plan-overview> for more information about the strategies under each goal):

GOAL 1 EQUITABLE: CLOSE ACCESS AND COMPLETION GAPS.

GOAL 2 AFFORDABLE: LOWER COSTS TO STUDENTS.

GOAL 3 TRANSFORMATIVE: EXPAND PROSPERITY.

The Financial Plan, 3B, of this worksheet pertains to the 2022-24 biennium. Complete the lines appropriate to your institution. **As completely as possible, the items in the academic plan and financial plan should represent a complete picture of the institution's anticipated use of projected tuition revenues. For every strategy in 3A and every item in 3B of the plan, the total amount and the sum of the reallocation and tuition revenue should equal one another.** Two additional rows, "Anticipated Nongeneral Fund Carryover" and "Nongeneral Fund for Current Operations" are available for an institution's use, if an institution cannot allocate all of its tuition revenue to specific strategies in the plan. Given the long standing practice that agencies should not assume general fund support for operation and maintenance (O&M) of new facilities, O&M strategies should not

4. General Fund (GF) Request

Indicate items for which you anticipate making a request for state general fund support in the 2022-24 biennium. The item can be a supplement to a strategy or item from the academic and financial plan or it can be a free-standing request for which no tuition revenue would be used. If it is a supplement to a strategy or item from the academic and financial plan, use the same title used in Part 3 and place it in bold print to draw attention to its connection to Part 3. Also, describe in the Notes column how

5. Financial Aid

Provide a breakdown of the projected source and distribution of tuition and fee revenue redirected to financial aid. To ensure compliance with the state prohibition that in-state students not subsidize out-of-state students and to provide the review group with a scope of the strategy, projections must be made for each of the indicated categories. Please be aware that this data will be compared with similar data provided by other institutional offices in order to ensure overall consistency. (Please do not alter shaded cells that contain formulas.) **"Other Discounts and Waiver"** means the totals of any unfunded full or partial tuition waiver reducing the students' charges, including Virginia Military Survivors and Dependent

Contacts for Questions:

General Questions - Tom Allison (tomallison@schev.edu)

Academic - Beverly Rebar (beverlyrebar@schev.edu)

Finance - Yan Zheng (yanzheng@schev.edu)

Financial Aid - Lee Andes (leeandes@schev.edu)

Enrollment/Degree Projections - Tod Massa (todmassa@schev.edu)

Legislative Reference:

§ 23.1 - 306. Institutional Six-Year Plans.

A. The governing board of each public institution of higher education shall (i) develop and adopt biennially and amend or affirm annually a six-year plan for the institution;
(ii) submit such plan to the Council, the General Assembly, the Governor, and the Chairmen of the House Committee on Appropriations, the House Committee on Education, the Senate Committee on Education and Health, and the Senate Committee on Finance no later than July 1 of each odd-numbered year; and (iii) submit amendments to or an affirmation of that plan no later than July 1 of each even-numbered year or at any other time permitted by the Governor or General Assembly to the Council, the General Assembly, the Governor, and the Chairmen of the House Committee on Appropriations, the House Committee on Education, the Senate Committee on Education and Health, and the Senate Committee on Finance. Each such plan and amendment to or affirmation of such plan shall include a report of the institution's active contributions to efforts to stimulate the economic
B. The Secretary of Finance, Secretary of Education, Director of the Department of Planning and Budget, Executive Director of the Council, Staff Director of the House Committee on Appropriations, and Staff Director of the Senate Committee on Finance, or their designees, shall review each institution's plan or amendments and provide comments to the institution on that plan by September 1 of the relevant year. Each institution shall respond to any such comments by October 1 of that year.
C. Each plan shall be structured in accordance with, and be consistent with, the objective and purposes of this chapter set forth in § 23.1-301 and the criteria developed pursuant to § 23.1-309 and shall be in a form and manner prescribed by the Council, in consultation with the Secretary of Finance, the Secretary of Education, the Director of the Department of Planning and Budget, the Director of the Council, the Staff Director of the House Committee on Appropriations, and the Staff Director of the Senate Committee on Finance.
D. Each six-year plan shall (i) address the institution's academic, financial, and enrollment plans, including the number of Virginia and non-Virginia students, for the six-year period; (ii) indicate the planned use of any projected increase in general fund, tuition, or other nongeneral fund revenues; (iii) be based upon any assumptions provided by the Council, following consultation with the Department of Planning and Budget and the staffs of the House Committee on Appropriations and the Senate Committee on Finance, for funding relating to state general fund support pursuant to §§ 23.1-303, 23.1-304, and 23.1-305 and subdivision 9: (iv) be aligned with the institution's six-year enrollment
1. Financial planning reflecting the institution's anticipated level of general fund, tuition, and other nongeneral fund support for each year of the next biennium;
2. The institution's anticipated annual tuition and educational and general fee charges required by (i) degree level and (ii) domiciliary status, as provided in § 23.1-307;

3. Plans for providing financial aid to help mitigate the impact of tuition and fee increases on low-income and middle-income students and their families as described in subdivision 9, including the projected mix of grants and loans:
 4. Degree conferral targets for undergraduate Virginia students;
 5. Plans for optimal year-round use of the institution's facilities and instructional resources;
 6. Plans for the development of an instructional resource-sharing program with other public institutions of higher education and private institutions of higher education;
 7. Plans with regard to any other incentives set forth in § 23.1-305 or any other matters the institution deems appropriate;
 8. The identification of (i) new programs or initiatives including quality improvements and (ii) institution-specific funding based on particular state policies or institution-specific programs, or both, as provided in subsection C of § 23.1-307; and
 9. An institutional student financial aid commitment that, in conjunction with general tuition appropriated for that purpose, provides assistance to students from both low-income and middle-income families and takes into account the information and recommendations resulting from the review of federal and state financial aid programs and institutional practices conducted pursuant to subdivisions B 2 and C 1 of § 23.1-300.
2. In developing such plans, each public institution of higher education shall consider potential future impacts of tuition increases on the Virginia College Savings Plan and ABLE Savings Trust Accounts (§ 23.1-700 et seq.) and shall discuss such potential impacts with the Virginia College Savings Plan. The chief executive officer of the Virginia College Savings Plan shall provide to each institution the Plan's assumptions underlying the contract pricing of the program.
- F. 1. In conjunction with the plans included in the six-year plan as set forth in subsection D, each public institution of higher education, Richard Bland College, and the Virginia Community College System may submit one innovative proposal with clearly defined performance measures, including any request for necessary authority or support from the Commonwealth, for a performance pilot. If the General Assembly approves the proposed performance pilot, it shall include approval language in the general appropriation act. A performance pilot shall advance the objectives of this chapter by addressing innovative requests related to college access, affordability, cost predictability, enrollment management subject to specified commitments regarding undergraduate in-state student enrollment, alternative tuition and fee structures and affordable pathways to degree attainment, internships and work study.
 2. A performance pilot may include or constitute an institutional partnership performance agreement, which shall be set forth in a memorandum of understanding that includes mutually dependent commitments by the institution, the Commonwealth, and identified partners, if any, related to one or more of the priorities set forth in subdivision 1 or set forth in a general appropriation act. No such institutional partnership performance agreement shall create a legally enforceable obligation of the institution.
 3. No more than six performance pilots shall be approved in a single session of the General Assembly.
 4. Development and approval of any performance pilot proposal shall proceed in tandem with consideration of the institution's six-year plan, as follows:
 - a. An institution that intends to propose a performance pilot shall communicate that intention as early as practicable, but not later than April 1 of the year in which the performance pilot will be proposed, to the reviewers listed in subsection B, the co-chairmen of the Joint Subcommittee on the Future Competitiveness of Virginia Higher Education, and the Governor. In developing a proposed performance pilot, the institution shall consider the Commonwealth's educational and economic policies and priorities, including those reflected in the Virginia Plan for Higher Education issued by the Council, the economic development policy developed pursuant to § 2.2-205, the strategic plan developed pursuant to § 2.2-2237.1, relevant regional economic growth and diversification plans prepared by the Governor, and the relevant regional economic growth and diversification plans prepared by the Governor.
 - b. An institution that submits a performance pilot shall include the one innovative proposal with clearly defined performance measures, and any corresponding authority and support requested from the Commonwealth, with its submission of the preliminary version of its six-year plan pursuant to clause (ii) of subsection A or with its preliminary amendment or affirmation submission pursuant to clause (iii) of subsection A.

c. The reviewers listed in subsection B, or their designees, shall review and comment on any proposed performance pilot in accordance with the six-year plan review and comment process established in subsection B and may expedite such review and comment process to facilitate the executive and legislative budget process or for other reasons. No later than October 15 of the relevant year, the reviewers shall communicate to the Governor and the Chairmen of the House Committee on Appropriations and the Senate Committee on Finance their recommendations regarding each performance pilot proposal. Such recommendations shall include the reviewers' comments regarding

d. Each performance pilot proposal shall include evidence of its approval by the institution's governing board and, if accepted, shall be referenced in the general appropriation act.

Six-Year Plans - Part I (2022): 2022-23 through 2027-28

Due: July 11, 2022-REVISED -8/8/22

Institution:

George Mason University

Institution UNITID:

232186

Individual responsible for plan

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Part 1: In-State Undergraduate Tuition and Mandatory Fee Increase Plans in 2022-24 Biennium
George Mason University

Instructions: Provide annual planned increases in in-state undergraduate tuition and mandatory E&G fees and mandatory non-E&G fees in 2022-24 biennium. The tuition and fee charges for in-state undergraduate students should reflect the institution's estimate of reasonable and necessary charges to students based on the mission, market capacity and other factors with the assumption of no new state general fund support.

In-State Undergraduate Tuition and Mandatory E&G Fees

2021-22	2022-23		2023-24	
Charge (BOV approved)	Planned Charge	% Increase	Planned Charge	% Increase
\$9,510	\$9,795	3.0%	\$10,090	3.0%

In-State Undergraduate Tuition and Mandatory E&G Fees

2022-23 (Revised)		2023-24 (Revised)	
Planned Charge	% Increase	Planned Charge	% Increase
\$9,795	3.0%	\$10,090	3.0%

In-State Undergraduate Mandatory Non-E&G Fees

2021-22	2022-23		2023-24	
Charge (BOV approved)	Planned Charge	% Increase	Planned Charge	% Increase
\$3,609	\$3,718	3.0%	\$3,830	3.0%

In-State Undergraduate Mandatory Non-E&G Fees

2022-23 (Revised)		2023-24 (Revised)	
Planned Charge	% Increase	Planned Charge	% Increase
\$3,609	-3.0%	\$3,718	-3.0%

Part 2: Tuition and Other Nongeneral Fund (NGF) Revenue George Mason University

Instructions: Based on assumptions of no new general fund, enrollment changes and other institution-specific conditions, **provide total collected or projected to collect revenues (after discounts and waivers)** by student level and domicile (including tuition revenue used for financial aid), and other NGF revenue for educational and general (E&G) programs; and mandatory non-E&G fee revenues from in-state undergraduates and other students as well as the total auxiliary revenue. DO NOT INCLUDE STIMULUS FUNDS.

Revised

Items	2020-2021 (Actual)	2021-2022 (Estimated)	2022-2023 (Planned)	2023-2024 (Planned)	2021-22	2022-23	2023-24
	Total Collected Tuition Revenue	Total Collected Tuition Revenue	Total Projected Tuition Revenue	Total Projected Tuition Revenue	Total Tuition Revenue	Total Tuition Revenue	Total Tuition Revenue
E&G Programs							
Undergraduate, In-State*	\$203,045,314	\$206,882,396	\$218,942,778	\$231,663,668	\$193,110,081	\$200,677,543	\$208,453,305
Undergraduate, Out-of-State	\$128,424,027	\$149,801,676	\$163,354,443	\$175,972,224	\$133,576,421	\$145,963,644	\$156,451,324
Graduate, In-State	\$43,992,628	\$42,168,368	\$45,590,472	\$49,435,471	\$37,816,003	\$37,591,073	\$39,209,388
Graduate, Out-of-State	\$64,554,472	\$73,036,584	\$85,836,739	\$100,111,500	\$63,944,498	\$71,081,685	\$76,899,322
Law, In-State	\$2,941,925	\$5,223,917	\$5,379,128	\$5,536,416	\$6,448,993	\$6,829,617	\$7,125,869
Law, Out-of-State	\$7,060,812	\$6,541,191	\$6,730,913	\$6,915,172	\$18,339,901	\$19,516,778	\$20,426,480
Medicine, In-State	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Medicine, Out-of-State	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Dentistry, In-State	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Dentistry, Out-of-State	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PharmD, In-State	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PharmD, Out-of-State	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Veterinary Medicine, In-State	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Veterinary Medicine, Out-of-State	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other NGF	\$49,226,759	\$56,310,470	\$56,698,624	\$57,098,422	\$51,459,371	\$52,447,261	\$54,023,953
Total E&G Revenue	\$499,245,937	\$539,964,601	\$582,533,097	\$626,732,873	\$504,695,267	\$534,107,601	\$562,589,641

	2020-2021 (Actual)	2021-2022 (Estimated)	2022-2023 (Planned)	2023-2024 (Planned)	2021-22	2022-23	2023-24
	Total Fee Revenue	Total Fee Revenue	Total Fee Revenue	Total Fee Revenue	Total Fee Revenue	Total Fee Revenue	Total Fee Revenue
Non-E&G Fee Revenue							
In-State undergraduates	\$76,447,026	\$78,256,424	\$81,975,029	\$85,908,425	\$81,532,185	\$82,940,000	\$85,428,200
All Other students	\$37,351,538	\$39,549,210	\$42,629,116	\$45,925,574	\$32,498,843	\$33,060,000	\$34,051,800
Total non-E&G fee revenue	\$113,798,564	\$117,805,634	\$124,604,145	\$131,833,999	\$114,031,028	\$116,000,000	\$119,480,000
Total Auxiliary Revenue	\$182,139,857	\$244,601,804	\$262,754,545	\$279,389,758	\$237,919,782	\$251,087,320	\$264,567,622

Part 3: ACADEMIC-FINANCIAL PLAN
George Mason University

3A: Six-Year Plan for Academic and Support Service Strategies for Six-year Period (2022-2028)

Instructions for 3A: The Academic Plan should contain academic, finance, and support service strategies the institution intends to employ in meeting state needs/goals as found in the Virginia Plan. (Please see the main instructions sheet in this workbook for more detailed information about The Virginia Plan. Please provide short titles to identify institutional strategies. Provide a concise description of the strategy in the Description of Strategy column (column J). Within this column, provide a specific reference as to where more detailed information can be found in the Narrative document. Note the goal(s) with which the strategy is aligned with the Virginia Plan (in particular, the related priority areas) in the VP Goal column and give it a Priority Ranking in column A. Additional information for 2024-2028 should be provided in column K (Two Additional Biennia). Strategies for student financial aid, other than those that are provided through tuition revenue, should not be included on this table; they should be included in Part 4, General Fund Request, of the plan. **All salary information must be provided in section 3B. No salary information should be included in 3A.** Funding amounts in the first year should be incremental. **However, if the costs continue into the second year, they should be reflected cumulatively.** Please update total cost formulas if necessary. **Institutions should assume no general fund (GF) support in this worksheet. A separate worksheet (Part 4) is provided for institutions to request GF support. IF ANY STRATEGIES WILL BE FUNDED WITH STIMULUS FUNDS, PLEASE INCLUDE THOSE FUNDS IN THE REALLOCATION COLUMNS.**

ACADEMIC AND SUPPORT SERVICE STRATEGIES FOR SIX-YEAR PERIOD (2022-2028)																	
Priority Ranking	Strategies (Short Title)	VP Goal	Biennium 2022-2024 (7/1/22-6/30/24)														Description of Strategy
			2022-2023			2023-2024			2022-2023 (Revised)				2023-2024 (Revised)				Concise Information for Each Strategy
			Total Amount	Reallocation	Amount From Tuition Revenue	Total Amount	Reallocation	Amount From Tuition Revenue	Total Amount		Reallocation	Amount From Tuition Revenue	Total Amount		Reallocation	Amount From Tuition Revenue	
1	Add'l In-State Student Financial Aid from Tuition Rev		\$3,000,000	\$0	\$3,000,000	\$6,200,000	\$0	\$6,200,000	\$2,500,000	\$0	\$0	\$2,500,000	\$5,000,000	\$0	\$0	\$5,000,000	
1	Add'l Out-of-State Student Financial Aid from Tuition Rev		\$3,000,000	\$0	\$3,000,000	\$6,200,000	\$0	\$6,200,000	\$2,500,000	\$0	\$0	\$2,500,000	\$5,000,000	\$0	\$0	\$5,000,000	
	Anticipated Nongeneral Fund Carryover		\$0	\$0	\$0	\$0	\$0	\$0	\$0		\$0	\$0	\$0		\$0	\$0	
9	Nongeneral Fund for Current Operations		\$871,312	\$0	\$871,312	\$2,253,654	\$0	\$2,253,654	\$2,407,050	\$0	\$0	\$2,407,050	\$2,407,050	\$0	\$0	\$2,407,050	
	Library Enhancement		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
	Utility Cost Increase		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
	Total Additional Funding Need		\$42,568,496	\$0	\$42,568,496	\$86,768,271	\$0	\$86,768,271	\$44,628,207	\$12,715,873	\$2,500,000	\$29,412,334	\$87,739,734	\$24,845,361	\$5,000,000	\$57,894,374	

Notes:
(1) Please ensure that these items are not double counted if they are already included in the incremental cost of the academic plan.
(2) If planned, enter the cost of any institution-wide increase.
(3) If planned, enter the cost of additional FTE faculty.
* FY23 5% salary increase pro-rated at 11/12 since increase effective 8/1/22. I/R faculty includes Adjunct faculty and GRAs/GTAs

Auto Check (Match = \$0)			
Match Incremental Tuit Rev in Part 2		If not matched, please provide explanation	
2022-2023	2023-2024 (#2)	2022-2023	2023-2024
0		(0)	

Part 5: Financial Aid Plan
George Mason University

Instructions: Provide a breakdown of the projected source and distribution of tuition and fee revenue redirected to financial aid. To ensure compliance with the state prohibition that in-state students not subsidize out-of-state students and to provide the revenue group with a scope of the strategy, projections must be made for each of the indicated categories. Please be aware that this data will be compared with similar data provided by other institutional offices in order to ensure overall consistency. (Please do not alter shaded cells that contain formulas.)

Other Discounts and Waiver means the totals of any unfunded full or partial tuition waiver reducing the students' charges, including Virginia Military Survivors and Dependent Education Program and the Senior Citizens Tuition Waiver. Do not include the tuition differential for the tuition exception.

Note: If you do not have actual amounts for Tuition Revenue for Financial Aid by student category, please provide an estimate. If values are not distributed for Tuition Revenue for Financial Aid, a distribution may be calculated for your institution.

Allocation of Tuition Revenue Used for Student Financial Aid

2020-21 (Actual) Please see footnote below							Compliance with § 4.6-1.1.a)
T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	
Undergraduate, In-State	\$203,095,314	\$2,255,360	1.1%	\$2,255,360	\$0	\$3,129,368	\$206,245,272
Undergraduate, Out-of-State	\$128,654,007	\$11,840,140	9.2%	\$11,840,140	\$0	\$30,811	\$239,893,696
Graduate, In-State	\$43,992,698	\$0	0%	\$0	\$2,009,772	\$1,467,465	\$47,589,866
Graduate, Out-of-State	\$65,254,472	\$0	0%	\$0	\$8,187,864	\$21,963	\$72,914,399
First Professional, In-State	\$2,441,955	\$0	0%	\$0	\$389,988	\$0	\$3,031,813
First Professional, Out-of-State	\$7,060,812	\$0	0%	\$0	\$1,660,678	\$0	\$10,721,491
Total	\$450,018,178	\$14,096,000	3.1%	\$14,096,000	\$14,096,930	\$5,200,227	\$570,019,723

2021-22 (Estimated)							Compliance with § 4.6-1.1.a)
T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	
Undergraduate, In-State	\$208,882,398	\$10,348,000	4.9%	\$10,348,000	\$0	\$3,624,213	\$210,496,609
Undergraduate, Out-of-State	\$149,601,675	\$10,348,000	6.9%	\$10,348,000	\$0	\$39,157	\$190,208,834
Graduate, In-State	\$42,168,369	\$0	0%	\$0	\$2,049,988	\$1,520,633	\$46,738,969
Graduate, Out-of-State	\$73,098,594	\$0	0%	\$0	\$7,119,664	\$26,182	\$80,281,430
First Professional, In-State	\$5,233,817	\$0	0%	\$0	\$1,009,989	\$0	\$6,233,602
First Professional, Out-of-State	\$5,541,191	\$0	0%	\$0	\$4,366,936	\$0	\$10,907,997
Total	\$483,654,132	\$20,696,000	4.3%	\$20,696,000	\$17,146,123	\$5,729,185	\$506,529,440

2022-23 (Planned)							Compliance with § 4.6-1.1.a)
T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	
Undergraduate, In-State	\$218,942,770	\$12,988,000	5.9%	\$12,988,000	\$0	\$3,635,197	\$222,577,971
Undergraduate, Out-of-State	\$163,954,443	\$12,988,000	7.9%	\$12,988,000	\$0	\$41,134	\$163,795,787
Graduate, In-State	\$45,990,472	\$0	0%	\$0	\$2,114,524	\$1,630,410	\$48,325,407
Graduate, Out-of-State	\$65,836,739	\$0	0%	\$0	\$10,025,753	\$209,274	\$89,092,766
First Professional, In-State	\$5,379,128	\$0	0%	\$0	\$1,041,432	\$0	\$6,420,610
First Professional, Out-of-State	\$6,730,913	\$0	0%	\$0	\$4,504,324	\$0	\$11,235,237
Total	\$525,834,473	\$25,976,000	4.9%	\$25,976,000	\$17,686,084	\$5,939,224	\$549,429,789

2023-24 (Planned)							Compliance with § 4.6-1.1.a)
T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program 108)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	
Undergraduate, In-State	\$231,683,668	\$16,088,000	6.9%	\$16,088,000	\$0	\$3,758,512	\$235,422,180
Undergraduate, Out-of-State	\$175,972,224	\$16,088,000	9.1%	\$16,088,000	\$0	\$424,884	\$176,397,108
Graduate, In-State	\$49,435,471	\$0	0%	\$0	\$2,186,255	\$1,685,718	\$53,307,444
Graduate, Out-of-State	\$100,111,650	\$0	0%	\$0	\$10,365,853	\$249,183	\$110,717,596
First Professional, In-State	\$5,536,416	\$0	0%	\$0	\$1,076,812	\$0	\$6,613,229
First Professional, Out-of-State	\$6,815,172	\$0	0%	\$0	\$4,657,122	\$0	\$11,472,294
Total	\$589,634,451	\$32,176,000	5.4%	\$32,176,000	\$18,286,042	\$6,109,269	\$604,026,709

* Please note that the totals reported here will be compared with those reported by the financial aid office on the institution's annual S1/S2 report. Since the six-year plan is estimated and the S1/S2 is "actual," the numbers do not have to match perfectly, but these totals should reconcile to within a reasonable tolerance level. Please be sure that all institutional offices reporting tuition/fee revenue used for and have the same understanding of what is to be reported for this category of aid.

2021-22 (Estimate)							Compliance with § 4.6-1.1.a)
T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	
Undergraduate, In-State	\$193,110,081	\$10,348,000	5.4%	\$10,348,000	\$0	\$3,524,213	\$196,664,264
Undergraduate, Out-of-State	\$139,576,421	\$10,348,000	7.4%	\$10,348,000	\$0	\$39,157	\$149,975,579
Graduate, In-State	\$37,816,000	\$0	0%	\$0	\$2,055,793	\$1,520,633	\$44,292,426
Graduate, Out-of-State	\$63,848,498	\$0	0%	\$0	\$11,369,268	\$26,182	\$75,288,948
First Professional, In-State	\$2,448,920	\$0	0%	\$0	\$303,860	\$0	\$2,752,780
First Professional, Out-of-State	\$18,339,901	\$0	0%	\$0	\$2,727,213	\$0	\$21,067,114
Total	\$453,235,896	\$20,696,000	4.6%	\$20,696,000	\$17,146,123	\$5,729,185	\$476,111,204

2022-23 (Estimate)							Compliance with § 4.6-1.1.a)
T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	
Undergraduate, In-State	\$200,677,543	\$12,719,000	6.3%	\$12,719,000	\$0	\$3,609,840	\$204,297,391
Undergraduate, Out-of-State	\$145,983,644	\$12,748,000	8.8%	\$12,748,000	\$0	\$408,560	\$146,372,204
Graduate, In-State	\$37,591,073	\$0	0%	\$0	\$2,055,000	\$1,610,041	\$40,115,720
Graduate, Out-of-State	\$71,081,696	\$0	0%	\$0	\$11,585,436	\$20,654	\$82,687,776
First Professional, In-State	\$6,829,817	\$0	0%	\$0	\$228,385	\$0	\$7,058,072
First Professional, Out-of-State	\$16,514,774	\$0	0%	\$0	\$2,833,323	\$0	\$19,348,097
Total	\$481,660,340	\$25,467,000	5.3%	\$25,467,000	\$17,686,104	\$5,868,104	\$505,091,204

2023-24 (Estimate)							Compliance with § 4.6-1.1.a)
T&F Used for Financial Aid	Total Tuition Revenue	Tuition Revenue for Financial Aid (Program)	% Revenue for Financial Aid	Distribution of Financial Aid	Unfunded Scholarships	Other Tuition Discounts and Waivers	
Undergraduate, In-State	\$238,453,306	\$16,348,000	7.0%	\$16,348,000	\$0	\$3,695,454	\$234,757,852
Undergraduate, Out-of-State	\$156,451,324	\$16,348,000	10.5%	\$16,348,000	\$0	\$417,963	\$156,069,267
Graduate, In-State	\$39,209,399	\$0	0%	\$0	\$2,355,418	\$1,607,449	\$43,192,256
Graduate, Out-of-State	\$73,899,222	\$0	0%	\$0	\$11,831,417	\$24,130	\$85,754,769
First Professional, In-State	\$7,126,860	\$0	0%	\$0	\$262,029	\$0	\$7,388,889
First Professional, Out-of-State	\$20,426,480	\$0	0%	\$0	\$2,939,433	\$0	\$23,365,913
Total	\$526,566,891	\$32,696,000	6.2%	\$32,696,000	\$17,679,397	\$6,007,622	\$539,889,190

* Includes additional \$5.0M in target credits for in-state UG's in FY23

**Part 4: General Fund (GF) Request
George Mason University**

Instructions: Indicate items for which you anticipate making a request for state general fund in the 2022-24 biennium. The item can be a supplement to a strategy or item from the academic and financial plan or it can be a free-standing request for which no tuition revenue would be used. If it is a supplement to a strategy or item from the academic and financial plan, use the same title used in Part 3 and place it in bold print to draw attention to its connection to Part 3. Also, describe in the Notes column how additional general fund will enhance or expand the strategy. Requests for need-based financial aid appropriated in program 108 should be included here. If additional rows are added, please update the total costs formulas.

Priority Ranking	Initiatives Requiring General Fund Support											Notes	
	Biennium 2022-2024 (7/1/22-6/30/24)												
	Strategies (Match Academic-Financial Worksheet Short Title)	VP Goal	2022-2023		2023-2024		2022-2023 (Revised)			2023-2024 (Revised)			
			Total Amount	GF Support	Total Amount	GF Support	Total Amount	Mason Total	GF Support	Total Amount	Mason Total		GF Support
1	Student Success: Affordable Access & New Accessible Pathways		\$15,700,000	\$7,850,000	\$16,500,000	\$8,250,000	\$11,650,700	\$7,500,000	\$4,150,700	\$34,479,700	\$7,500,000	\$26,979,700	Increased financial aid for all students and targeted aid for VA PELL eligible ADVANCE and EIP & new accessible pathways & student success initiatives (See Narrative pp. 10-14)
2	Graduate Education		\$4,350,000	\$3,500,000	\$4,350,000	\$3,500,000	\$1,373,300	\$850,000	\$523,300	\$1,634,950	\$850,000	\$784,950	Increase grad aid & redesign graduate education (See Narrative pp. 14-16)
3	Addressing Faculty & Staff Inequities		\$15,100,000	\$7,550,000	\$15,100,000	\$7,550,000	\$2,000,000	\$2,000,000	\$0	\$34,039,000	\$2,500,000	\$31,539,000	Address Faculty & staff market/equity issues & Workforce Planning - (See Six Year Plan Executive Summary)
	a. Faculty & Staff Market Gap									\$21,739,000	\$0	\$21,739,000	
	b. Critical faculty & staff positions hired at market									\$12,300,000	\$2,500,000	\$9,800,000	
4	Develop Infrastructure, Practices & Policies to Support Ant-Racism & Inclusive Excellence		\$3,100,000	\$1,550,000	\$3,100,000	\$1,550,000	\$800,000	\$800,000	\$0	\$800,000	\$800,000	\$0	Implementation of anti-racism & inclusive excellence initiatives and plans(See Narrative pp. 20-21)
5	Elevate Research		\$7,500,000	\$7,500,000	\$7,500,000	\$7,500,000	\$0	\$0	\$0	\$0	\$0	\$0	Enhance HETF & research infrastructure (See Narrative pp. 21-23)
6	Enrollment : Funding Disparity Support		\$9,100,000	\$9,100,000	\$9,100,000	\$9,100,000	\$11,361,660	\$0	\$11,361,660	\$11,373,660	\$0	\$11,373,660	Continued mitigation of historic funding disparity over the biennium (See Revised Narrative pp. 23-25)
7	Expand Economic Development		\$5,300,000	\$2,650,000	\$5,300,000	\$2,650,000	\$500,000	\$500,000	\$0	\$1,080,000	\$1,080,000	\$0	Full implementation of Mason Enterprise initiatives with innovative external partnerships (See Narrative pp. 25-30)

Six Year Plan Due July 11, 2022

I. **Mason's Current Free Speech Efforts Planned for Fall Opening and AY22/23:**

Mason is committed to and proudly recognized for fostering an environment that welcomes free speech for all. Mason consistently earns a top national ranking ([green light rating](#)) for its campus climate from the Foundation for Individual Rights in Education ([FIRE](#)). In 2021 Mason ranked No. 12 nationally for encouraging free speech when FIRE assessed tolerance for conservative and liberal speakers, students' comfort in expressing ideas and having difficult conversations, administrative support for free speech, and student tolerance of disruptive conduct. This commitment is evident in the following venues:

- **Mason's Affirmation of the Principles outlined in the Chicago Statement:** As articulated by a 2014 [report from the University of Chicago](#) we must hold a fundamental commitment to "the principle that debate or deliberation may not be suppressed because the ideas put forth are thought by some or even by most members of the University community to be offensive, unwise, immoral, or wrong-headed."
- **University Life's fall programming for students:** Rights and Responsibilities (occurring during New Student Orientation), Self, Others, and Community (occurring during Preamble/Welcome Week), Dialogue and Difference (occurring during the academic year), Mason V.O.I.C.E.S. - Values, Opportunities, Issues, & Challenge through Engagement and Sharing (occurring during the academic year).
- **Schar School of Policy and Government:** Civil Rights Law (POGO 750), Social Media Privacy and Innovation (POGO 750), Constitutional Law, Civil Rights and Civil Liberties (Govt 423.001), and the Democracy Lab Undergraduate Learning Community.
- **Antonin Scalia Law School:** Foundational courses in Constitutional Law, Free Speech Clinic (Law 136), Freedom of Speech and First Amendment Law (Law 164), training on respectful discussion and debates during orientation;
 - [Statement of Faculty Principle entitled "Commitment to Open Dialogue and Debate"](#): Affirms the faculty's commitment to "respectful debate and the full and open exchange of ideas." The full statement is published [here](#).
 - [Liberty & Law Center's Public Discourse Project](#): Brings together students of different ideological and partisan political perspectives for one-on-one or small group conversations about their beliefs, issues of importance, and other substantive topics, as well as issue-specific roundtable discussions.

Mason's online resources to guide legal and safe First Amendment expressions, can be found on Mason's [Mason Climate](#) and [Free Speech at Mason](#) web pages. In addition, [University Life's Student Media](#) team encourages students and the Mason community to exercise their First Amendment right to free speech in a variety of ways, including hands-on training, co-curricular learning experiences, campus-wide events, publishing opportunities to elevate student voices, and connections to practicing media professionals and national organizations that protect free speech.

II. **University Life's Plans to Expand Free Speech Efforts:**

Freedom & Learning Presidential Speaker Series; tentatively scheduled to start during the Fall semester.

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Questions for all institutions

1. What institutions have announced major initiatives in the past few months that don't appear in the updated six-year plans? To what extent do those initiatives align with new state funding in Chapter 2? To what extent are some of these new initiatives duplicative?

Mason's major initiatives --Affordable Access and the new Mason Virginia Promise; addressing market compensation and equity challenges; Graduate Education Redesign; Enterprise-wide transformational projects; Mitigation of the Funding Disparity; and inflation and contract escalations ---are all included as strategies in our FY23 Six -Year Plan update. New state biennium funding in Chapter 2 will be allocated to support our Affordable Access strategy to offset Mason's share of the State authorized salary increases. Affordable Access allocations will also be used to address core budget shortfalls, market compensation, and operating cost escalations.

2. Multiple institutions are requesting GF support for information technology. Op-Six members asked what efforts, if any, are being taken to collaborate with other institutions to collaborate and control costs?

Mason collaborates with our peer institutions, predominantly through information-sharing via the CIO Consortia, VASCAN and informal engagements. We have also financially collaborated on services like MARIA and 4VA and the Online Virginia Network:

- **MARIA**

The Mid-Atlantic Research Infrastructure Alliance (MARIA) is a member-based alliance of institutions in Virginia established to promote the development of shared network and other cyberinfrastructure resources to serve Virginia and the Mid-Atlantic region. MARIA is a 501c3 corporation, managed by a board selected from member institutions. MARIA has no full-time employees. MARIA operates two network exchanges, one in Ashburn, VA and one in Atlanta, GA providing peering connections to national research networks and commodity Internet. MARIA also manages network service provider contracts, allowing member to purchase network services.

- **4VA** - <https://4-va.org/>
- **OVN** - <https://masononline.gmu.edu/online-virginia-network/>

Mason has been discussing shared service models with some of our smaller peer institutions and we are exploring this further.

3. Only one institution requested GF support for mental health services. This surprised the Op-Six considering how often mental health needs have arisen in

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other contexts. Will there be other future requests regarding mental health services?

Mason recognized the critical need to provide additional mental health support to our students during the pandemic, and we did not wait for state funding. We made a 5-year \$1M commitment to invest in a comprehensive mental health Initiative that was launched in FY22 to augment our mental health services to students, and also committed an additional \$945,000 over three years beginning in FY22 to expand culturally inclusive mental health services. In addition, we are implementing a contract of \$2,286,900 over 3 years, for mental health telemedicine beginning in FY23, and we allocated student fees to enhanced student health and mental health services.

Mason will be submitting a proposal for funding through the SCHEV Higher Education Mental Health Workforce Pilot in the next several weeks. Finally, we have expanded our Mental Health and Well-Being Task Force which has been charged with taking a long-term, systemic, epidemiological approach to understanding the mental health needs of our community. We will be proposing additional investments based on the recommendations of that group.

GMU

1. Can you include Mason Enterprises' strategic plan? (See attached)
2. Has GMU fully completed their study on their workforce? Might be helpful to be able to see all the findings considering the large amount they're requesting for staff funding.

Mason has completed the Instructional Research (I/R) Faculty market compensation review. The survey was completed in January and was not implemented due to funding uncertainties. Since that time, inflation and market impacts have further increased I/R Faculty differentials, where additional investment is required.

Faculty salaries were assessed against the market, based on discipline, rank and tenure status, and market ranges were developed around the 60th percentile of the market. 652 out of 1411 or 46.2% of faculty have salaries below the 25th percentile. Estimated mitigation costs to bring these faculty up to the 60th percentile is \$19.1M (this is the midpoint of the market ranges we developed) and the cost to bring them to the minimum 25th percentile of the market ranges is approximately \$8M. We are requesting \$8M in State support to get these faculty to the 25th percentile market range.

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We will not complete the Administrative Faculty and Staff comprehensive market review until spring or summer. Our current staff market gap projections are approximately \$17M.

However, in the interim, Mason plans to implement approximately \$25 million (\$8M + \$17M) of preliminary faculty and staff market adjustments in December and January, using data analytics, position review, recent market hires, length of time in position, recent equity adjustments and benchmarking. These adjustments are critical to address the Northern Virginia cost of living and the long-standing market compensation issues faces by Mason. The details of the broader staff compensation methodology will include, but not be limited to:

- Benchmarking staff positions (A/P Faculty, Classified, and Research Staff) to survey sources based on an analysis of job duties.
- Review and analysis of multiple survey sources to assess the market, including higher ed, local market, and industry specific data.

3. GF request for student success in 2023-24 increased by \$18.7 million with an explanation of \$5 million being used for institutional aid and then \$2.5 million for Mason VA promise program. Please explain the significant additional request in addition to what was already provided.

The Student Success Initiative has two components: (1) Access and Affordability—increased aid for all undergraduate students and (2) Student Success initiatives to improve retention and graduation; to provide enhanced career services and support; and enhance the student experience with more coordinated academic support. The new Mason VA Promise is a new Access and Affordability initiative where we create a pathway towards a bachelor's degree for VA residents. For the initial launch in FY23, we are targeting funding for 100% of tuition and fees to a cohort of ADVANCE and Early Identification Program students with adjusted gross family incomes at or below \$60K at a projected annual cost of \$2.5M. We plan to scale up this program each year to reach more students. We requested 50% partnership from the State for this initiative: FY23 GF support = \$7.850M (\$6M for financial aid & \$1.85M for Student Success Initiatives); FY24 GF Support = \$8.25M (\$6.4M for financial aid & 1.85M for Student Success Initiatives) with an equivalent match from Mason.

For the FY23 budget cycle, we implemented a policy where one-third of any additional tuition revenues generated from a tuition increase would be reallocated to increased institutional aid. For FY23 and FY24, that results in a \$5M reallocation for increased institutional aid. The funding for the new Mason VA Promise grant program that guarantees funding for the full cost of tuition and fees to ADVANCE and EIP students with AGIs of \$70K or less is our new student success initiative program that was launched in FY22 with annual projected costs of \$2.5M in FY23 and FY24.

Commented [DD1]: This seems like too much detail, given where we are. I would recommend brevity and then we provide later when we are farther along.

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In the June 2022 Governor's biennium budget, Mason was very grateful to receive the significant increase of \$26.979M in State financial assistance in FY24 in recognition of the fact that we serve a significantly needier student population of first generation, low income, working class students than many of our VA peer institutions with the higher percentage of Pell eligible undergraduates. Despite our steady annual increases in institutional aid, Mason undergraduates still have a significant amount of unmet need. This additional State financial assistance would be given as direct aid to in-State undergraduates to reduce any unmet need, especially loan burden. Mason would still reallocate one-third of the planned 3% tuition increase for FY24 (\$5M) as increased institutional aid for all other Mason undergraduates with financial need and continue to scale up our investment in the Mason VA Promise program at \$2.5M per year. Our FY24 State "request" reflects the additional \$26.979M State financial assistance allocated in the Governor's biennium budget and adjusts Mason's support from the original \$8.25M investment planned for FY24 to \$7.5M based on the increased State support and the funds needed for the institutional aid increase and the Mason VA Promise.

4. GMU is requesting \$16 million in GF for FY2023. \$11.3 million of this is labeled "continued mitigation of historic funding disparity". GMU increased its GF request from last year's plan by \$43.7 million. What is the intent of this increase and mitigation?

Our FY23 State GF request reflects the funding that Mason was allocated in the June 2022 Governor's biennium budget. We are very appreciative of the State support provided for the historical funding disparity that we have consistently highlighted in our previous Six Year Plans. Mason receives significantly lower appropriations than most of our peers, while operating in the highest-cost Virginia market and driving the majority of Commonwealth enrollment growth. The cumulative impact of many years of underinvestment has resulted in an operating budget that has always understated the true costs of our operations. The cumulative financial impact in FY22 was approximately \$57M-\$58M.

We want to be transparent about the financial resources we need to make progress on the State's goals of cost-effective delivery of our academic, research and student success mission. Mason has relied on lapsed compensation and one-time funding for base budget needs to balance our operating budgets; however, this is no longer sustainable since we are so leanly staffed, we have critical infrastructure needs that need investment, and the longstanding market inequities that challenge our ability to recruit and retain talent.

Our original FY24 GF request was for \$42.6M. Our revised FY24 GF request is for \$86.3M—a \$43.7 M increase. The \$86.2M reflects the \$39.1M in FY24 State GF support originally in the Governor's biennium budget as well as the net

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\$47.2M of core base budget operating shortfalls we will cover with one-time funds and lapsed compensation savings in FY23 that will need permanent funding in FY24. (When we resubmitted our Six Year Plan in August, we were told that the State was not inclined to reconsider additional FY23 allocations; therefore, our FY23 State request remains unchanged.)

The \$47.2M in additional State GF support will be used to fund the following:

- **Compensation: Net \$31.6M** for faculty and staff market gaps(\$21.7M) and critical hires (\$9.8M). The market gap is projected at \$25.8M and we are allocating \$4.06M of \$11.373M in funding disparity support towards this, netting to \$21.7M. We are reallocating \$2.5M of Mason's planned FY24 tuition revenues to offset the \$12.3M cost for critical hires, netting to \$9.8M.
- **Investments in technology infrastructure, systems & efficiency: \$5.6M**
We are continuing to focus on more efficient and effective services and operational delivery and we plan to invest \$2.5M of Mason's planned FY24 tuition revenue into critical technology infrastructure needs; however, we need additional State support in order to optimize our return on investment in efficient operations.
- **Operating Cost Escalations: Net \$10M** We project an additional \$14M in contractual increases and operating cost escalations in FY24; we are allocating an offset of \$4.06M of the \$11.373M in funding disparity support towards this, netting to \$10M.

The FY24 request for an additional \$47.2M is net of \$10.62M in FY24 State appropriation allocations:

	\$57.8M -Base budget shortfall
	(2.5M)- State salary cost-share for 5% salary increase supplement
	(\$4.061)-Operating cost escalations offset
	<u>(\$4.061M)-Compensation offset</u>
Net	\$47.2M

The remaining \$724K in FY24 State GF support is for the State minimum wage increase.

5. In FY2024 the financial aid money will be used for Mason to reallocate 1/3 of revenues from tuition rate increase to institutional aid (\$5M) and invest in the new Mason VA Promise to cover 100% tuition and fees for VA Pell-eligible ADVANCE & EIP students (\$2.5M). Does this take into account in the tuition and mandatory fee increase?

Please see response to Question #3. Yes, the reallocation of \$5M to increased institutional aid in FY24 assumes a 3% tuition increase. Because Mason enrolls

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a higher number of needy students than most other four-year universities in the Commonwealth, our aid policy has a long-established principle of sharing some assistance with a larger number of students over sharing larger packages to a small number of students. Doing so has allowed us to keep more students on a path to graduation and produce near-equal outcomes for students, regardless of their financial background. We intend to do the same with FY2024 monies and will still need to use institutional funds to cover 100% of tuition and fees for VA low-income (less than \$60k annual income) ADVANCE/EIP students. We expect a significant increase in the number of eligible ADVANCE students in FY2024, likely doubling the number of eligible students.

*The Mason Virginia Promise is
a guaranteed pathway to a
bachelor's degree
or
help starting a business for every
Virginian who wants one.*

50 years ago George Mason University was created by the local business community to address the needs of Northern Virginia. It developed a series of entrepreneur and small business support programs that date back to its first incubator that still operates, built in 1996 in partnership with local communities.

Since then, it has continued to focus outward, building and acquiring program that fill gaps in the start-up ecosystem, leading by example, and being an exemplary partner to economic development, the community and other universities.

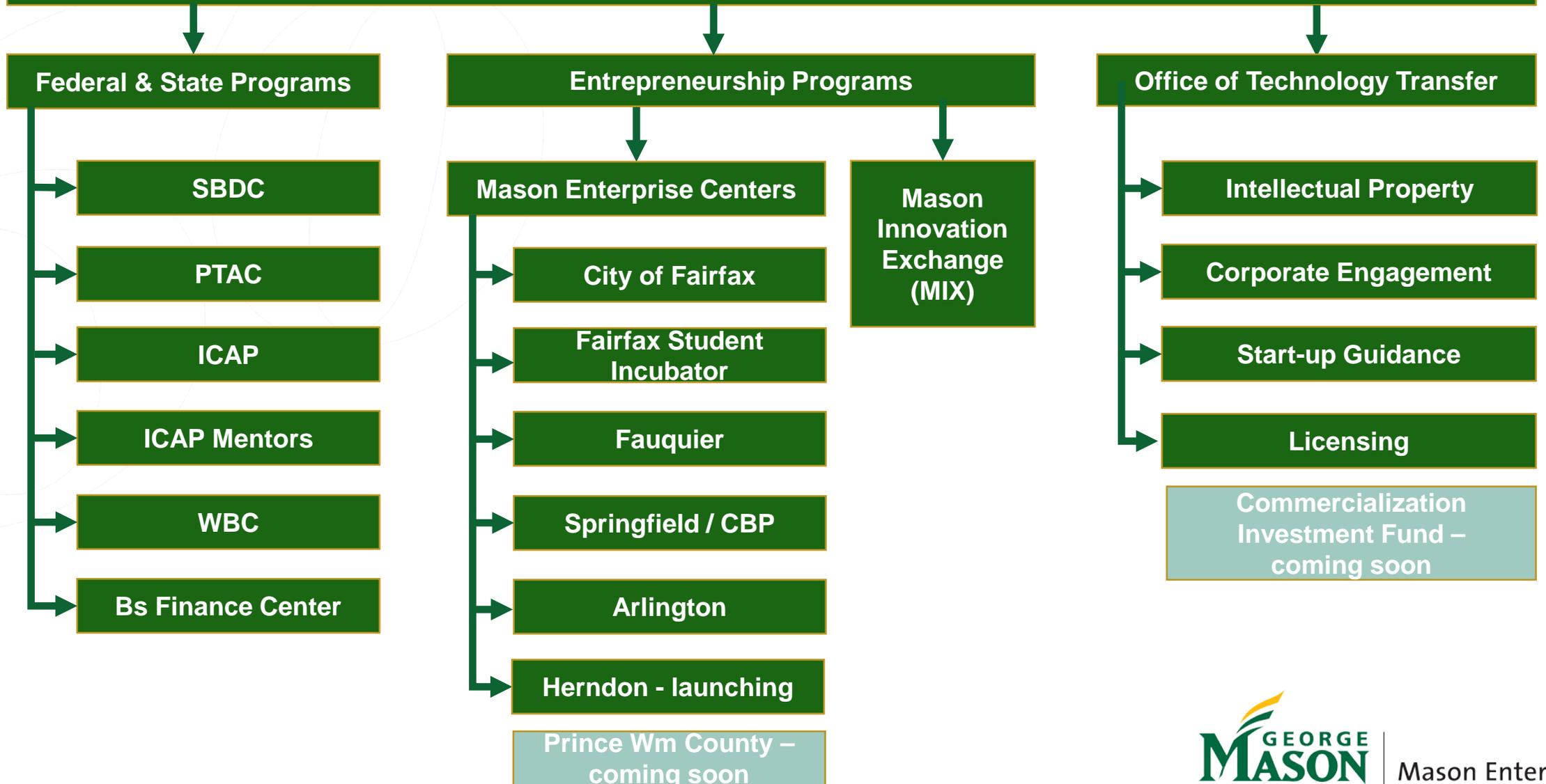
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Supporting the Mason Virginia Promise

End Goals

- Increase the number of tech start-ups, diversifying the economy
- Improve quality of deal flow for state investment programs and attract more outside investment
- Enhance research and commercialization culture at Virginia universities
- Expand federal research by demonstrating success in lab-to-market
- Attract early-stage tech economic developers from around the country
- “Grow our own” tech entrepreneurs, c-suite, and investors
- Create a high ROI for commonwealth investments back into the economy

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Last Year's Impact:

\$1.6B

- 42,000 hours of 1:1 counseling
- more than 11,000 small businesses;
 - 302 new businesses
 - 309 tech businesses
 - 76% woman-owned
 - 60% minority owned
 - and 13% vet-owned
- 738 entrepreneurial training events with more than 20,000 attendees.
- 378 companies incubated.

Small business programs began at Mason in 1996. More than 14 line items contribute to these outcomes, which are reported and documented by the companies who received support. The high percentage for women and minorities was entirely resource-driven – we received more funding during Covid to focus on those segments. ROI for last year for all programs is more than 100X.

**these are revenue generating programs for the state, but not for Mason. In fact, due to reduction in state support over the years, Mason now waives its overhead to maintain federal programs to continue support for small business.*

The Tech Sector

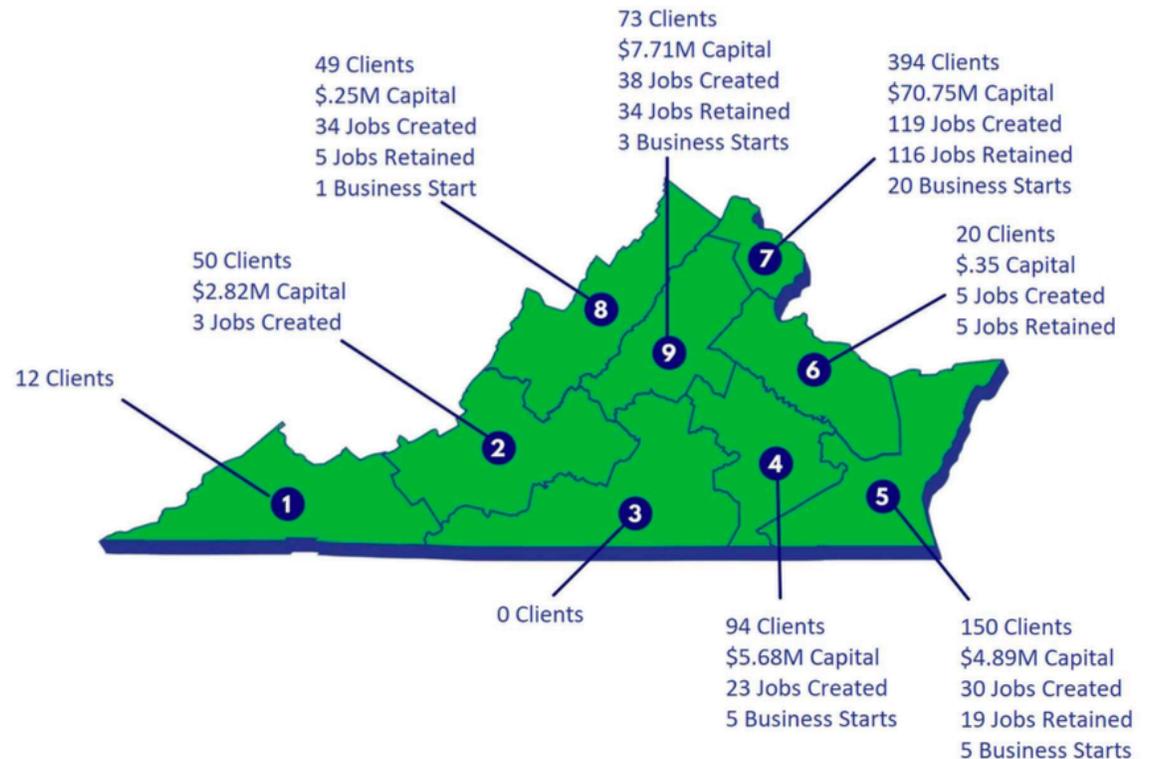
The focus on early-stage tech programs like this are relatively new (2018). Mason serves the entire state through a series of programs for tech companies, and it is our fastest growing segment. Much of our additional effort over the next few years will be to increase the program support for tech-based start-ups. ROI on state funding is currently 47X.

Outcomes

	Total	2018	2019	2020	2021	2022
Total Capital (Millions)	\$92.49	\$5.70	\$9.08	\$18.01	\$22.70	\$37.00
Jobs Created	252	41	36	50	123	2
Jobs Retained	179	19	35	37	88	0
Business Starts	34	3	5	13	13	0
Clients Worked With	0	170	248	272	401	306
Total Counseling Hours	17619	3274	4146	3429	4170	2600

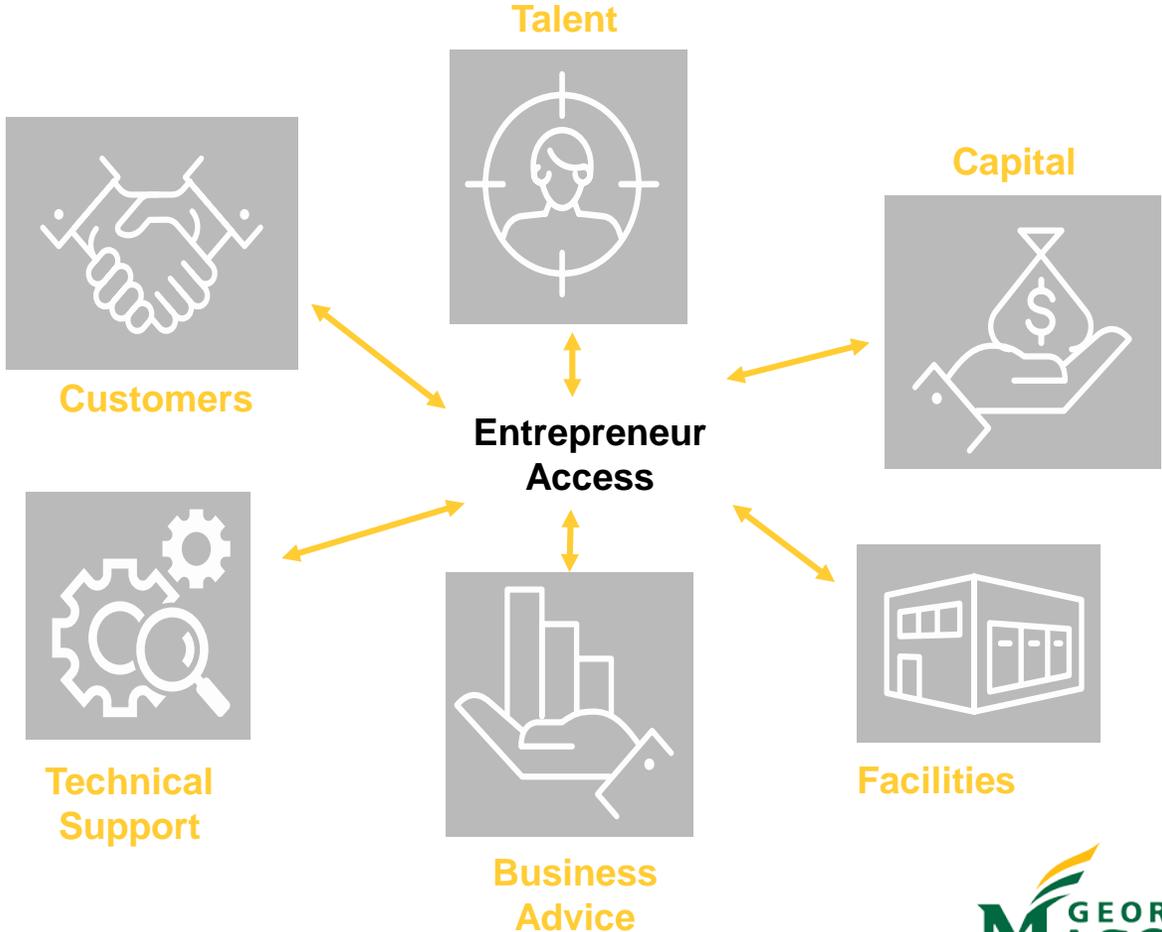
*All dollar amounts are in millions of dollars

Below is the breakdown of all ICAP client activity by GO Virginia Region during Q2 2022



Ecosystems Provide Entrepreneurs Access to Resources with a “No Wrong Door” approach

Creating a robust technology business economy requires thinking about the entrepreneur’s experience and access to the six critical needs. Virginia addresses some of these needs very well, and others remain as gaps. The good news is that each of these gaps represents enormous potential where the only thing that lies between Virginia and a burgeoning, high-functioning tech ecosystem are nationally known, existing programs that can be deployed over the next 5 years. Those programs have been shown to have a high ROI and a relatively quick impact. HOWEVER, these programs – which fund activities NOT provided through federal or private sector sources - must be funded in a long-term to make Virginia a competitive business environment. Not taking a continuous funding approach creates a credibility and talent gap that impacts outcomes and jeopardizes small business success. Also, the programs must take a fluid approach so that the elements work in partnership to serve the commonwealth.

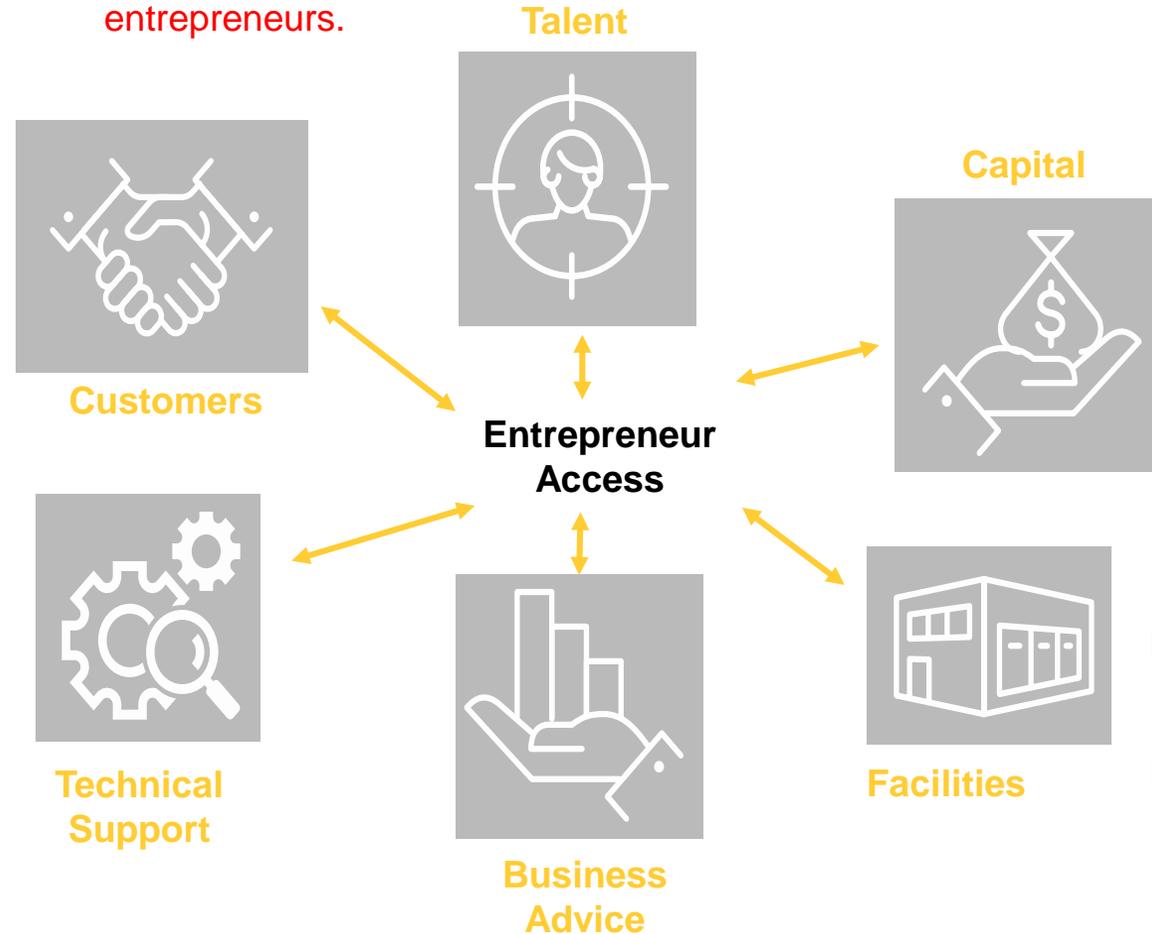


Virginia's universities and community colleges create a strong workforce. **Paid internships are successful but located in small pockets. Undergrads that get indoctrinated into the early stage tech sector as early employees allow us to "grow our own" tech entrepreneurs.**

ICAP short-course customer discovery helps with market awareness at the company development phase. **Need customer introductions at the product design level for feedback into research and commercialization, as well as ready-made customers for existing start-ups.**

Universities are feeders into the tech ecosystem in the form of licenses either to start-ups or existing companies. **Our universities could improve their research rankings by demonstrating better commercial success. Also, their knowledge and equipment can be better leveraged to support tech start-ups.**

Note: Addresses state-wide programs only



VIPC funding programs provide seed capital. Accelerate investor event creates open opportunities. **Angel groups can be strengthened and expanded with minimal investment.**

Local incubators have few accelerator programs. **Funding for program development and staffing is inconsistent and could be structured to support VA interests.**

Statewide ICAP/SBDC mentors and local/regional SBDC offices and PTACs provide no-cost business support. **Business mentorship at the tech transfer level would be an activating force in creating high-value start-ups at a higher rate.**

Entrepreneurship Support

Students	Research Faculty	Community Entrepreneurs
<ul style="list-style-type: none"> - Experiential learning activities - Connections to businesses in the community for internships - Exposure to masters student and faculty research - Entrepreneurship mentorship - Master/Doctoral student entrepreneurship programs 	<ul style="list-style-type: none"> - Industry relationships & problems to solve - Entrepreneurship & translational research education - Experiential programs that augment curriculum - Mentorship for IP development & company engagement - Prototype, proof of concept, and development funding and space 	<ul style="list-style-type: none"> - Entrepreneurship education - Connections to technical resources and service providers - Office and convening space - Access to non-dilutive and dilutive funding - Introduction to potential customers - Business mentorship

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University research and partnerships

Provide wrap-around services to researchers to enhance societal impact of translational research

- Faculty incentives
- Faculty education & mentorship
- Simplify & communicate IP agreements & processes

Connect a suite of World Class programs and services that supports entrepreneurs at any stage

- Broad tech counseling, & mentorship
- Expand exciting, programmed spaces
- Coordinate entrepreneur programs

Establish Mason's role as a university leader in the knowledge-intensive economy regionally and nationally

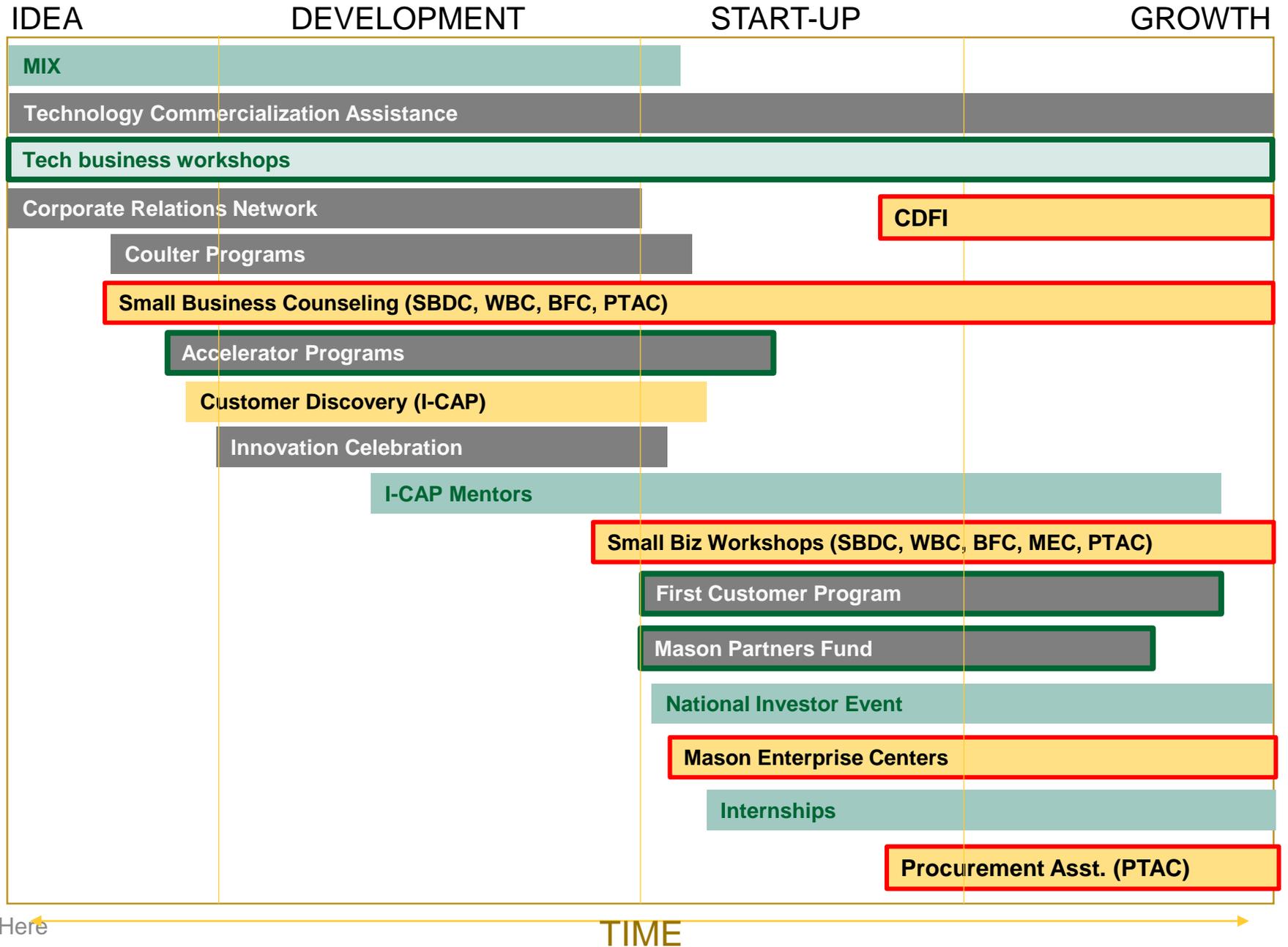
- Develop deeper industry relationships
- Introduce Mason Enterprise brand
- Foster relationships with investor groups

Public and Private Partnerships

High-Functioning, Inclusive, and Connected entrepreneurial support ecosystem

Tech Only

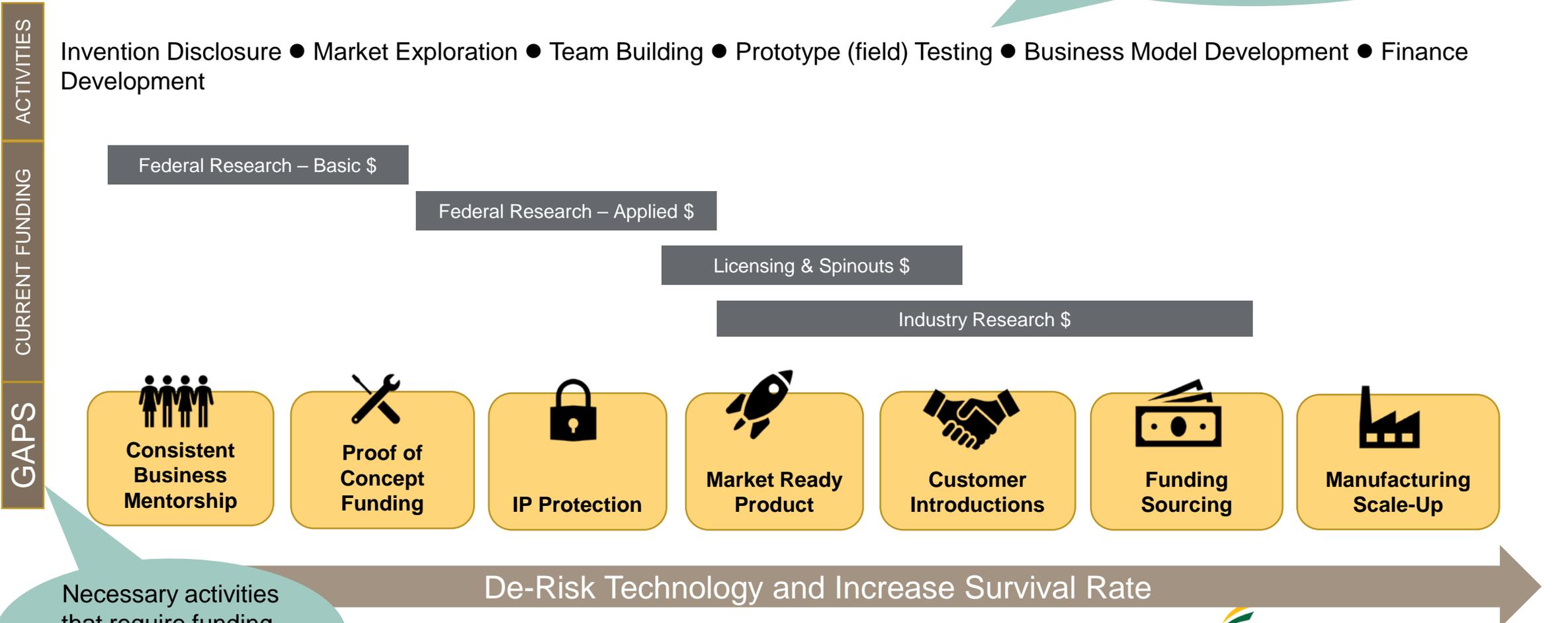
- Existing
- Also non-tech
- New
- To Be Built
- In process



Researcher Support

Activities Outside of Researcher training. They either need to a) receive support on these activities, or b) learn it themselves. First option is preferred)

Invention Disclosure • Market Exploration • Team Building • Prototype (field) Testing • Business Model Development • Finance Development



Necessary activities that require funding, NOT supported by federal programs

Lab to Market Best Practices Scorecard

Culture	Value Technology innovation and lab-to-market activities at all levels through cultural norms
	Recognition and awards
	Faculty Innovator of the Year event
	Posters of successful researchers throughout campus
	Support infrastructure
	Business Engagement Center
	Venture Center
	Research Parks
	Tech parks
	Incubators & Accelerators
	Policies to reduce the development of silos and duplication of effort
	Clarity of IP Policies
	Legal support
	Transparent policies
	Standardized IP and legal policies
	Education & training for faculty
	SBIR training & writing help
	Lab-to-Market process
	IP education
	Integrated classroom translation work
	I-Corps / I-Cap programs

Champions	Support lab-to-market innovation at all levels through champions and organizational programming
	Experienced commercialization talent
	In staff positions
	In faculty roles
	Mentor in Residence Program
Incentives	Incentives and resources are vital to support tech commercialization
	Policies
	Promotion & Tenure policies that include innovation & entrepreneurship
	Leave policies that support faculty working on I & E
	Coulter model programs
	Internal Funding
	General proof of concept/ prototype development fund
	Targeted topic proof of concept/ prototype development fund
	Seed fund
	First Customer program
Collaboration	Focus on partnerships to foster, speed and enhance lab-to-market activities
	Interdisciplinary collaboration
	Industry cross-sector collaboration
	Research collaboration with Federal Research Labs
	Research collaboration with National Manufacturing Innovation Institutes
	Host local un-conference to support ecosystem

*Based on 2019 national NIST-funded study conducted by the University of Michigan's Economic Growth Institute, which studied the top 59 public research universities in the US.

**Virginia R1 research universities = UVA, VT, VCU, GMU, ODU



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