George Mason University

Strategic Plan Town Hall
Resource and Financial Plan
March 22, 2018

Provost David Wu
Senior Vice President J.J. Davis
STUDENT SUCCESS

STRATEGIC GOAL 1: INNOVATIVE LEARNING
Deliver a transformative signature Mason Learning Experience that is experiential, global, and technology-rich.

STRATEGIC GOAL 2: ACCESSIBLE PATHWAYS
Provide multiple pathways and delivery formats to serve the needs of different students.

STRATEGIC GOAL 3: RETURN ON INVESTMENT
Enable all graduates to pursue meaningful lives and successful careers.

STRATEGIC GOAL 12: GLOBAL LEARNING
Cultivate a global mindset in our student body, faculty and staff.
FACULTY AND STAFF

STRATEGIC GOAL 7: WELL-BEING
Become a model well-being university that supports and enhances the well-being for all of its members.

STRATEGIC GOAL 8: DIVERSE ACADEMIC COMMUNITY
Create an inclusive and diverse academic community that reflects the diversity of the National Capital Region.

STRATEGIC GOAL 9: SUPPORT TEACHING AND SCHOLARSHIP EXCELLENCE
Provide an environment and resources to support faculty and encourage academic innovation and excellence.
STRATEGIC GOAL 10: ELEVATE RESEARCH
Strengthen Mason’s capacity for research and scholarship and solidify the institution’s position as a public research university of the highest caliber

STRATEGIC GOAL 11: RESEARCH OF CONSEQUENCE
Amplify the impact of Mason research in domains of great academic, societal and economic consequence
COMMUNITY IMPACT

STRATEGIC GOAL 4: 100,000 CAREER-READY GRADUATES
Meet the demands of the region and the world by producing dynamic and creative talent.

STRATEGIC GOAL 5: INNOVATION ENGINE
Contribute to the economic and civic vitality of the region by driving entrepreneurship and innovation and by creating learning partnerships with private and public organizations.

STRATEGIC GOAL 6: COMMUNITY BUILDER
Contribute to the cultural vitality of our community through regional partnerships and commitments to the arts, athletics, and community engagement.
2014 - 2018
2014 Mason Vision and Strategic Plan:

FOR STUDENTS
- Innovative learning
- Accessible pathways
- Return on investment

FOR THE COMMUNITY
- 100,000 career-ready graduates
- Innovation engine
- Community builder

FOR THE WORLD
- Elevate research
- Research of consequence
- Global learning platform

FOR FACULTY AND STAFF
- Well-being
- Diverse, talented community
- Support teaching and scholarship innovation and excellence

The Mason IDEA
The Financial Framework
YEAR ZERO: FY 2014 REVENUE BUDGET $911M

- Tuition: $314.9
- Mandatory Student Services & Activity Fees: $71.9
- Room & Board: $56.3
- Contracted Services: $30.5
- Community & User Service Fee: $73.7
- Sponsored Research: $102.6
- Philanthropic Activities: $31.0
- One-Time Funds: $6.3
- Operating: $122.9
- Financial Aid: $17.4
- Capital Improvements: $50.4
- Mason Capital Funds: $33.1
- Enrollment Related Revenue, 49%
- Capital
- VA State Funding, 21%
- All Other Activities, 30%

Pie chart: $ in millions
Mason is happening

A FORBES “America's Best College Buys”

#1

best college for conflict resolution degree
S-CAR

U.S. News TOP 20 university for operating efficiency!

U.S. News Virginia’s most diverse university
Mason’s National Reputation continues to GROW

US News and World Report
Most Innovative Schools

#14

Times Higher Ed
Best 50 under 50

#47

Best Colleges
Lowest Student default rate for public universities

#1

Business First
Best Public Colleges in the Nation

#50
MIDPOINT: FY 2018 REVENUE BUDGET $1.0B

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

*Pie chart in millions*
Recent Financial Accomplishments

AI Moody’s Rating
A S&P Rating
Improved or Stabilized all Financial Metrics
Potomac Heights Refinancing
Reutilized Capital Assets
Approved for Increased Financial Authority

Deauthorized $230M in Debt
Launched Mason Incentive Model
Opened Fenwick Library, Potomac Science Center, and West Campus Drive
Funded Robinson Hall Replacement and Utility Infrastructure
Annual Debt Policy Compliance

Benchmark: Moody’s Public University 2016 Medians By Blended “A” Rating Category

- Annual Days Cash on Hand (Annual Liquidity/Operating Expense)
- Debt Service Coverage (Operating Surplus/Debt Service)
- Debt Service to Operations (Debt Service/Operating Expenses)
- Operating Reserve (Spendable Cash & Investments / Operating Expenses)
- Financial Leverage (Spendable Cash & Investments / Total Debt)

2017 ratios based on unaudited financials
Academic/Research Accomplishments

DIFFERENTIATE AND IMPROVE STUDENT EXPERIENCE

STRENGTHEN RESEARCH AND INNOVATION ENTERPRISE

PURSUE TRANSFORMATIVE PARTNERSHIPS FOR ACCESS

MAKE MEANINGFUL IMPROVEMENTS IN FACULTY & STAFF DIVERSITY AND WELL-BEING
Differentiate And Improve Student Experience

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.
Strengthen **Research and Innovation Enterprise**

GEORGE MASON UNIVERSITY
1 of 4 in VA
1 of 115 in U.S.
Pursue **Transformative Partnerships for Access**

- **WILEY Education Services**: Pursue transformative partnerships for ACCESS
- **GEORGE MASON UNIVERSITY**: Create new REVENUE streams
- **NOVA Northern Virginia Community College**: Launch innovative programs to fill WORKFORCE NEEDS
- **Online Virginia Network**: Position Mason as a university for the FUTURE