

Six-Year Plans (2011) 2012-14 through 2016-18

Due: July 1, 2011

Institution:

George Mason University

Institution UNITID:

232186

Individual responsible for plan

Name:	Morrie Scherrens
Email address:	mscherre@gmu.edu
Telephone number:	703-993-8750

Six-Year Plans (2011)
George Mason University
ACADEMIC AND FINANCIAL PLAN

Instructions: In the column entitled "Academic and Support Service Strategies for Six-Year Period (2012-2018)," please provide 2-3 sentences detailing strategies (for the three biennia of this six-year period) associated with each objective of the "Preparing for the Top Jobs of the 21st Century: The Virginia Higher Education Opportunity Act of 2011." The information provided should be macro-level information with sufficient detail for the reader to understand your general approach.

Priority Ranking	Within Tuition Increase	ACADEMIC AND SUPPORT SERVICE STRATEGIES FOR SIX-YEAR PERIOD (2012-2018)								Biennium 2014-2016 (7/1/14-6/30/16)	Biennium 2016-2018 (7/1/16-6/30/18)
		Biennium 2012-2014 (7/1/12-6/30/14)						Cost: Incremental, Savings, Reallocation			
		Strategies	T.J21 Objectives	2012-2013		2013-2014		Strategies	Strategies		
				Amount	Within Increase	Amount	Within Increase				
Retention and Persistence											
1	Yes	George Mason has made consistent gains in its retention and graduation rates and plans to continue this trend with additional resources being devoted to these efforts. The goal is to increase retention rates by at least 0.5% per year for in-state first-time freshmen and new transfer students. The university has created a part-time retention specialist position in the Office of Student Academic Affairs, Advising, and Retention to assist with coordination of the university initiatives and to provide support to units as they develop their initiatives. This individual will also be actively involved with the implementation of the MapWorks project. This position will be expanded to a full-time position and an additional staff position will be funded for Institutional Research to track the various university enrollment and retention initiatives. The MapWorks program is a comprehensive student retention and success initiative designed to identify academically "at-risk" students early on in their academic career to allow for intervention and improvement. The program is a joint effort among the various offices under the Provost and within University Life and is expected to further increase retention and graduation rates. Retention requires a campus-wide commitment and collaboration. Additional retention efforts include expanded opportunities for students to participate in co-curricular activities and internship opportunities for students to participate in co-curricular activities and internship opportunities sponsored by various University Life offices, academic programs, and campus organizations. To encourage freshmen to sophomore retention and sophomore to junior retention, the Provost has created a scholarship for high-performing students who return for the subsequent fall semester. Some colleges and schools have followed suit by redirecting scholarship monies and other resources to this initiative. Other initiatives such as our undergraduate research initiative, our STEM and health science initiatives, and the various efforts underway to improve undergraduate education are all designed to improve student success, enhance retention and promote on-time graduation.	E1, E5, E6	Incremental:	\$950,000	\$475,000	\$1,200,000	\$600,000	FY15-FY16 \$3,540,000	FY17-FY18 \$3,768,000	
				Savings:	\$0	\$0	\$0	\$0			
				Reallocation:	\$75,000	\$75,000	\$50,000	\$50,000			
Faculty Salaries											
2	Yes	Faculty salaries remain one of Mason's highest expenditure priority for the upcoming Biennium. To increase FY13 salaries for instructional faculty only, an increase of 3.0% without any general fund support will require an across-the-board tuition increase of approximately 1.6%. However, Mason has limited price elasticity with out-of-state students, thereby restricting our ability to make an across-the-board increase resulting in a potentially higher rate impact for in-state students.		Incremental:	\$3,810,000	\$3,810,000	\$8,712,200	\$8,712,200	Continue to raise faculty salaries toward the goal of the 60th percentile of our peers.	Continue to raise faculty salaries toward the goal of the 60th percentile of our peers.	
				Savings:	\$0	\$0	\$0	\$0			
				Reallocation:	\$0	\$0	\$0	\$0			
Student Financial Aid											
3	Yes	Increase undergraduate grant aid. Our goal is to reduce unmet need by 1% each year. This may require an increase in the amount of private funds devoted to this effort. Increase graduate student grant aid. Although such support takes several forms, one notable initiative is the Provost's PhD Program Award, which seeks to invest in the university's strongest PhD programs by providing supplemental support to increase their external graduate student support and/or increase their program ranking.	A, D, E3	Incremental:	\$1,500,000	\$1,500,000	\$3,300,000	\$3,300,000	Continue to expand aid as available. Figure is included in Finance-Operating summary.	Continue to expand aid as available. Figure is included in Finance-Operating summary.	
				Savings:	\$0	\$0	\$0	\$6			
				Reallocation:	\$0	\$0	\$0	\$0			

**Six-Year Plans (2011)
George Mason University**
ACADEMIC AND FINANCIAL PLAN

Instructions: In the column entitled "Academic and Support Service Strategies for Six-Year Period (2012-2018)," please provide 2-3 sentences detailing strategies (for the three biennia of this six-year period) associated with each objective of the "Preparing for the Top Jobs of the 21st Century: The Virginia Higher Education Opportunity Act of 2011." The information provided should be macro-level information with sufficient detail for the reader to understand your general approach.

Priority Ranking	Within Tuition Increase	ACADEMIC AND SUPPORT SERVICE STRATEGIES FOR SIX-YEAR PERIOD (2012-2018)								
		Biennium 2012-2014 (7/1/12-6/30/14)						Biennium 2014-2016 (7/1/14-6/30/16)	Biennium 2016-2018 (7/1/16-6/30/18)	
		Strategies	T.J21 Objectives	Cost: Incremental, Savings, Reallocation				Strategies	Strategies	
				2012-2013		2013-2014				
Amount	Within Increase			Amount	Within Increase					
Enrollment and Access										
4	No	Enrollment Growth. George Mason will continue to serve the Commonwealth by increasing the number of Virginia residents enrolled at the university as shown in Mason's 2B projections. In addition to the 225 additional in-state students expected in FY12, George Mason plans to enroll an additional 670 VA students during the FY13-FY14 biennium, an additional 885 VA students in FY15-FY16, and 945 additional VA students in FY17-FY18. This amounts to a total increase of 2,725 additional VA residents over the next seven years. (Note: As a result of a greater than expected growth in undergraduate cohort retention and slower than expected growth in new graduate enrollment for Fall 2011, combined with a possible change in in-state enrollment due to enrollment growth incentive funding, it may be necessary for Mason to revisit its enrollment projections in FY13.)	E1, E5	Incremental:	\$0	\$0	\$0	\$0	FY15-FY16 \$3,540,000	FY17-FY18 \$3,768,000
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		
5	No	Transition Programs. George Mason participates in several multi-year college preparatory programs to help first-generation and underrepresented minority students prepare for, gain entrance to, and succeed in college. George Mason's Early Identification Program (EIP) is a multi-year college preparatory program for first generation college-bound middle and high school students. Established in 1987, EIP works in partnership with seven local public school systems. The Student Transition Empowerment Program (STEP) is a five-week summer program for first generation or sociologically disadvantaged students. The program is intended to give the students a jump-start to their scholastic endeavors through academic preparation, career exploration, service learning projects and empowerment services. The Pathways Program is a group of education institutions in Northern Virginia -- K-12 public schools, Northern Virginia Community College and George Mason University -- that provide a network of support for the students in the program. The program's goal is to improve college access and success for underrepresented minority students in higher education living in Northern Virginia.	E1, E4, E5	Incremental:	\$0	\$0	\$0	\$0	Continue participation.	Continue participation.
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		
Science, Technology, Engineering and Math (STEM)/Health Sciences and Undergraduate Research										
6	Yes	STEM and Health Sciences initiatives. A permanent \$3 million allocation from the Commonwealth beginning in FY12 will be directed to several different initiatives, most notably a Science and Math Accelerator. The accelerator will incorporate a number of new teaching faculty and TAs in all the major science fields to provide enhanced advising, tutorial services, development and utilization of learning technology, and opportunities for smaller class sizes and discussion sections. The goal is to improve achievements in learning, student success, retention, and graduation rates. By FY13, more than 20 new faculty members will be added in a variety of areas, including but not limited to, bioengineering, computer engineering, public health, and neuroscience. Overall STEM enrollments are expected to increase by 6% between FY11 and FY18.	D, E1, E5, E6, E12	Incremental:	\$1,000,000	\$500,000	\$2,000,000	\$1,000,000	Continue to focus on the needs of the Commonwealth and Northern Virginia in regard to the STEM and Health Care Professions.	Continue to focus on the needs of the Commonwealth and Northern Virginia in regard to the STEM and Health Care Professions.
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$2,120,000	\$2,120,000	\$2,120,000	\$2,120,000		
7	Yes	Students as Scholars. Implementation of the Quality Enhancement Plan (QEP). Students as Scholars, the QEP required for SACS, is a five-year project to foster a culture of undergraduate student scholarship. It will enhance the visibility of student scholarship on campus, provide robust curricular and mentored opportunities for scholarly inquiry, increase faculty involvement and better prepare students for future academic and career goals.	D, E12	Incremental:	\$200,000	\$100,000	\$400,000	\$200,000	Continue to support the Student as Scholars initiative.	Continue to support the Student as Scholars initiative.
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		

**Six-Year Plans (2011)
George Mason University**

ACADEMIC AND FINANCIAL PLAN

Instructions: In the column entitled "Academic and Support Service Strategies for Six-Year Period (2012-2018)," please provide 2-3 sentences detailing strategies (for the three biennia of this six-year period) associated with each objective of the "Preparing for the Top Jobs of the 21st Century: The Virginia Higher Education Opportunity Act of 2011." The information provided should be macro-level information with sufficient detail for the reader to understand your general approach.

Priority Ranking	Within Tuition Increase	ACADEMIC AND SUPPORT SERVICE STRATEGIES FOR SIX-YEAR PERIOD (2012-2018)								
		Biennium 2012-2014 (7/1/12-6/30/14)						Biennium 2014-2016 (7/1/14-6/30/16)	Biennium 2016-2018 (7/1/16-6/30/18)	
		Strategies	T.J21 Objectives	Cost: Incremental, Savings, Reallocation				Strategies	Strategies	
				2012-2013		2013-2014				
Amount	Within Increase			Amount	Within Increase					
Research										
8	No	<p>One of Mason's highest priorities within the 2014 Strategic Plan is to raise its profile as a national research university. Initiatives that enhance the university's research capacity are critical to this goal. Identify and support the development of communities of research practice with the commitment to build large areas of research strength at George Mason and target large sources of funding. Examples include STEM, C4I, Biodefense, Cybersecurity, Climate Change, Neuroscience, and Criminal Justice. Restructure Mason's Office of Technology Transfer into a prototype commercial relevance operation and partner with other regional universities in the state. The goal is to significantly increase the revenue stream as the number of patents and disclosures increase. Maximize coordination of research competencies within the state. An example is to work jointly with other major research universities and hospital clinical systems in the state to develop a state-wide clinical trials program for personalized medicine. Continue to help the Commonwealth of Virginia attract research-oriented companies in high priority areas. This is an extension of the activities initiated while working with Contrafact, an immunology firm. Recent successes in this area are the recently announced opening of the General Electric Information Security Technology Center in Henrico County, which will create 200 new jobs, and the Rolls Royce related Center for Advanced Manufacturing. Build international research and education. To support the university's goal to expand its international reputation, an independent International Research Foundation (501)(c)(3) is being developed to facilitate international contracting and funding. In addition, the foundation will enable the university to expand its international collaborations, which contribute to new enrollment and facilitate the state's economic development efforts. Strengthen, broaden and deepen federal relations for research. The Office of Research and Economic Development has recently hired a person to facilitate this effort. Build a governance structure for the Innovation Park in Prince William County that includes private, local and university partnerships. This will allow the park to facilitate science-based growth and economic development for the county and for George Mason.</p>	C, D, E6, E8, E9, E11, E12, E13	Incremental:	\$0	\$0	\$0	\$0	Continue to improve research support and initiatives to raise Mason's research standing.	Continue to improve research support and initiatives to raise Mason's research standing.
				Savings:	\$0	\$0	\$0	\$0		
				Reallocation:	\$0	\$0	\$0	\$0		

Six-Year Plans (2011)
George Mason University
ACADEMIC AND FINANCIAL PLAN

Instructions: In the column entitled "Academic and Support Service Strategies for Six-Year Period (2012-2018)," please provide 2-3 sentences detailing strategies (for the three biennia of this six-year period) associated with each objective of the "Preparing for the Top Jobs of the 21st Century: The Virginia Higher Education Opportunity Act of 2011." The information provided should be macro-level information with sufficient detail for the reader to understand your general approach.

Priority Ranking	Within Tuition Increase	ACADEMIC AND SUPPORT SERVICE STRATEGIES FOR SIX-YEAR PERIOD (2012-2018)								Biennium 2014-2016 (7/1/14-6/30/16)	Biennium 2016-2018 (7/1/16-6/30/18)		
		Biennium 2012-2014 (7/1/12-6/30/14)						Cost: Incremental, Savings, Reallocation				Strategies	Strategies
		Strategies	T.J21 Objectives	2012-2013		2013-2014							
				Amount	Within Increase	Amount	Within Increase						
Facilities Utilization													
9	Yes	Maintain and/or expand initiatives that improve space utilization across the university's distributed campuses. The university provides in-kind facilities to the Governor's School housed on the PW campus. In this way, George Mason leverages existing space in support of a program designed to accelerate completion of the bachelor's degree. The certificate in Advanced Biomedical Sciences and the MS in Biomedical Sciences, offered jointly with Georgetown University, capitalizes on laboratory facilities available at the Prince William campus. Continue to utilize facilities for multiple purposes during the summer, often in partnership with K-12 schools. Summer camps for K-12 students bring students to campus to explore science, forensics and public speaking, athletics, music, etc., and promote awareness among young people of the university's opportunities. Offering space (at cost) for commencement activities for local high schools also uses Commonwealth resources efficiently. Facilities are also used for university orientation, conferences, etc. Continue to offer courses during the summer to make efficient use of facilities and decrease time to degree. George Mason continues to have one of the largest summer school programs in the Commonwealth. Courses offered through the summer term enroll approximately 2200 FTE. Enhanced student advising raises student awareness of the strategic use of summer term as a means to accelerate time to degree for undergraduate students. Academic advisors will inform students as early as orientation about options for completing the bachelor's degree in three or three and a half years, or completing a combined bachelor's/master's in five years.	B, E3	Incremental:	\$950,000	\$700,000	\$1,475,000	\$1,062,500	Continue to maintain/expand initiatives at Mason's major campus sites and identify opportunities for increased utilization as appropriate.	Continue to maintain/expand initiatives at Mason's major campus sites and identify opportunities for increased utilization as appropriate.			
				Savings:	\$500,000	\$0	\$500,000	\$0					
				Reallocation:	\$0	\$0	\$0	\$0					
General Education													
10	Yes	Review of general education curriculum. The goal of the review is (a) to ensure that the content of the general education curriculum matches the needs of students as closely as possible, (b) to explore ways in which the structure could be streamlined to eliminate redundancies and allow students to complete general education requirements more efficiently, and (c) to redesign courses to better meet learning objectives, reduce D/F/W rates and increase student satisfaction and success. The revision process will take approximately three years and will draw upon new assessment data.	B, D,E3, E12	Incremental:	\$80,000	\$80,000	\$100,000	\$100,000	Implement general education enhancements and continue to assess effectiveness.	Implement general education enhancements and continue to assess effectiveness.			
				Savings:	\$0	\$0	\$0	\$0					
				Reallocation:	\$250,000	\$250,000	\$250,000	\$250,000					
Efficiency and Effectiveness													
11	No	Efficiency and Effectiveness Study. Mason has completed phase one of a peer benchmark study in several operational areas: facilities, IT, enrollment management, finance, human resources, purchasing, and auxiliary service. These benchmarks will allow the university to determine if there are areas in which it might enhance revenue or cost savings. The report from the consulting firm was positive in that it found George Mason to operate efficiently and effectively. None-the-less they offered suggestions for improvement that the university will implement.	D, E7, E9, E12	Incremental:	\$0	\$0	\$0	\$0	Continue efforts to identify efficiencies and improve effectiveness.	Continue efforts to identify efficiencies and improve effectiveness.			
				Savings:	\$500,000	\$0	\$1,000,000	\$0					
				Reallocation:	\$0	\$0	\$0	\$0					

**Six-Year Plans (2011)
George Mason University**

ACADEMIC AND FINANCIAL PLAN

Instructions: In the column entitled "Academic and Support Service Strategies for Six-Year Period (2012-2018)," please provide 2-3 sentences detailing strategies (for the three biennia of this six-year period) associated with each objective of the "Preparing for the Top Jobs of the 21st Century: The Virginia Higher Education Opportunity Act of 2011." The information provided should be macro-level information with sufficient detail for the reader to understand your general approach.

Priority Ranking	Within Tuition Increase	ACADEMIC AND SUPPORT SERVICE STRATEGIES FOR SIX-YEAR PERIOD (2012-2018)									
		Biennium 2012-2014 (7/1/12-6/30/14)						Biennium 2014-2016 (7/1/14-6/30/16)		Biennium 2016-2018 (7/1/16-6/30/18)	
		Strategies	T.J21 Objectives	Cost: Incremental, Savings, Reallocation				Strategies	Strategies		
				2012-2013		2013-2014					
Amount	Within Increase			Amount	Within Increase						
Electronically Mediated Instruction											
12	Yes	Expand distance education offerings. Distance education offerings provide multiple benefits: they offer access to those who, due to other obligations, are unable to attend face-to-face courses; they offer convenience (including retaining undergraduate students during the summer); they enable us to address a shortage of classrooms on our Fairfax campus; and they contribute to the enhancement of classroom technologies. George Mason plans to grow overall DE by approximately 130% over the next seven years with 10% annual growth in new DE only students and the remaining growth attributable to a shift in student enrollment from ground-based courses to DE. The university has instituted a modest fee (\$25/credit hour) associated with DE courses that will fund additional development of DE offerings. Mason will also maintain its commitment to the Commonwealth Graduate Engineering Program (CGEP), the VA Consortium for teacher preparation in Severe Disabilities and for Visual Impairments, while seeking additional opportunities to share resources.	E2, E3, E10	Incremental:	\$650,000	\$325,000	\$910,000	\$455,000	Continue to expand distance education offerings at both the undergraduate and graduate levels as appropriate.	Continue to expand distance education offerings at both the undergraduate and graduate levels as appropriate.	
				Savings:	\$0	\$0	\$0	\$0			
				Reallocation:	\$0	\$0	\$0	\$0			
Total 2012-2014 Costs											
Incremental (Included in Financial Plan line 17)					\$9,140,000	\$7,490,000	\$18,097,200	\$15,429,700			
Savings					\$1,000,000	\$0	\$1,500,000	\$6			
Reallocation					\$2,445,000	\$2,445,000	\$2,420,000	\$2,420,000			

**Six-Year Plans (2011)
George Mason University**

ACADEMIC AND FINANCIAL PLAN

Instructions: In the column entitled "Academic and Support Service Strategies for Six-Year Period (2012-2018)," please provide 2-3 sentences detailing strategies (for the three biennia of this six-year period) associated with each objective of the "Preparing for the Top Jobs of the 21st Century: The Virginia Higher Education Opportunity Act of 2011." The information provided should be macro-level information with sufficient detail for the reader to understand your general approach.

Priority Ranking	Within Tuition Increase	ACADEMIC AND SUPPORT SERVICE STRATEGIES FOR SIX-YEAR PERIOD (2012-2018)							
		Biennium 2012-2014 (7/1/12-6/30/14)						Biennium 2014-2016 (7/1/14-6/30/16)	Biennium 2016-2018 (7/1/16-6/30/18)
		Strategies	T.J21 Objectives	Cost: Incremental, Savings, Reallocation				Strategies	Strategies
				2012-2013		2013-2014			
Amount	Within Increase			Amount	Within Increase				
		Six-Year Financial Plan for Educational and General Programs, Incremental Operating Budget Need 2012-2014 Biennium (Assuming \$4,000 per additional In-State student FTE starting in FY 2013)							
				2012-2013		2013-2014			
		Items		Amount	Within Increase	Amount	Within Increase		
		Total Incremental Cost from Academic Plan³		\$9,140,000	\$7,490,000	\$18,097,200	\$15,429,700		
Yes		Increase Faculty Salaries ²		\$0	\$0	\$0	\$0		
Yes		Faculty Salary Increase Rate ⁴		3.00%	3.00%	3.00%	3.00%		
Yes		Increase Staff Salaries ²		\$1,554,000	\$1,554,000	\$3,927,300	\$3,927,300		
Yes		Staff Salary Increase Rate ⁴		1.50%	1.50%	1.50%	1.50%		
Yes		Increase Number of Full-Time Faculty ² (\$)		\$2,972,900	\$2,972,900	\$6,668,500	\$6,668,500		
Yes		Increase Number of Full-Time Faculty ² (FTE)		29.00	29.00	35.00	35.00		
Yes		Increase Number of Part-Time Faculty ³ (\$)		\$738,100	\$738,100	\$1,635,600	\$1,635,600		
Yes		Increase Number of Part-Time Faculty ³ (FTE)		7.20	7.20	8.50	8.50		
Yes		Increase Number of Support Staff (\$)		\$3,017,800	\$3,017,800	\$6,753,000	\$6,753,000		
Yes		Increase Number of Support Staff (FTE)		38.73	38.73	46.55	46.55		
Yes		Library Enhancement		\$500,000	\$500,000	\$1,000,000	\$1,000,000		
Yes		Technology Enhancement		\$650,000	\$650,000	\$1,400,000	\$1,400,000		
Yes		O&M for New Facilities		\$1,163,400	\$1,163,400	\$2,663,400	\$2,663,400		
Yes		Utility Cost Increase		\$370,500	\$370,500	\$759,500	\$759,500		
Yes				\$0	\$0	\$0	\$0		
		Others (Specify, insert lines below)							
Yes		Development Funds		\$400,000	\$400,000	\$800,000	\$800,000		
Yes		Unit initiatives not included above (targets of opportunity)		\$1,485,400	\$1,485,400	\$3,212,600	\$3,212,600		
		Total Additional Funding Need		\$21,992,100	\$20,342,100	\$46,917,100	\$44,249,600		

Notes:

- (1) Enter staff FTE change over the FY2012 level in appropriate columns.
- (2) Faculty includes FT instructional faculty only and is included in the academic plan above. Staff includes Admin Faculty and Classified Staff.
- (3) Please ensure that these items shall not be double counted if they are already included in the incremental cost of the academic plan.
- (4) Enter planned annual faculty salary increase rate in Cell B22 and D22. Any salary increase entered here will be counted when calculating the gap to reach the 60th percentile in the future.

Assumptions:

- 1 - 14:1 student:faculty ratio. Appropriated salary average of \$81,071/faculty fte + fringe.
- 2 - PT faculty are 20% of calculated total instructional faculty.
- 3 - Support staff includes admin faculty, combined ratio of instructional faculty is 1.07:1 (per FY12 budget book)

Six-Year Plans (2011)

George Mason University

FINANCIAL AID PLAN

Instructions: Complete the table for the Actual 2010-11 and Estimate 2011-12 distribution of financial aid by category. The planned distributions for 2012-13 and 2013-14 will be automatically calculated based on the estimated 2011-12 distribution. Adjust the 2012-13 and 2013-14 distributions, as necessary, by entering values instead of using the formulas.

2010-11 (Actual)			
T&F Used for Financial Aid	Gross Tuition Revenue	Tuition Revenue for Financial Aid	Distribution of Financial Aid
In-State Undergraduate	\$104,852,911	\$0	\$1,077,458
Out-of-State Undergraduate	49,224,215	3,961,396	2,883,938
In-State Graduate	45,110,525	-	215,962
Out-of-State Graduate	30,951,616	1,930,148	1,714,186
In-State 1st Professional	6,520,730	-	190,956
Out-of-State 1st Professional	10,421,997	399,456	208,500
Total	\$247,081,994	\$6,291,000	\$6,291,000
In-State Sub-Total	\$156,484,166	\$0	\$1,484,376

2011-12 (Estimated)			
T&F Used for Financial Aid	Gross Tuition Revenue	Tuition Revenue for Financial Aid	Distribution of Financial Aid
In-State Undergraduate	\$113,916,582	\$0	\$1,096,000
Out-of-State Undergraduate	53,479,243	3,192,000	2,096,000
In-State Graduate	49,009,959	-	1,981,000
Out-of-State Graduate	33,627,128	3,390,000	1,409,000
In-State 1st Professional	7,084,394	-	212,500
Out-of-State 1st Professional	11,322,893	425,000	212,500
Total	\$268,440,200	\$7,007,000	\$7,007,000
In-State Sub-Total	\$170,010,935	\$0	\$3,289,500

2012-13 (Planned)			
T&F Used for Financial Aid	Gross Tuition Revenue	Tuition Revenue for Financial Aid	Distribution of Financial Aid
In-State Undergraduate	\$123,762,852	\$0	\$1,346,000
Out-of-State Undergraduate	58,101,670	3,920,000	2,574,000
In-State Graduate	53,246,088	-	2,432,000
Out-of-State Graduate	36,533,656	4,162,000	1,730,000
In-State 1st Professional	7,696,728	-	212,500
Out-of-State 1st Professional	12,301,576	425,000	212,500
Total	\$291,642,570	\$8,507,000	\$8,507,000
In-State Sub-Total	\$184,705,668	\$0	\$3,990,500
Additional In-State	\$14,694,733	\$0	\$701,000
Additional In-State from Fin Plan		\$0	

2013-14 (Planned)			
T&F Used for Financial Aid	Gross Tuition Revenue	Tuition Revenue for Financial Aid	Distribution of Financial Aid
In-State Undergraduate	\$135,034,046	\$0	\$1,646,000
Out-of-State Undergraduate	63,393,041	4,793,000	3,147,000
In-State Graduate	58,095,257	-	2,974,000
Out-of-State Graduate	39,860,809	5,089,000	2,115,000
In-State 1st Professional	8,397,676	-	212,500
Out-of-State 1st Professional	13,421,892	425,000	212,500
Total	\$318,202,720	\$10,307,000	\$10,307,000
In-State Sub-Total	\$201,526,979	\$0	\$4,832,500
Additional In-State	\$16,821,311	\$0	\$842,000
Additional In-State from Fin Plan		\$0	

Six-Year Plans (2011)
George Mason University

291642569

318202720

Six-Year Financial Plan for Tuition and Fee Increases and Nongeneral Fund Revenue Estimates

Items	2011-2012		2012-2013			2013-2014			2014-2015	2015-2016	2016-2017	2017-2018
	Student Charge	Total Revenue	Student Charge	Rate Increase	Total Revenue	Student Charge	Rate Increase	Total Revenue				
E&G Programs												
In-State Undergraduate	\$6,752	\$113,916,582	\$7,283	8.1%	\$123,762,852	\$7,878	8.4%	\$135,034,046				
Out-Of-State Undergraduate	\$24,230	\$53,479,243	\$25,432	5.0%	\$58,101,670	\$26,693	5.0%	\$63,393,041				
In-State Graduate	\$8,750	\$49,009,959	\$9,443	8.1%	\$53,246,088	\$10,219	8.4%	\$58,095,257				
Out-Of-State Graduate	\$24,092	\$33,627,128	\$25,287	5.0%	\$36,533,656	\$26,541	5.0%	\$39,860,809				
In-State Law	\$21,235	\$7,084,394	\$22,939	8.1%	\$7,696,727	\$24,849	8.4%	\$8,397,675				
Out-Of-State Law	\$35,627	\$11,322,893	\$37,398	5.0%	\$12,301,576	\$39,258	5.0%	\$13,421,892				
In-State Medicine	\$0			%			%					
Out-Of-State Medicine	\$0			%			%					
In-State Dentistry	\$0			%			%					
Out-Of-State Dentistry	\$0			%			%					
In-State PharmD	\$0			%			%					
Out-Of-State PharmD	\$0			%			%					
In-State Veterinary Medicine	\$0			%			%					
Out-Of-State Veterinary Medicine	\$0			%			%					
Other NGF		\$34,378,201			\$30,312,928			\$26,136,254				
Total E&G Revenue		\$302,818,400			\$321,955,497			\$344,338,974	\$374,655,929	\$399,026,469	\$424,400,591	\$449,487,591
Auxiliary Program												
Undergraduate	\$2,514		\$2,665	6.0%		\$2,825	6.0%					
Graduate	\$2,514		\$2,665	6.0%		\$2,825	6.0%					
Law	\$2,485		\$2,634	6.0%		\$2,792	6.0%					
Medicine	\$0			%			%					
Dentistry	\$0			%			%					
PharmD	\$0			%			%					
Veterinary Medicine	\$0			%			%					
Total Auxiliary Revenue		\$169,511,732			\$187,237,732			\$196,278,732	\$202,167,094	\$208,232,107	\$218,643,712	\$229,575,898
Total Tuition and Fees												
In-State Undergraduate	\$9,266		\$9,948	7.4%		\$10,702	7.6%					
Out-Of-State Undergraduate	\$26,744		\$28,096	5.1%		\$29,518	5.1%					
In-State Graduate	\$11,264		\$12,107	7.5%		\$13,044	7.7%					
Out-Of-State Graduate	\$26,606		\$27,951	5.1%		\$29,366	5.1%					
In-State Law	\$23,720		\$25,573	7.8%		\$27,641	8.1%					
Out-Of-State Law	\$38,112		\$40,032	5.0%		\$42,050	5.0%					
In-State Medicine	\$0		\$0	%		\$0	%					
Out-Of-State Medicine	\$0		\$0	%		\$0	%					
In-State Dentistry	\$0		\$0	%		\$0	%					
Out-Of-State Dentistry	\$0		\$0	%		\$0	%					
In-State PharmD	\$0		\$0	%		\$0	%					
Out-Of-State PharmD	\$0		\$0	%		\$0	%					
In-State Veterinary Medicine	\$0		\$0	%		\$0	%					
Out-Of-State Veterinary Medicine	\$0		\$0	%		\$0	%					
Student Financial Aid (Program 108)		\$7,007,000			\$8,507,000			\$10,307,000	\$12,107,000	\$13,907,000	\$15,707,000	\$17,507,000
Sponsored Programs (Program 110)		\$187,768,473			\$200,365,829			\$213,844,999	\$228,267,712	\$243,700,014	\$260,212,577	\$277,881,020
Unique Military Activities												
Workforce Development												
Other (Specify)												

Six-Year Plans (2011) George Mason University

Foregone Tuition Revenue As A Result of Tuition Waivers Educational and General Programs

(Please provide information and add programs to the list as appropriate)

Program	2012-13					2013-14				
	In-State Undergraduates	In-State Graduates	Out-of-State Undergraduates	Out-of-State Graduates	Total	In-State Undergraduates	In-State Graduates	Out-of-State Undergraduates	Out-of-State Graduates	Total
Academic Common Market	\$0	\$0	\$630,600	\$0	\$630,600	\$0	\$0	\$662,761	\$0	\$662,761
Out-of-State Graduates	\$0	\$1,867,250	\$0	\$3,159,306	\$5,026,556	\$0	\$1,992,356	\$0	\$3,320,431	\$5,312,786
Senior Citizen	\$453,475	\$0	\$0	\$0	\$453,475	\$483,858	\$0	\$0	\$0	\$483,858
War Orphan	\$170,720	\$0	\$0	\$0	\$170,720	\$182,158	\$0	\$0	\$0	\$182,158
FFABC	\$5,335	\$0	\$0	\$0	\$5,335	\$5,692	\$0	\$0	\$0	\$5,692
Military	\$0	\$0	\$525,500	\$0	\$525,500	\$0	\$0	\$552,301	\$0	\$552,301
Compassionate	\$106,700	\$0	\$63,060	\$0	\$169,760	\$113,849	\$0	\$66,276	\$0	\$180,125
Administrative	\$320,100	\$0	\$0	\$0	\$320,100	\$341,547	\$0	\$0	\$0	\$341,547
Tuition Remissions	\$5,335	\$0	\$1,576,500	\$0	\$1,581,835	\$5,692	\$0	\$1,656,902	\$0	\$1,662,594
(Add Programs as Appropriate)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Military SAC	\$0	\$0	\$0	\$1,103,550	\$1,103,550	\$0	\$0	\$0	\$1,159,831	\$1,159,831
Government SAC	\$0	\$0	\$0	\$105,100	\$105,100	\$0	\$0	\$0	\$110,460	\$110,460
	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$1,061,665	\$1,867,250	\$2,795,660	\$4,367,956	\$10,092,531	\$1,132,797	\$1,992,356	\$2,938,239	\$4,590,722	\$10,654,113

George Mason University

Please provide clarification/reconciliation of greater tuition and fee revenues in the planning assumptions than planned expenditures and correct the financial plan to assume no additional general fund support.

Response: Mason's corrected financial plan does not reflect any variance between planned expenditures and tuition and fee revenues. However with the concurrence of the Secretary of Education our revised submission continues to reflect an assumption of Commonwealth support for future enrollment growth. Mason has increased its in-state enrollment significantly during the past several years with no such support.

Please provide information on the impact on tuition if faculty salaries are increased similar to this year using institutional funds.

Response: Faculty salaries remain one of Mason's highest expenditure priorities for the upcoming biennium. To increase only instructional faculty salaries in FY 2013 by 3.0% without any general fund support will require an across-the-board tuition increase of approximately 1.6%. However Mason's price elasticity for certain out-of-state students, who generally pay tuition at rates three times in-state rates, may not allow for such across-the-board increases resulting in a potentially higher rate impact for in-state students.

Please provide feedback on the efficiency and effectiveness study, when complete, to determine if something similar should be encouraged for all institutions.

Response: The initial phase of Mason's efficiency and effectiveness study is nearing completion. Seven specific support areas were targeted and benchmarked against different peer groups depending on the support area examined. The external consultant, Huron Consulting, pointed out to Mason's Board of Visitors that on a per student basis, Mason expends only 72% of its SCHEV peer group average, and that by any measure Mason is both efficient and effective. Still, opportunities for improvements were identified in each area examined and Mason will be pursuing appropriate implementation strategies for each recommendation. In the current financial plan and submitted decision packages for the upcoming biennium Mason has targeted \$500K in savings for FY 2013 and \$1M for FY 2014, to be applied to its highest unfunded expenditure priorities. Although the findings and conclusions of this exercise are institution-specific, it is highly probable that some of the recommendations may have application at other schools. Last week (October 6, 2011) George Mason University agreed to share both the RFP and the preliminary findings with all the other schools in the Commonwealth. There was strong interest expressed by all schools.

Please provide implications to the plan relative to enrollment growth efforts and incentive funding if the incentive funding amount is less than \$4,000.

Response: As noted in the first item above, for many years Mason has increased enrollments of Virginia students with no corresponding increase to Commonwealth general fund support. Mason has relied on a combination of operating efficiencies, tuition support, other revenue support, and limited out-of-state enrollment growth to fund this cost. The lack of Commonwealth support in the past has resulted in the curtailing of resident enrollment growth that otherwise might have occurred.

Going forward, the combination of \$4,000 per FTE in additional Commonwealth support and in-state tuition approximates the marginal cost of additional undergraduate and graduate enrollments. That combination remains considerably below the marginal revenues provided by increased out-of-state enrollments. At less than \$4,000 per FTE in Commonwealth support Mason would need to look to leveraging its enhanced national and international reputation to strategically increase out-of-state enrollments for the specific purpose of providing increased revenue support for in-state enrollments. This is an enrollment growth strategy Mason has generally eschewed in the past yet may be forced to pursue in the future.

In closing, the absence of a Commonwealth of Virginia consistently funded, financial/budget policy on the general fund support to be provided for in-state student enrollment growth is a major obstacle to effective strategic planning for the state-supported institutions of higher education. Establishing a state funding policy that ensures a certain level of state funding will be provided to those institutions increasing in-state student enrollment will allow institutions to make informed decisions about in-state enrollment growth. Such planning is not possible at this time. Whatever the level of general fund to be provided for in-state student enrollment growth some institutions will perceive the new level of general fund state support to be an incentive, while other schools will see the amount as a disincentive. Whatever the institutional reaction, the establishment of such a funding policy will be an improvement to the strategic planning so necessary for the future of higher education in the Commonwealth of Virginia.

Response to Distribution of Financial Aid

Priority Order of Payment: The Same Student Cannot be Both Subsidized and Subsidizer

For George Mason University, all institutional financial aid is funded by out-of-state tuition. In the most recently completed fiscal year this constituted 6.95% of out-of-state tuition revenue, in addition to which out-of-state students fully funded their educational costs, transferred a portion of their tuition to the Commonwealth and subsidized the unfunded educational costs of in-state students.

While Mason has talked about financial aid as a percentage of total tuition increases, Mason has never tied an in-state tuition increase to financial aid. The combination of tuition and general fund support for each category of in-state student is insufficient to cover costs of instruction. At Mason, the notion of in-state students "subsidizing" out-of-state students is not possible as in-state students are themselves subsidized.

Actual Tuition Subsidy is By Out-of-State Students to In-State Students

The bulk of the \$90+ million in tuition revenue paid by out-of-state students supports salaries of Virginia taxpaying employees of the Commonwealth. These dollars have a significant and compounded local and regional economic impact. Out-of-state students also make a long-term economic contribution to the growth and vitality of Virginia's economy.

After covering their own costs of instruction and financial aid, out-of-state students provide a net income subsidy of \$6.8 million to support the educational costs of in-state students, \$1.5 million for in-state financial aid, and \$1.7 million to the Commonwealth. In total 11 cents on the dollar in out-of-state tuition goes directly to support the Commonwealth and in-state students.

Constraints on the Ability to Recruit Out-of-State Students Will Have Serious Economic Consequences

In FY 2012 Mason will receive 75% of its E&G revenue from non-general fund sources, predominantly tuition and fees. While out-of-state students constitute fewer than 20% of enrollments, they provide nearly 37% of tuition revenues in addition to local and regional economic contributions. The loss of these enrollments based on pricing or other factors would necessitate some combination of increased general Fund support, increased in-state tuition or operating cost reductions, and would also have a significant economic impact on local businesses and Commonwealth tax revenues.