



Living Off the E.D.G.E.

Growth & Development at the EDGE

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Agenda

- Defining the EDGE
- EDGE Assessment
- EDGE Value Hierarchy
- EDGE Budget Review
- Literature & External Review
- Final Recommendations

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Defining the EDGE

Energize. Develop. Grow. Excel.

Consists of outdoor low and high elements that provide experiential learning through leadership and team building programming

- Began at Hemlock Overlook in 1970s
- Located at Science & Technology Campus since 2009
- Program has been a subsidiary of Mason Recreation since July 2013
- ***Program is self-supporting***: money earned covers operation costs (salaries, expenses, maintenance, etc.)
- Users include: Mason students, corporations, government entities, non-profits, other Universities and public school groups

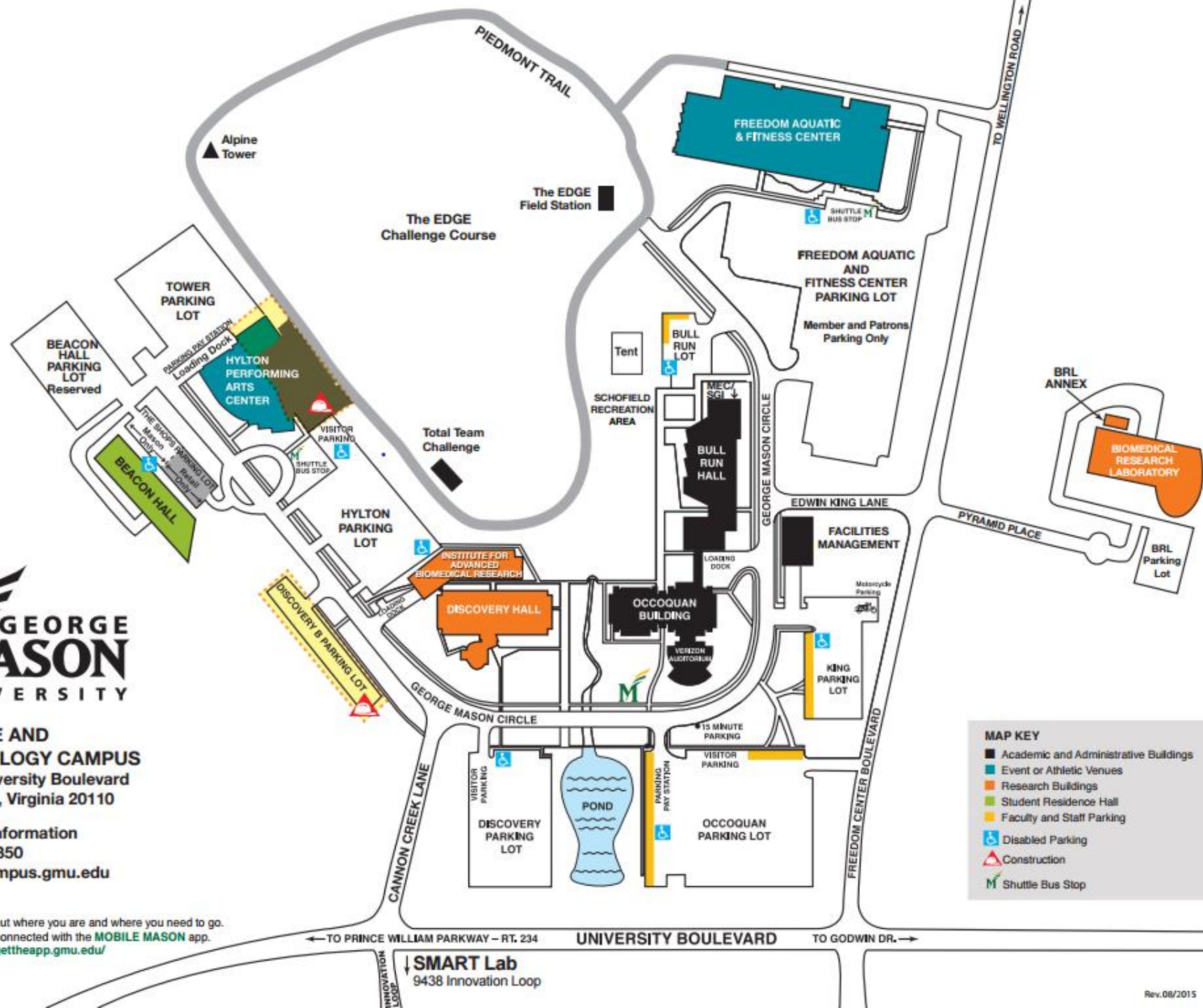


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Total Team Challenge

High Element





Excel Series

Low Element

The Alpine Tower

High Element



Problem Statement

Given the projected growth and development of the Science and Technology Campus, Mason Recreation's EDGE program is in need of a 10 year plan to facilitate a transition the program to the Fairfax campus, while achieving a breakeven budget. This 10 year plan is subject to the development and funding constraints of the University.

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Mission Objectives - Part I

Facilitate Growth and Development of the EDGE at Science and Technology campus

- Analyze alternatives that allow for the EDGE to eventually operate at a break-even budget
- Evaluate current pricing structure and explore variations to increase revenue while serving more students
- Determine EDGE values and evaluate against current and future goals

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Mission Objectives - Part II

Facilitate Growth and Development of the EDGE at Science and Technology campus AND Fairfax campus

- Evaluate additional opportunities to serve more students
 - Extend and grow the existent partnership of academic and student organization participation in EDGE programming
- Preserve programming structure for external (non-student) programs

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EDGE Assessment via Survey

Survey Objectives

- Gain a base understanding of how known the EDGE program is perceived at present
- Gauge interest in the EDGE activities were they to be present on the Fairfax campus
- Obtain an estimate of the price range potential participants are willing to pay

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Survey Data Collection

- Survey conducted over the course of 2 weeks
- 53 total participants
 - 33 male ; 19 female
 - 49 GMU students ; 4 GMU community members
 - 21 live on Fairfax Campus ; 32 live off campus
 - 77% live more than 10 miles away from Science and Tech campus

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Survey Responses

- Prior to taking the survey, were you familiar with the EDGE program under Mason Recreation?
 - YES – 53%
 - NO – 47%
- Have you ever participated in the EDGE program?
 - YES – 11%
 - NO – 89%

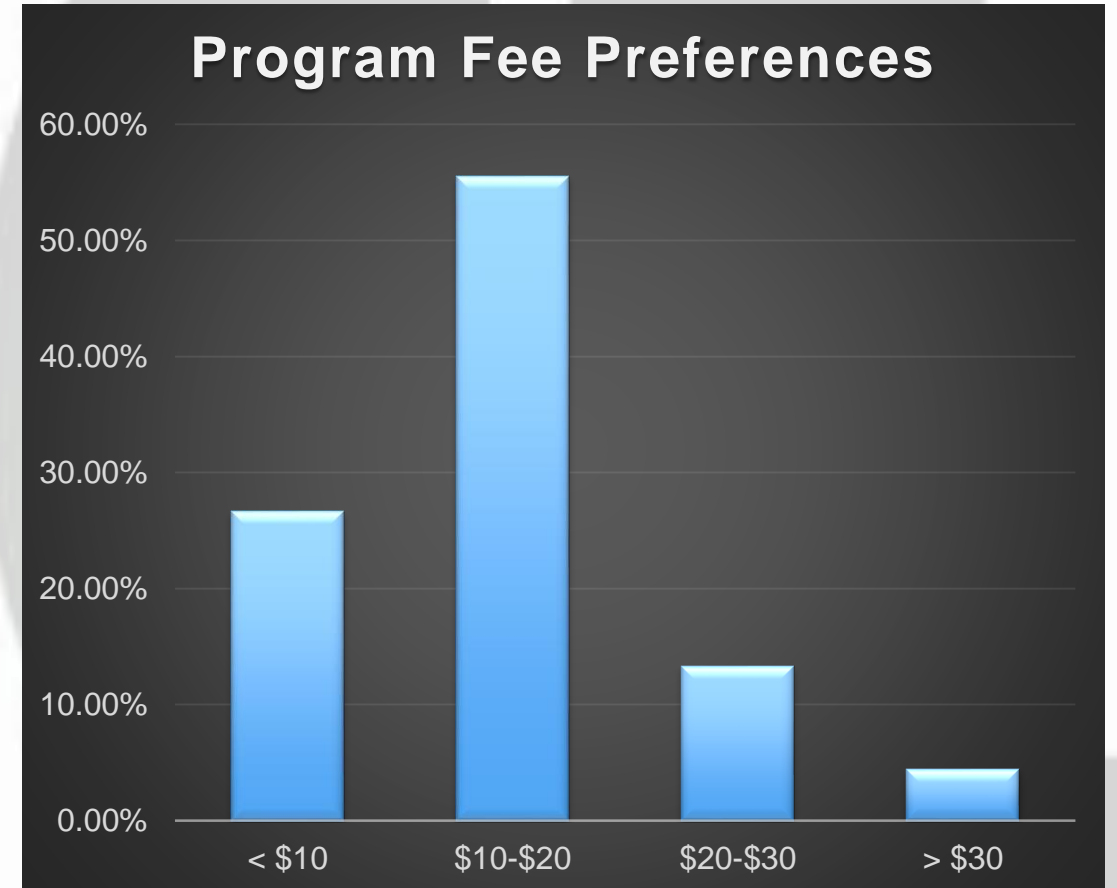
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Survey Responses

- Would you be willing to participate in activities provided by the EDGE program, at present?
 - YES – 66%
 - NO – 34%
- Would you be more willing to participate in activities provided by the EDGE program if they were available on the Fairfax campus?
 - YES – 85%
 - NO – 15%
- Results showed a 19% increase in the interest to partake in the EDGE program should it be available on Fairfax

Survey Responses

- Question: How much would you be willing to pay to participate?
- Results showed:
 - 96% preferred a fee of less than \$30
 - Majority preferred \$10-\$20 fee range



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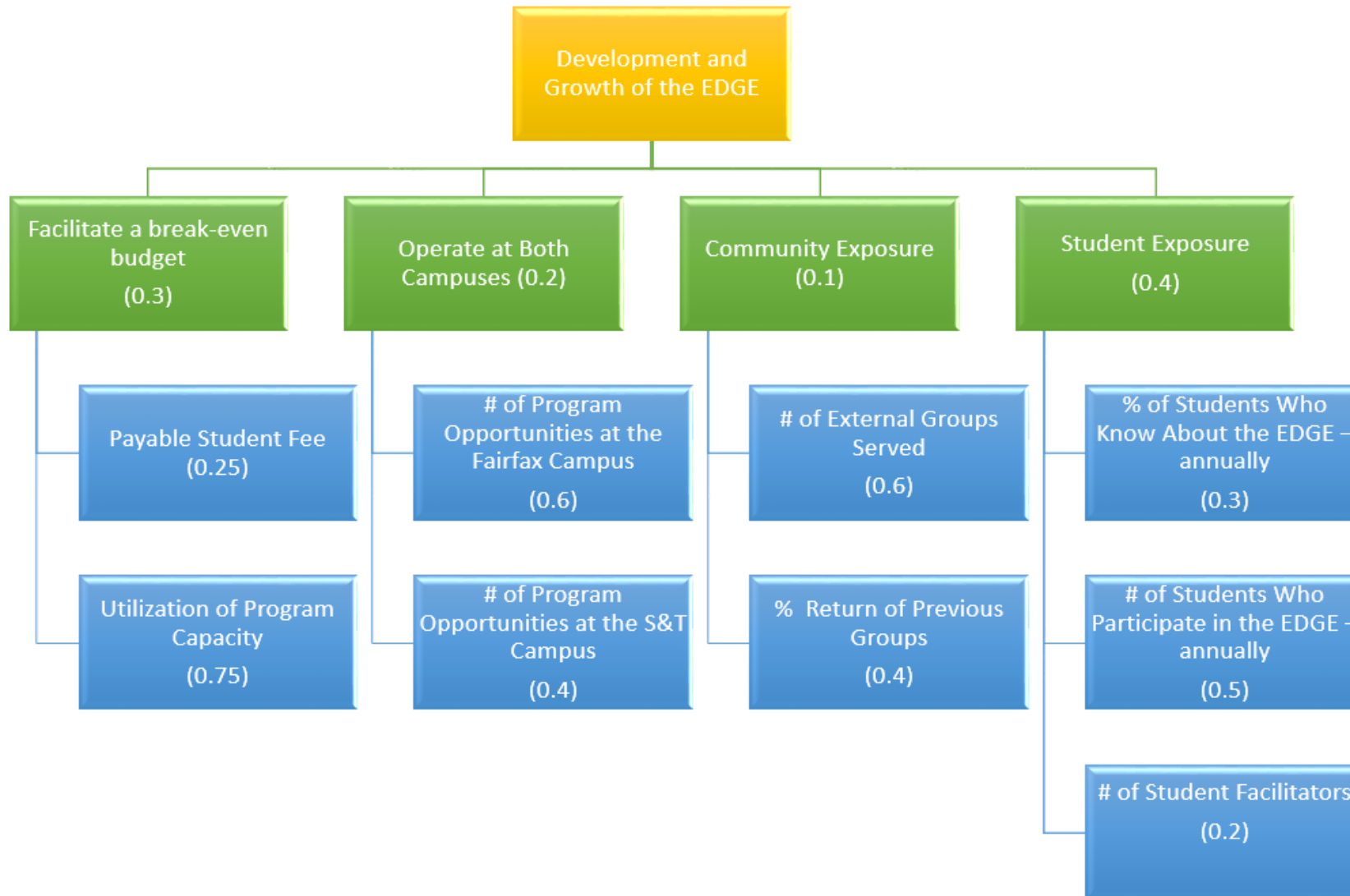
Assumptions Facilitated by Survey Results

- Students are willing to participate in the EDGE program, but many have not.
- There will be an increase in the number of EDGE student participants once the program becomes operational on the Fairfax campus
- There will be an increase in the number of EDGE student participants once a revised student fee structure is implemented within a \$10 to \$20 range

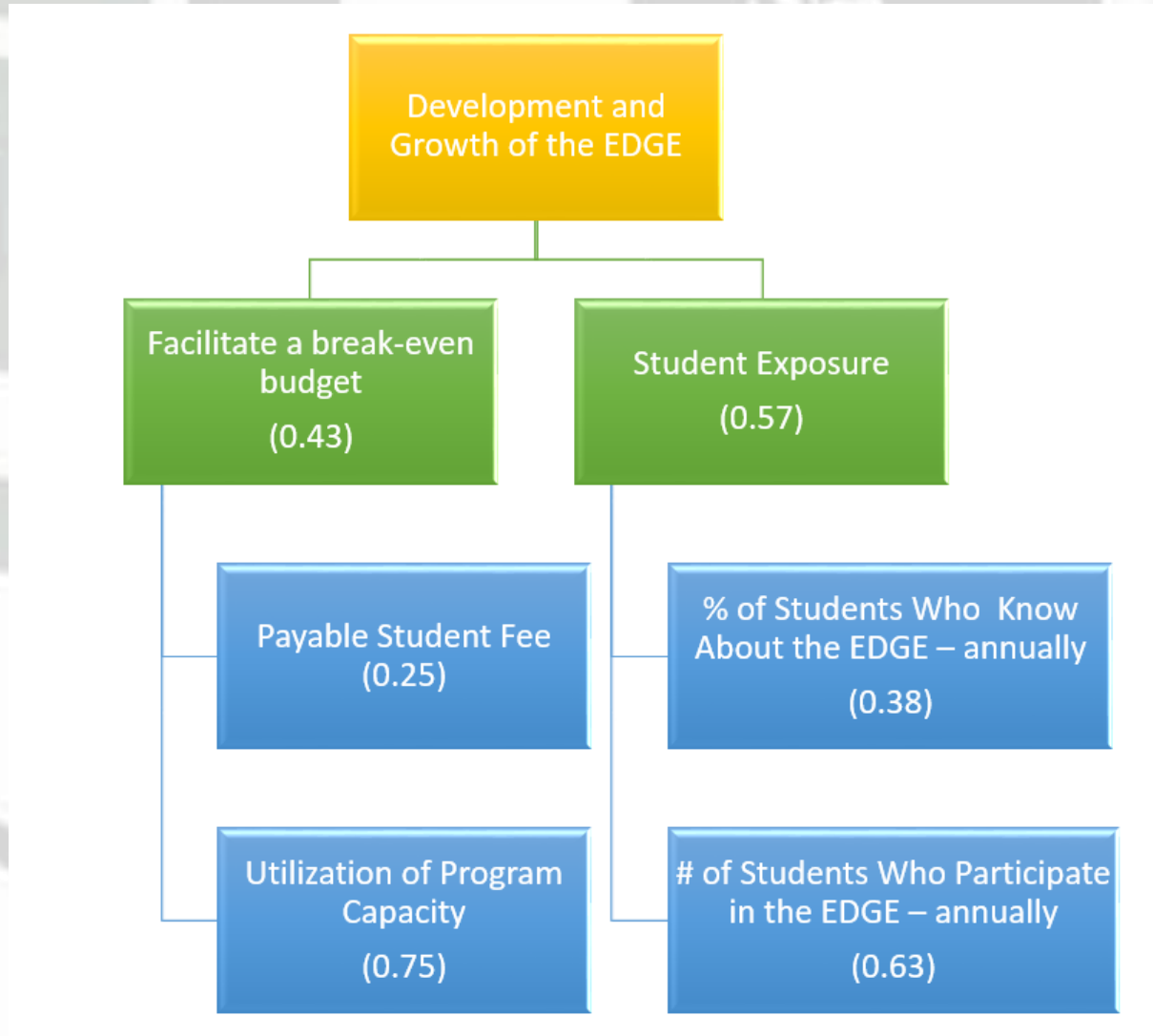


EDGE Value Hierarchy

Value Hierarchy for the EDGE - Initial



Value Hierarchy for the EDGE - Revised



1

Student Participants (per year)

0.36

2

Program Capacity (% of Total People Served)

0.32

3

Student Knowledge (%)

0.21

4

Student Fee

0.11

Alternative Scenarios

	Scenario Alternatives	Student Fee	Program Capacity (% of Total People Served)	Student Knowledge (%)	Student Participants (per year)
1	FY15 / Current	\$65	14%	52%	1800
4	Lower Student Fee	\$25	20%	60%	2100
2	Lowest Student Fee	\$15	24%	89%	3100
3	Elevated Student Participation	\$15	28%	89%	3600

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VALUE HIERARCHY – SCENARIO VALUE SCORES





EDGE Budget Review

EDGE Budget Overview

- Expenditures:
 - Office Space Fees
 - Professional Salaries (& Benefits)
 - Maintenance Costs
 - Wage Staff Salaries
- Revenue:
 - Outdoor Programming
 - Consulting
 - Gift Shop
- Mason Recreation absorbs remaining expenses at the end of each fiscal year
- ~\$90K grant awarded annually to reduce student fees
 - \$15 student rate when grant is active
 - Once the grant becomes inactive the student fee returns to \$65

Budget Forecast Methodology - Description

- Received high-level budget data for 2010 – 2015 FY
- Received detailed revenue data for 2015
- Analyzed trends from 2010 – 2015 budget data to forecast future budget data

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Budget Forecast Methodology – Model Setup

- Developed two budget models with varying number of student participants
 - Model 1 – Current student fee structure: \$15 per student while grant exists; \$65 per student after grant runs out
 - Model 2 – Fixed student fee at \$15
- Three scenarios per model
 - Conservative – highest operating cost (\$15/hour for 6 hours)
 - Moderate – medium operating cost (\$15/hour for 4 hours; \$10/hour for 6 hours)
 - Optimistic – lowest operating cost (\$10/hour for 4 hours)

Budget Model Data – 2015 Revenue Breakdown

Revenue Source	Amount	Percentage
Community	\$27,500	8.6%
Consulting	\$1,450	0.5%
Government – NP	\$16,110	5.0%
Mason Non-Student	\$13,109	4.1%
Professional	\$69,929	21.9%
School	\$104,190	32.6%
U/Comm/School	\$56,190	17.6%
Mason Students	\$30,601	9.6%

Total Student Revenue = 9.6%

Total Non-Student Revenue = 90.4%

Model 1: Current Student Fee Structure Forecast - Description

- Existing grant from university = \$90,000
- Reduces student fee from \$65 to \$15
- Covers first 1,800 students
- Given historical data, once student fee reverts to \$65, student participation declines drastically
- Used 1,800 students as the baseline number for number of students participating in the EDGE to forecast budget for next 10 years

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Model 1: Current Student Fee Structure Forecast - Results

Conservative

Year	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Profit	\$-51,913	\$-40,192	\$-28,699	\$-17,445	\$-6,435	\$4,319	\$14,813	\$25,036	\$34,978	\$44,632

Moderate

Year	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Profit	\$-48,313	\$-36,591	\$-25,099	\$-13,845	\$-2,835	\$7,919	\$18,413	\$28,636	\$38,578	\$48,232

Optimistic

Year	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Profit	\$-45,913	\$-34,191	\$-22,699	\$-11,445	\$-435	\$10,319	\$20,813	\$31,036	\$40,978	\$50,632

Model 2: Adjusted Student Fee Structure

Forecast - Description

- Historical budget data indicated that students were not participating in EDGE after \$90,000 grant runs out
- Survey results confirmed that only 4.44% of students would be willing to pay over \$30 for EDGE programs → fixed student rate at \$15
- Projected percentage and number of students served by EDGE based on historical student participation
- Forecasted budget for next 10 years

Estimates of Previous Years' Data

Year	2010	2011	2012	2013	2014
Total Revenue	\$120,199	\$201,213	\$251,929	\$312,618	\$285,450
Revenue from Students	\$11,512	\$19,272	\$24,130	\$29,943	\$27,341
# of Students	768	1,285	1,609	1,996	1,823

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Projection of Students Served by EDGE

- Determined change in percentage of students served in the past 5 years to project the percentage of students served for the next 10 years

Year	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Projected # of Mason Students	34,607	35,108	35,617	35,134	36,658	37,189	37,729	38,276	38,831	39,394
Projected % of Students Using the EDGE	5.82%	6.40%	6.98%	7.55%	8.13%	8.71%	9.28%	9.86%	10.44%	11.02%
Projected # of Students Using the EDGE	2,015	2,247	2,485	2,729	2,980	3,238	3,503	3,775	4,054	4,340

Adjusted Student Fee Structure Forecast

Conservative

Year	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Profit	-\$49,981	-\$36,172	-\$22,537	-\$9,081	\$4,188	\$17,264	\$30,140	\$42,808	\$55,261	\$67,489

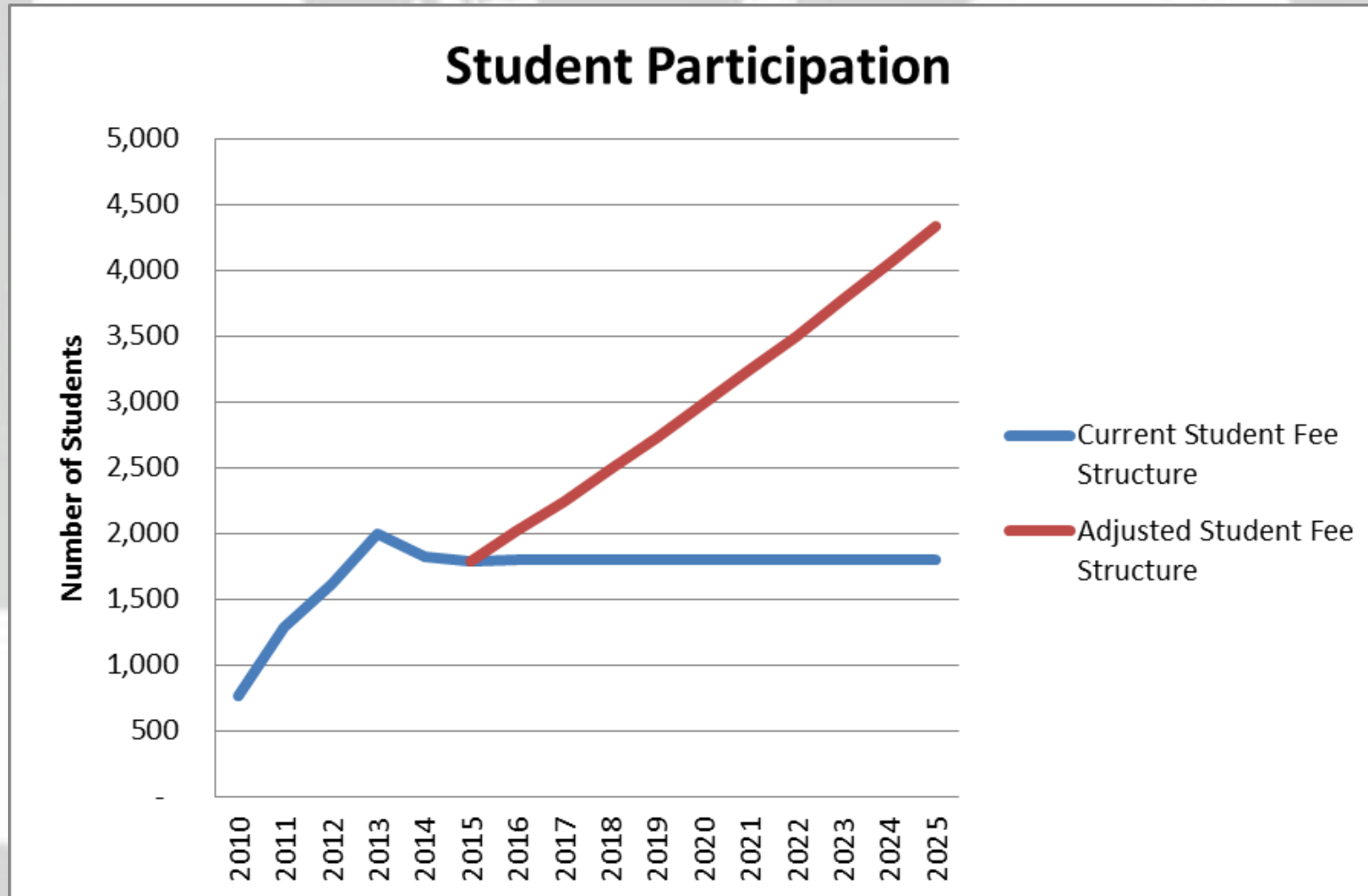
Moderate


Year	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Profit	-\$45,951	-\$31,679	-\$17,568	-\$3,622	\$10,149	\$23,741	\$37,146	\$50,358	\$63,368	\$76,169

Optimistic

Year	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Profit	-\$43,265	-\$28,684	-\$14,255	\$16	\$14,122	\$28,058	\$41,817	\$55,391	\$68,773	\$81,955

Comparison of Student Participation Rates





External Review - How To Grow Outdoor Experiential Training (OET) Programs

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Literature Review

Leadership in the Making: Impact and Insights From Leadership Development Programs in US Colleges and Universities

- Successful leadership development programs include:
 - Strong connection between program mission and the institution
 - Program support across the institution
 - Program has an academic home

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Comparable Programs - OET at Other Universities

University of Virginia - Poplar Ridge

- Popular Programs - (1) Half-Day Combination Program - 1 high and multiple low elements; and (2) Team-Building - low elements
- Operating budget comes from Student fees
- Challenge course serves approximately 3,000 participants annually
- Non-academic University partnerships aid in minimizing costs

James Madison University - TEAM Challenge Course Program

- Newer program - consisting of 4 different program formats
- Student organizations, academic classes and student government can apply for a grant to have fees compensated
- Most programs are run by student facilitators (including professional groups)
- Linked with academics through graduate programs, kinesiology course, and the business department



Final Recommendations

Recommendation: Student Fee Restructuring

Facilitates “Break-Even Budget”

- Establish a reduced fixed student fee for Mason students regardless of grant availability
 - Budget is projected to break even by 2019 with \$15 fee
 - Consistent increase in student participation over 10 years

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Recommendation: Academic Inclusion

Facilitates “Student Exposure”

- Partner more closely with University programs and academics
 - Review partnerships with - Patriot Experience, INTO Mason, GMU MILE, ROTC, Housing and Residence Life, Business Dept., & all academic departments with curriculum related to experiential learning
 - UNIV 100 - currently partnered with 22 of 37 courses

“UNIV department have enjoyed the working partnership with EDGE” - Jackie Nash, Associate Director for UNIV Courses and Programs

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EDGE: 10 Year Plan

Years 1 – 3: Initial Updates and Review

- Y1 – Reduce fixed student fee to \$15-\$30
- Y2 – Conduct and review value hierarchy (scoring) given FY16 and FY17 data
- Y3 – Develop pitch for increased University funding

Years 4 – 6: Academic Outreach

- Review pricing structure for student organizations – potential for incentives

Years 7 – 10: Continued Assessment of Growth and Expansion

- Review pricing structure for non-student programs

The background features a large, light gray logo for 'FLEEDGE'. The word 'FLEEDGE' is in a bold, sans-serif font. Inside the letter 'D', there is a white silhouette of a person climbing a rope ladder. Below the word, a thick gray curved arrow points from the left towards the right. Underneath the arrow, the tagline 'energize . develop . grow . excel' is written in a smaller, lowercase sans-serif font.

Questions?