



2014–2024 STRATEGIC PLAN UPDATE 2017



EXECUTIVE SUMMARY

In 2013, George Mason University produced a far-reaching strategic plan that outlined how it would serve students, the community, faculty and staff, and the broader global society over the succeeding 10 years. Four years later, that commitment to service and the vision embedded in the plan – to be a world-class research university committed to access and inclusion – remain the guiding principles that govern the university’s strategic decisions.

Established five decades ago with the goal of eventually becoming a “good regional university,” Mason has vastly exceeded this founding aspiration and is now Virginia’s largest and most diverse public research university, one of the best universities in the U.S. and one of the top 300 universities in the world. The foundation of this success is a remarkable track record of teaching and scholarship excellence that has enabled Mason to educate hundreds of thousands of students who in turn have been a driving force in the social and economic development of Northern Virginia and the National Capital Region.

Today those twin pillars of teaching and scholarship and our underlying commitment of service to the community and the commonwealth remain our predominant strengths and form the basis of everything we do. Under the strategic plan, we will continue to bolster our academic core in order to better fulfill our teaching, scholarship, and service missions.

By focusing our curricular design on high-impact learning experiences, by broadening access through new programs and delivery formats, and constantly improving the entire teaching and learning ecosystem to provide a transformative learning experience to all students, we will meet our objective of preparing graduates for lives of meaning and impact.

By investing in and strengthening our research, scholarship, and creative activities, by pursuing initiatives that produce academic, societal, and economic impact, and by expanding our global ties, we will meet our objective to create and disseminate new knowledge for the betterment of society at home and around the world.

The 100,000 graduates we intend to produce will be a source of human talent, creative energy, and social vibrancy for our region and the commonwealth. We will place particular emphasis on our role as a source of innovation and entrepreneurship, a critical engine of regional economic development. Finally, we will seek to expand, deepen, and improve our programs, events, and services that enrich the cultural, intellectual, and social life of our community.

The foundation of all these initiatives is talented and dedicated faculty and staff members who have been the primary architects of Mason’s success over the past five decades. In order to ensure that they can continue to succeed, we must invest in faculty support and development. We must also continue to develop as a model well-being university where talented people of all backgrounds can thrive and deliver on our mission. And, finally, a special focus on diversity and inclusion will ensure that our community is rich in ideas, talent, and perspectives.

STRATEGIC GOAL #1: INNOVATIVE LEARNING

Deliver a transformative Mason Learning Experience that is experiential, global, and technology-rich.

Our promise to our students is a transformational learning experience that helps them grow as engaged citizens and well-rounded scholars who are prepared to act. Over the past several decades, we have delivered on this promise by adopting a student-centric approach that has produced graduates who are among the most successful and well prepared in the commonwealth and who have become community leaders committed to making a difference. We have achieved this while serving a large number of socioeconomically disadvantaged students and first-generation college attendees.

Our success in serving students has been founded on an open, inquiry-based culture and innovative programs that have provided students high-impact learning experiences along with strong theoretical knowledge. Our national leadership in undergraduate research, creative activity, and scholarship is one such initiative. Our extensive internship program is another.

Three years into the implementation of our Strategic Plan, we are poised to elevate the Mason Learning Experience to a new level of excellence. Central to this effort is *Mason Impact*, an initiative to offer high-impact learning experiences to all students, deepen their engagement and development, and prepare them to make a real impact in the world. Mason Impact shapes our students' development through global education, civic engagement, research, and entrepreneurship, and is grounded in a strong education designed to develop problem-solving, critical thinking, and communication skills.

To better align the university's curriculum with our desired Mason Graduate learning outcomes and provide the right foundation to make our students competitive for job placements or to seek graduate degrees, we are redesigning the Mason Core General Education program. We are also investing in building enhanced and technology-rich classrooms in new academic buildings such as Peterson Hall and the Robinson Hall replacement.

Critical to student success are all the support and advisory systems that allow each individual to find what they need. The Student Experience Redesign initiative aims at re-engineering the student experience from beginning to end.

Key to achieving these goals is our shared commitment to continuous innovation across colleges and departments, to finding better ways to deliver transformative learning, and to creating new offerings that respond to changing needs in the region, the nation, and the world.

To ensure that students are benefiting from a transformative education, we will be studying the impact of these courses and opportunities on student learning. Mason's faculty include national leaders in the development of assessment and program tools, and we will be leveraging their expertise to build a comprehensive assessment plan for Mason Core courses, academic programs, and Mason Impact experiences. The collected data will be used to refine our programs and improve learning for our students.

To ensure that faculty receive the support necessary to deliver the world-class instruction that has been Mason's hallmark, we will leverage the resources of the new Stearns Center for Teaching and Learning to provide integrated and state-of-the-art instructional design as well as active collaboration across disciplinary boundaries. We will assist faculty members in aligning their curricula with these broader goals and help them best integrate curricular and experiential learning activities.

Metrics:

Metric #1: 100% of Mason undergraduate students will graduate with transformative *Mason Impact* experiences, incorporating at least one of the following: undergraduate research or creative project, civic engagement project, entrepreneurial experience, global education experience, clinical experience, student teaching, internship, and/or capstone course.

Current Status: FY17: 85% of undergraduate students graduated with an identified transformative experience. (FY14: 78%; FY15: 80%; FY16: 85%)

Metric #2: 90% of graduating seniors will meet or exceed benchmarks on learning outcomes in critical thinking, problem-solving, and communication.

Current Status: From FY12 - FY16 (cumulative), 73% of students participating in undergraduate research achieved proficiency or higher on OSCAR student learning outcomes.

Metric #3: 30% of all classrooms will be Active Learning Classrooms, and every undergraduate student (excluding fully online students) will take at least one course taught in an Active Learning Classroom.

Current Status: FY17: 4.8% of Mason's total classroom inventory has technology that earns the Active Learning designation supporting interactive, multi-location, or hands-on learning. (FY16: 4.8%)

Metric #4: Maintain or achieve more than 90% student satisfaction with their Mason educational experience upon graduation.

Current status: Students reporting satisfaction with education: FY16: 91% of undergraduates, 94% of doctoral, 93% of master's, and 94% of law. (FY14: 92% undergraduates, 96% doctoral, 94% master's, 98% law; FY15: 93% undergraduates, 94% doctoral, 94% master's, 97% law.) Graduate students reporting satisfaction with mentoring: FY16: 84% of doctoral, 71% of master's and 64% of law. (FY14: doctoral 85%, masters 69%, law 58%; FY15: doctoral 83%, master's 71%, law 60%.)

***Reporting is currently voluntary; we plan to expand and possibly institute mandatory reporting*

Representative Accomplishments to Date:

- Mason received the Council on Undergraduate Research's national AURA award in 2015, which recognized Mason as having the best undergraduate research program in an R1 university.
- Implemented Curriculum Scholarship Development Grants (2012), Curriculum Impact Grants (2017), Global Course Grants (2017), Open Educational Resources Grants (2016), Online Course Development Grants and Academies (2010), and Course (Re-Design) Academy Workshops (2017).
- Created two actively used maker and collaboration spaces: Mason Innovation Exchanges (MIX), and planned for an additional MIX in the Robinson redesign.

Sample Future Initiatives:

- Facilitate collaboration among Stearns Center, Undergraduate Education, and other offices to offer and expand faculty development support for experiential, global, and technology-rich curriculum that utilizes updated campus facilities.
- Create a designation that will track all Mason Impact, entrepreneurial and civic engagement projects courses, and identify students who have participated in related co-curricular experiences.
- Design and implement online learning plan.
- Develop and provide faculty development support for Active Learning Classrooms and other innovative learning spaces such as the Peterson and Robinson educational buildings. Redesign the Mason Core General Education Program that incorporates the various pathways students earn degrees at Mason (native, transfer, online) and includes a technology component and capstone experience for all students.

STRATEGIC GOAL #2: ACCESSIBLE PATHWAYS

Provide multiple pathways and delivery formats to serve the needs of different students.

At the core of our mission to be an innovative and inclusive academic community is the belief that public education is a critical engine for innovation, economic development, and social mobility. A central element of our public mission is to provide access to students of different socioeconomic backgrounds and varied life circumstances. Since our founding, this has driven our expansion as we have grown to become the largest, most diverse public university in Virginia.

In recent years, this mission of access has become even more salient. Over the last decade, Mason has been responsible for almost half of the enrollment growth across all Virginia public universities. As we have grown, we have also become more diverse. More than half of our incoming students are from underrepresented minority groups, and many of them are first-generation college students; roughly one-third are from socioeconomically disadvantaged backgrounds.

At the same time, our students continue to thrive. They graduate at the same high rates regardless of race or economic background. They land the highest-paying jobs of the commonwealth's graduates. And they are able to pay back their student loans more successfully than most, resulting in one of the lowest student loan default rates in the nation.

Since 2014, we have launched numerous programs designed to increase access: The Online Virginia Network (OVN) has built a pathway for adults to complete their unfinished degrees; our partnership with Wiley has created opportunities for graduate online learners; and the INTO partnership has improved access for international students.

The success of these initiatives illustrates that there is much more we can and must do to fulfill our mission of access. In April 2017, Mason and Northern Virginia Community College entered into a partnership (ADVANCE) to develop the next generation of transfer programs, which will provide a guided pathway for NOVA students for timely and cost-efficient completion of their degrees at Mason. By aligning curricula and removing obstacles, we expect to assist thousands of students in meeting their goals of obtaining four-year degrees.

Mason will work to expand our portfolio of online graduate and undergraduate programs through our existing partnerships with Wiley and the OVN, and by creating additional new programs and partnerships to serve online learners. Finally, we will grow the Bachelor of Independent Studies (our successful and growing program for adult returning students) and expand the Mason Early Identification Program to include First Star Scholars, a group focusing on foster students.

Mason students succeed at impressive rates. We believe that we can help our students succeed at even higher levels by improving our overall support. The Student Experience Redesign and Mason Impact programs will be the main vehicles we use to enhance student success. We believe that these initiatives will allow us to remove obstacles, improve processes, and break down barriers that will lead to increased retention, improved learning outcomes, and higher graduation rates. While these initiatives are targeted at undergraduates, we believe that the associated improvements in advising, technology, and process will have benefits for graduate and nondegree students as well. Finally, we will invest in an internationalization plan (see Goal #12) that will improve our ability to serve the increased number of international students who have enrolled at Mason through the INTO program.

Metrics:

Metric #1: Maintain equal graduation outcomes for undergraduate students regardless of race and socioeconomic background.

Current Status: FY18, graduation outcomes for overall, Pell recipients, and African American and Hispanic students were within 10% of each other, ranging from 62-72%. (FY14: 67%; FY15: 67%; FY16: 69%; FY17: 70%; FY18: 71%)

Metric #2: Increase freshman/sophomore retention to 90%.

Current Status: FY18, the freshman/sophomore retention rate was 87.8%. (FY14: 87.3%; FY15: 87.6%; FY16: 87.2%; FY17: 87.5%)

Metric #3: Enroll a total of at least 2,500 ADVANCE students in partnership with NOVA.

Current Status: In process

Metric #4: 7,500 students will have taken most of their courses in an online format.

Current Status: As of FY18, 5,147 students have taken most of their courses in an online format. (FY14: 930; FY15: 1,116; FY16: 1,240; FY17: 1,463; FY18: 1,633)

Metric #5: Increase the number of undergraduate and graduate course sections identified as online or hybrid courses to 1,000 per year.

Current Status: FY17, 729 online or hybrid course sections were offered. (FY14: 490, FY15: 559, FY16: 621)

Representative Accomplishments to Date:

- Launched ADVANCE, a NOVA-Mason partnership, in April 2017.
- Formed the Online Virginia Network in partnership with Old Dominion University.
- Enrolled 140 students in the Early Identification Program during 2016-17.
- Increased the number of programs that are 100% online to 43: 3 bachelor's level (1 with 3 tracks); 15 master's (1 with 2 tracks), and 25 certificates.
- Completed a six-month self-study on the Mason student experience with recommended plans for action to close student-facing gaps in service designed to improve retention and graduation rates.
- Mason has awarded 3,197 Bachelors of Individualized Studies degrees since 1975.

Sample Future Initiatives:

- Implement ADVANCE program.
- Design and implement Online Virginia Network growth plan.
- Implement Early Identification Program partnership with First Star Scholars, preparing foster youths for college.
- Implement Student Experience Redesign recommendations.
- Implement a LifeCycle Constituent Relationship Management program to support the student experience.
- Optimize the advising process to support the student experience.

STRATEGIC GOAL #3: RETURN ON INVESTMENT

Enable all graduates to pursue meaningful lives and successful careers.

Over the past decade, universities across the nation have faced rapid decreases in federal and state funding, forcing many to raise tuition to fill the gap. At the same time, universities have seen an unprecedented rise in student debt amid growing concerns about college affordability. Institutions of higher education are under increased pressure to educate more students, deliver better outcomes, and reduce costs. They are also facing greater demand to demonstrate the benefit they provide to students, families, and society.

Despite these challenges, Mason has managed to contain costs while improving quality. Reductions in state funding have shifted the financial burden to students and their families, yet Mason tuition and fees remain lower than other research universities in Virginia. Mason students graduate with the best employment outcomes in the commonwealth, and one of the lowest loan default rates in the nation.

Given the continued national debate over college access and evidence showing significantly higher lifetime earnings for degree earners, Mason is deeply committed to affordability and value for our students. This means keeping tuition levels at or below the average for other Virginia doctoral institutions, bolstering financial assistance and advising, and maintaining a strong financial and career return on investment for our graduates.

However, the benefit of an education is not just financial. Recognizing the critical importance of well-being, we will develop programs and initiatives that promote student well-being inside and outside the classroom (see Goal #7) to prepare our students for both meaningful careers and meaningful lives.

By supporting faculty teaching and excellence (see Goal #9) we will work to ensure that Mason's learning environment and educational outcomes continue to be a source of strength and value for students. Through the Student Experience Redesign and Mason Impact initiatives, we will make college education more accessible (see Goal #2) and more enriching (see Goal #1) by building new and innovative programs, developing new curricula, and smoothing the path to degree completion.

Underpinning the above efforts will be a collection of specific initiatives that will help students achieve their postgraduation goals and position them for rewarding and productive lives. Leveraging our strong partnership with Gallup, we will use the Gallup StrengthsFinder as well as our internal subject matter expertise on well-being to help students identify possible areas of interest and employment. Through Mason Impact and related initiatives (see Goal #1) we will increase experiential learning, co-curricular activities, internships, and other related opportunities. Finally, we will leverage and enhance our relationships with businesses, NGOs, government entities, and other regional institutions to expand the options available to our graduates.

Metrics:

Metric #1: In-state tuition will remain at or below the average of Virginia's doctoral universities.

Current Status: FY18, Mason's in-state tuition was \$8,672 compared to the average of Virginia's doctoral universities at \$11,942. (FY15: Mason = \$7,562, Avg. = \$9,972; FY16: Mason = \$7,976, Avg. = \$10,800; FY17: Mason = \$8,204, Avg. = \$11,521)

Metric #2: Three-year student loan default rates of graduates will remain within the lowest quartile of national public four-year institutions and below the average of Virginia public four-year institutions.

Current Status: Recently released FY14 three-year default rates show: Mason: 2.0%; Commonwealth of Virginia: 5.5%; National: 11.5%; Public four-year institutions: 7.5%

Metric #3: At least 80% of graduates will report a positive career outcome within six months of graduation.

Current Status: As of 2016, 76% of graduates reported a positive career outcome within six months of graduation. Response Rate: 48%. (FY14: 74% Response Rate: 38%, FY15: 79% Response Rate: 56%)

Representative Accomplishments to Date:

- Hosted more than 550 employers on campus and provided one-of-a kind opportunities for students to highlight their skills and network with top employers.
- Increased access to experiential learning for students with financial hardship through inaugural Unpaid Internship Scholarship Fund (\$37,400 awarded).
- Increased institutional aid budget by \$3.7 million to offset tuition increases for our students with the greatest demonstrated need.
- Created Stay Mason emergency aid program to help prevent students from stopping or dropping out due to financial constraints, and awarded \$1 million to date.
- Created Career Services Industry Model for student career advising and employer development.
- Developed partnership with Gallup to administer StrengthsFinder to any student interested in strengths assessment. To date, more than 15,000 students, faculty, and staff have taken the Gallup StrengthsFinder.

Sample Future Initiatives:

- Design and implement new tuition framework.
- Design and implement on-campus student employment career readiness program.
- Increase student financial assistance.
- Improve data collection efforts for Career Plans Survey.
- Increase employer connections and job/internship opportunities across all industries and locations.
- Create effective talent pipelines for federal employers.
- Expand and scale up Mason's resilience badge process with the focus on building purpose and resilience in preparation for graduation and the workplace.
- Design and implement career readiness model for NOVA-Mason ADVANCE.

STRATEGIC GOAL #4: 100,000 CAREER-READY GRADUATES

George Mason University will help meet the demands of the commonwealth, the region, and the world for dynamic, creative, collaborative thinkers, doers, and problem-solvers.

A truly “career-ready graduate” is one who has mastered the art of learning how to learn, and has a broad base of knowledge and skills, along with the habits of mind that set the stage for a lifetime of growth and change. Employers tell us that our students must be prepared to meet the demands of a dynamic workforce, where today’s career paths are seldom linear nor static. Earning a postsecondary degree is a prerequisite for the growing jobs of the new economy. Over the next decade, employment in jobs requiring education beyond a high school diploma will grow more rapidly—at the same time, our civil society needs graduates who are capable of critical thinking, who are engaged citizens, and who are ready to provide leadership in settings public and private, local, national, and international.

Over the past 50 years, Mason has grown to become the largest public research university in Virginia. In fact, over the past several years, Mason has been responsible for the majority of enrollment growth in the commonwealth. The combination of our graduates’ impressive learning and employment outcomes, our growing portfolio of programs, and our location in the dynamic Northern Virginia region have resulted in Mason becoming a destination university for students from around the country and around the world. While we have grown we have also seen consistent increases in external rankings and virtually all indicators of academic quality.

As a result, we stand as a major source of talent and energy for the region. Mason graduates make up the majority of the region’s public school principals and vice principals. They are prevalent in the ranks of the technology and aerospace companies that help drive the local economy. They are leaders in government contracting and consulting. They are a large contingent within the ranks of the federal government. In sum, Mason graduates have made a substantial contribution in the emergence of Northern Virginia as one of the most vibrant, culturally rich regions in the country.

Our trajectory continues, and we are committed to serving our community by educating 100,000 career-ready graduates, including undergraduates, master’s and doctoral students, and certificate holders by 2024. We will increase our efforts to recruit highly talented students in Virginia, the United States, and the rest of the world. We will monitor emerging trends in particular fields, while emphasizing flexibility and breadth as attributes of a well-educated graduate. We will pursue innovative pathways for access to the university and degree programs that serve a broad and changing population, including degree-completion programs. At the same time, we will focus on retention strategies to improve graduation rates and reduce the time it takes to earn a degree.

Metrics:

Metric #1: Award 100,000 degrees and certificates by FY24.

Current Status: As of FY17, Mason has awarded 35,716 degrees and certificates. (FY14: 8,877; FY15: 8,815; FY16: 8,901; FY17: 9,123)

Metric #2: Increase six-year undergraduate graduation rate to 75%.

Current Status: As of FY18, six-year graduation rate is 71%. (FY14: 67%; FY15: 67%; FY16: 69%; FY17: 70%)

Metric #3: Increase the four-year graduation rate of community college transfer students to 75%.

Current Status: As of FY17, the four-year graduation rate for community college transfer students is 72%. (FY14: 68%; FY15: 70%; FY16: 71%)

Metric #4: 90% of alumni survey respondents agree that Mason helped them grow personally and professionally, or similarly, one year after graduation.

Current Status: In FY17, 71% of undergraduate alumni report they are prepared for current work and 83% are prepared for further study; 84% of graduate alumni report they are prepared for current work and 89% report they are prepared for further study. Response rate for 2015-16: Undergraduate = 16%; Graduate = 23%. (FY14: Undergraduate Alumni 78% and 82%, Graduate Alumni 87% and 87% (response rate: UG 15%, GR 28%), FY15: Undergraduate Alumni 72% and 83%, Graduate Alumni 83% and 88% (response rate: UG 17% GR 27%), FY16: Undergraduate Alumni 71% and 82%, Graduate Alumni: 83% and 88% (response rate: UG 21%, GR: 31%)

Representative Accomplishments to Date:

- Increased new student undergraduate enrollments every year for the past five years while increasing in all major measures of academic quality.
- Launched INTO partnership.
- Launched Wiley partnership.
- Launched Online Virginia Network.
- Developed and expanded early alert intervention program to flag at-risk students.
- Early Identification Program recognized by ACT's College and Career Readiness campaign as a Career Preparedness Exemplar.
- ADVANCE Initiative launched in FY17 is expected to improve four-year graduation rates.

Sample Future Initiatives:

- Implement outcomes from Student Experience Redesign initiative.
- Increase investments in high-potential and diverse students.
- Implement ADVANCE program.
- Expand online pathway programs through current partnerships and develop new partnerships and programs.
- Expand international student and nonresident recruitment efforts.
- Develop a plan to create meaningful certificate programs in high-demand fields.
- Partner with local employers to create new nondegree and degree programs.

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.

The most dynamic and innovative hubs in the world are anchored by world-class universities. They serve as magnets and factories of talent, as engines of innovation, and as incubators of new products and ideas. Our data show a strong correlation between the number and quality of research universities and national competitiveness. With Mason's elevation in 2016 to the top tier of research universities, it is more important than ever for Mason to encourage and facilitate the translation of promising inventions and research outcomes into innovative products and commercial startups. Mason is ideally positioned to become an engine of innovation as well as the region's go-to destination for executive, professional, and continuing education.

Our focus on entrepreneurship is not new. For the past 20 years, the Mason Enterprise Center has provided small business owners with counseling, training, networking, mentoring, and collaborative office space. Mason also coordinates Virginia's network of Small Business Development Centers. Mason has invested in curriculum development, on-campus facilities, and co-curricular programs designed to foster the creation of entrepreneurial and social/cultural impact ventures, and it is committed to building an entrepreneurship program that will earn Mason a spot among the top 50 entrepreneurship universities by 2024. We continue to incubate new enterprises in fields such as cybersecurity, proteomic medicine, and computer game design. Supporting high-growth startups, particularly in sectors of strategic importance in the National Capital Region, has become an increasingly important function of the university.

Mason is also committed to helping existing organizations meet their talent development needs. Our broad disciplinary mix and our relationships with industry and government make us an optimal partner to design and deliver customized programs that can help grow the professional, technical, managerial, and leadership talent organizations needed to succeed. These programs can also provide additional resources to the university and open employment opportunities for our graduates.

Our work in driving innovation and entrepreneurship in our region must be grounded in our strong entrepreneurial culture among faculty and students. To foster this culture, we will invest in and develop infrastructure that supports faculty and student entrepreneurs at every stage of their startup trajectory.

We also will strengthen our ability to serve local business. We will increase our assistance for new enterprises, especially those in regionally significant sectors and those that connect to our research expertise. We will grow our executive education operation to better serve the management and training needs of regional business. Finally, we will expand our programming and support for social enterprise as part of our public mission.

Metrics:

Metric #1: More than 100 new companies will be started by Mason faculty and students.

Current status: As of FY17, 15 new companies have been started by Mason faculty and students. (FY14: 3; FY15: 6; FY16: 4; FY17: 2)

Metric #2: More than 200 student teams will have participated in an entrepreneurship training (e.g. Mason Innovation Lab, Mason Summer Entrepreneurship Accelerator program, I-Corps program, Virginia Serious Game Institute Excellerator, etc.)

Current Status: As of FY17, 36 Mason teams have participated in an entrepreneurial training program. (FY14: 4; FY15: 8; FY16: 10; FY17: 14)

Metric #3: 1,000 Virginia companies will be incubated, supported, or accelerated annually by a Mason-run entrepreneurship program.

Current Status: In FY17, 943 Virginia companies were incubated, supported, or accelerated by a Mason-run entrepreneurship program. (FY14: 991; FY15: 954; FY16: 964)

Metric #4: Annual executive and professional education revenues will increase to \$50 million.

Current Status: As of FY17, executive and professional education revenues yielded \$7.0 million. (FY14: \$6.9 million; FY15: \$7.9 million; FY16: \$7.2 million)

Representative Accomplishments to Date:

- Established Office for Entrepreneurship and Innovation in 2016, and hired an assistant vice president to lead a university-wide initiative focused on elevating Mason to a top-50 entrepreneurial university by 2024.
- Mason received a National Science Foundation (NSF) five-year, \$500,000 I-Corps Site grant to support modest proof-of-concept funding for up to 30 faculty-led and student-led startup teams each year.
- The number of dedicated on-campus facilities/entities that support student/faculty entrepreneurship and social impact ventures across all academic units increased to five. MIX@Fenwick is the newest facility and opened on the Fairfax Campus in June 2017.
- Launched the Mason Summer Entrepreneurship Accelerator, an eight-week intensive business launch program.
- Mason incubated 19 game startups between 2014 and 2017 at the Virginia Serious Game Institute.
- Between 2014 and 2017, 17 entrepreneurial teams participated in the Mason Innovation Lab.
- The Mason Enterprise Center advised 1,163 regional entrepreneurs between 2014 and 2017.
- The entrepreneurship minor was re-launched in 2015 as a university-wide minor managed by the School of Business, and 29 students were enrolled in the program during FY17.

Sample Future Initiatives:

- Continue ongoing capital campaign to provide sustainable funding for programing and facilities that support Mason's faculty and student entrepreneurs.
- Develop a plan to strengthen our support for business incubation, particularly in sectors of strategic importance in the National Capital Region.
- Design and implement programming and policies to support Mason entrepreneurship efforts in general, and the five-year NSF I-Corps Site award in particular.
- Design and implement executive education five-year plan.
- Design and implement Social Impact five-year plan.
- Host the NoVA Maker Faire for the first time in March 2018.

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.

At Mason, we are committed to our mission of public service to the community.

In addition to educational, research, and economic development contributions, we aspire to be a source of cultural vitality whereby our presence enriches the life of the community around us. As a source of knowledge, innovation, and entertainment, we have much to offer—and by engaging our community we have much to gain.

Mason has become a source of diverse and meaningful community engagement. Our arts programs, festivals, and cultural events annually attract hundreds of thousands of attendees. In fact, Fall for Book by itself brings in more than 20,000 visitors during the course of the annual four-day event. Our athletic events similarly bring large numbers of spectators to our Fairfax Campus while also gaining significant regional and national television audiences. Our youth camps and community classes bring people of all ages to our facilities across the region. Our recreation and health facilities are popular with both community members interested in personal fitness as well as teams that rent our facilities for practice or competition. We are also a regular destination for top-flight entertainers who perform at our EagleBank Arena and two performing arts centers. Political figures hold rallies and give speeches in our facilities. Finally, we are a frequent host for community groups that enjoy our university setting as a location for their conferences, meetings, and events.

We also seek to reach out to the community and make contributions beyond the bounds of our campus borders. Our research centers share their knowledge and insights with the community through many events and symposia, including the high-profile Greater Washington Economic Conference. Washington Post–Schar School polls have quickly become an important source of political and campaign information for the greater Washington, D.C., area and the nation as a whole. Community trainings and outreach offer health, education, and legal services that are essential to our region's well-being. Through capstone projects, service learning, and organizations, our students are powerful agents of change who collaborate with groups and individuals in the surrounding area. More broadly, we will deepen our commitment to sustainability and positive environmental impact through a variety of current and future initiatives.

To advance our contribution to the community, we will strive to enhance these points of engagement while discovering additional ways to bring us closer together. We will continue to build our arts and cultural programming and will look for ways to upgrade our facilities in the process. We will grow our athletics programs, especially our flagship men's and women's basketball operations, through increased investments in teams and facilities. We will continue to expand our youth camps and community classes to serve local interests while also building learning pathways for those interested in pursuing a Mason degree. We will continue to offer our recreation and health facilities for use by the local community. We will seek new ways to engage with our community beyond the bounds of campus by: sharing our knowledge through events and publications; expanding our services in health, education, and other areas of expertise; and increasing opportunities for our students to engage in service learning and other forms of community collaboration.

We will continue to be a welcoming place for political figures, community organizations, and other visitors who wish to engage our faculty, staff, and students or who simply enjoy our setting as host for their activities. We will expand faculty and student civic engagement through several ongoing initiatives. Finally, we will engage our community to better understand how we can contribute to the cultural vitality of our region.

Metrics:

Metric #1: Increase by 30% the number of community members engaged in Mason's full range of on-campus and off-campus community activities.

Current Status: FY17: Ticketed - 263,386; Unticketed - 184,486. (FY15: Ticketed - 262,276; Unticketed - 150,111; FY16: Ticketed - 243,432; Unticketed - 170,447)

Metric #2: Increase the number of students enrolled in curricular and noncurricular community engagement programs.

Current Status: Pending design of measurement tool.

Metric #3: Increase faculty and staff engagement in community activities through the development of courses with service learning or field studies pedagogy, new community organization reciprocal partnerships, and community classes.

Current Status: Pending design of measurement tool.

Representative Accomplishments to Date:

- Fall for the Book has grown to 20,000 attendees.
- Athletics Community Relations mandate of student-athlete service to community partners averages 900 hours of community service each year.
- Eagle Bank Arena hosted over 500,000 attendees in 2016.
- Annual zero waste Green Game achieved with Athletics/Sodexo/Office of Sustainability.
- Campus Kitchens with Sodexo formed, sending leftover food to shelters and food banks.
- Mechanical Engineering capstone classes with students solve problems for clients.
- Center for Climate Change Communication coordinated coursework with local TV meteorologists.
- The Virginia Initiative for Science Teaching and Achievement STEM education grant promoted hands-on, problem-based learning that empowers teachers and engages students.
- Community Engagement Council created and developed software to collect information about community projects.
- Veterans and the Arts Initiative at the Hylton Performing Arts Center is now in its third year and growing.
- Mason Community Arts Academy (formerly Potomac Arts Academy) offers performing and visual arts classes for all ages to several thousand area residents annually. Mason Game and Technology Academy does the same for video games and simulation.
- Arts Alive! at the Hylton Center is a day-long festival of Prince William County artists and ensembles, attended by more than 2,000 patrons.
- The university's status as an Ashoka U Changemaker Campus was renewed.

Sample Future Initiatives:

- Launch and communicate the existence of an online portal to track community engagement on campus.
- Design and implement civic engagement components of Mason Impact.
- The Family Series, a program of low-cost performances for the whole family successfully piloted at the Hylton Center, will expand to the Center for the Arts in the 2018-19 season.
- Implement and measure initiatives in the 2017-20 strategic plan of the Athletics Department that prioritize community and campus outreach.
- Implement men's and women's basketball strategic plans through increased investments in programs and facilities.
- Launch Individual Program Initiatives (e.g. faculty members in the Division of Health and Human Performance/School of Recreation, Health, and Tourism receive grant money to fund students in the master's degree in exercise, fitness, and health promotion to work in the community as athletic trainers).
- Explore community partner managers with university employees acting as "account managers" for our large community partners.
- Develop a baseline for doubling number of students and faculty engaged with the community.
- Evaluate our youth camps and community classes to evaluate local interest while also building learning pathways for those interested in pursuing a Mason degree program.
- Conduct community outreach to identify other areas of possible engagement.
- Create a community engagement center to support civic engagement programming to promote critical thinking and global awareness among Mason students, faculty, and staff.

STRATEGIC GOAL #7: WELL-BEING

Become a model well-being university that supports and enhances well-being for all of its members.

Well-being is achieved through a life of vitality, purpose, resilience, and engagement. Becoming a well-being university is about using an integrated approach so that well-being evolves as a unifying force for all of our Mason community. We are building on our strengths to live well and with purpose, enabling all of our community members to thrive together while simultaneously contributing in meaningful ways to the university's overall mission. Mason has outlined six dimensions of well-being (adapted from Gallup's model of well-being):

1. Purpose/Career – finding meaning in what you do at Mason each day and motivations to achieve your goals; setting goals and working toward successful completion
2. Social – having supportive relationships and high-quality social connections
3. Financial – managing your economic life to reduce stress and increase security
4. Community – feeling safe on campus and having pride in your communities
5. Physical – having good physical health and enough energy to get things done daily
6. Psychological – having vitality/good psychological health and the resiliency to deal with adversity

Mason strives to create an environment conducive to well-being by providing opportunities for faculty, staff, and students to experience alignment among their core values, strengths, meaning, and purpose in life. Mason will become more competitive in attracting talent and more successful in retaining our faculty and staff by fostering a welcoming, supportive, caring, collaborative culture where individuals can be engaged in their learning and growth. Mason will provide opportunities for students inside and outside the classroom that support their learning while providing them with tools that enhance their well-being and resilience. This approach recognizes that each person's experience of well-being is highly individualized.

Overall, Mason will increase and diversify the well-being activities available to students, faculty, and staff and will increase the percentage of students, faculty, and staff participating in well-being activities. We will also seek to engage faculty and staff in the broader mission of Mason to increase their sense of meaning in their work. We will survey participants in well-being activities to ensure that these activities are producing the desired results. More broadly, we will regularly measure and reassess ways to increase faculty, staff, and student levels of engagement, purpose, vitality, and resilience.

For students, Mason will increase the enrollment in academic courses and programs related to well-being. Recognizing the particular importance of financial well-being within our student community, we will also regularly increase the amount of student scholarships/financial aid available, and we will increase the compensation for graduate assistants to more competitive levels.

For faculty and staff, we will include well-being in all unit-level annual goals and evaluations. We will also annually increase salaries for faculty and staff with positive performance evaluations, within the bounds of our status as a state institution. Finally, we will focus on positive culture change in support of well-being by ensuring that all Mason leaders and supervisors: 1) consider their own well-being while positively contributing to others' well-being; 2) model well-being; 3) encourage and provide the time for their colleagues, faculty, and staff to engage in university initiatives that promote well-being; and 4) engage in active goal-setting with faculty and staff.

Metrics:

Metric #1: Students, faculty, and staff will show continued gains in engagement levels, meaning and purpose, and their perceptions that Mason is positively contributing to their well-being, as measured by regular university surveys.

Current Status: Continue the tri-annual Quality Work-Life (QWL) Survey and expand data collection with regular mini-QWL surveys.

Metric #2: Continue to make progress in elevating faculty and staff compensation to the median of our peer group or above.

Current Status: Faculty and staff compensation increased by approximately 10% over the past five years.

Metric #3: Continue to expand portfolio of well-being development programs for all faculty and staff and improve access to those programs for all faculty and staff.

Current Status: In process, pending design of inventory and assessment tool.

Metric #4: Continue to increase student access to well-being programs by developing a portfolio of well-being noncurricular activities open to all students, as well as curricular tracks leading to an undergraduate minor or graduate certificate.

Current Status: Mason has a well-being pathway in the Patriot Experience, a Resilience Badge, and a well-being pathway in the Mason Core Engagement Series (ENCORE). SIS and CVPA offer academic minors in well-being open to all majors.

Representative Accomplishments to Date:

- The Center for the Advancement of Well-Being has been established and works with a 36-member committee composed of faculty, students, and staff known as the Well-Being University Learning Community.
- Well-being academic course work is available as a “pathway” through the Mason Core and is integrated into two minors available to students through the School of Integrated Studies and the College of Visual and Performing Arts.
- The Gallup StrengthsFinder assessment was made available and, thus far, more than 15,000 members of the Mason community have taken the assessment. A well-being conference open to both the campus and external community has been held annually; Mason Strengths Academy was developed and implemented.
- The Mason Resilience Project provides 11 evidence-based resilience modules for faculty, staff, and students.
- The Mindful Living LLC residential program was established by Center for the Advancement of Well-Being.
- Human Resources and Payroll and Center for the Advancement of Well-Being developed a Well-Being Certificate Program for faculty and staff.
- Multiple affinity groups were created within Mason: Adult Caregivers Support Group, Educators and Employees of Color, Mason Administrative Professionals, Working Dads Group, and Working Mothers Support Group.
- HR has developed and continues to provide workshops, seminars, and training series around the six dimensions of well-being in collaboration with groups around Mason.
- The tri-annual Quality Work-Life (QWL) Survey has continued to be administered since 2000 through HR & Payroll in collaboration with the QWL Committee to collect data on faculty and staff engagement, well-being, and job satisfaction.

Sample Future Initiatives:

- Continue to implement other compensation and non-compensation benefits valued by Faculty and Staff members (e.g. long-term disability; extended holiday break; and other initiatives)
- Develop a plan to increase and diversify the well-being activities available to students, faculty, and staff, and increase the percentage of students, faculty, and staff participating in well-being activities.
- Develop a plan to increase the enrollment of students in academic courses and programs related to well-being.
- Create assessments to evaluate the effectiveness of all well-being activities.
- Develop policies and procedures to ensure that well-being is included in all unit-level annual goals and evaluations.
- Develop survey tools and plans to regularly measure and reassess ways to increase faculty, staff, and student levels of engagement, purpose, vitality, and resilience.
- Continue to provide free Gallup StrengthsFinder assessment to new incoming students and new faculty and staff.
- HR & Payroll is facilitating a Civility Committee to strategically and positively impact community and social well-being.
- Explore ways in which to provide opportunities for faculty and staff to engage with students outside of the classroom through the Student Experience Redesign.

STRATEGIC GOAL #8: DIVERSE ACADEMIC COMMUNITY

Create an inclusive and diverse academic community that reflects the diversity of the National Capital Region.

At George Mason University, diversity is our strength. We believe that diversity enriches the educational and scholarly environment by bringing varied interests, perspectives, and experiences to the learning, teaching, research, and creative activities that make up our core mission. We include and embrace a multitude of people and ideas in everything we do, and we respect and celebrate our differences. We are committed to the creation of a fully inclusive campus where persons of all backgrounds can thrive.

Through close collaboration between central administration and academic units, we will recruit, retain, develop, and mentor talented and diverse faculty and professional staff. We will increase the scope of our hiring searches to broaden competition, and we will develop innovative personnel management strategies to recruit a workforce that is more reflective of our student population. It is essential that we leverage Mason's access to the cultural, political, academic, and employment resources of one of the most global cities in the United States—Washington, D.C.

Increasing the diversity of our faculty and staff will require sustained institutional effort. For this purpose, we must heighten our shared commitment to faculty and staff diversity. We have made significant progress through campus communications and events as well as via the advocacy of groups like the Mason Educators and Employees of Color. To further solidify this effort, we will establish a new cohort of Diversity Recruitment Advocates who will work to strengthen Mason's faculty recruitment efforts by serving as diversity champions in units across the university. The hiring of a director of Faculty Diversity Initiatives will provide a central point of contact and institutional champion for faculty diversity.

Improvement will require new procedures and practices. Revised search committee training is one step. The development of a workshop on implicit bias as it relates to recruitment will enhance this effort. In addition, the creation of unit-level diversity and inclusion committees designed to examine unit-specific ways to better recruit/retain diverse faculty will likely uncover new ideas on how to promote diversity. Finally, improvements to the search process through holistic application review and other measures should yield more diverse hiring results.

Metrics:

Metric #1: Increase the proportion of instructional and research faculty, staff, administrators, and graduate students who come from historically underrepresented groups to better reflect the diversity of our undergraduate student body.

Current Status: FY17 – Undergraduate 48.7%, 19.6% of faculty, 34.3% of staff, 21.6% of administrators, and 27.3% of graduate students are from historically underrepresented groups. (FY16: Undergraduate 47.1%, Faculty 15.2%, Staff 33.9%, Administrators 18.9%, Graduate Students 25.4%; FY15: Undergraduate 45.6%, Faculty 15.5%, Staff 31.5%, Administrators 17.6%, Graduate Students 24.7%;)

Representative Accomplishments to Date:

- Revamped and enhanced search committee education to support greater diversity hiring.
- A \$1 million investment has been made by the institution to bolster diversity and inclusion resources and provide training for those who require it.
- Mason has invested in an institutional membership with the National Center for Faculty Development and Diversity to provide professional development, training, and mentoring to graduate students, postdoctoral fellows, and faculty.
- Mason Educators and Employees of Color is an employee affinity group open to all and designed to create community and be an advocacy/support resource for Mason employees of color.
- Director of Faculty Diversity Initiatives: A search is underway for a full-time position responsible for creating and coordinating initiatives and programs across Mason campuses in support of faculty professional development for diversity and inclusion. This position will be a part of Mason's Stearns Center for Teaching and Learning.
- The Office of Compliance, Diversity, and Ethics and HR have drastically reduced the number of employees with race/ethnicity information listed as "unknown." This has provided Mason with more accurate internal statistics.
- North Plaza was renamed "Wilkins Plaza" in commemoration of acclaimed journalist, civil rights legend, and Mason faculty member, the late Roger Wilkins.
- Search process waiver was implemented to facilitate targeted opportunity faculty hires.

Sample Future Initiatives:

- In conjunction with academic leadership, create/support unit-level diversity and inclusion committees designed to examine unit-specific ways to better recruit/retain diverse faculty.
- CDE and HR will implement an action plan designed to increase number of applicants who make it to the interview stage by creating workshops on conducting "holistic application review."
- Monitoring of applicant/interview pools will be increased for equity.
- HR and CDE will partner in development of workshop focused on implicit/unconscious bias as relates to the recruitment process.
- Diversity Recruitment Advocates—pilot cohort: Strengthen Mason's faculty recruitment efforts by building a cohort of knowledgeable champions from units across the university.

STRATEGIC GOAL #9: SUPPORT TEACHING AND FACULTY EXCELLENCE

Mason will provide an environment and resources to support faculty and encourage academic innovation and excellence.

The foundation of Mason's success is a world-class faculty. Achieving our ambitious strategic agenda will depend squarely on our ability to attract, retain, equip, and support talented faculty. Mason's new budget model, launched in 2016, is helping us to create a financial framework that will fortify our intellectual and academic core. Along with the growth in enrollment across all ranks and types of appointments, we are aggressively recruiting faculty members whose diverse areas of expertise will build on the remarkable talents in our faculty core. We are committed to providing an environment and requisite resources that ensure our faculty are fully equipped and appropriately rewarded for their impact on the quality of the student experience and the advancement of their fields.

To support this goal, Mason will strengthen its infrastructure in support of faculty success in teaching and learning; mentoring; scholarly and creative work; research development (e.g. grants, external funding, and seeding multidisciplinary partnerships); entrepreneurial activities (e.g. start-ups, patents, and related work); and faculty career planning. We will achieve this through a variety of targeted investments and programs that directly support faculty in these specific areas. Of particular importance will be growing the resources and programs of the Stearns Center for Teaching and Learning and Faculty Affairs and Development, which both serve as an integrated source of support for faculty. We believe that by supporting faculty work, faculty levels of engagement and perceived organizational support will subsequently increase.

The other critical element to achieving our goal of supporting teaching and scholarship excellence is recognizing and rewarding faculty excellence for the breadth and depth of its contributions that both enhance Mason's reputation and help us meet our strategic goals. In addition, providing clearer guidelines for performance expectations, creating career pathways across different faculty appointments, and creating strategic recruitment and hiring initiatives will also be essential.

Metrics:

Metric #1: Instructional/research faculty will report increasing levels of job satisfaction.

Current status: pending design of measurement tool.

Metric #2: Instructional/research faculty will report increasing satisfaction in perceived organizational support.

Current status: pending design of measurement tool.

Metric #3: 100% of all faculty members will participate in at least one professional development activity annually that supports their teaching and learning, research and scholarship, writing, mentoring, or other career-related goals.

Current status: pending design of measurement tool.

Metric #4: Annual increase in faculty's satisfaction with renewal, promotion, and tenure policies, expectations, and reasonableness.

Current status: pending design of measurement tool.

Representative Accomplishments to Date:

- Four new Presidential Medal of Excellence Awards were established in May 2017.
- An Adjunct Faculty Task Force was established in spring 2015 and is working on implementing its recommendations that have been informed by a university-wide survey of adjunct faculty.
- A Term Faculty Task Force was established in spring 2017.
- New online adjunct faculty one-stop shop, the Adjunct Faculty Commons, launched in January 2017.
- The Stearns Center for Teaching and Learning was created in August 2017 to support instructors in their teaching and learning practices and digital innovations, whether they are teaching face-to-face, online, or hybrid courses.

Sample Future Initiatives:

- Expand faculty support through increased resources and programming in the Stearns Center for Teaching and Learning.
- Use Faculty Initiatives/Engagement Working Group to create appropriate surveys and identify additional opportunities to increase faculty support and promote faculty engagement.
- Use Term Faculty Task Force to identify additional means of increasing term faculty support and engagement.
- Use Adjunct Faculty Task Force to identify additional means of increasing adjunct faculty support and engagement.
- Expand support for research and scholarship through institutional research initiatives (see Goals #10 and #11).
- Develop and clearly articulate pathways to promotion for all faculty across types of appointment.
- Review the renewal, tenure, and promotion processes to enhance their clarity and consistency.
- Develop Research Excellence Awards to recognize faculty members across Mason whose excellence in research provides leadership to their professions and enhances Mason's stature and reputation.

STRATEGIC GOAL #10: ELEVATE RESEARCH

Strengthen Mason's research and scholarship portfolio to solidify the institution's position as a public research university of the highest caliber.

Our vision of a world-class research university is one that produces discoveries and knowledge that address pressing world problems and reveal promising futures. Equally important, a great research university must excel at integrating the new knowledge it creates into contemporary education programs, and into producing future generations of thought leaders, innovators, and entrepreneurs, a creative and informed workforce, and citizens who use their knowledge to advance a free, just, and prosperous society. Strengthening our capacity to conduct world-class research and scholarship also positions the university as an engine for innovation and growth in our region, the commonwealth, the nation, and the world.

Mason entered the top echelon of U.S. research universities—the Carnegie “Very High Research” (Tier 1) classification—in 2016. For the 2018-24 period, the university will continue to make strategic investments across disciplines to ensure our long-term performance as a Tier 1 research university. We will recruit and retain eminent tenure-track faculty to amplify Mason's current intellectual strengths while also looking to expand our growing contributions in the STEM disciplines and in the human, social, and behavioral sciences, as well as in the arts and humanities.

We also will continue to value and support our faculty, with a view to increasing high-quality scholarly outputs and outcomes published or presented, including books, journal articles, conference proceedings, exhibits, documentaries, media expositions, and performances. We also will make investments to help faculty members increase their sponsored programs, with targeted efforts to stimulate multidisciplinary collaboration via centers and institutes. Growth in sponsored funding will help build a stronger foundation for Mason's full-time graduate programs, master's to PhD, and will enhance our research faculty and postdoctoral trainee communities. Increased performance in *all* of these areas is necessary to ensure Mason's long-term status as a Research 1 university.

For our programs to grow and prosper, we must also provide our faculty and students with access to world-class infrastructure, including state-of-the-art data and information access, research facilities and labs, equipment and tools, and an empowering research administration enterprise that minimizes administrative burdens while ensuring the responsible conduct of research, scholarship, and creative work. Consequently, during the 2018-24 period, Mason will strengthen its investments in infrastructure, engaging in a comprehensive campus planning exercise to align and elevate our multidisciplinary research and scholarship, education programs and initiatives, and community engaged scholarship while also entering into strategic partnerships with other institutions, organizations, and enterprises to leverage world-class resources provisioned by these entities.

Metrics:

Metric #1: Achieve and maintain level of doctorate production, and resources for research, scholarship, and creative activities, comparable to the group of universities classified as Carnegie “Very High Research.”

Current Status: Completed. Mason received R1 classification in February 2016.

Metric #2: Increase annual sponsored expenditures for research, scholarship, and creative work to \$225 million, doubling federal funding to ~ \$130 million annually, increasing industry funding for research to ~\$20 million annually, increasing funding from foundation and institutional sources to ~\$65 million annually, and increasing state funding to ~\$10 million.

Current Status: Mason’s annual expenditures increased from \$98.7 million to \$108.9 million in 2016, as reported in NSF’s Higher Education Research and Development surveys. Federally sponsored expenditures decreased from \$61.9 million in 2014 to \$58.9 million in 2016; industry-sponsored expenditures increased from \$2.4 million in 2014 to \$2.7 million in 2016; foundation- and institutional-supported expenditures increased from \$31.9 million in 2014 to \$43.2 million in 2016; and state funding decreased from \$1.95 million in 2014 to \$1.7 million in 2015.

Metric #3: Recruit and retain 300 tenure-track and tenured faculty, with emphasis on amplifying Mason’s existing disciplinary strengths while also promoting multidisciplinary activities in research, scholarship, and creative activities.

Current Status: In 2014, the university had a tenure-track and tenured faculty body numbering 909. In 2017, the tenure-track and tenured faculty body had declined by 15 to 894.

Metric #4: Increase the number of doctoral graduates to more than 400 annually, and the number of students enrolled in doctoral programs to at least 3,600, with an increasing percentage of doctoral students enrolled full time.

Current Status: In 2014, 233 students graduated with PhDs and 2,135 students were enrolled in PhD programs, 49% of whom were enrolled full time. In 2017, 259 students graduated with PhDs and 2,064 students were enrolled in PhD programs, 50% of whom were enrolled full time.

Metric #5: Increase facilities utilization performance by doubling sponsored expenditures dollars per square foot, and increase investments in shared and multidisciplinary instruments and tools that support research, scholarship, and creative work from state and other sources to \$10 million annually.

Current Status: In 2014-16, the state invested ~\$500,000 annually of ETF funds in Mason research instruments and tools. In comparison, in the same years, the commonwealth made ETF investments of ~\$6.9 million and \$7.6 million annually in UVA and VT research instruments and tools, respectively.

Representative Accomplishments to Date:

- The institution achieved R1 classification ahead of schedule.
- Established a Business Engagement Council to develop partnerships for innovation in key sectors.
- In December 2015, Mason entered into a strategic partnership with the Inova Health System, and in May 2017, Mason became a founding member of the 501c3 Global Genomics and Bioinformatics Research Institute.

Sample Future Initiatives:

- Recruit and retain research development leaders to connect faculty with a greater number of funding opportunities and assist with the development of competitive proposals at single investigator, team, and center-scale levels.
- Implement a strategic business engagement program to strengthen Mason collaborations with the private sector.
- Develop contemporary enterprise systems and tools to support administration, evaluation, assessment, communications, and strategic planning around research, scholarship, and creative work.
- Develop and implement plan to invest Mason resources—both at institutional and academic unit levels—in the development of new research capabilities and in state-of-the-art laboratories equipped with cutting-edge research instruments and tools, as well as through community-engaged scholarship.
- Develop and implement a strategic multidisciplinary faculty recruitment and succession planning process to expand and enhance Mason’s research and scholarship and our contemporary education programs.
- Initiate the redesign of Mason’s support for graduate education to support a larger, full-time PhD community.
- Implement a master planning initiative to co-locate research and education programs, optimize utilization of Mason’s physical and IT infrastructure, and enhance the quality and quantity of Mason’s research and education programs.
- Increase investments in multidisciplinary research instruments and tools to enhance program outcomes.
- Create a working group to identify the automated systems and tools that will enable the support of a research enterprise that is double its current size. The working group will also identify costs and timeline to implement.

STRATEGIC GOAL #11: RESEARCH OF CONSEQUENCE

Enhance Mason research in domains of great academic, societal, and economic consequence.

In addition to elevating the quality and quantity of our research, scholarship, and creative activities—as described in Goal #10—we are committed to strengthening the *impact* of these outcomes in the global academic communities of which we are members, and with a broad range of partners and other stakeholders with whom we work or serve.

We will enhance the impact of our research and scholarship in multiple ways, supporting growth in highly cited contributions; increasing the number of national and international honors and awards received by Mason faculty; increasing the number of organizations or individuals engaged in Mason research, scholarship, and creative work programs, including as collaborators, participants, patients, and customers; and attracting and contributing to the continued success of advanced industries in the region and the commonwealth, including vibrant start-up communities.

To complement our existing strengths in disciplinary areas, we also have identified three multidisciplinary research initiatives whose portfolios of outcomes promise significant academic, societal, and economic consequences. These initiatives include:

- **Advancing Health and Wellness:** research, scholarship, and creative work designed to enhance the health and wellness of individuals here in the United States and around the world.
- **Harnessing Cyber and Data Analytics:** research, scholarship, and creative work undertaken to harness the power of advanced cyber and data analytics technologies and systems to democratize opportunity and advance economic and cultural prosperity.
- **Supporting Resilient and Sustainable Societies:** research, scholarship, and creative work that promises to contribute to the development of communities and societies here and around the world that are just, safe, economically secure, and environmentally sound.

Envisioned as inclusive initiatives that leverage the full complement of our university community's expertise—including the arts, humanities, and social and behavioral sciences as well as the natural and engineered sciences—these initiatives promise significant long-term impact. We will form multidisciplinary institutes and centers to better support faculty and students working in these areas, to facilitate the engagement and support of external partners and individuals with similar interests, and to strengthen the impact of the outcomes that we generate. Other promising multidisciplinary initiatives will also emerge over time, seeded by the faculty's engagement in programs like the centers for advanced study, as well as other multidisciplinary development programs.

We are also committed to increasing our engagement with stakeholders in the communities we serve—local to global—to effect the mutually beneficial exchange of knowledge and resources in the context of partnership and reciprocity. These activities include, for example, the Mason community's continuing engagement with P-12 schools and systems to enhance P-12 learning outcomes in the commonwealth and beyond, and clinical services our faculty and students provide to underserved or vulnerable communities.

Metrics:

Metric #1: Increase books, publications, citations, and other research, scholarly, and creative work products per full-time faculty by 50%.

Current Status: pending acquisition of measurement tool.

Metric #2: Increase the number of national and international faculty awards earned by Mason to at least 10 per year.

Current Status: In 2014, Mason faculty received five faculty awards as reported in the Lombardi Report.

Metric #3: Increase annual research expenditures in the three multidisciplinary priority areas, including health and wellness, from ~\$20 million in 2017 to ~\$80 million in 2024, in resilient and sustainable societies from ~\$50 million in 2017 to ~\$80 million in 2024, and in cyber and data analytics from ~\$20 million in 2017 to ~\$50 million in 2024.

Current Status: Institute for Biohealth Innovation established; institutes in other two areas in planning stages.

Metric #4: Identify 10-year horizon, multidisciplinary teams to enhance Mason's competitive advantage in research, scholarship, and creative activities in the 2024-34 period and establish at least 5 related transdisciplinary centers.

Current Status: Process to identify centers for advanced study is underway.

Metric #5: Increase the number of faculty, graduate students, and postdoctoral fellows who have participated in "lean" and other entrepreneurship programs to 500, and support the establishment of at least 50 high-tech start-ups built upon intellectual property and knowledge developed by Mason faculty or students.

Current Status: Approximately 40 Mason faculty, graduate students, and postdoctoral fellows have participated in lean start-up programs since 2014; Mason has developed 4 high-tech startups built on IP developed by Mason faculty or students.

Metric #6: Support at least 20 translational research partnerships with health and wellness organizations to ensure that research outcomes are translated successfully to improve the health and wellness of individuals in the region and beyond.

Current Status: Mason is a founding partner in the Global Genomics and Bioinformatics Research Institute (GGBRI), a research, innovation, and economic development initiative established by Inova, UVA, and Mason.

Metric #7: Double the number of faculty members who are engaged in collaborative community-based research, or clinical or professional training programs that have economic or social impact on community partners.

Current Status: Pending development of baseline measurement mechanism.

Representative Accomplishments to Date:

- Established George Mason Research Fund.
- Mason was selected by the Department of Homeland Security to lead their Center of Excellence on Criminal Investigations and Network Analysis. The 10-year multimillion dollar award is among the largest Mason has received.
- Mason launched the Institute for Biohealth Innovation to support the development and maintenance of strategic partnerships with health and well-being organizations in the commonwealth and beyond.

Sample Future Initiatives:

- Develop specific plans to grow the three strategic multidisciplinary areas that promise significant academic, societal, and economic consequences: advancing health and wellness; harnessing cyber and analytics; and enhancing resilience in human, engineered, and environmental systems.
- Invest in 10-year horizon projects to create Mason's competitive advantages in research and scholarship.
- In AY17, planning began to identify and brand a second multidisciplinary institute that will focus on research and scholarship in resilience among social, engineered, and natural systems. The institute will launch in AY18. Planning for a third institute will begin in AY18, focused on cyber and data analytics.
- Support the creation of three multidisciplinary institutes in the priority areas identified above to enhance Mason's translational research portfolio, promote and support collaboration both within Mason and with external partners including corporations, and create alignment of existing and new research and educational programs and initiatives.
- Procure scholarly activity database to develop a shared understanding of the national and international impact of Mason's research and scholarship contributions, and to inform and incentivize improvements.
- Form a university-level coordinating group to promote and support the nomination of Mason's accomplished faculty for national and international awards and thereby establish a culture for nominations.
- Implement the Entrepreneurship@Mason initiative to support the Mason Innovation Lab, the Mason Summer Entrepreneurship Accelerator, and the I-Corps programs to help faculty, students, and their partners to launch successful startups based on Mason IP.

STRATEGIC GOAL #12: GLOBAL ENGAGEMENT

Expand opportunities for global learning by creating partnerships and programs to support student and faculty mobility and collaboration.

Globalization has brought us closer together and has made us more interdependent. The most effective people in today's world possess global mindsets that allow them to connect and engage productively with individuals and organizations across boundaries.

Mason is committed to building a community that fosters global learning, creates global understanding, and seeks global impact. To do so, we will develop strategies and initiatives that deepen the global mindset of our students and expand the reach of our faculty. We will provide additional learning opportunities that increase knowledge and strengthen global connections.

Core to these efforts will be a campus internationalization plan that enables faculty and staff to succeed in a diverse campus environment. Training and development programs will help faculty manage our increasingly international classroom settings. Specialized student services for international students will help them navigate the unique cross-cultural challenges they face in pursuing an education outside their native countries.

For domestic students, the internationalization plan (along with the Mason Impact initiative) will provide more global learning opportunities. An expanded global education platform, including semester abroad, internships, curriculum-embedded global experiences, and global alliance/cohort programs, will give many of them the chance to immerse in a different culture.

For international students, we will continue to strengthen our INTO partnership, expand our international student recruitment, grow our Korea campus, and nourish our China 1-2-1 partnerships. Collectively, these activities will result in significantly more international students enrolled in Mason degree programs.

Finally, we will leverage the above relationships to promote faculty mobility through formal exchange programs and other initiatives. As part of our overall research efforts, we will encourage and support international collaboration among faculty.

Metrics:

Metric#1: Increase the number of domestic students who study or intern abroad from 1,000 in 2014 to 3,000.

Current Status: As of FY16, 1,029 students studied or interned abroad. (FY14: 1,073; FY15: 1,057)

Metric #2: Increase total number of faculty engaged in international teaching or research projects.

Current Status: Tracking of faculty engagement pending purchase of national database subscription.

Metric #3: Increase the number of enrolled international students to 4,750.

Current Status: Fall 2017 – 3,525 enrolled international students. (FY13: 2,175; FY14: 2,357; FY15: 3,006; FY16: 3,414)

Metric #4: Establish a faculty educational development program to support cultural diversity in the classroom.

Metric#5: Increase the number of students enrolled annually in foreign language courses.

Current Status: FY17 – 3,938 students enrolled in foreign language courses. (FY14: 3,942, FY15: 3,925, FY16: 3,833)

Representative Accomplishments to Date:

- Mason Korea was opened in 2014 and since then more than 60 students and a dozen faculty from the Fairfax Campus have studied and worked in Korea.
- A global committee has been established to review existing levels of engagement and create and implement an action plan.
- Through the China 1-2-1 program, Mason has more than 35 partner institutions in China; more than 425 Chinese students have participated in the undergraduate dual degree program.
- Mason Core has adopted a new policy that a semester-long study abroad experience meets the Global Understanding Core requirement.
- Many students and faculty have been recipients of prestigious fellowships such as Fulbright over the past few years.
- The INTO Mason partnership was signed in December 2013 and implemented in August 2014. Total enrollment for spring 2017 was 617 students.
- Mason currently has 3,414 international students through a variety of recruitment channels.
- In 2016, the Global Education Office launched the Jacquemin Family Foundation Education Abroad Scholarship and Diversifying Study Abroad Scholarship to support student participation of diverse and/or low-income backgrounds in study abroad. To date, 84 scholarships have been awarded totaling \$77,000 in support.

Sample Future Initiatives:

- Design and implement international student recruitment plan.
- Design and implement comprehensive study abroad plan.
- Create a campus internationalization plan to support faculty development and student services for an increasingly international campus.
- Consider means to grow the formal and informal relationships that Mason's academic programs and faculty have with leading peer institutions worldwide.
- Meet Mason Korea growth targets as stipulated in MK 5-year business plan.