

2014-2024

**STRATEGIC PLAN
2017 UPDATE**



STRATEGIC GOAL #1: INNOVATIVE LEARNING

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

Providing a transformational learning experience is the core promise we make to our students. 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. We have achieved this while serving a disproportionate 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 hands-on experiences along with strong theoretical knowledge. Our national leadership in undergraduate 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. Core to this effort is incorporating the Mason Idea into critical elements of student learning, which includes experiential learning, global knowledge, and technological aptitude. When combined with cutting-edge curricula led by dedicated world-class faculty, these elements are intended to transform the Mason student into the Mason Graduate—an engaged citizen and well-rounded scholar who is prepared to act.

To begin, we must ensure that the university's core curriculum aligns with the institution's aspiration. For this purpose, we have started to redesign the Mason Core General Education program. In doing so, we will make sure that it incorporates the various pathways through which students earn degrees. We will include new technology components and a capstone experience for all students. We will assist faculty members in aligning their curricula with these broader goals and help them fully utilize the enhanced classroom features we plan to introduce. The classroom upgrades will include an online learning plan and technology-rich classrooms in our new academic buildings—Peterson Hall and the Robinson replacement. Finally, we will support students through the Student Experience redesign project that will ensure improvements in our service delivery processes and student advising. All these initiatives will enable students to immerse themselves fully in the transformative Mason Learning Experience.

Metrics:

Metric #1: 100% of Mason undergraduate students will graduate with an identified transformative educational experience, incorporating at least one of the following: undergraduate research, civic engagement project, entrepreneurial experience, clinical experience, student teaching, internship, study abroad or capstone course.

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

Metric #2: 75% of undergraduate students participating in transformative educational experiences will be proficient in effectively designing, implementing, and communicating the results of their projects.

Current Status: FY16, 68% of students in research and scholarship courses were proficient or advanced in the creation of research 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 supports interactive, multi-location, or hands-on learning. (FY16 4.8%)

Metric #4: 100% of both undergraduate and graduate students will have taken courses identified as online or hybrid by the time they graduate

Current Status: FY 2017 – 81% of undergraduate and 53% of graduate students engaged in some form of digital learning. (FY14: 66% and 41%; FY15: 72% and 46%; FY16: 77% and 45%)

Accomplishments to Date:

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

Possible Next Steps:

- Streamline the current curriculum enhancement programs to focus on creating curriculum that is experiential, global, and technology-rich.
- 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 fully utilizes the new spaces.
- Create a designation that will track all Mason Impact, entrepreneurial, and civic engagement projects courses, and identify students who have participated in co-curricular experiences.
- Design and implement online learning plan.
- Build and provide faculty development support for the Peterson and Robinson educational building with Active Learning Classrooms and other learning spaces that support the goals.
- Redesign the Mason Core General Education Program to align with Mason’s goals and strategic plan and to incorporate the various pathways that enable students to earn degrees at Mason (native, transfer, online), including a new technology component and a capstone experience for all students.
- Implement Student Experience Redesign recommendations.

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 can be a critical motor of innovation, economic development, and social mobility. At Mason, we are deeply committed to this spirit of public service and we have continuously strived to expand our contribution to the region, the commonwealth and the nation. It is this commitment that has motivated us to ensure that Mason is accessible to students of different socio-economic 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. Since 2014, Mason has been responsible for most of the enrollment growth across all Virginia public universities. As we have grown, so too have we become more diverse. Our incoming first-time freshmen are mostly from underrepresented minority groups, and a large minority is first-generation college students; roughly one-third is from socioeconomically disadvantaged backgrounds.

At the same time, our students continue to thrive. They graduate at the same rates regardless of race or economic background and they land the highest-paying jobs of the commonwealth's graduates while having one of the lowest student loan default rates in the nation.

While there is much to celebrate, there is also much to be done. Enhancing access and bolstering student success are critical priorities.

Access

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

While we are pleased with our progress, we must do more to truly fulfill our mission. In April 2017 Mason and Northern Virginia Community College signed a letter of intent to develop the next generation of transfer programs (ADVANCE), which will smooth the path for NOVA students to timely and cost-efficient degree completion 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 Online Virginia Network and by creating additional new programs and partnerships to serve online learners. Finally, we will expand the Mason Early Identification Program to include First Star Scholars, a group focusing on foster students.

Student Success

Mason students succeed at impressive rates, particularly given their diversity of backgrounds. We believe that we can help our students succeed at even higher rates 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 non-degree 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: By 2024, 7,500 students will have taken their courses in a mostly online format.

Current Status: As of FY18, 5,147 students have taken their courses in a mostly online format.

(FY14: 930 students; FY15: 1,116 students; FY16: 1,240 students; FY17: 1,463; FY18: 1,633)

Metric #3: By 2024, enroll at least 2,500 ADVANCE students in partnership with NOVA.

Current Status: In process

Metric #4: By 2024, increase freshman/sophomore retention to 90% and six-year graduation to 74%.

Current Status: FY18, the freshman/sophomore retention rate was 87.8%.

(FY14: 87.3%; FY15: 87.6%; FY16: 87.2%; FY17: 87.5%; FY18: 87.8%)

Accomplishments to Date:

- Launched ADVANCE, a NOVA-Mason partnership, in April 2017.
- Formed the Online Virginia Network in partnership with Old Dominion University.
- Launched INTO partnership.
- Enrolled 140 students in the Early Identification Program during 2016-17.
- Increased to 43 the number of programs that are 100% online: 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.

Possible Next Steps:

- 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.
- Improve advising 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 decreases in federal and state funding and growing concerns about college affordability. Institutions of higher education are under increased pressure to educate more and increasingly diverse 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 maintain 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 the other research universities in Virginia. Mason students graduate with the best employment outcomes in the Commonwealth, below-average student loans, 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. 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. In addition, 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 both for meaningful careers and meaningful lives. 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 programs, developing new curricula, and smoothing the path to degree completion.

Underpinning the above efforts will be a collection of specific employment-related initiatives. Leveraging our strong partnership with Gallup, we will use the Gallup StrengthsFinder to help students identify possible areas of interest and employment. By applying the lessons of Gallup well-being data, we will increase experiential learning, co-curricular activities, internships, and other related opportunities. Finally, we will leverage our connections with large regional employers to build new targeted employment pipelines.

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: Most alumni (90% of survey respondents) will agree with the statement: Mason helped me grow personally and professionally (or similar) one year after graduation.

Current Status: In FY16, 71% of undergraduate alumni report they are prepared for current work and 82 percent are prepared for further study; 83% of graduate alumni report they are prepared for current work and 88% report they are prepared for further study. (Response rate for 2015-2016: Undergraduate = 21%; Graduate = 31%).

Metric #4: At least 80% of graduates are employed or seeking active military service, graduate school, or volunteer work within six months of graduation.

Current Status: As of 2016, 76% of graduates reported a positive career outcome within six months of graduation.

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, and have awarded \$1 million to date, to help prevent students from stopping out or dropping out due to financial constraints
- 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

Possible Next Steps:

- Design and implement new tuition framework.
- Design and implement on-campus student employment career readiness program.
- Increase student financial assistance.
- Bolster data collection efforts for Career Plans Survey.
- Increase employer connections and job/internship opportunities across all industries and locations through new online career management system.
- Create effective talent pipelines for federal employers.
- Extend Gallup StrengthsFinder program to include all incoming students while increasing the overall number of students completing StrengthsFinder by June 2019.
- Utilize data and predictive analytics to increase Mason's understanding of what constitutes success and which activities offer maximum contributions toward student success.
- Convene spring 2018 summit to focus on the integration of well-being/diversity/inclusion that contributes to closer alignment of goals #7 and #8.
- Expand and scale up Mason's resilience badge 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 fine 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 and never static. Earning a postsecondary degree or credential is a prerequisite for the growing jobs of the new economy. Over this 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.

In five decades, Mason has grown to become the largest public 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. At the same time, we have seen consistent increases in external rankings and virtually all indicators of academic quality.

Our trajectory continues, and we are committed to serving our community by educating 100,000 career-ready graduates, including undergraduates, masters 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 demands for graduates in particular fields, while emphasizing flexibility and breadth. 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. (FY14: 8,877; FY15: 8,815; FY16: 8,901; FY17: 9,123)

Metric #2: Increase six-year undergraduate graduation rate to 78% by 2024.

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

Metric #3: By 2024, 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%)

Accomplishments to Date:

- Increased new student under-graduate 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.

Possible Next Steps:

- Implement outcomes from Student Experience Redesign initiative.
- Increase investments in high-potential students who contribute to our diversity.
- Implement ADVANCE program.
- Expand online pathway programs through current partnerships and seek new partnerships and programs to expand our scope.
- 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 non-degree 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 own 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 rank 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 commercial startups. Mason is ideally positioned to become an engine of innovation as well as the region's go-to place 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 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 help 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 a strong entrepreneurial culture among our 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 will also strengthen our ability to serve local business. First, we will increase our assistance for new enterprises, especially those in regionally significant sectors and those which connect to our research expertise. Second, 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: By 2024, 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: By 2024, more than 200 Mason teams will have participated in the Mason Innovation Lab, the Mason Summer Entrepreneurship Accelerator program, the I-Corps program, the Very Serious Game Institute Excellerator, or similar entrepreneurial training.

*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: By 2024, more than 1,000 Virginia companies will be incubated, supported, or accelerated annually by a Mason-run entrepreneurship program.

*Current Status: In FY17, 852 Virginia companies were incubated, supported, or accelerated by a Mason-run entrepreneurship program.
(FY14: 894; FY15: 976; FY16: 890)*

Metric #4: Annual executive and professional education revenues will increase to \$50 million by FY24.

*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)*

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 university's status as an Ashoka U Changemaker Campus was renewed.
- The number of dedicated on-campus facilities/entities that support and nurture student and faculty entrepreneurship and social impact ventures across all academic units increased to five: the MIX@Innovation, the MIX@Fenwick, the Office of Technology Transfer, the Virginia Serious Game Institute, and the Center for Innovation and Entrepreneurship (CIE). The MIX@Fenwick is the newest and largest of our facilities and was 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.
- Mason's Office of Technology Transfer was reorganized to support faculty looking to commercialize their inventions.
- 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 run out of the School of Business, and 29 students were enrolled in the program during FY17.
- Since its launch in 2013, Mason's Honey Bee Initiative has expanded to 50 apiaries across Northern Virginia.

Possible Next Steps:

- Continue ongoing capital campaign to provide sustainable funding for programming 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 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 Fair 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 public mission of 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 attract tens of thousands of attendees. Our athletic events bring similarly large numbers of spectators to our Fairfax Campus while also gaining regional and national television audiences. Our athletic and educational youth camps and our many 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 political figures that 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 into the community and make a contribution beyond the bounds of our campus borders. Our research centers share their knowledge and insight 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.

To deepen our contribution to the community, we will strive to enhance all of these points of engagement while also determining 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 grow 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 cultural, athletic, and lifelong learning activities.

Current Status: From FY16 to FY17, ticketed activities saw an increase across the board and unticketed activities saw an increase across the board. (FY15: Ticketed - 262,276; Unticketed - 150,111; FY16: Ticketed - 243,432; Unticketed - 170,447; FY17: Ticketed - 263,386; Unticketed - 184,486)

Metric #2: Achieve 12,000 alumni participating in the annual fund and other events and initiatives.

Current Status: FY17 – Number of alumni donors participating in annual fund at 5,650. (FY14: 6,607; FY15: 5,852; FY16: 5,479; FY17: 5,650)

Accomplishments to Date:

- Athletics Community Relations mandate with student-athlete service to community partners averages 900 hours of community service each year.
- Number of community members engaged in Mason's cultural, athletic, and lifelong learning activities sees 8.6% increase (*since 2015 baseline*).
- Presidents Park Greenhouse initiative partners with Sodexo.
- 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 online 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.

Possible Next Steps:

- Launch and communicate the existence of an online portal to accurately track community engagement on campus.
- Create faculty and student engagement initiative.
- 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.
- The 2017-20 strategic plan of the Athletics Department has explicitly identified community and campus outreach as a priority and has identified eight action plan items to measure impact,
- Implement men's and women's basketball strategic plans through increased investments in athletic 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 get 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.

STRATEGIC GOAL #7: WELL-BEING

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

Well-being means building 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 (adapted from Gallup's model of well-being) has outlined six dimensions 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 towards 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 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. 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, and 3) encourage and provide the time for their colleagues, faculty, and staff to engage in university initiatives that promote well-being.

Metrics:

Metric #1 - Well-being Activities: Increase and diversify the well-being activities available to students, faculty, and staff.

Metric #2 - Mason Participation: a) Increase the percentage of students, faculty, and staff participating in well-being activities; b) Increase the enrollment of students in academic courses and programs related to well-being.

Metric #3 - Well-being Impact: a) Participants of assessed well-being events will agree that they have a clear understanding of well-being and that they are likely to alter their behaviors to increase their well-being following the event; b) Well-being will be included in each unit-level annual goals and evaluations.

Metric #4 - Compensation: a) Regularly increase salaries for faculty and staff with positive performance evaluations; b) Increase the compensation for graduate assistants to more competitive levels. c) Regularly increase the amount of student scholarships/financial aid available.

Metric #5 – Engagement, Purpose, Vitality, and Resilience: Regularly measure and seek to increase faculty, staff, and student levels of engagement, purpose, vitality, and resilience.

Accomplishments to Date:

- The Center for the Advancement of Well-Being has been established and works with a 36-member committee comprised of faculty, students and staff.
- Well-being academic course work is available as a “pathway” through the Mason Core.
- The Gallup StrengthsFinder assessment was made accessible 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 also been held annually; Mason Strengths Academy was developed and implemented.
- Gallup measured undergraduate students and alumni well-being.
- The Mason Resilience Project provides 11 evidence-based resilience modules for faculty, staff, and students.
- Resilience Badging Challenge, the Well-Being Pathway in Patriot Experience, and the Well-being Team (peer educators) were created by University Life and implemented for students; Mindful Living LLC residential program was established by Center for the Advancement of Well-Being.
- HR and Center for the Advancement of Well-Being developed a Well-Being Certificate Program for faculty and staff.
- Creation of multiple affinity groups within Mason: Adult Caregivers Support Group, Educators and Employees of Color, Mason Administrative Professionals, Working Dads Group, and Working Mothers Support Group.
- HR and Payroll has developed and continues to provide workshops, seminars, and training series around the six dimensions of well-being in collaboration with groups around Mason. For example: Financial Well-being Seminar Series, Supervisor Series, Leadership Legacy, and Benefit and Retirement Planning sessions.
- The university has increased faculty and staff compensation by roughly 10% over the past five years..

Possible Next Steps:

- 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.
- Encourage faculty, staff, and students to take advantage of the wide variety of well-being activities.
- Identify and design initiatives that support students’ and employees’ engagement in Mason’s six domains of well-being: purpose/career, social, financial, community, physical, and psychological.
- Introduce a series of university policies and procedures that reference well-being.
- Continue to provide free Gallup’s StrengthsFinder assessment to new incoming students and new faculty and staff.
- Kick off Civility Initiative to promote and support civility throughout the Mason community.
- Explore ways in which to provide opportunities for faculty and staff to engage with students outside of the classroom through the Student Experience Redesign.
- Provide opportunities for students to be mentored in their first year at the university.

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. Mason strongly believes 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 all persons can thrive.

Through close collaboration between central administration and academic units, we will recruit and retain, develop, and mentor talented and diverse faculty, academic, 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 America's most global city, Washington, D.C.

Increasing the diversity of our faculty and staff will entail sustained institutional effort. For this purpose, we must heighten a 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 faculty, staff, administrators, and graduate students who come from historically underrepresented groups to better reflect the diversity of our undergraduate student body, of which 48.7% are from historically underrepresented groups.

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

Metric #2: Increase diversity of the Mason faculty community by five percentage points by 2024.

Current Status: As of FY17, the diversity of Mason's faculty community has increased by 4.7 percentage points. (FY14: 14.9%; FY15: 15.5%; FY16: 15.2%; FY17: 19.6%)

Metric #3: Increase diversity of the Mason faculty administrators by five percentage points by 2024.

Current Status: As of FY17, the diversity of Mason's faculty administrators has increased by 4.2 percentage points. (FY14: 17.4%; FY15: 17.6%; FY16: 18.9%; FY17: 21.6%)

Metric #4: Increase diversity of the Mason graduate students by five percentage points by 2024.

Current Status: As of FY17, the diversity of Mason's graduate students has increased by 3.6 percentage points. (FY14: 23.7%; FY15: 24.7%; FY16: 25.4%; FY17: 27.3%)

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. Position will be a part of Mason's Stearns Center for Teaching and Learning.
- CDE 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 civil rights legend and Mason faculty member Roger Wilkins.
- Waiver from search process was utilized to facilitate targeted opportunity faculty hires.

Possible Next Steps:

- 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 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 SCHOLARSHIP EXCELLENCE

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

George Mason University has attracted a talented set of faculty members across all ranks and types of appointments. Moreover, we have an ambitious strategic agenda that is heavily dependent on our faculty community for success. In recognition of this, Mason is 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. They achieve this through teaching and mentoring, as well as having an impact on Mason's reputation for excellence and innovation in research, scholarship, and entrepreneurial activities.

To support this goal, Mason will strengthen its infrastructure in support of faculty success in teaching and learning; mentoring; scholarly writing; research development (e.g., grants, external funding, and seeding multidisciplinary partnerships); entrepreneurial activities (e.g., start-ups, patents, and related work); and 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, which serves as an integrated source of support for faculty.

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 their contributions that both enhance Mason's reputation and help us meet our strategic goals. Recognizing faculty accomplishments through an expanded awards program will be an important component of this effort. 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: 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.

Metric #2: Faculty will report levels of departmental engagement at or above benchmark scores, as reported on the Harvard COACHE (Collaborative on Academic Careers in Higher Education) survey.

Metric #3: Faculty will report levels of departmental quality at or above benchmark scores, as reported on the Harvard COACHE survey.

Metric #4: Mason faculty scholarly products represent greater breadth and depth of faculty expertise for areas in which the institution has made strategic investments.

Metric #5: 100% of academic units and the Office of the Provost will have revised the Reappointment, Promotion, Tenure and annual review guidelines to provide increased clarity and transparency.

Metric #6: Mason will have clearly defined pathways to promotion for adjunct faculty, term faculty, tenure and tenure-track faculty in the Faculty Handbook, with supporting documents, policies, and practices on the Office of the Provost website.

Metric #7: 2021 and 2024 Quality Work Life Survey results for instructional/research faculty show continued improvement in Perceived Organizational Support, the degree to which faculty feel the organization values their contributions and cares for their well-being.

Metric #8: At least 90% of graduating students report satisfaction with education they received in their major.

Current Status: FY16, 91% of undergraduates, 94% of doctoral, 93% of masters, and 94% of law students reported satisfaction

Metric #9: At least 85% of graduating students (doctoral, masters, and law) report satisfaction with mentoring.

Current Status: FY16 – 84% of doctoral, 71% of masters and 64% of law graduating students reported satisfaction.

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 from 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.
- Created the position of associate director of research development in April 2017. This role will be key in supporting Mason faculty as we enhance our research and scholarship programs and contributions.
- Created the Stearns Center for Teaching and Learning in August 2017 to support instructors in their teaching and learning practices and digital innovations, whether faculty are teaching face-to-face, online, or hybrid courses.

Possible Next Steps:

- Explore multiple means to support faculty success in teaching, learning, research, scholarship, and career development.
- Expand faculty support through increased resources and programming in the Stearns Center for Teaching and Learning
- 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
- Developing 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

World-class research universities produce discoveries and knowledge that address pressing world problems and reveal promising new futures. Equally important, these universities integrate the new knowledge they create into state-of-the-art education programs, thereby producing future generations of innovators and entrepreneurs, a creative and engaged workforce, and citizens who use their knowledge to create economic opportunities and improvements in our quality of life. Strengthening our capacity to conduct world-class research and scholarship positions the university as an engine for innovation and growth in our region, the commonwealth, the nation, and the world.

Mason entered the upper echelon of U.S. research universities—the Carnegie Research 1 University—in 2016. For the 2018-24 period, the university will continue to make strategic investments to ensure our long-term performance as a world-class Research 1 university. Accordingly, we will make investments to recruit and retain eminent tenure-track faculty to amplify Mason's current intellectual strengths while expanding our capabilities in STEM-H fields. This will lead to increases in the quantity of high-quality scholarly outputs and outcomes reported by our faculty in esteemed publications, journals, international conferences, and other venues, which in turn will lead to enhanced faculty recognitions in the form of national and international honors and awards. We will continue to make investments that support our faculty members in their endeavors to increase their sponsored research programs, with targeted efforts to stimulate revenue growth from federal and industry sources. This growth will support increasing full-time enrollment in our graduate programs, masters to PhD, and will enhance our research faculty and postdoctoral trainee communities. Increased performance across all of these metrics is necessary to ensure Mason's long-term status as a Research 1 university.

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

Metrics:

Metric #1: Achieve and maintain level of research resources and doctorate production 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 research expenditures to \$225 million by 2024, 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 for research to ~\$10 million.

Current Status: Research expenditures were \$108.9 million in 2016. Federally-sponsored expenditures: \$58.9M; industry-sponsored expenditures: \$2.7M; foundation- and institutional-supported expenditures: \$43.2M; state funding for research: \$1.7M.

Metric #3: By 2024, recruit and retain 300 research-active tenure-track and tenured faculty, with emphasis on expertise that supports the university’s multidisciplinary priorities in research and scholarship including in STEM-H fields.

Current Status: In progress

Metric #4: By 2024, increase the number of PhD graduates to more than 400 annually, and the number of students enrolled in PhD programs to at least 3,600, with an increasing percentage of PhD students enrolled full time.

Current Status: In 2017, 259 students received PhDs; 2,064 students were enrolled in PhD programs, 50% of whom were full time.

Metric #5: Increase research facilities utilization performance by doubling sponsored research dollars per square foot of research labs to \$xxx/SQF, and increase investments in shared and multidisciplinary research instruments and tools from state and other sources to \$10 million annually.

Current Status: In progress

Metric #6: Develop contemporary enterprise systems and tools to support research administration, evaluation, assessment, marketing, and strategic planning essential to support Mason’s world-class faculty and student research community.

Current Status: In progress

Accomplishments to Date:

- The institution achieved R1 classification ahead of schedule.
- Students as Scholars in FY17, Mason faculty taught more than 9,200 undergraduates in 89 Scholarly Inquiry, research-support, and Research and Scholarship Intensive courses (510 sections).
- A total of 1,126 students (up from 963 in AY16) received intensive faculty mentorship in Research and Scholarship Intensive courses, and the Undergraduate Research Scholars Program (URSP) to conduct original scholarly or creative projects that they shared in on-campus, regional, and national conferences, symposia, and performances.
- 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.

Possible Next Steps:

- 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 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 research instruments and tools.
- 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 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 and scholarship outcomes—as described in Goal #10—Mason is also committed to strengthening the “impact” of these outcomes in the communities we serve. The impact of our research and scholarship can be measured in multiple ways, including: the increasingly successful translation of research outcomes into products and services that enhance economic and cultural prosperity in our region and beyond; growth in highly cited scholarly publications; increases in the number of national or international honors and awards received by Mason faculty and students; and our growing ability to help attract and contribute to the continued success of advanced industries in the region and the commonwealth, including vibrant start-up communities.

Accordingly, we have identified 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. The university will also invest in 10-year horizon projects to create Mason’s competitive advantages in research and scholarship for the 2024-34 period. Finally, as also described in our Innovation Engine goal (see Goal #5), Mason is committed to enhancing the innovation ecosystem in the region and beyond, preparing future generations of innovators and entrepreneurs and generating research outcomes that enable innovations and economic growth in the advanced industries of the global economy.

Metrics:

Metric #1: Increase both journal publications and citations per full-time faculty by 50%.

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

Metric #3: Increase annual research expenditures in three strategic multidisciplinary priority areas, including health and well-being from ~\$20 million in 2017 to ~\$80 million in 2024, in resilience in human-, engineered-, and environmental-systems from ~\$50 million in 2017 to ~\$80 million in 2024, and in cyber and analytics from ~\$20 million in 2017 to ~\$50 million in 2024.

Metric #4: Identify 10-year horizon, multi-disciplinary teams to enhance Mason's long-term research and scholarship.

Metric #5: Strengthen the regional innovation ecosystem by increasing the number of faculty, graduate students, and postdoctoral fellows who have participated in "lean" and other entrepreneurship programs to 500 by 2024.

Current Status: Since 2014, approximately 40 Mason faculty, graduate students, and postdoctoral fellows have participated.

Metric #6: Strengthen the regional innovation ecosystem by supporting the establishment of at least 50 high-tech startups by 2024, each of which is built around intellectual property developed on Mason campuses by Mason faculty or students.

Current Status: Since 2014, Mason has helped support such four high-tech startups.

Metric #7: By 2024, support at least 20 translational research partnerships with health and wellness organizations.

Current Status: In progress.

Accomplishments to Date:

- Established George Mason Research Fund.
- The OSCAR program has supported 4,658 undergraduate students working with Mason's faculty to engage in research and creative projects that address real world concerns.
- Mason implemented Multidisciplinary Research Initiatives in 2015, 2016, and 2017 in health; security; and modeling, simulation, and analytics, respectively.
- 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.

Possible Next Steps:

- 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.
- By 2024, support at least five transdisciplinary centers of advanced study that serve as 10-year horizon pathfinders for identifying future research strengths.
- 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 LEARNING

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 a global mindset that allows 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 here on our Northern Virginia campuses. An expanded study abroad program will give many of them the chance to study 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 by 2024.

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: Double the number of enrolled international students. Target is 4,000.

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

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 26 partner institutions in China; more than 400 Chinese students have participated in the 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 Fulbrights 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.

Possible Next Steps:

- 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.
- Meet Mason Korea growth targets as stipulated in MK 5-year business plan.