Why Smart\textsuperscript{Growth}?

**Mission Focused** – deep commitment to serve students, the community, faculty and staff, and the broader global society

**Inclusive Excellence meets Demand** – driving forces of access and inclusion

**Intentional** – plan for 100,000 graduates

**Vibrant Economic Force** – drives the local, regional and Commonwealth’s economy

**Revenue Base** – diversify revenue streams as state support declines
FY 2024 – How Do We Get There?

100,000 Graduates by 2024
7,000 New Students
5,300 on Ground

Maintain R1 Status

Maximize Use of Existing Assets
Peterson Hall – 2018
Robinson Hall – 2022

Additional Gross Revenue
Moderate Tuition Increase
Facilities

How do we manage growth?
- Space Utilization Study
- Off-Campus Leasing
- Classrooms & Scheduling
- Private Sector Housing
- Dining Hall Expansion

Student Services

Auxiliary: Student Centers, Student Life, Recreation
Transportation & Parking
Information Technology: WiFi, contract per student escalation, $60M infrastructure

Faculty & Staff

Projected 6 Year Growth
Faculty +75 Tenure Track/Term annually → 450
All Other Staff +75 annually → 450
Starts With Enrollment Projections

Enrollment Drives Faculty & Staff, Space, Technology & Infrastructure

Requires Strategic Resource Investment Plan
Strategic Enrollment Planning

What You Offer
- Programs you offer
- Campus
- Modality

Tell the Market
- Lead Acquisition
- Website
- Conversion
- Counseling

Deliver on Promises
- Experience
- Outcomes
- Net Promoter Score
Mason’s Location Creates Opportunities

• Access to global corporations, government, international agencies and NGOs

• Internship and job opportunities

• Faculty includes members of Congress, high government officials, business leaders

• Visits from top leaders including presidents, presidential candidates, members of Congress, Supreme Court justices
HOW MIGHT THAT GROWTH CASCADE?

Undergraduates - % of total by Mason College

**Fall 2012**
- College of Humanities and Social Sciences: 30%
- Volgenau School of Engineering: 15%
- School of Business: 15%
- College of Science: 11%
- Undecided: 8%
- College of Health and Human Services: 7%
- CVPA, CEHD, SCHAR, S-CAR: 14%

**Fall 2017**
- College of Humanities and Social Sciences: 26%
- Volgenau School of Engineering: 22%
- School of Business: 16%
- College of Science: 11%
- Undecided: 4%
- College of Health and Human Services: 8%
- CVPA, CEHD, SCHAR, S-CAR: 13%
Growing demand for online courses at Mason

- 1,767 students taking spring classes entirely online
- 81% of seats in Mason's online classes are filled
- 551 online sections offered in Fall 2017
- 11% Increase in the number of fully online graduate students (+169)
- +31.9% Increase in the number of online credit hours for Mason Students since Fall 2015
With Mason’s significant enrollment growth and expanding diversity, our students are challenging us more than ever to create an accessible, innovative and inclusive learning environment, where all members of the university community are welcomed, valued and supported.
BUILDING THE IDEAL STUDENT EXPERIENCE

The paths of this roadmap represent the future of an evolving institution grounded in the fundamental values of what students want and need.

**STUDENT CARE**
All students exhibit accountable behaviors, coordinated and nurturing interactions and services in every part of the institution. Beginning with their very first interactions and extending throughout their entire Mason journey.

**ENABLE & REINFORCE RELATIONSHIP-DRIVEN PRACTICE**
All students should experience a harmony of policies, processes, and technologies in a welcoming, responsive environment.

**REDESIGN INITIATION EXPERIENCE**
Students should be active contributors to the evolution, design, and expression of the collective Mason experience.

**DRIVE CONSISTENT ADVISING, MENTORSHIP, & COACHING**
These five ideals not only drive prioritization for new programs, technology, and services, but also serve as the foundation on which the institution is built.

**SMART CAMPUS**
A network of programs, staff, and facilities that removes friction and improves transparency.

**INCLUSION**
A shared language and approach for celebrating different perspectives and infusing them into the process of learning.

**FLEXIBILITY**
A system that seamlessly scales and adapts to unique student needs.

**TEAMWORK**
A partnership between Mason faculty & staff, working in teams for common goals & collaborating to overcome obstacles.

**BUILD A FOUNDATION**
A feedback mechanism for interactions & decisions that delivers on expectations & earns credibility.

**PROVIDE 24/7 SERVICE**
An inclusive community of learners, educators, and innovators who share resources, foster practices, and experiences regardless of time, location, or mode of learning.
Operationalizing the **Roadmap**

<table>
<thead>
<tr>
<th>Self-Service, 24/7 Student Support</th>
<th>First-Year Student Care Network</th>
<th>Student Initiation Experiences</th>
<th>Student Voice</th>
<th>Data-Driven Relationship Management</th>
<th>Culture of Service</th>
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</table>

**LifeCycle Constituent Relationship Management (CRM) System**

**Expand One-Stop Shop Services – Physical and Virtual**