



# STRATEGIC PLAN UPDATE

February 27, 2019

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## SUMMARY OF HIGHLIGHTS

In FY19, Mason welcomed the most impressive incoming class in George Mason University's history. The freshman class is the largest, the most diverse and boasts the strongest academic credentials of any incoming class ever to enter Mason. We welcomed 3,718 freshmen, a 6 percent increase over last year, and 7 percent more out-of-state students. Our minority students now comprise more than 50 percent of the incoming freshman class for the first time. In addition, we welcomed the largest number of transfer students in school history – 3,139 students, up nearly 25 percent from just three years ago. The enrollment growth will help Mason reach its goal of 100,000 career-ready graduates from 2014-2024.

We continue to make great strides towards achieving the Strategic Plan goals. Here are additional highlights:

- Annual sponsored expenditures for research, scholarship and creative work rose 14 percent between 2017 and 2018, and our sponsored awards increased by more than 30 percent over the same period, putting the university on pace to meet its strategic goal of \$225 million in annual research expenditures by 2024.
- Mason is in the top 23 percent of universities in research and development expenditures from the National Science Foundation in fiscal year 2017.
- In FY18, 88 percent of Mason undergraduate students graduated with transformative Mason Impact experiences. This rate has been on a steady increase since 2015.
- Students at all levels continue to report an above 90 percent rate of satisfaction with their Mason educational experience upon graduating.
- We are maintaining a 90 percent and above rating from graduating students that Mason helped them grow professionally.
- More than 8.8 percent of Mason classrooms have received an Active Learning designation; this rate has nearly doubled since Fall 2017.
- Total enrollments under the Wiley partnership are currently at 477 students. Spring 2019 brought +191 new students.
- Total ADVANCE enrollments to have grown to 319, which is a large increase from Fall 2018's beginning total of 129 students and is well above our first-year target of 250 students.
- Mason has accounted for 58 percent of net enrollment growth among Virginia public institutions in the past decade.
- Forbes and Statista in early 2019 recognized Mason as one of the "Best Employers for Diversity," a distinction that takes into account age, gender, equality, ethnicity, disability, LGBTQ+ and other factors.
- Mason surpassed the median for Virginia doctoral universities and currently ranks third of seven in diversity of full-time instructional faculty.
- Mason's commitment to research excellence was affirmed with an R1 classification for the second time from Carnegie in December 2018.

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## STRATEGIC GOAL #1: INNOVATIVE LEARNING

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

### 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: FY18: 88% of undergraduate students graduated with an identified transformative experience. (FY15: 80%; FY16: 85%; FY17: 85%)*

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

*Current Status: In FY18, 85.0% of students participating in undergraduate research achieved proficiency or higher on OSCAR student learning outcomes. (This reflects a loss of 0.9% from FY17 which was 85.9% 3,349 out of 3,900 against FY18 3,514 out of 4,132)*

**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: Fall 2018: 8.8% of Mason's total classroom inventory has technology that earns the Active Learning designation supporting interactive, multi-location, or hands-on learning. (Fall 2017: 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: FY18: 91% of undergraduates, 96% of doctoral, 94% of master's, and 90% of law. (FY15: 93% undergraduates, 94% doctoral, 94% master's, 97% of law; FY16: 91% of undergraduates, 94% of doctoral, 93% of master's, 94% of law; FY17: 93% of undergraduates, 94% of doctorates, 94% of master's, 92% of law.) Graduate students reporting satisfaction with mentoring: FY18: 87% of doctoral, 79% of master's and 86% of law. (FY15: doctoral 83%, master's 71%, law 60%; FY16: 84% of doctoral, 71% of master's and 64% of law; FY17: 70% of undergraduates, 76% of doctorates, 77% of master's, 75% of law.)*

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

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## STRATEGIC GOAL #2: ACCESSIBLE PATHWAYS

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

### Metrics:

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

*Current Status: FY19, graduation outcomes for overall was 70 % down -1% from FY18; 68% for Pell recipients up +1%; 65% for African American down-7%; and 66% for Hispanic students up +4%. (FY18: 71% overall; 67% Pell; 72% Black; 62% Hispanic)*

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

*Current Status: In FY19, the freshman/sophomore retention rate was 86.7%, -1.1% from FY18. (FY16: 87.2%; FY17: 87.5%; FY18: 87.8)*

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

*Current Status: As of Spring 2019, a total of 319 students were enrolled in Pathway, an increase of +190 since Fall 2018.*

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

*Current Status: As of Fall 2018, 6,775 students have taken most of their courses in an online format. (FY17: 1,463; FY18: 1,633; FY19: 2,166)*

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

*Current Status: In FY18, 647 online or hybrid course sections were offered. (FY15: 559, FY16: 621; FY17: 729)*

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### **STRATEGIC GOAL #3: RETURN ON INVESTMENT**

*Enable all graduates to pursue meaningful lives and successful careers.*

#### **Metrics:**

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

*Current Status: FY19, Mason's in-state tuition was \$9,060 compared to the average of Virginia's doctoral universities at \$12,521. (FY16: Mason = \$7,976, Avg. = \$10,800; FY17: Mason = \$8,204, Avg. = \$11,521; FY18: Mason = \$8,672, Avg. = \$11,942)*

**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 FY15 three-year default rates show: Mason: 2.3%; Commonwealth of Virginia: 5.0%; National: 10.8%; Public four-year institutions: 7.1%*

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

*Current Status: As of 2017, 81% of graduates reported a positive career outcome within six months of graduation. Response Rate: 57%. (FY14: 74% Response Rate: 38%, FY15: 79% Response Rate: 56%, FY16 76% Response Rate 48%)*

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### **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.*

#### **Metrics:**

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

*Current Status: As of FY18, Mason has awarded 45,285 degrees and certificates. (FY16: 8,901; FY17: 9,123; FY18: 9,569)*

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

*Current Status: As of FY19, six-year graduation rate is 70%. (FY16: 69%; FY17: 70%; FY18: 71%)*

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

*Current Status: As of FY19, the four-year graduation rate for community college transfer students is 71.5%. (FY16: 71%; FY17: 72%; FY18: 70%)*

**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 FY18, 69% of undergraduate alumni report they are prepared for current work and 81% are prepared for further study; 85% of graduate alumni report they are prepared for current work and 90% report they are prepared for further study. (FY15: Undergraduate Alumni 72% and 83%, Graduate Alumni 83% and 88%, FY16: Undergraduate Alumni*

71% and 82%, Graduate Alumni 83% and 88% , FY17: Undergraduate Alumni 71% and 83%, Graduate Alumni 84% and 89%)

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## **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.*

### **Metrics:**

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

*Current status: As of FY18, 24 new companies have been started by Mason faculty and students. (FY16: 4; FY17: 3; FY18: 8)*

**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 FY18, 61 Mason teams have participated in an entrepreneurial training program. (FY14: 4; FY15: 8; FY16: 10; FY17: 16; FY18: 23)*

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

*Current Status: In FY18, 1,222 Virginia companies were incubated, supported, or accelerated by a Mason-run entrepreneurship program. (FY15: 954; FY16: 964; FY17: 943)*

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

*Current Status: As of FY18, executive and professional education revenues yielded \$4.2 million. (FY14: \$6.9 million; FY15: \$7.9 million; FY16: \$7.2 million; FY17: 7 million)*

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## **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.*

### **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: FY18: Ticketed - 264,256; Unticketed - 185,609. (FY15: Ticketed - 262,276; Unticketed - 150,111; FY16: Ticketed - 243,432; Unticketed - 170,447; FY17: Ticketed - 263,386; Unticketed - 184,486)*

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

*Current Status: FY18: SAIL Student Community Hours = 10,686; Students enrolled in SAIL Service Learning Courses = 472*

**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: FY18: Mason Speakers = 63 events, 2,654 attendees; Mason Employee Volunteer Hours = 7,246; SAIL Community Based Faculty Courses = 18; Senior Citizen Waivers = 388*

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## STRATEGIC GOAL #7: WELL-BEING

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

### 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: Between the 2015 and 2018 administrations of the Quality of Work Life (QWL) survey, the percent of engaged Mason faculty and staff rose from 56% to 63%. In 2018, 48% of faculty and staff reported attending a university-sponsored well-being event.*

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

*Current Status: In FY18, Mason's faculty and staff compensation is in the 23.2 percentile rank of peer group (FY16: 22.6% percentile Mason =95,508, Peer = 101,322; FY17: 16.4% percentile Mason 95,081, Peer = 104, 978; FY18: 23.2% Mason: 99,626; peer: 107,178)*

**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 FY18, 1,495 faculty and staff attended 82 sessions. There was a +44 increase in the number of sessions compared to FY17, the total number of attendees is expected to exceed 5,200 once the Career / Purpose session count is completed. (FY15: Sessions =46, Attendees = 3,929; FY16: Sessions = 38, Attendees = 5,039; FY17: Sessions = 38, Attendees = 5,136; FY18: Sessions 82, Attendees 1,495)*

**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: Re-design of the Resilience Badge to convert it into an online platform is in progress. This will make it accessible to all students and employees; a working group of faculty is creating an undergraduate course requirement proposal on inclusive well-being, the course will be piloted in the 2019-20 academic year with plans to fully launch as a requirement in the following year; Since the we began making this assessment available for free to students and employees in August 2014, over 21,000 students and employees have taken a well-being assessment. We renewed our contract with Gallup this summer to continue StrengthsFinder for the next two years.*

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## STRATEGIC GOAL #8: DIVERSE ACADEMIC COMMUNITY

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

### 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: In FY18, 21.9% of faculty (+0.6% more than FY17), 37.0% of staff (+1.4% more than FY17), 23.8% of administrators (+0.5% more than FY17), and 28.8% of graduate students (+0.4% more than FY17) are from historically underrepresented groups. (FY17: Faculty 21.3%, Staff 35.6%, Administrators 23.3%, Graduate Students 28.4%; FY16: Faculty 15.2%, Staff 33.9%, Administrators 18.9%, Graduate Students 25.4%; FY15: Faculty 15.5%, Staff 31.5%, Administrators 17.6%, Graduate Students 24.7 %)*

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## **STRATEGIC GOAL #9: SUPPORT TEACHING AND FACULTY EXCELLENCE**

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

### **Metrics:**

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

*Current Status: In 2018 instructional and research faculty reported a + 0.05 increase in levels of job satisfaction on average. (2009: 2.07, 2012: 2.60, 2015: 3.60, 2018: 3.65 on a 5-point scale)*

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

*Current Status: In 2018, the perceived organizational support went up + 0.01 points for instructional and research faculty on average. (2009: 3.16, 2012: 3.12, 2015: 2.83, 2018: 2.84 on a 5-point scale)*

**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: In 2018, 37.8% of faculty rated the clarity of tenure criteria as good; 15.6% rated it excellent. 42.2% of faculty rated the reasonableness of tenure criteria as good; 18.7% rated it as excellent. This is the first such survey and will be used as the baseline for future surveys.*

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## **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.*

### **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: In FY19, Mason maintained R1 classification.*

**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 in 2014 to 112.4 million in 2017, as reported in NSF's Higher Education Research and Development surveys. Federally sponsored expenditures decreased from \$61.9 million in 2014 to 57.3 million in 2017; industry-sponsored expenditures increased from \$2.4 million in 2014 to \$2.7 million in 2017; foundation- and institutional-supported expenditures increased from \$31.9 million in 2014 to \$47.7 million in 2017; and state funding increased from \$1.95 million in 2014 to \$3.3 million in 2017.*

**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: As of Fall 2018, a total of 278 tenure-track and tenured faculty were recruited indicating a +48 increase compared to Fall 2017.*

**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 FY18, 270 students graduated with PhDs; 2005 students were enrolled in PhD programs, 51% 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 2018-19, the state invested the same amounts in annual ETF funds as in 2017-18. \$474, 407 was allocated to Mason research instruments and tools while \$5,189,341 million and \$5,240,458 million were allocated to UVA and VT research instruments and tools, respectively.

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## **STRATEGIC GOAL #11: RESEARCH OF CONSEQUENCE**

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

### **Metrics:**

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

*Current Status:* pending subscription to a nationally-available tool that allows for the measurement of faculty research and scholarly outputs and outcomes.

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

*Current Status:* In 2019, three Mason faculty have received prestigious CAREER awards. The university does not have an automated system or a process to track national and international faculty recognitions. Plans are underway to purchase a subscription to a nationally-available tool in FY19.

**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:* In FY18, Mason reported annual research expenditures in health and wellness of ~\$27 million, an increase of ~35% or ~\$7 million over FY17 levels, in resilient and sustainable societies of ~\$64 million, an increase of ~28% or ~\$14 million over FY 2017 levels, and in cyber and data analytics of ~\$32 million, ~60% or ~\$12 million over FY17 levels; Institute for Biohealth Innovation established in 2015, launch of Institute for Digital Innovation announced in November 2018 coincident with Amazon HQ announcement, and Institute for a Sustainable Earth launched in February 2019- all to support growth in Mason's research portfolio, including sponsored expenditures.

**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:* Mason launched the Center for Adaptive Systems for Brain Body Interactions (CASBBI) and the Quantum Materials Center in 2017. The CASBBI team has submitted multiple proposals for funding in excess of \$70 million and is in the midst of recruiting an additional faculty member whose home is Psychology. The QMC director recently received a prestigious CAREER award and CoS and VSE have added at least four new junior faculty who are members of QMC. 12 proposals to identify additional centers are under review.

**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:* In FY18, 13 Mason faculty, graduate students, and postdoctoral fellows participated in lean start-up programs, and Mason 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:* In FY19, Mason supports at least 6 translational research partnerships with health and wellness organizations and is in the process of establishing at least ten more. The university is working closely with private sector organizations to translate technologies created in Mason labs to the marketplace. Mason is in the midst of finalizing translational research agreements with Sentara Health and SP Global. The university is leading a translational research consortium called MERIT, an initiative undertaken in partnership with the Boston-based and highly successful commercialization organization called CIMIT to expand the number of translational research partnerships we have with regional, national and global businesses in the health and wellness sector.

**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.



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## STRATEGIC GOAL #12: GLOBAL ENGAGEMENT

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

**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 FY18, 1,164 students studied or interned abroad. (FY15: 1,057, FY16: 1,029; FY 17: 1,029)*

**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 2018: 3,765 enrolled international students. (FY15: 3,006; FY16: 3,414; FY17: 3,525)*

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

*Current Status: A search for Director of Faculty Diversity, Inclusion and Well-Being is in progress.*

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

*Current Status: FY18 – 4,339 students enrolled in foreign language courses. (FY15: 3,925, FY16: 3,833; FY17: 3, 938)*