

**President's 2018-19 Goals**  
Approved July 27, 2018

**1. Expand access to excellence and transformative learning**

- a. Fully implement Mason Impact, including new set of program options, participation metrics, and a university-wide office for service learning. Increase the number of students engaged in research or study abroad by 10%
- b. In collaboration with the faculty, develop a foundational course for all undergraduate students which reflects the university's values and commitment to diversity, inclusion and wellbeing
- c. Launch re-designed first year experience
- d. Establish partnership to create online platform to support career-long education of working professionals and adult learners
- e. Launch ADVANCE partnership with NOVA with at least 20 programs and 250 students
- f. Meet Smart Growth enrollment targets, including 8% growth in out-of-state and international students
- g. Develop a strategy and structure that engages the whole Mason community in the growth of executive and professional education
- h. Increase freshman and transfer retention to 88%; six-year graduation rate to 71% for first-time freshmen and to 70% for transfer students.

**2. Grow research and innovation of consequence**

- a. Increase sponsored research expenditures and value of awards by 10%
- b. Study strategic expansion of research-intensive graduate programs
- c. Study strategic options in medical research and education
- d. Launch two university-wide multidisciplinary research institutes in computing/data science and in sustainability/resilience
- e. In collaboration with GMRF, integrate efforts in entrepreneurship, innovation and economic development to maximize impact in the region's economy

**3. Strengthen thriving, inclusive academic community**

- a. Expand events and forums for community-wide dialogue around critical, difficult issues
- b. Increase the proportion of instructional and research faculty who come from historically underrepresented groups to better reflect the diversity of our student body
- c. Adopt COACHE framework to increase faculty engagement
- d. Execute key wellbeing and engagement initiatives as informed by Quality of Work-Life project (e.g. parental leave, physical well-being, flexible work)
- e. Roll out comprehensive leadership development program

**4. Build foundation for the future**

- a. Complete West Campus, SciTech and Arlington concepts to support planned growth in enrollment, research and innovation
- b. Develop detailed financial plan and business analytics to support strategic decision making for financially sustainable growth including investments in critical areas
- c. Maintain or improve all metrics in the financial scorecard
- d. Upgrade critical information systems (Banner 9 rollout and plan to move to cloud; secure, compliant research computing environment; data governance structure; upgrades to Wi-fi network; CRM element of Student Experience Redesign)
- e. Establish university-wide corporate relations team and strategy
- f. Raise at least \$60M in new gifts, including \$5M for the endowment and 10% increase in alumni donors. Conclude \$500M campaign at \$600M or more before December 2018