

George Mason University

Strategic Goals for 2014

Prepared by the Strategic Planning Committee

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Background

Throughout its comparatively brief history as a free-standing institution, George Mason University has repeatedly challenged the traditional underpinnings that typically define higher education in the United States. In a relatively short time, Mason has established itself as an institution that yields a high return on state investment, whether that is measured through enrollment, percentage of state support, or satisfaction ratings from students and/or employers. In only fifty years, Mason has gone from a branch campus of the University of Virginia to a free-standing, comprehensive, doctoral institution, with what the Carnegie Foundation for the Advancement of Teaching calls “high research activity” with its own multiple campuses. This trajectory is due to many internal characteristics of the institution, including its shared emphasis on teaching and scholarship, its entrepreneurial ethos, its location in the National Capital Region, and its commitment to promoting an atmosphere of civility and respect at a very diverse university.

A Shared Emphasis on Teaching and Scholarship. Mason has always been built on maintaining a shared emphasis on teaching and scholarship, and has demonstrated that through distinguished faculty members regularly teaching undergraduate students, thereby bringing notable scholars to Mason’s core mission of teaching. Over the last seven years, Mason has instituted four campus-wide academic initiatives related to teaching: 1) Writing across the Curriculum; 2) Technology across the Curriculum; 3) Critical Thinking across the Curriculum; and 4) Global Studies to strengthen further our expectations for what our students should know and be able to do. Additionally, Mason codifies its commitment to teaching through established guidelines that provide a path for faculty to gain promotion and tenure by demonstrating genuine excellence in teaching.

In the area of sponsored research, the amount of external research support has gone from 60 million dollars to 85 million dollars, from 2003 to 2008 with more faculty members participating in the development of grant proposals thereby widening the research productivity and scope of research interests across Mason. In 2005 (?), the University began publishing *A Celebration of Achievements* featuring an ever-growing roster of faculty scholarship and creativity in all disciplines.

Entrepreneurial ethos. If there is any one term that captures the history of George Mason University, that term is *entrepreneurial*. The University has encouraged all members of the campus community to take advantage of opportunities that present themselves for research, scholarship, and service and to find ways to make those opportunities happen. We have demonstrated an ability to be both creative and efficient in responding to the many opportunities the National Capital Region has to offer. Examples can be found in every Mason college, school, and institute. Some highlights include our Center for History and the New Media, as well as our partnerships with the Smithsonian, C-SPAN through the Capital Connection, INOVA Health Centers, and with local governments such as Prince William County in the creation of the Freedom Center and the new Hylton Performing Arts Center.

Location. Situated in the heart of the National Capital Region, Mason has carefully cultivated very strong ties to the region’s strengths. Our students benefit from our location through

internships, field experiences, and close institutional relationships with the employers who hire our graduates. As we strive to prepare our graduates to think deeply about real and complex problems, there is a convincing perception that we are connected to the region in productive and useful ways that benefit both Mason and the region.

In addition, George Mason University enjoys many opportunities for media placement that accrue from these relationships as faculty and leaders are routinely cited and quoted in *The Washington Post*, *USA Today*, and the *New York Times*, interviewed on local and national broadcast media, such as C-SPAN, CNN, and National Public Radio, and testify to Congressional committees on a wide variety of topics. The mix of government, business, over 4,000 technology companies, a burgeoning growth in the health care industry, and a rich environment for arts and culture allow for George Mason University to reach out in multiple areas of interest.

Diversity. The population of the National Capital Region continues to become one of the most diverse in the world. Likewise, the campus community is diverse in many dimensions. As many as 85 languages are spoken on campus. Our student body reflects diversity in many forms: students first in their family to attend college, students of color, students from outside the United States, students with various immigration status, students from myriad religious belief systems, every range of political ideologies, and across all age ranges. Our diverse academic programming takes place in a distributed university including the quintessentially suburban Fairfax campus, the more urban setting of Arlington and more rural settings of Prince William and Loudoun counties. Such demographic diversity brings a wide range of perspectives that can both unite and divide. Mason offers many academic and cultural programs throughout the year that provide multiple opportunities bring the campus community together to become enriched by our diversity.

Civility and Respect. George Mason University is committed to fostering a climate of civility, tolerance, and democratic engagement that supports and preserves free speech and inquiry emphasizing mutual respect among members of the entire university community. Embracing such diversity enriches the quality of the educational experience at Mason as well as personal and professional relationships. Because the campus inevitably reflects the conflicts existing in the global order, we have the potential to create a more informed, compassionate global citizenry. Through various structures, academic programs, and numerous co-curricular activities, the university manages and grows from the controversies and tensions that inevitably arise on a campus shaped by thousands of people from different backgrounds and life experiences, and remains committed to preservation of free speech as we educate our students.

Charge to the Committee

The Strategic Planning Committee was empanelled by the Provost in April, 2007 and was charged with identifying major strategic goals to guide Mason's development through 2014. To accomplish this task, the Committee members conducted an analysis of George Mason's current strengths and weaknesses and the external environment in terms of what it offers Mason for growth and development.

In the fall of 2007, a set of proposed goals was posted on the Provost's website, and open forum presentations seeking broader campus input were conducted with faculty, staff, students, alumni, and other constituent groups. In addition, the Provost's website included an open link for anyone to share their thoughts with the members of the Committee. A more structured web-based survey was available to the university community as well as outside interested parties during spring 2008. This report reflects the work of the Committee and the input from the campus community.

This plan is intended to build upon Mason's previous commitments and accomplishments. It is important to recognize some fundamental assumptions that guide this plan.

- George Mason University will continue to evolve as it serves the needs of the region in undergraduate, graduate, and certificate programs that prepare our students to face the challenges of the workforce of an ever-changing region.
- George Mason University will continue its historic emphasis on excellence in teaching among the faculty at all levels by attracting and retaining scholar-teachers and through the judicious use of expert adjunct faculty who bring their active bodies of knowledge to the classroom for the benefit of our students.
- George Mason University will continue its trajectory as a major research university in a wide range of fields.
- George Mason University will continue its ethos of entrepreneurial initiative as it benefits the education of our students and the opportunities for enhanced faculty scholarship.
- George Mason University will continue to promote and practice the principles of civility and respect that characterizes the campus environment.
- George Mason University will continue its tradition of being an exemplary user of state resources, of ensuring a high-quality and cost-efficient campus environment, intellectually, culturally, aesthetically, and functionally for our students, faculty, and staff as it seeks to diversify its funding base.

These assumptions speak to the Committee's belief that Mason is built on a solid foundation that can be used to develop its potential in selected areas over the next few years. This report seeks to build on these fundamental assumptions to shape the future of Mason and to accomplish key goals that increase George Mason University's overall contributions to the region, the Commonwealth, the nation, and the world.

In the remaining parts of this plan, we identify seven broad strategic domains and selected activities for Mason to accomplish. These goals were derived through a process of identifying Mason's current internal strengths and weaknesses, and its external opportunities and threats.

The Challenges Ahead

American universities face at least five challenges in the coming decades. George Mason's 2014 plan positions it to respond to each of these challenges, and in some instances play a significant role in defining solutions.

1. Balancing research and teaching. Pressures to increase the emphasis on funded research grow steadily, and George Mason will expand its funded activities in the coming years. The University will, however, combine this thrust with attention to an appropriate range of research activities, including areas where external funding is not available, and will expand its commitment to innovative teaching at the same time. Enhancement of the Center for Teaching Excellence, new initiatives like the critical thinking effort, continued attention to the effective use of technology in instruction, and further encouragement of undergraduate participation in research all constitute ways in which imaginative teaching will gain attention and reward alongside the more conventional research channels. Thus expansion of the research activity, the first strategic area listed, is immediately followed by concomitant emphasis on teaching and learning. Leadership in appropriate assessment activities forms an inescapable part of the commitment to excellent teaching.
2. Maintaining accessibility for students from various socioeconomic backgrounds and highlighting the diversity of the student body in relationship with the changing composition of the larger population, while expanding the benefits of this diversity in the educational process and in graduate instruction, constitute vital goals for the coming decades in the United States. George Mason has a treasured history and some significant advantages in meeting these challenges, but the goal requires new attention and appropriate measurements, as the University goes forward. The goal of accessibility and diversity must be built into basic planning for enrollment and into the definition of student quality. Heterogeneity goals must also include specific targets for increased diversity of faculty and staff.
3. Changes in the population structure also call for dramatic new emphasis on lifelong learning. Again, George Mason has some key assets in this area, in wide experience with students of various ages (and some special programs for returning adults); in volunteer activities with retirement learning groups; and in extensive commitments to continuing and professional education. There are opportunities for significant additional outreach, however, both in the continuing education arena and in service to the liberal education needs of older citizens. Several new steps will be possible within the scope of the 2014 plan.
4. Responses to continuing changes in educational and research technology, and to student markets that increasingly depend on new technology, must be part of any core plan for the future. Expansion of technology-enhanced classrooms, a firmer plan to extend distance learning opportunities particularly in Masters-level training, and a more focused

commitment to technologies relevant to research form a key part of the University's goals over the next six years.

5. George Mason will continue to emphasize global roles and the importance of promoting global understanding in the educational process. Articulating and meeting the relevant challenges of globalization, including environmental challenges, will define a significant portion of the University's agenda during the coming period.

Goals in these five challenges represent new opportunities for American higher education. Meeting these challenges requires sustained development of the four institutional characteristics above, appropriate strategic targets and measurements for the future, attention to the University's infrastructure and resource base, and its service to the region. Targets in these domains will complete the structure of the 2014 plan. As we turn to the strategic goals it is important to note that the activities within each goal are not in hierarchical order.

Goal 1: Raise our profile as a nationally ranked research university.

Universities are central to the development of their region. The research they generate adds to their region's economic vitality. George Mason University has consistently worked to improve its profile in the classification system of the Carnegie Foundation for the Advancement of Teaching. Mason currently is rated by Carnegie as a Research University/High Research Activity, the second tier of doctoral level universities. The next step in its trajectory is to invest even more heavily in the infrastructure to support moving to the top rank of "very high research activity." Mason has enjoyed significant accomplishments in the areas of research and scholarship and the acquisition of sponsored funds for research, scholarship, and creative activities. Raising our profile as a nationally ranked research university is the next logical step in the growth of George Mason University. We have attracted many faculty members of national and international reputation. Mason should engage a reinvigorated campaign to support more scholarly inquiry and productivity in the basic sciences and the applied sciences.

In order to improve the quality of scholarly output, campus leaders must find more ways to invest in the creation of a climate that nurtures and supports scholarly inquiry and creative activity. The administration, over the last ten years, has initiated a series of institution-funded grant programs for faculty, including Research Funding, Study Leaves, and Summer Grants. Faculty researchers have also competed successfully for external funding. However, a move to higher prominence as a research university will require additional effort on many fronts.

We propose the following strategic actions:

- A. Develop and implement a plan for identifying, supporting, and reviewing the spires of excellence by implementing the Provost's criteria for becoming a spire of excellence among Mason's academic programs (found in Appendix A).
- B. Implement strategies determined by the Research Council with the intent of climbing significantly in the National Science Foundation research rankings.

- C. Nurture and support research, scholarship, and creative activity not normally supported by funding agencies.
- D. Increase the number of, and funding for, full-time doctoral students in selected program areas that show promise of enhancing Mason's profile as a nationally recognized research university.
- E. Create an infrastructure for attracting and supporting post-doctoral researchers.
- F. Increase infrastructure investments, including University libraries, necessary facilities, and ancillary services, to support significantly expanded research and creative activity.
- G. Build a robust program of technology transfer, recognizing that commercialization of research results is an important service of the university to the public and an effective means of communicating the accomplishments of Mason's vibrant research community.
- H. Continue to build upon Mason's entrepreneurial ethos in encouraging and supporting new start-up companies around Mason's patent portfolio.

Goal 2: Assure student access to an affordable college education and enhance the teaching and learning opportunities, environments, and support, for an increasingly talented student body at all levels.

Mason seeks to attract inventive, industrious students of all ages and cultures and to graduate citizens who are intellectually and technologically literate and who will lead others by the force of their ideas. A distinctive feature of George Mason University is its campus climate that welcomes each student into the campus communities through its innovative curricula, technology-enhanced instruction, student support services, opportunities for growth, and expectations for excellence. Mason is committed to creating an academic climate that is challenging in and out of class to students who enjoy multiple opportunities for growth and accomplishment.

We propose the following strategic actions:

- A. Increase student retention and graduation rates
 - 1. Expand programs and services that enhance students' academic and career success including academic advising.
 - 2. Expand the Honors and University Scholars program.
- B. Improve the incoming student academic profile at all levels.
- C. Increase undergraduate financial aid and scholarships to levels competitive with peer and, if possible, benchmark institutions.
- D. Improve student engagement in on-campus life through co-curricular programming that includes drawing residential and academic life closer together.

1. Maintain programs and services for historically underrepresented student populations while also providing opportunities that unite students in dialogue and interaction.
 2. Expand weekend programming to enhance academic and co-curricular student life.
 3. Expand opportunities for faculty to interact with students outside the classroom.
 4. Increase the number of jobs on campus, and the desirability of those jobs compared to off campus work, for undergraduate students.
 5. Provide additional student services (and scope/hours of service).
 6. Increase student study, lounge, and open program space around the campus.
 7. Increase campus housing for undergraduate students.
 8. Explore campus housing options for graduate students.
 9. Continue to assess the level and kind of engagement students experience and want.
- E. Expand the current cross-curricular academic initiatives in the improvement of teaching and learning, including Critical Thinking, Writing, Technology, and Global Studies.
1. These initiatives must be fully assessed in order to make good choices about when and how expansion should occur.
- F. Thoroughly assess the goals guiding general education to determine their continued appropriateness, and whether the courses currently offered in the general education curriculum are achieving the desired ends.
- G. Develop a variety of new student markets, demographically and geographically, and including programs targeted to older students, working adults, and other non-traditional student populations.
- H. Increase research opportunities for undergraduate students such that their baccalaureate education is further enhanced by working side-by-side with faculty and graduate student researchers in areas that show promise of enhancing Mason's profile as a pre-eminent research institution, and, as appropriate, throughout the curriculum.
- I. Increase the quality of student outcomes by developing measures to quantify Mason's connections to the world of work and service.
1. Clarify and publicize more widely student paths for study abroad, internships, and service activities to increase the levels of student participation in these programs. Where possible, create opportunities for our students to interact with our alumni.

Goal 3: Develop systems that enhance program quality and build on Mason's history as a university that embraces its diversity.

As a large university with multiple campuses, needs, and opportunities, Mason must continue to pay constant attention to issues of salary, diversity, and access to remain competitive in attracting and retaining talented students, faculty, staff, and administration. Mason competes with the other institutions in the National Capital Region for talent.

We propose the following strategic actions:

- A. Achieve competitive compensation for faculty and staff. Every effort will continue to be made to reach salary parity with our peers, given our location in one of the nation's most expensive regions in which to live.
- B. Support all faculty in their teaching mission including technology support in the classroom and faculty development opportunities to improve the quality of the learning environment.
- C. Devise a recruitment strategy to attract racially and ethnically diverse faculty and staff to more closely mirror the diversity of our students, and reduce the competitive disadvantage that George Mason is in vis-à-vis hiring gay and lesbian faculty.
- D. Improve internal communications such that campus constituents are informed of major decisions that affect the quality of campus life to create a greater sense of community and commitment to Mason.
- E. Devise an ongoing plan for faculty housing that would assist in the recruitment and retention of new faculty.

Goal 4: Respond to the region's changing demands for continuing and professional lifelong learning thereby contributing to its ongoing intellectual, economic, and community development.

As noted above, changes in the population in our region create expectations and opportunities for Mason to develop new student markets to meet these changes. Mason already has significant experience with students of various ages, some programs for returning adults, and our activities in continuing and professional education. However, there are opportunities for significant additional outreach to wider audiences in the region.

We propose the following strategic actions:

- A. Develop new student markets, including the creation of new mechanisms to attract older students, such as offering more options beyond the Bachelor of Individualized Studies and Master of Arts of Individualized Studies programs. Create new learning opportunities for retirees, such as expanding the programs offered through the Osher Lifelong Learning Institute; develop diverse and interdisciplinary programs in Senior Living; and develop the University-based retirement community.
- B. Recommit to working with state, regional and local economic development agencies to provide both broad and targeted academic programs, training and interaction consistent with mutual development strategies.
- C. Integrate the existing regional campuses into a more consciously organized and articulated whole: and use each one, as appropriate, to provide academic programs and create community facilities (particularly in recreation, athletics and the arts) to leverage the resources and interests of our regional jurisdictions and partners.

- D. Expand continuing and professional education to meet the region's growing demands for an even more prepared workforce.
- E. Utilizing efficient and alternative academic partnerships and structures, meet the continually increasing needs for baccalaureate and professional masters preparation of the workforce demanded by the core and emergent sectors in our regional economy.
- F. Develop any new campuses, centers and sites within the framework of a strategic regional campus development plan.
- G. Leverage campus partnerships to improve the commercialization of both faculty and student intellectual property as well as to serve as a foundation for regional entrepreneurship through programs of the Mason Enterprise Center and related programs.

Goal 5: Develop more fully as a global university, in outreach, research and education, to promote increasing global competence among our students, while extending global and local awareness in the environmental area.

George Mason already enjoys visibility and prominence in global studies. The University will develop further its participation in global activities and educational emphasis, widening and deepening the focus on global citizenship through academics, partnerships and programs.

We propose the following strategic actions:

- A. Expand the number and range of study abroad activities while improving preparation for and follow up from the study abroad experience, linking it more vigorously to numerous academic programs; develop private giving to help subsidize study abroad and diversify the types of students able to participate.
- B. Expand the number of international students by at least 20% while improving the integration of international and domestic students in extracurricular as well as academic activities. Use technology to create collaborative classroom experiences with students at other universities, building on new ventures such as Mason-Higher School of Economics in Moscow.
- C. Maintain strong emphasis on University activities in the Middle East and East Asia, using among other things the expanding Ras al-Khaimah campus as a learning opportunity for American faculty and students and developing additional collaborative opportunities in South Korea and China. Clarify criteria for additional strategic international partnerships, and expand University activities involving Latin America.
- D. Improve the definition of the global issues category in general education and begin to develop assessment mechanisms in global competence. Add undergraduate minors in at

least three further regions (including the Middle East minor) while adding faculty strength on East Asia, South Asia well as on processes of globalization.

- E. Improve the coordination of the various degree programs in the global area, including linkages with global programs in Education, in Public Health and Environmental Science and Policy, while developing the complexities of globalization as a key focus for scholarship and education. (See Global Spires report, Appendix....)
- F. Integrate sustainability into both academic and extracurricular programs. Teaching next generations about the importance of environmental stewardship should be a goal for all programming on campus supported by the office of the Provost and the office of University Life. In research and education alike, and as a focus for Mason's collaborations with universities and scientific centers in other parts of the world, there should be expansion of inter-unit activity involving Environmental Science and Policy, the strong University activities in climate dynamics and earth observation, conflict analysis and communication.
- G. Measurably advance toward achieving climate neutrality. Global citizenship includes monitoring the carbon footprint the University makes. Achieving climate neutrality is essential for academic institutions as centers for research on means of achieving this neutrality.

Goal 6: Build stronger relationships with all members of the George Mason University community.

Mason will seek to maintain and build upon productive relationships with many constituents who become its ambassadors in burnishing its reputation within and outside the University. Chief among them are the 120,000 students who have graduated from George Mason University, the 30,000 students currently enrolled, the local civic and business communities, and the many thousands of people who visit Mason for arts, cultural, academic, and athletic activities. It is essential that, in these years of growth, we invite and engage as many partners and participants as possible.

We propose the following strategic actions:

- A. Develop and sustain the interest, commitment, and participation of our alumni.
 - 1. Provide additional resources to enhance the systems, processes and programs that would generate more alumni who are connected to Mason.
 - 2. Develop programs to prepare more current students and alumni to be ambassadors in the state, the region, and the nation assisting with recruitment, advancement, and community outreach.
 - 3. Invite more alumni to sit on University-wide and unit-based advisory boards for their input, guidance, and ability to widen the presence of Mason in the community.

4. Communicate, vigorously and frequently, the mission, vision, and culture of the University to its constituents at every level of engagement.

Goal 7: Develop a plan for Building the Capacity to achieve these Goals

In order for George Mason University to accomplish the strategic goals articulated in this report over the next five years, certain aspects of Mason's infrastructure must be addressed.

We propose the following process steps:

- A. Enhance the alignment of planning across facilities, budgeting, technology, research, enrollment, residence (housing), library, and academics. It was noted in the development of this plan that often there are multiple offices pursuing their own plans without enough visible communication across areas. Greater communication among all offices and units involved in planning activities would facilitate the accomplishment of these goals. This would include facility-specific planning and budgeting, such as expanding laboratory space to meet the projected needs of a pre-eminent research university with multiple campuses. A second need is the creation of a plan for residential housing at all campuses that considers the number of students who transfer to Mason, graduate students (married and otherwise), and faculty and staff recruited to Mason who could profit from a few years in University-managed housing.
- B. Build a multi-faceted approach for increasing revenue to Mason by increasing funding through multiple sources. Those sources are described below.
 1. Develop a long term plan to increase public funding. Key to the success of Mason in achieving these goals is the amount of support received from the Commonwealth of Virginia. As we are preparing these goals, the prospects for the next five years are not as good as the results from the previous five years. The highest priority in this report is for George Mason University to increase its value to the state and the region by expanding its research portfolio and support for the faculty and students who will burnish Mason's reputation through scholarly and creative output and service to the Commonwealth.
 2. Develop a long term plan to increase Foundation support. As Mason contemplates its next capital campaign, one focus should include locating significant foundation support for particular programs, perhaps the spires of excellence, or for campus-wide initiatives, such as technology or critical thinking across the curriculum as well as for more scholarship and fellowship support to achieve Goal 2.
 3. Expand alumni and private giving. The heart of any capital campaign is the continued generosity of alumni and private donors. It is hoped there are ideas in this plan for a capital campaign that is compelling enough to generate increased

giving to George Mason University to advance it as a nationally ranked research university.

4. Explore optimal tuition/fee and discount levels. Perhaps it is time for Mason to market-test differential tuition for both traditional academic as well as non-traditional programs. New revenue streams are needed for the kind of trajectory anticipated by this planning effort. One way to increase revenues is by developing a plan of options for increasing tuition revenue by means other than increasing student enrollments.
5. Leverage public and private partnerships to advance George Mason University's mission. Mason continues to be a leader nationally in establishing productive partnerships with private and governmental entities, as evidenced by how the Arlington, Prince William, Loudoun, and Ras Al-Khaimah campuses have been developed. In part, Mason's success will continue to rely on these innovative approaches to increasing our contributions to the region.
6. Expansion of Continuing Education, the maturation of the hotel/conference center and the development of the University-based Retirement Center all will be generating additional profits by 2014, which should be allocated as part of standard budget procedures and priorities. Additional earnings must be sought by utilizing appropriate commercial ventures on expanding campuses, further capitalizing on real estate assets, and other mechanisms.

Mason's 2014 plan calls for substantial changes over the next five years, through a mixture of accelerating existing trajectories and adding new components. Moderate growth in the student body, along with improvements in retention and student quality, assume continuation of trends visible over the previous five years. Plans for growth in research and reputation move out slightly from previous patterns, particularly through the addition of new spires of excellence. The goal of teaching excellence is also familiar, but it will require new programs and new experiments over the next five years. Commitment to accessibility and to a diverse student body retains a well-established and vital characteristic of the University, but this must be accomplished through more innovative tuition and scholarship policies and a greater priority for the diversification of faculty, staff and leadership. Mason is already a leader in global education, but maintaining this position will require additional innovation and further engagement with several other parts of the world. The concurrent commitment to sustainability, on campus and through new educational programs, moves into a less familiar direction. The same holds true for an explicit commitment to lifelong learning, with its implications for additional labor force programs, distance education, and education for senior citizens. The 2014 plan, in its ensemble, will position the University to respond creatively to the key challenges of higher education during the first half of the 21st century and to establish leadership in several areas. The concurrent commitment to entrepreneurial flexibility also assures the potential for additional initiatives that, by definition, cannot yet be envisaged. Overall, Mason's plans will move it forward toward the goal of becoming the leading public university in the National Capital Region.

Appendix A

Identifying Spires of Excellence

As we look to additional spires of excellence in Mason's programming, they should be evaluated on the degree to which they meet the following criteria:

- a. Comparative advantage: Is the area one in which we can create a niche or otherwise compete at a national level? Does Mason have the ability to leverage our location or special relationships that give us a comparative advantage in the academic market?
- b. Resource requirements: Given the resources available now and anticipated from all sources (state, grants, contracts, etc.) can we invest sufficiently to grow and sustain this area as a spire of excellence?
- c. Faculty resources: Does Mason have specific faculty nationally known in their fields with strong research portfolios or creative accomplishments? Can we realistically attract other distinguished faculty in the area?
- d. Advanced study: Does Mason have or expect to have a strong doctoral level program where appropriate and can we expect to compete nationally for students in the area? Does Mason have undergraduate programs in the area that attract students nationally?