



STRATEGIC PLAN UPDATE

July 26, 2019



Office of Scholarship and Creative Activities and Research (OSCAR) students travel to the 30th Annual National Conference on Undergraduate Research



SUMMARY OF HIGHLIGHTS

- Graduates
 - As of FY19 2019, Mason has awarded 55,137 degrees, more than tripling the number of degrees awarded since FY15. This puts the university on pace to meet the goal of producing 100,000 graduates by 2024. The Spring 2019 commencement ceremony recognized the largest and most diverse graduating class in university history. Nearly half of the 6,000 undergraduates were from minority populations, the highest percentage in university history. Mason continues to lead in graduating more STEM degrees than any other university in the state – 34 percent of undergraduate and 26 percent of master’s and doctoral students received degrees in science, technology, engineering and mathematics (STEM) fields.
 - 293 students graduated with doctoral degrees in FY19. With 23 more graduates than the previous fiscal year, we are on track to meet the goal of 400 doctoral degrees awarded annually by 2024.
- Research
 - As of April 2019, sponsored research expenditures were at \$149 million, 32 percent higher than in the previous year which puts the university on pace to meet its strategic goal of \$225 million in annual research expenditures by 2024.
 - Mason formally launched the Institute for a Sustainable Earth (ISE), a multidisciplinary faculty-driven institute that will address Earth’s future, including the problem of global climate change.
- Faculty Excellence
 - Four Mason faculty members were recognized by the National Science Foundation with the Faculty Early Career Development (CAREER) awards. NSF CAREER awards are the most distinguished awards junior faculty members can receive and reflect the world-class caliber of our faculty. The awards come with a federal grant for research and education activities for five consecutive years.
- Alumni Success
 - 82 percent of the class of 2018 reported a positive career outcome within 6 months of graduation, exceeding the university goal for a consecutive year.
- Accessible Pathways
 - ADVANCE enrolled 319 students in Pathway in Spring 2019, which is more than double the number in Fall 2018.
 - As of Fall 2018, 2,166 students had taken most of their courses online marking a 32 percent increase from the previous period. FY19 numbers are in progress and are expected to trend higher.
- Global Engagement
 - International student enrollments reached 3,765 in FY19, a 25% increase since 2015.

Additional accomplishments:

- Student Success
 - Forty-seven Mason students took part in the National Conference on Undergraduate Research from April 10-13 at Kennesaw State University in Georgia. The conference is regarded as the nation’s most prestigious undergraduate research event.
 - A record number of Mason students earned prestigious awards this year. These include eight Fulbright Scholars, seven finalists for the Presidential Management Fellowships (this is the U.S. Federal Government’s most elite pathway to senior-level careers in public service), five Critical Language Scholarships, three Goldwater Scholarships (the highest number ever awarded to Mason students), three National Science Foundation Graduate Research Fellowships, three Boren Scholarships, two awards each from the National Science Foundation Doctoral Dissertation Research Improvement Grants and the National Institutes of Health Ruth L. Kirschstein Grants, and one award each from the Truman Scholarship, and the Udall Scholarship.
- Rankings
 - Mason has 12 graduate programs ranked among the top 50 in their categories by *U.S. News and World Report*. Leading the way are the security studies program in the Schar School of Policy and Government, which was ranked No. 2, and the part-time JD program at the Scalia Law School, ranked No. 4.
 - Mason surpassed the median for Virginia doctoral universities and currently ranks third of seven in diversity of full-time instructional faculty.

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 Classroom 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, 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*

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 a 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)

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: 82% of the class of 2018 reported a positive career outcome within six months of graduation; 81% undergraduates reported 81% and graduates reported 86% positive career outcome. Response Rate: 67%. (FY14: 74%, Response Rate: 38; FY15: 79%, Response Rate: 56%; FY16: 76%, Response Rate 48%; FY17: 81%, Response Rate: 57%)

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 May 2019, Mason has awarded 55,137 degrees and certificates up from 45,285 in FY18. (FY15: 8,815; FY16: 8,901; FY17: 9,123; FY18: 9,569; FY19: 9,852).

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

Current Status: As of FY19, the 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%)

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 June 2019, 30 new companies have been started by Mason faculty and students. (FY14: 3; FY15: 7; FY16: 4; FY17: 3, FY18: 9; FY19: 4)

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 June 2019, 93 Mason teams have participated in an entrepreneurial training program. (FY14: 4; FY15: 8; FY16: 10; FY17: 16, FY18: 23, FY19: 32)

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

Current Status: In FY19, 1,673 Virginia companies were incubated, supported, or accelerated by a Mason-run entrepreneurship program. (FY14: 991; FY15: 954; FY16: 964; FY17: 943; FY18: 1,222; FY19: 1,673)

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

Current Status: In FY19, executive and professional education revenues yielded \$3.9 million. (FY14: \$6.9 million; FY15: \$7.9 million; FY16: \$7.2 million; FY17: \$7 million; FY18: \$4.2 million)

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- 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: Social Action and Integrative Learning (SAIL) Student Community Hours = 10,686; Students enrolled in SAIL Service Learning Courses = 472 (FY14: 221 students enrolled; 8,867 hours; FY15: 184 students enrolled; 12,892 hours; FY16: 248 students enrolled; 4,963 hours; FY17: 253 students enrolled; 5,463 hours)

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: *FY19: Mason Speakers = 64 events, 2,875 attendees; FY18: Mason Employee Volunteer Hours = 7,246; SAIL Community-Based Faculty Courses = 18; Senior Citizen Waivers = 388 (FY16: 51 events; 2,377 attendees; 7,638 volunteer hours; 15 courses; 298 waivers; FY17: 49 events; 2,318 attendees; 7,238 volunteer hours; 328 waivers; FY18: 63 events; 2,654 attendees; 7,246 volunteer hours; 18 courses; 388 waivers)*

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 percentile 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: As of June 2019, 626 new students completed the strengths assessment, which is the highest number achieved this early in summer orientation indicating a strong return on investment for this type of well-being assessment. The Center for the Advancement of Well Being and University Life received a major gift of \$200,000 to transition the Resilience Badge to an online platform. 177 students have completed the badge in an in-person venue. A required undergraduate course on well-being will be piloted starting Fall 2019. A platform to provide free, web-based well-being activities to students and employees 24/7 will be piloted in Fall 2019 and is expected to include 6,000 students and 1,000 employees

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), 28.8% of graduate students (+0.4% more than FY17) and 51.3% (+1.1% more than FY17) of undergraduate students are from historically underrepresented groups. (FY17: Faculty 21.3%, Staff 35.6%, Administrators 23.3%, Graduate Students 28.4%, Undergraduate Students 50.2%; FY16: Faculty 19.6%, Staff 34.3%, Administrators 21.6%, Undergraduate Students 48.5%; FY15: Faculty 15.2%, Staff 33.9%, Administrators 18.9%, Graduate

Students 25.4%; FY15: Faculty 15.5%, Staff 31.5%, Administrators 18.9%, Graduate Students 25.4%, Undergraduate Students 47.1 %)

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: 3.6, 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.

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 FY19, 293 students graduated with PhDs, an increase from 270 in the previous year; 2,115 students are enrolled in PhD programs up from 2,005 students in FY18.

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 University of Virginia and Virginia Tech research instruments and tools, respectively.

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%.

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, eight Mason researchers received collaborative research grants from 4-V. Four other Mason faculty received prestigious National Science Foundation CAREER awards. The university does not have an automated system or a process to track national and international faculty recognitions. Plans are under way to purchase a subscription to a nationally available tool in FY20.

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: As of April 2019, sponsored research expenditures were at \$149 million, notably 32 percent higher than in the previous year. FY19 data is currently being compiled and is expected to trend even higher. In FY18, we 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.

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 five related transdisciplinary centers.

Current Status: In FY19, Mason formally launched the Institute for a Sustainable Earth (ISE), a multidisciplinary faculty-driven institute which will address Earth's future, including the problem of global climate change. Mason launched the Center for Adaptive Systems for Brain Body Interactions (CASBBI) and the Quantum Materials Center (QMC) 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 the Psychology Department. The QMC director recently received a prestigious National Science Foundation CAREER award, and the College of Science and Volgenau School of Engineering have added at least four new junior faculty who are members of QMC. Twelve proposals to identify additional centers were reviewed with two selected for funding. A formal announcement and launch of these two new centers will be made in Fall 2019.

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 four high-tech startups built on intellectual property (IP) developed by Mason faculty or students. Since 2014, 24 Mason faculty, graduate students, and postdoctoral fellows have participated in lean start-up programs, and Mason has developed 11 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 launched partnerships with Targeted Pharmaceuticals, Targeted Biosciences, and Monet Pharmaceuticals based on technologies licensed from Mason are partnering with Mason scientists to conduct translational research projects. Two additional biohealth companies are in the process of launching to bring additional biohealth solutions to the market. Mason is finalizing translational research agreements with Sentara Healthcare, SP Global, and Children's National. Mason has become a member of the Medical Technology Enterprise Consortium (MTEC), Virginia Bio, and Academic Consortium on Criminal Justice Health, and we entered into a contract with the Conafay Group to foster new translational research partnerships with academia, industry, health care, and government entities. Together with these partners, we will develop new solutions to address health and wellness needs of the military and all other individuals in the United States and abroad.

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: The mechanism to provide a baseline measurement of faculty members engaged in collaborative community-based research, IRBNet Smartform, has been purchased and is in development. This is expected to be launched in Fall 2019. This Smartform will capture information about the community collaborations, including how many faculty members are involved and who the collaborators are. A mechanism still needs to be developed to identify clinical and professional training programs that have an economic or social impact on community partners.

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: In Fall 2018, there were 3,765 international students enrolled. (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: In FY18, 4,339 students enrolled in foreign language courses. (FY15: 3,925; FY16: 3,833; FY17: 3,938)