Twelve Strategic Goals

At George Mason University, a spirit of innovation and an acceptance of wide-ranging viewpoints and cultures are ingrained in our community. We are an entrepreneurial and innovative university that celebrates and embraces new ways of thinking, but not as ends in themselves. Our foundational responsibility is to impact society in positive ways.

Likewise, the School of Business at George Mason is dedicated to building a better and more prosperous society. As part of that responsibility, the business school is committed to helping students grow and succeed professionally and personally.

In our short history, the business school has conferred more than 28,000 degrees in a range of undergraduate and graduate programs. Our alumni go on to start businesses or serve in leadership positions at multinational companies, where they carry on our traditions of innovation, engagement, and impact.

Similarly, our faculty is deeply engaged in the regional, national, and international business communities and their academic expertise combined with real-world experience provides a bridge in the classroom from academic theory to business practice.

As a relatively young institution, we have reached an inflection point in our short history. In view of today’s complex global challenges and rapid pace of change, this strategic plan outlines the School of Business’ goals. Built upon the foundation established by the university, the plan offers insight into our key priorities, with specific initiatives and actions that will sustain our vision.
Goals for students...

Innovative Learning
Deliver regionally relevant and globally engaged academic programs in student-centered instructional facilities. Page 6.

Accessible Pathways
Strengthen existing pathways and create new opportunities for access to our students—regardless of location or resources—perhaps a business degree. Page 9.

Return on Investment
Pursue a tuition policy that supports a quality education while delivering best-in-class return on investment for students. Page 10.

Goals for the community...

100,000 Career-Ready Graduates
Substantially increase the number of undergraduate and graduate business graduates commensurate with university growth and diversity goals. Page 11.

Innovation Engine
Lead the creation of new interdisciplinary centers and research in the business schools and the entire university to provide a full range of comprehensive, customizable services. Page 12.

Community Builder
Expand and strengthen community engagements with regional partners. Page 15.

Goals for the world...

Well-Being
Support the well-being of our faculty, staff, students, and alumni. Page 22.

Diverse Academic Community
Maintain diversity across all levels of the organization that mirrors the diversity in the business community. Page 24.

Support Teaching and Scholarship Excellence
Reward and promote innovation and excellence in teaching, scholarship, and global and community engagement. Page 26.

Elevate Research
Maintain a strong research profile through the recruitment and retention of faculty that publish in premier journals, earn external grants, participate in keynote speeches at leading conferences. Page 31.

Research of Consequence
Expand multidisciplinary research in partnerships with other colleges, disciplines and industry and community partners. Page 32.

Global Learning Platforms
Leverage our vast network of partnerships with universities to create global learning experiences and student learning and explicitly embed development of a global mindset in all students. Page 35.
MISSION

The School of Business will prepare a diverse student body to succeed in a global business environment. Through the faculty’s creation and dissemination of business knowledge, practice, and pedagogy, we enable our students to develop analytical and communication skills and to practice ethical business behavior.
GOALS FOR STUDENTS

Innovative Learning
Accessible Pathways
Return on Investment
Innovative Learning

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

SCHOOL OF BUSINESS GOAL
Deliver regionally relevant and globally engaged academic programs in student-centered instructional facilities.

Initiatives
- Design and deliver a globally-connected, regionally-engaged undergraduate program that will provide students with a relevant and transformative academic experience that makes them career ready
- Identify and focus on delivering high-quality, high-performing graduate programs that serve the regional and global business communities
- Develop instructional facilities that will create a sense of connection, community and place at the campuses where we deliver business programs

IN ACTION
Integrative learning projects, intensive global residencies, specialized master’s programs, and a business student lounge at our Arlington campus are highlights of the School of Business learning experience.
GOALS FOR STUDENTS

UNIVERSITY GOAL

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

SCHOOL OF BUSINESS GOAL

Strengthen existing pathways and create new opportunities for access so that students—regardless of location or resources—may pursue a business degree.

Initial Plans

- Optimize collaborations with Virginia community colleges and other institutions
- Strengthen pathways for international students via our INTO collaboration, our commitment to Mason Korea, and global partnerships
- Expand online offerings in high-demand disciplines to extend our reach to students who cannot attend class at one of our campuses
- Pursue philanthropic support for student scholarships to ensure students have the resources they need

IN ACTION

Students can choose many paths to a business degree including multiple hybrid and fully online programs and programs offered at multiple locations.
Return on Investment

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

**School of Business Goal**
Deliver high-quality programs at a reasonable cost that enables all graduates to pursue meaningful lives and successful careers.

**Initiatives**
- Pursue a tuition policy that supports a quality education while delivering best-in-class return on investment for students
- Establish innovative partnerships with employers to support career readiness and strengthen career-support services for business students and alumni
- Expand career services capabilities to meet industry standards for counselor-to-student ratios
- Engage with employers through program and industry specific advisory boards
- Expand the number of internships available to students to ensure every student has the opportunity for a real-world work experience

**In Action**
The School of Business has taken a market-based approach to tuition and scholarships adopting a regional pricing strategy for graduate programs.
GOALS FOR THE COMMUNITY

100,000 Career-Ready Graduates

Innovation Engine

Community Builder
GOALS FOR THE COMMUNITY

UNIVERSITY GOAL
Produce the talent needed to drive economic growth in our region over the next decade.

SCHOOL OF BUSINESS GOAL
Substantially increase the number of undergraduate and graduate business graduates commensurate with university growth and diversity goals

Initiatives
- Raise the 6-year undergraduate graduation rate to 78% through a freshman-admit program, earlier student tracking, and increased counseling
- Create new programs in high-demand disciplines with emphasis on cross-disciplinary and specialty-focused programs
- Diversify program delivery formats to expand accessibility

IN ACTION
The School of Business has created specialized master’s programs in cyber security, real estate, and national security to meet the demands for business professionals in these growing fields.

100,000 Career-Ready Graduates
Innovation Engine

**UNIVERSITY GOAL**
Contribute to the economic vitality of the region by driving innovation and creating learning partnerships with private and public organizations.

**SCHOOL OF BUSINESS GOAL**
Lead the creation of cross-disciplinary centers and platforms that harness the expertise of the entire university to provide a full range of comprehensive, customizable services that can be leveraged by the business community.

**Initiatives**
- Support a university-wide executive education center that will offer high-quality non-degree and custom programs.
- Facilitate partnerships with other units at Mason to create spaces and networks of innovation, collaboration, and business acceleration and incubation
- Lead in strengthening culture, programs, and systems to encourage and support faculty and student entrepreneurship
GOALS FOR THE COMMUNITY

UNIVERSITY GOAL
Contribute to the cultural vitality of our community through regional partnerships and commitments to the arts, athletics, and community engagement.

SCHOOL OF BUSINESS GOAL
Expand and strengthen community engagements with regional partners.

Initiatives
- Partner with regional organizations, such as the Chambers of Commerce and Northern Virginia Technology Council, to develop programs and offerings that enrich our communities
- Work with organizations such as the Osher Institute by providing the educational skills of our faculty and staff as part of our commitment to be the region's hub for lifelong learning

IN ACTION
The School of Business has strong partnerships within the regional community contributing faculty expertise, executive and professional education programs, and co-curricular programming.
Well-Being

**UNIVERSITY GOAL**
Become a model well-being university that allows all of its members to thrive.

**SCHOOL OF BUSINESS GOAL**
Support the well-being of our faculty, staff, students, and alumni.

**Initiatives**
- Bring compensation of faculty, staff, and graduate assistants to competitive levels
- Participate in the university-wide Center for the Advancement of Well-Being to provide well-being assessment and practices
- Support the development of curricular and co-curricular programs that help students achieve well-being outcomes

**IN ACTION**
School of Business faculty and staff are encouraged to find a healthy work/life balance and provided the time and space to engage in the university’s well-being activities.
GOALS FOR FACULTY AND STAFF

Diverse Academic Community

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

SCHOOL OF BUSINESS GOAL
Maintain diversity across all levels of the organization that mirrors the diversity in the business community.

Initiatives
- Promote an inclusive environment in which our diverse faculty, staff, and student body feel supported and engaged
- Build a diverse administration and staff
- Promote an organizational culture where diverse members of our community can thrive

IN ACTION
The School of Business has partnered with the PhD project to recruit, retain, and advance diverse faculty across disciplines and ranks.
Support Teaching and Scholarship Excellence

**UNIVERSITY GOAL**
Provide an environment and resources to support and encourage academic innovation and excellence.

**SCHOOL OF BUSINESS GOAL**
Reward and promote innovation and excellence in scholarship, teaching, and global and community engagement.

**Initiatives**
- Align faculty roles and rewards to support the strategic plan with emphasis on entrepreneurship and executive and professional education goals
- Increase resources to support faculty research and teaching grants
- Make additional investments in support for instructional design and technology

**IN ACTION**
Business school faculty members are honored annually for outstanding contributions to teaching and regularly pursue grants to develop innovative curricula.
Elevate Research

**UNIVERSITY GOAL**
Expand research and enhance standards of scholarship across disciplines.

**SCHOOL OF BUSINESS GOAL**
Maintain a strong research profile through the recruitment and retention of faculty that publish in premier journals, earn external grants, participate in key roles of leading research organizations, and serve on editorial boards.

**Initiatives**
- Develop and deliver a high-quality PhD program
- Expand research infrastructure including faculty support and space

**IN ACTION**
The School of Business awards summer research support to enable faculty to pursue new research projects and annually honors faculty for outstanding research achievements.
Research of Consequence

**UNIVERSITY GOAL**
Strategically focus on multidisciplinary domains of great societal and economic consequence where we can make a difference.

**SCHOOL OF BUSINESS GOAL**
Expand multidisciplinary research in partnership with other academic disciplines and industry and community partners

**Initiatives**
- Participate in university multi-disciplinary institutes of research excellence
- Translate discoveries from our research to society

**IN ACTION**
The School of Business offers a portfolio of multidisciplinary research projects partnering with corporate entities, government agencies, and non-profit organizations.
UNIVERSITY GOAL
Create partnerships and other arrangements to support student and faculty mobility and collaboration.

SCHOOL OF BUSINESS GOAL
Leverage and expand our network of universities for collaborations on research and student learning and explicitly embed development of a global mindset in our curricula.

IN ACTION
School of Business students think globally by learning globally with graduate students embarking on required global residencies and undergraduate courses delivered at Mason Korea.

Initiatives
- Expand opportunities for business students to study abroad by leveraging global locations such as Mason Korea in Songdo, among others
- Increase opportunities for faculty, staff, and students to learn in an international location
- Cultivate a global mindset in our student body, faculty, and staff
Next Steps

The School of Business is dedicated to serving as a hub of activity for entrepreneurship and innovation activities. At the same time, we will continue to emphasize experiential and global student learning, while bolstering our continuing and professional education programs within George Mason University.

We will elevate our business programs to compete in the competitive landscape for top-tier undergraduate and graduate business students regionally, nationally, and internationally. We will also leverage our location to establish a competitive advantage in the government contracting and national security sectors.

To accomplish our goals, the School of Business must also focus on strengthening our resources—financial, technological and social. The role and impact of philanthropic support cannot be overstated as we seek to meet the educational needs of students and employers alike. We invite you to join us in the pursuit of these goals and to contribute to their attainment with support for the School of Business.

business.gmu.edu
“The best way to predict the future is to create it.”
— Peter Drucker