Outcome 1.1
Build an infrastructure across the division that supports the development, engagement, and success of historically marginalized populations, by identifying and reducing systemic barriers to access

Strategy 1.1.1: Develop a comprehensive lifecycle/eco-system analysis for first-generation students from matriculation through graduation and beyond

Strategy 1.1.2: Implement campus climate assessment, leveraging data to center the experiences of underrepresented groups and support an inclusive campus environment

Strategy 1.1.3: Increase faculty and staff competency through an integrated professional development series related to anti-racism, diversity, equity, and inclusion

Initiation & Planning

Outcome 1.2
Build an integrated sequence of learning experiences - in person and virtually - that contribute to identity development, dialogue across differences, racial justice, and community transformation for students at varying levels of engagement

Strategy 1.2.1: Identify, audit, and connect programs and initiatives that address topics of social justice, diversity, equity, and inclusion

Strategy 1.2.2: Develop basic, intermediate, and advanced diversity education programs that address learning outcomes at different levels of exposure to subject matter

Strategy 1.2.3: Leverage technology to expand diversity training

Initiation & Planning

Outcome 1.3
Create an integrated and interdisciplinary, co-curricular approach to racial justice, institutional diversity, equity, and inclusion through enhanced collaborations with university and community partners

Strategy 1.3.1: Increase University Life and faculty collaborations to diversity curricular and co-curricular learning experience

Strategy 1.3.2: Establish and articulate an institution-wide framework and strategy for diversity, equity, and inclusion

Initiation & Planning

Goal Area 1: Inclusive Thriving Community
Implementation Timeline

Strategic Plan Launch
July 06, 2020

Fall 2020  Spring 2021  Fall 2021  Spring 2022  Fall 2022  Spring 2023  Fall 2023  Spring 2024

Executive Review
15 July, 2024

Initiation & Planning

Initiation & Planning

Initiation & Planning

Initiation & Planning

Initiation & Planning

Initiation & Planning

Initiation & Planning

Initiation & Planning
Goal Area 2: Engage All Students
Implementation Timeline

Strategic Plan Launch
July 06, 2020

Outcome 2.1: Transform the student co-curricular experience through innovative partnerships

- Strategy 2.1.1: Increase interactions between students and faculty through expansion of the UL Faculty Fellow initiative
- Strategy 2.1.2: Promote career preparation through intentional connections with academic and career partners
- Strategy 2.1.3: Foster a co-curricular learning environment through the Residential Curriculum

Strategy 2.1.1
Initiation & Planning

Strategy 2.1.2
Initiation & Planning

Strategy 2.1.3
Initiation & Planning

Outcome 2.2: Elevate student participation, voice, and leadership through a modernized Mason engagement experience

- Strategy 2.2.1: Identify and enhance gateways to student engagement across the division
- Strategy 2.2.2: Develop a comprehensive student development philosophy that informs student leadership, education, training, and development
- Strategy 2.2.3: Enhance student civic engagement opportunities in preparation for lifelong community involvement

Strategy 2.2.1
Initiation & Planning

Strategy 2.2.2
Initiation & Planning

Strategy 2.2.3
Initiation & Planning

Outcome 2.3: Reimagine access, engagement, and belonging among contemporary student populations in an increasingly technological learning environment

- Strategy 2.3.1: Enhance a sense of belonging among transfer, off-campus, and online students through intentional engagement strategies and interventions
- Strategy 2.3.2: Leverage technology to increase engagement among student organizations and other groups

Strategy 2.3.1
Initiation & Planning

Strategy 2.3.2
Initiation & Planning

Executive Review
15 July, 2024
Goal Area 3: Holistic Student Support Services

Implementation Timeline

**Strategy 3.1.1**: Assess and improve effectiveness of current service delivery models for different contemporary student populations

**Strategy 3.1.2**: Identify evidence-based service solutions and engage vendors that leverage technology to expand access to and capacity for student services

**Strategy 3.1.3**: Develop peer support programs to expand the reach of service units and identify resources to implement programs.

**Strategy 3.2.1**: Exceed all relevant compliance, accreditation, and industry standards affecting service delivery units

**Strategy 3.2.2**: Identify new and emerging opportunities for support targeted at most vulnerable successful populations

**Strategy 3.2.3**: Deliver training for faculty, staff, and students for responsive and preventative lay interventions

**Strategy 3.3.1**: Support the physical and mental well-being of low-income, first-generation, and distance learners through identifying specific needs and interventions grounded in research and best practices

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<table>
<thead>
<tr>
<th>Outcome 3.1</th>
<th>Create exceptional student experiences, capitalize on virtual service delivery, technology, peer-led support and emerging methodology and practices</th>
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<tbody>
<tr>
<td>Strategy 3.1.1</td>
<td>Initiation &amp; Planning</td>
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</tbody>
</table>
| Strategy 3.1.2 | Analysis for 3.1.1, 3.1.2 & 3.1.3  
(Define effectiveness, design the assessment & audit effectiveness) |
| Strategy 3.1.3 | |

<table>
<thead>
<tr>
<th>Outcome 3.2</th>
<th>Redesign our roles as student support experts and create partnerships that infuse excellent services across the student experience</th>
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<tbody>
<tr>
<td>Strategy 3.2.1</td>
<td>Initiation &amp; Planning</td>
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<tr>
<td>Strategy 3.2.2*</td>
<td>Strategy 3.2.2 (Predecessor: ITC 1.1.2)</td>
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<td>Strategy 3.2.3</td>
<td>Strategy 3.2.3</td>
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<table>
<thead>
<tr>
<th>Outcome 3.3</th>
<th>Increase face-to-face and virtual accessibility of support services through scaling and delivering increasingly customized services for all student populations</th>
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<tbody>
<tr>
<td>Strategy 3.3.1*</td>
<td>Initiation &amp; Planning</td>
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* Recruitment for strategies 3.2.1 and 3.3.1 is in progress. These strategies may not kick off until Year 2.
Goal Area 4: Organizational Excellence

Implementation Timeline

Outcome 4.1
Cultivate positive staff experiences and develop professional and technological competencies to better support evolving student growth, development, and success need

Strategy 4.1.1: Increase employee supervision satisfaction

Strategy 4.1.2: Reduce position time to hire and improve persistence and retention through reviewing organizational structures, human resource policies and practices, and staff title designations and compensation

Strategy 4.1.3: Build out a professional development framework, ripe with opportunities for training and development, that aligns professional competencies regarding leadership, and inclusion as they relate to roles and evaluation processes

Strategy 4.1.4: Create recognition programs and/or incentives for units that excel in their implementation of a best practice culture

Outcome 4.2
Build a culture of innovation through intentional communication, change management and resource prioritization plans that increase transparency, enhance efficiencies, and eliminate silos to adapt to the evolving landscape of higher education

Strategy 4.2.1: Assess and modify divisional protocol, policies, and procedures ensuring they promote a culture of equity and inclusion among University Life Staff

Strategy 4.2.2: Promote equity and transparency through the implementation of a division-wide resource prioritization and allocation plan

Strategy 4.2.3: Review and align organizational structure, roles and responsibilities of staff

Strategy 4.2.4: Develop and implement a division-wide shared service model that reduces redundancies and expands unit bandwidth for delivery of services

Strategy 4.2.5: Develop and implement a division-wide communication plan that communicates divisional impact on student success

Outcome 4.3
Enhance a data-informed culture of evidence which informs continual process improvement and sound assessment principles and planning

Strategy 4.3.1: Continuously improve programs and services through consistent assessment and planning through a student learning and success outcomes lens

* Strategies 4.1.2, 4.2.1, 4.2.2 and 4.2.3 have connections.