TODAY’S GOALS

1. Share the context and outcomes of our journey
2. Share the findings and recommendations
3. Provide insight into next steps at Mason
4. Address questions
MASON’S GOAL

Through deliberate actions to achieve the vision of the George Mason University 10-year plan, by 2019 we will modernize the student experience in order to better enable student success. Success will be defined as generating a long-lasting sense of belonging and pride among our students as well as improving core enrollment metrics such as retention and four/six-year graduation rates.
VISION FOR 2019

**YEAR ONE**
Define the ideal student experience; analyze the current environment; identify gaps and issues; develop an action plan; set goals for year two; and launch work.

**YEAR TWO**
Define cross-functional teams; move forward with the first phase of implementation; assess student satisfaction; adjust; and create goals for year three.

**YEAR THREE**
Move forward with the second phase of implementation; assess student satisfaction; adjust; and create goals for the following year.
Kathy Adcock, Manager, Administrative Applications & Integration, ITS Enterprise Applications

Pamela Allen, Project Manager, Student Educational Planner, Center of Advising, Retention & Transition

Melanie Balog, Managing Editor, Strategic Communications

Juliet Blank-Godlove, Dean of Students, Dean of Students Office, University Life

Matt Boyce, Director of Undergraduate Admissions, Admissions

Jeannie Brown Leonard, Dean, Student Academic Affairs - Advising, Retention & Transitions

David Burge, Vice President for Enrollment Management, Office of the Provost

Christine Clark-Talley, Associate Vice President, Office of Alumni Relations

Jamie Coniglio, Head, Fenwick Research Services, Fenwick Library, University Libraries

Eve Dauer, University Registrar

JJ Davis, Senior Vice President for Administration and Finance, Office of Senior Vice President

Gbemi Disu, Executive Director, Office of Global Strategy, Office of the Provost

Maria Fiore, Associate Director, Business Operations, Housing & Residence Life

Marc Fournier, Assistant Vice President of Business Services, Auxiliary Enterprises

Renate Guilford, Associate Provost, Academic Administration, Office of the Provost

Kim Holmes, Director, Retention and Student Success, Student Academic Affairs - Advising, Retention & Transitions

Susan Kehoe, Director, Academic Strategies, Information Technology Services

Thulasi Kumar, Associate Provost, Institutional Research and Assessment, Institutional Assessment; Inst Research & Reporting

Sally Lorentson, Assistant Dean, University Life/Director, Orientation, Family Programs & Services

Michelle Marks, Vice Provost, Academic Affairs, Office of the Provost

Barbara Meehan, Executive Director, Counseling and Psychological Services

Janette Muir, Associate Provost, Undergrad Education/Campus Coordinator, 4-VA, Office of the Provost

Robin Parker, Project Director, Director of Compliance, Office of the Provost
STEEERING GROUP (2)

Rose Pascarell, Vice President, University Life
Pam Patterson, Associate Vice President, University Life
Laura Phelps, Assistant Director, Online Student Services & Communications, Office of Digital Learning
Patrick Quinn, Director, Student Fiscal Services, Fiscal Services
Ellen Drogin Rodgers, Associate Dean, Student and Academic Affairs, College of Education & Human Development
Michael Sandler, Director of Strategic Communications, Strategic Communications

Kahan Sablo, Assistant Vice President, University Life
Nicole Sealey, Academic Director, INTO George Mason University
Tom Shifflett, Director, Enterprise Applications, Information Technology Services
Charlie Spann, Executive Director, ITS Strategic Business Operations
Debra Lattanzi-Shutika, Chair, English/Folklore Studies Concentration, MAIS, English
Marilyn Smith, Vice President/Chief Information Officer, Information Technology Services
Ahmad Taheri, Director, IT Projects & Info Serv., Enrollment Central, Office of the Provost

Amy Takayama-Perez, Dean, Admissions
Joy Taylor, Director, Learning Support Services, Information Technology Services
Sandy Tarbox, Director of Financial Aid, Student Financial Aid
Judith vanBever-Green, Executive Director, International Programs & Services
Kirk Vandebrooke, Director of Technology Services, Auxiliary Enterprises, University Life
Eric Woodall, Director of Digital Communications, Communications and Marketing
WELCOME TO THE EVALUATION PHASE...

October – December (Evaluation Phase)
Members of the Leadership Team and Steering Committee will engage with the campus community to review the findings. Feedback due by December 20th via web form or individual meetings.

January (Evaluation Phase, concluded)
Membership of the Leadership Team will meet with the Executive Council and G4 leadership teams to present amended findings. Evaluation of feedback incorporated into project roadmaps.

February (Action Planning)
Year One and Year Two priorities released and work teams created.
PROCESS

HOW DID THIS WORK?
PROCESS OVERVIEW

WHAT COULD BE?

Empathy with what students need
Shared understanding of current state

EXPERIENCE REDESIGN ROADMAP

WHAT SHOULD BE?
QUALITATIVE & QUANTITATIVE FINDINGS

ALIGNMENT

FOCUS
Uncover broad, data-driven insights

QUANTITATIVE

FOCUS
Uncover in-person, experiential insights

QUALITATIVE
HIGHLIGHTS FROM SURVEYS & DATA

84% Graduate seniors would “definitely or probably” attend Mason if they were to do it all over again. (Graduate Senior Survey)

79% Graduate seniors felt a sense of belonging to Mason upon graduation. (Graduate Senior Survey)

38% Of students said Mason put emphasis on helping manage with non-academic responsibilities such as work and family (NSSE*)

72% Graduate seniors said they worked while a Mason student (Graduate Senior Survey)

4.76 4.66 Mean score for quality of interactions with student services staff and admin staff respectively; 7 = excellent, 1 = poor (NSSE*)

37% Total number of credit hours taken during nights and weekends (Mason 2015-16 data)

46% Of the undergraduate Bachelor’s degree-seeking population began at Mason as transfer students (Mason Fall 2015 data)

9% Freshman received 1:1 advising to support initial registration (Role of Orientation Presentation 11/15)

*National Survey of Student Engagement
WHAT WE HEARD FROM STUDENTS

» Students are pleased with the variety of clubs and activities that Mason offers to drive involvement.

» Many students highly value the diversity offered by Mason particularly in their interactions with others.

» However, some students feel that Mason does not always 100% walk the talk of diversity and inclusion.

» Students do not always feel their voices are being heard, and they don’t understand why changes occur.

» Logistics matter. Being late to class because of parking/transportation can ruin an entire week.

» Students believe there is a disconnect between what they are spending in tuition and the value they were getting.

» Mason students feel their peers at other institutions enjoy a greater sense of tradition, spirit and identity.

» The diversity within GMU is one of the things I most love. Seeing different cultures and different backgrounds makes the school so amazing.”

» Amazing staff. Amazing people. That is what keeps me here.”

» You have to be a go getter in order to find community at Mason, because it can often be really tough.”

» Overall Mason seemed like a school where really cool stuff was happening. It was young and new.”
IDEAL

WHAT IS THE IDEAL MASON STUDENT EXPERIENCE?
An **ideal student experience** is consistently delightful, productive and an educative dialogue that occurs between a student and all embodiments of an institution. It is grounded in empathy for the students and framed by the pedagogy and ethos of the institution.
THE IDEAL MASON STUDENT EXPERIENCE IS WHERE I, AS A STUDENT,…

Am **captivated** by Mason’s specific perspective on the world and the futures it is determined to create.

Am **challenged and transformed** by interactions both planned and organic.

Feel that Mason goes above and beyond to eliminate steps that do not relate to my personal growth.

Am impressed with Mason’s **flexibility** - the ability to adjust as my goals and interests evolve over time.

Trust the Mason community has my best interests at heart. I always have advocates here.

Am regularly **inspired by the Mason community**, its support, empathy, and sacrifice.
DEVELOPED STUDENT EXPERIENCE PILLARS

THESE FIVE PILLARS PROVIDE A FOUNDATION FOR REALIZING THE IDEAL STUDENT EXPERIENCE AND FRAMING THE ROADMAP.

**ACCESS**
A network of programs, staff, and facilities that removes friction and improves transparency.

**FLEXIBILITY**
A system that seamlessly updates and adapts to unique student needs.

**INCLUSION**
A shared language and approach for celebrating different perspectives and infusing them into the process of learning.

**TEAMWORK**
A partnership between Mason faculty and staff, working in tandem for common goals and collaborating to overcome obstacles.

**TRUST**
A feedback mechanism for interactions and decisions that delivers on expectations and earns credibility.
Enabling meaningful personalized contact is at the heart of the ideal, which is made possible by technology to drive a consistent and coherent Mason experience for all students.
Enabling meaningful personalized contact is at the heart of the ideal, which is made possible by technology to drive a consistent and coherent Mason experience for all students.

Exploit Data + Technology to Engage + Help Students

Take advantage of Mason data, consumer norms, and Smart Cities practice to craft an unparalleled supportive and responsive student experience.
WHAT GAPS DID WE FIND IN TODAY’S MASON EXPERIENCE?
KEY GAPS & OBSTACLES

INNOVATION DEBT
With rapid growth, Mason has not been able to optimize its initiatives. Some students have trouble accessing the quality resources offered.

CHANGE FATIGUE
Students are seeing change happening on campus and they do not understand why. Faculty and staff are tired of being asked to do more with less.

EXPECTATION GAP
Students are expecting Mason to provide a personalized and accessible pathway. Students are not feeling that their voices are being heard.

BUSINESS PROCESSES
Existing rules and assumptions do not result in the intended quality student experience. Interpretation of policies, intent, and practice are often out-of-alignment.

COMMUNICATION GAP
Students, faculty and staff are not receiving communication that results in appropriate awareness, action and understanding.

DATA (AND TRUST) GAP
Consumers and providers of data are often unaware of and lack trust in the availability, type, selection, integration and use of data.

CONTEXT GAP
Stakeholders do not have a clear understanding of why initiatives are launched, how they map to Mason’s values or where contributions matter.

LIFECYCLE COHERENCE
The student lifecycle has become fragmented, leading to inconsistent practices and the “Mason Shuffle”. Competition for student attention is diminishing the intent for a holistic experience.
ROADMAP

WHAT ARE THE PATHS TO ADDRESSING THE GAPS?
STUDENT ACCESS

All students should feel part of an inclusive community of learners, educators, and innovators who share in unified, holistic practices and experiences.

- **Provide 24/7 Service:** Through a 24 hour, 7 day a week student service model, all students, including online and at-a-distance students, should have access to services when they need them.

- **Reduce Barriers:** Through Mason’s highly integrated and navigable digital experience, all students should be able to engage with the institution regardless of time, location, or mode of learning.
STUDENT CARE

All students should encounter proactive, coordinated and nurturing interactions and services in every part of the institution.

• **Enable & Reinforce Relationship-Driven Practice:** Through a transparent, attentive relationship with Mason, all students should find the continuing journey of being a student at Mason intuitive and fulfilling.

• **Drive Consistent Advising, Mentorship & Coaching:** Through personalized guidance, coaching, and support, all students should have the resources needed to become career-ready graduates and achieve their personal goals.

• **Redesign the Mason Initiation Experience:** Through clear, consistent communication and programming from the first moment of contact continuing through the student journey, all students should feel a sense of belonging to the Mason experience.
Students should be active contributors to the evolving vision and expression of the collective Mason experience.

- **Establish a Shared Language**: Use language that uniquely supports the ways in which students should participate in the Mason community of practice.

- **Integrate the Student Voice**: Seek opportunities for student participation in nearly everything Mason does.

- **Embrace Channels of Expression**: Meet students where they are on the channels they prefer.
SMARTER CAMPUS

All students should experience a harmony of people, processes, and technologies in a transparent, responsive environment.

• **Establish an Innovation Management Practice**: Create leadership roles, charter and support with necessary tools to oversee new initiatives.

• **Evolve Business Rules**: Review and update policies that are outdated or no longer adequately serve a need.

• **Make Streamlining a Norm**: Look for an opportunity to “remove one” step or obstacle in every student business process.

• **Leverage Data**: Adopt an Institutional Data Asset (IDA) approach toward shared information.
Ever since I left NOVA to have a "real" college experience, you've surprised me in a good way. You've brought me closer to my dreams of being a doctor, you've introduced me to new friends, and you've facilitated some of the most important moments of my life.

This is our last year together but know this, you'll always be in my heart.

MASON STUDENT
CLASS OF 2017
NEXT STEPS...

provost.gmu.edu/student-experience-redesign
<table>
<thead>
<tr>
<th>Parameter</th>
<th>Details</th>
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<tbody>
<tr>
<td>Student responses</td>
<td>12,900+ student responses from prior studies examined</td>
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<tr>
<td>Beacon survey responses</td>
<td>11,000+ Beacon survey responses studied</td>
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<td>On-campus research</td>
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<tr>
<td>Reports and datasets</td>
<td>115+ reports and datasets studied</td>
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<tr>
<td>Research and analysis</td>
<td>5 months of research and analysis</td>
</tr>
<tr>
<td>National student market behaviors</td>
<td>200,000 national student market behaviors correlated to Mason enrollment patterns</td>
</tr>
</tbody>
</table>
The Ideal Mason Student Experience Visual

- **STUDENT ACCESS**
  - Definition, Strategies, Staging

- **STUDENT CARE**
  - Definition, Strategies, Staging

- **SMARTER CAMPUS**
  - Definition, Strategies, Staging

- **STUDENT VOICE**
  - Definition, Strategies, Staging

**FINDINGS/ANALYSIS**

- **IDEAL STUDENT EXPERIENCE SUMMARY**
  - Summary, Gaps, Vignettes

- **STUDENT PROFILES**
  - Population analysis, profiles

- **MYSTERY SHOPPING**
  - Summary findings, results

- **MASON ANALYSIS**
  - Summary of workshops, schematic of current and ideal

**IMPLEMENTATION, KPIs, ROI**

**APPENDICES, REFERENCES**