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Appendices

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Appendix A

Interviews

The attached document contains a summary of interviews conducted with Mason leadership in preparation for the planning workshop. These interviews were conducted over two days, January 19-20, 2017, plus a telephone interview on February 15, 2017. The following questions were posed to interviewees:

1. What is your vision of success for the Arlington Campus? What transformations are needed to achieve that vision?
2. What investments are needed to make the Arlington Campus a center for leadership development?
3. What partnerships are critical to the future success of the Arlington Campus?

Interviews with Mason Leadership

Project:	George Mason University / Visioning Charrette for Arlington Campus
Subject:	Interviews with Mason Leadership (meetings over 2 days)
Date:	Thursday, January 19, 2017 and Friday, January 20, 2017
Interviewers:	Mason Thomas Calhoun Cathy Pinskey HDR Kent Bonner James Brown John Knickmeyer

David Rehr – Associate Dean, Antonin Scalia Law School

- Expects to grow from 500-600 students to 800 (max) at approximately 50 students/year.
- Don't want to become too big; truly knowing the students is important.
- Currently ranked 45th in the US; goal is to stay in the top 50.
- Competition for law schools is increasing; need to differentiate and provide value:
 - Link between economics and law is a differentiator
 - Link to Capitol Hill important
- Initiatives:
 - Would like to work more closely with Schar School
 - Launching national security program in 7 months
 - Plans to launch online antitrust degree (Wiley)
- Need to increase visibility and grow reputation
- Facility limitations may impact ability to meet growth aspirations; good space, but tight.
- Additional space needs are for more of the same type of space; classrooms and offices.
- Law School could function in separate but proximate buildings.
- Parking is a problem.
- The Arlington campus needs a bigger footprint to have “presence”; the campus should look to expand to other side of Fairfax Drive.
- ASU has an undergraduate legal program that has been successful; could this work at Mason? MS in Law?
- Successful Business School will help Law School; the JD/MBA program should be promoted more.
- A new building should have an auditorium big enough to house speakers for entire schools.

Brad Dawson – Executive Director, Mason Learning Solutions

- Set up to work with private sector and government employers to handle training needs
- Revenue source for Mason - \$7M in 2016 / \$10M in 2017 / \$50M in 2024
- Some space needs on campus for positional programs; team typically works at corporate and government sites

Brad Dawson (cont.)

- Must make a visible impact for clients or get out
- Staff of 27 people; must rely on adjunct faculty (practice focus) not tenured faculty (academic focus)
- Change in client engagement model from ‘transaction’ to ‘partner’
- “Consulting model” to support “C-suite” level functions
- Physical environment establishes identity
 - Need to improve professional appearance of facilities and meeting spaces (need higher level of FFE vs. typical classroom or government space)
 - Not competitive with Harvard, Duke, UVA
- Growth focus:
 - Online
 - VTC
 - International

Kevin Avruch – Dean, School of Conflict Analysis & Resolution (S-CAR)

- Focused in Arlington – “center of gravity”
- Undergrad program is located in Fairfax
 - Challenging to get students to Arlington
 - Classrooms in Fairfax are in trailers
- Grad students in Arlington are older
 - International students from conflict areas
 - Mid-career military, DoD, State Department
- Faculty is split between campuses; most are centered in Arlington and travel to Fairfax
- ‘Point of View’ at Mason Neck (on 120 acres) is a tremendous asset for S-CAR.
- Limited growth projections over next several years; will always been seen as the smallest school
- Critical that SCAR doesn't get “squeezed” by other units with more growth
- Housing would help enrollment (20 units)
- Partnerships with Schar School and Art Management Program
- S-CAR reinforces Arlington as a campus for professional and leadership development
- Program leadership (Dean, etc.) should stay in Arlington

Ann Magro – Interim Dean, School of Business (with Paige Wolf)

- Graduate programs are in Arlington; undergraduate programs are in Fairfax
- Faculty teach at both campuses, but have offices in Fairfax
- New faculty hires would be placed in Fairfax to avoid isolation from other faculty; don't like idea of split faculty and “two campus” concept
- Growth is stunted due to facilities that are currently at capacity
- Facilities are ‘stark and cold’ and lack identity/brand
- Campus serves ‘sub-population’ and is good for exposure within high-density area
- Need improved Career Services
- Need more conference/event space
- Business school has partnerships with JD program, engineering and real estate program

Mark Rozell – Dean, Schar School of Policy and Government

- Vision:
 - “A major impactful school in the DC area”
 - Arlington location is key to success; proximity to DC and Metro provides access to policy makers, journalists, thought leaders, etc.
 - Host debates
 - New mixed-use building
 - Larger auditorium
 - Student housing
 - Aesthetics matter
 - Spreading out across Fairfax Drive could expand image of school
 - Better development adjacent to the school would help
- Constraints:
 - Inferior facilities limit capabilities (money/funds not an issue) and cannot compete with other local institutions
 - Units are “colliding”; need more space
 - President and Provost have other focus
 - Fourth floor of Founders Hall is underutilized
- Growth Potential:
 - Expand to other side of Fairfax Drive
 - Executive education directive from Provost
 - Improve identity/brand
 - Create a sense of arrival when you enter campus
 - Establish research lab for polling activities (Washington Post)
 - Opportunities in quantitative research and ‘big data’
- Programs:
 - 14 degree programs; 2000 students
 - Ranked #42 in US; needs to be in top 20
- Staff:
 - Great quality
 - Great work ethic
- Initiative:
 - Add a media studio (in honor of Mike Hayden) similar to the Panetta Institute; currently in discussions with a potential donor

Sean Mallon – AVP Entrepreneurship and Innovation

- Group does not teach courses, so no revenue stream through tuition.
- Current focus is College of Science, Engineering School and Research Enterprise.
- Creating a ‘Mix’ space at Arlington could become extension of Fairfax ‘Mix’
 - Need a maker space for entrepreneurs to gather (approx. 1500 SF)
 - Industrial / messy
 - Student led (receive training / earn a paycheck / learn responsibility)
 - Helps to build a brand; there could be a ‘Mix’ on every campus
 - Part of what all visitors & students see when they are touring the campus
- 30-Year Vision:
 - Mason becomes a top 50 university for entrepreneurship
 - Includes social entrepreneurship (clubs/discussions)
 - Combination of law, business and conflict resolution

Rick Davis – Dean, College of Visual and Performing Arts (CVPA)

- CVPA Masters degree program
 - 100+ students; hope to double in size in future
 - Introductory program for international students (40 students)
 - Expects to grow organically in Arlington due to DC context
- Interested in moving into Video/Film (documentaries)
 - Giovanna Chesler, Director of the Film and Video Studies Program
 - DC market demand
 - Untapped areas needing coverage
 - Talking to WETA about sound stage (too small)
 - Need recital hall size with 24’ clear heights (300-400 seats)
 - Need tractor trailer loading dock access
- Expect to make one (1) faculty hire in 2017
- Mason holds a Film Festival each semester showing student projects/work
- May be interested in using TV studio on seventh floor of Founders Hall
- Partnerships and influences:
 - Arlington County connection strengthened by success of ‘Latitude’ arrangement
 - Capital One is building a new 1,500 seat theatre + smaller theatre

Michelle Marks – VP Academic Innovation and New Ventures

- Mason has yet to capitalize on DC region/market
- Need better exposure and leverage of Arlington location - ‘Educating the people and professionals of the Washington DC region’
- Arlington creates a big opportunity for place-making
- Programs are in place, but facilities do not convey the desired brand
- Need high quality conference center
- Need hotel space closer to Arlington campus
- Promote distance learning outside of DC region
- E-learning will lead to less demand for future classroom space
- Need to rethink types of physical facilities/spaces used for teaching & gathering with a focus on flexibility & multi-purpose use

Paul Liberty – VP Government and Community Relations

- Relationships with Arlington County appear to be much better now as efforts over the past decade have improved it.
- Benefits of Arlington campus:
 - Proximity to DC (convenience)
 - Members of Congress can get to Schar School or Scalia School and back to Capitol Hill (so they don’t miss a vote)
 - Policy and law programs are important to the Mason vision. They may not be the most celebrated, but has most visibility.
- Original Building site could be repurposed for revenue generation such as data center, clinic, and/or a health & fitness program.

Angel Cabrera – President**David Wu – Provost****JJ Wagner Davis – SVP Administration and Finance**

- Mason is seen as a ‘distributed campus’
- What is the benefit of multiple campuses? Mason needs to define the story.
- Benefits of Arlington campus:
 - ‘Foot in the City’
 - Incredible location
 - Theme = Leadership Development Center
- What’s needed?
 - Improved quality of spaces (professional quality)
 - Housing for students (flexibility for adaptive reuse would be key consideration)
 - Health & fitness component
 - Critical mass to build brand, exposure and vibrancy
 - Explore what can be done with properties across Fairfax Drive
- Examples for inspiration:
 - Koch Foundation (professional appearance of the elevator lobby)
 - Capital One Innovation Space in Arlington (co-working creator space)
 - Wharton, Cal Berkley and UVA Schools of Business
 - McDonough School of Business at Georgetown University
- Vision for the School of Business: BUS moves to Arlington campus with faculty offices in Arlington. Will need to maintain a split presence between Arlington and Fairfax.
- Mason should be the university anchor in Arlington (‘Think Arlington’)

Marc Fornier – AVP Business Services

- Need critical mass to get Arlington campus to next level
- Need more student activities to increase presence and use of buildings.
 - The current facilities at Arlington do not appear fully utilized.
 - People drive the demand for campus services.
 - Need 60-90 executive education programs per year.
- Health & fitness service depends on addition of housing on campus or nearby.
- The Law School has requested another food option in the building complex, specifically one that serves alcohol.

Deb Crawford – VP Research

- Benefits of Arlington campus:
 - S-CAR works with USAID & State Dept.
 - Proximity to DC is important driver
- Research at the Arlington campus:
 - Schar School may get funding from sponsors to create data. Data would then be released to the public domain.
 - Law School could use IP research
 - S-CAR is always looking for data
- “Arlington campus does not appear to be scalable. People and programs have plateaued and the campus is seen as right-sized from a research perspective. Arlington is more of a Masters play, not where PHD research is needed.”

Interviews with Mason Leadership

Project:	George Mason University / Visioning Charrette for Arlington Campus	
Subject:	Phone Interview with Rose Pascarell, Vice President, University Life	
Date:	Wednesday, February 15, 2017	
Interviewers:	Mason Thomas Calhoun Cathy Pinskey HDR John Knickmeyer	

Rose Pascarell – Vice President, University Life

- The Arlington Campus alternates from being extremely busy to feeling ‘dead’.
- The University Life programs offered on the Arlington Campus are much less robust than those offered in Fairfax; students at Arlington are much more interested in connecting with their academic programs.
- Lori Scher coordinates on-site Student Services at Arlington; not all Student Services are offered on campus; on-site Student Services are based on past use demands; virtual Student Services are available and accessible, but student usage has been low.
- Arlington has requested its own Career Fair, but the participation numbers don’t support a separate event from the one offered at Fairfax.
- A more convenient shuttle service is needed between the two campuses.
- Students are looking for more social events and mixers on campus.
- The campus is missing a comfortable space to hang out such as a student lounge. While there is a lot of space in the buildings, these spaces are not very comfortable and do not adequately promote large student gatherings.
- Students have expressed interest in having additional food options on campus. While the surrounding area has various food venues, they are too far away to be convenient.
- There is strong student demand for affordable housing associated with the campus (through Mason or a private company). Graduate students will want their own room.
- The Arlington Campus is an academic enclave surrounded by a robust urban context and the exterior plaza is intended to be the central quad (‘public square’).
- The Arlington Campus has and needs to maintain its distinct culture and character from the Fairfax Campus.
- Consider marketing Arlington as an urban campus with a more intentional connection to Arlington and its cultural diversity, along with its mix of restaurants, shops, arts, and recreation, and its proximity to Washington, DC.
- Consider hosting a cohort of international students on campus as part of a cultural exchange and/or as a first-year introduction to Mason including a year-long program of academic English training.

Appendix B

Workshop Agenda



Photos by Ron Aira/Creative Services/George Mason University



LEADING THE WAY:

A Conversation on the Role George Mason University Could Play in Cultivating the Leadership of the Future

GEORGE MASON UNIVERSITY'S ARLINGTON CAMPUS IS ONE OF MASON'S DEFINING ASSETS. On a Metro line and minutes from Washington, D.C., the Arlington Campus is where Mason thought leaders educate tomorrow's attorneys, elected officials, diplomats, arts managers, and business executives.

The Arlington Campus will take on an even greater role in the future. We would like to hear your ideas on how to best utilize this strategically positioned Mason resource. Please join members of the university and Arlington communities March 8-9 for a planning workshop to share your vision for the Arlington Campus.

For more information contact Una Murphy at umurphy@gmu.edu or 703-993-8621. Follow us at [#MasonLeadershipArlington](https://twitter.com/MasonLeadershipArlington)


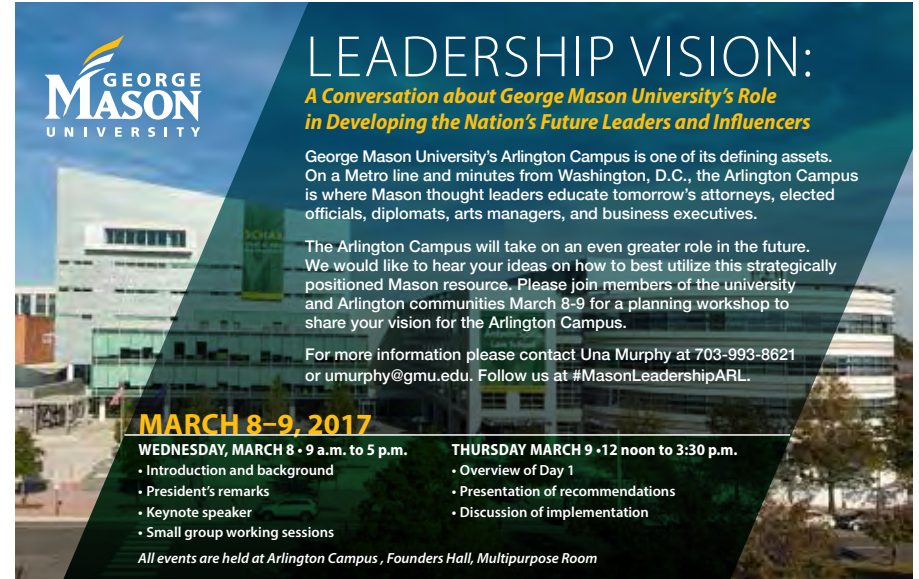
MARCH 8-9, 2017
Wednesday, March 8
9 a.m. to 5 p.m.

- Introduction and background
- President's remarks
- Keynote speaker
- Small group working sessions

Thursday March 9
12 noon to 3:30 p.m.

- Overview of Day 1
- Presentation of recommendations
- Discussion of implementation

Location:
Mason's Arlington Campus
Founders Hall, Multipurpose Room



LEADERSHIP VISION:

A Conversation about George Mason University's Role in Developing the Nation's Future Leaders and Influencers

George Mason University's Arlington Campus is one of its defining assets. On a Metro line and minutes from Washington, D.C., the Arlington Campus is where Mason thought leaders educate tomorrow's attorneys, elected officials, diplomats, arts managers, and business executives.

The Arlington Campus will take on an even greater role in the future. We would like to hear your ideas on how to best utilize this strategically positioned Mason resource. Please join members of the university and Arlington communities March 8-9 for a planning workshop to share your vision for the Arlington Campus.

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MARCH 8-9, 2017

WEDNESDAY, MARCH 8 • 9 a.m. to 5 p.m.	THURSDAY MARCH 9 • 12 noon to 3:30 p.m.
<ul style="list-style-type: none">• Introduction and background• President's remarks• Keynote speaker• Small group working sessions	<ul style="list-style-type: none">• Overview of Day 1• Presentation of recommendations• Discussion of implementation

All events are held at Arlington Campus, Founders Hall, Multipurpose Room

Arlington Campus Vision: Leadership Workshop Agenda

Wednesday, March 8, 2017

Arlington Campus, 3351 Fairfax Drive, Arlington, VA - Founders Hall Multipurpose Room

9:00 – 9:15 am	Sign-in and Continental Breakfast
9:15 – 9:30 am	Introduction and Charrette Goals Welcome and opening remarks by George Mason University President, Dr. Ángel Cabrera and Vice President of Facilities Tom Calhoun. Walk through the goals and process of the charrette
9:30 – 10:30 am	Vision and Opportunities Discussion Academic and Research Strategy for the Arlington Campus led by Dr. Ángel Cabrera and Provost David Wu
10:30 – 10:45 am	Break
10:45 – 11:15 am	Virtual Tour of the Campus
11:15 – 11:45 am	Explanation of Afternoon Activities
11:30 am – 1:00 pm	Buffet Lunch and Keynote Speaker Steve Case, Author of The Third Wave: An Entrepreneur's Vision of the Future. Chairman of Revolution. Chairman of Case Foundation. Co-founder of AOL
1:00 – 2:30 pm	Visioning Session – Issues for Discussion - see reverse for breakout groups
2:30 – 2:45 pm	Break
2:45 – 4:15 pm	Issues Discussion Wrap Up Break out groups report to assembled group
4:15 – 4:30 pm	Discussion of Next Day's activities

Thursday, March 9, 2017

Arlington Campus, 3351 Fairfax Drive, Arlington, VA - Founders Hall Multipurpose Room

12 noon – 1:00 pm	Buffet lunch, Introductions and Review of Charrette Goals Vice President of Facilities, Tom Calhoun Overview of the issues and opportunities
1:00 – 3:00 pm	Final Presentation by Consultants – HDR, Inc. Including discussion of implementation

Wednesday March 8, 2017 Visioning Session – Break-out groups

Arlington Campus, 3351 Fairfax Drive, Arlington, VA - Founders Hall Multipurpose Room

1:00 – 2:30pm

Visioning Session – Issues for Discussion

Visibility/Branding – The visibility of a campus within its physical environment and within the mindset of the community it serves is critical to its growth and success. The manner and consistency that a university represents its brand across its campuses, schools, and departments has the ability to reinforce its core mission and enhance its reputation throughout the community. While the Mason Arlington Campus has grown steadily since opening in 1979, it continues to lack obvious signage that sets it apart from other hi-rise buildings nearby. There is an institutional awareness that the campus can improve its overall visibility and strengthen the brand recognition of its leadership development programs in Law, Public Policy, Conflict Resolution, and Business within the context of its proximity to Washington DC. This session will focus on how signage, streetscape, architecture, and public space design can help achieve these goals at the Arlington Campus.

Academic Priorities, Challenges of Increasing Daytime Activity (graduate & undergraduate) – Mason's push to expand access and increase academic excellence while creating world-class research to fuel innovation and social change shapes our academic priorities. With Arlington Campus academic activities focused on graduate programs aimed at working professionals, the campus is most active during the evening and on weekends, often leaving classrooms and facilities unused during the day. In this session, we will evaluate the various academic program offerings within Schar School of Public Policy, School of Conflict Analysis and Resolution, Scalia Law School, the School of Business, and across the university that will have presence at the Arlington Campus. Then, at this time of heightened enrollment demand, and in light of budget constraints, make recommendations on how the university can better use the physical capacity at Arlington and explore ways to bring in increased daytime enrollment.

New Facility Needs – Higher education continues to progress as new strategies for teaching and learning evolve and new technologies are introduced that shape the university environment. Additionally, universities are taking on new educational initiatives outside the traditional undergraduate and graduate missions. This change may result in the need for a different mix of spaces and facilities than what traditional campus environments look like today. The session will make sure to identify both the expected change in the demand for traditional classroom and related spaces, as well as the demand for new types of spaces not currently located on the Arlington Campus. The session will also address supporting facilities. As the campus has expanded its programs and attempts to reach a broader audience, the need for nearby, affordable housing has become more acute. Conference center/event spaces, convenient food options and other amenities can also enhance the effectiveness of the campus. The session will examine possible adjustments to existing facilities, as well as examine other types of spaces and amenities needed for a more cohesive campus environment.

Access, Transportation and Parking – The Arlington Campus benefits greatly from its urban setting and its connection to the broad Metro public transportation network. At the same time, its separation from the Fairfax Campus complicates shared services, and the movement of students and faculty. Serving a wide variety of users from across the Washington region, the future of the Mason Arlington Campus will need to consider safe and efficient access across all modes: pedestrian, bicycle, public transportation and automobile. The challenge is to understand the needs of these modes in a transportation environment that is rapidly evolving as the region grows and technology advances. Sub-topics will include the design of pedestrian spaces, bicycle routing and parking, vehicular ingress/egress, transportation options to/from the Fairfax Campus, automobile parking, loading areas, the role of technology and others identified during the session.

Fiscal Constraints & Funding/Partnership Models – The share of state funding provided to public universities has decreased steadily. While state funds were once the primary component of an institution's financial resources, fiscal restraints have forced universities to fund both capital and operating needs through an increasingly broad range of sources and methods. The discussion under this topic will seek to understand the impact of this changing financial environment on implementing the vision for the Arlington Campus. It will also seek to identify best practices for funding projects and operations as well as identify new partnership models that can provide the resources needed by the Arlington Campus to adapt and grow in a changing environment. This session will include discussion of partnerships, including Public-Private Partnerships, to support both new programs and new facilities.

Community Engagement – At the Mason Arlington Campus, "community" means many things. It includes faculty, staff, students, alumni, government and private business partners, as well as visitors from the surrounding neighborhood, across the Washington region and from around the world. Ensuring that Mason Arlington not only meets the needs of the University's mission but that it also provides a real benefit to the greater community will require engagement with all those mentioned above. Mason is committed to investing in these dialogues. The discussion of this session will focus on identifying the engagement strategies and specific audiences that will be part of moving the Mason Arlington Campus forward.

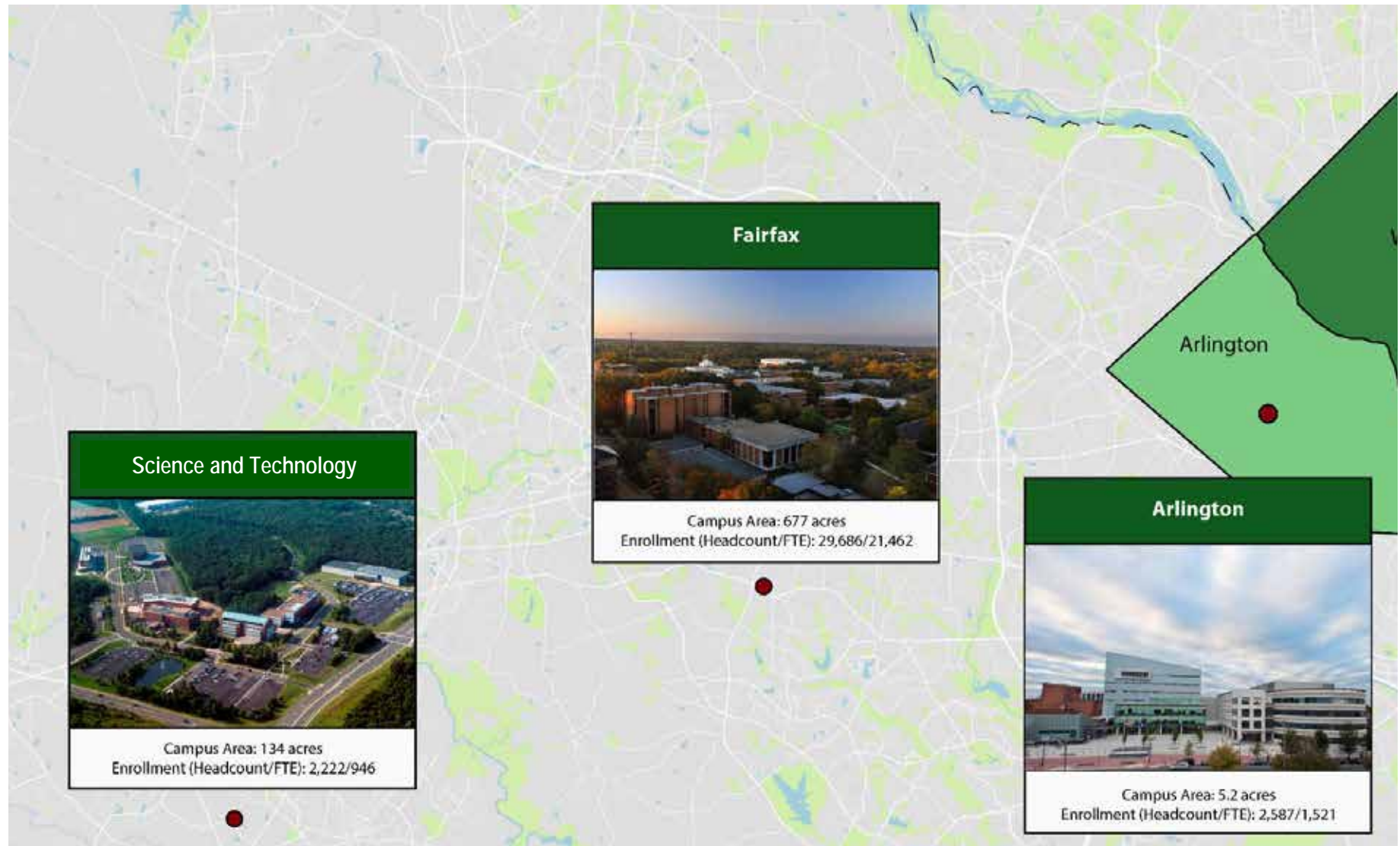
Appendix C

Day 1 - Virtual Tour

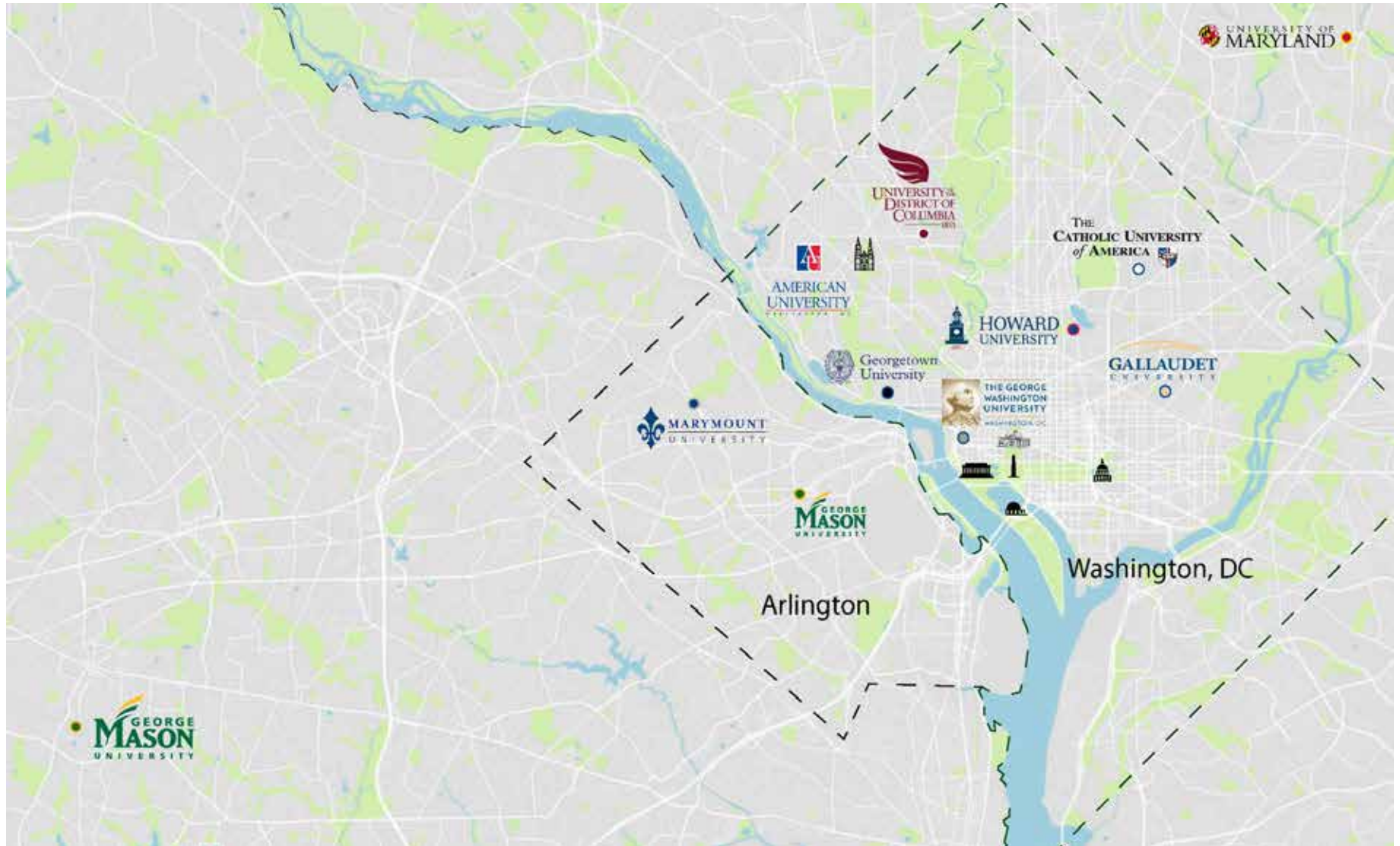


Photos by Ron Aira/Creative Services/George Mason University

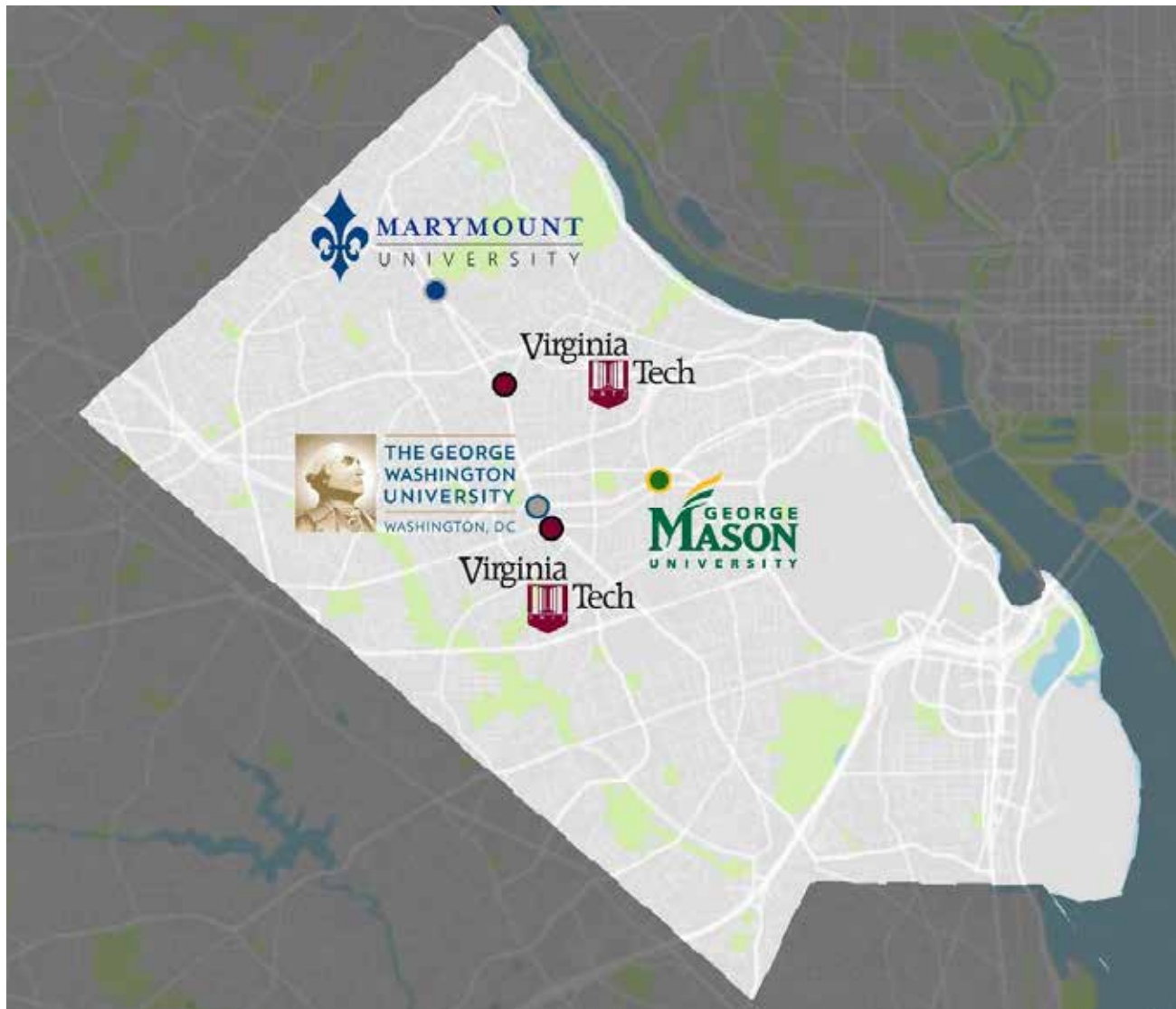
Mason's Regional Context



Local Universities



University Presence in Arlington



Campus Elements



Metropolitan Building



Original Building



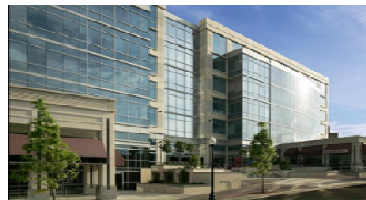
Founders Hall



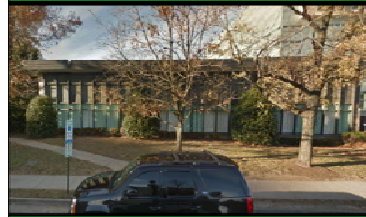
Hazel Hall/
Scalia Law School



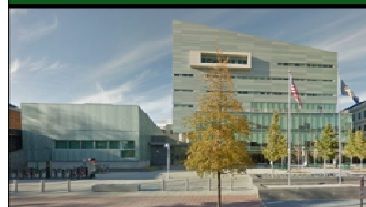
Campus Access



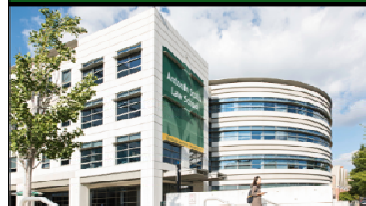
Metropolitan Building



Original Building



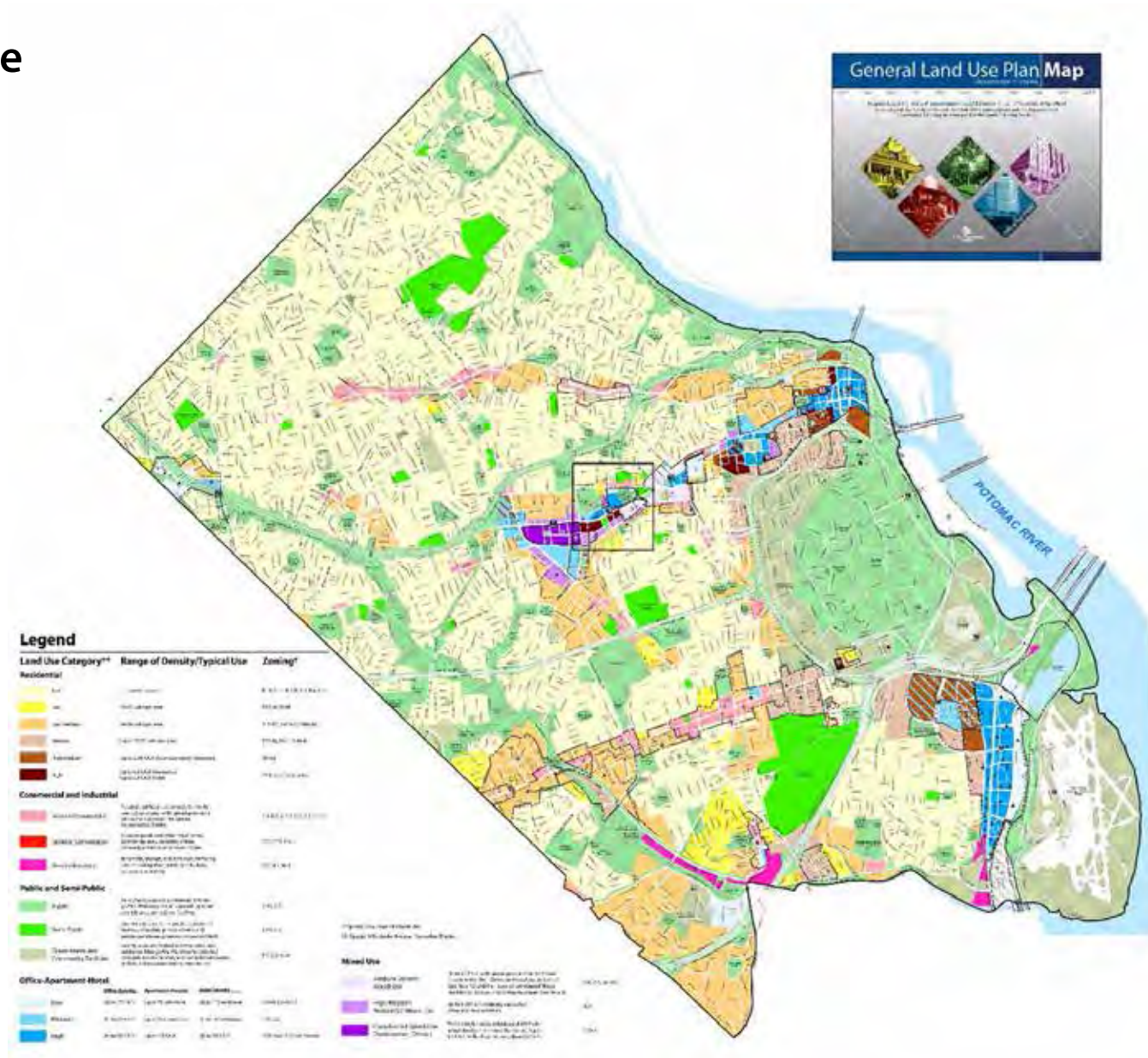
Founders Hall

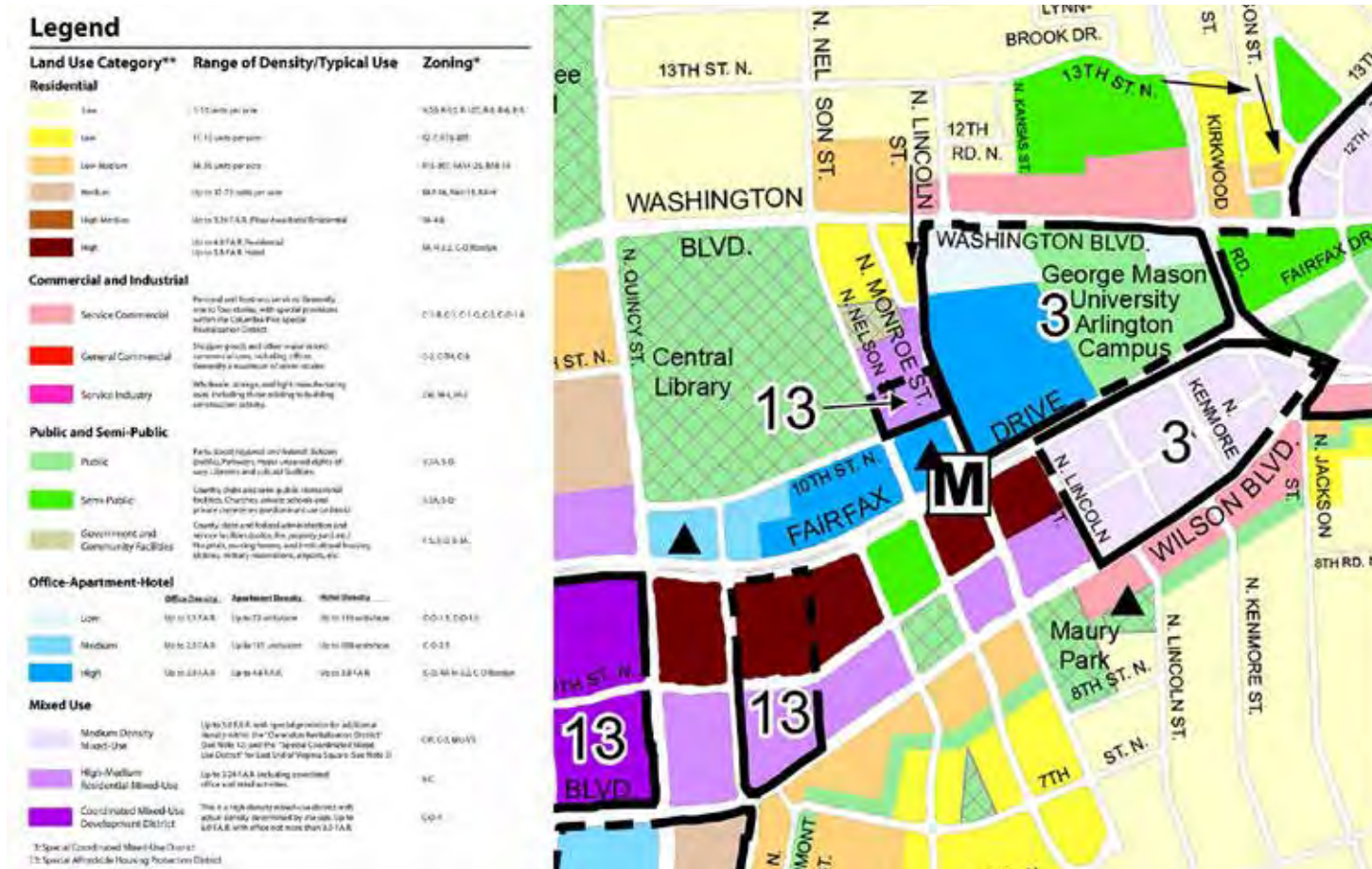


Hazel Hall/
Scalia Law School



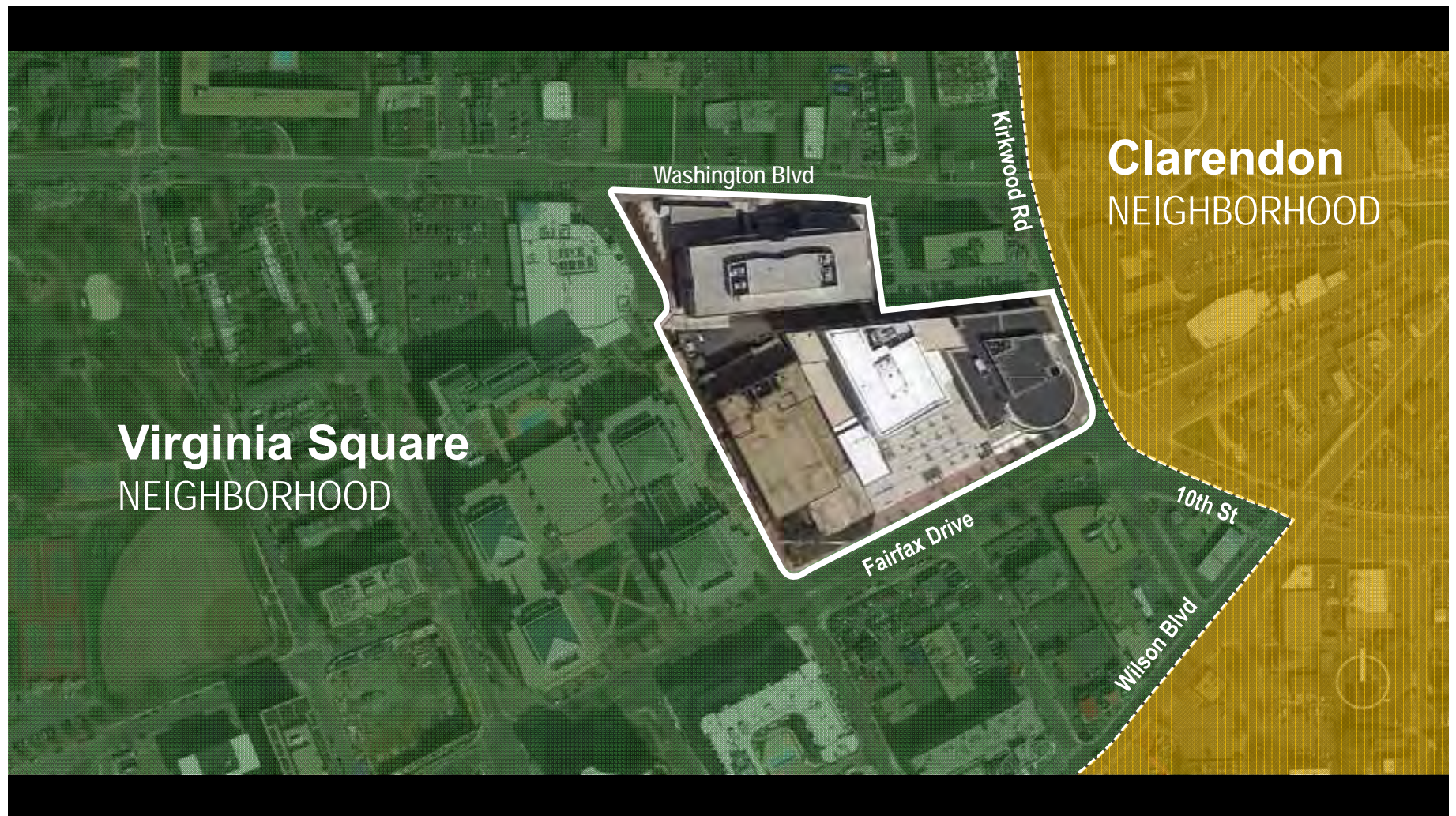
Land Use





Courtesy of Arlington County Government, General Land Use Plan, 2016

Campus Context



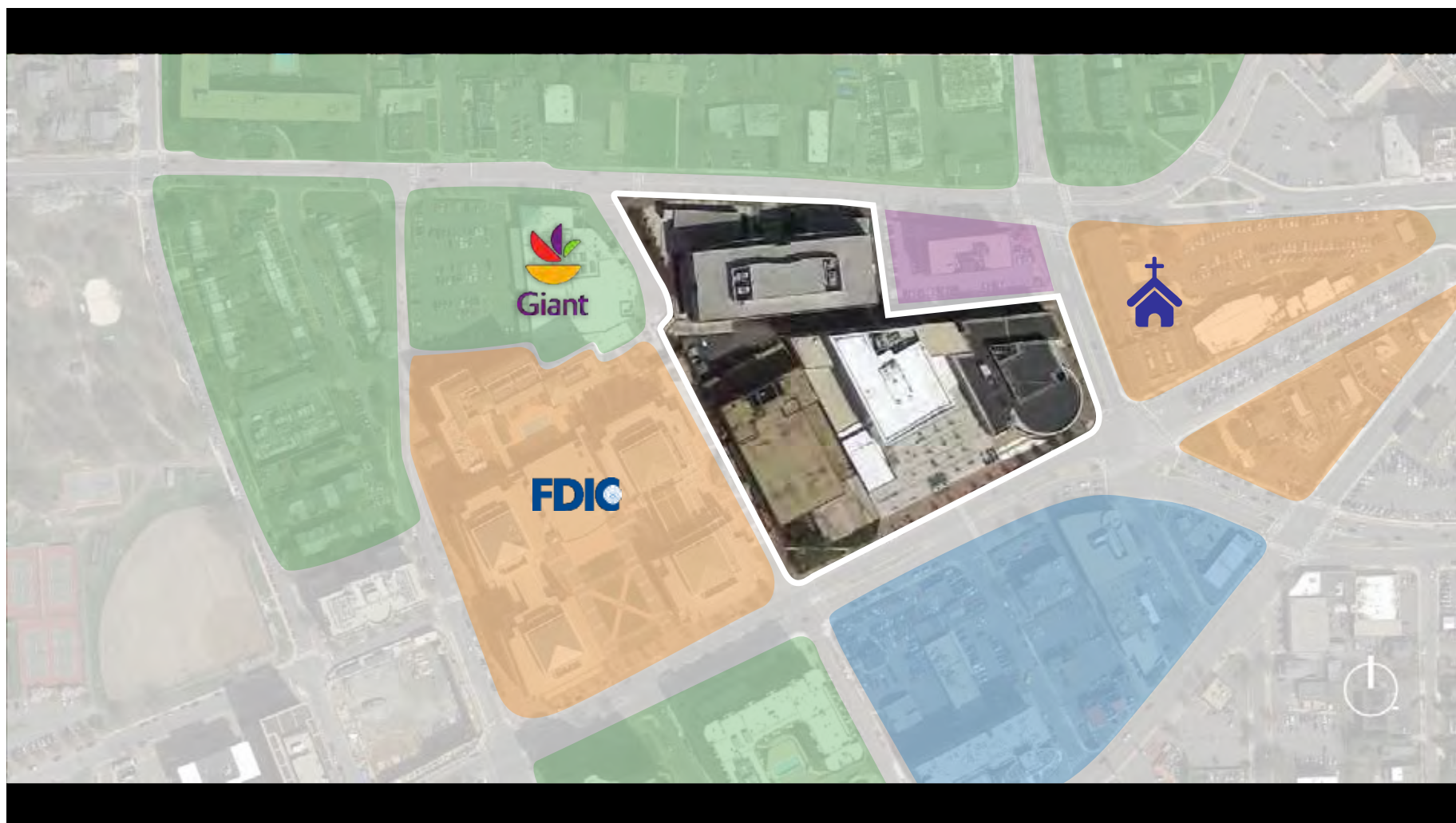






image courtesy Google StreetView



image courtesy Google StreetView



image courtesy Google StreetView



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image courtesy Google StreetView

Campus Areas

Antonin Scalia Law School

School for Conflict Analysis and Resolution

Programs in Arts Management

Schar School of Policy and Government

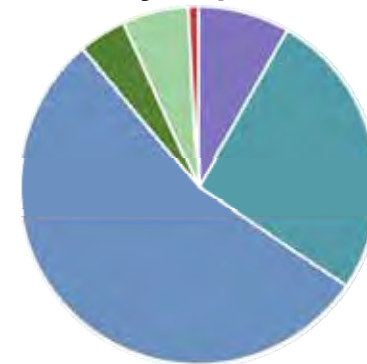
School of Business (Graduate Programs)

Mason Learning Solutions

Student FTEs

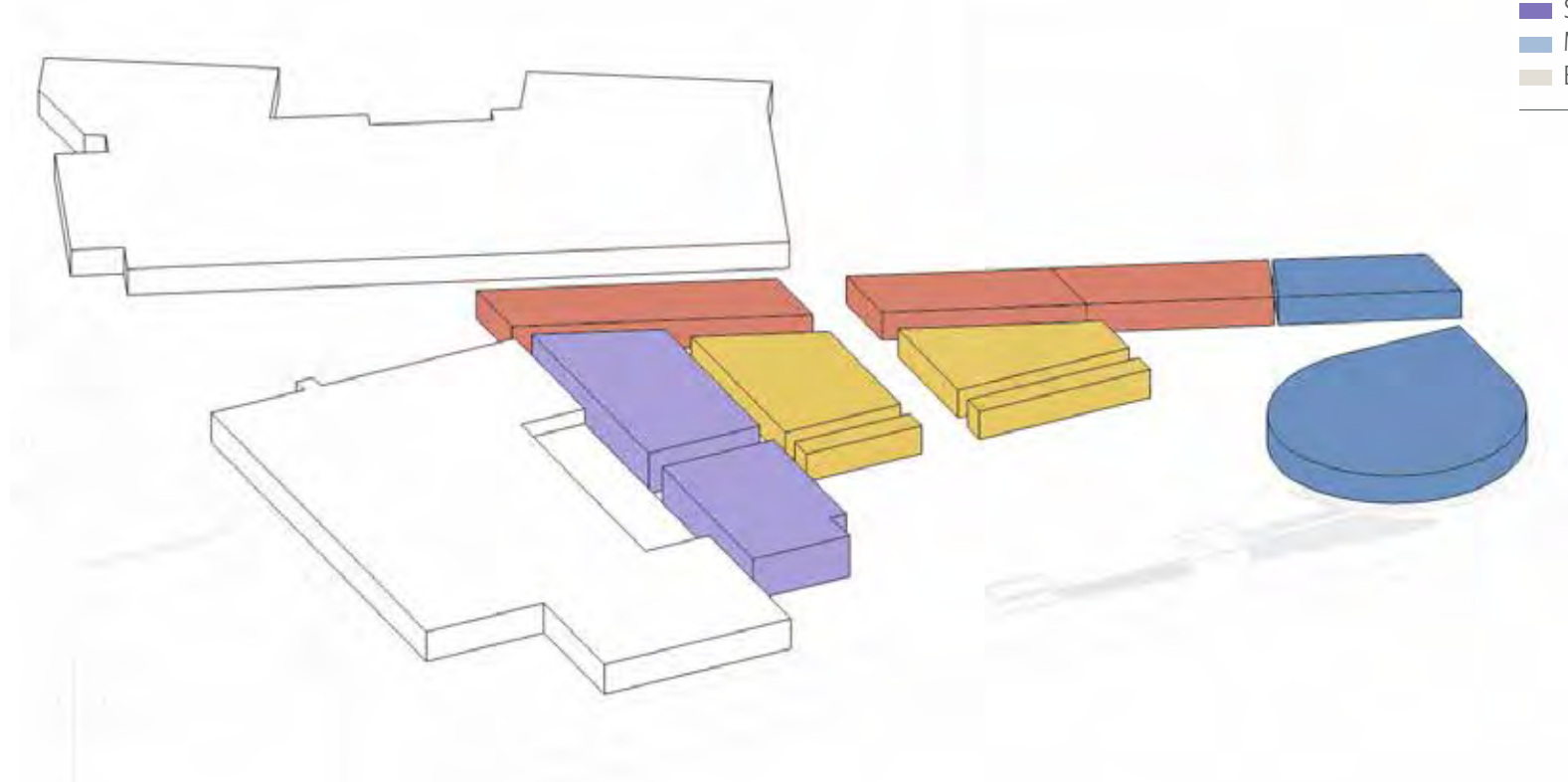


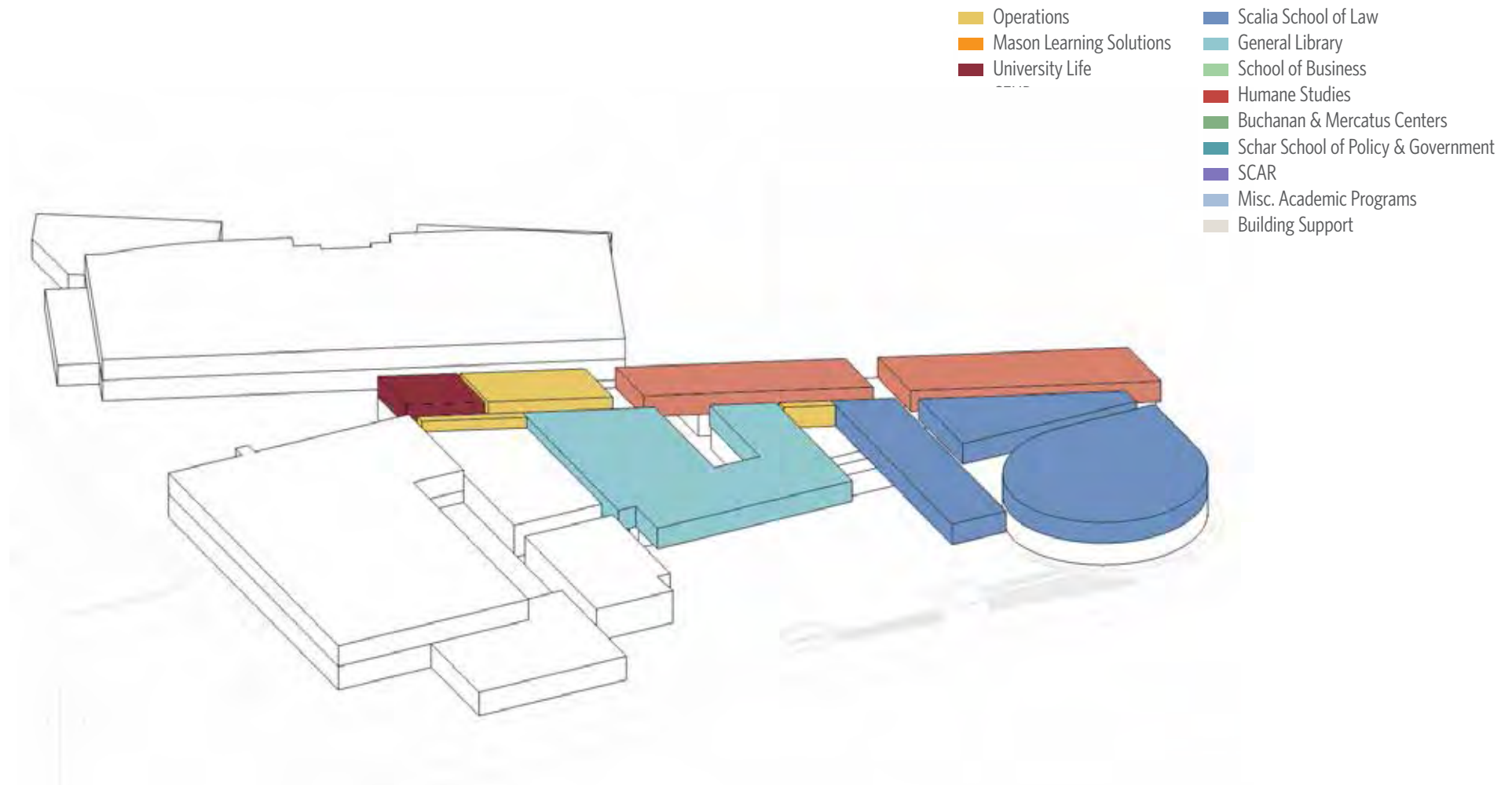
Area by Department









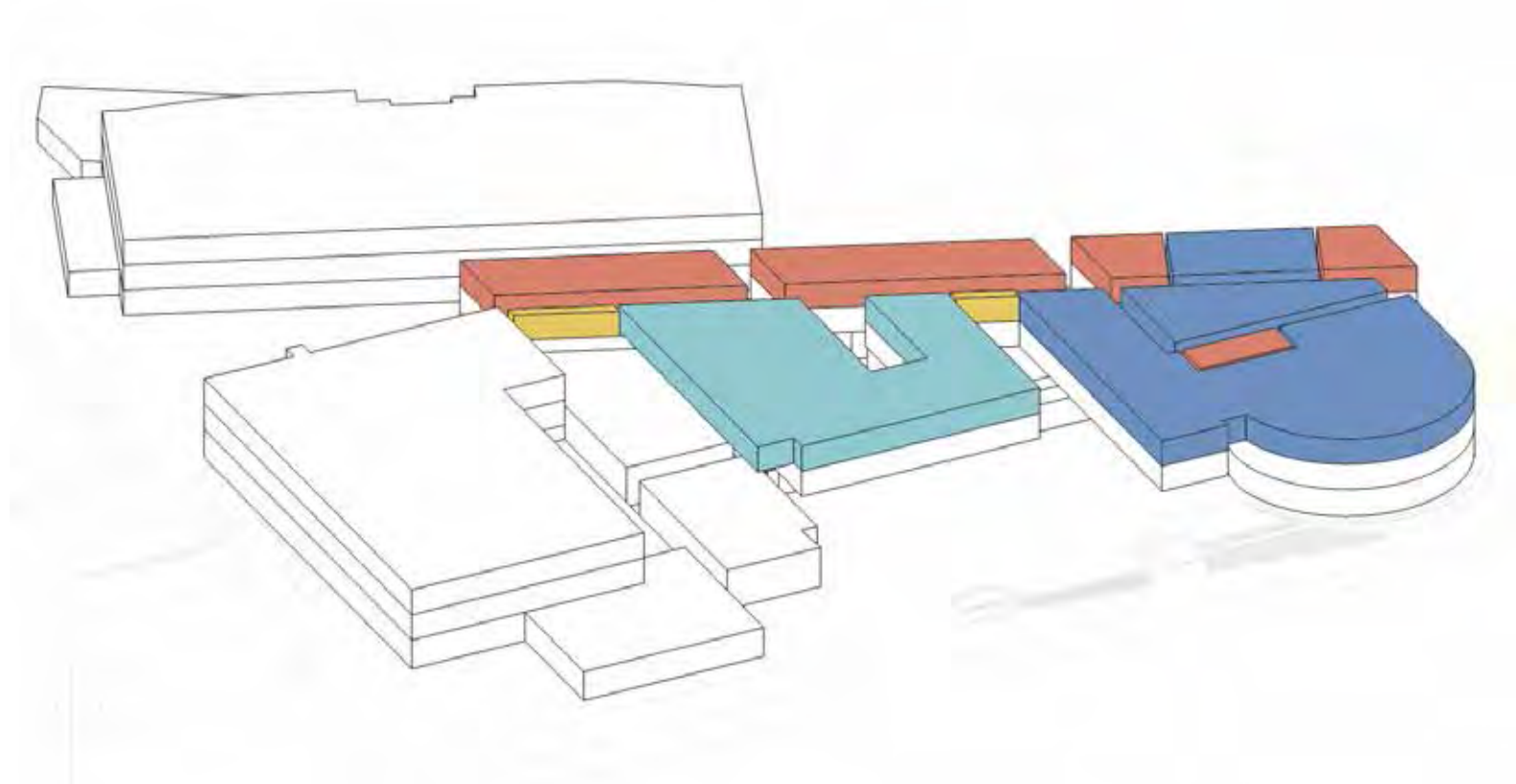
Campus Use Diagrams

- | | |
|--------------------------|-------------------------------------|
| Operations | Scalia School of Law |
| Mason Learning Solutions | General Library |
| University Life | School of Business |
| | Humane Studies |
| | Buchanan & Mercatus Centers |
| | Schar School of Policy & Government |
| | SCAR |
| | Misc. Academic Programs |
| | Building Support |

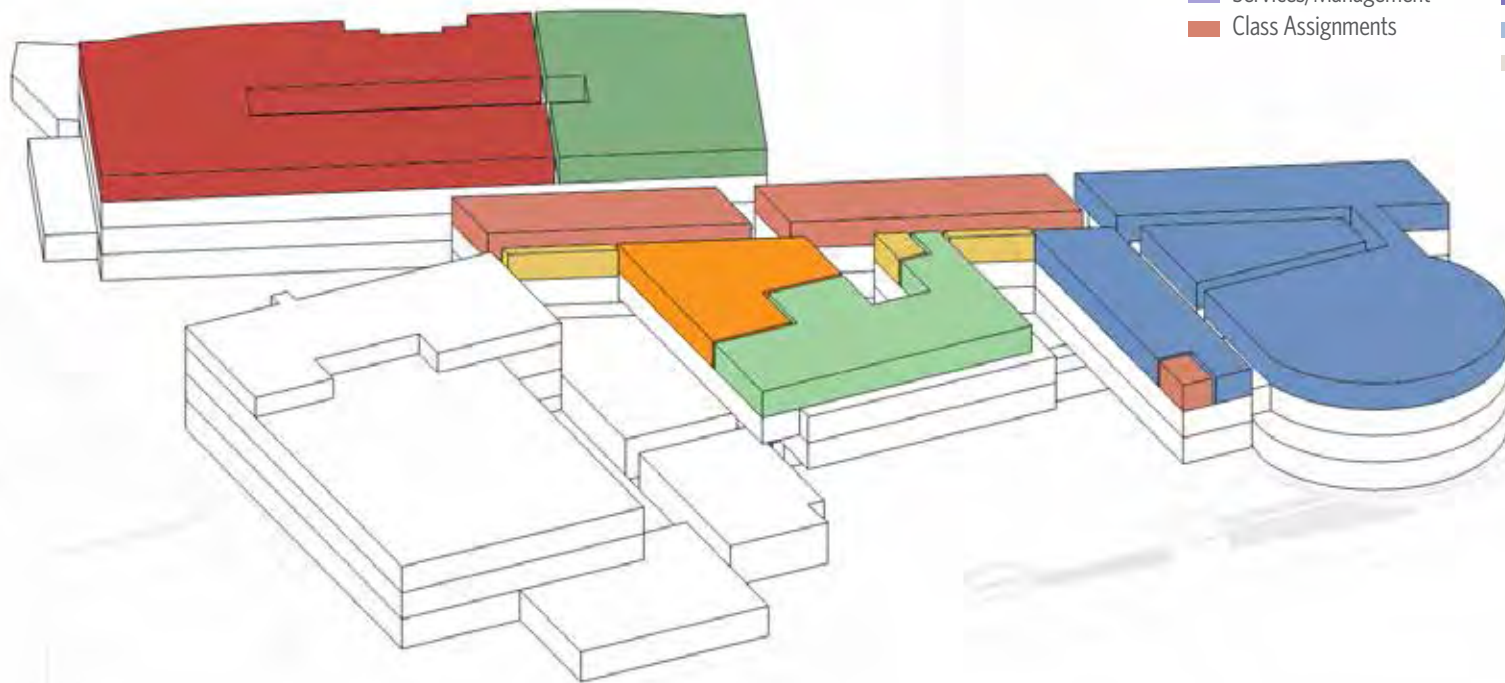


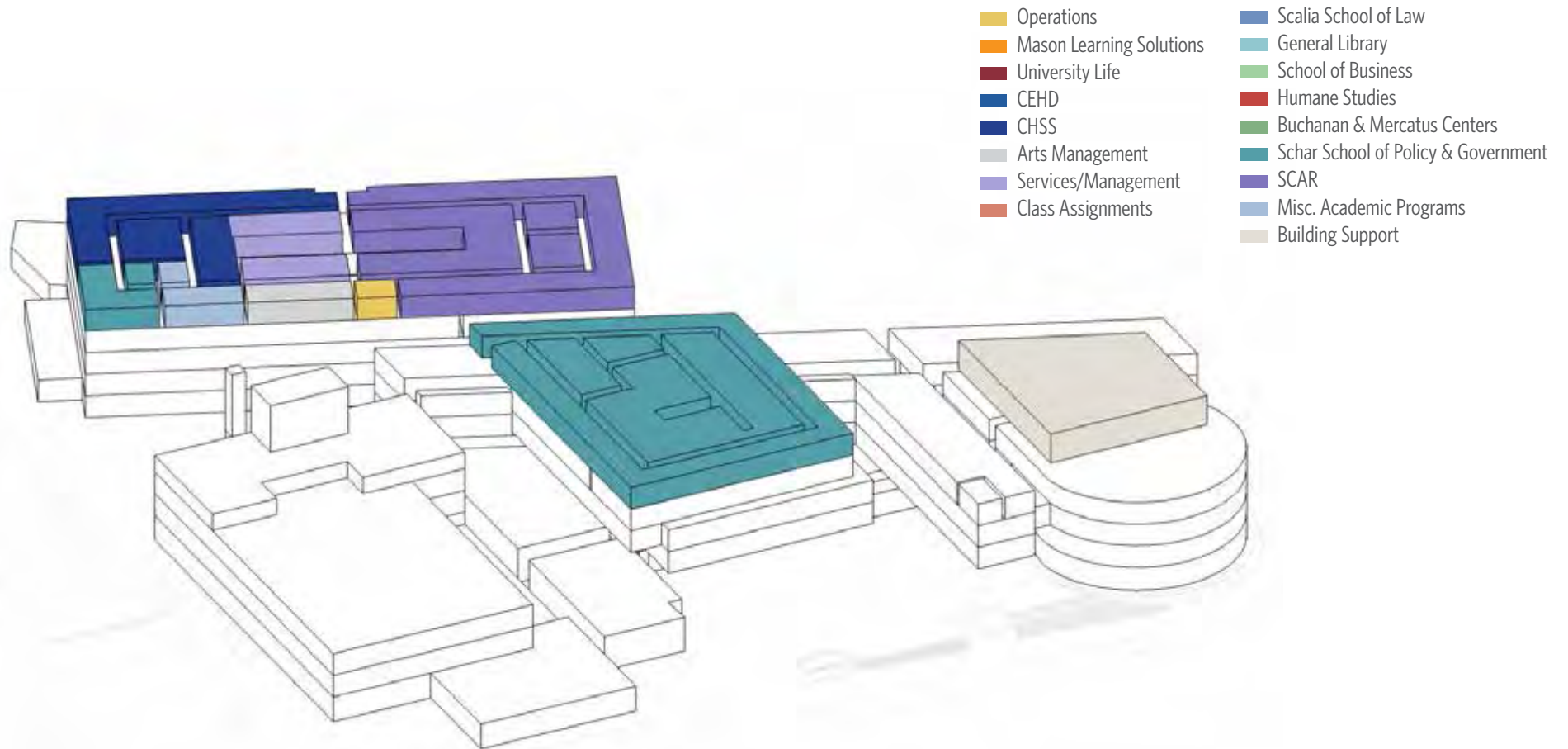


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|  Operations |  Scalia School of Law |
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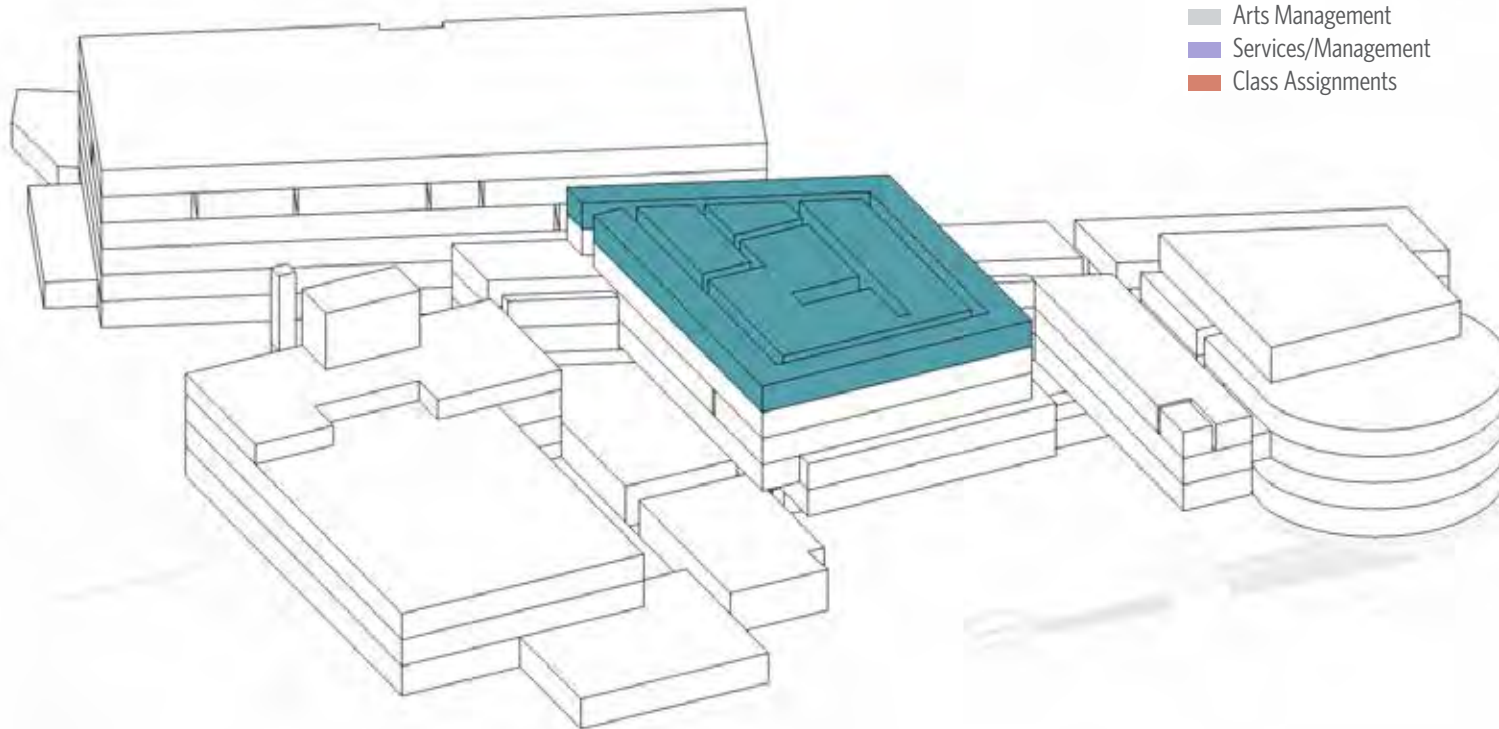


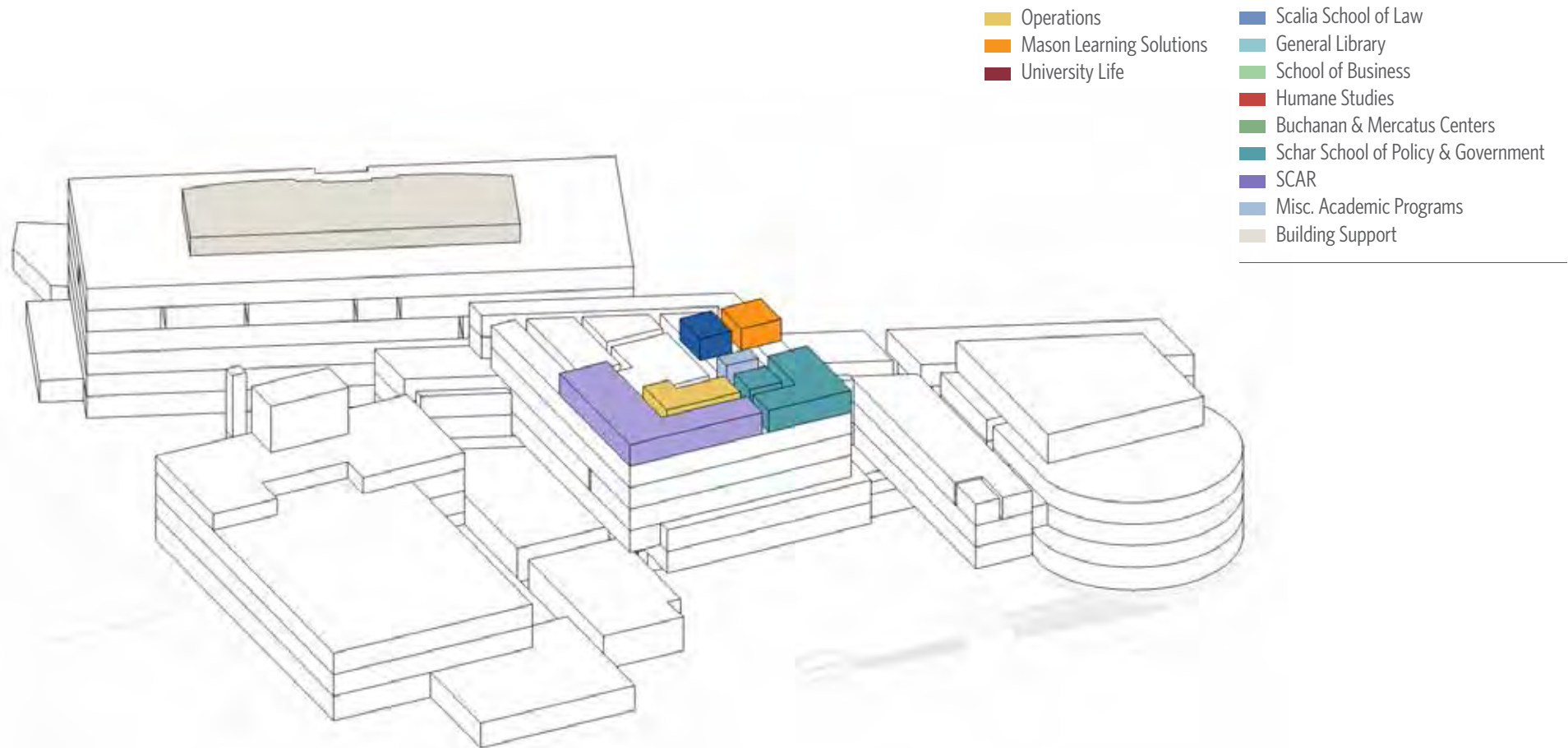
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| CHSS | Buchanan & Mercatus Centers |
| Arts Management | Schar School of Policy & Government |
| Services/Management | SCAR |
| Class Assignments | Misc. Academic Programs |
| | Building Support |



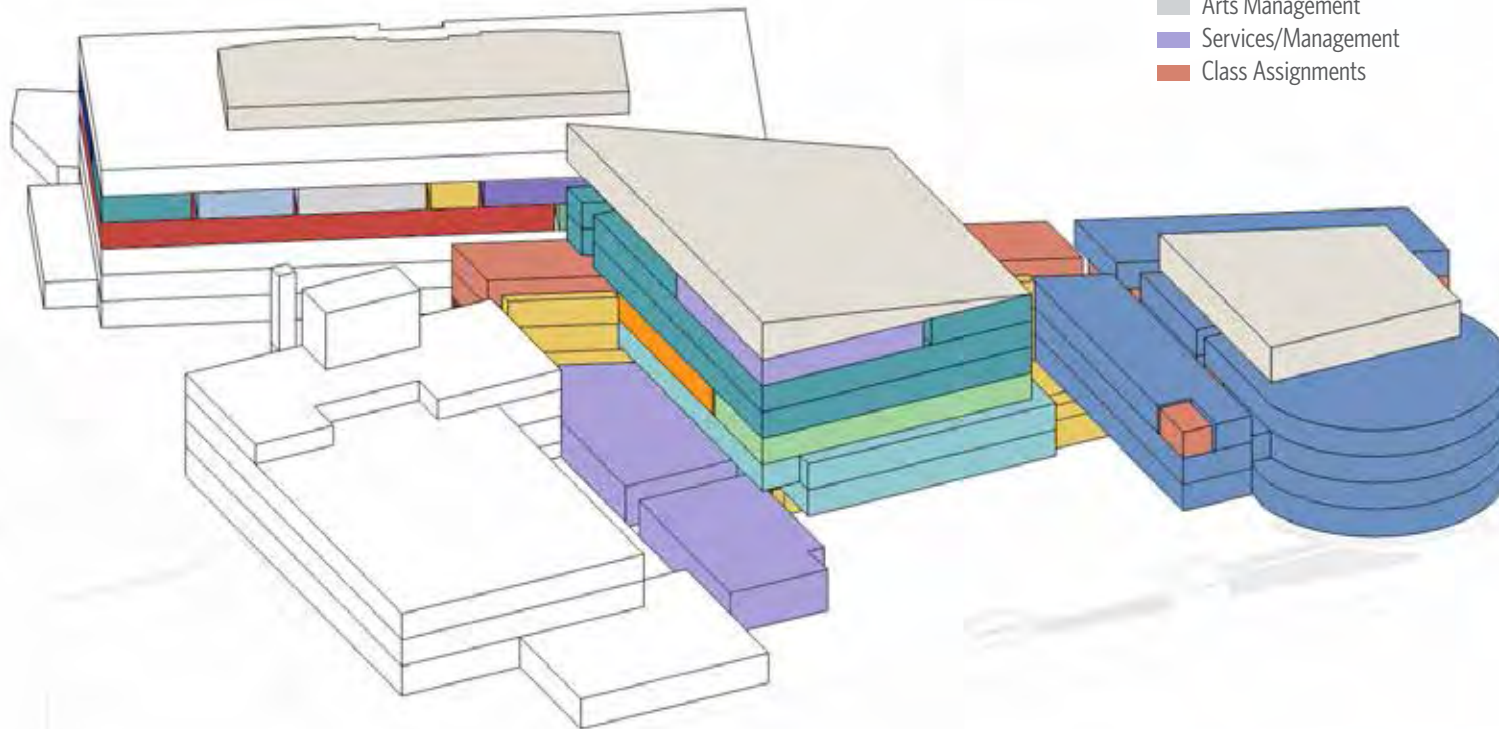


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| ■ Arts Management | ■ Schar School of Policy & Government |
| ■ Services/Management | |
| ■ Class Assignments | |





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Existing Department Use | All Levels

Arlington County Context

Presented by Victor Hoskins, Arlington Economic Development

ARLINGTON, VA



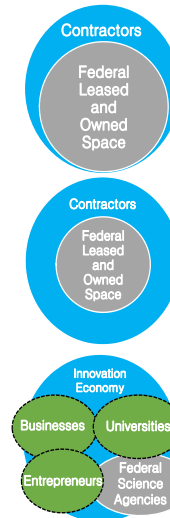
From high-tech startups to internationally recognized corporations, companies choose **Arlington** because of the in-place digital infrastructure, a vast pool of talent and the tangible benefits of being within sight of the nation's capital.



diagrams courtesy of Arlington Economic Development

EVOLVING ECONOMY






- 1. 1960s to 1980s**
Arlington as a low cost alternative for Federal agencies
- 2. 1990s to 2000s**
Attracting "value add" Federal tenants with classic contractor tail
- 3. 2010 and Beyond**
"Innovation Economy"
Federal science agencies as one driver of Arlington's economy



TOP 5 THINGS YOU ALREADY KNOW

-  **WE ARE MORE THAN A CEMETERY**
Arlington has more private office space than the downtowns of Los Angeles, Denver or Seattle
-  **WE ARE NOT LOCATED IN TEXAS**
Located in business-friendly Virginia, Arlington is just minutes from the nation's capital
-  **OUR LARGEST BUILDING HAS 5 SIDES**
The headquarters of our nation's Department of Defense is located right in the heart of Arlington
-  **PLANES, TRAINS & ALTERNATIVE MODES OF TRANSPORTATION**
With 11 Metro stops & Reagan National Airport, our ease of transportation is unparalleled
-  **BRAIN POWER!**
Over 70% of adult residents have a bachelor's degree & more than 36% have an advanced degree

TOP 5 THINGS YOU NEED TO KNOW

-  **LARGEST CONCENTRATION OF FEDERAL RESEARCH ORGANIZATIONS**
With DARPA, ONR & the National Science Foundation, we lead the country in scientific research
-  **NOT JUST A GOVERNMENT TOWN**
Home to a diverse employment base—Lidl, 1776, CEB, Evolent Health & Opower, to name a few
-  **MILLENNIALS, MILLENNIALS, MILLENNIALS**
At 40% of the population, Arlington has the highest percentage of millennials in the U.S.
-  **MOTIVATED MARKET**
Operating at a 20% vacancy rate, brokers are eager to get tenants into Class A office space
-  **LET'S MAKE A DEAL!**
Arlington County and the Commonwealth are ready and willing to discuss incentive packages

diagrams courtesy of Arlington Economic Development

TALENTED & ABUNDANT WORKFORCE

- Highest concentration of 25–35 year olds in the country
- Arlington is the most educated community in the Greater Washington region:
 - 70.2% of Arlington residents have at least a bachelor's degree
 - More than 36% of residents have an advanced degree
- Highest concentration of workers in science, technology and creative positions in the Washington, D.C. region



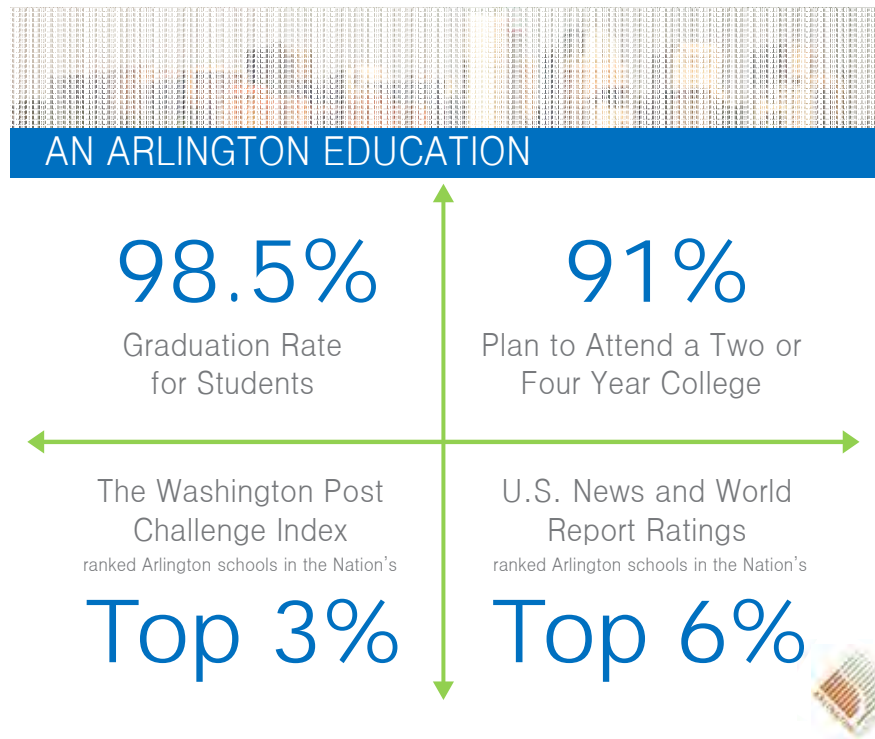
GOOD FOR BUSINESS

VIRGINIA: “BEST STATE FOR BUSINESS”

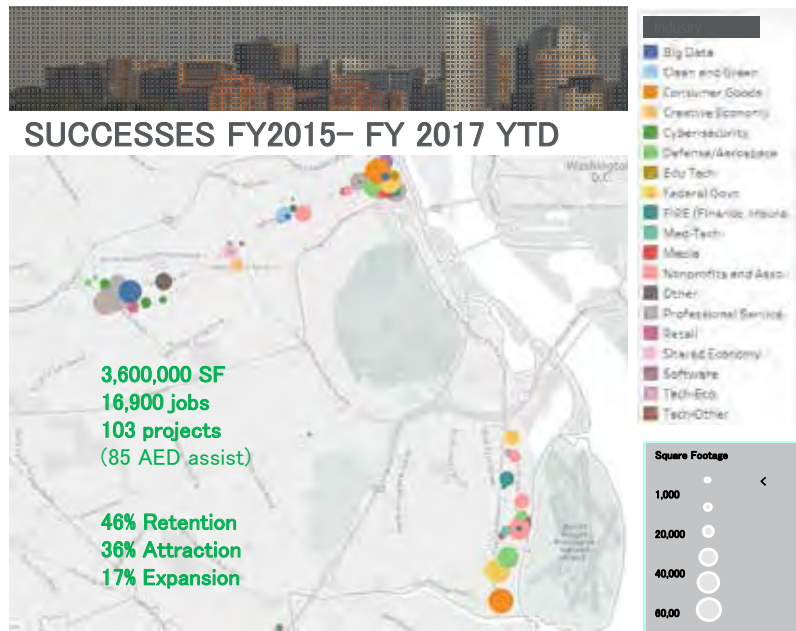
Forbes.com

- Triple AAA bond rating for 14 consecutive years
- 6.0% corporate income tax – unchanged since 1972
- \$0.73 per \$100 Workers Compensation Employment Insurance – among the lowest in the country





Diagrams courtesy of Arlington Economic Development



Diagrams courtesy of Arlington Economic Development

BALLSTON QUARTER REDEVELOPMENT



Project under construction with a projected delivery date of Fall 2018

- Public-private partnership finalized in September 2016
- Tax increment bonds issued and sold in Fall 2016
- FY18 Responsibilities:
 - Facilitate further permitting and regulatory approvals
 - Finalize bridge design and facilitate approvals
 - Monitor and assist with ongoing leasing, marketing and communication efforts
 - Assist with administration of bond servicing requirements



Explaining of Afternoon Activities

Defining the Vision

Overarching Questions



- What is your vision of success for the Arlington Campus?
What transformations are needed to achieve that vision?
- What investments are needed to make the Arlington Campus a center for leadership development?
- What partnerships are critical to the future success of the Arlington Campus?

Six Themes



1. Visibility and Branding



2. Academic Priorities



3. New Facility Needs



4. Access, Transportation and Parking



5. Fiscal Constraints, Funding / Partnership Models



6. Community Engagement

Rules of Engagement



1. Leave the org chart and titles at the door.



2. Think out loud; even bad ideas are great fertilizer.



3. Discomfort is normal and good.



4. Once an idea is out, everyone owns it.



5. Build, don't destroy.



6. Overlap between themes is "OK".

Our Facilitation Team



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Appendix D

Visioning Session Notes



Photos by Ron Aira/Creative Services/George Mason University

Mason Arlington Campus Vision Workshop Notes
Wednesday, March 8, 2017
Day 1 Full Group Sessions

President and Provost Opening Remarks

- Does not have as many residential facilities as Fairfax; how to do we increase activity and awareness of GMU in Arlington
- Collaboration and co-location will be major factors in expanding GMU in Arlington
- Research and academic capabilities are critical additions/improvements in Arlington
- Cyber security and DHS expertise is highly valuable and relevant to federal government – meeting with DHS is big opportunity for GMU

Q&A with President and Provost

- Fairfax Campus has the recognition and resources, but other campuses have the opportunity and value to do the same, which with strengthen the overall institution
- Arlington is heavily used after 4pm but not well utilized during the day
- Important to integrate students and alumni into the process as they are the experts in expanding, growing, and retrieving feedback/dialogue/ideas

Buzzwords:

- Collaboration
- Collision
- Research
- Competition

Report Out: Vision Session Breakout Groups

The notes below reflect highlights reported out by representatives of each vision session group to the full gathering, along with comments from the audience. Please refer to individual group notes for detailed discussions of each session topic.

Visibility and Branding

- Consensus around most points
- Large desire for external visibility to evoke strong Mason identity
- Exterior: Some Schools need exterior signage though not all were agreeable; how can we address student and visitor experience through signage and through onsite experience
- Interior
- Plaza: not being properly utilized; it's the "front door" of the campus – let's make it so
- Would like to make the campus feel like a destination that people want to come to

- Campus appears to present a "stay away" message rather than a welcoming one
- Schools need better internal visibility and way finding
- Building not helpful for creating "collisions"
- Larger discussion about brand within community needs to be had outside of signage/colors/etc.
- What's the identity of the Arlington campus? Is it leadership? Professional/graduate school? Is there a role for undergraduates? This question did not receive consensus.

Academic Priorities

- Priority to be part of the community through developing common, welcoming space
- Academic priorities is a much deeper discussion that the GMU team must have and determine before making recommendations
- What programs here would be better focused in Fairfax?
Many believe that undergrad students don't want to be in Arlington
- What do our student demographic or preferences look like 5 years from now?
- What is our identity? Are we graduate school or policy/graduate vs. professional vs. undergraduate – what student services must exist based on each outcome?
- Conflict of governance of space – space is unavailable to faculty and community. Must better accommodate and structure governance for these
- Mason Arlington must better leverage academics and assets, better positioning the campus for international presence and future students

New Facility Needs

- Dedicated executive level space/lounge
- Need improved technology for operations and student accessibility
- Rethink the plaza – we're not utilizing it properly
- Original building can accommodate other needs. Offer social gathering and networking opportunities, recreation/dining, residential/housing for students; flexible event space
- Cohabiting students from other schools was generally frowned upon
- Amenities or recreational facilities do not currently exist, but could be game changers for current population or future students
- Discussed renovating and demolishing original building – concern is cost and long term challenge
- Mixed use building (vertical campus) could bring interest, use and excitement

Access, Transportation, and Parking

- Pedestrian safety
- Transportation connections with redevelopment and scheduling
- Campus connections – keep in mind safety/time/cost

- Fairfax Drive Bike lane (the only one) is often blocked with cars
- Must be aware of what the future holds for transportation; how can GMU be at the forefront of innovations taking place
- Can parking have multiple uses?
- Accessibility by bike is challenging

Fiscal Constraints and Funding/Partnership Models

- Best opportunity for new financing will revolve around ability to secure partnerships
- Get creative when coming up with ways to find funding in the future
- Partner with local competing schools for direct/indirect funding and benefits
- How can we think differently for internal partnering for more efficient use; could be an immediate recommendation as it appears there is internal disagreement and silos
- How can GMU leverage currently existing partnerships
- Arlington campus might be more attractive to facilitate partnerships with military

Community Engagement

- Repeating themes from other groups
- How to use the physical barriers (real or perceived) on campus to bring people in; GMU Arlington is an active place where community members can engage and feel welcome
- Host focus groups with local business to brainstorm future retailing opportunities
- How can we make our campus conducive for millennials but also lifelong learners or elder learners
- How do you create spaces for visitors and students to collide
- Host community forum to address student housing needs on campus between community, housing industry and Arlington County
- Arlington Campus can engage with Arlington County in providing solutions to housing challenges

Post Charrette Feedback

- Notice distinction between physical campus identity through signage versus the culture of “caring” and the brand of the campus
- No one knows what is happening on the inside – how can we use the plaza and exterior to communicate what we do and that the community is welcome
- Consistent issue was the brand and identity of the Arlington Campus
- Must have guidance from leadership on what is the way forward or what is/is not on the table
- Some schools don’t want to go to Arlington and others that are currently in Arlington don’t want to leave or be bothered by inconvenience of sharing space and resources with incoming schools
- Housing appeared to be a need no matter who comes

- Cyber Security programs makes the most sense to move from Fairfax to ARL due to Arlington appeal of brainpower
- New Budget Model inhibits decision making
- Shuttle from Fairfax to Arlington does NOT currently exist and there does not seem to be a strong consensus to secure one. Commute time compared to metro still does not make it a desirable concept
- Staff/Faculty are not aware of policies in regard to renting or securing meeting/event space;
- Experience for attendees was positive
- Very important event for building relationship with Arlington County; need to renew relationships
- Inspired to reach more people in the community through communications, events, and networking

Mason Arlington Campus Vision Workshop Notes

Wednesday, March 8, 2017

Notes from Summary Presentations

Visibility and Branding

- Improve building exterior
- Plaza is an empty space today
 - Underutilized asset
 - Create sense of place
 - Feel more like a destination
- Need welcoming community engagement
- Current branding / signage is not inviting
- Inside:
 - Units need better internal identification and wayfinding
 - Improved general wayfinding
 - Lobby - underutilized asset that could be improved
- Bigger brand issues between Mason and community
- Arlington Campus:
 - Are we trying to brand campus or University?
 - What is the relationship between University identity and Arlington identity
- Branding vision: today graduate and executive campus

Academic Priorities

- Create common space to connect Mason community and community at large
- Identify current Mason programs that would be a good fit for Arlington
- Identify new future programs that would be good fit for Arlington
- Are there any programs in Arlington that should be in Fairfax?
- Undergrads:
 - Today undergrads do not appear to want to come here
 - Future 5-10 years: need targeted recruitment if we want undergrads here in the future
- Executive Education – already successful; could identify future offerings based on community, market study, nearby agencies, etc.
- Identify: Mason vs. Arlington vs. Units
- Improve / provide student services
- Need to discuss governance of space: priorities, policies, etc.
- Communication with advisory groups including Mason & Arlington, also Higher Ed.
- Student analysis of programs

Facilities

- Dedicated executive education space
- Distance education space or technology in existing spaces to support this

- Plaza - underutilized asset
- Original Building could address multiple needs
 - Recreation space
 - Dining space
 - Student focused space
 - Housing:
 - International (concern over losing students because they can't find affordable housing)
 - Graduate students as needed
 - There was opposition by some to housing that may be shared by students between universities
 - Parking
 - Renovation vs. totally new construction
- Flexible event space
 - Space for 60-70
 - Increased event space

Access, Transportation and Parking

- Current concerns about pedestrian safety at crosswalks
 - Many ways to approach campus and to move around it
- Bike access: Not safe routes from all directions
- Consider transportation connections and schedule
 - Need to consider how people get here and can they get here when they need to get here?
 - Need to coordinate transportation and academic schedule better
- Access to campus within broader community
 - How do you get from Metro here
 - Mixed use development
 - Parking
- Look for Mason to continue to be innovators

Fiscal Constraints and Funding / Partnership Models

- Real funding challenges today
- Need to understand first and second life
- Partnerships are great way to make progress when you don't have your own funds
- First and second life of building
 - Metropolitan Building example – transition from retail to Mason use
 - How do you use building initially vs. how you might use it over time or in the future
- Partner with other schools for investment and best practices
 - Residential – sharing housing between universities
 - Would this create new collaborations?
 - Would this potentially lead to students moving better?
- Seek partners that could provide direct/ indirect benefits to students

Community Engagement

- More porous connection through university
 - Showcase a vibrant community
 - Showcase what we are doing
 - Bring in the community
- Engage broader business community
- Consider millennial needs and multi-generational involvement
- Living / learning laboratory
 - Identify expertise
 - Align with both community needs and academic needs
- Provide inviting physical space for the community on campus
- Housing providers
 - Think unconventional
 - Community forum to discuss
 - Identify students' needs
- Academic units to collaborate to create multidisciplinary teams to foster community engagement
 - Would need faculty incentives
- Fairfax has town & gown – could Arlington have something similar?
- Formalized collaborations with military

Mason Arlington Campus Vision Workshop Notes**Wednesday, March 8, 2017****Visibility and Branding****What does GMU visibility mean to you?**

- Arlington Campuses visibility is zero both internally and externally. People who reside in Arlington, drive by or even come to this school don't know which departments are housed in this campus. The inside and outside signs are almost invisible. One has to go very close to read the map to identify which departments are in which floor. The signage can be improved by putting an on-the-ground sign similar to the one in the Fairfax campus placed on the side of the road. The lack of signage has created this sense of lack of communal relationship and people are not able to relate to the University because what they see is just reflective of classes.
- Community engagement is an issue and signage is just a part of it. Even though signage is a huge part of it, there are other factors that hamper community engagement activities. The GMU buildings are located higher than the street level and the open space just makes it hard for people to notice GMU. The lobby is not properly designed and doesn't encourage engagement. The boards are scattered with paper—making it very unappealing. The open space in front the building does not encourage people coming into contact. The campus' location and lack of promotion by the University has made it extremely hard for people to come. There amenities are inside the building and people would come in if they knew, but no such effort has been made by the University.
- The lobby is so poorly designed that you can pass the book store several times but don't know where the entrance is. That's because there is no signage to show where to go. The other issue with branding is that the University as a whole is perceived as being located in Fairfax which provides undergraduate programs. The advertising department is stretched between branding Fairfax and Arlington at the same time, but these efforts have fallen short to get the message out and let people know that Arlington is a good destination for graduate degrees. The University is not doing enough to market Arlington Campus.
- Advertising the University is doing in media, Metro and other places is not helping people understand where the Arlington Campus is, what programs it provides and what does it really do. We need to brand the Arlington Campus similar to what Mosaic did to attract the businesses from the Ballston Mall when it was going through renovation. Nonetheless, no matter how good a branding effort GMU does, it will not bear fruit unless people know where the University is and what it is all about. The building that houses the campus blends with the surrounding structures and without visible signage, it blends into the urban infrastructure. Of course signage is needed to make the building stand out, but the signs should be balanced in a manner that doesn't become an eyesore. However, there has to be something to show where the campus is located. At the moment, even people who reside in the community believe that the campus building is an extension of FDIC. In order to increase community members' awareness about the campus, the University should design community engagement programs to not only acquaint

them to with the campus, but also give them a sense of belonging and space for their intellectual curiosity.

- The Plaza - the space in front of the building: The space outside is not that effective. Paving tiles are blinding, there is no protection from wind, rain and snow, nor there is any shade from the sun. People don't utilize that space because there is nothing welcoming about it. Even when people do come to the campus and make it to Founder's Hall, they get lost since there are no proper and visible signs and direction to guide them where to go. People get lost and the way the Founders Hall's hallway is designed and managed, it gives the impression that the University really doesn't care what happens to the people who come to the building.
- In terms of branding - the University is not doing enough to advertise, promote and showcase its expertise, research, researchers, ideas, and achievements. Research that is done at the Arlington campus and the researchers who are recognized for their research at the community, state, national and international levels do not translate into good PR for the University. Individual research and researchers are often acknowledged, but GMU does not receive any institutional recognition because it fails in its branding efforts. If the University wants to be part of the community and the region, it should know how the community views GMU and how its image is perceived and used by them. For instance, when GMU professors receive national recognition, appear in the news channels, and/or get invited into popular shows - i.e., late night shows - the University does not utilize these instances as branding opportunities. Often, news about them is underutilized internally within the institution as well externally. Timely communication and promotion of these events and achievements can increase people's awareness within the institution and can improve the University's image externally.
- Exterior Signage and Building Design: There is no sign or something that connects the Law School with the other side of the campus. The building looks disconnected and disjointed. The way the building is designed and the lack of proper signage, capable of connecting the law school with the rest of the campus, makes Founders Hall look like a complete different entity from the Law School. In addition to the building's structure and the unappealing and unwelcoming plaza space, the University does not have a comprehensive community engagement program. One way to mitigate this is to make the campus more appealing and more welcoming, to create incentives for community members to come. Organizing thematic community engagement programs focused on social, economic, and political issues at the community, state, national and international levels, and providing food and refreshment during these programs, can greatly increase community members' interest in the campus.

When you came to the University—at what point did you feel you arrived at the University?

- You can't notice you've arrived at the campus until you actually enter the campus building. When people are coming from different directions—with the exception of one road, there is no University sign to lead you to the campus. On the one road that bears the University sign that informs you that you are at the GMU property, the sign in that road is uninviting, pale, and there is no lighting underneath it to make it more visible. Apart from that, when people are coming from the Virginia Square Metro, there is no direction and no signage to lead people to the

campus. In other universities, Clemson University in South Carolina for instance, people begin to notice paw tracks that lead you directly to the University from miles away. No such thing exists here at the Arlington campus. Hence, if there is anything that the Arlington campus lacks and needs immediately it is signage.

What is the most immediate University need in terms of branding? Should the University focus on program branding or image branding?

- If the goal is to become a major and known institution regionally, nationally, and internationally, the University should focus on promoting both. It really depends on what the leadership at the University wants. Nevertheless, signage and image branding is its most immediate need. For instance, GMU has one of the most competitive Law Schools and people are excited to come when they are accepted. However, when they arrive at the school, the University doesn't have anything bold and exciting enough, i.e., signage, in the building to match their excitement and tell them they have finally arrived at the Law School. The Arlington campus as a whole suffers from this. One way to tackle the issue of branding and promote the Arlington Campus is to develop a sign that says "George Mason University, Arlington Campus". Campus conveys the message that it is a University. When you name Arlington "Leadership and Community Engagement" it confuses people as to what the school is all about. Instead, the Arlington campus should be branded as a campus for graduate and professional students. Perhaps, individual schools within the campus can then promote their specific programs and identify their focus.

Is there a tier above the separate schools to brand the campus?

- When people hear about Wharton School, Kennedy School, Scalia School, they associate them with great people and great institutions. Maybe, it is appropriate to identify the Arlington campus by its most visible programs, but the focus should still remain on the fact that it provides graduate and professional level programs. Prioritizing branding of recognized programs can draw people's attention and pique their interests which can eventually result in increased awareness and, subsequently, added enrollment.

What would be your recommendation to the University?

- Branding of the Arlington campus is immediately needed for both short-term and long-term success of the University. It should start with more visible signage and public awareness at the community level. While the fear of the Arlington County Government's regulation of signage is fair, it should not stop the University from taking new initiatives to achieve its branding needs. The current county government is very pro-business and the University should utilize it to explore new options for increased and more visible signage.

What would be your recommendations from the discussion and the topics that need to be conveyed to the University at this point? Where the University should focus its attention?

- **Exterior improvement:** At the moment, the campus buildings bear no sign or indication that these buildings are an educational institution. The sign near the sidewalk (main entrance of the campus) is too far from the buildings and the open space between the sidewalk, the sign and the buildings give a sense of detachment and incoherence to students and visitors. This open space should be more effectively utilized, the building should bear a mounted University sign, and efforts should be made to create a sense of coherence, attachment and uniformity between the Law School, Founders Hall, the signs, and the open space (plaza) in the middle. This an immediate need requiring the leadership's immediate action.
- **Interior improvements:** New visible, attractive and friendly signs, directions, and maps are needed to help students and visitors navigate the campus and make them feel invited and welcomed as members of the institution. The Founders Hall lobby, as it stands now, is confusing, unwelcoming and awkwardly designed. Perhaps digital signs might be a possible option to help with direction.
- **Community engagement:** In addition to making the plaza and the Founders Hall more welcoming, the campus ought to focus on organizing community engagement programs on at least a quarterly basis. These programs should focus on bringing community members, potential donors and GMU supporters together, to not only facilitate an exchange of reciprocal acknowledgement of the important roles these people and the institution play in this community, but also to try to raise awareness about pressing communal, social, economic and political issues that are of mutual concern to people and GMU.
- **Centralization of new visibility and branding:** The lack of centralized effort by the University is apparent in its current promotion and advertisement activities. Different schools housed in the Arlington campus are advertised at Metro stations, emails, and in other media, but if/when folks are intrigued and they do come to Arlington, i.e., via Metro, there is nothing to direct them to the campus and no sign to show where the campus is located. Perhaps, this is because different schools have their individual promotional material, but not all of their individual efforts are made by a central authority. Going forward, delegated branding should be replaced by a more centralized mechanism in which the focus should be centered on a systematic and coherent of implementation of GMU's vision. The branding initiative should be a two-tier effort: one on the macro level with exterior signage and branding, and the second focused on interior signage, maps, and an inviting environment.

Mason Arlington Campus Vision Workshop Notes

Wednesday, March 8, 2017

Visioning Session – Academic Priorities

Strengths

- Location – proximity to DC (hegemon)
 - We are an international capital ; not just capital of nation
 - Often focus too much on our role in VA
 - Need to climb above State-School mentality
- Accessibility – access (hotels, Metro proximity to work/home, etc.)
- New campus / facilities
- Access to experts and expertise
- Focus on graduate and executive programs – identity; professional campus
- Vibrancy of Arlington
- Experience and local amenities – getting here, classes, dinner, drinks, etc. on a scale that is inviting (not really urban or suburban)
- Ability to make connections beyond academic
 - Internship connections made between students and community (student : student and community : student)
 - Career services outreach not centralized so there are focused connections
- Access to Pentagon and hundreds of thousands of military personnel who want/need continued education and/or training
- In-state tuition

Leadership

- Multi-facetted; not narrowly defined
 - Why people lead; how people lead
 - From different perspectives
- Shouldn't make it sound like other locations are not leaders or focus on leadership
- Creates some sense of rivalry
 - Foster need for identity
 - Different branding and name recognition by unit that is different than on other Mason campuses
 - Example of bookstore: here every shirt says your unit; Fairfax everything is generally Mason
- Mason is better because we are all here
 - We are George Mason University first
- MLS does leadership development for private sector and professionals already (easily accessible – see notes above)

Challenges

- Need to elevate the Arlington campus within Mason portfolio and community
 - Right now when you say Mason – people think Fairfax

- Can't assume millennial population is an equal asset to all programs
 - Millennials aren't typical undergrads
 - Millennials not typically in the executive cohorts
- Plaza not dynamic enough – missed opportunity
 - How might we use this to showcase Mason and what is going on here?
 - Transitional space
 - How can we feel like an urban village on the campus grounds as well?
- Schools existed before Arlington existed – most started in Fairfax
- More competition to get students, even between units
- Currently we are not set up for collaboration
- Transportation – traffic
- No University housing or similar
- Costs (housing, parking, etc.)

Flow from undergrad programs to graduate programs – may be smooth transition or more enticing to stay on one campus (Fairfax) between grad and undergrad

Vision / Opportunities

- Connecting better to Arlington community
- Great high schools – programs for Juniors/Seniors to engage here and transition; learn about Mason
- Executive education
- Lifelong learning from high school to college; college to grad school, PhD/executive; Encore Learning
- Significance of people who already walk through our doors (who we may not even know about)
- Managing opportunities with veterans and military personnel
- Career fairs as opportunities for collaboration between units
- Better sharing of information between units (right now have to individually look up each unit to find out about them)
- Open to more collaborative opportunities
- A shared space like coffee bar, or similar to create collisions
- Increased University Life
- Executive training for FDIC and other agencies nearby
 - Beyond events
 - Market demand for programs
 - Cohort based programs where there is interest

How can we make units here more successful is different conversation than what else might we want to see here

Social work would be a great partner with SCAR. Other combined program ideas?

Grad and Undergrad

- Feeding undergrads into grad programs
 - Accelerated Master's – could upper level undergrads spend a day or two a week in Arlington to feed into these programs?
 - These connections between undergrad and grad are key, whether within unit or between units
- When options presented here and also at Fairfax no one signs up
 - Random course opportunities without sense of community doesn't work
- Need to advertise these programs/ opportunities as unique and special opportunity
 - Takes a lot of work to coordinate such programs/efforts and to successfully advertise
- Don't think undergrads want to come to Arlington – not college experience
- Need all of the student services on campus here to support undergrads (financial aid, robust university life, advising, etc.)
- Business School says they have interviewed students who say if they had to come to Arlington all 4 years or even upper 2 years, they would not have chosen Mason
- Mason undergrad students are not typically looking for the same thing a student who applies to an urban campus is looking for
- Need truth in advertising – be honest about what time undergrad students would spend on a campus other than Fairfax from the beginning
- Provost – keep an open mind about undergrads
 - Not an either / or
 - Fastest growing undergrad populations are on urban campuses
 - This generation and next may have different views on urban opportunities
 - Mason's students are not typical undergrads even on Fairfax Campus

Energy, Density, Increased Collaborations and Engagement

- More focused executive programs
- Affordable student housing
 - Undergrads
 - International students
- Global affairs would be great synergy with programs here and location
- Place to gather on campus
 - Large spaces; meetings spaces
 - Coffee shop
 - Sense of place to hang out, socialize, work, collaborate
- If we created a strategic plan and recruiting strategy to attract students who want to be in Arlington
 - Have we plotted out where our future students will come from?
- Would like a culture where you walk out of your office and see someone – not the case now

Office sharing as a means of capturing real estate

- To foster collaboration

- To capture critical real estate we don't have otherwise – efficient use of space
- Kim gave example of pilot in Faculty Development Suite with even Provost level people sharing

Business School doesn't feel they can function divided between campuses

- Say they have seen no successful models elsewhere

Next key steps to address academic priorities

- Create a common space for students, faculty, staff to gather
- Increased partnership and sharing of information between units
- Identify programs that exist already that could benefit from Arlington Campus location
- Identify new opportunities or programs that we are not yet doing that would benefit from Arlington location
- Identify what programs located in Arlington would be better off in Fairfax
- Consider students of tomorrow vs. students we know today
- Market study
- Look across programs to identify graduate programs that could then foster executive program, next step offerings
- Identify synergies between existing programs
- Schedule regular meetings between units to share information
 - May not need forced events or meetings if we have a desirable space for people to run into one another
 - Example of bistro/ buffet
- Identify critical infrastructure needs
 - Facilities
 - Services
 - Other
- Need space governance conversation
 - Prioritization of space
 - Allocation
 - Policies

Mason Arlington Campus Vision Workshop Notes

Wednesday, March 8, 2017

New Facility Needs

What do you think you have now that you are not using to its fullest potential or capacity?

- Hazel Hall restaurant / dining facility – there is not enough demand to have two restaurants open on the campus and, from a retail perspective, there is not enough demand or location is not good enough.
 - If folks have time they are going to go elsewhere that is “buzzy” or has an atmosphere
 - Desire for better food space but you have to have the population to support it
 - Cannot get a retailer (feasibility – discussion set aside for now)
- 7th Floor of the building
 - The physical construct of the floor is not optimal. It was designed as a TV studio and there are a lot of small rooms that don't work for anything else
 - LS space has not been utilized since they moved out
 - TV studio is underused
- The plaza is a barrier – barren; there isn't a substantial community area
 - There are so many issues with usage of the plaza – weight, noise etc.
- Library meeting rooms are difficult to reserve so people don't reserve them
- Washington Boulevard “Front Door” is not people-friendly
- Original Building – consider both the existing structure and dirt the structure is on
- George Mason boundary presence
- Childcare

What is missing for existing programs?

- No student centered area – with atmosphere
- Flexible event space – that can be broken into multiple parts
 - Specifically, medium sized space is missing
- Space that is executive and professional-friendly
- Large scale housing facility to deal with the graduate needs
 - International student housing (dedicated)
- Executive Education level lounge
- No facilities to promote well-being and health (gyms)
- Expand web-casting facilities and flexibility to participate without being here in Arlington
- Services executed in a timely manner (Support Services – HR, Registrar, Keys, Sign Shop, etc.)
 - Most basic support services are at Fairfax
- Current lobby does not function as a student center
 - Looks like an airport – no true student center
- No faculty space
- Childcare

What is the desired interaction between faculty and students and is it being accommodated now?

- There is no natural location where these “collisions” can happen
- There aren’t resources to provide for everyone – students, faculty, etc.
- Idea suggested was to create a senior / student living center such as “blended housing”
 - Dining, classes such as lifelong learning, etc. – might many find this lifestyle appealing?
 - Business center? Collaboration space? Incubator?
 - Ultimately, space for more collaboration and cohabitation

How would this list change if we increased undergraduate population?

- Flexible classroom space
- Undergrads – are there enough things to reach a critical mass for them to make the trip?
 - They would need housing, dining, student centers, teleconferencing – all things that support traditional student experience
 - Many in the group adamantly feel that undergraduates do not fit with Arlington

If the graduate enrollment grows, what do we need in addition to what we’ve already talked about?

- Distance learning
- Special population needs – military, executive education
- Conference center / executive education exclusive space
- Flipped classroom space geared towards executives
- Collision space on the ground floor

If Mason were to build a new building, what advantages would you see if it were not exclusively Mason?

- Sports plex?
- Student housing? Could it be shared with another university? i.e., VT or Marymount?
 - Why would we make it easier for them? Some concern expressed
 - Microhousing or microunits?

Mason Arlington Campus Vision Workshop Notes

Wednesday, March 8, 2017

Access, Transportation and Parking

How do you access parking? (votes per workshop group)

- Drive: II
- Walk: I
- Personal bike: I
- Bikeshare: II
- Carpool: I
- Car 2 Go: I
- Metro: II
- Bus: I

Bike/pedestrian issues

- Pedestrian crossing safety
- Student jaywalking
- Fairfax drive as a pedestrian mall?
- Narrow sidewalks in areas
- Kenmore Street crossing in front of building continues to be a problem
- Curb cut in the middle of the plaza near the chicken place, but it’s a state road so working with VDOT etc. is needed
- East-west bike issue with frontage in front of plaza, being used as a drop off area so the bike lane gets blocked off
- Can we expand to the south where the car dealership is? If so, we need to find a way to connect the two sides of the street
- No bike lanes on Kirkwood, Washington, or Monroe. The only one is on Fairfax.
- Bike rack outside building is full at peak times. There are some in the garage – maybe they need to be advertised more. A few more are being installed, especially near Hazel Hall side of the plaza
- Inadequate north-south biking accommodations
- Better street/pedestrian network (adjacent to FDIC) to break up mega-block

Driving/parking

- People are driving more because they’re worried about Metro because of Safe Track program
- Parking for garages isn’t the same, but for the general surface parking lots, need to make this more clear?

- No grid from Clarendon causes speeding, confusion
- The access is good once you know how to get to it. People have trouble figuring out where the parking is. A site plan has been developed for wayfinding. Multiple owners along the alley cause problems.
- Faculty often have to park on the street. One has to pay for it herself when she doesn't have enough passes. There's a lot of street parking near the church during the day. It's full at night
- 577 parking spots
- Challenge: Mason doesn't operate the Metropolitan garage
- Parking facility should be flexible to have a different use in the future and can be converted
 - Work with Business School who is partnering with the Engineering School to look at flexible parking?
- How do you design parking to work with driverless cars?
- Good street parking
- Use technology to help find existing parking vacancies
- HOT Lanes will cause issues

Public transportation

- We need a safe and reliable metro. The region is dependent on it.
- Transportation is a blockage for students to move back and forth across campuses.
 - 7 GMU shuttles per hour provided to Vienna Metro
 - 15 trips an hour for the CUE bus, but a lot of people don't take it. Need to draw attention; takes about an hour to get between Fairfax and Arlington
 - 66 construction will have a large impact
- Having Business School coming here will impact what's needed
- Multiple shuttles going off campus from Fairfax
- Can't grow undergraduate program here without a really strong connection to Fairfax campus
 - Potentially have classes here only Tuesday-Thursday?
- How do you market the options to all of these new user groups? Instead of building a new service, is it better and more cost effective to improve ridership on current services?
- Break it down by whom we're serving
- Thresholds:
 - Make it as seamless as possible – people need to know how to get it, if it drops you off on campus where you need to be, etc.
 - Timing of classes vs. Metro's peak hours and when you want to get your students back and forth
- Need to feel safe, predictable, and comfortable
- Reimburse Metro costs
- Uber? Lyft? Car pool services?

Built environment

- The buildings have screens with real-time transit information
- Plan to develop American region side?
- Need more density. "Age in place" housing. Opportunity for development partnerships?
- MMA – Team of student volunteers to help do outreach to publicize transportation options?

Mason Arlington Campus Vision Workshop Notes
Wednesday, March 8, 2017
Fiscal Constraints & Funding Partnership Model

Open exchange of ideas - What are some of the opportunities?

- Dean is CEO of his/her College or School. Two things: one—continuing drawbacks. Reduced funding. Internal environment—do I protect what I have or do I reach across schools? I'm faced with a fiscal environment that is constraining. Dealing with a new budget model; based on having schools that are independent to make fiscal decisions. De-centralizing budgets. Education model wants to see cross-collaboration. How do I recruit and keep top faculty? Can't compete with GW and Georgetown. Need to concentrate on human capital; if we don't we have Brasilia. What types of tools and relationships can we get? How can we invest together? What are partnerships that can show strength of partnerships?
- We need to figure out other ways to do what we need to do and leverage other money. It's all about partnerships. What do we want to do, when we want to do it? What are partnerships that we already have?
- Could we go with a public/private partnership where the private group uses space during the day and we (GMU) use it in the evening? Maybe hotel? Use higher level floors that are generally used for offices or corporation. Partnership will leverage the public/private model. Mixed use space.
- Continuous learning community. Encore learning environment. We use classrooms in the daytime. There may be a perception that space is not used during the day, but that is incorrect, space is used during the day.
- Could one of the schools partner with the DOD to provide courses? Use GMU facilities. Mason Learning Solutions. Federal partnerships are an option.
- Vision is leadership. Grow undergraduate populations to use existing space during the daytime. What robust experience could be offered? Could there be a partnership with an apartment building for residence for undergraduates? Could partnerships be forged with gyms? Are there opportunities to partner with food vendors? Currently, we have very limited food opportunities at the Arlington campus.
- Original building—food vendors on bottom. Students go to classes in upper levels.
- Can we partner with the other schools? How are other schools generating revenue per square footage? We don't have to invent everything here, we can steal from other schools.
- Collaboration opportunity with other schools.
- The City wants to be like Mosaic. Need incredibly charismatic people/leaders. The City wants to bring itself to a different level. Need amazing leaders to make the changes. Contract with someone like this.
- What about NOVA's presence in Arlington? Maybe leasing a block of classrooms to NOVA during the day. In addition to Encore Learning, maybe also bring in NOVA. Those students could then transfer into GMU.
- In the short term you build more space than you need. How do you grow into the space?
- In Arlington you can't just build a building, difficult to get revenue. Metropolitan building is an example. It's been a fiscally challenging building. It took ten years to not be concerned about that building's financial status. The retail faces nothing. We have a vacant space we can't get rented. As a Foundation we would've preferred just office, but Arlington requires retail as well.
- Lessons need to be learned. What students want matters, location matters. You ignore it at your peril.
- We don't have to restrain ourselves with Arlington County. If we build a market (like students) we can make a case to Arlington.
- Doctorate in Informatics. Why isn't software in IT being patented? Hybrid degrees. Create Hybrid programs. If you got something that was patentable to DOD then you get excited students. Teachers will accept a lot less money if their work is patentable. This also excites corporations. Students from multi-disciplinary areas are more appealing to corporations. I invested in sports psychologists and assisted them in getting through March Madness last year. I want to find all of the scholarship athletes and give them business skills since they won't go pro. I started to ask a realtor what properties I can use for training over the weekend. We videotape students and feed it to corporations who want kids with those skills. The general thought is if you get a corporation like me to invest and a need to do weekend training you could develop a partnership. I would let you use the building at 60 cents to the dollar. There are a lot of traditional ways kids go to college; could blend informatics with leadership groups. Big data approach to identify opportunities to students.
- We need to find developers, others to take the risk. You can't give up all the risk because you give up control, but this is a 20 to 30 year process. Need to use other people's money.
- Partner identification process. Something systematically needs to be done. A more efficient allocation of risks. Human capital can also be a risk.
- What is the ideal partner? Depends on academic priorities. Model would be Deloitte building—mixed use. If leadership development is what we're going for then that is what we would go for—living, offices, training. What kind of combination would make sense for us? Probably need a public/private partnership.
- University doesn't want to take on a significant amount of debt.
- Difference between P3 and donors? Demands are operating and capital costs—current and future.
- Are we looking at space strategically to help build donor base down the road? We could host some space for incubation—that's the longer term space for investment.
- This area of Arlington has more hotels than meeting spaces that are full. Very few meeting rooms in proportion to hotels. Plenty of office space during the day. Not much meeting space available during weekend. Create a fit factor for the ideal partner.
- Look at internal partners. Leverage what we have. Space planning usage. Internalized leasing model. Charge back model.
- Downside is you can't use space 24 hours a day even if you're paying for it. Some schools have more money. Some can charge more. I can't run an executive program and charge more without a facility upgrade. Can units collectively bid? Leave units to figure out for themselves. University is aware of finances so they can control over-bidding. It is not simple, but it is a start of a conversation. It is not a line of conversation we have engaged in yet. In this area we have to go with mixed use.

- Long term goal for this to be a campus—you don't want "SRA" on this campus. Incubators would be fine.
- If we're going to develop this as a leadership campus then we want companies present and a partnership.
- If a law firm wanted to rent the Original Building then law students could intern. University needs to be able to tap into private companies. Depends on who is looking for the opportunities. Partners who provide money and direct/indirect benefits to students.
- Volunteer Tom for everything.
- We have partners like KPMG. If we can serve them and the GMU mission then it is a win-win. Structure for a partnership.
- Mining current partnerships. What is the role of the development team? What about career services?
- Role of Development Team
- Career Placement Team
- Advisory Boards (One Board is dedicated to real estate)
- One extreme: GMU owns real estate/owns everything and leases, with external partners
- Other extreme: private industry owns
- Every department is a profit center
- What is good for GMU all together? Everyone pays a piece for services.
- Are we taking best practices from others or are we making our own?
- We can learn from peers: follow the right person you might get lucky.
- Partnership is learning from those who came before.

DOTS

- Let's use other people's money
- First life, second life with Metropolitan building as an example
- Partner with other schools
- Best practices with other schools
- Partners that provide direct benefits to students
- Internal partnerships

Mason Arlington Campus Vision Workshop Notes**Wednesday, March 8, 2017****Community Engagement****Current engagements**

- We get listservs for ongoing events, helps keep GMU in mind with the community included
- We have the DMV
- We feel informed about what's happening with the building
- Having academic programs actively contribute the academic manpower to community programs

What we need to further engage

- How do we work together with other institutions? "Arlington tech"; follow-up: connecting with all levels of education; even businesses
- Do more work to have more students from other levels to use the Mason library
- Help the parents that are also Mason students prepare their children to come to Mason
- There are no spaces available? Interjection: the space here is open – then, the question is how do we allow the public to know the space is here
- Bring existing programs from Mason to synergize with local County programs. Interjection: the space is open to be used by local organizations that belong to list maintained by the County
- Arlington can be utilized as a laboratory for the scholars at Mason
- How might we provide more housing that's available?
- How can we holistically use the total space in Arlington?
- How vibrant can we make the public space if we get other entities to take part in the programming?
- In the face of further engagement, how do we maintain safety?

Specific Ideas to engage

- Establish forums to provide better practices
- Add value to the spaces that can be available: adding facilities, functions, etc.
- Maximize collaboration between Mason entities and public entities
- Fully utilizing the spaces that are available
- Start working with local businesses and land owners
- Allow future developments to be integrated with local businesses with more vibrant use: more picnic tables! And public arts!
- Having the community take part in designing the public spaces to steer it in a direction
- Develop a set of ideas to present to the County

- Maintain the convenience for students and faculty to prepare for class: technology, food, parking
- Have businesses have an input in the curricula, so have the businesses identify the skill gaps and connect with academic programs
- Housing forums to show the need and enhance visibility and communicate difficulty in getting housing
- Building a Mason central ambassador to source opportunities for students
- Have the civic organizations help keep an eye out for the topics
- Establish non-academic support for local communities

Stakeholder discussion

- Broader business engagement
- Newer generation (millennial support)

Establishing timeframe for engagement

- Short-term engagements
- Long-term engagements

Mason Arlington Campus Vision Workshop Notes

Thursday, March 9, 2017

Day 2 Notes and Audience Dialog

Visibility and Branding

- A job takes as long as you allow it; can we shorten immediate time frame from 0-1 year to 0-3 months; there needs to be a sense of urgency
- Did HDR/GMU discuss sense of place or GMU Arlington being the center of the Virginia Square neighborhood?
- How do we make VA Square Metro stop the Mason Metro stop
- Are recommendations solely for Founders Hall or all buildings in Arlington? (Response: all buildings)
- Metro will be changing signage after conclusion of Silver Line, therefore that would be ideal time to request changes

Academic Priorities

- Elaborate on “academic urban campus”
- Less about programs thinking about themselves, but more about leadership taking and promoting strategic plan.
- Term “leadership” did not appeal to target audiences based on opinions and studies from several years prior
- One individual did not hear the idea of all School of Business moving to Arlington
- Need to add community and lifelong learning information/recommendation to slide or recommendations
- Will or how can feedback be provided regarding the direction of the Arlington Campus and how it is branded/represented
- There was no resolution to School of Business or which School would relocate
- Academic Priorities does not seem as focused on academics as it should

New Facilities

- Is there a quicker solution to the recreation center need?
- Some recommendations were not placed where expected from a category standpoint; 5-10 years is on target, however 0-1 and 1-5 year time frames are choppy
- Addition to immediate request: could access be granted to first floor Metropolitan Building for recreation
- Great wall of construction – want to make a change? Get involved now. Don’t want to make change in the physical footprint of the campus, then wait a while
- TV studio exists on 7th floor

- If Washington Blvd. becomes the Main Street of Arlington, GMU needs to be involved at the forefront of that conversation in order to avoid disadvantage of that road being at the backside of the Arlington Campus

Transportation

- Transit screen currently exists in the building

Fiscal Constraints

- If Mason doesn't move quickly, it sounds like the rest of the area will be developed before we get the chance to make a change/make an impact

Community Engagement

- How can we better integrate the recommendations to best fit with the needs of the students
- Accessory housing/supported living/innovative housing needs
- Mason needs to be a full member of the Ballston BID in order to realize better relationships for retail
- Community Engagement should be integrated in all other topics rather than its own individual conversation
- Wifi is highly desired and absent resource. Ballston BID has played large role in providing WiFi in Arlington
- State mandate requiring "for credit activity" is setting up "perfect storm" to pit academic priorities against desire to serve and connect with the local community

Initiative Discussion

- Difficult to consider moonshot questions and who we will be in 30 years when we don't know who we are now

Future Development

- Do you foresee private development happening near North Side Social or near the parking for the church
- Can you build a one story structure or glass enclosure over the plaza
- How can Mason develop housing partnerships in the local community

Potential Implementation Hurdles and Risks

Audience and attendees were all in agreement that the risks/hurdles listed are valid

- Risk and opportunity to change – the culture of endless change could inhibit ability to be successful though we need to be agile and flexible for future and unknown possibilities
- Need to think more global as a campus
- Need to avoid being redundant with what the local community is planning
- Issues of branding (specific schools like Schar and Law schools) would be hard to reverse considering campus as a whole
- Overreach of authority from Richmond (Northern VA vs the rest of the state)
- Fear of the unknown and not knowing what we don't know (distance learning, changes in technology)

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VISIBILITY AND BRANDING



Arlington is currently identified as a professional/govt campus - one concerned about their profile and what they will do to enhance image/profile/branding of the campus.

- 1. VISIBILITY (IMPROVED SIGNS/IDENTIFICATION)
 - DOES NOT LOOK LIKE A CAMPUS BUT DON'T OVER-SIGN (EXTERIOR)
 - BLDG INTO ID (EXTERIOR)
 - CONFUSION WITH FDIC (EXTERIOR)
 - INTERIOR IDENTIFICATION FOR SCHOOLS IN FOUNDERS
 - INTERIOR WAYFINDING (YOU ARE HERE MAPS)
 - ATTITUDE TOWARD WAYFINDING IS LACKING
NOT A FEELING OF CARE BY THE UNIVERSITY
 - ARLINGTON CAMPUS DOES NOT FEEL WELCOMING
 - SIGNAGE IS NOT A FIX-ALL; ISSUE IS LARGER THAN SIGNS (INTERIOR/EXTERIOR)
 - PLAZA IS FELT TO BE WASTED SPACE/UNWELCOMING
SYMBOLES COLLISIONS
 - CONSIDER ENHANCING RETAIL TO DRAW
IN MORE OF THE COMMUNICATION

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1

VISIBILITY AND BRANDING



- SIGN POLICY REVIEW / POLICY IMPACTS ON
ACTIVITY, VISIBILITY, SENSE OF PLACE
- IMPORTANT TO SEPARATE FROM FAIRFAX
INDEPENDENCE (BRANDING)
- ARLINGTON CAMPUS NEEDS INDEPENDENT BRANDING
- UNIT BRANDING IS OUTPACING UNIVERSITY BRANDING
- MOSAIC IS AN EXAMPLE OF MENTIONED
- REPRESENTATION / VISIBILITY FROM ALL SIDES
- STAND OUT WHILE BLENDING IN (MAXIMUM ALLOWED)
- "GREEN UP" THE PLAZA, BUILT IN SEATING
DIFFERENT PAVERS, SHADE,
- UNIVERSITY PROGRAM / DEPT WAYFINDING

②

1

VISIBILITY AND BRANDING



- SIGN POLICY REVIEW / POLICY IMPACTS ON ACTIVITY, VISIBILITY, SENSE OF PLACE
- IMPORTANT TO SEPARATE FROM FAIRFAX INDEPENDENCE (BRANDING)
- ARLINGTON CAMPUS NEEDS INDEPENDENT BRANDING
- UNIT BRANDING IS OUTPACING UNIVERSITY BRANDING
- MOSAIC IS AN EXAMPLE OF MENTIONED
- REPRESENTATION / VISIBILITY FROM ALL SIDES
- STAND OUT WHILE BLENDING IN (MAXIMUM ALLOWED)
- "GREEN UP" THE PLAZA, BUILT IN SEATING
- DIFFERENT PAVERS, SHADE,
- UNIVERSITY PROGRAM / DEPT WAYFINDING

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VISIBILITY AND BRANDING



- INTERNAL COMMUNICATIONS / BRANDING
ELECTRONIC COMM IS NOT ADEQUATE
- DIGITAL SIGNAGE / USE OF DIGITAL SIGNAGE FOR EVENTS, NEWS
- DISJOINTED ARCHITECTURE (HAZEL, FOUNDERS, ORIGINAL BLDG)
- PLAZA USAGE FOR EVENTS; OVERCOMING OBSTACLES OF THE ARCHITECTURE + POLICIES OF USE (NOISE)
- ≡ AT POINT DID YOU FEEL U ARRIVED?
- LOBBY (FRONT, REAR) FH
- OFFICE (METROPOLITAN BLDG)
- PAVEMENT DECAL
- HAZEL HALL LETTERS (PED TRAVEL)
- ILLUMINATE LETTERS
- ? • VA SQUARE PATHWAY TO CAMPUS LACKS TRAILBLAZING / WAYFINDING

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VISIBILITY AND BRANDING



- TRAILBLAZING (UNUSUAL / PED)
 - FAIRFAX CITY CONCEPTS
- 20-30 VISION RECOMMENDATIONS
 - GOAL SPECIFIC - WHAT IS THE GOAL? •
 - LAW SCHOOL GOAL (TO MOVE UP RANKINGS)
+ BLDG MTD SIGNAGE;
 - UTILIZE "ARLINGTON CAMPUS" OR
 - GRADUATE, LEADERSHIP, PROFESSIONAL DEV.
(VAGUE ↑)
 - INTERNAL MARKETING VS ACTUAL NAME
SCI + TECH PRINCE WILLIAM
 - GEOGRAPHY, MISSION, PROGRAMS
 - UNIVERSITY FIRST OR INDIVIDUAL SCHOOL?
HIERARCHY
 - GRADUATE / PROFESSIONAL PROGRAM VS UNDERGRAD

1

VISIBILITY AND BRANDING



- UNIVERSITY NAMING / BRAND WHILE PUSHING
INDIVIDUAL PROGRAMS
- Rec - BRANDING OF THE SCHOOLS (IN THE IMMEDIATE)
 - MOVE FORWARD W/ UNIV BRANDING IRRESPECTLESS OF
COUNTY REGS & GUIDELINES
- - COMMIT, DO-IT-NOW
-

2 ACADEMIC PRIORITIES



ASIA American Bar Association requires the law school use 5-10% for law related activities only. Otherwise all standards/measures are standardized.

Having a Professional/graduate program campus is very different than a college + grad. I am concerned the atmosphere and identity (culture) of the Arlington Campus will be impacted, especially as we have high profile legal + political people coming frequently to the campus and security will increase on issues with different campus profile. And they come from a different perspective. So I want to ensure faculty + students to be protected from hyperbole.

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STRENGTHS: Q1

- NEAR CAPITOL/GREAT LOCATION N/ ABUNDANCE OF EXPERTS
- NEW CAMPUS
- FOCUS ON PROFESSIONAL PROGRAMS N/A PROFESSIONAL IDENTITY

[CONCERN THAT LEADERSHIP THEME SHOULD APPLY TO ALL CAMPUSES
OK IF THOUGHT OF AS 'PROFESSIONAL LEADERSHIP']

- COMPETITIVE VS. SHARED/COLLABORATIVE
- INTERNATIONAL FOCUS (HEBERMAN H)

[CONCERN ABOUT A DEFAULT THAT IS TOO LOCAL/STATE]

- VIBRANCY OF ARLINGTON COMMUNITY.

[IMPORTANT TO HAVE UNIQUE IDENTITY FROM FAIRFAX]

[LEADERSHIP DEVELOPMENT CAN/SHOULD ALSO HAPPEN THROUGH BUSINESS DEGREE/FAIRFAX]

- LIFE LONG LEARNING (ACPS → ENCORE)
- NEW URBAN → "URBAN VILLAGE" (CACHE)
- "LEARNING ACROSS THE LIFESPAN."

2 ACADEMIC PRIORITIES



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STRENGTHS (CONT): Q1

- ACCOMMODATES IMMEDIATE CONNECTIONS TO WORKPLACE. DIRECT SCHOOL TO CAREER. (70% STUDENTS ARE ALREADY WORKING) PEER/COLLEAGUES ARE BEST ALLIES
- STRONG CONNECTION TO MEDIA.
- PROXIMITY TO PENTAGON/MILITARY. (ROOM FOR IMPROVEMENT)

VISIONING:

- DEPARTMENT IDENTITIES VS. SHARED MASON ID. [SOME DEPTS. HAVE LARGER IDENTITY THAN MASON]
- [EACH DEPARTMENT WANTS TO FOCUS ON THEIR BRAND + THEIR RANKING.]
- [WHAT ARE THE BENEFITS OF SHARED BRAND?]
- SYNERGIES HAVE HUGE POTENTIAL. ACROSS DEPTS.
- LOOK AT HOW BUDGET MODELS IMPACT COLLABORATION ACROSS DEPARTMENTS
- ADD SHARED BUDGETS FOR SPECIAL EVENTS BUILD ON EXISTING INITIATIVES.
-

2

ACADEMIC PRIORITIES



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- PARTNERSHIP W/ ADDITIONAL PROGRAMS:

- WHAT IS RELATIONSHIP BTWN. PROFESSIONAL + UG PROGRAM
- [ARL NEEDS DIRECT SHUTTLE W/ FAIRFAX]
- LOOK AT SCHEDULING ISSUES
'CREATIVE SCHEDULING'
- REVIEW OUTCOMES OF 'ELITE' CLASSES
- [UG ARE NOT AS INTERESTED IN ARL
BECAUSE IT DOES NOT OFFER UG EXPERIENCE
(ARL IS DIFFERENT EXP.)
- IMMERSIVE/COMFORT LEARNING EXP.
- SURVEY: HOW DOES UG VIEW ARL?
- ARL CAMPUS IS NOT CONVENIENT FOR FAIRFAX STUD.
- ARL UG PROGRAM WILL REQUIRE MORE
CRITICAL MASS/SERVICES + STUDENTS (UG)
WOULD NEED TO APPLY TO AN ARL PROGRAM.
- [HOW IS MLS STRUCTURED? WHO ARE THEIR CLIENTS?]
- SHARE/ORIENT MISSION/OPERATION ACROSS DEPTS.
- HOUSING
- FUTURE GROWTH IS EXPECTED TO BE IN
MORE URBAN ENVIRONMENTS
- VIEW ISSUES THROUGH POV OF OLDER STUDENTS
- ~~HOUSING~~ FACILITIES ARE KEY TO UG DISCUSSION.

2

ACADEMIC PRIORITIES



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- WHAT IS IMPACT OF THE UG. INITIATIVE
ON FACULTY/STAFF?

- CONCERNS FOR SPLIT OF SOB
WHAT IF SOB WAS NOT SPLIT?
THEN GOES BACK TO STUDENT EXPERIENCE.
- CONCERN FOR LACK OF FACULTY PRESENCE
@ ARL 'FACULTY HALL IS EMPTY'.
- WHAT IS PROFILE OF ARL STUDENTS @ ARL?
HOW MANY ARE INTERNATIONAL?

2

ACADEMIC PRIORITIES



NEXT STEPS: / PRIORITIES:

- - DEVELOP COMMON SPACE FOR STUDENTS, ^{FACULTY} STAFF, SCHOOLS, AND COMMUNITY.
- - IDENTIFY ACADEMIC PROGRAMS THAT WOULD BENEFIT FROM ARL LOCATION
 - @ MASON CURRENT
 - @ MASON FUTURE

[UPDATE STRATEGIC PLANS]
- - ASSESS REAL MERITS OF SOB MOVE FROM FAIRFAX TO ARL.
- - MARKET / RECRUIT TO STUDENTS TO BE @ ARL
ARL (ARL AS A GLOBAL CAMPUS)
- - IDENTIFY EXIST. PROGRAM THAT COULD BE BRANDED AS MLS OFFERINGS
- - REVIEW OPPORTUNITY TO BRAND PROGRAMS COLLECTIVELY AND RECRUIT STUDENTS ACCORDINGLY.
- - IDENTIFY CRITICAL STUDENT SERVICES, ^{AND GROW} AND INFRASTRUCTURE.
- - STUDENT EXPERIENCE REDESIGN
- - REVIEW GOVERNANCE OF SPACE ^{ENCODE FOR MASON} (+COMMUNITY)
- - MASON / ARLINGTON COUNTY ADVISORY GROUP.
- - SWOT ANALYSIS OF ARL PROGRAM / SCHOOLS
- - PARTICIPATION IN AC. HE GROUP
-
-

3

NEW FACILITY NEEDS



WHAT IS NOT BEING FULLY UTILIZED

HAZEL HALL DINING

- DEMAND
- LOCATION
- COMPETITION & QUALITY - BETTER AVAILABLE OFF CAMPUS NEARBY

7th FLOOR FOUNDERS - TV STUDIO OCPE VACATED

PLAZA IS A COMMUNITY "BARRIER"

- CLASH, EMPTY, NOT OCCUPIED
- FOUNDERS HALL LIBRARY COMMUNITY ROOMS DIFFICULT BUT GREAT RESOURCE

WASH. BLVD "FRONT DOOR" POTENTIAL FOR UNIVERSITY

ARLINGTON ORG. BLDG/SITE

- Fth Bldg. as well no longer used
- Student lounge for law school

3

NEW FACILITY NEEDS



63

WHAT IS MISSING FOR EXISTING PROGRAMS

EXEC. LEVEL LOUNGE

FLEXIBLE EVENT SPACE - NEED ADDITIONAL

HOUSING CRISIS FOR GRAD STUDENTS NEED LARGE SCALE STUDENT HOUSING, I GUESS INTERNATIONAL STUDENT HOUSING

DINING IS REQ'D TO SUPPORT STUDENT HOUSING

RECREATION FACILITY IS MISSING & IS NEEDED ON CAMPUS

MEDIUM (± 15) EVENT SPACE BIGGER THAN CONF. ROOM, SMALLER THAN CONF CENTER

FACILITY TO INCREASE WEBCASTING ABILITY BASE SUPPORT SERVICES ARE @ FAIRFAX

SERVICES - TIMELY AVAILABLE KEYS, SUPPORT SERVICES, HR, REGISTRAR -

STUDENT SPACE - FOUNDERS LIKE AN "AIRPORT" NO SOCIAL SPACE

ADJUNCT FACULTY SPACE

3

NEW FACILITY NEEDS



- "COMMON" SPACE FOR FACULTY, ADJUNCTS, STUDENTS & COMMUNITY
- BLENDED HOUSING w/ SENIORS & STUDENTS, ALUMNI
- COMMUNITY INCUBATOR SPACE -
LAW SCHOOL
BUSINESS SCHOOL
OR OTHER OPPORTUNITIES FOR MASON → COMM.
& COMM → MASON
- SENSE OF PLACE & ARRIVAL
- CHILD CARE

3

NEW FACILITY NEEDS



WHAT IF WE INCREASE UNDERGRADS?

- NEED ^{MORE} FLEXIBLE INSTRUCTIONAL SPACES
- STUDENT SERVICES & ACTIVITIES
- HOUSING, DINING ETC
- TELE / DISTANCE LEARNING

3
NEW FACILITY NEEDS

INCREASE IN GRAD, EXEC. ED? 63

- • • TEL/DISTANCE LEARNING
- • SPECIAL NEEDS OF MILITARY ED. & CYBER SECURITY
- DEDICATED EXEC ED SPACE - • • • • •
LEARNING & LOUNGE
- CONF CTR. • • • • •
- COLLISION SPACE ON GROUND FLOOR
- • • • SPORTS PLEX? COMMUNITY
- CONCERN RE SHARED HOUSING w/ OTHER UNIV.
- • POSITIVE RESPONSE TO CO-DEVELOP w/ PRIVATE INDUSTRY

3
NEW FACILITY NEEDS

PARKING LOT

GROUP 3

- CURRENT FEASIBILITY OF DINING
- LACK DEMAND w/ CURRENT POPULATION
- REDESIGN OR REVISIT USE OF PLAZA
- NO CONCERNS RE VALUE OF UNDERGRADS @ ARL.
- AVERSION TO CO-HOUSING w/ OTHER UNIVERSITIES - FEAR OF COMPETITION

63

4 ACCESS, TRANSPORTATION, AND PARKING



Highlights

- Pedestrian safety @ crosswalks
- Consider transpo connections w/ redevelopment & scheduling
- Campus connections - keep in mind safety / time / cost
- Fairfax Dr bike lane (the only one) often blocked w/ cars

4 ACCESS, TRANSPORTATION, AND PARKING



Parking Flow: Transfers / Access Parking
the entrance, but people go straight ahead + then campus traffic build up + rear accident
Maybe have someone parking go to left if going to Frontal side?

1 How access campus

Multi-1

Drive-1

Metro - prefer but concerns SafeTrack II

Bike 1

Walk

Carshare 1 (Car2Go, Zipcar)

Bikeshare II

Bus - Metro-1

ART

GMU is stakeholder

Information issues

- Bike rack location

- Parking

* Reliability of Metro rail

2 Ped Safety

Fairfax Dr - at Kirkwood (non grid intersection)

mid block vs intersection

vehicles waiting in bike lane

Back up mega block - (ramp)

Connect to Fairfax - cost of Metro?

limited direct shuttle

Seamless - needs to be

locations

headways

* coordination w/ class schedules

WIFI - effective use of time on bus

Safe, predictable

3 Parking

Street parking - available by church

autonomous (driverless cars) - change design of parking

Do we build more - if have capacity?

if less drive?

how to utilize other parking?

ensure decisions don't lock in current status quo

Uber + Lyft

4 Shuttles

5 Rideshare/Carpool - Zimride

4

ACCESS, TRANSPORTATION, AND PARKING



Single permits?

- SafeTrack impacts Metro ridership
- Crosswalk safety
 - are people pushing the button?
- No grid from Clarendon - speeding, confusion
- Pedestrian mall?
- "Age in place" housing → ^{new mixed use build across the street}
 - PLAN TO DEVELOP AMERICAN BEYOND SIDE?
 - RENEWABLE FEEL XING ISSUE
 - crossing counts very high (100/hr - 200/hr)
 - road = complicating landmarks study
- DROP-OFF AREA BLOCKS STRIPED BIKE LANE IN THIS BLOCK
 - BIKE-LANE STRIPING ON AFX OR ONLY?
 - WITH NO SHUTTLES TO AND FROM AFX.
 - WISDOM TO GREEN WALK BIKE CORRIDORS (N-S)

4

ACCESS, TRANSPORTATION, AND PARKING



ON-STREET PARKING NOT TOO BAD

- Wayfinding/signage for parking
- SFT in garage
- PARKING INNOVATION (FLEXIBLE PARKING FACILITY) IF USE CAN CHANGE IF NEEDED
 - QUICK ON LAKE/ROAD TO GARAGE. DON'T TRAFFIC BACK INTO KIRKWOOD
 - ADDITIONAL PARKING AT NEIGHBORS' LOCATIONS?
 - what's underutilized? how to discover/publicize that?
- CUE bus ~~is~~ is underutilized - students know about the shuttle but not necessarily the CUE
- Publicity/Marketing needed for existing transpo connections between campuses (+ride-sharing)
- Transpo connections need to be an integral component of all campus expansion/redevelopment discussions
 - and scheduling of classes/events
- PEOPLE NEED TO FEEL SAFE AND THAT THEY ARE NOT WASTING THEIR TIME W/ TRANSPORTATION
- Subsidizing metro for students?

5

FISCAL CONSTRAINTS AND FUNDING / PARTNERSHIP MODELS



TOP 5 PRIORITIES

1. FIRST + SECOND LIFE
(E.G. METROPOLITAN BLDG.)
PROJECTED GROWTH VS.
IMMEDIATE NEED.
2. OTHER PEOPLE'S MONEY
FOR BUILDING FACILITIES.
3. PARTNER W/ OTHER SCHOOLS
FOR INVESTMENT AND
BEST PRACTICES. (RESIDENTIAL)
4. INTERNAL PARTNERING FOR
MORE EFFICIENT USE.
5. SEEK PARTNERS THAT WOULD
PROVIDE DIRECT/INDIRECT
BENEFITS TO STUDENTS.

5

FISCAL CONSTRAINTS AND FUNDING / PARTNERSHIP MODELS



⊙ Fiscal Planning is difficult when we do not know budget available - re facilities
And it appears more funds are used @ Fairfax. 1st Ann Arlington is left short on life funds.
The Arlington Campus is not able to follow replacement/repair (operational) cycle due to fiscal constraints.
System need upgrading, furniture is recycled beyond use. Carpet has not been replaced building.
This impacts our energy efficiency, the look & safety of fixtures & furniture & system
and leaves us with shabby appearance (used at campus in faculty suite @ the law school for ex.)

— Dean perspective as CEO:

Public Disinvestment "clawbacks"
Declining share of State \$
Unfetter? — Mason's new budget model → more autonomy
Educational model encourages collaboration
Faculty Recruitment/Retention — \$
Focus on Human Capital

Facilities — Let's use other people's \$
(less state \$)

Urban Campus → Shared education space
Day/Night — Priv./Pub.
Corp. space Hotel/Univ.

Encore Learning → is daytime user
↳ existing partner

Quantify → usage

Mason Learning Solutions — Key Role
w/ Fed
priv. partners

5

FISCAL CONSTRAINTS AND FUNDING / PARTNERSHIP MODELS



Leadership brand

②

Undergraduate presence - increase?
need for residential to support (P3?)

Food Partnerships

• Partner w/other schools - residential?

• Best practices from other schools

• Corporate Partners in Arlington + County

Founders → lease daytime to NOVA?

• Idea of 1st/2nd Life

• Metro Bldg. as example

↳ Lessons learned

Know your market ^{students} _{other}

What & how you build matters

Opportunities for patents (not just publish)
Software

Hybrid Programs

Cybersecurity → Link to?

5

FISCAL CONSTRAINTS AND FUNDING / PARTNERSHIP MODELS



DoD / DHS as partners

②

Cybersecurity + other programs

Software Dev. + other disciplines = \$

Partnership w/scholarship student-athletes

↳ product development

↳ stud-ath. career matching/opps

• P3 w/priv. company

Unique students - ID

Role of analytics/informatics

• Partner I.D. process needed

Risk I.D. + Allocation

Partner characteristics

• Utilization - timing (day-night)

5
FISCAL CONSTRAINTS
AND FUNDING /
PARTNERSHIP MODELS
\$

Capex - opex: same partner?

Idea: Appealing to donors: How position?

Incubator → capitalize?

Lack of conf. space (large hotel bedroom)
related training

- Internal Partnering
more efficient use
- Internal Leasing model? ^{total or} _{limited?}
- Level of facilities for cteched.
Other programs w/similar req.?
- University + non-university
? of proportions
- Partners that provide direct benefit
to students
- Structure for partnership making
- By school list of partners

5
FISCAL CONSTRAINTS
AND FUNDING /
PARTNERSHIP MODELS
\$

Role of Development Team

Career Placement Team

Advisory Boards (R.E. + others)

Partner
Res
ources

- Public vs. Private land + bldg.
ownership
- Centralized, Dec, Collaboration
- Shared Services

6

COMMUNITY ENGAGEMENT



- MORE POROUS CONNECTION THROUGH UNIVERSITY - VIBRANT EXTERNAL SPACES TO BRING IN COMMUNITY
- ENGAGE BROADER BUSINESS COMMUNITY - FOCUS GROUPS, RETAIL ON CAMPUS
- CONSIDER MILLENNIALS' NEEDS + MULTI-GENERATIONAL INVOLVEMENT
- LIVING/LEARNING LABORATORY/EXPERTISE - MATCH COMMUNITY + ACADEMICS
- PROVIDE INVITING PHYSICAL SPACE FOR COMMUNITY ON CAMPUS
- HOUSING PROVIDERS - THINK UNCONVENTIONAL - COMMUNITY FORUM TO ADDRESS GMU ARLINGTON STUDENTS' NEEDS
- ENLIST 5-CAR, BIZ SCHOOL & OTHER PROGRAMS - CREATE INTERDISCIPLINARY TEAMS TO FOSTER COMMUNITY ENGAGEMENT THROUGH CLASS PROJECTS - FACULTY INCENTIVES FOR SAME

6

COMMUNITY ENGAGEMENT



(2)

- Meeting Space & Connect groups
 - Follow-up with attendees
 - Increase outreach to community groups.
- Provide Wi-Fi / tech support / IT / equip
 - Open door / welcoming
- Tap into Living Laboratory - expertise on issues and challenges. Match academic + community experts.
- Maintain, nurture positive relationship - "one chance to make a good impression."
- Keep millennials needs / wants in any planning.

6

COMMUNITY
ENGAGEMENT

③ Encore members could
serve as Mentors to students.

- More policy forums on
specific local issues to
help w/ solutions.

• Physical space for
community - Mason collaboration

- Maximize collaboration with
maximum # of partners.
- Any new space conducive
to civic engagement.
- Engagement w/ land developers
d County planners. (Property
off Kirkwood).

6

COMMUNITY
ENGAGEMENT

④

- Create a more porous connection
through the univ + look for
opportunities to create vibrant
external spaces. (PLAZA)

- Engagement example of S-CAR
Students working with APS
re: diversity.

- Look for possibilities to
bring retail option on
campus for students +
public.

- Keep broader biz community
engaged as we go forward.

6

COMMUNITY ENGAGEMENT



(5)

- Housing providers — think unconventional.
- Community forum to help match people.
- Students participate in, for example, advocating for affordable housing.
- Enlist S-CAR / BIZ SCHOOL into public policy sector.
- Interdisciplinary teams Mason point-of-contact to coordinate.
- Proactive outreach to Civic groups

6

COMMUNITY ENGAGEMENT



(6)

- Stay ahead of / aware of County public planning + policy
- Develop an idea that CAN
- Have a "quick" win to get process + trust going

Appendix E

Day 2 - Wrap-up Session



Photos by Ron Aira/Creative Services/George Mason University



1. Visibility and Branding

Comprehensive Campus
Signage Plan

Interior Wayfinding Strategy
Within Founders Hall

Increased Promotion / Advertise
Mason Arlington

Implement Digital Messaging
Within Buildings

Periodic Events That Draw
Community to Campus

Reimagine Outdoor Plaza
Experience

Visually Define Campus
Boundaries

Reconfigure Entrance Lobby
in Founders Hall

Activate Outdoor Plaza Space

Enhance Food Service and Retail
Options on Campus

Establish Prescribed Pathway to
Virginia Square Metro

Create Visual Connections
Between Buildings

IMMEDIATE

[0–1 Year]

SHORT

[1–5 Years]

LONG

[5–10 Years]



2. Academic Priorities

Imagine New Academic Programs for Arlington Location

SWOT Analysis of Academic Programs

ID Synergies Across Academic Programs

Study Increased Presence of BUS in Arlington

ID Existing Programs as MLS Offerings

Study Student Market

Strengthen Support for Student Services

Review Governance of Space Reservations

Participate in County HE Forum

IMMEDIATE

[0–1 Year]

Develop Academic Plan for Arlington Campus

Implement Strategic Plan

Rebrand as Leadership Campus Across Academic Programs

Improve Student Services & Infrastructure

Develop Common Space for Gathering

Realign Space Needs Between Schools

SHORT

[1–5 Years]

Implement Strategic Plan

LONG

[5–10 Years]



3. New Facility Needs

Feasibility Study of Original Building Site

Re-evaluate Plaza Use

Re-evaluate Food Service Study

Publish/Publicize Housing Study

Study Locations for Student-Centered Area(s)

Research and Implement Tech Solution for Facility Scheduling

Study Interest and Locations for On-Campus Recreation Space

Evaluate Temporary Use of Original Building

IMMEDIATE

[0–1 Year]

Initiate Planning Process for Original Building Site

Implement Improvements to Plaza and Outdoor Spaces

Upgrade Appearance of Executive Education Spaces

Temporary Housing Solution

Evaluate Approaches for Providing University Life Components

Improved Technology and Video Conference for Distance Learning

SHORT

[1–5 Years]

Replace the Original Building

Dedicated Executive Education and Conference Center

Permanent Housing

Central Common/Collision Space for Students, Faculty and Staff

Provide More Flexible, Multi-Purpose Event / Learning Spaces

On-campus Recreation Center

LONG

[5–10 Years]



4. Access, Transportation, and Parking

Market Transportation Options

Add Permanent Parking Signage

Crosswalk Improvements

Enforce Bike Lanes /
Create Drop Off Area

IMMEDIATE

[0–1 Year]

Improve Scheduling Process

Promote Ride Sharing

Identify / Map Underutilized Parking

Add Transit Screens / Kiosks

Develop Transit Connection App

SHORT

[1–5 Years]

Opportunity for Private
Development Across Fairfax Drive

Reconnect Grid Between Fairfax
Drive and Washington Blvd

Add New Parking Access from
Fairfax Drive

Implement Innovative
Parking Solutions

LONG

[5–10 Years]



5. Fiscal Constraints and Funding / Partnership Models

Conduct Case Study of Metropolitan Building	Study Higher Ed P3 Best Practices	Develop Future Facilities Via P3
Leverage Existing Partnership Resources and DoD Opportunities	Conduct Market Feasibility Study For Original Building/Site	
	Create Space Needs Plan / Schedule	
	Study Peer and Neighbor Institutions Best Practices	
	Explore Shared Uses With Nearby Universities; Housing	
	Create Additional Internal Partnerships	
	Utilize Partnerships to Support Academic Operating Costs	
	Leverage Original Building/Site With an Interim Use	
IMMEDIATE	SHORT	LONG
[0–1 Year]	[1–5 Years]	[5–10 Years]



6. Community Engagement

Enhance Plaza
Environmental Graphics

Retail Business Focus Groups

Collaborate with APS on
New Programs

On-campus Housing Market
Survey

Community-Based
Student Projects

Expand Public Events in Plaza

Redevelop Ground Floor
Community Spaces

Develop Multi-generational
Mentoring

Promote Accessory Units and
Other Innovative Housing

Academic Engagement With
County Public Policy

Renovate Plaza Into Public Quad

Expand Spaces Available to
Community

Community Spaces For Millennials

New Mason Living/Learning
Community

"Sandbox" for Joint Mason /
County Programs

Develop Fairfax Drive "Boulevard"

Create New Neighborhood
Community Space

P3 Mixed Use Development
Across Fairfax Drive

IMMEDIATE

[0–1 Year]

SHORT

[1–5 Years]

LONG

[5–10 Years]

01

Initiatives Discussed **Leadership Campus**

Increased Promotion / Advertise
Mason Arlington

Imagine New Academic Programs
for Arlington Location

SWOT Analysis of Academic
Programs

Study Student Market

Review Governance of Space
Reservations

Leverage Existing Partnership
Resources and DoD Opportunities

Develop Academic Plan for
Arlington Campus

Implement Strategic Plan

Rebrand as Leadership Campus
Across Academic Programs

Develop Common Space for
Gathering

Create Additional Internal
Partnerships

Academic Engagement With
County Public Policy

Implementation Strategic Plan

New Mason Living/Learning
Community

IMMEDIATE

[0–1 Year]

SHORT

[1–5 Years]

LONG

[5–10 Years]

02

Initiatives Discussed **Undergraduate Population**

Strengthen Support for Student Services

Review Governance of Space Reservations

On-campus Housing Market Survey

Community-based Student Projects

Develop Academic Plan for Arlington Campus

Implement Strategic Plan

Develop Common Space for Gathering

Promote Accessory Units and Other Innovative Housing

Develop Multi-generational Mentoring

Evaluate Transportation Needs of Traveling Cohort

Explore Shared Uses With Nearby Universities; Housing

Implement Strategic Plan

New Mason Living/Learning Community

P3 Mixed Use Development Across Fairfax Drive

IMMEDIATE

[0–1 Year]

SHORT

[1–5 Years]

LONG

[5–10 Years]

03

Initiatives Discussed

Build Out the Arlington Campus

Comprehensive Campus
Signage Plan

Interior Wayfinding Strategy
Within Founders Hall

Reimagine Outdoor Plaza
Experience

Conduct Case Study of
Metropolitan Building

Retail Business Focus Groups

Re-evaluate Plaza Use

Feasibility Study of Original
Building Site

Publish/Publicize Housing Study

IMMEDIATE

[0–1 Year]

Activate Outdoor Plaza Space

Conduct Market Feasibility Study
For Original Building/Site

Create Space Needs Plan /
Schedule

Utilize Partnerships to Support
Academic Operating Costs

Leverage Original Building/Site
With an Interim Use

Implement Improvements to Plaza
and Outdoor Spaces

Initiate Planning Process for
Original Building Site

Temporary Housing Solution

SHORT

[1–5 Years]

Add New Parking Access from
Fairfax Drive

Reconnect Grid Between Fairfax
Drive and Washington Blvd

Implement Innovative
Parking Solutions

Develop Future Facilities Via P3

P3 Mixed Use Development
Across Fairfax Drive

Develop Fairfax Drive “Boulevard”

Replace the Original Building

Permanent Housing

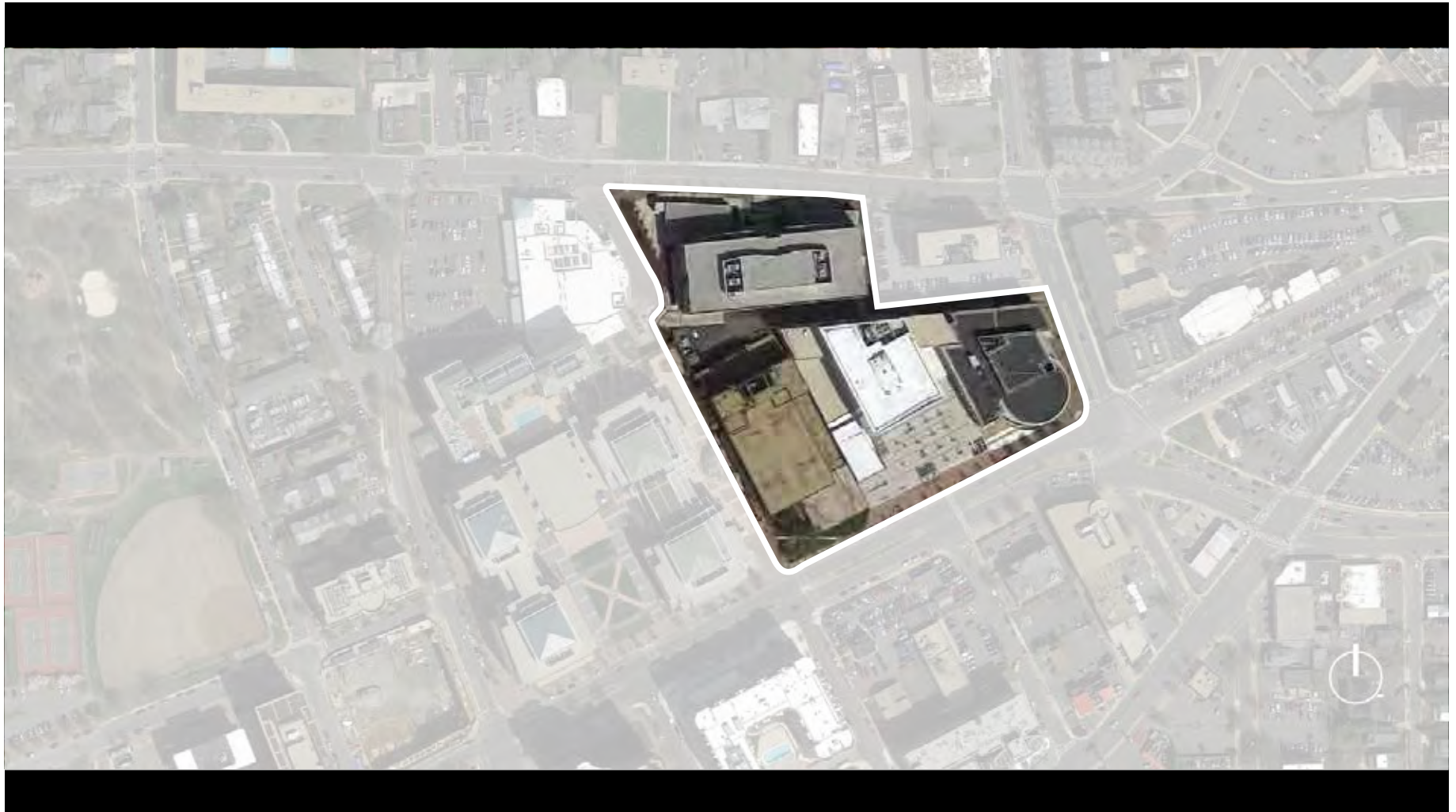
LONG

[5–10 Years]

Build Out the Arlington Campus



map data courtesy GoogleEarth

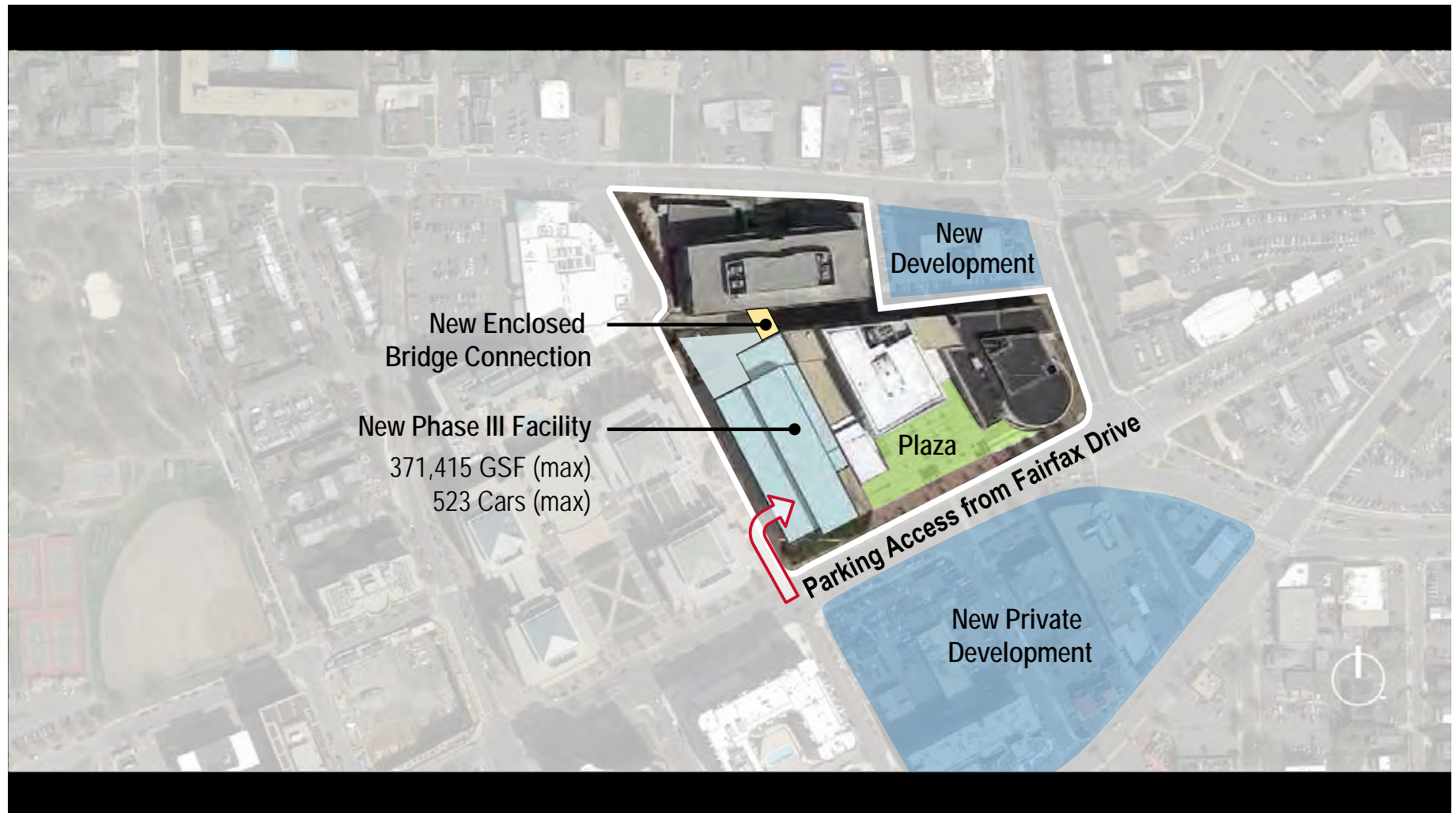


map data courtesy GoogleEarth









Potential Implementation Hurdles and Risk

- Culture / protective silos
- New budget model
- Competing priorities across Mason without resolution process
- Uncertainty around undergrad initiatives
- Endless change culture > also an opportunity
- Awareness of local Arlington issues
- Branding issues
- State government regulations
- Other 'waves' that are coming
- Being complacent

Appendix F

Comments from Social Media and Mason Website





Photos by Ron Aira/Creative Services/George Mason University


Social Media Recap

Search filters · [Show](#)

Who to follow · [Refresh](#) · [View all](#)

**American Funds** @A...
[Follow](#) Promoted

**AIA YAF** @AIAYAF
Followed by [LMS Architects](#)
[Follow](#)

**Interior Design** @Interi...
[Follow](#)

[Find friends](#)

Trends · [Change](#)

#HandmaidsTale
A @Hulu Original based on
@MargaretAtwood's novel. New on...
Promoted by The Handmaid's Tale

ESPN
ESPN expected to lay off over 100 on-air
staffers

#SDLive
74.2K Tweets

Jonathan Demme
Director Jonathan Demme dies at 73

Iowa
16.2K Tweets

Echo Look
5,684 Tweets


#wednesdaywisdom
68.6K Tweets




#Ceres17


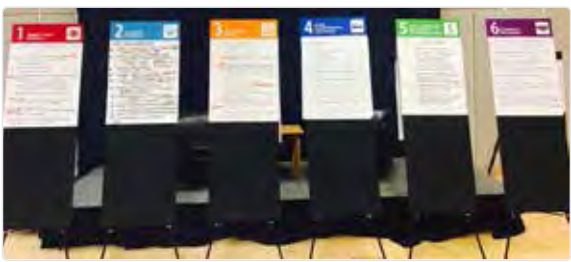
NAFTA
17.3K Tweets


#SPJProud

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Privacy policy Cookies Ads info

**Julie Choe Kim** @julieck03 · Mar 8
The magic of education doesn't come from content - relies on context, communication & connections. --@SteveCase #MasonARLCampusVision
1 3

**Cathy Pinskey** @CathyWolfe1 · Mar 8
Great discussions happening in breakout sessions! Report out happens at 2:45pm today #MasonARLCampusVision @GeorgeMasonNews @GeorgeMasonU

1 4

**Lyndsey Akers** @LyndseyAkers · Mar 9
Happening now @GeorgeMasonU: #HDR_DC is taking your vision & providing suggested way forward for #MasonARLCampusVision CC: @HDRarchitecture

2 4

**Bonnie Stabile** @bstabile1 · Mar 8
Hashing through Academic priorities with Kim Eby and Bethany Usher #MasonARLCampusVision @GeorgeMasonU
2 3

Snapshot of #MasonARLCampus Vision Tweets

Overview: Twitter

- +70 mentions of #MasonARLCampusVision
- Overall sentiment was positive, engaging and optimistic

Key mentions:

- GMU President Angel Cabrera
- @GeorgeMasonNews
- @HDRArchitecture
- Arlington Economic Development

Followers

- +14,000
- +10,500
- +31,000
- +3,100



Lyndsey Akers
@LyndseyAkers

Breakout sessions have begun! What would you say are academic priorities when considering the future of @GeorgeMasonU? #MasonARLCampusVision



Facebook, Instagram

Two posts using #MasonARLCampusVision

LinkedIn

Zero posts using
#MasonARLCampusVision





Appendix G

List of Attendees

- March 8 (Overall)
- March 9 (Per Theme)
- March 9 (Overall)

Arlington Campus Vision: Leadership Workshop Sign-In Sheet - March 8

32

Name	Representing	e-mail address
Rebecca Diemer	School of Business	rdiemer@gmu.edu
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Michelle Stafford	Arlington - Transport Plan	mstafford@arlingtonva.us
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Maria Semur	S-CAR	msmur@gmu.edu
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Arlington Campus Vision: Leadership Workshop Sign-In Sheet - March 8

32

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Arlington Campus Vision: Leadership Workshop Sign-In Sheet - March 8



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Arlington Campus Vision: Leadership Visibility & Branding – Sign Up Sheet

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Arlington Campus Vision: Leadership Academic Priorities– Sign Up Sheet

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Arlington Campus Vision: Leadership Community Engagement – Sign Up Sheet

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Appendix H

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George Mason University Steering Committee

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