

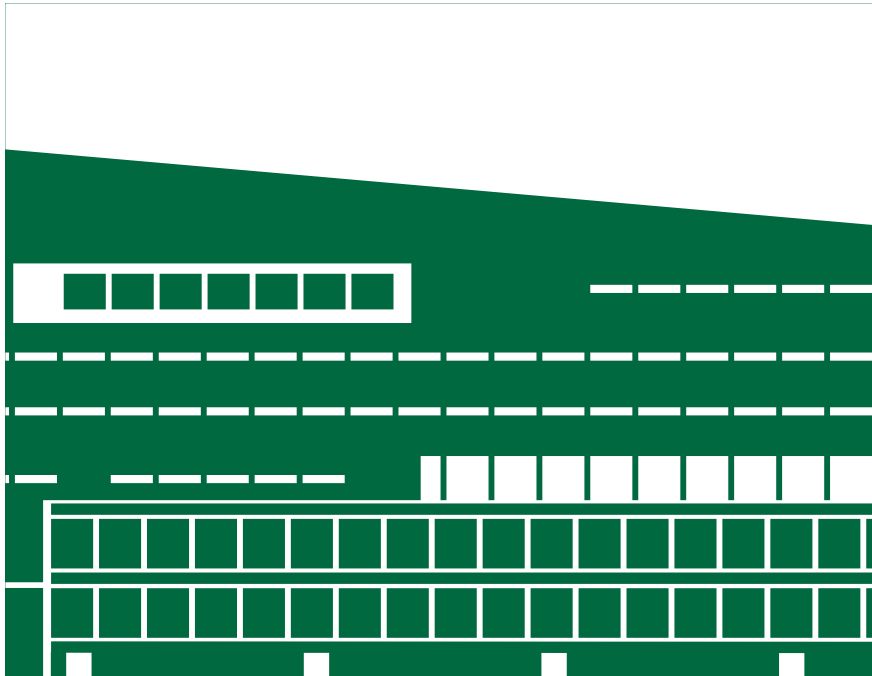


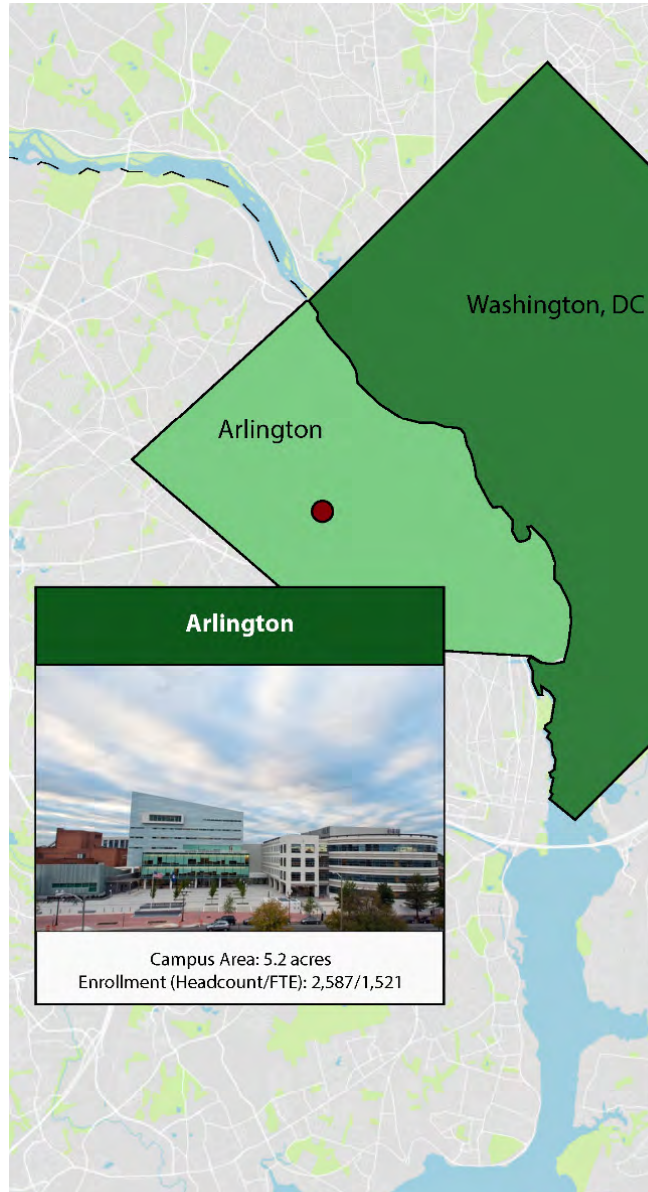
MARCH 8 - 9
VISIONING CHARRETTE
FOR MASON
ARLINGTON CAMPUS

George Mason University

Arlington, VA

April 28
2017





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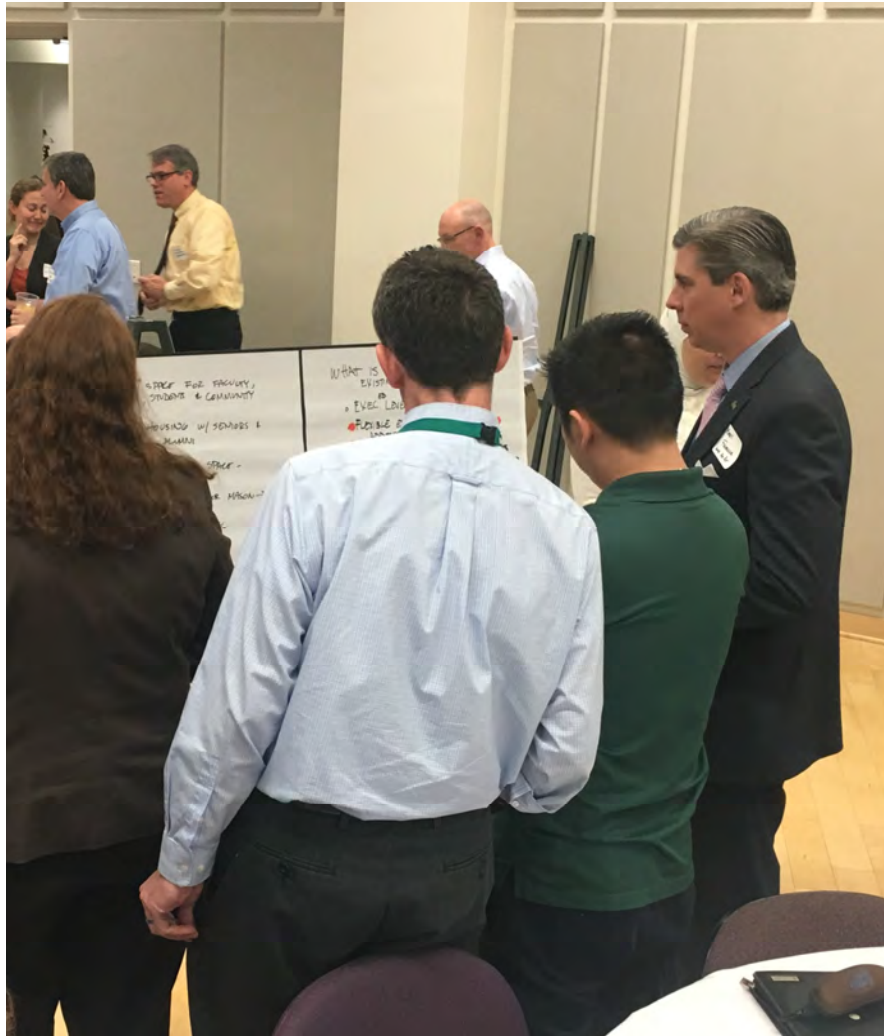


Photo courtesy of HDR

Executive Summary

The Arlington Campus is one of George Mason University's defining assets. In 2016, University leaders and planners undertook a process to develop a vision for the campus's future development. Primary considerations included both the physical assets of the Arlington Campus and its academic programs in the larger context of Mason's institutional direction and mission. The campus planning process included gathering input from Mason leadership and key constituents of the Arlington Campus community through interviews and a two-day planning charrette.

Findings and recommendations have been grouped into six topics discussed in the charrette's Visioning Session. Recommendations for implementation are organized by time frames defined as Immediate (within one year), Short Term (one to five years) and Long Term (five to ten years).

Based upon discussions in the charrette, recommendations were further grouped into three initiatives that emerged to inform Mason's implementation plan: developing Arlington's identity as a Leadership Campus; expanding its academic offerings, student support services and facilities to increase its Undergraduate Population; and ideas to Build Out the Arlington Campus. A conceptual plan diagram was created to illustrate how the latter might be manifested.

A group discussion that concluded the charrette addressed Potential Implementation Hurdles and Risks that could impede the key initiatives and supporting recommendations. Mason leadership will consider these challenges as it develops specific next steps to assure the recommendations move forward.

Visioning Session Topics



1. Visibility and Branding



2. Academic Priorities



3. New Facility Needs



4. Access, Transportation, and Parking

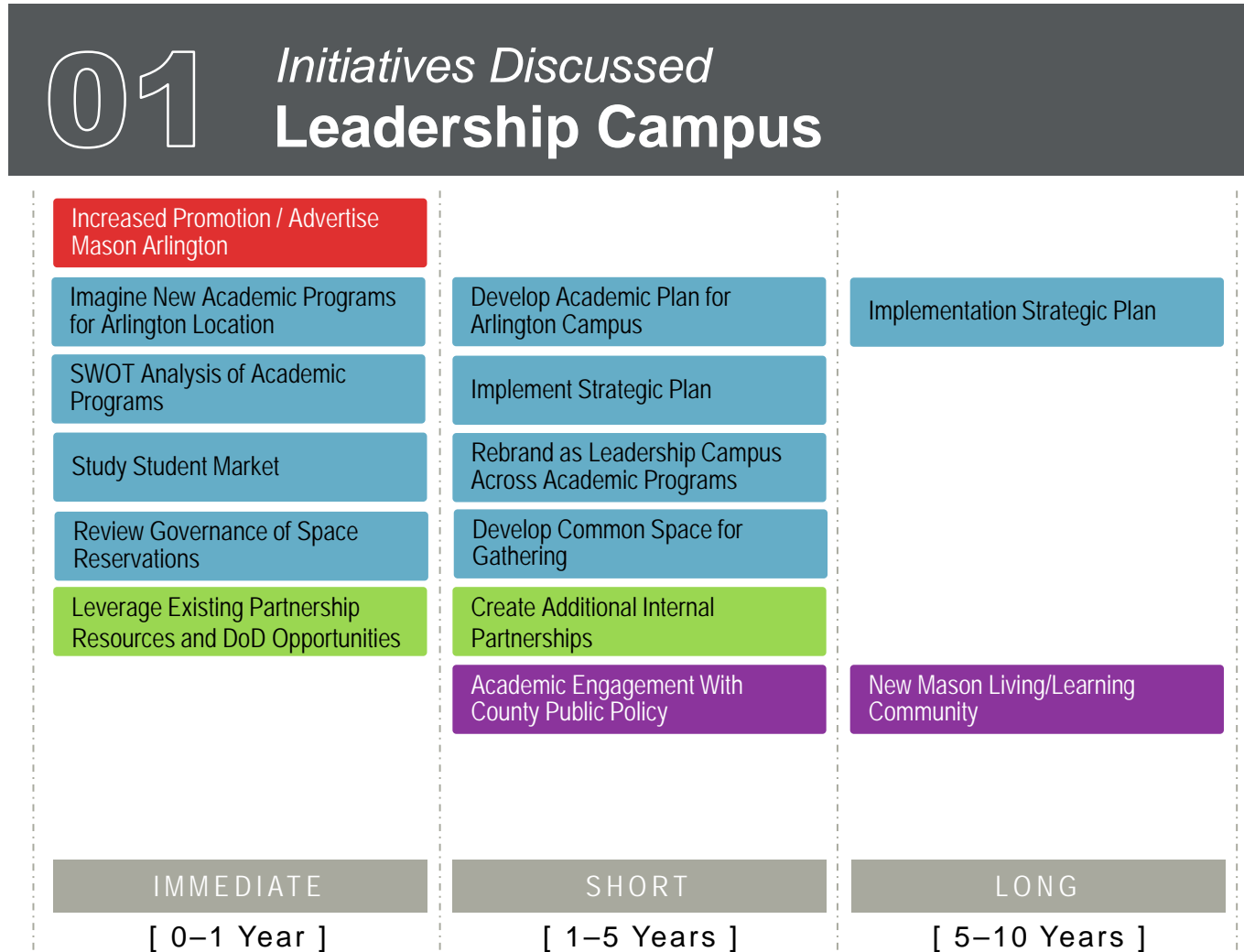


5. Fiscal Constraints and Funding / Partnership Models



6. Community Engagement

Initiatives



02 *Initiatives Discussed* Undergraduate Population

Strengthen Support for Student Services	Develop Academic Plan for Arlington Campus	Implement Strategic Plan
Review Governance of Space Reservations	Implement Strategic Plan	
	Develop Common Space for Gathering	
On-campus Housing Market Survey	Promote Accessory Units and Other Innovative Housing	New Mason Living/Learning Community
Community-based Student Projects	Develop Multi-generational Mentoring	P3 Mixed Use Development Across Fairfax Drive
	Evaluate Transportation Needs of Traveling Cohort	
	Explore Shared Uses With Nearby Universities; Housing	
IMMEDIATE [0–1 Year]	SHORT [1–5 Years]	LONG [5–10 Years]

03 Initiatives Discussed Build Out the Arlington Campus

Comprehensive Campus Signage Plan	Activate Outdoor Plaza Space	Add New Parking Access from Fairfax Drive
Interior Wayfinding Strategy Within Founders Hall	Conduct Market Feasibility Study For Original Building/Site	Reconnect Grid Between Fairfax Drive and Washington Blvd
Reimagine Outdoor Plaza Experience	Create Space Needs Plan / Schedule	Implement Innovative Parking Solutions
Conduct Case Study of Metropolitan Building	Utilize Partnerships to Support Academic Operating Costs	Develop Future Facilities Via P3
Retail Business Focus Groups	Leverage Original Building/Site With an Interim Use	P3 Mixed Use Development Across Fairfax Drive
Re-evaluate Plaza Use	Implement Improvements to Plaza and Outdoor Spaces	Develop Fairfax Drive "Boulevard"
Feasibility Study of Original Building Site	Initiate Planning Process for Original Building Site	Replace the Original Building
Publish/Publicize Housing Study	Temporary Housing Solution	Permanent Housing
IMMEDIATE [0–1 Year]	SHORT [1–5 Years]	LONG [5–10 Years]

Charrette Introduction and Summary

George Mason University's Arlington Campus is poised to realize new growth and prominence. 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 Mason's future. To best lay the groundwork for this role, Mason formed a steering committee to explore how the University's visions for the campus's future should evolve. A two-day planning workshop at the Arlington Campus on March 8-9, 2017, called a charrette, involved over 184 representatives of Mason, Arlington County and the neighborhoods surrounding the campus. The goal of the charrette was to share constituents' perspectives on the Arlington Campus and express ideas for how to utilize this strategically positioned Mason resource.

In preparation for the charrette, the planning team interviewed representatives of Mason leadership to frame the discussions, posing questions about transformations, investments and partnerships necessary to achieve a vision for success.

See Appendix A for a summary of interviews.

The charrette opened with explanations of its purpose, process and background information on the programmatic and physical nature of the campus by the core planning team. President Cabrera and Provost Wu articulated goals for finding the narrative to drive the Arlington Campus's future development. A conversation between the President and keynote speaker Steve Case further set the stage for the afternoon's working sessions.

Participants gathered in six Visioning Session groups organized by specific topics of interest. Each group developed a list of issues to be addressed in the planning process, built consensus around the matters of greatest importance, and reported

findings out to the full gathering for discussion. The day's proceedings were communicated to the wider Mason community through its website and social media platforms, encouraging extension of the dialog beyond the charrette.

Recommendations from Day 1 were developed and presented for further discussion on Day 2, organized into the six Visioning Session topics and three proposed time frames, synthesized into three initiatives. Participants provided comments and proposed next steps for implementation, to build momentum and move the process forward. Findings and reference material prepared for the charrette are documented herein to assist in that process.

Videotape of the 2-day Visioning Charrette can be seen at <https://vimeo.com/gmutv/arlington-campus-charrette>.

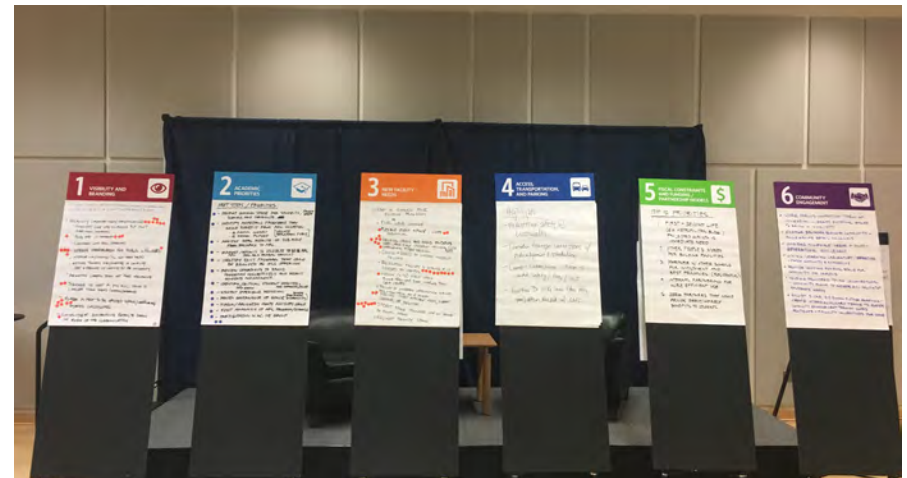


Photo courtesy of HDR

Presentation Summary

Day 1

Charrette Goals

Mason Vice President for Facilities Tom Calhoun defined the charrette as an intense planning session where citizens, designers and stakeholders collaborate on a vision. This charrette is the very beginning of a process to define a conceptual vision for the Arlington Campus over the next 20 to 30 years. Its goal is to produce a series of recommendations for moving forward with the campus vision in support of President Cabrera's strategic plan.

Through a show of hands, attendees were identified primarily as Mason representatives with similar representation from the Fairfax and Arlington Campuses. Around a third of the group lived in Arlington, including some community members. See Appendix G for lists of attendees.

Calhoun laid out the agenda for the charrette, explained the process and invited participants to select among the six Visioning Session topics for the afternoon break-out groups based upon the descriptions provided with the agenda (see Appendix B) Staying with one group was encouraged but not required. Engagement through Mason social media was promoted.

Vision and Opportunities Discussion

President Cabrera linked his vision for the Arlington Campus with the "Arlington Way" of bringing people together to think, dream and create their future. He emphasized Mason's commitment to its values of inclusiveness and innovation while supporting its public mission as an asset for the community. The University's history of organic growth on its campuses has created the need to be intentional as each location gets more defined in the broader University context.

He urged participants to find a narrative to drive the Arlington Campus forward in years to come that will inform investment in its assets, bringing the following key issues together in a campus vision:

- Leverage the location at the intersection between entrepreneurs and executives with the most influential international organizations, highest concentration of think tanks, and most powerful seat of government in the world.
- Increase the presence of the School of Business, promoting leadership by bringing together public and private sectors in an innovative setting.
- Provide a setting where working professionals and businesses can find the best in executive education and lifelong learning.
- Upgrade residential, recreational and student services to create a vital living-learning environment.
- Leverage potential partnerships for development on and around the campus, including maximizing the value of the original building site.

He summarized his aspirations for the campus as a "watercolor vision" for a leadership development environment fully connected with its community.

Provost Wu articulated how the Arlington Campus's academic programs can connect with government agencies and businesses to create a Mason "beachfront" at the doorstep of Washington, D.C. He emphasized how the three C's of co-location, collision and collaboration will bring together the brightest minds from Mason and the community to solve real-world problems. Great ideas will thrive in a multidisciplinary environment, enabled through incentives, and modifications to rules, financial models and other structural impediments to collaboration.

The interactive session that followed emphasized the need for "collision" environments to make Mason Arlington a bustling, vibrant, competitive place where people work together solve problems, making it worthwhile to come to a physical location in a technology-enabled future.

Virtual Tour of the Campus

An overview of the regional context, presented by the HDR planning team, oriented participants to locations of Mason's campuses and other area universities, local zoning and land use, transportation routes, and neighbors close to the Arlington Campus. Diagrams of distribution of existing departments among the Arlington facilities provided immediate context. Victor Hoskins, Director of Economic Development for Arlington County, described its evolving economy and key assets, including a talented and abundant workforce, welcoming business environment, highly educated demographic, and plans for development where these assets can continue to thrive.

See Appendix C for a copy of the presentation.

Explanation of Afternoon Activities

The following overarching questions set the stage for the afternoon's Visioning Session:

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?

The six focus areas for the Visioning Session break-out groups were identified as:

1. Visibility and Branding
2. Academic Priorities
3. New Facility Needs
4. Access, Transportation and Parking
5. Fiscal Constraints and Funding / Partnerships
6. Community Engagement

"Rules of Engagement" for the break-out groups set the stage:

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".

Fireside Chat with Steve Case

To inspire participants in preparation for the Visioning Session, President Cabrera engaged in a conversation with keynote speaker Steve Case, co-founder and former CEO of America Online, now Chairman and CEO of venture capital firm Revolution, LLC. Characterized as an "evangelist on entrepreneurship", Case discussed the impact free enterprise can have on society as described in his new book, *The Third Wave: An Entrepreneur's Vision for the Future*. Their dialog about the societal, social, demographic and technological evolutions fostered by the Internet added perspective to the President's vision for the Arlington Campus.



Image courtesy of GMU-TV "https://vimeo.com/gmutv/arlington-campus-charrette"

Visioning Session – Issues for Discussion

Each group was given a description of its purpose and questions to be addressed specific to its topic. While the questions created a framework, each group established its own direction, developed lists of issues to be considered in the planning process, and built consensus around the matters of greatest importance. Consequently, the questions that received less attention should be reconsidered as the process moves forward.

Each group was facilitated by an HDR team member and a Mason representative. Ideas were recorded on flip charts, individuals voted for their top priorities with colored dots, and participant representatives reported findings to the full gathering for discussion. Certain issues engendered lively debate in the topical groups and the closing session, to be resolved in the next stage of Mason Arlington’s planning.

See Appendix D for notes from the afternoon’s activities.



Photos courtesy of HDR

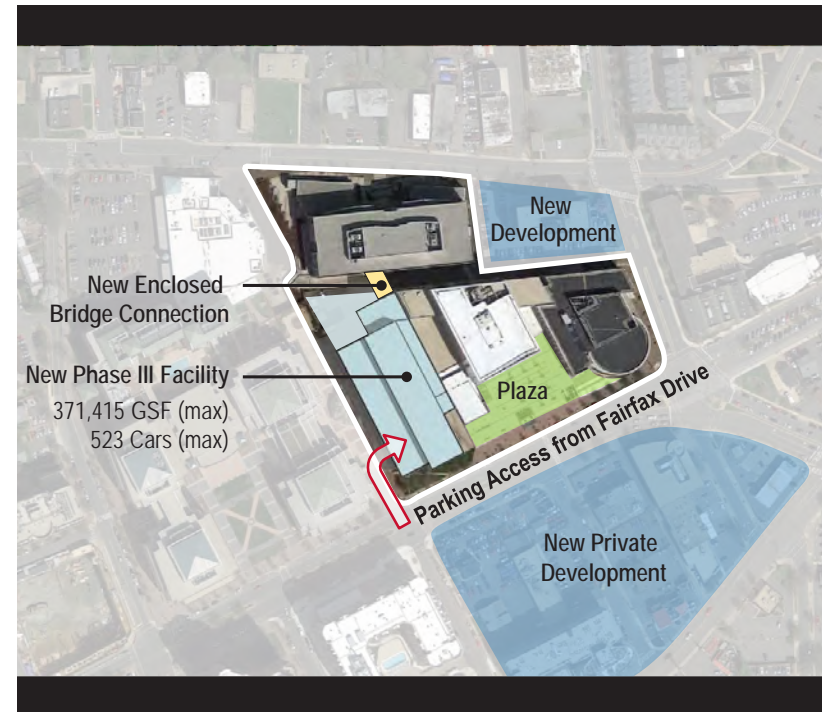
Day 2

Recommendations

Day 1's votes, reports and full group feedback resulted in the recommendations stated below that were presented on Day 2, including proposed campus plan concept diagrams illustrating how those recommendations might be realized. The campus plan showed major features of the existing campus, including potential improvements to the existing plaza and original building, as well as ideas for the surrounding neighborhood that would enhance the campus and the community. Recommendations for each of the six Visioning Session topics were organized into three proposed time frames: Immediate (up to one year), Short Term (one to five years) and Long Term (five to ten years). The individual recommendations were further amalgamated into three Initiatives: Leadership Campus, Undergraduate Population, and Build Out the Arlington Campus. Several recurring concerns overlapped multiple Visioning Session topics and Initiatives, particularly evincing the generative nature of the academic priorities that will inform and drive priorities in other areas. In many cases the Short and Long Term recommendations will be informed and driven by actions in the Immediate and Short Term time frames, respectively. As stated above, this document should be considered a framework for next steps that will evolve as incremental directions are established. See Appendix E for the presentation of these recommendations, summarized in the following pages.



Photo and image courtesy of HDR



Map data courtesy GoogleEarth



1. Visibility and Branding

Comprehensive Campus Signage Plan	Visually Define Campus Boundaries	Create Visual Connections Between Buildings
Interior Wayfinding Strategy Within Founders Hall	Reconfigure Entrance Lobby in Founders Hall	
Increased Promotion / Advertise Mason Arlington	Activate Outdoor Plaza Space	
Implement Digital Messaging Within Buildings	Enhance Food Service and Retail Options on Campus	
Periodic Events That Draw Community to Campus	Establish Prescribed Pathway to Virginia Square Metro	
Reimagine Outdoor Plaza Experience		
IMMEDIATE [0–1 Year]	SHORT [1–5 Years]	LONG [5–10 Years]

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 through 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 focused on how signage, streetscape, architecture, and public space design can help achieve these goals at the Arlington Campus.

In addition to the over-arching questions noted above regarding the Arlington Campus's vision for success, the following questions framed the Visibility / Branding breakout session discussions.

1. How is the University visible to you?
2. At what point do you know that you have arrived on the Arlington Campus? What visual cue signifies that you have arrived on campus? How could this experience be improved?
3. What are Mason's current identification and branding strategies? How are these implemented on the Arlington Campus? Should they be implemented differently on an urban campus?
4. Does the Arlington Campus have adequate visibility in the Arlington community? In the DC Metro region?
5. Does the existing Arlington Campus provide a sufficient 'sense of place' to successfully achieve the vision for its future?

In addition to the questions, two themes emerged from the discussions that informed the recommendations:

- Centralizing of new visibility, branding and messaging needs to precede and inform signage and other physical manifestations of the Arlington Campus identity
- Community engagement should be an integral part of the campus's visibility and branding process

These considerations yielded the following recommendations for each time frame. Recommendations have been refined subsequent to the charrette to clarify intentions.

IMMEDIATE (0 to 1 Year)

Comprehensive Campus Signage Plan

- Develop coordinated signage plan for Arlington Campus, inside and out

Review existing signage at all scales, from the campus perimeter to building and parking entrances to interior wayfinding. Develop an Arlington Campus standard in

coordination with current Mason standards that reinforces the campus identity and is user-friendly for Mason and visitors.

Interior Wayfinding Strategy Within Founders Hall

- Develop system of signage and wayfinding to assist people navigating within the building

In coordination with the comprehensive campus signage plan, evaluate existing directional signs, room identification and other visual clues. Overlay a deliberate wayfinding strategy that is intuitive for both Mason and visitors.

Increased Promotion / Advertise Mason Arlington

- Enhance Mason's visibility and presence within the Arlington community and beyond

Articulate the Mason Arlington brand for consistency of identity and messaging. Consider how Mason Arlington's identity is perceived and expressed in terms of academic programs and physical facilities, in the context of the whole University. Develop and implement a promotional plan that amplifies that identity.

Implement Digital Messaging Within Buildings

- Deploy a network of digital message displays throughout the campus

Install new displays in coordination with existing displays, equipment standards and protocols for content creation and management.

Periodic Events That Draw Community to Campus

- Plan and carry out a series of events targeting community engagement

Coordinate with Arlington County and current Mason Arlington community

outreach programs to expand upon the array of events currently offered. Take those opportunities to reinforce the Mason Arlington brand identity and its ties to the local community.

Reimagine Outdoor Plaza Experience

- Develop concepts for making the plaza more engaging for the community and welcoming for all

Conduct focus groups to determine what physical and programmatic improvements should be made to mitigate existing barriers to full utilization and enhance perception as an open campus quad leading to the "front door" of the campus facilities.

SHORT TERM (1 to 5 Years)

Visually Define Campus Boundaries

- Reinforce public perception of the Arlington Campus identity through its boundaries

Add signage, landscaping, lighting and other visual cues to clarify how the campus sits within its neighborhood context as a distinct entity.

Reconfigure Entrance Lobby in Founders Hall

- Renovate and re-furnish lobby to make it more welcoming

Coordinate furnishings layout with colors and signage to invite people to hang out and socialize.

Activate Outdoor Plaza Space

- Renovate plaza to make it more inviting and comfortable

Implement recommendations from focus groups in Immediate phase.

Enhance Food Service and Retail Options on Campus

- Conduct focus groups with retailer and customer representatives to improve dining and retail options

Survey preferences, brainstorm ideas and work with retailers to implement plans to increase traffic and provide choices tailored to Mason Arlington and community needs.

Establish Prescribed Pathway to Virginia Square Metro

- Clarify pedestrian route along Fairfax Drive through public space improvements

Coordinate with Arlington County to develop and install new signage, wayfinding, landscape, paving and traffic calming to create a clear, pedestrian-friendly route from the Metro stop to the entrances to the campus.

LONG TERM (5 to 10 Years)

Create Visual Connections Between Buildings

- Develop and implement strategy to knit Arlington Campus buildings into a cohesive entity


Study existing circulation pathways, visual connections and wayfinding in individual buildings and implement plan to enhance the perception that they are part of a fully integrated campus and implement plan.



Photo by Ron Aira/Creative Services/George Mason University



Photo by Ron Aira/Creative Services/George Mason University

 2. Academic Priorities		
Imagine New Academic Programs for Arlington Location	Develop Academic Plan for Arlington Campus	Implement Strategic Plan
SWOT Analysis of Academic Programs	Implement Strategic Plan	
ID Synergies Across Academic Programs	Rebrand as Leadership Campus Across Academic Programs	
Study Increased Presence of BUS in Arlington	Improve Student Services & Infrastructure	
ID Existing Programs as MLS Offerings	Develop Common Space for Gathering	
Study Student Market	Realign Space Needs Between Schools	
Strengthen Support for Student Services		
Review Governance of Space Reservations		
Participate in County HE Forum		
IMMEDIATE	SHORT	LONG
[0–1 Year]	[1–5 Years]	[5–10 Years]

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 some classrooms and facilities under-utilized during the day. This session evaluated the various academic program offerings within the Schar School of Policy and Government, the School for Conflict Analysis and Resolution, the Antonin 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, participants made recommendations on how the university can better use the physical capacity at Arlington and explore ways to bring in increased daytime enrollment.

In addition to the over-arching questions noted above regarding the Arlington Campus’s vision for success, the following questions framed the Academic Priorities breakout session discussions.

1. What are academic strengths and priorities at the Arlington Campus?
2. What might be our strategic academic priorities moving forward?
3. How might we imagine future undergraduate and graduate academic programs at the Arlington Campus?
 - If we toured the Arlington campus five years from today, what might we see happening on campus?
 - Who — what stakeholders — would we see? What would they be doing — that is, what activities would be taking place? What conversations and collaborations would be happening?
 - How would this showcase a vibrant campus and academic life?
4. How could Mason most effectively leverage its location (both in Arlington and near Washington, DC) and our academic strengths to enhance our programs? (Elicit opportunities)
5. What will it take to make this happen? What investments are needed to maintain or advance the academic reputation and rankings of the programs on the Arlington Campus?

In addition to these questions, several themes and concerns emerged from the discussions that informed the individual recommendations:

- Enrich the Mason Arlington campus experience through synergies among academic disciplines.
- Develop decision-making structures and work plans to consider each recommendation. Structure the process to assure that appropriate Mason constituencies have a voice to represent key relevant perspectives. Establish agreed-upon time frames for reaching decisions and taking actions to implement recommendations.
- Carefully consider the broad implications of denoting Arlington as a Leadership campus upon other campuses and various Mason programs.
- Fully investigate the potential impact of increasing the presence of undergraduates at Arlington upon its executive education identity and support infrastructure such as transportation, housing and student services.

These considerations yielded the following recommendations for each time frame. Recommendations have been refined subsequent to the charrette to clarify intentions.

IMMEDIATE (0 to 1 Year)

Imagine New Academic Programs for Arlington Location

- Develop forums to brainstorm new programs

Set up discussions among academic program representatives and Provost on how to complement the current Arlington Campus offerings at both the graduate and undergraduate levels. Consider further development of executive education, proximity to Washington, DC, and how to leverage existing under-utilized spaces.

SWOT Analysis of Academic Programs

- Analyze strengths, weaknesses, opportunities and threats to programs

Review current Arlington programs' internal and external concerns and competitive position relative to peers and aspirational peers in the Washington area and beyond. Use the findings of the analysis to inform actions and prioritize next steps.

ID Synergies Across Academic Programs

- Bring together Mason constituencies to brainstorm academic synergies

Develop strategies to strengthen existing synergies and create new ones to expand and enhance Mason's academic experience and stature, considering Arlington in the broader Mason context and budgetary implications. Develop an understanding of current cross-disciplinary programs: what has been tried, what is currently working or not and why, and what could be improved. Consider synergies in the context of discussions of increasing the undergraduate presence in Arlington.

Study Increased Presence of BUS in Arlington

- Conduct feasibility study on viability of expanding Business School in Arlington

Analyze how the School of Business can achieve a more significant presence in Arlington, including a cohort of faculty with offices. Consider the critical role the new Dean will play in shaping discussions and the impact on the current Business School offerings and operations in Fairfax. Dovetail with expanding undergraduate presence and developing a leadership brand for Arlington.

ID Existing Programs as MLS Offerings

- Identify courses that could be added to Mason Learning Solutions program

Evaluate current academic offerings on the Arlington campus, targeting training sought by corporate and governmental organizations and NGOs. Identify and create synergies between MLS and other academic programs in Arlington.

Study Student Market

- Determine how Arlington Campus programs should target undergraduates
- Determine how Arlington Campus programs should target graduate students
- In the context above, evaluate how Mason is targeting, recruiting and serving international and out-of-state students

Consider the appeal of Arlington's urban location and non-traditional campus experience, and how to enhance those qualities. Consider marketing relative to Washington, DC's position as a seat of global power and hub for diplomacy and other international activity.

Strengthen Support for Student Services

- Expand graduate student services provided on the Arlington campus

Assess needs for housing, recreation, student services, and other forms of support currently offered on the Fairfax campus. Evaluate the full complement of services needed to foster a living-learning environment and develop a plan for providing them.

Review Governance of Space Reservations

- Modify current space management system to promote flexibility

Encourage collaborative use of space among various academic programs by diminishing space boundaries between programs. Review current space management policies and practices to facilitate coordination among various uses. Consider availability for Encore and community use.

Participate in County HE Forum

- Get involved with County program collaborating with area institutions

Investigate how the County is currently working with higher education institutions with an Arlington presence. Determine how Mason could engage with this group and develop objectives for engagement, including potential synergies, student outreach and recruitment opportunities.

SHORT TERM (1 to 5 Years)

Develop Academic Plan for Arlington Campus

- Update academic strategic plans for relevant units

Assess the status of Arlington-based departments' and programs' academic plans. Update plans considering opportunities for cross-disciplinary collaboration, SWOT analysis and other investigations in the immediate time frame. Consider the institution-wide effect of increased undergraduate presence on the Arlington

Campus upon academic offerings and faculty. Evaluate implications of developing a leadership persona for Mason Arlington in the context of Mason's overall identity.

Implement Strategic Plan

- Implement Mason's vision and mission for the Arlington campus

Integrate Arlington academic and facilities planning in coordination with institution-wide strategic planning processes. Structure the Arlington Campus decision-making process to guide its implementation and build the foundation of a living plan for future development in Arlington.

Rebrand as Leadership Campus Across Academic Programs

- Rebrand Arlington as Mason's leadership-focused campus

Strengthen an institution-wide presence, image and competitive position through rebranding Arlington as Mason's leadership-focused campus. Review opportunity to brand programs collectively and recruit students accordingly. Consider concerns raised in Visioning Session discussions including the impact upon and strengthening of programs currently based in Arlington without diminishing Mason's over-arching brand or stature or adversely impacting programs on other campuses.

Improve Student Services & Infrastructure

- Expand undergraduate student services provided on the Arlington Campus

Develop student services, housing and recreation facilities similar to Fairfax campus, scaled for Arlington's size and programs, through organizational expansion, renovations and possibly new construction. Consider concerns raised in Visioning Session discussions about an increased undergraduate presence in Arlington to determine how these improvements should benefit all students.

Develop Common Space for Gathering

- Renovate or build facilities to develop cross-disciplinary synergies

Create spaces that present opportunities for Mason students and faculty to meet casually in a social setting with refreshments as well as informal, flexible learning spaces for collaboration.

Increase Global Students Recruitment

- Develop strategy to increase international student enrollment in Arlington

Based upon the student market study in the Immediate phase, consider specific needs of the international student cohort relative to residential, recreational and student services as well as cultural aspects.

Realign Space Needs Between Schools

- Review and recalibrate allocations of space to various Arlington departments

Reflect actual needs and uses of existing facilities and governance of space reservations studied in Immediate time frame. Consider Mason Registrar, SCHEV and accreditation criteria as well as functional needs and growth projections for each School and program.

LONG TERM (5 to 10 Years)

Implement Strategic Plan

- Continue implementing Mason's vision and mission for the Arlington Campus
- Realize vision of new academic 'Urban Village'

Develop Arlington campus as a vibrant hub of activity. Leverage Arlington's highly educated demographics, urban character and proximity to the Washington,

DC to become a vital living-learning community of scholars. Coordinate with County development of the Rosslyn-Ballston urban corridor and Virginia Square neighborhood, public-private partnerships, private developers and Mason's Foundation to enhance the area immediately around the campus.



Photos by Ron Aira/Creative Services/George Mason University

 <h3>3. New Facility Needs</h3>		
Feasibility Study of Original Building Site	Initiate Planning Process for Original Building Site	Replace the Original Building
Re-evaluate Plaza Use	Implement Improvements to Plaza and Outdoor Spaces	
Re-evaluate Food Service Study	Upgrade Appearance of Executive Education Spaces	Dedicated Executive Education and Conference Center
Publish/Publicize Housing Study	Temporary Housing Solution	Permanent Housing
Study Locations for Student-Centered Area(s)	Evaluate Approaches for Providing University Life Components	Central Common/Collision Space for Students, Faculty and Staff
Research and Implement Tech Solution for Facility Scheduling	Improved Technology and Video Conference for Distance Learning	Provide More Flexible, Multi-Purpose Event / Learning Spaces
Study Interest and Locations for On-Campus Recreation Space		On-campus Recreation Center
Evaluate Temporary Use of Original Building		
IMMEDIATE [0–1 Year]	SHORT [1–5 Years]	LONG [5–10 Years]

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 identified 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 and 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 examined

possible adjustments to existing facilities, as well as other types of spaces and amenities needed for a more cohesive campus environment.

In addition to the over-arching questions noted above regarding the Arlington Campus’s vision for success, the following questions framed the New Facility Needs breakout session discussions.

1. What new or enhanced facilities are needed to support the existing Arlington Campus? (housing, hotel, conference center, recreation, retail, learning spaces, student life spaces, media studio, maker space, etc.)
2. Is the lack of specific facilities constraining the success of existing programs? If so, how?
3. What new or enhanced facilities would be needed to support an increase in graduate and executive education programs in Arlington? (student housing, student life spaces, parking, learning spaces, library, recreation, etc.)
4. What new or enhanced facilities would be needed to support an increase in undergraduate programs in Arlington? (student housing, student life spaces, parking, learning spaces, library, recreation, etc.)
5. What new or enhanced facilities would be needed to support an increase in continuing professional development programs? (learning spaces, extended stay housing, hotel, conference, etc.)
6. What new or enhanced facilities would be needed to support an increase in distance learning? (production studio, learning spaces, extended stay housing, conference center, etc.)
7. How would partnerships with business/industry impact campus development and identity? How could mixed use, Planned Unit Development (PUD), or other development not exclusively serving Mason programs enhance the campus community?

In addition to these questions, three themes emerged from the discussions that informed the individual recommendations:

- New and enhanced facilities should deliberately become places that foster innovation, entrepreneurship and a vibrant intellectual community through inter-disciplinary collaboration and creativity.
- Redevelopment of the Original Building site, along with collaboration with

Arlington County and private developers on and around the campus, has the potential to dramatically transform Mason Arlington into a widely-renowned resource in the Washington area.

- Many of the directions to be established for Academic Priorities will precede and inform development of new facilities.

These considerations yielded the following recommendations for each time frame. Recommendations have been refined subsequent to the charrette to clarify intentions.

IMMEDIATE (0 to 1 Year)

Feasibility Study of Original Building Site

- Evaluate how the building and its site could be better utilized

Study options for renovating or re-purposing existing space as well as what could be built there in its place. Potential uses include recreation or student housing, possibly shared with other area universities. Consider possibilities for development by Mason or leveraging value of the site as a revenue source, maximizing allowable build-out.

Re-evaluate Plaza Use

- Evaluate barriers to making the plaza user-friendly and how to mitigate them

Study physical and programmatic reasons why the plaza is under-utilized. Consider weight, noise and barren quality that undermine efforts to enliven it. Re-evaluate events held in the past and what could have made them more successful for both Mason and the community.

Re-evaluate Food Service Study

- Evaluate current and possible future offerings, what has worked or not and why

Determine how to provide more “buzzy” atmosphere for venue(s). Study the optimal balance between supply and demand. Consider how an increased undergraduate presence could drive needs.

Publish/Publicize Housing Study

- Make housing study currently underway more available as a frame of reference

Develop a process for sharing the housing study with Mason community. Determine how to build upon its findings to fully inform planning of next steps.

Study Locations for Student-Centered Area(s)

- Evaluate where student gathering areas would be most effective

Determine how to create a variety of natural locations where “collisions” can happen, with an inviting atmosphere that becomes well-known among campus constituencies. Consider locations relative to amenities, entrances and paths of travel to heighten awareness.

Research and Implement Tech Solution for Facility Scheduling

- Evaluate how scheduling system could better accommodate shared uses

Determine how the current system creates impediments to flexibility of use, including governance and control. Consider opportunities for greater synergies among academic programs, increased community use and more efficient space utilization.

Study Interest and Locations for On-Campus Recreation Space

- Evaluate current accommodations and where needs could be met

Survey Arlington Campus constituencies to gauge interest in a variety of recreation

facilities with an emphasis on promoting well-being and health. Possibilities include a gymnasium, fitness center and other sports facilities. Consider potential demand relative to possible growth in graduate and undergraduate populations and community use.

Evaluate Temporary Use of Original Building

- Evaluate how to optimize short-term value of existing Original Building space

Consider possibilities for temporary use including recreation, social gathering and networking opportunities, food service / café, and flexible event space while planning for longer range scenarios. Study whether housing use is feasible. Consider its location and entrances relative to the rest of campus to gauge how it could complement existing uses.

SHORT TERM (1 to 5 Years)

Initiate Planning Process for Original Building Site

- Undertake comprehensive planning to fully leverage site's value and contribution to future Arlington Campus vision

Thoroughly evaluate a variety of options including redevelopment of the site for a Mason mixed use building and / or potential revenue from a public-private venture that would complement Mason Arlington Campus uses. Consider how a "vertical campus" presence could bring interest and excitement. Possibilities include housing, recreation, student services, amenities and academic uses, for specific departments or shared facilities. Consider costs, financing and investment for renovation or demolition / replacement scenarios. Consider implications relative to growth of undergraduates.

Implement Improvements to Plaza and Outdoor Spaces

- Fund and execute improvements based upon immediate time frame study

Invest in eliminating physical and perceived barriers to entering and using the plaza

by all Mason Arlington constituencies as recommended by the study. Collaborate with Arlington County to provide and promote outdoor events to the community. Renovate the plaza in the context of improvements to the entirety of Arlington Campus outdoor spaces, pedestrian access and visibility from the Clarendon-Virginia Square corridor.

Upgrade Appearance of Executive Education Spaces

- Improve Executive Education spaces' visibility, access and draw

Build upon Mason Arlington brand's strengths as a resource for executive education through renovations and furnishings more appealing to a professional and corporate clientele. Verify demand for such facilities in coordination with Academic Priorities planning, including a potential lounge on the Executive Education level. Consider integration of presentation / collaboration media and flexibility for an optimal modern corporate training environment

Temporary Housing Solution

- Provide short-term housing solutions for Mason students seeking proximity to the Arlington Campus

Act upon findings of the housing study referenced in the Intermediate time frame. Coordinate with needs identified in Academic Priorities discussions.

Evaluate Approaches for Providing University Life Components

- Determine how best to promote University Life on the Arlington Campus

Implement next steps building upon studies of housing, recreation, food service, gathering spaces and amenities in the Immediate time frame. In coordination with needs identified in Academic Priorities discussions, consider how changes to the mix of graduate and undergraduate students, redevelopment of the Original Building site and private development adjacent to the campus should influence the approach.

Improved Technology and Video Conference for Distance Learning

- Enhance capabilities for fostering collaboration and extending reach of Arlington Campus offerings through technology

Add and upgrade video conferencing equipment, furnishings and technology infrastructure in existing learning environments, including wireless networks and interactive media displays. Consider lighting and acoustics upgrades needed to support distance learning venues. Consider how the existing TV studio could be better utilized. Maximize potential benefits to Mason cross-campus and interdisciplinary collaboration as well as executive education and training through distance learning.

LONG TERM (5 to 10 Years)**Replace the Original Building**

- Redevelop Original Building site per intermediate time frame study recommendations

Coordinate redevelopment with public-private partnership opportunities, required State approvals, and financial analyses for construction and operations. Coordinate with County initiatives for public amenity improvements and private development adjacent to the campus.

Dedicated Executive Education and Conference Center

- Reinforce the Mason Arlington's identity as a leadership hub and community resource

Building upon needs identified as Academic Priorities, leverage opportunities to serve Arlington's concentration of leading public and private sector employers while augmenting professional programs based at Mason Arlington through a new Executive Education and conference center.

Permanent Housing

- Provide housing to serve the Mason Arlington community

Based upon earlier studies, provide a variety of housing options to create an Arlington living-learning community on campus and / or nearby. Accommodate undergraduate students as driven by academic program expansion. Incorporate amenities and student services as recommended herein.

Central Common/Collision Space for Students, Faculty and Staff

- Develop a central gathering space that fosters collaboration and collisions

Renovate and / or build a new campus common located and designed to attract all Mason Arlington community members, fostering innovation and entrepreneurship in an informal, open setting. Coordinate design with food service, plaza upgrades and entrance locations to maximize visibility and access.

Provide More Flexible, Multi-Purpose Event / Learning Spaces

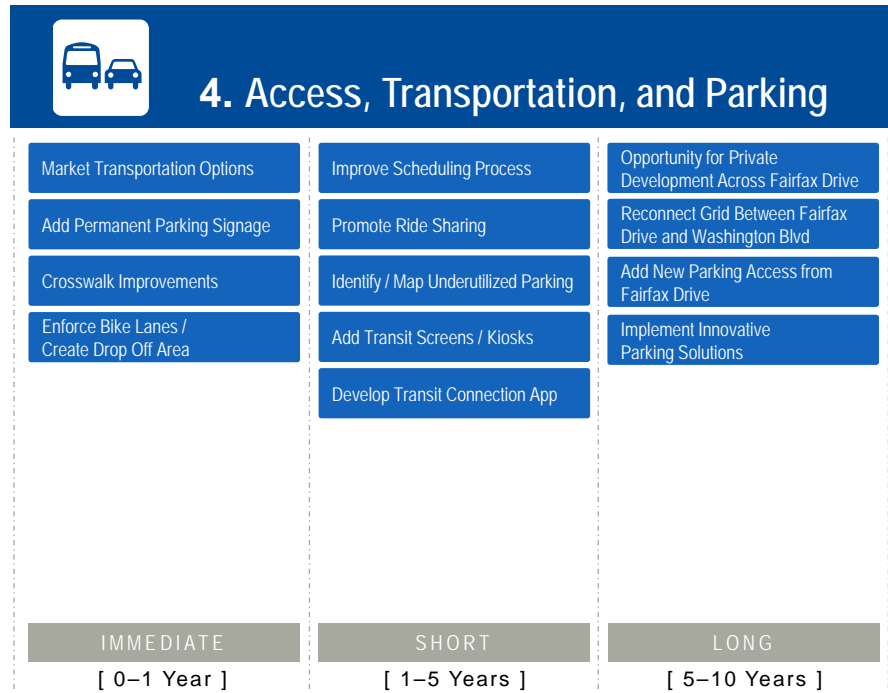
- Build or renovate learning spaces available for multiple academic programs and users

Provide a variety of flexible, mediated 21st century learning environments including larger event space(s) that can be divided into smaller spaces. Coordinate locations and governance to maximize availability for various academic programs and community uses.

On-Campus Recreation Center

- Build or renovate facilities for recreation and physical activities

Based upon earlier studies, develop a recreation center that provides amenities comparable to those offered on the Fairfax Campus, scaled appropriately for the Arlington Campus size and demographics.



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 included 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.

The following questions framed the Access, Transportation, and Parking breakout session discussions:

1. How do you access campus (Pedestrian, Bicycle, Transit and/or auto)? What is your perception of how others access campus?
2. Is pedestrian safety on and around campus adequately addressed? Where and how could pedestrian access be improved?
3. Is there enough parking on or near campus? Is parking easy to find and access?
4. Are bicycle facilities safe and adequate? Where / how can bicycle access be improved?
5. Are there facility improvements or transportation programs that would make me consider using transit and / or walking / bicycling over driving a private auto?
6. What transportation options have been or should be considered to better connect the Arlington and Fairfax campuses?

During the group discussion, primary themes that emerged included:

- Improved transportation between the Arlington and Fairfax Campuses is key to the potential success of Academic Priorities that involve student and faculty access to facilities and programs on both campuses.
- Mason Arlington is an urban campus with strong transit connections that doesn't always celebrate transit as one of its primary assets. Planning for single passenger vehicles as if they are the only solution doesn't fit with the nature of the Arlington Campus or with current growth and development trends.
- The "commuting question" is as much about communication as it is about availability of transportation options.

An interesting array of immediate, short-term, and long-term recommendations were offered during discussion, touching on topics of safety, marketing, signage, street grid, logistics, and communications.

These considerations yielded the following recommendations for each time frame. Recommendations have been refined subsequent to the charrette to clarify intentions.

IMMEDIATE (0 to 1 Year)**Market Transportation Options**

- Publicize and market transportation options between campuses

Produce a recognizable, branded guide to make Fairfax-to-Arlington commuters aware of the breadth of options beyond the official shuttle and Metro that already exist for travel between campuses. The guide should translate to print, web, and social media. Consider using student employees to help with distribution and publicity events on both campuses.

Add Permanent Parking Signage

- Add permanent, easily visible signage to the parking entrance

Add signage that's easily visible from Kirkwood so that Arlington Campus visitors know where to park.

Crosswalk Improvements

- Partner with Arlington County on improving crosswalks on Fairfax Drive

Mitigate high vehicular speeds on the Arlington Campus section of Fairfax Drive by re-approaching VDOT about installing enhanced crosswalk improvements. Arlington County is ready to partner with Mason on this effort and have in hand official pedestrian crossing counts that demonstrate a need far beyond VDOT's minimum level to warrant safety enhancements.

Enhance Bike Lane / Create Drop-Off Area

- Take measures to preserve the existing bike lane for its intended use

In partnership with Arlington County, minimize blocking of the bike lane by cars

dropping people off via a publicity campaign, increased enforcement, and perhaps designating an alternate drop-off area.

SHORT TERM (1 to 5 Years)**Improve Scheduling Process**

- Consider transportation when scheduling classes and campus events

Minimize scheduling conflicts for students, faculty, and staff who need to manage classes and meetings across multiple campuses, especially as the Arlington campus expands and redevelops. Formalize consideration of transportation options and commute times when scheduling classes and campus events.

Promote Ride-Sharing

- Partner with ride-sharing services to publicize their use for campus connections

Promote full utilization of "old fashioned" carpooling, slugging, or services such as Uber and Lyft for travel between campuses through events, marketing campaigns, and special discounts.

Identify / Map Underutilized Parking

- Heighten awareness of available parking in the Arlington Campus garage

Push back on the perceived parking shortage by publicizing the availability of parking inside the Arlington garage. Consider mapping other available parking areas outside of the garage to illustrate the abundance of parking in the area.

Add Transit Screens / Kiosks

- Install transit screens and kiosks to provide travelers with the latest information

Program transit screens (currently in pre-procurement testing) with complete

campus connection options — all bus and rail lines, shuttles, and ride-sharing choices — to publicize available commuting options in real time. Provide stand-alone kiosks at pickup points for shuttle buses.

Develop Transit Connection App

- Provide an app to bring the convenience of a transit screen to users' fingertips

If transit screen companies currently under consideration offer the option of a corresponding app, include it in the procurement. If not, consider outsourcing for an app or hosting a local "hackathon" where students compete or work together to build one.

LONG TERM (5 to 10 Years)

Opportunity for Private Development Across Fairfax Drive

- Consider how new private development might enhance the pedestrian campus experience

As private redevelopment occurs across Fairfax Drive, seize the opportunity to participate in design and pedestrian enhancements that could help mitigate drivers' tendency to speed up along the Mason Campus.

Reconnect Grid Between Fairfax Drive and Washington Blvd

- Improve the pedestrian experience by breaking down the "mega block" scale

When redeveloping the original building site, consider reconnecting the street grid between Mason and FDIC with a road that connects Fairfax Drive and Washington Blvd.

Add New Parking Access from Fairfax Drive

- If the grid is reconnected, provide a new garage entrance from Fairfax Drive

Relieve the backups before and after special events that currently occur due to the garage's one way in / one way out setup by providing new parking garage access from Fairfax Drive.

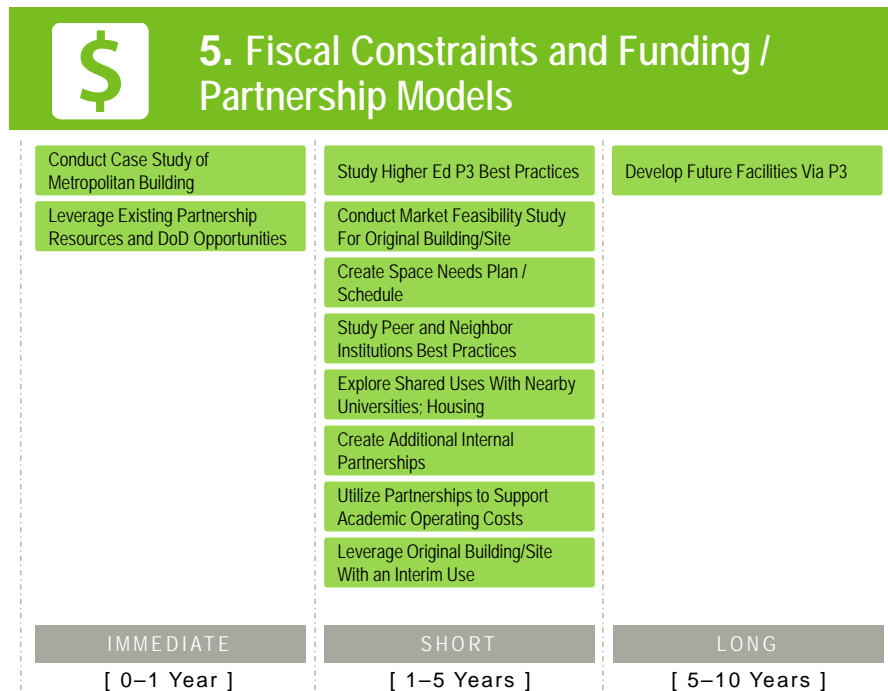
Implement Innovative Parking Solutions

- Design parking for future conversion to other uses

Anticipate a future when single-vehicle parking may not be the best long-term solution for the Arlington Campus. Design innovative parking solutions that could convert to other uses if / when parking needs are reduced over time.



Photo by Ron Aira/Creative Services/George Mason University



The share of state funding provided to public universities has decreased significantly. 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 sought to understand the impact of this changing financial environment on implementing the vision for the Arlington Campus. It also sought 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. The use of partnerships to support both new programs and new facilities were examined.

In addition to the over-arching questions noted above regarding the Arlington Campus’s vision for success, the following questions framed Fiscal Constraints and

Funding / Partnership Models breakout session discussions.

1. What are key existing partner/donor relationships that could be leveraged to advance future development on the Arlington Campus?
2. What opportunities exist for Mason Learning Solutions program partners to support campus development?
3. How will the Commonwealth’s higher education budget outlook impact Mason?
4. What partnership models are Mason’s peers using?
5. How can real estate assets be leveraged? Are there interim strategies that could leverage value in the near term and retain the asset for Mason’s longer term needs?
6. What role might PPEA play in future facilities development?

In addition to the questions, several themes emerged from the discussions that informed the recommendations:

- Mason has recently adopted a new budget model. There was wide recognition that additional time would be needed for campus leadership to better understand the system and apply it to the development of new funding or partnership approaches.
- Future campus investment strategies should not be confined to physical capital projects; investments in human capital will be an equally important component of growth at the Arlington Campus.
- A variety of partners, public and private, will be needed to provide resources and synergies. Potential public partners include:
 - Other higher education institutions;
 - Internal partnerships; and
 - The federal government.
- Partnerships with private entities should:
 - Focus on providing enhanced learning and career opportunities for students;
 - Lead to a more efficient use of space, specifically balancing day time and evening use of facilities; and
 - Leverage Mason resources to obtain a multiplier effect.

Mason needs to develop a process for developing and evaluating partnerships and provide information on partnering resources.

- Current facilities demand may not yet justify redevelopment of the Original Building site. A strategy is needed to realize the value of the site in the interim, utilizing a “first life/second life” approach.

The above considerations yielded the following recommendations for each time frame. Recommendations have been refined subsequent to the charrette to clarify intentions.

IMMEDIATE (0 to 1 Year)

Conduct a Case Study of the Metropolitan Building

- Conduct a case study/lessons learned report on the development of the Metropolitan Building

The Metropolitan Building was developed with a “first life/second life” approach. Understanding the pitfalls and success of the project will help in crafting a vision for the Original Building site.

Leverage Existing Partnership Resources and DoD Opportunities

- Create a forum for analysis of potential partners that includes Career Services, Advisory Boards, Mason Learning Solutions and Office of Advancement and Alumni Relations

Work with these organizations to foster new relationships with an emphasis on enhancing connections with the DoD and DHS.

Study Peer and Neighbor Institutions Best Practices for Facilities Development. Study Higher Ed P3 Best Practices

- Study national best practices in higher education public-private partnerships for capital projects

Universities around the region and around the country are facing similar financial challenges and have developed partnerships to address them. Identifying best practices in this area will help Mason craft its solution.

SHORT TERM (1 to 5 Years)

Conduct Market Feasibility Study for the Original Building Site.

- Conduct a market study of potential users of the Original Building site to determine the range of potential development options

The study should address near and longer term demand potential to help inform the crafting of a “first life/second life” approach.

Create Space Needs Plan / Schedule

- Determine space needs and timing of needs on campus

A clear definition of the University’s space needs over time will help determine partnership activities and phasing for a “first life, second life” project.

Explore Shared Uses With Nearby Universities; Housing

- Explore potential for shared facilities with other nearby universities, including in housing

Partnering with nearby universities may provide the needed economies of scale to develop appropriate student housing or other shared facilities.

Create Additional Internal Partnerships

- Assess existing internal partnership efforts such as joint degree programs to identify current successes and additional partnering opportunities

More efficient use of existing facilities could be achieved through enhanced internal partnerships. Current facility use should be optimized prior to advancing new facilities.

Utilize Partnerships to Support Academic Operating Costs

- Utilize partnerships to support operating costs of academic programs

While P3s are seen as a mechanism for delivering capital projects, emphasis should also be placed on crafting partnerships that support future operating costs. This could be achieved through generating revenues from current or future facilities or through in-kind services from partners.

Leverage Original Building/Site With an Interim Use

- Develop the Original Building/Site as a in interim or partial interim use

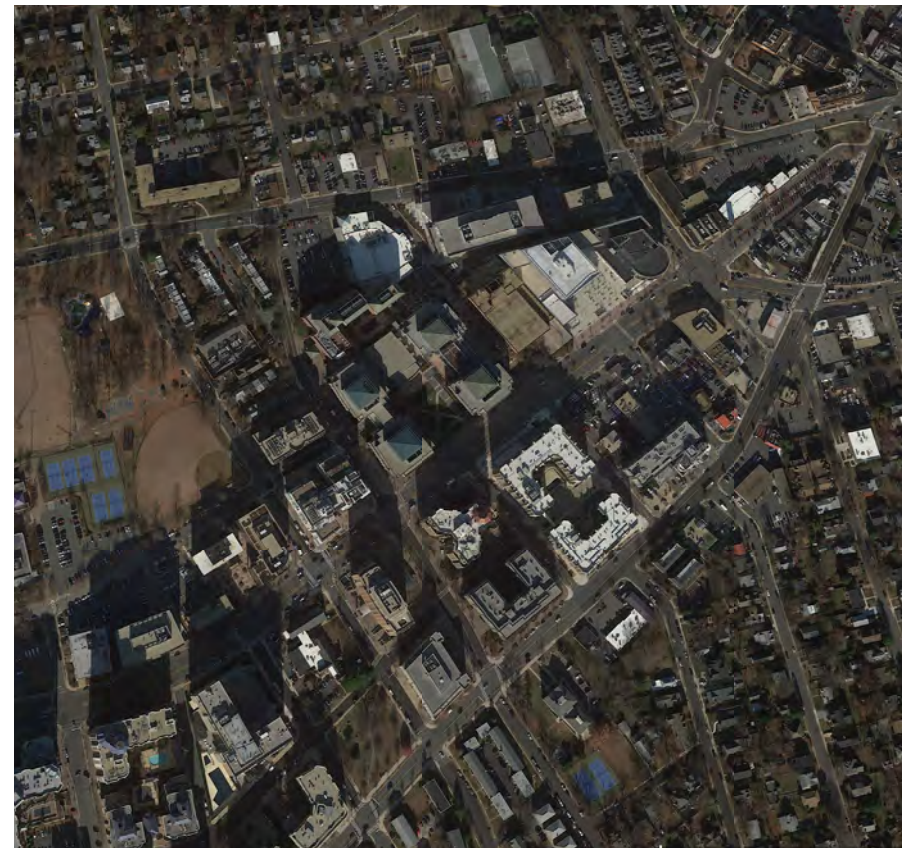
An interim use would allow Mason to leverage the value of this real asset until sufficient demand exists for Mason to utilize the space. This leverage could help support other aspects of program needs on the Arlington Campus.

LONG TERM (5 to 10 Years)


Develop Future Facilities Via P3 (PPEA)

- Utilize a public-private, public-public or other partnership to deliver future facilities

In addition to some of the benefits noted above, a P3 will allow the University to leverage its resources and potentially have a greater impact on the Campus. This impact could be in the form of technology enhancements, larger or more varied space types and human resources. Virginia's PPEA legislation provides a proven tool for education based P3 facility projects. Through PPEA and best practices from around the country, Mason can craft a beneficial partnership to advance its vision for the Arlington Campus.



courtesy of GoogleEarth

 <h2>6. Community Engagement</h2>		
Enhance Plaza Environmental Graphics	Expand Public Events in Plaza	Renovate Plaza Into Public Quad
Retail Business Focus Groups	Redevelop Ground Floor Community Spaces	Expand Spaces Available to Community
Collaborate with APS on New Programs	Develop Multi-generational Mentoring	Community Spaces For Millennials
On-campus Housing Market Survey	Promote Accessory Units and Other Innovative Housing	New Mason Living/Learning Community
Community-Based Student Projects	Academic Engagement With County Public Policy	"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]

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 focused on identifying the engagement strategies and specific audiences that will be part of moving the Mason Arlington Campus forward.

In addition to the over-arching questions noted above regarding the Arlington Campus’s vision for success, the following questions framed the Community Engagement breakout session discussions.

1. How has Mason engaged the Arlington Campus community and stakeholders in the past? What was effective about these engagements and what could be improved?
2. How should the community engagement process be structured? What communications tools/media should be used?
3. What specific stakeholder group’s input will be sought?
4. How do different groups effect the community engagement process and the choice of communications tools?
5. How should we define the geographic reach of the engagement process?
6. At what points in the process should the community be engaged?

In addition to the questions, two themes emerged from the discussions that informed the recommendations:

- Enrich the Mason Arlington Campus experience through a stronger relationship between the campus and the community by promoting interaction. Make the Mason Arlington Campus facilities and programs more welcoming and approachable.
- Fully leverage opportunities to enhance the Mason curriculum and community through Mason’s strategic co-location with Arlington’s resources. Develop Mason’s position as an academic resource for the community.

Additionally, this particular group chose to expand beyond the discussion of a community engagement process to develop recommendations for specific measures that would benefit the broader community. These considerations yielded the following recommendations for each time frame. Recommendations have been refined subsequent to the charrette to clarify intentions.

IMMEDIATE (0 to 1 Year)

Enhance Plaza Environmental Graphics

- Provide enhanced environmental graphics to make the plaza more inviting

Invite community in by de-emphasizing the boundary between the plaza and the street while reinforcing Mason Campus identity through branded graphics.

Retail Business Focus Groups

- Conduct focus groups to strategize retail offerings on and around campus

Gather Mason, community and local business representatives to strategize operational, programmatic and physical measures needed.

On-campus Housing Market Survey

- Conduct housing market survey

Gauge interest and demand for Arlington on-campus housing.

Community-Based Student Projects

- Create community-based student projects within Mason academic programs

Encourage faculty to use Arlington as a living-learning laboratory by developing projects that engage students with the community.

Collaborate with APS on New Programs

- Collaborate with Arlington Public Schools to mentor high school students

Develop new programs in leadership and other curricula relevant to Mason Arlington's academic offerings.

SHORT TERM (1 to 5 Years)

Redevelop Ground Floor Community Spaces

- Develop ground-floor gathering spaces on and around the campus

Provide inviting space for the community on campus through expanding

the variety and availability of retail and gathering areas. Collaborate with the County and local businesses to develop campus-friendly retail and programs in the neighborhood.

Expand Public Events in the Plaza

- Offer and publicize more public events in the plaza

Coordinate with the County to build upon current offerings to make the plaza more welcoming to the community.

Develop Multi-generational Mentoring

- Create a multi-generational learning support structure

Expand upon the Encore Learning program. Develop community gathering spaces and programs to foster multi-generational collaboration.

Promote Accessory Units and Other Innovative Housing

- Collaborate with County to promote non-conventional co-housing models

Develop actions to provide Mason student housing per the market study.

Academic Engagement with County Public Policy

- Engage faculty and students to work with County on public policy

Assist the County to solve public policy problems. Recruit Arlington residents with in-depth knowledge of the federal government as guest lecturers and adjunct faculty.

LONG TERM (5 to 10 Years)

Renovate Plaza into Public Quad

- Create a public quadrangle open to Fairfax Drive

Further develop the welcoming qualities of the plaza through renovations to create a park-like setting.

Expand Spaces Available to Community

- Expand pool of spaces available for community use

Reorganize and renovate existing Mason departmental spaces to accommodate more community use.

Create New Neighborhood Community Space

- Create a new neighborhood / Mason gathering space on campus

Foster interaction between Mason and the community for structured and informal gatherings, retail, and other uses.

Community Spaces for Millennials

- Provide on-campus amenities attractive to millennials

Cater to the growing millennial population around the Mason campus, particularly young families with children.

New Mason Living/Learning Community

- Provide a robust residence life program serving the Arlington Campus

Create a living-learning environment based upon the housing market study, on campus or in the immediate vicinity. Consider development through public-private partnerships.

“Sandbox” for Joint Mason / County Programs

- Create spaces designed for flexibility and mediated face-to-face collaboration

Develop spaces for a living-learning laboratory where Mason faculty and students, County representatives and the community can leverage Mason’s academic resources to help address County and neighborhood issues.

Develop Fairfax Drive “Boulevard”

- Develop Fairfax Drive as a landscaped boulevard / public zone

Collaborate with the County and community to develop pedestrian-friendly street crossings, streetscape enhancements and public spaces around the campus.

P3 Mixed Use Development Across Fairfax Drive

- Coordinate with public-private partnership opportunities around campus

Develop properties for student housing with retail and community space, drawing the Mason community out into the neighborhood. Encourage mixed-use development around Mason with ground floor retail serving the Campus community.



Photos by Ron Aira/Creative Services/George Mason University

Final Presentation / Discussion / Common Themes

Mason academics and planners will collaborate in the coming months to further prioritize and organize decision-making processes to guide concrete progress toward the Arlington Campus Vision. The facilitation team synthesized the focus area discussions into three sets of initiatives as a framework for that collaboration. There are many ways specific steps could be structured, and the initiatives described below are intended to serve as examples of next steps in the process, to be shaped and refined as thoughtful planning leads to a fully integrated set of actions.

The generative role of verifying and fleshing out academic priorities must be acknowledged in structuring the planning and implementation in other priority areas. Actively engaging key constituencies to fully consider and resolve issues that engendered debate in the charrette will be essential to success in the next stage of Mason Arlington's planning.

Leadership Campus

Building upon President Cabrera's "watercolor vision" for a leadership development environment fully connected with its community, this initiative brings together many of the Academic Priorities supported by recommendations for partnerships, community engagement and visibility. Imagining of new Arlington Campus academic programs, based upon a SWOT analysis, student market study and space governance review, should be done in the Immediate time frame. Within five years, an updated academic strategic plan should reflect a leadership brand and new partnerships. Complete implementation of the strategic plan in five to ten years should transform the Arlington Campus into a vibrant academic "urban village."

Undergraduate Population

Many of the Leadership Campus Academic Priorities recommendations dovetail with increasing the Arlington Campus's draw for Mason undergraduates. In the first year, an on-campus housing market survey, community-based student projects and

a redesigned "student experience" should lay the groundwork. Innovative housing solutions, improved transportation, new gathering space and mentoring in the Intermediate time frame should lead to a new Mason living-learning community, including mixed use development around the campus, in the five- to ten-year horizon.

Build Out the Arlington Campus

Building out the campus should take many forms, from expansion of public space and uses to fostering smart development. Improvements to the plaza, wayfinding and retail offerings, plus studies of new uses for the Metropolitan Building and leveraging the value of the Original Building site, should be undertaken in the first year. Within five years, new gathering venues, housing solutions and student activities should find places on and around the campus. The longer term should manifest earlier initiatives through such measures as replacing the original building, engaging in public-private partnerships and transportation improvements.

See Appendix E for the wrap-up session presentation.

