Project Overview

FAIRFAX CAMPUS & PROJECT STUDY AREA
Project Overview

Schedule

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Project Team
- Project Leadership Team
- Senior Leadership Team
- Steering Committee
Stakeholder Interview Outcomes

Key Themes

Financial Considerations
- Address faculty / staff housing affordability
- Preserve GMU’s credit rating & minimize impact to debt capacity

Student Experience & Campus Life
- Identify private partners to promote experiential learning & applied research
- Reposition campus as a destination
- Transform non-campus core into vibrant hubs
- Ensure an active campus year-round
- Enhance commuter student & visitor engagement on campus
- Cultivate the Mason community & brand

Asset-Specific Recommendations
- Reposition campus retail to be both GMU & community-facing
- Increase capacity to host / accommodate conferences & events
- Increase investment in campus Athletics facilities
- Explore community & competitive athletic uses for Shirley Gate

Mobility Concerns
- Change attitudes / behaviors around campus parking
- Increase connectivity within & extending from campus
- Increase access to other transit modes

GMU Stakeholder Interviews Conducted to Date
- Athletics
- City / County of Fairfax
- Facilities & Campus Planning
- Fiscal Services
- Office of the Provost
- Operations & Business Services
- Strategic Initiatives & Office of the President
- University Life
- Major League Cricket
- Advancement & Alumni Relations*
- University Branding*
- Additional City / County Discussions*
Stakeholder Interview Outcomes

Key Commentaries

✓ Reposition campus as a destination
✓ Transform non-campus core into vibrant hubs
✓ Enhance commuter Student & Visitor engagement on campus
✓ Cultivate the Mason community & brand
✓ Change attitudes / behaviors around campus parking
✓ Increase connectivity within & extending from campus
✓ Increase access to other transit modes
Strategic Asset Value Work Session

**Educational Outcomes**
- Institutional Growth
- Faculty / Staff Recruitment
- Campus Extension
- Experiential Learning

**Enrollment Management**
- Institutional Profile
- Campus / Community Integration
- Institutional Presence in Community
- Campus Gateway

**Campus Community**
- Visitor Experience Management
- Retail & Services
- Student Housing Market
- Faculty / Staff Housing Market
- Common Social Experience
- Campus Interaction with Community

**Financial Performance**
- Revenue Generation
- Alumni Support & Engagement
- Donor Support & Engagement
- Risk Tolerance
- Balance Sheet Management

**Environmental Sustainability**
- Sustainable Design & Operations

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SAV Work Session
**CAMPUS EDGE MIXED-USE**

**CAMPUS COMMUNITY**
Common Social Experience

1. Campus edge amenities are:
   - **Transactional** places.
   - **Not** seen as central community-building spaces.

10. Campus edge amenities are:
    - Leveraged as primary tool to **create** / **strengthen** campus community relationships.
Strategic Asset Value Results

Gap Analysis

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Athens Capital Strategy
Planning
Strategic Asset Value Story

Project Criteria

LOCATION & SCALE OF DEVELOPMENT
- Mason must be intentional in creating a campus edge ecosystem that optimizes and successfully leverages its underutilized assets at a scale that is responsive to campus and community need while supporting institutional growth and diversity.
- Mason must develop a well-defined gateway to communicate its presence and commitment to its mission; strengthen its brand; enhance quality of life; and bridge campus with the surrounding community.
- Mason must promote multi-modal connections on campus and at the campus edge that:
  + promote walkability within, to, and from campus,
  + change behaviors with respect to parking on campus,
  + lessen a perception of physical isolation, and
  + advance shared City / County / University planning objectives.

TARGET MARKET SEGMENTS
- Campus edge assets should support a greater level of on-campus activity to enhance the Mason experience for and foster relationship-building among current and future:
  + students,
  + faculty / staff,
  + alumni,
  + prospective students,
  + community members, and
  + visitors.

OUTCOME DRIVERS & PROGRAMMATIC COMPONENTS
- The campus edge must establish a cohesive destination of complementary mixed uses for university and community members that creates a sense of place and impresses a memorable experience.
- Campus edge spaces should increase Mason’s capacity to diversify opportunities for hosting events (i.e. conferences, summer camps) and other large-scale university / public activities that promote lifelong connections with Mason.
- Campus edge amenities should appeal to faculty and staff to attract a residential population that reinforces a complete neighborhood.
- Campus edge programming must contribute to Mason’s university-wide strategic initiatives and campuswide living-learning environment by incorporating on-campus experiential learning opportunities that directly and indirectly support academic programs.

INSTITUTIONAL WILL & FINANCIAL PARTICIPATION
- Mason must deliver on institutional need while minimizing impact to debt capacity.
- Mason should also pursue strategic financial opportunities to:
  + diversify revenue sources,
  + maintain affordability of student and faculty / staff amenities,
  + leverage external partnerships and funding sources, and
  + ensure self-sustaining operations.
- Mason should invest in environmentally sustainable design and operations to advance Fairfax campus planning objectives to the extent that it can ensure financial viability of lifecycle costs.
Mixed-Use Market Analysis

Leakage & Gap Analysis

- Housing
- Retail
- Hotel
- Entertainment
- Office
- Event / Conference
- Athletic
Next Steps

1. Refine Strategic Criteria
2. Complete Stakeholder Interviews
3. Conduct Focus Groups
4. Advance Market Analysis
5. Develop Decision Making Framework & Implementation Strategy