

**REGIONAL STRATEGY WORKING GROUP  
EXECUTIVE SUMMARY AND REPORT**

Submitted Monday, January 14, 2013  
by the Regional Strategy Working Group for the President's Vision Effort

*Working Group Members:*

**Michelle Marks, Chair**

*Vice Provost for Academic Affairs, Office of the Provost*

**Ann Baker**

*Senior Associate Dean, School of Public Policy*

**Addison Brown**

*Graduate Student, Global Affairs*

**Robert Buchanan**

*Principle, Buchanan Partners*

**Annie Hunt Burriss**

*Chief Executive Officer, Prince William Campus, Prince William Operations*

**Diana Cline**

*Director, Budget Operations, Office of Budget and Planning*

**Alison Cuellar**

*Associate Professor, Health Administration & Policy*

**Charlene Douglas**

*Associate Professor, Nursing, Coordinator, Community Health Nursing*

**Stephen Fuller**

*University Professor, Schar Faculty Chair, Director, Center for Regional Analysis*

**Kathleen Johnson**

*Assistant Vice President, Regional Campuses*

**Carol Kirby**

*Board of Visitor*

**Danny Lee**

*Student, Government & International Politics*

**Paul Liberty**

*Vice President, Government and Community Relations*

**Stuart Mendelsohn**

*Board of Visitor*

**David Schwengel**

*Director, Regional Business Planning, Northern Virginia Regional Commission*

**Tony Stefanidis**

*Associate Professor, Director, Center for Geospatial Intelligence*

**Cathy Wolfe**

*Director, Campus Planning*

**Other Contributors**

**Jamie Coniglio**

*Head, Reference Department, Fenwick Library*

## Table of Contents

<b>1. Executive Summary</b>	page 3
<b>2. Main Report</b>	page 6
<b>3. Appendices</b>	page 15

Attachment 1: Northern Virginia's Future Workforce

Attachment 2: Mason Overall, STEM and Health Science Degrees Awarded 2006-2012

Attachment 3: Mason Degree Programs in Health Science and STEM

Attachment 4: GMU Northern Virginia Service Area

Attachment 5: Levels of Commitment to Community Engagement

## EXECUTIVE SUMMARY

Through a series of formal and informal conversations with business, community, government and university stakeholders, it is evident that George Mason University (Mason) is one of the most visible manifestations of regional growth over the past decade. Mason has developed into a key economic driver for the Commonwealth of Virginia, the Washington Area Metropolitan and the world. It is also clear that both the public and private sectors are looking for an academic partner to play a central leadership role as convener and connector.

Mason is ideally situated at the crossroads for business and government. Leveraging distributed campus locations, partnerships, and an entrepreneurial culture, Mason has become more than just the nation's top "up and coming" university<sup>1</sup> by employing diverse approaches to learning, research, engagement and entrepreneurship. The university is now fully poised to provide meaningful impact as a regional leader. By building on the relationships and experiences extant, the university should now move to position itself as an integral and undisputed center for collaboration and development of our region.

Companies recognize that Mason graduates are valuable assets who can help them carry out their stated missions. Mason should continue to establish its local presence and credibility by collaborating through robust internships, co-ops and industry-informed programs. At the same time there is significant untapped opportunity for businesses to invest in and collaborate with Mason as a place that both serves their workforce demands and helps address their strategic business needs.

Stakeholders are enthusiastic about working with Mason on regional strategy and broad-based economic planning, but they do not always see Mason as offering expertise on challenges they face in both the the private or public sector. While these challenges are substantial, Mason has an opportunity to shape the future of the region by acting as the convener, connector across sectors, and intellectual driver. Through the development of a targeted regional strategy that provides both broad-based and specialized leadership, the university can effectively inform and contribute to the aspirations and needs of our regional partners.

In an era of shifting priorities and expected decreases in federal funding, continued state constraints in higher education funding, and pressures against tuition increases, we should look to alternative means to serve our strategic missions. Our geographic location in the heart of Northern Virginia and the Greater Washington Metropolitan Area is arguably Mason's greatest underexploited asset.

---

<sup>1</sup> <http://colleges.usnews.rankingsandreviews.com/best-colleges/rankings/national-universities/up-and-coming>

Given these realities, our future success depends on our ability to become a fully integrated and strategic “knowledge economy” asset to our region. This means shifting our current approaches toward a market-strategy that more fully aligns with our regional partners’ specific strengths and opportunities. The key is to develop integrated partnerships with businesses, government and academic communities, bridging both public and private sectors.

We propose the following commitments as critical to boosting our regional value:

**(1) Increase production of undergraduate, graduate and professional degrees for high-demand and low-supply professions.**

Economic forecasting finds there are looming labor shortages on our horizon due to demographics and new market demands, creating a significant need for highly educated workers to fill new and replacement jobs in our region, the Commonwealth and our nation over the next two decades<sup>23</sup>. Mason is the leading degree producer in the state of Virginia and the only public university in Northern Virginia. Building on existing strengths, we should channel future program growth towards fields that serve the region, resulting in more four-year, graduate and professional degree graduates in high demand growth occupations.

**(2) Serve as a catalyst and key convener to enable regional economic development initiatives.**

Position Mason as the “honest broker” convener for regional economic development initiatives, enabling us to step up to a leadership role. Mason should be a central force in establishing shared regional development narratives with surrounding localities that integrate and contribute to the greater regional discussion.

**(3) Establish entrepreneurship as a “top three” mission for the university.**

Entrepreneurship should be established as a “top three” mission for the university, along with teaching/learning and research. This involves rebranding the university, funding a program with strongly credentialed leadership to develop a cohesive university strategy to foster creative research and activity, providing entrepreneurial education to those inside and outside the university, and aligning university resources with developing enterprises that are private, public and non-profits. Such a bold move will make Mason distinctive from traditional higher education missions where the third mission is called “service.” This strategic move advances Mason’s economic engine role in the 21<sup>st</sup> century knowledge economy.

**(4) Increase partnerships with businesses, governments and communities.**

---

<sup>2</sup> <http://www9.georgetown.edu/grad/gppi/hpi/cew/pdfs/undereducatedamerican.pdf>

<sup>3</sup> Summer 2012 report on Northern Virginia’s Future Workforce

Mason should expand upon the many successes that have been created through partnership initiatives. Stronger integration of partnership strategies and activities will allow the university to better leverage emerging opportunities that matter. As tactics to expand partnerships are created, university programs and units can identify ways in which they can participate. Connecting with the university should be simplified so that potential partners and external stakeholders are not forced to navigate the university environment on their own.

## Regional Strategy Final Report

Our working group engaged in many conversations with community leaders as well as with faculty, staff, students and administrators at Mason. We asked this question to many, inside and outside of Mason: what would it take for Mason to become the best university for the region? And, going forward, what will it take to place Mason at the forefront of the region's future?

### **Commitment 1: Increase production of undergraduate, graduate and professional degrees for high-demand and low-supply professions.**

Economic forecasting indicates a looming labor shortage on our horizon, creating a significant need for highly educated workers to fill new and replacement jobs in our region and our nation over the next two decades<sup>4</sup>. Mason is the leading degree producer in the state of Virginia and the only public university in Northern Virginia. Building on our existing extensive portfolio of degree programs, we should channel future enrollment and program growth towards disciplines distinctively meeting regional educated workforce needs, resulting in more four-year, graduate and professional degree graduates in high growth occupations such as science, math, business and management, education, art and entertainment, healthcare, and other expanding fields. If an element of our core mission is adding value to our regional economy, we should ensure that existing programs are up to date and anticipate new programs that further the development of the intellectual capital needed in the region for a quickly evolving Innovations Economy.

**Key Issue:** *Industry leaders have identified that over the next two decades there will be a critical regional labor shortage in fields such as science, math, business and management, education, art and entertainment, and healthcare. Steve Fuller's Summer 2012 report on Northern Virginia's Future Workforce<sup>5</sup> states the following:*

*"With so many unemployed workers still seeking work, it may be difficult to believe that there is a labor shortage looming not just in Northern Virginia but also in the Washington metropolitan area and throughout the nation. This labor shortage has not received the attention that it deserves; it will be clearly evident by 2015 and there are no easy solutions."*

There are two challenges: a growth in net jobs requiring new workers, and significant retirements on the horizon. Fuller predicts the Washington Metropolitan area will see more than half a million new jobs over the next decade, half requiring at least a bachelors degree, and over 900,000 replacement positions, one third requiring at least a bachelors degree. In Northern Virginia, our share of new jobs will be concentrated in a smaller number of occupational sectors. Forty-one percent of Northern Virginia net new jobs will be in STEM fields

---

<sup>4</sup> <http://www9.georgetown.edu/grad/gppi/hpi/cew/pdfs/undereducatedamerican.pdf>

<sup>5</sup> Summer 2012 report on Northern Virginia's Future Workforce

and over 10% in healthcare. Both sectors are projected to grow 30% or more (See Attachment 1 for job growth by sector). Given current worker and future high school graduate trends, as a region we cannot satisfy future regional workforce needs. Fuller states “if everyone with high school and college degrees went to work in the area, we still would only fill 30% of new and replacement positions. NoVa will need to attract workers from other regions and countries to fill the remainder of future jobs.”

***Focus on Healthcare:*** Demand for access to strong healthcare and wellness services continues to rise. Though Americans are living longer than they have in the past, a report from the National Research Council and the Institute of Medicine found that Americans live comparatively shorter lives and are in generally worse health than citizens of other wealthy nations<sup>6</sup>. Health care reform is projected to significantly change how care is paid for, how health insurers design their benefits, and how care is delivered by local hospitals and by other local healthcare providers. With a service area inclusive of the US Capital, Mason is involved not only in healthcare education and delivery practitioners but also develops key leaders affecting public policy.

Advances in technology have led to changes in the resources, hardware and software required to optimize the acquisition, storage, retrieval and application of information in health and medicine. Entirely new approaches are being developed and disseminated. These advancements lie at the intersection of information science, computer science and health care, and are giving rise to new industries and professions under the umbrella of health informatics. Given the trend of more individualism and personalization with respect to diagnostics, medical care and delivery systems, we can expect significant change in the health and medical services market. Our future workforce will not only depend on more health care professionals, but also smarter ways to have healthier lifestyles.

***Mason’s competitive advantage:*** Mason has a long history of contributing to regional economic initiatives and growth. By using creative and flexible problem-solving approaches, Mason has balanced risk against opportunity to transform hay-fields into campuses and research centers into experiential learning labs. In this same manner, academic programs such as law and engineering were brought to Mason even when there was doubt about the validity of such investments. George Mason Law School is ranked in the top-tier of all law schools, and its graduates are legal, policy, and political thought leaders in the Commonwealth and beyond. Similarly, when the School of Engineering was originally established, the focus on information technology established Mason as a leader in new approaches to conventional disciplines. Today the College continues to be highly responsive to the rapidly changing IT and engineering fields by offering degrees that address the workforce needs without losing the primary focus on quality. Our College of Education graduates serve as teachers, administrators and counselors in almost every K-12 school in our region. These specific examples reflect a wide number of programs and initiatives that add significant value to our region.

---

<sup>6</sup> <http://www.iom.edu/Reports/2013/US-Health-in-International-Perspective-Shorter-Lives-Poorer-Health.aspx>

Among Virginia research institutions, George Mason is the leading overall degree producer and the second leading STEM degree producer in the state of Virginia. During the 2012 academic year we awarded 8586 degrees, of which 20% are in STEM fields (See attachment 2 for Mason overall, STEM and health science degrees awarded, 2006-2012). We offer twenty-seven undergraduate STEM majors, forty-nine STEM graduate certificates and thirty STEM masters degrees (See attachment 3). If an element of our core mission is adding value to our regional economy, we should continue our leading role in educating STEM graduates and elsewhere by building and further expanding programs that will fill critical gaps in our region's future workforce. Mason is the only Virginia university serving as a Governor's School of Science for high school juniors and seniors. Our Young Scientist program, backed by federal funding, enables high school students to work side by side with our eminent life science scholars in the summers, and is proving a highly successful means to engage students in research-driven sciences.

We have a competitive advantage in healthcare education, research and community engagement. We currently have a wide range of health science degree programs in areas such as public health, health administration and policy, global health, nutrition, biostatistics, health systems management, senior housing administration, nursing, social work and rehabilitation science. We have five undergraduate health majors, fourteen health science certificates and six health masters programs. Several of these programs have been developed in the last few years and combine technology and information science with advances in healthcare. Further, Mason is globally recognized for its emergent personalized medicine research, programs in nursing and global health, and its high potential commercial market opportunities. Mason is positioned to meet innovative medical needs through integrating research and clinical expertise in predictive, preventive and personalized medicine using high throughput technologies that allow systematic analyses of the molecular bases of major human diseases including cancer, diabetes and other diseases.

Another advantage for educating and providing professional development to the region is our geographical locations. Our campuses in Fairfax, Arlington and Prince William along with our site in Loudoun county map directly to Northern Virginia regions where population is dense and are accessible by Metro or VRE. A report on DC Metropolitan Activity Centers<sup>7</sup> indicates a strong alignment between proposed activity centers, which are locations that will accommodate the majority of our region's growth, and Mason's geographical locations (see attachment 4). In fact, Mason's distributed campus model meets the literal center of the Washington D.C. metropolitan statistical area and is considered by many to be a vital economic engine that has driven this area to create job growth.

***Trade-offs/Critical Success factors:*** Health and STEM education is costly, and the question for Mason will be how we pay for it. Modern laboratories and equipment are expensive, and require regular upgrades. Further, our collaborative ties that are based on regional workforce and training needs should be considered a platform to develop further relationships with

---

<sup>7</sup> <http://www.mwcog.org/planning/planning/activitycenters/>



organizations to help meet their management, technology, economic and strategic needs more fully.

**Commitment 2: Serve as a catalyst and key convener to enable regional economic development initiatives.**

*Key Issue: We are living in times when no organization can succeed on its own. There is a collaboration challenge to create effective linkages between business, academic, government, foundation and non-profit sectors in order to generate high quality economic development.*

Mason can and should step up to lead and fill a convening leadership void in our nation's capital region. To expand our role as the anchor of a vibrant regional economy, we should establish ourselves as the convener of Northern Virginia regional economic development discussions. Proactively partnering with surrounding jurisdictions and other external stakeholders in the development of regional aspirations lets Mason lead through excellence in entrepreneurial and scholarly means in a role that addresses needs for socioeconomic assessment, education, professional and executive development, employment, research activities, business spinoffs and cultural enrichment. As a convener of regional visioning efforts and initiatives, we will bring together thought leaders from the communities, business, academic, government, and non-profit sectors to identify and actualize effective strategies that advance regional transformation.

With the growing importance of knowledge-based industries, policy makers in both private and public sectors have realized the importance of universities in regional economic development. MIT and Stanford's role in the growth of industries in greater Boston and in the Silicon Valley are the best-known examples, though this is not only a phenomena that occurs with elite private universities. At Arizona State University (ASU), President Crow worked closely with then-mayoral candidate and eventually Mayor of Phoenix, Phil Gordon, to discuss how to build a downtown Phoenix campus that could help both the city and the university. This led to a process where officials from the university and the city worked closely to design and implement the project using a concept known as social embeddedness.

At ASU, "social embeddedness is a universitywide strategy to work in partnership with others for mutually beneficial outcomes."<sup>8</sup> Through social embeddedness, the university becomes part of the community, learns its needs and then directs its intellectual strengths to meet those needs. Further, the university has an impact on the community, but also allows the community to effect changes in the university so it can meet the changing requirements of the region. Together, the university, citizens and key stakeholders from the city constructed a strategic vision and blueprint for the future. The city and university worked jointly on the project.

Building on the concept of social embeddedness, we propose exploring the concept *Transformative Regional Engagement (TRE)* as another approach that our university can use to

---

<sup>8</sup> [https://asunews.asu.edu/20120427\\_social\\_embeddedness](https://asunews.asu.edu/20120427_social_embeddedness)

more deeply engage in regional strategy efforts with surrounding localities. TRE is defined as a structured approach to regional economic development (Regional Engagement Toolkit)<sup>9</sup>. This approach is another strategy that could assist us in being more intentional about how we create and maintain connections, align university and regional interests, and reach innovative outcomes.

Within the university, there are many units that interact with our external stakeholders. As we develop clarity about our goals, we should work together collaboratively to ensure that we continue to benefit from the “*serendipity of unexpected connections*” and the organic development of ideas and relationships. Mason has long prided itself on a highly collaborative culture within a nimble and unfettered organizational structure. We should explore and improve our internal mechanisms for cross-functional information sharing and collaboration so that we can effectively build towards comprehensive and outcome-oriented university goals. In today’s higher education environment, fund-raising, research, internships, corporate relations, curriculum development, community relations and numerous other functions are deeply intertwined. By building on current university groups that provide leadership for these initiatives, we can ensure that we are more fully understanding and leveraging every opportunity. Critical to this success will be faculty leadership and participation at the individual, department and School and College level.

Interdisciplinary intersections are the places where new knowledge emerges; Mason needs to address this convening/connecting role internally by bridging academic silos and then expand those entrepreneurial strengths to enable external bridging across the silo sectors of business, government, non-profits and foundations.

***Mason’s Competitive Advantage:*** We have close relationships with our surrounding localities, some of which have produced significant gains for the university. Our distributed university strategy has provided a basis of unique differentiation that aligns with the regional strengths and focuses strategic efforts. Programs and research such as public policy, personalized medicine, strategic gaming technologies and conservation science, just to name a few examples, are establishing Mason as the educational and industry leaders in those areas and help to define the campuses as regional subject matter experts. By continuing the development of complementary activities within a creative resource model, we can take our regional activities to the next level. Much like ASU, the regional campuses have been developed as a result of the close university-community connections. Expanding this connectivity to the corporate and business world will provide the meaningful workforce and economic impact that is needed and desired.

***Trade-off’s /Critical Success Factors:*** In what ways might Mason consider how to bring the totality of our expertise and assets to bear on the economic and social issues of our region? Mason should think differently about how we pay attention and assess our efforts towards

---

<sup>9</sup> Regional Engagement Toolkit  
<https://sites.google.com/site/trepartneringtoolkit/home>

regional development. This level of investment is not measured by the single efforts of senior university officials, but rather the totality of university culture. Based on 23 university case studies, Kenny et al., (2002) put together the following matrix of levels of commitment to community engagement (see attachment 5). This attachment illustrates key facets of community engagement from university leadership to faculty reward systems and faculty involvement to organizational structure and funding. We might consider this as an assessment tool for how we currently engage along multiple facets and what profile would indicate broad regional engagement.

**Commitment 3: Establish entrepreneurship as a “top three” mission for the university.**

Entrepreneurship should be established as a “top three” mission for the university, along with teaching/learning and research. This involves rebranding the university, funding a program with strongly credentialed leadership to develop a cohesive university strategy to attract and grow businesses, and taking steps to reorganize and our current entrepreneurial activities.

***Key Issue:** By establishing entrepreneurship as a visible organizational entity, the university can be even more responsive to the burgeoning interest in entrepreneurialism as an economic cluster throughout the region. Further, as we look for ways to generate new revenue streams while becoming increasingly embedded with our region, an increased focus on entrepreneurship provides opportunities to promote business incubation, help faculty and the university capitalize on marketable inventions, and provide our students with entrepreneurial experiences and competencies.*

**Mason’s Competitive Advantage:** Our approach to entrepreneurship at George Mason University is different than the vast majority of universities, which are situated squarely in business schools. We have existing areas of entrepreneurship strength across multiple academic colleges including programs in areas such as business, social entrepreneurship, public policy, the performing arts, the social sciences, and the Mason Enterprise Center (MEC), which offers business assistance and incubation services to start up companies around the state. As compared to many other universities, we emphasize interdisciplinary efforts as key to our vigorous approach. Mason also offers a vibrant urban location with a high concentration of entrepreneurs and investors.

However, across our institution we do not yet have an effective way of enabling collaborations and the broad range of entrepreneurial activities that exist or of making our internal entrepreneurship resources and assets readily available to our region. We envision the creation of an Institute for Entrepreneurship as a hub for collectively engaging the business community, students and faculty in collaborative research, educational and outreach programs and venture generation.

The Institute’s charge would be to develop and communicate a coherent vision of entrepreneurship as a “top three mission” for Mason and to position itself as having a vital role in the region’s economic development. The Institute will improve coordination among the

range of entrepreneurial activities at Mason including educational programs (undergraduate minors, core curriculum, degrees), faculty research activities, and outreach opportunities including our MEC. The Institute will engage, on its own and in collaboration with constituent programs, in preparing and funding proposals and responding to requests for service. We envision the Institute would play a key role in expansion of entrepreneur-related internships and mentorship opportunities for students, as well as developing additional interest in research and educational programming in related areas, and in branding the university as a leader in the field. Making it easy for potential partners to learn about Mason's activities in this area is imperative - whether it is an economic development office looking to host a "start-up weekend," or a local company seeking to connect with Mason researchers. Also critical is a regular and targeted flow of information that highlights Mason activities and that provides the boilerplate that external stakeholders need in order to advance their own objectives.

One key feature of the Institute would be a world-class center for investment and development of startup companies and research commercialization in Virginia and the Washington Metropolitan Region. This center, possibly located in Arlington, would bring investors in close proximity to local entrepreneurs and faculty with marketable inventions. It would also enable faculty to leverage the knowledge of industry experts and business advisors. Incubation space and business development support services would be provided, as well as access to university faculty and students. This collaboration hub would facilitate "placed based" innovation by collocating private capital, local entrepreneurs, private industry, government, non-profit and academia to foster a new generation of entrepreneurs who actively seek innovations for our regional economy. The Institute would leverage local funds, angel investors, venture capitalists, and other sources to support local entrepreneurs and university inventions, as well as blending the talents of start up companies and Mason faculty and students.

Overall, the Entrepreneurship Institute would constitute a primary university response to the growing demand for an innovative and robust infrastructure in entrepreneurship, and for the expansion of entrepreneurship in support of economic development. Its initiatives and coordination will improve the university's capacity to serve students and businesses alike.

***Tradeoff/Critical Success Factors:*** Success requires positive attitudes towards entrepreneurship, support for commercialization and technology transfer, and the development of appropriate incentive and reward systems for faculty participation.

**Commitment 4: Increase regional partnerships with businesses, governments and communities.**

Mason should build on existing, successful partnership initiatives. Stronger integration of partnership strategies and activities will allow the university to better identify and leverage merging opportunities that reflect regional priorities and needs. Further, strategic partnerships can generate alternate revenue streams for the university. By expanding the ways in which Mason faculty, staff and students can interact with our local organizations and communities, we build a network of connectivity, creativity and contribution. As tactics to expand

partnerships are created, university programs and units can identify ways in which they can participate.

***Key Issue: We must further exploit relationships with federal research laboratories, educational entities and businesses.***

Our geographical location gives us opportunities to partner with government leaders in science and technology in ways that can bring research opportunities to the university as well as influencing regional, national and global policy. As federal agencies experience impending fiscal challenges, there are opportunities for academia to step in and provide ways for federal research agendas to move forward more economically and in partnership with universities. Mason should exploit this opportunity by identifying new initiatives from local federal labs that need strong academic partnerships and brand with them as our strategic partner. Mason should tap into the talent pool of the retiring federal workforce in order to leverage their expertise and to extend their rarified relationship networks.

Relative to our regional educational partners, Mason has nurtured strong relationships and successful initiatives with numerous K-20 institutions. For example, Mason and Northern Virginia Community College have several successful initiatives already in place to include programs to foster non-traditional student degree completion, STEM pipeline programs and a Governor's School. Plans also are underway to operate a College Partnership Laboratory School, the Patriot Innovation Academy, in collaboration with Fairfax County Public Schools, which would be the first "incubator" in Virginia for formulating inventive best practices in P-12 education. We are expanding our delivery of professional education and research in Stafford County in partnership with the County and Mary Washington University and developing programs in Loudoun County to meet workforce higher education needs.

There may be further opportunities to provide the next level of K-20 partnership as a national model for innovation in workforce development by providing an even more seamless path through education to the workforce.

***Mason's Competitive Advantage:*** Our faculty talent is a competitive advantage. The university could promote its research activities and the skills of its faculty, which can be deployed for the benefit of regional organizations in the private and public sector. Innovative work at George Mason touches on many of the challenges faced by disparate organizations in the region. Further, the research and innovations within Mason increase in relevance the more closely tied the work is to the problems that the region foresees in the short and long term.

For example, our current joint degree program in bioscience education with Georgetown University brings us a strong brand and experience in medical education; our shared goals in medical education provided an opportunity to collaborate. It took considerable creativity to figure out how an elite, religiously affiliated private and large public institution could co-develop and co-deliver degrees and certificates, but we worked out the challenges.

Another example of current strength is our deepening relationship with the Smithsonian. We collaborate on a Masters degree in History of Decorative Arts. It is a Mason degree taught by our faculty and their experts in DC within the walls of the Smithsonian. Another facet of our Smithsonian partnership has yielded the Smithsonian-Mason School of Conservation at Front Royal. Both organizations contribute facilities and instructors to operate the School, which provides in depth education and training in conservation science.

A third example is our Prince William Campus, recognized nationally by corporate real estate executives as an award-winning public-private partnership model. Just as foresighted, Fairfax County civic leaders conceived that GMU would not only be important to the county's future but would build a metropolis where all would thrive, Prince William County leaders expanded that strategy through public private partnerships producing a campus focused on STEAM (Science, Technology, Engineering, Arts & Math). The Prince William Mason campus represents a \$1billion investment by counties, cities, Commonwealth, Mason and private stakeholders. Taking a "body, mind, soul" approach this Mason campus is home to Freedom Athletic Center, a 110,000 square foot complex where Northern Virginia bodies do physical training, sports, recreation, camps and experiential learning while also providing a living laboratory for GMU's health, tourism and recreation learning and research.