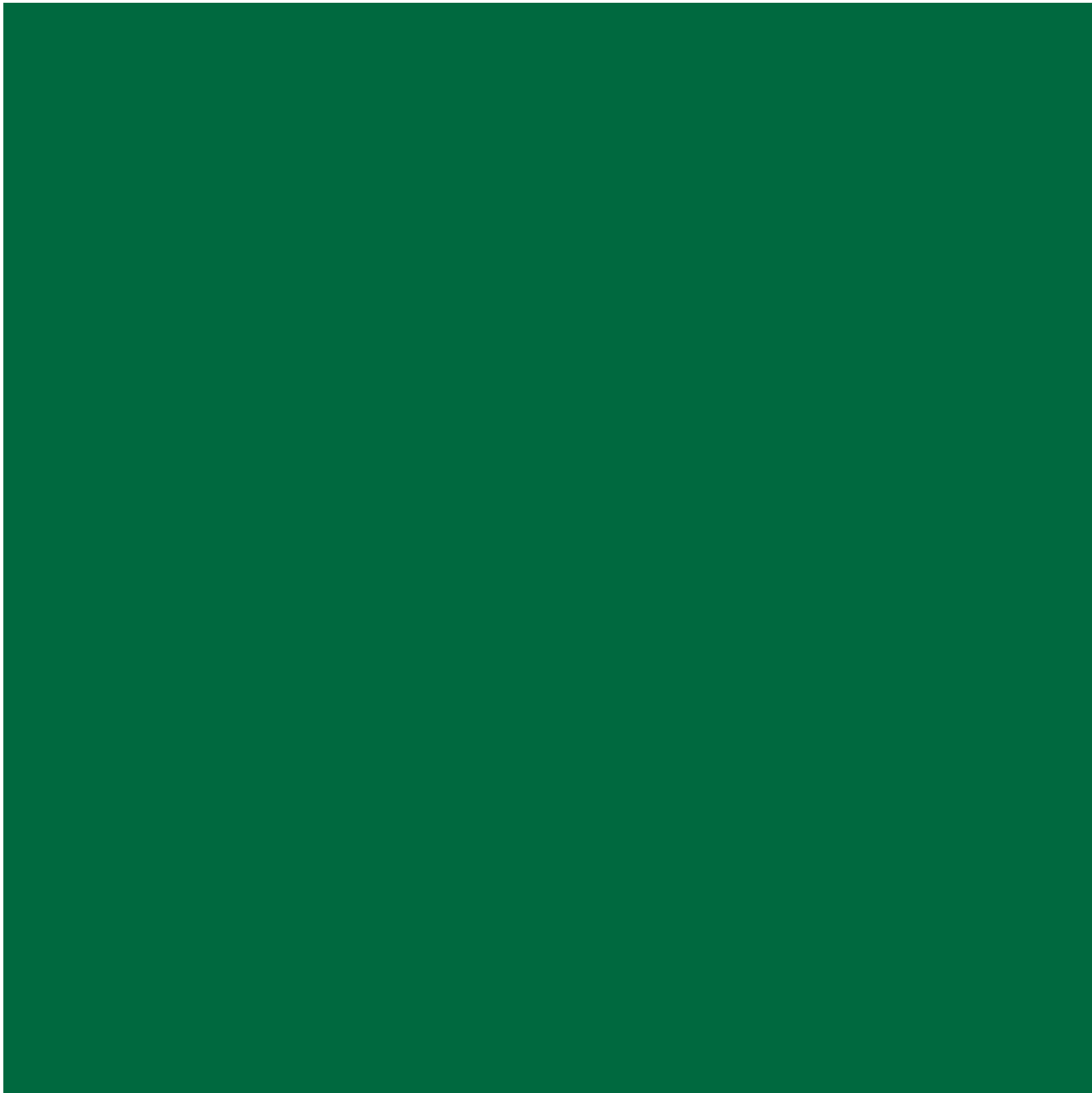


CREATE

The Arts at Mason





George Mason University
College of Visual & Performing Arts
Facilities Master Plan 2012 - 2022

April 9, 2013

Westlake
Reed
Leskosky

Vision of the Arts at Mason

The Arts at Mason Partnership seeks to make the visual and performing arts a pervasive element of the lives in the communities served by George Mason University. The mission of the Arts at Mason Partnership is to expand opportunities for the development, presentation, and appreciation of the arts and arts education within the region by appropriately linking the resources of the University and the communities.

College of Visual and Performing Arts Mission Statement

The College of Visual and Performing Arts (CVPA) was formed in 2001 bringing together the various academic and professional arts programs housed in various units across the University.

CVPA is dedicated to advancing the study, creation, performance, and exhibition of the arts acting on a strong belief in their transformative influence on individuals and societies. The College honors the value of the great traditions in the arts while actively engaging in the creation of new works and ideas. CVPA is defined by a distinctive fusion of the academic and professional, the campus and the community, the past and the present as the college moves forward into its second decade of growth and discovery.

CVPA serves over 1,400 majors pursuing undergraduate and graduate degrees in the Schools of Art, Dance, Music and Theater, as well as programs in Arts Management, Computer Game Design, and Film and Video Studies. The College has added important facilities to accommodate projected growth over the next decade. These include the Art and Design Building, a major addition to the Performing Arts Building, and the Hylton Performing Arts Center on the Prince William campus.

The College of Visual and Performing Arts also plays a significant role in campus life by offering participatory arts experiences for majors and non majors, offering a wide range of general education courses, and enlivening the cultural landscape with a full schedule of performances and exhibitions. As the Fairfax campus becomes increasingly residential, the spaces represented in the master plan will allow CVPA to continually expand its contribution to the Mason 'idea' (Innovative, Diverse, Entrepreneurial, Accessible).



Acknowledgements

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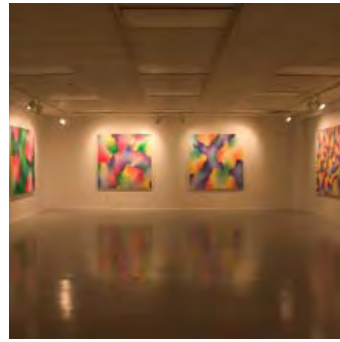
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deLaski Performing Arts Building (Photo by GMU).

Executive Summary

CVPA Overview

Founded in 2001, the College of Visual and Performing Arts (CVPA) serves a vital role at George Mason University. CVPA supports the Mason 'idea' to be innovative, entrepreneurial, diverse and accessible and provides a presence for the arts both at Mason and within the larger northern Virginia community and the greater Washington, DC metro area. CVPA programs are grounded in a common philosophy of integrating the academic, the professional and the community. The "three-legged stool" model serves as a guide for the ongoing development of the program and as the frame for implementation of new initiatives. Moreover, the diverse programs offered by CVPA promote interdisciplinary collaboration, further enhancing the academic experience. The total enrollment of CVPA has grown steadily, supporting an expanding offering of degree and certificate programs and a growing University general education demand.

CVPA consists of the following core programs: School of Art, School of Music, School of Dance, School of Theater, Film and Video Studies Program, Computer Game Design Program, and Arts Management Program. Potomac Arts Academy, a CVPA program serving thousands of community children and adults, provides private instruction in music and programs for theater, dance, art and computer game design. CVPA has partnered with Osher Lifelong Learning Institute, a continuing education and cultural resource for the senior community. Strategic partnerships with regional organizations, county and local governments, and other institutions have provided opportunities for entrepreneurial program investment and participation.

2012 – 2022 Master Plan Purpose and Objectives

The 2012-2022 CVPA Master Plan guides the development of facilities to support the current and planned programs of CVPA. Many of the academic programs have outgrown current facilities. In some cases, the programs are no longer supported by the physical space available: capacity has been reached. In other cases, new programs have developed, requiring new facilities to support the activity of the growing student body. In most cases, a lack of performance and presentation spaces inhibits the potential for the programs and student experience. The objectives of the CVPA Master Plan include:

- Align with the Mason Vision and Mason 'idea' (Innovative, Diverse, Entrepreneurial, Accessible)
- Encourage and support multi-disciplinary activity within CVPA, across the University and in the community
- Integrate technology to support collaboration
- Assure maximum utilization of space and balance dedicated and shared space
- Develop implementation strategy to avoid program disruption
- Plan for optimal operational and functional considerations
- Create a vision for CVPA which will inform the upcoming campus master plan
- Develop facilities to build academic excellence and to meet the needs of external communities

Master Plan Development Process

Quantitative and qualitative information was collected from each of the CVPA academic and administrative units and a range of affiliate organization and partners. Existing structures were evaluated, including utilization, condition, and appropriateness of program application. Enrollment projections were prepared for the master plan duration. Peer institutions were evaluated and benchmarked by CVPA and the project team against existing Mason programs and facilities. Major deficiencies were identified for each program and prioritized for implementation based on priority of need and impact on the student experience. Several projects were defined to meet the current and future needs of CVPA, with consideration for existing site conditions and feasibility of new construction or renovation of existing structures.

Executive Summary: Master Plan Recommendation Overview

The CVPA Master Plan identifies the following projects. Refer to the "Master Plan" section of this document for more detailed information. Note that Option 1 and 2 are identical in Phases A through E. Phases F and G vary in the use of the Concert Hall.

Projects: Option 1

- A** Renovation / addition at Harris Theater entrance to address lobby / patron amenities.
- B** Phase 1 renovation of the existing Center for the Arts to address infrastructure and accessibility. Seat count reduced to 1800 +/-.
- C** New 450-seat Recital Hall and 450-seat Dance Theater addition.
- D** New Multi-Disciplinary Building.
- E** Renovation of deLaski Performing Arts Building.
- F** Phase 2 renovation of the Center for the Arts to create 850-seat Multi-Purpose Performance Hall and academic space.
- G** New 2,200-seat Concert Hall (note, plan shows one possible site).

Projects: Option 2

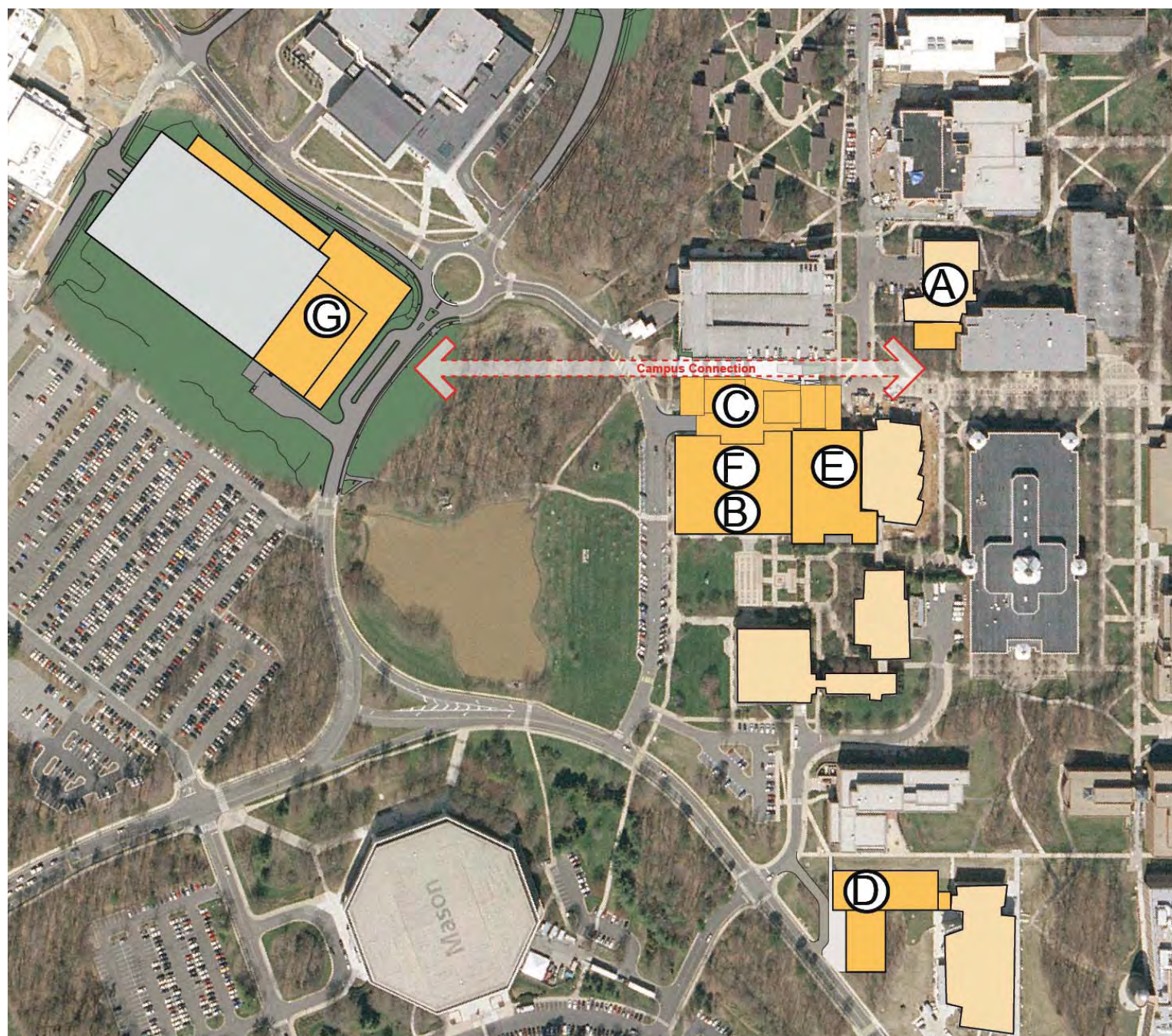
- Renovation / addition at Harris Theater entrance to address lobby / patron amenities.
- Phase 1 renovation of the existing Center for the Arts to address infrastructure and accessibility. Seat count reduced to 1800 +/-.
- New 450-seat Recital Hall and 450-seat Dance Theater addition.
- New Multi-Disciplinary Building.
- Renovation of deLaski Performing Arts Building.
- Phase 2 renovation of the Center for the Arts to create 1500-seat Concert Hall in situ.
- New 850-seat Multi-Purpose Performance Hall and academic space (note, plan shows one possible site).

Additional Projects Not Prioritized by Academic Requirements, Common to Both Options:

Construct new facility for Potomac Arts Academy (off-site).

Construct new facility for Osher Lifelong Learning Institute (off-site).

Construct addition at Hylton Performing Arts Center on the Prince William Campus.



CVPA Academic Units, Support Units & Affiliate Organizations

The College of Visual and Performing Arts is made up of seven academic units whose programs, faculty, staff and facilities serve not only the University but the larger community. The relationship between the academic realm, the community and the professional world is a key consideration for the development of the CVPA master plan. These interactions have philosophical and geographical implications related to the mission of CVPA and the implementation of facility construction projects and collaborative programming. Strategic partnerships with regional organizations, county and local governments, and other institutions have provided opportunities for entrepreneurial program investment and participation.

Arts Support Umbrella

The Arts Support Umbrella provides technical, operational and programming support to all of the CVPA performance venues and support facilities. In addition, the Arts Support Umbrella accommodates visiting artists and ensures a superior experience for performers and audiences for a wide range of programs. With the growth of the CVPA over the last decade and an ever increasing appetite for community participation in the arts, the existing primary performance venues are heavily scheduled, with limited alternatives. The lack of a variety of performance venues to support a range of functions, audience sizes and professional and academic uses is a significant consideration in the master plan.

CVPA Students

The current CVPA students represent a link between the educational experience and the vision toward preparedness for the professional world. A Student Visioning Session, in which students from each CVPA discipline and various campuses represented the CVPA student body, was held in order to discuss the CVPA master plan from the student perspective. In general, students identified needs for dedicated performance and presentation spaces for their discipline (such as additional music practice rooms, a recital hall, a screening room, a dedicated dance stage) as well as the desire for collaborative spaces for socialization and shared work among disciplines. Emerging trends identified by the students imply the need for state-of-the-art technology in professional environments. Students placed great emphasis on a focus of creating excellence at the University, with emphasis on technology and a hands-on approach to better prepare for application in the professional world.

University Life / Living Learning Community

University Life strives to create environments that broaden each student's capacity for academic success and personal growth through unique programs, partnerships and services. Within University Life, Living Learning Communities (LLC's) provide an opportunity for students to live with other students who share similar interests. Opportunities also exist for partnerships with faculty as well as with visiting professionals. An early Vision Session for this Master Plan identified the possibility of a CVPA LLC, which would incorporate arts facilities such as practice rooms, studios, rehearsal and collaborative space. By combining residential and educational spaces that are focused on the arts, the spaces would encourage students to use these spaces in the creative practice of their discipline, as well as to encourage interdisciplinary relationships in an environment that is outside of the academic buildings. In addition, incorporation of a curricular component, which stresses commitment on the part of the student and the faculty, would lead to a program with defined goals and participants, and a mission that would tie them together.

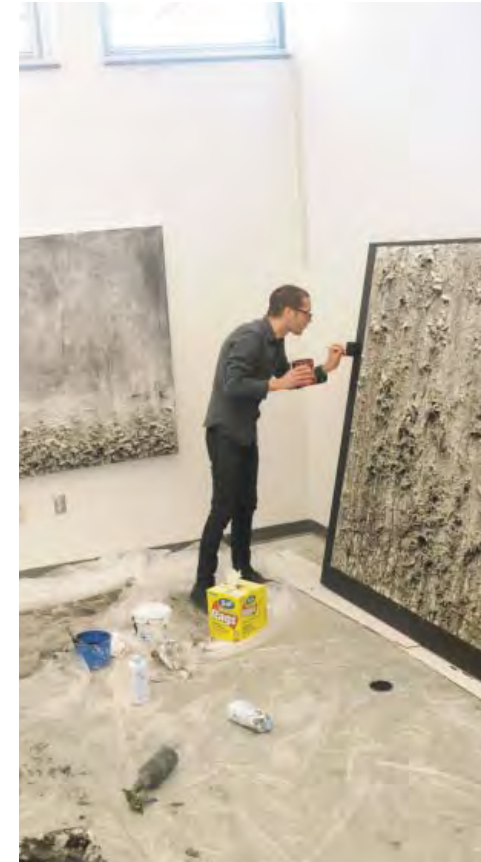


North Plaza and the deLaski Performing Arts Building (Photo by GMU).

School of Art

The School of Art offers undergraduate and graduate degrees in art with concentrations in Painting, Drawing, Sculpture, Printmaking, Critical Art Practices, Graphic Design, Photography and New Media. The Graphic Design program leads the enrollment in the School of Art. The program ranks among the top 100 graduate fine arts programs in the country. Although there has been a decline in art majors over the past 7 years, the School of Art anticipates enrollment growth over the next decade, particularly with the possible creation of new programs such as Environmental Design, which may include architecture, landscape architecture, interior design and industrial design concentrations. Other disciplines, including ceramics and glass making, may be developed. These infrastructure and space intensive programs may be implemented in conjunction with community partnerships, such as the Workhouse Arts Center at Lorton.

The facilities at the School of Art are currently located in the Art and Design Building, which was completed in 2009. The building includes studio spaces for each of the programs, office spaces for faculty and staff, and exhibition spaces. At the time of construction, several spaces were deferred, including a large auditorium.



Photos, left to right: Students review work in the sculpture studio; graduate student working in the studio (Photos by GMU).

School of Dance

The School of Dance provides the rigor of conservatory training in a liberal arts setting and offers professional preparation for a career in dance as a performer, teacher, creative artist or administrator. The curriculum includes modern and ballet technique, performance, choreography, anatomy and kinesiology, dance history, teaching and production courses. The capstone course for graduating seniors is a synthesis course which culminates in a presentation of artistic statements or career goals. There is a great emphasis on production and performance of work by the dance majors. A highly-selective audition process ensures the continuation of excellence in the program. The program also offers a significant number of University general education courses.

The School of Dance has facilities for rehearsal and support in the deLaski Performing Arts building, including an addition completed in 2010. Enrollment in the degree programs is highly selective and directly related to the program goals and objectives. Proximity to performances in the DC metro area by professional dance companies provides opportunities for artists to visit the campus and to direct master classes and conduct discussions for dance students. Opportunities for collaboration with a multitude of regional dance groups exists, limited only by the availability of facility rehearsal and performance spaces.



Photos, clockwise from left: School of Dance performance; School of Dance rehearsal; School of Dance class (Photos by GMU).

School of Music

The School of Music offers a variety of performance and music education-related courses and opportunities in a program that is recognized nationally for its innovation, diversity and entrepreneurial spirit. The music program is accredited by the National Association of Schools of Music and includes a faculty of nationally and internationally recognized composers, performers and teachers. The School of Music anticipates the introduction of emerging programs within the next 10 years, including an American Music Institute and a program in musical theater in collaboration with the School of Theater. Relationships with community music programs also enhance the school's mission, providing opportunities for students to gain experience through private instruction and participation in community based ensembles.

The School of Music anticipates growth in enrollment over the next 10 years. Opportunities for cross disciplinary collaboration with other CVPA programs and University programs are emerging, supported by evolving technology.

The School of Music is located in the deLaski Performing Arts Building and the Music/Theater Building. Performances are scheduled in the heavily used Harris Theater, Center for the Arts Concert Hall and deLaski Performing Arts Building.



Photos, clockwise from top left: Jazz Ensemble; individual music instruction; student rehearsal for the Mason Opera's presentation of Gilbert & Sullivan's H.M.S. Pinafore (Photos by GMU).

School of Theater

The School of Theater encourages conceptual and cultural diversity and prepares students to express themselves in a manner that will translate to their professional life and work. Courses involve study of historical, contemporary and cultural traditions, and combines practical training and experience with liberal arts study. Emerging programs include a Musical Theater Program concentration (with the School of Music) and a Master of Arts degree program. The School of Theater provides opportunities for students to lead or assist in positions as directors, managers, designers and operators in campus productions. Students benefit from interactions with working professionals in the local community, the Washington DC theater community, and beyond. Collaboration with community organizations such as local schools and Acting for Young People offer opportunities for enhanced student experiences and translation of Mason programs into the greater community.

The School of Theater is situated in the deLaski Performing Arts Building with rehearsal and support space in the Music/Theater Building. Performances are scheduled in the existing TheaterSpace. Periodic performances are scheduled in the heavily used Harris Theater, Center for the Arts Concert Hall and the Hylton Performing Arts Center.



School of Theater Characterization Class (Photo by GMU).

Computer Game Design Program

The Computer Game Design undergraduate program at George Mason University is one of the only of its kind among public universities in Virginia. This emerging field of study incorporates computer technology, visual arts, music, dance, movement, and video. The program, launched in the fall of 2009, has been dramatically expanding in enrollment since inception. Opportunity for interdisciplinary collaboration and production is limited by the availability of studio and collaboration space.

Game Design coursework is currently housed primarily in the Art and Design Building. However, increasing demand to integrate Game Design with other CVPA disciplines suggests that collaborative spaces with integrated technology systems will be the impetus for a new multi-disciplinary building in the future. In addition, the Game Design program's Serious Games Institute, which is a collaboration with private industry and universities in the U.K., has the potential to further the Mason mission to grow as a research institution and to partner students with professionals in order to better prepare them for career applications.



Photos, clockwise from top left: Online and Mobile Gaming class; Audio mix instruction; student faculty interaction (Photos by GMU).

Film and Video Studies Program

Mason's Film and Video Studies (FAVS) program, launched in 2009, offers educational coursework in narrative and documentary film production, business and theory and draws on the resources and faculty of departments in both CVPA and the College of Humanities and Social Studies. The program benefits from visiting faculty and artists and has significant opportunities for interdisciplinary collaboration within CVPA as it relates to performances and production. There is great potential for collaboration with commercial studios and community resources to enhance the program and the student experience.

The FAVS program is physically centered around the Student Video Center, a facility which is shared, supported and staffed by multiple entities, including CVPA, University Life, the Department of Communication, and the College of Humanities and Social Science. The FAVS program utilizes studio and support space in David King Hall and in the Johnson Center Student Technology and Assistance Resource (STAR) Lab. As enrollment continues to grow, the FAVS program will require dedicated space that accommodates specialized technology.



Photos, clockwise from left: Studio in David King Hall (Photo by WRL); Undergraduate Video Production Class (Photo by GMU); Johnson Center STAR Lab Studio (Photo by GMU).

Graduate Arts Management Program

The Graduate Arts Management Program, initiated in 2004, is located on the Arlington Campus of George Mason University. The program provides a conduit between Mason students and numerous arts groups, boards and programs in the greater DC metro area. It also provides opportunities for students to learn with practical application all aspects of management of the arts. The program focuses on the practice of management by aligning itself with various groups and organizations throughout the community. The Arts Management Program also provides continuing education opportunities for board member training. The training currently serves local boards but has potential for distance learning.

The Arts Management courses integrate deeply with various disciplines at Mason. Its mission is to forge collaborations and joint ventures, to combine forces with existing organizations and to provide a broad presence in the community. These partnerships with future employers, internship opportunities and economic development organizations are key to the ongoing success of the Arts Management Program.



Photos, clockwise from top left: Students participate in a Board of Directors Management Class; preparation of marketing materials; students participate in a tour of the National Portrait Gallery (Photos by GMU).

Hylton Performing Arts Center

The Hylton Performing Arts Center on the Prince William campus of George Mason University was created as a community partnership between Mason, the City of Manassas and Prince William County. It is a creative center which provides diverse entertainment, education and enrichment experiences for a vibrant and rapidly growing region. Completed in 2010, the center has two principle performance spaces: Merchant Hall, with 1120 seats, and the Gregory Family Theater, a 270-seat flexible black box space. The center is home to several resident arts organizations, and continues to develop partnerships with regional arts organizations.

The Hylton Performing Arts Center is one of the initial elements of a broader planned development for the City of Manassas, the County, and Mason, including a potential new Town Center, of which the Hylton facility will serve as an anchor. Further, a master plan for the Mason Prince William Campus has been prepared, including additional academic buildings, student housing and other support facilities. Broader plans for the region include transportation projects and ongoing investment in schools and civic structures to support growth.

A conceptual study was completed in 2012 for the addition of an Education Center which would include rehearsal rooms, classrooms, and private music instruction spaces. The study is included in its entirety in the Appendix to this document.



Photos, left to right: Hylton scene shop used as warmup room for chorus (Photo by GMU); Gregory Family Theater (Photo by GMU).

Potomac Arts Academy

The Potomac Arts Academy is a vital part of CVPA, as it brings quality arts instruction to the community. The mission allows for the formation of strong relationships among Mason faculty and students, professional artists and citizens of the community. With course offerings during the fall and spring, as well as private lessons and summer programs, enrollment at the Potomac Arts Academy has grown exponentially since its inception in 2003. The program serves a community of school-aged children as well as adults and provides teaching opportunities for George Mason University students from a range of CVPA programs. The program is situated near the main Fairfax Campus. Critical to the functionality of the program is ample and accessible parking. The growth of the program has warranted additional space to be assigned to Potomac Arts Academy at the current property. A longer range vision for the program may include a new purpose built facility in Fairfax and a presence in Prince William County.



Photos, clockwise from left: Music instruction (Photo by PAA); Computer Gaming Camp (Photo by PAA); Existing facility (Photo by WRL).

Osher Lifelong Learning Institute (OLLI)

The Osher Lifelong Learning Institute, a national program with a strong Fairfax affiliate, offers educational, social and cultural experiences for senior residents in the community. Courses are held primarily at Tallwood, an annex to the Fairfax Campus of George Mason University. Membership annually exceeds 1,000, with over 360 multi-week courses offered over the course of a year. The popularity of the program, with many programs having oversubscription or waiting lists, has taxed the existing facility and the site. Current classroom capacity limits the number of attendees for each course. Parking is limited and dependent on adjacent sites for overflow. Some popular courses with larger attendance are hosted in spaces on the main campus of George Mason University. A site specific master plan has been developed for Tallwood with consideration for expanded classroom and support space and site reconfiguration to accommodate additional parking. Another development opportunity includes a new facility collocated with an active adult community adjacent to the Fairfax campus.



The Osher Lifelong Learning Institute facility on Roberts Road in Fairfax (Photo by WRL).

CVPA Community Partners

The relationship between the academic realm, the community and the professional world is a key consideration for the development of the CVPA Master Plan. These interactions have philosophical and geographical implications related to the mission of CVPA and the implementation of facility construction projects and collaborative programming. Strategic partnerships with regional organizations, county and local governments, and other institutions have provided opportunities for entrepreneurial program investment.

Arts at Mason Board

The Arts at Mason Board works to link resources between the educational and the professional worlds and between Mason and the broader community. Through support of CVPA students, faculty and administration, this group of individuals works with the academic units of CVPA and other affiliate groups (“Friends” groups to CVPA disciplines, as well as Advisory Boards) to bring quality performances and artists to Mason and to enhance the academic experience of the student body. The Board also aids in the development and implementation of strategic planning for CVPA in order to foster growth in the arts in an area where audiences have great demand for arts exposure. The Board’s involvement in this Master Plan has been key in encouraging the balance of academic space requirements with an overlay of community use of spaces. The Board tasked the Master Plan Team to create a successful and achievable program that leverages the assets of Mason programs for strategic growth, community partnerships and collateral investment for the future.

Fairfax County Arts Council of Fairfax County City of Fairfax

George Mason University is situated in one of the largest counties in the United States with 1.1 million people, over 400 square miles, and one of the highest per capita income rates in the nation. The growth path of the University aligns with the region. Much has occurred within the past 30 years. The arts in northern Virginia are largely community based, with theaters, music venues, dance companies, and visual art galleries situated within the many regional jurisdictions and municipalities. This decentralized model is further reinforced by the geographic development of the region and compounded by chronic traffic and transportation challenges.

The Fairfax campus of George Mason University serves as a regional concentration of arts facilities and provides an opportunity for audience participation and support. Many non-profit arts organizations exist within the region, and the number of groups is growing. The primary deficiency is a lack of affordable performance space available to a range of arts groups. Moreover, the location of these facilities should be considered with respect to audience catchment area and traffic and transportation options. Opportunities exist for the symbiotic relationship of the Mason arts programs and community arts initiatives.



Fairfax Symphony Orchestra and American Youth Philharmonic Orchestra

The Fairfax Symphony Orchestra (FSO) and American Youth Philharmonic Orchestra (AYPO) are regional community performance groups serving the Northern Virginia area and greater Washington DC. Founded in 1957, the mission of the Fairfax Symphony Orchestra is to “explore and present the symphonic repertoire, both traditional and modern, for the diverse audiences of the Northern Virginia region while building the musicians and audiences of the future through education and outreach programs.” With a 6-concert series hosted at the Center for the Arts, the FSO showcases a typical orchestra size of 90 musicians on stage, and holds numerous rehearsals prior to each performance. The AYPO provides high quality musical experiences to a group of 120 young musicians from around the region in a number of ensembles. The American Youth Philharmonic currently holds 3-4 performances per year in the Center for the Arts and could expand to up to 8 performances per year over the next 10 years. In addition, there is potential for summer programs and chamber programs. FSO and AYPO both use the Hylton Performing Arts Center as an additional venue. Current audience sizes for FSO and AYPO performances vary from an average size of 500 (AYPO) to an average size of 1200 (FSO). The total stage use for both groups is approximately 56 days per year. Both the audience sizes as well as the numbers of performances could increase in the future with marketing and with increased access to stages for rehearsals and performances. Both groups also have potential for future collaborative opportunities with Mason’s Schools of Dance, Music, and Theater.



Both photos this page: American Youth Philharmonic Orchestra (Photos by AYPO);



Photos, top to bottom: Fairfax Symphony Orchestra (Photo by FSO); Center for the Arts Concert Hall (Photo by GMU).

CVPA Friends Groups

Friends of the Center for the Arts
Friends of Music at Mason
Friends of Theater
Friends of Art / School of Art Advisory Board
Friends of Dance
Computer Game Design Advisory Board
Friends of the Hylton Performing Arts Center
Potomac Arts Academy Advisory Board
Film and Video Studies Advisory Board
Faculty Arts Board
CVPA/Alumni Chapter

The Friends of the Center for the Arts was the first of what has grown to a number of organizations that provide support to the various programs in the College of Visual and Performing Arts. These groups, involving parents, faculty and staff, alumni, and community, provide financial support and volunteer support for the programs, performances, presentations and other events produced by CVPA. These groups also provide a vital connection between CVPA and the broader community, including sponsorship of arts programs, special events, professional alliances, and other functions to support excellence in each of CVPA programs and disciplines.

Photo, opposite page: Social event in the Concert Hall lobby (Photo by GMU).



Process

CVPA Master Plan Development Process

The process outlined below was used to assess existing conditions, identify program requirements, and record deficiencies with the existing facilities assigned to or used by CVPA academic programs, affiliate organizations and community partners.

Vision Work Session

A Vision Work Session was conducted to launch the master plan process. Four topics for consideration were sent in advance to the invited participants and were used to facilitate group discussions to define major goals and objectives for the CVPA Master Plan. Participants included CVPA faculty and administration, University Facilities Planning, community partners, allied arts organizations, Arts at Mason Board members and representatives of the design team. A list of considerations, goals and objectives for the future of CVPA was created during the work session. Subsequent to this forum, a separate Student Vision Work Session was conducted to solicit the views, observations and aspirations of the CVPA student body. Refer to the Appendix of the Master Plan for additional information and summaries of these forums.

Assessment of Existing Facility Conditions

The design team surveyed the existing conditions of each of the facilities assigned to CVPA as well as facilities that are used by CVPA in other buildings. This assessment included confirmation of existing space assignment and use, existing adjacencies and department relationships, physical conditions, technical infrastructure, performance infrastructure, and acoustical characteristics. Refer to the Existing Facility Overview for a summary of existing facility conditions. Detailed documentation of the condition of the Center for the Arts can be found in the Appendix.

Questionnaires

Programming questionnaires were issued to a range of groups, including CVPA academic units, CVPA administration, community partners, affiliate organizations and students. Responses were collected and evaluated by the master plan team. The information collected through this process was used to determine quantitative and qualitative program requirements for the master plan. Refer to the Appendix of the master plan for completed user group questionnaires.

Interviews

Interviews were conducted with each CVPA group. During the interviews, program requirements were clarified, priorities were identified, and opportunities for interdisciplinary collaboration were explored. Refer to the Appendix for meeting minutes for each user group interview.

Peer Institution Benchmarking

Quantitative and qualitative information was collected for comparable programs at other universities, including existing assignable area for each program, enrollment statistics, and special spaces assigned to each program.

Utilization Assessment of Existing Venues

The current utilization of the primary performance venues was evaluated, using three years of historic programming data. The type of programming for each of the venues was assessed including use by academic units, use by community and affiliate organizations, use by University wide programs, and professional presentations. The density of each of these types of assignments for each venue was recorded.

Enrollment Projections

Past and projected enrollment statistics for each program were compiled working with the CVPA Dean's office and the Provost's office. These statistics have been factored into the space considerations and projected space requirements for each program over the master plan period (through 2022).

Program Development

Based on projected space needs influenced by current deficiencies and anticipated program growth, detailed space programs were developed, including categories for learning spaces, support spaces, performance and presentation spaces, and faculty and staff spaces. Space allocations for each unit have been demised into near term needs (less than 5 years), longer term needs (more than 5 years), and longer range program goals (greater than 10 years). Summary programs are illustrated in the master plan. Refer to the Appendix for detailed program documents for each user group.

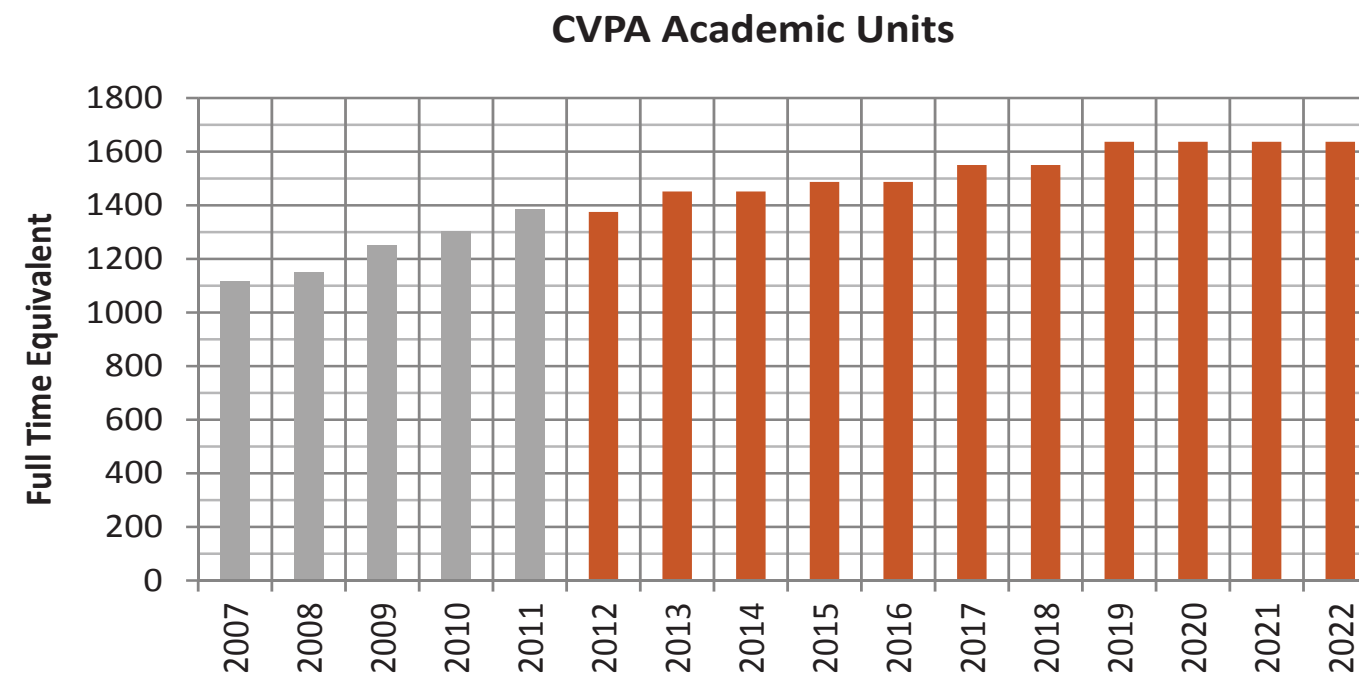
Priorities and Implementation Strategy

Major master plan projects have been identified and organized in an implementation plan that considers priorities and logistics of implementation. Cost models have been developed for each implementation phase.

Enrollment Projections

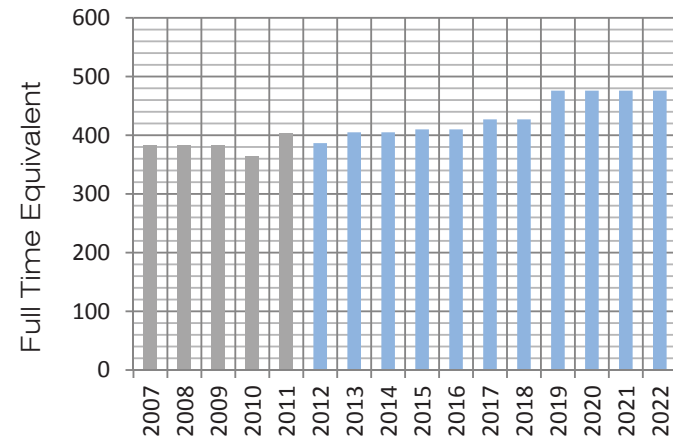
Since its inception, CVPA has experienced significant growth in a relatively short amount of time. The partnerships and engagement of the community, in addition to the student and faculty use, directly influence the space requirements and the experiences of these users. Interviews and questionnaires with each discipline, as well as interviews with the Provost, Dr. Peter Stearns, CVPA Dean, Bill Reeder, and CVPA administration suggest that in the short term, growth in CVPA is likely to be more aggressive than the projected overall growth of the University. After 2022, the CVPA growth rate is likely to slow such that it will be closer to the University growth rate. This realization suggests that the 10-year CVPA plan be broken down into a less than 5 year scenario, a 5-10 year scenario, and suggestions for the future beyond ten years. CVPA is projected to grow from a current enrollment of 1574 majors to a projected enrollment of 1637, an increase of just over 30%, by 2022.

The enrollment projections for each discipline within CVPA are shown on the following charts. With growth comes the need to provide adequate resources to cover the expanded or new programs. Creating and maintaining excellence in existing programs requires adequate resources, so that the programs continue to be in high demand.



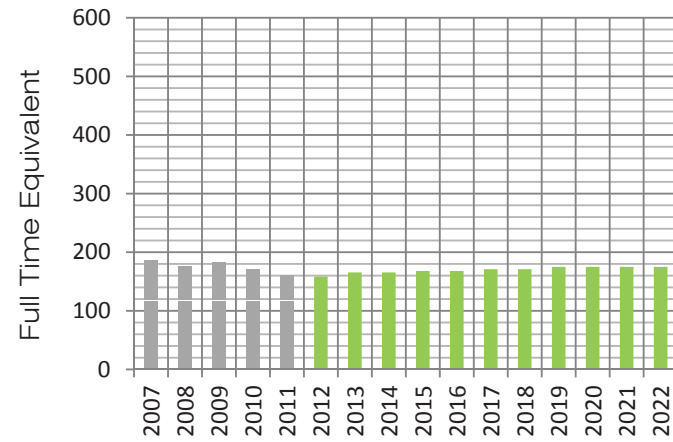
This chart shows CVPA enrollment from 2007 to 2011 and projection trends for CVPA enrollment from 2012 to 2022.

FTE (Full Time Equivalent) is defined as the total number of course hours of enrollment each term divided by the number of students attending courses during the term.



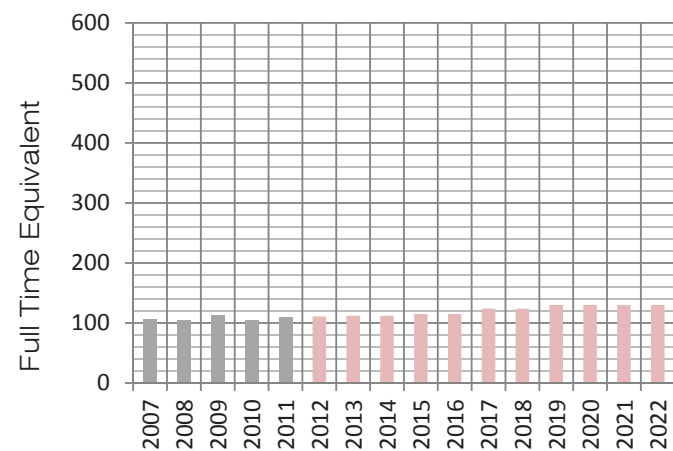
School of Music

The School of Music is projected to have a significant increase in enrollment, related to increased interest in existing programs as well as new programs.



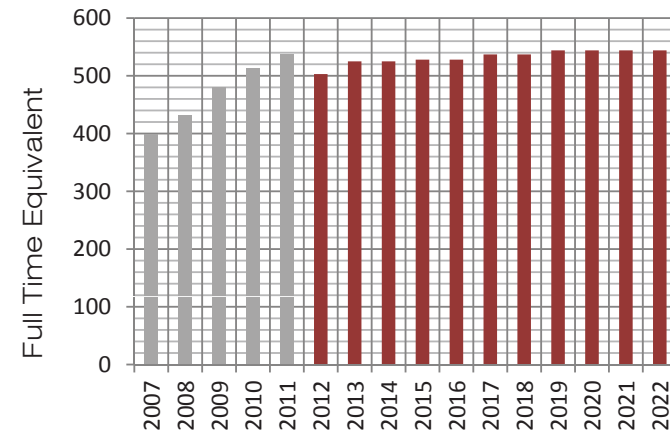
School of Dance

The School of Dance does not anticipate major growth in its enrollment. Its vision is to enhance the existing program and to continue to attract high-caliber students.



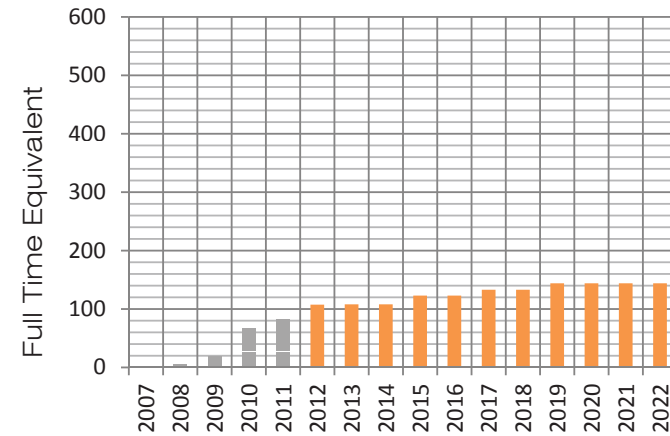
School of Theater

The School of Theater anticipates that its enrollment will increase over the next ten years. Projected growth is due in part to the future development of a Musical Theater Program and an MFA Program.



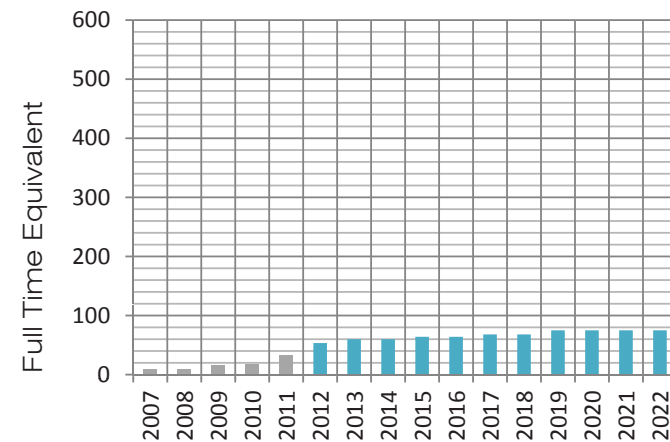
School of Art

Although the School of Art does anticipate some growth in enrollment over the next ten years, the growth is not anticipated to be a significant increase from the current number of majors. The development and success of emerging design programs could eventually lead to additional future enrollment growth.



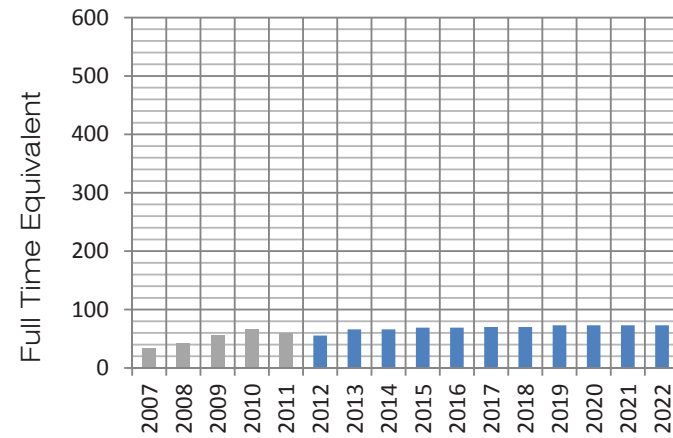
Computer Game Design Program

The Computer Game Design program shows signs of significant growth and demand based on the nature of the program and its promise in the professional realm. This program also has an opportunity for distance education or expansion to the Prince William campus.



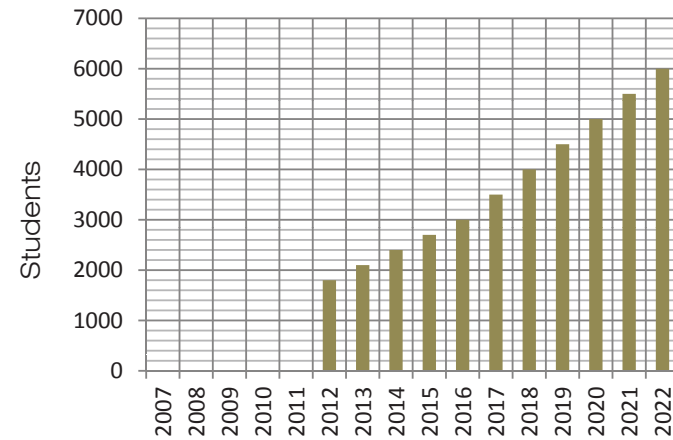
Film and Video Studies Program

The FAVS program is projected to have a steady increase in enrollment over the next ten years. This is in part due to opportunities for collaboration with the School of Theater and other interdisciplinary programs.



Graduate Arts Management Program

The Arts Management Program, situated on the Arlington campus, anticipates some level of growth based on the addition of an undergraduate minor program. Access to technology and online courses is a major driver for this program, as this will allow for additional opportunities for collaboration and relationships with organizations in DC and abroad.



Potomac Arts Academy

Enrollment in courses at Potomac Arts Academy is growing rapidly every year and is projected to continue. The private music instruction component is the biggest revenue driver and currently provides private lessons for over 2,200 students. Computer Game Design classes are also in high demand. Summer classes use CVPA facilities due to the heavy enrollment of students from preschool to senior age groups.

Existing Facility Overview

Overview

CVPA programs are currently housed in buildings on the Fairfax, Prince William and Arlington campuses. Some programs are consolidated in a single building location. Others make use of multiple buildings and facility resources due to existing assignments, activity schedules and other circumstances and constraints.

Building Assessment

The design team reviewed the existing condition of each of the structures used by CVPA programs, with consideration of the following topics:

1. Building Condition (General)
2. Appropriateness of Space Assignment to CVPA Function
3. Technical and Acoustical Conditions
4. Utilization of Primary Spaces (performance and presentation spaces)

The following building assessment summary narratives describe the general condition of the structure and the appropriateness of the current use to the facility attributes. The findings and analysis of the existing conditions of each building used by CVPA, coupled with future programming and enrollment projections, have been used to justify the recommended projects in the master plan.



Arts Precinct, Fairfax Campus (Photo by WRL).

Building Name Location	CVPA Department Assignment or Use
Center for the Arts Concert Hall <i>Fairfax Campus</i>	CVPA Arts Support Umbrella Center for the Arts Programming School of Theater School of Dance School of Music Friends of Center for the Arts, Music, Dance, Theater FSO / AYPO Great Performances Potomac Arts Academy University Use Rental
Harris Theater <i>Fairfax Campus</i>	CVPA Arts Support Umbrella School of Theater School of Dance School of Music School of Art FAVS Friends of Music, Dance, Theater Potomac Arts Academy University Classroom and other uses
deLaski Performing Arts Building <i>Fairfax Campus</i>	CVPA Arts Support Umbrella (CFA support spaces) School of Theater School of Dance School of Music Friends of Music, Dance, Theater Potomac Arts Academy
Music/Theater Building <i>Fairfax Campus</i>	School of Theater School of Music
College Hall <i>Fairfax Campus</i>	CVPA Administration
Mason Hall <i>Fairfax Campus</i>	CVPA Administration
Art and Design Building <i>Fairfax Campus</i>	School of Art Computer Game Design FAVS
David King Hall <i>Fairfax Campus</i>	FAVS Student Video Center (shared)
Johnson Center <i>Fairfax Campus</i>	FAVS: Cinema and Resource Center (shared), Student Technology Resource and Assistance (STAR) Lab (shared) School of Dance Computer Game Design Program
Hylton Performing Arts Center <i>Prince William Campus</i>	Hylton Performing Arts Center Resident Programs Affiliate Organizations School of Music School of Theater School of Dance Potomac Arts Academy University Rental
Founder's Hall <i>Arlington Campus</i>	Arts Management Program
Potomac Arts Academy <i>Fairfax City</i>	Potomac Arts Academy
Tallwood Osher Lifelong Learning Institute (OLLI) <i>Fairfax City</i>	Osher Lifelong Learning Institute

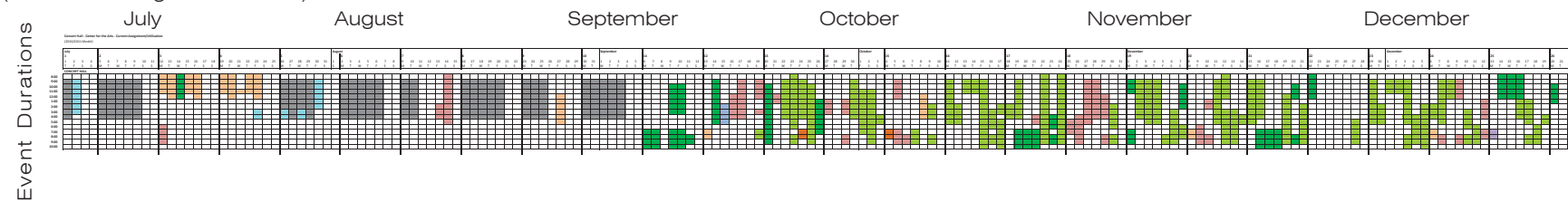
Center for the Arts

The Center for the Arts Concert Hall opened in 1990 and completed the implementation of the Performing Arts Building. The building was planned as the public performance venue for the University. The facility, with an original seating capacity of 1,935 seats was planned to be an important regional arts center in Northern Virginia, hosting a wide range of professional performances and supporting CVPA program performances for the School of Music, School of Dance, and School of Theater, as well as University-wide general programming. The building is also used as a rental facility.

The Concert Hall has become a victim of the profound success of the Center for the Arts and the vast growth of CVPA programs over the last two decades. Demand for the building is constant, with limited options for the many competing presentations that require the space each year.

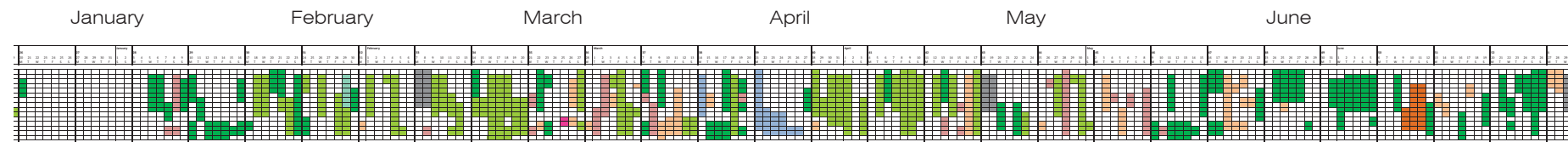
Utilization of the venue was assessed, using historic three year event assignment calendars. Refer to the chart [below] for the density and range of use for a typical year. Several observations were made regarding the current utilization of the facility. Many of the programs that are presented in the venue do not warrant the full seating capacity of the space. Audience size does not necessarily influence the need for the full stage or complement of support spaces. Many of the smaller audience presentations included music recitals, lectures and rehearsals. The Concert Hall is used for these programs due to a lack of other more appropriately sized venues on campus. Therefore, while the building is scheduled nearly every day of the calendar year (and nearly every hour of each day), the alignment of activity to the space is not always efficient or appropriate. Further, the frequency of change in assignment prohibits longer duration productions, which is a hardship for CVPA self produced academic concerts, plays, and other performances.

Concert Hall Utilization Model
(2010/2011 Program Calendar)



Concert Hall Utilization Summary 2010/2011	
CVPA Academic Program Use	13%
University Use	6%
Center for the Arts - Great Performances	27%
Rental	22%
Maintenance	10%
Unscheduled	23%

Concert Hall Seating by Event 2010/2011	% of Total Performances	Notes
<500	19%	Workshops / Ensembles / Vision Series / GMU Symphony Orchestra
500-850	20%	GMU & CVPA Concerts and Performances / CFA events/Rental
850-1500	39%	GMU Orientations / FSO / Rental / CFA / Rental / School of Music
1500-1800	14%	GMU Orientations / CFA / Rental / School of Music
Capacity	8%	GMU Patriot Week Concert / GMU Fall for the Book / Rental / CFA / Graduations and Convocations



- User Key
- Computer Game Design
 -
 Potomac Arts Academy
 -
 School of Theater
 -
 School of Art
 -
 School of Dance
 -
 School of Music
 -
 University Use
 -
 CFA - Great Performances
 -
 Rental
 -
 Maintenance
 -
 Unscheduled

Photo: The Concert Hall provides continental seating configuration (no center aisles) at the orchestra level and balcony (Photo by GMU).
 Graphic: Analysis of utilization of the Concert Hall shows heavy use of the facility by a variety of programs throughout the year.

The success of the Center for the Arts and CVPA academic programs has been reinforced by a large network of supporting organizations, including the Friends of the Center for the Arts, Friends of Music, Friends of Theater, Friends of Dance, and others. These Friends groups support the arts programs at the CFA and the talent brought to the stage through the various CVPA programs. Receptions, dinners, pre-show discussions, and other functions are sponsored by the Friends groups and are typically hosted in the various lobby and patron spaces throughout the building. Support space for these functions is lacking, including designated space for each event, catering and food service support, and storage for chairs, tables and other equipment. These functions are an integral part of the arts experience at the Center for the Arts and serve as an important conduit between CVPA and the broader community.

The physical condition of the structure has many deficiencies. The auditorium has continental style audience seating arranged over a main orchestra level and a balcony. This arrangement does not include interstitial aisles for access to the seating rows; seating is accessed from the row ends through side entrances only. A common solution for theater design in earlier eras, current audiences are accustomed to more convenient access to seating locations. Further, accessible seating locations (ADA), including wheelchair positions and companion chairs are complicated to resolve within continental style seating.

The acoustical performance of the space was assessed. The fan shape of the audience chamber is not ideal, resulting in poor acoustic 'running liveliness.' The finishes within the room provide reasonable balance of reflection and absorption for amplified music, but are insufficient for proper reverberance for symphonic music. Overhead ceiling surfaces do not provide uniform distribution of sound. The space is free of problematic echoes and although the quality of sound is generally acceptable, the degree of quality varies depending on the location of the listener. The two zones determined to have the weakest clarity are the front of the orchestra level seating and the middle rear of the balcony. Background noise levels throughout the audience chamber are higher than acceptable standards for a venue of this type. Sources of noise include audio equipment, lighting equipment and sound transmission from lobby areas due to a lack of proper sound and light lock vestibules.

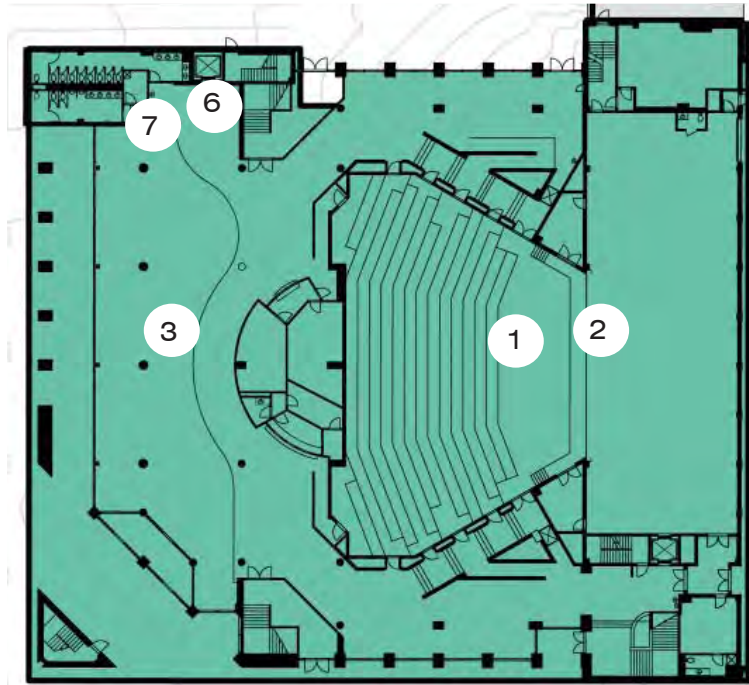
The existing stage is sized to accommodate a wide range of productions. A fixed orchestra shell limits the flexibility of use and adjustment of the shell for smaller ensembles. The stage does not allow for a full orchestra and chorus configuration. The orchestra pit has two sections and can accommodate up to 60 musicians. Audibility for musicians on stage is poor. The space of the audience chamber lacks means for effective return of sound to the stage.

Patron support spaces have several deficiencies. A single elevator serves the facility for patron access to the upper lobby spaces and balcony seating. A second elevator should be considered for redundancy during repairs and peak loads. Toilet rooms are undersized for a venue of this capacity and do not have fixture counts aligned with current standards for performing arts centers. Concessions are distributed within freestanding millwork and lack adequate power and plumbing accommodations.

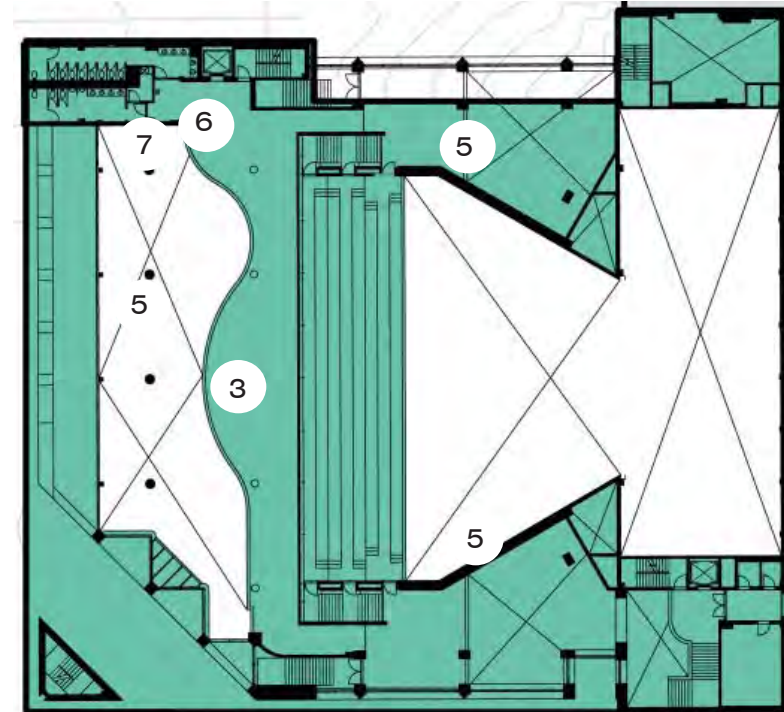
Infrastructure, including mechanical systems, electrical systems, lighting, fire protection and telecommunication systems have reached the end of useful life and serviceability and should be considered for replacement in a major modernization.

Detailed reports regarding the acoustical performance and existing building conditions of the Center for the Arts are included in the Appendix.

Existing Facility Plans: Center for the Arts



Ground Floor Plan



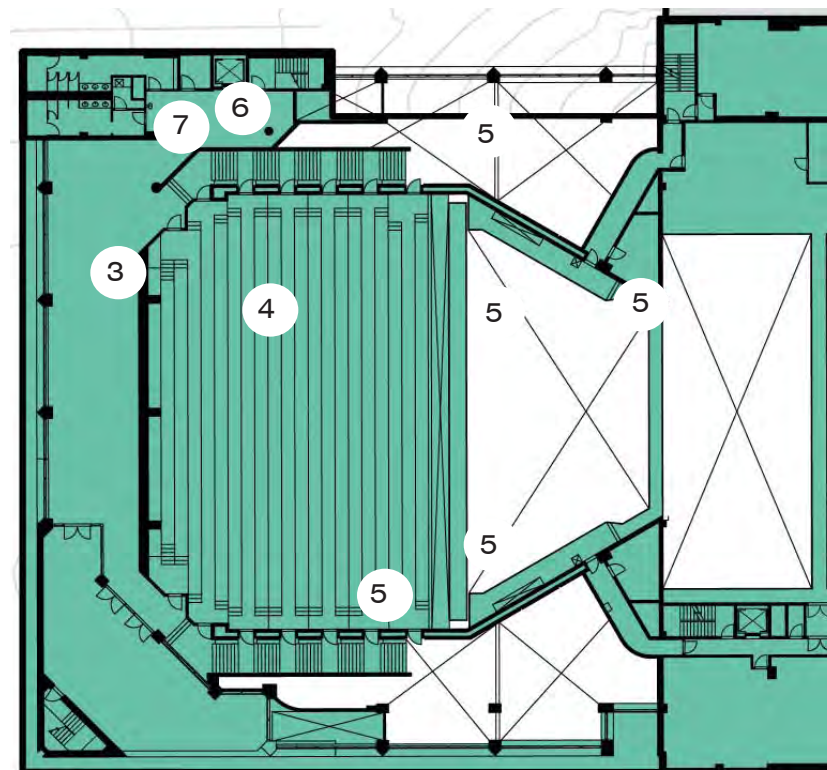
First Tier Floor Plan

Plan Key Notes:

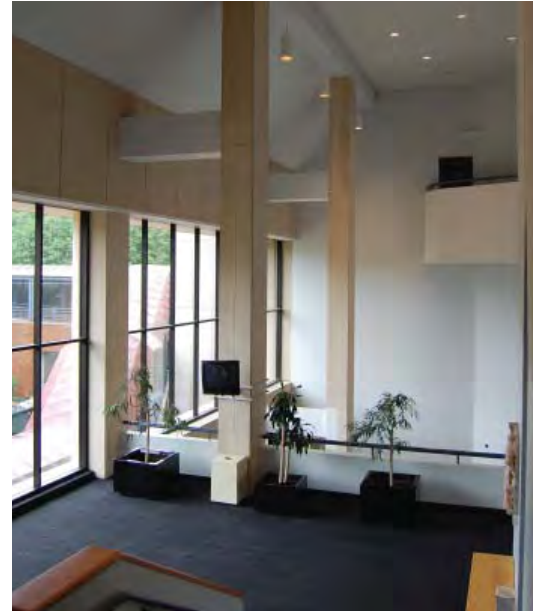
- 1 Audience Chamber
- 2 Stage
- 3 Lobby
- 4 Balcony
- 5 Open to Below
- 6 Elevator
- 7 Restrooms

Plan Legend

University Shared Space



Second Tier Floor Plan



Photos, clockwise from top left: Staircases provide access from lobby spaces to the balcony seating at various levels; side lobbies provide gathering spaces; balcony at main lobby; view of audience chamber from stage (Photos by WRL).



Photos, clockwise from top left: Lobby space at upper balcony tier is used for pre- and post-event lectures; balcony seating; exterior of the Concert Hall as seen from plaza (Photos by WRL).

Harris Theater

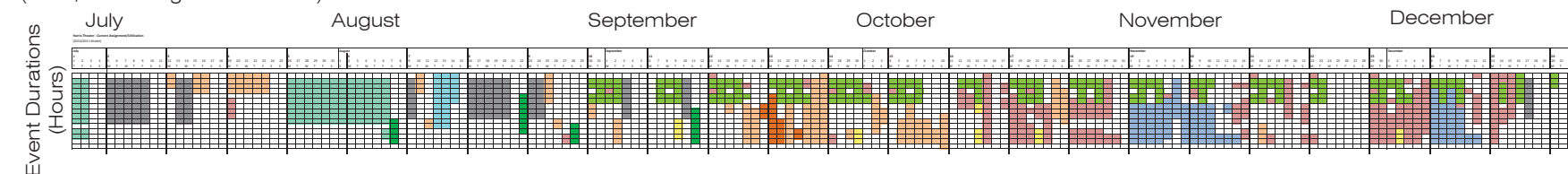
The Harris Theater opened in 1980 as the first performance venue on the Fairfax Campus. The building is used for a wide range of functions, including performances, concerts, large format lectures, and other University assignments. Similar to the Center for the Arts Concert Hall, the Harris Theater is heavily scheduled annually. With 460 seats distributed over a main orchestra level and a balcony, the space is primarily used for academic programs and concerts, including the School of Music (recitals and concerts), School of Dance (annual performances and associated rehearsal), and the School of Theater (annual productions and associated rehearsal). The University Registrar office schedules the space for large format lecture courses, typically utilizing daytime hours for this assignment.

Utilization of the venue was assessed, using historic three year event assignment calendars. Refer to the chart [below] for the density and range of use for a typical year. Several observations were made regarding the current utilization of the facility. Unlike the Center for the Arts Concert Hall, the audience sizes for the programs presented in the Harris Theater are typically scaled to the theater capacity. The primary problem is that the venue is overscheduled – frequent turnover does not permit productions to stay on stage for an extended duration which impacts rehearsal time and shared use.

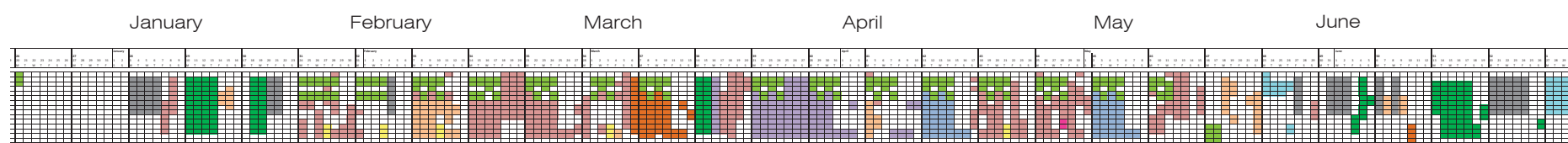
The theater has a number of positive attributes and several key deficiencies. Stage dimensions limit the type of performances that can be accommodated. The orchestra pit was permanently closed (covered, with a stage extension) in 1987, further limiting the types of performances that can be presented. Dressing rooms and stage support spaces are not adequate and do not comply with current accessibility guidelines. The facility does not have a rehearsal or warm-up space.

Patron support amenities are also lacking. Toilets for the facility are situated in the adjacent Robinson Hall – proximity and inter-building security and control issues are not ideal for the theater. Lobby space is limited, with minimal box office, concession operations, and other patron or front-of-house theater support and storage spaces. These patron support spaces are not compliant with current ADA guidelines. A lack of direct access between the lobby and back of house/stage areas is another key deficiency. Passage must occur either outside the building or through the audience chamber.

Harris Theater Utilization Model
(2010/2011 Program Calendar)



Harris Theater Utilization Summary 2010/2011	
CVPA Academic Program Use	39%
University Use	23%
Center for the Arts	0%
Rental	6%
Maintenance	10%
Unscheduled	22%



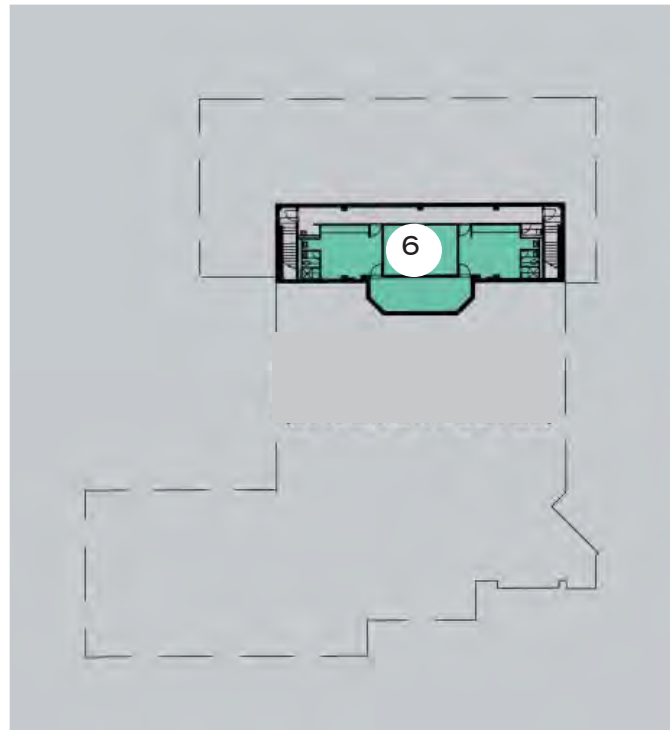
- User Key
- Computer Game Design
 -
 Potomac Arts Academy
 -
 School of Theater
 -
 School of Art
 -
 School of Dance
 -
 School of Music
 -
 University Use
 -
 CFA - Great Performances
 -
 Rental
 -
 Maintenance
 -
 Unscheduled

Photo: Interior seating configuration and stage layout at Harris (Photo by WRL).
 Graphic: Analysis of utilization of Harris Theater shows use by CVPA disciplines as well as partner organizations and the larger university community.

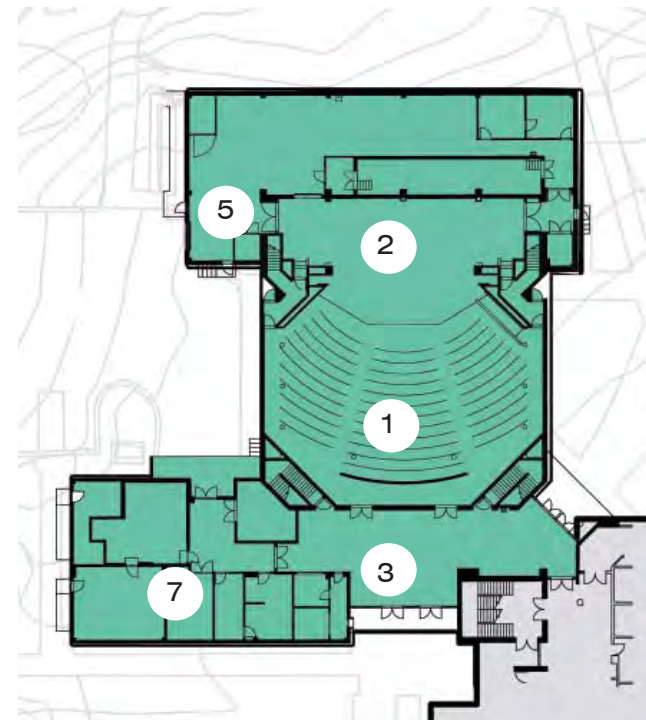
Acoustically, the space generally has acceptable attributes, with the following exceptions and observations. The configuration of the stage and proscenium limits the number of musicians that can perform on the stage, and the lack of an orchestra pit limits the types of performances that are appropriate for the venue. Background noise levels are higher than acceptable standards, with noise sources including air diffusers, dimmer racks, open follow spot projector locations and door hardware. The theater does not have proper sound and light locks separating the audience chamber from the lobby spaces.

The building infrastructure, including mechanical and plumbing systems, electrical systems, lighting, fire protection, and telecommunication systems are reaching the end of useful life and serviceability. Theatrical lighting and audio/video systems are also at or near the end of useful life and serviceability. Other issues including compliance with current life safety codes and accessibility guidelines should be considered.

A detailed report regarding the acoustical performance is included in the Appendix of the master plan. The University is currently addressing a number of immediate needs through the maintenance reserve budget including improvements to the catwalk, rigging and fire curtain.



Basement Floor Plan



First Floor Plan

- Plan Key Notes:**
- 1 Audience Chamber
 - 2 Stage
 - 3 Lobby
 - 4 Balcony
 - 5 Loading
 - 6 Dressing Rooms
 - 7 Box Office / Support

Plan Legend

- University Shared Space



Photos, clockwise from top left: Entrance to Harris Theater; backstage and loading area; lobby; audience chamber from stage (Photos by WRL).

deLaski Performing Arts Building (PAB)

The deLaski Performing Arts Building, originally constructed in 1988 and expanded in 2010, is used by the School of Theater, School of Music and School of Dance and also includes support spaces for the Center for the Arts Concert Hall.

TheaterSpace and a black box studio space are located on the lower level of the facility, used primarily by the School of Theater. The remainder of the lower level includes dressing rooms, costume shop (fabrication, storage, and laundering), scene shop and storage, and the load-in areas for the concert hall. The black box studio and TheaterSpace are heavily programmed with course sections and also performances. The spaces have been modified over time to accommodate technology, lighting and seating systems. A significant deficiency associated with these spaces is a lack of access to public spaces, building entrance and public support spaces.

The upper levels of the PAB are used for classrooms, music practice rooms, offices, and department support spaces. The original building section has three dance studios at the main level. The 2010 addition includes two new dance studios and a large flexible rehearsal room that is also used for some music performances. The new addition also presents a new façade and primary entrance to the building off of the North Plaza.

The PAB (earlier construction section) should be considered for a major renovation and building modernization, including mechanical and plumbing systems, electrical systems, lighting, fire protection, and telecommunication systems. Specific deficiencies to be addressed during a major renovation include reconciliation of interior circulation to the Center for the Arts building and addressing current requirements for acoustical performance and separation of interior spaces.



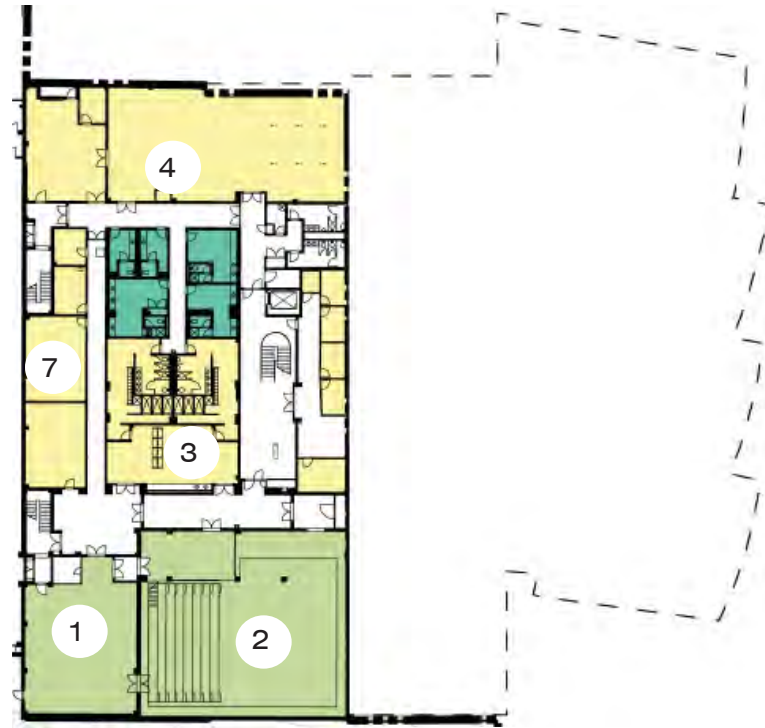
Plan Key Notes:

- 1 Black Box
- 2 TheatreSpace
- 3 Dressing Rooms and Support
- 4 Scene Shop
- 5 Music Practice Rooms
- 6 Offices
- 7 Costume Shop
- 8 Band Rehearsal Room
- 9 Choral Room
- 10 Dance Studio
- 11 Music Rehearsal Room
- 12 Conditioning Lab

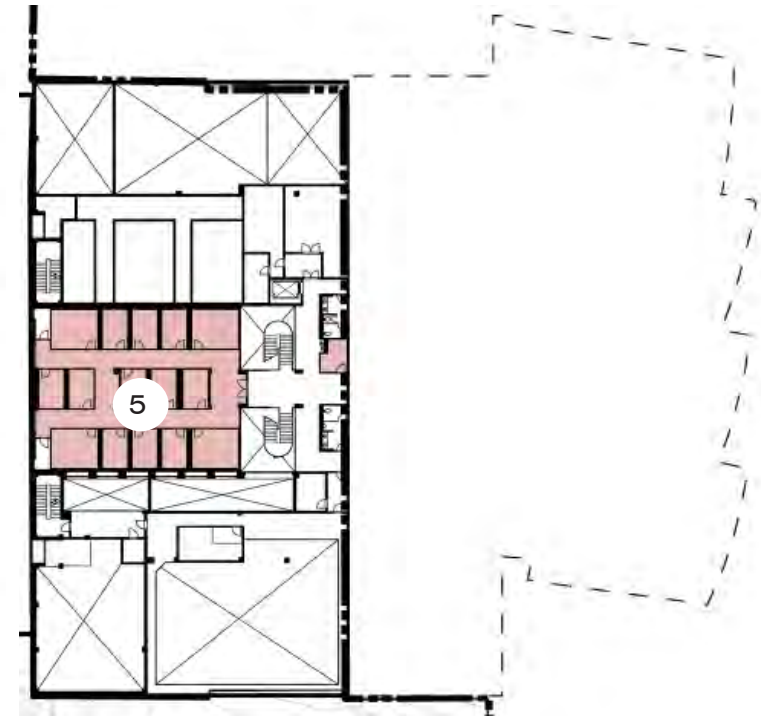
Plan Legend

- School of Music
- School of Dance
- School of Theater
- CVPA Shared Space
- University Shared Space

The main entry to the deLaski Performing Arts Building facing the north plaza (Photo by WRL).



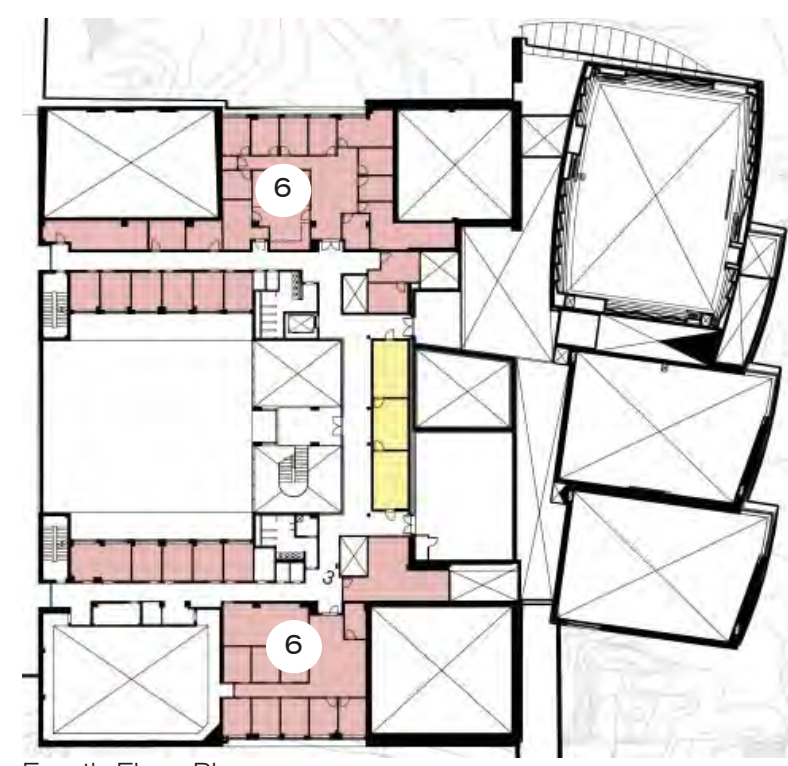
First Floor Plan



Second Floor Plan



Third Floor Plan



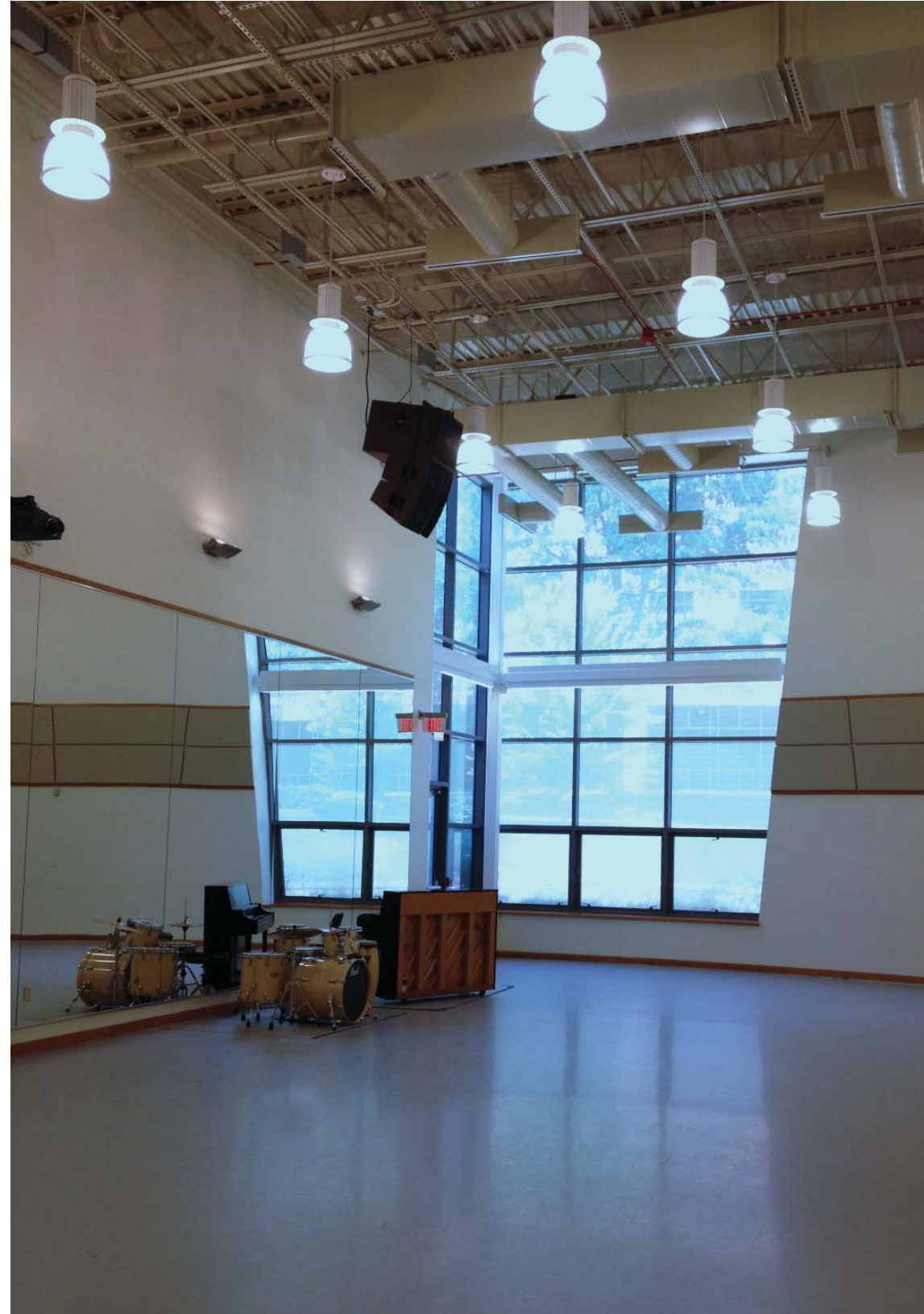
Fourth Floor Plan



Photos, clockwise from top left: Music rehearsal room; scene shop; dance studio; TheatreSpace (Photos by WRL).



Photos, clockwise from top left: Dressing room; scene shop; choral rehearsal room; TheatreSpace and Black Box entrance; vertical circulation core at PAB (Photos by WRL).



Photos, clockwise from top left: deLaski Building corridor, view toward Music/Theater Building (Photo by WRL); Dance rehearsal room (Photo by GMU); Percussion Lab (Photo by WRL).



Music Rehearsal Room (Photo by GMU).

Art and Design Building

The Art and Design Building, completed in 2009, was designed to accommodate the academic programs of the School of Art as well as spaces for exhibition and display. Reallocation of some interior space occurred in 2013 to accommodate the growing Computer Game Design Program until a permanent location for Game Design is developed. The implemented project in 2009 deferred a number of programmatic spaces, including a large lecture hall, additional exhibition spaces, and additional studio space. The building was planned to receive a future addition, which would include dedicated space for the Game Design Program, Film and Video Studies Program, additional School of Art programs and emerging concentrations, and multi-disciplinary studios and labs for a wide range of collaborative activity for CVPA programs and other University disciplines.



- Plan Key Notes:
- 1 Classroom / Studio
 - 2 Offices
 - 3 Gallery
 - 4 Graduate Studios

- Plan Legend
- School of Art
 - Computer Game Design
 - CVPA Shared Space
 - University Shared Space



Photos, top to bottom: The Art and Design Building as seen from the Engineering Building; An exterior stair at the Art and Design Building suggests connection for a future building addition (Photos by GMU).

Music/Theater Building

Formerly used for the School of Art programs, the Music/Theater Building is currently being renovated with scheduled completion in fall of 2013. The building is being repurposed for additional music practice and teaching spaces as well as theater rehearsal and teaching spaces. Theater production and scenery labs are also provided in the renovation.

College Hall and Mason Hall

College Hall and Mason Hall accommodate the administrative offices of CVPA, including staff offices, conference rooms, and support spaces. The current and anticipated future use of these buildings is a continuation of administrative functions and the support space required for day to day operations.



Rendering of the renovated Music/Theater Building (Rendering by Ayers Saint Gross).



Music / Theater Building -
Second Floor



Music / Theater Building -
First Floor



College Hall and Mason Hall -
Second Floor Plan

Plan Legend

- School of Music
- School of Theater
- Administration
- University
- Shared Space

Plan Key Notes:

- 1 Rehearsal / Classroom
- 2 Practice Room
- 3 Teaching Studio
- 4 Production / Design Studio
- 5 University Classrooms
- 6 Administrative Offices

David King Hall

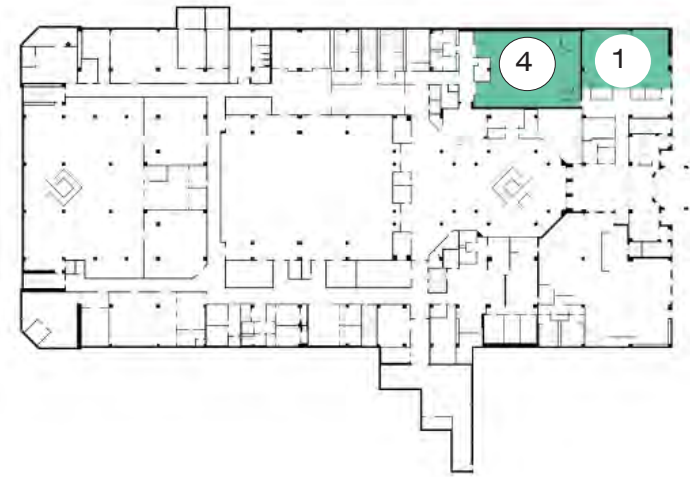
The Student Video Center, situated in David King Hall, is a shared resource used by the Film and Video Studies program of the CVPA, University Life, the Communications Department and the College of Humanities and Social Sciences. The facility consists of a large production studio, a control room, several small support spaces, an editing suite, and an equipment checkout facility. The spaces are used for instruction, including video production classes, lighting design, sound engineering and other FAVS courses. The facility is heavily scheduled and is not widely available for student independent work.

Johnson Center

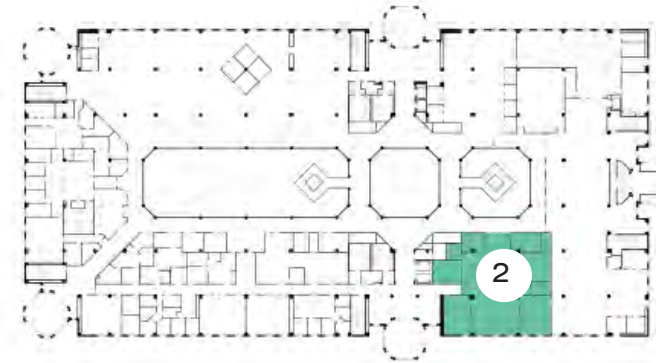
The Cinema is situated on the lower level of the Johnson Center. With a capacity of 300, the space is scheduled by the University and used by FAVS for film screenings and final presentation screenings each semester. Due to the demand on the Cinema, scheduling the space for FAVS is often a challenge. Also, smaller screening rooms for critiques and interim film screening is a requirement for the program. The Student Technology Assistance and Resource Lab, also in the Johnson Center, managed by the Division of Instructional Technology, is also utilized by FAVS students for equipment lending and technical support, as well as additional computer lab space. Additionally, a dance studio in the building is used by the School of Dance.



Photos, left to right: Student Technology Assistance Resource lab in the Johnson Center; Studio space in David King Hall (Photos by WRL).



Johnson Center -
Basement Plan



Johnson Center -
Second Floor Plan



David King Hall -
First Floor

Plan Legend

University
Shared Space

Plan Key Notes:

- 1 Dance Studio
- 2 Technology Lab
- 3 Student Video Center
- 4 Cinema

Hylton Performing Arts Center

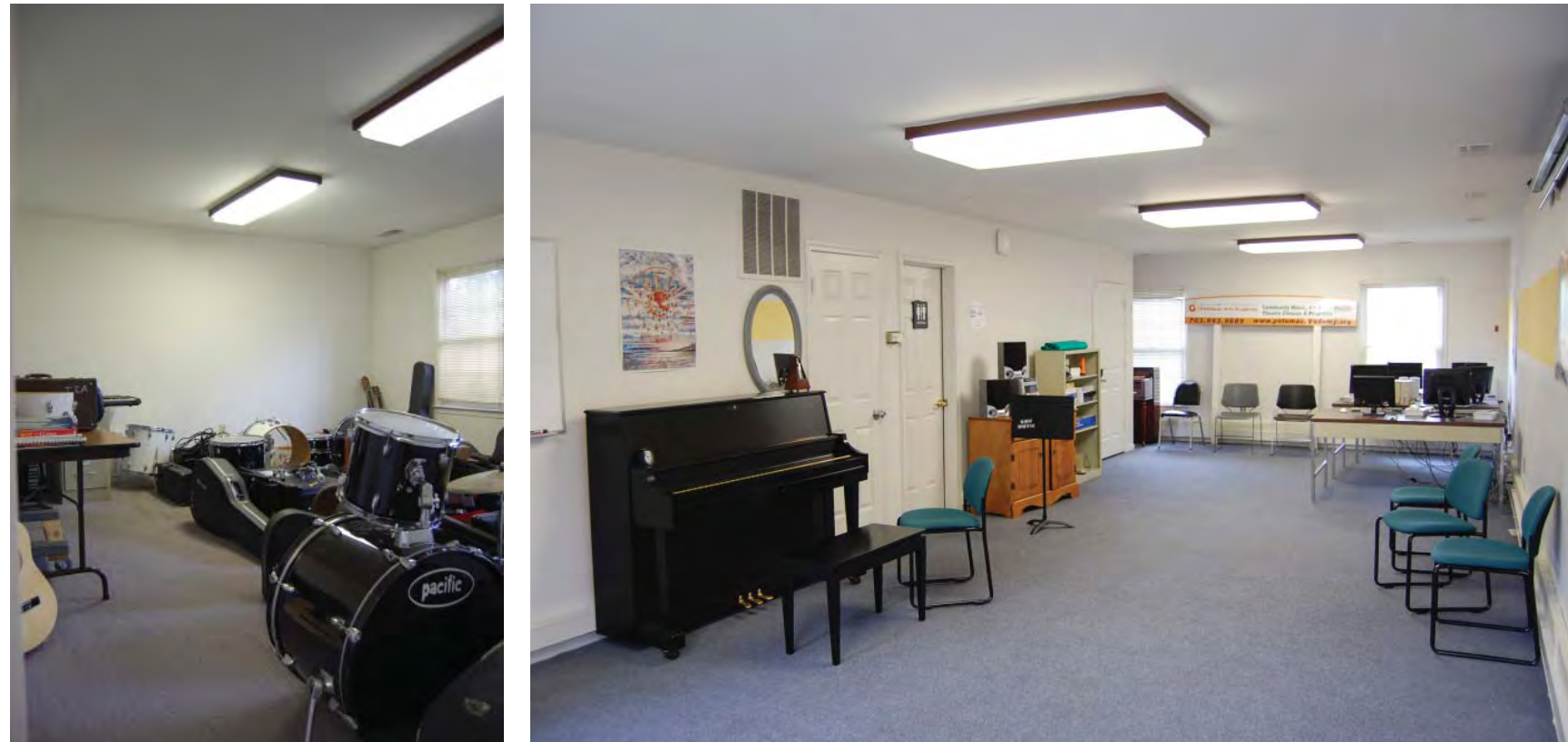
The Hylton Performing Arts Center on the Prince William Campus of George Mason University includes the 1120-seat Merchant Hall main stage and the 270-seat Gregory Family Theater, a flexible black box space. The performance spaces are supported by patron lobbies, lounges, and toilet rooms. A scene shop, dressing room suite, stage support areas and administrative offices support the performance spaces and stage(s). The building, developed in partnership with the City of Manassas and Prince William County, serves the Mason community and the region as a destination and incubator for the arts in a growing region. Several key spaces were deferred during the initial construction project, including rehearsal rooms, education classrooms and ensemble spaces, stage support and storage areas and stage technical staff areas. A separate feasibility study has been prepared to assess an addition to the existing building to address these deferred program elements. The complete study is included in the Appendix.



Photos, clockwise from top: Merchant Hall at the Hylton Performing Arts Center; Hylton Performing Arts Center Lobby; Gregory Family Theater (Photos by Robert Benson Photography).

Potomac Arts Academy

Established in 2003, the Potomac Arts Academy is a CVPA program focused on providing private and group music instruction, theater classes, computer game design classes, and visual art classes for the community. The program has grown significantly since its inception. The current location for the program is off-campus in a structure originally designed as office space. The site has surface parking – a critical programmatic requirement for the Academy. As the program has grown with new programs and connections to other CVPA and University academic units, additional spaces in the building have been reassigned to Potomac Arts Academy. The spaces have been appointed to serve the needs of the program; however, acoustical separations and accessibility remain unresolved. As the program continues to expand, additional space will be required to accommodate the range of programs and activities offered. Further, access to larger performance venues, on the main campus or elsewhere, will be necessary for final presentations and summer camps.



Photos, left to right: Instrument storage space; classroom (Photos by WRL).

Benchmarking

Benchmarking of peer institutions was an important step in the master plan development process. Evaluation of programs, facility assets, assignable space, enrollment statistics, and special spaces at other comparable universities allows for alignment of CVPA existing conditions and projected needs and serves as a validation for space requests for each academic unit.

Multiple universities were evaluated for this CVPA master plan. Information collected for academic units for each university included enrollment statistics (current academic year data), existing assignable area for each unit (or net area), specialized spaces assigned to each unit (performance venues) and other empirical data available (age of facility, pending renovations, expanding programs). Space shared by other university entities and not dedicated to the arts was excluded from the benchmark data.

It should be noted that each institution may have unique circumstances that influence the program, space and enrollment statistics. Examples of these circumstances may include type or age of existing facility, strategic partnerships, interdisciplinary programs and course offering approaches, and assignment of specialized spaces (performance venues).

James Madison University and Virginia Commonwealth University are presented on the following pages as Virginia public institution peers to Mason. Other University programs were examined and examples of their dedicated facility features are presented with each CVPA project recommendation. For additional information, refer to the Appendix.

Dedicated CVPA Performance Venue Summary

	Seating Capacity	Academic Unit Use
TheatreSpace	150	Theater

Enrollment and Department Assignable Area Statistics

	Current Enrollment (FTE) 2011	Current Assignable Area (ASF)	Assignable Square Footage (ASF) / FTE
School of Music	405	29,839	74
School of Dance	166	16,878	102
School of Theater	112	17,061	152
School of Art	525	39,080	74
Computer Game Design Program	108	5,289	49
Film & Video Studies Program	60	501	8
Graduate Arts Management Program	66	1,147	17

Mason Existing Performance Venues – Shared



Harris Theater

Seat Count: 460

Harris Theater User Groups:

CPA Arts Support Umbrella	Friends of Music, Dance, Theater
School of Theater	
School of Dance	University Use
School of Music	Potomac Arts Academy
School of Art	
FAVS	



Center for the Arts Concert Hall

Seat Count: 1933

Concert Hall User Groups:

CPA Arts Support Umbrella	FSO/AYPO
Center for the Arts Programming	Great Performances
School of Theater	University Use
School of Dance	Rental
School of Music	Potomac Arts Academy
Friends of Center for the Arts	

Peer Institution: James Madison University

Dedicated Performance Venue Summary

	Seating Capacity	Academic Unit Use
Mainstage Theatre	450	Theater, Dance
Concert Hall	600	Music
Recital Hall	196	Music
Studio Theatre	200	Theater
Earlynn J. Miller Dance Theatre	200	Dance

Enrollment and Department Assignable Area Statistics

	Current Enrollment (FTE)	Current Assignable Area (ASF)	ASF / FTE
School of Music	446	64,196	144
School of Theatre and Dance	257	69,610	271



Photos, clockwise from top left: Forbes Center Mainstage; Earlynn J. Miller Dance Theatre; Recital Hall; Studio Theatre (Photos by JMU).

Peer Institution: Virginia Commonwealth University

Dedicated Performance Venue Summary

	Seating Capacity	Academic Unit Use
Grace Street Theater	225	Dance, Cinema
Sonia Vlahcevic Concert Hall	500	Music
James W. Black Music Center	300	Music
Hodges Theatre	257	Theatre
Newdick Theater	150	Theatre

Enrollment and Department Assignable Area Statistics

	Current Enrollment (FTE)	Current Assignable Area (ASF)	ASF / FTE
School of Music	272	30,874	117
VCU Dance	110	26,464	244
Theatre VCU	248	31,679	129



Photos, left to right: Hodges Theatre; Grace Street Theater (Photos by VCU).

Program Space Summary

A comprehensive space program has been developed through the process of gathering quantitative and qualitative data from academic units, community groups and professional user groups related to the physical space requirements necessary to support the current and future programs of CVPA. Spaces are organized in several broad categories, including Performance Space, Learning Space, Staff Space, and Support Space. Performance Spaces are principle spaces designed to support the presentation of the work of each group. These spaces range from theater venues to collaborative labs and galleries. Learning Spaces include classrooms and studios for day to day instruction and student/faculty interaction. Staff Spaces include faculty offices, workrooms, conference rooms and other staff support areas. Support Spaces include storage, special shops and fabrication facilities, technical support spaces, and other critical areas necessary to support the function of CVPA programs.

Existing space for each unit has been indexed and recorded, and proposed space has been organized in two categories: near term (less than 5 years), and longer term (greater than 5 years). The distinction between near and longer term space needs is a consequence of the immediate space deficiencies for each unit and the anticipated need for space over time as a result of planned growth. Several program drivers were identified during the master plan development process – these key program elements influence the major implementation projects and the sequence of the execution of the projects over the course of the master plan duration.

Many of the spaces identified in the program will provide an opportunity for interdisciplinary collaborative teaching, learning and production. This overarching objective of the master plan should be considered during the implementation and detailed planning for each project.

Program Summary

Program ASF	CVPA Academic Program Space														Bench mark ASF/ FTE
	ASF Existing	ASF 2013	FTE 2013	ASF/ FTE	<5 year	ASF 2017	FTE 2017	ASF/ FTE	>5 year	ASF 2022	FTE 2022	ASF/ FTE			
School of Music	29,839	29,839	405	74	20,205	50,044	427	117	7,670	57,714	476	121	123		
School of Dance	16,878	16,878	166	102	3,200	20,078	171	117	14,380	34,458	175	197	225		
School of Theater	17,061	17,061	112	152	7,470	24,531	124	198	0	24,531	130	189	207		
School of Art	39,080	39,080	525	74	1,750	40,830	537	76	1,670	42,500	544	78	119		
Game Design	5,289	5,289	108	49	3,400	8,689	133	65	1,970	10,659	144	74	119		
Film & Video Studies	501	501	60	8	6,170	6,671	68	98	1,110	7,781	75	104	61		
Arts Management	1,147	1,147	66	17	1,220	2,367	70	34	0	2,367	73	32			
Shared Program Space	15,400	15,400	1,452	11	9,980	25,380	1,550	16	8,050	33,430	1,637	20			
Off-Campus CVPA Program Space															
Potomac Arts Academy	6,835				9,700				1,350						
OLLI	4,258				12,621				2,116						
Hylton PAC	45,264				11,805				0						

The master plan program suggests spaces required in order to address deficiencies as well as to align new space needs with projected growth.

School of Music	Academic Program Space			Long Range Goals
	ASF Existing	<5 year	>5 year	
Performance Space	0	9,910	0	0
Learning Space	15,716	5,700	5,150	0
Practice Rooms	5,178	1,015	1,800	0
Support Space	3,608	3,000	0	0
Administrative Space	5,337	580	720	0
American Music Institute (AMI)				10,500
Athletic Band Program				16,400
TOTAL	29,839	20,205	7,670	26,900
Cumulative Total		50,044	57,714	84,614
FTE	405	427	476	
ASF/FTE Dedicated	74	117	121	178
Benchmark ASF/FTE			123	

Key Components Included in the Master Plan:

- Dedicated Recital Hall (450 seat capacity)
- Additional Practice Rooms and Teaching Studios
- Rehearsal Classrooms, Labs and Ensemble Rooms
- Staff Office Space to Support Growing Programs
- Storage for Instruments & Equipment
- Music Library
- American Music Institute Program Facility
- Athletic Band Program Facility

School of Dance	Academic Program Space			Long Range Goals
	ASF Existing	<5 year	>5 year	
Performance Space	0	0	10,620	0
Learning Space	12,281	0	2,600	0
Support Space	2,971	2,420	880	0
Administrative Space	1,626	780	280	0
TOTAL	16,878	3,200	14,380	0
Cumulative Total		20,078	34,458	34,458
FTE	166	171	175	
ASF/FTE Dedicated	102	117	197	197
Benchmark ASF/FTE			225	

Key Components Included in the Master Plan:

- Dedicated Performance Space (450 seat capacity)
- Additional Teaching/Rehearsal Studio
- Staff Office Space and Staff Support Spaces
- Storage for Costumes & Equipment

School of Theater	Academic Program Space			Long Range Goals
	ASF Existing	<5 year	>5 year	
Performance Space	4,399	0	0	0
Learning Space	7,177	0	0	2,850
Support Space	2,827	7,250	0	0
Administrative Space	2,658	220	0	330
TOTAL	17,061	7,470	0	3,180
Cumulative Total		24,531	24,531	27,711
FTE	112	124	130	
ASF/FTE Dedicated	152	198	189	213
Benchmark ASF/FTE			207	

Key Components Included in the Master Plan:

- Musical Theater Rehearsal Studio
- Storage for Risers, Chairs & Stage Equipment
- Storage for Scenery, Props & Costumes
- Equipment Maintenance Shop
- Staff Office Space to Support Emerging Programs
- Additional Performance Space
- Access to Multi-Purpose Hall

School of Art	Academic Program Space			Long Range Goals
	ASF Existing	<5 year	>5 year	
Performance Space/Exhibition	3,032	0	0	0
Learning Space	30,031	0	0	1,500
Support Space	205	1,750	1,000	0
Administrative Space	5,812	0	670	0
Environmental Design Program	0	0	0	32,100
TOTAL	39,080	1,750	1,670	33,600
Cumulative Total		40,830	42,500	76,100
FTE	525	537	544	
ASF/FTE Dedicated	74	76	78	140
Benchmark ASF/FTE			119	

Key Components Included in the Master Plan:

- Visual Resource Library
- Student Project Storage Spaces
- University Curator & Gallery Director Office
- Creative Arts Lab
- Exhibition Preparation Space/Lab
- Environmental Design Program Facility
- Ceramic & Glass Programs – Lorton Partnership
- Gallery Space & Storage

Key Components Included in the Master Plan:

- Dedicated Space for the Program
- Simulation / Motion Capture Studios
- Computer Labs
- Staff Office & Support Spaces

Computer Game Design Program	Academic Program Space			Long Range Goals
	ASF Existing	<5 year	>5 year	
Performance Space	0	0	0	0
Learning Space	4,282	2,600	1,200	9,200
Support Space	0	250	0	250
Administrative Space	1,007	550	770	1,795
TOTAL	5,289	3,400	1,970	11,245
Cumulative Total		8,689	10,659	21,904
FTE	108	133	144	
ASF/FTE Dedicated	49	65	74	152
Benchmark ASF/FTE			119	

Key Components Included in the Master Plan:

- Production Instruction Studio & Control Room
- Studio Support Spaces (Green Room, Storage)
- Lighting Design Lab
- Student Equipment Resource Checkout
- Edit Suites (Student Instruction & Production)
- Computer Classrooms
- Staff Office & Support Spaces
- Professional Sound Stage Facility

Film and Video Studies Program	Academic Program Space			Long Range Goals
	ASF Existing	<5 year	>5 year	
Performance Space	0	0	0	0
Sound Stage Facility	0	0	0	8,220
Learning Space	0	4,710	0	0
Support Space	162	840	100	0
Administrative Space	339	620	1,010	0
TOTAL	501	6,170	1,110	8,220
Cumulative Total		6,671	7,781	16,001
FTE	60	68	75	
ASF/FTE Dedicated	8	98	104	213
Benchmark ASF/FTE			61	

Key Components Included in the Master Plan:

- Access to Distance Learning Facilities
- Box Office Teaching Lab
- Public Gallery Space
- Additional Staff Office Space

Graduate Arts Management Program	Academic Program Space			Long Range Goals
	ASF Existing	<5 year	>5 year	
Performance Space	0	0	0	0
Learning Space	0	1,000	0	0
Support Space	89	0	0	0
Administrative Space	1,058	220	0	0
TOTAL	1,147	1,220	0	0
Cumulative Total		2,367	2,367	2,367

Key Components Included in the Master Plan:

- Rehearsal Studios
- Classrooms & Teaching Studios
- Fit-out of Scenery Shop
- Additional Administrative Space

Hylton Performing Arts Center	Academic Program Space			Long Range Goals
	ASF Existing	<5 year	>5 year	
Performance Space	33,359	6,000	0	0
Learning Space	0	3,220	0	0
Support Space	9,668	1,865	0	0
Administrative Space	2,237	720	0	0
TOTAL	45,264	11,805	0	0
Cumulative Total		57,069	57,069	57,069

CVPA Administration	Academic Program Space			Long Range Goals
	ASF Existing	<5 year	>5 year	
Performance Space	0	0	0	0
Learning Space	0	0	0	0
Support Space	0	0	500	0
Administrative Space	5,190	0	2,150	0
TOTAL	5,190	0	2,650	0
Cumulative Total		5,190	7,840	7,840

Key Components Included in the Master Plan:

- Conference Rooms (Various Sizes)
- Telepresence Conference Room
- Staff Office and Support Spaces

Potomac Arts Academy	Academic Program Space			Long Range Goals
	ASF Existing	<5 year	>5 year	
Performance Space	0	2,600	0	0
Learning Space	4,026	6,130	1,350	0
Support Space	1,790	0	0	0
Administrative Space	1,019	970	0	0
TOTAL	6,835	9,700	1,350	0
Cumulative Total		16,535	17,885	17,885

Key Components Included in the Master Plan:

- Additional Private Instruction Spaces
- Rehearsal Studios
- Additional Piano & Computer Labs
- Staff Office and Support Spaces
- Consideration for a New Intergenerational Arts Academy Facility
- Performance Space
- Additional Parking

Osher Lifelong Learning Institute	Academic Program Space			Long Range Goals
	ASF Existing	<5 year	>5 year	
Performance Space	0	0	0	0
Learning Space	2,816	5,320	1,080	0
Support Space	1,093	2,371	900	0
Administrative Space	349	672	136	0
TOTAL	4,258	8,363	2,116	0
Cumulative Total		12,621	14,737	14,737

Key Components Included in the Master Plan:

- Additional Classroom Spaces
- Access to Larger Format Classrooms on Campus
- Facility Support Spaces & Storage
- Additional Parking



Aerial View of George Mason University's Fairfax campus (Photo by GMU).

Site Plan Legend

- | | |
|--|---|
| (A) Center for the Arts / Concert Hall | (I) Mason Pond Parking Deck |
| (B) de Laski Performing Arts Building | (J) Recreation and Athletic Complex (RAC) |
| (C) Music / Theater Building | (K) Mason Inn Conference Center and Hotel |
| (D) Harris Theatre | (L) Patriot Center |
| (E) Art and Design Building | (M) Braddock Road |
| (F) College Hall | (N) Route 123 |
| (G) Mason Hall | (O) Future Roadway and Underpass |
| (H) Johnson Center | |



Campus Plan & Observations

Campus Site Analysis

Although CVPA has facilities on the Fairfax campus, adjacent to the campus (Potomac Arts Academy and Osher Lifelong Learning Institute), at the Arlington campus, and at the Prince William campus, the primary concentration of programs is situated on the Fairfax campus. Undergraduate CVPA program majors require access to general education courses not offered at the other campus locations. Transportation between the regional campuses can be challenging due to the density and traffic in northern Virginia.

Parking, Roadways, Access, and Traffic

Performance venues add significant parking burden to the campus, and overlapping or concurrent performance schedules exacerbate the demand for proximate, accessible and convenient parking, either surface or structured. Partner organizations with periodic requirements for activity on campus require special consideration, including accessible parking with close proximity to the destination. Additional performance venues will also place a burden on campus roadways and traffic patterns, which have a direct impact on the student experience.

Proximity and Program Adjacencies

Many CVPA programs benefit by proximity, either within the same structure or in adjoining structures. Musical instruments can be damaged by changes in humidity and temperature when moved from one building to another. Transition from a practice space in one building to a performance venue in a separate building can affect a dancer's physical and mental preparations. Movement of scenery and other performance equipment (lighting, sound equipment, video equipment) is also subject to damage. Further, the collocation of program spaces promotes the comingling of students and faculty from a variety of degree programs and facilitates ease of collaboration in activity and curriculum.

Existing Buildings (adaptive reuse) and New Construction

CVPA programs require facilities and specialized spaces that are acoustically sophisticated, technology rich, and infrastructure intensive. Some existing structures may be appropriate for renovation and adaptive reuse for CVPA use, while others may not. New program elements may warrant new construction in order to achieve excellence for the end user experience and functional operation for the University.

University Master Plan

Each of the Mason campuses has unique features and characteristics. The Fairfax campus has developed into an urban environment, with concentrated areas of academic and support buildings in the core and an outer ring of parking and student residence halls. As future CVPA facilities are planned, and other University development occurs, pedestrian connections and transition spaces should be considered, including the relationship of these spaces to building lobbies, common areas, and places where students and audiences will gather. This sense of place, decoupled from assignable area, creates the heart and soul of the campus and CVPA programs. The University facilities master plan will address these and other campus development issues. The facilities master plan for CVPA is intended to inform the University facilities master plan.



Dance Performance (Photo by GMU).

MASTER PLAN OBJECTIVES:

- **ALIGN WITH THE MASON VISION AND MASON 'IDEA' (INNOVATIVE, DIVERSE, ENTREPRENEURIAL, ACCESSIBLE)**
- **ENCOURAGE AND SUPPORT MULTI-DISCIPLINARY ACTIVITY WITHIN CVPA, ACROSS THE UNIVERSITY AND IN THE COMMUNITY**
- **INTEGRATE TECHNOLOGY TO SUPPORT COLLABORATION**
- **ASSURE MAXIMUM UTILIZATION OF SPACE AND BALANCE DEDICATED AND SHARED SPACE**
- **DEVELOP IMPLEMENTATION STRATEGY TO AVOID PROGRAM DISRUPTION**
- **PLAN FOR OPTIMAL OPERATIONAL & FUNCTIONAL CONSIDERATIONS**
- **CREATE A VISION FOR CVPA WHICH WILL INFORM THE UPCOMING CAMPUS MASTER PLAN**
- **DEVELOP FACILITIES TO BUILD ACADEMIC EXCELLENCE AND TO MEET THE NEEDS OF EXTERNAL COMMUNITIES**

Master Plan Overview

The CVPA Master Plan identifies key plan integers which are the drivers for plan implementation. The recommendation suggests that the academic unit functions be located in close proximity to each other and to the performance venues in order to maximize shared space and efficiency.

Findings

An Analysis of existing programs and facilities has resulted in findings related to physical spaces required to support existing programs and future growth. Minor space needs as well as major requirements have been identified. Major spaces consist of performance venues and presentation spaces based on a lack of adequate existing facilities to meet the current and growing demand for these spaces. Additionally, several new types of spaces have been identified to support emerging and evolving programs. These include simulation labs, audio and video production spaces, and collaborative studios supported by technology to facilitate a wide range of activities. Implementation of these initiatives may or may not coincide with the University Master Plan.

The CVPA Master Plan has identified a number of projects which respond to demonstrated needs by a range of CVPA academic and administrative units. Each project listed on the facing page has a primary programmatic element.

Recommendation

The CVPA Master Plan has identified functional needs and deficiencies and suggests potential locations for these functions in order to create a dense academic arts core. The implementation of the plan attempts to minimize disruption of existing programs. The Concert Hall, a key existing element on the Fairfax campus, has been studied in light of multiple attitudes as to the ultimate role and mission of the Concert Hall as it relates to the mission of CVPA, the University and the community.

In response to these concepts, the elements of the plan can be categorized into the following: preparatory projects, projects that strengthen the existing academic arts precinct, and projects that have variable configurations and that are heavily influenced by, or will influence, the University Master Plan.

CVPA Master Plan Projects

Based on the functional deficiencies related to existing facilities as well as to projected growth, the CVPA Master Plan has identified the following projects as priorities for implementation. These projects are key elements of the Master Plan.

- Construct addition at Harris Theater entrance, in conjunction with Robinson Hall Renovation project, to provide restrooms, lobby space and minor improvements in theater.
- Renovations related to accessibility and infrastructure at the existing Concert Hall.
- Construct new Recital Hall and Dance Theater addition to existing Center for the Arts.
- Construct new Multi-Disciplinary Building adjacent to existing Art and Design Building. Primary use for FAVS, Art, Game Design programs. This building may be used as a swing space during PAB Renovation.
- Renovate deLaski Performing Arts Building.
- Construct new Concert Hall (option).
- Construct Multi-Purpose Performance Hall and academic space.
- Construct new facility for Potomac Arts Academy.
- Construct new facility for Osher Lifelong Learning Institute.
- Construct addition at Hylton Performing Arts Center.

Proposed Options

The proposed options suggest that the key elements of the plan be introduced into the core of existing CVPA facilities in order to strengthen the relationships between academic disciplines. The description that follows includes two preparatory projects which are intended to address existing deficiencies at the Harris Theater and the Concert Hall. Following completion of this preparatory work, the key integer projects will be implemented. It should be noted that the Master Plan suggests sequence and locations that may change based on intersections with the forthcoming University Master Plan, but that this Plan addresses needs and spaces that are whole and serve functional deficiencies that have been identified during the analysis phase. The two Options suggest different attitudes toward the role of the Concert Hall in the Master Plan and the configuration and location of the Concert Hall either on or off campus. Note that Option 1 and 2 are identical in Phases A through E. Phases F and G vary in the use of the Concert Hall.

Projects: Option 1

- A** Renovation / additon at Harris Theater entrance to address lobby / patron amenities.
- B** Phase 1 renovation of the existing Center for the Arts to address infrastructure and accessibility. Seat count reduced to 1800 +/-.
- C** New 450-seat Recital Hall and 450-seat Dance Theater addition.
- D** New Multi-Disciplinary Building.
- E** Renovation of deLaski Performing Arts Building.
- F** Phase 2 renovation of the Center for the Arts to create 850-seat Multi-Purpose Performance Hall and academic space.
- G** New 2,200-seat Concert Hall (note, plan shows one possible site).

Projects: Option 2

- Renovation / additon at Harris Theater entrance to address lobby / patron amenities.
- Phase 1 renovation of the existing Center for the Arts to address infrastructure and accessibility. Seat count reduced to 1800 +/-.
- New 450-seat Recital Hall and 450-seat Dance Theater addition.
- New Multi-Disciplinary Building.
- Renovation of deLaski Performing Arts Building.
- Phase 2 renovation of the Center for the Arts to create 1500-seat Concert Hall in situ.
- New 850-seat Multi-Purpose Performance Hall and academic space (note, plan shows one possible site).

Additional Projects Not Prioritized by Academic Requirements, Common to Both Options:

- Construct new facility for Potomac Arts Academy (off-site).
- Construct new facility for Osher Lifelong Learning Institute (off-site).
- Construct addition at Hylton Performing Arts Center on the Prince William Campus.

Master Plan



Project Descriptions



A Harris Theater

The Harris Theater Project includes an addition to the existing lobby to accommodate dedicated toilet rooms, box office and expanded lobby space, as well as minor renovations inside the theater to address life safety and code deficiencies, accessibility compliance, and replacement of technology and infrastructure that has reached the end of useful service. This project is envisioned to occur early in the implementation of the master plan, in conjunction with the renovation of Robinson Hall.

This scope of work will provide improvements to make the Harris Theater appropriate for a wide range of programming during the course of the remainder of the master plan implementation. The facility will continue to be heavily scheduled until new performance spaces are completed. Ultimately, the use of the theater may change to primarily University programming.

Photos, top of page: A proposed addition at the entry of Harris Theater will provide front-of-house support spaces that the theater currently lacks (Photo by WRL).



B Center for the Arts: Phase 1

A renovation project for the existing Center for the Arts includes preparatory work for later phases of the Master Plan implementation related to the future Concert Hall. Minimum renovations include improvement of infrastructure, ADA, life safety, code-related deficiencies, seating, finishes and interior aesthetics. The seating capacity for the audience chamber would be impacted by the ADA modifications, but the shape of the interior of the audience chamber would not be impacted during this scope. The work in this improvement phase is intended to be aligned with a long-term plan to convert the audience chamber of the Concert Hall into future use as a multi-purpose theater or as an acoustically improved concert hall.

Photo, top of page: The Phase I project at the Concert Hall would address existing finishes, ADA compliance and infrastructure. (Photo by WRL).



C Recital Hall and Dance Theater

An addition with key connections to the existing Center for the Arts and the Performing Arts Building would provide performance venues along a major campus circulation path. The new structure would be situated in the area adjacent to the Concert Hall and Mason Pond Parking Structure. The new addition would include a 450 seat recital hall and a 450 seat dance theater. These new stages, determined to be critical to the academic programs growth and success, are most efficiently and cost effectively built in new construction due to the complex acoustic and structural requirements for these facilities.

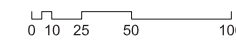
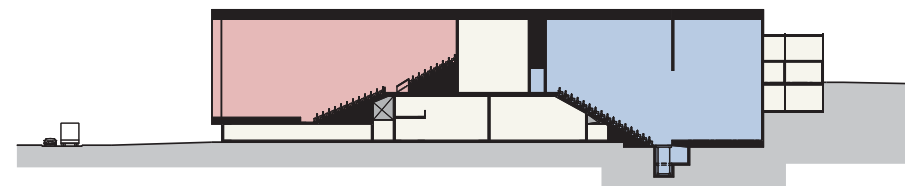
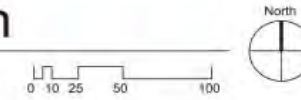
The resulting facility will be a merged building for Music, Dance and Theater programs, with an interconnecting system of lobbies and public circulation. The stage levels of the recital hall and dance theater would align with the stage level at the Concert Hall, thus allowing the back-of-house performer support spaces to be shared and to have easy access from a common loading dock.



Recital Hall and Dance Theater Addition

Scale: 1:60

Note: Dashed red line indicates extent of addition



Diagrams (above): Plan showing the Recital Hall and Dance Theater addition adjacent to the existing Center for the Arts. Section through the two new performance venues and their shared lobby space.

Recital Hall Peer Institution Precedents



Photos, clockwise from top: Cleveland Institute of Music Recital Hall (WRL); Radford University Recital Hall (Calloway, Johnson, Moore, West); Bowdoin College Recital Hall (William Rawn Associates) .

Dance Theater Peer Institution Precedents



Photos, clockwise from top: James Madison University Earlynn J. Miller Dance Theatre (Hanbury Evans Wright Vlattas Co); Florida State University Nancy Smith Fichter Dance Theatre; University of Maryland Clarice Smith Dance Theatre (Moore Ruble Yudell).



D Multi-Disciplinary Building

A new facility to house the Computer Game Design program and Film and Video Studies Program as well as spaces for a wide range of other University academic units will provide great opportunity for interdisciplinary collaboration. This building, planned to be adjacent to the Art and Design Building, would include simulation lab spaces, collaborative learning labs and classrooms, art exhibition space, production studios, editing suites, and gallery space. These highly specialized spaces, with specific technology and acoustical construction requirements, are most efficiently provided in new construction. The building is included in the implementation plan to provide an interim location for other programs that will be temporarily displaced during the renovation of the Performing Arts Building and Center for the Arts.

Proposed location for a new Multi-Disciplinary Building (Photo by GMU).

Multi-Disciplinary Building Peer Institution Precedents



Photos, clockwise from top: M.I.T. Media Lab (Maki & Associates); Annenberg Innovation Lab (Lehrer Architects / WRL - LAWRL); University of Southern California Game Innovation Lab



E Performing Arts Building Renovation

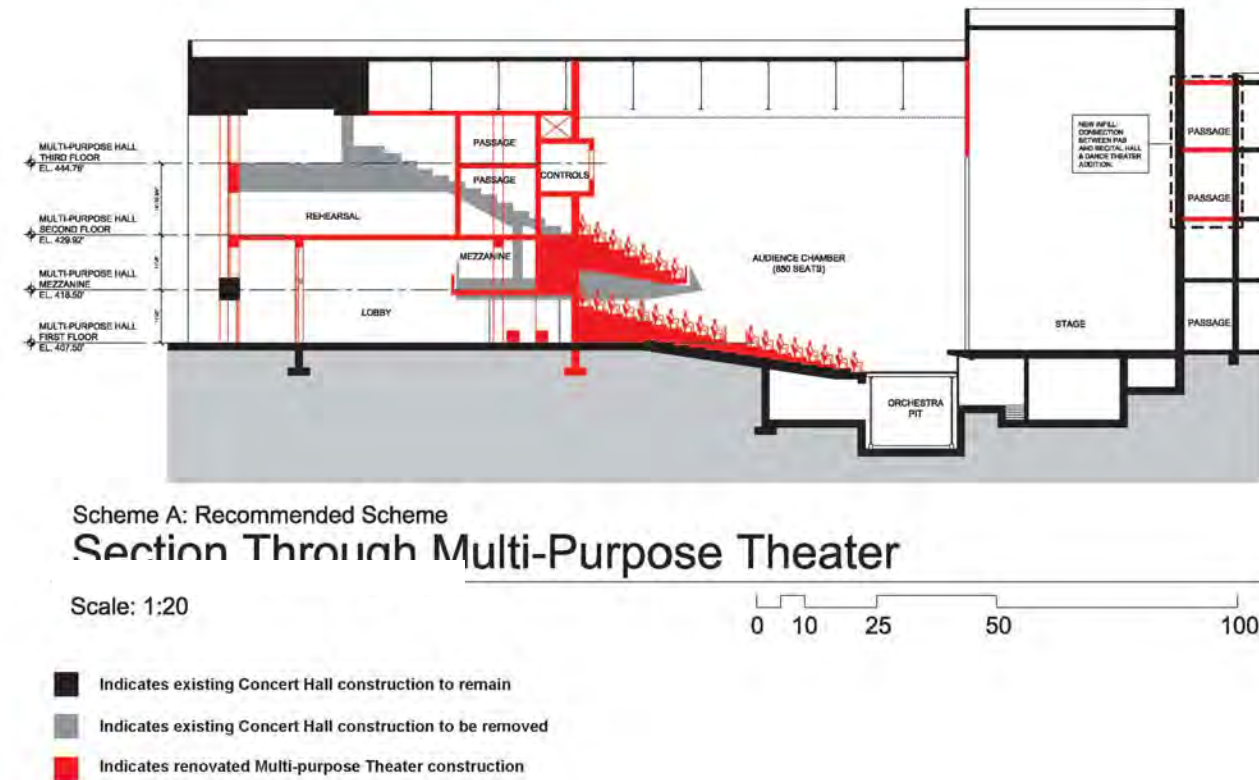
The existing Performing Arts Building will be renovated as part of the comprehensive adaptive reuse of the Center for the Arts and planned addition to the facility. The PAB will be modernized with new interior construction, infrastructure, egress and life safety systems, and accessibility. Exterior envelope elements, including windows and roof systems, will be replaced. The recently completed deLaski addition to the PAB is not included in this scope of work; however, the renovation of the PAB will further reinforce the interconnections between the addition and the existing structure.

Photo, above: View of the Performing Arts Building from Mason Court (Photo by GMU).

Performing Arts Building Peer Institution Precedents



Photos, clockwise from top: Oberlin College, Music Practice Room (WRL); James Madison University Studio Theatre (Photo by GMU); George Mason University Hylton Performing Arts Center, Gregory Family Theater (Photo by WRL)



F Center for the Arts: Phase 2

Due to significant physical deficiencies of the existing Center for the Arts Concert Hall, the building has been determined to be of higher and better use if renovated as a smaller theater venue, fulfilling a major programmatic requirement for the CVPA while reusing much of a valuable university asset in a prime location on the Fairfax campus.

Option 1: Renovate as 850-Seat Theater

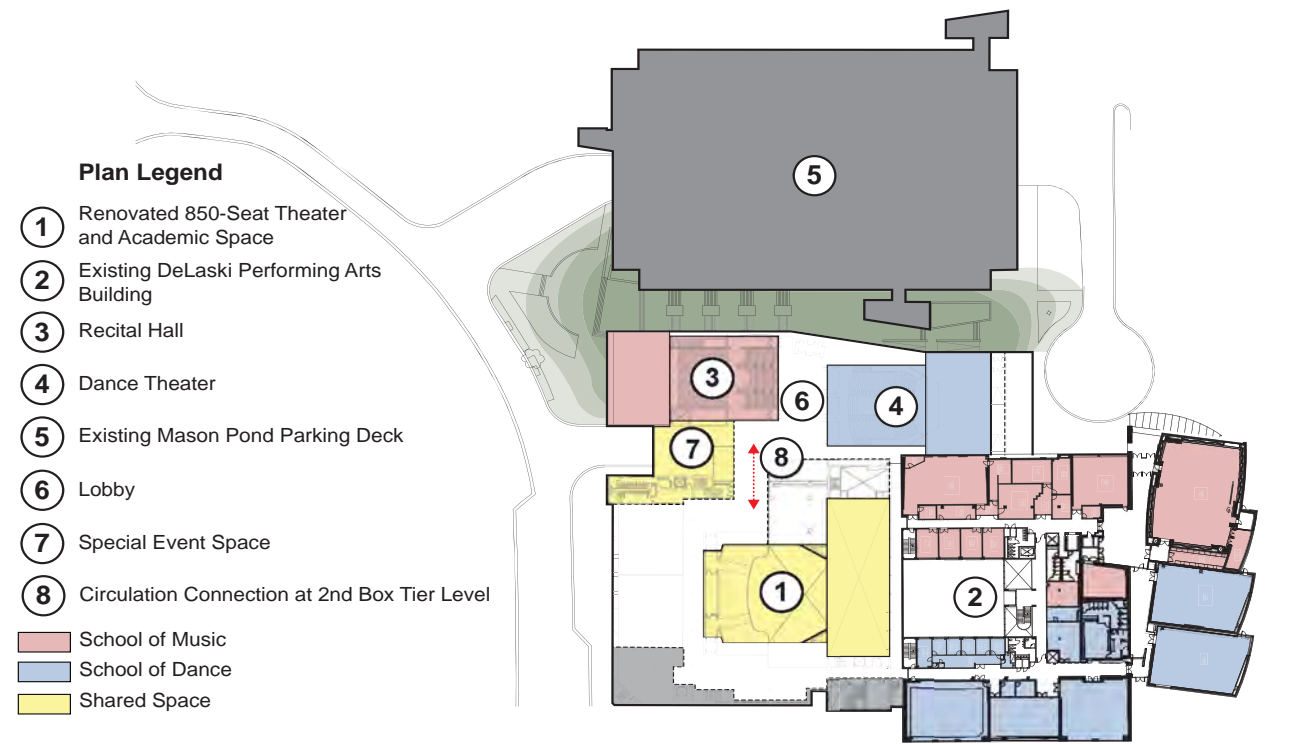
The interior of the existing concert hall audience chamber will be renovated and reduced in size to include an 850-seat capacity space with seating over an orchestra level and a modified balcony. New interior sidewalls will be constructed to enclose the new theater and provide the appropriate interior geometry and acoustical performance requirements. The existing stage house of the Center for the Arts will remain, with minor modification and infrastructure improvements. The existing lobby spaces and other public areas will be reconfigured in order to provide rehearsal spaces and academic program spaces for the School of Music and the School of Theater. This option suggests a strong relationship between the 850-seat multi-purpose theater and the adjacent CVPA academic spaces which will allow for the Center for the Arts to be primarily used by CVPA academic and affiliate groups.

Option 2: Renovate as 1500-Seat Theater

The interior of the existing concert hall audience chamber will be renovated to provide a 1500-seat theater. The existing lobby spaces and other public areas will be renovated to include appropriately scaled support spaces for the venue. The exterior of the building will be altered – at minimum, the exterior envelope and glazing systems would be improved.

As was mentioned previously, the renovated Center for the Arts will have direct physical connection to the new recital hall and dance theater addition, with an interconnecting system of lobbies and public circulation. The fate of the Center for the Arts will determine whether a new Concert Hall facility or a new multi-purpose theater with related academic space would be implemented (see project description for New Concert Hall / New Multi-Purpose Theater and Academic Space).

Diagram (above): Section depicting reconfiguration of the audience chamber for Option 1 850-seat renovation.



Option 1 Center for the Arts Renovation: 850-Seat Theater with Academic Program
 Scale: 1:60



Option 2 Center for the Arts Renovation: 1500- Seat Theater
 Scale: 1:60

Diagrams (above): The configuration of the existing Center for the Arts will be repurposed to house either an 850-seat theater with adjacent academic program (Option 1), or a 1500-seat Concert Hall (Option 2).



G New Performance Venue: Option 1: Concert Hall Option 2: Multi-Purpose Theater

Due to significant deficiencies of the existing concert hall, described in detail in the condition assessment section of the Master Plan, a new concert hall facility has been recommended. The two options described below suggest differing solutions to the location of the concert hall.

Option 1: Concert Hall

In Option 1, a site will be required in order to accommodate a new concert hall. The site for the new venue has not been determined. For the purposes of the CVPA Master Plan, a site on the opposite side of Mason Pond across from the current Center for the Arts has been considered. The project for Option 1 would include a 2200 seat venue and requisite support facilities. The conceptual sketch above suggests that a new parking garage, part of an overall University parking plan, could provide adjacent parking for the concert hall audiences and resolve other campus core traffic and parking issues. The roof of the garage could provide playing fields for student recreation adjacent to the Recreation and Athletic Center. In this location, the new venue would have a stronger relationship to the Mason Inn and Conference Center than to CVPA facilities, due to its geographic proximity.

Option 2: Multi-Purpose Theater

In Option 2, a site will be required in order to accommodate a new multi-purpose theater and academic space. The project for Option 2 will include an 850-seat multi-purpose theater with 40,000 square feet of academic space for CVPA programs.

New Performance Venue Peer Institution Precedents



Photos, clockwise from top: Phoenix Symphony Hall (Westlake Reed Leskosky); Strathmore (William Rawn Associates); Christopher Newport University, Ferguson Center (Ieoh Ming Pei, Pei Cobb Freed & Partners)

Other CVPA Projects & Future Initiatives

Computer Game Design Research Studio

The field of Computer Game Design includes a significant research armature. Opportunities for research based funding for the Computer Game Design program at George Mason have been identified and this area is a potential for partnerships with private industry. The nature of this research requires space considerations to accommodate confidential work with multiple entities supported by Mason students and faculty. Therefore, a designated research center with spaces for staff, conferencing, and technical program development would be required to adequately support this function. This type of facility could be incorporated into an interdisciplinary academic building with discrete spaces and access, while affording possible sharing of larger labs and technical spaces. Depending on the scale of the research program, a designated facility may be warranted, and the location of the facility may be influenced by broader planning factors, which may include the Arlington and Prince William campuses of George Mason University.

Potomac Arts Academy Facility

The Potomac Arts Academy enrollment has grown significantly since the inception of the program in 2003. The program provides an important service and acts as a bridge between Mason CVPA academic programs and the greater community. Incremental growth into space within the existing facility is planned for the next several years and will accommodate near term space needs. However, an opportunity exists for the development of a new Intergenerational Community Education Center for CVPA, which could include spaces for the various Potomac Arts Academy programs, camps and private music instruction courses as well as rehearsal and performance spaces that could be used by both CVPA and the community. Ideally, the facility would be situated in proximity to the main Fairfax campus with consideration for ample parking. The location of this facility may be influenced by other community and government partnerships.

Osher Lifelong Learning Institute (OLLI) Facility

OLLI serves a growing need in the community. The Tallwood site is currently heavily programmed and lacks classrooms sized to accommodate larger groups and ever increasing demand. The current facility is also deficient in parking – additional course offerings will place further stress on the site constraints. A feasibility study has been prepared for the renovation of the existing facility. Other alternatives may include a new site with possible collocation with the Potomac Arts Academy. Each of these organizations has need for similar facility features and spaces. The hours of operation of each group do not overlap, providing for high utilization of a facility without scheduling compromise for programs administered by either group.

Athletic Band Facility

The Athletic Arts program at Mason, an integral part of the School of Music, has identified a space program for the athletic band practice and support spaces. The program includes large gym-sized spaces for practice and drills with spectator seating and a press box, as well as outdoor practice fields. The size and program of the spaces required is such that these spaces would likely be located outside of the main academic core of campus. The University of Virginia's new band rehearsal building is an example of a precedent for this type of facility at a peer institution.

Sound Stage Facility

A professional video production sound stage facility was discussed during programming interviews. This facility would be situated near or adjacent to the main campus (or possibly a more remote regional location) and serve the University as well as the professional community. A preliminary program was prepared for this facility.

Cost Summary

Preliminary estimates of probable project cost for each of the Master Plan projects have been projected. The value for each project has been presented with a range of cost per square foot for construction costs. 30% has been added to each construction cost total to account for other project related costs (soft costs) including design fees, university project management, permits and other approvals, and contingency. Escalation has been applied to each project corresponding to the anticipated year of construction (refer to implementation schedule for project sequence).

These cost estimate values are preliminary, and based on program level project descriptions and historic bidding information for similar projects indexed to the greater Washington DC region. Detailed project cost estimates shall be developed at the time of implementation of each project, with consideration for the specific project program, construction type, site conditions, and other variable soft costs.

Estimates of probable cost have been prepared for Option 1 and for Option 2. In Option 1, the CFA Renovation Phase 2, (renovation of the existing building into an 850-seat multi-purpose theater with associated CVPA academic program space) occurs before a new Concert Hall is built. In Option 2, the CFA Renovation Phase 2 (renovation of the existing building into a 1500-seat Concert Hall) occurs before a new 850-seat multi-purpose theater is constructed. See "Recommendation Options" and individual project descriptions for more detailed information on the project scope.

Option 1

Implementation Plan: OPTION 1

Project Identification	CVPA Project Name	New or Renovation	Area (Gross)	Project Cost (low range)	Project Cost (high range)	Targeted Completion Year	Remarks
A	Harris Theater	Renovation	4,200	\$ 2,380,560	\$ 2,975,700	2016	Lobby Expansion, Theater Improvements
B	CFA Renovation: Phase 1	Renovation	75,620	\$ 11,305,190	\$ 14,131,488	2018	Infrastructure Project
C	Recital Hall & Dance Theater	New	59,325	\$ 44,326,157	\$ 48,992,068	2020	Site Adjacent to Existing CFA
D	Multi-Discipline Building	New	49,320	\$ 34,606,611	\$ 38,677,977	2022	Use as swing space for PAB renovation
E	PAB Renovation	Renovation	80,415	\$ 66,042,829	\$ 72,994,706	2024	Major Renovation Project
F	CFA Renovation: Phase 2	Renovation	75,620	\$ 64,906,537	\$ 71,738,804	2026	Convert to 850 Seat Multi-Purpose Theater
G	2200 Seat Concert Hall (New)	New	105,000	\$ 94,014,375	\$ 103,910,625	2028	Site to be Determined

Total Area (sf) 449,500
CVPA Master Plan Project Totals \$ 317,582,259 \$ 353,421,367

Option 2

Implementation Plan: OPTION 2

Order of Implementation	CVPA Project Name	New or Renovation	Area (Gross)	Project Cost (low range)	Project Cost (high range)	Targeted Completion Year	Remarks
A	Harris Theater	Renovation	4,200	\$ 2,380,560	\$ 2,975,700	2016	Lobby Expansion, Theater Improvements
B	CFA Renovation: Phase 1	Renovation	75,620	\$ 11,305,190	\$ 14,131,488	2018	Infrastructure Project
C	Recital Hall & Dance Theater	New	59,325	\$ 44,326,157	\$ 48,992,068	2020	Site Adjacent to Existing CFA
D	Multi-Discipline Building	New	49,320	\$ 34,606,611	\$ 38,677,977	2022	Use as swing space for PAB renovation
E	PAB Renovation	Renovation	80,415	\$ 66,042,829	\$ 72,994,706	2024	Major Renovation Project
F	CFA Renovation: Phase 2	Renovation	75,620	\$ 64,906,537	\$ 71,738,804	2026	Convert to 1500 Seat Venue
G	850 Seat Multi-Purpose Theater	New	85,000	\$ 76,106,875	\$ 84,118,125	2028	Site to be Determined; Includes 40k sf Academic Space

Total Area (sf) 429,500
CVPA Master Plan Project Totals \$ 299,674,759 \$ 333,628,867

Appendix

Refer to separate volume for supplementary materials.

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