Introduction

This document serves to orient attendees to the Arrowhead Symposium: its purpose, the annual program, and the conference center venue.

The mission of the *UCLA Lake Arrowhead Symposium on the Transportation - Land Use - Environment Connection* is to bring researchers and practitioners together to address pressing transportation, environmental, and development issues in a setting conducive to peer interaction and learning. The Arrowhead Symposium is the signature annual event of the UCLA Institute of Transportation Studies.

The Arrowhead Symposium is a unique endeavor and likely differs from other conferences you've attended. We encourage you to review this document at least a week prior to your attendance. First-time attendees or those who have not attended in recent years may be particularly interested in our Sunday Lunch Orientation Session, where Arrowhead Symposium organizers will cover the contents of this document and answer questions participants may have.

Throughout this document and other Arrowhead Symposium guidance, the terms **speaker**, **moderator**, **attendee**, and **participant** are used as follows.

Speaker - someone invited to give extended remarks or a presentation as part of a panel session

Moderator - someone who presides over a session and facilitates its advancement and participant engagement

Attendee - a member of the audience. In the context of a panel session, those who are speakers and moderators in other sessions are considered an attendee.

Participant - a term inclusive of all of the above.

Appendices:

- [Mission, values, goals, and history of the Symposium](#) (2 pg)
- [Participant Expectations](#) (1 pg)

About the Symposium Program

Structured Program Sessions

This event, like most conferences, is made up of structured sessions. These provide participants a shared experience with a highly curated, instructive program more conducive to collaborative learning than smaller breakout sessions.

The Symposium has developed a reputation for starting on time and keeping to the schedule. We encourage you to find a seat prior to the start time. Participants are welcomed to save seats between sessions.

Types of Structured Sessions

Session Type	Typical Format	Typical Participation Options
Panel	A 90-minute session of two to four presentations with visual aids, followed by 30 to 45 minutes of discussion.	Slido questions, moderator-initiated questions, Slido polls, show-of-hand polls
Fireside Chat	A 90-minute session with two to three speakers giving introductory remarks without visual aids, followed by an extensive moderated question-and-answer period or discussion.	Moderator-initiated questions, Slido questions, word cloud, show-of-hand polls
Facilitated Discussion	The moderator facilitates posing of ideas and questions from the audience. No one serves in a speaker role.	Slido ideas, word cloud, show-of-hand polls
Reflections	A 60-minute session with two to three speakers giving short remarks without a presentation, followed by a moderator-facilitated period of questions and input from attendees.	word cloud, show-of-hands polls, Slido ideas, Slido polls

Session moderators are given the discretion to employ a mix of participation options, including technology-assisted options, to facilitate large group participation during structured sessions.

Participation Options in Structured Sessions

Participation Option	Description
Moderator-Initiated Questions	Symposium organizers prepare moderators on the learning objectives of the session and the backgrounds of the speakers and their presentations. We empower moderators to guide collaborative learning during the session by responsively steering the discussion or asking questions as they deem appropriate throughout their sessions.
Show-of-Hand Polls	Show-of-hand polls are the quickest and most flexible group response option. A moderator poses a simple question of attendees for a binary response option. Attendees raise their hands to respond in the affirmative.

	A moderator may offer an opportunity for someone who has raised their hand to elaborate.
Slido Questions	Slido questions allow participants to submit questions via a mobile device or laptop. Each question is screened by a Symposium staff member acting as slido facilitator prior to approval for posting, which typically happens towards the end of presentations for a panel session. Attendees can vote on posted questions to suggest that they have the same question. If the moderator or slido facilitator selects a question attributed to an individual, then that individual will be asked to vocalize the question. Anonymous questions are permitted and, if selected, are posed by the moderator or slido facilitator.
Slido Ideas	Slido Ideas allow participants to submit a statement in response to a prompt topic. After the Slido facilitator approves the idea statement, it will be available for other attendees to up-vote, down-vote, or reply to. The moderator or slido facilitator may call on an individual to vocalize their idea. Anonymous ideas are not permitted.
Slido Word Clouds	Slido word clouds can be used to quickly collect the sentiment of the room. Participants enter a word or short phrase in response to a prompt and the resulting display sizes submissions by their frequency.
Slido Polls	Polls are multiple-choice questions with responses displayed on a bar chart for other attendees to see.

Unstructured Sessions

Meals, unstructured breaks, and social opportunities complement these large group, shared experiences with opportunities for discussion, networking and reflection.

Social opportunities include a Sunday afternoon welcome reception, a Monday early evening reception, and nightly informal socials. We encourage participants to keep the conversation going during these periods. The room where food and beverage is made available during social opportunities can be loud, attendees are welcomed to disperse to other locations around the main lodge for small group conversations. Food and beverages are permitted on all areas of the Conference Center property.

Ample break time is scheduled between sessions. A 2.5-hour recreational break is scheduled on Monday afternoon.
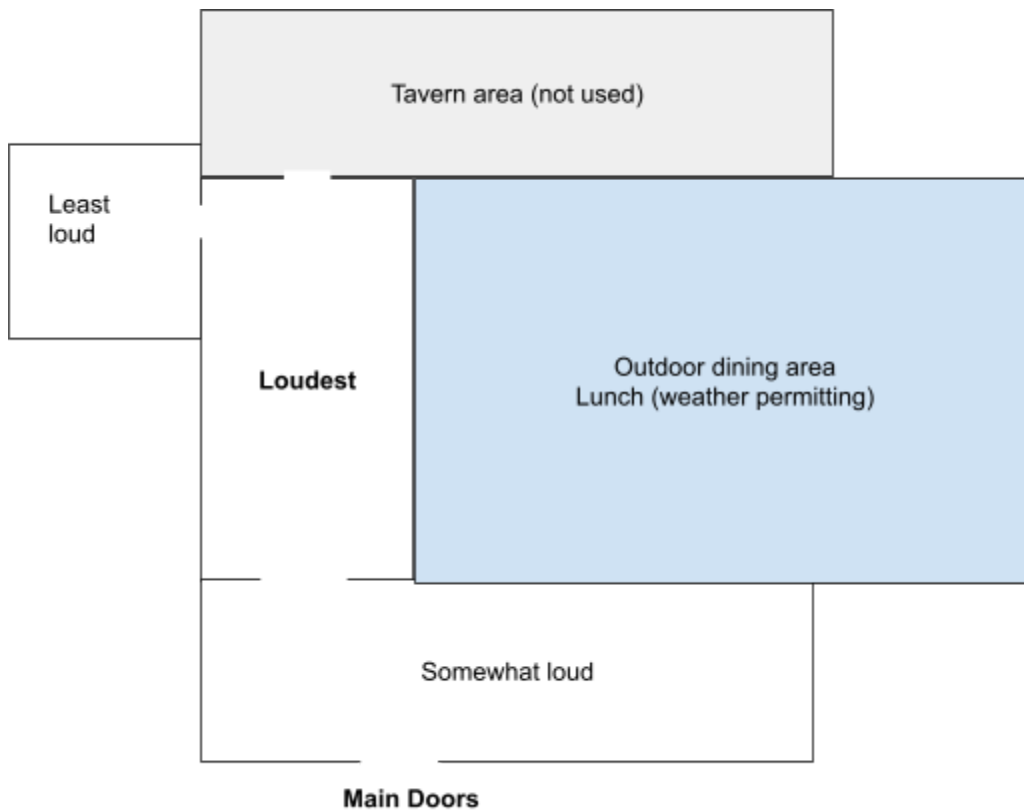
Meals

Breakfast and lunches are buffet style and typically offer options for a diversity of dietary requirements. Dinners are plated service, with alternative options available. Express dietary restrictions or preferences during registration and inform your server at each dinner. See sample meal options for insight into the type of food offered.

A fruit basket is available throughout the day. Light snacks are available at all social receptions.

Attendees who seek to have quieter conversations or are sensitive to high noise levels should consider a dinner table outside of the loudest area. Noise levels are typically highest in the second room one encounters after passing through the entrance doors.

Wine and non-alcoholic drinks are available at meals. Beer, wine, and non-alcoholic beverages are available at all social receptions.

Tavern area (not used)

Least loud

Loudest

Outdoor dining area
Lunch (weather permitting)

Somewhat loud

Main Doors

Conference Center Activities

Activities: The UCLA Lake Arrowhead Conference Center has many recreational amenities and opportunities including hiking trails, tennis, basketball, and volleyball courts, a softball field, a fitness center, a hot tub and (possibly) heated pool. Group tours on mountain bikes may be arranged for an additional fee.

Conference Center Setting

The UCLA Lake Arrowhead Conference Center is at an elevation of 5,100 feet, roughly the height of Boulder, Colorado. With higher altitude comes an increased risk of dehydration, a brighter sun, and less oxygen. Typical oxygen levels at this altitude are approximately 15 - 20% less than oxygen levels at sea level.

How to get there ([see webpage](#))

The UCLA Lake Arrowhead Conference Center is located 90 miles east of Los Angeles, and is a convenient drive from most major cities and airports in Southern California.

Driving: The main road up the mountain (CA 18) climbs 4,000 feet over 12 miles. The route to the center includes a winding 2-lane mountain road. Drivers should be prepared for this route and exercise special caution in rainy or foggy conditions.

Flying: Ontario airport is a great option for those flying in. We offer pre-arranged shuttle services for those flying into Ontario. Please be advised shuttle reservations are due before the event and we cannot easily accommodate changes. Other [airport options are available on the Arrowhead Symposium website](#).

Taxi: [Lake Arrowhead Car Service](#) may be an option for trips around Lake Arrowhead.

Ridehail: the conference center is inside the Uber and Lyft service areas, though wait times for rides may be longer than in urban areas.

What to Bring

Dress

We encourage participants to bring whatever feels comfortable, given the setting and weather forecast. Most attendees dress more casually than they would for a day in the office or a typical conference. You may wish to pack appropriate clothing and shoes for potential recreational and social activities.

We recommend practical shoes as the conference center's lodging is situated on a hillside. If you do not specifically request accommodations near the main lodge, you may be placed in lodging that requires walking on a paved path with grade exceeding 12%.

Supplies

There are minimal retail and food options on the north shore of Lake Arrowhead. The nearest concentration of retail is 5 miles away in Lake Arrowhead Village. A few toiletry items are available for purchase at the front desk.

Additional Questions

Should you require additional information, just ask!

- During the Symposium: ask staff, student volunteers, steering committee memers, or long-time attendees (who should have ribbons on their name badges).
- During structured sessions: submit logistics questions via Slido for a staff response.
- At any time: email to arrowhead@uclaarrowheadsymposium.org

Mission

The mission of the *UCLA Lake Arrowhead Symposium on the Transportation - Land Use - Environment Connection* is to bring researchers and practitioners together to address pressing transportation, environmental, and development issues in a setting conducive to peer interaction and collaborative learning.

Symposium Background

The Arrowhead Symposium is the signature annual event of the UCLA Institute of Transportation Studies, a leading transportation policy and planning research center committed to conducting rigorous, relevant research to inform public policy and practice. The symposium is developed each year in collaboration with other UCLA partners and a program steering committee whose members represent a wide array of stakeholder organizations.

Symposium Values: engaging, relevant, open-minded

Engaging
- sustained researcher-practitioner interaction
- engaging ideas in an environment of civility
- highly curated and enlightening program

Relevant
- Connected to current trends in transportation, land use, and environmental policy and planning

- anticipatory of future challenges and opportunities

Open-Minded
- foster new relationships among attendees
- explore ideas from diverse intellectual and sectoral perspectives.

Program Planning

Each year's program is carefully curated as an integrated whole so that each session builds on the previous to foster a collaborative learning experience. The program consciously integrates relevant research, the vanguard of practice, and encourages audience participation in sessions, as well as networking and engagement outside of them.

Participants

The symposium is intentionally heterogeneous; both speakers and audience participants are recruited to represent a wide variety of backgrounds, positions, and perspectives in government, the private sector, advocacy organizations, and academia. A typical breakdown of attendees, in descending order of proportional representation in recent years:

1. Senior and mid-level public-sector officials in local, regional, state, and federal posts with responsibilities that primarily involve transportation (even at non-transportation organizations)
2. Private-sector consultants working with the senior public officials
3. Academics actively working in the fields of transportation and land use
4. Top-level staff of nonprofit and advocacy organizations

5. Local elected officials serving on boards of metropolitan planning organizations and transportation agencies
6. Other

Symposium History

Now in its third decade, the UCLA Arrowhead Symposium has developed a reputation for engaging with issues at the forefront of city and regional planning. Past symposia themes are:

Mapping a Just Transportation Recovery from COVID-19 (2020)

Routes to Opportunities (2019)

From Public Transit to Public Mobility (2018)

Global Climate Change: Local Growing Pains (2017)

Paying It Forward: Investment in Sustainable Mobility (2016)

Planning for Change: from Fragile to Agile (2015)

Resilient Cities and Regions (2014)

Smart Technologies: Smart Policies (2013)

Financing the Future (2012)

Energy Policy (2011)

Infrastructure Investment for Sustainable Growth (2010)

Economic Crisis as Opportunity for Reform (2009)

The Future of Cities and Travel (2008)

Planning for Growth (2007)

Global Energy and Climate Change (2006)

Healthy Regions, Healthy People (2005)

Linking Goods Movement to Economic Prosperity and Environmental Quality (2004)

Finance: The Critical Link (2003)

Tackling Traffic Congestion (2002)

Reinventing Transit (2001)

Growth and Quality of Life (2000)

Inter-regional Travel and Local Development (1999)

Financing the Future (1998)

Transportation and the Economy (1997)

ISTEA Reauthorization: Will It Refine, Redefine, or Forge New Policy Linkages? (1996)

Putting Advanced Technologies to Work: Promises, Prospects, and Policy Issues (1995)

Taking Strategies from Concept to Adoption to Implementation (1994)

The Role of Land Use Strategies for Improving Transportation and Air Quality (1993)

The Role of Pricing and Market-Based Strategies (1992)

Overview of Strategies for Making Connections Between Transportation, Land Use and Air Quality (1991)

UCLA Lake Arrowhead Conference Center History

The UCLA Institute of Transportation Studies acknowledges the Symposium's presence on the traditional, ancestral and unceded territory of the Yuhaaviatam indigenous people. The center was constructed during Prohibition as the North Shore Tavern and was donated by the owners of the Santa Anita Race Track to the University of California in the late 1950s.

The Arrowhead Symposium had historically been attended by those with access to and status in political and academic power structures, which has skewed older, whiter, and with greater levels of career and income security than the majority of those who work in the fields of transportation, land use, and the environment. To achieve the Symposium's mission of convening researchers *and* practitioners to address pressing transportation, environmental, and development issues through peer interaction and collaborative learning, the Symposium's organizers and Steering Committee seek to promote the involvement of those who are early in their careers and who work in advocacy and community organizing. We also seek to increase the participation of women, people of color, those who identify as LGBTQ+, immigrants, and others who have been marginalized from access to power.

Participant diversity alone will not create an assembled community where all participants can learn from each other. Our fields exhibit a culture where status is often defined by formal educational credentials and access to political power or money. At the Symposium, we can best accomplish a collaborative learning culture only by creating a safe, inclusive, and engaging environment where all participants are free to bring their full selves as they participate, listen, and are heard.

The UCLA Lake Arrowhead Symposium organizers, moderators, staff, and volunteers will work to effectuate these expectations before, during, and after the Symposium:

- We recognize that an individual's lived experience is substantially dependent on their skin color, race, gender expression, sexual orientation, and other personal identities. We also recognize that an individual's lived experience is substantially dependent on their access to power and economic security. We ask that all participants be mindful of the privilege or disadvantage that may come from their own or another's lived experience.

- All participants bring valuable perspectives into the Arrowhead Symposium through both personal experience and intellectual perspectives. We value each participant as someone who contributes to our collaborative learning, whether it be by contributing lived experiences, professional practice, tacit knowledge, or academic research.

- We expect participants to actively listen and hear from one another.

- The Arrowhead Symposium is committed to providing a harassment-free and respectful conference experience for everyone.

- Please respect our intimate event by disseminating information presented at it with care. Participants are free to use and share the information received, but neither the identity nor the affiliation of the speaker(s) should be disclosed. This is known as the [Chatham House Rule](#).

Thank you for working together to support a culture of peer interaction and collaborative learning. As an assembled community, we invite everyone to share concerns and be heard by staff if someone is not meeting our expectations or if you have feedback on these items.