

Master Plan Goals & Charge

Goal

The University Master Plan will be a decision-making framework for the use of physical space at our Fairfax, Arlington, and Science and Technology campuses, and support Mason's mission for decades to come.

Committee Structure

Leadership Committee (G4) Steering Committee Subject Experts (as needed) Broad internal and external stakeholder engagement

Steering Committee Charge

The Master Plan Steering Committee will assist with master plan progress, review findings and scenarios, act as ambassadors for the plan, and make recommendations to the Leadership Committee.

Master Plan Phase One Timeline

Phase Two detailed planning to follow October 2020—September 2021

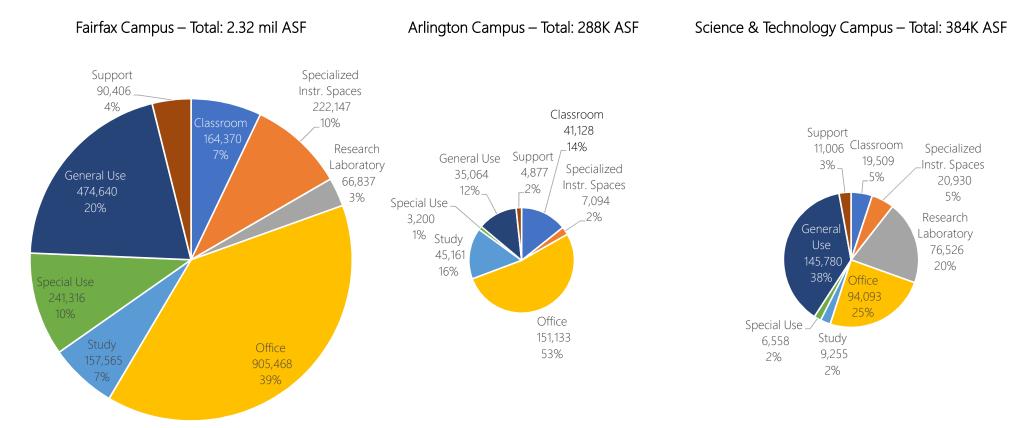
ACTIVITY

Kickoff	Information gathering and tours	Information gathering and tours	Information gathering, CoMap survey	Analysis and continued conversations	Demographics and projections, conversations	Initial scenarios and conversations	Revise scenarios based on input	Share synthesis and collect more feedback
JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
President's	Academic Deans	Academic Deans	Leadership cmte	Steering cmte	Town Hall for ALL	Town Hall for ALL	Town Hall for ALL	Town Hall for ALL
Council	Other academic,	Other academic,	Faculty Senate	Leadership cmte Staff Senate	faculty, staff, and students	faculty, staff, and students	faculty, staff, and students	Steering cmtt
University planning team	student life, and business leaders	student life, and business leaders	Student leaders	Board of Visitors Alumni	Steering cmte.	Steering cmte.	Steering cmte.	Leadership cmte
Fairfax government, community & business leaders		Arlington & Prince William government, community & business leaders	Student life and business leaders CoMap Survey to entire Mason community State govt; add'l	Neighbors; community advisory boards; local businesses; community organizations; educational	Leadership cmte.	Leadership cmte Reengage all internal and external stakeholders	Leadership cmte.	Reengage all internal and external stakeholders
KEY EN	IGAGE	MENTS	local community	partners				



FIRST IMPRESSIONS
CAMPUS SPACE USE

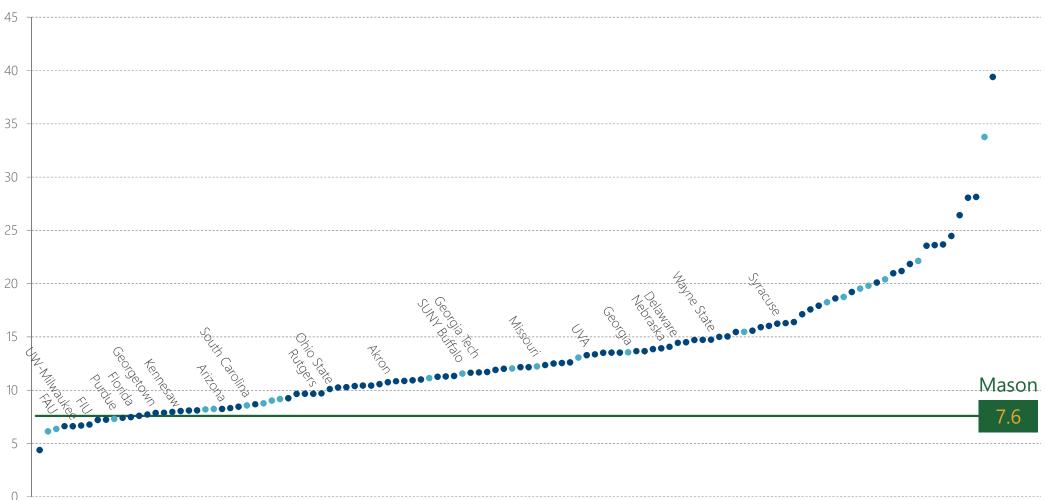
Space Utilization Assignable Square Footage by Space Type



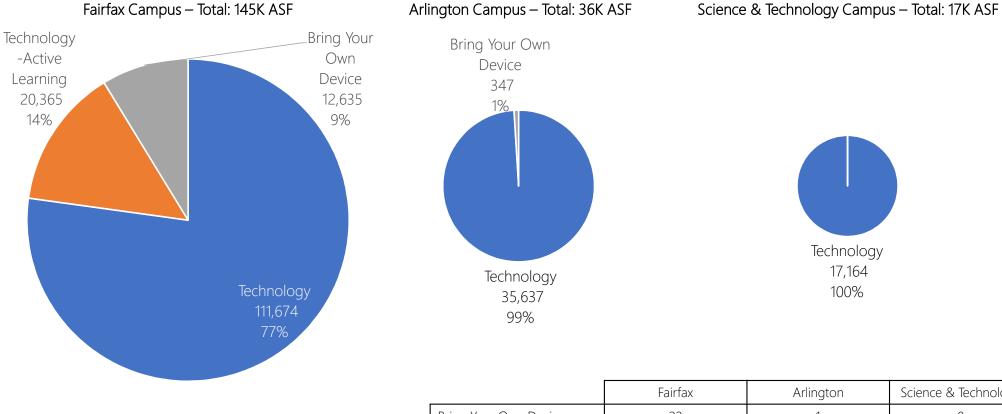
Note: Pies' relative sizes indicates total assignable square footage. Excludes residential (FICM 900 – Fairfax: 1.02 mil ASF, Science & Technology: 54K ASF) and vehicle storage/vehicle storage support (FICM 700 – Fairfax: 1.56 mil ASF, Arlington: 205K ASF)

Space Utilization Classroom ASF/Student FTE Benchmarking

University
 Community College



Space Utilization Assignable Square Feet & Count of University Classrooms by Type



10 BYOD, 14 technology, and 2 active learning classrooms (26 total) will be taken offline with demolition of Robinson Hall 27 active learning classrooms are projected for its replacement, Note: Pies' relative sizes indicates total assignable square footage.

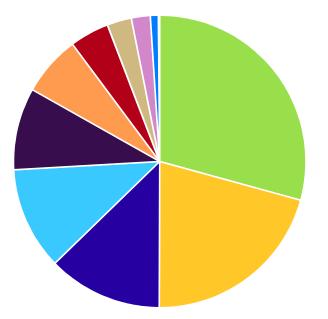
	Fairfax	Arlington	Science & Technology
Bring Your Own Device	22	1	0
Technology	110	38	16
Technology-Active Learning	18	0	0
TOTAL	150	39	16

Space Utilization Weekly Room Hours by School/College Scheduled instruction taking place in university classrooms and specialized instructional spaces

Fairfax Campus – Total: 10K WRH

Arlington Campus – Total: 870 WRH

Science and Technology Campus - Total: 560 WRH





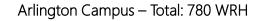


	Fai	rfax	Arlin	gton	Science & Tech		
College of Humanities and Social Sciences	2,952	29%	23	3%	32	6%	
College of Science	2,096	21%	5	0%	209	37%	
Volgenau School of Engineering	eering 1,278 13%		11	1%	205	36%	
College of Visual and Performing Arts	1,145	11%	44	5%	-	-	
School of Business	915	9%	116	13%	-	-	
College of Education and Human Dev	671	7%	8	1%	118	21%	

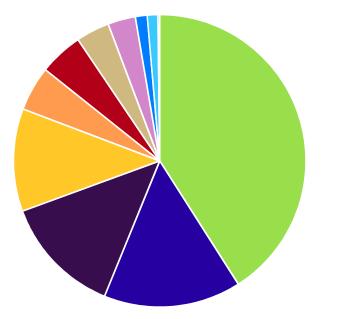
	Fai	rfax	Arlin	gton	Science & Tech		
College of Health and Human Services	440	4%	5	1%	-	-	
Honors College & University (Provost)	273	3%	-	-	-	-	
Schar School of Policy and Government	211	2%	243	28%	-	-	
School for Conflict Analysis and Resolution	91	1%	76	9%	-	-	
Antonin Scalia Law School	-	-	317	37%	-	-	
INTO Mason	14	0%	17	2%	-	-	

Space Utilization Weekly Room Hours by School/College Scheduled instruction taking place in university classrooms ONLY

Fairfax Campus – Total: 7K WRH



Science and Technology Campus – Total: 390 WRH



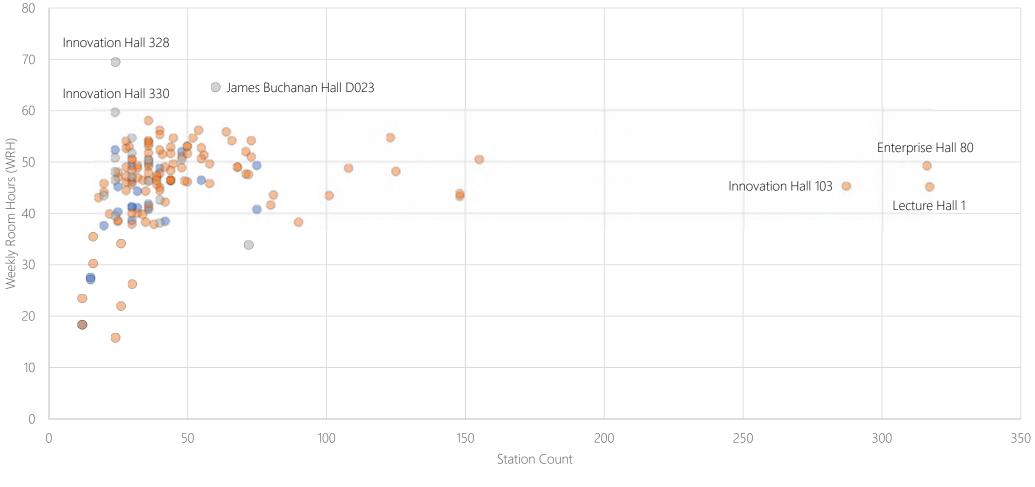




	Fairfax		Arlin	gton	Science & Tech		
College of Humanities and Social Sciences	2,829 41%		23 3%		32	8%	
College of Science	784	12%	5	1%	126	33%	
Volgenau School of Engineering	1,049	15%	11	1%	155	40%	
College of Visual and Performing Arts	81	1%	44	6%	-	-	
School of Business	915	13%	116	15%	-	-	
College of Education and Human Dev	342	5%	8	1%	73	19%	

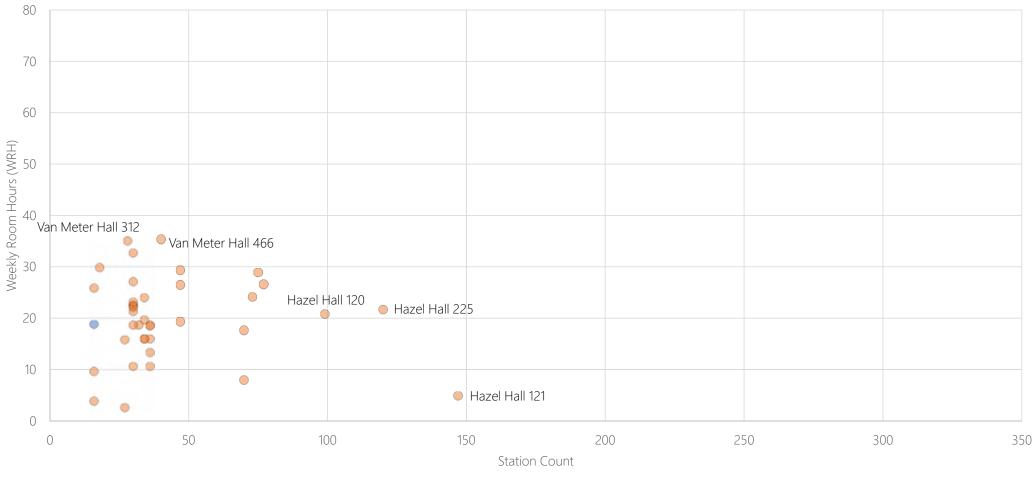
	Fai	rfax	Arlin	gton	Science & Tech		
College of Health and Human Services	335	335 5%		1%	-	-	
Honors College & University (Provost)	256	4%	-	-	-	-	
Schar School of Policy and Government	ernment 211 3%		243	31%	-	-	
School for Conflict Analysis and Resolution	91	1%	76	10%	-	-	
Antonin Scalia Law School	-	-	229	29%	-	-	
INTO Mason	14	0%	17	2%	-	-	

Space Utilization University Classroom Station Count to Weekly Room Hours Scatterplot Fairfax Campus



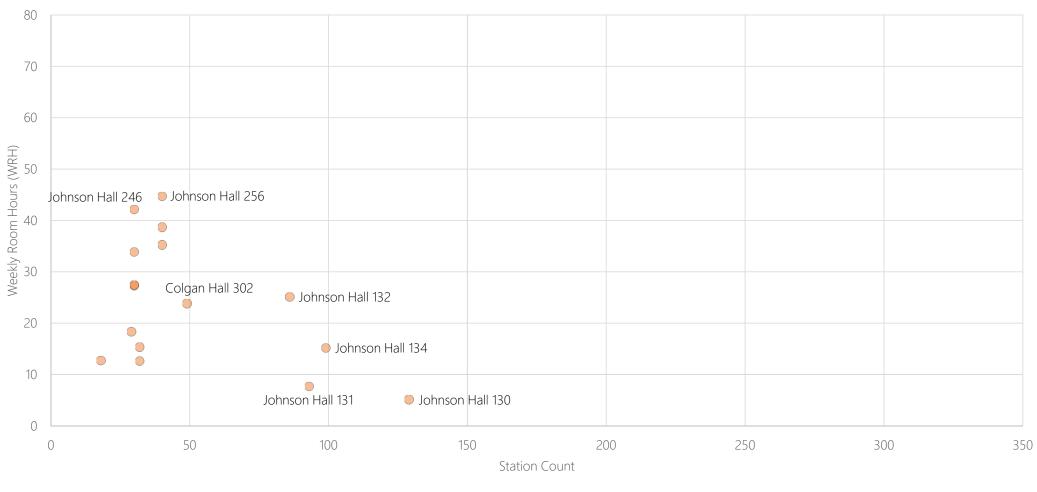
● Non-Technology ● Technology ● Technology-Active Learning

Space Utilization University Classroom Station Count to Weekly Room Hours Scatterplot Arlington Campus



● Non-Technology ● Technology ● Technology-Active Learning

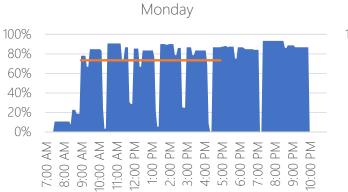
Space Utilization University Classroom Station Count to Weekly Room Hours Scatterplot Science & Technology Campus

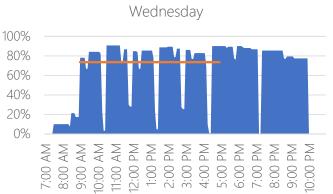


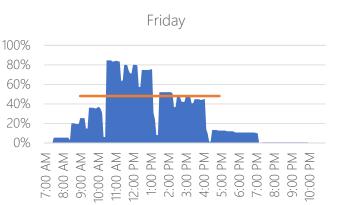
Technology

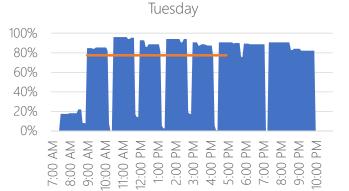
Space Utilization University Classroom Histograms

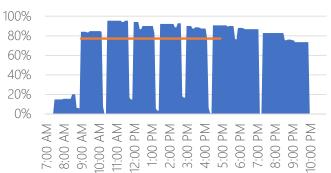
Fairfax Campus





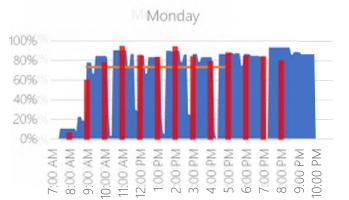


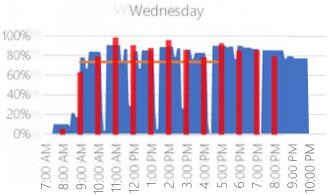


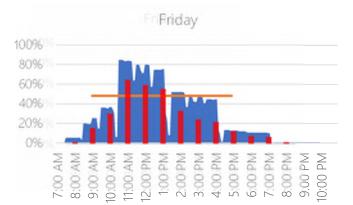


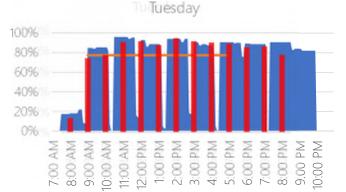


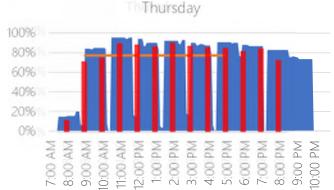
Space Utilization University Classroom Histograms (Kennedy Comparison) Fairfax Campus

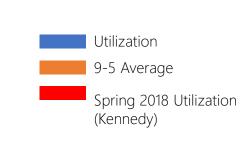






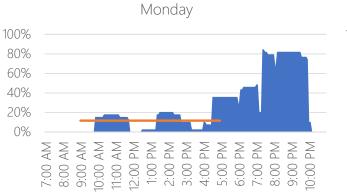


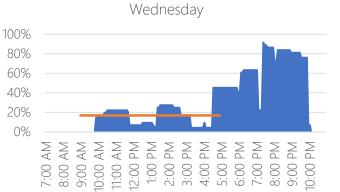


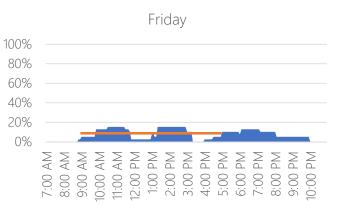


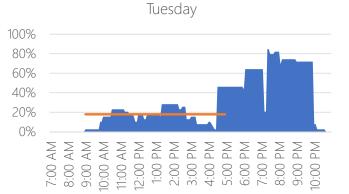
Space Utilization University Classroom Histograms

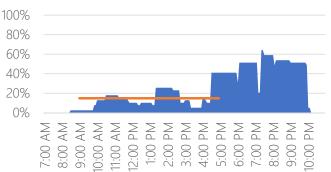
Arlington Campus







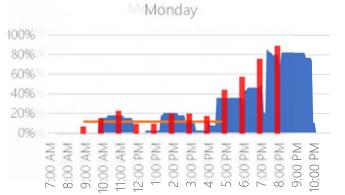


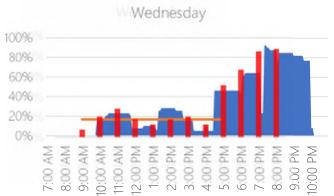


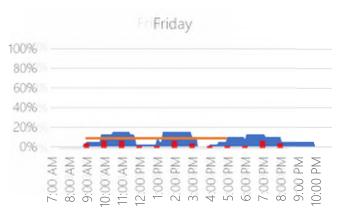


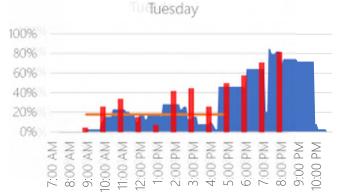
Space Utilization University Classroom Histograms (Kennedy Comparison)

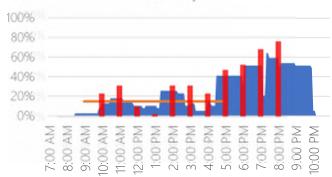
Arlington Campus

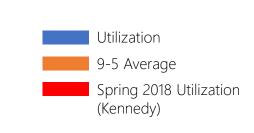






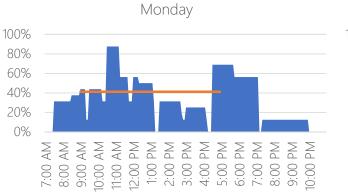


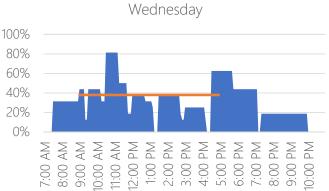


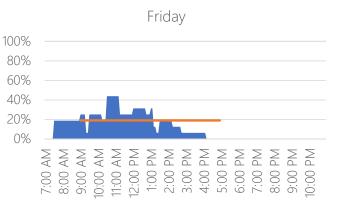


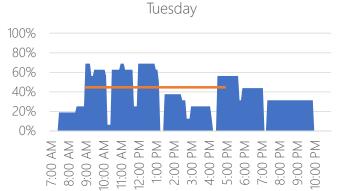
Space Utilization University Classroom Histograms

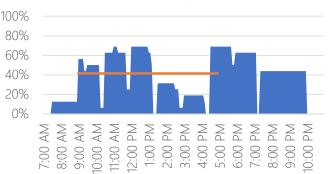
Science & Technology Campus







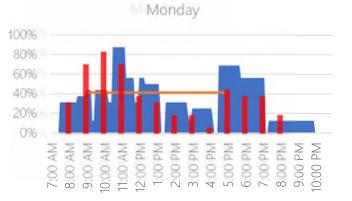


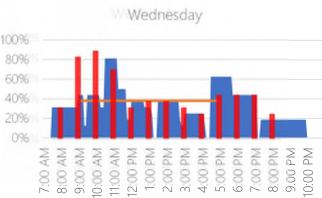


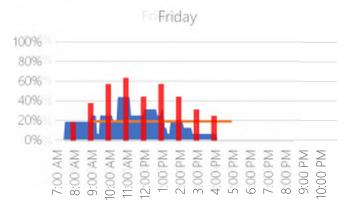


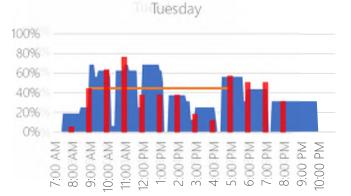
Space Utilization University Classroom Histograms (Kennedy Comparison)

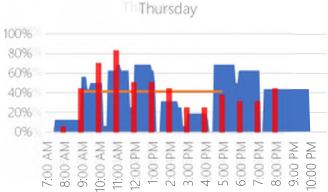
Science & Technology Campus







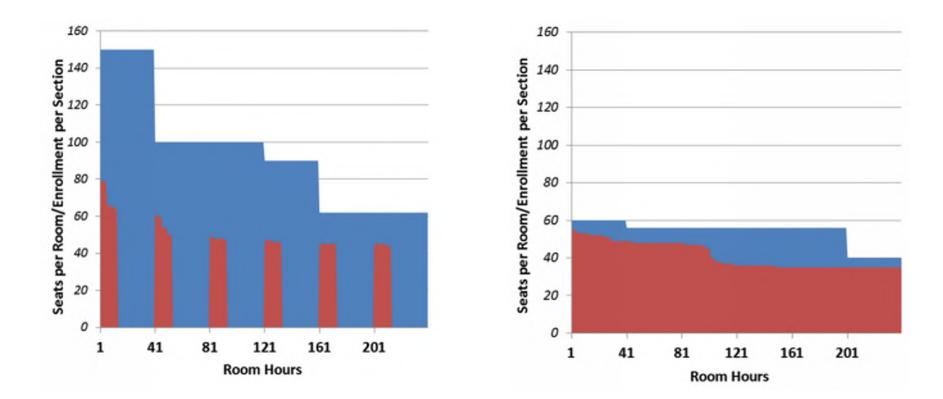




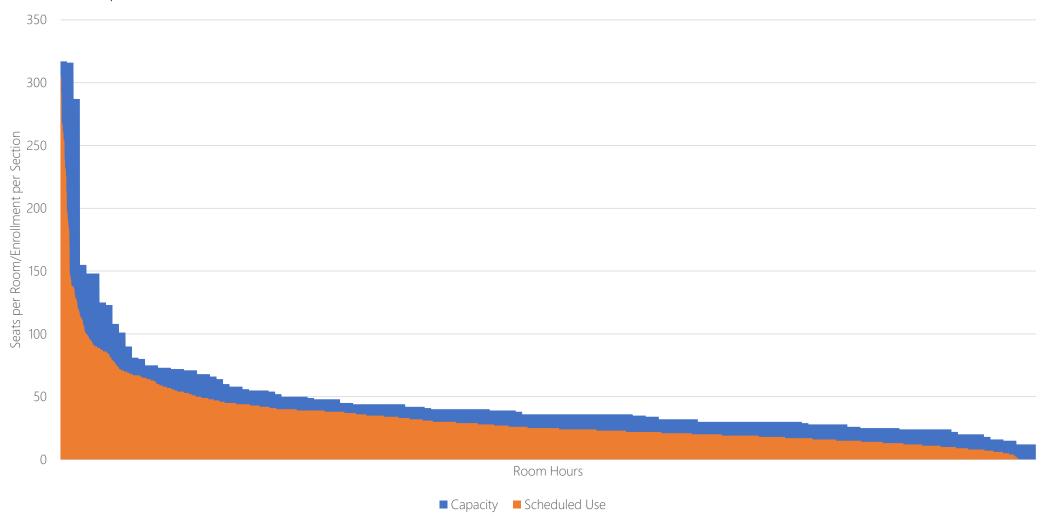


Space Utilization Classroom Metric (Example)

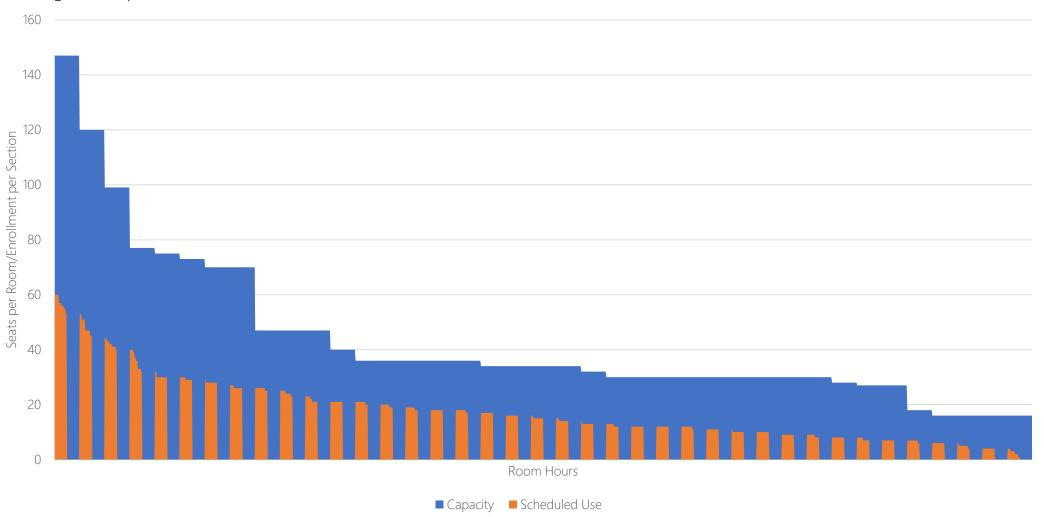
Not Mason data!



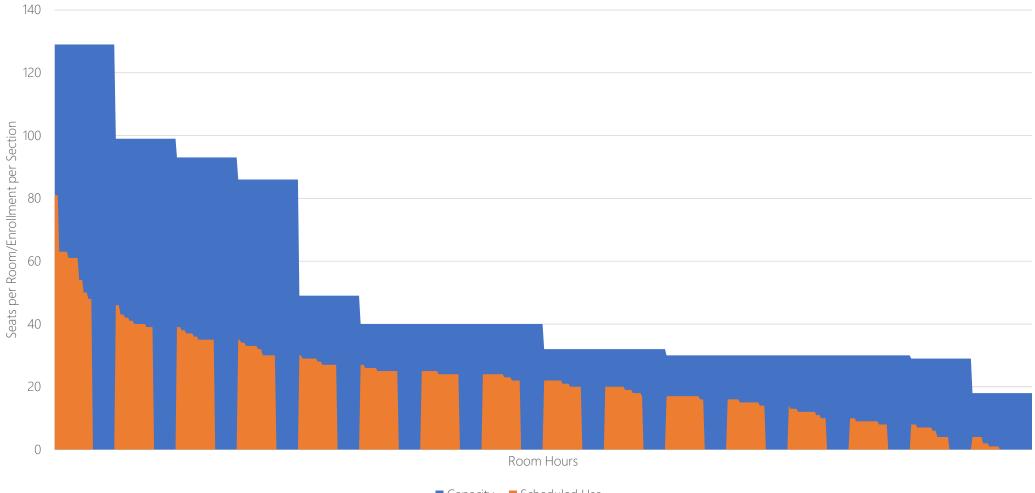
Space Utilization University Classroom Metric Fairfax Campus – Score = 0.678



Space Utilization University Classroom Metric Arlington Campus – Score = 0.209

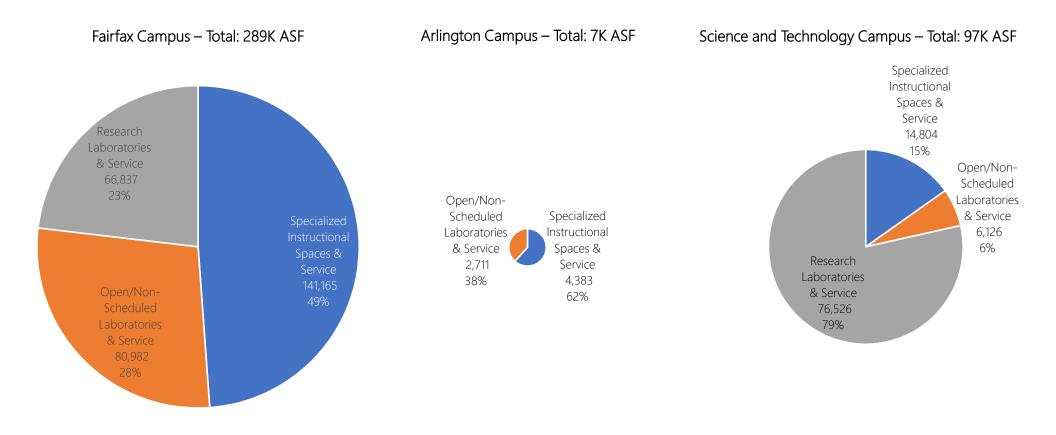


Space Utilization University Classroom Metric SciTech Campus – Score = 0.288



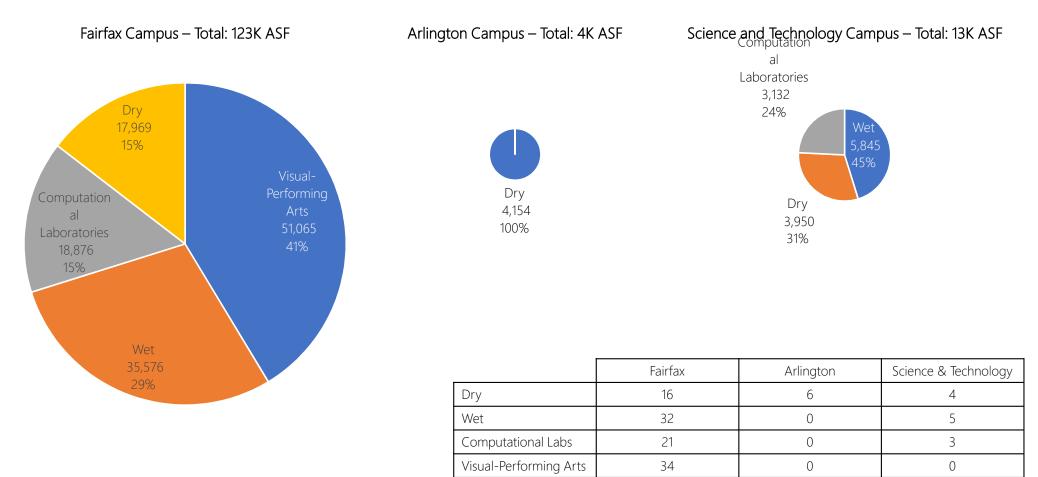
■ Capacity ■ Scheduled Use

Space Utilization Specialized Instructional Spaces Square Feet by Type



Note: Pies' relative sizes indicates total assignable square footage

Space Utilization Assignable Sq Feet & Count of Specialized Instructional Spaces by Type



TOTAL

103

6

12

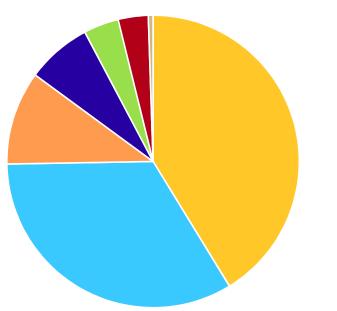
Note: Pies' relative sizes indicates total assignable square footage

Space Utilization Weekly Room Hours by School/College Scheduled instruction taking place in specialized instructional spaces ONLY

Fairfax Campus – Total: 3K WRH

Arlington Campus - Total: 90 WRH

Science and Technology Campus - Total: 180 WRH



	Fairfax		Arlin	gton	Science & Tech		
College of Humanities and Social Sciences	124	4%	-	-	-	-	
College of Science	1,312	41%	-	-	83	46%	
Volgenau School of Engineering	229		-	-	51	28%	
College of Visual and Performing Arts	1,064	34%	-	-	-	-	
School of Business	-	-	-	-	-	-	
College of Education and Human Dev	329	10%	-	-	45	25%	

	Fai	rfax	Arlin	gton	Science & Tech		
College of Health and Human Services	106	3%	-	-	-	-	
Honors College & University (Provost)	17	1%	-	-	-	-	
Schar School of Policy and Government	-	-	-	-	-	-	
School for Conflict Analysis and Resolution	-	-	-	-	-	-	
Antonin Scalia Law School	-	-	88	100%	-	-	
INTO Mason	-	-	-	-	-	-	

Space Utilization Wet Specialized Instructional Spaces Weekly Room Hours

Fairfax Campus – 30 scheduled

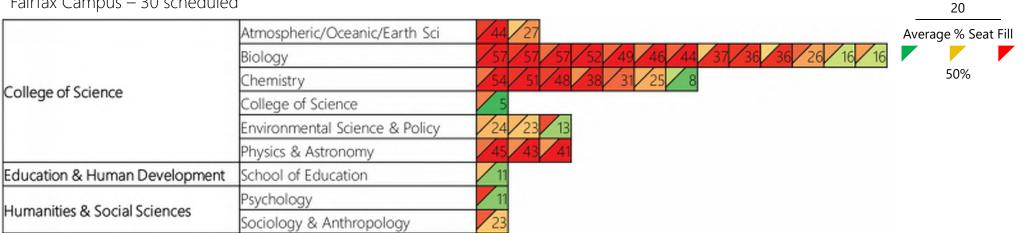
	Atmospheric/Oceanic/Earth Sci	44	27		_									
	Biology	57	57	57	52	49	46	44	37	36	36	26	16	16
College of Science	Chemistry	54	51	48	38	31	25	8						
College of Science	College of Science	5			_	-	-		-					
	Environmental Science & Policy	24	23	13										
	Physics & Astronomy	45	43	41										
Education & Human Development School of Education		11			-									
Lumanitias & Casial Sciences	Psychology	11												
Humanities & Social Sciences	Sociology & Anthropology	23												

Note: Suggested target utilization for this space type is 20 weekly room hours of scheduled instruction due to setup and breakdown time

20

Space Utilization Wet Specialized Instructional Spaces Weekly Room Hours

Fairfax Campus – 30 scheduled



WRH

Note: Suggested target utilization for this space type is 20 weekly room hours of scheduled instruction due to setup and breakdown time

Space Utilization Dry Specialized Instructional Spaces Weekly Room Hours

Fairfax Campus – 16 scheduled

	Atmospheric/Oceanic/Earth Sci	24			
College of Science	College of Science	14			
	Mathematics	31			
Education & Llumon Dovelopment	Mason LIFE	28	19	18	15
Education & Human Development	School of Education	11			
	Nursing	38			
Health and Human Services	Nutrition and Food Studies	5			
	Social Work	53			
Humanities & Social Sciences	Communication	18			
University (Provost)	Military Science	30			
	Bioengineering	8			
Volgenau School of Engineering	Electrical & Comp. Engineering	20			
	Info Sciences & Technology	35			

Note: Suggested target utilization for this space type is 30 weekly room hours of scheduled instruction

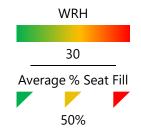
WRH

30

Space Utilization Dry Specialized Instructional Spaces Weekly Room Hours

Fairfax Campus – 16 scheduled

	Atmospheric/Oceanic/Earth Sci	24
College of Science	College of Science	14
	Mathematics	31
	Mason LIFE	28 19 18 15
Education & Human Development	School of Education	11
	Nursing	38
Health and Human Services	Nutrition and Food Studies	5
	Social Work	53
Humanities & Social Sciences	Communication	18
University (Provost)	Military Science	30
	Bioengineering	8
Volgenau School of Engineering	Electrical & Comp. Engineering	20
	Info Sciences & Technology	35



Note: Suggested target utilization for this space type is 30 weekly room hours of scheduled instruction

Space Utilization Specialized Instructional Spaces Weekly Room Hours

Fairfax Campus

Computational Laboratories – 21 scheduled

College of Science	Geography/Geoinformation Sci	31	31	25			
College of Science	Physics & Astronomy	38	36	33			
Education & Llumon Dovelonment	School of Education	41	40	29	28	22	13
Education & Human Development	School of Sport/Rec/Tour Mgmt	23		-	-		
Health and Human Services	Health Administration & Policy	9		_			
Humanities & Social Sciences	Modern & Classical Languages	38	34		_		
Valgonau School of Engineering	Computer Science	54	43	30			
Volgenau School of Engineering	Electrical & Comp. Engineering	28	11		-		

Visual-Performing Arts – 34 scheduled

	Coll Visual & Performing Arts	46	33	30	21													
	School of Art	47	45	43	43	37	37	37	36	32	32	29	29	24	22	21	21	21
Coll Visual & Performing Arts	School of Dance	28	26	24	22													
	School of Music	40	40	38	37	37	29	23										
	Theatre	33	18															

Note: Suggested target utilization for these space types is 30 weekly room hours of scheduled instruction

WRH

30

Space Utilization Specialized Instructional Spaces Weekly Room Hours

Fairfax Campus

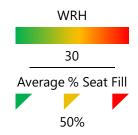
Computational Laboratories – 21 scheduled

	Geography/Geoinformation Sci	31 31 25
College of Science	Physics & Astronomy	38 36 33
Education & Llumon Development	School of Education	41 40 29 28 22 13
Education & Human Development	School of Sport/Rec/Tour Mgmt	23
Health and Human Services	Health Administration & Policy	9
Humanities & Social Sciences	Modern & Classical Languages	38 34
Valaanau School of Engineering	Computer Science	54 43 30
Volgenau School of Engineering	Electrical & Comp. Engineering	28 11

Visual-Performing Arts – 34 scheduled

	Coll Visual & Performing Arts	46 33 30 21
	School of Art	47 45 43 43 37 37 37 36 32 32 29 29 24 22 21 21 21
Coll Visual & Performing Arts	School of Dance	28 26 24 22
	School of Music	40 40 38 37 37 29 23
	Theatre	33 18

Note: Suggested target utilization for these space types is 30 weekly room hours of scheduled instruction



Space Utilization Dry Specialized Instructional Spaces Weekly Room Hours

WRH

30

Arlington Campus – 6 scheduled

Antonin Scalia Law SchoolLaw242321106

Note: Suggested target utilization for this space type is 30 weekly room hours of scheduled instruction

Space Utilization Dry Specialized Instructional Spaces Weekly Room Hours WRH Arlington Campus – 6 scheduled 30 Antonin Scalia Law School Law 24/23/21/10/6/4 Note: Suggested target utilization for this space type is 30 weekly room hours of 50% 50%

scheduled instruction

Space Utilization Specialized Instructional Spaces Weekly Room Hours

Science & Technology Campus

Wet - 5 scheduled

College of Science	Biology	14	4
	Chemistry	17	14
Volgenau School of Engineering	Mechanical Engineering	8	

WRH 20

Note: Suggested target utilization for this space type is 20 weekly room hours of scheduled instruction due to setup and breakdown time

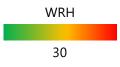
Dry – 3 scheduled

College of Science	Physics & Astronomy	14	
Education & Human Development	School of Kinesiology	24	21

Computational Laboratories - 3 scheduled

College of Science	School of Systems Biology	21	
Volgenau School of Engineering	Info Sciences & Technology	27	16

Note: Suggested target utilization for this space type is 30 weekly room hours of scheduled instruction

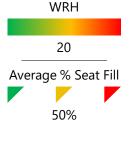


Space Utilization Specialized Instructional Spaces Weekly Room Hours

Science & Technology Campus

Wet - 5 scheduled

College of Science	Biology	14 4
	Chemistry	17 14
Volgenau School of Engineering	Mechanical Engineering	8



Note: Suggested target utilization for this space type is 20 weekly room hours of scheduled instruction due to setup and breakdown time

Dry – 3 scheduled

College of Science	Physics & Astronomy	14
Education & Human Development	School of Kinesiology	24 21

Computational Laboratories – 3 scheduled

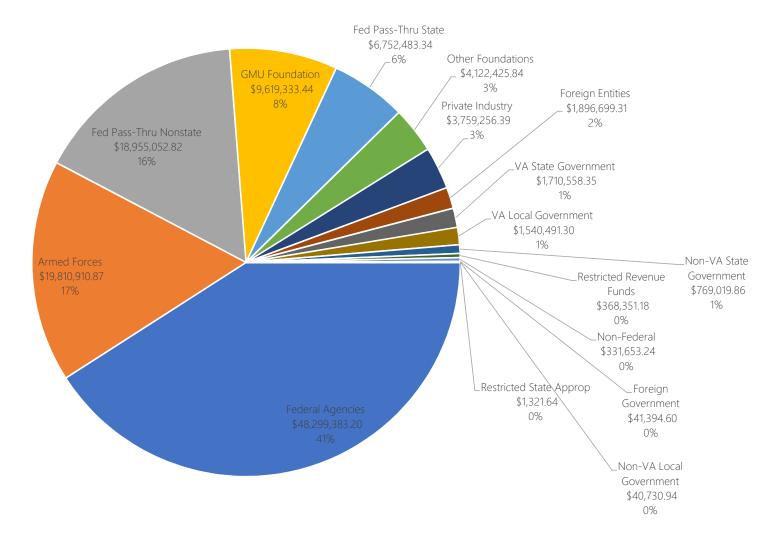
College of Science	School of Systems Biology	21
Volgenau School of Engineering	Info Sciences & Technology	27 16

Note: Suggested target utilization for this space type is 30 weekly room hours of scheduled instruction



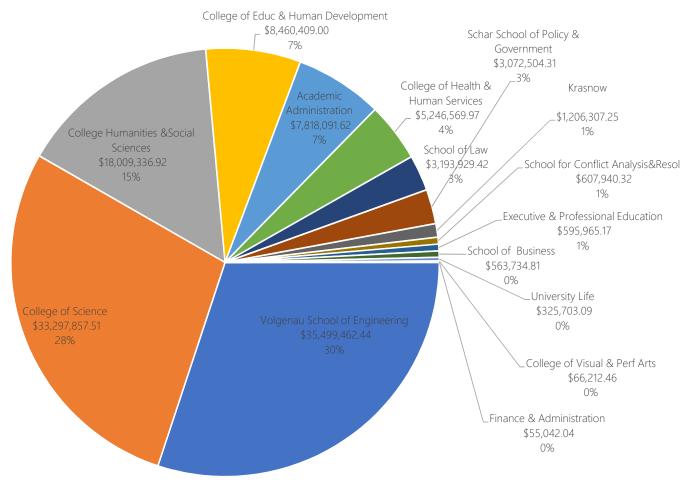
Space Utilization Research

FY17-FY19 Average by Fund Group Category



Space Utilization Research

FY17-FY19 Average Expenditures by Division



Space Utilization Research Laboratory Space Assignments

	Research Laboratories		Other Rese	arch Space	Total	
Category	Space Count	ASF	Space Count	ASF	Space Count	ASF
Assigned to PI/Contact Listed	272	107,989	1,094	206,791	1,366	314,780
Unassigned/Vacant/Growth	46	8,468	110	19,009	156	27,477
ATCC/Affiliate	8	5,397	4	453	12	5,850
Storage/Circ/Mtg/Support	-	-	103	24,818	103	24,818
Total	326	121,854	1,311	251,071	1,637	372,925

Note: ATCC – Affiliate labs will be vacated 6/30/2020 and future use by Mason is TBD.

Space Utilization Research ASF by Division

Division	Laboratories	Other Research ASF	Total
Academic Administration	20,412	20,469	40,881
Affiliates	11,769	_	11,769
Antonin Scalia Law School	_	10,123	10,123
College of Humanities & Social Sciences	12,530	48,426	60,956
College of Education & Human Dev	4,124	11,757	15,881
College of Health & Human Services	5,937	5,950	11,887
College of Science	70,569	63,683	134,252
College of Visual & Perf Arts	-	5,136	5,136
Krasnow	3,628	7,144	10,772
Schar School of Policy and Government	-	9,660	9,660
School for Conflict Analysis&Resol	_	2,277	2,277
School of Business	_	502	502
Volgenau School of Engineering	32,500	28,878	61,378

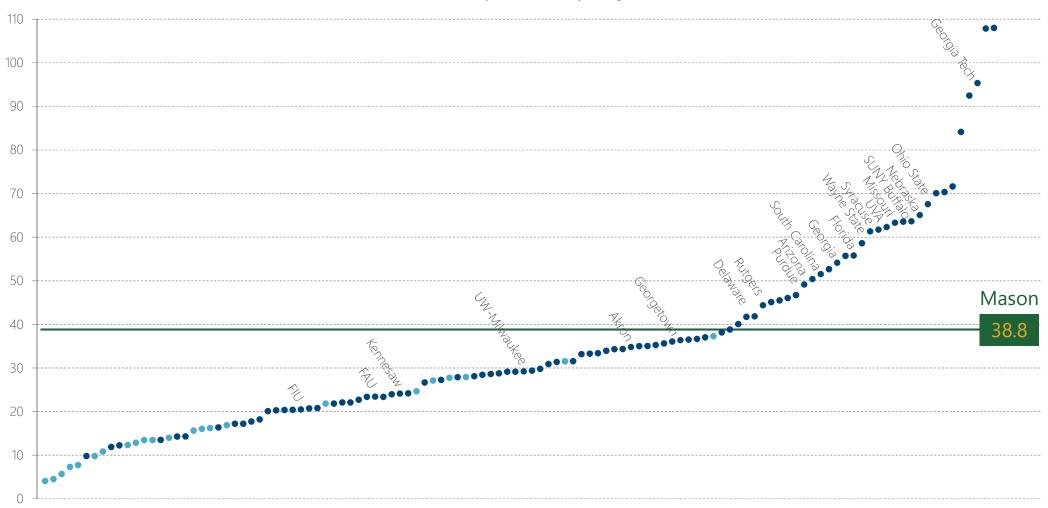
Space Utilization Research

Average Expenditure (FY17-FY19) per Research ASF (all) by Division

Division	Sponsored	Internal	Overall
Academic Administration	\$187.37	\$3.87	\$191.24
Antonin Scalia School of Law	\$22.21	\$293.30	\$315.51
College of Humanities & Social Sciences	\$210.52	\$84.93	\$295.45
College of Education & Human Dev	\$528.63	\$4.11	\$532.74
College of Health & Human Services	\$439.60	\$1.77	\$441.37
College of Science	\$247.38	\$0.64	\$248.03
College of Visual & Perf Arts	\$12.89	_	\$12.89
Krasnow	\$110.80	\$1.18	\$111.99
Schar School of Policy & Government	\$241.57	\$76.49	\$318.06
School for Conflict Analysis&Resol	\$252.07	\$14.93	\$266.99
School of Business	\$852.97	\$270.00	\$1,122.98
Volgenau School of Engineering	\$574.77	\$3.60	\$578.37

Space Utilization Office Category ASF/Student FTE Benchmarking

• University • Community College



Space Utilization Workspaces

	All Workspace Count	Private Office Count	Station Count	Total ASF	Average Station Size (private)	Average Station Size (shared)
Fairfax	3,290	2,565	5,359	590,860	132	97
Arlington	463	371	646	83,875	149	108
Science & Technology	335	268	537	55,974	131	87

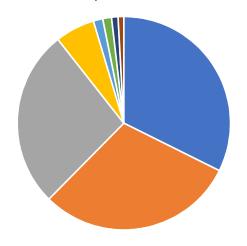
Note: This excludes spaces under affiliate agreements/MOUs or leases. Some shared stations include reception areas.

Space Utilization Workspace ASF by Type

Fairfax Campus – Total: 591K ASF

Arlington Campus – Total: 84K ASF

Science and Technology Campus – Total: 56K ASF







	Fairfax				Arlington			Science & Tech				
-	ASF	%	Avg ASF/Station (private)	Avg ASF/Station (shared)	ASF	%	Avg ASF/Station (private)	Avg ASF/Station (shared)	ASF	%	Avg ASF/Station (private)	Avg ASF/Station (shared)
Office - Staff	191,102	32%	129	78	24,800	30%	134	90	15,476	28%	123	72
Staff – Workstation Area	177,610	30%	171	133	20,509	25%	279	217	12,930	23%	422	153
Office – Faculty-Instructional	159,370	27%	132	79	24,345	29%	154	58	11,096	20%	130	70
Graduate Research Assistant	35,512	6%	102	62	7,063	8%	122	64	10,111	18%	48	64
Graduate Teaching Assistant	8,469	1%	110	70	137	0%	-	46	-	-	-	-
Adjunct Faculty	7,842	1%	116	69	1,559	2%	120	50	1,407	2%	120	86
Office – Fellow-Visit Schlr-Affil	5,848	1%	126	65	3,604	4%	124	52	1,206	2%	86	-
Office – Faculty-Research	5,107	1%	132	71	1,858	2%	145	41	3,748	7%	144	-

Note: Pies' relative sizes indicates total assignable square footage. This excludes spaces under affiliate agreements/MOUs or leases. Some shared stations include reception areas.

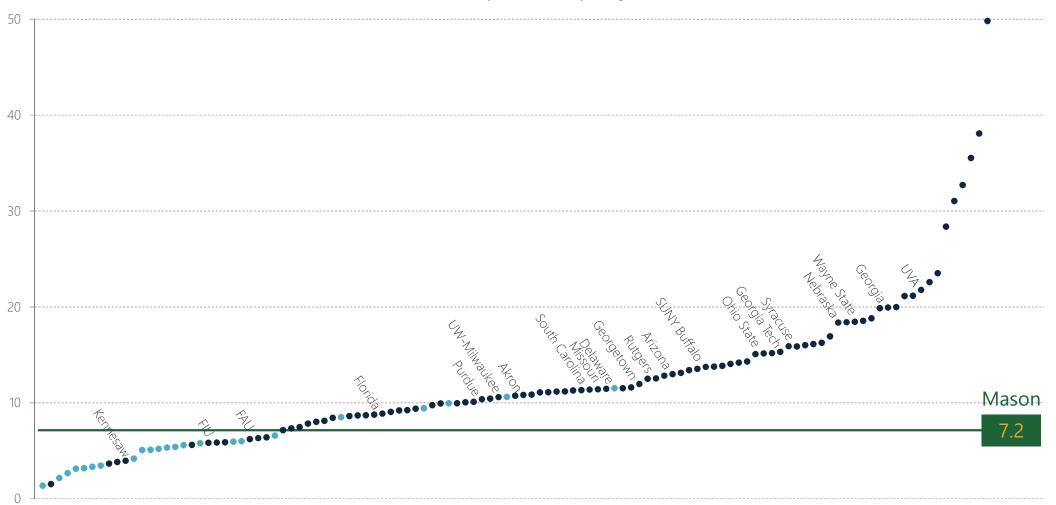
Space Utilization Affiliate/MOU/Leased Workspaces

Fairfax Campus—35,350 ASF

	Workspace Count	Station Count	Total ASF
Fairfax	38	73	7,072
Arlington	119	221	17,731
Science & Technology	30	105	10,547

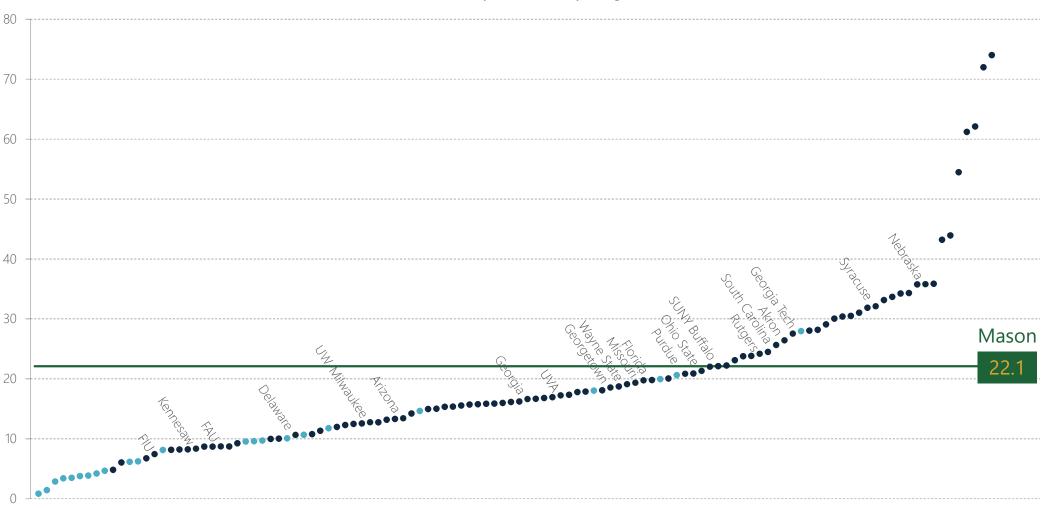
Space Utilization Study ASF/Student FTE Benchmarking

• University • Community College

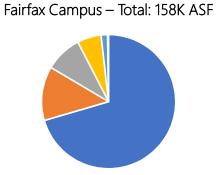


Space Utilization General Use ASF/Student FTE Benchmarking

• University • Community College



Space Utilization Social & Collaboration Space



Study

Arlington Campus – Total: 45K ASF



Science and Technology Campus – Total: 9K ASF

	Fairfax		Arlington		Science & Tech	
Open or Stack Study Area	111,037	70%	36,225	80%	7,816	84%
Study Room	20,533	13%	3,880	9%	1,439	16%
Study – Service	14,060	9%	1,372	3%	-	-
Stack Area	9,074	6%	2,551	6%	-	-
Collaboration Area/Breakout	2,465	2%	983	2%	-	-
Library Processing/Sorting	396	0%	150	0%	-	-

Note: Pies' relative sizes indicates total assignable square footage

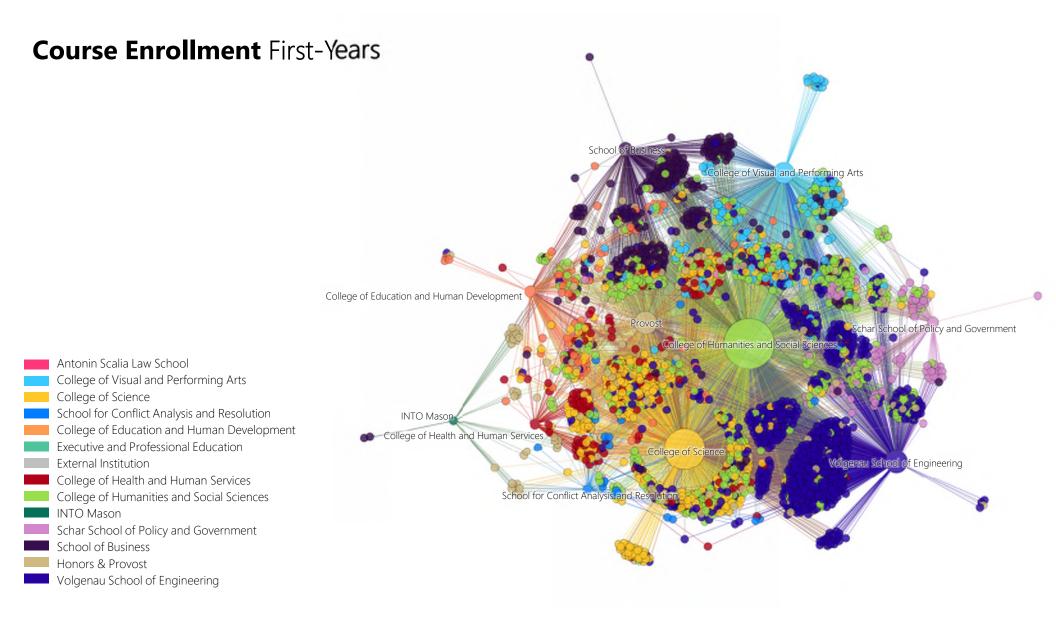
General Use Fairfax Campus – Total: 475K ASF Arlington Campus – Total: 45K ASF

Science and Technology Campus – Total: 146K ASF

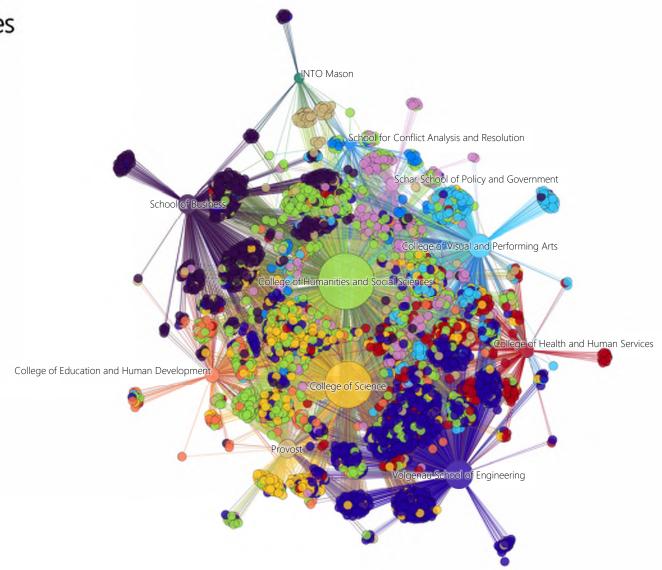


	Fairfax		Arlington		Science	& Tech
Recreation	113,387	24%	-	-	69,397	48%
Food Facility	95,968	20%	5,980	17%	3,676	3%
Assembly	92,282	19%	9,415	27%	53,014	36%
Lounge-Open Study/Collab	88,294	19%	9,925	28%	5,722	4%
Meeting Room	46,264	10%	4,592	13%	9,409	6%
Retail-Merchandising	30,091	6%	5,152	15%	1,651	1%
Day Care	5,410	1%	-	-	2,481	2%
Exhibition	2,944	1%	-	-	430	0%



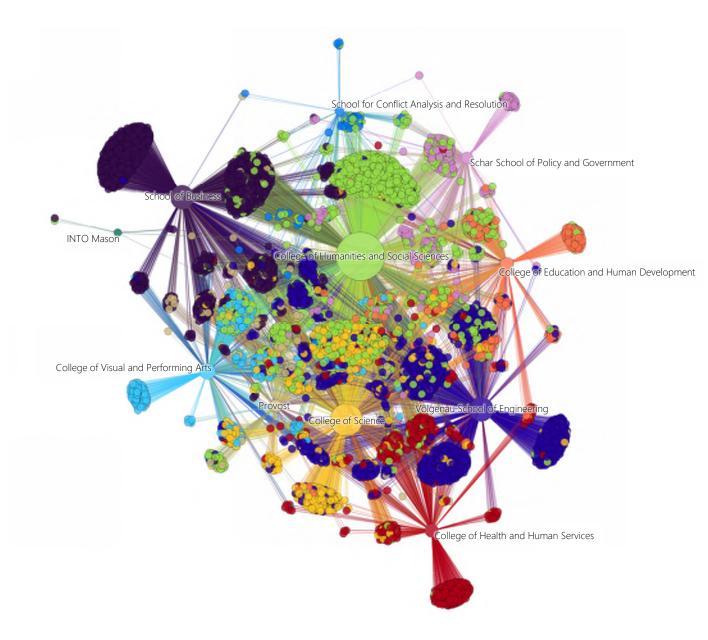


Course Enrollment Sophomores

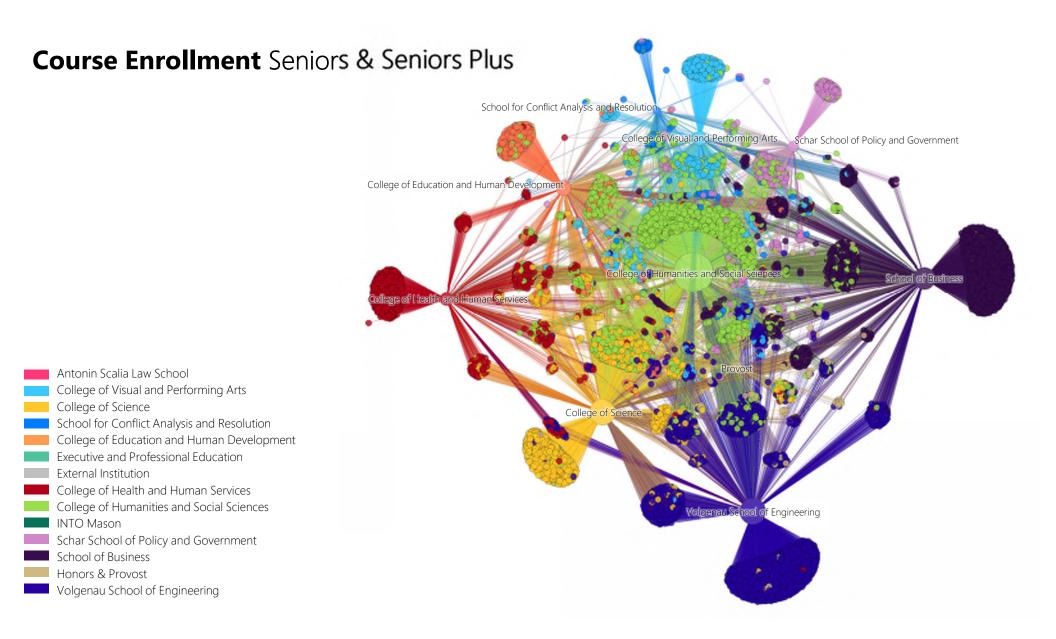


Antonin Scalia Law School
 College of Visual and Performing Arts
 College of Science
 School for Conflict Analysis and Resolution
 College of Education and Human Development
 Executive and Professional Education
 External Institution
 College of Health and Human Services
 College of Humanities and Social Sciences
 INTO Mason
 School of Business
 Honors & Provost
 Volgenau School of Engineering

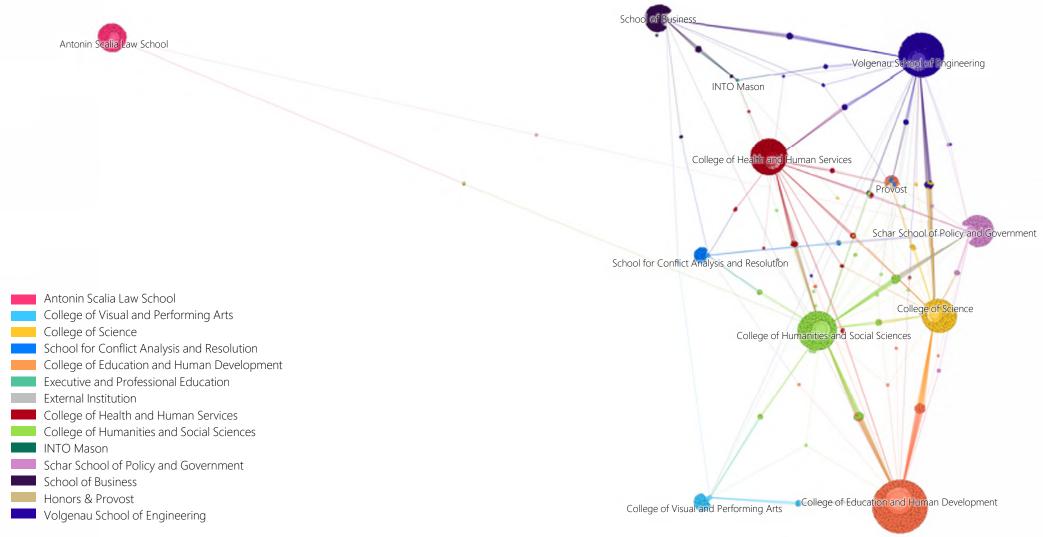
Course Enrollment Juniors



- Antonin Scalia Law School
- College of Visual and Performing Arts
- College of Science
- School for Conflict Analysis and Resolution
- College of Education and Human Development
- Executive and Professional Education External Institution
- College of Health and Human Services
- College of Humanities and Social Sciences
- INTO Mason
- Schar School of Policy and Government
- School of Business
- Honors & Provost
- Volgenau School of Engineering



Course Enrollment Graduate and Law



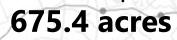
FIRST IMPRESSIONS PHYSICAL CAMPUSES

adidas



Arlington Campus 7.6 acres

Fairfax Campus



SciTech Campus
134.5 acres

3.

Campus gross square footage

Arlington Campus

7.6 acres

845,000 gsf 111,200 gsf/acres (density: 2.3)

Fairfax Campus

675.4 acres

7,164,000 gsf 10,600 gsf/acres (density: 0.24)

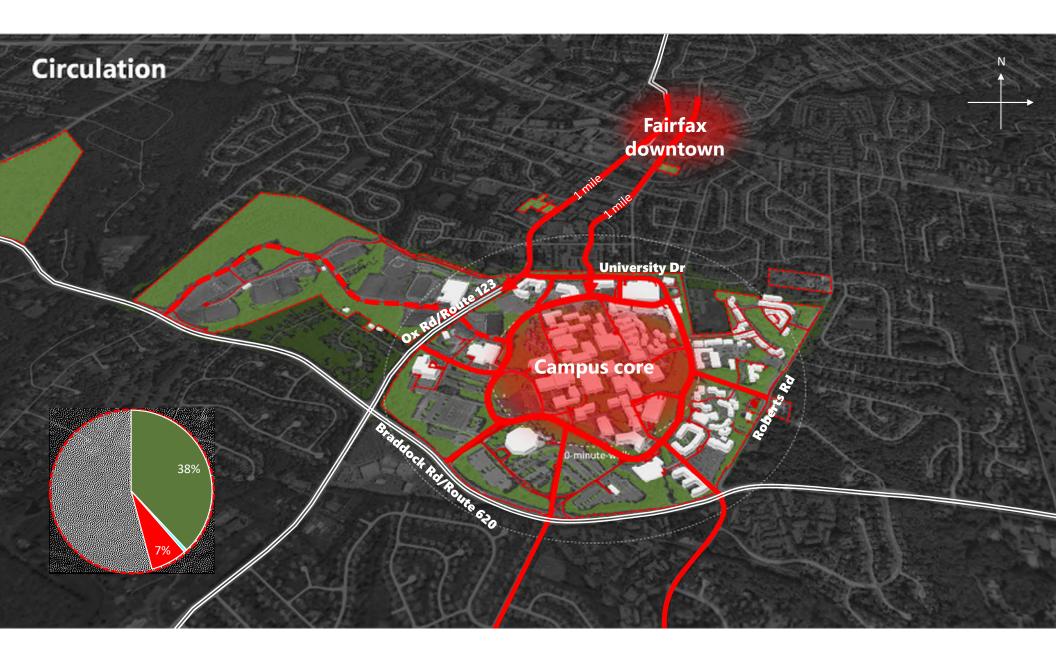
SciTech Campus

30

134.5 acres 821,000 gsf 6,100 gsf/acres (density: 0.14)

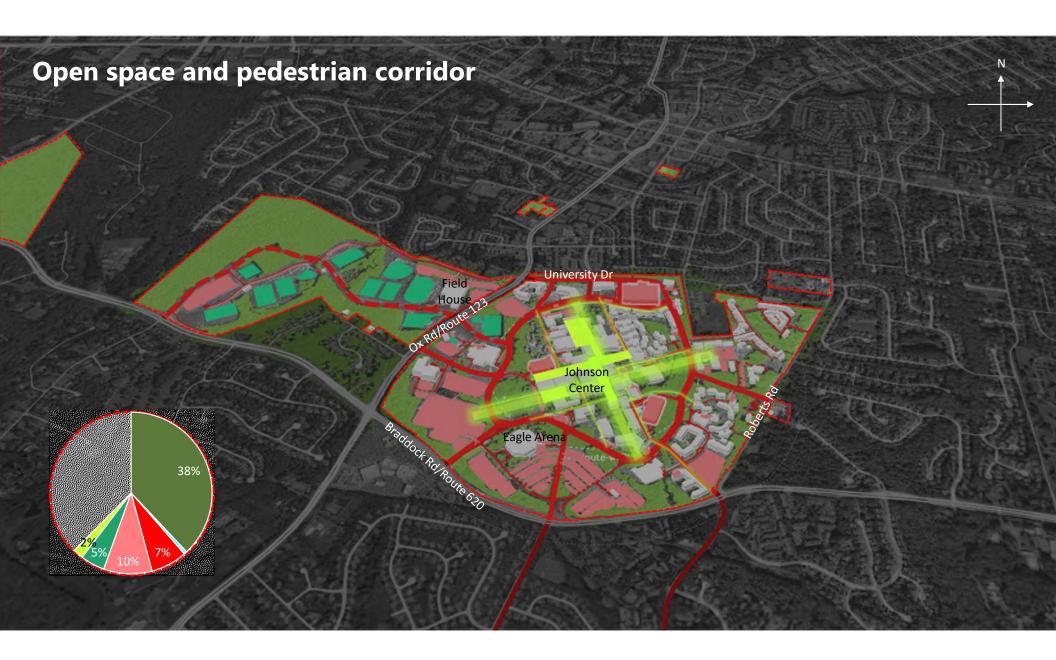


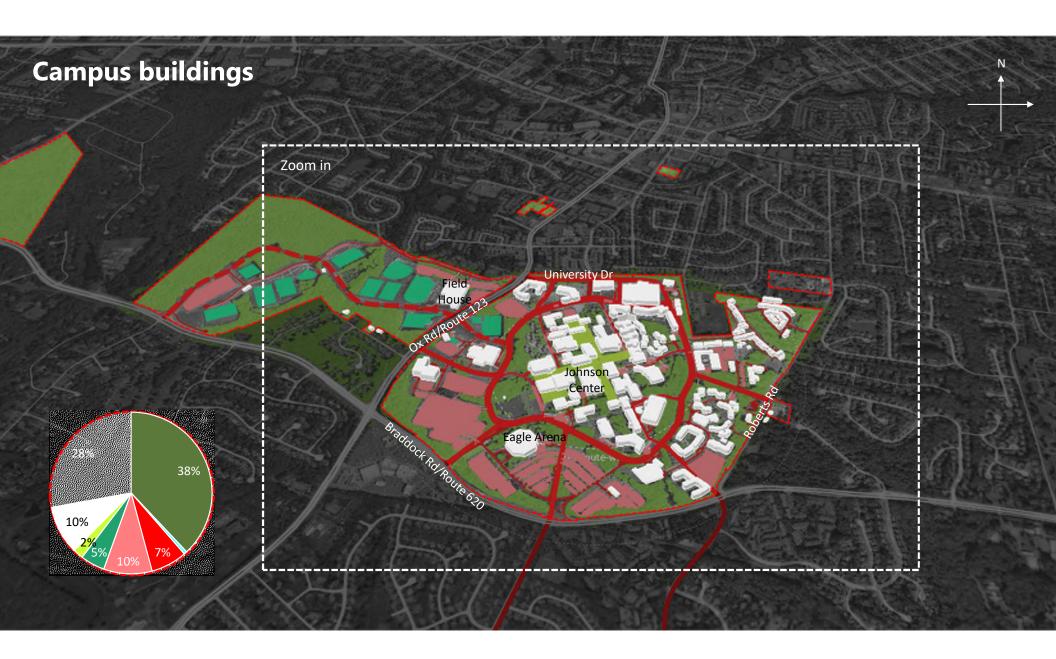


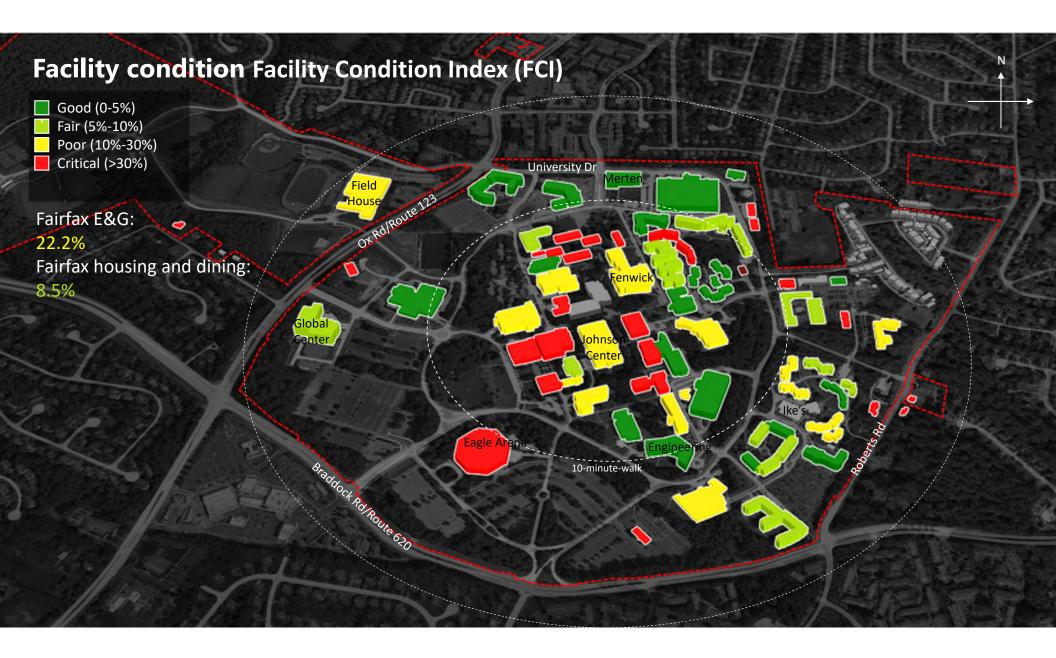












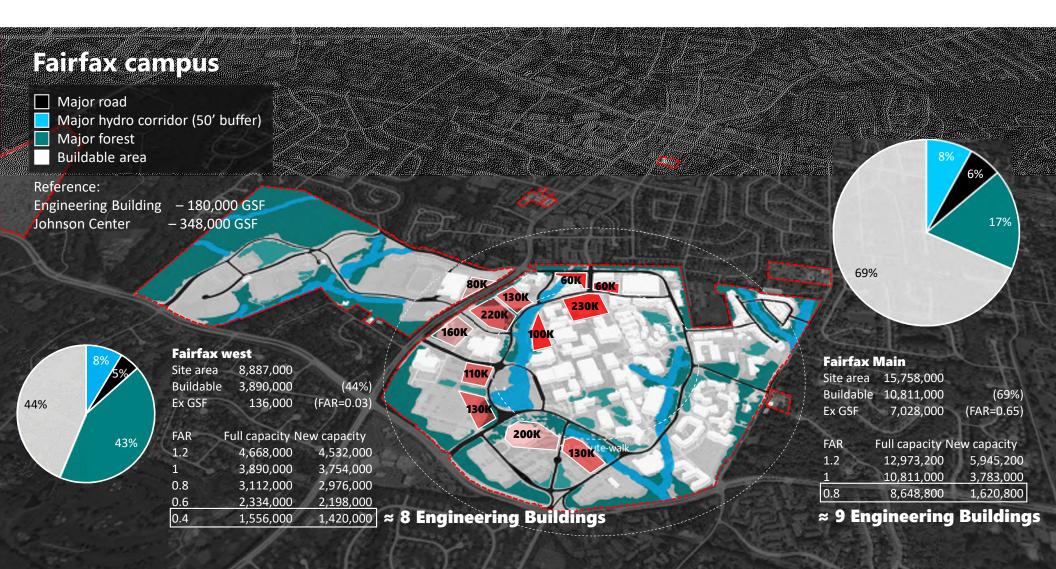
Fairfax campus

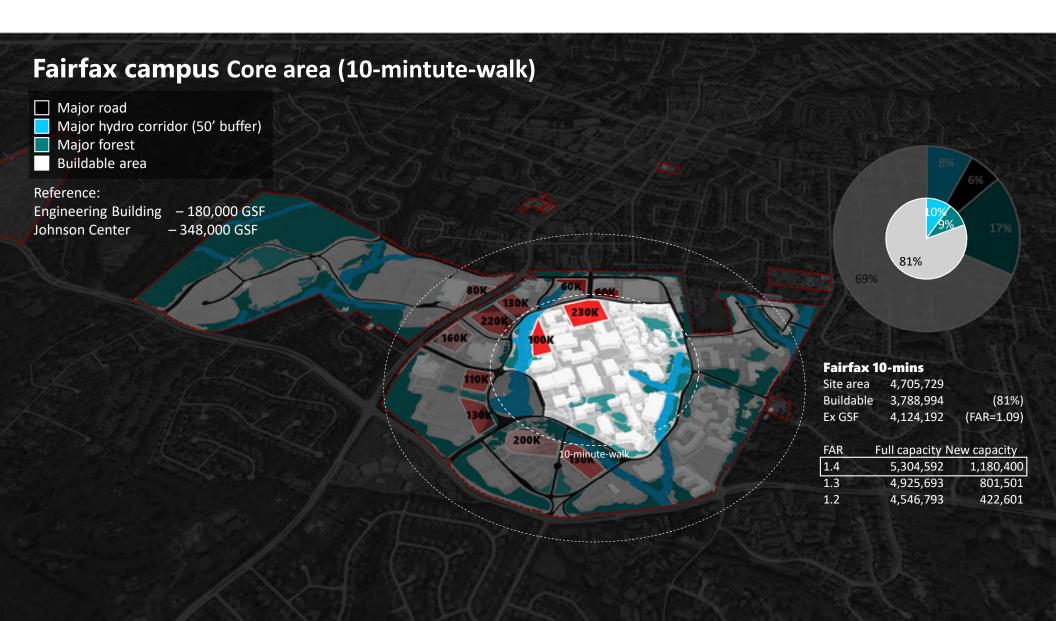
Fairfax west 8,887,000 Site area 3,890,000 Buildable 136,000 (FAR=0.03) Ex GSF

(44%)

Fairfax Main

Site area 15,758,000 Buildable 10,811,000 (69%) (FAR=0.65) 7,028,000 Ex GSF







SciTech campus

🔲 Major road

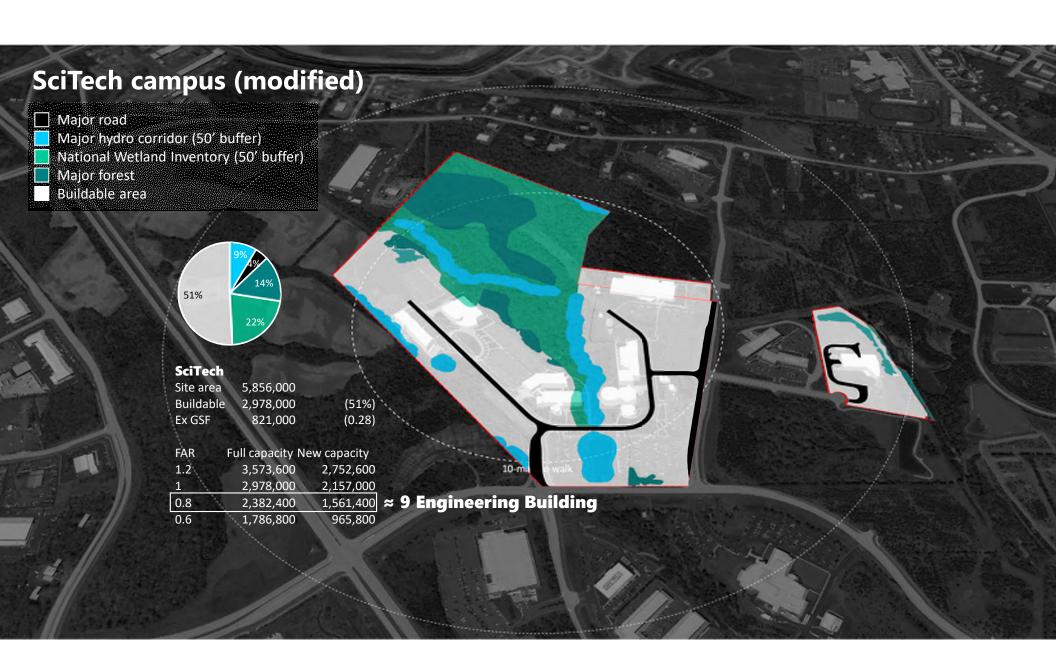
Major hydro corridor (50' buffer) National Wetland Inventory (50' buffer) Major forest Buildable area



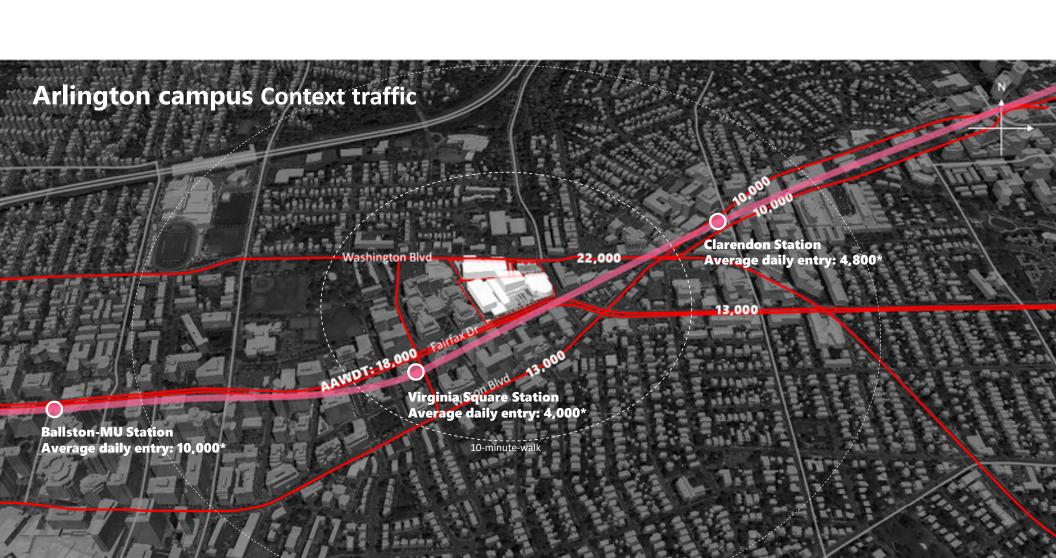
SciTech

Site area5,856,000Buildable2,212,000(38%)Ex GSF821,000(0.37)

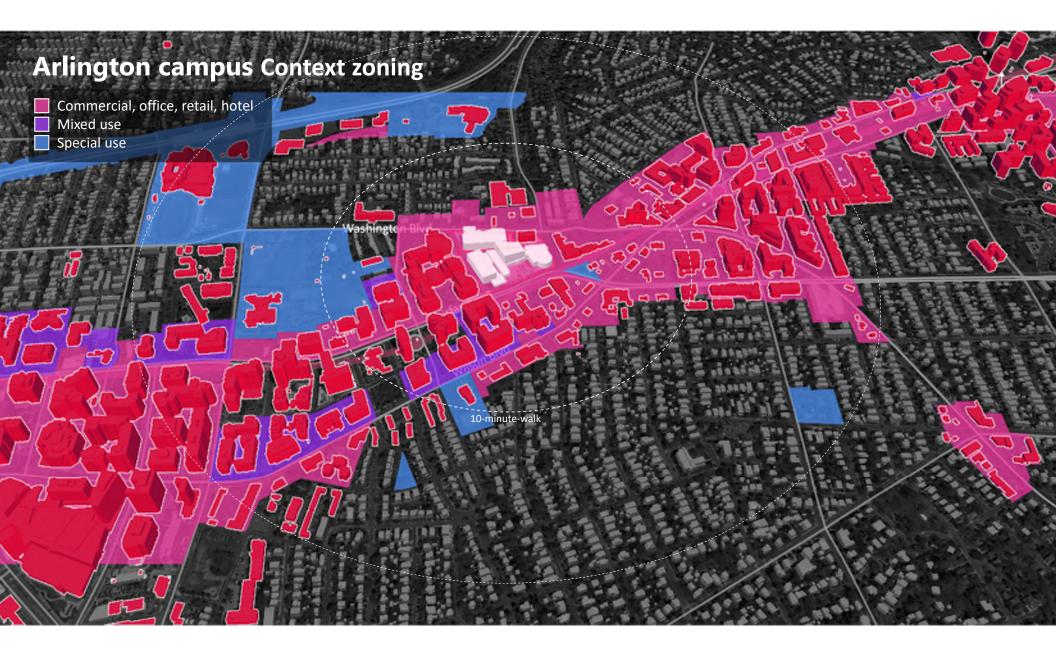
FAR	Full capacity Ne	ew capacity		
1.2	2,654,400	1,833,400	≈ 10 Engineering	Buildings
1	2,212,000	1,391,000	San State States	
0.8	1,769,600	948,600	A state of the sta	D. I COMPANY SERVICE
0.6	1,327,200	506,200	- there are	
		100.00 AP		Contraction of the second s

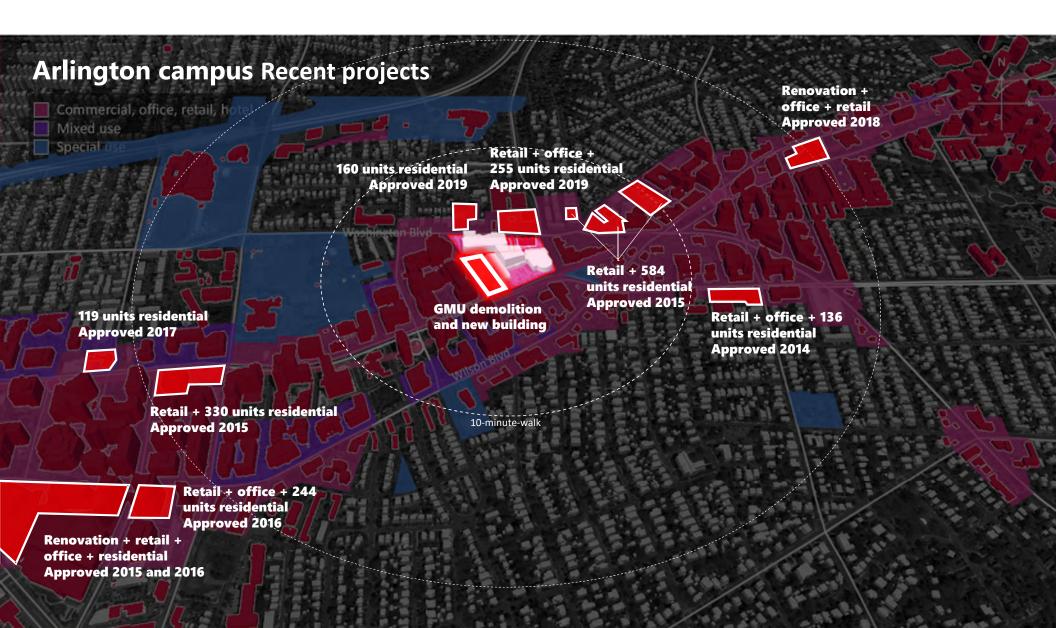


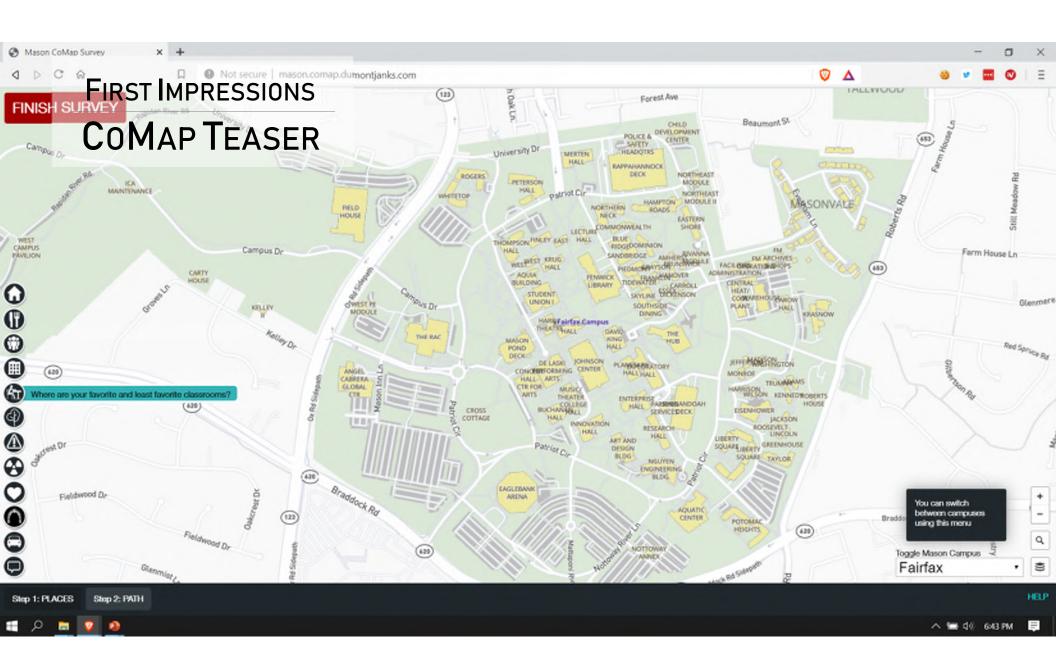




* Source: https://www.wmata.com/initiatives/ridership-portal/Rail-Data-Portal.cfm#main-content, calendar year 2019-2020



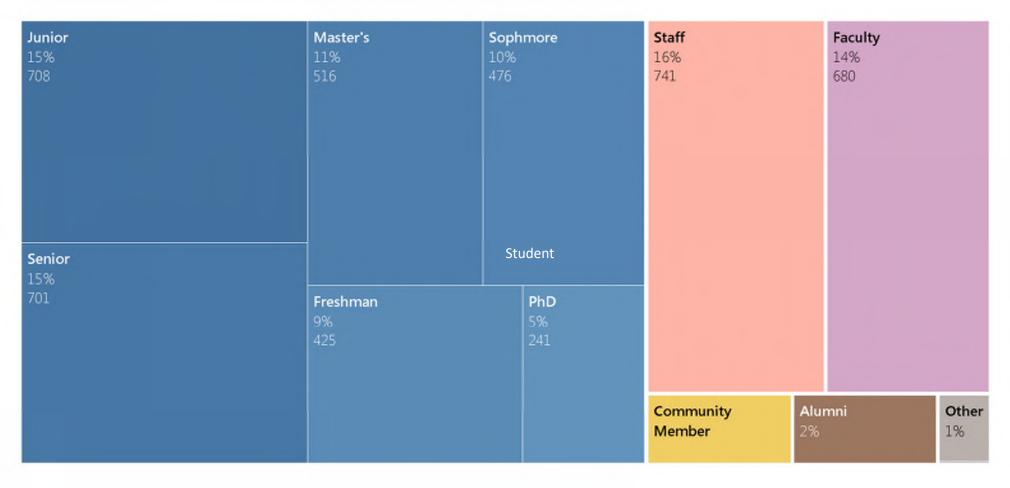




CoMap Responses By Group

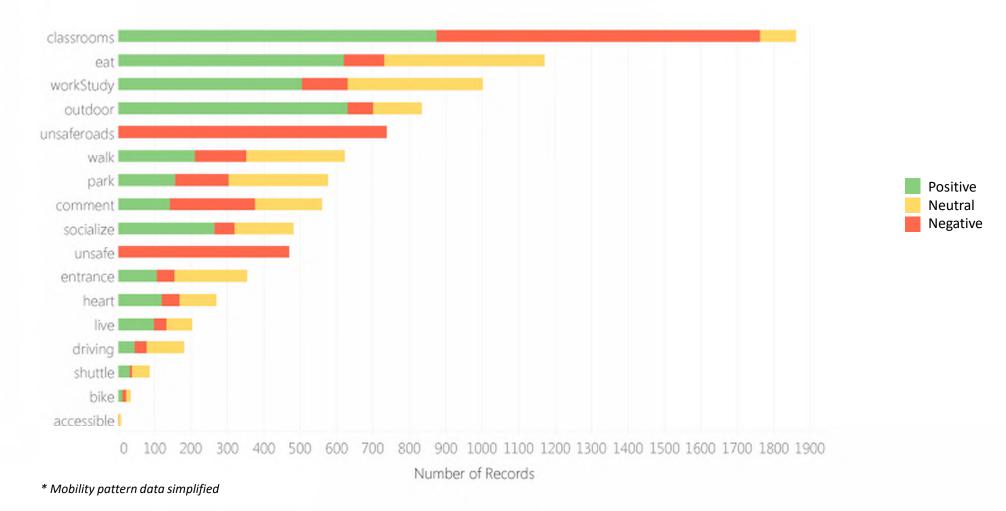
4,754 responses

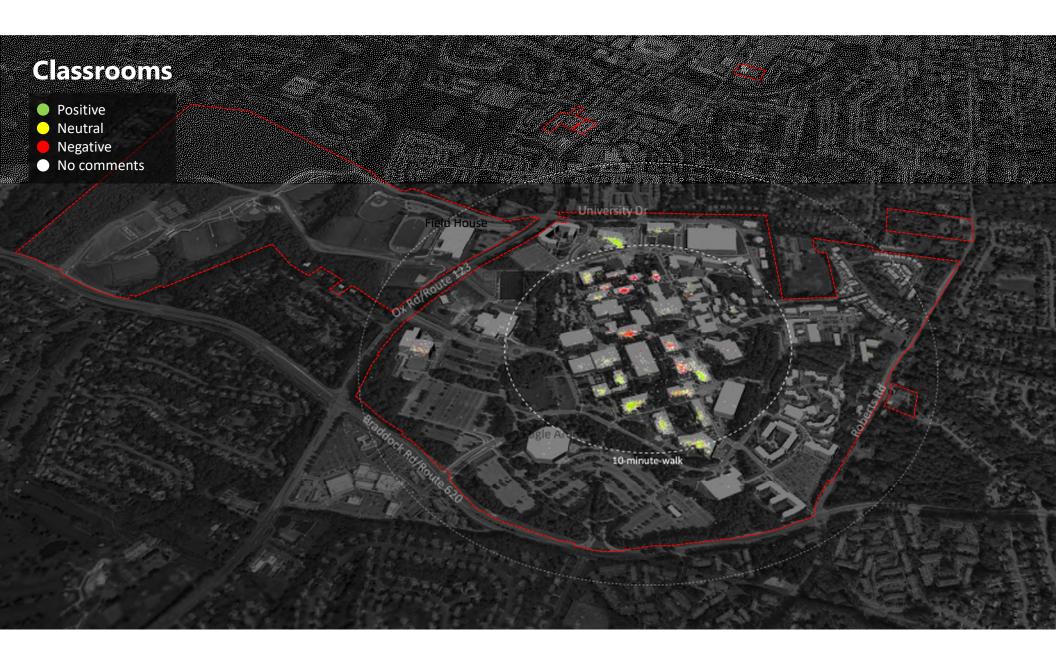
With which group do you most identify?



Icons with comments After sentiment analysis

9,435 comments received





FIRST IMPRESSIONS INTERVIEW THEMES

FIRST IMPRESSIONS

- 1. NATURE OF GROWTH
- 2. INNOVATION BY TRIAL & ERROR
- 3. MULTI-CAMPUS DYNAMIC (FACILITIES ARE DRIVING STRATEGY)
- 4. CLARITY OF EXPERIENCE
- 5. **RESOURCE ALLOCATIONS**