

Campus Development Committee Minutes

Date: April 22, 2024
Members: Warwick Arden, Charles Maimone, Mladen Vouk
Subcommittee Alicia Knight, Barbara Moses, Bill Davis, Patrick Deaton, Cameron Smith,
Representatives: Dana Harris, Doug Morton, Lisa Johnson, Sumayya Jones-Humienny
Guests: N/A

Approval of the Minutes

The minutes of the March 18, 2024, meeting were approved and have been posted.

Consent Agenda Approval (N/A)

Campus Planning Subcommittee Info Items – see the associated “2024-04-22-CamDevCmte-Minutes-and-Presentation.pdf” Campus Development Committee presentation for additional information.

1. Delegated Authority Determinations
 - a. Approved: COD 111 Lampe 100 Space Swap for EMAS Registration & Records Brooks 303, Space Request #24-06

2. Information Items
 - a. DELTA Testing Center Location Option in D.H. Hill, Jr. Library (Related to Space Requests #23-20 and #15-06)
 - i. S. Jones-Humienny summarized the history and evolution of this request. Currently located in Venture IV lease space on Centennial Campus, the DELTA Testing Center’s lease expires on May 31, 2025. The landlord is not motivated to extend or renew the lease, but with the additional approved lease of the adjacent waiting area, they will likely extend both leases for three years with the understanding that DELTA Testing Center will move out in four years at the simultaneous end of both leases.
 - ii. DELTA needs a permanent location on campus with approximately 6,600 – 7,600 ASF. For the Core Testing Facility, about 3,400 ASF is needed for 80 seats, check-in, lockers, staff, and storage space year-round. For the Pop-Up facility, about 3,400 ASF is needed for two weeks four times a year during final exams for an additional 160 seats and associated support space.
 - iii. Over the past 18 months, several options were considered but were deemed untenable for various reasons: D.H. Hill, Jr. Library, the Hillsborough Building, McKimmon Center, the Western Boulevard Business Service building, and lease space. However, from a student success standpoint, D.H. Hill, Jr. Library best meets the criteria for student success in its central location with available study space and easy access to the Wolfline, food, and beverages.
 - iv. Asked to revisit this need, the Libraries produced four options in D.H. Hill, Jr. Library and the Provost favored the option that impacted the least number of study seats, located on the fourth floor of the North Bookstacks.
 - v. Campus Planning is undertaking a feasibility study to determine whether the existing stairwell widths can accommodate the proposed occupancy load with the change from bookstack to testing occupancy use to comply with building code requirements. Plumbing fixture counts and accessibility requirements must also be assessed before considering test fit layouts. Additional study will be needed to fine tune the rough order of magnitude cost estimate as the old building systems must be replaced/upgraded to address this project’s needs.
 - vi. Discussion ensued with the following notable items. All students will benefit from a testing center in the right location and ETF funds can be used. DELTA can also apply the monies they currently use for leasing space to the project. To renovate any space

for DELTA Testing Center's use, it will take at least four years once the decision is made and funding is procured. While renovating the fourth floor, it would make sense to renovate the fifth floor for power and data infrastructure for the future renovation per the D.H. Hill, Jr. Library Comprehensive Study. Options should also be considered with new projects such as the Poole College of Management new facility or Cates West Development.

- vii. *The committee agreed to proceed with the code analysis study as the number one option, identify Advance Planning funds, and to keep other options open.*

3. Action Items

- a. DELTA Testing Center Lease Space Extension Request (Related to Space Requests #23-20 and #15-06)
 - i. *Because an interim solution is needed for at least the next four years while a permanent location solution is sought and implemented, the committee approved pursuit of the lease extension.*

4. Planning Updates: See the associated meeting presentation in "2024-04-22-CamDevCmte-Minutes-and-Presentation.pdf" for additional information.

- a. Campus Development Call for Needs (Info Item 24.03): L. Johnson reviewed the Campus Development process milestone flow diagram, noting that we are in the Informal Engagement stage. 37 submissions were received from 19 colleges/units, one of which is funded. She summarized the requests by categories of new facilities and renovations, appropriated and non-appropriated, and infrastructure requests. She and S. Jones-Humienny presented the highlights of the colleges'/organizations' submissions in their respective priority order. Due to the lack of time, they will review the remaining submissions at the next meeting.
 - i. College of Agriculture and Life Sciences
 - 1. Digital Agriculture and Automation Center
 - a. Driven by multiple interdisciplinary initiatives on campus and external stakeholders to ensure the technology developed as part of the PSI is reaching the hands of NC citizens.
 - b. Positioning the Center as an investment in NC's food animal industry – representing 2/3 of the \$103B impact agriculture in the state
 - c. Also driven by the emphasis on Applied AI at NC State in partnership with COE and industry
 - d. The Center will integrate with the Plant and Environment Technology Operations (PTO) facility (study complete)
 - 2. Varsity Research Building Renovation (modules 1, 4, and 5)
 - a. Space allocated to Entomology and Plant Pathology 7 years ago who are already occupying modules 2, 3, 6, 7, and 10.
 - b. Advances the college's effort to consolidate the department (15 locations on campus)
 - c. Advances the effort to vacate Gardner Hall (shown in the PMP to be demolished) – inadequate laboratory space.
 - 3. Metabolism and Small Ruminant Education Units Relocation
 - a. Trenton Road lease agreement ends 2031 – site decommissioning will take 2 to 3 years.
 - b. Classroom for 9 courses (38 sections) and 1,050 students annually – prepares students for careers in veterinary, farm production, research, and allied industries.
 - c. Facility supports multiple faculty with research grants (NIH and USDA)
 - d. Interesting fact: SREU (1949) – the birthplace of one of the most popular breeds of sheep in America – Polled Dorset
 - ii. College of Design
 - 1. Brooks/Kamphoefner Renovation (Safety and Accessibility)
 - a. Safety – after-hours challenges of students having to leave studios via open balconies and use un-secured restroom facilities – fire alarm system needs updating – stairs not code compliant.

- b. Accessibility – ADA non-compliance throughout the facility – restrooms – Brooks front entrance - no good accessible travel path from parking to the complex
 - c. LAAB Landscape Architecture accreditation body gave them notice that addressing accessibility and wayfinding will be a recommendation at the next review.
 - 2. Brooks/Kamphoefner HVAC Renovation (Sustainability and Well-Being)
 - a. HVAC renovations are needed for code compliance and replacement of deficient systems – current systems also lack fresh air intake.
 - b. Repair and replacement of the exterior envelope – replacement of single pane glass walls to provide comfort and energy savings.
 - 3. Transdisciplinary Design and Innovation Center.
 - a. Supports curricular collaboration between 5 colleges (COD, CNR, WCOT, COE and CHASS) per example at peer institutions University of Illinois and GA Tech.
 - b. Unites strengths in science and technology and promotes an integrated approach to problem-solving.
 - c. Co-locates studios, classrooms, and research.
 - d. Opportunity for faculty and students from multiple disciplines to explore and develop high-impact cross-curricular experiences.
- iii. College of Education
 - 1. New Education Building (or Poe Hall comprehensive renovation)
 - a. Evaluated it based on a comprehensive renovation to make bldg. safe with all-new HVAC, electrical, and fire protection systems.
 - b. And make it more efficient to gain space within the same footprint.
 - c. Elevated it to an emergency project.
- iv. College of Engineering
 - 1. Engineering Expansion – Applied AI in Engineering and Computer Science
 - a. Provides growth for COE while focusing on Applied AI – involves all 12 engineering departments including those in CNR, CALS, and WCOT
 - b. Cross-engineering disciplines will keep NC State at the forefront of engineering in the country.
 - c. PMP space analysis projected 435,000 GSF to accommodate the 4,000-student growth (this needs further study)
 - d. Timing an issue with current 2027 funding – need to start planning now – current concerns for new space for grant awards.
 - 2. NC Facility for Advanced Biomanufacturing
 - a. BTEC programs are in high demand – the new facility will expand and enhance their programs.
 - b. BTEC is a premier provider of biopharmaceutical manufacturing education/training programs, bioprocess and analytical services, and bioprocess research.
 - c. CFEP cluster – 5 faculty members
- v. College of Natural Resources
 - 1. Schenck Forest Multi-Purpose Facility
 - a. The new facility will enhance existing utilization with new avenues for teaching, research, extension, wellness, recreation, and shared programs with NC Museum of Natural sciences by providing toilet, office, and meeting space.
 - b. Study completed in 2023 -but moved building site to same distance away as nearest Bandwidth building to Low Radiation Hazardous Waste site.
 - c. Socializing the need for \$17M.
 - 2. Advanced Forest Product Manufacturing New Building
 - a. Replace Hodges Wood Products building with a 6-story new facility to address space shortages and growth needs across college for: instruction, research, office, and student social space.
 - b. Relocate faculty from Partners II lease space to save \$120K annually.

- c. Upgrade pilot paper-making plant, add large 200-seat flexible classroom, collaborate with CALS Biological & Ag Engineering, and use as swing space for Robertson lab renovations.
 - 3. Advanced Forest Product Manufacturing New Building
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- vi. College of Humanities and Social Sciences
 - 1. Adequate space for the Department of Psychology
 - a. Regardless of what happens with Poe, the existing space has not been fully adequate. The last space request dates to 2018. Academic Space Analysis showed a deficit.
 - b. Over 30 faculty require research labs to conduct experiments with human participants. Very productive research while having to share space causes schedule conflicts.
 - c. Over 100 grad students in 5 doctoral programs work with faculty in research labs that double as grad student work areas.
 - d. Psychoeducational Clinic temporarily located in RIV suite 3100 and is looking for more temporary space on 1st Floor until needed for COE Growth.
- vii. College of Sciences - COS was transitioning college facilities coordinators when the Call for Needs was sent out and wasn't prepared to submit other needs.
 - 1. Toxicology Building – Connection to Centennial Central Utility Plant
 - a. Requesting connection of the building to the CCUP for thermal reliability and requesting electrical improvements. The aging infrastructure can no longer sustain the expansions to the faculty's research portfolios.
 - b. Facility supports environmental health research - awarded \$32M over the last 5 years to develop and expand three national centers. Just awarded \$6.9M for a fourth center. Animal and aquatic research in the building requires constant temperatures.
- viii. Wilson College of Textiles
 - 1. HVAC and Lab Exhaust Renovations
 - a. Textiles Complex's HVAC systems makeup air are at maximum capacity, limiting their ability to grow their research program. With addition of fume hoods over the years, now cannot turn all of them on at same time due to shortage of supply air/exhaust.
 - b. Need to increase system size capacity and/or convert to Variable Air Volume system to enable energy-efficient HVAC system distribution to fume hoods.
 - c. This is a precursor project for 3rd Priority and would result in energy savings.
 - 2. Storm Water and Building Waterproofing Improvements
 - a. Building envelopes are leaking in 3 Pods (Pods 1, 2, 4) in foundation walls and pavers on top of occupied spaces underneath. Water seeps in causing walls to crack and pools on the floors.
 - b. The stormwater system in the courtyard is not functioning properly, causing flooding in the courtyard, which exacerbates water seeping into the building. Impacts of their \$6M Renovation of lab space for Flex Factory in Pod 2.
 - c. The pedestal pavers that surround all 4 Pods do not lie flat and shift, causing tripping hazards. These have a weight limit which precludes bringing heavy equipment onto them to do maintenance and cleaning of the exterior of the Pods.
 - 3. Chemistry Lab Renovations

- a. Renovate outdated, small 1990s labs for open, flexible configuration with shared support spaces, storage, and equipment for more effective collaboration to nurture a “hyper-collaborative culture.”
- b. Open labs would better facilitate cross-disciplinary research for WCOT’s Textile, Engineering, Chemistry, and Science (TECS) Department with COE’s Textile Engineering, COS’s Chemistry, and the Joint Department of Biomedical Engineering’s (COE and UNC-CH) programs.
- c. Saves space and money on equipment, provides facilities for research faculty, and facilitates more graduate student interaction with postdocs and faculty.

ix. Poole College of Management

1. PCOM New Building

- a. Provides a new building for the college who is in undersized and outdated space in Nelson Hall. Also considers CALS Ag & Resource Economics who shares a PhD program with the college.
- b. Request is for a new building on CC - the Committee has weighed in to focus on north campus after reviewing course-taking patterns and considering the strain on other services in moving 4,400 more students to CC (transportation, housing, dining, student services, etc.)
- c. \$4.5M in advanced planning funding - designer selection underway - internal vetting of possible sites underway

Project Execution Subcommittee Info Items: N/A

Other Business

- 1. Dabney Renovation Swing Space: C. Smith received a proposal from John Blondin, David Muddiman, and other Chemistry Department faculty to completely vacate Dabney and Cox during the phased floor-by-floor construction. They retained Ventris Learning LLC for architectural services to evaluate swing space upfit layouts in the Keystone Science Center. The 10-year lease cost proposal included the installation of the 59 fume hoods, associated building system upgrades, and other sensitive equipment needs. The Dabney Renovation is investing in Broughton Hall to renovate the 3rd and 4th floors as lab swing space to serve the university for this project and others for the foreseeable future. *The committee did not act on this request as it was not formally submitted via the committee’s protocols.*

Next Meeting: June 24, 2024, from 1:30 pm to 3:00 pm

Meeting Adjourned: 3:00 PM

CONSENT AGENDA

N/A

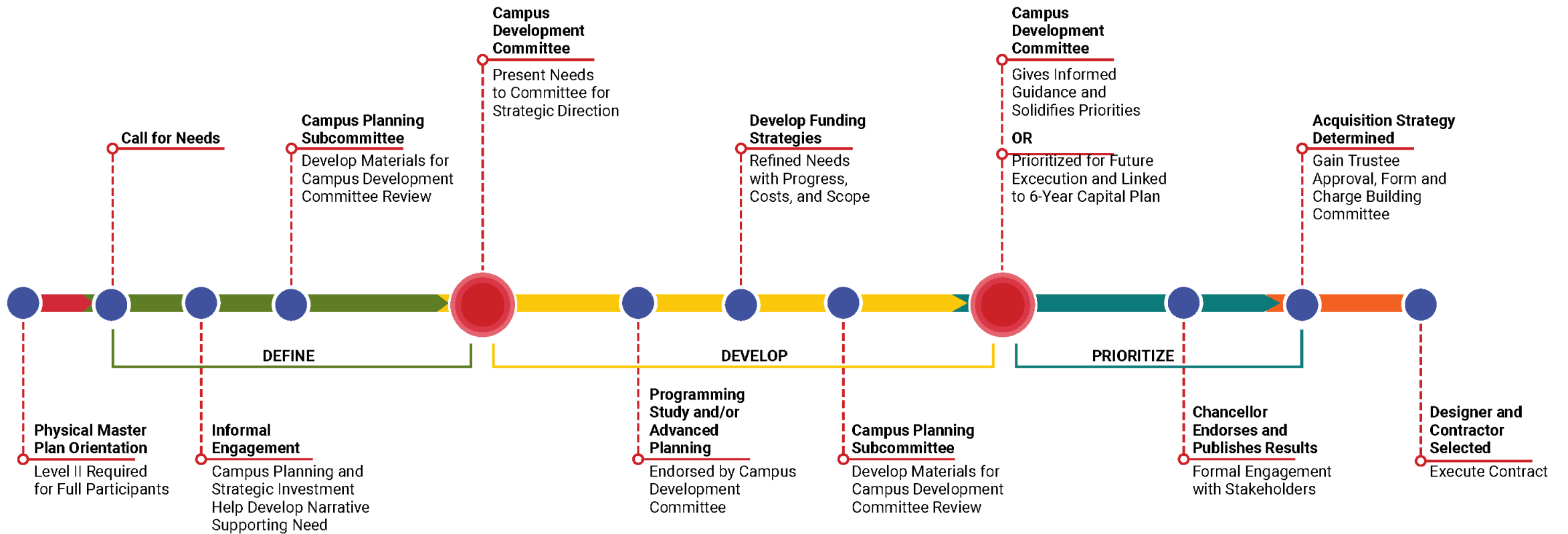
2024-04-22 Campus Development Committee Meeting

- Consent Agenda
- Action Item: DELTA Testing Center – Lease Extension
- Info Item: DELTA Testing Center – Hill Library Option
- Campus Development Needs Requests



CAMPUS DEVELOPMENT PROCESS | PLANNING

● Stakeholder Involvement



Campus Development Needs Request Submissions

Units Submitting Needs and Number of Submissions - 37 Total Submissions

(One submission already funded – CVM Equine Hospital – reduced total submissions)

College of Agriculture & Life Sciences (3)

College of Design (3)

College of Education (1)

College of Engineering (2)

College of Natural Resources (3)

College of Humanities & Social Sciences (1)

College of Sciences (1)

Wilson College of Textiles (3)

College of Veterinary Medicine (2)

Poole College of Management (1)

Athletics (2)

Academic & Student Affairs (3)

NC State Libraries (3)

Enrollment Management & Services (1)

DELTA (1)

Environmental Health & Public Safety (1)

University Real Estate & Development (3)

Facilities Division (1)

Campus Enterprises (2)

Campus Development Needs Request Submissions

Appropriated Requests

College of Agriculture and Life Sciences

1. Digital Agriculture and Automation Center
2. Varsity Research Building Renovation (modules 1, 4, and 5)
3. Metabolism and Small Ruminant Education Units Relocation

College of Design

1. Brooks/Kamphoefner Renovation (Safety and Accessibility)
2. Brooks/Kamphoefner HVAC Renovation (Sustainability and Well-Being)
3. Transdisciplinary Design and Innovation Center

College of Education

1. New Education Building (or Poe Hall comprehensive renovation)

College of Engineering

1. Engineering Expansion – Applied AI in Engineering and Computer Science
2. NC Facility for Advanced Biomanufacturing

College of Humanities and Social Sciences

1. Department of Psychology – Adequate Space

Campus Development Needs Request Submissions

Appropriated Requests

College of Natural Resources

1. Schenck Forest Multi-Purpose Facility
2. Advanced Forest Product Manufacturing New Building
3. Comprehensive Research and Teaching Lab Renovations (multiple buildings)

College of Sciences

1. Toxicology Building – Connection to Centennial Central Utility Plant

Wilson College of Textiles

1. HVAC and Lab Exhaust Renovations
2. Storm Water and Building Waterproofing Improvements
3. Chemistry Lab Renovations

College of Veterinary Medicine

1. Firestone Labs Renovation
2. New Education Building

Poole College of Management

1. PCOM New Building

Campus Development Needs Request Submissions

Appropriated Requests

NC State Libraries

1. DH Hill Jr. Library Concourse
2. DH Hill Jr. Library East Wing Improvements
3. DH Hill Jr. Library West Wing Improvements

Enrollment Management and Services

1. 110 Classroom Maintenance and Renovations

Facilities Division

1. Critical Campus Infrastructure
 - District Energy
 - Building Systems
 - Building Envelopes

Campus Development Needs Request Submissions

Non-Appropriated Requests

Athletics

1. Carter Finley Stadium East Renovation and Addition
2. Basketball Practice Facility

Division of Academic and Student Affairs

1. Cates-West Redevelopment (Housing)
2. Performing Arts Center
3. Centennial Student Services Building

Environmental Health & Public Safety (Transportation)

1. Wolfline Bus Operations and Maintenance Facility

University Real Estate and Development

1. Partners 1 Lab Co-Working Incubator project
2. Varsity Drive Streetscape Connectivity Improvements
3. South Main Campus Drive Multimodal Improvements

Campus Enterprises (Dining)

1. Dining Expansion (Cates West) and Renovations (multiple locations)
2. Student Centers Expansion (Cates West) and Renovations

Campus Development Needs Request Submissions

14 New Facilities Requests (unranked) – Unit's First Priority - ** Non-Appropriated

1. Basketball Practice Facility (Athletics) **
2. Digital Agriculture and Automation Center (CALs)
3. Metabolism and Small Ruminant Education Units (CALs)
4. Transdisciplinary Design and Innovation Center (COD)
5. Engineering Expansion - Applied AI in Engineering/CS – (COE)
6. Advanced Biomanufacturing Facility – BTEC (COE)
7. Schenck Forest Multi-Purpose Building (CNR)
8. Advanced Forest Product Manufacturing Building (CNR)
9. CVM Education Building
10. Poole College of Management New Building
11. Cates West Redevelopment (DASA/CE) **
12. Performing Arts Center (DASA) **
13. CC Student Services Building (DASA/Multiple Units) **
14. Wolfline Bus Operations and Maintenance Facility (EH&PS)**

Campus Development Needs Request Submissions

14 Renovation Requests (unranked) – Unit's First Priority - ** Non-Appropriated

1. Varsity Research Building Renovation - Modules 1, 4, and 5 (CALs)
2. Safety and Accessibility Project – Brooks/Kamphoefner (COD)
3. Sustainability and Well-Being Project – Brooks/Kamphoefner HVAC (COD)
4. Comprehensive Research and Teaching Lab Renovation (CNR)
5. Textiles Complex HVAC and Lab Exhaust Capacity Renovation (WCOT)
6. Chemistry Labs Renovations – Textiles Complex Pod 1 (WCOT)
7. CVM Firestone Labs (CVM)
8. D.H. Hill Jr. Library West Wing (Erdahl-Cloyd) Improvements (Libraries) **
9. 110 Classroom Maintenance and Renovation (EMAS)
10. DELTA Testing Services Center (DELTA)
11. Partners 1 Lab Co-Working Incubator Project (URED) **
12. Student Centers Renovations - Enrollment Growth/Functionality (CE) **
13. Education Building at NC State University (CED)
14. Adequate Space for the Department of Psychology (CHASS)

Campus Development Needs Request Submissions

3 Renovation & Addition Requests (unranked) – [Unit's First Priority](#) - ** Non-Appropriated

1. Carter Finley Stadium East Side Renovation and Addition **
2. [D.H. Hill Jr. Library Concourse](#)
3. D.H. Hill Jr. Library East Wing Improvements

Campus Development Needs Request Submissions

5 Infrastructure Projects (unranked) – **Unit First Priority** - ** Non-Appropriated

1. **Connecting Toxicology to the Centennial Central Utility Plant (COS)**
2. Stormwater System Improvement and Foundation/Paver Waterproofing (WCOT)
3. Varsity Drive Streetscape Connectivity Project (URED) **
4. South Main Campus Drive Multimodal Improvements (URED) **
5. **Critical Campus Infrastructure - Repair and Expansion (Facilities)**
 - District Energy
 - Utility Plant (3) expansion (growth) and repairs
 - Distribution expansion (growth) and repairs
 - Building Systems
 - Comprehensive building systems renovations
 - Elevator replacements
 - Boiler/chiller replacements
 - Building Envelope
 - Roof replacements (top ten)
 - Exterior wall repairs, waterproofing, and window replacements.

9 of the 14 new facility requests trigger a Central Utility Plant expansion and/or equipment

Campus Development Needs Request Submissions

28 Appropriated Requests and 9 Non-Appropriated Requests – Non-Debt

Non-Appropriated Needs Requests

1. Cates West Redevelopment (DASA)
2. Wolfline Bus Operations and Maintenance Facility (EH&PS)
3. Dining Renovations (Growth) - Support PMP Hub Concept (CE)
4. Student Centers Renovations – Growth/Functionality (CE)
5. East Side Carter Finley Stadium Renovation and Addition (Athletics)
6. New Basketball Practice Facility (Athletics)
7. Centennial Student Services Building (DASA)
8. Partners 1 Lab Co-Working Incubator Project (URED)
9. Varsity Drive Streetscape Connectivity Project (URED)
10. South Main Campus Drive Multimodal Improvements (URED)

Campus Development Needs Requests – Evaluation Matrix

Key Drivers

- Customer Ranking
- Urgency
- Enabling Project
- Strategic Initiative

University Strategic Goals (7)

Physical Master Plan Guiding Principles (6)

OUC	Proposal	Requesting Unit	Funding Category	Cross-Listed Request	Proposal Drivers						Subtotal		
					Customer Ranking	Urgency		Enabling Project		Strategic Initiative			
					List the requestor's priority ranking of its proposal(s)	Select if the proposal is driven by time-sensitive deadline, funding or other urgency	If previous box checked, assign a score based on the proposal's urgency	List the time sensitivity date, requirement or urgent need	Select if the proposal would enable other specific projects	List the projects that this proposal would enable		Select if the proposal is a strategic initiative	List the strategic initiative
					First = 3 points, Second = 2 points, Third = 1 point		Score 1 (low) - 10 (high)		Check = 6		Check = 10		
14	Applied AI in Engineering and CS - Engineering Expansion	COE	Appropriated		First	TRUE	10	Legislative mandate to expand engineering	FALSE		TRUE	Legislative mandate to expand engineering	23
32	110 Classroom Maintenance and Renovation	EMAS	Appropriated		First	TRUE	9	Not enough classroom space that is growing more problematic with planned growth	FALSE		TRUE	Tied to COE Growth and changing pedagogy.	22
44	Critical Campus Infrastructure - Repair and Expansion	Facilities	Appropriated		First	TRUE	10	No new growth can happen without expansion. Renovations required for systems most useful	TRUE	All other projects need infrastructure improvements	FALSE		19
24	Cates West Redevelopment	DASA	Non-Appropriated		First	TRUE	9	Accommodates strategic growth	FALSE		TRUE	COE Growth strategic initiative	22
33	Permanent Home for Testing Services Center	DELTA	Appropriated		First	TRUE	8	Lease expires in 2025. Needs permanent location identified - likely in DH Hill. Must renovate first	FALSE		FALSE		11
17	Connecting Toxicology to the Centennial Central Utility Plant	COS	Appropriated	In Critical Campus Infrastructure Proposal	First	TRUE	9	Standalone equipment is falling	FALSE		FALSE		12
13	New Education Building at NC State University	CED	Appropriated		First	TRUE	10	CTI lease expires in June 2026 and need permanent space. Poe was vacated as emergency project. Need to renovate Poe.	FALSE		FALSE		13
16	Adequate Space for the Department of Psychology	CHASS	Appropriated		First	TRUE	10	CTI lease expires in June 2026 and need permanent space. Poe was vacated as emergency project. Need to renovate Poe	FALSE		FALSE		13
25	D.H. Hill Jr. Library West Wing Improvements	NCSU Libraries	Appropriated	Connected to Campus Enterprises renovation proposal	Third	TRUE	5	Building Systems are past useful life. Impacts Dining. Review against Campus Enterprises' requests for Cates West & Erdahl Cloud	FALSE		FALSE		6

Campus Development Needs Requests – Evaluation Matrix

Top Tier Needs:

Applied AI in Engineering and CSC - Engineering Expansion (COE) – CUP expansion/distribution

110 Classroom Maintenance and Renovation (EMAS)

Critical Campus Infrastructure - Repair and Expansion (Facilities)

Cates-West Redevelopment (DASA and CE) ** - CUP expansion/distribution

Permanent Home for Testing Services Center (DELTA)

Connect Toxicology to the Centennial Central Utility Plant (COS)

New Education Building at NC State University (CED)

Adequate Space for the Department of Psychology (CHASS)

Campus Development Needs Requests – Evaluation Matrix

Considerations:

- Athletics' needs hard to compare with other campus needs
- Metabolism & Small Ruminant Education Units – ranked low but required to move by 2028
- Agriculture-related needs ranked lower (CALS)
- Some college/unit priorities ranked differently from their request
 - CALS, CNR, WCOT, DASA, and Libraries
- Roads/pedestrian path needs are hard to rank/compare with other campus needs

Campus Development Needs Requests

Next Steps

- Complete formal engagement with colleges/units
- Continue to refine the evaluation-of-needs matrix
- Engage Campus Planning Subcommittee in further evaluation of needs
- Develop funding strategies for top-tier needs