

Shepherd University Board of Governors
February 13, 2020
Agenda Item No. 9-b **Supplement**

CAMPUS FACILITIES MASTER DEVELOPMENT PLAN UPDATE

The University President constituted a Campus Master Development Plan Committee in the Fall to review and update the Plan approved by the BOG in late 2013. State law requires the Board to complete an update of the Plan and it is subject to further approval by the HEPC. To allow HEPC review to occur at its April meeting, it must be submitted to HEPC staff a full month in advance.

The Committee has been working steadily to complete the work of the Update, with the hope of making Shepherd BOG review and approval possible at the February meeting. An additional Committee meeting was held February 10, 2020, at which the Committee completed final approval of the Update, but with significant editing of some of the building-specific documents necessary. It was not possible to complete that editing prior to the Finance Committee meeting on February 11, 2020.

The Update consists of an approximately 20-page narrative, reviewing the primary tenets of the 2014 Plan and the degree to which the University has implemented some aspects, delayed others, and re-imagined several aspects of prospective campus projects. The Narrative is complete and will be presented to the Board at the meeting.

The Plan Update Addenda materials consist of more than 100 pages of analysis as to the individual structures across the campus, all coordinated to be consistent with the Narrative summary. Staff are continuing to finalize the Update Addenda material, but it will not materially change the substance of the Plan Update.

The following resolution is recommended for adoption by the Board:

RESOLVED, That the Shepherd University Board of Governors approves the 2020 Campus Master Development Plan Update as presented at the meeting of February 13, 2020.



Shepherd University

2020 UPDATE: Campus Master Plan - 2014

***Note to the reader: The original language is included for reference; “UPDATE” indicates the language added for this 5-year update*

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2020 UPDATE to the 2014 SHEPHERD UNIVERSITY CAMPUS MASTER PLAN

VOLUME 1

OVERVIEW

Shepherd University, Shepherdstown, West Virginia

Founded in 1871, Shepherd University is a state-supported institution within the West Virginia system of higher education. From its beginnings more than 130 years ago, the University has evolved into a comprehensive center of higher learning, serving a number of related, yet distinct roles:

- The University offers baccalaureate degrees in a wide range of fields, encompassing the liberal arts, business administration, teacher education, the social and natural sciences, and other career-oriented disciplines.
- The University provides credit courses for individuals who may not be seeking a specific degree, but who seek to broaden and update their knowledge in either familiar or new fields of intellectual endeavor.
- For the Northern Shenandoah Valley Region as a whole, the University is a center for non-credit continuing education, public service, and convenient citizen access to extensive programs in art, music, theater, athletics, and other areas of public interest. Shepherd University has a responsibility to extend its resources beyond the campus, bringing higher education closer to those who seek it.

Shepherd University is located on the banks of the Potomac River and is unique in West Virginia as a state-supported institution offering a residential campus experience in a historic community. It benefits from its Eastern Panhandle location within 20 miles of Maryland, Pennsylvania, and Virginia, and is within 65 miles of Washington D.C. and Baltimore. This gives Shepherd University an advantage to receive guest lectures, conduct field trips, and for students to experience internships and career opportunities.

Since 2000, the University has been actively engaged in a number of major long-term planning efforts. These have resulted in the implementation of a new Strategic Plan (Spring, 2000-01),

Master Plan Update (June 2001), Conceptual Master Plan (October 2001), and a 30-year Campus Master Plan (April 2004). Following the 2004 Campus Master Plan, Shepherd University built two new Residential Halls (Printz and Dunlop), the Contemporary Arts Center Phase I, the Erma Ora Byrd Nursing Building, the Wellness Center, and Baseball Press Box. The newly constructed Phase II Contemporary Arts building was dedicated in April, 2013. The recently completed residence hall, Potomac Place, provides 298 beds for students in a contemporary, state-of-the-art environment. Students began residing in this residence hall during the fall semester of 2018.

Many building and infrastructure projects proposed by the above-mentioned studies were implemented. Shepherd recognizes the need to assess periodically how its long-term vision for facilities and campus amenities continue to achieve distinction in all aspects of the University experience. To this end, Shepherd University contracted Robert A. M. Stern Architects, LLP (RAMSA) who prepared a 10-year campus master plan that reflected the strategic and mission driven goals for the University appropriate at that time.

After the 2014 Plan was adopted, the University experienced enrollment decreases, consistent with the experiences of most of the West Virginia public institutions. The impact of the enrollment decreases and decreases in State appropriations support resulted in significant slowing of development initiatives reflected in that Plan.

Martinsburg Center, Martinsburg, West Virginia

Shepherd University has established a secondary education delivery center in Martinsburg, West Virginia, which opened in Summer, 2013. Demographic and economic trends suggest that the Eastern Panhandle of West Virginia has become a critical anchor of the State's economic vitality. Economic growth in the Panhandle is not sustainable, however, if the workforce cannot meet the needs of current and prospective employers.

Shepherd University addressed this challenge by creating a new professional and graduate center in Martinsburg, the county seat of Berkeley County, as well as the largest and most centrally located city in the Eastern Panhandle. This center will support the long-term higher education and economic development needs of the Eastern Panhandle.

For Shepherd University, the establishment of the center in Martinsburg will allow the University to maintain the excellence of its traditional education delivery model associated with its COPLAC status (Council of Public Liberal Arts Colleges) on the main campus, while expanding the University's reach into the community to serve adult students. The Martinsburg Center will also be an asset to the business community, enhancing the workforce with marketable degrees in a vibrant and growing economic environment.

UPDATE: The Martinsburg Center will also now facilitate Berkeley County high school students who are participating in the dual enrollment program with Shepherd.

The center could ultimately serve more than 2,000 adult students at the junior, senior and graduate levels. The center is conveniently located near Interstate 81 and close to support services needed by Shepherd students.

UPDATE: The original plan projected a total build-out of 16,000 square feet. The University leased existing space, and had it built out to accommodate instructional and student support needs. In fiscal year 2019, the leased space was reduced to one-half of the original commitment due to the changing demand for the facility.

The Martinsburg Center allows Shepherd University to expand its community engagement activities by offering business seminars, workshops, and counseling for new businesses on start-ups and operating improvements by senior business students and faculty. There are additional opportunities within the Martinsburg community for workforce development, with customized learning applications developed for area businesses to provide services/training for their employees (e.g. customer service, software user training, and other soft skills). Given the summer 2013 launch of the Martinsburg Center, the 2014 Campus Master Plan will focus largely on the Shepherd University main campus. Aspects of the Martinsburg Center and its relationship to the main campus are noted, as appropriate, in the document.

The 2020 UPDATE for the 2014 Campus Master Plan

The following document provides updates on both the priorities and delineated projects under consideration to support the overall plan as it pertains to the academic, business and operational needs of the University and, as it exists in the economic climate that is significantly different from that outlined in the Shepherd University's 2014 10-year Campus Master Plan.

This **2020 UPDATE** to the 2014 Campus Master Plan responds to the State of West Virginia's requirement that all State-funded universities produce a 10-year plan, with an update at the five-year mark, as a prerequisite for state capital funding.

The plan also serves as a vehicle for the University to achieve its vision of attracting highly motivated students from around the region, giving them an enriching university experience, educating them on their chosen subject matter with a liberal arts underpinning and preparing them for 21st century jobs. The **UPDATE** to the 2014 Campus Master Plan intends to restate the University's intentions as they pertain to the overall capital additions, disposals and modifications of existing capital property. This **UPDATE** will further inform the architects, landscape architects, engineers and other stakeholders as the University re-evaluates, modifies and positions its capital initiatives to guide the design and construction of new facilities, renovations of existing facilities and plans to completely repurpose the area designated as the "East Loop" on campus. This presentation further serves to restate the needs, demands and expectations for the overall campus for the next five years and beyond.

It is essential to provide the perspective of University leadership at the time of this **UPDATE** with regard to the significant change in the enrollment and changes in Higher Education across the country. The realignment of all projects and anticipated actions strive to retain the integrity of the campus facilities and grounds, while sustaining the vision of Shepherd, and its intention to provide a quality education to traditional students, adult learners and serve the community as a resource for cultural events. The decision makers must be responsive to the financial opportunities and constraints that the University will face. They must realistically assess the likelihood of future enrollment trends.

THE 2014 CAMPUS MASTER PLAN AND ANALYSES

This section describes key ideas and elements of the master plan for Shepherd University, and proposes a strategy for its phased implementation consistent with realistic funding. This phased implementation will not be visible in the full masterplan build out. What should be apparent is a clear campus organization, reinforced by thoughtful structures, and enhanced by beautiful landscape, which ultimately support and enhance student life. Student life is improved in the proposed master plan by enhancing facilities and increasing opportunities for engagement with other students, both resident and commuter. The plan also allows for enhanced engagement with the larger university and town communities as part of daily life on campus - walking, dining, and learning.

UPDATE: THE 2014 CAMPUS MASTER PLAN AND ANALYSES

The **UPDATE** Campus Development Master Plan and Analyses reflect on the original plan and its reference to “realistic funding”. Realistic funding is *essential* in this new era of budget constraints and reductions in capital spending. It is an integral part of re-engineering the overall University operational plans. During Fiscal Year 2019, the Ram Stadium turf replacement was lease-financed. Further, a zero -percent-interest loan is financing the Byrd/Science Center conversion from electric to propane boilers. This should provide energy savings sufficient to repay the debt obligation.

More importantly, the original plan provided a thoughtful and integrated plan at a time when the University and higher education, in general, was in a growth period without anticipation of the coming decline in enrollment of full-time, traditional students. This **UPDATE** intends to provide an equally thoughtful and integrated plan that will utilize the resources available to address the necessary deferred maintenance, to the extent possible. This requires focus on the extensive planning needed to identify limited new projects, including bringing new life to the area of Shepherd’s east campus, which is referred to herein as the “East Campus Loop”. This project will take several years to reach completion. However, it will revitalize the east campus area and provide new energy and revenue opportunities for the University. Students, community, faculty and staff will benefit from a successful partnership arising from the most cohesive and dynamic proposal. The Board of Governors will issue a Request for Proposal for the East Campus Loop revitalization, upon approval of this **UPDATE**.

IMAGERY AND CHARACTER

One of the primary visions of the 2014 Campus Master Plan is the enhancement of the student experience on the Shepherd University campus. Students, faculty, and staff are invited to leave their cars at the perimeter and move around the campus along two primary pedestrian walkways: King Street, running North-South, and Campus Walk, running East-West. Along these walks, and sometimes connected to them by other, secondary walkways, are located a series of nodes of activity. Most often exterior spaces, these nodes are outdoor spaces intended to foster

collegiality and social activity. The images in this chapter are of other universities and institutions, and represent precedents of what these proposed exterior spaces might become.

CAMPUS MASTER PLAN UPDATE – 2020

The **UPDATE** vision is based on the recent student enrollment decrease and the shifting expectations of the community and our regional market for student recruitment. As was the case for the original 2014 Plan, this **UPDATE** is derived from input and participation of students, faculty, staff and the community. These stakeholders inform and guide the leadership to thoroughly and prudently revise the campus development master plan with the intention of meeting these new challenges. Shepherd University has demonstrated its ability to remain contemporary and prepared to adapt to existing social and economic demands.

The 2014 Plan did not address the 158-acre farm property. The farm property is currently utilized for Shepherd’s Agricultural Innovation Center. That innovative academic program is expected to continue, with a series of small support structures. The University anticipates utilization of the remainder of the farm property in slowly increasing increments, either in support of other academic programs, or if a substantial opportunity arises in a public-private development environment, which could produce strong benefits for the University while avoiding financial expense.

The 158-acre farm is just west of the western-most extensions of the “West Campus”; the two University tracts are separated by a distance of less than 150 feet, but this separation requires all visitors to the farm property to drive in an extensive, circuitous path. The University has explored options for establishing a connection of at least some degree since acquisition of the farm property in 1991, but the prospective terms for such a transaction have not been acceptable. The University will continue to evaluate opportunities to establish a connection, but does not currently view the magnitude of need for a connector tract as justifying a large expense to the University.

IMPLEMENTATION

For this **UPDATE**, note that the original date planned is included with the newly determined schedule for completion. These redistributed priorities address the immediacy of several projects for which maintenance was earlier deferred; unfortunately, in some instances those delays have led to repairs, which are extensive and more costly. A Campus Master Plan Update Committee is guiding the selection of projects included in this **UPDATE**, as well as the recommended priority of those projects. The University management will strive to move the projects forward within the timeframe designated, recognizing that changing conditions in the future may result in limited adjustments in institutional prioritization decisions, which will ultimately be determined by the Board of Governors. The Committee leadership recognizes and demonstrates in this

UPDATE its intention to provide the most realistic and financially responsible plans for the immediate and long-term needs of the University.

This section of the 2014 Campus Master Plan was divided into a proposed implementation sequence. This implementation plan was constructed based upon impact to student life, design and construction schedules, and financial considerations.

Care is taken that each interim step fits within the overall Master Plan vision, so that work efforts build toward ultimate Master Plan goals in a logical and considered sequence.

Proposed Projects

2014 Projects:

This **UPDATE** finds most of the existing 2014 Campus Development Master Plan projects either not completed as scheduled or restructured as the campus and student population trends evolve. With the declining enrollment that is being experienced at Shepherd and throughout the entire country, many projects that were included have been delayed or restructured to meet the evolving demands and expectations of the campus. The University continues to work to maximize service to students, while exploring opportunities for entrepreneurial revenue and determining the highest priority for addressing any deferred maintenance projects across campus.

The Projects that were proposed for the year of 2014 typically require minimal planning, have relatively low cost, and have a large impact on the campus. They focus on creating safe pedestrian paths, creating small food service venues that provide student social spaces, and creating a sense of arrival and identity for Shepherd University.

1. Renovation: Ram Stand (2014)

This project was determined to be unnecessary with addition of Riverside Market Café on west campus, in the corner of the new Potomac Place Residence Hall. It was also determined that the expenses necessary to modify the Stadium Concession Stand for this purpose were underestimated in the 2014 Plan. This project will not be pursued.

The Concession Stand at Ram Stadium is currently used a few times a year during game days or during other large campus events. It has been proposed to use the existing infrastructure to cater to students year-round. It is a relatively low-cost project that will have a large impact on student life. The location is ideal as it is near the mouth of the new underpass, which connects east and west campuses. It will be a key place that invigorates the path connecting east and west.

2. Site Improvement: East Campus Pedestrian Paths (2014)

For this **UPDATE**, it is notable that the East Campus Pedestrian Paths are subject to ongoing improvement and will continue to receive proper attention. The extent of these improvements is somewhat limited at this time, due to budgetary constraints. However,

maintenance required for safety and ability for students to utilize these paths for their daily walking needs to get from place-to-place on campus will be performed.

Adding to the enlivening created by the Ram Stand, improvement to the east campus pedestrian paths leading to the underpass will ensure a safe, enjoyable walk connecting the two sides of campus. The east campus pedestrian path improvements would require the installation of new lighting and therefore the expansion of the electrical facilities. The existing grades along the path may need to be revised, as this path is currently a walking path used by students. This pathway should be designed to meet handicap-accessible guidelines, requiring a combination of ramps with handrails and additional walkway grading and reconstruction. (As a general guideline for campus walkways, the paths shall be graded at a slope of five percent or less, wherever possible. This is to meet handicap accessible guidelines and avoid the need for ramps, handrails and landing areas.) Landscape improvements should include shade trees and benches to allow for areas where students can stop and relax or sit and read or study. Sight-lines throughout the site should be maintained in order to enhance pedestrian safety.

2. Site Improvement: West Campus Pedestrian Paths (2014)

For this **UPDATE**, it is notable that the West Campus Pedestrian Paths are subject to ongoing improvement and will continue to receive proper attention. The extent of these improvements is somewhat limited at this time, due to budgetary constraints. However, maintenance required for safety and ability for students to utilize these paths for their daily walking needs to get from place-to-place on campus will be performed.

There has been a general concern about the safety of pedestrians along the west campus walkway. There are some areas, which do not have a clear separation between vehicular and pedestrian traffic. By ensuring that there is a continuity of sidewalks that are clearly distinguished from vehicular zones, the campus can provide a safe environment for people to walk through. Lighting can also be improved along with landscape modifications. By enhancing congregation nodes with outdoor furniture, defined outdoor spaces can be created where students can socialize. These paths will help beautify the campus and make it a pleasant space through which pedestrians can walk.

The West Campus pedestrian paths would have very similar needs as the east campus. The difference is that the locations for installing the pedestrian paths would require substantial construction, as very few paths currently exist. The important factors to incorporate into the paths would be to provide interconnections to the paths and destinations throughout the area and not create paths that dead end. Bus stops should also be included to accommodate the Pan Tran system thereby improving accessibility and potentially increasing ridership by students. Lighting would be required along with electrical infrastructure required to service the new lights. Some of the paths would have grade challenges similar to the paths leading from the Westwood Commons area to the existing parking lots to the north and east. To meet accessibility requirements for handicap accessible pathways, ramps, railings and additional walkway work would be required. Landscape improvements should include shade trees and benches to allow for areas where students can stop and relax or sit and read or study.

4. Site Improvement: Signage at Route 480 (East Entrance) (2014)

UPDATE – Signage improvement is deemed as an ongoing need, with updates and maintenance being fulfilled routinely. This is in addition to any campus-wide change in marketing/visual presentation, and additions or revisions to buildings, locations or tenants (where applicable).

To create a clear a sense of arrival to the Shepherd University campus for people traveling along Route 480, it is proposed to install a campus identity, with signs and banners along the road. This will help create a colorful sense of campus identity with a relatively low cost. The signage/gateway addition to campus would require the extension of electrical facilities to the identity sign location for night-time illumination. The grades in the area proposed for the sign should not be an issue. The gateway modifications will include landscape planting of trees, shrubs and perennials to highlight and provide a backdrop for the sign.

5. Site Improvement: Signage at West Campus Entry (2014)

UPDATE – Signage improvement is deemed as an ongoing need, with updates and maintenance being fulfilled routinely. This is in addition to any campus-wide change in marketing/visual presentation, and additions or revisions to buildings, locations or tenants (where applicable). As funding permits and as marketing decisions provide direction for additional or updated signage, it would be necessary to budget for that in the year it is projected to occur. Changes to the general neighborhood in this area will also drive decisions as to signage at this location.

To create a sense of arrival to the campus for people traveling along German Street, it is proposed to install banners and signage along the road at the west campus entry point. This will help create a sense of campus identity with a relatively low cost. The signage/gateway addition to campus would require the extension of electrical facilities to the identity sign location for night-time illumination. The existing grades would not pose a challenge in locating the sign. The gateway will require landscape planting of trees, shrubs and perennials. The concerns in this area are the possible roundabout for a future development that has been envisioned and proposed west of the campus on Route 45. This roundabout would need to incorporate the existing campus entrance or cause it to be relocated.

6. Renovation: Knutti Boiler Café (2014)

UPDATE - This project is delayed until at least fiscal year 2023 due to budgetary constraints and priorities that are more pressing. This renovation is not essential as a service to the commuter students, as identified in the 2014 plan. With the addition of the Starbucks café and other broadened dining options in the Student Center, commuter students have new options for quick food choices. In addition, the conversion of the former daycare space to a Commuter Lounge provides a comfortable space where the commuter students and residential students may socialize, study and become a more interactive student population.

There have been concerns about there not having enough spaces on campus that focus on commuter students. The Knutti Boiler House is conveniently located in a key area

surrounded by classrooms. By converting the Knutti Boiler House into a Café, students can have a place to socialize in between classes, study, have discussions etc. This provides a place where commuter students along with residential students can feel comfortable to stay on campus. For commuter students especially, this represents one of multiple small steps to increase opportunities to bond and help create a stronger, richer campus community.

Proposed Projects

2015 Projects:

The Projects proposed for the year of 2015 focus on achieving one of the large university goals of creating a pedestrian friendly campus. Infrastructure is put in place to make way for the pedestrianization of King Street, which would happen later in the year.

7. New Building: Maintenance Facilities (2015)

UPDATE - This project is advanced to at least fiscal year 2023 as other projects presented a more urgent need for renovation, capital improvement and/or updating to recognize efficiencies and safety of the campus stakeholders (students, staff, faculty, community and other visitors).

A new maintenance facilities building is proposed at the north lot of the west campus. This proposal frees up the current Maintenance Building and other facilities buildings, and by moving facilities program to this location, it allows Shepherdstown and Princess Street to be freed of service vehicles currently driving through town. Decanting the Maintenance Building opens up space for the University Police, currently housed in Sara Cree Hall, which then allows for the demolition of Sara Cree Hall. Freeing up facilities in the west campus also allows for other various opportunities buildings to be re-purposed for student social spaces on campus. The new maintenance facility area was graded and utilities extended to the area when the West Campus apartments (Printz and Dunlop halls) were built. The infrastructure is in place for the building and the grades are adequate. This site should have landscaping added to screen the facility, specifically the material and vehicle storage yards, from University Drive and the adjacent residential lots.

8. Site Improvement: Re-stripe Parking at Maintenance Building Lot B (35 - 40 Spaces Freed Up.) (2015)

UPDATE - All parking lot maintenance with regard to striping spaces and general upkeep must and will be performed on an ongoing basis, without engaging in an overall “project” for this designated area. Reconfiguration of the lot will be reconsidered after the relocation of the Facilities Department to West Campus occurs at an undetermined future time.

To prepare for the pedestrianization of King Street, and to offset parking spaces that will be lost with the pedestrianization of King Street, it is proposed that the parking area around the Maintenance Building be reconfigured so that it allows more parking spaces for students, faculty or staff. By decanting the maintenance facilities to the new building, it is estimated that there will be a net gain of 35 to 40 parking spaces in this area. This project would not include any utility work. There would also be no grading or infrastructure work needed. The addition of shade trees to the parking lot will provide a more pleasant walking experience.

9. Renovation: Existing Maintenance Building to University Police, Temporary Student Newspaper and Swing Space (2015)

UPDATE – Given the need to construct a new Facilities building prior to repurposing the current space, this project is delayed indefinitely. A future use of the building will be reconsidered at such time, but a permanent home for University Police remains a leading consideration.

The existing Maintenance Building can be re-purposed as space for University Police, temporary student newspaper and other swing space, as soon as the current program is moved to the new maintenance building. Minor adjustments will be needed to conform HVAC to the new uses.

10. Site Improvement: Tear Down Cuckler and expand H-Lot Surface Parking (2015)

UPDATE – This project is advanced to at least 2023, given the need to construct a new Facilities building prior to repurposing the current space. Action on this project may be driven by alternative use(s) for the site location, which is close to Potomac Place and West Woods and could contribute more directly to the residence life experience.

To prepare for the pedestrianization of King Street it is proposed to create extra parking spaces at the southern tip of H-Lot so that when King Street becomes fully pedestrianized there are no overall net loss of parking spaces. This project will require the demolition of existing structures in this area and the structural backfill of all foundations/ basements where removed. Other than the disconnection and removal of any existing utilities, the only other possible work would be the electrical infrastructure necessary to install lighting. Shade trees should be added to the parking area where possible to continue to address the enhancement of the “walking experience” on campus.

11. Site Improvement: Pedestrianize King Street (2016)

UPDATE – Pedestrianization of King Street was a key component of the 2014 Campus Master Plan, as noted below. However, with the decline in enrollment and efforts to actively address many of the deferred maintenance areas, funding is not available to consider this sizable and costly project. The **UPDATE** suggests that the project be advanced until at least 2023. At that time, the financial abilities of the University and the overall momentum in campus improvements can provide an informed consideration of this project.

Pedestrianizing King Street is one of the key components of the proposed 2014 Campus Master Plan. By making this zone pedestrian, the campus is able to move vehicles out of the heart of east campus. More student activities and interactions are anticipated by the pedestrianization of King Street, as it will create a beautiful and iconic campus walkway that is welcoming and supportive of these activities. This project would require minimal infrastructure improvements as the roadway, with some modifications, would be utilized as the walking area. Landscaping would be implemented to provide for a more pedestrian friendly area and to provide shade. A removable or retractable bollard system should be included to allow vehicular access for emergency vehicles, deliveries or other special situations, but restrict vehicle access for the majority of the time.

Proposed Projects

2016 Projects:

The Projects that are proposed for the year of 2016 focus on enhancing the student experience. New residence halls are built as well as a new Welcome Center and additional student social spaces. Some infrastructure work will be needed to make way for some of these major projects.

12. Site Improvement/Renovation: Barn Café and Surrounding Site Work (2016)

UPDATE – This project has been advanced to at least 2023 and is not in current planning stages. Conversion of this old facilities building to an alternative use integrated into the housing and dining experience may not be necessary or an effective use of resources.

The White Barn is currently used as a facilities building. Once the current program is relocated to the proposed new Maintenance Building site, the structure can be renovated to house student service programs such as a light food service café, student lounge space, etc. The location is conveniently located in an area that will allow easy access to resident students living in Printz and Dunlop halls and also in the Westwood Commons. It is also located near the H-parking lot, and will become a welcoming space for commuter students, faculty, staff, and visitors to the campus.

13. Site Improvement: Reconfigure Popodicon Driveway (2016)

UPDATE – This project has been advanced to probably not earlier than 2023 and is not in current planning stages. Implementation of this project will be tied to the future usage of Popodicon and the further evaluation of the proposal to reduce vehicle traffic within West Campus.

It is proposed to reconfigure Popodicon Driveway. Currently the driveway connects to West Campus Drive, which is proposed to be transformed into a pedestrian zone. By reconfiguring the Popodicon Driveway early on, it makes way for the complete pedestrianization of West Campus Drive. This project will require the installation of card readers and gates to restrict unauthorized access to Popodicon. There would also be paving and grading necessary to accommodate the relocated driveway. There should not be any grading issues in the work area. Landscaping should be added to screen Popodicon from the existing parking area and to provide shade to the proposed driveway.

14. Demolition: Sara Cree Hall (2016)

UPDATE – This project was completed.

Demolishing Sara Cree Hall will allow the site to be freed up for a future parking garage and new student center. This project will require demolition of building and infrastructure of Sara Cree Hall and the backfill of excavated areas.

15. Site Improvement: Repurpose Sara Cree Hall Site as Surface Parking (2016)

UPDATE – This project was completed. Financial support from Shepherdstown helped facilitate a fully paved and lighted parking lot, which has dramatically improved parking conditions for commuter students.

Following the demolition of Sara Cree Hall, it is proposed to repurpose the site as a surface parking lot until the new structures are planned and financed. This provides additional parking on the east campus and is anticipated to relieve some of the parking concerns due to less parking spaces on the east side of the campus. Regrading and paving to establish the parking lot area along with electrical infrastructure extension to power lighting to the parking lot will be required. Consideration for the future parking garage must be made at this time to ensure that no additional excavation or grading will need to be done. All utilities are adjacent to the project site and accommodations must be made to allow for the future development of the Student Center. The design of the parking lot should provide for handicap accessibility from the parking lot to King Street and Route 480 sidewalks. These links will likely require ramps in conjunction with the new sidewalk construction.

16. New Building: Residence Hall #1 on West Campus (52Beds) (2016)

17. New Building: Residence Hall #2 on West Campus (52 Beds) (2016)

18. New Building: Residence Hall #3 on West Campus (52 Beds) (2016)

19. New Building: Residence Hall #4 on West Campus (52 Beds) (2016)

UPDATE –In 2015, the University commissioned a comprehensive and focused study of residence hall needs and concerns, utilizing Brailsford & Dunleavy (B&D). That review re-oriented the University’s 2014 vision for a series of new, small residence buildings. The B&D study was based upon their national research on characteristics in residence halls which college students of the 2015-2025 era would likely value, as well as surveys of current Shepherd students. The characteristics of the Potomac Place P-3 residence hall project of 2016-18 were based upon the findings of the feasibility study and we think the analysis in that study have been proven well-founded in the success of the Potomac Place project. In the current state of enrollment and student housing needs, the completion of Potomac Place (298 beds) provides sufficient capacity and is expected to render additional planned residence halls included in the 2014 Campus Master Plan unnecessary during the period of this Plan. One new residence hall is included in this **UPDATE** for the longer-term potential growth. (See Project #36a.)

To increase student resident population on campus and to provide attractive residence options to students, new residence halls are proposed. Residence Hall #1 would require infrastructure improvements to extend water and sewer mains from West Campus Drive south of the proposed residence hall to the north of the residence hall site in order to accommodate the future residence halls (Project Numbers: 27,28 and 29). Also required will be lateral infrastructure to the proposed building. Fiber optic lines would need to be extended from Center for Contemporary Arts (CCA Phase I) building to these sites along with accommodations for telephone and electric power. Shepherd has been creating duct banks for this type of work for ease of maintenance. This would be the preferred method of extending fiber optic telephone and electric service. With the construction of building projects 19 and 20, revisions to the parking lot in front of Burkhart Hall would have to be

made along with new sidewalks for all four buildings. Grades in this area will require retaining walls or steeper sloped landscaped areas.

20. New Building: Welcome Center (2016)

UPDATE – This project is advanced to 2024 and the site will be further evaluated based on the projects that are completed in the interim. The 2014 Plan site is dependent upon the pedestrianization project and other developments being completed; as those phases ultimately move forward, the University should continue to evaluate the appropriateness of this or other locations for a Welcome Center.

A gateway is proposed to be built at the mouth of the King Street Walk that currently intersects with High Street. Part of this gateway is a small Welcome Center that acts as a “bookend” to Shepherdstown’s Public library located at King and German Streets. Although diminutive in size, it is a great opportunity to create a front door and a sense of arrival to the campus - something that is lacking from the current campus plan. This project would have all necessary utilities within close proximity. In order to make the welcome center more functional, a visitor parking area should be included or allow for the designation of visitor parking at a nearby parking lot. Landscaping would be required to highlight and enhance the Welcome Center.

21. Demolition: Turner Hall (2016)

UPDATE – This project is projected to be merged into the new East Campus Loop Development Project, which will comprehensively redesign the area currently the site of Turner Hall, Kenamond Hall (decommissioned residence halls) and the Dining Hall. Upon approval of this **UPDATE** by the Board of Governors, a Request for Proposal to develop the East Campus Loop area on a P-3 basis will be issued. As a part of the RFP process, the University will also entertain proposals to include the site of Gardiner Hall (2nd and 3rd floors are decommissioned) as a part of the Loop Development Project. It will take several years to get this project to completion, its success will provide guidance for other renovations, and construction projects to merge with this newly designed “East Loop”.

Demolishing Turner Hall will allow the site to be freed up for future site improvements, which will take advantage of expansive and breathtaking views to the Potomac River the Shenandoah Valley.

Proposed Projects

2017 Projects:

The Projects that are proposed for the year of 2017 focus on further enhancing the student and pedestrian experience on campus. A new Dining Hall will provide a space that attracts resident and commuter students. Other site improvements make way for Shepherd University to become a premier pedestrian campus.

22. New Building: Dining Hall on West Campus (2017)

UPDATE – This project has been delayed and is now pending until the East Loop Project can be initiated. It is anticipated that a new location will be utilized on West Campus for the Dining Hall as discussed in the 2014 Plan, but the specific location and components of it may be effected by the progression of the East Loop Project.

23. Site Improvement: West Campus Parking Reconfiguration and Service Road Extension (2017)

UPDATE – This project was advanced to at least 2024, resulting from the delay in relocating the Dining Hall. The West Campus Parking and Service Road Extension may require updating in redesign if alternative conclusions are reached as to the new West Campus Dining Hall location.

Projects 22 and 23 will go hand in hand. The New Dining Hall is strategically located in an area that provides easy access to all students, whether they live on east or west campus, or whether they are resident or commuter students. It is planned to front the south side of a new campus quadrangle, formed by new residence halls to the north, east and west. This will provide an opportunity to create an inviting outdoor dining terrace that looks out onto the large open green space. By creating a new Dining Hall, the University is improving its student amenities, and also creating a space in a prime location where students can congregate and socialize before, between or after classes. Service access has also been considered when selecting the site for the new Dining Hall. This location provides a service access point that builds upon existing roads and infrastructure, and also allows for a clean separation between front door and service access. During this phase, it is also proposed that the driveway from Miller Hall be reconfigured so that it exits out to High Street, instead onto West Campus Drive. This paves the way for West Campus Drive to be transformed into a pedestrian walkway. The grades for the site (between Thacher Hall and the existing parking lot) will require either retaining walls or possibly a building with multiple level entrances. Utilities will need to be extended to the building. A new loading dock area with truck access/turnaround will be needed. As part of the engineering and design of the access to the dining hall consideration for the utility extension to the future residence halls (project number 47, 48 and 49) must be included. A retaining wall will be necessary along the adjoining property to allow for the driveway access.

24. Site Improvement: Campus Walk Pedestrian Paths (2017)

UPDATE – The project is advanced to 2024 in this **UPDATE**. While pedestrian walkways require continuous maintenance for the safety and use by students, faculty, staff and others, the redesign of campus pedestrian walkways and paths is likely to be required upon the redesign of the area currently being referred to as the “East Loop”.

Converting West Campus Drive into a pedestrian walkway is also a key component of the proposed 2014 Campus Master Plan. Pedestrianizing Campus Walk strengthens the connection from west campus to east campus through the underpass and ultimately to an access pathway to the Potomac River. Campus Walk will become one of the major spines of the campus, and by closing off the walk to vehicles it will invigorate the west campus with student activity and strengthen the core that has already been started by the Wellness Center.

By creating green spaces with shade trees and special paving that will differentiate it from vehicular roads, Campus Walk will become a walkway that encourages people to walk through or stay and linger to enjoy the various nodes of activity that are located along the walk. Small green zones will enhance the walk, as will benches, bike racks and additional lighting. The conversion of West Campus Drive into a pedestrian walkway will require infrastructure improvements including gates or retractable bollards for general restriction of vehicle traffic and access for emergency and service vehicles on an occasional basis. Other than the possible addition of lighting, there should be no other infrastructure or utility needs. Consideration should be given to aesthetic improvements to the existing pavement to highlight it and make it more pedestrian friendly. Landscaping would be upgraded to provide for a more pedestrian friendly area and to provide shade. Presidential Trees are to be preserved as much as possible.

25. Site Improvement: East Campus Pedestrian Paths and Amphitheater / Lookout (2017)

UPDATE – This project has not been pursued and will be re-evaluated as a component of the new East Loop Development Project.

With the demolition of Turner Hall, there is an opportunity to improve the amphitheater so that it activates and encourages more student outdoor activities that create a unique campus culture, and provides an opportunity for the campus to take advantage of its spectacular natural surroundings by creating a well-designed lookout area where Turner Hall used to stand. By improving the amphitheater and creating a Potomac River overlook, the campus is encouraging the extension of the King Street pedestrian zone to include the river and mountains beyond. This project would require the installation of additional pathway lighting along with provisions for temporary outdoor theater lighting and audio for the outdoor amphitheater. The addition of a scenic overlook would require either a paved patio or deck area with tables, chairs, etc. The construction work should be kept a safe distance from the top of the steep bank that drops off to the Potomac River and proper pedestrian safety measures should be incorporated.

26. Site Improvement: Create Access to the River (2017)

UPDATE – This project has been removed from the **2020 UPDATE** of the 2014 Campus Master Plan. There is no specific plan at this time for this project.

Another great opportunity to take advantage of the campus' natural resources is to extend the East-West leg of the pedestrian zone out to Princess Street and continue a path that allows ease of access to the Potomac River. This will encourage river activities such as kayaking, rowing etc. Creating an access point to the river will enrich the campus culture as well as enhance the campus experience for students. This project will require the installation of sidewalk and street lighting along Princess Street from the Campus Entrance at the existing Maintenance Building to the existing boat slip at the river. There will be steep grades and exposed rock faces that will need to be incorporated into the design. In addition, there are private homes on the west side of Princess Street and the Corporation of Shepherdstown Water Treatment Plant on the east side. This tight orientation of existing privately-owned structures will limit the area available to construct the walkway. There is also a 100-year

floodplain along the river that will require permitting if any work is proposed within the floodplain.

Proposed Projects

2019 Projects:

The Projects that are proposed for the year of 2019 focus on enhancing the student experience and continuing the university's move toward the goal of increasing the student residential population to 40 to 50 percent of the total undergraduate student population.

27. New Building: Residence Hall #5 (58 Beds) (2019)

28. New Building: Residence Hall #6 (155 Beds) (2019)

29. New Building: Residence Hall #7 (58 Beds) (2019)

UPDATE—As previously noted, with the completion of Potomac Place residence hall, which opened to students in the fall semester of 2018, providing an additional 298 beds for students, these projects are removed from the **2020 UPDATE**. In the current state of enrollment and student housing needs, Potomac Place completes the establishment of sufficient capacity; the additional planned residence halls included in the 2014 Campus Master Plan appear to be unnecessary for the near future. One new residence hall will remain in this update for the longer-term potential growth. (See Project #36a.)

Building these three new buildings (Residence Hall #5, Residence Hall #6 and Residence Hall #7) creates density and critical mass on the west campus and also creates small courtyards that resident students can call their own creating smaller social communities within the larger university framework. These new buildings also frame a large common quadrangle that can support many types of student activities and interaction. The new residence buildings are planned to house suite-style single unit types with student social spaces and are limited to three stories high to preserve the view corridor from the Frank Center to the Shenandoah Valley to the east. It is intended that the student social spaces within these new residence halls will accommodate social activities at a “student community” level until a new student center is built. This project will require the connection of these buildings to the utilities extended for the construction of residence halls 17 through 20. Building 29 could encounter grading issues at the base of the slope coming from the Frank Center. Sidewalks and other pedestrian facilities will be necessary. Extension of the utilities for Future Building 38 will also be required to preclude future disturbance or interruption of service.

30. Site Improvement: The Quadrangle (2019)

UPDATE – This project has been removed from the **2020 UPDATE** of the 2014 Campus Master Plan. There is no specific plan at this time for this project.

This open green space will be a key area that draws all types of student activities and brings student energy to Campus Walk. It is located in an area adjacent to the Campus Walk bringing pedestrian flow from throughout campus, and in particular, it is positioned to receive pedestrian flow from the northwest of campus, from Printz and Dunlop Halls and Westwood Commons in route to the new Dining Hall. This provides an important destination for

students living in Printz and Dunlop halls, and creates a close home base for commuter students that will be parking in lots H and G. This project will require grading and lighting enhancements. Landscaping will be a very important key to establish an articulated and welcoming environment.

Proposed Projects

2022 Projects:

The Projects proposed for the year of 2022 focus on enhancing student amenities and addressing parking as a major initiative on East Campus.

31. New Building: Parking Garage (450 Parking Spaces) (2022)

UPDATE – This project is advanced to 2024, but may also be considered as an additional option to the East Loop Development Project.

Because of the lack of parking in an area of highest demand on campus, it is proposed that a new parking structure to house 450 parking spaces be built on the site of the demolished Sara Cree Hall building. It has been supported by the data collected by traffic and parking analysis that this location on the east campus will positively address the existing discrepancy between parking supply and demand. The location of the new parking structure also allows for easy access to the Ram Stadium during game days where there is a high demand for parking within close proximity to the stadium. The new parking garage will also be located within close proximity to the pedestrianized King Street where many of the academic buildings are located. Handicapped spaces and visitor parking are also anticipated to be located in the new structure. This project will require the construction of a multi-story parking garage facility. Utilities are relatively close to the site and water and sewer laterals can be extended. Grading and the tie in to Route 480 will be an important consideration. The student center proposed adjacent to the garage will require careful planning and staging in coordination with the garage structure, materials and aesthetics.

32. New Building: New Student Center (75,000 GSF) (2022)

UPDATE – This project is advanced to at least 2024 and the utilization of this project may be related to or dependent upon the East Loop Development Project. Interest in building a new Student Center, possibly integrated to either food service facilities or parking facility, has been a goal for the University since the 2004 Campus Development Master Plan, but financing this construction has remained an impediment and this continues to be the case.

The new student center is proposed to be built adjacent to the new parking garage, so that it shields the parking structure from the King Street pedestrian zone, and also positions the student center within the heart of the campus. A very important new building for the campus, the student center should embody the essential characteristics of Shepherd University's iconic buildings both in matching and choice of materials. This project will require the extension of all utilities to the building. The demolition of Sara Cree Hall should preserve, cap and mark existing utilities for future connection to the student center. This building will probably have entrances on different levels to accommodate the parking garage and the King Street pedestrian walkways.

33. New Building: Visitor Bleacher Seating and Press Box (2022)

UPDATE – This project has been advanced to at least 2024. Funding source has not been identified. Possible fundraising effort. Comments below from original Campus Master Plan are still relevant.

This project would require coordination of all utilities for the press box and the stadium's communications systems. There should be very minimal grade issues but coordination with both the parking deck and Student Center will be required.

Proposed Projects

2023 Projects:

The Projects that are proposed for the year of 2023 focus on repurposing and backfilling existing buildings to take advantage of the University's existing infrastructure recently vacated due to relocations created by new construction.

34. Renovation: Student Center for Student Services, Classrooms, etc. (2023)

UPDATE – This project is not possible until the current Student Center has been replaced or relocated. The project is advanced to 2025 due to this constraint and funding must be allocated by the capital budget.

Once the current student center program is relocated to the newly built student center, the vacant spaces can be backfilled with other programs that have outsized their current capacity. All programs, with the exception of the bowling alley, are planned to be relocated to the new student center. The reason that the bowling alley will remain in its current location is due to financial implications associated with the relocation of this program. A one-stop-shop with Financial Aid, Admissions, Registrar and Business Office services (currently located in both Gardiner Hall and Ikenberry Hall) could be located in a centralized location for ease of access to current students and prospective students. It is proposed that all of these programs be right sized and relocated into the existing student center. Alongside the one stop-shop, Student Health Services, Counseling Services and Career Services currently located on the ground floor of Gardiner Hall are proposed to be relocated to this location. Residence Life, currently located in Miller Hall, is also to be right-sized and relocated to the existing student center. There is a considerable amount of space that is left over after right sizing and relocating the above mentioned programs. These spaces can be utilized as additional instructional space, administrative offices, business school or humanities center, etc., depending on the University's needs at the time. Renovation of the existing student center includes modifying partitions, upgrading HVAC systems and other maintenance requirements to be able to accept the proposed relocated programs.

35. Renovation: Gardiner Hall to All Residences (2023)

UPDATE – As previously noted, Gardiner Hall's upper two floors are currently de-commissioned. The ground and first floors provide space for a blend of student services. The

Gardiner Hall site will be offered for optional consideration by vendors in the East Loop Development Project, but it is not clear whether development of that site, within parameters acceptable to the University, will be of interest to developers.

As Gardiner Hall was originally planned for student residences, it would be relatively easy to re-convert the current offices on the ground floor back to student bedrooms.

36. Renovation: Ikenberry Hall to Faculty and Administrative Offices (2023)

UPDATE – This project presumes as conditions predicate the construction of a new student center and the renovation of the current student center into a one-stop facility for enrollment services. Because it is no longer likely that these pre-conditions will be achieved in the life of the 10-year Plan, this project has been removed from the **2020 UPDATE** of the 2014 Campus Master Plan. This is not included in the current or long-term planning.

After moving all of the one-stop-shop related programs into the existing student center, the remaining vacant spaces within Ikenberry Hall can be re-used as faculty offices or administrative offices. The renovation required to make this possible will be relatively minimal.

Proposed Projects

2024+ Projects:

36a. - New Building: Residence Hall

37. New Building: Residence Hall # 8 (80 Beds) (2024)

UPDATE - As previously noted, with the completion of Potomac Place residence hall, which opened to students in the fall semester of 2018, providing an additional 298 beds for students, these projects are removed from the **2020 UPDATE**. In the current state of enrollment and student housing demands, Potomac Place completes the establishment of sufficient capacity; the additional planned residence halls included in the 2014 Campus Master Plan appear to be unnecessary for the near future. One new residence hall will remain in this update for the longer-term potential growth. (See Project #36a.)

Beyond the 10-year projection there are other projects that the University plans for to ensure a complete vision of the future of the campus. Other projects that may fall beyond the 10-year projection are as follows:

This residence hall will complete framing the quadrangle on west campus.

38. New Building / Demolition: Demolish Kenamond Hall and Construct Residence Hall # 9 (166 Beds) (2024)

UPDATE - As previously explained in this Update, the Kenamond Hall demolition project is integrated into the East Loop Development Project. Further construction of new residence halls is deferred indefinitely.

Residence Hall #9 will be constructed on the demolished Kenamond Hall site.

39. New Building / Demolition: Demolish Gardiner Hall and Construct Residence Hall # 10 (80 Beds) (2024)

UPDATE - As previously explained in this **UPDATE**, the future use of Gardiner Hall will be evaluated as a component of the East Loop Development Project. If not integrated into that Project, Gardiner Hall will be re-evaluated at that time for renovation/ further use or demolition. Further construction of new residence halls is deferred indefinitely.

Residence Hall #10 will be constructed on the demolished Gardiner Hall site

40. New Building: Residence Hall # 11 (80 Beds) (2024)

41. New Building: Residence Hall # 12 (80 Beds) (2024)

42. New Building: Residence Hall # 13 (80 Beds) (2024)

UPDATE- As previously noted, further construction of new residence halls is deferred indefinitely.

43. Renovation: Dining Hall on East Campus (2024)

UPDATE –Renovation is unlikely at the current location. As previously noted, disposition of the Dining Hall has been integrated into the East Loop Project.

The existing dining hall will be renovated as a premier food service space to support new residence halls on east campus.

44. Renovation: Yellow House to Learning Facility (2024)

UPDATE – This project is advanced to 2025+ and will only be renovated as grant funds become available.

The Yellow House is a historical building that needs to be preserved in a sensitive manner. The area of the space is sufficient to be able to house a small learning facility, based on the University’s needs.

45. New Building: Expansion of the Frank Center

UPDATE – This project is targeted for initiation in 2022 or as soon thereafter as funding is available. Leadership and the Committee are in agreement that there is an urgent need to provide updated internal performance spaces and a demand for additional space in both Music and Theatre areas, and support for the project will be a core component of fundraising initiatives.

The University already has plans for an expansion of the Frank Center so that it can accommodate large events to seat up to 1000 people.

46. New Building: Art Center Phase III (2024)

UPDATE – This project is advanced to 2025+. At this time, no financing source is determined; CATF fundraising efforts will assist in moving this project forward.

The University already has plans for another arts center

47. New Building: Residence Hall # 14 (60 Beds) (2024)

48. New Building: Residence Hall # 15 (60 Beds) (2024)

49. New Building: Residence Hall # 16 (90 Beds) (2024)

UPDATE- As previously noted, further construction of new residence halls is deferred indefinitely.

50. Renovation: Old Tobacco Warehouse as River Access and Community River Boat House (2024)

UPDATE – This project has been removed from the **2020 UPDATE** of the 2014 Campus Master Plan. This is not included in the current or long-term planning.

The renovation of the old tobacco warehouse at the end of Princess Street will create a space that both ‘town’ and ‘gown’ can enjoy. It is envisioned to be a recreational space that is open to the public and has some sort of recreational program that links to river activities.

UPDATE: NEW PROJECTS INCLUDED ON MASTER PROJECT SPREADSHEET INCLUDED IN THIS SUBMISSION

1. Byrd/Snyder Science mechanical system renovation – In progress -- Contract awarded; Project for FY20/21:

This project will provide substantial energy savings during this first phase by replacing electric boilers with propane boilers. An additional phase that replaces the air handling systems will improve the efficiency of the entire HVAC operations in that building.

2. Student Center roof replacement – In Progress – Bid Award in process; project for FY20/21:

Completion of this project will improve the overall building efficiency and reduce/eliminate the frequent and costly repairs. This project is an example of deferring maintenance and the lack of proper care of University property well beyond the expected useful life of the roof.

3. Knutti Hall roof replacement and foundation restoration – Bids Due February 13th; project for FY20/21:

The roof replacement and foundation restoration represent two separate projects. However, to achieve the most optimal result, the projects were bid and will be completed concurrently. The need for both projects is evidenced by the number of and cost of repairs and water/flooding remediations that have occurred in Knutti Hall. As with the Student Center roof, deferred maintenance has proven costly and impacts the stability of the structure when

not addressed in a timely manner.

4. East Loop Project – sites to be included: Kenamond Hall, Turner Hall, and Dining Hall; Gardiner Hall site will be an optional inclusion in the East Campus Loop Project – RFP to be issued when Campus Master Plan Update is approved by Board of Governors/Higher Education Policy Commission (HEPC):

4a. New Building: Dining Hall on West Campus – site to be determined – Include in FY21 Capital Budget:

Options will be explored to relocate the Dining Hall or related facility, which provides “all you can eat” dining for the students resulting from the RFP process for the properties included in the “East Loop” project

5. Miller Hall – HVAC/mechanical replacement – Include in FY21 Capital Budget:

Replacing the boiler with a propane unit will provide energy efficiency and the overall HVAC system will provide a more reliable and cost effective system. This project is another example of deferred maintenance that resulted in frequent and costly repairs. This upgrade is well overdue and will provide a much improved overall atmosphere for the occupants.

6. Wellness Center renovation in various areas required due to obsolescence; pool requires substantial renovation – Include in FY21 Capital Budget:

The Wellness Center, as a revenue generating auxiliary, must be remain current in both systems and to meet the demands of its members. It must also remain competitive in the relevant market area. The age of the pool is requiring systems to be repaired and/or replaced, such as the humidity controls and the heater. The financial needs must be included in the budget to address these needs.

7. Building Automation Control System – Replacement will enable University control; cost reduction:

The current building control system is beyond its useful life with regard to the current technology available and the age of the system. Replacing this system will result in energy savings and control by the staff, rather than reliance on the contractor.

8. White Hall Roof – replacement; useful life has expired; risk of significant repairs if not replaced – Replacement will reduce ongoing high cost repairs; leaks may result in interior damage:

This project is another example of deferred maintenance that must be addressed. Upon completion, the roof will enhance the safety and security of the building integrity and provide savings from the reduced repair costs.

9. McMurrin Hall Roof – specialized roof has exceeded its useful life; repairs may not be viable; replacement will reduce ongoing high cost repairs; leaks may result in interior damage:

The challenge in replacing this roof will be to maintain the historical character for this structure with materials that are the same or similar. The cost to replace will be substantially greater than many other roof surfaces on campus. This needs to be replaced to prevent further

deterioration and additional costly repairs to prevent interior damage from leaks, etc.

10. Boone Fieldhouse Renovation/Expansion – Funding source(s) to be determined; Add sports; Increase enrollment:

This renovation will be a good compromise to erecting an entirely new facility. This will enable the addition of new sports and provide recruitment opportunities as the fieldhouse is expanded and updated with more current equipment and space for student athletes. It will enhance the student experience for review by prospective students and their parents.

11. West Campus Open Air Performing Arts venue – location to be determined – Funding source(s) to be determined:

The specific location for this venue will be on West Campus, proximate to the recreational field. It is expected that funding will be needed from multiple sources, such as a fundraising campaign and State funds. Community arts organizations may be also be a source of funding.

This concludes Volume I Narrative of the 2020 UPDATE: Campus Master Plan - 2014. Volume II follows this section of the overall presentation.