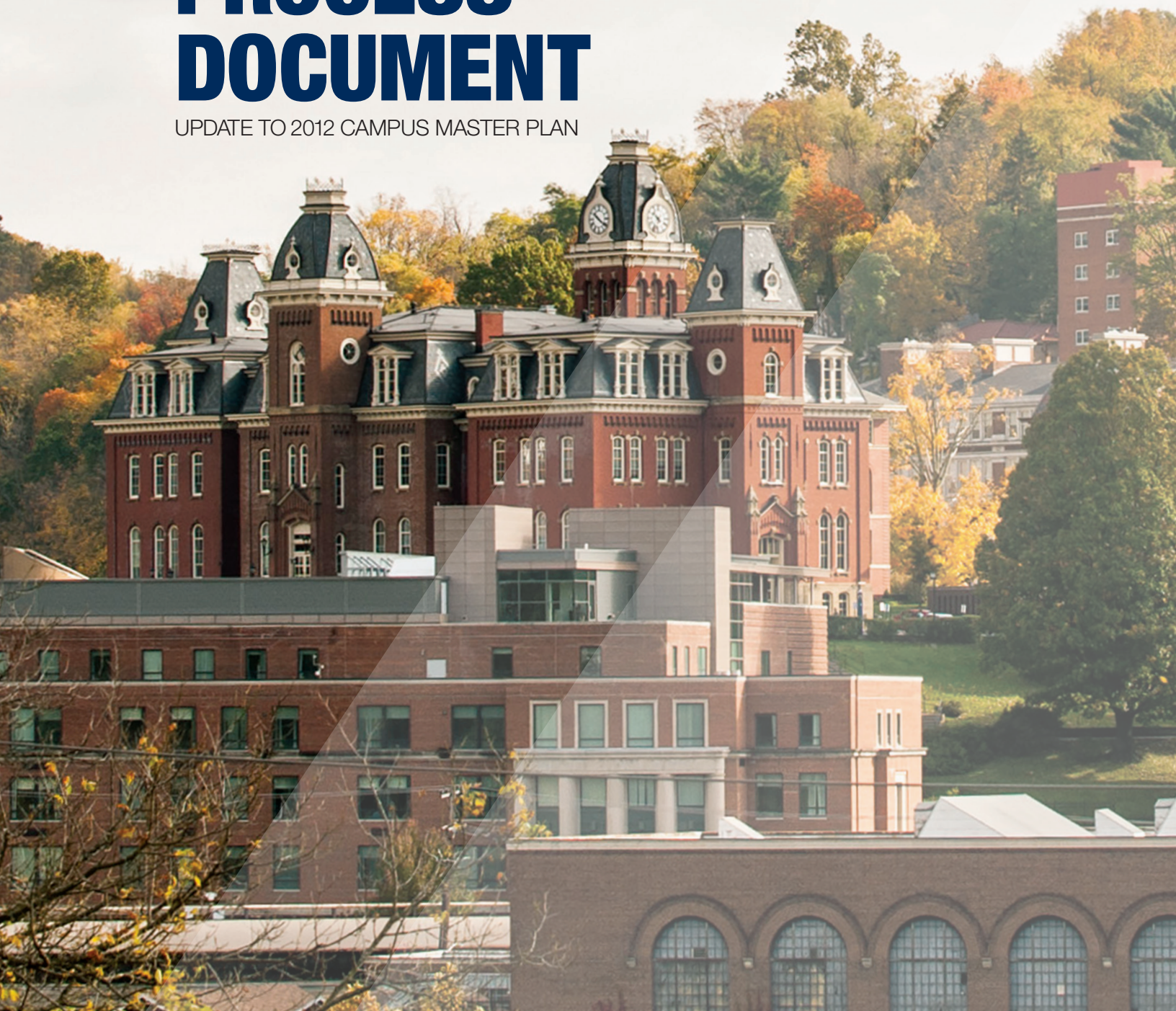


# 2017 FACILITIES MASTER PLANNING PROCESS DOCUMENT

UPDATE TO 2012 CAMPUS MASTER PLAN





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## Statement of Purpose

In December 2012, the West Virginia University Board of Governors, pursuant to Article 19 of Chapter 18B of the West Virginia Code, adopted the 2012 Ten Year Campus Master Plan (“2012 Facilities Master Plan”). As required by the West Virginia Code, this document serves as a five-year update to the 2012 Master Plan. This 2017 Facilities Master Planning Process Document: Update to 2012 Master Plan (“2017 Update”) documents the progress made under the 2012 Facilities Master Plan and provides an update on process, potential projects and priorities over the next five- and ten-year periods for the enhancement and growth of University campuses.

The 2017 Update provides a context and framework for design, decision-making and assessment of projects and funding requirements for University stewardship of existing land and facilities and potential areas for growth. Similar to the 2012 Master Plan, the 2017 Update is a working, dynamic document. It is designed to provide an initial analysis and overview of the ongoing and potential capital projects for the University over the next five years and generally addresses potential projects for an additional five-year period.

Since the approval of the 2012 Facilities Master Plan, the University has moved aggressively to complete a number of projects identified within that plan, as detailed within this document. Similar to other institutions of higher education over the past decade, the University has seen a reduction in its annual appropriations from the State of West Virginia. The University has engaged financial expert to supplement internal financial expertise to develop a thorough analysis and comprehensive understanding of the University’s capacity to undertake projects identified in the 2017 Update.

Over the coming months, University leadership, including the Board of Governors, will perform a comprehensive analysis of the projects identified in this 2017 Update for appropriate next steps. The 2017 Update is a bridge between WVU’s current requirement to update its 2012 Facilities Master Plan with an understanding that a more comprehensive plan will be developed. As we move forward to 2019, the projects identified in this document will be included in the University’s statutorily required master planning activities.

It is important to note that no project identified in the 2017 Update is automatically considered approved by the Board of Governors by its inclusion in this document. Instead, each project must go through the appropriate approvals pursuant to University Bylaws, Resolutions, Rules, or other guidance documents.

Further, WVU recognizes that this 2017 Update may be modified as opportunities for development of projects present themselves and are approved by action of the WVU Board of Governors.



## Master Planning Context

Recruitment and retention of quality students and faculty members depend, in part, on the quality of the facilities at West Virginia University. The master planning process, including this 2017 Update, provides an opportunity for the University to reflect upon its history and heritage, to assess the condition of its campuses and facilities, and to develop a course of action to address future needs. The history of campus planning shows that the most enduring plans link the mission of a university to its physical campus. All facilities planning activities are approached with consideration of the campuses' ability to effectively serve its current and future students, considering enrollment and demographic changes.

Over the past 30 years, the Morgantown Downtown and Evansdale areas have seen significant investment and growth. The 2012 Facilities Master Plan had a significant focus on Evansdale and included the construction of many new buildings. These include the Advanced Engineering Research Building, Agricultural Sciences Building, Evansdale Crossing Building, Art Museum Building, College of Physical Activity and Sport Sciences/Student Health and Wellness Building and a new instructional research greenhouse. The Law School was also renovated and expanded with a significant addition. The implementation of the 2012 Facilities Master Plan greatly improved pedestrian flow and safety on Evansdale, as it added new facilities focused on increasing academic, instructional and research space.

The University made a significant change to the West Virginia University Institute of Technology ("WVU Tech"). In 2015, the University acquired a campus in Beckley, West Virginia, formerly operated by Mountain State University. The University subsequently closed the WVU Tech campus that it had historically operated in Montgomery and moved all operations to the new WVU Beckley Campus, beginning in the 2017-2018 academic school year. The University is also working on a plan to expand and upgrade facilities on the Beckley campus.

The majority of the Beckley campus is owned by an affiliated research corporation but operated and controlled by the University. The University has been actively engaged in renovations to the Beckley campus and is working on a plan to further expand and upgrade its facilities at this location.

While the University retains ownership of the Montgomery campus, the majority of the property is operated and controlled by a separate entity under a long term lease-purchase agreement.

Looking forward, the WVU master planning process is conceived to integrate academic, fiscal and physical planning as a foundation for sound decision-making in regard to the stewardship, development and improvement of campus facilities. This also includes detailed planning exercises relating to athletics, farms and housing. A master plan, however, is more than the sum of these components. At its most comprehensive level, the master planning process provides a vision for the future campus environment and defines its connection to the WVU 2020 Strategic Plan and the University's three pillars: education, healthcare and broad-based prosperity, which guide the overall direction of WVU.

Indeed, West Virginia University is reinventing West Virginia's future by strengthening three critical pillars:

They are inseparable. They are essential. And they are what WVU is uniquely empowered to generate.

We will reinvent education for our young people, on our campuses, throughout our state and beyond. We will transform healthcare for our citizens. We will cultivate prosperity in our communities. And we will do it now because time is of the essence.

E. Gordon Gee  
*President, West Virginia University*

The 2017 Update uses the 2020 Strategic Plan and the three pillars as a basis to organize and prioritize the direction of the University in terms of land usage, facilities and programs. All planning for physical land improvements and new facilities, as well as the assessment of potential building sites, current real estate, existing facilities and space needs is assessed through the lenses of the 2020 Strategic Plan and the three pillars. The 2017 Update, while comprehensive of all WVU campuses, has a focus on the WVU Morgantown Downtown area, providing new academic, research, recreation and housing space.

The University is also evaluating its auxiliary services relating to the quality of the student experience and cost, including student housing, dining services, parking and athletics. Indeed, in addition to the 2012 Plan, the University has also undertaken student housing plans, athletic plans and planning for the Health Sciences Center. Master planning for student housing and athletics is currently under way, and the University anticipates completing those processes in 2018.

## About West Virginia University

West Virginia University was founded as the first land-grant university in the state. In 1862, the U.S. Congress passed and President Abraham Lincoln signed the first Land-Grant Act. In 1863, West Virginia accepted a grant of 150,000 acres located in Iowa and Minnesota from the federal government. In late 1865, West Virginia's first governor, Arthur I. Boreman, sold these lands for \$79,000 and invested the money in treasury bonds. This investment generated the funds used to establish WVU in 1867.

The purpose of the Land-Grant Act was to provide for “the endowment, support and maintenance of at least one college where the leading object shall be, without excluding other scientific and classical studies and including military tactics, to teach such branches of learning as are related to agriculture and the mechanic arts, in such manner as the legislatures of the states may respectively prescribe, in order to promote the liberal and practical education of the industrial classes in the several pursuits and professions in life.”

WVU is proud of its history as a land-grant university and remains dedicated to promoting access to higher education and applying research to meet the needs of West Virginians. The land-grant mission is at the core of WVU's identity as a university, from the Extension Service and engineering to public history and health sciences. Every WVU college/school and unit, from Morgantown to Beckley and Charleston to Keyser, is an integral part of WVU's land-grant past and future.

As an R1 Doctoral University (Highest Research Activity) as classified by the Carnegie Classification of Institutions of Higher Education, WVU faculty conduct \$174 million annually in sponsored contracts and research grants. Accredited by the Higher Learning Commission of the North Central Association of Colleges and Schools and dozens of specialized academic accreditation agencies, WVU operates on a budget approaching \$1.1 billion per year.

WVU is primarily located in Morgantown, West Virginia, population 30,293 (U.S. Census Bureau, 2011), which was rated “No. 1 Small City in America” by BizJournals.com. Business Insider named Morgantown the ninth-best college town in America. Morgantown is within easy traveling distance of Washington, D.C., to the east, Pittsburgh, Pa., to the north, and Cleveland and Columbus, Ohio, to the northwest. Other recent rankings for Morgantown include:

- ✓ Kiplinger.com included Morgantown in their 10 great places to live list;
- ✓ One of “Best Sports Cities” by Sporting News;
- ✓ 5th “Best Small Metro” by Forbes;
- ✓ 12th overall “Hottest Small City” by Inc.;
- ✓ One of “50 Smartest Places to Live” by Kiplinger's; and
- ✓ The second-ranking “Best College Town for Jobs” by Forbes.

WVU has additional campuses in Beckley and Keyser and Health Sciences divisions in Charleston and Martinsburg.

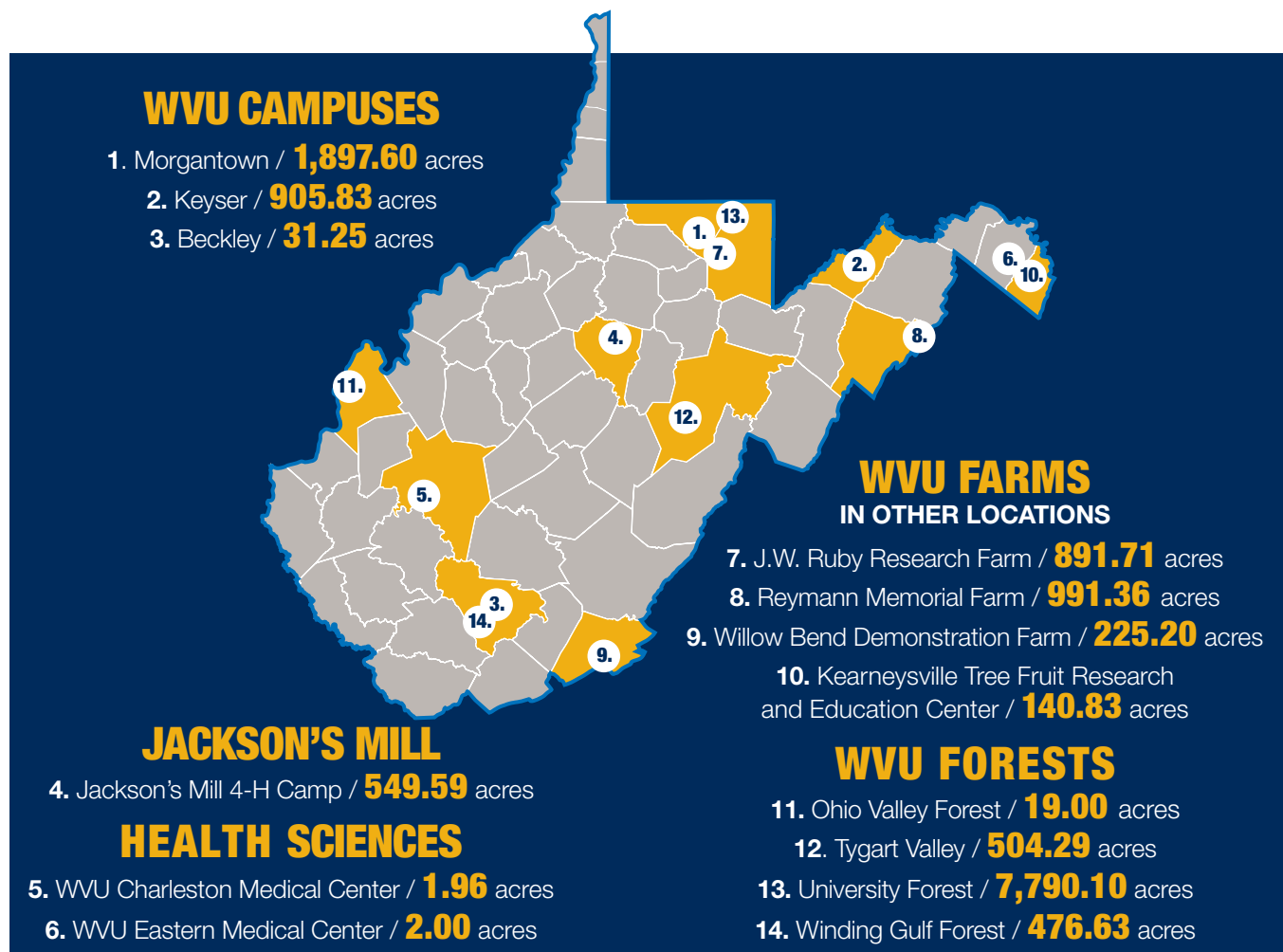
WVU is home to more than 8,400 faculty, staff, and graduate assistants. Fall 2017 Morgantown campus enrollment was 28,409 — 22,504 undergraduate, 4,386 graduate and 1,519 professional students. Students come from 107 nations, every U.S. state (and D.C.) and all 55 West Virginia counties.

Fourteen Morgantown colleges and schools offer 341 majors in agriculture, natural resources, and design; arts and sciences; business and economics; creative arts; dentistry; education and human services; engineering and mineral resources; journalism; law; medicine; nursing; pharmacy; physical activity and sport sciences; and public health. Hundreds of distance education, online classes and online degree programs are available.

WVU ranks nationally for prestigious scholarships: 25 Rhodes Scholars, 22 Truman Scholars, 44 Goldwater Scholars, two George C. Marshall (British) Scholars, 5 Morris K. Udall Scholars, five USA Today All-USA College Academic First Team Members (and 11 academic team honorees), 22 Boren Scholars, 36 Gilman Scholars, 49 Fulbright Scholars, three Department of Homeland Security Scholars, 28 Critical Language Scholars, one Jack Kent Cooke Foundation Graduate Scholar, five National Institute of Standards and Technology Fellowships and four National Science Foundation Graduate Research Fellowships.

University controls approximately 14,410 acres of real property, including its academic campuses and their six co-located farms and forests, with an additional four farms and four forests in various other counties within the state.

WVU's real estate's portfolio is consistent with its land-grant mission, providing platforms for accessible education and applied research in, on and around the University's property, farms and forests to improve the lives of people in West Virginia and beyond.



## Capital Projects Completed Since 2012 Campus Master Plan

Since the adoption of the 2012 Facilities Master Plan, the University has aggressively moved to complete several priority projects. Those projects are as follows:

2012 Project Name	Campus Location	Construction Drivers			Project Cost
		Infrastructure	Renovation /Repairs	New Construction	
1. Co-Ed Resident Hall — Demolition	Montgomery		•		\$900,000
2. Downtown Facilities Building	Morgantown		•		\$3,000,000
3. Engineering Sciences Building G69 Floor Repairs	Morgantown		•		\$5,890,000
4. Instructional Research Greenhouse	Morgantown			•	\$8,800,000
5. Mountaineer Station Lot 81 Improvements — Phase II	Morgantown		•		\$1,330,000
6. Old Main Renovation Project	Montgomery		•		\$3,000,000
7. Percival Hall Roof Replacement	Morgantown	•			\$1,080,000
8. Potomac Valley Hospital Renovation	Keyser		•		\$3,500,000
9. Student Recreation Fields	Morgantown			•	\$3,794,000
10. University Police Building	Morgantown		•		\$2,240,000
11. WVU Storage and Surplus Building	Morgantown		•		\$3,000,000
					<b>\$36,543,400</b>

2013 Project Name	Campus Location	Construction Drivers			Project Cost
		Infrastructure	Renovation /Repairs	New Construction	
1. Campuswide Wireless	Montgomery	•			\$530,000
2. Learning Center — Student Center	Morgantown		•		\$1,000,000
3. Pharmacy Air Handlers	Morgantown	•			\$1,600,000
4. Puskar Center Weight Room Flooring and Expansion	Morgantown		•		\$2,600,000
					<b>\$5,730,000</b>

2014 Project Name	Campus Location	Construction Drivers			Project Cost
		Infrastructure	Renovation /Repairs	New Construction	
1. Animal Research Facility	Morgantown			•	\$22,000,000
2. Artificial Turf Soccer Field	Morgantown		•		\$1,115,000
3. Baseball Clubhouse, Keyser	Morgantown		•		\$400,000
4. College Park Redevelopment - Public-Private Partnership	Morgantown			•	\$43,800,000
5. Evansdale Instructional Laboratories and Classrooms	Morgantown		•		\$4,500,000
6. Evansdale Student Academic Commons	Morgantown		•		\$3,550,000
7. Health and Education Building (CPASS)	Morgantown			•	\$33,872,000
8. Law School Addition	Morgantown			•	\$13,966,000
9. University Place — Public-Private Partnership	Morgantown			•	\$70,392,000
					<b>\$193,595,000</b>

2015 Project Name	Campus Location	Construction Drivers			Project Cost
		Infrastructure	Renovation /Repairs	New Construction	
1. Advanced Engineering Research Building	Morgantown			•	\$44,380,000
2. Athletics Media Advertising	Morgantown			•	\$2,500,000
3. Baseball Parking	Morgantown			•	\$3,400,000
4. Baseball Stadium — Public-Public Partnership	Morgantown			•	\$23,752,000
5. Engineering Sciences Renovation — Floors 7-9	Morgantown		•		\$1,500,000
6. Evansdale Crossing — Public-Private Partnership	Morgantown			•	\$31,070,000
7. Evansdale Infrastructure	Morgantown	•			\$7,755,000
8. Evansdale Roadways and Parking Lots	Morgantown	•			\$8,000,000
9. Health Professions Simulation Center	Morgantown		•		\$3,401,000
10. PRT Modernization — Phase 1	Morgantown	•			\$15,000,000
11. Puskar Center Team Meeting Room	Morgantown			•	\$6,200,000
12. Turf Field/Lighting Projects, Keyser	Morgantown	•			\$1,100,000
13. University Park - Public-Private Partnership	Morgantown			•	\$100,137,000
14. WVU Art Museum	Morgantown			•	\$9,252,000
					<b>\$257,447,000</b>

2016 Project Name	Campus Location	Construction Drivers			Project Cost
		Infrastructure	Renovation /Repairs	New Construction	
1. Agricultural Sciences Building	Morgantown			•	\$97,040,000
2. Engineering Sciences Renovation Floors G, 3, 4, 5 and 6	Morgantown		•		\$2,500,000
3. Law School Renovation	Morgantown		•		\$19,007,000
4. Percival Hall Lab Renovation — Fire Sprinkler	Morgantown		•		\$4,500,000
5. PRT Modernization — Phase 2	Morgantown	•			\$55,000,000
					<b>\$178,047,000</b>

2017 Project Name	Campus Location	Construction Drivers			Project Cost
		Infrastructure	Renovation /Repairs	New Construction	
1. Benedum Hall Renovation	Beckley		•		\$991,000
2. Classrooms Building Renovation	Beckley		•		\$1,970,000
3. Coliseum Concourse and Administrative Level	Morgantown		•		\$26,200,000
4. Coliseum Water Replacement and Mechanical System Study	Morgantown		•		\$1,820,000
5. Engineering Lab Building	Beckley			•	\$2,925,000
6. Erma Byrd Biomedical Research Center	Morgantown		•		\$2,810,000
7. HiRise Demolition	Beckley				\$890,000
8. HSC Inhalation Facility	Morgantown		•		\$2,634,000
9. Milan Puskar Stadium North End Video Board	Morgantown			•	\$4,000,000
10. Milan Puskar Stadium Upgrade/Renovation	Morgantown		•		\$56,520,000
11. School of Pharmacy Laboratory Renovation	Morgantown		•		\$1,400,000
12. Shroyer Hall Renovation	Beckley		•		\$8,900,000
13. Student Recreation Center Roof Replacement	Morgantown		•		\$2,500,000
					<b>\$113,560,000</b>



2018 Project Name	Campus Location	Construction Drivers			Project Cost
		Infrastructure	Renovation /Repairs	New Construction	
1. Milan Puskar Center Training Room	Morgantown		•		\$6,780,000
2. Health Sciences Infrastructure Phase I-A	Morgantown	•			\$12,000,000
3. Health Sciences Infrastructure Phase I-B	Morgantown	•			\$8,000,000
4. J.W. Ruby Research Farm Redevelopment	Morgantown		•		\$6,700,000
5. Evansdale Quad	Morgantown				\$1,350,000
					<b>\$34,830,000</b>

## Capital Projects Moving Forward

The University has identified three categories of planning and projects. First, the University has developed a list of capital projects that are in either active or active consideration status. Second, WVU has identified several areas where it is currently engaged in comprehensive planning in a particular area, such as athletics or housing. Finally, the University has developed a list of projects that are not under active consideration, but are projects that have nonetheless been identified, are the subject of current fundraising activities and may be considered actively during the course of the next ten years.

The projects in each of the following categories are not presented in priority order beyond the above categorization, and funding will not be provided based on the order in which the projects appear on these lists. Furthermore, projects not identified within this plan may be undertaken if determined to be of higher priority, critical to the future success of the University and achievement of its goals or funded exclusively by external funds.

The University will move the projects contained within this document through the planning and project development processes, seeking approval from the WVU Board of Governors in regard to each project. Formal approval of projects typically includes a description of the building program, project scope, architectural renderings, estimated budget, assessment of existing infrastructure (including telecommunication connectivity) and a funding plan. Cost estimates and funding sources will be developed as each project is brought forward for final approval by WVU administration and the Board of Governors.

## Capital Projects in Active or Active Consideration Status

A detailed description of each capital project in active or active consideration status is provided in Appendix A.

- ✓ Development Facility, Beckley
- ✓ Eberly Relocation Modifications
- ✓ Entrepreneurial Farm Development
- ✓ Evansdale Visitors Center
- ✓ Kelley Complex Renovations for Nursing Program, Keyser
- ✓ Hodges Hall Renovations
- ✓ Mountainlair Student Union Renovations (and Downtown traffic solutions)
- ✓ Reynolds Hall: New College of Business and Economics Building
- ✓ Repurposing of Current Business and Economics Building (primary for the Social Sciences department)
- ✓ Repurposing of former Admissions and Records Space
- ✓ Repurposing Resident Faculty Leader Facilities
- ✓ Residence Hall, Beckley
- ✓ R1 Research Lab Upgrades
- ✓ STEM Building, Jackson's Mill
- ✓ STEM Innovation Building, Beckley
- ✓ Youth Development Facilities, Jackson's Mill

## Comprehensive Planning Status

The following planning processes are under way. The University will be working to complete analyses and actions relating to the following areas during 2018.

- ✓ Athletics
- ✓ Dining Facilities
- ✓ Capital Deferred Maintenance Projects
- ✓ Health Sciences (to include Dentistry space and deferred maintenance)
- ✓ Student Housing Master Plan

## Capital Projects Radar Status (May be Moved to Active)

- ✓ Allen Hall Renovation
- ✓ Arnold Hall Demolition
- ✓ Athletic and Meeting Space Complex, Beckley
- ✓ Campus Utility and Infrastructure Upgrades
- ✓ Charleston Division Building Infrastructure, HSC
- ✓ Chitwood Hall Upgrades
- ✓ College of Education and Human Services Clinic Center
- ✓ Creative Arts Center Addition
- ✓ Davis College Forestry and Natural Resources: Percival Hall Renovation
- ✓ Davis College School of Design Building
- ✓ Dining Expansion, Beckley
- ✓ Eiesland Hall Renovations
- ✓ Forensic Program Expansion, Beckley
- ✓ Gymnasium and Physical Education Building, Keyser
- ✓ Jackson's Mill Revitalization, Jackson's Mill
- ✓ Knapp Hall Renovations
- ✓ Lodge and Historic Artisan Village, Jackson's Mill
- ✓ Monongalia County Cottage II, Jackson's Mill
- ✓ Renovation of Lough Gym for Student Recreation, Keyser
- ✓ Repurposing of Classroom Building, Beckley
- ✓ Science Building, Keyser
- ✓ Veterans Learning Center
- ✓ Water and Sewer Infrastructure, Jackson's Mill
- ✓ WVU Medicine Infrastructure Collaboration

## NEXT STEPS

The University has multiple action items and processes under way relating to the projects listed above. With respect to each project, the University will be identifying sources of funds (donations; bond proceeds; grants and contracts; fees; deployment of University budget allocations and reserves at the University or College level; and use of private investment, including through public-private partnerships). After a thorough examination of the debt capacity of the University and analysis of the anticipated financial results of the current and future fiscal years, the Board of Governors and management of the University will further prioritize and make strategic decisions relating to the development projects for completion.

As the University completes this financial analysis in the upcoming months, the University will also continue planning relating to athletics, dining, parking and housing facilities.

## APPENDIX A

### Capital Projects in Active or Active Consideration Status — Scope of Work

**1. Kelley Complex Renovations for Nursing Program, Keyser** — Formerly controlled by the National Guard, the Complex property was transferred back to Potomac State College in April 2016. Upon ownership, the facility was partially renovated to include student recreation activities such as a basketball, volleyball and soccer. The remaining portion will be renovated to support the Nursing Program, which will add offices, a classroom and clinic space. Separate entrances will be created for the Rec Center and Nursing spaces while the HVAC, safety and electric systems will be upgraded.

**2. Development Facility, Beckley** — The Beckley Campus does not have a facility to support development activities. The facility envisioned would provide space for events and other social activities hosted by the campus and serve as an on-campus home for the president of WVU Beckley.

**3. Eberly Relocation Modifications** — Upon completion of the New College of Business and Economics Building, a series of moves will occur Downtown to improve space efficiency and provide growth opportunities for other departments. As units move and space is vacated, minor upgrades will occur to prepare the space for new occupants, improving the overall quality of WVU's academic spaces.

**4. Entrepreneurial Farm Development** — The WVU farms have potential to include more revenue generating enterprises to support their maintenance, operations and program activities in a variety of ways. Transforming the farms' operations to generate revenue will provide a revenue stream to support the work, lands and facilities needed to meet WVU's mission. Private capital/partnerships, coupled with traditional sources of funds, can transform how the University uses its farm assets and create new sources of revenue to invest in modernizing academic programs and services. This new model would expand and grow agricultural operations and agro-tourism throughout West Virginia for broad-based economic development.

**5. Evansdale Visitors Center** — The WVU Visitors Center (VC) welcomes future Mountaineers to campus with one of the most unique visit experiences in the country. To increase visibility, an additional visitors center is planned for Evansdale that will primarily host visiting families with interests in academic majors offered on Evansdale or Health Sciences. The initial concept would be patterned on the existing VC located in One Waterfront Place. The facility would be approximately 3,000 gsf, with a 1,000 square foot, 75-seat theater.

**6. Hodges Hall Renovation** — Hodges Hall was originally constructed in 1952 and has not had a major renovation since its inception. The current condition and room configuration of Hodges is not suitable for occupancy. The long-term vision of Hodges is to become primarily a classroom facility while also serving a mix of space needs for Downtown units.

**7. Mountainlair Student Union Renovations (and Downtown Traffic Solutions)** — The Mountainlair is the hub of student activity Downtown and has had only one major renovation of the common area in 1989 since opening in 1968. The facility has served students for many years, and requires improvements to meet the changing needs of the University. The vision of the renovation is to create a community space that invites engagement and interaction between students, faculty and the larger community.

**8. New College of Business and Economics Building** — A keystone project in the development of Morgantown's waterfront, this project will be the new home of the College of Business and Economics, with a recreational component to include services such as bike and kayak rentals to take advantage of the adjacent rail trail. Student housing will be incorporated to take advantage of its proximity to Downtown, views and PRT access.



**9. Repurposing of Former Admissions and Records Space** — The Admissions and Records building is occupied by Eberly Undergraduate Advising and Honors College units. Eberly Undergraduate Advising will be permanently relocated to Hodges once it's renovated, opening space within the former Admissions and Records building. The space will be designed to meet the needs of Honors College and iDesign. Relocating iDesign to the lower floors provides access to a loading area and ample storage space. The former Admissions and Records space is centrally located providing easy access for Honors students and allowing iDesign to dispatch quickly to service general purpose classrooms.

**10. Repurposing of Current College of Business and Economics Building (primary for the Social Sciences department)** — Cosmetic upgrades such as flooring, painting, lighting and general repairs will be made to the current College of Business and Economics building when vacant. Once completed, Eberly College departments will move in, creating a home for the John D. Rockefeller School of Policy and Politics. Most spaces will remain intact, with few changes to wall locations. General purpose classrooms will remain, along with the existing computer labs. Approximately 1,400 square feet will be reserved as future growth space.

**11. Repurposing of Resident Faculty Leader (RFL) Facilities** — The RFL facilities on Morgantown's Downtown and Evansdale areas are under evaluation for repurposing to provide additional academic and co-curricular support to students. These facilities are considered residential and prior to occupancy for other purposes will require an ADA assessment, upgrade of fire safety systems and other improvements to meet program needs.

**12. Residence Hall, Beckley** — The Beckley campus has fewer beds than were available in Montgomery. Additional housing will provide opportunities to increase enrollment of nonresident and international students. The proposed building will be a public-private partnership and include 200-250 beds, classrooms, laundry facilities and retail space.

**13. R1 Research Lab Upgrades** — In 2016, West Virginia University achieved the status of being among the top research institutions in the nation by earning the R1 (Highest Research Activity) designation by the Carnegie Classification of Institutions of Higher Education. Upgrades to outdated lab infrastructure, casework and safety systems will be undertaken to keep pace with the latest research trends and technologies to support continued R1 caliber research on campus, in particular relating to chemistry labs.

**14. STEM Building, Jackson's Mill** — The STEM building at Jackson's Mill will replace Flameway Hall, which was significantly damaged during a windstorm. The facility will house STEM programming during summer camps and provide additional space for group rentals.

**15. STEM Innovation Building, Beckley** — A new multistory academic building will house engineering dry labs, offices and project rooms. Space for other STEM and innovation programs that require additional lab space due to enrollment growth will be included. Retail and shell space will be programmed into the building.

**16. Youth Development Facilities, Jackson's Mill** — Additional facilities are needed at Jackson's Mill to support growing youth programming. Additions include: new yurts and a bathhouse to increase bed counts, Council Circle Bridge renovations for improved safety and ADA access, a new zipline rope course to support youth development programming, cottage renovations and shooting sports facility upgrades.