WELCOME

CSU Master Plan (MPC) Committee Meeting

July 10, 2019
Today’s Agenda

- **Stakeholder Findings (Glover, Clark, Physiology/Environmental Health)** – *Informational*
  - Context - Fred Haberecht
  - Overview of Stakeholder Committee Findings – F. Haberecht and Shelly Carroll
  - Key Stakeholder Reports:
    - College of Engineering
    - College of Liberal Arts
    - College of Veterinary Medicine and Biomedical Sciences
  - Wrap-up and Next Steps
2009 - 2019

• **18% Increase in students**
  – 2009: 28,547 total enrollment
    • 25,413 RI students
    • 3,134 Non-RI students
  – 2018: 33,877 total enrollment
    • 28,691 RI students
    • 5,186 Non-RI students

• **15% Increase in faculty and staff**
  – 2009: 6,249 total employees
  – 2018: 7,222 total employees
2009 - 2019

• $1.61B Invested in buildings and infrastructure

• 3.4M Increase in gross square footage
  – 2009: 8.9 M gross square feet
  – 2019: 12.3 M gross square feet

• 44 New physical improvement projects
2009 – 2019: Building Space by Type (ASF)

*Other: Greenhouse, Hazardous Materials, Merchandising, etc.
Snapshot of the University

RANKS & AWARDS

10th
METEOROLOGY AND ATMOSPHERIC SCIENCES
CENTER FOR WORLD UNIVERSITY RANKINGS

6th
BEST FOR VETERANS
MY MILITARY TIMES

58th
PUBLIC UNIVERSITIES
US NEWS & WORLD REPORT

3rd
VETERINARY MEDICINE
US NEWS & WORLD REPORT

COLLEGES

Agricultural Sciences
Business
Walter Scott, Jr. College of Engineering
Health and Human Sciences
Liberal Arts
Natural Sciences
Veterinary Medicine and Biomedical Sciences
Warner College of Natural Resources

Programs of Research and Scholarship Excellence
University Distinguished Professor
University Distinguished Teaching Scholar

PEOPLE

STUDENTS

765 NON TENURE-TRACK
1,081 TENURE-TRACK

GRADUATES

33,600 Total Students
20,000 On-Campus
72% are Colorado Residents

85% OF RAMS SECURED EMPLOYMENT OR CONTINUING EDUCATION WITHIN SIX MONTHS OF GRADUATION

AFFORDABILITY

46% OF STUDENTS GRADUATE DEBT FREE

Lowest tuition of all Colorado doctoral research universities with highest research activity

"CSU Tuition Assistance Grant" ensures financial challenges will not be an obstacle to Colorado students

DEGREES / CERTIFICATES

5196 BACHALORS
136 CERTIFICATES
136 DVM
1701 MASTERS
228 PHD

7,332 AWARDS CONFERRED
These sites are not listed in any prioritized order.

- Glover Building
- General Services Building / Facilities North
- Clark Building
- Physiology / Environmental Health
- Tennis Complex / Parking Lots
Main Campus – Major Redevelopment Sites

- Glover
- Clark
- Physiology/Environmental Health
Stakeholder Committee Process

Stakeholder meeting #1
- Understand the site
- Understand the current building conditions

Common Stakeholder Committee Process

Stakeholder meeting #2
- Understand site carrying capacity
- Understand site opportunities
- Understand site constraints
- Understand sources of capital funding

Stakeholder Meetings #3 & #4
- Prepare for space request presentations
  - Input
  - Present "pitch"

Combined Summary Findings to Master Plan Committee
- All Presentations
- Combined Space Requests Spreadsheet

Combined Summary Memo to Master Plan Committee
- Process Common Understandings for each site
  - Deconstruction/retain
  - Primary occupant(s)
  - Unique Site Opportunities
  - Obvious Best Fit
  - Unresolved issues

Report out to Master Plan Committee
- July 2019

YPUO/Provost/President McConnell Review
- Fall/Winter 2019/2020

Major Capital Construction Bond Issue
- TBD
Glover Building Site

Building & Site Analysis
- Central campus prime location
- +/- 1.7 Acres
- Existing building: 52K GSF, 1.5 stories
- Deferred maintenance- $8.2M
- Current programs to be relocated during construction

Planning Recommendation
- Deconstruct
- Phased redevelopment
- 4-5 stories
- 250K-300K GSF potential (200K - 250K net)
- Walter Scott College of Engineering primary occupant (Phase 1)
Glover Building Site

Located at the heart of campus and along the academic spine across from Lory Student Center and Morgan Library

- Adjacent to Water Plaza and green space
- Potential for co-location of synergistic programs

- Built 1950 as original Veterinary Hospital
- Current telecommunication fiber hub
- Poor research facilities

Vision
Clark Building Site

Building & Site Analysis
- Central campus signature location
- +/- 3.6 Acres
- Existing building 255K GSF
- 2 story + basement
- Deferred maintenance-$29M
- Current programs need relocated during construction

Planning Recommendation
- Phased additions and revitalizations
- 3-4 stories
- Deconstruct B Wing
- 100K-150K GSF potential (70K-120K net)
- College of Liberal Arts and general assignment classrooms as primary occupants
Clark Building Site

- Built 1967 as classroom and office building
- Heavily scheduled; workhorse of a building
- 95% of undergraduates take a course in Clark during their time at CSU
- Transactional spaces that are dismal, industrial and unorganized

- Signature location on Academic Spine
- Spaces can become transformative
- New classroom configurations
- Open up Monfort Quad

Vision
Physiology – Environmental Health Site

Building & Site Analysis
- Campus gateway location
- +/- 3.4 Acres
- Existing buildings 65K GSF Phys. + 22K GSF EH
- 2 story + basement Phys. / 1 story EH
- Deferred maintenance-$10M
- Current programs need relocated during construction

Planning Recommendation
- Deconstruct
- Phased redevelopment
- 4-5 stories
- 250K-300K GSF potential (160K-210K net)
- CVMBS primary occupant
Physiology – Environmental Health Site

- Gateway to Main Campus and along the academic spine
- Engagement and outreach to community
- Potential for co-location of synergistic programs

Physiology - Built 1966
Environmental Health - Built in 1970

- Poor research facilities
- Physiology turns its back to the Center Ave/Lake St intersection
- Hypo-Hyperbaric chamber
Potential of 825,000 - 975,000 new and revitalized GSF
Main Campus – Redevelopment Infrastructure

Supporting infrastructure is approximately 10% of overall development cost

- Electric feeder connecting Pitkin and Weber Switching Stations to balance loads and provide redundancy
- Domestic water main size increase for additional fire protection flows
- Sanitary sewer main size increase for additional loads
- Stormwater quality and runoff control
- Chilled water plant expansion to accommodate increased loads
Overview of Stakeholder Committee Findings
Space Use Requests

<table>
<thead>
<tr>
<th>Category</th>
<th>Assigned Square Footage (ASF)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Classroom</td>
<td>147,614</td>
</tr>
<tr>
<td>Teaching Lab</td>
<td>69,720</td>
</tr>
<tr>
<td>Research Lab-program specific</td>
<td>70,501</td>
</tr>
<tr>
<td>Research Lab-collaborations</td>
<td>93,290</td>
</tr>
<tr>
<td>Office</td>
<td>157,407</td>
</tr>
<tr>
<td>Core Facilities</td>
<td>21,500</td>
</tr>
<tr>
<td>Revitalization</td>
<td>153,322</td>
</tr>
<tr>
<td>Home base/new program</td>
<td>149,464</td>
</tr>
<tr>
<td><strong>Total Assigned Square Footage Request</strong></td>
<td><strong>862,818</strong></td>
</tr>
<tr>
<td><strong>Square footage through Building Removal</strong></td>
<td><strong>112,000</strong></td>
</tr>
<tr>
<td><strong>Total NET New Assigned Square Footage by Request</strong></td>
<td><strong>750,818</strong></td>
</tr>
<tr>
<td><strong>Total NET New Gross Square Footage</strong></td>
<td><strong>976,063</strong></td>
</tr>
<tr>
<td><strong>Total Gross Square Footage Request</strong></td>
<td><strong>1,121,663</strong></td>
</tr>
</tbody>
</table>

*These numbers include replacement of existing space and revitalization requests*
Key Stakeholder Reports
Current Glover Building
- Approx. 30,000 asf (WSCOE, Physics, & GA classrooms)
- Poor condition & significant deferred maintenance
- In Master Plan to be replaced

Glover Replacement Vision
- Replace severely deficient facility with showcase classrooms and labs located on academic spine
- Removal of enrollment controls and support for growth in WSCOE programs
- Strategically co-locate faculty engaged in transdisciplinary, high-priority research areas
- New large-capacity classrooms
WSCOE requests for new space:

• 22,500 asf to recapture existing space in Glover
  – Replace deficient teaching and research labs, classrooms and offices

• 53,000 asf to address current space deficit identified in WSCOE facilities review by Clark Enersen consulting firm
  – Remove current enrollment controls
  – Add new classrooms, teaching and research labs, faculty and graduate student offices
  – Additional space designed to support new and growing strategic research areas

• 16,000 asf for new classrooms
  – Replace existing GA classrooms in Glover
  – New large-capacity GA classrooms: classroom-in-the-round, flipped classroom
  – New large-capacity, distance-equipped classroom
WSCOE Growth Past 10 Years

Overall enrollments:
- 65% growth since 2008; 24% last 5 years
- Implemented enrollment caps in ME; caps under consideration for CBE and SBME

Faculty:
- 25% increase in faculty last 5 years; anticipate 10 additional hires next 2 years
- Addition of four new Scott Presidential Chairs launching new large programs
- Wave of maturing research programs of junior faculty will hit over next 10 years
  (9 early career awards to assistant professors this past year!)
WSCOE Growth Past 10 Years

28% growth in research expenditures since 2008; 16% last 5 years

Opportunity for continued growth in students, faculty and research, but currently constrained by facilities:

- Identified current space “deficit” of 63,000 sq ft
- Additional 130,000+ sq ft needed to support projected growth over next 10 years
Impact of new facilities:

- Provide needed facilities to accommodate WSCOE’s continued growth in students, faculty and research activities → driver of CSU research & innovation
  - Facilities to support growth in materials research
  - Teaching facilities, including capstone spaces and WSCOE/COB innovation center
- Remove current enrollment caps → attractor of high-achieving students
- Strategically co-locate faculty and programs around theme of complex systems
  - Connected infrastructure and mobility networks, computational research
  - New Scott Presidential Chairs
- >$7M/yr in additional tuition revenue through removal of enrollment caps
- >$6M/yr in additional research expenditures via faculty growth
- Elimination of $12M deferred maintenance for existing Glover
- Opportunity to secure $10M gift to support building Glover replacement building
CNS requests for new space: 60,000 asf

• New labs, classrooms and offices to support growth in Physics research and instruction
• New classrooms, teaching and research labs, and offices to support growth and future expansion in computational sciences

WCNR requests for new space:

• New offices and labs to support continued growth in WCNR
• Co-locate transdisciplinary teams working in water, energy and the environment, and Geospatial Sciences
• Replace poor-quality Natural Resources Research Laboratory with new facility
OVPR requests for new space: 20,000 – 40,000 asf

- Create new CIF Core Research Facility supporting research and training in materials, physics and planned expansion in analytical and data sciences
- Create new Transdisciplinary Sciences Hub supporting the PRSE, Catalyst, large research centers, and other strategic research and training programs

VPSA requests for new space:

- Relocate Academic Advancement Center from Gibbons Hall to central campus site
- Create new university welcome center

GA Classrooms requests for new space:

- Replace existing GA classrooms in Glover and Aylesworth
- Add new large capacity classrooms: classroom-in-the-round, flipped classroom
Revitalizing Clark:
Re-envisioning the Relationship to Campus and University Mission
Clark’s Campus Context
Clark: CSU’s Academic Capital

Credits generated by building (SP and FA 2017) – undergraduate and graduate
In 2017

• 1,135 classes and 50,896 enrollments produced in Clark

• 134,424 Undergraduate Student Credit Hours
• 70% of undergraduates took at least one course in Clark in 2017
• 134,424 Undergraduate Student Credit Hours

• $99,092,734 in gross undergraduate tuition revenue (2017)

• 103,237 CLA undergraduate student credit hours

CLA gross margin: $53,616,872
## Significant and Necessary Repairs

**Facilities Management**
At Colorado State University

**Remodel Services Budget Opinion**
This Budget Opinion is for budgetary purposes only. Prices may change after design is complete.

<table>
<thead>
<tr>
<th>Description</th>
<th>Unit Price</th>
</tr>
</thead>
<tbody>
<tr>
<td>General mobilization and containment allowance, construction set up, demo</td>
<td>573,000.00</td>
</tr>
<tr>
<td>HVAC update AEHU, full system allowance</td>
<td>5,250,000.00</td>
</tr>
<tr>
<td>HVAC new lights, generator, power updating allowance</td>
<td>2,500,000.00</td>
</tr>
<tr>
<td>Asbestos</td>
<td>1,500,000.00</td>
</tr>
<tr>
<td>Paint</td>
<td>993,000.00</td>
</tr>
<tr>
<td>Technology</td>
<td>1,400,000.00</td>
</tr>
<tr>
<td>Sign</td>
<td>220,000.00</td>
</tr>
<tr>
<td>Sign</td>
<td>22,000.00</td>
</tr>
<tr>
<td>Telecommunication data relocation, clean up phone/switches</td>
<td>5,500,000.00</td>
</tr>
<tr>
<td>Plumbing</td>
<td>2,500,000.00</td>
</tr>
<tr>
<td>Furniture</td>
<td>500,000.00</td>
</tr>
<tr>
<td>B.A.S.</td>
<td>1,575,000.00</td>
</tr>
<tr>
<td>B.E.S.</td>
<td>1,750,000.00</td>
</tr>
<tr>
<td>E.L.E.V.</td>
<td>1,400,000.00</td>
</tr>
<tr>
<td>Door</td>
<td>5,500,000.00</td>
</tr>
<tr>
<td>Interior</td>
<td>13,500,000.00</td>
</tr>
<tr>
<td>Windows</td>
<td>6,500,000.00</td>
</tr>
<tr>
<td>Doors</td>
<td>800,000.00</td>
</tr>
</tbody>
</table>

**Construction Subtotal**: 48,143,688.00
**Contingency**: 5,065,560.00
**Design Fees**: 1,751,400.00
**Third Party Code Review Fees**: 91,442.00
**Project Management Fees**: 1,695,719.00
**Advertisement Fees**: 5,916,243.00

**Total**: 58,516,453.00
Significant and Necessary Repairs

Existing Costs: $58,631,000

- Exterior
- Roof
- HVAC
- Electrical
- Classroom Tech
- Elevators
- Stairwells
- Plumbing
- Fire suppression
- Abatement
Scope and Considerations

Development Considerations:
Type of Modification: Renovation of approximately 250,000 SF of existing structure
Site Acreage: +/-3.6 Ac.
Additional site needs:
- Fire lane access and service access to be maintained
- Update of outdoor spaces in the campus core that better meet diversity of campus needs
Impacts:
- Fully occupied building requiring swing space to accomplish a phased approach to renovation
Additional Characteristics:
- Large aged structure, struggling to serve current needs with deferred maintenance issues
- Immediate proximity to core of campus
- Utility infrastructure exists to support building
- 1/8 mile walk to parking and transit infrastructure
Site Carrying Capacity:
- Potential for more than 250,000 SF of renovated space
Why Clark? Why Now?
Though a revenue champion, Clark does not represent CSU’s educational quality and aspirations.

**Deficits**

- CLA staff/faculty office deficit of 50,000 sq. ft.
- Campus classroom deficit of 19,000 NASF
- Department of Psychology (CNS) at capacity
“Our campus has been reborn in a physical sense, and we’ve established a culture of tackling thorny issues head-on—from gender equity to the balance of inclusion and free speech.”

Dr. President Tony Frank, September 30, 2018
Why Clark Now?

The disciplines housed within Clark – the social sciences and the humanities – are the disciplines to solve those thorny issues.

We need the right kind of space to explore and engage in those wicked problems.
A Land-Grant Mission for the 21st Century

- Teaching and Learning
  - From 27,000 to 33,000 RI students
  - Goal of 35,000 RI Population
- Research and Discovery
  - From $303 to 375 million research expenditures
- Service and Outreach
- Leader in Sustainability, Innovation
- Commitment to Diversity
CLA Contributes to CSU Strengths

Catalyst for Innovative Partnerships

Center for Science Communication

Philosophy, Science & Technology

SCHOOL OF GLOBAL ENVIRONMENTAL SUSTAINABILITY

COLORADO WATER CENTER
Emerging CLA Collaborations, Future CSU Impact

Social Science Research: Data & Quantitative Analysis
- Institute for Research In the Social Sciences
- Democracy Initiatives & Civic Education
- Straayer Center for Public Service Leadership
- Center for Public Deliberation
Future CSU Impact

Master of Public Policy Administration
• Build on strong relationship with City of Fort Collins
• Bolster our partnership with the Bohemian Foundation on creative cities
Emerging Concepts and Program Plans

Clusters: for collaboration and efficiencies

• Departments, research centers, interdisciplinary programs, student success resources
Emerging Concepts and Program Plans

21\textsuperscript{st} Century General Assignment Classrooms

- Flipped classrooms, large lecture halls, small seminar rooms
Council Tree Atrium & Land Acknowledgment

• Located at the ‘front porch’ of Clark, the atrium welcomes and guides building visitors and celebrates the gathering of communities around conversations, projects, critical and creative thinking, and problem solving.
A Renewed Sense of Purpose

CSU and CLA share a commitment to the well-being of the human community, the natural environment in which we live, and to the inspiration of the human spirit.
Biomedical Discovery Center
CVMBS Strategic Plan

Vision: To lead the world in education, research, and service that transforms animal and human health

Mission: We improve the health of animals, people, and the planet through innovative and dedicated teaching, research, outreach, and clinical service. Through our actions, we inspire the next generation of leaders.

Strategic Initiatives

➢ Pioneer innovative approaches to educating undergraduate students in biomedical health sciences
➢ Innovation of the DVM curriculum and space to facilitate student directed discovery and collaboration
➢ Enhance and strategically align research and graduate education
➢ Develop a comprehensive and inclusive veterinary health system
➢ Create a human medical education program in partnership with the University of Colorado – School of Medicine
**BENEFIT TO CSU**
- Drive recruitment for CSU and CVMBS.
- Increase total tuition dollars to CSU through undergraduate growth.

**EDUCATION**
- Provide a transformative, active, and experiential learning environment.
- Accommodate undergraduate growth projections through added space.

**RESEARCH**
- Engage undergraduate students in research programs.
- Increase research funding by 30% ($30 million) through faculty growth.

**OUTREACH**
- Engage the community in science discovery.
- Create an iconic south entry to campus.
- Complete the Science Quad.
Celebrate undergraduate research and creativity

Biomedical Sciences undergraduates comprise 3.6% of CSU population

Graduation rates: 4yr. 64.3% (45.1%) 6yr. 82.9% (71.0%)
Site Location and Carrying Capacity

Creates an iconic gateway to the academic spine

Competes the health sciences quad
Active and Experiential Learning Spaces
BDC Principles

Create an active and experiential environment for undergraduate students.

Create cutting-edge research programs and trans-disciplinary teams that broadly engage undergraduate students.

Create an environment that engages the community in science and discovery.

Supports diversity, outreach, and recruitment.
Process

1. Define current and historic quantities of user types
2. Set growth targets for users
3. Determine and weight projected quantities of users
4. Correlate space type growth with user type growth
5. Assign unit space type quantities to user types
6. Determine future space type needs
Assessment of current space:
- Physiology
- Pathology
- Microbiology

Environmental Health
- Anatomy and Zoology
- Molecular & Radiological Biosciences

Space Types

Example
ANATOMY & ZOOLOGY
### Space Types

<table>
<thead>
<tr>
<th></th>
<th>ALLOCATED UNIT AREA</th>
<th>ADDED SPACE NEEDS (NSF)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>PER PERSON</td>
<td></td>
</tr>
<tr>
<td>3 YEARS</td>
<td>8,733</td>
<td>13,449</td>
</tr>
<tr>
<td>5 YEARS</td>
<td>3,067</td>
<td>6,588</td>
</tr>
<tr>
<td>10 YEARS</td>
<td>1,407</td>
<td>2,639</td>
</tr>
<tr>
<td></td>
<td>13,943</td>
<td>16,287</td>
</tr>
<tr>
<td></td>
<td>17</td>
<td>349</td>
</tr>
<tr>
<td></td>
<td>7,068</td>
<td>5,254</td>
</tr>
<tr>
<td></td>
<td>1,413</td>
<td>8,124</td>
</tr>
<tr>
<td></td>
<td>39,142</td>
<td>2,606</td>
</tr>
<tr>
<td></td>
<td></td>
<td>56,296</td>
</tr>
<tr>
<td></td>
<td>10%</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1000</td>
<td>10,000</td>
</tr>
<tr>
<td></td>
<td>20</td>
<td>10,000</td>
</tr>
<tr>
<td></td>
<td>7</td>
<td>10,000</td>
</tr>
<tr>
<td></td>
<td>250</td>
<td>10,000</td>
</tr>
<tr>
<td></td>
<td>20</td>
<td>10,000</td>
</tr>
<tr>
<td></td>
<td>10</td>
<td>10,000</td>
</tr>
<tr>
<td></td>
<td>6</td>
<td>10,000</td>
</tr>
<tr>
<td></td>
<td>10%</td>
<td>10,000</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>113,855</td>
<td></td>
</tr>
</tbody>
</table>
### CSU NTG Benchmarks (Overall Building NTG)
- Biology Building: 59%
- Chemistry Research: 57%
- TML: 56%

<table>
<thead>
<tr>
<th>Category</th>
<th>Gross Area (GSF)</th>
<th>Net Usable Area</th>
<th>Non-Programmable Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research Lab + Support</td>
<td>47,200 GSF</td>
<td>26,000 NSF</td>
<td>21,200 SF</td>
</tr>
<tr>
<td>Teaching Lab + Support</td>
<td>33,600 GSF</td>
<td>18,500 NSF</td>
<td>14,000 SF</td>
</tr>
<tr>
<td>Animal Space</td>
<td>12,400 GSF</td>
<td>8,300 NSF</td>
<td></td>
</tr>
<tr>
<td>Instructional Office + Support</td>
<td>32,100 GSF</td>
<td>22,500 NSF</td>
<td>9,600 SF</td>
</tr>
<tr>
<td>Administrative Office + Support</td>
<td>12,900 GSF</td>
<td>9,000 NSF</td>
<td></td>
</tr>
<tr>
<td>Conference</td>
<td>1,800 GSF</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Classroom</td>
<td>16,900 GSF</td>
<td>11,000 NSF</td>
<td></td>
</tr>
<tr>
<td>Student / Study</td>
<td>16,400 GSF</td>
<td>11,500 NSF</td>
<td></td>
</tr>
<tr>
<td>Building Support</td>
<td>9,700 GSF</td>
<td>6,800 NSF</td>
<td></td>
</tr>
</tbody>
</table>
Net student tuition return at steady state

Net tuition return: $13k/student
Steady state growth: 1,000
Net tuition return: $13M
Research Enhancement: $30M
Summary & Next Steps

BUILD BDC I
- 175,000-185,000 SF
- 100% Active/Experiential Learning
- Physiology Site

ASSESS VACATED SPACE
- Vacated Spaces
- Renovations Costs
- Recommendations for Best Use

ASSESS BDC II
- Estimated 130,000-140,000 SF
- Research Focus
- Environmental Health Site
Stakeholder Presentations

Presentations at Stakeholder Committee (May 22, 2019)

➢ Business
  Entrepreneurship Center

➢ Health and Human Services
  Education and Social Work
  School of Public Health
  Institute for Mental and Behavioral Health and Well Being

➢ College of Engineering
  Biomedical Engineering

➢ College of Agriculture
  Plant Science Innovation Hub

➢ Office of the Vice President for Research
  Team Science and Cores, PRSEs, CIOSU, ERCs and STCs
  Consolidation of instrumentation
  High Performance Computing
  Institute for Research in the Social Sciences
  CSU Writes

➢ School Of Global Environmental Sustainability Shared Admin Space

➢ School of Advanced Materials Discovery
Potential Synergies

➢ Business
  Entrepreneurship Center
➢ Health and Human Services
  Education and Social Work
  School of Public Health
  Institute for Mental and Behavioral Health and Well Being

➢ College of Engineering
  Biomedical Engineering

➢ College of Agriculture
  Plant Science Innovation Hub

➢ Office of the Vice President for Research
  Team Science, Cores, PRSEs, CIOSU, ERCs and STCs
  Consolidation of instrumentation
  High Performance Computing
  Institute for Research in the Social Sciences
  CSU Writes

➢ School Of Global Environmental Sustainability Shared Admin Space

➢ School of Advanced Materials Discovery
Thank you
Wrap-up and Next Steps