



Texas A&M University

Space Allocation Study Report – Final

Planning, Assessment and Strategy

Jan. 16, 2024

Authors: Joe Pettibon, Matt Fry, Jennifer Griffith, Angie Hill Price, Tim Powers and Heather Quiram





Overview

Introduction

The Space Allocation Study was commissioned by Interim President Mark A. Welsh III as a follow up to the Quick-Look Assessment. The study seeks to address issues raised during that process regarding the location of units that are potentially misplaced or have needs that may be satisfied by moving a small number of staff.

Based on information received during the Quick-Look Assessment and requests for a review by Vice Presidents, Deans, and others across campus, the team identified and inspected more than 35 facilities and met with key stakeholders to define needs and opportunities for space allocations. While space assignments on campus are challenged by student and employee growth, changing organizational structures and development of specialized facilities, there is space available to address needs and create cohesive working environments for units across the university.

The Space Allocation Study team divided its work into two parts initially in order to receive feedback. Each part was shared with the President's Cabinet and the Deans, and adjustments were made based on their feedback. The following is a comprehensive, final report encompassing both parts. Some recommendations have already been implemented and are noted in *gray italics*.

Team Members

- Joe Pettibon, Vice President, Planning, Assessment and Strategy
- Matt Fry, Associate Vice President, Division of Research
- Jennifer Griffith, Instructional Professor, School of Public Health
- Angie Hill Price, Associate Dean & Associate Professor, College of Engineering, Faculty Senate Executive Committee
- Tim Powers, Chief of Staff, Office of the Provost
- Heather Quiram, Executive Director, Facilities Management

Principles for Decisions

1. Will the decision address proximity and cohesiveness of units and their leadership to better enable improvement in productivity, communication, and service to faculty, staff, and students?
2. Will the decision enable the faculty to better meet their teaching and research needs?
3. Will the decision improve services to students and meet their needs for access and study spaces?
4. Will the decision be in alignment with the Campus Master Plan?
5. Will the decision either simplify the management of space by moving toward a single division or college assigned within it and/or allow for better utilization of the space in the building by having multiple units?

Policy Recommendations

In the course of our review, we determined that some of the issues that are present are the result of policies within the university, or in some cases the lack of policies that need to be put in place to better serve the campus community. The team did not create any new policies but recommends the university leadership work with the campus community to address the following within policy, rules, standard administrative procedures (SAPs), or guidelines:

1. Centralized units (Facilities, Finance, Human Resources, Marketing and Communications, and Technology Services) are specifically designed to embed staff within the physical space of a College/School in order to provide services to that College/School. It is recognized that these spaces are assigned to the centralized unit. However, as part of the day-to-day management by the dean, the personnel may be relocated as needed within the space managed by the dean with prior discussion with the Vice President impacted. If centralized personnel are moved, comparable space must be provided to all current occupants being relocated. Space occupied by centralized personnel outside the colleges are controlled by the respective centralized Vice President.
2. The university should develop guidelines for the assignment of graduate assistant and advisor space to bring consistency in the treatment of these employees. In addition, guidelines should be developed regarding required hoteling, shared spaces, the number of conference rooms within a unit/building, and assignment of multiple offices to a single individual to better utilize existing space.
3. The university has a minimum technology and A/V standard for all classroom spaces. It is recommended an assessment and alignment of all A/V control panels be developed to implement standardized controls for all university audio visual locations, especially classrooms.
4. Going forward, whenever a unit requests additional space or seeks to lease space off-campus, the unit making the request should review how they are using existing spaces with a designee of Facilities. No additional space assignments should be made to any unit without a review and walkthrough of existing space utilization.
5. The university should consider setting aside an annual amount of funding for small scale renovation projects to allow improvements in space utilization on campus, including improving service to students. Units would be able to seek funding annually for assistance with projects that meet university priorities.
6. An analysis of conference room spaces, and utilization should be conducted.

Recommendations

Office of the President

1. *Relocate the Office of the President to 2nd Floor, South end of Jack K. Williams Administration Building. – Completed December 2023*
2. *Relocate Community & Economic Office from Pavilion to 3rd Floor Jack K. Williams Administration Building. – Completed December 2023*

Rationale: Office location recognizes history and tradition of the university and the office is better suited for a traditional Office of the President with Vice Presidents located with their respective units. The above moves should be completed before the start of the spring 2024 semester.

Office of the Provost

1. *Vacate Jack K. Williams Administration Building 3rd Floor suite. – Completed December 2023*
2. *Assign Jack K. Williams Administration Building 1st Floor Suites 113 (entirety), 108 (entirety), 109A-C, 111A-B, and ground floor Suite 015 partial (shared with Human Resources and Organizational Effectiveness (HROE) personnel) vacated by Marketing & Communications (MarComm). – Completed December 2023*
3. *Room 111C remains a conference room. – Completed December 2023*

Rationale: These moves place the Provost in the same location as his leadership team with small overflow to the suite directly connected on the ground floor. The above moves should be completed before the start of the spring 2024 semester.

Office of the Faculty Affairs

1. *Vacate Eller Oceanography & Meteorology (O&M) Building 2nd Floor. – Completed December 2023*
2. *Vacate Jack K. Williams Administration Building 2nd Floor suite. – Completed December 2023*
3. *Assign Jack K. Williams Administration Building 1st Floor suite vacated by the Office of the President. – Completed December 2023*

Rationale: Retaining Faculty Affairs in the same building as the President and Provost allows for continued connection of the faculty support function with the Office of the Provost and this particular location places the office on the same floor as the Provost. The moves within the Jack K. Williams Administration Building should be completed before the start of the spring 2024 semester and the move out of the 2nd floor suite of the O&M Building should be completed as soon as furniture is in place, preferably no later than the end of the spring semester.

University Libraries

1. Continue with plan to vacate and reassign Basement and 1st Floor Medical Sciences Library to other units. The graduate student study space would continue to be managed by the University Libraries until the School of Public Health requests the space for their needs, which is expected within the next 3-5 years.
2. Retain 2nd Floor Medical Sciences Library for use by the University Libraries and reprogram space to meet needs of campus for library spaces.
3. The renovations of the Medical Sciences Library should be added to the capital plan and the university assign a project manager. Funding for the project to be determined. Allocate 10,000 square feet in Evans Library to support Academic Success Center and student success initiatives within Academic Affairs.
4. Partner with Disability Resources to integrate a west campus testing center within the Business Library Collaboration Commons (BLCC) utilizing space obtained by decommissioning the majority of the Open Access Lab on the 1st Floor of the BLCC.
5. Work with Technology Services on Open Access Lab needs in revamped library spaces.
6. Continue with the lease of space on the Health Science Center (HSC) Highway 47 campus paid by HSC and work with the HSC leadership on programming of this space for supporting HSC needs.
7. Begin the process to rename west campus library spaces to convey service to the west campus community.

Rationale: As the University Libraries evolves, it is important to retain as much library space as possible while meeting the broader campus needs. In addition, the Libraries has an intent to better connect students with academic support services which will allow ties to the Academic Success Center and Disability Resources in new ways. Since the University Libraries was preparing to vacate the Medical Sciences Library, the retention of this space allows for a reprogramming of that space. For University Libraries, all of the next steps involve programming and likely renovation of the spaces to meet needs. Ideally, these would be completed as quickly as feasible, but the final timeline will be dependent on project scope and timelines developed.

Division of Academic Affairs

1. *Relocate Transition Academic Programs (TAP) from 1st Floor Academic Building to Hotard Hall. – Completed December 2023*
2. Relocate Center for Teaching Excellence (CTE) from 2nd Floor John R. Blocker and 3rd Floor Nagle Hall to 3rd Floor Innovative Learning Classroom Building (ILCB) space vacated by KAMU and MarComm. Return the small conference room to shared use between CTE and University Audio/Visual Services (UAVS) and assign the green room to UAVS to implement a Video Express room incorporating automation and ease for recording reusable course content.
3. Relocate Academic Success Center from 9th & 10th Floor Rudder Tower to 2nd Floor Pavilion (south side) and the 10,000 square feet of academic success space in partnership with Evans Library.
4. Assign suite 103 in Rudder Tower to the Visitor Center under the Office of the Provost and Enrollment Management provided the Provost Office provides comparable square footage to the Aggie Park office within Rudder Tower.
5. Assign 9th Floor Rudder Tower to Academic Affairs with the intent to accommodate:
 - a. The relocation of AdviseTX, Continuing & Professional Education, and Office of Youth Engagement personnel from the Pavilion 2nd Floor to Rudder Tower (vacates approximately 12 Pavilion spaces).
 - b. The Aggie Honor System Office growth and anticipated needs with additional space in Rudder Tower.
6. Relinquish claim on John J. Koldus Building 108.
7. Assign 1st Floor Pavilion space vacated by Facilities Analytics & Mapping to Global Engagement, relocating Global Engagement from 2nd Floor Pavilion. Global Engagement will occupy all of the first floor of the Pavilion as the International Center.
8. Work with Finance & Business Services to address Enrollment Services needs using the additional cubicles being added to the Student Business Services suite on the second floor of the General Services Complex.

Rationale: Each of these moves brings better alignment of these offices with related offices, restores the connection between teaching support and the classroom building, connects academic support functions for better student service, improves location of services, and/or reinforces buildings primary function/ownership. The relocation of TAP should be completed immediately while the other moves are contingent upon the availability of space in the Evans Library and a determination of the location for Facilities Analytics & Mapping which is still under review.

Office of the Chief Operating Officer

1. Relocate the Senior Vice President & Chief Operating Officer and executive assistant as well as the Vice President for Campus Planning and Priority Projects from the 1st Floor Jack K. Williams Administration Building to 3rd Floor Jack K. Williams Administration Building suite vacated by Office of the Provost on east side. – Completed December 2023
2. Relocate Emergency Management team from offices on 3rd Floor Jack K. Williams Administration Building into the new COO suite. – Completed December 2023
3. Consolidate 3rd Floor Jack K. Williams Administration Building operations support hub staff (HR, Finance, IT, Facilities for JKW occupants). – Completed December 2023

Rationale: These moves create an office for the COO independent of the Office of the President and connects Emergency Management with the COO and in proximity to the leadership. The above moves should be completed before the start of the spring 2024 semester.

Division of Facilities and Energy Services

1. Relocate Associate Vice President and executive assistant from 1st Floor Jack K. Williams Administration Building Suite 111 and 1 of 2 employees on 3rd floor Jack K. Williams Administration Building to existing space with the Division of Facilities & Energy Services. – Completed December 2023
2. Assign suite 526 Blocker (or comparable space in building) for Facilities Coordinator hub.
3. Environmental Health and Safety (EHS) will vacate shared space with the University Police Department (UPD) and move to shared lease space with Sponsored Research Services (SRS) with UPD expanding into the vacated space.
4. Assign 40% of the 10th Floor of Rudder Tower to Facilities Analytics and Mapping (FAM) and relocate them from the 1st Floor of the Pavilion to the 10th Floor of Rudder Tower. Renovations will be needed in Rudder.
5. Rooms 005, 005B, 005C, C10, F7, and Z282 in the basement of Sbisa should be assigned to the dining program to meet additional needs for expanded facilities.

Rationale: The relocation of FAM from the Pavilion allows for Global Engagement and the Academic Success Center to be located within the central part of campus and connected with the Evans Library.

Division of Finance and Business Services

1. Relocate the Vice President for Finance & CFO and executive assistant to 2nd Floor Jack K. Williams Administration Building Finance/Budget Office suite. – Completed December 2023
2. Relocate Vice President of Business Development from 2nd Floor JKW and his team from 3rd Floor JKW to Suite 001 JKW vacated by MarComm. – Completed December 2023
3. Relocate one staff member from 2nd floor JKW Finance/Budget Office suite to 3rd floor JKW operations hub space. – Completed December 2023
4. Install cubicles in the Student Business Services suite on the second floor of the General Services Complex and develop a plan to use that space to address Enrollment Services needs and, then if space remains, reduce Finance and Business Services reliance on lease space.

Rationale: Returning the Vice President to be located with the unit will allow for improved communication within the unit and to campus. The above moves should be completed before the start of the spring 2024 semester.

Division of Human Resources and Organizational Effectiveness

1. *Relocate Vice President, Associate Vice President, and executive assistant from Jack K. Williams Administration Building to General Services Complex within existing HROE space. – Completed December 2023*
2. Assign White Creek Modular Building 071 in its entirety.

Rationale: Returning the Vice President to be located with the unit will allow for improved communication within the unit and to campus. Expansion of available space will help meet demand for locating employees. The above moves should be completed before the start of the spring 2024 semester.

Division of Technology Services

1. *Relocate Vice President, executive assistant, and other team members from Jack K. Williams Administration Building to existing Technology Services space in the General Services Complex, leaving three full-time support personnel and student workers in JKW. – Completed December 2023*
2. *Assign White Creek Modular Building 066 and 067.*
3. On the third floor of ILCB which already houses UAVS, return the small conference room to shared use between CTE and UAVS and assign the green room to UAVS to implement a Video Express room incorporating automation and ease for recording reusable course content. UAVS should be assigned three cubicle spaces on the third floor as well.
4. Open Access Lab on 1st Floor Medical Sciences Library will be decommissioned and space assigned to School of Public Health.
5. Open Access Lab on 1st Floor Business Library Collaboration Commons will be decommissioned and space utilized for Disability Resources Testing Center. There are approximately five classes taught in BLCC 126 that will need to be scheduled in other locations in the future. Capacity exists on west campus for these courses.
6. Other Open Access Lab spaces should be evaluated based on usage and consideration given for recapturing some of these spaces for other purposes. Recommend Technology Services conduct a review and make recommendations for Open Access Lab footprints, including scaling down some labs and options for more desirable locations for students. The Provost should communicate changes to Open Access Labs to students.
7. Assign the basement of Heldenfels for use by the staff who support the Learning Management System (Canvas) and consolidate some IT staff in Arts & Sciences facilities to allow a return of some offices to the college.

Rationale: Expansion of available space will help meet demand for locating employees. With the exception of the last three items referencing the Open Access Labs, the above moves should be completed before the start of the spring 2024 semester. The changes with the Open Access Labs are dependent upon the timing of the University Libraries renovation plans, but the decommissioned spaces should be done by the end of the spring 2024 semester.

Division of Marketing and Communications

1. *Vacate Jack K. Williams Administration Building Suite 001 and relocate VP & leadership team to 3rd Floor suite (west side) vacate by Office of the Provost. – Completed December 2023*
2. *Vacate Jack K. Williams Administration Building Suite 015 and consolidate personnel in other areas of the ground floor, including the HROE employees supporting MarComm. – Completed December 2023*
3. Partner with System Marketing & Communications to create studio space in basement of Medical Sciences Library and relocate KAMU.
4. Vacate 3rd Floor Innovative Learning Classroom Building (ILCB).
5. Assign remaining space not used by KAMU in basement to MarComm units.

Rationale: Establishes a new MarComm leadership suite and better utilizes space in Jack K. Williams Administration Building. Relocating KAMU and MarComm staff to MSL basement in conjunction with System MarComm studio space and into designed studio space that better meets their needs. The moves involving Jack K. Williams Administration Building space should be completed before the start of the spring 2024 semester while the remaining moves should be completed before the start of the Fall 2024 semester.

Division of Student Affairs

1. Assign Suite 105 and Suite 108 in the John J. Koldus Building for the use of the Corps of Cadets “March to 3000.”
2. In partnership with the University Libraries, expand the Disability Resources Testing Center to the West Campus in space vacated by the Open Access Lab within the Business Library Collaboration Commons (BLCC).
3. Relinquish claim on White Creek Modular Building 070.

Rationale: Koldus is primarily a student services building, and this is consistent with long term alignment. The expansion of Disability Resources testing capabilities is a significant need for student support. These moves should be completed by the Fall 2024 semester.

Division of Research

1. Assign the Human Clinical Research Facility (HCRF) as a university core facility and place under the management of the Huffines Institute if their governing board is willing to expand to include Engineering, Agriculture, Pharmacy, and Nursing in addition to Education and Medicine now.
2. Include Reynolds 134 designated for Thermal Regulation Lab as part of the core facilities under Huffines Institute governance.
3. Work with Biology, Medicine, Pharmacy, and other colleges needing wet lab space on improved utilization of the Reynolds Building.
4. Based on a preliminary assessment of existing vivarium space, it will be necessary to upgrade and expand existing spaces, especially for the biological sciences. Further the current Lab Animal Research facility needs replacement. Depending on the plan for a new/renovated biological sciences complex, a parallel plan should be developed for vivarium space.

Rationale: As the unit designated to oversee university core facilities, the Vice President for Research is in the best position to navigate improved interdisciplinary collaboration within research and clinical settings and focus these facilities to serve the campus more broadly. Further, the importance of vivarium space to our research enterprise necessitates investment in the near future with formal plans needed.

University Health Services

1. Assign 60% of the 10th Floor of Rudder Tower for a new Collegiate Recovery Center. Renovation of the space will be needed, including card swipe controls to space.

Rationale: While ideally this would be best located in a residence hall, there is not space available there. The Rudder space is centrally located and sufficient size for this program.

Office of Planning, Assessment and Strategy

1. *Relocate Academic and Business Performance Analytics from Nagle basement to 3rd floor Jack K. Williams Administration Building.*

Rationale: This move allows the consolidation of this small group in one location. The above moves should be completed before the start of the spring 2024 semester.

College of Agriculture and Life Sciences

1. Assign 4th Floor Heldenfels Hall as teaching labs for anatomy and physiology courses across the university, including for Biology in the College of Arts & Sciences, the Biomedical Sciences Program in the School of Veterinary Medicine & Biomedical Sciences, and the Nutrition program in the College of Agriculture & Life Sciences (expected to be two teaching labs for Ag).

Rationale: Anatomy and physiology teaching lab space is an immediate need for the college for Fall 2024, and this space is not being utilized currently. An expedited renovation plan should be put in place to make the space available for Fall 2024.

College of Arts and Sciences

1. Academic Building space vacated by Transition Academic Programs (TAP) will be occupied by the ArtSci Student Success program. The 2nd floor cubicles vacated by BIMS advising will be occupied by the Digital Learning team (currently fully remote) and the Research Development team.
2. Relocate Public Policy Research Institute (PPRI) from 1st Floor Heaton Hall to 2nd Floor Blocker space vacated by the Center for Teaching Excellence (CTE).
3. Assign 1st Floor Herman F. Heep ("Old Heep") Laboratory Building to Psychological & Brain Sciences for research labs.
4. Work with the Vice President for Research on swing space for Biology research labs in the Joe H. Reynolds Medical Sciences Building as needed. This is a temporary solution over the next five years until biological sciences facilities are built and/or renovated as a long-term solution.
5. Retain the reassignment of the ILSQ space (2 computer labs and multipurpose teaching room) for the Department of Chemistry student support.
6. Commission a new Program of Requirements (POR), led by Arts & Sciences, for renovations of the Academic Building.
7. Convert Michael T. Halbouty '30 Geosciences Building Complex 260 into research labs
8. Relinquish suite 526 Blocker Building (or comparable space in building) to Division of Facilities & Energy Services for a Facilities Coordinator hub.
9. Assign 4th Floor Heldenfels Hall as teaching labs for anatomy and physiology courses across the university, including for Biology in the College of Arts & Sciences, the Biomedical Sciences Program in the School of Veterinary Medicine & Biomedical Sciences, and the Nutrition program in the College of Agriculture & Life Sciences. As the primary occupant of the building, Biology will be the lead for renovating the space and coordinate with SVMBS and COALS. Funding for the renovation should be made available from the Provost once all parties agree on the renovation and use plan.
10. *Relocate the five Department of English advisors and personnel on the 2nd floor of the Liberal Arts and Humanities Building to Department of English space on the 3rd through 5th floors.*

Rationale: The College of Arts & Sciences has numerous needs for additional teaching and research spaces with pressing needs in Psychological and Brain Sciences and Biology in particular which are able to be partially met. The recent Quick-Look Assessment changes allow for a retooling of the Academic Building space while resolving other space issues on campus. The research needs for Biology being met through the Reynolds Building are less than ideal, but as temporary swing space and availability, this is the best solution until a new facility or a renovation plan for current Biology spaces is developed. With the exception of the Blocker Building 526 spaces, which can happen immediately, all other moves are contingent upon renovation plans.

School of Education and Human Development

1. Assign 6th Floor Harrington Education Center Office Tower space vacated by College of Engineering.
2. Vacate Heaton Hall second floor and accommodate in existing space.
3. Assign White Creek Modular Building 070 for Aggie Achieve program.
4. Reassign room 118 in addition to rooms 206, 207, and 210 in the Physical Education Activities Program (PEAP) Building to SPVFA for the dance program.
5. Coordinate the scheduling of PEAP rooms to ensure access for major courses are prioritized above elective courses between SEHD and SPVFA.
6. Human Clinical Research Facility reassigned to Vice President for Research as a core university facility and placed under management of Huffines Institute provided governing board is modified for improved representation.

Rationale: Returning Harrington space to School of Education and Human Development (SEHD) allows for full control of this facility by the college with some relocation of staff from Heaton to meet other needs on campus. The above moves should be completed by the end of the spring 2024 semester.

College of Engineering

1. Assign 2nd Floor Old Heep Building for Ligler & Bagnato research labs & Engineering Technology and Industrial Distribution (ETID) teaching lab.
2. Utilize Engineering Academic Buildings A & B (greenhouses) for ETID and convert the two EAB-B rooms back to Registrar-managed classrooms for teaching needs with priority for Engineering. (The EAB-A rooms are used for classes and capstone work.)
3. Retain Sbisa Complex space for ETID.
4. Assign Heaton Hall to College of Engineering/ETID.
5. Vacate 6th Floor Harrington.

Rationale: ETID is one of the most space challenged departments within Engineering while additional lab space for GURI/CRI hires is a pressing need. Assignment of these spaces reduces those challenges and creates more teaching spaces. The above moves should be completed by the end of the spring 2024 semester with the understanding that the Old Heep Building is contingent on renovations.

Mays Business School

1. *Relocate Mays MarComm team back to E.L. Wehner Building within existing space.*

Rationale: Mays needed to solve this internally with existing space.

School of Public Health

1. *Retain current space in Joe H. Reynolds Medical Sciences Building.*
2. Assign 1st Floor Medical Sciences Library to Public Health while keeping the graduate student study space available and managed by University Libraries until growth needs of the school necessitate a change. Notification by the School of Public Health to decommission the graduate student study space should be made at least nine months in advance and have the concurrence of the Provost.
3. The renovations of the Medical Sciences Library should be added to the capital plan and the university assign a project manager. Funding for the project to be determined.
4. Assign National Center for Therapeutics Manufacturing (NCTM) & Texas A&M Institute for Preclinical Studies (TIPS) classrooms as priority spaces for Public Health.

Rationale: While the School was initially promised all of the Medical Sciences Library, the School also expected to relinquish Reynolds space they occupy and lose access to large classroom spaces. The retention of Reynolds space combined with one floor of the MSL should allow them to meet immediate needs, but a long-term solution is going to be needed. Large classroom spaces on West campus are needed for multiple academic units. The above moves should begin immediately with planning for any renovations for the 1st floor of the MSL.

School of Veterinary Medicine and Biomedical Sciences

1. *Pending return of BIMS undergraduate program to School, relocate BIMS advisors from Academic Building to previous space in VIDJ building which will necessitate a relocation of facilities coordinators to other space with Veterinary Medicine.*
2. Relocate remaining personnel from Veterinary Medicine Administration Building (0507) within existing Veterinary Medicine space or TVMDL.

Rationale: Veterinary Medicine needs to accommodate these moves internally. The above moves should be completed by the end of the spring 2024 semester.

School of Architecture

1. *Retain Coke Building.*
2. Assign Langford Building A suites 202, 205, 206, and 219 as well as rooms 326 and 327 vacated by SPVFA to Architecture to relocate academic advisors and student support from Coke to Langford.
3. Vacate suite 216 and relocate three personnel within newly assigned space.
4. Rooms 102, 102A, 102B, and 103 in Langford A will remain School of Architecture.
5. Assign Nagle Building 3rd floor and Basement suite vacated by Academic & Business Performance Analytics.
6. Retain currently assigned space on 1st Floor of ILSQ, including woodshop.
7. Assign rooms B04, B05, and B08 in the basement of the Eller O&M Building for Construction Science growth needs. This space should revert to Arts & Sciences when new space is made available to Architecture for capital projects.

Rationale: These changes will allow Architecture to restore their academic and student support functions to Langford in proximity to the students they serve. is restored to a location that is more connected with their faculty and students with an expanded footprint in the quad area near Langford. The assignment of portions of Nagle and O&M will allow some expansion of teaching and research spaces. The committee recognizes there are still unmet needs for Construction Science for which new space is likely the ultimate solution which would allow other units to compete for any vacated or underutilized space in Nagle or O&M.

School of Performance, Visualization and Fine Arts

1. Vacate suites 202, 205, 206, and 219 as well as rooms 326 and 327 in Langford A.
2. Repurpose suite 216 for the Virtual Production Institute (VPI).
3. SPVFA will relinquish claim to Rooms 102, 102A, 102B, and 103 in Langford A.
4. Assign Eller O&M Building 2nd Floor space vacated by Faculty Affairs for the SPVFA Deans office.
5. Assign Pavilion 2nd floor suites vacated by Division of Research for business staff vacating 219 in Langford A as well as faculty displaced from suite 216, 326, and 327.
6. Assign the five offices vacated by the Department of English on the 2nd floor of the Liberal Arts and Humanities Building, giving SPVFA all of the 1st and 2nd floors.
7. Assign Room 118 of the Physical Education Activities Program (PEAP) Building to the Dance program and SPVFA renovate the flooring to meet their needs.
8. Retain currently assigned space on 2nd Floor ILSQ.
9. Off-campus lease space should be explored for additional VPI space and other needs for which the university will likely need to pay.

Rationale: Moving the SPVFA dean's office to O&M is a temporary solution until a new facility is available, but it allows Architecture to return advisors and keeps SPVFA in proximity to most of their faculty and students. In addition, the assignment of the Pavilion allows for the creation of the Virtual Production Institute in Langford A which is a top priority. Other recommendations improve their ability to meet immediate needs. The committee recognizes some of their needs, particularly as the school grows, are likely only met through newly built space which must remain a priority for the school to achieve its potential.

Texas A&M – Washington DC Teaching Site

1. Maintain additional space for the growth of the Master of National Security and Intelligence Degree and Master of International Policy offered by the Bush School DC, as well as certificate programs, and other Bush School undergraduate and graduate degrees and programming.
2. Expand into the additional space acquired by Texas A&M for program growth with other schools and colleges across the University that would benefit from having a presence in Washington, D.C.
3. Establish an office dedicated to internships, student, and career services for Texas A&M students seeking internships or full-time employment in the Washington, D.C. area.

Rationale: The Bush School DC has experienced tremendous growth and success since its establishment in late 2020, and the acquisition of additional space by Texas A&M has laid the groundwork for the University to make a significant impact in the Washington, D.C. metropolitan area and throughout the northeast corridor of the United States. The additional space will be renovated to allow other Texas A&M University schools and colleges to bring their students, programs, and research to Washington, D.C., as well as support students from across the University and System to spend semesters in D.C., while taking part in internships and accessing opportunities unique to the nation's capital.

Classrooms

1. Immediately recommission Academic Building classrooms 303, 308, and 326 for Spring 2024 under Registrar-managed classrooms (priority to Arts & Sciences).
2. Evaluate and make ready through Classroom Improvement Committee the five 1st floor classrooms (rooms 123, 125, 127, 128 and 130) in Academic Building for use as Registrar-managed spaces with priority assignment determined by the Registrar once available in conjunction with Arts & Sciences renovation of the building.
3. Add two Engineering Activities Building classrooms, seating for 100 each, to Registrar-managed inventory for Fall 2024 with initial priority to Engineering.
4. Assign NCTM & TIPS classrooms as priority spaces for Public Health.

Rationale: While there are numerous requests for additional large classroom spaces, these types of spaces are simply not easy to create. Adding these spaces will help. However, there is data that suggests some large spaces on the west campus can be better utilized and the Registrar's office needs to work with colleges to make these spaces better available to the highest need for those colleges. Future west campus development needs to consider teaching spaces.

Student Spaces

1. 1st Floor Medical Sciences Library space used for graduate students should be retained until School of Public Health needs to capture based on growth.
2. 2nd Floor Medical Sciences Library should be retained for student study spaces with consideration for University Libraries service model.
3. Expansion of academic support structures in conjunction with Evans Library should both benefit students and be accessible for study space when not in use.
4. University should examine accessibility of classroom spaces for study spaces when not in use in more facilities.
5. Open Access Labs should be examined for utilization and potential conversion to improved study spaces for students as warranted.

Rationale: Student spaces are in high demand and insufficient in many areas. While this study has not identified any measurable improvements in this area, the committee believes better alignment of student services will be improved. Further, adding student study spaces needs careful consideration as student patterns suggest some areas are not valued as well depending on accessibility and available amenities.