During summer and fall 2014, the Physical Plant Subcommittee conducted hour-long interviews with several campus leaders to talk about the 2007 Master Plan and its implications for the next Strategic and Master Planning processes. The notes of the interviews were then sent to each participant for their approval. Additional comments and corrections were provided in some instances. All participants have approved the notes.

Participants:
- Missy Alexander, Dean of Arts and Sciences
- Keith Betts, Vice President of Student Affairs
- Tom DeChiaro, Chief Information Officer
- Dan Goble, Dean of Visual and Performing Arts
- Jess House, Dean of Professional Studies
- Veronica Kenausis, Director of Library Services
- Chris Kukk, Director of the Honors Program
- Luigi Marcone, Interim Associate Vice President for Facilities
- David Martin, Dean of the Ancell School of Business
- Chuck Spiridon, Associate Vice President for Enrollment Services
- Robert Schlesinger, Vice President for Institutional Advancement
- Paul Steinmetz, Director of University and Community Relations

Peter Visentin, chair of the subcommittee, began each meeting by discussing the relationship between the Strategic Plan and the Master Plan. We then focused on the items appropriate to each of the individuals being interviewed that were identified as critical issues in the Master Planning process completed in February 2007. The bulleted items at the beginning of the summaries for each interview represent those critical issues. Following the discussion of the status of those issues, the notes of which are located below each of the bulleted items in italics, we turned to an examination of the important goals that could have square footage implications as the next ten-year period is considered.

Following the summaries of each of the interviews, we conclude the report with goals that were shared by two or more of the participants. Worthy of note is that some of those goals were identified in the last Master Planning process.

All of these goals will be prioritized when the strategic goals of the Strategic Planning process have been identified. This task will begin after the Mission Statement has been approved by the Senate and the Vision and Values Statements have been written. According to our current timeline, this should occur at the end of fall 2015.
Missy Alexander, Arts and Sciences
Master Plan 2007:

- Relocate Computer Science to Midtown
  
  Computer Science is still located on the Westside. A move would require the following additions to Midtown: 2-3 computer labs, 5 faculty offices, 3-D printer lab with tables for collaboration on research programs. Dean Alexander believes that all the programs in Arts and Sciences should be located with the dean for ease of conversation and to promote interdisciplinary connections. An example of such an interdisciplinary connection is the proposal for a major in Interactive Digital Media which would represent a collaborative effort between Communication and Media Arts and Computer Science. One new lab would be required for the major. A second example of an interdisciplinary connection would be the addition of a lab of 3D printers to be used by both Computer Science and Math.

- There will be animal research—mice and rats
  
  Growth is not needed, but there does need to be sufficient planning for emergencies when the power fails.

- The MFA program requires space
  
  The space issue for the MFA program has been addressed. There is an office for the director and space for record-keeping. Having a seminar room for the undergraduate program in writing with opportunities for small sessions with graduate students (particularly those serving as TAs) would be beneficial.

- Need research space for Meteorology
  
  The Meteorology Center needs new computers and broadcast equipment. The space is sufficient.

- Research Lab at Westside to accommodate the Westside Nature Preserve—Needs outdoor laboratory for 20 stations
  
  While a research lab at Westside would be a useful addition to the campus, it is not—considering budget constraints—a high priority.

- Honors program
  
  The Honors Program now reports to the Provost. Needs and concerns are discussed later in this document in an interview with Chris Kukk, Director of the Honors Program.

Future Goals—Arts and Sciences:

- There is a need for a 24-30 seat Language Emporium (Language Resource Center) to assist students with language acquisition. Proposal has been submitted for the Genius Classroom funds. It covers equipment but not space renovations.

- Phase I of the TV studio construction has begun on the first floor of Higgins Annex. This new facility will serve us well as a recruiting tool. It will also allow for expansion of Broadcast Journalism and Interactive Digital Media (IDM). Additional space in Higgins to support the Media Arts program should include individual/small group editing suites, war room (media-speak for a planning space to develop production schedules, scripts, etc.), and storage for equipment/sets.

- There is a need for classrooms that foster multiple ways of teaching.

- 23 Arts and Sciences faculty are located in Berkshire. Renovations to the office spaces that create disciplinary clusters would be beneficial.

- There should be hoteling space in every classroom building for adjunct faculty which includes computers, phones, copy machine access, and conference spaces.
• There should be student landing space in all classroom buildings with lots of places to recharge electronic devices. It should include both comfortable chairs and a few tables and chairs for collaborative work on projects.

• The Writing Center should be moved to Haas Library. Note: During summer 2014, that goal was accomplished.

• If an Academic Success Center is to be constructed, how will it be defined? Currently, the Writing Center is in the Library, the Tutoring Resource Center is in Berkshire, and Math Tutoring is in Berkshire. With the Math Emporium in Higgins Annex, it is probably best to put a Math Tutoring Center near the Emporium. The Tutoring Resource Center should be renovated, and perhaps relocated to be across from AccessAbility Services. The Center for Academic Advisement should be expanded and moved to the third floor of Old Main, so that students can be admitted, choose classes, and meet with financial aid all in one building. Note: The Tutoring Resource Center will move to the second floor of Haas Library at the end of the spring 2015 semester.

• The dean’s office should be at the entrance of the building for ease of access, but that is a nice-to-have item. However, moving this office would allow for expansion of facilities for Psychology which will be urgent in about two years. The department needs more research space, will need another office and should have a second lab area.

Keith Betts, Student Affairs
Master Plan 2007:
Athletics
• Need more space for fitness. Note: On Midtown campus
This continues to be an important priority.
Student Affairs
• Swimming pool isn’t Olympic [size] nor is there spectator space. Note: O’Neill Center needs renovation
This concern remains. The roof of the Feldman Arena was replaced in the summer of 2014 at the O’Neill Center, but other concerns about the Center still need to be addressed.
• University “missed the boat on rec centers”—Wellness Initiative was launched 2 years ago
The Midtown Fitness Center was relocated to a larger space in Berkshire Hall for the spring 2015 semester. This fitness center is still undersized for the campus needs.
• Not enough common areas and lounge area. Note: Warner Hall works but not enough space at Midtown. New center at Westside works well.
This concern remains. The center at Westside continues to work well, though there may be issues about dining services with the opening of the Visual and Performing Arts Center and the additional students who may choose to live on the Westside to be close to this new facility.
Dean of Students
• Commuters feel left out
There is a commuter lounge in the Student Center. The Assistant Dean of Students edits a newsletter for commuters. Still, more needs to be done.
• Need to create a 24/7 place
This concern remains.
• Coffee House
The Coffee House exists in Alumni Hall now, but for one evening a week only. Ideally, a space should be allocated to this function so that activities could be planned throughout the week.
Student Center
- There are groups or programs in the student center that should be in another location. Note: Need for a counseling center. Food court model for counseling. One stop Student Services at Student Center

The Center for Student Involvement has been relocated in the Student Center to a larger space. This includes Activities (Greek Life, Commuters, Recreation, Student Clubs and Organizations), Counseling, CHOICES, and Career Services. Long-term Counseling, CHOICES, and Career Services should be moved out of the Student Center. The Academic Success Center, conceptualized in 2008, is still in the idea phase.

Residence Life
- Need athletic/recreation facilities as they aren’t readily available, certainly at Midtown

The need for a recreation center remains. A recreation field was constructed during summer 2014 at Midtown between Alumni Hall and the Science Building.
- Special interest housing such as townhouses for international students, honors or language as well as faculty in residence

Special interest housing for honors students exists. Recruitment of greater numbers of international students will be a focus going forward. Currently, faculty-in-residence programs are not possible in the Connecticut State College and University System.
- No decent bus stops with shelters on campus

This concern has been partially addressed, and it should be noted that students can now follow where the bus is on a phone or tablet.
- Note: Need another dorm or two—renovate older buildings

The existing residence hall system is not at capacity, so currently, there is not a need for additional halls. Litchfield Hall is scheduled for a like-new renovation.

Career Development/Conn Cap/Counseling, Ministry, Day Care
- There needs to be a centralized location for student support services. Note: I.T. relocated out of Old Main. Need for parking for residential students

The Academic Success Center, conceptualized in 2008, is still in the idea phase. An additional 500-car parking garage will be built on the Westside.
- Continuing day care on campus (in Alumni Hall)

One idea is to move the Day Care Center to Berkshire Hall, affording more space and greater ease of access.

Police
- Need holding cells
- Need appropriate locker space for women officers

A new police facility is underway which will include holding cells and appropriate locker space for women officers.
- Need a substation at Westside

There is a substation in the Westside Classroom Building.

Future Goals—Student Affairs:
- There is a need for a recreation center.
- If IT&I were to move out of Old Main, this could create opportunities for some areas of Student Affairs to move to the space.
- The Westside needs additional kitchen space and dining space.
- The baseball and softball fields need to be improved.
- The Student Center needs to be renovated, especially the food service areas.
• The patio area of the Student Center needs to be renovated to tie together indoor and outdoor space for greater usage.
• There is a need to stream more events to phones and tablets.

Tom DeChiaro, Information Technology and Innovation
Master Plan 2007: No issues were identified for this area in the Plan.

Future Goals—Information Technology and Innovation:
• A major network update is scheduled. It is projected to take 18 months to 2 years to implement this upgrade here at Western.
• IT & I will move out of Old Main. While there is a need to have a presence on both campuses, it would be helpful to have most of the team together in a shared space, designed for collaboration.
• There is a need for a small video studio for Media Services.

Dan Goble, Visual and Performing Arts
Master Plan 2007:
• Need outdoor amphitheatre to enhance presentations
  This need has been met with the new VPA Center and Ives Concert Park.
• Need a library
  There is a need for expanded library and learning resources on the Westside campus to service SVPA and Ancell. While much information is available online and in electronic form, there are still many essential items that only exist in physical form. For example, the majority of newly written play scripts, music scores, and contemporary classical music recordings are not available in electronic database form. The majority of biographical materials on composers, performing artists, artists, and dramatic authors only exist in physical form. Additionally, there is a need for library and information resource instruction and a physical space to house this.
• Need a gallery
  There is a gallery in the new VPA Center.

Future Goals—Visual and Performing Arts:
• Adding additional gallery space on the Midtown campus would require additional staffing.
• More practice rooms will be needed on the Westside campus as demand has already exceeded capacity. Perhaps these could be located in a residence hall(s) on the Westside or in the Westside Classroom Building utilizing Wenger Practice Room modules. Another option and one that is utilized at the University of North Texas, is a practice room annex.
• The Theatre and Art Departments need additional office space. Without such space, future growth is not possible.
• The Department of Music has reached capacity in the new facility and will require additional faculty teaching studio space to accommodate growth.
• The Interactive Digital Media minor is in the developmental stage by the Art, Computer Science, and Communication and Media Arts Departments and will require specialized facilities either at Midtown or on the Westside.
• The food service operation on the Westside needs to be expanded to accommodate demands created by the new VPA Center.
• Housing for visiting artists, artists in residence, guest lecturers is a priority, but it is also a CSCU Board of Regents issue.
• The Ceramics Studio at Midtown needs renovation and new equipment.

Future Goals Outside of Visual and Performing Arts:
• Ives Concert Hall will need renovation if it is to continue to serve as a convocation space for the Midtown campus.
• Recommend mothballing the former Berkshire Theatre.

Jess House, Professional Studies
Master Plan 2007:
• Limited or no room for expansion of library holdings. Note: Westside
  This is no longer a need.
• Need outdoor and gym space for HPX at Midtown
  Recreational space has been constructed between Alumni Hall and the Science Building. The need for a recreation center continues to be an important priority.
• General Classroom space isn’t the correct size, too small and needs to have wireless technology
  We need more classrooms to seat 40-50 students. Wireless technology now exists on campus.
• Need space for Center for Professional Development, Institute for Holistic Health, and Center for Wellness Management
  The Center for Professional Development is not a priority at this time. The Institute and the Center for Wellness Management could be housed in a recreation center.

Future Goals—Professional Studies:
• There is a need for a recreation center.
• All of the Nursing labs need to be in White Hall.
• Staff need to be placed in proximity to each other in White Hall. [Education Department relocation from the Westside Classroom Building]

Veronica Kenausis, Library Services
Master Plan 2007: Critical issues about Library Services were identified in some of the school lists which, with the change in the form factor of the book, have largely been resolved.

Future Goals—Library Services: Considering the change in the form factor of the book, the library now and going forward needs to provide spaces for collaboration. Archives will remain to maintain histories.
• In Haas Library, create a Learning Commons behind the elevator. Enclose the back corner so the new space could be a group study/presentation rehearsal space.
• Add 30 public work stations, as a start. They should be set up to provide a mix of individual and group study.
• Young Library needs to provide space for temporary collections for the School of Visual and Performing Arts.

Chris Kukk, Honors Program
Master Plan 2007: A critical issue was identified in the Arts and Sciences list, that is, a need for lounge space and a seminar room. In the Residence Life list, a need for special interest housing for Honors was
indicated. Since the 2007 Plan, Honors has moved to report directly to the Provost. The need for the lounge still exists. While special interest housing for Honors exists, the location is not ideal. The Honors Program will be relocated to Alumni Hall in the fall of 2015.

Future Goals—Honors Program:
- Design a lounge that could accommodate 22-24 students. The space should have couches, comfortable chairs, computers, tables and office chairs, a refrigerator and a microwave.
- Create 3 scale-up classrooms for Honors, each seating 23 students.
- Ideally, the Honors office, lounge and classrooms would be located together.
- While special interest housing exists, the students would prefer the 5th floor of Pinney.
- Provide an apartment for a faculty-in-residence program.

Luigi Marcone, Facilities Planning, Maintenance, Scheduling
Master Plan 2007:
- Need real warehouse
190 White Hall has been acquired. Fit out of the space using a space planner hired through the State Department of Construction Services has been successful. Since the acquisition of the building, renovations have taken place allowing for some key functions to occupy the space. To date, Shipping and Receiving, portions of Maintenance Trades, General Facilities Storage, and VPA storage have been relocated to 190 White Hall allowing for an increase in efficiency and the reallocation of key areas on campus to other functions. Additional uses of the space include the centralized location for all university recycling functions, surplus equipment storage and secure document storage, state regulated waste storage, and the space has been recently modified to house the university emergency management functions.
- Need centralized facilities operations area
While a suitable space has been acquired, five million dollars is required for it to be fully functional. Interim modifications and improvements have been made.
- No real space for trash and recycling. Note: Need new location for trash
There will always be some form of curbside service, but facilities have been created in the 190 Building to facilitate the collection, sorting, and recycling of all waste generated at WCSU.

Future Goals—Environmental and Facilities Services:
- There is a need for a centralized cooling system at the Westside campus; central air needs to be added to academic and administrative buildings at the Midtown campus.
- The stream of renovation money for annual repair and maintenance needs to be consistent and more robust. Funding process for projects is too cumbersome and not flexible enough to meet the University’s needs in a timely manner.
- Roadways need to be repaired. Safety improvements on both campuses are required to ensure vehicular and pedestrian standards are met.
- Aging classrooms need to be revitalized. Infrastructure, finishes, technology, and comfort factors need to be improved in order to facilitate the learning process.
- There is a need to maximize scheduling for more efficient utilization of our facilities.
- Food service operation on Midtown needs to be redesigned.
- A recreation center is vital to the University’s success. Funding needs to be made available to ensure that future student cohorts will be able to flourish in an appropriate living and learning environment.
• Must install a natural gas service at the Westside campus to be able to buy the fuel source that is most economical at the time.
• Must renovate the Westside Classroom Building and create a usable and functional academic facility at the Westside campus.

David Martin, Ancell School of Business
Master Plan 2007:
• Wants a new building. A sense of identity
This need remains.
• The Dean expects the JLA program to grow by 15-20% over the next decade
This goal has been achieved.
• Need forensic lab
The lab needs additional space and equipment.
• Classrooms don’t provide enough flexibility
This remains a concern.
• Accounting growth
Undergraduate enrollment has stabilized within this area of emphasis.
• Continuing education; Exec. ed. Note: Conference center with food/flexibility/beds. Center connected to the Business School (i.e. Babson)
A conference center is not a top priority for Ancell. It may be a priority for the university.

Future Goals—Aancell School of Business:
• Design a dean’s suite in the existing facility to house 3 additional staff.
• Build a 45,000 square foot building to house Ancell.

Chuck Spiridon, Enrollment Management/Admissions/Financial Aid/Registrar
Master Plan 2007:
• Sees a need for another residence hall
The existing residence hall system is not at capacity, so currently there is not a need for an additional residence hall. Enrollment Services has an objective to recruit additional out-of-state students. This objective, if successful, would have an impact on the current unused capacity of the residence halls.
• Sees a need for recreation space
This continues to be an important priority.
• Better food service
This continues to be an important priority.
• Sees a need for more technology
This continues to be an important priority.

Future Enrollment Goals that Would Impact Space Needs—Enrollment Services:
• Recruit more out-of-state students. A successful recruiting effort would have an impact on the residence halls.
• Recruit international students who would be fully matriculated. Currently, most of our international students are here under the auspices of ISEP (International Student Exchange Program) for a semester or a year. A successful recruiting effort would have an impact on the residence halls and there would also be a need for administrative office space for an International Student Services Office.
Space Needs—Enrollment Services:
• There is a need for a recreation center.
• Provide more resources for the general upkeep of the campus.
• Redesign existing Registrar’s Office and provide additional space.
• Create more space for Student Financial Services.
• Locate Academic Advisement in Old Main to provide additional support for newly admitted students and transfers. Locating the services most needed by new students in proximity to each other provides a One Stop Shop experience. With the embedding of advisement staff in each school, there is a need for office space for the professional advisor in the general location of the schools (near the deans’ offices).
• Renovate and expand food services on Midtown.

Robert Schlesinger and Paul Steinmetz, Institutional Advancement
Master Plan 2007:
• Department should be centralized.

This continues to be a priority.

Future Goals—Institutional Advancement:
• Centralize the department: Development, University Relations, and Alumni Relations should all be located in one place.
• There is a need for additional space for Alumni Services/Association.
• Improve the look of our “front door” at Midtown.
• Improve parking possibilities on Midtown for Westside residential students. This would include looking at the possibility of allowing Westside students to park in the Midtown garage.
• Make our buildings more welcoming to visitors. Perhaps we could put a well-designed “Welcome” sign at the entrances.
• Explore possibility of shared space for Alumni Services/Association and the Career Development Center to encourage participation by alumni in recruiting and mentoring students as well as encouraging alumni to return to campus for job search assistance.

Shared Concerns:
Several themes emerged as we talked to these campus leaders. They include:
• A need for a recreation center that could provide opportunities for improved health and fitness and facilitate the delivery of programmatic aspects of some of our academic programs.
• A need for a new school of business. The current building should not be repurposed; it should be razed.
• A need to renovate the cafeteria in the Student Center.