

November 30, 2015

Wright State University  
3640 Colonel Glenn Hwy  
Dayton, OH, 45431'

Dear Sir or Madam,

A new campus master plan was presented to Wright State University Faculty Senate on November 9, 2015, which calls for some very drastic changes to the Wright State University campus. The full draft may be found at <http://www.wright.edu/business-and-finance/facilities-management-and-services/planning-and-architecture/2015-master-plan-draft>.

This campus plan is contrary to the University's six-year budget plan and State Capital Priorities and Guiding Principles that were presented at the Board of Trustees meeting on November 20, 2015. One of the top guiding principles is "Focus on maintaining the investments the State has already made in existing facilities." The Campus Master Plan violates this principle by calling for the complete destruction of 12 buildings, five of which are major research buildings.

Other incongruities include an investment of \$900,000 in the Laboratory Animal Resources (LAR) in 2017-2018 only to demolish the building within the next five years. The budget also calls for investment of \$2.5 million in the Student Union in 2017-2018, while the master plan calls for its complete renovation/repurposing; it's not clear whether this \$2.5 million renovation is actually part of the master plan.

There is not sufficient money in the Capital Budget to achieve Phase I of the Master Plan, which is proposed to occur in the next five years. The six-year budget presented at the Board of Trustees meeting on November 20, 2015 proposed \$5 million in 2019-2021 and \$7 million in 2021-2022 for Phase I of the Campus Master Plan. This represents 23% of the entire six-year budget of \$52 million, but it is not even close to providing enough funds to replace the research facilities slated for destruction in the next five years, Health Science (housing LAR) and Medical Sciences. These funds may only provide enough funding to destroy the buildings, not rebuild them somewhere else. At the Trustee's meeting, there was mention of a science building for the College of Science and Mathematics estimated to be \$30-40 million, but there are no funds in the State capital budget for this building. The Master Plan proposes seven new buildings plus a complex of remote buildings labelled "W3" within phase I (next five years).

Please review these highlights of the Campus Master Plan:

1. Complete destruction of 12 buildings to create a new look and functionality for the campus (see attachment 1; buildings in red to be destroyed). Five of these buildings are major research buildings that comprise the majority of the wet laboratory basic sciences and contain some special research facilities, such as the Laboratory Animal Resources (LAR), Centers for Genomics and Proteomics, Biosafety Level 3 Facility, and Particle Accelerator Facility. Buildings to be **destroyed** are:

- **Medical Sciences** (built 1976, renovated 2009)
  - **Health Sciences** (built 1984, not renovated yet)
  - **Biological Sciences I** (built 1975, renovated 2009)
  - **Biological Sciences II** (built 1975, renovated 2009)
  - **Mathematical and Microbiological Sciences** (built 1984, renovated 1985 and 1995)
  - **Hamilton Hall** (built 1970, not renovated ?)
  - **Fine Arts Center** (built 1969, renovated 1990)
  - **Forest Lane Apartments** (4 buildings, year built ?, renovated ?)
  - **Community Center** (common area for forest lane, year built ?, renovated?)
2. Complete remodeling and repurposing of five buildings (see attachment 1; buildings in yellow to be remodeled/repurposed):
    - **Student Union** (built 1967, renovated, 1972, 1973, and 1994)
    - **Fawcett Hall** (built 1967, not renovated?)
    - **2455 South Campus**
    - **3040 South Campus**
    - **Foundation Building**
  3. Timing: The demolition of Medical Sciences and Health Sciences are proposed within the next 5 years (Phase 1). The demolition of the remaining buildings is proposed within 5-10 years from now (Phase 2). The final phase of reconstruction (Phase 3) is proposed within 10-15 years from now, such that the new vision would be complete by 2030.
  4. The plan calls to “avoid capital outlay on any buildings which may be heavily renovated or demolished as a result of the upcoming master plan” (see above list). This means that some major repairs needed for the above listed buildings will not be performed and their impending deteriorated condition will help to justify their demolition or extensive renovation.
  5. A significant part of the campus will be rebuilt along Colonel Glenn Highway (see attachment 2; buildings in yellow to be built, plus artist rendition).
  6. Construction of a parking garage near the Nutter Center, which would require additional shuttling to the main campus.
  7. Construction of a new Recreation and Special Events Center.
  8. Reconfigured traffic routes around campus.

Below are comment and questions raised by a segment of the Wright State University community, including some feedback from the architects (**blue text**) and rebuttal (**orange**).

## **Questions and Comments on the Campus Master Plan Gathered by Dr. Dawn Wooley, Faculty Senator Representing The College of Science and Mathematics**

### **UPFRONT QUESTIONS:**

- Was due process followed and has the plan been passed through the Provost's Office or Facilities and Planning?
- How much was Perkins and Will Architectural Firm paid for the Campus Master Plan, where did these funds come from, and how many person-hours of Wright State's time was spent on it? (Multiple inquiries)
- Why are we paying for these plans when there are no funds in the foreseeable future to pay for this plan? By the time the funds are available, someone else will have a new vision.

### **COSTS AND FUNDING**

- What is the cost of this project? Who will fund it? (Multiple people asking these questions).
  - I do not see any money in the capital plan for new buildings to replace those proposed for demolition.
  - The State of Ohio is allegedly not funding any new Capital Projects until 2020.
  - Might those funds be better spent on students, faculty and research?

ARCHITECTURAL RESPONSE: The Plan has tried to identify likely sources of funding for these projects, such as State support, Bond issuance or local funds, Partnerships, donations, etc. None of the identified sources include tuition dollars.

Investment in our physical facilities and campus spaces is a form of investment in students, faculty and research. Whether a project identifies an open space, a renovation, new construction or demolition, they are all intended to support and enhance the lives of the communities that engage with Wright State. By providing pleasant, attractive and functional indoor and outdoor spaces, the educational, instructional, research and social lives of our campus can be enhanced.

- Will the State of Ohio support this project financially?
- Is the State of Ohio planning on becoming flush with cash soon?

ARCHITECTURAL RESPONSE: Recent trends in State funding for capital improvements are not encouraging, and the University must become more reliant and creative in funding these improvements. It is difficult to predict the climate in which the State awards capital dollars. Recently, the emphasis from the Governor's office has been geared toward deferred maintenance and renovation. The Master Plan does identify buildings where continual investment is required, and where major renovation should occur.

The State has also shown its willingness to support creative and collaborative projects proposed by Wright State, including the Neuroscience Engineering Collaboration building, and the Shared Services Maintenance Facility.

- Regarding the WSU Board of Trustees, “Where is their oversight responsibility? It seems like every other day, there is a new scandal, indicating lack of Administrative responsibility as well as lack of Trustee oversight. Since “[NAME REDACTED]” suggests that Perkins and Will were paid \$500,000.00 for this master plan [If they were paid only one dollar, it was one dollar too much!], I wonder just how soon it will be before they will be contracted to re-alphabetize the phone book -- from Z to A! And how much will that cost? Would one of you forward my email to the entire WSU Board of Trustees and admonish them, on my behalf, to start doing their duty?”
- I'm sure if you'd ask students to take a survey of what they'd prefer - money for good profs or money for a fancy building - you would get most people telling you how they want a good prof.
- With regard to cost vs funding, the scale tilts in the wrong direction.
- At a time when rising tuition and advancing technology create serious questions about the economics of higher education, the cost of this dream seems to doom it.
- This article in the DDN raises some questions about financing at WSU, as well. <http://specials.daytondailynews.com/rainmaker-of-wright-state/>

## IMPACT ON RESEARCH

- The demolition of the major research buildings would put a major hit on funded research. There will be huge, potentially unrecoverable research delays.
  - Alternative research space must be in place before destruction.
  - It would make sense to first build the new proposed buildings, transfer the people in those to be destroyed and THEN proceed with the destruction, albeit the little historical records of this young university will be lost forever.

ARCHITECTURAL REPONSE: The Master Plan agrees, and has designed the phasing so that this occurs....The phasing of the projects has been carefully considered and developed so that there will never be a net loss of space from our current inventory. The application of that principle is that there will always be a replacement for a space or building proposed to be removed prior to the removal of that space. The delays, with proper move planning, will be minimal. As an example, the majority of the labs for the NEC were moved in typically one day, maybe two. The goal was to have no lab down for more than one week.

REBUTTAL: This phasing is not apparent in the plan. The proposed six-year State capital budget requests \$12 million during 2019-2022 for Phase I of the Campus Master Plan. This is not enough money to pay for new buildings to replace research facilities lost in the demolition of Health Sciences (including LAR) and Medical Sciences.

- What about the special facilities located within the research buildings (Laboratory Animal Resources (LAR), Centers for Genomics and Proteomics, Biosafety Level 3 Facility, Particle Accelerator Facility)? Will these special facilities be rebuilt?
  - Regarding the demolition of the LAR, I have animals in there. I think the university should provide now a very detailed plan on where the animals will be housed and how the transfer process will go. This has direct impact on the research and 5 years is not a long time.

- Regarding the demolition of Health Sciences, Bio Sci I and II: These buildings are over top the LAR and their eventual demolition would disrupt activities in the LAR. The recent construction of the NEC building caused a great deal of problems with animal breeding and activities in the LAR that will again come back with an extended construction and demolition.

ARCHITECTURAL RESPONSE: All capabilities will be replaced and enhanced and improved as a result of the renovation and new construction.

REBUTTAL: This replacement and enhancement of special facilities would be wonderful but it is unrealistic, given the lack of capital resources for these special facilities. This is reminiscent of the tearing down of the alumni tower by the main University entrance and the promise to rebuild it elsewhere on campus. There was a fight to bring it back, and it was never rebuilt to the same level.

- Regarding demolition in general: Along with construction and demolition come vibrations that cause equipment problems. Specifically, we had an expensive repair to our mass spectrometer laser (\$53,000) that was heavily damaged due to the vibrations associated with both demolition and construction of the NEC building. This damaged the laser in the mass spec at 20% of its lifetime. Imaging equipment and other electronic equipment will be sensitive to vibrational issues. While there is nothing much that can be done about vibrations, the departments affected should not be expected to foot the bill for damage to sensitive equipment during these periods of construction/demolition.

## ENDORSEMENTS

- Who or what lies behind such a massive proposal and why? (Multiple respondents)

ARCHITECTURAL RESPONSE: The effort was authorized by Executive Vice President Dr. Robert Sweeney, and the Department of Planning and Architecture has been leading the project, in conjunction with a Visioning Task Force. The firm of Perkins + Will was retained as the Planning Consultant for the efforts.

The effort was undertaken as part of the natural planning cycle that an institution such as Wright State should have. Typically a Master Plan is re-examined in five year increments. The last Master Plan was adopted in 2010. It was also beneficial to re-examine the Master Plan, as there have been shifts in the University's thinking with regards to its borders, and how it should interact with the surrounding communities.

REBUTTAL: See upfront questions on page 3.

- Will this effort have to be sanctioned by the State, as it was mostly state money (taxpayer money) that paid for the majority of buildings proposed to be demolished?

ARCHITECTURAL RESPONSE: The implementation of the Master Plan will certainly require interface and collaboration with the State. Individual projects may require more or less. The specific requirements of the State will be identified in project specific planning.

REBUTTAL: Will the State approve of throwing away its past investments?

## RATIONALE

- I view this as somebody's dream for campus, not as a realistic plan. So, my question really is, to what extent should we care about this plan, and in what level of detail. Is it an actual plan? To what extent will it guide decision making?
- Neither the rationale for this plan, nor accommodations that it will require over 5-10 years are clear in this material.
- The master plan is aimed at creating an attractive "I want to be here" feel that the current campus does not have.
- This seems like an unprecedented number of relatively young buildings to be destroyed, and therefore represents a huge waste of prior investment capital.
  - The buildings are not that old, mostly built in the 70's and 80's. Other campuses have buildings that are hundreds of years old, and they are not destroyed.
  - I have taught or had meetings in Med Sci, Health Sci, Bio Sci 1 and 2, and M&M, and I use the student union frequently. THEY ARE FINE.
  - Is this more about the "look" of things or actual efficiency like they say? University of Dayton has done a great job of taking a look of a building and making it appear to be an entirely redone building. I know they put some fake brick on the fronts of all buildings to make them look the same. I am sure it was much cheaper to do something like that.
  - This plan to destroy perfectly good buildings is asinine. It's stupid. It's a complete waste of money and resources. WSU periodically puts out press releases touting that it has a commitment to being a "green" university. Wasting resources does not make us green. Moreover, none of the buildings are so old or outdated or in such bad repair that this would even begin to make financial sense.
  - The reason that we are not getting 'hundreds of years' from our buildings, is that they are simply not being built to last that long. Just look at the concrete floor of the new SCC. Instead of terrazzo or other long-term flooring, they went with polished (now cracking already) concrete. Once the kids start tracking in salt...the decay will begin. The facilities planners have a 5 decade-ish life horizon. We don't build them to last, on purpose. There are arguments to be made on either side of that, but buildings (like at Harvard) that are really old have probably been re-fit many/multiple times. The state says if a refurb costs within 70 or 80% of a new one, build a new one. We are simply not building at a quality level to really survive 100 years, make them inherently refit-able and the argument is that you cannot tell what the needs will be that far out...so don't try. Additionally, the maintenance budgets are clearly inadequate to keep them in 'new' shape. They are largely forced to apply band-aids to what should be surgical repairs. Without a strategic shift there, no building can survive for that long. In any case these buildings that are on the hit list have been architecturally vetted, and unlike Fawcett, don't have refit potential. And it is certainly sexier to build new than refit old.

- The plan needs to provide guidance for how to behave toward the decaying interior/exterior of Fawcett, which is neither falling down, nor being spruced, it appears. The decay level is now embarrassing, the elevators don't work right, there are more leaks than I can count, the stairs and facade have deteriorated to the point of a blight.

ARCHITECTURAL RESPONSE: The buildings identified to be demolished were identified based on a number of different criteria, not the least of which is their ability to adapt and change to accommodate changes in program and pedagogy. Many of these buildings are already experiencing educational and research issues due to the deficiencies of the built space. Some of these issues include floor to floor heights that are insufficient to provide proper infrastructure pathways, or structural bay spacings that inhibit the functionality of spaces to meet current and anticipated standards. Neither one of these scenarios is practically correctable via a renovation. When coupled with an ever expanding deferred maintenance list, the identified structures develop into buildings where large sums of money are applied to facilities that can never fully be brought to current standards, and the gap between the capability of the building and the expectation of the users will continue to grow.

The buildings were not identified arbitrarily or without great consideration for the potential value that the current structure can provide, and the proposal to remove some is presented with clear recognition of what the buildings represent in terms of capital investment and intrinsic value.

REBUTTAL: It seems that the proposed buildings were “in the way” of someone’s vision for the campus, creating an austere rectangle in the center of the campus and rebuilding along Colonel Glenn Hwy. Thus, many deficiencies were found in these building to justify their destruction. This is reminiscent of the “Wall” that was once proposed to run along Colonel Glenn, from Meijer’s to the Nutter Center, to make the campus seem more “collegiate.” This was someone else’s dream for the campus. Fortunately, this wall did get built. Otherwise, it would have to be torn down for the proposed new buildings. We can’t keep chasing dreams. Someone else will always come along with a different dream. We need to start building a history and tradition to build a loyal following and endowments.

- This a New Campus Master *Destruction* Plan.
- I agree fully with the previous comments that every time we tear down a building or change a color etc., we are losing another ‘tradition’ that makes us appear to be temporary and lack long term vision. This should be discouraged. If new buildings are needed, then build them, and build them large enough to hold everyone, do every job they are supposed to and have growing room for the future.
- I have serious concern about this major redo of the campus when much of the day to day communication and processes at Wright State and the medical school (where I spend most of my time) are automated in a cumbersome way or not automated at all. I would rather see the money spent on automating internal processes so staff and faculty can work more efficiently. It would go a long way with job satisfaction and the ability to deliver quality education and



research. Examples: The university and medical school are not research friendly. The IRB is still paper based. There is no portal for a PI to easily find out about CITI training or who is on a project. Implementing Red Cap and Qualtrix are good steps in that direction, but redirecting financial outlay to improving the above processes would move us into the 21<sup>st</sup> Century. Banner is cumbersome and not intuitive or user friendly. Booking rooms requires a fax or email—why not a web portal where this can be done. Scheduling photography for events or portraits requires a fax —why not automate this with an online web portal Ordering printing is also cumbersome. Currently there is a paper trail to register travel.

- When I personally know quite a few students who go from high school to Sinclair or some other local community college because they can't afford 4 years at WSU, the idea of spending a gazillion dollars to build shiny new buildings to replace good, serviceable buildings just makes me sick. But it's typical of the waste mentality that goes on in the upper levels of WSU administration.
- What little history and legacy Wright State currently has (being such a young University) will be destroyed. Why would someone want to make the University unrecognizable? Loyal alumni might feel disconnected, potentially having a negative effect on future endowments.

ARCHITECTURAL RESPONSE: It is difficult to provide a response to this question as it appears to be opinion. There is the potential for alumni to feel disconnected. The alternative also exists, that they will be energized by vision and ambition. One student, during a presentation to the Buildings and Grounds Committee remarked that he supports the efforts because they would increase the value of his degree.

The Master Plan can be an aspirational vision, one that can inspire past, present and future Raiders. The University's namesake is deeply connected with innovation, progress and discovery, and youth can be seen as an asset. Many institutions struggle with tradition and legacy as an anchor. History and legacy can be living and vibrant.

I had the opportunity to interact with alumni during the opening of the NEC building, and to a person, the sentiment of that building was that they did not know that Wright State, their alma mater, was capable of creating such a facility, and that they were proud of the changes that the University had made in the time, some twenty years, that they had been away.

- I do think the student union is pretty ugly on the outside. I doubt that's what makes someone attend this school. I'd even love to see a survey of why students chose WSU.

## **PARKING**

- Number of Parking Spaces
  - It appears that parking lots in front of White Hall/NEC will be eliminated, as well as a tremendous amount of parking in front of the Student Union and between the Student Union and Meijer. With parking already being a major complaint among students, faculty, and staff, will this parking garage near the Nutter Center replace the same number of parking spaces lost?
  - In reviewing the plans, it would appear that there will be a lack of accessible parking for the core buildings comprising all of the present day science buildings along with multiple new buildings. This would mean that everyone in Biology, NCBP, Biochemistry, Pharmacology & Toxicology, the med school and the new buildings fronting Col Glenn



will have a considerable distance to walk every day, cutting through other buildings, e.g., engineering/Student union. We will lose the NEC parking lot, the Med school lot, and the Diggins lot. This is an incredible loss of parking that has not been proposed to be made up in any way. It appears that a garage is planned in front of the Berry room and maybe one in the parking lot between WSU and Meijers. Most of that lot appears to also be lost to new buildings. This is an incredible loss that causes a lot of wasted time and energy for faculty staff and students to walk everyday, in bad weather, which Ohio has its share of. Parking must be made accessible to everyone in every building.

- Location of Proposed New Parking Garage
  - The parking garage is too far from main campus. Lot #4 would be better for the parking garage.
  - How is a parking garage at the Nutter Center going to help students get to their classes on campus? A series of shuttle buses?
  - It is imagined that people will be unfavorable in having to park further away, and wait for a shuttle in order to get on campus? Will there be an increase in shuttles to accommodate the large increase in people needing to shuttle into campus?
  - Regarding the garage, I am very pleased to hear that there are plans to build one. However, I would argue that this garage needs to be in a central location of the campus. I don't think it is a practical expectation to think that people would park close to the Nutter center then walk to the building where they work, especially during winter time. The Nutter center already has plenty of parking and you do not find people parking there when nearby parking is full, indicating that this location is not practical for a garage. I also understand that the university wants to keep the prime locations to research/educational buildings, but the garage, in my opinion, should take the highest consideration given that it will serve everybody on campus.
  - I would want to make sure any parking garage would be in space that is already parking lot. I don't want anything to happen to the green/forest areas. If they had a shuttle that went back and forth from that lot, I don't think it would be a huge issue. The biggest issue with the shuttles is that they don't run enough and that the drivers (from my interactions with students) is that the drivers will not drive them this way on time like they're supposed to.
  - The parking at the Nutter is antithetical to the pressures of students, their clearly evident parking behavior, and a significant deterrent to capturing certain market segments (post-trationals) that need to rapidly commute. A huge proportion of our student population works, making parking timing a real 'thing'. In fact, given a certain %age of online/hybrid classes, which by the estimates of most university presidents will take a significantly increasing market share, one might argue that we shouldn't build more remote parking, and certainly not without a better (from a user perspective) shuttling system. Lot 4 makes more sense from a student PoV, unless Nutter needs event parking that this garage doubles as.
  - Disabled and handicapped faculty, staff and students will be disadvantaged in their attempts to gain access to one entire side of the campus. The creative arts lot is currently part faculty and part students. It cannot absorb more parking. This is a huge oversight that will quickly disenfranchise faculty and make the work environment hostile resulting in more difficulty in hiring new faculty and staff and in retaining those who are already

not happy. While more and more students live on campus, WSU has always been a commuter school, and I sincerely doubt that that will change in the next 20 years. I say this without knowledge of the possibility that continuous (and I mean continuous) shuttles would have to be run to the outlying parking lots for faculty staff and students. Furthermore, with the expanded number of buildings, will be more people, assuming faculty, staff and students, which means an even bigger parking crunch.

- WSU needs to decide whether it wants to provide a unique and friendly environment where access is open and easy or whether it is in the league of other schools that can afford to alienate its student body and faculty and staff. We do not have the Harvard name that allows us to draw people just because they HAVE to come to such a great institution to work and get an education. We must rely on other strengths, access and an environment where students can park without getting into fights is one of these ways. We are already at a tipping point in parking and this plan would push us to an extreme that we may not recover from. Sorry, I cannot be more emphatic that this lack of parking is a horrific plan for the university. While I enjoy good magic tricks, they are just that, tricks and I do not believe that somehow magic will provide us a solution to our parking situation. It is continually getting worse and needs its own development, not just a mention in a document.
- What about security issues related to a remote garage?

ARCHITECTURAL RESPONSE TO PARKING: The topic of parking at Wright State is too vast and sensitive to discuss in sufficient detail in this response to your questions. The question touches on a number of issues, including the effectiveness of current shuttle service, the fees charged for parking passes, the allocation of spaces to faculty, staff, students and visitors to name a few.

The question is also based on the assumption that the garage is intended for students, but these garages support the function of the Nutter Center. The allocation would have to be coordinated with Parking and Transportation, appropriate faculty committees, and the University Administration. It would also be appropriate to consider alternatives to shuttle buses, such as bike share programs for motorists who decide to park more remote from the Campus Core.

In Phase Three, structured parking is shown in Lot #4.

## NEW FACILITIES

- During the discussions last year for the master plan, I requested that the university provide a faculty lounge. This lounge could just serve as a meeting place for faculty to have conversations or a quiet place to grade. Is there anything like that being offered in the new master plan? If not, is it too late to propose providing that type of space?
- There is mention of a Proteome Analysis Lab New Construction 6,000 sq ft, Center for Translational Healthcare Modeling and Simulation New Construction 35,000 sq ft, and Center for Advancement of Pharmacology and Therapeutics New Construction 25,000 sq ft. The first part concerns me as it is what I would consider my area. With that much square footage, I wonder what is planned and if I have any input? I did submit drawings for this area to former Dean Bowman in December 2013, but have heard nothing since. Likewise, at the same time Dr. Art Pickoff had come up with a Center for Adv. of Pharm/Therapeutics. A combination of the two would be a center for translational research and education (is this the proposed center for

trans. healthcare modeling and simulation?). Where is this to be located? What are these facilities to be part of? How do they fit together?

- In addition to research labs being built, there needs to be an increase in TEACHING LAB space and classrooms associated with them for lab and science classes. This is painfully missing from the NEC and Diggs buildings and is a major oversight. 4 story common spaces are wonderful, but Again, with the loss of parking, we will now be asking our teaching faculty to walk farther from their cars to the buildings they work in and then even further to classes in other buildings.
- Also, in these types of research buildings, we should be building 'incubator' research labs that are smaller, have a unitary construction that can be easily maintained. I would envision 170 square feet of space for each of these, with 100 square feet for lab space (bench, under-counter fridge freezer, refrigerated microfuge, pipets and shelf and cabinet space. These would allow up to 3 people to occupy the space (a postdoc or Res Assist Prof) and two students. The 70 sq feet can be a front office for each lab that would allow a desk and chair and the ability to work 'out of the lab'. These spaces could be used as rotating research space for medical students, clinicians, or others who need to run experiments but do not have a regular lab or funding to allow more permanent space. Research assistant professors could use this space as their 'home' lab when applying for grants as they are expected to have independent lab space, though many do not. Ten of these could be constructed side by side, and in conjunction with a shared cell culture facility, shared -80 degrees Celsius room, and close to an instrumentation core such as the proteomic lab for larger equipment use. These incubator types of labs could even be rented out for short periods of time. Expanding this thought further, creating a whole floor of these labs would allow for easy expansion or contraction of lab space due to need and funding rather than just kicking someone out....see below. The modular system as found in Diggs is only working because people are making it work, not because it is the best plan (in my humble opinion). But having smaller labs (the incubators above) would allow WSU to accomplish the expansion or contraction of space for funded and unfunded faculty.
- In new construction, especially research labs, there needs to be scientific representation embedded in the planning and oversight committees. There have been some unbelievable mistakes made in the Digg's and NEC buildings, and these should not be repeated in any new construction. I have moved labs numerous times in multiple schools and institutions, helped design new labs, moved into poorly designed labs, renovated several homes, and have a good common sense for construction and space utilization. Therefore, I have asked my chair that if/when the day comes, I'd be happy to serve on the planning committees for new research space (or other space as well). I ask you to put my name forward for anything like this, if you like.
- I think that we definitely need new space and new buildings. Pharm/Tox has received renovated space from day one and we have reached the end of what we can do, expand or teach more people without new space. One idea that needs to be stopped at WSU is this notion that we will build buildings for 'funded' researchers and that when/if you lose funding you will have to move out. There is no space to move to and it is disingenuous to cut someone loose just because they are between grants or struggling. Likewise, splitting up departments to the 'special' ones who get new space and the rest who get leftovers is not a constructive way to treat people. More needs to be done to rehabilitate these researchers instead of dumping them. A better stewardship of faculty development and funding needs to be part of the 'package' that WSU extends to faculty. It needs development more than us trying to go outside and just attract

every dollar we can. That was a little off topic of the buildings and master plan, but it does play into what the environment is moving to and directly affects how we allocate and decide on space.

## ENERGY PLAN

- I noticed in the plans that renewable energy sources will be explored. There are a number of businesses, zoos, universities, etc. that are beginning to put solar panels in their large parking lots. With such a vast array of lots on campus, the electrical capacity could be improved by going solar. The recent 'crazy' plans of putting all our eggs in one basket for HVAC in one building for the entire campus or multiple buildings needs to be re-thought. IT is not sustainable and funny enough was scrapped as everyone realized it was not able to be put into action.

## OVERALL IMPRESSIONS

- "Were I still on the faculty, and in particular were I on the faculty senate, I would stoutly oppose any approval of what is here presented."
- Many of the questions already posed require thoughtful answers.
- "The plan seems a bit ambitious....I studied the renderings of the plan. They are very well drawn, but I think a good addition would be a flock of pigs flying over campus."
- "After reading your email information, I must conclude that the proposal is either a very early April Fool's joke or is the thinking of real April fools. If this is a serious suggestion, it ranks right up there with that absurd "window wall" proposal of years ago." Another respondent writes, "[these comments above] have my complete endorsement."
- "INCREDULOUS! This is the only single word which I can associate with the "New Campus Master Plan". If Wright State University had a sinister "master rival", as Ohio State & UMichigan or UAlabama & Auburn have, then I would say that this new master plan must have been conceived and Unveiled by such a master rival. And the unveiling must have been unveiled by a rival of that rival, just to embarrass the "contriver". Otherwise, this reveals gross incompetence, gross insensitivity, and complete lack of respect of Wright State University's history. This is too massive of a change to be left in the hands of the present University Administrators. [Will they next try to re-invent the wheel; maybe it should be square!]

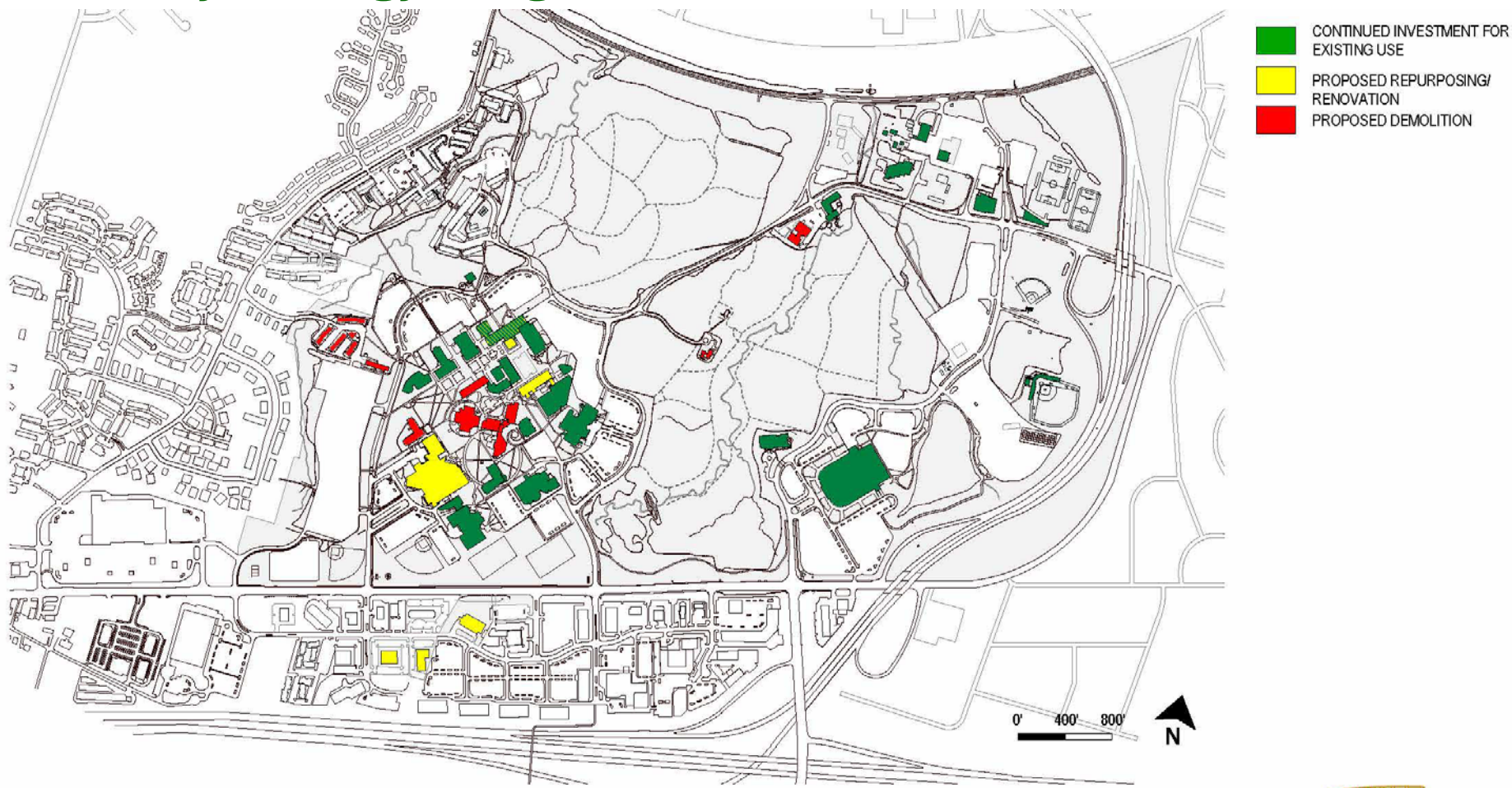
I wonder just who is lobbying for these changes and demolitions. I wonder just how much was paid for this "plan" and just how many University hours were expended in reviewing this plan. It seems that there are many more important things to do. Someone has too much spare time and should be fired immediately. [Otherwise, the next recommendation will be to re-alphabetize the phone book!] Let a name be attached to these "recommendations". Otherwise, give these recommendations a [dis]honorable burial, preferable at sea. [ie, "Deep sea" them.] This is somewhat reminiscent of a former President who came in and immediately tried to change the WSU school colors. Remember, "The Star Spangled Banner" is very difficult to sing and although there are occasional efforts to change it, these efforts die a quick death, as they should. There are some things that link the "old" with the "new" and the "future". Disrupting those linkages should be done only with great care. A few years ago, most [if not all] of the asbestos was removed from Oelman Hall; not much, if any, thought was given to demolishing it. The policy makers of those time realized the importance of heritage, history and respect and "first, do no harm". The present policy makers should take heed and hope that future policy makers will do likewise....To those of you who may wonder why I, as a retiree, albeit an original

[1964] faculty member, have any interest in this matter, I would just say that I am still an Ohio tax payer, I still have an abiding interest Wright State, it's past, present & future and that Wright State University's future belongs to, not just the present Administrators, but to all of those who toiled before and to those who may come afterwards. The proposed changes or too momentous to be left to the present Administrators & Policy makers.

- “Ya, agree, the plan is very very ambitious. Is it a day dream? My office building is among the demolition, so I will be thrown out off my office and stay in a trailer (very likely) for the remaining years at WSU. However, the completion of this plan could lift WSU at least one notch upper in tier groups of college classification nationwide. This is not bad thing. In academics including teaching, research and funding, WSU is much stronger than our peers, but our campus facility overall is way behind. We are much better off than we are perceived because of our small and backward campus. I would guess this is what behind this new master plan. It is not fun to work in a trailer for a few years. But, if, and only if we have support financially from the state of Ohio, and all other fundings for the plan can be materialized, then I am willing to support it. May the great dream comes true.”
- “... I wanted to thank Carol for sharing the plan and the administration for thinking boldly about improving the campus. One of the things that outsiders first notice when they come here is the architectural deficiencies in our campus relative to where we came from. I came from Penn State and thought the campus at times resembled a high school. It would be a real plus for the kind of institution we want to be -- 3-2 teaching load with good union salaries -- if the university's capital budgets allowed for substantial architectural overhaul. Aesthetics matter. I was just at Davidson last week and could not believe the school, though filthy rich, was a fraction of our enrollment size. I could never see this because of the way they laid the campus out with huge trees and the pretense of walking through paths instead of an open yard. All universities have capital budgets. These things are separate from operating costs. We're lucky: we don't have a football program that would waste hundreds of thousands of dollars each year. Instead, we target money wisely to faculty salaries, which are very competitive, to efficient workloads, to good benefits -- and to improving the buildings and infrastructure. As someone who has only been here a handful of years, I'm looking forward to being here when a bigger and better campus arrives. Thanks for the hard work!”



# Facility Strategy – Highest and Best Use



# Resilient Facilities



- PROVIDE REDUNDANCY IN UTILITIES
- REPLACE OUTDATED FACILITIES WITH HIGH-PERFORMANCE BUILDINGS
- INCLUDE EFFICIENCY UPGRADES IN RENOVATIONS
- MAINTAIN AND EXPLORE ON-SITE RENEWABLE ENERGY
- SUPPORT COMMUNITY WELLNESS



# Wright State 2030

