MASTER PLANNING: Institutional Directive Considerations

1) Inter-professional education model at Health Sciences
   a. Instructional space – classroom and laboratories
      i. Medical, dental, allied health sciences, nursing, public health
      ii. Facilities are strategic and optimally should represent contemporary
devolution and related trends. The trend is to develop integrated
inter-disciplinary and inter-professional education and training programs
with the requisite curriculum, regardless of perceived barriers.
Contemporary facilities should be responsive to such development.

Response:
   a. Unable to do so on a broad scale
   b. Can perhaps do this in “snippets”
      i. Common, shared storage space
      ii. Shared instructional laboratories (Examples: gross anatomy – simulation
laboratories)
      iii. Convene meeting with Health Science upper administration officials and
consultants to further address the implications of the model

   c. Comments:
      i. Difficult – curricula of various disciplines are lock-stepped
      ii. A logistical challenge
      iii. Look for opportunities at a programmatic level where integration could
take place
      iv. Simulation center space and CON simulator space are currently
inadequate

2) Proposed School of Public Health (SPH)
   a. Initiate a planning process to establish an SPH
   b. Consider the proposed SPH to be integrated into an existing building facility

Response:
   a. Discuss the role and needs of a SPH

3) Remote clinics
   a. Integrated regional educational model
   b. Locations, capacity, nature

Response:
   a. Establish satellite training centers
      i. Includes educational and clinical operations
   b. Consider capital investment requirements
   c. Potential locations include: Rocky Mount, Wilmington, New Bern, Jacksonville,
Carteret, and Elizabeth City
   d. Determine dental medicine’s role and needs
   e. Comments:
      i. First two years, BSOM students located on West campus
ii. 3rd and 4th year BSOM students located at remote centers
   1. Cohorts of 10 to 12 students
iii. Ascertain amount of existing clinical space vs. planned capital clinical space

4) Clinical enterprise
   a. Consolidating multi-specialty practice clinics
      i. Separate large clinics (cancer, cardiovascular, etc.)
   b. Partnerships with PCMH
   c. Presently have 22 separate clinics

Response
   a. Could consolidate some of them
   b. Will always need clinics located in strategic places around Greenville (Ex. Firetower)
   c. Larger clinics will most likely remain (cancer, cardiovascular)
   d. Establish additional clinics (examples: neurosurgery, endoscopy)
      i. Partnership with PCMH
   e. Comments:
      i. Will need more discussion and planning on consolidation issues
         i. Clinical practice administrators, chairs, the dean, associated vice chancellor, and vice chancellor need to be present at the same time (along with Smith Group representatives)

5) Library
   a. Evaluate the current analyses of projected space needs for:
      i. Joyner Library
      ii. Music Library
      iii. Presently, library space needs account for 30% of the total projected ECU space needs by 2025.
   b. Area repurposing
      i. Student study areas
      ii. Food service
      iii. New programs
      iv. Overlapping efforts with Student Center
   c. Collection storage and retrieval
      i. Alternative off-site location as a repository for infrequently used volumes?
      ii. Accounts for 50% of projected space needs for Library
   d. Laupus Library (LL)
      i. LL quantitative space assessments and projections are separate from Joyner assessments and projections
      ii. LL projected space needs can be accommodated in current location
      iii. LL requires renovation

Response
   a. Work with Head Librarian to reevaluate projected Joyner Library space needs
b. Consider alternative location for storage stacks  
   i. Common “State Level” storage space for UNC system institutions is no longer a viable option  
   ii. This alternative is dependent on the discipline and what volume types are placed in remote storage; example: history faculty traditionally need access to older, less-used volumes and prefer easy access.

c. Consider student study and food service space needs in concert with those being met in the proposed new student union

d. Discussion with Head Librarian, ECU master planners, and Eva Klein and Associates is required in regard to library space need projections

e. Comments:  
   i. Joyner Library is now accommodating the Faculty Development Center and STEPP  
   ii. Discuss status of proposed capital project (library computerized retrieval system)  
   iii. Ample student and faculty study space should remain as top priority when repurposing existing space

6) Classroom space  
   a. Centralized or distributed?  
   b. Number and size of large classrooms

Response  
   a. Prefer centralized model on the East Campus  
   b. Consider a general classroom building  
   c. Need larger classrooms with adjacent break-out rooms  
      i. Quantitate: Number and size  
         a) Deans will provide input in deriving and finalizing numbers and sizes

d. Comments:
   i. Bate has potential for classroom enhancement if vacated by administrative and programmatic units – transform back into a “general classroom building”  
   ii. A general classroom building should be located close to those academic units where non-specialized, generic classrooms are appropriate  
   iii. Building renovations will provide opportunity for enlarging and increasing number of classrooms  
   iv. Proposed capital projects (ex. Biosciences Building) will include additional classroom space  
   v. There is need for more classroom sizes with a capacity of 50 to 60 students

7) Faculty office space  
   a. Net number of new offices (not formula driven)  
   i. Data show a current surplus of total office space  
      i. Analysis does not consider present size of faculty offices  
      ii. ECU inventory indicates that there is a deficit in number of offices
Response:
   a. ECU must address immediate office space need and plan for the projected needs
   b. Consider shared and/or common office space options
   c. Current and projected office space sizes need to be compared to an acceptable present standard
   d. Comments:
      i. ECU has ongoing pilot study on the concept of “Home Offices” – objective is to develop a policy as requested by the Deans –
         1. DE faculty are being considered
      ii. Increase in the number of “right-size” offices can result with building renovation
      iii. Leasing additional office space as an option is confounded by the public bidding process
      iv. Shared office space may be appropriate for part-time or jointly-appointed faculty, but not for full-time tenured faculty
      v. Maximizing office space contiguity is of high priority
      vi. Type and square footage of office space for faculty and graduate students is dependent upon the nature of the discipline
      vii. Brewster renovation should include a provision for additional office space

8) Proposal: Construction of Office/Surge-Space Building
   a. Appropriate square footage
   b. Phased construction
   c. Location
   d. Proposal purposes
      i. Need office swing space
      ii. Eliminate current use of dormitories as office swing space
      iii. Transfer current administrative building uses elsewhere – backfill with student services functions

Response:
   a. Include as a capital project
   b. Comments:
      i. Can partnership with Real Estate Foundation
      ii. Can involve auxiliary funds
      iii. Potential occupying administrative units
         1. ITCS
         2. Financial Services
         3. Senior-level administration displaced from Spilman
         4. Performing arts activities

9) New student union(s)
   a. New site(s)
   b. Demolition of Mendenhall Student Center (MSC)
   c. Repurposing of MSC
      i. Meeting room space
ii. Visitor’s Center
iii. Admissions

Response:

a. New student union building on East and West campuses
   a. Associate Ledonia Wright Cultural Center (LWCC) with the East Campus student union
      i. Consider specific functional requirements of LWCC in design process
   b. Consider special needs of graduate students in design and function
   c. Repurpose Mendenhall Student Center (MSC)
      i. Consider options for meeting rooms, visitor’s center, admissions, academic functions, etc.
   d. Determine what functions will be carried out in MSC – then determine what financial approaches need to be used

  e. Comments:
     i. MSC is currently fee-supported
     ii. Consider returning MSC back to the State
     iii. Consider lease for use for academic and non-student service purposes
     iv. Consider the following for West campus student union:
        1. Faculty/student wellness/fitness
        2. Faculty/student dining; on-campus dining facilities encourages social and professional interaction
        3. Space for faculty/student interaction; common on-campus dining facilities facilitates interaction

10) Repurposing or removal of current space: East Campus

a. Christenbury Gym
b. Old Warehouse Building
   i. Houses campus hazardous waste storage area
c. Erwin Building
d. Bloxton House
e. Eller House
f. International House
g. Tobacco warehouse district buildings
   i. Bostic-Suggs
   ii. Old Woodworks
   iii. Hatteras
   iv. Haney Building (National Historic Register)
v. Others

Response:

a. Demolish Christenbury Gym, Old Warehouse Building, Erwin Building, Bloxton House, Eller House, International House, Bostic Suggs building, Old Woodworks Building, Hatteras building, and others
   i. Space is to be repurposed for capital projects
   ii. 9th street area can accommodate capital project needs
   iii. Can be used for swing space as needed
b. Consider Haney Building relative to its status in the National Historic Registry
c. Consider ways to preserve historical legacy of Christenbury
d. Upgrade and relocate current campus hazardous waste storage area
e. Comments:
   i. Do not yet have contiguous connection of “warehouse district” with East Campus proper
   ii. Renovation assessment of Old Woodworks Building for Dance program was costly – could serve as space for dance program
   iii. Dance program space is tied to accreditation; urgent need to improve the current space or identify alternative space for dance students
   iv. Erwin Building and Christenbury experience insurmountable maintenance issues
   v. Recommend that alternative swing space as a replacement for the Erwin Building be imminently identified
   vi. Hazardous waste storage area location is more flexible if storage remains within the confines of the campus with use of ECU transport pathways
   vii. Identifying an alternative space for the Maritime Studies program in the Eller House is needed

11) Repurposing or removal of current space: West Campus
   a. Physicians Quadrangle Units (Quads)
   b. Pavilion Units
   c. Modular units (Lake Laupus)

Response:
   a. Remove Quad, Pavilion and Modular Units
   b. Use Pavillions temporarily for swing space
   c. Focus on future uses of Moye I, II, and III
   d. Comments:
      i. ECU owns 3 Quad units (building plus acreage)
      ii. Pavilion units are ECU Property (building plus acreage) with the exception of one
         1. Pediatric private practice in one unit
         2. Acreage can be redeveloped
      iii. Management of Quad and Pavilion units is governed by Property Owner’s Associations
      iv. Quads can be used as swing space for office purposes
      v. Quads will not be used for clinical operations

12) Research space: East Campus
   a. New Biosciences Building and Renovation of Howell Science Complex
   b. Linear Accelerator
   c. Howell Science Complex
   d. Science and Technology Building
      i. Unfinished Space (Currently addressed by University Space Committee)
   e. Flanagan Building
Response:
a. Space quality and swing space requirements are suitable considerations for determining future research space needs
b. Consider renovation and repurposing of the Howell Science Complex (HSC) with Bioscience Building capital project
c. Consider backfill units for HSC
   i. Units in Science and Technology Building, Flanagan Building, Brewster Building, and Rivers Building are potential candidates
d. Comments:
   i. Quantitative assessment of lab-based, grant productive research space needs indicate minimal requirements for projected additional research space by 2025
   ii. Projected research space needs indicate most of the requirements are associated with Health and Human Performance
      1. These requirements are anticipated to be met in collaborative research on the West campus
   iii. Need to reevaluate needs in engineering and relative to funded grants
   iv. Cost estimate for building renovation is $250/ft²
   v. Research space expansion options help to provide research swing space needed to initiate renovation of existing research space
   vi. More research space in Brewster Building is needed

13) Research space: West Campus
   a. Renovation of Brody Building
   b. New Construction
   c. 4th Floor ECHI shell space
   d. 4th Floor Dental building shell space

Response:
a. 4th Floor Dental Building shell space will include office and research laboratory space
   i. More than half of the square footage is anticipated to be for office space use
   ii. Basic research will focus on “materials science”
   iii. Anticipate basic life science research as well
b. New construction for Division of Health Sciences
   i. To include instruction and research activities in concert with BSOM expansion
   ii. Will determine capacity needs

14) Research space: West Research Campus
   a. Requires conversion of septic to sewer
   b. Boat storage
   c. Location for Diving & Water Safety
   d. Comments:
      i. Wetlands designation constrains capital development
ii. Currently providing space for research, education and service functions
iii. Diving and Water Safety instructional activities will still require
    operational and storage space on East Campus

15) **Space disposition of Colleges of Business and Education**
   a. New construction
   b. Other renovated location

**Response:**
   a. Two scenarios proposed
      i. A new building accommodating both Colleges
      ii. A new building accommodating the College of Education and the College of Business transferred to a repurposed building
   b. **Comments:**
      i. New building originally proposed to house centralized distance education operation for both colleges

16) **Performing Arts Center (PAC)**
   a. Current performance facilities functionally inadequate
      i. Hendrix Theatre
      ii. Wright Auditorium
      iii. Messick Theatre Arts Center and McGinnis Auditorium
      iv. Dance studios
      v. Fletcher Recital Hall
   b. Addressing the need for new performing facilities requires a viable funding model of support

**Response**
   a. Establish PAC footprint presence
   b. Develop strategy to address immediate needs of performing arts community
      i. Repurpose buildings
      ii. Renovation
      iii. Leasing
      iv. Consider inclusion in Office/Surge-Space Building (See No. 8 above)
      v. **Comments:**
         1. Current approach for PAC financial support: 25% from appropriated funds and 75% from private donors

17) **Animal facilities**
   a. Capacity requirements for future
   b. Consolidate in one building on West Campus
   c. Construct vivarium in new facility – consolidate on East Campus

**Response**
   a. Consolidate facilities and operations on East Campus into one facility
      i. Associate with new construction (Bioscience Building)
   b. Consolidate facilities on East Campus
   c. Need projection data for animal facilities requirements
d. **Comment:**
   i. BSOM students and resident physicians utilize the animal facilities
   ii. Consolidation is essential for accreditation

**18) Consolidate higher administrative functions**

a. Spilman unable to accommodate all of the central administration and staff
b. Whichard?
c. Other?

**Response**

a. Consolidate on perimeter of East Campus
b. Consider Office/Surge Space capital project
c. Consider backfill of Whichard with central administration (See No. 20 below)
d. Consultant team is advised to provide several scenarios for ECU to select

**19) Relocate essential student services functions**

a. Spilman? Mendenhall? Whichard?
b. Other?
c. Financial Aid, Cashiers, and 1-Card linked together as one physical unit?

**Response**

a. East and West Campuses need to become more “student friendly” relative to student services
b. Consider backfill of Spilman with linked student service functions
c. **Comment:**
   i. Requires installation of an elevator in Spilman
   ii. Vehicular access to Spilman is problematic

**20) Visitor Center/Admissions location**

a. Visible, accessible, and adequate parking
b. Relocate Admissions Office
c. Admissions linked with the Registrar as one physical unit?

**Response**

a. Consider relocating Admissions/Visitors operations
   i. Include accessible and free parking
   ii. Space should accommodate large groups of 30 to 60 individuals
   iii. Consolidate recruiting, admissions and office staff in one location
   iv. Centrally located with easy access to the rest of the main East Campus
b. **Comments**
   i. Admissions operations can be separated from those of the Registrar – not a necessity for them to be linked

**21) Consolidating University Police Operations, Parking, and Environmental Health & Safety**

a. Location
b. Size (square-footage)

**Response**
a. Consolidate
b. Consider capital project in warehouse district
c. Maintain presence on West Campus with satellite location – consider location other than the Brody Building
d. Consultant group to provide scenarios for consideration in making the warehouse district a vibrant space

22) Facilities Services consolidation
a. East Campus
   i. Renovation
   ii. New construction
   iii. Location
b. West Campus
   i. Expansion of facility

Response
a. Consolidate
   i. Consider renovation of repurposed buildings and a capital project
b. Comment:
   i. Locations and operations are currently fragmented

23) Hospitality Hotel
a. Establish a School of Hospitality Management

Response
a. Coincide aspiration for a new school with quantitative program growth projections
b. Consider hotel as a private/public partnership
c. Consider hotel construction by the University with private donor support
d. Obtain concrete business plan
e. Establish hotel footprint location
   a. Consider both East and West Campus scenarios
f. Comments:
   i. Awareness of alumni capital project plans is an important consideration

24) Eastern North Carolina Museum and Galleries (ENCMG)
a. Acquisition, storage, and display of cultural materials
b. Country Doctor Museum

Response:
a. Obtain concrete business plan and continue dialog with Task Force
b. Consider ENCMG location in repurposed building
c. Consider West Campus location and capital needs associated with relocating the Country Doctor Museum (CDM)
d. Comments:
   i. Discuss ENCMG facility integration with PAC capital project or Student Union capital project on East Campus
ii. Discuss CDM facility integration with Student Union capital project on West Campus
iii. Consider inclusion of other units such as public history and maritime studies
iv. Location of ENCMG on the Tar River would accommodate water access along with the inclusion of maritime programs

25) **Maritime Studies (MS)**
   a. Eller House
      i. Academic function location
   b. Proposed Conservation Laboratory and Maritime Museum
      i. Location

   **Response**
   a. Consider academic function location in repurposed or current-use building
   b. Obtain concrete museum business plan
   c. Consider incorporation of Conservation Laboratory needs with Queen Anne’s Revenge Conservation Laboratory
   d. Consider connections of WRC to municipal water and sewer

26) **Hazardous waste disposal and storage at Medical Heating facility**
   a. New construction

   **Response:**
   a. Address need with new construction

27) **Millennial Campus**
   a. Consider establishment of an ECU Millennial Campus
   b. Consider present options based upon available data, institutional priorities, and programmatic drivers

   **Response**
   a. More discussion and planning is required from the Millennial Campus Planning Sub-Group with the following objectives:
      i. Frame and conduct needed analysis including key factors, issues and drivers.
         1. Expected outcomes of this step include identifying a limited number of existing scenarios and the units, programs, priorities, and partners that drive them.
      ii. Conduct feasibility analysis of existing scenarios and identify risk/return profiles for each.
      iii. Develop possible scenarios based upon expectations of findings and decisions from other areas of the master planning process.
         1. Finalize three scenarios and develop possible phases for implementation.
   b. **Comments:**
      i. Scenarios developed should be evaluated by master planners in regard to risk/return profiles and other master plan issues.
28) **Alumni-University Conference Center (AUCC)**
   a. Determine location of AUCC building
   b. Consider needs and functions of the Alumni office in serving clientele
   c. Consider two scenarios:
      i. Alumni Center coupled to a conference center
      ii. Alumni Center separate from a conference center
   d. Determine capital needs

   **Response**
   a. More discussion with the Alumni Office personnel is required

29) **Botanical Garden**
   a. Consider establishment of a botanical garden
   b. Consider as joint, collaborative effort with the City of Greenville
   c. Develop concept and scope
   d. Consider capital needs
   e. Determine location

   **Response**
   a. Discussion and planning with the Greenville Recreation and Parks Department is required

30) **Day Care Center**
   a. Consider establishment of a campus day-care center
   b. Consider Faculty Senate Resolution #04-15
   c. Determine location

   **Response**
   a. Further discussion with leadership and faculty in the College of Human Ecology and College of Education is needed
   b. **Comment:**
      i. Widespread support and desired participation is evident from faculty

31) **Athletics**
   a. Athletics master planning efforts
      i. Women’s varsity softball complex
      ii. Varsity Soccer Complex
      iii. Varsity Tennis Complex
      iv. Varsity Track and Field Complex
      v. Varsity Basketball Practice Facility
         i. 3 practice courts
         ii. Located adjacent to Minges Coliseum
      vi. Athletic Football Facility Redevelopment Plans
         i. Phase I (Completed)
            a. East end zone seating addition
            b. New video scoreboard
            c. New toilet and concession facilities
ii. Phase II: Add upper deck seating area on south side of stadium
   a. 8,000 seats proposed
   b. Press box renovation
   c. Addition of premium seating
   d. Possible office space below seating

iii. Phase III: Enclose west end zone of stadium
   a. Connected to Murphy Center underneath
   b. Last current phase of planned stadium redevelopment

32) Health and Human Performance
   a. Consider plan for additional activity space building in the Belk precinct
      i. Include a gym floor
      ii. ROTC training facility
      iii. Laboratories for:
           i. Cardiac testing and intervention
           ii. Motor development
           iii. Activity promotion
           iv. Biomechanics
   b. Consider outdoor activity space in the Belk precinct
   c. Consider additional faculty office and support space

33) Global Classroom
   a. Perform feasibility study for relocation of the Global classroom
      i. Determine estimated costs
      ii. Consider several relocation sites
   b. Consider units and programs for backfill of GC space
      i. Determine estimated renovation costs of vacated GC

34) Dance Program Site
   a. Dance program is in need of facilities upgrade before accreditation is granted.
   b. Consider renovation of Old Woodworks Building for Dance program.
      i. Original building renovation estimate was costly.
   c. Consider other alternative location sites for Dance program.

35) Ancillary Locations
   a. Consider locations external to the campuses housing key ECU educational or service programs
      i. Wachovia Partnership East (WPE)
         i. Consider consortia hub site locations

36) UNC Coastal Studies Institute (UNC CSI) – Manteo
   a. In process of constructing new facilities to conduct the mission and activities for this multi-institutional marine science research campus.
   b. Construction is expected to commence November 2010
      i. Preliminary site work commenced late summer 2010.
i. Includes rough grading and the excavation of uplands to form a canal and boat basin.

c. Campus design construction documents have been completed.
   i. Project submitted for the state bid process in the fall 2010.
   ii. Provides the following functions:
      i. Administration
      ii. Education
      iii. Research
      iv. Residential
      v. Field research
      vi. Outreach
   iii. Campus location: The CSI campus will be constructed in the community of Skyco on Roanoke Island.

37) Leadership centers and programs
   a. Center for Student Leadership and Engagement
   b. BB&T Leadership Center
   c. Others

38) Blast Simulator
   a. Propose to construct a new building to house the blast simulator, support equipment and a small animal vivarium.
      i. Military-relevant research on blast injuries as part of Operation Re-Entry North Carolina (ORNC), a pending cooperative agreement with the U.S. Department of Defense.
      ii. ORNC is providing $2.4M of extramural funds to ECU for research in support of returning combat veterans and their families.
      iii. Research and Graduate Studies will provide funding for construction
   b. Consider locating new building on West Research Campus, near some of the existing buildings.

39) Housing
   a. Consider replacement of Bell Hall
      i. New suite-style residence hall
      ii. Capacity of 900 beds
   b. Consider construction of a living/learning complex
      i. New suite style residence hall and learning complex
      ii. Capacity of 400 beds
   c. Conversion of West Neighborhood residence hall – Conversion I
      i. Into suite-style units
      ii. Capacity of 250 beds of post conversion
   d. Conversion of West Neighborhood residence hall – Conversion II
      i. Into suite-style units
      ii. Capacity 250 beds post conversion
   e. Restore Slay Residence Hall back to residential use statue
40) Dining
   a. Consider an addition to Todd Dining Hall
   b. Consider providing food services in repurposed areas of Joyner Library
   c. Consider food service needs in the proposed new student unions on the east and west campuses