

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 development 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. Pavillion Units
- c. Modular units (Lake Laupus)

Response:

- a. Remove Quad, Pavillion 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. Pavillion 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 Pavillion 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”
 - ii. 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