



**CAMPUS FACILITIES MASTER PLAN  
FEEDBACK ON EMERGING PROJECTS & INITIATIVES  
FEBRUARY 12, 2012**

Ellen F. Falduto  
John W. Sell

**EXECUTIVE SUMMARY**

Students, faculty, and staff were invited to provide feedback on Wooster's Campus Facilities Master Plan's emerging list of potential projects and initiatives. Approximately 220 individuals participated in a structured exercise designed to ascertain the mission-relatedness and urgency of addressing each item on the list that had been identified by Dober Lidsky Mathey. In addition to on-line survey responses, faculty perspectives were represented through feedback from the Classroom Stewards group, Educational Policy Committee, and the Financial Advisory Committee. Student and staff input were gathered through structured workshops conducted for this purpose.

Despite the differing perspectives individuals brought to the process, students, faculty, and staff were remarkably consistent in identifying two principles that, along with the College's mission and vision, should guide the implementation of our Campus Facilities Master Plan and our campus stewardship activities: *sustainability* and *accessibility*. These principles, individuals emphasized, are highly related to our mission and core values. They were also remarkably consistent in identifying three specific highly mission-related and urgent facilities projects: *Lowry Center*, *Mateer Hall/Sciences at Wooster*, and *Student Housing*.

The rationales for these three projects were also consistent: Lowry Center is the space where students gather, dining is crowded at peak times; the facility lacks adequate space as a student union; and other than the main lobby area and bookstore, is tired and in need of attention. Mateer Hall is "very mission centered," has not been renovated, it and Severance are inadequate to accommodate the growth in biochemistry and neuroscience, and the appropriate facilities are needed to be competitive in the marketplace. New student housing is needed to replace housing for which renovation is not a reasonable option, to provide additional space to take larger halls off-line for renovations, and to improve our market attractiveness.

Other high mission, moderate-to-high urgency facilities-related issues identified most often were "incremental academic improvements," "incremental department growth" and "technology capable and new pedagogy friendly spaces."

There was less consensus on which facilities issues and projects had low relationship to our mission and low urgency. The most common responses were "additional parking" (as many noted that we should do a better job of enforcing our parking policies first), "enhance campus landscaping" (many thought the landscaping was exceptional; they urged the College to *maintain it*), "Gasche Street closing" (not until we have a good reason to do so); "McGaw" (agreement that there are many aspects of the facility that we do

not like, but we do not have a compelling reason to demolish it or make major renovations), and “wayfaring and pedestrian walkways” (our current paths around and through the campus are quite serviceable).

If mission relationship is ignored, the renovation or overhaul of the power plant appeared as urgent on two of the three lists, and the project’s urgency correlated with the sustainability principle.

## **REPORT**

One of the strategic initiatives within our Strategic Framework is to update our Campus Facilities Master Plan. Work on this update began in February 2011, has involved faculty, students, staff, board members, task forces, city representatives and our campus neighbors. We are at the point in the process where our campus master plan working group, informed by the work of our consultants (Art Lidsky and George Mathey of Dober Lidsky Mathey (DLM)), has compiled a list of potential campus planning projects and initiatives and seeks feedback from the campus community on the list. An earlier, similar, version of the list was reviewed by students, faculty, and staff in campus meetings held September 15-16, 2011. The members of the “Big 5” faculty committees also reviewed the list at their fall 2011 retreat.

The focus for feedback was the question “How much impact could each project or initiative have on advancing our mission and how urgent is the need to undertake each?” The objectives for the feedback opportunities were to identify those projects and initiatives that were consistently identified by students, faculty, and staff as having potentially high mission impact and high urgency, as well as those that were perceived to have low mission impact and were not urgent and to engage the campus community more broadly in the facilities master planning process, consistent with our institutional strategic planning approach.

## **HOW WE DID THIS**

DLM provided a list of individual projects and initiatives identified through the campus facilities master planning process to date and a copy of its initial draft report, from which we excerpted the “findings” to provide context for the projects and initiatives. We did not include any “recommendations” from the draft report, as these could have the effect of leading participants’ thinking about the emerging projects and initiatives. A website consisting of a brief background on the facilities master planning project, the findings, and list of projects and initiatives was launched so that students, faculty, and staff could become familiar with the process and work to date prior to providing feedback.

The research question that was presented was: “How much impact could each project or initiative have on advancing our mission and how urgent is the need to undertake each?” Those who provided feedback were also encouraged to comment on how much impact the project or initiative would have on improving the quality of campus life, improving our market position, and fixing what is tired or broken.

Students, faculty, and staff had four venues for providing feedback. They could complete an on-line survey, post a comment to the “emerging projects and initiatives” page of the website, participate in a workshop, or send us an e-mail. Faculty feedback was solicited through the Educational Policy Committee (EPC), the Financial Advisory Committee (FAC), and the Classroom Stewards, and faculty were encouraged to share comments with their colleagues on these committees.

## PARTICIPANTS

Approximately 220 individuals participated in the feedback process in one way or another. Thirty faculty members directly participated in sessions or through the on-line survey, 40 students participated in an evening workshop while another 30 provided comments through the survey or e-mail, and the majority of the 120 staff who provided feedback did so through one workshop session (that packed Lean Lecture Hall).

## FINDINGS

It was no surprise that one's day-to-day experience with the campus facilities and environs and one's role in achieving the College's mission influenced the feedback received. Students experience the Wooster campus differently than faculty, faculty experience it differently than the staff who support the work of students and faculty by working in, and maintaining, our campus and facilities. Neither was it a surprise that while not everyone understood what exactly was meant by one or more of the project or initiative titles (including some who served on the campus facilities master planning working group), one quickly figured out the gist of the idea through discussion with others in the feedback sessions. Interestingly, students, faculty, and staff did vary in how "balanced" their "mission-urgency" grids were, with some identifying many things as both mission related and urgent while others distributed the projects more broadly. This variance yielded only one consistent set of mission-urgency assessments across all three constituencies.

### Projects, Initiatives & Principles

While DLM loosely categorized the emerging projects and initiatives as "major new projects," "incremental improvements," or "College enhancements," the nature of the feedback on the items suggested that what we had were "projects," "initiatives," and "*principles*." The discussions of "sustainability," "accessibility," and "College/Community initiatives" implied that these initiatives would be more appropriately considered *principles* that would guide our implementation of the recommendations of the Campus Facilities Master Plan rather than projects in and of themselves.

Following is a summary of how students, faculty, and staff categorized the projects and initiatives, with a very brief summary of the discussions around each item. The detailed list of comments relating to each project and initiative follows at the end of the document.

#### On everyone's list:

The projects and initiatives that students, faculty, and staff identified that would have **high mission impact and high urgency** are:

- *Lowry Center*  
[It is important to students. it is where students meet and congregate. The space is dated and crowded. Dining is antiquated compared to other institutions and there is not enough capacity in the dining hall or with the arrangement of some serving lines. While spaces in the Scot Center alleviate some of the pressure on meeting spaces in Lowry, student organizations lack offices and storage. Lowry supports Wooster's mission as a residential liberal arts college and in that our student organizations and activities are opportunities for students to "become leaders."]
- *Mateer Hall/Sciences at Wooster*  
[Mateer is "very mission related" in that we pride ourselves on undergraduate research. The need to address Mateer is "fairly urgent" in that the facility has not been renovated and that it and

Severance are inadequate for the growth in enrollments in biochemistry and neuroscience. Improvements are needed to be competitive in the marketplace.]

- *Student Housing*

[As a residential campus, students' living quarters are important. New housing is needed to replace current housing stock that is not energy or maintenance efficient, such as some of the small houses; it is also needed to alleviate the "crunch" placed on our current residential facilities and to make it possible for the College to undertake much needed renovations of our housing stock. Student housing is a means to attract more students; a good living environment will help admissions.]

Other projects and initiatives that were identified by two constituencies are:

- *Incremental Academic Improvements and Technology Capable & New Pedagogy-friendly spaces*

[Discussions invariably linked these two items. While need varies by building, these improvements were viewed as "important", especially as our mission statement notes that we embrace 21<sup>st</sup> century learning and new pedagogical approaches. It is important that we "break the cycle of not investing in facilities until it comes time for a major renovation."]

- *Incremental Department Growth*

[Students experience departmental growth impacts as larger classes and not being able to get into classes. Faculty and academic administrators experience the frustration of finding office spaces to accommodate the needed growth in the faculty. We should not build more space, but rather renovate existing space that is underutilized to accomplish this.]

- *Sustainability*

[It is mission related. "It is the right thing to do." Sustainability should be an important consideration in any future projects and in our decisions about the campus.]

While we seem to agree on the three high mission impact and high urgency projects, we are less consistent in our thinking about projects that would fall into any of the other three sections of the mission-urgency grid. We found no items, for example, that fell into the "high mission impact, yet low urgency" category.

Projects and initiatives that two constituencies think were **low mission impact and low urgency** are:

- *Additional parking*

[We have adequate parking, we need to approach the problem with education and better enforcement of our parking regulations]

- *Enhance campus landscaping*

[Our campus is "beautiful." We need to ensure that we maintain it as such.]

- *Gasche Street closing*

[This could have higher mission impact if closing the street permits us to undertake other projects that have high mission impact, such as relocating playing fields in order to construct a new residence hall.]

- *McGaw (demolish or renovate)*  
[Universally, it's an "eyesore" and it does not work well for some functions; yet, unless there is a compelling, high-mission related reason, addressing McGaw's issues is neither mission-related or highly urgent in comparison to other projects or needs]
- *Wayfaring, Pedestrian walkways*  
[Our walkways are in excellent condition, though may prove challenging for those in wheelchairs. We could have less pedestrian traffic on Beall Avenue if more pedestrian traffic was internal to the campus. Regardless, this was considered "low mission and low impact."]

Projects and initiatives that two constituencies thought were **low mission impact, yet high urgency** are:

- *Galpin Hall and Accessibility*  
[The urgency is in the fact that Galpin is the College's main administration building and "constituents cannot effectively navigate it." It was considered "an embarrassment in terms of ADA compliance as it is an important part of our institutional face." Students did not believe addressing Galpin was as urgent, as most students do not frequent the building.]
- *Outdoor Storage*  
[Important for Student Services and Grounds. Staff noted that a storage facility is needed as "we are wasting money on equipment that deteriorates because we cannot store it appropriately.]

#### On our students' list:

The projects and initiatives that students identified that would have **high mission impact and high urgency** are:

- *College/Community Initiatives*  
[Important because our interactions with the community are important. Students noted internships, volunteer and community service, and their engagement with the community as elements of this. To students, it's "the right thing to do" and would be a "high mission impact" initiative if students were involved.]
- *Incremental Department Growth*
- *Lowry Center*
- *Mateer Hall/Sciences*
- *Power Plant*  
[Addressing the Power Plant is urgent because of anticipated EPA compliance requirements. Students noted "compliance" as driving the urgency of the project, and giving evidence to the College's commitment to sustainability as the mission-related rationale for undertaking the project.]
- *Student Housing (Renovations)*  
["New" housing was not seen to be as important as renovations, as students thought current housing capacity was adequate for our enrollment. (Students commented less about student housing than did faculty and staff, who noted the need for new housing to replace deteriorating facilities and provide the space to perform the renovations in existing halls)]

- *Sustainability*

Students identified the following as having **low mission impact and low urgency**:

- *Enhance Campus Landscaping*
- *Galpin Hall Accessibility*
- *Gasche Street Closing*
- *McGaw*
- *Wayfaring, Pedestrian Walkways*
- *Wayfinding/Campus Signage*  
[no comments, other than “low impact, not urgent” ]

Those projects or initiatives having **high mission impact and lower urgency** are:

- *Incremental Academic Improvements*
- *Technology Capable & New Pedagogy friendly spaces*

And those with **low mission impact, yet high urgency** are:

- *Additional Parking*  
[from the student perspective, parking “makes people upset.” There was not much discussion about parking]
- *Outdoor Storage*
- *Pool/PEC Improvements*  
[It’s a “nice amenity” but “has low impact on our mission.” “It is an embarrassment. “ It matters to many students Student e-mail comments and on-line responses suggested greater urgency and importance ]

On our faculty’s list:

The projects and initiatives that faculty identified that would have **high mission impact and high urgency** are:

- *ADA Compliance*
- *Gasche Street Closing*
- *Golf Course*  
[The golf course in and of itself was not considered mission-related. However, making a decision on the future of the golf course would be urgent if closing it would provide for a high-mission impact project or series of projects. The golf course, tennis courts location, and disposition of Gasche Street were linked in discussions about their relationship and importance in our land use decisions.]
- *Incremental Academic Improvements*
- *Incremental Department Growth*
- *Lowry Center*
- *Mateer Hall/Sciences*

- *Relocate, Improve Outdoor Playfields*  
[Important to address if we seek to “de-densify” the central part of the campus, add a natatorium, and address the excessive use of our current fields and the updating that is needed]
- *Student Housing (new)*
- *Sustainability*
- *Technology Capable & New Pedagogy friendly spaces*
- *Tennis Courts Location*  
[Prime real estate that could be used for other, high mission impact purposes]

Faculty identified the following as having **low mission impact and low urgency**:

- *Additional Parking*  
[Education and enforcement of our parking regulations would alleviate much of the problem. Faculty and staff noted that there is a “snowball” effect when students park in faculty/staff parking and then faculty and staff need to take visitor spaces.]
- *Enhance Campus Landscaping*
- *Natatorium/Physical Education Center*  
[Improving pool facilities is important for those students who are swimmers, though there was some question as to whether the College should set “being the best at swimming” as a high priority. It was also considered low urgency given the Scot Center and the ability to use the pool at the high school. ]

The faculty groups did not consistently identify projects or initiatives having **high mission impact and lower urgency**.

And the project with **low mission impact, yet high urgency** is:

- *Galpin Hall and Accessibility*

On our staff's list:

The projects and initiatives that staff identified that would have **high mission impact and high urgency** are:

- *ADA Compliance*
- *Incremental Academic Improvements*
- *Lowry Center*
- *Mateer Hall/Sciences*
- *Pool/PEC Improvements*  
[Staff noted that the pool is an “embarrassment,” it does not “work well,” and that the pool water is often “all sorts of rainbow colors.” The pool is too small, has “too many band aids,” and is “broken beyond fixing.” In terms of mission, the pool impacts a wide proportion of the campus population. Improving the pool is key to recruitment efforts. The gym floor and bleachers are in urgent need of replacement. The two facilities are used by many students and community members.]
- *Student Housing (new) & (renovations)*  
[Staff expressed greatest concern with the need for new housing to replace the small houses which

are in disrepair and not worth the investment to repair them. Staff also recognized that we lack more independent-living type spaces and different varieties of housing, and the additional space that would be essential for us to undertake major renovations of existing residence halls. Improvements to student housing were considered “important because we are a residential campus and important for recruitment.”]

- *Technology Capable & New Pedagogy friendly spaces*

Staff identified the following as having **low mission impact and low urgency**:

- *Additional Parking*
- *Gasche Street Closing*
- *Golf Course*
- *McGaw*
- *Outdoor Classroom/Seminar*  
[It would be nice, but not really suitable for our climate. “This is Ohio.”]
- *Outdoor Informal Gathering Spaces*  
[We need group seating; small spaces not big plaza settings.]
- *Power Plant*
- *Tennis Courts Location*
- *Wayfaring, Pedestrian Walkways*

Those projects or initiatives having **high mission impact and lower urgency** are:

- *Enhance Campus Landscaping*
- *Library -CoRE EPAC*
- *Sustainability*

And those with **low mission impact, yet high urgency** are:

- *Galpin Hall Accessibility*
- *Outdoor Storage*
- *Wayfinding/Campus Signage*  
[No relation to our mission at all, yet important for visitors and the experience of prospective students and families.]



## **APPENDICES**

### **A. Mission-Urgency Grids**

These are the grids summarizing the structured workshop exercise completed by students, faculty, and staff.

### **B. Emerging Projects and Initiatives by Impact**

Based on the comments of students, faculty, and staff and the on-line survey, whether a particular project or initiative would have impact on:

- Advancing our mission
- Improving the quality of campus life
- Improving our market position
- Fixing what is “tired” or “broken”

### **C. Detail Comments from the Feedback Sessions/Workshops**

### **D. Comments Submitted via the On-Line Survey, Webpage, and e-mail**

## APPENDIX A: MISSION-URGENCY GRIDS

ON EVERYONE'S LIST (OR, AT LEAST ON TWO LISTS) (in alphabetical order):

### HIGH URGENCY – LOW RELATION TO MISSION

#### On Everyone's List

(no items)

#### On 2 lists:

- Galpin Hall Accessibility
- Outdoor Storage

### HIGH RELATION TO MISSION - HIGH URGENCY

#### On Everyone's List

- Lowry Center
- Mateer Hall/Sciences
- Student Housing

#### On 2 lists:

- Incremental Academic Improvements
- Incremental Department Growth
- Sustainability
- Technology Capable & New Pedagogy friendly spaces

### LOW RELATION TO MISSION - LOW URGENCY

#### On Everyone's List

(no items)

#### On 2 lists:

- Additional Parking
- Enhance Campus Landscaping
- Gasche Street Closing
- McGaw
- Wayfaring, Pedestrian Walkways

### HIGH RELATION TO MISSION - LOW URGENCY

#### On Everyone's List

(no items)

#### On 2 lists:

(no items)

**HIGH URGENCY - REGARDLESS OF MISSION RELATEDNESS: On Everyone's List:** Lowry Center, Mateer Hall/Sciences, Power Plant, Student Housing (new), Sustainability

**On 2 lists:** Galpin Hall Accessibility, Incremental Academic Improvements Incremental Department Growth, Outdoor Storage, Pool/PEC Improvements, Student Housing (Renovations), Technology Capable & New Pedagogy friendly spaces

**STUDENTS (in alphabetical order):**

**High Urgency – Low Relation to Mission**

- Additional Parking
- Outdoor Storage
- Pool/PEC Improvements

**High Relation to Mission - High Urgency**

- College/Community Initiatives
- Incremental Department Growth
- Lowry Center
- Mateer Hall/Sciences
- Power Plant
- Student Housing (Renovations)
- Sustainability

**Low Relation to Mission - Low Urgency**

- Enhance Campus Landscaping
- Galpin Hall Accessibility
- Gasche Street Closing
- McGaw
- Wayfaring, Pedestrian Walkways
- Wayfinding/Campus Signage

**High Relation to Mission - Low Urgency**

- Incremental Academic Improvements
- Technology Capable & New Pedagogy friendly spaces

**High Urgency - Regardless of Mission Relatedness:** ADA Compliance, Additional Parking, College/Community Initiatives, Incremental Department Growth, Lowry Center, Mateer Hall/Sciences, Outdoor Storage, Pool/PEC Improvements, Power Plant, Student Housing (new), Student Housing (Renovations), Sustainability

**FACULTY (Classroom Stewards, EPC, FAC 's lists) (in alphabetical order):**

**High Urgency – Low Relation to Mission**

- Galpin Hall Accessibility

**High Relation to Mission - High Urgency**

- ADA Compliance
- Gasche Street Closing
- Golf Course
- Incremental Academic Improvements
- Incremental Department Growth
- Lowry Center
- Mateer Hall/Sciences
- Relocate, Improve Outdoor Playfields
- Student Housing (new)
- Sustainability
- Technology Capable & New Pedagogy friendly spaces
- Tennis Courts Location

**Low Relation to Mission - Low Urgency**

- Additional Parking
- Enhance Campus Landscaping
- Pool

**High Relation to Mission - Low Urgency**

(no items consistently identified)

**High Urgency - Regardless of Mission Relatedness:** ADA Compliance, Galpin Hall Accessibility, Gasche Street Closing, Golf Course, Incremental Academic Improvements, Incremental Department Growth, Lowry Center, Mateer Hall/Sciences, Power Plant, Relocate/ Improve Outdoor Playfields, Student Housing (new), Sustainability, Technology Capable & New Pedagogy friendly spaces, Tennis Courts Location

**STAFF (in alphabetical order):**

**High Urgency – Low Relation to Mission**

- Galpin Hall Accessibility
- Outdoor Storage
- Wayfinding/Campus Signage

**High Relation to Mission - High Urgency**

- ADA Compliance
- Incremental Academic Improvements
- Lowry Center
- Mateer Hall/Sciences
- Pool/PEC Improvements
- Student Housing (new)
- Student Housing (Renovations)
- Technology Capable & New Pedagogy friendly spaces

**Low Relation to Mission - Low Urgency**

- Additional Parking
- Gasche Street Closing
- Golf Course
- McGaw
- Outdoor Classroom/Seminar
- Outdoor Informal Gathering Spaces
- Power Plant
- Tennis Courts Location
- Wayfaring, Pedestrian Walkways

**High Relation to Mission - Low Urgency**

- Enhance Campus Landscaping
- Library -CoRE EPAC
- Sustainability

**High Urgency - Regardless of Mission Relatedness:** ADA Compliance, Galpin Hall Accessibility, Incremental Academic Improvements, Lowry Center, Mateer Hall/Sciences, Outdoor Storage, Pool/PEC Improvements, Power Plant, Student Housing (new), Student Housing (Renovations), Sustainability, Technology Capable & New Pedagogy friendly spaces, Wayfinding/Campus Signage

## APPENDIX B: PROJECTS & INITIATIVES BY WHERE THEY WOULD HAVE IMPACT

	ADVANCE OUR MISSION	IMPROVE THE QUALITY OF CAMPUS LIFE	IMPROVE OUR MARKET POSITION	FIX WHAT IS “TIRED” OR “BROKEN”
<b>MAJOR NEW PROJECTS (LISTED ALPHABETICALLY)</b>				
Lowry Center – Dining and Student Life	X	X	X	
Mateer Hall Renovation/Sciences at Wooster	X	X <sup>1</sup>	X	X
Natatorium/PEC improvements (Gym Floor, etc.)			X?	X
Student Housing (New)	X	X	X	X <sup>2</sup>
Student Housing (Renovations)	X	X	X	
<b>INCREMENTAL IMPROVEMENTS (LISTED ALPHABETICALLY)</b>				
Galpin Hall and Accessibility		X		X
Incremental Academic Improvements	X	X	X	X
Incremental Department Growth	X			
Library – CoRE, EPAC Renovations	X		X	
McGaw Chapel (Renovate or Demolish)	X <sup>3</sup>			X
Power Plant Conversion				X
Sustainability	X			
Technology Capable and New Pedagogy Friendly Teaching Spaces	X	X	X	X
<b>COLLEGE ENHANCEMENTS (LISTED ALPHABETICALLY)</b>				
ADA Compliance	X	X		X
Additional Parking			X	
Campus Signage (wayfinding)				
College/Community Initiatives	X <sup>4</sup>		X	
Enhance Campus Landscaping			X	
Gasche Street Closing (long term)		(could be a means to each of these)		
Golf Course (Maintain or Close)		(could be a means to each of these)		
Outdoor Classroom/Seminar	X <sup>5</sup>			
Outdoor Informal Gathering Spaces		X		
Outdoor Storage (for Fields and General Grounds Care)				X
Relocate, Improve Outdoor Play Fields		X	X	
Tennis Courts Location		(could be a means to each of these)		
Wayfaring, Pedestrian Walkways				

<sup>1</sup> For those in Mateer

<sup>2</sup> Small houses, Holden Annex

<sup>3</sup> If demolishing or renovating results in a facility that better supports our mission

<sup>4</sup> Students’ perspective and interpretation of this initiative as “civic engagement” and opportunities for community service & internships

<sup>5</sup> Depends on department and/or discipline (for example, it was noted that such space would be useful for some sciences and environmental studies)

## **APPENDIX C. DETAIL COMMENTS ABOUT THE PROJECTS & INITIATIVES – FEEDBACK SESSIONS**

### **Major New Projects (Listed alphabetically)**

#### ***Lowry Center – Dining and Student Life***

- It's central to our experience at Wooster. It's where we get together.
- The spot where all student groups are to meet. There are only two offices and no storage. As a student union, it's not a place for students to gather.
- Places for student organizations and groups are needed; this is highly related to our mission. We need places for larger (60-90- student) groups.
- Lowry is important to students. It is a "must" as the space is dated and crowded. (faculty comment).
- Why did we lose the connector with the Scot Center? What happened to the next phase of the Scot Center planning? Does [Lowry] still fit in that process?
- When considering the crowded dining conditions, we also need to take into account that certain stations are more popular than others, and alleviate congestion at the stations as well.
- Is dining on the campus tour? If so, it's a liability to us.
- Dining is antiquated compared to other institutions. There is not enough capacity.
- It is the heart of the campus; perhaps we consider a "people center". Improvements will attract students.
- Lowry supports, and showcases, departmental dining tables.
- Lowry supports the mission in that student organizations and activities are opportunities for students to "become leaders"
- Need more space for kitchen, dining, student activities, meeting/conference space.
- There are not enough student meeting and activity spaces, which would have high mission impact.
- Seems close to student housing in need, but new student housing would meet some of these goals. New spaces provide some of the meeting space need. Therefore not urgent.
- It's a nice amenity, yet it has "low impact" on mission (student)
- High impact because it is important to students, but not urgent.
- Inadequate spaces for effective dining, meetings, and use for current and projected student population.
- It is not broken; it is sufficient for now. Student gathering space is important for our mission. There is some new meeting space in the Scot Center. While it is important, current facilities meet needs.
- All students use this building; it has already been remodeled.
- Lowry is "not unappealing" more of the issues with the building are "behind the scenes." The Scot Center offsets the need.
- A must. The space is dated and crowded!

#### ***Mateer Hall Renovation/Sciences at Wooster***

- "in dire need"
- "we can't grow cultures in a moldy environment"
- "and Taylor..."
- This is very mission related. We pride ourselves on research and science is fast-paced and a driving force in research. In a market where we need to justify liberal arts education vs. specialized preparation, this will add to and support our marketing efforts (student comment)
- Mateer represents a genre of issues
- It is high mission and fairly urgent. Could we live with it a bit longer? Given it is not "state of the art" does it make recruitment more difficult. Mateer is avoided on campus tours unless a prospective student is interested in Biology.
- A new biology/life sciences complex would be great for campus from a recruiting perspective, yet we enroll students despite of Mateer
- "Mateer doesn't even look maintained. I wouldn't send my kid here"

- Severance has only three classrooms; it's inadequate for the growth in biochemistry and neuroscience.
- If we have better space, we could get more grants.
- What about issues of compliance, especially animal care?
- "It's a no brainer" [to address] (staff)
- High mission impact and urgent. It hasn't been renovated and most students take science classes.
- This is an academic facility that is in poor condition and inadequate for teaching; it is almost unusable. (staff)
- Needed to be competitive in the marketplace. Fits the core mission; [improvements] are very needed. Hard to show on a tour (case with broken benches)

### ***Natatorium/PEC improvements (Gym Floor, etc.)***

- Nice amenity, yet has a low impact on our mission (students)
- Is an embarrassment
- "Do we need to *jump into* another sports-related facility?"
- Low mission. Acknowledge it is important for those students who are swimmers. But we're not setting out to be the best at swimming.
- We need a pool, we can't let it go too long.
- It's low mission impact and not urgent. What we have works, and using the high school pool is an option.
- Using the high school is an embarrassment.
- The pool is not "curricular."
- The swim team is large; could we attract more members of the team if we had a better pool?
- The pool does not work well. The water is "all sorts of rainbow colors." The swimmers are adamant that it needs to be addressed.
- We put a lot into the Scot Center and the PEC is an eyesore. We need to follow through.
- Why didn't we address these with the Scot Center?
- This is low urgency because we've done so much in the Scot Center. The pool is not related to our mission.
- If replacing the pool were a "cheap" thing, we would do it because our swim team would benefit.
- The gym floor has to be replaced. This needs to be a separate project that we need to do (it is more urgent than the pool). The bleachers also need to be addressed.
- The gym floor **MUST** be replaced. Pool maintenance is costly. The facilities are used by many students and community members. Improvements could increase interest in the College. Either do not affect the mission much.
- High impact, medium urgency: would bring high quality students.
- The gym floor is bad; the pool is not big enough.
- The Scot Center has helped many of the most urgent problems, so it seems as if we could hold off on additional work here.
- The pool is not at the level of our conference peers.
- Pool: too many band aids, it is broken beyond fixing. In terms of mission, it affects a wide campus population.
- The pool especially needs to be redone. Key for recruitment efforts.

### ***Student Housing (New)***

#### ***Student Housing (Renovations)***

- This is a residential campus, buildings are in need or major updating. 99% of the campus is residential. Students' living quarters are important.
- New housing is not as important as renovations given we're not growing [enrollment]
- There is lots of controversy around the small houses: some students love them, others ask why the houses are where they are. The houses are not energy or maintenance efficient.
- Student housing is a window to attract more students, a good living environment will help admissions.



- The student housing crunch resulting from large classes limits our ability to take residence halls out of service to renovate them, so we may need new housing to permit renovation of our existing.
- New student housing could include classroom space; that would have a high mission impact, but it's not urgent.
- Does not situate us well in creating a learning community.
- Other models (townhouses, suites, etc.) would contribute to mission.
- The houses are in really bad shape. We need to put good buildings up for the purposes the houses serve. The small houses are "trashed." [our group] put new housing as a priority if it will help remove some of the small houses that are not worth additional investment and provide us with the ability to renovate residence halls.
- New housing would allow us to provide more independent-living type spaces and different varieties of housing. It would also provide the flexibility needed for renovations.
- If new or renovated housing has common social and study spaces it would support our mission more.
- Since housing is not mission-related, it becomes a marketing issue, especially when prospective students see housing on other campuses.
- Important because we are a residential campus; important for recruitment. Renovation is needed to maintain what we have.
- The small houses are "disgusting."
- High priority: we are one of very few colleges that doesn't offer suite-style living. Top priority: Holden Hall.

### **Incremental Improvements (Listed alphabetically)**

#### ***Galpin Hall and Accessibility***

- "most students don't frequent [Galpin] so it's not important or mission-important" (students)
- We need to make Galpin accessible to support diverse people.
- It's an embarrassment in terms of ADA compliance; it's an important part of our institutional "face." It's urgent, the debate is how critical is it to our mission. We are excluding students who can't navigate the access to Galpin.
- This place needs to be redone (a committee meeting in Galpin at the time the comment was made). The bathrooms are terrible. We need to make it more presentable. ADA compliance is a big problem in this building. It is pretty urgent, but not mission critical.
- This is the main administration building and constituents cannot effectively navigate it.

#### ***Incremental Academic Improvements (classrooms, studios, small group collaboration space)***

#### ***Technology Capable and New Pedagogy Friendly Teaching Spaces***

#### ***[combined because comments referred to both]***

- It's in the first line of our mission statement. Less priority of a certain kind of space and need for more ubiquitous technology. If we claim to embrace 21<sup>st</sup> century learning, it's urgent and high mission.
- We don't want to need to plan ahead to use classroom technology.
- Addressing incremental academic space improvements is important because I (try to) teach in a classroom that's located right below a dance studio!
- We need space to support teaching what we need to teach. "If we can't teach, what's the point?"
- There are some basic physical improvements needed, like replacing 30-year old fixed classroom chairs, which many students don't fit in.
- We need to break the cycle of not investing in facilities until it comes time for a major renovation.
- It's a priority all around.
- The urgency of this depends on the building; it is high mission.
- Technology is important, it affects student learning and thus is important to our mission. The spaces we have are useful now.

- Technology-capable spaces are high mission and urgent; essential to liberal arts teaching and learning.
- Technology enabled classroom as high mission and urgent for recruiting students and preparing them for a complex environment.

### ***Incremental Department Growth***

- Anthropology & Sociology are growing. I've not been able to get into classes as the classes are getting too large (at the junior level, including junior I.S. classes)
- We have no extra faculty offices now.
- More offices needed now.
- Must be central to campus for integrated community.
- This is important as we have no [extra] faculty offices. It is very urgent and high mission.
- We should not build more space, but renovate existing space that is underutilized to accomplish this.

### ***Library – CoRE, EPAC Renovations***

- This is going to happen. We want to make sure it does.
- Students love the changes to EPAC.
- The library issues and needs are more than EPAC and CoRE.
- As CoRE is complete and EPAC underway, we should take this off the list.

### ***McGaw Chapel (Renovate or Demolish)***

- The issue may be more than aesthetic, especially for acoustics and the music department. Gault Recital is too small for the band & orchestra
- It's not a priority. It's low mission, not urgent. It's ugly.
- Will people look at it differently architecturally 20 years from now?
- We can't hold talks in there.
- Change it to a multi-use auditorium. We need what the high school has.
- We could rebuild Mateer/a biology building there and a build a new large hall to replace McGaw.
- Overall, it's not a high mission-related issue and "yes, it may be unattractive"
- It is not related to our mission (though if it were demolished, we could be a science facility there)
- A college has mission-critical assemblies, while McGaw is not suitable, we need a space for these types of activities.
- This is valuable space that we are not making good use of.
- No one likes it as it is, but what do we do to replace it?
- Is it just an eye sore or is it failing in its function?

### ***Power Plant Conversion***

- "is urgent [because of] EPA requirements"
- "is urgent but not mission related; there are elements related to our mission, but not all"
- "it's urgent as we need to do it [to be compliant]"
- We have a program in Environmental Studies and have made sustainability a priority yet we still burn coal.
- This is "low mission," but fairly high urgency.
- We don't know cost benefit analysis.
- How old is the current plant?
- We just had a major renovation with pollution control not long ago.
- But if we believe in the value of sustainability, shouldn't this be a priority? Our college is being judged on it. We could link it to the mission by arguing that if our students are to be leaders, we need to model that for them.
- It is not very closely related to our mission, but it is more urgent.
- It is a high urgency, high (but not mission) impact.

- Intervening here is the biggest step we can take to reduce our carbon footprint.
- Students want this, but it may not be the most practical thing to do.
- Low mission impact, “mid” urgency.
- It’s old and outdated, costly and has environmental impact. This impacts a large population, we would save money, and improve sustainability.

### ***Sustainability***

- It is mission related. The College made a commitment to sustainability with the solar panels; sustainability links with our commitment to develop students who will be leaders in a global community. It is also evidence that we are aware our actions impact others.
- It’s the right thing to do.
- Mission critical but we don’t know about urgency.
- Want to have sustainability as an important consideration in any future building project.
- “high mission, not urgent”
- All of our decisions should be made from the viewpoint of sustainability.

### **College Enhancements (Listed alphabetically)**

#### ***ADA Compliance***

- If we’re not compliant then “not every student every day”. If we mean this, we need to be accessible.
- Has mission impact as access for students is essential so than can participate in mission-related activities
- High, especially given the need for classroom access.
- Does it prevent some students from coming here?
- We’ve gone a long time without, is it urgent? It is important to our value of diversity.
- Important in our public spaces.

#### ***Additional Parking***

- [current parking] Makes people upset (students)
- The issue is availability of parking in certain areas, for instance, near the Scot Center. If Lowry is the campus life center, then more parking needs to be available. We also need to think about visitors to campus; visitor spaces are often taken up by faculty and staff, often a result of a “snowball effect” when students park in faculty and staff spaces. We need a better balance of spaces by type.
- I laugh at how we regulate parking here. Should we look at enforcement more? To do this, we would need to have an adequate number of spaces.
- Is our parking too prominent? Should we push our parking to the perimeter and walk more? It would help beautify the campus.
- The lot by Ebert is in prime space for other facilities.
- Is parking really the issue? Maybe we need a different method of “people moving” (jitneys and a bike program were suggested)
- Are we just spoiled?
- It is low mission impact, but people complain about it.
- “Mission low, moderate urgency”
- Parking for employees is needed. We have trouble finding parking.
- We need handicapped parking and drop off places.
- Low impact, not urgent: enforcing our current rules is sufficient.
- We just need to manage our existing parking better.
- A matter of education and enforcement rather than building more.

### ***Campus Signage (wayfinding)***

- Has impact on mission, but not as much as other things.
- From an admissions perspective signage is important so visitors can find their way to campus
- Finding the College is difficult, then finding one's way around campus is difficult. We even get confused with our own campus map. We need to invest in on-campus signage, even though it is low mission and not urgent. Anything that enhances the experience for prospective students and families is essential; if we have inadequate signage in this regard, it needs to be fixed.
- Wayfinding, meaning finding one's way to campus, is more urgent than on campus signage.
- Signage is needed, but it's not important to mission.
- Need better signage for visitors to campus. Large maps dotted around campus and better signage to campus.

### ***College/Community Initiatives***

- Students saw this as important because our interactions with the community are important. They noted internships, volunteer and community service, and their engagement with the community as elements of this. It's also "the right thing to do." It is a "high impact" initiative *if* students are involved.
- Urgent. Don't know how much of this is related to our mission, but it is urgent as we live in the community. It is not a "facilities thing," rather, we need to think about how we fit in the larger community. The view of the College by residents in different areas of the City varies.
- It's important, especially given the events [around Beall Avenue] this fall.
- Not seem to be related to Master Plan space issues.
- This doesn't belong in the campus facilities master plan.
- There will always be community members who do not like being by the campus. Not important to our mission.
- We need a good relationship with the community; it is key in experiential learning efforts (e.g., internships)
- More time and effort needs to be put into town relations.

### ***Enhance Campus Landscaping***

- Need to maintain where we are
- It's nice, don't change it.
- [we] can't see why this is on the list because everyone comments on how good it is. We want to sustain this, so we should not detract dollars from it. It is important that we maintain what we have.
- We love it now, no need for improvement.
- The campus is beautiful; improvement is not needed.

### ***Gasche Street Closing (long term)***

- See other ways to beautify ways of what we currently have without further damaging college/community relations.
- In terms of our highest value real estate, this is important as a number of projects we are considering are related to closing it: expanding and relocate playing fields and closing the golf course to expand.
- Closing Gasche would be helpful if the golf course was used for other things.
- Closing Gasche would enable us to do many good things (relocate tennis courts, etc.). The clustering of tennis courts, golf courts, and relocating playfield positions us for long-term changes to campus (residence halls, etc.)

### ***Golf Course (Maintain or Close)***

- Can be put to varied uses; if we got rid of it, could move tennis courts then build where the tennis courts are

- Doesn't support the mission; closing it could greatly support the mission. This fits with the need to reconfigure our limited acreage.
- Put "golf course," "tennis courts," "closing Gasche", and "playfields" together as components of a land use plan. In this regard, these are highly urgent and high mission as a means of addressing other priorities.
- "Put it off the chart." Let's put a running path out there. "Preserving or maintaining" the golf course is low priority, low mission; however, we can move a lot of other things around the campus if we can close the golf course ("closing" the golf course is high mission, high urgency for the right opportunity).
- The golf course is not central to our mission. How much is it even used?

### ***Outdoor Classroom/Seminar***

- Supports the mission, but is it efficient? How many will use it? It's not urgent.
- It wouldn't be used much (faculty)
- No one pays attention when class is outside (faculty)
- Too cold, we wouldn't use it (students)
- This is urgent and high mission for certain disciplines.
- Indoor space works, outdoor is not necessary.
- It would be nice, but not important.
- It would be nice, but not really suitable for our climate.
- Not urgent. "This is Ohio"

### ***Outdoor Informal Gathering Spaces***

- More urgent (than classroom). At other campuses, students congregate and visitors take seats outside. Informal space may provide opportunities without a large price tag. Maybe we should put rocking chairs on Andrews' patio. It's an enhancement that's not expensive.
- Helpful. We have some that are not well designed. University not thought out well in terms of seating.
- Need group seating.
- Need small spaces, not big plaza settings.
- Spaces students can use between classes.
- The new amphitheatre and pavilion address this need.

### ***Outdoor Storage (for Fields and General Grounds Care)***

- Probably have need, but not mission critical or urgent.
- It's indirectly important for student services; it needs improvement, but low mission.
- Doesn't affect students; it would be nice, but not critical.
- Needed. We are wasting money with equipment that is deteriorating.

### ***Relocate, Improve Outdoor Play Fields***

- Important to de-densify the central part of campus.
- Part of a cascade.
- Need to do when address natatorium.
- Current fields "get a ton of use", are outdated and need updating. Fields impact a lot of people.

### ***Tennis Courts Location***

- Prime real estate that could be used for other purposes.
- Why not use the Scot Center? A lot of colleges have moved tennis indoors.

### ***Wayfaring, Pedestrian Walkways***

- In excellent condition, why should we change them? (students)
- Could get students off of Beall; Could get students on other side of tennis courts.
- How to get from residence halls to Kauke? How to get from Scot Center to fields?
- We need better walkways across campus. The brick walks are difficult for those in wheelchairs. We could have less pedestrian traffic on Beall if more pedestrian traffic was internal to the campus. However, it is low mission impact and low urgency.
- Not a problem now, recent improvements have been helpful. Low mission impact; what we have now is good.

### **What is missing? [suggestion from EPC]**

- Teaching Center with space for faculty and staff to meet.
  - Where innovative techniques could be highlighted, formalized. Stay current with practice.
  - With instructional technology.
  - Networking on class challenges.
  - Put into contact with others. Cross disciplinary.

## APPENDIX D. COMMENTS FROM E-MAILS, WEBSITE POSTINGS, ON-LINE SURVEY

Members of the College community were invited to submit comments on the projects and initiatives via an on-line survey, a comment post to the project's website, or via e-mail.

### STUDENTS

- I really appreciate the efforts to understand and consider students perspectives on these plans. I would like to emphasize the importance of replacing the coal plant with more efficient and cleaner energy. With the new and quickly growing environmental studies department at Wooster and with the recent improvements in campus sustainability, the student body is becoming more interested in and passionate about environmental issues. We learn about the energy crisis, about global climate change, and the negative environmental and health impacts of burning coal; we read about communities that are paying the price of this consumption; and yet we are burning coal right on our own campus to power our daily lives. If the Wooster mission is to create "leaders of character and influence in an interdependent global community" then we need to start right here and fix our own problems so that we can set a good example and be the leaders of global stewardship that this institution prepares us to be.

I also second the request for more accessible greenspace! I absolutely love Wooster's campus and the one aspect that I feel is lacking is a place to retreat, even just slightly, into nature. Planting trees and shrubs with a simple trail in the space near Wagner or on the unused parts of the golf course would be much appreciated.

Finally I want to be sure that the campus addresses the issues of ADA compliance because all students and faculty need to be able to have equal access to resources on campus. Thank you!

- ... I really appreciate that you are asking for student input about facility planning for the future and I had one idea that I wanted to make certain was brought to your attention. I believe that updating Wishart Hall would be a wise improvement. The speech and hearing clinic, the Theatre, and Lean Lecture Hall (which hosts some very important events with esteemed guests) all bring a lot of traffic into Wishart, and it is the most outdated academic building on Campus. The classrooms aesthetically look like they are stuck in the 70's with terrible brownish yellow carpeting and orange desks which are very distracting to students. A lot of the technology in the classrooms is outdated as well, and not cohesive from classroom to classroom which is a problem because it is difficult for the professors to transition and has led to a lot of wasted class time. Additionally, the lounge in Wishart is probably one of the most used academic student lounges on campus and the furniture in it is very old and not very functional. I am not requesting a construction overhaul, just some redecorating which would not be very expensive yet would make a huge difference for the students who take classes in the building every day. And, because of the traffic in Wishart, it would also improve how Wooster is seen to the community, to prospective students, and to visiting lecturers. Please consider my idea as I think it would be a worthwhile investment.
- I'm treasurer of WOODs (Wooster's Outdoors Club), and we are currently petitioning the school to build a climbing wall on campus. Through the Student Government Association we have created a survey to poll students. We are still encouraging students to complete the survey, and so far there have been 336 replies.  
The following is an analysis of the current results:  
83% have climbed before, and 93% of the people who never had said they wanted to learn 93% supported the school building a climbing wall on campus 69% said they would use it more than once a month 42% said they would use it weekly or more 40% said they would join a climbing team that would compete against other schools

I strongly encourage the advising committee to add a climbing wall to their list of projects for the College in the next five years.

- FIX THE Pool. It is a health hazard. Also, there are cockroaches where we live. This is no excuse for the exterminator to come in. They hide in the pipes so when the heat goes on, they get into the lounge and rooms. Bigger projects can wait.
- Renovate Bissman! Turn it into singles and make it look nicer. It's not fun living there.
- Science, Art, and Student housing renovations should be priority. Enhancing class room needs to happen fast.
- As a student here on campus, I find it increasingly frustrating when I go to eat lunch--I only normally have a forty minute period and the lines at ALL of the dining facilities are beyond ridiculous--there needs to be another option. Also, new dormitories/expansion on present dormitories should also occur: Admissions keeps adding more and more students but we frankly don't have the room for them. Then, they have whole buildings reserved whereas some rising sophomores--who have attended college for a WHOLE YEAR--are displaced unfairly. These are things that MUST be addressed.
- Lowry Dining Center is not large enough and the food options are not very good.
- My theory is to fix what is broken, then move on to new creations and projects that will only be the eventual source of more fixing. Fix what we have. Do it well/ right the first time (i.e. properly sanding and feathering out chips in wall paint before just slathering on more or checking the ground/drainage under the new Beall crosswalks to ensure that they were on solid ground) so we don't have to re-fix things so often. The College of Wooster is a proud school and a great place to live and work, but some of the facilities are nothing of which to be proud (the pool, Lowry dining center, paper signs in the library CoRE). The cheapest way of fixing something is not always the best, and I would love to see this institution hold itself and those whom it employs to a high standard of excellence in ALL that they do, not just things related to academics. Please feel free to contact me if there are any questions, I would be happy to clarify my statements for you.
- Please try to do something about parking, new housing, and crowding at Lowry. Those seem to be the biggest problems which impact every student on campus.
- I have heard that the tennis courts, although they do not necessarily need to be moved, are in poor repair and the nets are not compatible with the space. So perhaps not moving but improving the quality of the tennis courts would be well suited to the College's initiatives.
- Renovate Mateer and demolish McGaw. Those are two important buildings on campus that require attention.
- If you want the college population to grow, you have to give more housing options. People are not happy with current housing choices. You need to offer more space or let people rent off-campus.
- Wooster's switch off of coal is an important step for the campus in terms of improving its sustainability, mission, and marketability.
- I think that really prioritizing sustainability and renovating Mateer are the two most important projects the college should undertake if they want to make the College significantly more competitive.



- Problems with inefficient steam heating systems and lack of insulation in the dorms have gone on far too long. They must be contributing to the rising cost of tuition. Even if we get off coal, which is an urgent and essential step in lessening our carbon footprint, new methods of obtaining the natural gas are hazardous to everyone's health. Alternative energy is a great gesture, but solar panels on every roof on campus will not make an impact until we use less energy consumption.
- I personally believe that there needs to be high urgency in improving student housing, the Lowry center, and enhancing our athletic facilities. Student housing especially of those in some of the older dorms and housing is very poor. I live in a house and the rate in which issues are taken care of are very slow. Also, the house has many issues with it and was not properly repaired prior to students moving in this year. The housing on the campus is not up to par of what Wooster's standard of living and mission of being a top liberal arts college should be. Secondly, the Lowry center is similar to a student union and should be the hub of student living on campus. The Lowry center is very tired and boring. It needs to be modernized and brought into the 21st century, not stuck in the 90s. Lastly, Wooster's athletic facilities are very piss poor and need to be enhanced tremendously. Wooster needs to do a better job with this, there has been a step taken already by the opening of the new Scots Center. However, it would be nice if athletes were taken into account while updating new facilities versus trying to diversify the Wooster Community. The tennis courts are falling apart, also this is hardly a tennis complex. A tennis complex has the ability to sit more than 10 people, has viewing areas, has lights, and much more. The other athletic fields need to be updated as well. All students and faculty alike should have these benefits of improved facilities, but athletes should have certain privileges for their hard-work and dedication they put into the team they play for and the school. The way the athletic facilities are now; old and tired, does not give benefits to athletes, sometimes more of a burden.
- I Also think that composting and recycling NEEDS to be implemented CAMPUS WIDE. it is absurd that the things I put in the recycling bin end up in the trash can anyways by the Lowry workers and that I don't even have a recycling bin on my floor. I also believe we would benefit from composting and expanding our wood garden
- I believe that sustainability is a very important issue on this campus and should be taken very seriously. This being said, I believe that power plant conversion is absolutely the most important item on this survey, and the College should look into the remediation of this system as soon as possible. I also believe that the College should look into ways to reduce the amount of energy we spend rather than simply look for a more sustainable method to spend the same amount of energy that we already do.
- One of the many things that I love about the College of Wooster is how beautiful the campus is. There are, however, a few buildings that stick out significantly, such as Mateer and McGaw, neither of which are attractive or entirely functional. For a school so focused on the sciences, more should be invested in keeping our facilities up to date. Morgan and Severance are beautiful and state of the art, yet Scovel and Mateer have been ignored. Also, one thing that Wooster really lacks is a large performance space. McGaw tends to be used for large gatherings because there is no other place that will hold more than a hundred or so people, but McGaw is very lacking. Besides being absolutely hideous, the building is very uncomfortable for its audience members and, as described by Dr. Lindberg, has the acoustics of a parking garage. As a result, our musical ensembles suffer and all of our guest speakers have to be warned to speak especially slowly and to enunciate. Should this really be the case for such a prestigious college? As far as student housing is concerned, I believe that another student dorm should be built on campus, but that the school should also better maintain its dorms. While new facilities are always nice, there is something special about the older dormitories on campus, such as Kenarden Lodge and Andrews Hall. As a resident of Wagner, I really appreciate the smaller sizes of some of Wooster's dormitories, yet I feel that some are continuously overlooked and not given the maintenance that they require. I also believe that it is far more important to invest in campus dormitories than to continue expanding the campus by investing in more houses. On a final note, I believe that it is very important for the College of Wooster to continue to work towards a

more sustainable campus. Colleges across the nation are investing in wind power and other visible sustainability measures while Wooster has leaned more towards sustainability efforts that are effective, but not externally obvious. In order to remain competitive Wooster needs to maintain its campus and work towards implementing more sustainable practices.

#### **FACULTY:**

- Wooster has made some tremendous strides recently to green our campus and operations (e.g., the solar roof on the Scot Center, energy efficiency upgrades in academic buildings) and these accomplishments should be celebrated. I hope that this trend will continue in the future and, to my mind, the biggest target has got to be phasing out the coal plant. It's remarkable to stare from Bealle Ave. at the wonderful 21st century technology in the solar roof on the Scot Center with the dirty 19th century technology looming right behind it. I would encourage the campus planners to put the phasing out of the coal plant high on their agenda and to also investigate creative alternative energy solutions (e.g., a biodigester) that can minimize the use of other fossil fuels to meet our energy needs.
- Has anyone suggested co-firing biomass with coal? In an agricultural county this seems like a practical possibility.
- A lot depends on how these initiatives would be advanced. It's hard to comment on the golf course when the options are maintain or close. For example, I think closing it could contribute to our academic mission, while maintaining it does not. Renovating McGaw does not necessarily contribute to our mission, but it COULD be an opportunity for a substantial contribution. Sustainability initiatives and addressing the use of coal on campus could be great opportunities for learning and enhancing our market position if handled well.
- I'm very concerned about the incidents on Beall Ave and the impact on our students. I see community/college initiatives, and building a strong relationship with the community, as critical for students, as well as faculty and staff who live in this community. McGaw is an eyesore. Lowry is very problematic--it's difficult to meet students for lunch there, as I do every week. It's so crowded, and the break off rooms are not pleasant. Why must there be only one major dining hall for an entire campus? Old Main is very popular, as is The Shack, and a few more smaller dining halls would be great--even if they are in Lowry, but on different floors of the building. I would also love to see improvements to the swimming and tennis spaces--these are two sports that impact the entire campus community, since they are often played by faculty, staff, and many students, as well as the teams themselves.
- Incremental academic improvements are uneven across campus and it is not clear to departments what support that we can expect from year to year. Planning is important at the department level but support for technology and a clear strategy for updating computer labs and classrooms is not articulated and leads to wasted energy.
- It's hard to really put a category on McGaw or the Golf Course if they are close or maintain. Those are two entirely opposite directions that would require different answers. I think the golf course gives us a unique niche and green space. Golf is one of the most popular courses at the college. Playing fields--I would leave game fields on this side of Gasche. Move practice fields to the other side, if fields are going to be developed there. The farther from campus center fields are, the less used they will be for recreation and the fewer fans will be attracted. As far as McGaw goes, take it down and put a more useable building in that space with both a large and smaller gathering space. It is not used enough now to make it worth the cost of maintaining it, yet we need a large campus gathering place for our community for speakers, performers, and campus functions. Better acoustics, more natural light, more campus friendly.

STAFF:

- I hope that Lowry improvements remain high on the list. Program enhancements should address meeting rooms, especially for groups of 50-150; informal hangout space for students; more small dining arrangements; program space for performances, speakers, “fairs”, panels; multi-purpose space. Infrastructure needs include a passenger elevator, repairs to the freight elevator, customer parking, storage, kitchen equipment, and replacement of mechanical systems.

I also wish that we can address accessibility and sustainability.

- Usable, convenient greenspace isn’t abundant on our campus. Moving the athletic fields to the golf course would create space in proximity to the dorms (Wagner, Compton, Babcock). The Soccer and Baseball fields should be moved creating greenspace from the Wooster Inn to the dorms. The Baseball parking lot needs to have walking paths from it to the Scot Center and PEC, to make that a viable parking option again. A tennis court complex could also be re-located to the Golf Course by the Wooster Inn. The remaining 6 holes of the golf course could be transformed into a golf instruction area with a driving range, short game area, putting greens, etc. only 2-3 of the remaining 6 holes would be needed for this, leaving adequate space for other campus needs, such as a fitness trail or outdoor education area. In addition, the demolition of the houses along University to the East of Spink Street should be continued throughout the whole block and a row of townhouses should be built so that this perimeter of campus is not an eyesore but an impressive campus feature.
- As a former division 3 diver- Wooster's pool was the worst that I swam in during my four years in the OAC (and this was 12 years ago now). Also as a residential campus and the impact that living in can have on our students, I feel like more attention needs to be paid to our facilities. We are also trying to attract full time professionals with experience and cannot do so because of the housing we are able to offer them. We cannot have professionals with spouses/partners comfortably living in our Residence Halls. We also cannot attract professionals with families as well. If we are building in the future, I am hoping that we can lobby for a suitable apartment in the Residence Hall for this purpose. Lastly I think that our main administrative building needs to be ADA accessible. I know that staff are very willing to meet individuals with disabilities at other places, but I think it would go along way if Galpin was ADA accessible.
- Some buildings on campus haven't been touched since they have been built, other than minor up keep. It seems Wishart/Freeland, the untouched portion of the PE and older dorms are in desperate needs of an over haul. Only one classroom in Wishart has been updated and one studio/ classroom while the others are acoustically challenging to teach in and look as if they are straight out of the 1970s (other than the projector & screens that have been added). It's a shame. While the inside of the theatre had a minor facelift when Grant first arrived, the lobby, box office, offices, and facilities in general are rather run down. I feel our student housing and these classrooms need the most attention before we beautify our landscaping or focus on parking. I am thrilled to see the green initiatives Wooster is taking from the solar panels on the PE building, thermal readings on the windows, compost-able silverware/cups and rain gardens. Why not go further in electric vehicles for trucking and maintenance, passive solar (in new buildings), etc. In regards to this survey, I was unclear what fix what is tired or broken meant. Does this mean that line item needs to be fixed because it's tired and broken OR does it mean only fix what is tired and broken of that line item?