



# THE CONNECTICUT STATE UNIVERSITY

P.O. Box 2008 • New Britain, Connecticut 06050 • (203) 827-7700

RESOLUTION

concerning

FIVE YEAR INSTITUTIONAL PLAN

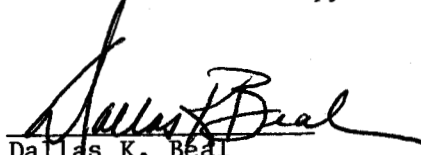
for

SOUTHERN CONNECTICUT STATE UNIVERSITY

November 1, 1985

RESOLVED, That, with the understanding that proposed changes are subject to periodic review and the annual budget process, the Trustees approve the attached five year institutional plan for the years 1986-1987 to 1990-1991 for Southern Connecticut State University.

A Certified True Copy:

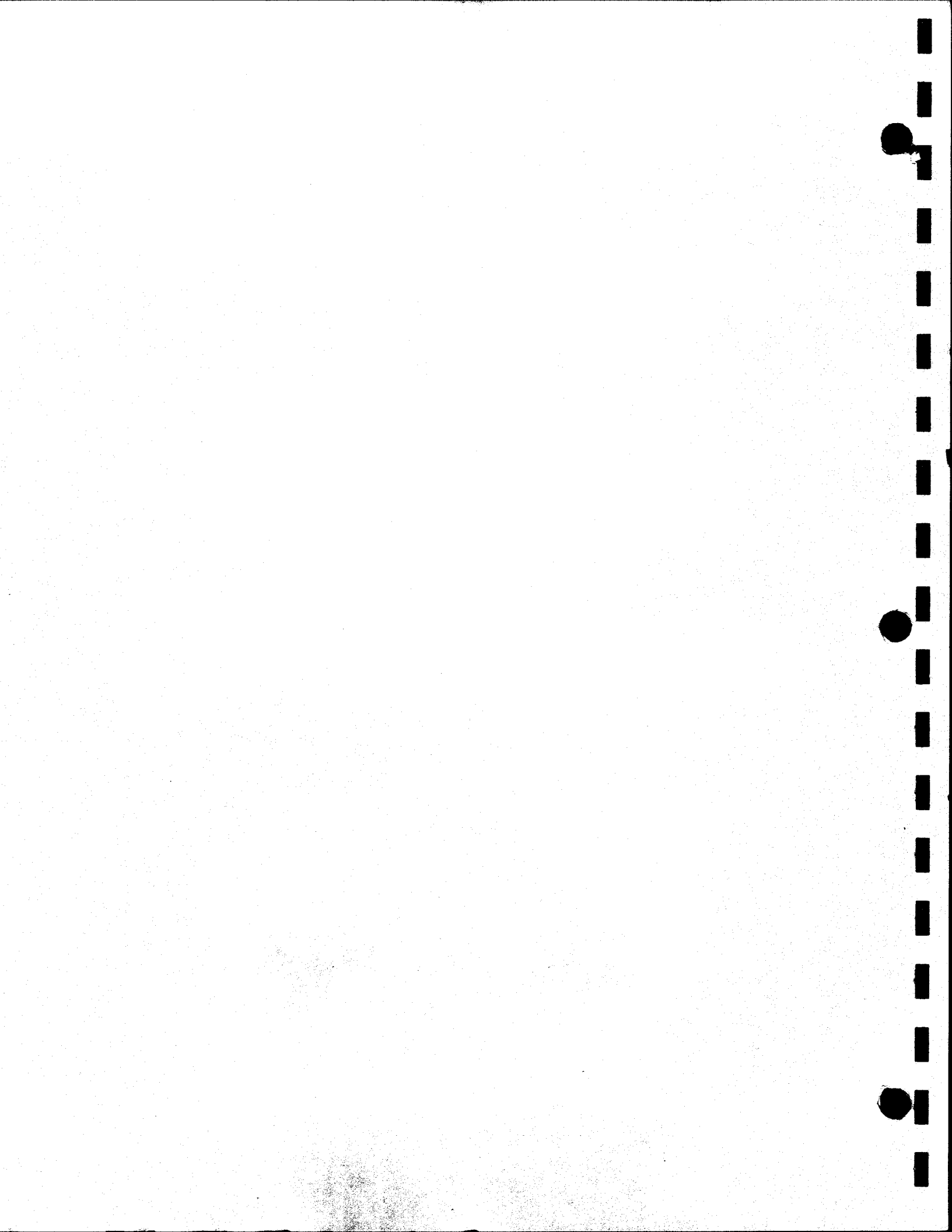
  
Dallas K. Beal  
President







**PLANNING GOALS & OBJECTIVES**



## **UNIVERSITY PLANNING GOALS**

**PLANNING GOAL ONE:** *Provide educational opportunities through quality instruction in a broad range of liberal arts, professional, and career programs.*

**PLANNING GOAL TWO:** *Obtain and/or maintain appropriate forms of accreditation; seek recognition for our high-quality professional programs based on standards of academic excellence.*

**PLANNING GOAL THREE:** *Encourage and support the faculty's scholarly activity and creative expression through research, exhibition, community service, and publication.*

**PLANNING GOAL FOUR:** *Sponsor educational, cultural, and recreational events that complement academic programs and enrich the intellectual, aesthetic, and social life of the community.*

**PLANNING GOAL FIVE:** *Provide support services to all students, particularly those with special educational and social needs.*

**PLANNING GOAL SIX:** *Develop and maintain a complex of buildings and grounds, with attending support services, that enhances the Southern environment and helps the University accomplish its educational goals.*

**PLANNING GOAL SEVEN:** *Cultivate relationships that will increase positive interaction between the University and the many communities it serves.*

**PLANNING GOAL EIGHT:** *Maintain a University planning and evaluation process to guarantee that the institution will use its resources prudently, serve its students and employees, and achieve those objectives consistent with its role and scope.*

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***PLANNING GOAL ONE: Provide educational opportunities through quality instruction in a broad range of liberal arts, professional, and career programs.***

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**ACADEMIC OBJECTIVES**

1. Maintain liberal education as the basic component of all undergraduate programs.
2. Establish an on-going review of all existing undergraduate and graduate programs with a view toward improving quality according to standards of excellence and to ensure that the University will be responsive to changing educational and career needs.
3. Explore development of new undergraduate programs in the following professional career areas: Sports Communications, Sports Management, Food Science, Nutrition, and Management Information Systems.
4. Develop and implement new graduate programs that tap Southern's strengths in the areas of Business, Communications, Computer Science, Information Sciences, and Journalism.
5. Continue to revitalize all science programs to make the optimum use of the equipment and facilities in Jennings Hall.
6. Modify and update all teacher education programs to include knowledge and skills related to the educational use of computers and other instructional technology.
7. Revitalize the master's degree specialization in gifted education and also develop undergraduate courses in gifted education to be incorporated into the School of Education's academic programs.
8. Expand continuing education programs in the professional schools for school, community, and agency personnel.
9. Offer certificate programs based on successful completion of three to five credit courses in specific areas that address the professional and personal needs of adults.
10. Develop professional and academic non-credit programs compatible with the University's goals and capabilities.

**ADMINISTRATIVE OBJECTIVES**

1. Plan for a more diverse enrollment that includes an increase in the number of graduate students, non-traditional students, and minorities.
2. Raise the academic standards for admission and retention of students.
3. Appoint needed new faculty who possess **excellent qualifications and the appropriate terminal degrees.**
4. Study the need for new facilities and the **resources to rehabilitate existing facilities,** with particular emphasis on expansion of both **general and special classrooms, laboratories, seminar rooms, a conference center, auditorium, and areas for computers and other technological equipment,** as well as appropriate academic and administrative office space.
5. Expand computer service and capability to the total academic community, including all supportive service areas such as enrollment services, the library, continuing education, and administrative offices.
6. Coordinate the development and use of information systems that support decision making on campus and sustain institutional planning and management.
7. Increase the number of applications for federal and non-federal academic grants and projects.



## **RESOURCE OBJECTIVES**

1. Provide necessary and appropriate academic resources and support services to schools and departments based on planning and reallocation.
  2. Allot reassigned time for quasi-administrative and supportive departmental, school, and University functions based on contractual requirements and the needs and goals of the University.
  3. Reduce dependence on adjunct faculty, especially in those academic departments with excessive adjunct use.
  4. Increase clerical, secretarial, and administrative personnel to a level appropriate to meet the increasing demand for gathering, maintaining, and reporting data required by academic support areas and outside agencies.
  5. Recruit and employ graduate assistants and student helpers in academic and support units consistent with the needs and goals of the University.
  6. Expand library holdings and bring other media resources and services to levels recommended by the American Library Association.
  7. Modernize educational equipment and other resources in areas with the greatest need consistent with the University's goals.
  8. Maintain student-faculty ratios that are educationally sound and responsive to each program's needs.
  9. Acquire computer and word-processing equipment to meet the evolving needs of academic programs and support units; automate the library's circulation and acquisition systems.
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***PLANNING GOAL TWO: Obtain and/or maintain appropriate forms of accreditation; seek recognition for our high-quality professional programs based on standards of academic excellence.***

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## **ACADEMIC OBJECTIVES**

1. Obtain state accreditation for the licensed program at the bachelor's level in Business Administration and at the master's level in Nursing and Social Work.
  2. Maintain the accreditation of the School of Education by the State Board of Education and the Board of Governors of the State Department of Higher Education.
  3. Maintain accreditation from the National League of Nursing for the bachelor's degree program in nursing.
  4. Maintain accreditation from the American Library Association for the master's degree program in library science.
  5. Obtain accreditation for the master's degree in social work from the Council on Social Work Education.
  6. Seek accreditation by the American Assembly of Collegiate Schools of Business for the bachelor's degree program in Business Administration.
  7. Obtain a new ten-year accreditation for the University from the New England Association of Schools and Colleges in 1990.
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### **ADMINISTRATIVE OBJECTIVES**

1. Plan for visits by accreditation agencies by identifying any deficiencies noted in previous accreditation reports and addressing them.
2. Expand on-going short- and long-range planning for program review, development, and operation.
3. Reach standards for an optimum library collection set by the American Library Association and by accreditation agencies.
4. Maintain standards for faculty participation in student admission, retention, counseling, and research, as set by accreditation agencies.

### **RESOURCE OBJECTIVES**

1. Provide the necessary personnel, resources, equipment, support, library holdings, and space for professional and career programs, recognizing the fact that many of these programs require more resources than traditional programs.
2. Provide funding for self-study, review, and accreditation visits.

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***PLANNING GOAL THREE: Encourage and support the faculty's scholarly activity and creative expression through research, exhibition, community service, and publication.***

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### **ACADEMIC OBJECTIVES**

1. Encourage faculty to apply for federal grants, foundation grants, and contractual research grants.
2. Target library and equipment purchases that will contribute to the needs of scholars and artists.
3. Provide for local, state, and national conferences, institutes, and workshops to be held at the University with faculty involvement and leadership.

### **ADMINISTRATIVE OBJECTIVES**

1. Recognize the faculty's scholarly and artistic abilities and provide support to facilitate these efforts.
  2. Recognize outstanding and innovative teaching and reward such activities in a meaningful fashion.
  3. Continue to provide University Research Grants as support for faculty research.
  4. Provide meaningful opportunities, related to the University's role and scope, for the continuing professional growth and development of the faculty.
  5. Review departmental faculty assignments and encourage the retraining of people interested in reassignment.
  6. Encourage faculty to explore ways in which computers can enhance their teaching, research, creativity, and community service.
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### **RESOURCE OBJECTIVES**

1. Provide reassigned time, sabbatical time, and other opportunities to those active and productive in research, scholarly activities, and artistic endeavors.
  2. Fund library privileges for off-campus research.
  3. Provide equipment, supplies, and services necessary for faculty research, including accessibility to computers, word processors, and other technology.
  4. Provide access to one of the major educational computer networks and databases for faculty and administrative research.
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***PLANNING GOAL FOUR: Sponsor educational, cultural, and recreational events that complement academic programs and enrich the intellectual, aesthetic, and social life of the community.***

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### **ACADEMIC OBJECTIVES**

1. Expand cultural programs in the arts and humanities.
2. Make the University's educational, cultural, and recreational events more accessible to elementary and secondary school students in the area.
3. Increase the number of programs, workshops, and institutes that the University sponsors in public and private schools in the area.
4. Develop educational exchange programs for students and faculty.
5. Expand the offerings of the University's various public service centers, clinics, and programs.
6. Establish the University as a conference and institute center.

### **ADMINISTRATIVE OBJECTIVES**

1. Continue to foster a physical environment that aids the development of the intellectual and cultural growth of students and members of the community.
2. Expand the University's development program by increasing the scope of activities sponsored by outside sources.
3. Strengthen and continue to support the University's intercollegiate athletic programs.

### **RESOURCE OBJECTIVES**

1. Provide support and resources for the University's theatrical, musical, and artistic activities.
  2. Provide on-campus conference space for educational, cultural, and recreational events and activities.
  3. Construct a multi-purpose athletic field for intercollegiate and instructional activities.
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***PLANNING GOAL FIVE: Provide support services to all students, particularly those with special educational and social needs.***

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**ACADEMIC OBJECTIVES**

1. Strengthen the University's Honors Program and expand its enrollment.
2. Develop a comprehensive University achievement program to ensure that students master and refine basic skills in all areas.
3. Expand the University's academic advisement, counseling, and career planning programs.
4. Develop policies and implement services that will increase student retention.
5. Assess and assist students with learning difficulties or disabilities.
6. Expand support services to part-time students, non-traditional students, and minority students, offering these services at times and places compatible with the students' work and learning schedules.
7. Increase opportunities for minority students to have enriched community experiences.

**ADMINISTRATIVE OBJECTIVES**

1. Improve the ways in which student support systems are delivered to all students throughout the University.
2. Ensure financial assistance for both entering and continuing students.
3. Increase on-campus recruitment of students by prospective employers.
4. Ensure that University facilities are completely accessible to the physically disabled.
5. Increase the number of minority and non-traditional students involved in extracurricular programs and activities.

**RESOURCE OBJECTIVES**

1. Provide adequate personnel for admission and recruitment, as well as in support areas such as the library, academic advisement, skills improvement, counseling, and orientation.

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***PLANNING GOAL SIX: Develop and maintain a complex of buildings and grounds, with attending support services, that enhances the Southern environment and helps the University accomplish its educational goals.***

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**ADMINISTRATIVE OBJECTIVES**

1. Expand on-campus housing opportunities to meet the growing student demand in the most cost-effective manner.
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2. Develop and implement a building inspection program and a computerized record-keeping system.
3. Modernize classroom and lecture hall furniture.
4. Reduce energy use throughout the campus by developing a comprehensive energy management program.
5. Foster a safe and secure campus setting.
6. Rehabilitate existing facilities and secure needed new ones, especially classroom and faculty office space.
7. Maintain and expand athletic facilities.
8. Upgrade equipment in the duplicating department.
9. Renovate food service facilities in the University Student Center.
10. Modernize mail service.

#### **RESOURCE OBJECTIVES**

1. Increase personnel and resources in maintenance, purchasing, and inventory services.
  2. Improve campus lighting.
  3. Increase campus security resources.
  4. Acquire additional funds for campus rehabilitation, maintenance, and beautification.
  5. Study the need for and the feasibility of constructing a new classroom and office building and an additional dormitory.
  6. Secure funds to make all campus buildings and facilities accessible to people with disabilities.
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***PLANNING GOAL SEVEN: Cultivate relationships that will increase positive interaction between the University and the many communities it serves.***

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#### **ACADEMIC OBJECTIVES**

1. Expand and improve the level of faculty interaction with professional and community organizations at state, regional, and national levels, placing special emphasis on faculty leadership and service.
  2. Increase the involvement of community and political leaders in University development.
  3. Expand the University's cooperative program with school counselors, principals, and superintendents.
  4. Establish external career advisory committees to assist in the development of department-, school-, and University-community relations.
  5. Expand the student internship opportunities of the various academic programs.
  6. Increase efforts to help graduates find careers in key community areas.
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### **ADMINISTRATIVE OBJECTIVES**

1. Involve business, civic, and political leaders who will support the University's efforts in accomplishing its goals.
2. Develop a more comprehensive and aggressive alumni program that will contribute to building scholarship and excellence at the University.
3. Develop opportunities to publicize the University's strengths and accomplishments both on campus and off.
4. Develop a set of publication guidelines that will establish a consistent and exciting visual image of the University.

### **RESOURCE OBJECTIVES**

1. Provide additional resources for community development efforts.

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***PLANNING GOAL EIGHT: Maintain a University planning and evaluation process to guarantee that the institution will use its resources prudently, serve its students and employees, and achieve those objectives consistent with its role and scope.***

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### **ACADEMIC OBJECTIVES**

1. Refine the long-range planning process to encourage the development of policies and procedures that will ensure academic excellence and foster service to the University's students and the community.

### **ADMINISTRATIVE OBJECTIVES**

1. Strengthen institutional research and planning capabilities for retrieving, maintaining, and disseminating information for internal decision support and external reports.
2. Develop systems of database management and on-line computer-assisted budgeting to support internal management processes and external reporting requirements.
3. Establish affirmative action goals at the departmental, school, and University levels.
4. Improve the personnel system to provide accurate and timely employment information.
5. Provide a more professional and comprehensive level of employee counseling and benefits administration.

### **RESOURCE OBJECTIVES**

1. Acquire additional computer and word-processing equipment to enhance administrative capabilities.
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PERSONNEL IMPLICATIONS





## **INTRODUCTION**

The planning goals and objectives described above can be achieved only with adequate personnel resources. The University's most essential needs for additional instructional, administrative, and support staff personnel are presented below.

### **Instructional Departments**

At present, Southern is under budget formula by ten FTE faculty lines. In addition, the University is committed to strengthening its present academic programs and plans to propose several new undergraduate and graduate programs in areas of growing emphasis. To achieve these objectives, it will be necessary to reduce the excessive dependence on adjunct faculty, particularly in those departments for which existing programs are to be strengthened and new programs proposed. To progress toward the objective of reducing adjunct dependence, even with some reallocation of faculty positions as retirements and resignations arise, the University will require an absolute minimum of seven additional full-time faculty lines during the next five years.

In addition, a minimum of three more laboratory technicians is required for the physical and life sciences during the next five years.

There now exists a shortage of four clerical positions in academic departments based on a ten-to-one faculty-secretary ratio. To support faculty research and publication, a centralized resource of trained secretaries for manuscript preparation has been initiated. This resource will require a pool of personnel skilled in word processing who will also provide temporary secretarial coverage to departmental offices during short-term vacancies and leaves. Thus, to service academic departments with even minimal levels of word processing and clerical support in the years ahead, a total of four additional clerical support positions will be required.

### **Academic Support**

At present the University is 4.5 FTE professional librarians below the American Library Association (ALA) Class B standard for an institution and library the size of Southern. Moreover, the University's 17.7 FTE technical assistant and clerical support positions fall far below the minimum of 35 library support lines recommended for ALA Class B standards. However, through automation and continued reliance on student part-time employment, the Library plans to provide basic services with the addition of six library technical assistants in FY 86-87 and six additional assistants in the next four years.

In addition, with expansion of academic computing across the curriculum through micro and mainframe computers, there is now a great need for at least five computer lab coordinators to assist students in computer applications in disciplines not traditionally dependent on computers. Two machine operators are also needed to ensure smooth computer operations with expanded hours in the Jennings Computer Center, which has become an accessible and efficient computing resource for students and faculty.

With implementation in the fall of 1985 of a universitywide student evaluation of instruction program (Article 4.11.8 of the CSU/AAUP Contract), there is a need to add a half-time program coordinator to ensure that student ratings are collected in every class and that the results are reported to the appropriate individuals in a professional manner. It is expected that this evaluation program will expand to use these ratings for projects in instructional improvement and curricular development, which over a period of time, will require that the evaluation specialist become full-time and that a full-time instructional development specialist also be provided to assist faculty. There is also a need for an additional clerk in the audio-visual services area to expedite the paperwork involved in buying, using, and repairing equipment.

At present, four of the school deans share a secretary with a department chairman. To rectify this situation and to provide adequate support for the additional academic management personnel discussed above, seven additional secretaries are sought over the five year period.



### **Student Support**

In FY86 the University has created a new office of support services for disadvantaged students. This office will help ensure that minority and disadvantaged students receive adequate assistance in basic skills, academic advisement, and other services. According to current plans, the Director of Educational Opportunity position will receive permanent funding in FY87.

According to the CSU/AAUP Contract goal of providing one professional counselor for every 1,000 FTE students, the present counseling staff of four must be expanded by at least three more counselors within the next two years. Moreover, a financial aid administrator is also needed for FY87.

To adequately serve student support professionals one additional secretarial position is required in FY87.

### **Institutional Support**

Southern recently upgraded its computer power with the installation of a VAX 11/780 mainframe computer. The need now exists to develop and implement several large database systems, such as the student information system, as well as several unit-specific applications. Thus, additional computer personnel are required. A half-time telecommunications and network specialist is needed in FY88 to assist administrative offices in implementing office automation and database networks, which is expected to be a full-time need in FY89. In addition, a computer operator will be needed in FY89 to assist in data entry and efficient computer operations.

The administrative services areas have a need for several additional service personnel. A personnel trainer to assist administrative staff and clerical personnel in upgrading their skills, especially in the areas of office automation and micro-computer decision support techniques, is required at half-time for FY88 and full-time by FY89. An energy management coordinator is needed, half-time in FY88 and full-time by FY89. This coordinator will further our efforts to manage our energy resources in the most efficient and effective way possible. An additional purchasing clerk is needed in FY88 to improve the efficiency of processing accounts, bids, and invoices. An equipment inventory clerk is needed in FY88 to keep updated inventory control records as required by state statutes and recommended by the auditors. Fiscal affairs needs an additional accountant in FY88 to audit accounts and inventories to ensure accurate and timely verification for internal control and development of control systems and practices. In FY89 the University will need a grants administrator to work with faculty in preparing grants applications and administering funded projects.

In recent years considerable emphasis has been placed on institutional research and planning in response to mounting information requests by state and system planning needs and internal management decision support requirements. A full-time assistant director is needed in this area in FY88 to expedite the production of required data from various sources, to develop management information systems responsive to these needs, and to coordinate and support periodic evaluation and review of academic and student service programs, including the self-study for NEASC reaccreditation in 1990.

The Office of Public Affairs will also require a half-time news and sports writer in FY89 to write and disseminate news releases to local and regional news media. This position should be expanded to full-time by FY90.

To provide adequate secretarial and clerical support to the additional administrative personnel anticipated in the above institutional support areas, a total of three secretarial positions will be required during the five year period. Furthermore, an offset operator is needed in FY88 for the Duplicating Department because of increased demands in this area.



**In Summary**

Thus, a minimum of sixty positions are sought during the next five years to improve the quality of services described in this plan. Twelve positions have been approved by the CSU Central Office and the Department of Higher Education for FY87. This approval has been forwarded in the Budget Request to the Office of the Governor.



**CAPITAL PROJECTS, 1985-1990**





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## **CAPITAL PROJECTS 1985-1990**

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### **IN PLANNING**

#### **Install Dormitory Smoke Detection System and Hardwire**

The purpose of this project is to install hardwire smoke detectors in six residence halls in compliance with the requirements of the Connecticut Fire Safety Code. As an interim measure, Southern has placed battery-powered smoke detectors in all student rooms. The hardwire smoke detectors will be located in student rooms, corridors, and common areas.

Estimated cost of this project is \$677,500.

#### **Renovate Building Fire Alarm Systems**

This project entails upgrading the campus fire alarm systems in Buley Library, Pelz Gymnasium, Morrill Hall, Engleman Hall, Moore Fieldhouse, and Dorothy Granoff Hall; and renovating the emergency lighting in Engleman Hall and Pelz Gymnasium.

Estimated cost of this project is \$538,000.

#### **Renovate Engleman Hall**

This project involves renovating approximately 7,000 square feet of the science facilities in the basement and on the first and second floors to meet new academic and administrative requirements. The exterior of the building will also be renovated to conserve energy and to stop the rapid deterioration of the outside walls. All mechanical systems will be tied into the new computerized energy control system, and there will be transformers added to the system to update the electrical capacity. Moreover, the building will be modified to meet federally mandated requirements for accessibility to the disabled.

Estimated cost of this project is \$2 million.

#### **Renovate Earl Hall**

This proposal represents the most acceptable solution to the current State Fire Marshal's Fire Code citation at Earl Hall, and also reflects Southern's interest in energy conservation. Renovation will include resurfacing the entire outside window and wall system. The surface will be covered with a rigid insulation and an exterior surfacing agent that will be good looking and serviceable. The University will also reduce all building glazing by at least 50 percent and will then install insulating glass in the remaining glazed areas. Renovation will connect all heating, ventilating, and electrical systems to the automatic energy control computer and make the entire facility accessible to the disabled.

Estimated cost of this project is \$998,000.



### **Renovate Buley Library**

Besides making Buley Library accessible to the disabled, this project will tie Buley's mechanical and electrical systems into the automated energy control system. Other renovation plans include replacing the absorption air conditioning units with new electrical air conditioning chillers, weatherstripping all exterior openings, installing an adequate hot water heater, and adding day/night thermostats for more zonal control.

Estimated cost of this project is \$758,055.

### **Improve Electrical and Steam Distribution Systems**

During the past several years, Southern has experienced a series of power outages in the academic area of the campus, all related to electrical overloading, deteriorating cable systems, and switchgear breakdowns. The University is now employing a specialist in high-voltage engineering to provide short- and long-term solutions as well as related cost estimates. The University intends to upgrade the system to avoid jeopardizing the Westville (New Haven) grid and to conserve our electrical energy demand.

The rest of this project entails installing new underground supply and return steamlines. The University has already been allocated some funds to develop designs and specifications for this project.

Estimated cost of this project is \$3.3 million.

### **Install Book Security System in Buley Library**

The major elements of this project include relocating the circulation area near the main entry doors, reworking the elevators to conform to a more secure vertical movement of materials and people, and installing an electronic book security system. The project involves approximately one-third of the first floor and all of the horizontal and vertical circulation in the building.

Estimated cost of this project is \$250,526.

## **1985-1986**

### **Renovate University Student Center**

This project entails the alteration of the kitchen area and serving lines to provide a "scramble" system of food service. This project will allow for a greater selection of food offerings in a much more appealing atmosphere. This project is scheduled for planning and design during fiscal year 1986.

Estimated cost of this project is \$500,00.

### **Develop Long-Range Campus Planning**

As part of its continuing effort to develop a comprehensive long-range plan to govern expansion, Southern will be sharing bond authorization to prepare a master plan for the campus. The Architects Collaborative, an academic planning firm, has been selected to carry out this project. These consultants will work in cooperation with University administrators and the Space Committee to determine what renovations and new facilities are needed to achieve Southern's objectives.

Estimated cost of this project is \$300,000.

## **1986-1987**

### **Renovate Morrill Hall**

Morrill Hall will be renovated to meet new academic requirements for programs in Earth Science, Computer Science, Environmental Education, Geography, and Driver Education. Renovations will make Morrill more energy efficient by updating all the existing mechanical and electrical control systems, incorporating the JC/80 computerized energy control system into the existing heating, ventilating and electrical controls system, and instituting all building modifications required to make it accessible to the disabled.

Estimated cost of this project is \$2.6 million.

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### **Develop Athletic Facilities and Land Acquisition**

Southern has long had an excellent reputation in intercollegiate athletics for both men and women. Yet, our outdoor facilities for both academic and intercollegiate competition are deplorable. These limited grounds simply do not satisfy our students' needs. At this point, the legislature has authorized 1.6 million dollars, which will enable Southern to purchase a six-acre tract of land behind Moore Fieldhouse and to develop athletic facilities for a multi-purpose athletic field for both intercollegiate and instructional activities.

Estimated cost of this project is \$1.6 million.

### **Renovate Dormitories**

This project, which is consistent with the University's objective to conserve and maintain existing residence halls intended for permanent use, will encompass a number of improvements to our dormitory facilities and equipment. Governor O'Neill's proposed 1985-86 capital budget includes \$500,00 for this project. A similar project requested by the University includes additional improvements to the residence halls.

Estimated cost of this project is \$840,625.

### **Renovate John Lyman Center for the Performing Arts**

The renovation of Lyman Center was initially based on the installation of a tension wire grid to offset the unsafe, inadequate one-position light beam system and its costly labor charges. The University also introduced energy conservation measures relating to the JC/80 computer and planned changes to make the building accessible to the disabled.

However, through research and auditing of energy use in Lyman, Southern is now aware that many other items need updating, as well. The stage lighting and wiring should be modified and upgraded to reduce waste, and the heating and ventilating system should be renovated. Furthermore, the University should eliminate the expensive absorption units in the air conditioning system and substitute electrically cycled air conditioning chillers similar to those proposed for Buley Library. All of these items have been added to this year's proposal. The planning and design stages of this project are scheduled for fiscal year 1987.

Estimated cost of this project is \$874,250.

### **Renovate Seabury Hall**

Seabury Hall, one of the oldest facilities on campus, houses the Admissions Office and a large majority of our faculty offices. This building needs major renovations to curb its high energy consumption, to make it accessible to the disabled, and to provide amenable accommodations for the faculty. Furthermore, because the building is home for the Admissions Office — the first major contact students have with the campus — the building should be upgraded to make it more attractive to prospective students. The planning and design stages of this project are scheduled for fiscal year 1987.

Estimated cost of this project is \$1.3 million.

### **Remove Asbestos Campuswide**

This project will involve removing sprayed-on fireproofing from Buley Library, Lyman Center, Davis Hall, Moore Fieldhouse, and other facilities identified by appropriate State agencies. The program will incorporate the removal of fireproofing through selective scheduling to minimize disruption of University programs and activities. This project is scheduled for planning and design in fiscal year 1987.

Estimated cost of this project is \$2 million.

### **Reroof Physical Plant Building**

This project involves reroofing the Physical Plant Building. At the moment, the roof is in such deteriorating condition that it is affecting interior and exterior surfaces. Under this plan, the roof will be reinstalled and insulation will be added to reduce energy waste. This project is scheduled for planning and design in fiscal year 1987.

Estimated cost of this project is \$68,000.



## **1987-1988**

### **Renovate Moore Fieldhouse, Pelz Gymnasium, and Davis Hall**

This project covers three major General Fund buildings. In Moore Fieldhouse, the renovations will remove and replace cracked, warped, and deteriorating wood basketball floors. Renovations in Pelz Gymnasium and Davis Hall will entail interior and exterior weatherizing, glass insulation, and updated heating, ventilation, and air conditioning controls, making these facilities more energy efficient. In addition, the University will bring these buildings on line with the JC/80 automated energy control system and will also make them accessible to the disabled. This project is scheduled for planning and design during fiscal year 1988.

Estimated cost of this project is \$1.3 million.

### **Study Need for New Physical Plant Building**

Constructed in 1956, the Physical Plant facility contains insufficient space for this varied operation. To begin with, storage space is less than 50 percent of what is needed. Furthermore, space shortages prevent the trade shops from operating efficiently and offer no protected area for keeping motor vehicles assigned to Physical Plant.

Physical Plant now operates out of several separate areas, which creates numerous problems in both management and security. In addition, because the present facilities are metal and masonry, they consume tremendous amounts of energy.

The proposed structure will contain all divisions of the Physical Plant Department, with shops on the ground level and office space on the second floor, with the exception of an office for inventory personnel. Areas included in this facility are: inventory and storage, garage and shop, carpentry shop, machine shop, paint shop, electrical shop, HVAC section, grounds, offices, kitchen, lounge, restrooms, loading dock, greenhouse, and mechanical and electrical room.

Estimated cost of this project is \$4 million.

## **1989-1990**

### **Study Need for Classroom and Office Building**

When it comes to campus development, Southern's major weakness continues to be lack of space for classrooms and faculty offices. Not one of Southern's 27 buildings is devoted exclusively to general classroom instruction. Moreover, because most of the academic buildings on campus were built to house one particular activity, much classroom space is limited to a single use. Even though Southern has four new general purpose classrooms in Jennings Hall, there is still a demonstrated need for 25 additional classrooms and 15 specialized facilities for art, music, and theatre, for a writing lab, a math lab, and a cartography lab, and for clinical areas for special education, counseling and school psychology, and communication disorders. Furthermore, the University needs additional space for student support services and for offices.

Estimated cost for this project is \$6 million.

### **Study the Need for a New Dormitory**

Insufficient dormitory facilities places a severe constraint on Southern's ability to attract and enroll students. At the moment, we can offer on-campus housing to only 1,800 of our 6,500 full-time undergraduates. As a consequence, we are frequently told that Southern's lack of housing is the reason many applicants we've admitted decide to matriculate at other colleges, where housing is available on campus.

Estimated cost for this project is \$6 million.







