



NORMAN, O GENE
LIBRARY

PRESIDENT'S LETTER

JOHN W. MOORE

FEBRUARY 1996

Dear Colleagues:

Whenever I ask people what they perceive Indiana State's strengths to be, they invariably mention — along with the quality of our academic programs and our size — the campus's physical appearance.

While those of us who are on campus everyday might occasionally be prone to take what is around us for granted, we should never lose sight of our good fortune in having an attractive and well-maintained campus with excellent facilities. Neither should we be shy or hesitant about telling others how proud we are of Indiana State and its beautiful campus.

We also shouldn't forget that the campus we enjoy today is a relatively recent — and still evolving — phenomenon and that a number of people from both on and off campus have invested a great deal of time and work over the past 10 years to ensure the Master Plan's success.

The improvements that have occurred to the campus during the past 10 years are brought into sharp focus for me whenever I speak to alumni or friends of the University who have returned to campus after years away. Without exception, they have remarked positively about the dramatic physical transformation ISU has undergone.

Whenever I ask people what they perceive Indiana State's strengths to be, they invariably mention — along with the quality of our academic programs and our size — the campus's physical appearance.

Gone is the concrete urban campus they remember with its congestion, traffic, cement trucks, and noise. It has been replaced by a residential campus in a park-like setting of trees, benches, flowers, open green spaces, and a plaza with a fountain. These improvements also have helped bring into being a tangible sense of community at Indiana State and have fostered an environment conducive to learning and personal development.

It is my intention in this letter then to provide you with a brief summary of the history of the Master Plan as well as a report on where we stand today in terms of our accomplishments and what the future holds. I also hope to impart to you a sense that the Master Plan is a continuing process in which we want everyone on campus to participate. I cannot overem-

phasize the importance of your participation and that your thoughts and comments about the Master Plan are both welcomed and appreciated.

Campus Master Plan

To me, the most striking thing about the Master Plan is the fact that its successes have been achieved through the formation of a series of partnerships that extend across and beyond campus. It is these partnerships — and others which will be developed along the way — that will ensure our continued progress.

The foundation for these partnerships was created in the mid-1980s when the University administration and Board of Trustees began an extensive study of ISU's physical facilities in order to develop a plan for campus improvements. Along the way, input was solicited from administrators, deans, department chairs, staff members, and students. Counsel also was sought from Sasaki Associates, planning consultants whose services were secured for this endeavor.

What resulted from this process was the ISU Facilities Master Plan, which was adopted by the Board of

PRESIDENT'S LETTER

The most striking thing about the Master Plan is the fact that its successes have been achieved through the formation of a series of partnerships that extend across and beyond campus. It is these partnerships — and others which will be developed along the way — that will ensure our continued progress.

Trustees in June 1986 and which, to date, has served as a guide for campus improvements.

This plan sought:

- To accommodate existing and planned University programs, functions, and activities in a manner that would provide the most efficient use of existing buildings.
- The demolition of buildings which are outdated or whose adaptation to meet program needs is economically unfeasible.
- To identify new buildings necessary to meet current and developing program needs
- To improve the physical ambiance and quality of campus life.

Master Plan: Phase I

One can see the realization of these objectives in Phase I of the Master Plan through the creation of a "campus" environment at Indiana State and through the enhancement of academic and student service facilities.

As mentioned previously, our "campus" environment was created through the addition of green spaces and plantings as well as the relocation of academic functions to the center of campus and parking lots to the campus perimeter.

The addition of Oakley Plaza at the corner of Seventh and Cherry streets was one of the first projects undertaken toward the "greening" of Indiana State. This park-like area, which was provided through the generosity of the Oakley Foundation, replaced several old storefronts and a parking lot.

The Oakley Foundation has continued to play a role in campus beautification efforts. The Foundation's \$500,000 gift helped create Oakley Place another park-like area, at Cherry and Third streets. This project also

contributed to the community's Third Street Beautification Project and earned the Foundation a Chamber of Commerce Terre Award for beautification.

Also playing a major role in the creation of our new campus is Dede Plaza, a gift from Mr. and Mrs. Ed Dede. Dede Plaza not only has provided a hub for the campus but it also has come to symbolize the "new" Indiana State University.

Because our primary goal in undertaking the Master Plan is to provide our faculty and students with superior facilities for learning and living, we sought the enhancement of academic and student service facilities through:

- Bringing together the campus's many student activities and organizations in the new Hulman Memorial Student Union with its Commons area and Dede Activity Spaces.
- Providing modern facilities for classes, labs, and study through the construction of Root Hall, the Student Computing Center, and the renovation of Dreiser Hall
- Renovating what was then the Link Building — and is now Rankin Hall — and parts of Tirey Hall, along with the addition of Parsons Hall to form the new University Pavilion. These projects have served to consolidate student administrative functions such as financial aid, admissions, the registrar's office, and student affairs, thus allowing us to provide better service to our students.
- Constructing the Music Rehearsal Hall and the Advanced Technology Center not only will be a significant benefit to our academic programs in these areas, they also will provide, respectively, a cultural resource and an economic development asset for the community and the State. **(More information about the status of these two projects appears later in this letter.)**

Infrastructure projects also were a major facet of Phase I of the Master Plan as we replaced the electrical distribution in the quad area, constructed the Central Chiller, and installed more efficient and effective lighting throughout campus.

Ultimately, it was the partnerships Indiana State developed with people and organizations that enabled us to succeed.

For example, creating a campus environment would have been impossible without the cooperation of the City of Terre Haute, which closed several streets that ran through campus, and the generosity of our friends.

Funding sources for these projects also reflect broad interest in the future of the University and the well-being of its students and faculty with support coming from private and public partners alike as well as alumni and friends of the University.

PRESIDENT'S LETTER

Several of these projects have received funding from the State of Indiana, including the Music Rehearsal Hall (\$5.7 million) and the ATC (\$13.6 million), and the federal government. We are indebted to Congressman John Myers for his assistance in securing seed money of \$4.8 million from the federal government to provide the foundation for the eventual construction of the ATC and to our legislators representing the Wabash Valley for their help in securing the remainder of the funding. In addition, \$11.4 million has been received from various federal agencies to renovate portions of the Science Building.

Gifts from private individuals, corporations, and foundation have helped projects such as the Hulman Memorial Student Union and Root Hall come into being. Gift funds also made possible Dede Plaza, Dede

Our primary goal in undertaking the Master Plan is to provide our students and faculty with superior facilities for learning and living.

Activity Center, and Oakley Place and Plaza.

We also have received several significant gifts for facilities within the Music Rehearsal Hall — one made by a faculty member and another by an alumna.

Faculty and staff have been active in helping to achieve the goals of the Master Plan as well. Science faculty received a \$2 million grant from the National Science Foundation to renovate research laboratories for faculty and students. We were able to match this amount through savings from the refinancing of University bond issues.

The University's Central Chiller Plant, which was designed by Facilities Management staff members and which has received national acclaim, was financed through utility savings and a grant from Public Service Indiana.

We are grateful for these public and private partnerships that have resulted in a stronger and more attractive university.

Highlights of Current Master Plan Activity

We were elated last year when the State Legislature provided funding for and approval to begin construction of the Music Rehearsal Hall and the Advanced Technology Center.

The progress already made on the Music Rehearsal Hall is immediately apparent to anyone walking or

driving past 7th and Chestnut streets. The girders that form the building's framework are in place and we are looking forward to occupancy in the spring of 1997. The Music Rehearsal Hall, along with a renovated Fine Arts Building, Tilson Auditorium, Normal Hall, and Fairbanks Hall, will be an important element in what will be a "fine arts corner" for the campus.

This "corner," in turn, will serve as the anchor of a "fine arts corridor" for Terre Haute that also will include the Swope Gallery and the Indiana Theater.

Bids have been let for the ATC and construction is scheduled to begin in February. When complete, the ATC will provide our School of Technology with facilities that are equal to its status as one of the country's finest of its kind. We expect to begin classes and other activities in the building in the fall of 1997.

Erickson Hall also will be renovated in order to provide new and more suitable locations for several offices and departments. The faculty offices of the Department of Communications will be located in Erickson, which is adjacent to the department's classrooms and other facilities in Dreiser Hall, as will the Offices of the Dean of Continuing Education and Instructional Services and the Office of Graduate Studies. Also scheduled to have offices in the building are Social Work, ROTC, Interlink, Environmental Safety, and the Employee Assistance Program.

We also are renovating several of our residence halls in order to enhance student life and to make us more competitive in the market for residential students. Work on Rhoads Hall, which will include the renovation of the seventh floor to include a computer facility and recreation area, the upgrading of electrical and mechanical systems, and other work related to access and safety issues, has already begun.

Additionally, the Hulman Center has received some upgrading, including a freshly painted concourse, the replacement of the fly loft system, the addition of state-of-the-art electronic signs and display equipment, and renovation of the locker and meeting rooms.

The University continues to meet and exceed guidelines of the Americans with Disabilities Act. ADA-related projects for 1996 will total about \$650,000 and will include accessible entrances, restrooms, and accessories. In addition, all new facilities built on campus will continue to meet or exceed requirements for full accessibility.

I know you also will be interested to know that the Board of Trustees has approved the 10-year Parking Plan, and it is now in the process of being implemented.

To date, the student parking lot south of Wolf Field has been expanded and upgraded. A new student parking lot north of the softball fields has been com-

PRESIDENT'S LETTER

pleted and two faculty-staff lots west of the Cunningham Memorial Library have been upgraded with new paving, lighting, landscaping, and signage. A new visitor's lot also is available north of the Hulman Memorial Student Union. In addition, the plan calls for the closing of Mulberry Street between 4th and 5th streets to allow for the expansion of the adjacent lots south of Blumberg and Cromwell Halls.

Another future parking-related project calls for the upgrading of the four large parking lots on the perimeter of the campus from their existing gravel base to asphalt. New lights and signage also are scheduled to be added at these locations.

A feasibility study also will be conducted regarding a proposed parking garage at 7th and Cherry streets.

Master Plan: Phase II

The University's Strategic Plan, which was distributed in the winter of 1994, included several initiatives intended to ensure our continued progress in meeting the objectives of the Facilities Master Plan. For example, Initiative 12 dealt with the Student Life and Residential Life Plan, while Initiative 13 dealt with the revision of the Facilities Master Plan itself.

And it is those revisions which comprise the content of Phase II of the Master Plan. In drafting our proposal for Phase II, we were careful to view the Master Plan in terms of the institution's many needs. As a result, we sought to propose complementary projects which we believe will allow us to make the most efficient and effective use of our resources in achieving our institutional goals.

Our goals for Phase II are consistent with those of Phase I. As we identified these goals, we also sought to offer some general guidelines as to how we could be accomplish these objectives. They are:

To facilitate and enhance the academic mission of the University:

- Academic functions will be centrally located on campus
- New buildings to meet current and developing programs will be developed
- Locations remote from campus at which instruction is offered will be evaluated to ensure accommodation of academic programs, continuing education, professional development activities, and economic advancement programs

To improve the physical ambiance and quality of campus life:

- Pedestrian linkages among campus functions will be emphasized
- Campus traffic patterns will be altered to reduce

In drafting our proposal for Phase II, we were careful to view the Master Plan in terms of the institution's many needs.

As a result, we sought to propose complementary projects which we believe will allow us to make the most efficient and effective use of our resources in achieving our institutional goals.

the impact of automobiles by closing selected streets and placing parking on the perimeter

- Campus accessibility and safety in compliance with federal and state regulations will be improved
- Recreation and athletic facilities will be developed on the perimeter of the campus

To establish stronger lines of physical integrity and cohesiveness of the campus:

- Planning will identify the most efficient use of existing buildings
- Existing buildings which are outdated, dysfunctional, uneconomical, and incompatible with future program needs will be razed
- Use patterns which enhance natural affinities among academic, administrative, and student activities will be reinforced
- Existing boundaries of the main campus will receive continuing assessment to determine long-range needs

To strengthen a sense of campus culture and community:

- Additional spaces will be created within academic buildings to encourage and enable informal interactions among students and student and faculty than is now possible in many instances.
- Residence hall facilities will be updated to enhance the residential nature of the campus.
- Art and records of the University's history will be selected and displayed throughout the campus
- Enterprise relationships will be formed with businesses on the perimeter of the campus to turn campus boundaries into bridges for the benefit of the students, the University, and the community.

To enhance the internal and external aesthetics and ambiance of the campus:

- Directional centers, signs, and kiosks will be

PRESIDENT'S LETTER

provided

- A landscape that is horticulturally indigenous to the State of Indiana will be created.

These goals were derived, in part, from a model of the University that was constructed upon assumptions and projections related to: academic programs, the out-of-class learning environment, administrative requirements, enrollment, and estimates of available resources.

We also established criteria to be used in identifying and setting priorities among competing projects. The needs of the campus's academic programs, including the relationship between students and faculty, were given the greatest weight in this process. Other important factors we considered were: cost, functionality, accessibility, historic significance, and funding source. All of these factors are being considered and weighed against each other as we make our decisions.

As a result, we have identified a number of issues and needs that must be addressed.

For example, it will be necessary to enhance the facilities that house the Department of Art graduate studios, Center for Library Science and Social Science Education, Department of Communication, Continuing Education/Instructional Services, School of Graduate Studies, ROTC, Environmental Management, Emeriti faculty, Interlink, Snowy Egret and Classical and Modern Literature, and University Testing Services.

We also discovered that several current facilities do not satisfactorily meet the needs of their occupants. They include: the Science Building, Statesman Towers, Stalker Hall, Fine Arts Building, Art Annex, Normal Hall, Tilson Hall, Maehling Terrace and University Hall (ISU Day Care/Nursery), Old Arena, residential life facilities, and intercollegiate athletics. Renovation of these facilities that address these needs will be an important part of Phase II.

In addition, we felt that we have to address concerns such as library storage, theater storage, the Honors Program, the fire science degree program in the School of Health and Human Performance, conferences and non-credit programs, credit outreach programs, faculty club, and fitness programs.

We also identified program needs that included: upgrading of classrooms to accommodate future technological and curricular needs, replacing the University Boiler Plant; renovating the old tunnel systems on the main historic quadrangle; replacing the exterior siding on the Hulman Center; identifying space for possible parking garage(s); identifying space for University record storage, hazardous waste storage, and environmental management operations; consolidating grounds maintenance facilities to comply with federal regula-

tions; and developing a policy on land acquisitions

We estimate that Phase II will cost over \$250 million to implement. The time frame for its accomplishment of is the next 15 to 20 years.

1997-99 Biennial Budget Request

As we develop our 1997-99 Biennial Budget Request this semester, we anticipate that an urgent capital improvement will be the replacement of our Power Plant. In Phase I of the Master Plan, engineering studies indicated that the Plant would need to be replaced sometime between 1995 and 2005. Routine equipment maintenance and inspections completed in 1993 uncovered several significant problems and provided the

(Phase II) goals were derived, in part, from a model of the University that was constructed upon assumptions and projections related to: academic programs, the out-of-class learning environment, administrative requirements, enrollment, and estimates of available resources.

impetus for a thorough internal plant audit. Subsequent engineering studies indicated that replacement of the plant needs to proceed as soon as possible.

In addition, we are preparing plans for the renovation of University Hall for academic purposes. The renovation will seek to maximize the use of larger classroom spaces available within this facility by providing the campus with state-of-the-art multimedia capabilities for presentations and seminars, including "live" interactive telecommunications for distance education. In addition, a feasibility study is being conducted to determine whether the School of Business and School of Education could be relocated within or adjacent to University Hall.

Also under consideration is a request that would enable the University to begin installing a telecommunications infrastructure that will simultaneously handle voice, video, data, and documents at very high speeds. This project is crucial to maintaining the quality and relevance of our academic programs and the effectiveness and efficiency of our administrative operations.

PRESIDENT'S LETTER

We also established criteria to be used in identifying and setting priorities among competing projects. The needs of the campus's academic programs, including the relationship between students and faculty, were given the greatest weight in this process. Other important factors we considered were: cost, functionality, accessibility, historic significance, and funding source. All of these factors are being considered and weighed against each other as we make our decisions.

Historic Preservation

Before I close I would like to discuss an issue related to the Master Plan that I know is of considerable interest and importance. And that is the issue of historic preservation.

Planning for Phase I of the Master Plan established criteria for determining priorities: academic program needs, costs, historic significance, functionality, condition of facility, accessibility, and funding source. These criteria required difficult decisions regarding several older buildings on campus.

For example, the Old Technology Building, the Classroom Building, Reeve Hall, Parsons Hall, and Alumni Hall could not adequately meet our decision criteria and needs. Therefore, it was determined that these buildings would have to be razed. These decisions were reflected in ISU's 10-Year Capital Plans every biennia since 1986 and have been published in a number of other sources through the years. Each biennia the 10-Year Capital Plan is approved by the Board of Trustees and forwarded to the Indiana Commission for Higher Education and the General Assembly.

In authorizing and approving funding for the Advanced Technology Center, it was understood by the Higher Education Commission, the State Budget Committee, and the General Assembly that the ATC would be a "replacement building" for the buildings being razed: the Classroom Building, Old Technology, Reeve Hall, and Alumni Hall.

Other historic buildings on campus — all of which are at least 50 years old — such as Condit House, Fairbanks Hall, the Fine Arts Building, Stalker Hall,

Tirey Hall, and University Hall — satisfy the criteria and will be included in future budget requests to the State Legislature.

Normal Hall, which will not likely qualify for state funding but which has historic and architectural significance to the campus and the community, will be renovated with gift funds as they become available.

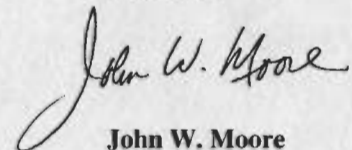
In conclusion, I hope you have been able to attend one of the campus and community discussion sessions we have been conducting regarding the master Plan: Phase II. Thus far, we have presented the draft recommendations to the Faculty Senate, the Student Government Association, administrative and professional staff, the President's Planning and Resources Committee, the Board of Trustees, the Commission for Higher Education, the Chamber of Commerce Executive Committee, community leaders, and legislators. Articles about our preliminary recommendations also have appeared in local and campus media.

It is our hope that those of you who have attended some of these sessions will let us know your thoughts. I also urge those of you who have not familiarized yourself with the subject to do so. We will continue to solicit ideas and opinions on Phase II until it is finalized later this semester and then submitted to the Board of Trustees will act on the Master Facilities Plan Phase II during the spring semester.

Those of you who wish to obtain additional details or communicate your ideas about the Master Plan should contact Dennis Graham, Vice President of Business Affairs, Rankin Hall.

Thank you for your interest in this important endeavor and for the pride you display in the University. We have set an ambitious agenda for ourselves. By working together, I am confident that we will achieve our goal of providing an even more impressive environment in which to learn, live, and work.

Sincerely,



John W. Moore