6 – Recommended Capital Improvements

6.1 Introduction

This chapter lists the most critical projects necessary to respond to the College's academic needs, and to achieve the goals of the Campus Master Plan. These reflect the initial consideration of the Master Plan Committee in accomplishing the campus’ most mission-critical goals.

Projects are divided between those priorities that require or anticipate a 10 Year time-frame to complete (an M10), and those that are a more typically associated with a two to five year time-frame (an M5) that are part of the strategy necessary to achieve the M10 priorities and those necessary to support the immediate and on-going mission of the campus.

All projects listed require further assessment of existing conditions, development and evaluation of alternatives, preparation of detailed programs and budget estimates, evaluation of logistics, and the consideration and approval by the campus and its governance structure. Projects also require coordination with academic and budget planning cycles, and with the needs of collegiate restructuring. Projects also require advance planning in order to allow the campus time to evaluate alternatives, to make financial and budget plans, and to accommodate its institutional decision-making cycles. The development of projects will be guided by chapters 5, 7, and 8.

6.2 10 Year Project Priorities - M10

The following projects are recommended in order to address the most critical observed needs and to support the Master Plan Goals:

1. Construction of new academic space to meet enrollment growth and to retain students to degree fulfillment:
   - Classrooms and Teaching Labs
   - Faculty Offices
   - Student Services
   - Campus Support Space

2. Renovations to Muntz Hall:
   - Replace outdated systems to achieve occupant comfort, avoid shut-downs and emergency repairs, and to achieve energy savings and improve operating efficiencies.
   - Improve student services and support functions on ground level.
   - Renew instructional and faculty office spaces.
3. Improve campus infrastructure to support:
   - Building renovation needs.
   - System expansions to accommodate enrollment growth.
   - Energy and operational savings.
   - Improved access to campus buildings and technology.
   - Protection of mission-critical systems and redundancies, and campus life safety.

4. Improve connections between campus buildings, and improvements to open spaces that serve as extensions of building functions.

5. Improve campus entries and exits, and develop parking solutions to support enrollments.

6. Improve campus front-door landscape, and develop preservation strategies to protect the best natural features and to improve naturally-occurring systems.

6.3 Strategy - M5 Plan

Strategies to support campus mission and operations and the development of the M10 Plan include supporting projects necessary or more feasible to achieve within approximately a two to five year time-frame. Known as an M5 Plan, these priorities are recommended for further development, evaluation, and approval:

1. Improvements to sustain classroom and teaching lab quantities, and to improve space utilization.

2. Improvements to free up space in Muntz Hall to perform systems renovations.

3. Space reassignments and improvements in Muntz Hall to gain additional classrooms, faculty offices, and student service space.

4. Upgrades to the Muntz Hall Auditorium to improve use and appearance.

5. Improvements to campus information technology and connectivity in support of learning.

6. Supporting Projects - improvements to infrastructure and technology, and to campus access.

6.4 Strategy Assumptions

To improve their success, the projects assume the adoption of the following practices:
A. The Compendium, or list, of projects that achieve the M-10 and M-5 priorities will be developed to coordinate with each other wherever feasible, and to meet available budgets and resources.

B. Maintain all current classroom supply:
   1. Renew the Pavilions lease, or replace.
   2. Provide new instructional technology for those classrooms with the oldest technology.

C. Improve classroom and teaching lab utilization where possible to accommodate additional enrollments with available space, technology, and infrastructure resources and to the degree reasonable and feasible.
   1. Adding course sections.
   2. Extending weekday teaching times.
   3. Increasing course section sizes only with prior RWC faculty approval, and as resources can support.
   4. Maintaining existing and implementing additional “hybrid” models for courses where possible.
   5. Improve the utilization of the Annex, including possible renovations or upgrades to improve systems and technology.

D. Increase utilization above 2009 levels where feasible:
   Suggested considerations include those lessons learned during the planning process:
   1. Aligning space use terminology and calculations with the state and national standards used in the planning process.
   2. Utilizing existing classrooms and teaching labs more closely within reasonable standards expressed in this document.
   3. Investigate and adopt where feasible increased use of the UC Education Wing at Blue Ash Elementary School through the Joint Use Agreement.
   4. Find ways to accommodate the instructional / space needs of non-regularly scheduled courses that support credit-hour enrollments and that are necessary to student retention. Examples include but are not limited to Library-based courses.
   5. Find ways to accommodate / develop a plan for meeting the instructional / space needs of large (> 80) course sections that must currently either be split into smaller sections to fit into a classroom or that must meet in Muntz Auditorium.
6. Prioritizing the assignment of campus space by the campus' most mission-critical activities. Not in any recommended priority, these include:

- RWC credit-hour activity and classrooms.
- Other credit-hour activity and classroom space assignments.
- Maintaining ground floor spaces for highest-traffic functions.
- Centralizing the location of campus student service functions.
- Maintaining and supporting the method of centrally-assigning and dispersing the location of faculty offices.
- Locating campus facility, grounds, maintenance, and other operational service functions to the perimeter of campus.

6.5 Financing the M5 and M10 Plans

All sources of funds will be reviewed for their ability and capacity to accomplish the capital improvements. Sources under review include state, local, and gifts. To degrees possible, the ability to borrow will also be examined.