
"We shape our buildings;
thereafter they shape us."

— Winston Churchill



Standard Eight — Physical Resources

I. Purpose/Description

Overview

Our mission and goals of providing high-quality instructional programs and public service are supported with physical facilities and equipment that are designed, maintained, and operated to provide a safe, clean, and comfortable environment conducive to higher learning.

As support for high-quality instructional programs, we maintain the following physical facilities:

- WSU Ogden established in 1953 currently consisting of 426 total acres with 48 buildings. Currently buildings total approximately 2.4 million square feet (see exhibit on file for a complete listing). The campus is pedestrian oriented with academic buildings located in the interior of the campus and major vehicular traffic, parking, and service functions around the perimeter. As

a result, relatively short walking distances separate the academic buildings, adding to the convenience of class scheduling. For an Ogden campus map, see (documents.weber.edu/weberstatemap) and the back cover of this self-study.

- WSU Davis — the current facility — completed in 2003, approximately 10 miles south of WSU Ogden, consisting of 105 total acres. The initial building (113,581 sq. ft.), housing multiple disciplines and support services, opened fall semester of 2003. This campus is master planned to eventually include 10 buildings and will enable us to better serve a fast-growing student population in this area. For a WSU Davis map, see (programs.weber.edu/davis-campus/Directions.asp) and the inside back cover of this self-study.
- Off-campus instructional centers. We own and maintain an additional instructional facility, the Training and Learning Center (TLC), in Layton, Utah (the former site of WSU Davis). The WSU West Center in Roy, Utah, and the WSU Morgan Center provide additional course offerings in leased space that has been renovated to meet our needs and standards. Classes are also offered on other campuses (Utah State

University, Salt Lake Community College, and Utah College of Applied Technology) and selected high schools. For information on off-campus instructional centers, see (weber.edu/locations.xml).

Instructional and Support Facilities and Equipment (8.A.1, 8.A.2, 8.A.3)

Classrooms, laboratory space, and support facilities on each of the campuses vary in size and function to meet a multiplicity of instructional needs. These spaces are designed based on assessments from user departments and state guidelines from the Utah Division of Facilities Construction and Management (DFCM) Design Criteria (see dfcm.utah.gov). We maintain detailed data of space use for each building (see exhibit on file). These data are reviewed at the university and state levels to assess adequacy and justify improvement requests. Recent student surveys find a general level of satisfaction with physical facilities and maintenance. (See Table I on page 2.)

To keep the physical resources compatible with ever-changing requirements, building renovation/improvement requests are made by various academic and support groups. These

requests are studied by Facilities Management for compatibility with applicable codes, university/state standards, and available funding prior to action. Currently, conversion of instructional spaces to utilize technology in classrooms and science faculty research space is a priority.

Suitable furnishings and equipment are generally available to meet academic and support needs. To ensure adequacy, planning/budget requests for facility construction projects, both new and remodel, include line items for furnishings and equipment acquisition and/or upgrade. For further information, please see the master plan, available as an exhibit.

Management, Maintenance, and Operation

Facilities Management Department (8.A.4)

Facilities Management, a department within the administrative services division, (weber.edu/facilities.xml) has direct responsibility for maintenance, operation, and management for most facilities at each of the campuses. The student affairs division has responsibility for operations and maintenance of the

Standard 8: Table I. Student Satisfaction Data.

Noel-Levitz Question	1997	2000	2003	Difference from 1997 to 2003
23. Living conditions in the residence halls are comfortable (adequate space, lighting, heat, air conditioning, and telephones).	4.14	4.12	4.24	0.10
72. On the whole, the campus is well-maintained.	5.42	5.50	5.66	0.24
75. The classrooms are clean.	4.50	N/A	5.66	1.16
76. The bathrooms are clean.	3.96	N/A	5.18	1.22
77. Snow removal is adequate.	4.38	N/A	5.45	1.07

Scale: 1=not satisfied at all, 7=very satisfied

student housing areas, the student union building, and shares responsibility for the Student Services Center with Facilities Management.

Facilities Management is composed of five main functional groups: Operations, Services, Campus Planning and Construction, Systems Support, and the Business Center. (For an organizational chart, see departments.weber.edu/facilities/fm_group.pdf).

Facility Maintenance, Repair, and Operation (8.A.4, 8.A.7)

Central to the management of maintenance and repair requirements is a computerized maintenance management system (CMMS). This system allows receipt of work requests either verbally or electronically. The work requirement is entered into the CMMS system and electronically transmitted to the appropriate shop for execution. When the craftspeople have completed work, information relating to costs, time, and status is automatically recorded in the CMMS and available for reporting and analysis. Since the inception of CMMS in 2002, the backlog of maintenance and repair items has been substantially reduced. The system enables shop managers to maintain better visibility of the work assigned to them and the current status of those requirements.

The department uses a Johnson Control Metasys Building Automation system as a tool to control and monitor the HVAC systems throughout WSU Ogden facilities to maintain a comfortable learning environment. The system provides a means of monitoring temperatures and equipment remotely and provides the capability to adjust space temperatures and start and stop equipment as necessary to alleviate a problem without interrupting classes. It also contributes to the department's ability to maintain and control more facilities with essentially the same number of personnel. The system is also used for energy management and exterior lighting control.

Operation and maintenance at the WSU Davis campus is fully coordinated with the maintenance functions based at WSU Ogden. Work requests are logged into the same CMMS and

managed in the same way. A full-time maintenance technician is assigned to WSU Davis to perform minor repairs and preventative maintenance tasks. For work that is beyond the capability of the maintenance technician, shop support is provided from WSU Ogden on a scheduled basis. WSU Davis has a stand-alone heating, ventilating, and air conditioning system but is master planned to integrate the same Metasys system as other buildings come online.

Facilities maintenance and operation for the Training and Learning Center is outsourced. The WSU West Center is leased, and the lessor provides all facilities maintenance and repair per the lease agreements. Facilities maintenance and operation for the Morgan Center is provided by the local school district. Other remote facilities, such as local high schools, are maintained by the appropriate school district.

Working in cooperation with the DFCM, a total, comprehensive facilities condition analysis of all major WSU Ogden buildings and infrastructure has been completed. This study has served as a valuable tool in formulating requests for capital improvement and capital development funding from the legislature (see Standard 7).

Equipment Control (8.B.2)

Property Control, a department within the administrative services division (departments.weber.edu/accounting/propertycontrol), has the direct responsibility for inventory and audit of all institutional equipment valued at over \$1,000; equipment valued at less than \$1,000 is controlled by the department where that equipment resides. Our Policy & Procedures Manual clearly defines the scope and policy for accountability of assets. All items purchased or otherwise acquired are evaluated for life expectancy and acquisition value. When required by policy, equipment is tagged with an inventory number, placed on a master list, and audited on an annual basis. The department also acts as a surplus property outlet with sale and/or disposal offered internally to campus groups or sold to the general public.

Campus Safety and Access
(8.A.5, 8.B.3, 8.C.3)

The Department of Public Safety, another department within the administrative services division (weber.edu/dps), has the direct responsibility for safety on campus and includes WSU Police, Parking Services, Environmental Health and Safety (EH&S), and Risk Management.

Safety

The WSU Police (community.weber.edu/police) are state-certified police officers and are fully recognized as such by the State of Utah. The campus police have the same authority and police powers as other surrounding state law enforcement officers. The department strives, in partnership with the campus community, to cultivate a safe and secure atmosphere supporting the educational process and promoting academic and personal achievement and community responsibility. The campus police have been involved in the acquisition of improved campus lighting and the addition of the "code blue" emergency phones scattered throughout WSU Ogden and WSU Davis exteriors.

Pedestrian safety was recently enhanced with a more restrictive policy for keeping motorized vehicles off of campus sidewalks. Keyed, collapsible bollards have been installed in pivotal locations to ensure compliance.

Each year since 1989, a safety specialist from the Environmental Health and Safety Office (EH&S) and our fire marshal inspect each building on campus looking for general and

fire safety concerns. Corrective orders are sent to the responsible person for each building, requesting that these safety concerns be resolved. These notices are returned to the EH&S office listing what has been done to correct the hazard. These reports are compiled and submitted to the Utah Division of Risk Management (weber.edu/risk). Inspections have also been conducted for each campus building to identify asbestos-containing materials. These inspection reports are kept on file in the EH&S office.

In addition, the EH&S office ensures the proper use, storage, and disposal of hazardous materials through compliance with state and federal regulations. All employees using hazardous chemicals as part of their job are required to attend hazard communication training. All employees working in labs are required to attend lab safety training. Training records are kept on file in the EH&S office. Chemical inventories and material safety data sheets (MSDS) are maintained in each area where chemicals are stored. Hazardous waste is collected and stored at the hazardous waste building for up to 180 days. It is then shipped off campus and disposed of by a certified hazardous waste company that is approved by, and under contract with, the State of Utah. Employees are informed of hazardous materials use, storage, and disposal procedures by training courses, posters, newsletters, brochures, and informal meetings with EH&S employees. (For more information, see departments.weber.edu/ehs).

In light of events on campuses across the nation and taking into account the size and scope of our campus community, we have

Standard 8: Table II. Student Satisfaction Data.

Noel-Levitz Question	1997	2000	2003	Difference from 1997 to 2003
7. The campus is safe and secure for all students.	5.20	5.54	5.63	0.43
36. Security staff responds quickly in emergencies.	4.60	4.68	4.72	0.12

Scale: 1=not satisfied at all, 7=very satisfied

assembled a team to develop a crisis response plan. This plan outlines how we will respond to public safety emergencies as well as incidents that pose a threat to our image, reputation, and/or integrity.

We have shown steady improvement in campus safety and security as evidenced in student satisfaction survey data. (See Table II on page 4.)

Parking

The mission of Parking Services (departments.weber.edu/parking) is to develop and maintain a safe and economical parking system that continuously adapts to the ever-changing needs of our community. Adequate parking at WSU Ogden has been a significant challenge. The free campus shuttle bus system has been successful in allowing considerable growth in enrollment without introducing large numbers of vehicles to the center of campus. Approximately 1,800 cars are parked at the Dee Events Center daily during fall and spring semesters, and students ride free shuttles to drop-off points along the perimeter of the academic area. There are 2,900 spaces available at the Dee Events Center, which is located one mile south of WSU Ogden. The initial building at WSU Davis has adequate parking near the structure and additional parking is master planned as the enrollment and number of buildings expands.

In cooperation with the Utah Transit Authority (UTA), we began an Ed Pass program in 2003. This enables students, faculty, and staff to ride transit authority busses and

light rail free by showing a WSU ID card. This is helping to ease the parking and congestion problem on the Ogden campus. UTA also runs a regular route between WSU Ogden and WSU Davis.

Even with our efforts to provide bus service, students still perceive parking as a problem, though they are pleased with the safety and security of the parking lots provided. (See Table III on page 5.)

Access

We are committed to providing appropriate access to physical facilities for students, faculty, staff, and visitors (see exhibits on file in the exhibit room for detailed information). WSU Ogden has been designed with a peripheral road system and peripheral parking lots. In general, vehicle traffic is restricted from the central campus area, which is pedestrian oriented. For safety, direct crossing of vehicle and pedestrian paths is avoided where possible. WSU Davis is similarly master planned in a manner to keep vehicle and pedestrian traffic separate.

Lighting of roadways, parking lots, sidewalks, stairways, and building entrances is adequate for safety and way finding and is upgraded on an ongoing basis.

WSU Ogden is built on the side of a mountain. Adequate access for the physically challenged has been difficult but is a priority. The use of ramps, sloping sidewalks, and building elevators make central campus movement available to everyone.

Standard 8: Table III. Student Satisfaction Data.

Noel-Levitz Question	1997	2000	2003	Difference from 1997 to 2003
21. The amount of student parking space on campus is adequate.	2.52	2.46	2.58	0.06
28. Parking lots are well-lighted and secure.	4.43	4.70	4.87	0.44

Scale: 1=not satisfied at all, 7=very satisfied

Services for Students with Disabilities, a department within the student affairs division (departments.weber.edu/ssd/ssdserv.htm), has direct responsibility for assisting individuals with disabilities. This department works closely with the Campus Planning and Construction Group of the facilities management department to ensure all new and remodel physical facilities projects meet all applicable codes and the needs of special constituencies. In addition, a campus-wide focus group (ADA Compliance Committee) meets each month to review related issues. A state-mandated study of physical barriers for campus buildings was completed in the mid-1990s. The results of this survey have been used to prioritize needed improvements and upgrades. The effort to comply with the ADA and identify and eliminate physical barriers in buildings and around campus is ongoing.

Facilities Planning

Master Planning (8.C.1, 8.C.4)

In early 2002, we undertook an extensive physical facilities planning effort that culminated in the publication of the WSU Recommended Master Plan in June 2002 for WSU Ogden. Development of this master plan involved all senior administration officials, representatives of faculty and staff, students, alumni, and community members. It was conducted with the assistance of Gould Evans Affiliates as the facilitators and planners (a copy of the final document, "Recommended Master Plan—Weber State University," is available as an exhibit). This extensive effort identified several new opportunities and several challenges for the future. Interestingly, the plan did not identify extensive new facility/building construction requirements but instead identified deficiencies in existing systems and circulation of pedestrians and vehicle traffic. Campus and adjacent areas that provide opportunity for additional growth and expansion were identified, including the demolition of some existing structures, but specific recommendations for construction of new buildings to meet specific needs was not addressed in the plan. The plan provides a framework for planning and development of additional growth as academic and university

programs grow and develop requirements for additional facilities and/or infrastructure.

Two areas are key to the future growth and development at WSU Ogden. One is the former site of the McKay-Dee Hospital, immediately to the west of WSU Ogden, which we hope to acquire from Intermountain Health Care. The other is the area currently occupied by buildings 1, 2, 3, and 4 in the center of campus. These obsolete classroom facilities are the oldest facilities on campus and barely meet the requirements of modern higher-education classroom technology. While no plans currently exist for new facilities to be sited at either of these locations, the sites do provide planning opportunities as we continue to grow and evolve. Over time, it is anticipated that existing older housing will be demolished and replaced with new state-of-the-art freshman housing. Housing development on the south portion of campus (University Village) is expected to continue with units for upper-division and married students.

A separate master plan has also been developed to guide the expected rapid growth of WSU Davis. The WSU Davis master plan was produced in 2001 with the assistance of HFS Architects. It also involved the most senior members of administration in the planning and concept development. Because construction of the first facility at this new campus was imminent, the thrust and focus of the WSU Davis master plan is much more detailed than the one for WSU Ogden.

Nevertheless, the two master plans complement each other in addressing the growth opportunities and limitations in the physical plant for the foreseeable future. There are significant challenges to be overcome, such as funding, but the opportunities to improve support facilities justify the attempt to overcome those challenges. Each of the master plans is scheduled for review and update on a five-year cycle. Adequate funding will be sought from the state legislature for this planning effort as part of the capital improvement program.

WSU Ogden and WSU Davis campus master plans are available as exhibits show existing physical facilities and indicate recent changes and future plans.

Physical Facilities Development and Improvement (8.C.2, 8.C.4)

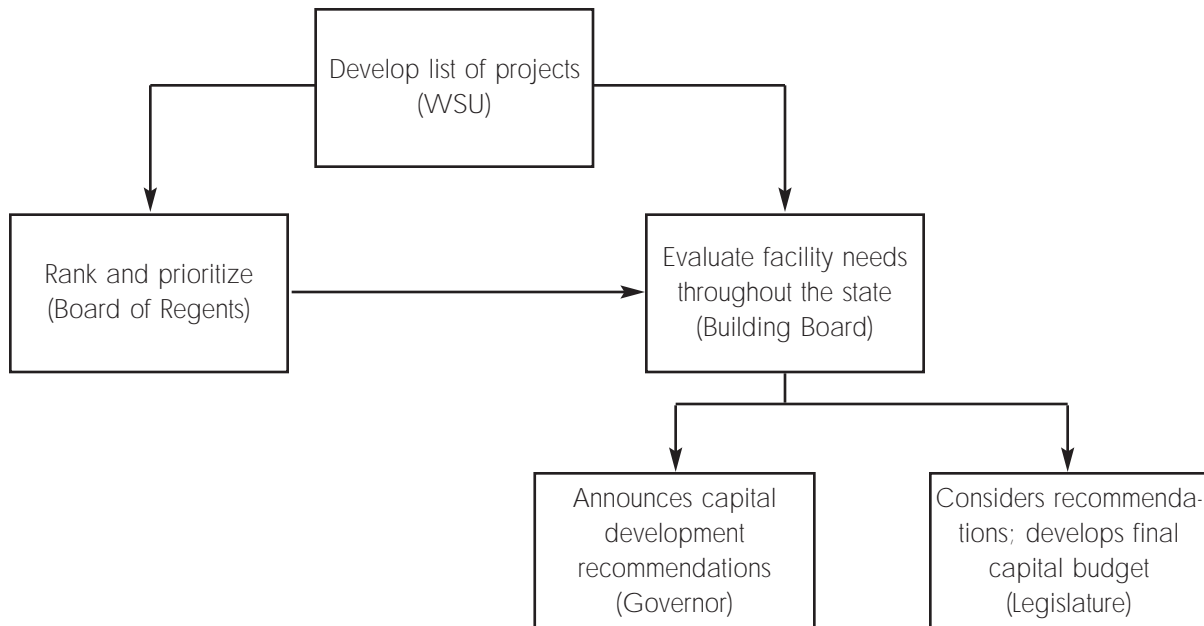
Like all other state institutions of higher learning in Utah, we identify facilities development (over \$1.5 million) and facilities improvement (under \$1.5 million) projects through the State Division of Facilities Construction & Management’s (DFCM) facility condition assessment program that is conducted approximately every five years. Our last facility condition assessment was conducted in October 2000. The assessments are conducted by the ISES Corporation (an architectural/engineering firm under contract with DFCM). They provide a comprehensive analysis of the major building and infrastructure and identify deficiencies in the structure, HVAC systems, interior finishes, accessibility, fire protection, code-related life safety issues, plumbing, electrical, and utility distribution systems. Each deficiency is described and prioritized as to urgency of need, impact, and cost. This information is aggregated and evaluated for all campus facilities to establish an operations and maintenance program for the next five or more years. Significant emphasis is placed on aggregating these requirements into capital improvement

projects that can be funded by the State Building Board because they exceed our financial and statutory capacity to fund them.

To assure corporate oversight of the capital development and capital improvement projects that are approved, the Board of Trustees, the Board of Regents, and the State Building Board play an important role.

At the university level, the Board of Trustees approves the design and construction of major facilities constructed or renovated. At selected phase points in the design process, the Board of Trustees receives a presentation and must approve the design before work can proceed to the next stage of design. This process ensures that campus policies and standards for facility use are followed. The same is true before construction commences on a project. The Board of Trustees must approve the final design and authorize construction before the project is put out for bidding to construct. (A more detailed explanation of this process is included in the [WSU Design and Construction Standards for Architects, Engineers, and Contractors at departments.weber.edu/facilities/A&EGUIDE_REVISION_2003_06_06.pdf](http://departments.weber.edu/facilities/A&EGUIDE_REVISION_2003_06_06.pdf)). Projects are also

Standard 8: Figure I. Capital Development Process.



subject to review by appropriate institution departments, such as Public Safety and Services for Students with Disabilities, to ensure needs are met.

Each year we follow a process to identify capital development and capital improvement projects. (See Figure I on page 7.) We submit those projects to the Building Board for approval. DFCM assists the Building Board by reviewing the projects and recommending which projects should receive funding. Our development and improvement projects compete with similar projects submitted by state agencies and other institutions of higher education each year. The process for procurement of funds is covered in this document in Standard 7.

In FY 2004 the Building Board received a statewide lump sum of \$42.7 million in funding from the legislature to allocate to capital improvement projects. The university share of this fund varies from \$2.2-\$2.8 million. The amount of money allocated from the legislature to capital development projects varies greatly from year to year. A list of capital development and capital improvement projects since 1994 follows in the next section.

II. Significant Changes Since 1994

Physical Facilities

WSU Ogden

Capital Development Projects

- Constructed the Phase II addition to the Marriott Allied Health Building (1995), adding 27,000 sq. ft. This allowed all of the programs of the Dumke College of Health Professions to be located in the same building.
- Constructed the 82,700 sq. ft. Student Services Center (1995), enabling many critical services for students to be housed in one convenient location.

- Improved the Shepherd Union Building (1996) with an addition/remodel project. This included an upgrade to student government offices, the bookstore, and additional student computer labs. This remodel added space, a direct outside entry access to the bookstore (previously located in the basement), and a new elevator to provide better access throughout the building.
- Improved the Dee Events Center, our athletics and special events venue (1997), with a 3,635 sq. ft. addition for athletic administration and ticket office.
- Constructed an addition/remodel project improving the Val A. Browning Center for the Performing Arts (1999). This project added 48,650 sq. ft., resolved fire code, seismic, and accessibility issues, and provided physical enhancements for the performing arts programs.
- Improved the football stadium (2001) by adding the 4,891 sq. ft. C. William and Bernice C. Stromberg Strength and Conditioning Complex and the new 35,427 sq. ft. Stewart Stadium Sky Suites and Press Box Complex with game day facilities for the press, teams, and fans. The skybox is also used as a campus conference facility.
- Constructed the 70,872 sq. ft. Ethel Wattis Kimball Visual Arts Center (2002), placing the entire visual arts department at one campus location. The building includes enlarged academic space and an art gallery open to the public.
- Constructed University Village student housing (2002). The project houses 472 students in five buildings and includes a community center.
- Improved the former Collett Art Building, now known as Lampros Hall, with a complete remodel and upgrade (2004). The building is now used as an information technology and learning center.

Capital Improvement Projects

- Improved the interior of the Stewart Library (1996), consolidating collection

locations, increasing shelving capacity, adding computer classrooms, and enhancing space for the Honors program. This upgrade also improved air circulation, elevator service, and overhead lighting.

- Improved access for the physically disabled through projects including installation of new interior signs meeting ADA requirements (including Braille markings for the visually impaired), addition of automatic doors at entrances to numerous buildings, installation of ADA seating in the major theaters of the Browning Center, access ramp additions, and elevator upgrades.
- Improved air conditioning on campus through projects including installation of a new central campus chiller, construction of a new central campus cooling tower, adding air conditioning to four existing buildings, and improving air conditioning in various computer labs.
- Improved the fire safety in 17 buildings by upgrading alarms and sensors.
- Improved the Maintenance Building and Campus Services Building with major remodels.
- Improved the Lindquist Alumni Center by finishing the space in the lower level.
- Repaired the Stewart Bell Tower.
- Improved the electrical service in 11 buildings by upgrading the electrical grounding.
- Improved the Swenson Gymnasium swimming pool filtration system.
- Improved lighting, power and HVAC system in the McKay Education Building.

WSU Davis

Capital Development Projects

- Constructed the first building at the new WSU Davis (2003). This replaced the previous WSU Davis Center (now TLC) that had been in use since 1997.

Off-Campus Centers

- Opened the WSU West Center and WSU Morgan Center for continuing education classes (2001).
- Opened the Teaching and Learning Center for continuing education classes (2003).

Operations/Maintenance

Facilities Management has undergone significant changes in the last four years. Three independent departments were combined to form the facilities management department in 1999 with further refinements in 2003. This new organizational structure established five main functional groups within the department. They are Operations, Services, Campus Planning and Construction, Systems Support, and the Business Center. This refinement of the organization avoids duplication of effort, reduces the span of control to manageable levels, and consolidates capabilities to enable greater synergy.

III. Strengths and Challenges

Strengths include:

- The addition of significant new and/or remodeled physical facilities and land acquisition
- New integrated technology within physical facilities which enhances our mission
- Strong community support and resource base through donations, gifts, and other services

Challenges include:

- Secure funding at the required levels to provide and maintain the facilities consistent with our mission
- Need for an increased emphasis on maintenance, repair, and refurbishment

IV. Next Steps/ Action Items

We hope to begin work on the following in the near future:

- Remodel Swenson Gymnasium to enhance accessibility and resolve seismic, HVAC, and electrical/lighting issues
- Demolish two of the four original campus buildings and construct a new general classroom building in that location
- Remodel the Shepherd Union Building extensively
- Construct the second building at WSU Davis
- Improve housing—Begin Phase II of University Village to include additional single and married housing. Demolish existing Stansbury Hall, LaSal Hall, and Wasatch Hall
- Construct a lifelong learning center connected to the Lindquist Alumni Center