

Introduction

In the fall of 2013, Northwest College issued a Request for Proposal for planning and programming services to provide an update to their 2008 Master Plan. A planning team led by A&E Architects of Billings, MT, was selected. Team members included:

- x James Baker, AIA, A&E Architects, PC, Billings, MT
- x Kane Morris and Richard Childress, Point Architects, Cody, WY
- x Matt Bohannon, Brailsford & Dunlavey, Irvine, CA

Executive Summary

This Master Plan Update Report identifies and organizes campus projects in four broad categories: Immediate Projects, Ongoing Projects, Major Projects, and Remaining Priority Projects.

Immediate ProjectsAt the completion of construction in the fall of 2014, several departments are scheduled to relocate into the new Yellowstone Building. This transition opens space in several buildings, creating convenient opportunities to expand or reposition work space in Orendorff, Moyer, Frisby, Nursing, and Fagerberg. These changes can be implemented as funding becomes available.

- x **Orendorff Building**By capturing the space occupied by Communications, a series of small internal office moves – Academic Affairs, Foundation, College Relations, Business Office – will allow each group to address over-crowding and consolidation issues through a sequence of modest moves at a low cost. In addition, a relocation of the Mail Room will enable the central classrooms to be reconfigured for greater efficiency.
- x **Moyer Building**The availability of the fire-arms simulator room provides the opportunity to create a large technology-rich conference room for the campus, a faculty audio/video production studio for on-line content, and a large classroom for technology and equipment testing. Additional consideration should be given to improving way finding and making the offices within the building more “friendly” and accessible.
- x **Frisby Building**With Social Sciences leaving the building vacant, Workforce Development/Community Education and their other community partners should relocate to the edge of the main campus, improving their visibility while more readily integrating with other campus programs. This location will accommodate future expansion of these programs.
- x **Nursing Building**By relocating from Fagerberg to the nearby Nursing Building, the Business Department can consolidate and expand their offices, creating a stronger, more visible, presence for the department. The remaining space in the building can be repurposed for general campus use or set aside for a future use.
- x **Fagerberg Building**By expanding into the former Business offices and other minor reconfiguration, Photography can capture much-needed office space for the department.

- x Center for Training and Development (West Campus Building) With Workforce Development/Community Education moving to Frisby, Powell Economic Partnerships (PEP) will be the sole occupant remaining in the west end of this building. The remaining space in the building can be repurposed for general campus use or set aside for a future use.

Ongoing ProjectsThe following projects, including some which have been in the works for a while, have been identified as ongoing project priorities designed to improve the campus environment. These projects should proceed as soon as funds are available.

- x Art Department Code Issues With a new Performing Arts Center likely to be at least 5



- x Performing Arts Center: A new Performing Arts Center growing and expanding out of the Nelson Building will provide a home for the Music and Art Departments while providing a venue campus activities and community cultural events. A secondary benefit of this project will be the ability to fully utilize all the spaces in Cabre Gym for expanded athletic and PE activities and events.

Remaining Priority Projects: These projects were identified in the 2008 Master Plan and have been revisited by the planning team and various campus constituents. Recommendations for these projects are contained in this section of the report. Below is a summary of those recommendations:

- x Equine Facilities Upgrades and Expansion: While the minor upgrades and safety issues would normally fall under the maintenance category and should be addressed as soon as funds are available, the expansion of these facilities to accommodate larger class sizes needs to be evaluated further in light of recent declining enrollment numbers to determine the real cause of the decline – sub-standard facilities or reduced demand.
- x New Residence Hall: This project was listed as a priority in the Master Plan but no timeframe was established. Having evaluated the occupancy numbers and the enrollment projections for the college, we see no immediate justification for this project. We do, however, concur with the recommendation that space be preserved in the northwest corner of the campus for a future residence hall to be built when demand goes increases or Colter Hall is repurposed or demolished.
- x Oliver Building: A 4,000 SF expansion to the south side of the Oliver Building is a natural response to the increased popularity of this program and the need for more lab and shop space. The need for more building area needs to be balanced with the loss of outside storage space. This project should begin as soon as funding is available.
- x Stock Ag Pavilion and Trapper Arena: The Ag Pavilion is in need of a proper wash-down area inside the building for livestock which will require installation of a new septic/drainfield system and upgrading the existing septic/drainfield system. The Trapper Arena needs improvements to this facility as well. Preliminary design work has been completed. These projects should begin as soon as funding is available.

- x Trapper Field Support Building: In lieu of the larger Field House described in the Master Plan, a smaller support building housing concessions, restrooms, locker rooms, and storage should be built to support the recently constructed soccer and practice fields. Bleachers, a scoreboard, sidewalks, and a small parking lot would complete this sports complex.
- x Loop Road/New Campus Entrance Point: Six years after the Master Plan proposed to close off Seventh Street to through traffic and develop a perimeter loop road around campus, the planning team found little support remaining for this concept. We are recommending this project be removed from the priority list.
- x Demolition of Colter Hall and Frisby Building: These first generation campus buildings remain viable and important to the campus and should not be demolished for the foreseeable future. Colter continues to offer an alternative residence hall experience while this report recommends Frisby be repurposed center for Workforce Development/Community Education and Partners.

While some attempt has been made to present these projects in a chronological progression, the ultimate determination for the timing of each project will be funding, which is beyond the control of this report.

The new Student Center is clearly the number one priority for the campus. It will be a large complex project requiring funding from various sources and a strong commitment by the

9. Remaining Priority Projects
 - a. Equine Expansion
 - b. New Residence Hall
 - c. Oliver Building Expansion
 - d. Ag Pavilion/Rodeo Arena
 - e. Trapper Field Support Building
 - f. Loop Road/New Campus Entrance Points
 - g. Demo Colter/Frisby and close Sixth Street
10. Appendix
 - a. New Student Center Financial Model
 - b. Existing Site Plan and Building Floor Plans
 - c. Meeting Memos from Planning Sessions
 - d. Observations and Suggestions



Current Assessment of Campus Facilities

Recap of 2008 Master Plan and the 2014 Update

The 2008 Master Plan provided a general overview of the campus, identified key planning and organizational goals, and established a broad vision for future growth and development. An assessment of each academic division was conducted to identify problems and needs. General design guidelines were developed for future projects and to identify campus zone parking strategies, building standards, and standards for way finding and signage.

And finally, the Master Plan identified twelve priority building and site development projects to address future needs of the campus.

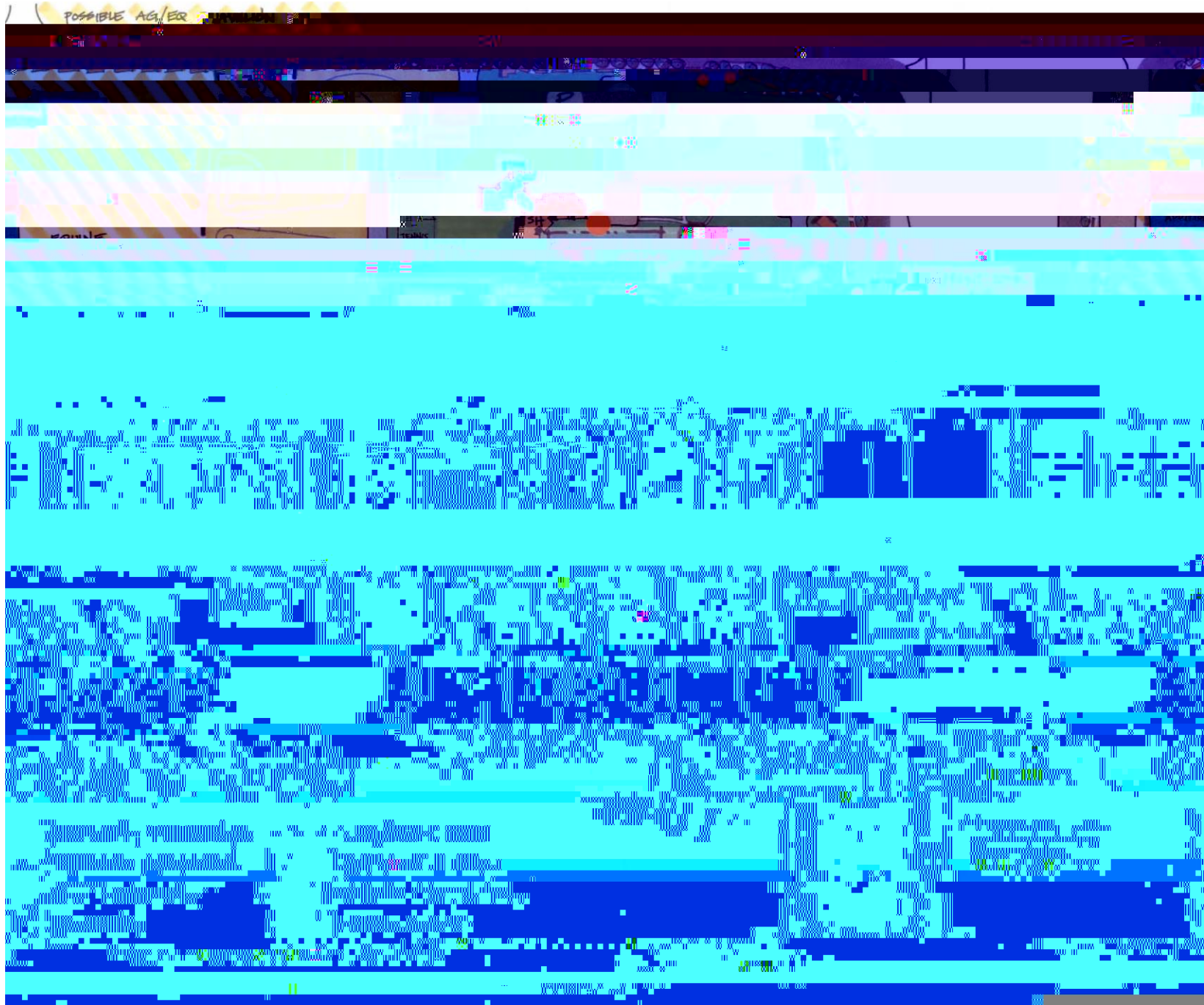
This Update Report on the 2008 Master Plan assesses and recommends immediate projects linked to the completion of the Yellowstone Building along with a list of ongoing projects. In addition, this report reassesses the remaining building and site development projects.

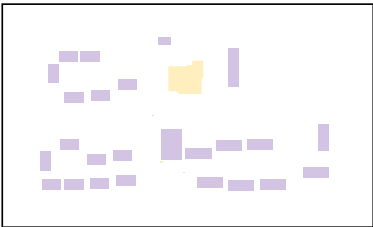
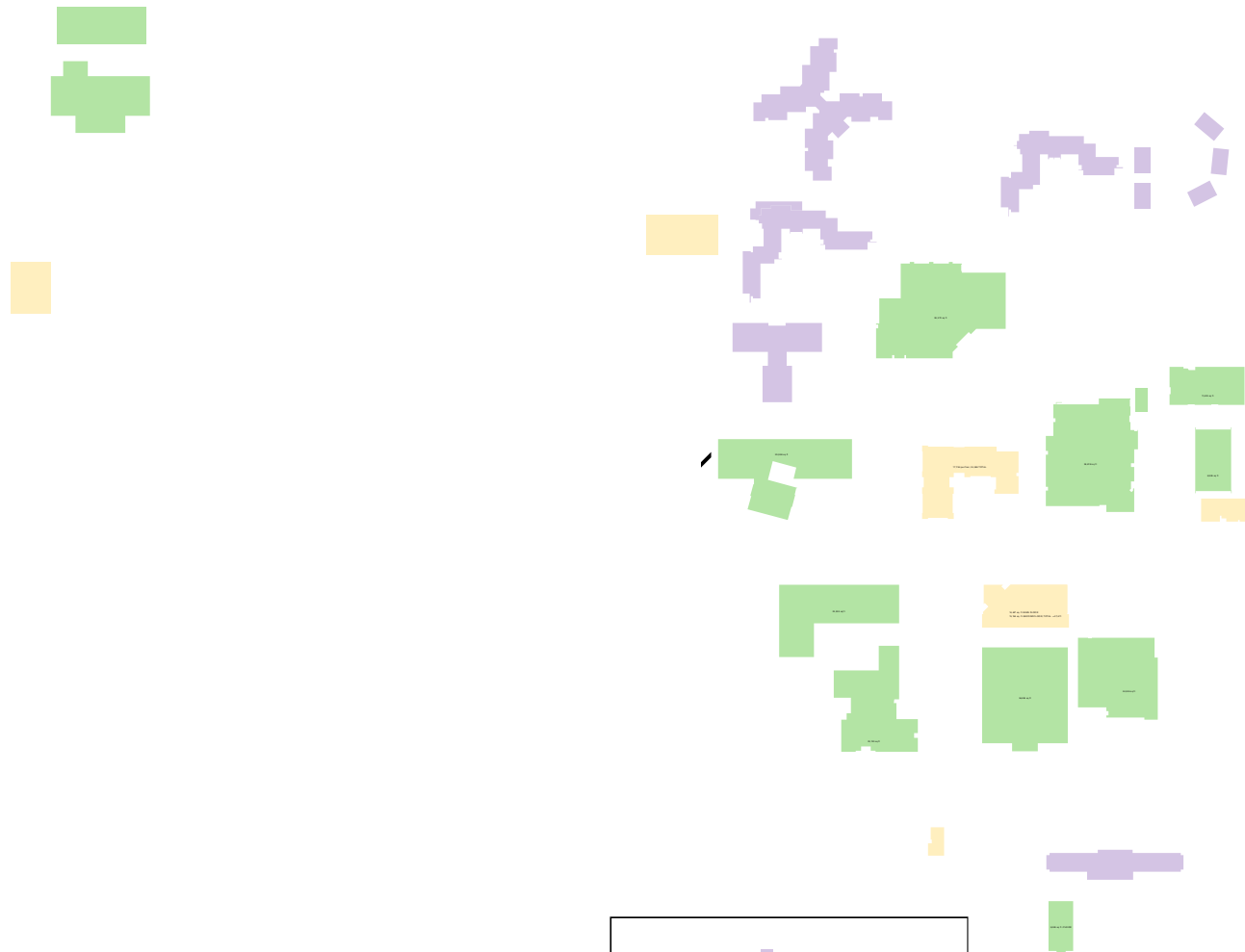
Drawings of the original Campus Master Plan and the current Campus Layout Plan with proposed new construction elements can be found on the following pages.

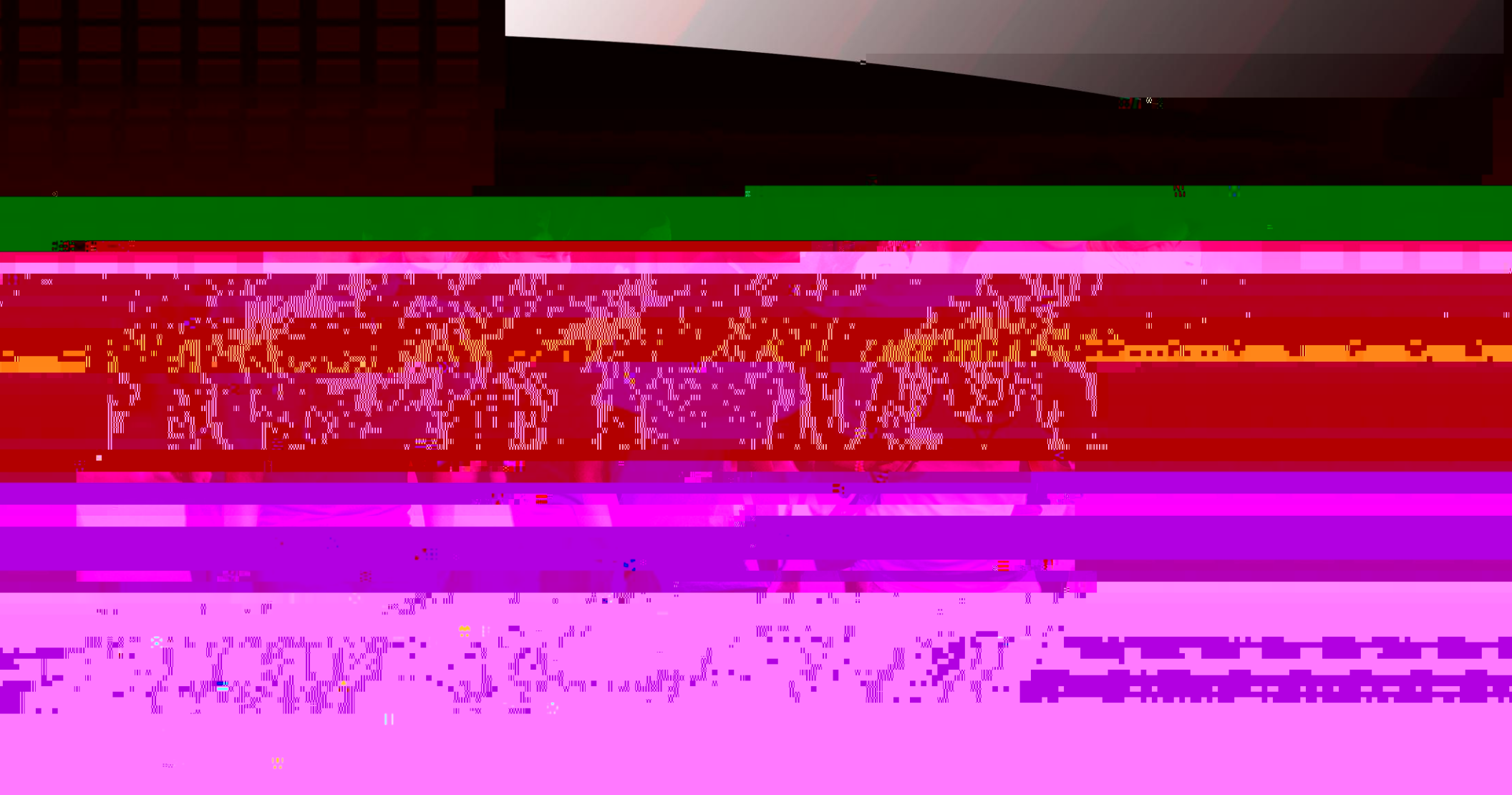
General Observations

The planning team met on numerous occasions with the steering committee, students, faculty administrators, and members of the community to review the 2008 Master Plan and to solicit input and suggestions. In addition, the team was provided written comments from faculty and staff previously requested by President Stefani Hicswa. The focus was on projects – both short term and long term – that will alleviate problems or provide opportunities to enhance the campus environment.

Students in general were focused on quality of life issues including improvements to the residence halls, the DeWitt Student Center and food service, and the shortage of recreational activity facilities. The faculty was aligned on the need for major improvements to the DeWitt but also very concerned with addressing access and improvements to existing classrooms. The administration was concerned with addressing life safety and accreditation issues while seeking a better methodology for improving the planning process for short-term planning/design/construction projects. Faculty and administration were both concerned with finding opportunities for improving recruiting and retention. Community members were supportive of projects that created opportunities for the community to engage with the college. Generally, the team found no major disagreements or conflicting directions between constituencies.







The completion of the Yellowstone Building (YB) in the fall of 2014 will open up opportunities for growth and expansion in various buildings on campus. Programs currently housed in Orendorff, Moyer, Frisby, Nursing, and Fagerberg buildings will migrate to YB, freeing up spaces in those buildings. The planning team evaluated various requests and/or suggestions for these open spaces and makes the following recommendations:

IMMEDIATE PROJECT

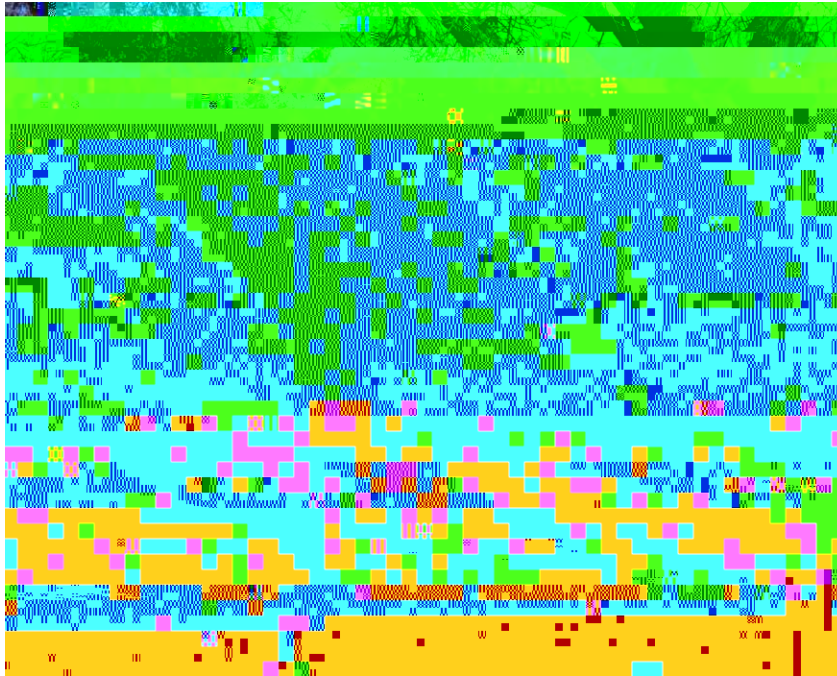
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Orendorff Building

Communications will vacate a space of approximately 1,500 SF at the north end of the





Moyer Building

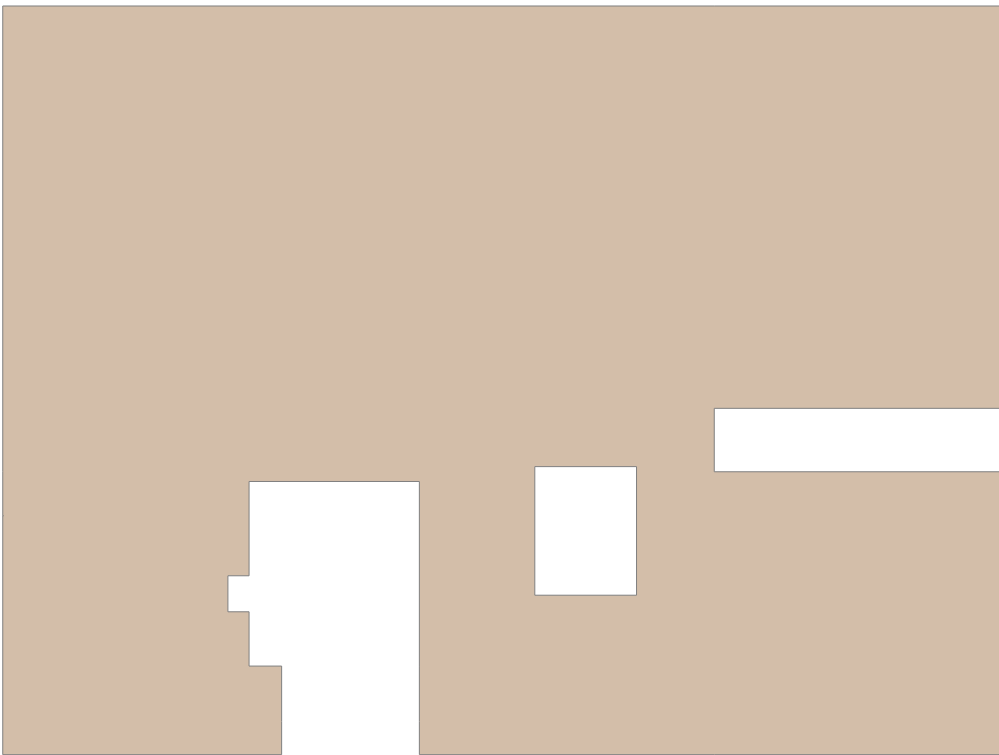
The Firearms Simulator equipment is being relocated to the Yellowstone Building leaving vacant room at the north end of the Moyer Building. Suggestions for the future use of this room included (1) Classroom for the PE Department and (2) a three-step technology upgrade for the Moyer Building. Since the Moyer Building is the technology center for campus, we are recommending the following upgrades:

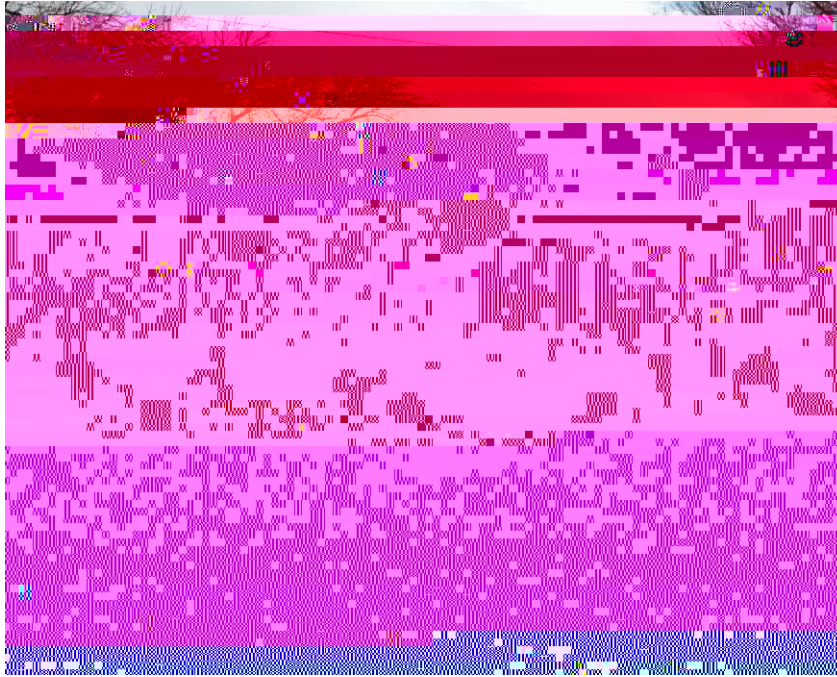
1. Convert Room 112 (FA Simulator room) to a state-of-the-art technology conference room for the campus.
2. Convert Room 109 (small conference room) to a faculty audio/video production studio for on-line content.
3. Convert Room 108 (WEN room – funding is ending for this program) to a technology testing classroom for the campus to try out new technologies before making purchases.

See proposed Moyer drawing on the following page.

These changes will require very little in the way of remodeling but will significantly benefit the campus community.

In addition, the Moyer Building, while functional for the occupants, is not very inviting or welcoming to those seeking technology services. We are recommending that a planning study be undertaken to assess the interrelationship and work flow between the various office groups with an eye toward developing a centralized reception and information area and a more interactive work environment. The study should also include the development of a signage strategy to assist with way finding.





Frisby Building

Social Sciences will vacate the Frisby building, leaving it unoccupied except for the five classrooms. It is unclear how much use those classrooms will get going forward with the department moving out and Frisby being at the far south end of campus. With a total square footage of 10,000 SF (5,000/floor) and taking out the classroom space of 3,475 SF and circulation space, the net usable space available in Frisby is only 2,793 SF. The number of classrooms and the use of them for general scheduling will need to be evaluated in light of Social Sciences moving to the Yellowstone Building and the additional Yellowstone classrooms coming on line in the fall of 2014.

Suggestions for the future use of Frisby included (1) Workforce Development/Community Education and Partners, (2) offices for the Business Department, (3) offices for adjunct professors, (4) archive storage, (5) new technical programs, and (6) temporary or swing space for general campus use.

We recommend moving the Workforce Development/Community Education and Partners offices to this building. It has been suggested that they move from the west campus to the main campus to increase their visibility and access to campus facilities. Frisby will provide them a location that is on the edge of campus (their preference) with convenient parking and ample office and classroom space to replace their current facilities.

Preliminarily, their needs include the following: eight offices + two future offices, one small classroom for 15, one large classroom for 30, one computer lab, and one small meeting space.

While the current layout would require little or no reconfiguration, certain technology and hardware upgrades will trigger some level of remodeling.

Workforce Development is in the process of exploring grants and other funding to build (or remodel) a facility to house their administrative and classroom needs (along with other community “partners”) and a variety of “lab spaces” to support various vocational programs. They would need one additional classroom/wet lab and two additional classrooms/dirty lab.

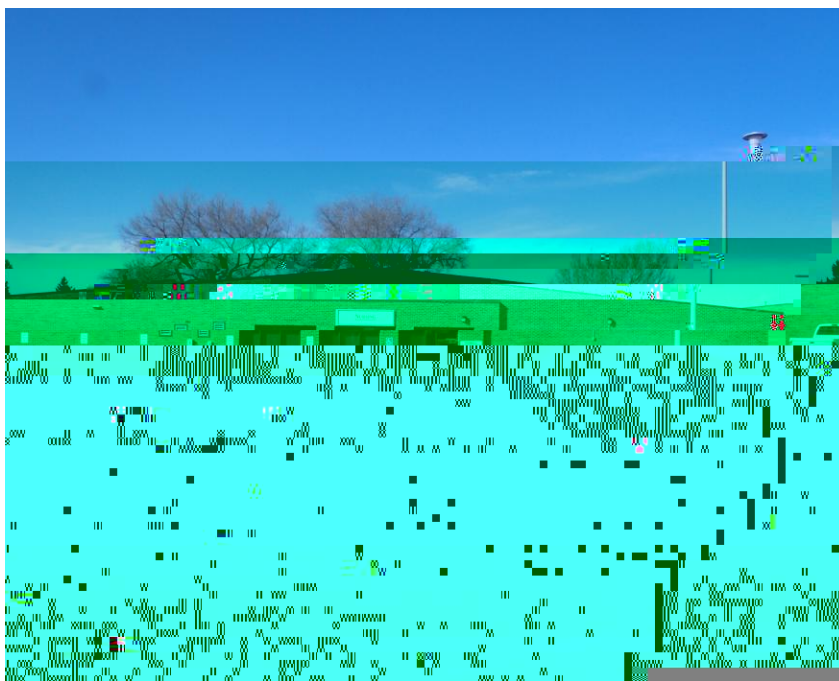
Should funding become available, the Frisby site could easily accommodate that growth to the east or south along with increased parking. The service drive behind Colter could serve as

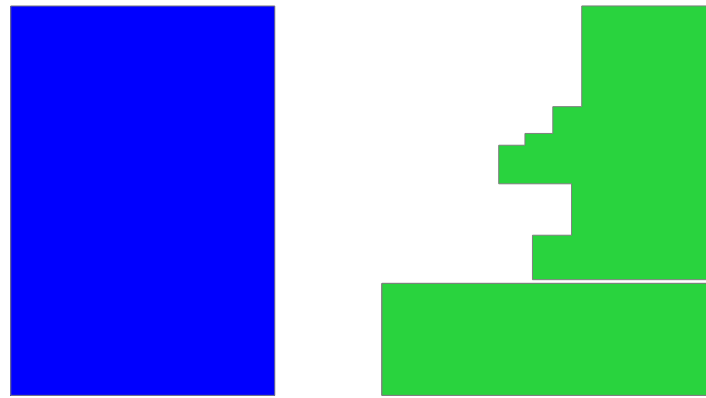




Nursing Building

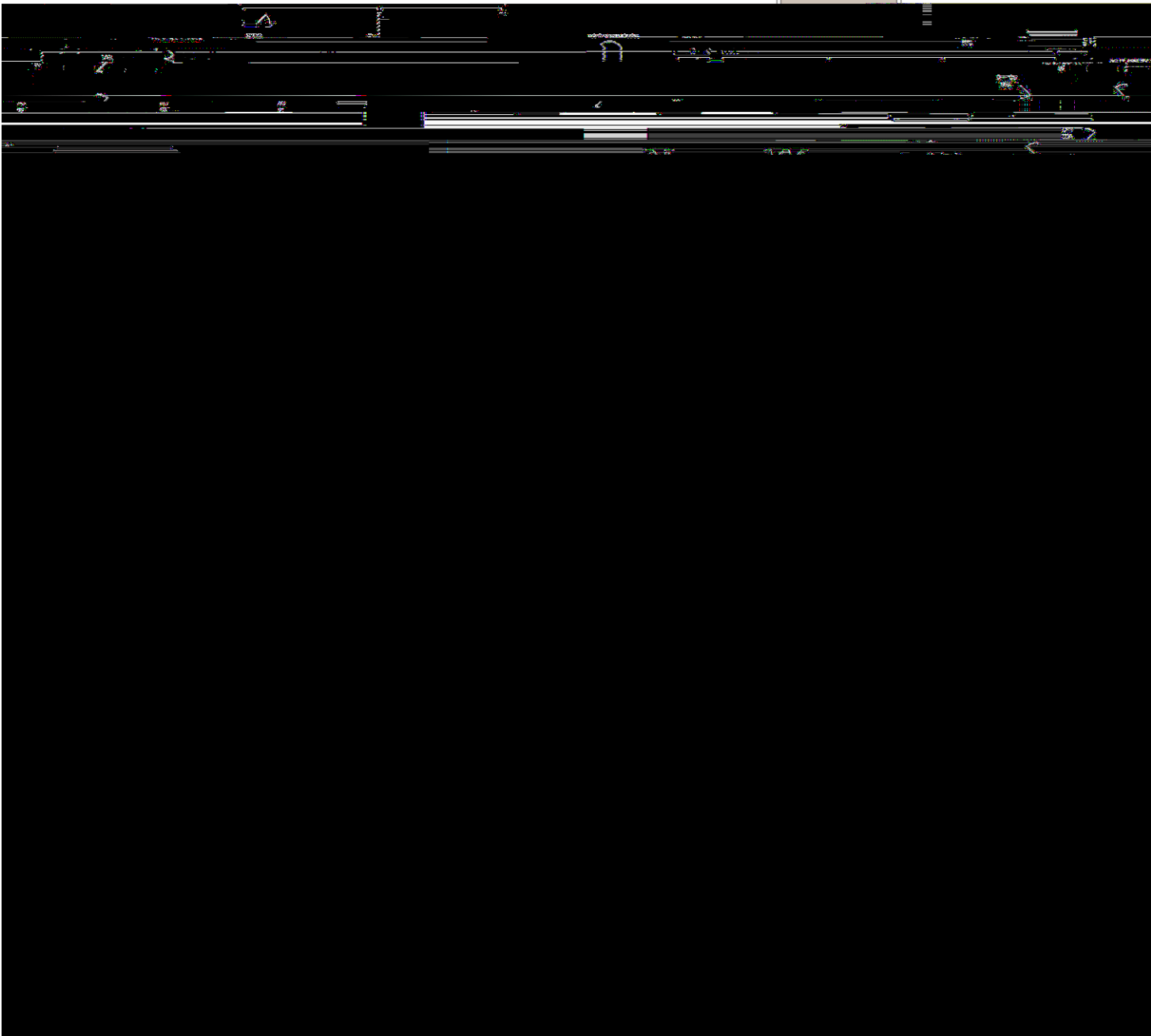
The Nursing program will vacate the Nursing Building leaving only the Powell Workforce C

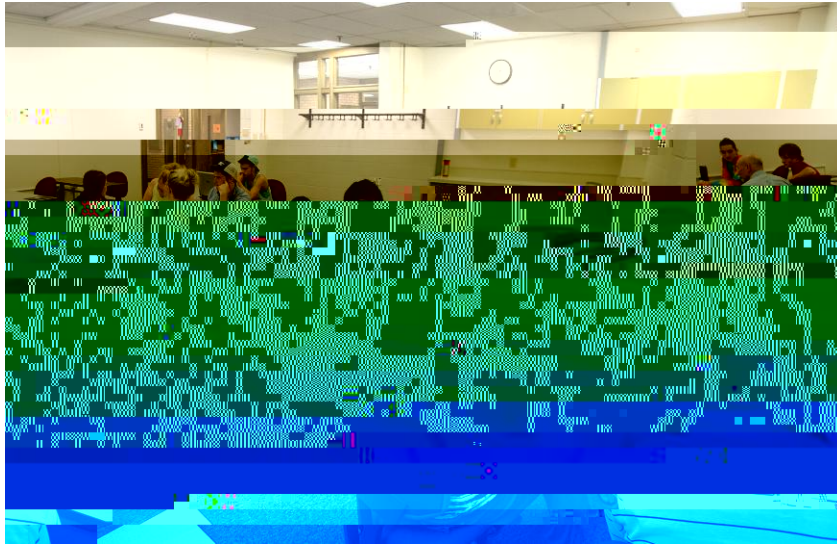




Fagerberg Building

Moving the Business Department out of the Fagerberg Building and into the Nursing Building will free up a much-needed suite of offices (Rooms 22-24 + Room 11). The Photography Department currently has a shortage of offices for their faculty and this area would be a logical expansion for them. In addition, several of their existing offices are extremely small, having been subdivided in the past. They have proposed a remodeling of this area that would reconvert those offices to a more normal size and convert one of their old darkrooms to additional offices. The scope of this combined project could range from simply relocating people and





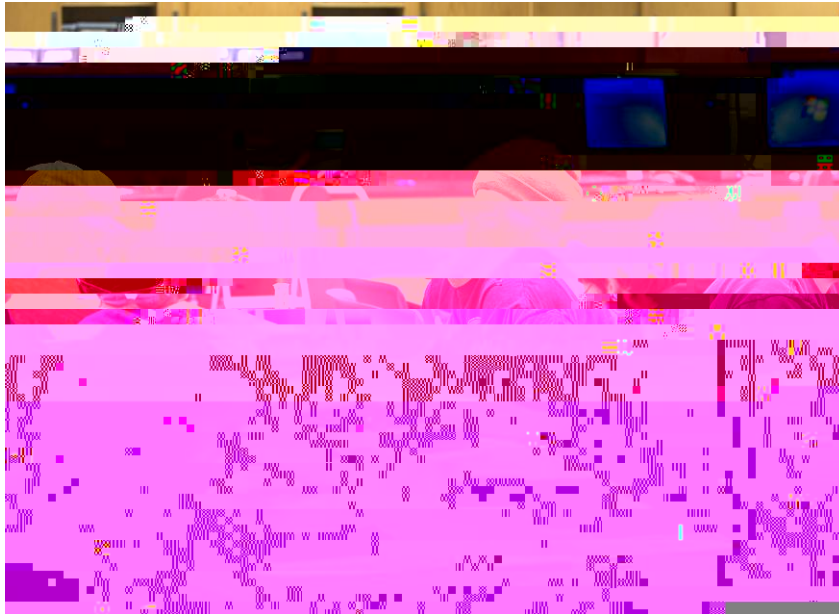
Full Campus Classroom Review and Evaluation

Throughout our discussions with faculty and administration, we heard concerns about a lack of classrooms and a desire to improve classrooms to a consistent level. We were also told that all existing classrooms were to be maintained. Faculty reported challenges with scheduling and availability of classrooms. However, an analysis of classroom usage completed by Brailsford & Dunlavey based upon campus records indicates classrooms are generally underutilized by typical standards. This discrepancy could be partially explained by the method in which classroom usage is reported or not.

Data provided by the College included scheduled academic use of classrooms, labs, and seminar rooms. Key metrics of data utilization by the State are based on academic courses of spaces only, therefore the planning team's analysis focused on academic courses offered during the spring 2013 and fall 2013 terms. 116 reserved indoor spaces are scheduled by NWC for 668 classes over a term. 108 spaces are reserved for academic classes on the Powell campus; however, only 68 spaces are identified as classrooms, teaching labs, or open teaching labs. The academic scheduling favors a series of block times with peaks at 9 o'clock, 1 o'clock, and 6 o'clock. See the following chart. In order to improve utilization across the day, opportunities to schedule classes outside of these periods should be investigated.

Assuming each space has the capacity to be used 56 hours per week, academic space utilization averages 30% across the week. Peak usage occurs Tuesdays, Wednesdays, and Thursdays at 31%. Average utilization rates by space type are 32% for classrooms, 30% for teaching labs, and 19% for open teaching labs. The Yellowstone Building will provide additional general and specialized academic spaces on campus. Assuming that projected course loads will remain consistent upon opening of the Yellowstone Building and the existing number of academic spaces remains operational, the average classroom utilization will decrease to 28%.

Brailsford & Dunlavey typically targets utilization for general purpose classrooms between 55% and 65% with specialized spaces, such as labs, between 30% and 40%. Given that low utilization rate may impact future funding of academic buildings by the State, the College should evaluate the use and configuration of existing classrooms and determine the need for repurposing or reducing academic space to increase average utilization. See the following charts.



In addition, certain classrooms were judged to be poor or inadequate based upon size, configuration, lighting, or furniture. Many of these complaints could be addressed with new furniture, lighting upgrades, and in some cases minor reconfiguration. Faculty also requested that rooms be set aside for storage of teaching aids in the general vicinity of classrooms. We feel many of these complaints may stem from a few poorly designed classrooms in older buildings rather than across campus. See Orendorff narrative and floor plan for example classroom upgrades.

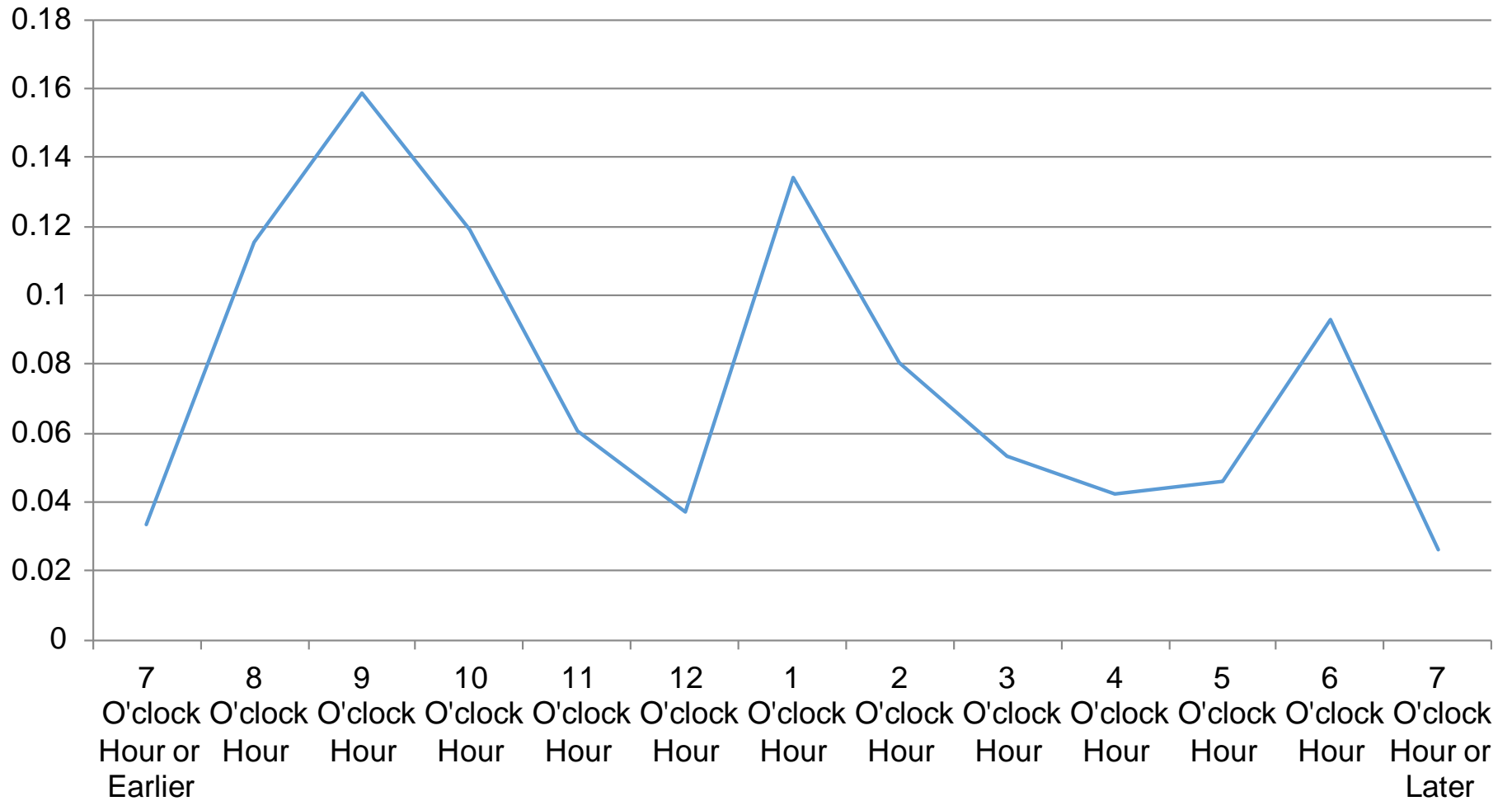
The completion of the Yellowstone Building and the repurposing of spaces in Orendorff, M Frisby, Nursing and Fagerberg will have a significant impact on the numbers, types, and distribution of classrooms on campus. We are recommending that a full campus classroom review and evaluation be undertaken during fall semester of 2014, after the Yellowstone Building is in operation, to seek answers to the following:

- x Occupancy rates for all classrooms based upon one typical week
- x Academic class start times
- x Identify which classrooms are inadequate and why (possibly a survey)
- x Develop a criteria of minimum standards for all classrooms
- x Establish standards for a tiered system of classrooms (example: small, medium, large) to reflect different needs

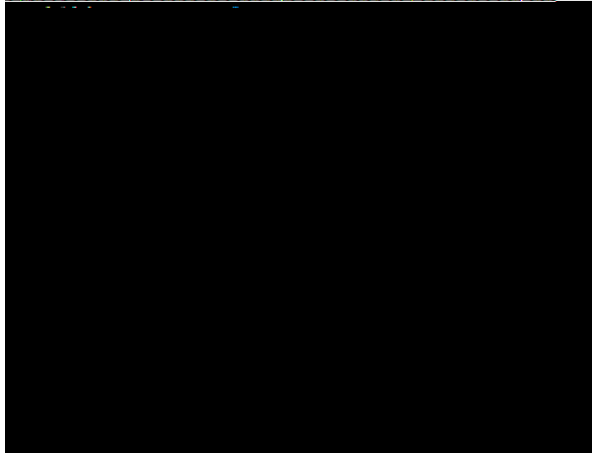
The goal of the Classroom Review and Evaluation would be to

- x Develop baseline standards for each type of classroom
- x Better match classes with appropriate classrooms in terms of size, location, technology, and furniture
- x Improve scheduling opportunities
- x Improve utilization rates

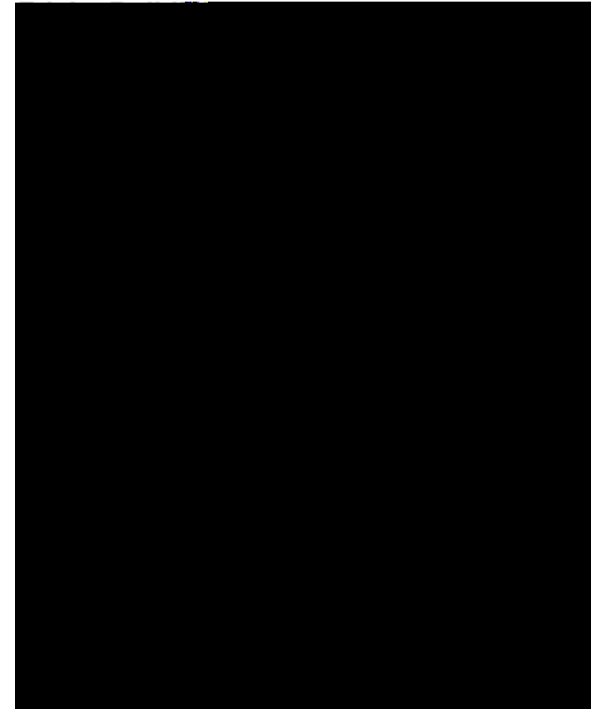
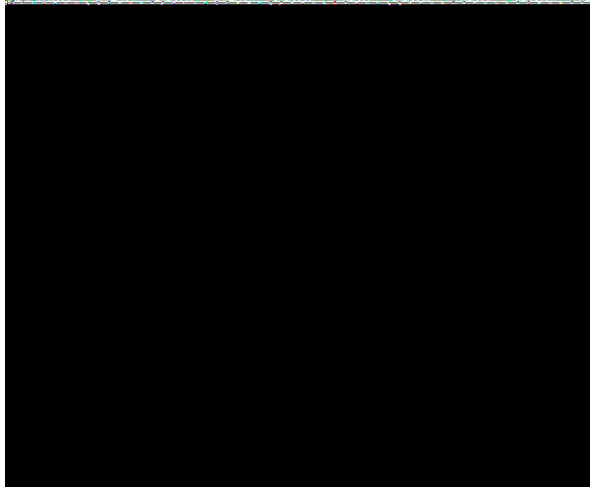
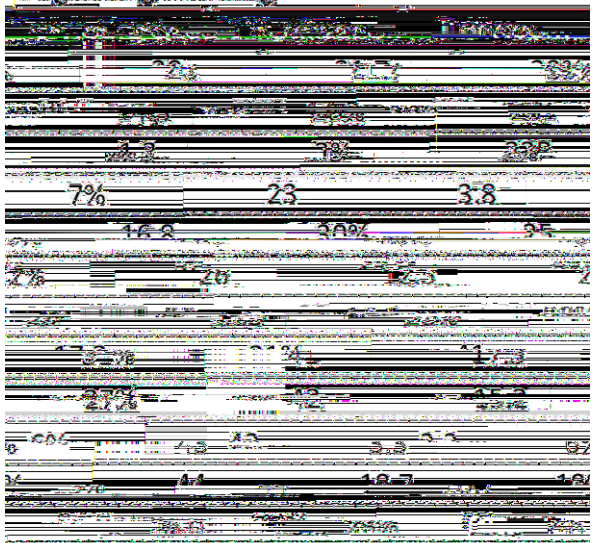
Academic Class Start Times



Science and Mathematics Building



Engelberg Building





Orendorff Building	ORB	131	590	25	Classroom	29.7	56.0	53%
Orendorff Building	ORB	133	467	25	Classroom	22.5	56.0	40%
Orendorff Building	ORB	135	574	20	Classroom	16.2	56.0	29%
Stock Ag Pavillion								



Campus-wide Concrete and Asphalt Repairs

In response to deteriorating hardscape infrastructure on the Northwest College campus, Engineering Associates was retained to prepare an inventory and to assess the condition of sidewalks, steps, and parking lots. The report dated January 2013 documents specific locations and repairs needed on both campuses. The repairs were prioritized and split into five groups, each representing one construction season. The first phase of repairs included resurfacing parking lots at Hinckley and Johnson and concrete repairs at the DeWitt Student Center. The work was completed during the summer of 2013.

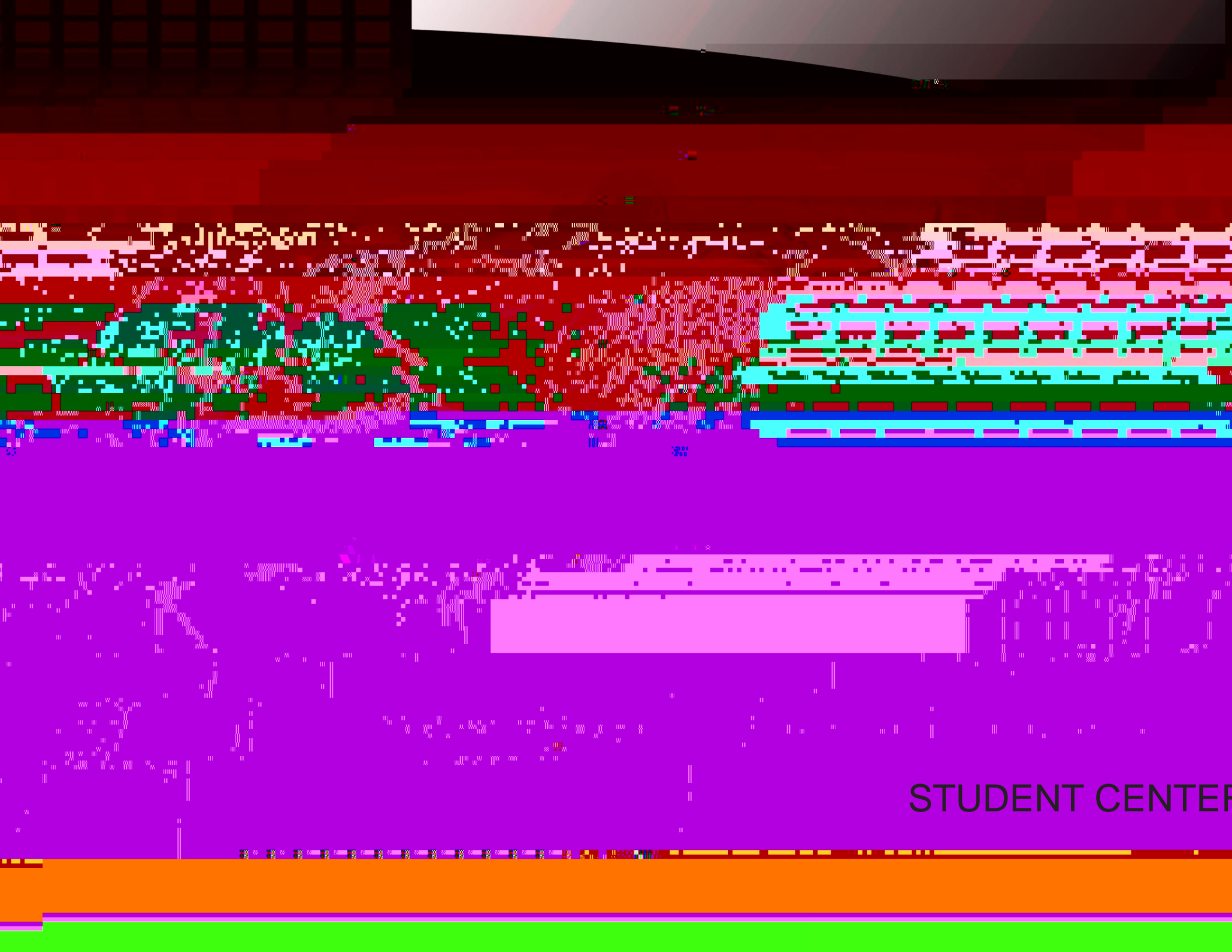
The next phase of work will focus on the Cabre parking lot and various concrete sidewalk repairs across the main campus.

The planning team recommends continuing this important maintenance work.

Tennis/Sports Courts

Following the demolition of the only two campus tennis courts to make way for the Yellowstone Building, Engineering Associates was retained to develop plans for two new tennis courts. The location selected is north of Simpson Hall, adjacent to the street. The courts were oversized to accommodate a variety of activities - two tennis courts, or one basketball court, or other court activities. The concrete slab was designed with post-tensioning to assure long term performance and stability. NWC purchased a sports court surface system which is currently in storage. The project was priced as an extension of Phase I of the Concrete and Asphalt Repair contract (above) but was put on hold when the cost came in higher than anticipated.

The Planning Team recommends that the project be put out for competitive bidding in the spring of 2014 for completion by the start of Fall Semester 2014.



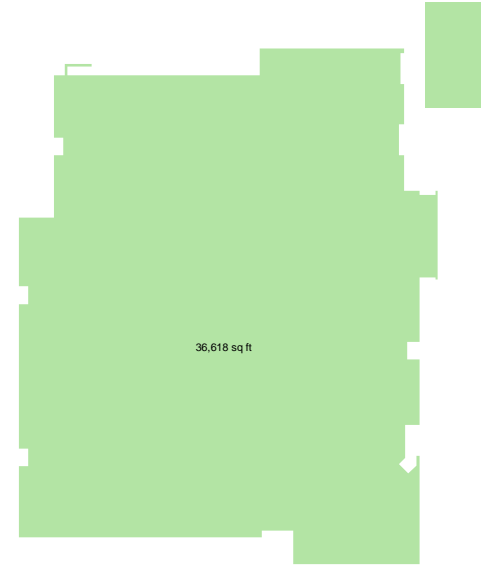
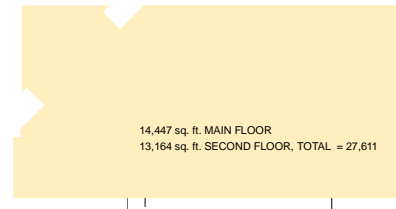
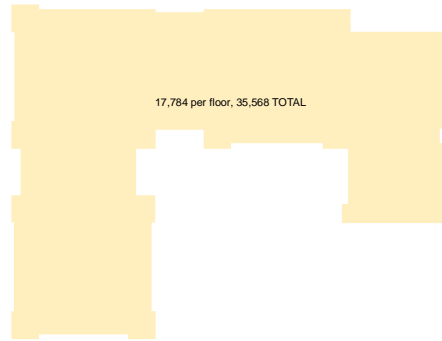
STUDENT CENTER



New Student Center

The strongest priority by far from all corners of the campus was for a new or vastly improved Student Center. This project was also noted as a top priority in the 2008 Master Plan. The DeWitt Student Center, built in the 1960's, does not address the needs of today's contemporary students and therefore is severely underutilized. The expansion and remodeling of this facility will be complicated by a number of factors:

- x The "split level" construction, with the main level half a level above grade and the lower level half a level below grade complicate entrance and egress and challenge accessibility issues.
- x The "pod" style floor plan with corresponding raised roof elements limits ease of expansion or reconfiguration.
- x



58 sq ft

17,784 per floor, 35,568 TOTAL

36,618 sq ft

23,539 sq ft

14,447 sq. ft. MAIN FLOOR
13,164 sq. ft. SECOND FLOOR, TOTAL = 27,611

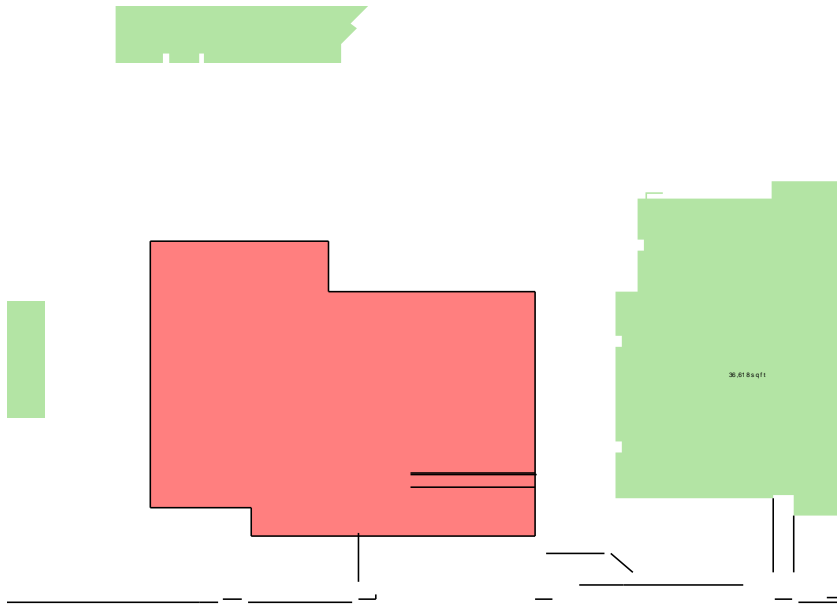
New Student Center Design and Construction Phasing Concept

The current location of the DeWitt Student Center is considered ideal by those on campus and we would concur. It is central to the campus, close to residence halls, and convenient to parking. Therefore, we envision a phased construction project which would allow the first phase of the new building to be constructed (including new food service facilities - kitchen, server, and dining) while the existing building remains in use. Upon completion of phase one, the existing building would be demolished to make way for the balance of the new construction.

To reinforce one of the key planning concepts from the Master Plan – the development of a north/south quadrangle or pedestrian area – we would conceptually suggest that the building be developed with a west block and an east block connected by a two-level atrium space. This atrium space would allow campus traffic to flow through this natural campus connector which “activates” the Student Center with a continuous flow of pedestrians who will stop off and use the services and amenities.

- x Phase One – West Wing (between current building and Yellowstone Building)
- x Phase Two – Demolition of existing building
- x Phase Three – East Wing and interconnecting atrium

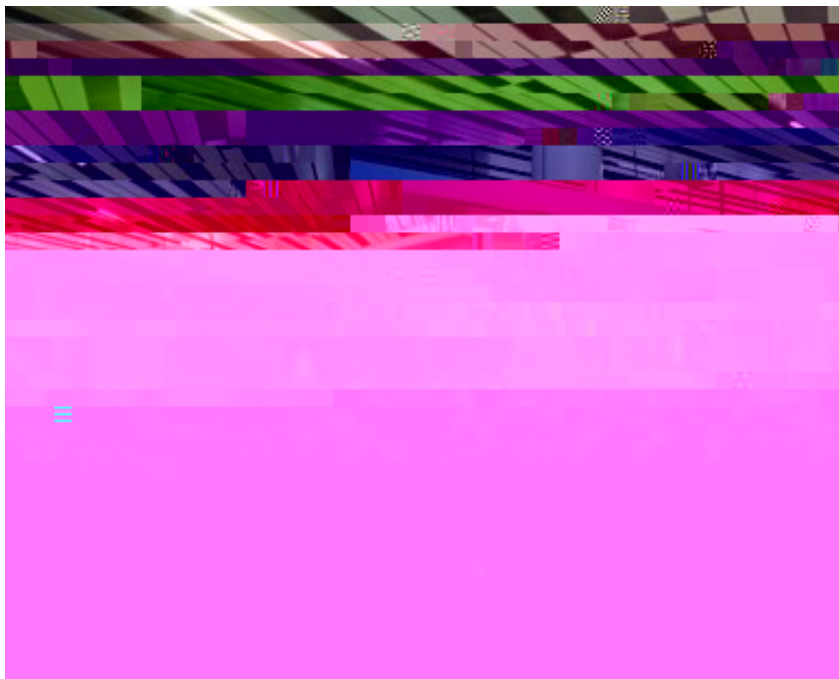
See adjacent Student Center drawing.



New Student Center Preliminary Program

During this planning process, a number of ideas and suggestions were discussed regarding the types of activities that might be appropriate for the student center while also addressing other perceived needs on campus, including:

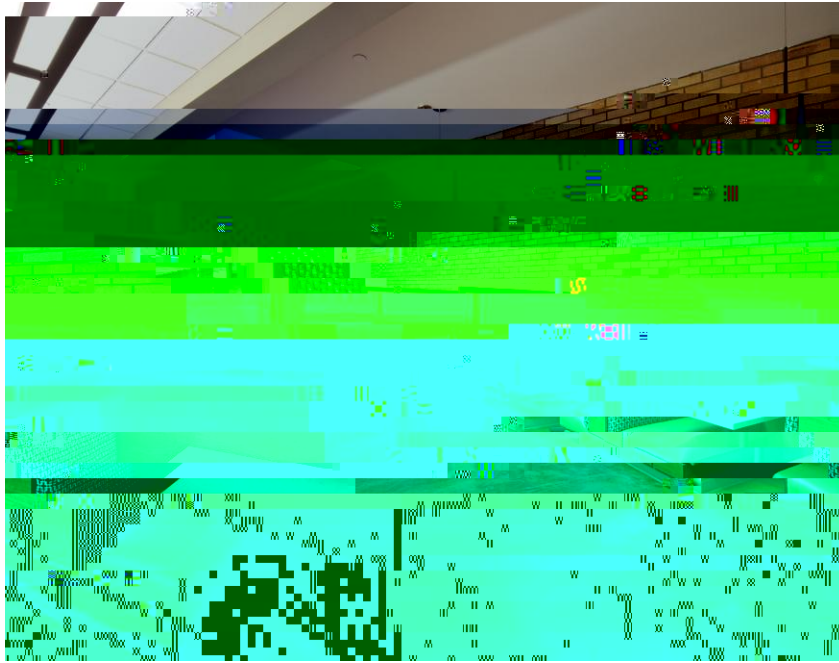
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Student recreation will have a new home within the Student Union. Self-directed fitness options would be available through a fitness center and multipurpose room. The Recreation



New Student Center Project Cost Analysis



New Student Center Operating Pro Forma

A financial model was developed to evaluate the operations of the new Student Center. The modeling represents the operations of the facility after all phases of construction have completed and accounts for a variety of revenues and expenses.

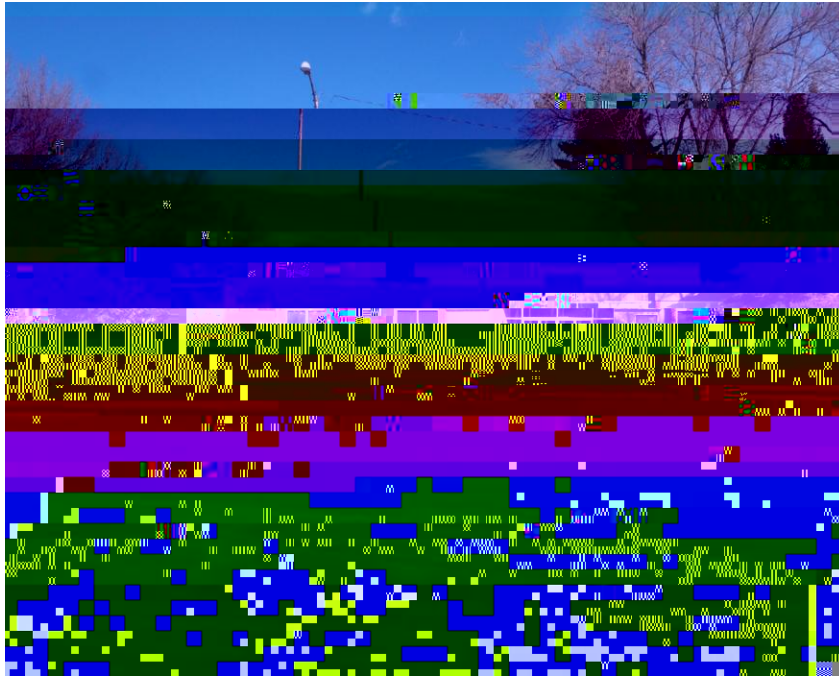
Dedicated revenue streams are anticipated through lease agreement for food service and bookstore spaces, in addition to a common area maintenance fee. Total lease revenue is anticipated at approximately \$300,000. Additional revenue is included for membership fees for usage of the fitness center totaling approximately \$180,000.

Expenses include personnel and non-personnel expenses and total approximately \$1.54 million. Personnel costs include professional positions for management and operations of the student union, activity and program coordinators, and allocations for maintenance and custodial. Part-time staff represents a significant portion of the budget and accounts for multiple levels of student employees in entry level and supervisory positions. Non-personnel expenses are budgeted to include operating expenses such as utilities, supplies, contracts





PERFORMING ARTS CENTER
AND CABRE GYM



Nelson Performing Arts Center

A new Nelson Performing Arts Center was also one of the twelve priority projects in the 20



NELSON PERFORMING
ARTS CENTER

EXISTING
BUILDING

ART DEPT
ADDITION.

Cabre Gym Future Changes

The Cabre Gym would be impacted by both the new Student Center and the Performing Arts Center projects.

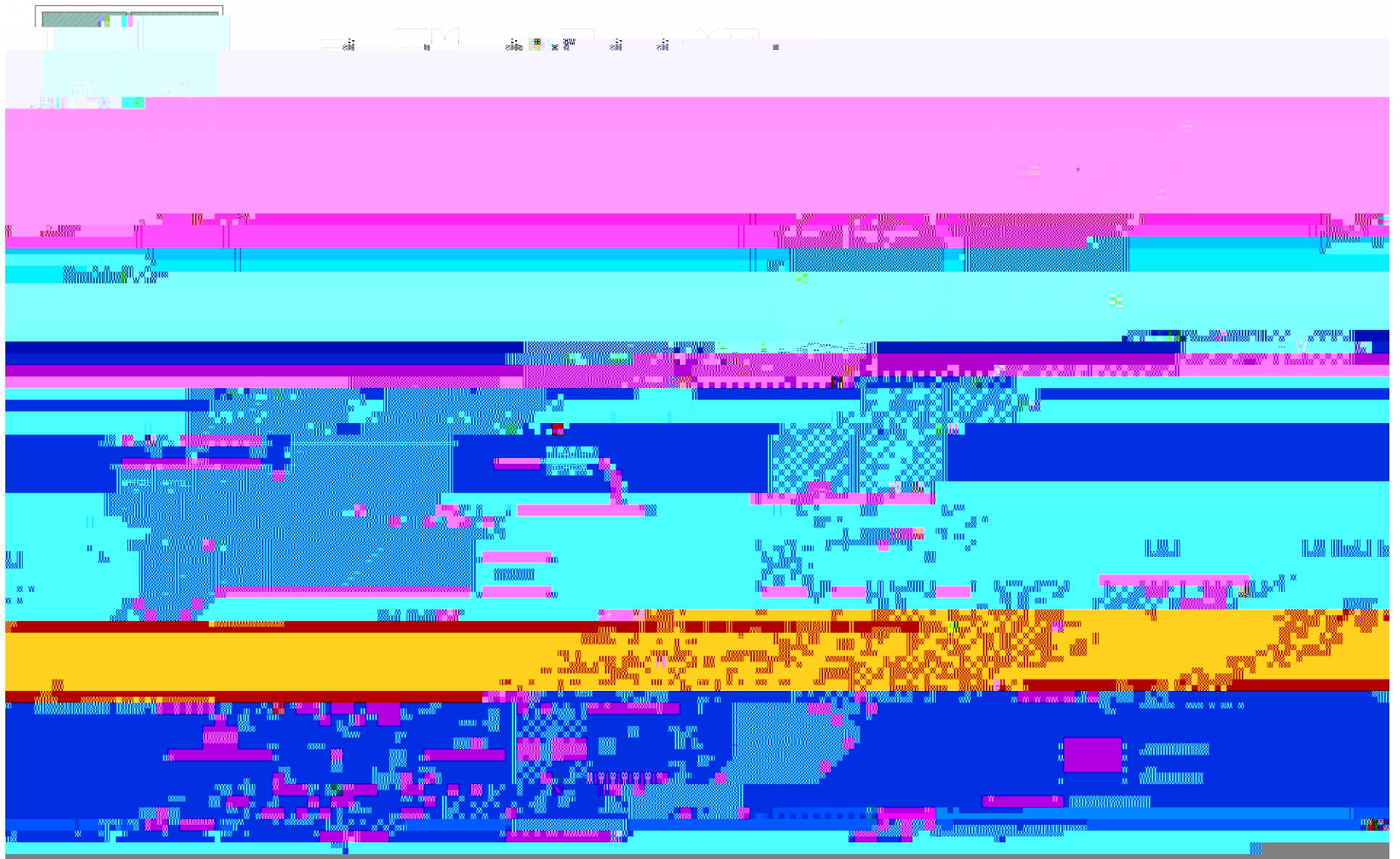
Cabre currently houses Athletics, Recreation Equipment/Co-op, and the Art Department and is the main gymnasium facility for campus. The space available for Athletics is very limited necessitating some coaches and staff to be located in other buildings across campus. The space constraints on the Co-op and the Art Department have been previously discussed and we are recommending they be relocated to other facilities. The wrestling program (part of Athletics) is currently housed in the Johnson Fitness Center which is also inconvenient. Athletics is anxious to gain more space in Cabre to consolidate their operations.

The Co-op program operates out of a small space in Cabre adjacent to the Athletic Locker Rooms and consists of a checkout area, an office, and an equipment storage room which is not directly accessible by vehicle. Overflow equipment is currently stored in both a container and outside in the yard of the Physical Plant across campus which is not convenient. In addition, Co-op runs the climbing wall and the rope course both of which are located in the Cabre Gym. Both are insufficient in their design, in conflict with other activities, and pose a general liability problem for the users and the College. In light of these issues, the Co-op is anxious to relocate to another location on campus where they can consolidate their location, improve their operations, and extend their hours.

The Art Department occupies the east end of the Cabre building along with a gallery off the main lobby. They also have a portion of their operations outside in a fenced courtyard. This space is inadequate for the size and nature of the program. There are numerous code issues associated with ventilation that create real health hazards for the occupants. These issues are well documented and have resulted in accreditation warnings for the department. The Art Department is also anxious to relocate to another more appropriate location, the preferred location being a New Performing Arts Center.

In light of these crowding issues, the planning team recommends the following steps:

1. Relocate the Co-op program and the climbing wall to the new Student Center.
2. Relocate the Art Department to new facilities to be designed for their use in the New Performing Arts Center project.
3. Relocate Wrestling from the Johnson Fitness Center to Cabre.
4. Remodel the existing spaces in Cabre and expand Athletics including Wrestling and other PE functions into the rest of building.



Johnson Fitness Center Future Changes

Directly attached to the Moyer Building, the Johnson Fitness center provides space for the Physical Education (PE) Department and serves the campus and community recreation needs. The facility is old and tired, crowded and overworked, but still fills an important mission on campus. With only one gymnasium and one dedicated classroom, scheduling activities and classes in JFC is challenging.

Johnson currently provides space for the wrestling program with a dedicated locker room on the main level and an open wrestling floor on the mezzanine above the weight room. As discussed above in the Cabre section, we are recommending wrestling eventually move in the east end of Cabre where the Art Department is currently housed. Once wrestling is out of JFC, those spaces could be repurposed for PE use. This, of course, is a long-term strategy that would require the completion of a new Performing Arts Center.

Note regarding Johnson upgrades: The mezzanine is currently accessible by two stairs – internal from the gymnasium and one to the outside – but no elevator. In order to capture the mezzanine for future multi-purposes uses, accessibility and egress issues will have to be addressed. This will likely require a small addition to be constructed on the north side of JFC. This addition could be designed to include a proper north entry to access the facility directly rather than through Moyer or through the Exercise Room.

Of the original twelve projects identified in the Master Plan, four have been completed or are in progress (Simpson Hall Addition, Hinckley Library Addition, Trapper West Apartment Improvements, and Yellowstone Building), two have been discussed above (Student Center and Performing Arts Center), and six projects remain:

REMAINING PRIORITY PROJECTS FROM THE 2008 MASTER PLAN

Equine Center Expansion

The need for expansion and improvements to the Equine facilities was identified in the Master Plan. A committee was formed in 2009 to develop specific recommendations. These same issues were raised in discussions with various groups during this planning update process.



New Residence Hall

The 2008 Master Plan proposed a future residence hall be located at the northwest corner of the main campus, west of Simpson Hall, to meet the housing demand and to reinforce the “village concept” at the north end of campus. While no time frame was established for this project, it was assumed that this project might be triggered by the eventual demolition and repurposing of Colter Hall, the oldest and most remote residence hall on campus.

An analysis of housing occupancies and demand by Brailsford & Dunlavey revealed that a new or replacement residence hall is not necessary or feasible in the near-term. Further, this report is not recommending that Colter Hall be removed or repurposed in the near term.

Therefore, we are recommending that this priority project from the 2008 Master Plan be removed from the priority list, but that a site be set aside in the northwest corner of the campus for a future residence hall.

See also Student Housing Improvements discussion earlier in this report.



Oliver Building Expansion

The 2008 the Master Plan recognized the need to expand the Oliver Building which houses the welding program. It was designated a priority project, citing the need for a 10,000 SF addition to the north. Expansion to the north would push the building out into the parking lot and necessitate the removal of 5-6 large, mature trees.

Space constraints between Oliver, Nursing, Fagerberg, and the Children's Learning and Care Center highlight the challenges of co-locating a more "industrial" facility next to other academic facilities in close proximity. Expansion of the Oliver Building to the south is limited by the distance to the Nursing Building. To the west, the Fagerberg Building, the recently completed Ag Greenhouse, and the service access between the buildings prevents expansion in that direction.

The demand for the welding program has continued to increase so the expansion is still a priority. However, in discussions with Associate Professor Bill Johnson, a 4,000 SF addition would be a more realistic goal. Expanding to the south is more logical from a functional standpoint while striking a balance between expanding the building and reducing the exterior yard storage.

The planning team recommends that the Oliver Building expansion remain on the project priority list but that further programming and design work explore the optimal size and configuration. This project is not related or dependent upon any other projects and would be funded independently.

Stock Ag Pavilion/Trapper Arena

These projects were listed as priority projects in the 2008 Master Plan but there was no description of work for either project.

Stock Ag Pavilion Approximately 25% of the Stock Ag Pavilion has a concrete slab on grade the remainder is a dirt floor. NWC wants to make repairs and improvements to the existing septic/drainfield system serving the existing plumbing in the building. In addition, they also want to create a sanitary wash down area for livestock throughout the rest of the building that would be served by a new, but separate septic/drainfield system. The proposal includes installing a concrete slab throughout the rest of the pavilion with trench drains and a settling basin to collect the solids. Waste water will be collected in a septic tank and pumped into a new Presby-type above-grade leech field.

Engineering Associates was retained to assess the current and proposed septic/drainfield systems and make recommendations for upgrades and the new installation. The report was completed in August 2013 and the project is currently on hold pending funding.

The planning team recommends that this work be completed as soon as the funding is available.

Trapper Arena This priority project received a major boost since the completion of the Master Plan when the property was purchased by the College. Since the purchase preliminary design work has been completed, identifying the immediate problems and their costs. The work will be completed once funding is secured.

Trapper Field Support Building

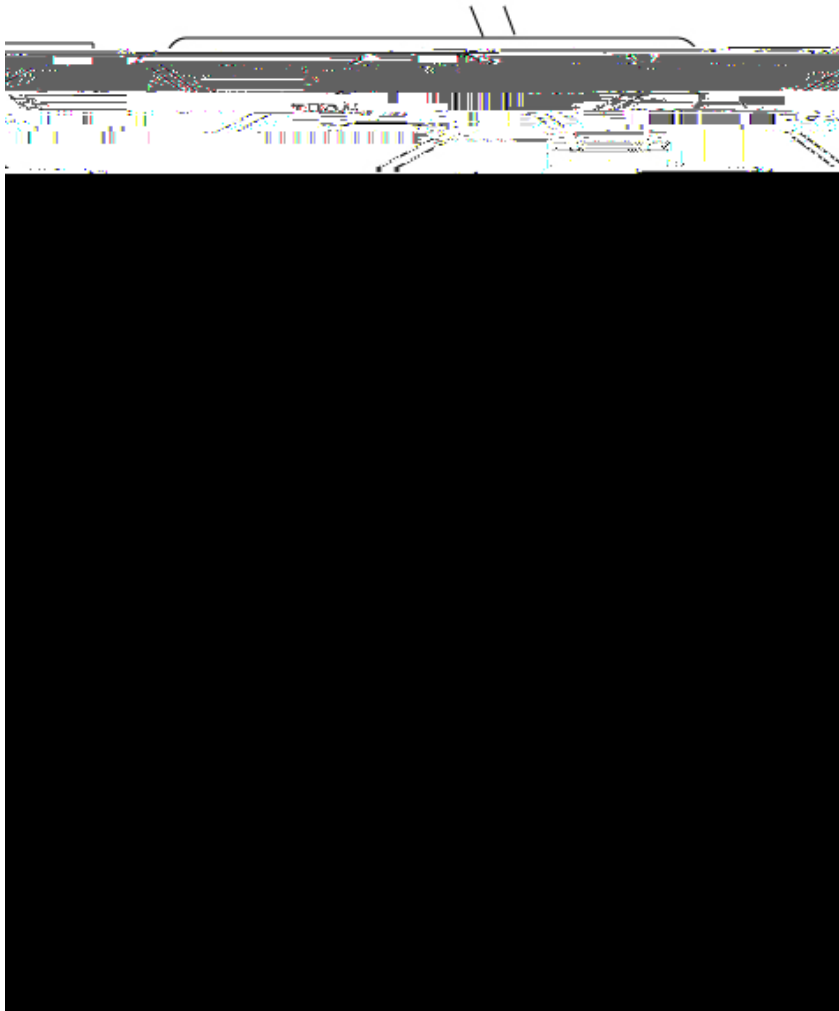
The 2008 Master Plan called for two baseball diamonds on the west side of Division Street and a soccer field in the vacant land north of Seventh Street and west of the LDS church. Along with these improvements, a new Field House was designated as a priority project. The facility was positioned north of Eighth Street adjacent to the south baseball field and immediately north of the LDS church property. Projected to be 22,000 SF in size with an adjacent parking lot, there was no further description of the Field House or what kinds of activities or uses were anticipated. The total project budget was estimated to be \$3.2M - \$3.8M.

In lieu of the baseball diamonds west of Division Street, a new soccer field was recently completed with the south end tight to Eighth Street along with a practice field immediately to the north occupying the rest of the land to Tenth Street.

During our planning efforts, there was no mention of a Field House for indoor athletic events. There was, however, broad consensus on the need for a support facility for the newly built Trapper Soccer Field and the practice field to the north. This facility would include concessions, restrooms, visiting team locker rooms, and storage. Therefore, we recommend that the field house project be redefined as the Trapper Field Support Facility.

There are two possible locations for this facility: (1) in the area east of Division Street and between the road into the parking lots and the baseball field (in the City), or (2) at the southwest corner of the soccer field on the north side of Eighth Street (in the County). While the Division Street site could work, the Eighth Street site is preferable and offers the following advantages:

- x Would be directly adjacent to Trapper Field
- x Would not require players and fans to cross Division Street
- x Would provide for more space for additional parking
- x Both sites have convenient access to utilities

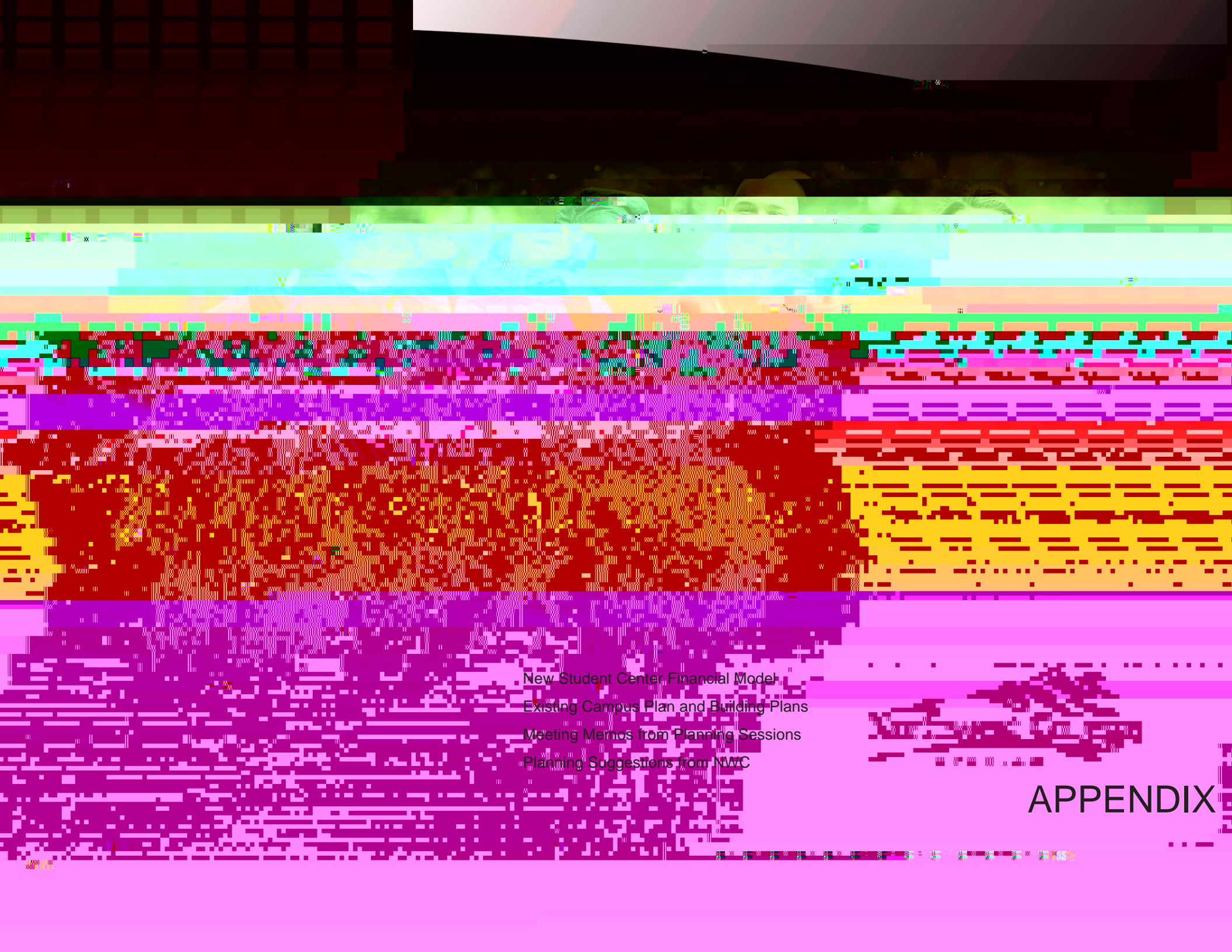


Demo Colter Hall and the Frisby Building and Close Sixth Street

The 2008 Master Plan recommended that the one block stretch of Sixth Street between N. Cheyenne Street and N. Bernard Street be closed to through traffic and replaced with an access node and turnaround in front of the Orendorff Building. In addition the plan recommended the demolition of Colter Hall and the Frisby Building to make way for a future new building site that was contiguous with the rest of campus. No time frame was identified for this work.

During our planning sessions, the reaction to this concept was mixed as well. Many view Sixth Street as the “front door” of campus and Orendorff as the main building. Both buildings are old but still have functional value. Colter is still a popular residence hall with a certain subset of the students and will not likely be decommissioned until a new residence hall is built at the north end of campus. There has even been discussion of converting Colter to an Executive Building for the campus to house selected offices and conference facilities with archive storage in the basement. The Frisby Building provides an immediate opportunity for locating (and possibly expanding in the future) Workforce Development/Community Education and other partners to an on-campus location (see Frisby article).

While both buildings may eventually lose their usefulness and need to be removed for a higher purpose, the planning team recommends continuing to utilize them for the foreseeable future. As far as the closure of Sixth Street, we recommend tabling that as well to a future date.



New Student Center Financial Model
Existing Campus Plan and Building Plans
Meeting Memos from Planning Sessions
Planning Suggestions from NWC

APPENDIX

New Student Center Financial Model

The following series of spreadsheets illustrate a hypothetical financial model for a new Student Center based upon preliminary information and assumptions.

- x Operating Pro Forma
- x Debt Coverage Calculations
- x Income Calculations
- x Rental Income
- x Other Income
- x Enrollment Projections
- x Membership Revenues
- x Membership Sales
- x Membership Assumptions
- x Alumni-Other Income Assumptions
- x Expense Assumptions

	3	4	5	6	7	8	9	10	11	12
Student Fee Revenue:										
Fall Headcount	\$84,146	\$92,718	\$101,667	\$111,005	\$120,746	\$130,905	\$141,496	\$152,535	\$164,038	\$176,020
Spring Headcount	\$79,552	\$87,656	\$96,116	\$104,944	\$114,153	\$123,757	\$133,770	\$144,207	\$155,081	\$166,410
Summer Headcount		\$9,375	\$10,280	\$11,224	\$12,209	\$13,236	\$14,307	\$15,423	\$16,586	\$17,798
	\$164,000	\$190,000	\$208,000	\$227,000	\$247,000	\$268,000	\$290,000	\$312,000	\$336,000	\$360,000
Employee Member Fee Inflation	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Employee Member Income:	\$3,000	\$4,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Outside Member Income Inflation	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Outside Member Income:	\$17,000	\$27,000	\$34,000	\$34,000	\$34,000	\$34,000	\$34,000	\$34,000	\$34,000	\$34,000
Other Income	\$300	\$0	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000



Locker Room Income Inflation	100%	100%	100%	100%	100%	120%	100%	100%	100%	100%
Locker Room Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0





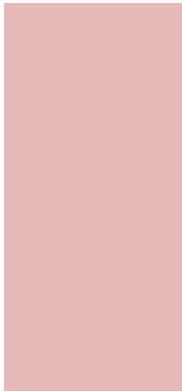
Fall Headcount	1,978	2,027	2,078	2,130	2,183	2,238	2,294	2,351	2,410	2,470	2,532	2,595	2,660	2,727	2,795
Spring Headcount	1,870	1,917	1,965	2,014	2,064	2,116	2,169	2,223	2,278	2,335	2,394	2,454	2,515	2,578	2,642
Summer Headcount	205	210	215	221	226	232	238	244	250	256	262	269	276	283	290





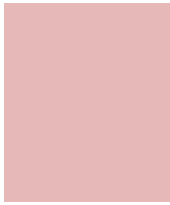
First Year Membership Sales Assumptions By Membership Period

Membership Classification:	1st Year Sales				Total	Year 2 Sales	Year 3 Sales	Year 4 & After
	1st Period	2nd Period	3rd Period	4th Period				
Faculty/Staff Memberships:								
Full-Time Faculty/Staff	4	2	0	0	6	7	8	8
Part-Time Faculty/Staff	2	1	0	0	4	5	5	5
Full-Time Faculty/Staff Couple	1	1	0	0	2	3	3	3
Full-Time Faculty/Staff Family	1	0	0	0	1	1	1	1
Part-Time Faculty/Staff Couple	1	0	0	0	1	1	2	2
Part-Time Faculty/Staff Family	0	0	0	0	1	1	1	1
Subtotal Memberships	9	4	1	1	15	17	20	20
Subtotal Members	13	6	1	1	21	25	29	29
Outside Memberships:								
Alumni	14	10	3	1	28	42	56	56
Alumni Couple	4	3	1	0	8	12	16	16
Alumni Family	2	1	0	0	4	6	8	8
Community	7	5	1	1	14	18	21	21
Community Couple	2	1	0	0	4	5	6	6
Community Family	1	1	0	0	2	3	3	3
Subtotal Memberships	30	21	6	3	60	85	110	110
Subtotal Members	42	29	8	4	84	119	154	154
Total Memberships	39	25	7	4	75	102	130	130





Alumni & "Friends" Memberships

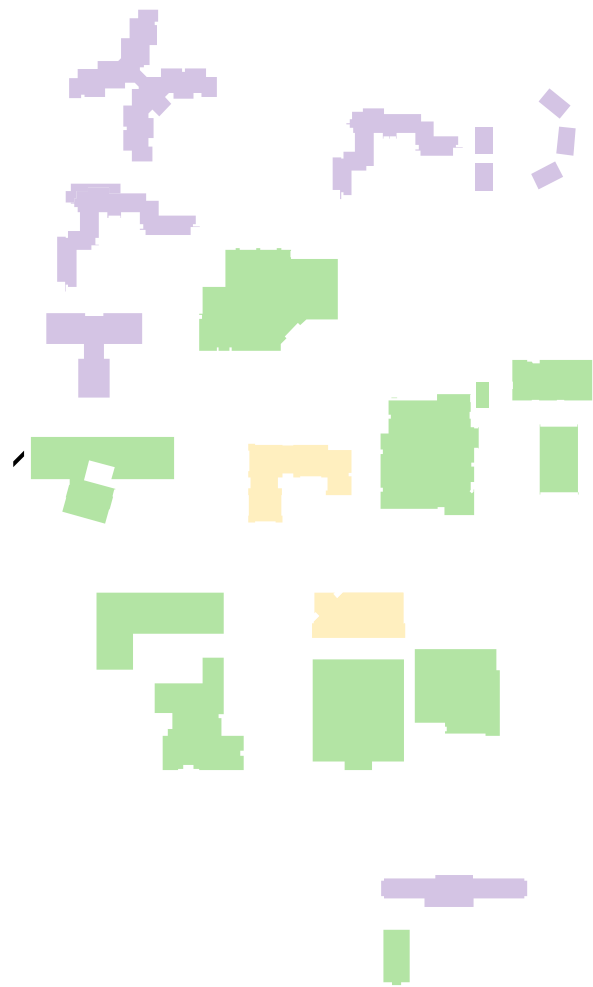


Existing Drawings

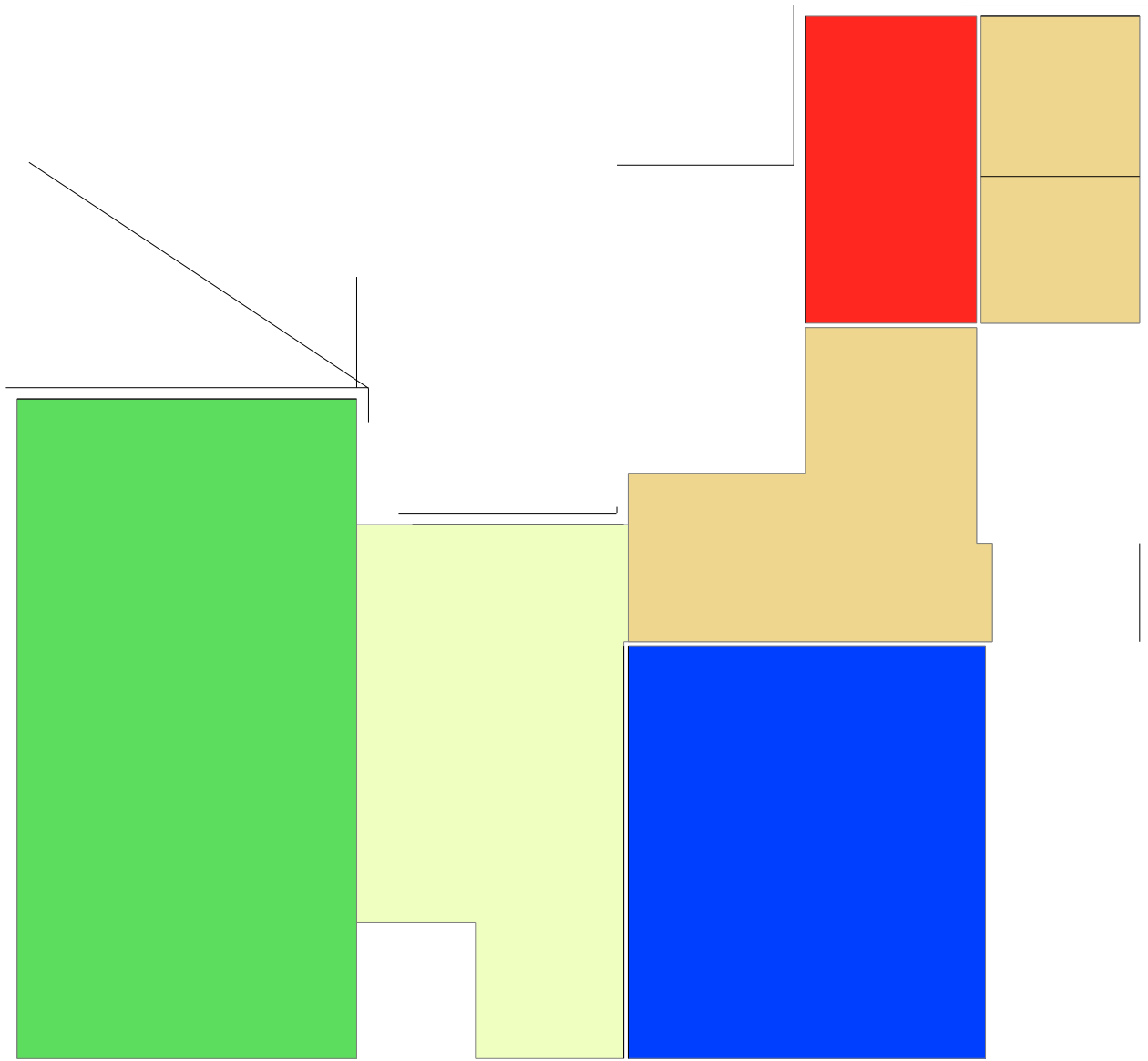
The following Campus Site Plan and Building Floor Plans were prepared from files received from Dave Plute at the Physical Plant. A&E and Point Architects visited each building to document the occupancy of spaces. The plans were then color coded by occupancy with common classrooms noted in RED and computer labs noted in DARK BLUE. The scale varies with each drawing.

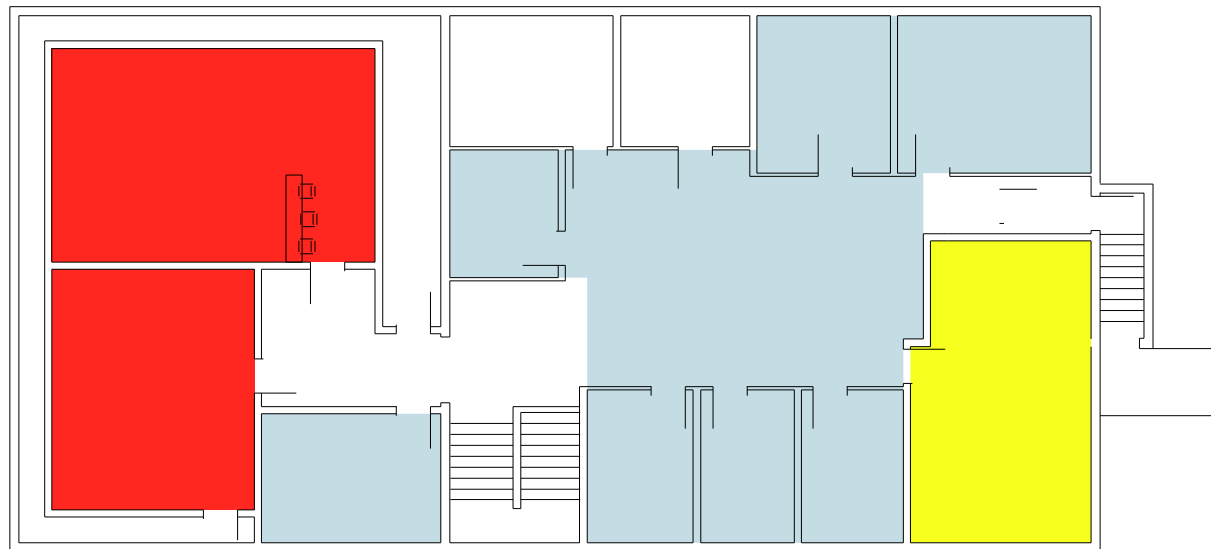
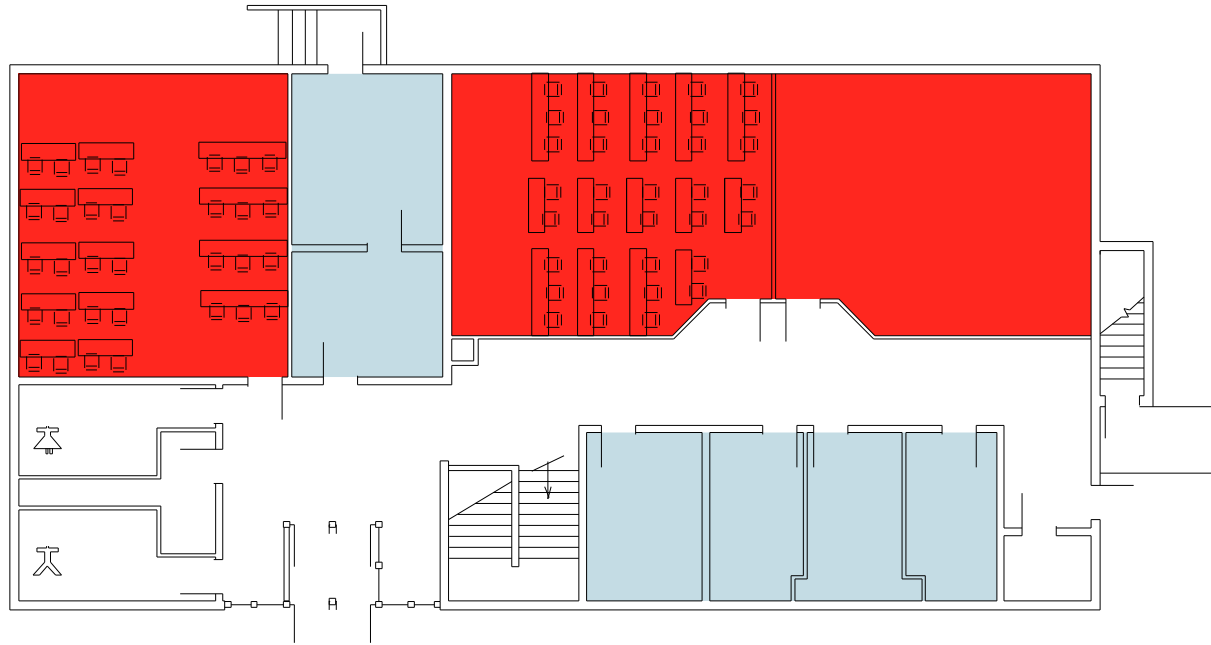
- x Campus Plan

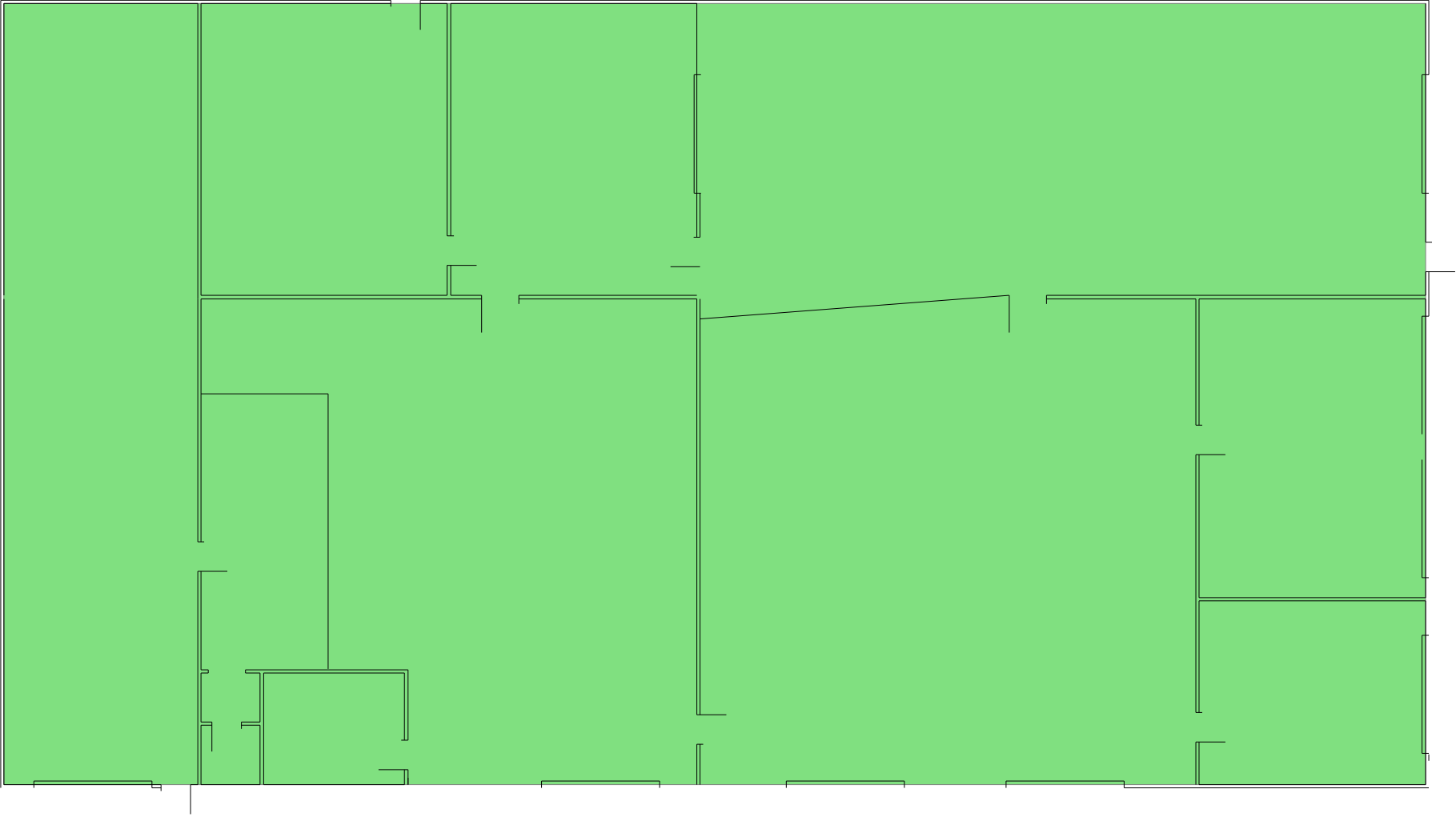
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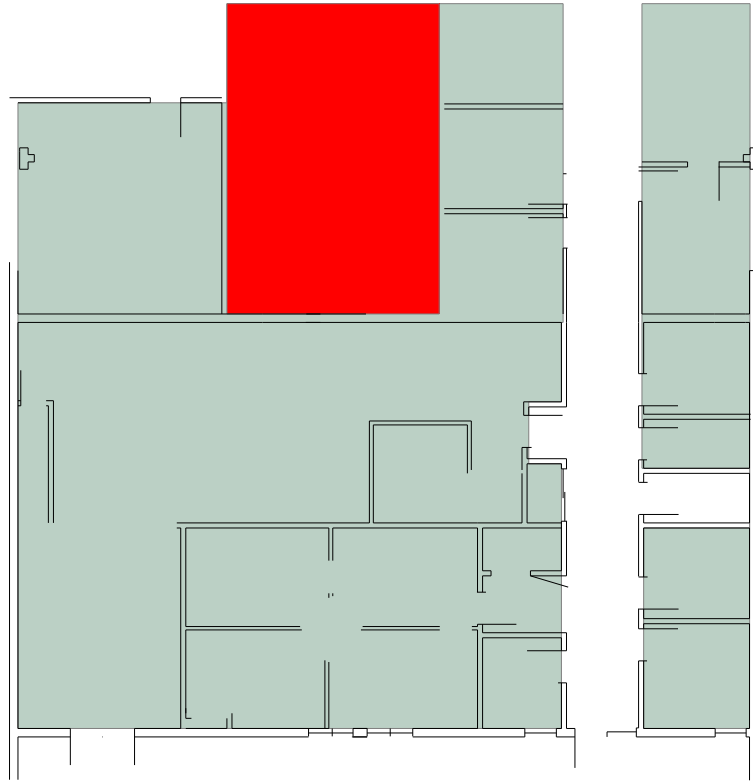
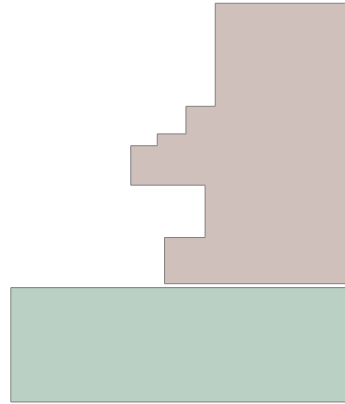
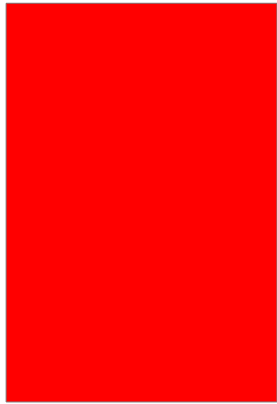


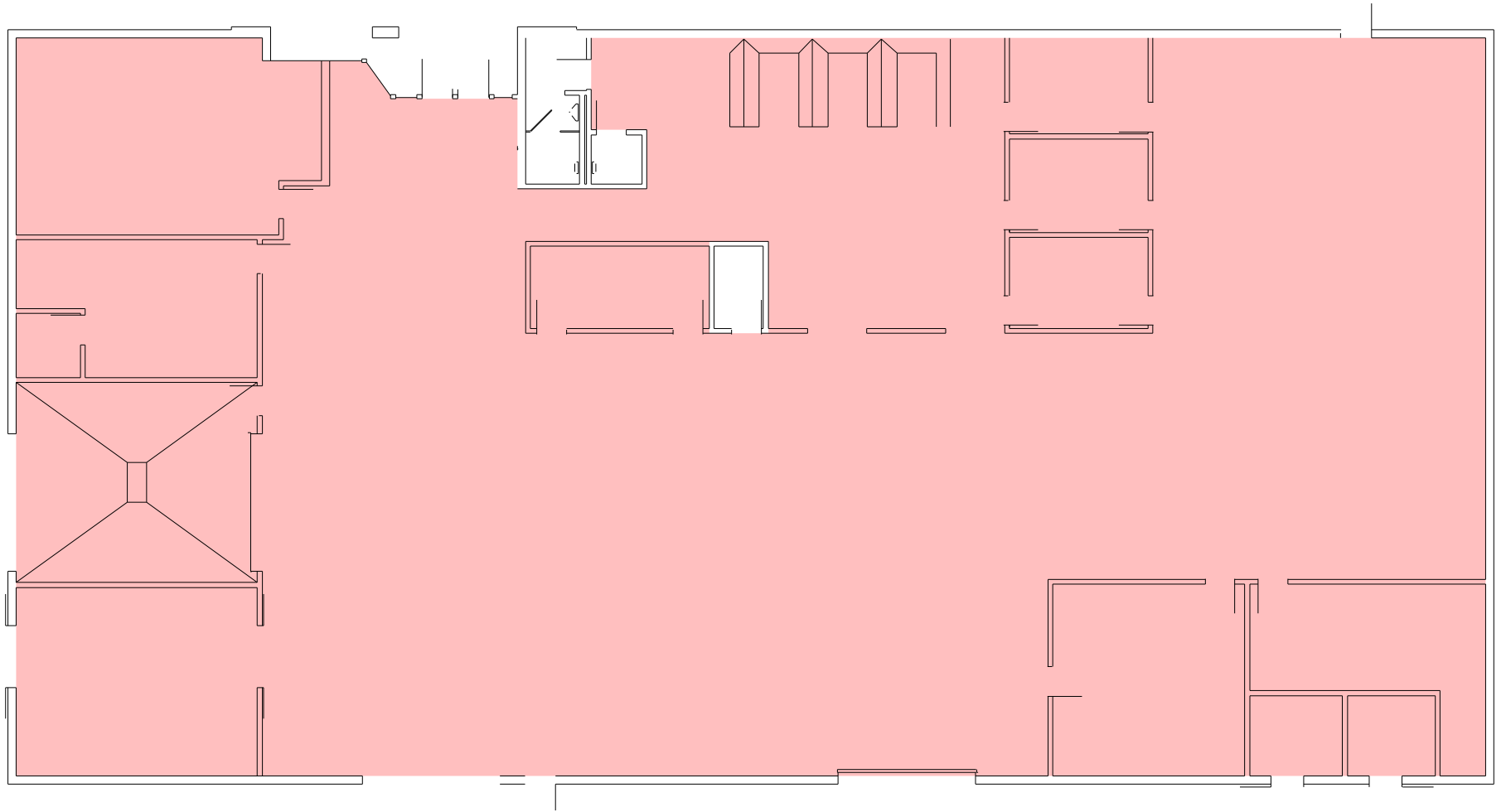


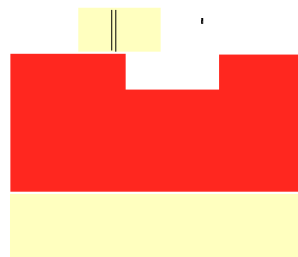
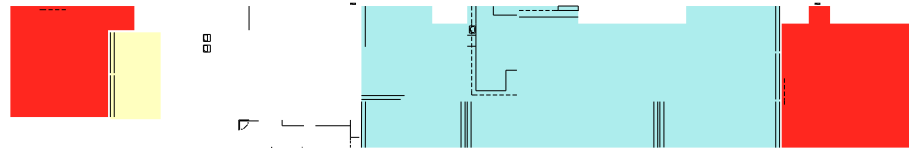
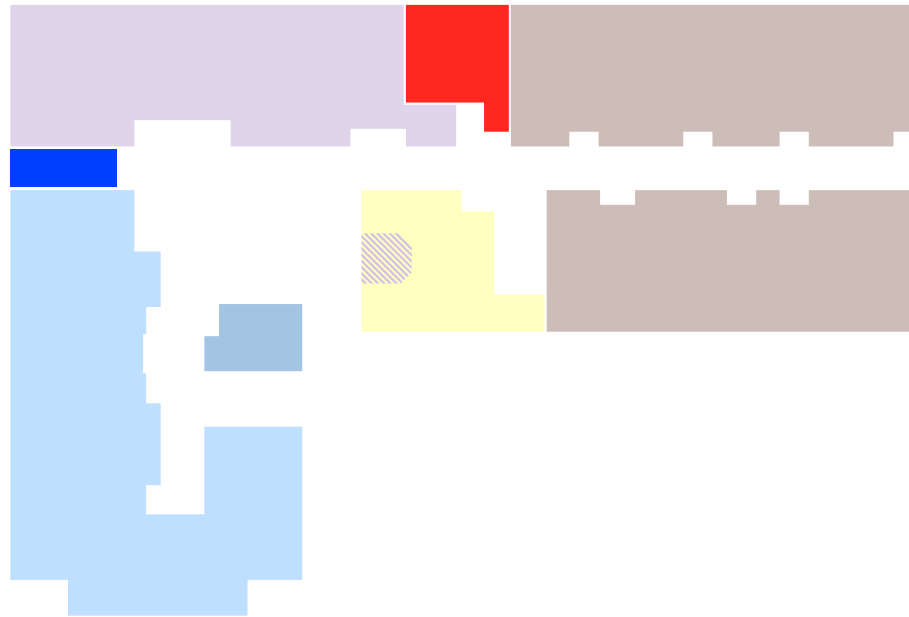


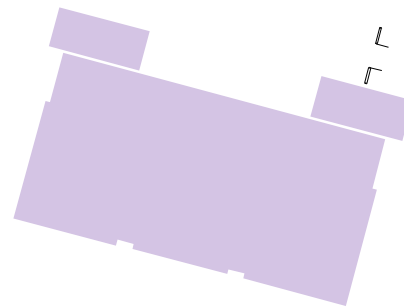






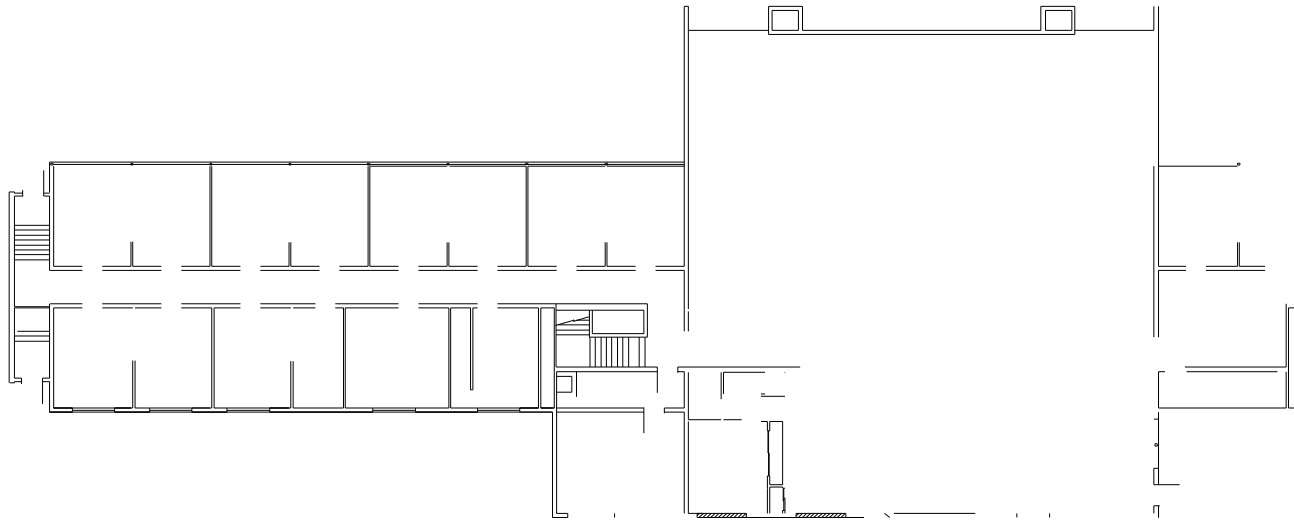




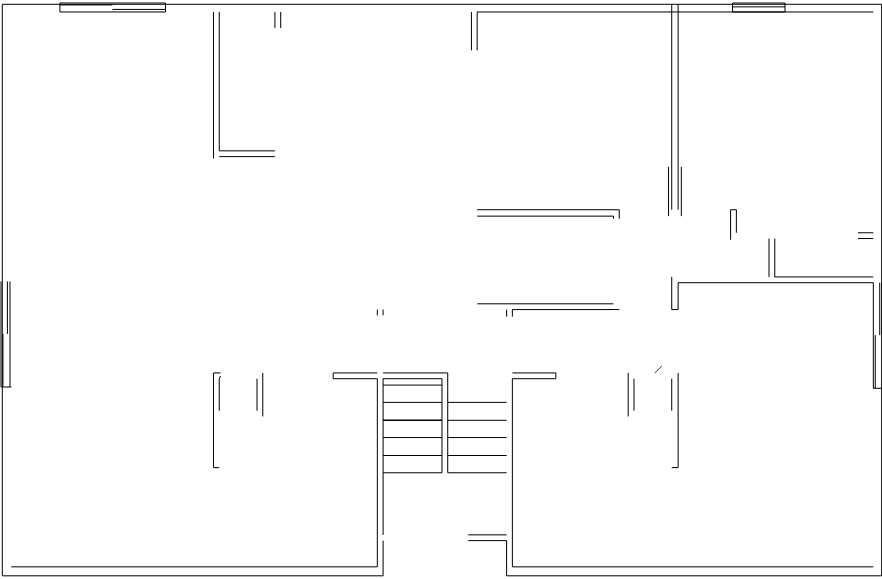












Meeting Notes

The following are meeting notes from the planning process prepared by the planning team.

December 3, 2013

MEMO – NWC Master Plan

From: James Baker, A&E Architects, PC

Meetings were held with Dave Plute and Sheldon Flom at 9 am and the Steering Committee at 10 am on Tuesday, December 3, 2013. The discussion was as follows:

1. The Yellowstone Building was funded as a workforce development project and it will house nursing and criminal justice among others, and has a large public space.
2. Closing 6th Street as recommended by the Master Plan has been met with street h 6 WC

9. The Ag Pavilion lies to the north of campus.
10. Simpson Hall Phase I and II is the most recent addition to the residence hall complex the only suite-style housing with approximately 74 beds. The rest of the rooms are the typical double-loaded corridor, double occupancy type rooms with open bath/shower rooms down the hall.
11. The addition to the Hinckley Library was completed in 2010.
12. The Master Plan update needs to address the repurposing of the vacant space in the Nursing Building, the Orendorff Building, and Frisby after the new Yellowstone Building is occupied next fall.
13. There is always a demand for adjunct faculty offices.
14. Academic Accreditation Issues:
 - a. Art Department is housed in a portion of the Cabre Building. This space is inadequate in many ways including the occupancy (per) -T0 f py 994 391.4-

18. The Frisby Building currently houses Social Studies – Psychology, Sociology, Anthropology, History. Frisby was the original Library for the campus. A recent \$100K project made the lower level accessible.

19. The Equine program needs more space but enrollment has been down in the last several years

20. Steering Committee for the Master Plan Update:

- a. Sheldon Flom – Chair
- b. David Plute – Asst. Chair
- c. Shelby Wetzel – Foundation
- d. Sean Fox – VP Student Affairs
- e. Ronda Peer – Dean of Extended Campus and Work Force Development
- f. Dee Havig – Director of Residence Halls, Dining, Student Center, Rec
- g. Casey Dearcorn – Director of IT
- h. Gerry Giraud – VP Academic Affairs

21. President Stefani Hicswa addressed the group and stressed priorities for this update:

- a. Access and Retention
- b. Student Center and other student services such as One Stop
- c. Funding sources – financial reality

d. Repurposing of vacant or underutilized spaces

e. Funding sources and options for projects

24. Holiday Schedule

a. Dec. 16 - 18 – Finals

b. Dec. 23 - Jan. 4 – Campus closed

c. Jan. 2-14 – Intersession

d. Jan. 15 – Classes begin

25. The committee discussed the make-up of various focus groups for next Wednesday's kick off meetings. Shelby Wetzel will develop the final list of groups, times, and places and send them to Dave for distribution to the committee and the planning team. The meetings all occur on Wednesday, between 8:30 am and 5 pm, with the exception of the student senate meeting which will be on Tuesday at 5 pm in the Trapper Room of the DeWitt.

26. The campus tour will take place Tuesday afternoon, meeting time and place to be determined.

December 10 and 11, 2013

MEMO – Focus Group Meetings

Tuesday Evening: Student Senate

Equine Complex: Requested improvements to the Equine area. The Saddling Area can be dangerous and the cross ties are a trip hazard. Also need more lab area.

Frisby Building: The building needs updating

Residence Halls: With the exception of Simpson, all residence halls need work, including more study space (like Simpson), and upgrade the "pit" area (mainly replacing the carpet). Students do appreciate the "make up" room.

Ag Pavilion: The bathrooms are outdated and should be improved. The stock waterers do not work right and freeze up. There is a general lack of storage area.

DeWitt Center: The facility generally needs updating. The new meeting room in the Yellowstone Building may free up the upper Lounge for more student uses. The Oasis Room is not being used and should be opened up again.

One student suggested that the campus be decorated for Christmas.

Morning: Staff and Faculty (AAC)

The previous master plan did not account for funding of projects and was not aligned with funding sources and availability. As a result, the recent improvements have only partially followed the master plan.

Dewitt Center: It was agreed DeWitt is not functional as a student center should, in spite of having a good location. It is viewed as non-functional and out of date. Students only use it for the meals and not much else. Lately, it has been locked on the weekends. It was also noted that the functions of Student Centers have evolved through the years; also, the function of a Student Center for a two year institution will be different from a four year institution. For example, many, if not most, students go home on the weekends. Can the DeWitt be successfully updated or does it need to be replaced? Where would funding come from given the fact that State money can no longer be used on Auxiliary projects such as the DeWitt Center. Also, how could it be torn down when it is the only food service on campus?

The master plan must be flexible in nature to allow for changes in money, politics, and changing leadership. When these changes occur, it is important to update the master plan which is what is happening now.

One Stop Concept: There is a concern about losing academic space (particularly classrooms) to create a more comprehensive One Stop location – it has been suggested that One Stop be expanded into the Orendorff Building which would force academic functions elsewhere.

A lack of long term planning can result in unintended consequences:

‡ 7KH +XPDQLWLHV SURJUDP LV FXUUHQWO\ VSUHD. The building is not efficient and can be confusing for students. It was discussed that this is a good example of growth without proper planning.

‡ -RXUQDOLVP DQG 79 DUH LQ WKH VDPH GLYLVLRQ. The buildings on campus are not far from each other, the result of expedient decision-making rather than long term planning. As a result the communication and camaraderie between units has been compromised.

Orendorff Building:

‡ 7KLV EXLOGQLQJ KDV VRRPH RI WKH PDLQ FODVV UR. The building is good. Good classrooms are 115, 120, 131, and 135. Marginal classrooms are 113 and 114. Furniture in these rooms is not ideal.

‡ 8: RIILFHV RFFXS\ VSDFH LQ WKH EXLOGQLQJ ZKLFV. The building is good for its purposes if those offices were relocated elsewhere.

Student Services: Their space in the basement of Colter is not good space and access is difficult. Agreed these services should be in a more central location such as DeWitt providing counseling and Student Services were kept all together.

Math Science Building (Bio, Chem., Drafting) seems to work well. It is occupied more or less as it was designed to be occupied.

Art Department: The Art Department has an awkward location in the east end of the Cabre Gym Building which they share with Athletics. They lack visibility and an individual identity. Their spaces are crowded and do not have adequate ventilation and HVAC systems creating a health and safety concern. They would like performance space, publicly accessible gallery exhibit space, and parking for public. Athletics also needs more space and would logically move into the Art space if it became available. Art currently has a small gallery off the lobby of Cabre.

It was suggested that a new complex could be developed for Art and Performing Arts which would enhance the interaction between the College and the community.

Fitness Center is very popular and heavily used – 400-500 students per day during the week. Phys Ed classrooms are needed. Floyd Young provided a list of suggested improvements including converting the Simulator room to a classroom for PE.

Art and Welding could be a good fit in some ways although the current location of welding (Oliver Building) is not viewed as a good “front door” location that Art would like.

Nursing Building will be mostly vacant except for a small suite of State Workforce Office of Employment which pays no rent. The previous governor was a strong advocate of workforce development, which drove some of the recent funding and building decisions.

Multi-use buildings include Orendorff, Cabre, Moyer, and FAB.

Dave Plute remark: "Must consider total ownership cost factors"

Dr. Fox recommends having an expert assess the Dewitt Center. He declared it an eyesore and wonders how to improve it. It could or should be a recruiting and retention tool for the college. It needs to be updated and planned to be compatible with future student wants and needs including multiple food outlets and lounge and hang out space for studying and socializing.

The activities held in Dewitt include; dances with DJ, live music, stand-up comedy, one man shows and other small scale performances.

The Dewitt is used by resident students, commuter students, faculty and staff. Each group has its own set of needs and uses for the facility. Half of the students live on campus and use DeWitt for dining.

Matt Bohannon remark – Students want to be somewhere that they can be secluded and have their own space, yet simultaneously they want to see their peers and be seen by their peers. "see and be seen"

Dr. Fox feels that inclement or cold weather reduces use of the Dewitt Center because the students stay inside at the dorms. He also felt that lounge/shared "living room" type spaces in the Residence Halls offer students alternative to the student center that reduced its use.

There are some partnering possibilities with the food service contractor to improve the dining facilities?

Maybe the Student Services offices should move into a more central location such as the DeWitt.

Dr. Fox talked about a goal to remodel the residence halls where they would be suites with shared sitting room rather than the traditional double loaded corridor.

Mid Day: Lunch with Students

Almost all of the students attending our lunch were residents at the college.

Many were participating in athletics (volleyball)

They saw Cody Hall as a source of social activities and good events.

‡ 6RPH IUHVKPHQ WKLQN WKDW WKH\ DUH QRW HYH
‡ 7KH 'GXQJHRQµ '2DVLVµ LV QRW YLDEOH EHFDX
should be moved to a better space.

‡ 7KHUH LV QR SODFH IRU VWXGHQWV IURP GLIIHU
themselves.

‡ 7KH IRRG LV KLW RU PLVV«PD\EH MXVW EDG

‡ 9HQGLQJ PDFKLQHV DUH RIWHQ QRW ZRUNLQJ

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condensation and frost, etc.

Mid Day Lunch with Faculty

DeWitt Center: Agreed it is an important facility for campus, but students don't use it. Mo
use it only for cafeteria services. Faculty uses it mainly for special events on campus;
otherwise, not much. The lower level space is not attractive and there are no services aft
hours. Can it be successfully remodeled? Tearing it down would seem wasteful.

One Stop concept: Student Affairs should all be under one roof – Student Success (inclu
disability, counseling, Student Affairs, Financial Aid, etc. Security is a concern for Financi
Aid staff; need a back door out.

Faculty is unhappy about the loss of the Faculty Lounge in Orendorff. They definitely do
not want to lose any of the classrooms in that building unless they are replaced with other
classrooms elsewhere. Some of the better classrooms are in Orendorff.

Classrooms in Frisby are also pretty good, old but spacious.

Classrooms and faculty lounge should be priorities for planning.

There is a general need for more faculty storage for to be distributed around campus eithe
near classrooms or offices. Also a need for more archive space.

Newspaper advisor does not like the fact that the Communications division was split with t
completion of the new TV/Radio studios.

The Registrar service counter is not friendly and offers no privacy for students. They need a better "face" to their office.

The College Foundation is located in Orendorff in "prime real estate", but has little student interaction. Consider relocating these offices to another location.

Again – Dewitt is bad and needs renovation or replacement. Much of the space is

1. Correct Dee Havig's title in the Introduction to Residence and Campus Life Director.
2. Moyer Building – Dave requested and it was agreed that we amend the work to Moyer include the previous suggestion to make the Moyer space more friendly and less anonymous through signage and interior architecture upgrades.
3. Frisby Building – It was noted that moving Workforce Development/Community Education into the building would require accommodations for technology and HVAC which need to be factored into the cost of this change.
4. West Campus Building – With WD/CE moving out, there was a discussion about what would go into that building. A&E stated that there had been no request for that space. It was agreed that it was fine to leave the building unoccupied for now, but that should be mentioned in the report to tie up that loose end.
5. Nursing Building – A&E will meet with the Business staff to gain a better understanding of their proposed move to Frisby, what all would be included, what are their expectations for existing classrooms and computer lab, etc. This will help A&E to better define the floor plan for Frisby. Technology required by Business will be relatively easy to accomplish in Frisby. Most likely, there will be space left-over in the building, particularly is Wyoming Work Force moves into Frisby with WD/CE. Possible uses discussed included student entrepreneurial space, large group meeting space, NWC Team enactus, etc.
6. Student Services Center - There was a concern for Student Services Center remaining in the basement of Colter without a "back-up plan" in the event that the new Student Center project did not happen for many years. It was suggested that they be temporarily relocated to the upper lounge in the DeWitt. Three issues were mentioned: (1) the loss of the lounge for other uses, (2) the cost of the extra remodeling and moving, and (3) SSC has stated they do not want to move twice. Orendorff was also mentioned as a possible location, but this would require moving other groups out of the building to make room (approx. 5,000 sf), creating another problem. As a minimum, address current problems – preventing ice and snow on

suggested. Things to consider included cosmetic upgrades to finishes, furniture replacement, acoustic improvements, window replacement, etc. The college struggles with how to make improvements with raising housing costs. Matt suggested that the focus be on “value” rather than cost. Not spending adequate money to improve the facilities will catch up to the college.

11. Performing Arts Center – Do not use the term PAC. Will be confused with President’s Advisory Committee. Also, clarify that number of seats in auditorium will not increase.

12. New Student Center – The proposed mix of auxiliary functions along with Meeting Room, Activities, Outdoor Recreation, Radio/TV/Journalism, and SSC was well received.

13. Community Recreation Center – It was mentioned that the City of Powell is in early

19. Loop Road – Shelby mentioned that the property on the north side of 10th was just recently purchased and paving of 10th was part of the agreement. This may put additional pressure on the college to pave Division Street.

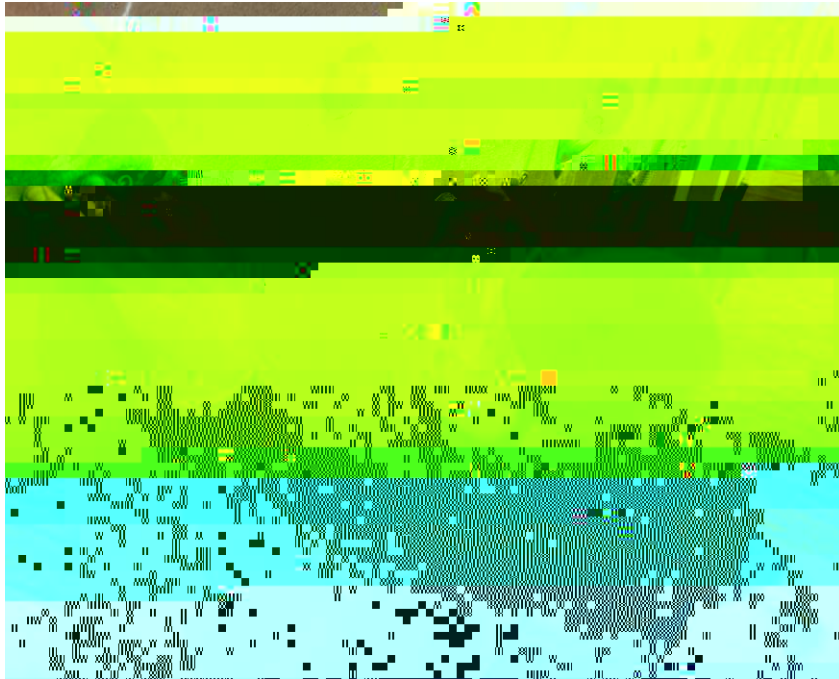
20. Committee requested presentations to the Board of Trustees and to the full campus. Sheldon was going to confirm the times. The Board meets on March 10 so the Board Packet (which would include the report) must go out March 5. It was discussed that a special meeting might be held to allow more time (approximately one hour) for presenting. Ultimately the report will also go to the Wyoming Community College Division and the Wyoming A&I Construction Management Division for their review.

Observations and Suggestions

During the Focus Groups and the Work Sessions, the planning team received many comments and suggestions from students, faculty, and staff for campus improvements. In addition, comments were presented with written comments, including photos and drawings. Comments range from large projects to small repair and maintenance suggestions. We have catalogued the items into two categories – maintenance and capital improvements. Items receiving multiple requests have been so noted.

Capital Projects

- x Build new Art/Music Performing Arts Center in open space west of Nelson Performing Arts – multiple requests
 - o Alternate: Build a new Art Building
 - o Move Art Department into Frisby (FB)(with necessary upgrades/additions and utilize open yard space
 - o Art Department needs more space including lounge and common areas to mingle.
- x Move Intercultural offices (ORB)into vacated Forensics offices (ORB)
- x Expand Athletics into vacated Art space (CB)
 - o Move Wrestling from mezzanine in Johnson to Cabre
- x Move Work Force Training from west campus to Nursing Building (NB) – multiple requests
- x Convert Firearms Simulator room (MB112) to large conference/technology room
 - o Convert MB109 to small video recording studio for faculty use
 - o Set up MB108 (WEN Video) for beta testing new technologies prior to purchasing



- x Increase archival space on campus in (1) Colter Basement or (2) Frisby lower level
- x Use Frisby for new technology programs
- x Move Student Success Center from Colter basement to DeWitt Student Center (DSC) – multiple requests
 - o Alternate: Move Student Success Center from Colter basement to Orendorf Building (ORB) or somewhere nearby
- x Housing/Food Service/Student Activities offices to remain in DeWitt (DSC)
- x Move Business Department (FAB) to Nursing Building (NB)
- x Relocate Tennis Courts
- x Convert Firearms Simulator room (MB112) to PE/Fitness classroom adjacent to Trapper Gym
 - o Provide additional instructional space for PE around the Trapper Gym
- x Build new Student Center – multiple requests
- x Reconfigure offices and rooms in Moyer to be more open and inviting for staff and students
- x Math and Science Building – expand MB Lab 233 into Computer Lab 235 to increase bench space
- x Convert Nelson into new uses
- x Remodel Business Office in ORB to improve privacy/confidentiality and get new furniture
- x Relocate Climbing Wall to Trapper Gym and move Rec Equip COOP to mezzanine
 - o Relocate Wrestling from Trapper mezzanine to vacated Art space in Cabrera
- x Remodel TV Studios in a more permanent location (currently in FAB)
- x Develop a system of covered and/or elevated walkways to connect major buildings on campus
- x Update/Replace DeWitt Student Center – multiple requests
- x Remodel and update the appearance of older campus buildings such as Colter and DeWitt
- x Carefully consider the future use of the older Bridger Hall site
- x Remodel Graphic Design Labs FAB44 and FAB46 and provide new ergonomic furniture

- x Start a recycling program on campus to support the efforts of Powell Valley Recycling Center
- x Develop storage space for faculty supplies near classrooms or offices
- x Create a faculty lounge in a central campus location to encourage interaction

- x Enlarge or reconfigure Worland Center Lab to be ADA compliant
- x Move printer/copy paper out of classroom and into adjacent office – Cody campus
- x Install rideshare bulletin board on campus – SM lobby?
- x Replace deteriorated or settled concrete throughout the campus
- x Replace sidewalks around the Field Camp
- x Trim/remove/replace mature landscape around campus
- x Repair or replace concrete retaining walls, parking bumpers, fences around campus
- x Remove or replace railroad tie pathway borders
- x Pave parking lots instead of gravel
- x Weed and maintain flower beds with greater care - multiple requests
- x Add picnic tables in select locations around campus possibly some with shade covers
- x Trim beds of all volunteer growth and add light fixtures to tops of ORB entry poles
- x Develop a recycling plan for campus and set up recycling stations
- x Address standing water at floor sinks in micro and chemistry labs
- x Add floor drain in micro lab/prep area
- x Replace wood blinds in Field Camp cabins
- x Add dimmers to the lights in the classrooms at the Cody campus
- x Create a proper alcove and reception desk to improve visibility and way finding – Cody campus
- x Have one classroom in Cody to accommodate up to 50 people
- x Add “ice grips” or some other non-slip device on ramp into Colter basement.
- x Change signage on Men’s room to both genders in light of all female employees
- x Add more welcoming sign and/or art installation to improve impression of Student Success Center
- x Replace drapery rods (and drapes, if necessary) in Colter to improve appearance

