7.B Interview Notes
Memorandum

To: File
From: Kathy Wallace, AIA
Project: MSU Mankato Master Planning
Project Number: 12-0433
Subject: Interview with Kevin Buisman, Director of Athletics
Date: November 14, 2012
Copy To:

Kathy Wallace and Paul Stewart met with Athletic Director Kevin Buisman to discuss his thoughts about Facilities and the Master Plan Update relative to Athletics.

1. Athletics:
   In Higher Ed, athletics facilities are a strong component of the competition to attract student athletes.
   a. Mankato has some of the best facilities around. There has been $30M in improvements in the last ten years. However most of that has been north of Stadium road and Kevin believes that the facilities south of Stadium road, including the Stadium, do need improvements.
   b. Intramural facilities are good. Improvements were funded out of student fees.
   c. Updates are very much needed to the softball, baseball, football, soccer and tennis facilities. Some parent or other gifts do fund improvements – for instance a recent gift to baseball.
   d. New infrastructure needed for the track area – seating and a scoreboard.

2. Indoor Sports Bubble:
   a. A group is conducting a feasibility study through March 15 on an Indoor Sports Bubble. It would be full year, they believe, and potentially attractive to the Vikings. Community use or access is a part of the assumptions. The most feasibly currently considered site is the Gage parking lot, partly because its surface already needs work.
   b. One concern about the Gage parking lot location is that there needs to be some parking remaining in the area for softball, soccer and track games/meets.
   c. The Bubble would free up field house time, but would not significantly provide/relieve field space. Perhaps soccer could move into the track field, but both are fall sports.

3. Hockey:
   Currently both teams practice at the All Seasons Arena. The women compete at All Seasons; the men’s team plays downtown. This location for men’s hockey is an important part of public relations for the Campus and they should continue to play downtown. There is a perception that the legislature should provide financial help, as Mankato is the only Division 1 hockey team without public support for their Arena.
   • There have been many iterations on a plan for improving the hockey practice areas. There is a reported shortage of ice in Mankato.
   • What’s really desired is a new All Seasons Arena. The community as well as the campus likes the far southeast location that has been considered in the past.
• Most urgent needs for improvements downtown are the system for making ice and dasher boards.

4. Campus has a vibrant Homecoming celebration and very much wants to keep it going. Branding has come a long way and there is a feeling of Institutional pride behind the Maverick Brand. Athletics has done well recently and is fairly dominant in Division II North Central League.

5. Other facilities:
   a. Cross country does not have a cross country course with a grass surface, however Kevin doesn’t see that happening on campus. Likewise for a golf course. Swimming pool is O.K. for workout and fitness, but is not a recreational pool.
   b. Though pool and deck were renovated, seating is dated.

6. Recent stadium improvements include:
   a. A field that was improved to a sand peat/grass system about 3 years ago.
   b. The other 3 fields to its’ west have been kept in good shape for the Vikings, as well as for campus.
   c. Otherwise, the Stadium seating is seen as aging and limited by its siting.

END OF MEMO
Kathy Wallace and Ron Fields talked with Ed Clark about his role and some of the initiatives he sees as being important in the next few years.

1. Ed Clark described his current efforts in the IT area, given work at the University of Minnesota that was seen as valuable for Mankato.
   a. Taking technology from simply being infrastructure or service, to being an active part of supporting research (e.g. inventing technology solutions), and looking for technologies that may help students learn.
   b. Strategic IT is involved in instruction and research. In the last year he has been putting this method into place:
      1. Academic Technology Vision (Cunningham requests a copy)
      2. Process improvements – for example, in hiring, trying to go paperless.
      3. Video Classrooms
      4. Helping other administrators see how data analytics can help inform responses in helping MSU Mankato develop better data collection and analysis tools.

2. IT does operate in a liaison model. Anticipated modifications to the IT office areas will make them match the consulting model so that instead of a help desk being up front with everyone else in cubicles behind, clients will be invited in to the office area.

3. MSU Mankato –Observations and Thoughts for Future:
   a. The ‘flipped’ classroom model, where students listen or watch lectures outside class time and come together in class for discussions or practice so they really understand it, should be used for almost every class.
   b. What this model means for facilities is the need for flat instructional space; more furniture that allows active learning; and also places where students can stream video or easily access the internet to get their ‘lectures.’
   c. Thus campus needs good wireless everywhere, and needs more/better to eliminate dead spots. There are currently many dead spots, partly because of building construction.
   d. Streaming also requires a much faster network. The current network is about 1/10 as fast as it should be, and is overdue for an upgrade, which may cost as much as $1,000,000.
   e. At many campuses, classrooms are utilized at lower rates on Monday/Wednesday/Friday as well as the early morning/late afternoon timeframes. Suggestions: What if classes were all limited to twice a week – Monday/Wednesday; Tuesday/Thursday; and Friday was held for special class sessions?
f. Look at classroom utilization to identify the less desirable classrooms and then improve those. Ideally, Mankato would get a fresh start, given Armstrong’s limitations.

g. Library room 109 is a much loved classroom by faculty – it’s collaborative. Ron Fields also suggested looking at the classroom in Taylor Center where there are tables between two rows in a tiered space so that group work is possible.

h. As rooms are modified to be more collaborative, they may have a smaller capacity. Class size should be considered and small classes are desirable, especially those where students need a lot of help. Some graduate classes, for instance nursing, might be effective at larger sizes; however all should be considered.

4. Additional thoughts about future:

a. Interesting new materials, for example, a film on glass that would allow the glass to become a touch screen display.

b. More video embedded in displays, as well as signage-type displays that are interactive. These would show student work and life, and be engaging to visitors.

c. Students are going to be changing. Currently 50 – 70 percent of the students has taken fully on-line courses and don’t come on campus for classes. How can Mankato support these students to come on campus for group work or to talk with friends?

d. Extended learning. There is a large and growing group of students that will not come to campus. The need for additional training of workers is huge. Will there be a need in the Metro area for an ‘east hub’, similar to the 7700 France ‘west hub’?

e. Idea: ‘Distance learning in a box’, similar to Amazon Google’s network module in a storage container. This could allow technology to be delivered to where the students are, rather than having to come to another location for classes.

f. Given requests for ‘hubs’ for grad students and faculty, Ed believes that multi-disciplinary rooms are the highest priority. They are going to be more compelling to grant funders or others because of the interdisciplinary possibilities. Consider it shared space.

g. Other suggestion was to develop ‘on demand’ classroom space, rather than designating rooms permanently as ‘classrooms’ or ‘study/gather’ space.

5. Cuningham Group should talk to Matt Clay about IT infrastructure needs. Ron Fields asked if category 6 cabling should be the standard for near-future buildings.

END OF MEMO

KW:mt
Kathy Wallace and Ron Fields met with Bob Hoffman to discuss his thoughts about Facilities and the Master Plan Update relative to his Division.

1. The **Strategic Business, Education and Regional Partnerships Division**: Their mission is to connect knowledge to the real world. They are not about facilities; rather are supposed to be out and about. The Division includes a few people: the Edina site manager, an IT person to support all their areas, and Ann Goebel, who runs the Strategic Partnerships. Components include:
   a. IRETI - The International Renewable Energy Technology Institute. Its grant runs out in April, 2013, and the Institute may close at that point.
   b. MNCEME – Minnesota Center for Engineering and Manufacturing Excellence. In the future it will be run out of the Engineering Department. It started there; it belongs there.
   c. SBDC – Small Business Development Center. They rent two offices and a conference room in the Foundation Advancement Building. They provide many Certificates of Training and will continue without much change.
   d. College of Extended Learning. This includes the 2 + 2 Programs and the AOS (Degree Completion). Curriculum for these two Programs is developed out of the Edina site.
   e. Continuing Education, for professional learning experiences. These classes or training are determined based on employer need, and offered at the employer site. It is up to the Continuing Ed folks to seek clients.
   f. Strategic Partnerships. There are 50 – 60 of these, ranging from a partnership with Wells Concrete to have civil engineering students design their new plant, to developing a hiring and training program for Sage Glass. Many of the Strategic Partnership efforts are driven by grants.

2. **MSU Mankato Strategic Advantages**:
   a. MSU Mankato is seen as a place where students have a strong work ethic.
   b. Bob Hoffman sees it as a place where at least half the faculty wants to change, they just don’t know how. That half needs to be found and helped.
   c. Businesses perceive that there is value embedded in the University, but that it needs to be helped to come “out of the ivory tower and get connected with business.” (side note: he perceives that students really want internships and cooperative arrangements to augment their studies).

3. **Current and Future Facility Needs**:
   Financial and human resource limitations are the primary ones for Bob’s groups, not buildings, as they go to client sites to teach training sessions. The 7700 France, Edina site is their major facility.
His group would be happy to be housed in the new Global Solutions Institute/Business School. The type of spaces he sees a need for include:
  a. Large places for congregating
  b. Tele-presence classrooms. (Look into Cisco, which has an even better system than the good one being used.) He recommended looking at Boston College’s new room, where students can engage with experts from all over. It has 8 tables; cost is $1,000,000; Brenda Flannery also saw the space, and could speak about it.
  c. New technology means new connections are possible anywhere, and there is much less need for classrooms or offices.
  d. Generally, he believes that the ‘Academic’ side should learn from what business leaders are saying they need in graduates; look at what that means for facilities.

4. **Growth.** Much of the proposed enrollment growth will occur in the certificate or badge driven Continuing Education side of this division. The role of the University is then to coordinate and orchestrate expertise from the outside to serve clients. He is concerned that the ‘academic’ side will not grow as fast as it cannot respond operationally quickly. Bob Hoffman predicts that both continuing education and academic sides will be for credit.

5. If Bob had a **magic wand** that he could use to get his top priorities for facilities for the campus, they would be:
  a. Space for problem solving and connections. Open and engaged spaces with possibilities for large and small groups. It would be thoroughly connected with technology.
  b. Group areas should be interwoven throughout the campus, so students may practice soft skills. These may be used for hybrid classes where some face to face practice comes along with on-line classes.
  c. Interdisciplinary, multi-disciplinary space for different types of delivery; no more ‘4 walls and a lecture.’

6. Bob Hoffman recommended Cuningham Group interview outside folks for additional input. He suggested asking Brenda Flannery to get us in touch with some key people. “We can’t create environments just for ourselves."

**END OF MEMO**

KW:mt
Kathy Wallace and Ron Fields met with David Jones to discuss Facilities observations and needs for his Division.

1. **The Student Affairs & Enrollment Management Division:**
   This Division is all about the student experience. Some of the questions he sees are related to:
   a. Enrollment – What can the campus hold?
      - Noted that in 1991-1992 the campus had its’ peak enrollment of 16,000.
      - Students are still fairly traditional with an average age of around 20 – 21. Nearly 80% of the students work, and thus have needs related to short, condensed time periods on campus.
      - One observation David has made since arriving on campus within the last year is that the student information system is fairly simple and does not allow disaggregation; for instance, of the on-line students, between those who are truly off campus and those who do live in Mankato, but not on the campus.
   b. Housing – David generally supports the housing Master Plan, though he would like more research into the question of singles and doubles. He believes that the students increasingly will want, and demand, singles.
      - Total on-campus is about 2,700 beds.
      - The currently leased space is west of the Summit apartment area.
   c. Union – David sees the value of capturing the interest of weekend visitors, and capturing their information via interactive displays. Noted that the Union is packed in the winter.

2. **MSU Mankato Strategic Strengths:**
   a. Fine recreational space for students, that is central.
   b. Concept of ‘real world solutions’. It’s a differentiator along the lines of, “When you come here, we provide facilities to explore the ideas that you have.”
   c. The winter campus experience – though this isn’t necessarily a positive, it should be part of the facilities because it is a genuine differentiator for the campus. An example of acknowledging it is coat hooks in spaces.

3. If David had a magic wand to get his top priorities for facilities for the campus, they would be:
   a. A useable, appropriately sized dining commons, in line with the Residence Life Master Plan next step, to replace Carkoski Commons. He noted that the existing oversubscribed and unattractive space is hard on recruiting. The
dining commons would ideally also include usable program space—interior public space.

b. Some campus recreation space near the residence halls, since those halls are now concentrated in one area.

c. Lounge and social space for those students who live near, but not on, campus. Students with an hour or two in between classes would have a ‘hang out’ space where they could study, possibly do entrepreneurial business-building work, creative work, group work, and generally gather. An example of the entrepreneurial space is the Peyton Hall Incubator, Shipley Center for Innovation at Clarkson University in New York State.

4. Beyond these three top priorities, David noted other ideas for improvements:

a. Interactive displays which would allow visitors to ask questions, see maps and so on, and give information if they have questions for Admissions. He suggested locations at the Taylor Center (entering from West) and the Student Union.

b. Fewer offices in the Union, allowing for more meeting room space.

c. Ways to capture vacant meeting or classroom space for students to use for study.

d. Better faculty lounge and gathering space, because faculty is fairly spread out now. The Faculty do gather in the Hearth Room now, but another location might be good too.

e. An overhaul to Armstrong.

f. Outdoor recreation. He’s looking to fund a gathering or small conference area near the Ropes course at the south edge of the campus. It would be a space with toilets and a meeting room.

g. Other space that would be effective in reaching out to the community for their use as well as student use; for instance, indoor sports bubble.

h. David is excited about the combination of an amphitheater with the tunnel project linking the Union and the Library. The venue would be very useful for outdoor gatherings.

i. Clear gateways to campus. The Ellis gateway serves a good purpose for parents wanting to take pictures with their students. Other spots would include at Maywood and Warren.

j. A Financial Lab.

5. Other Items:

a. A furniture plan is needed for campus. The current system does not strategically replace furniture across campus. One tactic he’s seen is spray painting year of origin on furniture so that the shock value can be employed.

b. Neighborhood property acquisition: David is aware that some residents in the neighborhoods close to the northeast side of the campus would like to sell to campus. Residential neighborhoods in Mankato have a maximum of 25% of properties being rental. If the location near campus is not a desirable place for single family homes, this makes it difficult for property owners to sell to others.

c. Greek Housing: David is working with a task force. He believes the next steps will be a feasibility study to see if Mankato-built Greek housing could break even. He sees Greek Societies as being a benefit in terms of retention and involvement of the students, and believes that the Societies should have a
place to assemble. Locations being considered are on the south side of Stadium Road, down on Henniker Mill Road. Currently the fraternity houses are mostly down the bluff by the old campus. No sorority has a house. There are approximately 400 students in Greek Societies and two more fraternities are coming on, including an historic, ‘black student’ fraternity.

6. Traditions: David established a new holiday – Founder’s Day, in early October – for campus, in an attempt to create traditions and identity for the campus. Other elements that contribute to strong campus identity are the Maverick brand, with purple and gold all around, and athletic excellence.

END OF MEMO

KW:mt
Kathy Wallace met with Henry Morris to discuss facility implications or needs for his Division.

1. The Institutional Diversity Division:
   a. Works with students, faculty and staff of color or underrepresented in higher education. The Division is involved with recruiting, including a 400 student ‘Discover MSU Days’ twice a year. They use facilities all over the campus for events, but he doubts that the diverse population uses facilities any differently.
   b. International students overlap with the diverse populations.
   c. The Women’s Center also falls within this division.

2. Needs:
   a. Institutional Diversity staff would ideally be housed together.
   b. As enrollments of intercultural, international and diverse populations grow, there is a need for a larger intercultural center. It should still be close to other students – i.e., in the Union, and it should be a single center rather than divided into subgroups.
   c. The Union has limited breakout space. Ideally they would have more.
   d. Henry would like to see another large space like the ballroom available for events. It might be somewhat smaller than the current one.
   e. Henry does not think there is a unique need for housing specific to students of color or other underrepresented group.

3. Safety falls within some of Henry’s responsibilities. He believes this is a fairly safe campus, with the exception of traffic. Many students are naïve about cars, and their ability/willingness to stop for pedestrians.

4. If Henry had a magic wand that he could use to get his other priorities for campus-wide facilities, they would be:
   a. He would improve the pedestrian nature of the campus and also maintain green space in the core for casual recreation.
   b. Fix the Fountain. It’s an important piece. If possible it would be up and running 365 days a year.
   c. Connect the residence halls to the rest of the campus, whether by skyway or other enclosure.
   d. Have adequate food service. His preference is for more intimate spaces rather than a larger space.
   e. Sports bubble for intramurals and activities.
   f. A large lecture auditorium for 600-700. It could be flat, for additional lectures and concerts that don’t fit in the ballroom. The Ostrander Auditorium currently has too little “behind the curtain” spaces.
g. Improve Stadium road to make it safer and prettier.

5. What do International Students Need?
   a. Again, their needs are not a lot different from other students.
   b. Although the state does not typically create facilities to support religious practices, he does believe that a larger Reflection space is needed and warranted (the current one fits 6 to 7 people), and a foot washing space may be appropriate.

END OF MEMO

KW:mt
A. College Description:
There are seven departments and majors. Many have high demand in the industry, so there are new students. This college leads the campus in revenue from summer and online courses. Students come from all over.

Undergraduate offerings in:
- Dental Hygiene
- Family and Consumer Science:
  - Child Development/Family studies
  - Dietetics
  - Family/Consumer Science Education
  - Food and Nutrition
- Health Science:
  - Alcohol and Drug Studies
  - Community Health Education
  - School Health Education – Teaching
  - Health and Physical Education – Teaching
- Human Performance (located in Highland, and may want an update in 10 years):
  - Athletic training
  - Exercise Science
  - Health and Physical Education Teaching
  - Sport Management
- Recreation, Parks and Leisure Services:
  - Leisure Planning and Management
  - Resource Management
  - Therapeutic Recreation
- School of Nursing:
  - Basic Nursing Program
  - RN Completion
- Speech, Hearing and Rehabilitation Services:
  - Communication Disorders

* There are also graduate programs and offerings.

The Nurse Practitioner and DNP (Doctor of Nurse Practitioner) Programs are completely online, as students have already done their clinical. Nursing on-line faculty located in Minneapolis. Hybrid courses have meetings 3 times per month at 7700 France.

B. What’s changed?
- On-line people believe their students are just as engaged, or more so.
- The expectation is that simulation will grow, in speech, language and exercise science.
C. Site and Grounds:
- A good part of campus is inter-connected.
- More pedestrian-safe areas are needed.

D. What’s working well in facilities?
- Many programs have adequate access to classrooms and labs, etc. HP and Health Science. Some programs are generally self-contained – FCS, SHMS, SON, and DH. RPLS is relatively close.
- The Children’s House Day Care at Wiecking is used for hands-on learning by FCS and Education students.
- FCS likes their space. They just got funded for a new foods lab.

E. What aspects of facilities should be changed?
- Accessibility is not sufficient to all areas.
- In terms of campus, parking isn’t close to accessible doors
- Lots of convoluted paths
- Not enough power operated doors
- Toilet room entrances are not wide enough
- Pedestrian safety should be fixed.

F. Anything Else:
The College of Allied Health and Nursing is getting a new building. However, the College will still be separated across many buildings.
- What they’ve learned in the building, include:
  - Moveable real walls
  - Flexible classrooms have moveable furniture, even in lecture
  - Include group spaces that support
  - Technological openness

Many of the departments will have access to some new space in the building. For example, FCS, HP, and Health Science will get access to collaborative spaces. HP gets access to First Aid and CPR lab in the new building.
- College of Allied Health and Nursing believes that they should have priority for backfilling vacated spaces, as they have grown so much.
- Basement of Morris will become a computer classroom.
- Lower level of Armstrong (learn more)
- The College has a huge need for adjunct and graduate assistance space.

END OF MEMO
Global:
- College of Arts and Humanities not as ‘global’ as strategic plan
- World language and cultures offers a more global program
- ESL is offered as an extended online option

Armstrong:
- 50% of College is in Armstrong
- Infrastructure issues with Armstrong
  - 10 degree temperature difference depending on where you are
  - Inadequate HVAC
  - Office temps in 60’s in winter
  - Technology challenges
  - Lab space needed for film

Nelson Hall:
- Most popular art programs
  - Art
  - Sculpting
  - Ceramics
  - Painting
  - Photography
  - Graphic design
  - Printmaking
- Safety concerns in overlap space between sculpting and ceramics studios
- Eliminate gallery (RM 139) and expand studio space
- Gallery addition outside of hallway 167 (see plan diagram)

Performing Arts Center
- Elias J. Halling Recital Hall
  - Good acoustics
  - Needs new seating
  - Dark wood
  - Predesign established a $400K estimate for improvements
- Ted Paul Theater
  - Needs new seating
  - Music program can use more practice space
  - Theater and music need more storage (off stage piano storage)
  - Additional office space needed

How might the college evolve?
- More heavily online
- Especially summer
- Face to face summer classes not successful - shrinking
- General Ed course – more online – students will expect the option
- Tele-presence can be part of future – may be used with classroom, or laptop, or phone

- Departments investing in online will thrive – others will need to invest in other ways
  - Music has challenges – while it is a strong program within MnSCU, it does not have a big regional or national reputation
  - Theater has a national reputation
  - Art has a state wide reputation

- Current online courses
  - Ethics online (used in business development)
  - English
  - Languages
  - Mass media
  - Communication studies

- Increased enrollment reliant on extending connections
- Less important to have residential experience
- Less cost for extended learning
- Online courses – 5% currently, approved for up to 20%
- Students on campus prefer face to face
- Philosophy and Gen Ed courses available from Minneapolis – instructors are available in the cities

More collaborative space, seminar space – support graduate programs – more office space

END OF MEMO

DP/mt
A. College of Business currently is fairly large and growing. There are roughly 45 faculty and about 15 staff, and they operate faculty offices in Morris. There are 35 Classrooms in Morris, many of which are used for Business.

B. The goal is just in time learning, with lecture on principals in the morning; apply on a business project in the afternoon.
   a. What is changing?
      • The College of Business is seeking funds for a privately funded business school – fundraising is underway.
      • Last year they developed a scheme for a building with Perkins + Will that involves an addition to Morris. Offices stay in Morris. The addition is for collaborative area, gathering, labs (marketing, innovation, sales). It is to mirror a corporate setting, and be cross disciplinary, global solutions. The goal is that it is a place that community businesses use; industry will be invited in, and the project is meant to demonstrate the value added in physical experience on campus.
      • $20M capital campaign - $8M construction project – private funding, about half way. Funding complete in one year, construction complete in three.
      • Space freed up by project – 4 classrooms plus large seminar room in Morris
      • Sense of community needed everywhere
      • Thoughts on instructional shift
         o Morning lecture
         o Afternoon ‘run business’
         o Just in time learning
      • Access to resources: Alumni, other students, professionals, etc.
   b. Some on-line programs (Bachelor completion) believe signature elements are essential for a competitive edge – Partnerships, actual Business projects, cross-disciplinary work with other colleges such as CSET.

C. Branding is an aspect of the new business school, so it will compete with other name schools in the state. Brand – ‘business solutions to global problems’

END OF MEMO

KW/mt
Memorandum

To: File
From: Darryl Pratte
Project: Minnesota State University, Mankato Master Plan
Project Number: 12-0433
Subject: Meeting with Jean Haar (Dean), College of Education
Date: November 28, 2012
Copy To: File

Issues:
- College almost entirely in Armstrong
- Aesthetics, finishes need upgrade
- HVAC needs upgrade
- Restroom upgrade

Classrooms:
- Interactive classrooms with technology have been added in a few locations
- Smart boards already in place
- Range of needs – undergrad, masters, doctorate – all need gathering spaces for faculty / students
- Classroom settings are mostly for 30 – 40 is too big
- Will prefer configurable seminar tables vs tablet desks (especially for doctorate programs)
- Enhanced technology beyond smart boards desired

Extended learning:
- Masters level faculty at Edina site – 4 to 5 faculty
- Adding extended doctorate program
- Extended elementary and special ed programs in Edina, and telepresence with Normandale
- Need to educate instructors with technology / telepresence
- Increasing graduate assistants availability online and onsite a good idea

Flexibility:
- Need for easily ‘flexed’ space – furniture, technology . . .
- Diversity of space needed
  - Classrooms
  - Gathering area
  - Coordinated technology between laptops and smart boards
- Create a ‘classroom teaching sim lab’ like nursing
  - Learn to teach in an interactive / collaborative space
  - Incorporate technology, furniture, variable lighting . . .

Survey:
- Example of ‘working well’ space
  - ML113 (memorial library)
  - Classrooms with smart boards
- Example of ‘not working well’ space
  - No ‘gathering’ space for students / faculty
  - Need technology enhanced to model teaching strategies (sim lab)
o Need adult learning focused space for masters, specialist, doctorate courses (seminar tables)
o Classrooms to cover range of length of class period

END OF MEMO

DP/int
Memorandum

To: File
From: Kathryn M. Wallace, AIA
Project: Minnesota State University, Mankato Master Plan
Project Number: 12-0433
Subject: College of Graduate Studies and Research
Date: November 28, 2012
Attendees: Kathy Wallace, Barry Ries

A. College of Graduate Studies and Research does not contain any faculty. Barry is not responsible for making decisions on programs. Those are driven from the bottom up. It is a sounding board for research. Barry believes faculty may be behind in technology. He is currently located in with alumni.

B. Things that are changing:
   • Graduate programs are growing and shrinking (different ones). New ones will be market driven, typically from CSET, STEM, Social work, Psychology
   • Technical communications as an on-line program
   • New Professional Science Masters – PSM degrees. Moving away from traditional Masters and moving towards certificate programs. PSMs would be like a traditional Masters with core classes and plus classes (soft skills) on-line.
   • Graduate studies will continue to be more and more a mix of on-line and brief on-campus.
   • Doesn’t anticipate growth in doctoral programs. Those are limited by legislation.
   • Increasing variety. Average age is 32 in the grad programs. There are 2 types - cohort driven type and the working, part-time student

C. What works on the grounds:
   • Majority of the year it is comfortable and pleasant, with flowers.

D. What aspects of facilities should be changed:
   1. Space allocation for research. Important to have shared research space for behavioral and social sciences.
   2. Need storage for informed consent raw data. (Doesn’t know if it can be scanned and have the hard copy eliminated.)
   3. Space for equipment storage.
   4. Location somewhat near departments for supervision and study.
   5. Need usable conference space for research teams debrief, and potentially for tele-presence consulting with distance faculty members.
   6. Armstrong – air quality, variety of spaces are lacking

E. Anything else:
   1. Office space for Grad Students
   2. Common space for Grad Students to bring them together. He likes the idea of a Graduate Resource Center for cross disciplinary collaboration
   3. Social space
   4. Finishes should be less industrial

END OF MEMO

KW/mt
Connections:

- Goal to link Library more directly to residential core (currently a basement hallway under the library)
- Possibly a more prominent entry on the residential side
- Need to enhance walkway experience in hallway, as it connects to new tunnel
- Current plan to construct tunnel to union this summer
- Desire for connection across Maywood (this would be a long tunnel) to Preska

Student use:

- 5,000 students / day
- Lower level has ‘interactive’ classroom (Oleson + Hobbie) with 10 stations of 5 seats each using Steelcase media:scape furniture and technology distribution
- Stations have access to projection on table top monitors, or projection screens – with central management at instructor station

Needs:

- Current library remodel / new addition is 20 years old
- Functioning well – in need of finish updates
- Wayfinding is an issue – ‘front’ door south, ‘back’ door north
- Create more flexible meeting space with technology, with easy access for students to schedule rooms
- Small group (8 – 10) are fully scheduled and popular – more indicative of ‘real world’ practice
- Although students request 24 hour access – weekend hours are light use
- Library hours 7:30 – 2 am, close at 6 pm on Saturday and Sunday
- Open for 100 hours / week
- Lower level could possibly accommodate a 24 / 7 collaborative lab space.
- New ‘gateway’ at north entry

END OF MEMO
Landscape:
- Strong need for landscape ‘infrastructure’ development guidelines
  - Landscape
  - Lighting
  - Furniture
  - Art
- Establish a ‘theme’ for landscape guidelines – ‘cafeteria’ plan
- Theme – Kasota stone, chunks in the landscape, entries to buildings, water interest
- Sustainable – use ‘smart’ irrigation

Outdoor gathering:
- Karkoski Commons project (residential master plan phase 2C) will provide a new ‘outdoor commons’ opportunity
- Art, landscaping, social space, recreation space – all potential components – make recommendations in master plan

Traffic concerns:
- Less concerned now that Gage is out
- No current understanding of how to reduce cars – road / access needed to residential areas for
  - Move in / move out
  - Trash / service
  - Heating plant
  - Food service deliveries
- Most on campus housing does not have car access immediately adjacent to buildings
- Most access cars once per week.
- Convenient drop off is important.

Learning communities:
- Learning communities are not anticipated to be part of academic growth – need a cost benefit analysis to understand benefits
- Learning community program requires faculty to come together to form an interdisciplinary program.
- Academic support in residence hall sis in place – run by residential life staff – Maverick mentor program
- Learning communities help with retaining students by supporting higher gpa’s, but not a ‘business’ success for the deans.

Thoughts on creating a ‘place to be’ for students:
- Most students are within 100 miles of home. Having access to home for students helps create more balance – an O.K. benefit
• Campus rec is centralized in student center – campus is small enough and this provides good access
• Need to be fair about how ‘residential’ amenities are distributed
• The new outdoor commons can create a place for student ‘energy’ – outdoor rec, volleyball . . .

Other issues
• Need an outdoor space to keep outdoor speakers (making religious provocations) safe – speaker ‘pulpit’

END OF MEMO

DP/mt
Memorandum

To: File
From: Kathryn M. Wallace, AIA
Project: Minnesota State University, Mankato Master Plan
Project Number: 12-0433
Subject: College of Science, Engineering and Technology
Date: November 28, 2012
Attendees: Judi Evans, Mn CEME; Mary Hadley, Chem and Geology; Brian Martensen – Math and Statistics; Patrick Tebbe, Mechanical and Civil Engineering; Jim Wilde, Civil; Ron Fields, Assistant Vice President, Facilities, Kathy Wallace, Cuningham Group

Kathy Wallace met with Vijendra Agarwal, Dean of the College of Science, Engineering and Technology (CSET) to review facility needs related to the Master Plan.

A. College Description:
   1. One of the largest colleges at Minnesota State Mankato
   3. Offer undergraduate and master’s degree programs
   4. Research Centers: MN Center for Automotive Research, Center of Renewable Energy, Water Resources Center, and Center for Transportation Research and Implementation.
   5. All STEM disciplines found within the College
   6. Hands-on approach to learning through labs and projects – equipment + lab driven.
   7. Ethnically and culturally diverse.
   8. Strong faculty mentorship of students.

B. Program Changes:
   1. More applied research. The College is hiring more applied faculty, which requires more lab space.
   2. More hands-on learning experiences – have experimentation classes (design first, then construct).
   3. Emphasis on internships and experiential education.
   4. Real-world learning scenarios
      a. = projects, capstone – requires space, both for the projects and for project – specific equipment.

C. Grounds features that are working well:
   • Gathering area at Ford
   • CSU outdoor seating for eating, coffee, reading, etc.
   • Mall area for additional outdoor seating
   • Arboretum area around Trafton Science Center

D. Functionality of Space / Use:
   • Use space in Ford, Trafton (all), Wissink
   • Soup Kiosk in Wissink
   • Ford Hall gathering areas always filled with students
• All small gathering areas throughout Trafton Science Center are consistently filled with students
• Continued allocation of space for students and faculty to gather together within Trafton – Mentoring
• Trafton hard to navigate – needs way-finding at transition points
• Centralized departments, where classroom and work space is near faculty offices.

E. Facilities that are not working:
• Differentiation of floors within Trafton, still very difficult building to navigate
• Difficulty finding the Dean’s Office and Advising
• Courtyard spaces in Trafton, Central, are wasted, gather debris and are too hot to actually use.
• Need fewer and less static classrooms

F. Facility Needs:
1. Dean’s office is too small
2. Would like card access locks for doors to allow more flexible use of labs.
3. Civil Engineering uses 1 lab “constantly” – However N388 is underutilized. Could it become a lab?
4. In order to mix modes in a classroom, size is necessary. Also desirable – many walls of marker board.
5. Large rooms are needed, as classes are changing at the Freshman/Entry level to include more small group discussion and help with retention. There are not enough rooms to handle 110+ students. 289 Wissink does handle 80 – 90 students. Rooms are reserved 1 year in advance.
6. Graduate student spaces are needed for 2 activities:
   a. Gathering to discuss work;
   b. Sitting, doing homework at a desk
      • Math has TAs, not Grad Assistants; and treat them as Teaching staff in the department - want them in with other faculty.

END OF MEMO

KW/mt
Memorandum

To: File
From: Kathryn M. Wallace, AIA
Project: Minnesota State University, Mankato Master Plan
Project Number: 12-0433
Subject: College of Social and Behavioral Sciences
Date: November 28, 2012
Attendees: Kim Greer, Denise

A. College Description:
   • College of Social and Behavioral Sciences has eleven departments.
   • They offer Doctorates in School Psychology; they have Masters students in research, also TAs.
   • Growth is substantial for this group. They have 2,700 Majors and 300 Grad students.

B. What’s changing:
   • Anthropology is adding faculty. They need labs.
   • Law Enforcement is also very active.
   • Some departments are moving to have a Minor on-line.

C. What’s working well with facilities:
   • Space in University Square for psychology.
   • Lease is donated. Works great for doctoral programs and clinical programs in psychology. 3134 sf for classrooms, 2 conference rooms, 5 faculty offices, 2 observation rooms.

D. What’s not working well:
   1. Psychology is very spread out as a department – all the way from Wiecking and Armstrong to University Square.
   2. Armstrong Hall. Many classes for the department are held in Armstrong.
      • It’s either sweltering or freezing
      • Restrooms are not ADA accessible
      • Offices are too small for more than 1 person.

E. Needs:
   1. Would do well with shared space for collaboration because faculty are located all over in Trafton, Wissink, Nelson, Morris, Armstrong, University Square
   2. Desirable shared spaces:
      • Collaborative
      • Grad Student space
      • Lab space desirable
      Shared space would work if storage allowed things to be locked away. Artifacts need environmental control.
   3. Law enforcement shares a classroom with Urban and Regional studies. It’s a pilot and they are trying to increase flexibility.
   4. Law enforcement wants a lab for crime scene investigation and other such things. They will get a small space in the proposed remodeling.

F. Other items:
   1. Remodeling is happening of lower level in Armstrong. Small renovation.
   2. Psychology is being addressed and geography is being affected; also small space for law enforcement.

END OF MEMO

KW/mt
Ideas:
• University of Texas, Austin – Energy & Earth Resources Graduate Program – referenced as strong program
• Bike storage needs to be integrated into a transportation plan
• Free bus shuttles are popular – but need more frequency
• LEED certification up to ‘silver’ status, comparable to MnSCU B3
• Need to promote current initiatives more
• Need for recycling areas in new buildings – more visible
• Renewable energy opportunities
  o Wind
  o Solar, photovoltaics
  o Gustavus Adolphus – visible pv’s on roofs
  o Geothermal
• Clinical health sciences will look at renewable
• Water conservation opportunities in residential projects
• Harvest energy from work out equipment in recreation center
• Campus needs a ‘green’ coordinator for facilities, transportation, green education . . .
• Compostable toilets
• No dryers in residential
• More bus routes will help retention

END OF MEMO

DP/mt
A. Accomplishments:
   1. Campus has its own electrical distribution and has replaced/updated most of it.
      o MnSCU standards require electrical service that is 4-5x the needs, even with
        high plug loads. Campus prefers to plan for smaller transformers that better
        match building load.
   2. Trafton, the largest energy hog in the system, has been renovated.
   3. There are 7 more buildings on campus than in the 1990's.

B. Overview of Infrastructure and Needs:

Site:
   1. Roofing needs are greater than HEAPR allocations; may need a bond project to ‘catch
      up’.
   2. Utility Plant: chilled water plant capacity has room for 5-years growth, but not 20.
      a. Want a gas-fired turbine with co-generation; not sure where to locate
         expansion. – Item is a long range goal for CO2 footprint reduction
   3. HVAC - need to complete controls upgrades
      a. Use HEAPR for AHU
      b. Software upgrade challenges
      c. Documents showing need from Paul Corcoran - received
   4. Steam: Have plenty (3x) of capacity. Use converters at buildings to go to hot water.
   5. Sanitary sewer: consider replacing all sanitary lines (the ‘pass-through’ line that runs
      down the mall is 94% full)
   6. Consider storm sewer lines running down mall from Warren (25-30' deep). Bolton &
      Menk have the campus storm water plan for the campus.
   7. Water service is adequate; has been mostly upgraded. New line to Gage; can close it
      off. Replace line to stadium (confirm).
   8. Landscape needs: Mature trees; replacement cycle. Concern about ash - will need
      replacement plan in light of ash borer.
   9. Desire to be bike-friendly campus; concern about pedestrian-bike conflicts
   10. Paving: Need to fully repave large lots 1, 16 together due to fields construction. Lot
       17 coming up.

Buildings:
   1. General challenge: space ‘needs’ change with different administrative personnel, e.g.
      for class size.
   2. Ages range from new to 50-years old.
   3. Tuckpointing is needed; should take a campus-wide look.
   4. Building envelope study showed $200-300K in needs.
   5. Armstrong:
      o $15M deferred maintenance needs of which $3M is urgent.
HVAC: there are 2 AHUs for above-grade floors (NW, SE division) on roof; one for basement. A predesign for HVAC 10 years ago was for $6M

Some summer remodeling work for 2013 for Geography/GIS (rooms 11+7), History (rooms 13+40)

Electrical: service is adequate, but feeders up to floors are not adequate.

Performing Arts: has needs; publicly important space, rather than classrooms.

Wiecking: 'a sleeping giant' in terms of needs. Not fire sprinklered.

Disliked because distant and not connected physically.

Morris: needs are to make it "dry and comfortable."

Library: not fire sprinklered.

Older residence hall wings A, B, C, D: not sprinklered (required only if >4 floors)

Desire for room A/C, more efficient windows (for comfort)

Warren Street building is not sprinklered.

Vision for next 5 years:

1. Narrow the west road to slow traffic
2. Add Gateways to indicate main entrances to campus - some have been sketched
3. Rebuild the landscape of the mall - Wigley north
4. Add connections between Buildings
5. New Grounds Shop (now under Stadium)
6. Aesthetic standards for interiors
7. Design standards for crafts (plumbing, HVAC, electrical, landscape, etc.)
8. Complete and start implementation of a roofing replacement plan
9. Complete and begin implementation plan for parking lot maintenance and repair and possible expansion.

END OF MEMO

KW/mt