

## NEASC STANDARD EIGHT PHYSICAL AND TECHNOLOGICAL RESOURCES

### **Introduction**

This section describes the physical and technological resources of Franklin Pierce University and demonstrates that the institution has sufficient and appropriate resources to allow it to achieve its mission and promote its values and goals. This section will demonstrate that the University manages these resources so as to insure that it is capable of sustaining and enhancing its educational purposes.

### **Description**

The College at Rindge campus of Franklin Pierce University is located on 1,200 wooded acres and wetlands in Rindge, New Hampshire, a small rural community located in the Monadnock region. It serves a population of approximately 1,700 traditional-aged students. In addition, the University serves adult and professional learners in the College of Graduate and Professional Studies (CGPS) at 5 locations in New Hampshire, and one location in Goodyear, Arizona.

Physical facilities of the College at Rindge consist of 52 buildings, 17 acres of athletic fields, six tennis courts covering 31,200 square feet, and six basketball courts, covering 12,000 square feet. The University schedules 61 general purpose classrooms and specialized laboratories at the College at Rindge. The allocation of the available square footage includes 54.5% dedicated to housing, dining and related services, 21% dedicated to classrooms, laboratories, and faculty offices, 18% dedicated to recreational facilities, 3.5% dedicated to maintenance and other institutional support functions, and 3% dedicated to administrative functions. The University also maintains its own water supplies and sewer treatment facilities, which are inspected regularly and held to applicable State and Federal standards.  
(Exhibits 8.1, 8.2)

Unique provisions in the New Hampshire state tax code (RSA 7223, Section IV. Real Estate and Personal Property) require that colleges and universities pay property taxes on the portions of their properties that are not directly used for educational purposes. In the most recent year, the University property was valued at \$48,739,700 with \$28,458,862 subject to taxation. The University appealed its most recent valuation, asserting that certain properties were incorrectly assessed and that the wastewater treatment plant was exempt. The matters in question are now before the courts.

The University has experienced significant growth at Rindge in the past decade, with a number of new construction projects completed since the 1998 self-study. These initiatives include the addition of the third and fourth floors to the Library building with the construction of the Marlin Fitzwater Center for Communications (2002), the four Lakeview Townhouse complexes and renovated Health Center (2003-2004), a new Boathouse in 2004, the new Sodexo and Pappas athletics fields (2004), the Lakeside Education Center space adjacent to the Boathouse (2005), the Pierce Lecture Hall in the Campus Center (2006), the Bookstore renovation and the

construction of the new fire station (2007), and a new academic building, Petrocelli Hall (fall 2008).

Each of these construction projects was intended to transform the traditional residential campus in significant ways. The Lakeside buildings moved senior student housing from traditional residential halls to townhouses (one-bedroom and three-bedroom units with full kitchens). Pierce Hall provided the campus community with its first large multi-functional space (2,300 square feet) for lectures, performances, and other events. In addition, the construction of Pierce Hall reduced overcrowding of the student dining commons directly below by adding 840 square feet. The Fitzwater Center addition to the Library created a signature space for Fitzwater programming, provided state-of-the-art classroom, office, and production spaces for the Mass Communication program, improved faculty office space for business and education, and increased available shelving space in the Library (a 1998 NEASC recommendation).

The new walkway leading to the Campus Center and the new University entrance reflect the beginnings of a new University identity. This image is further enhanced with the completion of Petrocelli Hall, the institution's first new academic building since the 1980s. The 23,000 square foot facility has classrooms (including an experimental classroom), conference rooms, computer laboratories, faculty offices, lounges for students and faculty, and dedicated printer and copier rooms. The building will offer wired/wireless networks, projectors and cable TV connections in all classrooms and lounges, and will represent a gain of 5,300 square feet of usable space over the vacated Crestview building.

The nominal capacity of Rindge residence halls is 1,405 beds. The sizable growth in student population caused the University to expand this capacity to 1,482 beds. A strategy was developed to maximize existing capacity. This strategy required conversion of student lounges, doubling up of Community Assistants, tripling rooms in the west-side dorms, and reallocation of office space. The University also worked with an off-campus landlord to secure additional space for students. The University made every effort to ensure that these off-campus students had access to the same institutional resources as the students in residence on the main campus.

The University operates five New Hampshire CGPS centers in leased facilities in Concord, Manchester, Keene, Portsmouth, and Lebanon. Most current leases are written for no more than three years, providing maximum flexibility to make adjustments to meet the rapidly changing student body. Centers vary in size and complexity depending on the number of students served by each center. The facilities for each campus are upscale, convenient, and well maintained. Each of the New Hampshire sites has between six and 11 classrooms and at least one computer lab. All computer labs and administrative offices are connected to the Rindge network, and have password-protected access to all online Library and functional area resources. Each center includes a student lounge area. All full-time faculty have secure offices with full access to the Rindge online network.

The Concord center is unique in that it houses the Doctor of Physical Therapy (D.P.T.) day program. None of the other sites offers programs oriented to day students. At 19,000 square feet, Concord is significantly larger than any of the other centers. The building has nine administrative offices, nine faculty offices, eleven classrooms, two D.P.T. labs, a large computer

lab (24 terminals), three storage areas, a student lounge, and a faculty and staff kitchen area. The University has closed two centers since the 1998 self-study. The Salem and Nashua campuses were consolidated into the new center in Manchester.

CGPS serves a commuter population. D.P.T. students are responsible for their own housing arrangements and receive assistance from CGPS when requesting housing lists or postings within the program. Each center has limited outdoor space for student activities, some with picnic tables, smoking areas, and lawn furniture. Each center has adequate and convenient free parking including adequate handicap accessible parking. All centers are accessible and provide community oriented programs.

The University is in the process of developing a new campus in Goodyear, AZ. (Exhibit 4.6) The new campus will begin offering formal classes later this fall. The University will lease approximately 8,000 square feet from Abrazo Healthcare through the end of 2012. The initial site will begin with a primary focus on the health professions, offering a new A.S. degree in Nursing and a D.P.T. program during the first year. The facility presently houses a diploma nursing program and is designed specifically as a health science/nursing environment. The campus will also offer an evening/weekend M.B.A. program. The space will have a computer lab (16 terminals), two nursing simulation labs, a D.P.T. lab (combining neurological and pediatric), several general classrooms, and ample faculty and administrative space.

Planning is ongoing for a permanent campus in the new Goodyear City Center. (Exhibit 4.4) The University will begin a master planning process to develop the free-standing, permanent campus site this fall. The permanent campus is scheduled for a 30-acre site and the initial construction will create approximately 50,000 square feet of building space, including state-of-the-art nursing, physical therapy, physician's assistant, bio-science, and computer labs. The new facilities will also have significant faculty and administrative office and meeting space. A 10,000 square foot Student Union is planned to include an exercise and recreation center, a bookstore-coffee shop, a cafeteria-food court, and a health & wellness center. Negotiations are underway with potential academic partners to sub-lease approximately 16,000 square feet of the new facilities. Phase I is projected to be completed and functional by September 2012.

The Office of Facilities Management is responsible for the operation of all non-residential facilities at the College at Rindge and shares responsibility for student housing with the Department of Residential Life. The University engaged Sodexo Campus Services in 2002 to oversee the Facilities Management Department, including all exempt and non-exempt staff, and to implement the Sodexo Unit Operating System. The System is designed to efficiently integrate departmental oversight of maintenance, grounds, custodial services, quality control, staff training and on-going communication with the campus. Sodexo coordinates service requests for all University special events, evaluates service employee schedules to insure effective utilization of staff, tracks identified maintenance including deferred and repair schedules, reviews campus compliance with ADA regulations, and works with senior administrators to coordinate and manage all construction and renovation work performed by outside service contractors.

The Facilities Management Office oversees maintenance, repairs and regulatory compliance of existing spaces and the design, construction and project management of new buildings. That Office also works closely with the Vice President for Finance and Administration on all Town of Rindge and State of New Hampshire issues related to zoning, licenses, waste water treatment, the six college wells, and all safety and environmental management issues. Facilities Management recently coordinated the complete renovation of the University's wastewater treatment plant at a cost of just under \$3 million.

The University undertakes capital resources planning related to academic and student services needs, support functions, and financial planning as a part of the Senior Administration review of expenditures. The planning for capital expenditures is coordinated by the Vice President of Finance and Administration and occurs in the year prior to the actual expenditures. Department heads are requested to identify and prioritize physical resource requirements as well as deferred and planned maintenance needs. All departments participate in this process and recommendations are compiled by managers and submitted to the appropriate Vice President for review and recommendation to the President.

Implementation and maintenance of classroom technology is shared by the Information Technology (IT) and the Media Services departments and is guided by the recommendations of the University Computing Advisory Committee (UCAC), which is chaired by the Dean of the College at Rindge and comprised of representatives from all major campus constituencies. The upgrades in IT support, hardware, and software since the 1998 self-study have been significant.

The IT Department also supports network connectivity and computer labs at Rindge and at each CGPS center. Computer use is governed by a computer use policy developed by UCAC. The labs are usually reserved for classroom teaching, but are also available for general use when classes are not scheduled. The Journalism Lab in the Fitzwater Center is reserved for use by Mass Communication students. For the most part, Franklin Pierce is a PC environment. There is one Macintosh lab on the Rindge campus predominantly used by Graphic Communications students. Software and hardware upgrades are performed regularly and faculty course software needs are routinely surveyed in order that labs can be ready before classes begin. The Rindge campus has five computer labs with a total of 100 lab computers, with each lab offering free laser printing facilities.

Student technicians are trained annually to be available to assist IT in maintaining labs and delivering service to students, faculty and staff. The University recently added a Library learning commons (Bray Collaborative Technology Center) on the lower level of the DiPietro Library equipped with computers, white boards, printer, copier, scanner and extended desk space for student use. All full-time faculty are provided with individual computers and have network access in their offices; part-time faculty typically share computers and have similar access.

The University currently uses two distinct Learning Management Systems (LMS) to support academic programming. WebCT is used primarily on the Rindge campus to supplement class-based learning. The WebCT LMS is supported internally by the IT Department and housed on Rindge servers. eCollege is used almost exclusively in CGPS for all online and hybrid courses. The eCollege LMS is housed and supported by eCollege in Denver.

The University LAN is a 100mb network. Each Rindge building is connected through a fiber optic line and Ethernet cabling is used within buildings. CGPS buildings are serviced by T1 lines. The network is segregated by student, administrative, and computer lab traffic designations. Students in the residence halls are required to register their personal computers with Net.Reg (which forces installation of a virus scanner), before they are allowed access to the network. The University deploys commercial firewall and spam filters which are updated daily, and a redundant switch fabric, back-up generator, and UPS guard the network from failures. The IT department employs SSL certificates and SSH on systems exchanging sensitive data to client computers, and strongly enforces the use of university-issued identification and passwords. Ideally, the computer replacement cycle is three years; upgrades are driven by the capital budgeting process and procedures. Vision software has been installed in computer classrooms to permit faculty to lock and release lab computers during class time. Servers are upgraded on a three-to-five-year cycle. The University has started implementing VMWARE, server virtualization technology with cluster configuration, to provide system redundancy and quicker disaster recovery, and to meet increased need across campus. Incremental data back-up is done daily, with data back-up retained at a separate location for three months.

The IT department is redesigning a LAN at each CGPS center to provide greater accessibility and faster services. CGPS centers are all outfitted with wireless capacity. The CGPS Concord center has two ceiling mounted LCD projectors and computers. All other CGPS centers have LCD projectors and laptops stored on media carts that are delivered to the classroom upon request. All centers will have ceiling mounted LCD projectors for each classroom over the next five years.

The University is installing a wireless network on the Rindge campus, with the Library, Lakeside, Petrocelli Hall labs, Marcucella Hall, and Pierce Hall areas now complete. To meet increased demand, the University implemented a new DS3 circuit, expanding the bandwidth by 250%; a network assessment indicates that an additional segmentation of the network is needed to further improve performance. The University is considering new course management software as a possible replacement for WebCT. A new content management system has been added to improve the new website. Finally, IT is assessing a limited roll out of Vista in the near future. A capital request for the required upgraded computers has been submitted; IT also purchased an online Vista tutorial which will be available to faculty and staff.

### **Appraisal**

The University has made significant strides in expanding and improving the physical plant since the 1998 self-study. The intentional focus on adding to campus space and targeting specific uses intended to enhance student life and learning have resulted in a College at Rindge that is attractive, well-maintained and much better prepared to meet existing student needs and to serve student, faculty and community interests. For example, the Fitzwater Center addition to the Library improved faculty office space for the departments of Business and Education, increased available shelving space in the Library, and created an advanced communications instructional and production facility that includes television studios, editing suites, a radio station, journalism lab/polling center, classrooms and offices.

Careful attention has also been given to designing and maintaining all CGPS leased facilities using similar goals and objectives as appropriate. The new Manchester and Concord premises demonstrate this continued strategy.

Despite this progress, several challenges remain. While the enrollment pressure at Rindge is likely to diminish in the fall of 2008, the campus housing environment requires attention in several areas. Limited flexible lounge spaces, cramped Experience Director and Community Assistant residences, and limited staff space constrain residential programming and limit the ability to attract residential life student assistants and employees. Most spaces originally designated as student lounges in the residence halls have been either converted into student rooms or have been taken over as academic space (Northwoods Community Room, Mountain View Community Room, Edgewood and New Hampshire/Mount Washington Main Lounge). Several offices are now located in residence halls.

Longer-term issues include removal of the pottery kiln from the first floor of the Monadnock residence hall, replacement of the nine-year old Pierce Village modular housing and relocation of staff and faculty offices not directly affiliated with residential programs. Pierce Village was added in response to an earlier housing shortage on campus with the intention that it would be in use for three years. Necessity has required that it continue in use for an additional six years and it is clear that it must be replaced soon. The modular housing is aging rapidly, and it is increasingly expensive to run and difficult to maintain. The Career Planning & Placement (CP&P) facilities need to be enhanced to keep pace with enrollment and student demands. This program is essential to the University's integration of liberal learning and professional preparation and will need to be relocated and its facilities upgraded to reflect a more professional face for outside employers.

During the self-study process, surveys of faculty indicated that space and resources appeared adequate for teaching and learning, but some concerns were noted. Technology concerns indicated rising unmet requests for use of computer labs by regular (non-computer) classes, increased demand for wireless accessibility in classes, and increasing use of the internet and digital projectors in the classroom. While the University has continued to expand technology capabilities in its classrooms and has expanded the number of wireless access points and portable computer carts, it has not been able to meet all demands.

The University has strategic planning processes for ensuring that the physical and technological resources are in place to support teaching and learning. These processes, however, do not consistently provide for input from Academic Affairs and there can be a disconnect between what is going on in the classroom and what is found in the strategic plan.

Although the construction of Petrocelli Hall will bring a state-of-the-art academic building to the campus, including new and technology-rich teaching and learning environments, it will only marginally increase total teaching space. The University had originally planned to raze Crestview Hall once Petrocelli Hall was completed. However, recognized need for additional space in academic and non-academic areas has compelled reconsideration of that plan.

CGPS has grown significantly in the last decade to meet the needs of students seeking degrees in a wide variety of fields and professions. Programs are offered at five sites in New Hampshire, and programming will begin this fall in Goodyear, AZ. The classrooms and labs are well equipped with traditional classroom equipment and teaching supplies. There is, however, a need for enhancing the classroom technology at each center. This enhancement is important as technology is increasingly integrated into classroom pedagogies and support materials.

Preparations for the development of a permanent Goodyear campus call for a design-and-build process based on the careful development of a master plan. The Vice President for Strategic Initiatives will direct this initiative. Master planning will commence later this fall, with the design phase for the initial buildings beginning in July 2010. The Phase I facilities would be scheduled for completion by the fall of 2012, and will include approximately 50,000 square feet of space. The long-term development plans, extending out to 2026, are far more ambitious and include facilities comprising approximately 90,000 square feet in additional space. Phases II and III will include Student Union, Medical Practitioner, Workforce Academy/Global Management, Nursing Education, and Teacher Education buildings. The proposed progression of facilities and programming represents the institution's best thinking at this time and is subject to changes in the market, emerging programming needs, and the availability of resources.

Despite dramatic improvements and expansion of technology infrastructure and support since 1998, the University continues to face challenges in meeting the rising expectations and demands from students, staff, faculty and the general public. The IT operation has become decidedly more strategic in its planning process since the 1998 self-study. This strategy has resulted in increased training for staff, more opportunities for staff interaction with peers at other institutions, better recruiting processes, increases in the use of hosted solutions and outside services, and a general re-engineering of tasks to bring more automation and self-sufficiency to IT and IT services. In consequence, the upgrade of the ARMS system for campus safety and the DS-3 bandwidth expansion are expected to be completed by the fall. Student computer labs at Rindge will be upgraded this fiscal year and the multi-year implementation of an upgraded student information system is estimated to be completed by the end of 2010.

The University launched its new public website on April 22, 2008. The site was designed to be the primary source of information for prospective students seeking admission to the undergraduate College at Rindge and CGPS, and is visually aligned with the University's new graphic identity, which was created as part of the transition to university status. The visual templates and technical foundation for the website were created by Radwell Communication, Design of Northampton, and Titanium. The site is hosted by Pair Networks, a certified carbon-neutral hosting service. Specific improvements and enhancements include a new clear and logical site map, updated images and text for most upper-level pages, and improved navigation for CGPS audiences. Large PDF files have been converted into HTML pages so users are not frustrated by unnecessary delays.

### **Projection**

The Vice President/Athletics Director will create a taskforce to conduct an audit and review of the existing master plan. This process will begin in the spring of 2009. The taskforce will be

charged to develop a facility plan for the next ten-year period. The plan will outline the short-term, mid-term, and long-term projects for the Rindge campus. The plan recommendations will be integrated into the next Strategic Plan, scheduled for 2011-2015. The facility plan will be presented to the President and Senior Staff by April 2010.

The Vice President for Student Affairs will create a taskforce charged to design an action plan to return space presently dedicated to overflow student housing and administrative responsibilities to use for student activities. The task force will be convened this fall, and the action plan will be presented to the President and Senior Staff by the end of spring 2009.

The Provost will create a taskforce charged to develop a five-year Academic Resources plan for Rindge and CGPS. The recommendations will be integrated into the next Strategic Plan, scheduled for 2011-2015. The taskforce will be convened in spring 2009, and the plan will be presented to Senior Staff by the end of April 2010.

The Vice President for Student Administrative Services will create a taskforce to develop a five-year Information Technology plan for all campuses. The plan recommendations will be integrated into the next Strategic Plan, scheduled for 2011-2015. The task force will be convened in spring 2009, and the action plan will be presented to the President and Senior Staff by the end of April 2010.

The development of a permanent Goodyear campus is an extension of the existing Franklin Pierce. The 30-acre parcel of land in downtown Goodyear presents a unique opportunity to build an educational complex from the ground up. The Vice President for Strategic Initiatives will develop a Goodyear Master plan for the short and long-term development of the physical campus. Planning will begin this fall, and the final Master Plan will be presented to the President by the end of April 2010.

The University considers the new website launched in April 2008 to be Phase I of an evolving web presence that will grow to include enhanced multi-media interactivity, and opportunities for student expression. The Vice President for Institutional Advancement will convene an ad hoc committee to create and conduct a survey of University stakeholders that will assess the utility and accuracy of the Phase I website. Stakeholders will also be requested to make recommendations for Phase II additions and improvements. The committee will be convened in fall 2008, and the recommendations will be presented to the President and Senior Staff by the end of April 2009.