

Standard 8



Physical
Resources

Standard 8: Physical Resources

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The growth and development of OSU's physical presence is a continual reflection of the University's advancing and expanding mission. In its infancy the University's agricultural mission was made clear when a research farm was established eighteen years before the first new campus building was built. Today the campus is a complex combination of facilities that has evolved throughout the years with the maturing of the University and the emerging priorities expressed through the University mission. A past, present, and future look at the University's physical resources shows ongoing evidence supporting and reinforcing this dynamic link.

OSU's examination of its physical resources begins with a brief historical introduction, followed by a description of instructional, research, outreach, and support facilities; equipment and materials; and physical resources planning. The final section features an overall assessment of the physical resources at OSU, integrating data, observations, and projections to identify current challenges and develop strategies for the future.

Historical Perspective

In 1858, Corvallis Academy, the first community school in the area, became incorporated as Corvallis College. In 1868, the Oregon Legislature, invoking the provisions of the first Morrill Act establishing land-grant colleges, designated Corvallis College as "the agricultural college of the State of Oregon." The first Oregon Agricultural Experiment Station was established on the Lower Campus college farm in 1888. A year later, the college moved from downtown Corvallis to its present location with the completion of the first new building, Benton Hall.

Over the next ten years, six more buildings were added. In 1907, the Olmsted brothers, nationally renowned landscape architects of Boston, were commissioned by OAC President William Jasper Kerr to design a master plan for the campus.

Their plan featured an open, pedestrian-oriented campus core with strategically placed quads as the basic organizing component and called for buildings of similar styles to be constructed with similar materials.

Following completion of this campus plan, the College began to expand statewide. This began with the first off-campus Oregon Agricultural Experiment Station in Union, established in Eastern Oregon in 1901. The OAC Extension Service followed in 1911. Extension Service offices and Agricultural Experiment Stations were established in the ensuing years. They provided an OSU presence in each of Oregon's thirty-six counties.

Construction continued on both the main campus and in outlying areas, with the addition of thirty-five buildings between 1909 and 1945. Further construction was significantly impacted by the G.I. Education Bill, implemented after World War II. Enrollment at the College rapidly tripled—from 2,375 students in 1944–1945 to 7,133 in 1946–1947. To accommodate the immense increase in students, faculty, and staff, a large number of buildings (nineteen) were built from 1946 to 1949.

Beginning in the 1950s, the Olmsted plan was replaced by an alternative approach. New facilities were sited in a dispersed fashion and a wide variety of building styles and materials were introduced. This eclectic growth continued with forty-five buildings completed or acquired during the decade.

In the 1960s, the Marine Science Center in Newport was dedicated, the first oceanic research vessel was acquired, and OSU became one of three universities in the nation to take part in the new Sea Grant program. Forestry research facilities, the computer center, and residential housing were among the new buildings added.

Construction, improvements, and maintenance efforts generally continued at a fairly even pace through most of the remainder of the century.

Physical Resources



The OSU campus is a complex combination of facilities that evolved through the years with the maturing of the University and the emerging priorities of the University's advancing and expanding mission.

Social and economic circumstances, always a factor affecting University priorities and campus development, exerted new influences.

Technology exploded in the 1970s; accessibility concerns drew attention in the 1980s; and the passage of Ballot Measure 5, reducing OSU's general fund assistance from the state by \$12.5 million, ushered in the 1990s. These issues as well as others changed the University environment and left legacies that continue to affect decision making today, including the need for more classrooms and residence halls and perennial deferred maintenance issues.

Today's OSU campus stretches from the 421-acre Corvallis main campus to nearly 40,000 acres and more than 500 buildings located across the state.

Instructional, Research, Outreach and Support Facilities

As a prominent land-, sea-, and space-grant university, OSU has a wide geographical scope and encompasses many different programs, activities, and services. University facilities are expected to meet the individual requirements of each identified purpose, operate in an effective and efficient manner, and provide a safe and secure environment. Examined below are facilities on the main campus and in outlying areas, with particular attention to recent technological improvements and access required by the Americans with Disabilities Act (ADA). Facility funding processes and responsibilities of the Facilities Services unit are described, and issues relating to parking, safety, and the adequacy of current facilities are discussed.

Today's Campus

"The state is our campus" is a literal declaration as well as a conceptual idea. Physical facilities supporting the University's instructional, research, service, and outreach efforts exist in

every county of the state and are a continually growing presence to the citizens of Oregon (Figure 8.1).

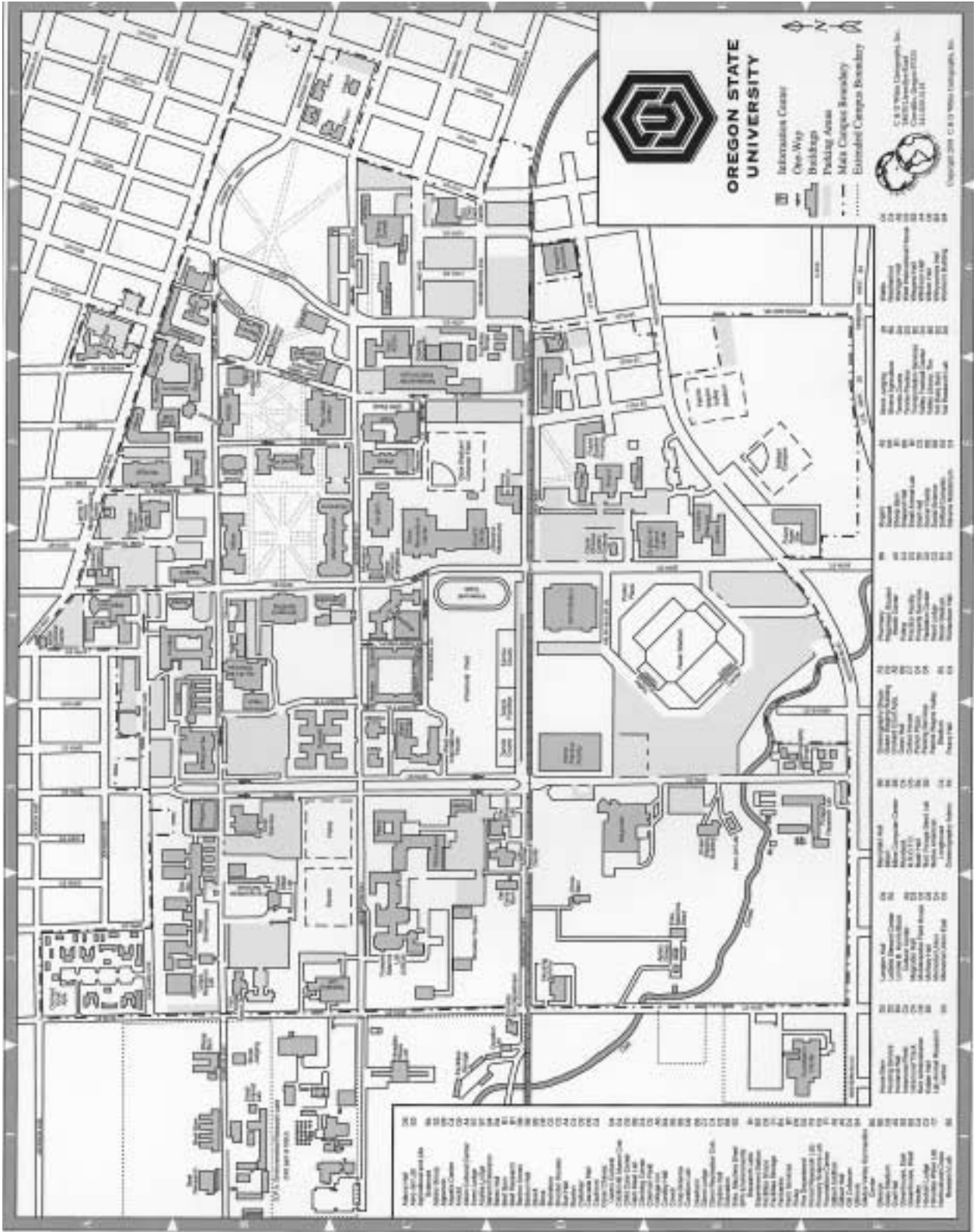
OSU's main campus, in southwest Corvallis, features a spacious core area with historic buildings grouped around quadrangles that give way to long, tree-lined streets. Included in the 421-acre campus are 189 principal buildings along with numerous other smaller structures designed to support academic instruction, research, outreach, and student life. Boundaries are defined by 9th and 15th Streets on the east, 35th Street on the west, Monroe and Orchard Streets to the north, and Western Boulevard to the south (Figure 8.2). A number of streets through the campus are open to vehicular traffic. An information kiosk located on Jefferson Street distributes maps and permits and provides directions to buildings and parking lots.

In addition to the main campus, the University owns or leases over 30,000 acres located throughout the state. Included are agricultural research lands, forests, and the site of the Hatfield Marine Science Center. (See Table 8.1 for details.)

McDonald-Dunn Forests, two adjoining tracts totaling 13,756 acres north and west of Corvallis, are used for forest and natural resource-related research. Physical facilities include offices, warehouses, maintenance sheds, and the Forestry Engineering Harvesting Laboratory. The Forestry Club Cabin has classroom and meeting space, as does Peavy Arboretum Lodge, which is open to the public.

The Hatfield Marine Science Center in Newport is the hub of OSU's coastal and marine research, teaching, and outreach activities. Each year about 300,000 visitors tour the public aquarium that is part of the site. Newport is also homeport for the National Science Foundation's 185-foot ship WECOMA, which is operated by the OSU College of Oceanic and Atmospheric Sciences. In August 2000 the University acquired the ELAKHA, a

Figure 8.2 Oregon State University Campus Map



Source: OSU Facilities Services, 2000.

54-foot research vessel designed specifically to work in coastal and estuary locations. The Center also houses the Marilyn Potts Guin Library (a branch of the main campus library), the Coastal Oregon Marine Experiment Station, the U.S. Environmental Protection Agency, the Oregon Department of Fisheries and Wildlife, the U.S. Fish and Wildlife Service, and the National Oceanic and Atmospheric Administration's National Marine Fisheries Services and Pacific Marine Environmental Laboratory.

The OSU-owned Seafood Research and Education Center in Astoria houses Extension and Experiment Station staff and activities, as well as offices of the Oregon Department of Fish and Wildlife, the Fishermen's Cable Commission, and the Oregon Trawl Commission. The adjoining Seafood Consumer Center includes a large meeting room and three research laboratories.

The Food Innovation Center, built in Portland in 1999, is a joint venture of OSU and the Oregon Department of Agriculture. The Center helps small- to medium-sized food processors, entrepreneurs, and food innovators develop products for new markets by addressing technical, regulatory, and marketing concerns. The two-story facility,

which is owned by OSU, consists of research and regulatory labs, offices, a commercial test kitchen, and a series of consumer and sensory analysis rooms.



The OSU Hatfield Marine Science Center in Newport is the hub of OSU's coastal and marine research, teaching, and outreach activities.

Other outlying campus facilities include eleven branches of the Oregon Agricultural Experiment Station and forty offices of the OSU Extension Service. Experiment Station faculty and staff manage 295 buildings and structures off-campus, including 27 laboratory/office buildings, 175 storage/utility buildings, and 93 auxiliary/multi-use buildings. These properties are located throughout the state in more than twenty distinct and geographically dispersed locations. Extension facilities are located in all thirty-six Oregon counties and accommodate about 175 Extension Service faculty who design and deliver local educational programs. Space for Extension faculty and support staff is provided through arrangements with county government officials.

The OSU Portland Center provides services to the public as well as to University faculty, staff, students, and alumni. It serves as an information center for prospective students and a home base for OSU activities in the Portland area. Offices

Table 8.1
Oregon State University Land Owned or Leased (Acres) 1999–2000

Location	Land Owned	Land Leased
Main Campus	421 ¹	
Agricultural Research Lands		
Adjacent to West Campus	408	
Off Campus	7,867	16,793
Forests (Incl. McDonald/Dunn Forests)	13,756	15,085
Hatfield Marine Science Center (Newport, OR)	281	57
Other	177	2
Total	22,910	31,937
Grand Total	54,847	

¹ Includes the land east of 35th Street only

Source: OSU Facilities Services (9/00); OSU Land Inventory (12/98)

and meeting rooms support the externally focused activities of OSU's Alumni Association, Development Office, Beaver Club, and the office of Distance and Continuing Education.



In both 1999 and 2000, *Yahoo! Internet Life* magazine named OSU as one of "America's Most Wired Colleges."

Off-campus educational support is also offered through the OSU Capital Center in Beaverton and the OSU Central Oregon Office in Bend. Statewide degree programs, certifications, and individualized courses are available at the OSU Capital Center, where facilities include technologically

enhanced classrooms. The OSU Central Oregon Office is a multi-purpose facility for academic advising, non-credit classes and workshops, and off-campus events. In addition, OSU partners with more than twenty community colleges and other institutions in Oregon and the Pacific Northwest in its delivery of Distance and Continuing Education programs.

Recent Capital Construction and Improvements

Significant improvements at OSU during the last decade include new construction and extensive renovations involving both the main campus and the extended campus (Appendix 8.1). Since 1990, there have been twenty-five capital construction projects that were completed at a total cost of more than \$150 million. (See Table 8.2 for details.) These projects added more than 700,000 square feet for instruction and research, athletics, student services, general support, and administration.

Marking the beginning and end of the decade are the two largest projects in terms of both dollars and space—the Agricultural and Life Sciences 2 Building, built in 1992, and the Valley Library Expansion, completed in 1999. The Agricultural building, funded from state and federal sources, was constructed before the full impact of Measure 5, while the Library and most of the remaining construction was funded primarily

through bonds and OSU Foundation fundraising efforts.

Technology at OSU

OSU provides innovative, cutting-edge educational and research services to students, faculty, and staff through a variety of electronic facilities. University computing facilities, coordinated by OSU Information Services, range from supercomputers to multimedia labs and from word processing to computer-aided design, digital video, and CD multimedia development. Operating systems include MAC, Windows, Novell, and Unix. Local-area networks, fiber optic cable, and high-speed broadband networks expand capabilities. Two central computers (Compaq AXP Open/ VMS) support administrative computing, while a third (Compaq 4100 AXP Tru64 Unix) is dedicated to general academic use and augmented by a variety of high-performance computers in the colleges. In partnership with Distance and Continuing Education, Information Services is implementing the Blackboard Web-enabled courseware and portal products on a large Sun cluster.

Three years ago the American Productivity and Quality Center recognized OSU as the leading college in the nation in terms of electronic services to students (Exhibit 8.1.a). In both 1999 and 2000, *Yahoo! Internet Life* magazine named OSU as one of "America's 100 Most Wired Colleges" (Exhibits 8.1.b and 8.1.c). OSU's ranking, which was thirty-five in 2000, is based on a Yahoo survey focusing on the effective use of the Internet and other electronic aids for students throughout the country. At OSU, new students are automatically given electronic accounts once they register for classes. All rooms in residence halls are wired for Internet access, and all residence halls have networked printers. More than 120 new workstations in the Valley Library provide access to the online catalogue (OASIS), research databases, e-mail, and the Internet. Students can submit applications to OSU electronically, register for

Table 8.2
Oregon State University Capital Construction Completed Since 1990

Year	Facility	Gross Square Footage	Total Project Cost	Funding Source
1990	Valley Football Center	15,858	\$7,500,000	Bonds/Foundation
1990	Child Care Center	9,590	\$1,210,000	Bonds
1992	Agricultural and Life Sciences 2 Building	182,437	\$25,375,000	Federal/State
1993	Marilyn Potts Guin Library (Hatfield Marine Science Center)	21,260	\$2,100,000	Grant Funds
1993	Dixon Aquatics Center	42,451 added	\$5,500,000	Bonds
1994	Environmental Computing Lab Addition	6,634	\$2,300,000	Federal/General Funds
1994	West Greenhouse	3,240	\$68,943	AG/AES Funds
1995	MSC Ship Operations Building	5,184	\$3,900,000	Federal
1995	Property Services Building	12,138	\$635,000	General Funds/Building Use Credits
1996	MU West Wing Renovation	—	\$3,170,000	Bonds
1996	Laboratory Theatre	—	\$810,000	Foundation
1997	Cascade Hall/Industrial Building Reconstruction	37,407	\$2,990,000	General Funds/Insurance Proceeds/Parking
1997	CH2M HILL Alumni Center	44,154	\$7,000,000	Gift Funds
1997	Seafood Research Lab (Astoria)	21,875	\$3,330,000 (Direct construction costs only)	Federal Grant
1997	HMSC Visitor Area	—	\$5,500,000	Federal
1998	West Hall Renovation	—	\$13,280,000	Bonds
1998	Valley Football Expansion	33,536	\$5,400,000	Foundation
1998	MU Renovation - Phase II	—	\$2,600,000	Bonds/Foundation
1998	Seafood Consumer Education Center (Astoria)	9,600	\$1,700,000 (Direct construction costs only)	Federal Grant
1999	Coleman Field Renovation	—	\$2,200,000	Foundation
1999	Valley Library Expansion	147,400 added	\$38,800,000	Bonds/Foundation
2000	Reser Stadium Turf Replacement	—	\$1,190,000	Foundation
2000	Food Innovation Center (Portland)	33,185	\$6,322,000 (Direct construction costs only)	Bonds/Development Commission/Federal Grant/Oregon Department of Agriculture
2000	Hawley Hall Renovation	—	\$6,900,000	Bonds
2000	Native American & Black Cultural Centers Renovation	—	\$219,800	Auxiliary/Bonds
2000	Richardson Hall (Forest Ecosystem Research Lab)	97,000	\$26,700,000	Federal/Foundation

Source: OSU Facilities Services (10/00).

classes on the Web, use campus computer labs and kiosks, and check out computer equipment. Unlike some colleges and universities, OSU does not require students to have a computer as a condition of enrollment.



OSU recently built eighteen enhanced classrooms equipped with the latest technological resources. Each has computers, a projector, a VCR, a DVD, Internet access, and a sound system complete with adaptor for the hearing impaired. Ten additional classrooms are equipped with combinations of these new technological components.

Other electronic capabilities are provided by OSU's Communication Media Center (CMC), which supports a wide-area, four-channel broadband TV system that reaches most campus buildings. The entire campus (including residence halls) has been wired by AT&T Cable Services, which also provides a public access channel (Channel 18), enabling the broadcast of educational material. In addition, CMC maintains a satellite uplink/downlink facility connected via fiber optic cable to TV studios and a master control unit in Kidder Hall. This arrangement allows access to TV signals from four distance education classrooms as well as dissemination of information to the state and beyond via satellite, microwave transmission, IP video, teleconferencing equipment, or streaming video.

The OSU Extension Service operates and maintains thirty-eight satellite teleconference downlink sites, at least one in each of the state's thirty-six counties. Equipment includes satellite dishes as well as receivers with C-band, Ku-band, and digital capabilities. During the past year, about ten teleconferences using this system were transmitted from OSU's main campus to county Extension Service offices.

Telecommunication Services provides voice, data, and video services to the main campus as well as

to the Hatfield Marine Science Center and other parts of the extended campus. Also available are local, long distance, and international connectivity for voice, data, and video calls.

The campus is also a leader in implementing adaptive technology. Students, staff, and faculty with disabilities have access to a variety of adaptive equipment, such as speaking computers, Braille translators, and listening assistance and alternative input devices.

ADA – Accessibility

In 1990 the University began a comprehensive self evaluation for compliance with the Americans with Disabilities Act (ADA) (Exhibit 8.2). This process, which focused on program access, was completed under the supervision of the ADA Compliance Officer with the assistance of the University Advisory Committee for Persons with Disabilities (UACPD), the Director of Services for Students with Disabilities, and Facilities Services personnel. Facility concerns raised in the self evaluation were listed in the *Transition Plan*, which was prepared in 1992 and revised in 1994 and 1995 (Exhibit 8.3). All structural modifications identified in the 1995 *Transition Plan* have now been completed. OSU's policy on the services for students with disabilities is provided in Appendix 8.2.

While the University complies with the ADA by making all programs accessible, all buildings are not yet fully accessible. *The Facilities Accessibility Prioritization Plan* (Exhibit 8.3) was developed in 1997 to identify needs for remedial work, with the intent of going beyond ADA requirements and ensuring that individuals with disabilities have functional access to all programs and buildings. The work group formulating the plan included the ADA Compliance Officer, UACPD members, the Director of Services for Students with Disabilities, and Facilities Services staff. This collaborative effort has resulted in a facility

The 1997 Facilities Accessibility Prioritization Plan maps out how OSU will go beyond ADA requirements in assuring access to all individuals.

accessibility database, compiled by Facilities Services, that provides a comprehensive site and building accessibility evaluation (Exhibit 8.4). A current list of building accessibility at OSU is published each quarter in the *Schedule of Classes* (Exhibit 8.5).

OSU complies with the Oregon State Building Code (which is consistent with the ADA Accessibility Guidelines) by requiring that all newly constructed or remodeled areas be accessible. Facility renovations, alterations, and modifications must also ensure that accessibility is available to areas where primary functions occur. The Code also requires that 25 percent of the cost of such projects be dedicated to ensuring accessibility.

Facilities Funding

Facilities are funded through a variety of sources. Funding decision processes are in place and have been designed to promote broad campus inclusion as well as the alignment of proposed projects with the University mission and goals.

Capital Construction Budget Requests

OSU submits a three-biennia Capital Construction Program Request (Exhibit 8.6) to the Oregon University System (OUS) every two years. Campus departments are invited to submit proposals for capital construction projects to Facilities Services, which coordinates the request process and ensures that it is consistent with the University's master plan. Incoming requests are forwarded to the University Space Committee, which reviews and prioritizes the projects based on three criteria: (a) How will the project transform the current and future direction of OSU? (b) How does the project align itself with the mission and goals of the University? and (c) How realistic is the achievement of the project?

The prioritized list is then reviewed by OSU's senior administration, the Dean's Council, the Faculty Senate Executive Committee, the Budgets

and Fiscal Planning Committee, the President's Cabinet, and the Student Executive Council. The President and the Vice President for Finance and Administration give final approval. The list is then sent to the Chancellor's Office, where it is considered along with requests from other OUS institutions before being forwarded to the Governor's Office along with other OUS budget requests (Exhibit 8.7). The Capital Construction budget is submitted and considered separately from the University's Education and General budget. A summary of OSU's capital construction priorities for the next three biennia is presented in Appendix 8.3. A projects update report for 2000 is provided in Appendix 8.4. It should be noted that the 2001–2003

Capital Budget was prepared to integrate with and mutually support the OUS Operating Budget, which translates in the Capital Budget as seeking funds to accomplish the following specific goals:

- **Quality Facilities:** Arrest the significant rate of deterioration of facilities and their lack of code compliance and provide appropriate modernization.
- **Access:** Prepare for growing enrollments.
- **Meet Current State Needs:** Provide appropriate facilities for the wide-ranging missions of the state's higher education system.

OSU supports these OUS goals and concurs that it is essential that a sustained and adequate level of funding from the state for capital projects be established.

Construction to Support Auxiliary Programs

The construction of auxiliary buildings is self-supporting, typically funded through student fees or from income generated by facility use.

**"It's called universal design, and what we're trying to do is hopefully not to segregate people with physical disabilities to a different door or entrance."
—Tracy Bentley-Townlin, Director, OSU Services for Students with Disabilities, in the *Barometer***

Facilities designed to provide services that benefit the student body are eligible to receive funding from student fees. Proposals for student fee support are brought to the Associated Students of Oregon State University (ASOSU), which



The Agricultural & Life Sciences Building II, funded from state and federal sources and completed in 1992, recently received research-based renovations.

approves and prioritizes the allocation of funds. Student building fee projects during the past decade have included the expansion of Dixon Recreation Center, renovations of the Native American and Black Cultural Centers, and the Phase II renovation of the Memorial Union.

Income-generating auxiliaries, such as University Housing and Dining Services, are initially financed through a bond from the state and repaid through user fees over a period of years. Hawley Hall, West Dining Hall, and McNary Dining

Hall were recently renovated and expanded to accommodate a growing student body and changing student preferences. Extensive renovations of similar facilities are scheduled (generally one residence hall per year), and construction of a new residence hall is planned for the 2000–2001 academic year.

Intercollegiate Athletics is also in the midst of a major construction program. Included are a new indoor practice facility, a new softball facility, and an expansion of Gill Coliseum.

Construction to Support Research Programs

The construction of new research facilities primarily occurs through gifts and grants linked to research that will be generated in the facility. Additional support is received from the State Legislature. Research-related projects recently completed include the Agricultural and Life Sciences Building II, the Forest Ecosystem Research Laboratory (Richardson Hall), a renovation of the Pharmacy Laboratory, an expansion of the Radiation Center, and additions to the Hatfield Marine Science Center.

Special Project Funding

Some projects receive financing through donations, reflecting support from the larger community and a perception of OSU's value to that community. The OSU Foundation, Inc., and various departments work with donors to raise and allocate funds addressing the University's missions, goals, and priorities. OSU has expended considerable effort in increasing this source of revenue to compensate for reduced state funding allocations. Recent projects supported by donations include the CH2M HILL Alumni Center, the Valley Football Center, and the renovation and expansion of the Valley Library.

Maintenance Funding

Funding for the maintenance of facilities comes from the Facilities Services general budget, allocated by OSU administration through a recurring base budget for operations and management. Maintenance funding requests for new buildings are submitted to OUS before building construction is completed. The amount requested is based on projected costs and the APPA/NACUBO rate per square foot. Funds allocated to Facilities Services have not kept pace with the addition of over 550,000 square feet of new building space during the past decade. This stretches an already limited maintenance budget and contributes to the current deferred maintenance backlog that exceeds \$50 million (Appendix 8.5; Exhibits 8.8 and 8.9).

Facilities Services

Facility design, maintenance, management, and safety are the primary responsibilities of Facilities Services, which consists of five units:

- **Planning and Construction.** Oversees the planning, engineering, and design functions of the campus, including capital construction projects. Responsible for the evaluation, plan,

design, budget, project management, and inspection of campus facilities, including buildings, grounds, and utilities. Provides professional in-house expertise in the areas of engineering, architecture, design, planning, construction, inspection, and code regulation.

- **Maintenance.** Maintains academic buildings and utility systems, supervises in-house construction and repair projects, and oversees landscape management.
- **Safety and Transportation.** Develops and administers safety programs, enforces occupational and environmental health regulations, and manages hazardous materials. Includes parking and transportation services.
- **Operations.** Manages all facility-related contracts, supervises custodial services and special event setups, oversees computerized information and network operations, including campus fire alarm and access systems. Responsible for in-house stores and accounting.
- **Marketing and Customer Service.** Serves as the primary link to students, faculty, and staff; fields questions; receives work requests; and directs facilities-related emergency calls.

Each department consists of several work units, such as Landscape Management, Parking Services, and Building Services. The Assistant Director of each department reports to the Director of Facilities Services, who reports to the Vice President of Finance and Administration (Exhibit 8.10).

Facilities Services is primarily concerned with issues relating to OSU's main campus. Facilities Services staff members, however, are involved in major construction projects of outlying sites, including the recently completed Seafood Research Center/Seafood Consumer Center in Astoria and the Food Innovation Center in Portland.

Organizational Changes

Facilities Services has experienced significant organizational change during the past ten years. When the decade began, the major tasks of the Physical Plant were maintaining facilities and managing energy operations. Along with a name change, the office's scope has broadened to encompass responsibilities relating to much of the campus infrastructure.

The addition of the Planning and Design Services has allowed for new construction and remodeling projects, as well as long-term planning of the physical campus. The Environmental Health and Safety unit was developed in response to growing concerns about maintaining a safe and healthy campus environment. Parking Services, and more recently Transportation Services, now operate within Facilities Services. The Customer Service unit was added to simplify access to this increasingly complex department and maintain good customer relations.

Maximizing Resources

Since 1991 Facilities Services has absorbed budget cuts exceeding \$3.2 million, even though the campus has physically grown. At the same time, the office has received little or no funding for the operation and maintenance of 550,000 square feet of new construction added to the campus. In response, Facilities Services has made great efforts to maximize available resources to reduce the impact of these cuts on instruction, research, and student services. Processes and procedures within Facilities Services are continually scrutinized to increase efficiency, effectiveness, and value.

**"A new lens for most of the light fixtures costs about \$38.... By saving the gloves and lenses from fixtures being removed, the cost for replacement parts can be reduced or eliminated. These savings are passed along to the departments."
—Larry Kennedy, Building Services Manager, Facilities Services, as quoted in the *Barometer***

One result is a strong Preventive Maintenance Program developed by Facilities Services to extend the life of equipment and prevent breakdowns. Equipment and building systems are routinely serviced and inspected, in some cases using state-of-the-art methodology such as vibration analysis. Similarly, the Roofing Program systematically maintains, repairs, and replaces roofs according to a scheduled plan based on their life expectancy. This approach prevents compounded damage to a building's interior from water leakage.



Landscaping on campus provides a rich array of colors from early spring through fall.

In addition, a zoning system is used for maintenance and landscaping. The campus is divided into zones, with specific staff members assigned to each defined area. This approach has resulted in greater efficiency; staff members work consistently on the same building and become highly knowledgeable about the intricacies of that building. This consistency has the added benefit of developing stronger work relationships.

Facilities Services also contracts with the ISES Corporation to provide an ongoing evaluation of the condition of OSU facilities to determine current and anticipated needs. Each facility is inspected and evaluated with regard to the integrity and safety of structural, mechanical and electrical systems; ADA accessibility; energy efficiency; and other components to determine current and anticipated needs. The resulting *Facility Conditions Analysis* (Exhibit 8.11; Milam Hall example) documents the deferred maintenance, plant adaptation, capital repair, and capital renewal needs on campus.

Resource conservation is an important part of cost-cutting and efficiency measures. For example, Landscape Management is implementing a new system that accurately measures the amount of watering needed to maintain campus lawns. Also, recycling is routinely practiced and extends to the conservation of older building structures that need to be removed from OSU land. In the

summer of 1999 alone, Facilities Services saved ten structures from demolition by selling them and coordinating their moves to other locations.

Improvements in Customer Service

Customer Service's role as the primary link between Facilities Services and OSU staff, students, and the public has become more important as office functions have broadened. Customer Service provides a centralized unit responsible for receiving work requests, responding to facilities emergencies, answering questions, and directing calls to appropriate Facilities Services personnel. A new computerized maintenance management system (Facilities Management Enterprises) makes the job easier by tracking and consolidating functions relating to maintenance, landscape management, energy operations, design services, and accounting. This system results in better-managed resources and streamlined operations and improved communication with campus customers.

In another effort to improve the quality of services provided to the campus community, Facilities Services has developed and implemented Customer Service Standards (Exhibit 8.12). Training in quality customer service is now provided to all personnel on a regular basis, and customer surveys are conducted every two years to identify needs, issues, concerns, perceptions, and satisfactions (Exhibits 8.13 and 8.14).

Internal Planning

Facilities Services has a number of processes in place to address long- and short-term planning. In 1993 the office implemented the Quality and Productivity Improvement (QPI) program, which provides a framework for evaluating an organization and assessing its progress toward achieving best practices. Senior and first-line managers work with a consultant to develop a long-range vision, specific goals for the next five years, and action plans. The result is a strategic plan, which

is annually reviewed and updated (Appendix 8.6). A supplemental marketing plan focuses on improving customer communication and service. The consultant meets with team managers monthly, alternating between the Senior Management Team and the All Managers Team. These meetings provide an opportunity to share knowledge, plan department-wide objectives, and resolve issues involving multiple units.

The Council on Excellence is a committee that brings together employees from diverse areas to explore and resolve issues. The Council meets with the Facilities Services Director to report concerns, explore solutions, and form teams for further problem solving when needed. This process has resulted in innovative and holistic solutions to complex problems.

Safety and Security

The Environmental Health and Safety (EH&S) unit of Facilities Services is responsible for developing and administering safety programs, enforcing occupational and environmental health regulations, and managing hazardous materials. Each academic college and department has an EH&S liaison who serves as an integral part of the safety training and compliance efforts. A valuable resource is the *OSU Safety Procedures Handbook* (Exhibit 8.15), which contains information concerning all aspects of safety (including earthquake preparedness) overseen by Facilities Services.

EH&S administers the Fire/Life Safety Program, which involves annual fire/life safety inspections of campus buildings and residence halls by the local fire marshal and an EH&S inspector. Fire suppression and alarm systems are the shared responsibility of maintenance units in Facilities Services and the University Housing and Dining Services office.

The Occupational Health and Safety Program is also an EH&S responsibility and consists of activities related to safety training, promoting a safe

and healthy work place, checking unsafe working conditions, investigating accidents, and monitoring compliance with state safety regulations. The University complies with Occupational Safety and Health Division regulations, which are based on federal Occupational Safety and Health Administration regulations.

The Radiation Safety unit of Facilities Services administers the Ionizing Radiation Safety Program and the University's broad scope radioactive material use license. The unit is also responsible for ensuring that individuals working with radioactive materials or radiation-producing equipment are monitored and protected from radiation exposure.

The safety and security of persons, property, and buildings on campus is discussed in the General Responsibilities section of Standard 3. Additional information is detailed in *Security Services and Public Safety Policies and Procedures* (Exhibit 8.16).

Parking and Transportation

Parking presents an ongoing challenge to balance the demand for space with a desire for a pedestrian-friendly campus. Over the past decade, the number of student, staff, faculty, handicapped, metered, and open parking spaces has increased from 6,600 to 7,800. Most are located on the campus perimeter, yet the greatest need is in areas close to the campus core, where most academic facilities are concentrated (Figure 8.2). A recent analysis of current and future parking needs (Exhibit 8.17) advocates changing to a unified demand-based parking plan. This type of plan is based on actual parking lot occupancy, rather than the traditional zoning method based on building square footage. Recommendations are currently under discussion.

Bus ridership to the campus has dramatically increased since OSU and the City of Corvallis

**"I'm more on time (riding) the bus than I was last year when I used to try and find parking.... The buses are always prompt."
—Rebecca Terpack, OSU student, in the *Barometer***

worked together to provide a free-ride program for faculty, staff, and students. A corresponding increase in OSU parking fees has likely contributed to the popularity of city bus transportation. OSU is also working with local transit authorities to institute a Transportation Demand Base Management Strategy to encourage alternative methods of commuting, such as carpools, cycling, walking, telecommuting, and scheduling alternative work hours.



The free shuttle bus, developed in response to student input, gives rides from outlying lots to central campus.

An on-campus shuttle bus program was recently introduced in response to student input. The free service provides staff, students, and the public with easy transportation from outlying parking areas to the inner parts of campus (Exhibit 8.18). This arrangement facilitates quick and easy movement between various parts of campus and at the same time supports the idea of a pedestrian-friendly campus core.

Initiated in January 2000, the shuttle averages about 350 riders daily and has elicited positive comments from the campus community. The shuttle is operated by Parking Services, a self-supporting unit that is also responsible for distributing parking permits and enforcing parking regulations.

The Transportation Services unit (formerly the Motor Pool) provides vehicles for use in conducting University business. It also arranges long- and short-term vehicle rental to other public and non-profit agencies. Transportation Services staff members are responsible for renting, maintaining, and repairing more than 500 vehicles.

Transportation Services became part of Facilities Services in July 1999 and at that time conducted a customer satisfaction survey (Exhibit 8.19).

One outcome has been the implementation of a staff training program focusing on basic customer service skills.

Condition and Adequacy of Current Facilities

Several recent achievements have significantly enhanced OSU's ability to offer quality educational programming. These include the addition of a variety of electronic facilities, equipment, and services; the large-scale expansion of Valley Library; and major efforts to bring OSU in compliance with ADA accessibility requirements.

At the same time, OSU has several facility challenges impacting its ability to maintain current levels of service. These include deteriorated classroom facilities, obsolete laboratories, and buildings requiring demolition and replacement. Many campus facilities are aging and in need of substantial funding for repair and replacement. Examples of hazardous incidents include ceiling plaster falling during an interview with a potential faculty member and tumbling ceiling tiles accompanying class lectures. Although no injuries have occurred, stories like these are both alarming and embarrassing.

A fair number of classrooms are in need of major upgrades to replace equipment, improve lighting and acoustics, and add air conditioning. Many rooms have not been painted in fifteen years, window shades are damaged, flooring is worn, and/or furniture is dated and uncomfortable. Most of the instructional laboratories built in the 1950s and 1960s are now in need of major upgrades. Work areas often have obsolete features, inadequate storage, and questionable ventilation and air quality. In general, these labs are in such poor condition that some faculty members are restricted in their ability to deliver quality instruction to students.

In some cases, entire buildings need major updates if they are to continue in use. Two buildings need to be demolished and replaced.

Attempts to repair exterior leaks five years ago in Education Hall revealed a life-threatening structural flaw related to a 1930s upgrade. After an inspection indicated that the exterior wall could collapse in a strong wind or a moderate earthquake, the building was secured in a protective wrap to prevent catastrophic failure. Because of a shortage of space, the building continues to be occupied. Major problems in Snell Hall are related to its floor and wall construction. Thin and crumbling wall insulation not only results in great heat loss and gain, but it also leaks, which caused the exterior wall of the building to badly deteriorate. The type of construction used in the “lift slab” floor makes the building especially vulnerable in earthquakes. Exterior and seismic upgrades would be extremely costly. And then there’s the failing roof. . . . Further investment in this still-occupied building, has been terminated.

The *ISES Facility Condition Analysis* reports (Exhibit 8.11; Milam Hall example) documents the need for many improvements to OSU facilities. Significant budget cuts and reductions in funding have resulted in a current deferred maintenance backlog exceeding \$50 million and plant adaptation needs of \$131 million, as well as additional funds required for capital repair and renewal. Also, a recent analysis estimated the total annual renewal cost related to campus utilities at more than \$1.2 million (Exhibit 8.9). Utility concerns are associated with steam generation and distribution, utility tunnels, storm and sanitary sewers, roadways, walkways, courtyards, and paths. Efforts are underway to obtain funding specifically intended for infrastructure renewal.

The Oregon Agricultural Experiment Station branches throughout the state experience similar challenges relating to aging facilities. Originally constructed in the 1950s and 1960s, many of these facilities have been adapted for temporary service and immediate teaching and research needs only. Most sites require additional class-

room, office, and laboratory facilities; updated communication, electrical, heating, lighting, plumbing, seismic, and ventilation systems; specialized water quality treatment systems; and improved ADA accessibility. Enhancement of these facilities has become a priority to provide a quality work environment and take advantage of current efficiencies, technologies, and research/teaching practices.

Growth and Space Issues

OSU has projected its enrollment to grow from 16,000 students to 20,000 students over the next ten years. This projected increase generates additional pressures to keep up with the maintenance of existing facilities, while at the same time providing space and facilities for program growth and expansion. OSU will need to add 1.6 million gross square feet to meet those needs, increasing the current area from 6.1 million to 7.7 million square feet.

Continued growth will place increasing demands on classroom and laboratory space. OSU’s *2000 Space Utilization Report* (Exhibit 8.20) shows classrooms currently scheduled at about 74 percent of the minimum standard of *OUS Facilities Standards and Guidelines* (Exhibit 8.21). OSU could accommodate a 20 percent increase in enrollment over the next decade, but funding falls short for upgrading old classrooms to meet changing instructional needs.

Laboratory space presents a bigger challenge. A recent study of heavily scheduled departmental labs shows they are utilized at 133 percent of the minimum OUS class laboratory use standard (Exhibit 8.20). Also noted are improvements necessary to refurbish labs in older buildings and provide equipment for additional lab stations. In response to this need, Facilities Services has submitted an \$8 million Capital Construction Budget Request for refurbishing class laboratories.



Recent renovation of the Valley Library enhanced OSU’s ability to offer quality support services, but numerous classrooms, laboratories, and buildings still require extensive upgrades and expansion.

Equipment and Materials

Keeping up with academic equipment is a challenging task. The campus is currently well wired, but computers and other technological equipment require continual updating. Classroom needs for instructional media are growing; furniture tends to be old fashioned, uncomfortable, and unable to accommodate a variety of instructional configurations. Most departmental labs, vulnerable to obsolescence even at the best of times, are generally outdated and poorly equipped. Current laboratory practices involve chemicals, techniques, and equipment not common when the labs were built and stocked. Research labs, usually funded by grants, are more likely to have state-of-the-art equipment, even though furnishings and other materials may be inadequate.

Equipment Management Practices

New and used equipment is acquired for OSU through purchases, installment purchases, lease/purchases, leases, loans, gifts, transfers, trades, or fabrications. The equipment (or fixed assets) inventory is an accounting procedure as well as a method of physically tracking assets. Preliminary inventory records are an automatic part of the invoice payment process for equipment acquired with OSU-administered funds. A physical inventory of capital assets is completed biennially (Exhibit 8.22). As a land-grant institution with a large number of contracts and grants, OSU is required to maintain an inventory control system that meets federal standards. Surplus property is recycled as much as possible to other departments on campus, other state agencies, or qualified non-profit organizations. Some property is sold at public auction after state approval. Specific information and procedures relating to equipment acquisi-



Keeping up with classroom and laboratory equipment needs is an ongoing challenge.

tion, management, inventory, disposal, and record keeping are outlined in the *OSU Property Management Handbook* (Exhibit 8.23).

Another aspect of property management concerns facilities-related equipment. The Preventive Maintenance Program routinely services and inspects 8,500 pieces of facilities-related equipment, as well as the building systems in over 5.5 million square feet of facilities. This program maximizes the life of equipment, extends value, increases efficiency, and prevents breakdowns.

Materials Recycling and Waste Reduction

The Campus Recycling unit of the Property Management office maintains an efficient and cost-effective waste management system. The unit recognizes heroic recycling efforts by annually announcing Recycling and Waste Reduction Awards. Last year Transportation Services was named "Department Recycler of the Year" for recycling or reusing 75 percent of its shop-generated disposable materials, including motor oil, antifreeze, refrigerants, tires, batteries, and paper, as well as water from the University car wash.

Hazardous Waste Practices

OSU has established policies and procedures for the safe use, storage, and disposal of hazardous material. The primary document for the chemical safety program is the *OSU Chemical Hygiene Plan* (Exhibit 8.24). Based on state and federal safety and environmental regulations, the plan applies to chemical handling operations for both staff and students. The Environmental Health and Safety (EH&S) unit in Facilities Services administers the chemical safety program and monitors compliance with policies and procedures. EH&S also is responsible for the Hazardous Waste Disposal Program. All procedures are in accordance with state and federal regulations.

Central administration funds the cost of chemical waste disposal, eliminating any financial factors that might prompt improper disposal procedures in the departments. Radioactive waste is the responsibility of the Radiation Safety unit and the Radiation Safety Officer in EH&S, using procedures directed by state and federal regulations.

Physical Resources Planning

Two major ongoing committees work collaboratively on campus and space planning. The Campus Planning Committee, composed of faculty, staff, and administrators, determines overall planning directions and makes recommendations to the President's Cabinet. The University Space Committee plans the use of campus space and makes recommendations regarding capital construction requests. This committee includes the Provost and Executive Vice President, the Vice President for Finance and Administration, the Vice Provost for Research, and the Vice Provost for Academic Affairs.

Planning by these groups includes attention to facility accessibility, security arrangements, and possible funding sources. Both committees work cooperatively with Facilities Services staff responsible for the development of the OSU Master Plan. The Campus Planning Committee examines and refines plan options, policy recommendations, and development strategies. The University Space Committee provides vision and guidance and makes a recommendation to the President's Cabinet for final plan approval.

Decisions and actions by the two committees and Facilities Services take into account an enormous amount of information, including enrollment projections; space allocation criteria; funding resources; building design factors; construction specifications; infrastructure and technology components; transportation and parking issues; accessibility concerns; environmental and

safety considerations; community relationships; and input from students, faculty, staff, various constituencies, special interest groups, and the general public. Such information is screened and applied as it relates to OSU's mission, goals, and priorities for instruction, research, outreach, and student support.

Various documents, reports, and compilations of data have been developed to provide direction for facilities planning decisions. Facilities Services has contributed numerous information pieces, including the *Capital Repair/Deferred Maintenance Study* (Exhibit 8.9), the *Building Inventory* (Exhibit 8.25), the *Assignable vs. Allowable Area Report* (Exhibit 8.26) and the *Building Valuation* (Exhibit 8.27). OUS has generated *Space Standards* (Exhibit 8.21) and the *Classroom and Instructional Laboratory Space Utilization Report* (Exhibit 8.20). Special project reports include the *Facilities Accessibility Prioritization Plan* (Exhibit 8.3), prepared by the University Advisory Committee on Persons with Disabilities, and the *Functional Building Access Guide* (Exhibit 8.4), submitted by the Office of Services for Students with Disabilities.

Three recent and significant planning activities—a revision of the University's Campus Master Plan, the campus lighting plan, and a comprehensive parking study—are described below.

The Campus Master Plan

OSU has produced a campus master plan (*OSU Campus Development Plan*, Exhibit 8.29) since 1909, beginning with the Olmsted plan that guided early efforts to establish the architectural design and character of the main campus. By implementing these recommendations, OSU developed into a distinguished campus with compatible buildings connected by a series of



The University recently revised the Campus Master Plan, created a campus lighting plan, and conducted a comprehensive parking study.

attractive walkways and streets. Changes occurred in 1945 when a wide variety of architectural styles and materials were introduced and



The early plans for OSU's campus development established a distinguished architectural character with complementary buildings, open spaces, quads, and walkways. These principles remain central to the ongoing campus planning process.

buildings began to be sited away from the campus core. In the 1980s, OSU set out to rediscover the integrity of the Olmsted plan. By 1995, master planning efforts included architectural design standards to control the impacts of campus expansion. Construction is now planned to reflect a unity

with existing older architecture. All new developments must have site planning, building designs, materials, and colors reviewed and approved by campus administration (Exhibit 8.28).

The current version of the University's campus master plan (Exhibit 8.29) was instituted at the request of the Oregon State Board of Higher Education, under the direction of OSU's Vice President for Finance and Administration. The OSU planning team analyzed the physical characteristics of campus buildings and grounds, evaluated long-term program needs for all components of the campus, and developed planning goals. Team members included the Vice President for Finance and Administration; the President of the Faculty Senate; the President of ASOSU; the Architect from the College of Agricultural Sciences; the Director of Housing and Dining Services; and representatives of Facilities Services (the Assistant Director of Planning and Construction, the University Planner, and the University Architect), Admission and Orientation, the Student Disability Task Force, the research faculty, the instructional faculty, Athletics, the Memorial Union, Intramural Sports, and the LaSells Stewart Center.

Central to the ongoing planning process are essential elements of the Olmsted plan, translated into design principles that guide contemporary

planning. These consist of endurance (designing for longevity), cohesiveness (ensuring visual uniformity and consistency over time), collegiality (providing for communal spaces to encourage interaction in the campus community), functionality (assuring effectiveness, accessibility, flexibility, and user-friendliness), and connectivity (facilitating movement across the campus). The plan details campus organization and growth capacities, projected facilities needed to support current and future programs, concepts and components for growth, and project priorities.

The Campus Lighting Plan

Illumination levels selected for campus lighting are based on data from a survey involving representatives of Facilities Services, OSU Administration, and OSU students. This group examined existing lighting conditions and made recommendations based on safety concerns and pedestrian use. The resulting *Campus Lighting Master Plan* (Exhibit 8.30) was implemented in 1990. More than 200 lights were installed, leading to improved night visibility and safety on campus. A Campus Night Walk-Through is scheduled twice a year, ensuring continual monitoring of lighting and safety conditions. Ten Emergency Blue Lights identifying phone lines directly connected to Security Services have been installed as a result of this process.

The Parking Study

A unified demand-based parking plan has been recommended as a result of a comprehensive parking study analyzing present and future parking and transportation needs at OSU. The plan recognizes the interrelated use of campus buildings and is based on actual parking lot occupancy, rather than the traditional zoning method based on building square footage. The proposal advocated in the 1999 study (Exhibit 8.17) is being revised by Kittleston Engineers as part of

the master planning process. The revision focuses on Transportation Demand Management techniques to lower parking demands by shifting use of private vehicles to other forms of transportation. Annual adjustments to parking quantities and demands would be required, even in the absence of building construction. This approach would make it necessary for OSU to commit funds from a source other than that provided by new building construction.

Assessment

OSU strives to provide quality physical resources that support instruction, research, and outreach, as well as enhance the ability of the University to meet its mission and goals. To support that effort, the University (and Facilities Services in particular) has implemented ongoing assessment activities to collect, analyze, and report information for physical resource planning and decision making. That information has been useful throughout the self study; a significant amount has been incorporated into the previous descriptions of facilities, equipment and materials, and physical resource planning.

Considered altogether, the self study assessment activities lead to a classic good news/bad news scenario. Since the last accreditation visit, OSU has undergone significant cuts in legislative funding, challenging the University to provide improved quality with diminished resources. Facilities Services has made significant efforts to streamline its operations and maximize its resources in order to minimize the impact of these cuts on instruction and research. Additionally, OSU has successfully boosted funding from other sources, resulting in the construction and renovation of several important facilities, including the Valley Library and the CH2M HILL Alumni Center.

Significant strides have been made in other areas as well. OSU has assembled an impressive array of educational and research services for students,

faculty, and staff through a variety of electronic facilities and equipment. The campus is also a leader in implementing and applying adaptive technology, including specialized equipment for students, faculty, and staff with disabilities. All OSU programs are now fully accessible to those with disabilities, and major efforts are underway to make buildings fully accessible. Nevertheless, OSU has a number of facility challenges directly associated with its ability to maintain current service levels. These include deteriorated classroom facilities, obsolete laboratories, and buildings requiring demolition and replacement. Such conditions are inconsistent with OSU goals to create a compelling learning experience and achieve the status of a top-tier university.

Deferred maintenance on the campus currently exceeds \$50 million, and adaptive improvements needs total about \$130 million. Despite some recent improvements, a fair number of classrooms and departmental labs have obsolete equipment, outdated technology, and poor furnishings and are in need of refurbishment. This situation affects OSU's ability to attract and retain quality students, researchers, and faculty. A funding request for refurbishing class lab facilities has been submitted to the State Legislature—historically, however, these requests have been unsuccessful.

Another challenge relates to operating and maintenance funds. Facilities Services has received little or no state funding for operating and maintaining several large new buildings. This situation makes it increasingly difficult to keep new buildings in optimal condition and requires accessing funds originally allocated for other facilities.

Aging buildings are also a significant concern. Several buildings, including Snell Hall and Education Hall, are at the end of their useful



The CH2M HILL Alumni Center represents OSU's success in bringing funding from outside sources to support facility expansion and improvement.

lives, with leaking roofs, unstable exterior walls, poor lighting and circulation, and outdated space

“We have no funding to repair [Education Hall]. Until funding becomes available, we can not proceed with demolition, renovation, or replacement.... Any of these three options will require relocation of the existing tenants. We have no space available to move those tenants into.”

—John Koch, Assistant Director of Planning and Construction, Facilities Services, in the Corvallis Gazette-Times

organization. A request for their demolition and replacement has been submitted as part of the Capital Construction Budget.

Projected increases in student enrollment will create additional pressures to keep up with the maintenance of existing facilities, while at the same time providing space and facilities for growth and expansion. In OSU’s

strained financial environment, most renovation and new construction will not be feasible without the support from the State legislature and private sector. The following strategies, developed as part of the master planning process, are suggested for gaining that support and making efficient use of available resources:

- Consider an incentive-based program to encourage units to maintain efficient use of existing infrastructure and space.
- Conduct detailed studies of the use and efficiency of existing buildings, with attention to remodeling versus new construction, utilities cost savings, and gains in space and program efficiency.
- Evaluate alternative approaches to encourage the merit of gains related to tangible and intangible returns on facilities investments.

- Encourage program integration and cooperation, with measurements established for gains in operational and space efficiency.
- Define and communicate priorities clearly so funding efforts can be consolidated to take advantage of economy in scale.
- Incorporate small projects into large projects whenever possible to maximize potential benefit from project size and cost.
- Heighten awareness of the importance of facilities upkeep and routine maintenance, and show a projected result to gain support from the legislature and the general public.
- Explore creative ways of marketing projects so they are attractive to the general public and the private sector.

In addition to funding issues, the Facilities Services staff has identified the following priorities for immediate attention: (a) improve accessibility by going beyond ADA requirements and providing full access to all OSU facilities, (b) implement the new parking plan while developing and maximizing alternate transportation methods, (c) continue to streamline department functions through refining the Computer Maintenance Management System, and (d) refine the Master Plan to ensure that physical resource development continues to support the University’s mission and goals.

Resources

Figures

- 8.1 *OSU Statewide Sites (Map)*. OSU Extension and Experiment Station Communications, 2000.
- 8.2 *Oregon State University Main Campus (Map)*. OSU Facilities Services, 2000.

Tables

- 8.1 *Oregon State University Land Owned or Leased: 1999–2000*. OSU Facilities Services, 2000.
- 8.2 *Oregon State University Capital Construction Completed Since 1990*. OSU Facilities Services, 2000.

Appendices

- 8.1 *Oregon State University Capital Construction and Improvements: 1990–2000*. OSU Facilities Services, 2000.
- 8.2 *Oregon State University Services for Students with Disabilities (May 13, 1997)*. Oregon State University, General University Policies.
- 8.3 *Oregon State University Capital Construction Priorities*
 - 8.3.a *Capital Construction Priorities: FY 2001–2003*. OSU Facilities Services, 2000.
 - 8.3.b *Capital Construction Priorities: FY 2003–2005*. OSU Facilities Services, 2000.
 - 8.3.c *Capital Construction Priorities: FY 2005–2007*. OSU Facilities Services, 2000.
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- 8.5 *Oregon State University ISES Facilities Condition Analysis Executive Summary 1999*. OSU Facilities Services, 1999.
- 8.6 *OSU Facilities Services Strategic Plans: 2000–2005*. OSU Facilities Services, 2000.

Exhibits

- 8.1 *Technology at Oregon State University*
 - 8.1.a *“Oregon Among Nation’s Top ‘Wired’ Universities”*—Stephen Swanson, OSU News and Communication Services (4-13-99).
 - 8.1.b *“America’s 100 Most Wired Colleges”*—Rob Bernstein, Yahoo! Internet Life (May 2000).
 - 8.1.c *“America’s 100 Most Wired Colleges 2000”*—Rob Bernstein, Yahoo! Internet Life (May 2000).

- 8.2 *OSU ADA Self Evaluation: 1993*. Oregon State University, Office of the President.
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- 8.4 *OSU Functional Building Access Guide: September, 1999*. OSU Facilities Services, 1999.
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- 8.9 *Oregon University System Capital Repair/ Deferred Maintenance Study. Oregon State University: January, 2000*. The Pacific Partners Consulting Group, 2000.
- 8.10 *OSU Facility Services Organizational Chart: March 2000*. OSU Facilities Services, 2000.
- 8.11 *OSU Facility Conditions Analysis. Milam Hall*. OSU Facilities Services, 2000. [Note: Milam Hall is an example. Similar reports are available for other OSU buildings.]
- 8.12 *OSU Customer Service Standards*. OSU Facilities Services, 2000.
- 8.13 *OSU Facility Services 1996 Customer Survey Report*. OSU Facilities Services, Spring 1998.
- 8.14 *OSU Facility Services 1998 Customer Survey Report*. OSU Facilities Services, Spring 1998.
- 8.15 *OSU Safety Procedures Handbook. OSU Administrative Policies and Procedures Manual*. Facilities Services, October, 1994.
- 8.16 *OSU Security Services and Public Safety Policies and Procedures*. OSU Facilities Services, 2000.
- 8.17 *OSU Parking and Transportation Plan: June 1999*. OSU Facilities Services, 1999.
- 8.18 *The OSU Shuttle Bus Route and Schedule*. OSU Facilities Services, 2000.

- 8.19 *OSU Transportation Services Customer Service Survey Recap: March, 2000*. The Richard-Multanen Group, LLC, OSU Facilities Services, 2000.
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- 8.26 *OSU Assigned vs. Allowable Area Report: 1998*. OSU Facilities Services, 1998.
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- 8.28 *OSU Design Criteria*. OSU Facilities Services, May, 2000.
- 8.29 *OSU Campus Development Plan: 2000–2010 Draft*. OSU Facilities Services, 2000.
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- Note: Exhibits 8.31 to 8.34 are not referenced in the OSU Self Study Report.**
- 8.31 *OSU AutoCAD Drawing Standards*. OSU Facilities Services, June, 2000.
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