

CSM Planning Committee Final Report

September 2, 2010

REVISED D R A F T

The CSM Planning Committee has met regularly since its inception March 4, 2010. At the first meeting Co Chairs LeRoy Stoner and Richard Stockbridge were elected and a regular weekly meeting scheduled at 9:00 a.m. on Tuesdays was established.

A. Information Gathering Stage March/April

CSMPC reviewed the 2005 consultant's report commissioned by UWM on the facility's condition and potential uses. In addition the Committee solicited and reviewed some 108 email suggestions from the campus community, interviewed potential users and toured the facility. The Committee invited representatives from campus units such as Housing, Parking, Child Care Center, and Norris Health Center to articulate interest in facility and evaluated potential program revenue sources.

UWM Business and Financial Services provided insight into potential avenues for financing the acquisition and the impact financing might have on use. The committee was advised that UWM's need for student housing had been reduced significantly due to the building of Riverview and the planned September 2010 opening of Cambridge Commons. Parking reported that it could only be expected to finance and maintain the part of the facility actually serving as parking. The committee recognized that GPR supported borrowing was not a very likely scenario unless some change was made in the way UWM assesses overhead on research grants.

On April 12 a tour of the facility provided the committee with first hand information regarding the nature and condition of spaces in the complex. Numerous comments were heard regarding how well many UWM uses would fit into the facility and the committee returned to take up the charge of "planning potential uses of the Columbia St. Mary's Hospital facility."

B. Assessment Guidelines for Potential CSM Occupants

After discussion CSMPC adopted guidelines to identify campus units that, by occupying CSM space, would:

- a. secure better facilities than currently occupied to serve teaching and office needs - in recognition that much of CSM would serve teaching and office needs very well without extensive renovation (the Medical Arts and Clinical Bldgs).
- b. expand opportunities, by vacating their current space, for expansion by other campus units
- c. create interconnected teaching, student services, clinical laboratories, research, and/or infrastructure opportunities not presently provided by campus physical facilities
- d. provide as yet unavailable opportunities to showcase campus units that can increase student, investor, and other funding opportunities.
- e. provide excellent opportunities for teaching/research/residence space that is congruent with the current uses of CSM. This includes: clinical laboratories (applicable to units in the College of Health Sciences, College of Nursing); and current uses of residence halls and future possibilities.

Three working groups were formed to identify potential occupants.

Health Sciences: Paul Florsheim (Addiction & Behav. Res/HBSSW & SPH) Chair, Tim Patrick (Health Sciences), Rachel Schiffman (Nursing), Rodney Swain (Letters & Science)

Natural Sciences: Richard Stockbridge (Math Sci/EMS) Chair, John Reisel (Mech Engr/EMS), Paul Lyman (Physics & PEC), Rodney Swain (Letters & Science), Eddy Tysoe (Chemistry/Biochemistry)

Auxiliary/Student Services (incorporates Classroom support, Student Services as well as other student areas): Jim Hill (Student Affairs) Chair, Brian Bromberek (Student), Kyle Duerstein (Student), Enrique Figueroa (Roberto Hernandez Center & APBC), Jon Lenichek (Enrollment Services & ASC), Laurie Petersen (Student Accessibility Center)

Potential occupants were considered on range of variables such as:

- a. "excellent fit," "reasonable fit" "extensive remodeling required to fit" "does not fit"
- b. immediate occupancy (6 - 8 months), intermediate occupancy (1-3 years), long range (3 years and beyond)
- c. amount of space required - reference to UWM Master Plan
- d. extent of remodeling required - none, moderate, extensive
- e. synergies between proposed occupants
- f. cost of remodeling and time required
- g. back fill benefits to campus departments
- h. program revenue potential

The attached work sheet provides greater detail about the committee's assessment of the potential space assignments articulated in the following Sections C. D. And E.

C. Potential Opportunities for Occupation of CSM Space

In its considerations the CSM Planning Committee has noted recommendations articulated in the recently completed UWM Master Plan:

- Create a series of academic neighborhoods on the Kenwood campus to both improve adjacency within disciplines and collaborations across disciplines.
- Respect the adaptive reuse qualities and the character of the existing buildings.....,
- Include an allowance within each school and college for study space and student life space (10% total) which is expected to occupy and eliven the ground floors in particular
- Combine one-stop student service programs with other student and academic services to forma a larger "Main Street" concept, with high access programs on the ground floor and back office functions on the upper floors.

The following tables are informed by one or more of these recommendations.

UNIT	ASF Current	ASF Need	Urgent Needs	Ease of Relocation Cost/Time	Back Fill opportunity	Generate Revenue	Possible Location
<u>I. Academic Units - Health Related</u>							
CHS Clinical Labs		TBD	1	1	1	4	E
Health/Medical Informatics Phase 1		14,800	1	1	1	5	E
Medical Imaging		6,000	1	1	1	4	W
College of Health Science (Includes all CHS Depts)	60,000	82,000	2	3	1	4	C, E, W
Health/Medical Informatics Phase 2		7,400	2	1	NA	5	E
School of Public Health Phase 1		56,540	2				*
Nursing Simulation Labs		35,500	2.5	1	1	5	W
Interdisciplinary BioBehavioral (Inc new units CON/CHS)		44,294	2.5	3	3	4	E, W
CABHR		3,500	3	1	3	4	E, W
Psychology Clinic (to be confirmed by L&S)	1600	2,400	3	1	1	3	E, M, W
School of Public Health Phase 2		45,145	3				*
		SubTotal				297,579	
Additional Space for Campus Life (5% of SubTotal)		14,879					

POSSIBLE LOCATIONS: C=Clinical Bldg. E=East Wing M=Medical Arts N=Nursing W=West Wing

* Pending Plans for Building 7 at the Pabst Site

Summary of Priorities:

1. Create grouping of related, **interdisciplinary clinics**
2. Create grouping of related Health **research** activities
3. Create grouping of related **academic/education** activities

Rationale:

Guided by the principle that thematic organization of programs and units in CSM will best serve interdisciplinary education and research, non-thematic space needs can then be served by back-filling the space opened by the themed movement of programs and units to CSM.

In general, these units would not require extensive renovation of existing CSM space due to the preponderance of health related activities.

Following is a listing of health-related programs and units, grouped by the categories of clinics, research, and academic/education, that are priority candidates for relocation in CSM.

Proposals:

1. Create grouping of related, interdisciplinary clinics
 - a. **College of Health Sciences (CHS):** Speech & Language Clinic, Campus Ergonomics Services, Human Movement Sciences (HMS)-Active Living Community
 - b. Psychology clinics
 - c. Norris Health Center

d. Interdisciplinary: rehabilitation clinic

2. Create grouping of related **Health Research Activities**

a. **College of Health Sciences:**

(i) Communication Sciences and Disorders (CSD)- Stuttering & Fluency Laboratory; Augmentative & Alternative Communication Laboratory; Dysphagia Laboratory; Child Language Laboratory; Speech Physiology Laboratory; Language Assessment Laboratory.

(ii) Occupational Therapy (OT)- Assistive Technology and Universal Access (ATUA) Laboratory; Behavioral Health and Human Occupation Laboratory; Human Interaction and Physiology Laboratory; Occupational Ergonomics Laboratory; Rehabilitation Research Design & Disability (R2D2) Center

(iii) Clinical Laboratory Sciences (CLS)- Clinical Laboratory Sciences Laboratory; Immunology Laboratory; Environmental Microbiology Laboratory; Pharmacology/Toxicology Laboratory; Multiple Sclerosis Laboratory; Medical Microbiology Laboratory;

(iv) HMS-Active Living Community; also, HMS would have an interest in any of the mri/ct units staying at csm.

(v) Health Care Informatics (HCI)- Instructional computer lab; Health Care Informatics Research computing lab; Natural Language Processing lab; Ontology lab

b. **College of Nursing:** Biobehavioral lab; Sleep Studies lab; Self- Management Science Center

c. **Biomedical and Health Informatics Program**

Rationale: This program is currently located in the College of Engineering & Applied Science as well as other locations and has affiliations with the Medical College of Wisconsin. Locations at CSM will provide synergies with other medicine-related groups there, such as the School of Public Health and may benefit from proximity to a (relocated) Department of Mathematics and will enable all of the program members to be located in one area. It will also help to free up space in the engineering building and allow for additional CEAS expansion. This is an extremely good fit for CSM.

d. **Medical Imaging Laboratories**

Rationale: Much of the space, particularly in the basement of CSM is currently used for medical imaging using X-rays and thus is ideally suited for medical imaging laboratory space so that the fit is excellent. Facilities would be required to enable patients to be studied as part of these laboratories so that the infrastructure available in a hospital would be ideal for such interactions.

Occupancy: The medical imaging group currently has urgent needs for space for new hires and since remodeling would be relatively minimal since the space is currently used for medical imaging, the space could be occupied as hires are made.

e. **Address long-term research space requirements.**

Rationale: The above recommendations will take care of many of the pressing space needs for the STEM departments and centers. Nevertheless, it should be borne in mind that there will be longer-term needs once the space that has been made available in various STEM departments by these moves become occupied, there will be additional longer-term needs. These may be met by off-campus expansion plans, but it would be prudent to plan to have additional expansion space available at CSM.

f. **School of Public Health:** The faculty of the School of Public Health would like to leave open the possibility

of the occupying a portion of CSM to cover some of the anticipated space needs that may not be satisfied at the Pabst site.

Rationale: The facilities offered by a hospital would seem to be ideal for a School of Public Health. In addition, CSM is close to the School of Nursing and would facilitate cross collaborations between these Schools. In addition, CSM has the facilities to allow people to visit since there is parking space and good bus transportation to the UWM campus. There are also possible synergies between a School of Public Health and other health-related disciplines which could easily be co-located with the School of Public Health.

Comments: There is also a group that will focus on health issues. However, since the School of Public health includes academic contributions from the science departments, it is appropriate for this group to discuss these issues. There was some discussion of the alternative Pabst site, which is perhaps closer to the communities that it will serve. However, from an academic point of view, locating the School of Public Health at the CSM site would allow close interactions with other centers and departments on campus and transport to the CSM site is relatively easy.

g. **Helen Bader School of Social Welfare: Center on Addictions and Behavioral Health CABHR**

3. Academic/education grouping

- a. College of Health Sciences: CSD undergraduate and graduate programs; OT undergraduate and graduate programs; HCI graduate program; CLS undergraduate and graduate programs; HCA undergraduate program; Health Sciences PhD program; OT and HMS have an interest in the High Fidelity Clinical Simulation unit (see below). Finally, the BS program in Nutrition might want to use some of the kitchen facilities as the program moves forward, especially if a dietetics specialist comes on board.
- b. College of Nursing/Interdisciplinary: High Fidelity Clinical Simulation unit
- c. Interdisciplinary: Medical Informatics PhD program; **Biomedical and Health Informatics Research Institute**
- d. Accommodate **School of Public Health** components as appropriate

RANKINGS 1 to 5 # 1 is Highest Priority or Value

UNIT	Current ASF	Needed ASF Per M Plan	Urgent Needs	Ease of Relocation Cost/Time	Opportunity to Back Fill	Generate Revenue	UNIT
II. Instructional Space							
Classrooms Phase 1 (Current Total Deficit 14,000)		14,000	1	2	1	1	E, W
Honors College in Honors House	3,200	4,640	1	1	1	5	N
SOIS (Includes Instructional Space)	10,000	18,000	1	1	1	3	M
Undergraduate Science Center Phase 1		30,000	1	3	1	5	E, W
Math Department	28,000	36,000	1.5	1	1	5	M
ESL Instruction (To be discussed with L&S)		TBD	1.5				E, W
Classrooms Phase 2 (Future Total Deficit 31,000)		17,000	2	3	1	1	
Learning Center/Smart Classrooms		TBD	2	3	1	5	E, W
Undergraduate Science Center Phase 2		30,000	2				E, W
Non-Department Academic Programs (Center of Centers)		TBD	2				
"More Graduates for Wisconsin Budget DIN"		67,000	3				
If funded 5,274 HC incr (17%) by 2015; 8,276 (27%) by 2025							
		SubTotal				216,640	
		Additional Space for Campus Life (5% of SubTotal)				10,832	

POSSIBLE LOCATIONS: C=Clinical Bldg. E=East Wing M=Medical Arts N=Nursing W=West Wing

Summary of Priorities:

1. Address current campus classroom shortage identified in recent Master Planning process
2. Provide classroom space for residential Honors College
3. Move School of Information Sciences (SOIS) to CSM
4. Move undergraduate science teaching laboratories to the CSM site to create an Undergraduate Science Center.
5. Move the Department of Mathematics to CSM - most suitably in the Medical Arts building.
6. Move ESL instruction to CSM
7. Create contiguous space for Non Departmental Academic Programs (Center of Centers)

In general, these moves would not require extensive renovation of existing CSM space due to the preponderance of health related activities or housing needs as in the case of the Honors College.

Proposals:

a. **Current classroom shortage**

Specific issues relating to classroom facilities were raised in interviews and meetings with the UWM community during the recent Master Planning Process. Concerns were raised relative to the quantity and location of classrooms. In addition, classroom size, furnishings, and technology were all raised as issues of concern.

The overall lack of classrooms to accommodate 35 to 50 students was noted. This need has been amplified as overall University enrollments have grown. Apart from the size of classrooms, relative location was also noted as a problem.

- b. **Classroom space for residential Honors College.** University Housing indicates there is strong interest in creating a living learning center for Honors College students.

Occupancy: first priority as housing in the nurses dorm has already been used by UWM, good fit with existing facilities .

- c. **School of Information Sciences (SOIS)**

Rationale: Move would facilitate grouping of similar programs that could share administrative and space resources. HELP

- d. **Department of Mathematics**

Rationale: The space occupied by the Department of Mathematics in the EMS building is not sufficient for current needs. Since the EMS building also houses the growing College of Engineering, no expansion space is available in EMS. Such a move offers the possibility of creating synergistic groupings of faculty and staff so affiliated areas, such a medical informatics and others, might be co-located with the Department of Mathematics.

Fit: The fit with the space in Columbia Saint Mary's, in particular with the Medical Arts building, is excellent since this currently contains primarily office space

Occupancy: The Department of Mathematics could move within a few months of the space being available.

- e. **Undergraduate Science Teaching Laboratories** to create an Undergraduate Science Center.

Rationale: The initial plans for CSM from 2004 excluded the location of laboratories in the CSM building since it was felt that the ceilings in much of the building were too low to accommodate the service required for modern research laboratories. However, current space limitations in the Science departments, notably Physics and Chemistry and Biochemistry, severely inhibit the possibility for future growth. This will require finding additional laboratory space. Undergraduate teaching laboratories, however, have much less stringent requirements for sophisticated service than do faculty research laboratories. This move will create expansion research laboratory space in the science department facilities which will require minimal remodeling.

Additional advantages arise from potential synergies that would occur by co-locating laboratories for different disciplines. It was felt that such expansion would occur primarily for the science departments, since the pressure on undergraduate laboratories in engineering was less severe.

Fit: This would be an excellent fit for the space since the requirements for undergraduate laboratories are less severe than for research laboratories and so will fit into the space available. Such an integrated Undergraduate Science Center would also be a powerful tool for helping to attract students to the natural science and engineering. It should be noted that the quality of the space in CSM should be higher than that already occupied by the Departments of Chemistry and Biochemistry and of Physics otherwise it will be difficult to convince these departments of the benefits of the move. It is therefore recommended that funds also be made available for upgrading the undergraduate laboratory equipment as part of the overall costs.

Occupancy: A portion of the laboratories could be moved within the first year. However, it would be necessary to ensure that the services were available (air extraction, gas supplies etc) for subsequent retrofitting of the laboratories.

Program revenue potential: While locating teaching laboratories in CSM will not directly generate program revenue, the additional space made available in the science departments will allow for expansion to generate additional extramural funding

f. **Non-departmental Academic Programs** - create a "*Center of Related Centers*"

Rationale: Move facilitates grouping of similar programs that could share administrative and space resources.

Occupancy: TBA

RANKINGS 1 to 5 # 1 is Highest Priority or Value

UNIT	Current ASF	Needed ASF Per M Plan	Urgent Needs	Ease of Relocation Cost/Time	Opportunity to Back Fill	Generate Revenue	UNIT
III. Auxiliary Services							
Child Care Center (1st floor requires 50% of asf)	25,000	35,000	1	4		4	C
Honors House Residence (100 Beds flrs 2-4 Sch of Nurs)		18,500	1	1	1	1	N
Norris Health Center	8,000	12,500	2	1	1	3	C
Parking & Transit Offices		TBD	2	1	1	1	
Lease to Outside Enterprises		TBD	3				
Restaurant Operations	NA	1,800	3	1	5	1	E
UWM Union Conference operation		TBD	3				
University & Alternative Housing (p. 43 CMP Report)		189,000	3	2	NA	1	E, W
SubTotal		203,300					
Additional Space for Campus Life (5% of SubTotal)		10,165					

POSSIBLE LOCATIONS: C=Clinical Bldg. E=East Wing M=Medical Arts N=Nursing W=West Wing

Summary of priorities:

1. Move the Child Care Center to CSM.
2. Honors College student housing, visiting faculty, conference attendees
3. Move the Norris Health Center to CSM (coincident with Health Sciences recommendation)
4. Parking & Transit Offices
5. Lease to outside enterprises
6. Provide restaurant operations as need/opportunity arises
7. Alternative housing as supported by Auxiliary/student Services workgroup

Proposals:

a. **Child Care Center**

Rationale: The requirements include: a 45-50,000 square foot facility with 14,000 square feet of first/ground floor access, 20-25,000 square feet of playground and drop spot for 49 cars at peak hours twice a day. The Children’s Center feels that they could benefit from a family housing complex if this idea was developed by Auxilliary Services

Occupancy: first priority to facilitate IRB construction

b. **Honors College Student Housing**

Rationale: University Housing indicates there is campus interest in the creation of an Honors College with a housing component.

Occupancy: first priority as housing in the nurses dorm has already been used by UWM, good fit with existing facilities

c. **Norris Health Center**

Rationale: This would be a good fit as a great deal of space could be easily modified to meet their needs. Estimated need of approximately 20,000 square feet of space could centralize their current operations at CSM. Additional revenue may be possible in the future by providing expanded health care services to the campus and neighborhood communities.

Occupancy: first priority due to ease of fit

d. **Parking and Transit Offices.** Relocate from Union to make space available for student activities

Rationale: Proximity to major parking spaces. Rental revenue for use of space.

e. **Lease to non-UWM entities.**

Rationale: To develop revenue to be used to retire bonds issued for purchase

f. **Restaurant Operations**

Rationale: Restaurant Operations may have an interest in food service operations at CSM depending on what programs and services will be located at the Columbia St. Mary's campus. If interested, Restaurant Operations would need approximately 2,000 square feet of space at a minimum for a Grind and/or a food operation similar to Enderis 120. The work group also discussed the possibility of leasing the current food outlets that exist in CSM to outside vendors for program revenue opportunities.

UNIT	Current ASF	Needed ASF Per Master Plan	Urgent Needs	RANKINGS 1 to 5 # 1 is Highest Priority or Value				Possible Location
				Ease of Relocation Cost/Time	Opportunity to Back Fill	Generate Revenue		
IV. Main Street - Student Services								
Academic Opportunity Center	4,467	6,477	3	2	1	4	E, W	
Career Center	3,885	5,633	3	2	1	4	E, W	
Cashier's office	2,985	4,328	3	2	1	4	E, W	
Center International Education	6,278	9,103	3	2	1	4	E, W	
Enrollment Services	15,318	22,211	3	2	1	4	E, W	
Financial Aid	4,156	6,026	3	2	1	4	E, W	
Office of Student Life	1,047	1,518	3	2	1	4	E, W	
TRIO and PreCollege Programs	7,909	11,468	3	2	1	4	E, W	
Student Accessibility Center	3,800	5,510	3	2	1	4	E, W	
Women's/LGBT Centers	2,064	2,993	3	2	1	4	E, W	
		SubTotal						
						75,267		
		Additional Space for Campus Life (5% of SubTotal)						
						3,763		

POSSIBLE LOCATIONS: C=Clinical Bldg. E=East Wing M=Medical Arts N=Nursing W=West Wing

Rationale: The recently completed Campus Master Plan recommended *combin(ing) one-stop student service programs with other student and academic services to forma a larger "Main Street" concept, with high access programs on the ground floor and back office functions on the upper floors.*

CSM offers opportunity to group significant number of student services in highly accessible facility that includes adjacent paring.

UNIT	Current ASF	Needed ASF Per Master Plan	RANKINGS 1 to 5 # 1 is Highest Priority or Value					Possible Location
			Urgent Needs	Ease of Relocation Cost/Time	Opportunity to Back Fill	Generate Revenue		

V. Support and Administration

Special Storage for Collections		TBD	1					
Strategic Reserve (Bolton Project requires 43,400)	0	68,000	1	1	NA	5	E, W	
UITS	63,800	80,000	2	2	1	4	E, M, W	
Incubator and Consolidation Space	0	10,000	2	2	1	2	E, W	
Alumni and Development	3,911	6,000	3	2	1	4	E, M, W	
Finance and Administrative Affairs	16,560	24,000	3	2	1	4	E, M, W	
Graduate School Operations	14,000	24,000	3	2	1	4	E, M, W	
Human Resources	4,612	6,700	3	2	1	4	E, M, W	
University Police	8,629	12,000	3	2	1	4	E, M, W	
SubTotal		230,700						
Additional Space for Campus Life (5% of SubTotal)		11,535						

POSSIBLE LOCATIONS: C=Clinical Bldg. E=East Wing M=Medical Arts N=Nursing W=West Wing

Create Strategic Space Reserve

Rationale: The most urgent need is the surge space for the Bolton project, soon to be followed by surge space for Holton, Johnson, Merrill. The committee favors maintaining some space that's available for relocation, consolidation and other possible short term uses.
 Occupancy: first priority, good fit

F. KEY OBSERVATIONS RESULTING FROM CSMC'S PLANNING PROCESS

- CSM does NOT solve all UWM space needs - campus space needs exceed space available at CSM
- CSM is just one component for addressing space issues raised in recent Master Planning Process
- CSM fits in with discussions regarding Wauwatosa and Downtown sites
- Increased operational costs will be incurred by Campus to support CSM occupants
- Costs of locating some campus needs at CSM may be prohibitive
- Traditional Program Revenue as a source to fund CSM acquisition has diminished since 2005 HGA feasibility study
- The CSM site will be developed incrementally over 20 - 25 years

G. RECOMMENDATIONS

- UWM should develop a coherent and strong theme/concept to the strategic space needs that would be satisfied at CSM. It will be more powerful in the ongoing dialog and better received as a unified direction - it signals to others that we know priorities and have a plan to achieve them.
- UWM should capitalize on the strengths, expertise and passion of the CSM Planning group. The committee is in a unique position to shine a light on and reaffirm the strategic importance of CSM to campus access and research mission.
- UWM should be skillful and transparent about communicating cost estimates, time frames, etc. so they do not become distracting to core focus and create competition among initiatives that should be viewed as complementary.
- UWM should activate a "Building Sub Committee" through Physical Environment Committee to continue planning use of the Columbia St Mary's facility. A Pre Design Committee/Forum should be considered with membership drawn from representatives of the following units. This group would logically continue the work of the current committee and refine the analysis begun in the attached "Potential CSM Uses" worksheet.
 - Child Care Center
 - Norris Health Center
 - Health Sciences
 - School of Public Health
 - Nursing
 - Mathematics
 - University Housing
 - School of Information Sciences
 - Graduate School
 - Honors College
 - Administrative Operations
 - Clinical Psychology
 - etc.
- UWM should look to the overall benefit that CSM offers to the campus and send a message of "coming together". Reaffirming CSM as a key component in a series of important integrated physical development initiatives that embrace other aspects of the campus vision (ie: collaboration, partnering, entrepreneurship, etc.) It can be a model for future planning and decision making.

CSMPC Report prepared August 5, 2010

Committee members:

Kyle	Duerstein		Student
Paul	Florsheim	FAC	Addiction & Behav Res/HBSSW
Lee Ann	Garrison*	FAC	Art and Design
Jim	Hill	VC	Student Affairs
Jon	Lenichek	AS	Enrollment Services (ASC Rep)
Paul	Lyman	FAC	Physics (PEC Rep)
Tim	Patrick	FAC	Health Care Admin/CHS
Laurie	Petersen	DIR	Student Accessibility Center
John	Reisel	FAC	Mech Engr/EMS
Travis	Romero-Boeck		Student
Rachel	Schiffman	Dean	Nursing
Richard	Stockbridge	Co-Chair	Mathematical Sciences/EMS
LeRoy	Stoner	Chair	Theatre/PSOA
Rodney	Swain	Dean	Letters & Science
W.T. Eddy	Tysoe	FAC	Chemistry/Biochemistry
Louisa	Eastman	Staff	Secretary of the University Office
Chris	Gluesing	Staff	Univ Architecture and Planning
Dennis	Stecker	Staff	Space Management and Design
Ruth	Williams	Staff	Provost's Office