Columbus State Community College
MASTER PLANNING
COLLEGE AND COMMUNITY ASPIRATIONS AND WANTS

Introduction

With the aim of developing a truly comprehensive vision for the future of Columbus State, the master planning process is designed to be highly inclusive of the College stakeholders and community members. The information embedded in this report was collected as part of a comprehensive ‘data gathering’ effort in the first phase of the master planning process. This report summarizes the collective concerns, wants and aspirations heard from Columbus State Community College faculty, staff, students, and administrators regarding the current and future physical College environment and facilities. Major themes as heard from community executive leaders are documented separately in Appendix B.

College and Community Engagement

Engagement Process Overview

The engagement process was designed in concert with the Master Planning Steering Committee, co-chaired by Dr. Jack Cooley, Senior V.P. for Academic Affairs; Terri Gehr, Senior V.P. for Business and Academic Services; and Dr. Jan Rogers, V.P. for Student Affairs, to ensure maximum participation from the College and community stakeholders. A diverse range of engagement sessions were specifically designed to encourage open dialogue and information sharing. Key to the engagement was thinking about the College comprehensively as ‘One College’ – to include the two Campuses, the nine regional Centers, and Bridgeview golf course.
The College community was asked to reflect upon the College’s heritage, assess its current condition and needs, and share its aspirations for its successful future. Community stakeholders were invited to share their thoughts about the planning effort at Columbus State and its impact on the communities it serves, and discuss potential partnership opportunities that could be leveraged.

The engagement process included over 70 one-on-one and group interviews with College leaders and community stakeholders. In addition, 14 College focus group sessions with up to 20 participants each were held. The Engagement Subcommittee managed the scheduling and invitations for the focus groups assuring diverse participation of Columbus State faculty, staff, students, and administrators.

Open Forum Sessions at the Columbus Campus and Delaware Campus

And finally, to give everyone at Columbus State the opportunity for engagement, four open forums were held, two each on the Columbus and Delaware Campus giving faculty, staff, and students the opportunity to share their thoughts about their needs and the future of the College. Additional input was further solicited through survey questionnaires posted on the College Master Planning website.

Information Processing Methodology

A large amount of qualitative information was collected throughout the four months of intensive engagement meetings (from August 2011 through November 2011). The issues discussed during each session were thoroughly documented and collectively collated and transcribed into thematic categories. Amongst the variety of issues discussed, some repeatedly rose to the top and have been identified as higher priority needs than others.
College Stakeholders Engagement Findings

Overview

The information collected during the engagement process represents the diversity in user groups that together embody the College community and its needs. It was clear from the feedback received that Columbus State is highly valued for providing affordable and convenient access to a range of program options, and the College faculty and staff are personally vested in the future of the College and student success. Participants valued both the opportunity to discuss their long-term aspirations for the College, as well as near-term needs they want to see addressed. The participants valued the need for a long-term aspirational vision for Columbus State, but have pressing current concerns and near-term needs that they want addressed.

The needs varied from physical facilities to institutional policies and academic and strategic priorities. Some needs were relevant to the College as a whole; some were specific to a department or a program; and some specific to a building, a Campus or a Center. The most common issue was lack of space followed by a mismatch in the quality of the existing space compared to the specific program needs.

A summary of the key themes and priorities that relate closely to facilities and physical campus environments is presented below. A comprehensive listing of all issues and detailed needs, including those related to the College’s strategic or academic planning decisions, is documented in the attached Appendix A.

Summary of Key Themes

The key themes and priorities, as heard from the College community engagement sessions, and which relate closely to facilities and physical campus environments, are divided into the following categories:

1. Identity and Visibility
2. Academic Services and Academic Support
3. Student Life
4. Student Services
5. Administrative Services and Offices
6. Parking, Traffic, and Transportation
7. Support Services and Infrastructure
8. Partnerships.

The comments are summarized as follows.

1. **Identity and Visibility**
   - Campus and Centers need greater visibility of facilities and programs
   - Need more targeted marketing of College programs
   - West of Cleveland Avenue needs to be integrated with the core Columbus Campus
   - Columbus Campus should be designed as outward and open to community
   - College facilities need to be modernized and progressive
   - Need unified branding of Columbus Campus facilities and across all Centers
   - College needs a redesigned progressive logo
   - Need active, visible, and forward thinking sustainable planning, design, and operational strategies
   - To be a true urban campus, the Columbus Campus should have mixed-use facilities and a safe and walkable environment, provide retail and housing opportunities, and be part of the urban grid and connected with more activity
   - Columbus State should be a destination, an exciting place people want to go to
   - Need clear, visible, and lively wayfinding and signage (electronic displays where possible)
   - Delaware Campus needs its own physical and programmatic identity
   - Leverage Bridgeview Golf Course as a College asset and leverage its visibility in the community

2. **Academic Services and Academic Support**
   - Need more classrooms and classrooms of the right size
   - Need state-of-the-art learning spaces that are equipped with technology, allow flexibility and smart learning, are accessible, and have flexible furniture
   - Need additional instructional computer and career and technical program labs
   - Need dedicated open computer labs for students
   - Need labs that are designed to be discipline and use specific
   - Need a larger / additional testing center at Columbus Campus and additional testing venues at regional Centers
   - Need larger tutoring center space at the Columbus Campus that could be part of a ‘student success center’, and include larger computer lab for self-paced learning, and dedicated math tutoring area
• Need larger faculty training space for instructional technologies
• Need spaces for faculty-student interaction
• Need flexible/shared office spaces with storage area for adjuncts in all buildings
• Want full-time and adjunct gathering spaces
• Need to define student success holistically to include non-degree paths
• Provide a dental hygiene clinic on the Columbus Campus
• Need space for Career and Technical / Skilled Trade programs to grow to be able to meet industry demand
• Need a larger facility to house EMS, Fire Sciences, and Public Safety (possible locations suggested: Delaware Campus, Bolton Field)
• Provide a dedicated performance facility for Music and Theatre programs
• Provide a space for Construction Sciences on the Columbus Campus that showcases sustainable design while teaching in it
• Provide industry connected Workforce Development incubator spaces
• Offer more Technical and Workforce Development programs at the Delaware Campus
• Leverage location of Centers to build Distance Learning and support regional workforce needs
• Centers should offer Development Education courses
• Could Centers be a model for workforce needs/training (trade skills) that are geographically relevant or do we aggregate these specific geographic workforce needs for better efficiency?
• Tutoring at Delaware Campus is limited and at Centers there is nothing formal – mostly faculty working in hallways with students
• Delaware Campus needs bigger seminar rooms
• Programs should be offered in renewable energy technologies at the Delaware Campus along with employing those technologies on Campus
• Programs offered at Centers are seen as limiting by students; provide programs at Centers that are in high demand (basic science courses, nursing, career and technology)

3. **Student Life**
• Need more and visible student activity spaces; provide a ‘Student Center’ on Columbus Campus
• Want comfortable spaces to study, to talk, to listen to music, to hang out with peers
• Need more neighborhood activity / retail spaces / café environments
• Want recreation and athletic fields and physical activity spaces at both campuses (for faculty as well)
• Want a bigger and more than one gym at the Columbus Campus
• Campus should have a ‘wellness or health center’
• Need spaces designed to meet Veteran needs (including counseling)
• Need “on the path”, more, and diverse eating venues and food options
• Need affordable housing options for students near Columbus Campus
• Need subsidized housing or temporary shelters for homeless students
• Provide additional opportunities for business incubation through student life
• Provide interfaith and multi-cultural facilities to support diversity

4. Student Services
• Existing Student Services is extremely tight on space
• Need centralized one-stop-shop Student Services; provide a ‘student services / welcome center / student success center’ building as front door to Columbus Campus
• Co-locate tutoring, counseling, advising, placement testing, veteran services with student services as part of a ‘student success center’ at the Columbus Campus
• Move back offices out of the Columbus Campus to free space
• Promote greater access to student services from the Delaware Campus and Centers
• Delaware Campus needs additional area for advising
• Need a ‘childcare center’ for student and staff use at both campuses
• Need an alumni office or ‘alumni center’ in the College

5. Administrative Services and Offices
• College out of office space
• Need offices for shared use with flex hours
• Build swing space to offer flexibility when renovating spaces
• Strategically consolidate offices and staff that are split in many facilities and move some off-campus if needed
• Locate Telephone Information Center and back-offices off-campus
• Need large and small group training areas and conference rooms dedicated for College use
• Provide dedicated parking to increase Conference Center use
• Need large event space to accommodate entire College community
- Need staff lounges
- Reconfigure Bookstore space
- Need dining space designed specifically for conducting business lunches
- Food Services space is highly inadequate; explore sustainability in Food Services
- Provide facilities that support Delaware Campus becoming a full-service campus
  Use Business Services space at Moeller Hall more effectively

6. Parking, Traffic, and Transportation
- Want more parking at the Columbus Campus
- Need more visitor and first-time student parking
- Provide structured parking – above and below grade
- Provide remote parking with shuttle service to the Columbus Campus
- Need electronic displays to show parking availability
- Need better parking management and enforcement
- Resolve unsafe pedestrian crossing across Cleveland Avenue
- Provide safe bike and bike storage facilities
- Provide a safe and convenient walking environment
- Provide more convenient public bus routes
- Provide shuttle service between Delaware and Columbus Campuses
- Convert one-way streets to two-way
- Plan for additional parking on the Delaware Campus
- Need an internal connector road on Delaware Campus
- Parking at Dublin Center is insufficient

7. Support Services and Infrastructure
- Protect and enhance landscaped outdoor spaces; build parks above parking
- Equip learning spaces with working state-of-the-art technology
- Design facilities fully equipped with and prepared to support technology needs of users
- Columbus Campus is running out of storage space - need a larger warehouse facility with a loading dock
- Delaware Campus running out of vehicle storage space; campus needs loading dock
- Delaware Campus needs proper food storage adjacent to a proper cafeteria
- Separate receiving from Bookstore
• Provide handicap accessibility universally
• Need better upkeep of spaces and facilities
• Address disparities between old and new facilities
• Provide designated smoking areas
• Grow Columbus Campus vertically instead of spreading outwards
• Adaptively reuse existing buildings
• Replace warehouse type buildings across Cleveland to revitalize urban fabric
• Low lighting on the Columbus Campus is a safety concern
• Columbus Campus perimeter needs greater security
• Provide panic / emergency call buttons within facilities
• Plan for safety concerns of neighbors when the Delaware Campus expands
• Provide a designated tornado shelter at the Delaware Campus

8. Partnerships
• Collaborate with neighborhood partners and City of Columbus for retail, food services, and housing growth
• Explore partnership opportunities with the City to provide secure bicycle storage
• Explore partnership opportunity with King Arts Complex and Lincoln Theatre around Performing Arts
• King Lincoln has buildings that Columbus State can relocate offices in
• Explore partnership opportunities with schools in the region as they get stimulus and build new facilities
• Explore partnership opportunity with Greif Park development for signage, identity, and programmatic synergies, and walkable connections at Delaware Campus
• Consider OSU-Marion space needs in future planning of the Delaware Campus
• Gahanna model of partnership should be emulated at all Centers

Key Priorities

The diverse representation of College stakeholders brought to the fore specific issues and needs pertinent to individual user groups, as well as issues impacting the College as a whole. Overall, despite the diversity in user groups, the ‘aspirations and needs’ were remarkably shared and synergistic. Within the extensive information collected, some issues repeatedly rose to the top and have been listed below as needs most often identified. It is important to note that these needs are not data driven; these are priorities as perceived by the College community.
Needs Most Often Identified by College Stakeholders

- College out of office space across the board
- Build a new ‘student services / welcome center / student success center’ facility on the Columbus Campus
- Provide more right sized and active/smart instructional spaces
-Resolve parking issues at Columbus Campus
- Resolve pedestrian safety concerns while crossing Cleveland Avenue
- Build a new ‘student center’ on the Columbus Campus and provide student activity spaces on the Delaware Campus
- Make prominent programs visible to the community
- Meet regional workforce / trade skills needs per industry demands
- Need a bigger multi-discipline EMS, Fire Sciences, Public Safety facility
- Locate Centers in highly visible and modern partnership facilities
- Re-examine role of the Centers (programmatically and services)
- Make use of Delaware Campus acreage
- Provide large and small faculty and staff training spaces
- Better align Bridgeview Golf Course with College mission and consider additional programming at Bolton Field

Next Steps

It is imperative that the Master Plan respond to the needs of the College and its community. The information in this report (along with other institutional, physical, space, facilities, parking, and infrastructure data) will inform a thorough assessment of the current condition of the College facilities and its physical environment. This data will contribute to assessing the existing physical College needs and projecting for the near to long-term needs. The input gathered will also contribute to defining the planning principles and help formulate a collective vision for Columbus State’s Master Plan.

As the planning process progresses, College and community stakeholders will continue to be engaged to build consensus around a shared vision for the future of Columbus State. A master planning process that is inclusive results in sound recommendations that are grounded in the value of the institution and its members, leads to a broader ‘buy-in’ of the final Master Plan, and ensures higher success in its implementation.
A comprehensive listing of all issues and detailed needs is categorized thematically and documented below. It includes the ‘aspirations, issues, and wants’ shared by the Columbus State faculty, staff, administrators, and students during the College community engagement master planning process.

**Identity, Visibility, and Branding**

- Columbus Campus is a “hidden secret”
- Columbus State should be a place people want to be
- Outside world is unaware of Columbus State, especially youngers students (what is its ranking)
- Columbus State is no longer a Junior College; it provides resources to move forward in life
- Students see targeted and personalized commercials (like ITT Tech’s) as appealing
- It is doing a better job being “where the world is going”
- 380,000 SSNs have been part of Columbus State and 80% of Alumni still live in area
- Partnerships are important to visibility
- “Other side” (across Cleveland) of campus should not look like a warehouse anymore – Cleveland Ave should be designed as center of the campus
- Cleveland Ave should be hub of campus life – and Student Services should be integrated with it somehow
- The color red is a uniting color between CCAD and Columbus State; adding additional reds to the downtown campus may help brand the college buildings and unify Cleveland Avenue
- There is no discernible “front door” to the Columbus Campus
- Large parking lot in front of Nestor Hall is not a welcoming or friendly entrance into the College
- The “center” of the Campus is generally seen as the courtyard or Columbus statue
- There should be no “center” - Columbus Campus should all be outward and open to community
• Long Street has tremendous opportunity for student housing – mixed uses with retail, parking deck, offices, and student housing on top
• “CS" logo has high recognition but needs to be redesigned to be more state-of-art, consistent, and play a branding/unifying role on campus buildings
• There should be more visibility of programs (culinary, dental hygiene, automotive, construction sciences/sustainability related) – “education on display”
• Culinary program should be made accessible to add visibility to College and the program
• Renewable energy (Solar, Wind, Geothermal) opportunities should be explored on Delaware Campus
• Sustainability, recycling, and conservation are nearly invisible on campus. Energy conservation, sustainability, green technology, recycling goals should be part of master planning principles. We should have goals that require us to stretch, educate young people and ourselves, make our carbon footprint smaller– we are behind the curve
• Master plan vision should be long-term and aspirational
• Antiquated buildings need to be modernized and progressive - reusing old buildings is wonderful, but they need to be opened-up, need more glass, transparency, light – need to engage with the outside
• Columbus State should be a leader in great design that doesn't cost more to build, that uses resources wisely, and that models conservation, alternative energy use
• Show how to build a building made largely from recycled materials, lead the way, be innovative while conserving and re-using
• Centers are difficult to find – opt for locations that are visible
• To be a true urban campus – need mixed use facilities, part of urban grid, safe/walkable campus that is connected with more activity
• Build mixed-use buildings with lower level used for retail or campus 'energy creating' uses.
• Long Street should be developed as a mixed use corridor
• Housing could make Columbus State attractive to 18 year olds
• Public art - it is hard to appreciate the stone and steel art that supposedly leads to the red sculpture next to the bookstore
• Nestor and Center for Technology and Learning are the two main buildings you see as you enter campus and need a little external updating (accent colors on facades perhaps)
• Columbus State needs to come out of OSU’s shadow
• Delaware Community is not aware of the programs that Columbus State offers at the Delaware Campus – need better marketing
• Delaware Campus needs its own identity regarding technical programs – the facilities need to “show” that through their building design
• Delaware Campus needs to be customized to fit its location and programs

**Wayfinding and Signage**

• Buildings have their names only one side although they are accessed from various sides making it very confusing to find the right buildings
• Want better directional signage/maps on Columbus Campus
• Direction signage on the Columbus campus is understated and almost invisible
• Want more information on what is going on on-campus – billboards, digital signs, computer screens displaying information
• Want more visible and clear entry signage on access road at Delaware Campus – maybe as a piece of art.
• Want better directional signage to parking
• Signage on Campus needs to be bold and colorful and lively like the new Library signage on the ERC building

**Why do students enroll at Columbus State?**

• Affordable – best bargain, best value
• Convenient
• Open enrollment
• Program options – availability of non-credit programming (but this varies with location)
• Access to industry specific training, workforce training, and contract training
• Downtown location of Columbus Campus is attractive
• Small locations of Centers; small class size – how can the College grow and still maintain small campus feel
• Access to four-year institutions (cheaper to transfer)
• Some students come here because they are not sure of what to do – high school students that are not prepared for College drop-out
• Distance learners appreciate the flexibility in schedule, not having to drive, saving transportation costs, opportunity to multi-task
Distance learning success depends on learners’ self-motivation. Difficult or specialized courses are still best learnt with face-to-face faculty interaction.

Longevity of employees makes students navigation through the process comfortable.

The diversity in the student population makes it easy to ‘fit in’

Reasons to select specific location – mostly proximity to home or work, and at times based on where their courses are offered.

Students that attended Delaware Campus often also attended Dublin Center for some classes and sometimes Westerville.

Not a “pretentious place” – they can be themselves here.

**Academic Services and Academic Support Spaces**

- Students want learning space that are “cool”
- Need student study spaces (outside of classrooms)
- Delaware Campus
  - Want more technical classes offered on Delaware Campus to make it relevant to the community and student needs
  - Accessing tutoring services is challenging in Delaware/Dublin/Westerville – students said tutors many times never show up; It was suggested that tutors should check-in online through Cougar Web to notify of their availability and presence
  - Students prefer faculty offices within Moeller – the walk from Moeller to current faculty office is not pleasant in the cold/rain
  - Students want technical courses, medical technology courses offered here
  - Want career services on Delaware Campus as well
- Testing center challenged with volume from placement testing, regular class testing, and online student testing; want a 150 seat testing center (with partition between so they can be used as computer labs at low peaks)
- Online students tend to come to the Columbus Campus for front-end Academic and Student Services, and are compelled, much against their preference, to come often to a physical location for all testing. Also faculty members select testing location, taking away choice from distance learners
- Providing access to programs in demand is a major issue; Students have difficulty getting basic sciences classes because there is not enough instructional space
• Want a Dental hygiene clinic on the Columbus Campus
  o That will allow College to not lease OSU facility and save that money
  o Currently limited by number of students – 30 maximum
  o Possibility of offering Dental Assistant program
  o The facility on Columbus Campus will benefit community, staff, students and faculty while providing learning opportunities to students

• Hospitality program has outgrown and needs a larger, better designed, visible location - with additional space there is possibility of serving food to College / community (a way to test their products), and catering to Conference Center and other events;

• Medical Assisting / Healthcare growing in Delaware region

• Nursing program has to meet with new testing process which requires all students to be tested together in one place

• Biology (Arts and Sciences) labs need to be updated and more specifically tailored to the programs

• Need discipline specific labs / flexible labs

• Teaching Labs need to be designed to allow teaching (ex. English labs have different needs than CAD labs)

• Distance learning students that need labs have to come to a physical location even if course is considered 100% online

• Construction Sciences would like to be housed in a building or have a lab on the Columbus Campus that showcases sustainable design while teaching in it

• Career and Technical programs generally are limited to the numbers they can enroll because of limited space – if they could grow they can definitely be profitable

• EMS is growing out space
  o Fire and Public Safety programs have the ability to make revenue if they are not limited by the numbers that can be enrolled because of space limits – there is plenty demand for certification and continuing education needs for these programs
  o Existing enrollments do not capture the real need because enrollments only indicate the numbers that can be enrolled
  o EMS supports education for partner communities
  o Goodale (Electrical Trade) facility has worked well, but they have grown out of it and there are no classroom spaces
  o Want a multi-disciplinary building – housing EMS/Fire Sciences, Public Safety (perhaps on the Delaware Campus). Also need for multi-day partner training housing. 12-25 acres would be ideal to accommodate all of this
Skills Trade is witnessing some compelling trends showing growth potential:
  o Workforce retiring is creating a demand for skills trade, and skilled trade is declining
  o The industry need is trending towards “multi-craft” training - workforce trained in multiple skills
  o Currently in WD basement, but that is not ideal. The facility could be anywhere in downtown – not necessarily on the Columbus Campus
  o To be employable now skilled trade workforce need credentialing (certification etc.) unlike in the past – so there is growth potential
  o Partners with vocational schools, pre-apprenticeships

Vet Tech would benefit from open land around the facility for their animals

Bolton Field – needs at least two additional classrooms; potential for adding programs like EMS/Police etc. that work synergistically with the terrorist training there

Interpreting program /ASL – needs small 12 student classrooms and testing area tailored to their needs

Need more open computer labs for students that are not “locked down” for programs – distance learners also fuel the need for computer labs on campus

Instructional computer labs should accommodate as many students as a classroom can (30 is a good number) MO hall has only 1 computer lab that matches with class sizes of 25-28

Want dedicated computer classrooms on Columbus Campus –with small tables around which student can sit around and access a computer

The Library (ERC) renovation is a great success (@ 10,000 students/week), but already grown out of space. Students largely sit there for computer access for long periods so other students turning back

Want larger computer lab for individual self-paced learning with workspace and technology that could serve tutoring needs and also testing during peak times

Tutoring is critical to achieve student success – currently only one tutoring room in Davidson – online tutoring is important but face-to-face is very much needed

Tutoring could be part of a “Student Success Center” as “learning commons”. Tutoring center can be thought of as a common space for different uses (ex. Valencia Community College)

Tutoring at Delaware Campus is limited and at Centers there is nothing formal – mostly faculty working in hallways with students

Math department needs a lot of tutoring spaces – 3 rooms could easily be used by them

Can we use Centers to offer Development Education courses
• Could centers be a model for workforce needs/training (trade skills) that are geographically relevant or do we aggregate these specific geographic workforce needs for efficiency
• Programs need to be taken to businesses and industries
• There is a limited number of advisors to handle the growth – advising needs are critical for pathway opportunities and connecting to students need
• Career planning should happen right upfront to help students determine their pathway and job opportunities before moving forward – we can launch this program first and then build the building
• Need faculty training space for instructional technologies
• Want full-time and adjunct faculty spaces to gather and create community – no place to eat
• Want spaces outside of classrooms for faculty interaction with students
• Adjuncts teach 70% of the classes but have no office spaces to meet with students or hold office hours – need flexible/shared office spaces in all buildings with dedicated computers and printers (like the 4th floor workroom in WD) – adjuncts do not have card access to all computers
• Need storage space for adjuncts’ personal and teaching items
• Why are WD classrooms not made more available
• Classrooms are not of the right size – and at times don’t have enough chairs nor appropriate technology and not handicap accessible
• ASL classrooms have mirrors in them which is disconcerting
• What else can Bridgeview Golf Course be used for (events, academic programs, community asset) – it has the advantage of being out in the community and potential access point
• First-Tee program: lack of connectivity since it is not on campus; facility has some technology issues.
• How do we leverage location of centers to build distance learning?
• Columbus State can grow their online enrollment like OSU does with the Post-Secondary Enrollment Options Program (PSEOP)
• Need a ‘transfer center’ to create success for pathways and transfers to 4-year colleges
• Programs offered at Centers are seen as limiting by students
• Students want syllabi to be more true matches of what is actually taught
• Elements that together make up for success are: best teaching practices, better advising, leveraging technology, classroom quality
• Career and Technology need lots more lab space and Arts & Sciences need classrooms
• Moeller Hall labs do not support all programs (ex. microbiology) because the vents are not designed to meet required standards for organic chemistry uses
• How do we track success for students that take only a few classes
• In locations like Dublin and Westerville 2-year degree requirements conflict with other classes that students want in those locations
• Will Union Hall renovation include latest technology and access to the tools faculty need; how much space will be provided for growth of new programs
• Want ‘lecture recording studio’ to teach online courses – some faculty don’t want to share home environment and home phone with students
• Want dedicated Performance space – perhaps partnership with King Arts Complex and Lincoln Theatre
• Need to have state-of-the-art facility for Auto Technology Program to be prepared to train students for the automobiles of the future
• Delaware Campus needs bigger seminar rooms
• Renewable energy (Solar, Wind, Geothermal) should be provided on the Delaware Campus and programs should be offered in those teaching those technologies
• Music and Theatre program need performance space, practice space, and storage space – facility can be an amenity to the community
• In locations like Dublin and Westerville two-year degree requirements conflict with other classes that students want in those locations
• Students said the Dublin Center facility should be bigger with more classrooms and working technology, but believe the instructors are more important to learning than the facility

**Workforce Development, Continuing Education**

• Want advanced manufacturing / incubator space for workforce development needs
• Space needs for non-credit programs are less predictable
• Space needs for grant-funded programs is hard to plan for ahead of time because receiving a grant generates space need, but a lack of available space challenges meeting the grant needs. Having existing space for these programs also gives competitive advantage to win these grants over someone that would lease space
• CWD building is taken over by credit programs – it was not necessarily built based on program needs
• CWD has its own scheduling system. It is difficult to predict workforce space need (time, days of week etc.) for workforce development needs and the schedules don’t necessarily align with the standard credit-program schedules
• Contract training mostly occurs off-campus at client/work site
• Could parts of CWD be moved off-campus? Electrical Trades Building has worked well (Some successful Community College examples cited: Loraine, Cuyahoga, and Sinclair) – 8,000-9,000 “students” are not taking traditional classes – theirs are continuing education needs.
• ACT center does not need to be in the CWD
• Need to offer workforce development / continuing education programs for Delaware Campus
• ‘4-year degrees are old economy’ - programs offered need better integration with workforce and industry needs
• Provide incubator space to better connect with industries

**Student Life**

• Want a “hip” place to attract younger students
• There is nothing to do or be engaged in the neighborhood
• Want more community activities (but serious learners said too much extra-curricular activities could be distracting; they don’t need extra stuff – they are engaged already in learning and get to their families and jobs)
• Activities like student associations and fraternities attract younger students primarily
• Older students want business incubation spaces, free additional learning avenues
• More visibility of activities – billboards, digital signs, computer screens displaying information at Columbus State Campus
• Want more campus open spaces and activity spaces - want ‘student activity center’
• Want more things to do, especially indoor spaces that are ‘visible’
• Want recreation and athletic fields at both Campuses and some option for physical activity at the Centers as well (for students and faculty)
• Want more park like spaces rather than buildings – more walking areas to relieve stress
• Want coffee shops / café environments
• Want a way bigger gym and more than one; current gym is also competing with all the other uses it is put to; locker rooms are small
• Want a Recreation Center/ Student Union
• Campus should have a ‘wellness center/ health center’ with nurse.
• Want more eating spots, more food options, more ethnic food, more healthy food, more food service locations, and more vending machines
• Want more food services – the Cafeteria in DX is heavily used
• Cafe sells a subset of what the cafeteria offers. Other campuses offer venues that serve different menus - not the same menus.
• Want more spaces to hang-out - create comfortable places for students to study, talk, listen to music, hang out
• Want more benches and perches in hallways
• Want affordable housing options near campus, but with dorm style controlled access to alleviate safety concerns (a studio or single room at $350/month all inclusive was cited as affordable)
• Want subsidized housing / temporary shelters for homeless students
• Students come to Columbus State from areas farther out than the 4-counties and affordable housing would be used by some
• At Delaware Campus
  o Want something to do between classes at Delaware Campus
  o Want walking trail / gym / work-out space with shower facility for students, faculty, and staff
  o Opportunity for partnership with Boy Scouts, Delaware Parks Authority, and Ohio Health around recreation and physical activities
  o Want walkable food options (current food services hours are insufficient / very limited)
  o The current cafeteria is not visible or “on the path”
  o Want temporary childcare center while taking classes or tests – can that be tied to existing program or private partners to offer the services on Campus? A service that is different from CDC
• Spaces specifically designed to meet Veteran needs – including counseling areas
• Want interfaith facility to support diversity of student (and employees);
• ‘Student Center’ should be multi-cultural
• College spaces to support all subgroups including transgendered

**Student Services**

• There is lack of a “front door” - admissions sort of serves as a ‘Gateway’ to the College
• First contact is important to student success – the student success quad concept has fallen apart because it is too spread out
- Want a “Welcome Center / Student Services Building” where students can access parking, ID, student services etc. instead of running around several buildings: a ‘one-stop-shop’
- Tutoring, Counseling, Advising could be part of a building that became the ‘Student Success Center’
- Student Assistance should be re-imagined – it needs more room for students or better utilization of existing space
- Placement testing is key to entry experience and student success
- Student services is very tight on space, especially Financial Aid
- Do our student services home offices need to be on Columbus Campus or given real estate costs in downtown, should they be somewhere else?
- Staff personnel are stretched thin (given the increase in student numbers) and although they have learnt to cope with the demands it is a cause for stress to them and students
- Perhaps extending the registration period will help spread the load
- Should we “decentralize” services? Promote greater access to Student Services from Delaware Campus and Centers
- Delaware Campus has taken off some burden, but Columbus Campus still provides the bulk of Student Services, and is especially strained in Financial Aid
- Delaware Campus area for advising is already outgrown; students are using the existing space for lounging
- Centers could serve as Student Services portal by providing services and personnel to reduce load on Columbus Campus
- Elements that together make up for success are: right processes in places, right people with proper training, right number of people to handle the volume of students
- The experience accessing Student Services varied vastly between students
  - It was frustrating for younger traditional students and for students accessing services at Columbus Campus
    - Want these services to be in one location (one-stop-shop)
    - Students want clear orientation (Student and Academic Services staff also support mandatory student orientation and space used for regular orientation)
    - Students feel financial aid service was the hardest part of all student services to get through and was seen to have shortage of space
    - The Admissions “window” is seen by students as a barrier and less welcoming and would like for staff to interact with them in individual office spaces; however, staff view windows as safer and more secure
    - During peak time, there should be more windows / staff to help
It was easy and straightforward for older students, distance learners, Delaware Campus students
  - At Delaware students got “in-person” service and hand-holding and loved it
  - Registration at Westerville Center was very easy, and all locations in general are known to be helpful

- Students should be given greater information before they even get to the campus so that they are better prepared to interact with student services
- Students should have a place to go to for getting “college prep skills” to meet remedial needs (80% of students currently need that)
- Student Service staff should be given ‘customer service’ training to provide better ‘student-centered’ approach
- The information student services staff give students is sometimes inaccurate that adds to students frustration
- Student Services must interact more with other various departments informally (this could happen if the services were co-located) as well as through structured all Student Services staff meetings once/twice a year (this would require a large enough meeting space)
- Students are sometime buried in paper work and College loses students to this
- Want a childcare/ day care center (“Cougars Den”) for students that come in with children to access student services or take tests – even faculty and staff can use this
- Academic needs are conflicting with Student Services needs and competing for space – and academic needs gets preference.
- Staff need to be given more coaching regarding dealing with Veteran Student Services (currently 800 students under GI program and there are about 3000-3500 veterans on campus; and 30% impaired)
- Need an Alumni office / center / space

Administration / Office

- All space on campus need to be totally reorganized based on appropriate adjacencies
- Out of office space across the board leaving no flexibility
- All over the place services are “broken” because the offices are split across different facilities- HR, IT, KRP, IA, CWD
- Need staff lounge on Delaware Campus
- Delaware Campus needs its own Auxiliary Services
- Space allocated for Business Services at Moeller Hall is huge and can be used more effectively
- Build swing space to offer some flexibility when renovating spaces
- The Bookstore, probably over-built because in the next decade, there will be far fewer "textbooks" - how should the Bookstore - all 4 floors (including basement) be reconfigured to meet College needs?
- Bookstore staff believes they could move all retail sales to the first floor - opening the second floor of the bookstore for alternative use by the college. The second floor of the bookstore could be turned into student space or renovated to some other purpose.
- Foundation offices location in King Lincoln has shown the possibility of locating certain uses off-campus
- Splitting-up of departments is a problem over long-term
- Human Resources is dispersed in multiple locations impacting team synergy. Transition staff could be relocated off-campus, but service center hub should be on campus
- Consolidate administrative functions and move them out of core campus to free-up space
- Be creative with use of space, not everyone needs an office – leverage "telecommuting"
- How will telecommuting impact managing people and team dynamics
- Move uses off-campus and allow telecommuting to free-up physical space on Campus
- Lack of spaces that support human resources training for large and small groups, professional development training, enrichment programs, departmental and inter-departmental meetings
- Need more structured training program for new faculty and staff regarding services Columbus State provides and then regular (yearly) updates to keep everyone current
- Conference Center use is limited by parking
- Want conference room space specifically for College use
- Need large event space (not garage) to support activities like In-Service Day, Taste the Future, Graduation ceremony
- Ballroom like space for 400 people to support College community gathering
- Across the board - need more offices, and offices for shared use with flex hours
- Being a call center, there is potential for TIC to be located off the Columbus Campus
- Need better communication and knowledge sharing with part-time employees
- Need private / better quality /less noisy dining space for conducting business meeting - there isn't, for instance, a dining room where faculty, staff or students could take colleagues, parents, or stakeholders for lunch
- Explore sustainability in Food Services (specifically waste management –easier to achieve than energy and economic management)
- Food services facility is woefully inadequate – need three times more space, more seating and storage area

**Parking, Traffic, and Transportation**

- Want more parking at Columbus Campus
- Strategic scheduling can help alleviate parking pressure
- Parking situation is deplorable – there is need for structured parking
- What about below grade parking?
- We should perhaps issue parking permits for off-campus users
- What about parking management being given to an outside source
- Give carpool incentives
- Parking enforcement needs to improve on both Campuses – illegal parking denies “access”
- Provide remote parking (at Franklin Univ., Columbus Crew) and shuttle people to campus. And give people time to adjust to this option
- Provide designated parking on Columbus Campus for non-Columbus Campus employees
- Surface parking lots should not occupy prime real estate from a visual perspective
- Provide safe bike and pedestrian paths
- Provide secure storage for bicycles – explore partnership opportunity with the City
- There should be shuttles between Delaware and Columbus Campuses to make it convenient to take classes at both locations without worrying about parking on the Columbus Campus
- A large majority drive to the campuses/centers, buses are just not convenient
- Access to public transportation is not practical; COTA routes are not very convenient (those that use public buses love it)
- Parking garage is very convenient
- Want signage for parking lots that show the available parking quantity
- Parking is critical to physical “access” - need more visitor/first-time student parking on Columbus Campus to support the Student Services needs during start of the term
- Need parking associated with testing, so students do not get late for tests and especially for first-time students without parking permits
- Crossing Cleveland Avenue is a very huge safety hazard and needs to be addressed as a priority- it is seen as a barrier through the Campus – possible solutions: bridge over, tunnel, additional crossing signal, partnering with the City
• Make Cleveland Avenue ‘pedestrian only’, bring businesses on it, and create inviting and safe atmosphere.
• This is not a residential Campus and we have older students – walking is a challenge
• One-way roads are a big issue while driving around the Columbus Campus
• Spring and Long should be two-way streets
• The ‘fuel-efficient’ parking at Delaware Campus is confusing because of lack in clarity in definition of ‘fuel-efficiency’
• At Delaware Campus, there is sufficient parking now, but more parking will be needed to sustain growth
• At Delaware Campus, there is need for additional visitor parking
• At Delaware Campus consider connections/walkability between buildings
• Build parks on top of parking
• Parking at Dublin is insufficient - students park on the road and at non Columbus lots
• Want a connector road on Delaware Campus

**Infrastructure/Facilities and Grounds**

• Want more power outlets in buildings, including hallways
• Moeller Hall front façade glare at times makes it a challenging working environment
• Moeller Hall testing center and restrooms are not handicap accessible
• Moeller Hall needs better adjacency between food service and food storage
• Delaware Campus public safety and physical plant running out of vehicle storage space
• There is no drainage in front of Moeller Hall – snow and ice accumulates there in winter
• Main entry of Moller Hall is a wind tunnel and the doors open slowly during winter causing bottle-neck at entrance
• Walkway between Moeller and faculty offices gets partly flooded during rains
• Over the years, the Columbus Campus has lost its green spaces; the remaining plant and tree collection needs to be maintained
• Vet Tech facility has issue with equipment – HVAC not adequate
• Need better upkeep of spaces
  o cleanliness of classrooms is a problem
  o classroom air seems stale
  o restrooms are “filthy”
  o fresh coat of paint
  o Union Hall is extremely grimy and dirty
- Address disparities between old and new facilities – difference in quality is unacceptable
- Union Hall conditions are not acceptable
- Quality of space needs to be addressed (in addition to quantity)
- Invest in older buildings - resolve elevator issue at Aquinas and Delaware Hall needs more than one elevator
- Center for Teaching and Learning Innovation (CT) building has power load issue
- The facilities for the Centers must be state-of-the-art and able to handle the volume of students
- There should be designated smoking areas only to keep campus environment less smoke polluted
- How about growing vertically instead of horizontally (a Master Plan 12 years ago had proposed high-rise buildings)
- Can we adaptively reuse existing building around us?
- Getting rid of smaller buildings across Cleveland (like done for WD, DX) is better utilization of land and creates urban revitalization
- Buildings should be net-zero

**Shipping, receiving, load dock**

- Warehouse (OP Gallo) needs renovating – it does not have a loading dock and there are logistical issues because 120 people have access to it and there is no true ownership
- There is also shortage of general storage space in it
- There is a lot of permanent temporary storage in it that has been sitting there for a long time, there is need to get rid of some storage; people that store things in it should be made responsible for discarding it
- The Union Hall renovation will add more storage to the warehouse and it will stay there for 2-3 years or more
- Buckeye Printing building is available – perhaps that could be bought and used as a true warehouse
- Bookstore should be kept separate from receiving
- Delaware Campus storage is in basement of Moeller Hall along with mechanical and equipment. There is no loading dock and that is greatly required. Truck currently used Winter Road as access and they need to back in to unload which is a problem.
- The Delaware Campus loading dock issue could have been avoided if there was better communication during the design state
In general, across all locations, there is problem with equipment fitting in to facilities. At times deliveries have to be returned because they are too big to go through - this could be helped if there was better communication about purchasing

Nestor Hall Theatre – no thought put into its use as auditorium/theatre because no access is provided in ceiling, and the facilities staff use a scaffolding to access it

Need better planning and design on day-to-day operations of facilities

Public Safety and Campus Security

- The current location of the Public Safety buildings serves fine
- Many feel that low lighting is a safety concern, especially in the central courtyard and some parking lots
- Want more public safety officers and better surveillance especially for classes that end late at night - cluster evening and early morning classes by location
- Perimeter of Campus (Cleveland and Grant) needs greater security with its higher visibility
- Campus surveillance conflicts with campus landscaping
- Discovery SID has cameras installed – could this be shared resource
- Weak cell phone services within buildings is seen as a major security concern as it restricts ability to call for help in an emergency
- Need panic buttons in facilities
- Low lighting in Nestor Hall and some other buildings is a safety concern
- ‘secluded’ classroom on 2nd floor in Nestor hall is a safety issue
- Even safety personnel have trouble with radio signals in certain facilities
- At Moeller Hall the alarm panel is installed in basement, it should be at the entry; some door of the building does not have a burglar alarm
- Future building designs should consult closely with Public Safety and users of the building to ensure building meets the user needs
- Need more and interconnected exits and entries to the Delaware Campus
- When Delaware Campus expands – how will it interface with safety concerns of neighbors?
- Need a safe driveway connecting Winter Road and Cornerstone drive for public safety and medical emergency
- No designated Tornado shelter at Delaware Campus – the basement is locked all times
Technology

- Students mostly think technology is alright, but all other groups had issues with technology on campus
- All classrooms want to be smart classrooms with technology that is predictable and dependable and with reliable access to internet
- Blackboard is being used now and is the future for learning
- Distance learning students feel Blackboard is more clumsy, more structured, and less social as compared to Facebook
- IT offices spread across the campus which is not efficient; centralization would improve IT service. The location should be central relative to the campus to provide convenient access to all facilities.
- Budgetary constraints limit IT resources to meet needs of the College. For instance, currently only one room had a blue ray player – the preference would be to have more (if not all) classrooms to have these and related smart equipment
- But there are still some faculty in Math Department that use chalk boards, which ruins the AV system because chalk enters in them
- Aquinas testing lab has out-of-date technology
- IT’s goal is to develop a ‘Technology Master Plan’
- The next version of the smart classrooms would include: IPod, Tablets, 3-D technology
- Need to be technology ready for future with sufficient fiber-optic infrastructure

Partnerships

- Leverage Discovery District and Creative Campus synergies
- Explore partnership opportunity with the City to provide secure storage for bicycles
- Work more closely with corporate/industry partners to train student right for the available jobs
- Gahanna model of partnership should be emulated at Centers - all future Centers should be partnership buildings
- Collaborate on a neighborhood "dream" shared by the City and our neighbors for retail and housing growth that would benefit students and others in the neighborhood
- Seek private partners to meet housing and retail needs
- Collaborate with neighbors to create needed retail services (especially restaurants) on Cleveland Avenue, targeting Columbus State and CCAD students and young people in general.
• Partnership opportunity with King Arts Complex and Lincoln Theatre around Performing Arts
• King Lincoln has buildings that Columbus State can use
• Partnership opportunity with Greif Parkway for signage and identity and walkable connections
• Partnership opportunities with schools in the region as they get stimulus and build new facilities
• Partnership opportunities to meet housing needs of students at Columbus and Delaware campuses
• Future partnerships should go beyond real estate deals – it should be around shared academic mission and facilities that support the mission of Columbus State
• Could we provide shared food services in partnership with Discovery District partners?

OSU Marion-Col State

• In future planning of the Delaware Campus, OSU should be considered in space allocation
• With OSU students in Moeller Hall the Learning Center is getting crowded and Columbus State Students are having difficulties getting access to the computers, especially Mondays and Wednesdays
• The overflow testing center is available but is perceived as “out of the way”
• Students feel that since OSU’s growth, fewer classes are being offered compared to pre-OSU
• OSU has not given Columbus State the tools to service OSU students in Learning Center and there is lack of communication from OSU to their faculty and staff about accessing IT help at Moeller Hall

Miscellaneous

• Want multi-use multi-institutional 2-4 year partnership buildings, like Delaware Campus
• Need better synergy between Columbus and Delaware Campus – physical distance, programs, service
• 25 years from now, is Columbus and downtown going to be relevant to merit growth
• How do we pay for all the master plan projects?
• How do we prioritize all the needs?
• Can we provide a food bank on campus to help students that are hungry and homeless

• State of Ohio’s measures for success are inadequate because they are focused on two-year degree or transfer to four-year program. We should encourage certificate and technical programs to get students to their job goals.

• Focus investments in online learning and Delaware Campus rather than Columbus Campus
COMMUNITY EXECUTIVE LEADERSHIP ENGAGEMENT SUMMARY NOTES

APPENDIX B

Major themes as collected from over 15 community executive leaders one-on-one and focus group meetings are documented below.

Columbus Campus Partnership Opportunities

- Creative Campus partners share synergies and need for: parking, a pedestrian neighborhood, green spaces to walk out to, more food options (to attract students, young employees, and visitors), and changing Long and Spring to two-way
- Discovery District needs more activities, a walkable neighborhood within an urban fabric, traffic calming, streetscape improvements (already underway as per City’s plans), more events like the Art Festival, diversity in housing (especially affordable)
- Long Street is a critical tie between Columbus State and its Creative partners
- Long Street becoming two-way is a priority for the City, however, it will have to wait until after ODOT’s ramp changes are completed and the traffic patterns are studied
- Long street as a cultural spine – need to have discussions with King Lincoln District
- Spring Street should also eventually become two-way
- Surface lots are a deterrent in the Discovery District and Downtown
- CCAD has need for a more adequate Student Center and more housing
- City of Columbus will support infrastructure needs
- Long-Cleveland intersection is an area of opportunity
- Cleveland and Grant corridor is an important connector of institutions and a common tie through the District
- Could Cleveland merge to Grant as an angled connection? Or perhaps a ‘square-about’?
- Explore Cleveland / Grant mass transit Connector through the Discovery District
- Physical fabric, Cleveland Avenue, Street level activity, Traffic calming, and Art are critical to the identity of the Discovery District
- Can some of the College’s programs become activity generators, and community connectors (such as Culinary, Automotive, and Allied Health programs?)
• Discovery District members need to leverage resources while interfacing with COTA and ODOT – need to be proactive to make enhancements for community benefits including aesthetic guidance for Discovery District
• Columbus City School and Columbus State can together influence ODOT connection from Campus to Fort Hayes
• Columbus City schools want to offer “early college” courses (to prepare students for higher ed.) on the Columbus Campus – anticipate about 100 students for this program
• Partnership opportunity with City Schools on the Fort Hayes campus exist around programs and career and higher education pathways for students
• Lot of programmatic development around STEM programs – and those students will find their way to Columbus State in a year or two
• City Schools Construction, AutoCAD, and Arts Program can be aligned with Columbus State construction programs
• The Columbus Metropolitan Main Branch Library is centrally located amongst institutional partners (CS, CCAD, Franklin, and Capital) – can Library be a central resource to all?
• Columbus State improvements should be integrated with City’s – having street presence, buildings facing street and parking lots behind, developments to have an urban feel with the appropriate texture and integrated with pedestrians
• Mt. Vernon seems to be a great opportunity to be narrowed, made two-way, or even restricted
• City would like to better integrate open and green space in Downtown
• Opportunity to partner with City and its Bike Share program – potential of providing bike shelters perhaps on Columbus Campus
• City interested in encouraging more lower level commercial uses (not necessarily retail)
• City’s Health Department interested in partnership with the College (perhaps Culinary program) – to explore street based, engaging, local food, community garden opportunities
• Economic and workforce development opportunities to partner with Cooper Park and OSU
• How about summer internship and workforce development
• Explore possibilities to physically integrate with community on East Side of freeway
• Explore programmatic opportunities to integrate with Near East Side community
• Safety and parking are a concern for Discovery District partners and Downtown in general
• Downtown Columbus should have a more urban feel – except for High and Gay most of the area feels suburban
• Need more dedicated bike lanes in Downtown

**Delaware Campus Partnership Opportunities**

Program Needs of Delaware Community
• Delaware Campus should offer continuing education / enrichment programs
• Offer agricultural specific programs – not necessarily degrees, but classes on technology and businesses as it relates to agriculture practices
• Liberty Township is in need of Fire Sciences and Public Safety Programs offered on the Delaware Campus or explore opportunity for multi-use partnership facility to support these training needs
• There has been a decline in factory workers – there is need for technical / machine trained workers in Delaware County
• There is unmet need for blue-collared workers in Delaware County
• Need qualified IT workers as well
• Need for outdoor performances on Delaware Campus not just for Columbus State but as an community amenity for public use to enhance community culture
• Delaware Community is in need for recreation and athletic space and sports fields
• Opportunity for multi-use facility for sports, performance, and events
• Growing need for trained allied health professionals – nursing staff, medical imaging
• There is currently a waiting list for students to enroll in nursing programs - need a dedicated nursing program
• Can Columbus State offer a second or third shift program to meet the demand for nursing program
• Opportunity for a dedicated nursing program only building with Ohio Health and OSU
• Also need engineering maintenance staff to work in growing healthcare facilities in Delaware County
• Need a career bridge for high school juniors and seniors - need to expose them to technical programs, to more pathways than just 4-year degrees
• Potential to partnership with Public Library in the community since Library and Columbus State share customers and can share resources
• Potential partnership opportunity with Greif Park development for signage, identity, and programmatic synergies, and walkable connections at Delaware Campus

Regional Partnership Opportunities

• Potential partnership opportunities with the Columbus Metropolitan Library in the region - public access to technology, to information, job centers, classroom spaces

• Olentangy Schools ready to partner with Columbus State in a set-up similar to Clark Hall perhaps - the goal is to encourage college-ready / work-ready pathways for students