STANDARD EIGHT

PHYSICAL RESOURCES
Physical Resources

Boise State’s Story

A key challenge for Boise State University in becoming a metropolitan research university of distinction is to provide adequate and appropriate space to accommodate increased student enrollment as well as the continued increase in the number of research-active faculty members and the sophistication of their research. Adding to the challenge is the limited availability of state funding for new facilities and for maintenance of existing facilities. To meet this challenge, we must be deliberate and resourceful in our approach.

- Our strategic plan, Charting the Course, recognizes the need for facilities, identifying “infrastructure” as a key area requiring our attention and listing as a goal “Build and maintain facilities to support programs and create an attractive and accessible environment.”
- Our Campus Master Plan addresses facility needs in a comprehensive manner, addressing facilities, transportation, student life, and program affinities.
- We make use of a wide array of sources for funding new construction, including an innovative “Strategic Facilities Fee.”
- Our offices of Public Safety and Environmental Health and Safety are fully cognizant of the need to provide a safe and secure campus environment and are fully capable of doing so.
- A recent facilities assessment study indicates that although there are substantial needs, we are keeping up with those needs by strategic application of maintenance funds and by preventative maintenance.
- Stewardship and sustainability are deeply embedded values for the campus; recent energy efficiency efforts have resulted in significant cost savings and all new buildings are designed to high performance standards providing significant long-term value to the campus. In addition an associate vice president oversees energy research and policy coordinating the compliance with American College and University Presidents Climate commitment.
# Physical Resources

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## Commendations, Recommendations, Action Plan
Facilities Planning, Financing, and Construction

8.C.1 The master plan for campus physical development is consistent with the mission and the long-range educational plan of the institution, and the master plan is updated periodically.

8.C.2 Physical facilities development and major renovation planning include plans for the acquisition or allocation of the required capital and operating funds.

8.C.3 Physical resource planning addresses access to institutional facilities for special constituencies including the physically impaired and provides for appropriate security arrangements.

8.C.4 Governing board members and affected constituent groups are involved, as appropriate, in planning physical facilities.

—ADMINISTRATION

The Division of Finance and Administration is the primary entity responsible for physical resources on campus.¹ The Associate Vice President for Campus Facilities and Planning (AVPCFP)², as the title implies, is the individual primarily responsible for ensuring the adequacy of campus facilities to carry out the mission of the University. The AVPCFP reports to the Vice President for Finance and Administration. Reporting to AVPCFP is the Director of Architectural and Engineering Services,³ the Director of Facilities Operation and Maintenance,⁴ and the Executive Director of Finance, Risk Management, and Transportation.⁵ The Departments of Environmental Health and Safety and Risk Management report to the latter Executive Director. The Executive Director of Information Technology oversees the Office of Information Technology and reports to the Vice President for Finance and Administration.⁶ The Associate Vice President for Energy Research, Policy, and Campus Sustainability reports to the President and is responsible for sustainability initiatives on campus.⁷

The AVPCFP chairs the Facilities Planning Council (FPC),⁸ which includes representation from a wide variety of administrative groups. The FPC reviews all capital project initiatives and assists the Administrative Council in strategically directing resources for the development of facilities on the campus.

The AVPCFP also chairs the Space Allocation Advisory Committee,⁹ which also includes the VP for Student Affairs, the VP for Research, and the Associate VP for Academic Planning, and the Associate VP for Energy Research, Policy and Campus Sustainability. That body has the role of determining the allocations of space on campus and making recommendations to the FPC and to the Administrative Council which has ultimate authority over the allocation and assignment of space resources on campus.

¹ http://www.boisestate.edu/finad/faorgchart.shtml
² http://www.boisestate.edu/campusplanning/
³ http://www.boisestate.edu/campusplanning/AE/
⁴ http://www.boisestate.edu/campusplanning/FOM/
⁵ http://finad.boisestate.edu/psrmt/
⁶ http://oit.boisestate.edu/
⁷ http://www.boisestate.edu/sustain/
⁸ FPC materials
⁹ SAAC materials
Boise State’s Master Plan was most recently updated in 2005 with broad input from the campus community to incorporate changes needed to support attainment of our vision, to become a metropolitan research university of distinction and to continue the orderly development of the campus. The development of the Master Plan overlapped substantially with the development of the University’s strategic plan, Charting the Course, creating a number of important connections between the two plans. The Master Plan ties to the four destinations of Charting the Course, and interprets those four destinations into guiding directives for facilities planning:

- **Public Engagement:** Effective engagement of external communities implies a more open campus and greater extension of University activities into the Boise community and beyond.

- **Academic Excellence:** Student focused, high quality programs imply state-of-the-art teaching spaces.

- **Vibrant Culture:** An inclusive, active and accessible campus implies a rich and diverse living and learning environment.

- **Exceptional Research:** Progressive research and creative activity, and graduate programs that have groundbreaking applications imply a solid and reliable infrastructure.

The Campus Master Plan then translates those directives into Master Plan Goals and Objectives. The four goals are as follows:

- **Promote Boise State University as an urban university and a good neighbor**
- **Reinforce a pedestrian campus environment for Boise State**
- **Integrate the Boise River Greenbelt with the Boise State Campus**
- **Provide flexibility in the long range plan for Boise State to meet the changing demands for higher education in the 21st century**

Table 8.1 depicts the primary elements of the Campus Master Plan and gives highlights of our progress in implementing that plan.
<table>
<thead>
<tr>
<th>Campus Master Plan Element</th>
<th>Highlights of Progress thus far or planned for near future:</th>
</tr>
</thead>
</table>
| The Transit and Bicycle Circulation & Stops Framework delineates the transportation circulation patterns on campus. | • Presently developing pedestrian/bicycle safety master plan\(^{13}\)  
• Design of Transit Center adjacent to Student Union is underway with FTA grant support; completion expected in approximately 2 years.\(^{13}\) |
| The Program Affinities Framework defines four sections of campus:  
• Business, social sciences, and performing arts are to be in the northwest section of campus, near Capitol Boulevard.  
• Education and the humanities are to be in central campus  
• Sciences, health sciences, and engineering are to be in the southeast section of campus, near Beacon Blvd.  
• Athletics at the east end of campus | • The new building for the College of Business and Economics is presently in design with construction completion expected by summer of 2012 it will be located on Capitol Blvd.  
• The move of the Depts of Geosciences, Political Science, and Public Policy & Administration to the new CESED building will free up space on central campus for the Depts of Philosophy, English, and Art.  
• The newly-constructed Norco Bldg will house the Dept of Nursing. The CESED Bldg near the College of Engineering will house the Dept of Geosciences  
• A new indoor practice facility was constructed adjacent to the stadium; new sky suites were completed in August of 2008 at the stadium. |
| The Student Life Framework describes plans with regards to student housing, recreation, and health and wellness. | The Student Union Building addition and renovation was recently completed; the addition adds a new board dining facility and expands the facility by 66,000 sf to 236,000 sf.; a new recreational pool will be associated with the Student Recreation Center and is expected to start construction this summer; new residence halls have been constructed in several areas of campus providing 316 dormitory residences and apartment facilities for nearly 300 additional residents. An additional 864 beds are planned in next student housing facilities, the planning for which was recently approved. |
| The Campus Facilities Master Plan depicts facilities improvements through 2015. Several key aspects of that plan are:  
• Facilities will be located by affinity rather than by discipline so as to increase interdisciplinary interactions.  
• Relocation of applied technology programs off campus.  
• An active and visible presence on Capitol Blvd.  
• Parking will be relocated into parking structures so as to enable the creation of more open space.  
• Buildings and circulation will focus on the adjacent Boise River and Julia Davis Park.  
• All academic buildings will be located east of Capitol Blvd. | • The CESED and Norco buildings were located based on affinities. The CESED has as its core the facilitation of increased interdisciplinary interactions.  
• Applied technology programs will be moved off campus over the next three years. Space vacated as of July 2009 is being converted to student services space and classroom space and other critical needs.  
• The new building for the College of Business and Economics will front on Capitol Blvd.  
• A new parking structure was constructed near the Student Union Building; planning for an expansion of this structure is under way.  
• New river frontage walkways have been constructed at the Morrison Center  
• The Dept of Nursing is the first part of the College of Health Sciences to move to the south end of campus. The rest of the college (which is located west of Capitol Blvd) will eventually follow. |
FINANCING OF NEW CAPITAL CONSTRUCTION

Proposals for new facilities are developed by the Office of Campus Planning and Facilities with involvement from stakeholders, vetted by the FPC, and then prioritized by the President’s Administrative Council based on their potential to contribute to the University’s strategic plan, on their adherence to the Campus Master Plan, on the acuteness of need for the facility, and on the availability of funds. Funds for new buildings are secured in several ways:

- **State Capital Funds.** Each year the University requests new capital funds from the state. State funds, while limited, have been an important source of funding for the University. For example, $10M was provided in FY2009 to support the Center for Environmental Sciences and Economic Development (CESED) building. Funding at that level for major capital tends to be available each 5 to 7 years as the state attempts to distribute limited resources among agencies and universities. The Division of Public Works oversees the annual process by which statewide needs are prioritized; the University makes an annual submittal and routinely requests major funding for our most pressing major capital need.

- **State Renovation Funds (Set B).** A similar process makes funds available for alterations and repair. These funds (so-called “Set B” funds) are used primarily for major maintenance of plant and renewal of building systems and campus utility infrastructure; and, to a limited amount, for renovation of space. On average, the University receives approximately $3.5M per year from the state through this mechanism.

- **Bonding Through Student Fees.** The University has developed a Strategic Facilities Fee, which is paid by students and is used to bond new facilities. As of the 2009-10 academic year, full time students pay $210 strategic facilities fee which supports the payments of bonds for approximately $80m of construction.

- **Gifts.** A gift of $12.5M was recently received from the Micron Foundation as part of the funding for a new building for the College of Business and Economics.

- **Grants and federal appropriations.** We recently received notification of $3.9M from the National Institutes of Health to support construction of a research facility. The CESED building had $3.125m in federal funding. Recent DOE grant to City of Boise and Boise State will help fund extension of geothermal water for heating to the campus.

- **Cash reserves.** Most new facilities are partially funded through cash reserves accumulated by the auxiliary or unit sponsoring the
project. In the case of an academic building, cash reserves could also be central reserves. Often planning and design, property purchases or furniture and fixtures are funded in this manner. The equity contribution is generally larger for auxiliary operations.

Table 8.2 shows the contributions of these sources of funds to the construction on campus of new facilities on campus during the span 2002-2011.

<table>
<thead>
<tr>
<th>Building</th>
<th>Year completed</th>
<th>Square feet</th>
<th>State Funds</th>
<th>Bonds and source of capacity</th>
<th>Gift</th>
<th>Grants, etc.</th>
<th>Cash Reserves</th>
</tr>
</thead>
<tbody>
<tr>
<td>CESED</td>
<td>2011</td>
<td>90,000 ASF</td>
<td>$10,000,000</td>
<td>$20,939,537; Strategic Facilities Fee</td>
<td>$3,125,155 from federal appropriation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Norco</td>
<td>2009</td>
<td>81,291</td>
<td></td>
<td>$21,319,984; Strategic Facilities Fee</td>
<td>$5,000,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Student Union Building Expansion</td>
<td>2009</td>
<td>70,865</td>
<td></td>
<td>$25,179,507; Strategic Facilities Fee</td>
<td></td>
<td>$650,000</td>
<td></td>
</tr>
<tr>
<td>Stueckle Sky Suites</td>
<td>2008</td>
<td>176,291</td>
<td></td>
<td>$28,280,972; Pledges, Leases and other</td>
<td>$7,459,389</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>operating revenues</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Parking Structure #2</td>
<td>2008</td>
<td>238,793</td>
<td></td>
<td>$11,825,105; Strategic Facilities Fee</td>
<td></td>
<td>$84,152</td>
<td></td>
</tr>
<tr>
<td>Interactive Learning Center</td>
<td>2007</td>
<td>54,000</td>
<td></td>
<td>$26,750 Set B funding</td>
<td>$13,500,000; Appropriated funds</td>
<td></td>
<td>$1,125,634</td>
</tr>
<tr>
<td>Caven-Williams Sports Complex</td>
<td>2006</td>
<td>97,308</td>
<td></td>
<td>$5,400,000; ticket surcharges</td>
<td></td>
<td>$6,780,000</td>
<td></td>
</tr>
<tr>
<td>Taylor and Keiser residence halls</td>
<td>2004</td>
<td>121,476</td>
<td></td>
<td>$14,122,491; Housing building fee and</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>operating revenues</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>University Courts</td>
<td>2004</td>
<td>214,765</td>
<td></td>
<td>$16,814,179; Housing building fee and</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>operating revenues</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Student Recreation Center</td>
<td>2002</td>
<td>83,161</td>
<td></td>
<td>$12,000,000; Recreation center building fee</td>
<td></td>
<td></td>
<td>$1,813,198</td>
</tr>
<tr>
<td>Appleton Tennis Center</td>
<td>2002</td>
<td>13,042</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>$250,000</td>
</tr>
</tbody>
</table>
Three projects in the above table are notable:

- In 2007, we opened the Interactive Learning Center (ILC), a 54,000 Sq ft facility with 12 classrooms of 36-48 capacity, a state-of-the-art lecture hall, a 3-D computer visualization instructional laboratory, and a multi-media computer laboratory. The building is also home to the Center for Teaching and Learning and food services. The bids for the building came in approximately $1.1M higher than the estimated costs. Initially, to cut costs the plan was to shell in one of the floors. However, the VPFA identified additional funds from a variety of sources to complete that floor and open a fully operational building on schedule.

- The Center for Environmental Science and Economic Development (CESED) building is our first building specifically designed with a strong research emphasis. It will house the departments of Geosciences, Civil Engineering, Political Science, and Policy and Public Administration in an interdisciplinary setting. We gained its initial funding of $3.125 million from a set of federal appropriations. We were able to secure another $10M from a state appropriation. The balance of approx $17 million is being provided by bonds supported by the Strategic Facilities Fee.

- The Norco Building will house an expanded University Student Health, Wellness, and Counseling Center (SHWC), designed to support a future student population of up to approx 25,000. It will also include space for the Department of Nursing. The new facilities will include state of the art simulation labs, practice labs and classroom, and office facilities. In addition, the collocation of the educational facilities for the nursing program and the SHWC enhances the mission of both entities, providing enhanced service to the student body while providing unequalled educational opportunities for those studying the health sciences. This project was supported with gift funds and bonds supported by the Strategic Facilities Fee.

Figure 8.1 depicts the overall accrual of space via new construction since 2000.

— PLANNING AND IMPLEMENTATION OF NEW CAPITAL CONSTRUCTION

Annually, the Campus Facilities and Planning staff, in consultation
with campus leadership, academic, and other units, develops a six-year capital program. The program is included in the annual capital request to the state and reported to the State Board of Education (SBOE). The program’s main aim is to implement the campus Master Plan and to support the strategic decision-making of the Administrative Council in the deployment of resources for ongoing campus development.

Table 8.3 describes the approval actions for capital development on the campus from project inception, design, and budget development to construction of the project once the design is complete and budget is finalized. Major revisions to budget also require approval of SBOE. Many projects are financed by bonds and all bond sales require specific approval of the SBOE.

**TABLE 8.3. CAPITAL FACILITIES APPROVAL PROCESS**

<table>
<thead>
<tr>
<th>Step</th>
<th>SBOE Actions</th>
<th>PBFA/DPW Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Approves project concept submitted by Institution</td>
<td>DPW sets up project, selects Architectural Engineering firm &amp; other consultants PBFA approves selection &amp; proceeding with preliminary design.</td>
</tr>
<tr>
<td>2.</td>
<td>Staff sends Board approval letter to DPW</td>
<td>Approves preliminary design (through design development), authorizes proceeding with construction documents.</td>
</tr>
<tr>
<td>3.</td>
<td>Approves project budget, preliminary design (through design development) and project budget *</td>
<td>DPW awards construction contract, if within budget, as requested by institution.</td>
</tr>
<tr>
<td>4.</td>
<td>Staff sends Board approval letter to DPW</td>
<td>Approves final design and authorizes bidding and award of contract for construction.</td>
</tr>
<tr>
<td>5.</td>
<td>Approves final budget financing and final design **</td>
<td>DPW reviews bids, determines responsive contractor.</td>
</tr>
<tr>
<td>6.</td>
<td>Staff sends Board approval letter to DPW</td>
<td>DPW confirms all contract documents are correct, then issues Notice to Proceed.</td>
</tr>
<tr>
<td>7.</td>
<td>Review and approve increase in budget during course of construction, if needed</td>
<td>DPW establishes Substantial Completion.</td>
</tr>
<tr>
<td>8.</td>
<td>Staff sends Board approval letter to DPW if necessary</td>
<td>Review final accounting of project expenditures, compare to approved budget.</td>
</tr>
<tr>
<td>9.</td>
<td>If bids exceed budget, request for increase as presented by Institution</td>
<td>Submit report to SBOE.</td>
</tr>
<tr>
<td>10.</td>
<td>Staff sends Board approval letter to DPW if necessary</td>
<td>If Project Delivery Method has been determined, report method to the Board.</td>
</tr>
<tr>
<td>11.</td>
<td>Review and approve increase in budget during course of construction, if needed</td>
<td>Project Delivery Method will be known and reported to the Board.</td>
</tr>
<tr>
<td>12.</td>
<td>Submit report to SBOE</td>
<td>Note: PBFA and/or SBOE staff provide project updates as determined to be needed, or at request by SBOE members. University of Idaho follows these guidelines for projects using State General Funds or Bonds.</td>
</tr>
</tbody>
</table>

* If Project Delivery Method has been determined, report method to the Board.
** Project Delivery Method will be known and reported to the Board.
The table also outlines co-ordination with Division of Public Works (DPW) and their governing body the Permanent Building Fund Advisory Council (PBFAC). All major project actions (hiring of design consultants, approval of design, award of construction contract, etc) are approved by the PBFAC. The DPW acts as the agent for the state in all contracts for services and construction for major capital. The University’s Architecture and Engineering Services staff (reporting to the Associate VP for Campus Facilities and Planning) has primary responsibility for the coordination of activities and communication among the parties and consultants.

—RE-PURPOSING OF SPACE

One way in which Boise State has been able to meet the needs of growth is by repurposing space. Studies of our efficiency of use of our classrooms showed that we were able to reduce the number of general classrooms without compromising our ability to schedule classes and to convert those classrooms to laboratory and office space. In addition, several departments have been able to schedule their laboratory sections more efficiently, thereby freeing up space for research laboratories.

The remodeling of space is funded in large measure by the use of “Set B Funds,” which are received from the state to fund maintenance and remodeling of existing space.\textsuperscript{14}

Academic departments and colleges submit their requirements for space during the annual planning and budget process. Those requests are then prioritized by the Associate VP for Academic Planning and the VP for Research, with input from the deans. Requests for remodeling of non-academic space are received by and prioritized by the Associate VP for Campus Planning and Facilities. Requests for remodeling are then prioritized with requests for maintenance (see next section) and submitted to the state on an annual basis.

Requests for new space and for reassignment of space are discussed and decided upon by the Space Allocation Advisory Committee. In prelude to that discussion and decision, considerable effort is invested in planning the best way, in a global sense, to allocate space. A recent example is space in the Science Nursing Building. The first floor will be vacated by the Dept of Nursing during fall of 2009, and that space will be assigned to the Department of Biological Sciences and the Department of Chemistry and Biochemistry, enabling those departments to expand their office, teaching, and research spaces. Decisions as to the allocation of space were based on a number of metrics about productivity of those departments.\textsuperscript{15}
The departure of professional-technical educational (PTE) programs from Boise State to the College of Western Idaho will free up substantial space for other uses. Presently, PTE programs occupy approximately 118,000 of assignable square feet (ASF). On July 1, 2009, they vacated approximately 30,000 ASF square feet and by July 1, 2012 they will vacate the remaining space. The space being vacated will be reassigned as follows:

<table>
<thead>
<tr>
<th>Building Name</th>
<th>Square footage</th>
<th>New uses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technical Services Building (first floor only)</td>
<td>~12,000</td>
<td>New home for Advising and Academic Enhancement (relocating from the Gateway Center), the testing center (newly created), and for the Career Center (relocating from the Alumni Center Building).</td>
</tr>
<tr>
<td>Engineering Technology Building</td>
<td>~10,000</td>
<td>Expansion space for the College of Engineering: faculty and staff offices, teaching laboratories, and research laboratories.</td>
</tr>
<tr>
<td>Mechanical Technology Building</td>
<td>~8,000</td>
<td>To be determined</td>
</tr>
</tbody>
</table>

**Campus Sustainability**

In June of 2007, Boise State University President Bob Kustra signed the American College and University Presidents Climate Commitment. Shortly thereafter, he backed this pledge with the establishment of the Office of Energy Research, Policy and Campus Sustainability. This new office reports directly to the President and is responsible not only for meeting the requirements of the Climate Commitment, but also for the development of a shared vision of sustainability, in campus construction and operation, in research, in scholarship, and in academic programs.

—**NEW CAMPUS CONSTRUCTION: HIGH PERFORMANCE BUILDINGS**

We are currently developing a campus wide policy to guide the design and construction of new buildings. While many campuses have adopted the Leadership in Energy and Environmental Design (LEED) standard, we have chosen to be more focused in our approach to building design and construction. The driving force behind our approach is energy efficiency and longevity.

In addition, we strongly believe that the most efficient building is the one you don’t have to build. A guiding principle in the operation of our campus is proper utilization of our built infrastructure. The
results of this philosophy are revealed in the low per capita carbon footprint of our campus (see below).

—CAMPUS CARBON FOOTPRINT

In September of 2008, the Office of Energy Research, Policy and Campus Sustainability released the green house gas inventory for Boise State, detailing scopes 1 and 2 and some scope 3 emissions for the five year period from 2004 through 2008. The inventory contains both good news and bad news. The bad news is that the carbon footprint of campus is growing, at a rate of 2 to 3% per year, roughly in line with the growth of our physical plant. The good news is that our carbon intensity, as measured by the annually GHG emissions divided by the number of students served is relatively flat. Moreover, when compared with other campuses throughout the region and the country, Boise State has one of the very lowest intensities (see Figure 8.2).

—PERFORMANCE CONTRACTING

In the 2002 Idaho legislative session, legislation was passed to enable higher education to take advantage of performance contracting to finance energy efficiency upgrades. In 2003, Boise State initiated a long-term performance contract with Siemens, Inc. As a result, upgrades were made to buildings that constitute 63% of our conditioned floor space. Over $7M in facility improvement measures were implemented. The contract guarantees a savings of $385,000 per year in energy costs. We are currently in the measurement and verification phase of the contract. The facility improvement measures include:

- Bulb and ballast lighting retrofit of over 21,000 fixtures
- Occupancy sensors in 20% of the retrofit fixtures
- Upgrade of fans system motors
- Optimization of control sequences
- 94 vending machines fitted with vending miser devices
- Insulation and upgrades of steam system
- Complete replacement of HVAC system in Administration Building

FIGURE 8.2. CARBON FOOTPRINT OF BOISE STATE AND PEERS
—UTILITY MONITORING SYSTEM

In addition to the upgrades throughout campus, each major building was fitted with real-time energy monitors to continuously record electrical, steam and chilled water consumption in campus buildings (see Figure 8.3).

—TRANSPORTATION

Boise State administration recognizes transportation as a key issue that must be addressed in all aspects of campus operations. From land use for surface parking lots and structures to programs that encourage alternative means of transportation, Boise State is committed to a course of action that maintains adequate accessibility of our campus to all. At the same time we strive to be good environmental stewards by working to minimize negative environmental impact due to vehicular traffic by students and employees.

Our studies have shown that only 58% of students and staff come to campus in a single-occupant automobile. The other 42% are distributed among public transit, walking, informal ride sharing and bicycles. Boise State is currently undertaking a multi-year planning effort to develop the Pedestrian and Bicycle Safety Master Plan, which will dovetail into our Campus Master Plan. This new plan will guide us in developing the next generation of campus building and ensure that traffic flow patterns as well as bicycle parking needs are adequately addressed.

—PUBLIC TRANSPORTATION

Through a partnership with Valley Regional Transit (VRT), all current students and employees of Boise State can ride any of the regional public transit buses with no charge to the user. Students and staff present their ID upon boarding the bus while the driver tracks each Boise State ride. VRT then bills Boise State per ride, at a greatly reduced rate. This program has been in place for several years. During the 2008 academic year, steep increases in ridership (over 40%) were observed. Even though gasoline prices have dropped since then, ridership is still increasing with an estimated increase of 18% for the 2009 academic year.
—CAMPUS TRANSIT CENTER
With the help of a federal transit grant, we are currently planning a transit center, to be located on the southwest corner of the Student Union Building, at the corner of University and Lincoln avenues. This central location will serve as the focal point for the campus shuttle service as well as the major lines of Valley Regional Transit.

—ON SITE HOURLY CAR RENTAL
In an effort to further encourage alternatives to single-occupant vehicles, Boise State is preparing to offer on-site car-sharing to students and staff who need a vehicle for short-term needs throughout the day. This program will be run through a third party contractor. The users of the service will be responsible for the cost. The vehicles to be used will be the most efficient available, including hybrids.

Maintenance of the Physical Plant
8.A.4 The management, maintenance, and operation of instructional facilities are adequate to ensure their continuing quality and safety necessary to support the educational programs and support services of the institution.

—ROUTINE INTERIOR MAINTENANCE
Facilities, Operations, and Maintenance (FOM) is responsible for repair and maintenance of facilities. Routine maintenance, such as painting and new carpeting, is scheduled on a rotating basis or to occur when occupancy changes. Repairs are requested via an online work request system. Repairs and maintenance are carried out by crews of crafts personnel. Such maintenance and repairs are covered by a budget of approximately $2.8M/year.

The “Extreme Classroom Makeover” project, currently in its 4th year, identifies classrooms that are particularly in need of attention because of mismatched or sub-optimal furniture, lack of technology, or other concerns. With input from the faculty members who use the spaces, a committee of representatives from the Registrar’s Office, Academic Technologies, FOM, Architects and Engineering Services, and the Provost’s Office prioritizes rooms and seeks funding, which may come from state renovation funds or from direct allocations from the Provost’s and FOM. Over the last four years, 17 classrooms have been made-over, and an additional 10 rooms received substantial audio-visual upgrades.

—PREVENTATIVE MAINTENANCE
Each year the heads of the various FOM units prioritize projects needed for preventative maintenance. During spring of 2009, a
consulting group conducted a Facilities Assessment. The assessment closely examined all buildings on campus and identified maintenance needs. The results of the study indicated that our ratio of deferred maintenance costs to replacement value is approximately 7%, which is regarded as a reasonably healthy ratio. We will be able to use the results of that study over the next several years in prioritizing major maintenance projects.

Preventative maintenance projects are funded primarily via state renovation funds. Table 8.5 shows projects over the last year.

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**UTILITY MONITORING AND ENERGY USAGE**

Boise State is engaged in an energy performance contract which provides energy cost savings of about $400,000 per year through reducing electricity usage in targeted buildings by approximately 19%. This project included a campus wide building level web accessible metering system, which gives real time information on all energy systems to the facilities engineers. This level of information supports greater efficiency as any anomalous behavior can be readily pinpointed.

Campus irrigation water is provided from a series of wells and local irrigation organizations which provide non-potable water from the Boise River. To best use this important resource the campus has installed a computer-based irrigation control system that utilizes real-time temperature and humidity data to adjust watering schedules for optimum performance. This system has resulted in a 42% reduction of water volume as compared to straight schedule approach in recent test case.
Information Technology

8.A.3 The institution’s facilities are furnished adequately for work, study, and research by students, faculty, and staff.

8.B.1 Suitable equipment (including computing and laboratory equipment) is provided and is readily accessible at on- and off-campus sites to meet educational and administrative requirements.

8.B.2 Equipment is maintained in proper operating condition, is inventoried and controlled, and replaced or upgraded as needed.

—OFFICE OF INFORMATION TECHNOLOGY

The Executive Director of the Office of Information Technology (OIT) reports to the Vice President for Finance and Administration. OIT is governed by the Information Technology Governance Council (ITGC), which is comprised of the University’s President, Vice Presidents, the Executive Director of OIT, and the chairs of two advisory committees, the University Information Technology Advisory Committee (UITAC) and the Academic Information Technology Advisory Committee (AITAC). The UITAC and AITAC have representation from throughout campus, including the Library and Academic Technologies, faculty, staff, and students.

Staffing is depicted in the following table:

<table>
<thead>
<tr>
<th>Professional Staff</th>
<th>69 FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Classified Staff</td>
<td>30 FTE</td>
</tr>
<tr>
<td>Student Assistants</td>
<td>20 FTE</td>
</tr>
<tr>
<td>Total Staff</td>
<td>119 FTE</td>
</tr>
</tbody>
</table>

—MISSION CRITICAL SYSTEM SUPPORT

OIT provides support for the University’s mission critical applications, systems, and services as outlined in the OIT Strategic Plan. University mission critical applications, systems and services refer to those applications, systems and services which are core to the University’s ability to reliably, consistently and efficiently teach, do research, and provide public services.

Examples include Internet access, telephone services, the University’s web presence, the University’s learning management system, Blackboard; the University’s central administrative systems (Oracle/PeopleSoft) including student systems for admissions, registration, financial aid and grades, financial systems including general ledger, receivables, payables, purchasing, grants and contracts; human resource systems including payroll, benefits, and affirmative action. Additional applications include those widely used and site licensed and supported centrally such as data base inquiry (iStrategies) and multiple academic centric software including but not limited to
SAS, SPSS, and Qualtrics®. Although at present not all systems are available 24 X 7, it is a strategic goal that all systems will become available to the campus community on a 24 X 7 basis.

—INTERNET AND NETWORK ACCESS

Boise State students, faculty, and staff have access to the Internet and computing facilities in offices and labs across the campus.

- Boise State has a stable mesh high-speed network with redundant network features. Internet bandwidth access has doubled since 2006 and in 2008 an upgrade of the backbone equipment to 10 Gbs speed was initiated. These increases in speed and capacity will allow complete support of emerging research technologies for Cube Modeling and large data set computations. Increased backbone speed to research networks will be accomplished through our membership with the Idaho Regional Optical Network (IRON). IRON connects state government, research institutions, education, and health care facilities across Idaho.

- Boise State supports a campus-wide open hot spot for guest wireless access. OIT has worked with the campus community to create a secure environment for simple Internet applications to support both students and guests on campus. In addition, OIT has deployed secure wireless connections to protect research and faculty who are processing sensitive data.

- IP telephony has been deployed on campus providing expanded telecommunications capabilities. This technology will also facilitate the expanded use of video, telephony and data access to the campus community.

- Virtual Private Networks (VPN) are enabled to areas on the campus network, enabling collaboration with outside researchers and Boise State faculty. VPNs also allow faculty and researchers to securely access on-campus research assets from anywhere with Internet access that is authenticated.

- As a Charter Associate of IRON, the University has direct access to Internet2, National Lambda Rail, the QUILT and the Canadian National Research Network. These international research networks provide high-speed unprecedented access to research, researchers, and educational resources.

—OIT SUPPORT SERVICES

The OIT Help Desk provides support to employees, students, and affiliates of Boise State University. During 2008, OIT responded to more than 29,500 requests via email, phones, walk-up, on site, remotely, and self-help.
INFORMATION TECHNOLOGY ONLINE LEARNING RESOURCES

The University also provides a number of online learning resources to all employees through joint efforts of the Office of Information Technology and Employee Learning and Development. The webpage for the OIT Help Desk provides a series of videos, tutorials, and documentation for the different technologies provided by OIT. Access has also been granted to all employees to a collection of computer based training (CBT) modules from both Microsoft and SkillSoft. These CBTs provide training from Adobe Acrobat to Windows.

OIT also partners with Employee Learning and Development to provide an employee training classroom that provides a number of software packages. Guest lecturers from OIT and across campus teach about technical issues; classes have ranged from email to Microsoft Office to IT security to web development.

The Office of Information Technology also works with the Library to provide access to Safari Online Books collection. This online collection provides documentation and manuals for the latest technology trends.

COMMUNICATIONS

In 2008, Boise State University transitioned all student electronic communication accounts to Google Apps. This move provided a consolidated system for e-mail, calendaring, and group discussion between all students and in 2009, all faculty members. This service also provided each student with over 7 Gbs of data storage that could be shared for collaboration projects with other students. This equates to 140 Terabytes of storage space in total. This service and data storage is available 24/7 from any Internet connection. The use of Google Apps allows collaboration between students and with faculty. These collaborative applications include word documents, spreadsheets, presentations, slide shows, and websites. OIT estimates that migration to Google Apps saves the University more than $200,000 annually in hardware, software, and personnel costs. Although responders to a recent survey indicated generally high levels of satisfaction with the transition to Google Apps, there is not widespread consensus that this is the best system for our university. We will continue to assess the effectiveness of our electronic communications system to determine what future steps might be appropriate.

http://oit.boisestate.edu/cs/services/LabHardwareSoftwareMatrix.pdf
There are a number of computer labs available for use by students on campus.

- Two labs are overseen by OIT: the Multipurpose Computer Lab with 95 computers and the Engineering Lab with 39 computers. In FY08 there were 209,863 individual visits to the OIT labs. Lab hardware and software lists are publicly available for users at the OIT website. OIT student computer labs remain open twenty-four hours a day during the last week of each term, providing greater access to computing resources when students have traditionally required extended access.

- Access to computers is provided by the University Library, as described in Standard 5.

- A number of colleges and departments maintain computer labs, and often those labs are scheduled for classes for part of the day and serve as open computer labs during the remainder of the day.

- Following is a list of labs in the colleges as of FY’08. Open access means the lab is open to all students, closed means it is a lab used for teaching classes, hybrid means the lab is open at various times for the entire student population and closed at times for classes.

<table>
<thead>
<tr>
<th>Academic College or other unit</th>
<th>Room</th>
<th>Access</th>
<th>Number of Computers</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Engineering</strong></td>
<td>ET212</td>
<td>Open</td>
<td>38</td>
</tr>
<tr>
<td></td>
<td>ET238</td>
<td>Open/Scheduable</td>
<td>28</td>
</tr>
<tr>
<td></td>
<td>MEC103</td>
<td>Open/Scheduable</td>
<td>28</td>
</tr>
<tr>
<td></td>
<td>ET312</td>
<td>Open/Scheduable</td>
<td>16</td>
</tr>
<tr>
<td></td>
<td>ET213/214</td>
<td>Open/Scheduable</td>
<td>32</td>
</tr>
<tr>
<td></td>
<td>MEC237</td>
<td>Open/Scheduable</td>
<td>24</td>
</tr>
<tr>
<td></td>
<td>MEC402</td>
<td>Open/Scheduable</td>
<td>19</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td></td>
<td>185</td>
</tr>
<tr>
<td><strong>Business</strong></td>
<td>B208</td>
<td>Closed</td>
<td>37</td>
</tr>
<tr>
<td></td>
<td>B210</td>
<td>Open</td>
<td>37</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td></td>
<td>74</td>
</tr>
<tr>
<td><strong>Library</strong></td>
<td>Building-wide</td>
<td>Open</td>
<td>117</td>
</tr>
<tr>
<td></td>
<td>Laptops</td>
<td></td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>Multimedia</td>
<td></td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>L203</td>
<td>Closed</td>
<td>26</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td></td>
<td>155</td>
</tr>
<tr>
<td><strong>Social Sci &amp; Public Affairs</strong></td>
<td>C114</td>
<td>Hybrid</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>PAAW125</td>
<td>Hybrid</td>
<td>32</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td></td>
<td>52</td>
</tr>
<tr>
<td>Academic College or other unit</td>
<td>Room</td>
<td>Access</td>
<td>Number of Computers</td>
</tr>
<tr>
<td>-------------------------------</td>
<td>--------</td>
<td>--------</td>
<td>---------------------</td>
</tr>
<tr>
<td><strong>Education</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>E419A</td>
<td>Open</td>
<td>18</td>
</tr>
<tr>
<td></td>
<td>E419B</td>
<td>Closed</td>
<td>24</td>
</tr>
<tr>
<td></td>
<td>E220</td>
<td>Hybrid</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>E221</td>
<td>Closed</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>E224</td>
<td>Closed</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>E525</td>
<td>Closed</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>K120</td>
<td>Closed</td>
<td>4</td>
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<tr>
<td></td>
<td>K217</td>
<td>Closed</td>
<td>5</td>
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<tr>
<td><strong>TOTALS</strong></td>
<td></td>
<td></td>
<td>86</td>
</tr>
<tr>
<td><strong>Health Sciences</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>SN149</td>
<td>Closed</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>HSR206</td>
<td></td>
<td>11</td>
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<tr>
<td><strong>TOTALS</strong></td>
<td></td>
<td></td>
<td>21</td>
</tr>
<tr>
<td><strong>Extended Studies (Off main campus)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Gowen Field</td>
<td>Closed</td>
<td>26</td>
</tr>
<tr>
<td></td>
<td>Mountain Home</td>
<td>Closed</td>
<td>16</td>
</tr>
<tr>
<td><strong>TOTALS</strong></td>
<td></td>
<td></td>
<td>42</td>
</tr>
<tr>
<td><strong>Arts and Sciences</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>LA257</td>
<td>Hybrid</td>
<td>17</td>
</tr>
<tr>
<td></td>
<td>PAAW118</td>
<td>Closed</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>FA117</td>
<td>Closed</td>
<td>17</td>
</tr>
<tr>
<td></td>
<td>FA118</td>
<td>Hybrid</td>
<td>15</td>
</tr>
<tr>
<td></td>
<td>SN218</td>
<td>Hybrid</td>
<td>26</td>
</tr>
<tr>
<td></td>
<td>SN248</td>
<td>Hybrid</td>
<td>13</td>
</tr>
<tr>
<td></td>
<td>SN336</td>
<td>Closed</td>
<td>15</td>
</tr>
<tr>
<td></td>
<td>SN337</td>
<td>Closed</td>
<td>13</td>
</tr>
<tr>
<td></td>
<td>LA202</td>
<td>Closed</td>
<td>25</td>
</tr>
<tr>
<td></td>
<td>LA204</td>
<td>Closed</td>
<td>25</td>
</tr>
<tr>
<td></td>
<td>LA206</td>
<td>Hybrid</td>
<td>25</td>
</tr>
<tr>
<td></td>
<td>Math Learning Center</td>
<td>Closed</td>
<td>72</td>
</tr>
<tr>
<td></td>
<td>MG115</td>
<td>Closed</td>
<td>40</td>
</tr>
<tr>
<td></td>
<td>MG122</td>
<td>Closed</td>
<td>9</td>
</tr>
<tr>
<td></td>
<td>MG128</td>
<td>Closed</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>MG136</td>
<td>Closed</td>
<td>21</td>
</tr>
<tr>
<td></td>
<td>MG104</td>
<td>Hybrid</td>
<td>21</td>
</tr>
<tr>
<td></td>
<td>L144</td>
<td>Open</td>
<td>26</td>
</tr>
<tr>
<td></td>
<td>MCC115</td>
<td>Hybrid</td>
<td>18</td>
</tr>
<tr>
<td></td>
<td>MP404</td>
<td>Closed</td>
<td>8</td>
</tr>
<tr>
<td></td>
<td>MP401</td>
<td>Closed</td>
<td>8</td>
</tr>
<tr>
<td></td>
<td>MP411</td>
<td>Closed</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>MP414</td>
<td>Closed</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>MP301</td>
<td>Closed</td>
<td>8</td>
</tr>
<tr>
<td><strong>TOTALS</strong></td>
<td></td>
<td></td>
<td>446</td>
</tr>
<tr>
<td><strong>Grand Total of College Lab Computers Available</strong></td>
<td></td>
<td></td>
<td>1,061</td>
</tr>
</tbody>
</table>
Funding for computers in computer labs is provided via a “Student Computer Lab Fee” that all students are charged. Those funds are distributed by the University Information Technology Advisory committee to colleges based on credit hours generated. Areas that do not generate credit hours and provide open computer labs get a flat allocation every year. The labs on campus that have open access times and are not closed for curriculum or teaching lab purposes are those that are in the Lab Hardware and Software Matrix. Comparisons with peer institutions are made on an annual basis to see if the fee being charged is comparable. We are consistently below what others are charging for a student technology fee.

Labstats, a monitoring tool for gathering statistics on lab usage, has been purchased and is being used to assist with determining how effectively labs on campus are being used.

OIT contracts with the Help Desk Institute to do a random assessment of customer satisfaction, measuring customer satisfaction, agent courtesy, technical ability, and timeliness of interactions with OIT. Information is then compiled and then compared to University benchmarks. Overall satisfaction has been at 4.7 out of 5 for 2008. This compares to the industry average of 4.6. These transactional surveys help our staff focus on the customer experience. Benchmarking against other universities helps us ensure that we are providing an appropriate and high level of customer service.

OIT also conducted a service assessment in 2008. The campus was surveyed about OIT’s ability to communicate, technologies used, what users like and dislike about OIT’s services, and suggested improvements.

Findings and responses included the following:

- Users asked that OIT make its communications timelier and more available. In response, OIT implemented a blog in which the campus could refer to IT issues on a daily basis.
- We also found that people were very supportive of our remote support initiatives: 85% of respondents said they trusted the
This survey also revealed likes and fears about future technologies. Users are concerned about items such as Windows Vista. We attribute this to the large amount of negative press and as a result have avoided the wide spread adoption. We did find wide spread acceptance of other items, such Google Apps for Education and Microsoft Office 2007.

OIT is also a long-term member of several organizations within which we are able to exchange best practices; those organizations include WESTNET, HDI Higher Education Forum, and Educause.

- **WESTNET** is an affinity group that grew out of the NSFnet regional network. Westnet holds bi-annual meetings that include technical presentations from members and vendors. Westnet provides powerful political and technical contacts with universities that share common concerns. The current Westnet participants include University of Colorado – Boulder, University Colorado – Denver, Colorado State University, University of Wyoming, University of Utah, Utah State University, Colorado School of Mines, University of Arizona, Arizona State University, University of New Mexico, New Mexico State University, Idaho State University, Denver University, South Dakota School of Mines and Technology, New Mexico Technet, Boise State University, and the National Center for Atmospheric Research.20

- **HDI Higher Education Forum** is a collection of 30 university help desks. The group meets each semester to discuss best practices of running customer relations in a higher education environment.21

- **EDUCAUSE** is a nonprofit association whose mission is to advance higher education by promoting the intelligent use of information technology.22

### Equipment and Furnishings

8.A.3 The institution’s facilities are furnished adequately for work, study, and research by students, faculty, and staff.

8.B.1 Suitable equipment (including computing and laboratory equipment) is provided and is readily accessible at on- and off-campus sites to meet educational and administrative requirements.

8.B.2 Equipment is maintained in proper operating condition, is inventoried and controlled, and replaced or upgraded as needed.

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20 http://www.cisl.ucar.edu/nets/projects/Westnet/
22 http://www.educause.edu/
—CLASSROOM TECHNOLOGY

Classroom technology in general purpose classrooms is maintained by Academic Technologies (AT), which reports to the Center for Teaching and Learning (see Standard 4 for a more complete description of AT). Ninety percent of the general-purpose classrooms on campus are equipped with multimedia equipment and video projection, network connections at all teaching stations, and wireless networking for students. AT maintains and upgrades that equipment as needed.

Seventeen classrooms have built-in cameras and microphones for digitally recording and publishing to the web classroom lectures and presentations so that students can access and review classroom activities and information on demand.

AT also supports a number of specialized facilities: (i) The Zone is a multimedia academic projects studio designed to support students as they develop and produce various digital media for their academic work; (ii) The 3-D Visualization Lab/Theater features high-end workstations (some of them equipped with 3-D monitors) used by faculty and students to create 3-D representations of research data and teaching materials; (iii) Instructional Television (ITV) Classrooms which are specially equipped to teach courses to remote locations via cable TV, microwave, compressed videoconferencing, streaming video and public television; (iv) The Classroom for Innovation and Research which is a highly flexible classroom created to support experimentation with innovative teaching practices and methods through observational research and innovative technology; (v) the Online Testing Center which administers over 30,000 tests annually in a proctored computer-based lab; (vi) the Faculty New Media Center, a suite of rooms devoted to training, digital media production, podcasting and video editing for faculty developed teaching materials; and (vii) TeamSpot collaboration stations throughout campus which feature large flat panel displays and computer software and tools for innovative collaborative work by student teams.

—EQUIPMENT IN TEACHING LABORATORIES

Teaching laboratories are maintained by the departments and colleges offering the individual laboratory courses. Depending on the laboratory requirements, various approaches are used to equip, update and maintain teaching labs throughout campus. For laboratories requiring few resources, departments may be capable of maintaining labs from their appropriated budgets. Many departments meet more demanding needs through the use of a special course fee. Departments offering lab courses may apply for special course fees which must be approved by the college dean, the Deans’
Council, the Provost, and the President's Administrative Council. The fees are transferred to a separate account which is earmarked for laboratory support.

Prior to 2005, the policy on special course fees only allowed the charging of fees for expendable materials. However, in 2005, the policy was revised to enable the special course fees to be used for the purchase of equipment to be used in teaching laboratories.

—CLASSROOM FURNISHINGS

University buildings contain an assortment of classroom styles and configurations, containing a variety of seating types. Specialized classroom furnishings are provided to accommodate any needs established through the Disability Resources Center. Facilities Operations and Maintenance is responsible for maintaining classroom furnishings to insure that adequate seating is provided and it is appropriate for the use of the space. Preventative maintenance is routinely scheduled on all fixed seating and any necessary repairs are made when problems are discovered. Other classroom furniture is inventoried and arranged on a nightly basis and any damaged or broken items are promptly repaired or replaced. Project cleaning of classroom furnishings is scheduled on an annual basis, or more frequently if needed. Complete upgrades of classroom furnishings are funded when they no longer meet the needs of the students, or when the space is remodeled through a planned renewal project. The Extreme Classroom Makeover project, described previously in this document, is an example of this type of renewal project.

New furnishings purchased for recent construction have been specified with the C2C\textsuperscript{23} label indicating that the manufacturer has implemented an integrated production and recycling program as well as using non-allergenic and non-offgassing materials.

Adequacy of Physical Resources

8.A.1 Instructional facilities are sufficient to achieve the institution’s mission and goals.

8.A.2 Facilities assigned to an instructional function are adequate for the effective operation of the function.

8.A.5 Facilities are constructed and maintained with due regard for health and safety and for access by the physically disabled.

8.A.6 When programs are offered off the primary campus, the physical facilities at these sites are appropriate to the programs offered.

8.A.7 When facilities owned and operated by other organizations or individuals are used by the institution for educational purposes, the facilities meet this standard.

8.B.3 Use, storage, and disposal of hazardous materials are in accordance with the institution’s prescribed procedures.
8.C.3 Physical resource planning addresses access to institutional facilities for special constituencies including the physically impaired and provides for appropriate security arrangements.

—INDICATORS OF ADEQUACY

The best indicator of the adequacy of space and equipment resources is the effective operation of our institution. Evidence as to the effectiveness of various components of our institution is described in various parts of this self study: instructional programs, student services, faculty research and creative activity, and Library. There also exist several other indicators as follows:

- The Society for College and University Planning conducted a survey of space utilization at a number of institutions. We were able to secure those measurements for a set of six leading urban universities: University of Cincinnati-Main Campus, University of Illinois at Chicago, George Mason University, San Diego State University, University of Wisconsin-Milwaukee, and SUNY at Albany. Using IPEDS data on enrollments and faculty numbers, we were able to calculate ratios of various types of space per student and per faculty member. Those measures are depicted in Figures 8.5 and 8.6. They indicate the following:
  - The amounts of classroom and instructional lab space per student at Boise State are essentially the same as this group.
  - The amounts of student residential space and study space per student lag behind this group to varying degrees. As is described in Standard 3, we are putting substantial resources into the creation of additional student residential space. In addition, the University recently opened a 66,000 GSF addition of the Student Union Building, which will help substantially with the amount of study space available.
  - The amount of office space per faculty member is comparable to this group, but the amount of research lab space per faculty member or per student is much lower than the group. This information reinforces our emphasis on investing resources and effort in constructing additional lab space via the construction of a new building (e.g., the CESED building) and via remodeling of space in existing buildings.
  - Figure 8.7 depicts results from a study of

![Figure 8.5. SPACE PER STUDENT](image)

![Figure 8.6. SPACE PER FACULTY MEMBER](image)
student satisfaction with campus space. The graph indicates that although nearly 90% of respondents agreed that “much” space is needed for individual study space, only about 60% said that they perceived “much” space available for individual study at Boise State. The differences between “ideal” and “perceived” were much less for meeting space, but were greater for access to campus. We are taking the following actions that should help:

- The Student Union expansion provides substantially more meeting space.
- All new major projects are providing for individual meeting space. In particular the new COBE building program includes 28 student team rooms for 6 – 10 students, fully fitted out with a computer and large monitor.
- The Interactive Learning Center provides a range of small to medium spaces in a variety of configurations to support student work.
- Lobby spaces (Business, Science/Nursing, Simplot Micron Instructional Technology Center) have been outfitted with a variety of chairs and tables to provide un-programmed space in the central campus for informal student use.
- Access to campus is being enhanced in several ways:
  - Additional parking garages are being constructed; the most recently constructed is a centrally located, 750 space parking structure at Lincoln and University that is slated to be expanded by August of 2011 – doubling its size. Longer term plans call for one or possibly two more centrally located structures depending on need.
  - A Pedestrian/Bicycle master plan effort is underway to find the best solution for intra-campus transportation; continuing effort is made to site bicycle racks to best serve the student population.
  - A free campus shuttle makes a campus loop on 8 minute intervals during peak hours and 15 minute intervals on non-peak operating hours.
In coordination with Valley Regional Transit (VRT), the University Transportation office worked to provide added direct bus routes to and from the West Campus Academic facilities (now CWI). The University Department of Transportation subsidizes bus transit for all students, faculty, and staff; with appropriate ID validation students can ride any ADA county or inter-county VRT bus with no fare payment.

FALL 2006 SEMESTER: REGISTRAR SCHEDULE

- The University uses X25 software to produce reports on our utilization of classroom space. Figures 8.8 and 8.9 are examples of the analyses that result.
  - In general, our room efficiency (that is, the proportion of the time that rooms are utilized) is approximately 50%. Our seat efficiency (the average % of seats occupied) is approximately 65-70%. At the peak time of utilization (TuTh 9AM to noon) room utilization approaches 100%. This information has (i) given us a basis for taking...
several rooms offline to serve critical needs for office space and research lab space, (ii) prompted us to facilitate department chairs to make use of times outside of the peak.

- In general, we have more demand for small classrooms than we have rooms available but we have an excess of larger rooms. This has led to a decrease in our seat utilization efficiency because we have needed to schedule classes in rooms larger than needed. This information has provided us a basis for decisions as to which rooms would cause the least disruption if taken offline.

—SAFETY AND SECURITY

University Security (also described in Standard 3) reports to the Executive Director of Security and Police Services. This position was developed in 2008 as a result of new expectations for campus security, particularly following recent critical incidences on college campuses around the nation. The Director of Emergency Management position was also created, and the emergency management program was designated to be administered by the University Security Department. The resulting action at Boise State was to bring safety and security under one umbrella in order to better coordinate campus security, law enforcement, incident response, threat assessment, stake holder collaboration, and operational planning. University Security has a strong commitment to the public safety on campus and does all that is reasonably possible to provide for the security of students, employees, visitors and property.

University Security contracts law enforcement services with the Boise Police Department (BPD). The BPD unit at Boise State includes one Lieutenant, six officers and five civilian support staff. BPD maintains a full-time police contingency on campus and provides a 24/7-dispatch service. The University Security Department also maintains a security operation that consists of four full-time campus security officers, four part-time security officers and a supervisor who together provide patrols of University property. In addition to the campus security staff, University Housing funds three positions for purposes of performing routine security checks, assisting residence hall staff with in-house incidents, providing safe escorts across campus, and as needed to assist emergency personnel. The security and law enforcement programs are housed together on campus to facilitate coordination of communication and operations.²⁴

Numerous crime prevention activities, education and awareness programs are provided by University Security and BPD.

²⁴ Copy of contract with BPD
These programs include facility alarm systems, security surveys, crime prevention publicity and presentations, new student and new employee orientation safety briefs, sexual assault awareness programs, residence hall security, bike registration, Campus Corp (BPD volunteers), security escort services, CCTV coverage and free 911 phone availability.

The campus has an emergency phone system, with 53 locations strategically placed for coverage. Users of a “Blue Light” emergency phone have either direct communication with the campus security office or an immediate 911 connection. Over the last 10 years, there have been marked improvements to lighting on campus, largely as a result of “safety walks” that occur two times per year during which safety personnel identify areas on campus that are potentially vulnerable for students and employees.

In 2008, the “Opt In” emergency contact program became operational. All employee and registered student emails are automatically entered into this system. Those students and employees who sign up for the “Opt In” program will receive direct email, phone, and/or text-message notification in the case of a critical incident involving the campus. Approximately 4,000 students and employees have opted in to date.

The University has an Emergency Incident Response Team made up of University executives. The team convenes in the event of an emergency. They have gone through a number of training exercises that simulate active shooter scenarios, extended power outages, floods and the pandemic flu.

To keep the University community aware and well informed about issues relevant to safety, crimes on campus, crime statistics, and other related issues, relevant information is widely disseminated through The Arbiter, Boise State Update, local media, the University security website and in the Safety and Security Annual Report. When circumstances warrant, special crime alerts are prepared and distributed either selectively or throughout the campus when criminal activity occurs which represents an ongoing or continuing threat to students and employees. These timely warnings to the campus community are issued as necessary and as required by the Clery Act. The Department of University Security prepares the Safety and Security Annual Report in compliance with the Jeanne Clery disclosure of Campus Security Policy and Campus Crime Statistics Act. This report is prepared in cooperation with various University departments who provide annual updated information on their educational efforts and programs to comply with the law. Campus crime, arrest and referral statistics include those reported to University Security, Boise Police Department, local law enforce-
ment agencies surrounding non-campus and public property, and designated “Campus Security Authorities”. Training is undertaken on a regular basis. All drivers of vans that carry students are required to undergo yearly safety training. Following the Virginia Tech incident, several “active shooter” training sessions were given to faculty and staff, and a video is available on the web for public viewing.

—HAZARDOUS WASTES:

Boise State is designated at “Small Quantity Generator” of hazardous wastes by the EPA, with much of the waste stream composed of used oil and solvents. The Office of Environmental Health and Safety (EHS) issues an annual report on hazardous waste removal. The 2008 report can be found in the appendix of this document. The University EHS department maintains and enforces the procedures and processes related to hazardous waste. These procedures are made known to faculty and staff on a regular basis and the EHS website is maintained as an up-to-date reference in this regard. Specifically, the following information can be found on the site:

- Emergency Instructions and contact lists for emergency situations.
- Policy: links to the official University policy manual, specifically those policies dealing with the generation, management and disposal of hazardous wastes.
- Training: links to online training and in-person training calendars for hazardous waste-related training.
- Guidance: documents and links providing additional information to better inform researchers and other staff members on specific topics.
- Building Coordinators: each building on campus has a designated building coordinator who is responsible for coordinating maintenance and waste-removal activities for facilities within that building. In buildings where specific activities are known to generate hazardous wastes, the building coordinators have specific training pertinent to those activities.

In 2008 the University constructed and commissioned a new hazardous waste storage facility to better serve its current and future needs. This larger and more advanced facility allows for the storage and disposal processing of hazardous waste in a modern, safe, and efficient manner. Additional capacity was built into the facility to meet future needs.
—ACCESS

The University is committed to the development and operation of facilities that are accessible to those with disabilities or special needs in accordance with applicable building codes, local, state, and federal laws, and industry best practices. The following items indicate some of the efforts the University makes to provide access and service those with disabilities or special needs:

• All University facilities are designed by a professional architect and are designed to meet or exceed all current building codes relevant to appropriate access and the American with Disabilities Act (ADA).

• Each facility is inspected at least once per year by the University Environmental Health and Safety office for building code issues, and each facility is also reviewed annually by the State Division of Building Safety for code issues.

• When facilities receive a significant remodel effort, access issues are reviewed and improvements made if needed.

• The University participates in state renovation funding, a process that provides funding for projects of certain types, including projects to improve access. The University has received several such funding opportunities in recent years and has completed many projects related to access and ADA such as sidewalk curb cuts and crosswalks, plumbing fixtures, handrail/guardrails, door hardware, venue seating and priority parking.

• Facilities Maintenance and Operations maintains an annual budget to identify correct and/or improve facilities issues related to access and ADA.

• The University maintains an office and staff who solely exist to serve those with disabilities or special needs. The University Disability Resource Center maintains a website where additional information on services available to those with disabilities.37 The Disability Resource Center and Facilities and Operations maintain a relationship to identify and correct access issues.

—OFF-CAMPUS FACILITIES

Any academic activity that takes place off our campus is coordinated through our office of Extended Studies.38 All classrooms used are equipped with normal classroom furniture such as desks or tables. While the quality of the facilities varies by site, all are judged to be adequate and compare favorably with the facilities on the main campus. Instructional audio-visual equipment as requested by

37 http://drc.boisestate.edu/
38 http://www.boisestate.edu/extendedstudies/regionalsites/
the instructor is supplied by our host partner or from equipment provided on-site by Boise State. The following are off-campus sites:

- **Gowen Field**: This facility is located adjacent to the Boise Airport, approximately 5 miles from the main campus. The academic programs delivered there are intended to support the Idaho National Guard members who are stationed and who train at Gowen Field, but any registered student is allowed to take classes there. The programs are delivered in several classroom buildings on the site. In the Spring of 2009, approximately 70 credit-bearing courses were offered at Gowen Field. The Idaho National Guard provides the facilities under the terms of a memorandum of agreement. While we do not pay rent for the facilities we do reimburse the National Guard for incremental expenses arising from our occupancy such as additional utility costs.

- **Mountain Home**: Boise State also offers academic courses on the Mountain Home Air Force Base, approximately 55 miles from the main campus. In Spring 2009, approximately 30 credit-bearing courses were offered. The facilities at Mountain Home are provided by the USAF without charge to Boise State under the terms of a memorandum of understanding.

- **Twin Falls**: Partnering with the College of Southern Idaho (CSI), the community college serving south-central Idaho, Boise State offers courses that support entire academic programs for residents of Twin Falls and the surrounding area. The CSI campus is situated just over 120 miles from the Boise State campus and all academic buildings are maintained by the CSI administration according to their internal policies and standards. Boise State offers bachelor’s degree completion programs in Business, Accountancy, Social Work, and Criminal Justice. Additionally, we offer master’s degrees in Social Work and Bilingual Education. During spring 2009 approximately 25 classes were offered.

- **Canyon County Sites**: Canyon County is located just west of Ada County (where Boise State is located) and is home to some of the most rapidly growing population centers in the state. Boise State offers classes at two sites in Canyon County, one of which is the College of Western Idaho in a building that was constructed in 2004 as part of Boise State’s plans to build a permanent campus in Canyon County. In January of 2009, the SBOE transferred that building and 100 acres of land to CWI. Boise State maintains a cooperative relationship with CWI and continues to offer upper division and graduate courses there. We also offer undergraduate courses under a lease agreement at Columbia High School in Nampa. Both Canyon County loca-
tions are 20 miles from the central Boise State campus. During Spring 2009 approximately 90 credit courses were offered.

- North Idaho: Boise State's Masters of Social Work (MSW) program delivers courses at two sites in Northern Idaho: Lewiston, ID and Coeur d'Alene, ID. In Lewiston we use the classroom facilities and instructional technology of Lewis-Clark State College (LCSC). LCSC also provides office space for the Site Coordinator within the building used for Faculty Offices. All academic buildings are maintained by the LCSC administration according to their standards and policies. In Coeur d'Alene Boise State partners with North Idaho College. North Idaho College provides classroom and administrative space as part of their higher education center. All facilities are well equipped and maintained. Boise State offered 18 graduate courses in Northern Idaho during spring 2009.

Commendations, Recommendations, Action Plan

—COMMENDATIONS:

- The University has a well thought-out capital master plan linked to our strategic plan, and is using it as the foundation for decisions about which new construction projects to pursue, what space to repurpose for what use, and which campus entities to locate where. The University has been quite resourceful in securing the funding for a number of capital projects in spite of limitations on state funding.

- The University continues to maintain the physical plant in solid condition by a combination of long-term planning, preventative maintenance, timely replacement of major components, and remodeling of space to meet new needs.

- The University maintains a highly effective support structure of information technology.

- The University makes use of a reasonable set of assessment measures to determine the adequacy of space and the efficiency of utilization of space.

- The University is clearly committed to sustainability and environmental stewardship.
  - We have successfully designed and constructed high performance buildings.
  - A bicycle/pedestrian safety master plan is underway.
The comprehensive transportation planning presently underway has the double advantages of saving money on parking facility construction while supporting alternative and environmentally friendly transportation choices.

The University has assertively pursued and received millions of dollars in federal grants for mass transit initiatives.

University investments into the development of alternative transportation have rendered positive results with use of mass and alternative transportation increasing over 100% over the last five years.

—RECOMMENDATIONS:

- As described above, the University makes use of a number of assessment devices. However, it is still developing a comprehensive and analytical planning tools and processes to be used for tracking space assignments on campus.

- Assessment of adequacy of space relative to that of aspirational peers clearly shows that Boise State must invest substantially in the creation of new research laboratory space if it is to be able to achieve its vision. The University has been making progress (e.g., the CESED building and remodels) but must continue to seek funding to meet this foundational need.

- Funds for repurposing of space are limited. Adequate funding from the state or other sources would improve our ability to increase efficiency and productivity from our current space inventory.

- As the demands on campus infrastructure continue to increase, the University needs to develop and adopt a comprehensive plan for energy and transportation infrastructure.

—ACTION PLAN:

- The University will invest in appropriate tools and processes to support an analytical approach to keep track of space assignments and to facilitate space planning efforts.

- The University will continue to seek funding for new science and engineering laboratory space. Funds will continue to be applied to the remodeling of classroom space into research space. In addition, planning money is being sought for the next research building.

- The University will continue to seek an alternative source of funding to expand our capacity to repurpose space.
• The University will commission an “Energy Master Plan” to identify opportunities for infrastructure investment that will enable a more energy efficient and economical campus.