The Acropolis of Fort Wayne
A Multi-use Development at the Gateway to the City

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Building Type: Multi-use
Location of Project: Fort Wayne Downtown

Thesis Committee Chair: Art Schaller
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Consultants: Ft. Wayne Community Development Commission.

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The central issue explored is the role or demands placed upon the large-city highways of today, and how designers can best meet these needs by the 21st century. Objectives include freeing the city core from vehicular domination so that the essence of downtown is not damaged, integrating new highways into the existing city fabric without destroying important civic values, drawing inspiration from the highway's use to order compositional relationships in new construction alongside the highway, taking advantage of the highway as a natural boundary between two different land uses by selecting an appropriate location, and providing a satisfying visual experience for the driver through appropriate physical relationships in movement and the ever-changing viewpoint from the windshield.

By using highway design as a foundation for city planning, a large-scale multi-use development can draw its vitality from the roadway in a way that builds community spirit. Such a development will be able to peacefully translate highway vitality to sidewalk vitality. This thesis project has combined the functions for both automobiles and pedestrians so that the transition from one to the other is a dynamic, pleasant experience.
1 Introduction of Thesis Goals

This thesis project strives to create overall design guidelines for improvement of access into a central business district by automobile. The arena of study will be directed specifically to unique problems and opportunities in Fort Wayne, Indiana. However, successful ideas and results may be applied to the development of similar projects in other cities.

The thesis goal is two-fold. First, to explore the progression of an automobile and other vehicles along a major artery through the downtown area with a single gateway entrance identifiable as the ceremonial path to the downtown region. Also, that easily accessible services adjacent to the path will help regulate and control the impact such a large volume of traffic will introduce to the area. It is hoped that such development at the gateway to the city will effectively direct attention to itself as a major transition point for the motorist from the automobile to the city streets.

The second goal concerns the study of appropriate development in the gateway development area. This includes an appropriate combination of multi-use functions in order to maintain an active pedestrian environment. Also, to design structures sensitive to their surroundings as a lure for additional quality development. The major concern is to the parking facilities as enticement to developers. Such a development needs to build upon the existing positive amenities of the site.

Key issues to be addressed within the scope of this thesis project include:
1. Traffic planning goals.
2. Urban highway design.
3. Image approach to city gateways.
4. Revitalization strategy and new development.
5. Study of pedestrian patterns downtown.
6. Organization of mass transit systems.
7. Adaptation of historic structures.
8. Parking garage mechanics.

Any solutions to urban planning strategies must certainly have economics as the central thrust. First of all, the creation of jobs and taxable property. And secondly, to remove blight, obsolescence and underutilization.

The revitalization strategy must also consider:
1. The creation of a master plan for future developments to follow.
2. Building upon the existing assets or special strengths of the community.
3. To concentrate projects geographically, which uses limited resources to gain the greatest impact upon the city.
Background Information

Ft. Wayne has accommodated many forms of transportation as a city of approximately 200 years. The confluence of 3 rivers first lured settlers to the area. In the mid 1800's, the Wabash and Erie Canal brought the first major growth to the city. Shortly afterwards, the railroads replaced the canal as the fastest way to travel. Many major railroad lines crossed the city grid, terminating many continuous roads. As a result of the three rivers and railroads, Ft. Wayne has few major traffic arteries leading to downtown. At a time when access to the downtown is critical to its success, approach routes are not straightforward, and there is too much through traffic on downtown streets.

Fort Wayne's West Central area marked for preservation. New highway path is shown routing traffic around the historic area. It replaces Washington and Jefferson as the main traffic artery through the downtown.
2 New Highway Proposal

The traffic plan presented in this book is only one part of a much larger comprehensive traffic plan, such as the "Year 2010 Transportation Plan".

The traffic plan strives to ensure direct and efficient access to the central area, and to provide safe and convenient movement of autos and pedestrians within the downtown.

My thesis design involves the creation of a new east-west approach route through the CBD from which a single gateway will emphasize the entrance and arrival to the downtown area.

Some guidelines for shaping the path of the approach route are as follows:
1. Approach routes should provide the motorist and passenger with a sense of direction to, distance from, and arrival to the downtown. Approach routes should be distinctive and visually continuous.
2. The areas at which approach routes actually enter the downtown are entranceway areas. The character and appearance of these areas are important factors in determining the overall image and perception of downtown.
3. Unsightly development adjacent to downtown routes should be improved, screened or removed. (Guidelines 1, 2 and 3 are taken from Ft. Wayne's Urban Design Manual).
4. Whenever possible, the road path should break free from parallel lines, to flow naturally and create relationships with other roads, hills or landmarks.
5. Design roadside views from a perception of movement and a progression of views.
6. Use the roadway as an organizing element, to reinforce boundaries of industrial, residential and commercial areas.
7. Plan maximum exposure of adjacent land parcels to the highway for future commercial developments.
8. Beautification and landscaping should be included along major transportation routes to provide a natural link from residential to commercial areas.
9. Seek a road path that avoids areas of high social costs and brings on the least construction costs. The path should also create new values and opportunities where there were none before.

The approach route was chosen to run alongside the north side of the Penn. Railroad. The route will join with West Jefferson Blvd. near the St. Mary's River. It will continue through downtown and make an eastern connection to the Highway 30 Bypass. The total length is 3.5 miles. This proposed highway is assumed to be an adequate east-west artery for Ft. Wayne's future traffic needs.

The location was found ideal because of the large amount of underutilized land alongside the railroad right-of-way. Dilapidated buildings will be removed, and blighted areas will be cleared to allow for the new highway environment. Also, the Penn. Railroad is an
existing boundary that the city has adapted to. The new highway will use the same path and therefore will create no additional barriers for the city.

The new highway will provide a direct link through the city for highway 30 and 24 from the east, to interstate 69 on the west.

Success of the new highway to carry high volumes of through traffic will ease the congestion forced upon the current east-west link of Highway 30 Bypass. Although the interstate bypass now under construction will remove a large volume of traffic from Highway 30 Bypass, the new highway in this proposal will be an additional convenience for moving traffic through the downtown area especially during peak uses.

The new highway will accommodate truck traffic, city workers and shoppers living in growing suburbs on the east and west sides, and visitors arriving from Interstate 69 on the west.

Of historic interest, superhighways were proposed in 1946 to cross Ft. Wayne in four directions. Part of the proposed path is the identical path chosen for this thesis project.

View of Ft. Wayne skyline from the proposed highway. This view also overlooks the site of the gateway development.
3 City Gateway Development

There is one planned gateway entry into the downtown area from the approach route. The best location was found to be the southwest corner of the CBD. The area is currently characterized by advanced building deterioration, scattered vacant buildings and land parcels, land-use conflicts, under-utilization and other blighted conditions.

The "Downtown Comprehensive Plan and Development Strategy" for Ft. Wayne presents overall recommendations for land-use and development in the downtown region. Concerning the southwest corner, one-half of the area has been labeled as a "Transitional Office/Housing District".

It is recommended that this district could accommodate either new office development oriented toward existing offices to the east, or new housing development oriented toward the existing housing district to the west. Commercial services are to be located along Jefferson Street frontage in the northern portion of this district.

This district also includes the Amtrak facility and adjacent vacant industrial buildings. This sub-area should eventually be reused or redeveloped for activities compatible with and supportive of the larger district. To the extent possible, individual buildings and businesses should be grouped and clustered, rather than be developed as isolated entities.

Also, as redevelopment eventually occurs within this area, the possibility of closing some or all of the internal streets should be explored, to create larger sites for new development.

The use of parking structures should be considered in the future, to create additional land area for new building development.

An adjacent sub-area to the west is labeled the "Southwest Development District". It is recommended that this district undergo major improvement as a close-in residential area, including large-scale new housing development. Improvement of this district should promote the overall objective to reestablish downtown as a 24-hour, multi-use center which offers an overall coordinated working, living, shopping and entertainment environment. Adequate screening and buffering should be provided between this district and adjacent commercial areas.
Downtown Comprehensive Plan and Development Strategy

Open Parks and Proposed Parkland

New Construction Consisting of Parking Garage, Housing, Retail and Cinemas

Ft. Wayne, Indiana
4 Parking Garage Development

The major organizational thrust of the gateway development is parking facilities. The location is appropriate as a perimeter parking facility for the CBD. The goal of city planners is to locate major parking areas at downtown entrancesways to ease congestion directed into the city.

The selling point for this parking is that its two entry ramps and two exit ramps are tied directly to the new highway. The majority of potential users will enter the facility from the new highway. The direct link is planned for convience, orientation, safety and as a time-saving pathway, as opposed to existing city garages that feed into downtown streets with stoplights.

There were many issues that directed the study for an appropriate parking facility design in this location. First, it must be possible to design a parking garage that reflects the culture, climate and social patterns of a particular place.

Also, the parking garage has to cease being a minimal function building. The structure in which you leave your car may also be the place where you also shop, go to work, go to the theatre, wash your car, get food to go, take a rest stop, or even live. High land values downtown justify multi-use. Owners want more of a return on investments than can be generated by parking alone, and cities see a benefit in the expanded tax base that a mixed-use facility can provide.

The gateway development as described in this book lends itself well as a multi-use center. A corner of the available site borders Jefferson Blvd. and Harrison Street. This location would be ideal for retail, recreation and restaurants. The Harrison Street frontage would ideally support retail and various housing. These uses will be described later in detail.

One unique multi-use possibility is to use the upper parking deck for shows and demonstrations. A grand staircase leads directly from the plaza level to the upper deck, so it has the potential for festival use. The number of possible events that could take advantage of the large unobstructed area so close to downtown are endless. Some examples include the historic auto show, a carnival during the 3-Rivers Festival and hot-air balloon launches. The aspect of being able to change uses for the upper deck is exciting and innovative. It is an additional way to raise revenue from a previous minimal use structure.

Such a large project is required to be contextual in height, proportions and materials. There are two approaches to take to the issue of aesthetics. First, the inner workings of the garage can be camouflaged, leaving only enough evidence at the entrance to clarify the building’s purpose. In this approach, garages can take on all manner of identities such as false Mediterranean storefronts, or residentially scaled rowhouse facades.
Another approach is to go in the opposite direction, emphasizing the garage's utilitarian nature with a bold, sculptural statement in concrete or steel. This approach helps in identification for the motorist.

The gateway development is a combination of both approaches for different perceptions needed of the development from all sides.

South Elevation:

The automobile perception from the new highway is one of architectural forms combining to create a gateway and entry perched above a carved hill, resembling a fort-like image appropriate to Ft. Wayne. The parking garage is not readable from this point so that the gateway image may dominate views from the new highway.

West Elevation:

As the automobile passes through the gateway from the new highway, a bold garage structure dominates the view and space. A parking deck actually flies above the roadway in several places, with lightwells illuminating the roadway with bold compositions of light and grey areas. This experience is intended to create the experience of passing through a structure without actually entering. The skyline of Ft. Wayne disappears for a brief moment, only to burst into view again as the automobile continues into the city.

Also, as the automobile passes through the gateway, the bold garage structure consists of sweeping horizontal bands on the edge of each deck. The supporting columns recede from the edge so that the horizontal element will dominate and create a streamline effect. The horizontal bands lead the auto inward toward the entrance to parking by curving gently inward and downward alongside the interior ramps. The curving inward of the parking entrance helps the motorist identify the organization of the parking garage ramps before he actually enters. This lessens the typical bewilderment people experience when they are not familiar with a parking garage.

North Elevation:

The elevation along Jefferson Blvd. tends to partially cover up the fact that a large parking structure exists behind. An office building dominates the west end with emphasis given to a minor entrance to the parking garage. The middle section highlights a pure parking structure with the arriving traffic from the new highway coming from its interior. The east end contains the housing block rising as a backdrop for several detached architectural "jewel" buildings.

East Elevation:

Housing and retail totally dominate the northern half of this elevation. The parking structure is exposed as a backdrop for the existing Federal Building. However, a hanging garden effect transforms a previously hard-edged structure into a pleasant, nature dominated environment. Here, the large parking structure is very sympathetic to an existing historic structure.

Embassy Theatre and Botanical Conservatory
Harrison Street East Elevation

Scale 1" = 32'

Jefferson Boulevard North Elevation

Scale 1" = 32'
South View of model showing central neighborhood in foreground, the approach to gateway development, and Summit Square tower in background.

North view of model showing entrance to gateway development from downtown. Arch can be seen at the end of divided highway.
Interior Organization

No matter how contextual a parking garage becomes, most people still find the building's cave-like entrances and interiors forbidding and disorienting, hardly the impression a garage should convey. Rather, the garage should demonstrate an image of safety and sense of space for both autos and people.

As described earlier, the entry to the garage from the new highway makes an attempt to create an exciting, dynamic and colorful passage so that the motorist would actually look forward to the entry.

After entering, the garage is organized along a straight main road from which the ramps spiral both upward and downward near the entrance. To exit the garage, ramps from the upper level lead directly onto the new highway. Another way to exit is the street level exit onto Harrison Street.

General parking is laid out simply along one side of the main road. Other special parking areas are separated for exclusive office or residential use.

On the other side of the main road, an elevated brick pedestrian walkway stretches the entire length of the garage. This path is an attempt to help motorists identify the location of their cars in relationship to the path. The path also relates to human need for interest and variety. The path borders the hanging garden area on the east side and offers views outward to the botanical gardens and sidewalk plaza area. The path leads to the office building to the south, and to the housing retail complex to the north. At 4 points along the path, elevators and stairs are available to reach street level.

It is hoped that the organization of parking and the pedestrian walkway, along with the perimeter hanging gardens and lightwells will provide the positive psychological response and sequence that people will like to experience.

Some additional planning strategies for the parking area are drive-through shops. This could include such services as a car wash and fast food outlets. The exposure of these shops to the high volume of motorists leaving the parking facility may justify their existence and profitability.

The Windchime Tower

The tower located in the middle of the development serves as a vertical element to organize and anchor all parts of the development about this point. Of a more practical use, the tower supports several hanging metal rods creating a giant windchime. The resulting musical tones may prove to be a pleasant background noise for motorists and activities taking place in the plazas and atop the parking structure. Motorists traveling by on the new highway may be able to lower their windows and hear the tones. The association of a musical tone with downtown may prove to be a valuable asset for attracting more people to the downtown area.

Gateway entrance to downtown with windchime tower mid-left in picture.
5 Guidelines for Development

New development at the gateway entrance has the opportunity to offer much more than just a place to park. The site is a corner anchor for the downtown with the potential of initiating additional redevelopment into the heart of the city. Additional multi-use functions as demonstrated by the model and plans within this book will now be described along with the projected impact upon the city.

Before beginning new development plans, guidelines were established for preserving and improving older buildings with special significance within the site. Those older buildings which have an adverse effect on the downtown environment were removed. The remaining buildings set a guideline for requesting compatible new construction to be built between them so as not to make them appear out of place.

The Amtrak Depot will remain and be refurbished in the near future. It will house a Japanese International House, as well as maintain its present usage as a train station. The new highway approaches the Depot closely. Therefore, the boarding platform alongside the railroad tracks will be relocated to the other side of the new highway. A tunnel is a possible means of connection to the depot.

The Federal Building, formally the old post office, is a Beaux-Arts style building. It has been refurbished recently at great cost. No new construction will be allowed to touch or interfere with it in any way.

The Powers Hamburger stand next to the Federal Building was to remain if at all possible, depending upon the needs to new construction. In the proposed development the stand can remain.

The vacant Greyhound Bus Station is a striking Art Deco design. Its future use may include a fine dining establishment. In the proposed development it is a restaurant.

Gateway site showing existing Amtrak Depot on left, and the Federal Building on the Right.
Residential Development

The neighborhood to the west of the gateway development exists as it does depicted on the model. However, the housing is in bad shape and should be replaced with new housing of similar density. New compatible light industrial buildings are proposed on the fringe location alongside the new gateway entry. These buildings are to act as a subtle transition area between the new development and the existing neighborhood. Such uses may include printing, graphic arts and other uses that support downtown businesses and promote community growth.

Medium to high-density housing is included in the new development because of proven demand. Recently, approximately 60 condominium units planned for Midtown Crossing have been pre-sold. This location is only two blocks northeast of the gateway development.

The feature of a main shopping area and attached parking adjacent to the residential units will draw most buyers to this project.

Also, the gateway development is already blessed with a beautiful park adjacent to the Botanical Conservatory. The location is ideal for new housing. In the development plan, all housing is oriented towards the east, overlooking plazas and the Botanical Conservatory. The west side provides access to parking and vertical circulation. Housing is a large part of the total development, however, it maintains its separation from public spaces by levels. Residential levels 4 through 7 are above the highest plaza-retail level 3. Also, special parking areas are set apart from the general parking area at each level next to residential units. It is hoped that the residential development will maintain an active night-life on the plaza and be a discouragement to potential crime.

The Embassy Theatre/Indiana Hotel Building on the east side of Harrison Street has the potential to be renovated into condominium units or perhaps a “suites” hotel as a possible alternative type of downtown hotel. Such a project would benefit the residential base beginning in this area and add to the support to additional retail shops. The Indiana Hotel Building may be linked to the gateway development by skywalk, leading to the Convention Center skywalk system. A goal for downtown Ft. Wayne is to expand the skywalk system to all major downtown buildings.

Retail-Food Establishments

Retail and food establishments included within the new development corresponds closely with anticipated pedestrian activity and flow. The shops are arranged along high pedestrian areas such as the sidewalk frontage along Jefferson Blvd. and Harrison St., the upper and lower plaza areas, and within the atrium space leading to the cinema entrance.

The organization of pedestrian ways were planned to lead motorists from their autos, into elevators or stairs leading to interior shops, and then to the outdoors where shops line the pathway to the city streets. Most all shops in the gateway development will benefit from high exposure to all motorists parking there.

As stated earlier, the location of this type development is ideally suited for retail and food establishments. The adjacent Grand Wayne Center, Embassy Theatre, Hilton Hotel and Botanical Conservatory form a unique visitor/entertainment area within Ft. Wayne. However, a missing element from this district is adjacent specialty retail shops and a variety of restaurants. The nearest night-life to the Convention Center is the historic Landing on Columbia St. five blocks to the north. This area is too far to benefit from crowds generated by major events at the Convention Center.

The gateway development will attract the users of this entertainment district especially before major events and performances, and also the crowds as they leave shows and head to parked cars within the gateway parking garage.
Cinemas located within the project will assure a constant circulation of pedestrians past store fronts. The development of a downtown movie theatre complex has been stressed for years by the City Redevelopment Commission.

It is hoped that the new shops will draw more people to events at the Convention Center, Botanical Conservatory and Embassy Theatre. Also, this district will draw more people to the shops and cinemas. Such a multiplying effect has been demonstrated by projects of similar size in other cities.

The gateway development is a new pedestrian connection to downtown designed to complement and supplement the overall pedestrian circulation system. It is a strong southern anchor that is goal oriented, attractive and convenient to approach from the main pedestrian path of Calhoun St. Mall. It is important to stress that the new project will not divert pedestrian movement away from other important street frontage, for all are located along this path.

A trolley-car system should be developed as a people mover from the gateway project to many points within the downtown. Harrison St. is a good pick-up location. This could provide a valuable transportation service as well as add life and excitement to the CBD environment.

In addition to the suggested forms for the new retail development, the architecture is hinted at in drawings of the section and elevations. Additional development of details would most likely follow a festive and expressive theme about structure. Also, in the example set by Columbia St./The Landing, the gateway project should be an attractive pedestrian route with special paving patterns, lighting fixtures, street trees, and active, pedestrian-oriented storefronts.

Office Space Development

A provision was made for office space linked to the gateway parking structure. The office frontage along the new highway was intended to supplement the gateway image and to have high visibility for ease of renting. The terraced hill at the base was planned for compatibility to the nearby Depot, and as a possible garden display area for the Japanese International House. The office form atop the hill also suggests a fortress image appropriate to Ft. Wayne. The office is placed at the southern end of the pedestrian path within the parking garage for easy access to parking. The lower parking decks provide special parking privileges and terraced gardens for use by the office workers.

At the northern end of the parking structure is a suggestion for another possible office building. The Jefferson Blvd. frontage location is desirable.

Public Spaces And Vistas

The small plaza in front of the Lincoln National Corporation Building on Harrison St. could be an attractive pedestrian focal point in the southern part of downtown. However, the plaza has no public amenities, is not connected to other open space or pedestrian facilities, and is not used by pedestrians. The gateway development will connect this space to a retail plaza to the north, and the Depot and office plaza to the south. Although it will become a pass through point for pedestrians, it may still have limited use for mainly office workers. The adjacent series of plazas of the gateway project must capture most of the pedestrians for the shops to succeed.

The open space of the plazas can perform several important roles within the downtown. It provides areas for relaxation, as well as individual and group activities. It provides space for both organized and spontaneous public gatherings. It can also provide visual relief within the downtown and help define and articulate important areas of activity.
From the upper plaza, public views, vistas and focal points provide a perceptual framework within which local residents and visitors become familiar with the downtown. For this focal point to be effective, it is highly visible and easily accessible by generous outdoor stairways, or by elevator.

The upper plaza is located in an area where the city grid pattern has been modified by being rotated approx. 12 degrees. The upper plaza also takes on this angle of change. The residential block with retail at plaza level forms a western backdrop. The street side retail building at the northeast corner combines with the residential block to shape a plaza that opens eastward toward the Botanical Conservatory and park, which form an important visual relief within the heart of downtown. The size and character of the plaza area responds to the special needs and requirements of the project.

The columnade that extends along Harrison St. from the Federal Building to the grand staircase of the upper plaza was designed to tie the old with the new. It also helps to continue the sidewalk elevation along the street side plaza.

**Conclusion**

An additional point to consider in conclusion is that the Penn Central Railroad rights-of-way and open areas alongside the new highway should be more heavily landscaped with trees, shrubs and ground cover. Heavily landscaped areas along the rail and highway corridors would help neutralize these major visual barriers, improve the appearance of downtown to entering motorists, and help distinguish several sub-areas.

The gateway development is presented in this book as a completed project. However, it may be desirable to develop in stages because of the enormity of the project. The highway and parking structure would be the most important. Development of retail and public spaces would be stage two. Residential development is important to the success of this project. However, if costs prohibit this from happening, housing could be built on vacant sites to the north. The total vision begs for housing to be located in this exciting urban center.

The gateway development grew as a vision of autos and the urban environment working together in harmony.
South Through Cinema Atrium
Scale 1" = 16'
East view of gateway development. The improvement of this design over concept 1 is the increased parking area, the connection of all plaza areas and retail to the active street life, the orientation of housing to the Botanical Conservatory area, and the ceremonial progression by automobile through the gateway.

East view of concept 1. This study model investigates a literal acropolis image. The lower levels contain parking, and the upper level supports a shopping arcade and various recreational buildings. The highway is much more visible in this solution, however, the parking levels are hidden. The large building in the upper right is a proposed apartment building.
South view of gateway development. The gateway arch and attached office complex greet the motorist with rich architectural forms.

South view of concept 1. In this scheme the office complex is a simple pyramid form. The two walkways take pedestrians on a journey over the highway, connecting the adjacent neighborhood to the shopping arcade.
memorandum

TO: Staff Personnel
FROM: Norman E. Beck, Executive Director
       Human Resources and Auxiliary Services
DATE: July 7, 1988
SUBJ: Acknowledgement Form

Last week a number of employees objected to the form of the "Acknowledgement of Receiving Handbook" that you were asked to sign when you picked up a new employee handbook.

Upon reflection, I agree that the form is too negative in its tone and that it should be revised. I am doing this because good employee relations and fair treatment are the foundation for the positive employment relationship that the University strives to provide. Hopefully, the attached form will be more in keeping with that objective.

If you have not already done so, please pick up your copy of the current employee handbook at the Human Resources Office, Room 200 in West Quad. If you have already signed an acknowledgement form and wish to substitute a copy of the new form, complete the attached form and send it to the Human Resources Office. The original form you completed will then be returned to you.

I apologize for any inconvenience or misunderstanding which may have arisen.

Attachment
ACKNOWLEDGEMENT OF RECEIVING HANDBOOK

I acknowledge receiving a copy of the employee handbook and understand that it is my responsibility to read the handbook and to become familiar with its contents, including any changes made by the University from time to time.

CHECK ONE:

_______ Nonexempt Staff Personnel Handbook

_______ Exempt Staff Personnel Handbook

_______ Service Personnel Handbook

_______ Service Personnel Affiliated with Staff Personnel Handbook

Signature: _______________________________ Date: ________________