



CENTRAL

MICHIGAN UNIVERSITY

GMB
Perkins&Will

Master Plan Update

2021

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ADDITIONAL MASTER PLAN DOCUMENTATION

APPENDIX A: SPACE UTILIZATION & NEEDS ANALYSIS

APPENDIX B: FACILITY CONDITION ASSESSMENT



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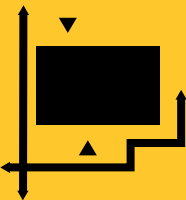
EXECUTIVE SUMMARY

OVERVIEW

Amidst the backdrop of a changing higher education landscape, planning for the future of campus is a critical exercise for institutions. Central Michigan University faces both challenges and opportunities to grow and change in the coming decade, and the university is proactively conducting strategic planning—“Strategic Envisioning”—in alignment with physical campus master planning to address challenges and provide thoughtful recommendations for CMU’s future. This master plan update guides future physical changes needed to reach goals, adapt to change, and align with the university’s strategic plan objectives. In that regard, this master plan update embraces CMU’s opportunity to think big, explore new ideas, improve efficiencies, further create a ‘sense of place’ that is a destination of choice, and chart a clear path towards implementation that is realistic and prioritized.



**THINK BIG AND
EXPLORE IDEAS**



**IMPROVE EFFICIENCIES AND ENSURE THAT
PROPER INFRASTRUCTURE IS IN PLACE**



**CREATE A SENSE OF PLACE AND WEAVE
CONNECTIONS BACK TO THE COMMUNITY**



**IDENTIFY NEEDS, DEVELOP COST-EFFECTIVE
SOLUTIONS, AND PRIORITIZE INVESTMENT**



**ALIGN WITH STRATEGIC INITIATIVES OF
THE INSTITUTION**

GUIDING PRINCIPLES

The guiding principles, grouped into three themes, provide the ‘lenses’ for evaluating the recommendations in this plan update. These principles were created early in the master plan update process and are based on feedback from user groups and input from the Steering Team.

Recruit and Retain the Best and Brightest	Stewardship of Finite Resources	Vision and Cohesion
Student success at center of focus Enhance visual appeal Modernize facilities to compete	Rightsize, consolidate where necessary Renovate and modernize Demolish or decommission Improve utilization Examine lease space	Differentiate CMU Align with the Strategic Envisioning Process Identify future needs Wayfinding & Identity Holistic Vision



What is included in this Master Plan Update?

This master plan update includes several critical planning components:



• **Existing conditions analysis** – this includes summary results from the 2021 Facility Condition Assessment as well as analysis on campus-wide systems including transportation and parking, open space, infrastructure, and building/land uses.



• **Space utilization and space needs benchmarking** – this is a two-part assessment. The first part, space utilization, simply measures how often learning environments (classrooms and class labs) are utilized on a weekly basis and compares the results to national targets/ guidelines set forth by the Association for Learning Environments for comparable 4-year, public universities. The second part, space needs benchmarking, compares the campus’s total space inventory (all assignable space on campus) to an “expected” or “projected need” based on university-specific metrics including enrollment, weekly student contact hours, research activity as specified by the Association for Learning Environments. This, too, is customized to 4-year, public universities including CMU’s peer institutions.



• **Integrated future improvement recommendations** for land use, building renovations, new construction, demolition, landscape design, and infrastructure investment. This includes the holistic vision for future campus growth and change.

• **Area developments plans (ADPs)** organized into four categories



Academics – includes all Education spaces; it prioritizes teaching, learning, and research excellence that are guided by the Academic Affairs Division

Administration – includes all functions under Finance and Administrative Services Division; functions that pertain to the day-to-day function of the campus including landscape and infrastructure investments that benefit all of campus.

Athletics – includes all functions that are under the leadership of the Athletics Department.

Student Affairs – includes all student life and residential life (including dining) that are part of the Student Affairs Division of the University.



• **Implementation Plan** – this includes estimated project planning scope, costs (in 2021 construction dollars without escalation), and recommended scheduling of investment that informs the Capital Plan in the short-term while also setting mid-term and long-term goals for future implementation.

KEY TAKEAWAYS

There are several important ‘takeaways’ from this master plan update:

‘No Net New’

This master plan update recognizes that CMU has excess capacity based on its current enrollment, and the campus should consider rightsizing to remain competitive in the higher education marketplace and demonstrate stewardship of finite resources. A net reduction of total building area (gross square feet) of 3.1% is recommended in this plan update. This reduces the total facilities from 6.2 million gross square feet to 6 million gross square feet through a combination of strategic building demolitions (797,000 GSF; 13% of all buildings on campus), selective new construction (621,000 GSF) and thoughtful building renovations (1M GSF or 17% of all buildings on campus).

Central Focus on Health and Well-being

The plan addresses the key issue increasingly affecting all students as well as employees: holistic health and well-being. This plan recommends a re-conceptualization of how health and well being services are offered on campus by consolidating and expanding student health services at a re-imagined and expanded Finch Fieldhouse. It thoughtfully co-locates health services adjacent to group fitness spaces, wellness-focused academic spaces, and events venue. The central location of Finch Fieldhouse is ideal for supporting employee and student well-being, and the adaptive re-use and increased utilization of existing fitness facilities in the building is efficient and functional.

Realistic, General Plan

This master plan update informs the near-term 2021 Capital Plan, and it projects the estimated planning budget for all projects. It does not show more buildings than the campus needs, nor does it overpromise projects. A high priority is placed on renovations and additions versus new construction. This demonstrates best utilization of existing assets.

Expanded and Improved Pedestrian Campus

Building upon previous plans, this master plan update envisions continued investment in expanding the walkability of the campus core and creating new and enhanced outdoor open spaces. This includes Central Avenue, Warriner Mall, and new outdoor spaces that connect to existing spaces forming a network of pedestrian zones that unify campus. Further supporting this idea is the university's on-going commitment to wayfinding and identity through signage and landscape investments in multi-phased projects.

Prioritizes Student Success, Campus Experience

This master plan update places the student at the center of decision making. It recommends improvements to residential life (over 400 beds of new student housing plus amenities at the new Washington Commons Residential Community project) as well as student life (including renovations and expansions to the Bovee University Center and eSports investments at the Student Activity Center). It also re-imagines and expands on-campus dining facilities, creates new outdoor landscape spaces. Finally, a first-of-its kind Welcome and Alumni Center is envisioned that will provide a venue for recruitment—a first impression of campus for prospective students and their families—as well as a social and event space for returning alumni and the university's alumni relations.

Building from a Foundation

This master plan update builds upon past master plans (especially the 2013 Campus Master Plan) and other past plans. It also takes components from the following documents:

- Campus Master Plan (2013)
- Capital Plan Update (2017)
- Programming and Planning Study (2017)
- Campus Landscape Plan (2014)
- Residence Life Independent Living Environment Study (2021)
- Vivarium Program, Basis of Design (2016)
- Park Library Master Plan (2015)

OVERVIEW



- Demolitions
- Renovations
- New Constructions

South Commons

Washington Commons Residential Community

Preston & Franklin Street Landscaping & Central Avenue Extension

Event Quad

Central Campus Oval

Research & Teaching Facility

Finch Hall Center for Well-Being

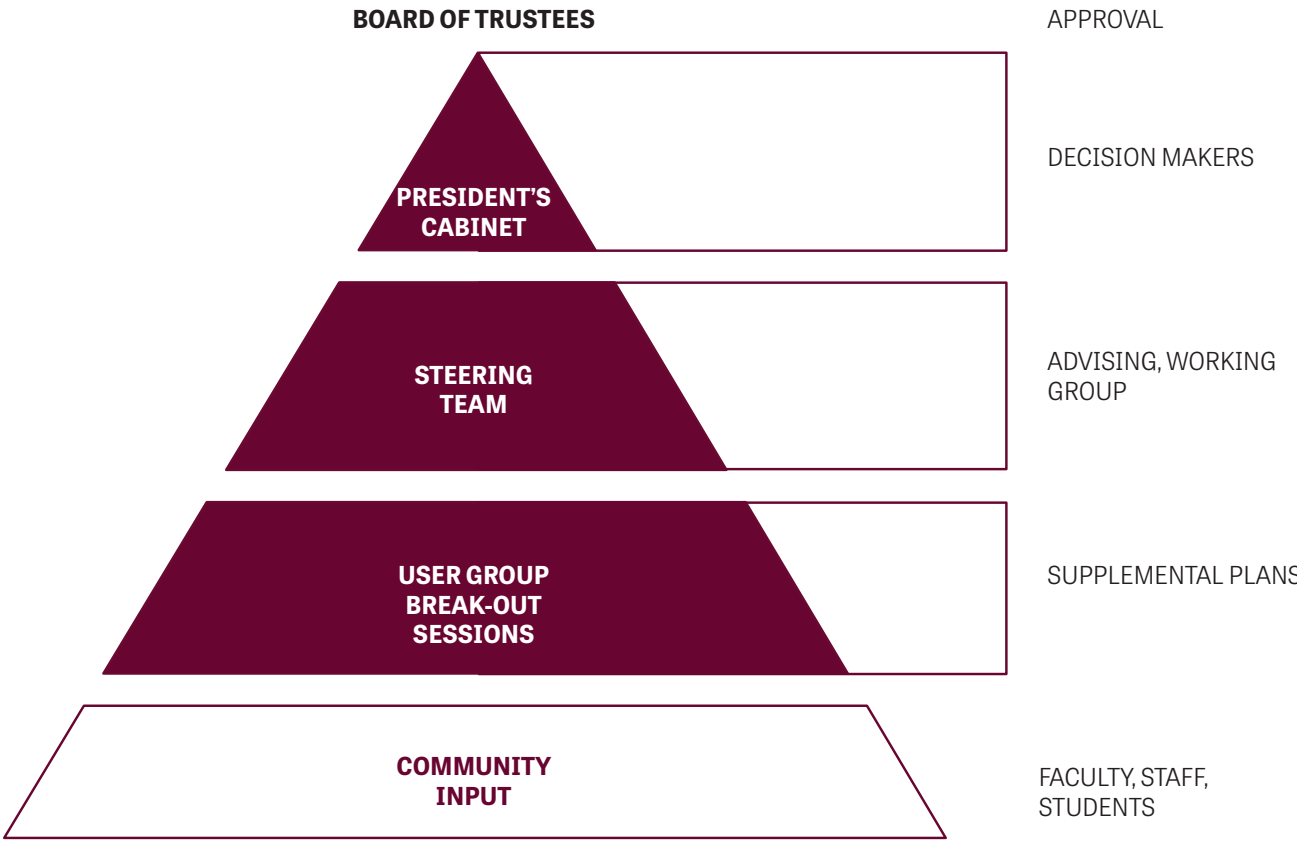
Warriner Mall

Welcome and Alumni Center

ABOUT THE PROCESS

The master plan update process began in March 2021 with recommendations and documentation completed in October 2021.

Over the eight-month process of creating the master plan update, the campus community was engaged in several efforts to gain input and provide direction. Through a competitive selection process, CMU selected and contracted with the planning and design consultant team of GMB and Perkins&Will to provide thought leadership in campus planning and design, process facilitation, and documentation.



The following CMU groups were created to provide input and guide recommendations during the process:

A Steering Team was formed by CMU leadership to provide feedback and make recommendations on the path forward. The Steering Team met with the consultant team once per month for a total of six times. At each meeting, the Steering Team provided guidance to the consultant team and curated the recommendations in this master plan update.

A 'Core Team' consisting of CMU Facilities Management leadership provided day-to-day project management and weekly guidance on schedule, scope, process, and documentation.

Twelve User Groups were formed by CMU to provide input on the day-to-day operations, challenges, needs, and aspirations at the college or department-level. Each user group consisting of 5-8 people was engaged early in the process by the consultant team. The following is a summary list of the user groups:

ACADEMICS

Four groups comprised of College Deans/ Associate Deans were grouped into four broad topic areas for the purposes of fostering collaboration and sharing thoughts on the current state, needs, aspirations, goals, and challenges.

Group 1 – Clinical Education

Group 2 – Teaching Focus (College Deans/ Associate Deans)

Group 3 – Administrative Functions (Library, Research, etc.)

Group 4 – Research and Lab Science (College Deans/Associate Deans)

STUDENT AFFAIRS

Three groups comprised of department/ student director leadership across a range of student affairs.

Group 5 – Student Government Association Executive Board

Group 6 – Residence Life and Campus Dining

Group 7 – Student Affairs Leadership Team

ADMINISTRATION

Two groups consisting of Vice Presidents.

Group 8 – Finance and Admin Services

Group 9 – Academic, Research, Admissions, Alumni, and Global

ATHLETICS/RECREATION/PES

Three groups covering activities involving Athletics, University Recreation, and Physical Education and Sport.

Group 10 and 11 - Athletics

Group 12 – University Recreation and Physical Education and Sport (PES)

COMMUNITY INPUT

4 Town Hall meetings - 2 for students, 1 for faculty, 1 for staff

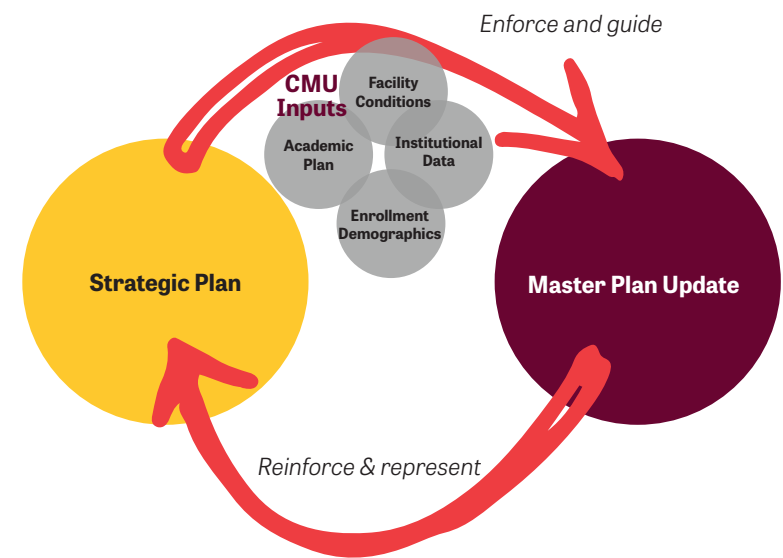
Alumni Leadership Town Hall meeting

2 User Group and Town Hall participants follow-up meetings

City of Mt. Pleasant Leadership meeting

ALIGNMENT WITH STRATEGIC ENVISIONING

The university is currently updating its strategic plan. The strategic envisioning process—titled “Rigor, Relevance and Excellence”—is yielding some powerful ideas guiding the university towards the year 2030. This master plan update is informed and guided by the strategic plan. It also reinforces and represents critical ideas emerging from the strategic envisioning process. There are five strategic pathways guiding the strategic plan.



Central Michigan University’s Envisioning Process

- Academic Quality and Environment
- Exchange Of Ideas, Equity, Inclusion
- Partnership - Innovation, Economic, Cultural
- Understand the Student - Current and Future
- Redefine, Expand Business Model; Lifelong Learning

Impact on the Master Plan Update

- Existing building reuse, optimization
- Enrollment change
- Student “personas” as guide
- Campus edge development
- Reimagine student success, services
- “More clicks, different bricks” - focus on hybrid learning, instructional innovation, online services
- Infrastructure

“Rigor, Relevance and Excellence”

Pathway 1

Enhance the overall academic quality and environment of CMU with a commitment to rigor, relevance and excellence in our curricular, co-curricular and extra-curricular programs.

The master plan update prioritizes academic facility investment through the renovation of several academic buildings (e.g. Pearce Hall, Dow Hall, and Brooks Hall) and conceptualizes a new research-focused teaching facility that can foster multidisciplinary research and teaching.

Pathway 2

Distinguish CMU as fostering a dynamic exchange of ideas and thoughts, leading to actions, while fundamentally committed to equity and inclusion.

The master plan update emphasizes diversity, equity, and inclusion through the renovation and expansion of the Bovee University Center (proposing the relocation of the Center for Student Inclusion and Diversity from the basement of the University Center to the main floor), the expansion of student social spaces, improvements to dining and residential life options.

Pathway 3

Build and foster a reciprocal ecosystem to promote innovation, economic development and cultural enrichment by engaging with Michigan’s communities for partnerships.

The master plan update includes investments in alumni relations, new and renovated research facilities, and improved academic environments, and a new art/exhibit gallery. Through these investments, the master plan enables the institution to promote innovation, economic development, culture, and grow partnerships.

Pathway 4

Understand and proactively address the dynamic nature of the college student – both current and future.

The master plan prioritizes investment centered upon student needs—from academic achievement and success to health and well-being and diversity and inclusion—this plan update shifts the institution towards addressing future student needs and desires.

Pathway 5

Redefine and expand our business model to increase partnerships with organizations and help individuals advance lifelong learning and achieve career development goals.

This master plan update includes investments for alumni (the Welcome and Alumni Center) and identifies strategic sites on campus that are suitable for increasing partnerships and building relationships. There is flexibility for the university moving forward to address partnerships and further implement lifelong learning.



02

ANALYSIS AND OBSERVATIONS



This Master Plan Update looks at Central Michigan University’s campus ecosystem and how it operates in 2021, and how it has changed since 2013, the year of CMU’s last master plan. It is important to understand progress from initial goals and then reflect on how circumstances have changed since those goals were devised in order to re-adjust and better plan for success in the future.

This section examines the physical spaces of the University using quantitative metrics, as well as qualitative observations gathered throughout the master planning process. These observations helped support the recommendations for the future at CMU. These will go towards reinforcing the University’s Mission to serve as “a community committed to the pursuit of knowledge, wisdom, discovery, and creativity” and providing “student-centered education and fostering personal and intellectual growth to prepare students for productive careers, meaningful lives, and responsible citizenship in a global society.”

PHYSICAL CAMPUS

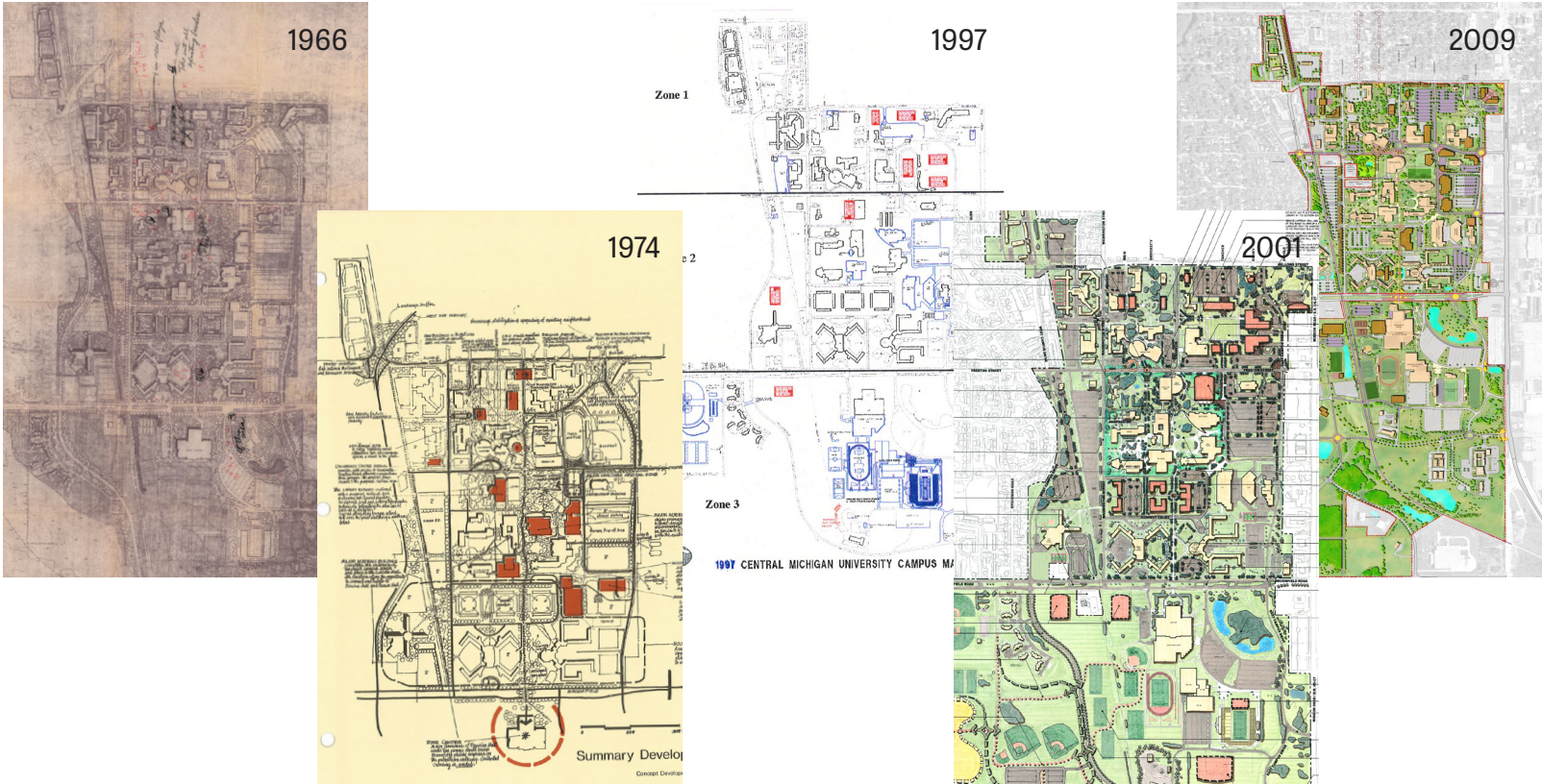
EXISTING

Central Michigan University's campus master plan covers **871 acres** in Mount Pleasant, Michigan.

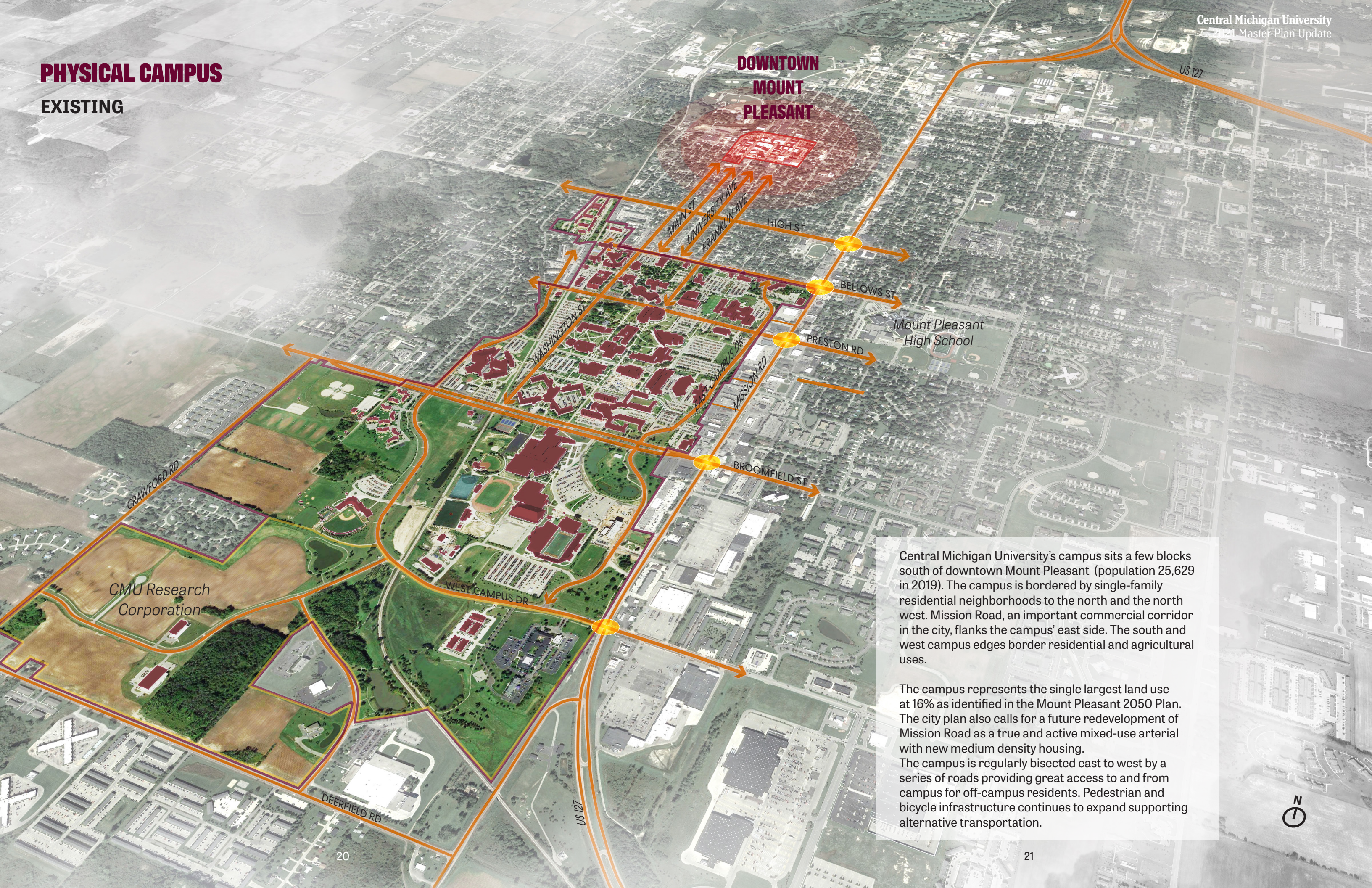
The Mount Pleasant campus master plan spans just over **6.2 million gross square feet (GSF)** spread out over **110 buildings** including 55 buildings with residential or dining functions. Most of the existing structures are located in the campus academic core with buildings at close proximity intermittently divided by quads connected by a dense array of pathways. Parking lots and pockets of residential buildings are interspersed on the edges on the academic core with athletics buildings and fields occupying most of the area between Broomfield Street and West Campus Drive.

The most Southern area of campus is occupied by the Center for Applied Research and Technology (CART) an enterprise and research zone, which is not part of this master plan update.

A Campus Planned Throughout the Years



PHYSICAL CAMPUS EXISTING



Central Michigan University's campus sits a few blocks south of downtown Mount Pleasant (population 25,629 in 2019). The campus is bordered by single-family residential neighborhoods to the north and the north west. Mission Road, an important commercial corridor in the city, flanks the campus' east side. The south and west campus edges border residential and agricultural uses.

The campus represents the single largest land use at 16% as identified in the Mount Pleasant 2050 Plan. The city plan also calls for a future redevelopment of Mission Road as a true and active mixed-use arterial with new medium density housing. The campus is regularly bisected east to west by a series of roads providing great access to and from campus for off-campus residents. Pedestrian and bicycle infrastructure continues to expand supporting alternative transportation.



PHYSICAL CAMPUS

Building Function

CMU's campus ecosystem is organized into seven use categories:

Education

This comprises academic buildings, administrative buildings, associated greenspaces, and support functions. The majority of the academic core is located on the historic campus between Broomfield and Bellows Street. This also includes administrative, student support, multi-purpose, and academic facilities.

Student Housing

There are seven main student housing areas on campus. The main undergraduate student resident halls are located along Broomfield. The north west corner of campus and graduate students are housed in two buildings on the north edge of campus along Bellows Street. Kewadin Village and Northwest Apartments also offers CMU students an independent style living option.

Student Life

The Bovee University Center is the heart of student life on campus. Designated student life spaces also include the main dining commons at each of the student housing complexes (Robinson, Woldt, Merrill, and Carey).

Athletics

All of CMU's athletic facilities are located south of Broomfield. Indoor sports are conveniently located around the Event Center, Rose/Ryan and the Indoor Athletic Center. Kelly/Shorts, Margo Jonker, and Theunissen Stadiums anchor the outdoor sports venues.

Recreation

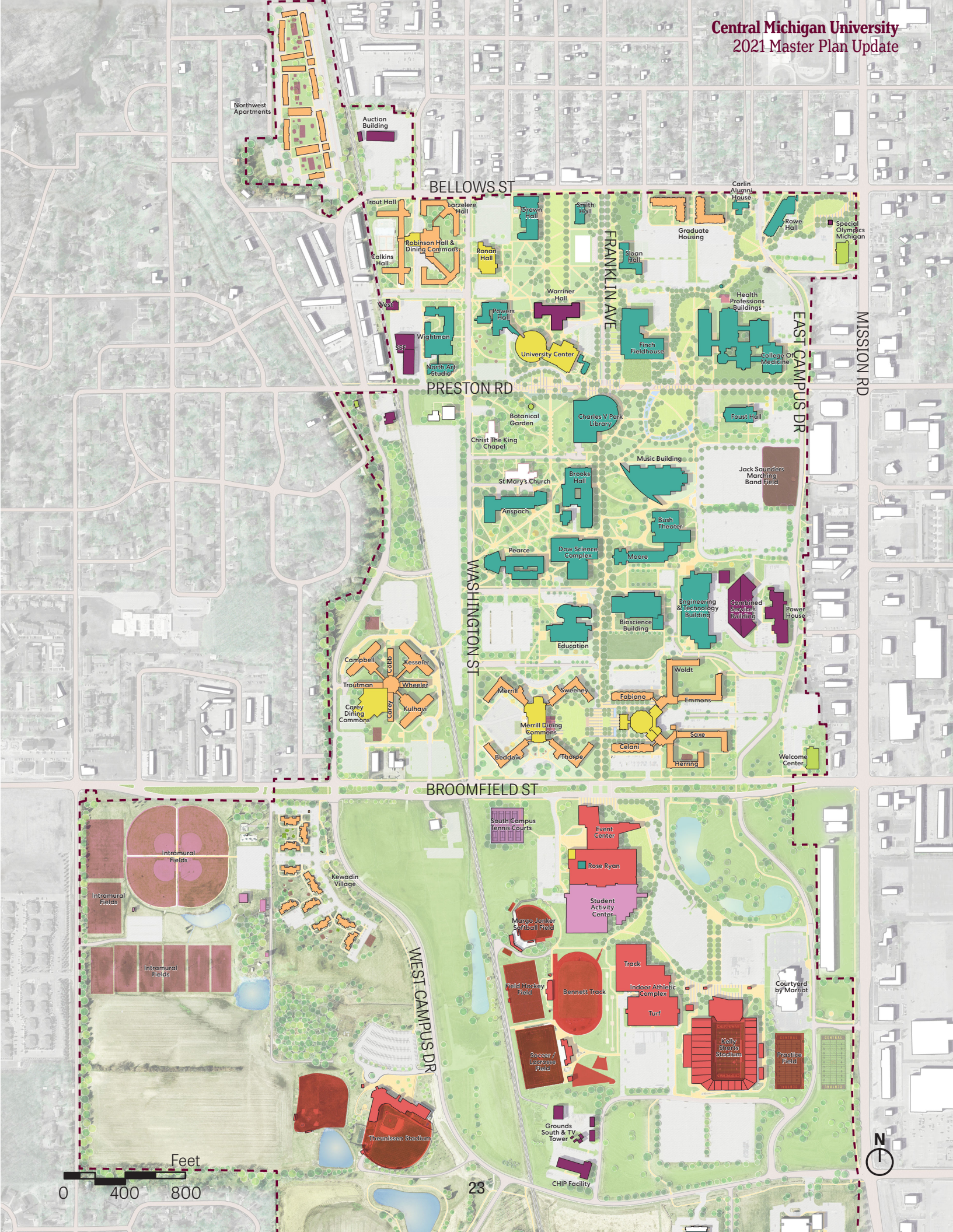
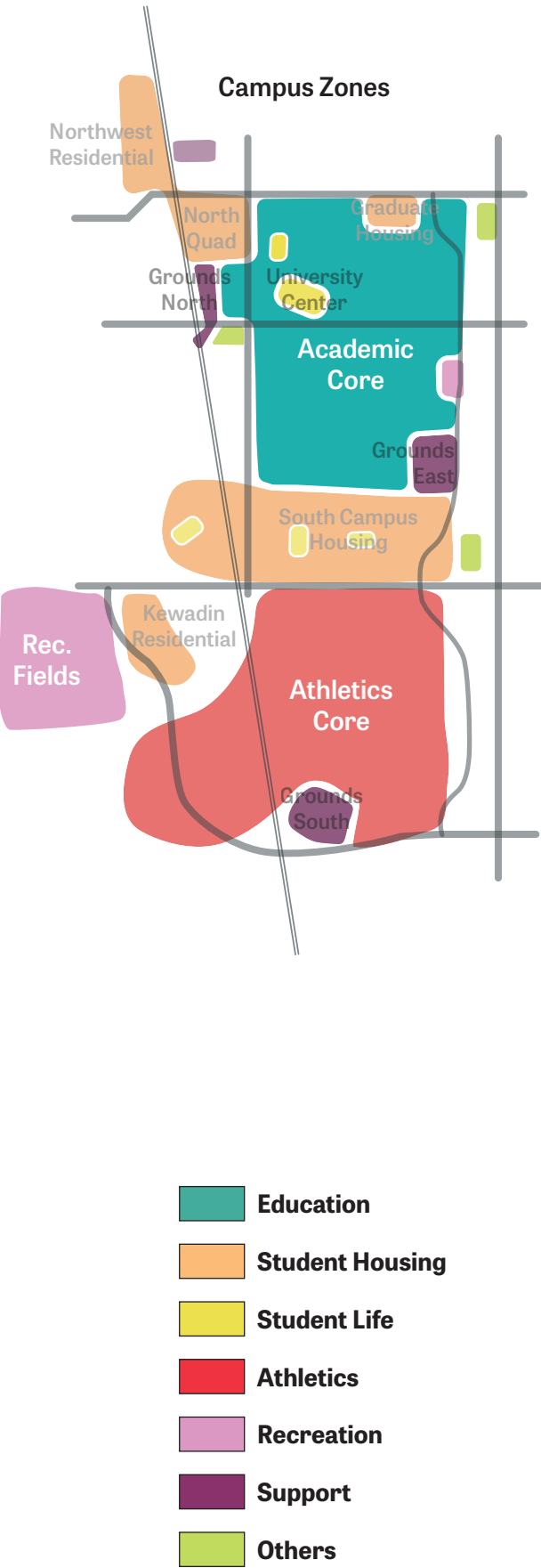
CMU features the SAC (Student Activity Center) a variety of recreational fields throughout campus, including a large recreation area South of Broomfield Street, west of W. Campus Drive.

Support

These areas include buildings housing functions such as storage facilities, power plant, university communications, grounds combined services building, and administrative functions supporting life on campus.

Others

This category groups all other buildings that serve other specific functions.



PHYSICAL CAMPUS

Facility Conditions Assessment

The Facilities Condition Assessment (FCA) was updated by Central Michigan during this master planning process. The update included all buildings on campus and a review of major infrastructure systems. It was primarily focused on buildings and was geared towards generating an updated Facility Condition Index number (FCI) for all buildings on campus.

Facility Condition Index

The condition of buildings on campus is most easily understood through the **Facility Condition Index (FCI)**. This is an industry standard method of comparing unique buildings to each other by understanding which buildings will require greater maintenance in the future relative to their overall value. This index number represents the amount of Deferred Maintenance related to the Replacement Value of the building.

Facility Condition Index (FCI) =

\$ Deferred Maintenance

\$ Building Replacement Value

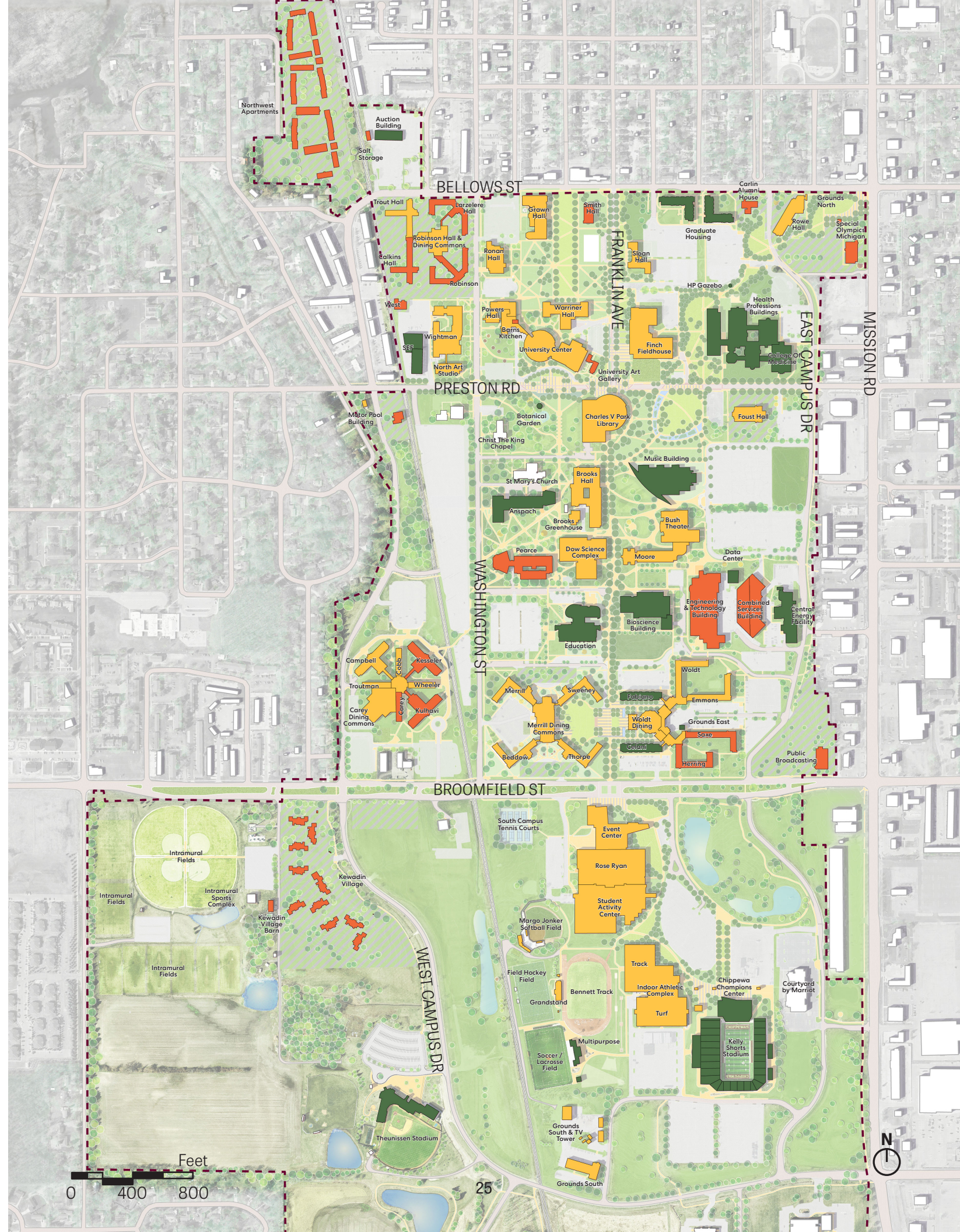
Facility Condition Index

- Good

10% and under
- Fair

11% - 30%
- Poor

31% and higher



PHYSICAL CAMPUS

Open Spaces

Central Michigan University's campus features a great variety of open spaces - both formal and informal, some active, others passive. The main open spaces fall into one of three categories:

- Academic and Residential Quadrangles
- Recreational Spaces and Fields
- Other Inactive Greenspaces

These spaces are connected through pedestrian paths, and walkways with a primary North-South connector, Central Avenue. This walkway has been a constant thread throughout the University's past planning efforts, as it connects Warriner Mall to the Athletic Campus South of Broomfield through a sequence of outdoor spaces, connecting buildings and activities. Many of these larger spaces take the shape of classic academic quads between Bellows and Broomfield, featuring meandering pathways to and from entrances. Other large swaths of green grass help buffer uses and could see future development when the needs require it.

Near term, CMU can complement its existing array of green spaces with student focus to support diverse on-campus ecosystems, and foster activity and success. In the long term, the campus' edge green spaces could be enhanced to help create active points of entry to the campus coming from Mission Road both on West Campus Drive and Bellows Street.



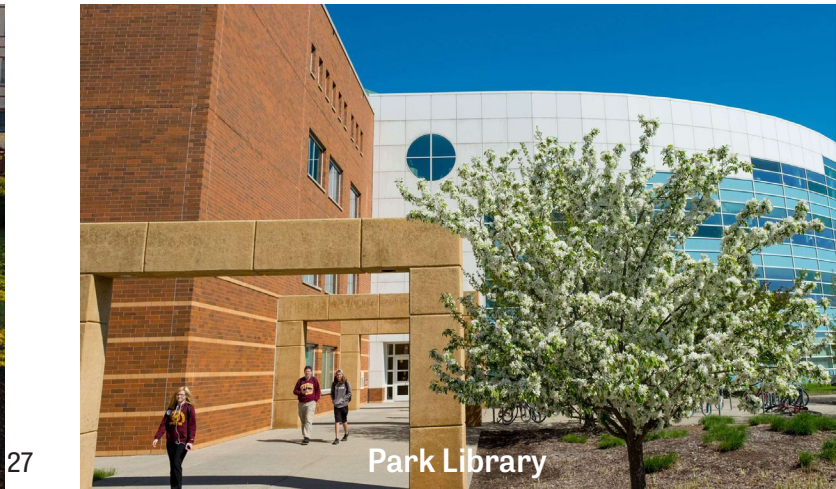
- Athletic Fields
- Recreation Fields
- Academic and Residential Quadrangles
- Other Inactive Greenspaces



Warriner Mall



Central Avenue South Gate



Park Library

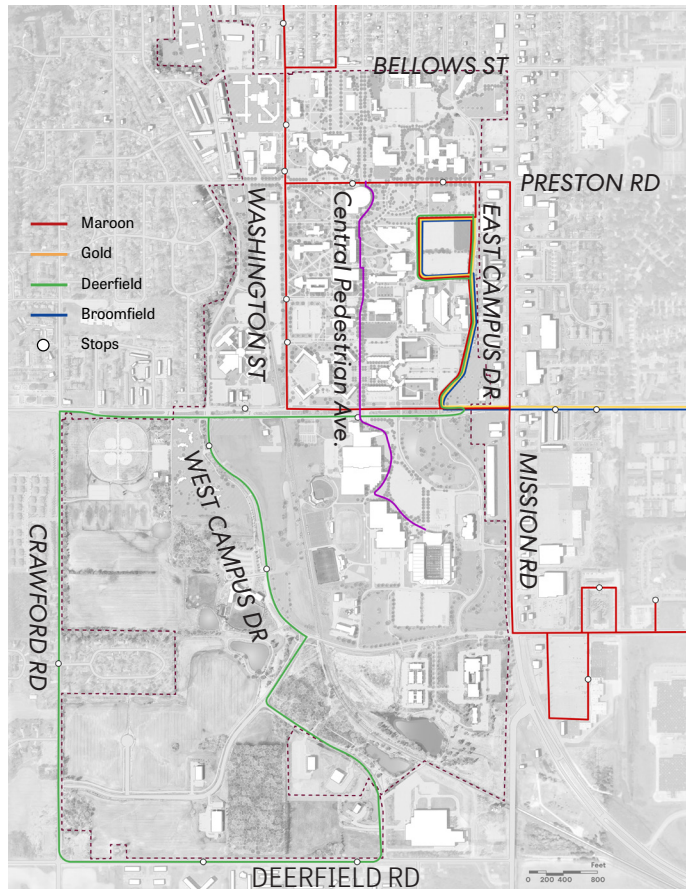
PHYSICAL CAMPUS

Transportation and Parking

The last two transportation master plans undergone by CMU were in 2001 and 2008. The University, like many of its peers, has experienced a decrease in campus population over the past ten years and therefore needs to re-assess its demand for parking and different transportation modes.

A walkability study was conducted as an outgrowth of the transportation master plan and highlighted preliminary concepts of shared streets and a pedestrian friendly campus spine now known as Central Avenue going from Preston to Kelly-Shorts Stadium. Both the 2013 master plan and this current update build on the development of pedestrian amenities and the reduced need for parking mirroring enrollment trends.

Parking lots are mostly on the perimeter of the campus, helping to maintain a strong pedestrian core. There are four city shuttle lines serving the campus (maroon, gold, Deerfield, Broomfield). This creates a simple and clear transit system with a main hub at commuter lot 33.

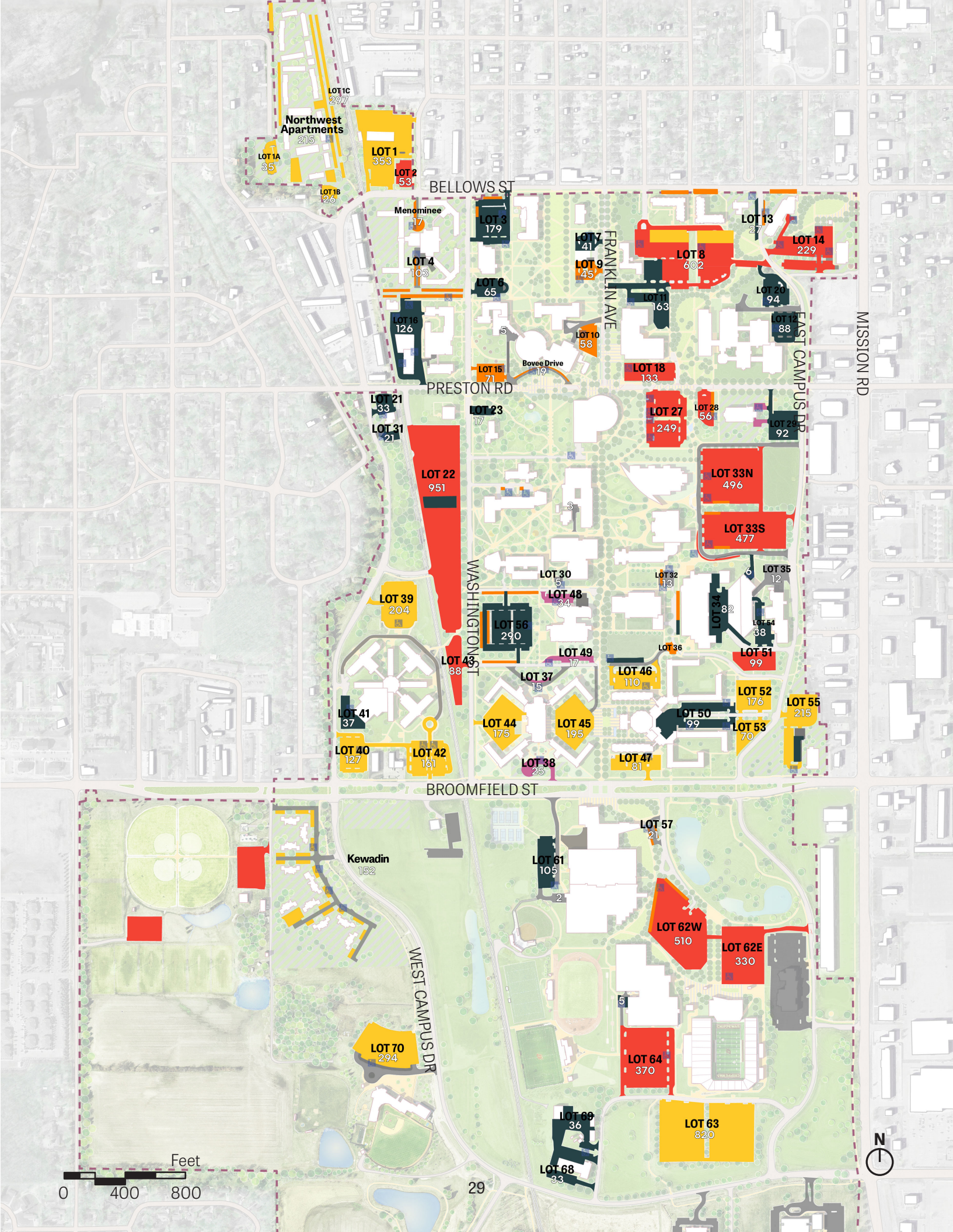


I-Ride Shuttle Map

LOT TYPE	Spaces
Commuters	4,686
Faculty and Staff	1,860
Residential	3,523
Metered	397
Visitors	88
Others	23
TOTAL	10,577

Parking Uses & Counts

- Commuters
- Faculty and Staff
- Residential
- Metered
- Visitors / Others / Support



PROGRESS UPDATE

2013 Master Plan

Central Michigan University's last master plan was conducted in 2013 shortly after the institution had completed its Strategic Plan in 2012. The plan put a specific emphasis on promoting high quality campus design through walkability. The plan addressed ways to make the experience

- Comfortable
Engaging
Accessible
Convenient
- Connected
Vibrant
Legible
Safe

2013 Master Plan Campus Vision

- 1. Support Student Success
- 2. Have a Positive Impact on Enrollment
- 3. Preserve and Enhance Campus Heritage
- 4. Improve Parking and Circulation
- 5. Enhance Campus Walkability
- 6. Maintain and Enhance Infrastructure
- 7. Balance Utilization and Space Needs
- 8. Enhance Community Connections

A central component of the 2013 Master Plan was the Long Range Physical Plan shown on the following page. It illustrates future construction, additions, improvements of circulation, parking lot configuration and exterior spaces.

Projects Completed
SINCE 2013

Biosciences Building	\$95M
CMED Saginaw	\$25M
Campus Identity Phase I	\$1M
East Utility Loop	\$4M
Multipurpose Stadium	\$8M
Park Library Phase I	\$0.5M
Rose Ryan Pool Closure	--
Grawn Hall	\$11M
Health Professions Addition	\$26M
Park Library Phase II	\$0.6M
Center for Integrated Health Studies	\$26M
Park Library Phase III	\$5M
Campus Identity Phase II-IV	\$3M
CEF Plant Upgrade	\$3M
Kelly/Shorts North End Zone (CCC)	\$30M



- STREETS, DRIVES, INTERSECTIONS, CROSSINGS**

 - A 2-Lane, CMU-Themed, Roundabouts
 - B 1-Lane, CMU-Themed, Roundabouts with Raised Pedestrian Crossings (Typ)
 - C Raised Mid-Block Pedestrian Crossing
 - D Raised Intersection
 - E New Street - Drive Connections to Mission Street
 - F Events Center Pick-up/Drop-off Location
 - G Relocation Service Drive
 - H Shared Space: Slow Speed, Plaza Like, Traffic Calmed, Space
 - I Flush Street with Parallel Parking
 - J Washington Street Extension
 - K West Campus Drive Realignment
 - L Three Leaves Extension
 - M New East-West Street
 - N New North-South Street
 - O Denison Drive Extension
 - P Abel Court Extension
 - Q New Ottawa Street
 - R Right Sized Broomfield to 2-Lanes
- PARKING**

 - A Consolidated Parking
 - B Remove Storage Facility, Infill with Parking
 - C Expandable Remote Lot
 - D "Front Door" Parking Area
- STRUCTURES AND BUILDINGS**

 - A Future Building
 - B Future College of Business Building
 - C Future Building to "Hold" Warriner Mall
 - D Future "Front Door" Use Buildings
 - E College of Health Professions Future Expansion
 - F Future Bioscience Building
 - G Remove Storage Barn
 - H Relocate Tower to West Property
 - I Future Hotel
 - J Future Band Tower
 - K Future Residential-Scaled Buildings with Their Back Yards Backing Onto the Back Yards of the Adjacent Residential Development
- FIELDS, QUADS, TRAILS, LANDSCAPE**

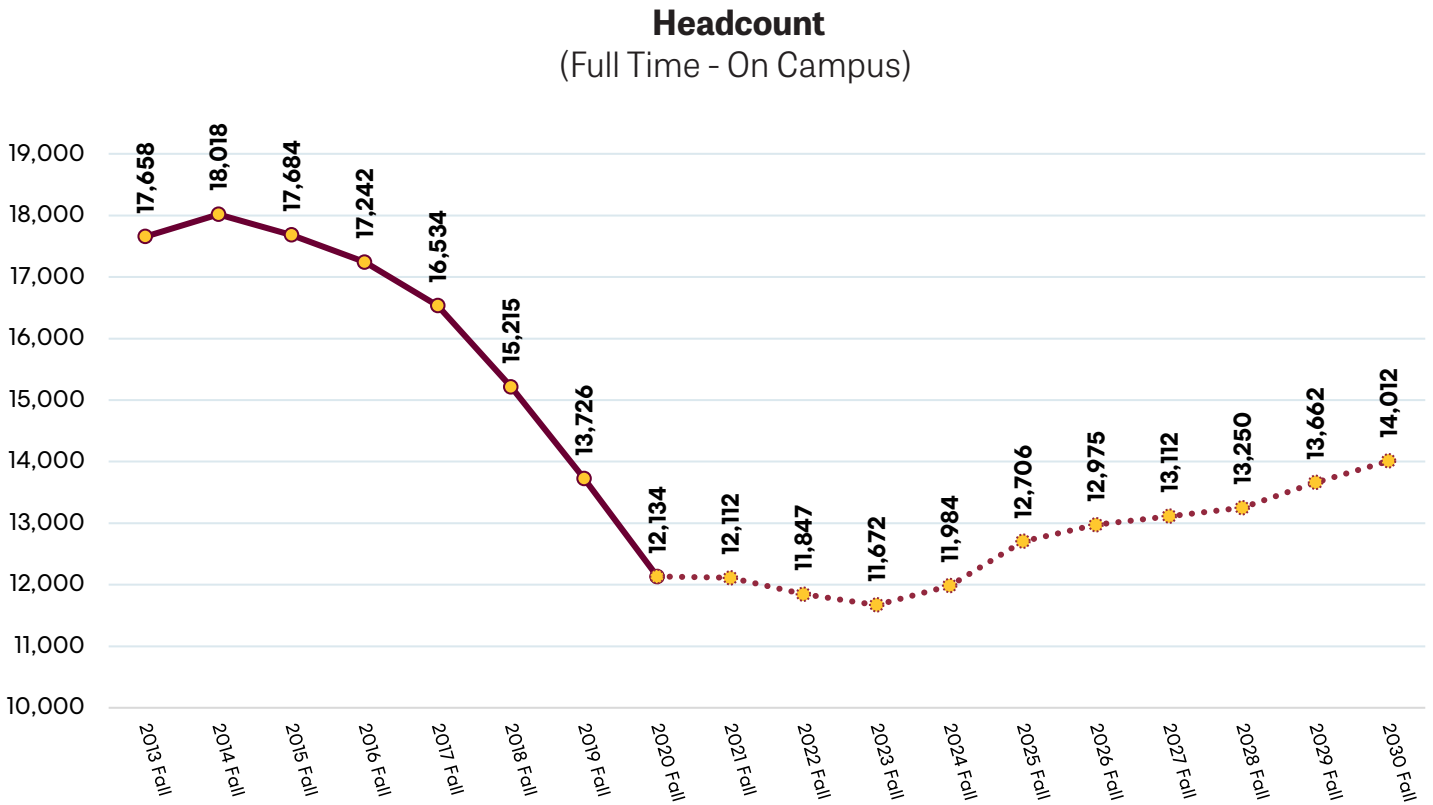
 - A Warriner Mall, Expanded, Formally Held by Buildings, Surface Parking Relocated
 - B Entrance Feature
 - C Center Field, Multi-purpose Open Space, Big Enough to Hold a Football Field
 - D Center Quad
 - E Green Spine, Major North-South Linear Open Space, Pedestrian Paths, and Bicycle Trail
 - F Athletics Quad
 - G Green Spine Southern Extension
 - H Football Field, Prefunction Space
 - I Broomfield East-West Bicycle Trail (on reclaimed 2-lanes)
 - J Rebuilt Track, Soccer, and Lacrosse
 - K North-South Bicycle Trail
 - L North-Western Trail Connection
 - M Connections to City and Regional Bicycle Network
 - N West Ends of Green Ribs (8 in total)
 - O East Ends of Green Ribs (8 in total)



PROGRESS UPDATE

Enrollment Context and Projection

Since the completion of its previous master plan in 2013, the University (along with many of its peers) has seen a decline in both headcount and full time equivalent student enrollment. Additionally, according to 2026 The Decade Ahead, an article released in August of 2016 by the Chronicle of Higher Education, enrollment pipelines (high school graduates) across the Midwest will remain relatively flat or decline slightly over the next ten years. The University projects the decline to flatten over the next five years, and slowly see its headcount steadily increase until 2030.



Source: CMU Academic Planning and Analysis – May 2021

SPACE NEEDS AND BENCHMARKING

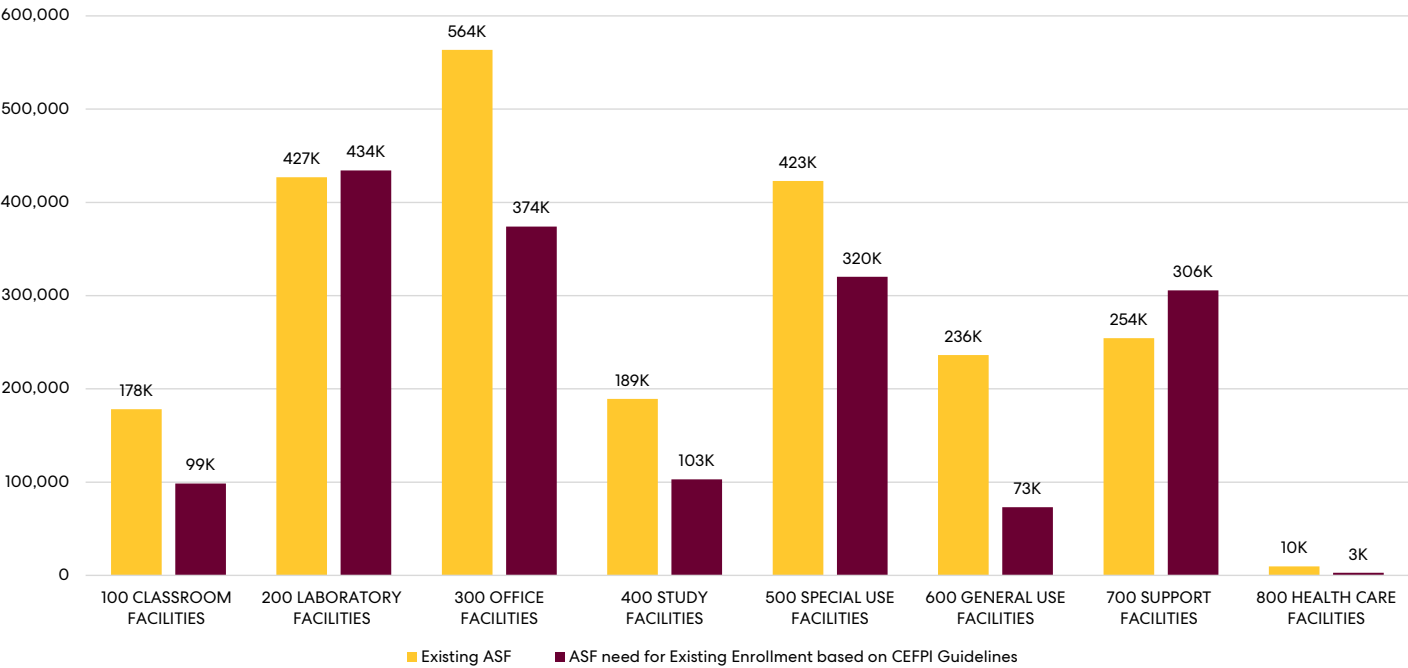
Campus Wide Benchmarks

The space comparative analysis is a ‘rightsizing’ exercise that comprehensively evaluates the current quantity against a guideline (or “expected”) amount of space that is needed by Central Michigan University in the Spring of 2020. This comparison determines a surplus or deficit of existing space relative to the guideline. Factors in this comparative analysis include enrollment, faculty and staff population, amount of existing and proposed assignable areas, and other elements (including research activity, event attendee quantities etc).

National space guidelines established by the Association for Learning Environments (organized by FICM space categories) for four-year universities and colleges that are Central Michigan University’s Peer Institutions were utilized in the generation of this assessment.

For various space surpluses and deficits, the initial reaction may be to say “we need more of this” or “we need less of that.” However, temper this initial reaction by further analyzing the findings in this report pertaining to specific space needs and utilization results. Consider the impacts of course scheduling over the course of the day and week given faculty and student preferences. There are a range of potential policy and physical change solutions to addressing space surpluses/deficits.

While this report does not propose exact solutions for the University, other similar institutions that have experienced space surplus/deficit issues implemented a range of solutions including adjusting course scheduling, renovating existing spaces, demolishing obsolete facilities, improving furniture and technology in instructional spaces to boost utilization, and increasing seat fill/utilization rates. These strategies may help optimize the use of facilities.



ASF - Assignable Square Footage

SPACE NEEDS AND BENCHMARKING

Campus Wide Benchmarks

List of CMU's Peer Institutions:

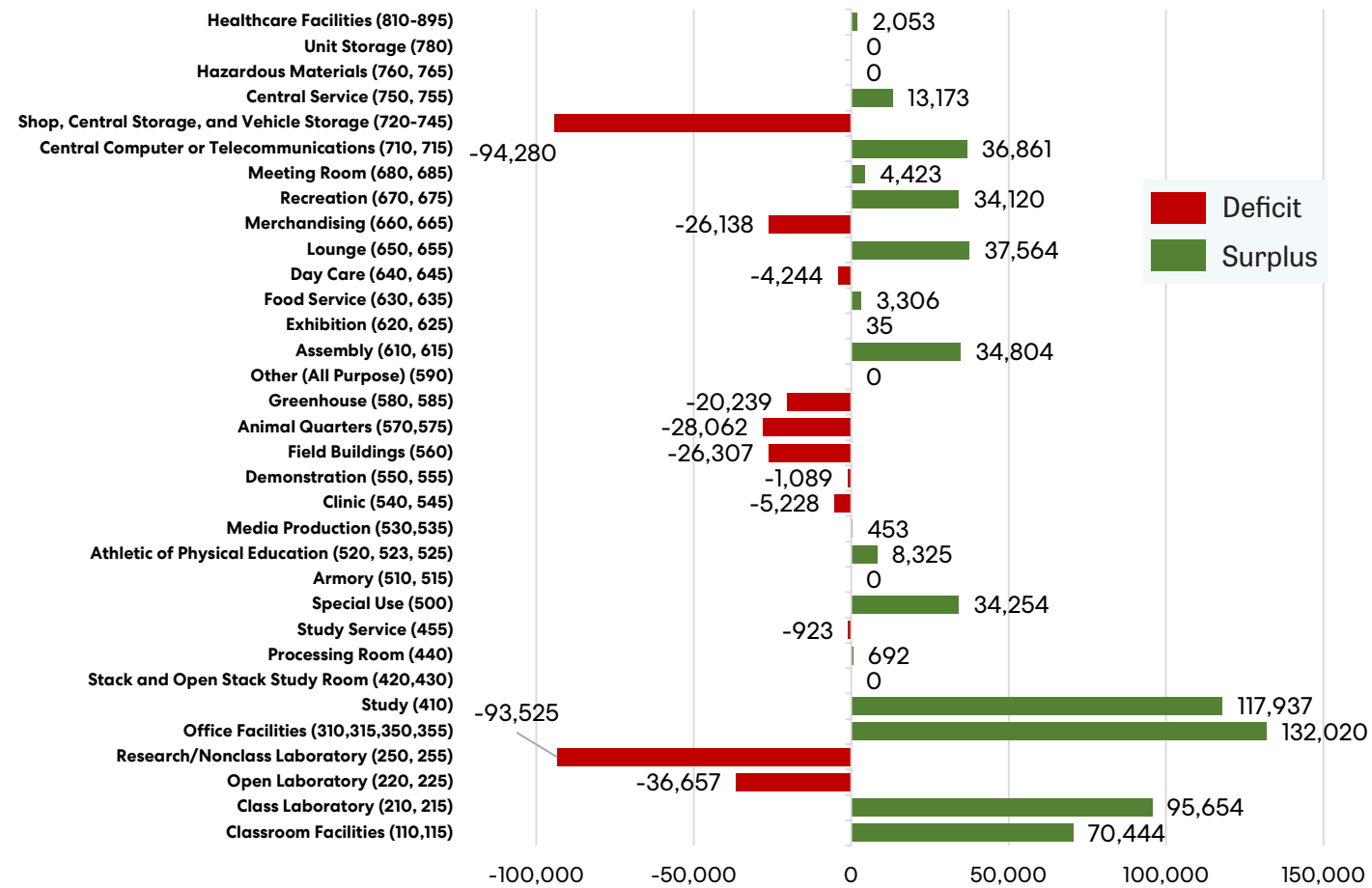
- Ball State University
- Bowling Green State University (main campus)
- East Carolina University
- Eastern Michigan University
- Illinois State University
- James Madison University
- Kent State University at Kent
- Miami University-Oxford
- Northern Illinois University
- Ohio University (main campus)
- University of Nevada- Reno
- Western Michigan University

The University currently only shows **space deficits** in the following areas:

Research Laboratory Facilities (200) - 7,000 gsf
Support Facilities (700) - 52,000 gsf

The University has **space surpluses** in all other areas.

Classroom Facilities (100) + 79,000gsf
Office Facilities (300) +190,000gsf
Study Facilities (400) +86,000gsf
Special Use Facilities (500) +103,000gsf
General Use Facilities (600) +163,000gsf
Health Care Facilities (800) +7,000gsf



ACADEMIC SPACE UTILIZATION

Existing Inventory

Analyzing how instructional spaces are used has two primary components: **room usage** and **seat occupancy**.

General classrooms and **teaching laboratories/studios** have very different functions and, therefore, analysis of these types of instructional rooms are treated separately. Academics has recoded spaces from 2013 to 2021.

The table below shows the inventory evolution from 2013 (date of the last master plan) to 2021 for the general classrooms (110s) and teaching labs (210s) in each building on campus.

There are more classrooms (+**12**) and laboratories (+**141**) in 2021 than in 2013, notably due to the addition of building such as the Biosciences Building and expansion of spaces at Brooks, Dow Sciences Building and the Health Professions Building. The addition of spaces coupled with the observed decreased enrollment numbers can lead to underutilization of spaces in two ways:

- Rooms are not scheduled enough throughout the week and sit vacant for a significant portions of time
- Scheduled classes in rooms are not filled to capacity or they are scheduled in spaces that do not match the size of the class.

	Classrooms			Laboratories		
	Total Classrooms 2013	Total Classrooms 2021	Base Area 2021	Total Labs 2013	Total Labs 2021	Base Area 2021
Anspach Hall	29	26	209,925	6	9	53,380
Biosciences Building	0	1	82,446	0	8	42,720
Brooks Hall	5	3	18,291	19	43	73,235
Dow Science Building	9	9	118,510	16	30	128,014
Education and Human Services Building	11	10	110,580	4	10	45,293
Finch Fieldhouse	4	3	26,978	0	0	0
Grawn Hall	20	26	203,934	3	5	62,271
Health Professions Building	10	17	223,954	11	40	266,647
Herrig Hall	0	0	0	0	0	0
Industrial Education & Technology Building	6	5	91,794	5	19	114,653
Kessler Hall	0	0	0	0	1	0
Kulhavi Hall	2	4	8,896	0	0	0
Merrill Hall	0	0	0	0	1	0
Moore Hall & Bush Theatre	21	18	101,950	7	19	81,916
Music Building	6	5	20,549	5	5	94,095
North Art Studio	0	0	0	1	2	27,434
Park Library	0	3	2,484	0	2	0
Pearce Hall	26	24	180,953	6	11	14,446
Powers Hall	8	7	41,735	0	2	1,931
Ronan Hall	5	9	25,853	1	2	0
Rose-Ryan Hall / Student Activity Center	4	4	17,501	0	0	0
Rowe Hall	5	8	19,931	0	7	3,584
Sloan Hall	2	1	11,385	0	4	2,690
Wightman Hall	5	4	28,229	18	23	74,149
Woldt Dining Commons	2	5	1,924	0	0	0
	180	192	1,547,801	102	243	1,086,459

* Residential space not included

SPACE UTILIZATION

Process

In support of developing appropriate guidelines for general classrooms and lab/studio rooms, the space analysis was conducted to determine how these types of spaces are currently being utilized. Many times, under utilization of classroom and lab space can result in a mismatch between desirable spaces and undesirable spaces that can lead to a perception that not enough space exists.

Weekly Room Use (WRU) – represents the number of hours a specific room is used for instructional purposes each week.

With the goal of determining a target number of hours, this study relies on the Association for Learning Environments (formerly CEFPI) for four-year universities, which is **31 hours per week for classrooms** and **21 hours per week for labs**.

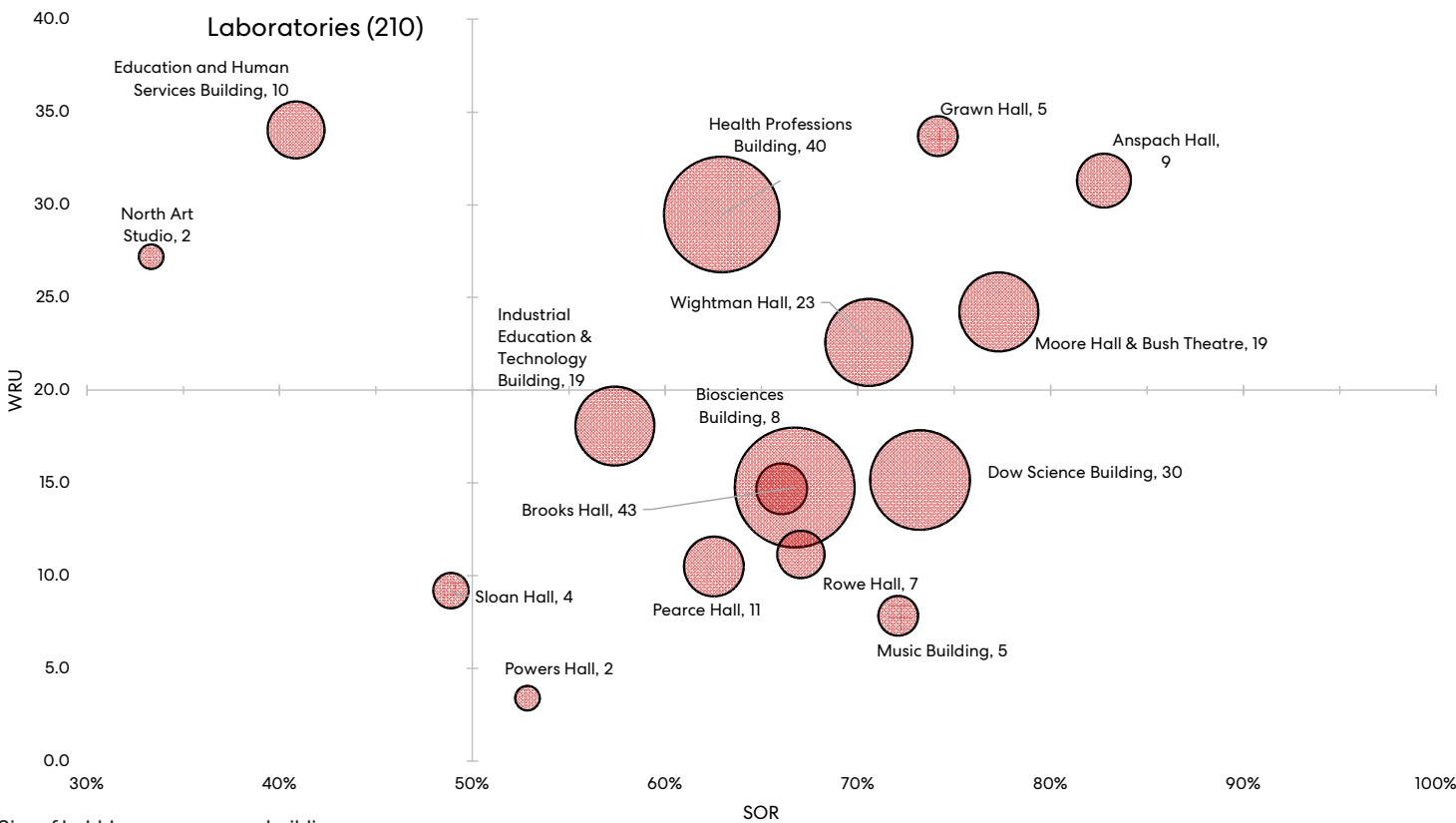
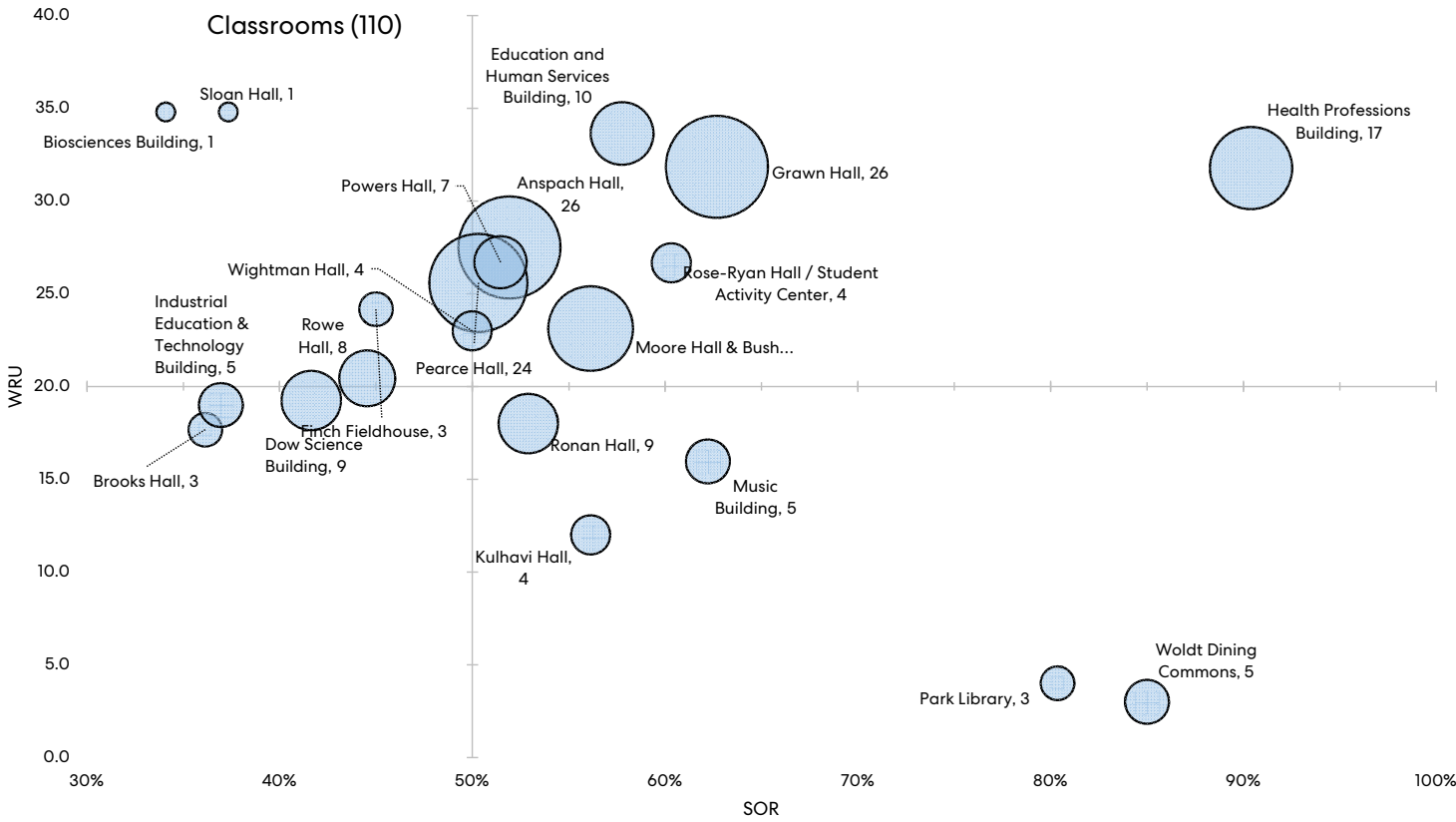
In order to obtain information on the weekly room use for each classroom and lab on campus, the **Room Inventory** and **Spring 2020 Class Schedule** were linked using the unique room ID provided for each individual room.

Overall Observations

- Overall, the University does an solid job allocating space for a vast range of courses with different physical space requirements to meet the need of their student body.
 - The decline in enrollment over the years and the added spaces from renovations and new buildings, have led to courses being spread out over more classrooms and labs resulting in lower average weekly use and a lower amount of students per class compared to 2013.
 - The majority of used classrooms boast good SOR and WRU numbers and could reach target numbers for by consolidating courses and spaces.
 - Laboratories cover a wider spectrum of use and
- seat fill. Their weekly usage ideally needs to be bolstered above 20 hours a week.

 - Other instructional spaces are usually difficult to critique based on quantitative data alone. Their use needs to be understood - often they are able to offer very specialized sets of accommodations that regular classrooms and labs cannot. Their lower WRU and SOR can be explained due to their intermittent uses throughout the week and the fact that their capacity often exceeds that of a single enrolled class.
 - The study highlighted 34 non scheduled classrooms (110s); 120 non scheduled laboratories (210s) and 57 scheduled rooms not listed as 110 or 210.

Weekly Room Use vs. Seat Occupancy Rate



* Size of bubble = # rooms per building

SPACE UTILIZATION

Recommendations

Reasons behind under utilization are most commonly due to scheduling practices (e.g. rooms reserved by specific departments), furniture layout and density, access to natural light, or lack of technology.

The University may consider taking action on the observations brought forward by the space utilization study by considering the following recommendations:

Scheduling & Policy

The University can incrementally increase utilization by tactically implementing policy changes.

Centralized scheduling system

A centralized system allows for increased transparency in scheduling practices. Classrooms and labs (especially computer labs) should be available for access to all faculty members across Campus. Moving towards a transparent scheduling practice will start eliminating departmental ownership of spaces and thus increase flexibility in the types of rooms used and available for use. The elimination of perceived department ownership will also be diluted as co-location of programs with synergies & similar teaching styles becomes more systematic.

Use Consistent Nomenclature Throughout All Platforms Involved In Class Scheduling

Maintain a consistent nomenclature for all documentation and data sources utilizing building and room names. This will help avoid loss of data, translation error and gaps in number reporting due to departments using different names for a singular entity.

Regular Facility Inventory Updates to Reflect Current Conditions

Provide updates to room names, use codes and capacity information when changes occur on campus. Homogenize the information available for rooms missing key indicators, like capacity numbers.

Physical Changes

Overall, **no net additional classrooms are needed. However, the analysis shows a deficit in research and open laboratory spaces** to meet the University's demand. The current inventory currently actually exceeds the need for scheduled classes and labs and is causing many rooms to be underutilized or unused.

Targeted Renovations for 'Workhorse' Rooms

Improvements to the qualitative aspects of the highly used classrooms and laboratories. Modernize furniture layout, improve natural light, improve technology for older rooms with high utilization through targeted renovations.

Standardizing layouts of classrooms across the entire campus will help increase the user flexibility of the spaces, as well as reduce the cost aspects of making changes to the rooms in the future.

Conversion of Consistently Non-Scheduled Rooms to Fill Required Needs and Improve the Student Experience

Evolving under utilized spaces into flexible environments with fully movable furniture, providing technology, and white boards across multiple walls will help to introduce active learning methods that can also be simply used as group study spaces when they are not scheduled for instruction. Class laboratories could also be converted to research or open labs - both current deficit space needs.

Consolidation Of Instructional Space Stock To Reflect Predicted Enrollment Through Targeted Demolition Of Older Buildings

Buildings where a significant number of classrooms and laboratories are not currently being scheduled regularly offer opportunities for consolidation of space, as well as moving program to offer better synergy between departments in different buildings.





03

THE VISION



Central Michigan University is committed to true institutional transformation through the Strategic Envisioning Process. With the spotlight on student success and reinforcing the value of higher education in a turbulent economy, CMU is rethinking how to improve services to its stakeholders. One component is to create a physical environment – a community – to be the place where people want to be. It has amenities, features of mix of uses in a walkable environment, boasts beautiful outdoor spaces, showcases state of the art programs and buildings with a vibrant town gown street life. A beautiful environment reinforces the investment by CMU to enhance the overall academic quality, with a commitment to rigor, relevance and excellence in overall programming.

To bring this vision to a reality, CMU leadership embarked on a campus master plan update. This 10-year ‘road map’ is not a mandate or inflexible document. The University will make decisions in the future that will be informed by this plan, but there is flexibility in terms of exact uses, mix, size and program distribution with buildings. The future implementation will depend on political will, market-forces, access to resources and capital. However, this plan is a strong conceptual framework. Contained within this master plan are recommendations on building use, and configuration, landscape and open space, infrastructure, urban design aesthetics, phasing and budget considerations.

THE VISION

Land Use Plan

Why does Central Michigan University need to think of their land differently now?

The University is seeking to reinvest in its campus, improve its facilities and become a draw for students, faculty and staff from across the region, nation and globe. CMU continues to be a steward of the land it currently owns by planning ways to optimize uses and spaces and to serve the next generation of students.

This master plan update and land use strategy is a product of the following vision drivers:

- Health and well-being are a top priority for CMU community at large
- Recruit and retain the best and the brightest by developing an equitable and inclusive culture that fosters a dynamic exchange of ideas
- Stewardship of finite resources balanced with redefining and advancing lifelong learning
- Vision and cohesion to differentiate CMU by promoting an innovation ecosystem through community partnerships

ID	AREA DEVELOPMENT PLAN (ADP)	Project Size (GSF)
Academics		
1	Brooks Hall (partial demolition, renovation)	54,000
2	Dow Hall Partial Renovation	18,000
3	FIT Learning Lab at EHS	10,000
4	IET Building Partial Renovation	35,000
5	Pearce Hall Renovation	40,000
6	Research and Teaching Facility (with vivarium)	75,000
7	Sloan Hall Renovation	48,000
8	Wightman Hall Renovation	73,000
Administration		
9	Central Campus Oval (landscape)	115,000
10	Electricity Redundancy (South of Broomfield)	NA
11	Event Quad	25,000
12	Logistics Building	8,000
13	Demolish - Lot 1 Storage Building (Auction Building)	demo
14	Moore Hall - Public Broadcasting	10,000
15	Demolish - Public Broadcasting Building	demo
16	Preston and Franklin Streetscaping & Central Ave Extension (landscape)	150,000
17	Ronan Hall Renovation	67,000
18	Salt Storage	2,400
19	Demolish - Salt Storage	demo
20	Satellite Utility Plant (South of Broomfield)	3,500
21	South Commons (landscape)	180,000
22	Special Olympics Demolition	14,000
23	SEF Campus Chiller Capacity	NA
24	University Welcome and Alumni Center	75,000
25	Demolish - University Art Gallery	demo
26	Demolish - Carlin Alumni House	demo
27	Demolish - West Hall	demo
28	Demolish - Motor Pool Building	demo
29	Demolish - Rowe Hall	demo
30	Demolish - Smith Hall	demo
31	Warriner Hall Partial Renovation	20,000
32	Warriner Mall Improvements (landscape)	175,000
33	Warriner Mall Tunnels ("Terminal Park")	NA
34	Wayfinding & Identity Phases V-VI	NA
Athletics		
35	Reserved	-
36	Indoor Athletic Center Partial Renovation	12,000
37	Indoor Athletic Center Turf Bay	75,000
38	Kelly/Shorts Stadium Partial Renovations	163,000
39	New Practice Field	80,000
40	Rose-Ryan Center and Kulhavi Events Center Partial Renovation	70,000
41	Softball Performance Enhancement Facility	12,000
Student Affairs		
42	Bovee University Center Expansion	30,000
43	Bovee University Center Partial Renovation	40,000
44	Cobb Hall	71,000
45	East Renovations (Emmons & Herrig)	130,000
46	Finch Fieldhouse Center for Well-Being (renovation and expansion)	172,000
47	Demolish Foust Hall	demo
48	Merrill Dining Renovation	32,000
49	North Quad Demolition	350,000
50	Powers Hall Partial Renovation	25,000
51	South Renovations (Beddow, Merrill, Sweeney, Thorpe)	273,000
52	Student Activity Center (eSports)	18,000
53	Troutman Hall	104,000
54	Washington Commons Residential Community	230,000
55	Parking Lot 75	350,000
56	Demolish - Northwest Apartments	demo
57	Demolish - Kewadin Village	demo
58	Wheeler Hall	71,000





North Quad

Grawn Hall

Smith Hall

Welcome & Alumni Center

Graduate Housing

Carlin Alumni House

Rowe Hall

Ronan Hall

Powers Hall

Warriner Mall

University Center Expansion

Finch Hall Center for Well-Being

Health Professions Building

PRESTON RD

FRANKLIN AVE

Park Library

Central Campus Oval

Research & Teaching Facility

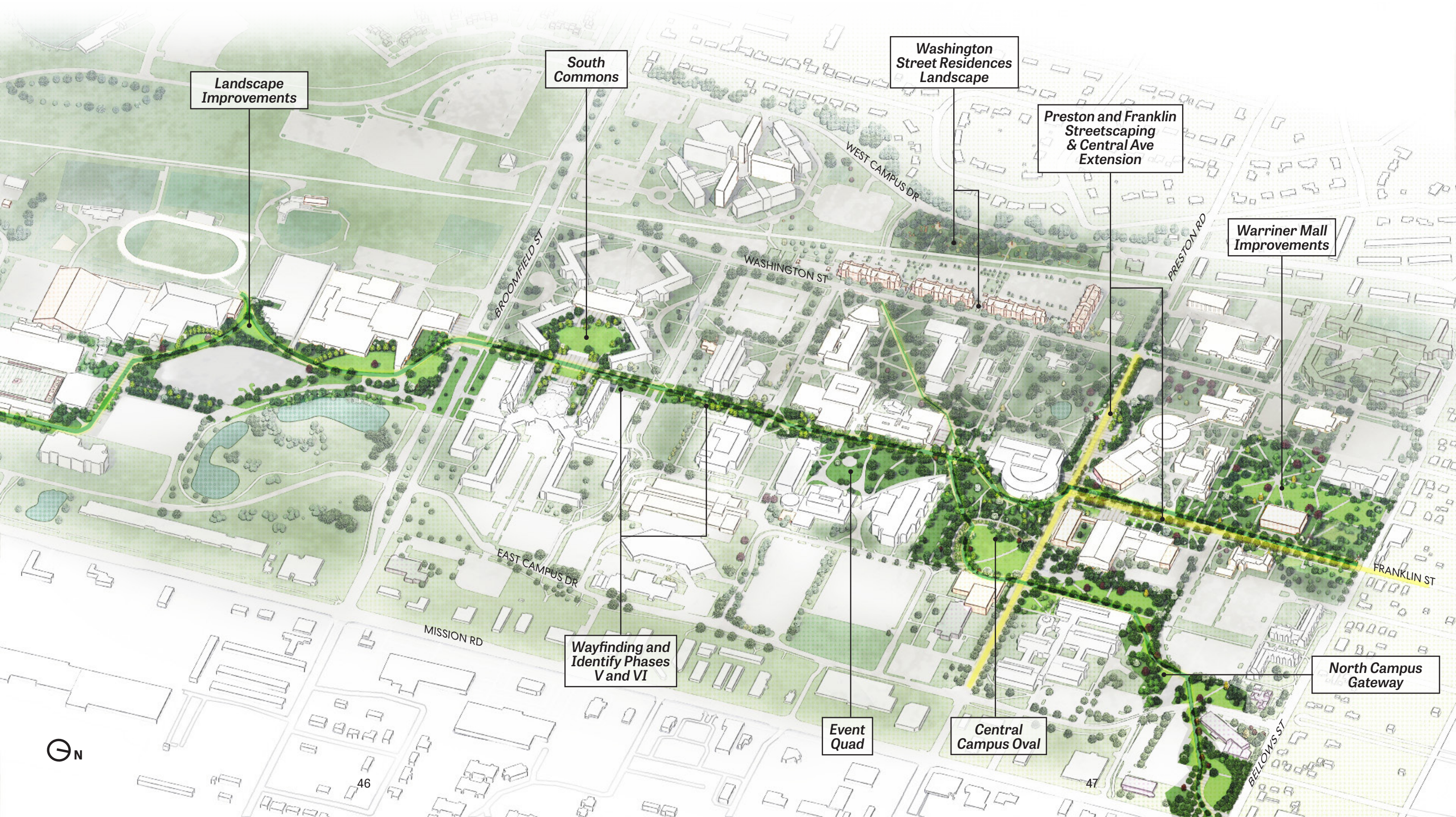
Foust Hall

Brooks Partial Demolition

Music Building

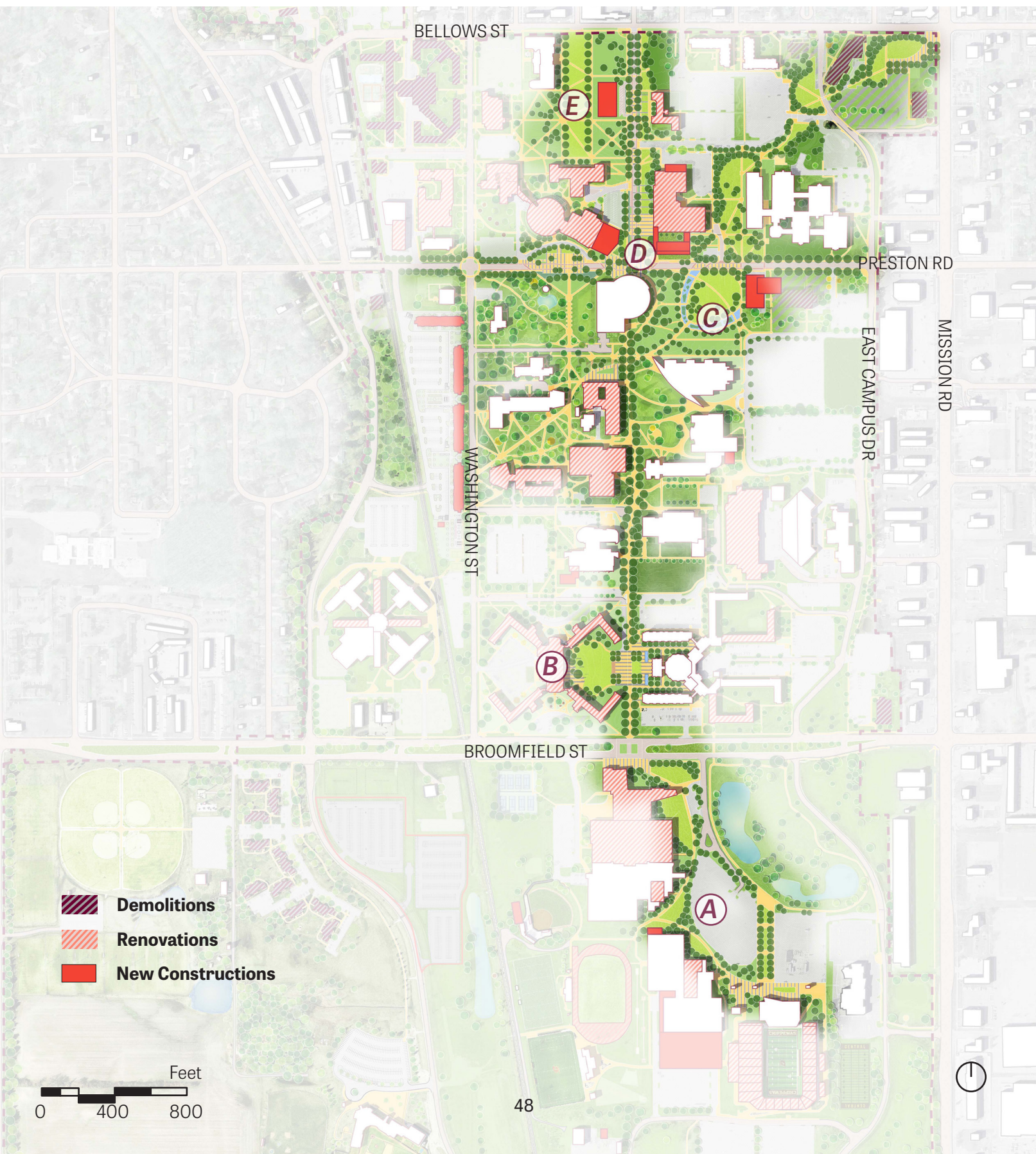
THE VISION

Landscape Thread Through Campus



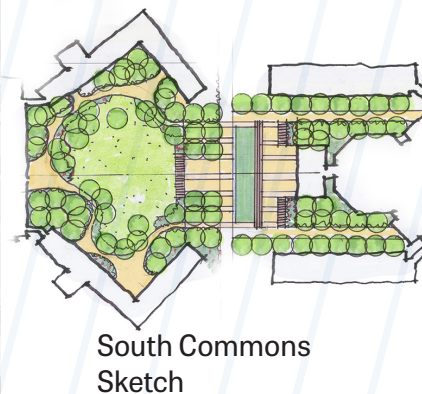
THE VISION

Flexible Open Spaces & Active Connections



A Athletics 'Front Doors'

This long term strategy would see landscape improvements to the eastern front of the Rose-Ryan Center and the Indoor Athletic Center. This approach would better connect Bennett Track and Margo Jonker Stadium, as well the field hockey and multipurpose fields to parking lot 62 in front the Kelly/Shorts Stadium. An alternating series of simple greens and hardscape spaces provide flexibility for tailgating and other gathering events. This thread would extend Central Avenue south from Broomfield Street while providing emphasis on the Event Center's north entrance.



B South Commons

The South Commons would replace lot 45 between Merrill Dining Commons, Sweeney and Thorpe Hall with a great lawn. It will provide a gathering space in the heart of the south campus residences. As such, the space is intended to activate and better serve the students as a heart of student social life with connections across to the east residential complex through a dynamic plaza spanning Central Avenue. The organic edges of the landscaped areas also offer secluded greens in front of the residences for relaxation, studying and lingering. The east facade of Merrill Dining Commons would be daylighted to provide views into the Commons throughout the seasons.



An aerial perspective of the South Commons looking North along Central Avenue.

THE VISION
South Commons



Existing

View looking south west towards the South Commons lawn with Thorpe and Merrill Dining Commons in the background.

THE VISION

Preston and Franklin Intersection

C Central Campus Oval

The Central Campus Oval unifies existing and proposed buildings that are separated by parking. The oval sits on an angle to enhance natural circulation and pedestrian flow coming from Central Avenue and connecting it to buildings to the East and North, notably CMED and the future new Research & Teaching Facility.

The Oval is an active space that can accommodate a range of rotating performances, events, and everyday activities. It provides shade and thermal relief in a previously impervious environment. It is centered on a flexible green clearing surrounded by a ring of smaller pockets of greens.

D Preston and Franklin Streetscaping & Central Avenue Extension

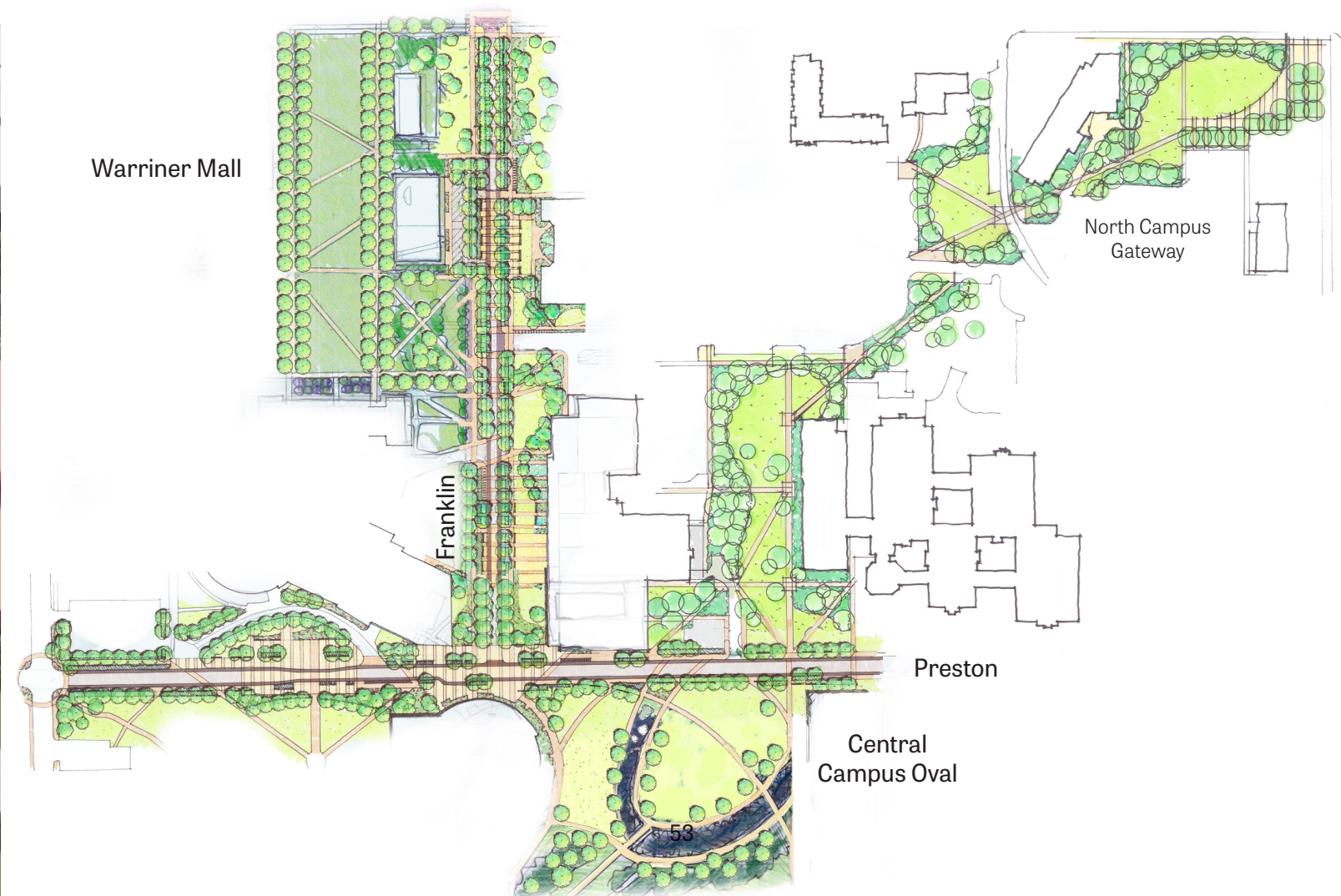
Franklin and Preston's intersection sits at the very heart of CMU's campus. Rethinking these car centric right-of-ways as a shared, flexible curbsless street changes it from a space "you go through to ones you go to". Central Avenue would become a seamless pedestrian pathway from Warriner Mall all the way to the Athletic Campus south of Broomfield Street. This shared environment not only improves the campus' aesthetic but also increases safety for all users through the use of distinct paving pattern inducing reduced speeds and drivers paying more attentions. The paving is conceptually shown as regular bands spanning across both Preston and Franklin inviting crossovers from the Park Library to the University Center and the new Finch Hall Center for Well-Being - putting student life at the forefront of the design.

E Warriner Mall Improvements

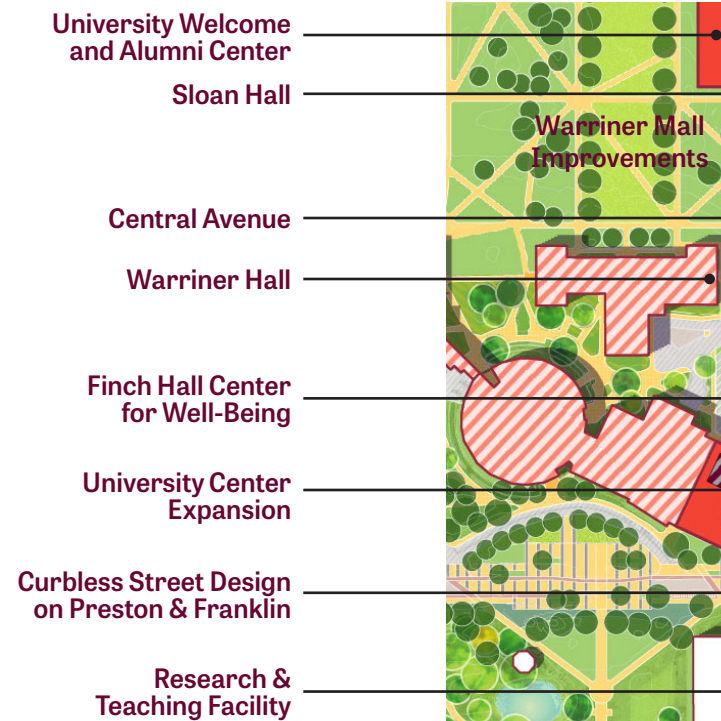
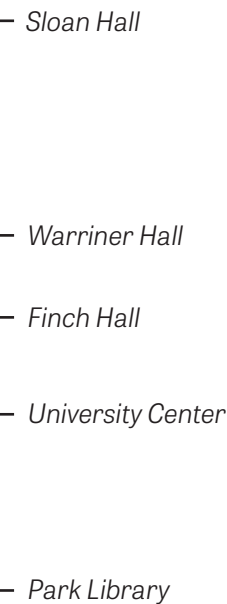
Central Michigan University's campus history and legacy is synonym with the views and experience of walking down Warriner Mall. The Mall visibly communicates the north entry to the campus and plays a crucial role in the historic heart of the institution. Preserving the character and charm of Mall while improving its circulation to highlight Warriner Hall from Bellows Street. The addition of the University Welcome and Alumni Center replacing two parking lots (7 and 9) along Franklin Avenue will bring daily energy and activity to the Mall and inspire the next generation of CMU students on their campus tours.



Looking south of Warriner Mall along Central Avenue.



Preston and Franklin Intersection



Curbless streets will create unique campus landscapes at the heart of CMU's campus offering many benefits while drastically improving the student experience along Preston Road and Franklin Avenue. The following are among the benefits from curbless street designs :

1. **SAFETY** : Reduced speed and drivers paying more attention thanks to specific pavement patterns and designs
2. **QUALITY OF LIFE**: access to open space, improved aesthetics
3. **MOBILITY**: ease of access and circulation, less wait time for pedestrians, promotes multiple modes of transportation
4. **IDENTITY**: creates a east-west pedestrian spine that complements Central Avenue going north-south



THE VISION

Preston Avenue



View looking East on Preston Avenue with the University Center on the left, Park Library and Finch Fieldhouse in the distance.

RIGHTSIZING

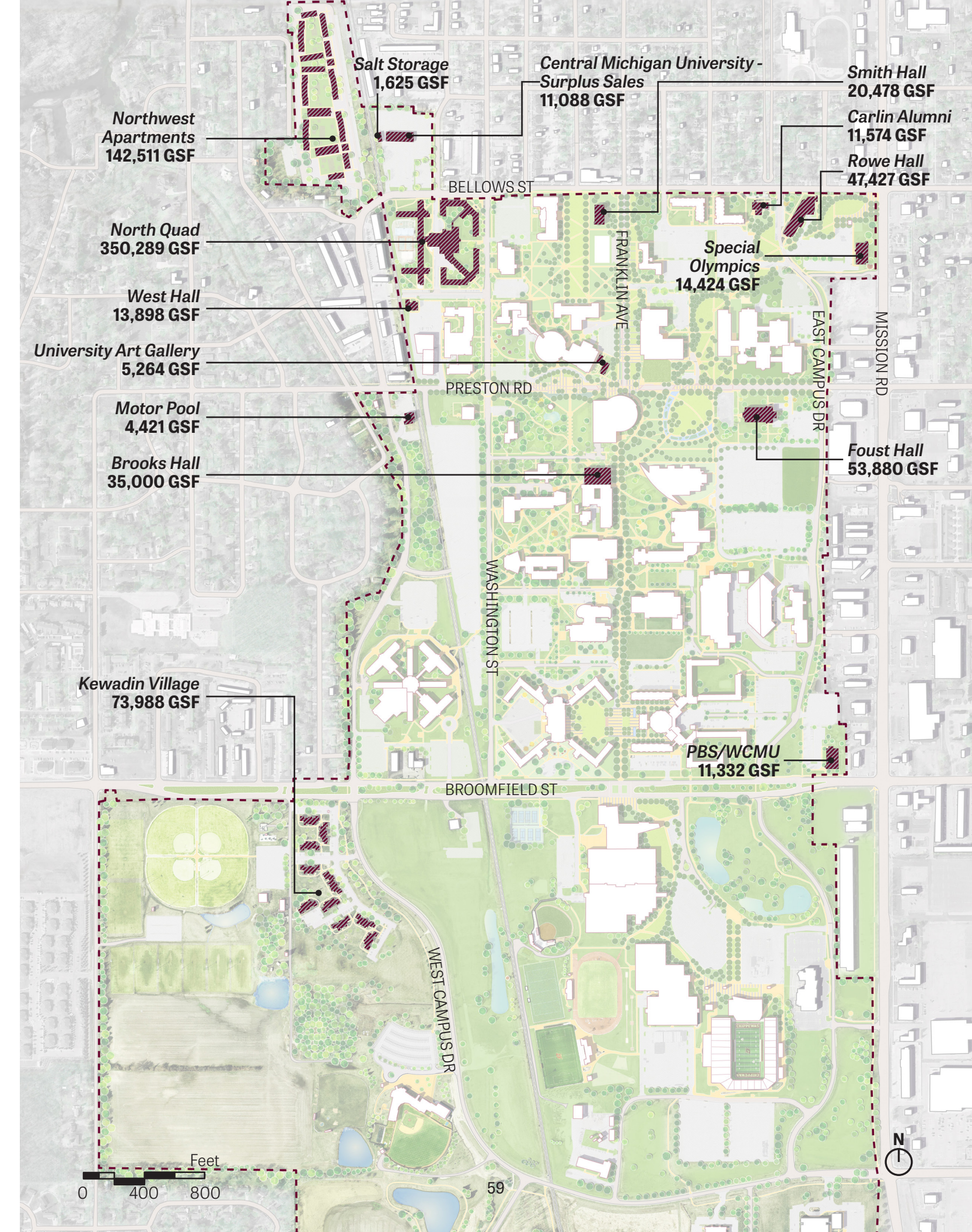
Prioritizing Stewardship and Future Trends

It is not enough to survive; institutions need to thrive. What can higher education campuses do now? Rightsize. Rightsizing involves creative forward thinking and action. It takes realizing that enrollment is down for the foreseeable future and rethinking how the campus can be structured to meet current needs while also adapting to future needs.

While there are no one-size-fits-all answers, a few strategies to consider:

1. Focus on programs with current strength and consider areas of high need in the next few years. CMU is seeing a growth in research, specifically with the demand in vivariums.
2. Create partnerships by working with other colleges, businesses, high schools and programs to meet student and workforce needs.
3. Recognize CMU's strengths reassess assets and develop plans for optimizing use. Reassess the marketplace. Be creative and take risks, such as reinventing Finch Fieldhouse to be a center for well-being, or demolishing part of Brooks Hall.

 Campus Boundary
 Demolitions



AREAS OF OPPORTUNITY

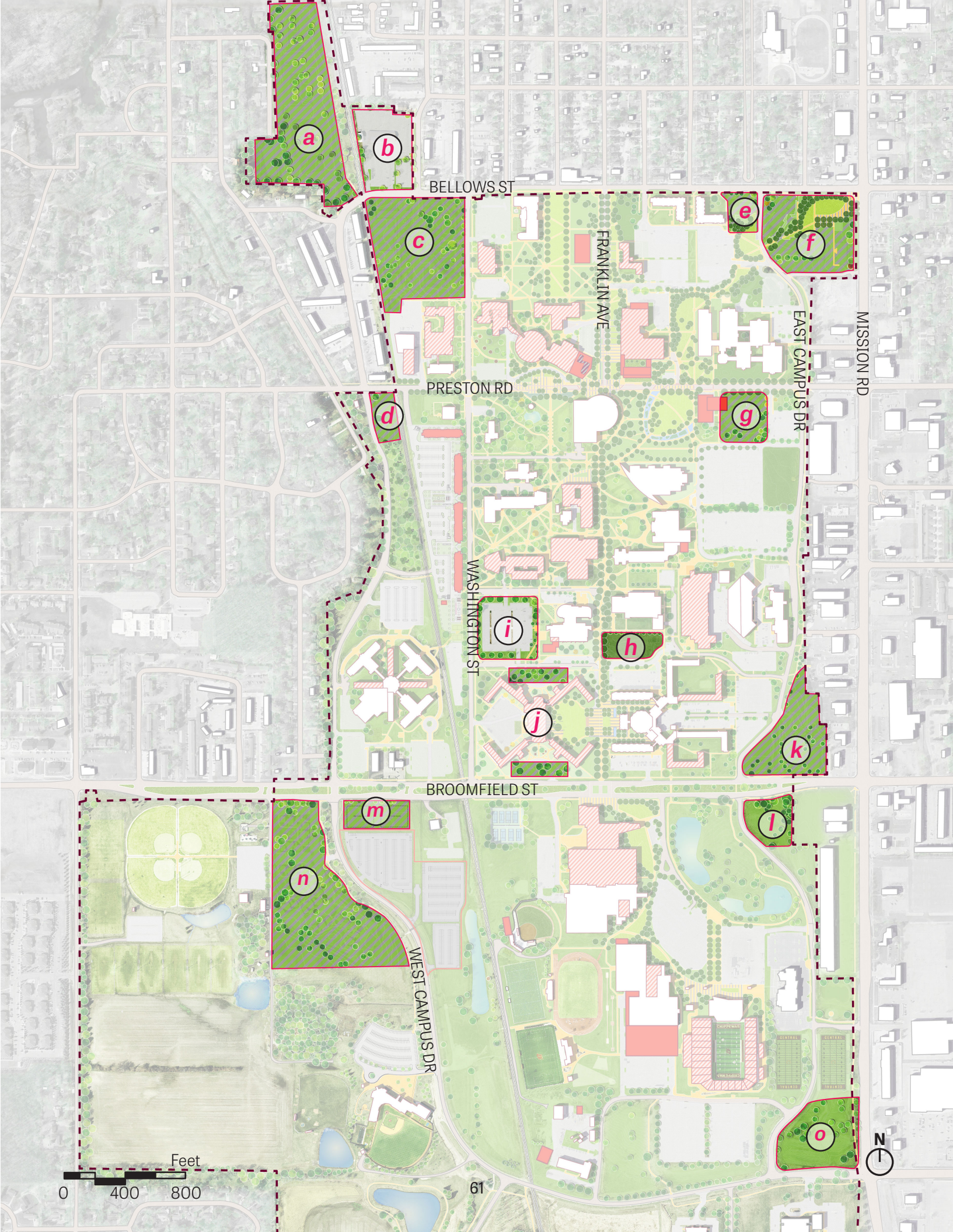
Long Range

The proposed demolitions of buildings on campus will create opportunities for future development required to fill future program needs. The University disposes of a great deal of land on its 871 acres campus and therefore has flexibility in allocating uses throughout its campus. Much of these opportunity areas sit on the campus edges along Bellows Street, Mission Road, Broomfield Street and West/East Campus Drives.

The following 15 sites will see demolitions create empty land with no proposed future uses or already currently empty and could serve a higher and better use in the future. These represent an opportunity ‘land bank’ of approximately 73 acres.

Key	Use Prior to Demolition	Potential Future Development
a	Northwest Apartments	Development Opportunity
b	Salt Storage and Auction Bldg	Lot 1 can continue to be used as parking
c	North Quad	Development Opportunity
d	Motor Pool	Development Opportunity
e	Carlin Alumni House	Development Opportunity
f	Rowe Hall and Special Olympics	Future gateway development at Mission and Bellows
g	Foust Hall	Parking for new Research and Bldg
h	Green space in front of Biosciences	Development Opportunity
i	Parking Lot 56	Development Opportunity
j	North & South of Merrill Dining	Development Opportunity
k	Public Broadcasting	Development Opportunity
l	Greenfield	Development Opportunity
m	North of future Lot 75	Development Opportunity
n	Kewadin Apartments	Development Opportunity
o	Greenfield	Gateway development at Mission and W Campus Dr

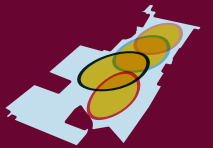
- Campus Boundary
- Demolitions
- Renovations
- New Constructions
- Post-Demolition Areas
- Areas of Opportunities





04

AREA DEVELOPMENT PLANS



The area developments plans (ADPs) are organized into four categories

Academics – Education spaces prioritizing teaching, learning, research excellence guided by the Academic Affairs Division

Administration – Executive Administration and all functions under Finance and Administrative Services Division; functions that pertain to the day-to-day function of the campus including landscape and infrastructure investments that benefit all of campus.

Athletics – this includes all functions that are under the leadership of the Athletics Department.

Student Affairs – all student and residential life (including dining) that are part of the Student Affairs Division of the University.

ACADEMIC ADP

Overview

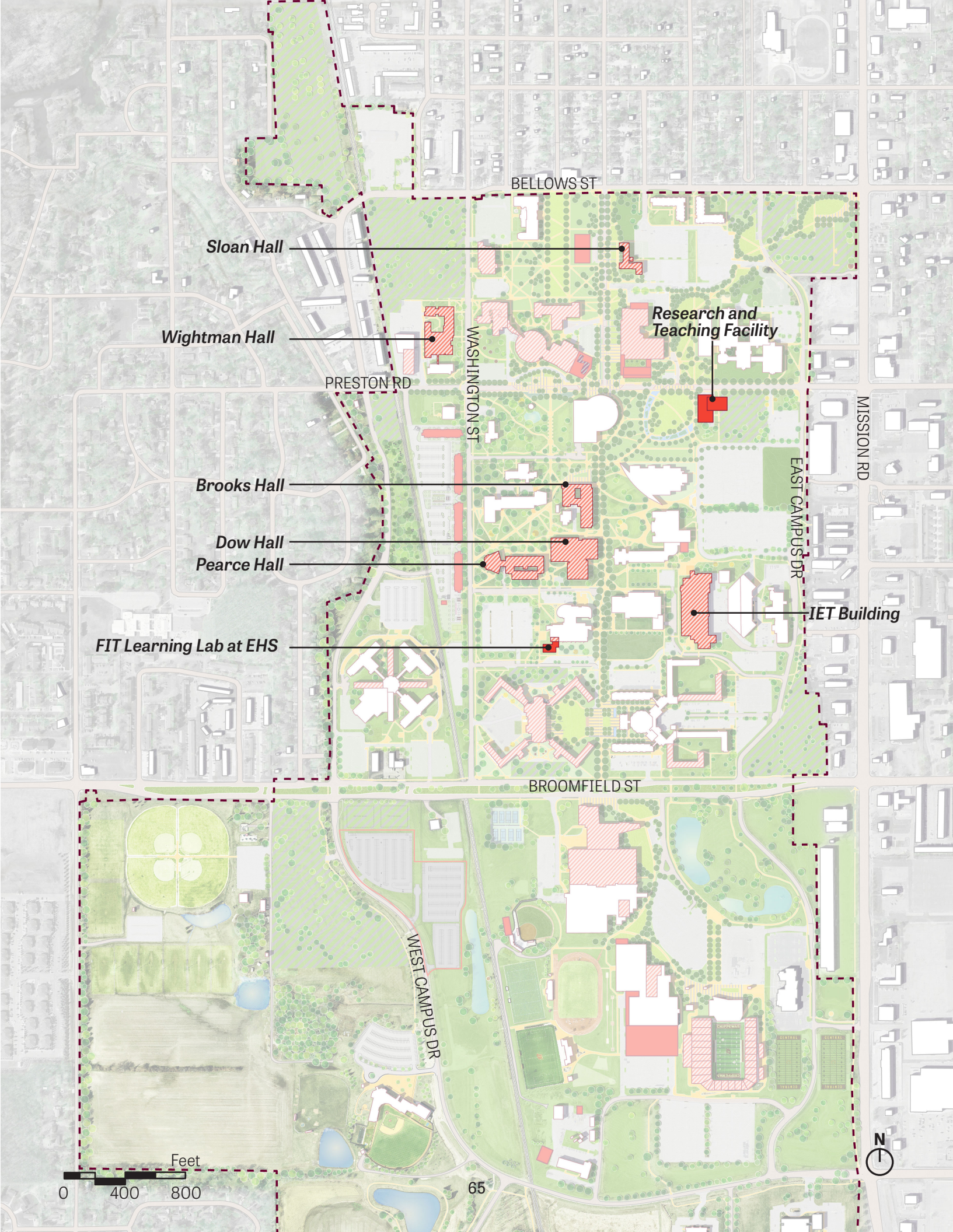
Teaching and research environments are at the core of the campus experience for students, faculty, and staff. The way students learn, and faculty teach is rapidly changing.

Accelerated by the global pandemic, online and hybrid learning is increasingly common and an integrated part of the academic experience at CMU and are changing the traditional 'bricks and mortar' solutions to the learning landscape. An increase in group-based academic work and demand for undergraduate research are also driving change to on campus learning environments. Additionally, faculty-driven, peer-reviewed research is increasing at CMU especially with the growth of the College of Medicine and the College of Health Professions. Future collaboration and growth across disciplines including STEM-based research activity is anticipated and encouraged at CMU, thus driving demand for research lab space to host sponsored research.

The Academic Area Development Plan seeks to improve existing academic buildings on campus through intentional renovation and some strategic demolition. Small expansions are envisioned for some buildings. One research and teaching facility is included in the plan that can host interdisciplinary, sponsored research and specialized lab core facilities (e.g. vivarium). The facility can be used to recruit and retain faculty, put research 'on display' to the campus community, and play a vital role in new modes of teaching and learning.

To enable renovation projects to occur, swing space will be needed in other facilities. Rowe Hall is the recommended swing space building (once administrative functions relocate elsewhere). Additional swing space may exist in Ronan Hall.

-  Campus Boundary
-  Demolitions
-  Renovations
-  New Constructions



ACADEMIC ADP

Brooks Hall

Located along the Central Pedestrian Avenue, Brooks Hall is a mid-Century academic facility. The building is home to Earth and Life Science programs, yet currently has vacant and underutilized classrooms and class labs in some portions of the building. The three-story wing along the Central Pedestrian Avenue is slated for a gut renovation and program re-stack including classrooms, class labs, group study, and faculty office space. The one-story wing (plus basement) on the north end is slated for demolition. This portion of the building has underutilized space that is no longer needed by the university and is cost-prohibitive to make viable, modern uses. Further, an expanded green open space can help connect Anspach/Pearce/Dow Halls and Washington Commons Residential Community to the Central Avenue Pedestrian Spine. Previous studies and State funding requests included a vivarium renovation and lab modernization project in the one-story wing of Brooks Hall. This master plan update pivots away from that idea due to opportunity costs. The recommended approach is to construct the vivarium as part of a new research and teaching facility that can best optimize the vivarium and seek the best adjacency to faculty research across campus.

FIT Learning Lab at EHS

The first floor renovation and expansion of EHS for the FIT Lab will enable the College of Education to provide simulated teaching classrooms for early childhood education, a popular and growing educational program and service at CMU.

Pearce Hall Partial Renovation

As a 'workhorse' academic building, Pearce Hall is a well-utilized academic building on campus. While some classrooms and class labs are recently upgraded, modernization is needed to several outdated classrooms, class labs, and office environments throughout the building. Inserting spaces for groups study and social gathering before/after class is an important need to address even if it means selectively reducing the number and size of classrooms.

Dow Science Building Partial Renovation

Located immediately south of Brooks Hall, Dow Science is a science teaching facility. This facility needs moderate renovation to existing teaching spaces (class labs and classrooms) and improved group study spaces. Phased remodeling can mitigate the need for large scale swing space as office users can find temporary space elsewhere within Dow Science.

Finch Fieldhouse Center for Well-being (renovation and expansion)

This project recognizes the need to address health and well-being of students on campus as this issue is increasingly important. Create a Center for Well-being; include student health services, counseling center, multipurpose wellness-focused academic, Dance Studies, shared group fitness (University Recreation/ Physical Education and Sport), and special events (large gym), College of Medicine Admin, Office of Information Technology; keep existing users. This project enables the demolition of Foust Hall.

Research and Teaching Facility

Located adjacent to the existing Foust Hall, the Research and Teaching Facility will be a best-in-class facility for life sciences. It will be primarily built for interdisciplinary sponsored research with the goal of faculty recruitment and increase in annual research expenditure. The location near CMED and Health Professions is ideal and the prominence this facility will have on Preston Avenue will further place research at the core of what CMU features. This facility will have specialized core facilities (including a vivarium) that can be shared by a wide range of faculty researchers. A mix of wet and dry lab facilities can support sponsored research and allow for flexibility of different research project types and diverse faculty interests that will change over time. Some computational labs will also be included to accommodate data-driven research projects. A small amount (2-4) class labs for teaching purposes will help bring non-research, undergraduate students into this facility (however, the vast majority of the building will be research focused). Other than new faculty recruits and student researchers operating on premise, minimal office facilities should be included.

Industrial Education and Technology Building Partial Renovation

Originally built in the early 1990s, the IET Building is due for upgrades to a portion of its existing teaching, research, and group study spaces to attract top STEM talent.

Wightman Hall Renovation

Improvements to Wightman Hall include moderate upgrades to existing classrooms, class labs, and faculty office spaces. Renovations include lighting, technology, finishes, furniture, and, most likely, the removal of walls to make larger, more flexible, active learning classrooms suitable for hybrid instruction. Phased renovation is possible to keep existing users within the building while other spaces are renovated.

Sloan Hall Renovation

Built originally as a residence hall for women, Sloan Hall has gone through several renovations and changes in use. This master plan update recommends moderate renovations to existing uses in the facility. Improving lighting, finishes, furnishing, and relocating storage spaces will be needed.



Brooks Hall

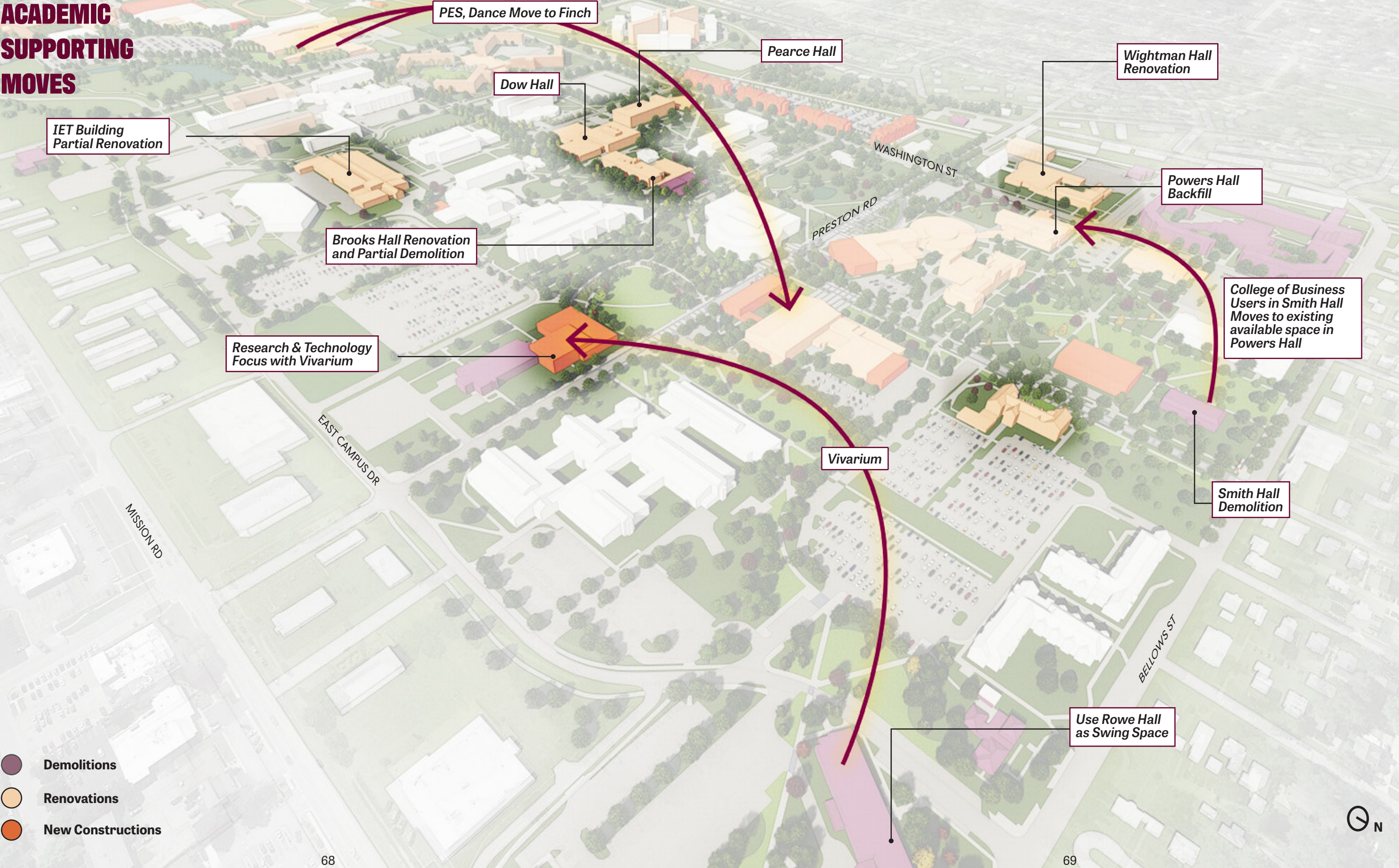


Sloan Hall



Wightman Hall

ACADEMIC
SUPPORTING
MOVES



ADMINISTRATION ADP

Overview

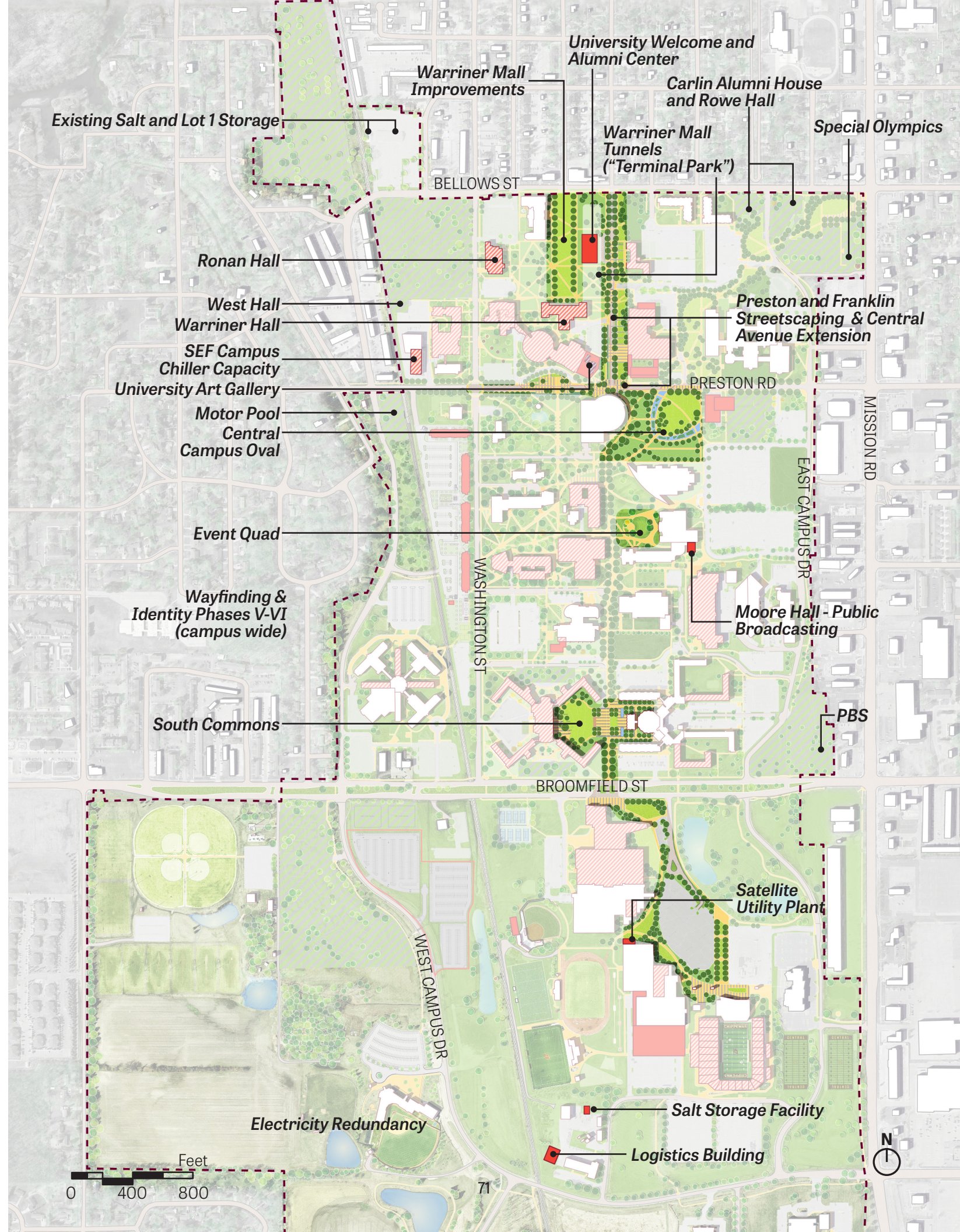
The Administration Area Development Plan focuses on both University Administration space and landscape and infrastructure projects that benefit all of campus.

University Administration spaces includes departmental office environments and student services (e.g. Registrar's Office, Office of Financial Aid). Most of the administrative functions addressed in this campus master plan update are in Warriner Hall or Ronan Hall.

The most visible and largest project is the University Welcome and Alumni Center, which will be a new 'front door' to campus and an external touchpoint for visitors and university partners. The existing CMU campus is a walkable, pedestrian-friendly environment. The landscape open space recommendations in this ADP further expand and enhance existing open spaces mostly organized along the Central Pedestrian Avenue.

Finally, utility infrastructure projects that support the campus are included in this ADP. While not glamorous, infrastructure projects ensure the reliability, comfort, and safety of all campus buildings and grounds.

- Campus Boundary
- Demolitions
- Renovations
- New Constructions



ADMINISTRATION ADP

Central Campus Oval (Landscape)

Adopting a ‘grey to green’ strategy by turning surface parking lots (in this case Lot 27) into a new campus green space along Central Avenue helps achieve multiple goals. First, it provides a beautiful amenity of the campus. Second, it expands the pedestrian core of campus. Finally, it helps the university achieve sustainability goals—especially stormwater management.

Logistics Building

A replacement storage and services buildings is planned for the southern end of campus. This building replaces the “Auction Building” on the far north end of campus.

Events Quad

Located along Central Avenue next to Moore Hall and the Music Building, the green lawn space will be redeveloped into the Event Quad, which will be a multi-programmed space including an outdoor amphitheater.

Warriner Hall Partial Renovations

Renovation project to existing building infrastructure will provide several facility improvements.

Warriner Mall Improvements (Landscape)

This formal green space quadrangle is an iconic portion of CMU’s campus. This project seeks to enhance and expand the exiting green space, preserve large, healthy trees, and maintain the formal axial alignment to Warriner Hall from Bellows Street.



Moore Hall – Public Broadcasting

Optimizing the adjacency of multimedia broadcast functions, a new expansion to Moore Hall will host Public Broadcasting. This is a highly visible location. This will enable the demolition of the existing Public Broadcast building on the edge of campus along East Campus Drive.

South Commons (Landscape)

Like the Central Campus Oval, the South Commons is a green open space intervention that takes an existing surface parking lot and converts it into a green open space along the Central Pedestrian Avenue. This space is large enough to host student events, and it is in an optimal location to be an amenity for on-campus residents. The proximity to Merrill Hall Dining and Woldt Hall provides suitable location for dining and create a student life “hub” that is both indoor and outdoor. This will be a social gathering space for students, faculty, staff, and visitors.

Ronan Hall

Located in an ideal spot, Ronan Hall is a phased renovation and programmatic re-stack for student services (e.g. Registrar, Scholarship/Fin Aid, Veteran Resource Center). The build-out of the basement level will further optimize use of the existing facility.



Preston and Franklin Avenues Streetscaping & Central Avenue Extension (Landscape)

In Partnership with the City of Mount Pleasant, streetscape improvements including landscape, sidewalk, lighting, and signage elements will greatly enhance the campus core and provide for an extension of the Central Pedestrian Avenue to Bellows Avenue. A ‘shared street’ concept is feasible that will improve safety for pedestrian by slowing vehicular traffic down and providing seamless walkable connections. This project can also enhance the university’s brand while improving wayfinding and signage. This project also complements other investments in the core of campus.

University Welcome and Alumni Center

Conceptualized as a new facility on Warriner Mall, this building is a ‘front door’ for university recruitment, cultural engagement, small/medium sized events, and supports several administrative office relocations. This facility will be the new starting point for campus tours, it will host both internal and external-facing events. On floors two and three, a mix of administrative offices offer the best adjacency to Warriner Hall and will offer improved workplaces for University Communications, Office of Human Resources, some OIT, Alumni Relations/University Advancement, Art Gallery and Museum.

This project enables several antiquated and under-utilized facilities to be demolished including the University Art Gallery, Carlin Alumni House, West Hall, Motor Pool Building, Rowe Hall and Smith Hall.



Salt Storage

This is the replacement for the existing salt storage located near North Quad. The replacement facility will be located on the southern end of campus.

Satellite Utility Plant

This utility plant will be located south of Broomfield adjacent to the existing Indoor Athletic Complex. The utility plant will serve facilities south of Broomfield and further enable system redundancy while also expanding capacity. This location is next to existing chilled water lines.

SEF Campus Chiller Capacity

Additional cooling towers will be added to the existing SEF to provide capacity and load-balancing.

Warriner Mall Tunnels (“Terminal Park”)

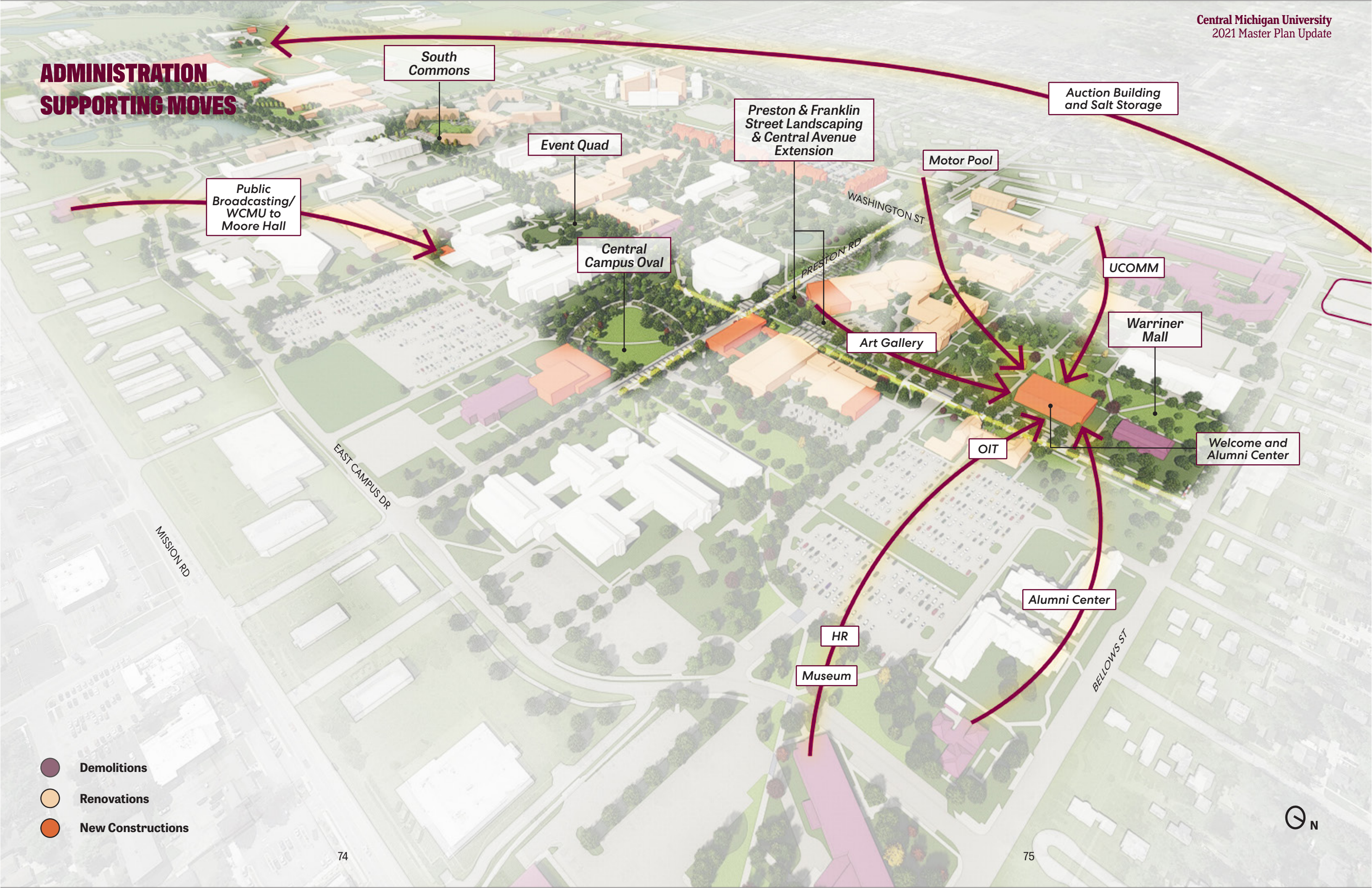
The replacement and modernization of existing steam utility tunnels that are inadequate and the removal of the existing concrete pad site (the former campus utility plant site) is included in this project.

Wayfinding & Identity Phase V-VI

This project is the on-going, multi-phased project to improve signage and wayfinding on campus.



ADMINISTRATION
SUPPORTING MOVES



- Demolitions
- Renovations
- New Constructions

ATHLETICS ADP

Overview

Located South of Broomfield Road, CMU’s Athletic Department is an NCAA Division 1 program consisting of 17 varsity sports.

The area development plan for athletics prioritizes the student athlete in several important ways that will improve CMU’s ability to recruit student athletes and seek excellent outcomes both on and off the field/court.

Enhancing practice facilities, improving locker rooms, modernizing sports medicine, expanding academic compliance, and installing a nutrition and health-focused training table are all part of this plan that specifically benefit and support student athletes. Most of the projects in this ADP are renovations to existing facilities with some expansion opportunities. The University will continue to address goals of Title IX.

- Campus Boundary
- Demolitions
- Renovations
- New Constructions



ATHLETICS ADP

Indoor Athletic Center Partial Renovation

The expansion of academic compliance and expansion/consolidation of sports medicine are the two important renovations to the IAC.

Indoor Athletic Center Turf Bay

The existing indoor turf bay is over-utilized and creating scheduling challenges among its many users (Athletics, University Recreation, Physical Education and Sport). This project includes creating a second turf bay of equal size, accommodating a visiting football team locker room, and providing new locker rooms for track & field and cross country.

Softball Performance Enhancement Facility

This project is a renovation and expansion to the softball stadium to provide throwing/hitting indoor practice space, improved storage.

Rose-Ryan Center and Kulhavi Events Center Partial Renovation

Strategic and phased renovations within the existing facility will help modernize student athlete facilities, improve adjacencies, and increase the utilization of space.

Kelly/Shorts Stadium Partial Renovation

Improvements to spectator amenities (seating, lighting, concessions, and restrooms) and IT infrastructure to enable stadium WiFi) comprise the scope of this project.

New Practice Field (Football)

Additional football practice field east of East Campus Drive.



Demolitions Renovations New Constructions



Kelly/Shorts Stadium



Events Center



Indoor Athletic Complex



Jonker Stadium

STUDENT AFFAIRS ADP

Overview

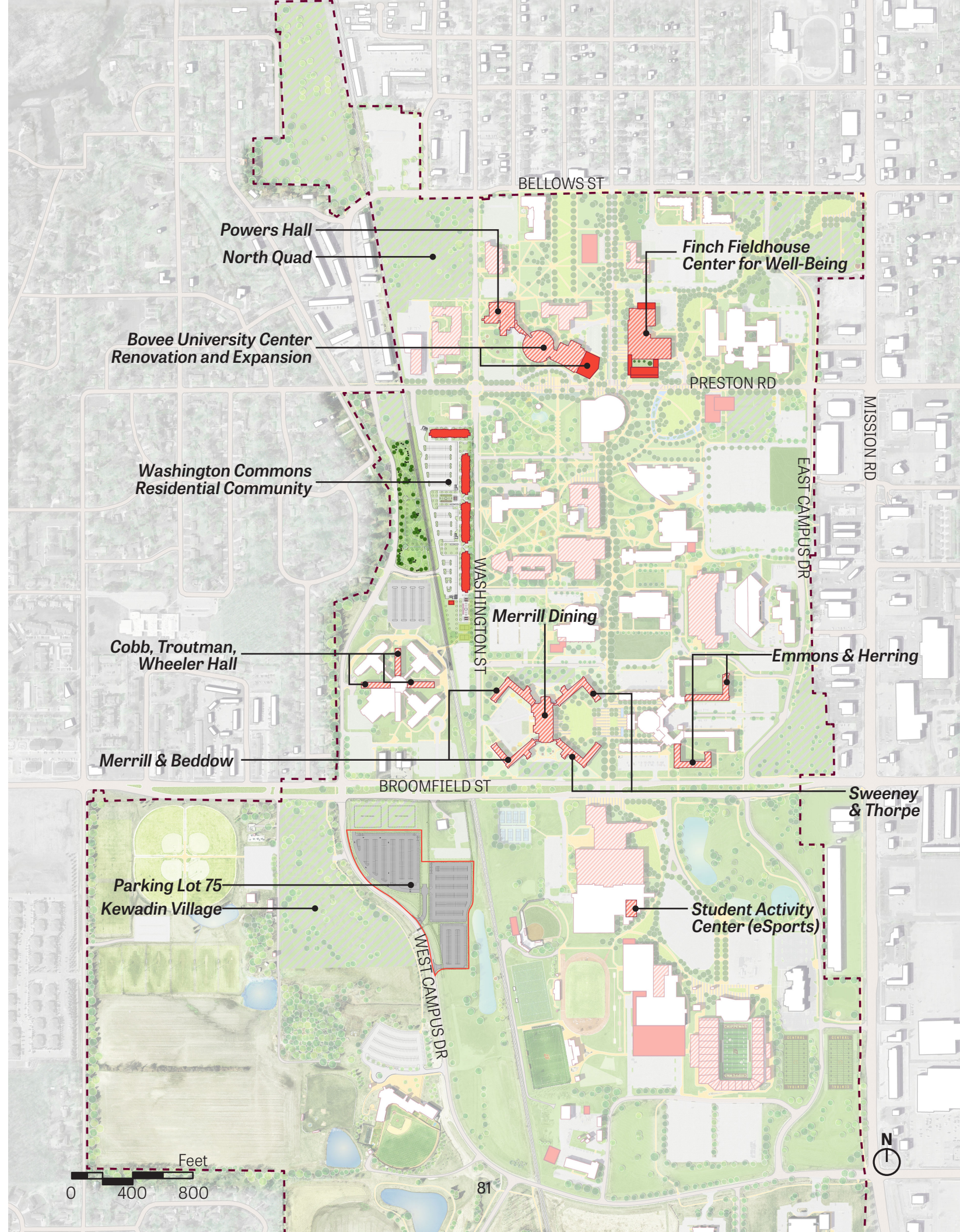
Placing the student at the center of decision-making, the Student Affairs Area Development Plan aims to enhance student life in several important ways.

First, it places diversity, equity, and inclusion at the forefront of campus. Second, it provides modern residential life facilities for upper-level undergraduates in independent living unit design, Third, it priorities health and well-being by re-imaging Finch Fieldhouse as a health services and active recreation/fitness facility.

Placing the student at the center of decision-making, the Student Affairs Area Development Plan aims to enhance student life through the lens of these guiding principles:

- Successful living units should be tailored to student Demographics and place well-being at the core of services
- Intentionality in space and organization is the overall measure of success
- Right-sizing communities through clarity and identity of micro and macro frameworks
- Living learning environments provide intentionality of student success
- Diversity and inclusion is at the forefront of gender fluid communities
- Social common spaces, dining and amenities are the figurative hearths of student housing
- Focused group interactions – individual and collaborative – lead to the outcome that learning happens everywhere
- Sustainable principles can lead to behavioral change and co-ownership of resources.

-  Campus Boundary
-  Demolitions
-  Renovations
-  New Constructions



STUDENT AFFAIRS ADP

Residence Halls and Independent Living

	Typical Resident	Year Built	Age of Building	Proposed Construction Activity / Year	Existing Residence GSF
EAST					
Celani	SO	2006	15		66,302
Emmons	FR	1964	57		64,840
Fabiano	SO	2006	15		66,302
Herrig	FR	1966	55		64,864
Saxe	FR	1966	55		65,884
Woldt	FR	1964	57		64,820
NORTH					
Calkins	FR	1958	63	RENOVATED 2019	72,479
Larzelere	FR	1957	64	RENOVATED 2019	80,068
Robinson (Semi-Suite Shared)	FR	1954	67	RENOVATED 2019	65,600
Trout	FR	1959	62	RENOVATED 2019	65,861
SOUTH					
Beddow	FR	1962	59		62,797
Merrill	FR	1960	61		69,306
Sweeney	FR	1960	61		72,954
Thorpe	FR	1962	59		67,827
TOWERS					
Campbell	SO	2003	18		87,468
Carey	FR/SO	1969	52	RENOVATED 2020	65,861
Cobb	FR	1970	51		71,117
Kessler	SO	2003	18		80,089
Kulhavi	SO	2003	18		82,904
Troutman	FR/SO	1969	52		104,192
Wheeler	FR	1970	51		71,117
APARTMENTS					
Graduate Housing East	GR	2013	8		86,677
Graduate Housing West	GR	2013	8		
Kewadin (Note: 82 2BR/51 3BR)	NT/FAM	1972	49		70,473
Northwest	SO/JR/SR	1967	54		141,390
EXISTING AVAILABLE RESIDENCE (2021)					1,811,192
EXISTING RENOVATED RESIDENCE (2021)					0
NEW RESIDENCE CONSTRUCTION (2021)					0
EXISTING RESIDENCE TOTALS (2021)					1,811,192
DEMOLISHED RESIDENCE (2021)					0

GSF Per F2021 FCA	Existing Bed Capacity Res Hall	Existing Bed Capacity Apts	Full-Suite Shared	Full-Suite Single	Apartment - 1 BR	Apartment - 2 BR	Apartment - 4 BR
79,899	222			222			
65,028	342		342				
79,899	230			230			
65,085	342		342				
65,884	342		342				
65,222	337		337				
68,218	312		312				
80,068	314		314				
68,351	246		246				
65,861	292		292				
65,688	286		286				
69,756	285		285				
74,557	313		313				
74,842	313		313				
87,468	238			238			
66,474	163		163				
71,117	203		203				
80,089	238			238			
82,904	238			238			
104,192	164		164				
71,117	202		202				
51,675		153			42	75	36
58,520							
73,988		175			42	133	
142,511		342			48	294	
1,878,413	5,622	670	4,456	1,166	132	502	36
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
1,878,413	5,622	670	4,456	1,166	132	502	36
0	0	0	0	0	0	0	0

STUDENT AFFAIRS ADP

Bovee University Center Expansion

This project expands the university center towards the intersection of Preston and Franklin Streets. Most importantly, it places diversity, equity, and inclusion at the forefront of the university by relocated and expanding programs from the current basement to the new expansion area with improved access and daylight. This expansion also enables more social gathering spaces and 'soft'/informal spaces for students to study and interact.

Bovee University Center Renovation

This project improves the renovation to some existing student social gathering spaces and student organization spaces. This project will also 'rightsize' the bookstore and enable other uses to shift in size.

Finch Fieldhouse Center for Well-being (renovation and expansion)

This project recognizes the need to address health and well-being of students on campus as this issue is increasingly important. Create a Center for Well-being; include student health services, counseling center, multipurpose wellness-focused academic, Dance Studies, shared group fitness (University Recreation/ Physical Education and Sport), and special events (large gym), College of Medicine Admin, Office of Information Technology; keep existing users. This project enables the demolition of Foust Hall.

Merrill Dining

This project modernizes the existing dining facility by investing in improved dining areas and kitchen facilities and increased retail space. Access to the dining hall will also be improved and greater transparency and daylight will be achieved.

East and South Renovations

These projects involve partial renovations to Merrill, Beddow, Sweeney and Thorpe Halls (South), as well as Emmons and Herring Halls (East). The renovations will enhance student life experience and complement improvements at Merrill Dining Hall and the South Commons created between Sweeney and Thorpe.

Student Activity Center (eSports)

This project renovated the existing former bowling alley into an eSports facility for CMU's club team and provides space for spectators.

Washington Commons Residential Community

This project includes four new student housing facilities. The unit types included in this project foster independent living by having separate bedrooms, living, dining, and kitchen spaces. This project will reduce the existing surface parking lot and convert it to resident permit parking. As a result, a new surface lot for commuters (lot 75) will be built south of Broomfield road. This project also enables the demolition of Northwest Apartments and Kewadin Village.



**STUDENT AFFAIRS
SUPPORTING
MOVES**

eSports

Merrill Dining
Commons

Parking Moves to Lot 75

Kewadin Village

Kewadin Village + Northwest
Apartments Moves to
Washington Commons
Residential Community

Northwest
Apartments

Demolish
Foust Hall

Expand
University
Center

Finch Fieldhouse Center
for Well Being





05

CAPITAL PLAN



Central Michigan University stands at a crossroads. A handful of institutions will separate themselves from the others by harnessing the intellectual power of their community to propel their economies forward and to increase the quality of life for all residents.

The campus facilities must meet the needs of sophisticated and diverse students. They must support the changing needs of the workplace. They must be equipped to facilitate cutting-edge research and the development of knowledge. And they must ensure access, excellence, and affordability across all segments of the population. Strategic, ongoing capital investments are necessary to firmly establish CMU among those institutions.

CAPITAL PLAN

			PROJECT PLANNING RECOMMENDATION			
ID	AREA DEVELOPMENT PLAN (ADP)	Project Size (GSF)	Planning Figure/ Budget	Capital Plan 2030	Medium Term 2040	Long Term 2050
	Academics		\$155m	\$60m	\$77m	\$18m
1	Brooks Hall (partial demolition, renovation)	54,000	\$29m	X		
2	Dow Hall Partial Renovation	18,000	\$3m			X
3	FIT Learning Lab at EHS	10,000	\$5m	X		
4	IET Building Partial Renovation	35,000	\$11m		X	
5	Pearce Hall Renovation	40,000	\$13m	X		
6	Research and Teaching Facility (with vivarium)	75,000	\$66m		X	
7	Sloan Hall Renovation	48,000	\$15m			X
8	Wightman Hall Renovation	73,000	\$13m	x		
	Administration		\$125m	\$38m	\$56m	\$31m
9	Central Campus Oval (landscape)	115,000	\$6m			X
10	Electricity Redundancy (South of Broomfield)	NA	\$5m			X
11	Event Quad	25,000	\$1m	X		
12	Logistics Building	8,000	\$3m			X
13	Demolish - Lot 1 Storage Building (Auction Building)	demo	\$100k			
14	Moore Hall - Public Broadcasting	10,000	\$4m			X
15	Demolish - Public Broadcasting Building	demo	\$111k			
16	Preston and Franklin Streetscaping & Central Ave Extension (landscape)	150,000	\$4m	X		
17	Ronan Hall Renovation	67,000	\$21m	X		
18	Salt Storage	2,400	\$400k		X	
19	Demolish - Salt Storage	demo	\$100k			
20	Satellite Utility Plant (South of Broomfield)	3,500	\$5m	X		
21	South Commons (landscape)	180,000	\$9m		X	
22	Special Olympics Demolition	14,000	\$141k			
23	SEF Campus Chiller Capacity	NA	\$7m		X	
24	University Welcome and Alumni Center	75,000	\$38m		X	
25	Demolish - University Art Gallery	demo	\$100k			
26	Demolish - Carlin Alumni House	demo	\$100k			
27	Demolish - West Hall	demo	\$200k			
28	Demolish - Motor Pool Building	demo	\$25k			
29	Demolish - Rowe Hall	demo	\$464k			
30	Demolish - Smith Hall	demo	\$200k			
31	Warriner Hall Partial Renovation	20,000	\$9m			X
32	Warriner Mall Improvements (landscape)	175,000	\$4m			X
33	Warriner Mall Tunnels ("Terminal Park")	NA	\$5m	X		
34	Wayfinding & Identity Phases V-VI	NA	\$2m	X		
	Athletics		\$84m	\$53m	\$8m	\$23m
35	Reserved	-	-			
36	Indoor Athletic Center Partial Renovation	12,000	\$4m		X	
37	Indoor Athletic Center Turf Bay	75,000	\$23m			X
38	Kelly/Shorts Stadium Partial Renovations	163,000	\$20m	X		
39	New Practice Field	80,000	\$4m		X	
40	Rose-Ryan Center and Kulhavi Events Center Partial Renovation	70,000	\$30m	X		
41	Softball Performance Enhancement Facility	12,000	\$3m	X		
	Student Affairs		\$312m	\$236m	\$57m	\$19m
42	Bovee University Center Expansion	30,000	\$14m			X
43	Bovee University Center Partial Renovation	40,000	\$13m	X		
44	Cobb Hall	71,000	*			
45	East Renovations (Emmons & Herring)	130,000	\$36m	X		
46	Finch Fieldhouse Center for Well-Being (renovation and expansion)	172,000	\$56m		X	
47	Demolish Foust Hall	demo	\$500k			
48	Merrill Dining Renovation	32,000	\$13m	X		
49	North Quad Demolition	350,000	\$2m			
50	Powers Hall Partial Renovation	25,000	\$5m			X
51	South Renovations (Beddow, Merrill, Sweeney, Thorpe)	273,000	\$25m	X		
52	Student Activity Center (eSports)	18,000	\$6m	X		
53	Troutman Hall	104,000	*			
54	Washington Commons Residential Community	230,000	\$134m	X		
55	Parking Lot 75	350,000	included			
56	Demolish - Northwest Apartments	demo	\$5m			
57	Demolish - Kewadin Village	demo	\$3m			
58	Wheeler Hall	71,000	*			

* Capital Improvement Budget - In Progress



