



ILLINOIS STATE
UNIVERSITY
Illinois' first public university

Master Plan

2010-2030



DRAFT
JULY 2010





**ILLINOIS STATE
UNIVERSITY**
Illinois' first public university

**Vice President for
Finance and Planning**

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Dear Colleague:

During his State of the University Address in September of 2009, President Al Bowman asked that I work in collaboration with vice presidents Sheri Everts, Dianne Ashby, and Steve Adams in revising the University's *Master Plan*. We immediately began working with the Capital Planning and Budget Team to identify the physical and environmental features of the campus that need to be changed to enhance the experiences of students, faculty, staff, alumni, annuitants, and campus visitors. Our discussions focused on the Historic Quad and adjacent areas, as well as on priorities for further development of the Gregory Street Property.

On behalf of the Master Plan Steering Team and the Capital Planning and Budget Team, I am pleased to present this draft of *The Master Plan 2010-2030* for public review and comment. This draft was informed by extensive consultation throughout the campus and local communities. Four public forums were held—one of which specifically focused on students. The teams provided an online option for people to submit commentary and held meetings with representatives from the Town of Normal, each of the University's shared governance constituencies, each college, Intercollegiate Athletics, and campus experts in facilities, classroom scheduling, and technology. More information regarding the planning process is available online at www.masterplan.ilstu.edu.

I encourage you to carefully review this draft of *The Master Plan 2010-2030*, and to provide any suggestions you may have for strengthening the document. Your comments and suggestions can be submitted online at www.masterplan.ilstu.edu. Alternatively, you may send your comments and suggestions to me at Campus Box 1100 by October 1. Once the public comment period ends, the document will be revised as needed and presented to the University's shared governance constituencies for their endorsement. The final document will be presented to the Board of Trustees for approval at the February 2011 meeting.

Thank you in advance for your continued assistance. Your active participation is critical to ensuring a successful process and an excellent master plan for Illinois State University's future development.

Sincerely

A handwritten signature in black ink that reads "Dan Layzell". The signature is written in a cursive, flowing style.

Dan Layzell
Vice President for Finance and Planning

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Executive Summary

The Master Plan 2010-2030 presents a long-range blueprint for the physical development of Illinois State University—its future size, form, function, character and image, and environment. The plan provides a vision that promotes and supports the values articulated in the University’s strategic plan, *Educating Illinois 2008-2014*, including pursuit of learning and scholarship, individualized attention, public opportunity, diversity, and civic engagement.

The Master Plan also proposes enhancements to the overall campus environment, including facilities used for academic endeavors, research, public service, intercollegiate athletics, and support functions. These enhancements will further solidify Illinois State’s strength and visibility as a first-choice public university for high-achieving, motivated students seeking an individualized educational experience at an institution that offers excellent academic programs and supports and encourages high quality research, scholarship, and creative activities.

The recommended actions in the plan are designed to ensure the University’s facilities support and promote excellence in the following areas:

- Instruction, research, creative activities, and public service
- Campus life
- Intercollegiate athletics and recreation
- Efficiency in administrative operations

A set of principles identified at the onset of the planning process guided the creation of this document. Planning assumptions were made, and consultation with the University and local communities was extensive. Goals, objectives, and 65 recommended action items emerged and are detailed in this document. The comprehensive plan covers facilities for instruction, research, and academic support; campus life; administration; intercollegiate athletics and recreation facilities; and general campus improvements. It builds upon the physical transformation of the University campus that has occurred over the last several years—a transformation guided by the previous campus master plan.

In addition to recommending new facilities and major renovations, the plan calls for further development of the Gregory Street Property. Sustainability and accessibility are a priority, ensuring a campus that is open, welcoming, safe, and environmentally sensitive. It is in the spirit of being welcoming that *The Master Plan* promotes actions designed to make the campus feel like home to underrepresented students, faculty, staff, and visitors. Because diverse populations have played an important role in the University’s past and will help shape its future, diversity should be celebrated with visual reminders throughout the campus.

The Master Plan will take many years to complete. Particular focus is placed on the next decade. Action items will be implemented as funding and partnership opportunities become available. The plan will be reviewed as the decade ends, and revised as needed to ensure the highest priority facility needs for Illinois’ first public university are met.



Introduction

The Master Plan presents a long-range blueprint for the physical development of Illinois State University—its future size, form, function, character and image, and environment. The plan presents a series of recommendations designed to further the University’s physical transformation that has been accomplished in recent years. New facilities have been constructed, including the College of Business, Center for Performing Arts, and Student Fitness Center and McCormick Hall. Major renovation work has been completed in Stevenson Hall, Schroeder Hall, and Turner Hall. Development of the Gregory Street property has begun with construction of tennis courts and recreation fields.

The Master Plan provides a general overview of the University’s current infrastructure—the campus size, types of facilities (e.g., classroom, laboratory, office, residential), their age and condition. The document discusses the guiding principles and planning assumptions that informed the recommendations, which are presented in five major groups.

- Instruction, research, and academic support
- Campus life
- Administration
- Intercollegiate athletics and recreation facilities
- General campus improvements

Recommendations in *The Master Plan* have been tailored specifically to enhance and support

the University's strategic plan, *Educating Illinois*. Physical facilities and related issues addressed in this *Master Plan* are key factors in accomplishing many of the goals and strategies embodied in *Educating Illinois*. Appropriate facilities and the physical environment of the campus are specifically addressed in Goal 5 within *Educating Illinois*: "Illinois State University will promote a healthy, safe, and environmentally sustainable campus."

A university campus has always meant more than physical buildings, classrooms, offices, and green space. Future expectations must address technology and technological change, which pose serious institutional challenges. The University's *Information Technology Strategic Plan, 2007-2010* addresses many of these issues, which are an important factor in many aspects of *Educating Illinois* as well.

The speed and direction of technological change is unpredictable, yet this plan must account for technology in myriad aspects. One of the simplest approaches is the notion of an "E-Infrastructure," meaning facilities should be designed and built with future technological change in mind. The entire campus environment should be considered in light of how technology will affect classes (e.g., distance education), faculty research and creative expression, and social interaction across campus.

Changing social and demographic dynamics of all university constituencies are also acknowledged within this document. Recognizing diversity often requires sensitivity in the nature of a facility's design and use. It is equally important to recognize the traditions and heritage of our great university, and to build upon our history. Changing demographics; diversity of our students, faculty, staff and other constituents; the changing needs for education and continuing education throughout the lifetime of our constituents; increasing globalization and internationalization of education; and changing social dynamics of our students are just some of the factors that must be considered.

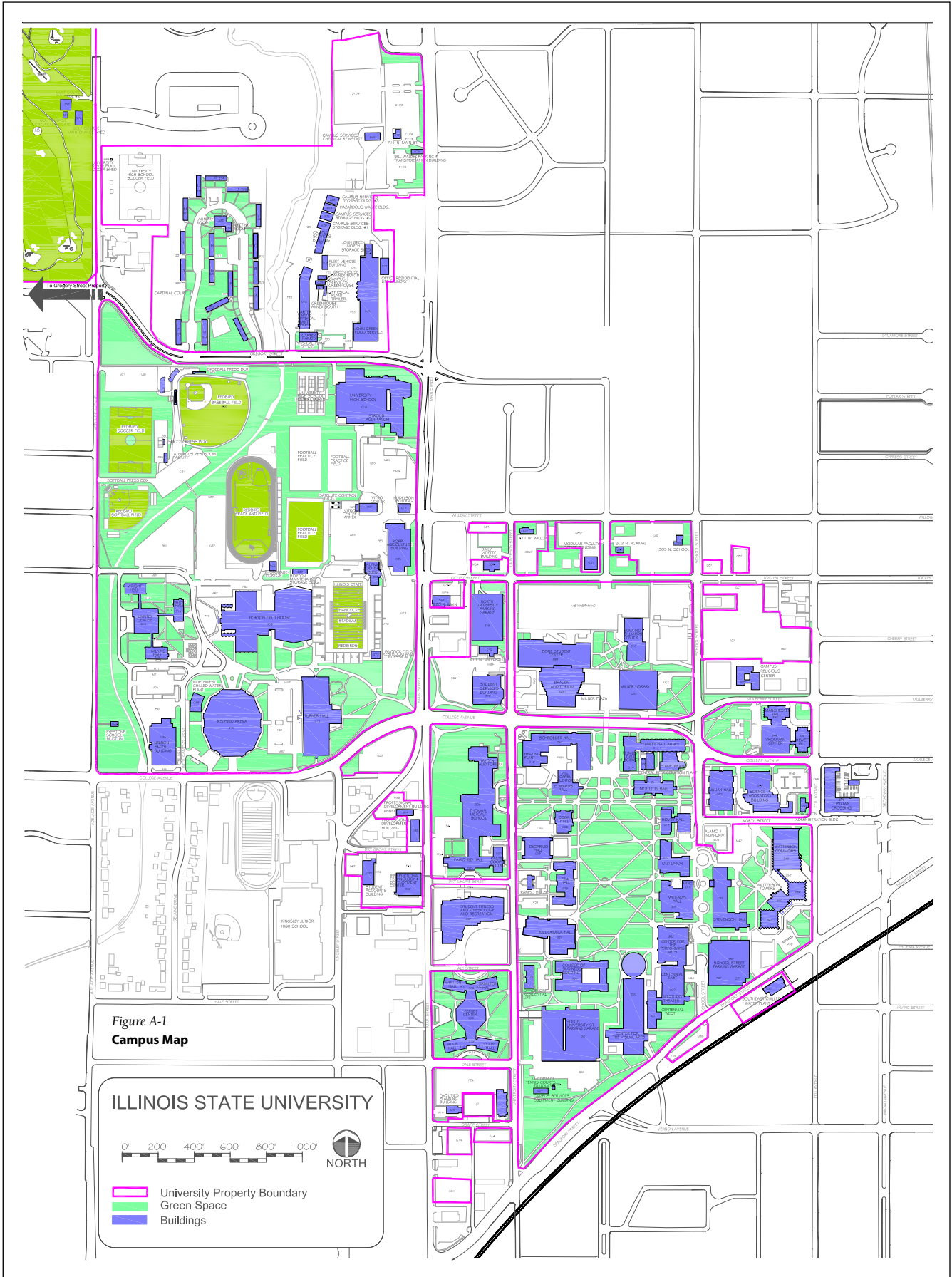
Environmental sustainability is an ever-increasing factor in campus design as well. New challenges and technologies for dealing with challenges must be a part of the facilities dialogue. A sensitivity and flexibility toward sustainability must be maintained throughout all facilities discussions.

Anticipating change is important in any planning endeavor, particularly in a *Master Plan* for the physical environment of a university campus in the 21st century. The demands of technology, social change, and environmental sustainability, along with other yet unknown forces and changes must be considered in all facilities discussions. The notion of sustainability as broadly defined to mean meeting the needs of the present without compromising the ability of future generations to meet their own needs must be an underlying factor in all future facilities dialogues. That dialogue begins with this *Master Plan*.

University Campus Today

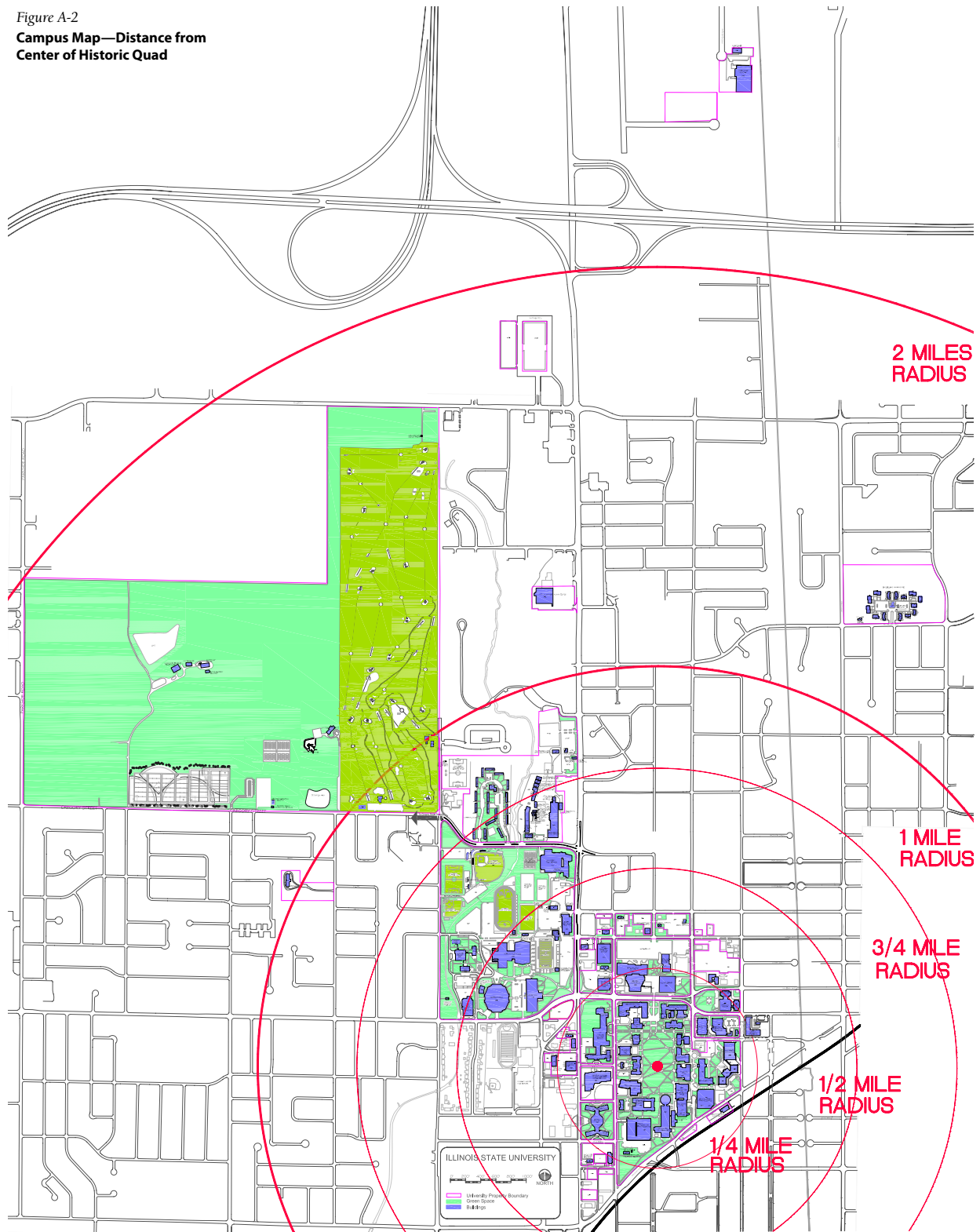
Illinois State's physical campus is comprised of 920 acres, 221 structures, 20 miles of sidewalks, approximately 70 acres of parking lots, and more than 150 species of trees. The historic Quad and adjacent areas consist of 350 acres. Approximately 270 acres are located on the Gregory Street property, which is immediately west of the Weibring Golf Club and close to one mile from the Quad's center point. Formerly the University Farm site, the Gregory Street property encompasses land equal to three times the area of the Quad. In 2002 the University Farm was relocated to approximately 300 acres in Lexington.

A current campus map (see Figure A-1) shows university boundaries, buildings, and green spaces. The map does not show all of the campus, as the Gregory Street property and University Farm are not included.



Another view of campus (see Figure A-2) includes the Gregory Street Property, the Alumni Center at 1101 North Main, and the Shelbourne Apartment complex. This figure provides an indication of the proximity of various buildings and properties to the center of the Historic Quad.

Figure A-2
Campus Map—Distance from
Center of Historic Quad



Total space

Illinois State maintains 6.8 million square feet of facility space (see Figure B). The vast majority of this space is located on campus, although there are off-campus facilities (e.g., the University Farm in Lexington, graduate student studios in Bloomington, Little Village classrooms in Chicago). Nearly half of the University's total space is supported with state funds. The remainder is supported entirely by student fees, housing revenues, ticket sales, and other user revenues. State-supported spaces include classroom and laboratory facilities, as well as administration facilities. University-supported spaces include Bone Student Center, residence halls, dining centers, parking structures, and intercollegiate athletic facilities.

Space by type

The majority of on-campus space is used for residential facilities (24 percent; see Figure C), followed by office space (16 percent). Office space supports administrative purposes, as well as instructional, research, and public service activities. General use and special use categories have equal space allocations (13 percent). General use includes recreational, food facilities, and assembly rooms. Special use includes athletics, physical education, media production, and the greenhouse. Laboratories account for a smaller portion of on-campus space (11 percent), while classrooms have the smallest footprint (4 percent). During the 2009-2010 academic year, the University maintained 164 classrooms (see Figure D). Of that total, 109 (approximately two-thirds) accommodated fewer than 50 students. The remaining classrooms include 44 that accommodate 50 to 99 students, and 11 classrooms with a capacity of 100 or more students.

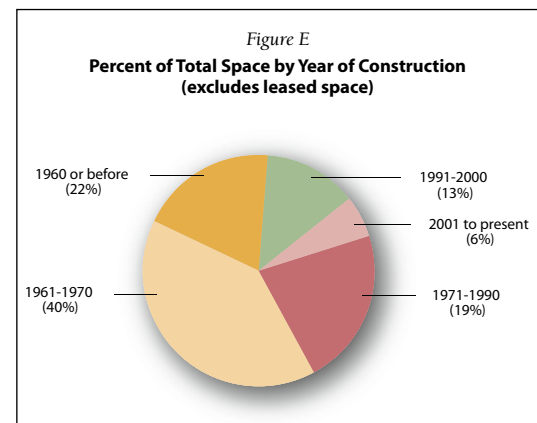
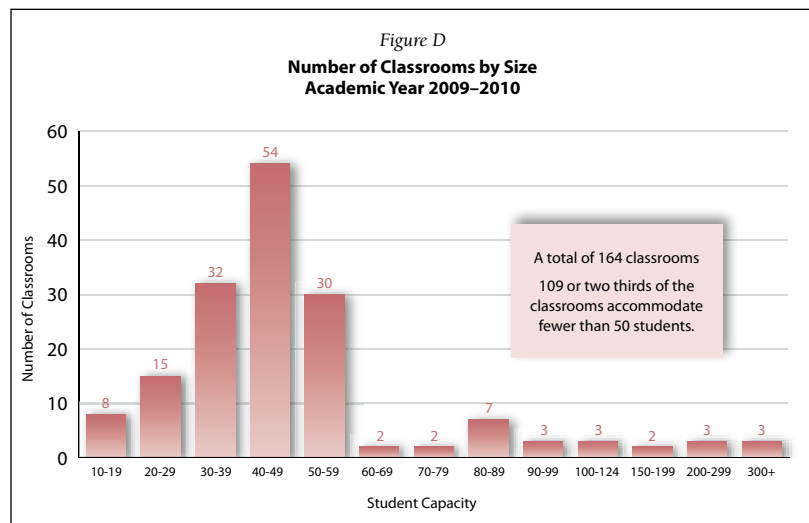
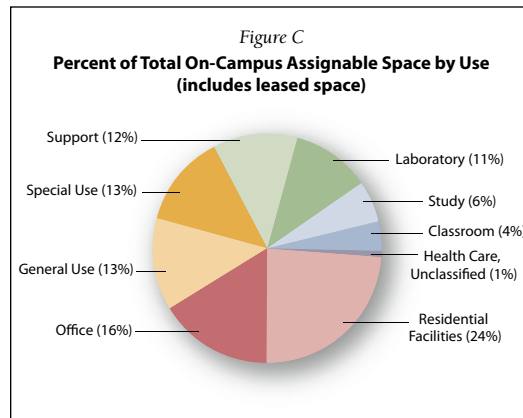
Age of facilities

Like other public higher education institutions, Illinois State experienced significant enrollment growth following World War II. To accommodate the surge additional facilities were constructed between 1951 and 1970, adding 3.7 million square feet of space. The majority of the University's total space, 62 percent, was constructed prior to 1971 and is now 40 or more years old (see Figure E). Of the total space, 40 percent was constructed between 1961 and 1970; 22 percent in or before 1960; 19 percent between 1971 and 1990; 13 percent between 1991 and 2000; and 6 percent since 2001.

Figure B
Total Gross Square Feet of Space—Fall 2009

	On-Campus	Off-Campus	Total
State Supported	3,106,661	329,587	3,436,248
University Supported	3,284,580	126,139	3,410,719
Total Space	6,391,241	455,726	6,846,967

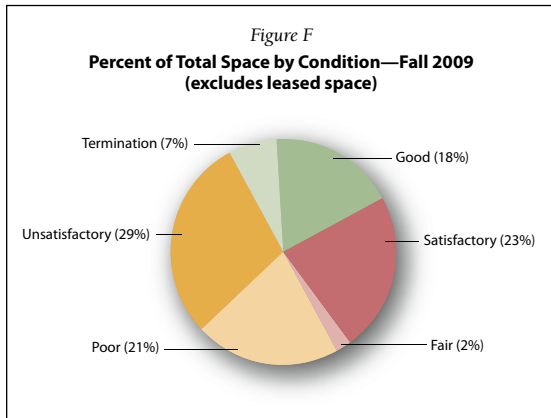
Source: Statewide Space Survey



Condition of space

Half of the University's space is classified as being in poor condition (significant renovations needed), or unsatisfactory condition (major renovations requiring updating and overhauling of sub systems needed). Another 41 percent of the facilities are rated as either good condition with minimal renovation needed, or satisfactory condition requiring limited

renovation (see Figure F). There are 7 percent identified for demolition (should be demolished or abandoned because the building is unsafe and/or structurally unsound). As facilities age it is important to address minor repairs and to undertake regular updates of building systems (mechanical, electrical, plumbing, lighting, roofing, flooring, and interior finishes). Addressing these items throughout the life cycle of a building ensures its continued use, and helps avoid major one-time expenditures. To address the items identified on the University's campus in FY2010 would have required an investment of more than \$532 million. That equates to approximately one-third of the \$1.2 billion estimated cost to replace all facilities. By way of comparison, the industry standard for annual repair and maintenance costs is 2 percent of the total replacement value, or \$24 million.



Comparison with other institutions

The amount of academic space Illinois State has per student is below the mean and median of the University's peer group institutions (see Figure G). Academic space includes classroom and classroom laboratory areas. The amount of academic space per faculty member is below the mean of the peer group institutions as well.

Figure G
Assignable Square Feet of Academic Space Compared to Peer Group Institutions

	Student	Faculty
Illinois State University	22	395
Mean	24	433
Median	23	395

Summary

Illinois State University maintains a large campus with a number of off-campus locations. Facilities are varied in terms of their use. While the University has been able to renovate some of its existing facilities in addition to building several new facilities during the last decade, a number of facilities are of significant age and in need of attention.



Master Plan 2000-2020

Achievements (examples)

New Buildings

- Alumni Center
- Center for Performing Arts
- College of Business Building
- Student Fitness Center and McCormick Hall (opening January 2011)
- Southeast Zone Chiller
- South Zone Chiller
- Northwest Zone Chiller

Major Remodeling

- East Campus Residence Halls
- Vrooman Center
- Felmley Hall
- Julian Hall
- Moulton Hall
- Schroeder Hall
- Stevenson Hall
- Turner Hall (complete July 2010)
- Watterson Commons and Towers (complete in 2013)
- West Campus Residence Halls: Haynie, Wilkins, Wright
- Linkins Dining Center





Other Projects

- Baseball Stadium Renovation
- South Parking Garage
- New Tennis Courts and Recreation Fields – Gregory Street property
- University Farm Relocation





University Campus Looking to the Future

The Master Plan identifies goals, objectives, and actions to further solidify Illinois State's strength and visibility as a first-choice public university for high-achieving, motivated students seeking an individualized educational experience at an institution that offers excellent programs and supports and encourages high quality research, scholarship, and creative activities. Goals, objectives, and 65 recommended actions were identified during a planning process that involved extensive consultation with the University and local communities. The plan will ensure that the University's facilities and physical environment support and promote excellence in the following areas.

- Instruction, research, creative activities, and public service
- Campus life
- Intercollegiate athletics and recreation
- Efficiency in administrative operations

The rehabilitation and renovation of historic and traditional spaces is proposed as one way to enhance facilities for instruction, research, creative activities, and public service. New facilities must be constructed as well to create space with a design that is flexible; to accommodate emerging technologies; and provide more classroom spaces, including rooms for more than 100 students. Additional enhancements identified encourage interdisciplinary instruction and research through the provision of space that is easily accessible, functional, and aesthetically pleasing.

Recommendations are made based on the importance of preserving the historic Quad as a campus focal point. The close proximity of academic units to one another on the Quad, as well as

the beauty and size of the area, reinforces the University’s small-college environment. The Quad is a gathering place for students, faculty, and staff. It features open, green spaces of the type that should be developed in other campus areas. Where possible the Quad’s environment and ambience should be extended to encompass new developments and adjoining areas.

The actions recommended in *The Master Plan* also reinforce the University’s role as a center for cultural activity in Central Illinois. Enhancements to on-campus facilities for the fine arts—along with improvements to Braden Auditorium and the creation of a black box theatre and new gallery space in Uptown Normal—collectively create opportunities for expanded cultural activities throughout the year. Other objectives include providing more interior and exterior spaces for people to meet, socialize, and study.

The Master Plan proposes several items to enhance the facilities in which the University’s student-athletes train and compete, and the facilities in which the University and local communities gather in support of intercollegiate athletics programs. Recommendations that focus on enhancing spaces for administrative functions include consolidating similar units into fewer physical locations for more efficient and effective outcomes. The recommended actions will result in more appropriate spaces for several administrative units that currently operate in facilities that have lasted well beyond their intended use.

Guiding principles

A set of principles identified at the onset of the planning process guided the creation of this document. These principles (see Appendix A) speak to the type of plan that is presented, as well as to the manner in which the planning process was undertaken. *The Master Plan* is comprehensive, with recommended actions pertaining to facilities for instruction, research, and academic support; campus life; athletics and recreation facilities; administration; and general improvements. The document was framed and identified through a process that involved extensive consultation with the University and local communities (see Appendix B). Information was solicited in various ways, including three open public forums, one open student forum, and an online survey. Targeted meetings were held with representatives from each college, shared governance constituencies, intercollegiate athletics leadership, and other campus leaders. Campus experts in facilities, energy management, parking and transportation, and room scheduling also provided advice about future campus needs.

Planning at Illinois State University is ongoing and integrated. *The Master Plan* consequently advances goals of the University’s strategic plan, *Educating Illinois*, as well as other planning documents such as the *Long Range Housing and Dining Facilities Plan*; the *Academic Plan*; the *Energy Management and Utility Infrastructure Improvement Plan*; the *Information Technology Strategic Plan*; the *Emergency Management Plan*; the *Gregory Street Property Land Use Plan*; the *Strategic Plan for Research, Scholarship and Creative Expression*, and the master plan for the Bone Student Center and Braden Auditorium. For example, *The Master Plan* advances the *Gregory Street Property Land Use Plan* by proposing additional developments on the site, including new facilities for the two Laboratory Schools, a child care center, and a research facility (see Figure H).

The Master Plan presents a series of recommendations designed to further the University’s physical transformation from what has been accomplished in recent years—a transformation guided by previous campus master plans. Since the endorsement of the previous campus master plan nearly 10 years ago, the University has opened a number of new buildings and completed major renovations of academic facilities, as well as residence halls and dining centers. Work on the new Student Fitness Center and McCormick Hall is nearing completion, providing state-of-the-art recreation and fitness facilities for students, in addition to instructional space for the Department of Kinesiology and Recreation. These significant enhancements to the campus have been accompanied by major physical improvements to the areas surrounding the University with the redevelopment of Uptown Normal and the comprehensive planning for upgrading the Main Street Corridor.

Illinois State’s commitment to sustainability is furthered by the plan, which promotes a campus that is environmentally friendly. Recommended actions will strengthen campus-wide sustainability policies already in place. The University’s efforts in the area of sustainability initiatives is evident through participation in the Illinois Green Government Coordinating Council’s Sustainable

Figure H

Gregory Street Development

- Thomas Metcalf School
- University High School
- Child Care Center
- Research Facility
- Outdoor Adventure Center
- Tennis Court Facility
- Recreation Field Enhancements
- Motor Cycle Safety Facility
- Utilities Infrastructure

University Compact, the American College and University Presidents Climate Commitment, and the United Nations' Principles for Responsible Management Education. Of equal importance is the need for an accessible campus that is easily navigated by individuals with and without special needs. The plan also promotes a campus that is open and safe, with an environment welcoming to people from all backgrounds.

The plan acknowledges the importance of partnerships in meeting the University's needs for future facility enhancements. As the availability of state revenues to address the University's facilities needs becomes less certain, the University must increasingly partner with public and private external entities. Recent examples of such partnerships include private contributions that funded approximately half of the College of Business Building construction cost; acquisition of the Alumni Center through the University Foundation; and working with developers to construct new student housing on the University's land with little or no financial commitment from the institution. Such partnerships will also be important as the University builds on successful existing programs, and launches new strategic initiatives in Chicago and other areas of the state.

Partnerships among University entities to fund capital improvement projects will become increasingly important as well. Combining academic and student affairs activities to promote efficiencies in space use and cost as was done with the Student Fitness Center and McCormick Hall serve as an example of such partnerships. Whether with external entities or among campus entities, partnerships and other creative financial arrangements will be increasingly important to providing the future facilities needed for instruction, research, public service, and institutional support.

Planning Assumptions

The Master Plan was further informed by a set of assumptions (see Appendix C) about future student enrollment, employment levels, academic programs, and research endeavors. The plan assumes enrollment will remain between 20,000 and 21,000, and that the University will remain predominately an undergraduate institution. For the foreseeable future new professional schools will be established only to enhance existing disciplinary advantages and expertise. The plan also assumes that classes with fewer than 50 students will remain the norm, but recognizes the need for additional classrooms to accommodate larger class sizes.

The plan recognizes that the scale and scope of research will increase. The University's *Strategic Plan for Research, Scholarship and Creative Expression* charts a course for Illinois State to become a recognized leader in the creation and dissemination of new knowledge; and a place where teaching and scholarship are interdependent, carefully cultivated, and highly valued. Increasing the scale and scope of research in the coming years will require an increase in the number of faculty and staff. It will also require more modern office and research spaces that attract faculty, allow them to pursue their research interests, and involve students in the work. As sponsored research activities increasingly involve more collaboration among various disciplines, the new spaces must be flexible and support interdisciplinary interaction.

With the decommissioning of the South Campus Residence Hall complex in the fall of 2012, the number of students housed in on-campus facilities will decrease to approximately 5,000. *The Master Plan* calls for additional high quality, affordable student housing units to be constructed to accommodate students through a partnership between the University and private developers.

Technology will play an ever increasing role in instruction, research, public service, and administrative activities. It will impact the way students, faculty, staff, alumni, annuitants, and others interact. One obvious change will be the opportunity for more courses to be offered online. The increase of distance education programs is not expected to have a major impact on building needs for the foreseeable future.

The Master Plan assumes no change in the number or type of intercollegiate sports. The plan assumes no change in the athletic conferences or divisions in which the University competes.

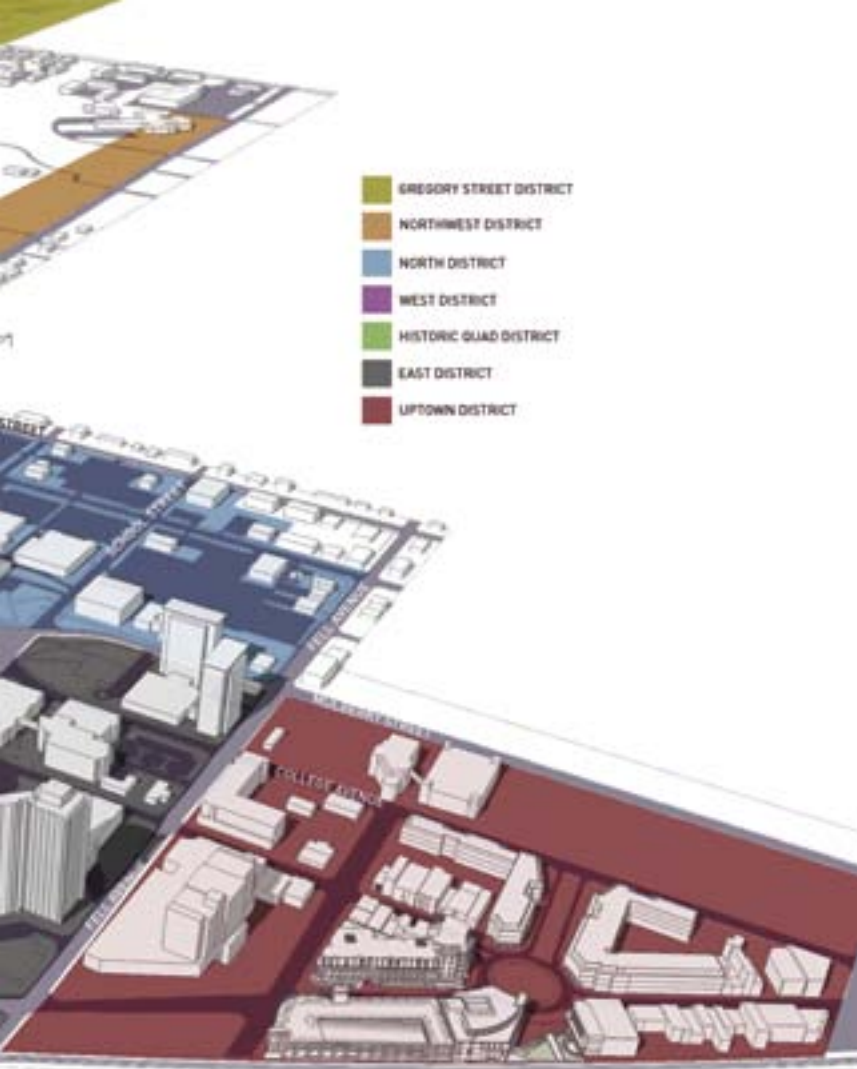
The planning assumptions are also based on an acknowledgement that state funds for capital improvements will not be available to meet all of the University's facilities needs. More than ever before, support for making facilities improvements will need to come from private contributions, partnership opportunities, and other revenue streams.



New Campus Districts

As the physical transformation of the campus continues, eight discrete districts will be formed (see Figure I). The creation of green space, pathways from one district to another, and development of gathering places will be emphasized within the districts, which are as follows.

- *Historic Quad*—Area south of College Avenue, north of Beaufort Street, east of University Street, west of School Street.
- *North District*—Area north of College Avenue, south of Willow Street, east of Main Street, west of Linden Street.
- *East District*—Area north of railroad tracks along Beaufort Street, south of Mulberry Street, west of Fell Avenue, east of School Street.
- *West District*—Area south of College Avenue, north of Beaufort Street/Hovey Avenue, west of University Street, east of Kingsley Street.
- *Uptown*—Area south of Mulberry Street, north of Beaufort Street, east of Fell Avenue, west of Linden Street.
- *Northwest District*—Area north of College Avenue, south of Raab Road, east of Adelaide Avenue, west of Main Street.
- *Gregory Street*—Area north of Gregory Street, south of Raab Road, east of Parkside Road, west of Adelaide Avenue.
- *Off Campus*—Properties located in areas not encompassed in any districts. These properties include, for example, Shelbourne Apartments in Normal, the Graduate Art Studio in Bloomington, 500 North Beech Street, and the University Farm in Lexington.



Recommended Actions

The Master Plan recommends 65 actions, which are represented in five sections. The first section relates to facilities for instruction, research, and academic support. The second section addresses campus life. The third and fourth sections detail recommendations for facilities for intercollegiate athletics/recreation and facilities for administrative functions, respectively. The fifth section focuses on general campus improvements. In some instances a recommendation appears in more than one section, with a notation to allow for cross referencing. Each description includes the campus district involved. The actions are numbered for the ease of discussion and are not presented in any priority order.



Instruction/Research/Academic Support Facilities

1. Mennonite College of Nursing

A new mixed-use facility for the Mennonite College of Nursing will be constructed, located in the area to be vacated upon the demolition of the South Campus residence halls (Hamilton, Whitten, Atkin, Colby) and dining center (Southside in Feeney) (see #26). An interim/temporary laboratory facility will be needed for use by Mennonite College of Nursing until the new facility is constructed.

The community, state, and national professional nurse shortage—as well as the concurrent shortage of nursing faculty—have resulted in a high demand for seats in the college’s undergraduate sequences, master’s sequences, and Ph.D. program. Mennonite College of Nursing is consequently in the midst of a program expansion that will require new faculty, as well as additional classroom, laboratory, and office space. Total student enrollment increased from 300 in the fall of 2007 to 377 in the fall of 2009. Enrollment will continue to increase through the fall of 2013, as the number of traditional pre-licensure students jumps from 246 in the fall of 2009 to 304 in the fall of 2013. This growth in undergraduate and graduate programs demands more faculty. In the next few years 14 additional full-time-equivalent faculty members will be hired.

The college already has outgrown its space in Edwards Hall, and is using the Professional Development Building on a temporary basis. Additional space will be needed as enrollment increases. It will be essential to create a state-of-the-art facility to house this program and other programs with a symbiotic relationship to nursing, thus maximizing laboratory space, shared research agendas, and common teaching missions. The most likely place for a new Mennonite College of Nursing building is the area to be vacated by the demolition of the South Campus residence halls. The placement is intentional to provide consistent access and parking, ready transportation to local medical facilities, sufficient ground space for a building large enough to house other health-related programs, and to nurture possible symbiotic relationships with the occupants of the Student Fitness Center and McCormick Hall.

It will be essential to provide Mennonite College of Nursing with appropriate space in the intervening time before the construction of new facilities. The current placement in Edwards Hall and the Professional Development Building is too small to accommodate the growth in student enrollment and faculty numbers. It is also important to upgrade the laboratory space and equipment to assure that nursing students receive a state-of-the-art education. Plans are underway to provide upgraded laboratory space and additional classroom space through a new modular building, and

lease additional office space in Uptown Crossing. After those facilities are occupied, it will be necessary to renovate portions of Edwards Hall and move the nursing faculty and activities from the Professional Development Building prior to the demolition of that building (see #2). It is important to note that these are interim solutions. The long-term solution must be a new state-of-the-art, mixed-used building. The facility should feature space designed for team instruction and student interaction/study.

Location: West District (new facility), North District (modular building)

2. Professional Development Building

Demolish Professional Development Building.

The Professional Development Building is in poor condition and should be demolished after Menonite College of Nursing no longer needs the facility (see #1). The college is using two general classrooms, one class laboratory, five faculty workstations, and two faculty offices in the Professional Development Building on a temporary basis to meet its space needs.

Location: West District

3. Edwards Hall/Capen Auditorium

Renovate Edwards Hall and Capen Auditorium for general classroom space

Edwards Hall is one of the oldest and most tradition-laden buildings on campus. Edwards houses Menonite College of Nursing and Capen Auditorium, which is the largest single classroom on campus and the location of many events unrelated to classes. After the college relocates (see #1), Edwards Hall will be available for more general use, which will require renovation. The basic structure will be retained, with state-of-the-art classrooms created within the historic structure. Renovation will involve upgrading classrooms and laboratories for general classroom use. The facility should feature space designed for team instruction and student interaction/study. Capen Auditorium will also be renovated with upgraded seating and technology.

Location: Historic Quad

4. Fine Arts Complex

Construct a new Fine Arts Complex following demolition/rehabilitation of Centennial West, Center for Visual Arts, and Centennial East

The fine arts are central to Illinois State's mission. The traditions surrounding art, music, and theater in Central Illinois are critical to the University's concept of educating Illinois. Although not yet released, state funds were appropriated in FY2010 for the creation of a new Fine Arts Complex. The project involves demolition and rehabilitation of Centennial West, Center for Visual Arts, and Centennial East. The process of detailing the college's academic and support needs to ensure that new spaces meet the unique requirements of music, art, theatre, dance, and arts technology curricula has been completed. The focus is now on fundraising to enhance the amount of instruction space in the new facility.

The new Fine Arts Complex should be large enough to permit the union of various components of the fine arts now spread across campus. Currently significant portions of the School of Music are located in Cook Hall (see #6), with practice facilities in Old Union (see #7). It is important for cross-disciplinary and symbiotic purposes to bring all functions into the new building. The facility should feature space designed for team instruction, student interaction, and study areas. In addition the University Galleries and a new "Black Box Theatre" will be located in Uptown Normal (see #5).

The underlying philosophy of the Fine Arts Complex, together with the University Galleries/Black Box Theater (see #5) and renovation of Braden Auditorium (see #28) will be to encourage a new "arts district" throughout the University and Uptown Normal through the architecture and placement of the fine arts structures. A renaissance of the fine arts based upon the talent of Illinois State faculty and students in art, music, theater, and dance will be sparked.

Location: Historic Quad

5. University Galleries/Black Box Theatre

Relocate the University Galleries and construct a Black Box Theatre in Uptown Normal

Illinois State has a long and fruitful relationship with the Town of Normal. The University's participation in the development of Uptown Normal has resulted in even stronger ties to the Town, a bond that should be fostered and encouraged. A College of Fine Arts presence in Uptown Normal—including University Galleries and a flexible “Black Box Theatre”—will add a strong focus to outreach activities for Illinois State University, while serving curricular needs.

Location: Uptown

6. Cook Hall

Renovate Cook Hall once School of Music is moved to new Fine Arts Complex

Cook Hall is one of the oldest and most traditional buildings on campus. Major portions of the School of Music, which are now in Cook Hall, will be relocated to the new Fine Arts Complex (see #4). Once relocation takes place, Cook Hall will need to be remodeled. Its historic and traditional place on campus will be retained as classrooms and offices are upgraded. The facility should feature space designed for team instruction and student interaction/study.

Location: Historic Quad

7. Old Union

Relocate piano studios from Old Union to new Fine Arts Complex; renovate and expand WGLT into vacated space.

Once the Fine Arts Complex is completed (see #4), music practice modules within Old Union will be relocated to the new facility. This will allow for remodeling to expand and enhance space for WGLT, which will remain in Old Union.

Location: Historic Quad

8. Science Laboratory Building

Complete the Science Laboratory Building through construction of an addition to the facility

Scientific and technological innovations continue to transform society in unprecedented ways, requiring constant attention to the maintenance and currency of our facilities devoted to science instruction and research. Even before the Science Laboratory Building was completed, it was realized that the facility would not be large enough to house all the science needs within the College of Arts and Sciences. The building was specifically designed and sited to accommodate a future addition to the east of the current facility. The addition will include laboratory space, high-tech classrooms, faculty offices, and shared research facilities to expand current biology and chemistry activities. The addition will also create additional space for physics, geography-geology, and health sciences. The facility should feature space designed for team instruction and student interaction/study.

Location: East District

9. Animal Care

Develop new Animal Care space

The lack of adequate and safe animal care facilities has presented biological sciences and other programs with significant challenges in maintaining teaching and research activities. Concerns exist regarding the animal care facilities in Felmley Hall (e.g., lack of quarantine facilities and animal handling facilities). The new space will include state-of-the-art isolation cubicles, a surgical procedure room equipped with a biosafety cabinet, and secure access from nearby classrooms.

Location: To Be Determined

10. DeGarmo Hall

Renovate DeGarmo Hall; move the Department of Psychology out of DeGarmo Hall to create additional space for the College of Education

The development of future teachers through the College of Education has been central to Illinois State's mission since the University's start in 1857. For many years the college has been centered in DeGarmo Hall, which is also home to the Psychology Department. The department uses approximately one-third of the space designed to accommodate faculty, staff, and graduate assistants. The remaining space is occupied by the College of Education's three departments, the dean's office, the Lauby Teacher Education Center, the Jean Borg Literacy Center, the Center for Education Policy, and the Laboratory School administrative office. Workspace in DeGarmo Hall is insufficient to accommodate the growth being experienced by the college and the psychology program. Psychology will consequently be moved out of DeGarmo Hall, and the facility will be renovated for use by the College of Education. Substantial space reordering is possible with renovation and there are possible opportunities for expansion of the space available. Psychology should be provided with appropriate space for faculty, staff, students, and research. A number of alternative locations exist for the department (see #3, 6, 18).

Location: Historic Quad

11. Laboratory Schools

Construct new facilities for Thomas Metcalf School and University High School

The University Laboratory Schools are central to the University and College of Education mission. The Laboratory Schools have had an historic role in preparing generations of teachers, the education of thousands of students, and the creation of research opportunities that have resulted in critical developments in educational theory and practice. Each school is located in facilities that are outdated and need to be renovated. *The Gregory Street Property Land Use Plan* identifies that site as an ideal location for the University's Laboratory Schools. The facilities will be located on open land featuring accessibility, parking, and an opportunity to maximize the symbiotic relationship between the two schools and the University's Child Care Center (see #12). The facilities will utilize the latest available technology and be specifically designed for the education of not only students attending the three facilities, but the Illinois State University students and faculty who will be trained and do research there. The new University High School should feature all of the usual high school accoutrements, including computer labs, a library, gymnasiums, practice fields, and science labs. University High School should be constructed in a way that it is a model for high school design, just as its curriculum and instruction is a model for schools across the nation.

Location: Gregory Street

12. Child Care Center

Construct a child care facility that will work with the College of Education and Laboratory Schools

A new child care facility will be constructed, offering child care for children of faculty, staff, and students. The facility will work with the College of Education to offer an academic component to enrolled children, as well as College of Education faculty and students.

Location: Gregory Street

13. Thomas Metcalf School and Fairchild Hall Demolition

Demolish Thomas Metcalf School facility and Fairchild Hall; area vacated by demolition a site for future academic facility

Once Thomas Metcalf School is relocated to new facilities on the Gregory Street property (see #11), the existing facility should be demolished. Fairchild Hall, attached to Thomas Metcalf School, should also be demolished or renovated. Current occupants of Fairchild Hall should be relocated to other more appropriate facilities. A mixed-use facility will be constructed. This facility will house several larger classrooms (90+ students), and provide shared research laboratory space for interdis-

ciplinary or shorter term research projects. Some space should be available within the building for a lecture hall, faculty offices, and departmental/school offices as curricular needs evolve. The facility should feature space designed for team instruction and student interaction/study.

Location: West District

14. University High School

Demolish University High School facility; area vacated by demolition a site for future development of intercollegiate athletic facilities.

Once University High School is relocated to the new facilities on the Gregory Street property (see #11), the current facilities should be demolished. The vacated space will be developed for intercollegiate athletics facilities and parking.

Location: Northwest District

15. College of Business

Complete unfinished space in southwest corner of basement area in College of Business building

The College of Business Building is regarded as one of the preeminent college of business facilities in the country. It is an important monument to public-private cooperation in building collegiate structures on campus, but work remains to be done. Even after five short years of use, the building is completely full and new space is limited. The unfinished space at the west end of the building's lower level should be finished for college use. The space will support increased services for students, expanded class support, and added office spaces providing additional flexibility within the building. Some potential features for this space include a study lounge for student study to complement atrium seating; a team rooms suite; departmental classrooms; administrative offices available to support non-tenure-track faculty or graduate assistants; or expansion of the main, open, computer lab.

Location: Historic Quad

16. Milner Library/Bone Student Center

Renovate and expand Milner Library in concert with planning for the renovation of Bone Student Center and Braden Auditorium

Milner Library is a center of student activity and essential to the learning process. The library's expansion and renovation has risen to the first position on the University's request for state funding for capital projects. The needs are substantial. With more than 1.6 million print volumes—plus one million other items such as government documents, sound recordings, etc.—Milner Library cannot accommodate its collection and also provide the necessary technologies and study spaces. Furthermore the facility has water infiltration issues, and its mechanical and electrical systems need upgraded. An addition to Milner Library would provide study spaces to meet changing pedagogical needs, excellent resources to support study and research, and space to capitalize on newly formed campus partnerships. Any planning for Milner Library must be done in concert with Bone Student Center and take into consideration the use of the open space between Milner Library and Bone Student Center (see #28). The entire area north of the College Avenue pedestrian bridge must be planned and developed cooperatively. The entire Milner Library/Bone Student Center area should become the central gathering point and focus of campus activity for students, parents, faculty, staff, and the community.

Location: North District

17. Research Facility

Develop facility that will allow for flexible research space for sponsored research activities

As faculty expand their scope and scale of research, additional facilities are needed. Space that is modern, flexible, and capable of accommodating and promoting work among various disciplines is especially needed. A new facility to support interdisciplinary research will be constructed on the Gregory Street property.

Location: Gregory Street

18. Williams Hall

Renovate Williams Hall for general classroom space; create a general meeting and gathering place from the former Milner Library Reading Room across the west end of the third floor

Williams Hall has previously housed Milner Library and major College of Business components. It is currently used as surge space during various campus construction projects. It is likely to be similarly occupied for a few years as various projects require temporary placement of faculty and staff. Ultimately Williams Hall, with its important location on the Quad, should be renovated for several important purposes. Most existing classrooms should be used for general classroom purposes. The former west Reading Room, located in what once was Milner Library, should be restored to its former splendor to be used as a general campus gathering place and to preserve its historic and traditional role for many alumni. The building's central location should be exploited by placing within Williams Hall some critical and high-profile programs, such as the Honors and International Programs. The facility should feature space designed for team instruction and student interaction/study. Williams Hall has also been mentioned as a likely location for the Department of Psychology (see #10). The renovated facility would also be an ideal location for a multi-cultural center. In addition the Williams stack area should be demolished and the resulting area made into green space.

Location: Historic Quad

19. Honors Facility

Demolish the former medical facility in which the Honors Program is currently located; identify more suitable space for the Honors Program; use vacated area for the addition to the Science Laboratory Building

The Honors Program is one of the key ways in which the very best students are attracted to Illinois State, and able to enrich their educational experiences once enrolled. The Honors Program is housed in a small, one-story facility at the corner of Fell Avenue and North Street. The building is too small for its current use, and does not provide the gravitas necessary to reflect the Honors Program's excellence and importance. The building stands in the way of the construction of an addition to the Science Laboratory Building (see #8). The Honors Program should be placed in a more prominent location, preferably on the Quad. Once relocated the current facility should be demolished in anticipation of an addition to the Science Laboratory Building.

Location: Historic Quad

20. University Center Completion

Expand Alumni Center facility, providing space for the Eckelmann-Taylor Speech and Hearing Clinic, the Center for Renewable Energy, a service learning institute, and additional meeting and office spaces

The Alumni Center, located within the University Center at 1101 North Main Street, has become an important destination for the campus and local individuals. The flexibility and availability of the structure indicates the desirability of additional space for activities involving community service and outreach. Illinois State should expand within University Center, using the additional space for the Alumni Relations office (see #57), an additional classroom/meeting room, the Eckelmann-Taylor Speech and Hearing Clinic (moved from Rachel Cooper Hall), the Center for Renewable Energy, and a service learning institute. These moves will permit the University to bring together a variety of programs and functions that require easy community access and parking, and will permit some realignment of campus space for other University functions and programs.

Location: Northwest District

21. Gamma Phi Circus

Relocate Gamma Phi Circus facilities to 500 N. Beech Street, the current Student Recreation Building

Gamma Phi Circus currently practices in the Horton Field House south gym. It shares this space with the University's Gymnastics Team and the School of Kinesiology and Recreation. Athletics needs additional practice space for the men's and women's basketball teams. Once Recreation Services relocates to the new Student Fitness Center and McCormick Hall, Gamma Phi Circus and the Gymnastics Team (see #47) will move to the current Student Recreation Building at 500 N. Beech Street (see #53).

Location: Off campus

22. Motorcycle Safety Education

Relocate Motorcycle Safety Education from 411 W. Willow Street to Gregory Street

The Motorcycle Safety Education Program, currently located at 411 West Willow Street, is offered by the Illinois Department of Transportation and Illinois State's Department of Health Sciences. Training is offered to beginning and experienced motorcycle riders. The training course is located on the Gregory Street property. A new facility to house program offices will be constructed.

Location: Gregory Street

23. Hudelson Building

Demolish Hudelson Building; locate more suitable space for the English Language Institute

The English Language Institute is housed in the Hudelson Building, which is in very poor condition and should be demolished as soon as possible. The institute works with adults and uses a communicative approach to language learning. An important component of our outreach and international directions, the institute should have more desirable space.

Location: West District

24. Reordering scheduling and technical responsibility for classrooms

Provide a system of classroom classification and responsibility whereby the vast majority of classrooms are university-level responsibility, as opposed to college or departmental responsibility; provide adequate planning and resources for recapitalization of classroom technology

Numerous classrooms across the University are currently labeled as "210" space (i.e., space that is the responsibility of departments and/or colleges). There is no reason many of these spaces cannot be university-level responsibilities and consequently open for general scheduling. It should also be the University's responsibility to replace technologies in these rooms. This will require the creation of a recapitalization procedure, and resources for recapitalization of existing technology across the University.



Campus Life

25. Wireless Connectivity

Ensure wireless connectivity throughout the campus

Teaching, research, and communication have all undergone a technological revolution in the past 20 years, and the pace of change is accelerating. It is important that the teaching and research spaces of the campus involve state-of-the-art technology, including wireless connectivity in all appropriate spaces. While wireless connectivity is available in some campus areas, there are major spaces where it is not. Students, faculty, staff, and campus visitors expect and depend upon wireless connectivity. Wireless access will consequently be extended throughout the campus in classrooms, laboratories, and research facilities, as well as all other facilities and adjacent areas.

26. South Campus

Demolish South Campus residence halls (Atkin, Colby, Hamilton, Whitten) and dining center (Southside in Feeney)

South Campus residence halls—Atkin, Colby, Hamilton, and Whitten—will not be compliant with the state statute requiring sprinkler systems in residence halls by January 2013 (110 ILCS 47). Furthermore the facilities need extensive renovation to address other building systems including mechanical, electrical, plumbing, elevators, roof and windows, and the exterior envelope. The residence hall complex should be demolished and new student housing secured (see #27). The vacated space will be used for a new Mennonite College of Nursing building (see #1), as well as other buildings (e.g., new student housing).

Location: West District

27. New Student Housing

Develop new student housing in the Southwest Campus area and/or at Cardinal Court

The decommissioning and demolition of the South Campus Complex (see #26) will reduce the number of student beds and create a demand for affordable, high quality student housing in close proximity to campus. New student housing will be secured in the West District and/or at Cardinal Court through partnerships with private developers. The Cardinal Court complex, which was built in two phases (1957 and 1964) is located near the campus along Gregory Street and is in need of renovation or demolition. With 192 apartment units, the complex currently houses approximately 200 residents.

The complex is located on a site that consists of 14.5 acres owned by the University. The new housing offerings will be an integral part of the University's housing program. Pursuing a partnership with private developers will allow the University to meet its need for student housing needs in a timely, cost-effective fashion.

Location: Northwest District and/or West District

28. Bone Student Center/Braden Auditorium

Renovate Bone Student Center and Braden Auditorium in concert with planning for the renovation and expansion of Milner Library

Constructed in the 1970s, the Bone Student Center/Braden Auditorium complex needs renovated and updated to meet student needs. A common stop for campus visitors, the facility needs to be made more inviting and open. Many areas are dark and dated. There is little natural light, and the entrances to the building are not immediately apparent to visitors. The long-range plans for the Bone Student Center call for expansion toward College Avenue and the Quad, with a grand entrance on the north. Currently the Bone Student Center is hidden behind Braden Auditorium from the Quad. The expansion toward College Avenue will provide a physical connection to the Quad, emphasizing to students and visitors that the Bone Student Center is the preeminent campus gathering space. Currently the building's north side is filled with loading docks and service areas. A new north entrance will invite individuals to the Quad through new space. While improvements have been made in the recent past to selected areas of the Bone Student Center, more are needed to encourage activity in the building. Plans for renovation of Braden Auditorium will emphasize accessibility, safety, and modernization. Auditorium seating will be reduced to allow for accessibility and safety, with side entry staircases eliminated. A new seat configuration will have aisles and allow the auditorium to be loaded from the main concourse. The concourse needs to be expanded to allow for better entrances and exits. Renovation will include mechanical and other systems upgrades. Renovation of the Bone Student Center and Braden Auditorium will be done in concert with planning for renovation of Milner Library (see #16).

Location: North District

29. Bowling and Billiards Center

Demolish Bowling and Billiards Center; expand Milner Library into vacated land

The Bowling and Billiards Center is located in a temporary facility. More appropriate space is needed. Once new space is identified, the Bowling and Billiards Center will be demolished to make way for Milner Library's expansion (see #16).

Location: North District

30. John Green Building

Remodel the John Green Building to create a culinary innovation center; reconstruct loading zones

The John Green Building is home to the University's food processing activities. The single-story building was constructed in 1967 and is located on Gregory Street, a block west of Main Street. Remodeling will be done to create a culinary innovation center, providing more appropriate space for Campus Dining to create and test new food recipes and products for introduction into campus dining venues.

Location: Northwest District

31. Outdoor Adventure Center

Demolish the Outdoor Adventure Center building to accommodate more green space and parking; relocate to Gregory Street property

The Outdoor Adventure Center, located at 220 North Main Street, is home to Campus Recreation's Outdoor Adventure program. Adventure Trips, an Adventure Library, an Outdoor Skill Development Series, and a Challenge Course are offered. The center also rents a wide variety of outdoor equipment to students, faculty, staff, and the community. The current facility has exceeded its useful life and should be demolished. New facilities for the Outdoor Adventure Center and its programs will be constructed on the Gregory Street property as part of an overall campus recreation outdoor facility

serving competitive programs, including intramurals and sport clubs, as well as the Outdoor Adventure program. The space should include restrooms, separate equipment rental windows for the two programs, leadership/training space, and covered outdoor space for the storage of boats to prevent UV damage. Some space should be available within the building for storage of program support equipment, including low ropes and leadership training materials.

Location: Gregory Street

32. Student Health Services

Renovate Student Health Services clinic and offices

Student Health Services areas within the Student Services Building will be remodeled. The work will consolidate clinical services, provide additional examination rooms, add two nursing stations, and improve patient flow. Pharmacy space will be enlarged, and provider offices and related business functions relocated. Psychiatric services will be consolidated on the second floor in space currently occupied by Health Promotion and Wellness, which will relocate to McCormick Hall in January of 2011.

Location: North District

33. Secure/Electronic Access

Install secure, electronic access to residence halls, laboratories, and other facilities

Electronic access is a technology based access management service designed to replace and supplement traditional keyed access to buildings. Electronic access systems enhance individual and facility safety. There are approximately 10,000 doors (interior and exterior) to the University's facilities, with electronic access required on approximately 150. Electronic access capability will be expanded to other doors and spaces, such as student residence halls and laboratories.

Location: All Districts

34. Pedestrian Safety

Develop pedestrian bridges/passages at busy vehicular/pedestrian intersections (i.e. College/Mulberry/School Street intersection)

Pedestrian safety is of utmost importance to the University and community. Safety needs to be addressed at several intersections, including College Avenue/Mulberry Street/School Street, School Street/North Street, and College Avenue/University Street. To improve safety streets will be closed and/or other options pursued, such as the creation of pedestrian bridge overpasses and passage ways under intersections. Education on pedestrian patterns that are safer will also be presented.

35. University Street

Close University Street from Hale Street north to Dry Grove to provide a pedestrian plaza

Closing University Street will provide enhanced pedestrian safety in the area of the new Student Fitness Center and McCormick Hall. A plaza will be created in the area with green space and places for people to gather.

Location: Historic Quad and West District

36. Transportation Options

Increase transportation options (i.e. buses, shelters, and bike racks); move vehicular parking to the periphery to create a more pedestrian friendly campus

To make campus more pedestrian friendly, faculty, staff, and students will be encouraged to travel to and around campus without using their personal vehicles. Parking options will be placed on the periphery of campus, with busing from these remote locations to and throughout campus. More bus shelters will be created, and the number of bus routes increased. Other options for promoting environmental friendliness will be enhanced and/or pursued as well, including shared automobiles and increased bicycle use.

Location: All Districts

37. Signage

Increase signage on campus; create additional official gateways into the campus

There are no official gateways onto campus from the periphery that clearly denote when an individual has entered the campus. Improvements to existing and future aesthetic Quad entry points are needed. Improved and increased campus signage is also needed, particularly to direct visitors.

Location: All Districts

38. Gathering Places

Create interior and exterior places for faculty, staff, students, retirees, annuitants, and other campus visitors to gather

Gathering spaces are important to the overall campus experience. They provide opportunities for individuals to interact, and create a welcoming and inviting environment. Throughout construction and remodeling/renovation work, more gathering places for faculty, staff, students, retirees, annuitants, and other campus visitors will be created. As the various districts are developed, gathering spaces should encourage interaction and serve as pathways between districts.

Location: All Districts

39. Green Areas

Develop more green areas throughout the campus

Illinois State has pride in its Fell Arboretum, which contains more than 150 species of trees located over nearly a 500-acre site. In 2008 the University received a Tree Campus USA designation. This award recognizes institutions that effectively manage their campus trees, as well as foster the concept of urban forestry beyond their campus borders into the community. It also encourages campus communities to reach out to their student population by involving them in service learning opportunities centered on forestry efforts, as well as being stewards of environmentally sound and sustainable practices. As the University engages in new construction and renovation of facilities, it will stay true to its legacy and continue to ensure that green spaces are created and preserved. Maintaining and creating green space is important, especially as new facilities are planned. Beyond the aesthetic component, green spaces are proven to elicit environmental, ecological, and social benefits.

Location: All Districts

40. Campus from Periphery

Work in conjunction with the Main Street Corridor and Town of Normal to improve aesthetic look of campus from periphery

The aesthetic look of the campus from the periphery needs to be improved to create welcoming and inviting entrances. It is important for the image of campus to be positive, as people form opinions about Illinois State by the way it looks to them as they pass through and around campus. Many visitors enter campus through the north side of Bone Student Center, which is an area that is not aesthetically pleasing and has little green space.

41. Heritage, Identity, Pride

Continue to enhance the heritage, identity, and pride of the University

Founded in 1857, Illinois State University is the oldest public university in the state of Illinois. This heritage should continue to be celebrated. Interior spaces should reflect imagery of the University's heritage, as well as Redbird pride. The contributions of minority populations should be celebrated as well through art displays and pictures of faculty, staff, and students from various backgrounds.

Location: All Districts



Intercollegiate Athletics/Recreation

42. Athletic Study Center

Expand Athletic Study Center

The Karin Bone Athletic Study Center is on the second floor of a facility located at 302 North Normal Street. The center serves approximately 400 student-athletes. More space is needed.

Location: North District

43. Hancock Stadium and Horton Field House

Renovate Hancock Stadium and Horton Field House; create proper seating and accessibility, adequate locker and restroom facilities

Horton Field House opened in 1963 as the home of Redbird basketball. It is the competitive location for several intercollegiate sports, including swimming, track and field, and gymnastics. The facility provides practice space for nearly all 19 of Illinois State's sports teams. Horton consists of a six-lane, 200-meter track; pool; two gymnasiums; athletic training/rehabilitation center; equipment rooms; and six locker rooms. The facility will be renovated to provide updated practice and competitive spaces for the University's athletes.

The relocation of gymnastics to 500 N. Beech Street (see #53) will free up space for other sports' practice facilities. Hancock Stadium is adjacent to Horton Field House. The stadium was constructed in 1961 and was the first collegiate football stadium in Illinois to have artificial turf. The stadium is a visual point at the busiest intersection on campus, creating an opportunity to present a positive image. The stadium will be renovated to provide new seating on the east and south, with first-class concession areas, restrooms, and concourse areas; expanded and improved seating area for students; state-of-the-art press box with elevators and restrooms; indoor luxury suites; and seating.

Location: Northwest District

44. Former University High School Location

Area vacated by demolition of University High School will become site for new athletic facilities/athletic fields

When University High School is relocated to the Gregory Street property (see #11, #14), the vacant site will be used for new athletic facilities, athletic fields, and parking.

Location: Northwest District

45. Baseball Facility

Create enhancements to the baseball facility

The University completed a new baseball complex in 2009, but additional enhancements are needed, including new artificial turf, locker rooms, and suite additions.

Location: Northwest District

46. Softball Complex

Develop softball complex, including press box, locker rooms, restrooms, etc.

A new softball complex will be developed, including a press box, locker rooms, and restrooms.

Location: Northwest District

47. Gymnastics

Relocate gymnastics to 500 N. Beech Street (the current Student Recreation Building)

Currently located in the Horton Field House south gym, the gymnastics team will be relocated to 500 North Beech Street. The facility there will be remodeled to specifically meet the needs of gymnastics and the Gamma Phi Circus (see #21, #53).

Location: Off Campus

48. Facility for Tennis Courts and Recreation Fields

Enhance tennis and recreation facilities

New tennis courts at the Gregory Street property opened in the spring of 2008. More amenities to support activities at these courts and the recreation fields located in the same general area will be created. A shared facility will be constructed with restrooms, a concession area, and pavilion to meet the needs of the tennis program and patrons.

Location: Gregory Street

49. Golf Facilities

Enhance golf course and golf facilities

Enhancements to the golf course and related facilities will be made, including a new clubhouse/pro shop. Course modifications and creation of an intercollegiate golf practice facility and driving range, and relocation of the University Residence are also planned.

Location: Gregory Street

50. Recreation Fields

Expand the number and playability of fields; add lighting and wireless access; add irrigation to improve access and safety

The Gregory Street recreation fields' complex is used by Recreation Services as the outdoor home for intramurals and sport clubs. The venue supports the University's academic, athletic, and recreational communities. The safety and playability of the fields will be improved with the addition of lighting, technology, drainage, and irrigation. These improvements, with the addition of the Outdoor Adventure Center, will provide outdoor activity space not significantly impacted by sunlight hours or weather. Facilities for parking and field access for machinery will be considered. Some space should be considered for storage of facility support vehicles such as gators, field markers, and special event needs. Consideration should also be given to the enhancement of the current athletic practice and competition venues.

Location: Gregory Street

51. Locker Rooms

Renovate locker rooms for each sport

Locker rooms in Redbird Arena will be renovated for men's and women's basketball and volleyball. Locker rooms in other areas will be renovated as well to ensure appropriate space for student-athletes from the University and visiting institutions.

Location: Northwest District



Administration Facilities

52. Hovey Hall

Renovate the first floor area to create a welcome center, and convenient and attractive space for Admissions and Student Financial Aid offices

The first floor of Hovey Hall, the University's main administration building, is dark and unwelcoming. Payroll, Comptroller, and Purchasing offices currently occupy this space. These units will relocate to new space in Uptown Normal. The work of the Financial Aid Office, currently located in Fell Hall, is aligned closely with the Admissions Office, which is housed on the second floor of Hovey Hall. Relocating Financial Aid to the first floor of Hovey Hall will facilitate this working relationship. Having Financial Aid and the Admissions offices in close proximity will be more convenient for prospective students and their families when they visit campus. The recent completion of the Marriott Hotel in Uptown Normal and other improvements make Hovey Hall a natural entry to the campus for those traveling from the Uptown Normal area. A number of visitors routinely come to Hovey Hall, and even more are expected in the future. A welcome center area that is aesthetically pleasing, comfortable, and inviting should therefore be created on the first floor of Hovey Hall. This area should accommodate staff to assist visitors as they arrive to the campus.

Location: Historic Quad

53. 500 N. Beech Street

Renovate the facility located at 500 N. Beech Street (the current Student Recreation Building) for University Police, Gamma Phi Circus, and Gymnastics

With the opening of the new Student Fitness Center and McCormick Hall in January of 2011, the facility located at 500 North Beech Street will be vacated. The facility, which is currently home to the Student Recreation Center, has high ceilings and is in good condition. The facility will be renovated to accommodate three units that are in need of more appropriate space: University Police, Gamma Phi Circus and gymnastics (see #21, #47). A separate entrance will be created for University Police, and space within the facility will be separated to accommodate the different needs of the units. The police station is currently located in the Nelson Smith Building, which has inadequate locker space/changing facilities for female officers, office space, storage facilities, secure evidence vault, and parking.

Location: Off Campus

54. Nelson Smith

Renovate Nelson Smith; expand space for Human Resources utilizing space previously occupied by University Police

Human Resources is located on the first floor of Nelson Smith in space inadequate to accommodate current staffing levels. The office is unattractive and does not create a welcoming presence for prospective employees seeking employment information. Upon the relocation of University Police to 500 N. Beech Street (see #53), additional space in Nelson Smith should be remodeled for Human Resources. The remodeling should provide more space to accommodate the office, and also offer an attractive front office reception area.

Location: Northwest District

55. Administrative Units Relocation

Relocate administrative units that are in facilities that no longer meet their needs, that are aged and cannot be remodeled sufficiently to meet the unit's needs cost effectively. Demolish facilities housing these units (e.g., the Student Accounts Building, Facilities Planning Building, Professional Building Annex)

The Student Accounts Office is located west of Main Street in a building that formerly housed Key Pharmacy. More appropriate space is needed, as the facility is outdated and not centrally located. Once relocation occurs, the building should be demolished. The Facilities Planning Office is located in a small building that formerly housed a restaurant located on south Main Street. A shed has been placed outside the building for storage of materials, as there is no longer sufficient space in the facility for office operations. More appropriate space should be located and the existing building should be demolished. The Telefund and the Illinois Association for Supervision and Curriculum Development (IASCD) are located in the Professional Building Annex located on the west side of Main Street. This facility has structural problems, and repairs are needed to roofing and mechanical systems. These two offices should be relocated and the Professional Building Annex should be demolished.

Location: Multiple Districts

56. Technology Building

Create a new Technology Building, with new data center

Several university divisions employ individuals who provide technology services and support to the campus. Now located in various buildings, these staff members should work in a common location to promote synergy and collaboration, as well as high quality, efficient, and timely delivery of service. The new technology building should include space for a new data center for the University's production information technology systems. To support high availability of these services, the data center should protect against natural hazards, including flooding, high winds, lightning and structural collapse; have adequate and redundant power, heating, ventilating, and air conditioning, fire suppression and networking systems; and have appropriate physical and logical security systems (e.g., locks, cameras, controlled access, etc.).

Location: To Be Determined

57. Alumni Relations

Extend space for Alumni Relations as part of the Alumni Center expansion

Alumni Relations is the link to keeping approximately 180,000 alumni engaged with the University. The unit is located in the Alumni Center at 1101 North Main Street. Additional office, meeting, and storage space is needed. As expansion of the Alumni Center occurs (see #20), remodeling of the facility should include additional space for Alumni Relations.

Location: Northwest District

58. Uptown Normal

Pursue leasing and partnership opportunities in Uptown Normal to address administrative and academic office needs

The University has supported the redevelopment of Uptown Normal and has a very positive, collaborative working relationship with the Town of Normal. The current and ongoing enhancements to Uptown Normal have benefited the University, as the proximity to Uptown Normal makes it a desirable area for addressing certain campus space needs. As options for providing flexible space for administrative offices are explored, the University will pursue Uptown Normal leasing and partnership opportunities.

Location: Uptown District





General Campus Enhancements

59. Maintain Existing Buildings

Maintain existing buildings, address deferred maintenance

The University's deferred maintenance backlog is currently at \$532 million. The estimate reflects the cost to repair building systems that have surpassed their expected useful life using current construction standards and meeting today's applicable building codes.

Location: All Districts

60. Acquire Property

Acquire strategic properties near the campus

The University will keep abreast of opportunities to acquire properties that are strategically important to future campus growth.

61. Energy Conservation

Make self-sustaining facility improvements designed to enhance energy conservation

Remodeling of existing building systems will be undertaken to reduce energy consumption and cost. The enhancements will be self-sustaining, i.e., the energy savings realized from the changes in buildings and building systems will finance the cost of the improvements over time.

Location: All Districts

62. Design Standards

Build new facilities with consideration to Georgian architecture and that are consistent with University design standards

As new buildings are constructed and existing facilities are remodeled, particular attention will be given to the University's design standards and for the continued emphasis on Georgian architecture. This will ensure a consistent architectural style throughout the campus.

Location: All Districts

63. Telecommunications Enhancements

Introduce state-of-the-art telecommunications throughout the campus.

The campus is undergoing steady progress toward the introduction of Voice-Over Internet Protocol (VOIP) telecommunications. The campus should move quickly to that technology, and should build VOIP into all new construction and all remodeled spaces.

Location: All Districts

64. Demolish Buildings

Demolish buildings that are beyond their useful life and cannot be remodeled efficiently and effectively to support needs on campus

Buildings that are beyond their useful life and that can no longer be remodeled to meet the needs of university programs will be demolished. Among these facilities are Rambo House, the Telefund Center, the Facilities Planning Office, and a variety of smaller facilities that were once houses.

65. Utilities Infrastructure

Develop utilities infrastructure needed to support new facilities and activities on the Gregory Street property

The utilities infrastructure to support the continued development of the Gregory Street property will be planned and developed.

Location: Gregory Street





Implementation/Accountability

The recommendations set forth in *The Master Plan* are designed to further solidify Illinois State's strength and visibility as a first-choice public university for high-achieving, motivated students seeking an individualized educational experience. The plan advances the physical transformation of the campus, ensuring undergraduate and graduate programs have what is needed to continue high quality research, scholarship, and creative activities as envisioned in the University's strategic plan, *Educating Illinois*. The plan advances the physical transformation of the campus.

Implementation of *The Master Plan* recommendation will occur over a number of years and is contingent upon the availability of resources and partnership opportunities. A website will be maintained throughout the plan's implementation to track the University's progress in achieving its goals and actions. Consistent with solid planning practices, the plan's goals, objectives and actions will be reviewed in 10 years.

Conclusion

Illinois State's physical campus environment is an important aspect of the University, not only for the faculty, staff, and students who work and live there, but also for the expanded university and local communities. Illinois State has received a number of awards for its campus grounds and efforts towards sustainability. The University also has undergone a physical transformation over the last decade that includes a number of new construction facilities, several completed remodeling projects, as well as work to maintain a pedestrian friendly campus. The University has a unique opportunity to grow the campus with the Gregory Street property, and *The Master Plan* identifies a number of facilities appropriate for this open, existing space. *The Master Plan* identifies facility needs within instruction, research, and academic support area; campus life; intercollegiate athletics and recreation; administration; and overall campus enhancements. *The Master Plan 2010-2030* builds upon the past successes of previous master planning at the University, and is a blueprint that allows the incredible momentum Illinois State has realized to continue into the next 20 years.

Appendix A

Guiding Principles

Educating Illinois and other university plans

The new *Master Plan* should advance and promote the mission, vision, values, and goals articulated in *Educating Illinois*, which is the University's strategic plan. *Educating Illinois* is the foundation upon which other planning occurs. The new *Master Plan* should be consistent with other plans as well, such as the *Academic Plan*, the *Long Range Housing and Dining Facilities Plan*, the *Energy Management and Utility Infrastructure Improvement Plan*, and the *Gregory Street Property Land Use Plan*.

Comprehensive

The new *Master Plan* should consider current and future physical infrastructure needs associated with all areas of the University, including instruction and instructional support; research, public service and institutional support (e.g., parking and transportation, technologies, utilities); intercollegiate athletics; recreation; and student accommodations (e.g., housing, dining). The plan should seek to maximize the effective and efficient use of all campus assets (e.g., Gregory Street property) and ensure appropriate, high-performance facilities for achieving the University's mission.

Partnerships

The new *Master Plan* should leverage partnerships where appropriate in the financing and usage of Illinois State's physical environment. Such partnerships should include relationships between the University and entities external to the institution, as well as collaboration among internal university entities.

Accessibility

The University is an asset to the local community. As such, the new *Master Plan* should ensure the campus is accessible, welcoming, safe, and inviting to the local community, as well as to students, faculty, staff, alumni, annuitants, and visitors.

Sustainability

The new *Master Plan* should promote sustainability initiatives to enhance the quality of life and to meet economic, social, and environmental needs, without compromising resources for future generations.

Build Upon Recent Successes

The new *Master Plan* should recognize and build upon the University's recent accomplishments to enhance the campus' physical infrastructure. The plan should also acknowledge the significant physical enhancements surrounding the campus with the redevelopment of Uptown Normal, and the comprehensive planning for upgrading the Main Street Corridor.

Outlook

The new *Master Plan* should focus on the future needs of the University and identify the priorities for physical infrastructure improvements. The plan should anticipate periodic assessments and adjustments, as well as an update in 10 years.

Analysis/Data-Informed

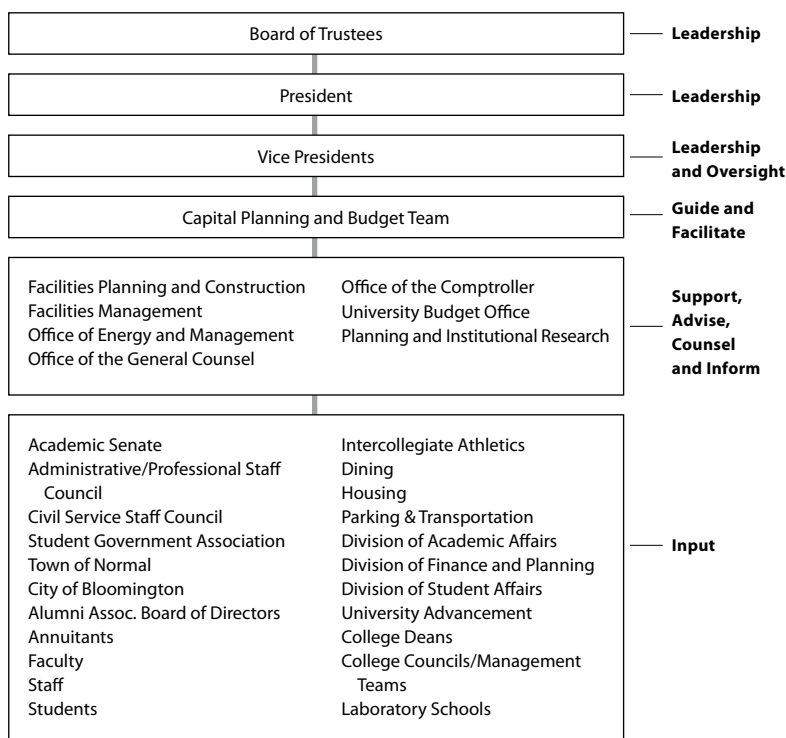
The development of the University's next campus *Master Plan* should utilize a methodology that balances qualitative and quantitative approaches to assess the University's physical needs.

Extensive Consultation

The new *Master Plan* should be informed by extensive consultation with faculty, staff, and students from throughout the University and with the Board of Trustees, alumni, and annuitants. Consultation should extend to the broader university community, including representatives from the Town of Normal and City of Bloomington.

Appendix B

Campus Master Plan Process Structure

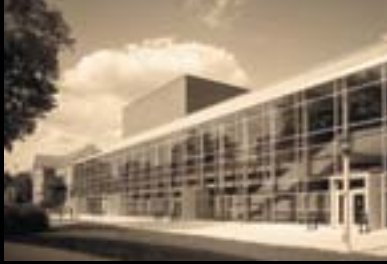


Appendix C

Planning Assumptions

- University enrollment will remain steady at approximately 20,000 to 21,000 students.
- The composition of undergraduate and graduate students will remain steady, with undergraduates representing more than 85 percent of total enrollment.
- While the University will remain a predominately undergraduate institution, the scale and scope of research and creative activities are expected to increase in the future.
- The University currently has approximately 3,500 faculty and staff. Increasing the scale and scope of research will require an increase in the number of regular faculty and research personnel, based upon external research funding.
- The student-to-faculty ratio will remain no more than 19:1.
- Of the total number of classes offered:
 - The number with 50 or more students is expected to be below 15 percent (was 12 percent in fall 2008);
 - The number with fewer than 20 students will remain approximately 30 percent (was 32 percent in fall 2008).
- New professional schools will be established only to enhance existing disciplinary advantages and expertise.
- Any impact of distance education on facilities is expected to be negligible for the foreseeable future.
- Enrollment in the Laboratory Schools, which are an integral part of the College of Education and the University, will remain at the current level.
- University housing policy will continue to require freshmen and sophomores to live on campus. Approximately 5,000 students will continue to be housed in on-campus facilities that are augmented with new housing provided through a public/private partnership.
- The number of parking spaces available on campus will increase slightly. Parking lots and/or garages will be located on the perimeter of campus.
- The University will preserve, enhance, and modernize its existing facilities rather than opt for new construction whenever it is feasible and cost effective to do so.
- No changes are anticipated in the number or type of sports, or the division in which the University Intercollegiate Athletics competes.
- State funding for capital improvements will not be available to meet all of the University's facilities needs. More than ever before the University will need to secure private funds, look for partnerships, and identify other revenue streams to fund capital improvements to academic and administrative facilities.
- In the future technology will play an ever-increasing role in instruction, research, public service, and administration, and in the way that the students, faculty, staff, alumni, annuitants, and others interact with one another.
- Planning related to any major facility changes for Bone Student Center and Braden Auditorium facilities should be done in concert with renovations/construction of Milner Library.





DRAFT – JULY 2010



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