



# EMPORIA STATE UNIVERSITY

150<sup>th</sup> Year Campus Master Plan - 2014



# Table of Contents

4	Participants
5	Introduction
7	Central Campus Origins
8	Campus Properties
10	Geographic Setting
11	Frontages
12	Campus Entrances and Wayfinding
13	Parking
14	Pedestrian Campus
16	Outdoor Spaces
18	Infrastructure
20	Building Conditions
22	Space Utilization and Space Needs
	Academic
	Academic Support & Administrative
	Athletics & Recreation Support
	Housing
31	Campus Master Plan
32	Inviting and Exciting Places for Learning
34	A Model Residential Campus
36	A Welcoming Campus that Engages the Community
44	A Vital Economic Engine for the Community and the Region
46	A Place that is
	. . . modern and comfortable (a 21st century feel)
	. . . active and alive (not a suitcase campus),
47	. . . where signature academics programs are featured, and
	. . . where student success services are convenient to use and easy to find
48	An Environment Rooted in the Flint Hills
51	Implementation Plan
59	Appendix

# Participants

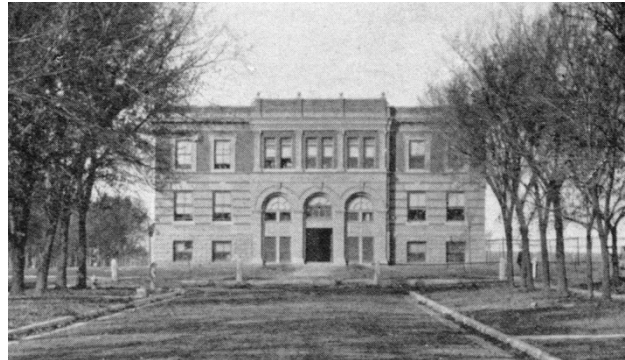
University Council Members assisted by University Strategic Planning representatives, shared governance representatives and community representatives as follows:

Michael Shonrock, *President of Emporia State University*  
Umair Abbasi, *Director Marketing and Media Relations*  
Gwen Alexander, *Dean- School of Library and Information Management*  
Judy Anderson, *Executive Director of Human Resources*  
Cheryl Alvarado, *Unclassified Commission*  
DeWayne Backhus, *University Strategic Planning*  
Joan Brewer, *Associate Dean -Teachers College*  
Sharon Brown, *Unclassified Commission*  
Gonzalo Bruce, *Dean - International Education*  
David Cordle, *Provost*  
Tyler Curtis, *Director ESU Alumni Association*  
Racheal Countryman, *Associated Student Government President*  
Brian Denton, *Internal Auditor*  
Jennifer Denton, *Associate Vice President, ESU Foundation*  
Laura Eddy, *Director Admissions*  
Mike Erickson, *Associate Vice President Information Technology*  
Kathy Ermler, *Dean- Graduate School*  
Shelly Gehrke, *Director Student Advising Center*  
Marissa Germann, *Associated Student Government Vice President*  
Rob Gibson, *Unclassified Commission*  
Rob Gilligan, *Emporia Mayor*  
Ray Hauke, *Vice President for Administration and Fiscal Affairs*  
Marvin Harrell, *University Strategic Planning*  
Elaine Henrie, *Registrar and Director Financial Aid and Scholarships*  
Lynn Hobson, *Dean of Students*  
Kevin Johnson, *General Counsel*

Jo Kord, *Director Institutional Research*  
Diana Kuhlmann, *Associate Vice President for Fiscal Affairs*  
Gwen Larson, *Assistant Director, Marketing and Media Relations*  
Carmen Leeds, *Associate Director, Intercollegiate Athletics*  
Sheryl Lidzy, *Faculty Senate President*  
Jackie Lutz, *Classified Assembly Co-Chair*  
Mark McAnarney, *Emporia City Manager*  
Sarah McKernan, *Executive Assistant to President*  
Marie Miller, *Dean-College of Liberal Arts and Sciences*  
Mary Mingenback, *Controller*  
Bobbi Mlynar, *Emporia City Commission*  
Kristie Ogilvie, *Dean- School of Business*  
Bobbi Pearson, *Director of Facility Planning*  
Laurie Pitman, *Classified Assembly Co-Chair*  
DenaSue Potestio, *President of ESU Foundation*  
Wade Redeker, *Director Residential Life*  
Kenna Reeves, *University Strategic Planning*  
Marian Riedy, *Associate Dean-School of Business*  
Mark Runge, *Director Facilities*  
John Sheridan, *Dean-University Libraries and Archives*  
Manjula Shinge, *Faculty Senate Vice President*  
Andrew Smith, *Associate Dean- School of Library and Information Management*  
Ken Weaver, *Dean- the Teachers College*  
Gary Wyatt, *Associate Dean-Liberal Arts and Sciences*  
Kent Weiser, *Executive Director of Intercollegiate Athletics*  
James Williams, *Vice President for Student Affairs*

**Note:** The above reflects University Council membership as this report is being completed. Advising and informing the Master Planning Process were many members of the greater University community, including multiple participants in four open forums held during plan development. Additionally, many participated in interviews and focus groups throughout plan development. A detailed listing of those interviewed appears in the appendices of this report.

# Introduction



In 2014, Emporia State University celebrated its 150 year anniversary as an institution of higher education in Kansas. Much has been accomplished over the past 150 years, and the ambitions of the university continue. Emporia State recognizes that the institution – its campus, facilities and programs – must continue to evolve to remain vital.

To commemorate the first 150 years, ESU has prepared this master plan to take the university forward over the next ten years and beyond. The plan is guided by the following vision:

***The campus for Emporia State University will exemplify:***

***an inviting and exciting place for students to learn;***

***a model residential campus;***

***an institution engaged with the community;***

***the most vital economic engine for the community and the region; and***

***a place that is***

***modern and comfortable (a 21st century feel),***

***active and alive (not a suitcase campus),***

***where signature academics programs are featured, and***

***where student success services are convenient to use and easy to find,***

***all within an environment that is rooted in the Flint Hills.***



Through the summer and fall of 2013 and the spring semester of 2014, the university community participated in a process of assessing existing conditions, exploring future possibilities and identifying facility improvements. Campus engagement occurred through on-line surveys and on-campus workshops, interviews and presentations.

On-campus enrollment at ESU has stabilized recently around 4,300 students (headcount). Recent trends have shown an increase in graduate and on-line enrollment. With a focus on recruiting and retention, ESU is working to increase undergraduate enrollment levels, as well. This master plan is intended to accommodate an increased on-campus headcount enrollment to 5,000 students within the next ten years. Space needs for academics, administrative support, student support and housing on campus are planned accordingly.

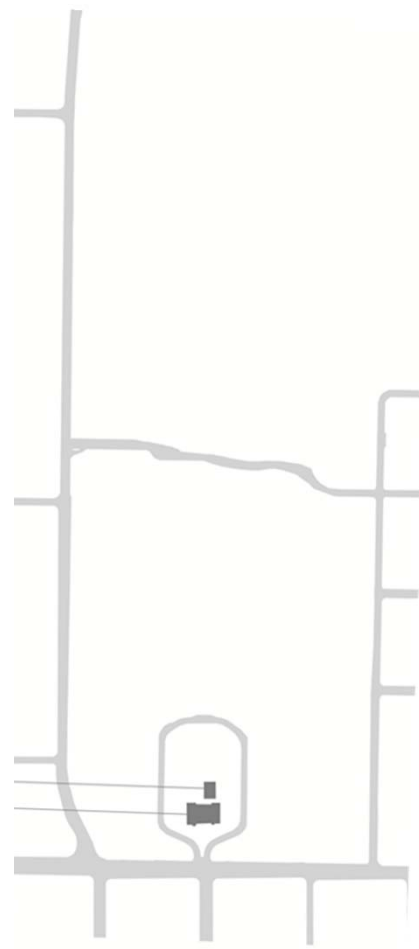
# Central Campus Origins

Beginning as The Kansas State Normal School in 1863, the current campus setting was established with the construction of the original Administration Building was completed in 1867 on high ground at north end of Commercial Street, the main street of Emporia's downtown district. The original Administration Building sat between 12th Avenue and where Plumb Hall is now, a location identifiable now by the formal Phipps Memorial Sunken Gardens.

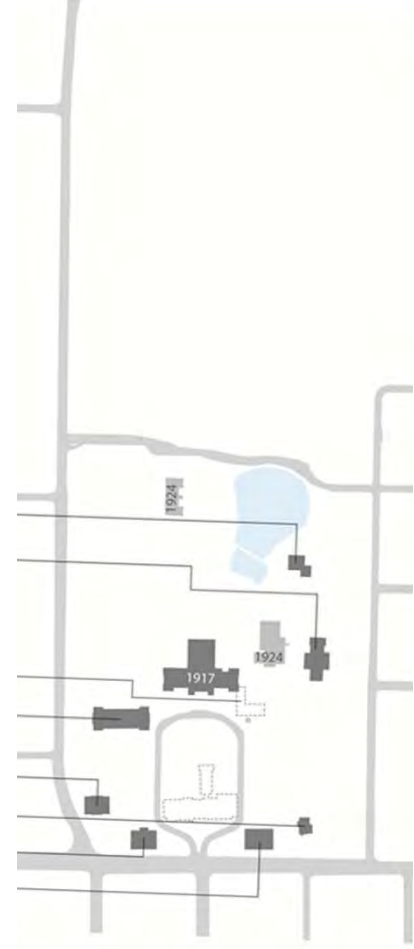
Plumb Hall, the current Administration Building, replaced the original building in 1917, situated on a highpoint at the north end of downtown. The new Administration Building, along with the Physical Training Building, Kellogg Library, Norton Science Hall (all three no longer in existence) established a formal campus setting, with Plumb Hall on axis with Commercial Street, flanked at 12th Street by Kellogg Library and Norton Science Hall. By 1924, Abigail Hall, the original wing of Memorial Union and the current Power Plant surrounded Wooster Lake north of Plumb Hall.

The institution became Emporia Kansas State College in 1974 and Emporia State University in 1977. By this time, most of the buildings occupying the central campus today had been constructed, including athletic fields north of the interstate. Construction since 1977 has included Visser Hall, the expansion of Memorial Union, the Trusler Sports Complex, Student Rec Center, Beach Hall Addition (Shepherd Addition), Facilities Greenhouse, Recreation Fields Restroom/Storage Facility, Hutchinson Pavilion & Welch Stadium Improvements, Chemical Storage/Hazardous Waste Storage Addition to Science Hall, Varsity Football Locker Room Facility Addition to the P.E. Building, and the Restroom/Concession Facility at Wilson Park.





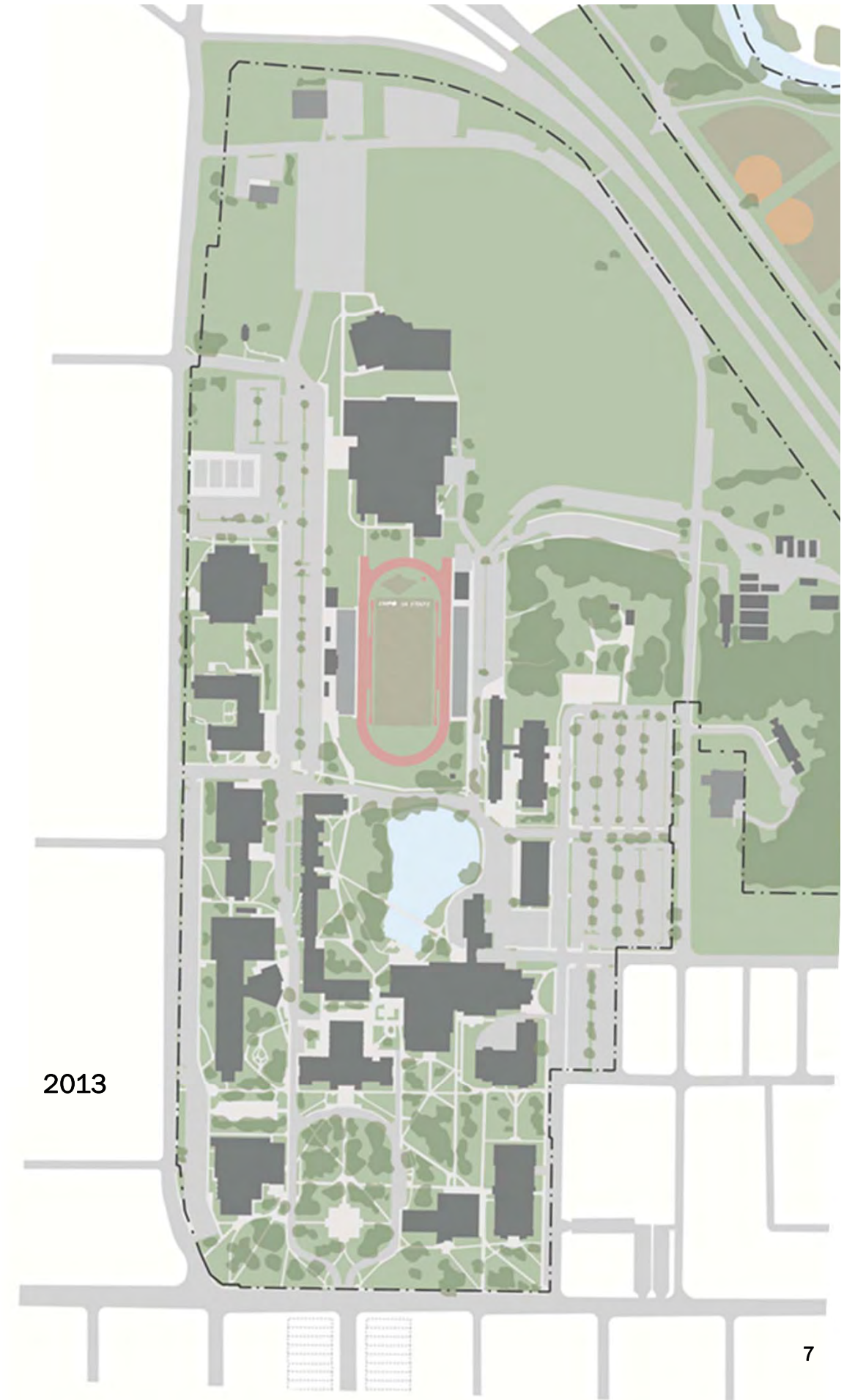
1863



1923



1977



2013

# Campus Properties

This master plan focuses on the central campus, defined by the approximately 220 contiguous acres south of Interstate 35 and east of Market Street to 12th Street.

In addition to the central campus, university properties in Emporia include the Trusler Sports Complex immediately north of the interstate, the Earl Center, Cora Miller Hall and Anderson Library west of campus, and a variety of natural resource properties.

- Trusler Sports Complex – Shared by the university and the City of Emporia, the Trusler Sports Complex is the site of intercollegiate baseball and softball games at Emporia State. The Complex consists of three lighted softball fields and a baseball field linked by an enclosed concession stand/press box that also houses restrooms and storage facilities. In 2006, the Hanna Clubhouse was added to the complex, housing locker rooms for Emporia State softball and baseball, umpires dressing room and a viewing deck for fans. In 2010, an indoor batting facility was constructed near the locker rooms. The softball fields have 300-foot fences for slow pitch contests and temporary fences to accommodate fast pitch NCAA softball. The baseball field features artificial turf covering the infield.
- F.B. and Rena G. Ross Natural History Reservation – a 200-acre classroom-laboratory located approximately 15 miles northwest of the university campus. The site is predominately native and restored tallgrass prairie, shrubland, and woodland, including a stream, spring, ponds, and other habitats. Facilities include a classroom, lab space, a computer lab with DSL internet access, sleeping quarters, and a storm shelter.
- Campus Woods – a 10 acre tract of predominately riparian forest along the Neosho River. It is located at the far north end of the university campus.
- Charles P. Coughlen Natural Area – a 44-acre tract of tallgrass prairie located 9 miles southwest of Emporia along the Kansas Turnpike. It consists of native and restored tallgrass prairie, riparian woodland, a spring, and a stream with a small impoundment.
- Dunlap Bottoms – a 128-acre tract in southeastern Morris County restored from cropland to a wet meadow of native, warm-season grasses under the Wetlands Reserve Program.
- Franklin Gaines Quarry – an 51-acre tract of land approximately 3 miles east of Hamilton, Greenwood County, Kansas, including a commercial rock quarry and numerous fossil sites which have yielded a large, world-famous collection of late Pennsylvanian age (300 million years) fossilized vertebrates, invertebrates, plants, and microfossils.
- Neva Marsh – a 52-acre wetland site located in the Cottonwood River floodplain of Chase County, also created through the Wetlands Reserve Program, is a complex of broad, shallow impoundments supporting aquatic vegetation and wildlife.
- Reading Woods Natural Area – a 36-acre tract of upland and lowland deciduous forest, representing the western most penetration of eastern deciduous forest in Kansas, located near Reading, KS, about 15 miles northeast of Emporia, and contiguous with the 10,100-acre Melvern Wildlife Area (licensed by the U.S. Army Corps of Engineers to the Kansas Department of Wildlife and Parks).
- Sarah Howe Natural Area (Howe Woods) – a 12-acre tract of forest in eastern Lyon County that contains several, large bur oaks (*Quercus macrocarpa*).





Earl Center

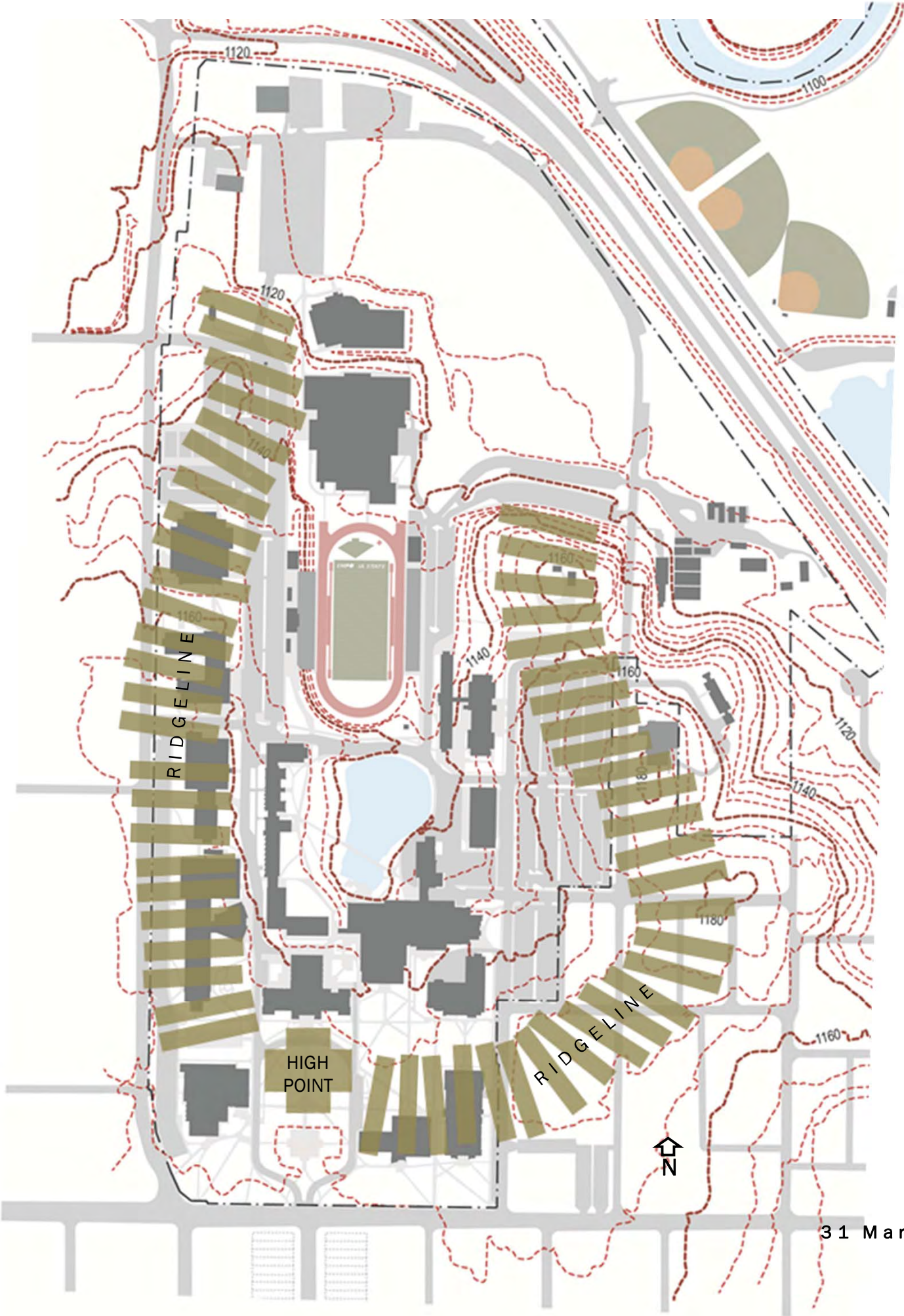
Central Campus

Trusler Sports Complex



# Geographic Setting

The campus is further defined by its geography. The City of Emporia and Emporia State University set within the Flint Hills, the upland prairie of southeast Kansas. The heart of the campus is the valley containing Wooster Lake and Welch Stadium surrounded by low ridges to the east and the west with the highpoint occupied by Plumb Hall to the south. King Hall, Memorial Union, Stormont and the Singular/Trusler complex establish the eastern edge of campus, setting on the escarpment of the eastern ridge cresting a few blocks away along Highland Street. Merchant Street runs along the top of the western ridge. The Science Building, Butcher Education Center, Visser Hall and the One Room Schoolhouse are built along the top of this ridge, reinforcing the western edge of the campus.



# Frontage

## Interstate 35 Frontage

As one of the national interstate highways traversing the country, Interstate 35 runs through the central United States from Mexico to Canada. The Kansas sections of Interstate 35 were completed in the 1960's. Since that time, the interstate has provided a primary public frontage for Emporia State, dividing the central academic campus south of the interstate from the athletic fields to the north.

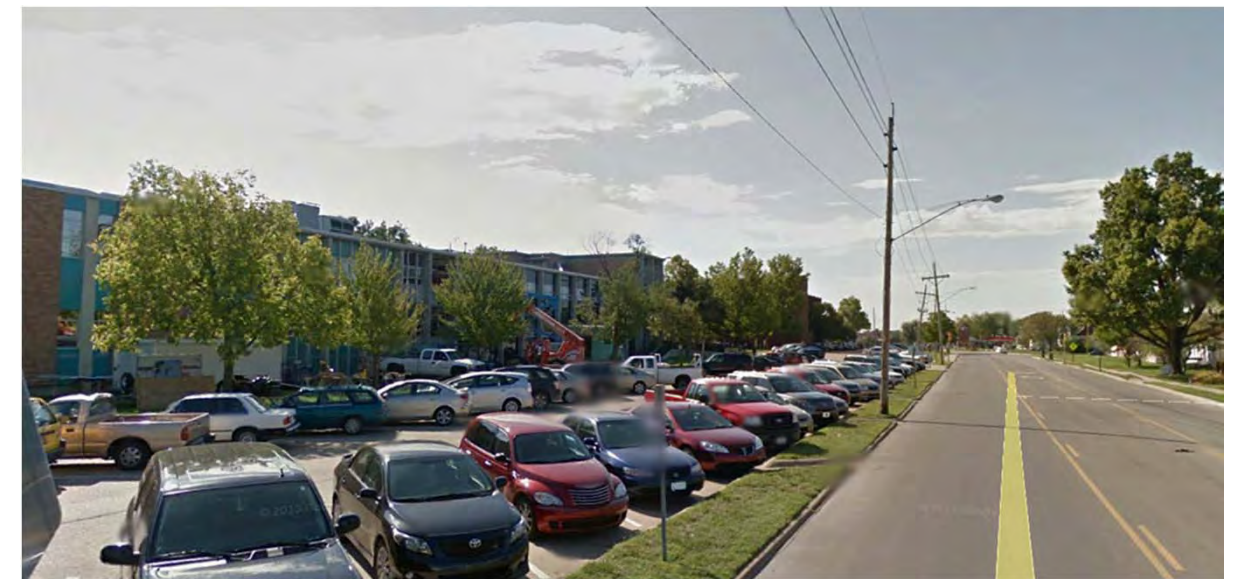
Since the campus was originally constructed in relationship to the downtown area and expanded northward, adequate attention has not been paid to the interstate frontage and this highly public face of the campus. Although the Student Recreation Center and the athletic fields are positive features, the collection of power lines, miscellaneous parking areas, an unsightly power substation, drainage ditches, and the storage areas and outbuildings associated with the Arts Annex create an unkempt image along the interstate.

## Merchant Street and 12th Avenue Frontages

Merchant Street, being Kansas State Highway 99, brings traffic into town from the north and from the interchange at Interstate 35. Merchant is a primary way of coming to the campus. Visitors are directed to campus by coming southward along Merchant Street to 12th Street, then east to Market Street, then north to the parking areas across from Memorial Union. 12th Street is the link between the campus and downtown Emporia.

Though the university property begins immediately south of the interstate, the Wildlife and Parks building on the east side of Merchant and the convenience store on the west don't provide a positive first impression. Continuing south along Merchant, the mixture of residential, institutional and commercial buildings along the west side are of inconsistent quality and condition. The university frontage on the east is also challenged. Views of overhead power lines and parking and services areas are typical. South of 15th Street, the condition worsens with parking areas only a few feet from the street, leaving little room for landscape buffering or setbacks.

To the south end of campus, the frontage along 12th Street is pleasant and park-like. The south frontage along 12th is the north extent of the downtown district, much of which is blighted or underdeveloped. Redevelopment efforts are being explored by the city and local development interests.



# Campus Entrances and Wayfinding

Knowing where to enter campus or where to go once on campus is not intuitive or discernable. The campus needs clear entrances and a signage system to direct visitors to primary destinations on campus. The monument sign on Merchant just north of the one-room schoolhouse denotes the campus, but does not establish an entrance or provide direction. The various roadways and driveways leading into campus don't provide a clear hierarchy or a sense of destination. On the south edge of campus the formal entrance at the north end of Commercial Street presents a main entrance, but a majority of visitors seeking an event or the admissions office would not find it here. Turning onto Market Street from 12<sup>th</sup> Avenue, the campus is recognizable, but visitors are provided little indication of destinations or wayfinding.



# Parking

Over 2,000 off-street parking spaces are distributed around campus, split about equally between the east and west sides. Parking is restricted on campus to permits, with lots dedicated as faculty and staff, students, and faculty, staff and students. Dedicated student parking is found east of the Towers, north of Singular/Trusler, and a portion of the lots between Visser Hall, the HPER Building and Welch Stadium.

Over 200 spaces on the east side of campus and west of White Library are metered parking to accommodate visitors and event attendees.

With a student headcount of around 4,300, plus about 800 faculty and staff, and intermittent visitor and event attendees, parking space on campus is in high demand.



# Pedestrian Campus

The Central Campus is fairly compact, allowing pedestrians to get from one building to another within a 10 minute walk, many walkable within 5 minutes. The longest distance is from the Student Recreation Center and the Health, Physical Education and Recreation (HPER) Center on the north end of campus to Beach and Roosevelt Halls on the southern end of campus. The network of walkways on campus provide good access among all buildings.

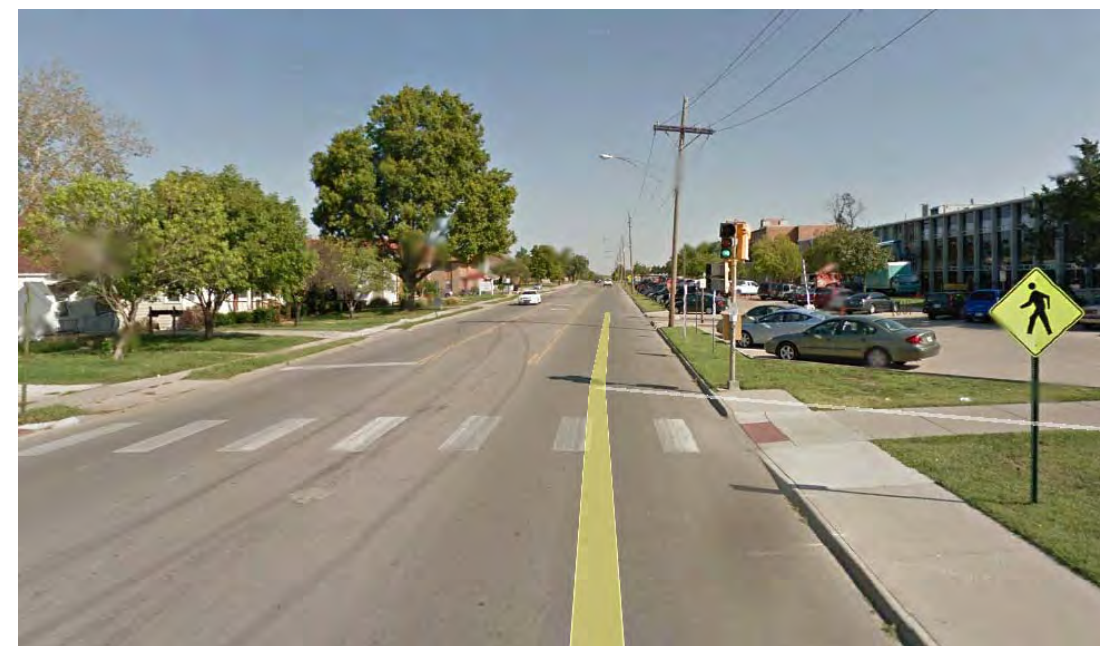
There are three significant challenges to the pedestrian experience on campus.

The first challenge to the pedestrian experience is the vehicle and equipment yard associated with the Stormont Maintenance Building on the east side of Wooster Lake. Hundreds of students walk through this service area between the residence halls of the Singular/Trusler/Towers Complex and the Memorial Union, particularly during meal times, since the central dining facility is in the Union. The service yard substantially diminishes what should be the heart of the campus where the amenity of Wooster Lake provides a distinctive feature for ESU.

The second impediment to pedestrians on campus is the “Great Wall” of the Morse Complex. Stretching from the north end of Plumb Hall to the south end of the Stadium, the Morse Complex is an impenetrable barrier to pedestrians moving from Memorial Union to the academic buildings along the west side of campus. The close proximity of North/Northeast Morse to the street exacerbates the hazard of the 15th Avenue crossing, with pedestrians stepping from behind the building directly into a traffic lane. This ties directly into the third, and most significant need, which is to address pedestrian safety in and around campus.

Students crossing Merchant Street presents the greatest hazard. What appears to students as a city street is actually State Highway 99. Though local officials indicate the highway is not that active as a regional thoroughfare, it is a primary way into town from the interchange at Interstate 35 and from areas north of Emporia. Combine this with what has been reported as up to a third of the student population living west of the campus results in a high volume of pedestrians crossing a busy roadway used by motorists unfamiliar with the area. Students cross Merchant street at multiple locations along its nearly three-quarter mile campus frontage. Crosswalks are in place at a signalized intersection with 12th Street, a the pedestrian crossing north of the Library, which is also controlled by a traffic signal, and at 15th and 18th Avenues, but not at 13th Avenue, 14th Avenue, or the offset westbound 15th Avenue heading into the adjacent neighborhoods. Adding more crosswalks would help, as would introducing more signage and controls to slow traffic and make motorists more aware that they are passing through a pedestrian campus.

Another hazard for pedestrians is the parking areas they walk through or along-side to access Visser Hall, the Student Recreation Center and the HPER Center from other areas of campus, plus the crossings at 15th Avenue, north of North/Northeast Morse and south of Singular/Trusler. Again, improvements are needed that make motorists more aware that pedestrians have the right-of-way in all locations on campus.





# Outdoor Spaces

The most popular outdoor space on campus is the area around Wooster Lake. Students, faculty and staff all recognized this as a distinguishing feature for ESU.

Other successful spaces are the open green space between Memorial Union and Roosevelt, King to Plumb Halls, and the pedestrian mall between the west end of Plumb and Cremer Hall. The green space provides a sense of a traditional campus quadrangle, where academic buildings surround a park-like setting of mature trees and lawn areas. The mall is the result of closing Morse Road to all but service and emergency vehicles. Additional landscaping and site furnishings would help to complete the conversion to a pedestrian environment.

Union Square represents a lost opportunity on campus. At one of the most actively travelled pedestrian spaces on campus, the entrance to Memorial Union from Plumb Hall and the west campus academic buildings, Union Square is a prime location for a vibrant campus gathering space. However, the site walls, grade changes and railings make Union Square difficult to access, and the surrounding buildings don't open onto the Square to support a front door location.







# Infrastructure

Central campus is adequately served by a network of water, sewer, gas and electric utilities. A central tunnel system connects many of the buildings. Deferred and on-going maintenance of these systems need to be addressed.

Recent upgrades in wireless technology have provided some level of coverage for all campus buildings. Still, drops in service and inconsistent coverage have been reported in areas. As the use of portable and smart computing devices continues to increase, continuing to build and maintain a robust technology infrastructure and matching this with a similarly robust and accessible power supply will be a challenge for the university.



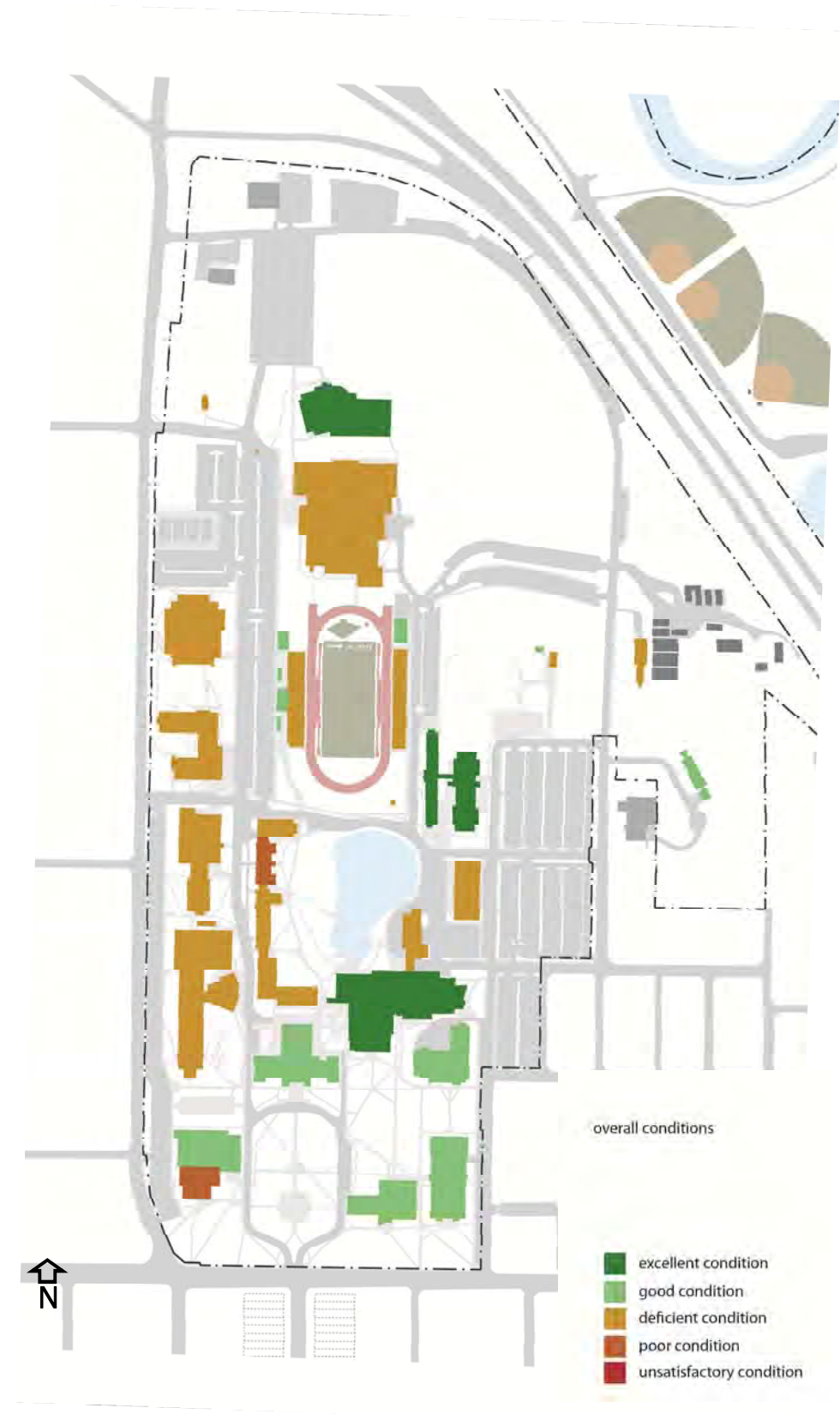
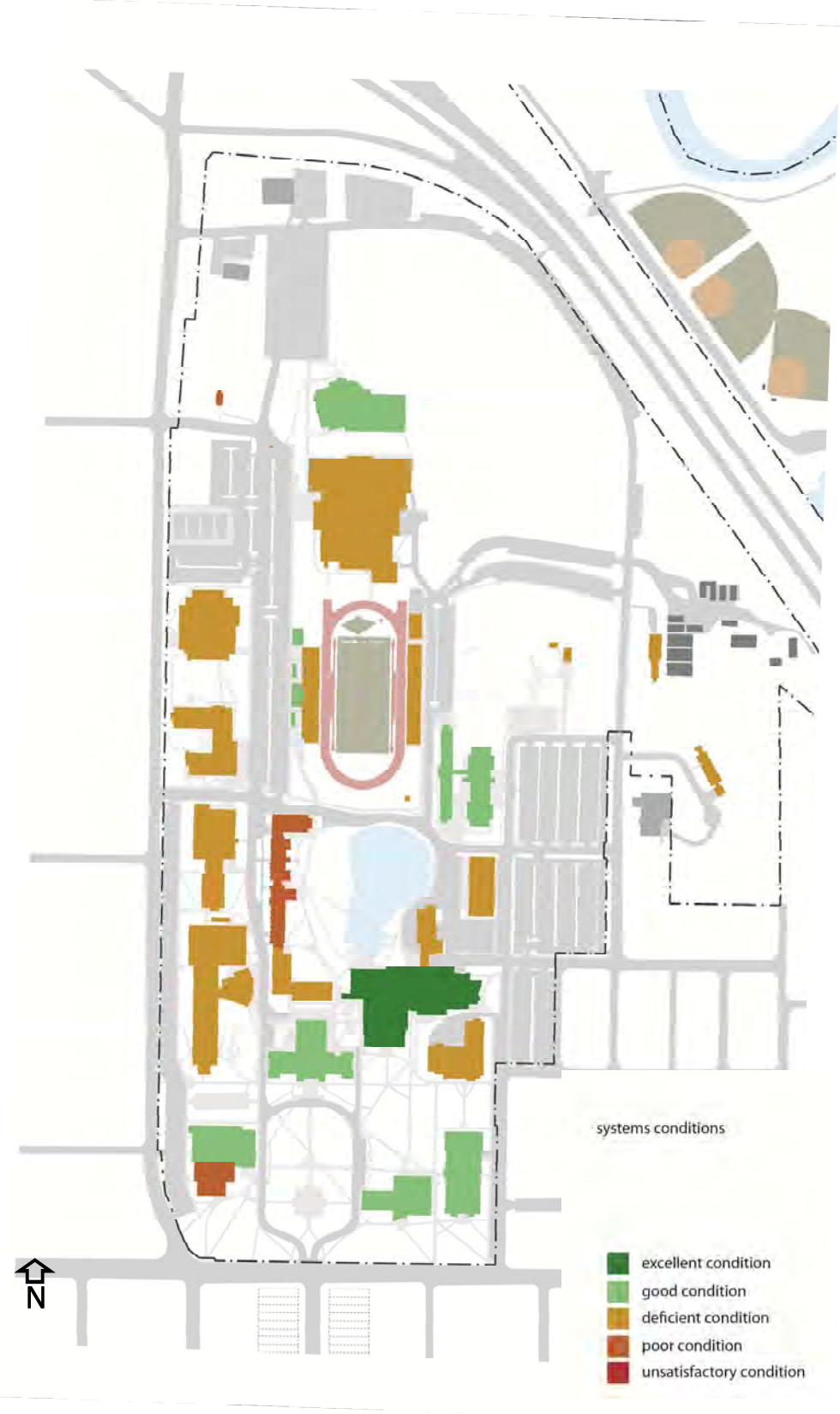
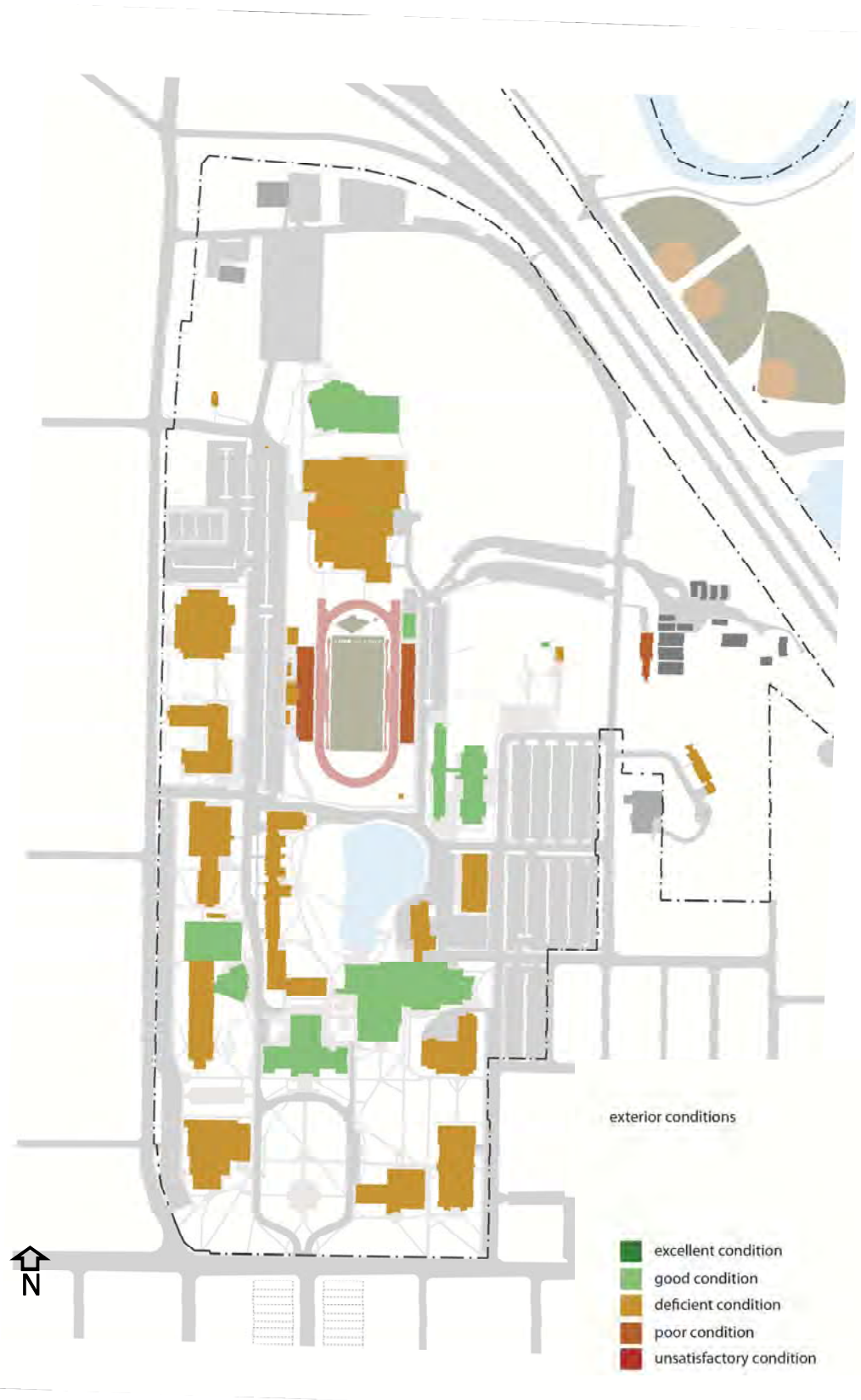


# Building Condition

According to 2012 Kansas Board of Regents data, Emporia State has 72 buildings totaling 1,706,506 gross square feet. Replacement value is listed at \$409 million.

Academic and other non-residential buildings represent 1,159,149 or 68% of the total gross square feet on campus. These buildings average over 55 years in age. Of the non-residential buildings, 18% are listed in “good” to “excellent” condition, 79% in “fair” condition (i.e. worth 60 to 79% of replacement value), and only 3% listed as “poor” to “unsatisfactory” condition. Interviews and campus surveys have pointed out that the listed physical conditions contradict the programmatic usefulness and outdated appearances of most of the academic buildings. King Hall, the Science Building and Cremer Hall were particularly identified as buildings that present a worn appearance and do not provide satisfactory environments for learning.

Residential buildings on campus include the Morse Complex and the Singular/Trusler/Towers Complex. Trusler Hall was renovated over the Fall of 2013, and Singular during the Spring of 2014. With an average building age of over 60 years, the Morse Complex is at or beyond a point where replacement of building mechanical and plumbing systems, renovations to building envelopes and living areas and updates to meet current life safety features are needed.



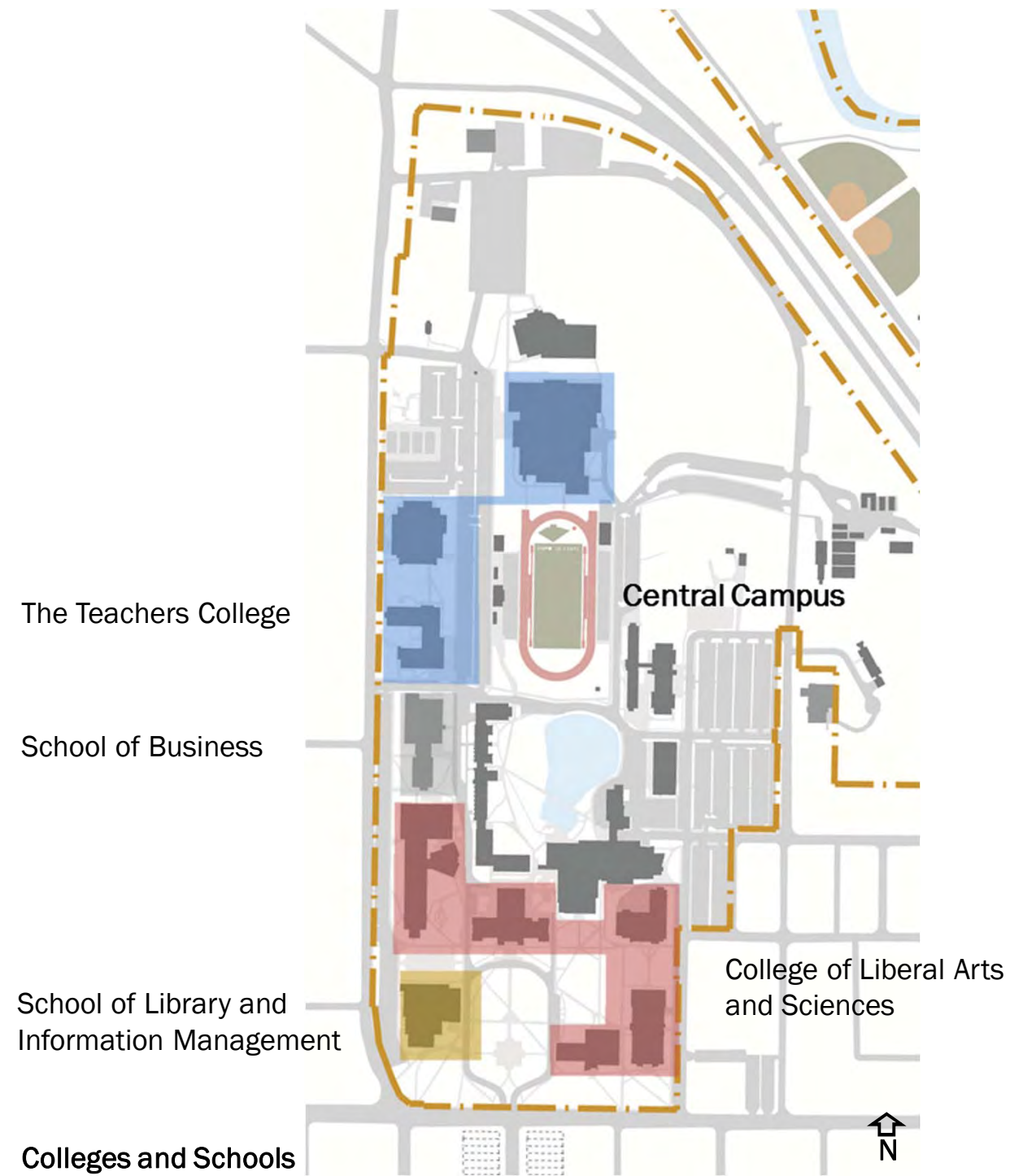
# Space Utilization and Space Needs

## Academic Space

Academic facilities at ESU currently provide 68 classrooms and 39 teaching laboratories. As part of the master planning process, teaching space utilization was measured based on the Spring 2013 course file. Findings are summarized below. A full report on academic space use is provided as an appendix to this master plan.

Ten buildings on the central campus house classrooms. Five of these buildings – the Science Building, Plumb Hall, Roosevelt Hall, Visser Hall and Cremer Hall – host the majority, providing 51 of the 68 total classrooms.

Teaching laboratory use reflects an average utilization of 13 weekly room hours at an average of 49% student station occupancy. Teaching laboratories are provided in seven buildings on campus with the Science Building housing the majority: 19 of the total 39 teaching labs.



Health, Physical Education & Recreation  
Art Annex

Visser Hall

Butcher Education Center

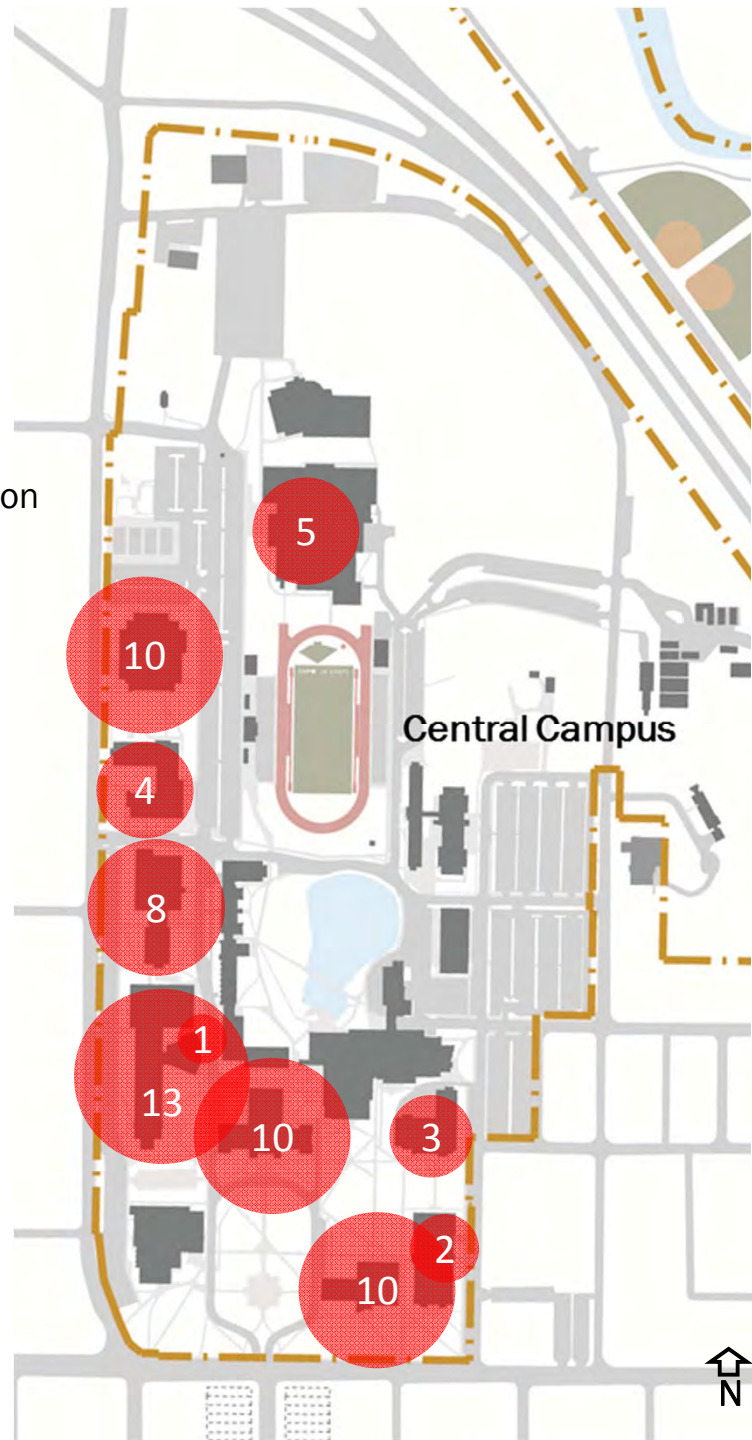
Cremer Hall

Brighton Hall  
Science Hall

Plumb Hall  
King Hall

White Library  
Beach Music Hall  
Roosevelt Hall

Classroom Locations



Health, Physical Education & Recreation  
Art Annex

Visser Hall

Butcher Education Center

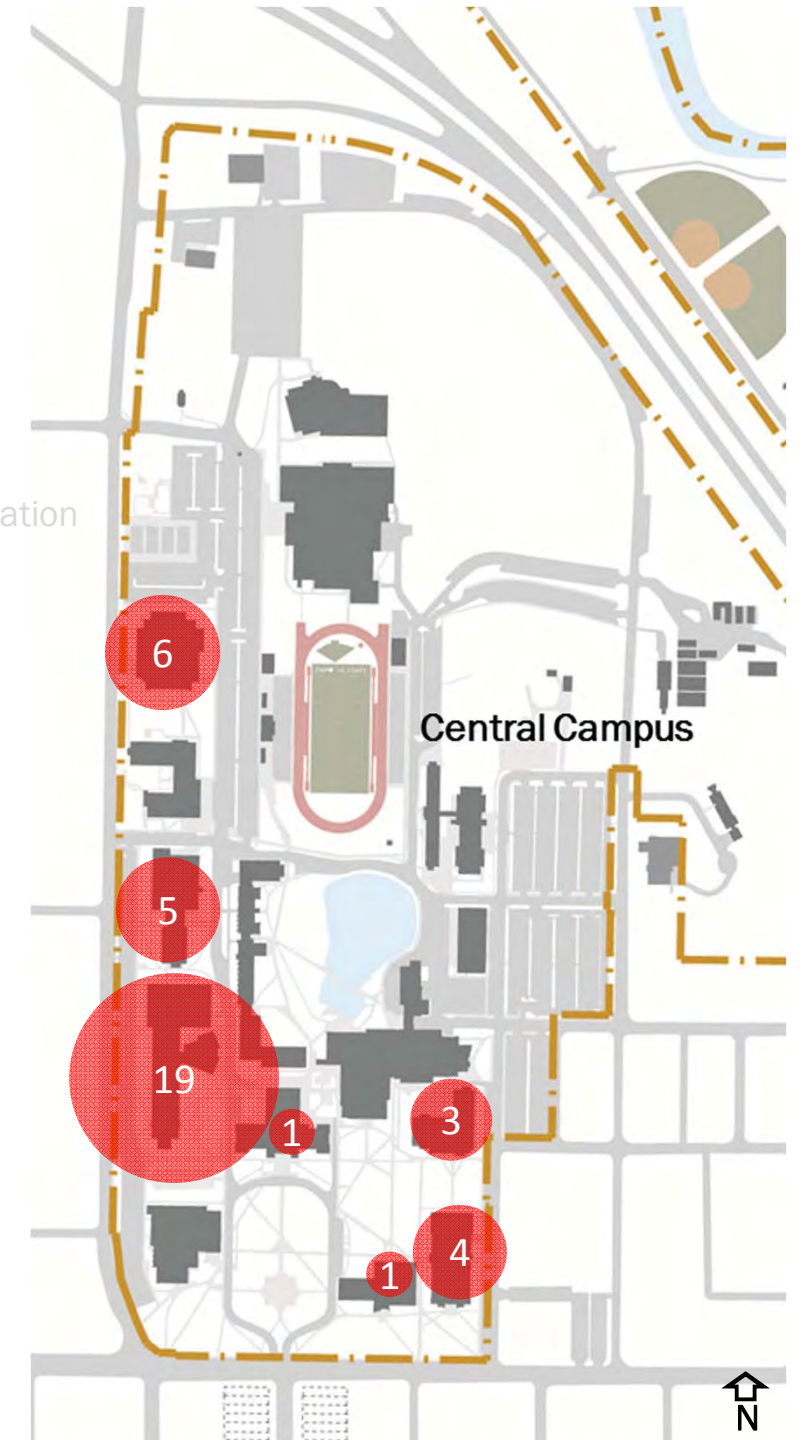
Cremer Hall

Brighton Hall  
Science Hall

Plumb Hall  
King Hall

White Library  
Beach Music Hall  
Roosevelt Hall

Teaching Lab Locations



1 # of Classrooms / Teaching Labs

### Classrooms Usage – Spring 2013

Time of Day	Monday		Tuesday		Wednesday		Thursday		Friday		Average	
	Rooms in Use	% In Use	Rooms in Use	% In Use	Rooms in Use	% In Use	Rooms in Use	% In Use	Rooms in Use	% In Use	Rooms in Use	% In Use
7:00 AM	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
8:00 AM	16	24%	13	19%	16	24%	13	19%	13	19%	14	21%
9:00 AM	40	59%	51	75%	39	57%	51	75%	32	47%	43	63%
10:00 AM	47	69%	48	71%	48	71%	47	69%	43	63%	47	69%
11:00 AM	46	68%	45	66%	47	69%	46	68%	40	59%	45	66%
12:00 PM	33	49%	47	69%	31	46%	49	72%	26	38%	37	55%
1:00 PM	47	69%	34	50%	44	65%	34	50%	33	49%	38	56%
2:00 PM	29	43%	32	47%	27	40%	33	49%	15	22%	27	40%
3:00 PM	13	19%	28	41%	11	16%	27	40%	1	1%	16	24%
4:00 PM	10	15%	11	16%	8	12%	8	12%	0	0%	7	11%
5:00 PM	6	9%	6	9%	7	10%	4	6%	0	0%	5	7%
6:00 PM	6	9%	9	13%	10	15%	10	15%	0	0%	7	10%
7:00 PM	6	9%	9	13%	10	15%	6	9%	0	0%	6	9%
8:00 PM	5	7%	8	12%	8	12%	5	7%	0	0%	5	8%
9:00 PM	1	1%	2	3%	4	6%	1	1%	0	0%	2	2%
10:00 PM	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%

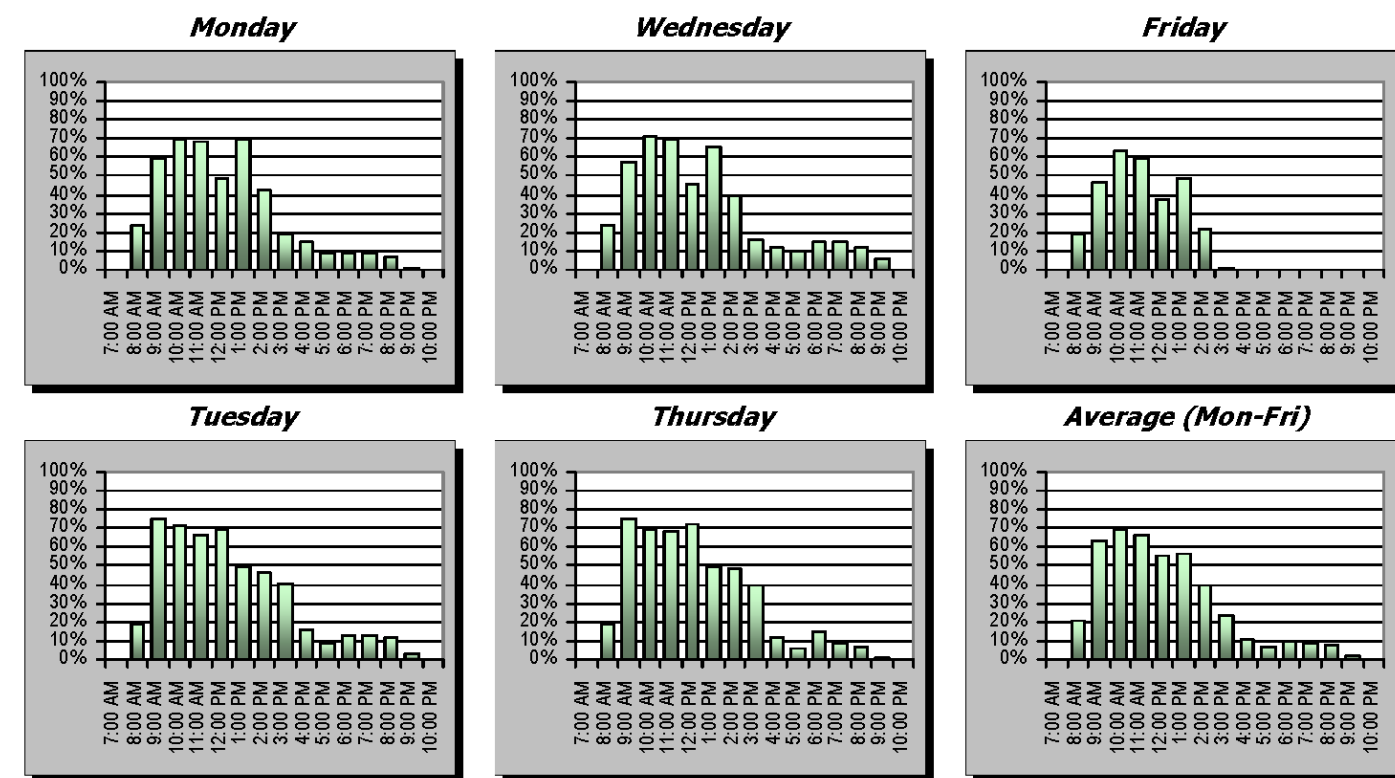
Many factors impact space utilization, including room condition and whether or not classrooms are centrally scheduled (ESU's classrooms are departmentally scheduled). The utilization study, conducted during the Spring 2013 term, found that classrooms at ESU are utilized an average of 20 hours each week. When occupied, 55% of classroom seats are filled on average. At no time during the week were more than 75% of the classrooms utilized. The peak of classroom use is between 9:00AM and noon. The average section size is 24 students, while the average room capacity is 44 students. The average assignable square feet (ASF) per student station is 19 ASF. An institution such as ESU should average 22 ASF.

Classroom utilization is low when compared to other institutions similar to ESU, which reflect utilization metrics of around 30 hours per week (a fifty percent greater use rate than ESU) with 60% to 67% student station occupancy (up to twenty percent greater than ESU) for classrooms. On the contrary, density of seats in classrooms is too high on average for classrooms seating greater than 30 students. This density should be reduced by increasing the square feet per student station towards the recommended average of 22 ASF. Right-sizing classroom capacity has the potential to increase student station occupancy and weekly room hour usage.

Even with right-sizing of classrooms, the findings indicate Emporia State has adequate classroom space to meet enrollment projections for the next ten years.

Utilization is more challenging for teaching laboratories. Most guideline targets have expectations of 20 hours per week (compared to 13 hours per week at ESU) and 80% student station occupancy. However, the typical range that is found is between 60% to 75% (compared with 49% at ESU). Some disciplines require specialized teaching laboratories, even if only a few courses are offered, which results in lower utilization of those spaces. Various types of laboratories support the curriculum and do not count into utilization, such as faculty research, senior capstone projects and student research, and providing flexible or open laboratories.

Consolidation of courses within a lab may be an option for ESU to explore. Another would be to build or renovated lab spaces to create multi-discipline laboratories, which might allow some existing labs to be converted for other uses.



Percentage of Classrooms in Use



### Classroom Utilization by Building, Spring 2013

Building Name and Id	No. of Rooms	Average Room Size	Average ASF per Station	Average Section Size	Weekly Seat Hours	Average Weekly Room Hours	Hours in Use Student Station Occupancy %
Beach Music Hall <i>BH</i>	2	927	20	19	6.3	12	41%
Brighton Lecture Hall <i>BL</i>	1	1,747	19	54	11.0	20	55%
Butcher Education Center <i>BC</i>	4	1,018	18	40	11.6	17	60%
Cremer Hall <i>CH</i>	8	808	17	28	8.8	15	56%
King Hall <i>KI</i>	3	611	22	21	10.9	15	74%
Physical Education <i>PE</i>	5	1,081	24	22	13.4	27	48%
Plumb Hall <i>PH</i>	10	642	16	19	14.9	28	49%
Roosevelt Hall <i>RH</i>	10	552	19	23	16.5	21	78%
Science Hall <i>SH</i>	13	891	18	26	8.8	19	47%
The Earl Center <i>EC</i>	2	842	29	14	10.7	23	46%
Visser Hall <i>VH</i>	10	984	21	23	8.5	19	52%
<i>Total No. of Rooms = 68</i>	<b>AVERAGE</b>	830	19	24	10.9	20	55%

### Classroom Utilization by Capacity, Spring 2013

Classroom Capacity Grouping	No. of Rooms	No. of Seats	Average Room Size	Average ASF per Station	Average Section Size	Weekly Seat Hours	Average Weekly Room Hours	Hours in Use Student Station Occupancy %
20 and Under	4	77	442	23	15	9.2	12	76%
21 - 25	6	140	517	22	12	7.1	14	50%
26 - 30	8	222	610	22	17	12.0	20	63%
31 - 35	8	265	635	19	22	13.7	23	61%
36 - 40	7	264	678	18	20	8.3	16	52%
41 - 45	7	299	787	18	25	15.1	26	59%
46 - 50	12	579	967	20	24	12.2	24	50%
51 - 60	5	295	1,072	18	26	9.9	22	45%
61 - 75	6	421	1,093	16	37	10.9	20	53%
76 - 100	3	257	1,406	16	49	14.6	27	55%
101 - 150	1	124	1,635	13	30	0.7	3	24%
151 - 250	1	189	1,946	10	86	5.4	13	42%
<i>Total No. of Rooms = 68</i>	<b>AVERAGE</b>	830	19	24	10.9	20	55%	

### Teaching Laboratory Utilization by Building, Spring 2013

Building Name and Id	No. of Rooms	Average Room Size	Average ASF per Station	Average Section Size	Weekly Seat Hours	Average Weekly Room Hours	Hours in Use Student Station Occupancy %
Beach Music Hall <i>BH</i>	4	1,463	95	10	2.8	14	18%
Cremer Hall <i>CH</i>	5	933	21	23	8.5	16	55%
King Hall <i>KI</i>	3	729	33	16	9.1	16	60%
Plumb Hall <i>PH</i>	1	774	32	6	4.8	20	24%
Roosevelt Hall <i>RH</i>	1	2,227	72	7	5.7	22	26%
Science Hall <i>SH</i>	19	942	35	18	6.6	11	60%
Visser Hall <i>VH</i>	6	1,094	27	16	5.1	13	41%
<i>Total No. of Rooms = 39</i>	<b>AVERAGE</b>	1,030	39	17	5.9	13	49%

### Teaching Laboratory Utilization by Department, Spring 2013

Department	No. of Rooms	No. of Seats	Average Room Size	Average ASF per Station	Average Section Size	Weekly Seat Hours	Average Weekly Room Hours	Hours in Use Student Station Occupancy %
Accounting & Information Systems Dept.	1	33	964	29	26	17.2	24	73%
Art Dept.	1	25	976	39	13	4.4	9	49%
Biology Dept.	10	268	1,098	42	17	6.3	10	63%
Business Administration & Education Dept.	4	205	925	19	23	7.1	14	47%
Code Not Given	9	295	1,116	36	12	5.0	14	41%
Communications & Theater Dept.	1	43	728	17	29	10.5	16	66%
English, Mod. Languages & Journalism Dept.	1	24	774	32	6	4.8	20	24%
Music Dept.	4	341	1,463	95	10	2.8	14	18%
Physical Sciences Dept.	7	217	735	26	21	7.8	12	61%
Psychology Dept.	1	45	999	22	17	6.1	13	47%
<i>Total No. of Rooms = 39</i>	<b>AVERAGE</b>	1,030	39	17	5.9	13	49%	

### **Academic and Administrative Support Space**

With nearly 144,000 ASF of space on campus assigned to offices and approximately 800 budgeted positions, including approximately 300 instructors, the average assignable square feet to position is 180 ASF. Using a lower but still reasonable allowance of 140 ASF per position, the existing 144,000 ASF could accommodate more than 25% growth in positions. Compared to the 16% projected enrollment increase (4,300 to 5,000 headcount) targeted for this master plan, it would appear that more than adequate space is available on campus for academic and administrative offices.

### **Athletic and Recreational Support Space**

ESU does not have a swim team. The existing pool in the HPER building is used by students and faculty for recreation. The pool is in need of reinvestment. It is nearing the end of its useful life. The liner is deteriorating and equipment is beginning to fail. The current pool does not meet accessibility requirements. In addition to the condition of the basin and the aging pool equipment, locker facilities have deteriorated and in need of replacement.

Rather than rebuilding the pool in place, Recreation Services recommends a new natatorium facility be built as an addition to the Student Recreation Center. As a new space, the natatorium could be featured as a campus amenity, supporting recruiting and retention efforts and providing a new signature space on the north end of campus, visible from the interstate. As a part of the SRC, the new natatorium would support fitness programs and serve traditional and non-traditional students. The natatorium addition would include locker rooms to support the natatorium and the SRC. The additional is also envisioned to include office space for personal trainers and expansion for additional fitness space.

The current Health, Physical Education and Recreation (HPER) building is well utilized for ESU athletic programs as well as the HPER academic programs. Repurposing the existing natatorium could allow for building developments to benefit both Academic and Athletics, including a dedicated computer lab and learning commons. Other space needs could be accommodated with these changes including team room/film room and new locker facilities for men's track and tennis.

Field space is adequate but heavily utilized by athletics and intramural programs. Practice areas and field facilities are in the flood plain. Flood events disrupt programs and require significant maintenance to bring the fields back into a usable condition.

The top of the wish list for athletic facilities is an indoor track and training facility addition to the HPER. The facility would be similar to ones found at Fort Hays State or Pittsburg State, providing an amenity that could also be shared with the City as a regional event center.



**Plumb Hall, Administration**



Welch Stadium, Health / Physical Education / Recreation Building, Student Recreation Center

## Housing Capacity and Projected Need

Emporia State's housing system currently provides a capacity of 939 beds. This includes 651 beds in the Singular/Trusler/Towers Complex and 288 beds in the Morse Complex. This capacity has been higher in the past, but the majority of the Morse Complex buildings are no longer suitable for occupancy due to age and deterioration. The complex does not meet current life safety and accessibility requirements. The off-campus university-owned apartments were taken off-line in 2013.

Currently just over 1,000 students, or about 23% of the on-campus headcount enrollment (i.e. not including on-line students or students attending other ESU campuses) are living in campus housing. Since 2001, this percentage has averaged 19.5%, ranging from the current 23% down to as low as 18% in 2008 and 2009. Between 2001 and 2007, the average was 20%.

Assuming that 20% of the targeted 5,000 student on-campus headcount will live on campus, ESU would need 1,000 beds of housing.

Another measure of future housing demand can be based on historic capture rates of freshman. In the 2013/2014 academic year, 88% of the 710 total enrolled new, traditional-aged freshman lived in campus housing. This 88% capture rate has been consistent for many years. Residential Life anticipates maintaining this capture rate going forward. Of the current students living on campus, about 300 are upper division students, including RA's. This equates to just over 40% of the number of freshman living on campus. Since 2001, this percentage has averaged 47% and ranged from 33% to 69%. Between 2001 and 2007, the average was 52%. Using the targeted 1,000 freshman, the 88% freshman capture rate, and a conservative 40% proportion of upper-division to freshman residents, ESU could project a need for about 1,300 beds of housing (880 freshman residents plus another 40% of 880 for upper division residents).

Another measure can be taken from the 2011 Brailsford & Dunlavy Housing Master Plan for ESU. At that time, the demand study conducted by Brailsford & Dunlavy determined a potential 30.5% capture rate for campus housing. For the targeted 5,000 student on-campus headcount enrollment, this suggests a demand for 1,525 beds of campus housing.

The recently renovated Singular/Trusler/Towers Complex provides appropriate housing for freshman, with predominately double occupancy rooms sharing community bathrooms, shared living, study and program areas. The capacity of the Complex, at 625 student beds plus 26 staff beds, generally accommodates the current freshman housing program, but will not be sufficient as the first-time freshman enrollment increases with targeted enrollment increases.

The future of the Morse Complex has been in question for many years. Previous assessment studies have determined that the cost of renovating the Morse buildings would be substantial. The result would be an oversupply of traditional, communal-style housing on campus. Renovating Morse and remodeling it into suite-style and apartment-style housing suitable for upper division students would likely approach the cost of constructing totally new replacement housing.



Singular / Trusler / Towers Complex



Rusty unit ventilator at typical bathroom.



Deteriorated plaster and metal stud wall.



Damaged concrete shading eyebrow.



Deteriorated steel lintel above windows.

Above: excerpts from 2010 Study for Morse Hall by Emig and Associates / Brack and Associates



Morse Complex



# Campus Master Plan

The Campus Master Plan describes the physical changes to buildings and the campus needed to support the vision for Emporia State over the next 10 years and beyond. In some instances, the changes are specific, such as the creation of a new north entrance into the campus. Other aspects of the plan provide guiding principles, intended to set the tone for projects to be undertaken.



# Inviting and exciting places for learning . . .

The academic buildings on campus are fundamental to the learning experience. At Emporia State, these buildings need to be updated to provide:

- classrooms with fresh and pleasing finishes, and comfortable and flexible furnishings that can easily be moved around for different learning experiences;
- teaching laboratories with updated equipment and new ventilation systems,
- common areas with spaces and furnishings that encourage and accommodate the important learning that happens before and after class, and
- good access to electrical outlets and wireless data everywhere.

The degree of renovation varies from building to building. King Hall and the Science Building are most critical, due to their conditions and the life safety issues associated with the programs they support. These buildings need major renovations. All buildings need to be refreshed with new finishes, furnishings and equipment. Right-sizing space, updating classrooms and teaching labs, creating learning commons and providing suitable and accessible faculty offices should be part of every academic building renovation.

New furnishings would have the greatest impact and allow classrooms to be right sized (i.e. more square feet per student station). Technology would follow, confirming that each space is outfitted with appropriate equipment, ranging from white boards to document cameras. User comfort would be next, addressing room acoustics for audibility and noise control and lighting for visibility and glare control. Finishes, though potentially the least important to the functional aspects of learning environments, can refresh and update a space and, with perhaps the least amount of investment, show that these important spaces are valued as spaces for learning.

Most of the buildings on campus need academic commons, spaces outside of the classrooms and teaching labs designed and furnished to accommodate individual and small group study, group discussions and meetings before and after class. Academic commons are best situated along major activity areas where gathering and meeting is more likely to occur. Co-locating academic commons with faculty offices can make faculty seem more accessible and encourage student/faculty interaction.

As buildings are renovated, consideration should be given to right-sizing classrooms, where possible. For example, combining rarely used smaller classrooms into higher demand mid-size classrooms. Maximizing space use should also be a goal with renovations. Offices should be sized based on university standards rather than what might have been built originally. Repurposing underutilized or obsolete spaces, such as surplus computer labs on campus, for increased usefulness should also be considered as these academic buildings are renovated. Additionally, renovation plans should draw from consistent material palettes for interior and exterior finishes to reinforce a consistent image and integrity among the campus buildings.

White Library has undergone some levels of renovation recently to create a 24/7 Learning Commons on the ground floor. Continued conversion of the library towards the learning commons model with specialized study rooms and resources is anticipated. Whether collections can be consolidated or reduced or if an expansion of the library will be needed to accommodate these changes will need to be studied.







Examples of Campus Learning Environments

# A model residential campus . . .

Campus housing is a means of supporting student academic success. Students who choose to live on-campus not only enjoy the convenience of being close to campus, but also the enrichment of living in a community focused on learning.

The best university housing programs offer different styles of housing to appeal to the broadest range of students. Traditional residence halls support community formation and engagement in campus life and are ideal for first-time freshman. Apartment style offer more privacy and independence, desired by upper division students who want the choice of focusing on their studies or taking a break for a while. Suite-style buildings are a middle ground, well-suited for students who no longer value the active life of the freshman halls but still wanting the convenience of on-campus living and access to dining programs.

Emporia State has the opportunity to establish a model housing district that clusters student housing along the eastern edge of the central campus with easy access to campus, including the amenities of Memorial Union and the Student Recreation Center. The Singular/Trusler/Towers complex is well suited to serve as the freshman housing center for ESU. New residence halls south and north of the Singular-Trusler Halls can provide suite style housing for sophomore and upper division students. Each of these halls could accommodate communities of 200 to 250 students in three to four story buildings. Combined with the 650 beds in the complex, this new residential district could serve up to an 1,150 on-campus housing community.

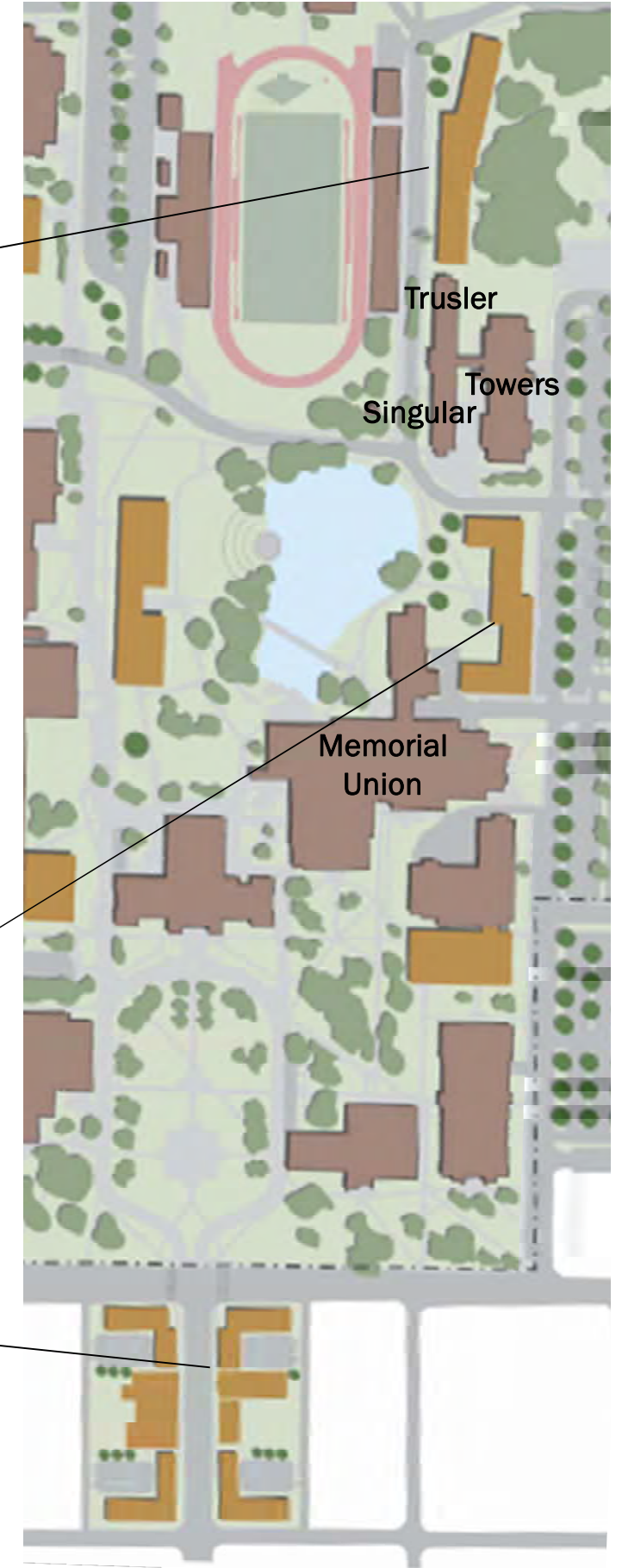
The south hall has been identified as an ideal location for a mixed use center, where the ground floor and perhaps a walk-out lower level could house student success programs such as academic advising and counseling, along with offices for residential life, and possibly some limited food service options, such as a convenience store and fast food or grab-and-go options.

The first hall would replace the outdated housing still provided by the Morse Complex, resulting in few new net beds, but contemporary housing with the amenities students find at peer institutions.

Expansion of the dining program will need to be evaluated after the first hall is built. Some additional capacity could be possible, perhaps with renovations, in Memorial Union. Whether that dining center can support both new halls should be verified. If not, the north hall may need to include some level of food service facilities.

In addition to the proposed on-campus housing district, a downtown mixed use community of university-affiliated student apartments is recommended. A mixed use development on the north end of Commercial Street adjacent to the campus would be well-suited for older students. In addition, the development aligns with the university's commitment to work in partnership with the community, supporting efforts to revitalize the downtown district by contributing the life and commerce that 150 or more upper division students would provide.



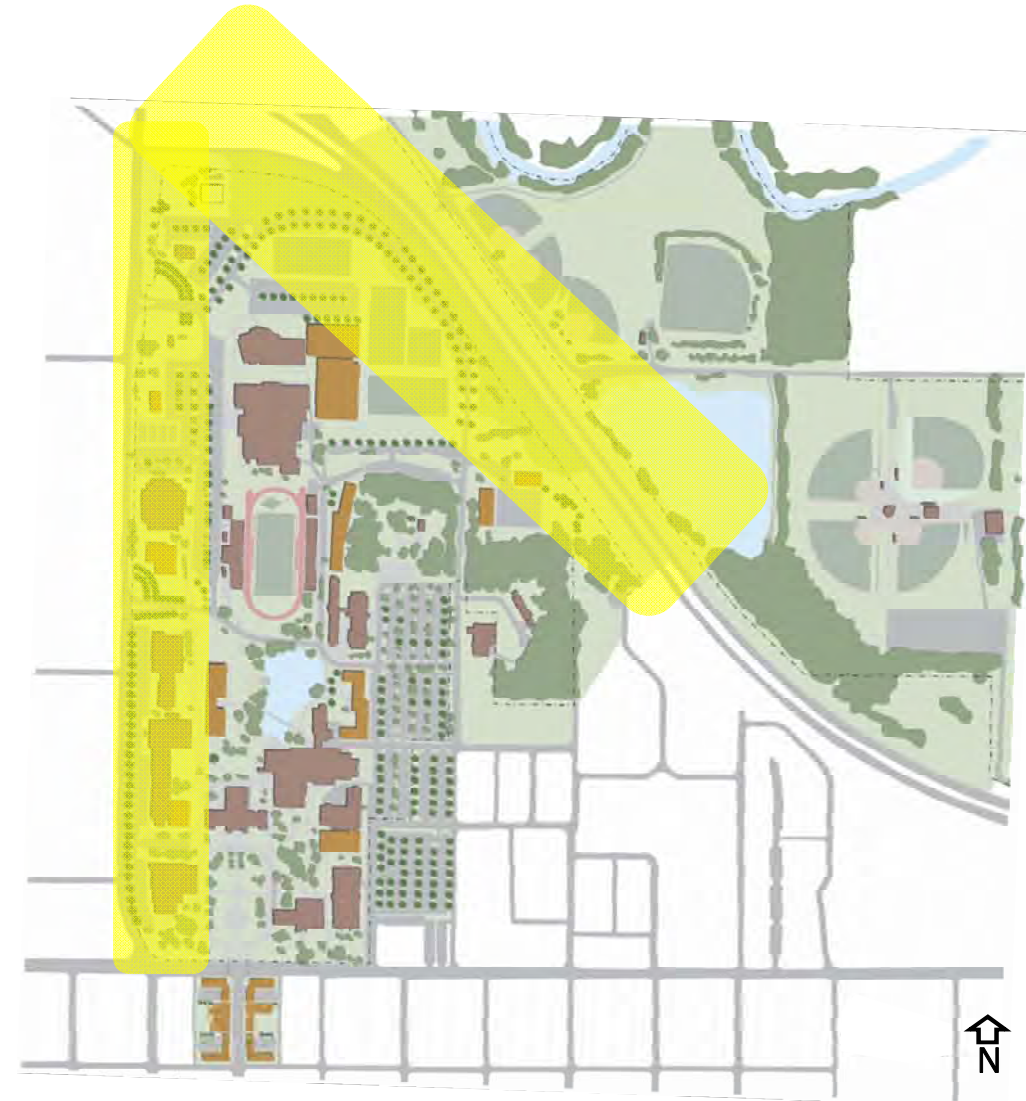


# A welcoming campus that engages the community . . .

First impressions have a lasting impact on the perceived integrity and vitality of a campus. How the campus manages its edges and presents itself speaks directly to the institution's respect for the environment and the surrounding community. On all of its public frontages, the campus should present a consistently strong image. Similarly, being a good host includes taking care to make it easy for guests and regular users to know where to enter and where to go on campus. Entryways should be bold, front doors into the campus, identifying arrival at ESU and providing directional signage to guide visitors forward.

Along Interstate 35, the compound containing the Arts Annex needs to be upgraded with new buildings and landscaping that will screen views into storage and service yards. The master plan relocates Facilities and Maintenance operations from Stormont to this site with new, appropriately designed service buildings. Landscaping should be enhanced and well-maintained along the interstate frontage. Unsightly areas, such as the power substation and the miscellaneous parking areas along Highland Street, should be screened or removed where possible. New construction, such as the proposed additions to the Student Recreation Center and the HPER Building should present a strong image to the north. In the interim, the existing facades facing I-35 should present the university at a scale appropriate to the highway context.

Consistent landscaping and landscape maintenance should continue along Merchant Street up to 12th Avenue. Parking areas along Cremer Hall and the Science Building should be set back further from the street to increase the opportunity for landscaping the streetscape and buffering views into parking and service areas. ESU should work with the local utilities to bury overhead overhead lines.

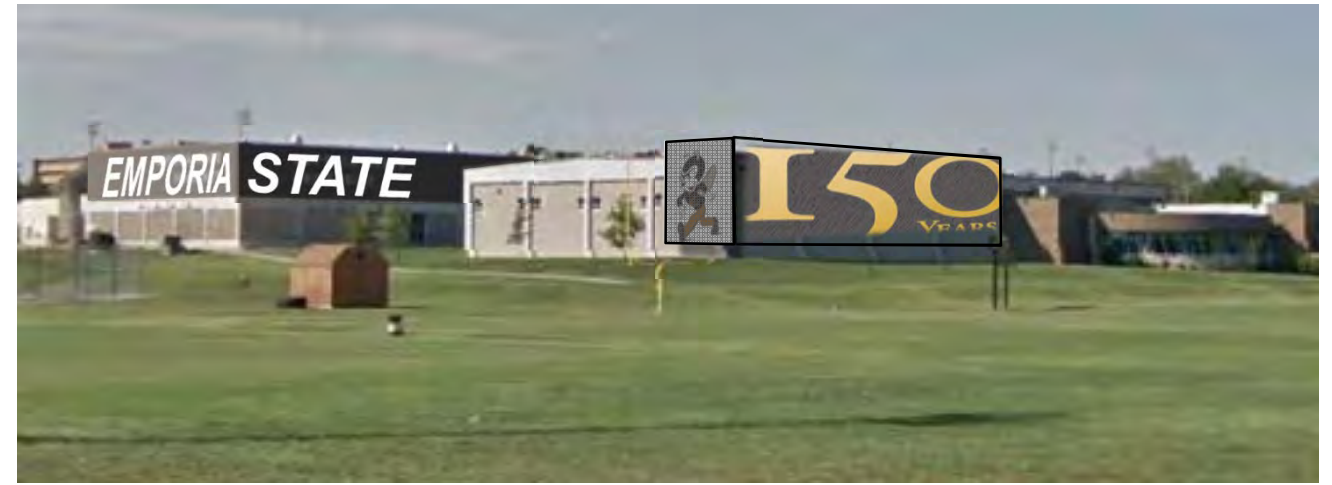




Merchant Streetscape Enhancement Concept



Existing



Interim Façade and Signage Enhancement Concept



Example of a new Facilities and Management Building replace the Art Annex



Example of naturalized landscape for Interstate frontage

Two new entrances into the campus from Merchant Street are proposed. The new north entrance relocates the Highland Street intersection south, between the Fish and Wildlife building and the one-room schoolhouse. This will allow motorists to get beyond the confusion of the off ramps and to a broader, more welcoming swath of landscaped campus frontage. From the entry, Highland is realigned to swing back northward to the current alignment around the athletic fields leading to the east side of campus and Memorial Union. The existing stone monument sign near the new north entry should be relocated and reconfigured at a scale befitting the setting. The One Room Schoolhouse can be featured at this entry, underscoring the university's legacy of in education. A new visitor's center is proposed near the north entrance. Paired with the one-room schoolhouse, this could become the new site of an enhanced National Teachers Hall of Fame, making this unique destination for Emporia more public and accessible, and clearly associated with ESU.

To minimize traffic conflicts, the entrance into campus at 18th Avenue is recommended to be removed when the new north entrance is created.





One-Room Schoolhouse



Example of Visitors Center



New North Entrance - Concept

A second new entrance is proposed north of Cremer Hall. This central entrance would lead visitors directly to Memorial Union, featuring Wooster Lake at the iconic heart of the campus. The roadway replaces 15th Avenue and becomes a winding lane, intentionally narrowed to slow traffic, which should be stopped at major pedestrian crossings northwest of Cremer Hall and south of Singular/Trusler.

The proposed central entrance would only be possible after Butcher Education Center and the Morse Complex are removed, making the central entrance is a longer-term prospect than the new entrance proposed to the north.







Feature Wooster Lake



New Central Entrance - Concept

The 12th Avenue frontage and Commercial Street entrance at the south edge of campus are well-developed. The master plan recommends reducing vegetation to open the entrance to the central green and views featuring Plumb Hall. This change will make the south entrance more inviting and underscore the connection with the downtown district, celebrating Plumb Hall as the northern focus of Commercial Street.

Once on campus, visitors should be provided with clearly marked and dedicated parking, near major destinations such as Memorial Union, Beach Music Hall, Bruder Theatre, Frederickson Theatre, Albert Taylor Hall and White Library. Directional signage should guide visitors from parking locations to their specific destinations. Drop off areas, as near the venues as possible, along with accessible parking and entranceways should be provided and clearly marked.





Opening Views to Plumb Hall from Downtown

# A vital economic engine for the community and the region . . .

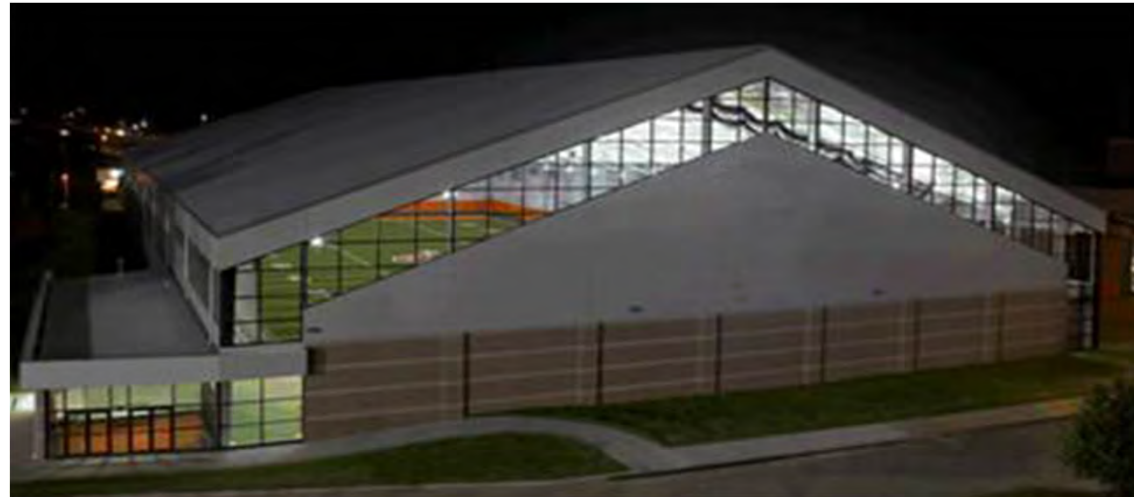
Emporia State plays an important role in the local economy. Focusing on the health and vitality of the institution has the obvious impacts of supporting local employment and providing educated and enlightened citizens. The university also contributes through cultural and athletic programs that bring commerce to the local service-providers and helps Emporia recruit and retain new talent and build community and local identity through shared experiences and assets.

As the campus evolves, a number of the proposed improvements will support the university's impact on the region:

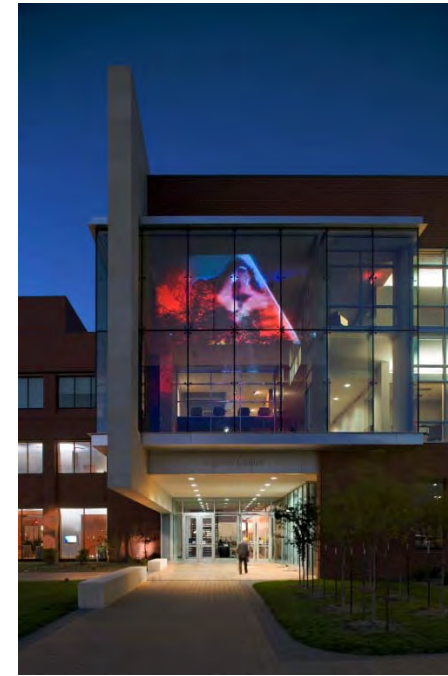
- the mixed-use residential development on the north end of Commercial Street will help with the community's efforts to revitalize the downtown area;
- clear wayfinding and directional signage as well as expanded parking and convenient drop off areas near event venues and cultural attractions will make facilities more accessible and appealing to visitors;
- improved training facilities will support the success and vitality of health and fitness programs;
- an expanded residential system will provide a more engaged student body and augment community service programs; and
- a new visitors center could provide a new home to the National Teachers Hall of Fame (and potential location to celebrate Emporia as the city founding Veterans Day), renewing exhibits and making this unique destination in Emporia more prominent and accessible.

Recognizing that each benefit the other, the partnership between the university and the community will be important in making improvements along the shared streets of Merchant, 12th, Market and Highland. As a State Highway and a primary route into town, partnering with the city and the state highway department will be essential to the success of beautification improvements along Merchant Street and safety improvements for vehicular and pedestrian users.

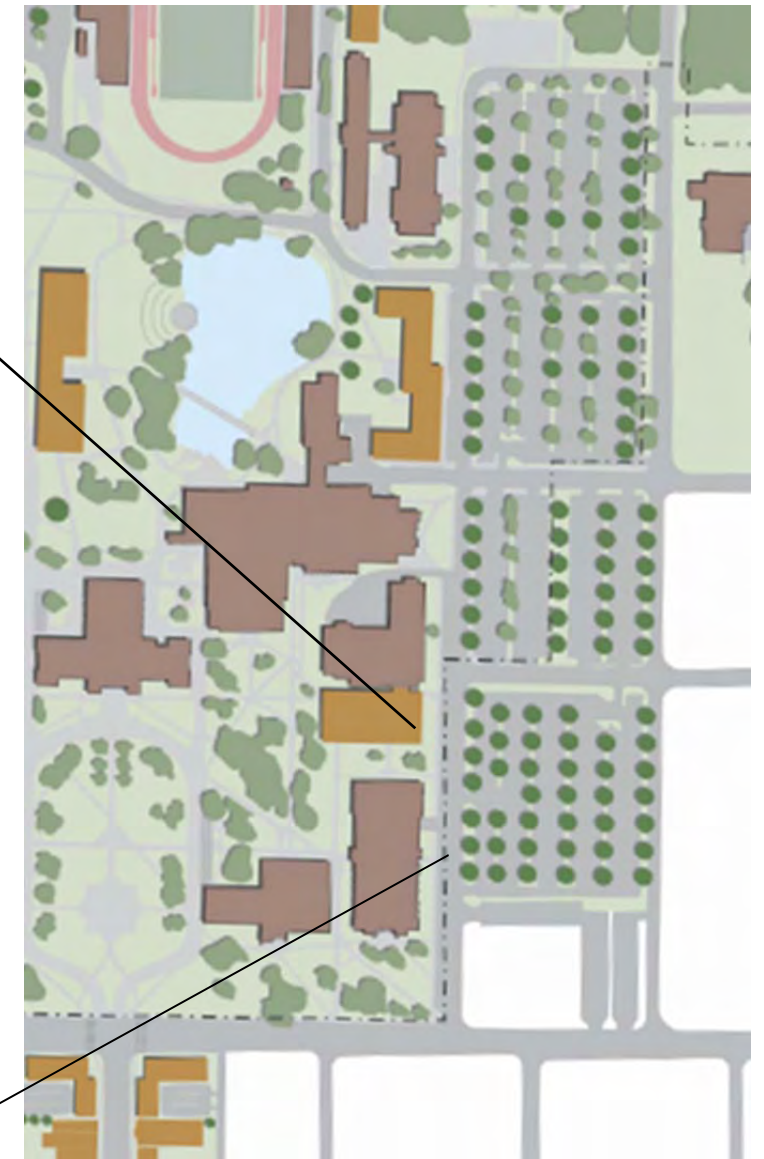




Example of Training Facility Addition



Example of Arts Addition



Expanded Parking Concept East Side of Campus



Example of Convenient Drop-off Zones

# A place that is . . .

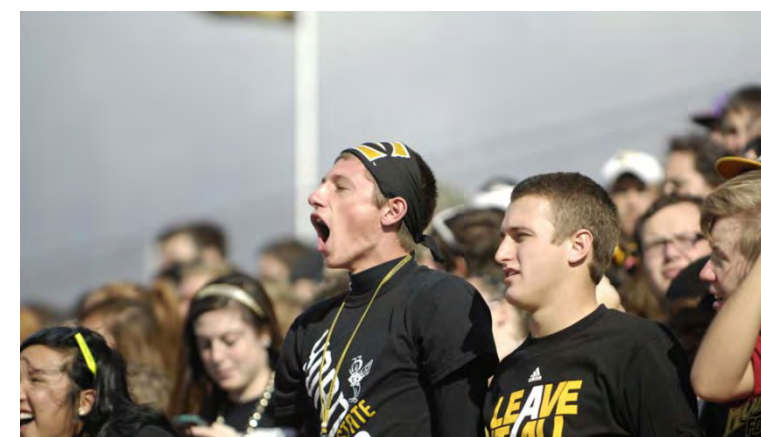
## . . . modern and comfortable (a 21st century feel)

The recent successes of renovations to Memorial Union and Trusler Hall should serve as prototypes for renovation projects across campus. Implementing standards to guide the selection of finishes, furnishings and signage will help create a consistent statement across campus and image for the university.



## . . . active and alive (not a suitcase campus),

The natatorium addition at the Student Recreation Center and an expanded campus housing community will supplement the activities and amenities offered at the Memorial Union and the programming offered, creating more for students to do and more reasons for them to stay on campus. An active downtown shopping and entertainment district would provide additional reasons to stay in town.



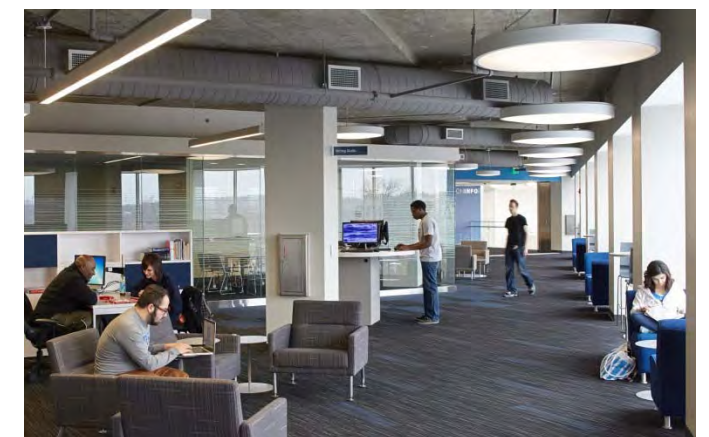
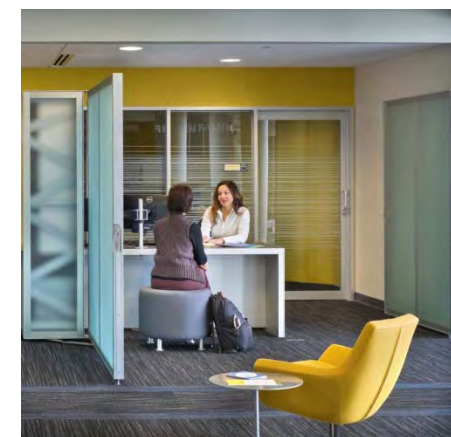
**. . . where signature academics programs are featured, and**

Enhanced signage programs could better identify signature programs at all academic buildings, such as the education programs at Visser Hall and the School of Library and Information Management at White Library. As buildings are renovated to create learning commons, opportunities to feature academic programs and exhibit current projects should be included. Consideration should also be given for marquee signage, perhaps at a prominent location near Commercial Street, to promote guest speakers and celebrate student and faculty accomplishments.



**. . . where student success services are convenient to use and easy to find**

Consolidating programs aimed at supporting student success in locations that are regularly used will make those services more accessible and encourage students to take better advantage of the programs offered. Concepts that evolved during the master planning process consolidated academic enrichment programs at White Library and advising and counseling programs at the new mixed-use residence hall north of Memorial Union. These should be pursued as those projects develop.



# An environment rooted in the Flint Hills . . .

Use of native grasses and plantings along the northern frontage will help create a consistent edge for the campus, distinguishing athletic fields from roadway and parking areas, and unite the university with the larger context of the Flint Hills. The scale of the landscape should be in keeping with the scale of the interstate and should reflect the broad sweeps of grasses and drifts of native plantings that occur naturally.

Though other areas of campus will not accommodate landscapes at such a grand scale, native planting area could be featured within the more manicured and formalized landscaping on campus, in the form of rain gardens or featured plantings. The use of native plantings in more formal arrangements is also a way to connect the campus with the landscape of the Flint Hills.

This use of landscaping patterned after natural systems will not necessarily reduce maintenance requirements. Maintenance during establishment periods may be greater, and once established, on-going maintenance to control invasive species will be similar to weed control in more formal landscapes. However, native materials will be drought tolerant and should require less watering and introduced chemical fertilizers.







Example of native plantings



# Implementation

To fulfill the vision for the future of Emporia State University it will take time, resources and resolve. The task list of items contained in this section represent those primary items which will move the campus towards that future vision. To achieve each of these actions resources will need to be identified, similarly to ensure completion of these items leadership will be necessary. Although physical in nature, the improvements will have additional impacts on those people that use the campus as well.

The impacts that can most readily be realized are:

Academic – improvements that advance the academic conditions on campus.

Student – improvements that enrich the student experience on campus.

Aesthetic – improvements that enhance the physical appearance and experience on campus.

Leveraged – improvements that are a precursor to other projects or improvements.

The leadership, potential resources and impact has been identified for each of the implementation tasks listed.

# Implementation

## Academic



### King Hall Renovation / Addition

<b>Actions:</b>	The consolidation of the Art program requires an addition to King Hall along with a renovation of the building to accommodate studios, classrooms, exhibit areas, offices and support space. This consolidation will allow the Art Annex Site, along I-35, to be upgraded and repurposed for other university needs.
<b>Leadership / Partnerships:</b>	Art Department, Alumni, Partnerships with businesses / vendors, Administration
<b>Resources:</b>	State Funding, Private Donations.
<b>Impact:</b>	Academic, Leveraged, Aesthetic

### Learning Commons

<b>Actions:</b>	The library will continue to evolve into the campus learning commons through continued investments and improvements.
<b>Leadership / Partnerships:</b>	Administration, Student Affairs, Departments & Programs, Library
<b>Resources:</b>	State, Library,
<b>Impact:</b>	Academic, Student, Aesthetic

### Science Hall Addition / Renovation

<b>Actions:</b>	Science Hall is in need of renovation and repairs, in particular to the research and lab spaces. The removal of Brighton Hall and the addition of new lab and research space will allow for the renovation of the rest of the Science Hall in phases.
<b>Leadership / Partnerships:</b>	Administration, Arts & Sciences,
<b>Resources:</b>	State, Alumni, Students
<b>Impact:</b>	Academic, Aesthetic, Leveraged

### New Academic Buildings

<b>Actions:</b>	Continued enrollment growth will necessitate future academic space. Butcher Education Center and Morse Complex would be replaced with developments within the academic district of campus.
<b>Leadership / Partnerships:</b>	Administration, Departments and Programs
<b>Resources:</b>	State, Alumni, Industry
<b>Impact:</b>	Academic, Aesthetic,

### Classroom and Building Renovations

<b>Actions:</b>	Improvement to the classrooms, offices and lab spaces across campus are necessary. Improvements to spaces across campus should be made annually.
<b>Leadership / Partnerships:</b>	Administration, Departments & Programs, IT, Facilities
<b>Resources:</b>	State, Departments & Programs, Private
<b>Impact:</b>	Academic, Student, Campus, Aesthetic

# Implementation

## Campus / Student Support

### Art Annex / Facilities Relocation

<b>Actions:</b>	Relocation of the Art studios to King Hall allows for the facilities operations to relocate from the heart of campus to the periphery in modern industrial buildings, cleaning up the I-35 frontage.
<b>Leadership / Partnerships:</b>	Administration, Facilities
<b>Resources:</b>	State
<b>Impact:</b>	Academic, Leveraged, Aesthetic

### Stormont Site - Housing

<b>Actions:</b>	Redevelopment of the former facilities operations to a mixed-use project including student services, student success and housing, improves the activity and aesthetics of the heart of campus.
<b>Leadership / Partnerships:</b>	Administration, Student Affairs
<b>Resources:</b>	State, Local, Private
<b>Impact:</b>	Student, Aesthetic

### Natatorium

<b>Actions:</b>	A new aquatic facility will provide a new amenity for students, athletics and the community as well as create opportunity to repurpose space within the HPER building.
<b>Leadership / Partnerships:</b>	Administration, Athletics, Recreation, Student Affairs, Students, Alumni
<b>Resources:</b>	State, Local, Students
<b>Impact:</b>	Student

### Housing Downtown

<b>Actions:</b>	A public/private partnership would provide apartment style housing within the downtown, adjacent to campus. This fulfills an upper division housing need.
<b>Leadership / Partnerships:</b>	Student Affairs, City of Emporia, Private
<b>Resources:</b>	State, Local, Students, Private
<b>Impact:</b>	Student, Leveraged

### Practice Facility

<b>Actions:</b>	A new indoor practice facility would support the athletic programs of the university.
<b>Leadership / Partnerships:</b>	Administration, Athletics, Alumni
<b>Resources:</b>	State, Athletics
<b>Impact:</b>	Aesthetic, Student

### Housing - Wilson Park

<b>Actions:</b>	A future demand for housing can be filled north of Trusler Hall, adjacent to Wilson Park, completing the residential district on campus.
<b>Leadership / Partnerships:</b>	Administration, Student Affairs
<b>Resources:</b>	State, Students, Alumni
<b>Impact:</b>	Student, Aesthetic



# Implementation

## Campus



### North Entry / Highland Drive

<b>Actions:</b>	A new north entry from Merchant Street near the I-35 interchange will provide a new front door to the campus and a direct connection via an improved Highland Street to the Memorial Union. A new entry would also be supported by a visitor's center, home to an upgraded Teachers Hall of Fame.
<b>Leadership / Partnerships:</b>	Administration, City, State, Kansas DOT
<b>Resources:</b>	State, Local and Transportation Funding
<b>Impact:</b>	Aesthetic and Leveraged

### Wayfinding System

<b>Actions:</b>	Improved wayfinding signage, in conjunction with defined entryways, around and within campus will provide improved access to the campus and destinations across campus for pedestrians, cyclists and automobiles.
<b>Leadership / Partnerships:</b>	Administration, facilities, City, State and DOT
<b>Resources:</b>	State, Local and Transportation Funding
<b>Impact:</b>	Aesthetic

### Morse Hall Complex Demolition - North (Abigail) / Northeast

<b>Actions:</b>	Removal of the North and Northeast Morse Halls will open up the heart of campus, improve safety along Wooster Drive and provide additional open space and improved visual and pedestrian connectivity to the Memorial Union.
<b>Leadership / Partnerships:</b>	Administration, Facilities, Student Services
<b>Resources:</b>	State
<b>Impact:</b>	Student, Aesthetic, Leveraged

### Union Square Improvements

<b>Actions:</b>	Improvements to Union square to create a more active, connected gathering space at the heart of campus will support movement between the Memorial Union and the academic core district on campus.
<b>Leadership / Partnerships:</b>	Administration, Facilities, Student Services, Memorial Union
<b>Resources:</b>	State, Students, Union
<b>Impact:</b>	Student, Aesthetic, Leveraged

### Plumb Hall Forecourt

<b>Actions:</b>	Improvements to the forecourt will restore the historic identity of the university and provide a terminus to Commercial Street from the south.
<b>Leadership / Partnerships:</b>	Administration, Facilities
<b>Resources:</b>	State
<b>Status:</b>	Aesthetic

# Implementation

Campus (cont.)

## Merchant Street Improvements

<b>Actions:</b>	Improvements to Merchant Street along the west side of campus would soften the edge of campus and provide a better image for the campus.
<b>Leadership / Partnerships:</b>	Administration, City, KDOT
<b>Resources:</b>	State, Local, KDOT
<b>Impact:</b>	Aesthetic

## I-35 Frontage Improvements

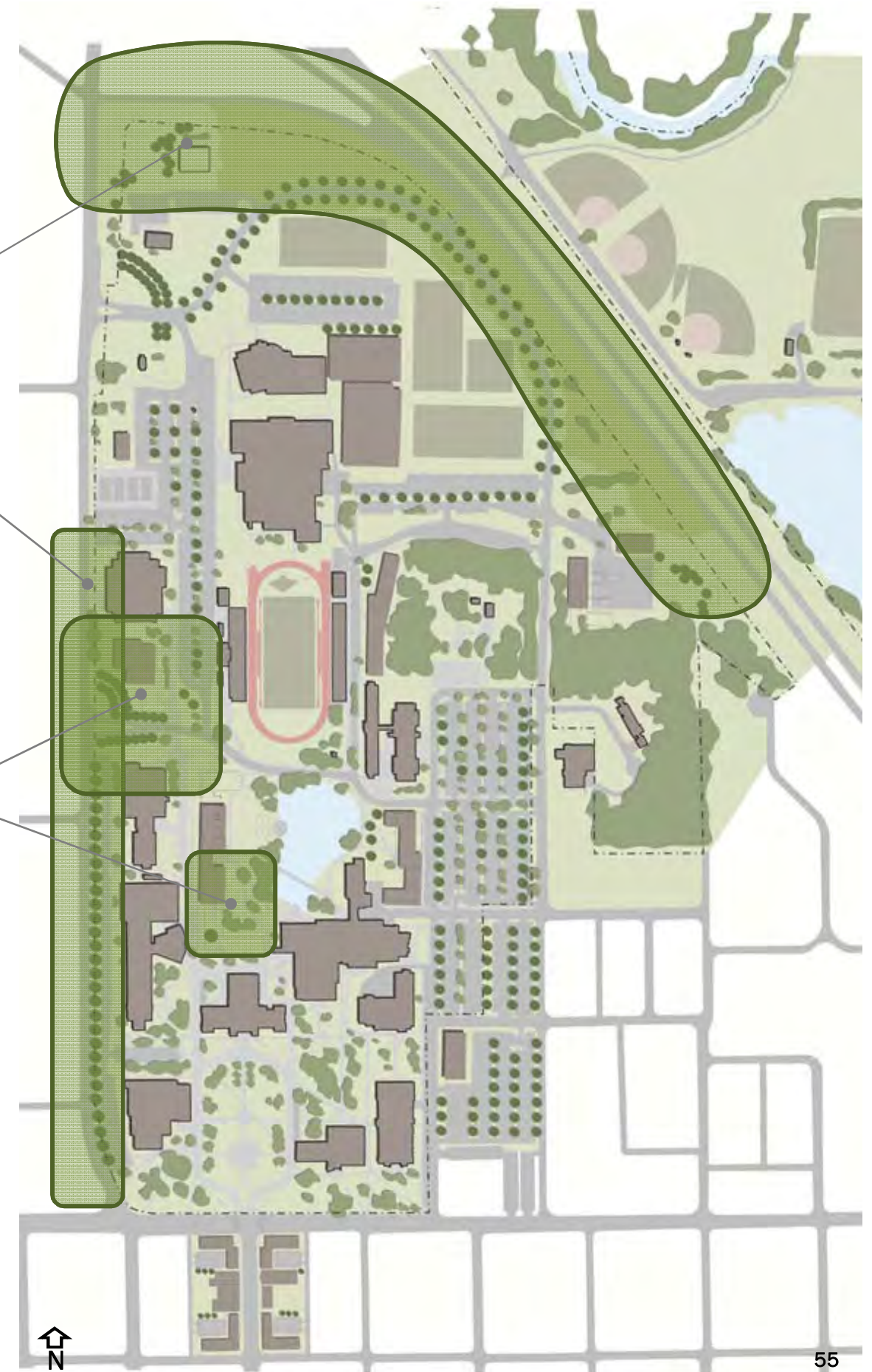
<b>Actions:</b>	Most people's first impression of the university is their view from I-35. In addition to facility improvements, improvements of the frontage along I-35 and the filed area are necessary. A native landscape treatment along the frontage will provide an enhanced natural setting for the university.
<b>Leadership / Partnerships:</b>	Administration, Facilities, City, KDOT
<b>Resources:</b>	State, Local, KDOT
<b>Impact:</b>	Aesthetic

## Morse Hall Complex Demolition - Central / South

<b>Actions:</b>	Removal of the Central and South portions of the Morse Complex will complete the transformation of the central campus to open, green space, improving the connectivity and aesthetic of campus. This also provides a future development site for the growth of academic facilities.
<b>Leadership / Partnerships:</b>	Administration, Facilities
<b>Resources:</b>	State
<b>Status:</b>	Aesthetic, Leveraged

## Central Entry

<b>Actions:</b>	A new primary campus entry, at a realigned Wooster Drive, will provide an identifiable front door to campus and a direct connection across campus, through a narrow lane that tames traffic and respects pedestrian traffic on campus.
<b>Leadership / Partnerships:</b>	Administration, City, State, DOT
<b>Resources:</b>	State, Local, Transportation Funding
<b>Impact:</b>	Aesthetic, Leverage







# Implementation

## Project Prioritization

		Immediate	Near-Term	Long-Term	On-Going
<b>Academic Projects</b>					
A1	King Hall Renovation / Addition	X			
A2	Learning Commons				X
A3	Science Hall Addition / Renovation		X		
A4	New Academic Buildings			X	
A5	Classroom Renovations / Upgrades				X
<b>Campus / Student Support Projects</b>					
CS1	Art Annex / Facilities Relocation	X			
CS2	Housing - Wooster Lake	X			
CS3	Natatorium	X			
CS4	Housing - Downtown		X		
CS5	Practice Facility			X	
CS6	Housing - Wilson Park			X	
<b>Campus Projects</b>					
C1	North Entry & Highland Drive	X			
C2	Wayfinding System	X			
C3	North (Abigail) / Northeast Demolition	X			
C4	Central /South /Southeast Demolition		X		
C5	Plumb Hall Forecourt		X		
C6	Merchant Street Improvements		X		
C7	I-35 Frontage Improvements		X		
C8	Central Entry			X	
C9	Union Square	X			
C10	Campus Grounds Improvements				X





# Appendix