

The Master Plan

**Achieving Distinctiveness
and Excellence in Form,
Function, and Design**

at Illinois State University



2000-2020

Preface

The Master Plan: Achieving Distinctiveness and Excellence in Form, Function, and Design at Illinois State University 2000-2020 emphasizes the long-range physical development of the Illinois State University campus. It provides a twenty-year vision to guide future facility development and long-term design standards as identified in the University's strategic plan, *Educating Illinois: An Action Plan for Distinctiveness and Excellence at Illinois State University 2000-2007* and in *The Campaign for Illinois State University*. *The Master Plan* discusses creation of campus districts and neighborhoods, construction of new facilities, renovation and demolition of existing facilities, and the distribution of physical development guidelines and design standards. The recommendations of *The Master Plan* are based on the following assumptions:

1. *The Master Plan* builds upon previous *Master Plans* and deliberately keeps Illinois State University's physical setting compact to reinforce the benefits of a "small-college" environment while offering "large-university" opportunities.
2. *The Master Plan* embraces partnerships with our local communities and seeks to enhance the campus image through consistent application of the Georgian architectural style and building setbacks. It also creates a park-like character by increasing campus green space and pedestrian circulation. Vehicular traffic and parking will continue to be moved to the campus periphery.
3. *The Master Plan* calls for the construction of new buildings. Placement of many proposed facilities is stated only in the most general of terms (campus districts) and locations (campus neighborhoods). Future implementation teams will determine exact locations of new campus buildings and the programs and services that will be located in these facilities.
4. *The Master Plan* calls for the renovation and demolition of existing structures. In Fiscal Year 2002, Illinois State University will complete a *Facilities Condition Assessment* and *Utility Infrastructure Plan*. Only those facilities that are no longer programmatically, economically, and/or structurally justified will continue to be considered for demolition. The University places high priority on the provision of outstanding facilities, grounds, and infrastructure that support tradition, premier curricular programs and co-curricular services.
5. Consistent with the assumptions in *Educating Illinois*, total on-campus enrollment is assumed to remain relatively constant (21,035 in fall 2001), while the number of faculty (1,149 in fall 2001) is assumed to increase. Future planning will incorporate student, faculty, staff, programmatic, and parking needs as staffing resources increase.
6. All future physical development of Illinois State University will follow the specifications and the architectural guidelines of *The Master Plan*. These elements promote a vibrant academic culture that draws people to campus at all times of the day and week. Such a culture brings students, faculty, and staff together as a fully engaged learning community and it helps maintain those connections long after students graduate.
7. Master planning itself is a dynamic process necessitating campus-wide communication and collaboration. *The Master Plan* identifies short, medium, and long-term goals for initial implementation, recognizing that facility development often requires several years of preplanning, street acquisition, and utility infrastructure improvement prior to actual construction. The Capital Planning and Budgeting Team will coordinate and communicate accomplishments to the campus and external communities. This will also be the basis for updating *The Master Plan* by the year 2007.

Executive Summary

Educating Illinois defines our vision: to be the first-choice public university in Illinois for high-achieving, motivated students by providing a small-college experience with large-university opportunities. *The Master Plan* supports our academic mission and service operations by providing physical development guidelines and design standards for the campus of Illinois State University.

At Illinois State University, students, faculty, and staff work together to advance teaching, learning, and scholarship. Our campus is collegiate, traditional, and stately, and it emphasizes our prominence and stature as Illinois' first public university. Continuing these traditions, *The Master Plan* has three main themes: 1) reinforcing the benefits of a small-college experience, 2) supporting large-university opportunities, and 3) embracing partnerships with our local communities.

Presently College Avenue bisects the campus into north and south, and Main Street bisects the campus into east and west. Our challenge is to reinforce the experience of a small-college environment at a major university that is divided by a U.S. highway and a major artery, carrying more than 40,000 vehicles daily.

We will accomplish this by focusing on three distinct districts: Central, North, and Northwest. Each district will be developed with its own sense of identity and unique qualities while also contributing to the unity of the campus as a whole. Within each district, space will be defined by the development of identifiable neighborhoods. Neighborhoods are the unifying strength of a community reinforcing values, image, identity, and pride.

Within the Central District, *The Master Plan* recommends:

- Creating a new instructional corridor that provides much-needed classroom and academic office space by demolishing the Walker-Dunn-Barton residential complex, McCormick Hall, and relocating programs of Thomas Metcalf School to the North District.
- Providing a better and centrally located facility for the Honors Program to express Illinois State University's commitment to recruiting and serving the needs of high-achieving students.
- Realigning Main and Kingsley Streets to create a new residential boulevard (Redbird Village), consisting of four low-rise residence halls with underground parking, first-floor dining, and other services.
- Demolishing Rambo House to extend the formal entry into Fell Hall and our historic Quad.
- Renovating Julian, Schroeder, and Williams Halls.
- Completing construction of the College of Business building and the Center for the Performing Arts.
- Creating an addition to Stevenson Hall to house academic classroom and office space.
- Enhancing programming in the sciences by constructing a second science laboratory facility and completing the upgrading of small animal care facilities that exceed federal regulations and faculty research needs.
- Developing four neighborhoods: Performing Arts Gateway, historic Quad, Redbird Village, and East Gate Commons.

Within the North District, *The Master Plan* recommends:

- Creating a new North Quad by expanding Milner Library and Bone Student Center/Braden Auditorium to create an intellectual commons (iCommons) with central technology facilities, constructing a Wellness Activity Center, and building a bookstore.
- Incorporating underground parking and a new north face for the Bone Student Center/Braden Auditorium to create a new, pronounced entry into Illinois State University.
- Developing an Education Commons for College of Education programming.

- Identifying a permanent site for the Illinois State University Child Care Center.
- Developing two neighborhoods: North Quad and Education Commons.

Within the Northwest District, *The Master Plan* recommends :

- Updating athletic facilities to enhance student recruitment and retention and to increase community involvement.
- Reconfiguring the intersection of College Avenue and Main Street to improve pedestrian and vehicular circulation and to create a prominent landmark signifying a second formal point of entry into Illinois State University.
- Constructing an easily accessible and highly visible Visitors Center for Illinois State University, strategically aligned next to a new major parking structure, to accommodate the needs of alumni, guests, and friends of the University.
- Replacing Cardinal Court with an updated facility that provides affordable apartment living.
- Preserving the Gregory Street (farm) property to maintain the integrity of the campus periphery for future development and expansion.
- Developing four neighborhoods: Redbird Terrace, University Services Complex, Athletics Park, and Turner Gateway.

The Master Plan also provides design guidelines and policies for current and future development of our buildings, grounds, and infrastructure. Attention to detail will enhance a quality educational environment. Consistent standards for landscape elements such as plant materials, signs, benches, paving surfaces, lighting fixtures, trash receptacles, and site amenities are needed to create a more unified, inviting, and aesthetically pleasing campus. Likewise, gateways to the University will be created along major transportation corridors, and banners on light posts will engender the festive, friendly atmosphere of our neighborhoods. Technology planning includes visible support and services; encompassing physical building space, location, and placement; and infrastructure—everything from network wiring to wireless broadcasting to servers that handle campus databases, email, and the World Wide Web.

In summary, *The Master Plan* is a shared twenty-year vision for Illinois State University that supports our proud tradition, heritage, image, and pride. It is a plan based on campus consultation that included more than 80 focus groups and presentations (see Appendix A). When successfully implemented, *The Master Plan* will enhance academic and residential space, fulfill parking needs, create additional green space, and further reinforce the University’s commitment to the provision of an environmentally friendly campus; thereby achieving distinctiveness and excellence in form, function, and design at Illinois State University.

Current and Projected Features of Illinois State University Before and After Implementation of <i>The Master Plan</i>		
	Fall	
	<u>2001</u>	<u>2020</u>
Gross Square Feet (in millions)	6.0	10.4
Total Campus Acreage	970	1,015
Total Green Space Acreage	140	145
Total Number of Buildings	143	171
Total Parking Spaces	7,608	9,662
Total Miles of Sidewalks	20	40
Number of Residence Hall Beds	7,635	7,635

Introduction

By acting on our values and creating a learning environment where students will benefit from the small-school feeling they get from this large university, Illinois State will come to occupy a unique position of strength and visibility. By 2007, Illinois State University will be the first-choice public university in Illinois for high-achieving, motivated students who seek an individualized educational experience combined with the resources of a large public university.

-"Educating Illinois: An Action Plan for Distinctiveness and Excellence at Illinois State University 2000-2007" (p. i).

The Master Plan provides a vision for our physical environment to promote and support the academic values identified in *Educating Illinois*. The plan includes the creation of settings, the allocation of facilities, and the development of guidelines and design standards. It proposes new-building growth and outdated-facility demolition, while at the same time defining outdoor spaces to unify the campus community. **Together, *Educating Illinois* and *The Master Plan* will guide the University towards a heightened quality educational environment.**

Our tradition of excellence continues. Illinois State University has benefited from previous master planning processes. Actions completed since adoption of the *1995 Master Plan* include:

- Completing the University Street and School Street parking decks.
- Purchasing the Warehouse Road Facility for Milner Library storage needs.
- Creating the Lincoln Gates as a formal entry into our historic Quad.
- Constructing the Science Laboratory Building and enclosed bridge to Julian Hall.
- Purchasing of 330.45 acres in Lexington for University Farm.

Other actions from the *1995 Master Plan* currently in progress include:

- Developing the *In Exchange* outdoor sculpture garden and pedestrian plaza.
- Obtaining funds for renovations of Moulton, Julian, and Schroeder Halls.
- Updating the Residence Hall Long-Range Renovation Plan.
- Building the new Center for the Performing Arts and the new College of Business building.
- Implementing a comprehensive campus signage program.

One of Illinois State University's greatest assets is its physical environment. Compactly arranged around a verdant Quad, the campus provides classrooms, laboratories, studios, laboratory schools, offices, and common spaces for more than 20,000 students (7,500 of whom live on campus) and more than 3,400 faculty and staff. In an era when higher education is facing increasing competition from nonresidential alternatives such as distance education and for-profit universities, the university that is constituted by an actual campus must be treated as a prized resource, because a campus and its surrounding community enable academic culture. There is no substitute for an academic environment. Illinois State University's new Center for the Performing Arts, Theatre at Ewing Manor, and the *In Exchange* outdoor sculpture garden and pedestrian plaza are examples of how classroom and strategic land-use planning set the stage for meaningful interaction outside the classroom.

Three Main Themes

The Master Plan has three main themes that help us define the institution and how the campus supports our educational vision. These three main themes are: 1) reinforcing the benefits of a small-college experience, 2) supporting larger-university opportunities, and 3) embracing partnerships with our local communities.

Reinforcing the Benefits of a Small-College Experience

The benefits of a small-college environment include a sense of community and individualized attention, both of which reinforce teaching and learning. First impressions are made only once. Illinois State University's image is one of students, faculty, and staff working together to advance teaching, learning, and scholarship. Facilities that are collegiate, traditional, and stately reinforce this image, especially when they incorporate leading-edge technologies. Buildings at Illinois State University will adhere to the traditional theme of Georgian architecture and will integrate technology with other resources within the building to emphasize our prominence and stature as Illinois' first public university.

Illinois State University's innovative General Education curriculum, strong student-faculty connections, and superior student services demonstrate our commitment to providing a small-college environment. Creating a variety of areas to meet, designing walkways and pathways that emphasize the human scale, vacating city streets that bisect the campus, and consolidating parking to prevent a "sea of asphalt" will provide the small-college physical environment characteristic of smaller institutions. Illinois State University will design neighborhoods, gateways, green spaces, and circulation patterns to promote a sense of neighborhood identity across campus.

Supporting Large, Comprehensive University Opportunities

Large-university opportunities include a wide-range of high-quality programs, faculty mentors who are scholars and creative artists of repute in their disciplines, and outstanding facilities and technologies that reinforce, strengthen, and propagate the mission of the University. Large, comprehensive universities also demonstrate commitments to a diverse student body and comprehensive programs and services as essential components of the educational experience. Large universities, both by virtue and necessity, have a complex array of facilities, grounds, and infrastructure needs. Moreover, a fundamental sense of identity is essential for students, faculty, and staff who work and live on a campus in the top five percent nationally in terms of size and scope. *The Master Plan* calls for new buildings and replacing outdated facilities in order to properly support academic programs, residential and dining areas, wellness, athletics, and other programming spaces.

Embracing Partnerships with Our Local Communities

Great universities are associated with vibrant, dynamic cities and towns. While Illinois State University is promoting a small-college experience with large-university opportunities, the *Town of Normal Redevelopment Plan* establishes an action agenda for the town to retain its rural feeling within an urban setting. A new hotel, residential complexes, a multi-modal transportation center, and a variety of retail establishments offer many potential partnership activities: hosting national conferences, partnering academic programming and public service opportunities with retail establishments, and creating the complete living and learning environment are just a few of the potential partnerships. Designing attractive campus edges and signage also provides opportunities for community interaction. For example, a new dramatic and architecturally distinctive sesquicentennial gateway celebrating the partnership of Illinois State University and downtown Normal will create an "academic village," a concept used by Thomas Jefferson in creating the University of Virginia.

The city of Bloomington, less than a mile away, is also engaged in downtown renewal through the work of the *Uniquely Bloomington!* development commission. The city is developing a cultural district that already features many Illinois State University programs and services. Opportunities for partnerships with the developing cultural district abound. Examples of collaborative partnerships between the City of Bloomington and Illinois State University include housing the Center for Information Technology and the location of studios for student artists in historic downtown Bloomington.

Future Physical Development of Illinois State University

The future physical development of Illinois State University begins with consideration of our past and present. The current topography of Illinois State encompasses more than 970 acres, including 140 acres of green space, 75 acres of parking, and over 20 miles of sidewalks. The University maintains 143 buildings, totaling over 6 million square feet.

The present map of Illinois State University shows College Avenue bisecting the campus into north and south, and Main Street bisecting the campus into east and west. Our challenge is to reinforce the experience of a small-college environment at a major university that is divided by a U.S. highway and a major artery, carrying more than 40,000 vehicles daily.

Within this landscape, the campus of our future will be divided into three districts: Central, North, and Northwest. (*See the Campus Districts map on page at the end of this plan.*) Each district will develop its own character and sense of identity while serving as a unifying element of the large university.

To provide an even greater sense of a small-college environment on a human scale, each district will create smaller areas called neighborhoods. Neighborhoods are the unifying force that reflects our campus values, image, identity, and pride. All neighborhoods will have adequate housing, dining, parking, technology, and other supporting services. All of these will be the result of long-term development based on the concepts in *The Master Plan*. Programming initiatives will focus on meeting the individual needs of our students, faculty, and staff by supporting the active pursuit of learning outside the classroom as described in *Educating Illinois* Action #71. The Campus Neighborhood map and a summary of the current and planned buildings in these community neighborhoods appears at the end of this plan.

Central District Development

The Central District is the area east of Main Street and south of College Avenue. Developmental recommendations for this District focus on: developing a new instructional corridor to support academic programming, creating a new residential boulevard to support current capacity and need, establishing a formal entry into Fell Hall and our historic Quad, completing current construction projects, restoring Williams Hall to its historic prominence, establishing synergistic partnerships with the Town of Normal, and enhancing facilities that support programming in the sciences.

Additionally, four neighborhoods (historic Quad, Redbird Village, Performing Arts Gateway, and East Gate Commons) will be developed within the Central District to give this area of campus a definitive character and sense of identity. In conjunction with results from the *2002 Facilities Condition Assessment* and the *Energy Management/Utility Infrastructure Improvement Plan*, the Honors House, McCormick Hall, the Walker-Dunn-Barton residential complex, and Thomas Metcalf School will continue to be considered for demolition in order to most efficiently utilize limited academic space.

The demolition of McCormick Hall, the Walker-Dunn-Barton residential complex and the reassignment of Thomas Metcalf School will provide much needed academic classroom and office space. Illinois State University currently has 1,448,015 net assignable square feet to support academic programming. All of the recommendations in *The Master Plan* will require 2,327,870 net assignable square feet. A new instructional corridor will also serve as an extension to our historic Quad and offer a potential location for the Honors Program. *Educating Illinois* Action #8 calls for the University to relocate the Honors Program to a more attractive and centrally located facility that expresses the University's commitment to recruiting and serving the needs of high-achieving students.

To compensate for the space lost with the demolition of the Walker-Dunn-Barton residential complex, Illinois State University will work collaboratively with the Town of Normal and appropriate state agencies to realign Main and Kingsley Streets to create a new residential boulevard. The new Main Street alignment will create an attractive pedestrian pathway along the green space that borders the parkway. Pedestrian traffic will grow not only along the Main Street parkway but also across the block between the current Main and Kingsley Streets. The new residence halls will be three to four stories tall, allowing them to fit into the campus scale and relate to the surrounding neighborhood.

Both planned and current projects will be completed. With the receipt of \$17.5 million from the state, Schroeder Hall will be renovated to stress the grandeur of Illinois State University. The University also received \$7.0 million from the state for the combined renovation of Moulton and Julian Halls. Moulton Hall renovation is complete. The first floor now accommodates all functions of the Office of the University Registrar, including

establishment of the Student Service and Referral Center called for in *Educating Illinois* Action #56. Mechanical and electrical systems in Julian Hall are currently being updated and space is being reconfigured to meet the additional needs of the Chemistry department.

In accordance with *Educating Illinois* Action #73B, the University is aggressively seeking state funds for the improvement of Centennial East, opened in 1957, and Centennial West, opened in 1973, that house the Schools of Art, Music, and Theatre. The new College of Business building is scheduled to be open in fall 2004. Upon its completion, Williams Hall will be renovated to provide the University with grand public spaces and a formal point of entry reflecting our values, image, and pride.

When completed for the 2002 inaugural season, the new Center for the Performing Arts will include a concert hall with 830 seats and a proscenium theatre with 460 seats. The addition of a complementary facility and the consolidation of academic programs will enhance the Center for the Performing Arts. College of Fine Arts programming offers opportunities for synergistic relationships with the merchants of downtown Normal and the residents of local communities. The studios, classrooms, and offices of the School of Art will be relocated to a new downtown location to encourage community interest and interaction by observing such activities as glass blowing, painting, and sculpture.

The relocation of WGLT, Illinois State University's radio station, to facilities that accommodate programmatic space needs also provides opportunities for increased visibility and university-community partnerships. WGLT has outgrown its current space in the Old Union Building and will be relocated to downtown Normal. The eastern portion of the Central District presents many other synergistic opportunities for Illinois State University and the Town of Normal. The challenge will be to increase pedestrian traffic in this critical area of campus that borders downtown Normal. This is accomplished by constructing an addition to Stevenson Hall to provide much needed academic classroom and office space and making this area of campus and the community a destination for students, faculty, and staff.

The eastern section of the Central District also offers opportunities to expand facilities supporting programming in the sciences by constructing a second science laboratory facility. Additional laboratories are required to adequately accommodate the growing program and space needs of Biological Sciences and Physics. Faculty members increasingly require sophisticated laboratories equipped with electronic equipment and research-grade laboratory fume hoods to conduct their research, teaching, and mentoring. Research in the sciences also necessitates small animal care facilities that are configured to meet both long-term federal standards and faculty research needs. *Educating Illinois* Action #31 calls for increased undergraduate-graduate-faculty research/creative teams and the integration of the teams' research into undergraduate and graduate classrooms, laboratories, studios, and the laboratory schools. The new science laboratory facility will be strategically placed in relation to the existing Science Laboratory Building in order to create additional green space between the two buildings. This will also create a new science neighborhood consisting of the new facility, the Science Laboratory Building, and Julian, Felmley, and Moulton Halls.

It is imperative that both current and future projects carefully address utility infrastructure planning. Adjacent to Schroeder Hall is Illinois State University's current power plant. It contains central boilers and chilled water production capability for the campus and has been in continuous service since its construction in 1925. The power plant is landlocked, limiting the amount of expansion that can occur. The current power plant contains four boilers and one 1,050-ton steam absorption (cooling) unit. Another 1,050 tons of cooling capacity is being added as part of the new College of Business building. Its landlocked nature also limits the application of technical innovations such as thermal storage, heat recovery, and electricity generation. Continuing to add equipment and expanding the present structure will ultimately make it difficult and costly to replace the existing boilers when the need arises. With the aging plant and growing energy needs, emphasis will be placed on preparedness and long-range planning.

Central District Development	
<u>Action</u>	<u>Initiation</u> ¹
1. Create a new instructional corridor to support academic programming by:	
A. Demolishing the Walker-Dunn-Barton residential complex and replacing it with an academic facility ² .	Long-term
B. Renovating the current Thomas Metcalf School site and reassigning the space to academic programs.	Long-term
C. Replacing McCormick Hall with a new academic facility.	Long-term
D. Relocating the School of Kinesiology and Recreation to the new Wellness Activity Center in the North District.	Short-term
E. Finding a more attractive and centrally located facility for the Honors Program.	Short-term
2. Create a new residential boulevard to support current capacity and need by:	
A. Realigning Main and Kingsley Streets, vacating Main Street between College Avenue and Beaufort Street, to create Redbird Village.	Mid- to Long-term
B. Developing Redbird Village, consisting of four low-rise living-learning residential halls. Each building will be limited to approximately 400 students.	Mid- to Long-term
C. Incorporating underground parking, first-floor dining, and other commercial services into the new Redbird Village residence halls.	Mid- to Long-term
D. Providing access drives east of the new Main Street into Redbird Village. Each new access drive will extend no farther than University Street to allow for service, parking, drop off, etc., and will terminate at lawns or plazas.	Mid- to Long-term
E. Creating a new satellite power plant adjacent to the existing electrical substation.	Mid-term
F. Establishing a new park similar to the People's Park at the south end of Redbird Village.	Long-term
3. Establish a visible and formal entry into our historic Quad by demolishing Rambo House and extending the existing plaza west of Fell Hall.	Mid-term
4. Complete the Schroeder Hall renovation by:	
A. Reconfiguring classrooms and offices.	Short-term
B. Upgrading mechanical and electrical systems.	Short-term
C. Removing asbestos.	Short-term
D. Replacing the exterior of the building with materials and design consistent with the campus's Georgian architectural context.	Short-term
E. Creating an exterior courtyard between Schroeder Hall and neighboring Edwards Hall.	Short-term
5. Complete the new College of Business building.	Short-term
6. Complete Julian Hall renovation.	Short-term
7. Complete the Center for the Performing Arts.	Short-term
8. Construct a new Performing Arts Gateway contiguous with the new Center for the Performing Arts. This building will be Georgian in architecture and will complement the Center for the Performing Arts. This will be accomplished by:	

¹ *Initiation is categorized as short-term, mid-term, or long-term. For recommendations categorized as short-term, it is anticipated to begin between 2002 and 2007. For recommendations categorized as mid-term, it is estimated to begin between 2008 and 2016; and for long-term recommendations, it is estimated that it will begin after 2016. Project completion will vary widely depending on the nature of the recommendation.*

² *All facilities recommended for demolition in The Master Plan are only suggestions at this point. Any building to be considered for demolition by Illinois State University will be based on the Fiscal Year 2002 Facilities Condition Assessment, Utility Infrastructure Plan, and the University's heritage, tradition, and protocol.*

A. Consolidating the School of Music from locations in Cook Hall and eight other areas of campus into the Performing Arts Gateway.	Mid-term
B. Moving dance from its location in McCormick Hall into the Performing Arts Gateway.	Mid-term
C. Relocating the glass program from its location in the Vitro House north of campus to the Performing Arts Gateway.	Mid-term
9. Aggressively seek state funds for the improvement of Centennial East and Centennial West.	Short-term
10. Initiate planning for a satellite power plant to permit the eventual relocation of all utility and power generation from its current location in the center of campus next to Schroeder Hall.	Short-term
11. Renovate Williams Hall to restore its architectural significance and grand public spaces by:	
A. Removing the demountable library stacks and the one-story addition to the north.	Long-term
B. Improving the building exterior.	Long-term
C. Creating an indoor atrium with natural lighting.	Long-term
12. Implement synergistic partnerships with the Town of Normal by:	
A. Relocating the School of Art into a new downtown Normal location.	Long-term
B. Transferring WGLT, the University's radio station, into a highly visible space in downtown Normal.	Short-term
13. Increase pedestrian traffic in the Central District by:	
A. Incorporating The Alamo II into future academic facility development.	Long-term
B. Vacating North Street from Fell Avenue to School Street to promote increased pedestrian circulation between downtown Normal and Illinois State University.	Long-term
C. Constructing a new, dramatic, and architecturally distinctive sesquicentennial gateway celebrating the blend of Illinois State University and downtown Normal.	Long-term
D. Constructing an addition to Stevenson Hall to house classrooms and offices.	Long-term
14. Expand and enhance facilities supporting programming in the sciences by:	
A. Constructing a second science laboratory facility to support Biological Sciences and Physics.	Long-term
B. Creating green space between the two science facilities.	Long-term
C. Evaluating the feasibility of creating a new science neighborhood consisting of the new facility, the Science Laboratory Building, and Julian, Felmley, and Moulton Halls.	Long-term
D. Complete upgrading of small animal care facilities that are in compliance with the United States Department of Agriculture, National Institute of Health, and the Association for Assessment and Accreditation of Laboratory Animal Care International regulations.	Short-term
15. Demolish Facilities Planning and consolidate its services into the Northwest District.	Short-term
16. Develop the following neighborhoods:	
A. East Gate Commons	Short-term
B. Historic Quad	Short-term
C. Redbird Village	Short-term
D. Performing Arts Gateway	Short-term

North District Development

The North District is the area north of College Avenue and east of Main Street. Developmental recommendations focus on creating a new North Quad that will house a new Wellness Activity Center, an

Intellectual Commons, and a new Education Commons. Additionally, two neighborhoods (North Quad and Education Commons) will be developed and Intercultural Programs and Services will be relocated to a more appropriate location and facility within this District.

Illinois State University will work collaboratively with the Town of Normal on vacating streets. This provides an opportunity for a new public entry into the North District of the University and much-needed space to support curricular programs and co-curricular services. To sufficiently support the North Quad recommendations and the development of an Education Commons, *The Master Plan* envisions the North District bordered by Main Street to the west, College Avenue to the south, Fell Avenue to the east, and Willow Street to the north.

The first feature of the North Quad is a new Wellness Activity Center. *Educating Illinois* Action #73C calls for building a new student recreation center on campus, as well as conducting a study of potential academic ties that will help support and enhance a recreation facility. A new building will address current facility deficiencies. A building featuring basketball courts, one or more swimming pools, and wellness/exercise facilities will also be a positive factor in Illinois State University's recruitment and retention efforts. The current Student Recreation Building includes 37,000 square feet of recreation space compared to an average of more than 170,000 square feet at universities of similar size and scope. A study of supply, demand, feasibility, and cost for a Wellness Activity Center is currently underway by the design firm of Brailsford and Dunlavey.

Key facilities on any campus are the library, technology support areas, and campus computer laboratories. No university can call itself distinctive without a first-class library that serves the intellectual needs of students, faculty, and staff. Library and technology services can be blended with social and cultural environments to create unique, state-of-the-art Intellectual Commons (iCommons) areas. The primary iCommons will be located between the Bone Student Center/Braden Auditorium and Milner Library. A space analysis of the Bone Student Center/Braden Auditorium completed in 1999 by Mills and Sweeney concluded that the center should expand to the north and east toward Milner Library to provide additional conference space, offices for student government and organizations, retail space, and meeting rooms.

Relocating Campus Technology Support Group staff and services to the iCommons promotes the best synergy possible between library, technology, and user services. Such a unique environment offers campus partnerships that capitalize on weaving information and technology services in support of key *Educating Illinois* programmatic goals. Milner Library facility expansion to incorporate technology services, along with the iCommons areas, will bring together for the first time a wide range of interrelated services, including faculty development and training, web support, classroom technology support, current and expanded library collections and preservation services, the Center for the Advancement of Teaching, and a campus copyright and printing center. All of these units will be within close proximity to the new university Faculty/Staff Commons and other cultural and social services of the Bone Student Center/Braden Auditorium.

Development of an Education Commons is also proposed for the North District. The College of Education has been housed in DeGarmo Hall since it opened in 1973. The college has grown substantially since that time; it is in the top 10 nationally in size and scope, and its programs, departments, and activities will benefit from enhanced facilities. All College of Education programming will be moved to a new, properly designed facility in the North District. The Education Commons will also house a permanent childcare facility for students, faculty, and staff, and a replacement building for the Thomas Metcalf School.

The height and location of new buildings in the North District will complement surrounding buildings and neighborhoods, and large trees will be preserved. Aesthetically pleasing green spaces will be created for people to gather and open spaces will be established along proposed pedestrian travel routes. Such spaces will provide a series of outdoor experiences as one travels through the spaces. Each will have a distinct but related feeling that results from the surrounding buildings' architecture, trees, landscape, and walking-surface materials. The buildings will be situated around the green spaces to create enclosed quadrangles. The new North District will be visually separate but not isolated from the surrounding university and community neighborhoods. Pedestrian walkways will be constructed to connect the North District to the Central District. A new north face for Bone Student Center/Braden Auditorium will visually connect it to the new North Quad. Parking in the North Quad will be constructed below green spaces and service access points will be situated for operational efficiencies.

North District Development	
<u>Action</u>	<u>Initiation</u>
17. Work with Town of Normal and Illinois State University officials to vacate streets and demolish buildings that will permit the creation of a new North Quad. This includes:	
A. Vacating School Street from Willow to North Street.	Mid- to Long-term
B. Vacating Locust Street from Main Street to Fell Avenue.	Mid- to Long-term
C. Vacating Normal Avenue from Willow to Locust Street.	Mid- to Long-term
D. Demolishing the Center for Intercultural Relations building and relocating the Center to a more appropriate location and facility within this District.	Mid-term
18. Construct a new Wellness Activity Center.	Short-term
19. Expand the Bone Student Center/Braden Auditorium.	Mid- to Long-term
20. Implement the Milner Library long-range renovation plan and seek donor support for the expansion of the library.	Long-term
21. Expand access to university and Internet electronic services through campus computer laboratory enhancements, access to Internet services and e-mail in key student areas by:	
A. Constructing a central Intellectual Commons (iCommons) blending library and technology services with campus and cultural environments.	Long-term
B. Expanding Milner Library to provide future collection growth space, expanded library services, and space for key central technology support services.	Long-term
22. Construct a new Wellness Activity Center.	Long-term
23. Develop an Education Commons by:	
A. Planning, designing, and constructing a new College of Education building.	Mid-term
B. Establishing a new permanent site for the Illinois State University Child Care Center.	Mid-term
C. Constructing a replacement facility for Thomas Metcalf School.	Long-term
24. Enhance North District development by:	
A. Incorporating green space throughout.	Short-term
B. Creating underground parking.	Short-term
C. Constructing a new north face for Bone Student Center/Braden Auditorium.	Short-term
D. Connecting the new North Quad to the remainder of campus by use of pedestrian walkways similar to the current pedestrian bridge that serves as an entry over College Avenue.	Short-term
25. Develop the following neighborhoods:	
A. North Quad	Short-term
B. Education Commons	Short-term

Northwest District Development

The Northwest District is the area north of College Avenue and west of Main Street. Development recommendations focus on updating athletics facilities, reconfiguring the intersection of Main Street and College Avenue, addressing critical housing and service needs, and preserving the Gregory Street property. In addition, four

neighborhoods (Athletics Park, Redbird Terrace, University Services Complex, and Turner Gateway) will be created and two buildings (Hudelson Building and the Vitro House) will be considered for demolition.

Updating athletics facilities is critical if we are to continue to recruit high-achieving, academically motivated student-athletes and to boost student and community attendance at athletic events. More than 44 percent of the student-athletes at Illinois State University are honors students and the University has won the Missouri Valley Conference All Sports Championships for overall program excellence 16 times since 1982. Changing Hancock Stadium from its current configuration to a horseshoe, creating stadium seating for the baseball field, developing an athletics park, completing Redbird Arena Completion Project (i.e., installing air conditioning and finishing the lower level), and constructing a major parking structure in the Northwest District will continue to support and enhance this tradition of excellence.

Reconfiguring the intersection of College Avenue and Main Street is critical to reducing traffic congestion and improving pedestrian circulation in this area of campus. This will also create a prominent location for a campus landmark and a new Illinois State University Welcoming Center. Over 80 percent of the traffic (40,000 vehicles daily) to and from the University utilizes this streetscape. A highly visible and formal Welcoming Center, strategically aligned next to a new major parking structure, serves the needs of alumni, guests, and friends of the University and creates a formal point of entry into the University. As a campus entryway for students, alumni, parents, and others, a Welcoming Center offers an opportunity to more effectively communicate the University's values, image, and pride.

Addressing critical housing needs requires replacing Cardinal Court, one of two university-owned apartment complexes primarily occupied by graduate, international, and married students. This approximately 40-year-old facility is outdated and does not capture the physical beauty of its setting. A new facility gives Illinois State University a competitive edge in recruiting high-achieving motivated students.

Addressing critical service needs requires consolidating Facilities Services (Facilities Management, and Facilities Planning and Construction) into this area of campus. The area where Facilities Services and Cardinal Court currently reside also contains Illinois State University's Ecological Park, established by the University in 1970 as a semi-natural area to illustrate basic ecological relationships essential for relevant outdoor interpretation and to provide a place for aesthetic appreciation of nature. This park will be maintained and enhanced because it provides three acres of green space with more than 60 species of trees, which helps to reinforce the small-college experience.

Preserving the Gregory Street property is critical for future physical growth and academic programming. In 2000, Illinois State University embarked on an initiative to relocate the University Farm due to encroaching urbanization. New facilities and new land were acquired near Lexington, Illinois. The University is in the process of relocating all operations involving large animals to the new farm. Crop production and three instructional laboratories—the Crops of the World Demonstration Plot, the Horticulture Green House and Teaching/Demonstration Gardens, and the Aquaculture Facility—that attract interest and visits from the general public remain at their current location. The remainder of this property, henceforth known as the Gregory Street property-represents Illinois State University's future growth. This 250-acre area, which is larger than the area occupied by our historic Quad, is the University's reserve for future development and expansion and will be maintained as such³.

Northwest District Development	
<u>Action</u>	<u>Initiation</u>
26. Update athletics facilities by:	
A. Creating a horseshoe configuration for Hancock Stadium that will add amenities (locker rooms, better seating, concessions, rest rooms, patron skyboxes, and an entertainment concourse) for visiting teams, fans, and patrons.	Mid-term

³ Future use of this property, to be determined by future master plans, could include a horticultural center, cross-country/track, recreation, parking, housing, and/or other academic and service uses, including storage space and/or a recycling facility.

B. Adding stadium seating for the baseball field, with amenities for teams, fans, and patrons.	Long-term
C. Developing an athletics park with gated, defined walkways and centralized facilities for softball, baseball, soccer, and track.	Mid-term
D. Constructing a major parking structure to serve both daily and event parking needs in this area of campus for students, faculty, staff, alumni, and guests of Illinois State University.	Mid-term
E. Installing air conditioning in Redbird Arena.	Mid-term
F. Completing the lower level of Redbird Arena.	Mid-term
27. Work with the Illinois Department of Transportation, Town of Normal, and University officials to reconfigure the intersection of College Avenue and Main Street by:	
A. Constructing a rotary (traffic circle) to alleviate traffic congestion and improve pedestrian circulation between all areas of campus.	Mid- to Long-term
B. Creating a prominent landmark such as a clock tower or fountain to give a defined point of entry into Illinois State University (Turner Gateway).	Mid- to Long-term
28. Create a new Illinois State University Welcoming Center.	Short-term
29. Address critical housing and services needs by:	
A. Demolishing Cardinal Court and replacing it with affordable, state-of-the-art housing.	Mid-term
B. Consolidating Facilities Services into one, central location, paying careful attention to the “public face” of Illinois State University and the location of core functions.	Short-term
C. Maintaining and enhancing the University's Ecological Park.	Short-term
30. Establish criteria to guide future development of the Gregory Street property by:	
A. Developing and maintaining the Gregory Street property for limited current use with an eye toward eventual redevelopment.	Short-term
B. Start planning efforts to bring adequate utilities and services to the Gregory Street property.	Short-term
31. Demolish the Hudelson Building and relocate its services to a more appropriate location and facility.	Mid-term
32. Develop the following neighborhoods:	
A. Redbird Terrace	Short-term
B. University Services Complex	Short-term
C. Athletics Park	Short-term
D. Turner Gateway	Short-term

Campus Master Plan Guidelines and Policies

The Master Plan also provides guidelines and policies on campus appearance, circulation, open spaces, and infrastructure development. This represents our buildings, grounds, and infrastructure for current and future development.

Campus Development and Appearance

Quite simply, the beauty of our historic Quad will be replicated across campus to project a consistent and positive image and will reinforce the small-college environment provided by Illinois State University. In that regard, and as an environmentally friendly campus, the public face of the University and interior require more open, green space. Given the rural history of the community in which the University is located, it is appropriate that the University campus feature more open, green spaces bordered by low-rise buildings. Furthermore, goals, actions, and

accomplishments of the Environmental Task Force and Green Team should be published and incorporated into future campus development and appearance planning.

In addition, a consistent set of standards for landscape elements, including signs, benches, paving surfaces, lighting fixtures, trash receptacles, and site amenities will be developed for the entire campus. New site amenities, such as seating at gathering places on campus, will be added and placed in accessible areas that are aesthetically pleasing, yet not difficult to maintain. Artwork, statues, water features, and other focal points will be added to improve campus aesthetics. A common vernacular will be developed to ensure that contemporary art is installed in appropriate settings. Class gifts and other personal gifts of such amenities will also be assured of finding an appropriate home.

Standards will be established and applied to achieve consistency in landscape and plant materials. This will create a more inviting and aesthetically pleasing campus. Plans will have the best opportunity to survive if appropriate standards for installation are developed and the project managers hold contractors responsible for following them.

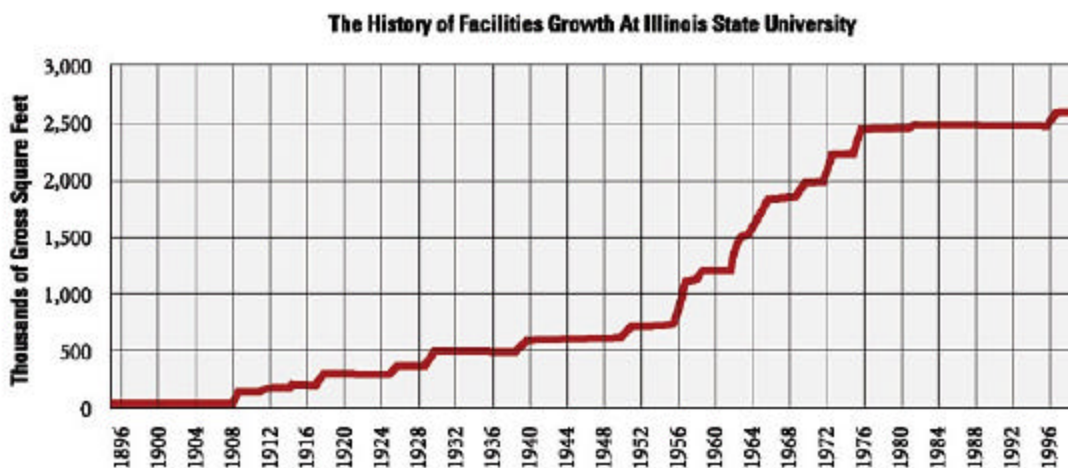
Moreover, gateways to the University will be created along major transportation corridors to guide individuals to Illinois State University. New exterior signage on campus will direct pedestrian circulation; banners on light posts will engender the festive, friendly atmosphere of our neighborhoods; and plaques will celebrate and identify our facilities. The University will also create a campus icon or symbol as a focus for identity. Public art will also be expanded. For example, all new buildings will include financing for sculpture or other public art in construction costs. Future physical development will enhance and reflect our heritage, identity, and pride.

Campus Development and Appearance	
<u>Action</u>	<u>Initiation</u>
33. Implement standards for landscape development and site amenities by:	
A. Publishing goals, actions, and accomplishments of the Environmental Task Force.	Short-term
B. Developing, publishing, and implementing landscape design elements and guidelines for the University.	Short-term
C. Increasing informal gathering spaces and other focal points to increase campus aesthetics.	Short-term
D. Developing, publishing, and implementing guidelines for the installation of art structures across campus.	Short-term
34. Improve campus image through upgrading landscape materials and devotion of additional resources for landscape maintenance.	Short-term
35. Enhance the heritage, identity, and pride of Illinois State University by:	
A. Defining gateways and boundaries for the University.	Short-term
B. Continuing implementation of the new university-wide exterior signage system for identifying campus buildings, locations, and parking.	Short-term
C. Designing, funding, and implementing a new banner program celebrating and identifying our campus neighborhoods.	Mid-term
D. Designing, funding, and implementing a new plaque program celebrating and identifying the history of our facilities.	Mid-term
E. Incorporating public art display areas in all new construction projects.	Short-term

Campus Functionality and Technology

To Illinois citizens, Illinois State University has responsibility for providing facilities, technology, grounds, and infrastructure that are efficient and cost-effective. In upholding our responsibilities, we recognize that our facilities are aging and in need of improvement. Critical needs such as the enhancement of accessibility for persons with

disabilities and the configuration of space to encourage student, faculty, and staff connections will be addressed. The figure below shows that the majority of space at Illinois State University was added between 1957 and 1977, from 25 to 45 years ago. It is at these ages that serious maintenance and remodeling needs arise.



The accumulated deferred maintenance of Illinois State University’s general revenue facilities alone is in excess of \$100 million. Facilities built with proceeds from the sale of bonds have similar maintenance needs. These needs will continue to increase unless prioritization of future physical development of Illinois State is systematically addressed and supported by empirical analyses. *Educating Illinois* Action #71 calls for a *Facilities Condition Assessment (FCA)* to evaluate the condition of building systems, their projected useful life, and the prospects for adaptive reuse of specific structures. As part of the master planning and *FCA* processes, the University will develop a comprehensive action agenda for the maintenance and preservation of our facilities.

Public stewardship also requires the same research and prioritization for energy efficiencies. Many of our aging facilities have not had major updates to mechanical and electrical systems. As a result, the University will develop a comprehensive energy management and utility infrastructure improvement plan as part of the *FCA* to support future changes, energy management, conservation, and new technologies.

Public stewardship also involves proactive technology planning. For example, Cook, Stevenson, and Julian Halls currently serve as three key technology infrastructure hubs for the University. Considerable time and expense are involved in providing suitable equipment and support (e.g., cooling, back up power, space, etc.) to these hubs. Future master planning must take into consideration where such technology hubs should be located and where the conduits for wiring will be routed as the physical environment of the University continues to expand. Likewise, networking raises many other critical planning issues, including structures for Fast Ethernet, modern video cable services, Internet2, wireless services, and the location of satellite iCommons.

It is crucial to supply iCommons in areas where students work and live and in key areas that further promote community-university interactions. Satellite iCommons facilities will be constructed in Redbird Village, the Northwest District, and Eastgate Commons to serve the needs of students, faculty, and staff. A new Performing Arts Gateway iCommons will invite community users and university patrons alike to share the facility and its services.

Each iCommons facility will provide a hub of library and technology support personnel, access to enhanced electronic information resources and services, flexible study space for individuals or groups to work with wired and wireless computer network support, presentation spaces with technology support, computer laboratories and multimedia work areas, along with food and other user services. The downtown Normal/Performing Arts Gateway iCommons will blend intellectual and technology services with a community partnership to create a cybercafé-bookstore social environment.

Campus Functionality and Technology	
<u>Action</u>	<u>Initiation</u>
36. Ensure that all facilities identify use, condition, and alignment with the University's goals and values by:	
A. Conducting a thorough audit of all university facilities to identify use, condition, and alignment with the University's goals and values.	Short-term
B. Using <i>FCA</i> results in developing a comprehensive plan for replacing windows and roofs and for painting of exterior building facades.	Short-term
C. Using <i>FCA</i> results in developing standard specifications for all new building construction and renovation.	Short-term
D. Considering <i>FCA</i> results, <i>Energy/Utility Management Infrastructure Improvement Plan</i> recommendations, programmatic and space needs, and tradition in determining parameters for building demolition.	Short-term
37. Address issues of energy consumption and use by:	
A. Conducting a thorough audit of all university facilities to identify energy and utility management and conservation opportunities: energy usage, lighting efficiencies, window leakage, insulation factors, occupancy levels, usage patterns, and infrastructure state of repair.	Short-term
B. Preparing a University <i>Energy/Utility Management Infrastructure Improvement Plan</i> that includes energy usage guidelines; policies that encourage prudent energy use and wise selection of equipment and fixtures; and future infrastructure improvement projects, including steam lines, chilled water loops, high-voltage electrical systems, underground water/sewage systems, thermal storage, load shedding, and/or cogeneration facilities.	Short-term
C. Implementing winter and summer energy conservation plans to include temperature setbacks, duty cycling, load shedding, water temperature, and education.	Mid-term
D. Conducting routine facility energy audits and establishing a high priority for all equipment repairs that contributes to energy loss.	Mid-term
E. Installing utility metering on individual buildings to identify usage patterns, accurately predict energy consumption, and identify abnormalities in use.	Short-term
F. Implementing electric and natural gas procurement contracts.	Short-term
G. Replacing and consolidating several independent chilled-water systems and completing the central (historic) Quad chilled-water loop.	Mid-term
H. Constructing a satellite power plant in the Northwest District to support future growth and development.	Mid-term
I. Constructing a chiller plant to provide reliable cooling capacities for facilities in the historic Quad.	Mid-term
38. Address critical technology issues by:	
A. Specifying where “technology hubs” will be located in the future and where the conduits for this wiring will be routed.	Mid-term
B. Identifying strategic locations for implementing satellite intellectual commons that will provide access to technology and library learning resources, with the addition of computer laboratory space and technology-smart classrooms in the residential neighborhoods of the University.	Mid-term
C. Developing, publishing, and implementing a technology infrastructure backup and disaster recovery plan.	Mid-term
39. Evaluate and, if appropriate, implement critical networking issues, including:	
A. Fast Ethernet to the desktop, and to the pillow, throughout the campus.	Mid-term

B. Modern video cable services to all key campus buildings and instructional spaces.	Mid-term
C. Internet2 access to key locations on campus for teaching and research.	Mid-term
D. Wireless services throughout campus as a complement to existing wired services.	Mid-term
40. Develop Satellite iCommons in the following areas:	
A. Redbird Village	Long-term
B. Northwest District	Long-term
C. East Gate Commons	Long-term
D. Performing Arts Gateway	Long-term

Campus Circulation

The Master Plan continues Illinois State University's tradition of maintaining a compact physical setting to reinforce pedestrian circulation, informal and formal interaction, and the campus image. Maintaining the park-like character throughout the campus community has implications for residence halls and dining centers, parking and campus transit, accessibility, service and emergency vehicle access, campus lighting, and open spaces.

RESIDENCE HALLS AND DINING CENTERS

Illinois State University owns and operates 13 residential halls, providing living and dining accommodations for over 7,300 on-campus students. The University's residence halls also provide counseling, advisement, educational, and co-curricular programs. Illinois State requires freshmen and sophomores to live in the residence halls, because the residence hall experience develops student leadership skills, enhances the quality of student life, and fosters respect and appreciation for individual, cultural, and community diversity. Premier colleges and universities feature premier residential facilities.

At the time of that *The Master Plan* was being developed, University Housing Services was simultaneously developing the *Residence Hall Long Range Development Plan*. Following are draft recommendations from the *Residence Hall Long Range Development Plan*, pending approval of the President and Cabinet.

Residence Halls and Dining Centers	
<u>Action</u>	<u>Initiation</u>
41. Address critical residence hall needs by planning, designing, and renovating:	
A. Atkin-Colby and Hamilton-Whitten residence halls.	Mid-term
B. Hewett-Manchester residence halls.	Long-term
C. Wilkins, Wright, and Haynie- residence halls.	Long-term
D. Watterson Towers residence halls.	Long-term
E. Walker, Dunn-Barton residence halls, <u>if</u> determined not to be viable structures for demolition.	Long-term
42. Address critical dining center needs by planning, designing, and renovating:	
A. Vrooman Dining Center	Short-term
B. Linkins Dining Center	Mid-term

PARKING AND CAMPUS TRANSIT

The Master Plan continues the current university practice of shifting parking to the campus periphery. The transportation-consulting firm of Perteet and Associates has been hired to assess the feasibility of the development of a campus transit system. Perteet and Associates was also hired by the Bloomington-Normal Public Transportation District to update the district's transportation plan. The firm's findings and recommendations will be incorporated into future *Master Plan* discussions.

In addition, Illinois State University and the Town of Normal are also studying parking needs. Walker Parking, Inc. is engaged in a study of the University's and town's parking supply and demand. Recent regulatory efforts by the Town of Normal to address parking in the community surrounding the campus have collectively created the need for additional off-street parking. The University will work with the town in implementing parking improvements and additions to address the current shortfall.

Based on current supply and demand, there is an 835 parking space deficit at Illinois State University. Assuming that the University maintains current parking capacity, experiences an increase of 100 faculty members, maintains constant enrollment, and implements all of the recommendations in *The Master Plan*, the deficit is projected to increase to over 1,300 spaces by 2011 and over 4,000 spaces by 2021. Additional parking needs, created by the implementation of the recommendations made in *The Master Plan*, will be accommodated through the recommendations to construct a major facility in the Northwest District (Action 26D) and underground facilities in the North (Action 24B) and Central (Action 2C) Districts. These three facilities will generate between 4,600-5,600 spaces and allow for supply to exceed demand.

ACCESSIBILITY

Promoting inclusion of persons with disabilities in all aspects of the campus community is part of promoting diversity and an inclusive environment at Illinois State University. Physical access between and inside campus buildings is one component of such inclusion and must be considered when evaluating current accessibility, planning new structures, and locating programs and services.

Accessibility also ensures that campus circulation patterns are both pedestrian and bicycle friendly. As Illinois State University continues migration of campus parking from the core to the periphery, it is our shared responsibility to ensure that unobstructed travel patterns are efficient, aesthetic, and promote opportunities for university-community interactions. This will include working closely with the Town of Normal and aligning the Constitution Trail through or adjacent to university boundaries. Both actions celebrate the Illinois State experience and promote increased university-community interactions.

SERVICE AND EMERGENCY VEHICLE ACCESS

Emergency and service vehicles will have convenient access to all campus facilities, while at the same time respecting pedestrian safety and campus grounds. Balance will be achieved between providing service and delivery vehicles closer access to campus locations and protecting campus property from damage caused by those vehicles. New buildings will be designed with accessible parking spaces for deliveries and for service employees near that building's mechanical equipment. Entrances for emergency vehicles will be a major priority for the guaranteed safety of the University community. In addition, employees using service vehicles will be able to perform their duties without interfering with pedestrians or damaging campus property. Well-lighted and safe service vehicle parking will be available.

CAMPUS LIGHTING

Campus lighting will provide an environment of safety and accessibility for all pedestrians. The intensity of light and the pattern created by placement of fixtures contributes to the overall aesthetic character and dominant visual impression of the campus at night. Proper lighting provides opportunities for secure access to campus at all times of day and night.

Illinois State University’s lighting systems have not been reviewed for several years, resulting in many different styles of fixtures that increases inventories, maintenance, and other budgetary concerns. In addition, removal and relocation of sidewalks and drives through the years have resulted in many lighting fixtures now being improperly located. Consideration will be given to whether the existing substations can accommodate additional electrical loads as new lights are added to campus.

OPEN SPACES

Campus interior and exterior open spaces will link together existing and proposed buildings and also provide space for interaction. The campus environment will be made pedestrian friendly in every possible way. The campus will encourage interaction among students, faculty, and staff. All campus open spaces and buildings will be developed with gathering places incorporated into the design, both inside and outside the buildings.

Open spaces will be developed to facilitate and encourage a variety of uses. Open space design and plantings will create outdoor gathering places of various sizes with appropriate furniture and amenities to encourage gathering and socializing. Buildings will be clustered around central open spaces.

Campus Circulation	
<u>Action</u>	<u>Initiation</u>
43. Implement actions associated with campus open spaces by:	
A. Establishing design criteria for outdoor seating, trash receptacles, handrails, fences, banners, shrubs, and pedestrian-scale lighting.	Short-term
B. Developing attractive green-space corridors around all edges of campus.	Ongoing
C. Seeking and creating opportunities to provide additional open space and gathering areas for active and passive recreation consistent with the beauty of our historic Quad.	Ongoing
D. Enhancing identified areas of campus through creation of green spaces with landscaping and pedestrian-oriented development.	Ongoing
E. Ensuring that a major portion of the Gregory Street property is preserved as open green space for informal gathering and/or recreation.	Ongoing
F. Creating an attractive green space along the extension of Cottage Avenue north through university property. This green space will be a parkway comprising a wide expanse of green landscaping and trees that create a border on both sides of the right-of-way along the length of the new street.	Ongoing
44. Determine campus-wide need for a campus transit system by:	
A. Surveying other universities, students, faculty, and staff and identifying student parking, housing, and other campus shuttle needs.	Short-term
B. Identifying operating alternatives by calculating costs under three different scenarios: contracting with Bloomington-Normal Public Transportation District for service, contracting with other private operators, and developing a student-driver service under Illinois State University's Parking Services.	Short-term
C. Implementing the campus transit system, if supply, demand, costs, and benefits are warranted.	Short-term
45. Complete the Walker <i>Parking Study</i> , publicize results, and implement changes.	Short-term
46. Evaluate all areas of campus for accessibility by:	
A. Addressing problem areas that include the approach on the north side of Milner Library and Bone Student Center/Braden Auditorium, the Student Accounts office, the College Avenue-University Street intersection, the College Avenue-Mulberry Street-School Street intersection, and the University crosswalk at University Street and Dry Grove.	Mid-term
B. Evaluating crosswalks, dangerous intersections and traffic signaling, primary walkways	Short-term

around and through buildings, sloping sidewalks, visual markers in open spaces (i.e., planters), signage for accessible entrances and routes, and the locations of parking decks and bus stops relative to housing, classrooms, and other services.	
C. Addressing internal building issues through the <i>Facilities Condition Assessment</i> (noted in Action 36) and independent projects. Preferred accessible design features that go beyond the minimum required by building codes will be incorporated into <i>Illinois State University Design Standards</i> .	Short-term
D. Meeting or exceeding standards established by the <i>Americans with Disabilities Act Accessibility Guidelines, (ADAAG, 36 CFR 1191)</i> and the <i>Illinois Accessibility Code (71 Illinois Administrative Code 400)</i> for structures and paths of travel.	Short-term
E. Identifying location of and access to programs and services that provide “program access” in conformity with <i>Title II of the Americans with Disabilities Act, Section 504 of the Renovation Act of 1973</i> , and applicable federal regulations.	Short-term
47. Enhance campus circulation patterns and interactions by working with the Town of Normal to carefully consider extension of the Constitution Trail and its location in relation to Illinois State University.	Short-term
48. Enhance service and emergency vehicle access by:	
A. Developing and implementing public service and emergency vehicle access policies for current and future buildings.	Mid-term
B. Ensuring that service and emergency vehicle access is well lighted and safe.	Mid-term
49. Develop, implement, and publish a campus lighting policy, addressing security, placement, maintenance, aesthetics, economics, electrical load, distribution, and capacity.	Short-term

Implementation of The Master Plan

The shared vision of Illinois State University expressed in *Educating Illinois* is to be the first-choice public university in Illinois for high-achieving, motivated students, faculty, and staff by providing a small-college environment with large-university opportunities. Based on campus consultation that included more than 80 focus groups and presentations, the Master Plan Steering Team believes that the recommendations in *The Master Plan* will provide the facilities, grounds, and infrastructure to support all facets of our academic mission and service operations.

However, *The Master Plan* will only be successful to the extent that it involves all members of the campus community. The Capital Planning and Budget Team (CPBT), an existing university committee, has a proven track record of successfully consulting with campus colleagues from across the University and coordinating and prioritizing complex capital projects. The Illinois State University President and Cabinet will review CPBT membership and expand the team’s role to include overall coordination, communication, and implementation of the priorities in *The Master Plan*.

Implementation of <i>The Master Plan</i>	
<u>Action</u>	<u>Initiation</u>
50. Review CPBT membership and functions by:	
A. Reviewing CPBT membership to ensure appropriate representation. The team is responsible for:	Short-term
B. Implementing routine reporting cycles on the progress of <i>The Master Plan</i> through channels of shared governance (i.e., Illinois State University Board of Trustees, Academic Senate, Administrative/Professional Council, Civil Service Council, and Student Government Association).	Short-term

C. Forwarding annual capital recommendations and suggestions to the president and vice presidents who are ultimately responsible for facilities and grounds development and resource-allocation decisions.	Short-term
D. Updating <i>The Master Plan</i> Web site to communicate plans, policies, guidelines, priorities, accomplishments, and resources allocated to <i>The Master Plan</i> .	Short-term
E. Reviewing and revising <i>The Master Plan</i> guidelines periodically to reflect upgrades in technology or product development.	Short-term

Conclusion

In the end, every strategic plan must strike a balance between idealism and pragmatism, between an alluring vision of what can be and the present day challenges of what will be. Undoubtedly implementation of *The Master Plan* will require an infusion of new fiscal resources, including new state appropriations, private and corporate gifts, special debt-financing, and sponsored projects. It will require making some crucial and difficult choices regarding existing resources. By facing challenges head-on, we will become even more distinct and excellent.

Successful implementation of *The Master Plan* will require communication and coordination with all members of the University community and the continued commitment of the University administration and those responsible for the stewardship of planning and daily operations of the campus. The guidelines and recommendations in *The Master Plan* reflect the University's best efforts to describe the vision for the future physical development of the campus with the practicality of a successful implementation strategy. The next update to *The Master Plan* is scheduled to begin in 2007, which corresponds to the University's celebration of its sesquicentennial.