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PROPOSED FRAMEWORK FOR  
BUILDING DEVELOPMENT

# Proposed Framework for Building Development

## Chapter Overview

The comprehensive facilities planning (CFP) process has unfolded while the university has been in the midst of a major strategic repositioning effort. The results, which were not known during the planning process, will have a significant impact on the future development of the university. Therefore, the CFP and the repositioning effort have informed each other while progressing along parallel schedules. For instance, the CFP has adopted several goals from the parallel repositioning effort, such as a desire to reduce the overall campus footprint, improve utilization, and right-size staff and faculty spaces.

While the successful achievement of these goals by the university is expected, the resulting impact on facilities will be significant and can only be conceived at a conceptual level at this time. A majority of the strategies outlined are intended to work in unison towards the same goal and are so intertwined that projecting the multitude of possible specific outcomes is impossible. The university is expected to adjust the tactical execution of these strategies as feedback is received, so a flexible strategy is necessary.

The CFP that has been developed identifies significant initiatives and the projects intended to fulfill them. A list of facility priorities has been developed through feedback from the university community as well as from the direction of the repositioning effort. Additionally, a list of ongoing issues related to the programming and use of facilities has been developed. Items on this list are expected to be addressed through university policies, but will eventually have an impact on the use of facilities.

Over the course of the next five years, as the university undergoes a monumental transformation, it is expected that the facilities plan will support the overall direction that is developed. The university is expected to be in a position to consider facility developments of greater significance at that time.

### 1. SCSU Strategic Priorities

- Create an integrated student experience
- Develop rigorous and relevant programs that include applied learning opportunities
- Engage the surrounding community
- Cultivate a vibrant, involved, and diverse campus
- Develop environmental, organizational, and social sustainability
- Develop institutional capacity for excellence and innovation

### 2. Comprehensive Facilities Planning Priorities (not ranked)

- Reduce campus footprint by up to 10 percent
- Reduce the total number of 110-type classrooms across campus by improving utilization
- Reduce the number of general purpose computer labs
- Increase the number of active learning classrooms
- Increase the number and improve the quality of informal socialization and collaboration spaces
- Create a learning commons
- Emphasize the establishment of Centers of Knowledge
- Create a space for Integrated Student Services
- Improve the recruitment and incoming student experience
- Continually improve community engagement
- Improve on-campus recreation and athletic facilities
- Right-size existing student housing to meet short-term needs
- Right-size campus office space allocations in response to faculty and staff realignments
- Improve housing offerings for upper-classman, international, and non-traditional students
- Maintain quality of existing buildings
- Improve energy efficiency of existing buildings



View of Stewart Hall.

### 3. Ongoing Issues Impacting the Programming and Use of Facilities

- Optimizing scheduling practices to improve utilization
- Evaluating a reduction of 210-type laboratories
- Improving campus-wide classroom utilization and station occupancy
- Increasing efficiency of campus activity on Fridays, evenings, and weekends
- Increasing number of students around campus on weekends
- Growing on-campus student housing needs through improved retention
- Maintaining accreditation standards
- Continuing to develop relationship with the City of St. Cloud and St. Cloud Technical and Community College
- Continuing to improve building security
- Continuing to improve building schedule/HVAC operation
- Increasing annual investment in active learning furniture and technology

# Project Identification and Organization



Through the process of identifying specific projects to address the established needs, a number of common initiatives began to emerge. Many of seemingly disparate individual projects actually support common initiatives which have been identified by the CFP Steering Committee. In many cases, the projects within these initiatives span a decade or more. Projects within this Comprehensive Facilities Plan are presented in terms of the initiative that they support.

## Improved Utilization

Several initiatives note an improved utilization across campus. SCSU has plans to improve classroom utilization and station occupancy rates by modifying scheduling practices, which will create an excess of classroom space. This policy shift is expected to create the following opportunities:

- During the space reassignment, swing space created by the vacancies will be used to achieve preferred academic and operational unit adjacencies.
- Reduction in the amount of building area on campus through decommission and potential demolition of facilities of greatest need.

To start, the following rooms will be taken off-line for FY2016, and it is anticipated that additional rooms will come off-line in the future as the university moves towards a goal of 85% classroom utilization and 85% station occupancy:

- Headley Hall: classrooms 112 & 228
- Education Building: A220 (Kiva room) and A239
- Performing Arts Center 219 (500 nsf)
- Stewart Hall: 202 (550 nsf)
- Halenbeck: 348 (600 nsf)

## Initiative A: Active Learning / Collaboration / Furniture & Technology

It was identified early in the planning process that SCSU desires to adopt emerging educational pedagogies which utilize active learning and collaborative environments. The campus has some existing active learning classrooms which are not fully utilized due to scheduling policies, a perceived lack of training, and overall classroom utilization is low. Additionally, it was noted on many occasions that classroom furniture limits professors from fully utilizing classroom spaces. Policy

Administrative Services Building (top and middle), Atwood Memorial Center (bottom)



View of greenspace in central campus.

changes intended to increase classroom utilization will be supported to increase the furniture and technology within classrooms.

#### **Initiative B: Eastman Hall Remodel**

The renovation of Eastman Hall will modernize and consolidate student health related services currently distributed across campus into historic campus structure. This initiative will have an immediate impact on campus by revitalizing a currently unused building and enhance student health services.

#### **Initiative C: Miller Center Remodel**

This initiative emerged through a series of discussions related to student collaboration spaces, SCSU's community connection, and student recruitment experience. It was identified that the Miller Center will be reducing its physical collections over the course of the next decade and will have an opportunity to enhance campus engagement through a remodel of the existing space. The building is intended to retain its core purpose as a learning center while modernizing some program spaces to more actively engage students in the future.

#### **Initiative D: Headley Hall Decommissioning**

As part of an effort to best and most efficiently use campus resources to meet the needs of future students, SCSU identified the desire to decommission up to 10% of campus buildings. Headley Hall is one of the oldest, least utilized, and highest FCI buildings on campus, and a prime candidate in this effort. The decommissioning of Headley Hall will enhance future opportunities in the center of campus, positively positioning SCSU for future recruiting efforts.

#### **Initiative E: Relocate Perimeter Student Services/ Programs to the Core of Campus**

In an effort to improve the student experience, student services will be relocated to the core of campus to improve synergy while maintaining the individual integrity of the program community and enhance accessibility to those that they serve. This will be accomplished by vacating and demolishing buildings that are not ADA accessible and inefficient to operate. The result will be safe and secure access to services as well as increased green space or commuter parking opportunities through redevelopment of vacated housing sites surrounding campus.

#### **Initiative F: Assess Optimal Academic Programming and Utilization of Space**

As the classroom utilization and faculty office realignment processes establish more clarity, the optimal configuration of space in Stewart Hall and 51B should be assessed. There will likely be an opportunity to achieve desired academic and operational units adjacencies among departments, including CLA programs (English and Ethnic & Women's Studies), SOPA (Economics, Geography & Planning, & Criminal Justice), and SHHS (Gerontology & Social Work). It is anticipated that the Psychology program offices will relocate from Whitney House to Stewart Hall space vacated by the CAPS program moving to Eastman Hall.

#### **Initiative G: Create Health Science Simulation and Clinical Learning Center**

Nationally, health science simulation and clinical learning needs are forecast to increase as the availability of clinical appointments decreases. This will place a stress on SCSU to provide clinical simulation opportunities for health science students or risk losing them to other universities. In the

short term, it was identified that SCSU should explore local collaboration opportunities to meet this need. Over time, it is expected that Brown Hall will begin to accommodate health science simulation needs, eventually developing into a dedicated simulation and clinical learning center.

#### **Initiative H: Visual and Performing Arts Center Strategy**

The Performing Arts Center and the Kiehle Visual Arts Center both have major building improvement needs that will begin to appear in the next decade. Additionally, there is a long-term need to evaluate performance space options as Ritsche Auditorium may become more and more difficult to access as the university grows. Discussion emerged around the potential development of an art corridor in the future.

#### **Initiative I: Wick Science Building Improvements**

The Wick Science Building is the second highest ranking building in terms of FCI, ranking just behind Headley Hall. Most significantly, a major HVAC renovation is needed to modernize the building constructed in 1972. As the focus upon STEM fields increases, it is likely that this building will experience increased utilization and demand for renovation.

#### **Initiative J: Engineering and Computing Center Improvements**

The Engineering and Computing Center faces a similar challenge as the Wick Science Building, but it has been renovated more recently. The needs of the programs housed in this building change rapidly and will require focused renovation in the future.

#### **Initiative K: Education Building Improvements**

The Education Building has a significant maintenance backlog and a significant number of additional renovations necessary to meet current pedagogical needs. The university is going to continue to monitor the utilization of this facility while utilization is improved across campus to assess the potential for relocating occupants and decommissioning this building. If it is not possible to relocate the building occupants, a renovation will be needed in the future to meet changing teaching preferences.

#### **Initiative L: Athletic & Recreation Facilities Improvements**

The Halenbeck Hall Building, like the Education Building, has significant maintenance backlog and is in need of a number of renovations necessary to meet current and future athletic and recreational needs. For SCSU to remain relevant in the NSIC Athletic Conference with regard to recruitment, retention, and competitive points, Halenbeck Hall needs to

be modernized to meet the needs and demands of today's intercollegiate athletics, student and community recreational and wellness participants.

#### **Initiative M: Athletic & Recreation Site Improvements**

Existing campus recreation and athletic facilities are shared with other community entities, or are located offsite. Improvements to create cohesive facilities to meet the current athletic and recreation standards are needed. Developing the under utilized Q Lots to accommodate these recreational fields will provide much needed space for both programs on campus.

#### **Initiative N: MN Highway and Safety Research Center**

The MN Highway and Safety Research Center may present several opportunities to enhance collaboration with St. Cloud Technical Community College.

#### **Initiative O: Improve Recruitment & New Student Experience**

Perceived recruitment difficulties due to facility conditions were identified early in conversations with Affinity Groups. Many of these comments focused on the impressions created by the physical condition the Administrative Services Building, which was constructed in 1975 and has been renovated sparingly. Gradual renovation of this building is intended to initially improve this impression and eventually adapt to a new model of providing student services.

#### **Initiative P: Atwood Memorial and Garvey Commons**

The student union and main dining hall, Atwood Memorial Center and Garvey Commons, are two of the most utilized student socialization spaces on campus. The continued refreshment of these spaces has been identified as a priority to promote a vibrant campus.

#### **Initiative Q: Housing / Residence Life Improvements**

The dramatic enrollment shift that SCSU has experienced provides an opportunity for the university to reposition their student housing strategy. Currently vacant, Stearns and Holes Halls are not necessary to fill short-term needs projections and also have ranked in recent years as two of the least desirable student housing options. A gradual repositioning of student housing options will allow the university to remain competitive with off-campus housing options.

See the appendix for the full resident life pro forma .



Student break-out space at SCSU

#### **Initiative R: Landscape / Campus Identity / Safety**

Current campus Identity is not consistent and improvements to create a unified brand is desired. The creation of new gateway monuments, signage, and wayfinding will improve the student and visitor experience. Improvements to signage and site lighting are key to improving safety while on campus. Improvements to existing walks to remove rough pavement will help eliminate tripping hazards and widening the main circulation paths will alleviate much of the bicycle/pedestrian conflicts on campus.

Pedestrian and vehicular improvements are essential to better designate “safe” zones for students while on campus and to limit vehicular access to the perimeter of campus. Shifting vehicular circulation will reduce maintenance and reduce accidents between pedestrian and vehicular conflicts. See Chapter 4 Site Development for more detailed information.

#### **Initiative S: Physical Plant Improvements**

The majority of the physical plant and utility distribution network is in good condition due to significant investments over the course of the last 15 years. Currently, the only major need is the replacement of the heating plant roof.

#### **Initiative T: Enhance Video Media Production**

Discussions with the Steering Committee identified video media production as an opportunity to improve educational opportunities in the College of Liberal Arts as well as the general student experience.

#### **Initiative X: Outstanding Initiatives / Opportunities**

Several projects have been identified which either span several initiatives or don't fit within a specific initiative that has developed.

# Short Term Projects (0-5 years)

## Initiative A: Active Learning / Collaboration / Furniture & Technology

- **A2: Improve Utilization of Office Space Across Campus**

Due to strategic realignments during the summer of 2015, it is anticipated that campus-wide office use will be reduced by up to 50 offices. Shortly after the conclusion of the Comprehensive Facility Plan (CFP), SCSU intends to assess current office space disposition, factor the impact of staff reductions, and reassign space to best meet the needs of the academic and operational units. This plan anticipates refurbishing existing space of 5,500 nsf distributed across campus and to be identified by SCSU after the conclusion of the CFP.

- **A3a: Remodel Classrooms/Open Areas to Collaboration Spaces**

Through a gradual improvement of classroom utilization, it is anticipated that campus wide classrooms inventory will reduce by up to 25 percent. At the conclusion of the CFP, SCSU intends to develop a tactical plan to accommodate academic unit strategic initiatives as well as utilization and station occupancy targets. In addition

to reducing the campus footprint, vacated classroom space may be converted to provide student/faculty collaboration space.

- **A4a: Remodel of Existing Classrooms to Active Learning Classrooms (Miller Center)**

Remodel of four classrooms to be identified by SCSU in the future to appropriate active learning environments, supported with new technology and furniture.

- **A5a: Furniture Replacement**

After or concurrent with the restructuring of classroom space on campus, purchase new furniture to replace selected classroom and collaboration space furniture. Furniture replacement is planned for FY2020, 2021, and each year after.

## Initiative B: Eastman Hall Remodel

- **B1: Remodel of Eastman Hall for Student Health Services**

Currently in schematic design at time of CFP, this project is anticipated to be completed and open by the Fall of 2017. The resulting 61,000 GSF space will accommodate the move of programs currently located in Hill Hall, Stewart Hall, Halenbeck Hall, and Atwood Memorial Center.



Miller Resource Center Entrance

**Initiative C: Miller Center Remodel**

No facilities projects identified in this timeframe.

**Initiative D: Headley Hall Decommissioning**

No facilities projects identified in this timeframe.

**Initiative E: Relocate Perimeter Student Services / Programs to the Core of Campus**

- **E0: Repurpose Existing Under utilized Space Near Core of Campus**

Some of the existing space that comes available through the improved utilization of classrooms & offices across campus will be refreshed to accommodate the relocation of occupants currently located on the periphery of campus. It is expected that spaces will be identified that meet the needs of relocated occupants with very little necessary improvement.

- **E1: Potential 525 Building Occupant Relocation**

The Center for Access and Opportunity, Pipeline, and Pre College Programs currently located in the 525 Building will be relocated to spaces near the core of campus as it is identified and becomes available.

- **E2: Potential Richard Green House Occupant Relocation**

The Athletes for Success in the Classroom Program currently located in the Richard Green House may be relocated to a space near the core of campus as it is identified and becomes available.

- **E3: Potential South Office Center Occupant Relocation**

The Community Anti-Racism Education (CARE) Initiative and IFO currently located in the South Office Center may be relocated to spaces near the core of campus as it is identified and becomes available.

**Initiative F: Assess Optimal Academic Programming and Utilization of Space**

No facilities projects identified in this timeframe.

**Initiative G: Create Health Science Simulation and Clinical Learning Center**

- **G1: Investigate development of collaborative relationship with St. Cloud Technical & Community College and St. Cloud Hospital**

Over the short term, SCSU will explore local opportunities for collaboration to provide educational and clinical opportunities to students in health science programs.

**Initiative H: Visual and Performing Arts Center Strategy**

No facilities projects identified in this timeframe.

**Initiative I: Wick Science Building Improvements**

No facilities projects identified in this timeframe.

**Initiative J: Engineering and Computing Center Renovation**

No facilities projects identified in this timeframe.

**Initiative K: Education Building**

- **K1: Monitor Classroom and Office Utilization to Assess Remodel or Demolition**

As the university works to raise classroom utilization through policy changes in the coming years, the potential of relocating occupants from the Education Building to spaces made available across campus will be evaluated.

- **K2a: Education Building Remodel HVAC Phase 1 (not pursue if moving towards demolition)**

If opportunities to relocate Education Building occupants do not emerge, it will be necessary to renovate the existing building. Phase 1 of this renovation will include partial HVAC system and fire protection upgrades. Funding to complete Phase 1 was not successful in 2014.

**Initiative L: Athletic & Recreation Facilities Improvements**

- **L1: Herb Brooks National Hockey Center Ice Rink Replacement**

Cooling systems for the two ice rinks will need to be replaced due to the environmental phase-out of R-22 refrigerant.

**Initiative M: Athletics & Recreation Site Improvements**

No facilities projects identified in this timeframe.

**Initiative N: Highway and Safety Research Center**

No facilities projects identified in this timeframe.

**Initiative O: Improve Recruitment & New Student Experience**

- **O1: Remodel Administrative Services Entry / Lobby**

Aesthetic remodel of the dated entrance and lobby to improve the first impression of SCSU.



Administration Services Building

#### **Initiative P: Atwood Memorial and Garvey Commons**

- **P1: Remodel of Garvey Commons**

It is anticipated that a remodel of Garvey Commons will occur as part of the new food service contract. Roughly half of Garvey Commons could be remodeled into an extended hours food emporium or additional meeting space to relieve the Atwood Student Center nearby.

#### **Initiative Q: Housing / Residence Life Improvements**

- **Q1: Demolish Holes Hall**

Currently vacant, in need of repairs, and undesirable to students, it is anticipated that Holes Hall will be demolished in 2016.

- **Q2: Remove and Replace Mitchell with Suite-Style Residence Hall**

The replacement of Mitchell Hall will allow for suite-style housing to be built on campus, a current bed type that is missing on campus. The new residence hall should be built in the location of the current Mitchell Hall to take advantage of the proximity to other student life amenities and to the Mississippi River.

#### **Initiative R: Landscape / Campus Identity / Safety**

No facilities projects identified in this timeframe.

#### **Initiative S: Physical Plant Improvements**

No facilities projects identified in this timeframe.

#### **Initiative T: Enhance Video Media Production**

No facilities projects identified in this timeframe.

#### **Initiative X: Outstanding Initiatives/Opportunities**

- **X1: New Bioreactor Building at South End of Campus**

Construction of a new, 4,000 NSF building to house a new bioreactor.

- **X3a: Creation of Interfaith and Faith Specific Designated Worship Spaces**

The first phase in expanding interfaith and faith specific designated worship spaces across campus, this project will identify a single space for creation of an interfaith room.



## Short Term Projects (0-5 Years)

### Initiative A: Active Learning / Collaboration / Furniture & Technology

- A2: Improve Utilization of Office Space Across Campus
- A3a: Remodel Classrooms/Open Areas to Collaboration Spaces
- A4a: Remodel of Existing Classrooms to Active Learning Classrooms (Miller Center)
- A5a: Furniture Replacement

### Initiative B: Eastman Hall Remodel

- B1: Remodel of Eastman Hall for Student Health Services

### Initiative E: Relocate Perimeter Student Services / Programs to the Core of Campus

- E0: Repurpose Existing Under Utilized Space Near Core of Campus
- E1: Potential 525 Building Occupant Relocation
- E2: Potential Richard Green House Occupant Relocation
- E3: Potential South Office Center Occupant Relocation

### Initiative G: Create Health Science Simulation and Clinical Learning Center

- G1: Investigate development of collaborative relationship with St. Cloud Tech Community College and St. Cloud Hospital

### Initiative K: Education Building

- K1: Monitor Classroom and Office Utilization to Assess Remodel or Demolition
- K2a: Education Building Remodel HVAC Phase 1 (not pursue if moving towards demolition)

### Initiative L: Athletic & Recreation Facilities Improvements

- L1: Herb Brooks National Hockey Center Ice Rink Replacement

### Initiative O: Improve Recruitment & New Student Experience

- O1: Remodel Administrative Services Entry / Lobby

### Initiative P: Atwood Memorial and Garvey Commons

- P1: Remodel of Garvey Commons

### Initiative Q: Housing / Residence Life Improvements

- Q1: Demolish Holes Hall
- Q2: Remove and Replace Mitchell Hall

### Initiative X: Outstanding Initiatives/Opportunities

- X1: New Bioreactor Building at South End of Campus
- X3a: Creation of Interfaith and Faith Specific Designated Worship Spaces



# Mid Term Projects (6-10 years)

## Initiative A: Active Learning / Collaboration / Furniture & Technology

- A3b: Remodel Classrooms/Open Areas to Collaboration Spaces**  
 The continuation of project A3a, focusing on the improvement of collaboration spaces across campus.
- A4b: Remodel of Existing Classrooms to Active Learning Classrooms**  
 The continuation of project A4a, focusing on the development of more active learning classrooms across campus. As classroom utilization is improved, SCSU will identify a strategic plan for where to locate active learning classrooms across campus following either a centralized or distributed model.
- A5b: Furniture Replacement**  
 The continuation of project A5a, SCSU will establish an annual budget for replacement of classroom and collaboration space furniture.

## Initiative B: Eastman Hall Remodel

No facilities projects identified in this timeframe.

## Initiative C: Miller Center Remodel

### C1: Remodels to the Miller Learning Resource Center

It is anticipated that the Miller Center will have approximately 30,000 NSF available to repurpose as the physical collection is reduced and digitized. Potential use for this space include a learning commons, an increased number of small group study rooms, the creation of a single point of service, the collocation of tutoring programs currently distributed across campus, relocation of some advising functions from Centennial Hall, collocation of the online program with CETL and Technology, the creation of more active learning classrooms, the relocation of the Center for Access and Opportunity, Pipeline and Precollege Course, and the relocation of select students services fitting the intended vision of the Miller Center.



Centennial Hall (top), Miller Resource Center (bottom)

**Initiative D: Headley Hall Decommissioning**

- **D1: Relocate Maverick Computers to Centennial Basement**

Maverick Computers will relocate to approximately 1,200 NSF of space in the Centennial Hall Basement which will be vacated by the Bookstore.

- **D2: Remodel of the Engineering and Computing Center “Beehive” for Headley Labs**

Class labs will be relocated from Headley Hall to remodeled spaces in the Engineering and Computing Center. First priority will be to remodel the “Beehive” which is currently a large and minimally used student computer lab, after which some classrooms in the ECC may be remodeled to accommodate additional labs. Any classroom space lost in the ECC will be replaced by increased classroom utilization across campus.

- **D3: Demolish Headley Hall**

Headley Hall is in need of significant work, as evidenced by its high FCI of 0.29, and is an under utilized eyesore in the center of campus. Of buildings that have potential to be demolished, Headley Hall received nearly unanimous first priority among the Steering Committee.

**Initiative E: Relocate Perimeter Student Services / Programs to the Core of Campus**

- **E4: Potential Women’s Center Occupant Relocation**

The Women’s Center currently located in a house near the perimeter of campus will be relocated to spaces near the core of campus as it is identified and becomes available.

**Initiative F: Assess Optimal Academic Programming and Utilization of Space**

- **F1: Stewart Hall and 51B Space Reconfiguration**

Spaces to be assessed for reconfiguration or relocation will include the English, Ethnic & Women’s Studies, Economics, Geography & Planning, Criminal Justice, Gerontology, Social Work, and Psychology programs.

- **F2: Stewart Hall Roof Replacement**

The entirety of the Stewart Hall roof will need to be replaced. A portion of this project was submitted as a funding request in 2014 and was denied.

**Initiative G: Create Health Science Simulation and Clinical Learning Center**

No facilities projects identified in this timeframe.

**Initiative H: Visual and Performing Arts Center Strategy**

- **H2: Performing Arts Center Remodel HVAC**

The HVAC and fire protection systems will be updated to improve indoor air quality, energy use, and fire safety.

- **H3: Kiehle Visual Arts Center Remodel HVAC**

The HVAC and fire protection systems will be updated to improve indoor air quality, energy use, and fire safety.

- **H4: KVAC Roof Deck Replacement & Security Improvements**

The second floor wooden roof deck overlooking the Mississippi River will be replaced and various security improvements will be made.

**Initiative I: Wick Science Building Improvements**

No facilities projects identified in this timeframe.

**Initiative J: Engineering and Computing Center Renovation**

- **J2: Relocation Predesign Study of Lindgren Childcare Center**

It was identified through the Affinity Groups that exploration of a more suitable location for childcare services should be explored. Additionally, as the Engineering and Computing Center is renovated, the space currently occupied by the childcare center may be better utilized by other programs.

**Initiative K: Education Building**

- **K2b: Education Building Remodel HVAC Phase 2 (not pursue if moving towards demolition)**

Phase 2 of renovations will focus on improving the indoor air quality of parts of the HVAC system and upgrading the fire protection system.

**Initiative L: Athletic & Recreation Facilities Improvements**

- **L2: Halenbeck Hall Renovation**

This project includes a complete remodel of the second floor of Halenbeck Hall locker room (varsity and general use) expansion and renovation, creation of team meeting rooms, athletic training room, intercollegiate weight room, offices, meeting and conference spaces, as well as deferred maintenance items such as the air conditioning equipment.

- **L3: Execute 3rd Floor Hockey Center Plan**

Shell space on third floor of hockey center (6,000 sf) to be finished for an appropriate use. University Planning will determine an appropriate use and transition plan.



Selke Field

#### **Initiative M: Athletics & Recreation Site Improvements**

- **M1: Husky Stadium Field Replacement**  
The existing synthetic turf at Husky Stadium is utilized heavily. Synthetic turf fields have a life span of approximately 10 years. The field turf should be evaluated as it approaches its 10th year and replaced soon after to ensure the field performs as needed.
- **M2: Husky Stadium Dome Replacement**  
The existing seasonal dome used over Husky Stadium in the winter was installed in 2004 and is projected to have a 20 year life-span. The condition of the dome should be evaluated as it reaches this date.

#### **Initiative N: Highway and Safety Research Center**

No facilities projects identified in this timeframe.

#### **Initiative O: Improve Recruitment & New Student Experience**

- **O2: Remodel of Administrative Service Building HVAC**  
The HVAC and fire protection systems will be updated to improve indoor air quality, energy use, and fire safety.

#### **Initiative P: Atwood Memorial and Garvey Commons**

- **P2: Phased Renovation of Atwood Memorial**  
It is anticipated that a new master plan for the renovation of Atwood Memorial Center will be developed and will identify projects for short-term implementation. The current master plan is no longer valid after completion of recent renovations.

#### **Initiative Q: Housing / Residence Life Improvements**

- **Q3: Potential Ervin House Occupant Relocation**  
The Ervin House, originally designed as a house, is not an efficient building for the Residence Life or any other offices. A location on campus suitable for office space should be located.

#### **Initiative R: Landscape / Campus Identity / Safety**

No facilities projects identified in this timeframe.

#### **Initiative S: Physical Plant Improvements**

- **S1: Heating Plant Roof Replacement**  
Areas A, A1, and B are in need of replacement.

#### **Initiative T: Enhance Video Media Production**

- **T2: Improve Video Capture Ability at Husky Stadium**  
The addition of a deck on the stadium roof is expected to enable proper camera placement for field events. This project will provide a direct feed to the Media Production area located in Stewart Hall.

**Initiative X: Outstanding Initiatives/Opportunities**

- **X3b: Creation of Interfaith and Faith Specific Designated Worship Spaces**

The identification and creation of smaller, less elaborate, designated spaces for faith specific worship across campus has been identified as an important improvement in student services. Initially, a single space will be identified.

- **X5: Doctoral Center Relocation**

The evaluation of a potential move of the Doctoral Center from the Education Building to the Miller Learning Resource Center will be evaluated. The mission of the Doctoral Center may more closely align with the purpose of the Miller Center.



## Mid Term Projects (6-10 Years)

### Initiative A: Active Learning / Collaboration / Furniture & Technology

- A3b: Remodel Classrooms/Open Areas to Collaboration Spaces
- A4b: Remodel of Existing Classrooms to Active Learning Classrooms
- A5b: Furniture Replacement

### Initiative C: Miller Center Remodel

- C1: Remodels to the Miller Learning Resource Center

### Initiative D: Headley Hall Decommissioning

- D1: Relocate Maverick Computers to Centennial Basement
- D2: Remodel of the Engineering and Computing Center “Beehive” for Headley Labs
- D3: Demolish Headley Hall

### Initiative E: Relocate Perimeter Student Services / Programs to the Core of Campus

- E4: Potential Women’s Center Occupant Relocation

### Initiative F: Assess Optimal Academic Programming and Utilization of Space

- F1: Stewart Hall and 51B Space Reconfiguration
- F2: Stewart Hall Roof Replacement

### Initiative H: Visual and Performing Arts Center Strategy

- H2: Performing Arts Center Remodel HVAC
- H3: Kiehle Visual Arts Center Remodel HVAC
- H4: KVAC Roof Deck Replacement & Security Improvements

### Initiative J: Engineering and Computing Center Renovation

- J2: Relocation Predesign Study of Lindgren Childcare Center

### Initiative K: Education Building

- K2b: Education Building Remodel HVAC Phase 2 (not pursue if moving towards demolition)

### Initiative L: Athletic & Recreation Facilities Improvements

- L2: Halenbeck Hall Renovation
- L3: Execute 3rd Floor Hockey Center Plan

### Initiative M: Athletics & Recreation Site Improvements

- M1: Husky Stadium Field Replacement
- M2: Husky Stadium Dome Replacement

### Initiative O: Improve Recruitment & New Student Experience

- O2: Remodel of Administrative Service Building HVAC

### Initiative P: Atwood Memorial and Garvey Commons

- P2: Phased Renovation of Atwood Memorial

### Initiative Q: Housing / Residence Life Improvements

- Q3: Potential Ervin House Occupant Relocation

### Initiative S: Physical Plant Improvements

- S1: Heating Plant Roof Replacement

### Initiative T: Enhance Video Media Production

- T2: Improve Video Capture Ability at Husky Stadium

### Initiative X: Outstanding Initiatives/Opportunities

- X3b: Creation of Interfaith and Faith Specific Designated Worship Spaces
- X5: Doctoral Center Relocation



# Long Term Projects (11+ years)

## Initiative A: Active Learning / Collaboration / Furniture & Technology

- **A5c: Furniture Replacement**  
The continuation of project A5a and A5b, SCSU will establish an annual budget for replacement of classroom and collaboration space furniture.

## Initiative B: Eastman Hall Remodel

No facilities projects identified in this timeframe.

## Initiative C: Miller Center Remodel

No facilities projects identified in this timeframe.

## Initiative D: Headley Hall Decommissioning

No facilities projects identified in this timeframe.

## Initiative E: Relocate Perimeter Student Services / Programs to the Core of Campus

- **E5: American Indian Center Renovation or New Building**  
The expansion or construction of a new American Indian Center was identified in the previous master plan. Over the past 10 years, the use of the center has grown by 150%. A new or expanded center should fit the culture and values of the center, such as access to the river for ceremonies.
- **E6: Potential Whitney House Remodel**  
As a historic structure with the second highest FCI across campus, the university should expect to remodel the Whitney House when feasible. A remodel may align with the current occupants leaving the facility as part of the reorganization of academic offices spaces.

## Initiative F: Assess Optimal Academic Programming and Utilization of Space

- **F3: 51B Roof Replacement and Greenhouse Repair**  
Roof areas A and B at 51B and area A at the greenhouse will require repair or replacement.
- **F4: Stewart Hall Life Safety Remodels**  
Replacement of the HVAC systems, fire protection systems, built-in equipment, and roof.



Stewart Hall entrance (top), view of ISELF and greenhouses (middle), Whitney House (bottom).

**Initiative G: Create Health Science Simulation and Clinical Learning Center**

No facilities projects identified in this timeframe.

**Initiative H: Visual and Performing Arts Center Strategy**

- **H1: Performing Arts Center Roof Replacement**  
Roof areas A2, A3, A4, and B will need to be replaced.
- **H5: Selective Renovation of Performing Arts Center**  
Renovation of classroom and support spaces.
- **H6: Selective Renovation of Kiehle Visual Arts Center**  
Renovation of classroom and support spaces.
- **H7: Evaluate Performance Space Options with City and Community Partnerships**  
Options may include the renovation of existing PAC performance venues and Ritsche Auditorium (access evaluation), addition of a White Box theater to the PAC, new construction of a large capacity performance space or the use of existing community or campus venues.

**Initiative I: Wick Science Building Improvements**

- **I1: Wick Science Building Replace Roof**  
Replacement of the entire roof of the Wick Science Building.
- **I2: Wick Science Building HVAC & Utilities Renovation**  
Project includes the replacement of the HVAC systems and upgrades targeting the indoor air quality, electrical, plumbing, and fire detection systems.

**Initiative J: Engineering and Computing Center Renovation**

- **J1: Engineering & Computing Center Remodel and Renovation**  
Renovation of the ECC to meet modern educational standards for the programs housed in this facility. This project may adjust in response to the renovations undertaken to accommodate relocation of programs from Headley Hall, see project D2.

**Initiative K: Education Building**

No facilities projects identified in this timeframe.

**Initiative L: Athletic & Recreation Facilities Improvements**

- **L4: Student Recreation Center Addition**  
This project includes the creation of three Multi Activity Courts (MAC), recreation center expansion, and remodel of the recreation and athletic offices. In the short term, SCSU should begin to explore partnerships with SCTCC, City and Community as soon as possible.

- **L5: Halenbeck Hall Main Entry & Arena Lobby Addition**

This project includes the creation of an improved main entry and lobby space on the west side of Halenbeck Hall to become the front door for athletic competitions. Spaces that should be considered include a fan engagement space on the third floor, concessions, restrooms, and pre and post game function space.

- **L6: Halenbeck Hall New 50M Competition Pool**

This project includes the creation of a new 50 M competition pool and renovation of existing pool to a recreation pool or flexible indoor turf space. In the short term, SCSU should begin to explore partnerships with SCTCC, City and Community as soon as possible.

- **L7: Halenbeck Hall Kinesiology Department Renovation & Expansion**

It has been identified that the Kinesiology department will be in need of expansion due to their academic programs and partnerships with Athletics and Campus Recreation.

- **L8: Student Recreation Center Personal Training/Wellness Space Relocation of Outdoor Pursuits**

This project involves moving Outdoor Pursuits to the city owned facility south of K lot and renovation of the vacated space to accommodate needs of the personal training and wellness programs.

**Initiative M: Athletics & Recreation Site Improvements**

- **M3: Assess Selke Field Improvements vs. Sale of Property and Relocation to Campus (see M5)**

Monitor condition of the wall and develop cost benefit analysis of property and facilities.

M3a - Selke Improvements to bring softball up to NCAA standards & Title IX requirements for amenities, including restrooms, improved site lighting and overall athlete and fan experience amenities

OR

M3b - sell Selke and relocate all rec and athletic facilities to athletics campus (see M5).

- **M5: Baseball and Softball Stadium & Recreation Fields Development (Q Lots)**

Construction of new athletic & recreation fields on south end of campus to include a competition softball stadium, practice baseball field and multiple synthetic turf recreation fields, all with field lights and other necessary site improvements.

**Initiative N: Highway and Safety Research Center**

- **N1: Evaluate Potential Collaboration with St. Cloud Tech Community College**

The long-term development of this facility will be heavily influenced by collaboration opportunities that can be identified.

**Initiative O: Improve Recruitment & New Student Experience**

- **O4: Remodel Administrative Services for Creation of Integrated Student Services**

The goal of this project is to improve the student experience through the integration of cross-trained student services personnel. The Administrative Services Building will need to be remodeled as required to facilitate this effort. Integrated Student Services will follow either a centralized or distributed model, as determined by SCSU through further exploration.



Lawrence Hall

**Initiative P: Atwood Memorial and Garvey Commons**

No facilities projects identified in this timeframe.

**Initiative Q: Housing / Residence Life Improvements**

- **Q4: Remodel Sherburne Hall**

Last remodeled in 1987, the university should plan to remodel Sherburne Hall to meeting modern housing preferences. A remodel is expected to reduce the number of available beds from 528 to 502.

- **Q5: Demolish Stearns Hall**

Currently vacant and in a similar condition as Holes Hall, Stearns Hall is necessary as a temporary swing space as construction is undertaken at Mitchell Hall. Once complete, Stearns Hall is expected to be demolished.

- **Q6: Demolish Benton Hall**

Benton Hall North and South, currently popular because of the suite-style housing they offer, are in need of major repairs and renovations. The demolition of these buildings will remove 229 beds from campus.



Women's Center



Herb Brooks National Hockey Center

- **Q7: Demolish Stateview Apartments**  
Stateview Apartments were purchased by the university after being developed by another entity, and do not meet the MnSCU construction standards or the university’s vision for its residence life portfolio. The demolition of these buildings will remove 96 beds from campus.
- **Q8: Lawrence Hall Renovation & Maintenance**  
Recently renovated, Lawrence Hall is currently in good condition with an FCI of 0.00, but future renovation and maintenance should be anticipated due to the age of the historic structure. A renovation is not anticipated to reduce the number of available beds.
- **Q9: Visiting Scholar/International Student “Living Learning Community”**  
Long term, the Steering Committee has identified the development of combined visiting scholar housing and an Intensive English Center as a need. The final location of this new building should be determined as the strategic repositioning efforts are solidified.

**Initiative R: Landscape / Campus Identity / Safety**

No facilities projects identified in this timeframe.

**Initiative S: Physical Plant Improvements**

No facilities projects identified in this timeframe.

**Initiative T: Enhance Video Media Production**

- **T1: Renovations to Stewart Hall to Create Common News Room**

This project includes renovation of the basement level of Stewart Hall to create common news room from the several individual studios currently in place.

**Initiative X: Outstanding Initiatives/Opportunities**

- **X7: Center for Adult Learner Success**  
This project includes the creation of a combined space for the Young Parents Initiative, Adult Learning Graduate Assistants, and Veterans Affairs.



## Long Term Projects (11+ Years)

### Initiative A: Active Learning / Collaboration / Furniture & Technology

- A5c: Furniture Replacement

### Initiative E: Relocate Perimeter Student Services / Programs to the Core of Campus

- E5: American Indian Center Renovation or New Building
- E6: Potential Whitney House Remodel

### Initiative F: Assess Optimal Academic Programming and Utilization of Space

- F3: 51B Roof Replacement and Greenhouse Repair
- F4: Stewart Hall Life Safety Remodels

### Initiative H: Visual and Performing Arts Center Strategy

- H1: Performing Arts Center Roof Replacement
- H5: Selective Renovation of Performing Arts Center
- H6: Selective Renovation of Kiehle Visual Arts Center
- H7: Evaluate Performance Space Options with City and Community Partnerships

### Initiative I: Wick Science Building Improvements

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- I2: Wick Science Building HVAC & Utilities Renovation

### Initiative J: Engineering and Computing Center Renovation

- J1: Engineering & Computing Center Remodel and Renovation

### Initiative L: Athletic & Recreation Facilities Improvements

- L4: Student Recreation Center Addition
- L5: Halenbeck Hall Main Entry & Arena Lobby Addition
- L6: Halenbeck Hall New 50M Competition Pool
- L7: Halenbeck Hall Kinesiology Department Renovation & Expansion
- L8: Student Recreation Center Personal Training/Wellness Space Relocation of Outdoor Pursuits

### Initiative M: Athletics & Recreation Site Improvements

- M3: Assess Selke Field Improvements vs. Sale of Property and Relocation to Campus (see M5)
- M5: Baseball and Softball Stadium & Recreation Fields Development (Q Lots)

### Initiative N: Highway and Safety Research Center

- N1: Evaluate Potential Collaboration with St. Cloud Tech Community College

### Initiative O: Improve Recruitment & New Student Experience

- O4: Remodel Administrative Services for Creation of Integrated Student Services

### Initiative Q: Housing / Residence Life Improvements

- Q4: Remodel Sherburne Hall
- Q5: Demolish Stearns Hall
- Q6: Demolish Benton Hall
- Q7: Demolish Stateview Apartments
- Q8: Lawrence Hall Renovation & Maintenance
- Q9: Visiting Scholar/International Student "Living Learning Community"

### Initiative T: Enhance Video Media Production

- T1: Renovations to Stewart Hall to Create Common News Room

### Initiative X: Outstanding Initiatives/Opportunities

- X7: Center for Adult Learner Success



## Comprehensive Facilities Projected Master Plan

- |  |                                      |  |
|--|--------------------------------------|--|
| 1. Public Safety Center                      | 13. Stewart Hall                     | 27. Child Care Center                  |
| 2. Case Hall                                 | 14. 51 Building                      | 28. Shoemaker Hall                     |
| 3. Hill Hall                                 | 15. Centennial Hall                  | 29. Heating Plant                      |
| 4. Sherburne Hall                            | 16. Administrative Services Building | 30. Facilities Management              |
| 5. Garvey Commons                            | 17. Brown Hall                       | 31. Chiller Plant                      |
| 6. Mitchell Hall                             | 18. Lewis House Foundation           | 32. Halenbeck Hall                     |
| 7. Whitney House                             | 19. Riverview                        | 33. Student Recreation Center          |
| 8. Kiehle Visual Arts Center                 | 21. Eastman                          | 34. Husky Stadium                      |
| 9. James W. Miller Learning Resources Center | 22. Robert H. Wick Science Building  | 35. Herb Brooks National Hockey Center |
| 10. Performing Arts Center                   | 23. ISELF                            | 36. Husky Hub                          |
| 11. Atwood Center                            | 24. Education Building               | 37. New Bioreactor Building            |
| 12. Lawrence Hall                            | 25. American Indian Center           |  |
|  | 26. Engineering & Computing Center   |  |

