



**2013 CAMPUS
MASTER PLAN**

NOVEMBER 2013

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A Framework for the Future of Marshall University



The purpose of the Marshall University Campus Master Plan (Master Plan) is to establish a comprehensive framework for guiding the future development of Marshall University. Numerous inter-related factors must be considered. They include the desired physical and aesthetic environments, attributes that foster our distinctiveness, programmatic development and discontinuation, sustainability considerations, anticipated learning and work environs, campus navigation preferences, property acquisitions, accessibility and transportation routing and flow patterns – all are essential considerations to resolve in order to focus and prioritize future planning efforts and decision-making by the University.

Moreover, the new ten-year Master Plan must be conducive to short- and long-term planning that is adaptive to changing conditions and mandates. The outcome of this endeavor will not be a detailed blueprint for building construction; rather, it will be a multifaceted template, which will blend the many factors that will influence the quality of Marshall's campuses and forecast how they will need to work together to create functional, holistic environments conducive to supporting and advancing the University's mission. These influences must be delineated and prioritized sufficiently to provide the necessary design direction for future projects to ensure that the integrity, vibrancy and character of Marshall's campuses is sustained.

Stephen J. Kopp, Ph. D.
President

CHAPTER ONE:

Master Plan Overview and Context

Introduction



Overview

Marshall University, founded in 1837, is one of West Virginia's premier public research universities. Marshall University's Main Campus is located in Huntington, and it maintains regional campuses in several locations across central and southern West Virginia.

The 2013 Marshall University Campus Master Plan supports the achievement of the University's strategic vision and goals and develops a holistic 10-year plan for all of Marshall's campuses in Huntington, and three regional campuses in Point Pleasant, Teays Valley and South Charleston, WV. Combined, Marshall University's campuses encompass 149 acres and over 4.25 million gross square feet of facilities.

The Campus Master Plan will help to differentiate Marshall University and create a distinctive destination by supporting its outstanding academic programs, vibrant campus life, and compelling physical presence. Additionally, the Campus Master Plan will provide a framework for coordinating physical and program development decisions, as well as provide a basis for long- and short-term planning that is clear, flexible, and responds to changing needs and conditions.

Mission Statement

Marshall University is a multi-campus public university providing innovative undergraduate and graduate education that contributes to the development of society and the individual. The University actively facilitates learning through the preservation, discovery, synthesis, and dissemination of knowledge.

Marshall University will:

- provide affordable, high quality undergraduate and graduate education appropriate for the state and the region;
 - provide services and resources to promote student learning, retention, and academic success;
 - foster faculty, staff, and student outreach through service activities;
 - provide a safe and secure employee work environment;
 - make instruction available throughout Marshall's service area using all appropriate modes of delivery;
 - enhance the quality of health care in the region;
 - promote economic development through research, collaboration, and technological innovations;
- educate a citizenry capable of living and working effectively in a global environment;
 - support and strengthen the faculty, staff, student, and administrative governance structures in order to promote shared governance of the institution;
 - further the intellectual, artistic, and cultural life of the community and region; and
 - adhere to the Marshall University Creed and to the Statement of Ethics.

Guiding Principles

1. Adapt Fiscal Practices to Operate in a More Resource Constrained Environment, while Fulfilling the Institution's Mission.



- Analyze the root causes of today's funding challenges, while laying the framework for a highly adaptive and sustainable institution of excellence for tomorrow.
- Align the University Mission and its Strategic Priorities with its Strategic Budget Plan.
- Evaluate the growth opportunities that exist within the boundaries of our current campuses.
- Selectively acquire land resources to ensure the future viability and vitality of the institution.

2. Create Campuses of Distinction by Investing in Signature Facilities and Programs.



- Create campuses of distinction by selectively investing in existing and emerging academic programs of opportunity.
- Invest in existing and new facilities with the greatest adaptive potential - e.g., renew, re-use, re-purpose, replace.

3. Improve Campus Life Experience.



- Develop residential and student-life offerings of interest to the 21st century student.
- Enhance campus environments through aesthetic improvements and campus life activities (e.g., athletic and cultural events, gathering spaces, landscaping, parking, vehicular, pedestrian circulation and access).

4. Embrace a Growing Diversity



- Address the academic, residential, and support needs of a changing student demographic.
- Continue investments in advanced classroom technology to support diverse teaching and learning pedagogies.

5. Enhance Campus Identity



- Enhance campus gateways, edges, byways and signage to improve the visitor experience.
- Beautify and unify all campuses to enhance the sense of place and pride.

6. Enrich Interactions between Our Campuses and Communities.



- Enrich and enliven interactions between campus and the community.
- Invest in progressive transportation networks to connect campuses with each other and within the community.
- Promote environmental stewardship on our campuses in context with the city, the region, and the watershed.

Process

The Campus Master Plan was completed over a 12-month period that consisted of five planning phases. It began in November 2012 with the Discovery Phase, which was followed by Analysis, Idea Generation, Refinement and finally, Documentation. The process provided the opportunity to develop a collective vision for the Campus Master Plan, to refine goals, and to give them physical form in the campus plan.

I. Discovery

The master planning team worked with Marshall University to identify goals, establish planning objectives, and collect and review information related to existing campus conditions through site visits and examining existing documentation.

II. Analysis

Next, the team developed graphical and written analyses of campus systems and structures which identified critical issues and development opportunities. The team also developed a space needs analysis to quantify the needs for future development on campus based on enrollment projections and academic program growth.

III. Idea Generation

Several alternative plans were generated for each campus during the third phase to test and explore realistic options for campus

I. DISCOVERY



development based on the findings from the Analysis Phase.

IV. Refinement

Based on input from campus and community constituents, the master planning team prepared a single draft Preliminary Master Plan for each campus, combining the best components of the plans from the Idea Generation Phase. This plan established an overall organizing strategy for each campus, and was refined into a final plan.

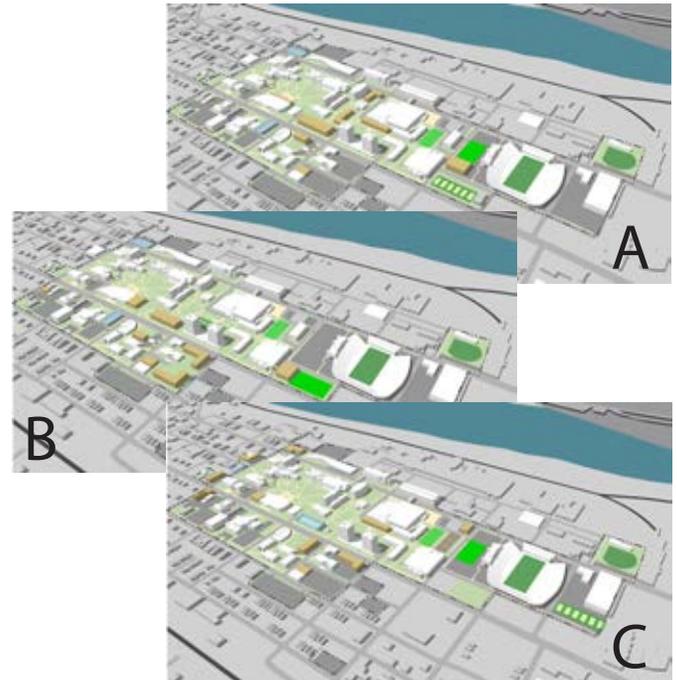
V. Documentation

In the final phase, the master planning team summarized their findings and recommendations in a series of technical reports and created the final Campus Master Plan Report.

II. ANALYSIS



III. IDEA GENERATION



IV. REFINEMENT



V. DOCUMENTATION



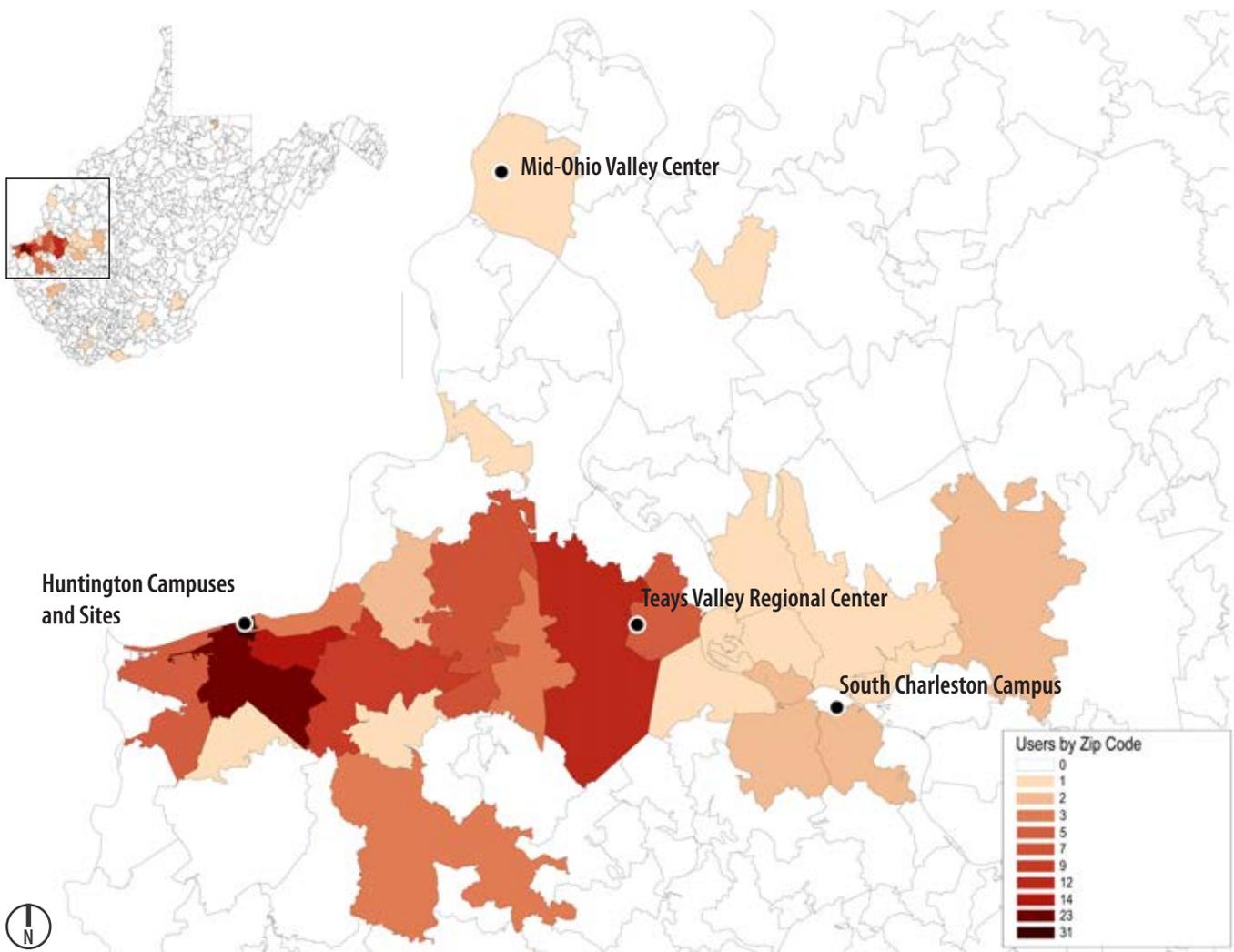
Community Engagement



Community engagement was a critical component of the master planning process. The team conducted open houses and working sessions with Marshall University leadership, the Executive and Advisory Committees, faculty, students, staff and members of the community and regional organizations, including KYOVA, WDOT, the City of Huntington, RTI, and the Office of State Senator Plymale on various aspects of the plan.

Additionally, the team set up a Virtual Town Hall to get further input from the community, leveraging the web to reach a greater number of stakeholders and community members. Using a web-based platform provided by MindMixer, an open forum of ideas and dialogue took place over the entire planning process beginning with the Campus Kickoff in December of 2012. The Virtual Town Hall was also used to provide updates about the master plan process and to share preliminary alternatives and recommendations for the final plan.

It was especially important to have a tool to reach the broad community of Marshall University, which is spread geographically across many counties of southern and central West Virginia, and



Map of Virtual Town Hall Active Participants by Zip Code

beyond. The Virtual Town Hall was able to open up the dialogue to those who might not have had an opportunity to attend meetings in person to contribute input to the project.

The response from the community was very strong. Many people participated in public and community meetings over the course of the project, and the team was able to make several

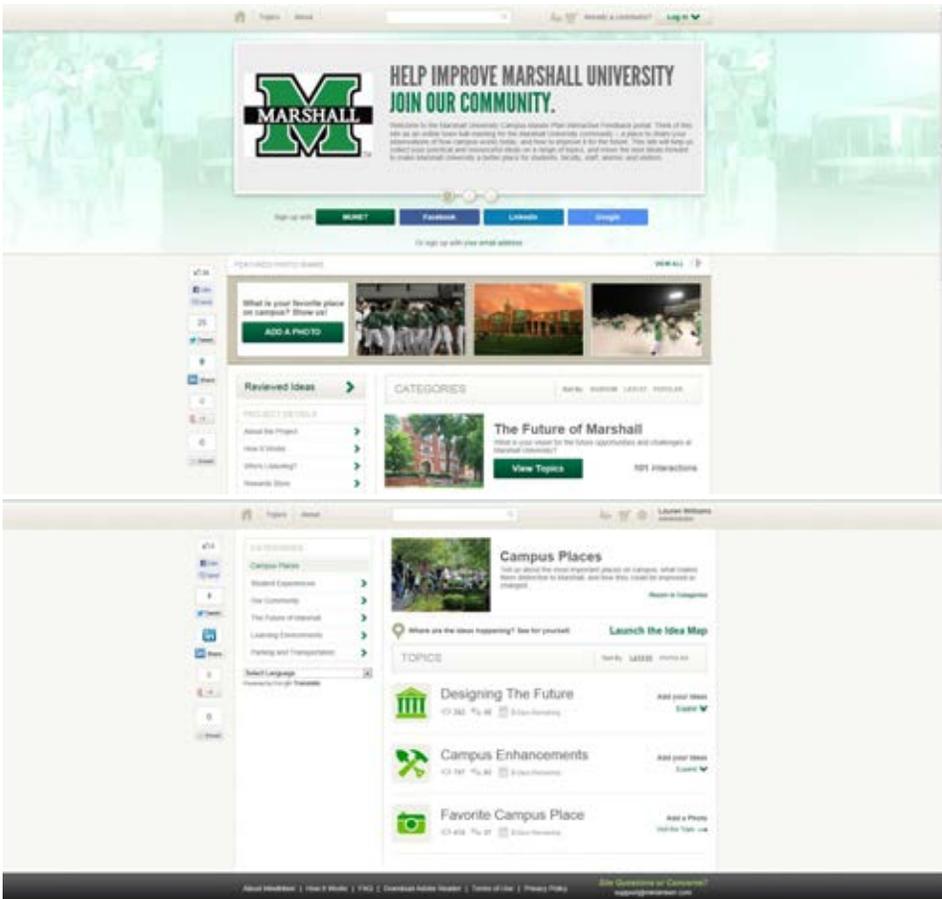
presentations during visits to campus to share updates and garner feedback. Online, there were over 2,630 unique visitors to the Virtual Town Hall site, which received almost 30,100 page views over the master plan process. The site had almost 200 active participants who continuously contributed valuable feedback and ideas along the way. Over 70% of the active participants to the site came from West Virginia, representing counties from across

the state. Many of these users were concentrated along the I-64 corridor representing communities adjacent to each of Marshall's campuses. An additional 60 of the active participants listed their primary residence as outside of the state. Visitors to the Virtual Town Hall represent members of the Marshall University community, alumni, and the public.



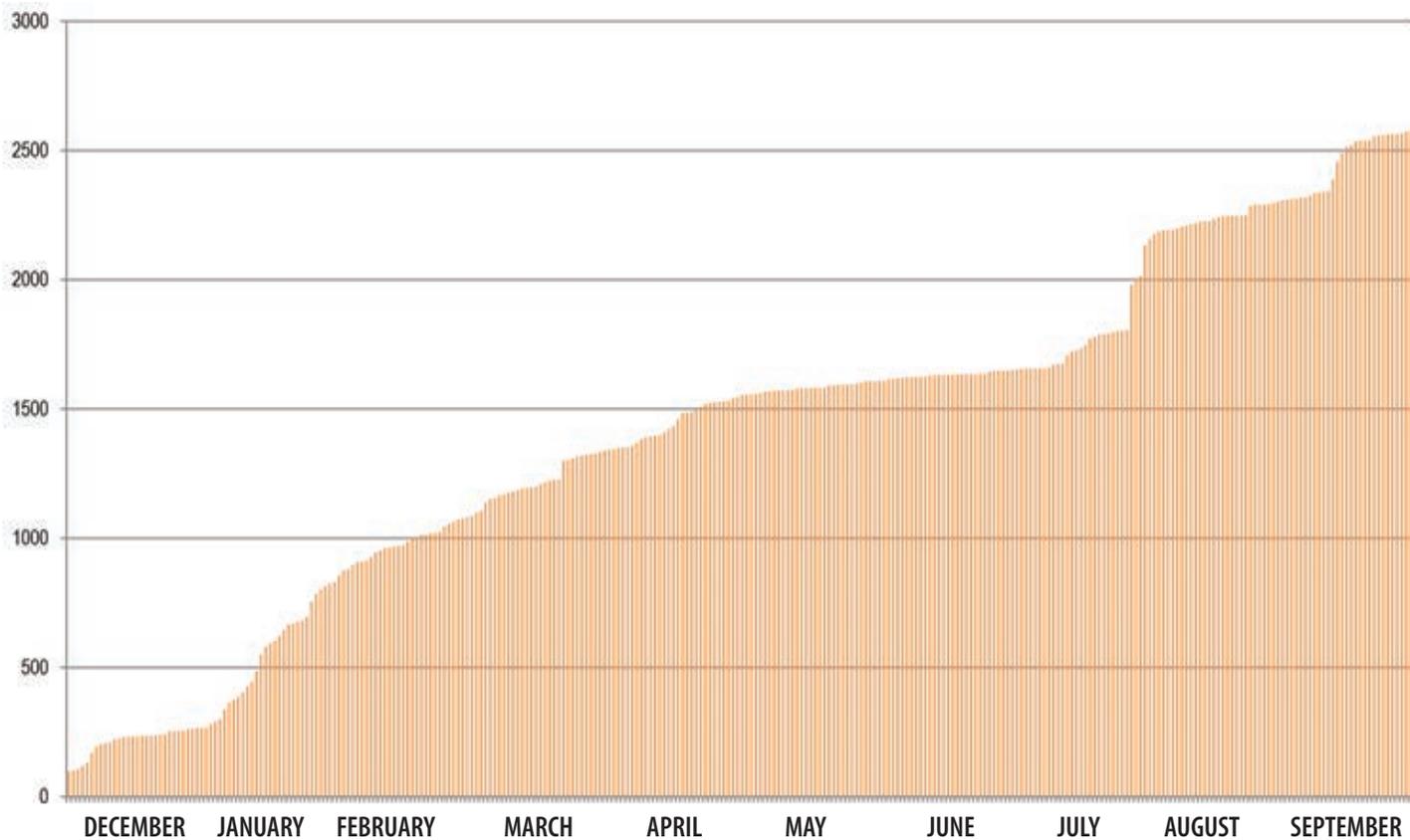
Master Plan Advisory Group Meeting

The Virtual Town Hall was accessible via Marshall University’s website. Marshall launched the “Be HEARD” campaign to increase awareness about the master plan process, which included promotion of the plan and website during campus visits, using postcards and table placards distributed around the campus during the semester, and sending email blasts about events and new content on the site for the duration of the master plan. The Virtual Town Hall substantially increased the exposure of the plan.



Virtual Town Hall Interface

The image to the left depicts the interface for the Virtual Town Hall which can be found at: <http://masterplan.marshall.edu/>



Graph of Total Visitors to Virtual Town Hall by Month

Marketing materials were developed and printed in house at Marshall to promote the master plan process and greater community engagement. A flier was designed that was used as a postcard to hand out at meetings and events, as well as for table placards in Marshall University dining halls.

HAVE IDEAS FOR THE FUTURE OF MARSHALL? BE HEARD.

MARSHALL UNIVERSITY CAMPUS MASTER PLAN

Marshall University is embarking on a 22-month planning process to develop a new five-year Campus Master Plan for all Huntington and Lewis Clackson campuses, with the goal of creating a more vibrant and sustainable campus. The University is partnering with local, state, and federal agencies to ensure the campus is prepared to address the challenges of the future and provide a world-class educational experience for all students.

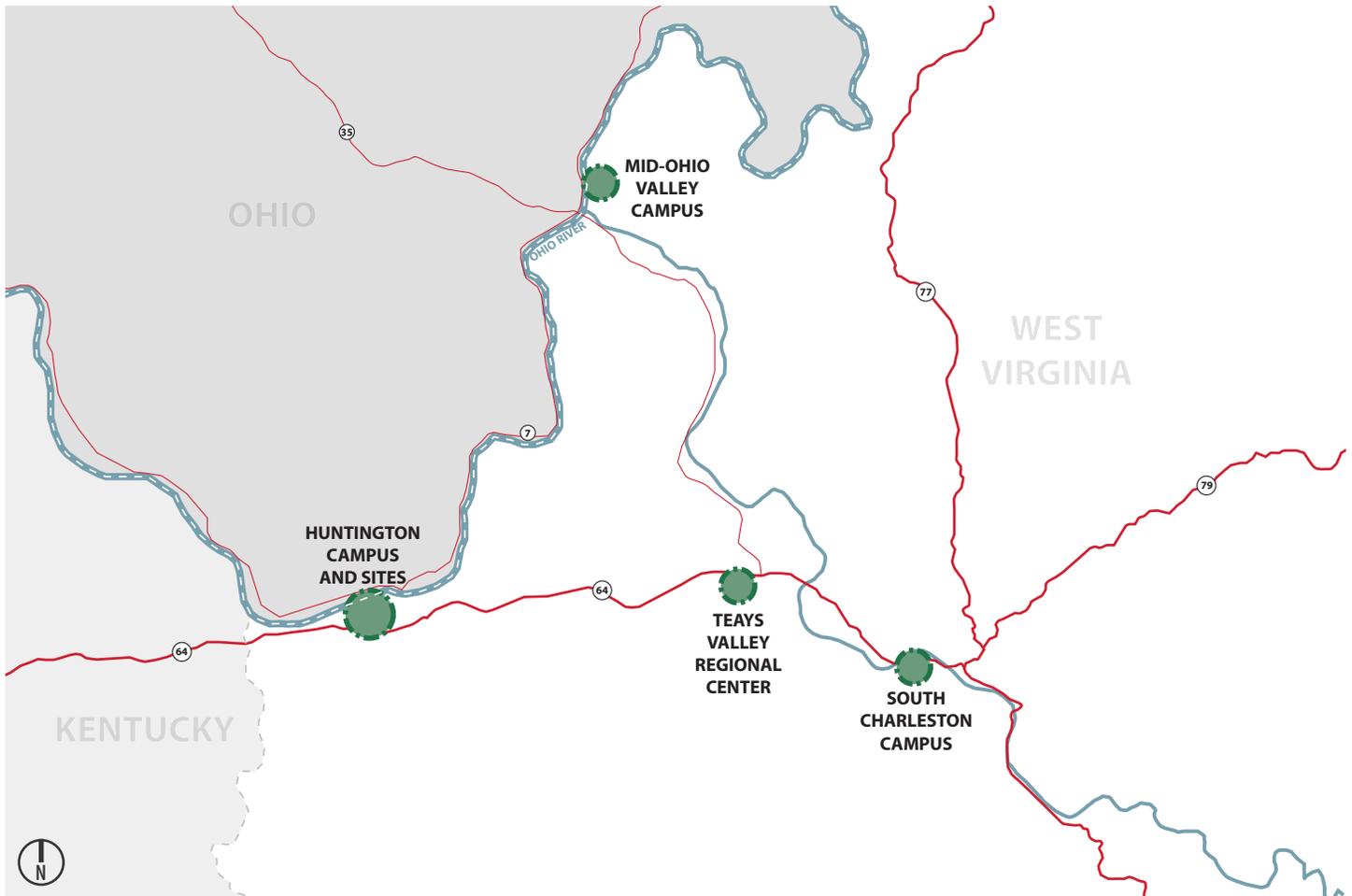
BE HEARD. Why shape the future of Marshall? We want to hear your insights and feedback as part of the master plan process. We ask for 15-20 minutes of your time to share your ideas and feedback. For more information, visit www.marshall.edu/mplan.

<http://www.marshall.edu/mplan>



Planning Assumptions

Campus Locations



The Master Plan addresses Marshall University's Huntington, Mid-Ohio Valley Center, Teays Valley Regional Center, and South Charleston campuses. This holistic approach toward future planning enables Marshall University to best leverage its existing resources while eliminating duplication.

While Marshall University delivers courses at multiple locations, the Campus Master Plan considers Marshall to be *one* university that should feel cohesive across all campuses.

Enrollment Projections

Marshall University currently enrolls 16,917 students across its physical campus locations and online. Enrollment at Marshall University is expected to increase by over 22% during the 10-year planning horizon of the Campus Master Plan. This enrollment will not take place uniformly across all of Marshall University's campuses and programs, so the Master Plan identifies key areas of physical growth that are specific to future needs.

In addition to an overall growth in enrollment, Marshall University is planning for a more diverse student body with an increased percentage of international students.

The Master Plan takes into consideration the specific needs of new campus populations as it relates to academic and support spaces, as well as an expansion of residential life opportunities and amenities on campus.

Marshall University also plans to reach its enrollment targets in its professional schools as it fills out its cohorts in the Schools of Physical Therapy and Pharmacy which will be graduating their first classes in the coming years. Marshall University also plans to expand on its offerings in the Health Sciences through the addition of a program in Public Health.

Marshall University | Enrollment by Level (Fall 2012)

Level	Fall 2012		Target Enrollment		% Growth
	Unduplicated Headcount ¹	FTE ¹	Unduplicated Headcount ²	FTE ²	
Undergraduate	12,545	9,053.5	15,217	10,880.7	21.3%
Huntington	8,376	7,446.9	9,743	8,813.9	16.3%
South Charleston	1	0.2	50	50.0	4900.0%
E-Course/WVRocks	2,816	933.4	4,072	1,343.8	44.6%
All Other Locations	1,352	673.1	1,352	673.1	0.0%
Graduate	4,265	1,862.7	5,039	2,538.0	18.1%
Huntington	1,157	691.8	1,557	1,223.8	34.6%
South Charleston	1,137	449.5	1,137	449.5	0.0%
E-Course	887	339.9	1,261	483.2	42.2%
All Other Locations	1,084	381.5	1,084	381.5	0.0%
Professional	107	162.8	491	732.4	358.9%
Pharmacy	79	118.5	300	450.0	279.7%
Physical Therapy	28	44.3	111	175.8	296.4%
Public Health	0	0.0	80	106.6	
Total	16,917	11,079.0	20,747	14,151.1	22.6%
Medical	289	289.0	289	289.0	
Medical	289	289.0	289	289.0	

1. Figures provided by the Office of Institutional Research (February 2013)
 2. Student Enrollment Projections provided by the Office of the Provost

CHAPTER TWO:

Huntington Campuses and Sites



Huntington Campuses and Sites

Chapter Topics

Main Campus:

- Overview
- Existing Plan & Current Projects
- Planning Assumptions
- Space Needs
- Analysis
- Recommended Plan

Marshall University's Main Campus is located in Huntington, WV and supports the institution's largest student population. It provides the most extensive educational offerings with degrees conferred at both the undergraduate and graduate level. In planning terms, Marshall University maintains a distributed campus model with a footprint seen throughout the Huntington region.

In addition to the 114-acre area encompassing Main Campus, Marshall University also has off-campus facilities that include the Hoops Family Veteran Memorial Soccer Complex and Visual Arts Center. Marshall also maintains a Medical and Forensic Campus, approximately one mile south of the Main Campus within the City of Huntington. This campus is positioned in close proximity to Cabell Huntington Hospital to allow for easy movement between the two locations. Cabell Huntington Hospital also includes space occupied by the Joan C. Edwards School of Medicine.

School of Pharmacy

- Overview and Recommendations

Medical and Forensic Campus:

- Overview
- Analysis
- Recommended Plan

To the east of Main Campus, Marshall leases space from St. Mary's Medical Center to accommodate the School of Physical Therapy. In Spring Valley, approximately 7 miles west of Main Campus, the School of Pharmacy is located on the campus of the VA Medical Center.

Existing Plan & Current Projects



Changes Since the 2008 Master Plan Update

In 2008, Marshall University presented a Master Plan Update to the West Virginia Higher Education Policy Commission (WVHEPC) that identified construction activities following completion of the 2003 Campus Master Plan. Since this presentation, Marshall has been actively working to implement the academic and student service enhancements. The following list outlines improvements and expansions completed across the Huntington Campuses and Sites since 2008:

Main Campus:

- (2008) Dot Hicks Memorial Softball Field - 2,258 GSF
- (2008) Dot Hicks Clubhouse - 2,816 GSF
- (2009) Recreation Center - 123,000 GSF
- (2009) Freshman North and South Residence Halls - 80,337 GSF per facility
- (2009) Weisberg Engineering Lab - 16,000 GSF
- (2010) Foundation Hall / Erickson Alumni Center - 33,220 GSF
- (2012) Parking Garage, 6th Avenue - 411 parking spaces
- (2013) Hoops Family Veteran Memorial Soccer Complex - 12,175 GSF

- (2013) East Hall Renovation - 21,721 GSF
- (2013) Hodges Hall Demolition - 40,694 GSF
- (Under Construction) Indoor Practice Facility - 105,000 GSF
- (Under Construction) Sports Medicine Translational Research and Athletic Academic Support Centers - 35,000 GSF
- (Under Construction) Arthur Weisberg Family Applied Engineering Complex - 148,931 GSF
- (Under Construction) Gillette Welcome Center Elevator Addition
- (Under Construction) Visual Arts Center - 67,200 GSF

Medical / Forensics Campus:

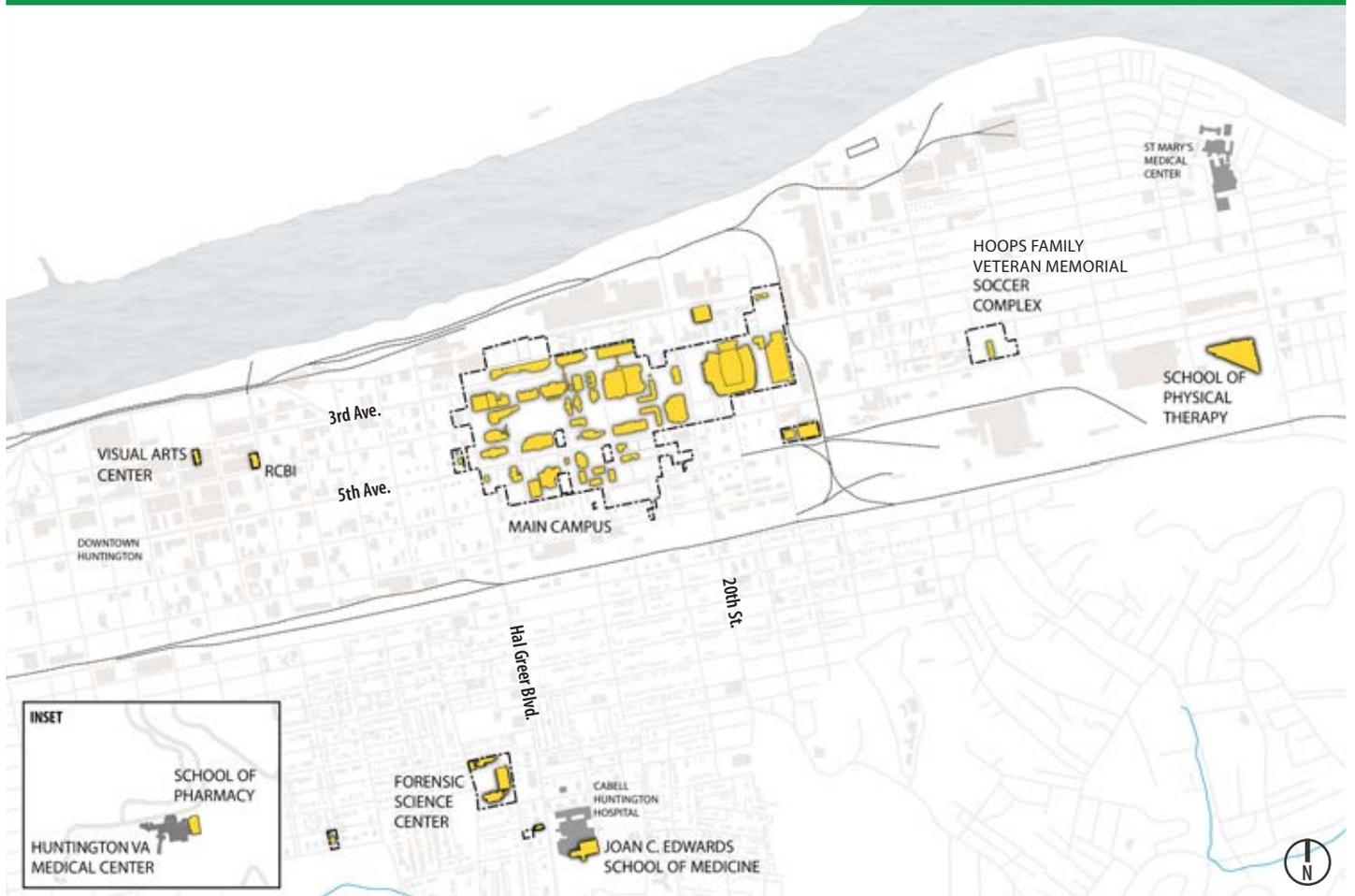
- (2009) Forensic Science Center Building Annex - 16,000 GSF
- (2011) Forensic Science Center Renovation - 8,300 GSF
- (2013) Forensic Science Center 2nd Fl. Renovation - 2,100 GSF

School of Pharmacy:

- (2012) Robert C. Coon Medical Education Building Renovation

School of Physical Therapy :

- (2012) Building Renovation



Huntington Campuses and Sites

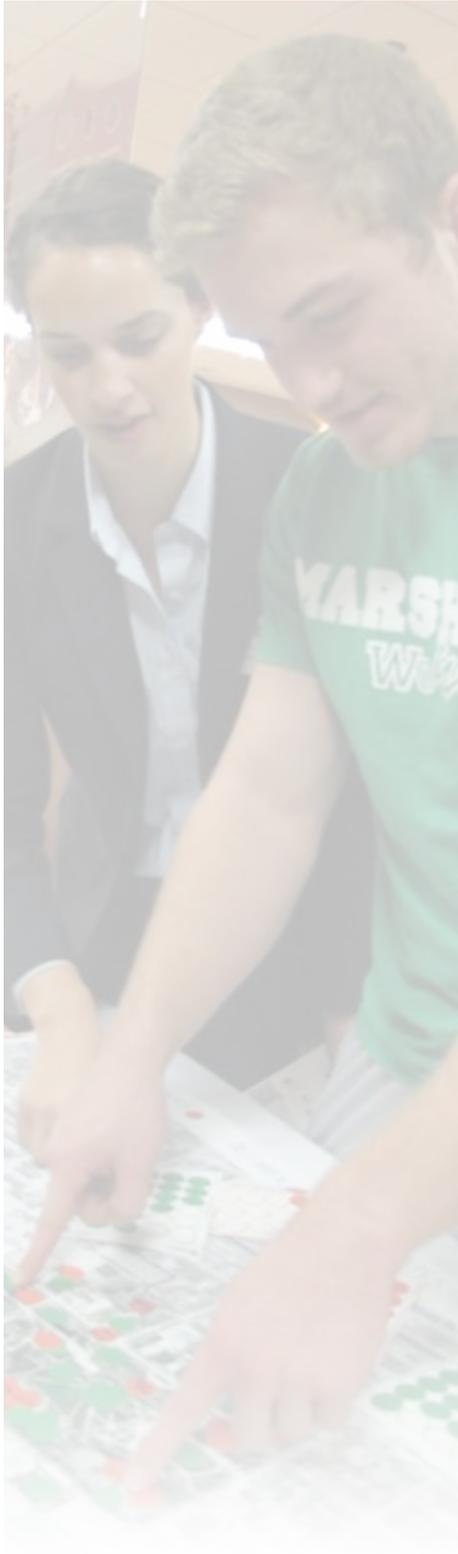
This chapter contains the analysis and recommendations for all Huntington campuses and sites, as shown in the image above. The center point of activity for Marshall University remains the 114-acre Main Campus, located one mile east of downtown Huntington. This campus acts as the focal point for administrative, academic, and student life, encompassing 3.8 million gross square feet of space. The Huntington campuses and sites are considered together as Marshall University students, faculty, and staff move between Marshall University’s Huntington facilities

on a weekly or even daily basis. For the purposes of the Campus Master Plan, the use of the term Main Campus encapsulates the 114 acre area bounded by Hal Greer Boulevard and 24th Street, as well as the Visual Arts Center, the Hoops Family Veteran Memorial Soccer Complex, and the leased space occupied by the School of Physical Therapy.

For purposes of clarity, this chapter begins with a discussion of Main Campus and then follows with the space needs and recommendations for facilities associated with the

School of Medicine, School of Pharmacy, and Forensic Sciences. However, each of these Academic Units maintains a unique and complex relationship with Main Campus that this report has also taken into consideration.

Planning Assumptions



Marshall University's Main Campus represents the most complex of the institution's locations. The planning assumptions highlighted within this section are based upon projections and goals from the Provost's Office and the Division of Academic Affairs. In addition, the planning team completed extensive outreach during initial stages of the process in order to better understand the vision for each academic unit, as well as for student life and support services on campus. This included meetings with all of the Academic Deans, as well as discussions with the Directors of Student Affairs, Memorial Student Center, Housing and Residence Life, Athletics, Public Safety, and Information Technology.

The Main Campus is poised to experience the most significant changes over the ten year planning horizon, as compared to the Marshall's other locations. For the purposes of this study, Main Campus refers to the facilities and services present on the 114-acre property within central Huntington, as well as off-site locations that include the School of Physical Therapy, Visual Arts Center, and Hoops Family Veteran Memorial Soccer Complex.

Due to the complex issues specifically affecting the School of Medicine, School of Pharmacy, and

Forensic Sciences, the planning assumptions and space needs applicable to these areas will be discussed separately, within a later section of this chapter. While, there is some interrelationship between these programs and the Main Campus, in most cases, they operate autonomously in their own off-campus facilities.

The Huntington Main Campus currently supports the most diverse academic programming and research opportunities of any of Marshall University's access points. This includes degrees at both the graduate and undergraduate level. The University is currently organized into 14 academic units:

- College of Business
- College of Education and Professional Development
- College of Arts and Media
- College of Health Professions
- College of Information Technology and Engineering
- College of Liberal Arts
- College of Science
- W. Page Pitt School of Journalism and Mass Communications
- Office of Outreach and Continuing Studies
- University College
- Graduate College
- Joan C. Edwards School of Medicine
- School of Pharmacy
- School of Physical Therapy

Enrollment Assumptions:

Over the ten year planning horizon, Marshall University is projected to grow by approximately 22%. This places the total university unduplicated headcount at 20,747, or 14,151 Full-Time Equivalents (FTE).

16% of this growth is anticipated to occur in the undergraduate population taking classes on the Huntington Main Campus, bringing the total undergraduate population to 9,743, or 8,813 FTE. In addition, strong growth is projected in the graduate student population, with a 35% increase that equals 1,557 unduplicated headcount and 1,223 FTE. This brings the total Main Campus population to 11,300.

Much of the projected undergraduate enrollment growth is the result of Marshall University's recent partnership with INTO University Partnerships which facilitates international student enrollment on campus. It offers prospective students two types of programs, Academic Pathways and English language programs. The Academic Pathways program works with students to improve their English skills while guiding them for pursuit of an undergraduate or graduate degree at the University. The English Language programs place focus on improving students English skills. Those students may

or may not choose to remain at the University to enroll in further study, as that goal is not integrated into the program curriculum in the way that it is with the former.

INTO will impact graduate program enrollment at Marshall University, but to a lesser degree, as it will have its most significant affect on the undergraduate student body. Much of the growth anticipated within graduate degree programs is focused within the Professional Schools (School of Physical Therapy and the new Public Health program).

Marshall University will need to consider ways in which to expand in order to meet both the academic and student life needs of the future expanded campus population.

Demographic Shifts:

Marshall University's newly established partnership with the INTO program will place increased pressures upon student services. The majority of the INTO students enrolled at the University are anticipated to seek student housing on-campus and may have limited personal transportation options. From a demographic perspective, Marshall University will become a much more ethnically and racially diverse campus over the ten-year planning horizon. In response to this change, the University will need to expand the housing and

dining offerings, as well as improve the student life amenities available to students living on-campus. These changes will both allow Marshall University to enhance the overall campus experience of its student population, and also work to attract new students to campus.

Housing & Dining:

The master planning team worked closely with the Director of Housing and Residence Life to clearly understand the goals and opportunities for housing and dining on campus in order to meet the projected target enrollments. Marshall currently has a total capacity of 1,712 beds on campus. However, they are not currently at full capacity.

After evaluating a series of housing models, it was determined that the existing bed count can comfortably accommodate future campus growth within the ten-year planning horizon. With that said, an opportunity does exist to improve the overall quality of Marshall University's housing stock and available options. This topic is discussed further later in this section. In regards to dining, the recent development of Harless Dining Hall provides sufficient space to meet students' on-campus dining needs, both now and in the future.

Space Needs

Space Needs Analysis | Huntington Campus

Space Category	Fall 2012			Planned Projects	Target Year		
	BY Existing ASF	BY Guideline ASF	Surplus/ (Deficit)		TY Existing ASF	TY Guideline ASF	Surplus/ (Deficit)
Academic Space							
Classroom & Service	132,708	125,973	6,735	13,900	146,608	174,224	(27,616)
Laboratories	220,200	211,441	8,759	50,435	270,635	303,407	(32,772)
<i>Teaching Laboratories & Service</i>	105,818	86,918	18,900	37,588	143,406	141,212	2,194
<i>Open Study Laboratories & Service</i>	22,544	23,833	(1,289)	1,433	23,977	28,251	(4,274)
<i>Research Laboratories & Service</i>	91,838	100,690	(8,852)	11,414	103,252	133,944	(30,692)
Other Acad. Space	95,161	73,249	21,912	19,513	114,674	112,086	2,588
<i>Academic Space Total</i>	448,069	410,663	37,406	83,848	531,917	589,717	(57,800)
Academic Support Space							
Offices & Service	318,466	310,534	7,932	20,400	338,866	359,154	(20,288)
Library & Collaborative Learning Space	101,850	107,431	(5,581)	0	101,850	118,666	(16,816)
Recreation / Athletics	267,277	385,194	(117,917)	120,143	387,420	425,543	(38,123)
<i>Recreation</i>	83,292	85,194	(1,902)	0	83,292	100,543	(17,251)
<i>Athletics</i>	183,985	300,000	(116,015)	120,143	304,128	325,000	(20,872)
Assembly & Exhibit	52,963	46,282	6,681	1,900	54,863	64,703	(9,840)
Student Center	76,551	85,797	(9,246)	0	76,551	101,700	(25,149)
Physical Plant	54,682	58,341	(3,659)	1,366	56,048	68,173	(12,125)
Other Admin. Space	31,291	28,282	3,009	6,083	37,374	39,801	(2,427)
<i>Academic Support Space Total</i>	903,080	1,021,861	(118,781)	149,892	1,052,972	1,177,740	(124,768)
Other Space							
Space Available for Reuse	82,865		82,865	(42,647)	40,218		40,218
<i>Other Space Total</i>	82,865	0	82,865	(42,647)	40,218	0	40,218
MARSHALL UNIVERSITY NON-RESIDENTIAL TOTAL	1,434,014	1,432,524	1,490	191,093	1,625,107	1,767,457	(142,350)

ASF = Assignable Square Feet

As part of the master planning process, an analysis was conducted to determine the specific space needs for Main Campus based upon enrollment projections and program goals for the target planning year. Housing and dining were exempt from this study and are discussed on the previous page. The Space Needs Analysis compares Marshall University's existing campus space both to national space planning standards and in comparison to its institutional peers.

The space needs outline a moderate need for growth on Marshall University's Main Campus in order to be responsive to the anticipated enrollment growth on campus. A summary of these findings is described here, however, the full details can be found in the Space Needs Analysis in the appendix to this report. The following text highlights key aspects of the space needs analysis:

Academic Space:

Additional classroom and laboratory space (teaching, open, and research laboratories) is needed to address a shortage of instructional space on campus. Much of this need is in response to an increase in research activities at the University.

Prior to embarking on a major project to address the deficit in classroom space on campus, Marshall University should evaluate which existing classrooms are not suitable to determine the true future need on campus. As part of the master planning process, an Educational Adequacy evaluation was completed which looked at the existing condition of instructional space on campus. The Main Campus is challenged to create contemporary learning environments; this is the result of aging facilities, which were built at a time when the educational model was different.

The University is moving towards addressing some of these issues through the renovation of facilities. A significant investment has been made in classrooms across Main Campus through the Technology Enhanced Classroom Initiatives (TECI) which has upgraded technology and furniture in various academic buildings. This level of commitment will ensure that addressing the need for classroom space at the target year is in-line with contemporary pedagogy.

Academic Support Space:

This category encapsulates a wide variety of needs that include office, library, recreation and athletics, assembly and exhibit, student center, and physical plant space.

Offices & Service:

The office guidelines for Marshall University consider the historic nature of buildings on campus. A deficit has been identified at the target year.

Library & Collaborative Learning:

The deficit in this space category is related to the need for additional study space across campus. Existing academic buildings do not have sufficient student study spaces.

Recreation & Athletics:

Recreation and athletics are in deficit at the planning horizon. The need results from the projected increase in student population.

Assembly & Exhibit:

A minor space deficit has been identified in the target year.

Student Center:

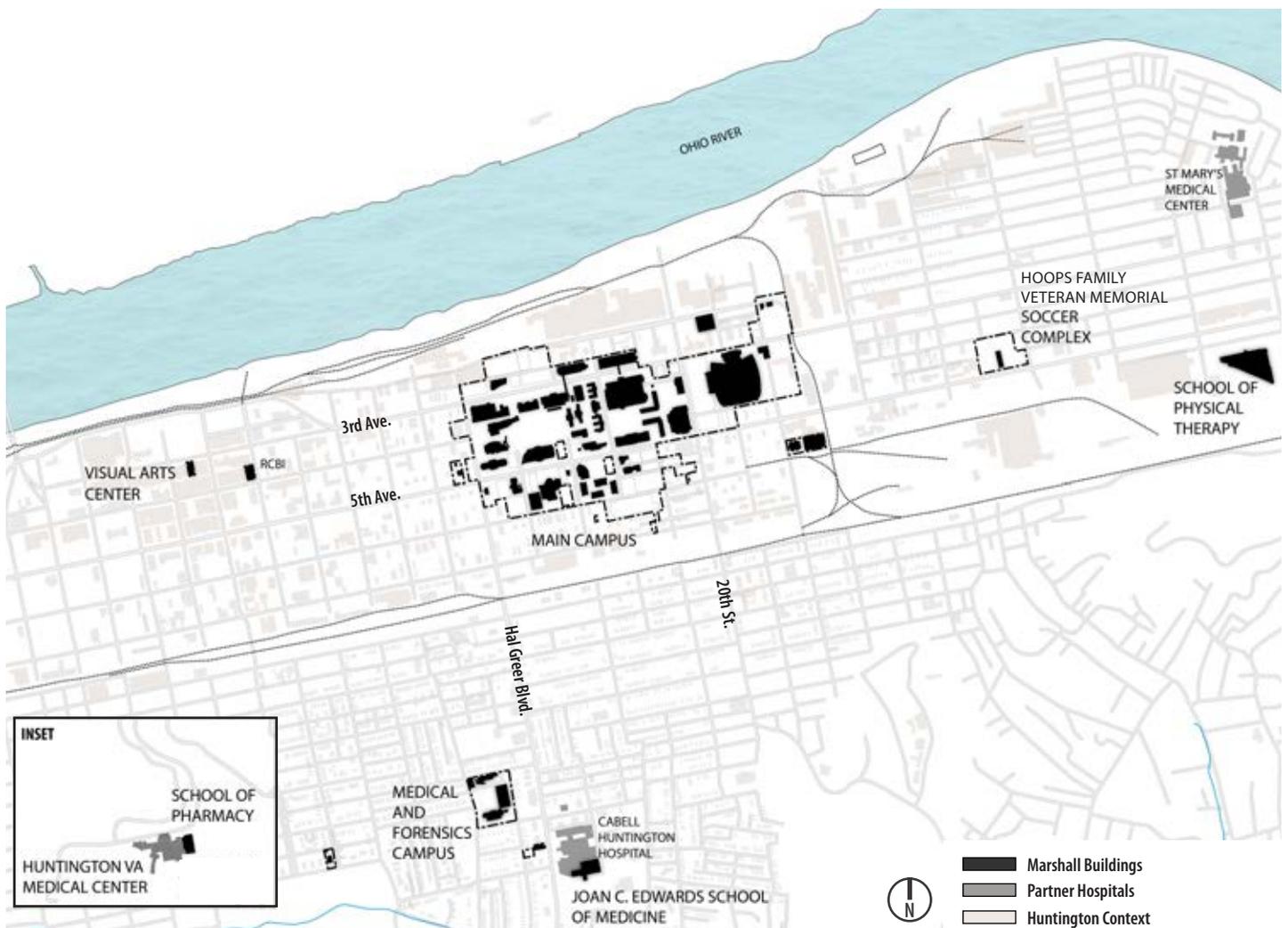
Memorial Student Center is undersized for both the current and projected campus population. Additional student meeting rooms, student activities and organization offices, retail options, and lounge spaces are needed.

Physical Plant:

A minor space deficit has been identified in the target year.

Analysis

A Distributed Campus Model

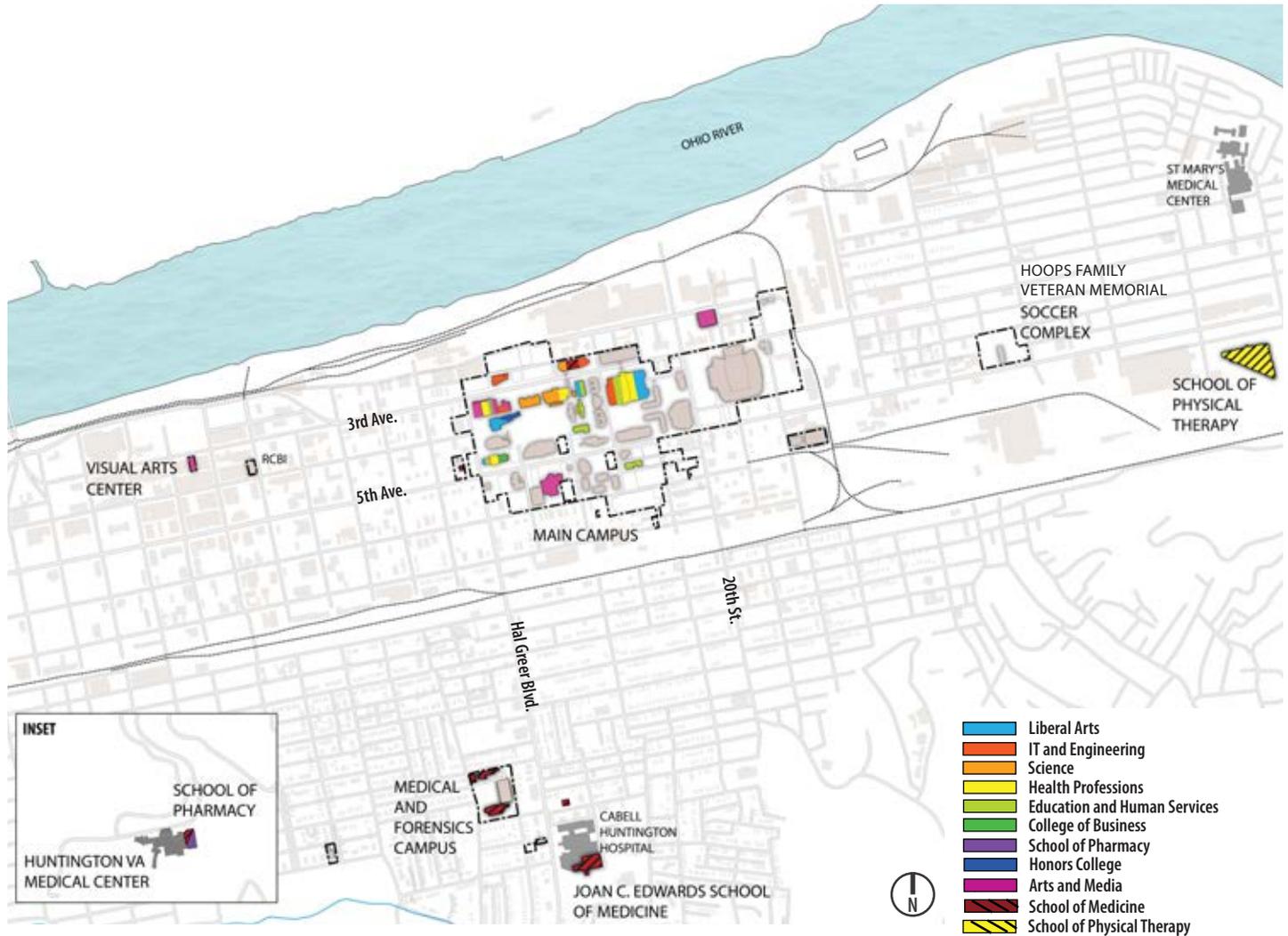


Marshall University's Main Campus was founded in 1837 and has grown over the decades into a thriving institution of higher education. As a result of its multi-decade growth, the Main Campus presents unique challenges and complexities not seen at the other locations. In order to better understand this complexity, the master planning team evaluated Main Campus both at the regional level, as well as at the campus level.

As part of the master planning process, the planning team completed an extensive Analysis Phase to better understand the challenges facing Marshall University, as well as the opportunities that exist for the future. The planning team began by evaluating Marshall University's Huntington campuses and sites holistically to gain an understanding of the implications of the distributed campus model.

The planning team then took a much more detailed look at existing conditions by evaluating Marshall University campus by campus, and even drilling down to the street level with an understanding of the functionality of existing pedestrian and vehicular circulation.

Academic Program Distribution

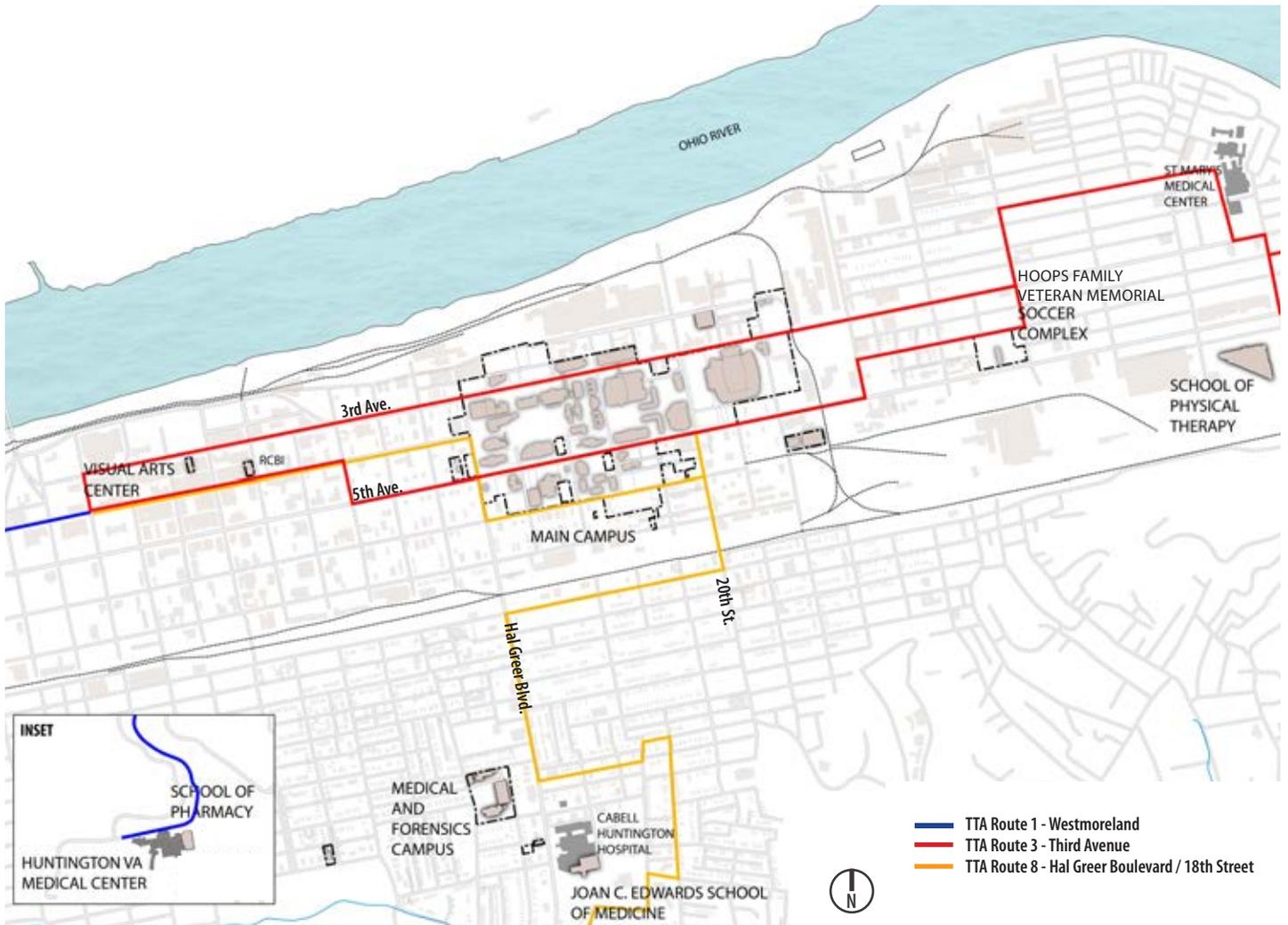


The distributed campus model becomes most visible when Marshall University is analyzed at a regional level from an academic program perspective. The above image graphically represents the existing distribution of Marshall University's Colleges and Schools across all Huntington campuses and sites.

This diagram showcases the distribution of Colleges and

Schools both in multiple buildings on Main Campus, as well as in facilities located across the Huntington region. The Colleges & Schools that demonstrate the greatest program fragmentation are the School of Medicine - 6 locations, the College of Health Professions - 5 locations, the College of Education and Human Services - 4 locations, and the College of Arts and Media - 4 locations.

Regional Transit



Transportation plays an important factor in shaping the overall campus experience for many faculty, students, and staff that move between Marshall University's Huntington campuses and sites on a weekly or even daily basis.

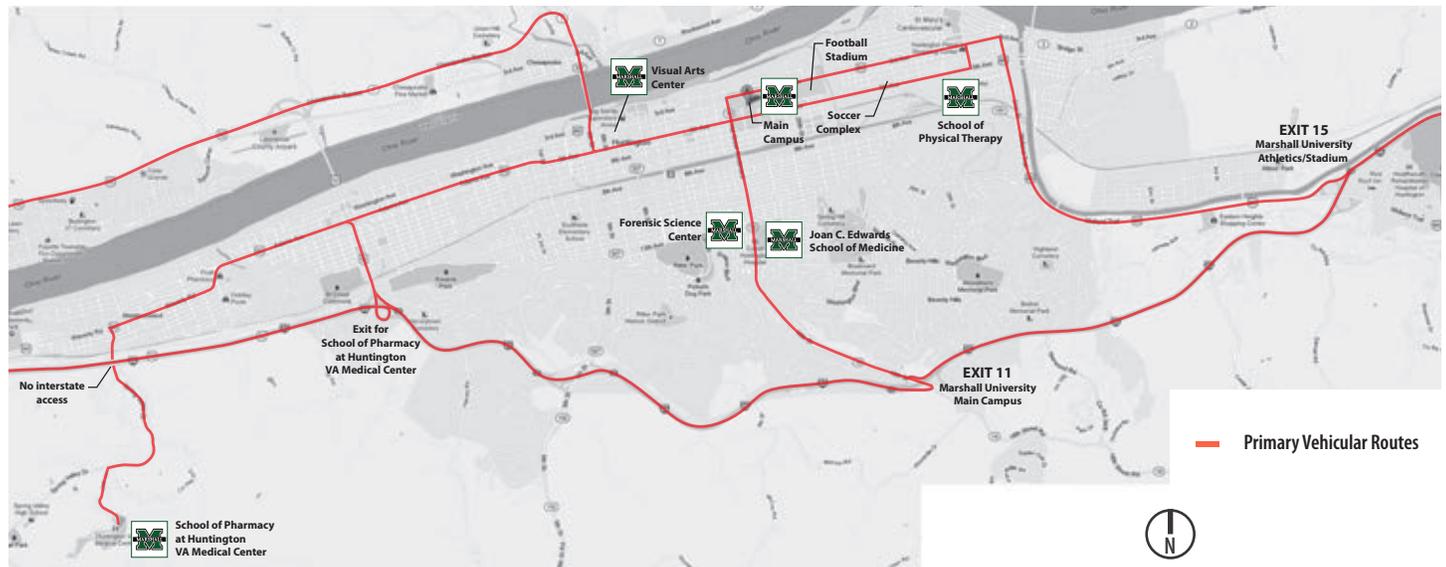
The Tri-State Transit Authority (TTA) currently operates several public bus routes that service campus. However, due to the TTA's hub and spoke system, there are

limitations to the accessibility of route connections between various campus locations.

The image above identifies the primary bus transportation routes that were noted during outreach sessions with campus and community constituents. The primary routes occur between Main Campus and the Medical and Forensics Campus, as well as between Main Campus and

Downtown Huntington.

Campus Wayfinding



One aim of this master plan is to make the entire experience of navigating to and within a Marshall University campus simple, understandable, and legible, particularly for the first-time visitor. The planning team's analysis of the existing wayfinding conditions on and around campus suggest that there are opportunities for improvement that can make each campus more welcoming and comfortable to navigate. The wayfinding assessment has been broken into three primary areas of opportunity:

Clarify:

Build intuitive logic based on key campus decision points; establish simple language, consistent with Marshall University culture; and share the rules with visitors and staff.

Visitors should be able to find the destination(s) they desire upon their first visit to the campus. Providing clear and concise directions is necessary, so visitors feel comfortable and secure. It is important that the wayfinding system achieve the following goals: welcome the visitor, clearly define the environment, and provide directions to the top high-traffic destinations. In certain cases, this is not as successful for Marshall University as it could be.

Direct:

Create a system of elements designed to display wayfinding information.

Marshall University currently lacks a comprehensive system of communications. Once the logic and language are approved, Marshall University can design

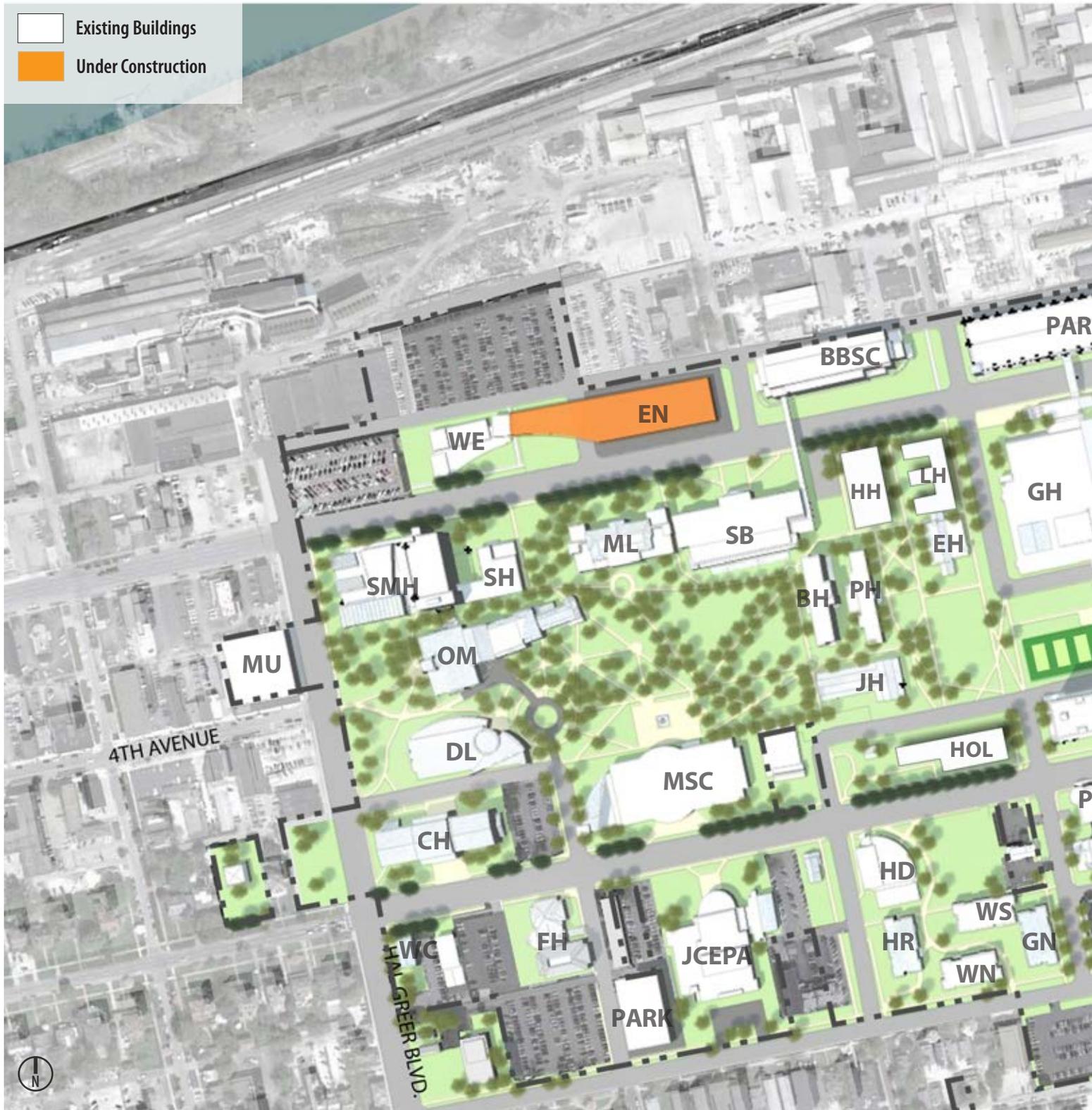
communications that simply and consistently inform and direct.

Support:

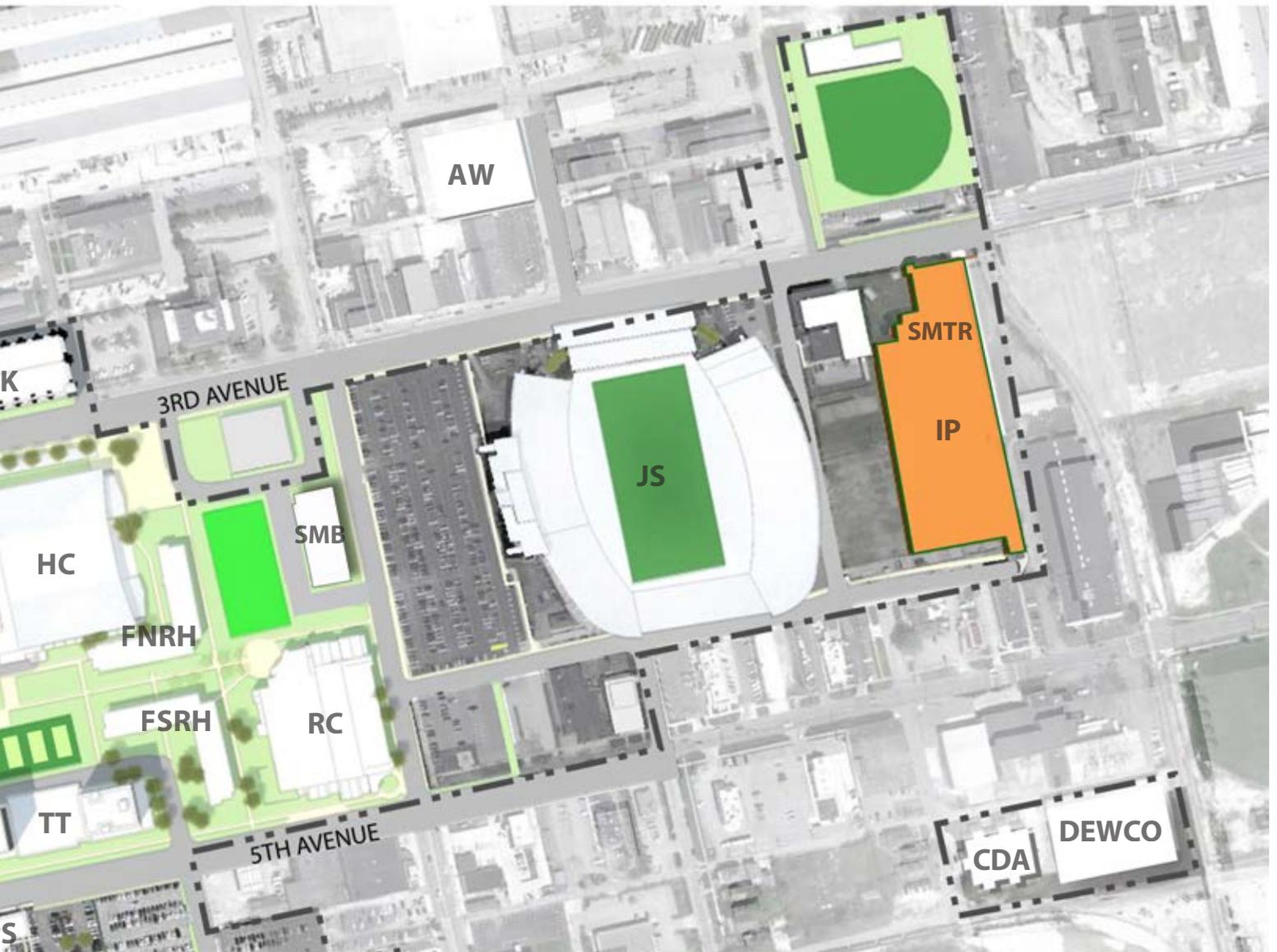
Assemble one go-to group for wayfinding changes and maintenance, who meet on a regular basis to review this information; build internal protocols to simplify information sharing among departments.

There is an opportunity to strengthen existing internal protocols to improve information sharing amongst departments. A list of internal goals and ambitions can be developed to help make it possible and provide guidance for a long-term set of tools that work for this campus.

Main Campus



Marshall University's Main Campus - Existing Condition

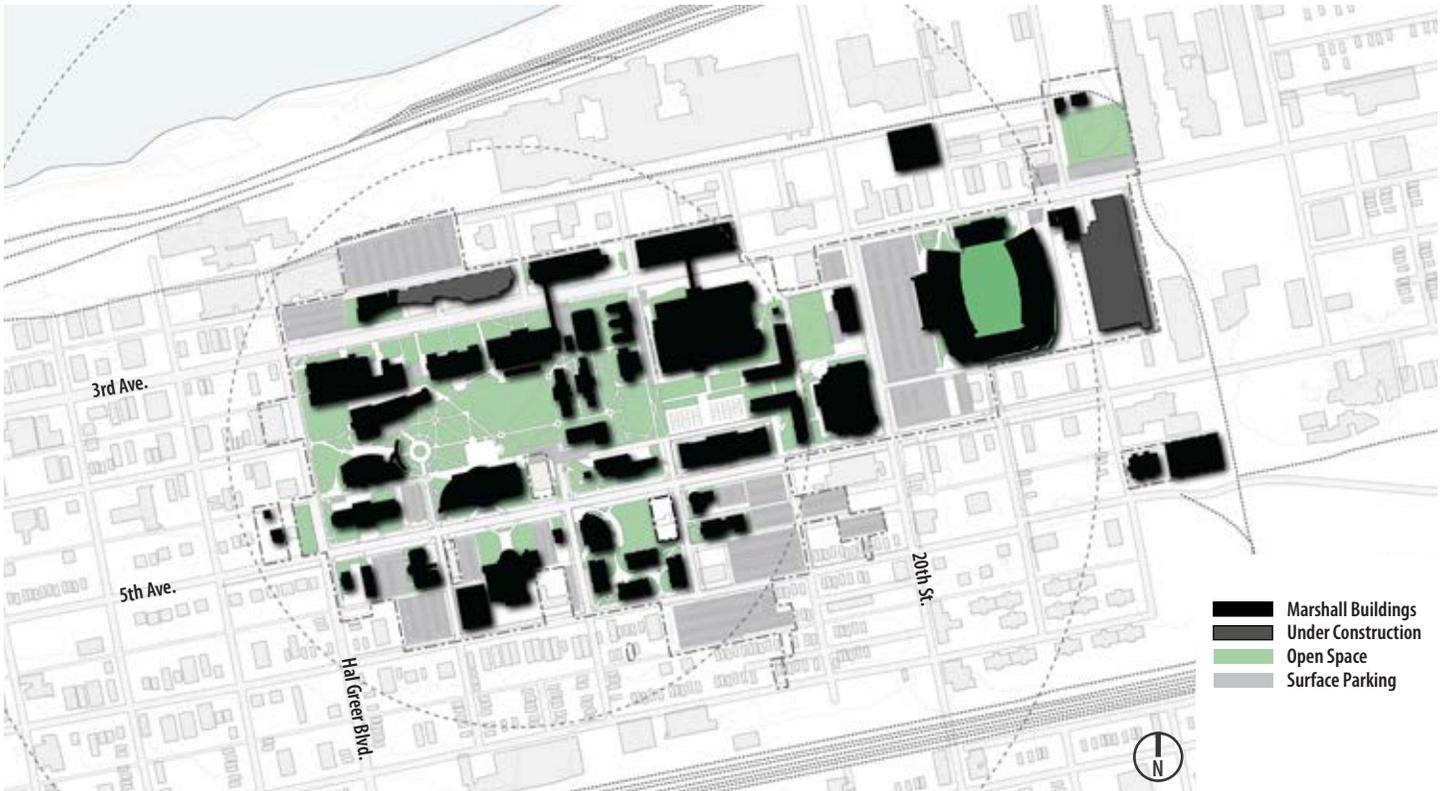


AW – Art Warehouse
 BBSC – Robert C. Byrd Biotechnology Science Building
 BH – Buskirk Hall
 CH – Corby Hall
 CDA – Child Development Academy
 DL – Drinko Library
 EH – East Hall
 EN – Weisberg Family Applied Engineering Complex
 FH – Foundation Hall
 FNRH – Freshman North Residence Hall
 FSRH – Freshman South Residence Hall
 GH – Gullickson Hall
 GN – Gibson Hall

HC – Cam Henderson Center
 HD – Harless Dining Hall
 HH – Harris Hall
 HOL – Holderby Hall
 HR – Haymaker Hall
 IP – Indoor Practice Facility and Research
 JCEPA – Joan C. Edwards Performing Arts Center
 JH – Jenkins Hall
 JS – Joan C. Edwards Stadium
 LH – Laidley Hall
 MH – Myers Hall
 ML – Morrow Library
 MU – Mixed Use Building
 MSC – Memorial Student Center

OM – Old Main
 PARK – Parking Garage
 PH – Prichard Hall
 PS – Public Safety
 RC – Recreation Center
 SB – Science Building
 SH – Smith Hall
 SMB – Sorbelle Maintenance Building
 SMH – Smith Music Hall
 SMTR – Sports Medicine Translational Research
 TT – Twin Towers
 WC – Gillette Welcome Center
 WE – Weisberg Engineering Lab
 WN – Wellmans Hall
 WS – Willis Hall

Campus Structure



Marshall University's Main Campus occupies 114 acres of land, directly east of downtown Huntington. The oldest building on campus is Old Main which serves as the focal point of Marshall's historic academic core. The campus is bisected by two state trunk-lines, 3rd Avenue to the north and 5th Avenue to the south, which present unique challenges to campus circulation.

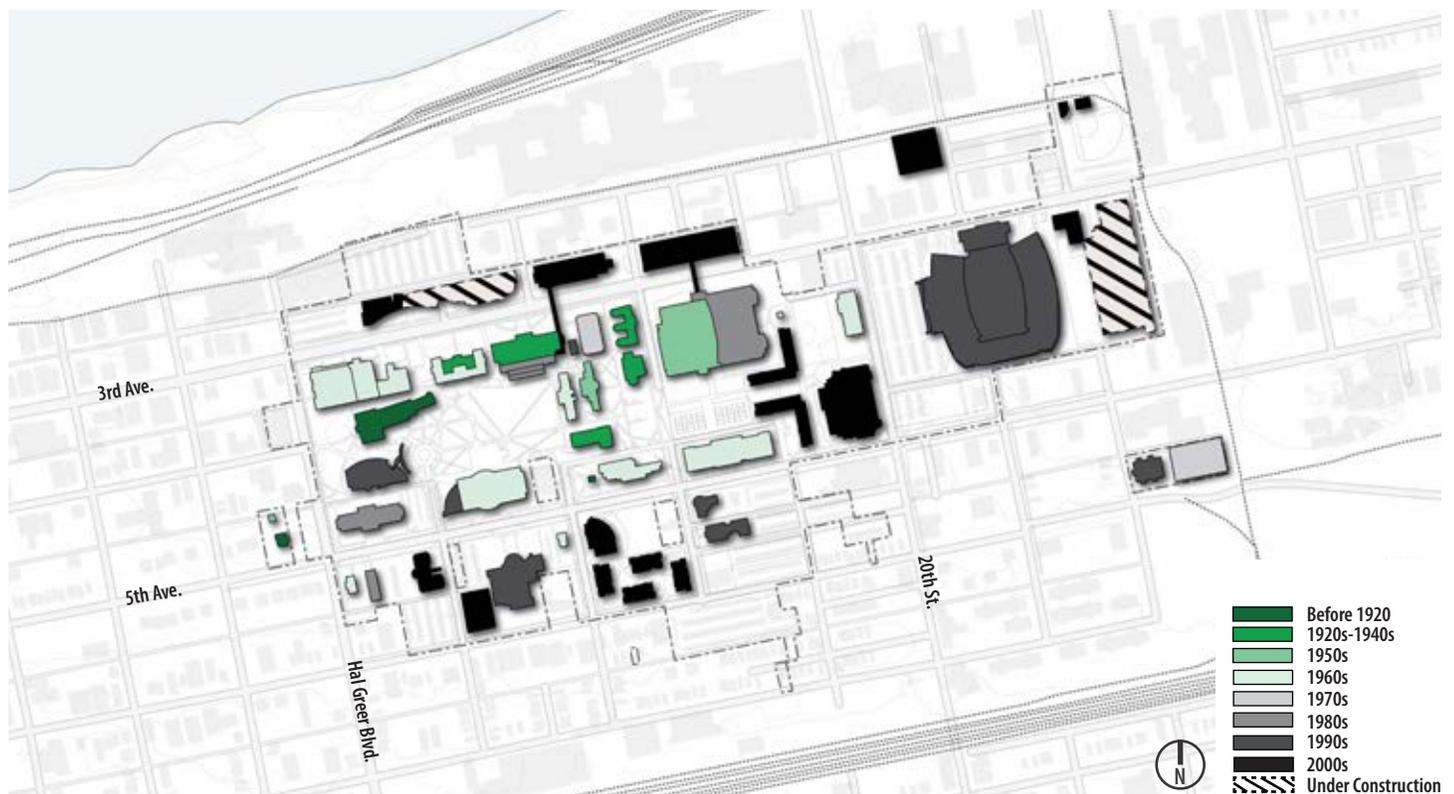
The campus is rectilinear in form and urban in character, stretching from Hal Greer Avenue on the east to just beyond 22nd Street on the west. Main Campus encompasses 3.8 million gross square feet of

facilities that translates to a Floor Area Ratio (FAR) of 0.77.

Marshall University's academics are centrally located on campus, with the only notable exception being the newly established Science and Research Corridor along the north side of 3rd Avenue. Student housing is situated along the southern boundary of campus, as well as within the center. Athletic and recreation facilities form the eastern boundary of campus and include a football stadium, softball field, and student recreation center.



Building Age



As previously noted, Old Main represents the oldest building on campus and is listed on the National Register of Historic Buildings. It was constructed shortly after the turn of the 20th century and is positioned atop the highest elevation on campus. It serves as the focal point for Marshall University’s beautiful historic campus core.

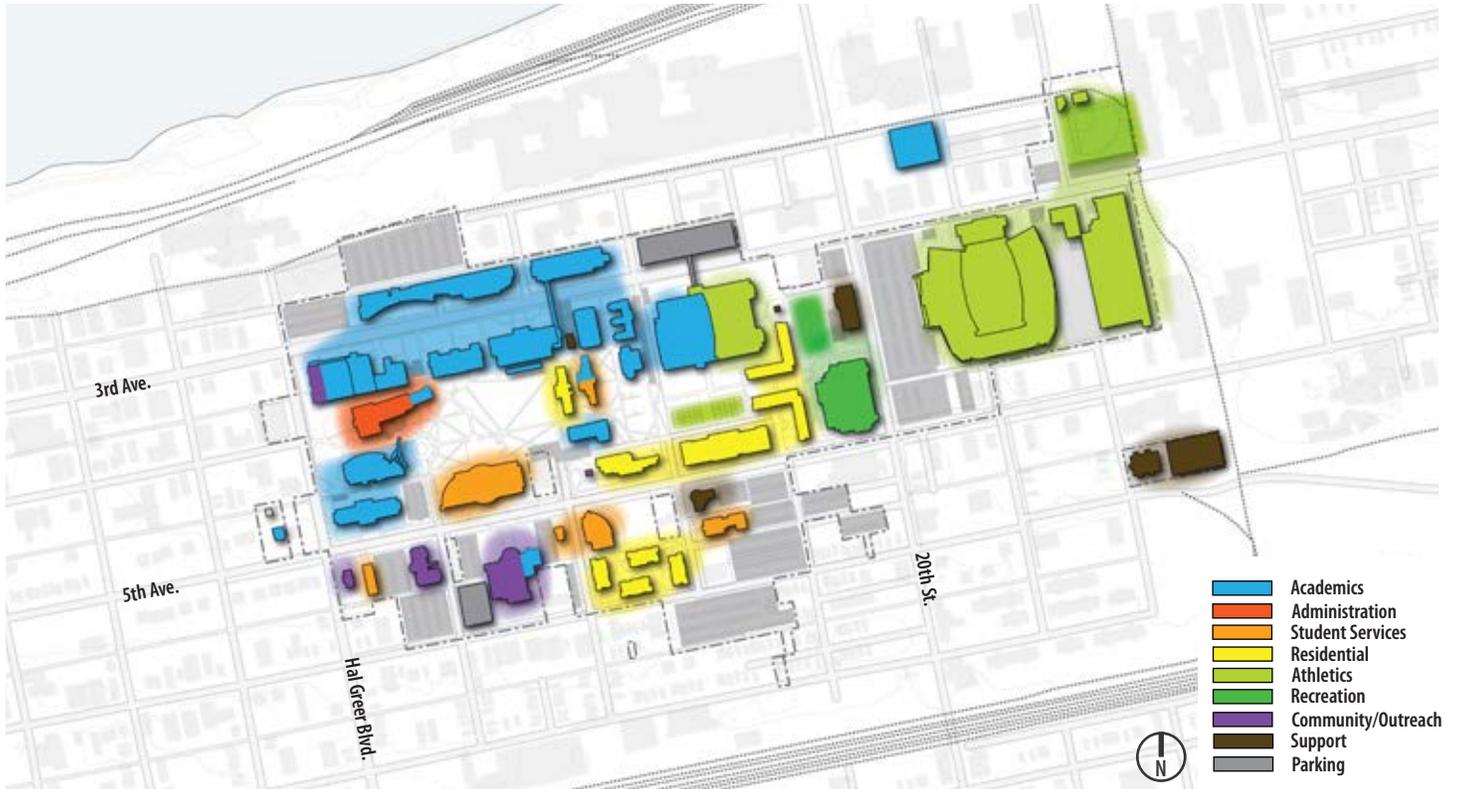
Marshall University experienced its first growth period during the 1920s-1940s. During the 1960s Marshall experienced its second growth period in response to the population increase commonly known as the “Baby Boom.” A

significant portion of Marshall University’s building stock remains from this period and presents interesting challenges for adapting existing buildings to meet the needs of current pedagogies. Mid-century architecture focused on efficiency over the experiential, which is in sharp contrast to the type of learning environments desired by today’s students. An opportunity exists to update mid-century building stock, when and where it is appropriate.

The beginning of the 21st century also served as a period of strong growth for Marshall University with several new facilities constructed.

Twenty-first century architecture now surrounds the campus core. The new facilities include additional academic buildings, student housing, and a recreation center.

Building Use



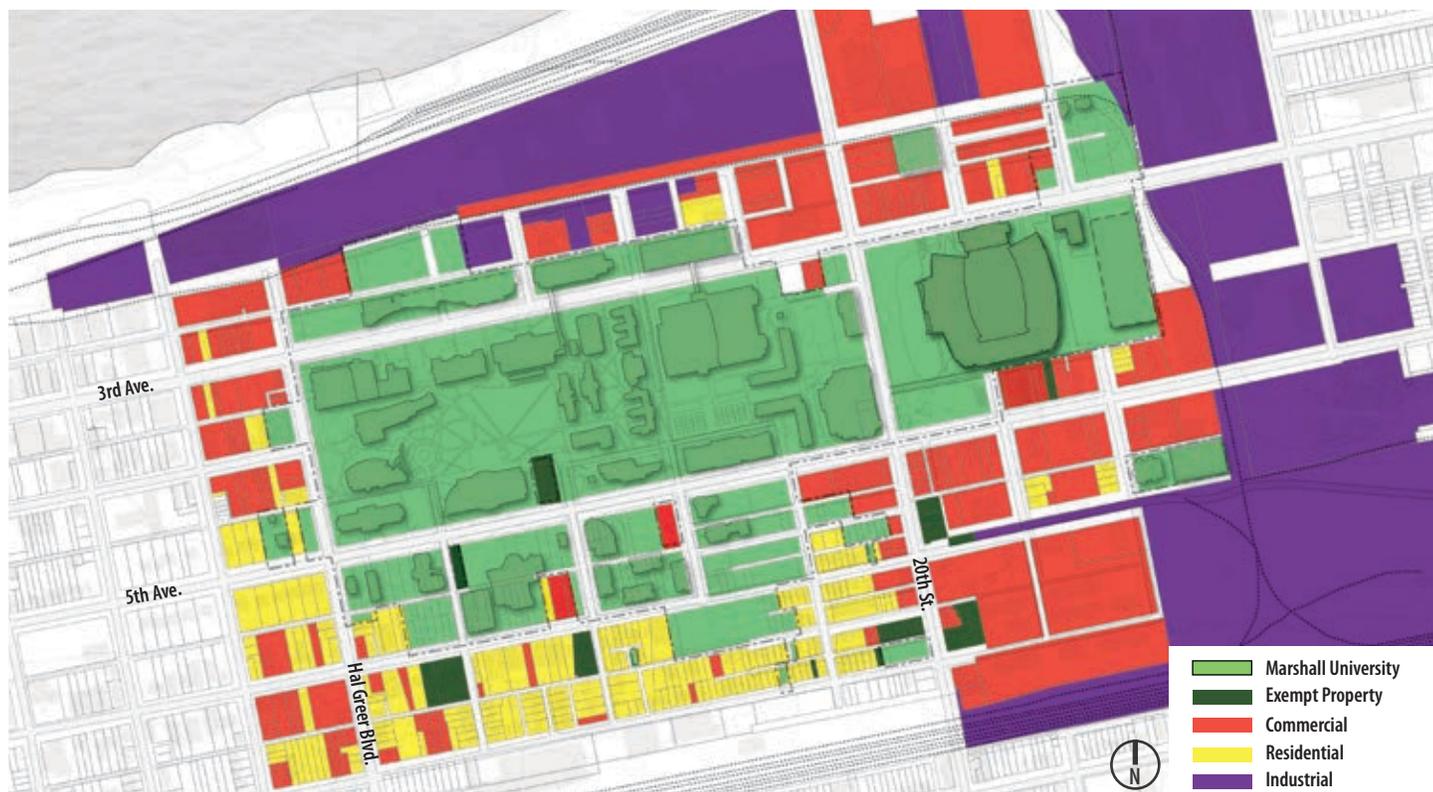
The existing Marshall University Main Campus is generally well organized with similar building uses typically located adjacent to one another. The majority of academic uses are clustered along Hal Greer and 3rd Avenue. Old Main serves as the focal point for Administrative services on campus.

5th Avenue which serves as a good location in that it allows for easy access. Existing residential facilities along 5th Avenue transition to a new student housing neighborhood along the southern boundary of campus. Campus support services, athletics, and recreation anchor the eastern end of campus.

Student services are distributed across campus to better serve the entire student population with Memorial Student Center strategically located within easy walking distance of all buildings. Community outreach functions, shown in purple, are positioned along the perimeter of campus near

An opportunity exists to strengthen the sense of campus along and south of 5th Avenue. There is also a need to expand the athletic and recreation offerings on and near campus. The existing placement of campus support services should be evaluated to determine if a better use of the space may exist.

Adjacent Land Use



Marshall University is bounded on the northern and eastern sides of campus by large properties with an industrial zoning designation. What was once a thriving manufacturing zone, now contains many abandoned industrial properties. Analysis completed as part of the master planning process suggests that many of these properties would likely require remediation in order to accommodate future development since they previously supported manufacturing processes that involved toxic chemicals.

The areas directly north and east of campus are primarily occupied

by commercial properties. Many of these businesses cater directly to Marshall University students, faculty, and staff and provide desirable campus amenities.

Smaller, individual residential properties occupy the land directly south of campus, across 5th Avenue. The land to the west, contains a mixture of small commercial and residential parcels that provide a mixed-use transition to downtown Huntington. In total, there are over 200 adjacent property owners which presents unique challenges for the possible continued expansion of campus.

Pedestrian Circulation



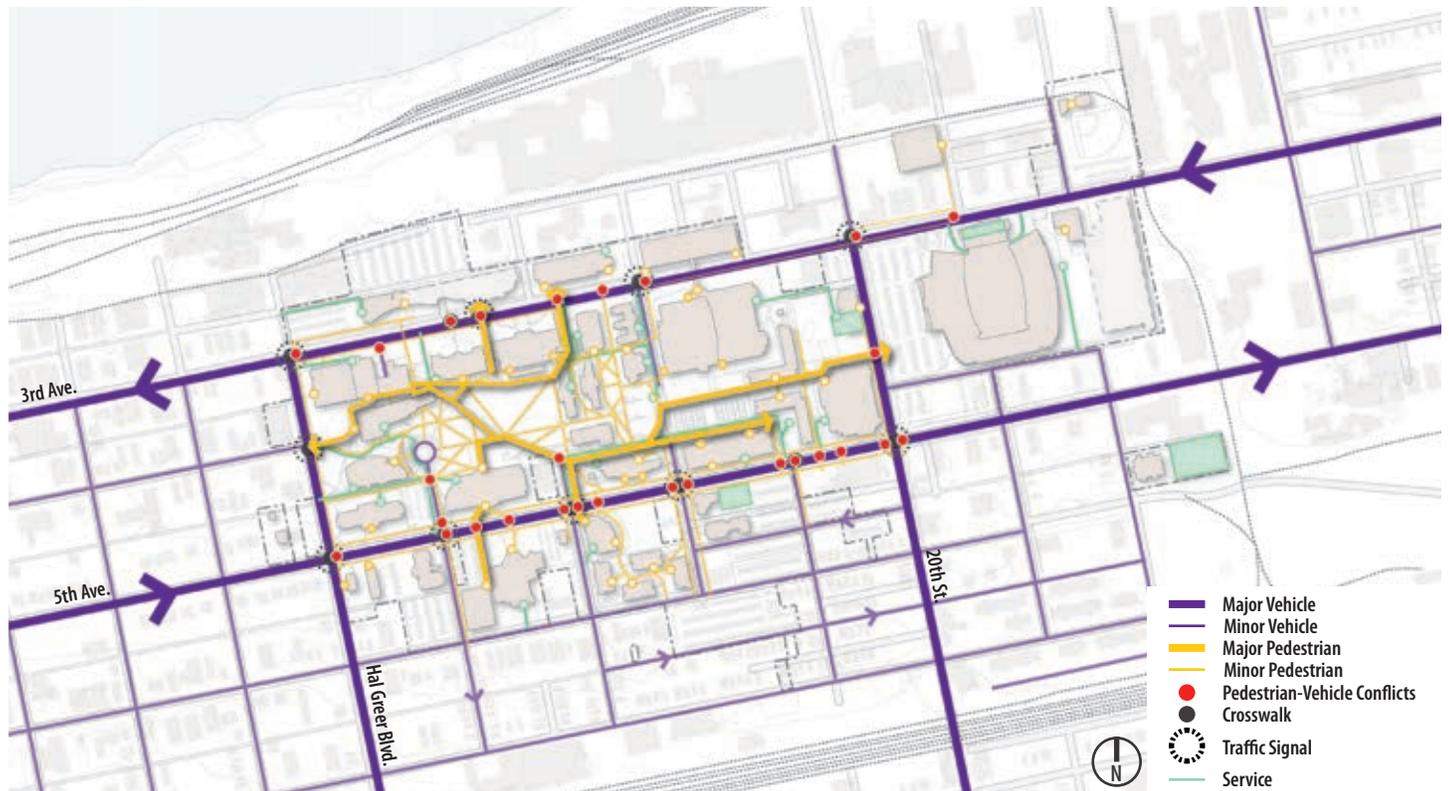
Marshall University has an extensive network of pedestrian walkways that cross campus. In most cases, the existing pedestrian walks function well by connecting individuals to distant areas of campus and guiding users towards signalized pedestrian crossings. In addition, the majority of building entries are serviced effectively by existing sidewalk connections.

However, there are a few opportunities, as highlighted in the above diagram, where pedestrian connections could be improved across campus. These include improved alignment of campus routes to sidewalks and

crosswalks. This would enhance safety for pedestrians crossing the major roadways that bisect campus. Several minor pedestrian routes direct users to non-designated crossing points, creating pedestrian-vehicular conflicts.

There is also an opportunity to strengthen the primary pedestrian “spine” that unites campus by extending it to directly connect to the Joan C. Edwards Football Stadium. Buildings such as the Cam Henderson Center, Student Recreation Center, and Corbly Hall would also benefit from this strategy through increased access.

Vehicular Circulation



Marshall University’s Main Campus is well serviced by Route 60, a state trunk-line running east along 3rd Avenue and west along 5th Avenue. Hal Greer Boulevard, also referred to as 16th Street, provides access to campus from the south and serves as a direct connection to Interstate 64 to Charleston, the Capital of West Virginia.

While Route 60 provides ample vehicular access to campus, the adjacency of four (3rd Avenue) and five lane (5th Avenue) roads creates many pedestrian-vehicular conflict points. The number of lanes and speed of traffic play a significant role in exacerbating this conflict.

The diagram above illustrates traffic signals at major intersections on campus which offer safe and convenient points of crossing on both 3rd and 5th Avenues. The conflicts shown are generated by signal timing, the width of the roadway, non-designated pedestrian crossings, and the speed of traffic.

Marshall has limited the amount of vehicular access into the campus core which results in a more pedestrian friendly environment. However, until improvements are made to 3rd and 5th Avenue, pedestrian-vehicular conflicts will likely continue on campus.

3rd and 5th Avenue Streetscapes

3rd and 5th Avenue (US-60) serve as regional connectors for the Huntington community. 3rd Avenue connects from the east to I-64, WV-2 (along the Ohio River on the West Virginia side) and to points in Ohio via the WV-106 bridge crossing. Near Marshall University, 3rd Avenue is a one-way westbound arterial on the northern border of campus. It is currently configured with four travel lanes and metered on-street parking. The travel lanes are 12 feet wide and the speed limit is 35 mph.

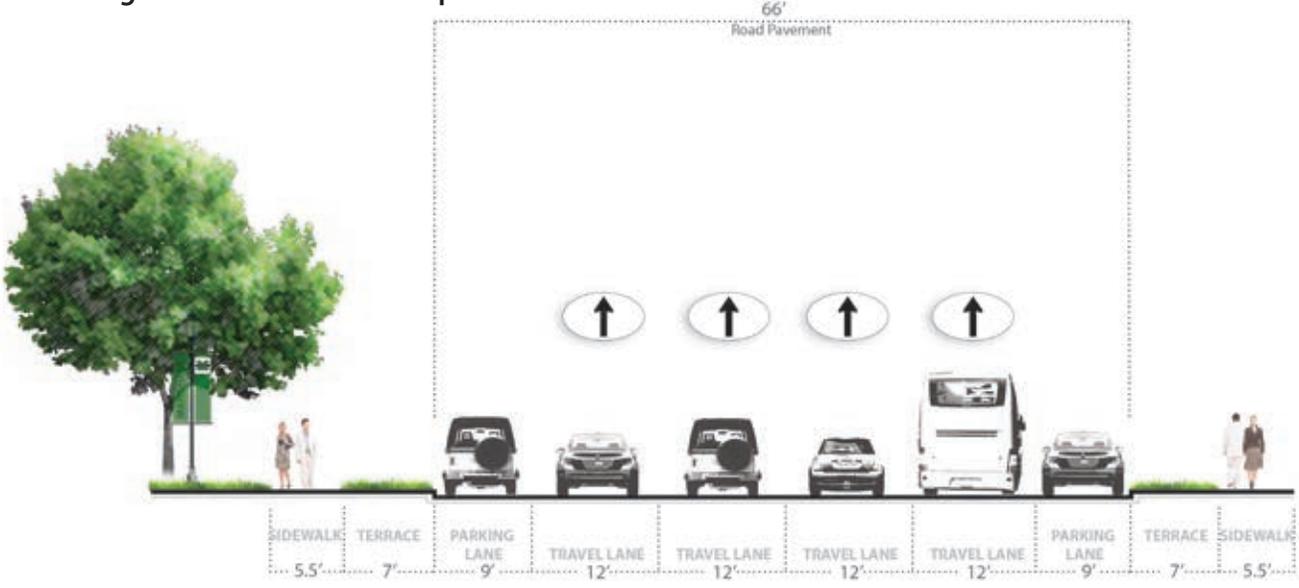
5th Avenue is a one-way eastbound arterial that divides the southern portion of Main Campus. It serves as the complement to 3rd Avenue. 5th Avenue is currently configured with four travel lanes. On-street parking is not permitted on either side of the roadway. The travel lanes are also 12 feet wide and the speed limit is 35 mph.

Both 3rd and 5th Avenue have competing users. They serve as major routes for cars, trucks, and public transit, while also serving bicyclists and pedestrians around campus. A traffic analysis completed as part of the planning process concluded that excess capacity exists on both roadways. This presents an opportunity to think creatively about ways in which to minimize pedestrian-vehicular conflicts.

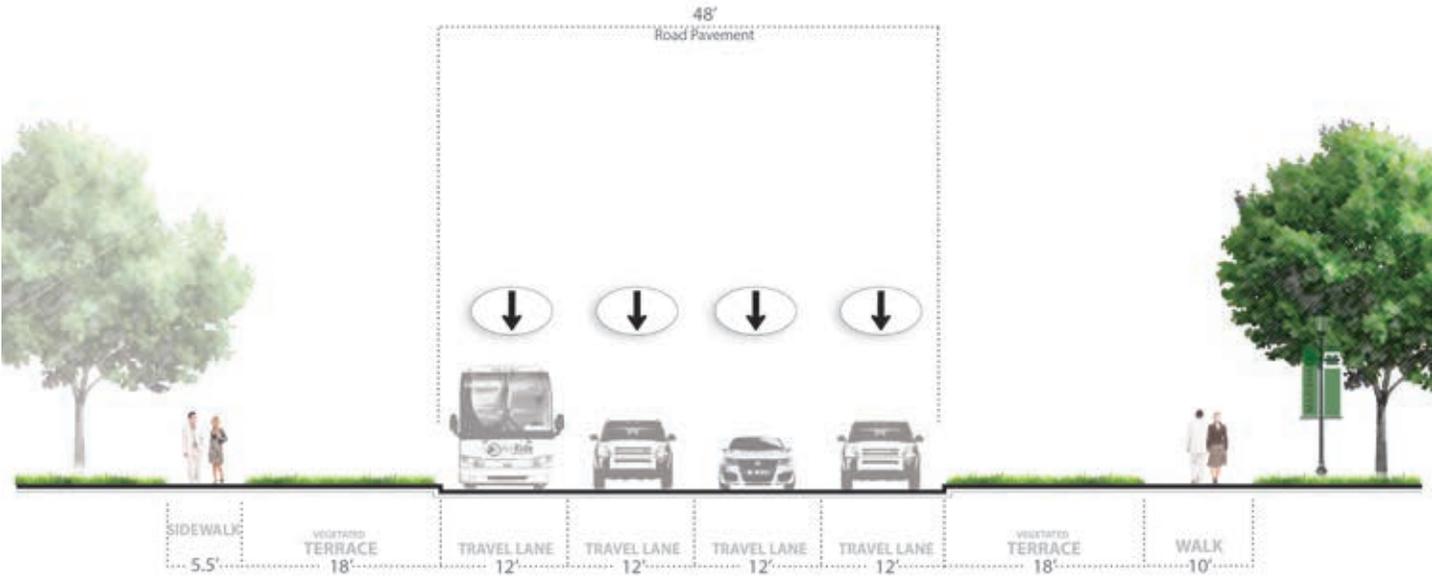
The challenges presented by 3rd and 5th Avenue emerged as a very popular topic of discussion on Marshall University's Virtual Town Hall.



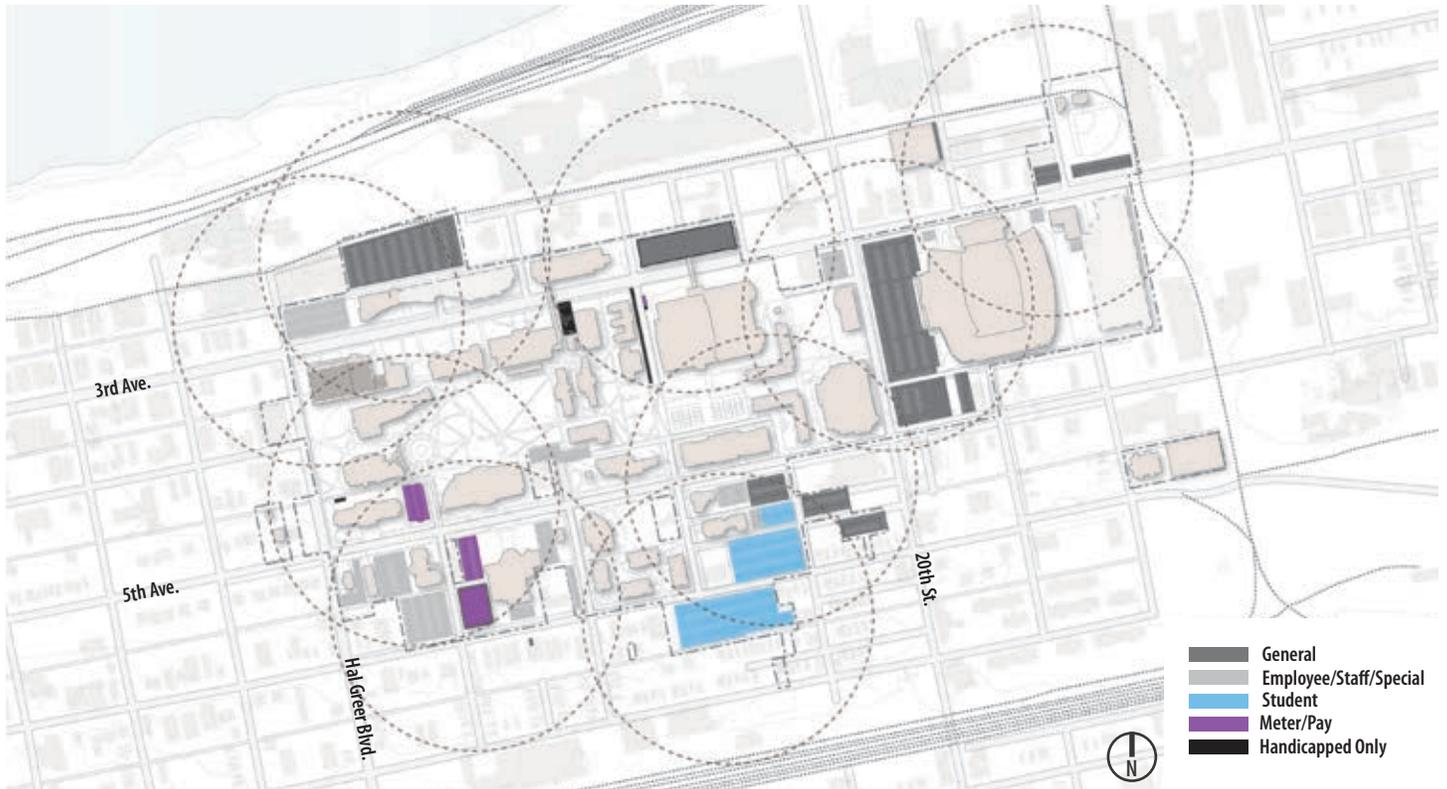
Existing 3rd Avenue Streetscape Section:



Existing 5th Avenue Streetscape Section:



Parking Distribution



The diagram above highlights the existing parking distribution present on the Marshall University Main Campus. It also showcases the various designations utilized by Parking Services to regulate spaces on campus. 4,122 parking spaces are currently present on campus.

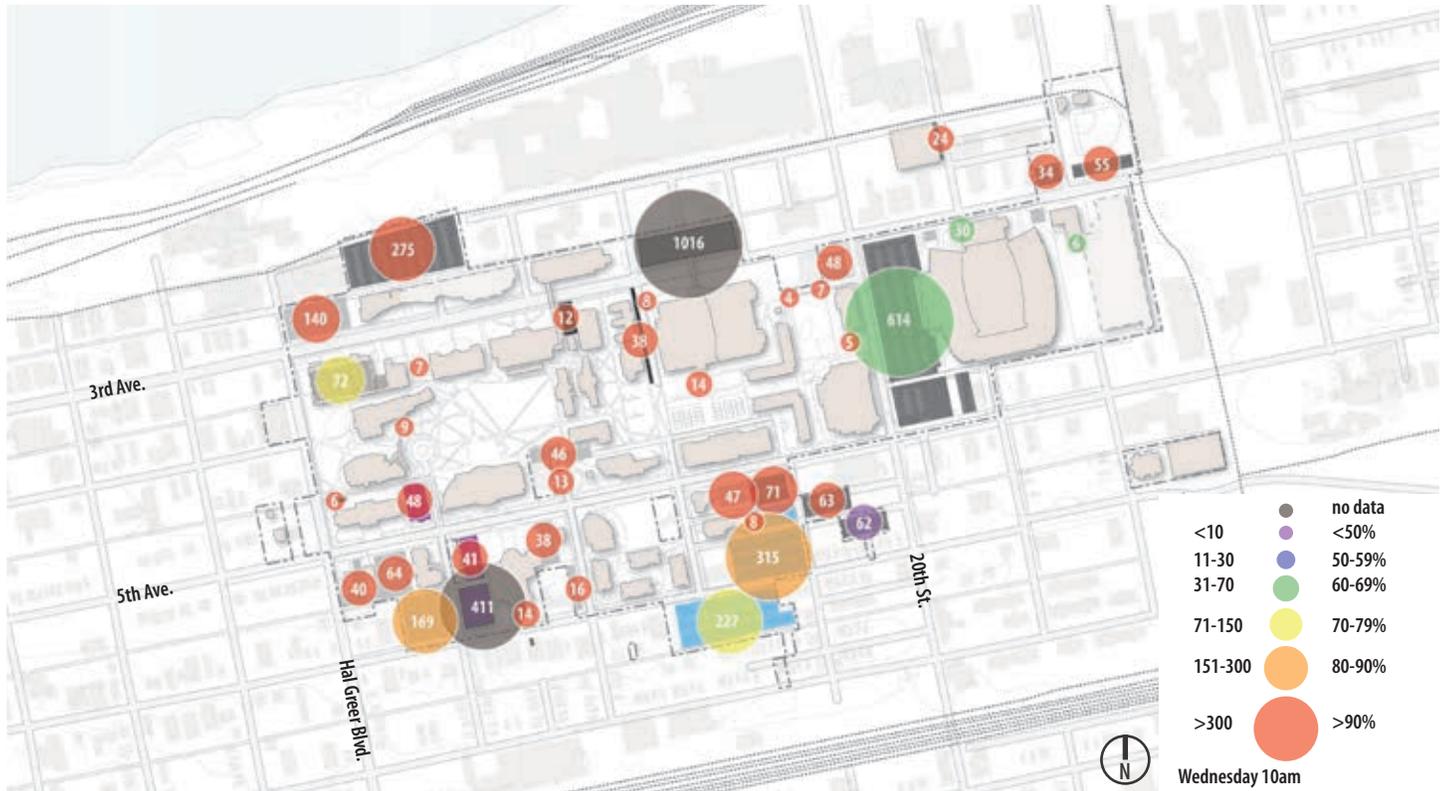
In general, most of Marshall University's parking resources are located at the campus periphery, an ideal situation for a pedestrian oriented campus. In addition, the vast majority of campus buildings are within a two and half minute walk from a parking lot or parking garage. This is a unique characteristic at an urban 4-year

institution.

Student parking is well-located in close proximity to existing student housing. Meter and pay lots are positioned nearby the Memorial Student Center, Jomie Jazz Center, and the Marshall University Foundation. This makes campus very accessible for visitors to the University.

A handful of lots are located within the campus core and tend to be located within pedestrian thoroughfares, resulting in pedestrian-vehicular conflict zones. These areas should be eliminated whenever possible.

Peak Parking Utilization



This diagram illustrates peak parking utilization on campus. It represents the number of parking spaces on campus identified as in-use on Wednesday at 10am during peak class time. Data was compiled by Marshall’s Department of Parking and Public Safety who conducted daily parking counts of Marshall University’s surface lots over the course of a week.

The scale of the bubble shown in the diagram is a direct correlation to the size of the parking lot. The number within each circle depicts the total number of parking stalls available within that particular lot. Parking lots that demonstrated the

lowest utilization rate are noted in purple, while parking lots with the highest utilization rate are in red. Lots marked with a gray circle did not have any data.

The study finds that approximately 60% of Marshall University’s existing parking stalls are consistently utilized at peak times. This leads to the conclusion that 1,649 parking spaces are typically unoccupied during peak periods and could accommodate future campus growth without the need to build additional capacity.

The results of the study suggest that lots closest to the core of

campus experience the highest utilization during the week. These lots are small, but full a majority of the time. Lots located near the perimeter of campus exhibited lower rates of utilization. In many cases, these included large parking areas that typically serve students or special events. The findings suggest that future development will likely not require a significant increase in parking.

Gateways and Campus Edges



The above diagram illustrates the quality of existing pedestrian and vehicular gateways and edges on Main Campus, as determined by the planning team.

A high quality gateway is identified at the intersection of 4th Avenue and Hal Greer. The scale of the Marshall University sign and the architectural character of the gate are appropriate both for pedestrian and vehicles, creating and iconic sense of place.

While the gateways at Hal Greer and 5th Avenue, as well as 20th Street and 5th Avenue, are appropriately scaled in relation to

their respective intersections, they do not match one another in style. In addition, the vehicular approach to campus from 3rd Ave offers little campus designation.

In contrast, the use of a low architectural wall, a naturalized mature tree canopy, and a consistent building setback has created an impressive edge condition along 3rd Avenue near Morrow Library and the Science Building. An opportunity exists to carry this condition through the entirety of the 3rd and 5th Avenue corridors, particularly east of Cam Henderson Center.



Open Space



Marshall University is situated in a dense urban setting, yet the institution has successfully preserved a generous amount of high-quality open space on campus. This is particularly true within the campus core where space exists for informal gathering and recreation. The area referred to as the campus core is an iconic open space, accented by Memorial Fountain Plaza. This represents one of the liveliest gathering spots on campus.

Mature canopy trees define the space and provide a sense of scale for pedestrians. The scale of this space in relation to surrounding building heights is appropriate

and comfortable. These sort of memorable open spaces should be replicated across campus as the University continues to expand. There is also an opportunity to strengthen the identity of some existing open spaces on campus such as near Twin Towers Residence Hall and Joan C. Edwards Football Stadium.

While informal open space is adequate on campus, the amount of formalized recreation space is lacking for organized recreational sports. Only one recreation field currently exists on campus and is of a non-regulation size. As demonstrated by constant use, there

appears to be a significant demand on campus for increased recreation space. Marshall University should consider adding recreation fields as part of future development efforts. In addition, Marshall University's baseball team currently plays at an off-campus location. If the opportunity presents itself, it would be ideal to have a space, on or easily accessible to campus, for the baseball team to play.

Pervious Surfaces



The open space on Marshall University’s campus should be considered not only for its wonderful aesthetic qualities, but also for the functional benefits it provides to improve stormwater management across campus. Marshall University is situated in an area of low elevation within the City of Huntington, as depicted on the adjacent image. As a result, it is not uncommon for the campus to experience periodic flooding during heavy rain events.

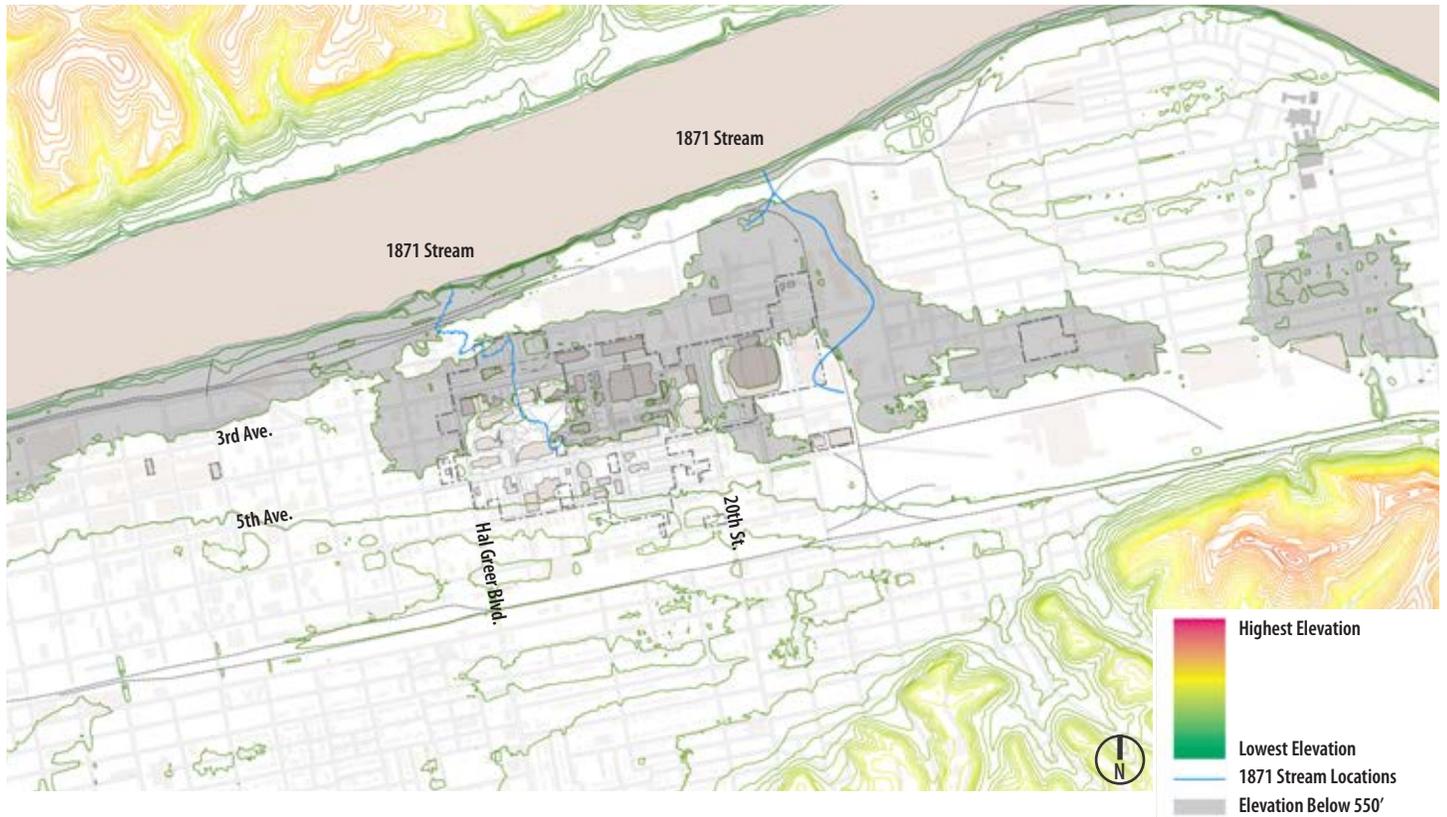
Pervious surfaces such as lawns, green roofs, planting beds, and recreation fields slow down stormwater runoff, by allowing the

water to infiltrate into the ground. Therefore, the more pervious surface present on campus, the less chance of flooding.

Marshall University is proactively working to improve the quantity of pervious surface across campus. The campus core currently supports a good ratio of pervious to impervious surfaces. However, land near the perimeter does not demonstrate the same balance. 80% of campus land is currently covered by impervious surfaces. An opportunity exists to increase the amount of pervious surface on campus, not only in open space areas, but also through the addition

of green roofs, pervious pavement, and rain gardens.

Campus Topography



Marshall University is situated in close proximity to the Ohio River. As mentioned on the previous page, Marshall University's Main Campus is located in an area of low elevation within the City of Huntington. This is particularly true for the northern portion of campus which lies below 550' of elevation, one of the lowest points in the city. The exception to this condition is Old Main which sits on a high point 20' above the rest of campus.

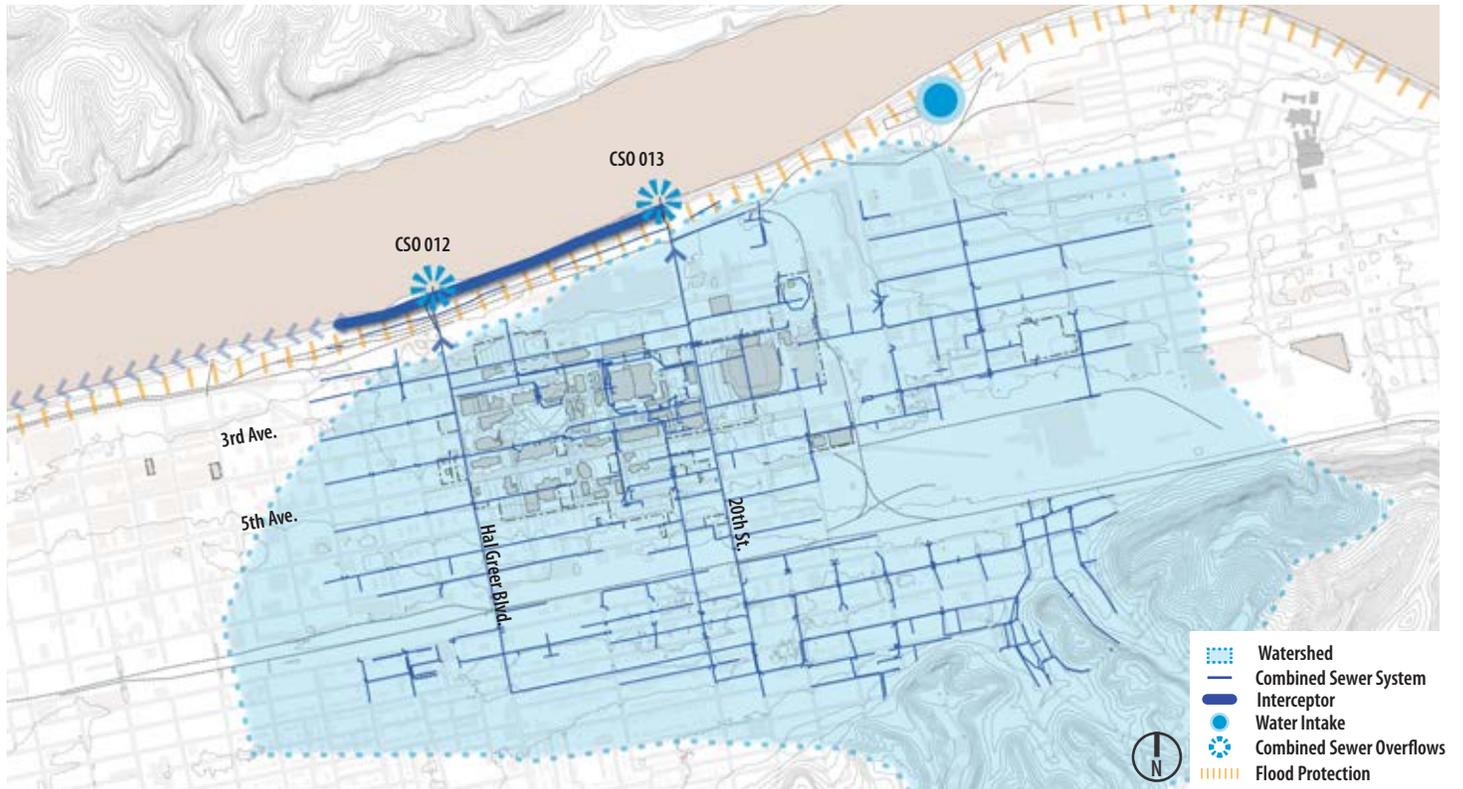
Two historic streams originally drained this area, but they have since been filled and placed underground in pipes.

The U.S. Army Corps of Engineers constructed a series of flood walls and levies along the Ohio River in the wake of the 1937 historic flood. This dramatically changed the natural surface drainage patterns of the area. While the Marshall University campus is no longer located within the floodplain, the flood wall has effectively produced its own unique concerns for the University. The flood wall has eliminated the possibility of surface drainage, therefore all stormwater runoff must flow into the sewer system before being discharged into the river.

The City of Huntington maintains a

combined storm and sanitary sewer system which is common to older American cities. During severe storm events, lack of capacity from the system produces flooding concerns on campus particularly in the areas of Jenkins Hall, Marshall Recreation Center, and Corbly Hall.

Campus Hydrology



As previously noted, the Main Campus of Marshall University is bounded on the north by the Ohio River. All of the campus plus much of the surrounding area drains to the Ohio River. As can be seen within the above diagram, the drainage area that includes campus is approximately 1,325 acres.

FEMA Flood Insurance Rate Maps (FIRMs) were obtained for analysis of floodplain areas within and affecting the Marshall University campus. These maps show the extent of 100-year floodplains. Marshall's campus is no longer located in a floodplain, as it has been cut off from flood events in

the Ohio River. Engineered levees along the Ohio River confine flood waters to the immediate vicinity of the river.

The majority of the storm water runoff coming from campus drains north through two main combined sewers where they connect with the Ohio River Interceptor, which eventually terminates at the Huntington Sanitary Board Wastewater Treatment Plant west of the city.

Sanitary and Storm Sewer Utilities



The drainage system at Marshall University is a complex network of storm, sanitary, and combined sewer lines. The City of Huntington is responsible for the main sewer collector lines, the majority of which are located under roadways in the public right-of-way. The remaining sewer lines are privately owned and are the responsibility of the property owners.

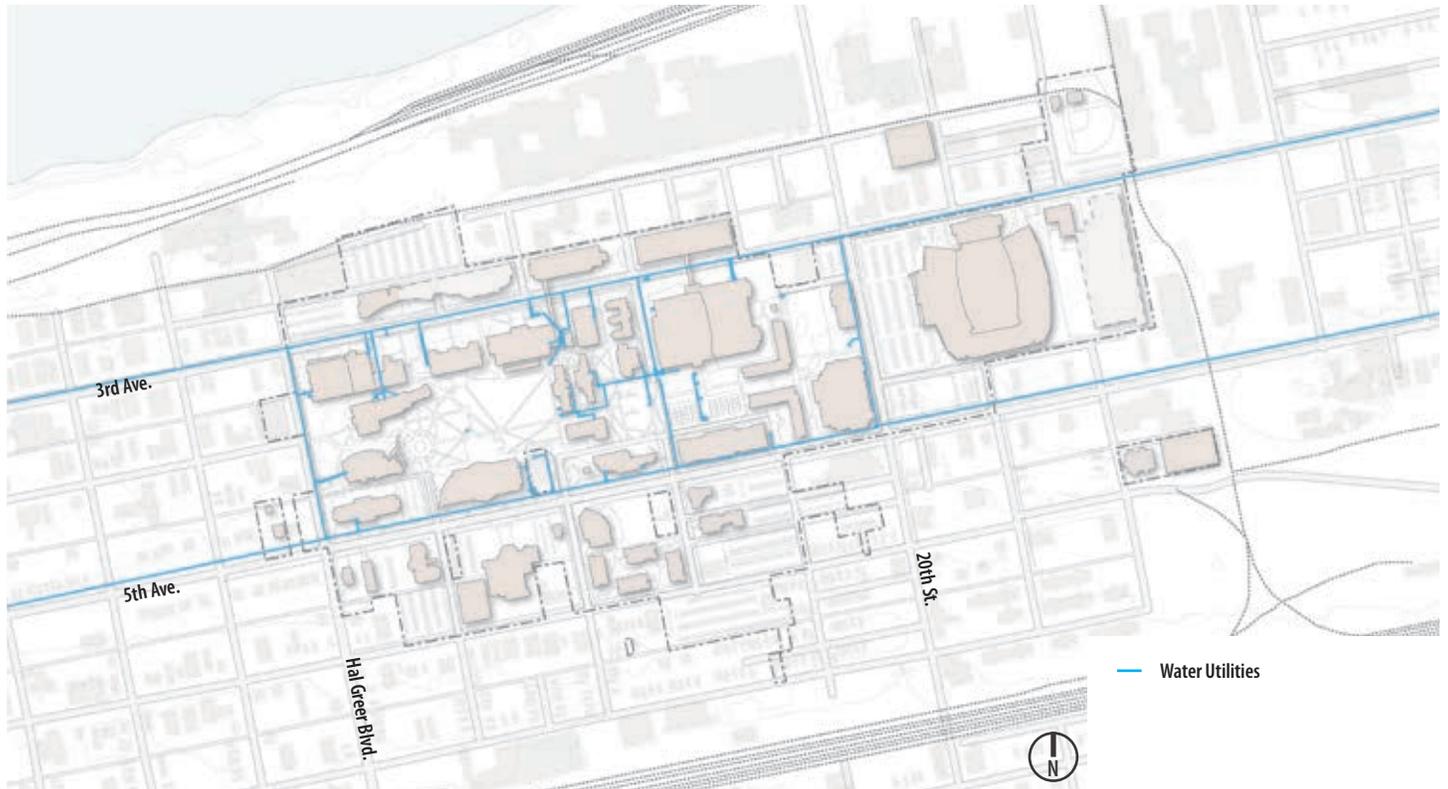
During severe storm events, overflow from the combined City sewer system discharges into the Ohio River at CSO 012 at the north end of 16th Street and CSO 013 at the north end of 20th Street. In

addition to these immediate problems, many of the older sewer lines servicing campus property should be evaluated to determine their condition. Many of the older sewer mains in the city are deteriorating and many need to be relined or replaced.

The storm pipes outlet directly to the Ohio River, often with spillways leading to the open water. The direct, unfiltered input from these storm drains causes more rapid rises in water levels; brings warm water into the system carrying silt, metals, hydrocarbons, pesticides, and other pollutants directly into the stream waters.

There is currently limited storm water quality treatment or detention/retention areas on campus. The most prominent example of stormwater detention on campus is under the existing recreation field. An opportunity exists to enhance the stormwater management strategies and water quality treatment on campus.

Domestic Water Supply



Marshall University's domestic water supply infrastructure provider is the West Virginia American Water Company (WVAW). Water is piped from the plant at 24th Street and the Ohio River. The water inlet is located in the Ohio River.

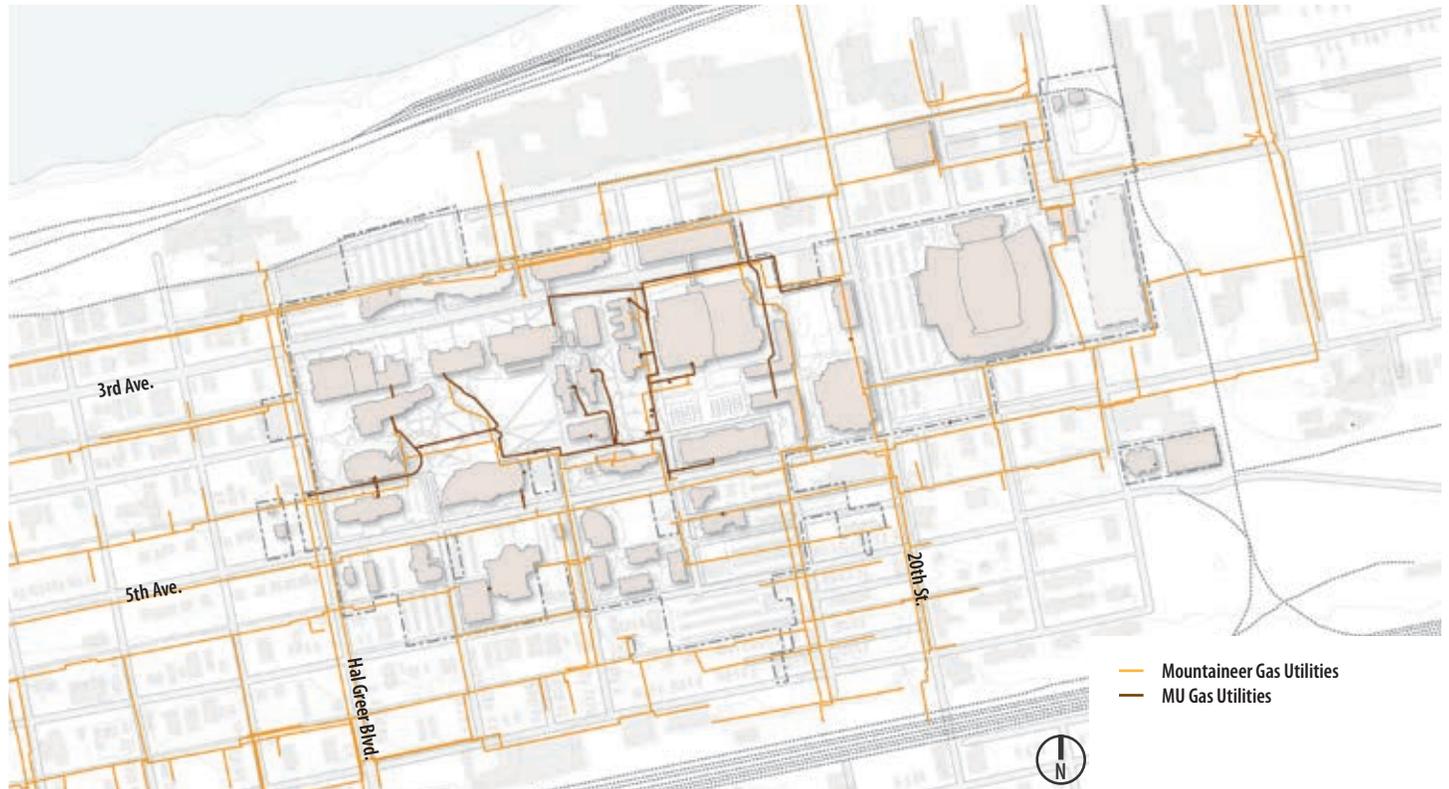
Water mains extend along 5th and 3rd Avenue, forming a figure eight loop, from which each building on campus is served, with minimal on-campus piping.

120 psi supply pressure from WVAW is fed at line pressure to individual building automatic sprinklers and fire hose valve

standpipes. A variance from NFPA's requirement for 100 psi at the hydraulically most remote hose valve allows 65 psig at the top of the taller buildings. Incoming pressure is reduced for domestic water use in each building.

The WVAW loop should readily accommodate any future expansion anticipated by Marshall University as part of the Master Plan. The University should maintain its current relationship with WVAW to coordinate specific extensions for future projects. Connection details will need to be worked out on a project by project basis.

Natural Gas Supply



Marshall University's natural gas provider is Mountaineer Gas. A combination of Mountaineer and Marshall University gas mains surround the campus, as illustrated in the above diagram. In contrast to domestic water service piping, the gas mains cross campus in many locations. The absence of a continuous main on Third Avenue requires somewhat deeper penetration on campus of piping from 5th Avenue.

The natural gas piping system takes the place of a central plant. Natural gas serves building-specific steam and heating hot water boilers, rooftop AC units, and emergency

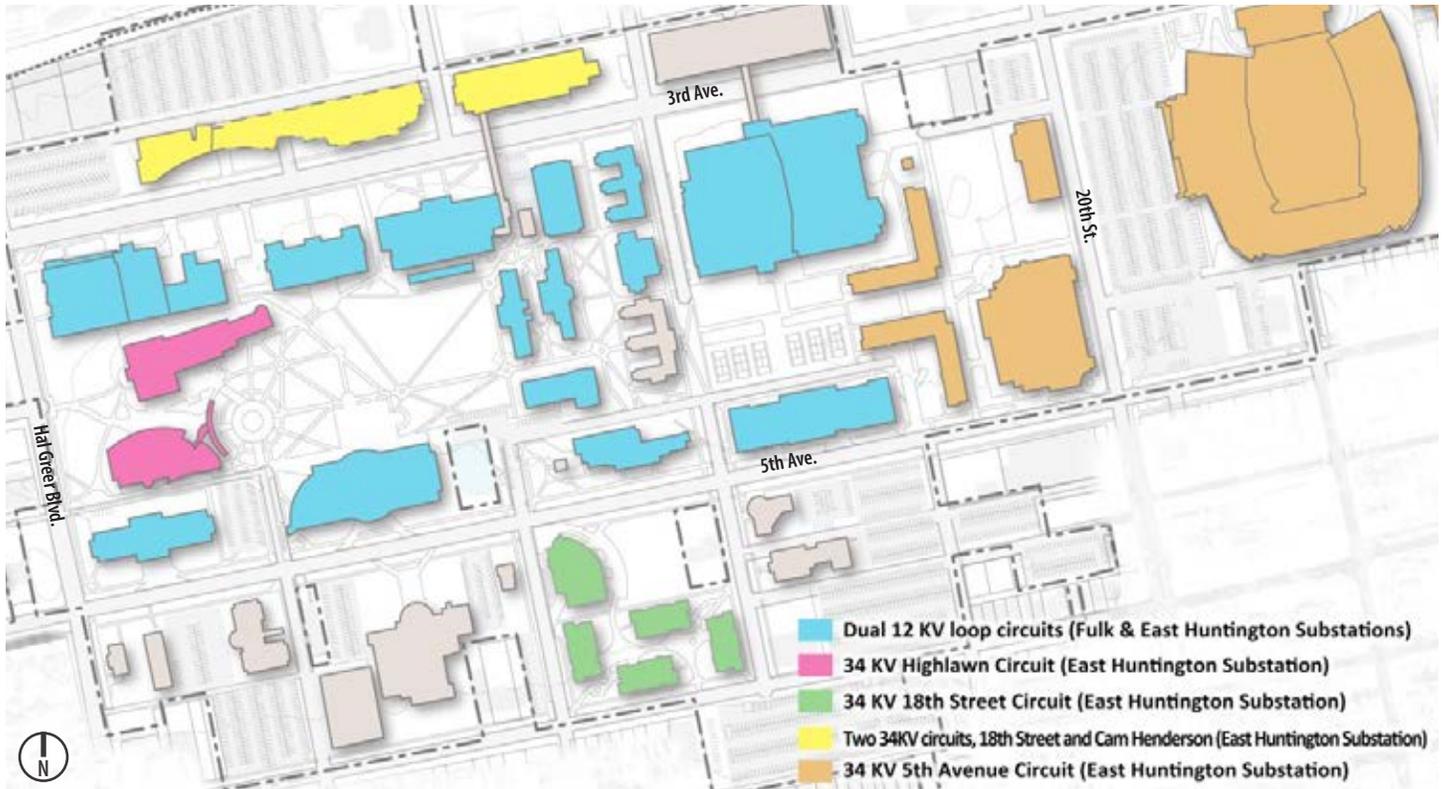
generators.

The drop in natural gas pricing, as more shale gas comes on line, has ensured the economic viability of this energy source. This also accommodates future combined-cycle strategies such as trigeneration (cooling, heating, and power generation).

The Mountaineer Gas infrastructure should readily accommodate any future expansion anticipated as part of the Marshall University Master Plan. The University should continue to coordinate with Mountaineer on the piping source for each future

project and its needs. Connection details will need to be worked out on a project by project basis.

Electrical Power



Marshall University’s electric power provider is American Electric Power (AEP) which is a member of PJM. PJM is a regional transmission organization (RTO) that coordinates the movement of wholesale electricity in all or parts of 13 states in the northeast United States and the District of Columbia. Part of this structure includes the following:

- Hess Energy pays the University a yearly fee to be available to power down some buildings, if the electric grid gets overstressed.
- 1100 kW is currently under contract.
- Marshall University has 5

buildings available for power-down.

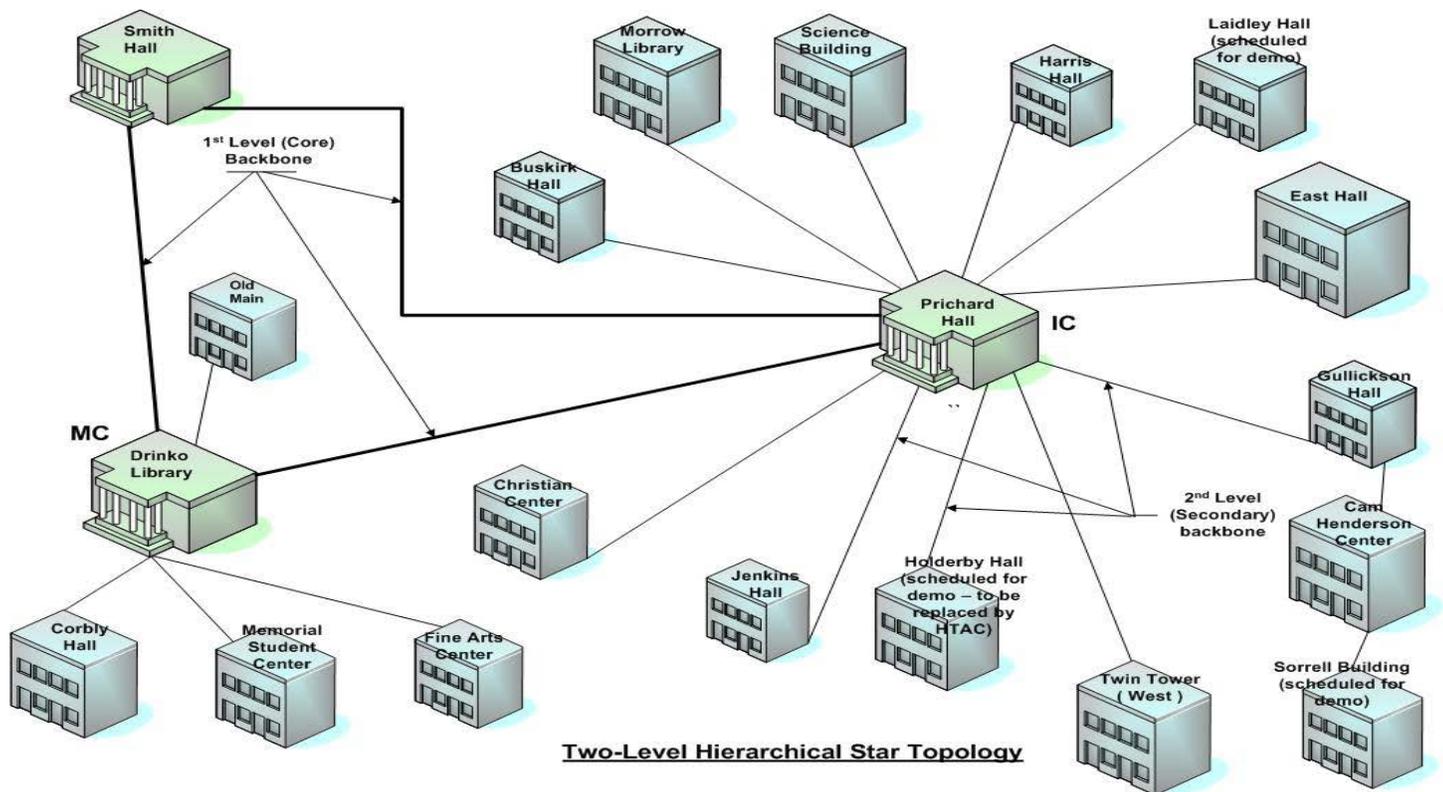
- The University has two hours to power down buildings.
- The process is tested once a year.
- To date the power-down option has not been utilized nor required by the utility company.

The Main Campus is fed by five, separate, underground AEP circuits. AEP has Primary Metering (PM) at the Stadium, Fine Arts and Twin Towers. All other buildings are metered individually. Mapping from AEP is not completely up to date, but is the best available.

Electrical power quality is a

significant concern. The problem is manifest in the western side of the campus that includes the network core infrastructure located in Drinko Library, Smith Hall and Prichard Hall. Also affected are the Public Safety Building and the Old Main Building. These areas are often subject to power failures. An opportunity exists to improve the stability of the electrical network on campus. A complete assessment of the electrical power system may be found in the appendix of this report.

Information Technology Systems



Information Technology Systems (ITS) support a broad range of critical campus services including voice communications, emergency signaling, facility management systems and real-time information delivery services such as medical systems (imaging) and connectivity to outside agencies and organizations (i.e. WV State Police Forensic Laboratory). The loss of ITS assets negatively impacts human health and welfare and generally degrades the delivery of academic services.

Marshall University manages significant ITS infrastructure that includes older elements dating

back to public carrier (Ma-Bell) installed telephone system and recently installed standards based Outside Plant (OSP) deployments. These conditions are not unusual on campus environments. In most respects, Marshall's existing ITS infrastructure is neither leading nor lagging peer institutions.

Three reliability and security vulnerabilities were identified on the Marshall Campus; (1) OSP lacks redundant cable plant routing to prevent single points of failure, (2) reliability and security vulnerabilities exist in pull boxes and overhead cable routes, and (3) the campus lacks consolidated OSP

documentation. ITS infrastructure supports network core services that impact all the buildings on campus and each building must support VOIP Telephony. Loss of basic voice services causes disruption to operation in all Marshall University facilities. Cellular service fails to provide adequate coverage for all areas of the campus. In particular, the football stadium and other indoor/ outdoor sports venues. The cellular phone network becomes overloaded or provides inadequate signal levels that disrupt service. A complete assessment of the IT systems may be found in the appendix of this report.

Campus Framework Plan



The Campus Framework Plan serves as a graphic summary of all site analysis findings derived during the initial stages of the master planning process. The Analysis Phase produced a series of information, that when overlaid, begin to reveal opportunities for improvement or change on campus, as well as locations for potential campus expansion.

The areas highlighted in yellow on the plan indicate zones that are unencumbered by any of the three major analysis categories: natural features, public realm (community context and land use), and

circulation. This can be expanded to mean that these areas are not constrained by floodplain concerns, significant open spaces, or key circulation corridors, to name a few of the specific analysis criteria.

The composite graphic presents a preliminary evaluation of strategic opportunities for change at Marshall University to create a better overall campus environment. The Campus Framework Plan suggests areas for increased density, improved circulation, edge enhancements, and expanded open space networks.

Analysis Summary

The following text provides a summary of the key opportunities and challenges, organized by topic, identified during the Analysis Phase of the planning process:

Campus Structure:

- Preserve historic campus core
- Strengthen organization of campus perimeter

Building Age:

- Preserve historic buildings
- Abundance of mid-century buildings presents challenges to current pedagogies, consider renovation opportunities

Building Use:

- Generally well organized campus with similar buildings positioned together
- Consider strengthening student housing areas and re-locating support services to perimeter

Adjacent Land Use:

- Former industrially zoned properties, north and east of campus, may present contamination challenges

Pedestrian Circulation:

- Opportunity to strengthen primary pedestrian “spine” to better unite campus
- Consider strategies to better define pedestrian crossings on 3rd and 5th Avenue

Vehicular Circulation:

- Maintain limited vehicular access in the center of campus
- Evaluate opportunities to minimize pedestrian-vehicular conflicts along 3rd and 5th Ave.

3rd and 5th Avenue Streetscapes:

- Excess capacity allows for changes to streetscape configuration while still supporting existing traffic loads
- Incorporate “Complete Streets” strategies to better accommodate all modes of transportation on campus

Parking Distribution:

- Minimize parking within core
- Position future parking areas near the perimeter to encourage a pedestrian friendly campus environment

Peak Parking Utilization:

- 60% parking utilization suggests little parking is needed to accommodate future expansion

Gateways:

- 4th Avenue serves as a high quality gateway to campus
- Replicate this condition to other perceived gateways on campus

Open Space:

- Preserve open space and plazas in campus core
- Utilize open space to better unite east and west campus

- Strengthen the identity of existing open spaces on campus

Pervious Surfaces:

- Increase the amount of pervious surface on campus

Campus Topography:

- Campus sits within a low area of elevation within Huntington

Campus Hydrology:

- Combined storm and sanitary sewer system presents overflow challenges to campus

Sanitary and Storm Sewer:

- Improve stormwater management strategies
- Work with City of Huntington to minimize flood potential

Domestic Water Supply:

- Supply should accommodate any desired future growth

Natural Gas Supply:

- Supply should accommodate any desired future growth

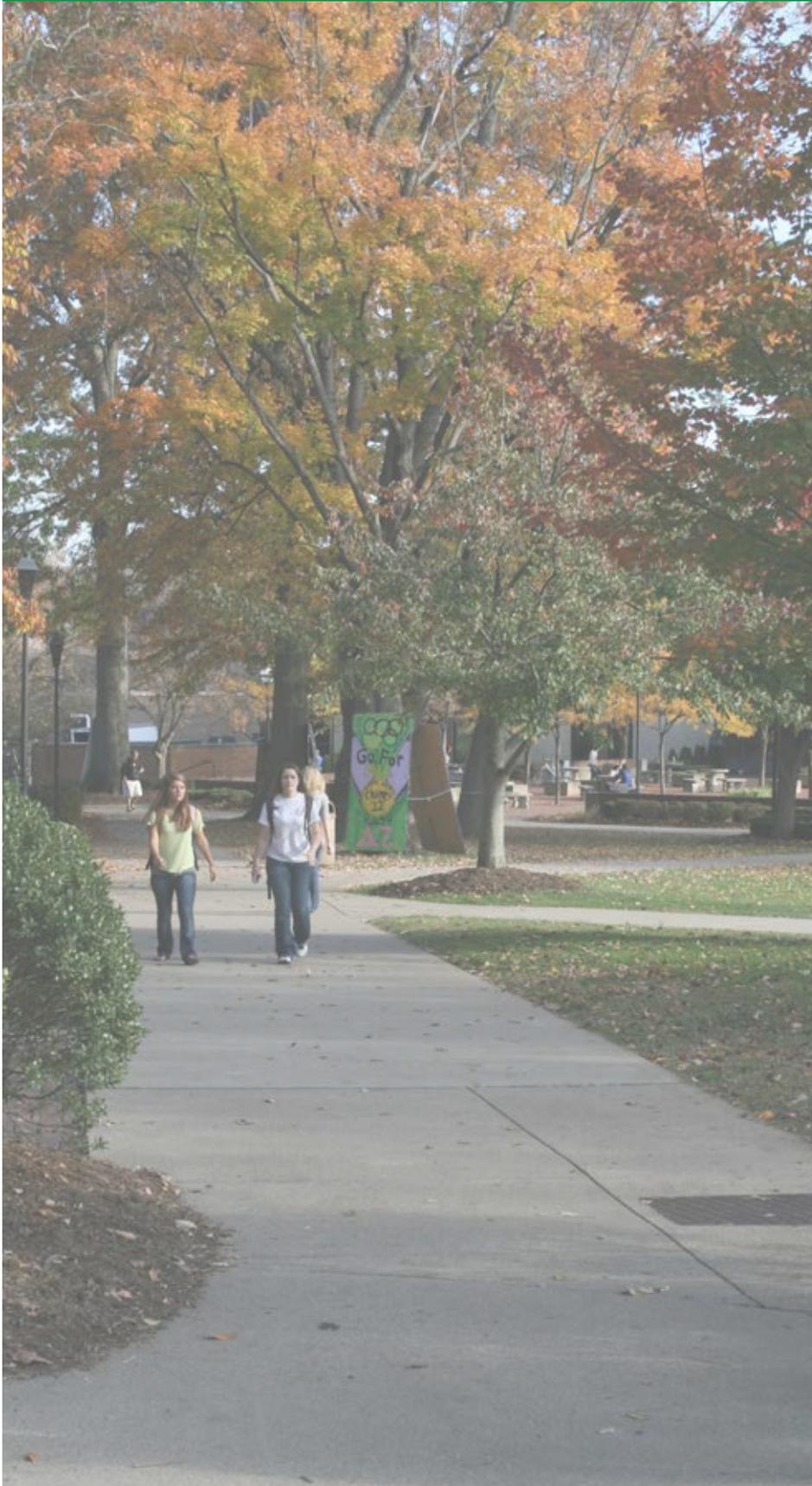
Electrical Power:

- Improvements could be made to add stability to the electrical network on campus

IT Systems Infrastructure:

- Opportunity to upgrade information technology on campus to improve system

Recommended Plan



The intent of the Campus Master Plan is to present a vision for Marshall University that reinforces its goals and strategic objectives, as it repositions itself for the future. The Recommended Plan translates the guiding principles into an illustrative framework to aid Marshall University's future decision making process. It is intended to serve as the road map for the institution. The Campus Master Plan is comprised of three parts: the guiding principles, presented earlier within this report, the systems recommendations, and the specific campus by campus capital priorities.

The Guiding Principles of Long Range Planning at Marshall University convey the intent, goals, and long-term values of the University. They are the most fixed and enduring elements of the Campus Master Plan. These principles embody ideas regarding campus enhancement, preservation, and transformation opportunities that will strengthen Marshall University's Main Campus.

The overall campus systems approach addresses improvements to the University's existing circulation network, open space, parking, and utilities. The recommendations outlined in the following chapters strive to improve the experience on all of Marshall



Campus Master Plan

University's campuses.

The Illustrative Master Plan represents an ideal future ten-year vision for Marshall University. It translates the guiding principles and key analysis objectives established during the master planning process into a graphical representation. Both near-, mid-, and long-term opportunities for the continued growth and development of the University are represented in the plan.

Specifically, the Illustrative Master Plan proposes the placement of new features such as future buildings, pedestrian and bicycle

corridors, open space, parking, and infrastructure with a thorough understanding of Marshall University's existing campus composition and unique challenges.

The Recommended Plan is supported by recommendations for campus-wide systems that include campus development, landscape character, circulation, parking, and campus infrastructure. However, the fundamental function of the Campus Master Plan is to suggest a principle-driven framework for managing future opportunities.

Campus Master Plan

- Existing Buildings
- Under Construction
- Marshall Expansion /New Construction
- Future Expansion



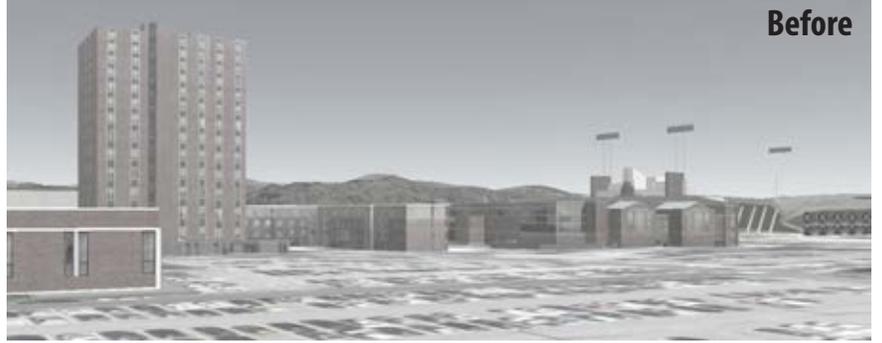


- ① Jenkins Hall Renovation
- ② Cam Henderson Center and Gullickson Hall Renovation
- ③ Science Building Renovation
- ④ Prichard Hall Renovation
- ⑤ Morrow Library Renovation
- ⑥ Corbly Hall Renovation
- ⑦ Gillette Welcome Center Elevator Addition
- ⑧ MSC Renovation & Addition
- ⑨ East Hall Expansion
- ⑩ High Tech Academic Classroom Building and Housing
- ⑪ Twin Towers Renovation
- ⑫ New Residence Hall & Quad
- ⑬ Expanded Recreational Space
- ⑭ Mixed Use Housing
- ⑮ Future Academic Building
- ⑯ Arthur Weisberg Family Applied Engineering Complex
- ⑰ Alumni Plazas
- ⑱ Parking Expansion
- ⑲ Indoor Practice Facility
- ⑳ Sports Medicine Translational Research and Athletic Academic Support Center
- ㉑ Memorial Walk
- ㉒ Herd Way

Proposed Residence Hall, Quad, and Recreational Space



Before



After



Land Acquisition



A guiding principle of the Campus Master Plan is to adapt fiscal practices to operate in a more resource constrained environment, while fulfilling Marshall University's mission. In keeping with this principle, the Campus Master Plan does not require land acquisition to meet its goals.

planning in an effort to enhance the University landscape as an asset to the entire community. The priority zones are identified in a separate Future Land Acquisition graphic found in Chapter Six, Phasing & Implementation.

However, as properties become available in designated priority zones over the next decade and when funding is available, those properties may be purchased for future development. A logical approach to growth and collaborative development opportunities should be pursued in

Demolition and Assessment



As part of the master planning process, ten buildings on Marshall University’s Main Campus received a thorough facilities assessment to determine their renovation potential and deferred maintenance. Below is a listing of the facilities included in the study:

- Memorial Student Center
- Cam Henderson Center
- Gullickson Hall
- Science Building
- Jenkins Hall
- Twin Towers Residence Hall
- Prichard Hall
- Holderby Hall
- Corbly Hall
- Morrow Library

Further discussion of specific findings from the Building Condition Assessment are discussed later in this Chapter and also in greater length in the appendix.

As a result of both the study and discussions during the master planning process, the Campus Master Plan recommends that Holderby Hall and Laidley Hall should be demolished. This is due both to their limited renovation potential and the high cost of improvements.

Under Construction



Two facilities are currently under construction on Marshall University’s Main Campus. The first facility is called the Arthur Weisberg Family Applied Engineering Complex and is located on the north side of 3rd Avenue. When complete, it will provide 148,931 GSF of academic and support space. It will also help strengthen the creation of a science and research corridor along 3rd Avenue.

Center and the Athletic Academic Support Center are located on the south side of 3rd Avenue. It is to about a 105,000 GSF Indoor Practice Facility that stretches the length of the nearby football stadium. These two facilities will work to strengthen Marshall University’s Athletic District on the east side of campus.

The second facility currently under construction is actually two structures that will share a common wall. The 35,000 GSF Sports Medicine Translational Research

Proposed Facilities



In keeping with the guiding principles established for this master plan, the focus of the process has been on thinking efficiently about campus resources. Only four new buildings are proposed as part of the ten-year Campus Master Plan. These new facilities include:

- High Tech Academic Classroom and Housing Building
- Residence Hall 1 (R1)
- Residence Hall 2 (R2)
- Mixed-Use Housing

The demolition noted on the previous page included Laidley Hall, an academic building, and Holderby Hall, student housing.

These four buildings are needed to fill the void created by these two existing facilities and also to accommodate the projected enrollment growth on Main Campus. Holderby Hall is a high-rise student housing complex which is no longer considered highly desirable by students. In its place, two low-rise residential structures are proposed to better meet the needs of today's students. A third mixed-use housing structure is designed to appeal to the graduate student population and better connect campus to downtown Huntington along the Old Main Corridor.

The High Tech Academic Classroom and Housing Building will provide much needed modern instructional space, while also providing a new live/learn model of student housing on campus. All proposed buildings have been positioned to strengthen the street edge and existing campus organizational structure.



Building Assessment

As part of the master planning effort, a detailed building assessment was completed for several of Marshall University's current campus facilities. This assessment included a visual inspection and evaluation of multiple building systems for each structure including exterior site conditions, façade cladding, curtainwall, windows, roofing, primary structural elements, interior spatial configurations, conformance with the Americans with Disabilities Act (ADA), architectural finishes, lighting, HVAC systems, life safety, and plumbing systems. A team consisting of architects, landscape architects and structural, mechanical, electrical and civil engineers worked with Marshall University administrators and facilities staff to review current conditions, existing deferred maintenance records, and construction documentation.

The Building Assessment included a select group of facilities that warranted detailed evaluation due to building age, projected deferred maintenance costs, or anticipated renovation and expansion potential.

The scope of the evaluation was focused on the following facilities:

- Memorial Student Center
- Cam Henderson Center
- Gullickson Hall
- Science Building
- Jenkins Hall
- Twin Towers Residence Hall
- Prichard Hall
- Corbly Hall
- Morrow Library
- Holderby Residence Hall
- South Charleston Campus Buildings
- Mid-Ohio Valley Center

General Assessment Conclusions:

The general condition of the building inventory evaluated in this assessment is good to fair with some noted deficiencies, as would be expected given the ages and quality of construction of the original structures. The essential infrastructure is robust and will continue to serve the University well in the coming years with strategic improvements and capital renewal investments.

Building Renovations and Additions

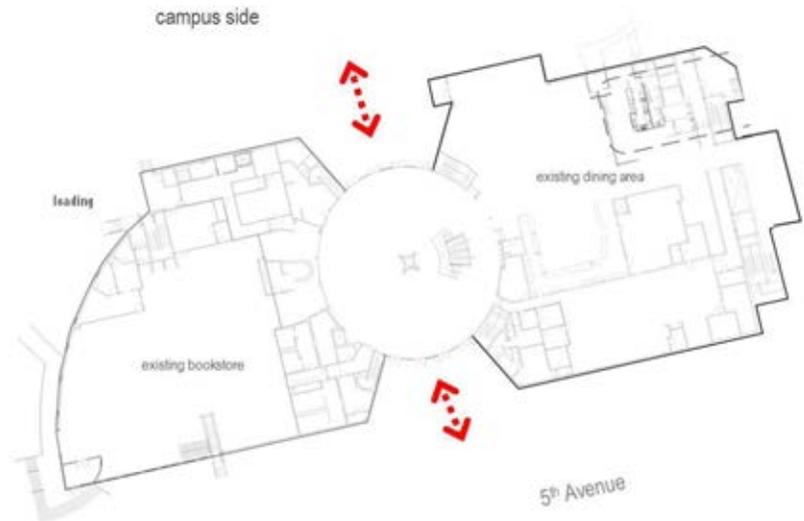


Several common issues that emerged among multiple facilities throughout the course of the investigation are worth noting. These issues included deficiencies in the exterior veneer masonry, building sealants, window systems, and aging HVAC and electrical infrastructure. Many of the structures built before 1980 lack sufficient perimeter envelope insulation and thermally broken insulated glass window systems. Improving the thermal performance of deficient building envelopes could dramatically improve energy efficiency and improve the ability of existing HVAC systems to control interior

temperature and humidity. Additionally, full compliance with the ADA accessibility guidelines has been partially implemented in many of the facilities evaluated. Increasing the level of accessibility across all campus buildings should be a priority.

The following is a high level summary of the assessments completed for each building and an evaluation of the renovation and expansion potential for each structure. The detailed assessments are documented in a separate appendix to this report.

Memorial Student Center



Existing Building Floor plan (1st Floor)

Building Assessment

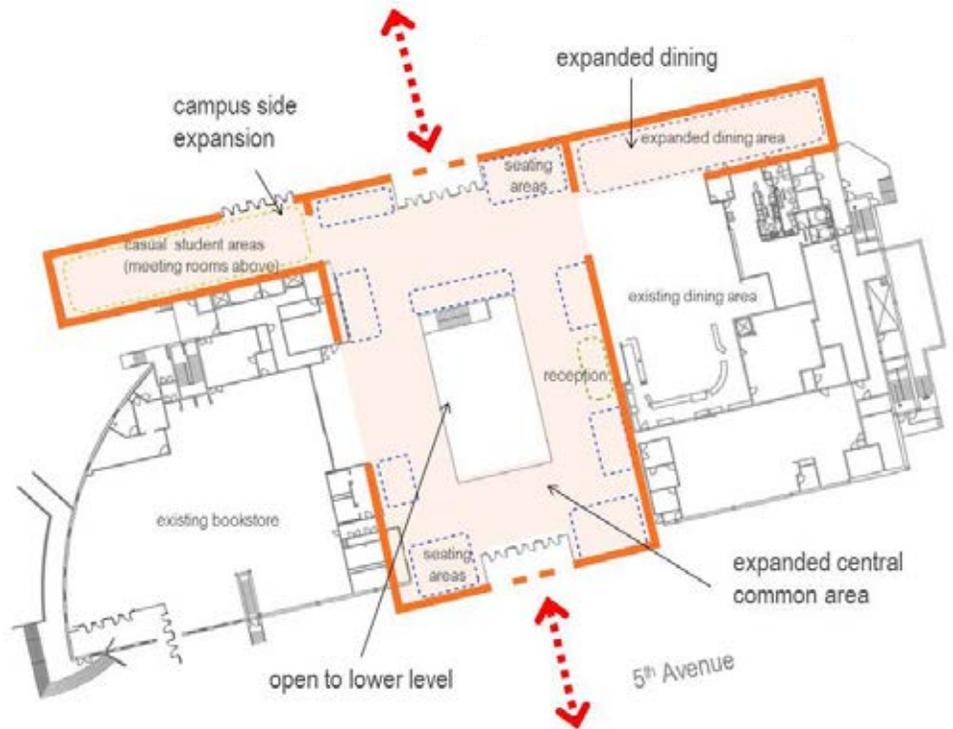
The Memorial Student Center is generally in good condition. Originally constructed in 1969, strategic renovations over the years have extended the structure's relevance and effectiveness. Several building systems are nearing the end of their anticipated service life and significant renewal or replacement will be needed in the coming years. Significant masonry and sealant issues were noted on the north and west facades that are likely contributing to internal water infiltration and associated damage. Partial replacement of the primary HVAC infrastructure has been completed with the remaining equipment scheduled for replacement.

Renovation/Additions

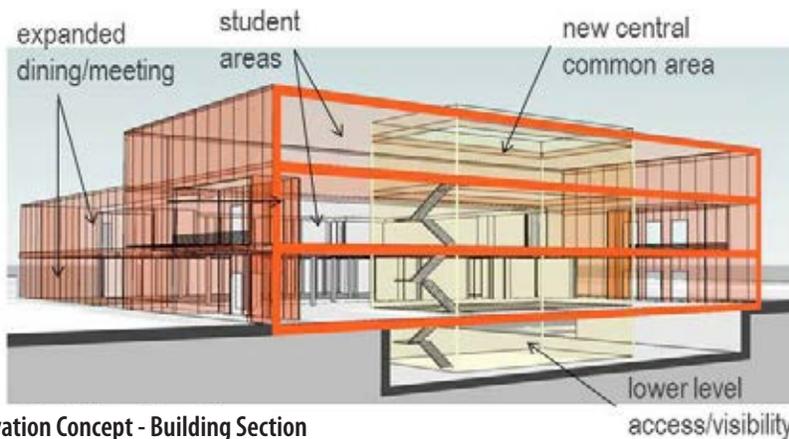
The Memorial Student Center serves as a center of campus activity and a social hub for the entire Marshall community. As a facility that provides common shared resources to all students, staff and guests, its effectiveness and success is essential to the continued vitality of the University. It is one of the most important facilities on campus and functions as a significant indicator of the University's social character and academic milieu. While the Memorial Student Center has served the campus well for many years, its aging infrastructure and dated aesthetic impression are gradually losing relevance, warranting significant updating and expansion.

The central commons and dining area function extremely well as a place of social engagement and interaction. The space is often bustling and over capacity with limited available seating. This is contrasted with the lower level gaming and activity areas that rarely have similar levels of use. A renovation and expansion of the student center should be configured to provide additional student social and common areas in a configuration that more effectively utilizes all levels of the structure. A multistory open atrium could be employed to increase visibility and access to all levels while also enhancing the penetration of natural light throughout the facility.

A significant renovation and addition can also provide an opportunity reinvent the facility's aesthetic image and prominence from both the campus approach and the adjacent public corridor. Strengthening the structure's presence along 5th Avenue could reinforce its significance as a civic landmark and primary campus gateway. Developing new campus facades with dynamic and accessible features can enhance engagement with the campus fabric and further support and activate the Memorial Fountain Plaza.



Renovation Concept



Renovation Concept - Building Section



Renovation Concept - 5th Avenue View

The Memorial Student Center will continue to be a primary point of engagement for campus visitors and potential students. Its aesthetic presence and first impression are essential components of community relations and recruitment. The reinvented facility should prioritize spatial allocations and architectural emphasis to enhance the structure's role as a center of activity and the symbolic heart of campus life. The expanded building program should include additional amenities such as group study resources, meeting rooms of varying sizes, expanded dining facilities and student organizational offices. A hierarchy of student lounge areas that range from open and social environments to enclosed and private enclaves should be included.

Cam Henderson Center



Building Assessment

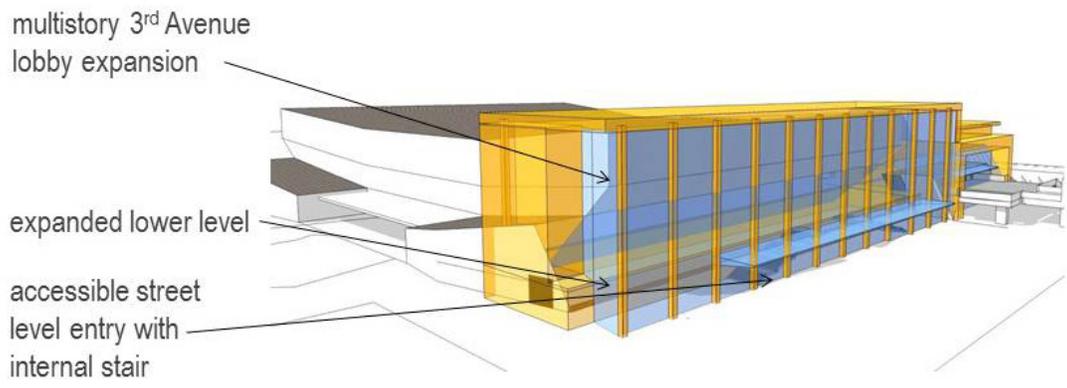
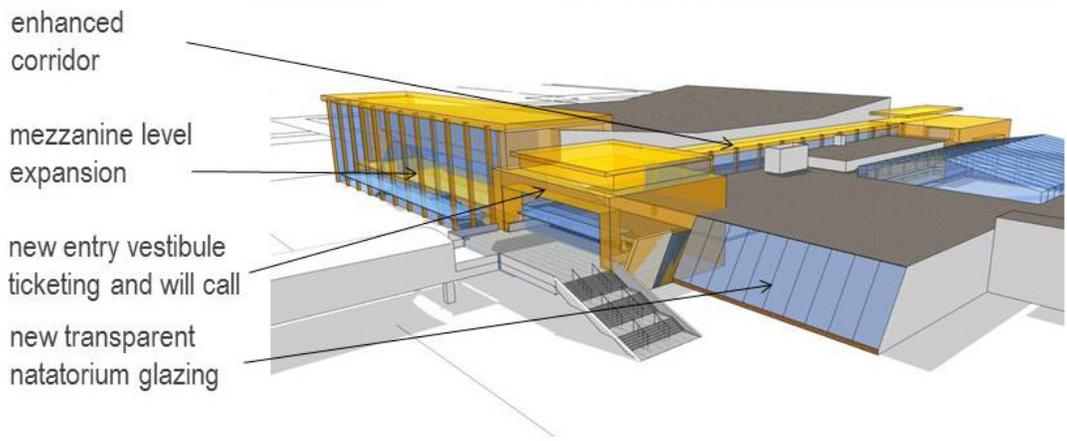
The Cam Henderson Center was originally constructed in 1981 and has had recent renovations to the arena and player locker rooms. The exterior facades of the facility are showing major signs of age and are nearing the end of their anticipated service life. Significant investment is justified for the renewal of the translucent paneling systems, veneer masonry and exterior joint sealants. Renovation and expansion of the public restrooms is also warranted to provide full compliance with ADA accessibility guidelines. Given the increased use of this facility throughout the entire calendar year, adding air conditioning throughout the building is highly recommended.

Renovation/Additions

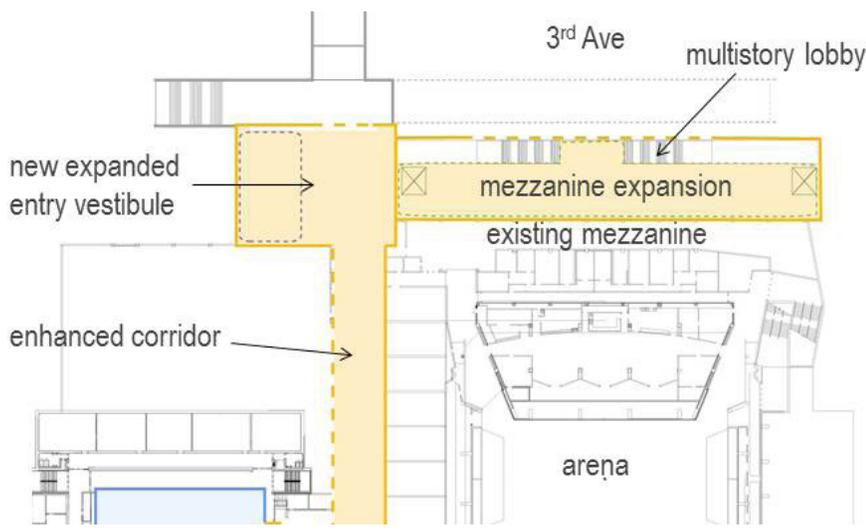
Recent renovations have enhanced seating and athletic facilities within the arena proper. The spaces outside of the arena are over 30 years old and have been excluded from recent renovations and are essentially in their original state. While these facilities remain functional and adequately serve their original purpose, the level of amenities and spatial allocations are below average when compared to similar facilities at peer institutions.

The formal configuration of the Cam Henderson Center's volume is closely aligned with the shape and function of the arena's seating bowl. This unique arrangement presents opportunities to create

new enclosed spaces adjacent to the arena that can better accommodate athletics infrastructure, patron amenities, concessions, queuing and social spaces. A significant expansion along the 3rd Avenue corridor could also be leveraged to redefine the facility's civic image with new monumental facades that employ refined construction materials and utilize transparency to convey a sense of activity and prestige that is not evident in the current configuration. Removing the large exterior ramp and internalizing the vertical circulation will significantly improve the street level experience and greatly enhance engagement with the public corridor. Reconfiguration



Renovation Concept



Renovation Concept - Plan View

of the remaining exterior stair and construction of a reconstructed elevated entry pavilion can establish a new formal northern entry vestibule, that combined with a new southern entry pavilion and renovated corridor, could greatly improve accessibility from the public parking structure and strengthen the pedestrian connection back to the core of campus. Expansion should also include an extension of the main concourse level to better support additional amenities such as concessions and retail while also accommodating movement of large crowds during major events.

Gullickson Hall



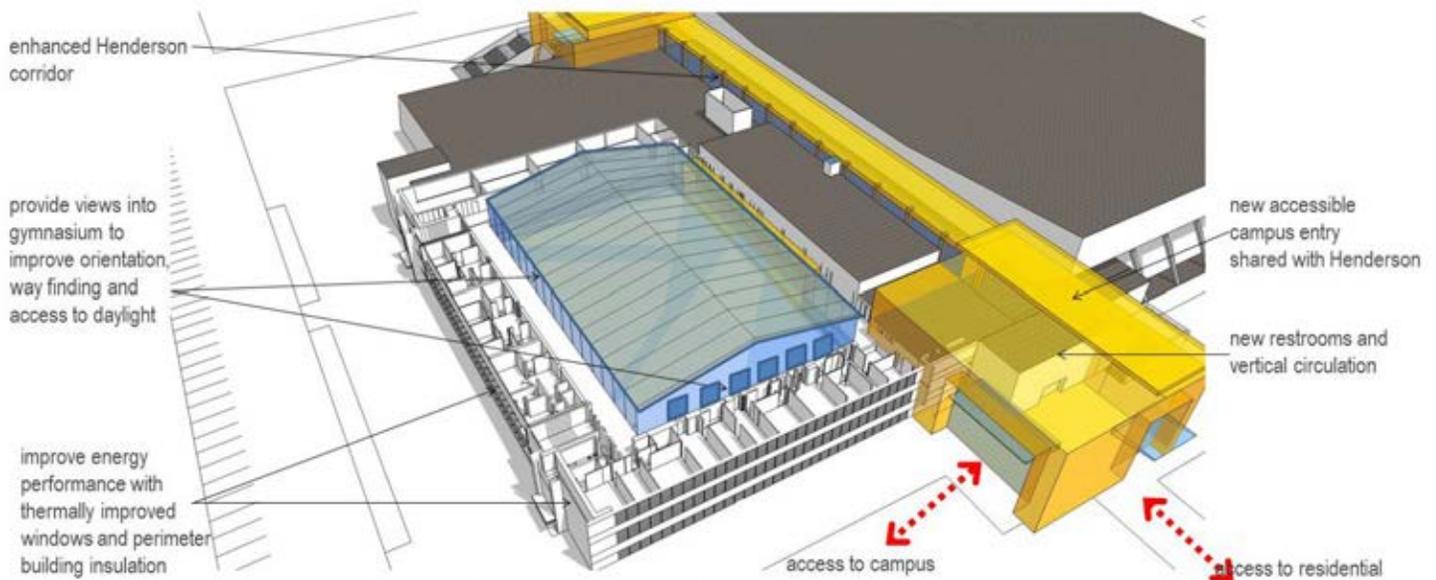
Building Assessment

The condition of Gullickson Hall's exterior envelope and interior infrastructure are in need of significant repair and renewal. Evidence of masonry veneer and sealant failures are common along the western and southern facades. Restroom facilities have not been substantially updated since the original construction and are undersized for the current occupant load of the building. Additionally, the restrooms do not comply with the current ADA accessibility guidelines. The heating and ventilation system for the gymnasium is not operable and in need of repair or replacement. Adding air conditioning to the gymnasium should be

considered if a major renovation of the mechanical plant is pursued. Galvanized piping for both supply and sanitary systems is failing in multiple locations and should be replaced. Primary electrical infrastructure is at capacity, justifying replacement with a larger transformer and switchboard.

Renovation/Additions

Originally constructed in 1959, Gullickson Hall embodies a very unusual building configuration and architectural typology. The embedding of the gymnasium within an academic floor plate creates a unique programmatic adjacency that results in single loaded corridors adjacent to the opaque perimeter walls of the gymnasium. Combined with the abrupt transition to the Cam Henderson Center along the northern and eastern limits of the structure, this configuration lacks inherent way finding elements and is found by many to be disorienting and difficult to navigate. Contributing to these issues is the lack of views to the exterior



Renovation Concept

from all of the primary circulation corridors.

A significant renovation could help address the building orientation issue by transforming the opaque perimeter walls of the gymnasium into a distinct and memorable building feature that could act as a point of reference and orientation device. The corridor walls could be perforated with new interior glazing that would allow views into the gymnasium and enable access to the daylight that enters through the existing skylights. Additionally, the gymnasium perimeter walls could be articulated with a unique finish material that would provide a clear contrast with the opposing

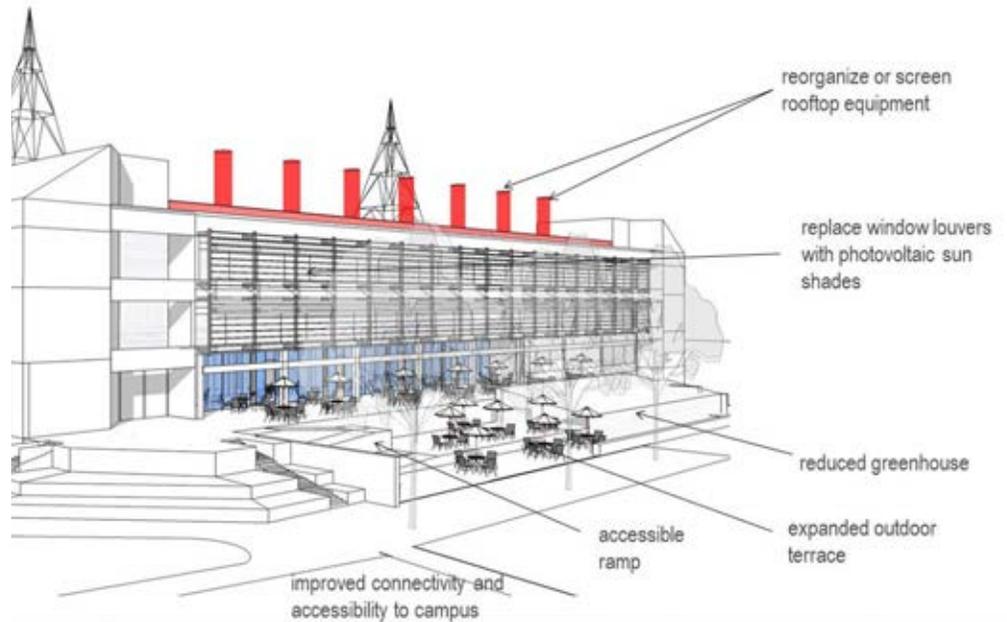
corridor walls. Implementing transparent partitions within the suite areas at the ends of the primary corridors could further improve way finding by allowing views to the exterior and adjacent landmarks from within the corridor.

Expansion of the southern entry should also be considered to clarify the facility's primary entry point and improve access from the campus approach. A significant addition could be configured as a shared entry pavilion that also supports access to the Cam Henderson Center. The addition should also include new accessible vertical circulation infrastructure

and expanded restroom facilities.

Any significant renovation should also anticipate improvements to the perimeter envelope including the addition of perimeter wall insulation and the replacement of the window systems with a thermally improved insulated glazing system. These improvements would dramatically improve the building's energy efficiency and significantly reduce operational costs.

Science Building



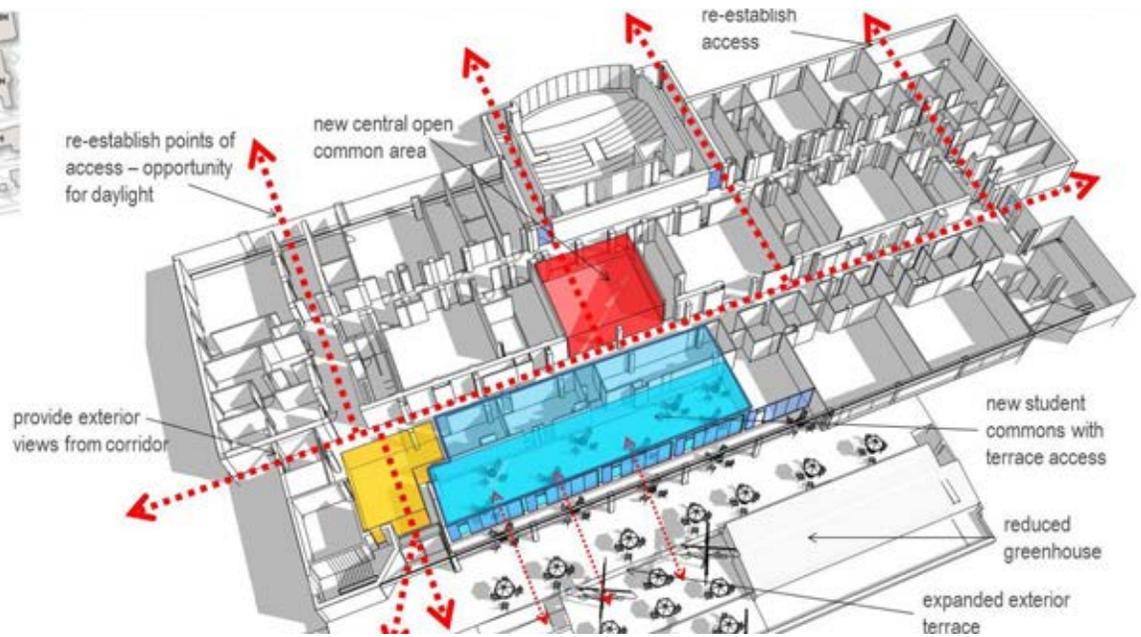
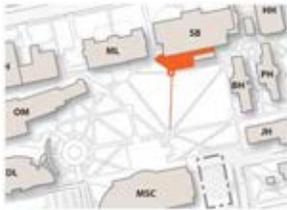
Building Assessment

The Science Building infrastructure is in generally good condition with some investments in systems repair or replacement warranted in the coming years. The exterior envelope is exhibiting some failure in the masonry veneer and sealant systems. Remedial inspection and repair of the exterior masonry should be prioritized. The roofing system was 75% replaced recently, with the remaining portions scheduled to be replaced in the coming years. Interior improvements are needed to accommodate ADA accessibility guideline compliance in most of the restrooms and the tiered classrooms. Significant renewal to the HVAC system is ongoing with the planned replacement

AHU-1 and comprehensive digital control upgrades. Other renewal projects include replacement of the air cooled chiller and the summer reheat boiler. Exterior flooding adjacent to the building is a persistent problem that often results water damage in the lower level of the building. This problem is largely attributable to the lack of capacity in the Huntington storm water system.

Renovation/Additions

The Science Building occupies one of the most prominent and important sites on Marshall University's campus. The structure frames the north east corner of the central academic quadrangle and significantly influences the aesthetic character of this primary campus space and the surrounding campus environment. The southern facing campus facade is articulated by large masonry veneer panels that are fenestrated by horizontal ribbon windows with an integral louvered shading system. The opacity of the shading system limits visual access and significantly undermines the structure's aesthetic impression from the campus approach. The greenhouse structure along the southern façade further limits



Renovation Concepts

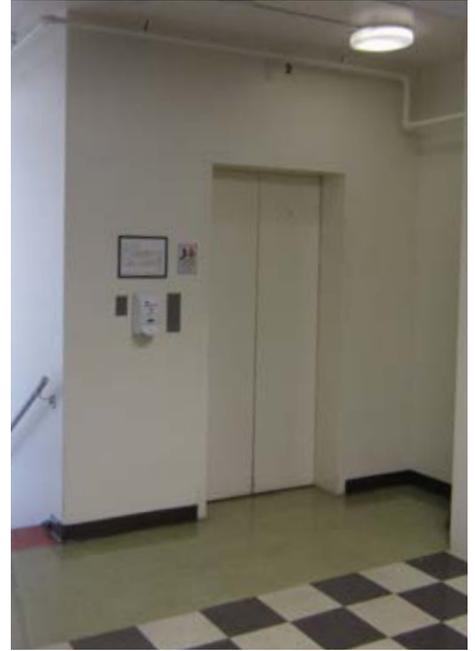
access to the Science Building by creating a barrier between the structure and the adjacent campus green space. The aging polycarbonate panels and chain link fence contribute to the disengagement and isolation of the Science Building. Unscreened rooftop equipment is clearly visible from multiple ground level vantage points.

A substantial renovation to the Science Building could prioritize improvements to the structure's aesthetic impression by implementing an improved shading system with greater openness, providing a more accessible and attractive appearance. Reconfiguring the greenhouse

structure could improve engagement with the campus by enabling both physical and visual access to the main campus entry. Terracing of this entry area could also provide additional space for popular exterior amenities such as casual seating, exterior meeting space and specimen garden areas. Reconfiguration or screening of the rooftop equipment could also improve the initial appearance of the facility and enhance its overall aesthetic impression. All of these improvements could further inspire an exterior renovation by exploiting the technology they represent. Each feature could be used to inform a program of exhibits that can be leveraged to symbolize the science programs that occupy the facility.

Renovation and reconfiguration of the interior could further support access to the facility and engagement with the campus. Opening up the entry level with an expanded vestibule and new student commons area could accommodate the expressed need for additional student gathering and study space while also greatly improving the facility's initial impression to visitors. Further improvements could include the creation of central common areas on the upper floors and the opening up of views to the exterior from primary corridors. These improvements could significantly enhance the interior aesthetic impression while also improving orientation and way finding.

Jenkins Hall



Building Assessment

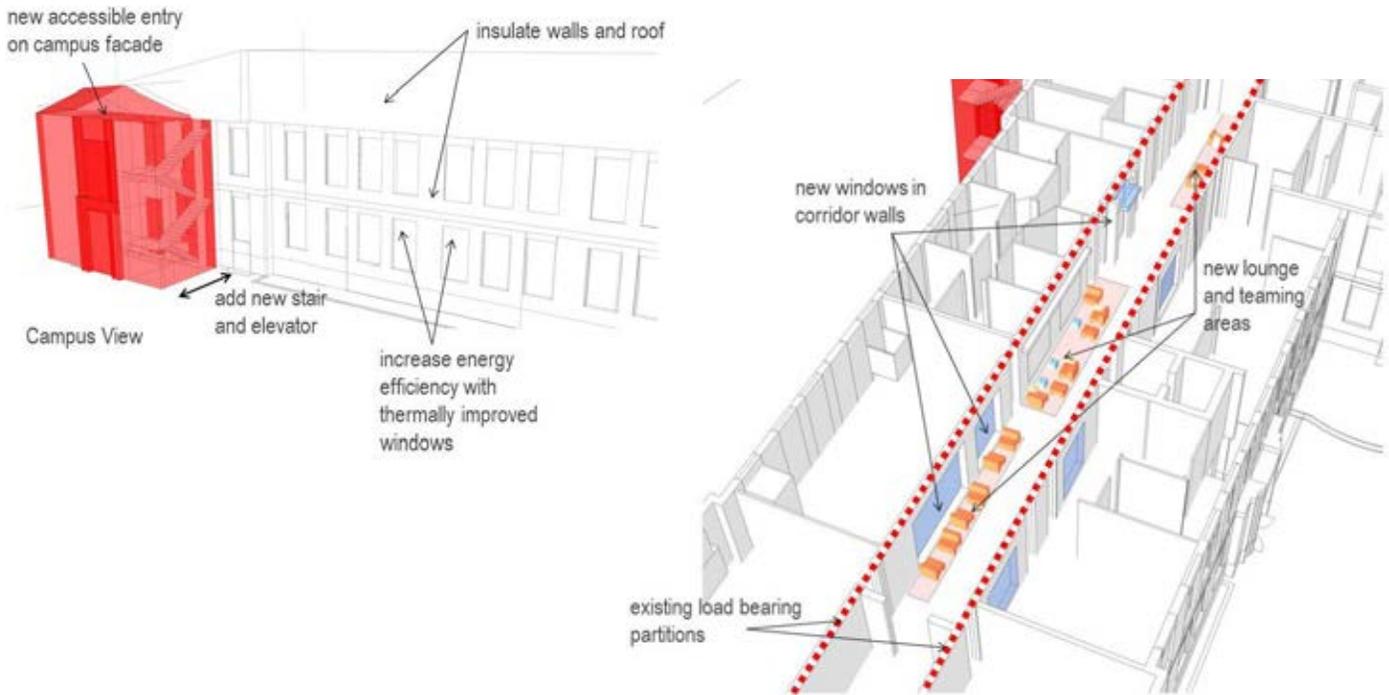
Jenkins Hall is in generally good condition, but is in need of significant repair and renewal to ensure continued effectiveness for the College of Education. The recurrent water infiltration and flooding of the lower level is the most critical deficiency within the facility. A collection and pumped discharge system has been installed to address this issue but limitations with this system have not permanently resolved the entire water infiltration problem. The slate roofing system has exceeded its anticipated service life and replacement should be prioritized. The exterior building envelope consists of a load bearing masonry walls that are exhibiting minor

masonry cracking and sealant failures that should be addressed with a comprehensive inspection and repair protocol. Recent HVAC upgrades include replacement of the primary boilers. The water to air heat pump system is nearing the end of its anticipated service life and will need to be replaced soon.

Renovation/Additions

Jenkins Hall is a robust and durably constructed load bearing masonry structure with a distinguished exterior architectural character and aesthetic that is not common on Marshall University's campus. The interior configuration of the structure was modeled on a turn of the century K-12 prototype that has been adapted over the years to accommodate the current needs of the College of Education. Given the structure's unique contribution to campus character and its historic presence, investing in the renewal and continued relevance of this facility is justified.

The structure's load bearing corridor walls subdivide the



Renovation Concept

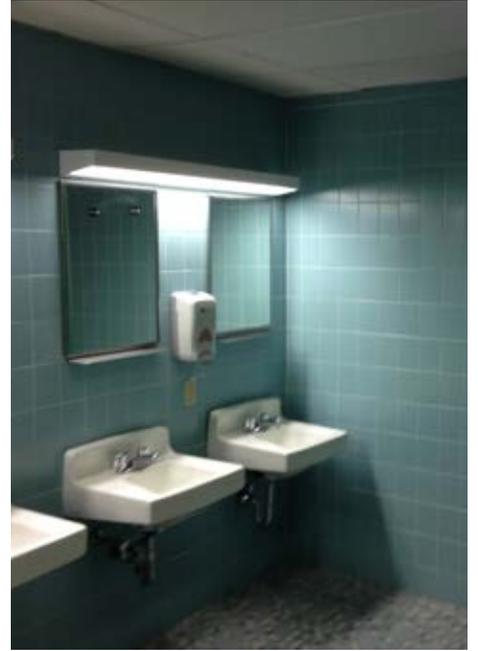
floor area along the long axis and are the primary obstacle to any substantial interior reconfiguration. The corridors defined by these structural walls exceed the width required for egress and include underutilized surplus space. These surplus areas could be repurposed for other programmatic uses to optimize spatial utilization while also promoting student interaction and teamwork. A renovation approach could establish group study areas or casual student lounge spaces by furnishing defined areas with appropriate seating and supplementing group study areas with marker boards or interactive displays. The corridor aesthetics could be further

improved by perforating the load bearing masonry walls with new transparent openings that open up views into the office suites and instructional spaces.

Currently the only accessible entry to Jenkins Hall is accessed from the parking area along the south façade. Neither of the two campus side access ways accommodates disabled access due to the configuration of the building stairs at each entry. An expansion at one of the campus entries that includes a new stair configuration and accessible elevator could resolve this issue.

If a major renovation of Jenkins Hall is implemented, improvement to the thermal performance of the exterior envelope should be considered. Adding thermal insulation and insulated window units to the perimeter walls will greatly improve the thermal performance of the facility.

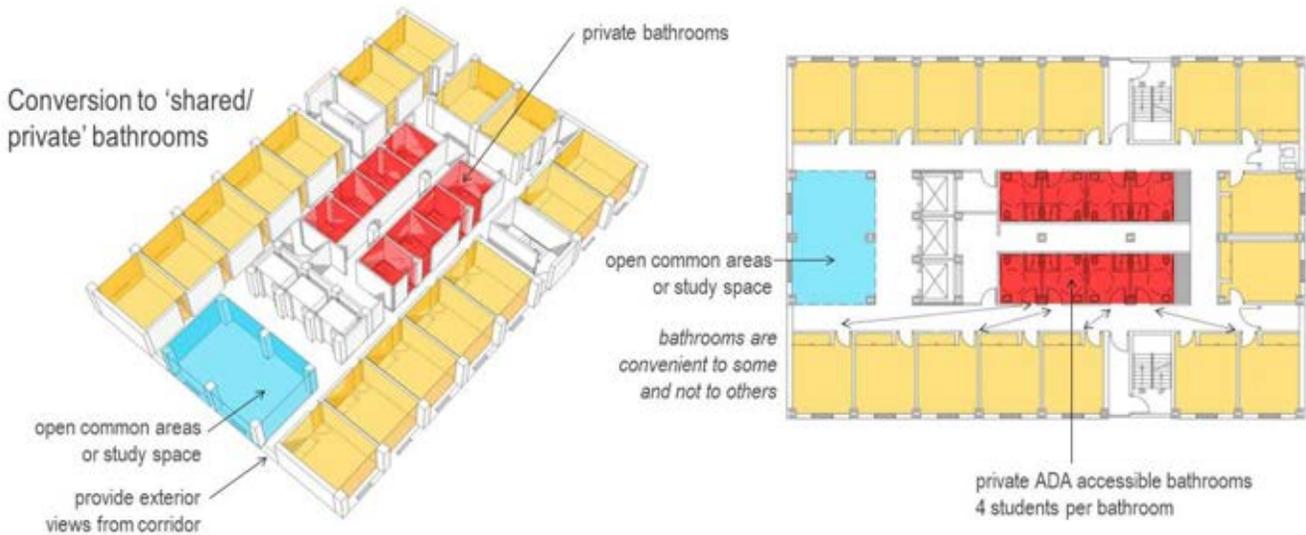
Twin Towers Residence Hall



Building Assessment

The Twin Towers are in above average condition relative to other buildings on Marshall's campus and will likely continue to serve the University well for many years if properly maintained and strategically renewed. The exterior envelop is in good condition with only minor masonry or sealant failures noted. The window systems remain from the original construction and are single glazed without thermally isolated frames. Replacement of the window systems with modern thermally improved systems with double glazing would significantly improve the envelope's thermal performance and greatly reduce energy use. Recent upgrades to the HVAC

systems include the replacement of most of roof top units and the phased replacement of more than half of the individual wall units in the residential rooms. Replacement of the remaining wall units is planned to be completed in the near term. Only the restrooms on the second floor have been renovated to accommodate the ADA accessibility guideline.



Renovation Concept

Renovation/Additions

As one of the only high-rise structures on Marshall’s campus, the Twin Towers is a substantial building that accommodates a large percentage of the on-campus housing need. The original construction quality is durable and robust and capable of reconfiguration and adaptive renovations. Recent renovations to the common areas and dining facilities on the lower levels are effective at addressing the evolving expectations and needs of the resident students. The residential floors are based on a double occupancy room with shared common bathrooms prototype that has not been significantly altered since the original construction. This

prototype was common at the time of construction in 1967, but is not very popular with current students. Today’s students prefer suite style or apartment style housing models with more bathroom privacy. Additionally, the residential floors lack significant common areas and views to the exterior from the publicly accessible spaces. The lack of common areas and access to daylight greatly limit the aesthetic impression of these areas and undermine appeal to potential student residents.

Renovations to the residential floors of Twin Towers could address the deficiencies noted by subdividing the common bathroom

areas into multiple individualized bathrooms to provide enhanced privacy. Additionally, if residential capacity can be reduced, new open common areas with views back toward campus could be implemented. More invasive renovation approaches could include a substantial reconfiguration of the residential floor layout to accommodate a variety of suite style units with embedded restrooms.

Prichard Hall



Building Assessment

Prichard Hall is approaching 60 years old and is in generally below average condition relative to other structures on Marshall's campus. Primary exterior sealants were noted as failing in multiple locations and the exterior masonry veneer system is exhibiting evidence of water infiltration at the parapets. The roof membrane was last replaced in 1992 and is nearing the end of its anticipated service life. Deficiencies in the roof membrane and its termination at the parapet coping are likely contributing to the water infiltration at the parapets. Leakage of the window systems has been a recurring problem with remedial efforts to correct the issue

achieving diminishing results. Full compliance with the ADA accessibility guidelines is limited by the existing elevator cab which does not provide adequate area or clearances to meet the current accessibility requirements. Recent upgrades to the HVAC plant include replacement of the boilers and A/C units with replacement of the water coolers planned for the near term. The heating and cooling distribution relies on a two pipe system that has limited effectiveness during the shoulder season when the systems regularly transition between heating and cooling needs. Conversion to a four pipe system could greatly improve the effectiveness of the system by enabling simultaneous heating and cooling.

Renovation/Additions

Originally constructed in 1955 as a dormitory, Prichard Hall has a very restrained and minimalistic exterior aesthetic and limited programmatic flexibility. The structure's narrow building footprint and low floor to floor dimensions greatly hinder use of the majority of the facility for anything but individual offices. There is a lack of large gathering and common spaces and limited

opportunity to substantially adjust the primary infrastructure. A significant expansion is not feasible given the immediate proximity of other facilities and the compromised utility of the existing structure.

A strategic renovation could enhance the facility's effectiveness and prolong its relevance by renewing the building interior and improving the efficiency of the exterior envelope. Enabling full ADA accessibility to the upper floors with a new elevator combined with new upgraded interior finishes could greatly improve both athletics and internal functionality. Upgrading the exterior envelope with insulated glazing and thermally improved window frames in combination with the installation of perimeter wall insulation can dramatically improve the thermal efficiency and greatly reduce energy use. Upgrading the perimeter walls will also minimize the risk of water infiltration and ensure that the IT infrastructure located at the lower levels is properly protected. If a substantial renovation is pursued for Prichard Hall, replacement of the two pipe heating and cooling distribution system with a four pipe system should be considered.

Holderby Hall



original construction and do not meet the current ADA accessibility guidelines. Recent mechanical plant upgrades include new boilers which provide heating throughout the building with a two pipe system. The residential rooms do not have air conditioning and the low floor to floor dimensions, narrow corridors and limited potential louver area would make adding this infrastructure very costly.

is very close to Marshall's campus core. The great potential of this site combined with the limited flexibility of the existing structure makes Holderby Hall a prime candidate for demolition.

Building Assessment

Holderby Hall is a vintage high-rise residential structure originally constructed in 1963. The condition of the facility is below average relative to other residential facilities on Marshall's campus. The exterior envelope is in fair condition with some primary sealant failures and a few deficiencies in the masonry veneer. Significant leakage has been experienced through the window systems, but repair has been hindered by limited exterior access to the upper floors. The roofing system was last replaced more than 20 years ago and the system will likely need to be replaced in the next 5 to 10 years. Most of the bathroom facilities have not been upgraded since the

Renovation/Additions

Similar to Twin Towers, Holderby Hall was constructed on a double occupancy room and common bathroom prototype. In contrast to Twin Towers, Holderby is configured with a narrow building footprint that enables a very tight and efficient double loaded corridor on the residential floors. The narrowness of the floor plates combined with the low floor to floor dimensions greatly limits adaptive reconfiguration and repurposing potential of the existing facility. Renovation and expansion of this facility is not warranted given these limitations. Holderby Hall's site has great visibility along the prominent 5th Avenue corridor and the location

Corbly Hall



Building Assessment

Corbly Hall is almost 35 years old and is good condition given the age of the facility and its primary systems. The exterior envelope exhibits some issues with the brick veneer, exposed structural supports and sealant systems. Inspection, monitoring and repair are warranted to resolve these issues. Significant failure and settlement of portions of the lower level slab on grade have occurred recently and are still being investigated by structural and geotechnical consultants to determine the cause and potential corrective action. The standing seam metal roofing system was replaced approximately 15 years ago and is in very good condition.

Several corridor doorways and restroom configurations are not in full compliance with the current ADA accessibility code. Many interior finishes have not been replaced or upgraded since the original construction and are in need of replacement. Strategic interior renovations could address all of these interior deficiencies. Recent renewal of the HVAC plant included the replacement of the air handling units, chillers and boilers. Portions of the distribution equipment have been upgraded from pneumatic controls to digital controls, with the remaining pneumatics planned for replacement. Unbalanced heating and cooling loads are exacerbated by circulation created by the open stairs. Disconnecting the door props and adding supplemental cabinet heaters in the stairs could resolve these issues. Entry into the main lobby is directly from the exterior, without screening entry vestibules. Adding entry vestibules could dramatically improve HVAC control in the lobby. Upgrades to the electrical infrastructure are warranted to provide emergency power to the elevators and allow for proper service clearance around the primary switchgear.

Renovation/Additions

Given that Corbly Hall was originally constructed in 1980, many of the building systems are nearing the end of their originally anticipated service life. Incremental renovations over the years have enabled the continued effectiveness of the facility, but have not significantly altered or updated much of the original infrastructure. A comprehensive renovation of the entire facility is warranted to ensure its continued value as one of the most highly utilized resources on Marshall's campus. Expansion to the facility is not recommended because of the building's prominent corner site and the close proximity of other structures.

Morrow Library



Building Assessment

Morrow Library consists of two primary structures, the first built in 1931 as the main campus library, and a second constructed in 1965 as an addition to the original structure. The combined facility is in below average condition and will likely need considerable attention in the near future to ensure its continued effectiveness. The exterior envelope exhibits multiple masonry veneer, structural support and sealant failures. Evidence of significant water infiltration has also noted in several areas with multiple causes likely. Regular inspection, monitoring and repair of the perimeter envelope is warranted. The roof membrane was replaced 5-7 years ago and is

in very good condition. Clogged gutters were noted in multiple locations that could be contributing to the water infiltration problem. The facility complies with the ADA accessibility guideline in recently renovated areas, but significant portion of the building do not provide unrestricted access to collections or restroom facilities. Accessible elevator access is provided to the upper levels but the path of access is circuitous and inconvenient. The facility does not have a comprehensive automatic fire suppression system, with fire suppression only provided in recently renovated areas. The large air handlers and roof top air conditioning units are quickly approaching the end of their anticipated service life and will need to be replaced soon. The primary electrical infrastructure is outdated and will also need to be replaced soon.

Renovation/Additions

As one of the oldest original structures on Marshall's campus, Morrow Library has continued to evolve and adapt to address the changing functional expectations and programmatic needs of the University. The building sits on a very important campus site that has great prominence along 3rd Avenue and is immediately adjacent to the main campus quadrangle. The ad hoc implementation of renovations over the years has resulted in a facility that is disorienting and lacks cohesiveness. A comprehensive renovation of the building could address all of the deficiencies noted while also restructuring and redefining the facility's image and utility as a primary campus resource. Limited open space around Morrow Library makes a significant expansion of the facility not feasible.

Site Improvements





Parking



While the ease and safety of pedestrian circulation is a priority for campus, it is also important that staff, faculty, students, and visitors are provided access to parking resources that are easily navigable. The Campus Master Plan recommends removing smaller parking lots from the campus core while maintaining the location of existing parking lots near the campus periphery. This condition avoids unsafe situations where vehicles circulate around areas where a high density of pedestrians may be present.

Parking resources for first-time visitors and guests should be located within a 5 minute walk of the campus center.

Some parking lots have been identified for removal near existing and proposed residential buildings allowing for additional recreational uses for students.

The plan has identified additional parking resources at the campus edge for the ease of wayfinding and access from city streets.

Landscape Assessment



Existing Landscape Character of Main Campus

The Landscape Assessment evaluated existing campus landscape design, landscape management, and maintenance procedures in order to provide the University with beneficial and constructive landscape recommendations as part of the Campus Master Plan.

To achieve this purpose, SmithGroupJJR's Horticulturist walked the campus for two days observing, making notes, and taking photographs of the landscape. The Horticulturist also interviewed the Associate Director of the Physical Plant and the Grounds Manager to gain insight

into the maintenance/management component of the landscape. The outcome is a series of suggested recommendations for Marshall University that encourage increased efficiency, economy, and ease of maintenance; improved aesthetics; and preservation of the history of the campus landscape.

The history and age of the Main Campus are represented by the old, impressive trees on campus, many of which are native species. The large oaks, American sycamore, elms, ginkgos, and silver maples are remarkable, and lend an arboretum-like feel to the campus. There are many

other great characteristics to the Marshall University landscape, but a few horticultural observations and recommendations can help refine the future approach to and preservation of this notable landscape.



Landscape Character Examples

Existing Conditions

Almost every portion of campus contains significant mature trees, many of an impressive size, especially as some of the largest trees, such as Ginkgo, are considered to be slow-growing. The large oaks in central campus, the stately silver maples, American sycamores, and cottonwoods along Third Avenue, and the enormous American sycamores near East Hall define the age of the campus and could be of a size to represent original campus plantings.

A successful campus landscape should contain trees of varying ages to ensure a constant, consistent

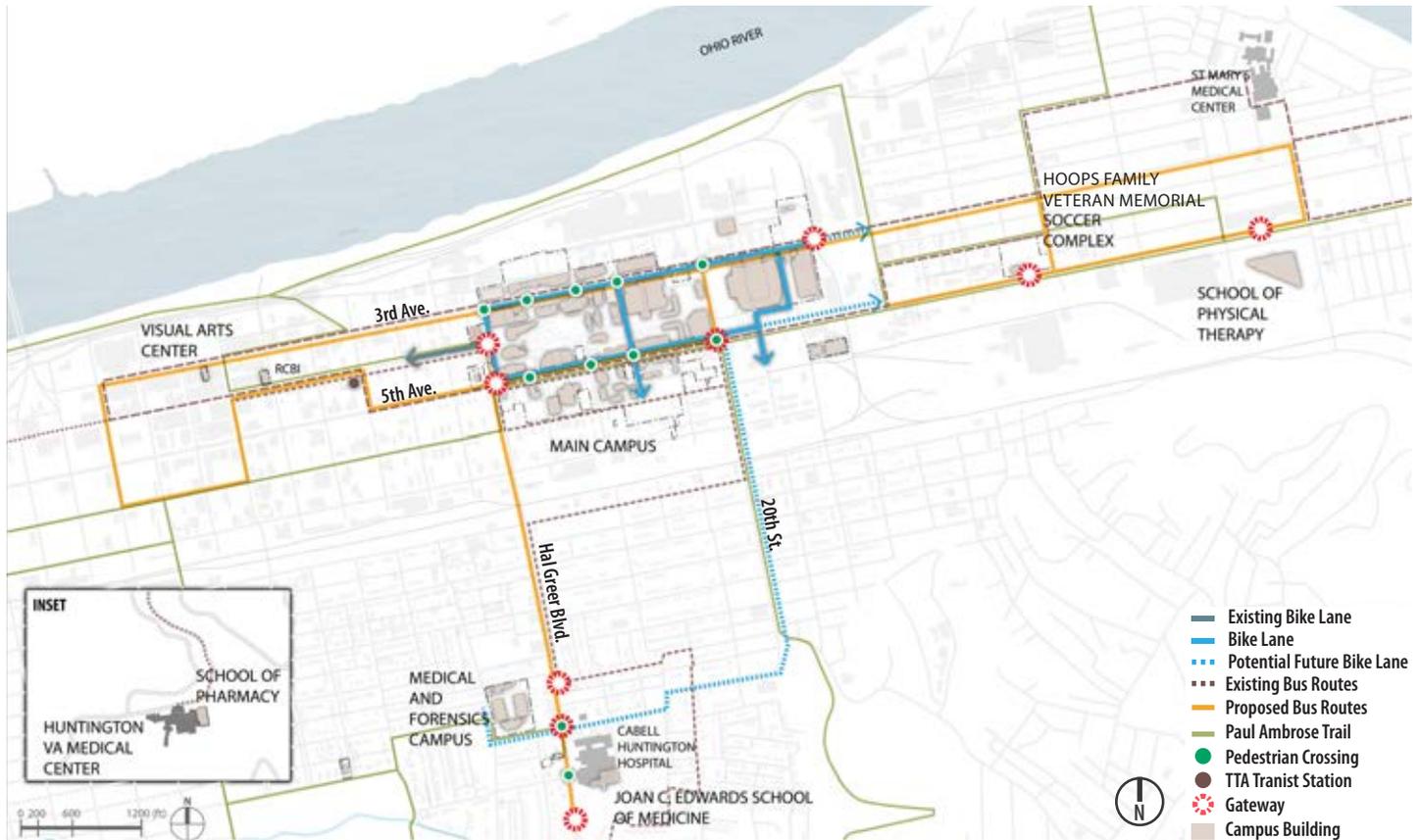
healthy canopy. This has been done to a certain extent in certain portions of the campus. As older trees decline and need to be removed, proper planning ensures that younger trees will already be in place to fill the void in the canopy. To carry on the historical plantings, more of the same oak species, sycamores, sweet gum, ginkgos, and even silver maples should be planted at 2-3" caliper alongside existing trees to replace older trees that will inevitably decline.

Recommendations

It is recommended that a tree survey be conducted by a qualified arborist to document the current

location, health, and correct species of each tree. This survey would be a useful tool for budgeting tree care campus-wide and help assess the overall condition of the campus arbor. A tree survey from 2008 was available for review but it was no longer current and lacked important information such as tree health assessments. The survey should include the botanical name (genus and species), common name, diameter at breast height, and health assessment of the tree. Either aerial photography or a sub-meter GPS unit used by a surveyor should be used to locate the trees.

Circulation



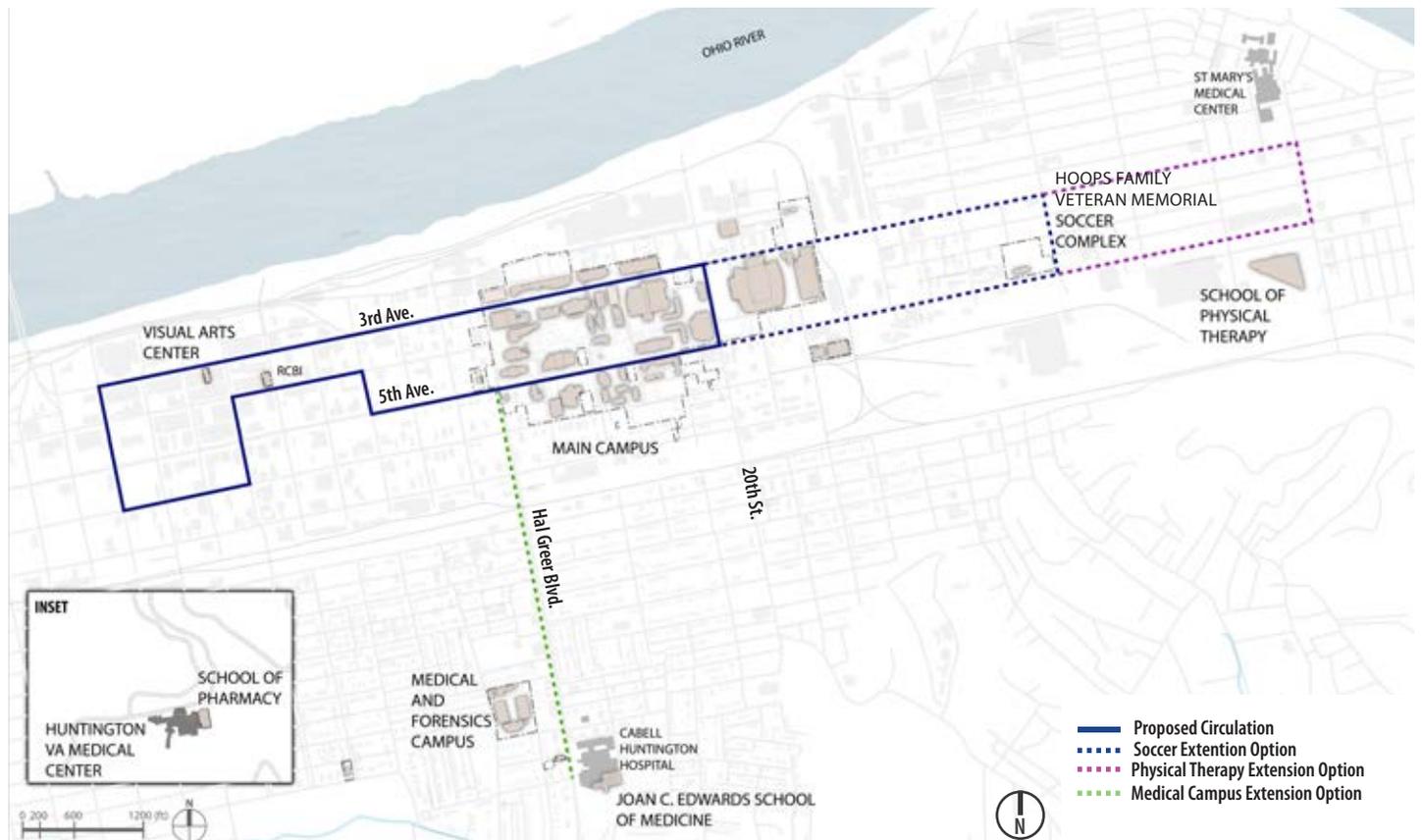
Ensuring safe and easy circulation for all modes of transportation is a critical factor for the future success of campus. The University currently benefits from many different transportation modes and the Campus Master Plan recommends enhancing those systems for all users.

Additionally, the plan recommends expanding the existing bike network both on campus and in the surrounding area, and providing a transit loop servicing all Huntington campus destinations that is consistent, timely, and user

friendly. To provide safe points of roadway crossing the plan recommends aligning pedestrian crossings with signalized intersections or signalized mid-block crossings.

Finally the plan recommends enhancing campus gateways which provide a strong brand to all campus locations.

Transit



If the University and the Huntington community are interested in enhancing transit service at some point in the future to provide additional options for students, faculty, and staff, the Tri-State Transit Authority (TTA), there are opportunities for service to be modified to better accommodate the transit needs of the University community. Transit ridership could be encouraged through enhancements and modifications to the current TTA system. Providing direct transit service between Marshall's Main Campus and remote facilities, with

frequent service, would meet the needs of student schedules. This implies the need to expand bus routes between the transit hub and Marshall's remote facility locations, as well as a circulator that could serve Main Campus. Student travel patterns should be evaluated to determine appropriate routes and service frequency.

An extension of TTA Route 1 could provide a useful link between the School of Pharmacy, the Forensic Science Center and the School of Medicine. This could be a link of particular importance, as parking

at the School of Pharmacy is very limited and students from the School of Medicine need to access that facility.

A circulator shuttle could be implemented that connects Marshall's Main Campus with downtown and with the existing TTA Center Hub to facilitate transportation connections and transfers. An extension to the new soccer facility, as well as the School of Pharmacy, could also be explored.

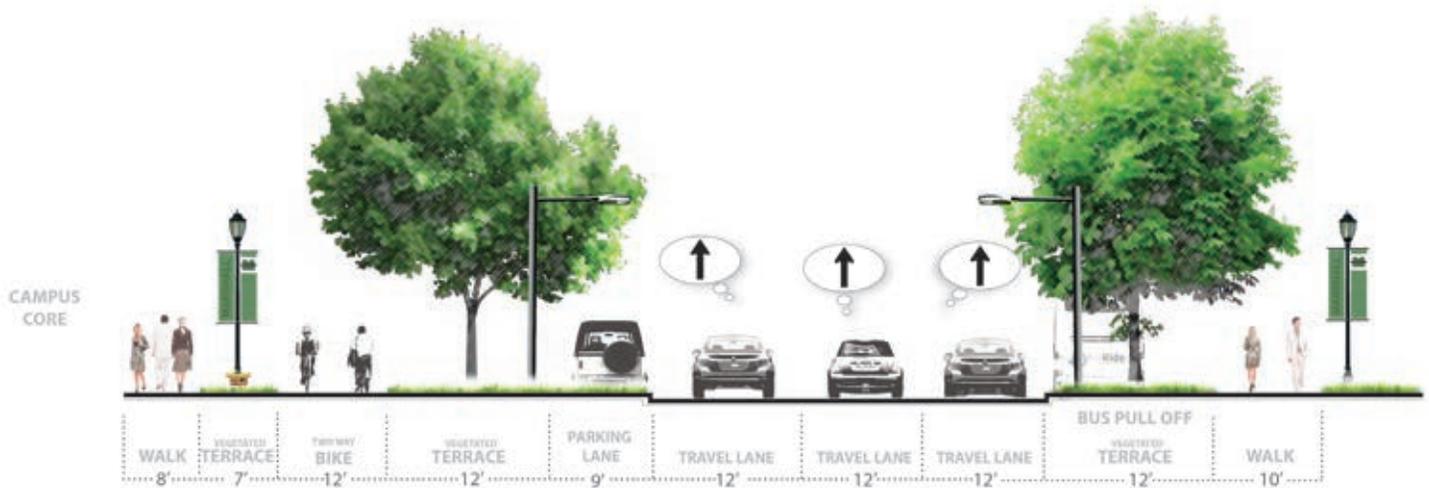
3rd and 5th Avenue Streetscapes



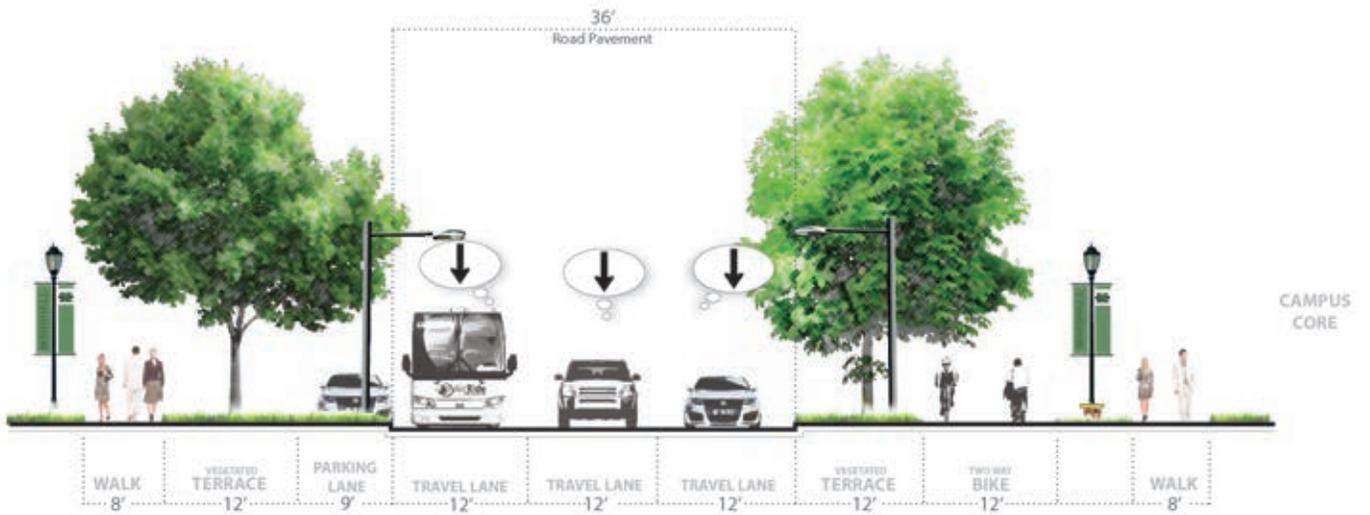
The following describes the major goals for the Streetscape enhancements along 3rd Avenue and 5th Avenue:

- Develop a streetscape conducive to a pedestrian-oriented campus environment while maintaining and responding to the urban character of Huntington.
- Utilize the streetscape to beautify campus and create a safe condition for both vehicles and pedestrians.
- Reduce the number of travel lanes while maintaining an acceptable level of service along 3rd and 5th Avenues.
- Continue to provide on-street parking on 3rd Avenue and introduce on street parking on 5th Avenue to maintain a consistent character along both corridors.
- Incorporate both a pedestrian walk and a separate bike path along both corridors.
- Utilize site features such as lighting and site walls as branding opportunities to enhance the campus edges and improve wayfinding.

Proposed 3rd Avenue Streetscape Section:



Proposed 5th Avenue Streetscape Section:

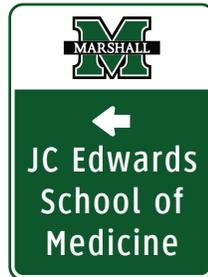


Proposed 5th Avenue Streetscape





Wayfinding



Conceptual drawings for Department of Transportation and existing city wayfinding signs.

Clarify:

Interstate Wayfinding to the Huntington Campus

In order to get a larger sense for campus organization, it will be important to feature the identifiable “exit ramps” to which visitors will be directed. WVDOT signs along Route 64 already use Stadium signs, the following are also suggested:

- **Exit 11** Main Campus
This exit serves as the Academic Gateway to the Huntington Campus.
- **Exit 15** Athletics/Stadium
This exit serves as the Athletic Gateway to the Huntington Campus.

Wayfinding to Local (Huntington) Remote Campuses

Almost all wayfinding between the distributed campuses is with personal vehicles. There is very little use of bikes and public transit, mostly due to the lack of bike lanes and inconvenient transit schedules. It is recommended that a system of trailblazer signs be developed that honor Department of Transportation’s fabrication standards to be used to direct to the campuses

Circulation on Highways and City Streets

The existing city wayfinding system

supports wayfinding after leaving exits 11 and 15 from the Interstate all the way to the city proper and through downtown. However, there are long stretches of roadway where there are no signs causing drivers at times to feel uncertain if they are going in the right direction. Consider supplementing the system by adding stand alone campus trailblazers.

Campus Boundary Roadways

These roadways run the perimeter of the campus and become candidates for certain wayfinding elements that indicate that you have entered onto the campus. There is



Recommended Sidewalk Improvements



Rendering Showing Improved Gateway at Hal Greer and 5th Avenue

an opportunity to add wayfinding elements at all major campus intersections.

Parking

Parking was identified as a large problem on campus as visitors are unsure of where to park, how long they can stay, and whether their chosen parking garage/lot is close to their destination. A series of strategies can be taken to improve visibility and access to the 6th Avenue Parking Garage such as improved signage and sidewalks, as well as allowing entrance on both sides of the structure. Parking lots should also be more clearly

marked to denote who may park in a certain area at particular times.

Direct:
Staff Education

As the program is developed, a staff education communications should be developed so that everyone knows what's coming and why.

Mobile Website

An updated vector art map would better to use on the website to allow for effective 'zooming' within the application. This should be the same map that is used on campus maps and print materials.

Support:
Develop Sign Standards

Marshall University has various satellite campuses, each with a unique feel and signage standard. When traveling from one campus to the next, the tie to Marshall University's Main campus is not felt as strongly as it could with a single signage standard.

It is recommended that standardized exterior signage should be used on all campuses, providing the strength of the Marshall University brand.

Stormwater Management



The full build out of the ten-year Campus Master Plan will result in a net gain of approximately 208,000 GSF of building space on Main Campus. The Campus Master Plan has been developed so that the new impervious surfaces are to be placed in the same location as existing impervious surfaces or will incorporate the sustainable principles highlighted on the adjacent page. These moves produce an overall reduction in the total amount of impervious area on Main Campus. The proposed Master Plan will result in 78 percent (3,705,000 SF) impervious area on campus, a 2 percent reduction from the existing campus condition.

This serves as an important step toward minimizing the flooding concerns on campus and improving stormwater management.

As development of the Campus Master Plan progresses, it will be necessary to implement a drainage infrastructure plan. In addition to major infrastructure upgrades, a progressive campus drainage plan will require sustainable storm water management strategies be built into the framework of campus. New buildings, parking lots, roads, and green spaces should be built with an emphasis on storm water best management practices in order to create a more sustainable and

enjoyable campus environment.

Sustainable Stormwater Practices

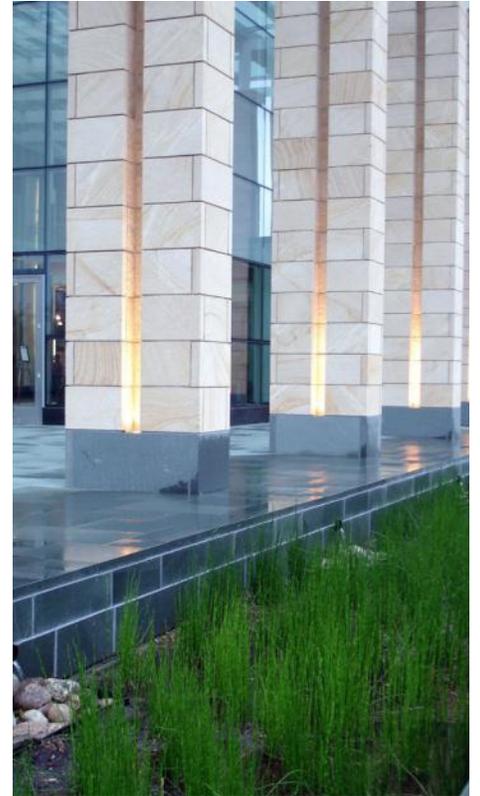
Campuses across the country are creatively incorporating storm water management techniques into traditional campus environments. In addition to solving storm water flow problems, this approach is a visual representation of sustainability, making the campus look and feel more environmentally responsible. Storm water management facilities can also be an asset to the campus open space system. The storm water management techniques recommended in this report will attempt to slow down storm water runoff, mimic predevelopment runoff conditions by managing small storm water events at or close to where rain falls, and by minimizing impervious surfaces.



Green Roofs



Pervious Pavers



Infiltration Basin



Underground Retention



Detention Basin



Rain Gardens



Pervious Asphalt

Electrical Power



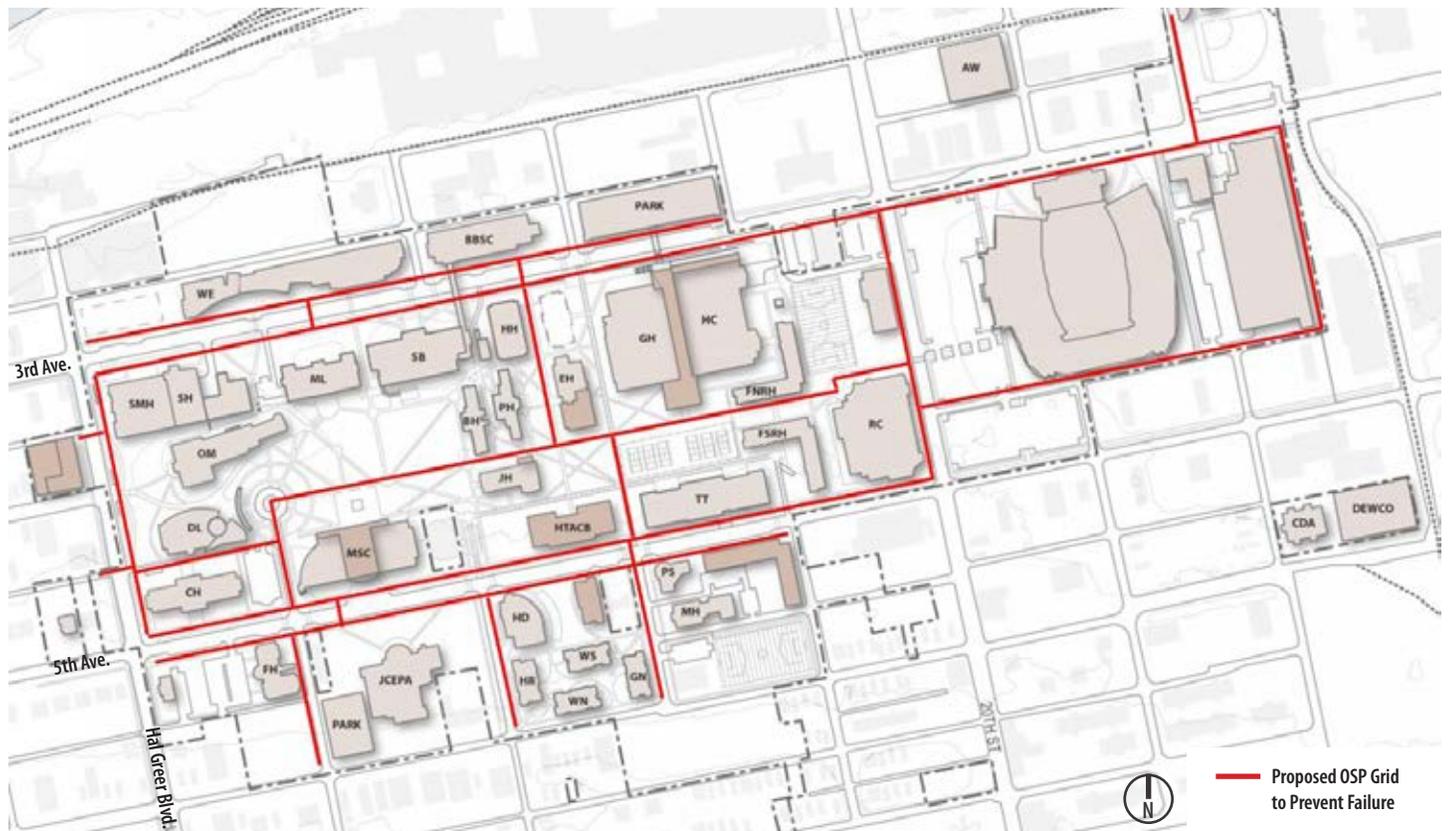
The Master Plan indicates approximately 208,000 GSF to be added over the next ten years. Given the types of usage suggested, an average electrical demand of 8 to 10 watts per square foot could be expected. Therefore, a future load on the AEP grid of approximately 2000 KW would also be expected. Although this would not normally be considered a large increase in needed capacity, many of the AEP circuits feeding the campus are near their maximum. In addition, because the University does not have a central plant where they could somewhat control their own power development needs, and almost all current buildings are

served by AEP via padmounted transformers with secondary service, it is very important to continue coordination with AEP, so that future needs by the university can be served with future capacity development by the utility.

In many of the current buildings, upgrading the emergency generator capacity at each building for compliance with current life-safety and ADA requirements is a priority. In addition, redundant/ secondary power should be considered for Drinko Library, Prichard Hall, and Smith Hall to support network equipment with network monitoring capability. For future

buildings, a centralized approach of emergency generation could be considered. Although this could result in a higher first cost initially, it would be offset by reduced future costs. A more detailed listing of recommendations may be found in the appendix of this report.

Information Technology Systems



Fiber optic cables conveyed in underground non-metallic conduits (PVC) provide good levels of protection for most campus connections. In order to minimize risk, a redundant and diverse pathway should be established on the Main Campus. The grid concept is modular, supporting future development and campus expansion.

Distributed Antennae Systems (DAS) is a technology that is becoming more prevalent in university environments. DAS should be considered for large sporting complexes. The design should include high capacity and

high bandwidth to accommodate cellular services. OSP Infrastructure should be documented and linked to local utilities providers. Obsolete OSP cabling should be removed. Maintenance of aerial pathways should also include quarterly inspections.

A feasibility study should be conducted, to include local jurisdiction approval to implement buried OSP infrastructure to off-campus facilities. Also, consider implementing air blown fiber to each building, as well as completing the intra-building data cable/fiber upgrade across all buildings on campus. WiFi infrastructure

should be expanded to provide pervasive service on campus. Provide auxiliary power and conditioning for residential buildings and sports facilities to support network equipment. Install redundant/ secondary power to Drinko Library, Prichard Hall and Smith Hall. Consideration should be given to Disaster Recovery, Mass Notification, Passive Optical networks (PONs) and a backup POP for supporting SIP trunking. Marshall owned buried conduit and fiber system should be installed to all remote sites in the Huntington area. A more detailed listing of recommendations may be found in the appendix of this report.

Overview of the Health Professions

Marshall University's health science and health profession programs are currently distributed across multiple campus precincts. The Joan C. Edwards School of Medicine, for example, is embedded in the Cabell Huntington Hospital south of the academic campus; first-year students, however, take the majority of their coursework on the academic campus, with the exception of anatomy, which is taught at the School of Pharmacy on the VA campus several miles west of Cabell Huntington. Second-year students attend classes and study in the Erma Ora Byrd Clinical Center, which also houses a clinical skills suite. Third and fourth-years are distributed throughout local and regional patient-care settings for clinical training. There is apparently little interaction between cohorts of medical students, and no "identity space" where faculty, staff, and students engage socially. Medical students routinely drive personal vehicles around this circuit of instructional and clinical sites.

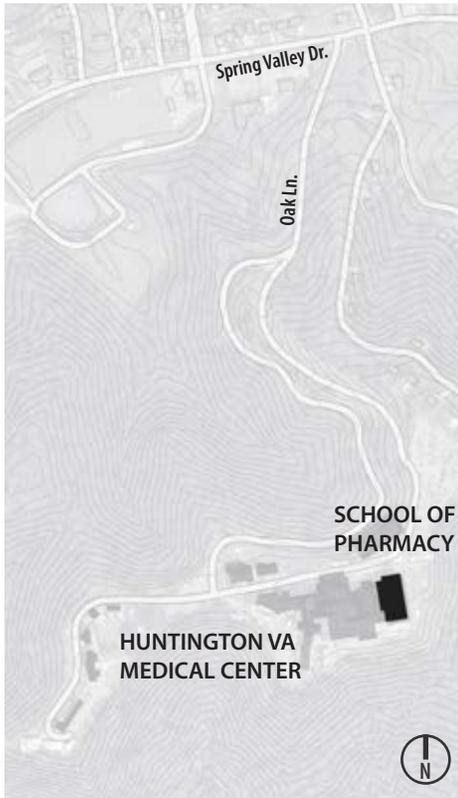
At the College scale this distributed model is even more apparent—Pharmacy, Medicine, Forensic Sciences, and the allied health professions are geographically and operationally separate, creating barriers to inter-professional education and shared use of facilities such as simulation and

clinical skills. With respect to research, Marshall University is positioned to compete for interdisciplinary and translational research funding; the Center for Diagnostic Nanosystems, for instance, combines biomedical, engineering, and nanomedicine into a translational model. Spatially, basic research is confined to Main Campus; translational research occurs at both the VA and Cabell Huntington Hospitals. School of Medicine stakeholders frequently cite the challenges resulting from remote research facilities.

Many discussions occurred during the master planning process to evaluate the potential of improved integration. It was determined that the capital cost of relocating all these programs to a single, integrated Health Sciences Campus would be overwhelming. Recent renovations to accommodate the School of Pharmacy and School of Physical Therapy have resulted in high-quality space that will serve the University a decade or more; it is not realistic to relocate these programs in the near-term. The goal is to create an integrated enterprise from a distributed network—with reasonable and affordable capital improvements.



School of Pharmacy



School of Pharmacy at the VA Hospital

Marshall University's School of Pharmacy is located in the Coon Medical Education Building at the VA Hospital complex in Spring Valley, approximately 7 miles west of downtown Huntington. The building was originally constructed in 1982 for Marshall University's School of Medicine. In 2012, the School of Medicine took occupancy of this facility after completion of a multi-million dollar renovation. The renovation provides state-of-the-art teaching space, a simulation lab, and opportunity for enrollment growth. A 30-year lease of the building has been arranged with the VA Hospital.

In interviews with the School of Pharmacy during the master

planning process, representatives expressed satisfaction with their existing facilities and felt it provides them with sufficient enrollment growth opportunities. The space needs analysis supported this assessment. No additional facilities are recommended for the School of Pharmacy.

The School of Pharmacy maintains a successful partnership with the VA Hospital which allows students an opportunity to gain education in a professional setting. However, consideration should be given to a future clinical skills center that will allow pharmacy students greater inter-professional collaboration with other students in the health sciences and health professions.

School of Medicine



Marshall University's Joan C. Edwards School of Medicine was established in 1977 as a community based, VA Hospital affiliated medical education program. It moved to its current location at Cabell Huntington Hospital in the 1990s. In 2005, a medical education and clinical facility, called the Erma Ora Byrd Clinical Center opened as an additional site for the School of Medicine. This site also includes the Forensic Science Center, home to the Marshall University's Forensic Science Graduate Program. In addition, the former Coon Medical Education Building at the VA Hospital retains 1.5 floors for medical research labs and gross anatomy.

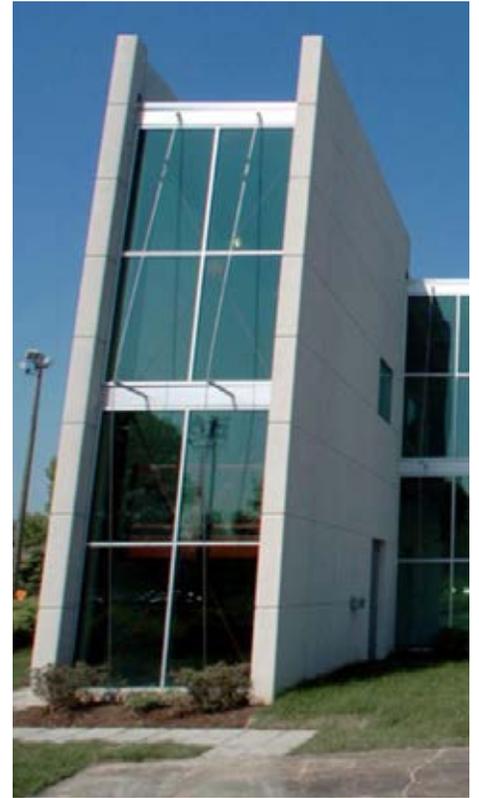
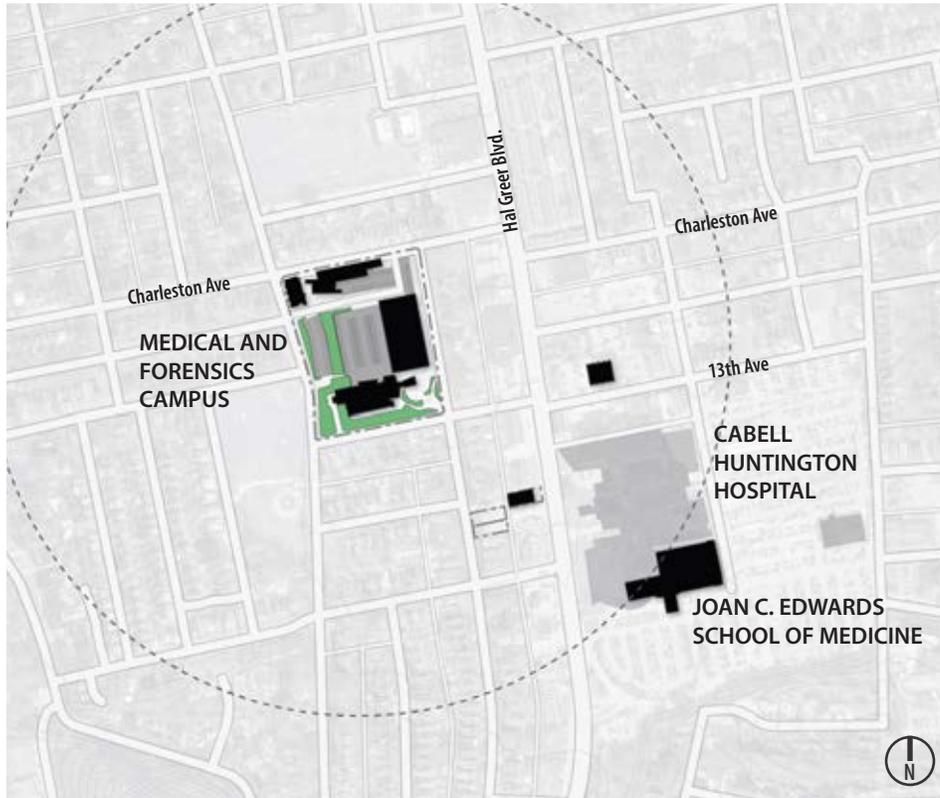
There are approximately 200 physician faculty in the University Physicians and Surgeons Practice group. They support a current enrollment of approximately 300 students, with 75 students in each co-hort. Discussions with JCESOM leadership suggest that this number is likely to increase in the ten year planning horizon to no greater than 90 students per co-hort.

In order to accommodate this projected enrollment increase, approximately 30,000 GSF of additional space would be needed. The desire is for this space to be located on the existing Medical / Forensic Science Campus, positioned approximately one mile south of Main Campus. An

additional priority is to consolidate 1st and 2nd year medical students in this same location to allow for greater collaboration and enhanced facilities.

The research component of JCESOM is also expected to increase in a ten-year timeframe. The McKown Translational Research Institute (8,000 GSF) recently opened in the Edwards Cancer Care Center, but it does not meet the full research goals for the School. A new facility is proposed on the Medical / Forensic Science Campus as part of the Master Plan that will accommodate all of the above mentioned goals.

Forensic Science Center



Joan C. Edwards School of Medicine and Medical and Forensic Science Campus

The Forensic Science Program is a Master of Science degree program that is coordinated through the Joan C. Edwards School of Medicine and the Marshall University Graduate College. The Masters program was established in 1995 and serves as one of only 16 accredited forensic programs in the country. The program regularly partners with law enforcement agencies on DNA testing. The program is currently located in the Forensic Science Center which has a total of 32,000 GSF of space, including the newly constructed Forensic Annex.

The program currently supports three full-time faculty members and a yearly student co-hort of

20 students. A long-term goal is to establish a Ph.D program in forensic science. Very few programs exist nationwide. To meet this goal, the program would have to increase faculty members. Distance education does not work for master's or doctoral level work in forensic science

The limiting factor for the Forensic Science program is the current off-site location of Forensic Chemistry. It currently resides in leased space. Consolidation of this facility onto the Medical and Forensic Science Campus would greatly improve the effectiveness of the delivery of forensic science education. The space needed to accommodate these academic goals

is currently provided within the proposed footprint shown adjacent to the current Forensic Science Center on the recommended plan. Marshall University's Forensic Science program maintains a strong partnership with the Joan C. Edwards School of Medicine and School of Nursing through academic and research overlap. The proposed facility would allow for even greater collaboration between the Forensic Science Program and JCESOM.

Analysis

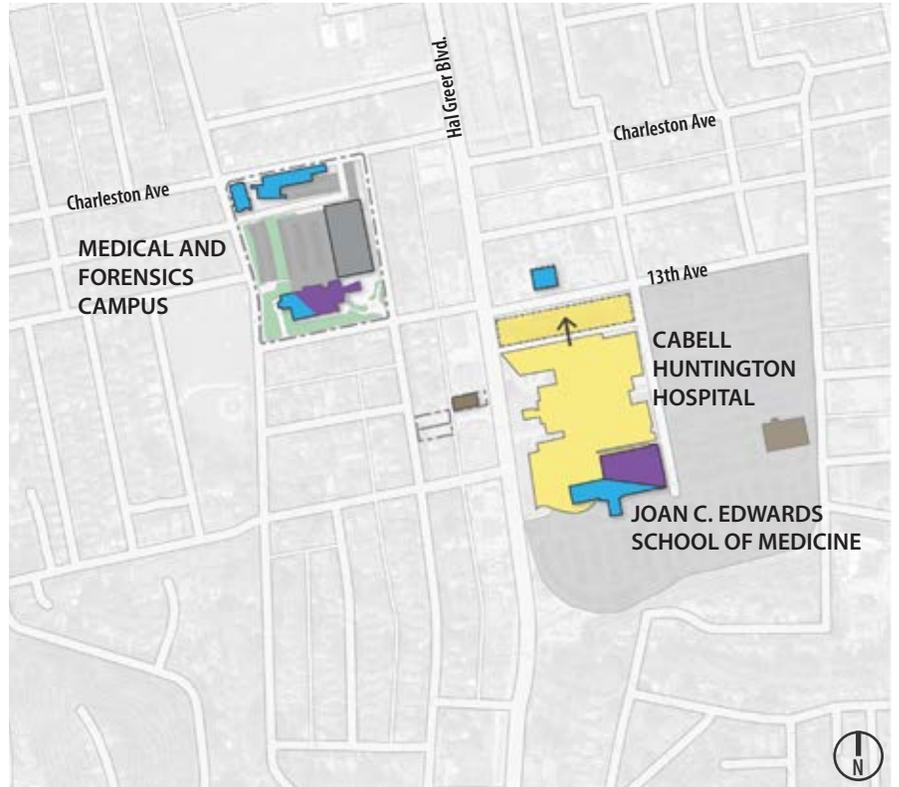
Building Use



School of Pharmacy

As was highlighted in the introductory text to this section, the Joan C. Edwards School of Medicine utilizes space across multiple locations. The former Coon Medical Education Building on the VA Hospital campus in Spring Valley has space allocated for JCESOM in addition to being the home of Marshall University's School of Pharmacy. This is also the location of the gross anatomy lab which is utilized by all health science and health professions students.

Cabell Huntington Hospital, approximately one mile south of Main Campus, serves as the

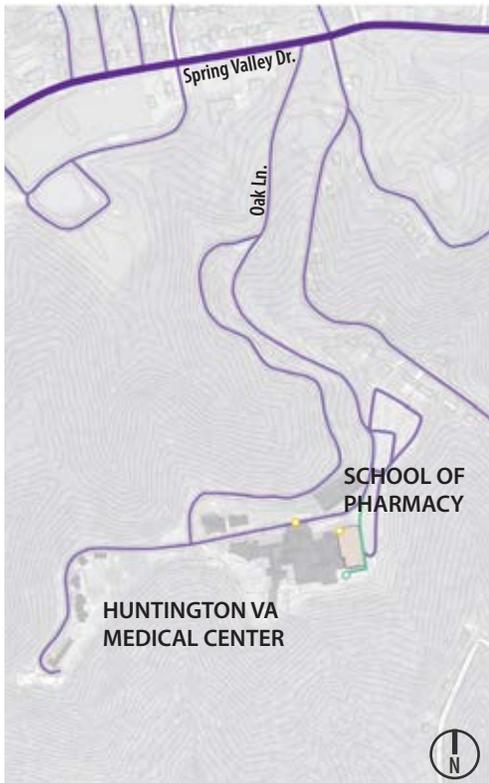


Joan C. Edwards School of Medicine and Medical and Forensic Science Campus

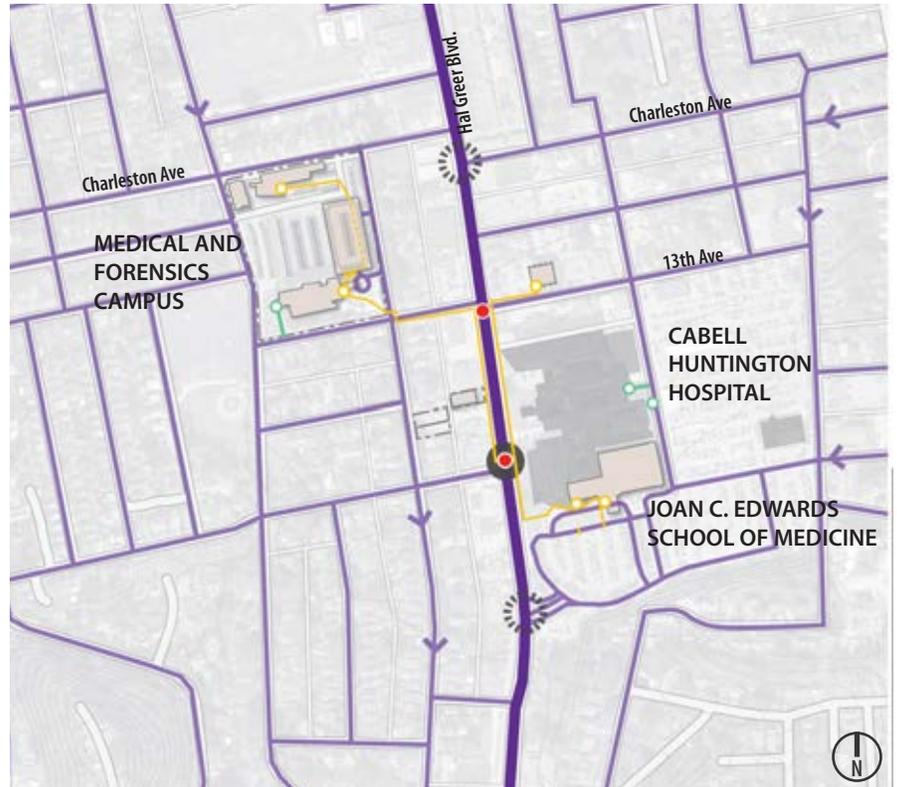
administrative home for JCESOM. It also contains research space and faculty offices. The Medical and Forensic Campus, located on the former Fairfield Stadium site, is the primary location for academic space serving JCESOM. Three buildings are located on this site. They include the Erma Ora Byrd Clinical Center, Forensic Science Center, and the Forensic Science Center Annex. JCESOM primarily utilizes the Erma Ora Byrd Clinical Center, whereas the other two buildings are primarily occupied by the Forensic Science program. Additional off-site facilities include the Forensic Chemistry site nearby Cabell Huntington Hospital.

- Academic
- Clinical/Outpatient
- Hospital
- Support
- Parking
- Open Space

Circulation



School of Pharmacy



Joan C. Edwards School of Medicine and Medical and Forensic Science Campus

As a result of the distributed program model, students and faculty move between all of the facilities noted on the previous page on a daily or weekly basis. This presents circulation challenges at both the vehicular and pedestrian level.

Bus service to the VA Hospital is limited, therefore most students and faculty drive cars to the facility. Parking is currently extremely limited on the campus. In order to meet the School of Pharmacy's projected enrollment growth, approximately 300 additional dedicated spaces would be needed. The addition of these spaces will

require future collaboration with the VA Hospital.

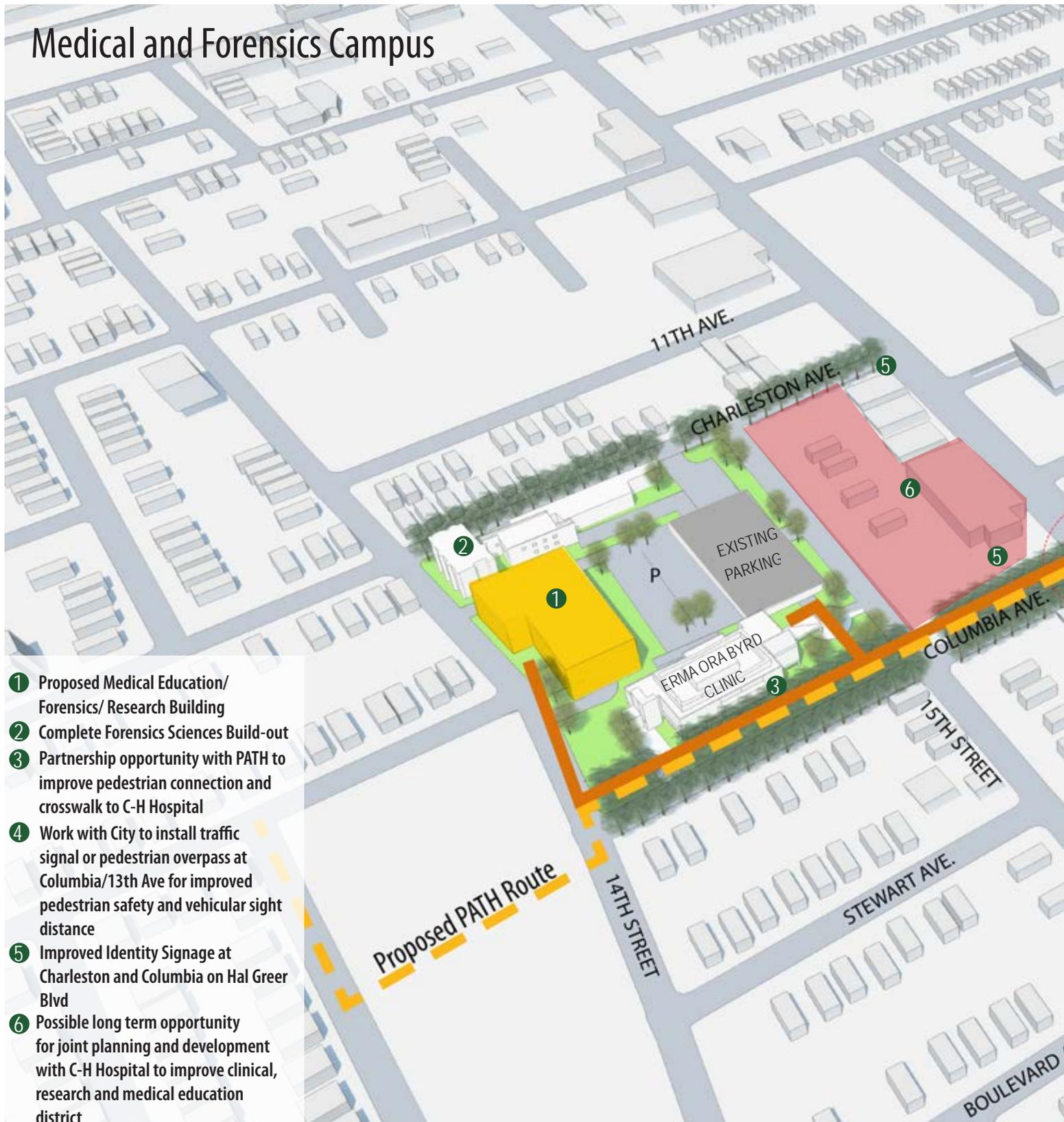
Parking is also very limited at Cabell Huntington Hospital. It is for this reason that many people walk between the hospital and the Medical and Forensics Campus. This presents challenges due to poorly defined pedestrian crossings and pathways between the two locations. The Master Plan recommends that this be improved with a series of safety measures. Demand for parking will only increase with construction of a new facility on the campus. This will require additional parking spaces to be planned during development.

- Major Vehicle
- Minor Vehicle
- Major Pedestrian
- Minor Pedestrian
- Pedestrian-Vehicle Conflicts
- Crosswalk
- Traffic Signal
- Service



Recommended Plan

Medical and Forensics Campus



- ① Proposed Medical Education/Forensics/ Research Building
- ② Complete Forensics Sciences Build-out
- ③ Partnership opportunity with PATH to improve pedestrian connection and crosswalk to C-H Hospital
- ④ Work with City to install traffic signal or pedestrian overpass at Columbia/13th Ave for improved pedestrian safety and vehicular sight distance
- ⑤ Improved Identity Signage at Charleston and Columbia on Hal Greer Blvd
- ⑥ Possible long term opportunity for joint planning and development with C-H Hospital to improve clinical, research and medical education district



CHAPTER THREE:

Mid-Ohio Valley Center



Mid-Ohio Valley Center

Chapter Topics

- Overview
- Existing Plan and Current Projects
- Planning Assumptions and Space Needs
- Analysis
- Recommended Plan



Marshall University's Mid-Ohio Valley Center (MOVC) is located in Point Pleasant, WV, and serves the communities of Mason County and the Mid-Ohio Valley by providing regional access to post-secondary education. It offers courses at both the graduate and undergraduate levels of study, awarding several degrees in nursing and education, as well as distance learning opportunities and course work for degrees awarded from the Main Huntington Campus.

MOVC supports non-traditional students who are returning to a university setting to complete their education, and additionally offers courses for accelerated high school students. Its strong partnerships with Point Pleasant Hospital and other regional institutions enhance learning opportunities for students and enable many working adults to pursue studies to advance their careers.

Existing Plan & Current Projects

Changes Since the 2008 Master Plan

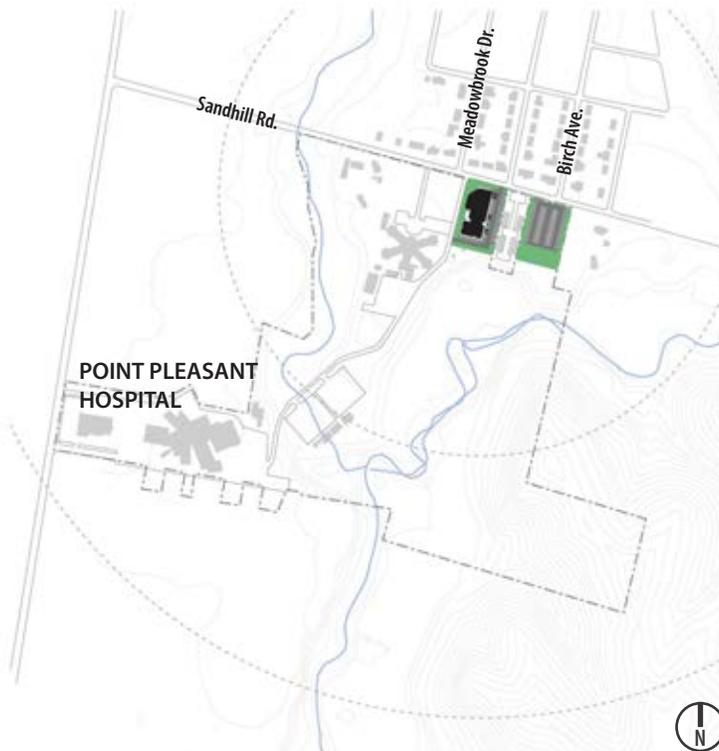
The most recent plan for MOVC was created in 2008 as part of Marshall University's 'Off-Campus Master Plan.' In contrast, the current planning process provides an opportunity to make a holistic consideration of MOVC within the greater context of all of Marshall's campuses and to evaluate how it can support the broader university mission as well as leverage the resources of the larger university.

Additionally, several major changes have occurred since the last master plan which impact the context in which MOVC operates, including the economic recession at the national and global level, and local and state shifts, such as the separation of the community and technical colleges (CTCs) from four-year universities. MOVC has been able to adapt to these challenges and has experienced a stabilization in its student enrollment, as well as maintaining a high job placement rate for its graduates.

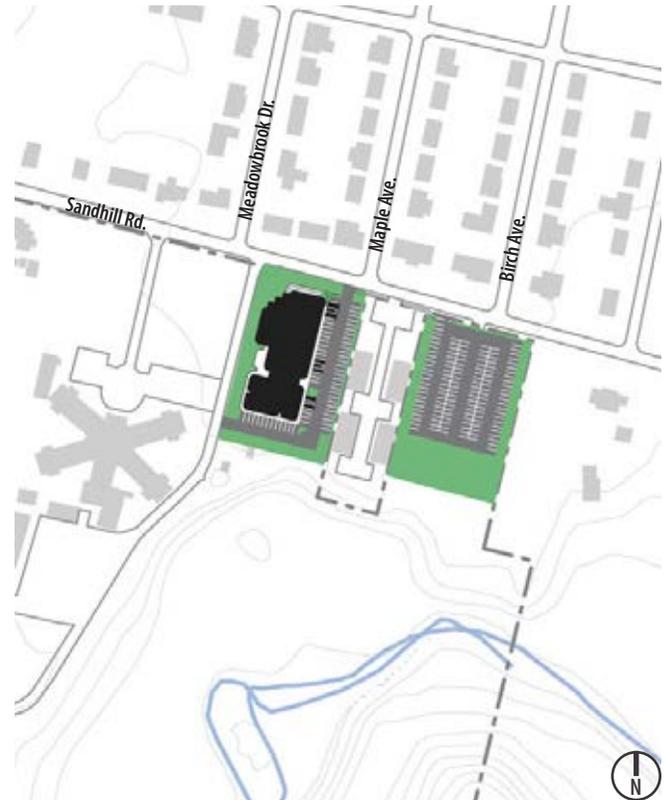
Marshall has been investing in classroom technology and has several distance learning classrooms that allow MOVC to take advantage of the teaching resources across Marshall's many campuses, and provide greater access in the region. MOVC also has great flexibility in its

program offerings and course sizes because of the flexible design of its classrooms. MOVC is well positioned to take advantage of distance learning and sync classes and plans to continue technology upgrades. This will enable it to respond to changes in the delivery of education and to support teaching in both traditional classes and collaborative learning environments.

No additional projects are currently planned for MOVC. The MOVC building is in good condition and the 2006 addition provides essential laboratory space. The proximity of the campus to Point Pleasant Hospital provides excellent clinical placement opportunities for students.



Context Plan



MOVV Campus

MOVV is located on Sand Hill Road, less than a mile from County Route 62. The campus consists of a single story, 23,600 square foot building, with parking located adjacent to the building and in a surface lot to the east.

The MOVV building has administrative office space, classrooms and laboratories, and a library resource center. The campus backs up to a wooded area which slopes steeply down to Crooked Creek. It is in a mixed use area which includes residences, the Point Pleasant Hospital and Rehabilitation Center, as well as the commercial corridor of Point Pleasant.

As a regional access point, MOVV supports the goals in the HEPC 2013-2018 Master Plan as a gateway into Marshall University for students who may be reluctant to go to a four-year college immediately after graduating from high school, and supports adult learners and non-traditional students. It has a specialized focus on nursing, social work and education that caters to the needs of Mason County and the surrounding region.

MOVV offers predominately evening classes to meet the needs of its working students; its campus population is a mix of traditional and non-traditional students. MOVV does not offer

any residential program, and most students commute by car. MOVV offers degrees in nursing and education, while other students commute between MOVV and Marshall's other campuses. MOVV's strengths includes its nursing programs, where it experiences a high rate of placement for its graduates.

Planning Assumptions



The planning assumptions for the master plan are based on projections and goals from the Provost's Office and the Division of Academic Affairs. Additionally, the planning team had conversations with the Associate Vice President of Outreach and Clinical Studies and the Director of the Mid-Ohio Valley Center to better understand the specific context and mission for MOVC.

Over the ten year planning horizon, MOVC is expected to maintain its enrollment and continue to serve a characteristic population that is a mix of traditional and non-traditional students. It will continue to maintain its current number of full time and adjunct faculty and staff. MOVC will offer online, sync, and traditional classes and will maintain its specialized programs in nursing and education and focus on recapturing students who need to complete their degrees.

MOVC operates on land donated by Point Pleasant Hospital and has a 50 year lease on the surface parking lot east of the privately-owned apartment complex. It is also assumed that MOVC and Point Pleasant Hospital will continue to share utility resources for greatest efficiency.

Space Needs

Space Needs Analysis | Mid-Ohio Valley Campus

Space Category	Fall 2012			Target Year		
	BY Existing ASF	BY Guideline ASF	Surplus/ (Deficit)	TY Existing ASF	TY Guideline ASF	Surplus/ (Deficit)
Academic Space						
Classroom & Service	6,862	6,862	0	6,862	6,862	0
Laboratories	3,429	3,480	(51)	3,429	3,480	(51)
<i>Teaching Laboratories & Service</i>	2,256	2,256	0	2,256	2,256	0
<i>Open Study Laboratories & Service</i>	1,173	1,224	(51)	1,173	1,224	(51)
Offices & Service	4,174	3,800	374	4,174	3,800	374
Other Space	1,661	2,500	(839)	1,661	2,500	(839)
MOVC CAMPUS TOTAL	16,126	16,642	(516)	16,126	16,642	(516)

ASF = Assignable Square Feet

An analysis was conducted to determine the space needs for MOVC based on enrollment projections and program goals for the target planning year and to compare this need to existing facilities. A summary of these findings is described here, however, the full details can be found in the Space Needs Analysis in the Appendix to this report.

While MOVC is on target in many areas, the space needs analysis highlighted a small deficit in open lab space, and a shortage in support space for functions such as technology support and physical plant (“Other Space”).

Given the enrollment assumptions for MOVC, there is no growth

in physical facilities necessary to meet its space needs over the 10 year planning horizon. The decision to grow or expand would be contingent on enrollment growth or the development of new programs.

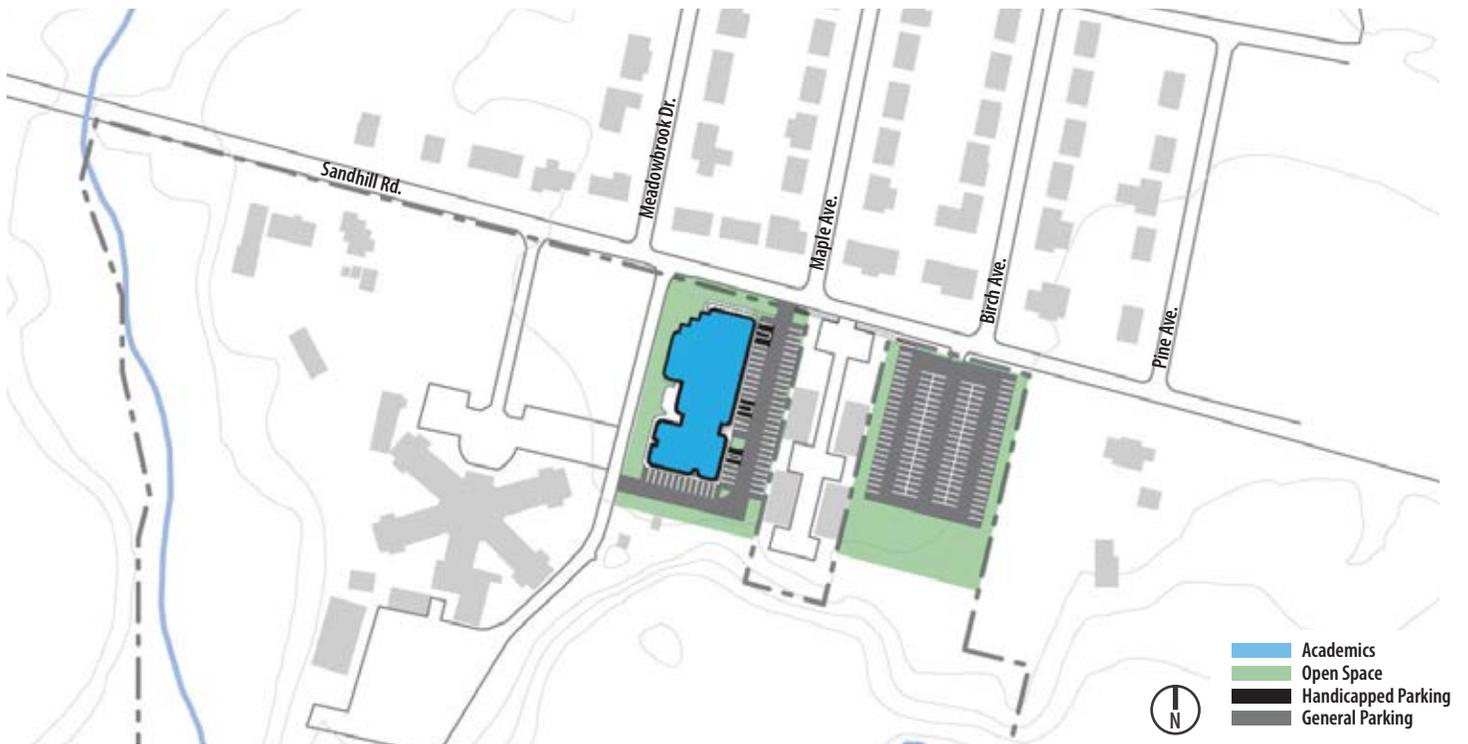
While MOVC is on target with its academic space, it is nearly at utilization capacity for its evening programs. Should MOVC need to expand, there is opportunity to offer more classes earlier in the day should this meet program needs, without investing in the construction of new space.

A multiplier is used to take the projected amount of assignable square feet (ASF) to a gross square foot (GSF) metric to allow the

planning team to size building footprints appropriately for the master plan.

Analysis

Building and Land Use



The planning team conducted a physical analysis to review the condition of facilities and opportunities to enhance the campus during site visits and through an examination of plans and facility documentation from Marshall University. The MOVC building has academic space and administrative space, which includes classrooms, laboratories, offices and a resource library. The campus offers neither residential nor athletic programs.

MOVC is located in close proximity to Point Pleasant Hospital, and has adequate parking to serve its programs adjacent to the building

and in the surface lot to the east beyond a privately-owned apartment complex. The surface lot is connected to the academic building by a narrow walkway that runs along Sand Hill Road in the public right of way. This walk lacks lighting.

The campus has some open space to the north east of the building and to the south of the parking lot. Both function as visual amenities and do not provide active, usable space. There is a small courtyard to the west of the building and a covered picnic area to the south of the building that provide outdoor gathering space for the campus.

Circulation



MOVC is located on Sand Hill Rd with major access coming from the west from Route 62. There is a service drive located to the west of the building that connects the Point Pleasant Hospital property. The eastern surface parking lot is gated. Vehicular circulation around the campus is satisfactory.

MOVC has limited resources for pedestrian access, as most students and faculty arrive to campus by car. MOVC has constructed a walkway in the public right of way between the academic building and the eastern surface lot, but no other sidewalks exist on Sand Hill Road. There are two points of pedestrian-vehicle conflict along the walk, at

the entry drive for the apartments which is on private land, and at the entry drive to the academic building. The walkway lacks lighting which may be problematic since the majority of MOVC's courses are offered in the evening. The walk is not accessible, but the handicapped parking spaces are located immediately adjacent to the building.

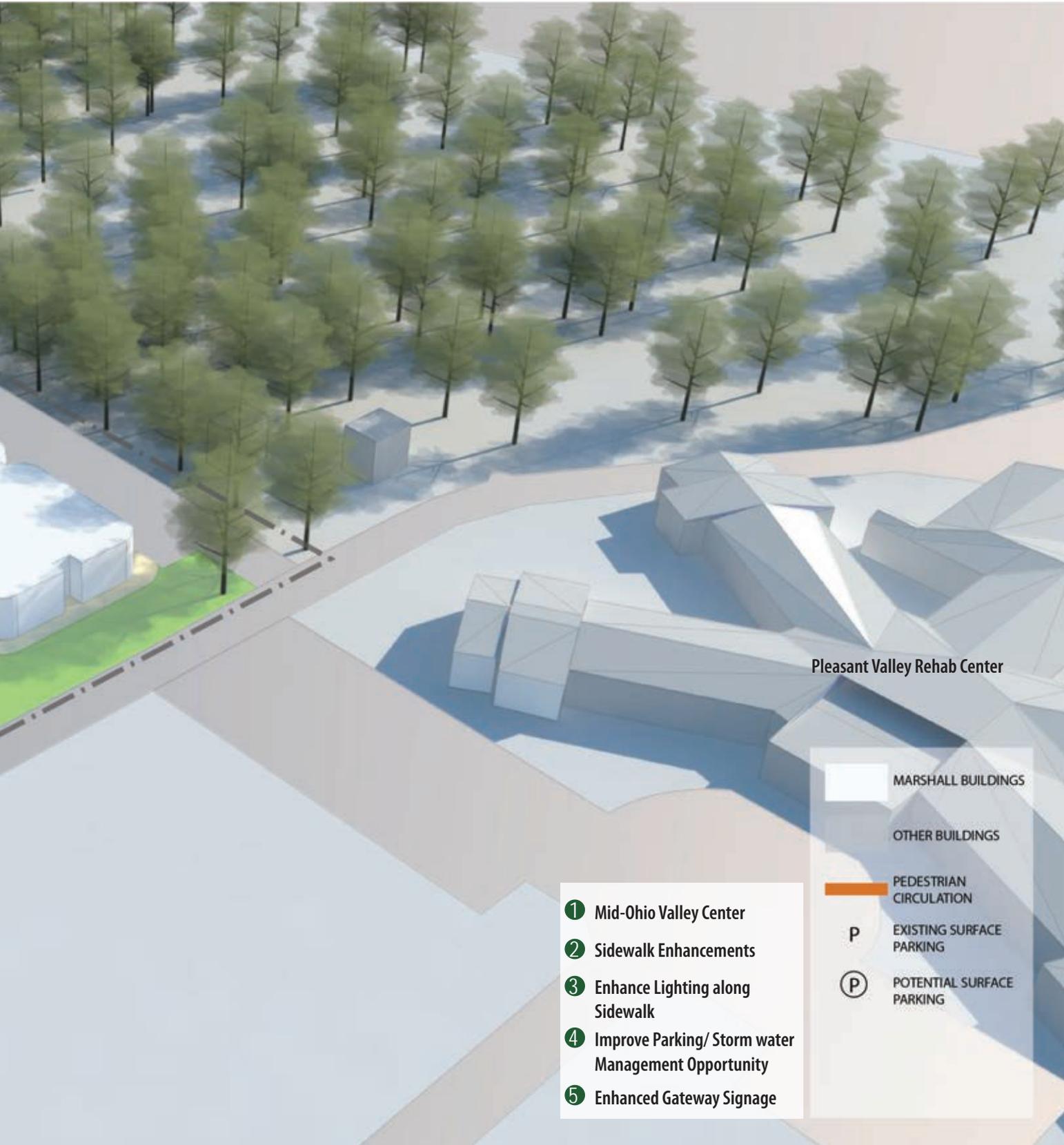
There is a small sign for MOVC along Route 62 but the campus is too far from the intersection to be visible. A large sign in front of the building identifies the campus.

Service is provided at the back of the parking lot in the southwest

corner. This service area appears to be sufficient and does not create any conflicts with circulation to the building, although it lacks screening. There were no concerns about access to this space or issues brought to the attention of the master planning team.

Recommended Plan





Pleasant Valley Rehab Center

- ① Mid-Ohio Valley Center
- ② Sidewalk Enhancements
- ③ Enhance Lighting along Sidewalk
- ④ Improve Parking/ Storm water Management Opportunity
- ⑤ Enhanced Gateway Signage

- MARSHALL BUILDINGS
- OTHER BUILDINGS
- PEDESTRIAN CIRCULATION
- P EXISTING SURFACE PARKING
- P POTENTIAL SURFACE PARKING



Land Acquisition

MOVC does not need to acquire any property as part of the 10 year master plan. It has a strong relationship with Point Pleasant Hospital and a 50 year lease on the surface parking lot. If the opportunity arises, MOVC could consider obtaining an easement from the apartment complex along Sand Hill Road to widen the sidewalk and install a landscape buffer with better pedestrian lighting, to improve pedestrian safety and comfort from the east parking lot.

New Facilities

No new facilities are recommended. The projected academic space need for campus is not large enough to require new construction, and the existing facilities are highly adaptable and in excellent condition.

Demolition

None recommended.

Building Assessment

The Mid-Ohio Valley facility was originally constructed in 1998, with a significant expansion completed in 2006.

The condition of the facility is very good with only minor deficiencies noted as needing attention. The northern facing exterior stucco façade shows signs of mold growth due to prolonged dampness and the lack of solar exposure. Periodic inspection and cleaning of this condition will prolong the life of the synthetic stucco finish and ensure that water infiltration is not occurring.

Similarly, the masonry window lintels were exhibiting evidence of saturation and surface discoloration. While this may be an indication of minor and insignificant water infiltration, the condition should be monitored to ensure that a more serious failure in the exterior envelope isn't present.

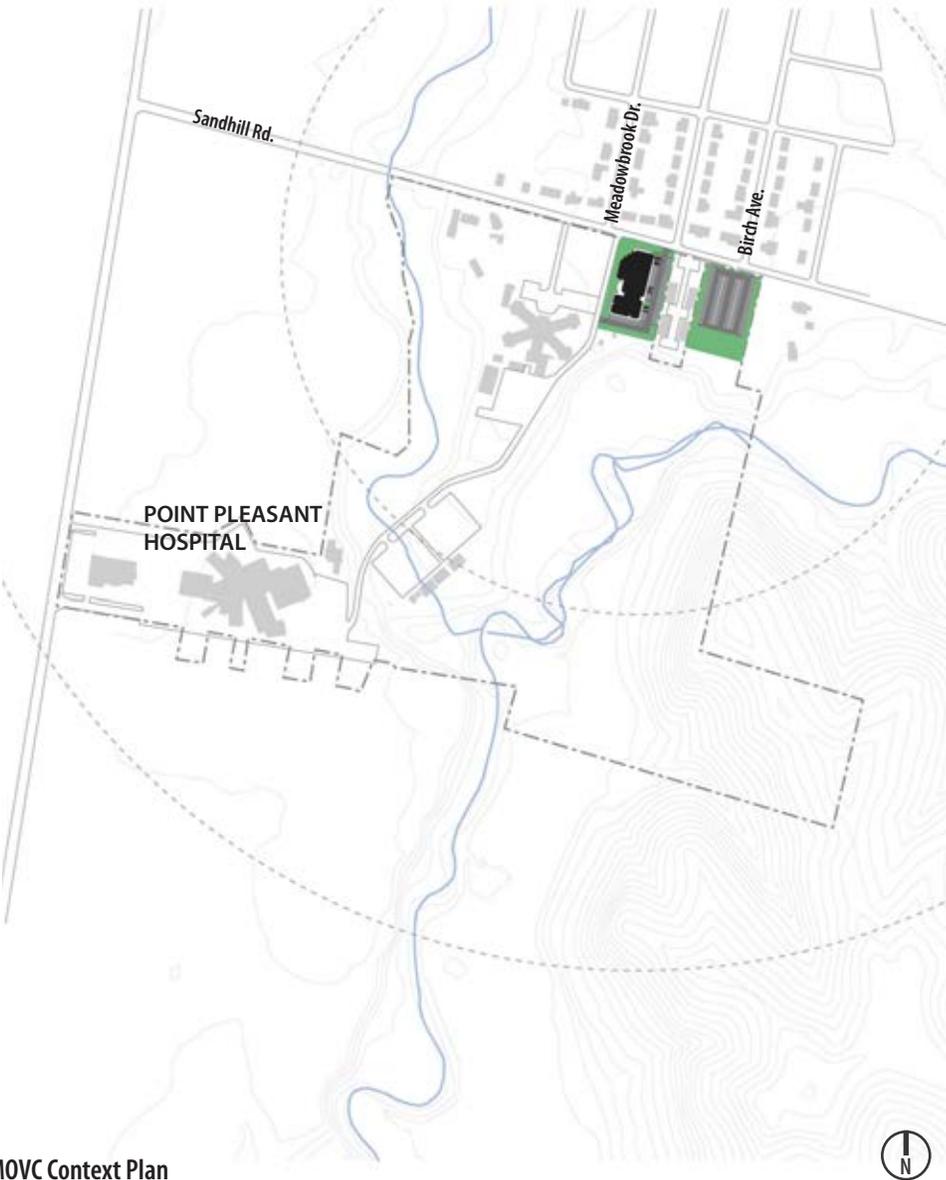
The roofing system on the original structure approaching 20 years old and will likely need to be replaced in the next 10 to 15 years.

Renovation/Additions

Significant renovation is not warranted in the near future for the Mid-Ohio Valley facility. The current building property is well utilized with some opportunity for expansion toward the back of the site. Alternatively, expansion with a standalone facility could be envisioned on the existing surface lot, but the lack of immediate adjacency to the existing structure presents some limitations.

Site Improvements

The Mid-Ohio Valley Campus has several opportunities to enhance the campus through site improvements. These projects have the potential to improve campus identity and pride, wayfinding, pedestrian safety and sustainability.



Parking



Existing Surface Lot

While MOVC has adequate parking, there are several improvements that could improve the quality of the surface lots. Adding planted strips to break up the parking bays would offer many benefits, including better stormwater management, reduction in heat island effects, and improved visual character of the campus. Additionally, the pole mounted lights in this lot do not face the easternmost bay of parking. Improved lighting could enhance security for students attending evening classes.



Example of Stormwater Management Swale in Surface Parking Lot

The image to the left illustrates a parking lot condition designed to improve stormwater management by the use of bioswales. Bioswales are landscaped elements between parking bays that aid in the removal of silt and pollution from surface runoff water, especially useful adjacent to parking areas where automotive pollution is present. There are many varieties of parking lot Best Management Practices (BMPs) which should be explored to understand which elements best suite the MOVC site conditions.



Pedestrian Connection to Surface Lot

Walkways and Pedestrian Safety

Several enhancements could be made to improve pedestrian safety around the campus. The walkway between the eastern surface lot and the academic building could be improved through the addition of lighting and the creation of a positive barrier between the walkway and Sand Hill Road because of its close proximity to the travel lane without any vertical separation or curb. There are two points of pedestrian-vehicle conflict where the walk meets the driveway entrances to the apartment complex and the parking lot adjacent to the MOVC building. Marshall could add a painted walk to connect the walkway to the main building entrance to alert entering motorists to the pedestrian activity, and looks for ways to partner with the owner of the apartment complex for mutual improvements at the point of the crossing.

Campus Identity and Wayfinding

The existing signage to direct visitors to MOVC from Route 62 could be improved to be larger and have better visibility.

Any signage should be of the same quality and appearance to the signage proposed on the Main Campus to provide a uniform identity across Marshall University campuses.



Existing Signage



Proposed Wayfinding Signage

CHAPTER FOUR:

South Charleston Campus



South Charleston Campus

Chapter Topics

- Overview
- Existing Plan and Current Projects
- Planning Assumptions and Space Needs
- Analysis
- Recommended Plan



The South Charleston Campus is located in Kanawha County, WV. It offers graduate and undergraduate level courses and is the home of the graduate units of the College of Information Technology and Engineering (CITE), the College of Business, the College of Education and Professional Development (COEPD) and the graduate humanities program of the College of Liberal Arts (CLA).

In particular, South Charleston has supported students who are mid-career professionals pursuing advanced degrees to further their careers, but has expanded to offer broader programs to serve the communities around South Charleston, and the greater Kanawha County. Additionally, the South Charleston Campus hosts the Robert C. Byrd Institute (RCBI) for Advanced Flexible Manufacturing.

Existing Plan & Current Projects



Changes Since the 2008 Master Plan

The most recent master plan for the South Charleston Campus was conducted as part of Marshall University's "Off-Campus Master Plan" in 2008. This planning process aims to examine previous recommendations where applicable and to consider fresh ideas that support Marshall University's current mission, vision and goals at the South Charleston Campus.

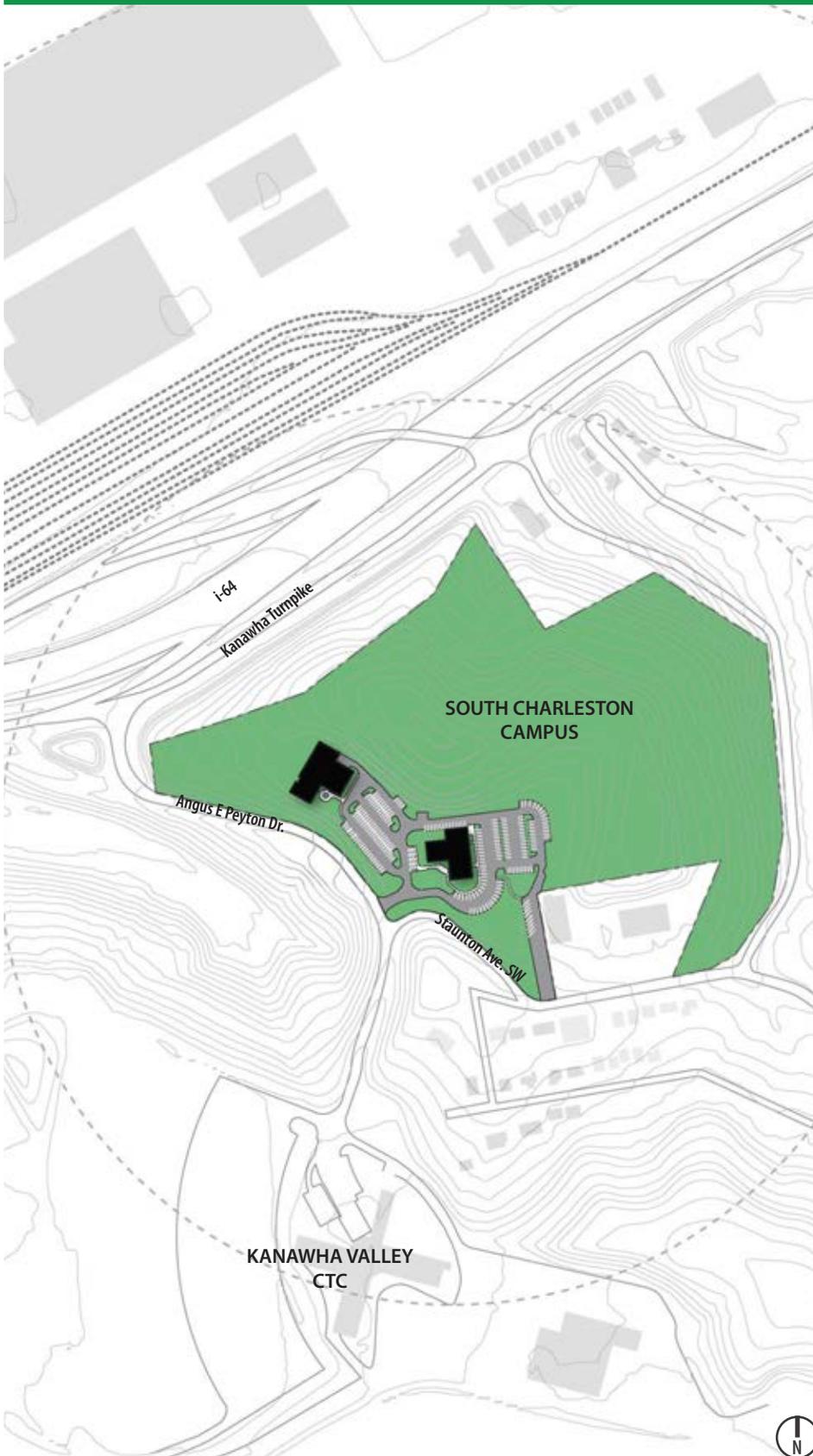
This plan also addresses the South Charleston Campus within the context of all Marshall campuses, including Main Campus, to examine how each location uniquely contributes to the University and how they may take advantage of shared resources most effectively.

Since 2008 Marshall University as a whole is operating in a more constrained fiscal environment, so the plan takes a data-driven approach to compare program goals with space needs to determine an appropriate footprint for campus growth. South Charleston maintains a stable enrollment and has the opportunity to grow, but should do so in a sustainable way that best leverages existing assets.

South Charleston has had IT facilities expanded since 2008 and has been investing in classroom technology upgrades, which are

expected to continue over the life of the plan. These investments support Marshall's commitment to increasing access to higher learning through distance learning and sync classes.

Additionally, new partnership opportunities may exist for South Charleston in the context of the realignment of the CTCs. The Kanawha Valley Community and Technical College has established a location at the West Virginia Regional Technology Park Complex, the former DOW Research facility in South Charleston. This could serve as a new gateway for students hoping to promote their careers through advanced study or offer opportunities for collaboration or 2+2 programs.



South Charleston Campus Context

The South Charleston Campus is located on Angus Peyton Drive to the southeast of the Kanawha Turnpike and Interstate 64. The campus is 33 acres and has two buildings served by a circular road system and surface parking lots. The Administrative Building is a 3-story, 41,000 square foot building that houses classrooms, administrative offices and support space, computer labs and a campus bookstore. The Robert C. Byrd Academic and Technology Center is a two story, 28,825 square foot building that contains classrooms, a library, and the RCBI for Advanced Manufacturing. Much of the campus is wooded land with steep slopes.

South Charleston has traditionally been a graduate campus offering programs in the evenings to students who are working professionals and does not offer residential programs. Students commute to South Charleston by car. South Charleston has been an instructional leader in distance learning, offering two completely online degrees as well as programs in instructional technology.

The campus is located in an area of mixed residential and industrial land uses. It is located in close proximity to the West Virginia Regional Technology Park Complex which houses the Kanawha Valley Community and Technical College.

Planning Assumptions



Planning assumptions for the South Charleston Campus were developed from the Provost's Office and Division of Academic Affairs' projections. The planning team was able to visit the South Charleston campus and meet with the Associate Vice President of Outreach and Continuing Studies to tailor the assumptions to best reflect the local context.

South Charleston plans to add a 50-student undergraduate cohort program to its existing graduate programs and coursework offerings. Enrollment in these graduate programs is high and the utilization of classroom space in the evenings is nearly at capacity. Graduate enrollment and program offerings are expected to remain stable over the 10 year planning horizon, and new undergraduate programs will be able to take advantage of using existing facilities during the day when not in use by the graduate programs to improve efficiency.

South Charleston would also like to bring community events and meetings to campus to enhance its outreach. The planning team considers the potential to bring this new use to campus as part of program growth which may be able to take advantage of new space planned for academic programs when not in use.

Space Needs

Space Needs Analysis by Space Category – South Charleston

Space Category	Fall 2012			Target Year		
	BY			TY		
	BY Existing ASF	Guideline ASF	Surplus/ (Deficit)	TY Existing ASF	Guideline ASF	Surplus/ (Deficit)
Academic Space						
Classroom & Service	10,073	12,000	(1,927)	10,073	12,000	(1,927)
Laboratories	1,616	2,500	(884)	1,616	2,500	(884)
<i>Teaching Laboratories & Service</i>	997	1,000	(3)	997	1,000	(3)
<i>Open Study Laboratories & Service</i>	619	1,500	(881)	619	1,500	(881)
Offices & Service	22,543	25,000	(2,457)	22,543	25,000	(2,457)
Other Space	2,201	2,500	(299)	2,201	2,500	(299)
Library	3,766	5,493	(1,727)	3,766	5,502	(1,736)
Student Center	1,147	2,000	(853)	1,147	2,000	(853)
Physical Plant	517	750	(233)	517	750	(233)
SOUTH CHARLESTON CAMPUS						
TOTAL	41,863	50,243	(8,380)	41,863	50,252	(8,389)
<i>Outside Organization Space</i>	1,914			1,914		

ASF = Assignable Square Feet

The space needs analysis evaluates the size and scope of existing and proposed programs offered at the South Charleston campus and compares the physical space necessary to support these programs against national benchmarks and guidelines.

From this analysis, it was found that South Charleston will need additional space in almost all categories of use to meet the expansion of its proposed programs. The addition of facilities to meet the needs of the target year will also allow South Charleston to address its current shortfalls in academic and support space.

The needed space types include additional meeting space, office area, and conference space for academic support. It also includes an addition in “Library” space, which implies a need for expanded study space rather than space for additional collections, for which there is adequate room. The study space would support greater student collaboration and networking outside of the classroom, and this space does not necessarily need to be located adjacent to the existing library, but could be incorporated across the campus.

There is also need for additional student center space, which has not been as essential for the current graduate population, but will represent a greater need for the new population of undergraduate students.

A multiplier is used to take the projected amount of assignable square feet (ASF) to a gross square foot (GSF) metric to allow the planning team to size building footprints appropriately for the master plan.

Analysis

Building and Land Use



A physical analysis of the campus was conducted to evaluate the existing resources and opportunity, as well as capacity for future growth. The South Charleston Campus is currently on 33 acres of contiguous land.

Its two academic buildings are located on the flattest portion of the site. Much of the land area of the campus is made up of forested slopes, at times greater than 25% slope. Despite this fact, there are several locations where South Charleston could expand, adding additions on flat land adjacent to the existing buildings or by reconfiguring surface parking.

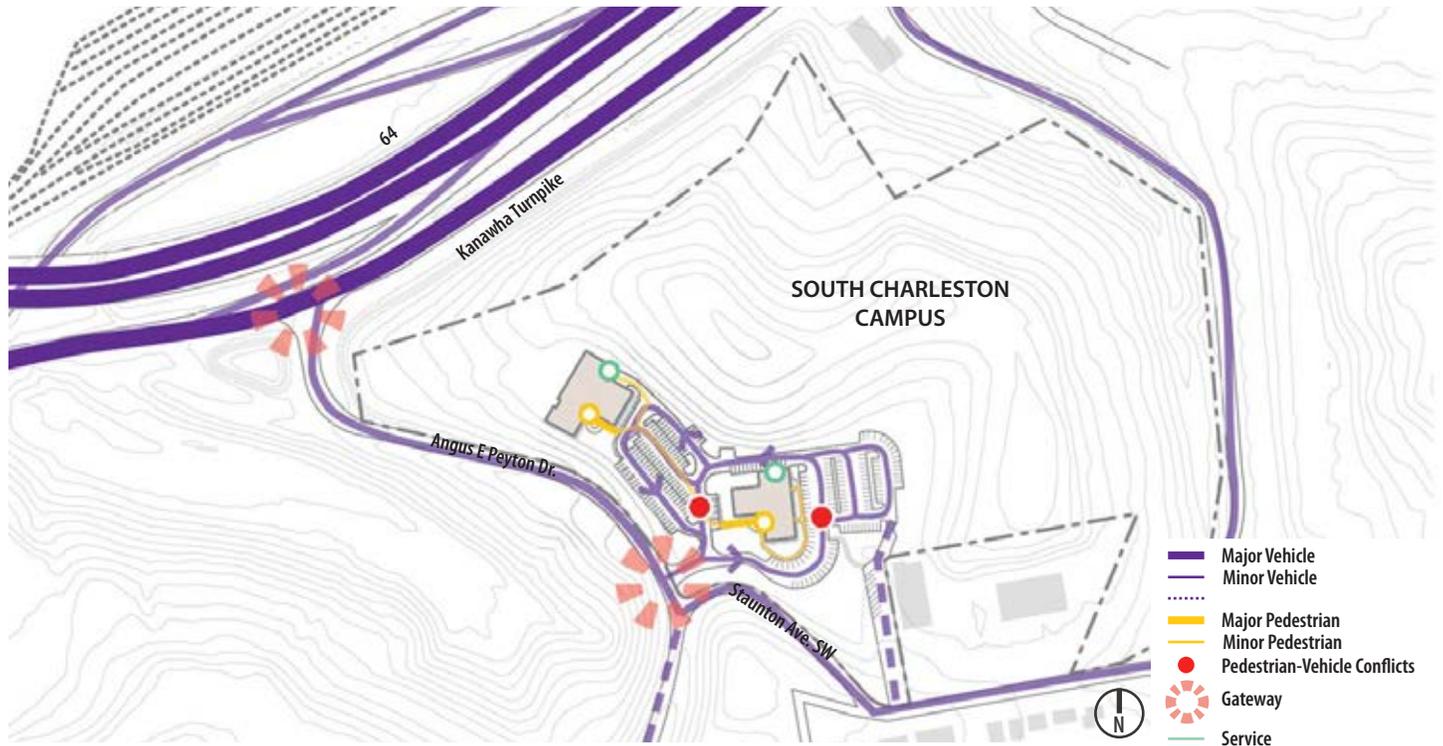
The Administration Building is primarily academic use, with classroom, student center, and academic support space.

The Robert C. Byrd Academic and Technology Center also has primarily academic use, with part of the building being used by the RCBI, which serves a broader community beyond Marshall University.

While much of the site is open, there is little active outdoor space on campus. Planted areas around the buildings serve as visual amenities, as does the forested slope, which is not accessible.

The campus has adequate parking, but it is nearly at full utilization capacity in the evenings during peak class times. While the previous master plan suggested constructing additional parking to the south, such an expansion is unnecessary at this time given that new program growth is expected to occur during a time outside of peak demand. Terrain provides a significant obstacle to development on much of the campus land area.

Circulation



Access to the South Charleston Campus occurs from Angus Peyton Drive. It has one main point of entry and exit, and circulation moves in a counter clockwise direction through the site. The circuitous nature of this one-way traffic creates a number of vehicle-vehicle conflict points and pedestrian-vehicle conflict points for pedestrians moving between the buildings and surface parking. Two roads, one to the parking area near the Teamster's Building, and another connecting Angus Peyton to Staunton Ave., are gated and not used by the campus.

Pedestrian access to the campus is extremely limited. There is a sidewalk on the north side of

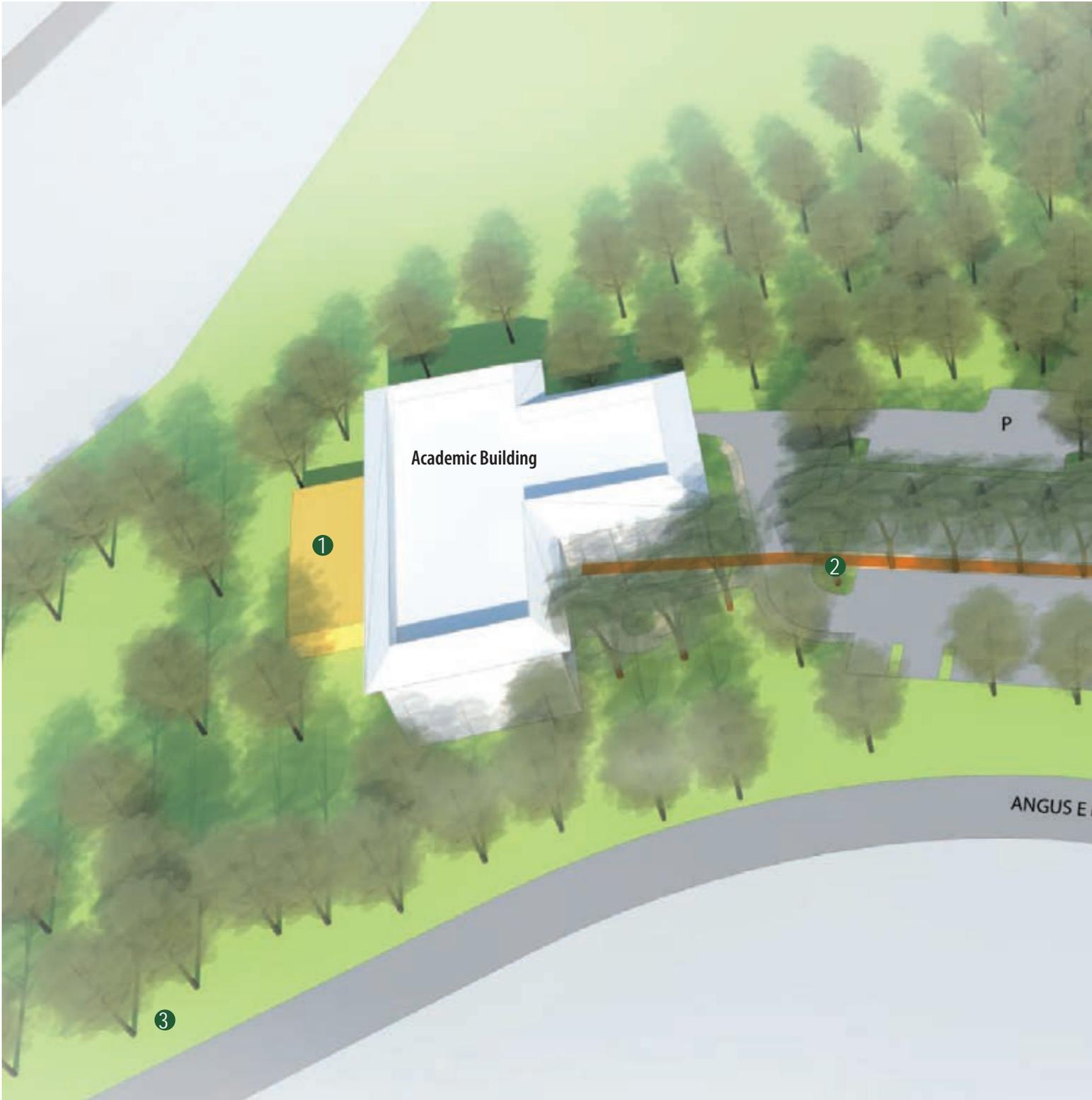
Staunton Ave. but all other roads are precarious for pedestrians to use. On campus there are walkways that surround the buildings, but these end when they meet the parking area. There are no designated areas for pedestrians to walk through the lots so they must walk in the vehicle travel lanes. The campus lacks pedestrian crossings across the vehicle travel lanes. There are two major zones of pedestrian-vehicle conflict in these areas where pedestrians must cross primary travel lanes to get from the parking area into the building.

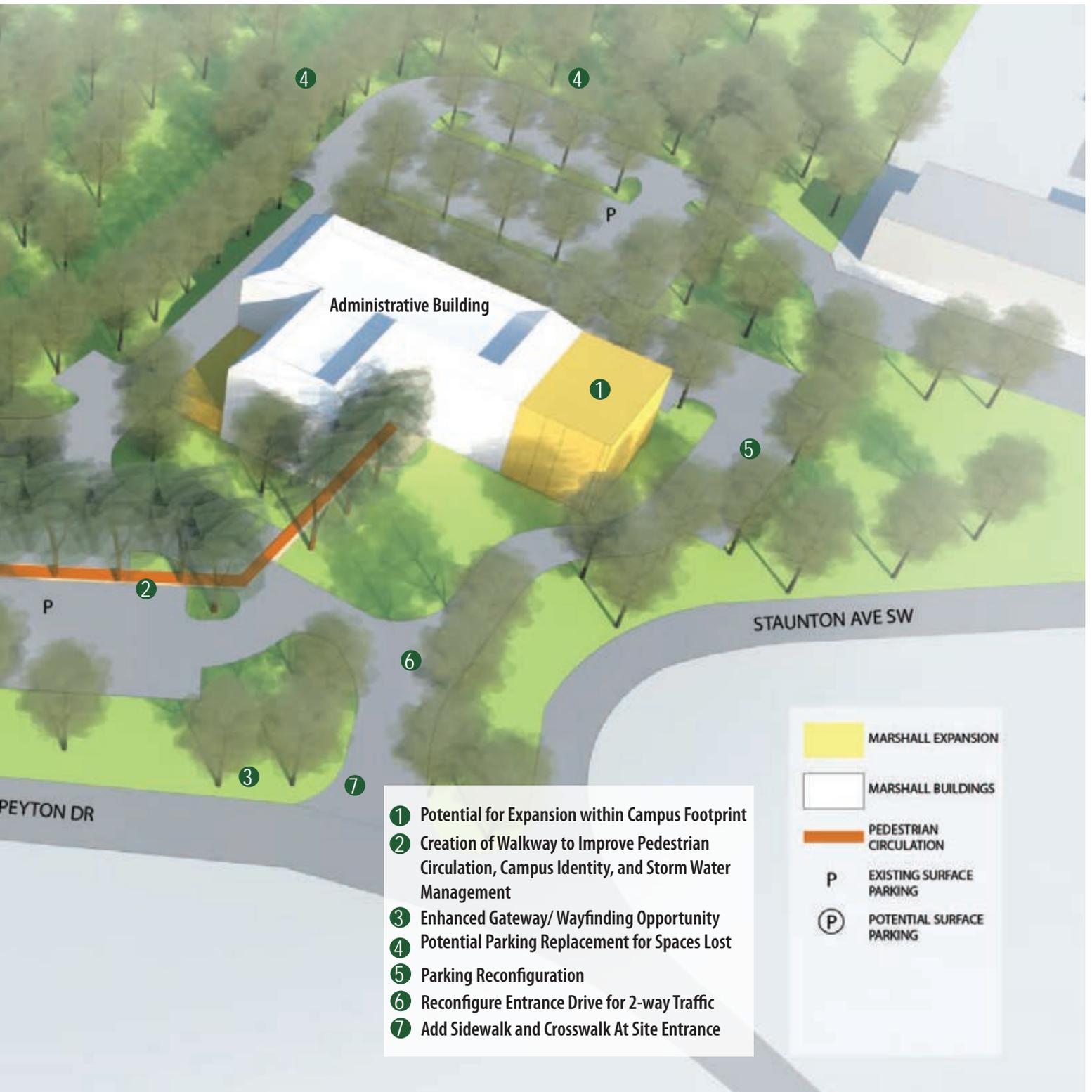
Due to the topography, it is difficult to see the campus approaching from the Kanawha Turnpike or from I-64. There is a small sign at

the intersection of the east-bound turnpike and Angus Peyton Drive that directs visitors to the campus, however, in its current location it lacks lighting and may not be appropriately visible for those arriving after dark for evening classes or events. The sign for Marshall University from the west-bound direction is larger and far more visible. The sign on Angus Peyton Drive is prominent and well positioned to direct visitors to the campus.

Building service is located on the north side of each facility. The service area is shared between RCBI and the Academic and Technology Building. The service areas for each building are adequate.

Recommended Plan





Administrative Building

STAUNTON AVE SW

PEYTON DR

- ① Potential for Expansion within Campus Footprint
- ② Creation of Walkway to Improve Pedestrian Circulation, Campus Identity, and Storm Water Management
- ③ Enhanced Gateway/ Wayfinding Opportunity
- ④ Potential Parking Replacement for Spaces Lost
- ⑤ Parking Reconfiguration
- ⑥ Reconfigure Entrance Drive for 2-way Traffic
- ⑦ Add Sidewalk and Crosswalk At Site Entrance

	MARSHALL EXPANSION
	MARSHALL BUILDINGS
	PEDESTRIAN CIRCULATION
	EXISTING SURFACE PARKING
	POTENTIAL SURFACE PARKING



Land Acquisition

There is no recommended land acquisition for the South Charleston Campus over the ten year master plan horizon. While a large portion of the campus area would be very difficult and undesirable to develop due to the terrain, the campus has room for expansion in several areas with shallow slopes. Reconfiguration of the existing surface parking lots could also allow for expansion to either structure or support a new stand alone facility if needed.

New Facilities

No new stand alone facilities are planned for the South Charleston Campus.

Demolition

None recommended.

Building Assessment

The South Charleston Campus includes two distinct structures that were constructed in 1997.

While the two buildings are showing some signs of age, they are generally in very good condition and not in need of any significant renovation or renewal in the near future. The interior spaces are adequately sized for the programmed use and the interior finishes are being effectively maintained.

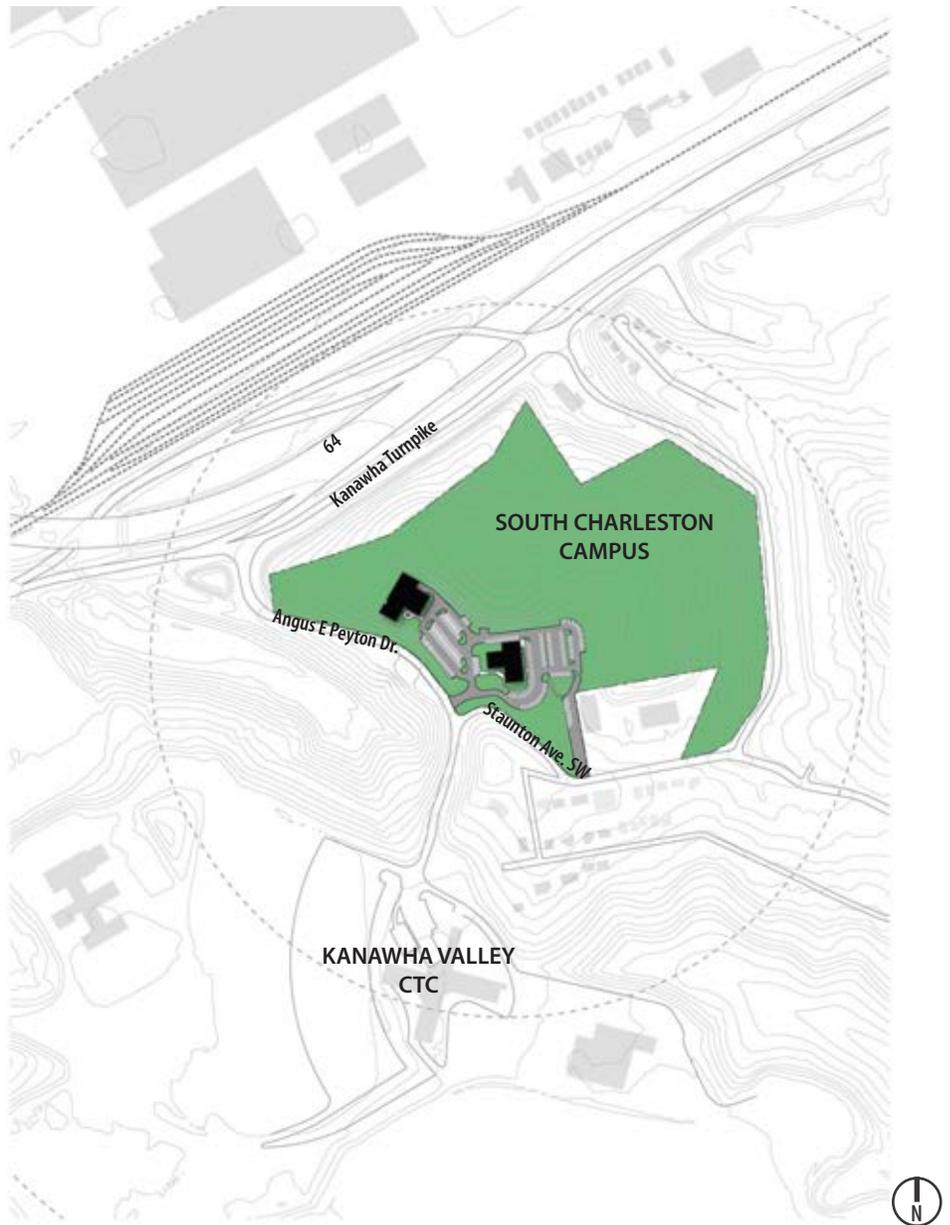
The roofing system is approaching 20 years old and will likely need to be replaced in the next 10 to 15 years. Leakage from the glass block skylight over the monumental stair and minor delamination of the exterior plaster column covers were noted as deficiencies. Repair of the skylight and replacement of the column covers is scheduled to be completed shortly.

Renovation/Additions

While significant renovation is not warranted in the near future, the campus can support additional structures. Two additions are recommended to satisfy the projected space needs for the South Charleston Campus. The first is a one-story addition to the Academic and Technology Center, and the second is three-story addition to the Administration Building, which together would meet the 10,650 GSF shortfall.

Site Improvements

The master plan identifies site several improvements that would enhance the South Charleston Campus and improve safety for both motorists and pedestrians. These recommendations are arranged by topic and detailed in on the following pages.



South Charleston Campus Context



Proposed Ingress/Egress

Vehicular Circulation

Several opportunities exist to improve circulation at the South Charleston Campus which would have benefits for both motorists and pedestrians.

The entry drive could be reconfigured to allow motorists to make a left turn in front of the Administration Building and enter the western side of the campus directly. This would simplify access and reduce the number of conflict points that exist in the current configuration. It would also allow motorists parking in the eastern surface lot near the Administration Building to exit the campus more directly without having to circle through the stalls on the western end of the surface parking lot by the Academic and Technology Building.



Existing Campus Entrance

Walkways and Pedestrian Safety



Proposed Campus Walkway

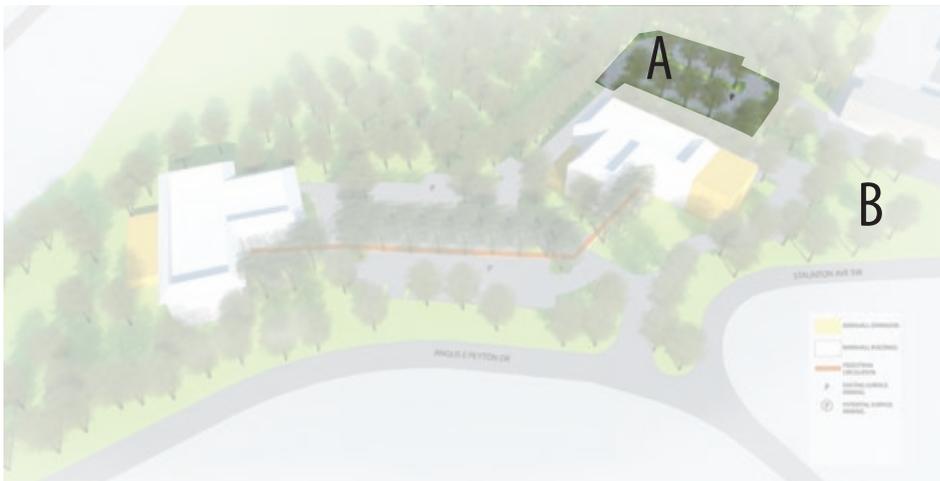
Pedestrian safety could be improved by creating a designated walkway across campus that would connect the two buildings. The walkway is depicted in orange in the graphic to the left. It is proposed to begin from the existing entrance walk to the Administration Building. It should include a designated crosswalk where it intersects with the vehicular travel lanes, and continue between a reconfigured bay of parking in the western surface lot. This would require the loss of a bay of parking, which could be accommodated in another area of campus as shown in the 'Parking' recommendations.



Pedestrian walking along entrance drive and crossing at unmarked location

In addition to improving safety, this walk would also contribute to the character of the campus. It could be lined with trees to provide a protected area for pedestrians, eliminate heat island effects of the asphalt, and contribute to the management of storm water runoff from the parking surface.

A second opportunity exists for the addition of a sidewalk on the southeastern side of the entrance drive. This sidewalk would be a benefit since it was observed that several pedestrians were using this entry point, likely from parking off campus around Staunton Avenue.



Proposed Parking Changes

Parking

South Charleston has sufficient parking which is highly utilized at peak times. The new programs should not create a parking issue because new programs will be offered during the day outside the window of peak use. The campus has space to expand parking to accommodate the recommended walkway, or should additional parking be necessary in the future. This could occur on the western side of campus in area A shown in the diagram, or alternatively in area B.

Signage and Wayfinding



Proposed Wayfinding Signage

There are minor modifications that could improve wayfinding to campus. The first would be to replace the sign on east-bound Kanawha Turnpike to be more visible or lit at night. Additionally, a directional sign at the entry drive could help visitors locate the two buildings. The buildings are well-labeled with their names, but these signs are not visible from this decision point.

CHAPTER FIVE:

Teays Valley Regional Center



Teays Valley Regional Center

Chapter Topics

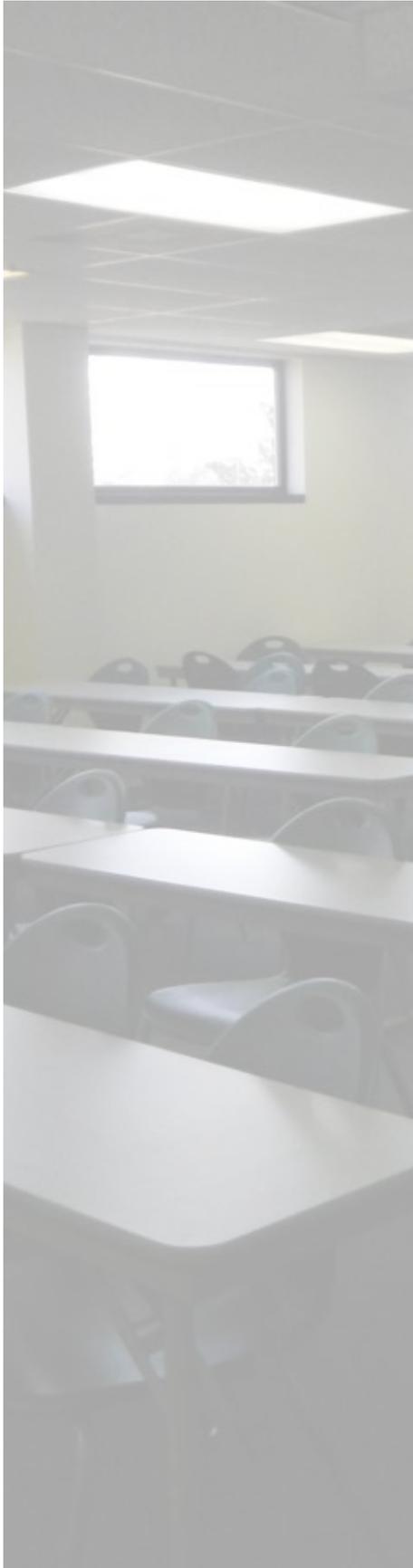
- Overview
- Context and Planning Assumptions
- Recommendations



The Teays Valley Regional Center (TVRC) is located in Putnam County, WV. TVRC delivers courses in several locations, including Hurricane High School in Hurricane, and the Seville Building in Teays Valley, in addition to other Putnam County schools. TVRC also has an office location off Route 34 in Hurricane, WV.

TVRC began operating in 1997 to extend outreach to high school students and to offer university-level coursework in Putnam County, which has been experiencing a growth in population. TVRC has since expanded to offer general education coursework at the undergraduate and graduate levels, increasing access for students working to complete their Regent's Bachelor of Arts. In particular, TVRC serves non-traditional students who might lack access to the technology needed to complete online coursework.

Context & Planning Assumptions



Changes Since the 2008 Master Plan Update

Planning for TVRC was last completed in Marshall's 2008 "Off-Campus Master Plan" under the umbrella of MOVC. The current planning process examines TVRC as an independent location among Marshall University's group of regional campuses. TVRC is located in a growing region and has been able to establish a strong reputation for Marshall University in Putnam County.

Over the 10 year planning horizon, TVRC is expected to continue delivering courses in general education and special interest electives. TVRC offers coursework toward the completion of the Regent's Bachelor of Arts or toward degree programs offered on other Marshall University campuses, but does not award any other degrees. There are no new academic programs planned for TVRC and enrollment is expected to remain stable.

TVRC serves a population that is a mix of traditional and non-traditional students, in addition to its programs in the high schools. The majority of courses at TVRC are delivered in the evenings to best accommodate the schedules of working students and adjunct faculty. TVRC leases space in a number of locations to deliver courses and offer student services,

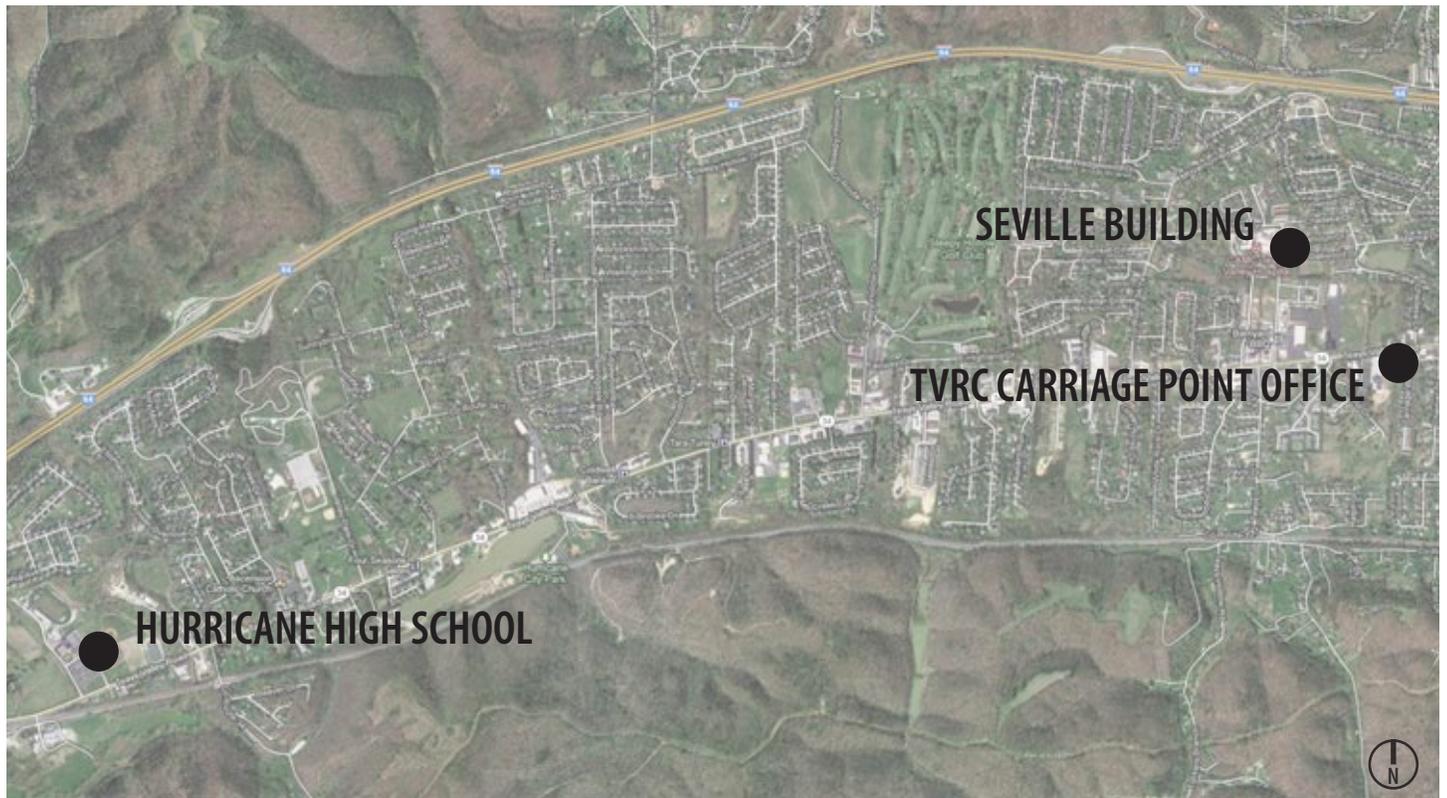
support, and educational outreach.

Classroom space is located in the Seville Building and Hurricane High School, however, the location of classroom space may vary depending on the semester and availability of TVRC's partners in the Putnam County School system.

Marshall also leases 950 square feet of space in the Carriage Pointe Office Building which serves as the public face of TVRC for the Putnam County region. This space includes offices for staff and support activities.

These planning assumptions are based upon goals communicated from the Provost's Office and the Division of Academic Affairs. The planning team was also able to meet with the Associate Vice President of Outreach and Clinical Studies and the Director of the Teays Valley Regional Center to better understand the specific goals for TVRC and its local context. The team had the opportunity during these meetings to visit several of the facilities of TVRC.

Recommendations



Teays Valley Locations

TVRC provides a point of access into Marshall University for students in the Putnam County area and supports adult learners and non-traditional students in particular, many of whom may be returning to finish their degrees or complete the Regent's Bachelor of Arts.

Construction of a new facility for TVRC will be contingent on finding a signature program that does not compete with other Marshall University campuses or duplicate efforts given its close proximity to the South Charleston Graduate Campus and Huntington Campuses. Ideally, this would be a stand alone or cohort-based program that could be completed in its entirety at TVRC, whether at the

undergraduate or graduate level. Until that time, it is recommended that TVRC continue to provide coursework through its existing locations and strong partnerships with the schools in Putnam County.

CHAPTER SIX:

Phasing & Implementation



Phasing & Implementation

Chapter Topics

- Overview
- Phase I - Under Construction
- Phase 2- Near Term
- Phase 3 - Mid Term
- Phase 4 - Long Term
- Future Acquisition Plan

The following section presents a framework to guide implementation of the Campus Master Plan. The Phasing Diagrams, shown on the following pages, refrain from defining a specific time period in which projects are to be completed. Rather, the diagrams convey an order of prioritization for when initiatives should happen, as funding becomes available.

The master planning team worked closely with University leadership to develop a Funding Matrix to accompany each phase of the plan which is also included. It outlines general project costs for each item included in the Campus Master Plan and assigns suggested funding sources. Careful consideration has been taken to ensure that the phasing order and funding designations make strategic use of Marshall University's resources.

A final recommendation of the Campus Master Plan, is to establish an Implementation Team to help facilitate implementation of the initiatives outlined in this report. The team should be comprised of a diverse group of Marshall University constituents. It is recommended that the team meet on a regular basis to maintain momentum and provide guidance on all projects.

Phase I – Under Construction



Main Campus

(top right):

A:

Arthur Weisberg Family Applied
Engineering Complex

B.

Indoor Practice Facility

C.

Sports Medicine Translational
Research Center and Athletic
Academic Support Center

D.

Gillette Welcome Center Elevator
Addition

Huntington Campuses and Sites

(bottom right):

1.

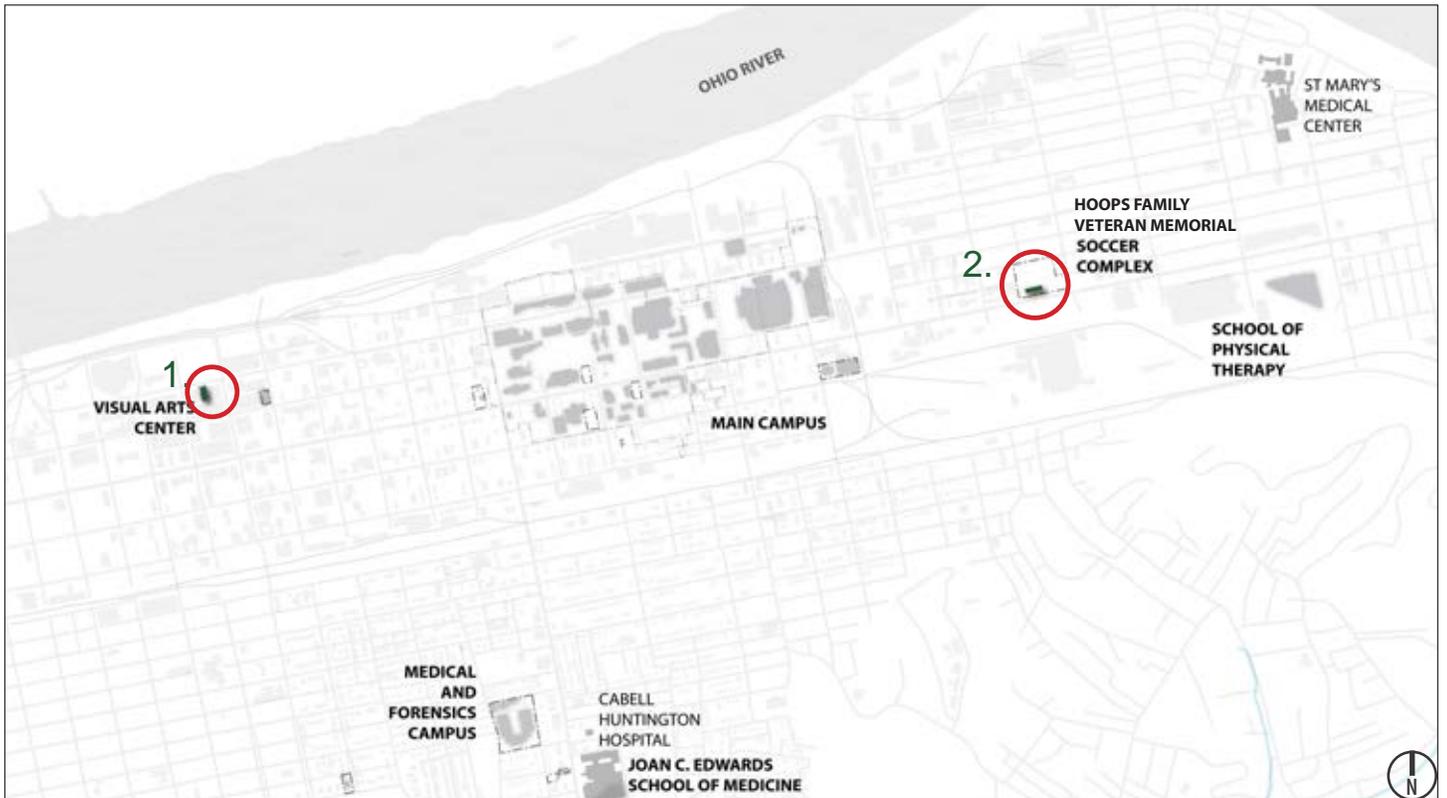
Visual Arts Center

2.

Hoops Family Veteran Memorial
Soccer Complex (Completed)



Main Campus



Huntington Campuses and Sites

Phase I – Under Construction

Funding Matrix

<u>Projects</u>		<u>Project Cost</u>		<u>Project Cost</u>	
Type	Project Name	*Project Size		Unit Cost	**Estimated Total
UNDER CONSTRUCTION					
1	UC Hoops Family Veteran Memorial Soccer Complex (Completed)	12,175	GSF	-	\$ 7,500,000
2	UC Indoor Practice Facility	105,000	GSF	-	\$ 14,000,000
3	UC Sports Medicine Translational Research & Athletic Academic Support	35,000	GSF	-	\$ 12,000,000
4	UC Visual Arts Center	67,200	GSF	-	\$ 13,400,000
5	UC Arthur Weisberg Family Applied Engineering Complex	148,931	GSF	-	\$ 54,500,000
6	UC Gillette Welcome Center Elevator Addition	-	GSF	-	\$ 700,000
UNDER CONSTRUCTION SUBTOTAL		368,306	GSF		\$ 102,100,000

NOTES:

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GSF = GROSS SQUARE FEET

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LF = LINEAR FOOT

LS = LUMP SUM

**ESTIMATED TOTAL COSTS REFLECT 2013 CONSTRUCTION PRICING

***AUXILIARY INCLUDES PARKING, HOUSING, STUDENT CENTER AND ATHLETICS

****OTHER REFERS TO PARTNERSHIPS WITH THE CITY, STATE OR FEDERAL GOVERNMENT



Capital Funding Sources

University State Appropriations ***Auxiliary Private Donations Private Partnerships Grants ****Other

	University	State Appropriations	***Auxiliary	Private Donations	Private Partnerships	Grants	****Other
1			X	X			
2			X	X			
3				X			
4	X			X			
5	X	X		X			
6	X			X			

Project Type Legend

- UC - UNDER CONST.
- R - RENOV
- A - ADDITION
- NC - NEW CONST.
- D = DEMO
- S - SITE
- P - PARKING
- UI - UTILITIES / IT
- C - CIRCULATION

Phase 2 – Near Term



Main Campus

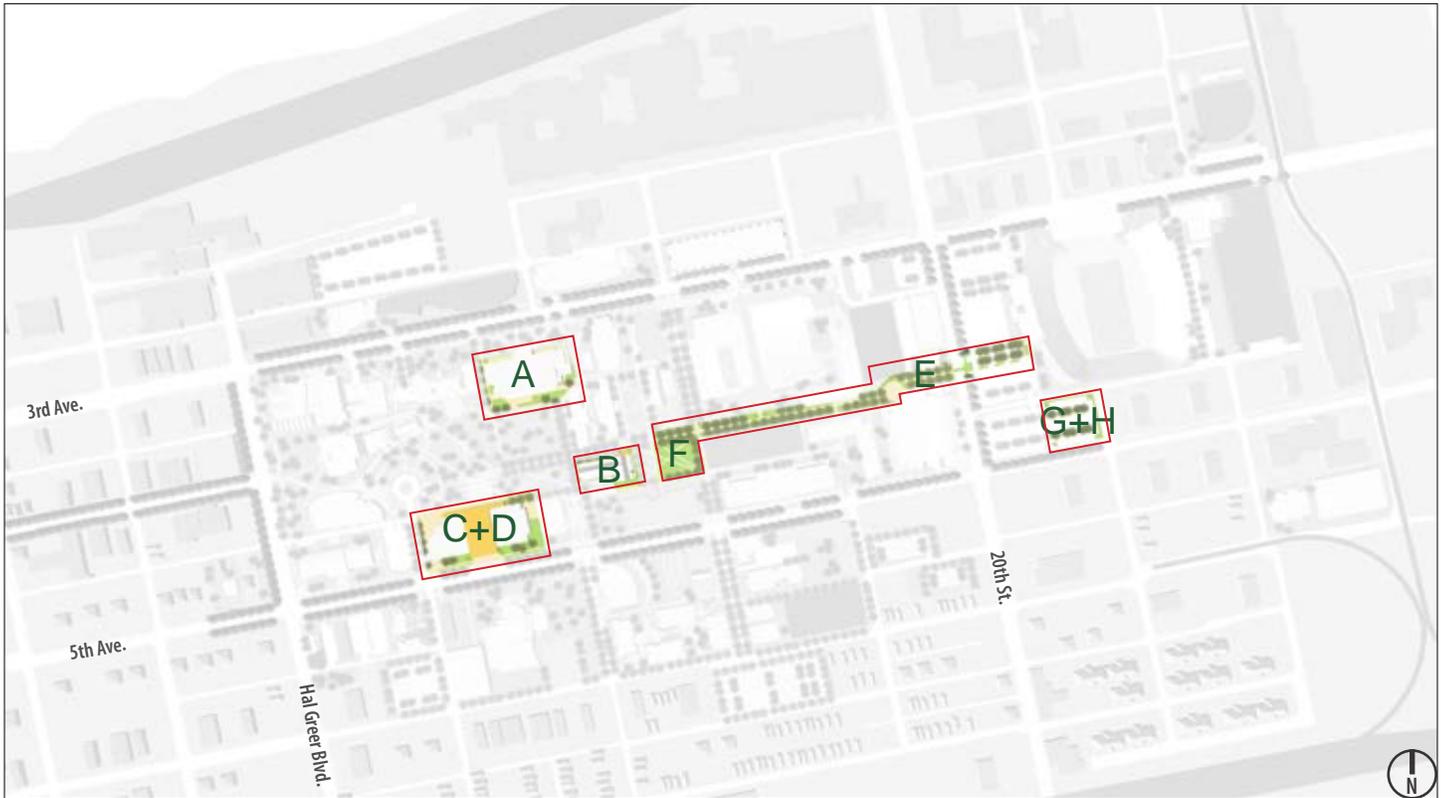
(top right):

- A.
Science Building Renovation + Site Work
- B.
Jenkins Hall + Site Work
- C.
Memorial Student Center Addition
- D.
Memorial Student Center Renovation
- E.
Memorial Walk Landscape Enhancements
- F.
Memorial Garden
- G.
Church Demolition (5th Ave)
- H.
Parking Expansion (at 5th Avenue and 21st St)
- I.
Phase One Campus Landscape & Wayfinding Improvements
- J.
Phase One Storm water Improvements
- K.
Phase One IT & Infrastructure Improvements
- L.
Phase One Classroom Renovation

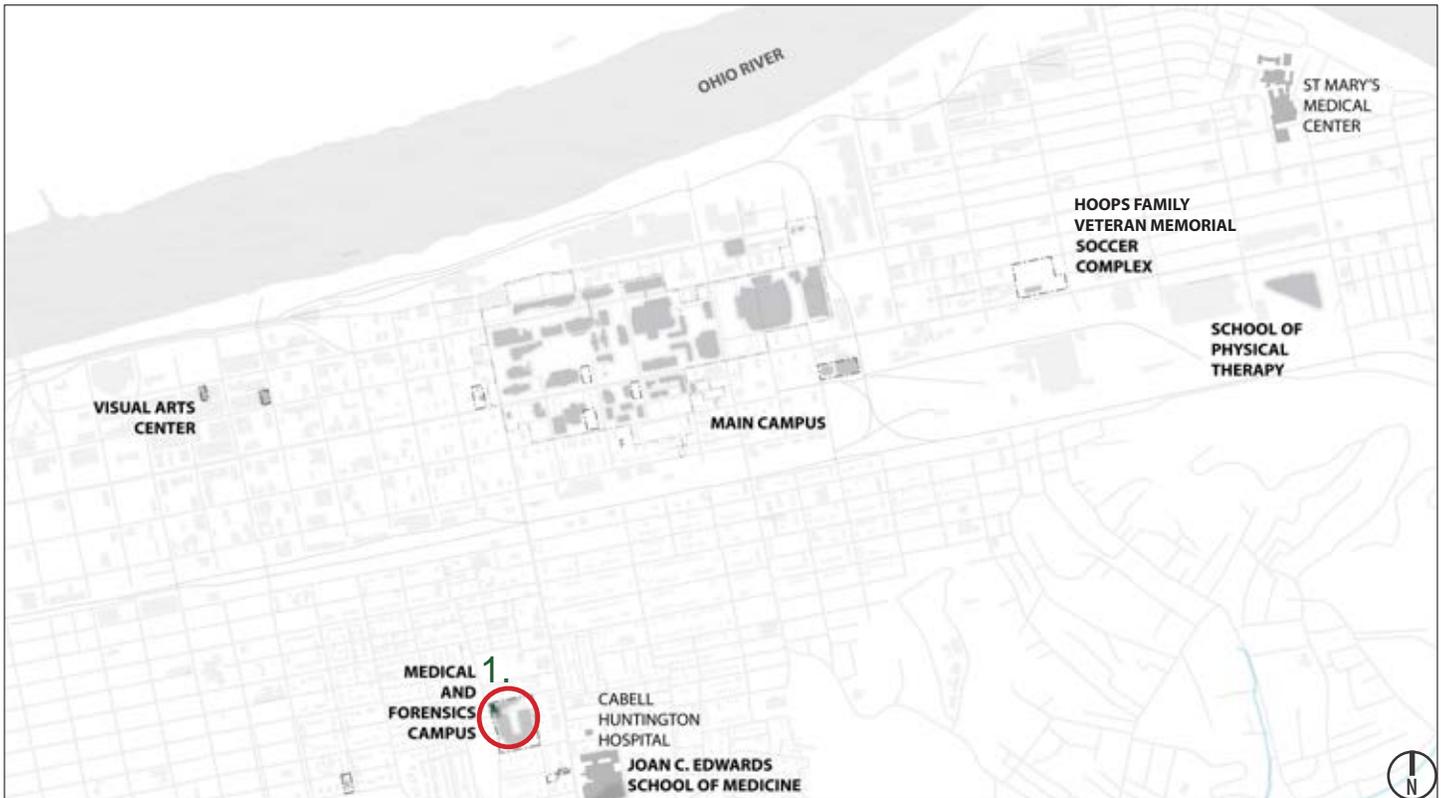
Huntington Campuses and Sites

(bottom right):

- 1. Forensic Science Build-Out



Main Campus



Huntington Campuses and Sites

Phase 2 - Near Term

Funding Matrix

Projects			Project Cost		Project Cost
Type	Project Name	*Project Size		Unit Cost	**Estimated Total
NEAR TERM					
7	R Forensic Science Center Annex Build-Out (3rd Floor)	5,335	GSF	\$ 325	\$ 1,733,875
8	R Science Building Renovation + Site Work	100,000	GSF	\$ 150	\$ 15,000,000
9	R Jenkins Hall + Site Work + Stormwater	52,708	GSF	\$ 150	\$ 7,906,200
10	R Classroom Renovations (Campus-wide) - Phase 1	1	LS	-	\$ 650,000
11	R Memorial Student Center Renovation	62,000	GSF	\$ 185	\$ 11,470,000
12	A Memorial Student Center Addition	45,000	GSF	\$ 300	\$ 13,500,000
13	D Church Demolition (5th Ave and 21st St)	22,000	GSF	-	\$ 500,000
14	S Memorial Garden	35,000	SF	\$ 15	\$ 525,000
15	S Memorial Walk Enhancements (from Memorial Plaza to Stadium)	2,100	LF	\$ 15	\$ 31,500
16	S General Landscape Improvements - Phase 1	1	LS	-	\$ 250,000
17	S Wayfinding - Phase 1	1	LS	-	\$ 385,000
18	P Parking Expansion (at 5th Avenue and 21st St)	194	SPACES	\$ 4,000	\$ 776,000
19	UI Storm water improvements	1	LS	-	\$ 325,000
20	UI IT Infrastructure Upgrades	1	LS	-	\$ 5,106,000
21	UI Campus Infrastructure	1	LS	-	\$ 250,000
NEAR TERM SUBTOTAL		265,043	GSF		\$ 58,408,575

NOTES:

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**ESTIMATED TOTAL COSTS REFLECT 2013 CONSTRUCTION PRICING

***AUXILIARY INCLUDES PARKING, HOUSING, STUDENT CENTER AND ATHLETICS

****OTHER REFERS TO PARTNERSHIPS WITH THE CITY, STATE OR FEDERAL GOVERNMENT

Capital Funding Sources

University State Appropriations ***Auxiliary Private Donations Private Partnerships Grants ****Other

7						X	
8	X	X					
9	X	X		X		X	
10	X			X	X		
11			X	X	X		
12			X	X	X	X	
13	X	X	X				
14	X		X	X			
15	X		X	X			
16	X		X				
17	X		X	X			X
18			X				
19	X		X			X	X
20	X	X				X	X
21	X					X	X

Project Type Legend

UC - UNDER CONST.

R - RENOV

A - ADDITION

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S - SITE

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Phase 3 – Mid Term



Main Campus

(top right):

- A.
Prichard Hall Renovation
- B.
Corbly Hall Renovation
- C.
East Hall Addition
- D.
Residential Hall 1A
- E.
Close Maple Street between 18th & 19th Streets
- F.
New Recreation Field
- G.
Residential Hall 1B
- H.
Holderby Demolition
- I.
New High Tech Academic Classroom Building with Housing
- J.
Morrow Library Renovation
- K.
Herd Way
- L.
Jenkins Quad
- M.
Football Stadium Entry Plazas

N.

Twin Towers Renovation & Site Work

O.

Phase Two Campus Landscape & Wayfinding Improvements

P.

Phase Two Storm water improvements

Q.

Phase Two IT & Infrastructure Improvements

R.

Phase Two Classroom Renovation

Huntington Campuses and Sites

(bottom right):

1.

Multi-Use Educational Research Building

2.

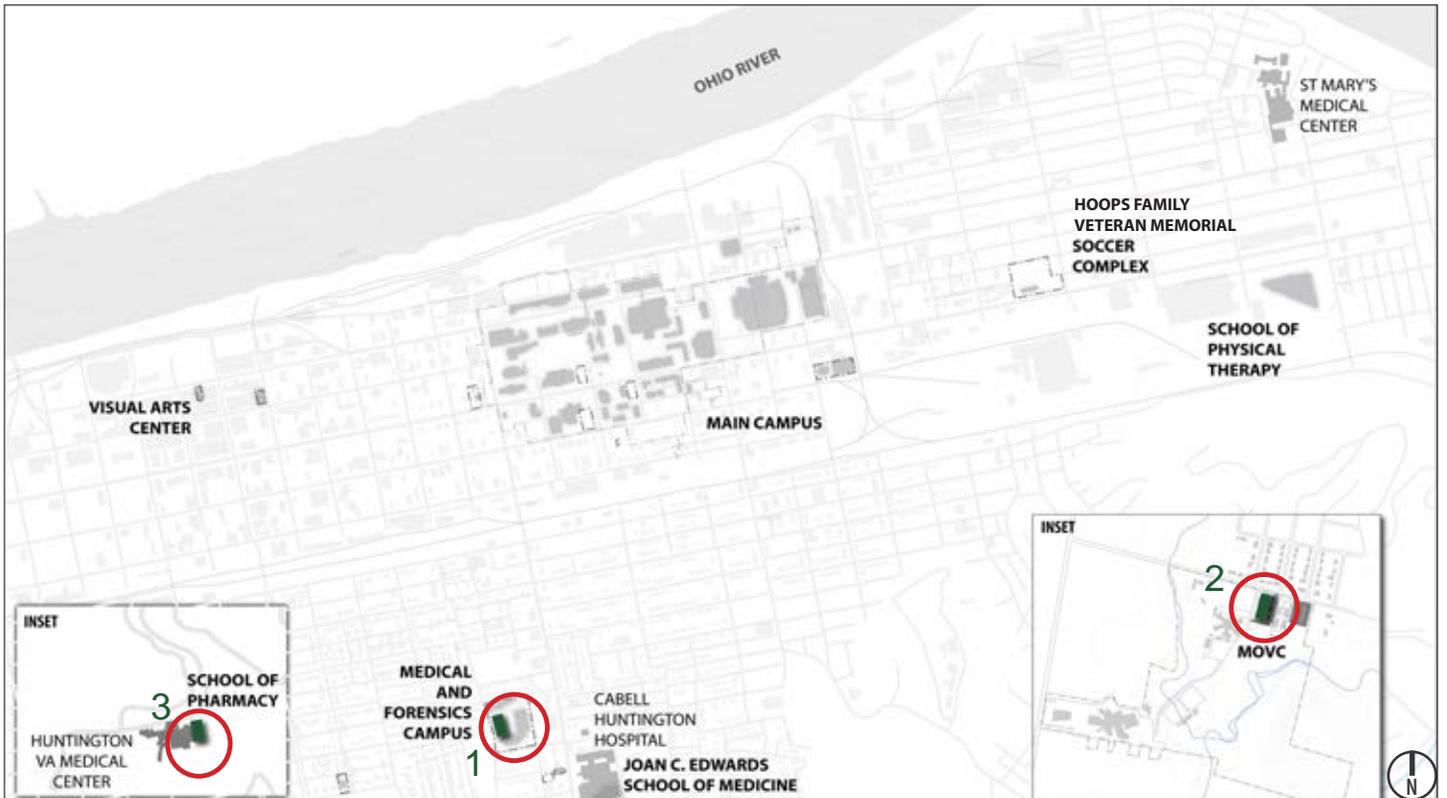
Mid-Ohio Valley Campus Site Improvements

3.

Pharmacy School Phase 3 Improvements



Main Campus



Huntington Campuses and Sites

Phase 3 – Mid Term

Funding Matrix

Projects		Project Cost		Project Cost
Type	Project Name	*Project Size	Unit Cost	**Estimated Total
MID TERM				
22	R Prichard Hall	37,385 GSF	\$ 150	\$ 5,607,750
23	R Corbly Hall	76,800 GSF	\$ 135	\$ 10,368,000
24	R Classroom Renovations (Campus-wide) - Phase 2	1 LS	-	\$ 650,000
25	R Medical (Coon) Education Building (Phase 3)	12,000 GSF	\$ 325	\$ 3,900,000
26	R Twin Towers (East & West Bathroom Renovations)	12,320 GSF	\$ 150	\$ 1,848,000
27	A East Hall Addition	9,000 GSF	\$ 275	\$ 2,475,000
28	NC High Tech Academic Classroom Building / Housing (+ site work)	96,000 GSF	\$ 310	\$ 29,760,000
29	NC Medical/Forensics Educational Research Building	75,000 GSF	\$ 325	\$ 24,375,000
30	NC Residential Hall 1A	38,257 SF	\$ 225	\$ 8,607,825
31	NC Residential Hall 1B	99,125 SF	\$ 225	\$ 22,303,125
32	D Holderby Hall Demolition	103,378 GSF	-	\$ 750,000
33	C Close Maple Ave. between 18th & 19th Streets	175 LF	\$ 6	\$ 1,050
34	S New Recreation Field	46,400 SF	\$ 25	\$ 1,160,000
35	S Twin Towers Site Work and Service Drive Reconfiguration	29,250 SF	\$ 15	\$ 438,750
36	S Herd Way	59,000 SF	\$ 15	\$ 885,000
37	S Jenkins Quad	15,100 SF	\$ 15	\$ 226,500
38	S Football Stadium Entry Plazas (hardscape and landscape)	25,000 SF	\$ 15	\$ 375,000
39	S General Landscape Improvements - Phase 2	1 LS	-	\$ 250,000
40	S Wayfinding - Phase 2	1 LS	-	\$ 385,000
41	S MOVC Wayfinding and Site Improvements	1 LS	-	\$ 75,000
42	P Parking Enhancements	1 LS	-	\$ 215,000
43	UI Storm water improvements	1 LS	-	\$ 170,000
44	UI IT Infrastructure Upgrades	1 LS	-	\$ 12,075,000
45	UI Campus Infrastructure	1 LS	-	\$ 415,000
MID TERM SUBTOTAL		455,887 GSF		\$ 127,316,000

NOTES:

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***AUXILIARY INCLUDES PARKING, HOUSING, STUDENT CENTER AND ATHLETICS

****OTHER REFERS TO PARTNERSHIPS WITH THE CITY, STATE OR FEDERAL GOVERNMENT

Capital Funding Sources

	University	State Appropriations	***Auxiliary	Private Donations	Private Partnerships	Grants	****Other
22	X	X		X		X	
23	X	X		X		X	
24	X			X	X		
25	X	X		X		X	
26			X				
27	X				X		
28	X	X	X	X	X		
29	X			X		X	X
30			X		X		
31			X		X		
32	X		X				
33	X		X			X	
34			X	X	X	X	
35	X		X	X		X	
36	X		X	X		X	
37	X		X	X		X	
38			X	X			
39	X		X				
40	X		X	X			X
41	X		X	X			
42			X				
43	X		X			X	X
44	X	X				X	X
45	X					X	X

Project Type Legend
UC - UNDER CONST.
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D = DEMO
S - SITE
P - PARKING
UI - UTILITIES / IT
C - CIRCULATION

Phase 4 - Long Term



Main Campus

(top right):

- A.
Gullickson Hall South Entry
- B.
Cam Henderson/Gullickson North Entry
- C.
Mixed Use Residential Building
- D.
Football Stadium Expansion
- E.
Future Academic Sites as Needed
- F.
20th Street Improvements
- G.
3rd Avenue Road Improvements and Bike Path
- H.
5th Avenue Road Improvements and Bike Path
- I.
Hal Greer Street Improvements and Bike Path
- J.
Phase Three Campus Landscape & Wayfinding Improvements
- K.
Phase Three Storm water improvements
- L.
Phase Three IT & Infrastructure Improvements

M.

Athletic Land Acquisition and Construction

N.

Phase Three Classroom Renovation

Huntington Campuses and Sites

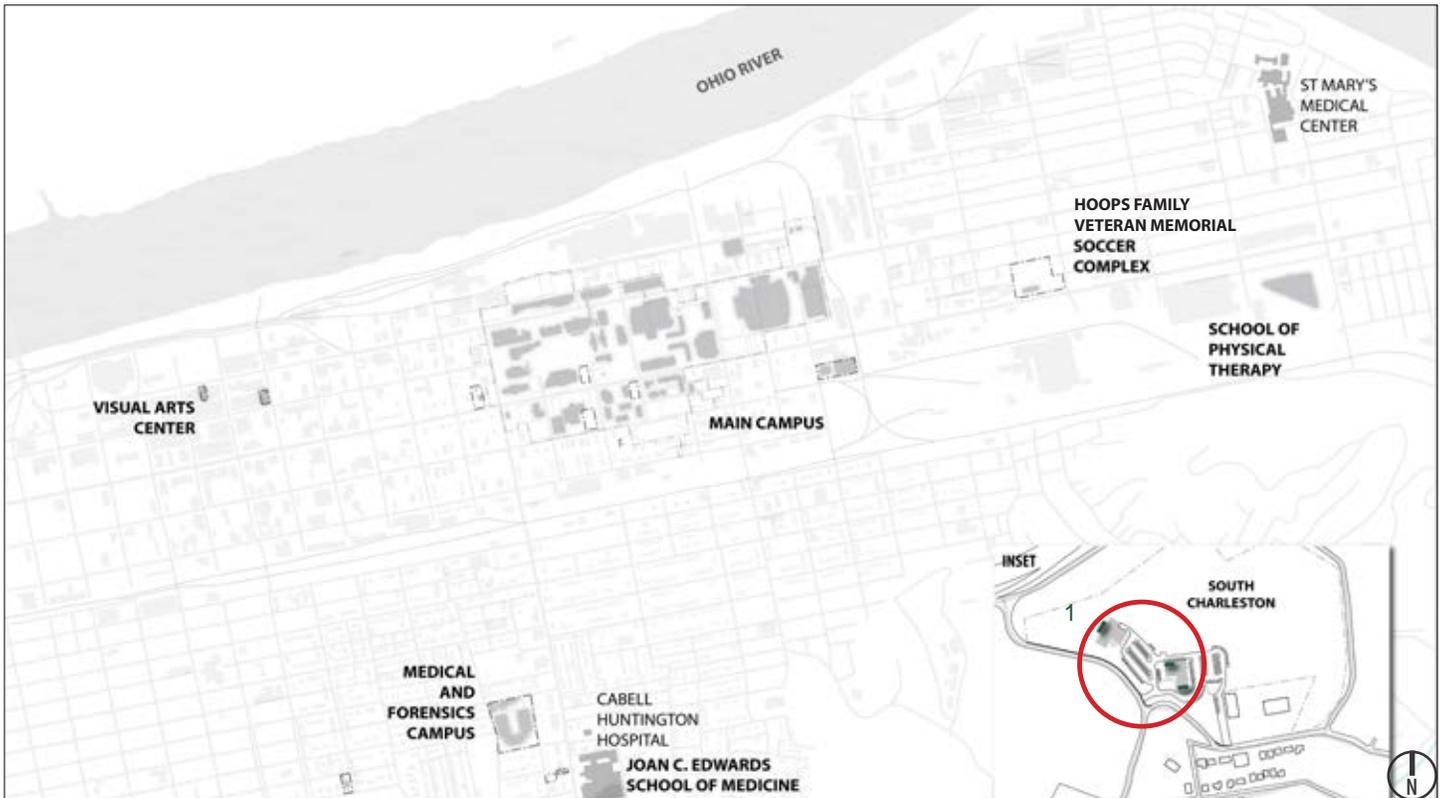
(bottom right):

1.

South Charleston Addition



Main Campus



Huntington Campuses and Sites

Phase 4 - Long Term

Funding Matrix

Projects		Project Cost		Project Cost	
Type	Project Name	*Project Size	Unit Cost	**Estimated Total	
LONG TERM					
46	R	Morrow Library	108,041 GSF	\$ 150	\$ 16,206,150
47	R	Cam Henderson Center	38,000 GSF	\$ 150	\$ 5,700,000
48	R	Gullickson Hall	25,000 GSF	\$ 150	\$ 3,750,000
49	R	Classroom Renovations (Campus-wide) - Phase 3	1 LS	-	\$ 650,000
50	A	Cam Henderson Center Corridor + North Entry	23,000 GSF	\$ 225	\$ 5,175,000
51	A	Gullickson Hall South Entry	6,500 GSF	\$ 225	\$ 1,462,500
52	A	Joan C. Edwards Football Stadium Expansion	1 LS	-	\$ 24,000,000
53	A	South Charleston Addition	10,650 GSF	\$ 275	\$ 2,928,750
54	NC	Future Academic/Research Building (on Hal Greer Blvd)	72,000 GSF	\$ 275	\$ 19,800,000
55	NC	Future Academic/Research Building (on 3rd Avenue)	38,000 GSF	\$ 275	\$ 10,450,000
56	NC	Mixed Use Residential Building	74,000 GSF	\$ 250	\$ 18,500,000
57	NC	Rural Health & Residency Education Center(s) (off-campus sites)	1 LS	-	\$ 11,100,000
58	NC	Center for Music / Music Education	1 LS	-	\$ 40,300,000
59	NC	Student Career Services Center	1 LS	-	\$ 6,000,000
60	NC	Baseball Stadium / Land Acquisition + Construction	1 LS	-	\$ 14,000,000
61	NC	Tennis Complex / Land Acquisition + Construction	1 LS	-	\$ 6,000,000
62	NC	Basketball Practice Facility	1 LS	-	\$ 14,000,000
63	NC	Outdoor Track Facility / Land Acquisition + Construction	1 LS	-	\$ 6,000,000
64	NC	Shop (Storage of Athletic & B/G Equipment)	1 LS	-	\$ 350,000
65	D	Commercial Building Demolition (4th Ave. & Hal Greer Blvd)	36,228 GSF	-	\$ 290,000
66	D	Laidley Hall Demolition	37,230 GSF	-	\$ 300,000
67	D	Career Services Center Demolition	4,016 GSF	-	\$ 50,000
68	S	Wayfinding - Phase 3	1 LS	-	\$ 385,000
69	S	General Landscape Improvements - Phase 3	1 LS	-	\$ 250,000
70	P	Expansion - 6th Avenue Parking Garage	280 spaces	\$ 20,000	\$ 5,600,000
71	C	3rd Avenue Road Improvements and Bike Path	2,600 LF	\$ 200	\$ 520,000
72	C	5th Avenue Road Improvements and Bike Path	2,600 LF	\$ 200	\$ 520,000
73	C	Hal Greer Street Improvements and Bike Path	910 LF	\$ 200	\$ 182,000
74	C	Pedestrian crossings / Traffic Signalization	8 Each	\$ 2,500	\$ 20,000
75	C	20th Street Improvements	525 LF	\$ 200	\$ 105,000
76	UI	Storm water improvements	1 LS	-	\$ 520,000
77	UI	IT Infrastructure Upgrades	1 LS	-	\$ 5,700,000
78	UI	Campus Infrastructure	1 LS	-	\$ 505,000
		LONG TERM SUBTOTAL	395,191 GSF		\$ 221,319,400

NOTES:

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****OTHER REFERS TO PARTNERSHIPS WITH THE CITY, STATE OR FEDERAL GOVERNMENT

Capital Funding Sources

	University	State Appropriations	***Auxiliary	Private Donations	Private Partnerships	Grants	****Other
46	X	X		X			
47			X	X			
48		X	X	X			
49	X		X	X	X		
50			X	X			
51		X	X	X			
52			X	X			
53	X	X		X		X	
54	X	X		X		X	
55	X	X		X		X	
56	X		X		X		
57		X			X	X	
58		X		X			
59	X	X		X			
60			X	X	X		X
61			X	X	X		X
62			X	X			
63			X	X			X
64	X		X				
65	X				X		
66	X						
67	X		X				
68	X		X	X			X
69	X		X				
70			X		X	X	X
71	X			X		X	X
72	X			X		X	X
73	X			X		X	X
74	X			X		X	X
75	X			X			
76			X			X	X
77	X	X				X	
78			X			X	X

Project Type Legend

UC - UNDER CONST.

R - RENOV

A - ADDITION

NC - NEW CONST.

D = DEMO

S - SITE

P - PARKING

UI - UTILITIES / IT

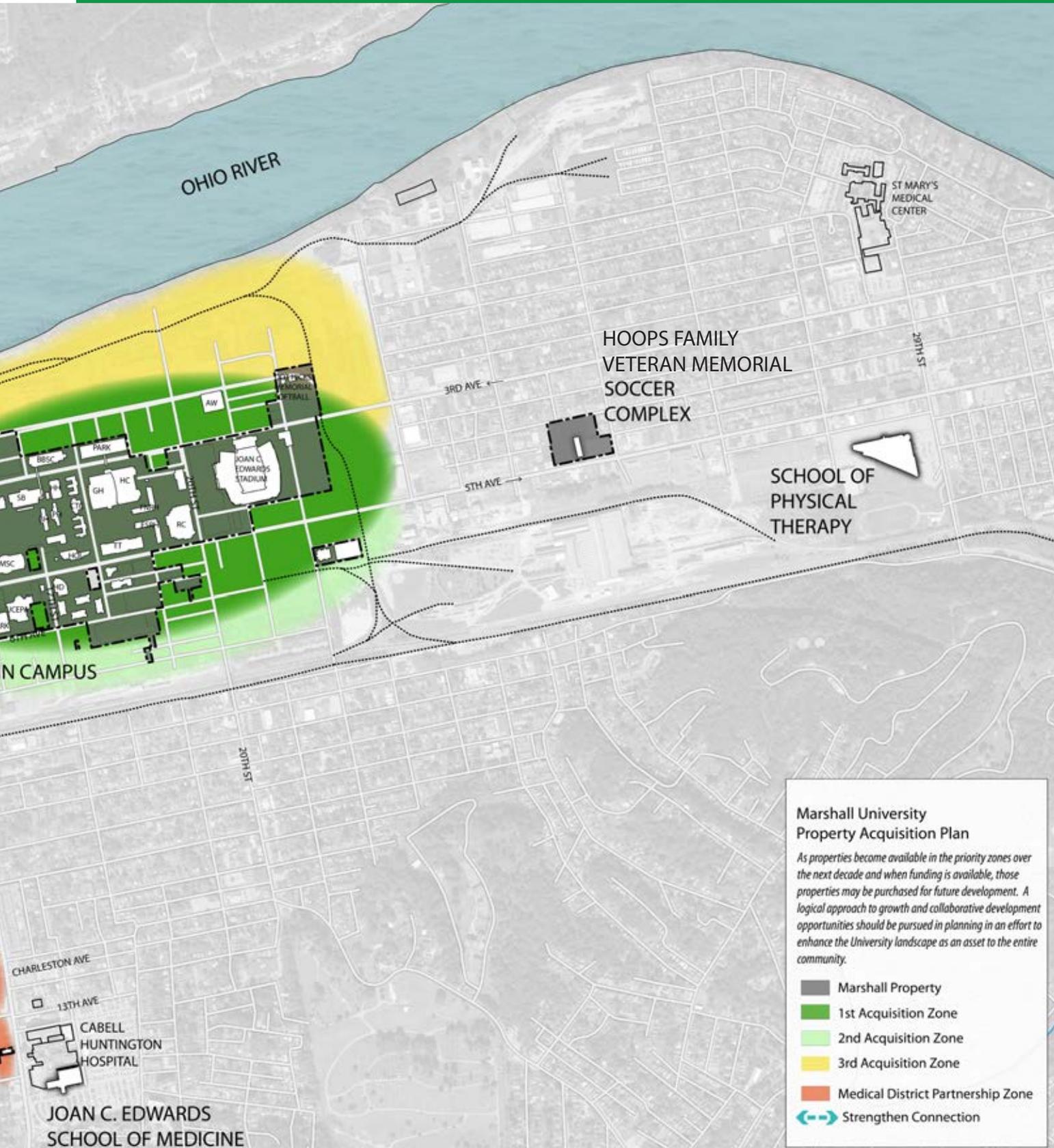
C - CIRCULATION

Future Acquisition Plan

A key guiding principle of the Campus Master Plan is the goal to adapt fiscal practices to operate in a more resource constrained environment, while fulfilling the Institution's Mission. In keeping with this principle, the Campus Master Plan does not require land acquisition to meet its goals.

However, as properties become available in designated priority zones over the next decade and when funding is available, those properties may be purchased for future development. A logical approach to growth and collaborative development opportunities should be pursued in planning in an effort to enhance the University landscape as an asset to the entire community. The priority zones are identified in color on the adjacent graphic.





OHIO RIVER

ST MARY'S
MEDICAL CENTER

HOOPS FAMILY
VETERAN MEMORIAL
SOCCER
COMPLEX

3RD AVE

5TH AVE

20TH ST

SCHOOL OF
PHYSICAL
THERAPY

N CAMPUS

20TH ST

CHARLESTON AVE

13TH AVE

CABELL
HUNTINGTON
HOSPITAL

JOAN C. EDWARDS
SCHOOL OF MEDICINE

**Marshall University
Property Acquisition Plan**

As properties become available in the priority zones over the next decade and when funding is available, those properties may be purchased for future development. A logical approach to growth and collaborative development opportunities should be pursued in planning in an effort to enhance the University landscape as an asset to the entire community.

- Marshall Property
- 1st Acquisition Zone
- 2nd Acquisition Zone
- 3rd Acquisition Zone
- Medical District Partnership Zone
- Strengthen Connection

CHAPTER SEVEN:

Acknowledgments

Acknowledgments

Throughout the process, the master planning team received a tremendous amount of support and engagement from members of the University, as well as the greater Marshall community. All those who participated, provided thoughtful input to help guide the Campus Master Plan toward a vision that is forward-thinking, yet realistic. Marshall University would like to express its gratitude to every individual involved with the process, from members of focus groups to students that provided meaningful input through *MU Virtual Town Hall*, as well as to our neighbors and local officials. Thank you.

Campus Advisory Committee Members:

Stephen Kopp, *President*

Glenn Anderson, *Associate Dean of Academic & Curricular Affairs*

William (Tootie) Carter, *Business Manager for Memorial Student Center*

Sandra Clements, *Director of Disabled Students*

Layton Cottrill, *General Counsel and Senior VP for Executive Affairs*

Mark Cutlip, *Director of Physical Plant*

Josh Dorsey, *Chief Operating Officer, University Surgeons & Physicians, JCESOM*

Teresa Eagle, *Dean of Graduate School of Education and Professional Development*

Jeff Edwards, *Construction Projects Manager*

Neil Evans, *Assistant Professor of Physical Therapy*

Terry Fenger, *Director of Forensics Science*

Roberta Ferguson, *Registrar*

Jan Fox, *CIO and Senior VP for Information Technology*

BJ Hanna, *Student Body President*

Steve Hensley, *Dean of Student Affairs*

Mary Ellen Heuton, *Chief Financial Officer*

Brandi Jacobs-Jones, *Director of Administration & Finance, City of Huntington*

Karen Kirtley, *Senior VP for Administration*

Ronald May, *Manager for Project Operations*

Michael McGuffey, *Director of Institutional Research*

Charlann McKenna, *Business Manager for Senior VP for Administration*

Melvin Miller, *Mascaro Construction, Community Member*

Scott Morehouse, *Associate Athletic Director for Facilities & Operations*

Linda Newman, *Facilities Analyst*

Gayle Ormiston, *Provost and Senior VP for Academic Affairs*

Dale Osborn, *Associate Director for Custodial/Grounds*

Joyce Harrah, *Director, South Charleston Campus*

Joseph Shapiro, *Dean of JCESOM*

Tracy Smith, *Director of Health & Safety*

James Terry, *Director for Public Safety & Parking*

Wendy Trzyna, *Associate Professor*

Matthew Turner, *Chief of Staff*

Charlotte Weber, *Director & CEO RCBI*

John Yaun, *Director for Housing & Residence Life*

Master Planning Team:

SMITHGROUPJJR

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Lead Campus Planner

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Project Manager

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Architect

David Johnson:

Architect

Anthony Nastasi:

Landscape Architect

Alexa Bush:

Site Designer

Dizi Shi:

Site Designer

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Civil Engineer

George Karidis:

Mechanical Engineer

Dave Kistler:

Mechanical Engineer

Dom Pastore:

Electrical Engineer

Xin Zong:

Structural Engineer

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Kate Herbolsheimer:

Space Planner

Brian Recko:

Space Planner

Baker

Nancy Lyon-Stadler:

Transportation Planner

Lori Duguid:

Transportation Engineer

David Hilliard:

Mechanical Engineer

the PROTECTION ENGINEERING GROUP

Roger Hutchins:

Information Technology Specialist

David Sperry:

Information Technology Specialist

corbindesign

People get lost. We fix that.®

Robert Brengman:

Lead Wayfinding Designer

Clint Douthitt:

Wayfinding Designer

Moira Mis:

Wayfinding Designer



Outreach

Summary of Meeting Dates

Board of Governors

April 18, 2013: Summary of Campus Master Plan

Executive Committee

October 22, 2012: Fact Finding Meeting

December 14, 2012: Campus Kickoff Meeting

March 6, 2013: Analysis Findings Review

April 18, 2013: Master Plan Alternatives Feedback

July 19, 2013: Preliminary Campus Master Plan Review

September 10, 2013: Final Draft Campus Master Plan Review



Campus Advisory Committee

December 3, 2012: Campus Kickoff Meeting

March 5, 2013: Analysis Presentation

April 17, 2013: Master Plan Alternatives

July 18, 2013: Preliminary Campus Master Plan

September 9, 2013: Draft Final Campus Master Plan

Campus-Community Open Houses

(Marshall University sent out notices to local newspapers and the entire campus community to advertise the presentation dates listed below.)

December 3, 2012: Campus Kickoff – Main Campus Student Outreach Session

December 4, 2012: Campus Kickoff – Main Campus-Community Open House

December 5, 2012: Campus Kickoff – South Charleston Student Outreach Session

December 6, 2012: Campus Kickoff – Main Campus Student Outreach Session

April 17, 2013: Master Plan Alternatives – Main Campus Student Outreach Session

July 18, 2013: Preliminary Campus Master Plan - Main Campus-Community Open House

September 9, 2013: Draft Final Campus Master Plan - Main Campus-Community Open House

Regional Community Groups

December 3, 2012: KYOVA and Tri-State Transit Authority

January 16, 2013: City of Huntington Mayor's Office and Cabell Huntington Hospital

March 6, 2013: St. Mary's Hospital and WV Department of Highways

March 22 and May 8, 2013: Senator Robert Plymale, RTI

Marshall University Focus Groups

December 3, 2012: Campus Kickoff
Public Safety / Parking and Transportation

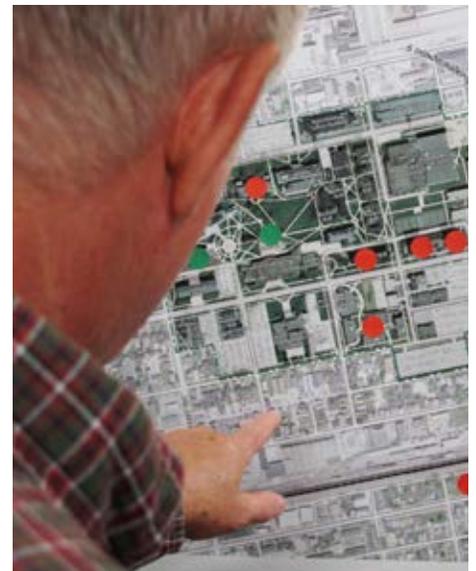
December 4, 2012: Campus Kickoff
Facilities Planning and Management
Information Technology
Physical Plant
Custodial/Grounds
Institutional Research and Planning
MU Research Corporation
School of Medicine and Forensic Science Center
School of Physical Therapy
School of Pharmacy
MU Foundation
Federal Programs

December 6, 2012: Campus Kickoff
Admissions
Multicultural Affairs
Academic Affairs
Student Affairs
Memorial Student Center/Housing and Res. Life
Athletics
Library Operations

April 17, 2013: Deferred Maintenance Report and Goals
Physical Plant
Environmental Specialist
Health and Safety

April 18, 2013: Landscape Maintenance
Custodial/Grounds

May 22-23, 2013: Building Condition Assessment
Physical Plant



Online Engagement

The Campus Master Plan team set up a virtual town hall to get input from the community, leveraging the web to reach a greater number of stakeholders and community members. Using a platform provided by MindMixer, an open forum of ideas and dialogue took place over the entire planning process beginning with the Campus Kickoff in December of 2012. The virtual town hall was also used to provide updates about the master plan process and to share preliminary alternatives and directions for the final plan.

The virtual town hall provided the ability to reach the broad community of Marshall University, which is spread geographically across West Virginia, and beyond.

There were over 2,630 unique visitors to the virtual town hall, which received almost 30,100 page views over the master plan process. The site had almost 200 active participants who contributed feedback and ideas. Over 70% of the active participants to the site came from West Virginia. Many of these users were concentrated along the I-64 corridor representing communities adjacent to each of Marshall's campuses. Visitors to the virtual town hall represent members of Marshall University, alumni and the public.

MU Virtual Town Hall

November 30, 2012:
Site launch

December 3, 2012:
Student outreach and e-mail blasts to Marshall Community

January-September 2013:
Weekly Review of Ideas

March 8, 2013:
New topics launched –Bicycle Survey and Sustainability

April 23, 2013:
New topic launched – Wayfinding

April 25, 2013:
E-mail blasts to Marshall Community

July 23, 2013:
New topic launched - Preliminary Plan: Guiding Principles

July 26, 2013:
E-mail blasts to Marshall Community

July 31, 2013:
New topic launched - Preliminary Plan: Academics and Research

August 5, 2013:
New topic launched - Preliminary Plan: Housing and Student Life

August 14, 2013:
New topic launched - Preliminary Plan: Transportation and Streetscape

August 21, 2013:
New topic launched - Preliminary Plan: Open Space Enhancements

August 28, 2013:
New topic launched - Preliminary Plan: Sustainable Strategies

September 10, 2013:
New topic launched - Preliminary Plan

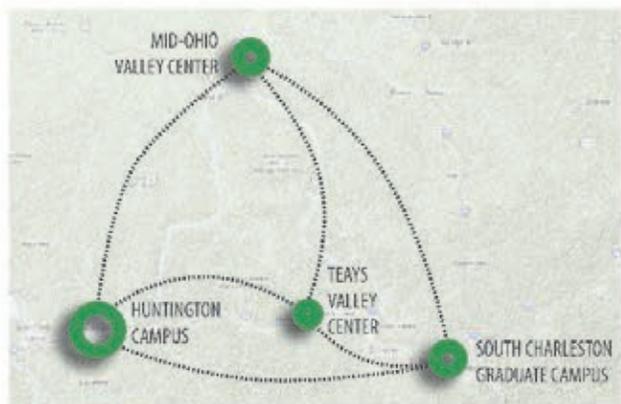
Which buildings are most in need of improvement? What is the best place for learning on campus? What makes it great? Where is your favorite place to study? What is the least successful place for learning on campus? What ideas do you have about facilities for learning on campus? Do you live in on-campus housing? What improvements would you suggest to on-campus housing? Are there improvements you would make to dining facilities on campus? Are there enough dining opportunities on campus? Would you add more dining facilities? What type of dining options would you add? What is the best part of student life at Marshall? What are your thoughts about the Student Center? How do you improve the Student Center? What programs would you add or change? What campus place best represents Marshall University? Where is your favorite place on campus? What could change one thing about Marshall's campus, what would it be? Where is your least favorite place on campus? What recreation activities or facilities do you use? What improvements or additions to recreational activities and facilities would you want to see on campus? Are athletics well-integrated into the campus? Where do you go to hang out with friends, either on or off campus? Why that location? Where is the 'heart' of campus, the place to see and be seen? Would you change it?



HAVE IDEAS FOR THE FUTURE OF MARSHALL? BE HEARD.

Front of MU Virtual Town Hall Handout

MARSHALL UNIVERSITY CAMPUS MASTER PLAN



Marshall University is embarking on a **12-month** planning process to develop a new ten-year Campus Master Plan for all Huntington and South Charleston campuses, and the Mid-Ohio Valley and Teays Valley centers. The University is partnering with SmithGroupJJR and a team of consultants who will be visiting the campus on several occasions to **gather ideas and feedback** and present updates throughout the process.

The purpose of the Master Plan is to support the achievement of the University's **strategic vision** and objectives. The Master Plan will provide a basis for coordinating physical development decisions, and **identify priority projects** for near term and long term implementation. The intent of the plan is to help differentiate the university and create a distinctive destination through outstanding academic programs, **a vibrant campus life**, and a compelling physical presence.



BE HEARD.
 Help shape the future of Marshall. We want to hear your insights and feedback as part of the master plan process. SCAN or VISIT to submit ideas and follow updates:
To scan download a free QR Code reader from your phone's app store

Completion of the Master Plan will be in December 2013, with approval by the West Virginia Higher Education Policy Commission.

<http://www.marshall.edu/mplan>

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