MARSHALL™

MU2023 MASTER PLAN

EXECUTIVE SUMMARY

May 2023

OVERVIEW

Introduction to the MU2023 Master Plan

A master plan is a vision for the campus that closely aligns with the strategic plan to support the current priorities, blends visionary and practical ideas for implementation, and articulates shared values and principles to guide future decision-making as things change. Marshall University has recently issued a Strategic Framework that outlines significant changes the university will make, to position itself for success in the future. The physical campus is one of many areas of university operations that will be essential to realizing these innovations. The overarching goal of the MU2023 Master Plan is to put students first and support the whole student, while remembering that there is no single definition of what it means to be a Marshall student. The campus landscape, particularly the Buskirk Field, is an asset that defines the campus, and there is an interest in making outdoor spaces even more vibrant and functional. The campus community appreciates the compact and walkable nature of the campus, but there is widespread concern about pedestrian safety that needs to be addressed.

The focus of this master plan is on upgrading its existing assets to serve Marshall in the future, including deferred maintenance, flooding challenges, optimizing space utilization, and creating more spaces for students.

Process and Engagement

The process of creating the master plan is as important as the final product. The process adopted for the MU23 Master Plan consists of three important steps:

- Analysis
- Scenario Planning
- Synthesis

Multiple engagement opportunities provided valuable inputs throughout the planning process. In addition to touring and auditing buildings on campus, there were well - attended poster sessions and virtual focus groups. Individual departments provided responses to a survey for space needs, and some attended virtual follow-up interviews. The campus-wide survey was open to the entire Marshall community and provided the benefit of diverse perspectives.

The engagement process resulted in the following themes:

- The Marshall story is a story of pride in the past, present, and innovative future
- Existing square footage exceeds demand, and maintenance resources are spread thin due to aging structures and systems
- There is need for additional research and student collaboration space
- The campus landscape is a significant, defining feature of the university
- Pedestrian safety is a significant concern
- Improve virtual and physical connections from the satellite campuses back to the core
- Making support resources easily accessible (one stop shop, food security)
- Provide classrooms that are comfortable for all and support interactive learning
- Additional collaboration, study, and lounge spaces would encourage people to stay on campus before and after class and on evenings and weekends

THE CAMPUS TODAY

Introduction

Marshall University's Core Campus is just east of downtown Huntington, West Virginia. Campus growth has trended west and south in recent years, with significant projects establishing a presence in the downtown core and the Health Sciences campus along Hal Greer Boulevard. Marshall University has satellite facilities supporting the academic mission, which are: Mid Ohio Valley Center (MOVC) in Point Pleasant, the South Charleston Campus, the Bill Noe Flight School at the Yeager International Airport and the Aviation Maintenance Technology Program at the Tri-State airport. Marshall Health has locations throughout the region, while the master plan addresses the Hal Greer Boulevard location where Marshall Health, School of Medicine, College of Science, and Residence Life have facilities co-located with the Cabell Huntington Hospital. While the University maintains a presence throughout the region, 83% of Marshall University's gross square footage is located on the Core Campus.

Key Observations

- **Core Campus**: A walkable campus and Buskirk Field are beloved elements within the core but there are pedestrian safety concerns at the campus edges. Marshall needs a different mix of space types, but not more space overall. The campus community is focused on building renewal (including flooding remediation) and landscape activation.
- **Innovation District**: This new district is in the planning stages and the new Brad D. Smith Center for Business and Innovation will provide a solid anchor for development. There is currently a lack of identity or ties back to the Core Campus.
- **Health Sciences at Hal Greer Boulevard**: The Health Sciences Campus houses many Marshall facilities but is dominated by parking; it lacks amenities, green space, and a campus identity.
- **Athletics and ACF zone**: A separate master plan was recently completed and outlines renovation and expansion plans. The revitalization of the American Car Foundry site neighboring campus to the east, provides an opportunity for expansion.
- **Satellite Campuses**: Most of the satellite facilities are in good condition and sufficient for currently offered programs. Wayfinding, branding and landscape are possible areas of improvement.

Facilities Condition Assessment

The master plan includes Facility Condition Assessment reports for 18 buildings on the main campus and satellite locations. In addition, university-provided deferred maintenance information, and previously completed feasibility studies and evaluations were added into the overall condition index shown here. The findings reinforce that many of the buildings on the Core Campus require attention to address aging building envelope and systems, stormwater issues, ADA compliance, and improve energy efficiency. Buildings are grouped according to the investment required for renewal.

Buildings In Good Condition:

1. Applied Engineering Complex *
2. Art Warehouse
3. Biotechnology Science Center
4. East Hall
5. Education Building
6. Engineering Laboratories
7. Marshall Commons *
8. Welcome Center *
9. Erma Ora Byrd Clinical Center *
10. Mid Ohio Valley Center *
11. Visual Arts Center

Buildings With Moderate Need:

1. Corbly Hall *
2. Drinko Library
3. Harris Hall *
4. Jomie Jazz Center
5. Memorial Student Center *
6. Old Main
7. Performing Arts Building *
8. Sorrell Physical Plant
9. Marshal Medical Center *
10. South Charleston Academic *
11. South Charleston Administration *
12. R Coon Medical Education Building *

Buildings With Significant Need:

1. Buskirk Hall *
2. Gullickson Hall *
3. Henderson Center *
4. Morrow Library *
5. Myers Hall
6. Prichard Hall
7. Science Building
8. Shewey Facilities Building
9. Smith Hall Complex
10. Twin Towers *

* Assessment included in the MU2023 Master Plan

Program Needs

Using Marshall room data and registrar course information as well as verification through space audits, the existing space on Marshal's Core Campus was analyzed to determine current needs and utilization. Using 'A Strategic Roadmap to Future Prosperity' as well as space needs documents and interviews, space needs were assessed. The overall finding of the assessment is that the university has a surplus amount of space overall but needs a different mix of space types to support shifting needs.

Key Findings Include:

- A surplus of academic space per scheduling data; more online learning may curb future growth needs
- Research growth is projected, and certain departments need space today
- Slight surplus of office space, flex working conditions may require new office configurations in the future
- There is a deficit in dining, study, collaboration, and gathering space across campus
- Plans to expand intercollegiate athletics space
- On campus housing options are well positioned to serve freshman and sophomores with new facilities. Holderby Hall should be replaced with apartment-style accommodations.

	Existing Space 1,563,945 NASF 1,614,445 NASF w/ CBI*	Right-Sized Today 1,438,300 NASF -8% from Fall '22	Future Projection 1,531,500 NASF -2% from Fall '22	Major Space Drivers
Future CBI	50,500			Opportunity for swing space and to remove obsolete buildings
Academic	381,060	285,746	290,985	Surplus of academic space per scheduling data More online learning
Research	105,016	95,614	137,835	Research growth projected
Workplace	422,866	361,619	382,875	Slight surplus of office space Future opportunities to integrate more hybrid or remote work
Amenity	229,836	245,267	275,670	Learning happens everywhere, end to end student experience Deficit in dining, study, collaboration, and gathering space
Special Function	306,548	334,101	336,930	Plans to expand Intercollegiate Athletics Facilities to be commensurate with Sun Belt Conference and other peers
Support	118,619	115,953	122,520	General storage, service, shops, & IT is collectively right sized.

Both Right-Sized and Future Projections compare Marshall's programs, student and employee information to industry best practices.

* CBI: Brad D. Smith Center for Business and Innovation

DECISION PRINCIPLES AND CONCEPT PLAN

Student-First Master Plan

The university's leadership team established five decision principles at the outset of the process to guide the development of the plan. The MU23 Master Plan is a living document that is designed to adapt over the next ten years to meet the changing needs of the university, and adhering to these five decision principles can guide how the plan may evolve.

1. "One Marshall" in the community: a singular, integrated, and holistic plan that incorporates the needs of all areas of the university and its communities
2. Safety and security: a plan and design that optimizes for people and resources
3. Research, teaching, and learning innovation: encompass a larger, more varied student base
4. Sense of belonging: inclusivity and accessibility, ensuring every student is successful
5. Stewardship: maximizes strategic use of existing and new assets in a data-driven and sustainable way

Concept Plan

The five main ideas of this master plan are space optimization, safe circulation, landscape activation, enhancements to each distinct campus zone, and building renewal. Changes in circulation will improve pedestrian and bike accessibility and safety, and landscape improvements will provide strategic connectivity between the various campuses that currently feel disconnected. Reinforcing the different neighborhoods on campus will give them a sense of place and identity.

CORE CAMPUS

Summary

The plan for the Core Campus focuses on improvements to buildings, landscape activation strategies, new student spaces, and recommendations for investment. Each building in the Core Campus was evaluated for its potential to be an asset for Marshall and its community in the future. The plan proposes strategic investment in the academic core and selective demolitions.

Recommendations

The Core Campus has clearly defined academic, housing, and athletic zones. This plan retains those zones through building renewal while improving connections through circulation and landscape.

CIRCULATION IMPROVEMENTS

The central east-west spine links to the Innovation District and terminates at the Recreation Center. Open spaces lack definition beyond the Buskirk Field and the multi-lane, one-way, state routes create a significant pedestrian safety and campus connectivity challenge. There is limited placemaking and connectivity in the north-south directions across campus.

- Hal Greer Boulevard Complete Streets Project is under construction and will greatly improve connections between the core and Health Sciences campuses.
- Road Safety Audit completed in Spring 2023 recommends reducing travel lanes on Third and Fifth Avenues. Marshall University, the Division of Highways, and the City of Huntington jointly completed this study, and Marshall should continue to collaborate on solutions. The master plan advocates to add bike lanes, shortened crossing distances, and other pedestrian safety enhancements to these streets.
- Pedestrian improvements on John Marshall Drive will close the Marshall Statue circle to daily automobile traffic and create a new drop-off at Corbly Hall.
- Adding an ADA accessible route between Smith Hall and Morrow Library down to Third Avenue will greatly improve accessibility in this area travelling both North-South and East-West.

Proposed Third Ave Improvement

Proposed Fifth Ave Improvement

Proposed Rendering of Core Campus, looking at the green central spine, Third Avenue and Fifth Avenue

LANDSCAPE ACTIVATION

Many buildings along Third Avenue experience flooding due to undersized stormwater infrastructure. To address these conditions and to enliven the landscape through beautification and new programming, the plan proposes the following improvements.

- Create newly defined open space along the central campus spine as it connects to the residential, athletics and recreation zone, with the opportunity for outdoor amenities and gathering spaces for students, faculty, and staff; and integrate stormwater management facilities into the new landscape along Third Avenue and in the new landscape between Gullickson Hall and Holderby Hall.

Proposed Rendering of the new gateway at the corner of Hal Greer Boulevard and Fifth Avenue

BUILDING RENEWAL

Corbly Hall
Corbly Hall is occupied by the Colleges of Liberal Arts, Health Professions, and Business. Once the construction of the Brad D. Smith Center for Business and Innovation is complete, the current business programs in Corbly Hall will move to the new location. This space can then be renovated for Health Professions functions currently in Prichard.

Prichard Hall
Prichard Hall was built in 1955, has aged poorly, and needs significant improvements. The floor plan is not conducive to new programming and has been identified for long-term divestment and demolition. In the meantime, minimal improvement is recommended to use it for swing space while major renovations are made elsewhere.

Holderby Hall
It is recommended that Holderby Hall be fully vacated and demolished. It currently houses the Office of Housing and Residential Life, which will move to Prichard Hall.

Science Building
STEM education is a foundational element of the education of Marshall students for a multitude of academic paths. Science Building has served the campus well over the last 70 years but needs updating for current instructional modes and replacement of aging building systems. To efficiently renovate the building, temporary swing space will be needed, which could allow the building to be renovated in phases. Ideally, the swing space would include flexible labs which could be repurposed to accommodate maker space, interdisciplinary education, and the growing research mission of the university once it is no longer needed as swing space. The Innovation District could possibly hold some of these temporary labs. Once renovated, Science Building will be a key part of the Sciences, Engineering, Biotechnology, and interdisciplinary research cluster on the Core Campus.

Morrow Library Renewal
This Georgian Revival style brick building first opened to the public in 1930. It is currently occupied by the library, special collections, and the College of Science. In addition to resolving flooding issues, this building could be another option to provide laboratory swing space for the College of Science renovation.

Harris Hall
While addressing failing mechanical, electrical, and plumbing systems, creating a more efficient office and classroom layout and student collaboration space will add life and vitality to this building.

Smith Hall
The renovation of this heavily utilized, nine-story academic building is recommended in phases due to the large size of the building. Swing space will be needed to support this renovation.

Twin Towers
Converting double bedrooms to singles and replacing shared restrooms with single user shared restrooms will increase privacy, making this hall more appealing to returning students. Creating shared gathering spaces on each residential level and improving energy efficiency and aesthetics through window replacement are additional potential enhancements. Needed ADA access from the campus side, combined with the opportunity to relocate the tennis courts blocking the existing dining facilities on the first floor, all point to a design opportunity to provide improved connectivity between the proposed green space and existing dining and residence hall facilities.

Building

Core Campus Plan

LEGEND

- Student Hubs
- MU2023 Master Plan Renovation
- Long-term Renovation
- New Building
- Demolished Building
- Partnership Opportunity Building

PROJECTS LIST

1. Smith Music Renovation
2. Smith Hall Renovation
3. Smith Communications Renovation
4. Morrow Library Renovation
5. Science Building Renovation
6. Harris Hall Renovation
7. Demolish Laidley Hall
8. Prichard Hall Swing Space Preparation
9. Drinko Library Partial Repurposing
10. Corbly Hall Partial Renovation
11. Demolish Holderby Hall and New Apartment-Style Residence Hall
12. Twin Towers Renovations
13. Gullickson Hall Renovation
14. Henderson Center Renovation
15. Fourth Ave Innovation District
    (Conceptual illustration of potential Fourth Avenue Innovation District build out. The uses and occupants of each building site have not been finalized.)

FOURTH AVENUE INNOVATION DISTRICT

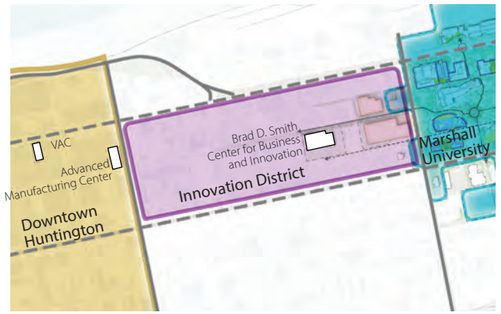
The Fourth Avenue Innovation District is framed by four main city roads: Third Avenue, Fifth Avenue, Eleventh Street, and Hal Greer Boulevard. This strategic location connects the district to downtown Huntington and Marshall University. The new Brad D. Smith Center for Business and Innovation will open in 2024 and the proposed business and innovation programs in this area will provide great partnership opportunities for Marshall University and attract new investment to the district. Along with classroom space, the building will house a forum and auditorium, computer and finance labs, office space, meeting rooms, and study spaces for students.

A key recommendation for the Innovation District is adding streetscape elements and other elements that define the urban environment, consistent with Marshall-branding, for example, Marshall University signage. These elements will provide a sense of belonging and identity to the district.

Marshall University occupies several stand-alone buildings located in Huntington but not directly connected to the Core Campus, including:

- Visual Arts Center
- Marshall Advanced Manufacturing Center (formerly Robert C. Byrd Institute)

The Visual Arts Center was completed in 2015 as an adaptive reuse of a six-story, historic structure in downtown Huntington across from Pullman Square along Third Avenue. The building is a sixteen-minute walk to the Core Campus. The building currently houses classroom, studio and office space for the College of Arts and Media.



The Marshall Advanced Manufacturing Center (formerly Robert C. Byrd Institute) encourages job creation, economic development, innovation and entrepreneurship by supporting manufacturing companies of all sizes. It offers leading-edge equipment use and specialized training for everyone from sole proprietors to Fortune 500 companies. It is currently located on Eleventh Avenue, a twelve minute walk to the Core Campus.

There are conversations about relocating some stand-alone academic programs into the Innovation District, where they will benefit from partnerships and be closer to the Core Campus. **Assessments are underway to determine appropriate strategies for stand-alone academic programs.**

Conceptual illustration of potential Fourth Avenue Innovation District build out. The uses and occupants of each building site have not been finalized.

HEALTH SCIENCES AT HAL GREER BOULEVARD

Existing Campus/Facilities

Health Sciences District

The Health Sciences District includes School of Medicine, School of Pharmacy, Forensic Science, and Marshall Health. An apartment-style residence hall on the Health Sciences campus (The Landing) provides graduate student housing accommodations. Cabell Huntington Hospital's campus, along with other medical office buildings are located within this district. Parking resources are distributed on both the east and west sides of Hal Greer Boulevard. Currently, students, patients, and staff cross Hal Greer Boulevard regularly and safe connections are important.

Hal Greer Boulevard Proposed Improvements

Hal Greer Boulevard is a state road and one of the main north-south connectors in Huntington. It is currently being improved to address safety, multi-modal access, and district character, which will provide safer connections between the east and west sides of the Health Sciences campus. Proposed plantings, sidewalks, and bike lanes will soften the character of the road and offer more opportunities for development along the corridor.

Potential Health Sciences Programmatic Needs:

- The Marshall Community Health Institute would bring together clinical care around Addiction, Obesity, Geriatrics, and Rural Medicine. This new 60,000 SF facility ideally would be sited relatively adjacent to the existing Marshall Health Sciences campus.
- Physical Therapy currently leases 30,000 SF of space at St. Mary's Center for Education. It lacks connectivity to either the Health Sciences campus or the Core Campus. Locating this facility near other Health Sciences facilities on Hal Greer Boulevard is an opportunity that could enhance interprofessional education.
- Amenities needed campus-wide (food, coffee, outdoor green space, collaboration, social space)

Students, patients, and staff need to cross Hal Greer to find food, coffee, or collaboration space. There are opportunities to provide these types of spaces to fill in missing links between campus centers across Hal Greer.

Concept Plan + Partnership Opportunities

Create connections, especially across Hal Greer Boulevard

1. Complete Streets Project will create safe crossings
2. Once complete, paths, signage, landscape, etc. can connect to those crossings
3. Other desired connections include Stephen J. Kopp Hall School of Pharmacy to the Douglass Centre
4. Northcott Court and other Hal Greer sites offer a significant opportunity for development along the corridor.

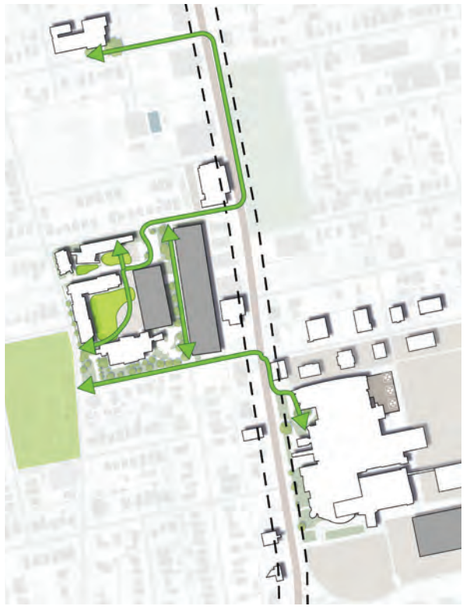
Activate outdoor spaces

1. Consider Improving Fifteenth Street's pedestrian accommodations
2. Landscape and furnishings
3. Connection to Prindle Field, a public park slated for future improvements

Improve wayfinding

Leverage parking resources

1. Recent parking reductions at Cabell Huntington Hospital cause frustration
2. Plenty of capacity in the new, Fifteenth Street parking garage near Erma Byrd but crossing Hal Greer has been the impediment

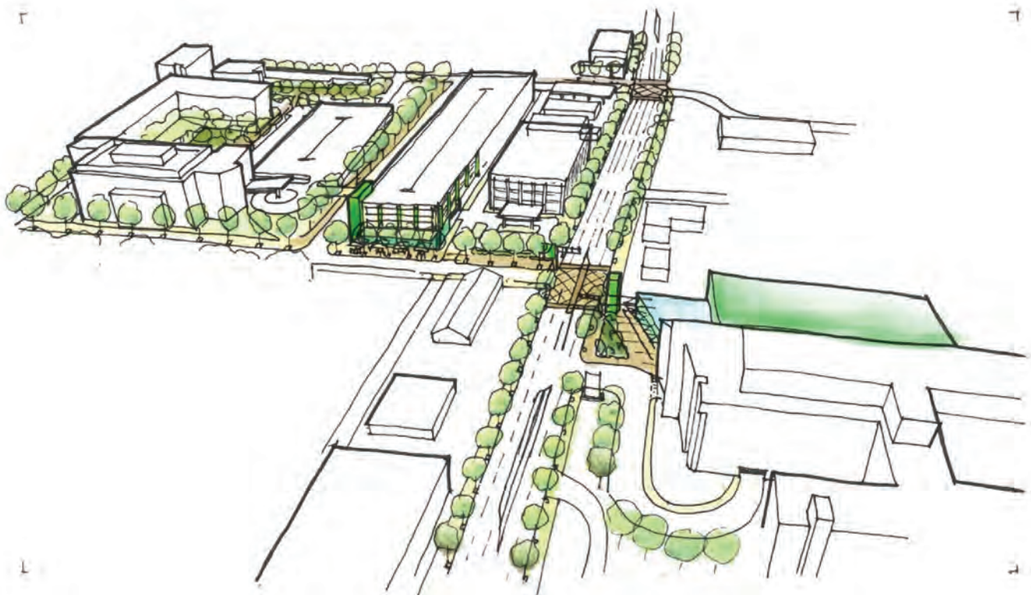


Campus Connection and Character

The Marshall University Core Campus character is defined by its relationship of buildings and open space, which creates a harmonious and pedestrian friendly environment. The Health Sciences campus has limited open space yet has a similar built density to the Core Campus. Marshall University has the opportunity to transform the Health Sciences campus around the following goals:

- Create a cohesive and well-connected campus
- Improve the sense of place
- Strengthen connections between med ed, clinical, and research components
- Define the **Health Sciences campus** along Hal Greer Boulevard

The existing Marshall University Health Sciences campus was built on the site of a former football stadium which was built on a former city landfill, resulting in the topography of the campus. Surface parking and a small, terraced parking structure supported the original campus uses. Over time, parking demand increased and a large parking structure was built on the eastern edge of the campus. This has provided sufficient parking to allow the partial removal of the larger surface parking lot in the center of the campus and the creation of a new green space.



Proposed Site Plan

PROJECT LIST

1. Forensic Science Center Landscape Improvement
2. The Landing Landscape and Drop Off Improvement
3. Fifteenth Street Sidewalk Improvement
4. Fifteenth Street Parking Garage Landscape and Sidewalk Improvements

MAIN BUILDINGS

9. Stephen J. Kopp Hall, School of Pharmacy
10. Forensic Science Building
11. The Landing
12. Erma Ora Byrd Clinical Center
13. Cabell Huntington Hospital
14. Marshall Medical Center
15. Douglass Centre

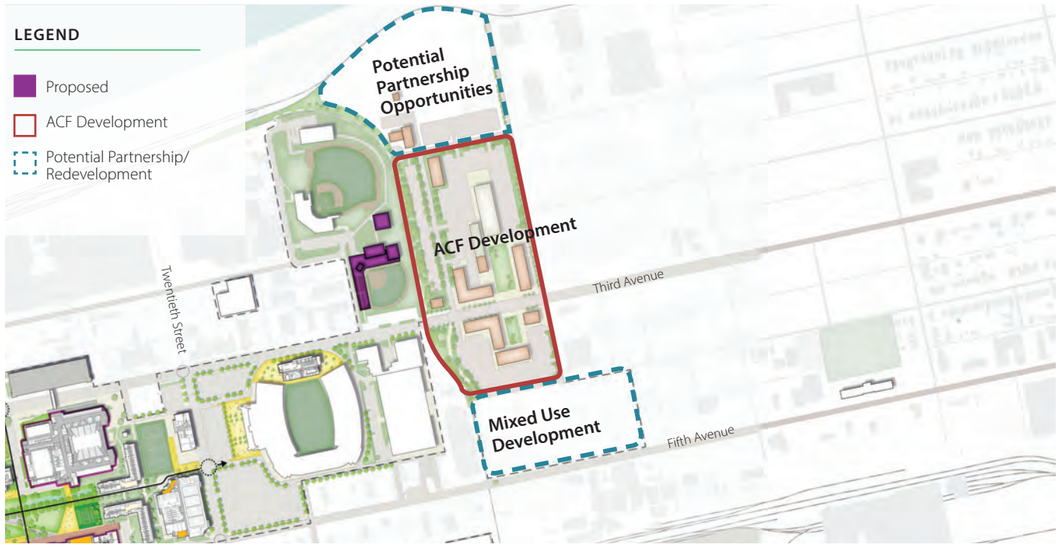
Charleston Avenue and Hal Greer Boulevard

With the improvements to Hal Greer Boulevard, the Charleston Avenue entrance will take on a more significant role as a main entrance to the Health Sciences campus. The School of Pharmacy building will become a gateway building reinforcing the new identity of the campus. A new boundary and directional sign will assist visitors in wayfinding. New Marshall University themed banners on the parking deck will further identify the area as part of Marshall University. A new collaboration space on the first floor of the north and south ends of the parking deck will further improve connectivity across campus and provide needed amenities.

Forensics Complex

Tall fencing surrounds the Forensics Complex and a steep, rock-strewn slope defines its southern edge. This disconnects the complex from the remainder of the campus. Security can be accomplished within the building or through a severely reduced fencing footprint. The proposal is to remove the fence and rock, remove most of the surface parking next to the building, terrace the landscape with steps and a path linking to the rest of the campus, and the create a new green space.

ATHLETICS



Proposed Renovation / Expansion Facilities

Recent improvements to fields include new baseball stadium and softball field expansion. Several older facilities and fields need improvement to bring them up to current NCAA standards and provide adequate training and performance venues. The following priority projects are anticipated to be accommodated on the Core Campus.

- "Training Table" / Marshall Room, providing balanced meals to student athletes, piloting Fall 2023
- Natatorium/Volleyball Reconfiguration
- Baseball/Softball Complex (in progress)
- Football North and South Endzones
- Sports Performance/Weight Room
- Soccer Facility Upgrades/ Field
- Facilities Lettering Project

Other priority projects are off campus, or seeking a location:

- Golf/Guyan Upgrades
- Outdoor Track & Field/Soccer Training Complex
- Sand Volleyball Courts
- Indoor Tennis Center
- Facilities Lettering Project

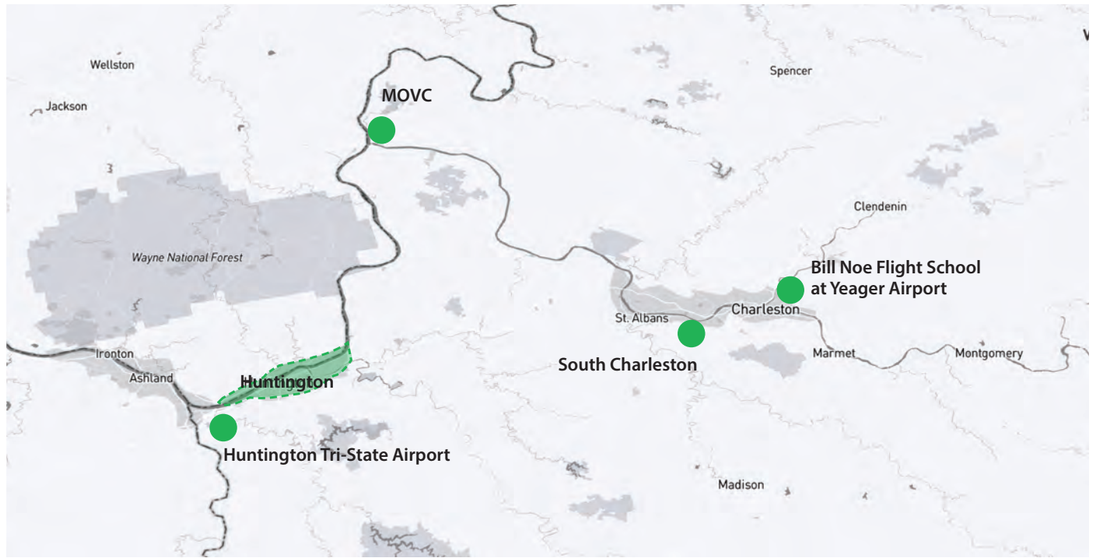
Potential New Facilities

As a NCAA Division I University, part of the Marshall experience is participating in collegiate sports either as an athlete or a spectator. Providing competitive facilities that reflect the quality of the institution enhances this experience. Several facilities need updating or replacement. The 2022 Athletics Facilities Master Plan calls for a new natatorium, competition tennis complex, expansion of the athletic training facility, improvements to the stadium, and a new 400-meter track and field complex. To accommodate these facilities the university may consider repurposing some land currently owned by the university, acquiring adjacent parcels, and/or partnering with developers or the city to provide venues that improve the collegiate experience and support the greater Huntington community.

Adjacent to Marshall's sports facilities is the site of the old American Car and Foundry Company (ACF). This 42 acre redevelopment site managed by the Huntington Municipal Development Authority (HMDA) could provide partnership opportunities for future athletics expansion.

SATELLITE CAMPUSES

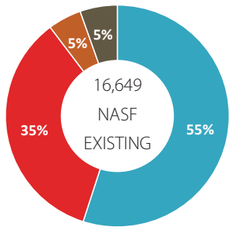
Assessments are being conducted to determine the best programmatic use of the satellite facilities in context of the university's strategic priorities and distinctive focus areas.



Mid-Ohio Valley Center

The Mid-Ohio Valley Center (MOVC) campus is a 56-minute drive from the main campus in Huntington. Companies are moving into Mason County and the population is expected to grow two to three times its current size. Nucor Steel currently meets in this campus while their new facility is being built and ready to use. Therefore, there is an opportunity to serve both new companies and the increasing population. The planning priorities for this campus are:

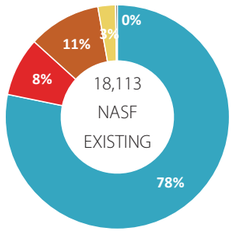
- Updating ADA access to meet current standards
- Enhancing pedestrian connections and amenities
- Reviewing sight distance at parking lot exit
- Improving landscaping



Category Group	NASF
Academic Space	9,148
Research Space	
Workplace	5,795
Study + Collaboration Space	808
Dining + Retail Space	
Student-Centered Space	
Special Function	
Support Space	898
Total	**16,649**

Bill Noe Flight School at Yeager Airport

The Bill Noe Flight School At Yeager Airport is a 56-minute drive from the main campus in Huntington. The first hangar opened in spring 2022. The flight school seeks to address pilot shortages, and the goals of the program are to invest in aviation education and to create quality jobs. There are plans to build a second hangar for maintenance and possibly an additional classroom.



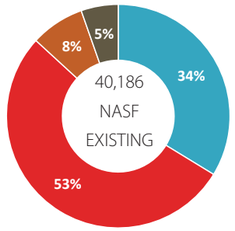
Category Group	NASF
Academic Space	14,171
Research Space	
Workplace	1,535
Study + Collaboration Space	1,901
Dining + Retail Space	
Student-Centered Space	459
Special Function	
Support Space	47
Total	**18,113**

Proposed Rendering of the South Charleston parking lot and pedestrian improvement.

South Charleston

The South Charleston campus is a 52-minute drive from the main campus in Huntington. This location houses some undergraduate programs as well as graduate programs in education and professional development, humanities, business, and engineering and computer sciences. The planning priorities for this campus are:

- Providing more collaborative space
- Repurposing existing office space
- Improving circulation patterns and consider angled parking
- Creating pedestrian pathways between buildings and new outdoor amenity spaces
- Improving wayfinding



Category Group	NASF
Academic Space	13,553
Research Space	
Workplace	21,339
Study + Collaboration Space	3,134
Dining + Retail Space	
Student-Centered Space	
Special Function	
Support Space	2,160
Total	**40,186**

Tri-State Aviation

The Tri-State Aviation campus is a 19-minute drive from the main campus in Huntington. It houses the Aviation Maintenance Technology Program. This program is the first of its kind in the region and offers a joint associate degree from both Marshall University and Mountwest Community and Technical College with support from the Marshall Advanced Manufacturing Center. The program also offers FAA certification and numerous micro credentials. Campus facilities include training rooms, training lab, and maintenance hangar.

CONCLUSION

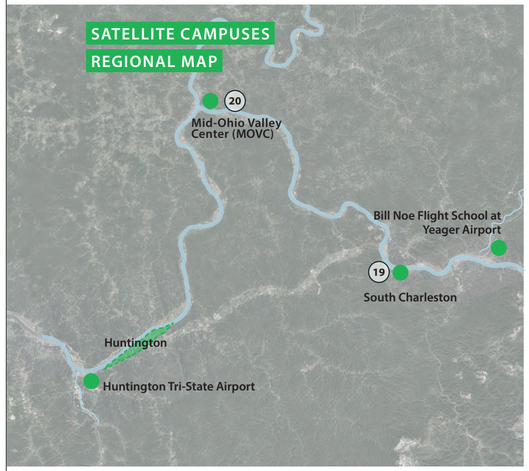
The recommendations of this master plan are focused on five main areas: space optimization, safe circulation, landscape activation, enhancements to each distinct campus zone, and building renewal. There is a need to improve the pedestrian and bike safety and accessibility in and around campus. Measures for strategically connecting the currently disconnected Marshall buildings in Huntington will not only reinforce those campus neighborhoods but also give them a sense of identity and belonging. Building renewals are so that Marshall's facilities can serve its community's needs in the future.

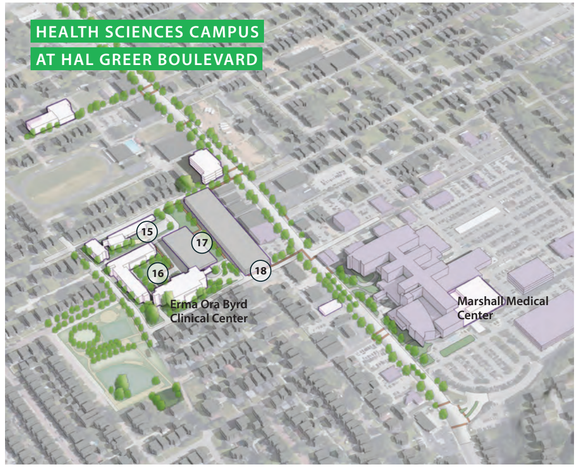
The decision principles adopted for this master plan serve as a guide by focusing on what matters the most.

- The idea of "One Marshall" community, where a singular, integrated, and holistic plan incorporates the needs of all areas of the university and its communities
- A plan that optimizes for people and resources by providing safety and security
- Encompass a larger, more varied student base as there is no one, single Marshall student, while fostering research, teaching, learning, and innovation
- Create a sense of belonging by providing inclusivity and accessibility, ensuring the success of every student
- Promote stewardship by maximizing strategic use of existing and new assets in a data-driven and sustainable manner

While the master plan reflects a significant effort on behalf of the university, the proposals it describes are preliminary. **Additional feasibility studies and design work will be needed before beginning to implement these ideas.**

Marshall's campus today is the result of many generations of investments. In keeping with the Strategic Framework, the MU2023 Master Plan illustrates the impact of a "Marshall for all, Marshall forever" approach to the campus and the legacy that today's Marshall community will leave for future generations of students, faculty, staff, and neighbors.





MU2023 MASTER PLAN-ON-A-PAGE

Student-First Master Plan

Decision Principles:

1. **"One Marshall" in the community:** a singular, integrated, and holistic plan that incorporates the needs of all areas of the university and its communities
2. **Safety and security:** a plan and design that optimizes for people and resources
3. **Research, teaching, and learning innovation:** encompass a larger, more-varied student base
4. **Sense of belonging:** inclusivity and accessibility, ensuring every student is successful
5. **Stewardship:** maximizes strategic use of existing and new assets in a data-driven and sustainable way

Marshall's campus has clearly defined campus zones, each with unique opportunities and challenges:

- Core Campus
- Fourth Avenue Innovation District
- Health Sciences at Hal Greer Boulevard
- Athletics
- Satellite Campuses

Master Plan recommendations address:

- Space optimization
- Safe circulation
- Landscape activation
- Enhancements to each distinct campus zone
- Building renewal

PROJECT LIST:

Core Campus

1. Smith Music Renovation
2. Smith Hall Renovation
3. Smith Communications Renovation
4. Morrow Library Renovation
5. Science Building Renovation
6. Harris Hall Renovation
7. Demolish Laidley Hall
8. Prichard Hall Swing Space Preparation
9. Drinko Library Partial Repurposing
10. Corbly Hall Partial Renovation
11. Demolish Holderby Hall and New Apartment-Style Residence Hall
12. Twin Towers Renovations
13. Gullickson Hall Renovation
14. Henderson Center Renovation
15. Fourth Avenue Innovation District
    (Conceptual illustration of potential Fourth Avenue Innovation District build out. The uses and occupants of each building site have not been finalized.)

Health Sciences Campus at Hal Greer Boulevard

15. Forensic Science Center Landscape Improvement
16. The Landing Landscape and Drop Off Improvement
17. Fifteenth Street Sidewalk Improvement
18. Fifteenth Street Parking Garage Landscape and Sidewalk Improvements

Satellite Campuses

19. South Charleston Parking Lot and Pedestrian Improvement
20. Mid-Ohio Valley Center External ADA and Landscape