



MU2023 CAMPUS DEVELOPMENT MASTER PLAN

JUNE 2023



AYERS
SAINT
GROSS



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Our **PLAN-ON-A-PAGE**

VISION	 “To inspire learning and creativity that ignites the mind, nurtures the spirit, and fulfills the promise of a better future”				
CREED	Educational Open Civil Responsible Safe Well Ethical Pluralistic Socially Conscious Judicious				
2037 GOALS	 Individual Success 100% Placement Rates for Graduates Zero Students Graduate with Student Loan Debt  Innovative Ideas \$150M Research, Grants, Contracts 3X Start-Ups Incubated  Economic Impact 30X Return for Every \$1 Invested 3X GDP Impact in West Virginia (\$2.3B)				
STAKEHOLDER GOALS	Students Offer an affordable education with a distinctively supportive and flexible experience to ensure lifelong prosperity Team Empower faculty and staff to do the best work of their lives West Virginia Improve the well-being of all West Virginians by creating breakthrough opportunities and solutions Financial Stakeholders Build a resilient and sustainable institution to outlast headwinds				
STRATEGY	Marshall for All, Marshall Forever In-Demand Curriculum • On-Demand Delivery • Distinctive Value Proposition				
PRIORITIES	Increase access Ensure affordability Grow support programs Deliver on demand Enable lifetime achievement				
METRICS	- New student enrollment - Focused student segment enrollment - Recruitment contacts - Conversion rates - CRM integration - Student debt load - Debt-free pilot cohort launch and year/year retention - Internships and jobs - Fundraising campaign - First-year retention - MARCO mentorship project launch - E2E student experience monitoring in place - Micro-credential course catalog - HyFlex course pilot - Micro-credential pilot - Degree programs online - Online education website - Customized training for advanced manufacturing - Academic pathways selected - Career Engagement participation				

3

Our **DISTINCTIVE PROGRAMS**

Addressing Strategic Needs – Centers of Excellence

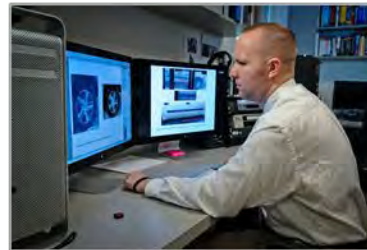
Strong foundation of teaching, research, creativity and service ... demonstrated areas of distinction

WV Strategic Needs and Opportunities



1. **Cybersecurity & Forensic Science**
2. **Population Health**
3. **Advanced Manufacturing**
4. **Advanced Energy**
5. **Aviation/ Advanced Air Mobility**
6. **Entrepreneurship/Economic Dev.**

Marshall University Strategic Pillars & Centers of Excellence



**Cybersecurity
Forensic Science**



**Addiction/Opioid
Obesity/Digestive Health
Gerontology/Healthy Aging
Rural/Behavioral Health
Neuro-Divergence/Autism**



**Advanced Manufacturing
Economic Development**



**Advanced Energy
Sustainability**



**Entrepreneurship/Design Thinking
Digital Humanities/New Media**



**Aviation (Pilot & AMT)
Advanced Air Mobility**

MU2023 Master Plan: Executive Summary

Student-First Master Plan Decision Principles

- “One Marshall” in the Community
- Safety and Security
- Research, Teaching, and Learning Innovation
- Sense of Belonging
- Stewardship

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

MU2023 Master Plan Scope of Work

- Campus Analysis
- Space Assessment
- Facilities Inventory Verification
- Learning Space Rating System
- Facilities Condition Review
- Stormwater Analysis
- ADA Transition Pre-planning
- Planning Principles and Concept Plan
- Prioritization and Phasing
- Cost Estimation

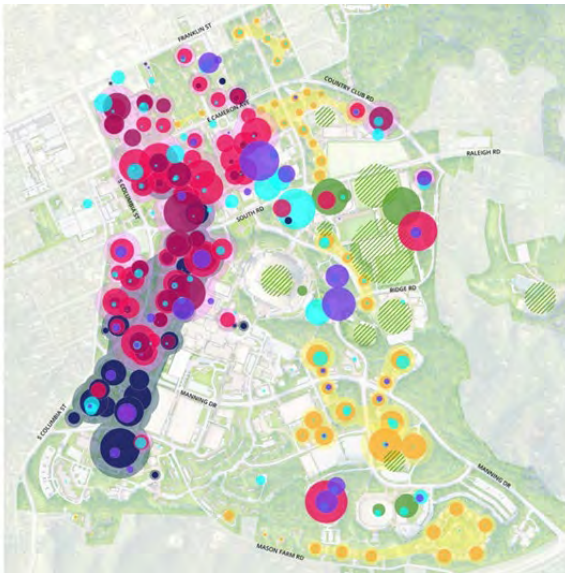


Planning Process

The process is as important as the product.

1

ANALYSIS



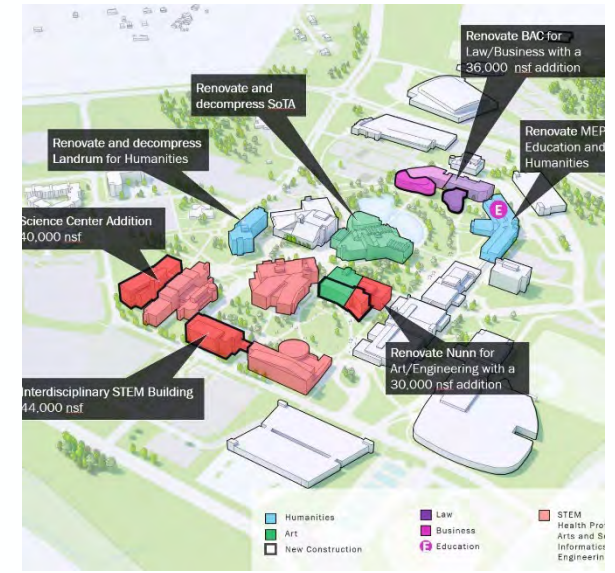
2

SCENARIO PLANNING



3

SYNTHESIS



Engagement Summary

By the Numbers

36 buildings toured and audited

2 in-person workshops attended

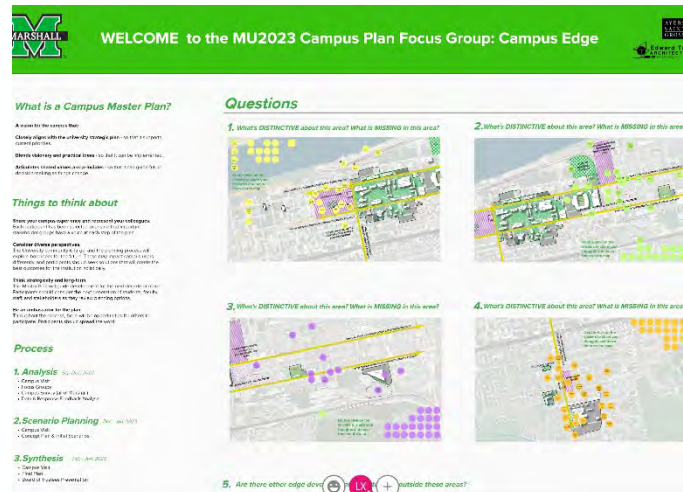
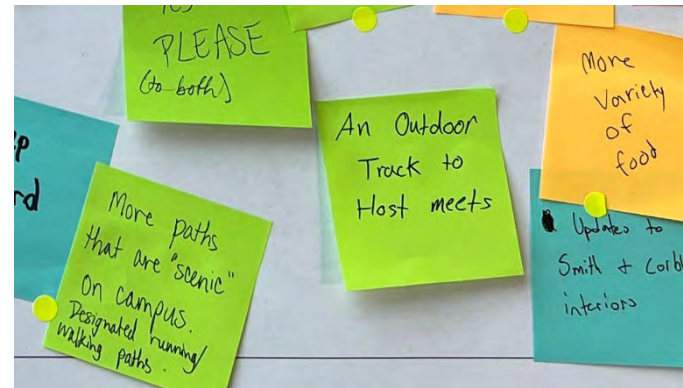
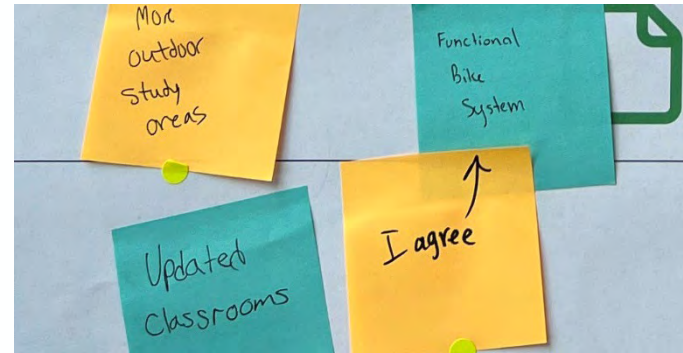
60+ participants in poster sessions

5 Virtual Focus Groups

36 Space Needs Surveys

13 Space Needs Interviews

775 Survey Responses





A master plan:

- Closely aligns with the Strategic Plan – so that it supports current priorities
- Blends visionary and practical ideas – so that it can be implemented
- Articulates shared values and principles – so that it can guide future decision-making as things change

Implementing the Plan

► **Master Plan 9-18 months**

Establish organizing concepts and study the way projects relate to one another

▼ **Feasibility Study 6-9 months**

Define the program scope, and budget of a project

▼ **Design 6-24 months**

Develop the layout, aesthetic, materials, and spatial characteristics

▼ **Construction 3-36 months**

Make it real!

Note: Multiple projects will be advancing through the Feasibility Study, Design, and Construction phases simultaneously.

STUDENT-FIRST MASTER PLAN

Decision Principles

“One Marshall” in the Community ... a singular, integrated, and holistic plan that incorporates the needs of all areas of the university and its communities

Safety and Security ... a plan and design that optimizes for people and resources

Research, Teaching, and Learning Innovation ... encompass a larger, more- varied student base

Sense of Belonging ... inclusivity and accessibility, ensuring every student is successful

Stewardship ... maximizes strategic use of existing and new assets in a data-driven and sustainable way

Transformation Journey

From unit-by-unit independent approaches... to “One Marshall” thinking

From high-speed through roads... to safe, multi-modal streets

From staying within the boundaries... to creating partnerships and engaging the community

From undefined landscape zones... to vibrant, active, and diverse campus landscapes

From short-term fixes in aging buildings... to comprehensive building renewal



Current State: What did we learn?

- Walkable central campus and Buskirk Field are beloved elements of the Core Campus. Health Sciences lacks comparable campus landscapes.
- There are pedestrian safety concerns at the campus edges.
- Each campus zone has distinct opportunities and challenges.
- ▶ In the future, Marshall will need a different mix of space types -- but not more space overall. Exceptions are Athletics facilities and the planned Fourth Avenue Innovation District—both of which will be executed through public-private partnerships and/or with funding from donors.
- The campus community is focused on building renewal and landscape activation.

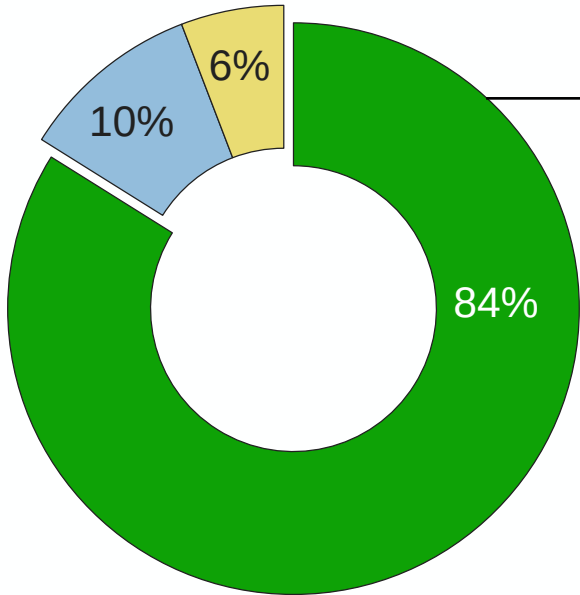
Current State: Facilities Inventory

Marshall has nearly 5 million gross square feet of space, with most of it located in the Core Campus in Huntington.

The master plan and the space needs assessment are comprehensive and university-wide, with a focus on the complex physical planning issues associated with the Core Campus.

Space needs assessment analyzes **Net Assignable Square Foot.**

NASF = The sum of all areas on all floors of a building assigned to, or available for assignment to, an occupant or specific use.



Core Campus, 4 th Avenue Innovation District, and Athletics	4,172,116
Gross Square Footage (GSF)	
Parking Garages, Athletic Stadiums, Housing - excluded from Space Needs Assessment	1,508,031
Non-Assignable Area (Mechanical Spaces, Stairs, Restrooms, etc.)	1,100,140
Core Campus Assignable Area (NASF*) – Space Assessment Focus Area	1,563,945

CAMPUS	Gross SF	NASF
Core Campus, 4 th Ave Innovation District + Athletics	4,172,116	1,563,945
Health Sciences	511,175	214,027
Satellite Locations	289,488	175,743
Grand Total	4,972,779	1,953,715

Current State: Slight Surplus of Space

Shift in space types is needed on the Core Campus

	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

Current State: Need to Shift Housing Inventory

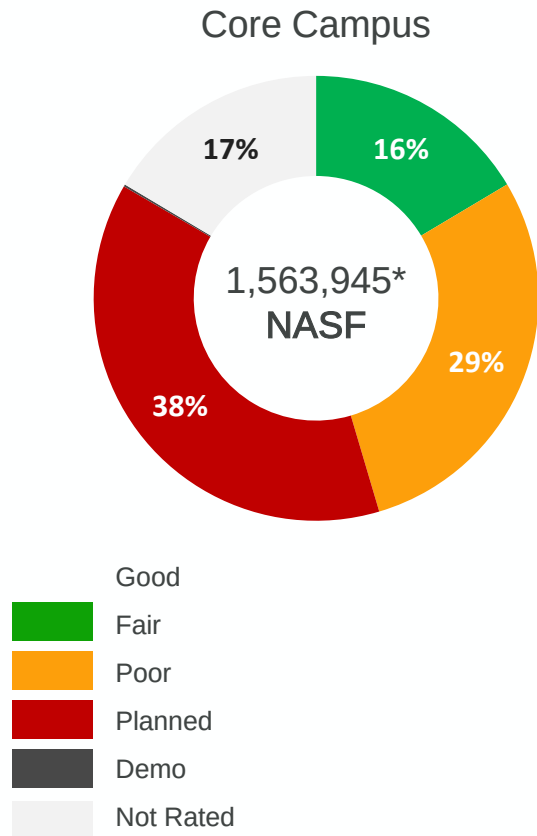
To provide attractive options after first year

Population	Hall	Unit Type	Max Capacity	Fall 2022 Occupants	Optimized Capacity
Undergraduate					
First Year	First Year North	Semi-suite	391	360	360
	First Year South	Semi-suite	391	360	360
Move Up	Twin Towers East	Traditional Plus	474	235	200
	Twin Towers West	Traditional Plus	474	230	200
	Buskirk	Traditional – All Female	238	137	130
	Gibson	Suite	118	106	110
	Wellman	Suite	118	97	110
	Haymaker	Suite	118	110	110
	Willis	Suite	118	110	110
	Future New Hall	Apartment			330
	Undergraduate Total		2,440	1,745	2,020
Graduate					
	The Landing	Apartment	276	257	260
	Graduate Total		276	257	276
Vacant – Proposed for Demolition					
	Holderby		270	0	0
GRAND TOTAL			2,986	2,002	2,280

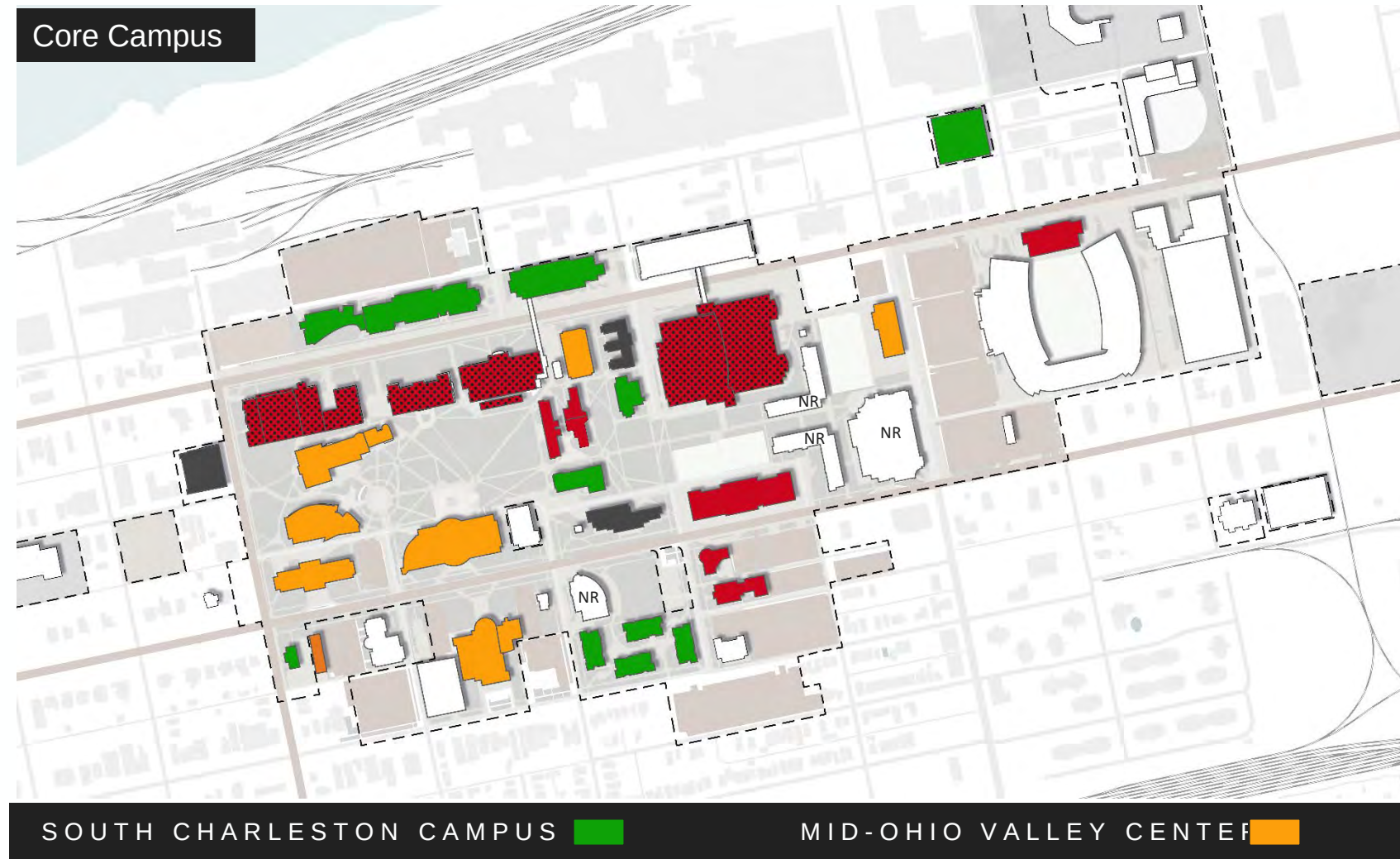
– Convert doubles to singles, add lounge space, and convert bathrooms to single use to make Twin Towers more attractive

– Projected future need in beds and housing style

Current State: Building Condition Ratings

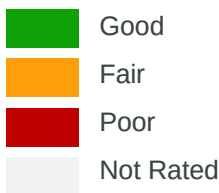


* Excludes Laidley Hall, Public Safety & Residential Housing

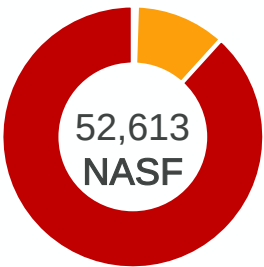


Current Space: Disparities in Space Condition

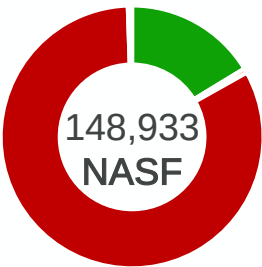
799,968 NASF



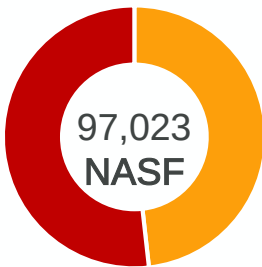
Coll of Health Professions



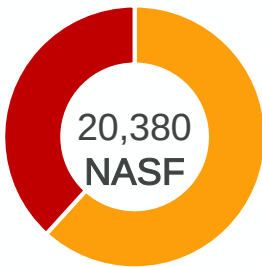
Coll of Science



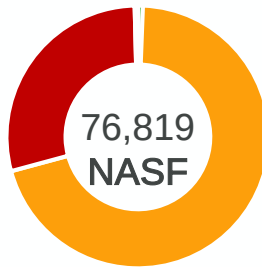
Dean Libraries



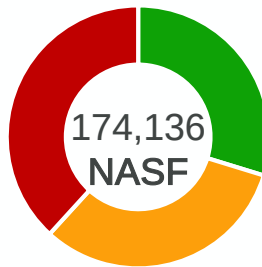
University Registrar



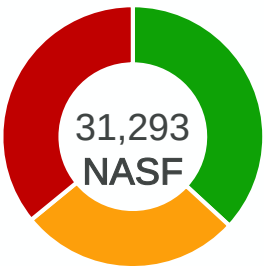
Coll of Liberal Arts



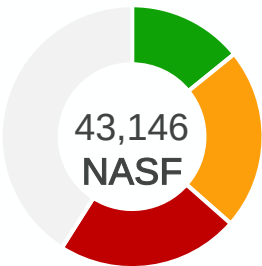
Coll of Arts & Media



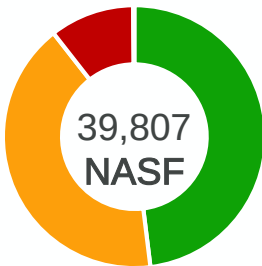
Undergrad Studies



Academic Affairs



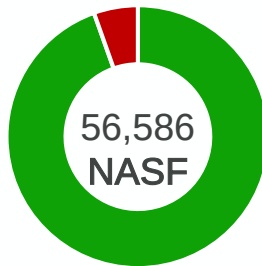
Coll of Ed & Prof Dev



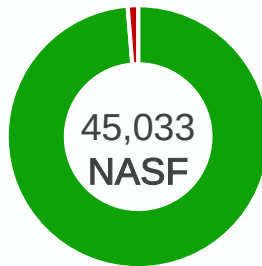
Coll of Business



School of Medicine

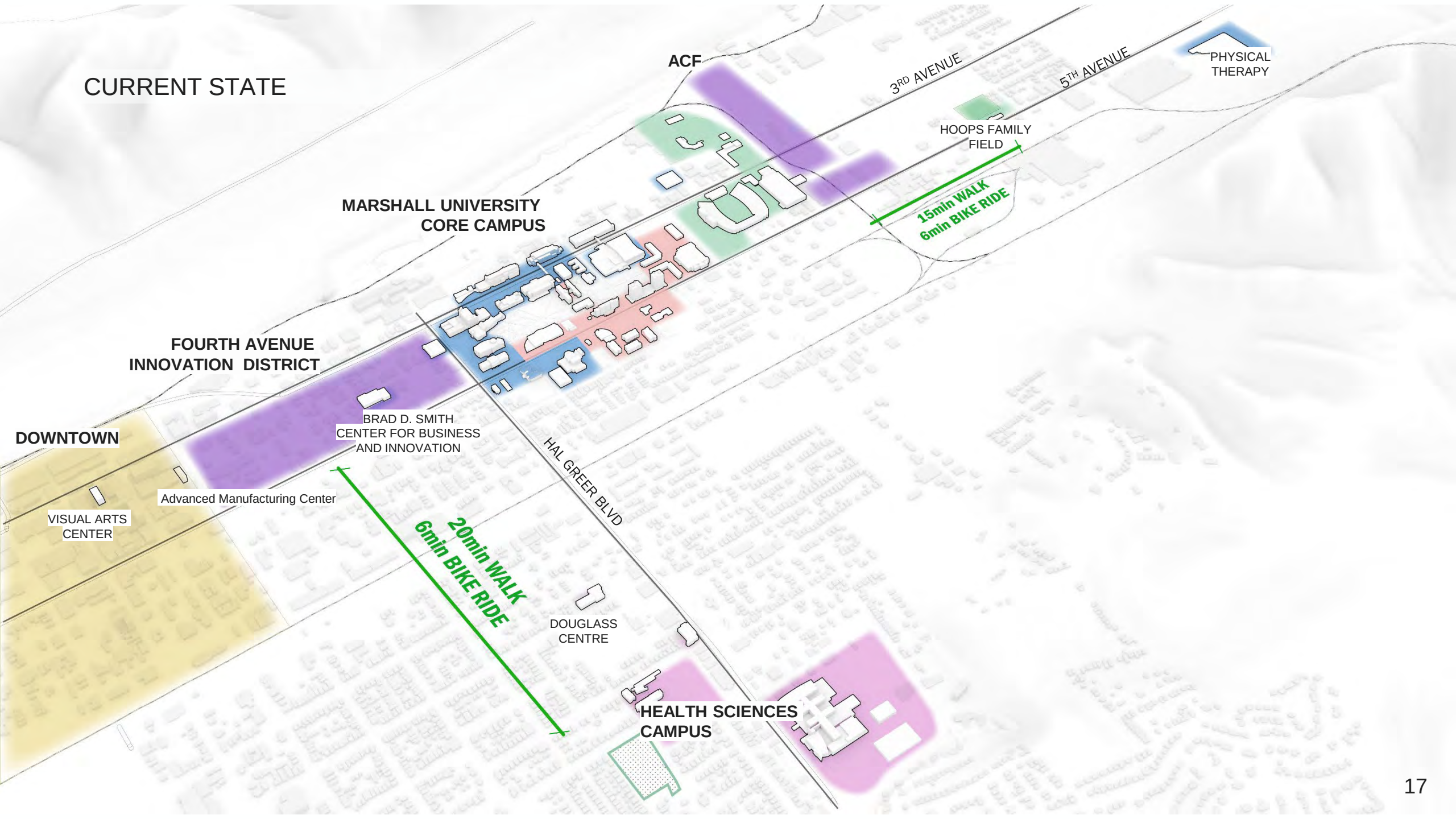


Coll of Eng & Comp Sci

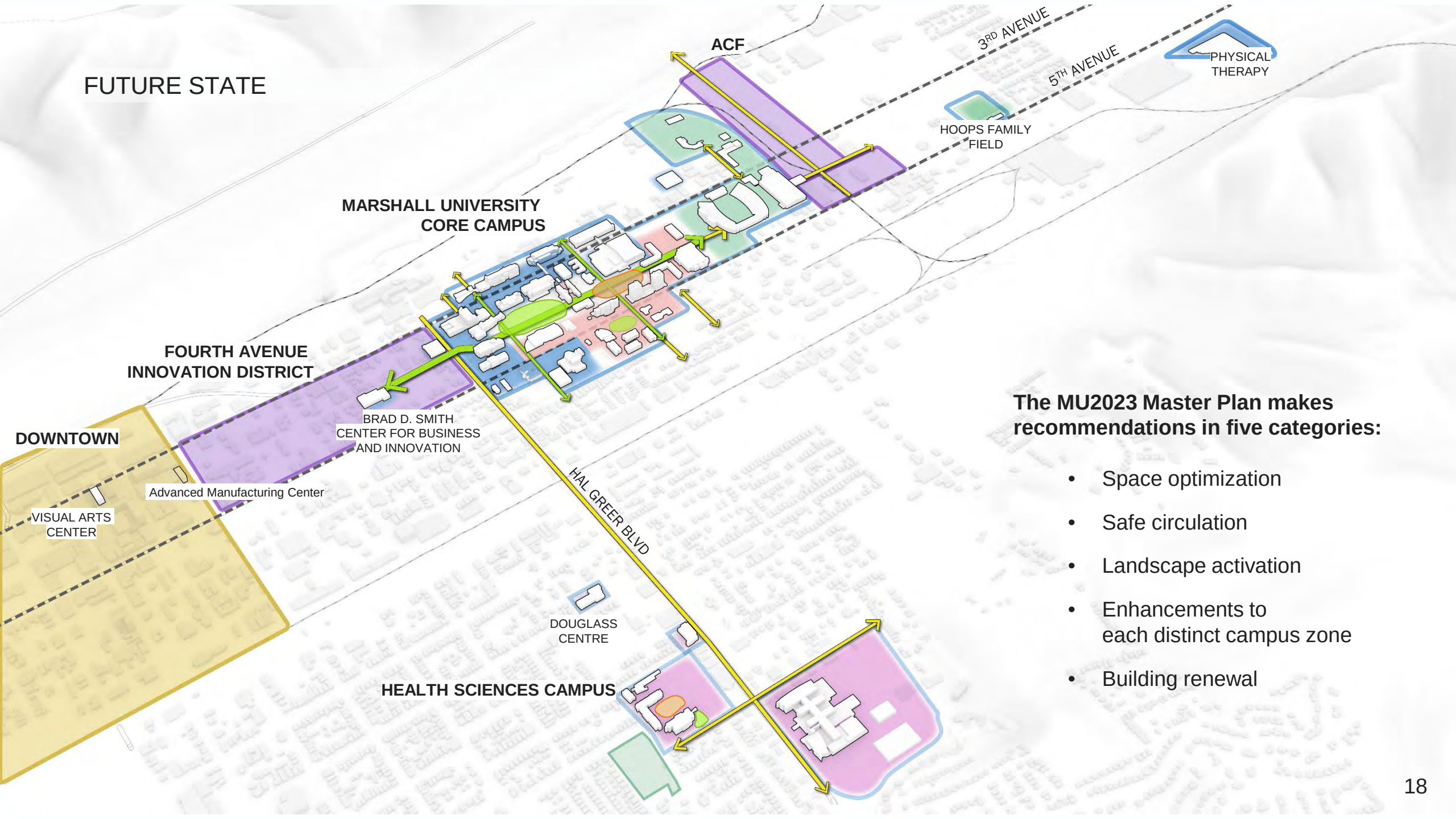


Primary Academic Units < 10,000 NASF are not represented.

CURRENT STATE



FUTURE STATE



The MU2023 Master Plan makes recommendations in five categories:

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

RECOMMENDATIONS: CIRCULATION

City streets bound the core.

Hal Greer Boulevard links
to Health Sciences campus

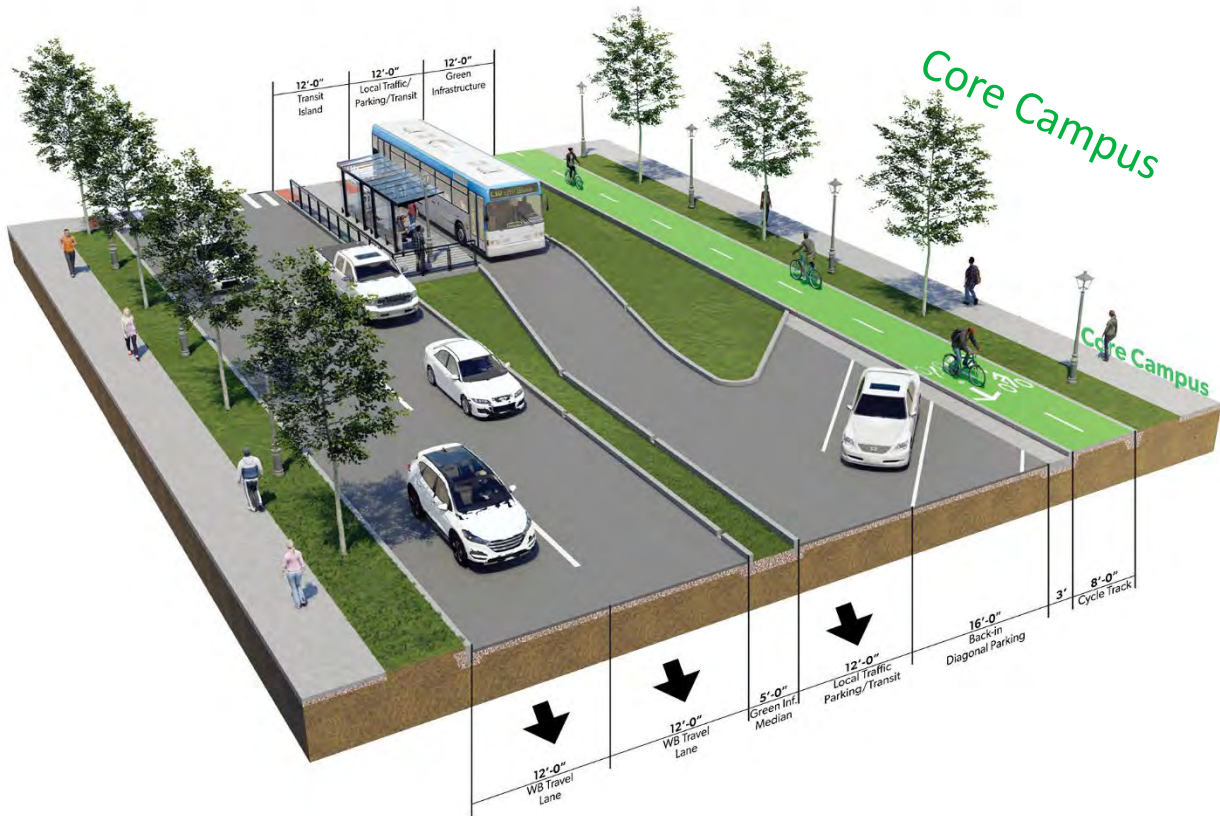
Potential Proposed
Crosswalk Interventions

Proposed Signalized
Crosswalk

RECOMMENDATIONS

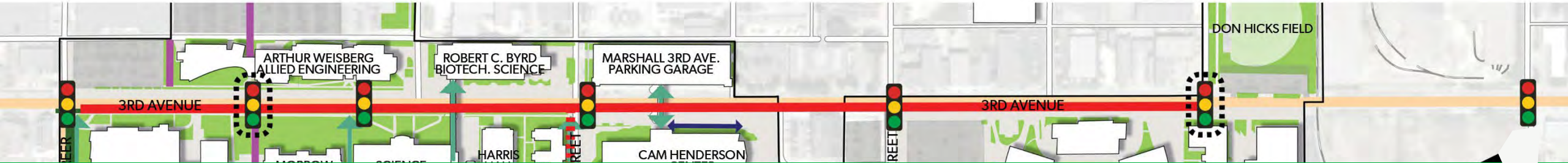
- Traffic calming on 3rd & 5th Avenues to slow traffic and provide more modes of mobility
- Strategic new signalized intersections and pedestrian crossings
- Improvements to Hal Greer Boulevard to improve access and pedestrian experience
- Consider long-term development of Athletic facilities

3RD AVENUE ROADWAY CONSIDERATIONS

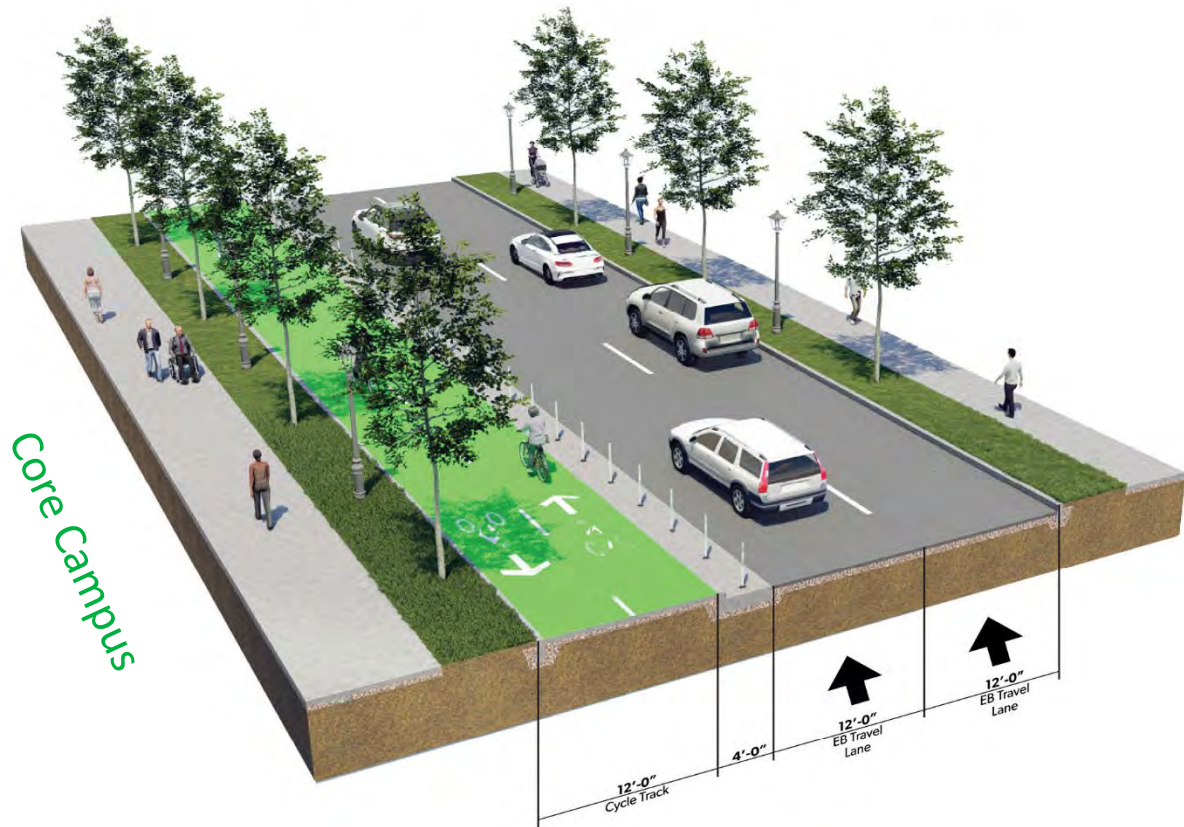


PEDESTRIAN SAFETY IMPROVEMENTS

- Area of Focus
- Traffic Signal with Pedestrian Accommodations
- Create Pedestrian Pathway
- Study signalized crosswalk
- Cycle Track (Under Construction)
- Shared Use Path
- Proposed Cycle Track



5TH AVENUE ROADWAY CONSIDERATIONS



PEDESTRIAN SAFETY IMPROVEMENTS

- Area of Focus
- Traffic Signal with Pedestrian Accommodations
- Create Pedestrian Pathway
- Study signalized crosswalk
- Cycle Track (Under Construction)
- Shared Use Path
- Proposed Cycle Track

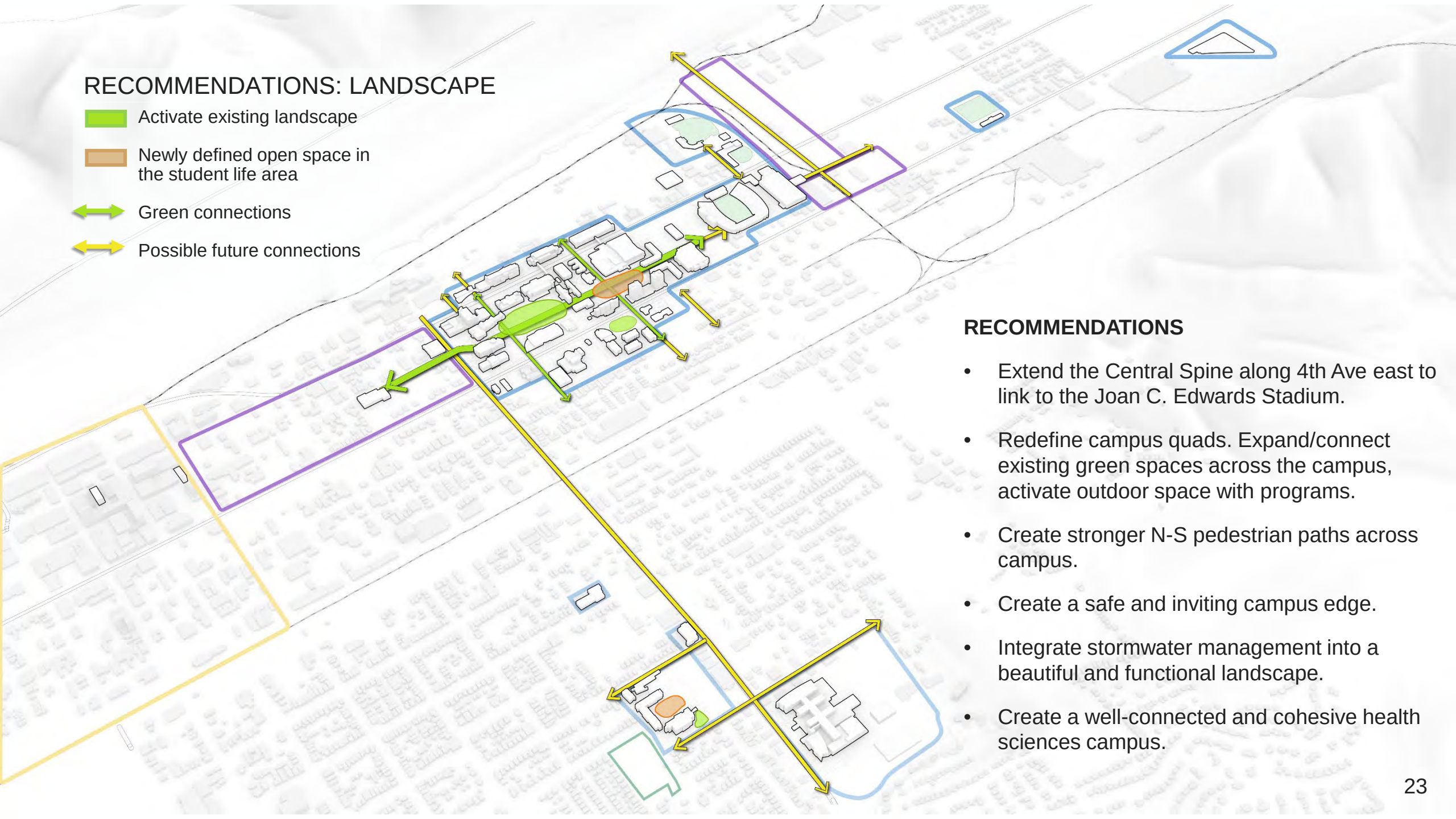


5TH Avenue Gateway



RECOMMENDATIONS: LANDSCAPE

-  Activate existing landscape
-  Newly defined open space in the student life area
-  Green connections
-  Possible future connections



RECOMMENDATIONS

- Extend the Central Spine along 4th Ave east to link to the Joan C. Edwards Stadium.
- Redefine campus quads. Expand/connect existing green spaces across the campus, activate outdoor space with programs.
- Create stronger N-S pedestrian paths across campus.
- Create a safe and inviting campus edge.
- Integrate stormwater management into a beautiful and functional landscape.
- Create a well-connected and cohesive health sciences campus.

Landscape Precedents



Buskirk Field - Existing



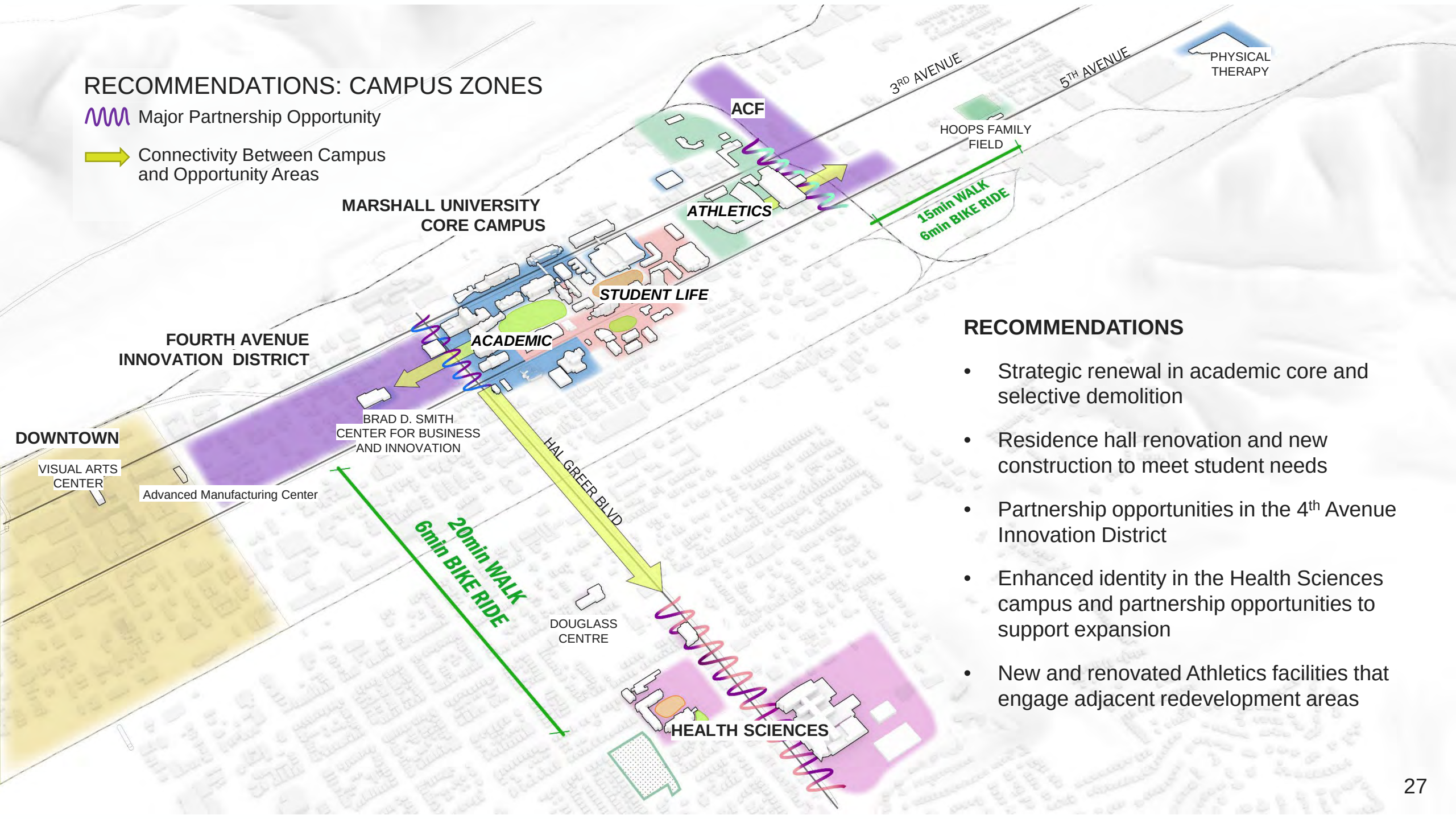
Buskirk Field - Proposed



RECOMMENDATIONS: CAMPUS ZONES

 Major Partnership Opportunity

 Connectivity Between Campus and Opportunity Areas



RECOMMENDATIONS

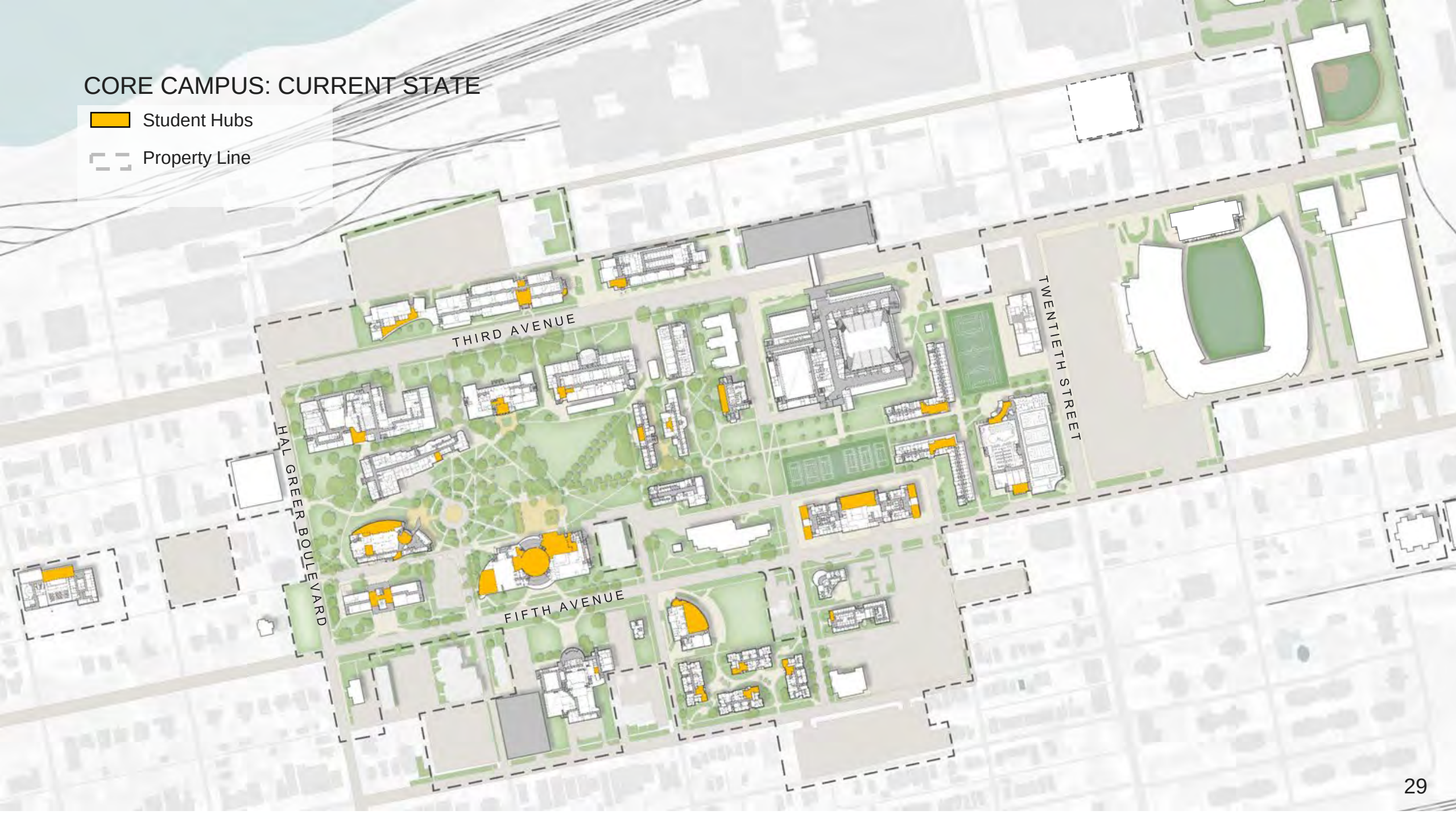
- Strategic renewal in academic core and selective demolition
- Residence hall renovation and new construction to meet student needs
- Partnership opportunities in the 4th Avenue Innovation District
- Enhanced identity in the Health Sciences campus and partnership opportunities to support expansion
- New and renovated Athletics facilities that engage adjacent redevelopment areas

CORE CAMPUS



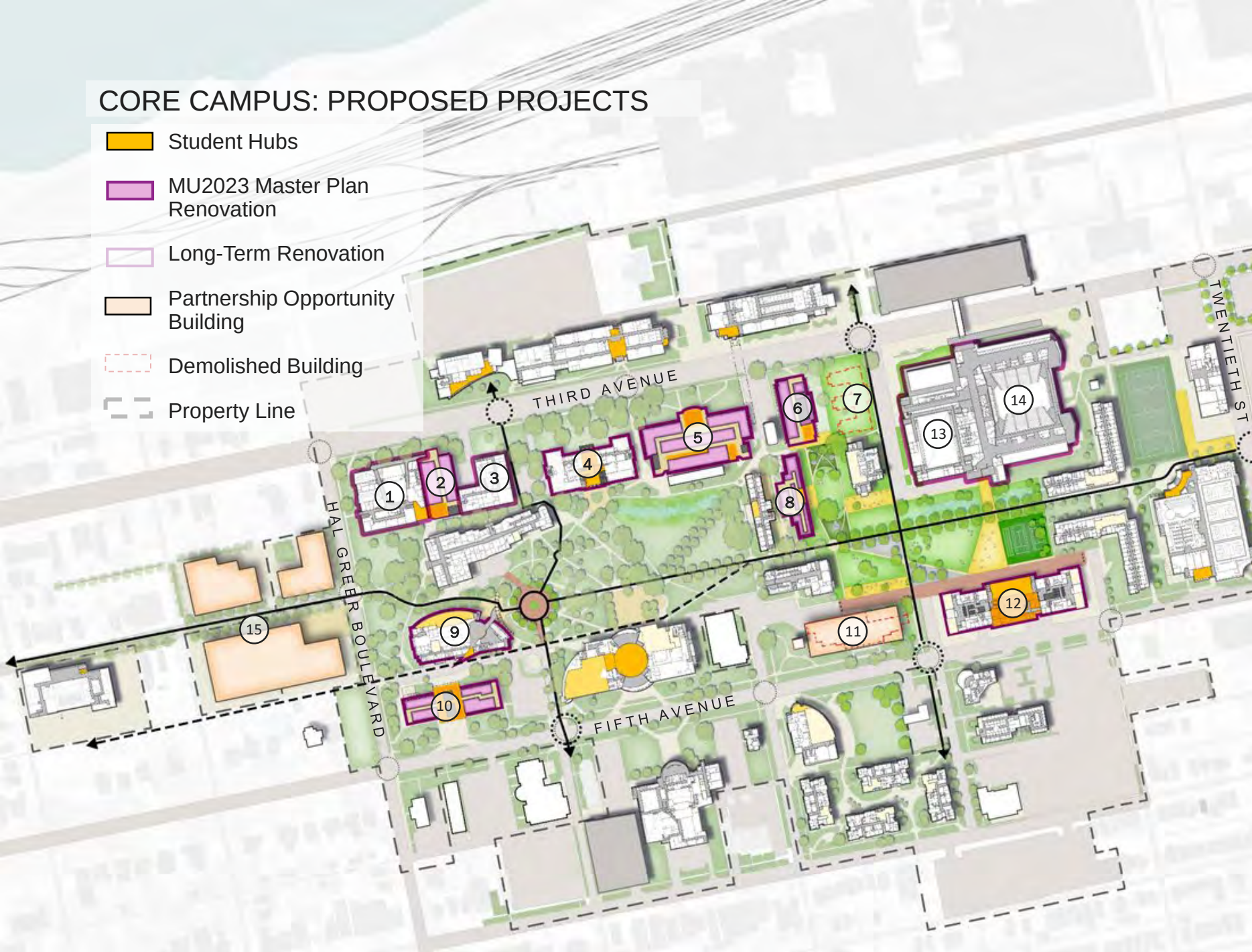
CORE CAMPUS: CURRENT STATE

- Student Hubs
- Property Line



CORE CAMPUS: PROPOSED PROJECTS

- Student Hubs
- MU2023 Master Plan Renovation
- Long-Term Renovation
- Partnership Opportunity Building
- Demolished Building
- Property Line



- 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.)

East Quad - Existing



East Quad - Proposed



Core Campus: Priority Projects

Projects were prioritized based on the following criteria:

Decision Principles

- Students first
- “One Marshall” in the community
- Safety and security
- Research, teaching + learning innovation
- Sense of belonging
- Stewardship

Other Goals

- Maximize funding opportunities
- Enable other projects

All criteria were weighted equally.

Priority Projects include:

- **Classroom Renovations**
- **Flooding Interventions**
- **Science Building Renovation**
- **Harris Hall Renovation**
- **Smith Hall Renovation**

Core Campus: Priority Project Deep Dives

Classroom Renovations

\$1,000,000 per year, 5-6 years total.

- Space assessment indicates Marshall has more classrooms than it needs, both today and in the future
- Seat counts should be right-sized and furnishings and technology updated to support active learning
- Excess rooms can be converted to gathering space or other uses

Flooding Interventions

Two Phases, \$4,000,000 cost

- Undersized infrastructure causes lower-level flooding in buildings on the south side of Third Avenue and makes space unusable
- Proposed interventions include external French drains, disconnecting roof leaders from sanitary sewer and routing them to a new, dedicated stormwater conveyance along Third Avenue, and introducing landscapes that manage stormwater on site
- Storm Water Management Landscape at Henderson Center

Science Building Renovation

Two Phases, \$110,000,000 cost

- Nearly every Marshall student takes an introductory science class in this historic building.
- The requested budget will address most of the following: critical HVAC issues, failing electrical and plumbing, align program with future teaching and research needs, improve accessibility.

Harris Hall Renovation

\$14,100,000 cost

- Contains 14% of classrooms in the Core Campus.
- Create student collaborative space, address ADA issues, modernize office suite, optimize departmental organization

Smith Hall Renovation

Multiple Phases, \$22,100,000 cost

- Contains 24% of classrooms in the Core Campus.
- Create student collaborative space, address ADA issues, modernize office suite, optimize departmental organization

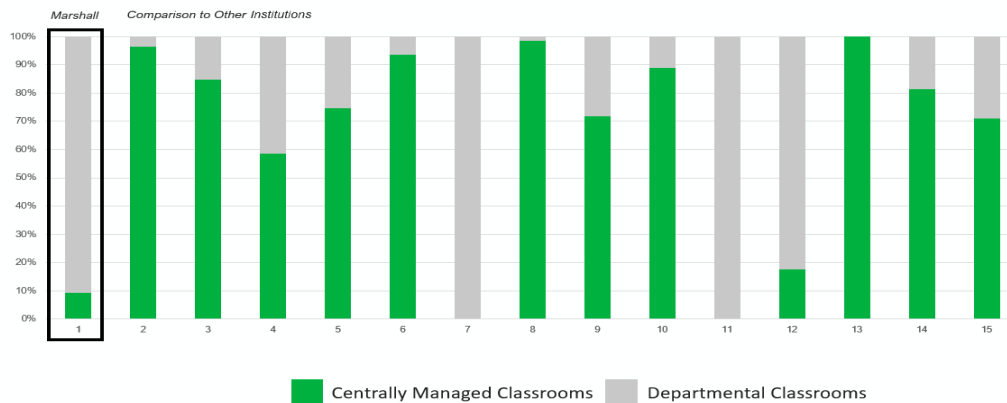
Core Campus Priority Project: Classroom Renovations

Classroom Analysis

- Recent investments in East Hall and the Education Building have increased the number of active learning classrooms.
- Marshall's inventory has a significant proportion of small classrooms which score well on the Learning Space Rating System.
- Marshall relies very heavily on departmental classrooms. Most institutions centrally schedule most of their general-purpose classrooms.
- Utilization of classrooms is low, resulting in a surplus of classroom space.

BENCHMARKS – CLASSROOM SCHEDULING

Marshall features fewer centrally managed classrooms than other institutions



BENCHMARKS – CLASSROOM UTILIZATION

		Weekly Room Hours		
Institution	Date	Actual	Target	Notes
Marshall	Fall 2022	19	26	Proposed by ASG
Winthrop	Fall 2019	26	30	SC CHE standard
The Citadel	Fall 2019	20	30	SC CHE standard
Towson	Fall 2019	34	27	MHEC standard
Ohio University	Fall 2022	27	32	Proposed by ASG

Core Campus Priority Project: Classroom Renovations

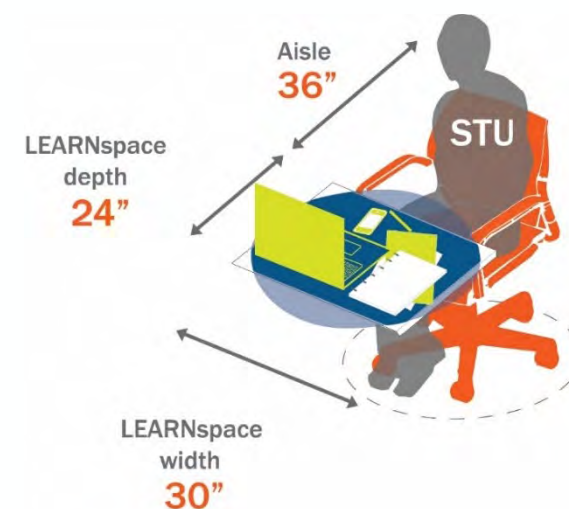
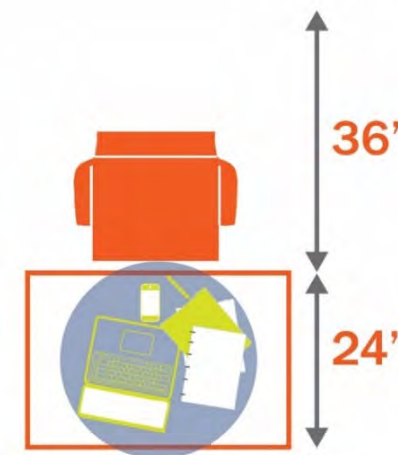
Right Sizing Classrooms



10-20_{NASF}



25-35_{NASF}



Core Campus Priority Project: Classroom Renovations

Classroom Demand Fall 2022 – Right-Sized Classrooms & Target Utilization

Classroom Capacity Summary	Classroom Capacity	Weekly Room Hours	Fall 2022 Room Count	Right-Sized Classrooms	Fall 2022 Target WRH Utilization	Overage/ (Need)
XS	1 - 20	766	31	35	29	6
S	21 - 25	285	31	38	11	27
S	26 - 30	596	27	24	23	1
M	31 - 40	219	21	18	9	9
M	41 - 50	196	12	10	8	2
M	51 - 70	132	5	5	5	0
L	71 - 100	69	3	2	3	(1)
L	101 - 150	12	1	0	0	0
XL	151 and Up	25	1	0	1	(1)
		2,298	132	132	89	43

- Rightsizing shifts the capacity recommendations for each room to meet best practices
- Increasing scheduling WRH targets to 26 means you need less classrooms.

Takeaways:

- Overage in small capacity classrooms
- Need in larger sizes (will hybrid/hyflex adjust or eliminate this need?)
- Spaces with fixed furniture require more investment to adjust capacities

Core Campus Priority Project: Classroom Renovations

Classroom Demand Fall 2022 – Renovation Target

Classroom Capacity Summary	Classroom Capacity	Right-Sized Classrooms	Fall 2022 WRH Utilization Target	Renovation TARGET	Center for Bus. & Innovation, Online 2024	Recommended Inventory
XS	1 - 20	35	29	32	0	32
S	21 - 25	38	11	16	0	16
S	26 - 30	24	23	24	0	24
M	31 - 40	18	9	10	2	12
M	41 - 50	10	8	8	3	11
M	51 - 70	5	5	6	3	9
L	71 - 100	2	3	3	0	3
L	101 - 150	0	0	0	1	1
XL	151 and Up	0	1	1	0	1
		132	89	100	9	109

- Renovation TARGET compares current and future need to existing inventory
- Growth /Adjustments is a conservative consideration of potential long-term needs based on enrollment growth, section size, or delivery changes

Core Campus Priority Project: Flooding Interventions

PHASE

1

1-5 YEARS

1. External French Drains + Separation of Stormwater Roof Leaders from Sanitary Sewer Building Outlets

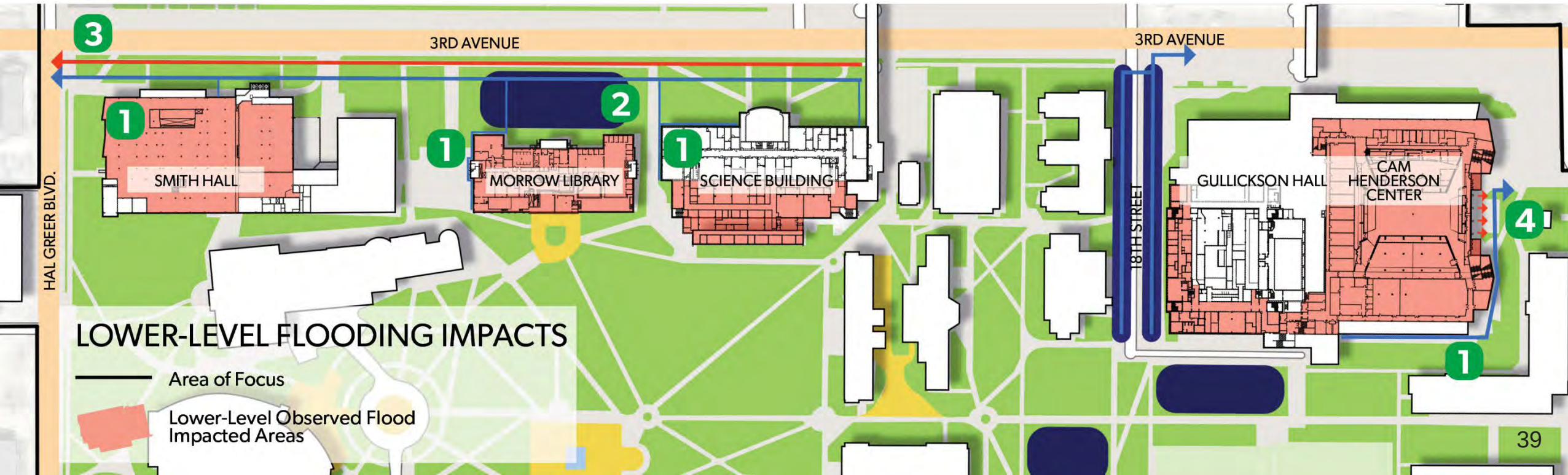
- External French drains to be considered at Smith Hall, Morrow Library, Science Building, Cam Henderson Center
- Internal roof leaders exist at Smith Hall, Morrow Library, Science Building Annex, Gullickson Hall, and Cam Henderson Center. Consider replacement with new external roof leaders and new roof leader header pipe

2. Connect stormwater roof leaders to new, dedicated stormwater conveyance along Third Ave to existing discharge at Hal Greer Blvd.

- Escalation Option 1: Use of an oversize pipe along Third Ave to function as both stormwater conveyance and detention
- Escalation Option 2: Use of an underground retention facility in front of Morrow Library

3. Replace existing, aged 15" to function as a dedicated Sanitary Sewer to reduce Inflow and Infiltration (I&I) to pipe

4. On east side of Cam Henderson Center (near mechanical units) - Grade surface to provide positive drainage away from existing mechanical units to existing inlet



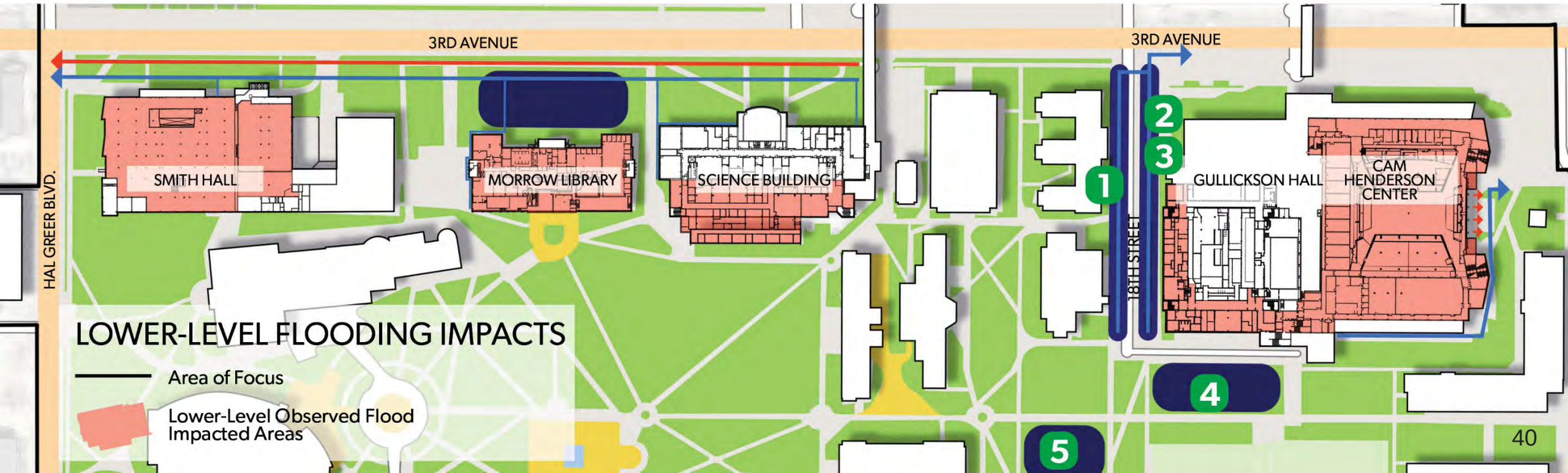
Core Campus Priority Project: Flooding Interventions

PHASE

2

6-10 YEARS

1. Permeable Pavers or Porous Concrete at parking areas along 18th Street
2. Vegetated Swale in grass area between curb and sidewalk of Gullickson Hall
3. Dedicated underground stormwater retention in grass area / below vegetated swale - to capture existing storm drains, swale drainage, permeable paver drainage
 - Connect to drainage on Third Ave to 20th St.
4. Dedicated stormwater management facility south of Gullickson Hall (to improve downstream flooding due to undersized storm sewer just south of this location, per 1963 mapping)
5. Dedicated stormwater management facility east of Education Building (to improve downstream flooding due to undersized storm sewer just south of this location, per 1963 mapping)



Core Campus Priority Project: Science Building

Analysis

Facilities Challenges

Built in Phases:

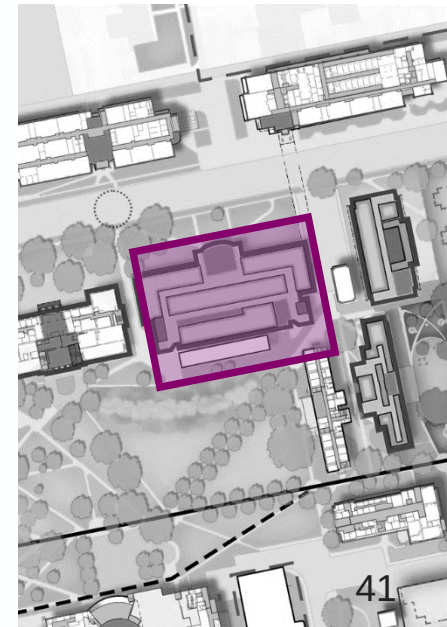
- Original 1948 Core
- 1983 Addition
- 2014 Renovations

HVAC:

- Systems reaching end of useful life
- Problems balancing systems and providing adequate ventilation

Flooding:

- Lower level occasionally floods



Core Campus Priority Project: Science Building

Key Considerations

200,000 Gross Square Feet Today

Wet Lab Based Programs – Less Flexible

- Biological Sciences
- Chemistry
- Clinical Lab Sciences
- Less flexible due to specialized equipment and HVAC needs
- Some spaces may be too complex and/or costly to move more than once

Dry Lab Based Programs – More Flexible

- Geology
- Physics

Classrooms, Offices, Support – Flexible

- Dean's Office
- Faculty Offices
- College of Science IT Center
- College of Science Student Services

Options for Science Swing Space

On Campus:

- Prichard Hall – after College of Health Professions moves to Corbly Hall
- Drinko Library IT office space – reduce office footprint to align with hybrid work practices
- ★ Complete stormwater management interventions and repurpose lower-level spaces in Science Building, Morrow Library, Smith Hall, etc.
- ★ Consider short-term shared space arrangements in Weisberg Family Applied Engineering Complex and Byrd Biotechnology Science Center

Partnerships:

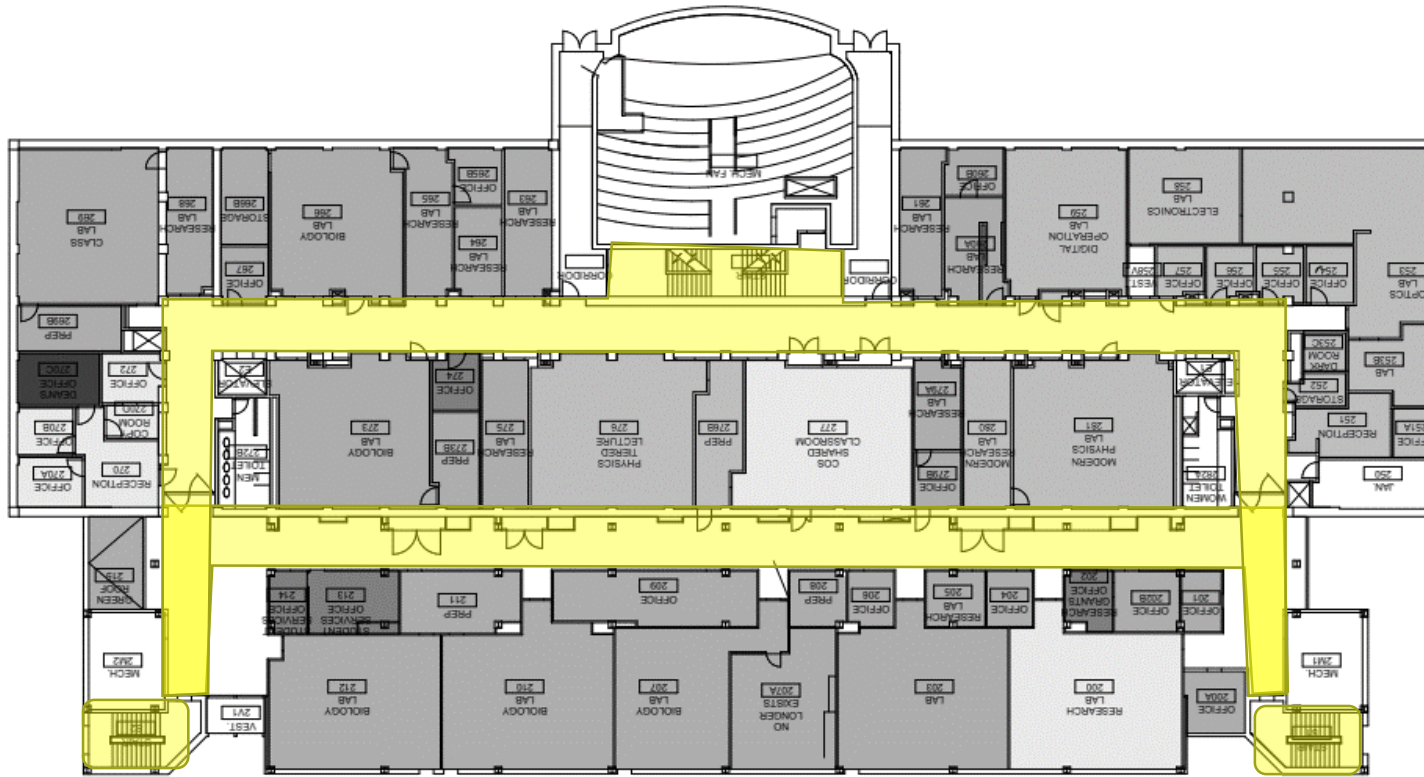
- ★ Engage developers to build flex lab space in Innovation District or ACF* – future research space or temporary lease

★ *Potential laboratory space*

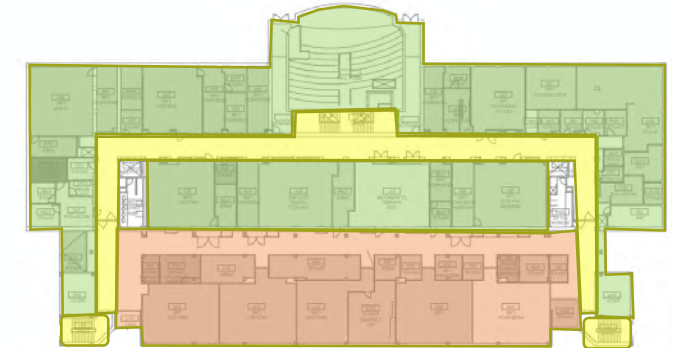
*ACF: American Car and Foundry Company

Core Campus Priority Project: Science Building

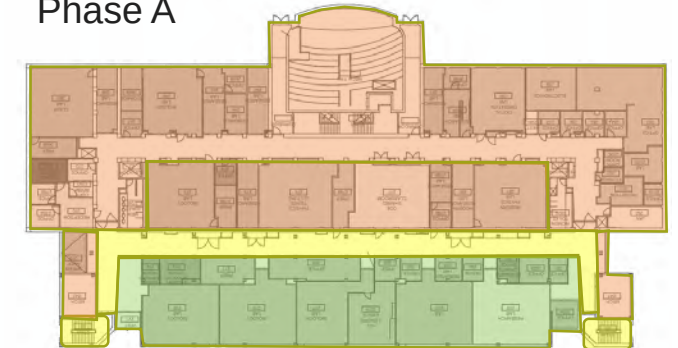
Phased Renovation Strategy



Example Floor



Phase A



Phase B

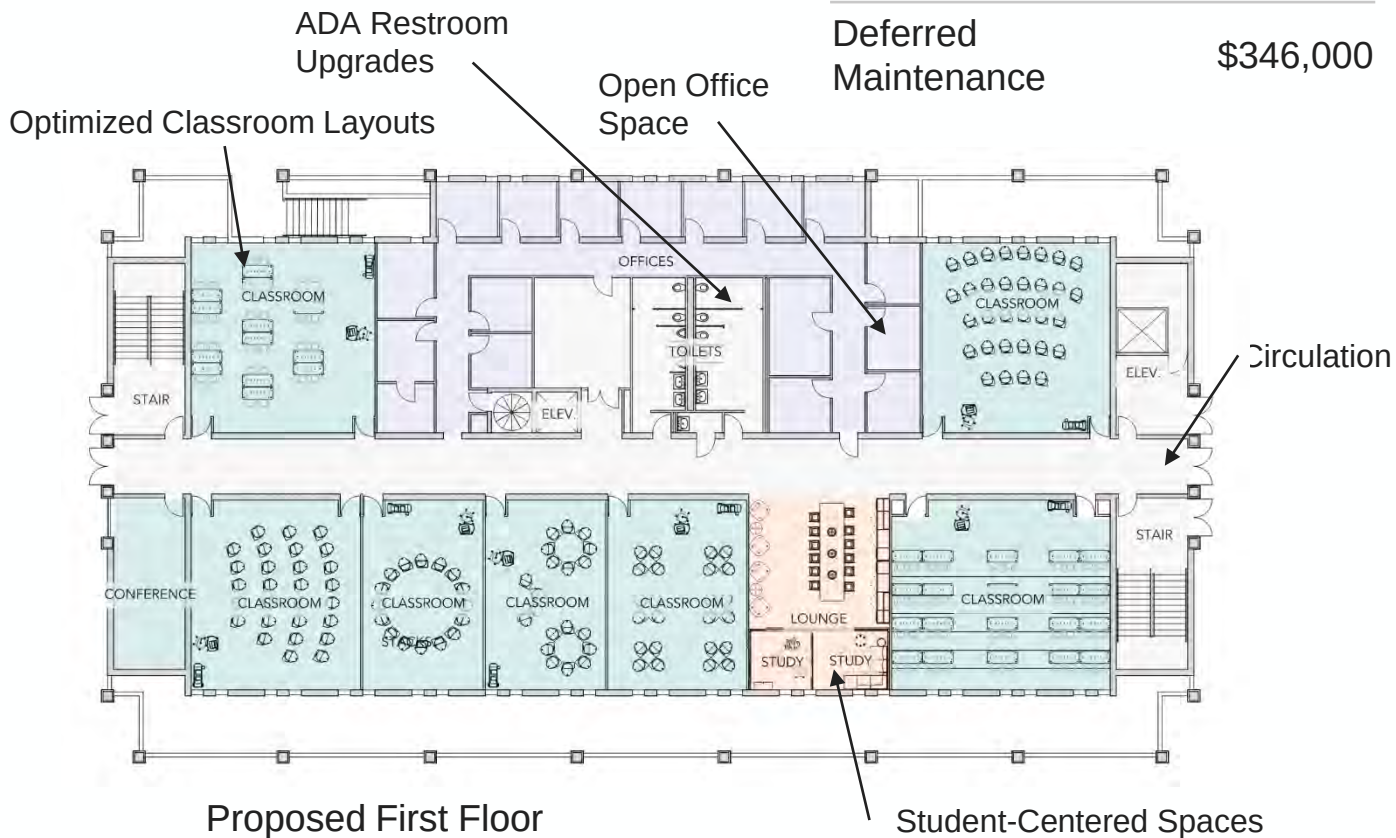
-  Corridor and Exit Stairs
-  Occupied area during renovation
-  Area under renovation

Core Campus Priority Project: Harris Hall

Analysis

Details

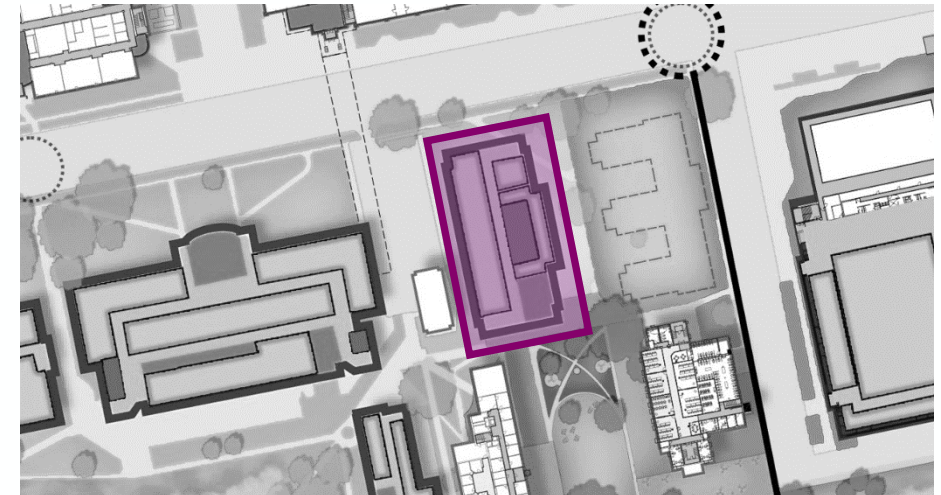
Construction	1975
Floors	B, 1-4
Area	58,800 GSF
Deferred Maintenance	\$346,000



Occupied primarily by Colleges of Liberal Arts & Education and Professional Development

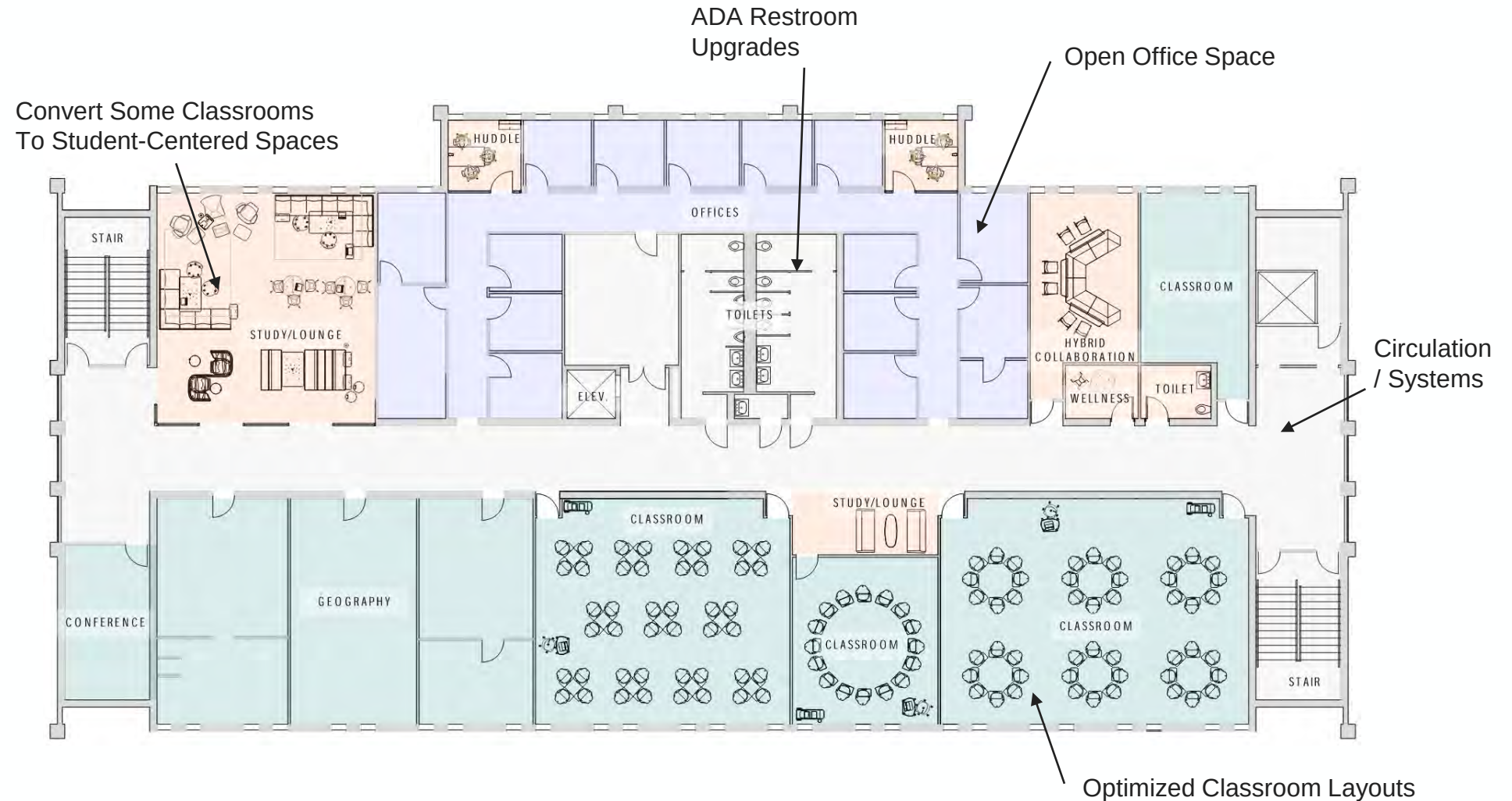
Opportunities:

- Create student collaborative space by converting classroom space
- Address ADA issues
- Optimize departmental organization by evaluating utilization of spaces and adjacencies
- Upgrade technology & furnishings in classrooms, offices
- Replace office partition “horseshoes” with open office layout, meeting spaces



Core Campus Priority Project: Harris Hall

Analysis



Proposed Second Floor

Core Campus Priority Project: Smith Hall

Analysis

Details

Construction	1996 & 1969
Floors	B, 1-9
Area	235,400 GSF
Deferred Maintenance	\$6,805,000

Convert Some Classrooms to Student-Centered Spaces



Optimized Floor Plate

Occupied primarily by Colleges of Arts & Media, Liberal Arts, Science, Health Professions, Education and Professional Development

Opportunities:

- Resolve stormwater / flooding issues
- Create student collaborative spaces by converting classroom space
- Address ADA issues
- Optimize departmental organization by evaluating utilization of spaces and adjacencies
- Upgrade technology & furnishings in classrooms, offices



FOURTH AVENUE INNOVATION DISTRICT



FOURTH AVENUE INNOVATION DISTRICT

Anchored by the Brad D. Smith Center for Business and Innovation

Innovation districts bring together
universities, cities, and businesses
to generate growth.



A Centralized Network of Connectivity



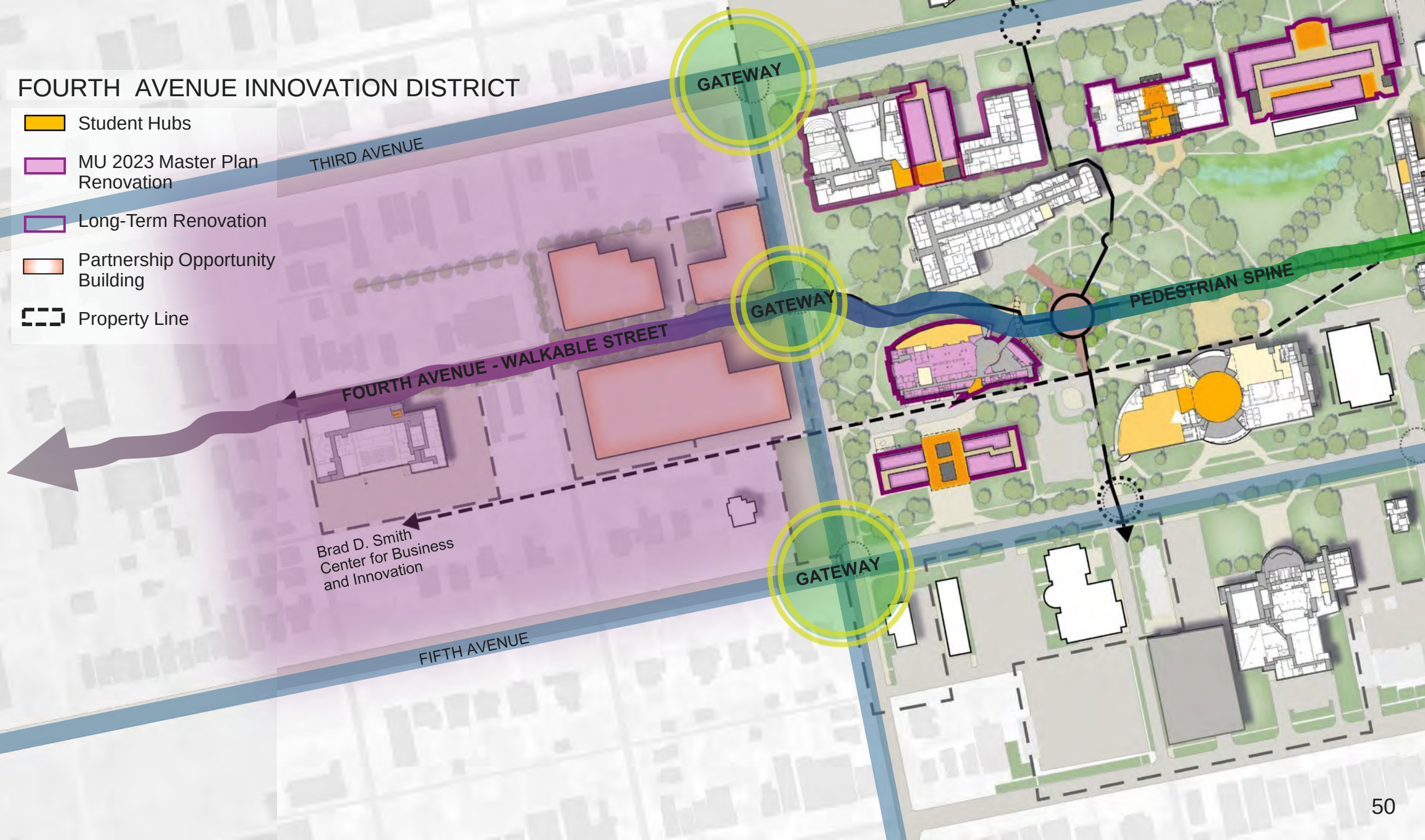


- Renderings are purely conceptual and are intended to show what the new 4th Avenue Innovation District could look like, through public-private partnership(s).
- This document is a framework. It will be built out over time and informed by stakeholder engagement as we move forward.



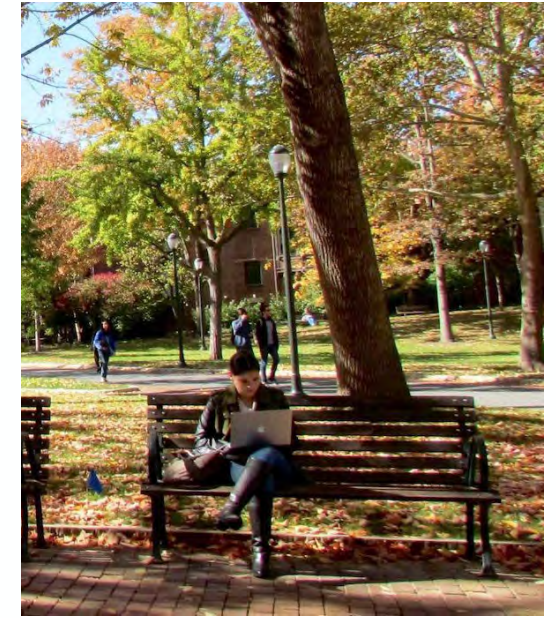
FOURTH AVENUE INNOVATION DISTRICT

- Student Hubs
- MU 2023 Master Plan Renovation
- Long-Term Renovation
- Partnership Opportunity Building
- Property Line



Fourth Avenue Innovation District: Recommendations

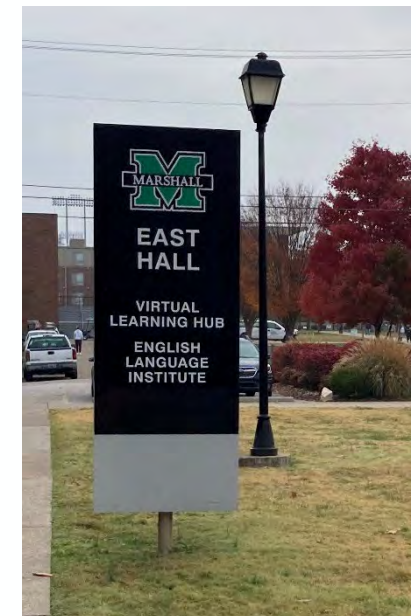
Marshall University Public Realm Branding



Site Furniture



Pavement and Walls



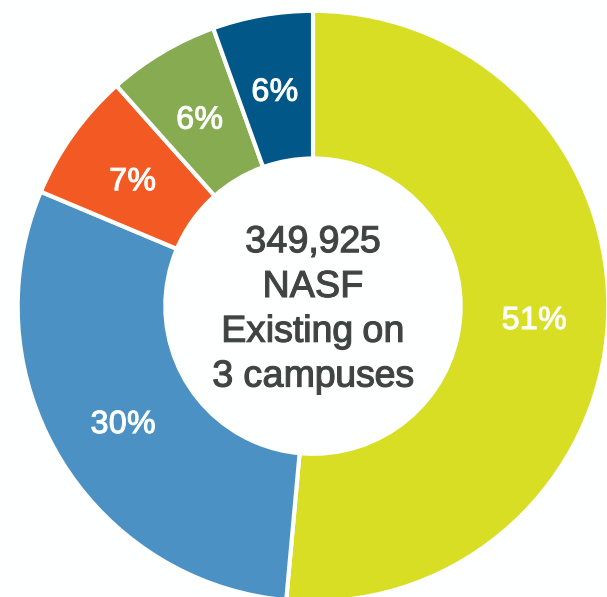
Signage and Banners

HEALTH SCIENCES

AT HAL GREER BOULEVARD

Health Sciences: Space Occupancy

School of Medicine & Marshall Health Share Space on 3 Campuses in Huntington



- School of Medicine
- Marshall Health
- School of Pharmacy
- College of Science
- Others

Campus	Short Bldg Name	School of Medicine	Marshall Health	School of Pharmacy	College of Science	Others	Grand Total NASF
Health Sciences	Erma Byrd Clinic	48,851					48,851
	Douglass Centre	4,796	17,770				22,565
	Forensic Building				3,993	648	4,641
	Forensic Sci Center				5,550	837	6,387
	Forensic Annex				4,089	164	4,253
	Kopp Hall/School of Pharmacy			24,768			24,768
	Rural Health Cabell	18,660	2,354				21,015
	Trans Gen Res Inst (or similar)	7,877					7,877
	Medical Center		73,669				73,669
Main Campus	Byrd Biotech	52,348			7,722	5,148	65,218
	Sports Med Inst		10,793			12,398	23,191
Off-site Location	Coon Edu Bldg	47,489					47,489
Grand Total		180,021	104,586	24,768	21,354	19,195	349,925

Health Sciences at Hal Greer Boulevard: Today



Health Sciences at Hal Greer Boulevard: Types of Space

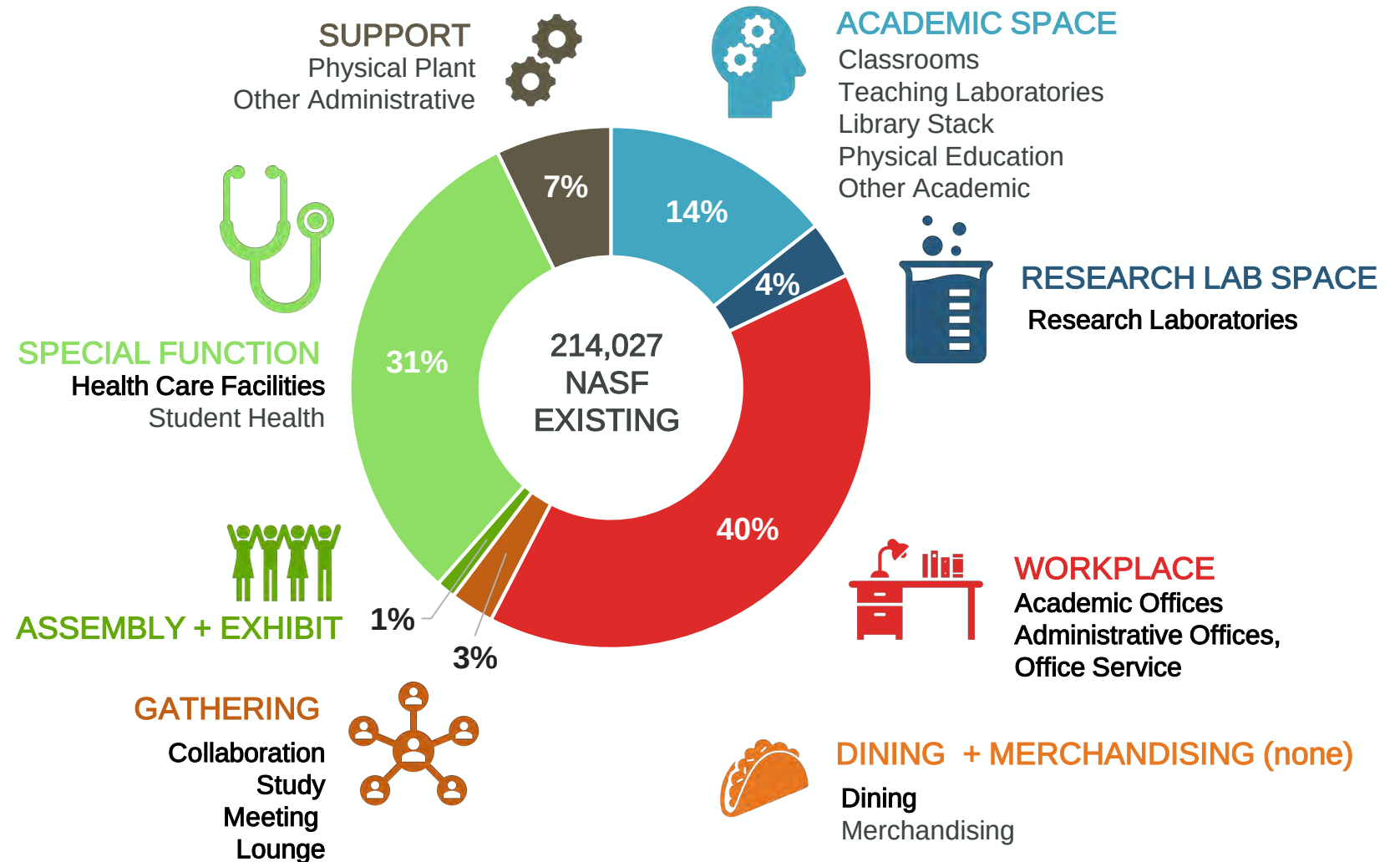
Primary needs indicated in **Bold**

Included:

- Erma Byrd Clinical Education and Outreach
- Forensic Science Complex
- School of Pharmacy/Kopp Hall
- Marshall Medical Center
- Center for Rural Health
- Translational Genomics Research Institute
- Douglass Centre

Excluded:

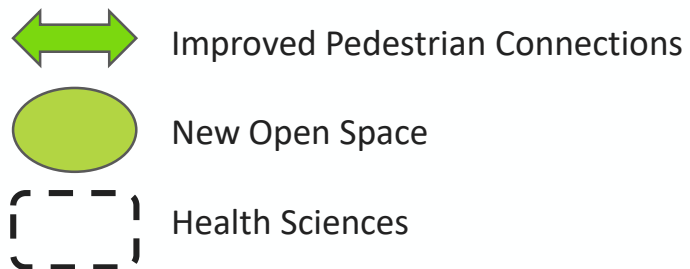
- Hope House
- Marshall Dentistry and Oral Surgery
- Cabell Huntington Hospital Center for Lung Health, Marshall Dermatology
- Office of Graduate Medical Education
- Marshall Kidney, Hypertension Center at J. Robert Prichard
- Dialysis Center
- Marshall Neuropsychology
- Linda S. Holmes Student Wellness Center



Health Sciences at Hal Greer Boulevard: Concept Plan

GOALS

1. Create a cohesive and well-connected campus
2. Improve the sense of place
3. Strengthen connections between medical education, clinical, and research components
4. Define the Health Sciences campus along Hal Greer Boulevard



Health Sciences at Hal Greer Boulevard: Proposed Plan

1. Forensic Science Center Landscape Improvements
2. The Landing Landscape and Parking Improvements
3. 15th Street Sidewalk Improvement
4. 15th Street Parking Garage Landscape and Sidewalk Improvement



Health Sciences at Hal Greer Boulevard: Renderings

Existing

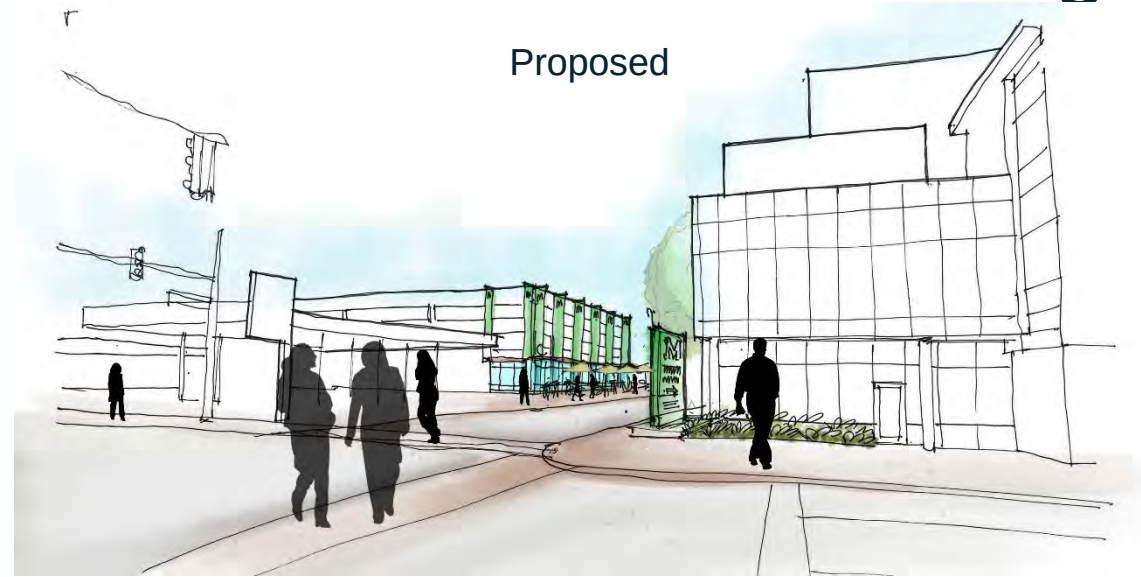


Charleston Ave & Hal Greer



Forensics Science Drive

Proposed



ATHLETICS



Athletics: Priority Improvement Projects

- ① “Training Table” / Marshall Room, providing balanced meals to student athletes, piloting Fall 2023
- ② Natatorium/Volleyball Reconfiguration
- ③ Baseball/Softball Complex (in progress)
- ④ Football North and South Endzones
- ⑤ Sports Performance/Weight Room
- ⑥ Soccer Facility Upgrades/ Field

Off campus or not located

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



Athletics: Existing Context

 ACF Development

H-BIZ GREEN MANUFACTURING HUB

- 75 acres of formerly industrial land in Highlawn area – the former American Car Foundry site is 42 ac
- Manufacturing site from 1872 (Ensign Manufacturing) to 2010
- Huntington Municipal Development Authority spearheading redevelopment
- Marshall Advanced Manufacturing Center's new Welding & Robotics Center (partnership with Mountwest Community and Technical College) will anchor the hub in a repurposed historic structure



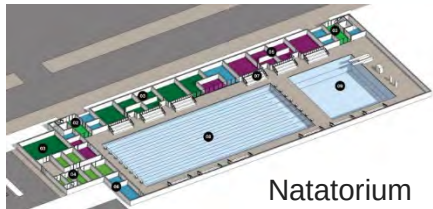
Athletics: Draft Plan for Development/Redevelopment

-  Proposed
-  ACF Development
-  Potential Partnership / Redevelopment

Potential New Facilities

- Natatorium
- Indoor/outdoor tennis complex
- 400M outdoor track and field complex
- Soccer practice field

These facilities could be executed through partnerships. Golf practice and operations are already off-site at Guyan Golf & Country Club and could stay there.



Natatorium



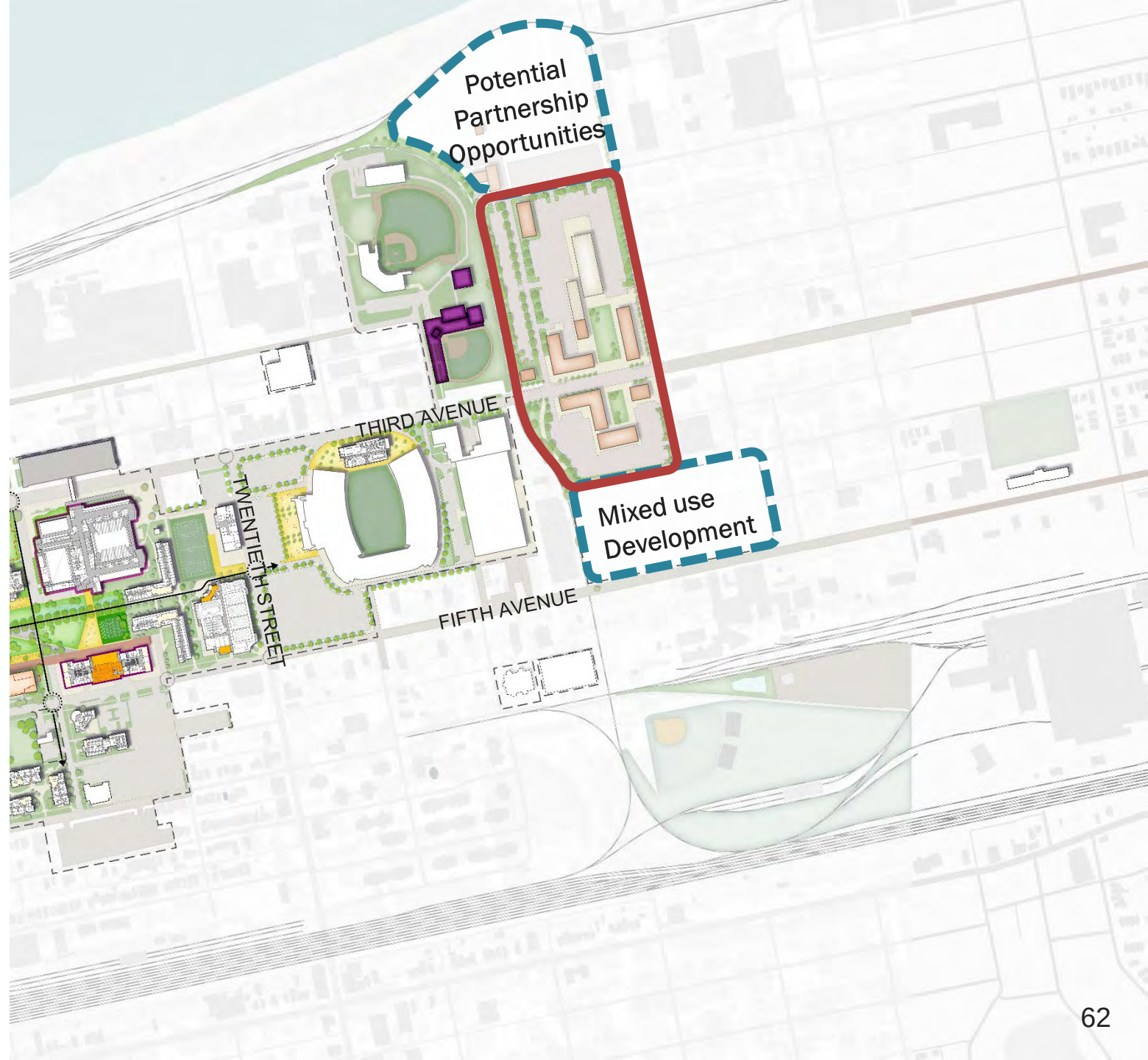
Tennis Complex



400M Outdoor Track and Field Complex



Soccer Practice Field



OUTSIDE HUNTINGTON

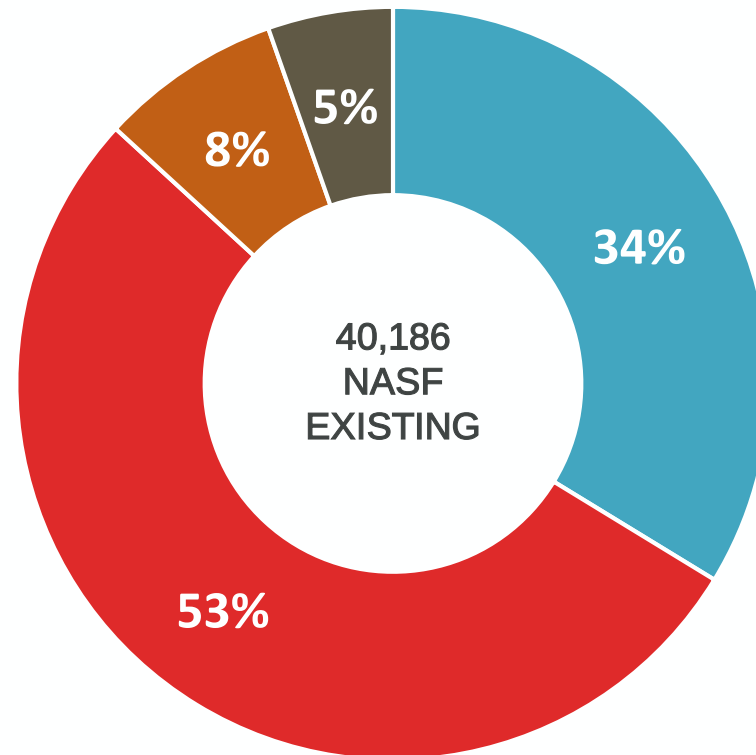
SATELLITE CAMPUSES

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

Satellite Campuses: South Charleston

52 min from Core
Campus

- Online graduate programs mean fewer students physically on campus
- Needs more collaborative space



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
	40,186

Satellite Campuses: South Charleston

Recommendations:

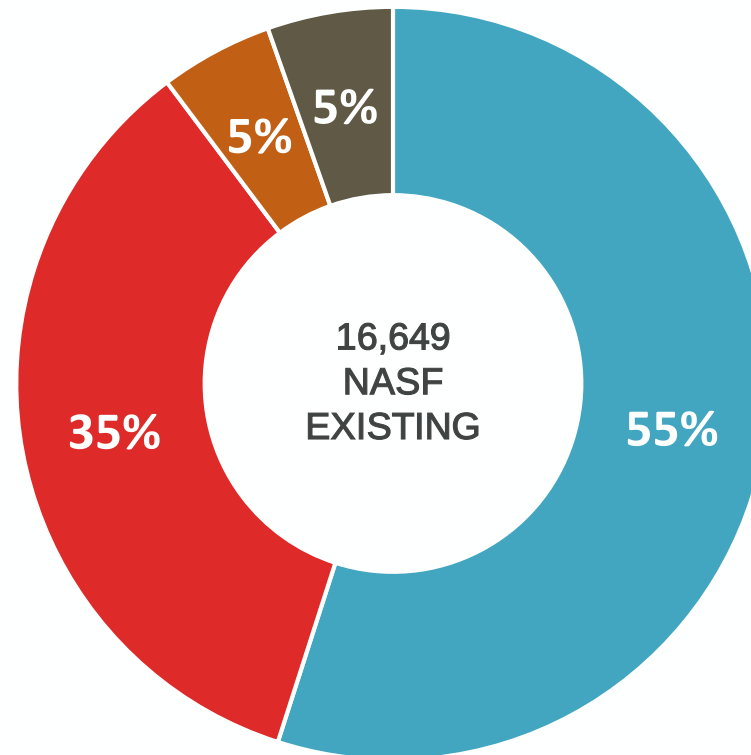
- Provide improved amenity spaces
- Improve circulation patterns
- Create pedestrian pathways between buildings and to outdoor amenity spaces
- Improve wayfinding and campus gateway



Satellite Campuses: Mid-Ohio Valley Center (MOV C)

56 min from Main
Campus

- Trend of new companies moving into Mason county.
- Population is expected to grow 2 or 3 times its current size.



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
	16,649

Satellite Campuses: Mid-Ohio Valley Center (MOV C)

Recommendations:

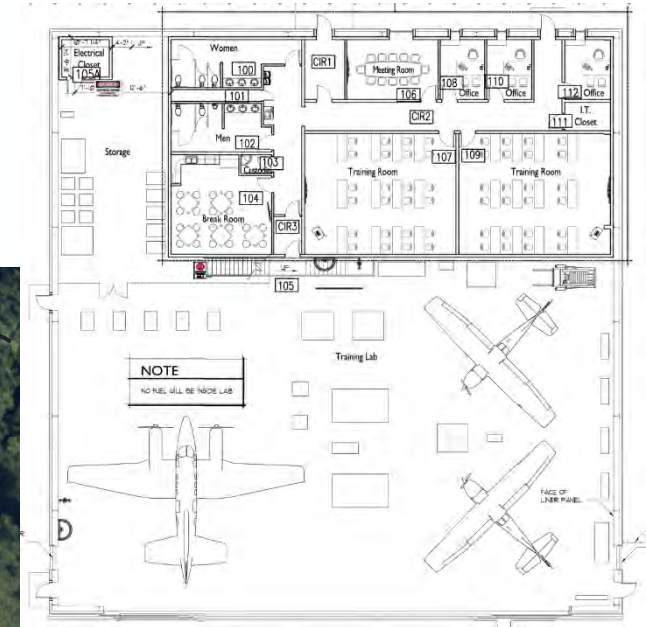
- Need to update ADA access to meet current standards
- Improve wayfinding and identity
- Reviewing sight distance at parking lot exit
- Enhance outdoor social spaces



Satellite Campuses: Tri-State Aviation

19 min from Core
Campus

- Aviation Maintenance Technology Program
- Bld #17 – 17,702 GSF
- Bld #13 – 14,880 GSF
 - 2 Training Rooms
 - 1 Training Lab
 - Maintenance Hanger

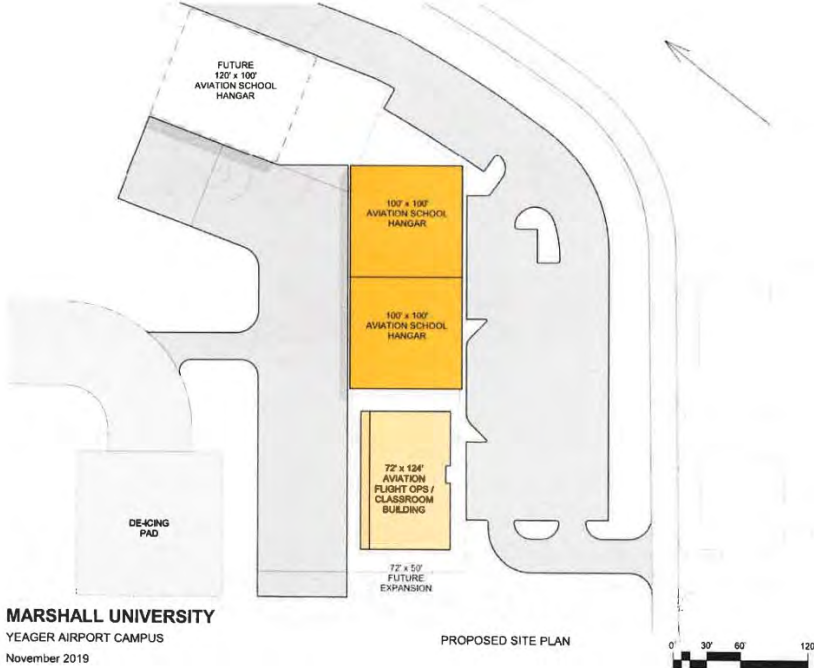
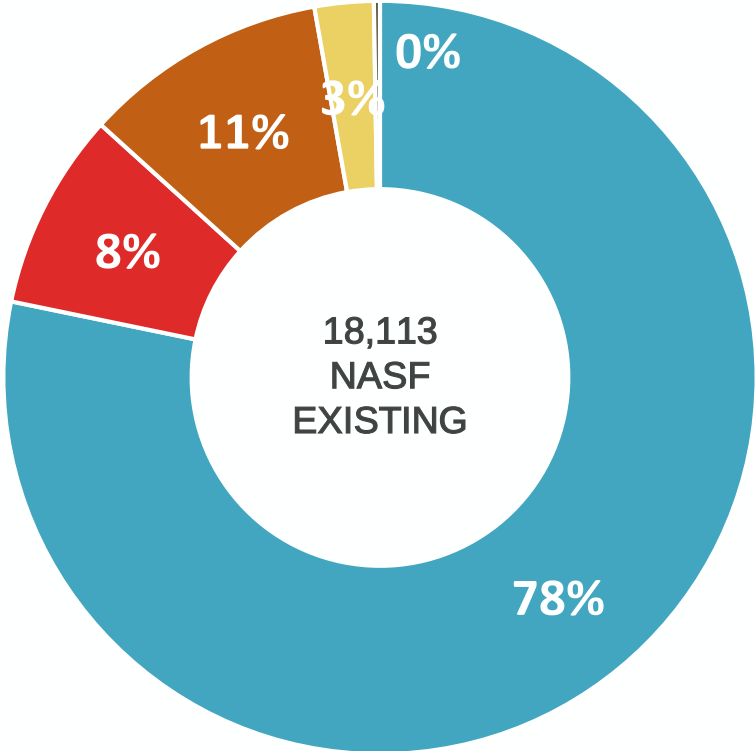
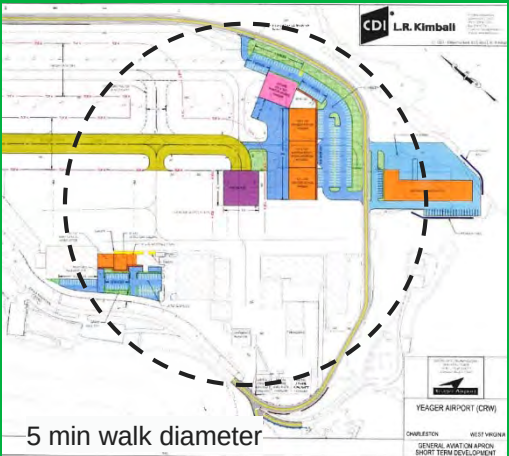


5 min walk diameter

Satellite Campuses: Bill Noe Flight School

56 min from Core Campus

- Classroom building & 1st hanger opened Spring, 2022
- B.S., Commercial Pilot: Fixed-Wing



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
		18,113

MU2023 MASTER PLAN-ON-A-PAGE





MU2023 MASTER PLAN-ON-A-PAGE

Student-First Master Plan

Decision Principles:

- "One Marshall" in the community:** a singular, integrated, and holistic plan that incorporates the needs of all areas of the university and its communities
- Safety and security:** a plan and design that optimizes for people and resources
- Research, teaching, and learning innovation:** encompass a larger, more-varied student base
- Sense of belonging:** inclusivity and accessibility, ensuring every student is successful
- 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 | 9 Drinko Library Partial Repurposing |
| 2 Smith Hall Renovation | 10 Corbly Hall Partial Renovation |
| 3 Smith Communications Renovation | 11 Demolish Holderby Hall and New Apartment-Style Residence Hall |
| 4 Morrow Library Renovation | 12 Twin Towers Renovations |
| 5 Science Building Renovation | 13 Gullickson Hall Renovation |
| 6 Harris Hall Renovation | 14 Henderson Center Renovation |
| 7 Demolish Laidley Hall | 15 Fourth Avenue Innovation District |
| 8 Prichard Hall Swing Space Preparation | (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 |

PROJECT PHASING + COSTS

SUMMARY

Phasing + Estimating Projects

Phasing Plan Goals

1. Demonstrate commitment to our decision principles.
2. Maximize funding opportunities.
3. Show early action (“Shock and Awe”).
4. Maintain flexibility in implementation.
5. Minimize disruption to campus.
6. Create strategic adjacencies.

Flexible Implementation Framework

Independent Projects

More flexibility to shift project timing

Physical execution of the project is not directly tied to any other investments. Availability of funding will influence project timing.

Dependent Projects

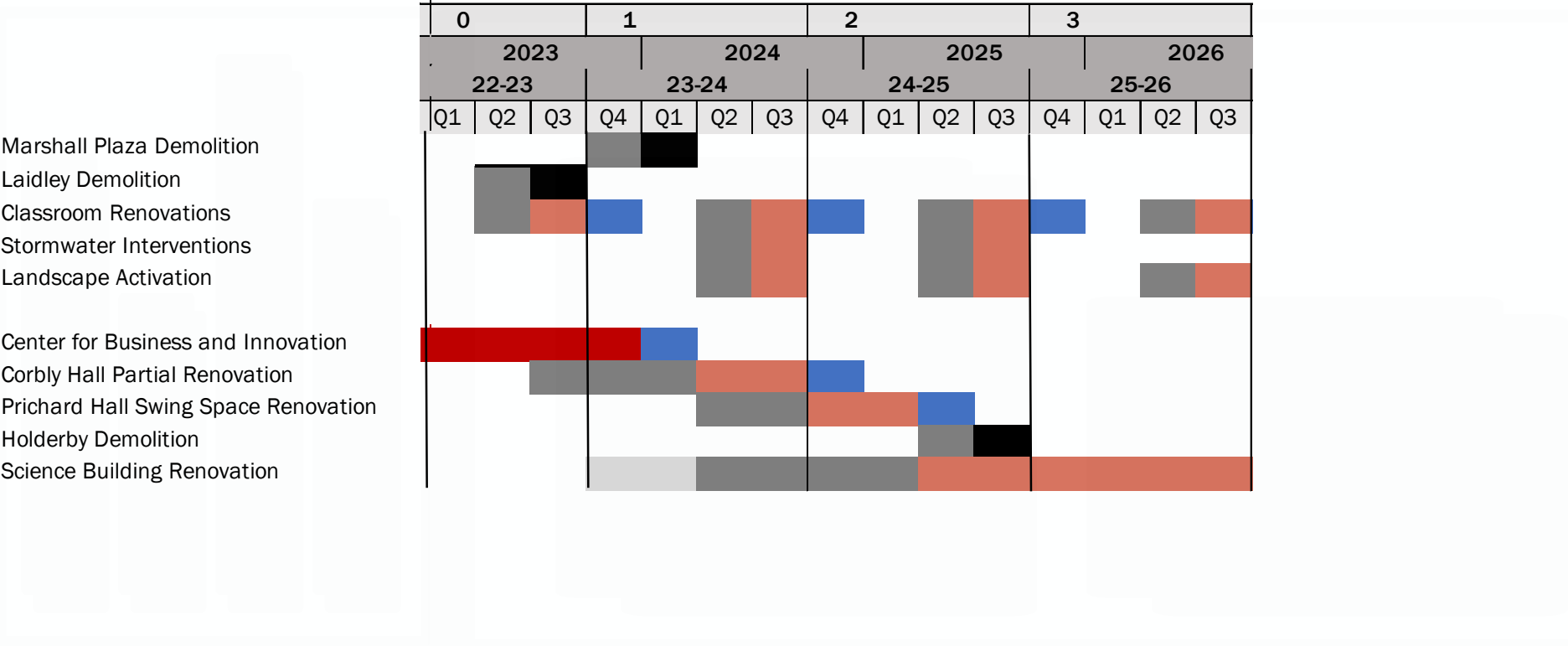
Timing shifts impact multiple projects

- **Required enabling projects**
Must be completed in a specific sequence to maintain continuity
- **Opportunities for backfill**
New space or a migration allows for renovation --- especially important for campuses with aging buildings and modest need for new space

Cost Estimate Assumptions

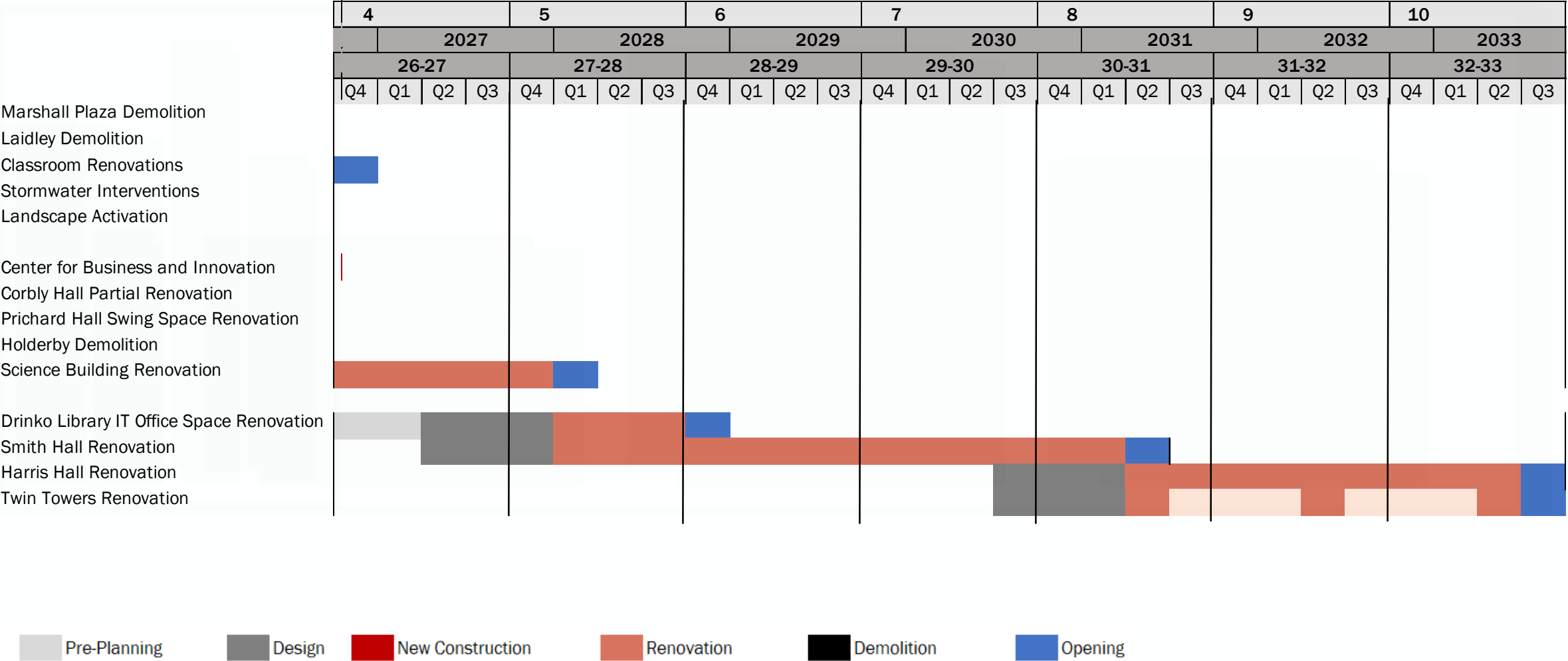
- All costs reflect Spring 2023 dollars
- All costs reflect total project costs, including 40% markups in addition to construction costs:
 - 10% FFE Allowance (*Furniture, Fixtures & Equipment*)
 - 3% Technology Allowance
 - 12% Soft Costs (investigation & design fees, permitting, etc.)
 - 15% Project Contingency
- Some projects flagged for lower markups
 - Example: Landscape projects have a 20% total project markup

Core Campus Phasing Plan: Year 1, Years 2-3



Pre-Planning Design New Construction Renovation Demolition Opening

Core Campus Phasing Plan: Years 4-10



Cost Estimate: Starting Projects

Year 1

Note: All costs are based on Spring 2023 estimates and are rounded to the nearest \$100,000.

Campus	Project	Project Cost Est	Type	Note
Core Campus	Classroom Renovations	* \$1,000,000	Building	Independent
Core Campus	Laidley Hall Demolition	* \$1,000,000	Building	Independent
Core Campus	Stormwater interventions, phase 1	* \$1,300,000	Civil	Independent
Core Campus	College Ave Pedestrian Improvements	\$700,000	Landscape	Independent
Fourth Avenue Innovation District	Marshall Plaza Demolition	\$800,000	Building	Independent
Health Sciences at Hal Greer Boulevard	15th Street Sidewalk Improvement	\$300,000	Landscape	Independent
Athletics	Golf/Guyan Upgrades	\$500,000	Athletics	
Athletics	Training Table	\$1,000,000	Building	
Satellite Locations	South Charleston parking/pedestrian walk	\$50,000	Landscape	Independent

* Included in the request to the State Institutions of Higher Education Deferred Maintenance Grant program.

Cost Estimate: Near-Term Projects

Years 2-3

Note: All costs are based on Spring 2023 estimates and are rounded to the nearest \$100,000.

Campus	Project	Project Cost Est	Type	Note
Core Campus	Classroom renovations	\$4,000,000	Building	Independent
Core Campus	Corbly Hall partial renovation	\$9,000,000	Building	
Core Campus	First Phase of Science Renovation	\$110,000,000	Building	Total 2 phases
Core Campus	Holderby demolition + Holderby Hall lawn landscape	* \$2,600,000	Building	
Core Campus	Prichard Hall swing space renovation	\$3,000,000	Building	
Core Campus	Science Building Swing Space	TBD	Building	
Core Campus	Phase 2 Flooding Recommendation Interventions	\$900,000	Civil	
Core Campus	Stormwater Management Landscape at Henderson Center	\$1,800,000	Civil	Independent
Core Campus	ADA pedestrian route at Smith Hall and Morrow Library	\$400,000	Landscape	Independent
Core Campus	East Hall Front Lawn	\$2,400,000	Landscape	Independent
Core Campus	Holderby Hall Lawn	\$1,100,000	Landscape	Independent
Core Campus	John Marshall Drive with new drop-off	\$1,500,000	Landscape	Independent
Core Campus	Prichard Hall Quad	\$2,300,000	Landscape	Independent
Core Campus	Twin Towers adjacent landscape	\$2,500,000	Landscape	Independent
Fourth Avenue Innovation District	Science Building Lab swing space	TBD	Building	
Fourth Avenue Innovation District	Partnership opportunities TBD	TBD		
Health Sciences at Hal Greer Boulevard	15 th Street Parking Garage Landscape and Sidewalk Improvements	\$300,000	Landscape	Independent
Health Sciences at Hal Greer Boulevard	Forensic Science Center Landscape Improvements	\$1,100,000	Landscape	Independent
Health Sciences at Hal Greer Boulevard	The Landing Landscape and Parking Improvements	\$2,400,000	Landscape	Independent
Athletics	Baseball/Softball completion	\$7,000,000	Athletics	
Athletics	Sand Volleyball Courts	\$3,000,000	Athletics	
Athletics	Indoor Tennis Center	\$500,000	Building	
Athletics	Natatorium / Volleyball Reconfiguration (FFE)	\$500,000	Building	
Athletics	Sports Performance/Weight Room	\$3,100,000	Building	
Athletics	Facilities Lettering	\$2,000,000	Misc	
Satellite Locations	MOVC landscape activation and accessibility	\$50,000	Landscape	Independent

* Included in the request to the State Institutions of Higher Education Deferred Maintenance Grant program.

Cost Estimate: Mid-Term Projects

Years 4-10

Note: All costs are based on Spring 2023 estimates and are rounded to the nearest \$100,000.

Campus	Project	Project Cost Est	Type	Note
Core Campus	Harris Hall Renovation	\$14,000,000	Building	
Core Campus	Science Building Swing Space	TBD	Building	
Core Campus	Second Phase of Science Renovation	\$110,000,000	Building	Total 2 phases
Core Campus	Smith Hall Renovation	\$22,000,000	Building	
Fourth Avenue Innovation District	Partnership opportunities TBD	TBD		
Health Sciences at Hal Greer Boulevard	Partnership opportunities TBD	TBD		
Athletics	Outdoor Track & Field / Soccer Training Complex	\$5,000,000	Athletics	
Athletics	Soccer Facility Upgrades/Field	\$6,000,000	Athletics	
Athletics	Football North & South Endzones	\$25,000,000	Building	
Athletics	Partnership opportunities TBD	TBD		

Potential Long-Term Projects – Core Campus

Projects Reviewed But Not Prioritized in Master Plan

- Demolish Prichard Hall
- Morrow Library Renovation
- Replace Twin Towers
- Additional Athletics projects through partnership opportunities
 - New Natatorium
 - Indoor/outdoor tennis complex
 - 400M outdoor track and field complex
 - Soccer practice field

Other Buildings in Poor Condition

- Smith Music
- Smith Communication
- Gullickson Hall
- Henderson Center
- Shewey Athletic Building