

Master Plan 2018

FINAL DRAFT: OCTOBER 3, 2018



Contents

Introduction	1
Overview	2
Guiding Principles	3
Planning Process	4
Project Funding	5
University Master Plan & City of Monmouth Zoning	6
 1: Existing Conditions	 7
Campus Development Pattern	9
Centers of Activity	11
Program Objectives	12
Facilities Priorities	13
Space Utilization	14
Academic Facilities	16
Academic Support	17
Housing	18
Dining Facilities	19
University Center	19
Arts Facilities	20
Athletics Facilities	22
Landscape & Grounds	24
Utilities & Infrastructure: Existing Conditions	26
Accessibility	27
Circulation, Transportation & Parking	28
Sustainability	30
Opportunities, Assets & Constraints	32
 2: Plan Alternatives	 35
Reinforcing a Clear Campus Framework	37
Option 1	38
Option 2	40
Test Fit Studies: Housing	42
Test Fit Studies: Athletics	43
Test Fit Studies: Arts	44
 3: Master Plan	 45
Master Plan Framework	46
Circulation & Open Space	48
Transportation, Parking & Service Access	50
Long-Range Plan Map	53
Utilities & Infrastructure	54
Sustainability	55

Introduction

Overview

Western Oregon University is at a signature moment in its history. With the transition from a campus of the Oregon University System to a fully independent university, there is a tremendous opportunity to reinvigorate the campus.

WOU is positioned to celebrate its legacy even as it establishes its role in the rapidly evolving field of higher education in our culture.

Several over-arching themes have been identified as key to WOU's culture:

- a service-oriented approach to student learning, with faculty-student interactions in and out of the classroom
- a live-learn student experience for residential students
- a commitment to diversity, both ethnic diversity and with regard to other student demographics: returning students, veterans and other "non-traditional" students

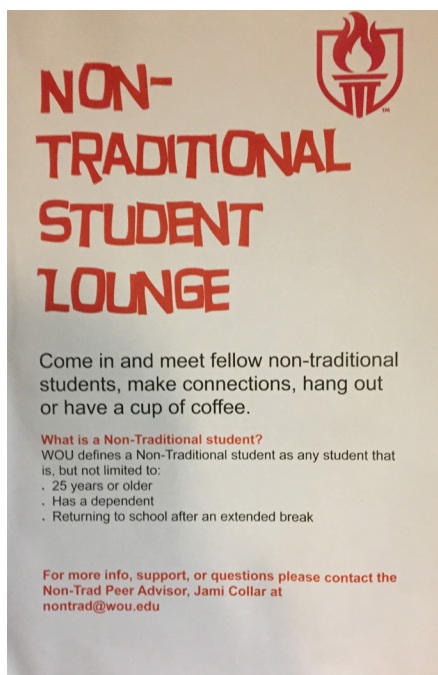


Figure 1: WOU seeks to meet the needs of non-traditional students, both through institutional investments and support for student initiatives.

WOU: A Brief History

The institution now known as Western Oregon University is the oldest school among Oregon's public universities. Its name and focus has evolved over its history in response to changing needs.

- 1856: founded, as Monmouth University
- 1859: Oregon statehood
- 1865: reorganized as Christian college
- 1883: renamed Oregon State Normal School, consistent with a national trend to teach norms and values to teachers in training
- 1911: renamed Oregon Normal School
- 1939: renamed Oregon College of Education
- 1981: renamed Western Oregon State College, recognizing the growth of liberal arts and expanded course offerings
- 1997: renamed Western Oregon University, reflecting the diversity of academic programs
- 2015: The Oregon University System (OUS) is disbanded, and WOU becomes an independent university.

Mission & Vision

WOU Mission

Western Oregon University creates lasting opportunities for student success through **transformative education** and **personalized support**.

WOU Vision

To become Oregon's **campus of choice** for students, faculty and staff who seek a student-centered learning community.



Table 1: Strategic Plan objectives that inform physical facilities priorities.

Institutional Priorities & Goals, as Established in the Strategic Plan	Supporting Objectives
Student Success <ul style="list-style-type: none"> • Cultivate Academic Success 	<ul style="list-style-type: none"> • Provide a campus environment that enhances learning & the development of the whole person.
Academic Excellence <ul style="list-style-type: none"> • Student Initiatives 	<ul style="list-style-type: none"> • Ensure appropriate class sizes to maximize faculty-student & student-student interactions.
Community Engagement <ul style="list-style-type: none"> • Improve the connections between university programs and activities and surrounding communities. 	<ul style="list-style-type: none"> • Expand activities & partnerships with local & regional organizations.
Accountability <ul style="list-style-type: none"> • Strengthen the university's visibility within Oregon. 	<ul style="list-style-type: none"> • Strengthen & expand community college partnerships.
Sustainability <ul style="list-style-type: none"> • Embed sustainability as a fundamental value. 	<ul style="list-style-type: none"> • Increase & support sustainable environmental systems for campus grounds, infrastructure & physical facilities. • Ensure the availability & effective utilization of accessible & comfortable classrooms, offices & meeting spaces.

Guiding Principles

The 2018 Master Plan is guided at its core by the principles established in the **Forward Together Strategic Plan**. Several of the objectives identified in the Strategic Plan directly address aspects of facilities planning (See Table 1).

Building on those objectives, the following principles are guiding the planning work:

- Tell the story of WOU - celebrate learning, research and the academic community.
- Celebrate both WOU's history and the many directions that today's scholars are exploring.
- Be a community resource - maintain an open campus that is engaged in the larger community, both locally and regionally.
- Create a healthy and sustainable environment that is welcoming to students, staff, and visitors from all backgrounds.
- Invest in long-term value, considering both capital and operating factors.

Planning Process

Western Oregon University initiated a new Master Plan in mid-2017, to support the **Forward Together 2017-23 Strategic Plan** and guide the University's investment in facilities, circulation and supporting systems.

The process is guided by a WOU Steering Committee, supported by a set of topical Focus Groups, and a consultant team was retained to develop the Master Plan.

Focus Groups were convened to address key topics, including:

- Academic Space Utilization
- Housing, Dining & Conferencing
- Athletics
- Sustainability
- Arts

The planning process and this report have been divided into 3 phases of inquiry:

- 1 Existing Conditions:** a review of existing conditions and establishment of the principles and goals to guide the planning process.
- 2 Plan Alternatives-** testing of a range of approaches to addressing the University's needs.
- 3 Master Plan-** selection of a preferred alternative, and development of supporting materials - circulation and open space diagrams, sequencing and implementation considerations.

Consultant Team

SRG Partnership, Project Lead, Campus Planners & Architectural Concepts

- Kent Duffy, Principal in Charge
- Eric Ridenour, Project Manager, Campus Planner
- Nicolai Kruger, Architect
- Lisa Petterson, Sustainability Lead
- Aaron Pleskac, Athletics Lead

Biddison-Hier, Space Utilization Assessment

- Tom Hier

Walker-Macy, Landscape Architecture and Campus Planning

- Mike Zilis
- Andrea Kuns

BHE Group, Civil Engineering Review & Planning

- Monica Anderson

- Geoff Larsen

PAE Consulting Engineers, Mechanical/Electrical/Plumbing Review & Planning

- Scott Bevin
- Marc Brune
- Jack Yousey

Kittelson Associates, Transportation Planning

- Phill Worth
- Fred Wismer

WOU Master Plan Steering Committee

- Rex Fuller, WOU President
- Ana Karaman, Vice President for Finance & Administration
- **Steve Scheck, Provost & Vice President for Academic Affairs**
- Gary Dukes, Vice President for Student Affairs
- Ryan Hagemann, Vice President & General Counsel
- Kathleen Cassity, Dean College of Liberal Arts & Sciences
- Mark Girod, Dean, College of Education
- Allen McKeil, Dean, Library & Media Services
- Tina Fuchs, Dean of Students and Judicial Affairs
- Curtis Campbell, Executive Director, Athletics
- Erin McDonough, E.D., Strategic Communications & Marketing
- Rebecca Chiles, Director, Public Safety
- Malissa Larson, Director of Disability Services
- Ethan McMahan, Associate Professor
- Ava Howard, Dir, Program For UG Research Experiences
- Michael Baltzley, Associate Professor
- Gavin Keulks, Director, Honors Program
- Mike Elliot, Construction Manager, Facilities Services
- Jessica Freeman, 2017-18 ASWOU President
- Lila Jones, 2017-18 ASWOU Senate President
- Suzanne Dufner, City of Monmouth, Director of Community Development
- Michael Smith, Director of Facilities Services; Master Plan Project Manager

Context

Project Funding

Oregon's public universities are funded through state funding, tuition revenue, and federal and other revenues.

The state funding of capital projects for Oregon universities is provided for by three separate bond programs:

- **XI-G Bonds:** this program is exclusively for funding of higher education capital investments. XI-G bonds are specifically for Education and General ("E & G") facilities - i.e., classrooms and support, but not housing, dining or student services. Funding through an XI-G bond requires a 'match' by the university of 50% of project costs. The local match is generally achieved through private donations and grants secured by the university.
- **XI-Q Bonds:** these bonds can be issued for any capital projects that are owned or operated by the State. There is not a local match requirement for XI-Q bonds.
- **XI-F Bonds:** these bonds, repayed from revenues from University operations can be used for non "E & G" projects.

Public-Private Partnerships (P3)

In recent decades, public sector funding for education has declined significantly, and universities have had to look at additional resources to meet the demand for quality public education.

One approach that public universities have utilized to provide needed facilities is the use of public-private partnerships ("P3") to develop housing and other project types.

The structure of P3 deals can vary significantly, but following a common model, the developer builds and operates the facility through an agreement with the University. At a future date, when the developer's initial investment has been recovered, the facility is turned over to the university.

Higher Education Coordinating Committee

Oregon's Higher Education Coordinating Committee (HECC) is charged with evaluating and prioritizing requests from the state's community colleges and public universities. The HECC prepares an overall coordinated biannual funding request for submittal to the Legislature, "including but not limited to education and general operations, statewide public services and state-funded debt service..."

- Office Of University Coordination:
Public University Budget Report
Summary, 2017-18 (oregon.gov)

Table 2: Funding Types Allowed for Primary University Project Types

Project Type	XI-F	XI-G	XI-Q	P3
Classroom Building		Y	Y	Y
Admin/Academic Support		Y	Y	Y
Student Services				
Student Housing	Y	N	N	Y
Dining Facility	Y	N	N	Y
Athletics Facilities ¹	Y	Y	Y	Y
Recreation Facilities	Y	N	N	Y
Campus Infrastructure	Y			Y

¹ Bonds backed by the Oregon Lottery may be used for University Athletics facilities.



Figure 3: Southern Oregon University's dining hall "The Hawk" and housing was built through a public-private partnership.

Image: siskiyou.sou.edu

University Master Plan & City of Monmouth Zoning

The WOU campus is within the city of Monmouth. Monmouth's Zoning Ordinance includes a Public Service - College (PSC) Zone.¹

This zoning designation includes provisions addressing:

- Consistency with State of Oregon land use planning laws
 - Coordinated planning processes and periodic review processes
 - Permitted & Conditional Uses
 - Height limits, setbacks and similar development standards
 - Storm drainage standards
 - Parking requirements - see transportation and parking section for a summary of these
- City zoning should be reviewed for current requirements during the design phase of all projects under this master plan.

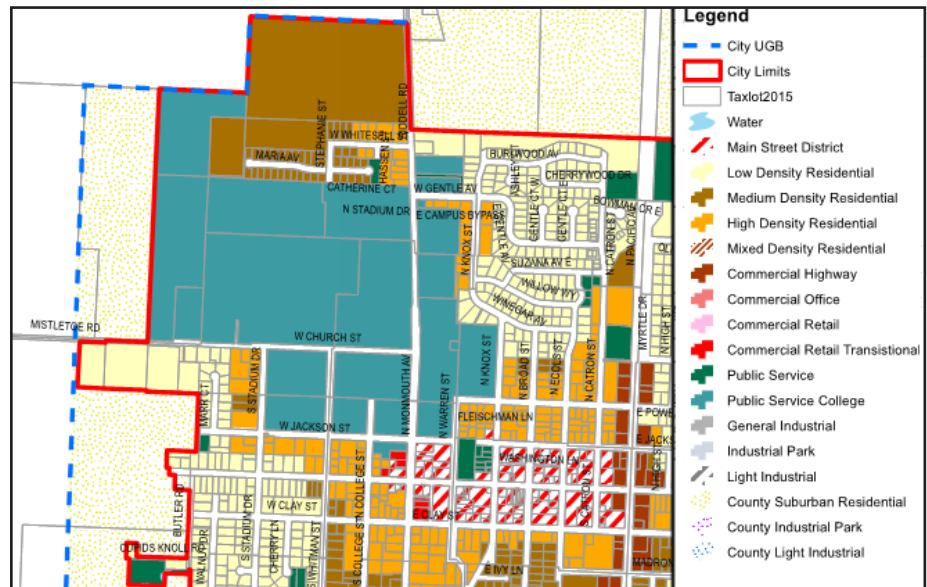


Figure 4: City of Monmouth Zoning Map (2015), excerpt showing WOU and surrounding area.

Image Source: Polk County/City of Monmouth

1 Monmouth City Code, Chapter 18.115 Public Service College (PSC) Zone, referenced July 2018

1: Existing Conditions

Current Facilities by Use

The WOU campus is largely zoned by use. Academic uses are in the east and south, along Monmouth Avenue, while residential uses are north and west of the campus core. This creates a residential cluster for on-campus students that is convenient, but also a bit of a retreat.

The University Center is well-sited at the center of the campus circulation system, where it clearly serves as a crossroads, with students stopping in for services or to study in a central dynamic location. Some mixed-use buildings - such as Ackermann Hall - further help to create active areas in the campus core.

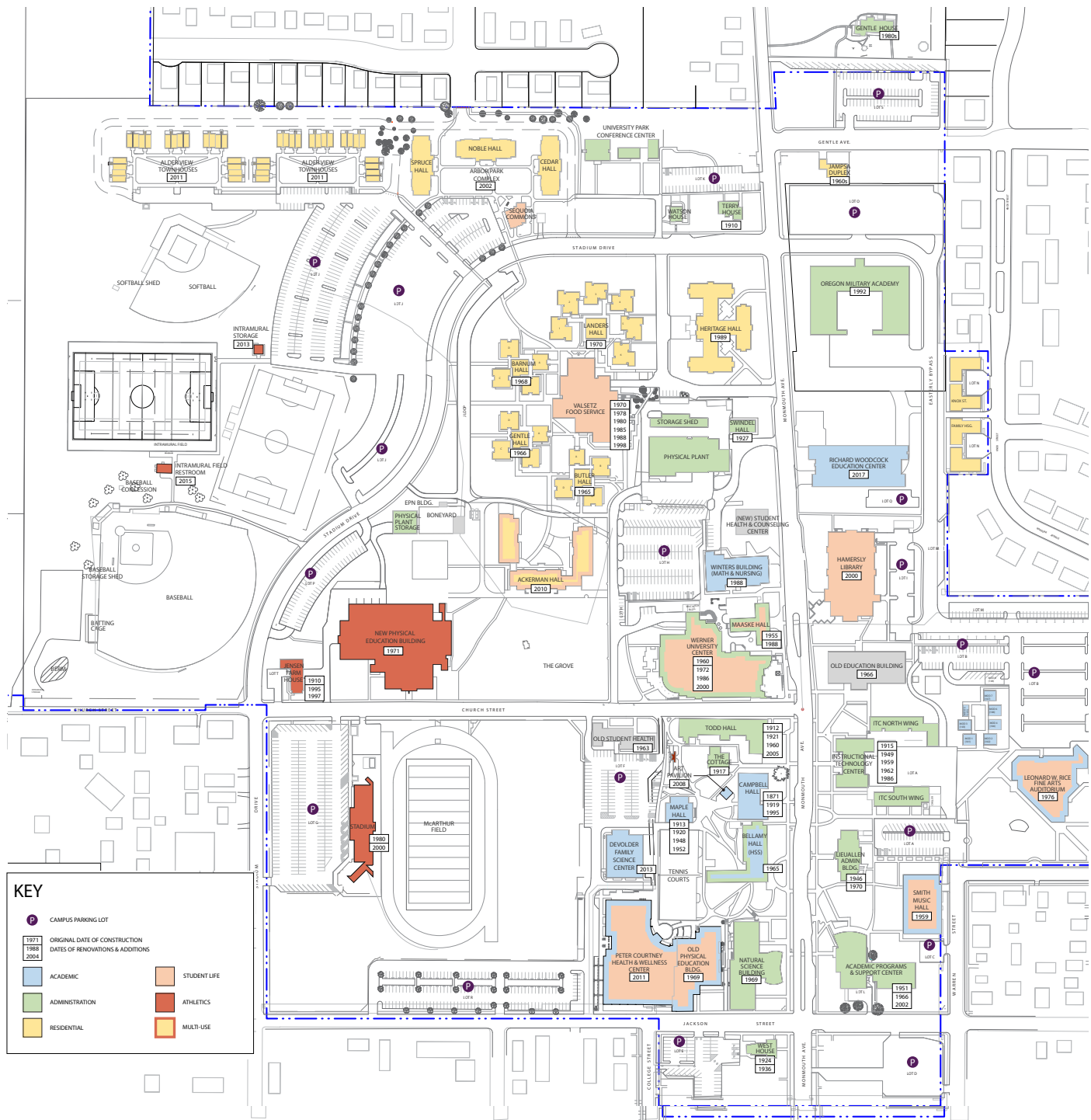


Figure 5: Existing Facilities, by Primary Use Type

Campus Development Pattern

The campus is organized across a few defining patterns:

- **Focus on Monmouth Avenue:** the core of the academic campus fronts on Monmouth Avenue, creating an impressive presence on the street, which is well regarded by both the campus and surrounding community.
- An **arts cluster** to the east of the core.
- **West campus open space uses:** fields, athletics, and recreation uses generally to the west and southwest of the core campus.
- **Clustering of student housing** around the dining hall, west of Monmouth Ave.
- **A family housing cluster** along the northern edge of the campus.
- **Community gateway:** a general pattern of locating uses that might attract the regional community along the edges of the campus: Rice Auditorium, the stadium, the Health & Wellness Center, etc.
- **Perimeter parking:** there is a general pattern (with some exceptions: i.e., Lots H & F) of providing parking along the campus edge, to provide convenience and freeing the central campus to be more pedestrian-oriented.

While several of the University's facilities are mixed uses, they generally fall into a few functional zones, as indicated in the map diagram.

The overall pattern that has emerged over time has many strengths:

- it has a strong recognizable core which is compact and therefore walkable;
- it allows residential students to have a degree of retreat when their day is done, but to still be near the heart of campus;
- the Werner University Center at a major crossroads provides a strong center to the campus.

The 2018 Master Plan seeks to build on these strengths and improve on them.

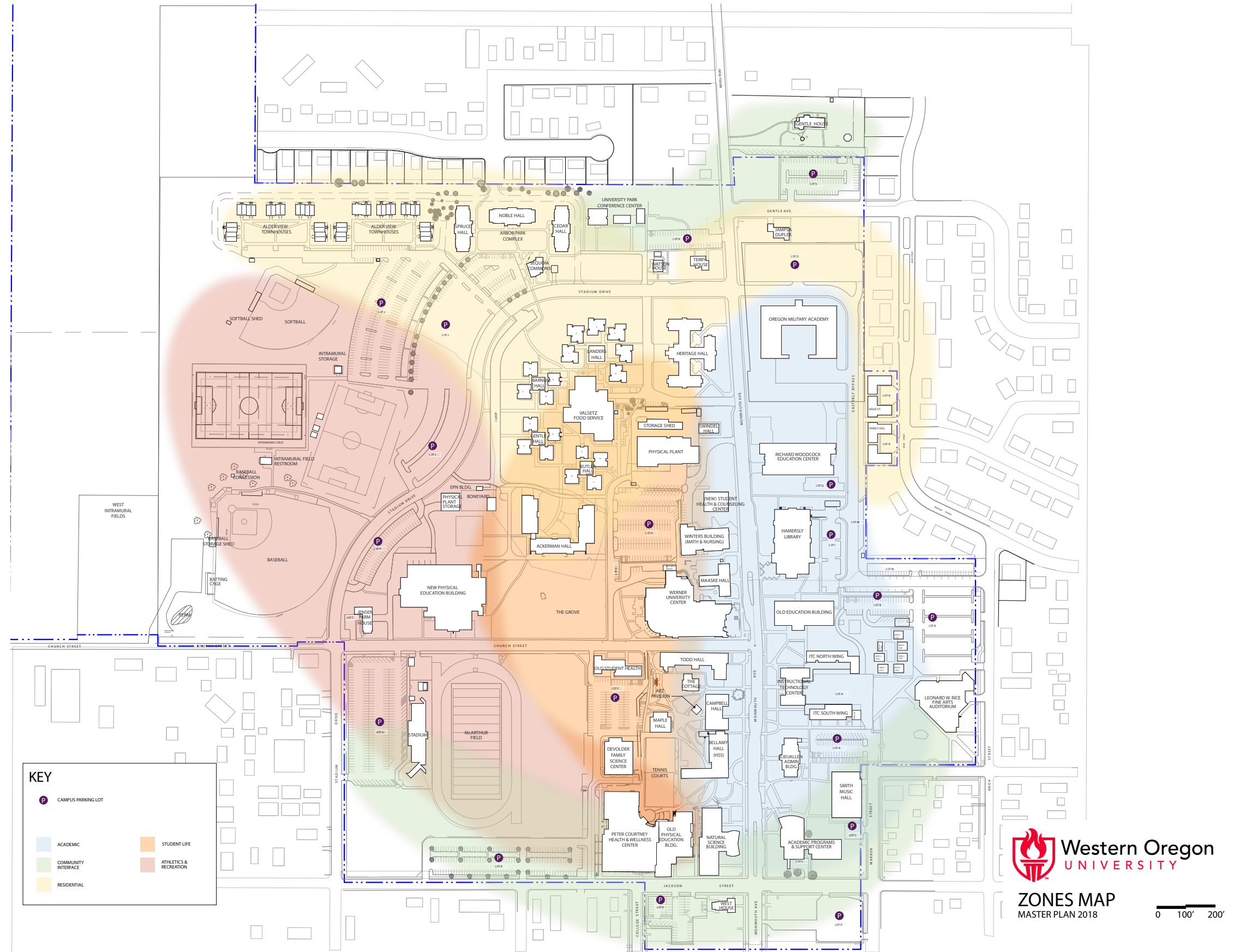


Figure 6: Campus Functional Zones

Centers of Activity

As part of the analysis of existing conditions, the planning team reviewed with stakeholders how the campus is used, and where the most vibrant, active areas of campus tend to occur.

The intent is to reinforce and enhance areas that are well suited

as vibrant “nodes” of activity. Students are drawn to campuses that feel vital and active, even as they also provide places for solitude and focus.

Campus stakeholders consistently commented on WOU’s limited options for this type of energy. The patterns of activity are described in the adjacent diagrams, and they vary somewhat across faculty, students and community visitors.



Figure 7: Academic life is centered in the Monmouth Avenue corridor, With the RWECC, this has stretched along the corridor

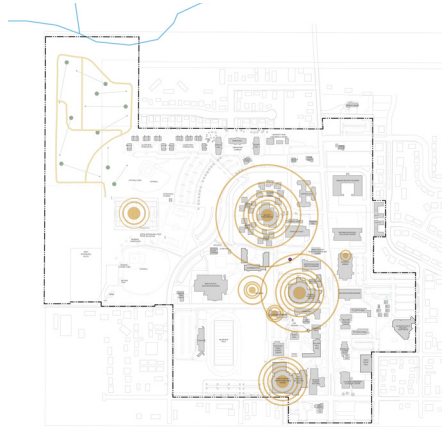


Figure 8: Student Life largely centers around the dining hall, recreation center and University Center.



Figure 9: The student athlete's campus experience makes more extensive use of the western campus fields and facilities.

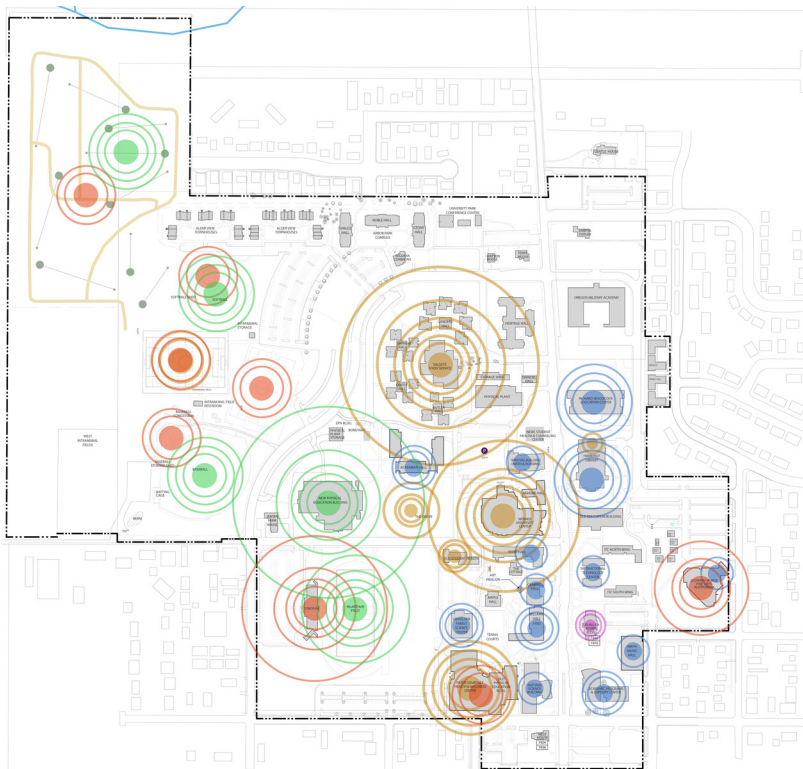


Figure 11: Composite diagram, showing the areas of concentrated activity.

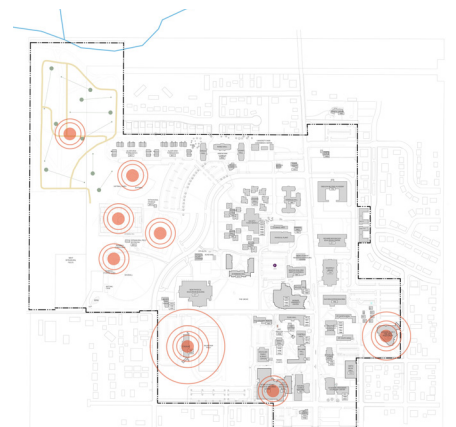


Figure 10: Community engagement activities are generally along the campus edges to the west and southeast.

Program Objectives

Based on stakeholder input and the team's review of existing conditions, a set of priorities were identified for the master plan.

One intent of the prioritized objectives is to address needs across the range of WOU's programs. The identified initiatives will support growth, and address current deficiencies in spaces serving the campus today.

Academic priorities will support existing programs through reinvestment in current facilities, and new program.

Housing and dining investments are intended to provide a contemporary, attractive student life experience.



Figure 12: A Welcome Center is proposed to serve multiple functions:

- welcome visitors to campus, including a concierge to orient potential students and their families, as well as other guests
- host events for returning alumni
- support conferences with short-stay housing
- provide multi-purpose rooms for events and scheduled classes.

Program Type	Goals and Needs
Enrollment	<ul style="list-style-type: none"> • Support a target enrollment of 6,500 on-campus students, by headcount (approx. 5,500 FTE)
Academics	<ul style="list-style-type: none"> • WOU is pursuing a new facility for Health Sciences programs. • Continue to invest in classroom technology, to have a full distribution of smart classrooms. • Migrate programs that require regular student contact from Todd Hall.
Support & Outreach	<ul style="list-style-type: none"> • Development of a Student Success Center with programs to serve all students. • A Welcome Center for visitors, alumni and other outreach opportunities.
Arts	<ul style="list-style-type: none"> • Renovate Rice Auditorium to support performing arts programs. Provide support spaces such as a scene shop and black box theater to allow for diverse programming of the auditorium. • Develop upgraded facilities for Music programs, to allow simultaneous use of facilities with adequate acoustical separation
Athletics	<ul style="list-style-type: none"> • Renovation of "New P.E." is a top priority, to address accessibility, storage needs, the poor condition of locker rooms and indoor practice . • Re-invest in existing fields as a top priority: provide improved drainage, lighting, and synthetic turf to allow for full programmed use. • Development of fan amenities, including a restroom near the softball field, concessions and press/video facilities. • Identify a site for a true field house, to support indoor practice of multiple sports.
Housing	<ul style="list-style-type: none"> • Replace Butler & Gentle Halls with up to 400 beds meeting contemporary standards. Housing for veterans and others with life experience beyond high school is a key need. • Provide for long-term replacement of Barnum & Landers Halls.
Dining	<ul style="list-style-type: none"> • Provide a scalable expansion of dining services, which will support more dining options in a more cost effective way. • Set up dining to better serve conferences and related events on campus, during summers and the school year.

Facilities Priorities

A list of near-term capital projects eligible for state funding has been developed by WOU, based on a combination of deferred maintenance and programmatic needs.

That list includes the following projects:

- 1 Old Education building, replacement or renovation: \$15 Million
- 2 New Physical Education building renovation: \$15 Million
- 3 Health Sciences: \$20 Million
- 4 APSC: \$10 Million
- 5 Rice Auditorium: \$10 Million
- 6 McArthur Stadium :\$10 Million

In addition, upgrades to housing and dining are considered priority projects, though funded through separate means (see “Project Funding” on page 5).



Figure 13: Replacement of the old Education building with a student success center is a WOU priority.



Figure 14: Renovation of New P.E. is a top priority in WOU's capital campaign.



Figure 15: Replacement of Butler & Gentle Halls with new housing is a top priority for non-academic funding.

2015 Backlog & Capital Renewal Report

In 2015, a review of deferred maintenance (DM) backlog was prepared by Sightlines. Major findings of that report include:

- Electrical equipment and HVAC distribution are the largest sub-systems in the backlog.
- The primary recommendation from the report is to build a renovation schedule along 2 criteria:

- 1 Impact on backlog and future capital renewal.
- 2 Consideration of programmatic initiatives and institutional mission.

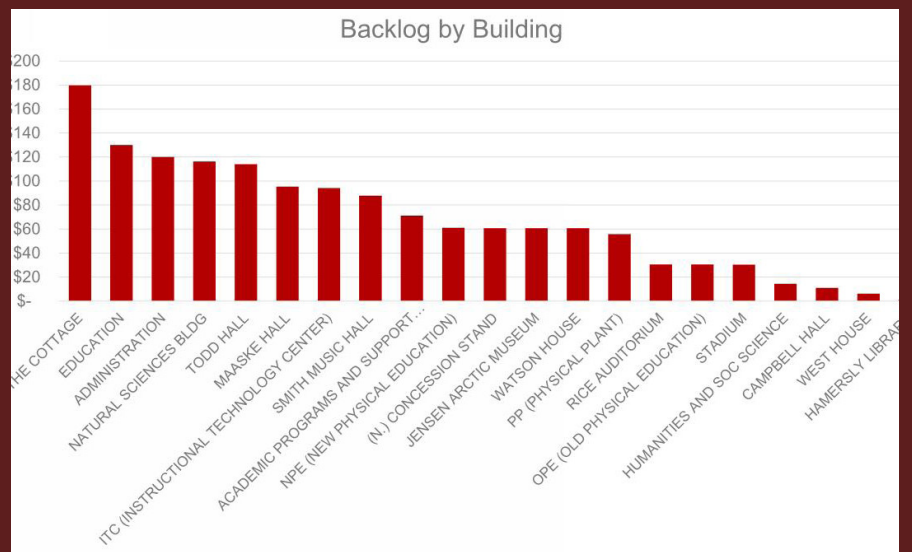


Figure 16: Facilities with the greatest backlog include: The Cottage, Old Education, Administration, Natural Sciences, Todd Hall, Maaske, the ITC & Smith Music Hall

Source: 2015 Backlog & Capital Renewal Report, Sightlines

Analysis

Space Utilization

Methodology

The team reviewed data from the College of Arts & Sciences and College of Education, which schedule classes somewhat independently of each other.

This was supplemented by interviews and briefings with faculty, to report on their experience with teaching facilities.

The primary goal of this analysis was to recommend strategies to improve space use under current conditions and with potential growth.

Findings:

CLASSROOM SUPPLY & DEMAND

WOU has available classroom capacity throughout the weekly teaching schedule. Capacity is most abundant on Fridays, as well as mornings and evenings. WOU also has minimal classroom demand on weekends.

Generally, WOU's supply of rooms are well suited to the current demand based on currently offered courses and their target enrollment.

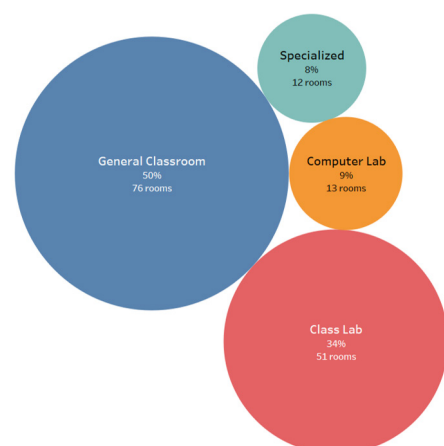


Figure 17: Distribution of WOU classrooms by type

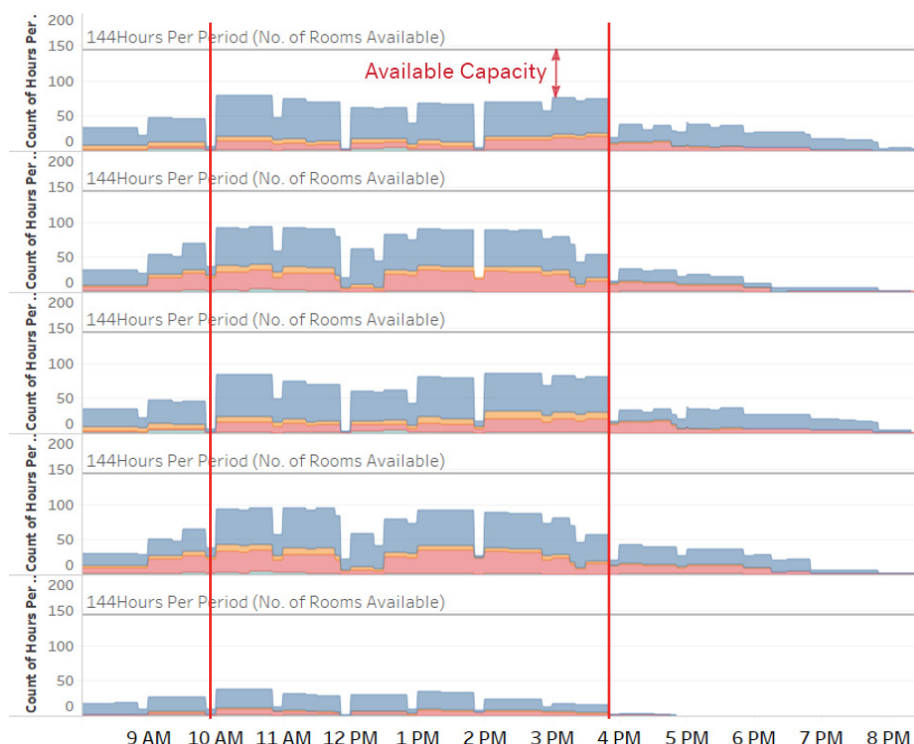


Figure 18: Peak demand for classrooms falls during the 10:00-4:00 "prime time", Monday-Thursday. There is some available capacity in that time frame, and significant capacity outside of that period.

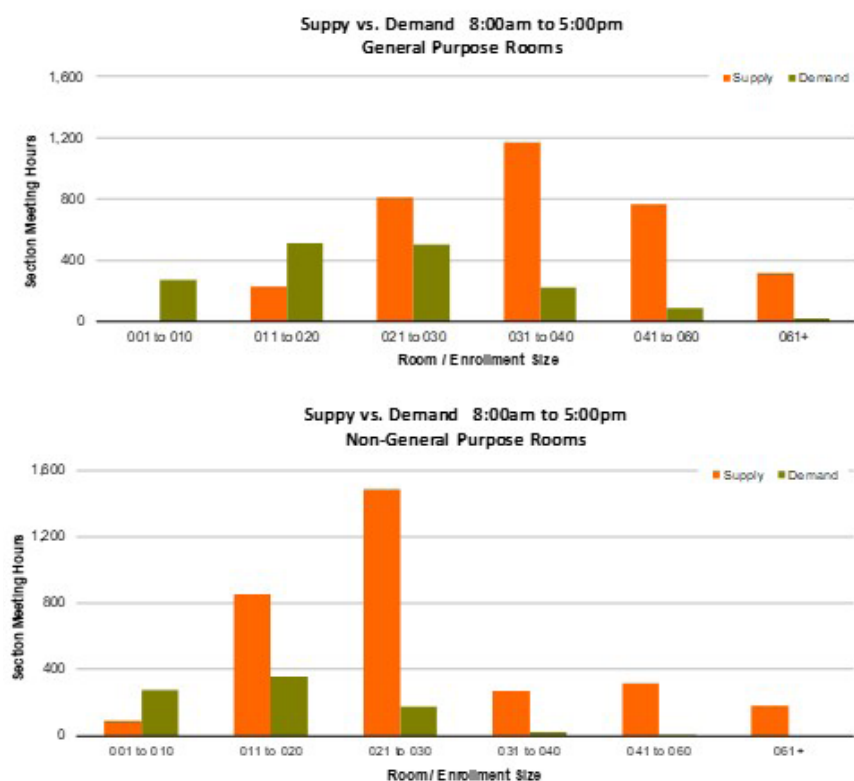


Figure 19: WOU's current classroom supply indicates that the campus has a more than adequate supply of rooms in the 20 to 40 student range, where demand is highest. However, room capacity estimates should be updated to current sizing standards, to reflect current pedagogies.

CLASSROOM STANDARDS & SIZING:

Nationally, classroom sizing guidelines have been updated in recent years, to account for more collaborative teaching models.

Modern pedagogy has shifted to more interactive methods, with more use of group work discussion. This shift requires more moveable furniture and leads to a somewhat larger floor area per student ratio.

Many of WOU's older classrooms are reflective of sizing standards from the OUS era (Figure 22), and assume traditional seating layouts, with students facing forward (see Figure 20).

It is recommended that WOU classrooms be re-categorized to account for contemporary teaching approaches. Planning for 30-35 SF/seat allows for use of table and chairs seating, which in turn supports group work, and flipped classroom pedagogies (see Figure 21).

CLASSROOMS & TECHNOLOGY

General purpose classrooms need to be “smart classrooms”. Some, but not all, rooms may need an expanded technology set.

WOU has made progress in recent years toward this, but there are rooms in the inventory that do not meet the standard.

Dual projection, with one screen to the side, is a good practice, which has been applied to many classrooms at WOU.



Figure 20: Older classrooms are scheduled and furnished following an outdated design standards of 18-20 SF/seat, which limits their use for flexible teaching and creates challenges accommodating people with mobility devices.



Figure 21: Recent classrooms have been designed for collaborative work, including use of furnishing standards that support movable chairs and tables for group work.

No. of Student Stations	Sq. Ft. per Student Station	Sq. Ft. Area of Room
15	20	300
20	17.5	350
25	16	400
30	15	450
40	14.2	568
50	13.5	675
60	13	780
80	12	960
100	11	1,100
125	10	1,250
200	9	1,800

Figure 22: Classroom Standards from the OUS Facilities Standards & Guidelines (1998) document. These standards do not reflect contemporary approaches to learning, which include a larger role for break-out group work, with movable furniture and more space per desk.

Facilities Priorities

Academic Facilities

Several of WOU's facilities are older buildings, and do not support contemporary learning approaches well.

Particular concerns that have been raised regarding academic facilities include:

- Todd Hall houses faculty offices. It does not have classrooms, so programs in this building have limited opportunities to engage with students, except in the classroom. During the master planning process, a decision was made to relocate the child development center and its playground from Todd Hall.
- The business school, currently in West House, does not have classrooms that support contemporary teaching methods.
- Maaske Hall would benefit from improvements to the entry, to help students and visitors find their way to their destination.
- Classrooms in Bellamy Hall (a.k.a. "HSS", Humanities & Social Sciences) tend to be over-filled with furniture, limiting teaching configuration and creating accessibility challenges.

WOU Arboretum

In addition to built academic space, a WOU faculty work group has developed plans to establish a teaching arboretum. The intent is to provide an interpretive experience, addressing multiple horticultural lessons, as well as an outdoor classroom.



Figure 23: Contemporary classrooms support group learning with movable furnishings and a "Smart Classroom" package of presentation and information technology.



Figure 24: Many WOU rooms have a good basic package of technology, including dual screens, with one to the side, allowing use of white boards.



Figure 25: Todd Hall's office spaces are small, limiting their usefulness for doing research, and they are isolated from classrooms, limiting faculty's ability to interact regularly with students.

Facilities Priorities

Academic Support

- The Academic Program and Support Center (APSC) is poorly suited to current uses. Issues include the overall condition including poor mechanical systems, and lack of accessible accommodation - compounded by the split-level layout. Renovation of this facility is recommended. The facility might best serve an academic program, with support functions moving to a more central location.
- The University has identified an opportunity to support student success through creation of a hub of student support functions, including:
 - advising
 - peer-to-peer learning center
 - study lounge/learning center functions
 - classrooms
 - related offices and services

The intent of the Student Success Center is to serve all students in a single, central location.



Figure 27: The Writing Center - currently in the APSC facility - is a successful service to students. However, its location makes it difficult to find and engage students who don't seek it out or receive guidance to be directed to the services.



Figure 26: Tutoring spaces are currently tucked into scattered meeting rooms on campus. A primary goal of the Student Success Center concept is to provide a central place for advising, tutoring and career counseling - helping to ensure that all students get the support they need.

Facilities Priorities

Housing

WOU's recent investments in housing have been successful at meeting student preferences and creating live-learn communities.

The University has also successfully reinvigorated some of the older facilities on campus - such as Landers and Barnum complexes - to meet evolving student needs.

On the other hand, the Butler and Gentle complexes have been reviewed by the University and found to be at the end of their useful life, due to both their condition and their unit type.

Replacement of them is one of the highest priorities under this Master Plan.

While these halls are used as overflow space for campus events during the school year, they are not used for enrolled student housing at this time.

With WOU's diverse population, the supply of housing will need to offer a range of choices. For example, many of WOU's students are returning to school and have life experience beyond secondary school, whether as military veterans or in the civilian workforce.

Their feedback to the University's housing leadership suggests that units which provide a



Figure 28: Kitchenette at Butler complex.

FACILITY	BUILT	BEDS	ROOM TYPES
Ackermann		340	<ul style="list-style-type: none"> • Themed Live-Learn communities • Doubles & Singles, community bathrooms, lounges and kitchen
Heritage		410	<ul style="list-style-type: none"> • Doubles & Singles, w/ community bathrooms, lounges, study rooms
Landers		323	<ul style="list-style-type: none"> • Doubles w/ community bathrooms, lounges, study rooms
Barnum		102	<ul style="list-style-type: none"> • Triples suites w/ in-suite bathroom
Butler		~90	<ul style="list-style-type: none"> • Not in regular use; events only
Gentle		~90	<ul style="list-style-type: none"> • Not in regular use; events only
		1,385	<ul style="list-style-type: none"> • Total current beds, res. halls
Arbor Park		210	<ul style="list-style-type: none"> • Apartments with private bedrooms
Alder View		40	<ul style="list-style-type: none"> • Family townhouses
Knox Park		16	<ul style="list-style-type: none"> • Apartments: 16 2-bedroom units

balance between engagement in the campus community and independent living are desired. For example, veterans have provided feedback that they value the campus community of Ackermann Hall, but that they also value more independent living.

To meet this apparent need and to help engage these students in the live-learn experience, WOU seeks to develop housing addressing the following criteria:

- suite or efficiency/studio units;
- centrally located on campus and with elements to build campus community;
- potentially in themed clusters, addressing populations such as transfer students, veterans, etc.;

Housing staff estimate that up to 400 beds could be supported by current demand. This quantity would replace the beds in Butler and Gentle Halls and add capacity to address demand.

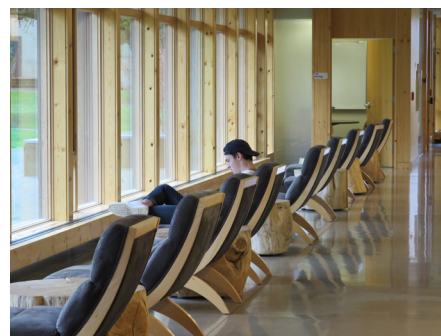


Figure 29: Ackermann Hall's lounges and break-out spaces provide places to talk peer-to-peer and to study in a semi-public environment. This community-building approach has been very popular since the facility opened.



Figure 30: Replacement of Butler & Gentle Halls with contemporary housing will help retain students and support them in an engaged learning community environment.

Facilities Priorities

Dining Facilities

Valsetz Dining Hall has significant limitations for serving the campus population. Student surveys indicate that a desire for more food choices is the primary change requested, and the Dining program staff has been able to introduce some expanded menu choice options. However, the kitchen is very constrained, limiting the ability to further meet this objective.

The dining areas currently seat approximately 350. Dining staff estimate that they would need to have seating for 700 people to meet current demand and modest enrollment growth. This size would also help accommodate conferences during breaks in the academic calendar.

In considering improvements to dining, the ability to serve conferences should be addressed - as well as the regular campus population.

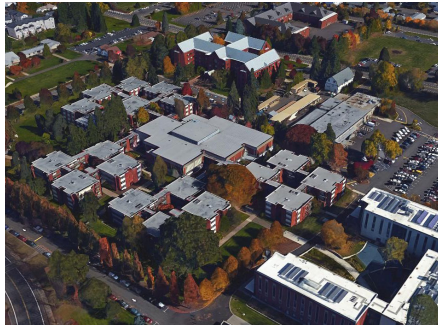


Figure 31: Valsetz Dining Hall serves as a hub for residential students. Faculty and other “day users” of the campus have commented that its location is inconvenient for lunch from the classroom areas.

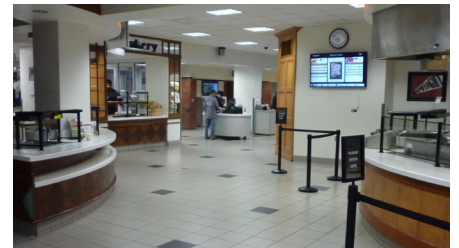


Figure 32: Valsetz’ kitchen size limits both the quantity and variety of foods that can be offered in the dining hall. Recent innovations in the servery have pushed the range of foods offered to the limits of the kitchen’s capacity.

Facilities Priorities

University Center

The Werner University Center provides a range of student activity spaces, conference rooms and support spaces. It is central and functions as a ‘crossroads’ between the main cluster of classrooms and the residential area of the campus.

The Summit (food court) provides some additional food choices, but dining services has raised concerns that it is not cost effective as it currently functions.

The distributed lounge and study spaces in the W.U.C. appear to be popular and well used. The upper level main walkway of the Center is a popular area for tabling to reach students, for organizations as well as vendors and career recruiters.



Figure 34: Generally, programs in the W.U.C. report that their spaces suit them well. Some suggestions have been made to improve signage and to help programs that share a space to better distinguish themselves.



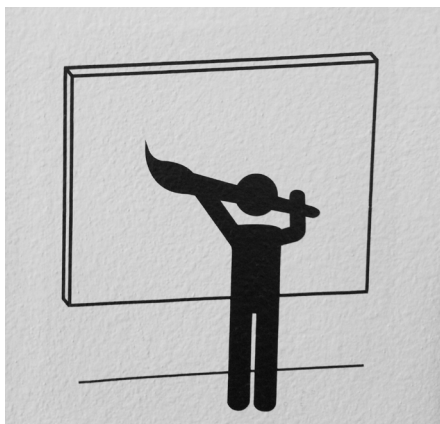
The south-facing windows have leakage at times. This facade also presents an opportunity to better connect the indoor activities of the Center with the outdoor areas around it, including Church Street.



Figure 33: The W.U.C. acts as a hub for conferences at WOU. The Pacific Room and adjacent kitchen are the core of that service, with some break-out rooms in the W.U.C. The University seeks to expand conference offerings beyond what can currently be accommodated.

Facilities Priorities

Arts Facilities



The Arts Programs at WOU include studio arts, performing arts and visual arts. They are currently housed in multiple facilities, including Smith Hall, Rice Auditorium, Campbell Hall and Maple Dance Pavilion.

Visual & Digital Arts

Visual Arts programs at WOU include:

- Art History
- Ceramics
- Drawing
- Foundations
- Graphic Design
- Interactive Media
- Painting
- Print Making
- Sculpture
- Video Animation

CAMPBELL HALL

The studio spaces at Campbell Hall are generally adequate for teaching; however, there is a lack of studio space for non-scheduled work outside of class meetings.

The Cannon Library provides a high-visibility location for showing visual arts. The program faculty



Figure 35: The Cannon Gallery, in Campbell Hall gives the Arts a visible presence in the core campus.

would like to add gallery space to show student work on a more regular basis.



Arts facilities include a ceramics kiln adjacent to Campbell Hall.

Performing Arts

Performing Arts programs at WOU include:

- Theater
- Music
- Dance

Performances are also popular with the community and are an effective means to engage with the Monmouth/Independence community, and beyond.

Facilities include:

- Rice Auditorium
- Smith Hall and associated space (recording studios) in the adjacent APSC building;
- Maple Pavilion

RICE AUDITORIUM

Renovation and expansion of Rice Auditorium has been a goal of the prior master plans in 2005 &



Figure 37: Music facilities in Smith Hall and the APSC lack required acoustic separation for simultaneous use. This limits their ability to serve students.

2011, and remains a goal under this master plan.

Primary needs include:

- Addition of a scene shop: currently sets are built on the stage, which impacts practice and the ability to use the auditorium for more than one event during a show's run and design.
- Seating layout improvements, to meet accessibility requirements.

SMITH HALL

Smith Hall is home to Music and related programs. While renovation of the building to serve these programs is possible, it would be difficult to create appropriate separation of programs.

In addition, it would be difficult to phase the work without significant impact on the continuity of programs.



Figure 36: Rice Auditorium: during set building, the stage (above) is not available for other purposes, limiting the ability to schedule short-duration events. The hall is not ADA-compliant and seating does not meet current egress requirements for aisles. In addition, lobby space (right) is limited.



Figure 39: The outdoor stage platform hosts events for the Theater program, as well as community activities.



Figure 38: Maple Pavilion dance floor (left) serves the program's teaching needs well, but additional practice and performance space would help support the program's growth and present demand.

Facilities Priorities

Athletics Facilities

WOU's athletics facilities are in need of significant re-investment.

Most of the fields are frequently extremely soggy leading to canceled home games and practices.

The primary indoor facility, known as "New Physical Education" is approaching 50 years old and has multiple deficiencies:

- dank and outmoded locker rooms;
- no locker rooms for visiting teams; this limitation also means that WOU is not able to host tournaments for its GNAC conference;
- minimal physical and acoustical separation between the two gyms, limiting programming options;
- a multi-purpose room for practice that is undersized and with flooring in need of replacement.

Other areas, such as the spaces under the stadium grandstand, are challenged by competing demands of storage and primary uses, as well as flooding.



Figure 40: The climate of western Oregon and the soils of the Willamette Valley result in fields that hold water and are often unusable. Enhanced drainage such as at the soccer field (above) helps manage water. Synthetic turf, as installed at the student-funded intramural field (below), would allow robust use of the fields.



Currently, football has its lockers in the Health & Wellness Center, and some stakeholders noted a potential risk that the football program would be isolated from other locker rooms. A desire for a unified all-sport facility was expressed.



Figure 41: One transformative idea is being pilot-tested is the addition of soccer as a function at McArthur Field. Currently the field accommodates track events and football. Addition of synthetic turf and enhanced lighting are also goals for this facility.

WOU Sports

In the 2017-18 year, WOU's Athletics program includes the following inter-collegiate sports:

SPORT:	Women	Men
Baseball	-	Y
Softball	Y	-
Basketball	Y	Y
Cross Country	Y	Y
Track & Field	Y	Y
Volleyball	Y	-
Soccer	Y	-
Football	-	Y

In support of these team sports, WOU also offers training and physical therapy.

WOU's teams compete at the NCAA's Division II level, in the Great Northwest Athletic Conference (GNAC). WOU facilities also host athletics clinics and camps in the summer and at other times.

Intramural Sports

In addition to NCAA competitive sports, WOU provides an array of intramural sports, managed through the **Student Recreation program**.

Current Intramural offerings include: Lacrosse (M), Rugby (W & M), Soccer (M), Dance, Rock Climbing, Martial Arts, Running and Wrestling.

Facilities for Intramurals are generally budgeted and managed separately from the inter-collegiate athletics program, although some joint use of facilities is accommodated.



Figure 42: The two gymnasium spaces are separated by a bank of retractable seating. With no acoustic separation, they cannot effectively be used at the same time.



Figure 43: Locker rooms are very outdated, with dank, ganged showers and tight circulation. There are no locker rooms for visiting teams.



Figure 44: Lacking appropriate equipment storage puts equipment at risk and/or means that storage takes space that could otherwise be used for program purposes.

FACILITY	Notes
"New Physical Education"	<ul style="list-style-type: none"> The facility is no longer "New" (built 1971), and has significant limitations. A prior proposal for funding addresses many of these, but this facility remains a high priority and the master plan will propose alternative approaches to addressing the needs.
Football & Track Stadium/McArthur Field	<ul style="list-style-type: none"> The stadium facility has several deficiencies, including periodic flooding of the rooms under the bleachers and competing space demands between storage and other uses. The field itself is often unusable due to dampness, and lighting is below recommended levels, which can make play unsafe at times. The potential to add soccer capacity to the field has been raised as an opportunity to expand that sport.
Soccer Field	<ul style="list-style-type: none"> The field received drainage improvements in 2017, expanding its usable schedule. It has some seating but no fan or player amenities and no lighting.
Baseball Field	<ul style="list-style-type: none"> The baseball field has a grass outfield, dirt infield, and grandstand seating. It lacks lighting and appropriate drainage.
Softball Field	<ul style="list-style-type: none"> The softball field has a grass outfield, dirt infield, and grandstand seating. It lacks lighting and appropriate drainage.
Field Events Yard	<ul style="list-style-type: none"> Hammer and shot put are currently accommodated in a field separate from McArthur Field.
Other	<ul style="list-style-type: none"> Athletics has limited facilities in the Health & Wellness Center, primarily football locker rooms. The Jensen Farmhouse provides some support functions for soccer, baseball and softball.



Figure 45: A small concession/restroom building serves the baseball field, but most outdoor areas have no fan amenities.

Landscape & Grounds

Open Spaces

While there are many green spaces on campus, the campus lacks usable plazas and gathering spaces. Effective outdoor spaces can directly support peer-to-peer learning and a vibrant campus.

Several small well-sited plazas have been developed and adding a few more space like these as part of the campus development will support gathering and learning beyond the classroom.

PLANTING AREAS

Beyond the open lawns and trees, existing planting areas are primarily located adjacent to buildings. In many of the existing planting areas, shrubs and groundcover have been removed leaving a few isolated shrubs and bark mulch at the ground plane.

While this approach reduces maintenance requirements and provides a visual porosity, it does little to add visual quality to the campus and to support outdoor seating.

SITE CIRCULATION

The campus path network is fairly complete, but would benefit from establishing some hierarchy to distinguish main paths from secondary routes, as well as improved wayfinding.

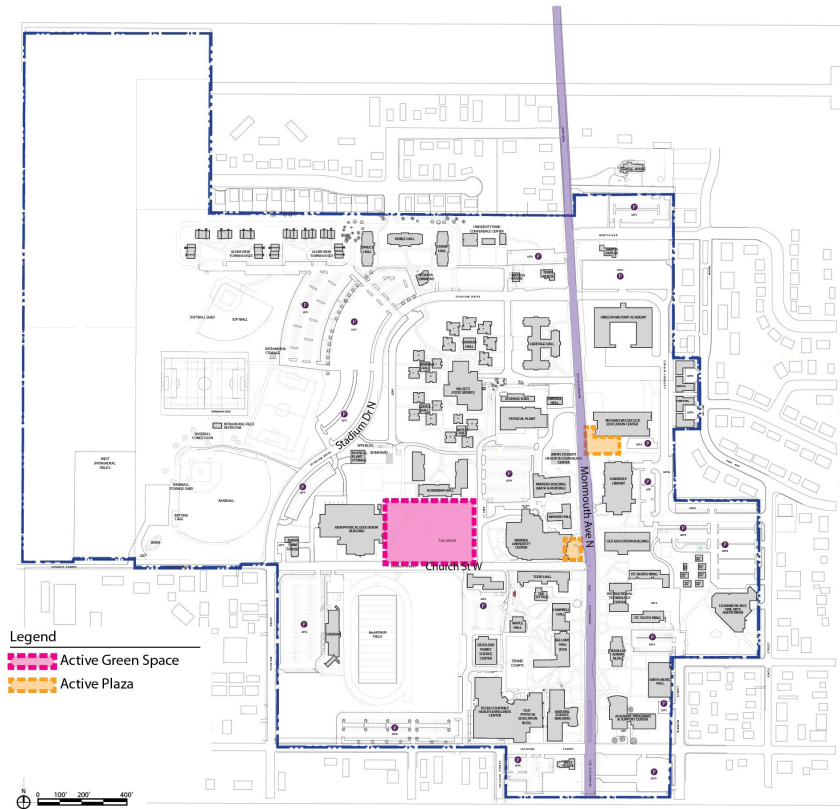


Figure 47: Active Open Spaces, Existing

SITE FURNISHINGS & LIGHTING

Overall, the existing conditions review found that furnishings, lighting and other amenities are well distributed, generally consistent in style and well maintained. In some areas, seating might be better positioned to create groupings and have more connection to buildings and campus views.

INDOOR-OUTDOOR CONNECTIONS

Recent buildings, like Ackermann Hall and the Richard Woodcock Education Center (RWECE), have created deliberate connections between indoor space and outdoors. This approach fosters activity on the campus, supports safety through more “eyes on the street” and helps to show off the work that is happening at WOU.



Figure 46: Many campus areas have applied mulch rather than understory plantings.



Figure 48: The Grove is a popular central space that is used for events, but is also limited by poor drainage.



Figure 49: Re-siting some of the seating on campus will likely help make more usable outdoor spaces.



Small plazas connected to buildings encourage the learning to spill outside and the conversation to continue after class.

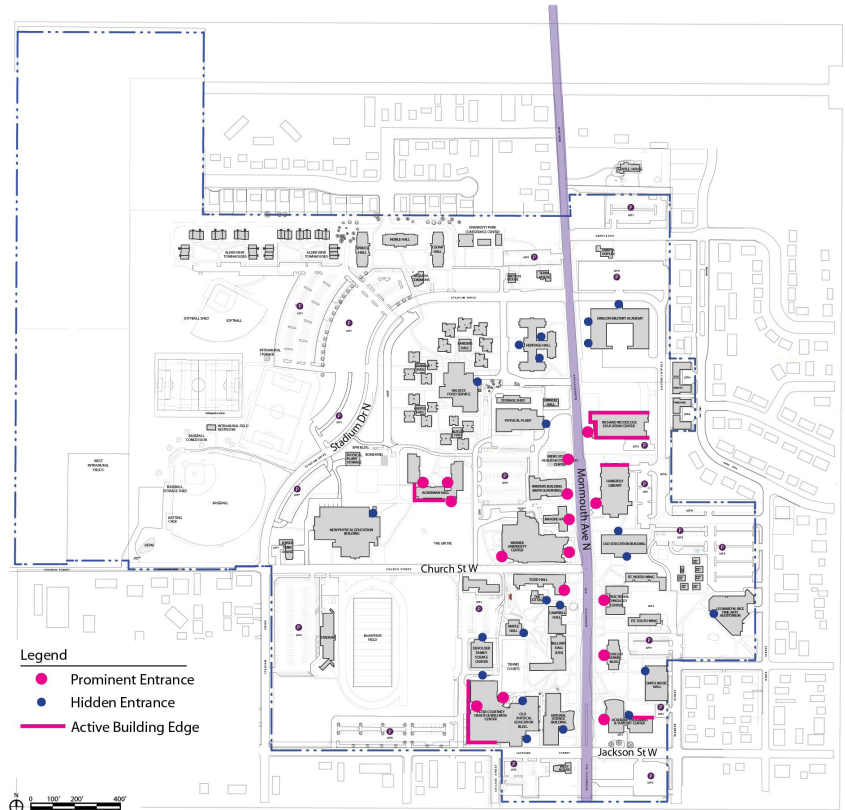


Figure 50: Active Entries & Edges



In a few core areas, clarifying the pedestrian network and establishing a major pedestrian path can help create a new way to experience the campus.

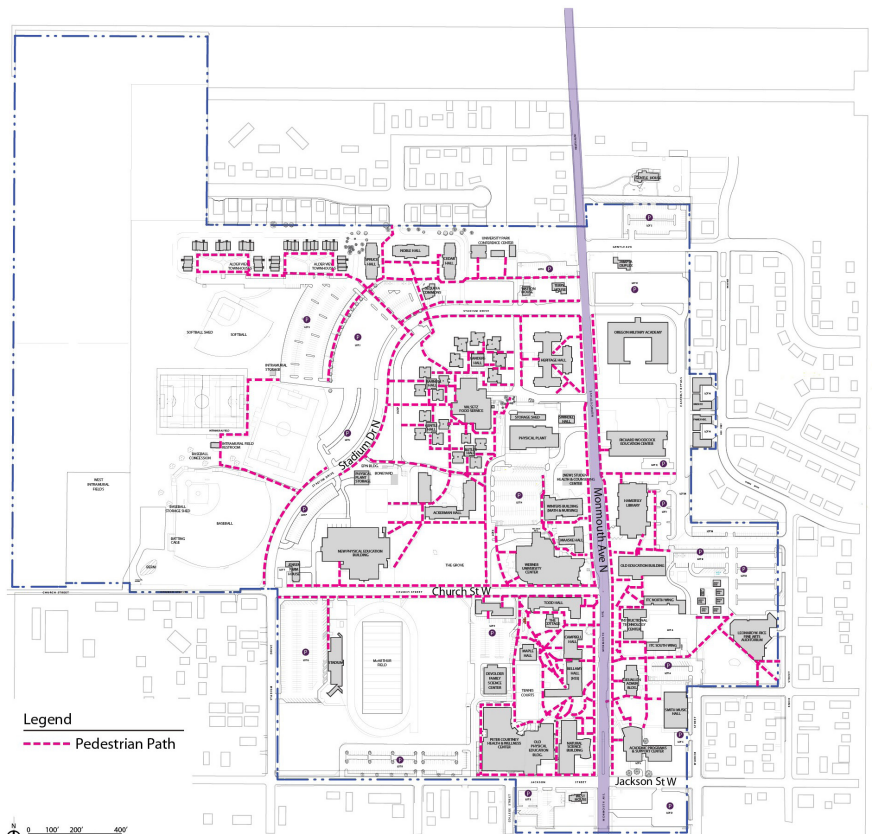


Figure 51: Existing Path Network

Utilities & Infrastructure: Existing Conditions

Stormwater System

OVERALL SYSTEM

The existing stormwater system includes both public and University-owned systems. Two drainage basins serve the campus:

- the main campus - about 70% of the lands - are in a primary basin
- the northwestern areas including family student housing are in a second basin of about 52 acres

FLOODING

The campus is generally outside the 100-year flood zone, except for localized areas near Ash Creek.

Some minor flooding has been documented by campus staff and is caused or compounded by deficiencies in the drainage system. The pipes running generally from the intersection of Jackson Street and Stadium Drive northeast to the facilities shop area overflow, resulting in flooding of the areas around the stadium grandstand, the Grove and some of the athletic fields.

ON-SITE STORMWATER MANAGEMENT

There are not currently City standards for on-site stormwater management. Such standards are likely to be adopted in the near future. Recent campus projects have included treatment facilities and appear to function as intended.

Mechanical Electrical & Plumbing Systems

THERMAL COMFORT - HEATING

Core WOU facilities are heated from the central steam system, which is served by four boilers at the central plant.

THERMAL COMFORT - COOLING

Most WOU academic buildings are cooled mechanically, by distributed equipment serving single buildings or in some cases, paired adjacent buildings.

Housing facilities are generally not cooled, as well as the following academic buildings: Campbell Hall, Maple Hall, Smith Hall, and Todd Hall.

ELECTRICAL SYSTEMS

WOU has a medium voltage system, served from Monmouth Power & Light's service.

PLUMBING

Domestic cold water piping is of three types:

- galvanized steel in older buildings; these pipes are generally reported to be in poor condition
- copper piping, where older steel has been replaced
- PEX piping has been used in some newer facilities

Domestic water is served from the central steam plant for those facilities connected to the system. For other, outlying buildings, stand-alone electric or gas water heaters are provided.

Sanitary sewer pipes are cast iron in older buildings and either PVC or ABS in newer buildings. Clogging of older pipe systems is reported.

Accessibility

The master planning team conducted a review of a detailed 2014 report on WOU's circulation network for compliance with the Americans with Disabilities Act (ADA). The findings of the 2014 report were found to be generally still relevant, with some of the noted deficiencies addressed since the report.

WOU stakeholders noted that the earlier report did not include in their scope buildings that were built to current code at the time of the study. The Disability Services office has received comments from campus users about deficiencies not addressed in that report such as:

- doors on an accessible route that do not have actuators
- hardware deficiencies
- operational concerns, such as furnishings or other obstacles blocking an accessible route



Figure 52: Circulation along the sides of Lot H is non-compliant in key areas. This central circulation path is impacted by adjacent parking and does not meet accessibility requirements.



Figure 53: WOU Accessibility staff track challenges for campus users, including deficiencies in buildings and site circulation and operational issues.

Circulation, Transportation & Parking

VEHICLE CIRCULATION

The general pattern of circulation centers on Monmouth Avenue, running north-south through the campus. The street is considered a “collector” by the City; this classification means the street is expected to serve through traffic as well as local traffic.

Vehicle speeds have been observed to be higher than appears appropriate for a campus environment. The Monmouth Avenue route paralleled by Stadium Drive, looping to both the west and east.

Regional signage to the campus could be improved. Both campus and community stakeholders agreed on the value of directing more visitors to the southern campus entrance, adjacent to Monmouth’s downtown.

Currently, online apps direct WOU traffic to the northern campus entry, and signage from Highway 99W directs drivers along Jackson Street. Directing campus visitors to arrive by Main Street will help community businesses to benefit more from these visitors.

TRANSIT

The Cheerios Regional Express transit system connects to Salem and points beyond, and locally to Independence and Dallas. Service is not frequent, limiting its ability to serve many commuters.

BICYCLES

Monmouth/Independence is relatively flat, but the off-campus street network does not have a complete set of bike routes and lanes. This has been identified as a limiting factor for bike commuting to WOU.

On campus, bike parking is reasonably well distributed,

although regular cyclists on campus would value more secured parking. Expanded access to showers and lockers for commuting staff would also be a beneficial amenity.

PEDESTRIAN NETWORK

The pedestrian network is robust, but would benefit from more hierarchy and wayfinding. A 2014 study of accessibility in the path network was reviewed, and is generally still current and an effective guide to priorities.

Multiple perceived conflicts between pedestrians and vehicles on Monmouth Avenue were noted by stakeholders.

TRANSPORTATION DEMAND MANAGEMENT

WOU has invested and partnered in multiple approaches to reduce impacts associated with auto travel (see sidebar). Section 3 of this Master Plan includes additional measures to help continue this success.

PARKING

Vehicle parking is generally on the perimeter of the core campus, along Stadium Drive and the various roads that make up the eastern perimeter route.

A notable exception is Lot H, which, as discussed elsewhere, is in the heart of the campus and is widely understood to be disruptive to the flow and safety of pedestrians on campus.

PARKING REQUIRED BY CODE

The City of Monmouth’s Zoning Ordinance includes minimum parking requirements, by facility use. For WOU, the current requirement is for one off-street parking space for each two and one-half full-time-equivalent students, faculty and staff.¹

Transportation Demand Management (TDM)

WOU provides several services to encourage alternatives to drive-alone commuting:



shuttles for use by groups and “guaranteed ride home” service.



distributed bike parking, often covered. app-based bike rentals,



and car-share vehicles.

1 Code Section 18.115.080 (6)(a), referenced July 2018



Figure 54: University stakeholders have identified improving the pedestrian experience as a key objective. Ideas expored include:

- strategies to reduce vehicle flow on Monmouth Avenue
- time-of-day closure of Monmouth Avenue to vehicles
- enhanced traffic calming measures
- closure of a segment of Church Street to better connect the campus north to south

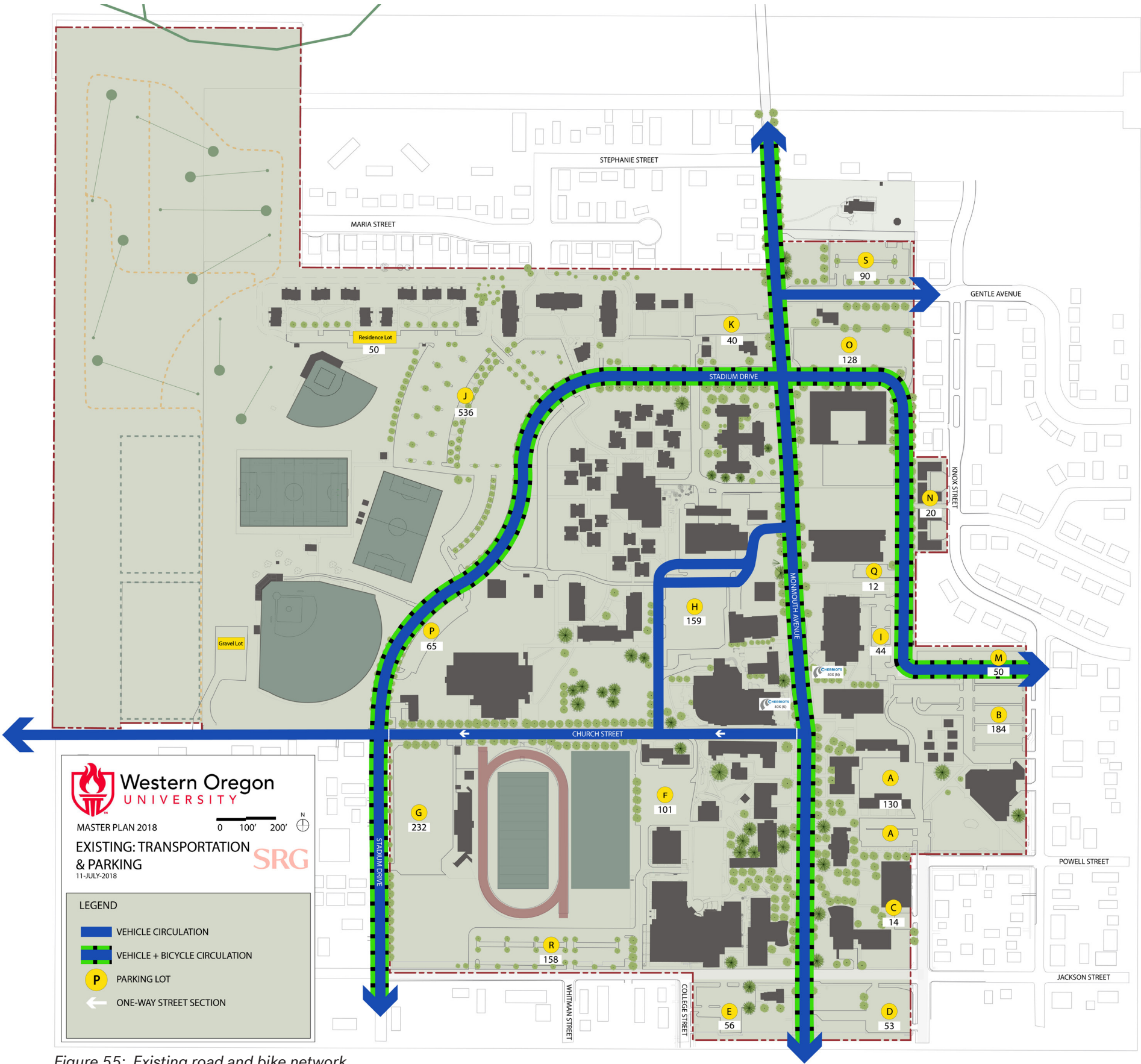


Figure 55: Existing road and bike network

Sustainability

CURRENT STRENGTHS & ASSETS

WOU has made a range of sustainability initiatives in recent years, including:

- Stormwater management swales
- Dual-flush plumbing fixture installations in six buildings
- A student-managed garden
- Solar panels (at Ackermann Hall)
- Composting programs, both an on-campus facility for grounds materials and a third-party collection program for food waste
- Transportation infrastructure, including bike racks and the Wolf Ride program (see Circulation/Transportation section)
- A short-term bike rental program is being explored currently

SUSTAINABILITY OPPORTUNITIES

The Sustainability Focus Group and others have proposed a wide range of initiatives that would be beneficial to the University.

- Energy efficiency upgrades at the worst-performing buildings: such as the Natural Sciences greenhouse and the former Oregon Military Academy (OMA) facility (this will be bundled in
- Upgrades to facilities with significant temperature control concerns, such as the Academic Programs and Support Center (APSC), and zoning of HVAC¹ services to allow flexible space use. Example: conditioning of faculty office areas beyond classroom use hours
- Re-landscaping key areas, to reduce irrigation demand and use more native plants
- Enhancements to bicycle infrastructure: lockers, showers, etc.

1 Heating, Ventilation & Air-Conditioning



Figure 56: The Sustainability Task Force imagined a landscape strategy that maintained a traditional more intensive landscape in the campus core that would transition to a more informal and indigenous landscape in outlying areas of the campus.

- Interpretive signage that describes sustainability on the campus, to help educate students and visitors: “a welcoming, informative campus”

ASPIRATIONS

The Sustainability Focus Group identified a few aspirations and guiding principles for how sustainability can be more visible and part of campus culture:

- “Acknowledge that Beauty and Inspiration are aligned with Sustainability.” Seek sustainability investments that also enhance the aesthetic value of the campus and create learning opportunities

- “Cars on the campus will be less visible and less dominant,” through investment in driving alternatives and revised circulation strategies
- “Thirty years on, an audit will show that we have fewer inputs and fewer outputs (e.g. lower waste)

“Everything Cycles More Here.”



Figure 57: In the northwestern area of the campus, grounds materials are composted for use as a soil amendment.



Figure 58: The landscape around “Old Ed” was cited as a precedent for more sustainable landscaping mixes.



Figure 59: In 2018, WOU has introduced a “dockless” app-based bike rental program, to help increase bicycle use for more local trips.

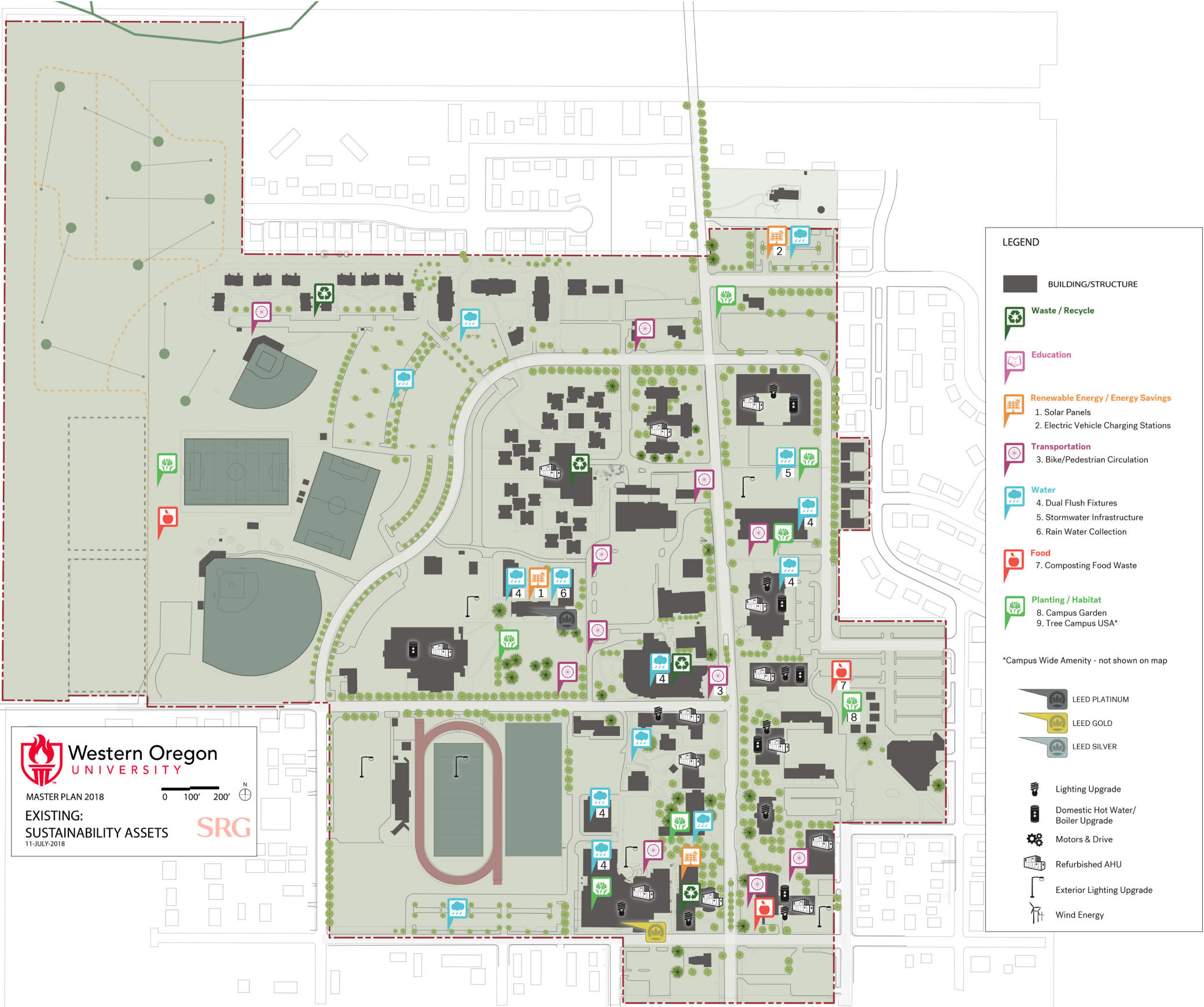


Figure 60: Existing Sustainability Assets, as identified by the Sustainability Work Group

Opportunities, Assets & Constraints

This map and accompanying notes summarize the major assets and constraints identified in the existing conditions review. In addition, the primary opportunities are identified. These include:

- sites appropriate for future development
- existing facilities that are likely priorities for reinvestment
- areas on campus lands where circulation, wayfinding and the campus experience could be improved



The series of open spaces west of Monmouth Avenue are a valuable asset, which express the character of the WOU campus and can function as a key circulation spine. Better connections and wayfinding could make these a very effective set of open spaces for outdoor learning, chance meetings and campus life generally.



Figure 64: One of the most transformative opportunities on the WOU campus is to re-purpose the site of Parking Lot H to serve primary campus functions. The site is central to the entire campus and as a parking lot is both disruptive to the flow of pedestrians in multiple directions and a potential safety concern.



Figure 61: The University seeks to replace Butler & Gentle Halls with contemporary housing meeting current needs. The former Education building has been vacant since completion of the RWECC, and represents an opportunity to provide student-oriented programs in the heart of the campus.



Figure 62: (left) The former Oregon Military Academy facility is being considered as a Welcome Center.
Figure 63: (right) Todd Hall and the nearby Cottage are both constrained by their condition and may not be the best fit for their current programs.

Opportunities, Assets & Constraints Map

Major Constraints

- 1 Loading Docks serving larger trucks
- 2 Central Utility Plant - hub of the campus steam distribution network
- 3 Data Hub in ITC South - hub of information technology systems
- 4 Monmouth Avenue is classified as a Collector Street by the City. This means that the street serves community through travel as well as campus-bound travel.

Significant Assets

- 5 The pattern of older buildings facing Monmouth Avenue in the southern area contribute to an historic character and help make Monmouth Avenue an active pedestrian area at peak times.
- 6 The series of open spaces between the Courtney Rec. Center and the W.U.C. have an attractive scale and sequence that feel like a special precinct of the campus.
- 7 The Grove is a valued feature of the campus and has potential to be a true heart of the campus, despite the drainage issues identified.
- 8 The overall compactness of the campus of the core campus has been identified by many stakeholders as a major asset of the campus.

Opportunities

- A Gateway and/or point of arrival, where a clear, consistent message of
- B Connect Hammersley Library to RWECC Terrace
- C The site of Butler/Gentle Halls available for new housing, dining and other appropriate uses.
- D The site of the old Education building is a key site to meet student needs and reinvigorate the core of campus.
- E New campus node/point of drop off, as part of possible expansion of Rice Hall
- F Sites for proposed Campus Arboretum
- G Upgrade fields with amenities such as scoreboard, concessions, restrooms
- H Upgrade fields with lighting, drainage and synthetic turf
- I Improved drainage would improve use

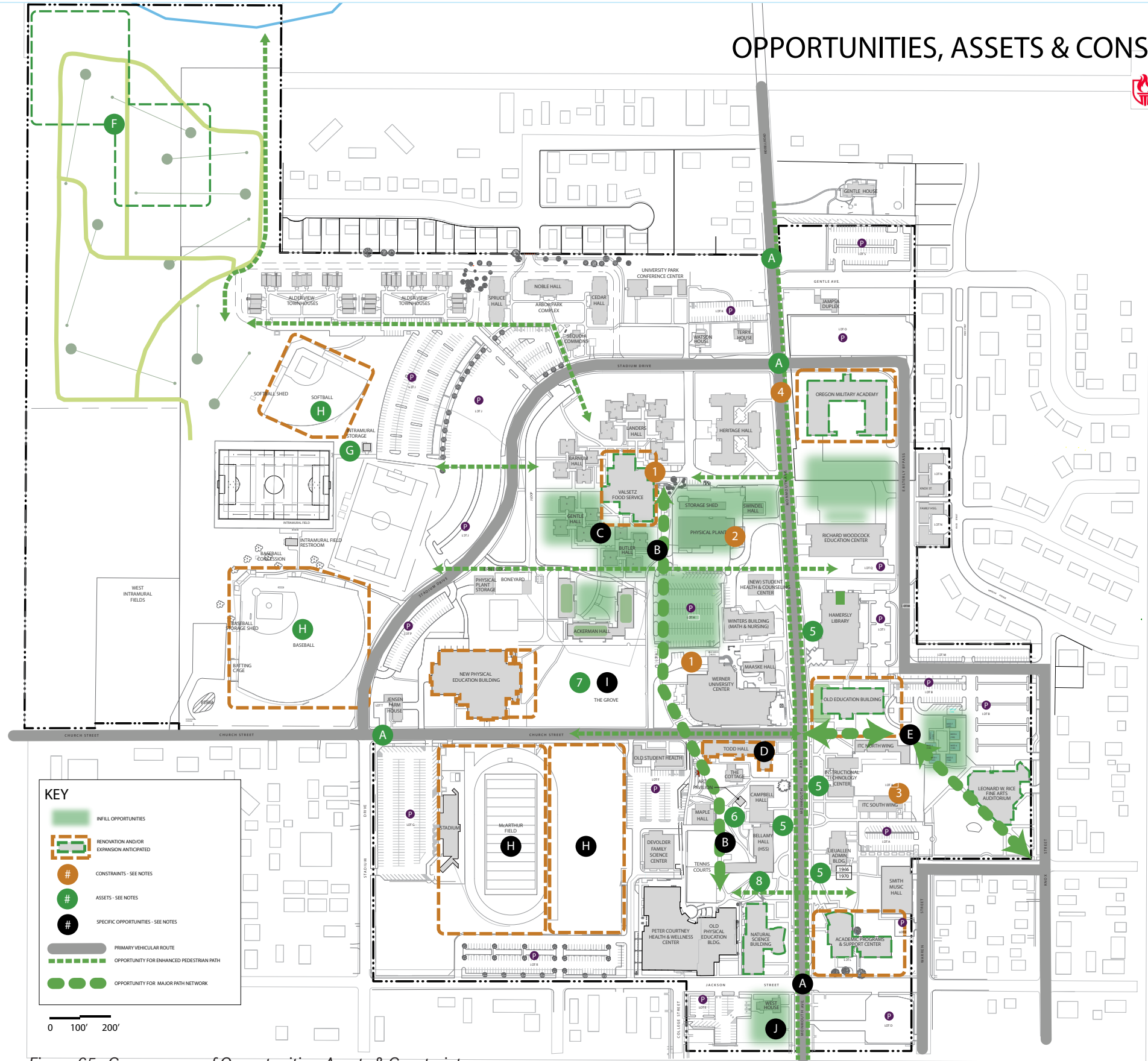


Figure 65: Campus map of Opportunities, Assets & Constraints

2: Plan Alternatives

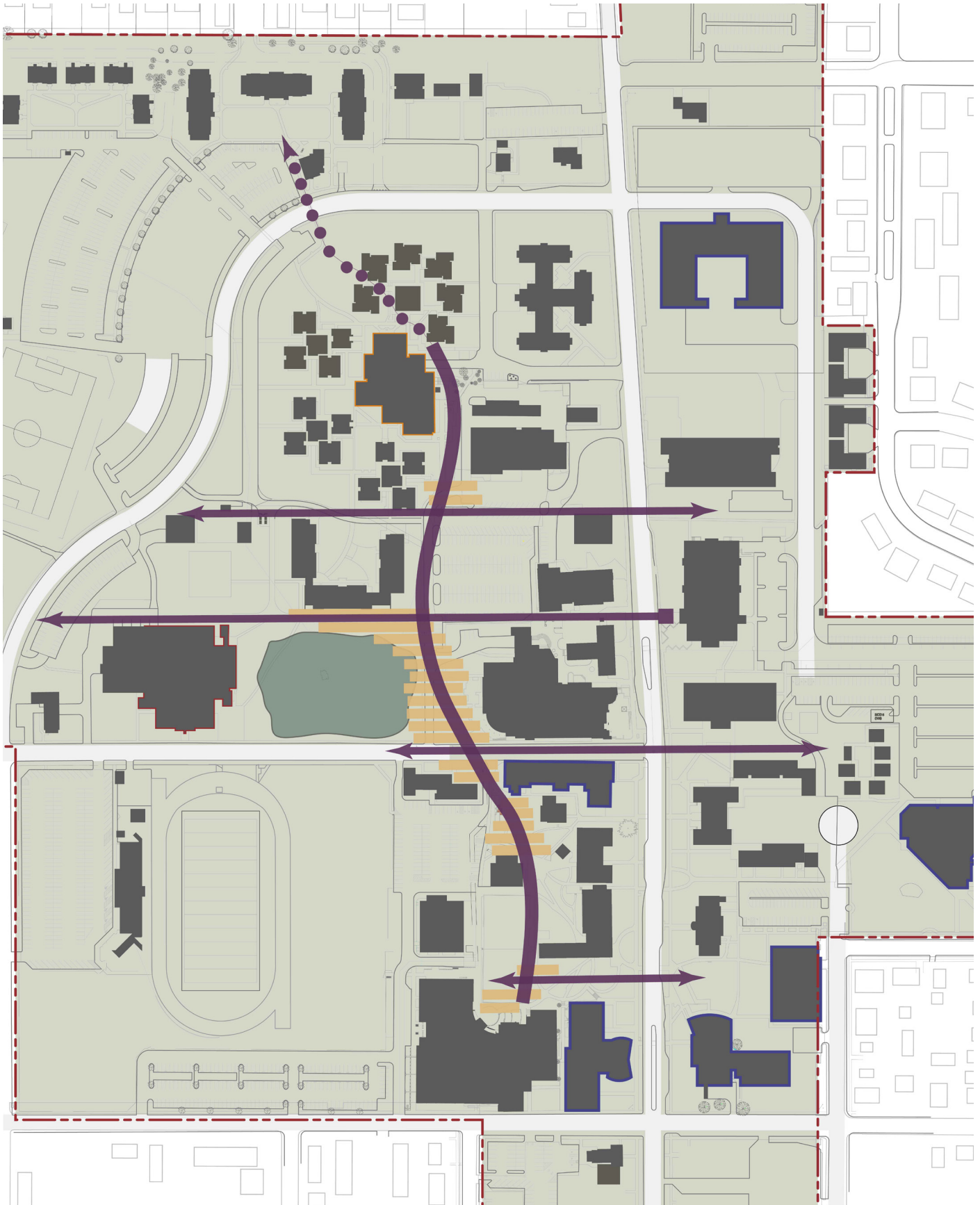


Figure 66: Circulation: ConceptualDiagram

Reinforcing a Clear Campus Framework

A primary planning principle for the Campus Master Plan is to maintain a compact, walkable campus core. This will help to maintain a more active campus, by concentrating daily activity in core areas.

To shape future development consistent with that principle, the Master Plan is based on a framework that builds on and enhances past development patterns.

The development framework consists of several strategies:

- 1 A primary pedestrian circulation network in the core campus. This network builds on current patterns of movement and reduces barriers and obstacles to a comfortable pedestrian network.
- 2 Location of major new facilities along the network, to create active spots, contributing to the dynamic feeling of the campus.

- 3 Contributes to a campus culture where visitors who arrive by car park once and circulate via other modes. This helps support an accessible and more sustainable campus.

- 4 Deliberately seeks to create vistas along the network to improve wayfinding and invite visitors to explore the full campus.

The Master Plan alternatives developed each sought to enhance this circulation network, but with differing approaches to how major program elements would be sited.



Figure 68: The plan framework also clarifies east-west circulation along a few paths, that will connect facilities along Monmouth Avenue with the residential and recreational areas of the campus.

Developing these clear connecting corridors will help establish lines of travel and help call attention to prominent landmarks. This improves wayfinding and strengthens campus character.



Figure 67: Parking Lot H is located centrally on the campus, creating safety issues and disrupting the flow of pedestrians through the heart of the campus. Creating student-serving facilities in this area will help link the campus.

Option 1

Major Program moves tested in this plan configuration include:

- Development of a new dining hall on the current site of Parking Lot H. This was intended to create a more central location for dining that could attract more faculty and staff from the southern areas of the campus. It would also allow the dining facility and the kitchen at the Werner University Center to be somewhat combined.
- Replacement of Butler and Gentle residence halls generally within their current sites.
- Renovation of “New P.E.” to address deficiencies in the current building. This would also include a small expansion to allow all sports to have locker rooms at a shared facility.
- Creation of a field house on the current football practice field. The intent is to allow all sports, including football to have weather-protected facilities for practice.



- Addition of competitive soccer on McArthur Field, along with conversion to synthetic turf and improved lighting.

- Replacement of Smith Hall as a focus for the Arts, in conjunction with renovation of Rice Auditorium.
- Siting of the proposed Health Sciences facility on the current Lot F.



- A mid- to long-term move of the campus facilities shops to a less central location, allowing more directly student-serving uses on this central site. (Note that the steam plant boilers would remain in their current site, as they serve a complex distribution system.)

Features common to both options include:

- Development of a Student Success Center at the site of the former Education building, due east of the W.U.C.
- Enhanced drainage of the existing athletic fields, along with enhanced fan amenities, and synthetic turf.



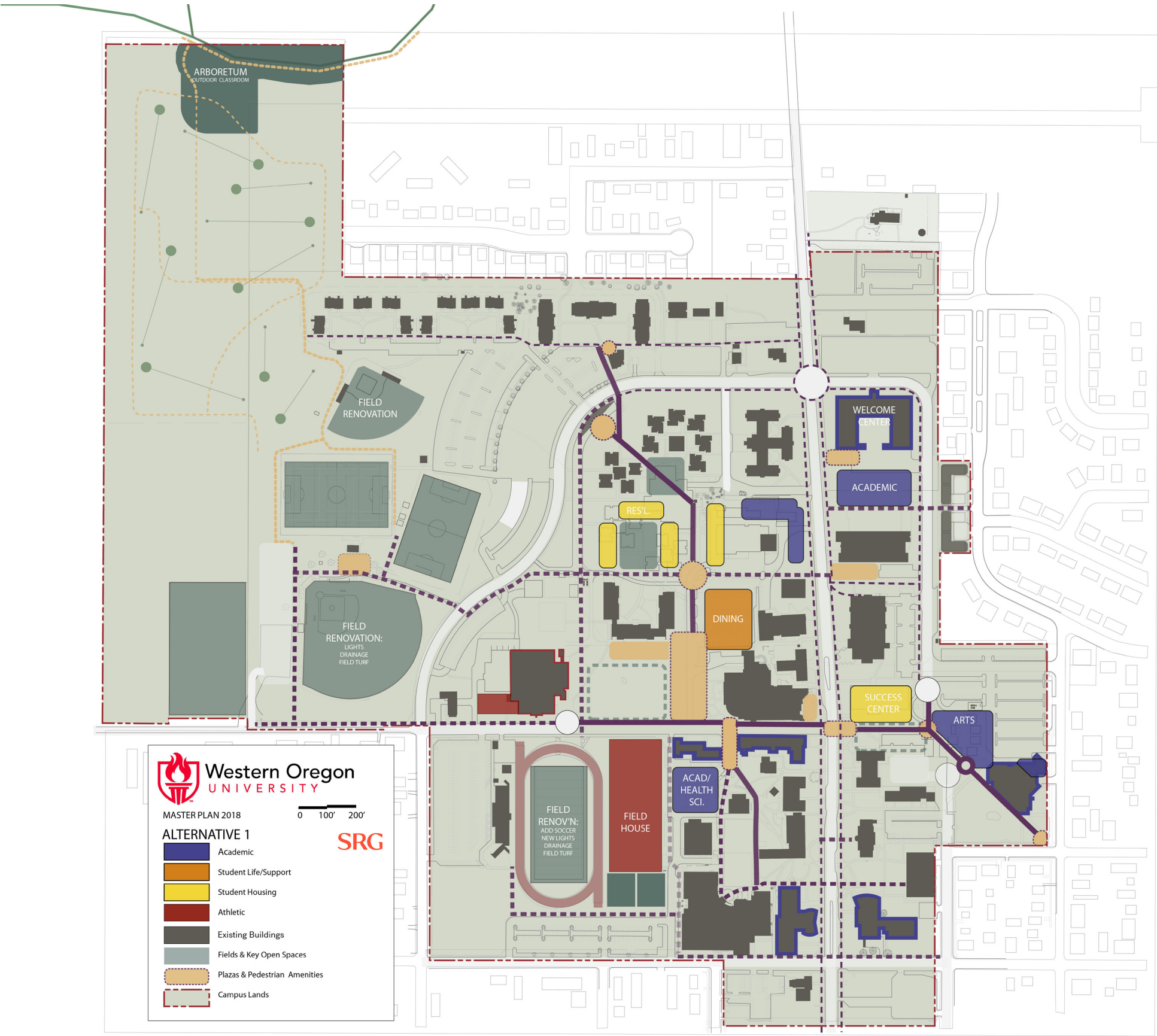
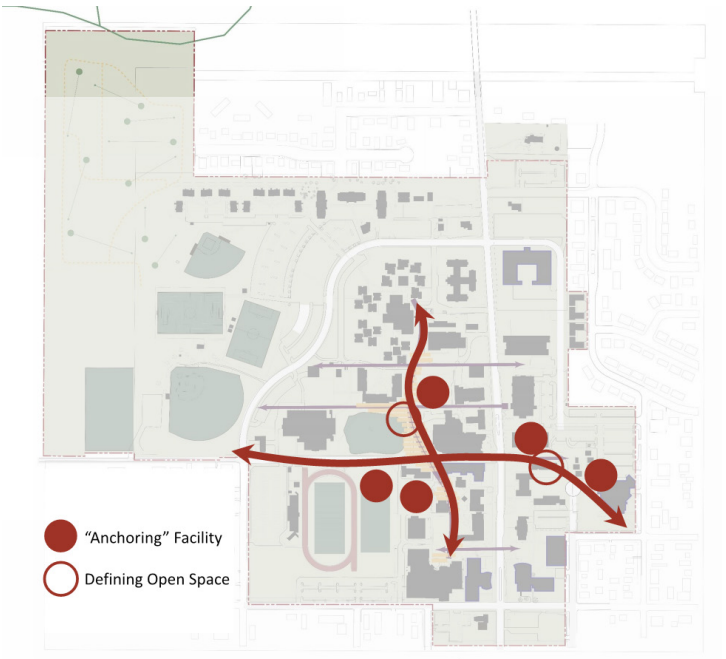
- Protection of the Grove as a key campus open space, along with improvements to its drainage.
- A future academic building on the vacant site between the RWEC and the former Oregon Military Academy facility.

Option 1
Southern Focus

This scenario concentrates many of the major investments in the Church Street corridor.



Figure 69: The current site of Lot H was tested as a potential site for a new central dining hall location. This would be convenient to both housing and the academic core of campus.



Option 2

Major Program moves tested in this plan configuration include:

- Redevelopment of Valsetz Hall with expanded Dining and a ground floor dining room. The existing upper floors of Valsetz Hall would be renovated to offer expanded conference facilities, in the heart of campus and well served by dining.
- Replacement of Butler and Gentle residence halls, adjacent to the expanded dining hall. These would be on a combination of Lot H and the current site of Gentle Hall.



- Renovation of “New P.E.” to address deficiencies in the current building.
- Creation of a smaller field house immediately adjacent to “New P.E.”
- Siting of the proposed Health Sciences facility on the current Lot F.



- Enhancement of the current soccer field to support competition games, with expanded seating and fan amenities.
- Replacement of Smith Hall with an adjacent new facility, in conjunction with renovation of Rice Auditorium.



- Development of a future academic building on the site of the modulares next to Rice Auditorium.

Features common to both options include:

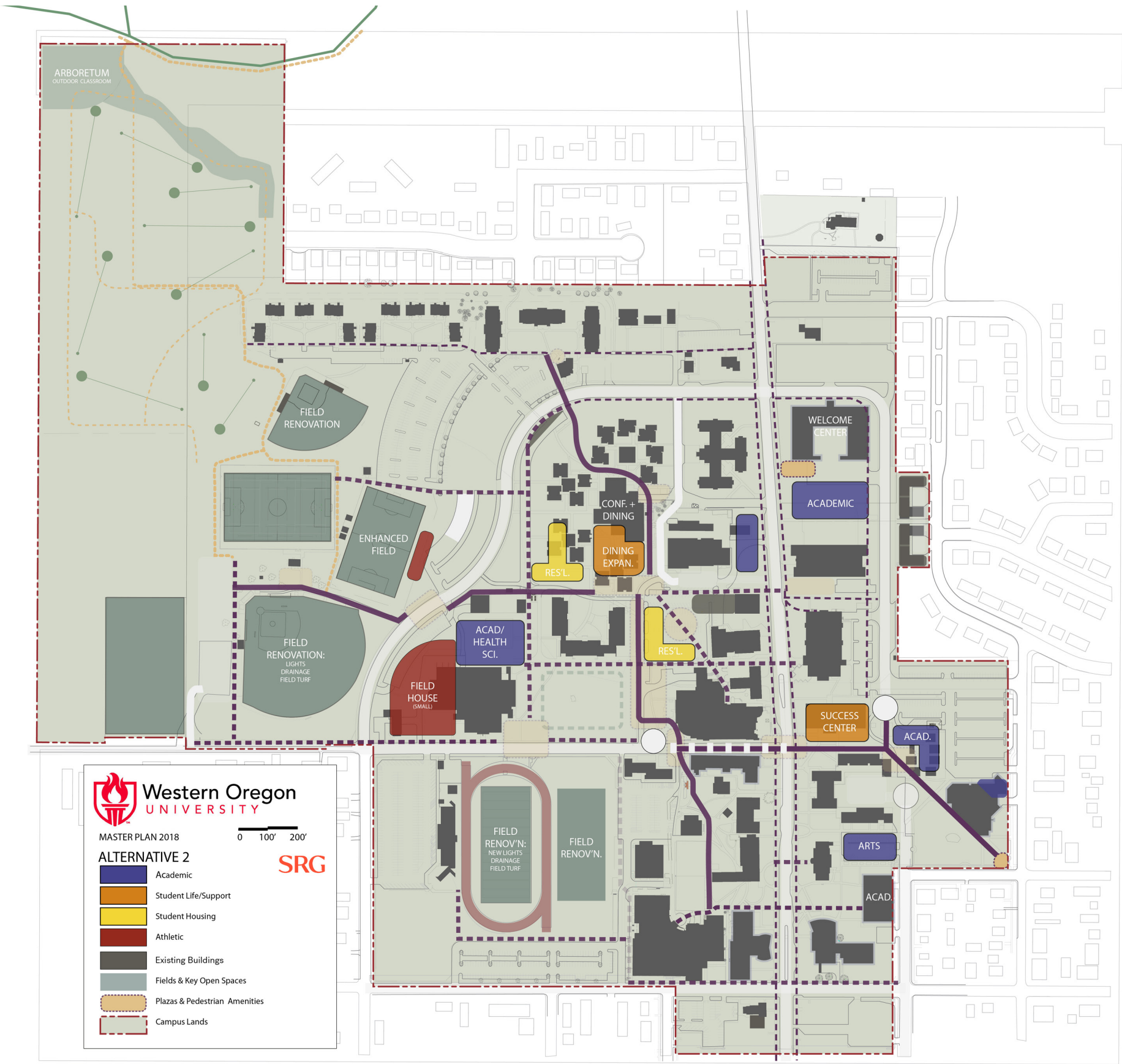
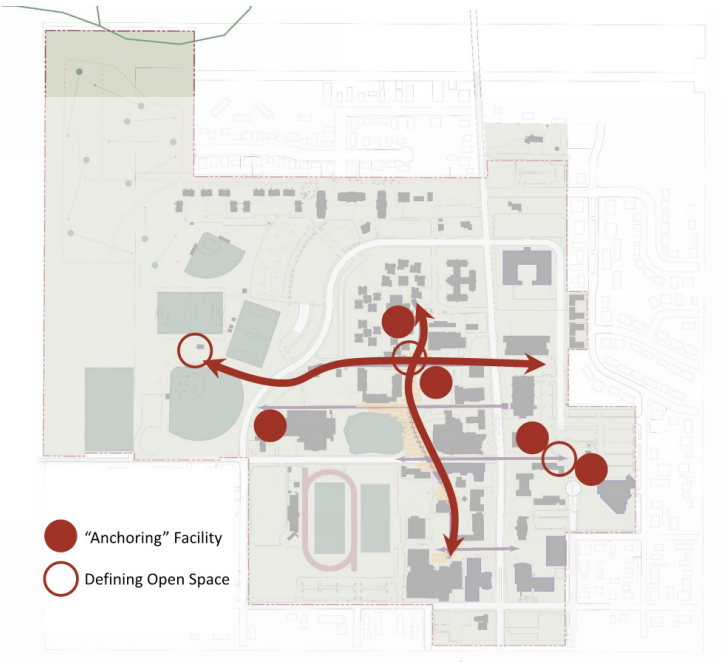
- Development of a Student Success Center at the site of the former Education building, due east of the W.U.C.
- Enhanced drainage of the existing athletic fields, along with enhanced fan amenities and synthetic turf.
- Protection of the Grove as a key campus open space, along with improvements to its drainage.
- A future academic building on the vacant site between the RWEC and the former Oregon Military Academy facility.

Option 2
Northern Focus

This scenario concentrates many of the major investments along a new enhanced corridor that would connect Athletics, Dining and the core campus.



Figure 70: Development along the main walkway north of Ackermann Hall is one key area to better connect the west campus and the core areas. This option proposes a major crossroads here with new dining and residential facilities.



Test Fit Studies: **Housing**

The residential sites shown would accommodate up to the 400 bed target, assuming a blend of ‘quad type units and micro-lofts, to provide more privacy for some students.

Microloft units (see Figure 71) may be a good fit for many WOU students. In the example above, 39-40 of this unit type could be accommodated on a floor of a new residence hall. This would yield 156-180 beds in this unit type, depending on ground floor uses and amenity spaces.

Traditional Quad units (comprising 4 students beds in a shared apartment configuration) could accommodate up to 80 beds per floor. A blend of unit types can also be developed, in a pattern of clustered “neighborhoods.”

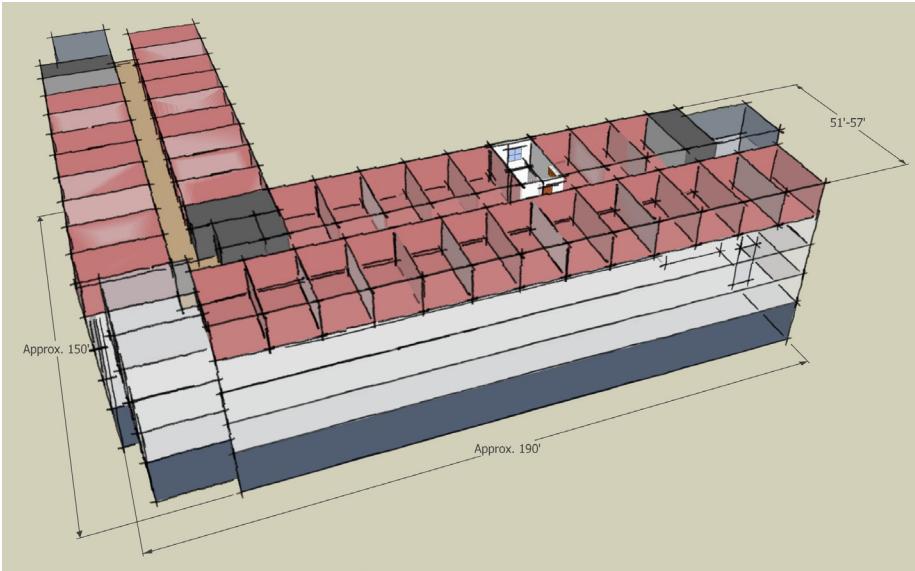


Figure 71: Micro-Loft unit test layout

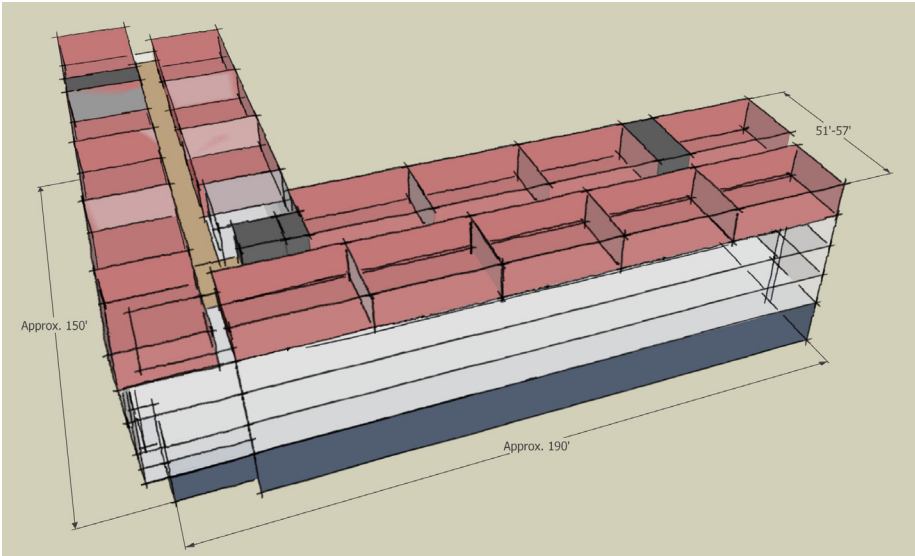


Figure 72: Figure __: Quad unit test layout



Figure 73: (left) Micro-Loft unit layout; dimensions can vary significantly.
Figure 74: (right): Quad plan, with kitchenette.

Test Fit Studies: Athletics

In addition to upgrading the outdoor fields, the indoor facilities of Athletics are in need of significant reinvestment. Renovation of “New P.E.” is a top funding priority of WOU. The renovation would include expansion of the facilities, and replacement of the current multi-purpose room.

It is recommended that all athletics programs be accommodated in one facility, with appropriate locker and training facilities. Currently, the sports are distributed across multiple facilities, with facilities that vary significantly in quality. This creates inequities, and is a missed opportunity to create community across

In the long term, Athletics aspires to add an indoor practice facility, in the form of a field house that would accommodate a 200-meter track and multiple uses on the infield of the track.

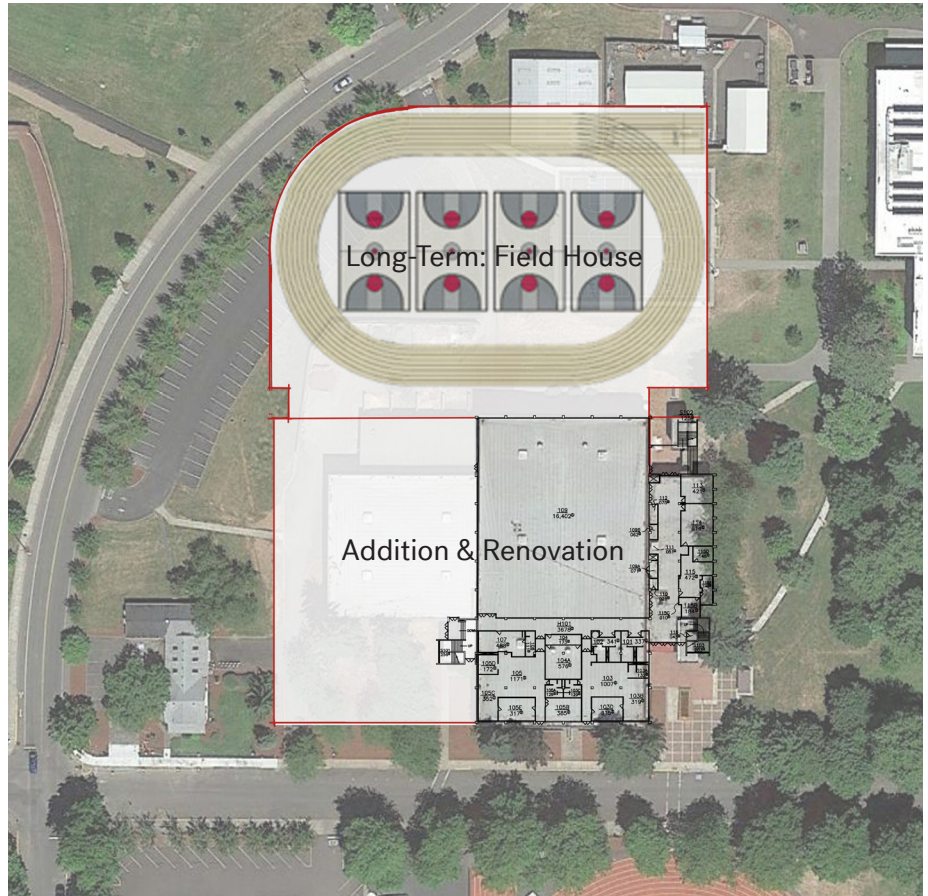


Figure 75: A field house large enough to contain a 200-meter track could be accommodated north of “New P.E.” The infield of the track could be configured for practice of multiple sports, with changes in surface, as needed.



Figure 76: The Athletics program seeks to provide indoor practice facilities in a field house, with flexibility for practice of multiple activities.

Example: Ursinus College

Test Fit Studies: Arts

The Arts have seen a general pattern of growth in the last decade, and are an integrated part of WOU's overall course offerings. They also play a major role in the larger community and help expand WOU's visibility.

One goal of the master plan is to increase the visibility of arts programs, while addressing the key deficiencies that limit the usability of existing programs.

Renovation of Rice Auditorium will focus on accessibility and usability of the main audience space, and providing technical spaces that will increase the ability to program the main spaces.

The vision is to establish the Arts as a consolidated precinct, replacing Smith Hall with a new facility on the site of the current modulars. Program elements would be split between the two adjacent buildings, with theater and new shops associated with the main stage. Programs that don't need immediate connection to the shops would be in the new building.

The public would be invited to enter along the existing green park-like space, and a new gateway would be created between the two facilities to create a graceful welcoming entry from the east campus parking areas.

The pre-function spaces will open onto the open space, allowing them to spill out in good weather. Each of the main performance and practice spaces will have a presence along the main pedestrian way, to celebrate the work and creativity of these programs.



Figure 77: Conceptual layout of a new Arts facility, on the current site of a cluster of modular classrooms. Goals include: separation of louder uses (shops) from programs such as music and dance, as well as aligning active entries along the open space.



Figure 78: The Performing Arts program seeks to provide an immersive experience with indoor and outdoor shows, similar in approach to the Oregon Shakespeare Festival experience in Ashland.

3: Master Plan

Status of Major Facilities

Table 4 lists the projects identified for major facilities, in the 10-year planning horizon, as well as long term. For facilities not listed, no major capital projects are identified.

For major capital projects, the target biennium for funding is identified.

Notes to Table 4:

- 1: Replacement of Butler & Gentle Hall Is linked to other projects, including removal/replacement of Lot H and conversion of Physical Plant to provide loading to the north.
- 2: The APSC facility is a 'split-level' building. Removal of the eastern wing was identified as a strategy to enhance accessibility and would allow future re-use of this valuable site at the campus edge.

Table 4: Identified Projects, with Projected Capital Projects

Facility	10-year Plan	Target Biennium	Long-Term
Natural Science,	Interior Remodel	2017-19	
Welcome Center	Renovate former OMA	2019-21	
Athletic fields drainage & amenities	Lighting, drainage Synthetic turf	CURRENT TBD	
The “Grove”	Drainage & enhanced circulation	2019-21	
Student Success Center	New facility - or major renovation of “Old Ed”	2021-23	
Modular Classrooms	Remove; replace space in Success Center and others	2021-23	
“New PE”	Major renovation & replace multi-purpose room	2021-23	
Health Sciences	New academic facility	2023-25	
McArthur Stadium	Renovate under-bleachers facilities	2023-25	
Valsetz Dining Hall + “crossroads plaza”	Renovate current Dining Hall Major Renovation/addition	2019-21 2023-25	
Gentle Hall (student housing)	Demolish & replace with contemporary housing ¹	2021-23	
Butler Hall (student housing)		2021-23	
Physical Plant	Move materials sorting area; Move access to north side ¹	2021-23 2026-28	Move shops & deliveries to west campus site
Rice Auditorium	Add scene shop Complete renovation	2019 2021-23	
New Music/Arts	Demolish & replace	2025-27	Replace Smith Hall
Renovate Bellamy Hall (HSS)	Re-program classrooms	2026-28	
Todd Hall	Renovate & re-allocate space	2026-28	
ITC (Annex north wing)	Remove & reallocate space	2026-28	
Maaske Hall	Renovate & re-allocate space	2026-28	Renovate; improve circulation
Athletics Field House		TBD	Indoor practice facility
Smith Music Hall	Demolish & replace	2023-25	Repurpose or demo
West House		TBD	Move programs & demo
Academic Programs & Support Center (APSC)	Improve accessibility & re-evaluate programs	2026-28	Remove east wing to address accessibility ²
Physical Plant Storage (Swindell)		TBD	Remove & replace space
Barnum Hall (student housing)		TBD	Demolish & replace
Landers Hall (student housing)		TBD	Demolish & replace
Campus Estates (student housing)		TBD	Demolish & replace

Master Plan Framework

The Master Plan framework shows the major investments that are proposed in the 10-year time frame (next page). It is accompanied by a long-range framework (page 55), that identifies additional projects and opportunities.

Planned projects include:

- 1 Student Success Center, at the site of the old Education Building
- 2 Athletics:
 - renovation of New P.E.
 - field improvements, including drainage, lights, etc.
 - McArthur Stadium renovations to include addition of soccer dimensions and striping to the field layout, synthetic turf, enhanced drainage and improved lighting
- 3 Housing: Replacement of Butler & Gentle Residence Halls
 - replacement of these older, outmoded halls with contemporary housing that meets the needs of current students
- 4 Dining: Renovation and Expansion of Valsetz Hall.
- 5 A Welcome Center (at the former Oregon Military Academy facility):
 - Admissions Staff and a Campus Visitor Concierge/Greeting Desk
 - Alumni support
 - Conference support, including short-stay rooms
 - Multi-purpose room
- 6 Academics: new construction of a Health Sciences Building
- 7 Renovation of the APSC facility
 - mechanical systems
 - accessibility deficiencies
- 8 Arts: renovation of Rice Auditorium addressing:
 - accessibility and code compliance of the audience seating area
 - addition of a set-building shop
- 9 As described in the Circulation and Open Space section, the Master Plan calls for integrated investments in the campus path network, to develop a set of integrated plazas



Figure 79: The core of the campus is planned as a revitalized active hub, with new dining facilities, additional housing and active plazas that create more activity on the campus.

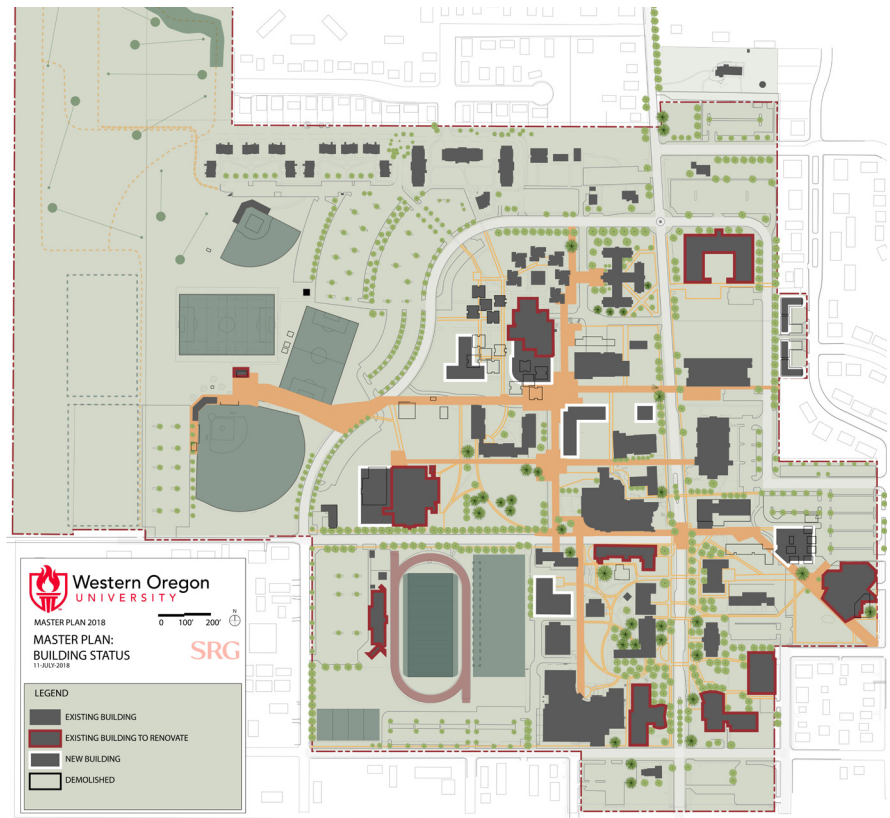


Figure 80: Building Status

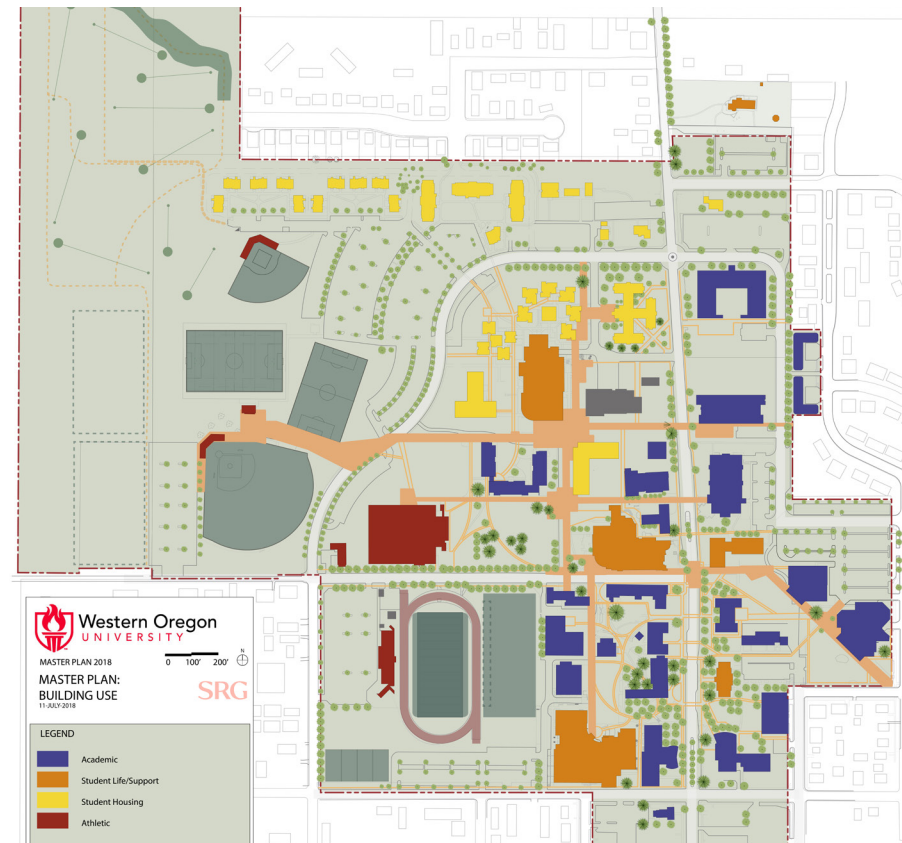


Figure 81: Primary Building Use

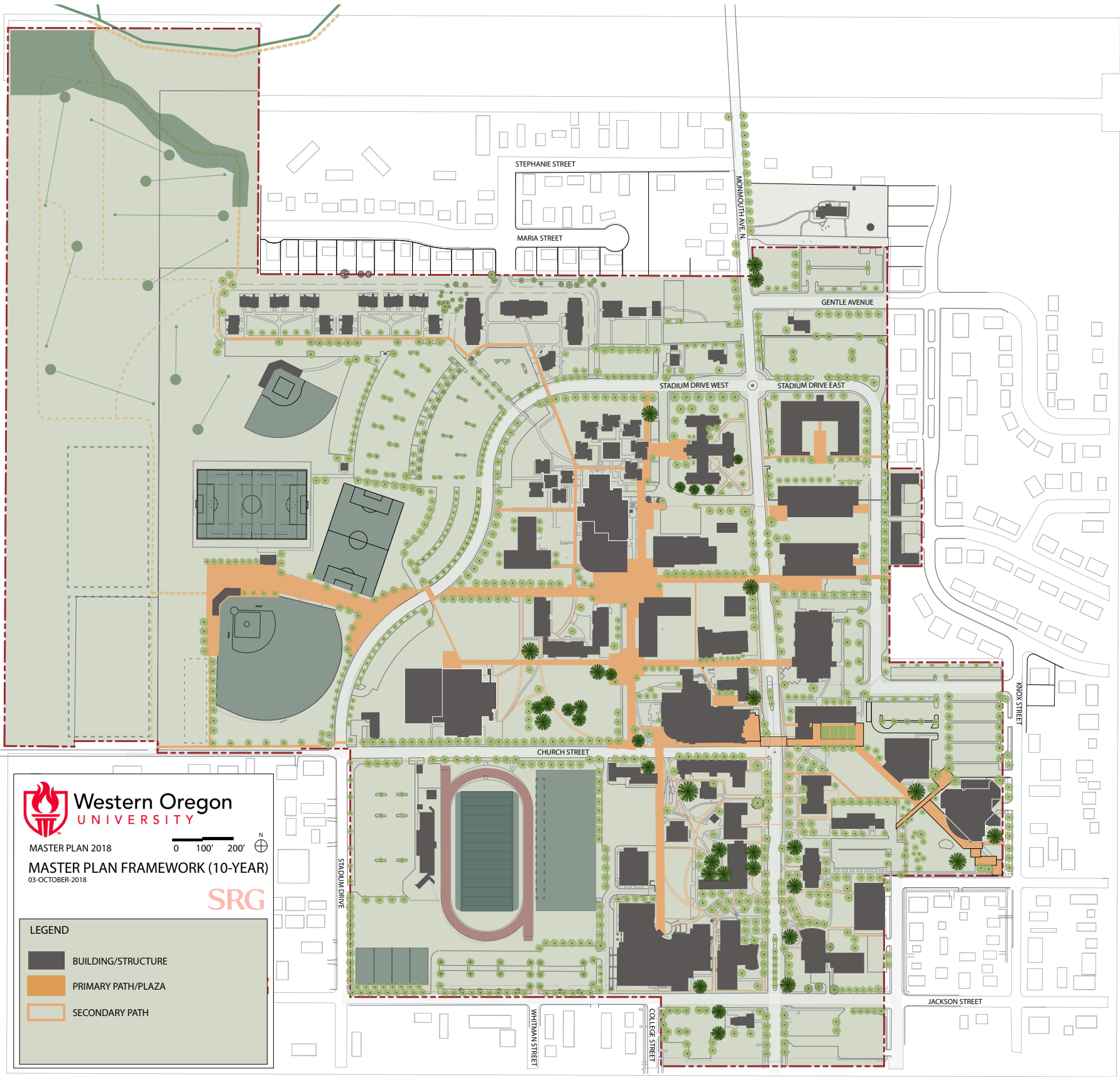


Figure 82: Master Plan Framework

Circulation & Open Space

A university campus is made memorable by its open spaces. Campus lands are unique in the American landscapae and alumni often cite the beauty of their campus as one of the elements that inspires their collegiate work.

WOU's campus open spaces and the path/circulation network - together with the buildings - define the experience of the campus. This Master Plan seeks to enhance the best qualities of WOU's historic campus fabric and to better link the many spaces on campus into a cohesive campus experience.

Particular objectives include:

- 1 Refining the path system to feature a clear hierarchy of paths:
 - primary paths that connect major areas of the campus
 - secondary paths that connect individual facilities
- 2 Creating a small number of thoughtfully sited and designed plazas that become active "hot spots" on campus

- 3 Thoughtfully connecting indoor and outdoor spaces, in order to further create activity, while improving wayfinding and safety:

- locate building entries where they are visible and readily accessed from the pedestrian network
- provide "active edges" with visibilty between indoor and outdoor spaces and spaces that are often occupied overlooking outdoor active areas



Figure 83: Ackermann Hall provides an "active edge" to the Grove: ground floor study space provides a place to study while keeping an eye out for passing friends.

Figure 84: This relationship also supports "passive security" for the Grove. People inside can keep an eye on the outdoor space, making it feel less isolated.



Figure 85: An expanded dining facility with a ground floor dining room is planned at the main crossroads of the campus path network. This will help establish an active, dynamic heart of the campus.

Circulation & Open Space Plan

Objectives of the circulation and open spaces network include:

- Clear wayfinding and a safe circulation system
- Creating an active vibrant campus, with indoor and outdoor spaces thoughtfully integrated and programmed
- Spaces that allow learning to continue outside, supporting classrooms and primary facilities
- A memorable campus that inspires students to maintain their relationship to WOU for life
- Demonstrate and celebrate sustainable practices at WOU

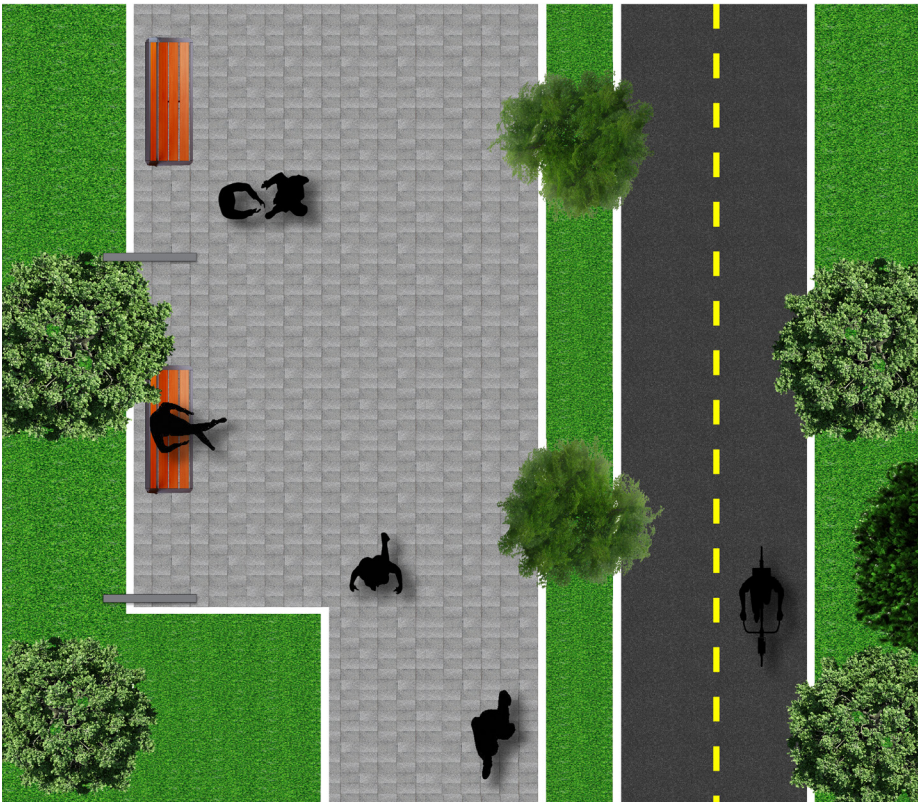


Figure 86: The Master Plan calls for a phased investment in the central corridor of the campus. This will help to better connect the dining/residential area with the academic core, improving safety and contributing to a dynamic active campus.



Transportation, Parking & Service Access

Transportation Demand Management (TDM)

Transportation for a University campus is a dynamic practice. Parking and travel patterns are evolving in U.S. culture, particularly among college-age demographics.

A general trend has shown decreased patterns of car ownership among this group, as well as a willingness to utilize a range of transportation alternatives. Alternatives to car ownership have emerged, including ride-share (Lyft, Uber, etc.) and car-share (i.e., ZipCar), as well as non-automotive options such as biking, skateboarding and other modes.

WOU has launched multiple initiatives to provide alternatives to driving and/or car ownership among students and staff.

- During the 2017-18 schoool year a dockless app-based bike rental program launched and early indications show that it is being adopted into campus culture.
- The “Wolf Ride” shuttle provides an on-demand service to help students run errands or get a “safe ride” home after dark.

Parking Requirements

The City of Monmouth has a minimum parking requirement of one space per two and one-half full-time-equivalent students, faculty members and staff.

As indicated in Table 5, total projected students and staff is estimated to be as much as 6,325 FTE under this Master Plan.

Parking Management Strategies

Managing currrent parking supply actively to balance all needs will likely result in significant improvements in the user

experience across the campus population. Strategies include:

- Making the closer-in parking space available for visitors and those with needs to use their cars for business trips.
- Dedicating more remote spaces for residential students, who have more alternatives for local trips.
As one example: based on campus stakeholder input, it appears that many of the more convenient parking spaces - especially in Lot J - are often in use by on-campus residential students. If these students are permitted to park only in the further bays of Lot J (with exceptions for ADA and short-term loading), the eastern, near bays of Lot J would be available for staff and commuting students.

Right-sizing Parking Supply

Based on WOU staff experience and observation of general patterns, the campus likely has more than adequate parking for current enrollment levels, with multiple lots lightly used during all times but special events.

For these reasons, this Master Plan recommends that WOU

collaborate with the City of Monmouth to update parking requirements periodically, as these trends play out over time.

In particular, linking parking requirements to transportation demand management (TDM) measures can help ensure the success of those measures.

A TDM & Parking Plan would allow WOU to demonstrate changes in travel patterns and parking demand over time, and should include:

- parking occupancy surveys
- periodic surveys of students, faculty and staff on which transportation options are used and preferred
- evaluation of user data from current and potential ride-share and car-share services, as well as transit
- agreement to monitor travel patterns and a framework to link parking requirements to actual typical demand, coupled with a peak parking statergy for special events

Table 5: Parking Required Based on Campus Population FTE ¹

The table below projects parking demand at the projected enrollment of 6,000² (on-campus headcount) - based on City of Monmouth requirements.

	Students		Faculty & Staff	TOTAL	Mandated Parking ³
	HC	FTE	FTE	FTE	spaces
Plan Target:	6,000	4,785	875	5,660	2,264

¹ Full Time Equivalent
² Overall enrollment is targeted at 6,500. Of these, 6,000 would be on campus students in Monmouth. The remainder would be on-line, or at remote sites, such as WOU's Salem facility.
³ City of Monmouth minimum parking requirement of 1 space/2.5 total FTE. The City does not have maximum parking provisions.

Transportation, Parking & Access

To achieve the program moves under the master plan and enhance the campus experience, several changes to vehicular circulation are proposed.

Changes to vehicle circulation include:

- 1 Removal of Parking Lots H & F, for program uses: housing and academics
- 2 Re-routing of service circulation to the facilities shops, WUC and other core areas.
- 3 **Roundabout** at Monmouth Avenue/Stadium Drive - WOU and the city should collaborate to fully evaluate a roundabout at this location.

The primary intent of this change is to encourage more traffic to take alternate routes through campus - especially at times of peak pedestrian volume - while still allowing vehicles to use Monmouth Avenue.

In addition, the University will continue to manage parking and transportation demand management programs to give students and staff options for how they arrive to campus and circulate around the campus.

Church Street: Potential changes to the circulation pattern to support campus access and events were identified in the planning process. It is recommended that WOU work with the City of Monmouth to further analyze alternative circulation and operations on Church Street.



Figure 87: Over-supply of parking can have unintended consequences, making it difficult to support preferred transportation modes, and creating dead zones on the campus. Parking maintenance for WOU costs approximately \$50,000 per year, which can be challenging to recover if utilization is low.

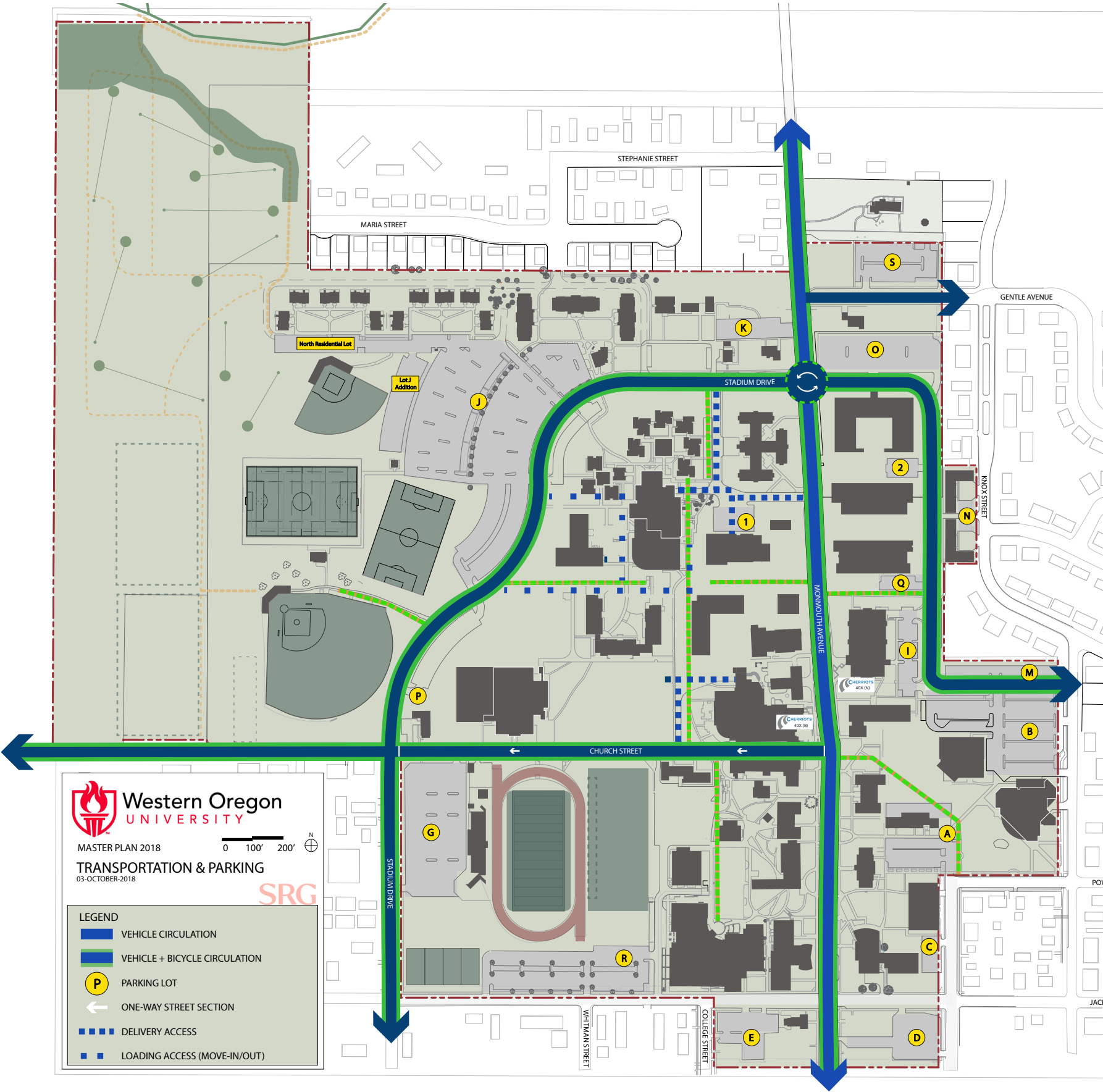


Table 6: Parking Counts by Lot

The table below projects future parking supply, adjusting for proposed changes in parking lot capacity.

Parking Lot	Current Count	Planned Count
EXISTING LOTS:		
A	130	108
B	184	192
C	14	28
D	53	53
E	56	56
F	101	101
G	232	232
H	159	0
I	44	44
J	536	614
J loop	52	40
K	40	40
L	2	2
M	50	50
N	20	20
O	128	128
P	65	65
Q	12	12
R	158	178
S	90	90
N. Res.	50	84
Church St.	58	58
Subtotal	2,234	2,219
New Lot 1	n/a	15
New Lot 2	n/a	24
Total	-	2,234

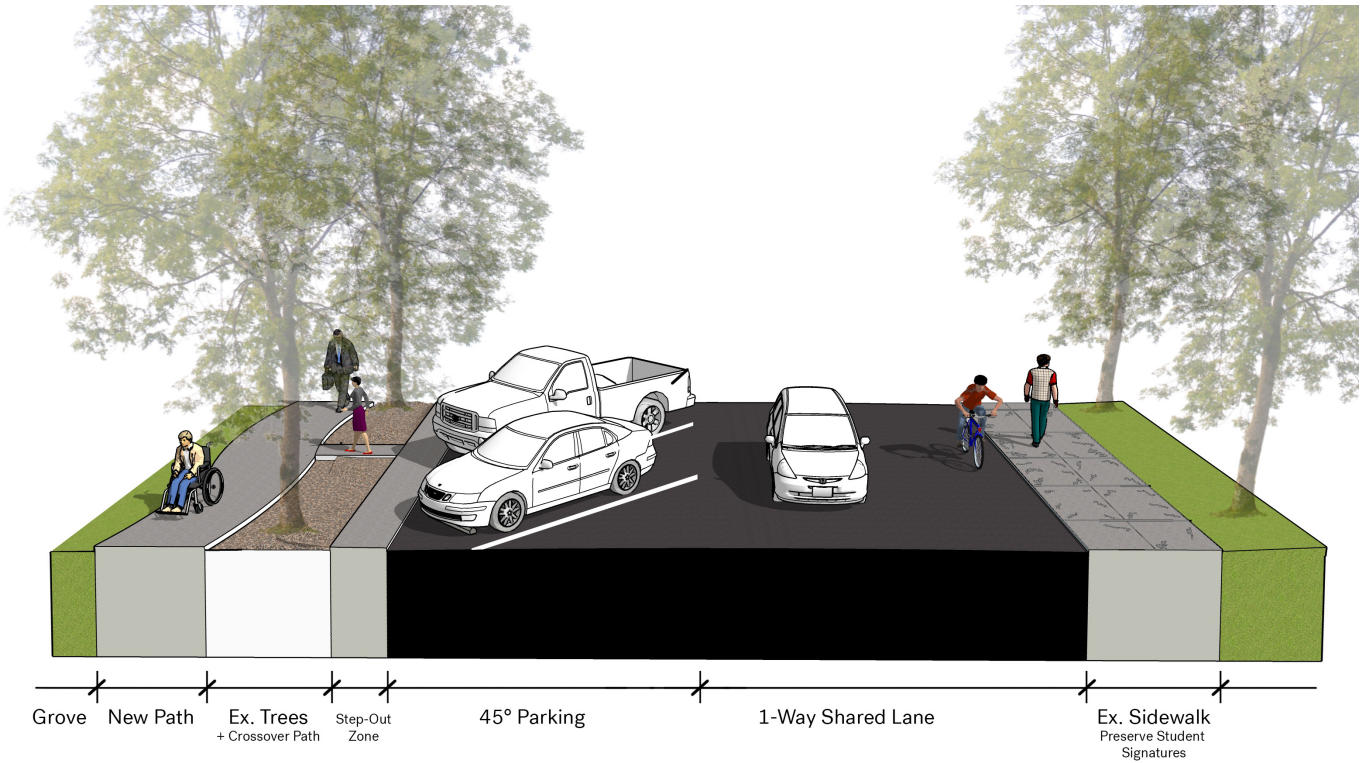


Figure 88: Potential future configuration for Church Street.

Changes to the configuration of Church Street were considered during the master planning process. The intent of any changes is to:

- enhance safety via traffic calming measures
- provide convenient visitor and short-stay parking in a central location
- support special events such as orientation and athletic events

In addition, future design changes should seek to preserve elements such as the south sidewalk, where WOU students have traditionally carved their signatures, and established street trees.

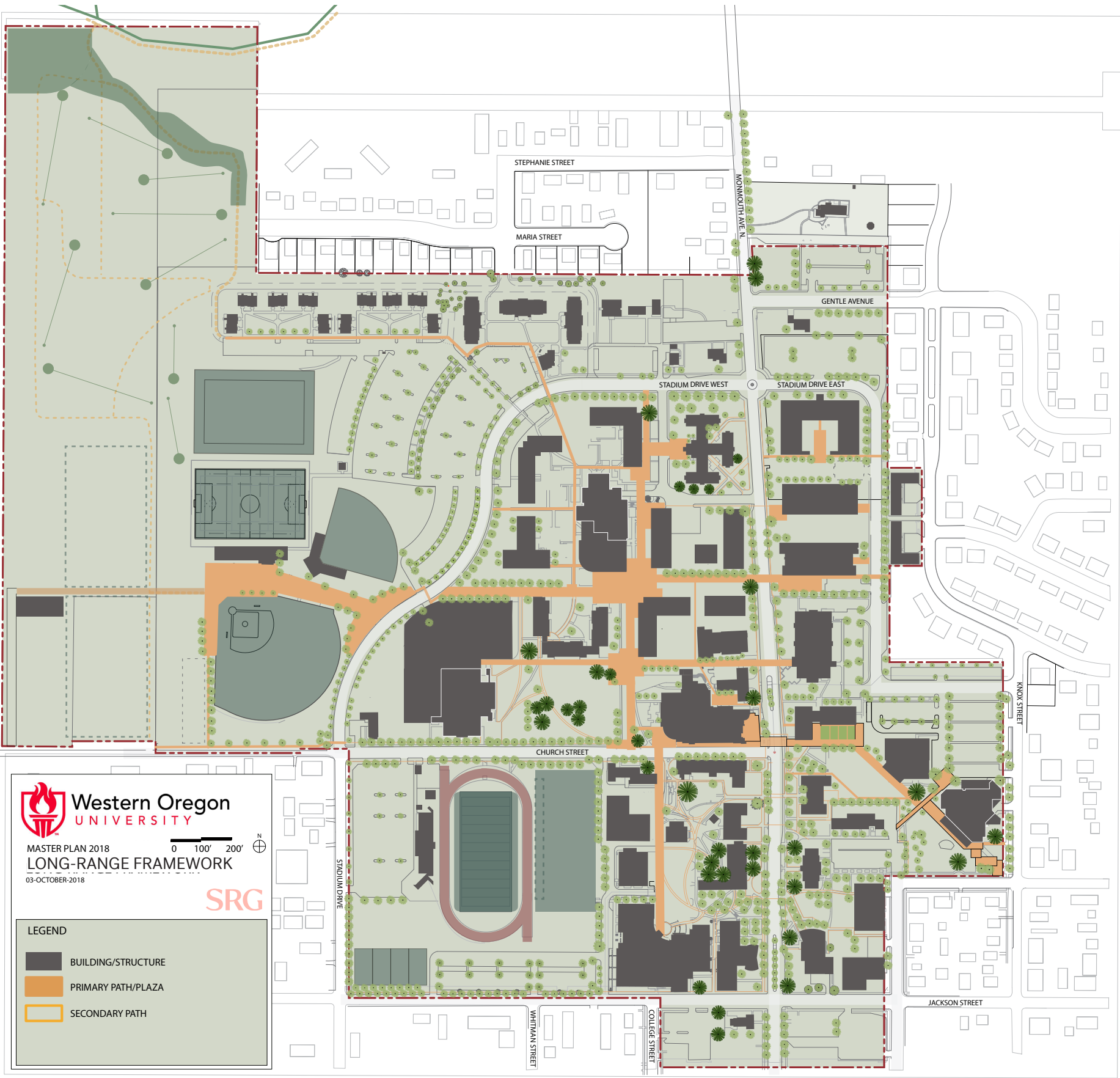
Long-Range Plan Map

The master plan establishes priorities for the 10-year planning time frame. It also reflects the University leadership’s long-term vision and aspirations.

By articulating a long-term framework, the plan can accommodate opportunities as they arise without creating unintended consequences.

Long-Range Goals include:

- 1 Replacement of Landers and Barnum Halls with new housing. The planning intent would be to establish a quadrangle of open space around the dining hall with these future projects.
- 2 Addition of a field house to support indoor practice for multiple sports. Ideally, this would be sized to accommodate a 200 meter running track, with use of the track’s infield for multiple sports.
- 3 Moving the facilities shops to a location that is less disruptive to the core.



Utilities & Infrastructure

Stormwater System & Flooding

As noted in the Existing Conditions summary earlier, key links in the piped stormwater collection system have documented overflows.

Two primary potential remedies are recommended for further study with the City to address this condition:

- **replacement** of the pipes in their existing alignment;
- a **bypass**: the City of Monmouth has included a Capital Improvement Project on their 5-year plan to pursue a bypass along Church Street and across WOU’s west campus lands, releasing stormwater to Ash Creek on the north edge of the campus.

At the time of this planning process, there are City standards for stormwater detention, but no local standards for stormwater treatment. WOU has applied low impact development standards to recent projects voluntarily, and it is recommended that this continue. It is likely that treatment standards will be adopted during the build-out period.

Mechanical Systems & Energy

While WOU’s central plant is projected to have capacity to serve planned new development, the system would not have recommended redundancy at peak times at build-out. It is recommended that WOU further study strategies to add heating capacity to provide redundancy.

Several strategies are available to address capacity, including:

- 1 adding another 350 HP boiler;
- 2 decreasing load on the plant by increasing building envelope and equipment efficiencies.

Recommended efficiency targets are summarized in Table 7.

- 3 supplementing the conventional heating capacity of the central plant with an alternative source, such as a geo-exchange system. (See Technical memo in the Appendix for more on this approach.

Water Strategies

Several campus water-conserving strategies are recommended:

- 1 Low flow fixtures in all facilities
- 2 Water-efficient landscaping, and drip irrigation, where consistent with landscape plans.
- 3 Review of cooling tower water consumption and operations.

Additional innovative water strategies were discussed with the Sustainability Work Group, such as rainwater and greywater capture. The MEP technical memo

addresses these systems, with the following summary conclusions:

- Rainwater capture in the Oregon climate is typically not cost effective due to the size of storage requireds to get through the dry months of summer.
- Greywater capture - from sinks and showers - can be more effective, but also does not generally have a positive payback.
- For outlying locations, composting toilets can be an effective option,

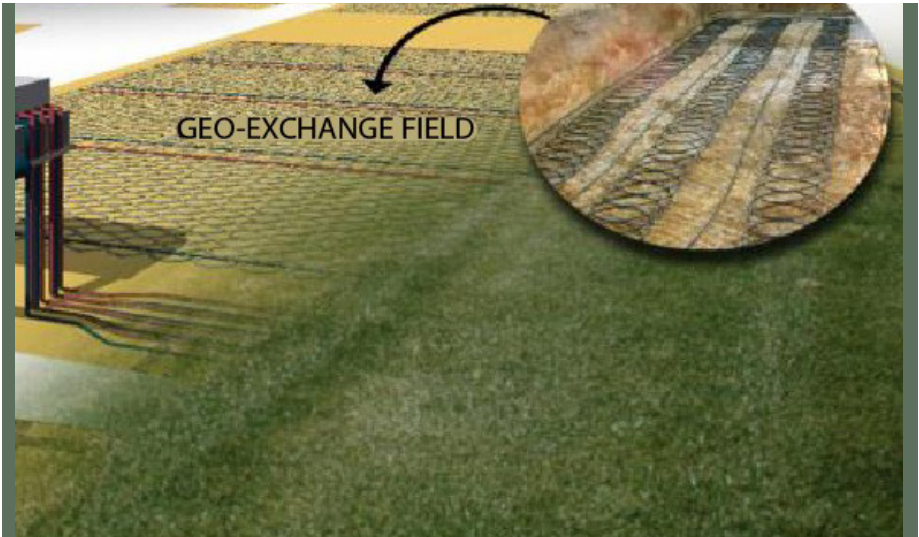


Figure 89: A geo-exchange loop is a set of looped pipes - sometimes called a ‘slinky’ - laid into an open area: typically under a field or parking area. Heat can be collected from the field or released to it, depending on the demand. This type of system can provide either heating or cooling and has the added benefit of allowing ‘swapping’ of heat from one facility that is in cooling mode to another that is in heating mode.

Sustainability

The Master Plan includes a mix of strategies to advance WOU’s commitments, many that are behind-the-scenes investments and others that will be more visible to the campus public.

Telling WOU’s Sustainability Story

A central organizing concept that emerged from the planning process is to make sustainability more visible on the campus. One strategy to do this is to establish a type of “walking tour” that highlights initiatives on campus: research, curricular, and operational. The intent is to identify one or more paths through the campus that intersect with major initiatives, and to highlight current and future green initiatives along that path system (an example path layout is shown in).

This approach would allow WOU students, faculty and staff to demonstrate the many aspects of sustainability:

- landscape approaches
- energy & water systems
- gardens & composting programs
- faculty research
- natural history of the site
- the proposed arboretum

In addition to these visible investments, the campus will renovate existing facilities to address



Figure 90: The Sustainable WOU walking tour would existing facilities like include campus garden(s), energy initiatives, transportation options, and landscapes that demonstrate conservation, habitat and/or natural history.

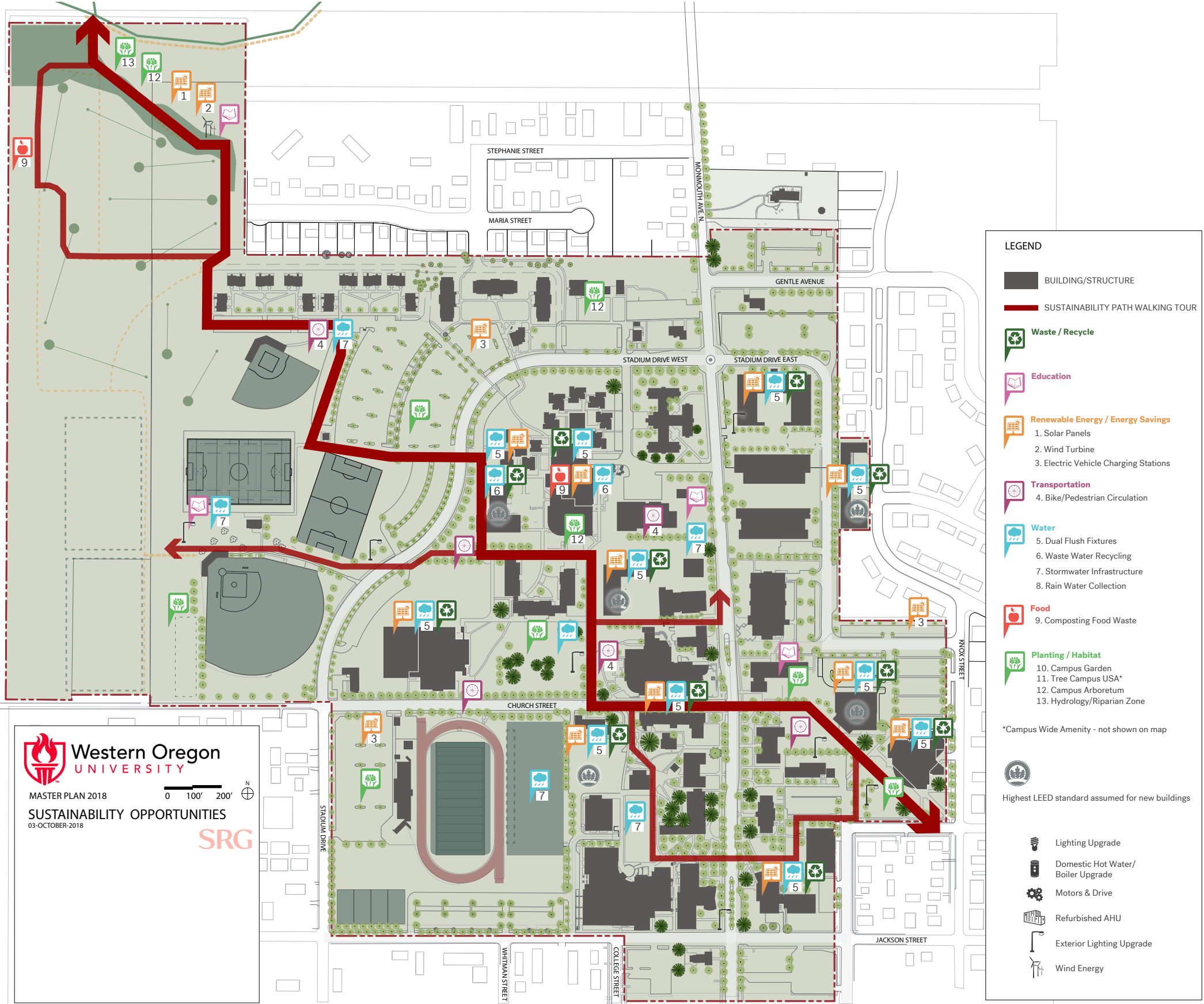


Figure 91: Sustainability “Walking Tour” - Conceptual Diagram

inefficiencies in mechanical equipment, as noted in the Infrastructure section.

The actual tour might include a variety of elements to engage campus users:

- delineation - perhaps green “wolf prints”, or a similar visible feature;
- on-site interpretative signage, giving basic information on major features;
- potentially a mobile app, providing additional information;
- a printed brochure, made available at key locations on campus and downloadable for visitores planning a site visit.

Building Design

WOU’s facilities will - at a minimum - be consistent with the State of Oregon mandate to achieve LEED Silver equivalency (OAR 330-130-0010 *et seq*).

Design teams are expected to include sustainable design in their process, and to:

- prepare design alternatives that include cost effective sustainability measures;
- test design options against all LEED levels;
- estimate life cycle costs related to energy consumption for major design options.

Table 7: Recommended Energy Use Index (EUI) by Building Type

Facility Type ¹	Typical: Energy Star 50	Good: EUI 30% Better	Better: EUI 50% Better	Best: EUI 80% Better
Academic, General				
Residence Halls				
Dining Hall				
1: For additional building types, see Technical Memo in Appendix.				