



**UMSL** | University of  
Missouri—St. Louis

# 2021 Campus Plan Report

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November 2021



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# Executive Summary

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**The UMSL 2021 Campus Plan establishes a vision for the physical transformation of the campus and establishes a comprehensive implementation strategy to realize it over time. The Campus Plan positions UMSL to take advantage of development opportunities, create a more connected mobility network, improve the natural landscape and open spaces, enliven the campus and improve the student experience.**

UMSL's Campus Plan vision is informed by robust stakeholder engagement, analysis of the existing campus and context, an understanding of program goals, facility need and projected space needs. Detailed analysis and feedback from students, faculty, staff and the community at large led to identification of the key drivers of change on campus which informed the physical Campus Plan.

The Campus Plan provides recommendations for the transformation of the campus lands over the long term while identifying a series of short term, incremental steps to achieve the long term vision. The plan includes direction for the overall campus structure, new and enhanced mobility networks, a connected pattern of open spaces and development opportunities that can support the student experience.

The plan includes four areas of focus for transformation including: the Academic Core, the UMSL South Station, the UMSL

North Station and Industry Partnership. The Academic Core will be strengthened as the center of academic activity through reinvestment, renovations and landscape improvements. The proposed mixed-use transit-oriented development node at the UMSL South Station hosts a public facing health services campus, an active public realm and retail serving the campus and the community.

The UMSL North Station is another opportunity for mixed-use transit-oriented development with academic space and student housing. Industry Partnership development near I-70 provides an opportunity for the university to strengthen relationships with industry leaders. Overall, the plan presents a bold vision and substantial opportunity to recast UMSL's physical presence and its role in the local and regional community.

Implementation of the plan is organized in short-, medium-, and long-term improvements, and projects that collectively lead to the long-term vision for the campus. This phased approach identifies where specific sequencing is required to unlock further opportunities and projects that can occur independently. Successful implementation of the plan must go beyond infrastructure, however. Continued engagement with the campus community will be an important part of building and maintaining support for UMSL's transformation. To create a constituency of support and a strong culture of communication, the plan includes a number of recommendations to support communications and implementation processes.

The plan represents the best picture of the future as we view it today, but has been prepared with the recognition that higher education is constantly evolving. As a result, UMSL's Campus Plan has a sufficient amount of flexibility to enable the university to be strategic, opportunistic and responsive to future shifts in priorities while fulfilling the core mandate to support teaching and learning in an environment that prioritizes student and community success.

PART I

## CHAPTER 01

# Introduction

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An overview of the need for a Campus Plan, the planning process and advisory team involved in developing the direction of the plan.



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# Overview of the Campus Plan

**The Campus Plan provides the vision and framework to guide the physical development of the campus.**

## The Need for a Campus Plan

The 2021 Campus Plan will serve as a road map to illustrate where the campus has been going and where it will go in the future.

UMSL has continued to evolve and change from when it first opened in 1963 with one building and 12 classrooms. The campus began to grow in the 1960s with the additions of Benton Hall, Clark Hall and the Thomas Jefferson Library and saw significant expansion into the 2000s, including the development of the landmark Millennium Student Center.

From 2010-2020, enrollment began to decline with a reduction of approximately 3,000 students (23%). In addition to a decline in enrollment, UMSL has been offering more classes online. While this is a popular and successful learning format for its students and increases the university's reach beyond the community, it has led to fewer students on campus and a lesser need for facilities. As a result of enrollment decline and a shift in how some courses are delivered, the university has more land and facilities than is currently needed.

These changes provide an opportunity to consolidate facilities, right-size the campus, repurpose existing university assets at the edges and focus more intentionally on creating a vibrant campus core. UMSL is now at a critical juncture to reshape its physical campus and identity for the next generation of learners. Reframing the campus' identity, investing and planning for change in a targeted manner, and creating unique and welcoming spaces to enhance the campus experience will help to attract more students to the university and ensure its success and resiliency over time.

While overall enrollment has declined in the short term, there are opportunities for the university to improve the campus experience, attract new students and even expand certain facilities that are experiencing growing demand.

Departments such as nursing continue to expand, and student housing continues to be in demand. Certain university-owned land represents opportunities for partnerships to develop new student housing, mixed-use development and offices. The two MetroLink transit stations on campus are great opportunities for development with convenient access to transit.

These opportunities and an analysis of the existing campus condition, space needs and the surrounding community have informed the vision for the future of the campus that grounds the direction of the plan.

The plan is structured by an overall vision and guiding principles that inform the physical campus framework. Additionally, the plan has been informed by extensive analysis and engagement, including surveys, interviews, focus groups and workshops that reached over 1,500 individuals.

The implementation strategy provides a phased approach to building the campus and action items to achieve the vision of the 2021 Campus Plan. The plan is used to guide the physical development of the campus and shows what the campus could look like in the future. The plan is aligned with the goals of the Strategic Plan and the Strategic Enrollment Plan.

## The Campus Planning Team

The University of Missouri–St. Louis 2021 Campus Plan was managed by the UMSL Facilities Management Department and a Steering Committee which is made up of representatives from various departments. The Steering Committee met regularly with the consultant team to provide input on the plan as it was being prepared.

An interdisciplinary consultant team provided expertise to the planning process. The team was led by Lamar Johnson Collaborative

(architecture, landscape architecture) with Urban Strategies, Inc (campus planning and design), Public Design Bureau (engagement), Rickes Associates (space planning and optimization), Lochmueller Group (transportation) and David Mason + Associates (civil engineering).

## Steering Committee Members

**Kristin Sobolik**, Chancellor

**Steven Berberich**, Interim Vice Chancellor for Academic Affairs and Provost

**Tanika Bush**, Chief Financial Officer and Vice Chancellor, Finance and Administration

**Emily Baize**, Campus Space Planner

**Rebecca Cole**, Interim Vice Chancellor for University Advancement

**Elizabeth Eckelkamp**, Vice Provost, Student Success and Academic Innovation

**Sharon Fenoglio**, Associate Vice Chancellor, University Advancement

**Karl Guenther**, Assistant Vice Chancellor, Economic and Community Development

**Reggie Hill**, Associate Vice Chancellor, Strategic Enrollment

**Daryl Ives**, Executive Director, Facilities Management

**Justin Roberts**, Assistant Vice Chancellor, University Marketing and Communications

**Bob Samples**, Chief of Staff

**Natissia Small**, Vice Provost, Access, Academic Support and Workforce Integration

**Chris Spilling**, Vice Chancellor for Research and Economic and Community Development

**Tanisha Stevens**, Vice Chancellor, Diversity, Equity and Inclusion

## Campus Planning Process

The University of Missouri–St. Louis 2021 Campus Plan was initiated in April 2021 and completed in September 2021. The planning process followed a 5-phase work plan. Community and stakeholder consultation occurred throughout the process.

**Phase 1 — Discovery (Spring 2021):** Campus Tour, Data Collection, Background Review, Initial Findings.

**Phase 2 — Analysis (Spring 2021):** Data Review, Analysis Summary, Interview Key Stakeholders, Launch Campus Survey.

**Phase 3 — Ideation (Summer 2021):** Identify physical directions for the campus, prepare Campus Plan scenarios.

**Phase 4 — Refinement (Summer 2021):** Review and refine Campus Plan physical directions, confirm implementation strategies, seek feedback from the UMSL community.

**Phase 5 — Documentation (Fall 2021):** Refine and finalize Campus Plan.

## How To Use This Document

### Chapter 01 — Introduction:

Provides background on the planning process and an overview of the Campus Plan.

### Chapter 02 — Framing UMSL's Future:

Summarizes the engagement process and outlines a reframing of Campus Planning based on feedback from faculty, staff, students and neighbors.

### Chapter 03 — Existing Campus Conditions:

Provides an analysis of the current physical conditions of the campus.

### Chapter 04 — Existing Spaces and Needs:

Summarizes the existing space inventory, utilization and projected space needs.

**Chapter 05 — Campus Context:** Provides a summary of the campus within the existing community, the relation of the university to other community development initiatives in the surrounding area.

### Chapter 06 — Responding to the Opportunity:

Synthesizes the opportunities and issues on campus into the key drivers of the plan and concept scenarios.

### Chapter 07 — Campus Vision and Principles:

Defines the overarching vision and principles that guide the Campus Plan and informs decisions for campus projects.

**Chapter 08 — Campus Framework:** Provides more detailed physical directions for the overall campus structure.

### Chapter 09 — Implementation Strategy:

Serves as the implementation tool for the Campus Plan including a phasing approach and implementation guide.

### Chapter 10 — Conclusion and Next Steps:

What's ahead for UMSL with a short and long term plan in place.

PART I

## CHAPTER 02

# Framing UMSL's Future

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Interactive engagement activities throughout the planning process enabled the UMSL community to share stories and experiences about UMSL's past and its future.

These voices have shaped the approach to establishing a Campus Plan that advances the priorities of the campus community and administration.



# Learning from Experience

**To plan for the future of UMSL, we must start with the needs, motivations and experiences of the UMSL community, including students, alumni, faculty, staff, neighbors and visitors.**

## **Overview of the Engagement Process**

To learn from the UMSL community, the first round of engagement explored the behaviors, challenges and opportunities on and around campus. With nearly 1,000 survey responses and 129 participants in workshops, a diverse and representative group of students, faculty, staff and neighbors told stories about their positive and challenging campus experiences and imagined a future for campus. Later in the process, the priorities for campus and a variety of possible physical interventions were tested, with over 500 respondents sharing their perspectives. Throughout the process, a page on the UMSL website provided a home for information about the process. A greater selection of survey responses are provided in the Appendix.

## **Reframing Campus Planning**

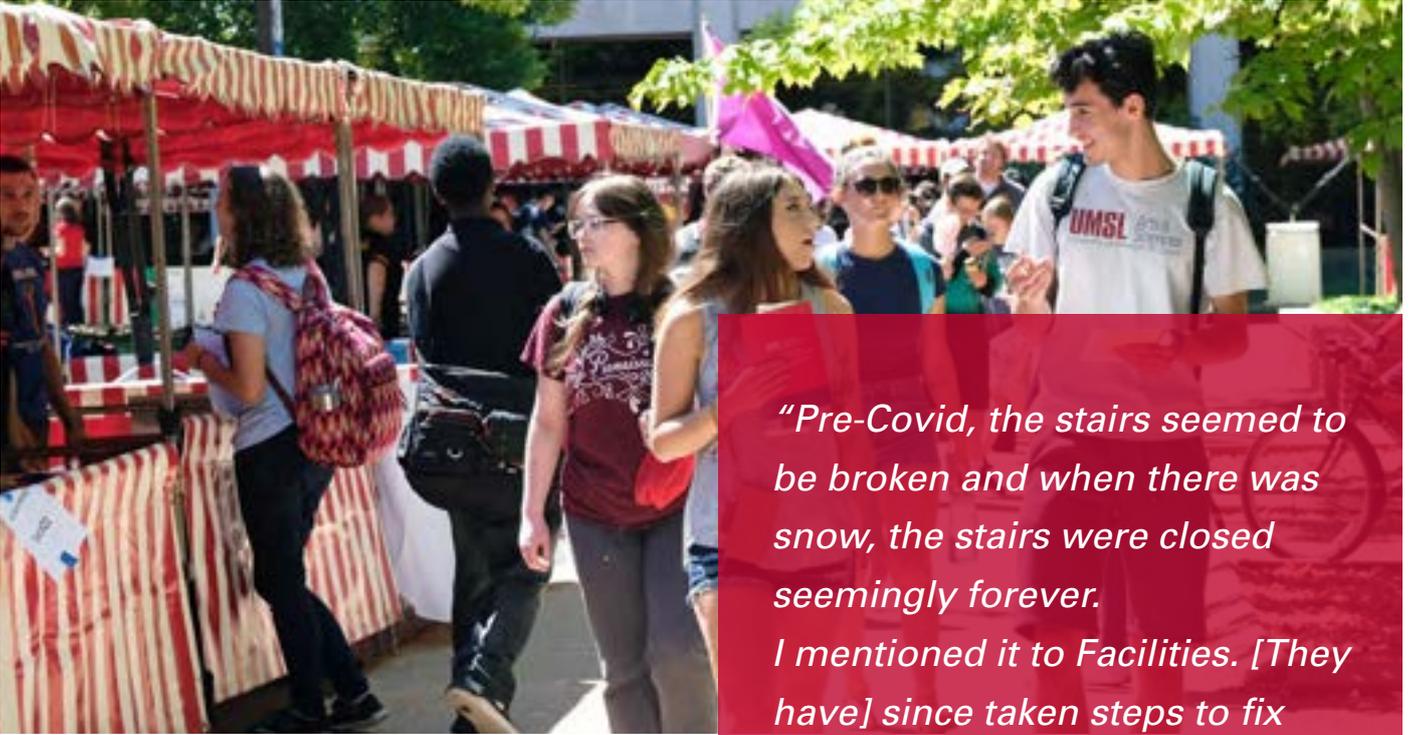
**Students, alumni, faculty, staff and neighbors want to be part of improving the campus experience.**

People love UMSL! They feel most connected to UMSL when they can be actively involved in making it the community that they know it can be. This was shown through the massive response to participating in workshops and surveys, as well as in expressions of commitment to the future of UMSL. There's an opportunity to continue to tap into and build upon this energy, engagement and love.

*"I founded a student group, and people responded with 'we want to hear your perspective.' Feeling like you can be actively involved in decision making made me feel welcome."*

- UMSL Alum





**The UMSL community knows the challenges and wants to see tangible, meaningful follow-through.**

Students, faculty, staff and alumni all understood the budget constraints, deferred maintenance and structural challenges on campus. Their trust has been broken by past inaction, and executing the plan is an opportunity to rebuild trust through clear communication and processes. The UMSL community wants to be part of creating the future of UMSL, to know what will be coming and when.

*“UMSL is a place that is making an incredible impact in our region and far beyond. Our students are amazing and go on to be leaders in our communities. Our campus needs to reflect that excellence and our status as the region's premier urban public university.”*

**- Staff member**

*“Pre-Covid, the stairs seemed to be broken and when there was snow, the stairs were closed seemingly forever. I mentioned it to Facilities. [They have] since taken steps to fix the issue, and have followed-up with me about this issue. I feel like we're on the same page.”*

**– Faculty member**

The 2021 Campus Plan must go beyond infrastructure to rebuild trust with the campus community through:

- Real talk about conditions, timelines and decisions.
- Follow-through and communication.
- Focus on the most disruptive conditions.

Implementation of the plan is long-term and relies not just on physical and facilities intervention, but also long-term cultural change, involving:

- Design: creating, changing and improving spaces and environments.
- Messaging: building a cohesive identity across and beyond campus, and communicating assets and resources to the community.
- Policy and programming: facilitating utilization and activation of spaces to align with UMSL's goals and priorities.

The implementation strategy outlined in chapter 9 provides additional details on integrating trust building and culture change into the plan's execution.

# Creating a Robust Campus Experience

**A campus experience is more than teaching and learning, it revolves around doing, feeling and connecting. The Campus Plan provides long and short term actions to reinforce these important functions of campus.**

From the UMSL community, we heard that the purpose of campus goes beyond doing — campus is also about feeling and connecting. It's the combination of all of these types of activities that makes campus a sticky place, where people have engaging experiences.

The framework to the right shows the overlap of these three purposes: doing, feeling and connecting — all of which are driven by the people who make up UMSL.





### Feeling

**Campus cultivates emotions at all levels: from an individual's mood to a group's sense of identity**

*"I've had many lovely lunches sitting in the pagoda on Bugg Lake. It feels really like college to me there."*

**- Faculty member**

### Connecting

**Campus is a place of gathering: fostering and strengthening relationships across boundaries**

*"I love the classrooms in Anheuser-Busch Hall. The tables and chairs are close together, so you have to get to know your classmates."*

**- Non-residential student**

### Doing

**Campus is for taking care of what you need to get done: learning, teaching, researching, supporting, providing service.**

*"My friends and I, we had a spot, in the MSC by the end of the hall. It was our launching point for exploring campus."*

**- Residential student**

Across each of these categories, UMSL is a people-first campus, where doing, feeling and connecting happen with and through people, including fostering relationships, seeing oneself represented and being part of a diverse community. The long-term Campus Plan and short term actions proposed in the plan address the specific opportunities identified with UMSL students, faculty and staff.

*"I commute to campus and I drive everywhere on campus. I never have time to do anything. I'm just trying to plan what will save the most time for homework, for spending time with family and friends."*

**- Undergraduate student**

PART I

CHAPTER 03

# Existing Campus Conditions

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An inventory and analysis of the existing physical conditions of the campus today allowed for an understanding of the key issues and opportunities that are essential to planning for the future.



### 03 EXISTING CAMPUS CONDITIONS



#### MAP LEGEND

 UMSL Property Boundary



# Extent of the Campus

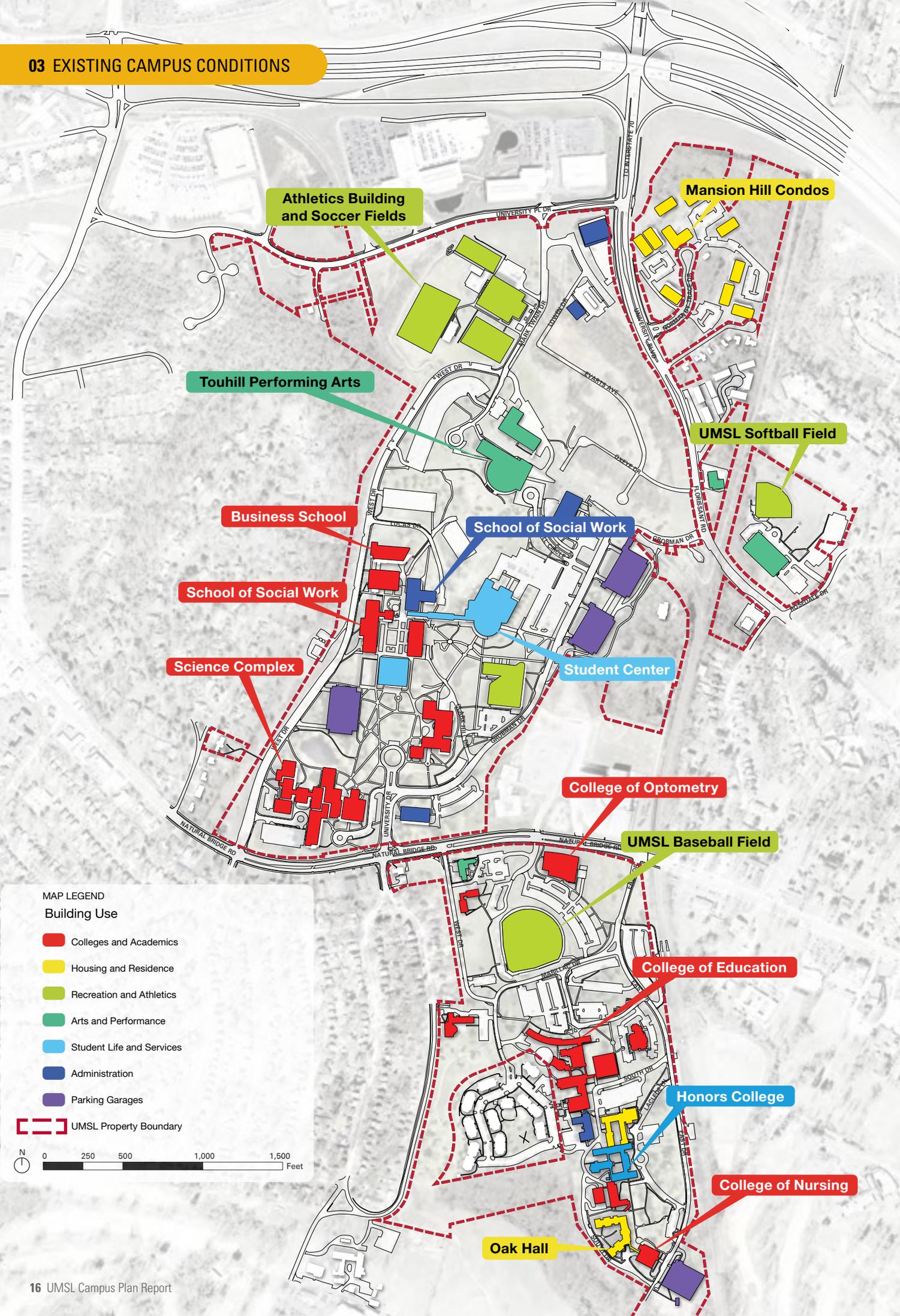


**The university has a large land holding and many areas on the periphery are not being fully utilized.**

University lands cover an area of approximately 460 acres and includes the academic spaces, recreation facilities, student housing, lands leased to Express Scripts, small residential lots, open spaces, vacant lands and the Normandy Golf Club.

Elements of the campus lands are not fully utilized and are disconnected from the existing focus areas in the central parts of the North and South Campus. The total campus includes 86 buildings, 3.7 million square feet and 630 residential units.

# 03 EXISTING CAMPUS CONDITIONS



**Athletics Building and Soccer Fields**

**Mansion Hill Condos**

**Touhill Performing Arts**

**UMSL Softball Field**

**Business School**

**School of Social Work**

**School of Social Work**

**Student Center**

**Science Complex**

**College of Optometry**

**UMSL Baseball Field**

**College of Education**

**Honors College**

**College of Nursing**

**Oak Hall**



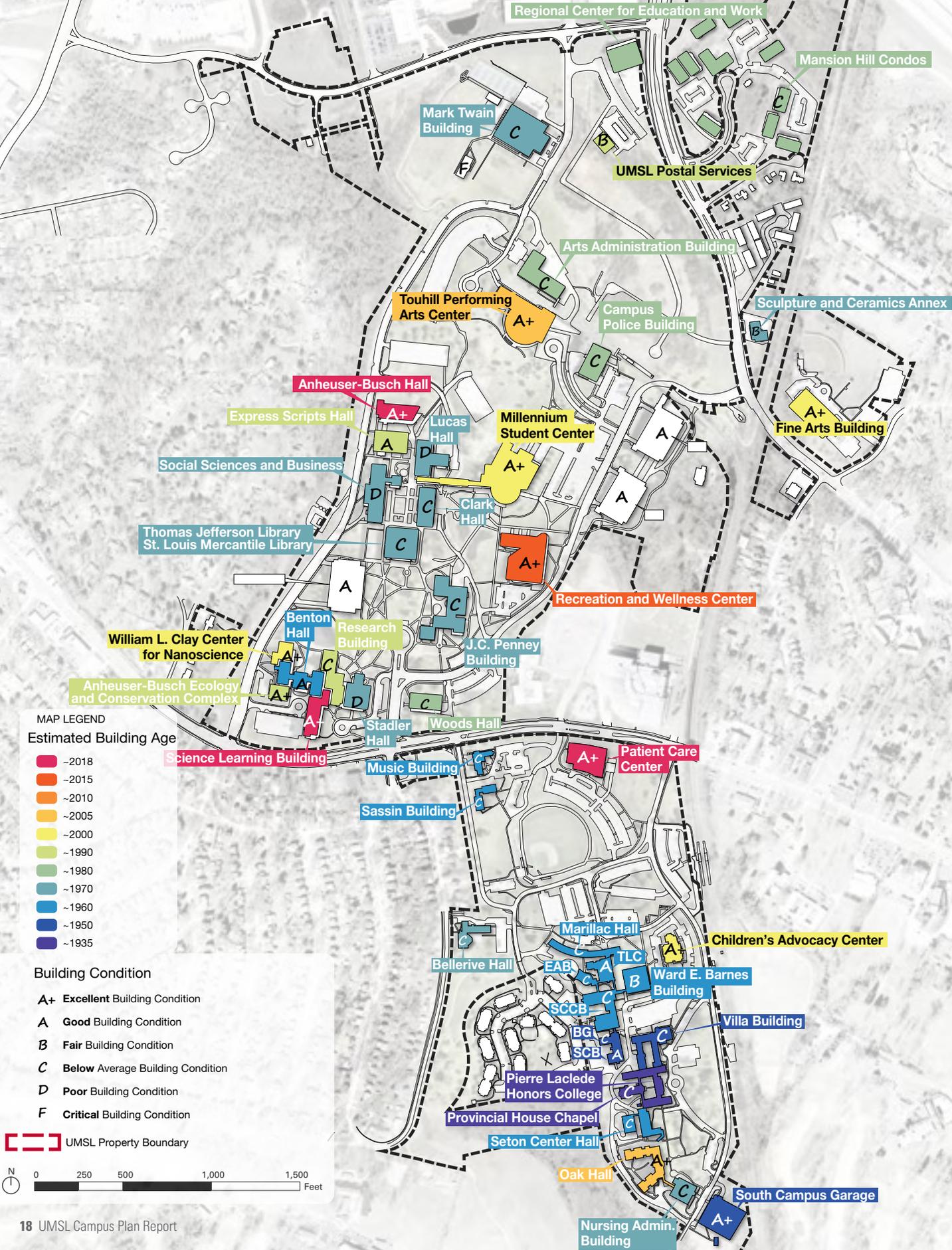
# Building and Campus Use

**A clear and coordinated pattern of uses on campus ensures an efficient use of space.**

The existing buildings on campus show a somewhat scattered pattern of uses. A clearly identifiable pattern is the clustering of academic spaces and academic support at the North Campus.

Future change on the campus will aim to cluster complimentary uses to enhance the benefits from co-location and creative synergies between programs.

# 03 EXISTING CAMPUS CONDITIONS





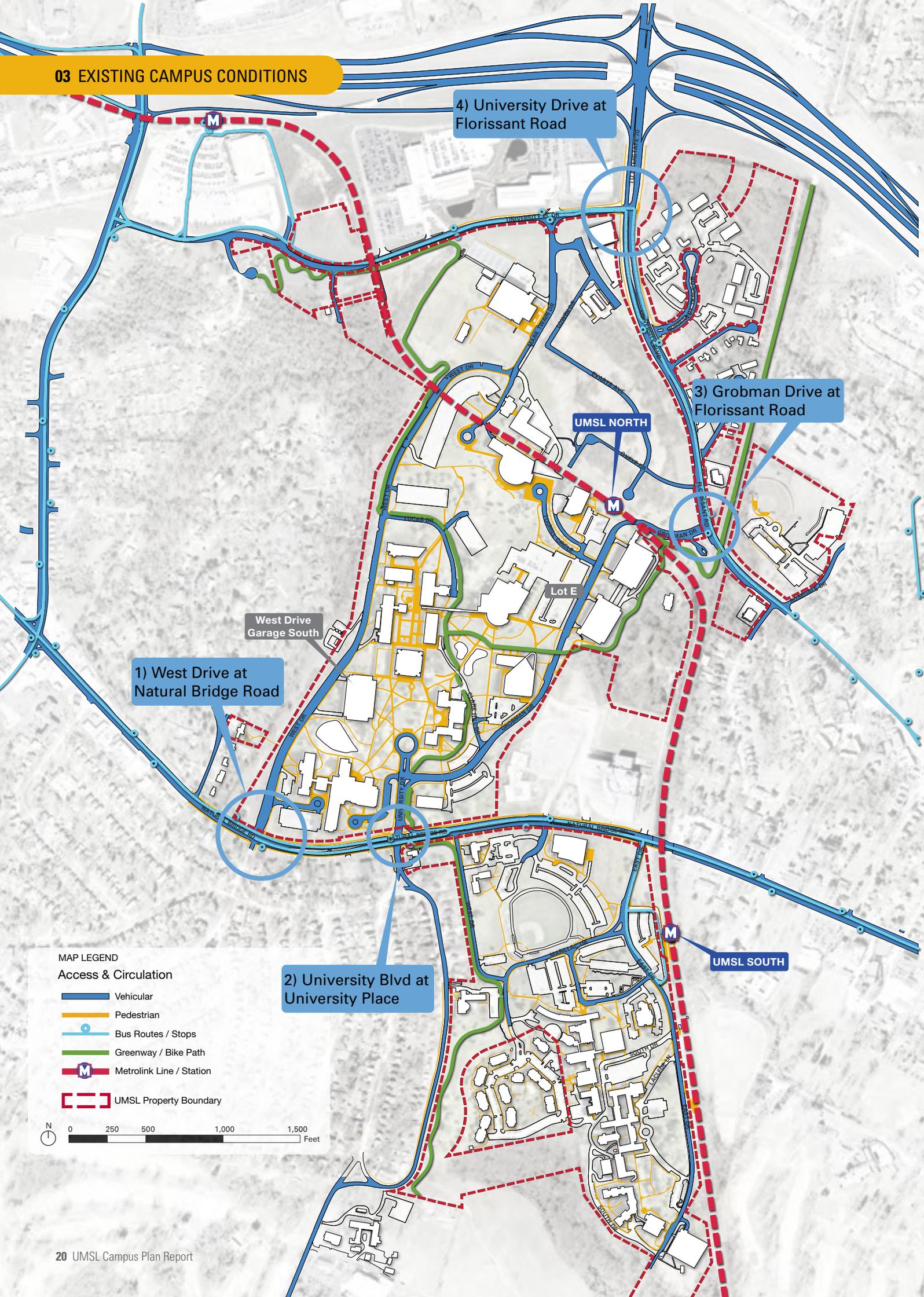
# Building Condition and Age

**Building condition and age varies greatly across campus with older facilities requiring more maintenance and renovation, but also provide a distinct campus character.**

The buildings on campus date from a range of decades reflecting the ongoing use of the campus lands for education over time. The oldest buildings date from 1916, with a number of buildings constructed in the 1960s when the university was established. UMSL experienced steady growth in the 1970s and 1980s and there was another period of fast paced growth with many buildings built in the 1990s.

Approximately half of the buildings on campus today are over 50 years old. With this older building stock, there is significant need for maintenance and renovations to provide modern learning facilities. Most of the buildings on campus are in fair to good condition while there are several buildings in below average to critical condition that require investment and renovation in particular around the North Campus core.

### 03 EXISTING CAMPUS CONDITIONS



4) University Drive at Florissant Road

3) Grobman Drive at Florissant Road

UMSL NORTH

West Drive Garage South

1) West Drive at Natural Bridge Road

Lot E

2) University Blvd at University Place

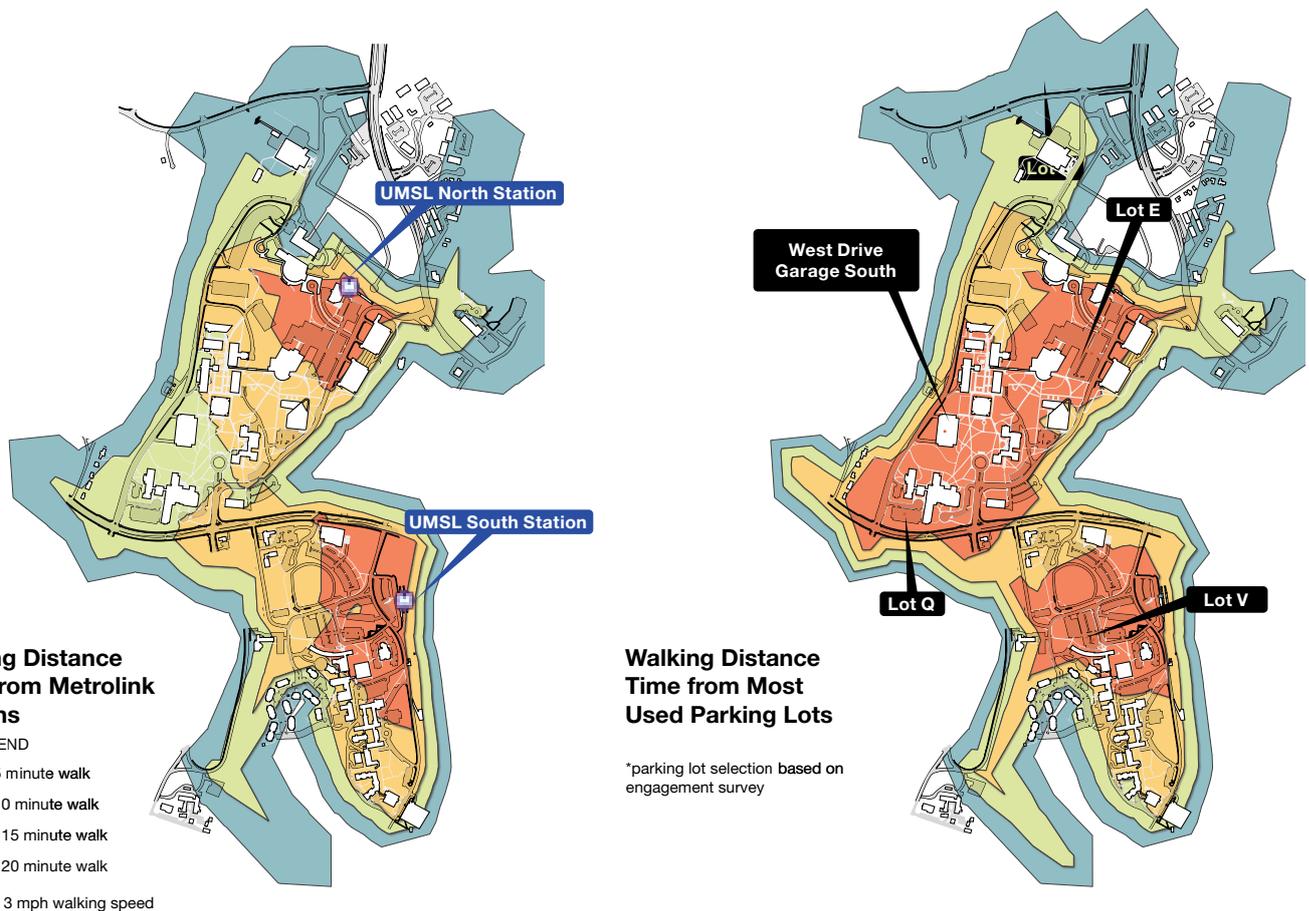
UMSL SOUTH

MAP LEGEND

Access & Circulation

- Vehicular
- Pedestrian
- Bus Routes / Stops
- Greenway / Bike Path
- Metrolink Line / Station
- - - UMSL Property Boundary





# Access and Circulation

**The sense of arrival and access to the campus is important to make lasting, positive impressions and define UMSL's character.**

The primary arrival points to campus for people arriving by car, as identified through the engagement survey, is at:

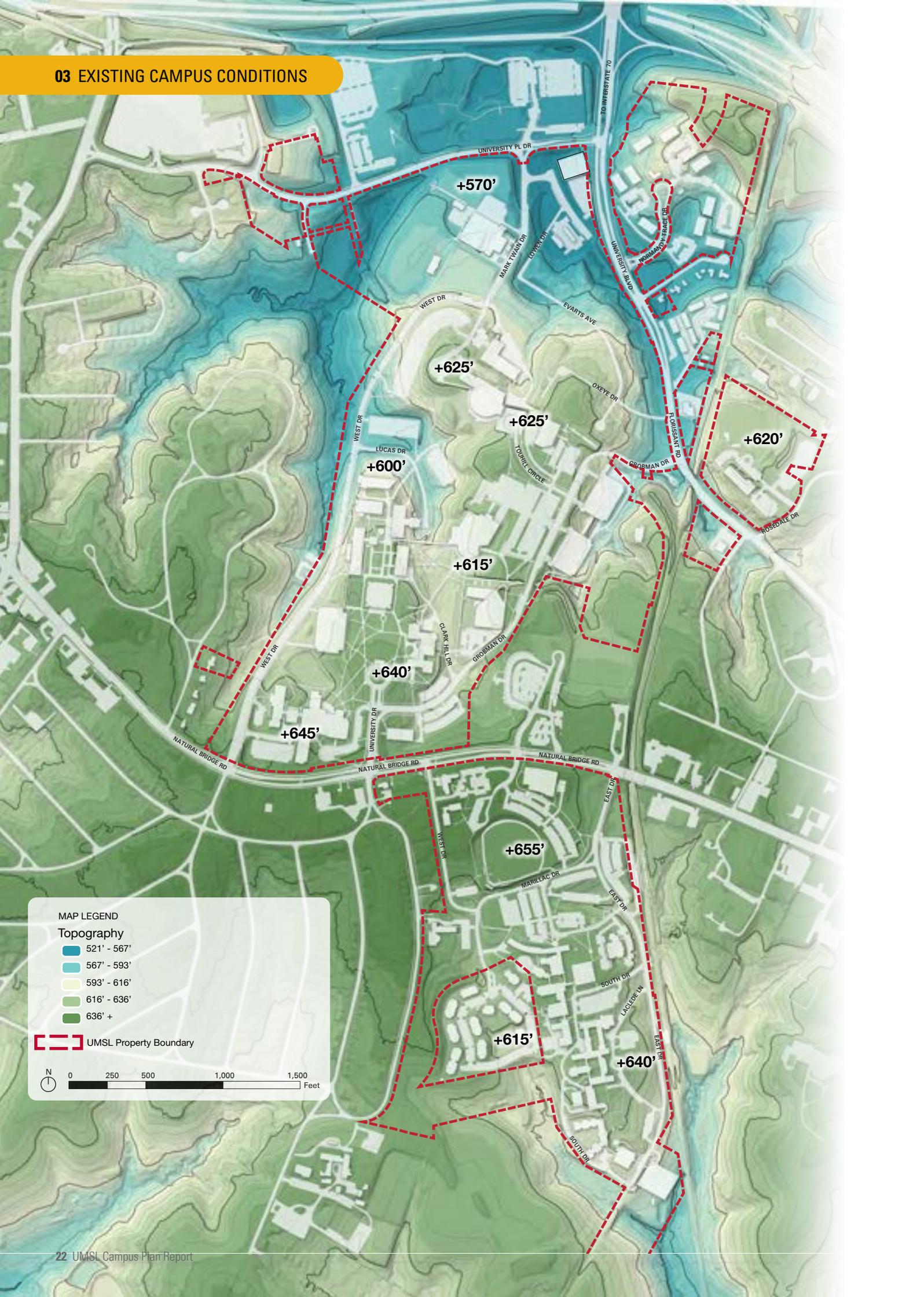
- 1) West Drive at Natural Bridge Road
- 2) University Blvd. at University Place Drive
- 3) Grobman Drive at Florissant Road
- 4) University Drive at Florissant Road

The most widely used parking areas include Lot E adjacent to the Millennium Student Center and West Drive South Garage.

Entrances and access points into the campus are not immediately apparent particularly for first time visitors who are not yet familiar with the campus.

Access to campus is also available via MetroLink transit at the North and South Campus stations and via bus along Natural Bridge Road. Circulation throughout the campus is available through several internal roads and pedestrian routes. The plan seeks to improve the gateways into campus and the arrival experience via car, improve the sense of arrival at transit stations and stops and create a more walkable and connected campus.

### 03 EXISTING CAMPUS CONDITIONS



**MAP LEGEND**

**Topography**

- 521' - 567'
- 567' - 593'
- 593' - 616'
- 616' - 636'
- 636' +

UMMSL Property Boundary





# Topography

**The hills and valleys on campus are a distinguishing feature and the topography should be used to inform new building sites and the location of open space.**

The campus has significant topographical change with elevations that are lowest at the North Campus along University Place Drive and Florissant Road and highest at the South Campus Field

The topography of the campus has to be carefully considered to understand where future interventions will require grade changes and how to successfully make accessible pedestrian connections across campus.

# 03 EXISTING CAMPUS CONDITIONS



**MAP LEGEND**

**Vegetation & Impervious Surfaces**

- Impervious Surface
- Tree Cover / Lawn / Pervious Area
- UMSL Property Boundary

N  
0 250 500 1,000 1,500  
Feet

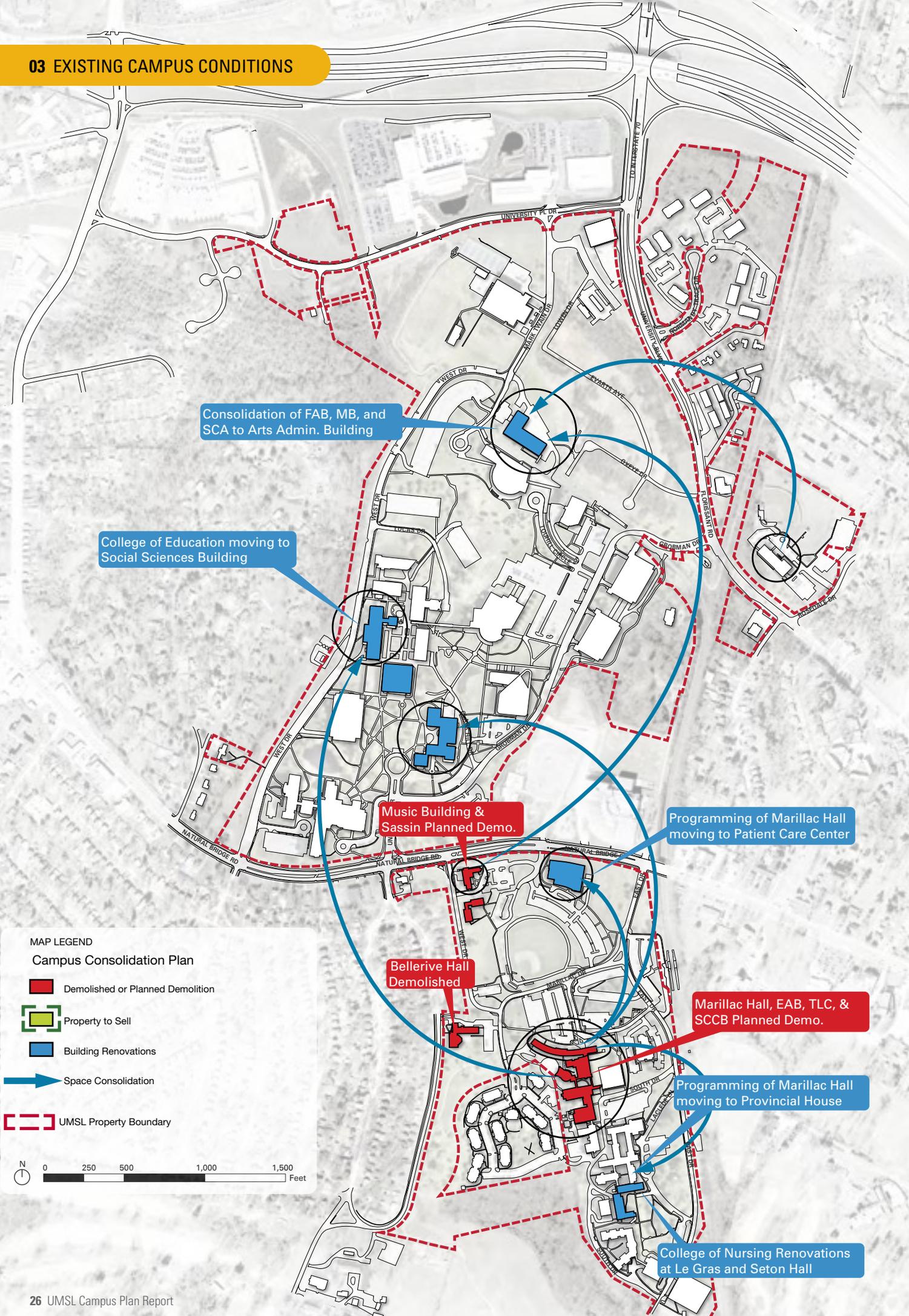
# Landscape and Open Space



**Landscape and open space provides the natural setting for campus buildings and places for people to gather.**

The existing landscape and open space on campus includes the quads, fields and hills, sports fields, the greenway, trails and wooded areas. Based on the engagement survey, the academic core quad (next to the Social Sciences and Business Building), the open space to the south of the Millennium Student Center and Bugg Lake are the most desirable outdoor spaces on campus. Interventions in the landscape and open spaces in this area will better activate the outdoor spaces and create places for people to gather.

### 03 EXISTING CAMPUS CONDITIONS



Consolidation of FAB, MB, and SCA to Arts Admin. Building

College of Education moving to Social Sciences Building

Music Building & Sassin Planned Demo.

Programming of Marillac Hall moving to Patient Care Center

Bellerive Hall Demolished

Marillac Hall, EAB, TLC, & SCCB Planned Demo.

Programming of Marillac Hall moving to Provincial House

College of Nursing Renovations at Le Gras and Seton Hall

**MAP LEGEND**  
**Campus Consolidation Plan**

- Demolished or Planned Demolition
- Property to Sell
- Building Renovations
- ➔ Space Consolidation
- UMSL Property Boundary

0 250 500 1,000 1,500 Feet

# Current Campus Consolidation Plans

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## **University led plans for changes to UMSL facilities is a starting point to inform further transformations as outlined in the Campus Plan.**

The university currently has more academic space than is needed and several facilities have deferred maintenance costs. Therefore, the university has plans to demolish, sell and consolidate facilities to make better use of existing buildings, reduce maintenance costs and gain revenue from unnecessary assets.

In order to make the best use of space and focus academic programming at the core campus a number of facilities are planned for consolidation. Programs in the Music Building and Fine Arts Building will all be moved into the Arts and Administration Building. Programming in Marillac Hall is planned to be moved into the Patient Care Center and Provincial House (Optometry); Marillac Hall is half Education (moving to North Campus) and half Optometry.

Programming in the South Campus Classroom Building is planned to be moved into the Social Sciences Building. Additionally, the Nursing Simulation Lab on the South Campus has a

planned renovation to better accommodate the growing program. These changes will help to make better use of existing spaces and focus the core academic facilities to the center of campus and away from the peripheries.

### **Demolish**

- Bellerive Hall
- Marillac Hall
- Music Building
- Sassin Building
- Education Administration Building
- Technology and Learning Center
- South Campus Classroom Building

### **Sell**

- Link Houses
- Normandie Hall

### **Renovate**

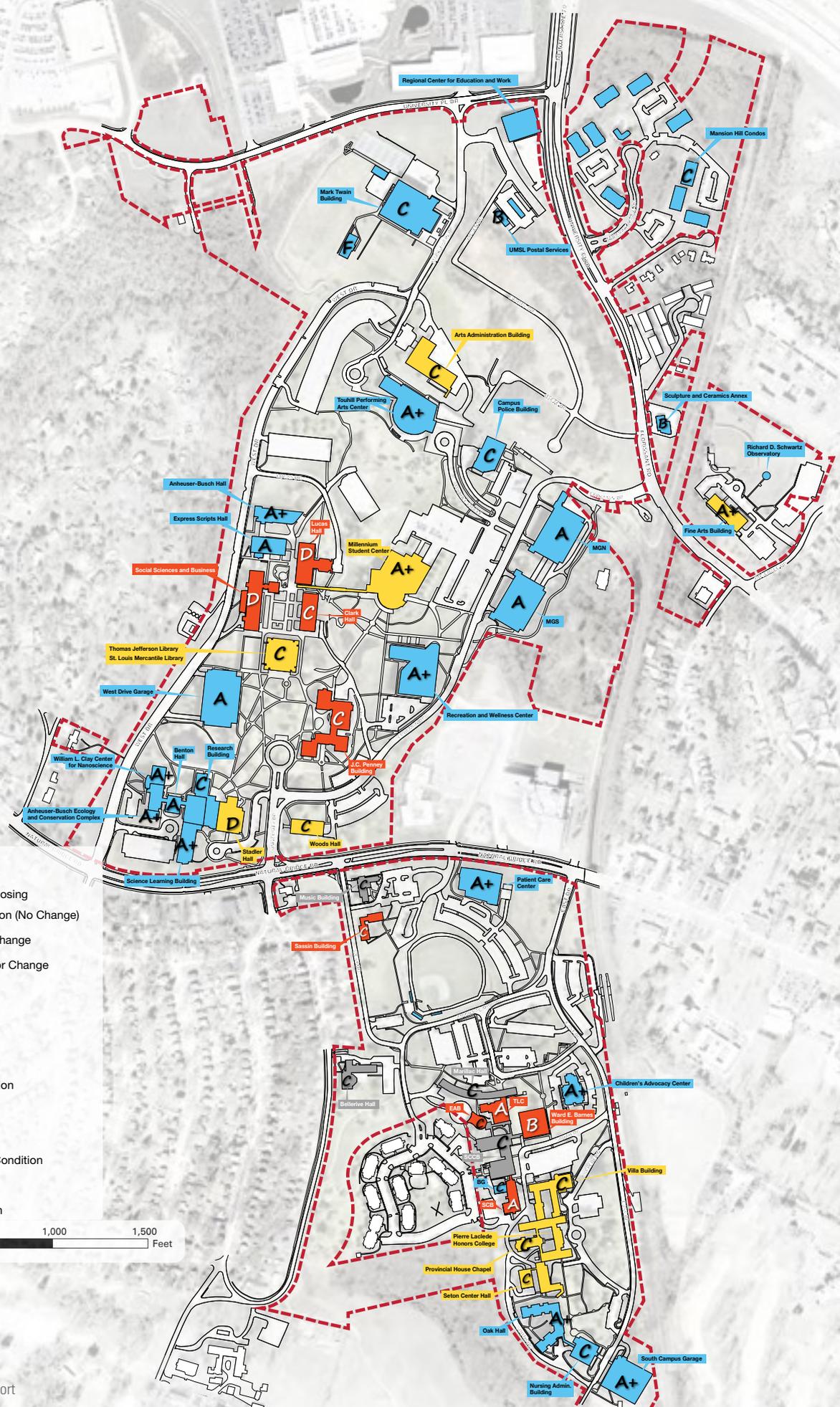
- Arts and Administration Building
- Patient Care Center
- Social Sciences Building
- Thomas Jefferson Library
- Seton Hall
- Le Gras Hall
- Provincial House

# 03 EXISTING CAMPUS CONDITIONS

## MAP LEGEND

- Fit to Function Opportunities for Building Repurposing**
- Best Current Fit-to-Function (No Change)
  - Limited Opportunity for Change
  - Significant Opportunity for Change
  - Demolition Planned

- Deferred Maintenance Rating Building Condition**
- A+** Excellent Building Condition
  - A** Good Building Condition
  - B** Fair Building Condition
  - C** Below Average Building Condition
  - D** Poor Building Condition
  - F** Critical Building Condition



# Places of Change



**Potential places of change are determined through a comparison of deferred maintenance and fit-to-function analysis of existing building.**

Fit-to-function is an analysis of how well a building suits its current use and the flexibility of a building to accommodate any changes to programming. For example, the Recreation and Wellness Center is designed specifically for those uses and could not be easily renovated to accommodate other university programming, therefore it has a best fit-to-function rating.

Additionally, academic spaces with specialized facilities such as the Science Learning Building also have a best fit-to-function rating. Buildings such as the JC Penney Building could be easily renovated to accommodate classroom spaces, student services, events and other programming and therefore has a fit-to-function rating of significant opportunity for change. This fit-to-function rating in comparison with the deferred maintenance informs decisions on changes to the campus including consolidation of spaces, shifting programming from one building to another and potential future demolitions.

PART I

## CHAPTER 04

# Existing Spaces and Needs

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An assessment of UMSL's existing spaces today, drivers of change and building needs for the future.





# Overview and Summary of Findings

**Rickes Associates conducted an assessment of strategic drivers and existing space utilization, followed by the development of space planning projections to support the UMSL Campus Plan.**

**This section summarizes the several interconnected activities and analyses:**

## **Strategic Drivers**

*Identification and analysis of various key quantitative inputs collected from the university, including the current space inventory, historical and current enrollment data, and current personnel figures.*

Together these inputs provide a quantitative snapshot of current people, programs, and space at the campus, establishing a baseline against which space planning projections can be compared.

## **Instructional Space Utilization Assessment**

*Review and analysis of all spaces holding formal credit-bearing course instruction, inclusive of classrooms and teaching laboratories.*

This study provides a detailed understanding of how classrooms and laboratories are currently scheduled for formal course use, as well as information about the use of non-instructional spaces for credit-bearing courses.



## Space Needs Projections

*Order-of-magnitude space needs by major space category for the UMSL campus as a whole.*

The creation of space planning projections draws from aforementioned quantitative analyses and is further informed by contemporary space planning guidelines. These projections provide an overall measure of current campus-wide space needs, useful as the foundation for later phases of detailed programming in support of specific projects and initiatives.

Collectively, these components yield a comprehensive picture of UMSL's current space use, the programmatic challenges and opportunities presently facing the campus, and the development of space needs projections required to address them. Key among findings from these efforts:

- **UMSL's on-campus population is expected to remain even.** In-person enrollments have declined in the past decade, while online enrollments have remained steady. UMSL expects future enrollment growth to take place primarily in online programs and that current personnel totals will maintain steady-state.
- **The university's instructional spaces are underutilized.** On average, UMSL's general-purpose classrooms and teaching labs were both scheduled for less than 10

hours per week during the Fall 2019 term. Fewer classrooms are needed in nearly all capacity ranges to accommodate current scheduling patterns and course sizes, and there are calculated needs for fewer teaching labs in some disciplines.

- **The current space "surplus" on the UMSL campus presents a significant opportunity to recapture, recalibrate, and repurpose existing space.** The assessment focuses on assignable square footage (ASF) – the space in which the instructional, administrative, and support functions of the university are carried out. Compared to a current total of just over 1,755,000 ASF, there is calculated need for roughly 1,265,000 ASF to accommodate current in-person enrollments, or approximately 28% less (-490,000 ASF) than currently exists on the UMSL campus.

In particular, there is calculated need for significantly less office, instructional, and general use spaces. The university plans to demolish about 125,000 ASF of existing space in the near term, and another 100,000 ASF is currently vacant. Meanwhile, surplus instructional space (nearly 75,000 ASF) provides an opportunity to realign UMSL's stock of instructional spaces to better serve its in-person population. These space surpluses provide flexibility for the targeted reorganization of the physical campus to support the UMSL of the future.

# Strategic Drivers

## Overview

An institution’s strategic drivers are the key quantitative factors that help determine the amount and type of space needed by that institution to achieve its strategic goals. Inputs reviewed included the space inventory, historical and current enrollment data, and current personnel data.

The results of review of these data include:

- Identification of university space by space category and building.
- Review of historic enrollment trends and current enrollment data to understand prior shifts in student population and any corresponding impacts on space at the university.
- Quantification of current personnel in order to inform the development of office and office support space needs.

These key inputs are described below, providing a broad overview of the university as of Summer 2021.

## Distribution of Existing Space

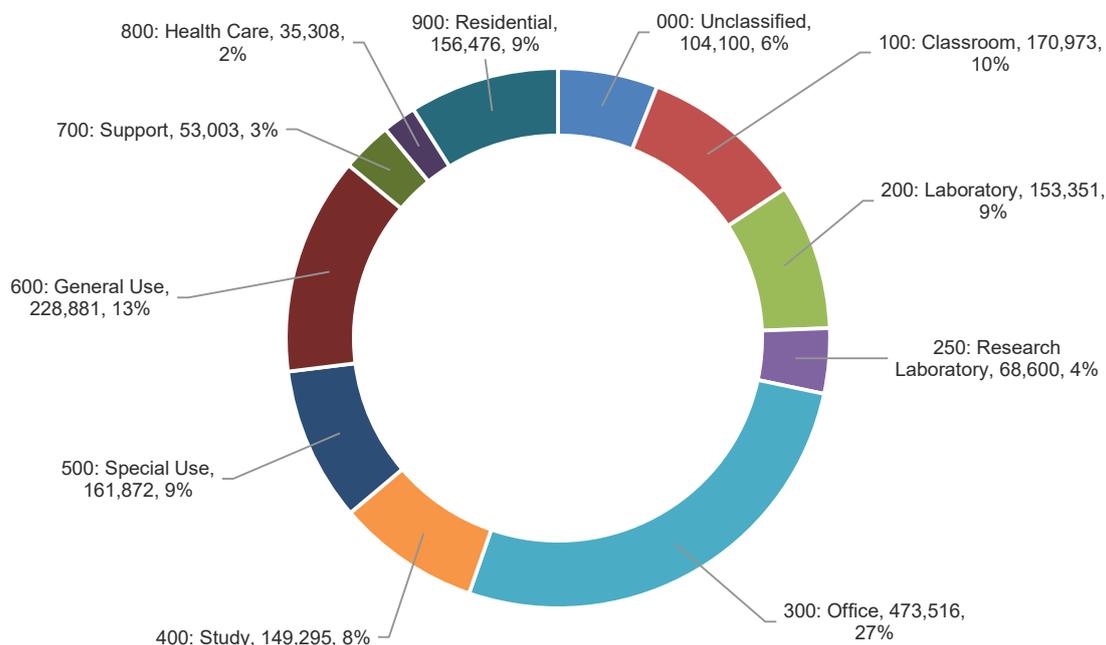
This study focuses on assignable square footage (ASF) – the space in which the instructional, administrative, and support functions of the university are carried out. ASF refers to spaces where specific functions occur and that can be assigned to a particular activity, such as classrooms, offices, and library facilities. Non-assignable square feet exists in spaces such as stairways, corridors, rest rooms, mechanical closets, and other spaces that cannot be assigned to a specific activity.

Figure 1 illustrates the current distribution of space by Facilities Inventory and Classification Manual (FICM) space category at UMSL as reflected in university inventory data as of Summer 2021.

## Enrollment

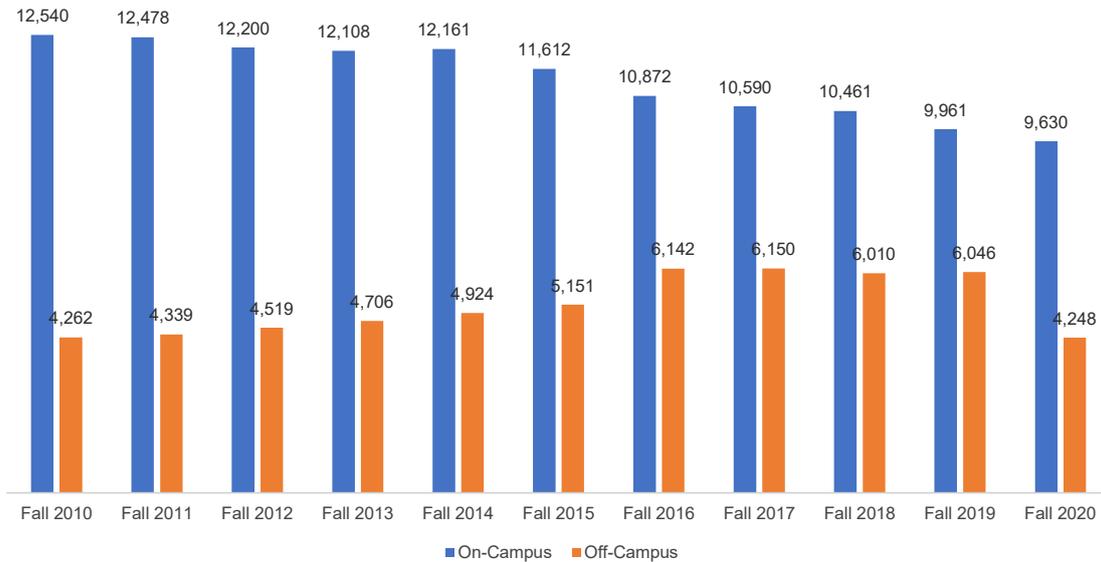
Enrollment analysis examines the historic enrollment data for UMSL as a whole. This analysis is intended to provide an understanding of those trends that may help shape future space needs. Data informing this analysis was provided by UMSL Institutional Research in Spring 2021.

**Figure 1**  
*Distribution of Space by FICM Space Category*



**Figure 2**

*Overall Historical On- and Off-Campus Headcount Enrollment, Fall 2010-2020*



**Headcount and FTE**

Figure 2 summarizes overall trends in on- and off-campus headcount production between Fall 2010 and Fall 2020, disaggregated by on- and off-campus enrollments.

- On-campus headcount enrollment has declined significantly over the past decade, decreasing by roughly 23%.
- Off-campus headcount enrollment has fluctuated over the last decade, and is currently roughly even with Fall 2010 levels.

Figure 3 focuses on the relationship between historical on-campus headcount enrollment and on-campus FTE (full-time equivalent) as reported by UMSL Institutional Research.

- On-campus FTE enrollment declined over the last decade, reflecting decreases in

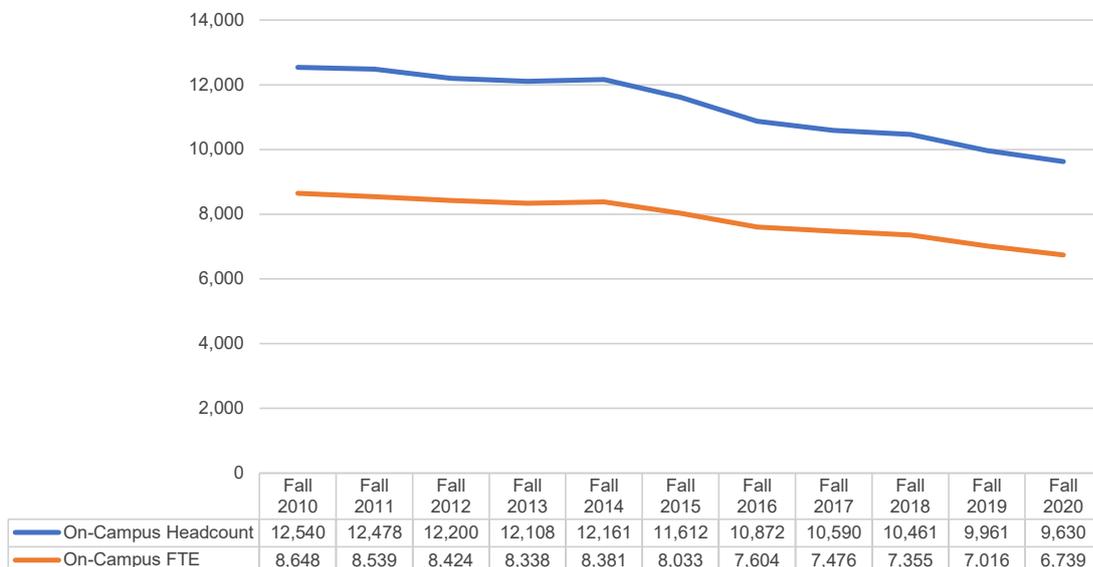
on-campus headcount enrollment. On-campus headcount and FTE both declined proportionally between Fall 2010 and Fall 2020.

**Personnel**

Understanding the numbers and types of personnel provides the foundation upon which current and projected office space needs can be determined. According to the personnel counts received from the university, there were nearly 2,700 people employed at UMSL in Fall 2021. Of this total, 1,136 or 42% are full-time employees and 1,470 or 56%, are part-time employees.

**Figure 3**

*Historical On-Campus Headcount and FTE Enrollments, Fall 2010-2020*



# Instructional Space Utilization Assessment

The Instructional Space Utilization Assessment reviews all spaces holding formal credit-bearing course instruction in Fall 2019, including general-assignment classrooms, dedicated classrooms, teaching laboratories, and non-instructional spaces where courses may be held (e.g., faculty offices, lounge and assembly spaces, and research spaces). Fall 2019 data was used as the baseline of this analysis with the understanding that it represents the most current pre-COVID data set. The process undertaken by Rickes Associates to evaluate instructional space utilization draws upon the assessment of several key measures:

## Scheduling Window and Weekly Hour Utilization

*The average number of hours a space is formally scheduled relative to the official scheduling window.*

An institution’s scheduling window is the block of time within which it is reasonable and possible to schedule all or most courses during

a week. Daytime and evening scheduling windows are tracked separately. The weekly hour utilization rate is the percent of the weekly scheduling window during which that space is scheduled for instruction.

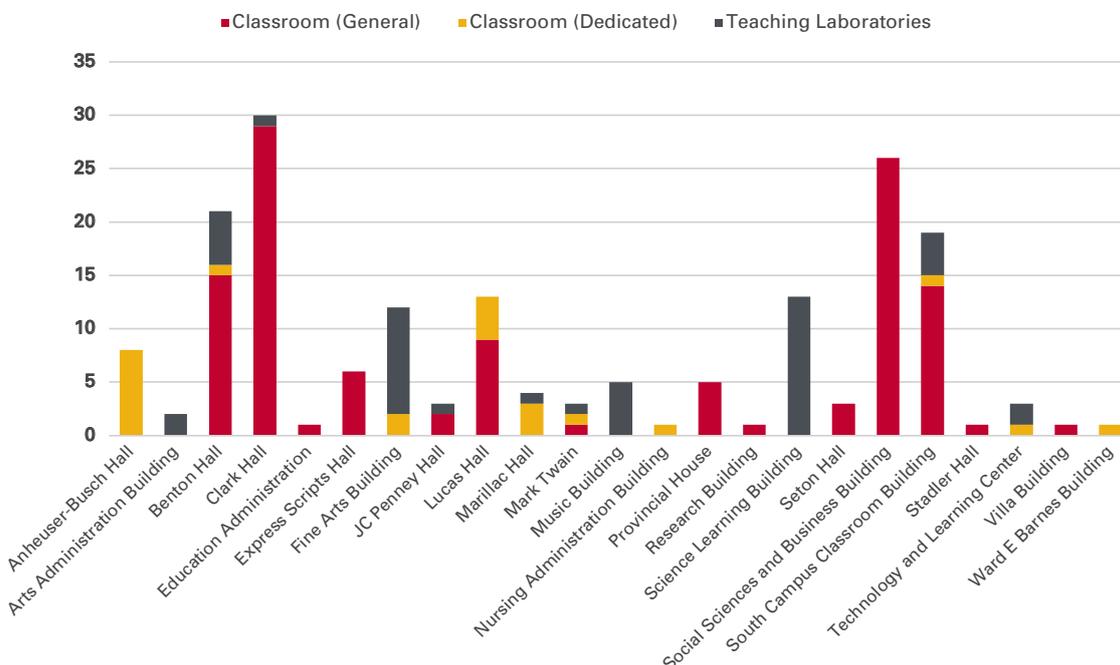
The planning goal is to schedule 67% of available hours within the scheduling window where general-purpose classrooms are concerned. This equates to roughly 27 hours of a 40-hour daytime scheduling window.

## Seat/Station Occupancy

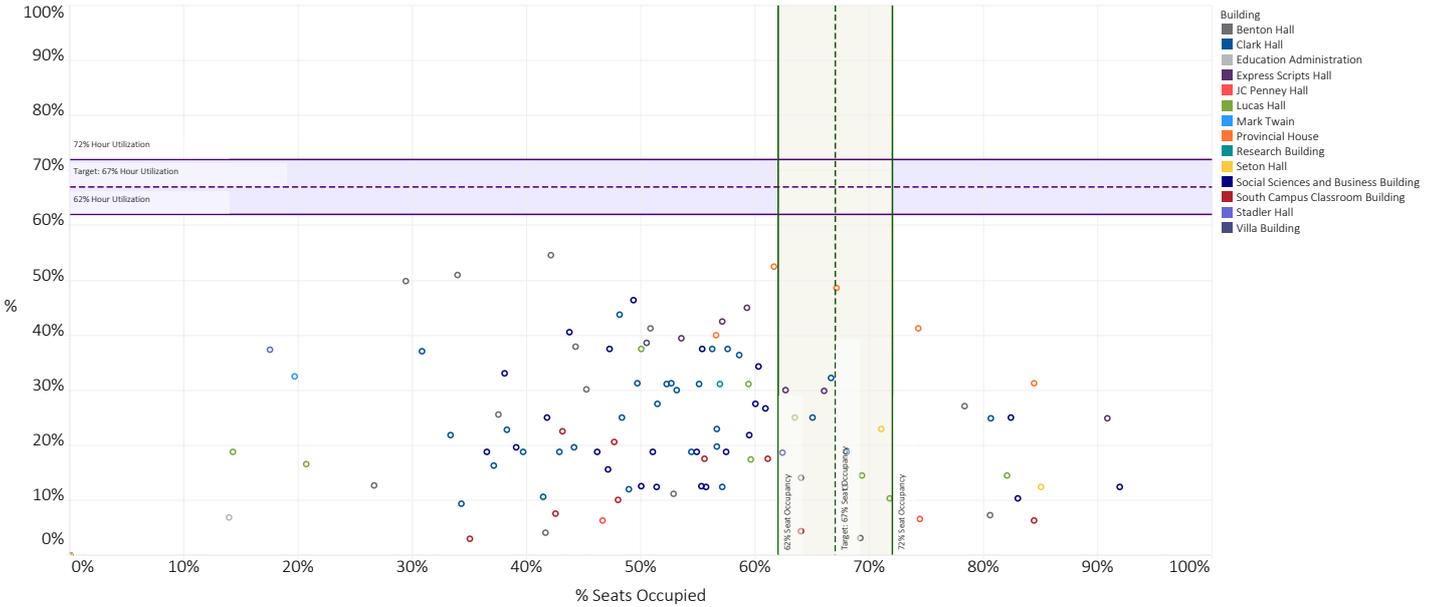
*The average percentage of seats/stations filled when the instructional space is formally scheduled.*

When occupied, it is suggested that 67% of the available classroom seats be filled, on average. Since this is an average, lower and higher occupancy rates will exist on a room-by-room basis. The two-thirds rate has been found to be an efficient average where course sizes are not entirely predictable.

**Figure 4**  
Spaces Analyzed



**Figure 5**  
Current Utilization Summary, Classrooms



### Assignable Square Feet per Seat/Station

The average area provided per student based on assignable square feet (ASF) and the number of seats or stations in a given space.

An average of 20 to 25 assignable square feet per seat is recommended in typical flat floor classroom spaces. This figure can be lower or higher, depending upon total seating capacity as well as the technology and type of furniture to be accommodated, especially if such furniture needs to be reconfigurable. Large lecture halls may work with 10 square feet per seat, whereas case room-style seating and active learning classrooms may require upwards of 40 assignable square feet per seat, depending upon room capacity.

Figure 4 summarizes the distribution of spaces analyzed in this study across buildings at UMSL. This includes classrooms (general-purpose classrooms and dedicated classrooms), and specialized instructional spaces (teaching laboratories).

### Classroom Analysis

- The analysis focused on the formal credit-bearing usage of the 114 classrooms scheduled in Fall 2019. These spaces comprise roughly 110,000 ASF.
- Across UMSL, classrooms exhibited below-target utilization rates, both in terms of weekly room use hours (23% of average weekly window) as well as seat occupancy (42%), on average. These compare to suggested target utilization guidelines of 67% weekly hour utilization and 67% seat occupancy. In terms of seat size, UMSL's

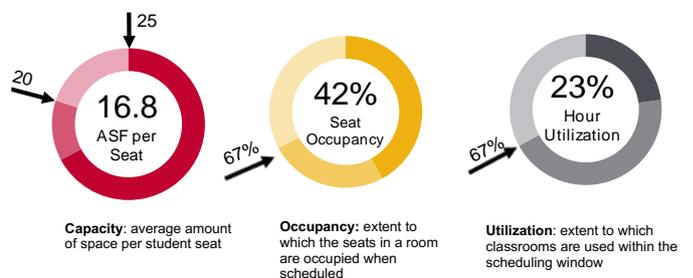
current classroom stock generally allocates a below-target amount of space per seat, although this varies room-to-room.

Figure 5 summarizes current hour utilization and seat occupancy of classrooms at UMSL.

- Hour utilization and seat occupancy range across UMSL's stock of classrooms. Most rooms fall below guideline targets of 67% seats filled and 67% hour utilization.
- Six rooms were only scheduled in the evening.

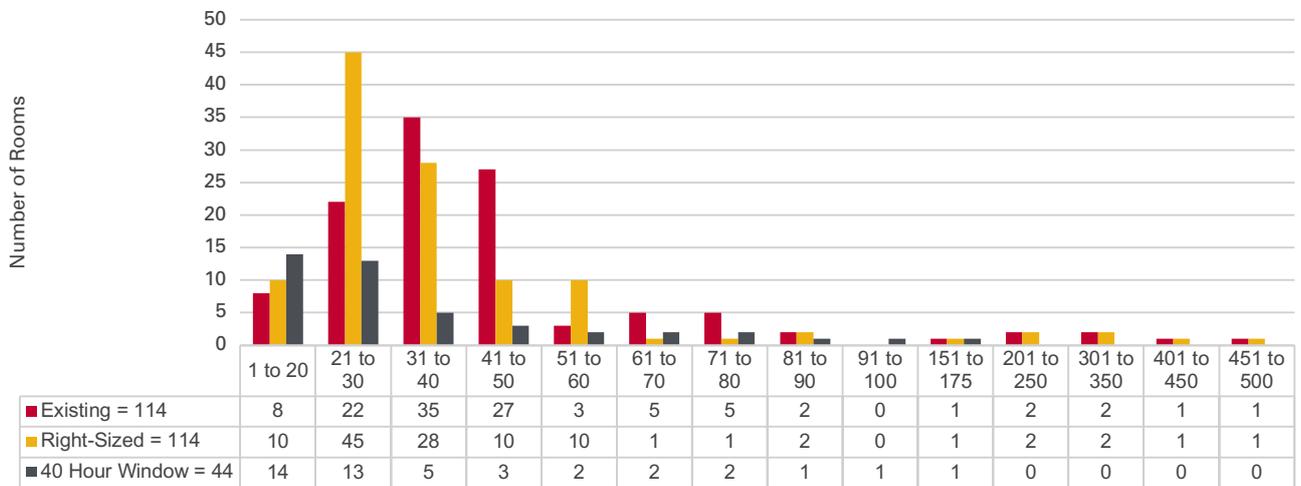
Figure 6 summarizes key metrics associated with the general-purpose classroom utilization analysis.

**Figure 6**  
Summary, Instructional Space Utilization Metrics





**Figure 7**  
Existing, Right Sized and Current Classroom Need by Capacity Range



## Classroom Needs

Calculated need for classrooms was determined through the application of a typical planning guideline of 67% weekly utilization against the weekly daytime scheduling window (40 hours per week), resulting in a need for 44 appropriately-sized classrooms.

This need is summarized in Figure 7, which reviews current need for classroom space at UMSL versus current distribution of classrooms and “right-sized” classroom totals by capacity range. “Right-sizing” is the hypothetical adjustment of the number of seats in a classroom to achieve guideline ASF per seat for that room’s area. This exercise has the effect of re-distributing room capacities, particularly in rooms seating 80 or fewer seats. Right-sizing should be undertaken where possible and practical to ensure that adequate space exists to provide for flexibility, support a variety of furniture options, and allow adequate space for desired technology.

- In contrast to the 114 classrooms UMSL used in Fall 2019, there is a calculated need for 44 appropriately-sized classrooms to meet current needs.
- Fewer classrooms are needed in most capacity ranges, with a notable exception. There is a calculated need for additional classrooms in the 1-20 range, reflecting UMSL’s preponderance of small class sizes.
- As a near-term recommendation, decanting “surplus” seats from the 41-50 seat room would increase flexibility and comfort.

The need for fewer classrooms presents an opportunity to rethink how some classroom spaces are being used. It also offers the potential to consider whether the highest and best use of a particular space is as a classroom, or whether it could be repurposed to meet other space needs.

## Dedicated Classrooms

In addition to the general-purpose classrooms, there are 23 spaces, and 22,290 ASF assigned to dedicated/priority use. In these rooms, general instructional classes are assigned because of the demand during peak scheduling times.

- The average weekly hour utilization for these spaces was 19% or almost eight hours per week per room.
- The low average hour utilization could be due, in part, to the dual roles these rooms serve. Each of these spaces should be evaluated for total departmental use to determine if it is being optimally utilized.
- For the purpose of this analysis, these 23 rooms were held constant. However, if these classrooms were returned to the general-purpose classroom pool the campus would need 49 classrooms.
- The reasons that these spaces are dedicated should be clarified; there may particular reasons (e.g., equipment, scheduling, and/or location, etc.) why these spaces are identified as departmentally-owned.

## Specialized Instructional Spaces

UMSL held formally-scheduled course instruction in 45 specialized instructional spaces in Fall 2019, occupying just under 53,000 ASF. Although NCES refers to these spaces as “laboratory facilities,” the more descriptive term of “specialized instructional space” is employed here to encompass the wide variety of such spaces, which range from science labs to art studios.

On the whole, many of the specialized instructional spaces at UMSL show generally below-target rates of scheduling, suggesting the potential for additional scheduling capacity within these spaces and the need for fewer lab spaces in some disciplines.

**Figure 8**  
Summary, Current Space Distribution and Calculated Current Space Needs

Space Category	Current Distribution of Space		Current, Post-Demolitions		Current Need		
	ASF	ASF Needed	Delta vs. Existing	% Change vs. Existing	ASF Needed	Delta vs. Existing	% Change vs. Existing
Classroom Facilities (100)	170,973	153,577	-17,396	-10%	101,518	-69,455	-41%
Laboratory Facilities (200)	153,351	135,432	-17,919	-12%	143,650	-69,455	-41%
Research Laboratory Facilities (250)	68,600	67,101	-1,499	-2%	50,250	-18,350	-27%
Office Facilities (300)	473,516	435,336	-38,180	-8%	263,387	-210,129	-44%
Library and Study Facilities (400)	149,295	143,680	-5,615	-4%	129,316	-19,979	-13%
Special Use Facilities (500)	161,872	161,613	-259	0%	161,613	-259	0%
General Use Facilities (600)	228,881	217,004	-11,877	-5%	156,000	-72,881	-32%
Support Facilities (700)	53,003	53,003	0	0%	72,278	19,275	36%
Health Care Facilities (800)	35,308	30,682	-4,626	-13%	30,682	-4,626	-13%
Subtotals, ASF	1,494,799	1,397,428	-97,371	-7%	1,108,694	-386,105	-26%
Residential Facilities (900)	156,476	156,452	-24	0%	156,452	-24	0%
Unclassified Facilities (000)	104,100	75,548	-28,552	-27%	0	-104,100	-100%
Grand Totals, All, ASF	1,755,375	1,629,428	125,947	-7%	1,265,146	-490,229	-28%

# Space Needs Projections

As the culmination of the various analyses undertaken for UMSL, Rickes Associates prepared an order-of-magnitude space needs assessment. Order-of-magnitude space calculations represent a first iteration of current space needs and are intended to serve as “pools” of space that can be allocated as needed during later implementation phases. Given that space calculations are proposed in the aggregate, they are not intended to act as program specifications for any particular building or facility, but instead provide an overarching sense of space needs that inform the development of the Campus Plan.

The space needs projections have been organized by major space category according to the coding structure of the Postsecondary Facilities Inventory and Classification Manual (FICM). The FICM codes are widely used in space utilization analysis, planning, and benchmarking.

Figure 8 compares the distribution of current space by type with the total space after planned near-term demolitions and calculated current needs, predicated on the current understanding of projected shifts in enrollment and personnel populations.

- At the time of this report, UMSL recently razed Bellerive Hall and plans to demolish several additional facilities, including Music

Hall, Sassin Building, Marillac Hall, Technology + Learning Center, Education Administration Building, and the South Campus Classroom Building. These demolitions will reduce the existing total ASF by roughly 8.4% (roughly 148,000 ASF). It is understood that other sales and demolitions may be pending.

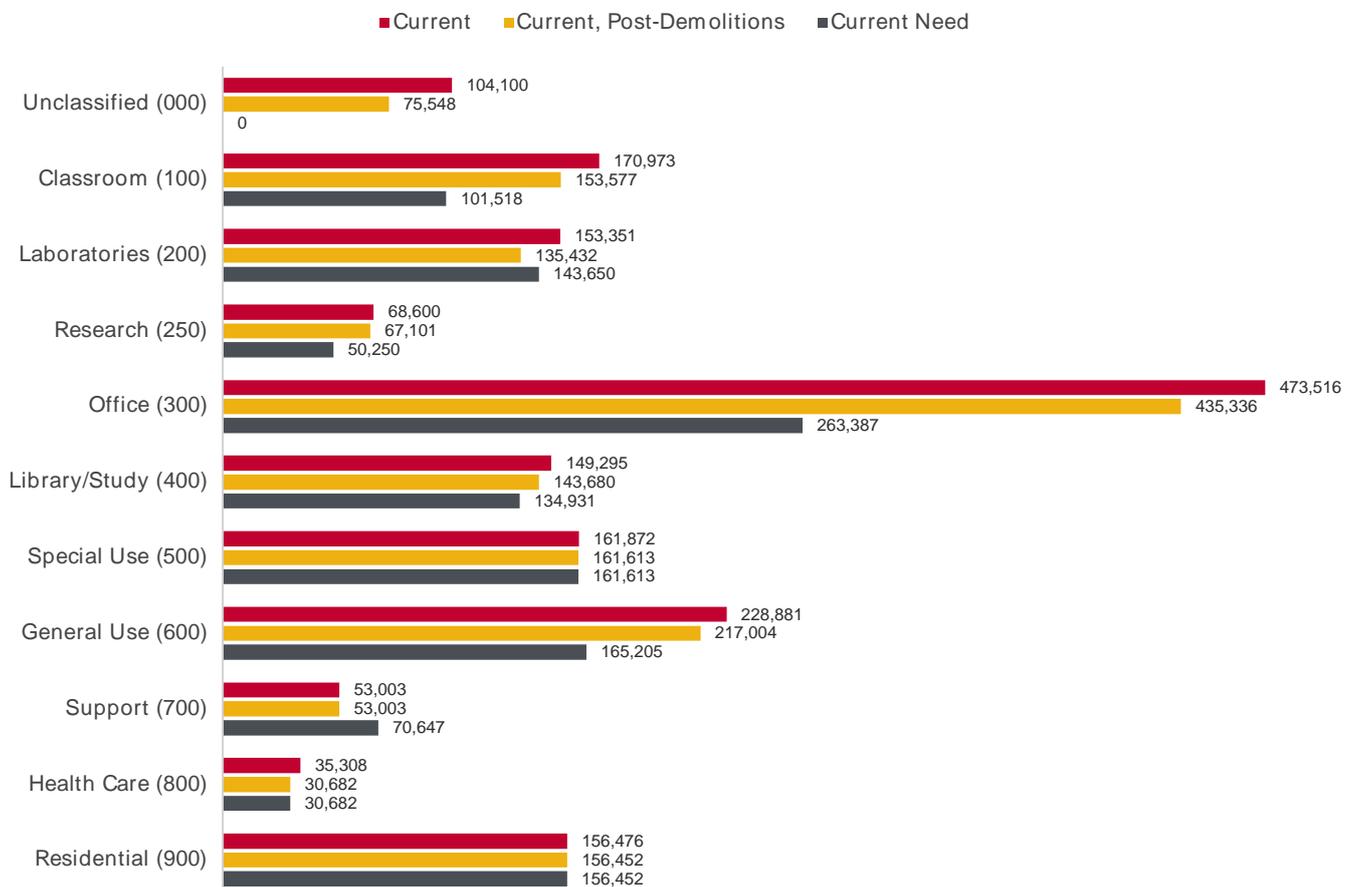
- Inclusive of all categories there is calculated need for approximately 1,278,000 ASF, or about 27% less (-477,000 ASF) than currently exists on the UMSL campus.
- Support Facilities (700), made up of mainly shop and central storage space, is the only category in which there is a calculated need for more space than currently exists.

Figure 9 compares current, current post-demolition, and calculated current needs by space category.

The ratio of ASF per FTE student provides a shorthand way of describing overall space on a per-student basis, and facilitates comparison of space allocations across institutions. Exclusive of residential space, UMSL has a current ratio of 239 ASF per student; pending planned demolitions this will decrease to 220 ASF per student. Calculated current needs projections further reduce this ratio to 167 ASF per FTE, a relationship between enrollment and space that compares favorably against many similar public institutions across the United States.



**Figure 9**  
*Current, Current Need and Projected Space Needs, All, By Category*



PART I

**CHAPTER 05**

# Campus Context

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UMSL's position locally and regionally informs how the 2021 Campus Plan can build on the character and needs of the community.



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# The Campus in Context

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**UMSL is located in a strategic position in North St. Louis County with strong relationships to the surrounding residential communities as well as connections to the Greater St. Louis Metropolitan area through its adjacency to two MetroLink stations and major regional highways. The Campus Plan seeks to build on UMSL's role in the local and regional context.**

UMSL is located primarily within the City of Normandy and the Village of Bellerive Acres in North St Louis County with portions of university owned lands in Bel-Nor and the unincorporated area of Carsonville. Located within the suburban area of the Greater St. Louis Metropolitan Area, the campus has convenient highway and transit access with connections to major destinations including the St. Louis Lambert International Airport and Downtown St. Louis. The immediate campus context is primarily residential neighborhoods with commercial uses along Natural Bridge Road and Florissant Road. The Campus Plan carefully considers the surrounding physical context in order to align development opportunities on the campus with the character and needs of the community.

05 CAMPUS CONTEXT



- MAP LEGEND
- UMSL Properties
  - Sidewalk
  - Campus Focus Area



# Immediate Campus Context

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## **North**

To the immediate north of the university owned land is I-70 acting as the northern edge of the campus. Beyond I-70 to the north is the community of Cool Valley which is predominantly 1-story single family homes with a commercial corridor on South Florissant Road. Also, to the north of I-70 is an office park housing Express Scripts.

## **West**

To the west of the campus is the Village of Bel-Nor and Bellerive Acres. These communities consist of primarily 2-story single family homes. Natural Bridge Road is the border of these communities and includes retail, commercial services and institutional uses in 1-2 story buildings.

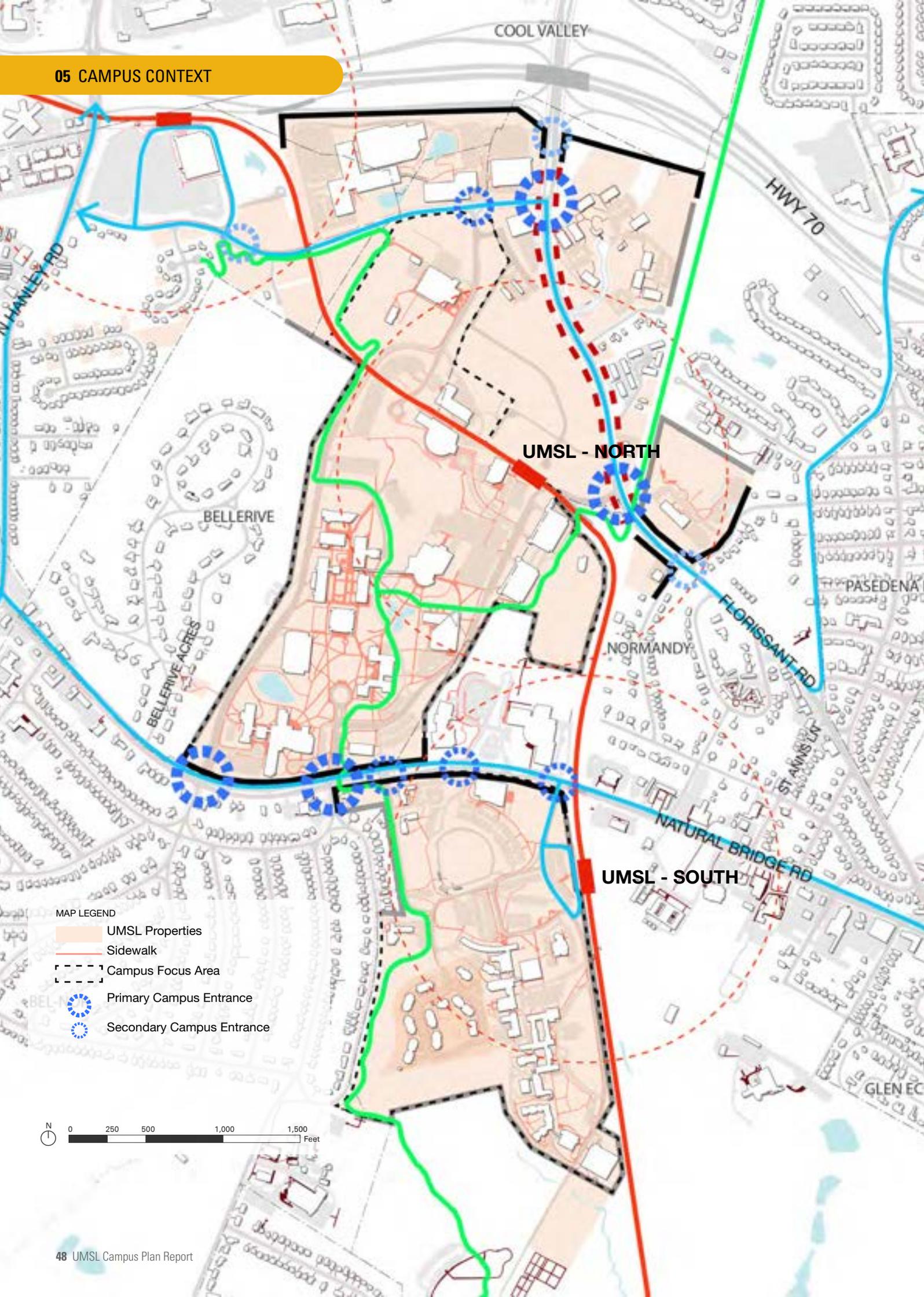
## **South**

To the south of the campus is primarily open space including the St. Vincent Park, St. Vincent Community Center and the Glen Echo Country Club and golf course. Also, to the south of the campus is the community of Greendale which consists of primarily 2-story single family homes.

## **East**

To the east of the campus is the City of Normandy and Pasadena Park. A portion of the campus is within the City of Normandy. Normandy consists of 1-2 story single family homes, low-rise apartment buildings with retail, commercial services and institutional uses along Natural Bridge Road and Florissant Road. Directly adjacent to the campus along Natural Bridge Road is the Normandy Early Learning Center, Lucas Crossing Elementary and the City of Normandy City Hall.

05 CAMPUS CONTEXT



MAP LEGEND

- UMSL Properties
- Sidewalk
- Campus Focus Area
- Primary Campus Entrance
- Secondary Campus Entrance



# Access to the Campus

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**The campus has a great location and access through a variety of transportation modes which can further be taken advantage of to achieve campus development goals while addressing issues of clear and logical sense of arrival to campus and connections across campus.**

## **Vehicular Access**

I-70 is the main vehicular access and entrance to the campus, serving as an important connection between Downtown St. Louis, Indianapolis to the east and Kansas City to the west, and beyond. Express Scripts and Mansion Hills have high visibility and profile from the highway giving the university presence from the highway. University Boulevard and Florissant Road are the main connections from the highway to the campus. Natural Bridge Road is an important connection through the community and has strong university frontage on the north and south sides of the street. The campus is well positioned with a convenient location and short driving times to the St. Louis Lambert International Airport (5 minutes) and Downtown St. Louis (15 minutes). While the campus has a strong presence and frontage on these important streets there is an unclear sense of arrival. First time visitors to the campus may be unaware of which entrance is the main entrance to campus and some of the entrances are not immediately apparent or highly visible.

## **Transit Access**

The campus is located along the MetroLink Red Line with two stops on the campus, UMSL North Station and UMSL South Station. The Red Line connects from the Airport, to Downtown St. Louis and into Illinois with transfers available to the Blue Line. The North Hanley Station is also adjacent to the campus and serves as a transit hub for several bus routes that provide connections from the outer areas of Greater St. Louis. The campus is also

served by the 4 bus which runs along Natural Bridge Road providing connections between Downtown St. Louis and the North Hanley Station. The 4 bus also stops at the UMSL South Station which serves as another transit hub and includes four bus bays. While the campus has convenient transit access, the sites around the transit stations are underutilized. Ideally these are areas of high activity and density.

## **Trailway Access**

Two trails connect through the UMSL campus, to St. Vincent Greenway and the Ted Jones Trail. The St. Vincent Trail connects from Marlin Drive, near the North Haney Station, the St. Vincent Park and St. Charles Rock Road. The Ted Jones Trail connects from the City of Ferguson to the UMSL campus. Future trail extensions will provide connections to the Pagedale Town Center, the larger greenway system and the broader region. These trails are a great asset to the campus by connecting across the campus and also to the surrounding areas. These connections should be reinforced to create better connectivity between the North and South Campus encouraging more people to walk between these parts of campus rather than drive.

# Planning Initiatives and Policy Background

**UMSL’s planned transformation is occurring within a context of change throughout the region. A number of local and regional initiatives provide an opportunity for UMSL to contribute to economic development and physical renewal in ways that strengthen the community.**

There are many community development initiatives, planning projects and policies — from the local to the regional — that are of significance for the University of Missouri–St. Louis. This Campus Plan recognizes the importance of the campus within the community and its role in the region in order to ensure that the physical Campus Plan and university initiatives are aligned with the local and regional context.

## Natural Bridge Road Great Streets Project [2011]

The Great Streets Initiative is a project led by the East-West Gateway Council of Governments to redesign important streets in the region to better serve their communities. Through this project, several streets throughout the region have undergone a planning and design exercise to transform streets into more attractive public places that better support multi-modal transportation. The Natural Bridge Road Great Streets Plan was prepared in 2011.

The plan is a coordinated land use and transportation study and implementation plan to:

- Create great places.
- Create comfortable pedestrian environment.
- Contribute to the economic vitality of the area.
- Design complete streets.
- Provide mobility options.
- Create green streets.

The plan identifies public realm and streetscape improvements, creates a future land use plan, identifies potential implementation and

**Figure 10**  
*Vision for Natural Bridge Road*



financing strategy and creates a development vision for catalyst sites along the corridor. Construction of the street was completed in 2016. While the public realm improvements have been undertaken, the anticipated development has not yet been realized. The public realm improvements include:

- Reduced vehicle travel lanes.
- Addition of cycling facilities.
- New roundabout at Natural Bridge Road and Florissant Road.
- New plaza space.

UMSL fronts this important community corridor and will contribute to the realization of the vision Natural Bridge’s transformation.

## Connected 2045 Long Range Transportation Plan [2019]

The Connected 2045 Long Range Transportation Plan prepared by the East-West Gateway Council of Governments guides transportation decision making in the region over 25 years.

The plan identifies a list of regionally significant projects and the policies guide decision making and funding for transportation projects.

The 10 guiding principles structure the plan, and are prepared to align with federal goals, state goals, and analysis on regional trends and challenges. Each principle includes performance measures to track progress towards the goals of the plan. The principles were used to establish a set of policy focused strategies. The 10 guiding principles are as follows:

- **Preserve and Maintain the Existing System** - Ensure the transportation system remains in a state of good repair.
- **Support Public Transportation** - Invest in public transportation to spur economic development, protect the environment and improve quality of life.
- **Support Neighborhoods and Communities** - Connect communities to opportunities and resources across the region.
- **Foster Vibrant Downtown and Central Core** - Improve access to and mobility within the central core by all modes to increase the attractiveness of St. Louis and strengthen the regional economy.
- **Provide More Transportation Choices** - Create viable alternatives to automobile travel by providing bicycle and pedestrian facilities.
- **Promote Safety and Security** - Provide a safe and secure transportation system for all users.

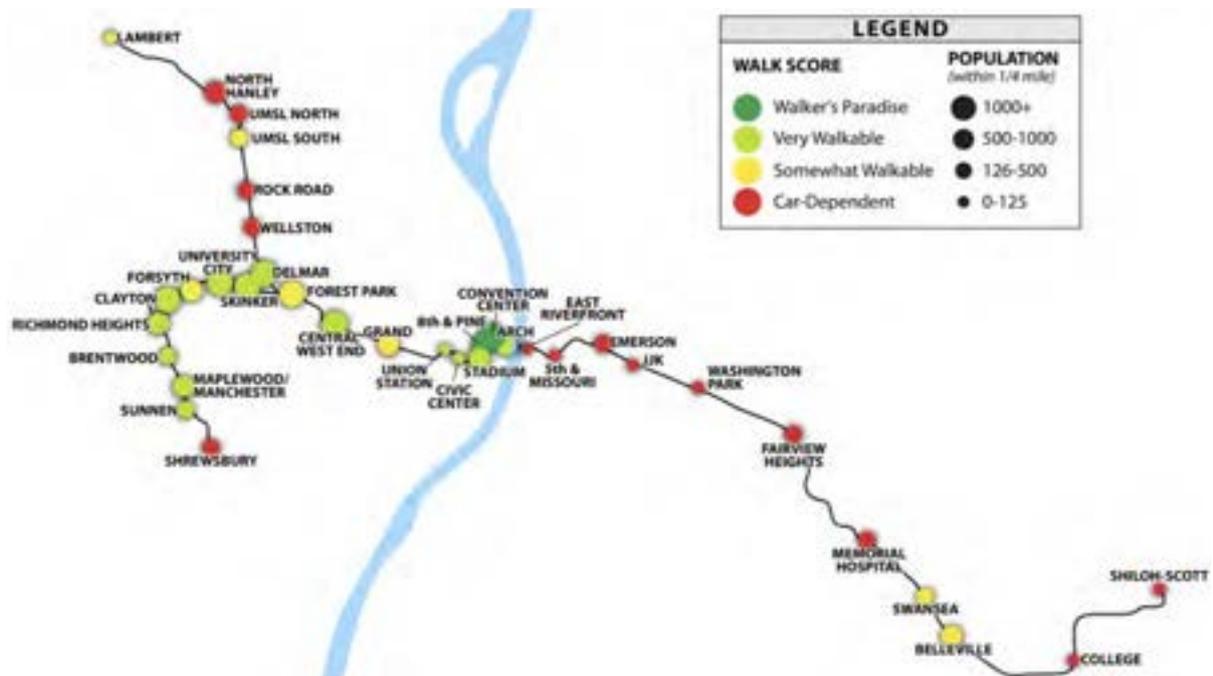
- **Support a Diverse Economy with a Reliable System** - Reduce congestion and improve travel time reliability to support the diverse economic sectors of the region.
- **Support Quality Job Development** - Support the growth of wealth producing jobs that allow residents to save and return money to the economy.
- **Strengthen Intermodal Connections** - Support freight movement and connections that are critical to the efficient flow of both people and goods.
- **Protect Air Quality and Environmental Assets** - Encourage investments that recognize the linkages between the social, economic and natural fabric of the region.

UMSL has a role to play in realizing regional transportation goals. Development opportunities at UMSL's MetroLink station lands and increased connectivity to local surface transit can reinforce elements of the guiding principles of this plan.

### St. Louis TOD Framework Plan [2013]

The St. Louis TOD Framework Plan is a regional study on TOD opportunities for all of the Metro Stations. The plan provides a profile and analysis on each of the stations, identifies development potential and market potential, establishes TOD typologies, defines development guidelines and provides action steps and implementation tools to achieve transit-oriented development. The UMSL North Station and UMSL South Station are both defined as a Campus/Special Event/Neighborhood TOD typology. The plan finds

Figure 11  
Walk Score rating for MetroLink stations



that both the UMSL South Station and UMSL North Station are underutilized and are not meeting the guidelines for recommended density for a transit-oriented development and that there is significant opportunity at both stations. The plan recognizes the potential for the Campus Plan to integrate ideas for transit-oriented development and contribute to the redevelopment along Natural Bridge Road.

**ULI Technical Assistance Panel UMSL South Station [2012]**

The Urban Land Institute (ULI) Technical Assistance Panel (TAP) provided recommendations to Citizens for Modern Transit and Metro regarding transit oriented-development at the UMSL South Station. The TAP recommended a range of uses for the potential development including a grocery store, day care, hotel/conference center, housing, restaurants, retail and business incubator. The report recognizes that mixed-use residential and retail uses will be important to support campus life. The TAP also recommends the creation of a development entity and a master plan for the area along the corridor between the City Hall site and the wedge at the intersection of Natural Bridge Road and Florissant Road. UMSL has an important role to play in transit-oriented development at the UMSL South Station, along with other development partners, which will benefit the university, the community and the region.

**ULI Technical Assistance Panel North Hanley Station [2017]**

The ULI Technical Assistance Panel provided recommendations to University

Square Community Development, Bi-State Development and Geiger Real Estate, Inc./ Geiger-Hanley LLC regarding transit-oriented development at the North Hanley Station. The site offers a great development opportunity as a transit hub, and its proximity to UMSL, the interstate and the St. Louis Lambert International Airport. The university owns lands adjacent to the station which includes open space, the St. Vincent Greenway and vacant land. The report assesses the market potential and recommends appropriate land uses including housing, retail, office and hotel and conference. A series of design concepts are presented to highlight the potential site configurations and land uses, opportunity for place making, relation to the transit station and how to address the topography of the site. The report makes recommendations for implementation including a rezoning, development financing options and a development partnership structure. Transit-oriented development around the North Hanley Station provides an opportunity to develop underutilized university owned lands, create a vibrant node near campus and improve transit access.

**UMSL South Station Redevelopment**

The UMSL South Station has been recognized as an opportunity for transit-oriented development. In 2019, Pearl Companies prepared a master plan for a mixed-use transit-oriented development to the east of the UMSL South Station at the current location of the Normandy City Hall and the Sisters of the Good Shepherd. In total, the plan included 278 residential units with 237 apartment units, 20 townhomes units and 21 single-family homes.

**Figure 12**

*Proposed transit-oriented development to the east of the UMSL South Station*



Mid-rise mixed-use buildings with retail and a grocery store at grade frame Natural Bridge Road. Townhomes and single-family homes are located at the interior of the site. The City Hall building was rebuilt on the site adjacent to the UMSL South Station. The public realm included an active streetscape along Natural Bridge Road, plaza space, a playground and park. This plan helped to realize the goals of the Natural Bridge Road Great Streets Plan and is an important project to be coordinated with transit-oriented development at the west of the UMSL South Station on campus.

### **STL 2030 Jobs Plan [2021]**

The STL 2030 Jobs Plan is regional 10-year action oriented economic development plan focused on inclusive growth and racial equity which is to be achieved by “increasing the number of quality jobs while reducing spatial disparities in income, health and wealth.”

The five core priorities are the objectives of the plan that are used track progress and to inform implementation. The five core priorities of the plan are:

- Grow the number of quality jobs in the metro.
- Strengthen employer commitment to buy, hire and invest locally.
- Boost employment density in and rejuvenation of the urban core.
- Increase the number of black workers with quality jobs.
- Expand black and brown entrepreneurship.

The five actionable strategies are established to achieve the five core priorities, and each of the five actionable strategies contains a series of more detailed actions for implementation. The five actionable strategies are:

- Steward an inclusive economy.
- Restore the core as the vibrant jobs and cultural center of the metro.
- Build a world-class ecosystem for small businesses and entrepreneurs.
- Become a talent engine and magnet.
- Make the St. Louis Metro a hub for next-generation industries and technologies.

UMSL has an important role in the economy of the region and recognizes that economic opportunities must be inclusive and equitable. The city and the region will continue to grow in the strong advanced industry sectors, expanding in the emerging next-generation

sectors. UMSL is training the next-generation of leaders in these sectors, contributing to the local community, supporting entrepreneurship and advancing racial equity and social justice.

### **2020 Vision: An Equitable Economic Development Framework for St. Louis [2020]**

The Equitable Economic Development Framework positions the City of St. Louis to compete regionally and globally in its key economic clusters and progress towards a resilient and equitable economy. The plan is organized by three major strategic areas, 1) Opportunities to Thrive 2) Clusters and 3) Places. Within each of these major strategic areas is detailed analysis and action items to implement the plan. Opportunity to Thrive recognizes and identifies the types of support needed to boost job growth. Clusters identifies which industries can provide the foundation for job growth. Place recognizes that a place-based approach is needed for a high-quality of life. The plan recognizes the racial inequities in the city and seeks to create an environment for equal opportunity. UMSL’s mission, vision and core values are strongly aligned with the goals of this plan and will continue to contribute to equitable economic development for St. Louis.

### **24:1 Initiative**

24:1 is a non-profit community development organization operating in the 24 municipalities in the Normandy Schools Collaborative School District. The 24:1 Initiative provides a range of services and programs to serve the community in areas such as housing, health, education, personal finances. The 24:1 Community Land Trust acquires and develops land for the benefit of the community and supports affordable quality housing. In 2019, the Pine Lawn Manor was completed with 41 new three-bedroom homes. The Pagedale Town Center is an ongoing project with several new developments that bring retail and services to the community. Developments include a multi-plex cinema, café, retirement center, bank, financial center, healthcare facility and grocery store.

Another important project is the 24:1 Land use and Economic Development Plan which is currently being prepared. The plan will help the community make decisions about future development projects that will benefit the area as a whole and highlight areas of growth potential for housing, commercial uses and transportation infrastructure. UMSL and 24:1 are the major institutions in the community that will continue to improve the quality of life through community development initiatives in the Normandy School District.

## **Design Downtown STL Master Plan [2020]**

The Design Downtown STL Master Plan creates a vision for Downtown St. Louis with a series of goals, implementation strategies and priority actions to realize the plan. Priority actions are identified as early initiatives and catalytic projects that will be impactful on the character of the downtown.

### **The vision of the plan is:**

Downtown is the home of entrepreneurs, business leaders, makers and dreamers; an energetic, inclusive and bustling community that reflects a mix of rich history with cutting-edge thinking and bold design.

### **The goals of the plan are:**

- Realize downtown's potential to be the region's premiere walkable, diverse urban neighborhood.
- Expand the downtown economy to support startups, entrepreneurs, existing and growing businesses.
- Redesign and activate our streets for a dynamic bike, pedestrian and transit network.
- Invest in an open space network to provide vibrant public spaces and green infrastructure throughout downtown.
- Uncover the stories, people and places that make downtown unique.

### **The priority actions are:**

- Establish downtown as a home for inclusive entrepreneurship.
- Activate downtown streets and parks.
- Invest in housing and grow the downtown neighborhood.
- Address crime, perceptions of safety and strengthen the downtown community.
- Connect to the river.
- Create a greener and more sustainable downtown.
- Reimagine downtown streets.

Downtown St. Louis is the economic center of the region and has many opportunities and challenges. The vision of a downtown with dynamic neighborhoods, vibrant public spaces and inclusive opportunities will lead the city into the future and has regional significance. The majority of UMSL graduates remain in the St. Louis region and the university will continue to train the future workforce contributing to the strength of all the communities, including downtown and the regional economy.



PART I

## CHAPTER 06

# Responding to the Opportunity

The analysis of existing campus conditions highlighted key opportunities and issues that the Campus Plan can respond to. To determine the strategic direction of the plan, high-level scenarios for campus land use and structure were developed. The preferred scenario has informed the direction of the long-term campus concept plan, described in Chapter 7.



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# Key Drivers of the Change

**The opportunities and issues of campus are synthesized into the key drivers for physical changes on the campus.**

The Key Drivers are the actions leading to the implementation of the long-term vision.

## **1. Consolidate most academic uses on the North Campus to create an academic core**

- Focus other academic growth in the right locations.
- Support a sense of community on campus while also maximizing the efficient use of classroom space.
- Create a collaborative, engaging places for students and staff, enhancing opportunities for creative collision and inclusive environments.

*“The feeling of the quad makes it feel like a university, especially when students are here. We are alive because of people, not buildings. But those buildings are what wrap around and make people come to it.”*

– Staff member

## 2. Pursue strategic decommissioning

- Right size space to create a critical mass and an energized campus environment that is vibrant, engaging and attractive.
- Minimize deferred maintenance costs.
- Enhance landscaping strategies as the campus contracts, creating beautiful, inspiring and safe places that frame core buildings and their functions.

*“I mentioned the library as one of my favorite places, but it was starting to show its age. The carpet was old, the tables were old. And not in a charming historic way, but like a ‘this is from 1995’ kind of way. Everything still worked and I made some great memories, but the library and most of the academic buildings just felt like they could use a little bit of a freshening up.”*

– Student





### 3. Focus growth in the right location

- Maximize the value of north and south MetroLink stations by planning for mixed use, community-servicing uses and functions that advance UMSL's mission like the planned workforce accelerator and housing suitable for UMSL's unique student body.
- Undertake radical renovation to establish high-value high-functioning teaching and learning spaces to enhance their utility and place student experience at the center of UMSL's brand.
- Establish spaces that welcome and serve all students, including access to food, student support services and informal study spaces.

### 4. Leverage underutilized assets for repurposing

- Maximize the value of edge sites within the current campus context and seek to fill community needs through the disposition of land.
- Create workforce opportunities and industry relationships through commercial and employment uses on land near I-70.
- Provide opportunities to expand the surrounding neighborhood fabric and create opportunities for varied housing typologies in on lands at the edge of South Campus.

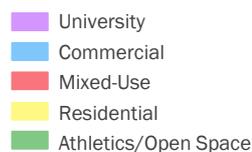


*“Are you kidding? All of these [ideas to improve food/drink access] sound amazing and any of them would be an improvement. I would possibly list UMSL’s lack of nearby coffee and dining as probably one my personal least favorite things about campus. I basically never leave my office to eat because there’s nowhere to go.”*

**– Current instructor and alum**

## **5. Identify future community partnerships to enhance campus life**

- Develop public private partnerships for investments to build student housing on campus, mixed-use development and commercial uses.
- Apartment style housing is at 100% occupancy with a waitlist, while traditional, dorm-style residential housing is currently at 50% occupancy, and more typically at 75-80% occupancy.
- Of student and alumni respondents asked about priorities for student housing, the top priorities were affordability (80.4% selected) and close to campus (68.4% selected).
- 48% of current students are using coffee shops, restaurants, or bars away from UMSL, and 27.7% are using the same businesses near UMSL for activities like studying and having meetings with classmates.



Scenario 1

# The Scenarios

**The analysis of the campus in its context, the existing campus conditions, an exploration of current relevant initiatives, an understanding of how UMSL can fulfill the mandate of the university and respond to changing demographics and ways of teaching and learning led to three conceptual scenarios.**

**Each of the scenarios explored responded to the key drivers for change exploring different ways to achieve consolidation of academic uses, strategic decommissioning, focusing growth in the right locations, leveraging underutilized assets and identifying partnerships.**

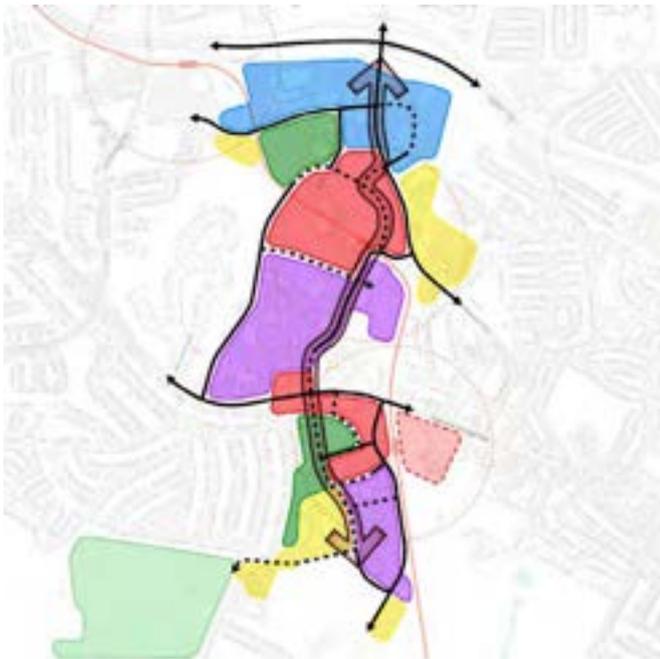
## Scenario 1: Campus Consolidated

Scenario 1 utilizes a new loop road as a primary circulation and campus structure element. With the loop road, Scenario 1 envisions a core academic area reaching south to Natural Bridge Road.

Areas beyond the loop road to the north are dedicated to athletic facilities and, along the I-70 edge, industry-focused partnership opportunities where UMSL could partner with, lease or sell lands to regionally significant employers to create economic development opportunities.

To the south of Natural Bridge Road focused around the UMSL South MetroLink station is a mixed-use partnership area where both private and university uses could be realized in an integrated fashion that could enliven campus and community life.

The remaining lands in the South Campus areas are dedicated to residential-focused uses in this scenario.



## Scenario 2

### Scenario 2: Distributed Campus

Scenario 2 structures the campus along a new north-south connection that links campus lands from I-70 to the southern extent of the campus. Each of the areas within this scenario is connected to the north-south road, contributing to unifying the campus experience.

Two core academic areas are present in this scenario, one focused north of Natural Bridge Road generally south of the existing Touhill Performing Arts Center, and another in the south, focused around the existing Honors College.

As in Scenario 1, Scenario 2 features industry-focused partnership opportunities along the I-70 edge.

Scenario 2 expands mixed-use partnership opportunity areas to capture both north and south MetroLink stations with a relationship to adjacent athletic facilities. These areas can realize a mix of university or private uses including housing, commercial uses and industry innovators who would benefit from a close relationship to UMSL.

The remaining lands in the South Campus areas are dedicated to residential-focused uses in this scenario.



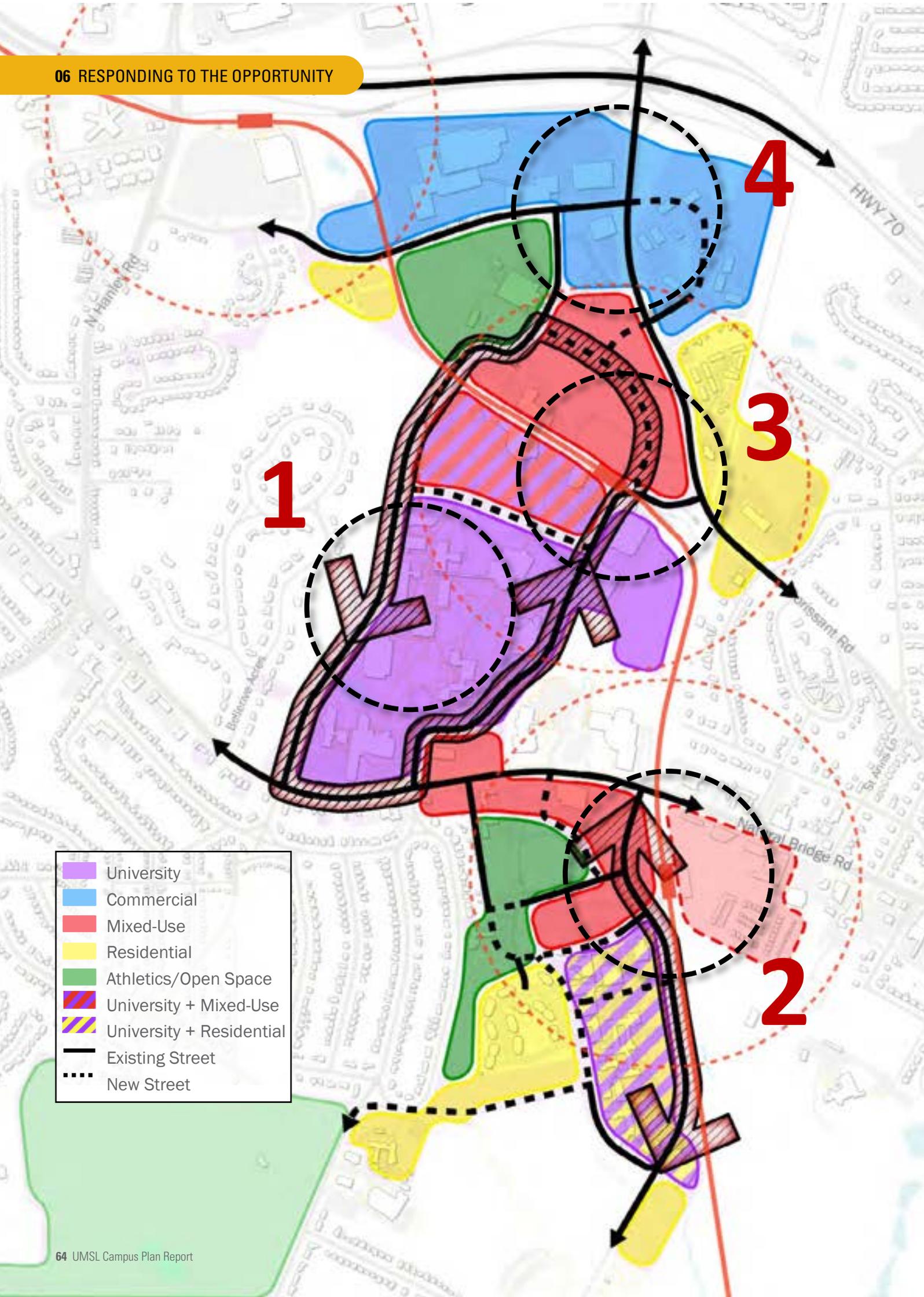
## Scenario 3

### Scenario 3: Leveraged Campus

Scenario 3 utilizes the same north-south road as in Scenario 2, improving campus connectivity. Scenario 3, however, maximizes the potential for further industry partnership by dedicating a significant area of the northern part of campus to these types of uses.

The academic core is consolidated in this scenario, located between Natural Bridge Road to the South and the UMSL North Station to the north.

The southern area of campus, below Natural Bridge Road is dedicated to residential uses, and athletics are within the St. Vincent Park taking advantage of a potential partnership with St. Louis County.



- University
- Commercial
- Mixed-Use
- Residential
- Athletics/Open Space
- University + Mixed-Use
- University + Residential
- Existing Street
- New Street

# The Preferred Scenario

**These scenarios were reviewed and discussed with the Steering Committee to determine a preferred approach. The preferred scenario is a hybrid between scenario 1 and scenario 2 and highlights four opportunity areas, the academic core, the UMSL South Station, the UMSL North Station and an industry-partnership area.**

The preferred scenario utilizes a new loop road as a primary circulation and campus structure element. With the loop road, the preferred scenario envisions a core academic area reaching south to Natural Bridge Road. The academic core is a focus for reinvestment and placemaking. Renovation of existing facilities with modern equipment and places for students to gather will further strengthen this academic core. Enhanced landscape elements will contribute to a beautiful natural setting for the university.

To the south of Natural Bridge Road focused around the UMSL South MetroLink station is a mixed-use partnership area where both private and university uses could be realized in an integrated fashion that could enliven campus and community life. The UMSL South Station provides a great opportunity for mixed-use transit-oriented development and has the advantage of underutilized land for new development. Development in this area is also focused on creating a strong presence with potentially mixed-use development along Natural Bridge Road. Transformation in this part of campus is aligned with the broader transformation of Natural Bridge Road as well as the transit-oriented development that could take place on the eastern side of the UMSL South Station. Development in this part of campus could include university facilities, a public facing medical campus, mixed-use development with retail and housing.

The UMSL North Station also provides a great opportunity for mixed-use transit-oriented development and has a significant amount of underutilized land. The area around the transit station is designated as mixed-use and academic land uses that could be developed with university facilities, housing, mixed-

use development with retail. Development in this area will strengthen the presence of the university from Florissant Road and University Place Drive, create a primary gateway into the campus and create an arrival destination via transit.

Areas beyond the loop road to the north are dedicated to athletic facilities and, along the I-70 edge, industry-focused partnership opportunities where UMSL could partner with, lease or sell lands to regionally significant employers to create economic development opportunities. The Mansion Hills site represents a great opportunity for office and business partnerships with the university similar to the adjacent Express Scripts. The setting on the hill with high visibility from the interstate is advantageous for commercial uses and has convenient access from the interstate and the airport.

These four broad transformation areas take advantage of the existing strengths of the campus, underutilized areas and transit service while better connecting the separate parts of campus. The transformation areas are connected along the primary open space link, the eco-commons, which connects through the campus and to adjacent areas. Currently, the university has more land and facilities than is currently needed for academic uses, and therefore it is important that new development on campus is a partnership that enhances the campus experience. This exploration of scenarios has then informed the long-term vision and the framework plan as detailed in Chapters 6 and 7.

PART II

## CHAPTER 07

# Campus Vision and Principles

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The vision and principles provide direction for UMSL's long term future and the foundational thinking that will guide future decision making.



UMSL

UMSL Arts & Sciences  
University of Missouri - St. Louis

# Campus Plan Vision

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**UMSL is at a pivotal moment to impact the St. Louis region, the surrounding community, and the world beyond with powerful and visionary leadership.**

The vision statements on the following pages describe the ways in which change on the UMSL campus can help support the university's mission to transform lives, create distinctive learning experiences and a campus environment that reflects the success and potential of its students and surrounding community.



In the next year—and over the next 50—*imagine...*

# IMAGINE...

**...creating a campus that moves beyond the architecture of buildings to embrace the architecture of opportunity. Ensuring a better future for people and the environment.**

Campus spaces will intentionally welcome current and future community, bringing new enrollment and supporting persistence and success for students. Students, staff and faculty will have a quality experience that makes them feel at home and connected to the UMSL campus. They will take ownership and find the space they fit, and accessing these spaces through robust and delightful walks, rides, scoots and drives. Spaces will elevate the experience and identity of UMSL, creating iconic and emotionally connected moments.



*“A spot I really think of as mine is the lower level of the library. I know many went there to do homework, but no matter how many people were down there, it felt like my spot.”*

**– STUDENT**



## IMAGINE...

...a campus where the inside and the outside spaces equally stimulate the flow of creative ideas and provide opportunities for faculty and students to interact outside of the formal classroom environment, making the entire campus a classroom.

## IMAGINE...

...UMSL as the role model within the University of Missouri System of exceptional stewardship of capital resources ideas through the right-sizing of existing space, the re-purposing of under-performing spaces, and the creation of flexible spaces that permit the university to be more resilient in the face of future change.

## IMAGINE...

...UMSL as the leader in the local ecosystem, inspiring new partnerships transforming the perceptions and experiences of North St. Louis County, re-invigorating the region to create connections that attract institutions, collaborators and investment that can address the quickly changing challenges. UMSL will be a living laboratory to re-establish St. Louis's innovation authority, while improving the quality of life and giving back, becoming a beacon of hope for communities facing similar challenges across the country and around the world.

*"We need more development between UMSL and Ferguson. We need sidewalks, crosswalks and a more student-friendly place to connect UMSL to other developed areas like Ferguson."*

– STUDENT









## IMAGINE...

...UMSL optimizing how space is used to effectively continue its role in building the future workforce of the St. Louis region and beyond, focused on developing new employment in the St. Louis region, developing the workforce for new employment high tech, green and developing opportunities. UMSL will show up as the leader in ensuring equitable outcomes and a more prosperous future, maintaining quality spaces for learning, exploring and growing. These spaces will enable the full range of interactions — virtual, in-person and in-between.

*“If campus is able to offer career support to the surrounding community, that would go really well with the Anchor Institution mission.”*

– FORMER FACULTY MEMBER

## IMAGINE...

...contemporary learning spaces, flexible to adapt and evolve in new and creative ways, designed and organized to accommodate both traditional and nontraditional students, flexible enough to support the pedagogical preferences of faculty members, and with technology capable of shifting seamlessly from in-person instruction, to hybrid, HyFlex, online and back again. Classrooms and teaching labs enriched by stimulating student collaboration spaces, such as maker and ideation areas, as well as inviting areas to socialize.

## IMAGINE...

...a university that offers hope, inspiration and support to first-generation college students of all ages, in an environment where the physical spaces reflect the caring attitudes of the faculty and staff and where students will feel welcome, safe, supported and free to express themselves.

## IMAGINE...

...investing innovative, high-quality, pioneering construction and landscape techniques that mimic nature's own genius, creating a catalyst to revitalize natural environments, communities and people's lives. UMSL's campus will draw attention to the connections and loops between the needs of the environment, education, operations, and people.

## IMAGINE...

...a campus with exterior signage and interior wayfinding so that you can find all of these great spaces, easily navigate and engage throughout the entire campus footprint.

*"It is a constant nightmare trying to direct people across this disjointed campus. There needs to be clearly visible directional signs to get to various areas where guests are likely to visit, like the MSC and the Touhill."*

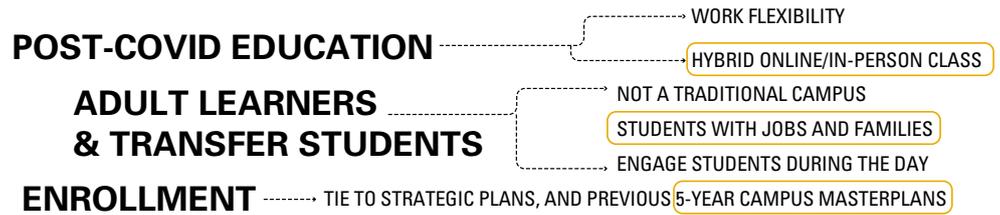
– EMPLOYEE



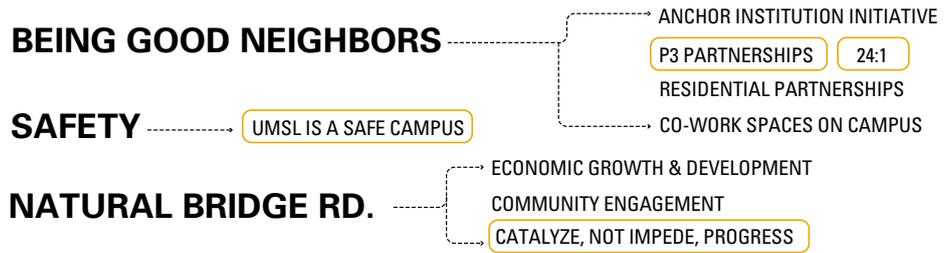


## For the good of...

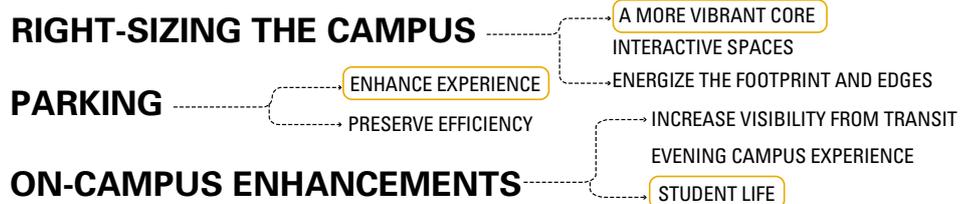
### 1. Students and Employees



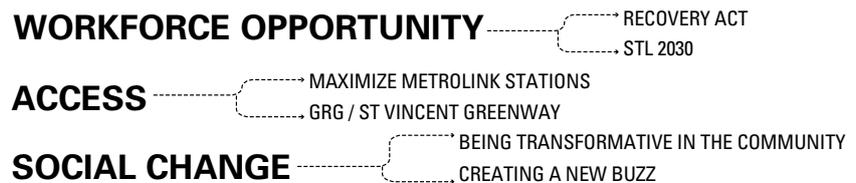
### 2. Neighborhood and Community



### 3. UMSL Facilities



### 4. Regional Strength



# Guiding Principles



**The Guiding Principles are broad objectives that the 2021 Campus Plan is to achieve, helping to guide decision making for the physical campus.**

The guiding principles listed on the previous page were developed in collaboration with the Campus Plan Steering Committee and organized around four key themes highlighting the importance of the Campus Plan to be for the good of: 1) the students and employees, 2) the neighborhood and community, 3) UMSL Facilities, and 4) the St. Louis region. As demonstrated in the graphic, the guiding principles for the plan have a broad reach and reflect the varied stakeholders that the Campus Plan will impact.

## **Lessons from the UMSL Community**

In addition to the guiding principles developed with the Campus Plan Steering Committee, input from the UMSL community highlighted four priorities that are woven throughout the approach of the plan and its implementation.

The UMSL community wants to see the following four priorities for the Campus Plan. These priorities are woven throughout the planning document.

**Accessibility:** Initiatives should improve physical and social accessibility and have a process for addressing accessibility.

**Stewardship and Sustainability:** Each initiative should be not just ecologically sustainable, but financially and institutionally sustainable.

**Community Engagement:** Initiatives should support the surrounding community, including investments in small businesses and surrounding neighborhoods.

**Consistency:** People are less interested in the specifics than in seeing things consistently implemented across campus.

07 CAMPUS VISION AND PRINCIPLES



MAP LEGEND

-  UMSL Buildings
-  Partnership Buildings
-  Existing Buildings



# Long-Term Plan

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**The long-term Campus Plan sets the stage for realizing the aspirational vision for UMSL and illustrates how the principles of the Campus Plan can be reinforced.**

The long-term Campus Plan creates a vision for the physical framework of UMSL. This framework defines the structure of the campus in terms of open spaces, mobility networks, land use and built form. The long-term plan helps to guide decisions for investments so that the campus is built in a coordinated fashion over time. While the short-term actions described in Chapter 8 are a priority for this plan, it is important to establish a long-term plan to ensure short-term projects are collectively working to realize the broader vision. The long-term plan is flexible in nature so that the general framework of the plan can be followed but as circumstances may change overtime, the implementation of the plan can be adjusted.

This plan is not about building more, but building smarter, focusing future investments in ways that will advance UMSL's mandate and better serve its changing demographics and seeking partnership opportunities to maximize UMSL's impact into the community.

## Key elements of the plan

1. Create distinctive entry points into campus.
2. Strengthen the academic core.
3. Expand the eco-commons.
4. Realize enhancements to the central quad landscape.
5. Build a transit-oriented development and health campus at the UMSL South Station.
6. Create a new loop road at the North Campus and a primary gateway from Florissant Road.
7. Relocate the baseball diamond and creating an athletics district at the northwest of campus.
8. Build a transit-oriented development at the north station with mixed-use, residential, retail and university uses.
9. Develop partnership opportunities for commercial development at the north edge of campus.

## 07 CAMPUS VISION AND PRINCIPLES

**Figure 13**  
Phase 1



**Figure 14**  
Phase 2



**Figure 15**  
*Phase 3*



# Phasing Strategy

The long-term plan can be implemented over time through a number of phases. The phasing strategy presented here is intended to be flexible and represents one way in which projects could unfold over time. Within this phasing strategy there is an opportunity for UMSL to be strategically opportunistic to advance certain projects or interventions as funding opportunities arise. Certain projects, however, will be dependent on others, for instance the establishment of the loop road will be required to unlock the development potential of certain campus areas.

The phasing strategy and a detailed list of projects for each phase is provided in Chapter 9.

PART II

## CHAPTER 08

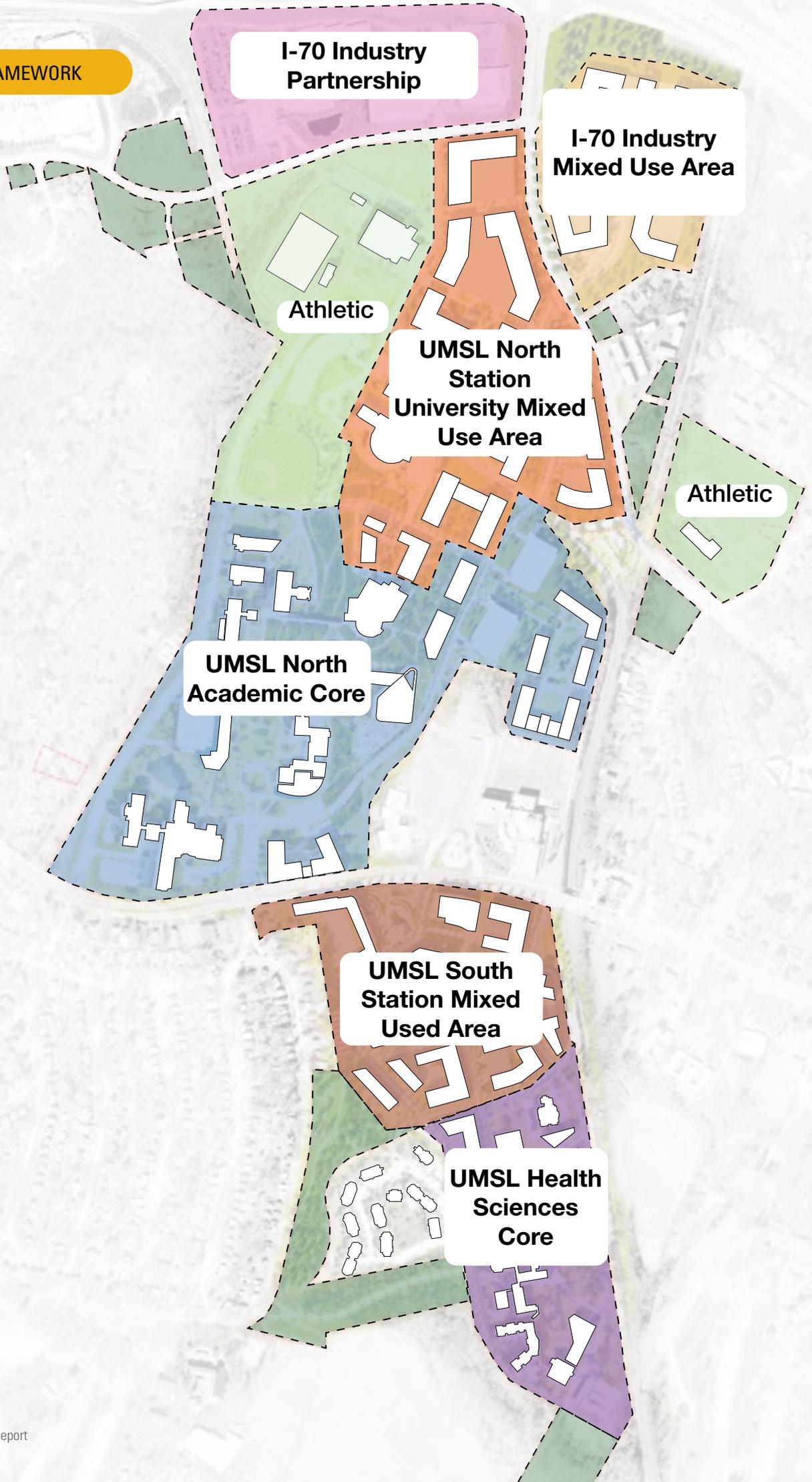
# Campus Framework

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The Campus Plan is supported by a number of underlying frameworks that describe and illustrate the specific approach to campus character areas, open spaces, circulation and sustainability.

The long-term plan illustrates the collective result of a campus framework that includes the component parts of open spaces, streets and blocks, movement and transportation and land use.





# Character Areas

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The Character Areas mapping identifies distinct areas that guide campus development, structure and land use. Each character area is defined by its most prominent characteristic though there is opportunity for other uses and mixed activities within each character area. The plan supports strengthening of the North Academic Core, consolidating athletic activities, establishing a mixed-use health science focused node at the UMSL South Station, strengthening the Health Sciences Core, creating a mixed-use university node at the north station and developing industry partnership opportunities.

## **I-70 Industry Mixed-Use Area -**

An area where university/industry and employer partnerships will be a priority, taking advantage of high visibility and access from I-70.

## **UMSL North Station University Mixed Use Area**

Focused around the connectivity provided by the MetroLink station and anchored by the Touhill Performing Arts Center, this area of campus will evolve into mixed use place that can support academic-industry partnerships in the form of a research park, mixed use buildings as well as partnership or university housing, population-serving commercial and retail uses.

## **Athletics**

An important part of campus and community life, athletics facilities will be generally focused in the north part of campus where there is an existing concentration of athletic uses.

## **Academic Core: Arts and Science**

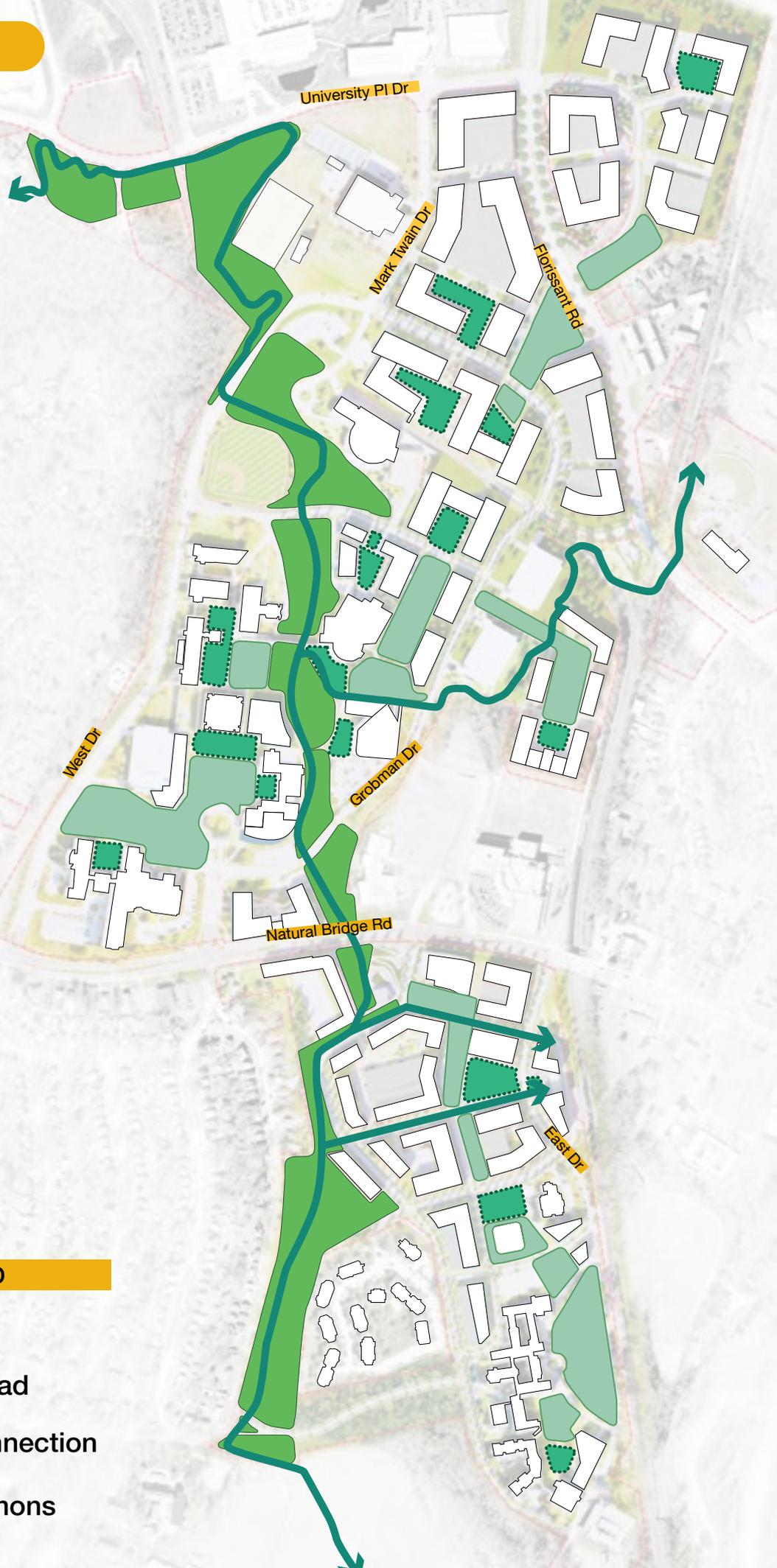
Centered around the historic quad, the north academic core will be the focus of consolidation of academic uses and renovation of existing facilities.

## **UMSL South Station Mixed Used Area**

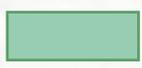
Centered around the south MetroLink station, this area is intended to support a range of uses over time. Reinvestment in this location should focus on creating a transit-oriented community, delivering attractive, safe, walkable places for people to study, work, live and play. New housing, mixed use commercial/academic and industry uses, as well as active retail use will reinforce the direction of Natural Bridge Road Great Streets Plan to enhance the experience of Natural Bridge Road and maximize the value of transit access in the community. University uses will be integrated into this area, including community-serving health science programming along Natural Bridge Road.

## **UMSL Health Sciences Academic Core**

To the UMSL North Academic Core, the UMSL Health Academic Core will capitalize on existing - and growing - health sciences services including nursing, optometry, mental health, behavioral health, trauma recovery, children's advocacy services, psychological services and counseling. This district will also include a range of other academic uses including the existing Honors College and Oak Hall student residences.



**OPEN SPACE LEGEND**

-  Greenway
-  Active/ Quad
-  Linear Connection
-  Eco-Commons

# Open Space System

---

The open space system provides the setting for a beautiful campus with naturalized areas, spaces for gathering, and green connections. The open space mapping is characterized by three open space typologies: the eco-commons, active quads and linear connections.

## **Eco-Commons**

The eco-commons is the primary open space structuring element on campus. It is a series of connected natural open spaces that is shaped in part by the existing buildings and streets on campus but also helps to define the edges of potential new building sites. The eco-commons is composed of natural elements including generous tree plantings, fields, ponds and hillsides. The eco-commons connects north-to-south through a large portion of the campus and includes the St. Vincent Greenway, a multi-modal connection through the campus and beyond. The eco-commons provides a natural connection between two larger open spaces beyond the campus including St. Vincent Park and the Bellerive Bird Sanctuary.

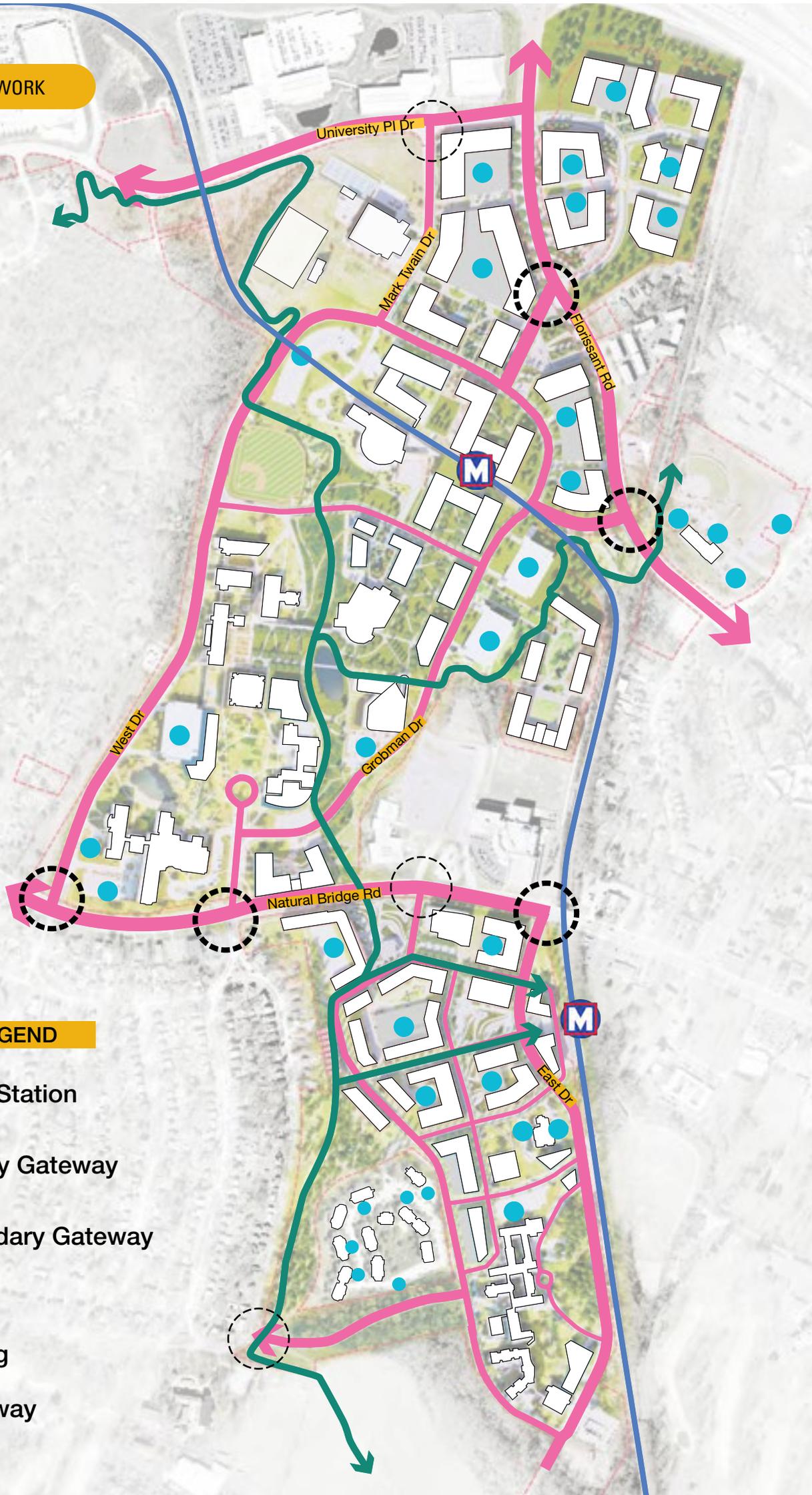
## **Active Quad**

Active quads are the small outdoor gathering spaces located at the convergence of key buildings and connections across campus. Active quads will have a strong relationship between the building with clear and legible entrances and pathways. These spaces will be framed by buildings which will define the character and use of the quads. As places for gathering, the active quads will be designed to balance landscape and hardscape surfaces, provide places to sit and could host small events and informal gatherings.

## **Linear Connection**

Linear Connections are the more formal open spaces which are framed by buildings and connect the distinct areas of campus. These spaces are located to connect areas of activity including key buildings and active quads. Linear connections serve as the primary pedestrian routes through campus in an attractive landscaped setting.

## 08 CAMPUS FRAMEWORK



### CIRCULATION LEGEND

-  Metro Station
-  Primary Gateway
-  Secondary Gateway
-  Road
-  Parking
-  Greenway

# Movement and Access

---

The movement and access pattern on campus clearly defines entrances, establishes a connected street network, improves the arrival from transit, creates connected pedestrian routes, and connects the areas on campus to the north and south of Natural Bridge Road.

## Street Network

The street network builds on the existing pattern of streets and creates new connections to better support mobility and development. A new loop road connects West Drive to Arnold B. Grobman Drive while providing access and address for new development around the UMSL North Station. A new street connection from the loop road to Florissant Drive becomes the new primary entrance into campus. South of Natural Bridge Road, East Drive is the main structuring circulation element and a new fine-grained street pattern is established for the transit-oriented development at the UMSL South Station. A new street access point connecting Bellerive Drive to South Drive creates additional access and circulation supporting the potential development south of Natural Bridge Road.

## Greenway

The existing greenway system is enhanced with new connections to the UMSL South Station providing convenient routes from transit to the rest of campus. The greenway is realigned at the intersection with Natural Bridge Road to create a clearer and more direct path across Natural Bridge Road. This crossing should be a pedestrian priority crossing to ensure safe and efficient pedestrian and cycling movements.

## Gateways

Key gateways are established as a hierarchy of entrances into campus that provide a sense of arrival and signage to destinations on campus. The new street access from Florissant Road to the new loop road becomes a primary access point when arriving from I-70. East Drive is the primary access to South Campus from Natural Bridge Road connecting to the UMSL South Station and the Health Sciences Core. University Drive is the main gateway into North Campus from Natural Bridge Road and is supported by a new Welcome Center at the JC Penney Building.

PART II

## CHAPTER 09

# Implementation Strategy

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Implementation for the Campus Plan has been designed in a way that can realize meaningful change in the short term while supporting the incremental achievement of the long term vision for UMSL.

SL



Thomas  
Library  
St. Louis  
Library

# Beyond Infrastructure: Communications and Implementation Process

**The UMSL 2021 Campus Plan must go beyond infrastructure to support rebuilding trust with the campus community through clear communication about conditions, timelines, decisions, follow-through on implementation and quickly addressing the most disruptive conditions.**

## Communicating changes, plans and challenges

Through all upcoming campus changes, a focus on communication and information sharing is critical to building trust and support amongst the UMSL community.

- Before a planned project gets underway, utilize signage, email communication and messages directly to departments to preview the upcoming work, share the timeline and highlight the reasons for these changes.
- Ensure that ongoing work on campus has signs indicating the purpose, duration of planned work and how the efforts will support future campus goals.
- Consider developing a platform for sharing upcoming changes and requesting feedback from the UMSL community on possibilities and opportunities.

## Planning for maintenance

Maintenance challenges of a large and complicated infrastructure has hampered consistent level of repair, which negatively impacts the experiences of students, faculty, staff and visitors. Across the UMSL community, there is a desire for infrastructure to be

maintained before there is new investment — and that any new investment comes with a realistic plan for maintenance.

- In all new projects, include operations and maintenance estimates and requirements.
- Utilize communication channels to set expectations about maintenance, repairs and care. Clearly share results, progress steps and expected timelines. Acknowledge that caring for spaces makes people feel cared for.

*“We have the tale of two campuses: North Campus—grass cut, flowers planted, bushes trimmed—and South Campus where the grass and bushes are so overgrown that snakes hide in them and crawl in the windows. I would just like to see campus plant some flowers to make it feel more welcoming.”* – Faculty member

- Prioritize glaring accessibility and health concerns first, but don’t forget to address the details, like carpet cleaning and bush trimming.

*“One time...the elevators in the CSB were out of service and a student in a wheelchair had to be carried into class because their wheelchair couldn’t make it to the class.”* – Faculty member



## Planning for transitions

As UMSL moves through the phases of this Campus Plan, stakeholders including faculty, staff and students want to be involved and know what's coming regarding planned moves and consolidations. The following phases are intended to be flexible, not necessarily sequential. Develop an inclusive and equitable process for transitions and relocations that engages and informs affected stakeholders.

- Convene a campus-wide Space Committee to oversee and prioritize planned moves on campus, including representation from Facilities, faculty, staff and students, as appropriate. Representation from the Registrar's Office in this group will be vital to address issues pertaining to instructional space.
- For specific projects, convene project Steering Committee, including a broad selection of affected stakeholders, to meet regularly for duration of project. Engage this group in order to develop a shared vision and identify space needs relating to prospective relocations and consolidations. Provide regular updates regarding individual planning efforts to campus-wide Space Committee.
- Communicate clear timelines for decision-making, outcomes and reasoning to each Steering Committee and affected stakeholders, sharing progress updates and other messaging on a regular schedule.
- In consultation with each project's Steering Committee, share planning scenarios, gather feedback and select preferred alternatives. Scenario planning should include information regarding relevant planning metrics, benefits, challenges, timeline and cost considerations.
- Celebrate completed transitions, expressing gratitude for the work of adjusting and patience of all involved.

## Continuing to listen and respond to accessibility concerns

Through active committees, student organizing and facilities improvements, UMSL has started down a path of addressing accessibility concerns. It's critical to continue this effort and continue to create a more accessible campus.

- Communicate how accessibility will be improved due to each new project and how accessibility will be considered while projects are in-process.
- Continue to build and maintain a system for collecting and responding to accessibility concerns that is easy to access and utilize.
- Address sudden and critical accessibility barriers (such as a non-working elevator) quickly and communicate progress clearly.

## Communicating available spaces and revising rental policies and costs

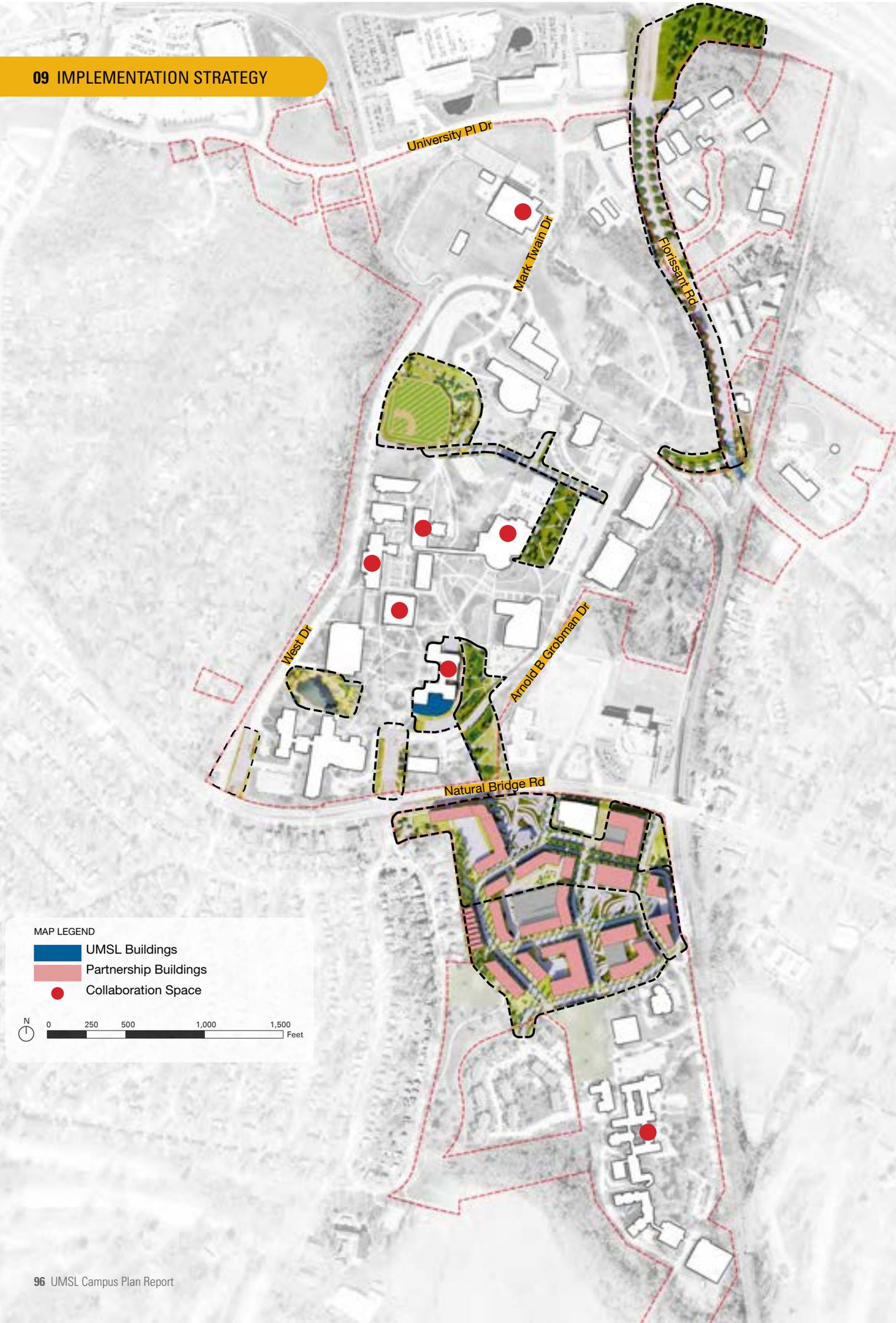
Current members of the UMSL community, and those in the surrounding area, don't know the spaces that are available to them, and struggle to access them. Use campus space resources to intentionally support relationship building both within the UMSL community and with people in the broader community.

- Support campus spaces to be available by clearly communicating which spaces are available, the conditions of those spaces and the policies for use and rental. Streamline this information and process by centralizing information so the general public and the UMSL community can find it easily.
- Revisit and revise rental policies and costs to ensure access for the UMSL community and surrounding community. Ensure that costs, policies and support systems work towards making visitors feel welcome at UMSL.

*"As a trainer, we don't have a lot of space...I've been to UMSL for trainings, but I don't know if we have the partnership or ability to say 'we need this kind of space' for continual professional development."*  
– Current student, former visitor

*"We work with teachers, and while there is event space on campus, that space is very expensive, so we usually meet at a high school, where we can get the cafeteria for free. It seems like a missed opportunity to bring high school teachers here."*  
– Faculty member

# 09 IMPLEMENTATION STRATEGY



- MAP LEGEND
- UMSL Buildings
  - Partnership Buildings
  - Collaboration Space



# Phase 1

## Overview

In the near-term (1-5 years), implementation focuses on establish a foundation for future UMSL priorities. This includes preparing land for future development opportunities, addressing buildings in critical condition through demolition and renovation, and improving the campus experience for new students, visitors and the broader campus community.

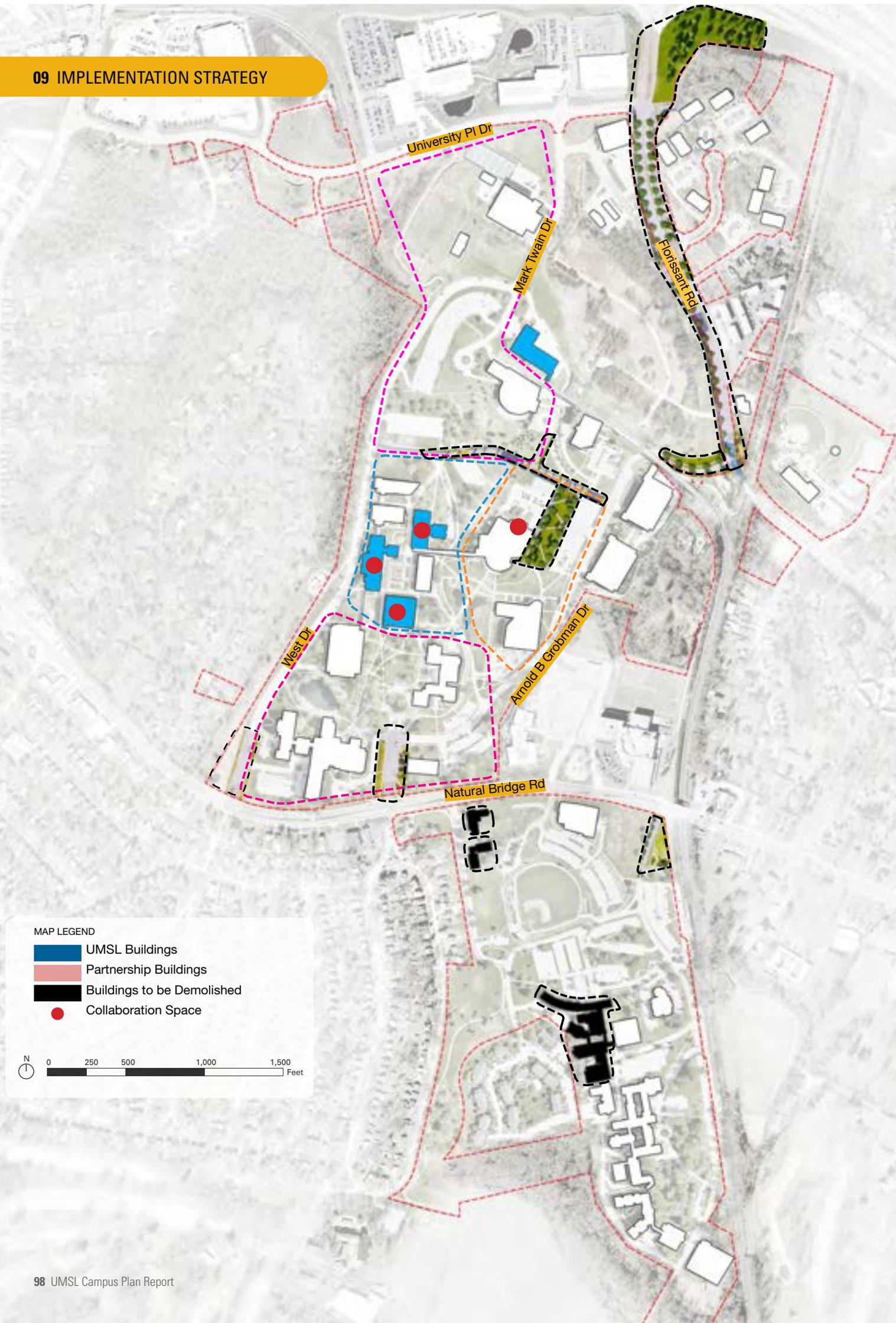
This phase of campus development prioritizes having the right space in the right location by moving academic programs to their new homes, following careful program study and appropriate, targeted renovations. In addition, small-scale, high-impact investments in collision spaces, both inside and outside of academic buildings, will create spaces to bring together students, faculty and staff. Efforts will prioritize safe, high-quality pedestrian infrastructure that improves connections between destinations from Mansion Hill Condos on the north side to nursing on the south side.

As UMSL establishes partnerships with the business community, these changes will support new, transit-oriented development to make the best use of the UMSL South Station and the recent improvements to Natural Bridge Road.

UMSL Master Plan Program Summary

	ASSIGNABLE SQUARE FOOTAGE (ASF)	GENERAL CLASSROOMS	DEDICATED CLASSROOMS	TEACHING LABS
<b>PHASE COMPLETION</b>	1,619,459	99	18	33
<b>DELTA (EXISTING / END OF PREVIOUS PHASE)</b>	-135,916	-15	-5	-12

# 09 IMPLEMENTATION STRATEGY



**MAP LEGEND**

- UMSL Buildings
- Partnership Buildings
- Buildings to be Demolished
- Collaboration Space

0 250 500 1,000 1,500 Feet

# Phase 1A: Remove, Renovate and Relocate



## **Renovate academic buildings for relocations**

In preparation for future relocations, renovate the Arts Administration Building (AAB). Prior to renovations, complete a program study process to determine the needs of each program to be relocated and ensure investment will be well utilized.

## **Relocate programs from South Campus to North Campus**

Relocate select academic programs, including education, from South Campus to North Campus. Complete a detailed program study to understand the operational needs, including office space, lab space, collaboration spaces and classroom facilities. Implement appropriate renovations to buildings including Social Sciences Building (SSB) and Lucas Hall (LH). This relocation will provide new facilities for these programs, and locate them adjacent to other relevant programs.

## **Remove key South Campus buildings**

Execute demolition and removal of buildings on South Campus to prepare for future partnered developments. This includes the Music Building (MB), Sassin Building (SAS), Marillac Hall (MH), E. Desmond Lee Technology and Learning Center (TLC), Education Administration Building (EAB) and South Campus Classroom Building (SCCB).



University Drive



East Drive



MSC Parking Lot Reconfiguration



Florissant Road Streetscape / Grobman Drive Entry

# Phase 1A: Improve and Enhance

## **Create campus gateway entries**

Create gateway entries that clearly transition from 'off' campus to 'on' campus at specific locations on campus, including West Drive and near Express Scripts. These entries should include a consistent, visible and proud UMSL signage, which is utilized at all entrances going forward. As investment in entrances may be staggered to respond to other priorities, ensure that entrances across campus (both on the north and south side) are improved during each round, to support a feeling of cohesion. Ensure that signage transitions people from the surrounding community to UMSL and is visible to drivers, walkers and bikers.

*"GPS takes you down I-70 and in the back entrance, or it takes you off Hanley – those are not very attractive and welcoming." – Employee*

## **Identify and brand campus districts with signage and landscape changes**

With departments and programs moving around campus, there are new opportunities to create specific districts, making it easier to navigate campus and creating new anchors for the campus community. Identify names for these districts, and use consistent signage and landscape decisions in these areas to distinguish them from each other.

## **Update and improve wayfinding to support navigation around campus and expose people to UMSL gems and resources**

Across campus, improve wayfinding to make it possible for a brand-new visitor to find out who and what is in what district and what building. Keep signage and wayfinding systems up-to-date as people and departments move. Use wayfinding to expose people, both new visitors and those who have been around for a while, to the resources and gems all over campus.

*"People come into events office and ask where the testing office is. We've printed out signs, but we have people 15-20 times a day." – Employee*

## **Improve the parking and transit experience through open space, shade and parking enhancements**

For people coming to campus from the North MetroLink Station and the Millennium Student Center Garages, entering through the sunny, exposed parking lot makes the distance to "on campus" feel wider than it is. Use landscape and path improvements to shorten the mental distance from the MSC to the MetroLink and the parking garages.

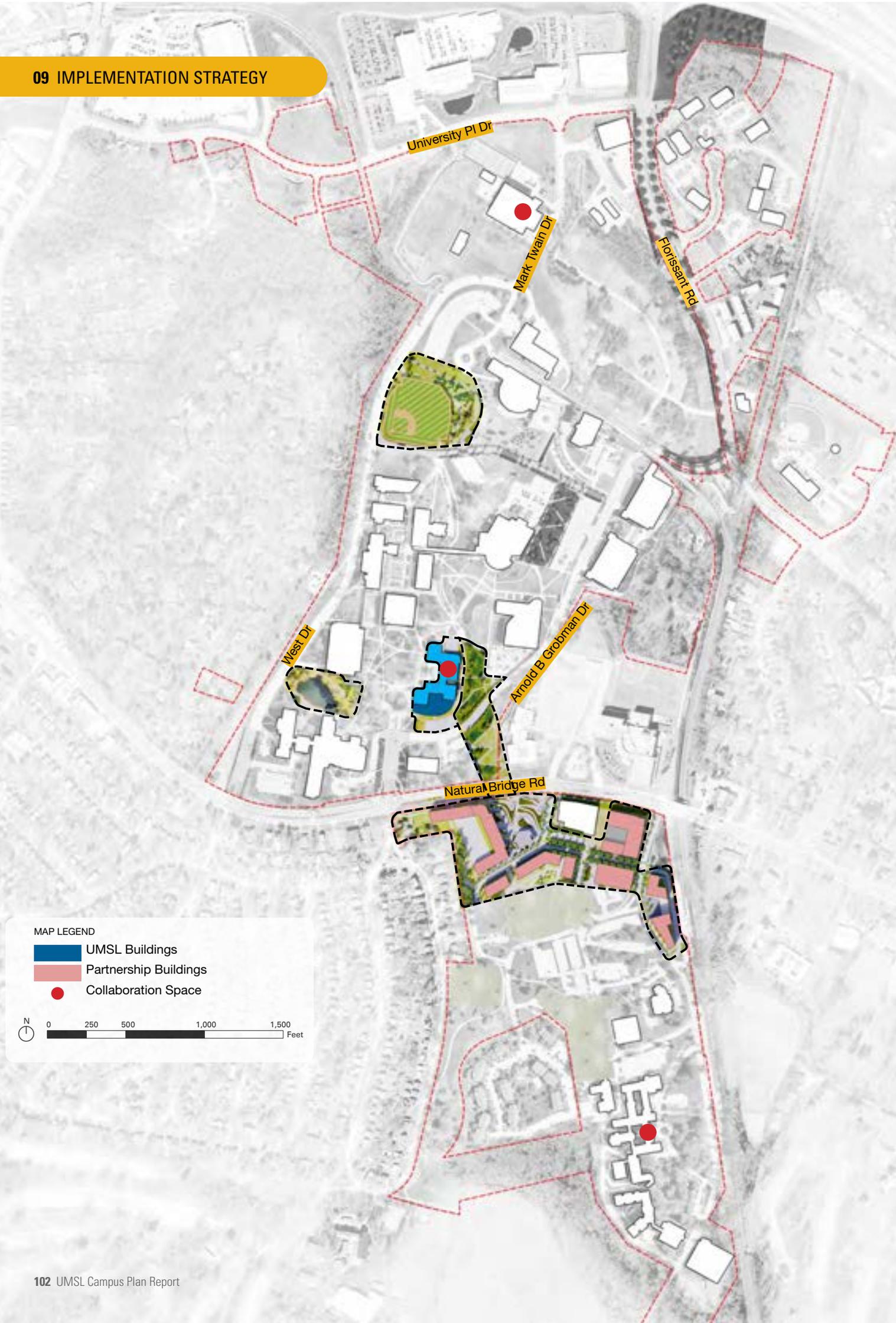
*"It's cool to have giant blueprints of grand campus designs, but it will only really matter on the micro-level. A park bench does more for me than the Bellagio fountain, even if it is a little less grand. I think focusing on the small details, such as seating areas, study spaces and unique places for events and gatherings, naturally bring people together and allow the flowing of ideas." – Current student*

## **Reconfigure the entrance to the Millennium Student Center (MSC) entry to respond to new open space and access improvements.**

Following improvements to the open space and parking between the MSC, the MetroLink and the garages, reconfigure the interior of the MSC to highlight the northern entrance. This might include positioning an information desk in a prominent location.

## **Improve the streetscape along Florissant Road to improve safety and access to campus.**

To improve safety and entrance experience for the many people who arrive to campus via Florissant Road, implement streetscape improvements including adding sidewalks, landscaping and safe crossings. It is critical that these improvements address access for students crossing Florissant from the Mansion Hill Condos.



MAP LEGEND

- UMSL Buildings
- Partnership Buildings
- Collaboration Space



# Phase 1B

## **Renovate J.C. Penney Building (JCP) to welcome alumni, students and community members**

JCP is strategically located in a visible, prominent and central location for welcoming a range of visitors to campus. To support creating a front door that orients towards visitors, renovate JCP to include a new lobby and plaza and support welcoming alumni, new students and community members for UMSL programming. In addition, improve restrooms and elevators to make a more accessible and inviting space, assess space needs in the buildings and shift departments as needed.

## **Invest in communal collision spaces in strategic locations both inside and outside buildings**

People love to find their spot — where they feel they can pop by to work, relax, or connect with others. Create spots around campus that are “sticky” for students, staff and faculty: for a quick conversation, a device charge up, or a break between classes. The UMSL community is looking for semi-private feeling spaces where they can have a view of what’s happening around them, without disrupting the crucial learning and teaching activities. Ensure these spaces have ample chargers and chairs and are kept clean and in good repair.

*“In buildings like Lucas, you just have classrooms and a hallway, nowhere to just sit and have a conversation.” – Faculty*

*“We need spaces where students can stop, pause for a second and engage. This is how we’re going to retain students as they’re rushing through their day.” – Administrator*

Outdoor spaces should capitalize on iconic UMSL views, like Bugg Lake and the ponds, and should provide ample shade and weather protection, with comfortable seating for people

of many body types. The UMSL community prefers informal, movable seating that allows them to create their own pods and conversations.

*“Consider upgrades to outdoor spaces on North Campus that already have a lot of potential, such as the Quad, lawn south of TJ, lakes near the MSC and greenway trail, Bugg Lake, including more usable outdoor furniture, seating and accessible pathways.”*

– Faculty member

## **Improve access to food and drink across campus, particularly after hours and on weekends**

A top reason for not staying on campus longer is a lack of food and drink options, particularly in the afternoons, early evenings and weekends. Consider cost-effective and quick ways to improve on-campus access, particularly in physical proximity to the communal collision spaces.

*“Students have requested that we spend student fee money to put a cappuccino machine in our building.” – Faculty member*

*“There’s no lunch spot on South Campus. Nothing that’s welcoming, that says come in, have a seat, let’s chat. The options are very limited and it encourages you to eat in your office or leave campus” – Faculty member*



*Eco-Commons South Expansion*



*JCPenney Welcome/Alumni Center*



*Bugg Lake Improvements*



*South Campus TOD*



*Baseball Relocation*

# Phase 1B

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## **Expand the eco-commons and create safe pedestrian crossings**

Building on the improvements to outdoor space already implemented, expand the active, connecting green space known as the eco-commons, beginning from the new Welcome Center and reaching towards Natural Bridge Road and South Campus. The eco-commons will include landscape elements including trees, plantings and water. This improved green space should create a pedestrian connection, with strong visibility from one destination to the next. In addition, the eco-commons spine should “shorten the distance” between the north and south side of Natural Bridge Road through enhanced pedestrian crossings, including wide crosswalks, a signaled crossing and other visibility improvements.

## **Create South Campus entry gateway**

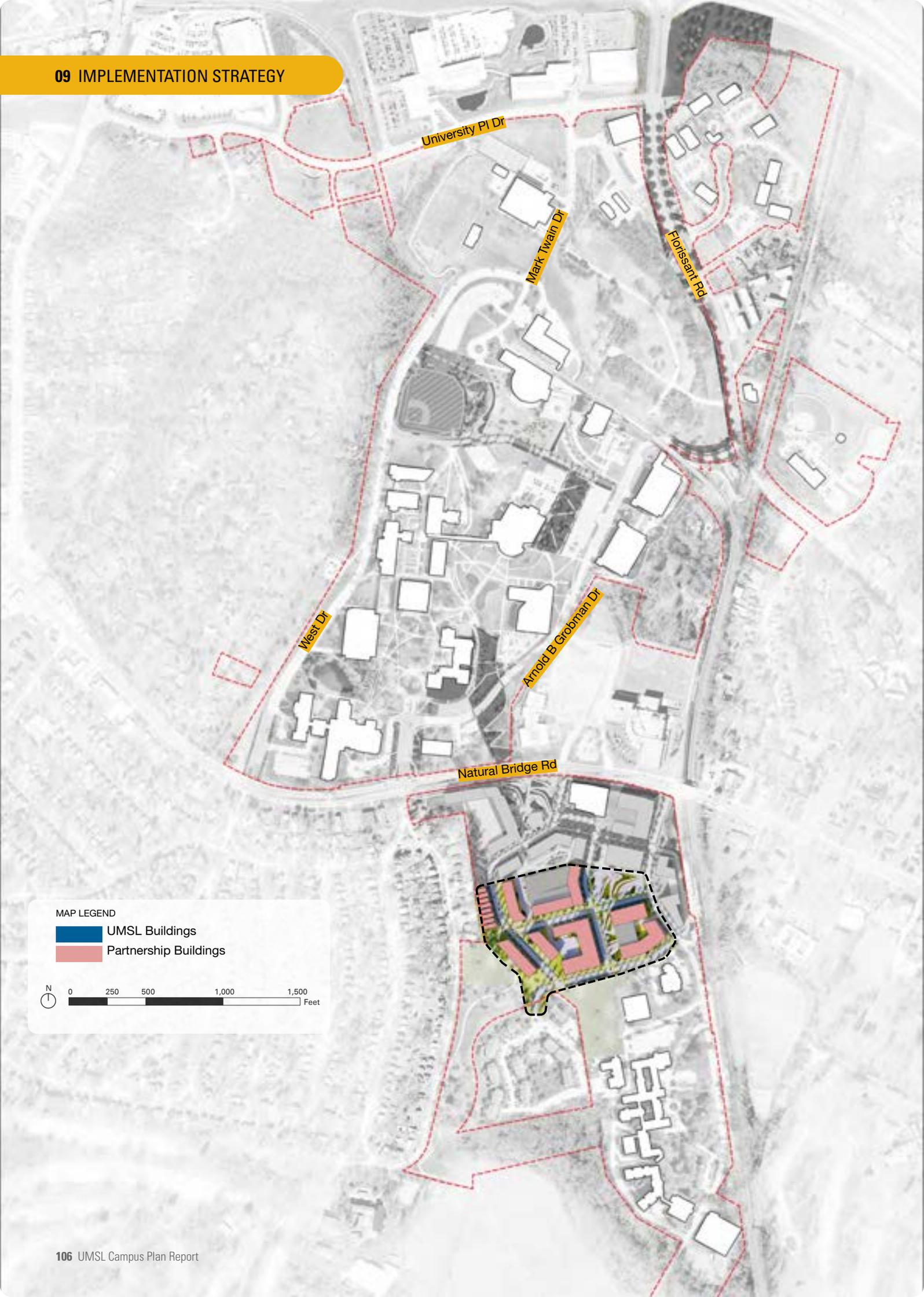
Building on the improvements to the eastern entrance to South Campus along Natural Bridge, create a campus gateway adjacent to the new eco-commons pedestrian crossing, further west along Natural Bridge. Use this new gateway to define the new Transit-Oriented Development district (described below).

## **Instigate a South Campus Transit-Oriented Development (TOD) with partners**

Transit-oriented development (TOD) maximizes the use of space near transit stations. To make the most of the UMSL South Station, work with collaborative development partners to create a new district between the UMSL South Station and Natural Bridge Road. The TOD development will begin along Natural Bridge Road, capitalizing on the recent streetscape improvements.

## **Relocate the Baseball Field to the Athletics District**

Move the baseball field from South Campus (presently located north of Marillac Hall) to North Campus, improving adjacency to other Athletics facilities including Mark Twain Building (MTB) and other practice fields. This move also opens up additional space for future partnered developments.



MAP LEGEND

-  UMSL Buildings
-  Partnership Buildings



# Phase 1C



## **Expand South Campus TOD**

In continued partnership, expand the TOD plans south from Natural Bridge Road. Connect these new developments to the UMSL South MetroLink station, as well as improving connections to health sciences buildings located further south.

# 09 IMPLEMENTATION STRATEGY



### MAP LEGEND

- UMSL Buildings
- Partnership Buildings



# Phase 2

In the mid-term, Phase 2 focuses on important open space and mobility improvements while delivering new university facilities including student housing, health science academic buildings and mixed-use development along Natural Bridge Road.

UMSL Master Plan Program Summary

	ASSIGNABLE SQUARE FOOTAGE (ASF)	GENERAL CLASSROOMS	DEDICATED CLASSROOMS	TEACHING LABS
<b>PHASE COMPLETION</b>	1,594,015	70	13	32
<b>DELTA (EXISTING / END OF PREVIOUS PHASE)</b>	-161,360	-44	+13	-13

Figure 16  
Phase 2A



Figure 17  
Phase 2B



# Phase 2 Subphases

## Phase 2A

**Remove Clark Hall:** The removal of Clark Hall is a step towards right-sizing the campus. Clark Hall currently has a below average building condition and its removal will save on deferred maintenance and continued maintenance costs while opening up the quad to the eco-commons to create a more cohesive open space. Removal of Clark Hall also allows the removal of Clark Hall Drive which cuts across the eco-commons and only serves one building. Removal of Clark Hall Drive allows for a more cohesive and connected open space and pedestrian network.

**Enhance Central Quad Landscape:** The removal of Clark Hall allows the Central Quad to extend across the eco-commons creating an open space connection to both the Recreation and Wellness Center and the Millennium Student Center. Landscape improvements rationalize the grade changes creating a gradual slope from the Central Quad to the pond and improves access.

## Eco-Commons Expansion North and South:

Landscape improvements connecting the Central Quad to the eco-commons extending north and south defines the eco-commons as a distinct place, enhances the natural setting for the campus and improves the university experience for students, faculty and staff.

## Phase 2B

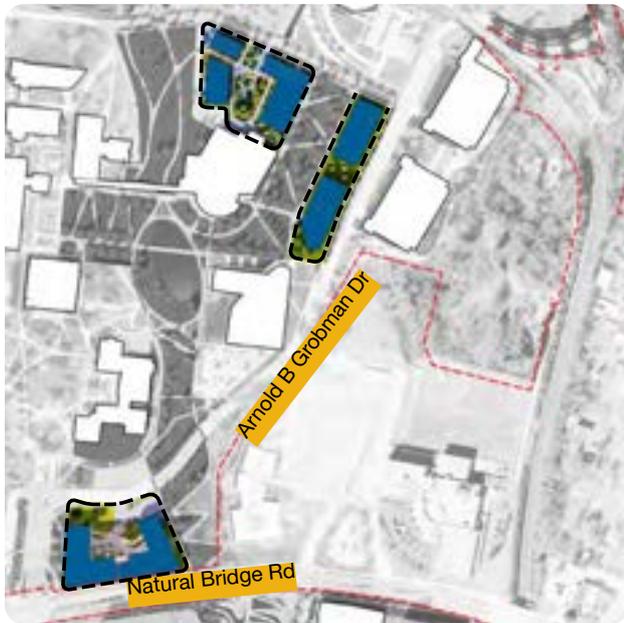
### Create South Campus 'Gateway Entry' and Roadway:

Create a new road connection that better supports the campus and development opportunity south of Natural Bridge Road. The new road connects Bellerive Drive to South Drive providing new access point and a better-connected network of streets.

### Health Sciences Academic Building:

Provide new buildings that will support the expanding health sciences academic programs. New buildings are located to be proximate to the existing concentration of health sciences academic programs and the proposed mixed-use health science district at the UMSL South Station.

**Figure 18**  
*Phase 2C*



**Extend Eco-Commons:** Create landscape improvements extending the eco-commons south of Natural Bridge Road.

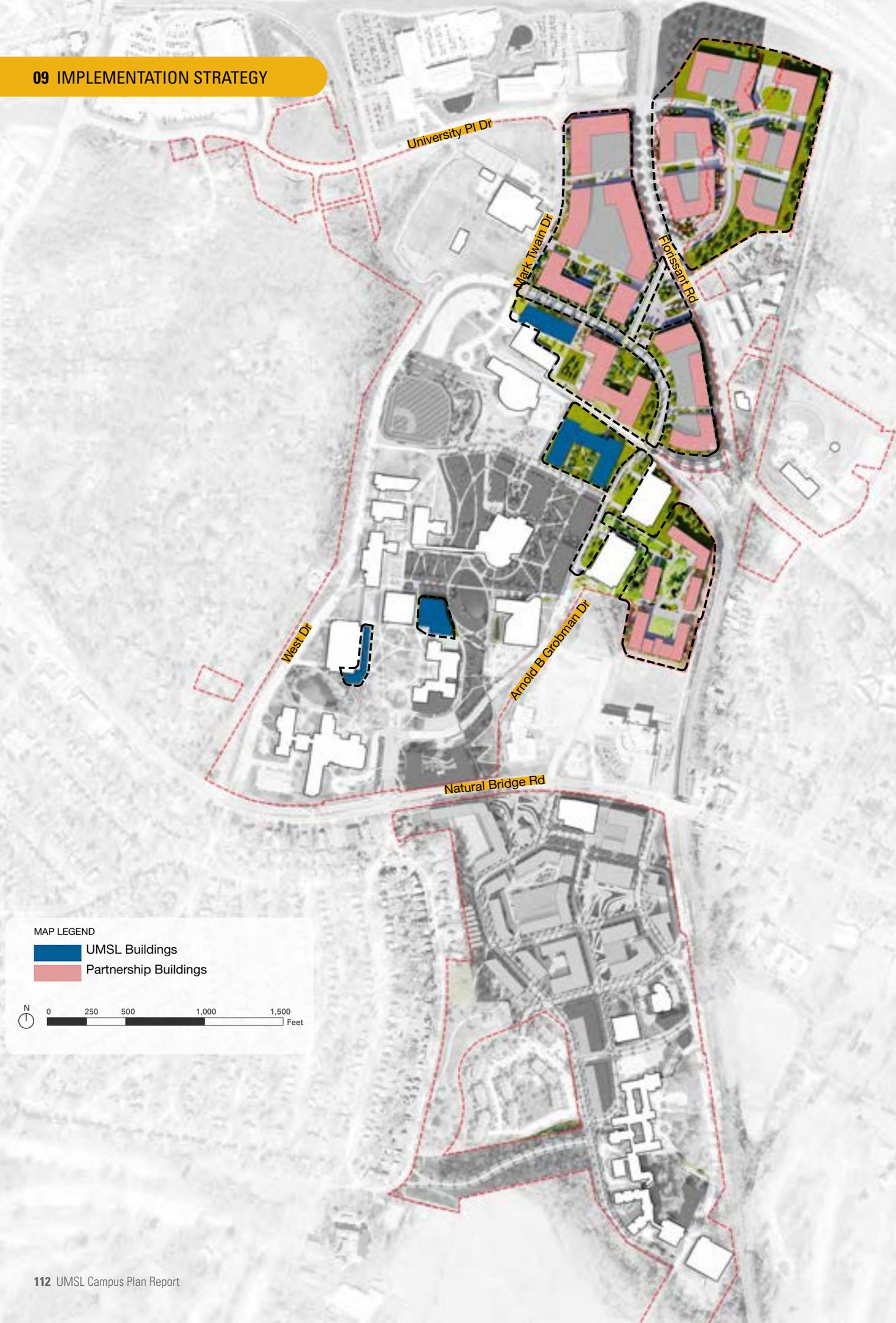
**South Loop Road Improvements:** Realign South Drive to create a better connected network of streets and provide access to the new Health Science academic buildings. The street will create a loop connecting the southern-most extent of campus to Natural Bridge Road.

### **Phase 2C**

**Student Housing:** New student housing on campus will provide more options for people to live on campus and contribute to campus life. This student housing is located with convenient access to the UMSL North Station and university facilities. New buildings are designed to have a relationship to the new linear open space and the eco-commons. Development of student housing should include a mix of uses allowing opportunities for retail and services that support student life on campus.

**Replace Woods Hall:** Replace Woods Hall with a new mixed-use building that provides an active retail street frontage on Natural Bridge Road.

09 IMPLEMENTATION STRATEGY



MAP LEGEND

- UMSL Buildings
- Partnership Buildings



# Phase 3

In the longer-term, there is a significant opportunity for partnership development to establish a research park, mixed-use transit-oriented development at the UMSL North Station and new academic buildings in the academic core.

UMSL Master Plan Program Summary

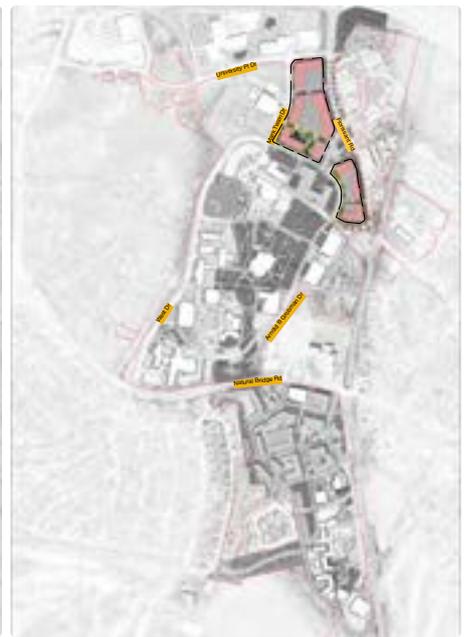
	ASSIGNABLE SQUARE FOOTAGE (ASF)	GENERAL CLASSROOMS	DEDICATED CLASSROOMS	TEACHING LABS
PHASE COMPLETION	1,774,015	70	13	32
DELTA (EXISTING / END OF PREVIOUS PHASE)	+18,640	-	-	-



Phase 3A



Phase 3B



Phase 3C

# Phase 3 Subphases

## Phase 3A

**New Loop Road Connection:** Create a new loop road, to the north of the UMSL North Station, that connects West Drive with Arnold B Grobman Drive, improves circulation within campus and creates a better-connected network of streets. The new Loop Road will also provide frontage for new transit-oriented development at the UMSL North Station.

**New Road Alignment:** Realign Arnold B. Grobman Drive where it connects to Florissant Drive and passes under the light rail tracks in order to better connect to the new Loop Road.

**Create campus gateway entry:** Create a new campus gateway entry that connects from the new Loop Road to Florissant Road. The gateway entry provides a more direct street connection from I-70 and the linear open space creates an open view corridor into the campus from Florissant Road. Landscaping and signage in the open space announce the arrival to campus. This gateway entrance will create a stronger

presence of the university from Florissant Road and create a clearer sense of arrival.

## Phase 3B

**North TOD Development:** Create transit-oriented development at the UMSL North Station that includes an addition to the Arts Administration Building, new student housing and partnership development opportunity. Development to the south of the transit station will include university-run student housing while development to the north of the transit station is an opportunity for partnership to create a mixed-use building with housing and retail on the ground level. This development will create vibrancy and activity around the transit station, encourage higher transit ridership and improve the sense of arrival to campus via transit. This development creates a new linear open space that connects between the transit station, Florissant Road and the Millennium Student Center.



Phase 3D



Phase 3E

### Phase 3C and 3D

**Research Park@UMSL Development:** The lands to the north of the new Loop Road and the Mansion Hills site present an opportunity for industry partnership development. Development should include research, labs, science, technology and other industries that will benefit from being located adjacent to the university while also supporting the university's mission. Signage and branding should indicate that industries are located at the UMSL campus to extend the visibility of the university. Development can be mixed-use with amenities and services supporting employees and the university students, faculty and staff.

### Phase 3E

**New Academic Building Opportunities:** In the later phases of the Campus Plan, new academic spaces may be needed. New academic space can be built lining the West Parking Garage to create a building frontage that better relates to and activates the open space to the east. The

site adjacent to the Thomas Jefferson Library and north of the JC Penney building could be developed for new academic programming.

**TBD Development Opportunities:** Development to the west of the Millennium Student Center Garages can include additional student housing that enlivens that campus and improves the student experience. Access to the site poses challenges due to topography and the location of the two parking garages. A new street access could be located between the two garages.

### North Campus Residential Housing

Development can be mixed-use, including housing, supported by amenities and services for employees and the university's students, faculty and staff.

09 IMPLEMENTATION STRATEGY



MAP LEGEND  
UMSL Buildings  
Partnership Buildings

0 250 500 1,000 1,500 Feet

# Overall Plan



**The overall plan represents the long-term vision that can be achieved through the implementation of each project in the three phases of campus transformation**

The plan leverages significant partnership development opportunity throughout the campus in particular at the northern extent of the campus near I-70 and around the UMSL South Station in order to facilitate campus transformations. New university facilities are strategically located around the UMSL North Station, at the North Academic Core and at the Health Sciences Core. New open spaces and enhancements to existing spaces provide places for people to gather creating a more lively and engaged campus atmosphere. Transit-oriented development at both transit stations leverages the existing transit assets to enhance the campus with new facilities and a distinct sense of place. The provision of amenities on campus in particular around the transit stations and Natural Bridge Road enriches the campus experience serving students, visitors and the community. Gateway treatments mark the main entrances into campus via car and transit creating a clear sense of arrival.

Overall, the plan will attract more students to the university and bring more people into the campus.

These elements of the plan contribute to a more engaged student experience, creates places for people to connect, cultivates lasting memories of the university experience and provides for a productive learning and working environment driving individuals towards their personal and professional goals.

PART II

## CHAPTER 10

# Conclusion and Next Steps

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With a comprehensive road map in place for the short and long term transformation of UMSL, change can start now.



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# IMAGINE





## Conclusion and Next Steps

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### **Short-Term Actions**

The 2021 Campus Plan and related phasing strategy will guide UMSL through incremental change to improve the campus experience, attract new students, right-size the campus and reinvest in the strongest of UMSLs existing facilities. The plan will become Facilities Management's primary guiding document that informs decisions on how and when the campus will evolve.

### **Long-Term Intentions**

The Campus Plan and the related communication and implementation process recommendations provide UMSL with the detailed direction it needs to guide physical transformation of campus while earning the support of the university community for future change. The Campus Plan should be reviewed annually and updated to allow the plan to evolve overtime.

# Acknowledgments

The following individuals have taken part in reviewing this document as part of the planning process.

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**APPENDIX**

# Engagement

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Lessons from the UMSL community of students, faculty, staff, and neighbors.



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# Opportunities from Community Engagement

**To create a robust experience on the UMSL campus, there must be investment across all the areas that campus is for: Doing, Feeling, and Connecting. The following is the set of opportunities that came from initial engagement efforts.**

## Summary of Discovery Engagement

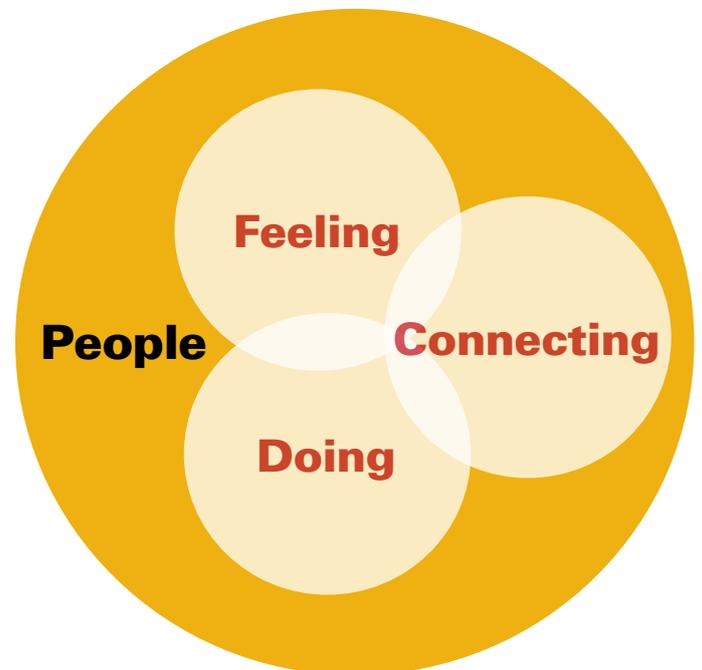
From nearly 1,000 survey responses and 129 workshop participants, the team identified the opportunities woven throughout the Master Plan, as well as the detailed opportunities in this appendix.

Workshop participants included:

- 42 students and recent alums: parents, disabled, veterans, grads, undergrads, residential, auto commuters, transit commuters, international, engaged, disengaged, LTGBQIA+, Black, White, Asian, Latinx, and more.
- 98 faculty and staff: part-time, full-time, wide range of departments, LTGBQIA+, Black, White, Asian, Latinx, and more.
- 3 additional neighbors (not already in the other categories).

## A Robust Campus Experience

A campus experience is more than teaching and learning, it revolves around doing, feeling and connecting (illustrated to the right). The campus master plan provides long and short term actions to reinforce these important functions of campus. The opportunities into these categories, and are indicated with a small icon. See more information on page 10 of the report.



## Creating Cultural Change

The future of the UMSL campus is not just physical infrastructure and facilities, but also long-term culture change, which requires, three types of interventions:

- Design: Creating, changing, and improving spaces and environments.
- Messaging: Building a cohesive identity across and beyond campus, and communicating assets and resources to the community.
- Policy and Programming: Facilitating utilization and activation of spaces to align with UMSL goals and priorities.

Each opportunity includes specific opportunities within these areas.

## Activate the outside space

There's opportunity throughout the campus to activate spaces that people are passing through, making the journey more pleasant or giving them new destinations. This includes creating spaces for casual meetings, working, and making the walk from the MetroLink or parking more enjoyable.



### Design Implications

- Give me functional outdoor spaces for working, socializing, and teaching considering details like acoustics and electrical access.
- Design the walking experience, including paths, landscapes, stops, and going through buildings.
- Beautify the landscape across campus, including adding art, nature, and reflective space.
- Make movement around campus feel fluid.

### What We Heard:

*"Walking from building to building and class to class, campus is pretty, there is nice grass and trees, but that's it. Even flowers and things to look at [would improve it], like, not just I am walking to class, but look at how pretty this is."*  
- Student

*"One benefit of not being able to find parking was that there were some spots where we would park and realize it was beautiful, or there was a nature trail. It would be nice if there were more intentional spaces along the way like this. When I'm walking 12 minutes to class, there's nothing to see."* - Student

*"Consider upgrades to outdoor spaces on North Campus that already have a lot of potential, such as the Quad, lawn south of TJ, lakes near the MSC and greenway trail, Bugg Lake, including more usable outdoor furniture, seating, and accessible pathways."* - Faculty member

*"What if we built a series of small outdoor lecture spaces - small amphitheaters for different sized groups?"* - Faculty member

## Welcome people to campus intentionally

Coming to campus for the first time, or as an infrequent visitor, can be intimidating. Expand on existing systems to introduce new people to campus, and utilize and clarify wayfinding across campus.



### Design Implications

- Create spaces for people to be the welcoming face.
- Clearly transition me from 'off' campus to 'on' campus.

### Policy and Programming Implications

- Create formats for intentionally welcoming new students, staff, faculty, and guests, including expanding tours and building guides.

### Messaging Implications

- Create wayfinding that works for the newest visitor to campus.

### What We Heard:

The Center for Teaching & Learning extended their new faculty orientation over a year to give faculty more time to acclimate to campus and St. Louis, and to intentionally introduce them to resources.

*"We're thinking about station branding for the North and South MetroLink stations, to be sure they're integrated into campus."* - Administrator

*"People feel welcome, it's just that they don't have any idea where they fit into UMSL's world."* - Neighbor

*"People come into events office and ask where the testing office is. We've printed out signs, but we have people 15-20 times a day."* - Employee

*"GPS takes you down I-70 and in the back entrance, or it takes you off Hanley - those are not very attractive and welcoming."* - Employee

## Support shared spaces to become my space

People love to find their spot – a place they can feel like is their own whenever they pop by to work, relax, or connect with others. There's an opportunity to help everyone find special spots to meet their needs across the shared spaces of campus.



### Design Implications

- Support moments of ownership in building shared spaces.
- Balance active and calm spaces in each zone.

### Messaging Implications

- Highlight the details that make campus personal.

### What We Heard:

*"A spot I really think of as mine is the lower level of the library. I know many went there to do homework, but no matter how many people were down there, it felt like my spot."* - Student

*"The Hearth room in student center is a great place to meet in the winter time or just read a book. It's great to read a newspaper in the library if you just want to get out of your house."* - Neighbor

*The proposed Cultural Center seeks to create a venue for faculty, staff, students, and community members to come together to have conversations about identity, equity, and representation.*

*"I enjoy taking a break from work by playing piano. I like that there is a piano in the stairwell of MSC as well as by the Subway."* - Employee.  
*[in response] "I had no idea there was a piano somewhere on south campus!"*  
- Another employee

## Support shared spaces to become my space (student housing)

While most UMSL students are commuting, on-campus and nearby housing serves an important role for students who want to make UMSL their home base. Students of all ages find value in making a home nearby, especially when it helps meet the broader needs of student life. While addressing housing isn't core to this effort, it's essential to consider the influence it has on space.



### Design Implications

- Ensure that existing housing remains connected to new campus activity centers on North campus.
- Meet basic needs for students right on campus, including kitchens, spaces for kids, technology access, and laundry.
- Consider opportunities to partner for accessible and affordable housing in the surrounding area.

### What We Heard:

*"I lived at Oak and I loved how affordable it was. I was given a ½ price housing scholarship for living outside of the STL area. Meadows was rather expensive, with deterred me from applying there. At Oak, I loved the resources within the building, like the printing lab, the computers, and the lounge study spaces on each floor."* - Student

*Apartment style housing is at 100% occupancy with a waitlist, while traditional, dorm-style residential housing is currently at 50% occupancy, and more typically at 75-80% occupancy.*

*"Oak and the Meadows are tucked all the way in the back of South campus. What happens to those spaces, and how do we encourage students to drive through the tumbleweed space, once academic programs move to North campus?"* - Administrator

*"I want affordable apartment rates for students that have children. And child care programs that offer flexibility. I was told with childcare on campus that they would only keep my child when I had classes, but I also need to do homework."* - Student

## Prioritize the basics

The deferred maintenance of the UMSL campus is a big challenge facing all campus community members. Addressing this and other basics builds trust and shows the community that they are valued. By paying attention to the details, UMSL will be caring for its community.



### Design Implications

- Cover the basics for the long-term, including WiFi, bathrooms, printers, cleaning, elevators, and outlets.
- Address accessibility & basic health concerns promptly.

### Policy and Programming Implications

- Prioritize maintaining what exists.

### MESSAGING IMPLICATIONS

- Be transparent, with clear timelines and shared results.

#### What We Heard:

*"We have the tale of two campuses: North campus—grass cut, flowers planted, bushes trimmed—and South campus where the grass and bushes are so overgrown that snakes hide in them and crawl in the windows. I would just like to see campus plant some flowers to make it feel more welcoming." - Faculty member*

*"I love it when there are comfortable spots to work when not in class...that have WiFi and cellular access." - Student*

*"One time...the elevators in the SSB were out of service and a student in a wheelchair had to be carried in to class because their wheelchair couldn't make it to the class."*

- Faculty member

*"I would love to think about what could be used for research and teaching, but that's a dream. Right now I'm thinking about basic necessities."*

- Faculty member

## Polish the would-be campus gems

Some well-loved campus places are still functional, but their outdated interiors keep them from feeling welcoming, engaging, and connected to the current academic community. Other spaces have high potential to become well-loved hubs of activity if given more attention and TLC.



### Design Implications

- Refresh the interiors of spaces including addressing stained ceiling tiles, worn carpeting, and old furniture.
- Bring the culture of UMSL into buildings through updated art.
- Bring new attention to usable landscapes, such as Bugg Lake.

#### What We Heard:

*"I mentioned the library as one of my favorite places, but it was starting to show its age. The carpet was old, the tables were old. And not in like a charming historic way, but just like a this is from 1995 kind of way. Everything still worked and I made some great memories, but the library and most of the academic buildings just felt like they could use a little bit of a freshening up." - Student*

*"There is a lounge at the top of the SSB tower. It is in disrepair and has been for a number of years. It is dirty, filled with old furniture, and the windows are filthy. Some TLC would make it a great place to hold meetings and events." - Employee*

*"There should be whiteboards, tables, and chairs in study room. It's something that is standard in colleges. It feels like UMSL is behind the times. The teachers are ahead of the curve, but the facilities don't mirror what our teachers are teaching us." - Student*

*"In my office, I have art from the University's collection. I want to see the diversity of our campus on the walls of our buildings, and prominently around. The buildings would feel more welcoming and inclusive if people saw themselves represented there." - Administrator*

## Support hybrid work

UMSL has always had an online component, and COVID-19 has increased the fluidity between the online and the in-person. Students, staff, faculty, and guests need spaces to seamlessly use technology tools while on campus.



### Design Implications

- Support students taking online classes while using campus space and technology.
- Support staff and faculty working away from their offices.

### Policy and Programming Implications

- Align scheduling to support student, faculty, and staff's successful participation in commitments and classes.

### What We Heard:

*"Assuming we'll be transitioning to more blended/hi-flex teaching options, having space for students to hop on to a Zoom class immediately following an in-person class will be helpful."* - Faculty member

*"Right now, we have a lot of students Zooming into class from the Library or the MSC, because they have back-to-back in-person and Zoom meetings. They have to mute themselves as people walk by."* - Faculty member

*As laptops become an option for all staff and faculty, IT staff report needing additional flexible spaces for faculty and staff to land.*

*"In the hybrid world, things are changing so quickly. We're still developing repopulation plans. We've had positive engagement, programming, and connecting in the virtual world. We're going to continue offering Zoom and virtual events, even after we go back."*  
- Staff member

## Have the supplies that keep me here

To create "sticky" environments on campus, the things people need should be readily accessible, either on campus or in the nearby vicinity.



### Design Implications

- Have convenient options for coffee and food, particularly healthy options, throughout campus.
- Create resources that serve hybrid and commuter students, staff, and faculty, including storage for food and supplies.

### Policy and Programming Implications

- Offer shared technology (printing, outlets, WiFi, shared computers) in the places people will stick around in.

### What We Heard:

*"Students have requested that we spend student fee money to put a cappuccino machine in our building."* - Faculty member

*"If there are comfortable places with wifi and cellular that's great. A lot of people aren't just going to school, they also need to work. Meeting those needs makes it an easier choice to go to college and an easier choice to pick UMSL if we have those spaces available"*  
- Student

*48% of current students are using coffee shops, restaurants, or bars away from UMSL, and 27.7% are using the same businesses near UMSL for their campus-style activities.*

*"In a dream world, we'd have a commuter lounge with seating and storage and refrigerated lockers to store lunches or breastmilk."* - Administrator

*"There's no lunch spot on south campus. Nothing that's welcoming, that says come in, have a seat, let's chat. The options are very limited and it encourages you to eat in your office or leave campus"* - Faculty

## Support transportation options

People drive to UMSL out of necessity — distance, time, and responsibilities — but many don't think it's ideal. A small percentage of the UMSL community bike (3.7% of survey respondents), walk (5.7%), or take transit (10%) to get to campus, and those that do hope for greater support. Bridging the divides on campus could be supported by alternative mobility options.



### Design Implications

- Encourage biking to and around campus.
- Make walking a preferable option to get between campus destinations.

### Messaging Implications

- Regularly introduce UMSL community to transportation options.

### Policy and Programming Implications

- Assess and reroute shuttle routes to serve campus needs.

### What We Heard:

*"Create crosswalks and ramps for walking from Mansion Hill to campus!" - Student*

*"The shuttle isn't ideal. Sometimes the app isn't accurate, but it does help to be able to weigh the options." - Student*

*"My UPass has made it easy to get to job opportunities, internships. I can just get off campus and enjoy that." - Student*

*"When I first arrived, I didn't realize how hilly UMSL is. I bought a bike, but I found out the hard way that some walking roads don't end where they're supposed to." - Student*

*"I had a fascinating discussion with an English professor & student about the environmental ethic in Lord of Rings WHILE RIDING THE METROLINK!" - Faculty member*

*"I was waiting at the shuttle stop. It was really cold and there was a ton of snow. The app showed that the shuttle just stopped. There were like 30 people, and they went other places. I got on eventually, but they left so many people behind. The shuttle schedule wasn't predictable, especially after 4p" - Student*

## Make spaces available across the UMSL community

Current members of the UMSL community, and those in the surrounding area, don't know the spaces that are available to them, and struggle to access them. Streamline these systems to make the best use of the campus space.



### Messaging Implications

- Continue and expand communication about assets on campus to the current community and prospective students.

### Policy and Programming Implications

- Support campus spaces to be available to both the UMSL community and the broader community by streamlining rental policies and evaluating costs.
- Support UMSL community to get access to spaces, including for storage and gathering.

### What We Heard:

*"I think the fact that many people do not know where to go on campus other than the building where they have class shows that we are under utilizing our campus resources because we are not aware of them." - Student*

*"I was with a group that rented space in the Fitness Center...Somehow the person that took reservations overbooked the space and we were forced to move to an area that was designed for a spinning class, but it didn't allow food and drink. We were sent into the lobby of JCP and had to eat on the floor. Although I was not a student at the time...I did not feel welcomed on campus at all even though we paid to use the space. We were treated as an inconvenience." - Current student, former visitor*

*"We work with teachers, and while there is event space on campus, that space is very expensive. so we usually meet at a high school, where we can get the cafeteria for free. It seems like a missed opportunity to bring high school teachers here. They're our best resource for bringing students here." - Education faculty member*

## Help me collaborate

Collaborative spaces across campus, such as the Collabitat, get good reviews, but are seen as too distant from other campus hubs. Create more spaces for intentionally working together, and share them widely.



### Design Implications

- Create more collaborative workspaces for students, staff, and faculty, in both central and distributed locations.

### Messaging Implications

- Tell people where they can work together, highlighting the assets of different types of spaces.

### What We Heard:

*“After my calc class, I’d go with some friends over to the MAT Lab to sit down and spread out. There were computers and whiteboards, and once we got there we could knock out 1-2 hours of studying time, and have an easy place to collaborate.”* - Student

*“I worked as a paired peer tutor for mathematics in Spring 2020. I would meet the student in the library; however, I feel as though the library did not have a proper space and tools to assist the students such as whiteboards and a quiet work space.”* - Student

*“Nursing students have group projects, but there aren’t areas for students to get together.”* - Student

*“Environments where faculty can feel like they can walk down the hallway and see their colleagues is a very healthy thing.”* - Provost Marie Mora

*“The academic buildings don’t have enough small meeting, gathering or “sticky” spaces for students and faculty to gather and work together. It doesn’t promote the feeling of staying on campus longer.”* - Faculty member

## Give me places to gather casually

While the MSC is a big hit because of the casual, organic nature of connection in its spaces, few other places on campus enable this casual connection. As a result, people frequently feel alone on campus, even if many people are spending time (also feeling alone) in nearby buildings.



### Design Implications

- Give me shared, informal places to gather.
- Give me places to run into people.
- Let me claim my space.

### Policy and Programming Implications

- Create a regular rhythm of using campus spaces.

### What We Heard:

*“The business building had nice sofas and tables in the lower level that were great for doing homework with classmates at or hanging out before class. In the older buildings that weren’t the library there was really no place to hangout and wait for class that was comfortable or nice.”* - Student

*“In buildings like Lucas, you just have classroom and a hallway, nowhere to just sit and have a conversation.”* - Faculty

*“I miss the lounge area social work had in the old building. It was a homey area with, printers, computers, couches. We had gatherings like trivia nights, black history event – we were able to meet other social work major students and it was convenient to stop in and work on something or print between classes.”* - Student

*“Students want to have the ability to have an impact on campus. Student Involvement has modular furniture that can be moved around to create a sense of community....we need spaces where students can stop, pause for a second and engage. This is how we’re going to retain students as they’re rushing through their day.”* - Administrator.

## Emphasize and support connections across campus

Ensuring that the “islands” of campus are consistently connected, including through transitions, helps community members feel valued and seen. Connections are both physical and intangible.



### Design Implications

- Ensure campus “islands” are connected, including the far north and South Campus.
- Further support “bridging” Natural Bridge Road and Florissant road.

### Messaging Implications

- Communicate assets, and how to access them, to populations across campus.

### Policy and Programming Implications

- Support programming that bridges across campus areas.

### What We Heard:

*“We don’t want the cluster of the most northern buildings (Arts Administration, etc) to become the South Campus of North Campus.”*

- Faculty member

*“I would love for there to be a little more interconnectivity between North and South campus & the residence halls. The residential buildings are so far back from campus attractions like MSC, the Rec, that it doesn’t totally allow students to be as interconnected with the campus as they may be. I think there is opportunity for bike lanes, improved walkways. Housing needs to be integrated rather than tucked away. That can be isolating.”*

- Student

*“There are times when I have felt that the long uphill walk from the Library toward the Alumni Circle is one of the loneliest places on earth.”*

- Faculty member

*“Yes, everything is so spread out — some of the buildings might not even be on campus. The Touhill? It might as well be happening in Kansas City. Things feel far away and disjointed. [On a previous campus,] it was three times the size, but it felt easier to walk around. There were plenty of places to stop along the way, to use the restroom, get a soda.”*

- Employee

## Activate nearby off-campus areas

The investments that UMSL has already made in the surrounding areas have begun to transform the community. Both the neighbors and the UMSL community support these changes, and want more.



### Design Implications

- Support local restaurants on and near campus, open to the public and the UMSL community.

### Messaging Implications

- Define and communicate UMSL’s pride in your community.

### Policy and Programming Implications

- Bring St. Louis’s character to campus.
- Continue demonstrating commitment to the local community.
- Develop & publicize partnerships with local restaurants and businesses.

### What We Heard:

*“It is embarrassing to have a flagship university that develops teachers and gives degrees to teachers and they haven’t embraced that district and made that one of the best in the country. It’s embarrassing to say you could graduate from UMSL and not send your kids to any of the districts around it because they aren’t accredited.”* - Neighbor

*40% of survey respondents only spend time in the surrounding neighborhoods once a year or less. While many indicated that they don’t spend time in surrounding neighborhoods due to time or distance, other key reasons included:*

- *There’s nothing I want or need to do there*
- *Safety concerns (including crime and pedestrian safety)*
- *Negative perception of the surrounding area*

*“We need more development between UMSL and Ferguson. We need sidewalks, crosswalks, and a more student-friendly place to connect UMSL to other developed areas like Ferguson. It would be cool for them to have a shuttle bus pick up and drop off students in Ferguson during times that cafeterias are closed.”*

- Students

## Elevate an UMSL collegiate identity

Coming to a college campus should feel different than other settings – it should feel like a place that is intellectually stimulating, full of opportunity, prompting deep thought and sustained work. Signifiers large and small tell people they're in this special type of place.

### Design Implications

- Create signature campus spots and landmarks.
- Create spaces that highlight the collegiate activities of campus, including research and student work.

### What We Heard:

*"When I took my grad pictures, I didn't want to take my pictures on campus. There wasn't anywhere to show my UMSL pride. I went to WashU and to the arch."* - Alum

*"I've had many lovely lunches sitting in the pagoda on Bugg Lake. It feels really like college to me there."* - Faculty member

*"If we're using green space to do research we need to have signs that explain that. It'd be a fantastic [prospective student] tour conversation. We need to do a better job calling that out so it doesn't look like weeds."*  
- Employee



## Show me campus life

The topology of campus, size and exterior details of the buildings, natural features, and movement of people across spaces all create opportunities to see and feel the vibrancy of this learning community.

### Design Implications

- Create and frame both the micro and the macro views of campus.
- Make me feel like other people are around.

### Policy and Programming Implications

- Activate outdoor spaces for gathering and connecting.

### What We Heard:

*"At a prior college I attended, there were rooms that had unique touches, like a corner room that had a window sprawling across the campus."*  
- Student

*"Going to events was a really great community opportunity, where I met a lot of cool people and got to engage with them."* - Student

*"My favorite place is the spot in the Quad between Clark and the libraries. From there you can see the whole Quad – from the pyramid to ABH – and then it looks out over to the Rec. At the right time of day the sun bounces everywhere and the light is beautiful."*  
- Employee

*"I have always had an office without windows, which is depressing. I avoid my office because of that. I will often go to the 3rd floor of the MSC where there's a long row of windows. I'll grab a table and look out over the pond and campus."* - Faculty member



# Community Refinements

The vision, concepts, and direction of the Master Plan was tested with the UMSL community during the refinement phase. The following is a summary of feedback from participants.

## Summary of Refinement Engagement

Refinement engagement included a synchronous and asynchronous workshop. There were over 400 respondents, approximately 44% of whom were students or alum, 50% of whom were employees (faculty or staff), and the remainder were neighbors or visitors only. This appendix summarizes feedback that was incorporated into the Master Plan from this round of feedback.



Above: Images from synchronous workshops.

## Initial Phase Recommendations

### Addressing the basics first

As a very first step, continue some of the on-going efforts, and expand communication and engagement around others in order to build trust with the UMSL community.

#### Improve Wayfinding and Signage

- Develop cohesive entrance signage, particularly on Florissant (at I-70 and Grobman) and South Campus.
- Select wayfinding and messaging strategies that can be easily kept-up.
- Update wayfinding inside and outside of campus buildings.
- Address upcoming projects and initiatives via clear communication, including messaging 'coming soon' with a clear timeline and explanations of intention behind projects.

#### Address Accessibility

- Build on existing efforts to document and respond to accessibility concerns.
- Communicate timelines for addressing current accessibility concerns across campus, and develop a straightforward and clear process for addressing concerns going forward.
- Put accessibility considerations front and center for every decision communicated to the community.

#### Plan for Maintenance and Address Immediate Issues

- Focus on up-keep of what already exists.
- Develop plans for both building and landscape maintenance strategies.
- Be upfront about maintenance considerations and strategies with campus community, and ask for their help in identifying needs, as well as communicating decisions.

### Bring the campus community along on changes

- Develop a comprehensive communications strategy for facilities improvements, including messaging what's coming in-place and through other venues (emails, department communication).
- Develop a structured plan for engaging departments (particularly faculty, staff, and graduate students) in moves and transitions. Implement clear standards for timelines, swing space, and maintenance leading up to a planned move.
- Build on existing strategies to share cohesive messages about coming changes. Address the intentions behind changes, and communicate widely to ensure that stakeholders are aware (Gallery 210 as an example).
- Involve the campus community in decisions that impact their space, building on existing committees managed by facilities.
- Particularly as people transition back to campus in the 2021-2022 school year, develop an engagement plan for responding to facilities concerns, including those related to space and public health.

#### Meet basic technology needs

- Ensure that WiFi is sufficiently stable to support many high-bandwidth connections simultaneously for joining remote classes on campus.
- Provide spaces for participating in hybrid classes from campus, so students aren't zooming in from their car.

## **Make small changes to improve the quality of life on campus**

As longer-term changes are in the works, make small, targeted investments that improve the quality of life for faculty, staff, students, and visitors.

### **Create drop-in, hang-out collaborative spaces across campus**

- Using the nooks and rooms identified with the facilities team, invest in flexible furniture, basic electrical improvements, and minimal construction improvements to create spaces for people to stick around between classes or to have a casual meeting.
- People prefer spaces that have some limit to the sound (for example, with sound baffling or insulation), but want to be able to see the spaces around them (through glass or other clear views).
- Ensure spaces are regularly cleaned and usable.

### **Activate outdoor casual connection spaces**

- Existing outdoor spaces, like the Quad, Bugg Lake, outside the MSC, and outside the Science Complex are opportunities to further activate space, both through activities and improved amenities.
- People prefer casual, movable seating that gives them the opportunity to work and collaborate with each other.
- Provide seating and gathering places in the shade and with protection from the elements.
- Identify locations where people can appreciate nature but still utilize the space.

### **Clarify rental and access policies, consider making space more affordable to access**

- Ensure that spaces across the campus are available to UMSL and outside community members, and communicate space available widely.
- Work with Event Services and Community Engagement to ensure the community can more affordably access appropriate spaces.

### **Create short-term improvements to dining and coffee**

- Identify opportunities to provide coffee and/or food across campus, particularly later in the day and on the weekends.

## Summary of Feedback, by Category

### Signage and Landmarks

- Be consistent across campus
- Ensure signage is located at entrances to campus, and should be consistent, particularly on Florissant and South Campus.
- Further clarify what is inside buildings.
- Signage and landmarks should be low maintenance and people should be able to believe it can be maintained.
- People love landmarks — SLU was mentioned as a benchmark.
- People don't know how to navigate through campus because there are not ways to provide direction.
- Utilizing topography to support visual landmarks across campus that help people navigate.
- Huge interest in student-created and student-engaged art.

### Transportation

#### Micromobility

- Scooters could support transportation around campus and to specific destinations, but having some organization or clarity about where they can live on campus is important — docks, or parking zones.
- There's concerns about speed and safety of scooters.
- This is only feasible if there's maintenance capacity.

#### Ride share

- There is difficulty of locating on campus — finding places for pick-up and drop off, and having drivers find you.

#### Biking

- Concerns about pedestrian conflicts with cyclists.
- Lots of love for the trails, and would like them more widely used and known (particularly the Greenways).
- Storage for bike commuters (especially students) might be necessary.

### Transit

- Big concern about walking from North Campus MetroLink to MSC (too hot, no path) and up the hill from South MetroLink to ProVo.
- Safety concerns related to transit, although many thought having more people closer to transit would be beneficial.
  - » Concerns about having transit close to buildings (due to safety)
  - » Lack of clarity on if transit stop in a building would be safer or not.
- Importance of sightlines to transit stations.
- Concerns about bus/pedestrian conflicts on South Campus.
- Pop-up events and activation near transportation are interesting to many.

### Shuttle

- Concerns consistency of operation.
- Skepticism about there being enough.
- Dedicated accessible parking that is close to buildings.
- Desire for more shade and walking paths from parking to buildings.
- Garage maintenance is a high priority.
- Communication about parking policies and which spaces are reserved when. For example, many faculty-only spaces are never or rarely used.
- Parking lot names are currently very confusing (CC, AA, etc). Could be changed to reflect location.
- Curbside parking: lots of concern about the ability of parallel parking and blocking traffic. Concern about it taking up space, appearing cluttered. On the other hand:
  - » Interest in having the space activated and feeling like there are people around
  - » Desire to have traffic slowed down
- Interest in having more clear paths from parking to buildings (specifically, West Drive garage to JCP, center of campus).

## Meeting, Studying, Classrooms

### Meeting, studying, classroom spaces

- People do not want to be too close to people in the post-COVID world.
  - » Larger spaces for collaboration are less desired or needed, but small, semi-private or private spaces are.
  - » Spaces should be able to seat at least 2 people, but individual booths are too small.
- Wanting semi-private or see-through spaces that allow view to the outside world.
- More up-to-date flexible spaces, but there's a value in having a mix of spaces.
- Up-to-date doesn't necessarily mean top technology — power outlets, phone signal and strong WiFi.
- Small improvements mean a lot, like having improved casual seating and places to hang signs.
- More collaboration spaces like the Collabitat are wanted on North Campus.
- Casual, collaboration nook is desired, particularly with access to outlets.
- Finding ways to provide space for staff to utilize.
- Faculty / staff want to see more collaboration / hang out space; students want things to be up-to-date
- Noise and auditory issues in small spaces, classrooms and hallways are a top priority — desire for sound limitation.
- General comfort includes having natural light, reasonable temperature control.
- Concerns about maintenance of new tools like whiteboards, technology, screens.
- Need for spaces for people to drop in to individual zooms and participate without interruption.

### Connection spaces

- Maintenance and cleaning of areas that people will eat is a top concern.
- Concerned about clutter and noise in hallways.

## Nature and Outdoor Space

### Outdoor Spaces

- Outdoor learning spaces should be flexible and able to be used in a variety of settings and formats.
  - » Informal, mixed-seating — liked things that could be connected to nature, and were more informal and flexible.
- Covered outside space was highly prized, particularly with protection from the elements and shade.
- Build on nodes that already exist: Bugg Lake, patio outside library, patio outside MSC, Quad, outside the Science Center, space outside the ProHo Chapel, ProHo Villa Courtyard, rooftop on the ProHo Legras wing
- There were concerns about maintenance and cost for installation of more intensive forms of seating.
  - » Addressing each potential new proposal from the perspective of the people doing the maintenance.

### Views

- Increase visibility to buildings
- Increasing shade and 'belief' that someone can walk across an area.

### Landscapes and Natural Environments

- People want intentional native plants with signs.
  - » Signs should be less informational and be more oriented towards branding — saying that things are done on purpose rather than giving all the information.
  - » They particularly like flowers.
  - » Desire for landscapes not to be 'wild' but to be intentional (example of the Danforth Plant Sciences center).
- Touchiness about things appearing neglected in North County, so it's important that things are intentionally cared for.
- Strong desire for spaces to be used — for people to sit in natural environments
- Some sort of issue with smell outside — either dumpsters or fried food from the MSC?

- Tell people about the community garden so they can engage with it.
  - » Connect community garden and/or future orchard with the food pantry.
- Walking paths should be more usable: more shade, better condition.
- Some concern about flooding (location unknown) from heavy rain impacting campus paths.
- Need to accept the reality of maintenance for the campus — work within the constraints of campus.

## Connecting Areas of Campus

### Bridging and Connecting

- People really want to bridge North and South Campus, but they don't know how.
  - » Could different language be used to make it feel less divided.
  - » Programming and activities across North and South Campus would help people go back and forth, like tours or meetings in different locations.
- Pedestrian access is a top priority.
  - » Make a clear signal that campus goes across Natural Bridge.
  - » Use visual cues that connect to the vibe of campus.
  - » Many people would like there to be a pedestrian bridge that goes over Natural Bridge.
  - » Pedestrian access to FAB is also a concern.

### Core of Campus

- People are currently unclear what the core of campus is; parts of campus feel added on.
- Better utilization and appeal of what already exists, especially the quad.
- People do not like the very enclosed space or the very wide-open space.
- Mixed spaces were more liked, and felt more similar to what already exists.
- Routing flows and paths through spaces that people should go through.

## Surrounding Community

### North County: businesses and nearby areas

- People want investment and growth in North County.
  - » Desire for it to be safe, perceived as invested in and cared about.
- Want restaurants and coffee.
  - » Casual dining, grab-and-go seemed like a better fit.
  - » If the Touhill is reactivated — having a seating area.
  - » Supporting small businesses is a high priority.
  - » Having weekend dining, as well as later evenings.
  - » Unclear how important outdoor dining is.
  - » Shops and restaurants either off-campus but 5-10 minute walk away or in an appropriate location on campus
- Lots of enthusiasm for the proposed development at Normandy City Hall
- High priority to welcome North County residents to campus by addressing rec center costs, having more events for community members, and hiring North County residents. Visitors to campus sometimes know more about accessing resources and spaces on campus than faculty and students.
- People are interested in multi-generational housing, even though there is some confusion about what it is for.
- People want to be clear on UMSL's role versus community colleges in workforce development.



