Executive Summary

The University’s residence hall system is among the top 5 percent largest housing systems in the country. Residence halls serve 7,400 students. Since it was established in 1959, the residence hall system at Illinois State University has been a leader in introducing programs to address student’s living and development needs.

In addition to five large housing complexes constructed in the late sixties, the system includes five full service dining centers and two apartment complexes. The system consists of 2.2 million square feet in 28 individual structures. The age of the structures, their deteriorated condition and outdated configuration has been identified as a growing problem that affects the ability to continue offering quality, attractive and affordable housing into the future.

The University’s Campus Master Plan, adopted by the Board in February 2002, recommended a major reconfiguring of the existing residence halls. The Master Plan recognized the current buildings were aging and that today’s students were asking for different type of living spaces. The Plan called for a redesign of most of the existing structures, demolition of several older buildings and construction of new replacement halls.

The Campus Master Plan recommendations and Educating Illinois provided guidance to the Long Range Planning Team. Information from the recently completed Facilities Condition Assessment offered a clear evaluation of the deficiencies of the various building systems in each of the residence halls, apartment complexes and dining centers. The Team spent time carefully studying designs that offer creative solutions to reconfiguring the living and public spaces in each residence hall complex. The Long Range Planning Team discussed and evaluated the various design options and considered the cost for each.

Introduction

Students arriving on campus today have experienced a different lifestyle when compared to previous generations. Many students are used to having their own rooms and some, their own bathrooms. While residential campuses, especially those with strong co-curricular experiences, continue to be a popular choice for students, these same institutions are quite often plagued with aging facilities. Illinois State University is such an institution.

The Illinois State University on-campus housing system includes five residence hall complexes with attached dining facilities and two apartment complexes. It is the goal for both Campus Dining Services and University Housing Services to provide positive residential experiences for students that augment their academic program in community oriented environments. The proposed Long Range Plan is designed to align our facilities with our programs and services.
Connecting with Our Core Values

On campus housing should reflect and support the values of the institution. Illinois State University is an institution that places a strong emphasis on the quality of the undergraduate experience, the on-campus housing program serves in partnership with the campus community to maximize opportunities for students to interact with one another, with faculty and with staff in support of this experience. It is these opportunities that distinguish a community oriented program from other types of student housing.

The Long Range Plan contributes to furthering the five core values as stated in Educating Illinois by providing:

- **Individualized Attention.** A variety of options from which students can choose in order to better accommodate their preferred living environment.
- **Public Opportunity.** Outstanding facilities that are flexible, attractive and updated.
- **Active Pursuit of Learning.** Comfortable and attractive gathering spaces to promote co-curricular learning.
- **Diversity.** An emphasis on smaller and more welcoming communities to facilitate interaction among students.
- **Creative Response to Change.** Adaptable designs so that structural changes made today can sustain the changing needs of tomorrow’s students.

Campus Dining Services and University Housing Services’ Mission

*Campus Dining Services and University Housing Services are student-centered organizations committed to providing the premier residential living-learning experience, which enhances the academic mission of Illinois State University. It is further committed to valuing diversity and providing the model for a Learning Organization.*

University Housing Services and Campus Dining Services, though organizational independent units share a common vision to provide quality experiences for our students that assist them in accomplishing their academic goals. Examples of these experiences include the:

- **Faculty Mentor Program** Starting in 1992, interested faculty members have been paired with residence hall floors. Participation in this program has grown to over 100 mentor relationships. Faculty Mentors provide guidance for students and serve to break down the barriers that often prevent students from fully engaging with faculty in the classroom. These interactions occur outside of the classroom environment and most often occur in the residence halls and dining centers.
• **Academic Lifestyle Program**  Twelve academic departments have a residentially based academic community in the residence halls that groups students together based on their major area of study. The Faculty Coordinators for these lifestyles not only serve as resources for students regarding their course of study, but also serve as mentors on non-academically based topics.

• **Internship Program**  Students interested in pursuing professions in dining services on college campuses have the opportunity to participate in the NACUFS (National Association of College and University Food Service) internship program on our campus. Each year, Campus Dining Services is the host for intern participants from across the country who spend two months at Illinois State University learning how to provide a quality dining program for students.

**Our Charge**

Recognizing the need to address the future of on-campus housing in a comprehensive manner, President Bowman requested that Vice Presidents Helen Mamarchev and Steve Bragg oversee preparation of a long range plan.

To address this major campus issue, Vice Presidents Mamarchev and Bragg appointed a planning group to guide the development of the Long Range Plan for Campus Dining Services and University Housing Services.

The planning group was charged with examining programmatic, operational, financial, and design aspects. One of the parameters provided was that Central Campus (Dunn Barton and Walker Halls) would be razed at a yet to be determined date.

**Long Range Plan Team Members**

Maureen Blair, Director of University Housing Services, Co-Chair  
Arlene Hosea, Interim Director of Campus Dining Services, Co-Chair  
Richard Runner, Director of Facilities Planning and Construction, Co-Chair  
Greg Alt, Comptroller  
JoEllen Bahnson, Assistant Comptroller  
Sam Catanzaro, Associate Dean, College of Arts and Sciences  
Rick Kentzler, University Architect  
Steve Lancaster, Associate Director for Facilities, Campus Dining Services  
Chris Ratajski, Associate Director for Fiscal Management, Campus Dining and University Housing Services  
Marilyn Tyus, Associate Director for Facilities, University Housing Services

Critical planning imperatives, those essential factors for determining success, were identified. It was determined that a successful Long Range Plan should include both rehabilitation of current facilities and new construction. The Team
examined preliminary planning alternatives, construction costs and funding alternatives. The results of several assessment processes were used to guide the Team’s work. The remaining pages of this report provide a summary of the Team’s findings and recommendations.

**Guiding Principles**

- Increase the variety of options available for students.
- Decrease the bed-bath ratio.
- Decrease the density of residential complexes.
- Increase flexibility within structures (student rooms, food preparation areas, community spaces).
- Increase the number and type of community spaces to promote interaction among students and between students and faculty/staff.
- Update and enhance the comfort and appeal of facilities.
- Create attractive, accessible and energy efficient entries into the facilities.

**Programmatic Elements**

- To create more inviting community spaces that will support the goals of Educating Illinois by bridging the in class and out of class experience.
- To ensure configuration in each building supports the community development needs of students based on their developmental needs (ie: first year students typically benefit most from maximum exposure to a wide variety of students while sophomore and upper class students desire a smaller community environment.)
- To continue to provide a set of amenities for students (computer labs, study areas, recreation equipment; fitness centers; direct internet access; cable television; laundry; and lounge areas.
- To incorporate flexibility in design concepts in order to ensure that the requirements of our future students will be met.

**Structural Elements**

- To improve the quality of the building main entries.
- To incorporate the addition of sprinklers for fire safety.
- To increase accessibility for those with physical disabilities.
- To incorporate necessary infrastructure work that addresses existing problems and prevents future problems.
• To replace built-in original furnishings in student rooms with moveable and updated furniture.

**Our Facilities**

The majority of our facilities were built from 1960-1968. The oldest building is Dunn-Barton built in 1951 and the newest is Shelbourne Apartment complex completed in 1972. Our facilities comprise 2,200,000 square feet on campus, which is 35% of the square footage of the University with an estimated replacement value of $500,000,000. Given the magnitude of this operation, the results of several studies have been used in order to ensure that the dollars invested in our facilities is directed appropriately.

**Shive Hattery Study**

In August of 1996, Shive Hattery Engineers and Architects, Inc. completed an audit to assess the infrastructure of the residence hall and dining center complexes. The audit provided replacement schedules and estimated costs for most mechanical systems and structural issues. A team was assembled to implement the findings of this audit. This team, called the Residence Hall Infrastructure Implementation Team (RHIIT) has used this information to prioritize and schedule major infrastructure replacement and renovation. Over the past seven years, more than $25,000,000 has been dedicated to improve the infrastructure of our facilities.

**Solomon, Cordwell, Buenz and Associates Study**

In the spring of 2001, the Residential Long Range Plan process began with the selection of the Solomon, Cordwell, Buenz and Associates (SCB) Architectural and Design Firm. This study was designed to expand the scope of the Shive Hattery work on infrastructure and explore the flexibility within our facilities to meet current demands and prepare for future students. Using a series of charrettes, or focus groups, to gather input from a variety of on and off campus constituents, SCB developed a variety of design concepts. Their work resulted in a creative and exciting plan that would transform our facilities. Given the limited resources available, the plan was not affordable in total, but has served as a guide in making design decisions as in the redecoration of the residence hall lobbies and the Wilkins Hall restroom ADA design.

**Facilities Condition Assessment**

During the Fall 2002, the University completed a Facilities Condition Assessment that served to update the findings of the Shive Hattery Report. These findings were presented to the Board of Trustees during the July 2003 meeting. The residence halls and dining centers were included in this assessment. It should be noted that indices are not included for Cardinal Court and Shelbourne apartments as these facilities were not involved in the FCA.
Facilities Condition Indices

<table>
<thead>
<tr>
<th>Residence Halls</th>
<th>Dining Facilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hamilton</td>
<td>Linkins</td>
</tr>
<tr>
<td>Atkin</td>
<td>Feeney</td>
</tr>
<tr>
<td>Colby</td>
<td>John Green</td>
</tr>
<tr>
<td>Whitten</td>
<td>Vrooman</td>
</tr>
<tr>
<td>Dunn</td>
<td>Watterson</td>
</tr>
<tr>
<td>Barton</td>
<td>Walker</td>
</tr>
<tr>
<td>Wright</td>
<td>Wright</td>
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<tr>
<td>Haynie</td>
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<td>Manchester</td>
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<tr>
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<tr>
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</tr>
<tr>
<td>Watterson – North</td>
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</tbody>
</table>

Amenities

The notion that on-campus living is simply about providing a place to eat and to sleep has long since been abandoned on college campuses. Students have grown accustomed to conveniently located fitness centers, computer labs, game rooms, cable TV, grab & go food options, full service causal dining and flexible dining hours as a way of life. These amenities have been incorporated into our facilities even though the buildings were not designed to support these options.

Technology

With the recent installation of ResNet in our residence halls as a port-per-pillow and cyber cafés in the dining centers, today’s students expect high speed internet access as a must have amenity when only a few years ago, dial up access was acceptable.

Assessment

Campus Dining Services and University Housing Services regularly assess the quality of students experience in comparison to student expectations, industry standards and comparable institutions. Results from these assessments have been helpful in illustrating the need for the Long Range Plan and further developing the concepts to be included.

Center for the Advancement of Standards (CAS)

During the 2001-02 academic year, each department in the Division of Student Affairs completed an assessment using the CAS Assessment process. The CAS Assessment is a thorough program review using a set of industry standards developed nationally to measure an individual department’s program. The CAS
process for University Housing and Campus Dining Services was used to gather feedback from over 500 staff members, including student employees, about their perspective on how our departments compared to industry standards.

The CAS minimum industry standard is that “The housing and residential life program must have adequate, suitably located facilities, technology, and equipment to support its mission and goals. Facilities, technology, and equipment must be in compliance with relevant federal, state/provincial, and local requirements to provide for access, health and safety.” One of the lowest ranking areas for University Housing Services was in the area of Facilities, Technology and Equipment. Had these three items (facilities, technology and equipment) been separated, the area of technology would have rated much higher than facilities and equipment. The conclusion of the CAS Assessment team is that attention to the facilities beyond infrastructure work needed to be a high priority. The CAS results indicated a high ranking for educational opportunities for students and inclusion of diversity.

**Educational Benchmarking**

In 2002, a survey was completed using the Educational Benchmarking (EBI) assessment tool to measure students’ satisfaction with their on-campus experience in 14 topical areas. The results of this survey indicate that students are most satisfied with the dining experience and least satisfied with the condition of our facilities.

**Consultant Visit**

In the fall 2002, Jim Grimm, College and University Consultant visited the campus at the request of Dr. Helen Mamarchev, Vice President for Student Affairs. His summary report suggested that the Long Range Plan concept developed by SCB should be honed with respect to affordability. He suggested that the resulting plan be for a shorter term than 15 years and that this plan should be developed using a committee of on-campus constituents.

**Market Trends**

Many campuses across the country are facing similar challenges with respect to aging facilities and changing lifestyles of students. A review of the trends supports the principles that the Team has been using in developing this report.

**Rehabilitation Design Trends**

- Converting three rooms into two bedrooms and a bathroom
- Converting two rooms into a bedroom and a bathroom
- Designing “cluster” style rooms with 2-3 bedrooms with an assigned shared, unattached bathroom
- Increasing privacy in common bathrooms
- Converting a number of rooms into suites with bedrooms, a bathroom and living room

**New Construction Trends**
- Suite style: 2-6 bedrooms without individual kitchens; building includes a variety of sizes and types of gathering spaces
- Apartment style: kitchens included in units; sometimes laundry included in unit; building includes fewer sizes and types of gathering spaces

**Dining Center Trends**
- Hybrid spaces that mix lounge areas with internet cafés (or cyber cafés) with convenience stores or a grab and go stations
- Open, warmer, more social and welcoming environments
- State-of-the-art facilities such as Food Courts or Marketplace/Marché designs that feature multiple food or menu concepts
- Fresher foods with greater value for the dollar
- Healthier food choices such as vegetarian and organically grown food selections.
- Continual serving hours
- Flexible meal plans

**Capacity**

The University’s enrollment has been stable over the past ten years and is projected to continue with an enrollment of approximately 20,000 students.

<table>
<thead>
<tr>
<th>Year</th>
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<td>2003</td>
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</tr>
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</table>

The on-campus housing system has also remained steady with an average occupancy of approximately 7,500 in residence halls and apartments.
As one of the goals of the Long Range Plan is to decrease the density of our complexes, the capacity of our on-campus housing system will be lowered. While a specific figure is still being explored, a capacity in the range of approximately 6,500 will meet our needs to house first and second year students in more traditional residence halls. Our graduate and family students will continue to be housed in community oriented apartment style living. Upper class students who desire the on-campus community experience throughout their academic career will continue to be welcomed in both communities.

**Conceptual Plans**

This Long Range Plan is the first step in what is realistically a 15 year plan. These conceptual plans are designed to serve as a guide in making decisions with respect to our facilities to ensure they support the co-curricular experience for current and future students.

Residence Halls: The design concept used when our facilities were built was to maximize land space by building high rise complexes with common restroom facilities and few amenities. The style of housing currently offered is primarily the same from one building to the next. The flexibility of the options that can be provided in our buildings is limited without significant renovation.

Dining Centers: Given the lifestyle changes of our students, it is necessary for the dining facilities to change to meet students’ needs. The Marché style of dining will feature 21st Century cuisine and meet the expectations of our future students. The support areas such as the kitchens, dishrooms, catering, and central production areas must also be modernized to contribute to the efficiency of the newly renovated dining facilities. The dining spaces are currently designed for a single purpose. New designs will allow for flexibility as students needs continually change. Renovated dining facilities will create multiuse environments that will support and enhance the community oriented residential program.

Apartment Complexes: Both Cardinal Court and Shelbourne apartment complexes were constructed with the intent of housing students with families. These complexes are designed to provide an on-campus community living experience for students with families.

**East:** Hewett and Manchester are 18 story buildings built in 1966 and house approximately 1650 students with an attached dining center (Vrooman) between the two buildings.

Hewett/Manchester: Rehabilitated complex would appeal to freshmen and sophomores with a mix of single and double rooms and shared bathrooms.

- Create a more appealing, accessible and energy efficient entry to the complex.
• Change floor design to clusters with four rooms sharing an unattached bathroom.
• Convert a student room on each floor to lounges to bring natural light on the floor and create more inviting gathering spaces.
• Convert the current lounge and large bathrooms into smaller restrooms creating six shared bathrooms per floor.
• Upgrade floor and wall finishes and furnishings.
• Upgrade 18th floor and basement gathering spaces (meeting rooms, fitness center and laundry rooms)
• Complete necessary infrastructure work including installation of sprinkler system.

Vrooman Dining Center – Upgraded facility would meet the needs of an a la carté system.
• Create a Marché style dining environment along with a casual full service restaurant that allows for a highly interactive entrée preparation.
• Renovate kitchen area to support the varied food concepts within the Marché.
• Create a grab and go convenience service area to provide flexibility at non-peak times.
• Upgrade electrical, plumbing and HVAC systems.
• Move dishwashing facility to the upper level for more efficiency.

Watterson: Watterson Towers is a 28 story building built in 1968 and houses 2200 students in two towers with an adjoining dining center (Watterson Dining Commons).

Residence Halls: Rehabilitated complex would appeal to sophomores and upperclass students who like the privacy that Watterson’s unique floor plan and suite style living provides.
• Create a more appealing, accessible and energy efficient entry to the complex on both the plaza side and Fell Avenue side.
• Update suite style floor design by creating an entry point to the suite to increase privacy.
• Remove a number of triple rooms in each suite to bring natural light into the suite and create a more usable lounge area.
• Upgrade floor and wall finishes and furnishings.
• Upgrade Informal Lounge and sub-basement gathering spaces (meeting rooms, fitness center and laundry rooms)
• Complete necessary infrastructure work including installation of sprinkler system.

Dining Center – Major renovation was completed in the serving area during the summer of 1996 and in the dining room area in 1997 to convert this facility to a food court. Given its popularity, Watterson Food Court is showing wear and needs to be updated.
• Complete renovation of the kitchen to make it a more efficient work area and to support the Food Court Dining style environment.
• Upgrade Fell Private Dining Room to better support catering functions.
• Complete renovation of the kitchen area to support the varied food concepts within the Marché.
• Move dishwashing facility to the upper level to have a more efficient operation.
• Upgrade electrical, plumbing and HVAC systems.
• Upgrade beverage systems and install walk-in coolers to support the high volume sales.

**South:** Hamilton-Whitten and Atkin-Colby are 11 story buildings built in 1960 and 1962 respectively and house approximately 1500 students with an attached dining center (Feeney) located between the four towers.

Residence Halls: This rehabilitated complex would provide freshmen with the ideal opportunity to meet people in a traditional residence hall community environment.
• Create a more appealing, accessible and energy efficient entry to each building into the main lobby of each building and at the exit for the natural walking path toward the quad.
• Convert current large bathroom to two smaller bathrooms.
• Relocate laundry from each floor to first floor.
• Convert rooms on first floor to office space and common laundry facility.
• Upgrade floor and wall finishes and furnishings.
• Upgrade gathering spaces in the basement.
• Complete necessary infrastructure work including installation of sprinkler system.

Dining Center – In 1995, the serving and dining room areas were completely renovated. Even though major renovation work was done, this facility needs additional upgrading.
• Create an International Marché Concept with multiple food options or “platforms” for display cooking that is highly interactive between the chef and diner (Mongolian Wok; Grill Works, Tossed Salad Bowl; New York Style Deli; Euro-Kitchen and Bakery; and Home Style Eatery for example)
• Create a Grab ‘n’ Go convenience service area to provide flexibility at non-peak times.
• Complete renovation of the kitchen.
• Upgrade electrical, plumbing and HVAC systems as needed.

**West:** Wilkins, Wright and Haynie Halls are 12 story buildings built in 1962 and house 1260 students with an attached dining center (Linkins) in the center of the complex.
Residence Halls: Rehabilitated complex would appeal to freshmen, sophomores and upperclass students. Each building would offer varying amounts of space per student and varying bed-bath ratios.

- Create a more appealing, accessible and energy efficient entry to each building.
- Include floor design that would include semi-private rooms with attached bathroom facilities.
- Upgrade floor and wall finishes and furnishings.
- Upgrade 12\textsuperscript{th} floor and basement community spaces (meeting rooms, fitness center and laundry rooms)
- Complete necessary infrastructure work including installation of sprinkler system.

Dining Center – Upgrade so that it meets the needs of an a la carte dining option.

- Create a Marché style dining environment that allows for a highly interactive entrée preparation.
- Create entryways that are accessible and inviting.
- Create flexible seating space that allows for multiple use of the area.
- Complete renovation of the kitchen area to support the varied food concepts within the Marché.
- Create a grab and go convenience service area to provide flexibility at non-peak times.
- Move dishwashing facility to the upper level for efficiency.
- Upgrade electrical, plumbing and HVAC systems.

**Cardinal Court:** Cardinal Court was built in two phases between 1959-1964 and includes 192 apartments (122 one-bedroom and 72 two-bedroom).

Cardinal Court is an ideal location for new construction to provide replacement beds for residence hall students in small suites mixed with apartments.

**Shelbourne:** Shelbourne was built from 1971-72 and includes 100 apartments (49 one-bedroom and 51 two-bedroom).

300 Shelbourne Drive is an ideal location for constructing new apartments for graduate and family students.

**John Green:** The John Green Building was built in 1967 as the University’s main food processing center. The facility consists of receiving areas, coolers and freezers as well as a bakery. In more recent years this facility was used as a support facility for catering and auxiliary service food production. Currently this facility is not in operation for food production, but the freezer and cooler areas are used as supplemental storage for the residential dining centers. A renovation of this facility is necessary to create a unit that will provide catering production space as well as a commissary unit to support the residential dining facilities.

- Upgrade electrical, plumbing and HVAC systems.
• Complete renovation of the bakery area to a fully modern facility that will allow for some cook-chill production and catering production needs.
• Complete renovation of the pot and pan area to make this space a more efficient and usable space for dishwashing.

**Funding**

Facility improvements, both aesthetic and infrastructure, completed to this point have been funded with existing dollars. It is clear that these existing sources will not be adequate to fund such a major overhaul of our facilities. Based on estimated cost of the various design concepts, several possible financing options were calculated that would involve redirecting maintenance reserves, dedicating fee revenue and allocating future bond proceeds.

While the design concepts will continue to be refined resulting in changing the overall cost of this Plan, it is likely that a new bond will need to be issued in order to fund any new construction and possibly to fund the more invasive rehabilitation concepts.

In 1997, the Campus Enhancement program began and provided, in part, funding for much needed infrastructure work in the residence hall complexes to address deferred maintenance needs. The dedication of these funds expires at the conclusion of Fiscal Year 2007.

The Fiscal Year 2004 room and board fee increase has been dedicated to assist in funding this plan.

Developing a Long Range Plan has inherent challenges in trying to predict the future. It is that much more challenging during an economic downturn.

The most appropriate funding model indicates that we dedicate existing resources to address as many of these concepts as possible before assuming a new debt service.

**Next Steps**

The momentum of the Long Range Planning Team will continue with attention to the following steps:

1. Develop the most feasible sequence of renovation and construction.
2. Refine the appropriate capacity for both the residence halls and apartment complexes.
3. Explore the most appropriate future for South Campus in terms of rehabilitation or demolition.
4. Explore the future of the Campus Enhancement fee dedication and the potential for continuing this fee.
5. Form work groups for implementation of the Long Range Plan.