

CLEVELAND STATE UNIVERSITY

2014 MASTER PLAN

MASTER PLAN REFINEMENT
MAY 27-28 2014



SMITHGROUP JJR

The SmithGroupJJR campus planning and architectural consulting firm presented draft ideas for the Cleveland State University Master Plan on campus May 27-28. This presentation highlights in-progress considerations that are the product of an consensus-based approach.

The master plan team delivered this presentation to the Executive and Steering Committees and will present a refined version of these ideas via on-campus meetings September 9-10, 2014.

Please review the following slides and provide commentary on the Master Plan Website (csumasterplan.mindmixer.com) If you have any additional questions, please contact Mary Jukuri, Campus Planner at Mary.Jukuri@smithgroupjjr.com; Michael Johnson, Campus Planner at Michael.Johnson@smithgroupjjr.com; or Bruce Ferguson, Director, Planning, Design & Construction at b.ferguson68@csuohio.edu



1. Update + Review

1 Your Master Planning Team

SMITHGROUP JJR

-- Lead Consultant, Campus Planning and Design

PAULIEN & ASSOCIATES, INC.
PLANNING CONSULTANTS

-- Academic Space Planning

Baker

-- Campus Mobility (Parking + Transportation Systems)

corbindesign
People get lost. We fix that.®

-- Campus Wayfinding

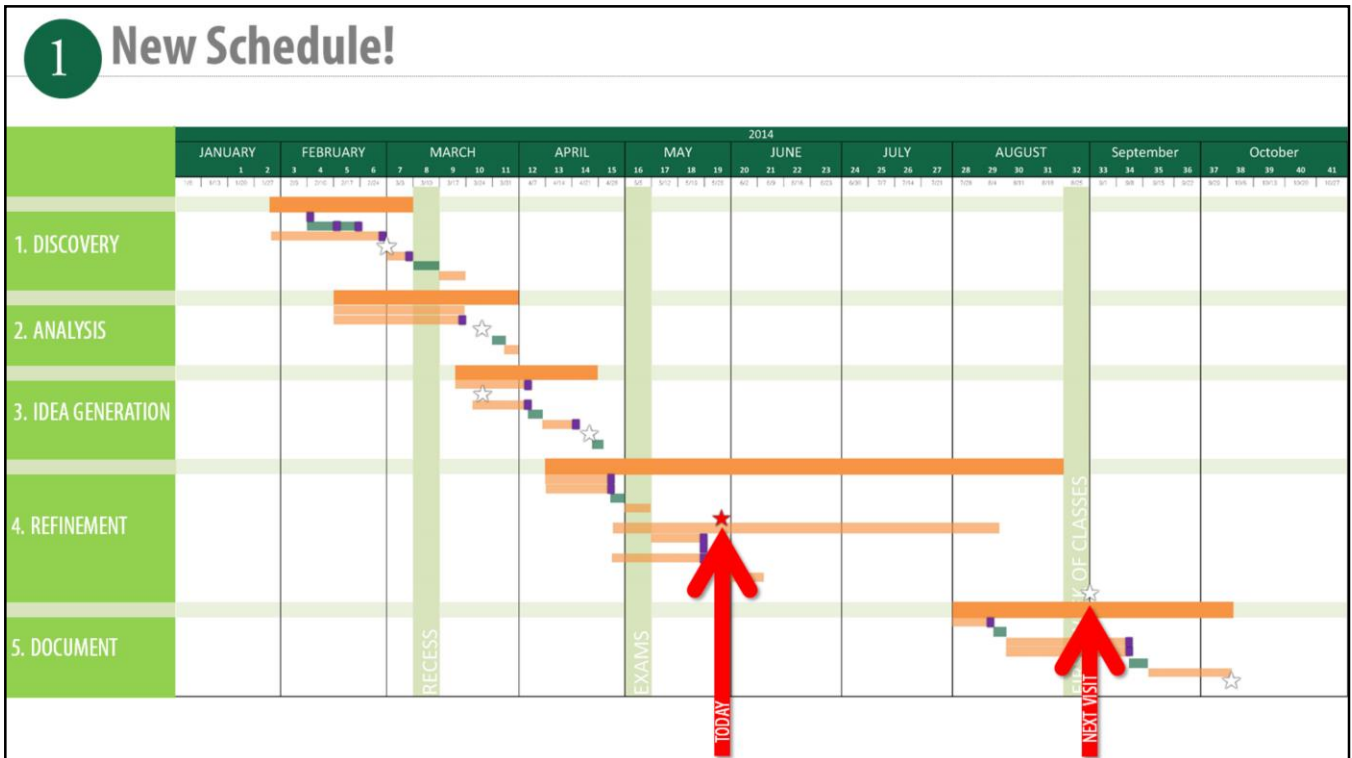
KNIGHT & STOLAR, INC.

-- Local Landscape Architecture

The Master Planning Team is lead by SmithGroupJJR , a full-service, multi-disciplined planning and design firm inclusive of comprehensive planning and design skills including architecture, engineering, landscape architecture, urban design, interior design, and environmental science. As an integrated practice, SmithGroupJJR is recognized as one of the leading campus planning firms in the United States. Having planned more than 250 campuses, we have a dedicated group of professionals focused exclusively on master planning for institutions of higher education including many of your academic highlighted in this proposal.

Our Team is augmented by:

- Paulien & Associates, the premier space planning firm in the nation and a key member of our team, providing academic space needs analysis benchmarking at the campus scale.
- Michael Baker Jr. Inc., a downtown Cleveland based full-service transportation planning and design firm with expertise in traffic engineering, transportation planning
- Corbin Design, a leader in wayfinding and environmental graphic design throughout North America, with clientele including 110 medical centers, 60 cities and towns and 40 colleges and universities.
- Knight & Stolar, Inc., a Cleveland based female business enterprise with expertise in landscape architecture



A consensus-based approach to master planning includes six on-campus milestone visits over an newly extended time period to incorporate feedback at the start of the 2014 Fall Semester. The 8-month process and is divided into 5 primary phases, including:

- Discovery
- Analysis
- Idea Generation
- Refinement
- Documentation

Each milestone visit included meetings with the Executive Committee, Steering Committee (including a cross section of campus constituents), and Faculty Advisory Committee (including a cross section of faculty and department chair representatives), focus groups (as needed) and several student- and faculty-oriented open houses.

The SGJR Team has included input from the various constituent groups throughout the process and will incorporate input over the next several months. The SGJR Team will present a final version of the master plan and associated documents on campus in the early fall.

1 CSUMASTERPLAN.MINDMIXER.COM

YOUR AVERAGE PARTICIPANT IS...

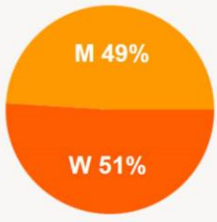
Female **35** Years Old
 Living in these Postal Codes:
 44115, 44118, 44107



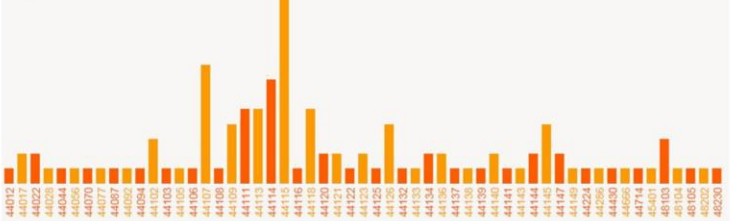
Total Visitors.

TOTAL TRAFFIC
 Unique Visitors **1,718**
 Page Views **7,369**

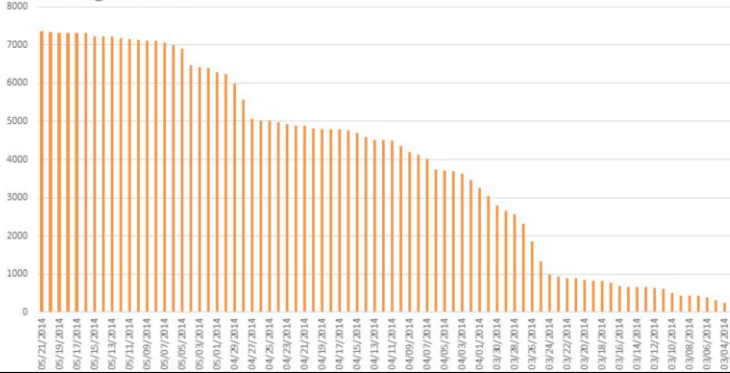
Age Range



Zip Codes



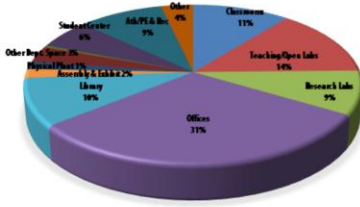
Total Page Views



Campus Master Plan feedback via the Master Plan Website (csumasterplan.mindmixer.com) has been continuous and representative of a cross section of faculty and students. A few of the top trending themes from the website that have been incorporated in the draft ideas include:

- More partnerships with local and national companies
- A campus that contributes to Cleveland's renaissance
- Campus as a hub for research, learning and community engagement
- Formal and informal opportunities to interact across disciplines
- More residential students and a more active campus life

1 Analysis Overview.



Existing ASF Breakdown



Academic Space



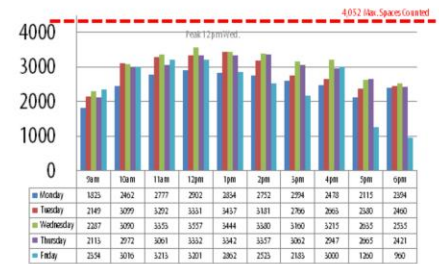
Land Use



Building Age



Context



Parking Utilization

An extensive and comprehensive analysis phase conducted as part of the Master Plan included an evaluation of current and existing planning endeavors in an effort to consolidate recommendations in a single coordinated plan.

Additional spatial and physical evaluation of facilities, utilities, transportation and program elements (at the regional, campus and site scale) established framework parameters for future campus development.

1

Our Last Visit



- Steering and Executive Committee Meetings
- Faculty Focus Group
- Faculty Open House
- Student / Campus Open House
- Community / City Meeting
- Internal Charette

Several outreach meetings were held on campus in late April, garnering feedback from a cross section of campus constituents. Specific feedback from various groups included:

Department Chair Input

- Positives:
 - Human Motion Lab, new Student Center, Julka Hall, Math Emporium, Main Classroom lounge spaces, the Inner Link
- Needs:
 - More and higher quality lab space
 - Demolish Chester Hall
 - More classrooms of right size, right technology
 - Faculty meeting space/lounge
 - More meeting space
 - Ability for events over 40 people
 - Adjunct faculty office space
 - ADA parking, faculty parking

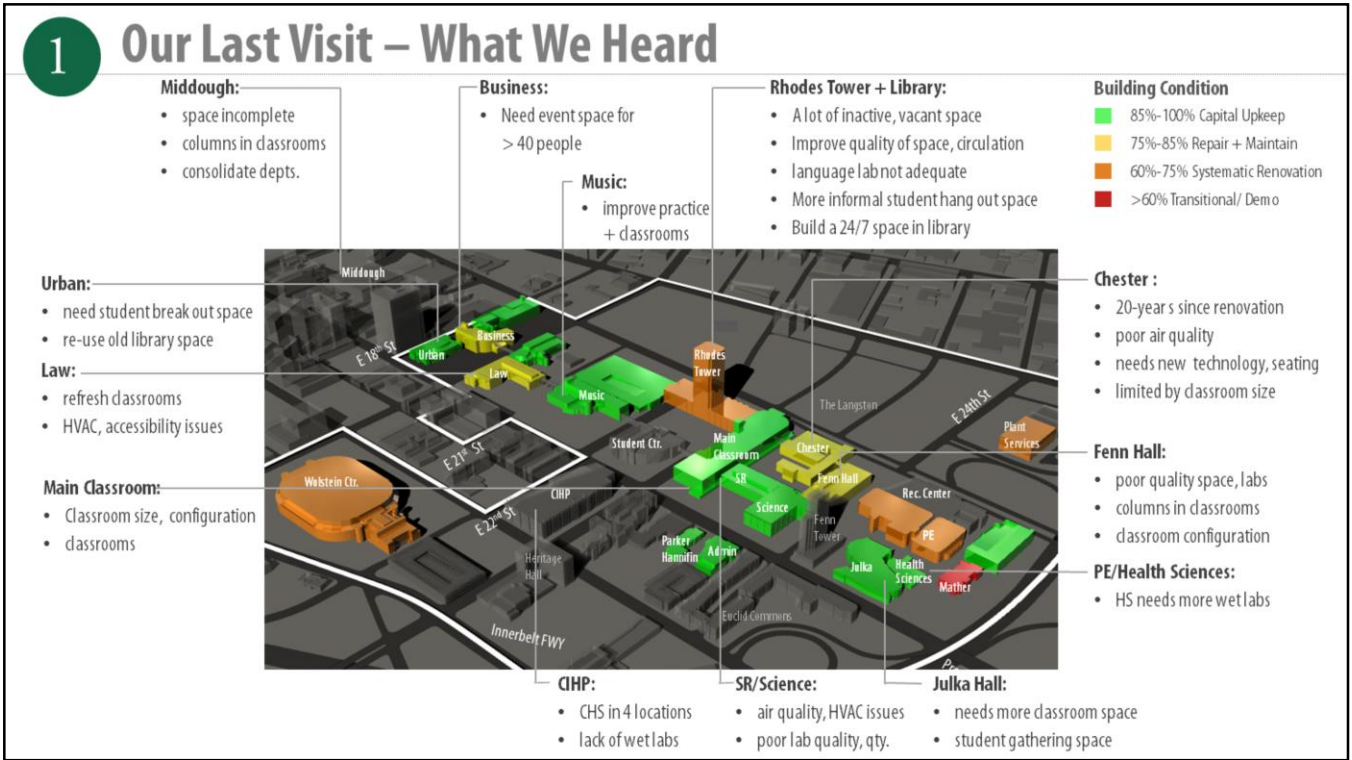
- Need informal meeting spaces
- Proximity of classroom to office
- More collaboration space
- Strong desire for faculty lounge
- Testing services closer to offices
- Need more on-campus housing
- Better wayfinding
- Budget for maintenance costs

Student Input

- Increase student organization space
- More commuter lounge space
- Informal space for grad students
- Activities room in student center
- More food, longer hours, food in library
- Fix Rhodes
- On-campus housing for upperclassmen
- Better wayfinding
- Downtown Cleveland Alliance "feet on street" effort is great – expand it

Faculty Input

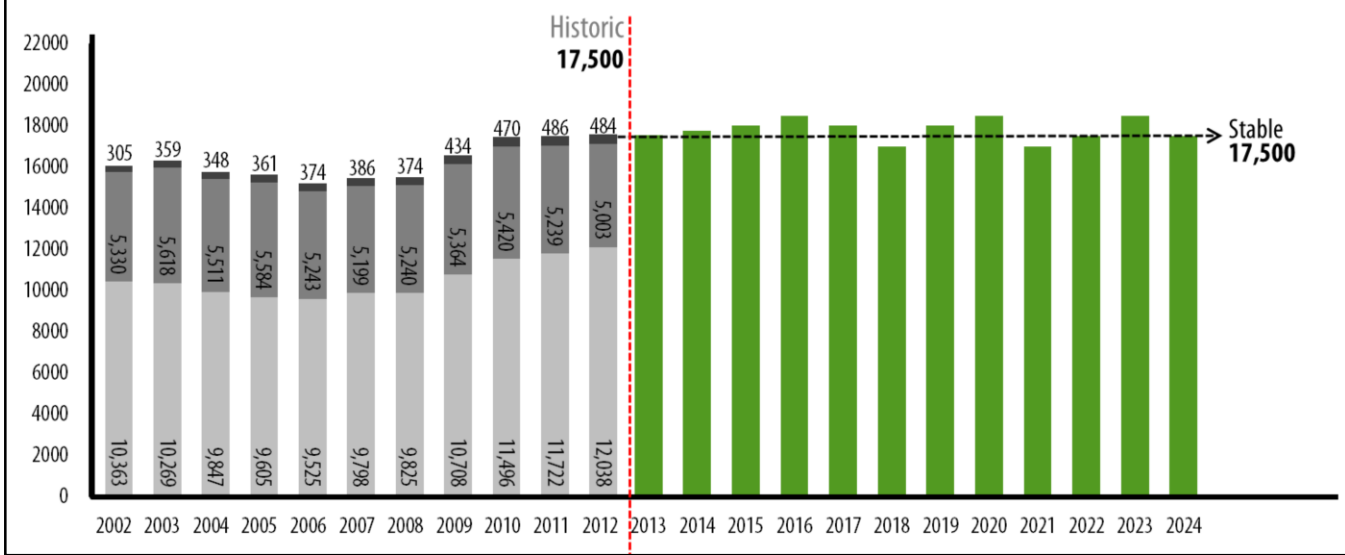
- Improve quality of academic space



Feedback from campus constituents via in-person and on-line methods included specific information regarding quantitative and qualitative information regarding facility condition. This initial feedback is summarized above, superimposed on a map of campus highlighting Net Assessed Value (NAV) of Cleveland State’s primary academic facilities. The NAV was calculated as part of a previously completed Facilities Condition Analysis by Sightlines. For the purpose of this study, $NAV = \frac{\text{Replacement Value} - \text{Building Needs}}{\text{Replacement Value}}$.



2 Enrollment Assumptions.



Recommendations embedded in the draft Campus Master Plan are based on the conservative assumption of a modest enrollment growth at Cleveland State aligning with strategic and academic planning initiatives.

2 What if We Grow to 20,000 Students?

Fall 2012 17,525 Students

		Academic ASF	ASF/ Headcount	ASF/ FTE	GSF	GSF/ Headcount	GSF/ FTE	Parking Spaces	Parking Ratio
Student Headcount	17,525	1,858,303	106		3,097,171	177			
Annualized FTE (SCH/30)	14,110			131			219		
Full Time Faculty	520								
Other Full Time Employees	1,004								
Total Campus Population	19,049						4,447	4.28:1	

- .60 ASF/GSF Ratio
- Does not incl. non-institutional space
- Does not consider utilization

Future 20,000 Students At existing space ratio and utilization rate, would need to add 436,162 GSF

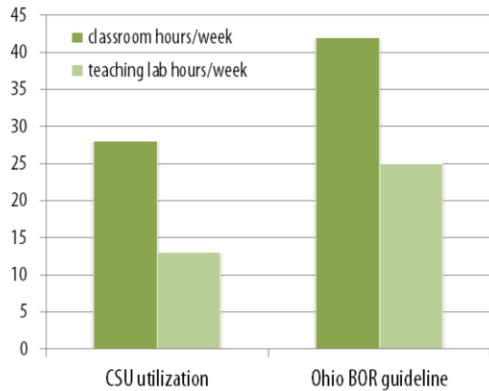
		Academic ASF	ASF/ Headcount	ASF/ FTE	GSF	GSF/ Headcount	GSF/ FTE	Parking Spaces	Parking Ratio
Student Headcount	20,000	2,120,000	106		3,533,333	177			
Annualized FTE (SCH/30)	16,180			131			219		
Full Time Faculty	600								
Other Full Time Employees	1,150								
Total Campus Population	21,750						5,080	4.28:1	

* Constant SF/Population

Add 633 Additional Parking Spaces

The Campus Master Plan also provides flexible opportunities for growth beyond 20,000 students should the University choose to pursue more aggressive growth models in the future.

2 Space Utilization Summary (Ad Astra-2011)



Capacity in existing classroom and teaching lab utilization

- 66% utilization during prime daytime hours
- 63% utilization during prime evening hours

Centralized scheduling would increase utilization

Existing classroom capacity could accommodate enrollment growth, up to 19,000 enrollment

The Campus Master Plan included a review of an academic space utilization study completed by Ad Astra in 2011. This study suggests that Cleveland State University has the existing quantity of classroom capacity to accommodate enrollment growth up to 19,000. The university should pursue an updated space utilization study following scheduling changes that will take place in 2014.

2 Space Needs

Cleveland State University Macro-Level Guidelines

Space Type	Guideline	Base Year Guideline (Gdln x Std FTE)	Base Year Actual Space*	Surplus / Deficit	Non- Institutional Space
Classrooms	10 ASF/Std FTE	141,100	142,910	1,810	24,548
Teaching Lab	9 ASF/Std FTE	126,990	107,583	(19,407)	2,798
Open Lab	8 ASF/Std FTE	112,880	112,884	4	1,780
Research Lab	350 ASF/\$100,000 R&D	194,250	113,103	(81,147)	
Offices & Service	2,178 staff x 225 ASF	490,050	543,532	53,482	137,274
Library	(collections/users/support)	197,722	226,004	28,282	346
Other Academic Space	6 ASF/Std FTE	84,660	43,633	(41,027)	
PE/Recreation	12 ASF/Std FTE	169,320	170,929	1,609	
Assembly/Exhibit	16 ASF/Std FTE	225,760	236,591	10,831	24,761
Student Center	14 ASF/ Std FTE	197,540	179,176	(18,364)	23,549
Physical Plant	8 ASF/Std FTE	112,880	132,164	19,284	67,120
Total		2,053,152	2,008,509	(44,643)	282,176

*Non-institutional space is not included in these figures [Heritage Apts, STEM School, Cole Ctr., Magnet(Ceramics), Middough] and is shown at right.

PAULIEN & ASSOCIATES, INC.

Recognized Leaders in Campus Planning for 35 years

The Master Planning Team, lead by Paulien & Associates, applied appropriate facilities guidelines to identify the types and amounts of space needed at the current student enrollment mix and projected student enrollment mix. Space needs analysis was determined at a macro-level by the following space types:

- Classrooms & Classroom Support
- Teaching Laboratory & Laboratory Support
- Open Laboratory & Laboratory Support
- Research Laboratory & Laboratory Support
- Office Space
- Other Departmental Space
- Library Space
- Physical Education, Recreation and Athletics
- Campus Support Space

The types and amounts of space needs were determined via in-person interviews with Deans and using comparative analysis, which is based on an Assignable Square Feet (ASF) per student Full Time Equivalent (FTE) for most space types (office space was determined as ASF per faculty/staff FTE). Comparative institutions were selected from previously completed work with institutions determined to be similar to Cleveland State University.

2 Space Need. Supply. Demand.

Space Surplus: Supply

Space Surplus by Type	92,500 ASF
• Office & Service	53,500 ASF
• Library	28,200 ASF
• Assembly/Exhibit	10,800 ASF
Available Space:	43,000 ASF
• Vacant Space (<i>Rhodes, Union</i>)	26,500 ASF
• Space Vacated for CIHP (<i>Union Bldg, Main Classroom</i>)	16,500 ASF
Potential Supply:	135,500 ASF

Space Deficit: Demand

Space Deficit by Type	159,900 ASF
• Class, Open Labs	19,400 ASF
• Research Lab	81,100 ASF
• Other Academic Space	41,000 ASF
• Student Center	18,400 ASF
Potential Replacement:	53,600 ASF
• Chester Building	53,600 ASF
Potential Demand:	213,500 ASF

Potential Net Deficit: 78,000 to 159,100 ASF

The space needs guidelines and resulting surplus/deficit are in progress and currently under review.

The space needs comparative analysis yielded a surplus in office & service space, library space and assembly/exhibit space. Potential available supply of space (inclusive of vacant space and space vacated for CIHP) is 135,000ASF. The space needs analysis also shows a shortfall of classroom, open lab, research lab, student center and other academic space. Potential demand for space (inclusive of possible replacement of the Chester Building) is 213,000 ASF. It's important to note surplus space can not always be easily renovated to accommodate type of demand space.

While not identified about, there's also a potential for additional CSU space in the Middough Building which currently houses the Art and Theater programs in their entirety.

Specific guideline for research space at Cleveland state is being discussed an can vary greatly as noted on the following pages

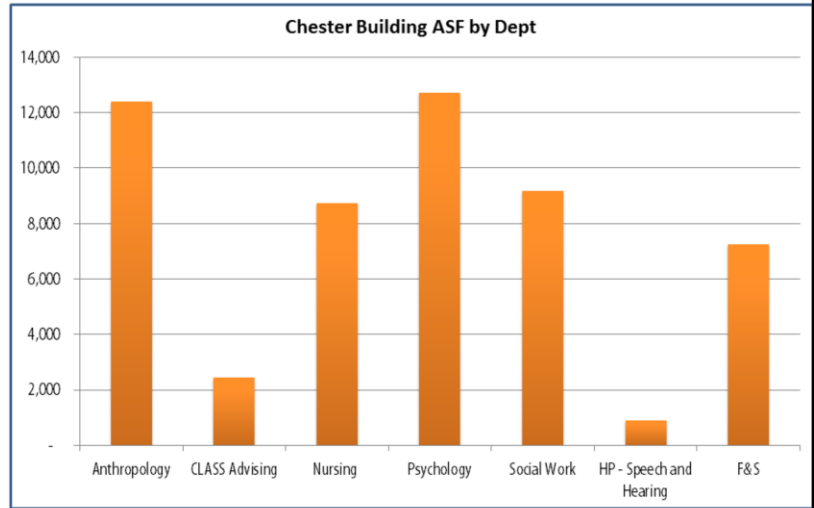
DRAFT

2 Chester Building.

Chester Building Occupancy 53,600 ASF

- Anthropology 12,400 ASF
- CLASS Advising* 2,450 ASF
- Nursing 8,700 ASF
- Psychology 12,700 ASF
- Social Work* 9,200 ASF
- HP – Speech & Hearing 900 ASF
- F & S 7,250 ASF

** primarily office space*

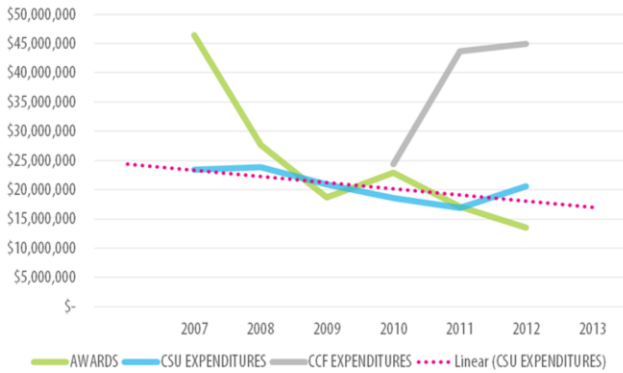


As a potential replacement candidate, the Chester Building was analyzed quantity of existing space by academic program. Options regarding relocation of this space include:

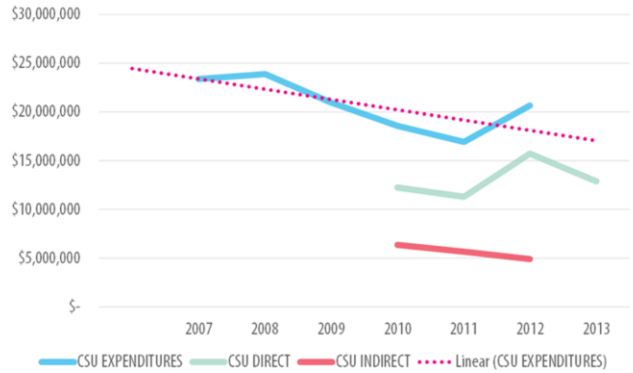
- Migrate office spaces to Rhodes Tower and class spaces to a renovated first floor of the library for more active learning opportunities
- Migrate office space and classroom space to the fourth floor of the Main Classroom Building assuming renovation of the library for more active learning space
- Disperse space to underutilized and/or vacant spaces across campus that improve adjacencies of programs to existing program locations

2 Research

Funding and Expenditures



CCF ACCOUNTS FOR **70%** OF TOTAL EXPENDITURES



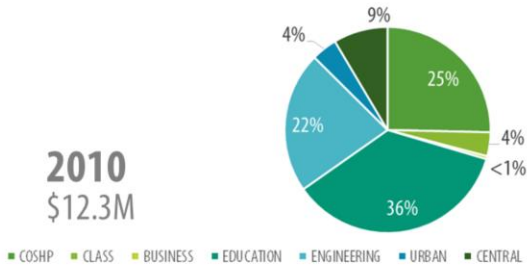
CSU DIRECT EXPENDITURES RANGE FROM **\$11-\$16M**

Research space at Cleveland State University (CSU) was analyzed with additional depth as part of the master plan space needs analysis. CSU and Cleveland Clinic Foundation (CCF) expenditures were analyzed from 2007-2013. CSU research expenditures account for 43%, 28%, and 31% of total research expenditures over those years. In other words, 70% of the research enterprise is located at Cleveland Clinic. Isolating CSU expenditures, we inferred indirect costs from total funding and direct expenditures; the resulting blended rate of recovery for FY years 2010, 2011, 2012—34%, 33%, 24%—within norms but declining.

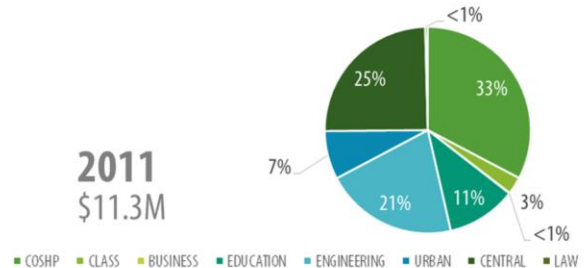
2 Research

Direct Expenditures by Academic Unit

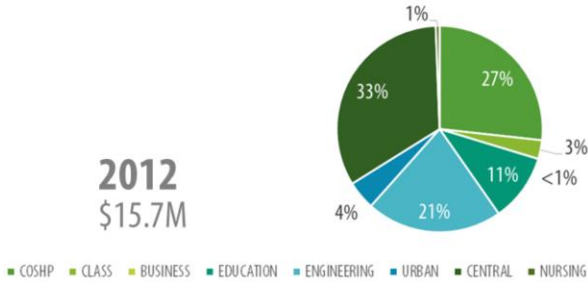
2010
\$12.3M



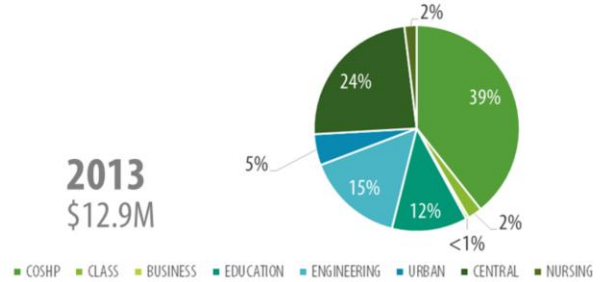
2011
\$11.3M



2012
\$15.7M



2013
\$12.9M



Master Plan level analysis regarding research at CSU also considered distribution of expenditures across Academic Units in order to isolate expenditures occurring in laboratory space. The College of Liberal Arts and Social Sciences (CLASS), Business, Education, Urban, Law, and Nursing do not use biology, chemistry, or engineering labs. The College of Sciences and Health Professions (COSHP) and Engineering are the major users of lab space, and account for roughly 50% of total CSU direct expenditures.

2 Research

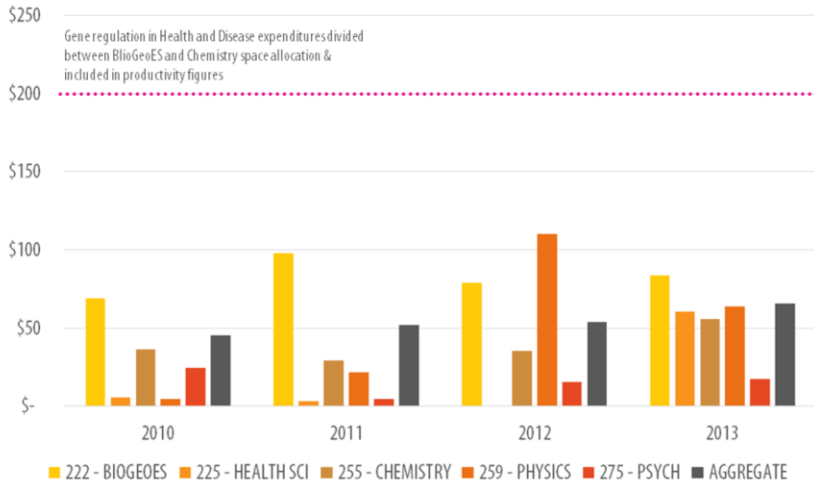
"Productivity"

- PI Direct Expenditures collected for FY10, FY11, FY12, and FY13
- PI Direct Expenditures rolled-up to Department; Department expenditures rolled-up to college
- Assignable Square Feet (ASF) of research laboratory and laboratory support (250/255) assembled for each department and college
- "Productivity" defined as \$Direct Expenditures per ASF of 250/255 space

Research productivity at CSU was analyzed as part of the study. Productivity is not the only way to view the research enterprise, but it does generate insight into the relationship between program funding and facilities and is often used to develop space assignment policy. These metrics and guidelines are prevalent at academic medical centers where they are applied to biomedical research, but are becoming increasingly common for colleges and departments. Ultimately the University needs to set goals tied to facility and administration costs and indirect cost recovery.

2 Research

Productivity—College of Sciences and Health Professions

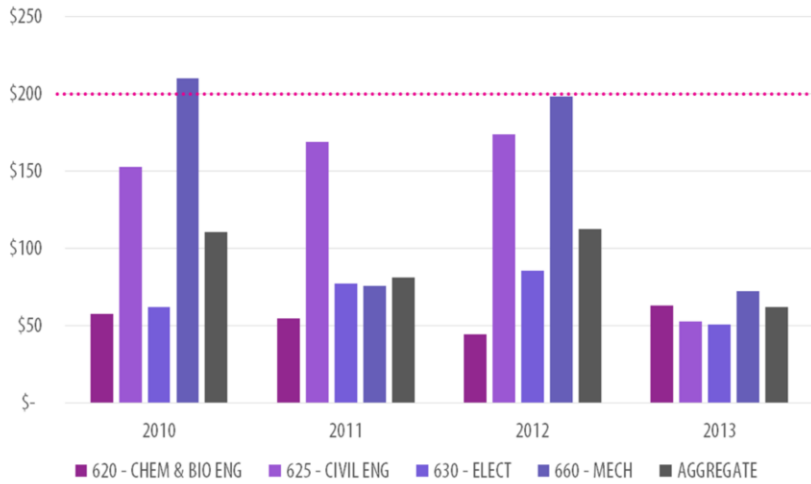


- Analysis includes only space on CSU campus
 - PI Direct Expenditures by department
 - 250/255 Space Allocation by department
- Indirect cost recovery can be inferred from blended rate of recovery—approximately 30%
- Paulien benchmark is equivalent to \$200/ASF Direct

Productivity within the COSHP was analyzed, indicating Biology, Geology and Environmental Sciences (BIOGEOES) have steady performance and are approaching the \$100/ASF mark. Physics has also made steady progress.

2 Research

Productivity—Fenn College of Engineering



- Analysis includes only space on CSU campus
 - PI Direct Expenditures by department
 - 250/255 Space Allocation by department
- Indirect cost recovery can be inferred from blended rate of recovery—approximately 30%
- Paulien benchmark is equivalent to \$200/ASF Direct

Productivity within the Fenn College of Engineering (FCOE) was also analyzed. Mechanical Engineering has been at or near the benchmark range; Civil Engineering has also been strong leading up to 2013.

2 Research

“Right-Sizing”—What Benchmarks are Appropriate?

COSHP



\$54/ASF
62,900 ASF

COSHP



\$125/ASF
27,300 ASF
35,600 ASF surplus

COSHP



\$200/ASF
17,100 ASF
45,800 ASF surplus

FCOE



\$92/ASF
31,800 ASF

FCOE



\$150/ASF
19,400 ASF
12,400 ASF surplus

FCOE



\$200/ASF
14,600 ASF
17,200 ASF surplus

CURRENT

HALFWAY

ALL THE WAY

2 Research

“Right-Sizing”—What Benchmarks are Appropriate?

COSHP



1,580 ASF/PI
40 PI's

COSHP



750-1,100 ASF/PI
≈ 60 - 80 PI's
20 - 40 additional PI's

COSHP



900 ASF/PI
\$125 Direct/ASF
\$ 55 Indirect/ASF

FCOE



1,320 ASF/PI
24 PI's

FCOE



700-900 ASF/PI
≈ 35 - 45 PI's
10 - 20 additional PI's

FCOE



800 ASF/PI
\$150 Direct/ASF
\$ 65 Indirect/ASF

CURRENT

ALL THE WAY

PROTOTYPE

NOTE: ASF includes only 250/255 Research Lab and Lab Support; PI count includes only funded researchers

As productivity targets are increased, FICM code 250/255 space generates a surplus at CSU. Reasonable targets for productivity at CSU should consider: academic medical centers are typically in the range of \$350/ASF direct and indirect, which yields ≈\$250 direct. In addition, East Carolina University (ECU), which has a medical school, initially set a campus-wide target of \$350 combined. However, ECU did acknowledge an intermediate target of \$230 combined, or \$160 direct—somewhat less than the Paulien benchmark noted on page 13--and established faculty recruitment programs to make progress toward this target.

2 Research

What if Direct Expenditures Doubled?

COSHP



\$3.4m
\$6.8 m

COSHP



900 ASF/PI
\$125 Direct/ASF
\$ 55 Indirect/ASF

COSHP



54,600 ASF
62,900 ASF
8,300 ASF surplus
≈60 PI's

FCOE



\$2.9m
\$5.8 m

FCOE



800 ASF/PI
\$150 Direct/ASF
\$ 65 Indirect/ASF

FCOE



38,800 ASF
31,800 ASF
(7,000 ASF) deficit
≈48 PI's

2025

PROTOTYPE

NEED

NOTE: ASF includes only 250/255 Research Lab and Lab Support; PI count includes only funded researchers

Applying metrics for increased productivity and space utilization at CSU, research expenditures could roughly double within the existing 250/255 space allocation. This analysis is highly variable—and decreasing productivity targets, for example, generates additional space need. Changing the productivity target for COSHP from \$125 to \$100, for example, generates 68,300 ASF of need. Maintaining the current state--\$54/ASF—doubles the space requirement: 126,500 ASF.

The master plan also recognizes the strategic need for some new research space for faculty recruitment, and the tactical need to create swing space that permits renovation of existing space to an open model and current standards. We would propose creating one floor of research space in a new Interdisciplinary Science/Engineering Building, creating roughly 20,000 ASF of state-of-the art laboratory.



3 Campus Master Plan Guiding Principles - DRAFT.

1. Become a major urban university: in Cleveland, of Cleveland, by Cleveland.
2. Create 21st century learning spaces to foster multi-disciplinary collaboration.
3. Enhance the student experience with a focus on retention and completion.
4. Continue improving the built environment in architecture, urban design, and amenities.
5. Create an identifiable campus character through consistent edges, gateways, landscape, + wayfinding.
6. Prioritize pedestrian movement and activation of the link and street levels.
7. Encourage synergistic partnerships to improve the 24/7 vitality of the campus neighborhood.
8. Conserve resources - consider the highest and best use of urban land.
9. Maintain flexibility to accommodate unforeseen opportunities.
10. Consider expansion opportunities as they align with the strategic plan and mission of CSU.

The ideas embedded in this draft presentation represent the consensus vision of institutional and community members involved in the campus master plan process.

As a composite document of principles, goals, objectives, ideas, recommendations, and graphics that illustrate these concepts, draft recommendations for the master plan are based on a series of guiding principles that were established early in the planning process with consensus from the Executive Committee, Steering Committee, Faculty Advisory Committee, focus groups, open houses and via the Virtual Town Hall website.

These goals provide a flexible framework for campus development that is both visionary and realistic. Principles assume an understanding of the established Plan Drivers outlined on the previous pages. Guiding principles for the Campus Master Plan are outlined above.

3 Looking Back. Ideas.



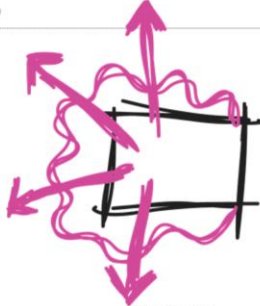
shrink / contract

- reduce acreage owned by CSU
- increase partnerships
- higher density
- compact walkability



rearrange

- maintain campus size
- renovation + infill
- existing underutilized space as future growth/ land bank



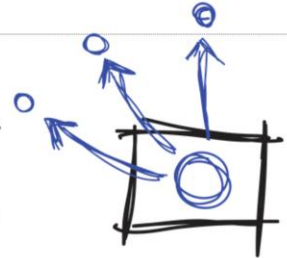
grow edges

- pursue opportunities adjacent to campus
- focus on north, west and south
- short term growth + land bank



go north!

- focus growth opportunities north towards superior



CSU in the city

- blur the edge between campus and city
- programmatic migration off campus and rent/lease on campus

A series of diagrammatic and physical growth alternatives were tested with the various committees and constituents in order to discuss and identify priorities for the Campus Master Plan. Five primary approaches identified above represent divergent approaches to future campus organization in support of the Campus Master Plan drivers and guiding principles. These concepts provided a framework upon which the draft consensus plan was developed, combining the best ideas from each concept into a single draft plan. Primary major ideas explored in the previous phase included:

- Shrink/contract. Reduce the acreage owned by CSU and increase partnership opportunities.
- Rearrange. Focus on renovation and infill of existing underutilize space on campus.
- Grow edges. Pursue opportunities to extend campus to the north, west and south
- Go north! Focus growth opportunities north towards Superior
- CSU in the city. Blur the edge between campus and the city including programmatic migration on and off campus.

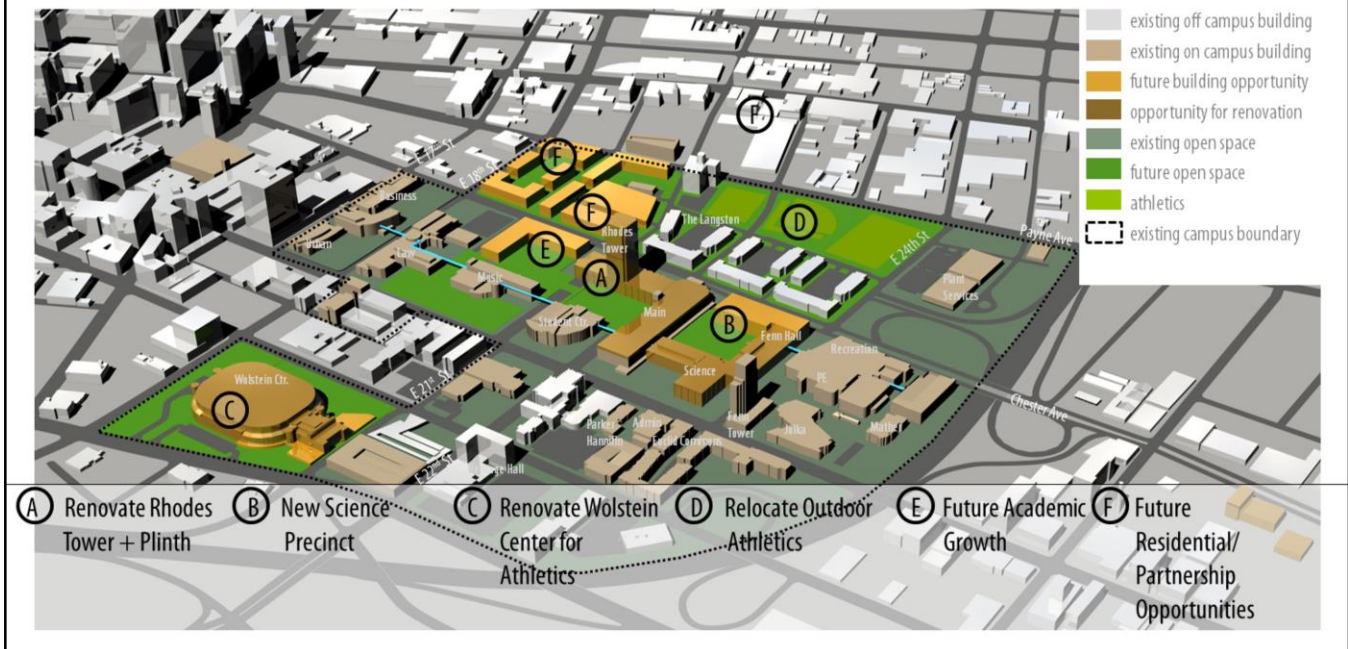
3 DRAFT Consensus Plan—IDEA



A DRAFT Consensus Plan for Cleveland State represents an in-progress series of recommendations that considers the best of each of the five physical growth alternatives previously explored with the Executive and Steering Committee. The planning concept is expressed in overarching and campus-wide recommendations which underscore physical recommendations for future growth. Organizing concepts for the DRAFT Consensus Plan include:

- Activate the Euclid Ave., Chester Ave., and Innerlink corridors through renovation, infill and redevelopment at key locations.
- Renovate core campus assets including Rhodes Tower, Main Classroom, Fenn Hall, Science, Science Research and the Wolstein Center
- Encourage academic infill in key campus core locations
- Provide improved connections between campus and community north and south through campus,
- Consider relocating outdoor athletic fields north of the Langston to provide partnership opportunities to develop additional residential on prime urban land
- Develop a cohesive campus image through an improved central quadrangle space and activated campus edge landscape.

3 DRAFT Consensus Plan

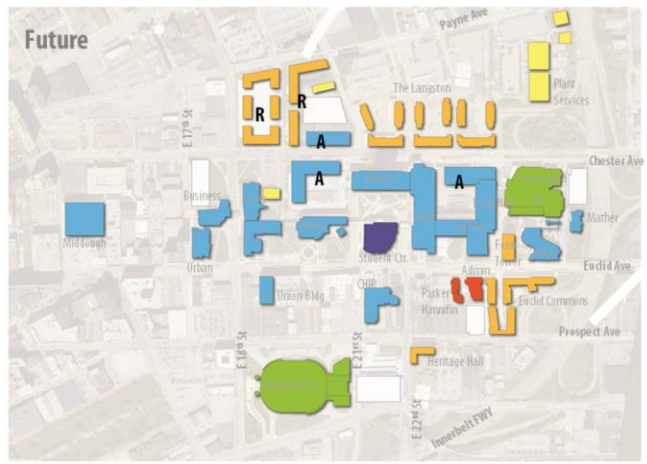
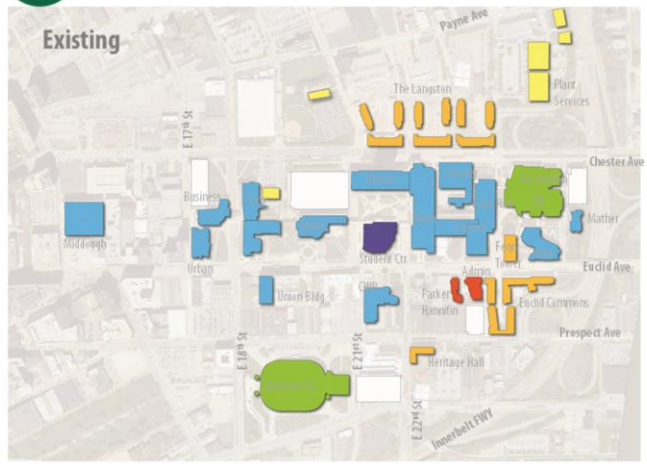


Built on a framework for physical change, the DRAFT Consensus Plan provides opportunities to redefine the fabric of campus through strategic renovation, new buildings and infill development. The major recommendations of the plan can be summarized in six primary areas of change as outlined above (A-F) on the illustrative plan. These opportunities for change are not shown in any particular order.

The illustrative plan represents an optimal campus configuration for Cleveland State University, including partnership opportunities at full build-out in the long term. The illustrative plan proposes the placement of new features such as opportunities for new buildings (in bright orange), renovated buildings (in dark orange), roadways, new open spaces (in light green), parking and other facilities in relationship to existing campus facilities.

While intentionally flexible to provide opportunities to accommodate unforeseen change in the future, the elements of the plan are deliberately located to be consistent with the planning concepts discussed as part of the master plan process. The Campus Master Plan does not mandate growth, rather provides opportunities for future change.

3 Building Use—Ideas



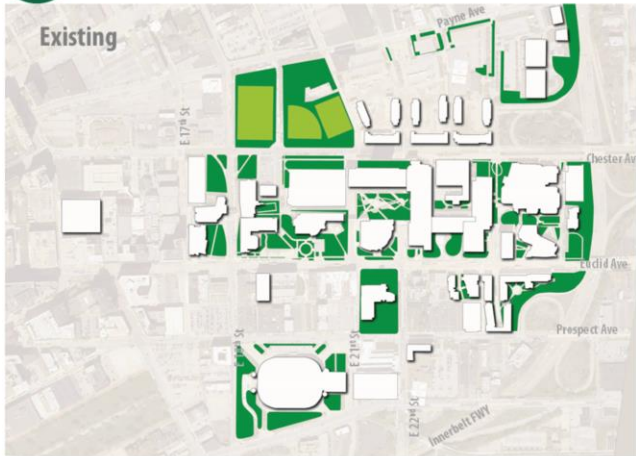
- 3,869,209 GSF Academic + Support
- 1,186 Beds (non-incl. Langston)

- 300,000-450,000 GSF New Academic Opportunities (A)
- 1,250 New Residential Unit Opportunities (Private) (R)

■	Academic
■	Administrative
■	Student Center
■	Residential
■	Athletics/Recreation
■	Support

Draft recommendations include opportunities for 300,000–450,000 new academic space (A) adjacent to the campus core and 1,250 new residential beds as private or partnership opportunities north of Chester Ave.

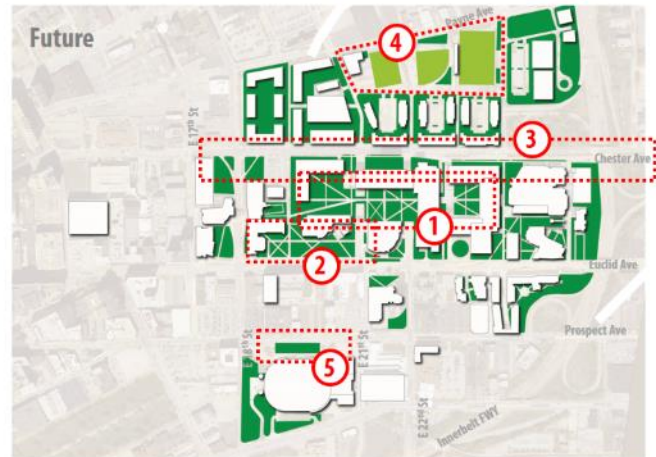
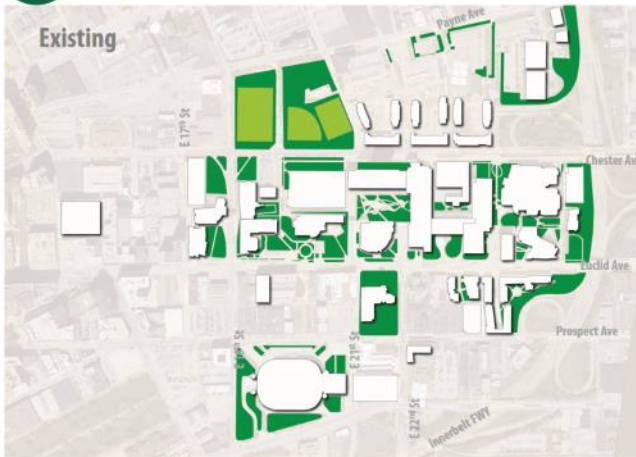
3 Open Space—Ideas



- 9.4 AC Open Space Added
- 4.6 AC Open Space Removed
- **4.8 AC Net Increase**

■ Open Space
■ Athletics + Recreation

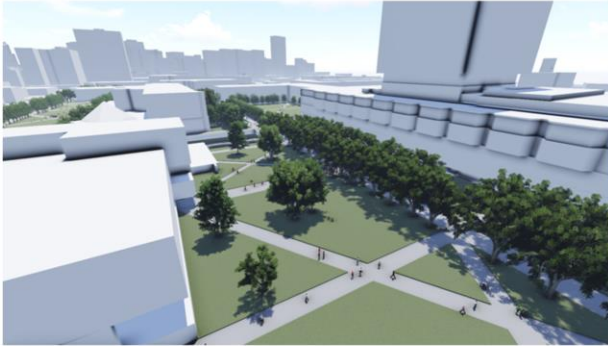
3 Open Space—Ideas



- 1** Central Quadrangle
- 2** Euclid Ave. Campus Mall
- 3** Chester Ave. Streetscape
- 4** New Outdoor Athletics
- 5** Wolstein Center Plaza

The DRAFT plan provides opportunities to increase open space on campus by 4.8 AC. Specific open space improvements include: a renovated central quadrangle, a new Euclid Ave. campus mall, improved Chester Ave. streetscape, new outdoor athletic venues and an improved Wolstein Center Plaza.

3 Open Space—Ideas



A centrally located east-west open space connecting the Business School to the new Science Precinct is envisioned as the primary future iconic exterior space on campus. In general, landscape on CSU's campus will create a new identity and memorable impression for the campus, allowing the function of buildings to inform the scale/character/function of open space. The landscape will become a unifying element for campus at the campus scale and site scale, including:

- Iconic open spaces + social nodes
- Active open spaces + passive study spaces
- Consistent palate of plant materials and furnishings to reinforce the brand

3 Pedestrian—Ideas



Improved primary pedestrian routes running north-south along 22nd St., 21st St., and 19th St. will connect parking resources, housing, and athletic uses to the academic core. Renovated east-west pedestrian routes are also envisioned along Euclid Ave., Chester Ave., and through the proposed central quadrangle.

3 A Multi-Modal System



The DRAFT plan supports a robust multi-modal transportation system for Cleveland State. The plan will facilitate and support bicycle commuting, including possible locations for locating Cleveland Bike Share Stations on CSU's campus:

- Near Planning & Law (also Playhouse Square)
- Near Fenn Hall

As part of the plan, future bike rack locations should be provided near popular destinations/building, and consider in 1-2 spaces of each parking garage. Additional bicycle considerations include connectivity to the lakefront and Lakefront Greenway & Downtown Connector Study.

The DRAFT Plan also facilitates and supports a mode shift to transit. Considerations include:

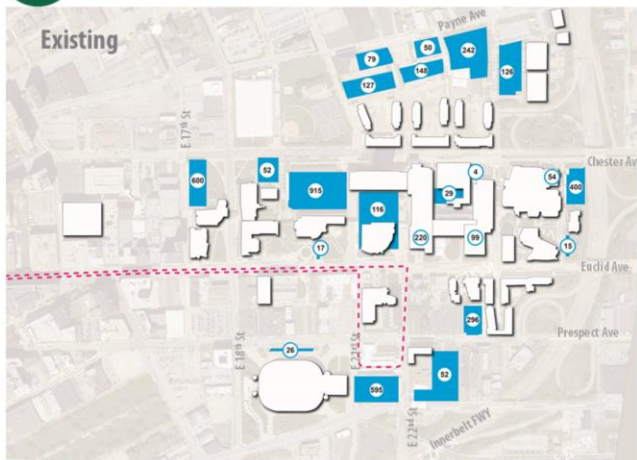
- Encourage student use
- Outreach partnership between CSU & Greater Cleveland Regional Transit Authority (GCRTA)
- Provide swipe cards to increase data collection opportunities
- Encourage faculty & staff use
- Implement a transit subsidy
- Consider a higher subsidy for those without parking permits
- Improve transit access
- Coordinate with GCRTA to consider modification of the E-Line trolley route

3 Vehicular—Ideas

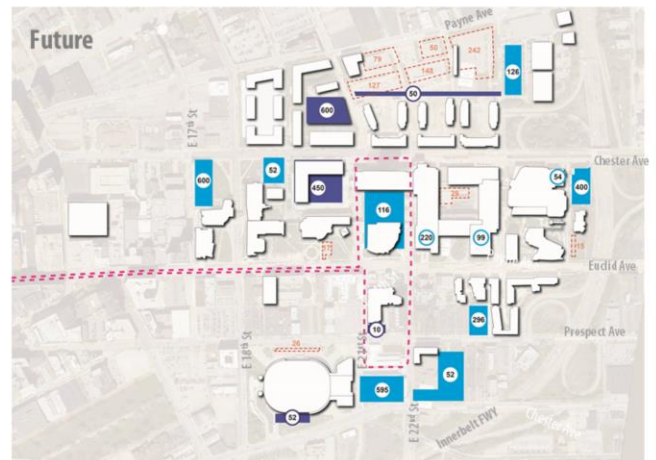


The DRAFT plan does not propose any major changes to the vehicular street network. Relocation of the athletic fields and removal of the Central Parking Garage should maintain vehicular access along E 21st St. The shared service drives west and south of the former Central Garage should be considered for removal, in addition to the shared service drive between Fenn Tower and Science/Science Research (access to the parking garage can be provided via the north following removal of the Chester Building).

3 Parking—Ideas



- 4,361 Existing Spaces (down from 5,064 in 2004)
- 85% Utilization at Peak (Higher in desirable core locations)
- Future Parking Demand Stable



- Demolish Central Garage
 - Relocate Athletic Fields to surface lots
 - 250 Net new parking spaces shown (2 garages)
- Existing Parking
■ Future Parking Opportunities
 Parking Removed
 E-Line Trolley

Cleveland State currently manages 4,361 parking spaces on campus that are currently well utilized at peak hours. The DRAFT plan provides a net new 250 parking spaces amongst a stable enrollment and stable parking demand projections. Primary changes include removal of the Central Garage due to poor and deteriorating facility condition and removal of the surface parking lots north of the Langston to make way for relocated athletic fields. Replacement opportunities include two new garages adjacent to Chester Ave. Financial considerations for parking replacement are discussed on the following pages.

4

CSU Parking. Demand v. Supply + Demand Management



Considerations for parking changes as part of the DRAFT plan include:

- Anticipate no change in overall max parking demand
- Consider a possible small reduction with mode shift (<5%)
- Changes in peak parking may spread with block schedule
- Central Garage (915 spaces, 21s% of CSU parking supply) should be removed, because:
 - The garage is 35 years old structure with significant deterioration
 - The garage requires \$3 million immediate need of structural repairs to address deteriorated conditions, including \$100k emergency repairs to be made in the summer 2014
 - The garage also requires \$2-5 million every 5-10 yrs of ongoing need

Methods to replace Central Garage parking capacity include a combination of the following:

- Reduce parking demand (likely minimal)
- Utilize nearby private lots (250-300 spaces available)
- New surface parking, land acquisition and new structure(s) via Public-Private Partnership

Demand management of parking resources at Cleveland State should consider:

- CSU parking is subsidized and surrounding private parking is higher cost
- Pricing by user type (Student rate, faculty/staff rates [salary-based sliding scale, i.e. Rutgers])
- No permits for residents within 1 mile of CSU
- Pricing by facility type
 - Structure vs. surface parking
 - Long-term (increase price) & Short-term (decrease price)
 - Location: Increase green/white price difference to increase use of perimeter parking facilities
- Encourage bicycle & transit travel and increase housing on-campus & neighborhoods

4

Public Private Partnership (P3) Opportunities



The Ohio State University



University of California at Berkeley



Cleveland State University?

Parking at Cleveland State should consider public-private partnerships (P3), including facility operation opportunities:

- Subcontract functions
 - Revenue collection, maintenance, security (*i.e. Case Western Reserve and Temple University*)
 - CSU hires contractor to manage all operations but retains control of pricing and policy (*i.e. George Mason*)
- Contractor assumes control of all parking facilities in long-term lease (*i.e. Ohio State model*)
 - 50-year lease to Contractor for \$483 million upfront payment
 - Built in annual rate increase

P3 Opportunities can also be considered to develop new facilities

- Contract with private partner to build and operate parking garage using ground lease
 - *i.e. University of California-Berkeley 60 year lease*
 - \$160/month fee as compared to \$130/month at other garages on campus
- University partners with foundations to build garages (several examples)
 - Not “arm’s length” transactions
 - Typically included in institution’s debt profile

Issues developing a new garage at CSU include:

- Contract with developer/operator to build and operate new garage
 - Caveat: Garages perceived as riskier than housing for a P3
 - May create more interest if private partner can lease all CSU parking facilities
 - Parking rates will need to increase
- CSU should safeguard interests in contract with developer/operator
 - Review project at design, plan stages
 - Agreement on required improvements and maintenance
 - Provide for special events parking

4 Some Pros and Cons of P3s

PROS

- Provide financing
- Potential for greater technical expertise, efficiency
- Remove politics from setting parking rates
- Others...



CONS

- Community may not agree with “strictly business” approach to rate setting
- Risk of undervaluing facility
- Loss of control of facility/land
- Many issues and impacts to be addressed



Summary positives (pros) of utilizing P3's for parking facilities at CSU include:

- Provide financing
- Potential for greater technical expertise and efficiency
- Politics from setting parking rates are removed from CSU's control

Summary negatives (cons) of utilizing P3's for parking facilities at CSU include:

- Campus community may not agree with “strictly business” approach to rate setting
- Risk of undervaluing facility
- Loss of control of facility/land
- Many issues and impacts to be addressed

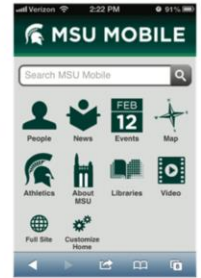
4 Campus Exterior Wayfinding—Ideas



Wayfinding at Cleveland State was analyzed as part of the Master Plan. Existing condition wayfinding issues and opportunities include:

- Gateways at the main entrances do not exist
- Heavy use of CSU logo signature and seal
- Various design styles of building identification signs
- Lack of visual continuity and design standards
- Public parking venues are difficult to find for first-time visitors
- Missing from the wayfinding system are directional signs for drivers and pedestrians
- Opportunity to apply a CSU signature on the west face of the Playhouse Square new archway at Euclid and 17th Street
- Consider addition another 4-sided pylon near the Chester Ave and 24th Street intersection

4 Campus Exterior Wayfinding—Ideas



As part of the DRAFT plan recommendations, wayfinding action items for consideration include:

- Work with RTA for permission to place “at a glance” guide signs at the end of the ramps
- Develop Wayfinding Standard Designs for both exterior and interior signage
- Include the building prefix code on all building ID and interior guide signs
- Improve wayfinding information on the CSU website and develop a mobile App that supports wayfinding
- Create a faculty and staff education piece to raise awareness of any wayfinding changes and improvements

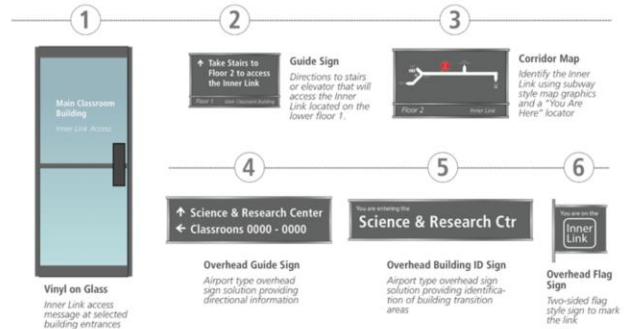
Opportunities to improve the parking experience at Cleveland State include:

- Visitor parking venues require better identification signage together with campus map directories
- Revise the parking lot numbering scheme to flow with the traffic on the streets
- Name all the visitor/public parking options after the name of the street that they are accessible

4 Interior Wayfinding—Ideas

Sequence of Encounter

• This page demonstrates the types of signage encountered at building entrances and along public pathways by a visitor looking to access the Inner Link



Recommendations interior wayfinding were also developed as part of the DRAFT plan, including suggestions for improving the Innerlink, including:

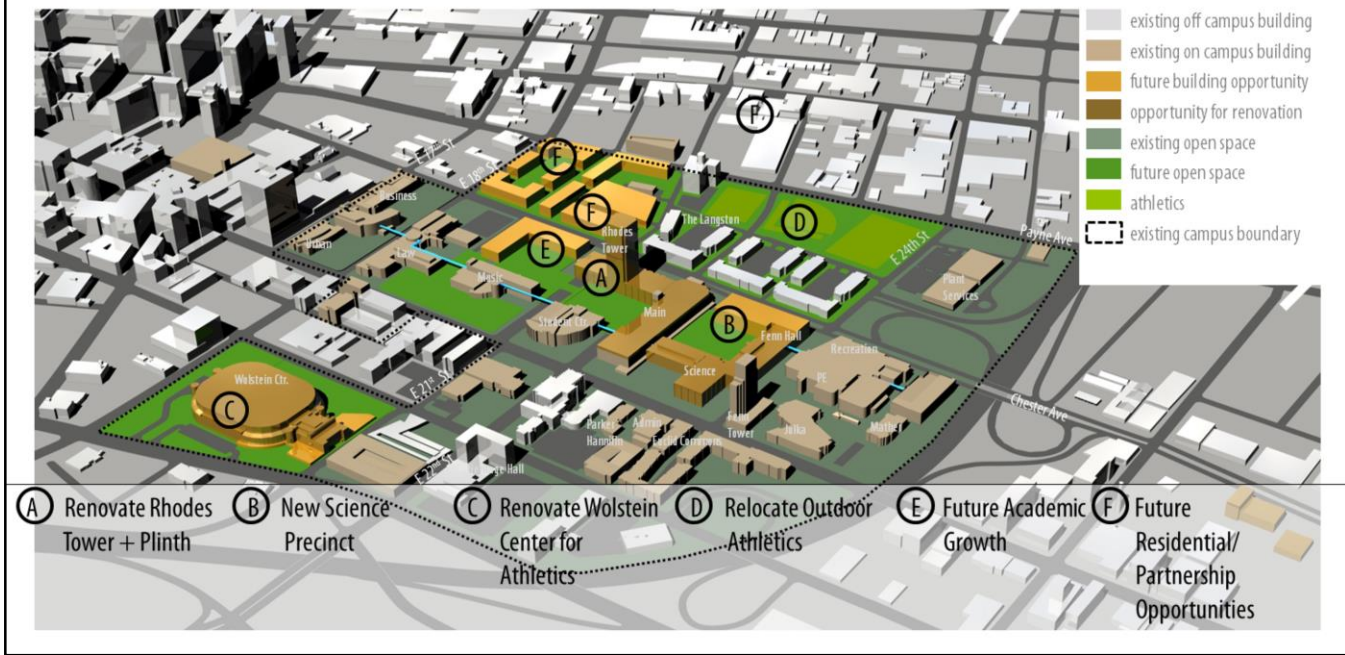
- Provide "Innerlink Access" messaging at selected building entrances to identify access points to the link
- Continue the bread crumbs to the link by listing on interior guide signs
- Position corridor maps at the entry points into the link
- Create an "airport type" overhead sign system for both directional information and building transition areas
- Brand the link with an attractive graphic icon

Other improvements for interior wayfinding to be considered include:

- Continue the same flooring material throughout the path
- Paint the walls and/or ceiling using a color, pattern or striping that highlights the path
- Widen the pathway in areas that sport the undersized width of the hallway
- Incorporate landmarks at strategic locations that help support route recall
- Improve the lighting and make it consistent throughout the link

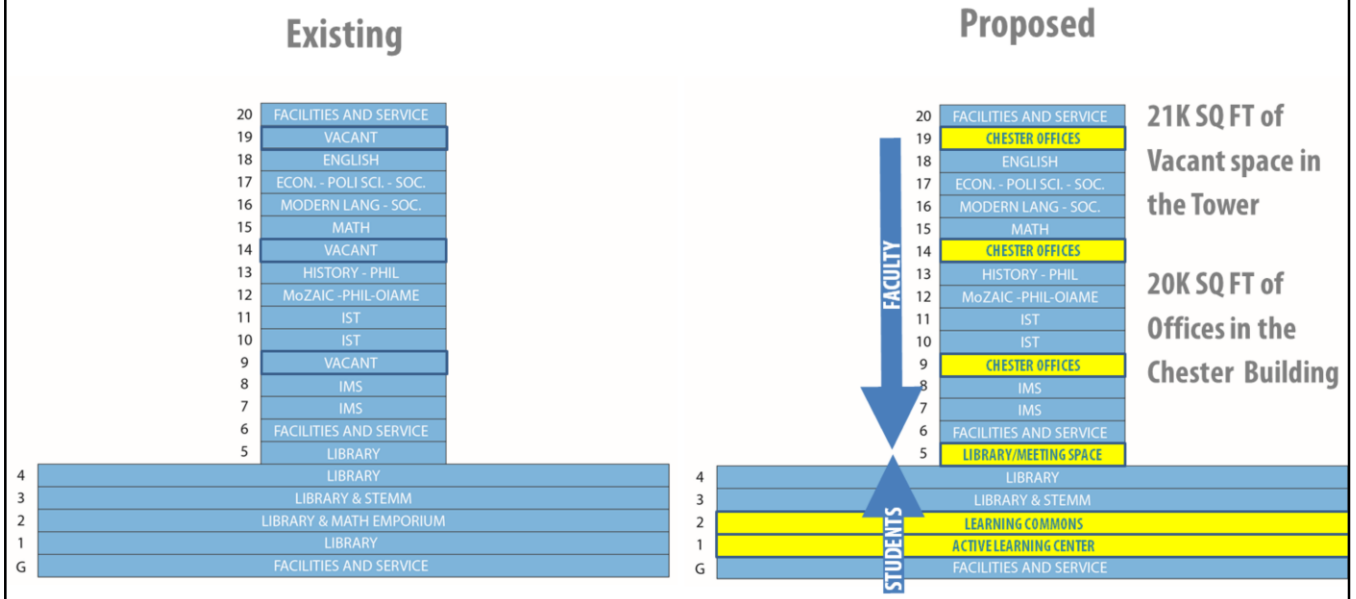


4 DRAFT Consensus Plan



The following pages provide additional description for each of the six primary areas of change as outlined in the DRAFT plan. These opportunities for change are not shown in any particular order.

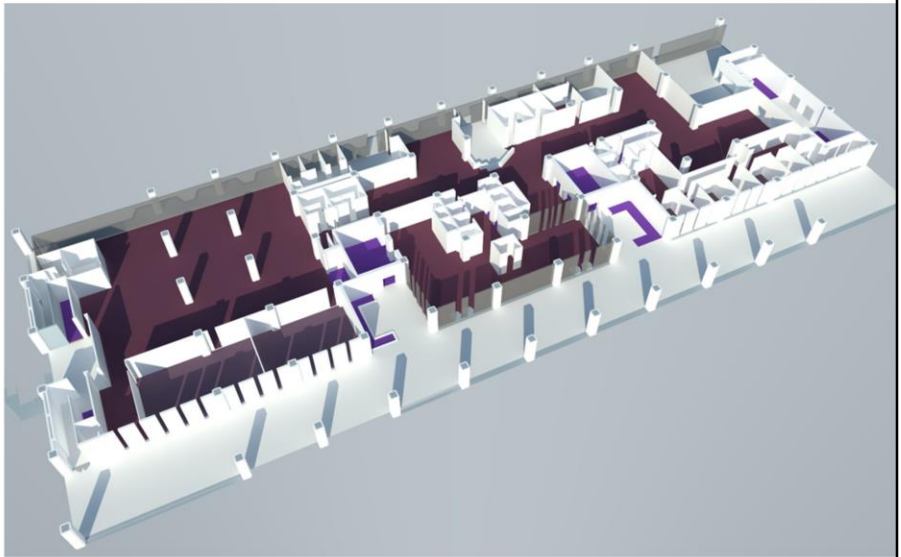
4a Ideas – Rhodes Tower



Rhodes Tower is an important part of the fabric of Cleveland State University, and will remain as such in the coming years. As part of a framework for future change, the DRAFT plan proposes long-range opportunities for renovation of Rhodes Tower. Programmatic change could include more active learning and learning commons space on the first two floors of the Rhodes Tower Base. The Tower was originally designed as an office building and should maintain primary office functions in the future. Opportunities to renovate the tower include:

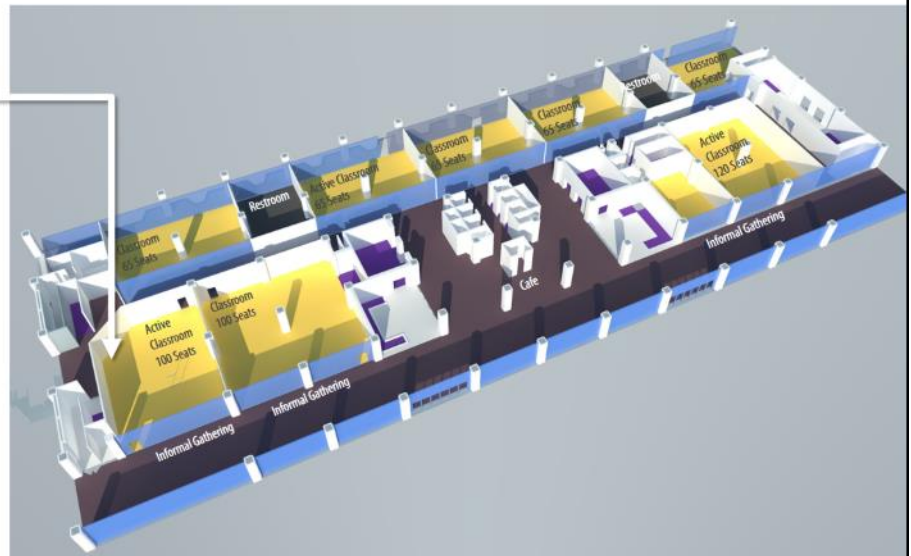
- Consider aesthetic modifications to the exterior façade
- Renovate and mitigate floors with asbestos
- Improve efficiency and safety of elevators
- Renovate existing floors to provide more open office opportunities
- Consider migration of offices from the Chester Building to vacant floors to allow for future demolition of the Chester Building

4a Ideas – Rhodes Tower | First Floor



Existing

4a Ideas – Rhodes Tower | First Floor

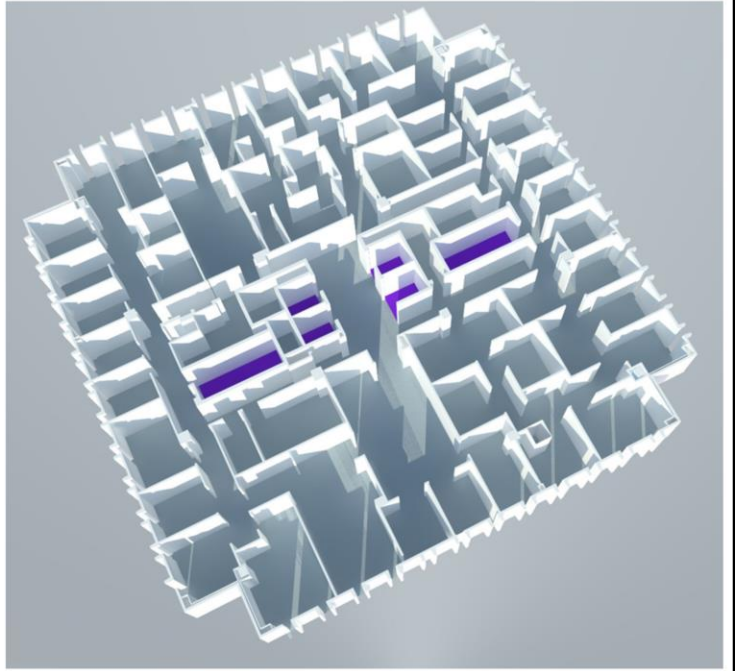


Proposed

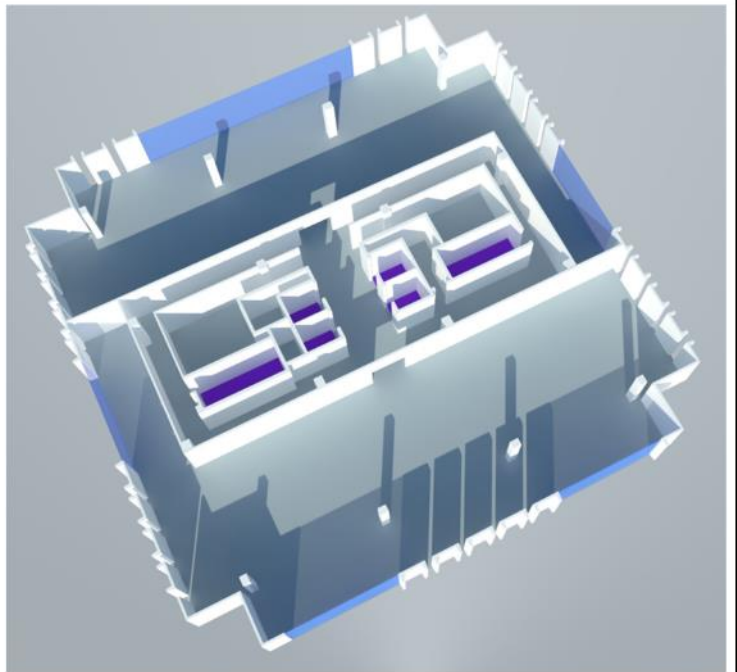
Opportunities to renovate the first floor of the Rhodes Tower Base include:

- Create five (5) 65-seat transparent active learning classrooms on the north side of the building
- Create three (3) 100+ seat transparent active learning classrooms
- Café and informal gathering/learning space and expanded interior corridor to activate the central quadrangle

4a Ideas – Rhodes Tower | Floors 5-20 EXISTING



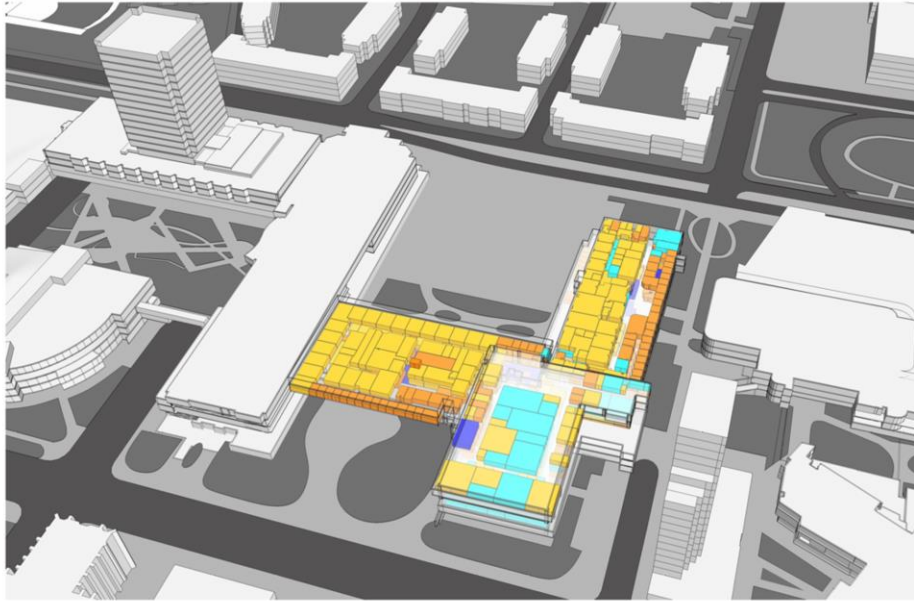
4a Ideas – Rhodes Tower | Floors 5-20 PROPOSED



Opportunities to renovate Rhodes Tower for offices include:

- Create open floor plates with 2 suites per floor
- Improve transparency across the floor—both inside and outside
- Create larger window bays for increased daylighting
- Enhance elevators

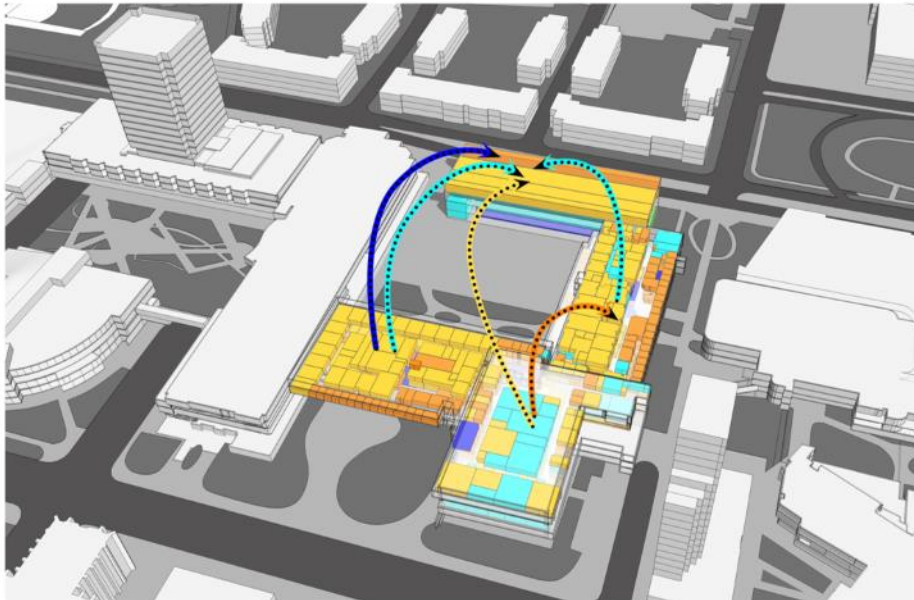
4b Ideas—Science Precinct



EXISTING

FENN BUILDING	
■ CLASSROOM:	5534 ASF
■ INSTRUCTIONAL LAB:	44991 ASF
■ RESEARCH:	32693 ASF
■ OFFICES:	22240 ASF
SCIENCE BUILDING	
■ CLASSROOM:	1712 ASF
■ INSTRUCTIONAL LAB:	35646 ASF
■ RESEARCH:	14946 ASF
■ OFFICES:	4848 ASF
SCIENCE AND RESEARCH BUILDING	
■ CLASSROOM:	6329 ASF
■ INSTRUCTIONAL LAB:	9272 ASF
■ RESEARCH:	30511 ASF
■ OFFICES:	10853 ASF

4b Ideas—Science Precinct



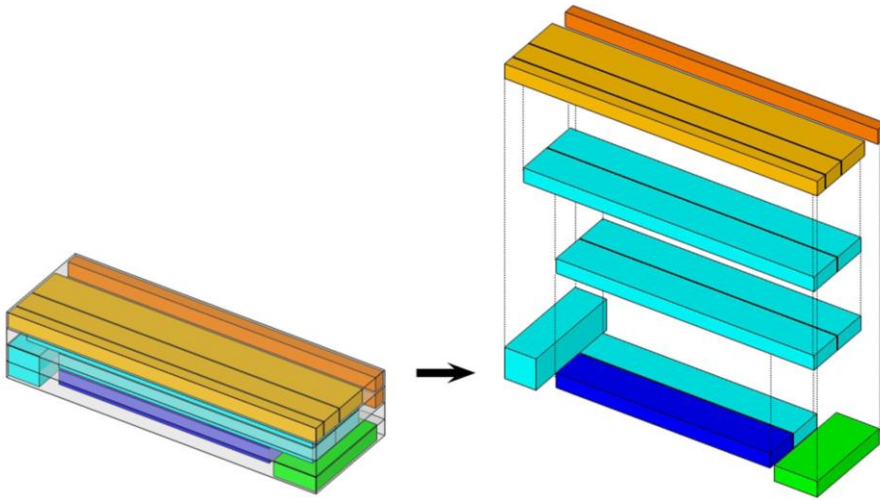
PROPOSAL A

FENN BUILDING	
■ CLASSROOM:	5534 ASF
■ INSTRUCTIONAL LAB:	35719 ASF + - 9272
■ RESEARCH:	32693 ASF
■ OFFICES:	27088 ASF + - 4848
SCIENCE BUILDING	
■ CLASSROOM:	1712 ASF
■ INSTRUCTIONAL LAB:	35646 ASF
■ RESEARCH:	0 ASF + - 14946
■ OFFICES:	0 ASF + - 4848
SCIENCE AND RESEARCH BUILDING	
■ CLASSROOM:	0 ASF + - 6329
■ INSTRUCTIONAL LAB:	0 ASF + - 9272
■ RESEARCH:	30511 ASF
■ OFFICES:	10853 ASF
PROPOSAL A	
■ CLASSROOM:	6372 ASF
■ INSTRUCTIONAL LAB:	41250 ASF
■ RESEARCH:	19668 ASF
■ OFFICES:	3649 ASF

The DRAFT plan recognizes the strategic need for new science and engineering classroom, lab, and research space, and the tactical need to create swing space that permits renovation of existing space to an open model and current standards. The plan proposes a new interdisciplinary engineering building on the site of the Chester Building as an approach to provide thoughtful and pragmatic multi-disciplinary solutions for several of the programmatic growth areas at Cleveland State.

4b Ideas

PROPOSAL A



LEVEL 04
RESEARCH LAB
OFFICES

LEVEL 03
INSTRUCTIONAL LAB

LEVEL 02
INSTRUCTIONAL LAB

LEVEL 01
MAIN LOBBY
MAKER SPACE
INSTRUCTIONAL LAB
CLASSROOM

4b Ideas - Lobby



A new interdisciplinary engineering building could include:

- Maker space, instructional lab, classroom and open lobby space on the first floor
- Instructional lab space on the second and third floors
- One floor of research space, creating roughly 20,000 ASF of state-of-the art laboratory space

4b Ideas – Teaching Labs



4b Ideas – Collaborative Space



A new interdisciplinary engineering building provides opportunities for state-of-the-art teaching lab and collaborative space.

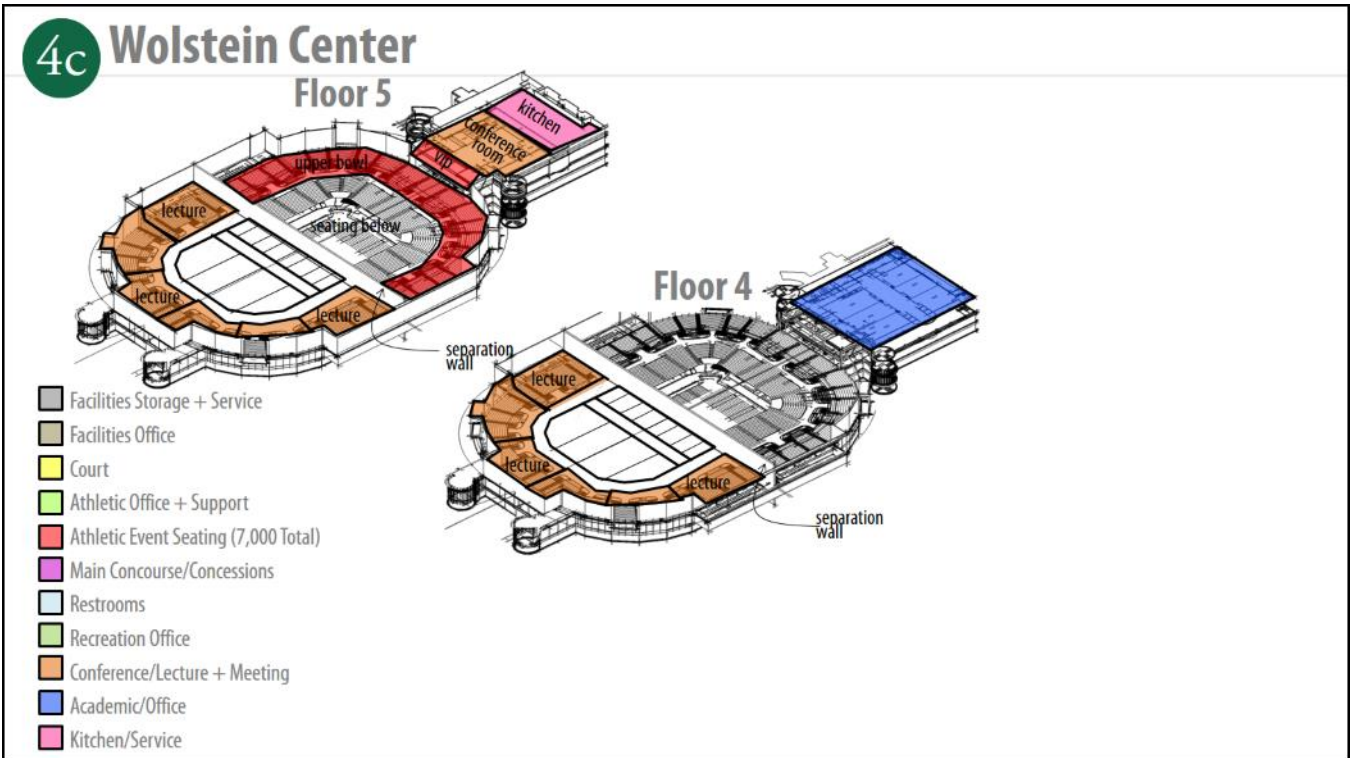
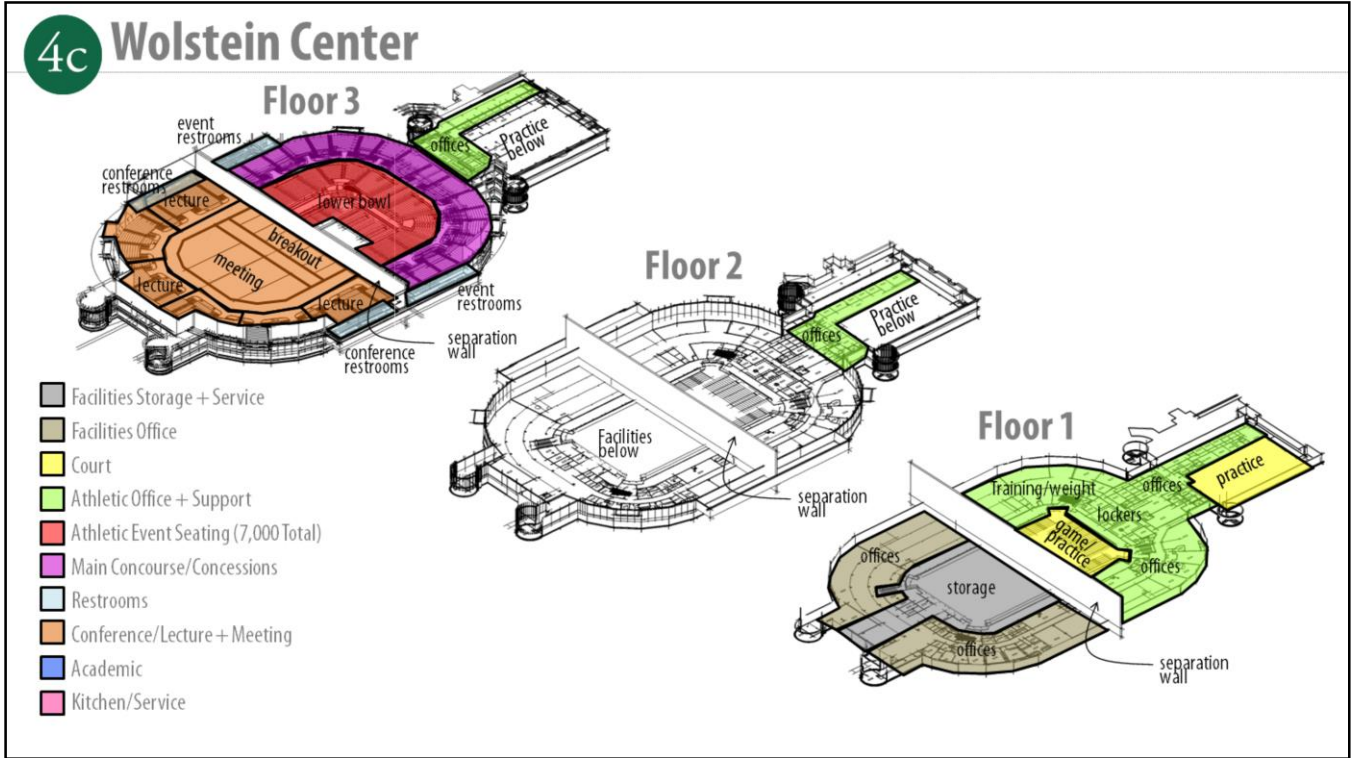
4b Ideas - Research



4b Ideas - Maker Space



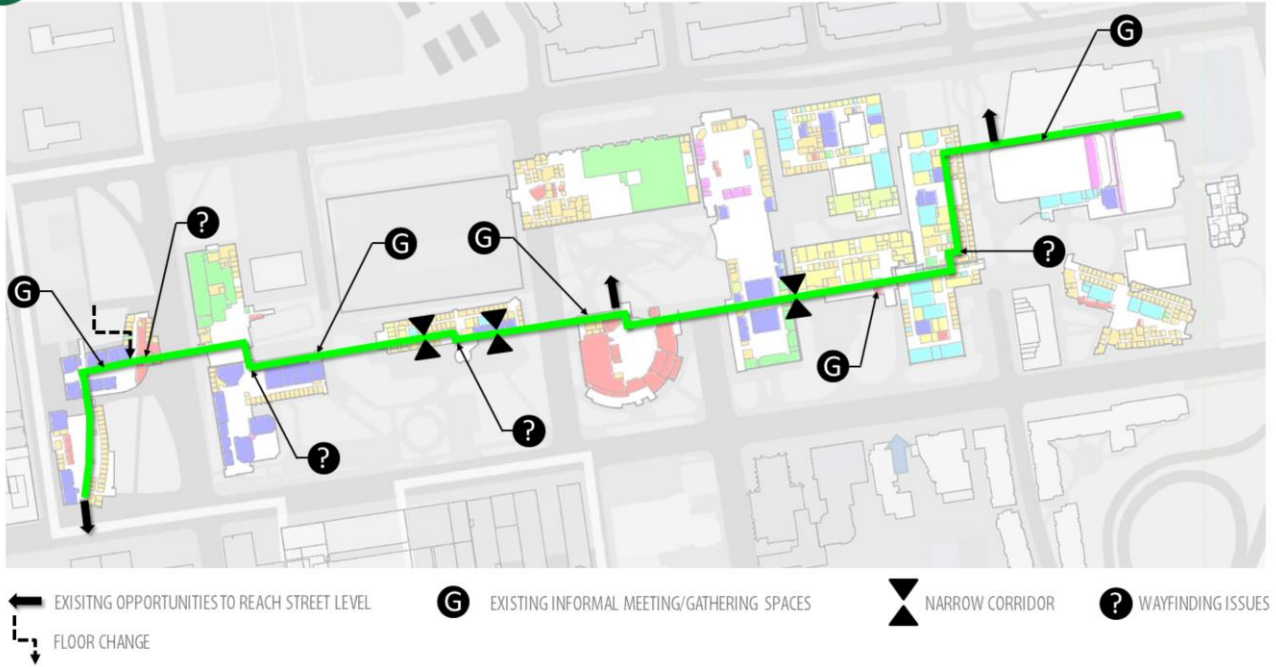
Considerations for an Interdisciplinary engineering building should include places to think, make and reflect. Flexible, transparent and adaptable maker space should be considered as a programmatic opportunity for the first floor. The top floor could include longer range opportunities for state-of-the-art research space focused on increased productivity and faculty recruitment.



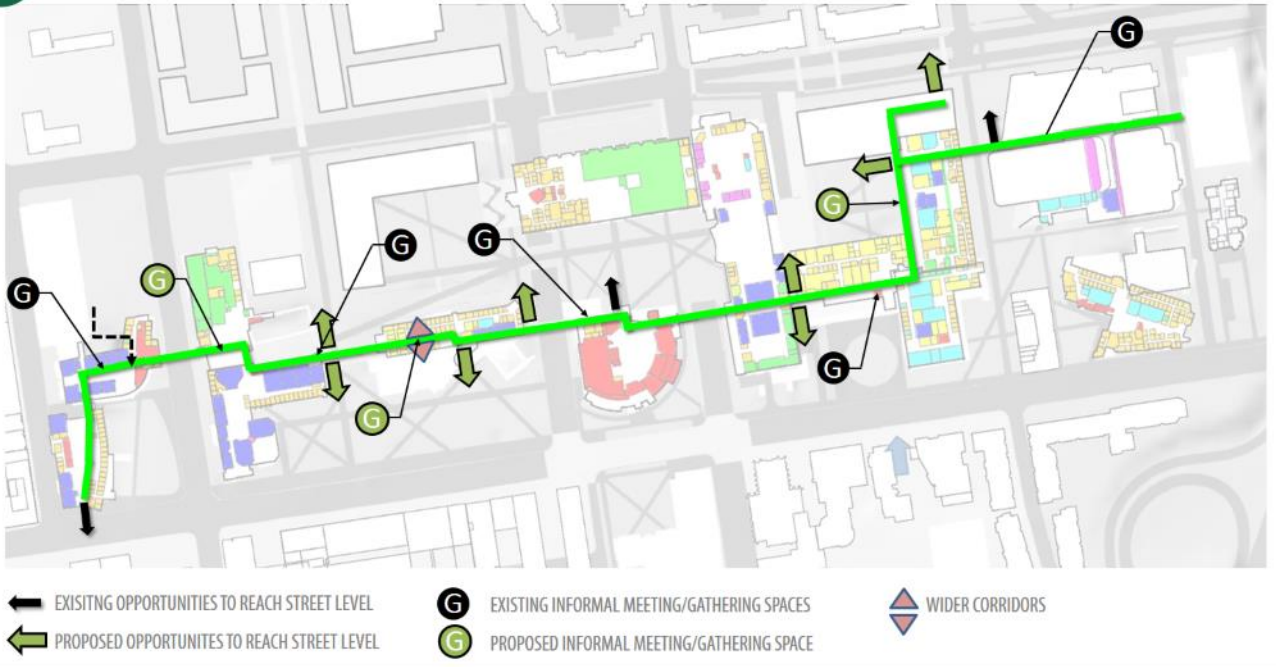
The DRAFT plan proposes renovation of the Wolstein Center, including:

- Right-size the arena venue and seating appropriate for Cleveland State basketball
- Migrate of all CSU athletic offices to the Wolestein Center
- Utilize the lower level of half of the Wolstein Center for storage and offices
- Develop a new floor at the concourse level and create conferencing facilities in half of the former arena

4 Ideas – Innerlink EXISTING



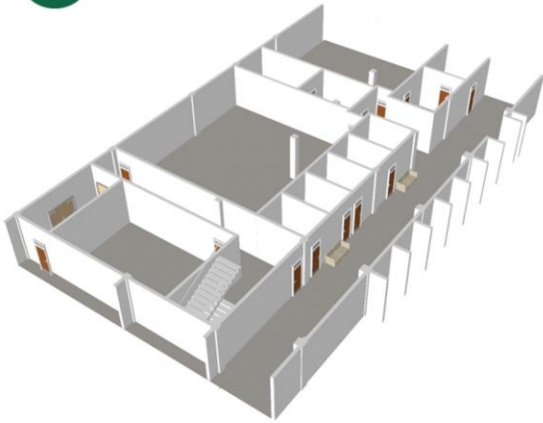
4 Ideas – Innerlink FUTURE OPPORTUNITIES



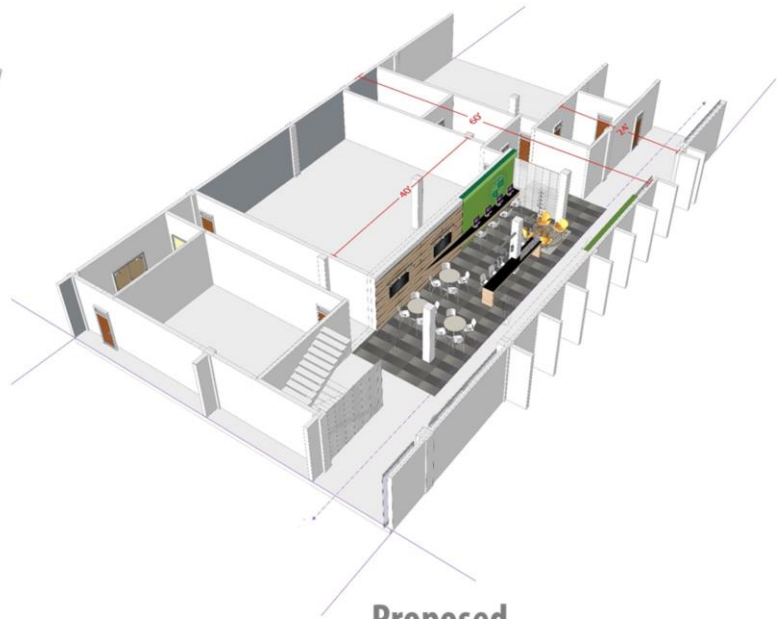
The Innerlink is an important asset as part of a connected indoor and outdoor system of active walkways on Cleveland State’s campus. Existing and future opportunities for the Innerlink include:

- Improve connections to the street level
- Increase informal meeting and gathering spaces
- Create wider corridors at key locations

4 Ideas – Innerlink



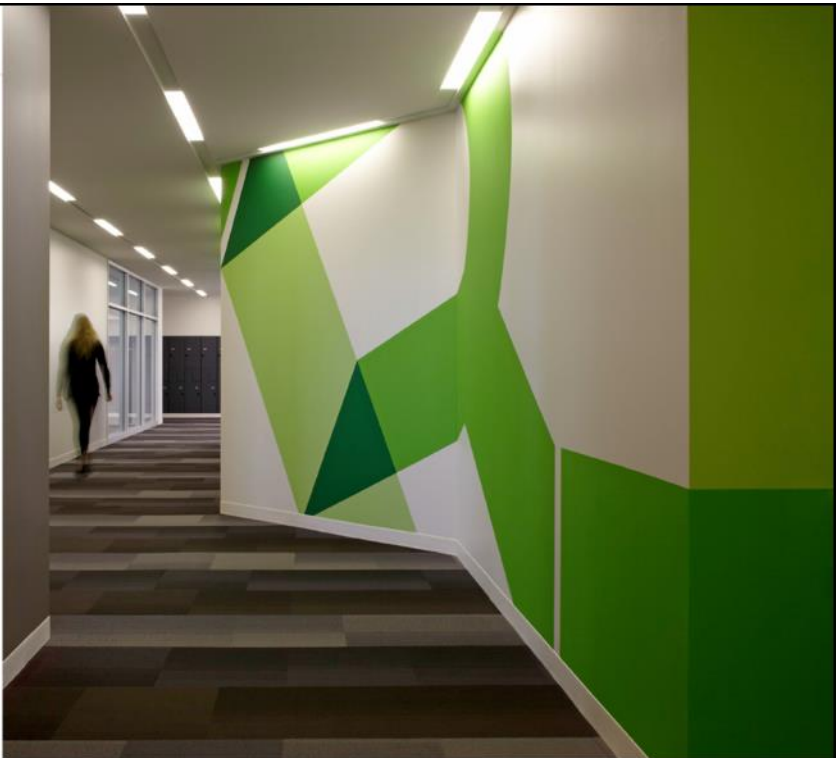
Existing



Proposed

4 Ideas – Innerlink

How It Looks is the Brand !



Opportunities to renovate the Innerlink include:

- Remove walls and widening the corridor to create areas for collaboration at key locations
- Brand the entire corridor as central to the Cleveland State image and experience

4 Ideas – Innerlink

Extending the Classroom Experience

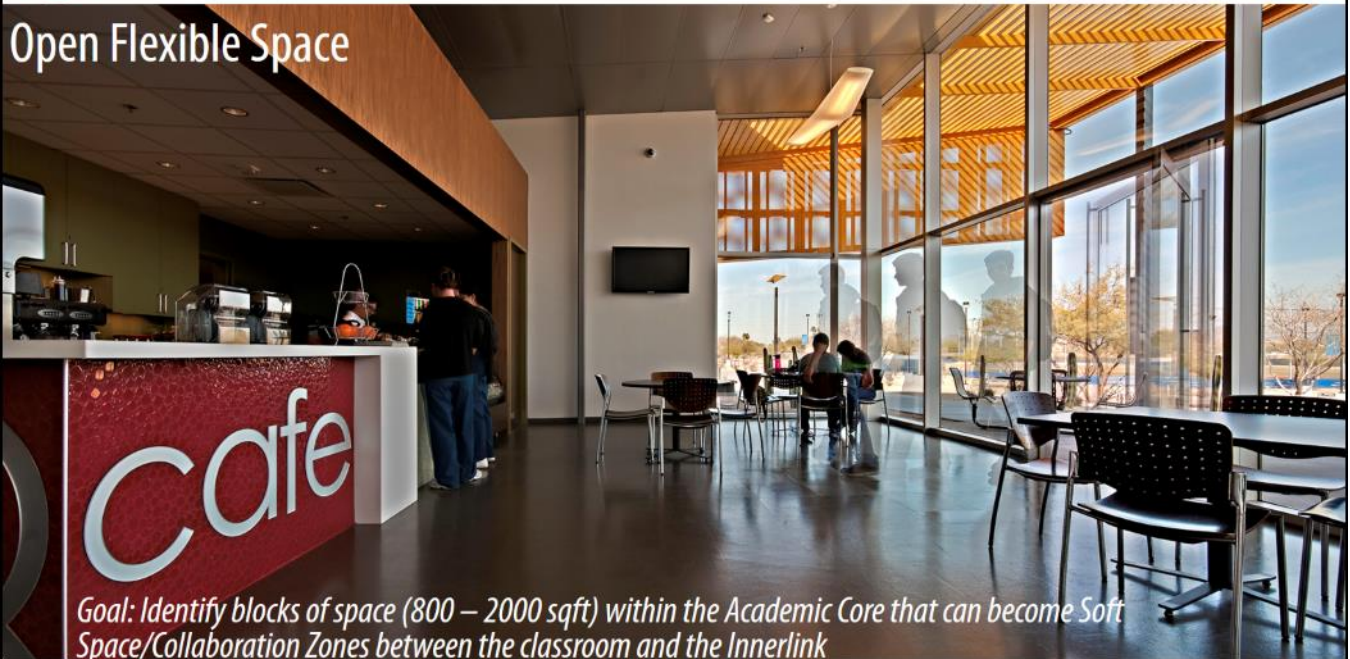


Goal: Identify blocks of space (550 sqft) along the Innerlink of Academic Buildings that can become Soft Space/Collaboration Zones that extend learning beyond the classroom.

These “place making” features involving paint, carpet and furniture are some of the least expensive and shortest timeframe solutions that University can undertake.

4 Ideas – Innerlink

Open Flexible Space



Goal: Identify blocks of space (800 – 2000 sqft) within the Academic Core that can become Soft Space/Collaboration Zones between the classroom and the Innerlink

The DRAFT plan identifies small and medium blocks of space within the academic core to become collaboration zones and open flexible spaces that continue to extend learning opportunities beyond the classroom and brand the Cleveland State experience.

CLEVELAND STATE UNIVERSITY

2014 MASTER PLAN

MASTER PLAN REFINEMENT
MAY 27-28 2014



SMITHGROUP JJR

Thank you for reviewing the DRAFT plan recommendations. SmithGroupJJR and the Master Plan team looks forward to presenting refined draft ideas on campus September 9-10, 2014. Specific times and venues TBD.

Please provide commentary on the Master Plan Website (csumasterplan.mindmixer.com) If you have any additional questions, please contact Mary Jukuri, Campus Planner at Mary.Jukuri@smithgroupjjr.com; Michael Johnson, Campus Planner at Michael.Johnson@smithgroupjjr.com; or Bruce Ferguson, Director, Planning, Design & Construction at b.ferguson68@csuohio.edu

Thank you!