

EXECUTIVE SUMMARY

BLOOMSBURG UNIVERSITY CAMPUS PLAN 2013

STRATEGIC PLAN

IMPACT 2015: BUILDING ON THE PAST LEADING FOR THE FUTURE
September 2010

WHERE IT BEGAN... WHERE IT IS GOING...

In late Fall 2009, Bloomsburg University President David L. Soltz assembled a committee of students, faculty, staff, alumni and community members to take part in a long-range strategic planning process. The committee was self-named, SPARC (Strategic Planning and Resource Council). With guidance from Dr. Madeleine Wing Adler, a consultant with Person Associates Inc. and former president of West Chester University, as well as welcomed feedback from the campus and greater community, SPARC developed and composed mission, vision and value statements. The Council, through extensive discussion and consultation with constituents, also identified the challenges and opportunities Bloomsburg University would face within a three to five year period, and how to address them. The group identified four key strategic issues, accompanied by directions (goals) and initiatives (action items). Currently, the University is working on the first round of Top Twelve identified action steps.

Beginning Fall 2009 through Spring 2010, SPARC met on numerous occasions. Using a SWOT analysis and input from campus meetings, forums and community gatherings, the Council formulated new Mission, Value and Vision statements for Bloomsburg University.

MISSION STATEMENT

Bloomsburg University of Pennsylvania is an inclusive comprehensive public university that prepares students for personal and professional success in an increasingly complex global environment.

VALUE STATEMENT

Bloomsburg University of Pennsylvania students, faculty and staff value:

- Collaboration
- Community
- Critical thinking
- Diversity
- Excellence
- Integrity
- Knowledge
- Opportunity
- Personal and professional growth
- Respect

VISION STATEMENT

Bloomsburg University aspires to:

- Be a premier public comprehensive university, recognized as a center of thinking, learning and academic excellence.
- Anticipate and address the changing needs of the Commonwealth.
- Be a diverse community that produces positive change.
- Provide resources to maximize opportunities for success.
- Be a good steward of our resources and the environment.
- Develop individuals to be contributing citizens.

STRATEGIC ISSUES

#1 Enhancing Academic Excellence is fundamental to achieving the university vision. Academic excellence creates personal and professional success for all learners. It is pivotal in recruiting and retaining talented and diverse students and personnel.

- Create a learning environment for personal and professional success in a diverse and rapidly changing world.
- Provide professional development and scholarship opportunities for all University personnel.
- Integrate diversity in the learning environment.
- Implement and monitor a systematic process of assessment.

#2 - Achieving Excellence while Ensuring Financial Sustainability.

As a public institution historically dependent on tuition and state appropriations, Bloomsburg University strives to maintain fiscal responsibility and enhance academic excellence. New sources of funding must be identified and developed while being good stewards of existing resources.

- Identify, examine, align and allocate resources to meet institutional priorities.
- Coordinate efforts to identify and develop new resources in accordance with University strategic priorities.

#3 - Designing an Enrollment Vision in terms of Demand, Program Mix and Capacity. Bloomsburg University must respond to the demands of a rapidly changing job market and shifting demographics. The institution must develop academic and co-curricular programs that support student retention, graduation and personal and career success. Facilities, services and personnel must align with student needs.

- Assess enrollment trends and projections in terms of capacity, student demographics, target populations and demand.
- Develop a realistic, dynamic, budget-sensitive and comprehensive enrollment management plan that supports student access and success.
- Implement and monitor a comprehensive enrollment plan relative to academic excellence, market demands and financial resources.

#4 - Fostering and Developing a Strong Sense of Community.

Building a strong sense of community involves stakeholders from all areas of Bloomsburg University, including groups that have been traditionally under-represented. A strong sense of community enhances commitment among members, mutual support of stakeholders, higher morale, a global perspective and diversity of members.

- Communicate effectively among all stakeholders.
- Promote a diverse community that accepts and supports cultural and social differences.
- Encourage globalism and environmental awareness and responsibility.
- Improve town/gown relations.
- Increase student engagement with the University and community.
- Strengthen connections with alumni.

CAMPUS PLAN

GOALS & GUIDING PRINCIPLES

SETTING THE FRAMEWORK FOR THE CAMPUS PLAN

The following goals and guiding principles are intended to inform physical project recommendations that support Bloomsburg's space needs and strategic vision. The goals were created to address each planning category in an effort to set a framework for physical development campus-wide.



ACADEMIC

- Support the University's mission of providing an affordable education by optimizing the use of current facilities.
- Address academic space needs for the future assuming 1% per year enrollment growth.



ADMINISTRATION

- Provide fair and adequate space for faculty and staff while enhancing their presence on campus.
- Consider appropriate spatial adjacencies when relocating existing departments.



STUDENT LIFE

- Prioritize the proposed student center program and define its location on campus.



STUDENT HOUSING

- Define near- and long-term strategies that will enhance the mix of housing typologies available to students living on campus while offering a range of cost options.
- Provide recommendations that assume 40-50% of students enrolled will live on campus.



ATHLETICS AND RECREATION

- Provide recommendations for athletics and recreational facilities assuming 1% per year enrollment growth.



OPEN SPACE

- Provide usable greenspace that promotes interaction while encouraging a sense of community.
- Provide a strategy for improving wayfinding campuswide.



INFRASTRUCTURE

- Develop near- and long-term parking strategies that give priority to commuter students and provide higher density parking near the campus core.

COMMUNITY

- Make meaningful investments in the community through strategic development of academics and student housing.

SUSTAINABILITY

- Identify opportunities to optimize on-campus energy infrastructure.
- Incorporate best practices and resource conservation relating to physical development, with no specific criteria for LEED or STARS certification.
- Provide recommendations for enhancing open space that take advantage of regional conditions and reduce the University's impact on local infrastructure.

PLANNED PROJECTS

BLOOMSBURG UNIVERSITY AT 12,000 STUDENTS



ACADEMIC

- A1. New Waller
- A2. New Academic Building on the Academic Quadrangle
- A3. Renovate McCormick
- A4. Renovate Benjamin Franklin
- A5. Renovate Simon
- A6. Demolish Old Science
- A7. Renovate Haas Center for the Arts
- A8. Renovate Bakeless



ADMINISTRATION

- A1. New Waller
- B1. New Facilities Maintenance Complex
- B2. Health and Counseling Center
- B4. New Gateway / Alumni Center
- B5. Relocation of Non-Student Administration to Greenly Center
- B6. Andrus Library II / Telephone Room Addition



STUDENT LIFE

- C1. New Student Union
- C2. Demolish Kehr Student Union



STUDENT HOUSING

- D1. New Swisher Village Building 1
- D2. New Swisher Village Building 2
- D3. Renovate Montour Hall
- D4. New Lower Campus Residence Hall
- D5. New Penn Village Residence Hall 1
- D6. New Penn Village Residence Hall 2
- D7. West Village Apartments Phase 1
- D7. West Village Apartments Phase 2
- D8. New Montgomery Village Apartments
- D9. New Penn Village Residence Hall 3



ATHLETICS & RECREATION

- E1. Addition to Nelson Fieldhouse
- E2. New Air Supported Sports Structure
- E3. Relocate Baseball Field
- E4. Recreation Field Upgrades
- E5. Relocate Athletic Fields
- E6. Relocate Track Throwing Events
- E7. New Athletic Fields Support Building
- E8. New Multipurpose Fields



OPEN SPACE

- F1. New Landscaped Campus Gateway
- F2. New Swisher Village Quadrangle
- F3. New Penn Village Quadrangle
- F4. New West Village Quadrangle
- F5. Campus Walk Extension at Swisher Village
- F6. Campus-Wide Wayfinding and Signage (various locations, not shown)



INFRASTRUCTURE

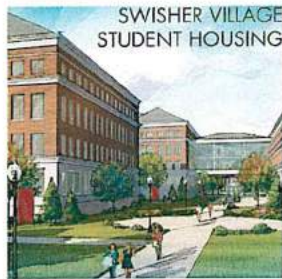
- G1. Suttiff Hall Parking Deck (150 spaces)
- G2. New East Campus Parking Garage (650 spaces)
- G3. Lower Campus Surface Parking (200 spaces, various locations)
- G4. New Campus Entry Drive
- G5. Redundant Water Loop Connection along Swisher Drive (not shown)
- G6. District Heating/Cooling on Upper Campus (not shown)
- G7. Central Chilled Water Cooling Plant for West End of Lower Campus (not shown)
- G8. Central Chilled Water Cooling Plant for East End of Lower Campus (not shown)
- G9. Modified Loop Electrical Distribution to Upper Campus (not shown)
- G10. Lightstreet Road Intersection Upgrade
- G11. Lightstreet Pedestrian Bridge
- G12. Steam Plant Upgrades



PLANNED PROJECTS

EXECUTIVE SUMMARY

Another high-priority project during the process was creating a new Student Union, specifically on the existing Warren Student Services Site. A new Union on this site will not only show the institution's commitment to balancing academics and student life, but provide the additional space needed to supplement existing shortages of dining, meeting, student government, and student organizations space. Ballroom, bookstore, and lounge spaces will also be provided. In order to initiate this project, the functions within Warren Student Services Center will need to be relocated.

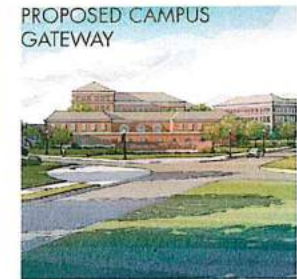
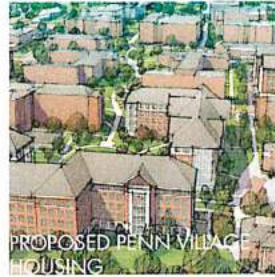
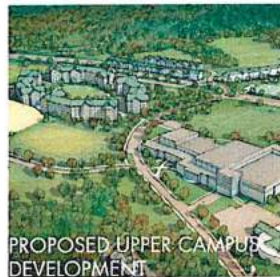


The following proposed projects are the result of regular meetings with the Steering and Executive Committees, an understanding of the University's existing and future space needs, the need for learning and non-learning space as a result of current utilization and anticipated growth, and the objectives of the Strategic Plan.

Constructing new student housing on lower Campus was a high priority in all planning discussions. With an existing bed shortage of approximately 283, few options for off-campus housing, and a strong desire from incoming students to have a larger variety of bed types, constructing a new, 360 bed, suite-style residence hall on the existing bookstore site is easily justified. Since there are little, if any, locations on Lower Campus for new buildings to be constructed, developing on the existing commuter parking lot site is inevitable. The Plan proposes a new residential district, "Swisher Village", be constructed here, consisting of two new residence halls, dining, surface parking, as well as a new residential quadrangle and campus walk extension. This project, along with the creation of a new campus gateway, has the potential to transform the campus as well as take the first steps in creating a connection between Upper and Lower Campuses. Structured parking will be required and is best suited in a multi-story structure to the north of the existing Recreation Center.

Prior to the Campus Plan initiative, the Waller renovation and addition project was planned to accommodate administrative program functions within an addition and relocate academic programs from Old Science within the renovated building. After validating that the Warren Student Services Center site is ideal for a new, expanded Union, it was decided that the Waller project should combine the administrative functions in Waller and Warren as well as accommodate the relocation of Old Science. Combining these administrative functions will allow spaces such as printing, reception, student worker, staff lounges, and meeting spaces to be shared more efficiently between departments.

A new 70,000 gsf academic building containing classrooms, labs, faculty offices, flexible classroom space, meeting rooms, as well as open academic collaboration space will accommodate existing space shortages while allowing the institution to support growth of new academic programs such as Allied Health Sciences and/or Information Technology.



Renewing existing academic buildings is an important component of the Plan as well. Phased renovations in McCormick, Benjamin Franklin, and Simon are needed to maintain the integrity of these buildings for future use.

Athletics and Recreation play a unique role in supporting physical fitness, active NCAA Division II athletics with Division I wrestling, and the growing number of academic programs that utilize these facilities for academic scheduling. As a result, the existing indoor as well as outdoor athletics and recreation spaces are overutilized. An expansion to Nelson Field house containing an additional auxiliary gymnasium as well as office and support spaces will greatly relieve the strain on existing spaces while allowing popular athletic and academic programs to grow to meet existing and future demands.

According to multiple housing studies, there is still a large percentage (about 13% of Fall 2012 enrollment) of students who are seeking leased housing on and off campus. This proves that there will continue to be a strong market for student housing development. Providing a mix of suite-, hotel-, and dormitory-style housing will offer students a wider variety of cost options while updating existing facilities.

Several sites have been identified for future housing development on both Upper and Lower Campus. They include:

- Kehr Union Site
- Schuylkill Hall Site
- Bookstore Site
- Montgomery Apartments Site
- Varsity Practice Fields Site (across from Jessica Kozloff Apartments)

In addition to these transformational projects, campus-wide recommendations to improve building condition, landscape, and campus infrastructure on both campuses have been addressed.

PLANNED PROJECTS

COST SUMMARY

Proj. Section	Proj. No.	Proj. Driver(s)	Project Name	Renovation GSF	New / Addition GSF	Construction Cost	Area (GSF)	Unit Cost / GSF	Professional Fees, Equipment, Construction Contingencies	Total Project Costs 2014 Dollars	Estimated Year of Mid-Point Construction	Total Project Cost w/ Escalation	Total Project Cost per Building Typology 2014 Dollars
A. ACADEMICS													\$118,842,036
	1	●●●●	New Waller (includes Student Services)		128,733	\$34,114,245	128,733	\$265	\$6,822,849	\$40,937,094	2018	\$47,890,610	
	2	●●●●	New Academic Building on Academic Quadrangle		70,000	\$21,140,000	70,000	\$302	\$4,228,000	\$25,368,000	2020	\$32,098,613	
	3	●●●●	Renovate McCormick	80,758		\$21,400,870	80,758	\$265	\$4,280,174	\$25,681,044	2021	\$33,794,502	
	4	●●●●	Renovate Benjamin Franklin	33,896		\$5,931,800	33,896	\$175	\$1,186,360	\$7,118,160	2024	\$10,536,616	
	5	●●●●	Renovate Simon	5,802		\$1,537,530	5,802	\$265	\$307,506	\$1,845,036	2025	\$2,840,348	
	6	●●●●	Demolish Old Science			\$969,940	44,747	\$22	\$193,988	\$1,163,928	2019	\$1,416,096	
	7	●●●●	Renovate Haas Center for the Arts	66,360		\$7,631,400	66,360	\$115	\$1,526,280	\$9,157,680	2024	\$13,555,603	
	8	●●●●	Renovate Bafelless	54,863		\$6,309,245	54,863	\$115	\$1,261,849	\$7,571,094	2023	\$10,776,028	
B. ADMINISTRATION													\$28,081,600
	1	●●●●	New Facilities Complex (Upper Campus)		40,000	\$10,840,000	40,000	\$271	\$2,168,000	\$13,008,000	2024	\$19,255,018	
	2	●●●●	New Health and Counseling Center		10,500	\$3,006,000	86,500	\$35	\$601,200	\$3,607,200	2021	\$4,746,829	
	3	●●●●	New Gateway / Alumni Center		10,000	\$3,397,000	13,500	\$252	\$679,400	\$4,076,400	2026	\$6,526,448	
	4	●●●●	Relocation of Non-Student Administration to Greenly Center		8,000	\$600,000	8,000	\$75	\$90,000	\$690,000	2017	\$776,156	
	5	●●●●	Andruss Library IT / Telephone Room Addition (2015)		12,600					\$6,700,000	2015	\$6,968,000	
C. STUDENT LIFE													\$83,120,074
	1	●●●●	New Student Union / Retail Dining LG (includes demo of Warren SSC)		180,255	\$65,300,535	180,255	\$362	\$16,325,134	\$81,625,669	2022	\$111,710,364	
	2	●●●●	Demolish Kehr Student Union			\$1,358,550	90,570	\$15	\$135,855	\$1,494,405	2023	\$2,127,004	
D. STUDENT HOUSING													\$531,821,407
	1	●●●●	New Swisher Village Building 1		194,733	\$48,099,051	194,733	\$247	\$9,619,810	\$57,718,861	2026	\$92,409,756	
	2	●●●●	New Swisher Village Building 2 (includes demolition of Pres. Residence)		107,636	\$26,761,032	107,636	\$249	\$5,352,206	\$32,113,238	2027	\$53,470,902	
	3	●●●●	Renovate Montour Hall		62,923	\$16,674,595	62,923	\$265	\$3,334,919	\$20,009,514	2022	\$27,384,402	
	4	●●●●	New lower Campus Residence Hall (Bookstore)		158,158	\$39,065,026	158,158	\$247	\$7,813,005	\$46,878,031	2016	\$50,703,279	
	5	●●●●	New Penn Village Residence Hall 1 (Kehr)		101,455	\$25,059,385	101,455	\$247	\$5,011,877	\$30,071,262	2024	\$44,512,814	
	6	●●●●	New Penn Village Residence Hall 2 (includes demo of Schuylkill)		77,215	\$20,324,325	77,215	\$263	\$4,064,865	\$24,389,190	2023	\$34,713,422	
	7	●●●●	New West Village Apartments (Phase 1) *		171,016	\$52,501,912	171,016	\$307	\$10,500,382	\$63,002,294	2017	\$70,869,013	
	7a	●●●●	New West Village Apartments (Phase 2) *		171,016	\$52,501,912	171,016	\$307	\$10,500,382	\$63,002,294	2020	\$79,718,001	
	8	●●●●	New Montgomery Village Apartments		331,340	\$103,536,500	331,340	\$312	\$20,707,300	\$124,243,800	2023	\$176,837,668	
	9	●●●●	New Penn Village Residence Hall 3 (Old Science)		94,944	\$23,451,168	94,944	\$247	\$4,690,234	\$28,141,402	2020	\$35,607,851	
	10	●●●●	New Themed Housing (Lightstreet Rd. South) **		108,800	\$35,209,600	108,800	\$324	\$7,041,920	\$42,251,520	2028	\$73,165,962	
	11	●●●●	Renovate Schuylkill Hall (provided for comparison only)		62,611	\$16,591,915	-62,611	\$265	\$3,318,383	\$19,910,298	NA		
E. ATHLETICS & RECREATION													\$58,896,000
	1	●●●●	Addition to Nelson Field House		75,000	\$26,250,000	75,000	\$350	\$5,250,000	\$31,500,000	2017	\$35,433,216	
	2	●●●●	Air Supported Sports Structure		allowance	\$4,500,000			\$900,000	\$5,400,000	2015	\$5,616,000	
	3	●●●●	Relocate Baseball Field (field #2)		100,000	\$2,200,000			\$440,000	\$2,640,000	2021	\$3,474,060	
	4	●●●●	New artificial turf fields and lights (Typ. Rec. / Club field #'s 10, 11)		90,000	\$3,060,000	90,000	\$34	\$612,000	\$3,672,000	2018	\$4,295,721	
	5	●●●●	Relocated artificial turf fields and lights (Athletic practice fields #'s 6, 9)		90,000	\$3,600,000	90,000	\$18	\$720,000	\$4,320,000	2016	\$4,672,512	
	6	●●●●	Relocate Track and Field Throwing Events to Field #7		allowance	\$50,000	allowance		\$10,000	\$60,000	2022	\$82,114	
	7	●●●●	New Athletic Fields Support Building		9,000	\$1,800,000	9,000	\$200	\$324,000	\$2,124,000	2016	\$2,297,318	
	8	●●●●	New artificial turf fields and lights (Typ. Field #'s 14, 15, 16)		90,000	\$7,650,000	90,000	\$85	\$1,530,000	\$9,180,000	2019	\$11,168,874	
	9	●●●●	New grass field and lights (provided for comparison only)		90,000	\$1,350,000	90,000	\$15	\$270,000	\$1,620,000	NA		

OPEN SPACE										\$5,880,750
1	●	New landscaped Campus Gateway	15,000	\$600,000	15,000	\$40	\$204,000	\$804,000	2027	\$1,338,719
2	●	New Swisher Village Quadrangle	33,000	\$1,320,000	33,000	\$40	\$330,000	\$1,650,000	2028	\$2,857,266
3	●	New Penn Village Quadrangle	33,000	\$1,320,000	33,000	\$40	\$330,000	\$1,650,000	2024	\$2,442,403
4	●	New West Village Quadrangle	33,000	\$1,320,000	33,000	\$40	\$330,000	\$1,650,000	2020	\$2,087,776
5	●	Campus Walk Extension at Swisher Village	1,300	\$250,000	1,300 linear feet		\$100,000	\$350,000	2027	\$582,776
6	●	Wayfinding & Signage	allowance	\$367,500			\$110,250	\$477,750	NA	
7	●	Landscaping and Banners along Lightstreet Road	1,750	\$70,000	1,750 linear feet		\$21,000	\$91,000	NA	
8	●	Landscaping and Banners along Swisher Dr. and E. 2nd St.	3,300	\$132,000	3,300 linear feet		\$39,600	\$171,600	NA	
9	●	Landscaping and Banners along S. Penn St.	700	\$28,000	700 linear feet		\$8,400	\$36,400	NA	
D. INFRASTRUCTURE										\$81,699,578
1	●	Sutliff Hall Parking Deck (150 spaces)	77,000	\$3,385,000	77,000	\$44	\$406,200	\$3,791,200	2024	\$5,611,902
2	●	New East Campus Parking Garage (650 spaces)	194,032	\$22,420,160	194,032	\$116	\$2,466,218	\$24,886,378	2022	\$34,058,726
3	●	Lower Campus Surface Parking (200 spaces)		\$3,000,000			\$600,000	\$3,600,000	2015	\$3,744,000
4	●	New Campus Entry Drive	1,200	\$250,000	1,200 linear feet		\$100,000	\$350,000	NA	
5	●	Redundant Water Loop Connection along Swisher Drive	1,800	\$720,000	1,800 linear feet		\$144,000	\$864,000	NA	
6	●	District Heating/Cooling on Upper Campus	3,500,000	\$3,500,000			\$700,000	\$4,200,000	NA	
7	●	Central Chilled Water Cooling Plant for West End of Lower Campus	1,800	\$7,200,000	1,800 tons		\$864,000	\$8,064,000	NA	
8	●	Central Chilled Water Cooling Plant for East End of Lower Campus	1,800	\$7,200,000	1,800 tons		\$864,000	\$8,064,000	NA	
9	●	Modified Loop Electrical Distribution to Upper Campus	allowance	\$11,000,000	allowance		\$1,320,000	\$12,320,000	NA	
10	●	Lightstreet Road Intersection Upgrade	allowance	\$240,000			\$240,000	\$1,440,000	2015	\$1,440,000
11	●	Lightstreet Pedestrian Bridge	allowance	\$1,500,000			\$300,000	\$1,800,000	2014	\$1,800,000
12	●	Steam Plant Upgrades	allowance	\$11,000,000			\$1,320,000	\$12,320,000	2016	\$13,325,312
Total Projected Budget Costs				\$753,614,281			\$149,027,164	\$909,341,445		\$1,180,740,000

Notes:

- * Projects have been broken down into 2 phases, each phase assumes the construction of 2 buildings
- ** Does not include the cost of land acquisition

PROJECT DRIVERS

Project Drivers identify the reasoning behind a proposed projects as a part of the overall master plan. Multiple drivers associated with a single project indicate a higher priority with regard to implementation. The Project Drivers are defined as follows:

- Existing Need: Project created to meet an existing space need or deficiency as calculated using the PASSHE Facilities Manual Space Guidelines.
- Enrollment Growth: Project created based on space needs projections (utilizing the PASSHE Facilities Manual Space Guidelines) assuming 1% enrollment growth per year.
- Condition / Deferred Maintenance: Project created as a result of an existing poor building condition and / or known deferred maintenance need.
- Strategic Value: Project created to aid in achieving a goal(s) outlined in the institutions Strategic Plan, Impact 2015.
- Passenger: Small scale proposed project created as a result of one of the driver projects listed above and / or to allow other driver projects to be implemented. Some passenger projects must occur to enable strategic projects to be realized.

TIMELINE

PLANNED PROJECT IMPLEMENTATION

