



Facilities Reinvestment Plan Proposal

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Introduction & Background

Eastern Illinois University's strategic plan, *Plan 2028*, emphasizes the importance of comprehensive campus-wide facilities and capital planning under its "Create" theme. This facilities reinvestment plan aims to foster opportunities for improving university facilities and grounds. The last EIU campus Master Plan was commissioned in 2010. Over the past 15 years, EIU has experienced significant changes in its student and employee demographics, population and space utilization. However, minimal updates have been made to the campus facilities and landscape during this time. This facilities reinvestment proposal and the research conducted were created to address current needs and goals in the EIU strategic plan.

EIU's campus spans 320 acres and includes 88 buildings, totaling approximately 3.5 million gross square feet. The average building age is 56 years, with the oldest being Old Main (the Livingston C. Lord Administration Building), built in 1899, and the newest being the Renewable Energy Center, built in 2011. The Integrated Science building, currently in the planning phase, is anticipated to open in 2028.

Many of the facilities were constructed during the post-war college boom of the 1960s and 1970s. As the campus continues to age, it is imperative to assess how we can remain responsible stewards of our facilities and resources to support the needs of our students and employees.

Why Conduct the Study

Since the 2010 Master Plan, EIU's on-campus population has changed significantly. In addition, new methods and new technologies for teaching have gained prominence. Nevertheless, plans for the upkeep, modernization and utilization of campus facilities have not changed. With limited resources, EIU required a strategic, data-driven plan aligned with *Plan 2028* and the university's ongoing mission.

The Facilities Reinvestment Steering Committee (see Appendix A) partnered with the third-party firm Cordogan Clark to develop an independent assessment of EIU's facilities and space utilization. This analysis identifies where strategic investments align with future programming needs and highlights buildings or spaces that should be decommissioned.

The study also informs EIU's annual capital funding requests to the Illinois Board of Higher Education (IBHE). Based on this planning initiative, the following recommendations are

proposed for major capital requests to IBHE. These recommendations require full programming studies to determine the scope and budget:

Process Overview

In Fall 2023, a steering committee (Appendix A) was formed to select an external vendor to develop a facilities reinvestment plan. In Spring 2024, EIU partnered with Cordogan Clark and their partners, Bureau Veritas and Public Research Group to lead a year-long process of data collection and campus feedback, culminating in a final report delivered in January 2025.

The process included the following assessments:

1. Building assessments conducted during Summer 2024.
2. Utilization studies based on Fall 2023 registrar data, with input from specific departments for special-use buildings.
3. Campus surveys for staff, faculty and students conducted in Fall 2024.
4. Town hall meetings with staff, faculty and students during Fall 2024.
5. Interviews with campus infrastructure specialists in Fall 2024.

Results

Cordogan Clark has provided a detailed report that forms the foundation for the recommendations outlined by the EIU steering committee. This summary is intended to complement that final report and should be reviewed alongside it. The steering committee worked collaboratively to develop these recommendations and proposed next steps.

It is important to recognize that this document is not static but a dynamic resource that should be regularly revisited and updated as the needs of Eastern Illinois University continue to evolve. Additionally, several aspects of this study remain unresolved. Further analysis will be required to refine project scopes, assess financial implications, and gain a deeper understanding of specific building systems and requirements.

Phased Recommendations

Based on the data collected, the Steering Committee compiled a series of recommendations. These recommendations are presented organized into a phased timeframe, based on perceptions of the urgency of completion and the feasibility of the time sequence to take the actions.

Immediate Actions

Housing Investments

- Renovate South Quad housing to meet student expectations, including updated room types and private bathrooms.

Justification: Residence Halls in the South Quad offer the most cost-effective housing upgrade option with the lowest cost-per-bed investment for modernization (pg CC-22). Surveys show high satisfaction in residence halls with modernized bathrooms, such as McKinney Hall (94% satisfaction rating, pg PRG-23) while many halls in the South Quad scored lower satisfaction with many students noting the “conditions of bathrooms and showers” as a source of dissatisfaction (pg PRG-24).

- Conduct a facilities study for Pemberton Hall to explore nonresidential programming options.

Justification: Pemberton Hall has an adjusted FCI ((defined on pg BV-6) of 84% and would require a \$30+ million investment for modernization and deferred maintenance (Exhibit C). In addition, students living in Pemberton reported the highest levels of dissatisfaction for all residence halls (pg. PRG-23). In addition, the small number of beds limits the cost-effectiveness of this hall. Thus, the exploration of nonresidential programming for Pemberton Hall is essential.

Housing Facilities Evaluation

- Evaluate options for reducing housing stock by decommissioning specific residence halls. Three options are suggested
 - i. Option 1: Decommission the Triad (443 beds), leaving 2,720 residence hall beds.
 - ii. Option 2: Decommission Powell-Norton and Lincoln (348 beds), leaving 2,815 residence hall beds.
 - iii. Option 3: Decommission Lincoln, Stevenson and Powell-Norton Halls (720 beds), leaving 2,443 residence hall beds.
- Explore alternative revenue sources for housing units.

Justification: University Housing has excess capacity (pg CC-22) and significant deferred maintenance (Exhibit C). Decommissioning should begin after South Quad renovations are complete to provide swing space during construction.

Classroom Optimization

- Form a space utilization committee to manage and prioritize classroom space allocation.
- Take 50 classrooms offline (leaving 172 total classrooms) and identify 10 classrooms for reinvestment (e.g., paint, furniture, enhanced technology).
- Improve data management in the central scheduling tool.
- Create a working group to study classroom/open computer labs to identify opportunities for collaboration and optimization.

Justification: The classroom utilization study identified 222 instructional spaces with capacities ranging from 2 to 225 student stations across 16 buildings. Classroom utilization is at 27.3%, below the target range of 60–70% (pg CC-3). Occupancy rates are similarly low at 37.4%, while the target rate of 60% is desirable. Improved data management and targeted reinvestment will optimize classroom usage.

During the analysis, inconsistencies in classroom inventories were identified between academic units and the Registrar's office. These discrepancies posed challenges during the evaluation process and will continue to hinder future follow-up efforts. To address this, it will be critical for EIU to establish improved processes for managing classroom inventories as part of its effort to optimize classroom space.

An interdepartmental committee should be formed to address the following key tasks:

1. Identify classrooms to be taken offline.
2. Determine which classrooms should receive additional investments.
3. Optimize the scheduling and utilization of classroom spaces.

Office Space Utilization

- Form a task force to assess office space usage and establish utilization targets.

Justification: Although the Steering Committee analyzed classroom usage, they did not examine office space usage. Significant square footage in EIU buildings is

devoted to office space, and it is likely that excess office space exists, given enrollment and staffing trends of the last 15 years.

Accessibility & Campus Infrastructure

- Invest in “first impression” spaces in 1–3 non-housing buildings.
- Prioritize accessibility enhancements across all campus projects.
- Execute the Utility Tunnel Modernization project to improve system reliability and safety.
- Implement initial recommendations from the MLK Jr. University Union structural analysis study.
- Carman Hall will continue to be evaluated for future use and/or demolition.
- Prioritize reinvestment in the Physical Science Building.

Justification: *The Physical Science building failed to meet expectations for 55% of survey respondents (pg PRG-34). With the new integrated science building coming online in 2028, EIU should prioritize reinvestment in the Physical Science building to better align with campus expectations for instructional spaces.*

Survey data also identified improved interior design and upgraded furniture as areas needing attention, as highlighted by all campus constituents (pg PRG-16). Investing in lobby and first-impression spaces can serve as a starting point for enhancing these aspects across campus buildings.

Additionally, 30% of survey respondents indicated that the campus is not easily accessible (pg PRG-9). As EIU continues to invest in campus facilities, improving campus accessibility should remain a key consideration.

3–5 Year Goals

Decommissioning & Deferred Maintenance

- Decommission the old steam plant.
- Identify low-density buildings with high deferred maintenance for potential decommissioning based on recommendations from the Office Space Task Force.

Potential buildings include:

- Life Science Annex
- Multicultural Center
- Booth House
- UPD
- Student Services Building

Justification: The old steam plant has a 92.7% adjusted FCI (Exhibit C) and no functional use once steam tunnel upgrades are complete.

If the office space study reveals excess capacity, the listed buildings should be prioritized for decommissioning due to high deferred maintenance and/or high adjusted FCI (Exhibit C). Many of these buildings have independent systems that are less efficient than larger facilities.

Non-Housing Building Investments

- Enhance “first impression” spaces in 3–5 additional non-housing buildings.

Justification: Improved interior design and upgraded furniture were identified as priority areas by all campus constituents (pg PRG-16). Investments in lobbies and other first-impression spaces not only enhance the overall building quality but also create a welcoming environment that can significantly improve prospective students' first impressions.

Classroom Optimization

- Take an additional 50 classrooms (of the original 222 total) offline.
- Identify classrooms for reinvestment, focusing on updates such as paint, furniture, and enhanced technology.

Justification

Housing Modernization

- Continue remodeling South Quad housing to align with student expectations for updated room types and private bathrooms.
- Maintain residence hall capacity at no more than 2,700 beds.
- Implement recommendations from the Pemberton Hall facilities study.

Justification

Accessibility Enhancements

- Continue prioritizing accessibility improvements as part of all campus facility investments.

Justification

5+ Year Vision

- Achieve a classroom utilization target of 50–60%.
- Complete first-impression enhancements for all non-housing buildings.
- Begin decommissioning residence halls identified in the facilities study.
- Continue prioritizing accessibility improvements.

Appendix A

Committee Members

- Matthew J Bierman
- Mark D Bonnstetter
- Jill R Bowers
- Tony Craven
- Sarah W Daugherty
- D.J. Fox
- Ryan Gibson
- Michael Gillespie
- Brian E Gough
- Aaron L Kemper
- Steven J Scher
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Appendix B

State Capital Planning

Each year, the Illinois Board of Higher Education (IBHE) requests that all public universities submit their capital funding requests. These requests are divided into two categories: major capital projects and capital renewal projects.

- **Major Capital Projects:** These projects are typically funded only when the legislature and governor approve a new capital spending bill, which historically occurs approximately every 10 years. Previous major capital projects at EIU have included the Doudna Fine Arts Center and the upcoming Science Building.
- **Capital Renewal Projects:** These smaller-scale projects focus on addressing critical deferred maintenance needs and are funded sporadically, depending on the state's available resources.

Based on insights gained from this planning initiative, the following are recommended as EIU's major capital requests to submit to IBHE. Each recommendation will require full programming studies to determine the complete scope and budget:

1. **Completely Rehabilitate the Physical Science Building:** Address critical deferred maintenance, reconfigure space to accommodate changes related to relocation of departments to the Integrated Science building, and modernize the building to meet current instructional and research needs.
2. **Construct a New Facility After Decommissioning the Old Steam Plant and Student Services Building:** The old steam plant has underground utilities that must remain protected. Any new structure must account for these utilities in its design and construction.
3. **Rehabilitate an Academic Classroom Building:** The specific building will be determined based on the results of the space utilization study, which will identify opportunities to reduce EIU's overall campus footprint.