



FERRIS STATE UNIVERSITY

FACILITIES MASTER PLAN – GRAND RAPIDS CAMPUS

SUMMARY REPORT
FEBRUARY 2005

DRAFT

PRESIDENT'S LETTER

Dear Friend of Ferris State University,

It is a pleasure to present the 2005 Ferris State University – Grand Rapids campus master plan. This document grows from the continued success and growth of University educational programs in Grand Rapids, both at the Applied Technology Center and from the successful merger with the Kendall College of Art and Design. Future planning priorities are presented that articulate the desired evolution of efforts in Grand Rapids. This initial campus plan for Grand Rapids is the result of discussions and presentations on campus and the expertise of the professionals at Neumann/Smith & Associates, architects.

The campus master plan seeks to reflect the strategic vision of a specialized 21st century urban university. It is an approach that reflects renovations to the Kendall College building, the planned acquisition of the Grand Rapids Art Museum, and student housing in the Commerce Building. The combination of these three facilities provides Ferris State University with the marvelous opportunity of developing three contiguous blocks in downtown Grand Rapids.

The recent history of efforts in Grand Rapids has been one of significant growth as the University responds to educational needs within the community. This document plans for the continued growth of student populations and the offering of additional specialized educational programs where needed. The master plan describes current buildings and provides plans for land use, vehicular traffic, and pedestrian patterns. It also analyzes and addresses possible approaches to parking issues.

With an eye toward the historical roots of both Kendall College and Ferris State University, as well as their cooperative work for the future, this plan both preserves and anticipates. It articulates short and long term efforts, and presents planning that is responsible stewardship of taxpayer dollars. We invite you to join with Ferris State University – Grand Rapids in fulfilling the plans set forth in this document. As always, I look forward to hearing from you with your comments, ideas, and suggestions.

Sincerely,



David L. Eisler
President



FSU MISSION STATEMENT

Ferris State University will be a national leader in providing opportunities for innovative teaching and learning in career-oriented, technological and professional education.



"Schools must deal with fundamentals, must build a foundation and furnish a plan for a possible human structure of beauty, strength and service."

-- Woodbridge Ferris

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Ferris State University, located in Big Rapids, Michigan, was founded by Woodbridge Ferris in 1884 as a private school for industrial education. The school's original concept of providing students with marketable skills in a changing society holds true to this day.

Ferris lost its private school status in 1950 when it joined the State of Michigan's higher education system and became a state funded institution.

Big Rapids, Michigan is the location of the main campus of the University, home to 10,500 students. The 800 acre campus sprawls across the gently rolling hills surrounding this historic lumber town in the Muskegon River valley. The character of this community is distinctly small town and rural in nature. More than 114 buildings on the campus were built since the 1950's and contain a total of 3,500,000 square feet of space, of which 1,706,000 square feet is dedicated to academic use.

In addition to the main campus, Ferris State University has additional locations across the State of Michigan in Traverse City, Muskegon, Dowagiac, and Flint. The most significant remote facility in terms of size and location is forty-five miles south of Big Rapids in Downtown Grand Rapids, Michigan. Ferris State University began operations in Grand Rapids in 1979, offering technical education opportunities to a variety of West Michigan industries.

Ferris State University has been present in Grand Rapids for the last twenty five years. Through their relationship with Grand Rapids Community College and then merging with the Grand Rapids based Kendall College of Art and Design, Ferris has grown a reputation as an urban school. The historic Kendall College building and Grand Rapids Community College's contemporary Applied Technology Center house the balance of academic operations in the densely built urban center of one of Michigan's most vibrant cities.

The Grand Rapids community enjoys a heritage promoting fine craftsmanship rooted in the furniture industry. Founded and settled by Europeans, primarily of Dutch and Scandinavian descent, their skills in fine woodworking found the perfect home in a city in the midst of the lumber boom of the nineteenth century. The traditions of design and craftsmanship live on today due to the presence of some of the world's largest manufacturers of office furniture headquartered in and around the city.

INTRODUCTION

The Kendall College of Art and Design has been and will continue to be a contributor to the design sensibility of this community. The current need for a plan to outline the future growth patterns and address the immediate needs of the school underscores the vitality and importance of this institution to Grand Rapids. The master plan described within this report aims to begin the process of realizing the possibilities a dynamic state university can bring to the core of this unique city.

This will be the first time that Ferris State University will undertake the development and implementation of a master plan for the Downtown Grand Rapids location. The major impetus behind beginning this process now is a result of the intention to acquire the soon to be former Grand Rapids Art Museum Building by Ferris State University and the possible acquisition of an office structure known as the Commerce Building as well.

A series of goals have been established by the University to guide this process. The first would be to create a distinctive physical environment which will enhance their educational mission. This would essentially consist of imposing a new design character on an area and buildings that currently do not feel like a campus.

The master plan would serve as a guide for future growth and development of the school's physical plant. The plan would address issues in the existing built environment that need to be corrected or improved to enable the current and future missions of the school to be realized. It will also allow the State of Michigan to financially assist the University with requests for capital outlays. Marketing and fundraising activities conducted by Ferris State University will be greatly enhanced and directed by the existence of a master plan. Finally, the University's Board of Trustees will be able to use the master plan as a road map to guide their duties as the governing body in charge of the schools daily operation and future growth strategies.



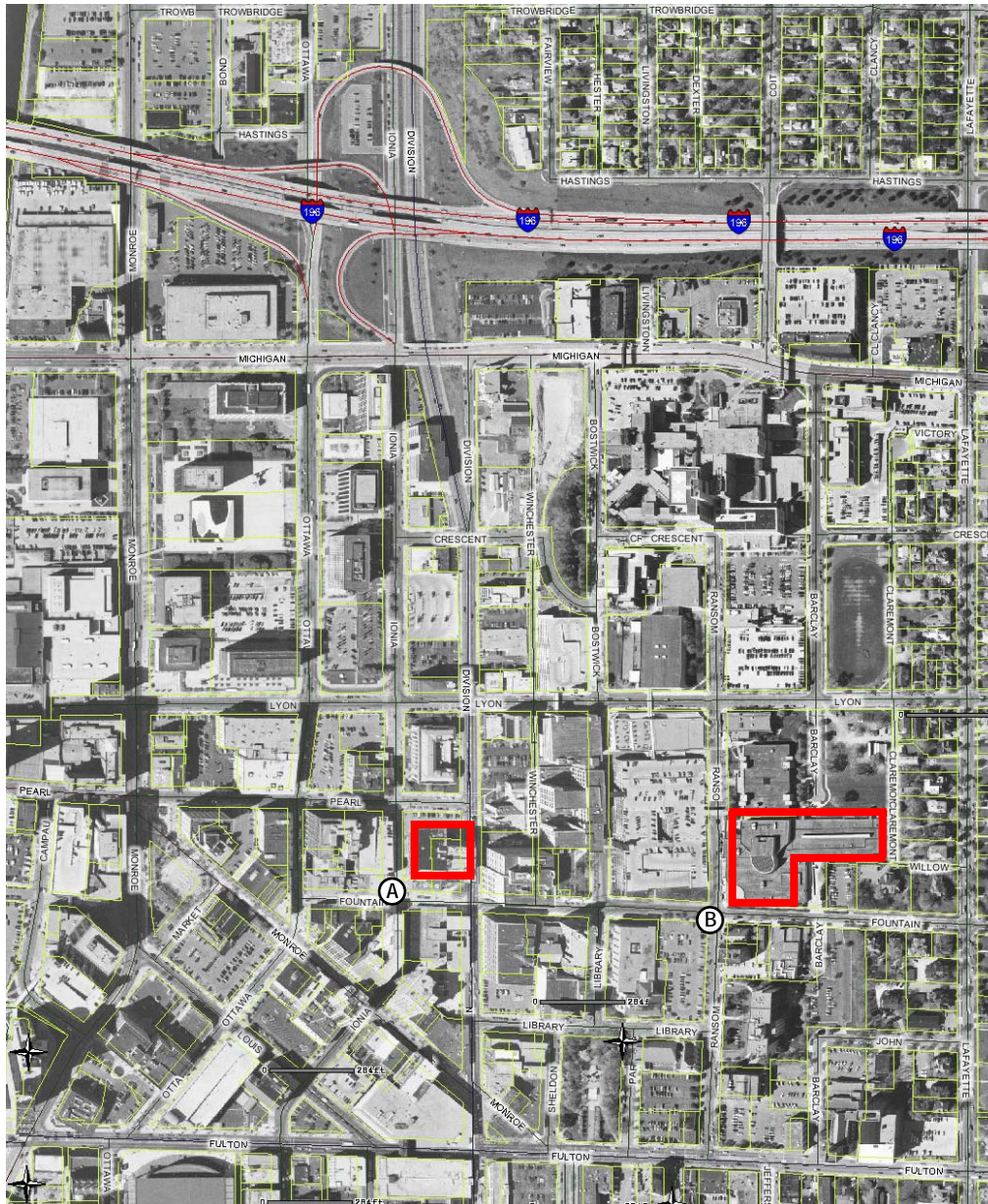
EXISTING GRAND RAPIDS CAMPUS

FERRIS STATE UNIVERSITY IN GRAND RAPIDS

Ferris State University's presence in the State of Michigan was confined to its home of Big Rapids, Michigan for 95 years. That geographic isolation ended in 1979 when Ferris took its first baccalaureate degree program 45 miles south to Grand Rapids. The University began offering a Bachelor of Science Degree in Manufacturing Technology. Additional programs were offered throughout the 1980's, and in 1991 Ferris partnered with Grand Rapids Junior College on the development of the Applied Technology Center (ATC). For the first time in the history of higher education in Michigan, a two year and a four year college agreed to combine resources to serve the education and training needs of business and industry. This college has grown to become known as the College of Professional and Technological Studies as a result of a dramatically expanded program of course offerings. The 170,000 square foot Applied Technology Center continues to serve as a model for similar endeavors throughout the country. As part of this initiative, The College of Professional and Technological Studies was developed.

As Ferris State University was exploring other ways to expand its presence in Grand Rapids, Kendall College of Art and Design in Grand Rapids, was contemplating growth strategies that would enable them to maintain the momentum of the College and grow its national reputation.

The idea of merging the two institutions was immediately attractive to the schools, offering a partnership of art, design and technology that optimizes complementary strengths. In 1996, the Board of Trustees of Kendall College of Art and Design voted to merge Kendall with Ferris State University. This decision launched a four year process of affiliation that culminated in the 2000 - 2001 academic year with a complete merger.



Aerial view of Downtown Grand Rapids, Michigan. A. Kendall College B. Applied Technology Center

EXISTING GRAND RAPIDS CAMPUS

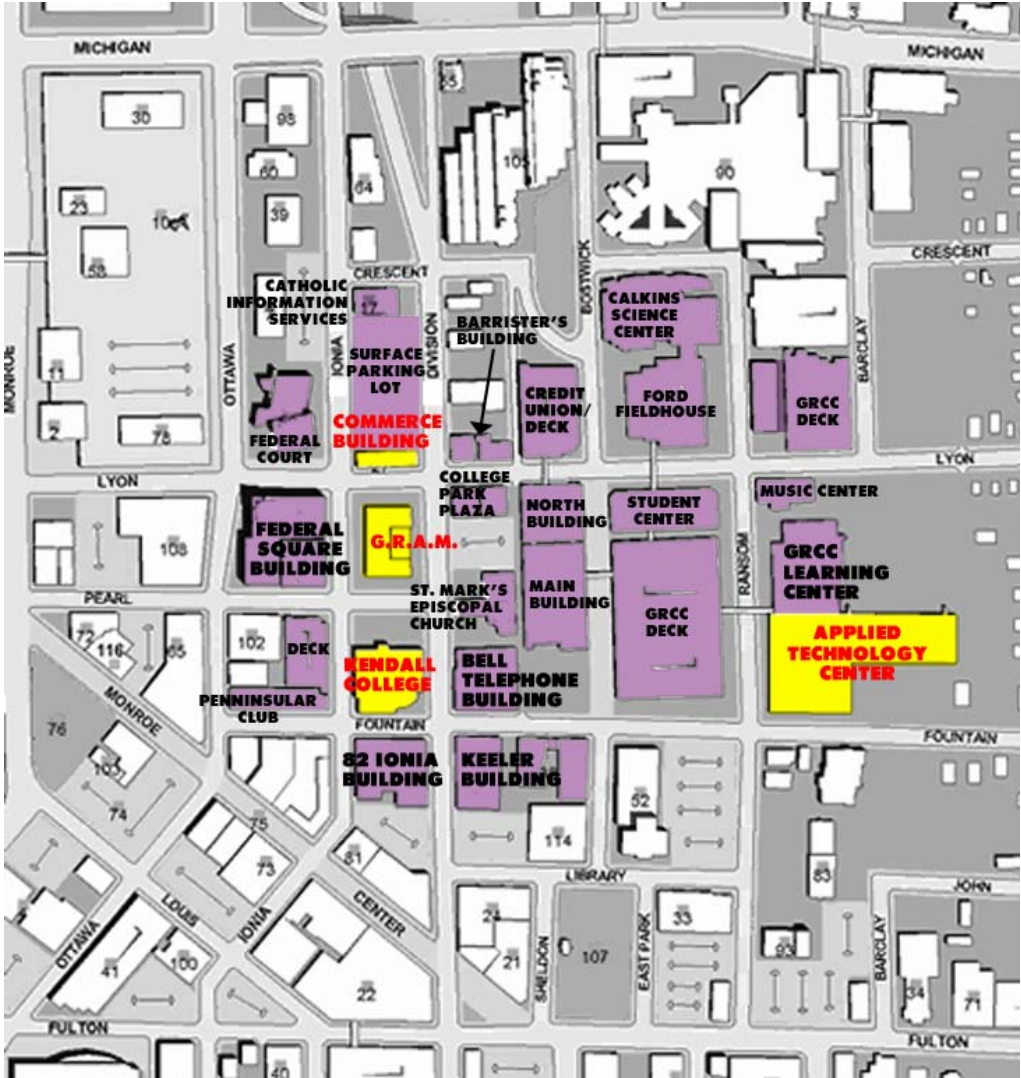
THE URBAN LOCATION NOW

Ferris State University currently occupies space in two existing building complexes in the northeastern section of Downtown Grand Rapids. The layout of the City's built environment in this district follows a typical urban plan. Streets run in a general north-south, east-west grid and define nearly square rectangular blocks of a generally small approximately 200 by 300 foot size. The streets and flanking concrete sidewalks in this area are not exceptionally wide with four lanes of traffic being the maximum and two lanes the norm. Most blocks contain buildings whose footprints extend to the edge of the public right of way creating a discernable street wall. Open space is rare, and if it exists at all, is filled with surface parking lots.

Most public sidewalks in this area contain few amenities such as benches, trees or pedestrian scaled lighting. The existing architecture in this area consists mostly of solid masonry, commercial blocks, designed in a neo-classical style typical of buildings constructed in this City between 1900 and 1930. Nearby adjacent blocks contain a mix of Victorian era, masonry commercial buildings and more recent modern steel, glass and concrete structures.

The area as it exists now is decidedly unlike a campus. Aside from the typically urban context, the area lacks any unifying consistency of design. The various differing uses of buildings in the district has contributed to a lack of consistency as it relates to the pedestrian experience, and has reinforced the impact vehicular traffic has on the area.

In the following paragraphs, the existing buildings in the area of the future campus and the various current uses of them will be described as a prelude to explaining how they will become part of the new proposed Master Plan.



Plan view of Downtown Grand Rapids showing existing buildings, streets and parking lots. Buildings of interest in this Master Plan are highlighted in yellow.

EXISTING GRAND RAPIDS CAMPUS

KENDALL COLLEGE OF ART AND DESIGN EXISTING CONDITIONS

Kendall College of Art and Design was incorporated in 1928 as a result of a provision in the will of Mrs. Helen M. Kendall, the second wife of a nationally known Grand Rapids furniture designer, David W. Kendall. Mrs. Kendall wished to establish the school as a memorial to her husband, to reflect their strong belief in the fundamental principles of art, and to offer encouragement to aspiring artists, as David Kendall had done throughout his life.

The David Wolcott Kendall School of Art opened its doors to an enrollment of 35 students in 1931. The school was located in the old Kendall homestead of Fountain Street near downtown Grand Rapids. The school offered a two year program in art fundamentals and by the mid 1930's had made its name nationally as heir to the legacy of Grand Rapids furniture craftsmen.

The school continued to grow and would relocate once in the 1960's before returning to a downtown location in 1984. Kendall bought the Manufacturers Building, built originally as exhibition space at the dawn of the 20th century, as it offered ample room for expansion.

After changing its name to Kendall College of Art and Design in 1987 and merging with Ferris State University in 1996, the need for more space became apparent. The old Interstate Building backing up to the Kendall building was purchased and connected to it with a three story atrium which opened in 1998.

These historic, seven story buildings occupy the majority of the City block bounded by Fountain Street to the south, Division to the east and Ionia Street to the west, immediately adjacent to the central business district (CBD). A small portion of their block at the north end along Pearl Street is a paved surface parking lot.

At present, approximately 920 students attend the college in this building. Kendall has leased the seventh floor on a long term basis to a law firm. The rental of this space provides a substantial source of income. Half of the sixth floor is currently vacant and contains about 11,000 square feet of space available for future expansion opportunities.

The educational programs offered by Kendall largely occur during daytime hours. This fact puts pressure on an already overstressed parking demand situation due to the school's location in the daytime office work district.

In addition to space occupied in the Kendall Building, Ferris State University – Grand Rapids currently leases two floors in the Commerce Building for student housing. Forty-eight students live on floors eight and nine of this nine story building occupying 18,000 square feet. The Commerce Building is located two blocks north of the Kendall College Building on Division Street. It has the potential of contributing significant additional space for expansion to the University.



View of the Kendall College Building from Division Street



The new addition containing a three story atrium at the Fountain Street side of the Kendall complex

EXISTING GRAND RAPIDS CAMPUS

THE COLLEGE OF PROFESSIONAL AND TECHNOLOGICAL STUDIES EXISTING CONDITIONS

Ferris State University's curriculum in Grand Rapids is expanded into a broad spectrum of offerings and disciplines organized under the auspices of the College of Professional and Technological Studies (CPTS). The programs available at the CPTS are designed not to overlap or duplicate those of Kendall. The school strives to offer new and innovative degree programs, and seeks to be the first college in west Michigan to implement the latest trends, software systems and instructional techniques in higher education. Examples of such programs include Industrial Technology and Management, a flexible bachelor's degree designed for older students wishing to transfer from a community college or apprenticeship program. The program has become so popular it is being offered at six large community colleges across the State of Michigan. A second degree program, Digital Animation and Game Design serves the fast growing video game industry and is the only video game program in the Midwest. CPTS has experienced dramatic growth, including double digit enrollment increases during each of the last four years.

The programs offered at the CPTS aim to make Ferris a leader in providing opportunities for innovative teaching and learning in career-oriented, technological and professional education. The CPTS currently share a partnership with Grand Rapids Community College in the Applied Technology Center (ATC), located on the GRCC campus.



EXISTING GRAND RAPIDS CAMPUS

THE APPLIED TECHNOLOGY CENTER EXISTING CONDITIONS

The Applied Technology Center (ATC) is a large contemporary structure owned by Grand Rapids Community College (GRCC) which shares the space with CPTS.

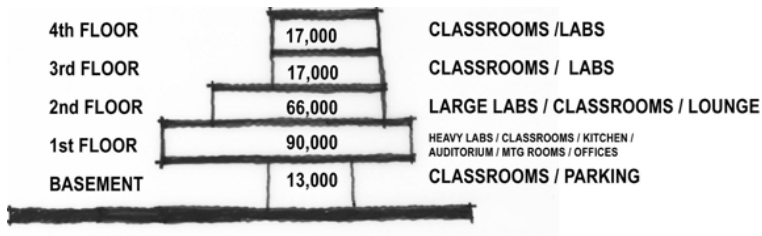
This building is located two blocks east of the Kendall College buildings up a hill with a difference in elevation of nearly four stories. It is a part of a greater GRCC campus covering an adjacent eight city blocks, more than 25 acres, from its corner at Fountain and Ransom Streets. This campus serves over 25,000 full and part-time students and includes the ATC classroom buildings, library, theatre, field house, science center and a student center.

The GRCC was the first community college in Michigan founded in 1914, as Grand Rapids Junior College (GRJC) by the Grand Rapids Board of Education. In 1991, voters in Kent County voted to redistrict GRJC, transforming it into a community college.

The proximity to and the relationship with Grand Rapids Community College is extremely important to the future and growth of FSU in Grand Rapids. The academic departments of both schools have a strong commitment to work together to develop articulated programs that enable the GRCC student to continue on and complete a bachelors degree through FSU-Grand Rapids. This relationship will hopefully only grow when Ferris increases its presence in the neighborhood. Currently, FSU is the second largest recipient of transferees from GRCC.

CPTS/FSU uses the existing facilities in the Applied Technology Center due to the presence of high tech laboratory and auditorium space within. These spaces would be prohibitively expensive to replicate for their exclusive use. In addition to classroom and lab space, the building also has internal parking and is adjacent to a large parking deck. The availability of the educational space in the ATC is a great benefit to FSU and should be retained as long as possible.

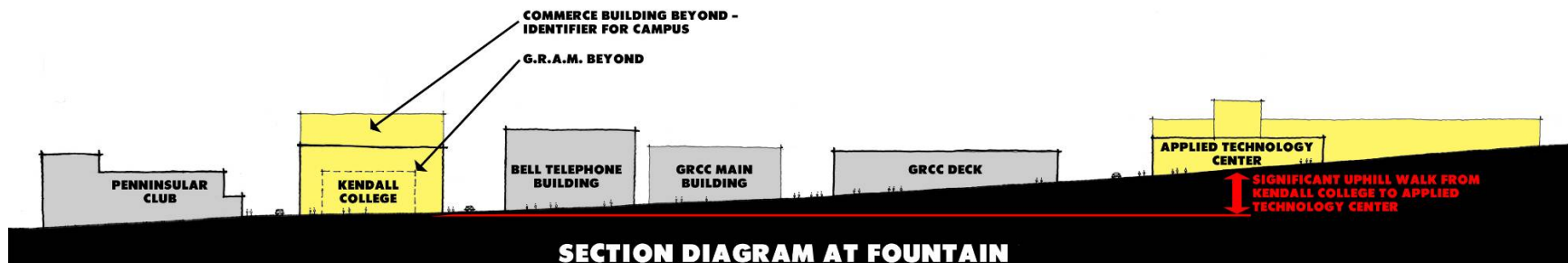
The College of Professional and Technological Studies has an agreement with GRCC to use the Applied Technology Center for an additional 26 years for 30% of the total use hours available during this period. The programs CPTS has housed here are mainly attended by students in the evenings. There exists the possibility that this program schedule may need to be expanded into daytime hours. This would bring additional pressure to the already difficult parking situation in this area.



Section diagram through existing Applied Technology Center



The existing Applied Technology Center from the corner of Fountain and Ransom Streets



PARKING EXISTING CONDITIONS

One of the most critical issues facing this urban campus today is the lack of available and affordable parking for students. The residents of Grand Rapids, like most cities in Michigan and throughout the country, rely heavily on automobiles as the primary source of transportation.

The downtown district, with its dense built up urban grid, makes the placement of adequate amounts of parking spaces within an easy walk to destinations extremely difficult. The success of the district as an attractive location for business has increased the demand for close-in parking. This, of course, has raised the cost to the individual for a parking space. This price/availability squeeze has a significant impact on the student attending one of the many schools abutting the central business district (CBD). The only existing school that has provided a substantial amount of parking to their student body is GRCC. As a result, space in their parking deck has been offered to CPTS and Kendall College. Currently, GRCC has allowed unlimited parking for students at the CPTS. Seventy-five parking cards have been allocated for Kendall students. This amount will surely decrease over time due to increased enrollment pressures at GRCC. In addition, the GRCC deck is two blocks away from Kendall and up the hill that bisects the college district. The only other spaces specifically provided for Kendall are 75 that the City has offered in outlying lots around the CBD. All 150 of these currently designated spaces are spoken for.



Grand Rapids Community College parking deck adjacent to the ATC

A survey conducted by FSU of the current parking situation in the area of Kendall and CPTS yielded the following information:

Cost of Parking and Availability:

- There are 75 parking spaces available at Grand Rapids Community College for Kendall students – key card access. The cost per student per semester is \$50 plus there will be an additional \$2 per day parking fee. These spaces have all been reserved and there are 10 names on the waiting list (could be more but Lori has encouraged students to seek alternative parking options).
- There are 50 parking spaces available with the Grand Rapids City Parking Dash Lot Area 7. This is also key card access and is \$22 per month with an additional \$10 parking card deposit. There is a DASH bus that will drop off students one block from Kendall. These spaces have all been reserved and there is a waiting list.
- There are 25 spaces available with the Grand Rapids City Parking Dash Lot South. This is also key card access and is \$22 per month with an additional \$10 parking card deposit. There are some spaces available here. There is a DASH bus that will drop off students/faculty/staff right behind the Kendall building. These spaces have been reserved.
- Dash Lot 9 is available at the rate of \$2.00 per day – this is a coin-operated lot. The DASH bus is also available for dropping off at various locations.
- Ionia City Parking Ramp (due west of the Kendall building) has evening monthly rates available – anytime after 4:00 p.m. The monthly evening rate is \$40 per month.

Other Grand Rapids City Parking Options Available to Staff and Students:

<u>Location Name</u>	<u>Rate per Month</u>
Area 2	\$58.75
Area 6	\$22.00
Area 6A	\$32.00
Devos Place	\$128.00
Government Center	\$128.00
Ionia North	\$37.00
Louis Campau	\$117.00
North Monroe	\$37.00
Ottawa Fulton	\$110.00

Other Independent Non-City Owned Locations in the Vicinity of FSU/Kendall:

- St. Marks Episcopal Church – 20 spaces at \$100 per month
- First United Methodist Church – 15 spaces at \$75 per month
- Al & Sons Garage – 5 spaces at \$80 per month
- First Park Congregational Church – first come first serve basis - \$3.00 per day – coin operated
- Downtown Building (former Douma Arts Supplies) – 10 spaces as \$50 per month
- Ellis Parking Lot – Michigan NW – just over the river - \$43 per month with card access - \$24 deposit required

Options for Mass Transportation are Available as Follows:

- Greater Grand Rapids Public Transportation (bus services) – the Rapids. 31 day passes available for \$35. Students can purchase a Student 10-Day Ride Card for \$8.00.

Students leasing housing space in the Commerce Building currently do not have any spaces designated for their exclusive use. This is a very negative factor and has worked to discourage students from living on campus. Of the total number of 920 students attending Kendall at least 203 of them do live in adjacent neighborhoods and are within walking distance of the campus. This leaves 717 students to seek spaces where they are available. As found in the proceeding studies, the commercial demands for these city or privately owned spaces have made the costs expensive and prohibitive for student use and availability.

GROWTH FACTORS

PRESENT GROWTH

The present enrollment at Kendall is 920 students and at the CPTS it is 1,250. In order to understand the daily average number of students on this campus we must convert these student counts to full time equivalent numbers. The number of credit hours the students attending these schools are carrying is on average below the State of Michigan's standard mandate of fifteen hours to be considered a full time student.

The average student at Kendall carries eleven credit hours per semester and is typically at class during the day. The student at CPTS is carrying 6.7 credit hours and is generally on campus in the evening. The full time equivalent (FTE) is calculated by multiplying the total number of students in the school by the average number of credit hours per student then dividing by the fifteen hour state standard. This equation will determine the average number of students that would be on site if they were all carrying a full load of fifteen credit hours. The FTE for Kendall would be 675 and for CPTS it would be 558.

ENROLLMENT GROWTH

Kendall has projected a growth rate of three percent per year, and CPTS' potential growth is estimated at a yearly rate of ten percent. In five years Kendall's student body could have 1,100 students. The student count could be even higher at CPTS with 2,000 students. Therefore, the full-time equivalent student population for Kendall would be 782 and for CPTS would be 898 students.

The total number of full-time equivalent students for Ferris State University/Grand Rapids will likely be 1,680 in five years. This is a growth rate over a over five years of 36%.

GROWTH FACTORS

PROGRAM GROWTH

Ferris State University plans to build on the success of the programs offered at Kendall and the CPTS. In addition to the program offerings that have defined these schools for years, new programs are proposed at both schools and will be phased in over the next five years. These potential programs will cover a range of disciplines and include some or all of the following:

- Functional Art
- Sculpture
- Material Science
- Interior Automotive
- Architecture
- Sustainability (Design/ Construction)
- Environmental Science
- Just in Time Manufacturing
- Information Technology

The history of both Kendall and the CPTS has seen enrollment growth driven by programmatic offerings. The addition of these new programs to the Grand Rapids campus will increase the number of courses offered during daytime hours. This will most certainly increase the number of students using the buildings and parking facilities. Virtually all areas of the schools operation will be affected by the new programs. It is anticipated that this will increase the interest in and the need for on-campus housing. With more students living in the area, services required to cater to these new residents will need to be improved or provided. Among these would be sources for food, entertainment, household supplies and safe, convenient parking.

How many of these programs will be realized in the next five years is not known. In developing this document the master planners have assumed a conservative growth expectation of the student population at an additional 12% over five years. This is substantially less than the 36% over five years growth for existing programs of study.

If this projection is correct, the full-time equivalent student population for Ferris State University/Grand Rapids would be 1,882 students.

FACULTY AND STAFF

Presently, the faculty and staff for Kendall is approximately 160, CPTS has approximately 200 or 360 total faculty. If the student population will grow by 36% over five years, the faculty will grow by 7% to a total of 385 faculty. If new programs are implemented thereby growing the student population by 12% the faculty will increase by 6% or a total of 408 faculty and staff.

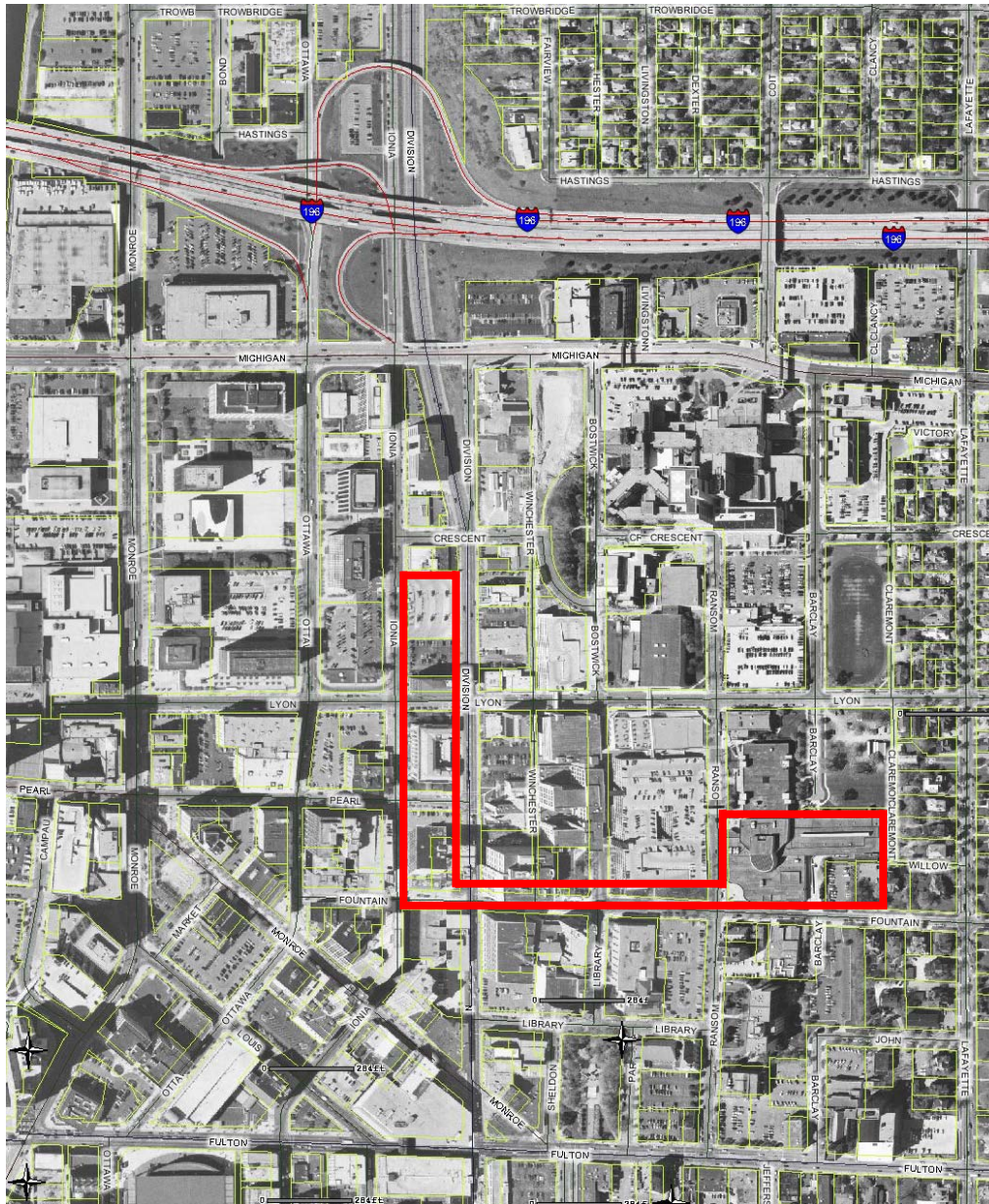
THE MASTER PLAN

Ferris State University – Grand Rapids has experienced dramatic growth in its student body and in the interest in its programs as a result of the merger with Kendall and its on-going relationship with GRCC.

This growth has been placing an increasing strain on the physical environment of the University. The ability of the University to effectively carry out its mission will be compromised if a plan to direct and manage the physical requirements of having more students in more programs is not achieved. This master plan aims to identify and solve the problems arising from growth as well as those that arise from occupying an urban environment that was not designed as a pedestrian campus.

Ferris State University has initiated the process to develop a master plan to address the practical issues facing the school, and to develop a grand vision of what this urban campus can become.

By understanding the ideal as developed in other institutions developed over the course of history, we can design an environment for Ferris/Grand Rapids that will provide a basis for a campus design that will be as ideal as possible within the constraints of the existing conditions. This plan will in turn give direction to the efforts of those entrusted with the success of Ferris State University as an institution of higher learning.



Aerial view of Grand Rapids showing outline of district contained in proposed new campus

THE MASTER PLAN

THE IDEAL CAMPUS

The concept of a campus embodies the most basic ideas we as humans identify as the roots of an ordered, civilized community. The campus “feeling” engenders very specific emotions by those who are familiar with its history, symbolism and mystique. By reinforcing the sensations of familiarity and security, it can elevate the human spirit to a place where knowledge and success are as easy to assume as ones own identity. An imposing order of human scale and harmony is essential to ensuring the campus works as a place that fosters total immersion into the task of learning.

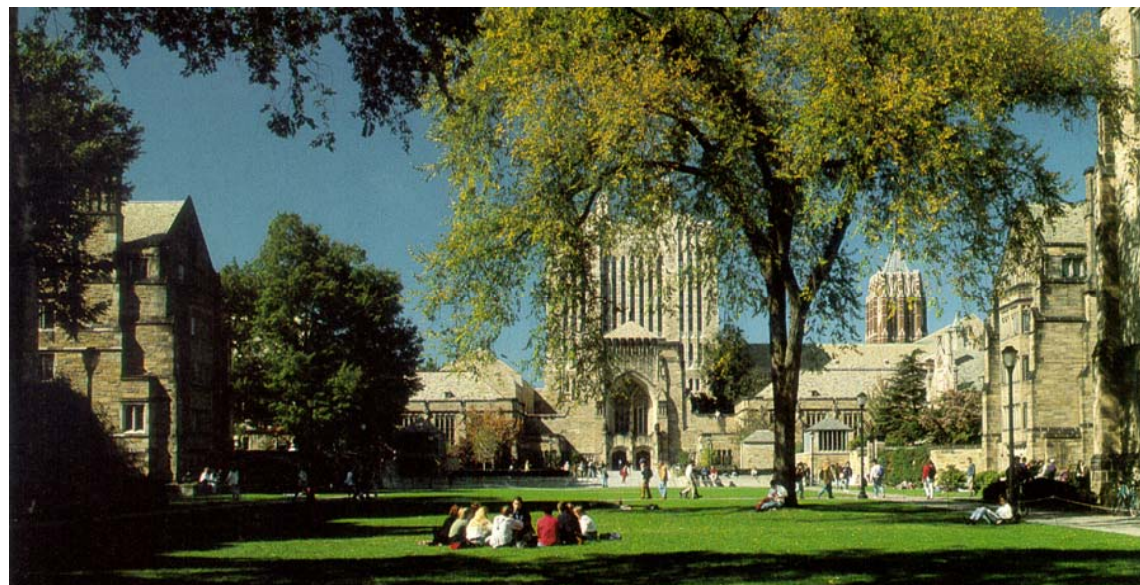
By virtue of this order, a rational plan can be developed where efficiencies of space and travel are attained. Practical solutions to the organization of functions within buildings and their placement on the landscape provide the physical order required to channel and direct movement through and around the campus.

Efficient development engenders a consistent order of scale and functional relationships and vice-versa. These practical and ephemeral credos work together to define a campus environment.

The physical embodiment of the essence of the ideal campus can be found throughout the country and in ancient models the world over. A campus environment can exist in many diverse physical settings from rural to urban.



1. Grounds of a college or university, or a separate discrete part of such an institution. **2.** Large expanse of parkland containing a series of buildings used for academic purposes. **3.** Arrangement of such buildings around a large open grassed area or smaller medieval *court or *quad for collegiate buildings. One of the most celebrated campuses is *Jefferson's University of Virginia at Charlottesville (1817-26), the precedent for many others in the USA.



THE MASTER PLAN

THE IDEAL URBAN CAMPUS

The main campus of FSU is of a rural nature where large areas of land were available for the uninterrupted expansion of contiguous spaces and buildings. The existing and future campus of Ferris State University in downtown Grand Rapids strongly embodies the characteristics of an urban campus. Its location is locked in tightly by the City's unyielding street grid. Outdoor spaces are defined by the street's traffic lanes and the walls of adjacent buildings.

The following ideals describe the qualities that the urban campus should possess in order to create and maintain the feeling of a collegiate community and humane sense of place.

- A distinctive identity that is readily understood by students and the career population.
- The campus should have an epicenter, a place of constant activity and use, a place that students will forever associate with their college experience.
- The campus buildings should be in close proximity to one another. Close groupings of buildings promote a campus feeling scaled to pedestrians and not motorized vehicles.
- The campus should have an ordered environment where buildings relate to one another via size, alignment and construction materials. These proximities and relationships will create broader outdoor spaces for occupancy and use.
- The open spaces defined by buildings and enhanced with landscaping should be scaled to create an atmosphere in which learning and scholarly pursuits are encouraged.
- Motorized vehicles should be restricted to the campus perimeter and removed from spaces frequented by pedestrians. Pedestrian and vehicular path crossings should be minimized.
- Directing vehicular traffic routes to the campus perimeter permits the required parking to be concentrated along these routes. The parking zones should be fewer in number, but larger in size and they should be strategically located on the paths the student pedestrian will take to arrive at their studies.
- Eliminating as much vehicular/pedestrian crossings as possible will create an uninhibited internal pedestrian system. This will allow the campus to become a more pedestrian oriented campus instead of one dominated and defined by the automobile.
- The campus should have an academic core separated from other uses. An academic common area should be created where students of different programs can socialize in a communal space that is defined by the built environment. The academic core should be surrounded by the greater student community.

THE MASTER PLAN

WHAT MAKES A CAMPUS?

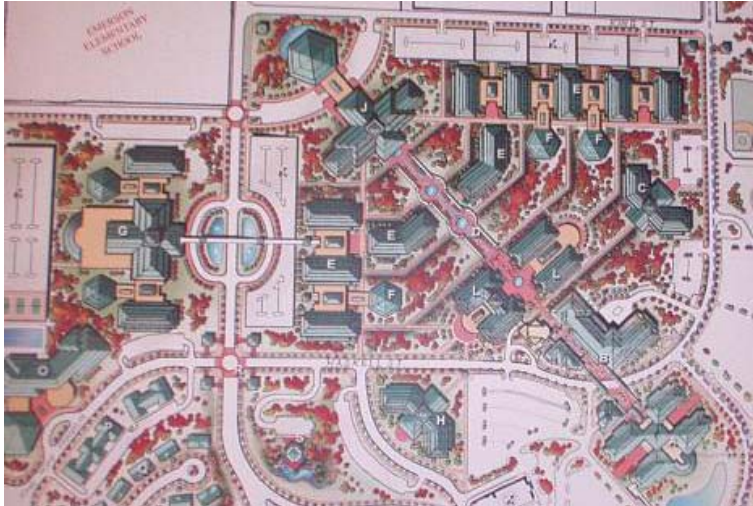
The process to develop a master plan begins with identifying what needs to be corrected or addressed. The master plan will be formulated to identify the critical emotional and practical concepts and issues that will be required to create the campus. The following specific issues will be addressed by the master plan:

- The physical characteristics of the campus need to be defined.
- A guide for future growth and development is required.
- Problems and deficiencies in the existing built environment will be corrected.
- The State of Michigan needs to be able to justify and fund requests for capital improvements.
- The plan needs to empower the University's marketing and fundraising efforts.
- The Board of Directors need specific goals and projects outlined toward which their time and efforts may be focused.

This first master plan effort will also address what is currently lacking on the campus:

- A strong public identity and image for FSU and for Kendall.
- A feeling of a campus in an urban setting.
- New and expanded academic space.
- Parking for students and faculty now and in the future.
- New housing for students on campus.
- New and improved student services on campus from retail to food and entertainment.
- A foundation for future growth and improvements defined by strong concepts for planning and aesthetics.
- Quality outdoor and indoor open space.
- The ability for students from the Big Rapids campus to attend classes in Grand Rapids.

In order to make the implementation of the goals stated in this document achievable, the physical improvements proposed will be phased. Since this is the first time a master plan will be adopted, the most pressing and urgent needs facing the University will be dealt with first. This plan contains projects addressing the issues listed above that would be undertaken immediately. This plan will function as a starting point for work to be done in the next five years and beyond. It will deal with the use and improvement of existing buildings occupied by FSU/Kendall, identify existing neighboring buildings for acquisitions and development, define appropriate locations for much needed parking, and will map out a strategy for improvement to the adjoining public streets and sidewalks to create the desired campus feeling. This plan will serve as the foundation for future growth and development. By defining land use issues, directing future building acquisition or construction, adjusting vehicular and public rights of way to make the campus more pedestrian oriented, and will develop new pedestrian green ways formed by new buildings and adjacencies. Most importantly, the master plan will ensure that all the needs listed above are addressed and will explain the overall vision of the planners in regard to how the master plan will reinforce and integrate the campus into the surrounding cityscape.



MASTER PLAN IMPLEMENTATION



The master plan is the first step in the development of a cohesive design for Ferris State University's Grand Rapids campus. The key elements central to the plan, deal with providing the most important functional needs that are either missing or in short supply on the present campus. They can be grouped into five basic use groups as follows:

- Classrooms
- Offices
- Housing
- Amenities
- Parking

In addition to these tangible needs there are the largely emotional needs that define the spirit of the place as described above in the section explaining the Ideal Campus. These could be grouped into the following categories:

- An unmistakable FSU identity in Grand Rapids
- A strong sense of place
- An improvement in the urban character of their neighborhood

Together, the functional and emotional aspects will combine to create the total unique sense of place and experience that Ferris State desires in Grand Rapids.

CLASSROOMS

The center of the educational experience on the Ferris State campus is the classroom. The various functions that this academic space will need to accommodate are:

- Space for expansion of course and program offerings
- Student workshops
- Studios for design and research
- Laboratories
- Auditoriums for lectures and/or performances
- Space scaled for the use of small groups as well as large
- Storage of educational materials

All of the buildings proposed to become part of the downtown Grand Rapids campus have the opportunity for housing these functions:

- The Applied Technology Center (ATC)
- The existing Kendall Building
- The existing Grand Rapids Museum of Art Building
- The Commerce Building
- New construction



MASTER PLAN IMPLEMENTATION



OFFICES

The growth and expansion of academic programs as well as increased numbers of students attending the school will result in a need for additional office space for staff and faculty. The type of spaces required will include:

- Private staff / faculty offices
- Office space for support / clerical staff
- Conference rooms
- Lounge / reception areas
- Storage

The buildings that would provide space for offices typically also contain classroom space. They are as follows:

- The Applied Technology Center (ATC)
- The existing Kendall Building
- The existing Grand Rapids Museum of Art Building

HOUSING

With the increase in students attending the school, the desire to live on campus is projected to grow as well. Student housing of various types will need to be provided. This could include:

- Private single occupancy rooms with private baths
- Double occupancy rooms with shared baths
- Studio apartments
- Two, three and four bedroom units with separate or shared baths
- Shared lounge/social spaces

Currently there is only one building on this campus that provides space for student housing. Space in this building dedicated to housing could be increased along with new construction:

- The Commerce Building
- New construction



MASTER PLAN IMPLEMENTATION

AMENITIES

The growth of the student population will require new and additional services and amenities to be located within the campus. Among these could be:

- New and expanded food service facility
- New café area for dining, indoors and out
- Gathering/commons area both indoors and out
- Library
- Exhibition galleries
- Performance stage
- Art supply store
- Bookstore
- Sundry/convenience store
- Optometry Clinic

The types of spaces listed above are typically found in a building designated as a student center or student union. Space in this building would become the center of student life and activity on a daily and weekly basis. Locations for these activities could be as follows:

- The existing Grand Rapids Art Museum (GRAM) would become the new student center.
- The Commerce Building would contain a new walk-in Optometry Clinic due to its proximity to parking.
- The existing parking lot and one block section of Pearl St. between the Kendall and GRAM buildings would be transformed into a new outdoor commons area.



MASTER PLAN IMPLEMENTATION

PARKING

As a result of the growth projected for the downtown campus population over the next few years, the already critical parking shortfall will become worse. Addressing the need for more parking spaces is one of the most important issues that needs to be dealt with in the master plan. An increase in program offerings and the average number of credit hours carried by each student will increase the number of spaces required at any given time. The amount of parking should address the following:

- Parking to satisfy the projected growth of the enrollment and curriculum

The following surveys were conducted to determine the number of students and staff present on site at specific time periods each day of the week.

KENDALL COLLEGE OF ART AND DESIGN

<u>Days</u>	8:30-11:20 am	12:30-3:20 pm	3:30-6:20 pm	6:30-9:20 pm
Monday	347	352	318	212
Tuesday	373	540	357	164
Wednesday	382	396	278	210
Thursday	345	505	339	84
Friday	119	25	0	0

COLLEGE OF PROFESSIONAL AND TECHNOLOGICAL STUDIES

<u>Days</u>	8:30-11:20 am	12:30-3:20 pm	3:30-6:20 pm	6:30-9:20 pm
Monday	26	42	237	237
Tuesday	17	17	201	173
Wednesday	57	41	197	186
Thursday	0	20	242	242
Friday	0	0	0	0

MASTER PLAN IMPLEMENTATION

In addition to the above figures gathered from field observations a small cross section of students, faculty and staff were surveyed as to their preferences for transportation to the campus. It revealed that a minute percentage of these people arrive at and leave the campus using an alternative method of transportation such as walking or public transit. The clear majority favors individual travel by car to and from the campus.

PEAK DAILY STUDENT AND STAFF POPULATION OF CAR DRIVERS

(Daytime is typically when peak population levels are reached on campus. Figures are based on data presented in the previous parking surveys)

Kendall: 540

CPTS: 57

Increase in peak daily car driving population over five years due to enrollment increases.

Kendall: @ 3% growth increase compounded per each year + 86

CPTS: @ 10% growth increase compounded per each year + 35

Increase in peak daily car driving population over 5 years due to new program introductions.

Kendall: @ 12% total growth increase over 5 years + 65

CPTS: @ 12% total growth increase over 5 years +7

Total peak daily car driving population in 5 years.

Kendall: $540 + 86 + 65 = 691$

CPTS: $57 + 35 + 7 = 99$

Total: 790

MASTER PLAN IMPLEMENTATION

Campus population increase will drive up demand for parking spaces.

Spaces available now:

Dash lot spaces available:	75
GRCC Deck spaces available for Kendall:	75
GRCC Deck spaces available for CPTS @ peak daytime use:	+57
Total of existing spaces provided for FSU/Grand Rapids now:	207

Current Parking Space Shortfall

Total current peak daytime parking space demand:	597
Total current number of parking spaces provided for FSU/GR:	207
Total current parking space availability shortfall:	390

Parking Space Shortfall in Five Years

Total spaces needed for the peak daily car driving population in five years:	790
Total spaces provided for FSU/GR now:	207
Total future parking availability shortfall:	583

Estimate of parking spaces required to serve new Optometry Clinic, Pharmacy, and other commercial activities in the Commerce Building:	+50
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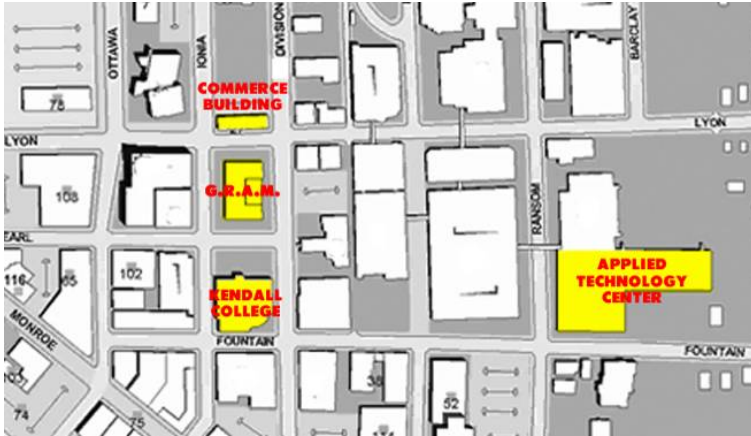
Total estimated peak daily number of parking spaces that may be required in five years due to program and enrollment growth:	633*
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*If CPTS grows its daytime program offerings in addition to night classes, the need for parking during the daytime will increase as well. This could add up to a substantial number above and beyond this projection.

The concepts studied for placement of staff and student parking in relation to their ultimate destination have generated a common thread. Parking should be located for easy accessibility from the existing road configuration and should be placed along the natural path of travel the inhabitants of the campus will be using on a daily basis. The location that works best for this purpose as well as provides the most contiguous space for an efficient parking layout is the following:

- The existing surface parking lot north of the Commerce Building

DETAILED DESCRIPTION OF EXISTING PROPERTIES



Key plan showing the locations and proximities of the existing building that will comprise the FSU Grand Rapids campus



In order to establish a discernable campus in this downtown Grand Rapids neighborhood a “critical mass” will need to be established. By this we mean expanding the University’s physical presence through the acquisition of properties immediately adjacent to their existing buildings. By doing this, the natural flow of students and faculty between these locations will create opportunities for the development of pedestrian zones. These paths, when enhanced with architectural or landscape elements, will begin to define a district and will clearly mark the connectivity between buildings that house University activities. This then becomes the emergence of a campus.

The following detailed descriptions explain how each of the buildings and spaces that make up the urban campus offer specific opportunities to satisfy the needs for expansion and for the values of the Master Plan.

THE KENDALL COLLEGE OF ART AND DESIGN BUILDING

Ferris State University Kendall College of Art and Design will remain in their existing building and expand into unused available space. The currently vacant half of the sixth floor should be renovated as required to become additional academic space for the College’s programs. The projected growth rates in the College’s enrollment, as stated earlier in this document, along with assumed growth at the Grand Rapids Community College, will put pressure on the shared classroom space in the ATC Building. Additional space in the Kendall building will not satisfy the combined increase in the Kendall and CPTS student count. To satisfy the need for classroom and service space, Ferris State University will need to occupy space in the adjacent Grand Rapids Art Museum building and the Commerce building.



DETAILED DESCRIPTION OF EXISTING PROPERTIES

THE GRAND RAPIDS ART MUSEUM BUILDING (GRAM)

Immediately north of the Kendall Building between Lyon Street on the north and Pearl Street on the south, is the Grand Rapids Art Museum. Formerly known as the Federal Court, this monumental Beaux Arts classic building occupies the entire City block and contains 82,000 square feet. Through an agreement with the City of Grand Rapids, Ferris State University will gain control of the building in June 2006 when the Art Museum vacates for a new building it has under construction in the downtown area. It is the intention of FSU to renovate the GRAM to provide much needed space for offices, student workshops and storage space would be located in the 21,000 square foot basement. A library, art exhibition galleries, café, commons area and art supply/bookstore would occupy space in the 21,000 square foot first floor. An auditorium, classrooms and offices would be placed in the 14,500 square foot second floor. The 11,000 square foot third and 14,500 square foot fourth floors would be saved for future expansion. Aside from accommodating the new uses into this historic building, much work will be required to restore the building to a quality appropriate to its landmark status.

The exterior marble stonework sheathing the building appears to be in generally good condition. Routine repair and maintenance may be required. The roof and skylight systems appear to require extensive repairs and renovations. Floors three and four also need extensive work due to water infiltration from the decayed roof. These spaces; however, will not be completely refurbished as usable space in the near term.

The existing former main public spaces on the first and second floors are adorned with classic architectural details in the elegant Beaux Arts tradition. These spaces will serve the University exceptionally well as monumental focal points for student activities and functions.



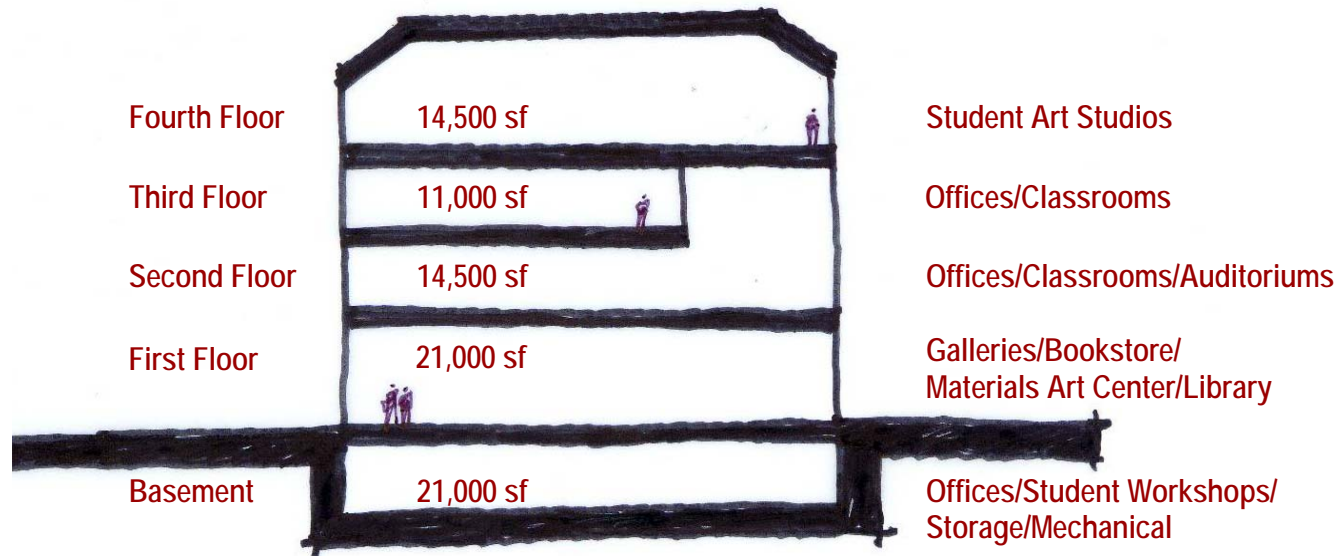
DETAILED DESCRIPTION OF EXISTING PROPERTIES

The majority of existing spaces in the basement, first floor and second floor are in good condition. Very little renovation, repair or improvements would be required to use the spaces on these floors for the University. The size and placement of rooms are conducive to use as classrooms and offices without the need for new walls or demolition. The school could essentially move in and occupy the spaces as is. Modification or improvement to these floors could be deferred to future development plans and not adversely affect the functions assigned to the majority of the existing spaces.

The third and fourth floors would provide room for future expansion of offices and classrooms. Studio space could also be housed on these floors, especially the fourth. The structure of the building allows for a relatively flexible floor plan with opportunities for larger column-free areas.

The building has skylights that have been covered over in the past. In the future, these could be refurbished or replaced as required along with the third and fourth floors to provide ideal space for art and design studios.

The acquisition and use of this building to satisfy current and future needs for expansion affords Ferris State an unparalleled opportunity to create a nucleus for their emerging urban campus. The location and architectural prominence of this building are ideally suited for its role as the center of student life. Other issues remain to be addressed; however, to create with this expansion a campus that provides a complete environment for its students. Among these are issues concerning student housing and convenient parking. The nearby Commerce Building and the adjacent parking lot offer solutions to these needs.



DETAILED DESCRIPTION OF EXISTING PROPERTIES

THE COMMERCE BUILDING

The City block directly north across Lyon Street from the GRAM is occupied by the Commerce Building and a large surface parking lot. The nine-story Commerce Building contains 89,000 square feet filling the entire Lyon Street frontage of the block facing directly at the north elevation of the GRAM. This solid red brick clad building built in the early twentieth century is home to forty-eight students attending FSU and Kendall.

The University presently leases a total of 18,000 square feet on the eighth and ninth floors for student housing. An additional 63,000 square feet of space could be available for additional housing or classrooms. The building's dense column grid and small windows in the masonry façade are not conducive to uses requiring large open spaces. Student rooms and small classrooms with a capacity of fifteen to twenty students would be well suited for this building. Additional student housing is a priority for the downtown campus. One of the major goals of the master plan is to increase the presence of students living on or near the campus. This will foster a sense of community and establish a more visible student population on a 24 hour, seven day a week basis. This building is situated in an ideal location for housing as it is located directly between the future core of the downtown campus in the GRAM and the largest parcel of land currently used for surface parking in the immediate neighborhood.

The Commerce Building would also be the ideal location for an Optometry Clinic that FSU plans to open on campus. In addition, a pharmacy may be relocated to the Commerce Building. These operations could have a ground floor location adjacent to the most convenient parking area and would provide easy access for a underserved downtown clientele ranging from students to the elderly. The introduction of these commercial functions will contribute to the projected increase in demand for parking.

The privately owned Commerce Building has been mostly used as office space. If Ferris State University increases the amount of space they lease in the building to a minimum of 50% of the total leaseable area available, they would garner the building's naming and signage rights as well as assuming an option to purchase the property. This building along with the GRAM provides enough space for expansion of the University's operations to satisfy immediate needs, as well as projections for growth over the next five years. Both of these buildings would be used equally by Ferris State University. Space in the Commerce Building not used for housing would be devoted to classrooms along with space in the GRAM. As a result, Ferris State will not have to purchase additional existing buildings or construct new space for expansion to satisfy current growth projections.



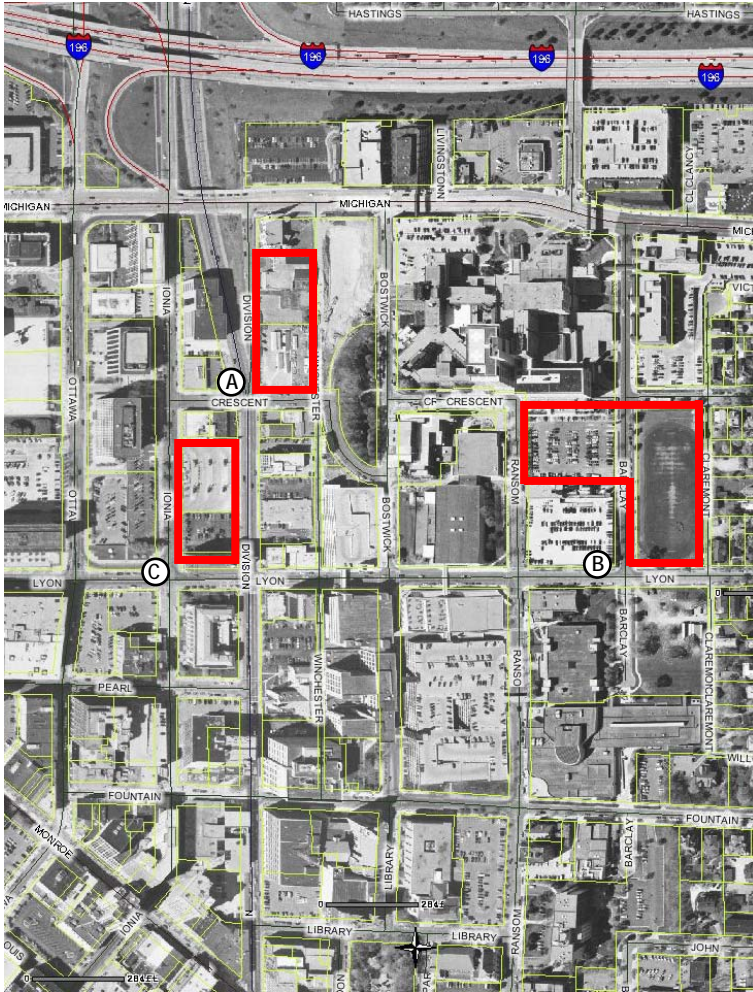
DETAILED DESCRIPTION OF EXISTING PROPERTIES

PARKING

Immediately north of the Commerce Building and occupying the same block is an existing surface parking lot. Known as the Ellis lot, this area contains parking spaces for 210 cars. The parking area fills the entire mid section of the block extending from Ionia Street on the west to Division Street on the east. Both of these streets provide direct access to and from the expressway located just two blocks to the north.

The size and shape of this existing lot lends itself to being redeveloped into a multi-level parking deck. The surface of the existing lot is level with Ionia Street. Along the Division Street side of the block runs a one story high concrete retaining wall with Division Street and sidewalk above. The new deck could be at least two stories high with each level at the grade of the respective side streets. The width and length of the lot allows for an efficient layout of parking lanes in a pre-cast concrete structure.

The potential number of parking spaces on each level of a deck owned by the University could be up to 200 spaces. Additional levels added now or in the future could increase this number if a deck with a maximum of 9 to 10 levels were constructed. This could yield 1,800 to 2,000 new parking spaces. The large increase in academic space from the GRAM and the Commerce Building will provide the opportunity and ability to introduce new programs. Growth projections in the student body generated by new program additions would increase the number of spaces needed for parking in the coming years. The success of these new programs could end up rendering the projected growth of the student body and the need for additional parking spaces quite conservative. This site is large enough to support a concentration of parking sufficient to satisfy most projections. In addition to increasing the number of parking levels, the site could also support the construction of additional program space above the deck. A building located over the deck could provide new space for classrooms, and/or student housing.



Opportunities for the location of new parking facilities to satisfy the needs of nearby institutions
A. Van Andel Institute B. Parking expansion opportunity for Grand Rapids Community College and/or Spectrum Health C. New parking opportunity to satisfy the immediate and future needs of FSU/Grand Rapids

DETAILED DESCRIPTION OF EXISTING PROPERTIES

PARKING (CONTINUED)

The overall intent of placing a deck on this site would be to maximize the potential of providing a great concentration of parking spaces controlled by the University directly in line with the path of travel students would take.

This location is well suited to become a primary parking spot for commuter students attending the downtown campus. Students and faculty parking in this location will then be able to enter the campus area through or around the Commerce building and continue on to the GRAM and old Kendall buildings. This linear path of travel establishes an ideal relationship of point of origin to final destination. By locating parking at the perimeter, pedestrian traffic is encouraged to flow into the core of the campus, through zones of housing and classrooms to central gathering areas for academic and recreational pursuits. The pedestrian activity generated between parking and classrooms or housing and classrooms will create opportunities for physical improvements to the pedestrian environment to be placed along these routes.

The reality of our cities today and certainly that of Grand Rapids is that they have been and are continuing to be reshaped by the culture of the automobile. Understanding this reality and dealing with it in a positive way is the first step in creating a master plan for this campus. The movement of students from their homes to their classrooms will shape the placement of functions and buildings and determine the appropriate routes they will follow between the elements of the campus. This movement can be described as a system which imposes a certain order on the environment. Pedestrian and vehicular systems are two of a number of these systems. Defining the systems that will make up the campus is an essential element of what shapes the master plan.



View of existing parking lot from Division Street with Commerce Building in upper left

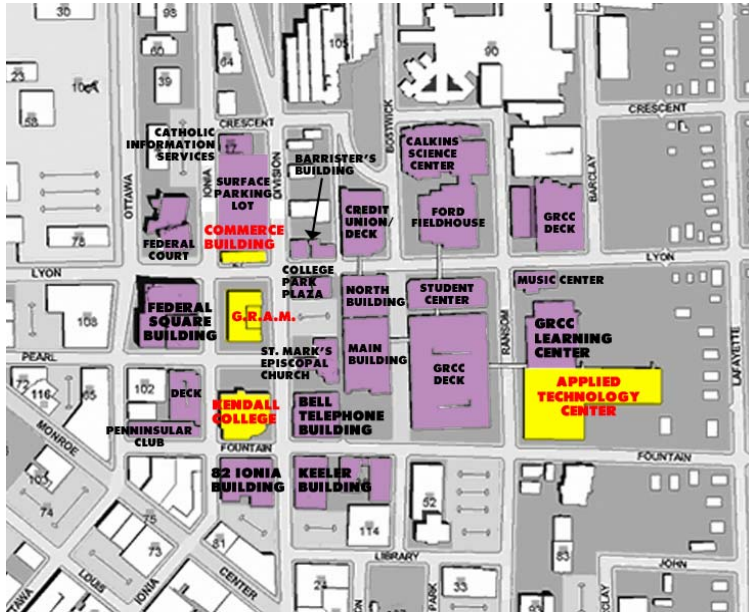


View of existing parking lot looking north from Division Street



View of existing parking lot looking south to the Commerce Building

CAMPUS SYSTEMS



Just as physicians have taken the human body and divided it into many smaller, different systems to analyze and describe how the complex whole works, the entire campus can be divided into smaller, more readily understood systems. The accompanying plan diagrams are designed to illustrate the organization concepts and how they are applied to the existing urban fabric. The main components of those campus systems are described here.

LAND USE SYSTEM

The land use system diagram shows the integration of different building types such as academic/administration, student service and residential on campus. The diagrams show that there is an existing blend of unrelated and different building uses throughout the existing campus area in the downtown district. The master plan organizes the proposed uses of existing buildings into academic, residential and service zones.

The center of the new campus would be the existing GRAM building. This building will contain a mix of academic, office and service uses. This building and the adjacent outdoor spaces will be the center of student life and activity on the downtown campus.

Extending outward from this building the Kendall building will continue in its role as academic classroom and studio space. The Kendall building will also be the closest academic use building to the more remote ATC building, which will be retained to provide additional classroom and lab space.

The Commerce Building's proximity to the new student center in the former GRAM suggests that the best use for the majority of this building would be student housing. Located directly between the service amenities provided in the student center and the concentration of dedicated student parking on the Ellis lot, the use of the Commerce Building as a home for students is ideal.

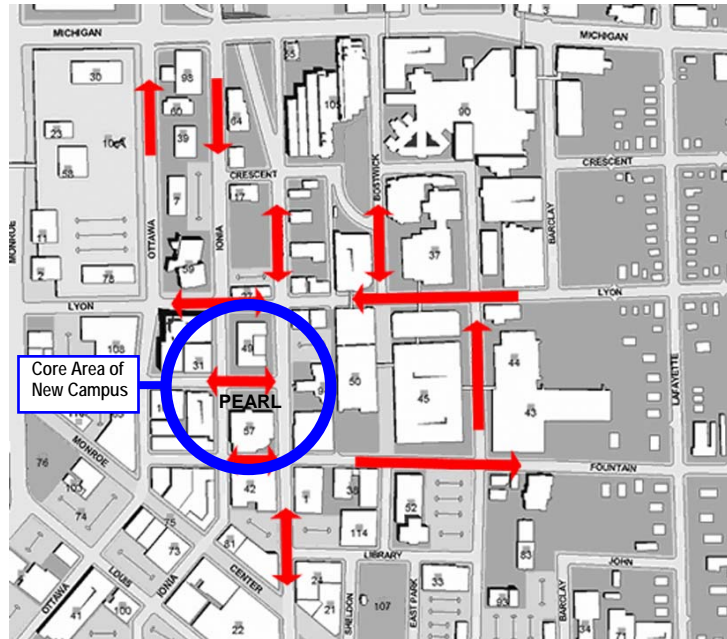
CAMPUS SYSTEMS

VEHICULAR SYSTEM

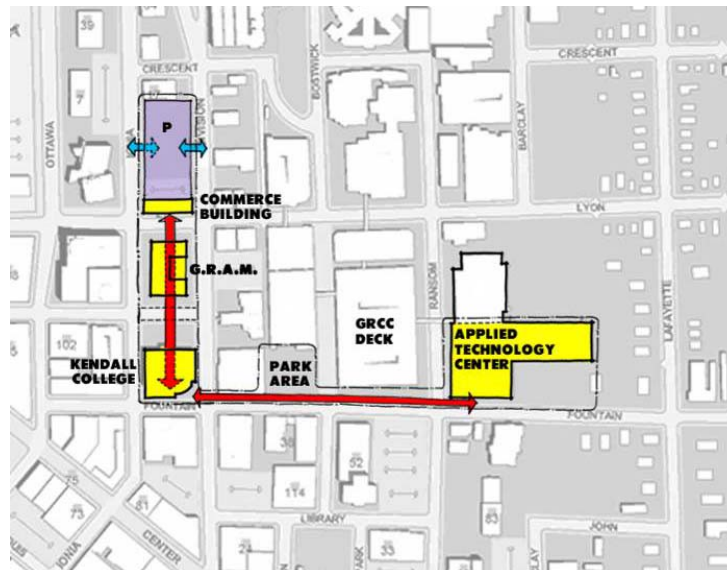
The vehicular system diagram shows the main vehicular movement through Downtown Grand Rapids and the proposed campus district. The road systems are highlighted with bold red arrows indicating direction of traffic flow.

The major change for the road system in the campus district would be the closing of Pearl Street between Ionia and Division. Closing the one block section of this street between the former GRAM and the Kendall building will create the opportunity to develop a significant outdoor pedestrian area. This could be the most important element in the creation of an academic district that has a campus feeling. As a result of the closure of this stretch of Pearl Street, various modifications may be required by City traffic engineers to direct and handle the flow of traffic on Division and Ionia Streets.

Parking has been and will continue to be a critical need for this urban campus. The continuation of parking space availability in the deck owned by Grand Rapids Community College is essential. The current number of spaces made available to Kendall and CPTS students and faculty should be maintained. The consolidation of Ferris State University controlled parking on the lot north of the Commerce Building is a key component in the success and implementation of this Master Plan. This is the only site within easy walking distance of the new campus that can support the number of parking spaces that will be required to satisfy the growing demand. With the potential of 2,000 students and faculty on this campus in five years this lot and location affords the solution to the parking crisis.



Existing traffic flow patterns in the neighborhood of the new campus



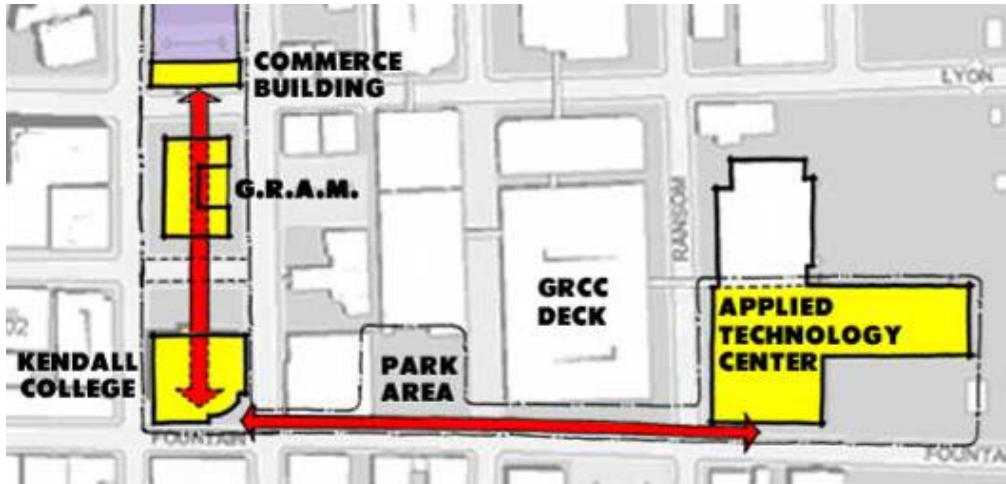
Plan diagram of new campus showing relationship of new parking access to proposed pedestrian system

CAMPUS SYSTEMS

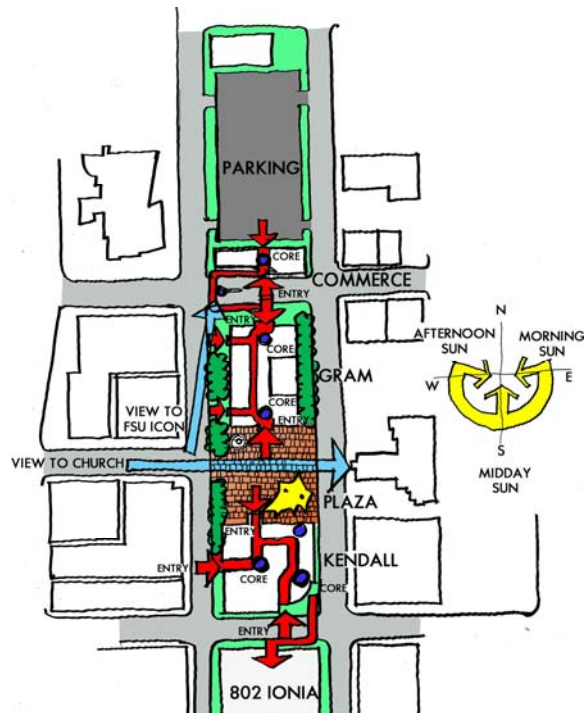
PEDESTRIAN SYSTEM

The pedestrian system diagram shows the main pedestrian movement through the campus. There are two different types of pedestrian systems: a main direct functional walking path system and a secondary casual recreational system. The functional walking path system highlights the main paths of travel students walk daily to get from one area of the campus to another. The recreational system is where students can congregate or walk through the campus area without following their daily routes to and from classrooms. The recreational system and some portions of the functional pathways will be used by university students and employees as well as the entire Downtown Grand Rapids population.

The physical elements that are used to define and create these pathways should be scaled to the pedestrian and serve to mitigate the impact of the nearby traffic on these routes.



Main routes of new pedestrian system



Plan view of Commerce, GRAM and Kendall blocks illustrating main and secondary routes of travel and view corridors

PEDESTRIAN SYSTEM (CONTINUED)



View of Commerce and GRAM Buildings with proposed modifications designed to emphasize physical and visual connectivity between adjacent blocks

CAMPUS SYSTEMS

GREENSPACE SYSTEM

The greenspace system diagram illustrates the use of outdoor open space including public streets, sidewalks and spaces between buildings as a means of uniting the various facilities of the campus with the cityscape as a whole. The creation of outdoor space defined by trees and plant material will soften the hardness of the City environment and introduce a new common thread to begin to link campus spaces and activity areas together. The centerpiece of the new outdoor spaces would be a "commons" area created in the combined space of the vacated section of Pearl Street and an existing parking lot. This space would serve to physically link the student center with the Kendall building and provide a much needed outdoor space for study, gatherings, recreation or performances.

The greenspaces can be occupied and used by students walking to class as well as for recreational purposes. The creation of defined figurative green spaces on campus is critical to linking the University's properties together and transforming the urban environment into a pedestrian friendly campus.



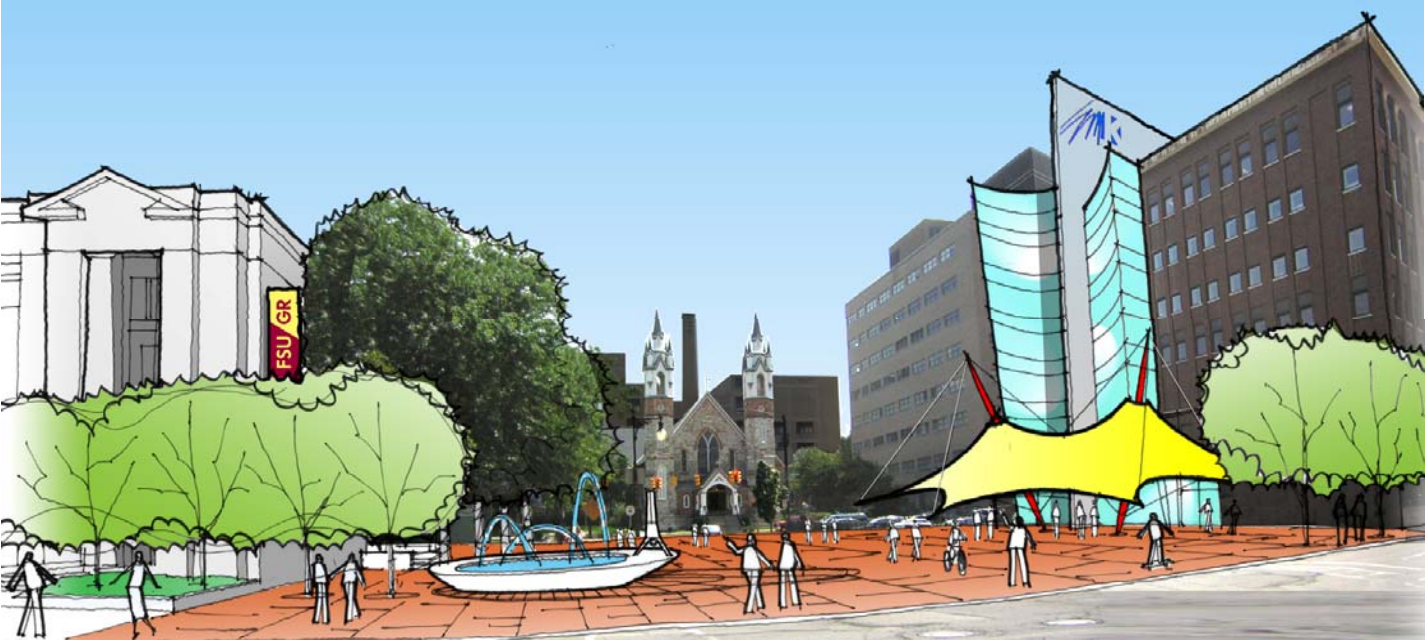
Existing view looking north up Ionia Avenue along route of proposed campus sidewalk route corridor



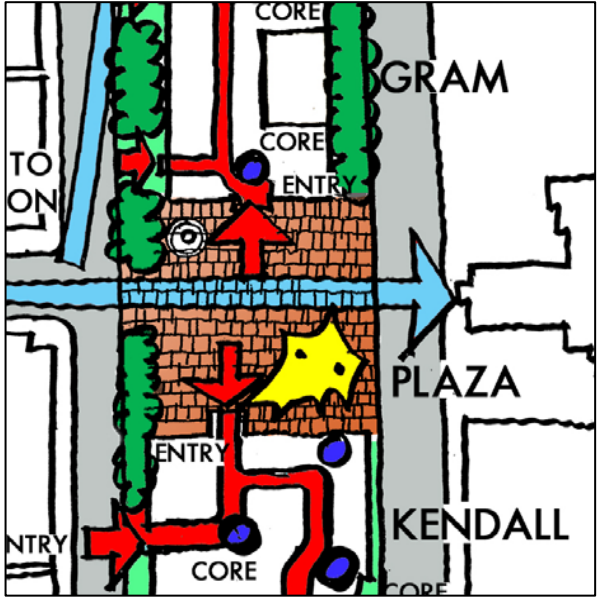
Existing view looking east up the hill on Fountain Street towards the ATC

CAMPUS SYSTEMS

GREENSPACE SYSTEM (CONTINUED)



Proposed view of new campus commons on vacated section of Pearl Street and adjacent surface parking lot



Plan of new outdoor campus commons area and its connection to adjacent building route corridors

ACKNOWLEDGEMENTS

Neumann/Smith & Associates, an architecture, planning and interior design firm located in Southfield, Michigan, would like to thank the many people who have helped put the Ferris State University Campus Master Plan into action. The master planning process is a collaborative effort on the part of many different people throughout the FSU community and the Plan is a combination of the diverse ideas and suggestions of everyone involved in the process.

With a long term vision firmly in hand, Ferris State University will continue to grow and remain one of Michigan's leading educational institutions well into the 21st century.

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Sandra Davison Wilson, Vice Chancellor
Donald Green, Vice Chancellor
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