



EASTERN OREGON UNIVERSITY
2017 MASTER PLAN AMENDMENT

EOU MASTER PLAN AMENDMENT 2017

I. EXECUTIVE SUMMARY

The most recent EOU Master Plan was completed in 2012, and was developed to serve as the primary planning document for campus physical infrastructure over a ten-year period. Due to significant changes in institutional leadership at both the state and local levels, shifting student demographics and enrollment trends, and the determination and clarification of campus-wide priorities, there was an obvious need to revisit and update the 2012 plan. The update presented herein is in the form of an amendment, and it includes project scope changes, significant project changes, and a statement of recommended project priorities. Going forward, it is a continued priority of EOU that the Master Plan will be considered and consulted in project planning, and will be updated should changes in campus priorities warrant it.

The team recommends the following projects for action, and each item is explained in more details throughout this document:

- Construct Athletics & Recreation Fieldhouse
- Create new Information Technology Equipment Center
- Renovation of the Track & Field Facilities
- Seek funding for the Eastern Learning Commons
- Begin planning and design for increased on-campus housing
- Address main entrance identity
- Improve parking
- Improve recreational facilities for students
- Establish intentional and annual review of Master Plan

II. INTRODUCTION AND PROCESS

It is typical in higher education that master plans be created every ten years. The accreditation process requires that “the institution develops, implements, and reviews regularly a master plan for its physical development that is consistent with its mission, core themes, and long-range educational and financial plans.” Due to the reasons referenced above, a Master Plan Update Team (team), with personnel representing cross-campus functions, was assembled. The team refined the project scope and immediately began a comprehensive review of the 2012 Master Plan. Throughout the process, input and feedback was sought from the Budget & Planning Committee, President’s Cabinet, ASEOU, and the Board of Trustees.

EOU MASTER PLAN UPDATE - SPONSOR TEAM MEMBERS

Tom Insko, President

Lara Moore, Vice President for Finance and Administration

Tim Seydel, Vice President for University Advancement.

EOU MASTER PLAN UPDATE - TEAM MEMBERS

Luke Aldrich, Organizational Transformation and Capital Projects Manager.

Jeff Carman, Director of Information Technology

LeeAnn Case, Director of Budget and Payroll
Hali Fugere, Student/Resident Assistant
Jeremy Jones, Director of Housing Operations
David Lageson, Director of Facilities Management & Planning
Peter Maille, Associate Professor of Economics
Gerri Silveira, Accountant for University Advancement
Steve Tanner, Associate Professor of Mathematics
Russell Yap, Head Athletic Trainer.

III. MASTER PLAN AMENDMENT CONSTRAINTS

EOU is currently in the process of developing a comprehensive institutional strategic plan. Ideally, it would be beneficial to complete a comprehensive strategic plan prior to updating the Master Plan, but timing in capital requests to the State necessitated that the Master Plan update occur in parallel with the strategic planning process. That stated, as enrollment growth targets are defined and achieved, certain aspects of the Master Plan Amendment may need reconsidered and/or updated.

IV. SIGNIFICANT CHANGES FROM THE 2012 MASTER PLAN

INSTITUTIONAL GOVERNANCE

In the five years since the 2012 Master Plan was written, Eastern Oregon University has experienced significant change. Perhaps most significantly, the Oregon University System (OUS) and the Chancellor's Office, which had previously overseen all public higher education in the state, no longer exist. The university is now led by an institutional governing board, the EOU Board of Trustees. The many references to OUS in the original document are now obsolete and issues related to its policies, goals, and framework of Oregon Administrative Rules (OARs) do not necessarily reflect the policies and goals of the Board of Trustees.

CURRICULAR UPDATES (Updated information from pg.28 of the 2012 Master Plan)

EOU offers 26 bachelor's degrees. Thirteen of these majors are available online as are thirteen minors. Since the 2012 Master Plan was published, EOU has added two Bachelor of Applied Science (BAS) degrees – one in Business Administration and another in Emergency Medical Service Administration. A low residence Master of Fine Arts (MFA) has also been added in Creative Writing. Structurally, the College of Arts and Sciences will cease to exist in 2017 and will be replaced by the College of Science, Technology, Math, and Health Sciences (STM & Health Sciences) and the College of Arts, Humanities, and Social Sciences (AHSS). EOU has also changed its tuition policies. Resident and non-resident students now are charged tuition and fees at different rates.

CAPITAL PROJECTS

Below is an outline of major projects listed in the 2012 Master Plan, and significant changes and updates are described. Page numbers listed are references to the original 2012 Master Plan.

COMPLETED CAPITAL PROJECTS

Within the construction projects called for in the 2012 Master Plan, many have been completed (pp. 78-79):

- Ackerman Gym Renovation/Creation of the Gilbert Center, 2011
- Pierce Library Renovation, 2012
- Zabel Hall Renovation, 2012
- Hoke Union Building Renovation, 2013
- Quinn Coliseum Renovation, 2014
- KEOL Radio Building Demolition (pg. 83), 2015 (radio station moved to Hoke Union Building)
- Phase 1 of the Central Campus Corridor Project, 2015

REMAINING CAPITAL PROJECTS

Other projects outlined in the 2012 plan have not been completed, but the need for the projects remains. They include:

- **Inlow Hall Renovation Phase II** (pg. 70)
The second phase of the Inlow Hall renovation will include further second floor seismic upgrades, interior renovations and additional energy efficiency improvements.
- **Athletics and Recreation Fieldhouse** (pg. 72)
To fulfill the needs of the growing Physical Health & Activity, Outdoor Leadership and Athletics programs, a new fieldhouse remains a needed addition to campus. Revised plans seek to locate the new building south of the residence halls, not beside Community Stadium as originally outlined. The Athletics and Recreation Fieldhouse project is further described in the section labeled “Project Scope Changes.”
- **Mill Creek Restoration** (pg. 73)
The restoration of Mill Creek to an above-ground waterway will help reduce flooding risks and enhance the campus’ natural landscape. It will also create a riparian habitat that could be used for on-campus educational and research opportunities. The daylighting of the creek, however, will also cause the current location of the tennis courts, sand volleyball courts, and intramural field to be unsuitable for their current purposes. Future planning should consider opportunities to relocate these facilities to reduce disruptions when the creek is restored.
- **Community Stadium Field Renovation** (pg. 74)
Community stadium remains in need of the updates described in the 2012 Master Plan, as well as additional improvements.
- **North Campus Site Restoration / Hunt Hall Demolition** (pg. 82)
Hunt Hall is no longer being used for any campus operations and it cannot be cost-effectively renovated. The demolition of the structure, and the associated site restoration begins in spring, 2017. The site restoration aspect of this project will encompass the historic 1935 campus, and will work to restore historic view

corridors, increase and improve campus accessibility, improve parking and reestablish portions of the historic landscape.

- **Eastern Learning Commons (ELC)** (pp. 69, 73, and 80)
The Eastern Learning Commons will serve as a state-of-the-art technology and academic support center improving teaching resources for both on-campus and online courses. Originally envisioned as a two-phase project with the second phase being a multiple story residence hall, the ELC is now planned as a stand-alone facility to be centrally located in the academic core of campus. The ELC project is further described in the section labeled “Project Scope Changes.”
- **New Residence Hall**
Originally envisioned as the second phase of the ELC, a new residence hall is now planned as a separate facility to be located adjacent to either Hoke Student Union or the other residence halls. The conditional concerns that led to the closing of Hunt Hall has reduced the availability of housing on campus. As seen in Table 1, a simultaneous downturn in overall student FTE has somewhat mitigated the problem. Important to note, however, is that new freshman enrollment levels have grown the last two years, and should this trend persist, additional housing will be necessary in the future.
- **Classroom and Office Academic Building** (pg. 77)
Along with an additional residence hall, the expected on-campus growth will result in the need for additional office and classroom space.

TABLE 1. ANNUAL FTE ENROLLMENT UPDATE (updated information from pg.26)

Year	Total Combined FTE	% Change
2000-2001	2,322	
2001-2002	2,495	7.45%
2002-2003	2,640	6.81%
2003-2004	2,565	-2.84%
2004-2005	2,558	-0.26%
2006-2007	2,460	-5.69%
2007-2008	2,435	-1.02%
2008-2009	2,550	0.95%
2009-2010	2,870	12.55%
2010-2011	3,080	7.32%
2011-2012	3,138	1.88%
2012-2013	3,133	-0.16%
2013-2014	2,900	-7.44%
2014-2015	2,614	-9.86%
2015-2016	2,482	-5.05%

PARKING

Eastern Oregon University currently has parking capacity for 1,052 vehicles, but the City of La Grande estimates the university should plan for a capacity of 1,897 vehicles to meet the needs of the campus. The existing parking on campus is no longer sufficient for the current on-campus enrollment and community access to the Gilbert Center. The available parking could also become more challenged with a projected increase of on-campus enrollment, as well as with new/expanding athletic buildings and programs. In terms of more specific parking issues, a review is needed of the following: under-utilization of the concrete parking lot near the tennis courts, evaluation and updating of parking signage, and an analysis of perimeter parking in residential areas.

CAMPUS ENTRY, ACCESSIBILITY AND CIRCULATION: (further described in the section labeled “Project Scope Changes.”)

- **Campus Entry and “Sense of Arrival”** (pg. 96)

The 2012 Master Plan identifies the need to improve the sense of arrival to the university and suggests the establishment of a ceremonial entry to campus via the 8th street hill. The need for additional signage guiding out-of-town visitors from the interstate to appropriate campus parking is critical as is the need of making a positive impression on first-time visitors by giving them a satisfying first view of campus. A clearly defined main entrance will assist with recruitment efforts, which is a high priority for the university. It will also assist visitors who are coming to campus to partake in events at the Gilbert Center. The 8th street solution to this problem with its associated establishment of a “university district”, while attractive, may not be the most cost-effective solution to the problem. Additional discussions regarding campus entry must take place with the City of La Grande to ensure a common vision.

An entrance needs to be developed that creates a sense of arrival and is designated as a formal entrance with appropriate signage on and around campus and on downtown streets. Possibilities include 6th, 8th, and 12th streets. Currently, the 6th Street and 12th Street entrances to campus lead to parking and are convenient for faculty, staff, and commuter students. If 12th Street is considered as the main entrance, however, it would be appropriate to relocate Facilities.

- **The Grand Staircase** (pg.112)

The Grand Staircase is listed on the National Register of Historic Places. As a part of the history of the campus and town, its preservation remains a priority.

Table 2 (following page) is a matrix showing the current status of projects as well as the type of project and funding scenarios.

TABLE 2. Campus Master Plan Project Matrix		March 8, 2017					
Capital Construction Projects - Complete	Completion Date	New Construction	Renovation	Upgrade	State Funding	Alternative Funding	EOU Debt
Inlow Hall Renovation/Seismic Remediation Ph 1	Summer, 2010		XX	XX	XX		
Zabel Hall Renovation	Summer, 2012		XX		XX		
Pierce Library Renovation	Fall, 2012		XX	XX	XX		
Hoke Union Renovation	Fall, 2013		XX		XX		
Quinn Coliseum Renovation	Summer, 2014		XX	XX	XX		
*Central Campus Corridor Ph 1	Fall, 2015	XX		XX	XX		
Sub-Total Budget							
Capital Construction Projects - In Process	Planned Comp. Date						
North Campus Restoration / Hunt Hall Demolition	Fall, 2017	XX		XX	XX		
*Central Campus Corridor Ph 2	Summer, 2018	XX		XX	XX		
Sub-Total Budget							
Capital Construction Projects - Deferred	Possible Comp. Date						
Community Stadium Field Renovation	Summer, 2018		XX	XX		XX	XX
Inlow Hall Renovation Ph 2	Summer, 2022		XX	XX	XX		
*Campus Accessibility & Circulation - Historic Preservation	Summer, 2024	XX	XX		XX	XX	
Mill Creek Restoration	Summer, 2024	XX			XX	XX	
Sub-Total Budget							
Capital Construction Projects - Revised Scope	Proposed Comp. Date						
Athletics & Recreation Field House	Summer, 2020	XX			XX	XX	XX
Eastern Learning Commons	Winter, 2022	XX			XX		
Sub-Total Budget							
Capital Construction Projects - Proposed	Proposed Comp. Date						
Outdoor Track & Field Facilities	Fall, 2019		XX	XX	XX	XX	XX
Loso Hall Renovation Ph 1	Fall, 2020		XX	XX	XX		
Loso Hall Renovation Ph 2	Fall, 2022		XX		XX		
*Grand Staircase & Pedestrian Walkways Restoration	Fall, 2020	XX	XX	XX	XX	XX	XX
Campus Transportation & Parking	Fall, 2018	XX	XX	XX	XX		
I.T. Facility/data center	Fall, 2019		XX		XX		
Sub-Total Budget							
BUDGET TOTAL							
Notes:							
* - "Campus Accessibility & Circulation - Historic Preservation" has been divided into the other three projects.							

V. NEW ISSUES

These issues involving Capital Projects are presently part of Eastern Oregon University planning, but are unaddressed in the Master Plan:

LOSO HALL RENOVATION

Loso Hall serves and houses EOU's Theatre, Music and Arts programs and is currently the home of the University's academic support services and disability support services in The Learning Center. Loso's McKenzie Theatre, named for Glen and Jean McKenzie, is a 446-seat venue for all of the university's major performance events and many ceremonial proceedings and is also home to numerous community activities. The Schwarz Theatre, named for Lyle Schwarz, is a 111-seat venue for all of the Theatre programs second stage and university's minor events. EOU's Music, Theatre and Art Departments are well known

in the region for innovative and quality shows, including both university and community productions and exhibits. In outreach events, many school-aged children are exposed to theatre and music at EOU. For many of these students, this is their first exposure to college and gives EOU an opportunity to show these young people what a university education can do for their future. Continued use of the facility, however, without proper upgrades and repairs will greatly hinder the types of shows and events the theatres can continue hosting.

Originally built in 1987, Loso Hall has experienced only minor updates and has a considerable backlog of deferred maintenance. University deferred maintenance funding is lean, creating an ongoing system of "making do" by the faculty and students who utilize the facilities. Both theatre facilities are in need of substantial upgrades to stage flooring, orchestra pits, lighting, audio systems, connectivity and technology systems and seating infrastructure. The Music and Art programs' studios, workshops, practice and recital rooms are all in need of similar upgrades to the systems and finishes associated with those spaces.

In addition to necessary theatre, music and art upgrades, the HVAC systems in Loso Hall are in serious need of updates. The current systems rely upon pneumatic controls (1980's technology) and an inflexible distribution system. As a result, the mechanical systems in Loso Hall are inefficient and unresponsive by today's standards. The slow response time is particularly challenging to well-attended theater and music performances. There are studio and shop spaces with critical requirements for ventilation and air exchanges that are also underserved. The systems have no ability to affect humidity, and distributing the dry air typical to this region has had and continues to have costly effects to all wood stringed musical instruments and some components of woodwinds and brass instruments. The Music Department has lost concert grand and practice pianos and a number of symphonic string instruments to unrepairable damage caused by the extreme low humidity. The recommendation is to install digital controls throughout, humidity controls in the music department and revised air distribution and exhaust ventilation systems in all critical key areas.

INFORMATION TECHNOLOGY EQUIPMENT CENTER

EOU Information Technology department supports all of the technology needs for EOU, both on-campus programs, as well as the delivery of EOU's considerably large online program. The current state of the EOU campus data centers which house all university network and phone infrastructure, as well as campus data storage and servers, are insufficient at best, leaning towards disastrous. The most prevalent issues are an outdated layout causing cabling and management issues, an aging electrical system, outdated and failing HVAC system, and basement level locations that are prone to flooding. Both data centers have experienced numerous water events in recent years, and the entire campus network and data storage is jeopardized by the current state of our data centers.

In addition, Information Technology does not currently have proper space to receive, organize and stage the frequent large equipment shipments it receives. Inadequate storage space results in work interruption, as equipment often must be stored in work spaces and on IT personnel desks, and negatively impacts equipment inventory and deployment strategies.

The IT Equipment Facility project will create a dedicated IT equipment structure for data centers and equipment storage. It will provide a combined location for the IT data centers, equipment and technical service in a safe, reliable, temperature and climate controlled facility.

TRACK & FIELD FACILITIES RENOVATION

EOU has one of the top Track & Field programs in the NAIA, producing well over 400 individual national championship finishes, 21 national champions, 193 All Americans, 124 Academic All Americans, 120 conference champions, 489 national track qualifiers, 263 national cross country qualifiers and 22 NAIA Academic team honors. With one of the preeminent programs in the NAIA, EOU should be a preferred site for intercollegiate and regional competitions. Without adequately safe and modern Track & Field facilities, EOU continues to miss recruitment and branding opportunities because of the existing unsafe and unsightly conditions.

The existing Track & Field facilities can no longer be used by EOU's student athletes due to its deteriorating conditions, causing hardship for practice, training and competition. EOU is placed in a position of significant and growing risk with these unsafe and deteriorating conditions. The surface of the track and its associated field event areas have worn down to bare asphalt and rock in multiple areas. The hardened surfaces lead to muscle and bone injuries. Edges have crumbled to the point of hazard, presenting a constant threat of trip and fall incidents.

Due to the deteriorated condition of the existing facilities, it is not a candidate for resurfacing or repair. The project scope of work will include removing the existing track and field event surfaces and the failing underlayment, rebuilding the base foundation, installing new concrete and asphalt underlayment and installing new competition surfaces for an expanded 48" lanes track and for all field events. The scope will also include adding a timing, scoring and restroom facility and bleachers.

INTEGRATED SERVICES BUILDING (ISB)

The ISB on Geckler Lane is owned by EOU, but has been leased to other agencies since its opening. The lease arrangements were intended from its inception, as the payments allow EOU to cover its debt service on the building, as well as provide regular maintenance and improvements. In 2021, the debt service is fully paid, and in 2022 the primary lease with current renters expires. EOU must plan for its future utilization, and will need to consider its accessibility, circulation and connection to campus while doing so.

EOCENE COURTS REMODEL

Previously used as family housing, this facility is currently being remodeled as apartment style student housing, similar to Alikut Hall. This change from "near-campus family housing" to a managed residence hall formally expands the boundaries of the University's main campus to include the Eocene Courts site. There is the possibility of expanding to the East.

REAL ESTATE PURCHASES

Currently there are two residential homes located between the Community Stadium parking lot and adjacent athletic fields. When available, EOU should purchase these properties and utilize the land for additional, improved parking.

VI. PROJECT SCOPE CHANGES

EOU's 2012 Campus Master Plan listed eight high priority major capital projects for physical development under the plan. In addition, the plan listed four capital renovation projects that had already received funding approval and were completed during the first two years of the plan. The plan also states that capital construction projects will engage the following three primary areas of focus for the next ten years:

- Improving existing facilities
- Increasing capacity and improving overall connectivity of teaching/learning technology media
- Improving campus first impressions, wayfinding, circulation, accessibility and appearance

Of the eight planned projects, none have as yet received funding approval. During the intervening years since 2012 the following four projects have undergone significant changes in overall project scope.

EASTERN LEARNING COMMONS – PHASE I

The original scope of the project called for a state-of-the-art technology center that would house the University's data center, data equipment to support growth in distance learning programs and multi-purpose, technology rich classrooms, located south of Hunt Hall. The proposal called for updates to existing equipment and infrastructure and a 12,000 GSF facility with offices, technician work spaces, classrooms and a data center with an estimated total project budget of \$14M.

The revised scope of the Eastern Learning Commons calls for a 36,000 GSF facility located in the heart of the academic campus. The revised ELC will be a multi-use facility connecting all aspects of on-campus and off-campus academic life. Even in an age of digital communication and distance learning opportunities, the university campus experience remains a vital component of modern higher education. The ELC will be a bridge for EOU's community, encouraging connections between on-line and on-campus academic programs. It will connect technology resources for faculty, students and our surrounding community. The ELC will serve as a "digital commons" that includes formal and informal collaborative work spaces focused around technology, with support for independent study and group study areas in an open, inviting and flexible environment. The unique combination of technology and academic support services provided by the ELC will create an educational, cultural and scholarly center that will connect the campus to the rural regions of Oregon and to the wider world.

As proposed, The ELC will significantly improve student achievement by making the Writing Center, Math Center, First Year Experience Center, and Office for Disability Services, Testing Services and Group Tutoring easy to access in one integrated facility. By combining these programs with the University's Information Systems & Technology Support Services, the ELC will provide students and instructors with highly adaptable, technology rich learning labs and live-capture distance learning classrooms. This will create a convenient and efficient hub for academic resources both on and off campus with an estimated total project budget of \$23.6M.

EASTERN LEARNING COMMONS – PHASE II

Phase II of the original project proposal consisted of a residential addition to the ELC that would accommodate 150 beds. The intent of this residential addition was to replace Hunt Hall and provide a living and learning-centered atmosphere for students. Without this addition, there is no second phase for the ELC project.

NEW RESIDENCE HALL

The changed ELC project scope creates a need for a new residence hall project to accommodate EOU's growth in on-campus students. The new residence hall will accommodate at least 150 beds and provide a strong community atmosphere for students. The new hall will be located adjacent to either the existing residence halls or the Hoke Student Union. Plans for the scope, size and style of the new residence hall will be developed during the 2017 – 2018 academic year.

CAMPUS ACCESSIBILITY & CIRCULATION – HISTORIC PRESERVATION

The original scope of the project was meant to broadly address these concerns:

Ad hoc campus development, deferred maintenance, coupled with old infrastructure and a need to improve campus access for current and prospective students, requires an investment in the site circulation systems. Improvements and repairs will meet an urgent need to bring the campus into ADA compliance, better serve the educational mission, comply with Historic Preservation (SHPO) recommendations and reduce ongoing operational costs.

The scope identified upgrades to campus accessibility, circulation and historic preservation of the Grand Staircase and improvements to other key areas with a goal to:

- Provide universally accessible pedestrian connections—replace path network and add building access
- Improve campus entry and wayfinding to provide community connectivity.
- Reduce maintenance by selectively replacing lawns with native landscapes.
- Sustain the historic character of campus by stabilizing cultural resources.
- Improve campus safety by adding site lighting and removing site-obscuring vegetation.
- Unify grounds as an academic campus that functions as an educational community.
- Provide exterior resources which expand and support academic and social activities.
- Reduce operational costs with selective snow melt systems.

Since the project was originally proposed some portions of the campus have undergone these improvements as smaller capital renewal projects or through adjacency as part of larger building renovation projects. The University has also broken off the restoration/reconstruction of the Grand Staircase as a separate project with potential funding from grants and donations.

As such, the revised scope for this project is more accurately identified as Campus Accessibility, Circulation and Wayfinding – Historic Restoration, and includes the following:

- Restore the historic campus entrance at 8th Street.
- Circulation, accessibility, lighting and site furnishing improvements for the following areas:
 - Southern section of the 8th Street Corridor
 - Central Campus Quad
 - University Blvd
 - NW campus student and community services area
 - SW campus Sports and Recreation area
 - SE campus Residence Halls area
 - Campus perimeter areas
 - South Campus Integrated Services area
 - East Campus Eocene Courts and Early Childhood Development areas

ATHLETICS & RECREATION FIELD HOUSE

The original scope for this project called for a light duty, semi-conditioned facility of approximately 11,000 GSF to support winter weather practice for outdoor sports and recreational activities. The facility was anticipated to be a light duty industrial building with minimal heating and no mechanical ventilation.

The revised scope calls for a much more robust and larger facility capable of supporting multiple sports, recreational and educational activities. A new Field House of approximately 53,000 square feet will provide space for EOU's expanding college outdoors and physical education programs, indoor track & field competition and special events, student and community recreation, winter weather practice for all outdoor sports, and will support the re-introduction of a historically successful wrestling program. The fieldhouse will include a 200 meter oval track; an artificial turf infield suitable for outdoor sports recreation and practice; locker rooms and public restrooms; stadium seating and other guest amenities. The estimated total project cost for this all-inclusive scope is \$10.2M. An alternate scope serving the same programs but without the competition level indoor track & field facilities calls for a 30,000 GSF facility with an estimated total project budget of \$8.6M.

VII. RECOMMENDATIONS

As noted, substantial progress has been made since the 2012 Master Plan was published. Many projects have been completed, some are in-progress, and others have been reevaluated. Other projects have not been started, and new projects have arisen since the 2012 Master Plan. Based on team discussions, the following is a list of recommended projects, in alphabetical order, that need teams launched in the near term. Each team should be responsible for creating a project scope and completing the feasibility stage of project management.

MAIN ENTRANCE IDENTITY

The main approach and entranceway to EOU remains sub-optimal and unidentified. The original 8th Street entrance is a concern and this entrance is dominated by the

Grand Staircase, which is in serious disrepair. Additionally, off-campus construction has diminished the connectivity of EOU to downtown La Grande. The 6th Street entrance has a campus entranceway, but the route from downtown to Campus is essentially unmarked. The entrance off of 12th street is also essentially unmarked and requires improvements to enhance the aesthetic appeal. Consequently, the approach of visitors to EOU can be confusing and may not project the best impression of the institution.

It is recommended that a team and project scope be created that forms a decision regarding which approach adds best value so that follow-up actions can be focused. This decision will enable necessary development work to progress. Regardless of the final decision, signage and banners would ease a visitor's approach to campus, and enhance one's sense of arrival. In addition, it is likely that Internet-based mapping of the routes to campus would be a cost-effective way to enhance visitor's access to campus.

PARKING

Like many college campuses, EOU struggles with parking. There seems to be a daily shortage of parking spaces for students, especially during certain prime times of the day. There are regulations regarding the number of parking spaces that need to be available, so compliance is a primary concern, and parking off-campus in adjacent neighborhoods could become problematic. Lastly, a push towards greater enrollment would exacerbate these problems.

It is recommended that EOU develop a project scope that accounts for parking needs and considers links to other campus developments such as the shifting of Hunt Hall functions to an as yet to be constructed building, and the potential refinement of campus access routes. Additionally, it is suggested that the transportation-related funding that may become available during the 2017 legislative session be tracked, and that funding contingencies be developed in case support does not materialize.

RECREATIONAL FACILITIES FOR STUDENTS

The near future presents a number of opportunities to enhance opportunities for student recreational activities. These include potential relocation of the sand volleyball courts, repair/relocation of the tennis courts, and construction of a field house. As these projects progress, it is recommended that proximity to student housing be made a priority. Also, consider the possibility that if student recreation areas are displaced by the restoration of Mill Creek, then some of these efforts could be supported via conservation funds.

INCREASE ON-CAMPUS HOUSING

Student housing is facing pressure from the decommissioning of Hunt Hall and the effort to grow the on-campus student population. Given the current student housing occupancy rate, and the expected impacts of these changes, EOU is likely to encounter a capacity hurdle, and additional student housing needs to be considered.

It is recommended that EOU launch a team with the goal of conducting a feasibility analysis of options to accommodate the current and projected on-campus housing

needs. The team would need to consider the feasibility of these options given growth projections and the institutional cost associated with taking on debt for a new residence hall. Various sites should be considered and alternatives presented.

In addition to the projected-related recommendations, it is recommended that a change in the Master Planning process be considered, and that the plan undergoes annual review. The new review process should add value, replace or enhance what is already occurring, and support accreditation requirements. A possible consideration is for the Budget and Planning Committee to assume this role. The committee could act as guardians of the plan and could facilitate merging of strategy and the master plan, as well as help coordinate and monitor projects at a high level. The committee is also well suited to disseminate information, which would be beneficial to the campus community.