



MU Space Reduction and Strategic Relocation Plan

Quarterly Update 17

February 2023

Summary of Space Reduction and Strategic Relocation Plan Efforts:

Over the last two decades, the university has been tracking building-need investment relative to available funding. Discussions about space reduction became a larger focus in 2016. At the time, the campus' Education and General (E&G) buildings—those whose maintenance funding is provided by state appropriations and tuition revenues—had a maintenance backlog of approximately \$749 million, a deficit that had been growing at approximately \$35 million annually. Reflected differently, experts recommend a reinvestment at 2% of the current replacement value (CRV) each year. Due to the limited maintenance funding Mizzou receives, the university is only able to reinvest slightly over half a percent.

In 2017, campus leadership partnered with the university's Space Planning and Management department to begin the Space Reduction and Strategic Relocation Plan (SRSRP) to assess which facilities were no longer effective at supporting the university's mission of teaching and research, determining which buildings were candidates for reinvestment, and which facilities were outdated beyond reasonable investment. Considerations included a facility's age, ease of renovation, and whether its facility condition needs index (or FCNI) identified the need for over 40% of the building to be replaced.

Through a multi-phase SRSRP process, MU has been working with deans, department heads, Campus Facilities, MU master planning consultant, the faculty-led Facilities, Buildings and Grounds Committee and Campus Space Committee to identify buildings with extensive maintenance and capital repair needs, and that no longer support the academic and research mission of the university. Specific goals include:

- Reducing deficient building space by 750,000 GSF (~ 10% of all E&G space on the main campus) by 2024.
- Eliminating approximately \$150 - \$175 million in facility needs (deferred maintenance, capital renewal & plant adaption) by 2024 and approximately \$5 - \$6.5 million in *annual* operating costs by 2024.
- Reinvesting realized savings in existing facilities (renovations) and/or new buildings that will offer more efficient and flexible space to better address current and future university needs.

This strategy advances MU's goal of bringing total building space in line with the operations budget and will help the university provide better quality, mission-driven spaces that support the best learning environments. A reflection of our progress is outlined below.

Progress Notes:

- Space Planning & Management (SP&M) will continue to review the financial feasibility of space reduction and strategic relocation projects with President Choi and university leadership.
- As of February 2023, the university has demolished or divested approximately 399,000 gross square feet (gsf) of space on campus. This equates to \$92 million in building needs savings (including deferred maintenance, capital renewal, and plant adaption) and \$2.8 million in annual operating cost savings.
- An additional 236,000 gsf of divestment and demolition is currently in progress which will yield another \$53 million in building needs savings and \$1.9 million in annual operating cost savings, bringing our total campus savings to \$145 million in building needs and \$4.7 million in annual operating costs.
- For more detail on space reduction and cost savings, readers can find Space Reduction and Strategic Relocation Plan quarterly reports from the last four years here: <https://masterplan.missouri.edu/strategic-space-reduction-plan/>
- Going forward, quarterly reports will transition to space planning reports and will be posted to the link, above, one or two times each year.

Phasing:

Space Reduction and Strategic Relocation planning has been grouped into two phases. Phase 1 work began in 2017 and primarily focused on relocating uses from Mizzou North. Phase 2 work began in 2018 and concentrated on relocating uses within the main campus.

Phase 1 Projects Completed

The following projects have been completed:

- Mizzou North: all current departments and uses have been relocated, and demolition for this building began in Nov. 2022.
- Neff Hall Addition: all current departments and uses have been relocated, and demolition for this building, which began in Sept. 2022, is nearly complete.
- 207/209 Hitt Street: buildings have been vacated.
- Human Resources has relocated to Jesse Hall's basement and is 25% more efficient than its previous space in Parking Structure #7.
- Missouri Online has adopted a remote work/hoteling model that allows them to shed 100% of the space (8,200 sf) previously occupied in Clark Hall and to further consolidate their space in the Heinkel Building.
- The old School of Nursing building has been demolished and occupants who relocated to temporary space in the Mathematical Sciences Building and Stewart Hall have now moved into the new Nursing building.
- The Division of Information Technology (DoIT) has vacated Locust Street Building East & West by consolidating into existing DoIT space in the Telecom Building and creating a model where the majority of their staff work remotely. The space vacated in the Locust Street buildings accommodate departments that have moved out of the various buildings slated for demolition.
- The College of Education has completed numerous strategic relocations to free up nearly 20% of its building space. This repurposed space allows the university to take other campus buildings offline, including:

- College of Education occupants of Noyes Hall have been relocated to Hill Hall and Townsend Hall.
 - College of Education programs from London Hall have been relocated to Townsend Hall.
- Loeb Hall occupants moved to the new School of Music Building.
- The Missouri Review consolidated to a single floor in McReynolds Hall for a space reduction of 37%.
- 207 Hitt Street space has been consolidated into other university buildings. Planned divestment of building.
- 209 Hitt Street space has been relocated to Bingham Hall. Planned divestment of building.
- Parking and Transportation has relocated to the General Services Building. Their space is now nearly 60% more efficient.
- Environmental Health & Safety has relocated to the General Services Building. Their space is 50% more efficient and eliminated a building with \$2 million in deferred maintenance and capital needs.
- 26,060 sf of space (Fine Arts Annex & Research Park Development Building) has been demolished.
- The Missouri Cancer Registry and HBRRC/HMI have been relocated from Clark Hall to renovated office space in Parking Structure #7.
- Proctored Testing Services has been relocated from Parker Hall to the Heinkel Building.
- SHP Adult Neuropsychology Clinic, Research Clinics, and Radiography have been relocated from Mizzou North to Lewis and Clark halls.
- The Office of Sponsored Programs, Technology Advancement Office, and the Office of Research have been relocated from Mizzou North to the Turner Avenue Parking Garage office space.
- Psychological Sciences labs have been relocated from Noyes Hall to McReynolds Hall.
- The Employee Assistance Program (EAP) has been relocated from Parker Hall to McReynolds Hall.
- Engineering programs from the Old Student Health Building have been relocated to Naka and Lafferre Halls.
- The following programs have been relocated to the Locust Street Building: Economics, Political Science, the Truman School of Public Affairs, and History.
- The Counseling Center has been relocated from Parker Hall to Strickland Hall.
- Museum gallery, storage, and Arts and Science cast collection have been moved from Mizzou North to Ellis Library.
- Lee Hills, Gannett Hall and Neff Hall planned renovations have been completed to accommodate faculty and staff from Neff Addition.
- Loeb Hall was demolished summer of 2022.
- London Hall was demolished summer of 2022.
- Read Hall was demolished summer of 2022.
- Columbia Professional Building was demolished summer of 2022.
- Parker Hall was demolished in the fall of 2022.
- Noyes Hall was demolished in the fall of 2022.
- Old Student Health was demolished in the fall of 2022.

Phase 2 Projects Completed

- Extension offices have been relocated from 1110 S. College to Gentry Hall, Printing and Publications Building, Rock Quarry Center, and Whitten Hall.
- 1110 S. College building has been demolished and the site has been leased to the Ronald McDonald Organization for the construction of a new Ronald McDonald House.
- Demolition of Curtis Greenhouses 1 and 2 has been completed.
- Lab Animal Center uses have been relocated to NextGen, East Campus, and MU farms.
- Demolition of Manor House has been completed.

Phase 2 Projects Underway

- Lab Animal Center: will be demolished as part of the Research Commons – Thermal Plant project, with demolition beginning in early winter 2023.
- Veterinary Science Building: will be demolished in spring 2024, with receiving space being planned in various East Campus veterinary buildings/facilities.
- New USDA facility at Research Commons will accommodate Curtis Hall uses and allow for its future demolition (planned demo summer 2024).

Next Steps:

MU E&G maintenance funding continues to be a challenge due to campus and State budget issues. In 2022, the total E&G backlog of building needs was \$958 million while the maintenance budget was only \$18 million. However, Space Reduction and Strategic Relocation initiatives are helping to rebalance our resources and help us invest in facilities that will best support our academic and research mission. As we continue with these efforts, we will work with university leadership, our faculty-led committees, and our facilities experts to carefully evaluate next steps.