

# 2024 CAMPUS MASTER PLAN









# CONTENTS

- 05 Message from the President
- 07 Alignment with MizzouForward
- 08 Process and Engagement
- 09 Key Challenges and Opportunities
- 10 Planning Principles
- 12 Concept Framework
- 14 Near-term Plan
- 16 Long-term Vision
- 27 Framework for the Future







## **Message from the President**

I am very excited to present this comprehensive Master Plan for the University of Missouri Columbia campus. At its core, the Master Plan is a long-term construct for the type of land and space uses which can meet the objectives of the university. The plan is built around four main drivers:

**MizzouForward:** This plan incorporates the objectives of the MizzouForward strategic plan which is our largest investment in the history of the university. The plan identifies opportunities for infrastructure which will support student success, research excellence, and meaningful engagement.

**Honoring Our Iconic Campus:** Established in 1839, our iconic campus features brick and limestone buildings along with a network of open spaces. This heritage is of great importance and must be preserved.

**More Than Buildings:** This plan encompasses more than just buildings; it also addresses how people and vehicles can use the campus safely and efficiently in a variety of travel modes. Ensuring smooth and secure movement throughout the campus is a key focus.

**Prepared for the Future:** This framework will allow Mizzou to adapt as the nature of higher education evolves. It ensures that the university remains prepared for future developments.

This framework balances the visionary with implementable, long-term opportunities to maintain flexibility and capacity of our land assets, leverage momentum now and in the future, and will enable Mizzou to evolve as the nature of higher education changes.

**President Mun Choi**









## ALIGNMENT WITH MIZZOUFORWARD

The 2024 Campus Master Plan aligns campus development with the university's mission and programs. The Master Plan does not set the strategic direction, rather it identifies where opportunities exist on the physical campus to support those goals and feeds into the capital planning process. Together, the plan provides a framework of opportunities that guides development, decision-making, and sustained implementation.

The Master Plan focuses on alignment with the three key areas of MizzouForward—Student Success, Faculty Excellence, and Infrastructure Growth. The process and recommendations look closely at:

- Facility opportunities to support research
- The ability of aging facilities to meet current needs
- The physical environments required to support student success
- Campus exterior identity and wayfinding opportunities
- Campus mobility and connectivity
- Overall integration of recent planning including MU Health Care and Mizzou Athletics

# PROCESS AND ENGAGEMENT

**4,000+ TOUCHPOINTS**

**20+**

**Stakeholder Meetings**

**100+**

**Stakeholder Participants**

**175+**

**Pop-up Session Participants**

**3,842**

**Digital Campus Survey Responses**

The year-long planning process engaged a cross section of the university community, resulting in over 4,000 individual touchpoints. Virtual listening sessions, in-person pop-up sessions, and a campus-wide survey identified how people use campus today and opportunities for the future. Campus tours and previous studies added to this comprehensive understanding and analysis of the university's needs, aspirations, and opportunities. Presentations and open houses provided opportunities for stakeholders to provide feedback as the plan evolved.



*Pop-up sessions in the Student Recreation Center, Memorial Student Union, and Student Center*



# KEY CHALLENGES AND OPPORTUNITIES

A campus assessment was completed early in the campus master planning process to better understand Mizzou's strengths, challenges, and opportunities. The Master Plan builds on existing strengths and identifies challenges and opportunities on which to improve the physical campus. These elements were determined through feedback from the campus community, observational analysis, and current and historical assessments of the physical campus.

## Campus Strengths to Maintain and Leverage

- Building architecture provides a defining character on the Mizzou campus.
- New buildings provide modern and flexible teaching, research, and workplace space.
- Campus is relatively compact for a land-grant university and organized with clear land uses and programmatic hubs.
- Iconic open spaces, including Francis Quad, Lowry Mall, Speaker's Circle, and the MU Botanic Garden offer beauty and an educational resource across the campus environment.
- Infill sites and development capacity exist within the campus core to support future needs.

## Campus Challenges to Address

- Aging facilities have an inconsistent functional quality and experience for users.
- The quality, amount, and distribution of spaces to support student success, the student experience, and research is challenged in some areas.
- Student-focused functions for large-scale active learning classrooms and exterior collaboration spaces are key areas for consideration.
- Food availability across campus and at peak times is a challenge.
- Research functionality is strong in newly constructed buildings, while some older and historic buildings have limitations for flexibility in the current condition.
- Pedestrian, bike, and vehicular conflicts exist along roads and crossings in the academic core and at major perimeter intersections causing safety and accessibility concerns.
- Bus routes don't equally cover the full campus, especially the academic core.
- Beyond the historic core, the quality, programming, and activation of secondary open spaces is inconsistent.
- The campus arrival experience lacks clarity, consistency, and hierarchy, particularly at the perimeter and to key campus destinations.



# PLANNING PRINCIPLES

From the campus engagement and analysis, three distinct planning principles emerged. These principles serve as overarching goals and guideposts for campus development and align with the university's commitment to student success, faculty excellence, and infrastructure growth.







**1**

Increase **clarity, consistency, and connectivity** across campus

**2**

Promote **community** through programming and campus organization

**3**

Build upon the **campus legacy** while meeting **modern needs**





## CONCEPT

## FRAMEWORK

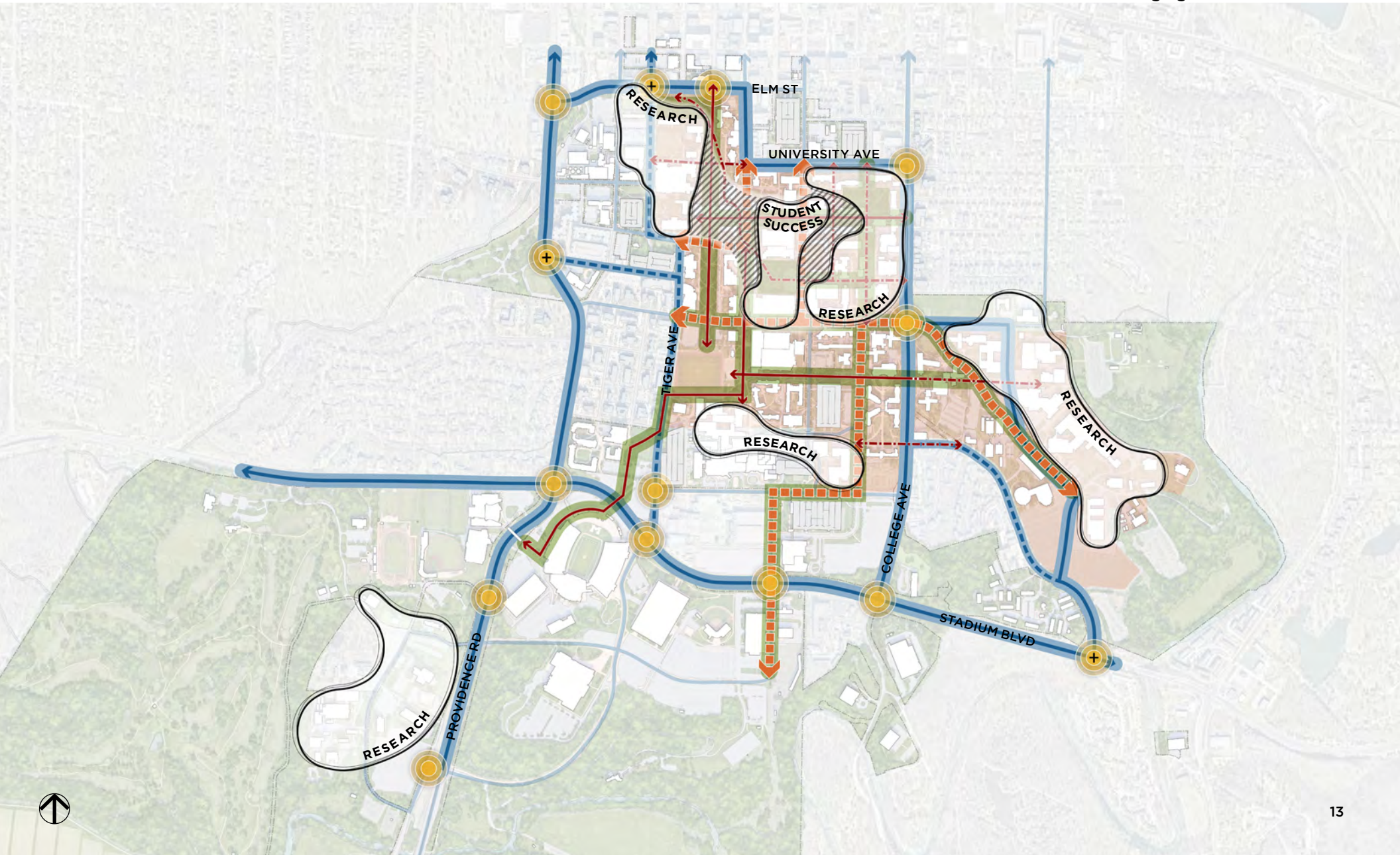
The planning principles translate into an overall conceptual framework for the campus that illustrate the key goals for the plan:

- Improve campus clarity and safety through improved accessibility, mobility, and wayfinding.
- Create a more connected campus through high quality outdoor spaces and placemaking.
- Reinforce research zone synergy around the MizzouForward themes.
- Incorporate hubs to foster collaboration and promote wellness and community building.
- Make strategic, mission-driven, and resilient investments in facilities and infrastructure which address stormwater, utilities, and safety.



# Concept Framework

- Existing Monument Signage
- + Proposed Monument Signage
- Vehicular Edge
- Pedestrian Edge
- Enhanced Internal Street
- Strong Corridor
- Proposed Corridor
- Extended Open Space
- Existing Hubs
- Bridging





# NEAR-TERM PLAN

The Master Plan identifies near-term projects with a long-term vision for future opportunities. The near-term projects respond to immediate needs and priorities. The near-term projects are anticipated to complete within five years and are located throughout the campus supporting teaching, research, community engagement, and infrastructure. These near-term projects create momentum for future opportunities in each geographic area of campus.

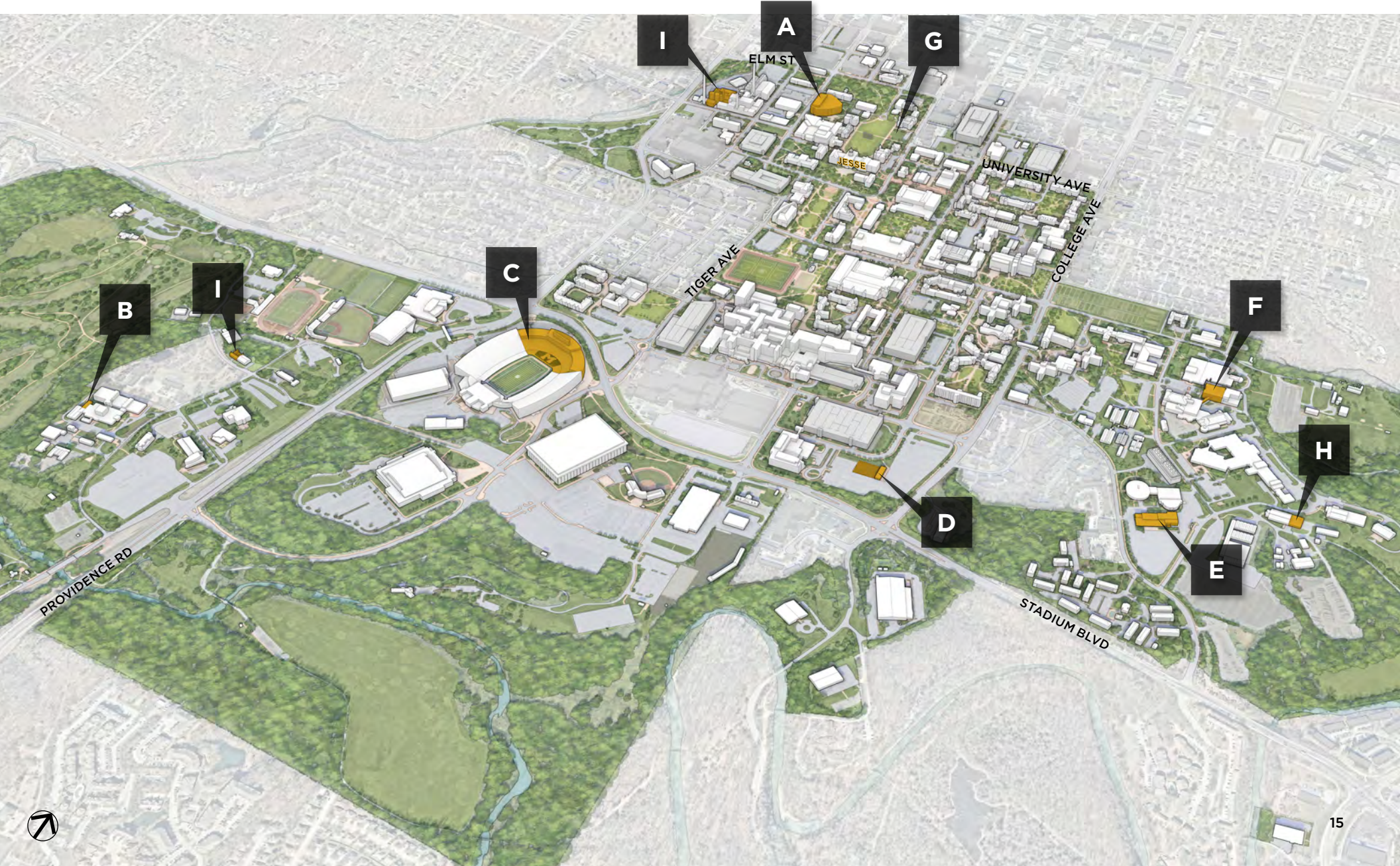
- A** Center for Energy Innovation
- B** MU Research Reactor Lab Expansion
- C** Memorial Stadium Improvements

- D** Electrical Interconnection and Substation
- E** Meat Science Education and Training Laboratory
- F** Veterinary Medical Expansion

- G** Pickard Hall Decommissioning and Mitigation
- H** Animal Resource Center Vivarium Facility Expansion
- I** Infrastructure Improvement Projects



# Near-term Plan and Projects



I

A

G

B

I

C

TIGER AVE

ELM ST

JESSE

UNIVERSITY AVE

COLLEGE AVE

F

H

D

E

PROVIDENCE RD

STADIUM BLVD





# LONG-TERM VISION

In addition to identifying near-term projects, the Master Plan provides a flexible framework of opportunities to support student success, faculty excellence, and infrastructure growth well into the future.

The master plan process assessed how future development could occur to:

- Reinforce the programmatic organization of the campus,
- Address facility condition and functional adequacy challenges,
- Celebrate iconic campus history and architectural character, and
- Maintain the appropriate scale and density.

Building recommendations identify site capacity opportunities with strategic investments in renovations, additions, replacements, and new construction. The framework identifies opportunities for infill, renewal, greater connectivity, and enhanced open spaces to align with Mizzou's land-grant mission and stewardship of the physical campus environment.



# Long-term Master Plan Framework

- Near-term Projects
- Long-term Opportunities: New Construction
- Long-term Opportunities: Renovations





## **Supporting Student Success and Faculty Excellence**

The Mizzou campus has a strong organization of programmatic hubs for both student success and research activities. A great deal of student success services and facilities are located in a 10-minute walking radius in the heart of the campus. The instructional zone is proximate to student life hubs that reinforce living-learning communities and promote health and wellness.

The Master Plan identifies development opportunities that support interdisciplinary learning and research through a mix of building renovations and additions. Renovations are prioritized to address aging facilities and new construction is recommended to meet needs that cannot be supported by existing facilities. Investments reinforce existing hubs and programmatic adjacencies to strengthen the overall campus community and promote greater equity of experience for all.

Future investments include the following opportunities:

- Modernize classrooms and STEM teaching labs
- Provide greater distribution of study and collaboration spaces
- Accommodate active learning at scale, hands on learning, and advising and academic support functions

Demand for food options at peak class periods can be met through a mix of strategies including strategic retail locations in new or renovated facilities as well as a food truck court outside of the Student Center to meet high demand in the middle of the day.

Research activities and infrastructure are primarily concentrated on the edge of the student success core along the 6th Street corridor, University Avenue and

College Avenue, on East Campus, and at the Research Commons. Each research hub has unique characteristics which can be leveraged for research themes or research cores as facility investments are made. Modern facilities can be created with renovation and additions of existing buildings along with new construction opportunities to maintain and grow the research enterprise as strategic initiatives evolve.

Research and instructional space will continue to overlap. This plan identifies a core area to locate instructional spaces that are used by a larger percentage of the student population, such as centrally scheduled classrooms and introductory labs, in the center of campus. Similarly clustering research allows for redundancy and greater infrastructure support.



# Campus Student Success and Research Zones

- Research Zone
- Student Success Zone





## Connecting the Campus Community

Mizzou has grown over time within the structure of the City of Columbia. The campus assessment identified areas where existing roads and intersections experience higher volumes of accidents and conflicts while existing methods to limit vehicular access through heavily-pedestrian areas of campus during the day lack consistent enforcement. Additionally, more convenient bus routes and stop locations could support a more holistic campus mobility system.

The Master Plan provides opportunities to clarify circulation among cars, buses, bikes, scooters, and pedestrians to provide a safer and more enjoyable campus experience. These opportunities also leverage parking resources at the edges of campus and better connect the campus to existing mobility infrastructure in the City of Columbia. Specific opportunities include:

- Utilize a perimeter loop for primary vehicular circulation with access to parking garages
- Monitor timed street closures to only allow shuttles and emergency vehicles through with transponder-gate access
- Adjust the three current campus shuttle routes and their respective stops to create greater campus coverage
- Incrementally increase the number of dedicated bike / scooter lanes and connect to the city trail system

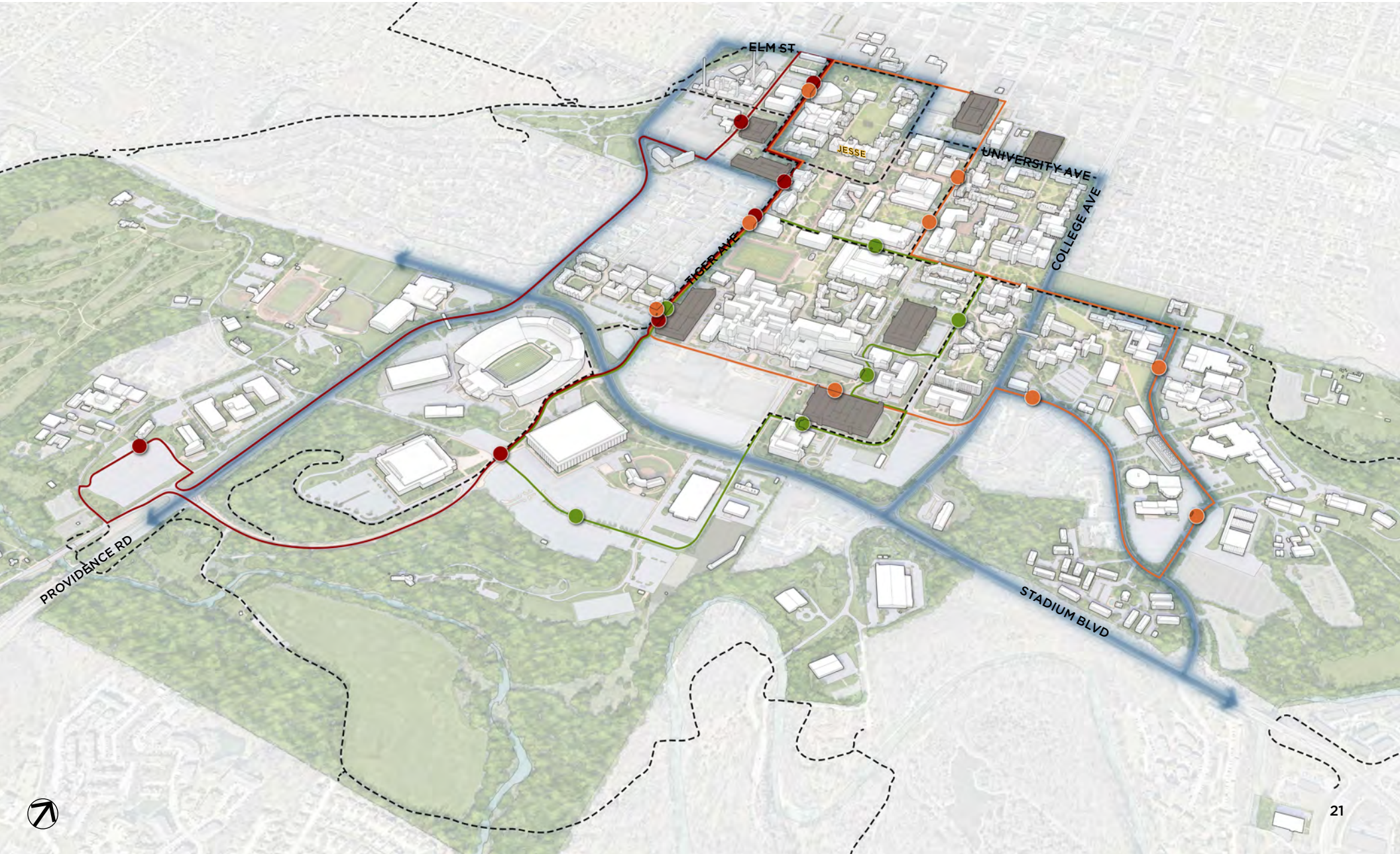


*Above: Concept for University Avenue Improvements  
Below: Concept for 6<sup>th</sup> Street Improvements*



# Circulation Framework

- Academic Bus Loop & Stops
- Athletics Bus Loop & Stops
- Research Commons Bus Loop & Stops
- Vehicular Access
- Multimodal Access
- Parking Garage





## Celebrating Mizzou's Legacy and Extending Iconic Places

The design and utilization of the exterior campus environment plays an important role in first impressions, health and wellness, instruction and research, sustainability, and connectivity. The Master Plan strives to create greater clarity and consistency between all areas of campus and to the City through a cohesive network of landscapes.

Mizzou has a rich network of established and beloved open spaces in which the Mizzou Botanic Garden flourishes. The Master Plan identifies opportunities to leverage infrastructure projects and building renewal to enhance and diversify the open spaces on campus. Some of these opportunities include:

- Kuhlman Court: provide additional space for passive recreation and access to food options at peak times adjacent to the MU Student Center
- Arts and Sciences Mall: consider landscape and hardscape improvements, providing a more accessible experience with new seating and collaboration spaces
- White Limestone Campus: establish a connected north-south pedestrian circulation spine
- East Campus: create a stronger pedestrian connection and aesthetic consistency with hardscape, furniture, plantings, programming, and branding

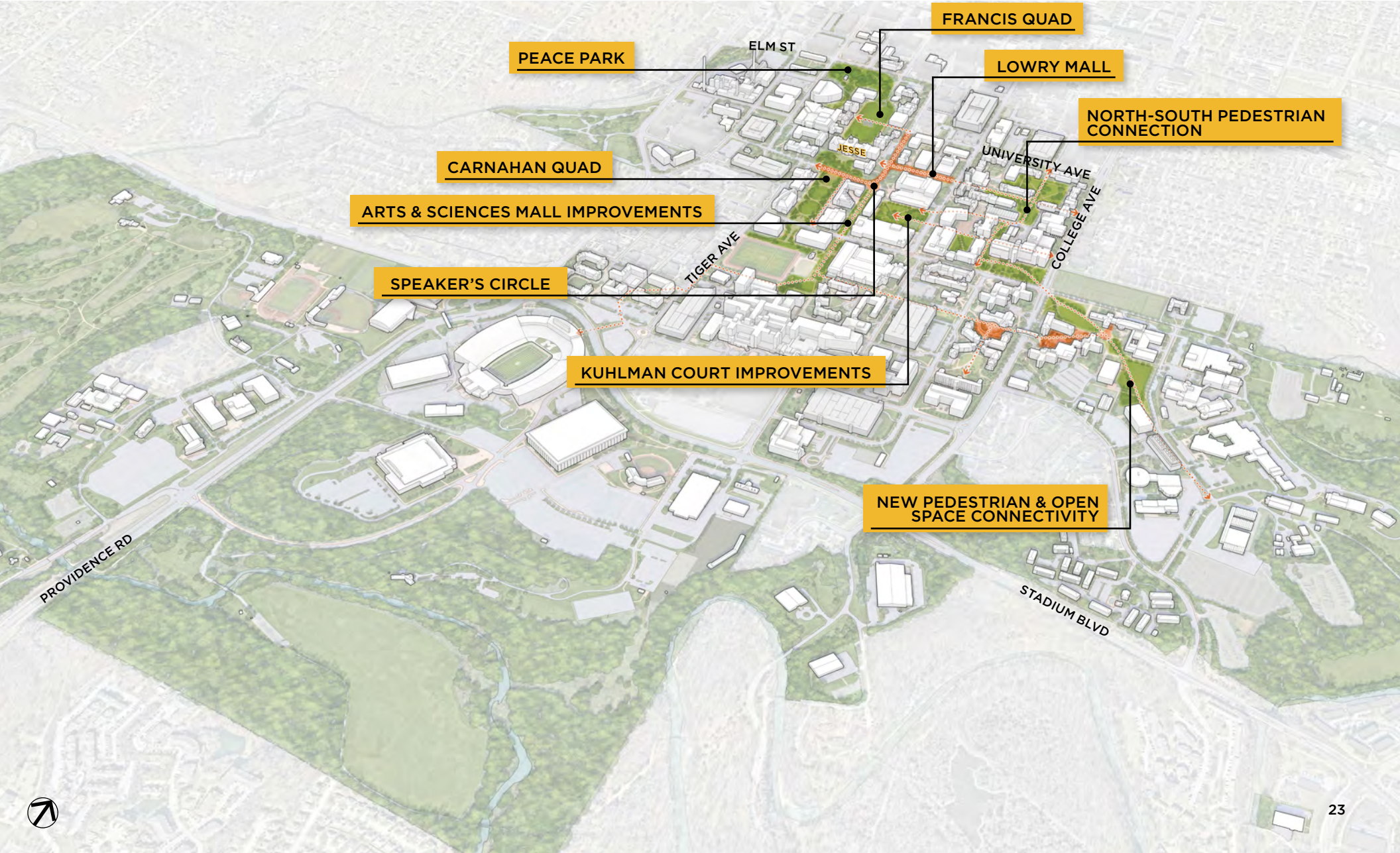


*Above: Concept for Arts & Sciences Mall Improvements  
Below: Concept for Kuhlman Court Improvements*



# Open Space Framework

- Open Spaces
- Plazas
- Strong Corridors





## Reinforcing the Campus Identity

Opportunities to celebrate and showcase the Mizzou brand are identified through gateway locations, streetscape enhancements, and a new signage kit of parts. New gateway locations are proposed at 6th Street and Elm Street, Stadium Boulevard and Ashland Road, and Providence Road and Turner Avenue. Enhancements at these locations provide clarity to the edges of campus for first-time visitors and people going to the Veterinary Health Center and College of Agriculture facilities. There are also opportunities for several existing gateways to be enhanced to reflect the scale of their location and visibility from the road. These include Stadium Boulevard and College Avenue, Stadium Boulevard and Providence Road, and Providence Road and Elm Street.

To improve the identity and connectivity on campus, a complete kit of parts wayfinding system has been proposed. The sign designs reflect Mizzou's brand in a distinctive manner and includes wayfinding from "highway to hallway." The City of Columbia is concurrently developing a new wayfinding program, which provides the opportunity for coordination prior to implementation. Locations for capturing the Mizzou spirit are also identified for branding and photo elements coordinated with the landscape.

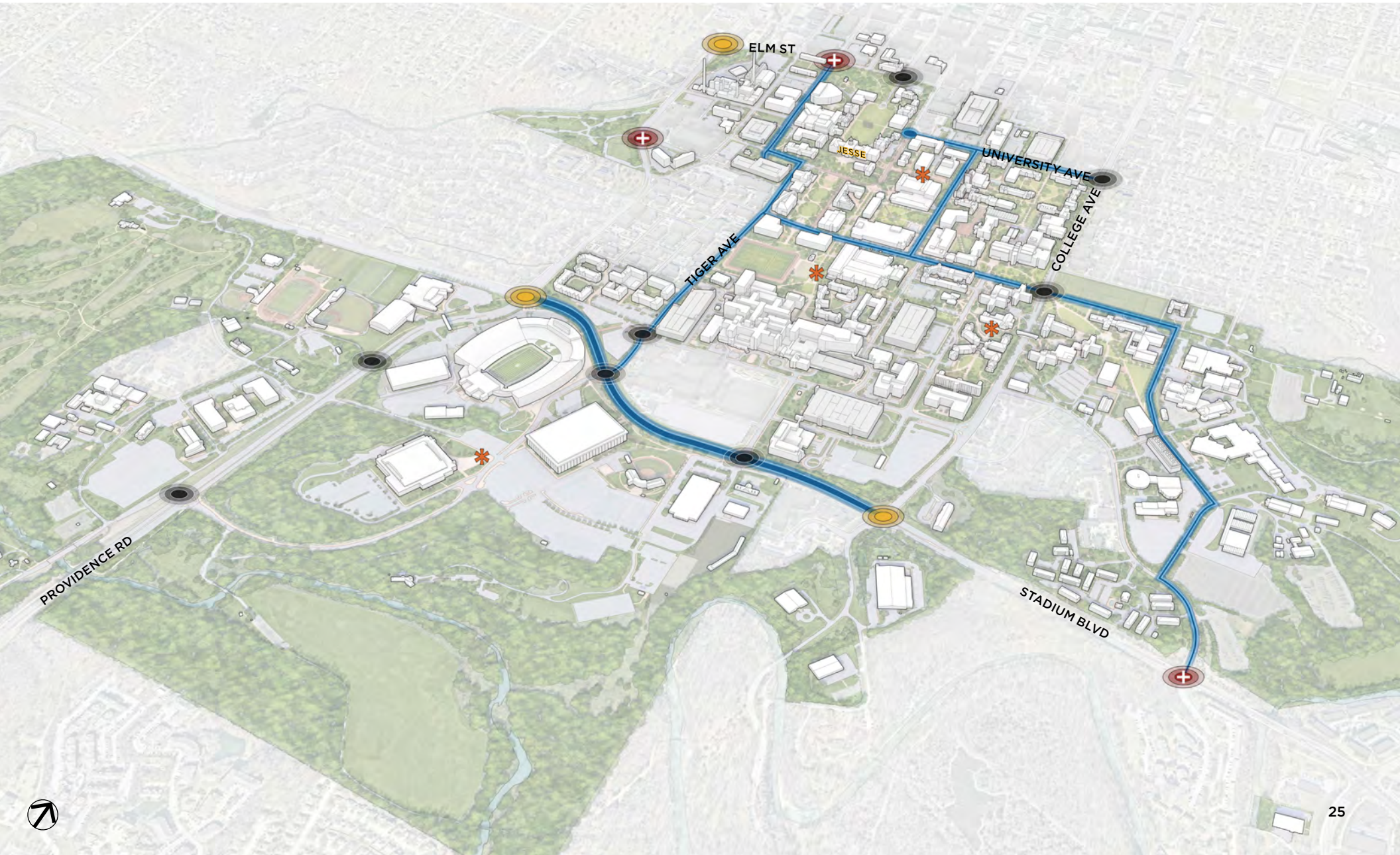


*Above: Concept for Signage and Wayfinding Kit of Parts  
Below: Concept for Gateway Improvement*



# Enhanced Branding and Wayfinding Framework

- ⦿ Existing Monument Signage
- ⦿ Existing Monument Signage for Improvement
- ⊕ Proposed Monument Signage
- ▬ Improved Streetscape, Signage, & Branding
- \* Photo Engagement Opportunity





# SUSTAINABILITY



## FACILITY AND INFRASTRUCTURE RENEWAL

Site reuse, renovations, greenhouse gas reduction, combined heat and power plant, material selection, LEED



## RENEWABLE ENERGY

40% of energy from a renewable portfolio of biomass, wind, and solar



## CONNECTIVITY AND MULTI-MODAL TRANSPORTATION

Compact campus footprint, bike and scooter infrastructure, enhanced bus network, connected pathways and trails



## STORMWATER MANAGEMENT

Reducing runoff and improving the quality of unavoidable runoff

The Master Plan provides a framework for campus that is rooted in sustainable practices and integrated campus stewardship. Emphasis on facility and infrastructure renewal can reduce greenhouse gas emissions. The methodology developed for assessing buildings based on their functional adequacy and condition can aid in the decision-making process for the stewardship of existing facilities. Renewable energy sources remain a priority for the university, including biomass, wind, and solar. Focusing on infill opportunities and expanding the bike infrastructure, the bus network, pedestrian pathways, and trails provides greater connectivity and incentives to utilize alternative forms of transportation. Open space and infrastructure improvements also focus on reducing runoff and incorporating stormwater practices.



# FRAMEWORK FOR THE FUTURE

The 2024 Campus Master Plan provides a framework of opportunities addressing the MizzouForward themes of Student Success, Faculty Excellence, and Infrastructure Growth. It serves as a roadmap to provide flexibility in considering a variety of campus changes over the next several decades. By increasing clarity, consistency, and connectivity across campus, promoting community through programming and campus organization, and building upon the campus legacy while meeting modern needs, the Master Plan aims to enable Mizzou to evolve the physical campus as the nature of higher education continues to change.







University of Missouri