



PURDUE UNIVERSITY NORTHWEST

Targeted Renewal Plan Executive Summary

PURDUE UNIVERSITY NORTHWEST / 2022



Introduction

As northwest Indiana's premier metropolitan university, Purdue University Northwest (PNW) is transforming students' lives and the region through a diverse campus committed to innovative education, applied research and community engagement. With over 75 years of history, the university is well positioned to address the pressing issues of enrollment and workforce needs while enriching the community and meeting strategic goals.

PNW's Targeted Renewal Plan focuses on aligning the campuses' physical facility assets with the university's mission, strategic initiatives and changing environment. The plan is grounded in an understanding of the long-term vision for PNW and its facilities, including investment and divestment of buildings based on their age, condition, structure, and alignment with strategic goals. It will also act as a tool to identify short-term opportunities in preparation for state appropriation requests and to prioritize existing annual funds.

Process

The planning process commenced in late 2019 as a traditional Campus Master Plan including the Hammond and Westville campuses and the Gabis Arboretum. Purdue Northwest engaged Ayers Saint Gross, a national design firm focused on higher education, to lead the effort. A series of interviews were conducted in Spring 2020 with representatives from the campuses' academic and administrative divisions to better understand each area's current programs, enrollment, staffing, and to discuss anticipated changes and impacts to the physical environment. The interviews supplied empirical information that serves as a qualitative overlay to the quantitative space needs assessment and other data. Student engagement and a campus open house also provided feedback on how the campus is used and opportunities for the physical campus. The data gathering phase concluded in Spring 2020 as the COVID-19 pandemic's effects began to be significantly felt in Indiana. Subsequent phases were paused while PNW assessed the changes COVID-19 initiated related to instructional delivery and workplace needs. Planning resumed in earnest in Fall 2021. The scope of planning was adjusted to a Targeted Renewal Plan format, and the housing and dining study was eliminated. PNW staff and the design team worked closely with the Senior Leadership Team to develop a detailed space needs assessment and phased renewal plan through Winter and Spring 2022. The Targeted Renewal Plan aims to respond to current and upcoming challenges with near-term approaches and budget requests while maintaining flexibility for a variety of potential futures.

Power Onward Strategic Plan

MISSION

Purdue University Northwest transforms students' lives and our metropolitan region through a diverse campus committed to innovative education, applied research and community engagement.

VISION

As a premier metropolitan university, Purdue University Northwest (PNW) will power intellectual, cultural, and economic development in northwest Indiana and the greater Chicago metropolitan area, enriching the surrounding community through collaborative partnerships that leverage the university's expertise to improve people's lives.

PNW will continue to focus on preparing students to be effective, ethical, and innovative leaders in their careers and communities through enhanced academic programming and integrative, experiential learning.

PNW will support a diverse, talented faculty as they tailor their research and teaching to address the needs of a changing economy and workforce.

PNW's vibrant student experience, robust campus resources, and engaged alumni community will enhance students' abilities to form lasting connections with each other and the university.

Strategic Plan Themes

ENRICHED STUDENT EXPERIENCE

PNW's curricular offerings and support services are designed to be responsive to student interests and needs, providing them with an excellent college experience that prepares graduates to succeed in meeting their life and career goals.

STRATEGIC ENROLLMENT GROWTH AND STUDENT SUCCESS

The long-term strength of our institution correlates to the success of our students and graduates. Purdue Northwest will build on its academic culture and support structures, focusing on degree attainment and post-graduate success, by using a multifaceted, data-informed approach.

PROMOTE NATIONAL AND REGIONAL GROWTH THROUGH DISCOVERY AND INNOVATION

PNW is uniquely equipped to strengthen and enrich our surrounding communities in ways that are mutually beneficial for internal and external stakeholders alike.

IDENTITY

In an increasingly competitive higher education landscape, PNW will continue to build its vibrant and cohesive identity as the public metropolitan university of choice for our diverse range of stakeholders.

Targeted Renewal Plan Goals

- 1 REALIGN FUNCTIONAL ADEQUACY FOR STUDENT SUCCESS
- 2 RIGHT-SIZE THE CAMPUS
- 3 SUPPORT INNOVATION AND REGIONAL GROWTH
- 4 LEVERAGE OUTDOOR ENVIRONMENT
- 5 ELEVATE FIRST IMPRESSION

CAMPUS TODAY

Purdue Northwest comprises two campuses: one in Hammond, Indiana with 1,471,384 gross square feet (GSF) and a secondary campus an hour east in Westville, Indiana with 435,292 GSF. The 296-acre Gabis Arboretum lies between these campuses and was not included in this study.

FUNCTIONAL ADEQUACY OF SPACE

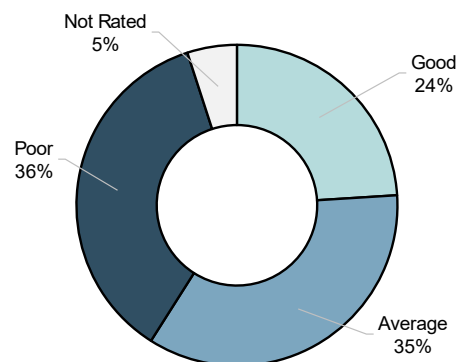
The design team conducted a physical tour and an assessment of the adequacy of 19 of PNW's facilities in February 2020. The criteria is based upon modern design, best practices, and the consultant team experience, and focuses on how well the space supports the function(s) it houses. This helps to develop an accurate analysis of space conditions and needs. The assessment found that 24% of GSF was evaluated as being in good condition, 35% in average condition, and 36% in poor condition.

Approximately 5% of GSF was not assessed. The buildings in poor condition included Gyte, Potter, Anderson, and Porter Halls on the Hammond Campus, and Technology and Schwarz Halls on the Westville Campus.

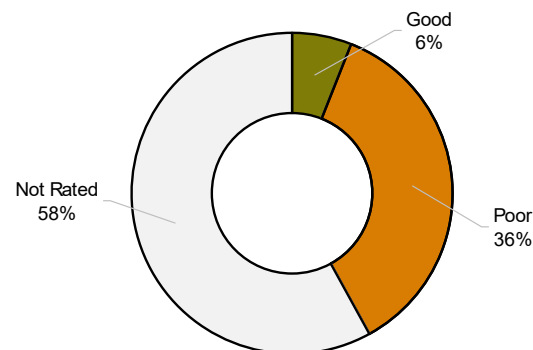
ENROLLMENT FORECAST

Purdue Northwest has experienced a 28% enrollment decline between the Fall 2017 and the Fall 2021 enrollment of 6,242 students across both campuses. An additional 21% enrollment decline is forecast by the Office of Institutional Research through Fall 2026 for a potential enrollment of 4,937 students. This decline is estimated to be greater at the Westville Campus (-28%) than at the Hammond Campus (-19%). The continuing impacts of the COVID-19 pandemic and other economic trends increase the uncertainty of any projections and require a flexible plan that can respond to a variety of enrollment futures.

Functional Adequacy



Facilities Condition Index



DEFERRED MAINTENANCE & FISCAL REALITY

Budget realities and the physical condition of campus facilities make now a critical time for the Targeted Renewal Plan. PNW's annual budget has reduced 13% from 2017-2022, without a corresponding reduction in facility quantity. The deferred repair and rehabilitation ("R&R") is currently \$127 million.

FACILITY CONDITION

In 2022, PNW contracted with Jones Lang LaSalle, Inc. to begin conducting facilities condition assessments on both the Hammond and Westville Campuses. Buildings already under consideration for renovation or divestment based on functional adequacy, space type, or institutional knowledge of deferred maintenance were prioritized for assessment. Of campus facilities, 36% of were rated as having a poor facilities condition index (FCI) including the Student Union Library Building, Gyte Building, and, Porter, Lawshe, and Schwarz Halls.

PROGRAMMATIC DRIVERS

SPACE NEEDS ASSESSMENT

To build a foundation for the Targeted Renewal Plan, Ayers Saint Gross conducted a space needs assessment for PNW. The assessment relies on institutional data and the application of space metrics tailored for PNW and in-house benchmarking data to determine needs. The assessed space for the Hammond Campus was 577,680 assignable square feet (ASF), and for the Westville Campus was 257,134 ASF. The assessment models PNW space needs for two scenarios: a baseline founded on Fall 2021 existing conditions and a future scenario incorporating projected changes to student and employee populations as well as other potential policy changes that could affect instructional and workplace space.

Overall, the analysis found that the Hammond Campus has 67,950 ASF (12%) more than needed to support its baseline population and 138,042 ASF (24%) more than needed to support its projected future populations. This excludes a deficit of space for intercollegiate athletics, which is instead met with leased facilities. The Westville Campus was found to have a significant space surplus in both scenarios, with 106,482 ASF (41%) more than needed to support its baseline population and 153,044 ASF (60%) more than needed to support its projected future populations. However, a surplus of space in one space type cannot always meet the needs of another space type, and the mix of types of spaces is out of alignment with the institution's needs.

	BASELINE SCENARIO <i>Surplus as % of Existing</i>	FUTURE SCENARIO <i>Surplus as % of Existing</i>
HAMMOND CAMPUS <i>577,680 ASF</i>	12%	24%
WESTVILLE CAMPUS <i>257,134 ASF</i>	41%	60%

CLASSROOMS AND CLASS LABS

There are currently 84 classrooms on the Hammond Campus and 39 at the Westville Campus, of which over 70% are classified as under 40-person capacity, with a 19 ASF per seat average. When the existing classroom capacity ratings are "right-sized" to benchmarks for active learning environments of 25-30 ASF per seat, the mix shifts to 80% small classrooms.

A PNW strategic goal for larger section sizes necessitates an increase in the quantity of mid-sized (41-60 person) and large (61-100 person) classrooms in addition to the shift to more ASF per seat to support active learning pedagogies. Increasing classroom utilization from the current 14 weekly room hours (WRH) and 48% seat fill rate significantly reduces the total number of classrooms required. Thirty-two weekly room hours and a 65% seat fill rate are industry benchmarks proposed as achievable thresholds that will require substantial changes to existing course scheduling practices. Once achieved, most existing small classrooms can be repurposed.

A demand analysis was also conducted for class labs, which found that at the baseline enrollment, most lab types are in balance with demand at the Hammond Campus with an overall surplus at the Westville Campus. As projected demand decreases in the future scenario, several types of labs become surplus at Hammond as well. Where the condition of existing labs do not otherwise recommend replacement, the strategy of the targeted renewal plan is to retain existing class labs in place to preserve investments in specially designed or equipped space.

GATHERING SPACE AND STUDY AND COLLABORATION SPACE

Student spaces provide opportunities for connections, collaboration, and learning outside the classroom. They help create a compelling and holistic student experience and foster a sense of community on campus. While the Student Union and Library Building serves as a hub for student activity on the Hammond Campus, there is a lack of decentralized spaces for students to spend time between scheduled activities. While the current quantity of student gathering space is roughly in balance with space needs under the future scenario, opportunities to add space in buildings currently lacking gathering space are valuable.

Study spaces are intended to support the academic mission through quiet study, research, group work, and collaboration. Within each academic and research building, the study and collaboration space should equal approximately 15% of instructional space. As PNW explores opportunities to repurpose surplus space, decentralized study and collaboration space should be created within existing buildings and programmed into future capital improvements. Distributed study spaces with acoustical privacy also provide needed venues for hybrid learning. Such spaces are already popular with students in the Nils K. Nelson Bioscience Innovation Building and allow students to engage in multiple learning modalities and other hybrid/virtual collaboration without leaving campus.

WORKPLACE SPACE

The COVID-19 pandemic changed workplace patterns as many positions shifted, temporarily or permanently, to remote work configurations. PNW provided estimates around the percentage of future employee work time that will be spent in-office, which suggested that around 62% of the Hammond Campus workforce and 66% of the Westville Campus workforce may spend less than 100% of their work time in an on-campus office environment. The estimates were used to predict which employee groups may be successful in a more flexible workplace environment where primary workspace is shared and there is a greater emphasis on collaboration and community spaces, ultimately informing workplace space projections.

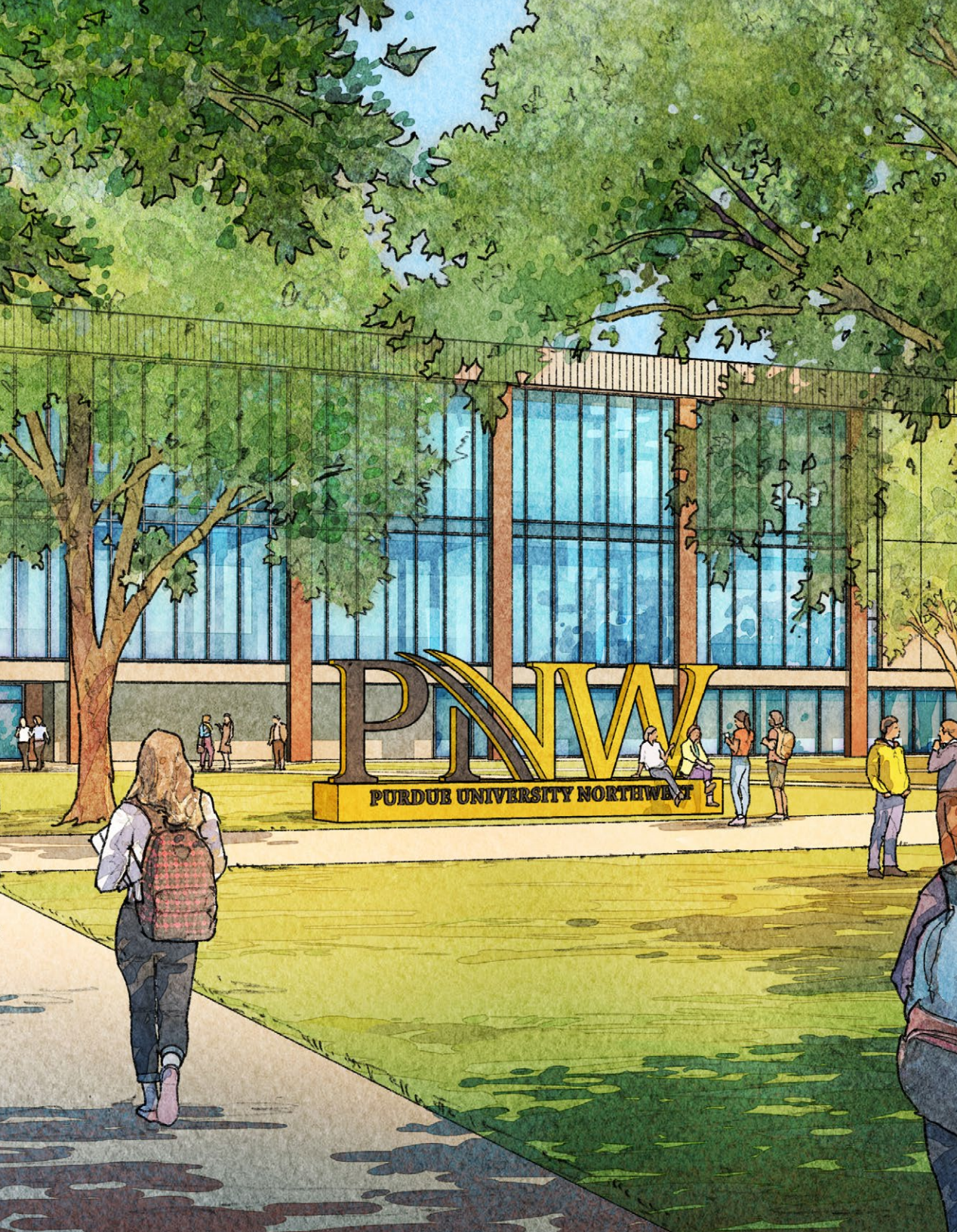
In the baseline scenario, the Hammond Campus has a surplus of workplace space (32% of existing space) that becomes more significant in the future scenario (44%). Westville Campus has an overall surplus of workplace space (45% of existing) that grows in the future scenario (59%). Consolidation of workplace space across both campuses could create opportunities for divestment and backfill. Office spaces in large floorplate buildings, in particular, could be renovated to create medium or large-sized classrooms.

RESEARCH

PNW research in fiscal year 2021-2022 included \$20 million in sponsored program expenditures and \$11.8 million in external awards. Overall, there is a surplus of research space at the Hammond Campus both at the baseline (43%) and in the future scenario (54%). At the Westville Campus there is a need of 88% more research space in the baseline scenario which reduces to a 19% deficit, or 800 ASF, in the future scenario. The significant surplus at Hammond can be leveraged as a strategy to mitigate this deficit.

OUTDOOR SPACE

Both the Hammond and Westville Campuses are organized around the needs of commuter students, with large parking lots between the campus gateways and cores. Per a Fall 2021 parking survey, there is a 53% surplus at the Hammond Campus and a 70% surplus at the Westville Campus during peak usage. Pavement removal reduces maintenance needs and enables the creation of passive and active open spaces including recreation fields, opportunities to expand the campuses public art collections, and improved pathways such as the Peregrine Path. Additionally, the increase of open space itself is an opportunity to expand its programming to support outdoor instruction, collaboration, and dining.



PROPOSED PLAN

The Targeted Renewal Plan invests in spaces that enhance the student experience and promote vibrancy while renewing campus to support Purdue Northwest as a premier metropolitan university. Upon implementation, divestment and strategic renovation of poorly rated facilities across both campuses will result in a 12% reduction in facilities operating expenses and a 27% reduction in the R&R backlog.

13%

DIVESTED
260,000 GSF

15%

RENOVATED
295,000 GSF

-27%

R&R BACKLOG
\$34,000,000

-12%

FACILITIES OPERATING EXPENSES
\$1,100,000

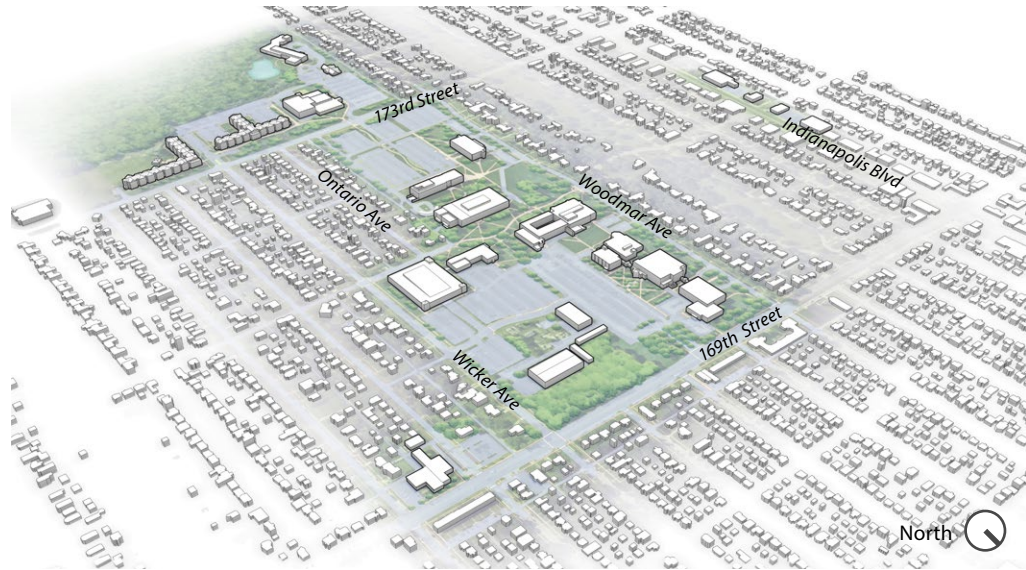
◀ SULB north facade with new glazing and monumental sign

HAMMOND CAMPUS

At the Hammond Campus, facilities investments are focused near the campus core with new green spaces elevating the gateway experience from both 169th and 173rd Streets. Through the divestment of the Schneider Avenue Building and the demolition of Porter Hall and the west half of the Gyte Building, 12% of ASF is eliminated. This represents 106% of the baseline projected surplus and 54% of the projected future surplus.

New large and mid-sized classrooms are created through major renovations to large floorplate buildings such as the Student Union Library Building (SULB) and the east half of the Gyte Building. These investments create instructional hubs for campus, improve the quality of space, and address deferred maintenance in two key student-oriented buildings with poor FCI and, in the case of the Gyte Building, poor functional adequacy. New glazing on the north facade of SULB and a slender entry addition to the remaining footprint of the Gyte Building create daylit student gathering spaces and activate the campus core around a revitalized and expanded north quad.

A minor renovation to the Classroom Office Building strategically consolidates classrooms into larger capacities and relocates student organizations and student-facing offices to the first floor. The campus welcome center shifts from SULB to larger dedicated space in the first floor of Lawshe Hall.



Existing Hammond Campus



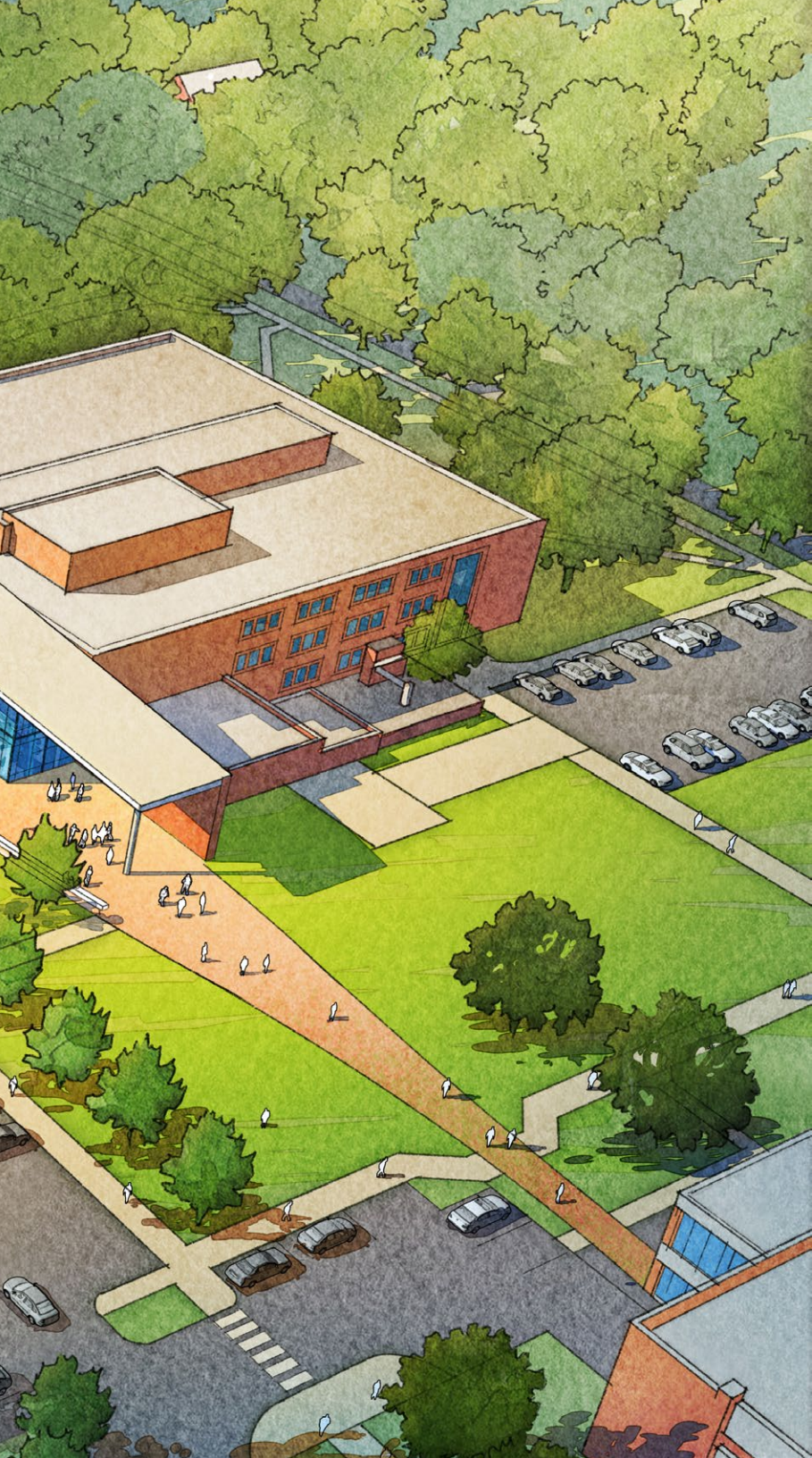
- 1 Anderson Building
- 2 CLO
- 3 Community Service Building
- 4 CMEC, CIDET, and Counseling Center
- 5 Fitness and Recreation Center
- 6 Future site for research & support space
- 7 Griffin Hall
- 8 Gyte Building
- 9 HTMB
- 10 Lawshe Hall
- 11 Kuiper House
- 12 Nils K. Nelson Bioscience Innovation Building
- 13 Parking Garage
- 14 Peregrine Hall
- 15 Porter Hall (demolished)
- 16 Potter Building
- 17 Powers Building
- 18 Schneider Avenue Building
- 19 SULB
- 20 University Services

- KEY**
- Potential New Construction
 - Potential Major Renovation
 - Potential Minor Renovation
 - Potential Strategic Intervention
 - Potential Divest
 - Future Building Site



Proposed Hammond Campus





Office space consolidates throughout campus, with some new office spaces created in the Classroom Office Building, Anderson Building, Potter Hall, and the Hospitality Tourism Management Building from former small classrooms. The approximate overall reduction in workplace space is half the projected future surplus or about 39,000 ASF.

There is a net decrease in classrooms from 84 to 39 and a significant shift in the size distribution from small to mid-sized and large. Two thirds of the resultant classrooms will be either new or renovated. The proposed count rests just above the future projected need at 32 weekly room hours. Phased conversions of small classrooms to offices and consolidations to mid-sized classrooms offers flexibility in the final classroom count to accommodate changes in projected future enrollment.

Two extra-large tiered classrooms in the Gyte Building are preserved during that building's phased renovation in addition to retention of ventilated physics and chemistry labs in the core of the eastern half. A media center class lab from Porter Hall backfills the bookstore and storage space in a highly visible location on the first floor of SULB.

◀ *Renovated SULB and Gyte Hall with expanded green space*



Hammond Campus aerial rendering

HAMMOND IMPACTS

EXISTING: 577,680 ASF

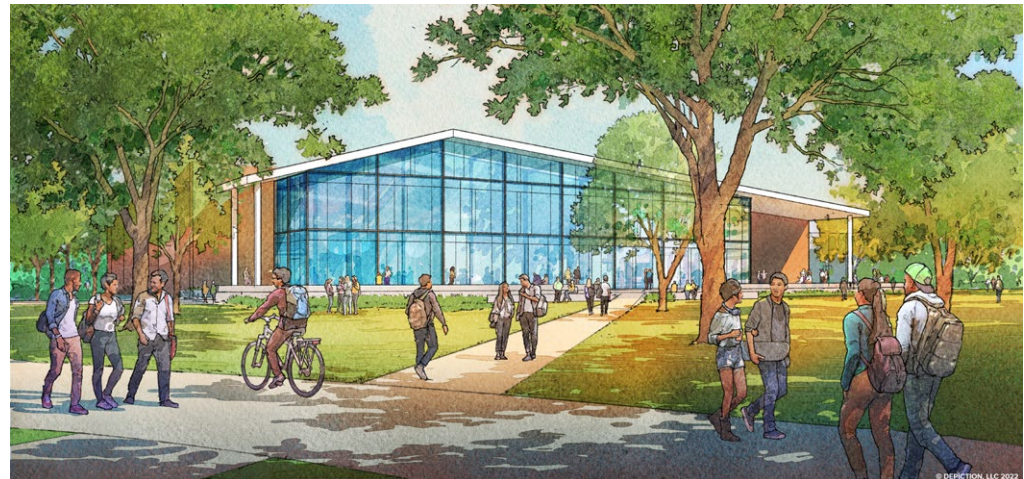
BASELINE RIGHT-SIZED: 509,730 ASF
(5,003 students)

FUTURE RIGHT-SIZED: 439,638 ASF
(4,050 students)

PROPOSED: 505,954 ASF

The Targeted Renewal Plan divests 54% of projected future space surplus, mostly through changes to academic and workplace spaces.

Note: Intercollegiate athletics is omitted from Hammond Campus ASF because space needs are met through leased facilities.



New Gyte Hall entry addition after partial demolition and renovation

As funding permits, surplus parking near 173rd Street can be converted to recreational fields to further activate that gateway and expand upon the recent investments to the Peregrine Path. Vehicular conflicts with the path are eliminated near SULB with the decommissioning of the east loading area and access road as part of that building's renovation. Necessary utilities maintenance in the north parking lots presents an opportunity to create a green "spine" connecting the expanded green space at SULB and the Gyte Building with the 169th Street gateway.

Finally, recent property acquisitions on Ontario Avenue allow for the creation of a more direct pedestrian path from the parking garage to the Nils K. Nelson Bioscience Innovation Building. Surface parking reductions articulated above are expected to increase the utilization of the garage, which will also have improved connections to SULB, the Gyte Building, and the remainder of north campus through expanded green spaces.

PROPOSED PLAN

WESTVILLE CAMPUS

At the Westville Campus, consolidating buildings creates opportunities to replace decades old class labs with modern facilities. The divestment of Schwarz Hall eliminates 24% of assignable square feet, representing 40% of the projected future surplus and 58% of the projected current surplus.

A major renovation of the Technology Building relocates necessary offices, a large classroom, and bioscience class labs from Schwarz Hall. Schwarz Hall class labs have not been updated since their mid-century construction. The total classroom count at Westville reduces from 39 to 16, which still exceeds the future projected need at both 24 and 32 weekly room hours. The classroom mix remains mostly small classrooms as this campus experiences smaller section sizes than the Hammond Campus.

A minor renovation of the third floor of the Library Student Faculty Building consolidates library stack space and replaces the required Chemistry and Physics class labs from Schwarz in a location with economical ventilation opportunities. Together with the Technology Building the total assignable square footage renovated is approximately 29% of existing.

The James B. Dworkin Student Services & Activities Complex remains to provide recreational facilities and event space for the Westville Campus. The main entrance of campus is moved south to University Park Drive to create a visitor arrival experience that terminates at the entrance to the Dworkin Center.

For internal campus pedestrian circulation, pathways to the east of the Dworkin Center, Technology Building, and leading north to the Library Student Faculty Building should be strengthened. As funding permits, surplus surface parking to the north of campus can be removed and returned to meadow to reduce maintenance obligations.

The north side of campus presents potential opportunities for partnerships. Schwarz Hall itself could be repurposed to house a strategic partner, offering connections to the existing campus and growth potential to the north. With or without Schwarz Hall, the land to the north could be divided. One approach would be to create a new road connection to W 125 S from the traffic circle at the current main entrance to campus. This would form an approximately 10.5 acre parcel adjacent to US Highway 421 that could use the current main entrance to campus as a formal gateway while preserving access to W 125 S as well.

WESTVILLE IMPACTS

EXISTING:	257,134 ASF
BASELINE RIGHT-SIZED: <i>(1,239 students)</i>	150,652 ASF
FUTURE RIGHT-SIZED: <i>(887 students)</i>	104,090 ASF
PROPOSED:	195,766 ASF



The Targeted Renewal Plan divests 40% of projected future space surplus, mostly through changes to academic and workplace spaces.

Proposed Westville Campus ▶



Existing Westville Campus

KEY

-  Potential Major Renovation
-  Potential Minor Renovation



IMPLEMENTATION AND PHASING

The Targeted Renewal Plan focuses on near- and medium-term projects and funding requests. Limited enabling projects allow for greater flexibility in the order of implementation so that Purdue Northwest can continue to respond to evolving conditions in higher education and best serve Northwest Indiana.

The primary critical path for the Hammond Campus involves the major renovations to SULB and the Gyte Building. The enabling project for SULB is to vacate the third floor and move student-facing offices to the Classroom Office Building. Medium and large classrooms created during the SULB renovation provide necessary capacity for when the west half of Gyte Building is then renovated. Event space in SULB can also serve to swing extra-large classroom space from the Gyte Building. Classroom conversions in Anderson Hall, Potter Hall, and HTMB are recommended to occur after Gyte Building classrooms are back online to ensure there is sufficient classroom swing space on campus.

The demolition of Porter Hall requires the consolidation of office space on the Hammond Campus and relocation of a media center class lab to the first floor of SULB. Existing classrooms in Porter Hall do not need to be replaced.

The divestment of the Schneider Avenue Building requires additional consolidation of office space and the relocation of research lab space to University Services Building and the relocation of campus police.

PROJECT LIST

HAMMOND CAMPUS

- Relocation of welcome center from SULB to Lawshe Hall
- Relocation of media center from Porter Hall to SULB first floor
- Demolition of Porter Hall and extension of Founders Plaza
- Divestment of Schneider Avenue Building
- Minor renovation of Classroom Office Building
- Major renovation of Student Union Library Building + landscape improvements to Peregrine Path
- Major renovation and partial demolition of Gyte Building and extension of Founders Plaza
- Strategic Interventions at Anderson Hall, HTMB, and Potter Hall
- Utility repairs and creation of parking allée in north parking lot
- New recreational fields adjacent to 173rd Street entrance
- New artistic signage and gateway improvements
- Additional impervious pavement removal

WESTVILLE CAMPUS

- Major renovation of Technology Building
- Minor renovation of Library Student Faculty Building
- Divestment of Schwarz Hall
- Roadway relocation to connect to W 125 S
- Gateway relocation
- Additional impervious pavement removal

The relocation of the welcome center to Lawshe Hall and creation of most new recreational and passive green spaces from existing parking do not have enabling projects and should be implemented as funding allows. Utility repairs in the north parking lot can ideally be paired with the creation of a parking allée in the same location.

At the Westville Campus the divestment of Schwarz Hall requires relocation of necessary office and class lab functions in the Technology Building and the Library Student Faculty Building. The phasing of those relocations is flexible to available funding, but the cost savings of divesting Schwarz create circumstances where faster implementation has positive cost implications.

Gateway relocation, roadway relocation, and pavement removal at the Westville Campus are flexible in timing and should be phased according to funding availability and potential partnership opportunities.



CONCLUSION

The Targeted Renewal Plan provides the necessary alignment between proposed projects and facilities condition and funding strategies. It also, however, ensures each project improves the student experience, aligns space with current needs, offers flexibility for future demands, elevates the first impression of each campus, and creates opportunities for partnerships in Northwest Indiana. With a revitalized classroom pool, new student gathering spaces, a student-facing office and organizational hub on the Hammond Campus, and new laboratories on the Westville Campus, the plan enables Purdue Northwest to advance its mission of student success.

STUDIES REFERENCED IN THE TARGETED RENEWAL PLAN

Facilities Condition Assessment, Jones Lang LaSalle, ProSite, 2022

Space Assessment Final Report, Ayers Saint Gross, 2022

Housing Demand Analysis, Brailsford & Dunlavey, 2019

Purdue University North Central Master Plan, Sasaki, 2009

Purdue University Calumet Master Plan, Sasaki, 2008





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AYERS
SAINT
GROSS