

The Pathway to Success

PARTNERING FOR SUCCESS

IMPLEMENTATION CHAIR:

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This initiative outlines ways that ISU could be a major partner and catalyst to the redevelopment of Terre Haute. Doing so could not only help advance the City and region in key areas, including jobs, economic vitality, healthcare, and neighborhood development, but also help advance all of ISU's strategic priorities.

- Strengthen and Leverage Programs of Strength and Promise
- Enhance Community Engagement
- Recruit and Retain Great faculty and Staff
- Diversify Revenues
- Increase Enrollment and Student Success
- Advance Experiential Learning

Basic Elements and Brief Description

Energize downtown to create a great college town

IMPLEMENTATION CHAIRS: Chris Pfaff and Maggie Larsen-Slaven

The recent decision to place the ISU bookstore will help revitalize the downtown retail and commercial district. There are other possibilities as well, e.g.

- Site new upper-class housing downtown
- Develop retail compatible with the college population
- Partner with the City in the development of Terre Haute's growing Arts District
- Enhance U.S. 41 and U.S. 40 corridors

Next Steps:

1. Identify potential downtown properties suitable for acquisition and/or redevelopment for housing/mixed use.
2. Determine how ISU wishes to be involved in the financing, construction and management of the housing:
 - a. ISU manages all three activities?
 - b. Third party financing and constructs with ISU managing?
 - c. Other?

Decisions like this will provide a basis for determination whether ISU buys the property, contracts with the developer who will buy the property, or has no role in the development of the property.

3. Develop a vision and basic program for ISU-desired program space and services.
4. Talk with City representatives about potential land acquisition and incentives for developers/development.
5. If ISU chooses to move forward with a third party developer, draft an RFP including request for proposed business plan.

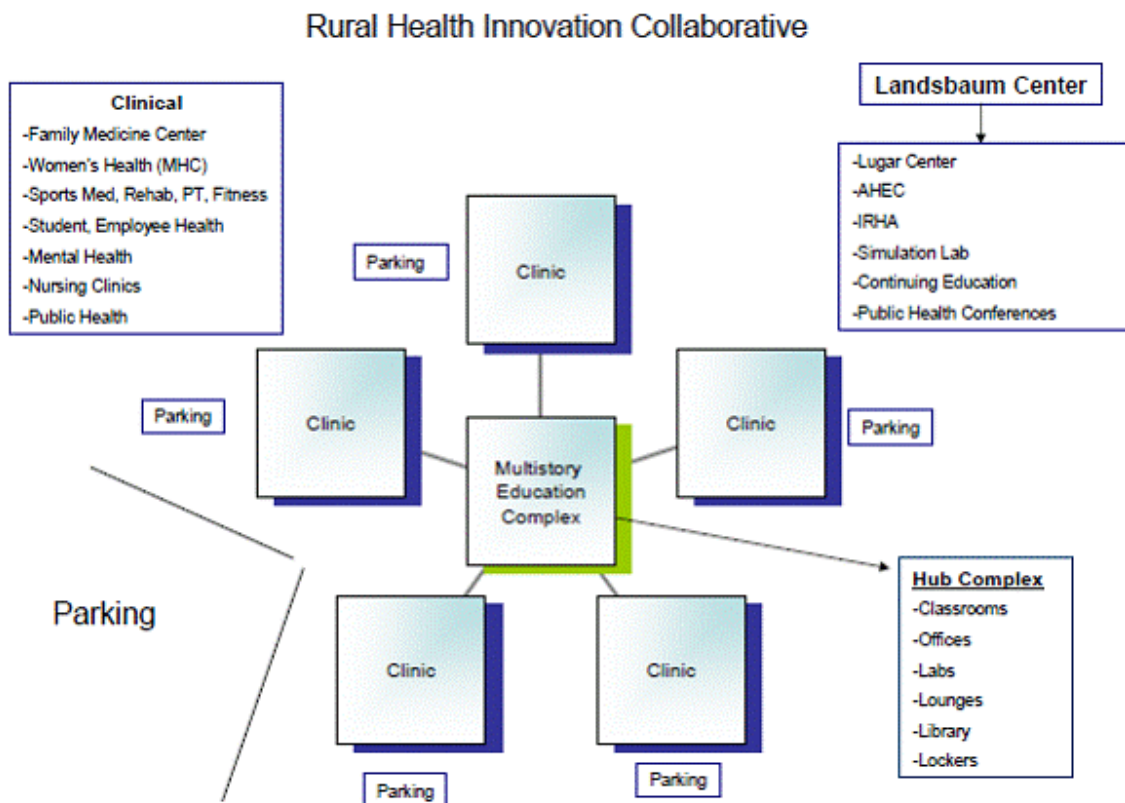
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- Interview/select the appropriate third-party party developer.

Realizing the Full Potential of the RHIC

IMPLEMENTATION CHAIR: Biff Williams

The Rural Health Innovations Collaborative Operations Group, composed of Dr. Biff Williams, ISU Dean of the College of Nursing, Health, and Human Services, the Associate Dean of Indiana University School of Medicine, the Dean at Ivy Tech and others – and has subgroups for facilities, education, economics, finance, and communications – has been working to articulate the RHIC vision and needs. The diagram immediately below describes the Operations Group’s Vision and initial concept of RHIC.



There is also a RHIC Leadership Group, made up of the CEOs of RHIC’s principal partners, including President Bradley. Its role is to provide guidance for the overall direction of RHIC and to make final decisions on the recommendations advanced by the Operations Group.

RHIC is currently pursuing the development of a 501-C3 for RHIC and seeking seed money from each of the lead entities.

Ratio Architects conceptually has proposed that Lafayette Street be a major connector and tie into 7th Street in the north and 5th street through the ISU campus, in part, because the City wants to redevelop the Twelve Points neighborhood, which is at the intersection of Lafayette Ave (Highway Business Route 41) and Maple Street.

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Lafayette is principally a commercial street south and north of Maple; and the Lafayette diagonal would connect to the existing ISU College of Health and Human Services on campus, which fronts on 5th Street. There is also some discussion of an Incubator and Technology Campus either just north of ISU or west of the hospital.

Next Steps:

1. ISU: Determine what ISU activities should be hosted in RHIC.
2. Operations Committee: Complete the Initial Vision for the RHIC and present recommendations to Leadership Group
3. Leadership Group: Review Initial Vision and identifies issues, concerns, parameters, guiding principles for future development.
4. Establish a 501-C3 (Development Entity) and provide start-up capital
5. 501-C3/Development Entity establishes a Blue Ribbon Advisory Committee of state and community political and financial leaders
6. Operations Committee revises the Initial Vision based upon the Leadership Group's, Development Entity and Blue Ribbon Advisory Committee's recommendations. Initial collaborative projects and funding sources are identified
7. Respective organization's contracts and grants departments work collaboratively to seek additional sources to fund Development Entity operations
8. Development Entity considers hiring Master Developer to finance and oversee RHIC development area

Developing the neighborhoods around ISU

IMPLEMENTATION CHAIRS: Kevin Runion and Kevin Hoolehan

The opportunity for development of the properties east of ISU are not as viable due to an active railroad track, environmental concerns, and neighborhood-deterioration issues. The current view is that, for the near future, the University should continue to acquire property as it becomes available, tear down undesirable sites, and create a landscape buffer.

There are possibilities for developing the area west of downtown toward the riverfront, which would connect with the RHIC initiative to the northeast.

Next Steps:

1. Continue to treat the property east of the campus as a landscape buffer while at the same time being open to potential "third-party" University-related development.
2. Collaborate with the City to develop a development plan for the neighborhoods around the University.
3. At the appropriate time, master plan the highest and best use of the properties that ISU owns in a way that is compatible with the development plan. The plan could call for selling the land or engaging the services of a master developer to develop on the University's behalf.

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Developing a Professional Development and Conference Center and Alumni Center

IMPLEMENTATION CHAIRS: Gene Crume and Charlie Potts

ISU is considering pursuing a funding opportunity that might include requests for a Professional Development Center and Alumni Center. This development would take advantage of the adjacent parking structure, existing Hulman Center facilities, and continue the campus interaction with downtown.

Next Steps:

1. Work with the ISU Foundation to develop a prospectus for the Professional Development Center and Alumni Center that would be compelling to the donor.
2. Develop a business plan for the operation of the professional development center, seeking to make it as self-supporting as possible.
3. Seek donor support.

Creating a Gateway to ISU and a connection to Riverscape

IMPLEMENTATION CHAIR: Kevin Runion

Ratio Architects has developed a plan that incorporates 3rd Street about mid campus. It features traffic circles that calm 3rd Street traffic and a large front lawn that connects the east and west. It calls for the existing track field and stadium to be relocated east of 3rd Street and the redevelopment of an existing historic riverfront building.

Next Steps:

1. Verify that this concept in general is what ISU wants to pursue.
2. Test feasibility with City of Terre Haute and Department of Transportation leadership.
3. Determine incremental steps and target budgets for each component part.
4. Create a prospectus that articulates the vision and road map to get there and use it as a basis to seek political and financial support.

Improve student housing to meet expectations and needs of today's students

IMPLEMENTATION CHAIR: Mary Ellen Linn

There have been significant discussions on first-year and other housing, including for fraternities and sororities. Some of what has been discussed relates to the Ratio drawing above.

The University wishes to maintain the current number of on-campus residents and modernize its housing facilities to make them more attractive.

Following a summary of the prevailing thought on housing at ISU:

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- With its 1600 beds, Sycamore Towers represents a major part of the housing inventory at ISU. It was studied by Ratio Architects for renovation, or for partial or total replacement. The complex is perceived as “architecturally-dated.” However, the University is mindful of the proposed significant future investment in student housing, and is trying to gain as much value as it can out of the existing structures.
- Eight of nine campus sororities are currently located in the Lincoln Complex, the design of which, according to the sororities’ representatives, does not facilitate community. Cited problems are a lack of common space or gathering space for events and insufficient storage space. (One possible solution that has been cited is a series of “club houses” that could serve as the gathering spaces.)

Some of the fraternities that have moved off campus have expressed interest in returning to campus, and the on-campus fraternities also have expressed need for meeting and storage space. Best practice models often mentioned include the University of Richmond, University of Louisville, and Texas Tech.

The dialog that has taken place suggests the following planning parameters with regard to on-campus fraternity and sorority housing:

- 10 sororities, with 25 members per sorority for a total of 250
- 15 fraternities with 15 members per fraternity for a total of 225
- Sororities will contribute to the financing of sorority housing sufficiently long to amortize the project.

The University is interested in helping to strengthen fraternity and sororities if the solutions are financially feasible. Potential options include:

- Major renovations of the Lincoln Complex
- Major renovations to the Sycamore Towers complex
- Off campus University Apartments

Potential Next Steps:

1. The University will decide on where it would like to locate each aspect of housing, e.g., first-year; fraternity and sorority.
2. Ratio/University will summarize the various options in order to facilitate informed decision making.