



Vision 2050

An Integrated Facilities and Land Use Plan
for Michigan State University

December 2023



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Foreword

I am pleased to share with you *Vision 2050: An Integrated Facilities and Land Use Plan for Michigan State University*, and call upon us all to envision the future etched out in placemaking.

Over the past two years, our Spartan community visualized the physical requirements of our multi-location campus in serving our people and their purpose. *Vision 2050: An Integrated Facilities and Land Use Plan* is predicated on the pillars of the University Strategic Plan and with every future shovel in the ground and crane in the air, our campus will be molded by the vision of today for a new generation of Spartans. On December 15, 2023, the Board of Trustees ratified these bold goals enabling our work to begin.

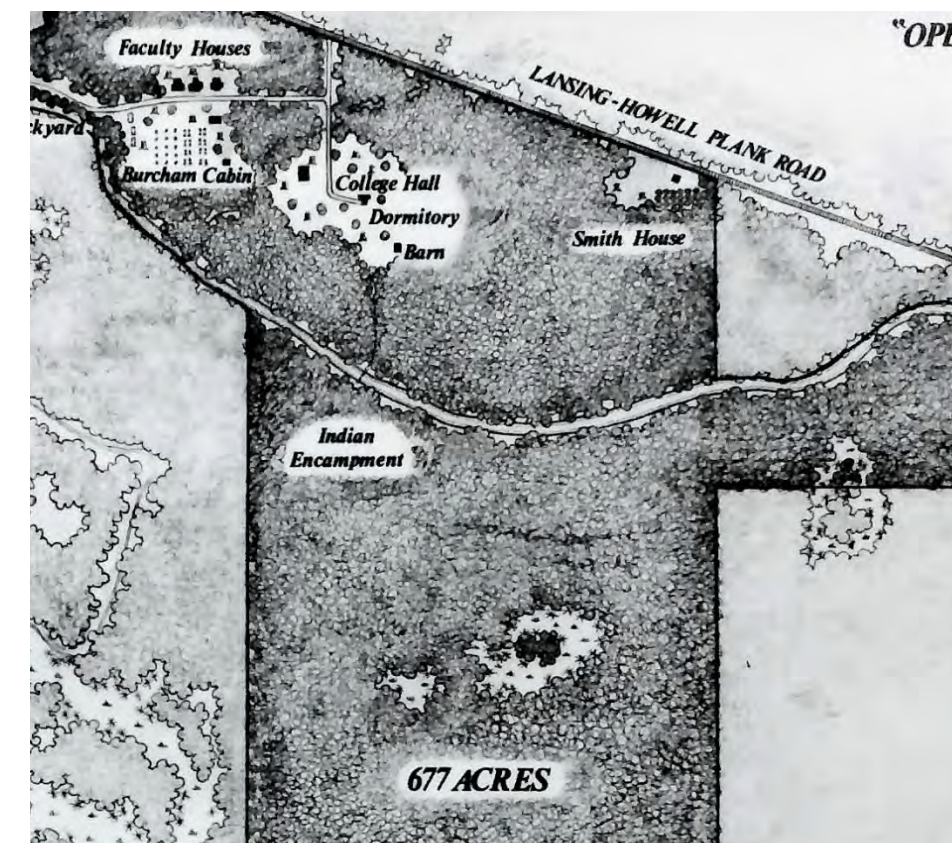
Join me in seeing excellence in the built as well as protected and unspoiled parts of our campus locations by paging through the attached plan. For this is a time when our people are redefining education, research and outreach by placemaking on a scale that will be transformative to our shared purpose.

I hope you see yourself and your work in this plan and look forward to your engagement as we take the next ambitious steps in the making of a great university.

Teresa K. Woodruff, Ph.D.
Interim President
Michigan State University

Land Acknowledgment

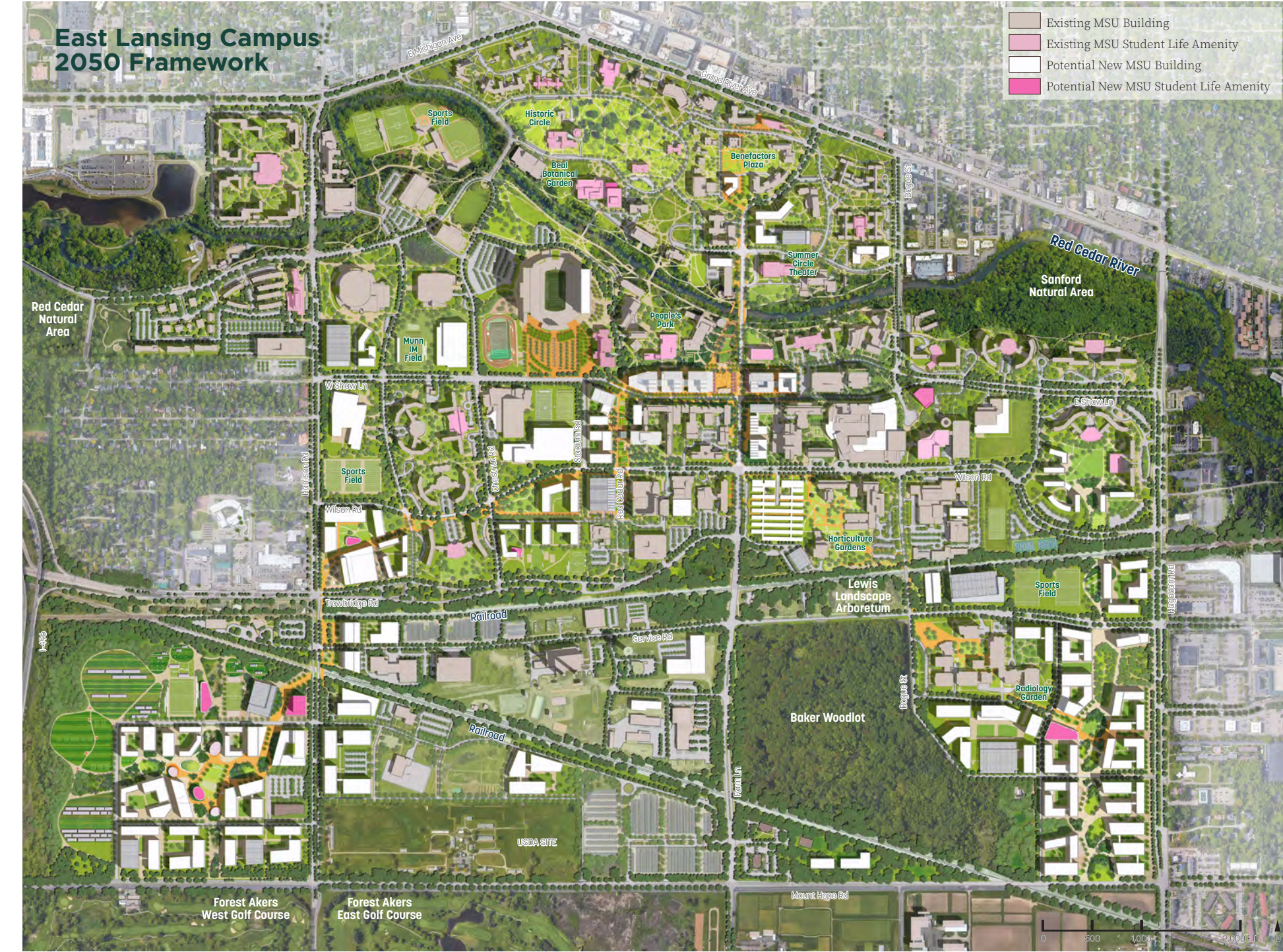
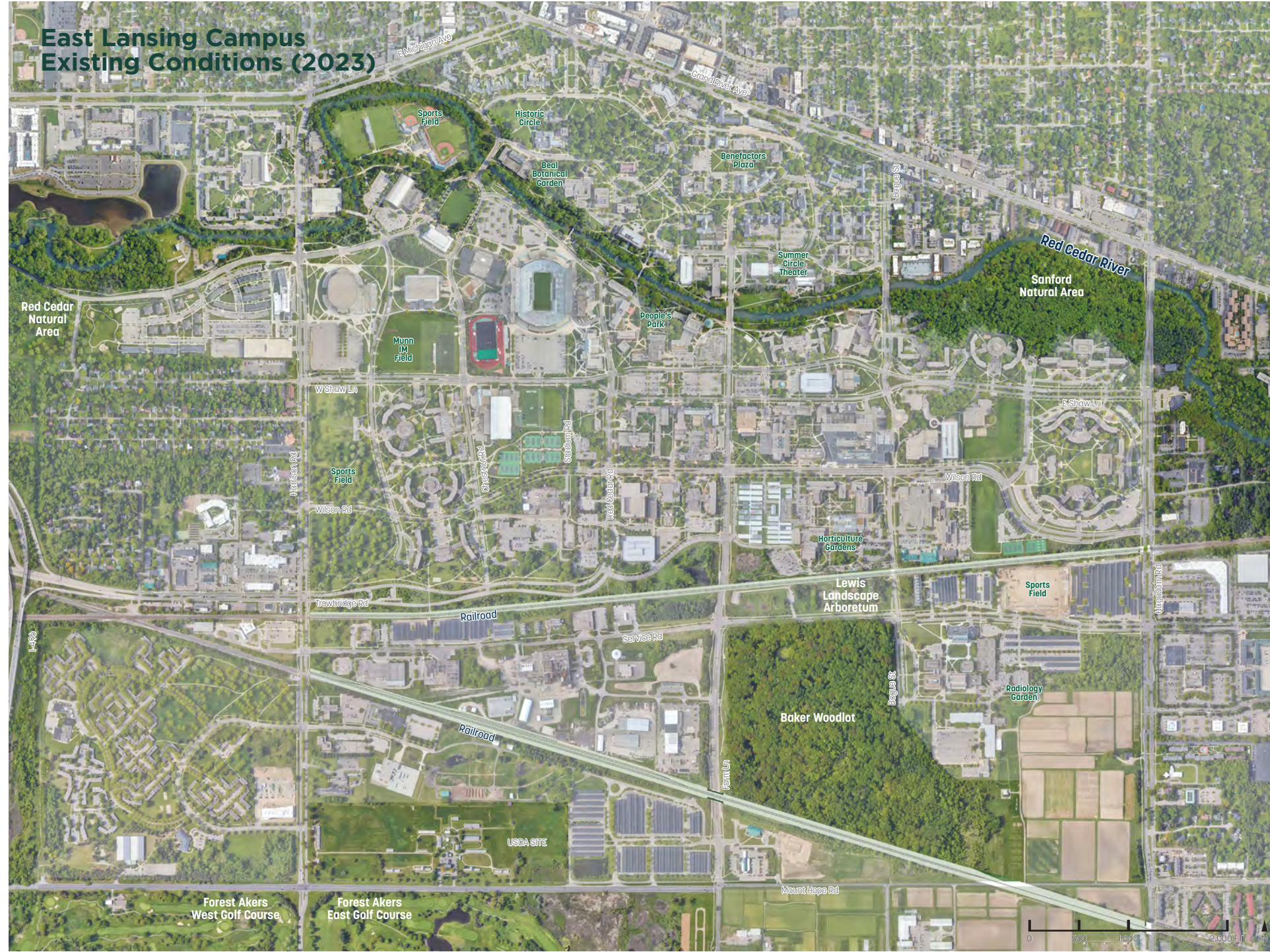
We collectively acknowledge that Michigan State University occupies the ancestral, traditional, and contemporary Lands of the Anishinaabeg – Three Fires Confederacy of Ojibwe, Odawa, and Potawatomi peoples. In particular, the University resides on Land ceded in the 1819 Treaty of Saginaw. We recognize, support, and advocate for the sovereignty of Michigan’s twelve federally-recognized Indian nations, for historic Indigenous communities in Michigan, for Indigenous individuals and communities who live here now, and for those who were forcibly removed from their Homelands. By offering this Land Acknowledgement, we affirm Indigenous sovereignty and will work to hold Michigan State University more accountable to the needs of American Indian and Indigenous peoples.

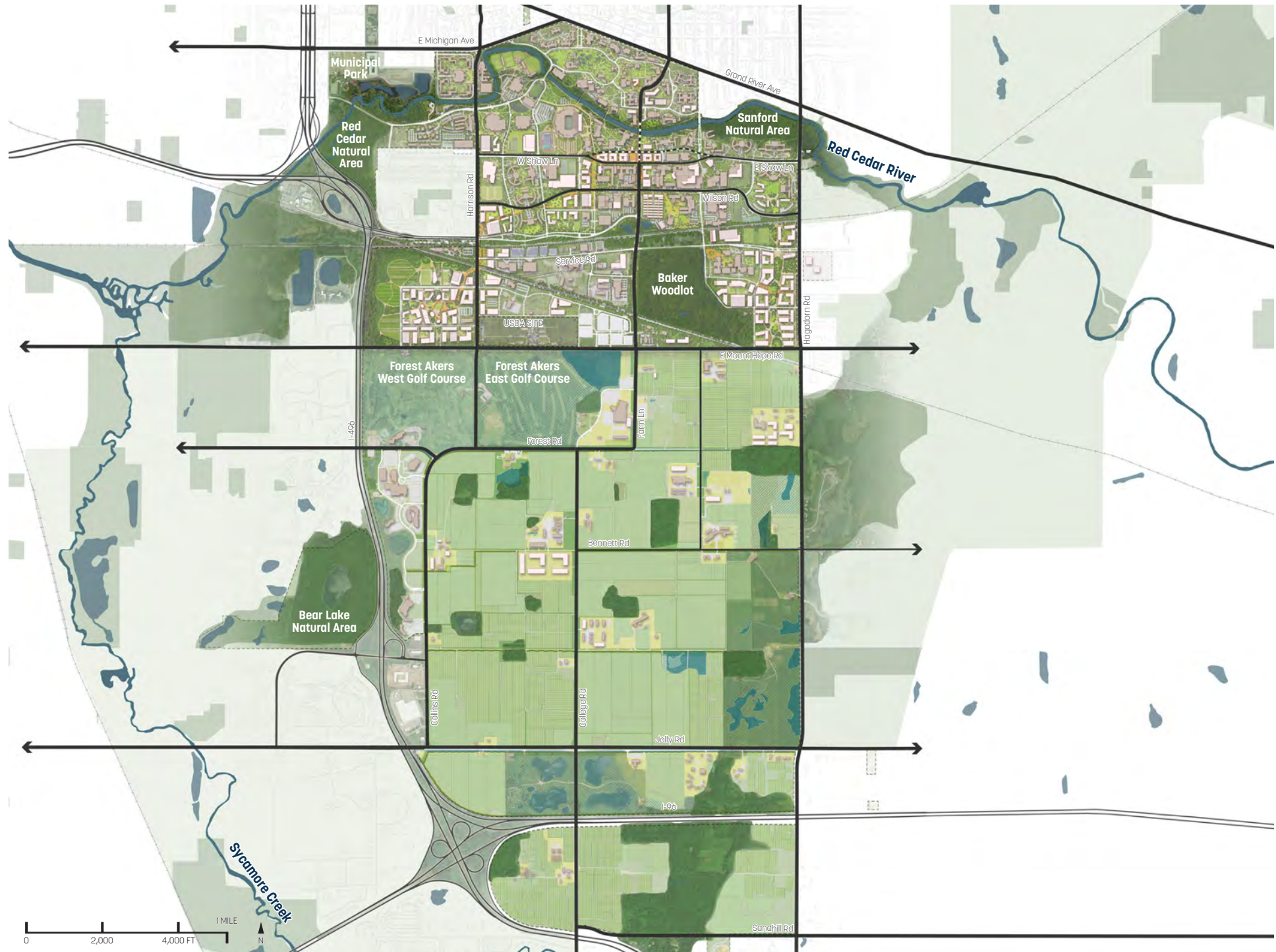


An 1857 map shows Indian Encampment areas on the site of The Agricultural College of the State of Michigan.

1 Executive Summary







Executive Summary

Vision 2050: An Integrated Facilities and Land Use Plan for Michigan State University provides a framework for future development on the university's campuses and landholdings. Guided by the MSU 2030 Strategic Plan, the plan was developed over approximately 24 months beginning in early 2022. It incorporates a diverse range of institutional goals into a set of near- and long-term recommendations guided by three strategic documents including the MSU 2030 Strategic Plan: Empowering Excellence, Advancing Equity and Expanding Impact, the Diversity, Equity and Inclusion Strategic Plan, and the Relationship Violence and Sexual Misconduct Strategic Plan.

The plan recommendations reflect over 80 stakeholder interviews involving over 660 participants, an interactive map-based survey with nearly 900 respondents, and multiple public forums, which provided the consultant team a detailed understanding of the university's facility needs, its strategic goals, and other contingent issues to future development.

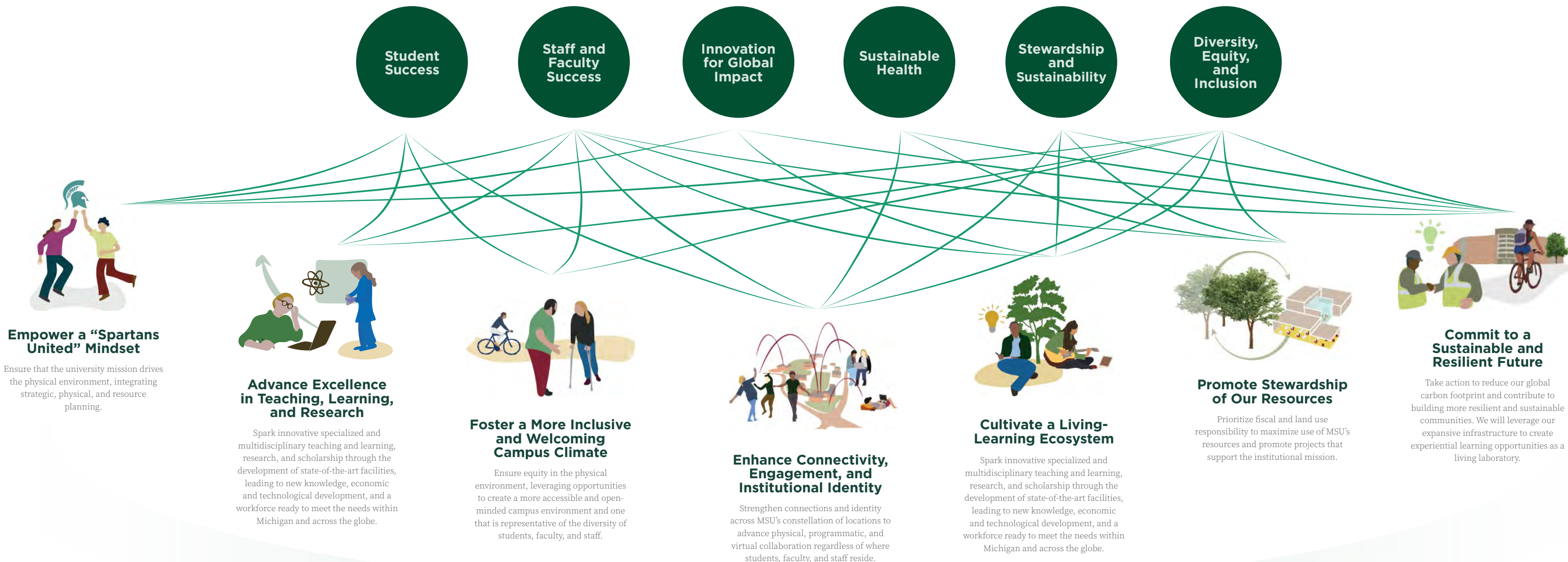
As the consultant team formulated campus development scenarios, ideas were tested alongside university stakeholders through both in-person work sessions and virtual open houses, ensuring that the plan recommendations reflect the diverse, in-depth knowledge of the MSU community.

While flexible in nature, the plan recommendations affirm MSU's goals of academic excellence; student success; diversity, equity, and inclusion; novel partnership opportunities; resilient and sustainable land use; and a mission that advances the state-wide economy. These goals embedded themselves throughout state-wide facilities and across each of the East Lansing Campus's precincts, resulting in distinct recommendations around the buildings, mobility networks, open spaces, and utility systems that will support the university's next generation of development.

Strategic Plan Themes Inform Principles

Vision 2050 serves to guide changes to the built environment at MSU over time. Informed by the strategic plan, MSU 2030: Empowering Excellence, Advancing Equity and Expanding Impact, it will act as a bridge between ideas and physical implementation, strategically positioning the university to make decisions that optimize future investments across campuses while building incrementally toward a powerful, grander vision. The MSU 2030 themes serve as a basis for the seven guiding principles for Vision 2050.

STRATEGIC PLAN THEMES



Empower a “Spartans United” Mindset

Ensure that the university mission drives the physical environment, integrating strategic, physical, and resource planning.

Advance Excellence in Teaching, Learning, and Research

Spark innovative specialized and multidisciplinary teaching and learning, research, and scholarship through the development of state-of-the-art facilities, leading to new knowledge, economic and technological development, and a workforce ready to meet the needs within Michigan and across the globe.

Foster a More Inclusive and Welcoming Campus Climate

Ensure equity in the physical environment, leveraging opportunities to create a more accessible and open-minded campus environment and one that is representative of the diversity of students, faculty, and staff.

Enhance Connectivity, Engagement, and Institutional Identity

Strengthen connections and identity across MSU’s constellation of locations to advance physical, programmatic, and virtual collaboration regardless of where students, faculty, and staff reside.

Cultivate a Living-Learning Ecosystem

Spark innovative specialized and multidisciplinary teaching and learning, research, and scholarship through the development of state-of-the-art facilities, leading to new knowledge, economic and technological development, and a workforce ready to meet the needs within Michigan and across the globe.

Promote Stewardship of Our Resources

Prioritize fiscal and land use responsibility to maximize use of MSU’s resources and promote projects that support the institutional mission.

Commit to a Sustainable and Resilient Future

Take action to reduce our global carbon footprint and contribute to building more resilient and sustainable communities. We will leverage our expansive infrastructure to create experiential learning opportunities as a living laboratory.

PLANNING PRINCIPLES



Interior Atrium in Central Campus

Support Academic Excellence

The university's mission is to advance knowledge and transform lives by providing outstanding undergraduate, graduate and professional education; conducting research of the highest caliber; and advancing outreach, engagement and economic activities. MSU is an inclusive academic community known for traditionally strong academic disciplines, professional programs, and liberal arts foundation. Its cross- and interdisciplinary enterprises connect the sciences, humanities, and professions in practical, sustainable, and innovative ways to address society's rapidly changing needs.

Vision 2050 builds on the university's academic success by providing compact, mixed-use academic districts, expanding opportunities for research and innovation, and preserving the campus park, agricultural lands, and natural areas for its academic mission. Improvements to the campus landscape and academic facilities bring together students, faculty, and staff to elevate core strengths while improving opportunities for interdisciplinarity.



Red Cedar Promenade looking South towards Wilson Road

Bolster Student Success

Michigan State University has set a benchmark for student success among peer institutions through its commitment to developing well-rounded citizen learners. Its “neighborhood” model integrates touch-down spaces for student services that allow career coaches, academic advisors, and counseling staff to be embedded within the residential neighborhoods. Recent and ongoing investments in new academic buildings and student-centered facilities, such as the STEM Building and the Multicultural Center, continue to provide a more balanced spectrum of spaces for students to collaborate.

Vision 2050 leverages the success of these initiatives. It provides hubs for student collaboration within each of the campus’s academic precincts through a mixture of new facilities that add density and walkability, renovation to strategic facilities, and demolition of poor quality buildings. Additionally, the plan expands on the “neighborhood” model, renewing and expanding housing capacity where necessary and continuing to embed key nodes for students to meet with faculty and support staff, providing services critical to their success.



Central Plaza looking North towards Pedestrianized North Shaw Lane

Foster Diversity, Equity, and Inclusion

As the university's global reach has expanded, so has the diversity of the campus community. Vision 2050 supports goals of diversity, equity, and inclusion by creating a campus that is more accessible and expands the range of spaces and amenities available. The plan protects and expands lands that have supported indigenous culture and rituals for generations prior to the university's founding. Its landscape recommendations complement the historic, park-like setting of the historic campus with a civic realm that provides a more diverse array of open spaces.

The plan reflects the need for interior spaces that meet the university's increasingly diverse population. Within each campus precinct, indoor gathering spaces anchor significant landscapes, enhancing the sense of community and belonging. The plan also recognizes that today's diverse population has broader needs for mental, physical, and social well-being and recommends that improvements to the built environment incorporate spaces to build identity, find solace, practice faith, and attend to other physical and mental health needs.



Research Plaza at South Academic Campus looking towards Center Green

Promote Research and New Partnerships

Michigan State University is renowned for impactful scholarship that addresses pressing global challenges, generating global leadership across a broad range of academic disciplines.

Vision 2050 recommends the preservation and, where necessary, expansion of the university's research land resources, ensuring future generations can sustain the region's food systems and ecological resources through research initiatives. The plan recommends space for potential expansion for biomedical research within Southeast Campus and potential capacity for affiliated partners to develop research facilities that translate MSU's expertise to the commercial realm.

On the former site of Spartan Village, the plan defines a long-term vision for a precinct with a diverse mix of uses, such as housing, research, and affiliated business partners, providing MSU with flexibility and capacity to meet evolving partnership needs.

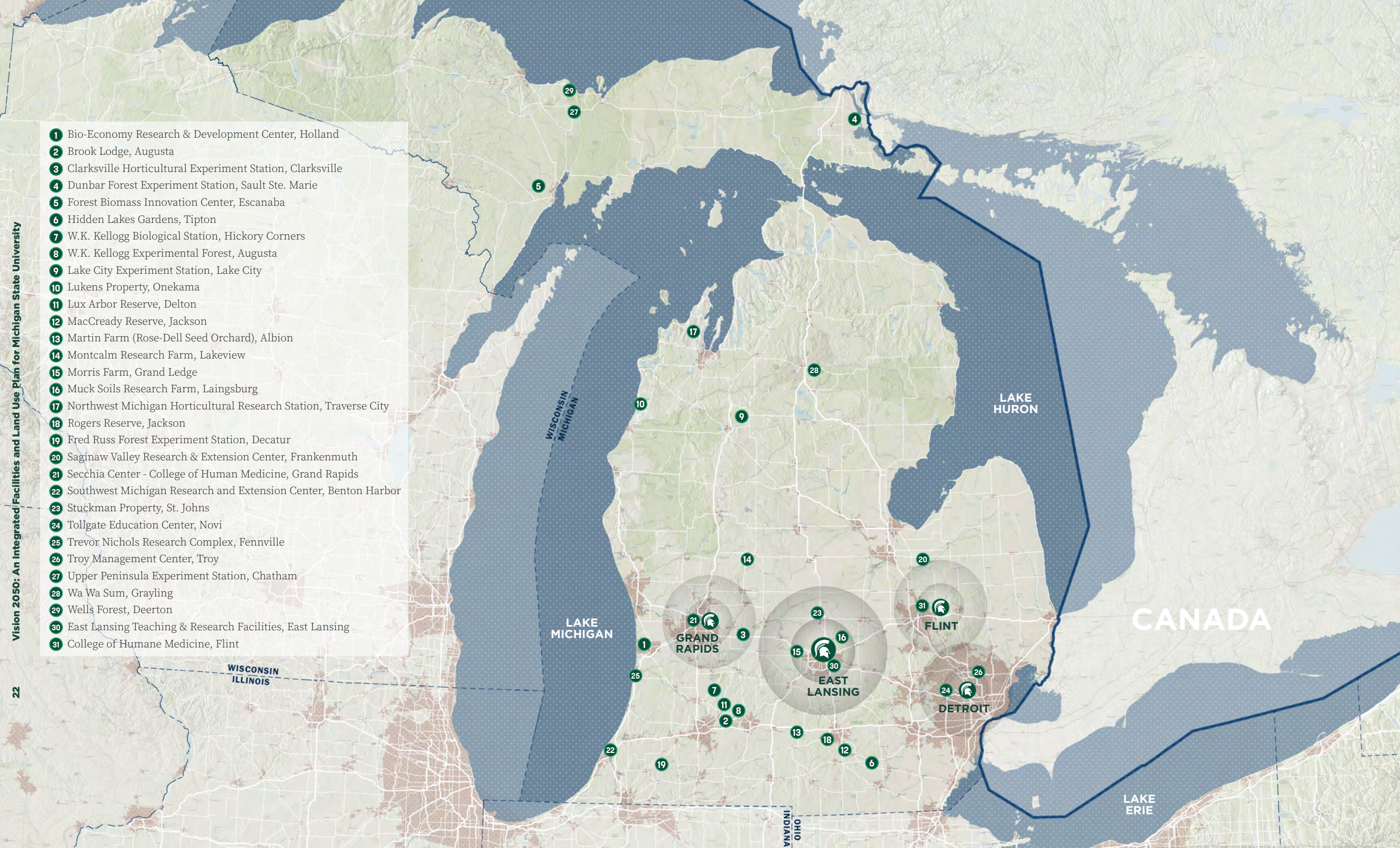


North bank of Red Cedar River looking East

Model Holistic Water Management Strategies

Stormwater management and resilient land-use patterns unfold at a variety of scales across the MSU campus. At the individual site, implementing water treatment, retention, and detention strategies should reflect future development conditions. The treatment of runoff, infiltration into groundwater systems, and mitigation of peak flow should all work to reduce flood risks downstream of the campus. The campus-scale lens evaluates the inter-connectivity of the watershed, evaluating topography and storm drain outfalls to mitigate flooding and overwhelming the system. Finally, the river-scale lens considers the floodplain interactions with the campus facilities, looking to restore floodplain buffer to reduce the impact of fluctuations in flow that come with changing seasons and add programmable outdoor space that enhances teaching and learning.

- 1 Bio-Economy Research & Development Center, Holland
- 2 Brook Lodge, Augusta
- 3 Clarksville Horticultural Experiment Station, Clarksville
- 4 Dunbar Forest Experiment Station, Sault Ste. Marie
- 5 Forest Biomass Innovation Center, Escanaba
- 6 Hidden Lakes Gardens, Tipton
- 7 W.K. Kellogg Biological Station, Hickory Corners
- 8 W.K. Kellogg Experimental Forest, Augusta
- 9 Lake City Experiment Station, Lake City
- 10 Lukens Property, Onekama
- 11 Lux Arbor Reserve, Delton
- 12 MacCreedy Reserve, Jackson
- 13 Martin Farm (Rose-Dell Seed Orchard), Albion
- 14 Montcalm Research Farm, Lakeview
- 15 Morris Farm, Grand Ledge
- 16 Muck Soils Research Farm, Laingsburg
- 17 Northwest Michigan Horticultural Research Station, Traverse City
- 18 Rogers Reserve, Jackson
- 19 Fred Russ Forest Experiment Station, Decatur
- 20 Saginaw Valley Research & Extension Center, Frankenmuth
- 21 Secchia Center - College of Human Medicine, Grand Rapids
- 22 Southwest Michigan Research and Extension Center, Benton Harbor
- 23 Stuckman Property, St. Johns
- 24 Tollgate Education Center, Novi
- 25 Trevor Nichols Research Complex, Fennville
- 26 Troy Management Center, Troy
- 27 Upper Peninsula Experiment Station, Chatham
- 28 Wa Wa Sum, Grayling
- 29 Wells Forest, Deerton
- 30 East Lansing Teaching & Research Facilities, East Lansing
- 31 College of Humane Medicine, Flint

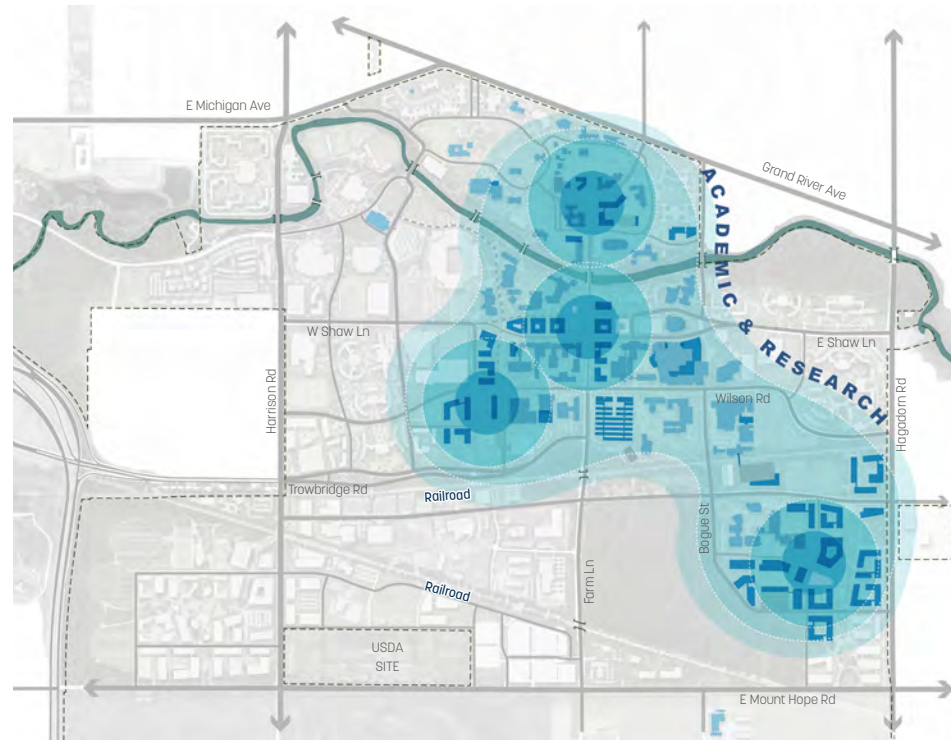


State-wide Integration

Michigan State's presence in regional hubs like Detroit, Flint, and Grand Rapids is essential to expanding its research, education, and outreach missions. Additionally, MSU maintains Extensions and AgBio Research stations throughout all 83 counties in the state. Collectively, these distributed hubs allow MSU to connect its research and academic initiatives with individuals and communities across the state.

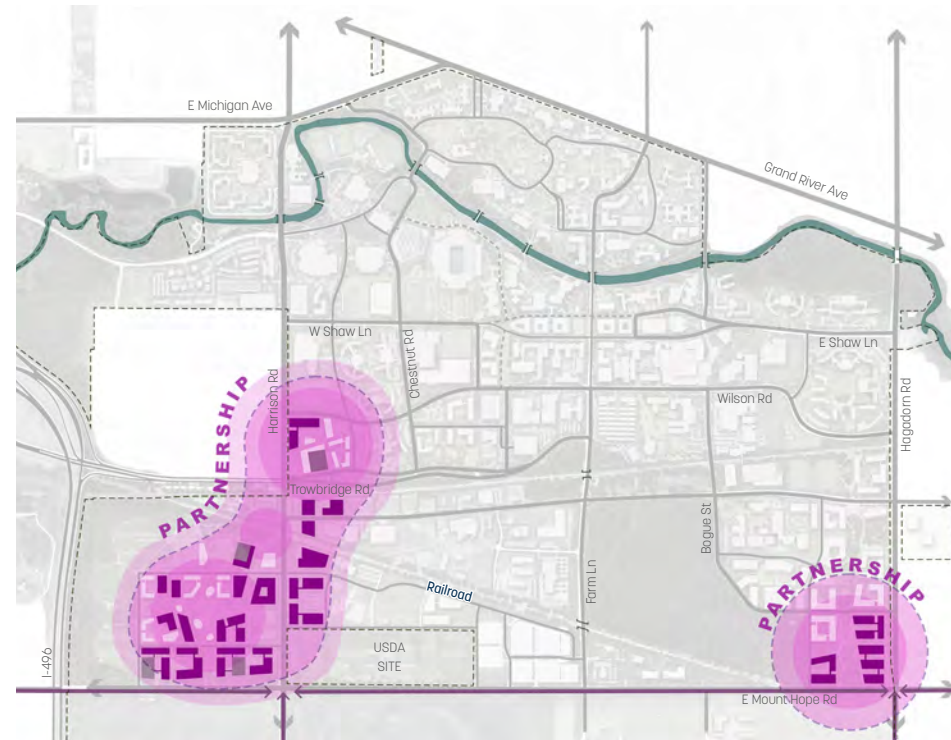
Vision 2050 includes findings from meetings with representatives from the university's academic and research units, identifying existing and potential programmatic needs across its statewide locations. It provides flexible recommendations for these facilities to ensure the university continues to connect its world-class research with the citizens of Michigan.

LAND USE FRAMEWORKS



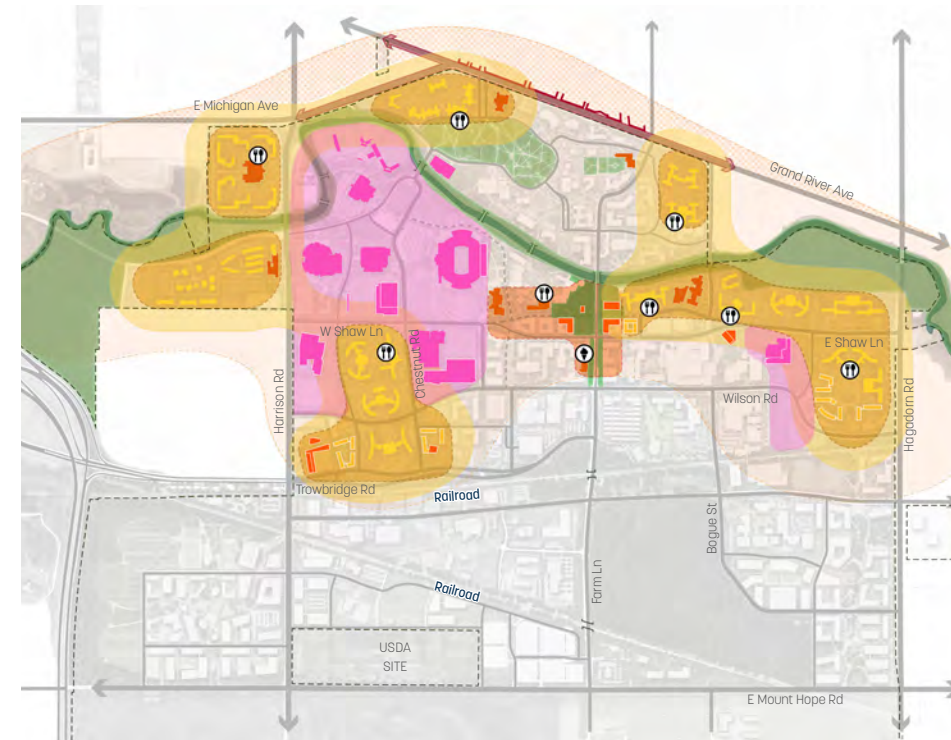
Academic Crescent

The plan intentionally concentrates academic and research facilities along a crescent that connects the former Spartan Village, the intersection of Farm and Shaw, and Southeast Campus. This focused development pattern maximizes programmatic synergies, utilizes the university's land to its highest and best potential, provides efficient accessibility to these resources, and minimizes costly extensions to supporting infrastructure. Proximity for class change and research collaboration is critical.



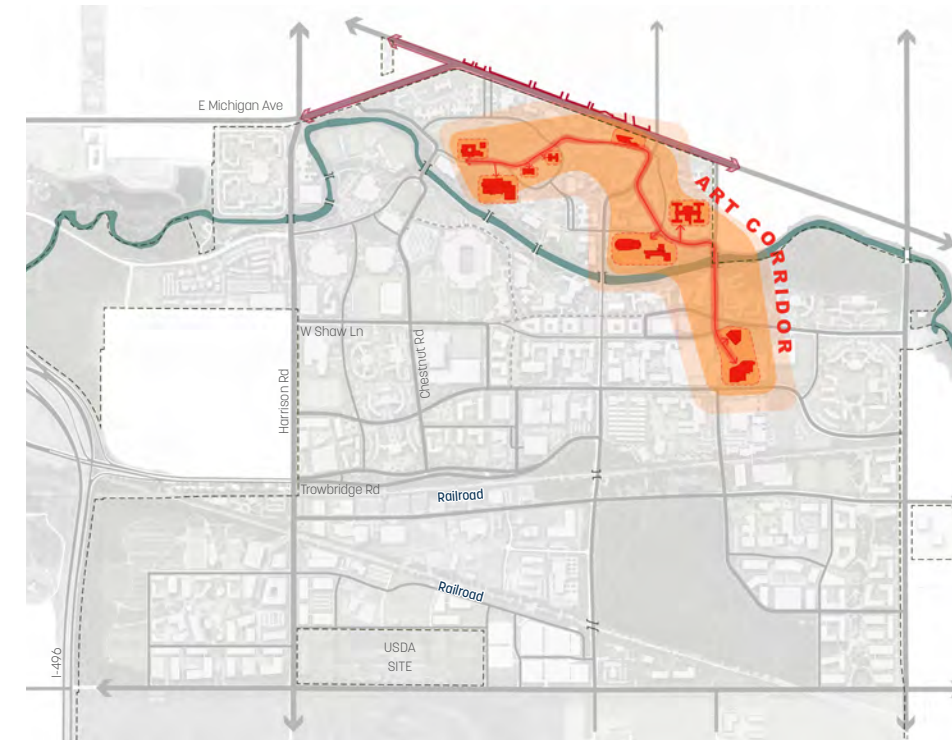
Research Gateways

In addition to university-sponsored research and academic growth, the plan anticipates sites for partnerships that advance its teaching, research, and outreach mission. These support new gateways to campus at its southeast, along Hagadorn Road, and its southwest, along Harrison Road.



Campus Life Nodes

The plan provides a flexible approach to the potential expansion or renewal of existing student housing and student life amenities. It concentrates improvements within or adjacent to MSU's existing residential neighborhoods, ensuring efficient access to academic resources and amenities that support the development of the whole student. Given the success of the residential neighborhoods, this same intention to support the whole student should be considered within academic districts to promote student health and wellbeing throughout the day.



Arts and Culture Corridor

Creative inquiry and the arts are fundamental to advancing knowledge and developing a vibrant campus community. The plan identifies a corridor that connects the Wharton Center for the Performing Arts north to Kresge Art Center, the Auditorium, and Broad Art Museum. This spine not only unifies the university's multiple facilities for visual and performing arts but also tie it to the vibrant retail and dining district along Grand River Avenue, thereby stitching the university's artistic mission with East Lansing's cultural context.

2 Introduction



Purpose

Vision 2050 provides a flexible framework to guide future decisions regarding land use, buildings, facilities, and mobility. It builds upon the physical framework established in the 2017 Campus Land Use Plan Update, incorporating recent efforts including precinct-level planning studies, unit and thematic planning and programming studies, feasibility studies, and anticipated capital projects. The plan identifies drivers for MSU's academic, research, and outreach mission, recommending improvements to the East Lansing campus and MSU's other state-wide presences to advance these drivers.

Process

The planning process unfolded over approximately 24 months, from project kickoff in January 2022 to Board of Trustees approval in December 2023, and was guided by a three-phase structure: Analysis and Listening, Preliminary Recommendations, and Final Recommendations and Documentation. A clear management hierarchy ensured regular engagement with university stakeholders at appropriate intervals.

A core team of representatives from Infrastructure Planning and Facilities (IPF) and Institutional Space Planning and Management (ISPM) met weekly with the consultant team to coordinate the planning process and ensure regular feedback on the advancement and messaging of the plan's findings. The consultant team met with a Project Management Team approximately once per month; this team provided strategic guidance on the master plan's recommendations. Additionally, the consultant team provided periodic updates to both the Executive Committee for Buildings, Facilities, and Space (ECBFS) and Campus Infrastructure Planning Work Group (CIPWG). Both groups provided input on the plan's development and recommendations.

In addition to these recurring meetings, the consultant team conducted over 80 stakeholder interviews that included over 660 participants with individual representatives or small groups to identify programmatic and facility needs. Additionally, technical working groups around key themes assisted in developing specific campus systems. Finally, throughout the planning process, the planning team provided opportunities for the public to give feedback on the findings and recommendations of Vision 2050.



Phase 1: Analysis & Listening

Phase 1 of Vision 2050 began with the consultant team developing a comprehensive understanding of MSU's East Lansing campus and other statewide locations. The team assimilated and analyzed a wealth of data provided by MSU to understand the institution's history and trajectory, its programs, and the buildings and landscapes that serve it. A series of over 80 stakeholder interviews that included over 660 participants and a community-wide CoMap survey provided a nuanced, qualitative overlay of the opportunities and challenges the plan would need to address. In combination, these resulted in a summative existing conditions analysis.

Phase 2: Preliminary Recommendations

The second phase of work tested two options for near-term (10-year) and long-term (30-year) development on the East Lansing campus. Each framework alternative examined the impacts on land use, parking and mobility, open space, and other functions at the scale of the 5,200-acre East Lansing campus and within each precinct. In consultation with the MSU project management and core teams, the team developed a preferred framework alternative that combined elements from the two framework scenarios. At the end of Phase 2, the preferred alternative was presented to the campus community through in-person and virtual open houses to provide feedback and ensure consensus for the final recommendations.

Phase 3: Final Recommendations & Documentation

Based on feedback on the preferred alternative, the consultant team advanced a cohesive set of campus- and precinct-level recommendations. Driven by the 5-year Capital Request Planning and Capital Outlay Request, the preferred alternative included an implementation strategy to flexibly anticipate the range of funding resources available to the university. The final recommendations delineate major and minor open spaces, provide schematic massings for campus buildings, identify strategies for parking and circulation, and recommend potential property acquisitions. The consultant team presented final recommendations to MSU leadership and the broader university community, and the Board of Trustees adopted Vision 2050 in December 2023.

Engagement

Building consensus around the findings and recommendations of any planning effort is critical to successful implementation. As Vision 2050 unfolded, the consultant team relied on a mix of in-person and virtual strategies to ensure a diverse set of constituencies informed the planning process.

Listening Sessions

The consultant team conducted over 80 listening sessions including over 660 participants sessions throughout the planning process. These included individual interviews with members of university leadership; conversations with deans, vice presidents, and other representatives from each academic and administrative unit; and thematic focus groups that included a spectrum of faculty, students, staff, and community members.

Open Houses

Within each phase of work, open houses provided opportunities for faculty, students, staff, alums, and community members to provide feedback. During the first phase of work, open houses were conducted virtually with both synchronous and asynchronous options available. As the process moved into preliminary and final recommendations, the consultant team leveraged a mixture of in-person and virtual open houses. In coordination with the MSU core team, the consultant team located in-person open houses in strategic locations over multiple days to engage as broad a range of constituents as possible.



Virtual Input

As the planning process unfolded, the team provided a number of online formats for input to the planning process. As part of the project initiation, a digital survey allowed a broad base of constituents to identify opportunities and challenges within the university's campuses and facilities. In addition to in-person town hall meetings, the team conducted virtual work sessions to solicit feedback from as broad a base of constituents as possible.

Leadership Engagement

Throughout the planning process, the consultant team presented findings to university leadership including the Board of Trustees, ensuring recommendations aligned with strategic priorities. These meetings took various forms, including listening sessions to understand board priorities, focused meetings to present analysis and preliminary recommendations, and a campus tour where the trustees affirmed the plan's recommendations.

