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Introduction

Dear Reader:

On February 27, 2018, almost sixty departmental leaders of Business and Finance met to follow up on last September’s strategy workshop. The focus of the September planning session was the University’s risk areas of enrollment management and steward of place, two cornerstones of Western Michigan University’s strategic Plan *The Gold Standard 2020*.

We developed strategies to address how our efforts in the 2017-18 year could better position Western Michigan University to be the school of choice – as we work collegially and collaboratively with all WMU divisions to achieve our common goals. Out of this conversation emerged what we call “The Three Big Items:”

1. Branding for the Division of Business and Finance;
2. South Neighborhood Master Planning/Capital Projects; and
3. The development of a new budget model.

During the February 27, 2018, workshop, documented in this report, we focused on the first two of these top strategies – Branding and South Neighborhood Master Planning. Project leads introduced these topics and guided engaging conversations. I authorized the implementation of many suggestions made by the Branding Committee so we can represent WMU to the best of our ability.

This report documents the results of the presentation and conversations. It is a record of another milestone in our journey toward our vision to exceed expectations, build Western’s culture, and positively impacting life at the University.

Warmest regards,

Jan Van Der Kley
Vice President for Business and Finance
Branding

Wendy Vander Meulen, Director, Logistical Services
Chris Hunt, Director of Marketing Communications, University Relations

Branding Committee

Amy Brimmer, Human Resources
Chris Hunt, University Relations
Lisa Knutson, Auxiliary Enterprises
Tracey Lawie, Miller Auditorium
Bob Miller, Community Outreach
Kim Nelson, University Relations
Eleonora Philopoulos, Facilities Management
Carrie Puckett, Accounting Services
Michael Sisk, Information Technology
Gayla Squibbs, Business and Finance
Wendy Vander Meulen, Logistical Services

Wendy and Chris presented the following concepts and recommendations developed by the B&F Branding Committee.

Branding Committee goals

• Develop a proposed business and finance brand identity
• Partner with University Relations to ensure brand aligns with and promotes WMU’s brand
• Develop proposed guidelines on brand use
• Identify possible venues and mediums for brand use

A strong brand is consistent

• Customer recognition
• It takes time and repetition for customers
to go from awareness to remembered
• Makes our brand feel more dependable and organized
• Consumers trust brands they recognize
• Strengthening company identity
One book, many stories

- Every college, department and center has a story to tell
- Does this story fit into the larger book (WMU)?
- If not, it may damage, confuse or diffuse the master brand
- Consistent doesn’t have to mean boring
- Leverage the master brand in a creative way

Proposed guidelines for brand use

- Embrace a consistent, standard brand image for business and finance content, where appropriate
- Dictate the use of the WMU Visual Identity Program for all branding opportunities
- Utilize university relations to create content for specific opportunities when needed
- Support unique brands of auxiliary enterprises businesses by subtlety communicating the WMU connection without diluting the brand itself

Importance of the Visual Identity Program

- The use of consistent colors, logos, fonts and images signal a sense of unity and common purpose across Western Michigan University.
- The Visual Identity Program is designed to be flexible to meet the needs of WMU and its multiple audiences, while creating a strong brand presence for the University. The campus community’s application of these guidelines is integral to building public awareness of the University and its mission.
- The visual identity guidelines are intended to cover all publications, signage, promotional materials and the plethora of visual ways used to represent Western Michigan University to University audiences.

Deployment recommendations

- Staple items to display consistent branding:
  - Letterhead, Envelopes, Business cards, Email signatures, Forms, Documents, name tags, attire, vehicle wraps, buses, Public Safety vehicles, and B&F website
- Content utilizing flexibility within the Visual Identity Program:
  - Brochures, flyers, advertisements
- University relations created designs for specific branding opportunities:
  - Awards, social media, events
New branding opportunities

1. Partner with contract suppliers to promote the WMU brand, if opportunity exists
2. Promote WMU at business and finance events, such as Lion King promotion with downtown Kalamazoo; Miller shows
3. Utilize lobbies and public areas by adding WMU signage and brand images, such as Fetzer common areas; Miller lobby
4. Improve certain building exterior entrances by adding awnings, such as Surplus sales building
5. Provide mementos of WMU for guests and visitors at key touchpoints, such as keepsake magnets, stickers or pens at each reception area
6. As part of business and finance brand rollout, provide staff branded items as low cost advertisement throughout campus and the community,
   a. Give away reusable W brand bag with WMU promotional items such as key chains, W magnets, pins, pens, cellphone accessories, vehicle decal (e.g. Proud WMU Bronco)
   b. Hold contest via social media outlets—post photo using the new vehicle decal to enter drawing for larger prize, such as WMU apparel, tickets to Miller Auditorium, Dining Dollars, etc.
7. Create a branded coffee mug for giveaways, to provide to employees, etc.
8. Include W brand merchandise in bookstore product offering (versus solely stocking athletic logo)
Next steps

The goal of the B&F branding effort is to represent WMU to the best of everyone’s ability. To achieve this goal, B&F will move forward as outlined by VP Van Der Kley:

- Comply with WMU’s visual identity program found at www.wmich.edu/visualidentity.
- Embrace brown and gold and use the block W versus WMU’s seal or the athletics logo.
- Move forward with the stationary letterhead, business cards, email signature, and name tag design as presented on Tuesday.
- Use the PowerPoint template with the diagonal gold slash, the gold block “W”, and the page layout found at the bottom of each page.
- Move forward with the recommended design for the vehicle wraps.
- Work with Indian Trails to use the recommended design on new bus wraps.
- Auxiliary operations will continue to maintain their individualized brands to promote WMU better without diluting their own brands.
- Strengthen the presence of WMU’s brand within our lobbies and other common areas, beginning with the Fetzer Center, Miller Auditorium, and West Hills Athletic Club.
- Add an entrance awning to promote WMU’s brand at surplus facility on Ransom Street.
- Develop technical specifications for significant facility renovations and/or capital projects to include WMU’s brand that aligns with the space use.
- Explore the availability and design of apparel with local vendors to expand choices with brown and gold clothing that features the “W.”
South Neighborhood Master Planning and Capital Projects

Katie Jacobs, AIA, LEED AP, Project Manager
Chris Pyzik, AIA, Project Manager
Planning, Space Management and Capital Projects

Katie and Chris introduced the following three capital projects related to Western Michigan’s South Neighborhood:

- Student Center and Dining Facility
- New South Neighborhood Housing Project
- South Neighborhood Sub-Campus Master Plan

Student Center / Dining Facility
Program Summary

The new 230,000 s.f. facility will include:

- Information Center
- Student Services One-Stop Center
- Student Organization Support
- Student Support Services
- Affinity Spaces
- Lounges/Flexible Spaces
- Meeting Space/Ballroom/Theater
- Retail Shops
- Retail Food Service/Dining
- Student Meal Plan Food Service/Dining
- Student Center Administration

Project Goals

- Student focused
- Innovative, flexible design
- Encourage social engagement
- Architecturally distinctive
- Minimum LEED Silver certified
- Source of pride, tradition
- THE community center/hang-out. WMU’s living room.
- Provide leadership development and co-curricular education
- A unifying force that honors each individual and values diversity
- Financially self-sustaining
- Provide an enhanced range of food offerings to accommodate an increasingly diverse campus population with varying needs
- Student meal-plan dining to serve the south and central residential neighborhoods
- Coordinate retail locations in the new student center with other retail nearby (present or anticipated)
New South Neighborhood Housing Project

Project Goals

- Will serve as the anchor for the larger, south neighborhood development
- Provide the latest and greatest in student housing amenities
- Incorporate cutting-edge design elements geared towards the student of the future
- Refresh the visual identity along the Stadium Drive corridor and provide a new face more befitting of a progressive, 21st century campus
- Aid the University’s recruitment efforts and strengthen retention rates
- Offer a combination of living styles that complement the overall housing mix on campus
- Provide unit mixes to increase options for students to move within a single residence hall as they progress through their years at the University – vary levels of independence
- Minimum LEED Silver certified
- Budgeted at $45M project, $34M construction
Project Schedule

March 2018  AE firm selection / award
March 2018  Begin planning and design
Summer 2018 Demolition of existing Elmwood Apartments
Summer 2020 Project completion
Fall 2020  Open for 2020 / 2021 academic year

South Neighborhood Sub-Campus Master Plan

Guiding Principles

- Improve the University’s retention and graduation rates
- Make WMU a University of choice
- Assist recruitment efforts
- Refresh the visual identity of the Stadium Drive corridor and campus entrance
- Provide the latest and greatest in campus amenities, appropriate to our unique campus
- Forward thinking
- Creation of something unique both on campus and across our peer institutions
Project Inspiration: “The Village” at USC:
- Town square, retail, student housing, and academic space
- University/community
- Mixed use
- Outdoor spaces
- Pedestrian connections
- Campus connections
- Infrastructure

Potential Project Amenities
- Student housing
- Retail
- Academic components
- Parking structure (surface parking will not be adequate)
- Office
- Outdoor spaces
- Campus connections (pedestrian and vehicular)

Project Schedule
- March 2018: Firm selection / award
- April 2018: Master planning begins
- October 2018: Master planning finalized
- October 2018: Begin RFQ process for phase I implementation
- 2023: Implementation complete

Next steps
- Public input sessions
- Project-specific websites / social media platforms
- Bernhard Center as hub for (physical) project updates
Discussion
This section is based on material provided by Katie Jacobs.

What will happen to events that currently take place in the Bernhard Center ballroom? Will these remain at the BC or will the new student center have a place for them?
The existing Bernhard Center will be demolished after the new student center is complete. There will be a comparable ballroom in the new building which will house similar events.

Will there be three separate AE firms for the three projects, and will they be working together to make sure that there is no redundancy of offerings/programming?
Yes and yes. The RFPs for all three projects mandated that the groups work together throughout the design process.

What is happening with Waldo Library?
A library master plan/feasibility study was just completed, and we are moving into fundraising efforts.

This re-imagination of south campus needs to be forward thinking—how do we know what that is? How do we assure that the design is relevant to the 5th and 6th graders of today?
In soliciting our AE firms, it was critical to find groups that were thought leaders and on the cutting edge of design for each of the different typologies. The groups chosen fit this bill, and are educating themselves every day on what the future looks like.

Will the Elmwood project be for Freshmen students?
This is yet to be determined, though there has been talk around making it more of a place where students could move through various unit types in the same building as they go through their years at the University.

Will there be additional opportunities to give input?
Yes! Look for public input sessions (at least three associated with each project), website/social media interaction opportunities and physical displays at the Bernhard Center. Further, many in this group will likely be asked to attend design meetings as appropriate.

Will students have a voice?
Absolutely! They will be invited to the public input opportunities and engaged as the design process occurs. In addition, we plan to include students on the core committee.
Suggestions

• An Amtrak train stop at the entry to the south neighborhood.

• Having outdoor spaces that are multifunctional: event spaces, broad outdoor steps for seating, a place for projecting movies, etc.

• There will be many branding opportunities with this new development that we should take advantage of.

• Emergency shelters for weather-related incidents, active shooter situations, etc. need to be evaluated and included.

• Consider outdoor recreation opportunities, such as trails, sports, etc.

• Improve Bronco transit routes/stops as part of this project.

• Views south from the new student housing could be really fantastic—consider what they will be looking at. Include Parking Lot 23 and its surrounds as we redevelop the area, similar to what was done at Goldsworth Pond.

Concerns

• Analyze parking needs. Consider the Ellsworth parking structure and the future of parking with new driverless car technology, Uber, etc. Design the parking structure to become something else in the future. (Note: A traffic study is part of the master planning process, and will help guide decisions on how much parking will be needed and where, along with how best to execute same.)

• Outdoor spaces sound great, but most students are not on campus during the months that outdoor spaces would be most utilized. Instead, perhaps consider indoor spaces that invite nature in with daylighting and views.

• If a true ‘one-stop shop’ for students is the desire, make sure it truly is this. Right now, students have to go from one building to the next for things that they need (financial aid, registrar, cashier, etc.), and this is not a great model to support student success.

• Retail venues may serve alcohol.

• The railroad seems like a huge barrier to accessing this new part of campus—we need to find a way to create a better gateway.

• The Valley housing could become isolated as the south campus becomes the focus.

• Don’t love the idea of the student center being a stand-out, iconic structure in the middle of campus.

• Amenities and infrastructure need to be close to where the students are.

• The south campus is not particularly accessible by vehicle, including busses.

• Some students will not be able to afford a residence hall with a lot of amenities. Consider affordability as the campus is programmed.
Possible Project Influencers

- In the near future, the City will be developing a recreation path along Howard street, along the edge of campus.

- The City is looking to improve the Stadium Drive/Howard Street intersection in the coming years.

- One participant noted that when she walks campuses with her prospective college student daughter, residence halls are less of a priority compared to amenities and opportunities for social interactions.

- The core team for the master plan project has been pulled from many different divisions on campus and will eventually include students.

Food for Thought

- Should the new neighborhood have buildings that are iconic and unique from each other, or should there be a similar aesthetic to them all?

- Should the community be invited onto campus with this revitalization project or no?
# Workshop Participants

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<thead>
<tr>
<th>Name</th>
<th>Department</th>
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<tbody>
<tr>
<td>Jeff Alexander</td>
<td>Facilities Management</td>
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<tr>
<td>Lisa Bettis-Cooper</td>
<td>Payroll and Disbursement</td>
</tr>
<tr>
<td>Lori Bingaman</td>
<td>Accounts Receivable</td>
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<td>Amy Brimmer</td>
<td>Human Resources</td>
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<tr>
<td>Doreen Brinson</td>
<td>Facilities Management</td>
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<tr>
<td>Julie Carroll</td>
<td>Corporate Reporting/Taxation</td>
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<tr>
<td>Margurite Clay</td>
<td>Human Resources</td>
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<tr>
<td>Michele Cole</td>
<td>Business Services</td>
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<td>David Dakin</td>
<td>Facilities Management</td>
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<td>Erik Dantes</td>
<td>Facilities Management</td>
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<td>Carol Dedow</td>
<td>Public Safety</td>
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<td>Mark Frever</td>
<td>Facilities Management</td>
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<td>Kurt Graham</td>
<td>Human Resources</td>
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<td>Nick Griffith</td>
<td>Cash Management/Investments</td>
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<td>Warren Hills</td>
<td>Human Resources</td>
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<td>Christopher Hunt</td>
<td>University Relations</td>
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<td>Kim Hunt</td>
<td>Facilities Management</td>
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<td>Katie Jacobs</td>
<td>Facilities Management</td>
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<td>George Jarvis</td>
<td>Power Plant</td>
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<td>Robert Kakuk</td>
<td>Human Resources</td>
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<td>Lisa Knutson</td>
<td>Auxiliary Enterprises</td>
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<td>John Koestner</td>
<td>Facilities Management</td>
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<td>Sarah Larson</td>
<td>Facilities Management</td>
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<tr>
<td>Tracey Lawie</td>
<td>Miller Auditorium</td>
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<tr>
<td>Meily Lightcap</td>
<td>Accounts Receivable</td>
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<tr>
<td>Michelle Loedeman</td>
<td>Accounts Receivable</td>
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<tr>
<td>Jeffrey Long</td>
<td>Accounting</td>
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<tr>
<td>Betty McKain</td>
<td>Grants &amp; Contracts</td>
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<td>Scott Merlo</td>
<td>Public Safety</td>
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<td>Bob Miller</td>
<td>Community Outreach</td>
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<td>Shellie Mosher</td>
<td>Grants and Contracts</td>
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<td>Kim Nelson</td>
<td>University Relations</td>
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<tr>
<td>Matt Page</td>
<td>Public Safety</td>
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<td>Rob Pennock</td>
<td>Auxiliary Enterprises</td>
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<tr>
<td>Connie Peruchietti</td>
<td>The Fetzer Center</td>
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<tr>
<td>Eleonora Philopoulos</td>
<td>Facilities Management</td>
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</tbody>
</table>
Workshop Participants - continued

- **Lori Prichard** - Accounting
- **Lon Pschigoda** - Paper Printing Plants
- **Carrie Puckett** - Accounting Services
- **Scott Puckett** - Information Technology
- **Christopher Pyzik** - Facilities Management
- **Thomas Ramsdell** - Logistical Services
- **Ronald Robyn** - Facilities Management
- **Anand Sankey** - Facilities Management
- **Colleen Scarff** - University Budgets
- **Paul Schneider** - Lawson Ice Arena
- **John Seelman** - Facilities Management
- **Betsy Sell** - West Hills - Auxiliary Enterprises
- **Michael Sisk** - Information Technology
- **Gayla Squibbs** - Business and Finance
- **Peter Strazdas** - Facilities Management
- **Sandy Streb** - Internal Audit
- **Timothy Unangst** - Public Safety
- **Jan Van Der Kley** - Business and Finance
- **Patti Van Walbeck** - Business and Finance
- **Wendy Vander Meulen** - Logistical Services
- **Chad Ward** - West Hills
- **Mark Weiss** - Human Resources
Contact Information

**Janice J. Van Der Kley**
Vice President, Division of Business and Finance
jan.vanderkley@wmich.edu
(269) 387-2365
www.obf.wmich.edu
Western Michigan University
3080 Seibert Administration Building
Kalamazoo, Michigan 49008-5203

**Peter C. Dams, Ph.D.**
President
pdams@damsandassociates.com
(269) 501-3000
www.damsandassociates.com
876 Miller Road
Plainwell, Michigan 49080