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INTRODUCTION

1.1 MESSAGE FROM PRESIDENT FISHER

In 2016, Kirkwood Community College launched a Facilities Master Plan alongside a bond referendum. The goal was to make sure our campus spaces truly supported students—both in and out of the classroom. Built as a 10-year plan, it focused on strengthening community, improving how people navigate campus, and creating more openness within and between buildings.

That plan led to meaningful updates across campus. The college built a new Auto Technology facility, added a free weight space to the Recreation Center, expanded and renovated Washington Hall for our Agricultural Sciences department, opened a new Veterinary Technology building, and re-imagined Iowa Hall as a student center. Each project helped move our mission forward — making education more accessible, more supportive, and better aligned with the needs of our students and community.

Now that work is finished; it's time to look ahead again. During the 2025–2026 academic year, we worked with faculty, staff, students, and community partners to shape our next Facilities Master Plan. This updated plan outlines priorities for the next decade, ensuring our spaces continue to adapt and support the people who learn, work, and gather here.

To guide this work, we partnered with OPN Architects, a nationally recognized firm in higher education planning with deep roots in Eastern Iowa, along with Design Engineers, Shive Hattery, and Verdis Group. Their expertise helped turn shared ideas into a clear, actionable path forward.

This 2026 Facilities Master Plan connects directly to Kirkwood's broader goals, including our strategic plan, Academic Master Plan, enrollment strategy, Climate Action Plan, and workforce initiatives. It also supports requirements from the Iowa Department of Education. More importantly, it gives us a practical roadmap for making thoughtful, sustainable improvements that strengthen both learning and community impact.

We're grateful to our Board of Trustees and everyone across the college who contributed their voice and perspective. This plan reflects a shared vision—and a continued commitment to building a campus that works for everyone.

Kristie Fisher

President, Kirkwood Community College



1.2 PARTICIPANTS

Kirkwood | FMP Committee Chairs

Troy McQuillen, Vice President, Operations

Monica Davis, Architect, Construction and Facilities Planning

Jon Buse, Facilities Planner

Paige Dullea, Design and Construction Coordinator

Kirkwood | Steering Committee

Angie Gillis, Associate Dean, Social Sciences

Carla Andorf, Executive Director, Workforce Services

Casey Dunning, Vice President, Finance and Chief Financial Officer

Cheri Kampman, Vice President, Continuing Education and Training Services

Chris Croy, Construction Project Manager

Danielle Pickering, Executive Director, Finance

Emily Grzywacz, Operations Coordinator, Math/Science and Social Sciences

Ethan Wykert, Program Manager, Institutional Effectiveness

Jacki Brucher Moore, Faculty

Jackie Bohr, Director, The Hotel at Kirkwood

Jasmine Almoayyed, Vice President, Government and Community Relations

Jody Pellerin, Vice President, Advancement

Joe Greathouse, Dean, Industrial Technology

Jon Neff, Vice President, Technology Services

Justin Hoehn, Director, Marketing, Media Relations and Communications

Kasey Keeling, Director, Benton and Iowa County Centers

Kendra Lindloff, Dean, Department of Health

Kristy Black, Executive Dean, K-12 Partnerships

Seth VanderTuig, Director, Student Engagement and Campus Life

OPN Architects | Team

Kristin Lewis, Principal, Higher Education Planner

Susan Bowersox, Associate

Katie Harms, Associate

Rebecca Riss, Performance Director

Sierra Wroolie, Emerging Professional

Design Engineers | Team

Dwight Schumm, Principal

Blake Anderson, Senior Mechanical Engineer

Andy Diederich, Senior Electrical Engineer

Shive Hattery | Team

Nick Hatz, Managing Director, Civil Engineer

Emily Williamson, Civil Engineer

Verdis | Team

Grace Thomas, Manager of Sustainability Services

Megan Belongia, Senior Associate

Grace Whipkey, Analyst

1.3 MASTER PLANNING PROCESS

In July 2025, Kirkwood Community College engaged with OPN Architects to complete a comprehensive facilities master planning process to establish a clear, data-informed roadmap for the future of its campuses and facilities. The process was structured to align facilities with the College's mission, academic priorities, and long-term enrollment trends.

Visioning and Guiding Principles

The process began with a visioning phase that engaged college leadership to establish guiding principles and define strategic priorities. These priorities address campus wide needs to support active learning, sustainability, space management, aging infrastructure, and wayfinding and access.

Campus Engagement

A robust engagement effort ensured broad participation from students, faculty, and staff. Workshops, focus groups, and surveys were conducted to gather input on facility strengths, challenges, and future needs. This collaborative approach ensured that the master plan reflects both operational requirements and user experiences across the campus community.

Data Collection and Existing Conditions Analysis

The planning team conducted a comprehensive data collection effort, including space utilization studies, facility condition information, deferred maintenance evaluations, and benchmarking against peer institutions. Enrollment trends, program projections, and instructional delivery models were also analyzed to understand future space demands.

Needs Assessment

Using stakeholder input and utilization data, the team identified current and future facility needs. Key findings highlighted opportunities to modernize aging buildings, improve space efficiency, address deferred maintenance, and better align academic programs with appropriate learning environments. The assessment also identified gaps in student support spaces, collaboration areas, and workforce training facilities.

Budgeting and Financial Alignment

Preliminary project costs were developed based on industry benchmarks and recent construction trends. These cost models were aligned with the College's financial capacity and potential funding sources. This step ensured that recommendations were both aspirational and financially attainable.

Project Prioritization and Phasing

Projects were prioritized based on criteria such as academic impact, urgency of need, and operational efficiency. A phased implementation strategy was developed to guide decision-making over the short-, mid-, and long-term. This approach allows the College to systematically address critical needs while maintaining flexibility to adapt to changing conditions.

Implementation Framework

The final master plan provides a flexible framework to guide future capital investments. It positions Kirkwood Community College to respond to evolving educational delivery methods, support workforce development, and enhance the overall campus experience, while ensuring responsible stewardship of resources.



1.4 KIRKWOOD MISSION, VISION, AND VALUES

The Master Plan and framework tie in to Kirkwood's Mission, Vision, and Values through 5 core initiatives: Active Learning, Wayfinding/ Navigation/Access, Space Management, Aging Infrastructure, and Sustainability. Each initiative connects back to the guiding principles of Kirkwood and it's Strategic Plan to set priorities and goals for the future success of the College.

Kirkwood Community College

Vision Statement

To be the community college leader in regional, national, and global education

Kirkwood Community College

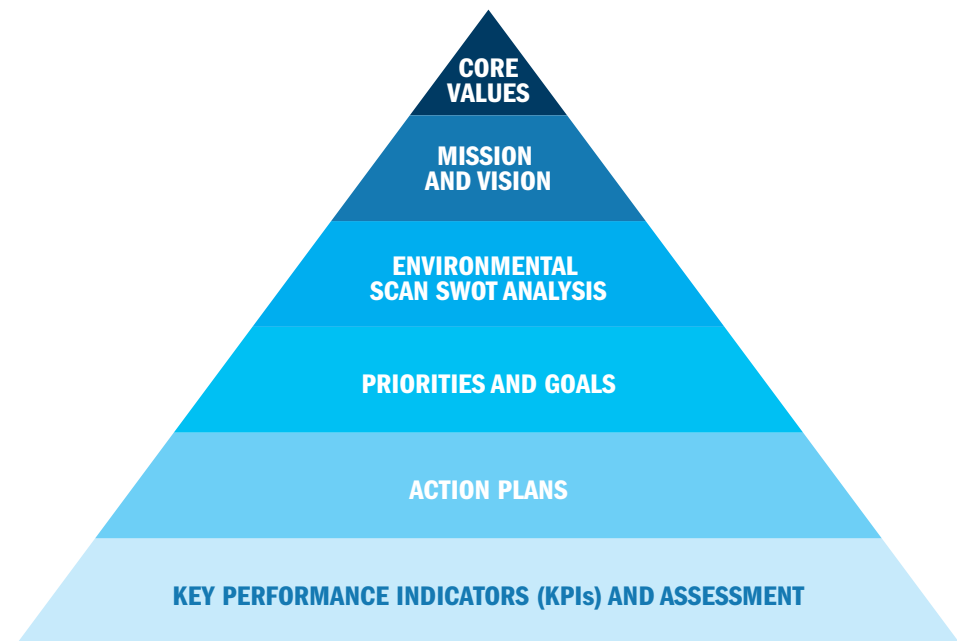
Mission Statement

Kirkwood Community College provides access to quality education and training, offering personalized support for all students while innovating to respond to the evolving needs of the community

Kirkwood Community College

Core Values

- Respect
- Innovation
- Collaboration
- Excellence



Strategic Planning Process Pyramid

1.5 EXECUTIVE SUMMARY

The Facilities Master Plan (FMP) establishes a comprehensive framework to guide Kirkwood Community College (KCC) physical infrastructure improvements for the next ten (10) years. KCC is a large, comprehensive community college that includes over 950 acres, at 9 locations in its seven-county service area. It maintains 1,954,789 square feet of buildings, including instructional and non-instructional support facilities.

KCC enters this master plan phase with its physical infrastructure in excellent condition. The campus is well-maintained, and buildings and grounds are a source of pride for the campus community. Resources continue to provide challenges, requiring a regular evaluation of priorities and emerging needs.

Previous master plan studies have focused largely on construction initiatives, in alignment with previous bond referendums, to support numerous large-scale projects. KCC's leadership in the community and the resultant broad community support of past bond referendums have been integral to maintaining a solid physical infrastructure. These efforts contribute to improved learning and student outcomes, while also allowing the college to better address its aging infrastructure (i.e. deferred maintenance).

Looking ahead, the FMP must address continued challenges in maintaining a high-quality campus and top-notch instructional facilities with limited resources, particularly as costs rise and resources become more limited. The planning team ensured this FMP is comprehensive and addresses all the campus physical infrastructure needs as well as potential capital projects.

Facilities Planning oversaw completion of this plan in collaboration with OPN Architects, Design Engineers, Shive-Hattery, and Verdis Group. The work of the various consultants and Facilities Planning is supported by the FMP Steering Committee, comprised of representatives from all campus divisions.

The FMP includes a comprehensive evaluation of all facilities, buildings, and grounds and was conducted over nine months. Large amounts of data were gathered and analyzed and the team sought consensus on future priorities by gathering broad feedback, including a written survey of faculty and numerous in person focus groups conducted with students, academic deans, and individual departments.

MASTERPLAN PRIORITIES

The planning team developed five priorities to address primary facilities-related issues and challenges in alignment with the KCC Mission, vision, and strategic priorities. Broadly stated, the priorities seek to further modernize and renew facilities to support the academic mission of the college through construction, renovation, and innovation. Furthermore, the FMP priorities seek to better utilize existing resources and space through improved communication, collaboration, and cooperation. FMP priorities are identified as follows:

1. Develop plans to upgrade and expand (as needed) existing space to improve educational quality in high demand fields of study.
2. Improve space utilization and efficiency through reallocation of space and facility improvements.
3. Improve safety for all campus users, including improved accessibility and navigation
4. Act to improve sustainability and begin implementation of the 2024 Climate Action Plan
5. Review all campus sites to ensure alignment with the college strategic plan to improve learning and student success

MASTERPLAN FRAMEWORK





Support Active Learning

- Expand the use of flexible and adaptable furniture in standard classroom environments to support a variety of teaching methods, learning styles, and collaborative activities.
- Continue to enhance classroom technology with a focus on reliability and ease of use for both students and instructors.
- Modernize new and existing classroom infrastructure by improving lighting, acoustics, power accessibility, and temperature control to create comfortable learning environments.
- Invest in practical classroom safety and security technologies to help ensure a secure learning environment for students, faculty, and staff.



Address Aging Campus Infrastructure

- Upgrade aging HVAC systems, lighting, roofs, and building envelopes through our prioritized capital renewal program focused on the Facilities Condition Index.
- Align facility improvement projects with institutional sustainability goals by increasing energy efficiency, reducing utility consumption, and improving system redundancy.
- Extend the useful life of campus assets, reduce long-term operating and maintenance costs, through preventative maintenance and asset management procedures.
- Utilize Plant Levy funding to strategically invest in facility renewal projects.
- Prioritize construction and renovation initiatives that reduce future deferred maintenance liabilities, with the goal of achieving long-term maintenance cost savings.



Space Management

- Optimize the use of 25Live scheduling software by establishing consistent scheduling standards, data-entry practices, and reporting procedures across the college.
- Evaluate and address decentralized scheduling practices to improve data accuracy, reduce scheduling conflicts, and ensure equitable access to campus spaces.
- Conduct annual comprehensive space utilization analysis to determine actual classroom and facility usage patterns and identify opportunities for improved efficiency.
- Refine the formal college-wide space management plan that defines governance, scheduling responsibilities, utilization targets, and processes for ongoing assessment and continuous improvement



Integrate Sustainability

- Utilize the Climate Action Plan as a guiding framework for future campus planning, facility development, and design decisions.
- Advance key sustainability initiatives by expanding renewable energy sources, transitioning to all-electric building systems where feasible, increasing areas of carbon sinks, and incorporating sustainability principles throughout academic programs and curriculum.



Strengthen Wayfinding, Navigation and Access

- Improve wayfinding systems for students, employees, and visitors by developing and implementing a campus-wide wayfinding and signage standards program that establishes consistent branding, design, and messaging across all locations.
- Leverage digital technologies, interactive maps, and mobile navigation tools to improve campus navigation and enhance the visitor experience by providing clear directional signage, building identification, and destination information throughout campus.
- Incorporate multilingual signage and communication strategies to support a diverse campus community and improve accessibility for all users.
- Design wayfinding solutions that account for multiple modes of transportation, including pedestrian, bicycle, transit, and vehicle circulation, to improve campus connectivity and navigation.
- Prioritize accessibility and universal design principles in all new construction, renovation, and campus improvement projects.
- Conduct regular accessibility assessments to ensure compliance with evolving local, state, federal, and accreditation requirements.

CONSTRUCTION INITIATIVES

This FMP is structured into three distinct, manageable phases:

Current: Current Projects are projects with approved funding that are actively progressing through design and pre-construction planning.

Primary Bond Construction Initiatives: are the priority facilities improvements proposed for bond funding and implementation to address the college's most immediate and strategic needs. Projects slated to be completed between 2026-2031.

Secondary Bond Construction Initiatives: are future facilities improvements that support the college's long-term goals and may be pursued through current or future bond funding, or other available resources, after primary projects are addressed and final project budgets are determined.

The construction initiatives identified in this Facilities Master Plan are to provide direction and establish priorities for future campus development and capital investment. Project implementation is subject to change with institutional priorities, the successful passage of a bond referendum, regulatory approvals, and the evolving campus needs.

Cost projections presented in this Facilities Master Plan are preliminary estimates for planning purposes only and are subject to change. Actual costs will depend on project scope, market conditions, inflation, and other factors at the time of design and construction.

Current Construction Initiatives

Projects	Description	Funding	Estimated Cost
CE & IT East Hall Improvements	Designing significant improvements to East Hall to better support its Continuing Education (CE) programs and Information Technology (IT) operations. The renovation will modernize office spaces, create flexible classrooms and training areas for workforce development, and enhance the capacity and reliability of the college's data center.	Plant Levy	\$3.2 Million
Swine Building Construction	Constructing a new Swine Facility with funding support from HUD. The facility will provide modern, hands-on learning environments for students in agriculture programs while supporting workforce development and industry partnerships. Designed to enhance animal care, biosecurity, and operational efficiency, the new facility will strengthen Kirkwood's commitment to agricultural education.	Federal Grant	\$3.7 Million
Washington County Regional Façade Improvements	Since the construction of the Washington County Regional Center, the building has experienced recurring window and façade leaks due to deficiencies in the original construction and building envelope assembly. This project will involve the complete deconstruction of the existing façade system and reconstruction using modern building materials, improved installation methods, and a comprehensive commissioning process to ensure long-term performance, weather resistance, and building integrity.	Plant Levy / Settlement	\$1.0 Million
Health Department	Redesign and retrofitting existing Linn Hall 2118 and 2118A spaces into a large, adaptable Intra-professional lab that supports hands-on skills practiced across multiple Health Sciences disciplines. The redesign will mimic a hospital environment, complete with beds, equipment and appropriate medical supplies.	Donor Funded	\$1 Million
TOTAL			\$8.9 Million

Primary Bond Construction Initiatives

Projects	Description	Funding	Estimated Cost
Ag Operations Machinery Shop, Roadway and Swine Parking	The construction of a new Agricultural Machinery Shop will provide essential swing space during the renovation of Jones Hall. The facility will support the temporary relocation of instructional programs and equipment, ensuring continuity of operations during Jones Hall renovations. Once Jones Hall renovations are finished, the new shop will continue to serve as a learning environment and equipment storage for the colleges Ag operations. In addition Construction of a new roadway and parking lot to support Kirkwood's new Swine Facility is currently in the design phase. The project will improve access for students, visitors, and industry partners while enhancing traffic flow and site navigation for the public accessing the college's Equine and Farm facilities.	2026 Bond	\$3.5 Million
Jones Hall Renovations /Arts and Theatre Annex	The renovation will focus on modernizing instructional spaces, enhancing technology and infrastructure, and creating flexible learning environments that support current and future industry needs. These improvements will help ensure students have access to state-of-the-art facilities that prepare them for high-demand careers in the skilled trades and technical fields. This project also includes the consolidation of Art and Theatre Annex Labs to be built with-in the Jones Hall footprint.	2026 Bond	\$46 Million
Health Department Linn Hall and Simulation Center Refresh	Planned improvements will include updated instructional laboratories, simulation spaces, classroom technology, and student support areas designed to reflect current healthcare practices and industry standards.	2026 Bond	\$12 Million
Nielsen Hall Remodel / Benton Hall	The renovation is expected to enhance Business and IT classrooms and labs, update building systems and technology, and create a more efficient and welcoming facility for students, faculty, and staff. This will include the relocations of Arts and Humanities programs from the 3rd floor and into existing Benton Hall classrooms.	2026 Bond	\$22 Million
Prioritize high demand active learning classrooms	Prioritize the renovation and refresh of high-use classroom spaces to align with current classroom standards. Improvements will focus on modern furniture, enhanced lighting, increased power accessibility, updated instructional technology, and improved safety features. These upgrades will create flexible, comfortable, and technology environments that support student engagement, instructional effectiveness, and campus safety.	2026 Bond	\$4.5 Million

TOTAL \$88 Million

Secondary Bond Construction Initiatives

Projects	Description	Funding	Estimated Cost
Library Remodel to Learning Hub	Transform the existing Library space into a hub for learning, collaboration, and student academic success. The project will create flexible study areas, technology-enabled collaboration spaces, academic support resources, and welcoming environments that encourage engagement both inside and outside the classroom.	TBD	\$7 Million
Auto Collision relocation	Consolidation of the Auto Collision program into KCETC adjacent to Auto Technology will streamline automotive training within a more efficient learning environment. This alignment will enhance shared use of instructional space, equipment, and faculty expertise.	TBD	\$3 Million
Johnson Hall Improvements	Enhance athletic facilities to better support student-athletes, staff, and campus wellness programs. Planned improvements will focus on modernizing training and support spaces, upgrading locker rooms and team facilities, and improving overall building functionality and accessibility.	TBD	\$3 Million
Baseball and Softball Field Upgrades	Planned improvements include upgrades to the playing surface, installation of sports lighting, foul ball safety netting, and the development of accessible pathways to improve access to both the field and spectator spaces.	TBD	\$1.8 Million
Horticulture Refresh	The project will include repurposing the dog grooming area, updating interior finishes, and expanding shop and lab space to improve functionality and winter lab requirements.	TBD	\$2.7 Million
Central Campus Greenspace	Enhance the heart of Kirkwood's main campus by creating a more inviting, functional, and accessible outdoor environment for students, faculty, and visitors. Planned improvements will focus on expanding landscaped gathering areas, improving walkways and seating.	TBD	\$3.5 Million
Electrical Distribution Infrastructure	Improve the overhead electrical distribution system with underground strategies that lead to more reliability, resiliency, and operational continuity across campus facilities. By enhancing and duplicating critical electrical systems, the project will help reduce the risk of power interruptions and improve upon a aging infrastructure.	TBD	\$5 Million
Jones Regional Center Geothermal Conversion	Conversion to geothermal will enhance energy efficiency and sustainability across the facility by transitioning from traditional rooftop heating and cooling systems to a geothermal-based system. This upgrade will reduce long-term operating costs, lower the campus's environmental impact, and improve overall system reliability and comfort.	TBD	\$8 Million

TOTAL \$34 Million

Other Future Projects (Non-Bond)

Projects	Description	Funding	Estimated Cost
Hotel Refresh	The hotel room refresh project will update and modernize guest accommodations to improve comfort, functionality, and overall visitor experience. Planned improvements will include upgraded furnishings, refreshed interior finishes, enhanced lighting, updated technology features and restroom remodels to meet current hospitality standard	Plant Levy	\$6.5 Million
Baseball and Softball field fan and support areas	Planned upgrades will focus on adding a press box to improve spectator visibility, and working conditions for game staff and media, and expanding fan amenities such as accessible seating, concessions, and shelter areas.	Plant Levy	\$1.5 Million

TOTAL \$8 Million

