



UNIVERSITY OF MICHIGAN

MICHIGAN UNION RENOVATION

Strategic Positioning and Concept Study
06.03.16

WORKSHOP
WORKSHOP ARCHITECTS, INC

HARTMAN-COX
ARCHITECTS

iDS

This report is a result of a collaborative effort led by Integrated Design Solutions, Workshop Architects, and Hartman-Cox Architects. The design team is grateful to those who have devoted their concentrated time, vision, ideas and energy to this process.

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EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

Restoring and reactivating the Michigan Union requires finding a balance between maintaining the grace, beauty and charm of its historic fabric while fulfilling the campus community's ambition to reassert its role as a vibrant social hub and locus of inclusivity, innovation, activism, and involvement. The Michigan Union renovation will embody the spirit of its original mission, while forging ahead with bold initiatives that will redefine the Union's role for the University of Michigan's third century. This report is the culmination of a broad range of social, design, preservation, and technical inquiry to not only find this balance, but also to define and implement a vision that will ensure that the Michigan Union will be cherished and intensively used for many future generations of Wolverines.

NEEDS AND CONDITIONS

The Michigan Union is a beloved campus icon, but it also falls short of the high expectations that students have for it. For all of its beauty and many affordances, the Michigan Union can and should play a much more vital role on campus.

The Michigan Union opened in 1919. Designed by Pond and Pond Architects, the Michigan Union is a prominent example of the Collegiate Gothic style. The building saw major additions in 1937, and 1956, and was heavily renovated in the 1980's and 1990's.

The overall condition of the building is fair to poor. Generally, the exterior building envelope is in poor condition. Deterioration of the masonry is a major concern. Many of the buildings' over 700 windows are in need of rehabilitation due to failing glazing, deteriorated sills and frames, and damaged surrounds. The ivy growing on the exterior, especially prominent on the main east façade, is another concern. In general, the interior spaces of the Union are in a better state of repair than the exterior. Some spaces still maintain a significant portion of their original fabric. Rooms like the Ballroom, Study Lounge or Kuenzel Room had changed little over the years, and only require maintenance and minor restoration work. Other spaces like the Art Lounge have been re-purposed, subdivided, or otherwise altered. The ground, third, and fourth floors have been heavily modified over the years, and have little historic fabric remaining.

PLANNING PRINCIPLES

The planning and decision-making process was conducted with intentions that the building be:

- Student-centered
- Inclusive and transparent
- Stewards of the Michigan Union's architectural legacy

KEY ROLES

The planning process helped the campus community articulate the key roles, or "jobs to be done" by the Michigan Union. The following roles for the Michigan Union Renovation are based on insights garnered through interviews, workshops and meetings with over 500 students, in addition to an on-line participatory mapping survey.

1. Enable students to find their niche and to experience the essence of the University of Michigan.
2. Be a place for students to turn for comfort, care, and social support, and to pursue physical and emotional wellness.
3. Inspire campus pride and a sense of history, and provide opportunities to celebrate and express one's "inner Wolverine."
4. Provide a highly visible and vibrant forum to support student organizations, and foster involvement, collaboration, creativity and debate.



5. Provide a variety of study spaces that enable students to collaborate and concentrate while maintaining a sense of social connection.

The specific rationales for these inclusions and the programmatic and design implications are enumerated within the body of this report.

THEMES THAT INFORMED CONCEPT STUDIES

In shaping the architectural program and design concept for the project, three key themes informed decision making:

1. Stewardship

- Maintain the historic feel of the building, restore its original graciousness, and remediate its infrastructure deficiencies.

2. Spatial

- Make the building accessible for people of all abilities, easy to find one's way, and enhance day lighting and internal vistas.

3. Program

- Provide spaces that help students find their niche, create a true social hub, foster collaboration and involvement, support student organizations, and balance their academic lives through relaxation and reflection.

DESIGN CONCEPT FEATURES

And finally, the principles, sensibilities, and insights derived from the process described above were incorporated and actualized into the final architectural design concept:

- Accessible entrances and pathways, more gender inclusive rest rooms, and family and personal rooms.

- Restoration of the building's historic character and gracious proportions and pathways.
- Maximized social space on the main level, including an enclosed courtyard, and greatly expanded and improved lounge and study spaces.
- Incubate ideas and encourage student involvement on the second level with a state-of-the-art Idea Hub for student organizations that physically connects to and visually wraps around the enclosed courtyard.
- Alleviate vertical stratification and improve accessibility in the building with a new elevator and set of stairs near the southeastern corner of the building.
- Place student life administrative offices proximate to each other and CSG.
- A comfortable setting for wellness, counseling, and care on the fourth level, with new space for CAPS and SAPAC.
- Enhanced conferencing zone proximate to and in support of the Rogel Ballroom.
- Re-purpose the tower in a way that serves the entire campus community by devoting its inaccessible, non-code compliant floors with storage space, and incorporating lighting features that will enable it to be a campus beacon.



IDEA HUB RENDERING



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PROJECT BACKGROUND

In shaping the future of the Michigan Union, the imperative is to preserve the essential character of the building while creatively renewing and reconstructing a dynamic social program that will ensure that it is both indispensable to, and beloved by, future generations of Michigan students, faculty, staff and alumni. Over the course of its near century of existence, physical and functional changes to the Michigan Union have tended to suppress and supplant some of the more socially oriented functions. Student organization space, now relegated to the fourth floor, is far from the social activity spaces below. And, the commercial spaces along State Street and within walking distance present competitive alternatives for coffee and food that would otherwise draw student traffic to the Union. Thus, in developing a successful vision for the Michigan Union, it is critical to rethink its fundamental role in such a way that honors its architectural legacy, reasserts its value as a diverse and vibrant social center, and incorporates and actualizes the University's commitment to beyond-classroom student learning and development of the whole student in a diverse campus community.

REASON FOR STUDY

The goal of this strategic visioning study is to assess the Michigan Union's physical design and functionality from student and staff perspectives, and to determine the roles that the building should play on campus. The study team endeavored to understand, within the social ecology of the U-M campus, how the Michigan Union can be enhanced both functionally and architecturally so that it can live up to its potential to be a true campus hub and a continued source of pride.



PLANNING & DECISION-MAKING PRINCIPLES

In collaborating with the Facility Planning Committee, the study team established the following decision-making and planning principles.

During the planning and decision-making process, particularly when faced with competing priorities, we will strive to be . . .

Student Centered: We will...

- Seek out the unheard and reach out to the marginalized to assure that students know they are integral in the Union.
- Honor the Union's role as a place for students to be in community, resolve conflict, and lead.
- Identify design objectives ("jobs to be done") that prioritize student perspectives and experiences.
- To the extent possible, allocate space for public (or community) use rather than private use.

Inclusive and Transparent: We will...

- Be as inclusive as possible so the project reflects the collective voice of the University of Michigan.
- Share the process with others in a way that describes key decisions both as they occur and retrospectively.

Stewards: We will...

- Restore, celebrate, and enhance the Union's historic legacy and architecture, while simultaneously assuring it reflects student needs now and for decades to come.
- Allocate financial expenditures between obligations to infrastructure (e.g. plumbing) and aspirations for experiences (e.g. student organization space).
- Preserve or enhance existing Union revenue streams necessary to sustain the operating budget.
- Manage limited renovation resources with integrity to principles and values.





MICHIGAN STUDENTS PARTICIPATING IN WORKSHOP FOCUS GROUPS TO DETERMINE FUTURE ROLES FOR THE MICHIGAN UNION.



PARTICIPATING GROUPS:

Facility Planning Committee (9)
Leadership Meeting (Royster Harper) (1)

Students' Renovation Advisory Committee (8)
Michigan Union Board of Representatives (5)
Building a Better Michigan (11)

AEC Historic Preservation (1)
Auxiliary Marketing and Other Student Life Staff (10)

Black Student Union (15)
Business Partners (11)

Campus Information Center and Michigan Union Ticket Office (5)
Career Center (2)
Center for Campus Involvement (21)
Center for Campus Involvement Advisory Board (5)
Center for Campus Involvement Program Council and Involvement Ambassadors (4)
Central Student Government (40)
Chicago Area Alumni (20)
College of Literature, Science and the Arts - Student Government (42)
Conference and Events (8)
Counseling and Psychological Services (11)
Counseling and Psychological Services Advisory Board (16)

Dance Marathon (7)
Dean of Students Advisory Board
Dean of Students Staff (12)

Environment / Sustainability Student Group (2)

Former Student Life AVP (F. Cianciola) (1)
Frequent User Group (5)

Greek Life Staff (6)

Intergroup Relations - Staff (6)
Intergroup Relations - Students (7)
International Center Advisory Board (6)

Michigan Dining (6)
Michigan League (8)

Michigan Union Student Building Managers (5)
MLEAD Staff (6)
Multicultural Greek Council and National Pan-Hellenic Council (5)
Multi-Ethnic Student Affairs Students and Staff (11)
Muslim Students' Association (9)

Office of New Student Programs (7)
Order of Angell Students (10)

Pierpont Commons Staff (3)

Services for Students with Disabilities (9)
Sexual Assault Prevention and Awareness Center - Students and Staff (10)
Spectrum Center Staff and Advisory Board (5)
Student Arts Coalition (4)
Student Intercept Interviews (38)
Student Involvement Focus Group - IDEA HUB (7)
Student Life Diversity, Equity, and Inclusion Committee (6)
Student Life Staff Open Sessions (6/11)
Student Organizations with Offices in the Union (2)
Student Organization Resource Center (8)

Undergraduate Admissions - Staff (2)
University Activities Center (4)
University Planning - Sue Gott (1)
University Unions Building Operations Staff (10)

VP Student Life Advisory Board (20)

Wellness Collective Impact Leads (2)



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METHODS

The study team embarked on a course of thorough and intense engagement with University of Michigan students and staff through interviews, town halls, listening sessions, surveys, and workshops.

There were eight campus visits, four to gather information and four to test concepts.

There were over 75 scheduled sessions in total, during which conversations were held with over 500 Wolverines: 350 students and 172 staff members.

Sessions included four “jobs to be done” workshops; three with students and one with staff. The total number of workshop participants was 75 students and 8 staff.

The team conducted 38 student intercept interviews.

A total of 595 students responded to an online “campus capital” mapping survey; of these 397 also answered questions related to the future role of the Michigan Union.





SOCIAL RESEARCH

OVERVIEW OF FINDINGS

The Michigan Union is a beloved place on campus, but it is also a place that falls short of the high expectations that students have for it. The building has an early imprinting effect on incoming freshmen and international students, as it is a first destination for campus tours, and thus becomes the starting point for many students as they branch out and explore the U-M campus. The building's iconic facade and its extraordinary interior spaces, ornamentation and materials is a source of pride for students. The many students who regularly frequent it for club activities, for counseling and care, or even just to grab a meal or coffee consider it a second home.

Overall, there is a quiet vibe to the Michigan Union that satisfies the needs of many students. But for many others, the Union simply does not offer compelling reasons to frequent it.

For all its beauty and opportunities for involvement, social support and food, students sense that the Michigan Union can and should play a much more vital role on campus. The students articulated the following symptoms:

- The interior lacks daylight.
- The layout is confusing.
- Important opportunities to find one's niche and become involved are hidden from view.
- The initial impression upon entering is that the Union offers places for quiet study, not robust social interaction.
- There are not enough places to engage with others in quiet conversation, group study, active collaboration, and celebration.

In sum, the students do not consider the Michigan Union to be a destination—a place where students would frequent just to see what is happening. It lacks the spontaneity of another beloved campus place, the Diag.

Many of the Michigan Union's shortcomings can be traced to renovations which have occluded its natural daylight and blocked its once gracious corridors and internal vistas. Other architectural choices, such as locating student organization spaces to the upper floors made sense at time when land line telephones and the need for lockable offices dictated space planning. That layout now seems to short-circuit social interaction rather than facilitate it.



CAMPUS CAPITAL SURVEY

Despite its internal shortcomings, the Michigan Union ranks among the most significant places on campus. In the campus capital survey, respondents identified 2,017 places on and near campus. The Union was the third most often cited place behind the Diag and the Big House. And, most importantly, the Michigan Union is the only place on campus that ranked among the top of all four types of campus capital: social, intellectual, symbolic, and restorative. The Michigan Union ranked:

First as a place to be with friends and meet new people (representing just over 10% of all places mentioned). **Fourth** (just less than 5% of all restorative settings) as a place to relax and revitalize, behind the Arboretum, respondents' homes, and the Diag. **Third** as a place to go to think and create (just under 4% of all intellectual places), behind the UGLI and Hatcher Graduate Library. **Fourth** as a place that makes one proud to be a Wolverine (accounting for 6.5% of all identified), behind the Big House, Diag, and Law Quad/Library.

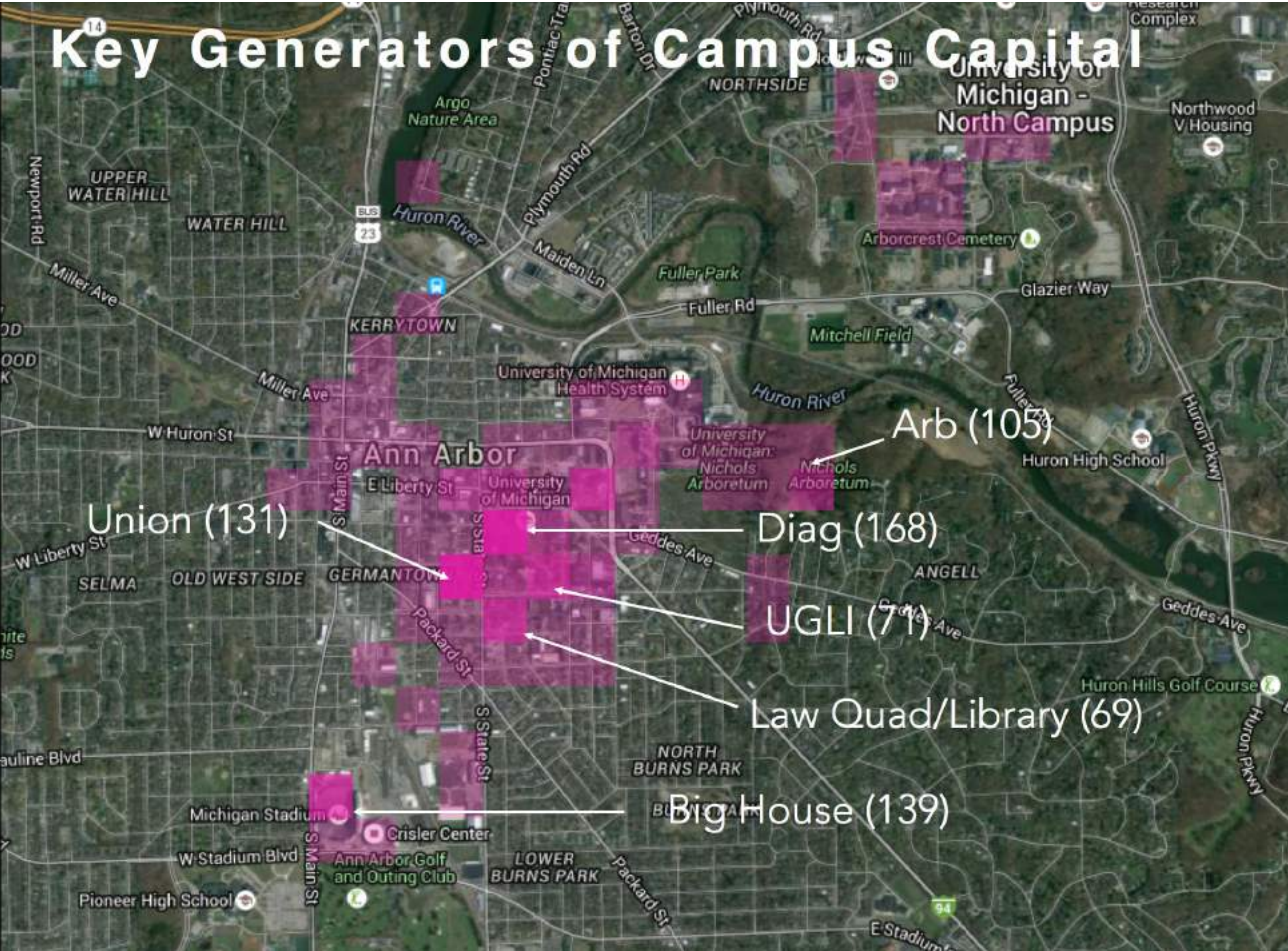
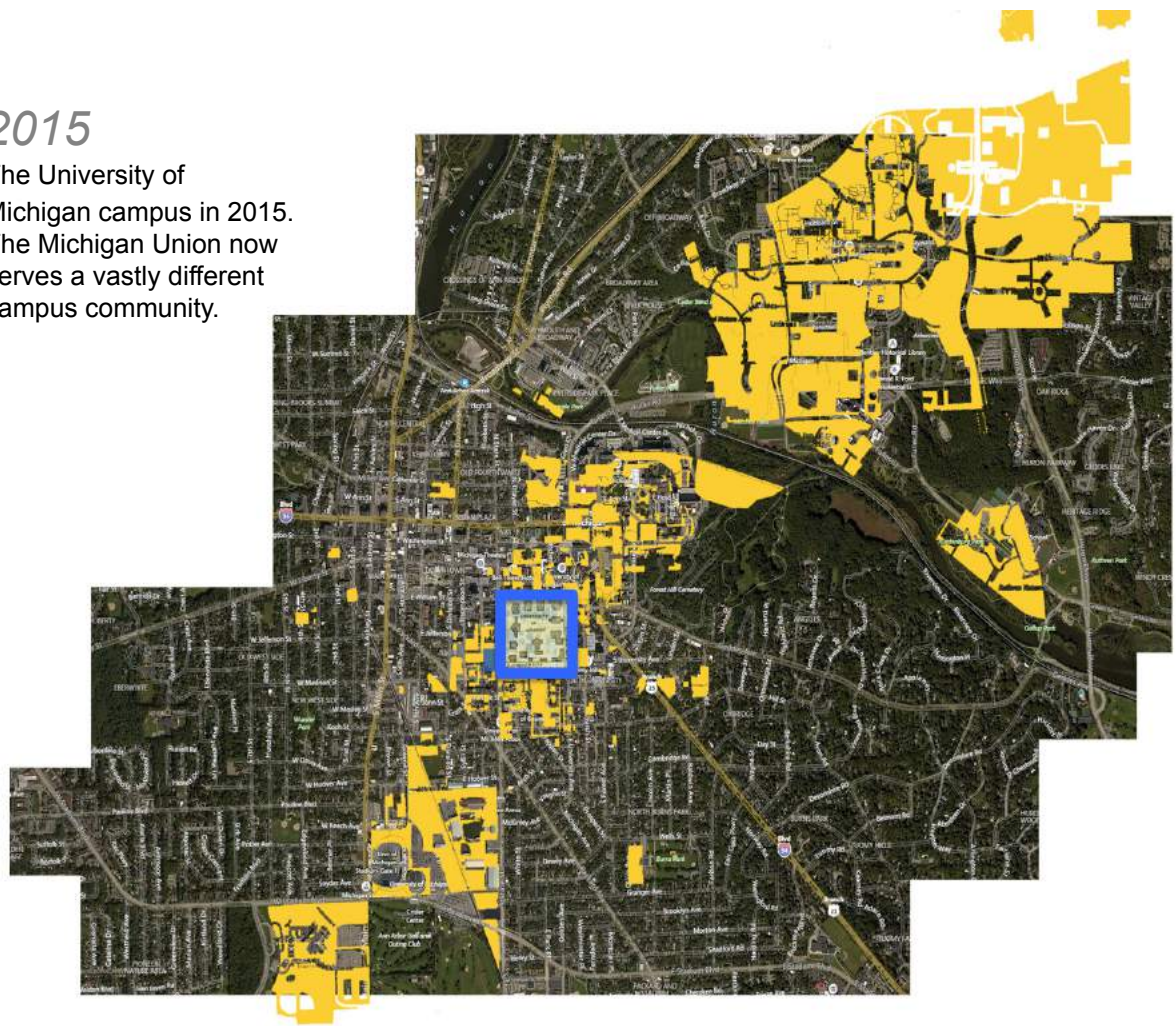
1915

The University of Michigan campus in 1915, just before the construction of the Union.



2015

The University of Michigan campus in 2015. The Michigan Union now serves a vastly different campus community.



The most important University of Michigan places, as identified through the campus capital survey.

FOUNDATIONAL VALUES

The Michigan Union Renovation must proceed with keen awareness of and sense of stewardship toward the history of the building and its great significance for the U-M community.

In 1919, the Michigan Union was dedicated to the ideals represented by the figures flanking the main entrance: the Athlete and Scholar. Architect Irving Pond explained that these figures “suggest the wisdom and desirability of carrying on into maturity the activities and accomplishments of school days, when the world was fresh and ministered to mind and body; thus, they symbolize the continuation of the normal functions of study and recreation, work and play, into and throughout the period of active life.”

It is also notable that the Michigan Union’s sister building, the Michigan League, was dedicated to the values of “Friendship” and “Character.” At the League’s ground breaking on March 19, 1928, U-M President Clarence C. Little explained how these values are incorporated and actualized in its physical form: “The visualization of human ideals often takes the form of bricks and mortar while the ideal itself, spiritual and eternal, uses the building so created to enlighten the lives of thousands of people.”

Given these precedents, it seems fitting for the Michigan Union renovation to nod to the past while looking to the future by giving serious consideration to the important roles that the building will play on campus for many years to come. The study team recommends reviving the historic tradition of dedicating (or rededicating in this case) the Michigan Union to a set of foundational values that reflect the ethos of the campus community and will resonate with future students: “Inclusion” and “Activism.”



“ATHLETE”

“SCHOLAR”

MICHIGAN UNION

“FRIENDSHIP”

“CHARACTER”



MICHIGAN LEAGUE

Inclusion

Perhaps because of the University's proactive stance and current leadership on the topic of diversity, inclusion is very much a prevailing theme for students and staff. It was also important for those whom we asked to reflect on the essential role that the Michigan Union should play on campus. "Embrace students from all walks of life" was the highest ranked "job to be done" across the workshops we held with student groups. And, "diversity and inclusion" was rated as the second most important role for the Michigan Union in the online survey (over 70% of the students agree it is important, with close to half [46%] rating it very important).

Staff also expressed genuine concern about needs of students who feel marginalized, and thus see the Michigan Union as place in which students from all walks of life will feel welcome and comfortable.

Thematically, inclusion centers on four issues:

- Physical accessibility
- Religious / spiritual acceptance
- Feeling safe

PHYSICAL ACCESSIBILITY

Physical accessibility is a critical aspect of creating an inclusive Michigan Union. Students with disabilities spoke poignantly about features of the building that exclude them.

One student who uses a wheelchair recalled his initial orientation on campus during which he was unable to stay with the rest of group while they visited the main floor and front steps where President Kennedy introduced the Peace Corps. He recounted the story during a meeting in the Willis Ward room, and noted that this was the first time that he had ever been on the main floor of the building.

Students with visual impairments told of feeling lost in the building. They seek clues to make navigation easier such as a kiosk with a tactile map, more straightforward pathways, as well as fewer temporary obstructions, which make navigation less predictable. Students pointed out that rest rooms on the ground floor and the one gender inclusive rest room are not accessible.



RELIGIOUS / SPIRITUAL ACCEPTANCE

Students highly value the space that the Michigan Union provides for personal religious/spiritual practice. The Anderson Room is the only space that is large enough to accommodate the growing population of Muslim students. Both students and staff expressed the desire for facilities to accommodate ritual washing:

"I wish that the bathrooms in the Union had an area for Muslim students to wash themselves before prayer."

Staff commented that use of the bathroom sinks for this practice creates safety hazards with water on the floor.

FEELING SAFE

Creating a sense of safety for students who feel marginalized is a third critical aspect of creating an inclusive Union. Safety came up a few times in student responses to an open-ended survey question asking for their input about how to improve the Union. Students used "safe" as an adjective when describing the quality of spaces they seek:

“Spaces should feel safe, comfortable, and accessible.”

“We need more events like UMiX that bring people together in safe ways!”

For staff who work directly with marginalized students the issue of safety could not be emphasized enough. They spoke of a sense of threat that students from minority populations face on a daily basis:

“Our Muslim students and our black students don’t feel safe on the campus right now. This is not just about emotional safety but physical safety.”

Staff also emphasized how important it is for students to not only be with students who share their backgrounds and values, but also to be able to share experience with others who are receptive and accepting.

“Student need to feel that: ‘People get me here. I am accepted here. Believe me for my experience.’”

The architectural implications go beyond physical layout improvements (although better visual connection and way-finding can help). Rather, the need to feel safe includes the mix of programs and activities that can attract a diverse range of students.

RESPITE

Finally, it is also important to note that to be politically engaged requires a great deal of emotional energy that can leave one feeling circumspect.

“The Union brings up so many emotions, for me at least. Sometimes I want to be in the Union and sometimes I want to avoid it completely.”

There is good reason to be cautious about foregrounding political discourse all the time.

“I don’t want to be hit by a barrage of political stressors that I get on my walk to the Union. We want people to collaborate, to feel at home.”

Activism

Michigan students recognize the Union as an important symbol for activism, idealism, and making a difference in the world. They share a deep sense of pride in the Union as a place that is associated with progressive initiatives, from the JFK announcement of the Peace Corps and Dr. Martin Luther King’s visit, to the establishment of the Spectrum Center, the nation’s first LGBT counseling center. For many, the Michigan Union is important because it is an important site and symbol of struggles on campus for social justice.

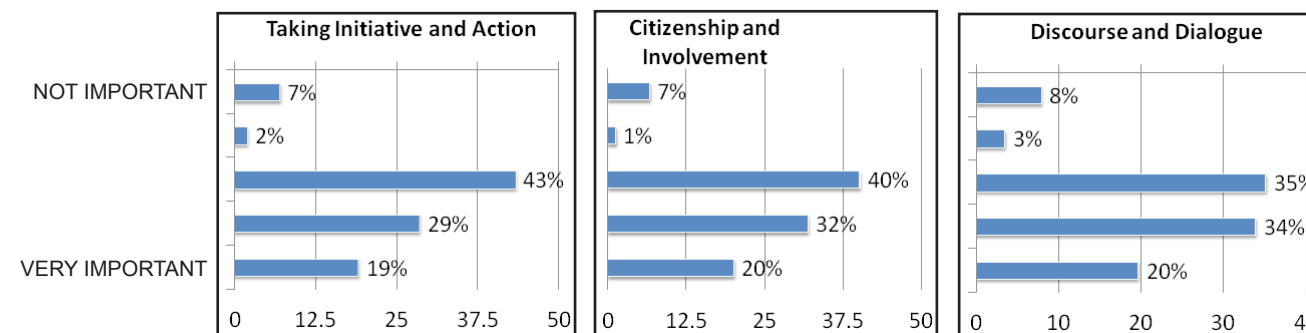
“Kennedy spoke there.”

“Knowing how many historic events have taken place here as well as the fact that generations of Michigan students have gathered at the Union for many years.”

This sense of history can be felt very personally. One student described how she learned about her offer to join the Peace Corps while in the Michigan Union:

“Seeing the steps where Kennedy announced the Peace Corps was one of the things that stood out to me on my tour of the campus. Four years later, I learned about my Peace Corps offer here.”

Among the 20 potential “jobs to be done” by the Michigan Union that were presented to students in workshops, “strive toward a more just, equitable, and inclusive university and world” was ranked fourth overall. In the online survey, about half of all the students agree that the Union should be a place for taking initiative and action (48%), citizenship and involvement (52%) and discourse and dialogue (54%). Among all students, there appears to be a highly committed core of about 20% of all students who see these as very important roles for the Michigan Union, (respectively 19%, 20% and (20%).





This sense of mission is also borne out by student comments:

“It’s where student organizations gather and come up with their innovative projects for the campus, the community, their members, and the nation.”

When other students were asked to describe key roles for the Michigan Union, they offered:

“Inquiry, discussion or debate; substantive dialogue or discourse.”

“To be a laboratory of citizenship.”

“Entrepreneurial, in the sense of being driven, seizing the initiative, or going out and doing it.”

To be sure, the impulse to do right by the world needs to be channeled more effectively within the spatial context of the Michigan Union, and “activism” may be too charged a term (perhaps “involvement” might be more suitable). But overall, there is a prevailing sense that the Michigan Union must be a resource that can help students’ desire to serve a larger social purpose. The Michigan Union is a place to which students look to not only inspire them to great things, but also to organize to achieve them.

FIVE JOBS TO BE DONE BY THE:



MICHIGAN UNION

Enable students to find their niche and to experience the essence of the University of Michigan.

Be a place for students to turn for comfort, care, social support, and to pursue physical and emotional wellness.

Be a place that inspires a sense of campus pride, history, and provides the opportunity to express one's "inner wolverine."

Provide a highly visible and vibrant forum to support student organizations and foster involvement, collaboration, creativity, and debate.

Provide a variety of study spaces that enable students to collaborate and concentrate while maintaining a sense of social connection.



ACTIVISM

INCLUSION

JOBS TO BE DONE

Beyond these foundational values of inclusion and activism, the results of our discussions, town halls, workshops, and surveys suggest the following five critical roles or “jobs to be done” that must be accomplished by the Michigan Union in order for it to fulfill its potential. The Michigan Union must:

- 1. Enable students to find their niche and to experience the essence of the University of Michigan.



As one of the first places that students get to know on campus, the Union must be a place where they can turn to find their niche in a bustling and complicated campus. Students want the Union to embody the uniqueness and vitality of the University and Ann Arbor, and as they seek opportunities for engagement, creative encounters, study, and cultural exchange.

“Experience the essence of U-M and Ann Arbor” ranked second among the 20 jobs to be done. “Help students find their niche” ranked 11th.

“The Union is the first place I visited when I toured the campus; for the Union to embrace the essence of the University is really important.”

“The Union would be a place to catalyze interest in something that I wouldn’t normally be exposed to.”

The Michigan Union brings a diverse group of students from across the University in one space. The Michigan Union is a huge part of their undergraduate / graduate experience.

At least a few students equated their desire for a revitalized Michigan Union to be more like another favorite place on campus, the Diag:

“I think of the Union as the center of campus, in the way that the Diag is for the outside, but for the inside.”



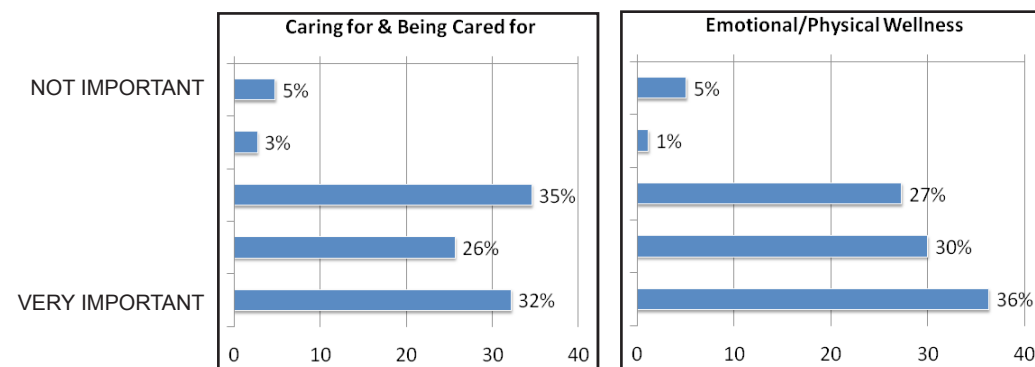
SOCIAL RESEARCH

2. Be a place for students to turn for comfort, care, social support, and to pursue physical and emotional wellness.



Students see the Michigan Union as a place they can turn to for comfort and counsel when campus life, or simply life itself, becomes too much to bear. The presence of Counseling and Psychological Services (CAPS), Spectrum Center, Sexual Assault Prevention and Awareness Center (SAPAC), Dean of Students office and others in the Michigan Union have cemented in students minds the idea that the Union should be a place for care and wellness.

In the survey, statements related to wellness and health were ranked very high. “Emotional and physical wellness” was ranked as important by 66% of respondents, with just over one-third (36%) rating it very important. “Caring for others and being cared for” was identified as important by a clear majority (56%), with just under one-third (32%) calling it very important. In the jobs to be done workshops, “pursue emotional and physical wellness, “rest, relax, and de-stress,” “care for others and be cared for,” were ranked, respectively, seventh, eight, and ninth.



“When I walk into the building, I feel a sense of welcome. There are people who care about me and how I am doing in school. There are all sorts of offices in this building that are geared for students: Dean of Students, CAPS, MESA, SAPAC, CCI.”

“I think keeping places like Spectrum and CAPS in the Union is essential to normalizing and including everyone, regardless of your social identities or personal struggles. I think having them located in a central aspect of campus with a lot of history also shows that U of M prioritizes inclusion and support.”

“I believe that there needs to be more attention paid to the emotional and restorative needs of students. Spaces should feel safe, comfortable, and accessible.”

However, students report that these counseling and wellness resources are too inaccessible:

“The space they are currently occupying feels cramped, haphazard, and careless. The wellness room with lamps and massage chairs and whatnot is a great concept in theory but terrible when you actually walk into it. I think it produced more anxiety for me when I walked in and saw how crowded and small it was.”

“I think those services require a sense of tranquility and peace. Health and wellness is extremely important to me, personally, and I am not happy with the current set-up of CAPS in the Union.”

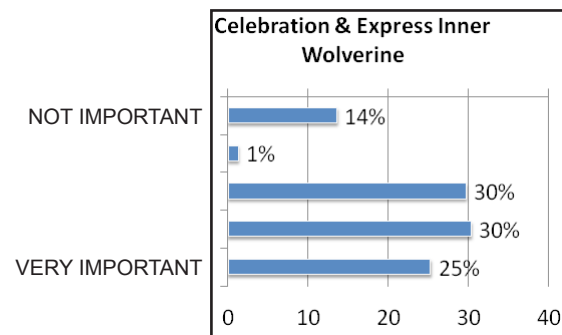
3. Inspire campus pride and a sense of history, and provide opportunities to celebrate and express one's "inner Wolverine."



Students see the Michigan Union as a place to revel in its history and as a place to celebrate campus pride.

The Michigan Union already ranks among the most quintessentially Michigan places on campus. Of the 536 symbolic places identified in the campus capital survey, the Michigan Union was the fourth most frequently mentioned, accounting for 6.5% of all places identified, behind the Big House, Diag, and Law Quad/Library.

BIG HOUSE	130
DIAG	101
LAW QUAD	41
UNION	35
HILL AUDITORIUM	16



In the "jobs to be done" workshops, students responded favorably to the statement that the Michigan Union should "be a place to express your inner Wolverine." This ranked 6th among all 20 statements. In the survey, the role of the Union as a place to "Celebrate and express your inner Wolverine" was deemed important by a majority (55%) with one-quarter (25%) calling it very important.

SENSE OF HISTORY

The students with whom we spoke share a deep sense of pride in the Michigan's Union's iconic architecture and history. Writing about the building's architectural character and history, they wrote statements such as:

"Please never forget that the Union has history and feels warm and welcoming."



“The Union is a significant place on campus as it is very historic and a main campus landmark. It is a popular place for people to eat, study, or meet people. Therefore, any renovation made to improve it will increase the pride and love for the building.”

“We definitely want to celebrate history. It is an important historic building.”

OPEN AND HONEST HISTORICAL NARRATIVE

Yet, as important as the Michigan Union is as a historical artifact, a number of members of the Michigan community are deeply concerned about how its historical narrative is represented. In particular, they are concerned about who is included in that narrative, and who is excluded.

Some members of the community consider the Union as a contested setting with an exclusionary past as well as a place where student activism challenged that exclusion. For the Michigan Union to be truly inclusive, it must deal honestly with both the progress that the University proudly lays claim and the efforts of student activists who pressed for change in the face of the institutional resistance.

Part of this history, especially as it relates to the distant past, seems less controversial. For example, speaking to the building’s origins as a place for male students, one student pointed out how many women work in and use the building today:

“In keeping the bonds with the past strong, we can say, ‘See how much progress we have made.’”

There are however visible reminders, such as photographs and plaques, in the Union that seem to speak only to the buildings largely white, largely male origins:

“You go down the (north) stairs of the Union. The only history that is being celebrated is of that demographic.”

The more recent past is even more complicated. For politically aware students who are familiar with the Students of Color Coalition’s sit-in of the tower space, the Union evokes difficult memories. The now empty tower symbolizes some important issues that remain unresolved.

“If it is renovated it needs to be in the spirit of the activists that had the sit-in and it should commemorate the work that they put in. And, should also be a recognition of how the University was complicit in that oppression.”

Staff who work directly with students who feel marginalized suggested that achieving an inclusive history would be a challenge:

“If we are going to hold onto tradition, it has to be redefined in a way that opens it up for everyone.”

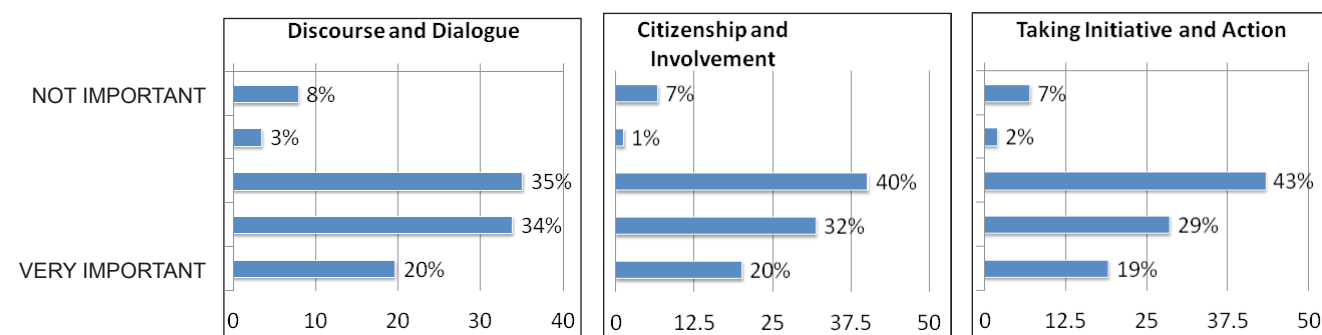
In sum, the history of the building is both a source of pride and an important opportunity for healthy debate. It is therefore important to not only celebrate this history, but also to air it honestly and openly; the goal being to ultimately create a more welcoming space for all.



4. Provide a highly visible and vibrant forum to support student organizations, and foster involvement, collaboration, creativity and debate.



Students aspire for the Union to be more open and inviting for student organizations, both small and large groups, and more centered around collaboration, creative expression, dialogue, activism, and school pride. Students ranked the “collaborate and organize” job to be done statement fifth overall, which reflects a desire to work together to study, socialize and engage in other activities. In the survey, rankings for “discourse and dialogue,” “citizenship and involvement,” and “taking initiative and action” were supported by a majority of students (respectively 48%, 52%, and 54%). Overall, one-fifth of students rated these roles as very important.



The many open-ended comments by students about the need for involvement space suggests there is indeed an intense need and desire to create a compelling campus hub that will serve this purpose.

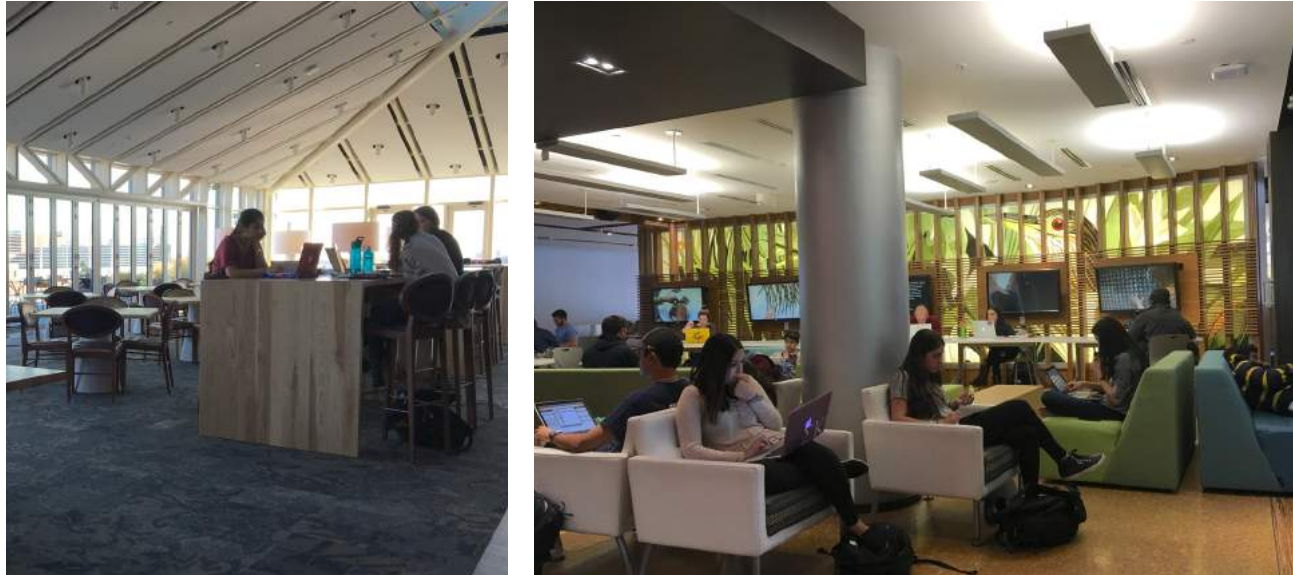
“The role of the Michigan Union is to provide spaces for students to get involved on campus. With the hundreds of student organizations on campus (voluntary and/or sponsored student groups), it would be amazing to see student groups use this space to collaborate and generate ideas for future events.”

“I think the Union would benefit from having a reduced role as an academic building and increasing its role as a place for sharing ideas, getting involved in the community, and being a portal to post-collegiate life.”

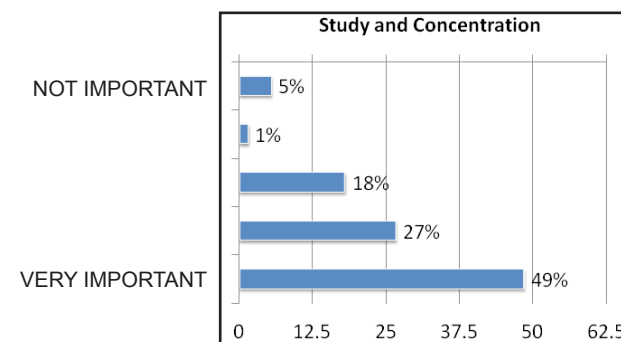
“I think that the Michigan Union is a main hub for many activities at the University and for many students when it comes to passing time after classes or hosting meetings. I think it would be devastating if the Union became deterred from the pride of being a Wolverine and from the accessibility of involvement in student organizations and activities.”



5. Provide a variety of study spaces that enable students to collaborate and concentrate while maintaining a sense of social connection.



Finally, because they are such an academically-minded group, Michigan students look to the Union to be a place where they can concentrate, collaborate, and study. Among the 20 jobs to be done statements, “engage in concentration and quiet study” ranked third. “Study and concentration” was the highest rated role for the Michigan Union, with over three-quarters of the sample ranking it as important or very important. Nearly half (49%) rated it as very important.



Of the 108 open-ended comments obtained through the survey, 27 were directly related to study. It is also worth noting from our conversations with students is that “study” at Michigan often runs parallel with maintaining one’s social connections. Study is a kind of leveler and common experience among students regardless of major, year in school, or cultural identity.

One vivid story captures the extent to which study is deeply embedded with other aspects of campus life: study tables are set up during the Dance Marathon so that participants can keep up with their school work.

Many students voiced strong opinions about the type of study atmosphere that they seek in the Michigan Union:

“There shouldn’t be spaces in this building where people feel like they have to be quiet, like they have to walk on eggshells. People should be talking and collaborative. It should be open and welcoming. Quiet spaces detract from that.”

“We talked about having perching space, where you are not fully seated, like leaning on a stool. It’s a fast paced environment where people are on the go; so, it would be great to have all kinds of seating, where people could be comfortable for a long time and some that are temporary.”

“Each student should feel like they “own” the space, not that they just occupy the building for a moment. The study spaces should be unique and plentiful, not just tables in lines. Use chalk walls, white board walls, smart walls, creative spaces, spaces for impromptu meditation, stretching, dancing, and yoga that are open to everyone ALL the time; no classes that take the space.”

“The Union should have more study space, but also space for gathering and where talking out loud is okay (i.e., for group study meetings).”

“We need more study spaces; perhaps lots of different little nooks for studying instead of more large study spaces. I tend to study on the couches in the hallways deeper into the Union rather than the larger rooms in the front of the Union.”

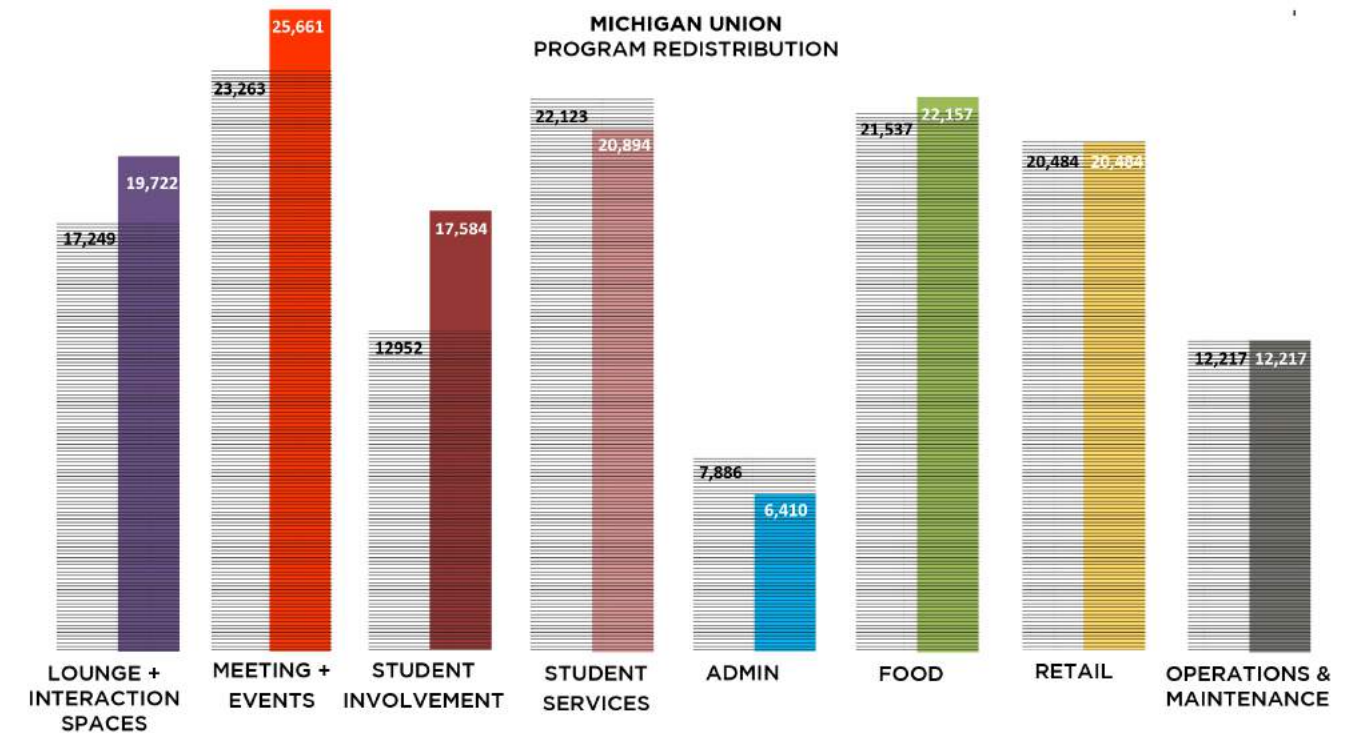
“Make TONS of small, cozy, private/quiet/safe (able to leave lap tops out) space for 1-5 people (typical size of most study groups). If you can make another beautiful reading room or two that would be awesome for individual study. I feel this is one of the primary things the Union allows us to do, and Michigan has a serious academic reputation to uphold.”



PROGRAM

The following spreadsheets reflect both current and proposed space program needs for the University of Michigan Union Renovation. They are categorized according to seven basic program types, including the following:

UNIVERSITY OF MICHIGAN UNIVERSITY UNIONS MASTERPLAN BROAD SCOPE PROGRAM BROAD SCOPE PROGRAM		
Group	Current (NSF)	Proposed (NSF)
1 - LOUNGE/INTERACTION SPACES	17,249	19,722
2 - MEETING & EVENTS	23,263	25,661
Meeting	21,715	24,051
Support	1,548	1,610
3 - STUDENT INVOLVEMENT	12,952	17,584
4 - STUDENT SERVICES	22,123	20,894
5 - UNION ADMINISTRATION & UNIVERSITY OFFICES	7,886	6,410
6 - FOOD SERVICE	21,537	22,157
7 - RETAIL	20,484	20,484
8. OPERATIONS & MAINTENANCE	12,217	12,217
Assignable Area (ASF)	137,711	145,129
Gross Area (GSF)	260,535	263,576
Efficiency Factor	53%	55%



The following are office space standards obtained from the University's Provost Office. These standards were utilized to determine desired/proposed space needs for individual offices, work spaces, and miscellaneous office suites.

OFFICE STANDARDS USED:

RECEPTION/WAITING	280 SFT
AVP / DEAN OFFICE	240 SFT
DIRECTOR'S OFFICE	150-160 SFT
PRIVATE OFFICE	100 SFT
SHARED OFFICE @80SF/P	160 SFT
WORKSTATIONS	64 SFT
TOUCHDOWN STATIONS	30 SFT
PRINT / COPY	50 SFT
STORAGE	50 SFT
* COMMON STAFF AREAS (MICROWAVE/SINK ETC) PROVIDED BY FLOOR	300 SFT

*Note: This common staff area is a square footage allowance suggested by the Workshop Architects / Integrated Design Solution design team.



HISTORICAL PERSPECTIVE



DESIGN CONCEPTS & STRATEGIES

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THEMES INFORMING CONCEPT STUDIES

1. STEWARDSHIP

- Maintain the historic feel of the building, to which students are deeply attached, while updating the building's functionality and infrastructure.
- Restore the original graciousness of the building that was afforded by its original circulation, natural daylight, and connection to the outdoors.
- Devote resources to address infrastructure deficiencies that negatively impact building users.

2. SPATIAL

- Create a sense of social vibrancy on the main floor.
- Overcome the vertical stratification, which now conveys the sense that important functions are remotely located and hard to find.
- Make the building accessible for people of all abilities and easy to find one's way.
- Reclaim natural daylight to create a brighter mood and create internal views to afford better opportunities for social connection.

3. PROGRAM

- Maintain the diversity of programmatic functions which, taken together, show students what U-M has to offer and helps them find their niche.
- Make the Union a social hub by incorporating comfortable conversation spaces where students can build social connections and interact. Social space should be a high priority "once again."
- Establish an "Idea Hub," a setting first proposed by Michigan students prior to this study. In their words, it would be "a place for students to experiment with and display leadership; invent and incubate ideas that improve campus life and contribute to society; where speakers and social entrepreneurs challenge each other and mentor students; where the highly engaged and not-sure-how-to-join find each other; where barriers and walls are few so that collaboration and problem solving are high; where student organizations and the support they need are visible and vibrant; and where the space itself authenticates the culture we seek."
- Enhance the experience for student organizations and provide more space to support student programs.
- Create opportunities for students to balance out their academic lives through relaxation, recreation, conversation and reflection.





IDEA HUB OVERLOOKING ENCLOSED COURTYARD

DESIGN CONCEPTS & STRATEGIES

CONCEPT PLANS

The overall design direction for the Michigan Union Renovation, as illustrated in the following pages, addresses a number of issues that are critical for the overall success of the building.

Inclusiveness and access for all.

- Accessible north entrance to the ground level with new ADA accessible ramp and stairs.
- New accessible path up to iconic front steps so that historic plaques can be viewed.
- New elevator and stair at the south end of the main north-south corridor to provide improved accessibility to the existing mezzanine level, and to alleviate overall vertical stratification.
- Provide more gender inclusive rest rooms.
- One family rest room (fourth level) and one personal room (second level).

Restoration of building's historic character and gracious proportions and pathways.

- Repair of the Michigan Union's iconic facade, including all masonry and windows.
- Return the Campus Information Desk to its original position where it will be highly visible to both east-west and north-south corridor traffic.
- Restore the historic third floor east-west corridor and the original ballroom overlook.

Maximize social space on the main level.

- Preserve the Willis Ward Lounge but expand to its original size (the space currently occupied by the welcome desk plus the administrative office space to the south). Include new pathways and openings and incorporate a two-sided hearth.
- Enclose the courtyard to create a sunlit gathering and event space, featuring stronger connection to the coffee lounge to the north, and most importantly—visual and physical connections to the Idea Hub on the second level.

Incubate ideas and encourage student involvement on the second level.

- Create an Idea Hub, or co-working space, for student organizations and student involvement that physically and visually connects to the social spaces on the main level.
- Re-purpose the under-used billiards room for the Idea Hub, which will include new flexible meeting spaces, mobile studios, movement studios, collaboration booths, built-in lockers and soft lounge seating.

Rezone the building to provide enhanced settings for Central Student Government, Student Life Administration (AVP, Union Administration, Greek Life, Dean of Students, and Auxiliary Marketing), Spectrum Center, MESA, and Student Services (SOAS, SORC, Debate, CCI, UAC) on the third level.

- Relocate Spectrum and MESA to larger, adjacent day lit spaces.
- Relocate Central Student Government offices to a more accessible location.
- New shared deliberation and pre-function space; primarily used by campus student governments but available for other uses.
- New group reflection room.

Create a comfortable setting for wellness, counseling, and care on the fourth level.

- Relocate CAPS and SAPAC to refurbished office space.
- Include relocated wellness lounge.

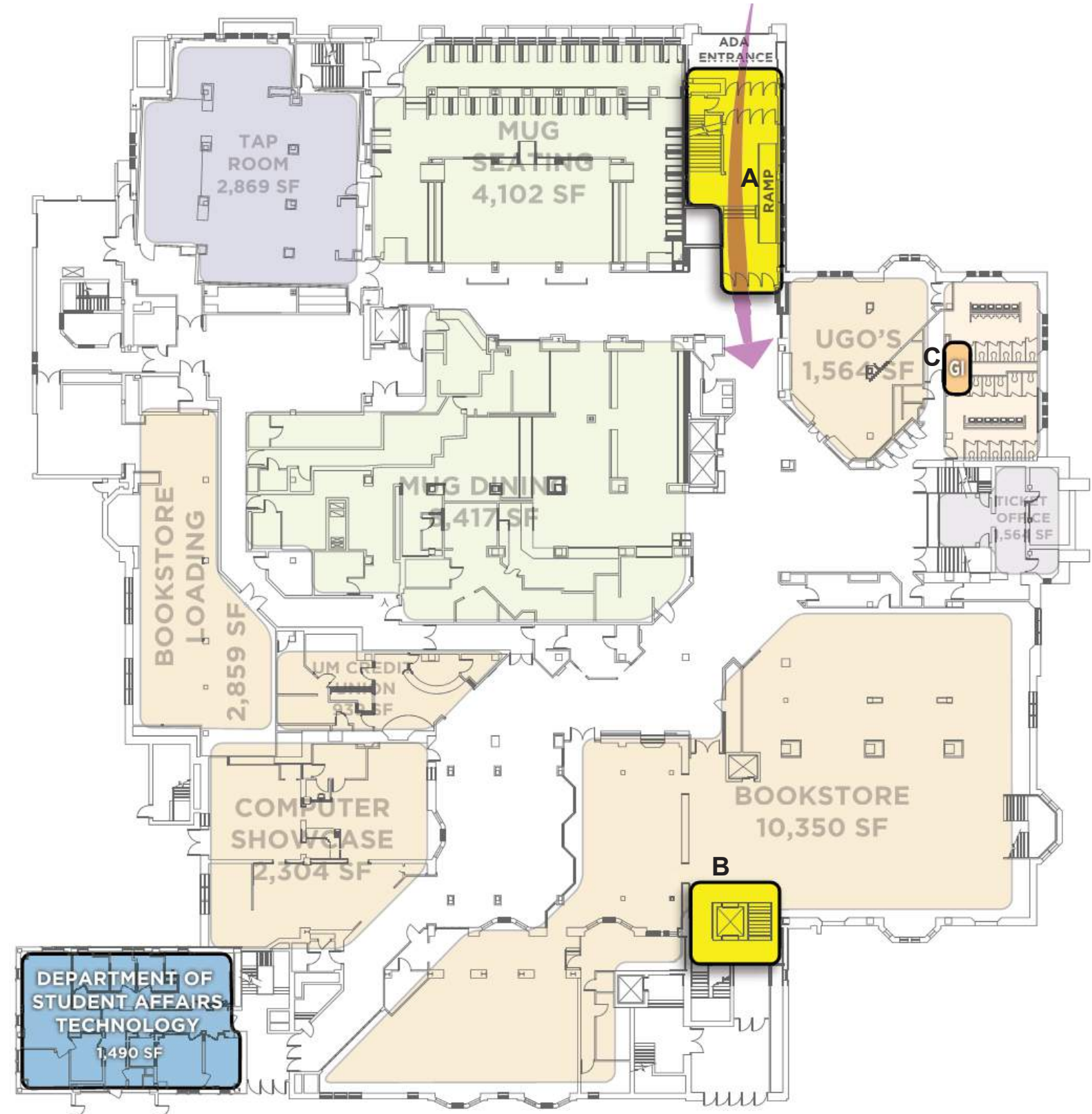
Maintain and enhance meeting and event space.

- Maintain as much existing spaces as possible, and create new, more flexible meeting spaces
- Relocate event services offices to a more customer friendly location.

Make use of the tower in a way that serves the entire campus community.

- Re-purpose the now empty tower, which lacks proper accessibility and fire egress, with storage space.
- Utilize interior and exterior lighting technologies that will enable the tower to serve as a beacon for the entire campus.

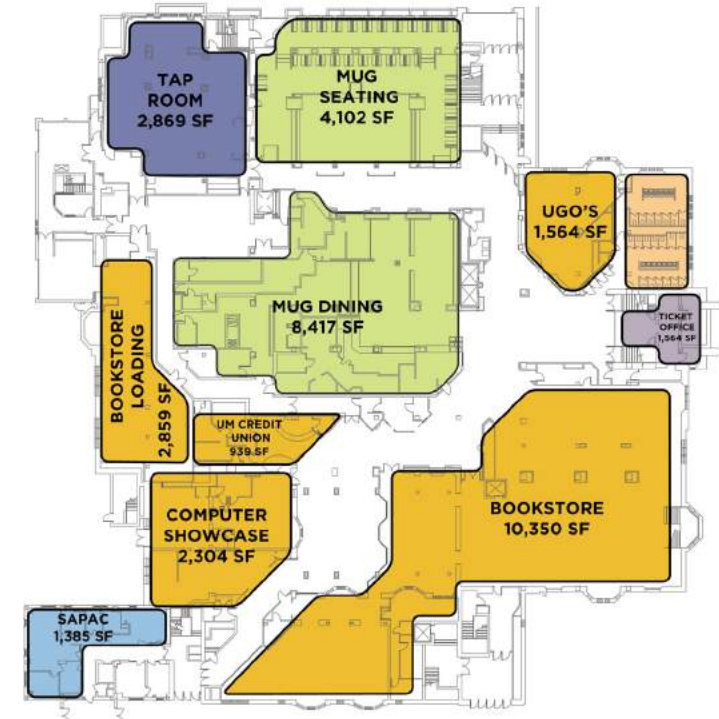
- A** Accessible north entrance to the ground level with new ADA accessible ramp and stairs.
- B** New elevator and stair at the south end of the main north-south corridor to provide improved accessibility to the existing mezzanine level, and to alleviate overall vertical stratification.
- C** Provide more gender inclusive rest rooms.



PROPOSED GROUND LEVEL FLOOR PLAN

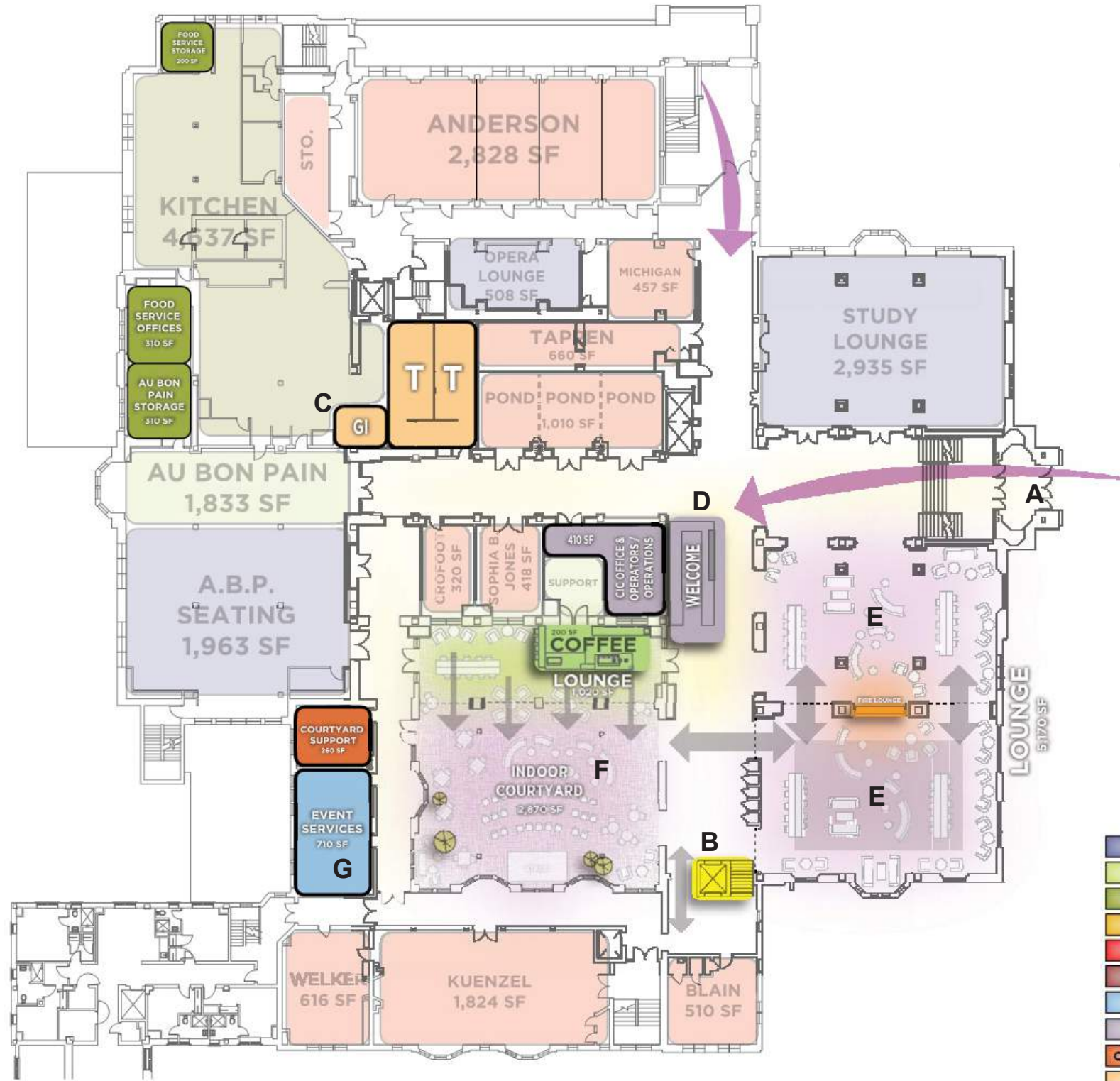
LOUNGE
DINING
FOOD SERVICE
RETAIL
MEETING & EVENT SPACE
STUDENT INVOLVEMENT
STUDENT SERVICES
ADMINISTRATION
OPERATIONS & MAINTENANCE
RESTROOM

LEGEND



EXISTING GROUND LEVEL FLOOR PLAN

DESIGN CONCEPTS & STRATEGIES



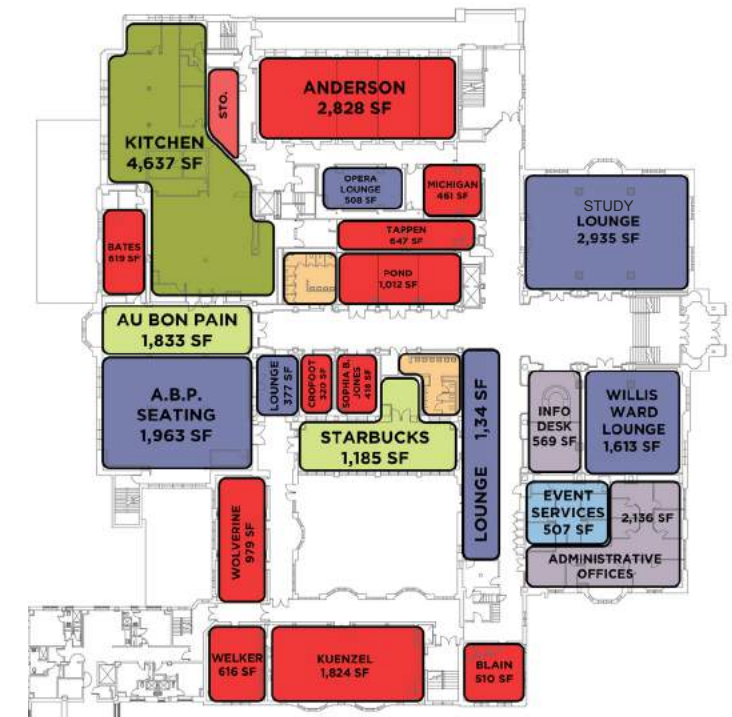
PROPOSED MAIN LEVEL FLOOR PLAN



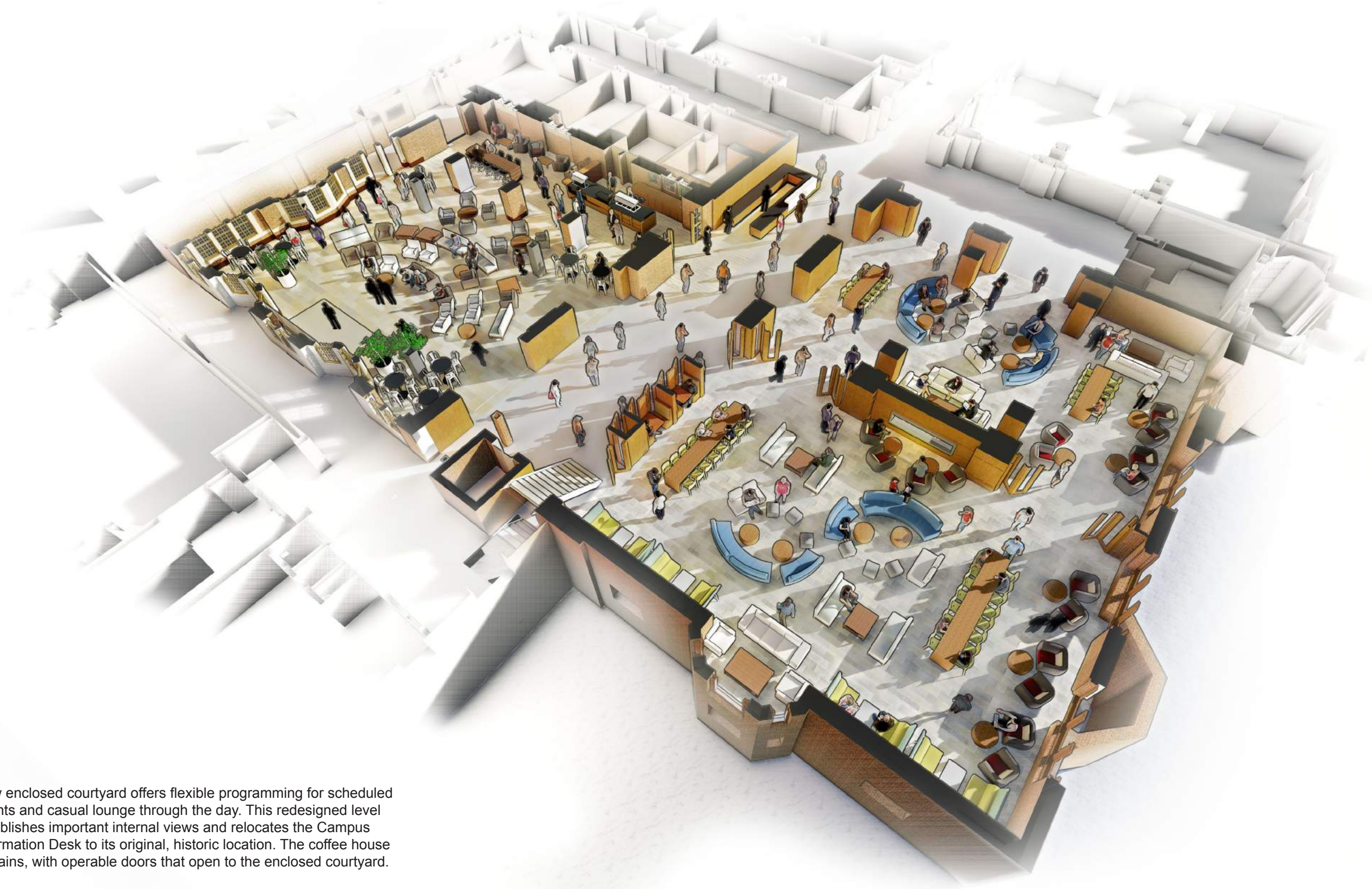
- A** New accessible path up to iconic front steps so that the historic plaques can be viewed.
 - B** New elevator and stair at the south end of the main north-south corridor to provide improved accessibility to the existing mezzanine level, and to alleviate overall vertical stratification.
 - C** Provide more gender inclusive rest rooms.
 - D** Return the Campus Information Desk to its original position where it will be highly visible to both east-west and north-south corridor traffic.
 - E** Preserve the Willis Ward Lounge but expand to its original size. Include new pathways and openings and incorporate a two-sided hearth.
 - F** Enclose the courtyard to create a sunlit gathering and event space, featuring stronger connection to the coffee lounge to the north, and most importantly—visual and physical connections to the Idea Hub on the second level.
- Maintain as much existing spaces as possible, and create new, more flexible meeting spaces
- G** Relocate event services offices to a more customer friendly location.

LOUNGE
DINING
FOOD SERVICE
RETAIL
MEETING & EVENT SPACE
STUDENT INVOLVEMENT
STUDENT SERVICES
ADMINISTRATION
OPERATIONS & MAINTENANCE
RESTROOM

LEGEND



EXISTING MAIN LEVEL FLOOR PLAN



New enclosed courtyard offers flexible programming for scheduled events and casual lounge through the day. This redesigned level establishes important internal views and relocates the Campus Information Desk to its original, historic location. The coffee house remains, with operable doors that open to the enclosed courtyard.

MAIN LEVEL LOUNGE & ENCLOSED COURTYARD

DESIGN CONCEPTS & STRATEGIES



MAIN LEVEL LOUNGE & ENCLOSED COURTYARD

- A** New elevator and stair at the south end of the main north-south corridor to provide improved accessibility to the existing mezzanine level, and to alleviate overall vertical stratification.
- B** Provide more gender inclusive rest rooms.
- C** One personal room on the second level.
- D** Create an Idea Hub, or co-working space, for student organizations and student involvement that physically and visually connects to the social spaces on the main level.
- E** Re-purpose the under-used billiards room for the Idea Hub, which will include new flexible meeting spaces, mobile studios, movement studios, collaboration booths, built-in lockers and soft lounge seating. Student group long-term storage needs will be served by additional space in the basement that is easily accessible by elevator. See Basement Level Floor Plan on page 72.

Maintain as much existing spaces as possible, and create new, more flexible meeting spaces.

- F** Create conferencing zone proximate to and in support of Rogel Ballroom.

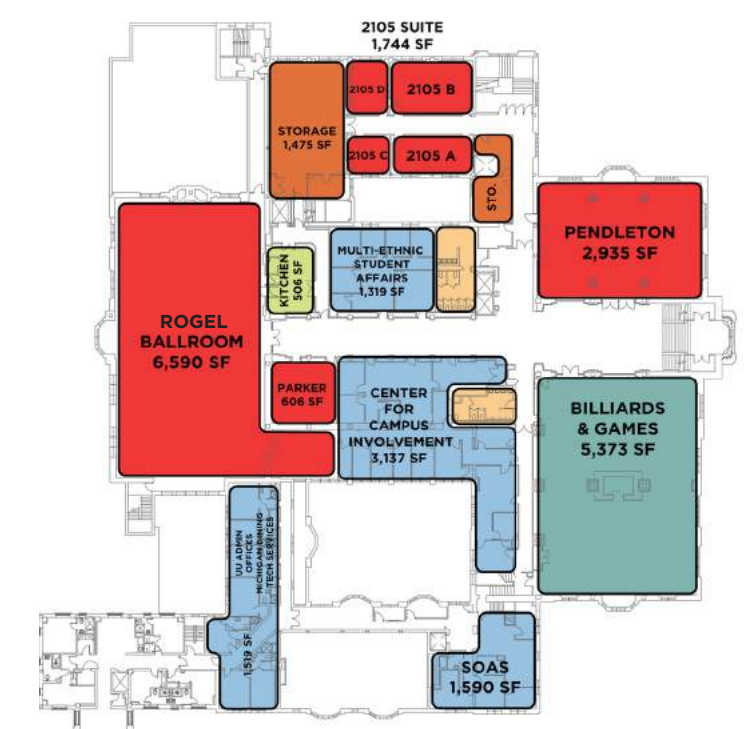


PROPOSED SECOND LEVEL FLOOR PLAN



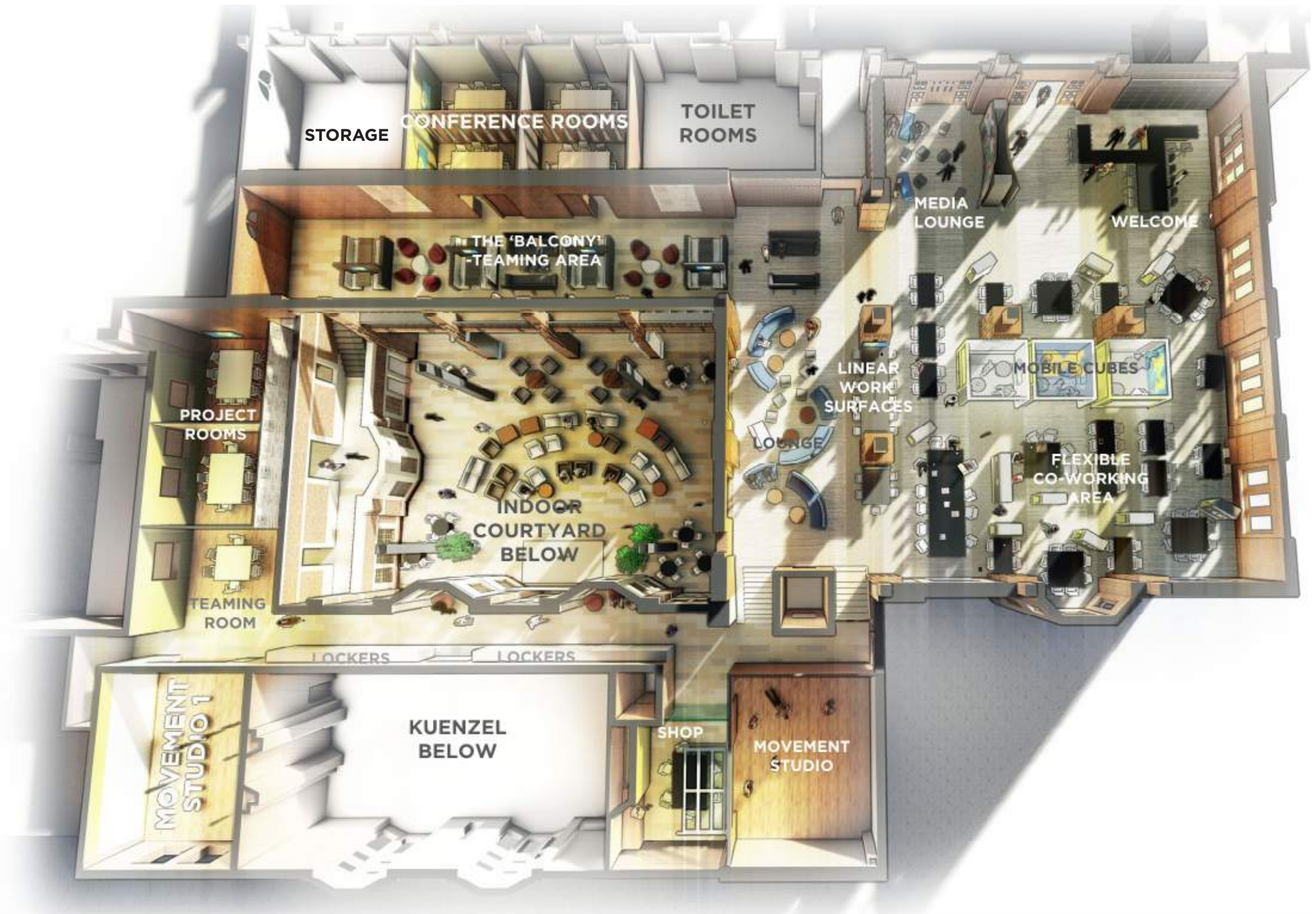
LOUNGE
DINING
FOOD SERVICE
RETAIL
MEETING & EVENT SPACE
STUDENT INVOLVEMENT
STUDENT SERVICES
ADMINISTRATION
OPERATIONS & MAINTENANCE
RESTROOM

LEGEND



EXISTING SECOND LEVEL FLOOR PLAN

DESIGN CONCEPTS & STRATEGIES



The Idea Hub wraps around the enclosed courtyard below. A welcome desk greets students at the main entrance. The “teaming area” recalls the way the historic balcony overlooked the courtyard. New movement studios ensure that the Idea Hub will be a place for physical activity and social engagement. The “shop” serves as messy, ideation space.

SECOND LEVEL IDEA HUB AND MAIN LEVEL COURTYARD



SECOND LEVEL IDEA HUB

DESIGN CONCEPTS & STRATEGIES



The Idea Hub, or co-working space, features media-rich reservable open work zones and flexible work spaces. Furniture elements include collaborative cubes, moveable tables, and writable surfaces.

SECOND LEVEL IDEA HUB



Production: Tables link together to create larger work surfaces.



Collaboration: Moveable work cubes define semi-private team workspace zones.



Event: Chairs and tables arranged to support presentations. Fixed horizontal surfaces and moveable tables can be used for display and to serve food and beverages.

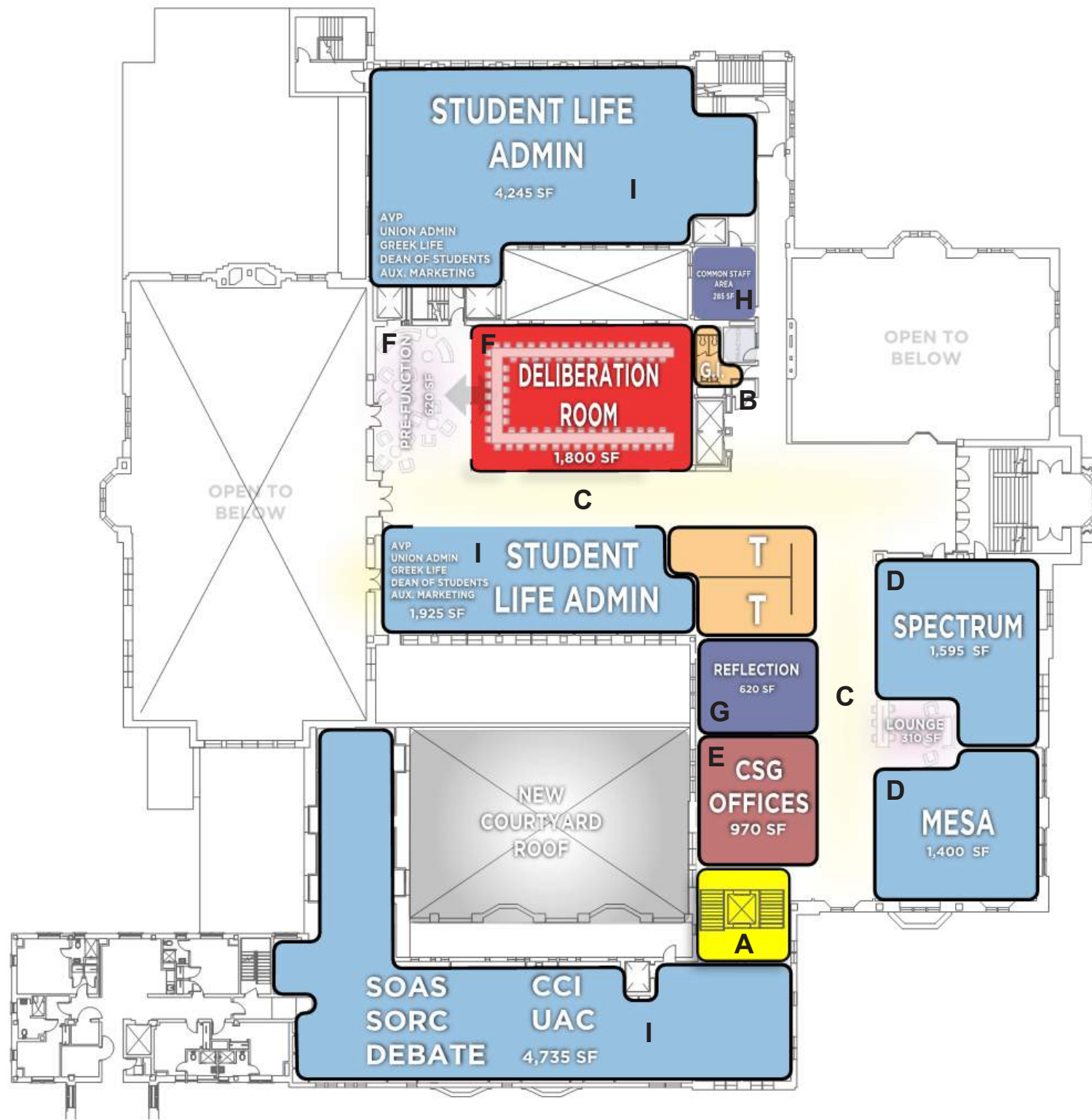


Conference: Collaborative cubes help to define space for moveable tables arranged in rectangular for large group meetings.

The Idea Hub shown in multiple configurations.

SECOND LEVEL IDEA HUB - CONFIGURATION OPTIONS

DESIGN CONCEPTS & STRATEGIES



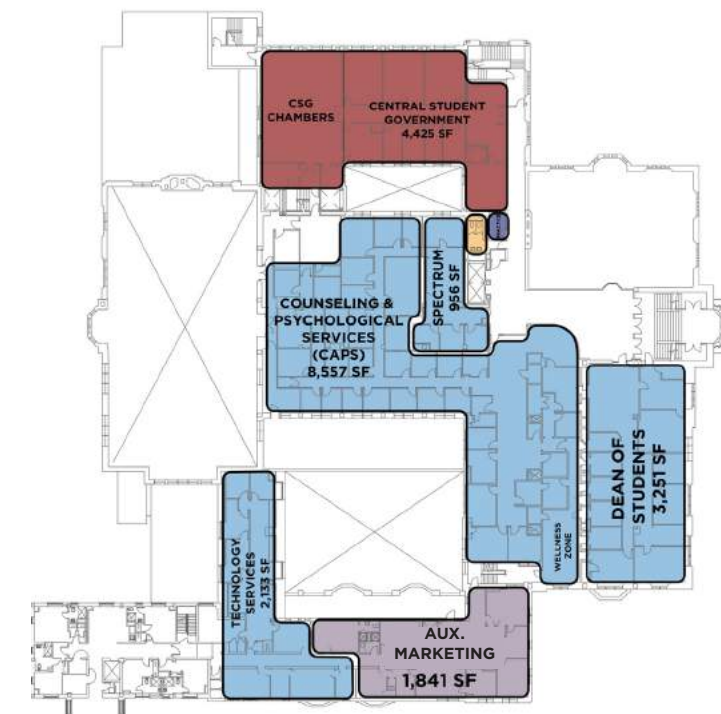
PROPOSED THIRD LEVEL FLOOR PLAN



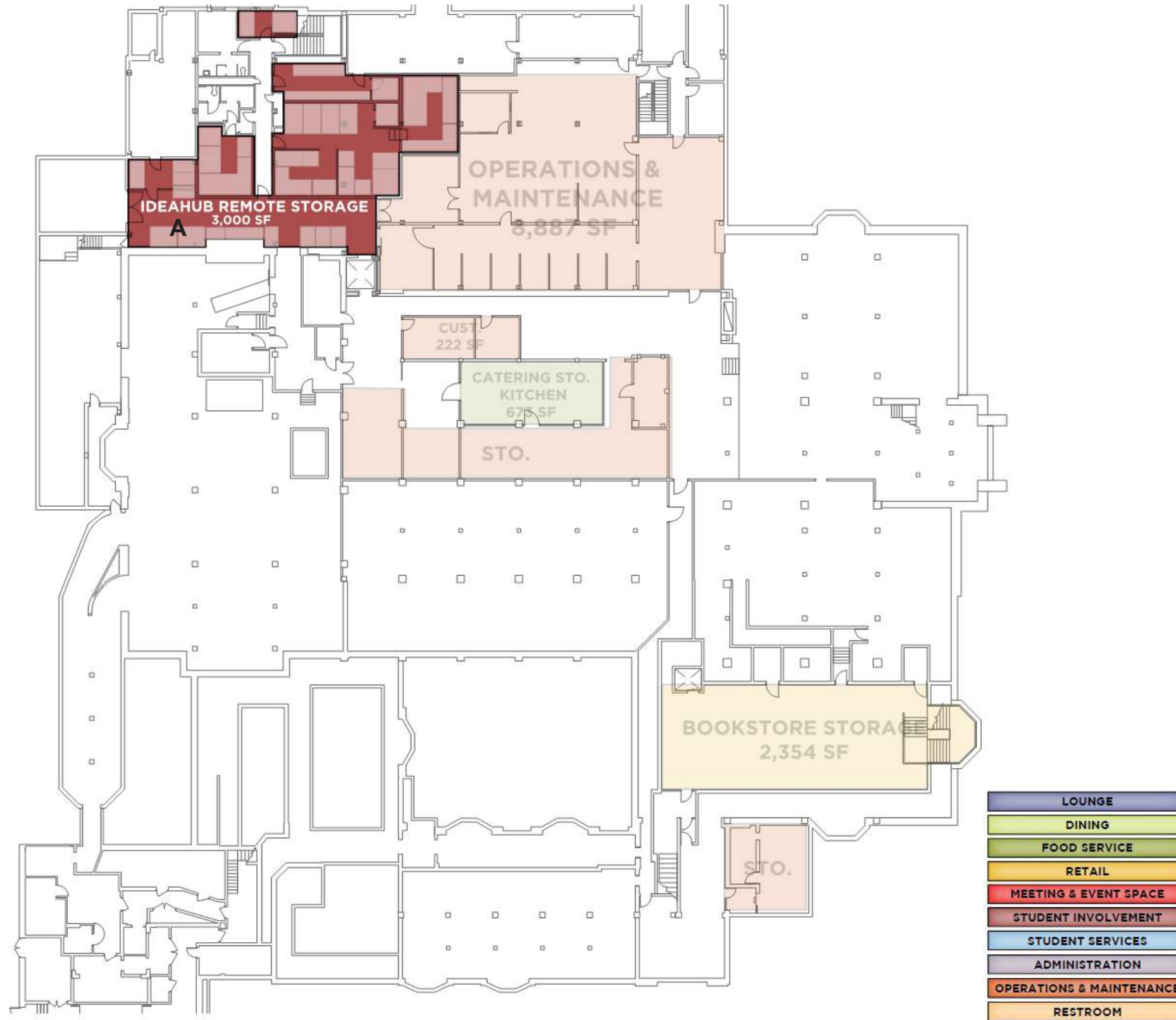
LOUNGE
DINING
FOOD SERVICE
RETAIL
MEETING & EVENT SPACE
STUDENT INVOLVEMENT
STUDENT SERVICES
ADMINISTRATION
OPERATIONS & MAINTENANCE
RESTROOM

LEGEND

- A** New elevator and stair at the south end of the main north-south corridor to provide improved accessibility to the existing mezzanine level, and to alleviate overall vertical stratification.
- B** Provide more gender inclusive rest rooms.
- C** Restore the historic third floor east-west corridor and the original ballroom overlook.
- D** Relocate Spectrum and MESA to larger, adjacent day lit spaces.
- E** Relocate Central Student Government offices to a more accessible location.
- F** New shared deliberation and pre-function space; primarily used by campus student governments but available for other uses.
- G** New group reflection room.
- H** New common staff space on third floor.
- I** Consolidate Student Life / Student Services in a more logical and student-friendly configuration.



EXISTING THIRD LEVEL FLOOR PLAN

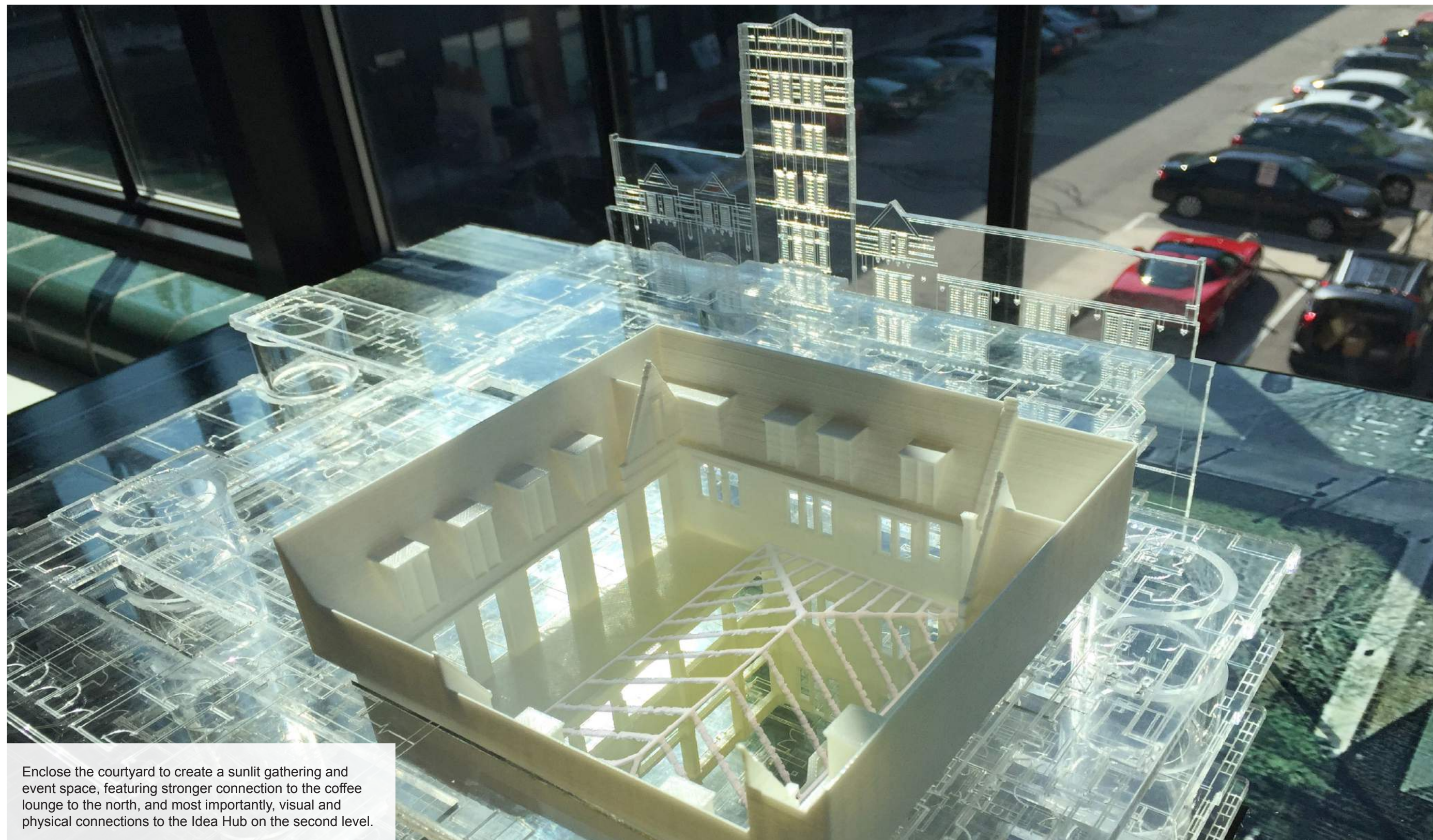


A Take advantage of currently under-utilized basement spaces to provide student organizations with storage space as a supplement to the 2nd floor Idea Hub.

PROPOSED BASEMENT LEVEL FLOOR PLAN



LEGEND



Enclose the courtyard to create a sunlit gathering and event space, featuring stronger connection to the coffee lounge to the north, and most importantly, visual and physical connections to the Idea Hub on the second level.

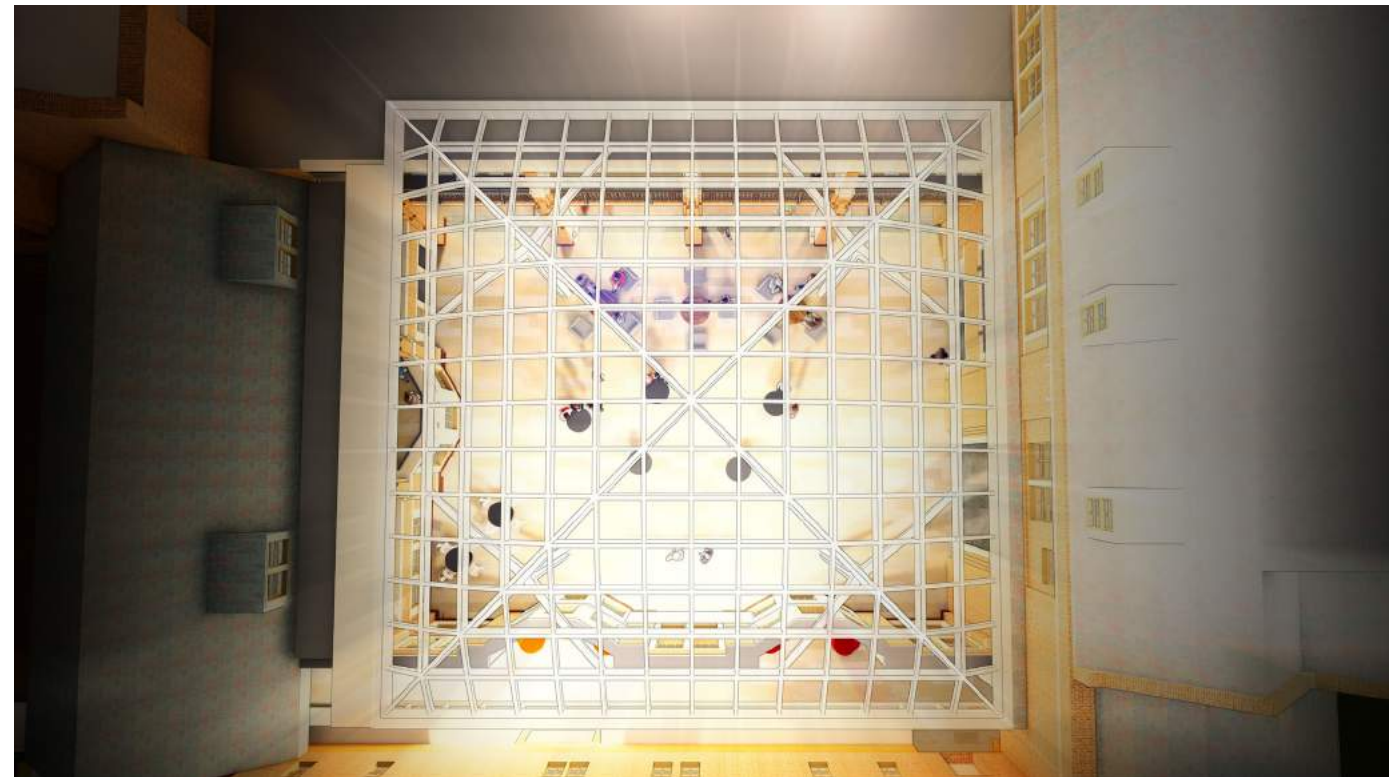
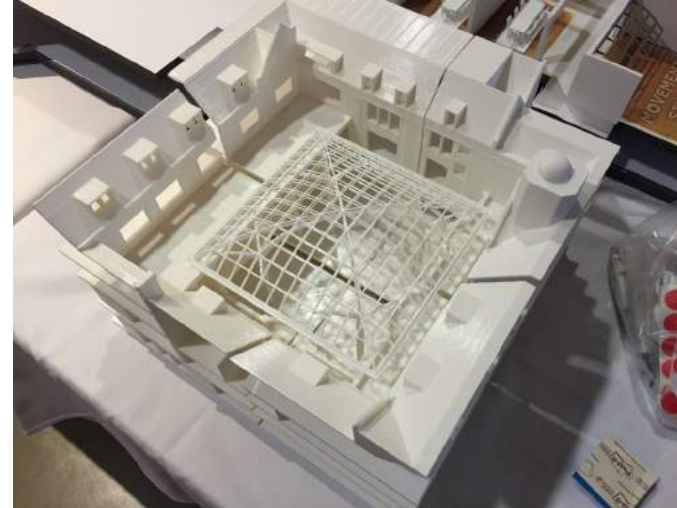
ENCLOSED COURTYARD

DESIGN CONCEPTS & STRATEGIES

ENCLOSED COURTYARD

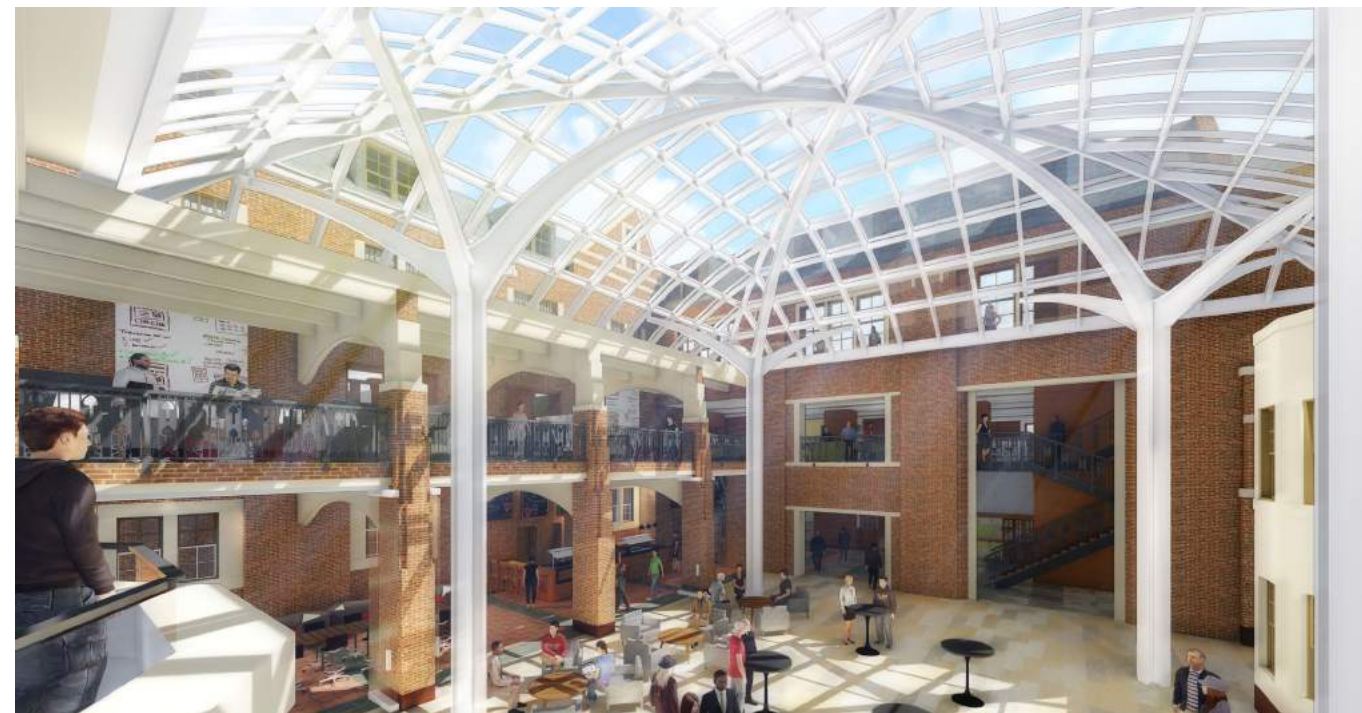
The Courtyard roof was further developed in the Schematic Design phase. Key design drivers during this phase follow:

- Developing a structural strategy that integrates with existing elevations that date from multiple historic phases of the Michigan Union.
- Setting a perimeter height that minimized the number of elevation opening modifications and maximized views out from existing spaces.
- Finding an elegant layout that would be efficient and economical, in other words, limiting the number of unique conditions in the design.
- Picking a skylight system based on previous successful installations on the University of Michigan Campus.
- Structural capacity of existing columns and walls required to support the roof
- Programmatic use of the interior space



ENCLOSED COURTYARD

Formal expression of the roof took cues from the shallow arches and subtle curves found in the 1919 Pond and Pond Union, expressed by the two lines of intersecting diagonal structural members. The overall shape in plan responds to existing columns on the ground floor. Of the available columns below, four were chosen to maximize programmatic flexibility and sightlines, the four columns are 32' apart in both the north and south directions forming a square. Bearing points connecting the steel superstructure to the extruded aluminum skylight system follow a very efficient 4' x 4' grid to minimize the number of unique conditions and works seamlessly with the column locations. A further challenge was that the four existing columns form a square while the opening to be spanned required a rectangular. In response, the square glass roof overlaps the existing rectangular opening on the north and south. The overlap creates a much needed plenum space that will be used to route Mechanical, Fire Protection, Electrical systems to serve the space. Conditions at the curbs, routing of water, tie-offs for cleaning, and accommodations for lateral movement will continue to be studied and documented in future phases. Finally, structural modifications required for support of the steel columns at existing column and footing locations and accommodation of new loads imposed by the glass roof on existing adjacent roofs are described in the structural narrative.



MAIN LEVEL LOUNGE / ENCLOSED COURTYARD / WELCOME DESK

SCHEMATIC DESIGN & STRATEGIES

IDEA HUB

The concept of the Idea HUB was developed by students. They imagined it as an open and flexible space where students could come to incubate ideas and programs in a creative environment with staff and resources to support their visions. The current student organizations on the Fourth Level were former hotel rooms and make it difficult for the kind of unintended collisions that promote collaboration. The location on the Fourth floor also isolates students from the most public floors of the building, Ground and Main. The design concept relocates this function to the Second Level, repurposing the Billiards Room to be an open and flexible space while maintaining the fabric of the historic room. The space wraps around the enclosed courtyard, increasing visibility to student activities. The formerly open-air terrace above the coffee house is reopened with a replication of the historic railing along its edge. The first Mezzanine Level creates additional specialized spaces for students such as the two Movement Studios and a "Shop" for messier prototyping of ideas. It is anticipated that the space will require a countertop and sink and a light ventilation system for small scale prototyping equipment.



SECOND LEVEL IDEA HUB



HISTORIC TOWER UPGRADES



LIGHTING STUDIES TO EXPLORE SYMBOLIC COMMUNICATION,
OR TO CELEBRATE OF A MICHIGAN VICTORY.

Previous Page: Re-purpose the now empty tower, which lacks proper accessibility and fire egress, with storage space.

Utilize interior and exterior lighting technologies that will enable the tower to serve as a beacon for the entire campus.



DESIGN CONCEPTS & STRATEGIES



APPENDICES

HISTORIC BUILDING INVENTORY REPORT	A1
BUILDING CODE ANALYSIS	B2
SOCIAL RESEARCH RESULTS	B12
SUPPLEMENTAL MECHANICAL PLANS [HVAC]	B28

CAMPUS CAPITAL SURVEY

A “campus capital” survey was used to better understand how the physical places on the U-M campus contribute to student experience. College campuses offer resources and experiences that facilitate four primary functions:

- Knowledge creation and transfer
- Strengthening and creation of social ties
- Campus pride and identity
- Fun and relaxation

In other words, a university campus and its environs can be thought of as a blend of resources that generate four types of campus capital:

- Intellectual: Places where people study, collaborate, create and think new thoughts.
- Social: Places where people meet with friends and encounter people outside their social circle.
- Symbolic: Places that people like to show visitors, have their pictures taken to post on social media, and exemplify what it means to be a Wolverine.
- Restorative: Places, especially natural settings, where people like to go to relax, de-stress, and restore their attention.

Understanding the U-M campus as a whole provides a valuable context for assessing the current and future role the Michigan Union should play on campus. Thus, the campus capital inventory was intended to shed light on: (a) how and why the building is meaningful to the campus community, and (b) how to leverage its strengths in order to increase its capacity for generating social, intellectual, and/or restorative capital.

The inventory was conducted in two formats. The first was a town hall format during the initial kick-off meeting with student leaders. A large satellite map of the campus was displayed on a wall. Students were handed different colored sticky dots and were asked to place them on important places in and nearby the campus. The dots were color-coded: red for social, blue for intellectual, green for restorative and maize for symbolic. The second format was an on-line participatory mapping tool. With the help of Student Life research staff, invitations were sent to a random sample of U-M students.

During the town hall interviews, students worked together to identify significant places on campus. After placing the dots, students were asked to help interpret the results by pointing out the places that were identified the most.

The Diag was identified as one of the most important place on campus, with a large concentration of maize (symbolic) dots. Students see the Diag as the heart of the campus, by virtue of its role as symbol of the University (especially the “M”), and as a place to take a break between classes, to read, and for festivals and spontaneous events:

“The Diag is symbolic, restorative, everything. Other than the Union, that’s where everybody hangs out. People play music, people preach; a lot of stuff is going on there.”

“The Diag, in between classes, if you just want to relax for 15 minutes.”

“I would say the Diag is a big place where they have events, like festivals. People sit on the lawns and read when it’s nice out, and sit on the concrete walls.”

The Diag also works in concert with surrounding academic buildings:

“Right around the Diag, that’s where a lot of academic spaces are. This is the library. This is Angell Hall where a lot of people study. There are also social spaces too.”

“The Diag is really the most iconic and symbolic space, and the most intellectual.”

The Big House:

“The Big House, obviously. It’s football. It’s what we do. It’s symbolic and social for us.”

The Arboretum:

“I would also say the Arboretum. I always like to run there just to clear my mind. It is a really great place just to get out and calm yourself.”

Shapiro Undergraduate Library (The UGLI)

“The UGLI. People go there to study and socialize and there’s food in the basement. I know that people spend copious amounts of time there, especially during finals. Even for relaxing, I think it’s open 24 hours to us.”

Ross Business School was also cited as a place to study and socialize:

“Ross is a school place with a definite social aspect. It’s where people go to collaborate.”

Although fewer places on North Campus were identified, students point out various places that contribute positively to their education experience: Duderstadt Center, Pierpont Commons, and the more relaxing atmosphere at the north end of campus:

“I’m an engineer, I’m always studying, so I’m always at Duderstadt...The places where I study are also the places where I socialize, because we study all the time. I put a social dot in the Media Library because that is where we are studying.”

“There is Pierpont Commons. When you take the buses to come up to North Campus, you usually arrive at Pierpont Commons, so everyone is always there; that is a big meeting spot.”

“For me, Hayward Street along this entire line of woods is particularly peaceful. Late in the evening, or even at night, I’ll take a walk down there. It’s a very quiet place; a big difference from Central which is always awake, always alive.”

For some students, the bars and restaurants along South University Avenue provide a social outlet, and perhaps have a symbolic significance for some:

“A couple of people and I put dots on a couple of the bars here as social and symbolic. A couple of bars have been here since my parents went to school here; Rick’s, Scorekeeper’s and Charlie’s. They’ve been around for a couple generations.”

Finally, the Michigan Union is a valued place on campus, but student leaders’ feelings about it were colored by the aspirations they have for it rather than the functions it serves today:

“I would say the Union is mostly symbolic.”

“People come here to socialize, but more so as an intermediate time between classes or meeting or to grab a bite instead of a destination. That’s something we are trying to change, to make it a destination spot. “

“We want the Union to encompasses everything, and that every student can access it. Some students haven’t even gone to an Angelo’s [a diner]. They haven’t experienced some of our favorite places to eat. I think the Union should be a place that encompasses all these things that every student can get to.”

One of the striking findings from the town hall format was that the Michigan Union received, compared to some of the other places cited, fewer dots. There were two dots placed on the MU for symbolic, and only one dot for social. By comparison, the Diag had six dots for symbolic, four for social, and one for restorative. The research team began to wonder, “Where are the dots for the Michigan Union?”

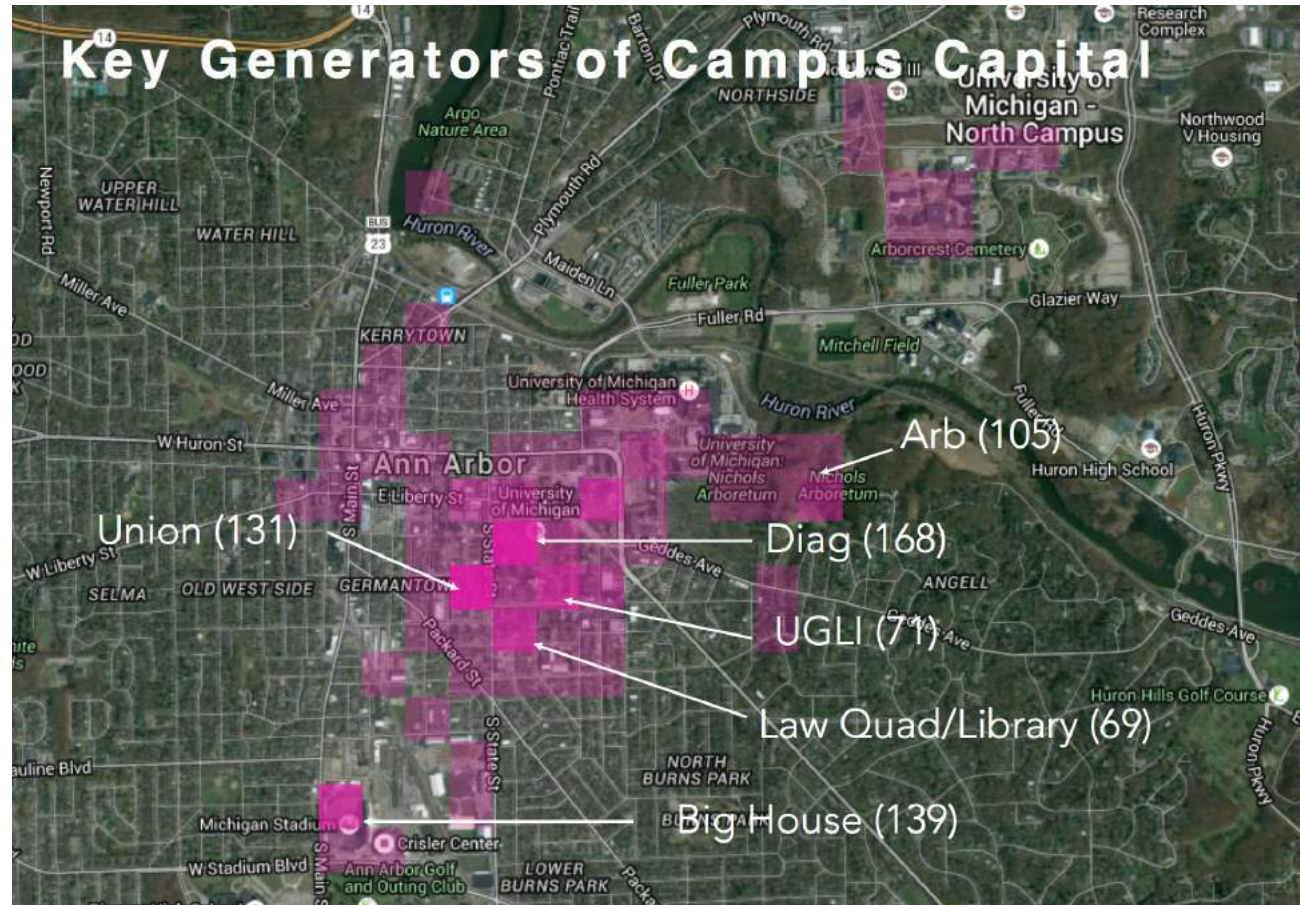
Had the research only relied on campus capital data collection from the town hall, a reasonable conclusion would have been that the Michigan Union is more notable for its potential be a great place rather than it actually being an important setting on campus. The on-line participatory mapping survey however, suggests a different conclusion.

SURVEY RESULTS

The Michigan Union ranks among the most significant places on campus. In the campus capital survey, respondents identified 2,017 places that are important to them on and near campus. The Union was the third most often cited place, behind the Diag and the Big House. Most importantly, the Michigan Union is the only place on campus that ranked among the top of all four types of campus capital: social, restorative, intellectual, and symbolic:

Social	MU ranked first as a place to be with friends and meet new people (representing just over 10% of all places mentioned).
Restorative	MU ranked fourth (just less than 5% of all restorative settings) as a place to relax and revitalize, behind the Arboretum, students’ homes, and the Diag.
Intellectual	MU ranked third as a place to go to think and create (just under 4% of all intellectual places), behind the UGLI and Hatcher Graduate Library.
Symbolic	MU ranked fourth as a place that makes one proud to be a Wolverine (accounting for 6.5% of all identified, behind the Big House, Diag, and Law Quad/Library.)

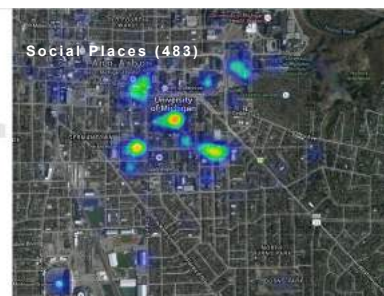
SOCIAL RESEARCH RESULTS



SOCIAL

Of the 483 places identified as social, the Michigan Union ranked first as a place to be with friends and meet new people (representing just over 10% of all places mentioned).

It is noteworthy that nearly two-thirds of respondents who identified the union as a social place also said that they were likely to meet new people there (44% said somewhat likely; 22% said very likely).



UNION	51
DIAG	34
UGLI	13
SOUTH QUAD	10
BIG HOUSE	9
STARBUCKS	8

RESTORATIVE

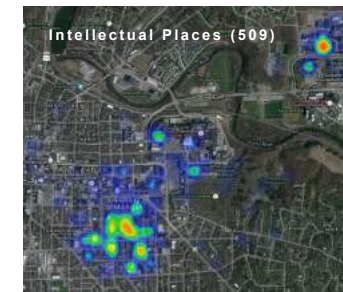
489 places were identified as restorative. Michigan Union ranked fourth (just less than 5% of all restorative settings) as a place to relax and revitalize, behind the Arboretum, respondents' homes, and the Diag.



ARBORETUM	100
HOME/DORM	39
DIAG	33
UNION	22
CCRB	13
NCRB	9
LAW QUAD	10
UMMA	6
HILL AUDITORIUM	4

INTELLECTUAL

589 places were identified as intellectual. The Michigan Union ranked third as place to go to think and create (just under 4% of all intellectual places), behind the UGLI and Hatcher Graduate Library.



UGLI	58
HATCHER	24
UNION	23
LAW LIBRARY	18
DUDE	18
ROSS	13
FISHBOWL	12

SYMBOLIC

Of the 536 symbolic places identified, the Michigan Union ranked fourth as a place that makes one proud to be a Wolverine (accounting for 6.5% of all identified, behind the Big House, Diag, and Law Quad/Library).



BIG HOUSE	130
DIAG	101
LAW QUAD	41
UNION	35
HILL AUDITORIUM	16

JOBS TO BE DONE ANALYSIS

A key goal of the strategic visioning process was to help the U-M community find its collective voice in articulating the essential roles that a revitalized Michigan Union should play on campus. The Study Team refers to these roles as “jobs to be done” to underscore the notion that a strategic vision requires far more than identifying specific spaces and features (e.g., a climbing wall) that people might say they want in quick response to a survey. Rather, it ought to reflect the enduring values of an institution as well as meet the critical needs of its members. “Jobs to be done” analysis is a form of contextual inquiry, advanced by leading business strategists, that focuses on the assumptions and values that underlie people’s choices to “hire” a product, procure a service, or in this case, to spend their time in a particular place. Through a series of “jobs to be done” workshops, the study team sought to understand at many levels what Michigan students, faculty and staff intend to accomplish when they might invest ten minutes, an hour, or an evening at the Michigan Union. This approach is especially important for a highly diverse and purpose-driven place like the University of Michigan in which community members not only have many demands on their attention, but many opportunities on and off campus to study, relax and entertain themselves.

Based on our prior knowledge of the U-M campus, our work at comparable institutions, and as a result of our initial conversations with U-M students and staff, the project team developed a tentative list of potential “jobs to be done” by the Michigan Union. We solicited ideas from both staff and students.

From staff, we learned that addressing the needs of students who feel marginalized is a high priority, as is the need to create a place in which students from all walks of life would feel welcome and comfortable. We also learned from staff that while there is a prevailing pride and sense of history about the Michigan Union, there are aspects of its history, which are for some members of the U-M community, associated with past practices of exclusion and privilege. While some of these practices (specifically exclusion based on gender) reflect now abandoned cultural norms from the distance past, events from more recent memory (cultural appropriation) are still sensitive topics and relevant issues at U-M and at campuses across the country. It is because of this, staff suggested that MU has an important role to play in enabling students to protest, debate, and address conflict through civility. And, thinking even more idealistically, the MU might serve as a place for students to strive to create a better U-M and world.

During our initial meetings with students, we learned about their desire for the Michigan Union to be an inclusive place. One student observed that the U-M community suffers from a degree of fragmentation and segregation, therefore the Union needs to be welcoming to all people, including all majors.

We asked the question another way. We noted that both the Michigan Union and Michigan League were dedicated at the time they were built to certain values: scholarship and athletics in the case of the Union, and friendship and character in the case of the League. We asked them to consider what new values might the Michigan Union be rededicated. They offered the following thoughts:

“Inclusivity.”

“Inquiry, discussion or debate; substantive dialogue or discourse.”

“To be a laboratory of citizenship.”

“Entrepreneurial, in the sense of being driven, seizing the initiative, or going out and do it.”

“Diversity.”

“Wellness: both emotional and physical.”

Other themes of potential “jobs to be done” emerged as we solicited ideas from students in other sessions and during intercept interviews. One was that the Michigan Union should be a place for study.

“What would attract me would be places to study.”

Another was that, because of the presence of student service organizations such as MESA, Dean of Students, Sexual Assault Prevention and Awareness Center (SAPAC), and Spectrum, U-M students consider the Union as a place where they can go for help.

“For me the Union has a really big support system. When I walk into the building, I feel a sense of welcome. There are people here who care about me and how I am doing in school.”

Still others are attracted to the building simply to be part of the scene.

“Often I come here just because I like the energy.”

And, a number of students suggested that the building gives off an appropriate collegiate vibe:

“I feel smarter when I walk in here. You can feel how collegiate it is, how special. The generations of students that have gone in and out over the last 100 years.”

“It’s more intellectually stimulating because of all the wood.”

And, not least, people expressed how much they value the historic quality of the building.

“There are parts of this building that make you feel like almost like you are walking through history. For me it’s a very historic building and it makes me feel at home on this campus.”

We synthesized all these comments and observations in order to generate a list of potential roles for the MU to present for participants to respond to, sort, discuss, debate and revise during “jobs to be done” workshops. This data, along with our conversations with students, staff, and administration, helped to clarify and refine our sense of the MU “jobs to be done.” For our next visit, we presented a much revised and fine-grained list of potential “jobs to be done”:

1. **Protest, debate, and address conflict with civility.**
2. **Experience and engage in creative expression.**
3. **Celebrate and express your inner Wolverine.**
4. **Practice citizenship and civic engagement.**
5. **Pursue emotional and physical wellness.**
6. **Take initiative and action.**
7. **Concentrate and engage in quiet study.**
8. **Collaborate and organize.**
9. **Network and practice entrepreneurship.**
10. **Care for others and be cared for.**

11. Pursue personal growth and development.

12. Experience the essence of U-M and Ann Arbor.

13. Bond with friends.

14. Meet new people.

15. Embrace students from all walks of life.

16. Promote engagement, involvement, and leadership.

17. Rest, relax, and de-stress.

18. Help students find their niche at U-M.

19. Strive toward a more just, equitable, and inclusive university and world.

20. Practice environmental stewardship.

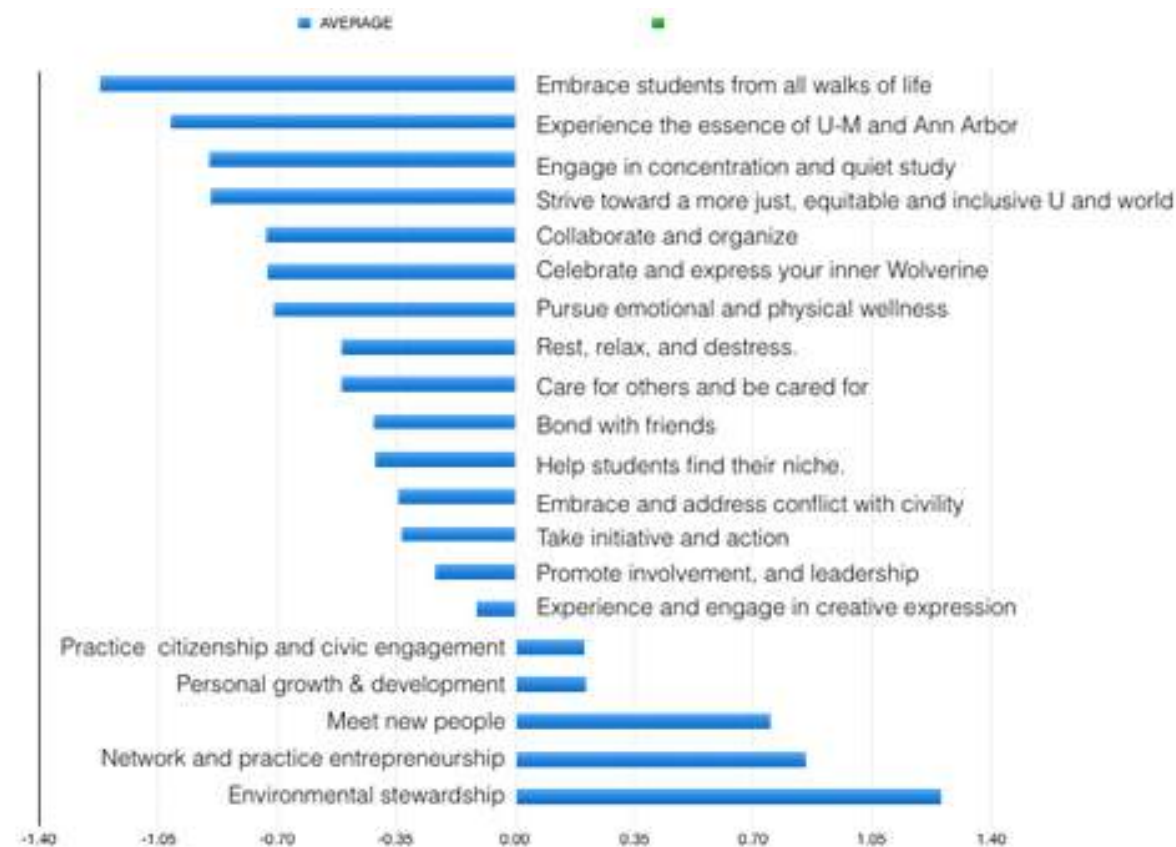
We introduced these potential jobs to be done in four different workshops during our third visit (November 17-19). The jobs to be done were laser cut onto durable wooden placards, along with stacks of smaller laser cut cards with 40 different activities that might be associated these particular “jobs to be done.” Over the course of four different sessions, we met with a total of 80 students.

The jobs to be done workshops were conducted with three different student groups, including:

- Student Renovations Advisory Committee (SRAC) (11 students)
- Central Student Government (CSG) (28 students)
- Dean of Students Advisory Board (36 students)

The participants were asked to sort and prioritize these statements and to share their thoughts with the other groups in the session. Because of time constraints, the activity cards were used only during the SRAC and Dean of Students Advisory Board sessions. In each workshop, students were organized into groups numbering from 4 to 9 people each. Thus, these workshops reflected the thinking that emerged from 10 separate structured conversations.

The groups discussed the various statements and arrived at their own logic for categorizing them and to rank them in terms of priority. The groups were also able to choose the range of their ranking order, which ranged from a minimum of three (low, medium, and high) and with other groups able to draw finer distinctions. One of these groups elected to not rank the statements, arguing that all 20 statements were of equal priority. To adjust for differences in ranking strategies, the analysis entailed converting the data into standard scores, or “Z-scores.” These were obtained through the following formula: $(X - \mu)/SD$. The results of the Z-score analysis are seen in the accompanying bar chart. Jobs to be done are listed in order of ranking from top to bottom.



Five themes emerged from workshops:

1. Inclusion and idealism.

Perhaps most striking is the extent to which students ranked JTBD statements that reflect the high value they place on inclusion and social justice. “Embrace students from all walks of life” and “strive toward a more just University and world” were ranked, respectively, first and fourth.

2. Symbolism and pride.

Another important priority seems to reflect students desire for the MU to be a symbol for and source of campus pride. “Experience the essence of U-M and Ann Arbor,” and “Celebrate and express your inner Wolverine” were ranked second and sixth, respectively.

3. Place to study.

A third JBDT that students associate with the building is that it must provide a place to engage in concentration and quiet study ranked third.

4. Collaborate and organize.

Students ranked “Collaborate and organize” fifth overall, which both reflects a desire to work together to study, socialize and engage in other activities.

5. Wellness, balance, and caring for one another.

Pursue emotional and physical wellness, “rest, relax, and de-stress,” “care for others and be cared for,” were ranked, respectively, seventh, eighth, and ninth.

To be sure, other job to be done statements were important to students, although they did not resonate as strongly as others. For example, “embrace and address conflict with civility,” “take initiative action,” promote involvement and leadership” received mixed rankings. Some students found these to be important, while others did not. “Bond with friends and experience and engage in creative expression” were not readily recognized as roles for the MU. It is also noteworthy that students don’t particularly see the MU as a place to meet new people. Finally, “network and practice entrepreneurship and environmental stewardship” were ranked lowest.

It is important to recognize that these jobs to be done workshops reflect student attitudes during the fall of 2015. The jobs to be done discussed in the main body of this report reflect not just these workshops, but also other modes of data gathering, including: discussions with other student groups on campus, Union staff, and strategic partners. They also reflect further programmatic exploration, concept testing, and budgetary considerations.

SOCIAL RESEARCH RESULTS

MU ROLES SURVEY RESULTS

In addition to the “jobs to be done” workshops, the study team asked similar questions of students using the online survey. Instead of ranking ordering statements, however, respondents were asked to rate the importance of the potential roles for a renovated Michigan Union from “not important” to “very important.” The questions were based on a five-point interval scale, and utilized a slider format rather than check boxes or tick marks.

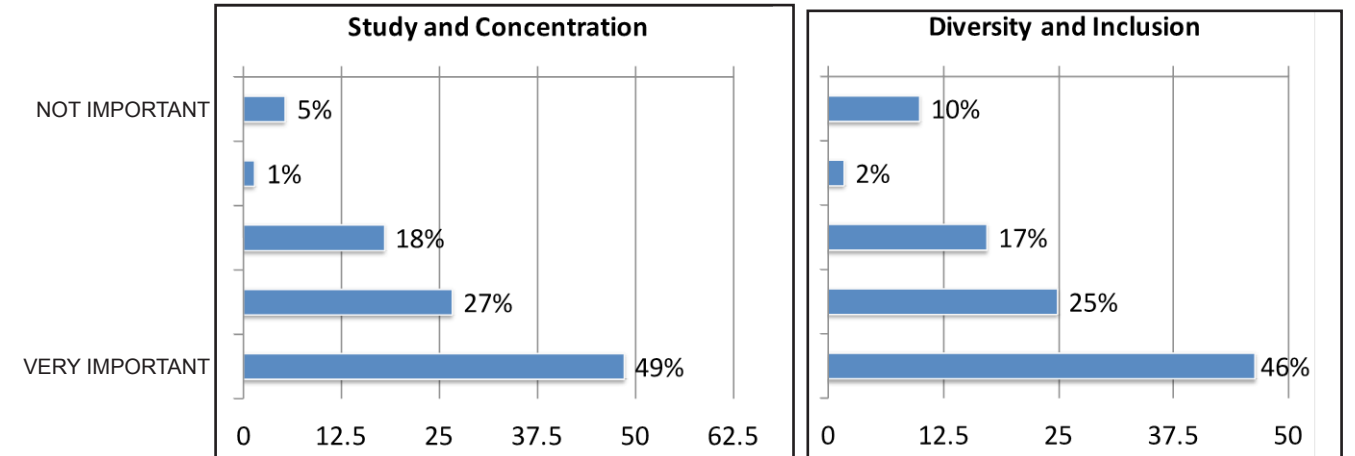
The survey was launched before the “jobs to be done” workshop statements were completed, so the wording does not match. In addition, brevity was a high priority for the survey. It included ten items, and the items were kept short. They listed below in order of average rating:

	Average
Study and concentration	4.11
Diversity and inclusion	3.96
Emotional and physical wellness	3.91
Caring for others and being cared for	3.78
Creativity and expression	3.63
Citizenship and involvement	3.57
Discourse and dialogue	3.54
Networking and entrepreneurship	3.54
Celebrate and express inner Wolverine	3.52
Taking initiative and action.	3.51

Two roles especially stood out: “study and concentration” and “diversity and inclusion.”

“Study and concentration” was the highest rated role for the Michigan Union, with over three-quarters of the sample ranking it as important or very important. Nearly half (49%) rated it as very important.

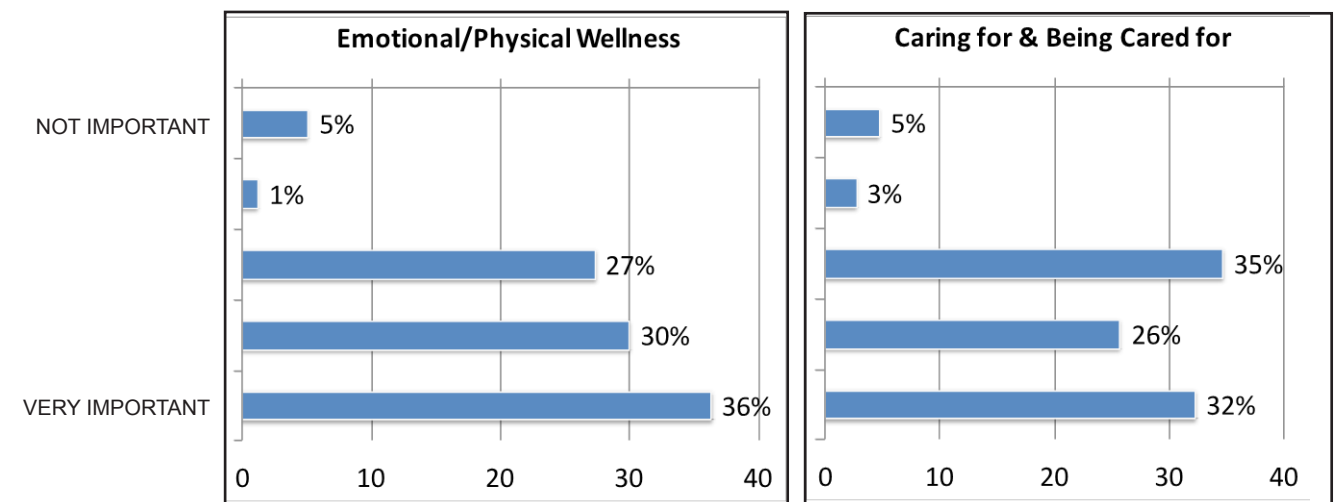
“Diversity and inclusion” received the second highest rating. It was rated important or very important to students by over 70% of the students, with close to half (46%) calling it very important.



The next highest rated roles relate to wellness and care.

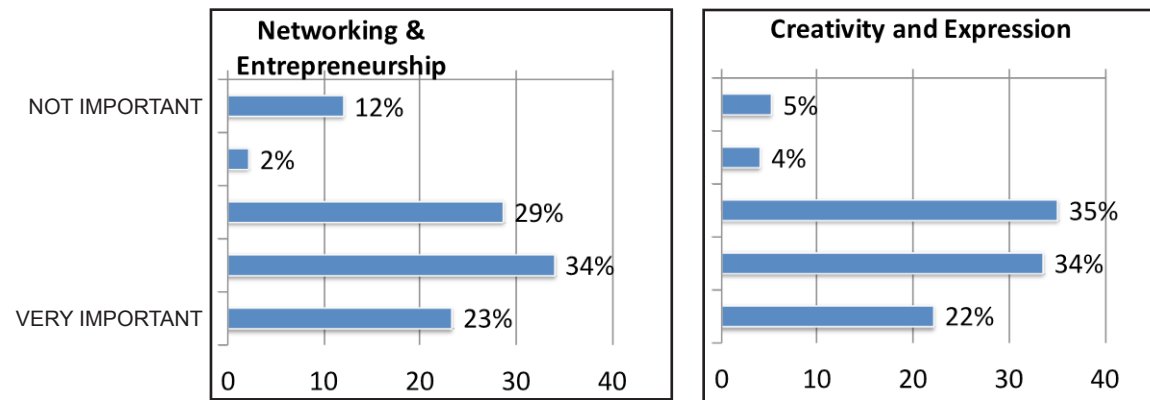
“Emotional and physical wellness was ranked as important by 66% of respondents, with just over one-third (36%) calling it very important.

“Caring for others and being cared for” was identified as important by a clear majority (56%), with just under one-third (32%) calling it very important.

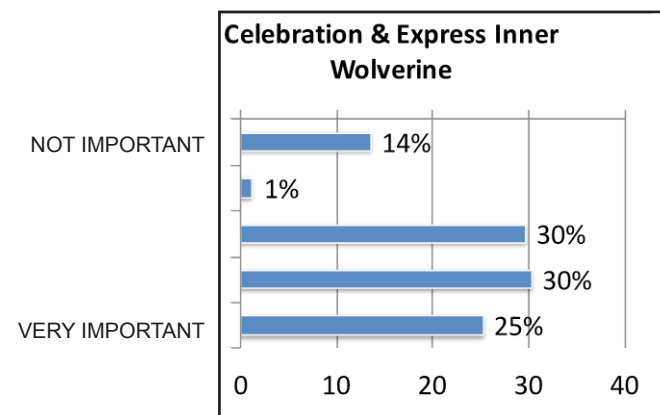


A clear majority (57%) responded that networking and entrepreneurship was an important role, with just under one-quarter (23%) calling it very important. However, this item also received a small but substantial minority of low ratings, with 14% calling it unimportant, which includes a full 12% who gave it the lowest possible rating.

A clear majority (56%) also responded favorably to the phrase, “creativity and expression,” with 22% calling it very important.



The statement “celebrate and express your inner Wolverine” was deemed important by a majority (55%) with one-quarter (25%) calling it a high priority. Notably, 15% gave this item a negative rating, with 14% giving it the lowest possible rating.

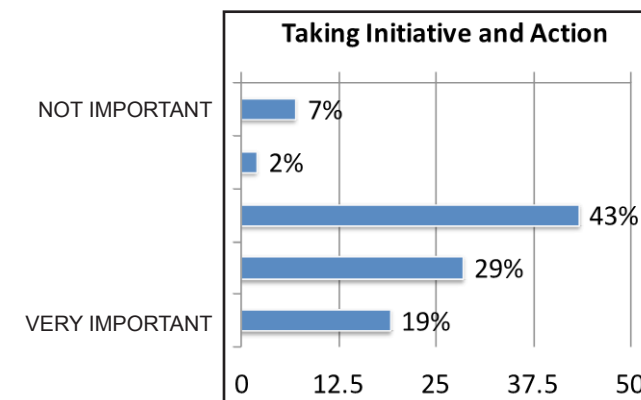
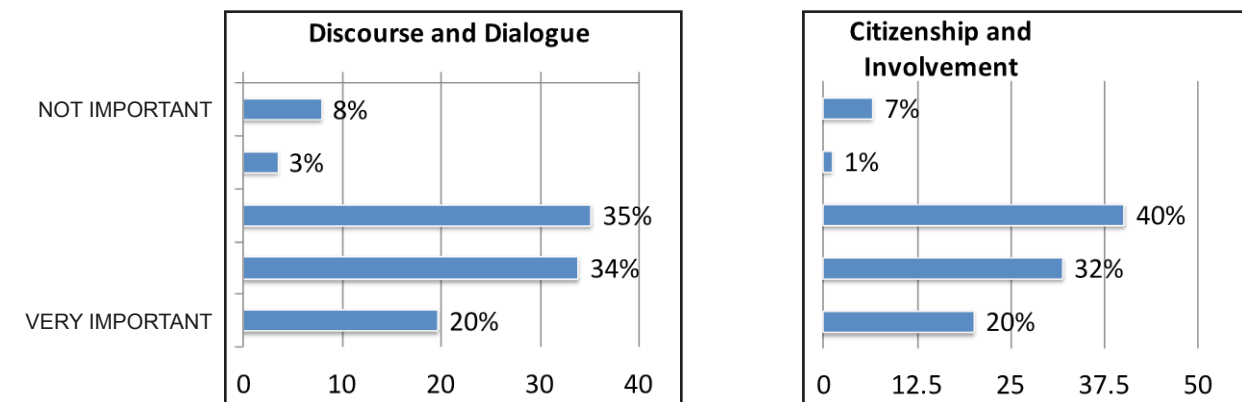


Rankings for the next three items were supported by a majority of students, with about one-fifth of students rating them as very important:

“Discourse and dialogue” was viewed as a positive role by 54% for respondents, with one-fifth (20%) calling it very important.

“Citizenship and involvement” was viewed as a potential role by 52%, with one-fifth rating it very important.

“Taking initiative and action” was considered important by just over half (52%), with one-fifth (20%) rating it very important.



QUALITATIVE INTERVIEW THEMES

SPATIAL THEMES

A WARM, WELCOMING ENTRY EXPERIENCE

“Entry should be visibly welcoming”

“Add Michigan branding, a big “M”

“When you walk in you should see student activity and interaction”

“There should be a place to hang your coat when you arrive, hospitality”

“Union needs to be a safe place”

“I want the Union to feel warm, like it's hugging you back”



SPATIAL THEMES

IMPROVE WAYFINDING/ACCESSIBILITY

“Entry should be visibly welcoming”

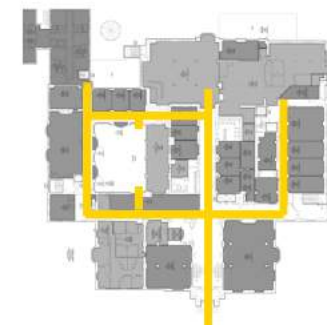
“Courtyard is not easy to get to”

“Information Desk is tucked away, disconnected...relocate”

“The Union lets you come and go in all different kinds of ways.”

There are Exiting /Egress /Accessibility issues...both accessible entrances are to the Ground Level”

“I don't know what's in the building other than the food/coffee”



SPATIAL THEMES

LEGACY / TRADITION

“Historical significance has to be **preserved**”

“Find **creative ways to present history** in the renovation”

“**Connect to the past, present, and future**; where you can see what the University was like before we ever came here, like the **feeling of continuity with history**”

“Want a **timeless** design, love the iconic look/history of the building”

“Nostalgia, is why I am sitting here”

“The Union has a good, aged feel. **Not interested in modernizing the Union.**”

SPATIAL THEMES

CONTEMPORARY

“Lower floors represent iconic Michigan Union, **3rd/4th look nothing like the Union, gross, open for redesign**”

“The Union **looks tired.**” It looks the same as it did then, only 20 years older. (former student Building Manager)

“**Like modern. Study rooms are too traditional**”

SPATIAL THEMES

OFFICE DISTRIBUTION

“Feel all staff office functions should be on the Mezzanine, **create more space for students in more public areas**”

“**Point of building isn’t for offices.** Balance institutional needs for space with understanding that students are the priority.”

SPATIAL THEMES

CREATE A LOGICAL SECTIONAL ZONING

“**Billiards** location is poor, out of the way unless you have a reason to go above the Main Level”

“**Student orgs are tucked away**”

“The **student org space doesn’t have to be on the Fourth Level**, it can move down”

“Create an effective way for Student Orgs to function. Can’t find **SOAS** (Mezzanine Level), and it’s a concern”

“**Student Organizations and the Center for Campus Involvement on multiple levels is strange and antisocial.** Uses throughout the building, should be clustered in the same location and grouped together logically.”



SPATIAL THEMES (APPARENT)

INCREASE PUBLIC SOCIAL SPACE

"There's no place to go for 30 minutes between classes. Need more social hangout space"

"I would like the environment of the Union to be social and purely interactive, a recharge place"

"I want the Union to become more of a social catalyst for the campus. The place for this to happen as it did in the past. Why doesn't this happen today?"



SPATIAL THEMES

CREATE INDOOR/OUTDOOR CONNECTIONS

"Integration of outdoor areas with parts of the building interior would make it more open and welcoming"

"Outdoor areas with WIFI, power, and plants"

"Outdoor raised areas, a balcony"

"Create a continuity of exterior and interior"

"Outside deck...a nice place to relax. Capture views to the south of the Michigan Union."



SPATIAL THEMES

SPACES LACK DAYLIGHT

"Bring in **more natural light** and plants into the Union."

"I would like it to be **more modern with lots of light**"

"Looks tired especially compared to **Ross** which was buzzing with activity, I was just there recruiting. **It's a spectacular, nice environment and lots of light**"



SPATIAL THEMES

SPACES ARE TOO COMPARTMENTALIZED

"Should be open and welcoming when students come into the building"

"Current Ground Floor feels compartmentalized with randomly placed TV's. I prefer a more open concept"

"Offer lots of services but they're all tucked away"

"Need more spaces for meeting & interacting like the Brandon Center; conference rooms with glass that make it possible to see others meeting and interacting."

"The Union's resources are not apparent and visible."



SPATIAL THEMES

PROVIDE MORE AFFORDANCES

"More sitting areas with TV's and HDMI connectivity"



SPATIAL THEMES

THE UNION CAN FEEL TOO FORMAL

"Other unions lack this sense of **authenticity**, not **homey**. Michigan Union is like an old comfortable sweater or a pair of your favorite jeans."

"The current Union is **not cozy, too formal**"

"Wish we had **places where we could talk louder**"

"The Michigan Union should have more social spaces - spaces for group study **where you can talk at a reasonable volume** like at the UGLi."

"At the UGLi, you can **talk at a reasonable volume** and not get yelled at, unlike in the quiet study space at the Michigan Union."



SPATIAL THEMES

THE UNION ISN'T FUN, LACKS DRAWS

"**Social vibrancy** is needed"

"Make it **more open and inviting**"

"Primarily an exterior landmark, **needs to be a destination**"

"The Union has **no legit fun** and **no place to relax**. If you come to the Union, you feel like you should either be working or eating."

"Some of the things that may draw student to the Union are **better food, a place to chill, comedy shows and group project work areas**."

"Don't think of Union when thinking of something to do"

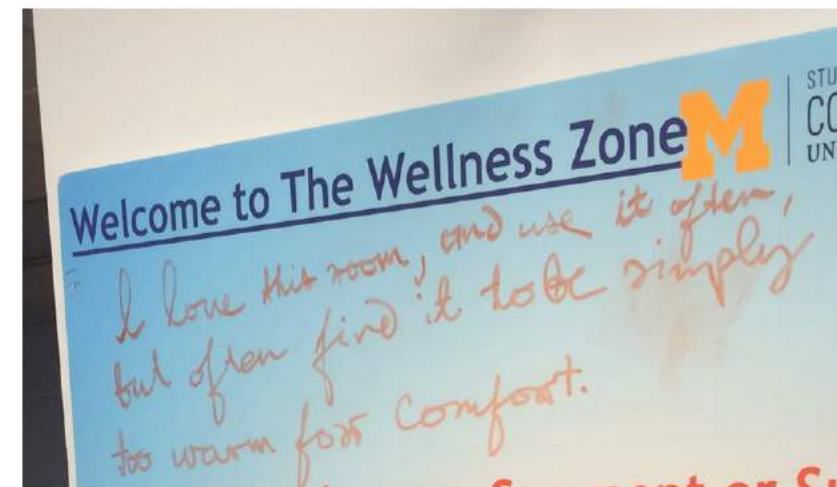
"**Not too many people use the union**"



SPATIAL THEMES

PROGRAM & INFRASTRUCTURE ARE RELATED

"Fix the building from an operations stand point"



SOCIAL RESEARCH RESULTS

SPATIAL THEMES

ACCOMMODATE MULTIPLE TYPES OF STUDY

"Union should be an "equalizing space"...with a front door open to all."
(Study as leveler)

"Union should focus on social and interactive study. Ross and North Quad are good examples. Small quiet spaces adjacent to collaborative group study spaces"

"Decide on one atmosphere for the Union. Currently weird due to quiet study space location and adjacency to loud spaces."

"Quiet spaces not necessary in the Union."



SPATIAL THEMES

CREATE HACKABLE / FLEXIBLE SPACES

"Need a building that allows for evolution through student voice; flexible, movable furniture"

"Needs flexible/fluid spaces, more kinetic"

"Need Multipurpose spaces that feel safe and comfortable"

"Need adaptable spaces"

"Students often take over spaces when they need it, feel a strong sense of ownership...no one will kick me out."

"Need for Ad-Hoc, drop-in rooms for students who aren't a 'recognized student organization'"



SPATIAL THEMES

INTERCEPT INTERVIEW FOCUS ON STUDY

Study General

"The preferred study environment really just depends on the person."
"The lack of study space on-campus is an issue."
"Where students study depends on what in close proximity to where they live."

Affordances

Fish Bowl: "The large desks allow you to spread out all your notes. There are outlets and desk space if you would like to hook up our own laptop. The large desk also allows for multiple people to work at one station."

"The Fish Bowl is nice because there are tables and screens to access information. You can create your own little area."

Proximity to food

"After about one hour and 40 minutes of studying/working, I need to take a break to grab a snack or make a phone call."

Pro-open/social

"The Fish Bowl feels open and relaxing"

Anti-open/pro quiet

"I prefer to study at the Hatcher Library instead of the Fish Bowl because it isn't so open; it is more intimate and closed off."

"The quiet study room at the Union is popular because there are not many quiet study places on campus."

Variety

"The UGLI is popular because it has a lot of different types of study areas i.e. tables, couches and lounge."

SPATIAL THEMES

INCREASE SPATIAL DIVERSITY / SCALE

"Intimacy and scale are important. Little nooks where you can sit"

"We need open spaces, a mix of types of spaces"

"The Courtyard is great but seasonal. Not easy to get to"

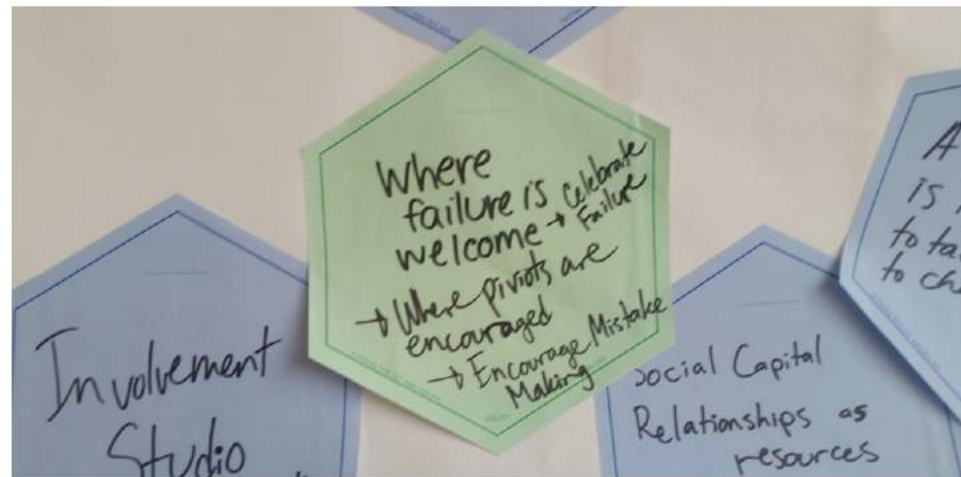
"Without open space, students won't think of this building as a social destination"

"We need open gathering spaces"



SPATIAL THEMES

THE UNION IS A PLACE TO EXPLORE & FAIL



SPATIAL THEMES

LIVING ROOM VS. HOME (BIG HOUSE)

AUTHENTIC, IMPERFECT, RAMBLE, DISCOVERY



SPATIAL THEMES

NO EXCLUSIVE SPACES IN THE UNION

"The Union should be a place for all, needs to feel inclusive"

"No themed rooms because they encourage marginalization and exclusion...focus on commonalities as students, not what makes us different"

"The Michigan Union is one place on campus that is inclusive, unlike the Greek floor in the library."

REFLECTION

"Religious inclusion - reflection room"

TECHNOLOGICAL INCLUSION

"It's assumed everyone has a smart phone and a laptop, but there are many who don't. To accommodate every student, desktops are necessary"

EMERGENT PROGRAM THEMES

RECREATIONAL DIVERSITY

"Billiards is 'pointless'. Too specific to a small demographic and you have to pay to use the space most of the time"

"I would like to see more recreational spaces to hang out; bar, pool, mini movie theater, bowling, laser tag"

"don't encounter new people other than in the game room"



SOCIAL RESEARCH RESULTS

EMERGENT PROGRAM THEMES

FIND BALANCE TOGETHER = WELLNESS

"Michigan students are academically inclined, but also perfectionist and sometimes overinvolved, there's a need to find balance"

"Idea of Wellness Rooms is taking off around the country in response to students' need to find balance"

"The Union should destigmatize Wellness"



EMERGENT PROGRAM THEMES

INCREASE SOCIAL SPACE

"There's a lack of spaces on campus to hang out"

"There's a lack of non-assigned social space."

"Do we want to take up valuable real estate for quiet study when we already have quiet study spaces in the UGLI, Fish Bowl, etc.?"

"Dedicate one atmosphere for the Union. Currently weird due to quiet study location and adjacency to loud spaces"

"Quiet space is not necessary in the Union"

"Swap the Quiet Study with the Billiards Room location to make the space at the entry a more social atmosphere..."



EMERGENT PROGRAM THEMES

STUDENT INVOLVEMENT

"Current Union org space doesn't serve as an open space, **too many hidden, behind-the-wall functions.**"

"The student orgs **don't have any shared collaborative space**"

"The student organization space **needs to be visible**"

"Open up the student org space"

"We want **to see what our peers are doing**"

"**Storage** is a huge need. Current student org offices are being used for storage"

"Prefer to be located on the Main Level, more accessible"

"Would like to see **a floor dedicated to student orgs with large common areas**"



EMERGENT PROGRAM THEMES

STUDENT INVOLVEMENT

SOCIAL ACTION

"Michigan students are passionate, driven, activist"

"Make the student org space dynamic, collaborative, and multi-purpose"

"Michigan students are very entrepreneurial. There's no good space for this on campus"

EMERGENT PROGRAM THEMES

A VARIETY OF STUDY SPACES

"An area slightly bigger than the UGLI with the same function. Zen aspects of the area ideally encourage social interaction"

"There's no open collaborative study spaces in the Union, but there should be."

"Quiet study in the Union...I'd use it if it was there. Could study then and socialize during breaks"

"Don't like disjointed study spaces"

"There's never enough study spaces on campus"

"More study spaces, both quiet and social"

"Both loud and quiet study spaces in close proximity to food"



EMERGENT PROGRAM THEMES

STUDENT EXPRESSIVE SPACE

"Need something more informal and flexible. The Ballroom is often too big for student programming."

"Need a place for small concerts."

"Students often go to Rec Sports and ask to use courts for practicing, lack of space for this on campus."



EMERGENT PROGRAM THEMES

FLEX STUDENT MEETING SPACE

"Meeting spaces aren't touched by students for the most part..."

"Majority of building is meeting rooms. Not easy for students to reserve"

"Need non-reservable meeting rooms"

"Not enough meeting rooms for groups to use - constantly an issue"

"More group meeting space"

"Need for Ad-Hoc, drop-in rooms for students who aren't a 'recognized student organization'"

"Need for small study spaces for small group interaction"

