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WEST SHORE COMMUNITY COLLEGE

Facility Master Plan

Philosophical Framework | Strategic Framework | Executive Summary | Campus Future Vision

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01 Executive Summary

A Campus in Transition

The 2025-26 academic year provides important context for the facilities plan. West Shore reported the highest number of graduates in its history - 251 students earning 261 credentials - while incoming student cohorts remained materially larger than the pre-2024 pattern. The College also continued expanding healthcare, EMS, CDL, information technology and other workforce offerings; implemented a more holistic advising model; invested in wellness and accessibility; and extended its regional presence through off-campus and partnership-based delivery.

Those changes suggest a master plan that does two things at once: strengthen the Scottville campus as West Shore's primary place for learning, community and belonging, while recognizing that future growth may also happen through a network of regional locations and partnerships. The goal should not be maximum square footage. It should be the right portfolio of places for how West Shore intends to serve students and its communities.

What Has Changed Since the 2025 Facilities Plan

- **Recreation Center investment has advanced.** The 2026 Annual Report notes completion of a $7.2 million Recreation Center renovation and states that a significant pool remodel is underway. The pool should therefore be treated as an active/committed project, not simply a future line item.
- **The Administration and Conference Center project has been approved for Capital Outlay Funding.** Planning for the project has begun with the solicitation for proposals from architecture and engineering firms
- **Regional access is expanding.** The Hart Center is on pace to open in Fall 2026, joining the Manistee Center, Free Soil public-safety location and a growing set of alternate instructional partnerships.
- **Workforce programs continue to grow.** EMS, healthcare, CDL, AI and the new Fire Science program reinforce demand for adaptable and specialized teaching environments, with opportunities to share facilities across programs.
- **Barrier removal is increasingly explicit.** The Strategic Plan and 2026 Annual Report identify housing, childcare, transportation, technology access and engagement as real student-success issues. The facilities plan should test which of those needs warrant physical responses.
- **Student-support expectations are changing.** Holistic advising, mental-health services, wellness, engagement and belonging make the quality, accessibility and connectivity of campus space part of the student-success strategy.

Planning mindset

Carry forward the strongest ideas from the 2025 plan, but do not treat its priority order, project scopes, locations or costs as fixed. Revalidate them against 2026-27 conditions, the forthcoming data assembly, current construction costs, strategic outcomes and the next institutional strategic plan.

01 # Executive Summary

Priority Projects & Planning Budgets

Project	2026 Budget / Role	Strategic Intersection	Master Plan Direction
1. **Administrative & Conference Building**	$11.8M Near-term candidate	Student success; community engagement; flexible learning; organizational strength	Renew and reprogram as a stronger academic, conference and student-facing asset; improve arrival, parking, flexible instruction/study and kitchen/conference functions.
2. **2A: Non-Traditional Student Housing** **2B: Apartment-Style Student Housing**	$5.9M $14.4M Near-term candidate	Barrier removal; belonging; student success; enrollment access	Advance after current demand, operations, safety, student-life support, dining, parking and financial feasibility are reconfirmed.
3. **Campus Fieldhouse**	$16.8M Long-term / conditional	Wellness; belonging; community engagement	Preserve the concept and site relationship, but proceed only if verified demand, operating economics, circulation and shared-use partnerships justify the investment.
4. **CDL Skid Pad and Storage Barn**	$6.6M Near-term / phased	Workforce development; regional service; program innovation	Build on the existing 10-acre training pad with site improvements and a maintenance and storage building.
5. **Public Safety Building – Free Soil Campus**	$1.7M Long-term / conditional	Workforce development; regional service; program innovation	Build training building and vehicle storage for EMS, Fire Science, and related programs.

01 Executive Summary

Approximate Planning Timeline

IMMEDIATE 2026-2028	NEAR TERM 2029-2033	LONG TERM 2034+
Finish active work; complete data assembly; update budgets; confirm Administrative & Conference Building program; make a current housing decision; advance Agri-Science and safety/access work; define the next CDL/Public Safety phase; test strategic gaps.	Implement the highest-value renewal and reallocation projects. Likely candidates include the Administrative & Conference Building, housing if validated, phased workforce training, critical FCA work, student-support improvements and safer connections.	Preserve optionality for the fieldhouse, future housing phases, expanded outdoor learning/recreation, major infrastructure renewal and new responses to future strategic needs. Trigger projects by verified demand, condition, operating capacity and the strategic plan then in effect.

These are planning horizons, not commitments. Projects may move earlier or later as condition, utilization, funding, partnerships, program demand and institutional strategy evolve.

01 # From Strategy to Capital Decisions

Foundations

MISSION	**West Shore Community College's mission is to make our community a better place in which to learn, live, work, and prosper.**
VISION	**To be one of America's premier community colleges, driven by a passion for assuring student success, serving our entire community, and pursuing greatness.**

Strategic Plan

The 2023-2028 Strategic Plan is organized around four enduring pillars. The 2026 Annual Report confirms that the pillars continue to guide institutional priorities and resource allocation. The master plan therefore translates those pillars into durable physical-planning outcomes while remaining adaptable enough to serve the strategic plan that follows.

Foster Student Success	Innovate & Collaborate	Serve Our Community	Strengthen Our Organization
Create welcoming, accessible and connected places that support learning, navigation, advising, study, wellness, belonging and degree completion.	Favor adaptable classrooms, shared resources, technology-rich environments and places that allow programs and partners to work across boundaries.	Treat campus and regional locations as resources for education, workforce development, conferences, culture, recreation and community partnership.	Invest in the right assets, improve utilization, address condition and infrastructure, strengthen safety and align capital decisions with operating capacity.

01 From Strategy to Capital Decisions

Guiding Principles // Philosophical Framework

The established guiding principles translate West Shore's institutional values and strategic priorities into physical planning behavior.

- **Students first.** Measure the value of space by how well it supports learning, access, progress, belonging and completion - not simply by how new it is.
- **Remove barriers.** Treat housing, food, transportation, childcare, technology access, accessibility and student-support needs as planning questions where the physical environment can materially improve student success.
- **Community + College.** Plan the Scottville campus as a community asset and as part of a larger regional network that now includes Manistee, Hart, Free Soil and multiple partnership-based instructional locations.
- **Use what we have well.** Reallocate, share, schedule and renew existing space before adding new square footage when those approaches can solve the need.
- **Flexible by design.** Create spaces, infrastructure and site strategies that can support different programs, partners and modes of learning over time.
- **Connect people and places.** Strengthen pedestrian safety, wayfinding, accessibility and the relationship between the academic core, student support, administrative/conference functions, recreation, housing and specialized training areas.
- **Protect what makes West Shore distinctive.** Treat the 360-acre wooded setting, pond, trails and natural systems as educational, wellness and community assets - not leftover land.
- **Evidence before capital.** Use the FCA, utilization study, interviews, enrollment/program data, funding opportunity and current cost information to confirm priorities and avoid building around assumptions.
- **Phase for resilience.** Sequence investments so West Shore can respond to funding opportunities without creating an unsustainable burden on operations, staffing, maintenance or future renewal.

01 From Strategy to Capital Decisions

Master Plan Goals

- Align physical investments with West Shore's mission, vision and Four Pillars of Success.
- Create a clearer, safer and more welcoming experience that supports access, belonging and student completion.
- Support evolving academic, workforce and partnership needs with adaptable learning and training environments.
- Improve the value and utilization of existing assets while establishing a disciplined response to deferred maintenance.
- Identify where new capacity is truly warranted - and preserve sites for future opportunities without forcing premature commitments.
- Provide a phased capital roadmap that can be updated as strategy, data, costs, funding and institutional priorities change.

02 # Strategic Framework

Near-Term Areas of Focus

The near-term framework is shaped by two realities: West Shore has meaningful momentum in student outcomes and workforce programming, and the College is already investing in facilities and regional access. This master plan builds on that momentum while using the FCA, utilization analysis and stakeholder work to verify where capital creates the greatest strategic value. The following picks-up following the completion of the recreation center / pool.

1	**Reposition the Administrative & Conference Building**	Reposition the Administrative & Conference Building as a more connected academic, community, conference, and student-facing resource. Renovation should improve utilization, accessibility, arrival, and the relationship between the building and the campus core while supporting flexible instructional, administrative, culinary, and community uses.
2	**Resolve on-campus housing**	Develop a viable approach to on-campus housing that strengthens student belonging, improves access, and supports persistence. The first phase should connect meaningfully to daily campus life while addressing operations, safety, dining, parking, student support, and long-term financial sustainability.
3	**Preserve a fieldhouse opportunity (conditionally)**	A fieldhouse could extend wellness, athletics and community use, but should remain demand- and operations-driven, with shared-use partnerships explored before committing capital.
	Strengthen wayfinding, student support and belonging*	Use wayfinding, improved accessibility, study/gathering space and student-support adjacencies to make campus easier to navigate and more supportive of engagement and persistence.

**Wayfinding, student support and belonging are not anticipated to be accomplished as a capital project.*

02 # Strategic Framework

Long-Term Areas of Focus

Long-term planning will preserve options without turning every good idea into a promised project.

4	**Support high-growth workforce training - CDL**	Expand the CDL training environment in phases that respond to demonstrated workforce demand. Future improvements should strengthen specialized training capacity while maximizing shared use among CDL and related programs. This direction builds on the existing 10-acre driver-training investment and growing program demand.
5	**Support high growth workforce training - EMS**	Expand the EMS training environment to respond to demonstrated workforce demand at the Free Soil campus by adding vehicle storage and classroom space to accommodate growing program demand.
	Allow housing to grow in phases	If a first housing project is successful, preserve the ability to expand rather than overbuilding the initial phase.
	Make the outdoors part of the learning environment	Continue trails, pavilions, outdoor wireless access, ecology work and accessible recreation as a low-square-footage way to strengthen wellness, instruction and community use.
	Keep barrier-removal questions open	Childcare, transportation and evolving student-support needs may require physical responses, partnerships or operational solutions. The plan should preserve flexibility until the right response is known.

03 Philosophical Framework

The matrix below highlights how the current Master-Plan ideas will directly advance the Strategic Plan - and where additional planning questions remain.

Strategic Plan / Master Plan Crosswalk

Strategic Priority / Need	Facilities Intersection	Planning Implication
Student success, engagement & belonging	Housing; Recreation Center; fieldhouse; study/gathering environments	Treat these as an integrated campus-life strategy. Test whether each investment measurably strengthens persistence, connection and belonging.
Housing / barrier removal	On-campus student housing; student-support partnerships	Housing is directly identified as a student-success barrier. Validate demand and operations, but keep the decision framed around access and persistence - not simply residential growth.
Workforce & emerging program demand	CDL / Public Safety; EMS; Fire Science; flexible instructional environments	Use demonstrated program growth to phase specialized facilities while identifying opportunities for shared simulation, classroom and support spaces.
Mental & physical health	Recreation Center; pool; fieldhouse; trails and outdoor spaces	Wellness facilities are a direct strategic response, not an amenity category. Connect indoor and outdoor wellness assets safely to the academic core.
Community engagement & regional service	Administrative & Conference Building; recreation; regional centers; community partnerships	Use campus and satellite locations to support conferences, training, services and community partnerships. Define what belongs at Scottville versus distributed locations.
Organizational strength & stewardship	Admin renovation; HVAC / electrical / access control; FCA; utilization study	Renewal and reallocation are strategic work. Condition, utilization and operating cost should be weighed alongside visible new construction.
Access & programming	Hart; Manistee; Free Soil; alternate instructional sites; campus arrival / transportation	Plan West Shore as a regional network. Evaluate transportation, drop-off, shuttle, parking and digital access as parts of the same access strategy.

04 Campus Map and Future Vision

A Connected Future

The strongest long-term vision for West Shore is not defined by a single signature building. It is a campus in which the core is active and adaptable, student-support resources are easy to find, community-facing functions are easier to reach, wellness and recreation are connected, workforce training has room to grow, housing - if pursued - reinforces belonging, and the natural landscape remains one of the College's defining assets.

That vision also extends beyond Scottville. As West Shore expands access through Manistee, Hart, Free Soil, alternate EMS sites, early-middle-college partnerships and other delivery models, the master plan can make the main campus stronger by being more deliberate about which experiences truly benefit from being located there.

Future Vision by Campus Zone

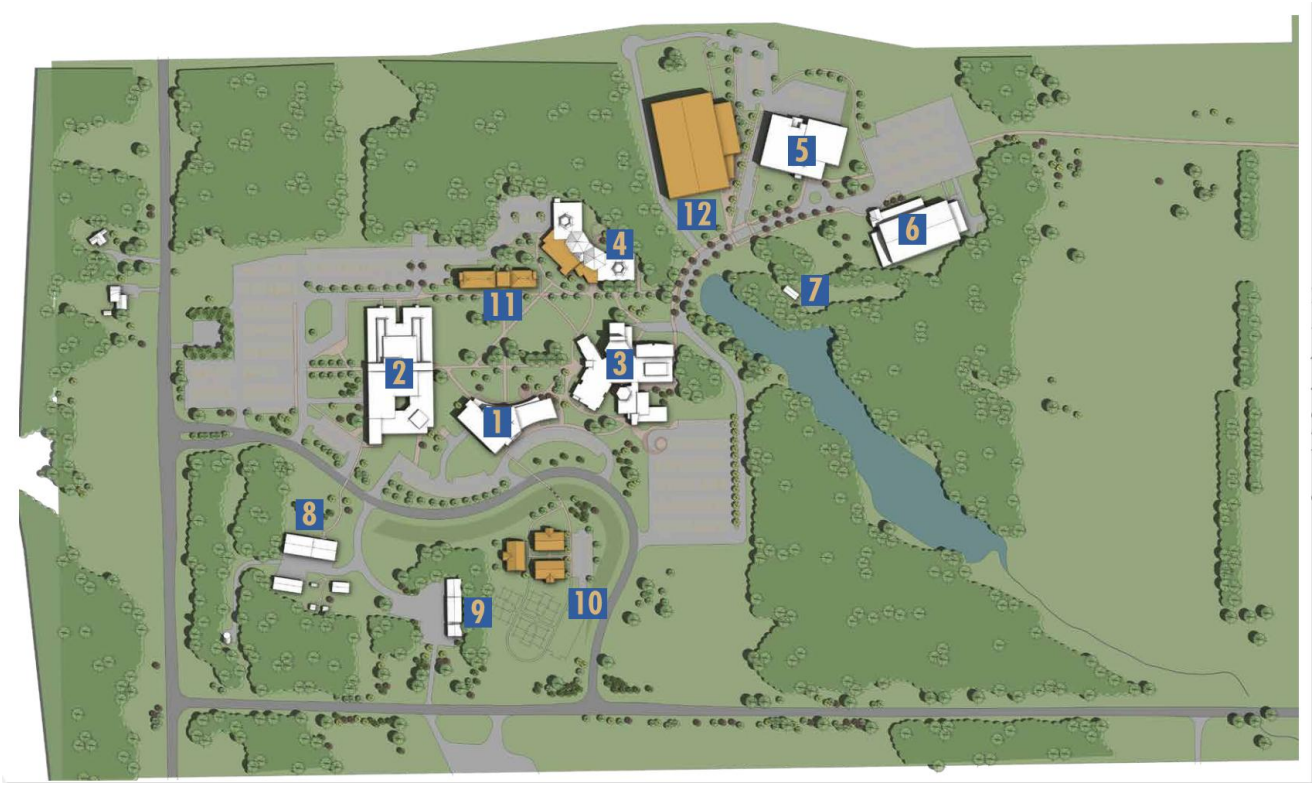
The future campus will be developed to become a connected network of ways in which WSCC will leverage its physical campus to achieve their strategic priorities.

Future Vision Zone	Campus Project	Direction
North Gateway	Administrative & Conference Building	Turn the building from a remote administrative destination into a more connected academic, conference and student-facing gateway while preserving its relationship to the wooded landscape.
West Residential Edge	Housing study areas near student parking / north campus	If housing is validated, place the first phase close enough to the academic core to build belonging while managing parking, safety, operations and woodland impacts. Preserve flexibility for future phases.
East Workforce Training	CDL & Public Safety Driver Training Facility	Develop as a distinct, high-functioning training zone with clear access, buffering, signage and phased building/site improvements tied to verified program demand.
Northeast Wellness	Recreation Center + Ice Arena + future fieldhouse area	Complete pool renewal, improve safe pedestrian access from the core, leverage shared parking and amenities, and preserve the fieldhouse as a long-term option rather than a near-term assumption.
Campus Core	Schoenherr + Technical + Arts & Sciences	Keep the core as the primary student heart. Use utilization findings to reallocate before expanding; strengthen collaboration, advising, study, accessibility, engagement and shared learning spaces.

Future Vision Zone	Campus Project	Direction
Natural Network	Pond, trails, woodland and outdoor spaces	Treat the landscape as a learning, wellness and community asset. Improve trails, accessibility, outdoor gathering/learning and ecological stewardship without losing the character that distinguishes West Shore.
Regional Access Network	Hart + Manistee + Free Soil + partnership locations	Define a clear role for each regional location. Use distributed facilities, partners and technology to improve access while keeping specialized or community-building experiences where they create the most value.

04 Campus Map and Future Vision

Future Vision – Main Campus



1. Schoenherr Campus Center
2. Technical Center
3. Arts & Sciences Center
4. Administrative & Conference Building
5. Recreation Center
6. West Shore Community Ice Arena
7. Eaton Picnic Pavillion
8. Auto Repair and Agri-Science Center
9. Maintenance Building (receiving)
10. Non-Traditional Student Housing
11. Apartment-Style Student Housing
12. Fieldhouse

04 Campus Map and Future Vision

Future Vision – Administration and Conference Center

The Administration & Conference Center is envisioned as a renewed academic, administrative, and community-facing gateway to campus. The project will renovate and reprogram the existing building while adding approximately 10,000 square feet to better support conferences, administrative functions, and student access. Improvements are anticipated to include updated building systems and finishes, renovated kitchen and serving areas, flexible instructional and study spaces, improved conference functions, and a stronger arrival experience. The project will transform an important but relatively remote campus building into a more welcoming and connected resource serving students, employees, and the broader community. Capital Outlay funding has been approved, making this a near-term priority for the College.

Budget: $11.8M

04 Campus Map and Future Vision

Future Vision – Administration and Conference Center

The proposed Administration & Conference Center embraces West Shore's distinctive wooded campus setting, creating a welcoming destination that feels connected to both the landscape and the larger campus community. The design draws inspiration from the surrounding natural environment, using warm, natural materials and expansive areas of glass to strengthen the relationship between interior gathering spaces and the wooded landscape that defines this part of campus.

The new addition creates a stronger sense of arrival while establishing an inviting front door for students, visitors, and community members. Rather than competing with its setting, the architecture is intended to complement it, creating a comfortable transition between the building, campus lawn, and surrounding woods. The result is a renewed Administration & Conference Center that reflects West Shore's Community + College philosophy, providing an approachable place for learning, gathering, conferences, and community engagement. The broader master plan specifically identifies preserving the campus's wooded setting and strengthening the building as a community-facing gateway as important planning directions.

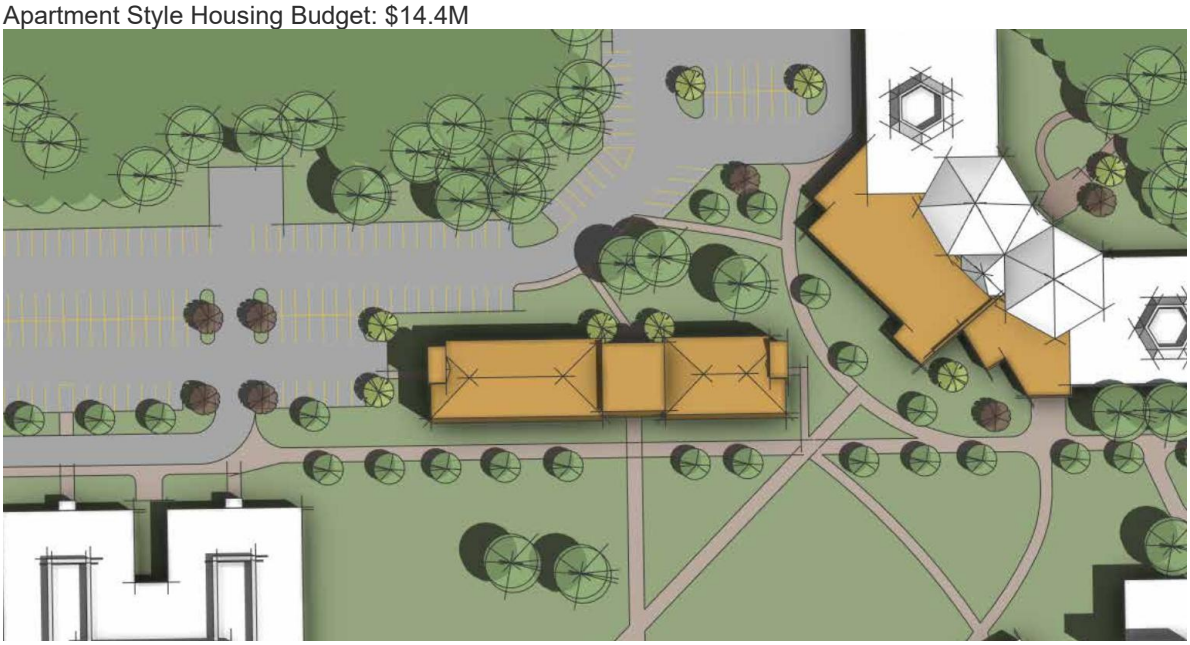
04 Campus Map and Future Vision

Future Vision – Student Housing

New on-campus student housing is intended to address housing as a barrier to access while strengthening student belonging, engagement, and connection to campus life. Current concepts consider two complementary housing models: approximately 40 beds of one- to two-bedroom garden-style apartments and approximately 80 beds of apartment-style student or guest housing. Together, these concepts create an opportunity to establish housing in phases rather than committing immediately to a single large development. Before implementation, the College should continue to validate demand, operations, safety, dining, parking, student-support requirements, and financial feasibility. If successful, the initial development can establish a foundation for future housing growth as demand warrants.

Garden Style Apartment Budget: $5.9M

Apartment Style Housing Budget: $14.4M

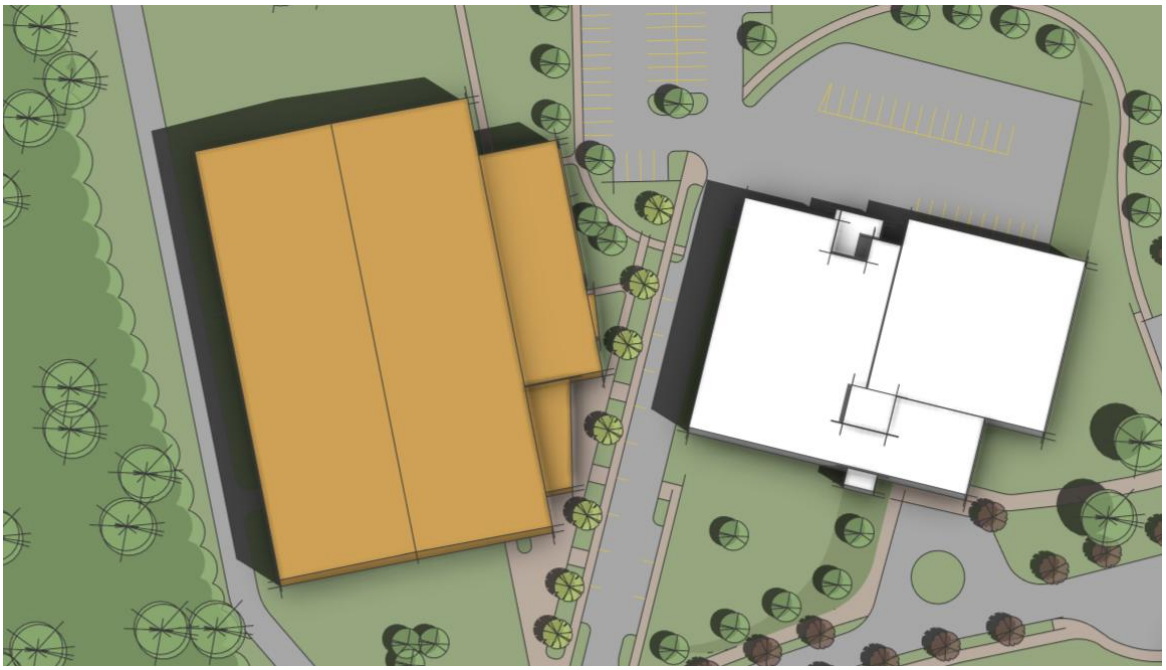


04 Campus Map and Future Vision

Future Vision – Campus Fieldhouse

The proposed Campus Fieldhouse would expand opportunities for year-round athletics, recreation, wellness, and community use. Earlier planning envisioned a flexible indoor facility with a perimeter running track and multi-use turf capable of supporting recreational sports, with a preferred relationship to the existing Recreation Center and Ice Arena. The project could leverage nearby parking and supporting recreational amenities while strengthening the northeast portion of campus as a wellness destination. The fieldhouse remains a long-term, conditional opportunity and should advance only after demand, operating economics, circulation, and potential shared-use partnerships are validated.

Budget: $16.8M



04 Campus Map and Future Vision

Future Vision – CDL Training Facility Expansion

Expansion of the CDL training environment will build upon the College's existing investment in the approximately 10-acre driver-training facility on the east side of the main campus. The next phase is envisioned to include an additional skid pad, a new storage and maintenance building, and supporting parking, landscaping, signage, and site improvements. These improvements would expand specialized training capacity while supporting continued growth in CDL and related workforce programs. Development should occur in phases tied to demonstrated program demand, allowing the College to strengthen this dedicated workforce-training zone while making effective use of existing infrastructure and previous site investments.

Budget: $6.6M

04 Campus Map and Future Vision

Future Vision – Free Soil EMS Training Building

The approximately 4,000 SF EMS Building project would expand the College's public-safety training capacity at the Free Soil campus in response to growing EMS and related workforce programs. The current master-plan direction calls for additional vehicle storage and classroom space, building upon the existing Riemer Regional Public Safety Training Center and its established role in EMS, EMT, paramedic, law enforcement, criminal justice, corrections, emergency telecommunications, and continuing public-safety training. This project would strengthen Free Soil as a specialized regional public-safety education center, providing additional space for EMS instruction, equipment, and vehicles as program demand warrants. The project is currently identified as a long-term, conditional investment.

Budget: $1.7M